

5dcd_U': Ua]`m':][\hg'8YdcfhUh]cb'5a]X
=79'5ffYgh'7f]g]g

5b'5dcd_U'ZJa]`m'ZUW'g'XYdcfhUh]cb'UZhYf'=79'UffYghž
]a dUW]b['h\Y]f'I "G"Ŵ]h]nYb'Ŵ.]XfYb'UbX'fU]g]b[``Y[U'
ŴU``Yb[Yg"



5dcd_Už': `cf]XUž'I G5'!5b'5dcd_U'ZJa]`m']g'ZUW]b['h\Y`cca]b[
h\fyUh'cZ'XYdcfhUh]cb'UZhYf'h\Y'ZUh\Yfž'9gj]b'đ UfYnž'k Ug'XYhU]bYX
Vm'ā a][fUh]cb'UbX'7i ghca g'9bZcfW'a Ybh'f=79k"đ UfYnž'k \c'\Ug
Vi]'h'U'h\f]j]b['ŴcbWfYhY'Vi g]bYgg'k]h\`]\g'k]ZYžF cga Yf]'A]fUbXUž
]b'h\Y'I "G"cj Yf'h\Y'dUgh'hk c'XYWUXYgž']g'Ŵ ffYbh'm\Y`X']b'U
XYhYbh]cb'ZUW]'hm]b'HYI Ug"AYUb'k \]Yž'A]fUbXU'fYa U]bg']b
: `cf]XU'i bXYf'gi fj Y]``UbW'k]h\Ub'Ub_Y'a cb]hcfž'bUj][Uh]b['h\Y
Ŵca d`YI]h]Yg'cZ'h\Y]f'ZJa]`mg'i bWfhu]b'Zi hi fY"

H\]g'ZJa]`mg'ghfi [[`Y`\][\][\hg'h\Y'VfcUXYf'ŴU``Yb[Yg'a Ubm
ZUW'k]h\]b'h\Y'Ŵ ffYbh]a a][fUh]cb``UbXgWUdY""H\Y]f'hk c
Ŵ.]XfYbž']bWi X]b['&%!mYUf!c'X'6Yj Yf'm'đ UfYnž'UfY'I "G"Ŵ]h]nYbg
UbX'\Uj Y'VYYb'X]fYWh'miUZZYWhYX'Vm'h\Y'g]hi Uh]cb""6Yj Yf'mg

k cff]Yg`UfY`dU`dUV`Y/g\Y`ZYUfg`h\Uh]Z`\Yf`dUfYbhg`UfY`XYdcfhYXž
g\Y`a Um\Uj Y`hc`ghYd`]b`Ug`h\Y`df]a Ufm`WUfY[]j Yf`Zcf`\Yf
mci b[Yf`g]V`]b[g"<Yf`Ya ch]cbU`Vi fXYb`]g`Ya V`Ya Uh]WcZ`U
Wca a cb`WcbWfb`Ua cb[`W\]`XfYb`cZ]a a][fUbh`ZUa]`Yg`ZUW]b[
g]a]`Uf`h\fyUhg"

H\Y`7ca d`YI]h]Yg`cZ`a a][fUh]cb`@Uk

7ca d`]WUh]b[`a UhYfg`Zi fh\Yf`]g`h\Y`ZUa]`mg`a]ggYX`]a a][fUh]cb
\YUf]b[`g\cfh`mUZhYf`h\Y]f`Uff]j U`žk \]W\`YX`hc`U`XYdcfhUh]cb
cfXYf`]ggi YX`]b`UVgYbh]U""ž UfYn`\Ug`VYYb`di fgi]b[`U`I !J]gU`UbX
U`k cf`dYfa]hžk \]W\`k ci `X`U`ck `a]a `hc`fYa U]b`]b`h\Y`I "G" `k \]`Y
UXXfYgg]b[`h\Y`UZhYfa Uh\`cZ`VY]b[`U`]]Wh]a `cZ`UggUi `h`H\Y
ZUa]`mg`UhcfbYmž; f]gY`M`UffUž]g`UWh]j Y`m`k cf_]b[`hc`W\U`Yb[Y
h\]g`XYdcfhUh]cb`cfXYf`]b`ZYXYfU`Wci fh`Ug`h\YmigYY`_`† gh]W\`UbX
WUf]hm`Ua]Xgh`h\Y`W\Ucg"

⇒9`cdYfUh]cbgž`Ug`ci h`]bYX`]b`⇒9 g`ghUh]gh]Wgž`g\ck `h\Uh
fYa cj U`g`UfY`a UbU[YX`i bXYf`YghUV`]g\YX`dfchcWc`gž`df]a Uf`]m
Zc`ck]b[`Z]bU`cfXYfg`cZ`fYa cj U""H\YgY`cdYfUh]cbg`cZhYb`]bj c`j Y
\[\!dfcZ]Y`WUgYg`k \YfY`]bX]j]Xi U`g`a Um`dcgY`U`g[b]Z]WUbh`f]g_"
M`h`h\Y`ghcfmicZ`h\Y`ž UfYn`ZUa]`m`YI Ya d`]Z]Yg`\ck `Yj YfmXUm
]bX]j]Xi U`g`WUb`Z]bX`h\Ya gY`j Yg`WUi [\h`]b`h\Y`Wfcgg\U]fg`cZ`h\]g
YbZcfW\`a Ybh`a UW\]bYfm"

5`F]g]b[`7`]a UhY`cZ`YUf

H\Y`W ffYbh`W]a UhY`gi ffc`i bX]b[`i bXcW`a YbhYX`]a a][fUh]cb`]b
: `cf]XUž`dUfh]W`Uf`m`k]h\`h\Y`fYW\bh`YbUW\`a Ybh`cZ`ghf]W\Yf`Uk gž
\Ug`cb`m\Y][\hYbYX`WcbWfbg`UVci hidchYbh]U`UffYghg`UbX`Xi Y
dfcWgg`]j]c`Uh]cbg""7ca a i b]h]Yg`UWfcgg`h\Y`ghUhY`UfY`UWh]j Y`m
fU`m]b[`hc`gi ddcfh`ZUa]`Yg`] _Y`h\Y`ž UfYn gž`Vi h`h\Y`g]hi Uh]cb
fYa U]bg`hYbgY""5g`ZUa]`Yg`ZYUf`h\Y`fYdYfW`gg]cbg`cZ`h\YgY`Uk gž
h\YmfY`YZh`hc`[fUdd`Y`k]h\`h\Y`i bWfhU]bhmicZ`h\Y]f`]j Yg`UbX
`]j Y`]\ccXg"

<]ghcf]WU`mž`h\Y`VfcUXYf`WcbhYI`h`cZ`]a a][fUh]cb`YbZcfW\`a Ybh`\Ug
VYYb`WcbhYbh]ci g""5g`\][\`][\hYX`Vm`h\Y`57@`]b`h\Y]f`fYdcfhgž

g]bWV`DfYg]XYbh`Hfi a d g`UXa]b]ghfUh]cbž`h\YfY`\Ug`VYYb`U
a Uf_YX`]bWfYUgY`]b`U[[fYgg]j Y`hUWh]Wg`U]a YX`Uh'ghf]dd]b[`f][\hg
Zfca `]a a][fUbh`Wca a i b]h]Yg"Gca Y`\Uj Y`ZUW`X`UfV]hfUfm
di b]g\`a Ybhž`k \`]Y`ch\Yfg`\Uj Y`VYYb`i b`† gh`migk Ydh]bhc
XYdcfhUh]cb`dfcWfYX]b[g`Xi Y`hc`gi dYfZ]W]U`Wf]hYf]U"

H\Y`fYgdcbgY`hc`h\YgY`XYj Y`cda Ybhg`]g`U`a]l hi fY`cZ`WcbWf`fb`UbX
UWh]cb""@Y[U`W\U`Yb[Yg`UfY`cb`h\Y`f]gYž`k]h\`cf[Ub]nUh]cbg`_]Y
h\Y`57@ `d fYdUf]b[`hc`WcbZfcb`i b`† gh`dfUWh]Wf`g"A Ubm
Wca a i b]hm`YUXYfg`UfY`U`gc`ghYdd]b[`Zcfk UfXž`UXj cWUh]b[`Zcf
dfchYWh]cbg`U[U]bgh`h\YgY`\YUj m\UbXYX`UddfcUW\Yg`hc
]a a][fUh]cb`YbZcfWf`a Ybh"

H\]g`g]hi Uh]cb`Zcf`h\Y`ž UfYn`ZUa]`migYfj Yg`Ug`U`dc][bUbh
fYa]bXYf`cZ`h\Y`\i a Ub`UgdYWh`cZ`]a a][fUh]cb`Uk`g"5g`h\Ym`Z][\h
U[U]bgh`Ub`i bWf`fhU]b`Zi hi fYž`h\Ym`UfY`bch`U`cbY`]b`h\Y]f`ghfi [[`Y"
5Wfcgg`: `cf]XUž`ZUa]`]Yg`UfY`fU`m]b[`]b`gc`]XUf]hm`Ug`h\Ym`bUj][UhY
U`Wca d`Yl ``Y[U`gmghYa `g\UdYX`Vm`ZYUf`UbX`i bWf`fhU]bhm"

8YhU]`g	
Cfh	5dcd_Už: `cf]XUž`l G5
E i Y`Yb	<ul style="list-style-type: none">• k k k "Zcl ') cf`UbXc"Wca• k k k "]Wf"[cj• k k k "UWi "cf[

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh