

H]gW\ hY b b]g! 5 Wh]c b . `%() `A Ub b gW\ UZhY b
ghUfhY b `]b `X]Y `bYi Y `GU]gcb °

K U`XYW_!: fUb_YbVYf[. `%() `H]gW\ hY b b]g! A Ub b gW\ UZhY b ž
? fY]ghU[`Ua `&(" ħ b]`&\$&) ` `K U\ `Yb ž`5i Zgh]Y[Y `i bX `bYi Y
F Y[Y `i b[Yb `ghY\Yb `Ub"



K U`XYW_!: fUb_YbVYf[ž`8 Yi hgW\ `Ub X `!`8 Yf`H]gW\ hY b b]g! Gdc fh
]b `XYf`F Y []cb `K U`XYW_!: fUb_YbVYf[`]gh`]b `6Yk Y [i b [` `< Yi hY
j YfgUa a Y `hY b `g]W\ ` (`H]gW\ hY b b]g! J YfY]bY `VY]a `H]gW\ hY b b]g!
? fY]ghU[`]b `@\ bVYf[ži a `X]Y `VYj c fghY\YbXY `GU]gcb `&\$&) `ni
VYgd fYW\Yb "A]h`]bg[YgUa h`%() `A Ub b gW\ UZhY b `ghUfhY h`X]Y `bYi Y
GU]gcb `]a `GYdhYa VYf ž`XUj cb `g]bX `%&(`Ui Z? fY]gYVYbY `U_h]j ž
]b_`i g]j Y ` -) `9fk UW\ gYbYb! `i bX `&- ` ħ [YbXa Ub b gW\ UZhY b ž
k Å\ fYbX `&%`A Ub b gW\ UZhY b `Ui Z`6Yn]f_g! ž`J YfVUbXg! `i bX
< YggYbYVYbY `gd]Y `Yb " < **B 5** `VYf]W\ hY hž`XUgg`X]Y `8 Ua Yb `XYg`GJ
F Yb b YfhY\Ui gYb `]b `XYf`< YggYb `][U`i bX `X]Y `< YffYb `j cb `6UX
K `]Xi b [Yb `gck]Y `6fca g_]fW\Yb `]b `XYf`6Yn]f_gcVYf`][U`X]Y
\cW\ _Ugg][ghYb `HYUa g`ghY ``Yb"

9]b'gdUbbYbXYg'>U\`ghY\`h'VYj cfz'XYbb`Yg'k i fXYb`Ui W\`Y]b][Y
FY[Y`AbXYfi b[Yb`VYgW\`cggYb.`A UbbgW\UZhYbž'X]Y`]b`Y]bYf
GU]gcb`ni fØW_n]Y\`Ybž'a ØggYb`]b`XYf'i bhYfghYb`?`UggY`bYi
[Ya Y`XYh'k YfXYb""8]Yg`_ØbbhY`X]Y`K YhhVYk YfVgZ\`][_Y]h
XYi h]W\`Yf\`Ø\`Yb""9]b`k Y]hYfYf`GW\`f]hh]b`F]W\`hi b[;`Y]W\`ghY`i b[
]gh'XYf`[Yd`UbhY`5i Zgh]Y[`ZØf`fY]bY`8 Ua Yb!A UbbgW\UZhYb`]b`X]Y`&"
?fY]g`_UggYž'X]Y`Ni gh]a a i b[`XYg`<HHJ`ghY\`h`YXcW\`bcW\`Ui g"

J c fghUbXgk U\`Yb`i bX`9\`fi b[Yb

8]Y`J c fghUbXgk U\`Yb`j Yf`]YZYb`dfcV`Ya`cg""A Ufh]b`6cfb
fP`fY]gk Ufhē`i bX`<UfU`X`@`Xk][`fGdcfhk Ufhē`k i fXYb
k]YXYf[Yk Å\`h'i bX`Yf\`U`hYb`i bhYfghØhni b[`j cb`i: fUb`_`<ÅbhgW\`
]a`9]bnY`gd]Y`VYhf]YV`gck]Y`5i Y`6i a`_Y`]a`Dc`_U`k YhhVYk YfV`
≠bhYfYggUbh`]gh`Ui W\`XYf`K YW\`gY`Ui ZXYa`DcghYb`XYf
đ [YbXk Ufh]b.`GUbXfU`G]YVYfh`k i fXY`j YfUVgW\]YXYhi bX`]f
BUW\`Zc`[Yfž`GYVUgh]Ub`6]W`ž`k]fX`bi b`X]Y`i; YgW\]W`_Y`XYf
đ [YbXcf[Ub]gUh]cb`Yb`_Yb""5i W\`]a`6YfY]W\`XYf`?UggYbdfØZYf
[UV`Yg`BYi k U\`Ybž`k Å\`fYbX`Y]b][Y`A]h[`]YXYf`k]Y`@`hn`i: f]YXf]W\`
i bX`?`Ui g`J]Yh\`]\`fY`DcghYb`VY\`U`hYb`Xi fZhYb"

8]Y`9\`fi b[Yb`fi bXYb`XUg`6]`X`XYg`?fY]ghU[g`UV.`A Ufh]b`6cfb
Yf\]Y`h`X]Y`9\`fYbbUXY`]b`G]`VYfž`?Uf`!<Y]bn`Hfcgh`VY`_Ua`X]Y
[c`XYbY`9\`fYbbUXY`a`]h`?fUbn`i bX`@`hn`i: f]YXf]W\`k i fXY`a`]h
Y]bYf`9\`fYba`YXU]`Y`Ui g[YnY]W\`bYh`Gc`W\`Y]bY`K YfhgW\`Åhni b[
a`ch]j]Yfhž`k Y]hYfY`GW\`f]hhY`]b`XYf`BUW\`k i W\`gUfVY]h`ni`[Y\`Yb"

B UW\`k i W\`gUfVY]h`i bX`ni`_ØbZh][Y

J YfUbghU`hi b[Yb

9]b`k]W\`h][Yg`H\`Ya U`V`]YV`Ui W\`X]Y`BUW\`k i W\`gUfVY]h`8Yf
?fY]gj c fghUbX`UddY`]YfhY`Y]bXf]b[`]W\`Ub`X]Y`J YfY]bYž`X]YgY`a`Y\`f
ni`ZØfXYfb""<]Yf`_ØbbhYb`i: Yf]Ybgd]Y`Yž`>XYfa`Ubbhi`fb]YfY`i bX
A]b]!A Y]ghYfgW\UZhYb`k Y]hYf\]b`\`Y`ZYbž`↑ b[Y`HU`Yb`hY`]bg`6cch`ni
\`c`Yb""5i » YfXYa`ghY\`h`XUg`HH!A cV]`XYg`<HHJ`ni`f`J YfZØ[i b[ž
i a`a`Y\`f`?]bXYf`i bX`đ [YbX`]W\`Y`ZØf`XYb`H]gW\`hYbb]ggdcfh`ni
VY[Y]ghYfb"

6`]W_hia Ub`Ui Z`X]Y`_ca a YbXYb`J YfUbghU`hi b[Ybž[]Vh`Yg`Y]b][Y
<Ò\Ydi b_hY.`8]Y`?fY]ga Y]ghYfgW UZhYb`XYf`9fk UW`gYbYb`i bX
đ [YbX`Z]bXYb`Ua `*`#`"GYdhYa VYf`&\$&) `]b`6UhhYbVYf[`ghUhhž
k Å\fybX`X]Y`?fY]gdc_U`YbXfi bXY`j ca `%&`"V]g`%(`"8YnYa VYf`]b
8cXYbUi `ghUhhZ]bXYb`k]fX": Øf`&\$&*`g]bX`VYfY]hg`nU`fY]W`Y
HYfa]bY`Y]b[Yd`Ubhž`X]Y`X]Y`6Y[Y]ghYfi b[`ZØf`XYb
H]gW`hYbb]ggdcfh`k Y]hYf`YbhZUW`Yb`gc`Yb"

J YfÀbXYfi b[Yb`]a `J c fghUbX

9]bY`[fc»Y`<YfUi gZcfXYfi b[`V`Y]Vh`X]Y`6YgYhni b[`k]W`h][Yf
DcghYb`"A U`_U`<Ò\b`[]Vh`bUW`nY`b`đ\fyb`U`g`?fY]g`[YbXk Ufh]b
Ui Z`i bX`Y]bY`B UW`Zc`[Y`k i fXY`V]g`Ub[`b]W`h`[YZi bXYb`"C`bY
Y]bYf`b`?fY]g`[YbXk Ufh]b`_ÒbbhY`Yj Ybhi Y`gc[Uf`Y]bY
9]bghY`i b[`XYf`B UW`k i W`ghi fb]YfY`Xfc`Yb`"5i W`XYf`?fY]gk Ufh
H\ca Ug`A Y`]b[Yf`\Uh`Ub[YXYi hYhž`b]W`h`a Y`f`ni f`J YfZØ[i b[`ni
ghY`Ybž`ZU`g`X]Y`Y`a hYf`b]W`h`VYgYhnh`k YfXYb`"8Ua]hghY`h`X]Y
Ni _i bZi`X]YgYf`k]W`h][Yb`; fYa]Yb`]b`XYf`@ Zhž`i bX`X]Y`J YfY]bY
g]bX`[YZfU[hž`g]W`Ub`XYf`@Øgi b[`X]YgYf`DfcV`Ya Y`U`_h]j `ni
VYhY`]][Yb"

≠g[YgUa`h`nY][h]g]W`ž`XUgg`XYf`H]gW`hYbb]g!Gdcfh]b`K U`XYW`!
: fUb`_YbVYf[``YVYbX][`i bX`XmbUa]gW`]ghž`i bX`X]Y
J YfUbhk`cfh]W`Yb`Ui Z`j]Y`Yb`9VYbYb`UbdUW`Yb`a ØggYbž`i a`X]Y
dcg]hj Y`9b`hk]W`_i b[`k Y]hYfni ZØ`fYb`"8Yf`H]gW`hYbb]g_fY]g`U`h
j]Y`j cfž`i bX`a]h`Y]bYa `ghUf`_Yb`9`fYbUa`hgck]Y`j]Y`
9b[U[Ya`Ybh`Ui g`XYb`J YfY]bYb`ghY`h`Y]bYf`gdUbbYbXYb`GU]gcb
b]W`hg]a`K Y["

<]ghcf]gW`h`U`h`8Yi hgW`UbXž`a]h`XYa`8Yi hgW`Yb`H]gW`hYbb]g!
6i bX`]a`F ØW`Ybž`Y]bY`Ub[Y`HfUX]h]cb`]a`H]gW`hYbb]gž`X]Y`V]g`]b
X]Y`%- \$\$Yf`đ\fy`ni fØW`fY]W`h`5i W`U`_hi Y`[Y`Øfh`8Yi hgW`UbX
ni`XYb`VYghYb`H]gW`hYbb]g!B U]h]cbYb`k Y`hk Y]hž`i bX`Yg`V`Y]Vhni
\cZYbž`XUgg`[YfUXY`Ui Z`c`_U`Yf`9VYbY`Xi fW`X]Y`: ØfXYfi b[`XYg
Gdcfhg`i bX`X]Y`f]W`h][Yb`K Y]W`YbghY`i b[Yb`XYf`Hf]i a`d`XYg
H]gW`hYbb]g]b`XYb`_ca a YbXYb`đ\fyb`k Y]hYf[Y`h"

8YhU]`g	
C fh	K U`XYW_!: fUb_YbVYf[ž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "\ bU"XY • h]gW hY b b]g_fY]g"XY • h]gW hY b b]g%\$\$"XY

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