

F Yj c`i h]cb`]a`B U\j Yf_Y\ f. `? =j YfVYggYfh
G!6U\b!5i g`Ughi b[`]b`< Ua Vi f[°

8]Y`8Yi hgWXY`6U\b`bi hnh?Øbgh]WXY`ϕhY`][Ybnž`i a`G!6U\b!
5i g`Ughi b[Yb`]b`< Ua Vi f[`i bX`6Yf`]b`dfÄn]gY`ni
dfc[bcgh]n]YfYb"



< Ua Vi f[ž`8Yi hgWXY`UbX`!`8]Y`8Yi hgWXY`6U\b`U`h`Ub[Y_ØbX][hž
?Øbgh]WXY`ϕhY`][Ybn`ni f`J YfVYggYfi b[`XYf`Dfc[bcgYb`ØVYf`X]Y
5i g`Ughi b[`j cb`G!6U\bYb`ni`bi hmYb``8]YgY`BYi Yfi b[`k i fXY`]b
Y]bYf`A`]hY`]i b[`XYf`G!6U\b`< Ua Vi f[`j cf[YghY`hž`X]Y`XUfUi Z
UVn]Y`hž`X]Y` : U\ f[Ugh]bZcfa Uh]cb`Yf\YV`]WXY`ni`j YfVYggYfb``5b`XYb
a Y]ghYb`G!6U\bghUh]cbYb`]b`< Ua Vi f[`i bX`Ub`a Y\ fYfYb
GhUh]cbYb`]b`6Yf`]b`_ca a Yb`XUZØf`]bbcj Uh]j Y`@]WXYhgWXYfUb`_Yb
ni a`9]bgUmž`X]Y`X]Y`5i g`Ughi b[`YfZUggYb"

8]Y`U_hi Y`Y`æ d`Ya Ybh]Yfi b[`XYf`?`≠HYWbc`c[]Y`]gh`ni b`ÄW`gh
Y]b`HYghd`fc`Y`_h`]b`6Yf`]b`ž`k`Ä`fYbX`]b`< Ua Vi f[`VYfY]hg`ØVYf`%(` \$
@]WXYhgYbgcfYb`ni f`9fZUggi b[`XYf` : U\ f[UghnU`Yb`]bghU`]Yfh`g]bX"
8]YgY`]bbcj Uh]j Yb`A YggXUhYb`k YfXYb`a`]h`XYb`6YfYW`bi b[Yb`XYf`

? Øbgh`jWkYb' ðhY``][Ybn'UV[Y[`]WkYbž'i a `Y]bY
Dfc[bcgY[YbUi][_Y]h'j cb'ØVYf'- \$'DfcnYbh'ni `YffY]WkYbž'k]Y'ž `]U
?i \Z » ž'@]hYf]b'j cb' 86 '@][\h[UhY ž'Yf_`ÀfhY": U\ f[ÀghY'k YfXYb
gc'nY]hbU\ ØVYf'X]Y'5i g`Ughi b[`XYf'Y]bZU\ fYbXYb'NØ[Y
]bZcfa]Yfh"

C dh]a]Yfi b[`XYf': U\ f[Ugh]bZcfa Uh]cb

6YgcbXYfg'X]Y'G!6U\ b'<Ua Vi f[`j YfZc`[h'a]h'XYa `GmghYa `86
@[\h[UhY `XUg`N]Y'žXi fWk `9Wk hnY]h!Dfc[bcgYb'ni f'5i g`Ughi b[`XYf'
NØ[Y'ZfY]Y'D`ÀhnY'ZfØ\ nY]h][`ni `Yf_YbbYb""8]YgY'ðZcfa Uh]cbYb
k YfXYb `ZØbZ'GhUh]cbYb'j cf'XYf'9]bZU\ fh'XYg`Ni [Yg]b`XYb
6U\ b\ cZ`Ub[YnY][h""8]Y'5i g`Ughi b[`k]fX'Xi fWk `Y]bYb': UfVWcXY
_ca a i b]n]Yfh': fØb'g][bU`]g]Yfh'j]Y'D`Uhmž; Y`V`Y]bY'a]hhYfY
5i g`Ughi b[`i bX`F ch'XYi hYh'Ui Z'k Yb][`D`Uhn`\]b""8]YgY
A U» bU\ a Yb`V]YhYb': U\ f[ÀghYb`Y]bY`A Ò[`]Wk_Y]hž`\ fY`F Y]gYd`ÀbY
XmbUa]gWk `Ubni dUggYb"

K À\ fYbX`X]Y'? Øbgh`jWkY' ðhY``][Ybn']b'<Ua Vi f[`VYfY]hg
Y]b[YgYhnh'k]fXž'k YfXYb`X]Y'GmghYa Y`]b'6Yf`]b'ni f'J YfVYggYfi b[
XYf'8UhYbVUg]g'XYfnY]h[YhYghYh'i bX'bcWk `b]Wk h]a d`Ya Ybh]Yfhž
gc`Y]b'GdfYWkYf'XYf'G!6U\ b'6Yf`]b""5b`XYb'6U\ bghY][Yb`]b'6Yf`]b
k]fX'XYb': U\ f[ÀghYb`X]Y'5i g`Ughi b[`ghY\ Ybž'k cXi fWk `g]Y
fYWk hnY]h][`YbhgWkY]XYb`_ØbbYbž'cV'g]Y`]b`Y]bYb'Ni [`Y]bghY][Yb
cXYf'Ui Z'XYb`b`ÀWk ghYb`k UfhYb`a ÒWk hYb"

? Øbgh`jWkY' ðhY``][Ybn']a `² DBJ

8]Y'5bk YbXi b[`j cb'? Øbgh`jWkYf' ðhY``][Ybn']a `ÖZYbh`jWkYb
BU\ j Yf_Y\ f[Y\ h'ØVYf'X]Y'G!6U\ b`\]bUi g`GmghYa Y`k]Y
A C6 @9[i]XY`V]YhYb': U\ f[ÀghYb'ni j Yf`Àgg][Y' ðZcfa Uh]cbYb'ØVYf'
X]Y'5i g`Ughi b[`j cb'6i ggYb'i bX'6U\ bYb`]b'9Wk hnY]h"8]Yg
Yfa Ò[`]Wk h'Yg'XYb`Bi hnYfbž'k Yb][Yf'ghUf`_Ui g[Y`UghYhY
J YfV]bXi b[Yb'ni `k À\ `Yb'i bX'gc`K UfhYnY]hYb'i bX'ØVYfZØ`hY
: U\ fnYi [Y`ni `j Yfa Y]XYb"

8]Y`hYWk b]gWkY`<YfUi gZcfXYfi b[`VYghY\ h'XUVY]`XUf]bž'Y]bY
Zi bX]YfhY'8UhYbVUg]g'ni f'6Ygh]a a i b[`XYg'6YgYhnh[fUXYg'ni

gW\UZZYb" A C 6 @9[i]XY'bi hnh\]YfZØf'Y]bY'J]Y'nU\`j cb
 HYW\bc`c[]Ybži bhYf'UbXYfYa`Ui W\`5`[cf]h\ a Yb'i bX'U'hYfbUh]j Y
 8UhYbei Y`Yb'k]Y'K @5B!`i bX'6`i Yhcch\!G][bU`Y'j cb
 Ga Ufhd\cbYg"8]Y'U_hi Y`Y`5i g`Ughi b[`k]fX'Xi fW\`NÀ\`i b[Yb'XYf
 Y]b!`i bX'Ui gghY][YbXYb': U\ f[ÀghY`Yfa]hY`hi bX'a]h
 : U\fd`UbXUhYb`j Yf_bØdZhžk Ug`Y]bY`\c\Y`Ni j Yf`Àgg][_Y]h]b`XYf
 ðZcfa Uh]cbgVYfY]hghY`i b[`[UfUbh]Yfh"

8]Y'bYi Y`HYW\bc`c[]Y`_ØbbhY`b]W\h'bi f`X]Y'6Ybi hnYfYfZU\fi b[`ja
 ÖZZYbh]W\Yb`J Yf_Y\`f`j YfVYggYfbž`gcbXYfb`Ui W\`XUni`VY]hfU[Ybž
 X]Y'5i g`Ughi b[`[`Y]W\ a À»][Yf`ni` [YghU`hYbž]bXYa` : U\ f[ÀghY
 Yfa`i h][h'k YfXYbž`\fY`FY]gYd`ÀbY`YbhgdFYW\YbX`Ubni`dUggYb"

Ni gUa`a YbZUggYbX`Àggh]g]W\`gU[Ybž`XUgg`X]Y`G!6U\`b`<Ua`Vi f[
 i bX`X]Y`8Yi hgW\Y`6U\`b`U_h]j`XUfUb`UfVY]hYbž`Xi fW\`XYb`9]bgUhn
 j cb`?Øbgh]W\Yf`ðhY`][Ybn`X]Y`Dfc[bcgYb`ni`f`5i g`Ughi b[`j cb`G!
 6U\`bYb`ni`j YfVYggYfb`i bX`XYb': U\ f[ÀghYb`Y]b`Ub[YbY\`a YfYg
 FY]gYf`YVb]g`ni`V]YhYb"8]YgY`9bhk]W\`i b[Yb`g]bX`HY]`Y]bYg
 [fØ» YfYb`HfYbXgž`XYf`XYb`ÖZZYbh]W\Yb`BU\j Yf_Y\`f
 a`cXYfb]g]YfYb`gc`"

ÿ\`b`]W\Y` : cfhgW\ f]hY`k Y`hk Y]h`VY`Y[Yb`XUg`ni bY\`a YbXY
 ðhYfYggY`i bX`X]Y` ðj Ygh]h]cbYb`]b`hYW\bc`c[]gW\Y`@Øgi b[Ybž`i a
 XYb`ÖZZYbh]W\Yb`J Yf_Y\`f`YZZ]n]YbhYf`i bX`VYbi hnYfZFYi bX`]W\Yf`ni
 [YghU`hYb"

8YhU]`g	
C fh	< Ua`Vi f[ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • fY[]cbU`\Yi hY"XY • k k k "]b]hgY"WŁa

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