

: Ua]`YbghfY]h`]b`XYf`² ZZYbh`]W\`_Y]h.
GUfU\`9b[Y`g`j`g`"@Ui fU`F mdU`Yg_U`]Yfh`

GUfU\`9b[Y`g`i`bX`@Ui fU`A Uf]U`F mdU`]a`ÒZZYbh`]W\`[YZØ\`fhYb`
GhfY]h`"Gcb`U`GhfUbc`Ài » Yfh`g]W\`bY[Uh]j`Ui Z`đghU[fUa`"
?cbZ]_h`Yg_U`]Yfh`

I bVY_Ubbhž`8Yi hgW\`UbX`!`GUfU\`9b[Y`g`fl`&É`i`bX`@Ui fU`A Uf]U`
F mdU`f&-`É`ghY\`Yb`]a`i`A`]hhY`di`b`_h`Y]bYg`Yfv]hhYfhYb`GhfY]hgž`XYf`
g]W\`ÒZZYbh`]W\`YbhZU`hYh`\`Uh`"8`]Y`5i`gY]bUbXYfgYmi`b[`VY[Ubbž`
bUWXYa`GUfU\`]b`Y]bYf`":`c`[Y`j`cb`GW\`U[`XYb`GhUf`Y]bY`
6Ya`Yf_i`b[`ØVYf`]\`fYb`9I`!A`Ubb`D]Yhfc`@ca`VUFX`]a`UW`hYž`X]Y`
@Ui fU`j`YfÀf[YfhY`"GUfU\`[UV`Ubž`XUgg`X]Y`6Ya`Yf_i`b[`i`a`cfj`c`"
[Ya`Y]bh`k`Uf`i`bX`_Y]b`dYfgØb`]W\`Yf`5b[f]Z[Y[Yb`@Ui fU`
XUfghY`hY`"@Ui fU`\`b[Y[Yb`ZØ\`h`g]W\`Xi`fW\`X]Y`G]hi`Uh]cb`
dfcj`cn]Yfh`i`bX`_f]h]g]Yfh`GUfU\`Ui`Z`đghU[fUa`ž`k`À\`fYbX`g]Y`
[`Y]W\`nY]h[`XYb`K`i`bgW\`Ài`»`Yfhž`df]j`UhY`5b[Y`Y[Yb\`Y]hYb`]a`
đhYfYggY`]\`fYf`?`]bXYf`ni`_`ÀfYb`"@Ui h`XYfk`YghYb`XY`a`UW`h`
@Ui fUg`?`f]h]_`XYi`h]W\`ž`XUgg`U`hY`?`cbZ]_h`Y`YfbYi`hi`Ui`Z[Yfc`h`
k`YfXYb`"

8]Y`G]hi`Uh]cb`Yg_U`]YfhY`k`Y]hYfž`U`g`@Ui fUg`J`Yf`cVhY`i`bX`D]Yhfc`
@ca`VUFX`]b]W\`h]b`X]Y`5i`gY]bUbXYfgYmi`b[`Y]b[fY]ZYbž`gcbXYfb`
g]W\`bi`f`j`U[Y`Ài`»`Yfhž`k`À\`fYbX`Yf`]b`gY]bYf`đghU[fUa`!Ghcfmj`cb`
Y]bYf`U`Yf[]gW\`Yb`F`YU`_h]cb`VYf]W\`hYh`"@Ui fU`dcghYhY`Ya`ch]cbU`Y`
J`XYcgž`]b`XYbYb`g]Y`]\`fY`J`Yfnk`Y]Zi`b[`ØVYf`XYb`GhfY]h`ni`a`
5i`gXfi`W`_Vf]b[h`";`Y]W\`nY]h[`VY\`Ui`dhYh`GUfU\`g`A`i`hhYfž`Gcb`U`
GhfUbc`f`))`ž`XUgg`@Ui fU`b]W\`hg`UbXYfYg`_Ubb`U`g`ni`ghU`_Yb`i`bX`
nY][`h`g]W\`gY\`f`j`YfÀf[Yfh`XUfØVYfž`XUgg`g]Y`j`cb`@Ui fU`Ui`Z`
đghU[fUa`V`cW_]Yfh`k`i`fXY`"Gcb`U`j`Yfa`i`hYhž`XUgg`@Ui fU`5b[gh`
\`Uhž`XUgg`]\`fY`@Ø[Yba`ÀfW\`Yb`Ui`Z[YXYW`_h`k`YfXYbž`k`Ug`X]Y`
?ca`d`YI`]h`Àh`XYg`?`cbZ]_hg`k`Y]hYf`j`Yfgh`Àf`_h`"

2 ZZYb h`]W\ Y `5i gY]b Ub XYfgY hni b [`]b `gc n]U`Yb
A YX]Yb

8]Y`Bi hni b [`j cb `gc n]U`Yb `A YX]Yb ` \Uh`X]Y`?ca a i b]_Uh]cb`i bX
XYb`5i ghUi gW\`nk]gW\Yb`XYb`6YhY`][hYb`Yf`YV`]W\`VYY]bZi ggh
i bX`nY][h`X]Y`8mbUa]_žX]Y`gc`W\Y`?cbZ]_hY`UbbY`a Yb`_`ÖbbYb"
@Ui fU`F mdU` \Uh`Ui Z`bghU[fUa`Yf`_`Àfhž`XUgg`g]Y`ja`_`bhfYggY`]`fYf
?]bXYf`Fi` \Y`i bX`Y]bY`@Ögi b [`UbghfYVYž`k`À`fYbX`g]Y` [`Y]W\`nY]h][
9b h`Ài gW\i b [`ØVYf`GUfU`g`J Yf` \U`hYb`Ài »Yfh`"V`i Yk]b`"W\
VYf]W\`hYž`XUgg`@Ui fU`Ui Z`GUfU`g`Dfca`c!J]XYc`fYU[]Yfh` \Uhž]b
XYa`_`df]j UhY`B UW\ f]W\`hYb`nk]gW\Yb`GUfU` \i bX`Y]bYf`UbXYfYb
_`bZi YbW\ f]b [`YhY]`h`k i fXYb"

@Ui fU`g]Y`h`X]YgYb`5i ghUi gW\`U`g`Y]bY`Dfcj`c`_Uh]cb`i bX`a Yf`_`h`Ubž
XUgg`g]Y`Ub`ZfØ` \YfY`J`cfZ`À`Y`Yf]bbYfh`k]fXž`VY]`XYbYb`g]Y`GUfU`g
J Yf` \U`hYb`k`À`fYbX`]`fYf`GW\`k Ub [`YfgW\`Už`i bX`Ub`_` \fYa
6UVmg` \ck Yf`U`g`i bUb [`Ya YggYb`Ya`dZUbX`"8]Yg`nY][h`X]Y
5i gk]f`_i b [`Ybž`X]Y`gc`W\Y`?cbZ]_hY`]b`XYf`ÖZZYb h`]W\Yb
K U`fbY` \a i b [`i bX`XYb`gc n]U`Yb`BYh`nk Yf`_Yb` \UVYb`_`ÖbbYb`"8 Ug
U`h`À [`]W\Y`@VYb`XYf`6YhY`][hYb`k]fX`XUXi`fW\`ghUf`_`VYY]bZi gghž
k Ug`Ui W\`j`cb`a]a]_Ua U`cf [` \Yfj`cf [`Y`cVYb`k]fXž`XU`gc n]U`Y
A YX]Yb`gck`c` \`dcg]h]j Y`U`g`Ui W\`bY [`Uh]j Y` [`YgY`gW\`Už]W\Y
5i gk]f`_i b [`Yb` \UVYb"

?cbZ]_h`i bX`gY]bY` : c` [`Yb

8]Y`5i gY]b Ub XYfgY hni b [`nk]gW\Yb`GUfU` \i bX`@Ui fU`V`Y]Vh
Ub [`YgdUb`b`hž`XU`@Ui fU`ÖZZYb h`]W\`VY`_i bXYh` \Uhž`k]Y`VY`UghYbX`X]Y
G]hi Uh]cb`ZØf`g]Y`]gh`"8]YgY`ni [`Ygd]hnhY`?cbZ]_h`XmbUa]_`]gh`b]W\`h
bi f`ZØf`X]Y`X]fY`_hY`6YhY`][hYbž`gcbXYfb`Ui W\`ZØf`]`fY
: Ua`_]Yba`]h [`]YXYf`j`cb`6YXYi`hi b [` "GUfU` \i bX`@Ui fU`gW\Y]bYb
VYfY]h`ni`gY]bž` \fY`8]ZZYfYb`nYb`]b`Y]bYa`_`ÖZZYb h`]W\Yb` : cf`i`a
Ui`gni`hfU [`Ybž`k Ug`X]Y`8]g`_i`gg]cb`ØVYf`J YfV]bXi b [`i bX`GhfY]h`]b
XYf`K Y`h`XYf`gc n]U`Yb`A YX]Yb`k`Y]hYf`j`cf`Ub`hfY]Vh"

`Y]bYa``NY]hU`hYfž`]b`XYa`_`gc n]U`Y`A YX]Yb`Y]bY`nYb`hfU`Y`F`c`_`Y`]b
XYf`?ca a i b]_Uh]cb`gd]Y`Ybž`k]fX`XYi`h]W\`ž`k]Y`j`Yf`Y`hnYbX`i bX

XYghfi _hj]`Y]bY`ÖZZYbh]WXY`5i`gY]bUbXYfgYhni`b[`gY]b`_Ubb"8Yf
 ?cbZ]_h`nk`]gWXYb`GUfU\`9b[Y`g`i`bX`@Ui`fU`A`Uf]U`F`mdU`]gh`Y]b
 YI`Ya`d`Uf]gWXYg`6Y]gd]Y``ZØf`X]Y`<`YfUi`gZcfXYfi`b[Ybž`X]Y`VY]`XYf
 Bi`hni`b[`gc`WXYf`D`UhhZcfa`Yb`Yb`hghY\`Yb`_ÖbbYb"

8YhU]`g	
J`c`f`ZU``	GhfY]h
C`f`h	I`b`VY`_`Ubbhž`8Yi`hgWXY`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k`k`k`"XYfk`YghYb"XY • k`k`k`"V`i`Yk`]b"WX • k`k`k`"a`]a`]_Ua`U"cf[

6Ygi`WXYb`G]Y`i`bg`Ui`Z.`b!U[`"XY