

5`hghUXhZYgh'? UggY`'&\$&) . : Y]Yfbž
GWX`Ya a Yb`i bX`A i g]_`[Yb]Y» Yb`°

9f`YVYb`G]Y`XUg'? UggY`Yf`5`hghUXhZYgh`j ca`' &+"`V]g`&-`"' ð b]
&\$&) `a`]h`@]j Ya` i` g]_ž`_i` `]bUf]gWX`Yb`?`Ògh`]WX`_Y]hYb`i` bX`
j`]Y`ZÄ`h][` Yb`'5`_h]cbYb`°



' (%%+`? UggY`ž`8 Yi` hgWX`UbX`!`B`UWX`Y]bYf`nk`Y]Ä`f][` Yb`DUi` gY`
]gh`Yg`YbX`]WX`k`]YXYf`gc`k` Y]h`'8`Ug`? UggY`Yf`5`hghUXhZYgh`ghY`h`j` c`f`
XYf`HØf`'J` ca`' &+"`V]g`&-`"' ð b]` '\$&)` `k`]fX`X]Y`5`hghUXh`j` cb`? UggY`
ni` a`'di`g]YfYbXYb`NYbhf`i` a`'ZØf`fY[`]cbU`Y`?`i` `hi` fž`A` i` g]_`i` bX`
_i` `]bUf]gWX`Y`?`Ògh`]WX`_Y]hYb`":` YghVYgi` WX`Yf`_`ÒbbYb`g]WX`Ui` Z`Y]b`
gdUbbYbXYg`Dfc[` fUa` a`'ZfYi` Ybž`XUg`ZØf`^XYb`";` YgWX`a` UW`_`Yhk` Ug`
V]YhYh"

8`Ug`:` Ygh`k`]fX`Ua` `:` fY]hU[` `i` a`' %*`'i` \`f`c`Z]n]Y`Y`f`ÒZbYh`" ` ð` XYb`XfY`]
:` YghU[` Yb`' [`]Vh`Yg`Y]bY`'J`]Y`n`U` \` `Ub`'5`h`hf`U`_h]cbYb.` '@]j` Ya` i` g]_ž`
NY]hfY]gYb`'b`X]Y`GhUXh[` YgWX`]WX`hY`i` bX`A`]ha` UWX`!5`_h]cbYb`
j` Yfgd`fYWX`Yb`Y]b`i` bj` Yf[` Ygg`]WX`Yg`9f`YVb]g`":` Øf`XYb`_`Y]bYb`
<`i` b[` Yf`nk`]gWX`YbXi` fWX`k` UfhYh`Y]bY`bYi` Y`GhfYYhZccX[` UggY`ž`X]Y`

a]h]b hYfbUh]cbU`Yb`GdYn]U`]hÀhYb`Ui Zk UfhYhž`i bX`X]Y`Yfk Y]hYfhY
J YfY]bg[UggY`ghY`h`XUg`? UggY`Yf`J YfY]bg`YVYb`]b`XYb`A]hY`di b`h`
5a` : f]YXf]W\gd`Uhn`k]fX`ni XYa` `Y]b`đ\fa Uf`hfY]VYb`ZØf` : Ua`]]Yb
a]h`?]fa YgZU]f`ni a`GhUi bYb`Y]b`UXYb`" `đhYfYgg]YfhY`_ØbbYb`X]Y
j]Y`gY]h][Yb`_i`]bUf]gW\Yb`5b[YVchY`j cb`5`Yf`K cfgW\h`V]g
K YW_Yk Yf`_ [Yb]Y» Ybž`k]Y`ghUXhZYghY!]b!XYi hgW\`UbX`XY
VYf]W\hYh`

9]b`j]Y`ZÀ`h][Yg`Dfc [fUa`a`ZØf`U`Y

8 Ug`5`hghUXhZYgh`V]YhYh]bg[YgUa`h`ZØbZ`6Ø\ bYb`Ub`j YfgW\]YXYbYb
D`ÀhnYb`]b`XYf`5`hghUXhž`X]Y`Yk Y]`g`i bhYfgW\]YX`]W\Y`a`i`g]_U`]gW\Y
GW\k Yfdi b`hY`gYhmYb`" `6Y]gd]Y`gk Y]gY`Yfk UfhYh`X]Y`6Ygi W\Yf`Ua
? Øb][gd`Uhn`7`\ ÒfYž`C fW\YghYfž`6UbXg`i bX`8`đGci bXg`" `8]Y
FY[]cbU`VØ\ bY`]b`XYf`A Uf`h`U`Y`df`ÀgYbh]Yfh`? ØbghYf`Ui`g`? UggY`
i bX`XYf`FY[]cbž`k`À`fYbX`X]Y`đ`b[Y`?i bgh`6Ø\ bY`]a` `đbYb`cZ
8cW`_ (`i bhYfgW\]YX`]W\Y`A`i`g]_gh]`Y`k]Y`F`cW`ž`Dcd`i bX`<]d<cd
VYfY]hghY`h`" `đhYfYggUbhY`8UfV]Yhi b[Yb`Z]bXYb`Ui W\`Ua` `D`Uhn`XYf
DUfhbYfgh`À`XhY`ghUhhž`k`c`@]j Ya`i`g]_`i bX`HUb`nj`cfZØ\ fi b[Yb
[YVchYb`k`YfXYb`" `A`i`g]_U`]gW\Y`<][\`][\hg`g]bX`i bhYf`UbXYfYa
`C`UZ`XYf` : `]ddYf`ž`A`Ufei`Ygg`i bX`X]Y`@]b`_]b!DUf`!Hf]Vi`hY`!6UbX
 : fca`NYfc`" `< B 5` []VhY]bYb`i`a`ZUggYbXYb` , VYfV`]W`_ØVYf`XUg
6Ø\ bYbdfc[fUa`a`"

9]b`VYgcbXYfYg`<][\`][\h`k]fX`X]Y`NY]hfY]gY`]bg`a`]hY`U`hYf`]W\Y
`7`UggU`U` `gY]bž`k`c`X]Y`6Ygi W\Yf`X]Y` ; YgW\]W\hY`XYf`GhUXh
\Ui`hbU\`Yf`YVYb`_ØbbYb`" `5a` `GUa`ghU[`k]fX`XUg` : Ygh`j`cb`%`*`V]g
%`I` \f`i bX`Ua` `GcbbhU[`]cb`%&`V]g`&&`I` \f`ghUhhZ]bXYb`ž`k`c`VY]`XYf
9]bhf]hh`ni`a` `5`hghUXhZYgh`_c`ghYb`cg`]gh`"@YX][`]W\`ZØf`GdY]gYbž
 ; Yhf`Àb`_Y`i`bX` : U\ f[YgW\`À`žY`ZU`Yb`?`c`ghYb`Ub`"

J Yf`_Y`f`gY]bgW\`f`Àb`_i`b[Yb`i`bX`C`f[Ub]gUh]cb

: Øf`X]Y`8Ui`Yf`XYg` : YghY`g`g]bX`Y]b][Y`J`Yf`_Y`f`gY]bgW\`f`Àb`_i`b[Yb
ni`VYUW\hYb`" `5V`XYa` `&(`" `đ`b]`k`YfXYb`HY]Y`XYg
J YfUbghU`hi`b[g[Y`ÀbXYg`V]g`ni`a` `&`-`" `đ`b]`[YgdYffhž`i`bX
DUf`_j`YfVchY` [Y`hYb`j`ca` `&`" `đ`b]`V]g`ni`a` ` ` \$"`đ`b]" `8]Y`5bk`c`bYf
_ØbbYb`g]W\`VY]`? UggY`A`Uf`_Yh]b[`VYnØ[`]W\`XYf`

DUF_a Ò[`]W\ _Y]hYb `]bZcfa]YfYb"

8 Ug`5`hghUXhZYgh`Uh'g]W\`gY]h'gY]bYf'; fØbXi b[`]a `đ\`f`&\$%, `ni
Y]bYa `k]W\h][Yb`6YghUbXhY]`XYg'? UggY`Yf`GhUXh`YVYbg`Ybhk]W_Y`h
i bX`VYhc b hX]Y`bcfX\Ygg]gW\Y`?i`hi`f`9]b`k`Y]hYfYf`< Ò\Ydi b_h
k]fX`X]Y`?UhUghfcd\YbgW\i hn!; fc»ØVi b[`XYg`5G6`Ua`&, "`đ`b]
gY]bž`VY]`XYf`* (`\$`9]bgUhn_f`ÄZhY`i bX`ØVYf`&\$`\$: U\fnYi [Y`]a
9]bgUhn`g]bX``8]Yg`i bhYfghfY]W\h`b]W\h`bi`f`X]Y`G]W\Yf\Y]h`XYg
: YghYgž`gcbXYfb`Ui W\`X]Y`J`cfVYfY]hi b[Ybž`X]Y`[Yhfc`ZZ`b`k`YfXYbž
i a`Y]b`fi`bXi`a`[Y`i`b[YbYg`9j`Ybh`ni`[Yk`Ä`f`Y]ghYb"

CV`: Ua`])YbUi`gZi`[ž`: fYi`bXYghfY`ZZ`b`cXYf`_i`hi`fY`Yg`<][\`][\h
ZØf`B`Yi`[]Yf][Y``XUg`? UggY`Yf`5`hghUXhZYgh`j`Yfgdf]W\h`Y]b`: Ygh`ZØf
U`Y`ni`k`YfXYb``<][\`][\hYb`G]Y`Ä`fY`B`ch]nYb`ZØf`XYb`_ca`a`YbXYb
đ`b]i`bX`a`UW\Yb`G]Y`i`g]W\`VYfY]h`ZØf`Y]b`k`i`bXYfVUfYg
K`c`W\YbYbXY`]b`XYf`? UggY`Yf`5`hghUXh`

8YhU]`g	
Cfh	' (%%+ `? UggY`ž`8Yi`hgW\`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "\ bU"XY • j]g]h"_UggY`"XY • k k k "ghUXhZYghY!]b! XYi`hgW\`UbX"XY

6Ygi W\Yb`G]Y`i`bg`Ui`Z.`bU[!\YggYb"XY