

A Ø`!9g_U`Uh]cb`]b` ; cg`Uf. `5bk c\bYf]b
gWÅ`À[h`5`Ufa `Ui Z: UWVcc`°

; cg`Uf`]a` <Ufn`_Åa dZi`[Y[Yb`]`Y[U`Y`A Ø`UV`U[Yfi b[Ybž
X]Y`5bk c\bYf`j YfÅf[Yfb`"l a k Y`hgWÅi hna U» bU\`a Yb
Xf]b[`]WÅ`°



; cg`Ufž`8Yi hgWÅ`UbX`!`; cg`Ufž`Y]bY`a U`Yf]gWÅY`GhUXh`]a` <YfnYb
XYg`<UfnYgž`]gh`VY`_Ubbh`ZØf`]\fY`]\]ghc`f]gWÅYb`GY`Yb`gk`ØfX][`_Y]hYb
i bX`VYY]bXfi W`_YbXYb`K`UbXYfk`Y[Y`"Å`f`]WÅ`n]Y`h`X]Y`GhUXh
nU\`fY]WÅY`Hci`f]ghYb`Ubž`X]Y`XUg`l`B`9G7C`!K`Y`h`_i``hi`fYfVY
VYghUi`bYb`k`c`Yb`"8cWÅ`]a`a`Yf`a`Y`f`5bk`c\bYf`g]bX`j`YfÅf[`Yfh
ØVYf`XUg`ghY][`YbXY`A`Ø`dfcV`Y`a`ž`XUg`X]Y`≠m`Y`hfØVh`"6YgcbXYfg
Øb[`gh`gc`f[`hY`Y]b`: UWVcc`!Dcgh`Y]bYf`<UfnYf]b`ZØf`5i`ZfY[`i`b[`ž]b
XYa`g]Y`6]XXc`_i`a`YbhUh]cbYb`j`cb`i`bgWÅ`ØbYb`A`Ø`UV`U[`Yfi`b[`Yb
j`YfØZYbh`]WÅ`hYž`X]Y`g]Y`]b`]\fYf`B`UWÅ`VUfgWÅ`UZh`YbhXYW`_hY`"l`bhYf
XYb`6]XYfb`k`UfYb`nk`Y]`A`Ø`gÅW`_Y`Ua`GhfU»`YbfUbX`gck`jY`Y]b
K`ÅgWÅY`_cfV`i`bX`Y]b`Ghi`\"ž`VY]XY`]a`6UWÅ`Ui`Z`UV[`Y`U[`Yfh`"8Ua`]h
Åi`»`YfhY`g]Y`]\fYb`l`ba`i`h`ØVYf`XUg`fØW`_g]WÅ`hg`cgY`J`Yf`U`hYb
Y]b][`Yf`A`]hVØf[`Yf`"

8 Ug]`Y[U`Y`9bhgcf[Yb`j`cb`A`Ø`ghY`h`b]W`h`bi`f`Y]bY
5i`gnY]W`bi`b[`ZØf`X]Y`5W`h`cg][`_Y]h`XYf`A`YbgW`Yb`XUfž`gcbXYfb
]gh`Ui`W`Y]b`Yfbgh\UZhYg`I`a`k`Y`h`c`XYf`J`Yfk`U`hi`b[`gXY`_`h`8`JY
fYW`h]W`Yb`?`cbgYei`YbnYb`g]bX`XfU`_cb]gW`. `K`Yf`VY]a
i`bgUW`[`Ya`À»`Yb`9bhgcf[Yb`Yfk`]gW`h`k`]fXž`a`i`gg`a`]h`;`Y`XghfUZYb
cXYf`gc[`Uf`;`fY]\`Y]hgghfUZYb`V]g`ni`ZØbZ`đ\`fYb`fYW`b`Yb`"8`JYgY
GhfUZYb`g]bX`]a`XYi`hgW`Yb`I`a`k`Y`hfYW`h`j`YfUb`_Yfhž`XUg`[`Yb`Ui
fY[`Y`hž`k`Ubb`Y]bY`HUh`U`g`C`fXbi`b[`gk`]Xf][`_Y]h`c`XYf`U`g`GhfUZhUh
[`]`h`6Y]I`a`k`Y`hgghfUZhUhYbž`X]Y`VYgcbXYfg`[`fUj`]YfYbX`g]bXž
_ÒbbYb`gc[`Uf`;`Y`XghfUZYb`c`XYf`;`fY]\`Y]hgghfUZYb`j`cb`V]g`ni`nY\`b
đ\`fYb`Xfc`Y`b`"I`a`k`Y`hVi`bXYgUa`h"XY`k`Y]gh`XUfUi`Z`\]bž`XUgg
X]Y`GW`k`YfY`XYg`J`Yfgbc»`Yg`Yb`hgW`Y]XYbX`ZØf`X]Y`fYW`h]W`Yb
?`cbgYei`YbnYb`]gh"

?`cbgYei`YbnYb`ZØf`X]Y`I`a`k`Y`h`

8]Y]`Y[U`Yb`A`Ø`UV`U[`Yfi`b[`Yb`j`Yfi`fgUW`Yb`b]W`h`bi`f`Y]bY
i`bgW`ÒbY`C`dh]_ž`gcbXYfb`\`UVYb`Yfbgh\UZhY`:`c`[`Yb`ZØf`X]Y
I`a`k`Y`h`8]Y`5VZÀ`Y`_ÒbbYb`6`ÒXYb`i`bX`;`Yk`ÀggYf`gW`ÀX][`Yb`i`bX
gc`X]Y`\`Y]a`]gW`Y`Y`:`cfU`i`bX`:`Ui`bU`[`YZÀ`\`fXYb`"`a`a`Yf`\]b`a`UW`Yb
a`Y`\`U`g`*`\$`DfcnYbh`XYf`XYi`hgW`Yb`6Yj`Ò`_Yfi`b[`I`a`k`Y`hgW`i`h
ni`Y]bYa`k`]W`h][`Yb`5b`Y]Y[`Yb`i`bX`Yfk`UfhYb`j`cb`XYf`FY[`]Yfi`b[
a`Y`\`A`U»`bU\`a`Yb`ni`a`GW`i`h`j`cb`BUh`i`f`i`bX`I`a`k`Y`h`8`cW
hf`ch`X]YgYf`k`Y]h`j`YfVfY]hYhYb`GYbg[V]`]h`Àh[`]Vh`Yg`bUW`k`]Y`j`cf
j`]Y`Y`A`YbgW`Ybž`X]Y`Xi`fW`i`\`f`<`UbXY`b`XUg`;`Y[`Yb`hY]`VYk`]f`_Yb`"
Gc`VY[`fØ»`h`XYf`6i`»`[`Y`X`_U`h`U`c`[`I`a`k`Y`hž`XYf`%-`-`(`Y]b[`YZØ`\`fh
k`i`fXYž`X]Y`≠`YYž`I`a`k`Y`h`j`YfgW`a`i`hni`b[`Yb`[`YgYh`n`]W`ni
VYghfUZYb`i`bX`XUa`]h`X]Y`6Yj`Ò`_Yfi`b[`gYb]h]a`Yb`hU`Yf`ZØf`X]YgY
H\`Ya`Uh]_`ni`gYbg[V]`]g]YfYb`"6i`gg[`Y`X`_U`h`U`c`[`"cf[`Yf`_`Àfhž`XUgg
X]Y`6i`»`[`Y`XYf`]b`XYb`6i`bXYg`ÀbXYfb`ghUf`_`j`Uf]]YfYb`_ÒbbYb`"

≠`B`c`f`X`f`\`Y]b!`K`YghZU`Yb`VY]gd]Y`gk`Y]gY`_ÒbbYb`ZØf
gW`k`Yfk`]Y[`YbXY`J`YfghÒ»`Y]a`a`YbgY`6i`»`[`Y`XYf`j`cb`ØVYf`)`\$`\$\$`\$`
9i`fc`j`Yf`\`Àb[`h`k`YfXYb`"K`]Y`XUg`6i`bXYga`]b]ghYf]i`a`ZØf`I`a`k`Y`hž
BUh`i`fgW`i`h`i`bX`FYU`_h`c`f`g]W`Yf`\`Y]h`ZYgh[`YghY`h`\`Uhž`VY`ZØf`k`c`fh`Y`h
XYbbcW`a`Y`\`U`g`Y]b`8f]hhY`XYf`8Yi`hgW`Yb`X]Y`8f]b[`]W`_Y]h`j`cb
A`U»`bU\`a`Yb`]a`I`a`k`Y`h`i`bX`?`]a`UgW`i`h`n`"5`g`ni`h]Y`Zgh
VYgcf[`b]gYffY[`YbX`YfUW`hYh`X]Y`6Yj`Ò`_Yfi`b[`j`cf`U`Y`Ya`ž`XUgg

hfchn`Y]bYg`ghYh][`k UW`gYbXYb`l a k Y`hVYk i gghgY]bg`XYf`5i hc!
 i bX`D`Ugh]_j YfVfUi W`k Y]hYf\]b`cW`V`Y]Vh`8Yf`GdU[Uhink]gW`Yb
 XYf`Y][YbYb`6Yei Ya `]W`_Y]hi bX`XYf`bchk YbX][Yb
 JYfUbhk cfhi b[`ni a `GW`i hn`i bgYfYf`9fXY`]gh`Z0f`j]Y`Y`cZh
 \YfUi gZcfXYfbX"

9]b`5ddY``Ub`X]Y` ; Ya Y]bgW`UZh

⇒b`5bVYhfUW`h`XYf`U`_hi Y``Yb`G]hi Uh]cb`]b` ; cg`Uf`]gh`XYf`5i Zfi Z`ni f
 JYfbi bZhiUb`YXYb`9]bnY`bYb`X]YgYf` ; Ya Y]bgW`UZhVYgcbXYfg
 k]W`h][``8]Y`9]b`U`hi b[`i a k Y`hfYW`h]W`Yf`J cfgW`f]ZhYb`gW`Øhnh
 b]W`h`bi f`X]Y`BUhi f`ž`gcbXYfb`Ui W`X]Y`@YVYbgei U`]h`h`X`Yf`
 5bk c`bYf``9g`]Y[h`]b`XYf`<UbX`XYf`6Yj 0`_Yfi b[ž`X]Y`gW`ØbYb
 @UbXgW`UZhYbž`X]Y`i bg`i a [YVYbž`ni `VYk U`fYb`i bX`g]Y`U`g
 Hci f]ghYbUhhfU`_h]cb`Ub`X]Y`b`W`ghYb` ; YbYfUh]cbYb
 k Y]hYfni [YVYb``

K Ybb`k]f`[Ya Y]bgUa` JYfUbhk cfhi b[`ØVYfbY`a Ybž`_ØbbYb`k]f
 X]Y`l a k Y`hj YfgW`a i hni b[`Y]bX`A`a`a Yb`i bX`XUg`]\ghcf]gW`Y`9fVY
 i bgYfYf`Gh`X`hY`gW`Ø`hnYb``8U`Yf`]gh`Yg`_ØW`ghY`NY]hž`gck c`\`
 df`Aj Ybh]j`U`g`Ui W`g`Ub`_h]cb]YfYbX`[Y[Yb`X]Y`]``Y[U`Y
 A Ø`Ybhgc f[i b[`j cfni [Y`Yb` `XYbb`gW`]Y`»`]W`]gh`i bgYf`9f`U`h
 Ui W`i bgYf`5i ZhfU[°

8YhU]`g	
C fh	; cg`Ufž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "bYk g' , "XY • k k k "i a k Y`hVi bXYgUa h"XY • k k k "Vi gg[Y`X`_UhU`c["cf[

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