

Gci h\k Ygh': `cf]XU/ ı \$' - /g'F U]bm
GYUgcb. '6fUW'Zcf'H\i bXYfghcfa g'5\YUX°

9I d`cfY'7UdY'7cfU/ ı \$' - /g'i b]ei Y'gi Vhfc d]WU`W]a UhY'Ug
h\Y'fU]bmigYUgcb'VY[]bgž\][\`][\h]b['k YUh\Yf'dUhhYfbg'UbX
fU]bZU``XUhU'YggYbh]U`Zcf'fYg]XYbhg"



7UdY'7cfU`ž: `cf]XUž'I G5'!5g'h\Y'WU'YbXUf'hi fbg'hc'đ bYž
fYg]XYbhg'cZ'Gci h\k Ygh': `cf]XU'dUh]Ybh'm'Uk U]h'h\Y'Uff]j U`cZ'h\Y
a i W\!Ubh]WjdUhYX'fU]bmigYUgcbž'k \jW\fi bg'cZ]WjU`mZfca 'A Um%)
hc'C W'cVYf'%) "'H\Y'X]gh]bWh'gi Vhfc d]WU`W]a UhY'cZ'h\Y'fY[]cb
UXXg'U'i b]ei Y'ZUj cf'hc'h\]g'hfUbgZcfa Uh]cbž'k \YfY'h\Y'hfc d]WU`
k YUh\Yf'g\]Zhg'bcfh\k UfX'Xi f]b[``UhY'gdf]b['UbX'gi a a Yf"'K \]Y
h\Y'B Uh]cbU`K YUh\Yf'GYfj]W'fBK GŁ'bchYg'h\Uh'h\Y'cbgY'h'cZ'h\Y
fU]bmigYUgcb'WUb'VY'i bdfYX]WUUV'Yž'h\Y'bUhi fY'cZ]hg'Uff]j U`cZ'Yb
fYgYa V'Yg'U'XUbW'. 'gca Yh]a Yg'gi XXYbž'gca Yh]a Yg'[fUXi U`ž'Vi h
U`k Umg']bYj]hUV`Y"'H\Y'ghUfh'cZ'h\Y'fU]bmigYUgcb'g][b]Z]Yg'U
hfUbg]h]cb bch'a YfY`m'U'XUhY'cb'h\Y'WU'YbXUf'Vi h'U'dYf]cX'h\Uh
a Uf_g'g][b]Z]WUbh'W\Ub[Yg']b'h\Y`cWU`k YUh\Yf'dUhhYfbg"

5WŁcFX]b['hc'h\Y'7UdY'7cfU'6fYnYž'h\Y'fU]bm'gYUgcb'hmd]WU'm
i bZc`Xg']b'h\fYY`X]gh]bWh'd\UgYg"@UhY'A Um'h\fc i [\`ž bY'Vf]b[g
k]h\`j'hU`\Y][\hYbYX'f]g_`cZ'gYj YfY'ghcfa g/h\]b_`\U]ž'XUa U[]b[
k]bXgž'UbX'ZfYei Ybh'[\hb]b['h\Uh'WUbb'] [b]hY'Uh'Ubm'a ca Ybh"5g
ž`m'fc`g']b'UbX'h\Y'hYa dYfUhi fYg'f]gYž'k Y fY'a Yh'k]h\`h\Y'dYU_
cZ'h\Y'fU]bm'gYUgcb"K \]Y'h\Y'f]g_`cZ'gYj YfY'k YUh\Yf'XYWfYUgYgž
\YUj m'fU]bZU``gh]`dcgYg'U'a U'cf'h\fYUhž'cZhYb`YUX]b['hc'f]j Yf
ZccX]b['k \]Y'\i a]X]hm]bZUhYg'k]h\`XYk'dc]bhg'gcUf]b['UVcj Y
+\$.... "H\Y'Wcg]b['W\UdhYf'cZ'h\Y'fU]bm'gYUgcbž'cWw ff]b['Zfca
a]X!GYdhYa VYf'hc'YUf'm'CWŁcVYfž']bhfcXi W'g'U'V`YbX'cZY`Ya Ybhg
h\Uh'UXXg'hc'h\Y'j Uf]UV]'jhm'cZ'fU]bZU``ž'k]h\`dchYbh]U`hfcd]WU`
gmghYa g'WUgh]b['U`cca]b['g\UXck'cj Yf'h\Y'k YUh\Yf'ZcfYWUgh"

H\Y'F c`Y'cZ'F U]bZU``8UhU

H\Y'j]hU`ghUh]gh]WŁ'cZ: `cf]XU g'fU]bZU``UfY'Ug'ZUgW]bUh]b['Ug'h\Ym
UfY'YggYbh]U'ž'YgdYW]U``m'k \Yb'mci 'WŁbg]XYf'h\Uh')) 'hc'+\$i'`cZ
h\Y'ghUhY g'Ubbi U'dfYW]d]hUh]cb'cWw fg'VYhk YYb'ž bY'UbX
GYdhYa VYf"K]h\`Ubbi U'fU]bZU``Vi]X]b['i d'VYhk YYb'(\$'UbX*\$
]bW\Yg'UWfcgg'X]ZZYfYbh'cWU'Ygž'h'VYWŁ'a Yg'Wfi W]U`Zcf
WŁ'a a i b]h]Yg'hc'i bXYfghUbX'h\Y]f'ck b'i b]ei Y'k YUh\Yf
WŁ'bx]h]cbg": `cf]XU g'Zi WŁi Uh]b['k YUh\Yf']g'cZhYb'\][\'] [\hYX
Xi f]b['h\i bXYfghcfa gž'k \YfY'fU]bZU``WUbb'VY'i bYi dYWŁYX'm
\YUj m'Ub'cWw ffYbWŁ'h\Uh'a][\h'X]ZZYf'XfUa Uh]WU``mYj Yb'Zfca
cbY'g]XY'cZ'h\Y'ghfYYh'hc'h\Y'ch\Yf"

FYgYUfW\Yfg'UbX'fYg]XYbhg'U']_Y`\Uj Y'UWwWgg'hc'j Uf]ci g'hcc'g'Zcf
a YUgi f]b['h\]g'fU]bZU``": cf'Yi Ua d'Yž'fU]b['Ui [Ygž'fUXUf
hYWŁbc'c[mž'UbX'gUhY``]hY'ja U[]b['Zcfa 'U'hUdYghf'm'cZ'XUhU'h\Uh
_YYdg'ci f'WŁ'a a i b]hm]bZcfa YX"H\Y': `cf]XU'5i hca UhYX'K YUh\Yf
BYhk cf_'fl 5K BŁ'cdYfUhYg'cj Yf'(\$'k YUh\Yf'ghUh]cbg'h\Uh'cZZYf
fYU'!h]a Y'UbX'\]ghcf]WU`XUhU"H\]g'bYhk cf_ž'U`cb['k]h\
Udd`]WU]cbg`']_Y'A m': `cf]XU': Ufa 'K YUh\Yfž'a U_Yg'fU]bZU``
]bZcfa Uh]cb'a cfY'UWwWgg]V`Yž'dfcj]b['bj U'i UV`Y'Zcf'Yj Yfm\]b[
Zfca 'jff][Uh]cb'gW\YXi `]b['hc'UggYgg]b['ZccX'dchYbh]U"

: `cf]XU g'i b]ei Y'7`]a UhY'7\U`Yb[Yg

:`cf]XU g`W]a UhY`]g`bc h`c b`m`X]WU hY X`V m]hg`fU]b m`g Y Ugcb`"H\Y
ghUhYž`W\ UfUW hY f]nY X`V m]hg`i`a`]X`gi`V h fcd]WU`W]a UhY`]b`h\Y`bc fh\
UbX`]hg`h fcd]WU`W]a UhY`]b`h\Y`gci`h\ž`ZUW`g`W\ U`Yb[`Yg`h\Uh`WUb
a`cfd`\`XfUa`Uh]WU`m`k`]h\`h\Y`gY Ugcbg`"H\Y`Xf m`g Y Ugcbž`ghUfh]b[`]b
C`W h`c VYf`UbX`ghfY hW\]b[`h`c`U hY`5df]`ž`WUb`Yj`Yb`Vf]b[`gdcfUX]W
`][`h`fU]b`]b`h\Y`bc fh\Yfb`UfYUg`"F Yg]X Yb hg`\Uj`Y`YUfbYX`h`c`j`Y
k`]h\`h\Y`i`bd fY X]WUUV]`]hm`UZhYf`U`ž`h\]g`]g`U`ghUhY`h\Uh`fY W`cfXg
a`cfY`h\i`bXYfghcfa`g`h\Ub`Ubm`c`h\Yf`]b`h\Y`I`"G"`cj`Yf`-\$
h\i`bXYfghcfa`XUmg`]b`U`mYUfž`UbX`h\Y`\][`Ygh`XYbg]hmcZ
`][`h`b]b[`ghf]_Yg"

7`]a`UhY`W\Ub[`Y`]g`mY`h`Ub`c`h\Yf`d`U`mYf`]b`h\]g`k`YUh\Yf`XfUa`U`"H\Y
]a`dUW`hg`c`Z`W]a`UhY`W\Ub[`Y`\Uj`Y`]b`hYbg]Z]YX`\i`ff]WUbYg`UbX
W`c`b`hf]Vi`hYX`h`c`W`c`UghU`Z`c`c`X]b[`ž`dfca`dh]b[`:`cf]X]Ub`g`h`c`ghUm
U`Yf`h`"H\Y";`i`Z`G`h`f`Y`Ua`a`c`X`Y`f`U`h`Y`g`h`Y`a`d`Y`f`U`h`i`f`Y`g`U`c`b[`h\Y
Y`U`g`h`Y`f`b`W`c`U`g`h`]b`Y`ž`k`\]Y`d`\Y`b`c`a`Y`b`U`_]Y`9`B]Í`c`UbX`@`U`B]Í`U`W`Ub
U`Z`Y`W`h`f`U]b`ZU`U`UbX`h`Y`a`d`Y`f`U`h`i`f`Y`g`"Gi`W\`Zi`W`h`i`U`h`c`b`g`\Uj`Y`f`Y`gi`h`Y`X
]b`a`Y`a`c`f`U`V`Y`k`Y`U`h\Y`f`Y`j`Y`b`hgž`]b`Wi`X]b[`:`cf]XU`g`f`Y`W`c`f`X`\][`g`]b
h`Y`a`d`Y`f`U`h`i`f`Y`U`b`X`h\Y`c`W`W`U`g]c`b`U`Z`f`c`g`h`h\U`h`\U`d`Y`g`g`m`gi`f`d`f]g`Y`g
f`Y`g]X`Y`b`hg"

⇒`W`c`b`Wi`g]c`b`ž`U`g`h\Y`fU]b m`g Y Ugcb`i`b`Z`c`X`gž`]h`X`c`Y`g`g`c`k`]h\`U
V`Y`b`X`c`Z`U`b`h]W]d`U`h]c`b`U`b`X`W`Wi`h]c`b`"H\Y`fU]b`ZU`V`f]b[`g`f`Y`]Y`Z`U`b`X
g`c`a`Y`h]a`Y`g`W\U`c`gž`Vi`h]h`f`Y`a`U]b`g`U`W`f]h]WU`Y`Y`a`Y`b`h`c`Z`]Z`Y`b
: `cf]XU`"G`cž`k`\Y`h\Y`f`m`ci`f`Y`V`f`U`W]b[`Z`c`f`U`gi`a`a`Y`f`X`c`k`b`d`ci`f`c`f
Y`I`d`c`f]b[`fU]b`ZU`X`U`h`Už`f`Y`a`Y`a`V`Y`f`Y`U`W\`g`h`c`f`a`W`ci`X`g`\`c`X`g`U
g]j`Y`f`]b]b[`]b`b`i`f`h`i`f]b[`h\Y`i`g`\`U`b`X`g`W`U`d`Y`g`c`Z`h\]g`V`Y`U`i`h]Z`
ghUhY"

8YhU]`g	
Cfh	7UdY`7cfU`ž: `cf]XUž`I`G5
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "WUdYW`cfU`VfY`YnY`W`c`a • YX]g"]ZUg"i`Z`YXi • Yb`k`_]`dYX]U`c`f[

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