

J]YhbUa 'VY[Y]ghYfh. '9i fcdÄYf'YbhXYW_Yb
XUg'[Y\Y]a b]gj c`Y'DUfUX]Yg°

J]YhbUa 'ghY\h'&\$&) 'ja ' : c_i g'Yi fcdÄ]gWYf'FY]gYbXYf" 'Hcd!
N]Y`Y'g]bX'8U'BUb[ž'<c!7\]!A]b\!GhUXh'i bX'<Ubc]" '9fZU\fyb
G]Y'a Y\f"



8U'BUb[ž'J]YhbUa '!J]YhbUa '\Uh'g]W'U'g'Y]bYg'XYf
[YZfU[hYghYb'FY]gYn]Y`Y']b'9i fcdU`YhUV`]Yfhi bX'VY`Y[h`Ui h'XYa
6Yf]W'hj cb'j]YhbUa "j b'XYb') " 'D'Uhn']b'XYb'Gca a YffY]gYhfYbXg
ZØf'&\$&) " '8]Y'I bhYfgi W'i b['j cb'5[cXUž'X]Y'g]W'Ui Z
I bhYf_i bZggi WYb']a 'ž' `]'i bX'5i [i gh'_cbnYbhf]Yfhž'nY][hž'XUgg
X]Y'<Ui dhfY]gYnY]h']b'9i fcdU`ghUf_[Ybi hnh'k]fXž'i a 'J]YhbUa 'ni

YbhXYW_Yb"

6YgcbXYfg`X]Y`@AbXYf': fUb_fY]Wkž; fc» Vf]hUbb]Ybž`8Yi hgWk`UbXž
Fi gg`UbX`i bX`Bcfk Y[Yb`UVYb`X]Y`a Y]ghYb`Gi WkUbZfU[Yb`bUWk
J]YhbUa`i [YghY`h"6Ya Yf_Ybgk Yfh]ghž`XUgg`Fi gg`UbX`i bX
Bcfk Y[Yb`X]Y`ni j cf`gY`f`VY`YVhYb`B]YXYf`UbXY`i bX`GdUb]Yb`]b
XYf`@]ghY`XYf`F Y]gY]bhYfYgg]YfhYb`UV[Y`Ògh`UVYb`"8]Yg`]gh`Ui Z`X]Y
9]bZØ\fi b[`j cb`8]fY_hZØ[Yb`nk]gWkYb`Fi gg`UbX`i bX`J]YhbUa
gck]Y`Ui Z`X]Y`J]gi a VYZfY]i b[`ZØf`6Øf[Yf`X]YgYf`@AbXYf
ni fØW_ni ZØ\fYb"

K UWk ghi a `i bX`5hhfU_h]j]hÀh`XYg
F Y]gYa Uf_hYg

þg[YgUa h`nY][h]g]Wkž`XUgg`J]YhbUa`Ui Wk`ZØf`Yi fcdÀ]gWkY
GWk Y`Yb`ÀbXYf`ni bY`a YbX`UhhfU_h]j `k]fX`"8]Y`Gi WkUbZfU[Yb
Ui g`i b[Ufb`g]bX`]a`J Yf[`Y]Wk`ni a`J cf`U`f`i a`" &\$`i` [Ygh]Y[Ybž
Ui g`XYf`HØf_Y]i a`&, `i`i`i bX`Ui g`Dc`Yb`i a`%)`i`"8Ua`]h
j YfghÀf_h]g]Wk`XYf`HfYbXž`XUgg`J]YhbUa`U`g`VY[Y`fhYg`F Y]gYn]Y`
[]`hž`j cf`U`Ya`Ui Z[fi bX`gY]bYf`k i bXYfgWk`ÒbYb
BUhi f`UbXgWk`UZhYbž`XYg`Y]bn][Ufh][Yb`_i`hi fY`Yb`9fVYg`i bX`XYg
di`g]YfYbXYb`@YVYbg`]b`GhÀXhYb`k]Y`8U`BUb[ž`<c!7\]!A]b\!GhUXh
i bX`<Ubc]"

DUFU`Y`ni`X]YgYb`dcg]h]j Yb`9btk]W`_i b[Yb`j YfnY]Wk`bYh`XYf
Hci f]ga`i ggY_hcf`]b`J]YhbUa`Y]bY`VYa Yf_Ybgk YfhY`9f\c`i b["
@Ui h`XYa`6Yf]Wk`h]j cb`YUXgcbd]`ck g"Wka`gh]Y[`X]Y`5bnU\`
]bhYfbUh]cbU`Yf`5b_ØbZhY`]a`nk Y]hYb`E i UfhU`&\$&) `Ui Z`+ž-
A]`cbYbž`k Ug`Y]bYa`5bgh]Y[`j cb`&(ž`i`]a`J Yf[`Y]Wk`ni a
J cf`U`f`Ybhgd]f]Wk`h`8]YgY`F ØW__Y`f`ni a`Hci f]ga`i g`k]fX`Xi fWk
k Yb][Yf`ghfYb[Y`J]gU!6Ygh]a`a i b[Ybž`Y]bY`j YfVYggYfhY
: `i [j YfV]bXi b[`i bX`XUg`k]YXYf[Yk`cbbYbY`J YfhfUi Yb`]b[`cVU`Yg
F Y]gYb`VY[Øbgh][h"

Gca a Yf`&\$&) ` `GU]gcb`XYf`9f`YVb]ggY

8]Y`NU\`Yb`ZØf`XYb`þ`UbXg]hci f]ga`i g`nY][Yb`YVYbZU`g`Y]b

ghUf_Yg`K UWghi a . , VYf%) ž+`A]`]cbYb`]b`AbX]gWY`Hci f]ghYb
k i fXYb`]a`nk Y]hYb`E i UfhU`&\$&)`[YnA`h`k Ug`Y]bYa`5bgh]Y[`i a
%)`i`]a`JYf[`Y]W`ni a`J cf`U`f`Yb]hgd]W`h`8]Y`A YbgWYb
ghf`Oa`hYb`j`cf`U`Ya`Ub`X]Y`k Ufa`Yb`?ØghYbcfhYž`k cVY]`8U`B`Ub[
a`h]ØVYf`%ž&`A]`]cbYb`Hci f]ghYb`]a`đ`b]VYgcbXYfg`YfUi`ggh]W`h`
8]Y`6Y`Y[i b[gfUHYb`]b`VY`]YVhYb`i`f`Ui Vg[YV]YhYb`k`JY`8U`B`Ub[ž
B`U`HfUb[`i bX`D`i`E i cWØVYfgW`f]hYb` ,)`i`"

K Y]hYfY`HfYbXg`nY]W`bYb`g]W`UVž`XUfi bhYf`Y]b`'`\$`i`][Yf`5bgh]Y[
VY]: Ua`J]Yb!`i`bX`đ`[YbXfY]gYb`"5VYbhYi`Yf!`i`bX`GhfUbXi`f`Ui VY
a`UWYb`*)`i`XYf`6i`W`i`b[Yb`]b`XYb`?ØghYbfY[]cbYb`Ui`g`
9VYbgc`j`YfnY]W`bYhYb`X]Y`bUh]cbU`Yb`DUf_gž`k`JY`D`cb[`B`U!`?
6¼b[`i`bX`7Uh`6Už`Y]bYb`5bgh]Y[`XYf`9Wc!`Hci f]ghYb`i`a`&&`i`ž`k Ug
Ui`ZXUg`k`UW`gYbXY`đ`hYfYggY`Ub`bUW`U`h][Ya`F`Y]gYb`]\`bk`Y]gh`
;`YZØ`fhY`BUhi`fk`UbXYfi`b[Yb`i`bX`[Ya`Y]bXYVUg]YfhY
,`VYfbUW`hi`b[Yb`g]bX`Yi`hY`VYgcbXYfg`[YZfU[`h`"

⇒bj`Ygh]h]cbYb`i`bX`<`YfUi`gZcfXYfi`b[Yb`]a
Hci f]ga`i`ggY`_`hcf`

8]Y`bZfUghfi`_hi`f]bj`Ygh]h]cbYb`ZØfXYfb`XYb`Hci f]ga`i`ggY`_`hcf
]a`a`Ybg`"8Yf`6Ui`XYg`@cb[`H`U`b`]\`đ`hYfbUh]cbU`5]fdc`fh]gh`ni`*)
i`UV[YgW`cggYb`i`bX`gc`~`9bXY`&\$&`*`Yf`ØZbYh`k`YfXYb`"A`h`XYf
[Yd`Ub`hYb`?UdUn]h`h`j`cb`%\$\$`A]`]cbYb`DUggU[]YfYb`dfc`đ`U`f`k`]fX
Yf`X]Y` , VYf`Ughi`b[`Ua`HU`b`Gcb`B`U`h`5]fdc`fh]j`Yff]b[Yfb`i`bX
]bhYfbUh]cbU`Y`5b`Øb`Z`h`V]g`&\$`\$`i`a`&)`i`ghY][Yfb`"Ni`XYa`U`h
X]Y`A`Yhfc`@]bY`%]b`<c!`7`!\]!A`]b`!\GhUXh`VYfY]hg`ØVYf` ,)`i`
:`cfhgW`f]h`h`Yfn]Y`h`k`Ug`X]Y`A`cV]`]h`h`XYf`Hci f]ghYb`j`YfVYggYfh`"

8YbbcW`ghY`Yb`XYa`Hci f]ga`i`ggY`_`hcf`Ui`W`<`YfUi`gZcfXYfi`b[Yb
[Y[YbØVYf` , VYfZØ`i`b[Yb`i`bX`i`a`k`Y`hVY`Ughi`b[Yb`Ub`VY`]YVhYb
N]Y`Yb`k`JY`<U`@cb[`6Um`i`bX`D`i`E i cWg]bX`VYgcf[b]gYffY[YbX`
8]Y`ghY][YbXYb`?cghYb`ZØf`5fVY]hi`bX`A`UhYf]U`]Yb`U`VYb`X]Y
6Yhf]YVg`_`cghYb`ZØf`<`chY`g`i`bX`F`Y]gYj`YfUbghU`hYf`i`a` , i`Yf`U`h`
9VYbgc`[]Vh`Yg`gU]gcbU`Y`5fVY]hg`f`A`Z`h`Ya`Ab[Y`k`A`f`Yb`X`XYf
<cW`gU]gcb`ž`k`Ug`]b`Y]b][Yb`6Yhf]YVYb`ni`Y]bYf`J`U`UnYb`f`UhY`j`cb
V]g`ni`%)`i`]b`XYb`GYfj`]W`VYfi`ZYb`ZØ`fh`"

8]Y'dcg]h]j Y'9bhk]W_i b['XYg'Hci f]ga i g']b'J]YhbUa 'k]fX'j cb
gÅa h]W\Yb'5_hYi fYb'U`g'7\UbW'k U\ f[Ybca a Ybž'X]Y
bUW\U'h][Yb'Hci f]ga i gghfUhY[]Yb'i bX'X]Y'9bhk]W_i b['XYf
5fVY]hg_fÅZhY`]gh`YXcW\`YbhgW\Y]XYbXž'i a `XUg`K UW\ghi a
Ui ZfYW\hni Yf\U`hYb'i bX'X]Y`<YfUi gZcfXYfi b[Yb'ni `VYk Å'h][Yb"

8YhU]`g	
C fh	8 U`B Ub[ž'J]YhbUa
E i Y`Yb	<ul style="list-style-type: none"> • k k k "j]YhbUa "j b • \YUXgcbd]`ck g"Wca

6Ygi W\Yb`G]Y`i bg`Ui Z. `Y]bY!fY]gY"XY