

7fUbUW!Hf]Y[Y`!5`hUf. `GhfY]h`]a
B Ui a Vi f[Yf`8ca `YbX[Ø`h][`VYYbXYh°

8Yf`GhfY]h`i a `XYb`7fUbUW!Hf]Y[Y`!5`hUf`]a `B Ui a Vi f[Yf`
8ca `]gh`VYYbXYh. `8Yf`5`hUf`k]fX`i a d`Uhn]Yfhž`i a `XYb
I B9G7C!GhUhi g`ni `g]WXYfb"



B Ui a Vi f[ž`GUW gYb!5b\ U`hž`8Yi hgW\ `UbX`!`9bX`]W `]gh`XYf
GhfY]h`i a `XYb`7fUbUW!Hf]Y[Y`!5`hUf`]a `B Ui a Vi f[Yf`8ca
VYYbXYh`B UW `Y]bYa ` `Ub[Yb`DfcnYgg`\ UVYb`I B9G7C!9I dYfhYb
YbhgW]YXYbž`XUgg`XYf`5`hUf`Ui g`XYa `K YghWcf`YbhZYfb`hi bX`Ub
Y]bYa `UbXYfYb`GhUbXcfh]a `8ca `Ui Z[YghY`h`k YfXYb`gc`""`8]Yg
VYf]W`hYh`Xca fUX]c`"XY" `8Yf`bYi Y`GhUbXcfh]a `E i Yf\Ui g`XYg
8ca g`k i fXY`j cb`XYb`J YfY]b][hYb`8ca gh]žYfb`i bX`J YfhYhYfb
XYf`8Yb_a U`dZY[Y`VYZØfk cfhYh" `8]Y`9bhgWY]Xi b[`Zc`[h`Y]bYa
I fhY]ž`XUg`VY]`XYf`@UbXYgfY[]Yfi b[`Y]b[Y[Ub[Yb`]gh`i bX`gca]h
[fc» Y`? `Uf\Y]h`gW`UZh"

8Yf`J c fghc» ž`XYb`5`hUf`]a `K YghWcf`ni `d`Uhn]YfYbž`k i fXY`VYfY]hg
a Y`fZUW `f]h]g]Yfh" `8]Y`I B9G7C!9I dYfhYb`Uf[i a Ybh]YfYbž`XUgg

X]Y`G]W hUW gYb`Ui Z`X]Y`VYY]bXfi W_YbXYb`Gh]ZhYfZ][i fYbž
]bgVYgcbXYfY`X]Y`ZUgn]b]YfYbXY`l hU`j cb`BUi a Vi f[ž`Xi fW`XYb
5`hUf`VYY]bhf`AW h][h`k YfXYb`"8Yf`5`hUfUi ZgUhn`j cb`@ WUg`7fUbUW
XYa`Y`hYfYbž`XYf`%) &\$`j c`YbXYh`k i fXYž`i bX`XYf`Xi fW`XYb
@Y]dn][Yf`A U`Yf`A]W UY`Hf]Y[Y`]a` `]`f`&\$`\$`Yf[`AbnhY`A]hY`hY]`ž
gc`Yb`bi b`]b`Y]bYa` `k ØfX][Yb`F U`a Yb`d`f`AgYbh]Yfh`k YfXYbž`XYf
XYf`\\]ghcf]gW`Yb`6YXYi hi b[`] YfYW`h`k]fX`"8]Yg`ZØ`fh`ni`Y]bYf
k]W`h][Yb`?``Äfi b[ž`X]Y`Ui W`j cb`A]b]ghYf`F U]bYf`F cVfU`gY`f
VY[fØ`»h`k i fXY`"bUi a Vi f[Yf!Xca`"XY`VYgh`Äh][h`X]Y
; YbY`a]][i b[`Xi fW`X]Y`l B 9G7C ž`X]Y`UV`ž` `]`&\$`&) `]b`?fUZh`hf]hh"

8 Yf`K Y[`ni a`bYi Yb`GhUbXcfh

8]Y`8]g_i gg]cb`i a`XYb`VYghYb`GhUbXcfh`ZØf`XYb`5`hUf`]a
BUi a Vi f[Yf`8ca`nc[`g]W`ØVYf`a Y`fYfY`]`fY`\\]b`"9l dYfhYb
VY`ZØfW`hY`hYbž`XUgg`Y]bY`i bdUggYbXY`D`Uhn]Yfi b[`XYb
K Y`h_i`hi fYfVY!GhUhi g`XYg`8ca`g[YZ`Ä`fXYb`_ØbbhY`"8Yf
BUi a Vi f[Yf`8ca`Yf`\\]Y`h`&\$`, `XYb`VY[Y`fhYb`K Y`hYfVYghUhi gž
i bX`X]YgYf`k i fXY`Xi fW`X]Y`5i ZghY`i b[`XYg`5`hUfg`]a`K YghW`cf
]bZfU[Y`[YghY`h`"a Xf"XY`]bZcfa`]Yfhž`XUgg`X]Y`l B 9G7C`Y]bY
hYW`b]gW`Y`6Yk Yfhi b[`Ui g`Y]bYa` `; i hUW`hYb`XYg``hYfbUh]cbU`
7ci bW]`cb`A cbi a Ybhg`UbX`G]hYg`f`W`ca`cgL`YfUbnc[`ž`k Y`W`Yg`]a
ž`b]`&\$`&`YfghY`h`k i fXY`"

8 Ug``hYfYggY`Ub`XYa` `5`hUf`i bX`gY]bY`Ui Zk YbX][Y`F`YghUi f]Yfi b[
nY][Yb`XYb`_i`hi fY`Yb`K Yfhž`XYf`a]h`X]YgYa` `?i bghk Yf_
j YfVi bXYb`]gh`"l fgd`fØb[`]W`k i fXY`XUg`A Y]ghYfk Yf`_nk]gW`Yb
%)`%+`i bX`%)`%-`j cb`@`_Ug`7fUbUW`XYa`Y`hYfYb`[YgW`UZYbž
UVYf`%)`(`%`]a`Ni [Y`XYf`F YZcfa`Uh]cb`hY]`k Y]gY`nYfgh`Øfh`A]h`XYf
9f[`Äbni b[`Xi fW`A]W UY`Hf]Y[Y`_`cbbhY`XUg`?i bghk Yf`_k]YXYf
Y]bY]j c`YfY`; YghU`h`UbbY`a Yb`"

5i gV`]W`_Ui Z`X]Y`Ni`_i bZh

8]Y`J YfY]b][hYb`8ca`gh]ZhYf`d`UbYbž`XYb`7fUbUW`!Hf]Y[Y`!5`hUf`UV
8YnYa VYf`&\$`&` `V]g`ž` `]`&\$`&) `YfbYi h`]a`K YghW`cf`XYg
BUi a Vi f[Yf`8ca`g`Ui gni ghY`Ybž`VYj cf`Yf`YbX[Ø`h][`]bg
BcfXeI Yf`Ui g`k YW`gY`h`"8]Y`_`UfY`9bhgW`Y]Xi b[`ØVYf`XYb`bYi Yb

GhUbXcfh'Vf]b[h'ib]W\h'bi f'9f`Y]W\hYfi b['ZØf`X]Y`ni ghÀbX][Yb
 GhY`Ybž'gcbXYfb'g]W\Yfh'Ui W\`X]Y`K YfhgW\Àhni b[`X]YgYg
 Ui » Yf[Yk Ò\b`]W\Yb`?i bghk Yf_g"

⇒`XYb`_ca a YbXYb`đ\fyb`k]fX`g]W\`nY][Ybž`k]Y`g]W\`X]Y`bYi Y
 5i ZghY`i b[`Ui ZX]Y`K U\fbY\`a i b[`XYg`8ca g`Ui gk]f_Yb`k]fX"
 : Ygh`ghY\hž`XUgg`XYf`5`hUf`_ØbZh][`Y]bY`nYbhfU`Y`F c`Y`]a
 BUi a Vi f[Yf`8ca `gd]Y`Yb`k]fXž`c\bY`X]Y`Y]bn][Ufh][Yb
 Gh]ZhYfZ][i fYb`]b`XYb`GW\UhhYb`ni `ghY`Yb"

8YhU]`g	
C fh	BUi a Vi f[ž`GUW\gYb!5b\U`hž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "Xca fUX]c"XY • k k k "bUi a Vi f[Yf!Xca "XY • k k k "a Xf"XY

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