

6i bXYgk Y\ f!8 YVUhhY `Ub `GW i `Yb.
A]`hUf]g]Yfi b[`cXYf`dc`]h]gWY `6]`Xi b[3

9bhXYW_Yb`G]Y`X]Y`bYi YghYb`9bhk]W_`i b[Yb`]b
BcfXXYi hgW`UbX.`6i bXYgk Y\ f`]b`GW i `Ybž
DYbX`YfdfcV`Ya Uh]_`i bX`Yi fcd`gWY`<UbXY`gZFU[Yb"



BcfXXYi hgW`UbXž`8Yi hgW`UbX`!`ē`XYb`YmhYb`A`cbUhYb`U`h
X]Y`8]g_`i`gg]cb`i`a`X]Y`Df`AgYbn`XYf`6i`bXYgk`Y\`f`]b`GW`i`Yb`Ub
: U\fh`Ui`Z[`Ybca`a`Yb`"J`cf`U`Ya`gY]h`XYa`i`_fU]bY!`?`cbZ]`_h]g]bX
đ [YbXcZ]n]YfY`ni`bY\`a`YbX`[`YZFU[`hž`i`a`dc`]h]gWY`6]`Xi`b[`ni
j`Yfa`]hY`b`"K`]f`g]bX`b]W`h`\]Yfž`i`a`Zøf`XYb`A`]h`ÅfX]Ybgh`ni
k`YfVYb`ž`Yf`_`Åfh`<`Ui`dha`Ubb`8`Uj`]X`A`UhY]ž`đ [YbXcZ]n]Yfž`XYf
U_h]j`]b`GW`i`Yb`i`bhYfk`Y[`g`]gh`"8]YgY`DYfgdY_h]j`Y`k`]fX`YXcW
gck`c`\`j`cb`XYf`@]b_gZFU_h]cb`U`g`Ui`W`j`cb`XYf`;`Yk`Yf_gW`UZh
9fn]Y\`i`b[`i`bX`K`]ggYbgW`UZh`fl`9K`ē`ghUf`_`Ub[`YZcW`hYb`ž`X]Y
ZcfXYfbž`X]Y`6i`bXYgk`Y\`f`Ui`g`XYa`GW`i`k`YgYb`ni`YbhZYfbYb`i`bX
ghUhhXYggYb`Ui`Z: `f]YXYbgYfn]Y\`i`b[`ni`gYhnYb`"@Ui`h`F`B`8`]gh`X]Y
A`]hUf]g]Yfi`b[`j`cb`6]`Xi`b[`Y]b`nYbhfU`Yg`H\`Ya`Už`k`Å\`fYbX
Cf[`Ub]gUh]cbYb`k`]Y`hYffY`XYg`\`ca`a`Yg`YVYbZU`g`g`Ydh]gW`Ui`Z

X]Y`6i bXYgk Y\fdfÅgYbn`V`]W_Yb"

⊕`6UmYfb`d`Ubh`X]Y`@UbXYgfY[]Yfi b[`gc[Uf`Y]b`; YgYhnžXUg`XYb
Ni [Ub[`XYf`6i bXYgk Y`f`ni` <cW\gW\i`Yb`Yf`Y]W\hYfb`gc`ž
k Å\fybX`X]Y`j YfÅbXYfhY`G]W\Yf\Y]hg`U[Y`]b`9i fcdU`bUW\`XYa
, VYfZU`F`i gg`UbXg`Ui ZX]Y`I`_fU]bY`i bX`XYb`?Åa`dZYb`]b`=gfUY`
i bX`DU`Ågh]bU`U`g`F`YW\hZYfh][i b[`YfUb[Ync[Yb`k`]fX`"?f]h]_Yf
VYZ0fW\hYbž`XUgg`gc`W\Y`; YgYhnY`b]W\h`bi`f`Y]bY`K`YfVi b[`Z0f`XYb
A`]]hÅfX]Ybgh`XUfghY`Yb`_0bbhYbž`gc`bXYfb`Ui`W\`X]Y`; YgY`gW\UZh
a`]]hUf]g]YfYb`" 6]Xi b[`i`bX`A`]]hÅf`\UVYb`b]W\hg`a`]hY]bUbXYf`ni
hi`b`ž`gc`A`]W\UY`G`W\i`nY`j`cb`; `U»`Yfž`; YgW\ÅZhgZ0\fyf`XYf
8Yi hgW\Yb`; f]YXYbg[YgY`gW\UZh!J?ž]a`⊕hYfj`]Yk`VY]a`N8: "

DYbX`YfdfcV`Ya Uh]_`]b`B`cfXXYi hgW\`UbX

K`Yf`]b`B`cfXXYi hgW\`UbX`VYfi`Z]W\`j`]Y`i`bhYfk`Y[`g`]ghž`XUfZ`g]W\
Y`hnh`Ui`Z`Y]bY`gW\k`]Yf][`Y`NY]h`Y]bghY`Yb`"5V`5i`[`i`gh`k`]fX`X]Y
6U\bghfYW_Y`<`Ua`Vi`f[`!6Yf`]b`Z0f`Y]bY`i`a`ZUb[`fY]W\Y
;`YbYfU`gUb]Yfi`b[`V]g`5df]`&\$&*`[`YgdYffh`8`Ug`VYXYi`hYh`Z0f
DYbX`Yf`Ui`g`A`YW`YbVi`f[`!J`cfdca`a`Yfb`i`bX`6fUbXYbVi`f[`ž`XUgg
g]Y`Ui`Z`6i`ggY`i`a`ghY][`Yb`a`0ggYb`":`Yfbn0[`Y`k`YfXYb`Ui`Z[`fi`bX
j`cb`I`a`Y]hi`b[`Yb`Yhk`U`(`)`A`]bi`hYb`Åb[`Yf`Z0f`X]Y`GhfYW_Y
VYb0h][`Yb`"8]YgY`]bZfUghfi`_hi`fY`Y`<`YfUi`gZcfXYfi`b[`_ca`a`h`ni
Y]bYa`XYb`_VUf`i`b[`0bgh][`Yb`NY]hdi`b`_hž`XU`X]Y`F`Y[`]cb`c`b`Y\]b
i`bhYf`XYa`8fi`W_Y]bYf`Ub[`Ygh]Y[`YbYb`DYbX`YfnU\`Y]XYh"

?f]h]_`Ub`XYf`A`]]hUf]g]Yfi`b[`XYf`6]`Xi`b[

8]Y`8]g_i`gg]cb`0VYf`X]Y`F`c`Y`XYf`6i`bXYgk`Y`f`]b`G`W\i`Yb`]gh
b]W\h`bYi`ž`Y`Xc`W\`Uh]g]Y`Xi`f`W\`XYb`I`_fU]bY!`?`cbZ]_hi`bX`X]Y
XUa`]hj`YfVi`bXYbYb`J`YfÅbXYfi`b[`Yb`]b`XYf`G]W\Yf\Y]hgXYVUhY`Ub
6f]gUbn[`Yk`cbbYb`"@Ui`h`>UW`V]b`k`]fX`6]`Xi`b[`ni`bY\`a`YbX
a`]]hUf]g]Yf`hž`k`Ug`j`]Y`Y`9I`dYfhYb`U`g`dfcV`Ya`Uh]gW\`Ya`dZ]bXYb`"Gc
[`]Vh`Yg`VYfY]hg`J`c`fgW\`Å[`Y`ni`f`9]bZ0\fi`b[`j`YfdZ]W\hYbXYf
6Ygi`W\Y`j`cb`š`[`YbXcZZ]n]YfYb`UV`XYf`bYi`bhYb`?`UggYž`k`Ug`Ui`Z
K`]XYfghUbX`j`cb`j`YfgW\]YXYbYb`GY]hYb`gh0»`h`9g`k`]fX`[`YZcfXYfhž
XUgg`G`W\i`Yb`Ui`W\`a`]]hÅf`_f]h]gW\Y`Dcg]h]cbYb`Y]bbY\`a`Yb`i`bX
n]j`]Y`5`hYfbUh]j`Yb`Ui`ZnY][`Yb`gc`hYb`"8]Y`:`fU[`Y`V`Y]Vhž`k`]Y

bYi hfU`i bX`Ui g[Yk c[Yb`bZcfa Uh]cbYb`j cb`đ [YbXcZZ]n]YfYb
 hUhgÅW`jW`j Yfa]hY`h`k YfXYb`_ÖbbYbžXU`X]YgY`i bhYf
 gc`XUh]gW`Ya `6YZY`ghY`Yb"

8]Y`i: cfXYfi b[Yb`bUW`Y]bYf`Ui g[Yk c[YbYb`dc`]h]gW`Yb`6]`Xi b[
 i bX`Y]bYf`GhÅf`_i b[`n]j]Yf`DYfgdY`_h]j Yb`g]bX`gca]h`U`_hi Y`Yf
 XYbb`Y`"8 Ug`U`_hi Y`Y`J Yf`Å`hb]g`XYf`8Yi hgW`Yb`ni f`6i bXYgk Y`f
 nY][h`ni XYa`Y]bY`Y]bXYi h][Y`HYbXYbn. k Å`fYbX`X]Y`B`Å`Y`ni f
 6i bXYgk Y`f]b`XYf`J Yf[Ub[Yb`Y]h]j cb`; `Y]W`[Ø`h][_Y]h`[YdfÅ[h
 k Ufž`U`h]g]W`X]YgY`9]bghY`i b[`gY]h`Yf`j Yf`ÅbXYfh": Ugh`- \$
 đ [YbXcZZ]n]YfY`g]bX`XYfnY]h`U`_h]j ži a`XUg`6Yk i gghgY]b`ZØf
 g]W`Yf`Y]h]gd`c`]h]gW`Y`H`Y`a`Yb`ni`gW`ÅfZYbž`XcW`V`Y]Vh
 UVni k UfhYbž`k]Y`X]Y`; YgY`gW`UZh`X]YgYb`HfYbX`VYk YfhYb`k]fX"

A]h`Y]bYa`gc`W`Yb`<]bhYf[fi bX`k]fX`XYi h]W`ž`XUgg`]b`XYf
 6]`Xi b[g`UbXgW`UZh`8Yi hgW`UbXg`bcW`j]Y`Y`i: fU[Yb`cZZYb`g]bX`
 gck c```]bg]W`h]W`XYf`F c`Y`XYf`6i bXYgk Y`f`U`g`Ui W`]b`XYf
 ; YgUa hghfUhY[]Yž`i a`X]Y`6]`Xi b[`XYf`b`ÅW`ghYb`; YbYfUh]cbYb`ni
 [YghU`hYb"

8YhU]`g	
C fh	BcfXXYi hgW`UbXž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fbX"XY • k k k "nXZ\Yi hY"XY • k k k "^UWcV]b"XY

6Ygi W`Yb`G]Y`i bg`Ui Z. `X]Y!bUW`f]W`hYb`W`a