

8 cddY`g]Y[`ZØf`K H< 7. `< YffYb`i bX
8 Ua Yb`ZY]Yfb`Zi `a]bUbhY`< Y]a YfZc`[Y`

5a `%+"`đ b]`&\$&) `ZY]Yfb`K H< 7`< YffYb`i bX`8 Ua Yb
< Y]a YfZc`[Yž`g]WXYfb`g]W`k]W`h][Y`Di b`_hY`i bX`d`UbYb
_ca a YbXY`Gd]Y`Y`]b`K]YgVUXYb"



K]YgVUXYbž`8 Yi hgW`UbX`!`5a `%+"`đ b]`&\$&) `k Uf`VY]a
K]YgVUXYbYf`H< 7`fK H< 7`E`Y]b`XcddY`hYf`; fi bX`ni f`i: fYi XY`°`8]Y
< YffYb`i`i bX`8 Ua Yba UbbgW`UZh`ZY]YfhYb`VY]XY`XYb`G]Y[`]b`]\`fYb
`YnhYb`< Y]a`gd]Y`Yb`XYf`i: Y`XgU]gcb`" `đ`XYf`&`"6i bXYg`][U`GØX
g]WXYfhYb`g]W`X]Y`< YffYb`XfY`i`k]W`h][Y`Di b`_hY`ž`k`À`fYbX`X]Y
8 Ua Yb`]`fY`7`UbW`Ui Z`XYb`?`UggYbYf`U`h`k`U`fgWXY]b`]WXYf
a`UW`hYb"

8]Y`< YffYba`UbbgW`UZh`UhhY`Y]bYb`k`Yb][Yf`[i`hYb`GhUfh`]bg`Gd]Y`
[Y[Yb`XYb`< 7`@`Xk] [gVi f["`@UggY`đi Yfb][`vFUW`hY`X]Y`; ÅghY
VYfY]hg`]b`XYf`YfghYb`< U`VnY]h`i]b`i: Ø`fi b["`8cW`bUW`XfY
< U`VnY]hdUi`gY`nY][hYb`X]Y`K]YgVUXYbYf`]`f`_`Åa`dZYf]gWXYg
K`YgYb`i`bX`Yf`Ø`hYb`XYb`8`fi`W`" `< Ybfm`9`m[Y`Ub[`XYf`5i`g[`Y]W

]b`XYf` ("A]bi hYž`i bX`bi f`_i fn`XUbUW`Yfn]Y`hY`B]W`
F ch\Yb[UhhYf`XYb`G]Y[hfYZYf` F ch\Yb[UhhYf`V`Y]Vh]b`X]YgYf
GU]gcb`Y]b` ; UfUbh`ZØf`HcfY`i bX`ghY`h`a`]h`]bg[YgUa`h`%)`HfYZYfb
U_hi`Y``Ui`ZXYa` " `D`Uhn`XYf`HcfG`W`ØhnYb`]ghY`"HfU]bYf`GhYZUb
NY``Yf`c`VhY`j`cf`U``Ya` `X]Y`ghUf`_Y`5V`k`Y`f`Y]ghi`b[`gY]bYg`HYUa`g
gck`JY`X]Y`Hcf\ØhYf`8Uj`]X`<`UUg`i`bX`:`Y`]l`@Ub[Yfž`X]Y`i`bhYf`GhfYgg
VYghY`@Y]ghi`b[Yb`nY][hYb`"9]b`Ya`ch]cbU`Yf`A`ca`Ybh`k`Uf`X]Y
JYfUVgW`]YXi`b[`j`cb`Ub[`A`f`][Yb`Gd]Y`Yf`k`]Y`8Ybb]g`DØhž`B`_`Ug
<Yfhž`@`W`K`]X`i`bX`J`U`Ybh]b`9ghYf`i`Yg`"Hfchn`XYg`G]Y[Yg
VY`Y[Yb`X]Y`K`H<7`<YffYb`U_hi`Y``XYb`*" `D`Uhn`]b`XYf`HUVY``Yž
k`A`fYbX`XUg`b`A`W`ghY`Gd]Y``Ua` `&&"`ž`b`][Y[Yb`X]Y`H;
: fUb`_Yb`h`U``Ub`ghY`h`"

GhUf`_Yf`5i`Zh]hh`XYf`8Ua`Yb

5i`W`X]Y`8Ua`Yb`XYg`K`H<7`nY][hYb`VY]a`<Y]a`gd]Y``[Y[Yb`XYb
J`Z@6UX`?`fYi`nbUW`Y]bY`ghUf`_Y`@Y]ghi`b[" `BUW`Y]bYa
Ui`g[Y[`]W`YbYb`<`U`VnY]hg]hUbX`j`cb`%`%` `XUg`Hcf`ZØf`K`]YgVUXYb
Yfn]Y`hY`G]`U`K`U[bYf` `VfUi`W`hYb`X]Y`8Ua`Yb`X]Y``YhnhYb`A`]bi`hYbž
i`a`XYb`YbhgW`Y]XYbXYb`HfYZYf`ni` `UbXYb`"@mbb!Gcd\]Y
?ck`U`WhY`_gc`f[hY`gW`Y]Y»`]W`_i`fnY`j`cf`GW`i`gg`ZØf`XYb`G]Y["
Hfchn`XYg`YfZc`[fY]W`Yb`Gd]Y`g`VYhcbhY`HfU]bYf`æ`gYZ`<c`a`ž`XUgg
X]Y`A`UbbgW`UZh`bcW`Ub`]f`Yf`8]gn]d`]b`UfVY]hYb`a`ØggY`"A`]h
X]YgYa`G]Y[`g]W`Yfb`g]W`X]Y`8Ua`Yb`XfY]`Di`b`hYž`ghY`Yb`YXcW
k`Y]hYf`]b`j`cf`XYf`<YfUi`gZc`fXYfi`b[ž`XYb`?`UggYbYf`U`h`ni
g]W`Yfb`" `A`f`b`A`W`ghY`g`Gd]Y`Z]bXYh`YVYbZU`g`Ua` `&&"`ž`b`][Y[Yb`X]Y
<H7`Ghi`hh[UfhYf`?]W`_Yfg`ghUhh`"

9]bV`]W`_`]b`X]Y`GU]gcb`Y]ghi`b[Yb

8]Y`GU]gcb`&\$&(`#&) `k`Uf`ZØf`X]Y`%"`8Ua`Yb`b]W`h`[YfUXY`Y]bZUW`ž
g]Y`ghY`Yb`bUW`XYf`<]bfi`bXY`Ui`ZXYa` `*" `D`Uhn`]b`XYf
F`Y[`]cbU``[U`"8]Y`&"`8Ua`Yb`XYg`K`H<7`VY`Y[hYb`]b`XYf
JYfVUbXg`][U`XYb`" `D`Uhnž`k`Ug`Y]bY`Xi`fW`k`UW`gYbY`6`]Ubn
XUfghY`h`"@U[`X]Y`%"`<YffYba`UbbgW`UZh`]b`XYf`j`Yf[Ub[YbYb
GU]gcb`bcW`Ui`ZXYa` `+"`D`Uhnž`gc` \UVYb`g]Y`]fYb`U_hi`Y``Yb`)"
D`Uhn`VYfY]hg`ni`f`<U`VnY]h`YffY]W`h`i`bX`nY][Yb`XUa`]h`Y]bY
XYi`h]W`Y`@Y]ghi`b[gghY][Yfi`b["

5`g`J YfY]b`]gh`XYf`K H< 7`VYgcbXYfg`ghc`n`Ui Z`gY]bY
 BUWk i W`gUfVY]h`8]Y`k I %(`_cbbhY`X]Y`< YggYba Y]ghYfgW`UZh
 [Yk`]bbYb`i bX`hfUh`]a`5W`hY`Z]bU`Y`XYf`8Yi hgW`Yb`A Y]ghYfgW`UZh
 Ubž`Ui W`k Ybb`g]Y`Xcfh`]a`DYbU`hmgW`]Y» Yb`_bUdd`gW`Y]hYfhYb`"
 8]Y`a I %&`\]b[Y[Yb`k i fXY`ni a`H\Ya U` 8 Ug`K UfhYb`Ui Z`XYb
 [Ubn`[fc» Yb`K i fZ`i bX`VYYbXYhY`X]Y`GU]gcb`Ui Z[fi bX`Y]bYf
 9bhgW`Y]Xi b[`Ua`i [fØbYb`H]gW`"5i W`X]Y`k I %\$`i bX`k I ,
 YfZFYi Yb`g]W`i [fc» Yf`6Y`]YVh\Y]h`i bX`fi bXYb`XUg`i a`ZUggYbXY
 GdcfhUb[YVch`UV"

ϕg[YgUa h`nY][h`XUg`9b[U[Ya Ybh`XYg`K H< 7ž`XUgg`XYf
 : Y`X\cW`YmGdcfh`k Y]hYf\]b`\cW`]a`?i fg`ghY`h`8Yf`8Yi hgW`Y
 <cW`Ym6i bX`j YfnY]W`bYhY`hfc`h`Y]bYg`Y]W`hYb`F ØW_[Ub[g`]b`XYb
 A]h[`]YXgnU`Yb`Y]bY`ghYh][`k UW`gYbXY`6Y`]YVh\Y]h`XYg`Gd]Y`gž
 i bX`XUg`b]W`h`c`bY`; fi bX`<cW`YmVY[Y]ghYfh[fc» Y`i bX`_`Y]bY
 : Ubg`Vi bXYgk Y]h`K Y]hYfY`ϕZcfa Uh]cbYb`ni`XYb`GhUh]gh]_Yb`i bX
 9bhk]W`i b[Yb`]a`<cW`YmZ]bXYh`a Ub`i bhYf`\cW`Ym%\$\$"XY"

8 YhU]`g	
C fh	K]YgVUXYbž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • k]YgVUXYbU`_hi Y`""XY • k h`WXY • \cW`Ym%\$\$"XY

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