

9fZc`[g[YgWx]Wx hYb. 'Gmf]gWx Y ': `ØWx h`]b [Y
VUi Yb `bYi Y `Ni _i bZh`]b `² ghYffY]Wx °

9fZU\FYb`G]Y `a Y\F`ØVYf`X]Y`gmf]gWx Y `8]UgdcfU`]b `² ghYffY]Wx ž
]\fY`9fZc`[Y`i bX`<YfUi gZcfXYfi b[Yb`gck]Y`U_hi Y`Y
J YfUbghU`hi b[Yb`i bX`≠hY[fUh]cbgUb[YVchY"



K]Ybž`² ghYffY]Wx `!`≠`K]Yb`[]Vh`Yg`nU`\fY]Wx Y
9fZc`[g[YgWx]Wx hYb`j cb`GmfYfbž`X]Y`bUWx `]\fYf`:`i Wx h`bYi Yb
K i fnY`b`[YgWx`U[Yb`\UVYb`"9]bY`XYf`]bgd]f]YfYbXghYb`]gh`X]Y`j cb
FYYa`'GU]`Uf]ž`X]Y`a]h`%, `≠]\fYb`Ui g`Gmf]Yb`Zc`\`i bX`]bnk]gWx Yb
ghc`nY`6Yg]hnYf]b`Y]bYf`6ci h]ei Y`]gh`"G]Y`Vf]b[h`b]Wx h`bi f`Zf]gWx Y
A cXY`]b`X]Y`GhUXhž`gcbXYfb`Ui Wx`Y]b`GhØW`_gmf]gWx Y`?`i`hi`fž`XUg
g]Y`a]h`]\fYf`@Y]XYbgWx UZh`ZØf`8Yg][b`j Yfv]bXYh`"≠f`A Ubbž`5`]
NU_]`Hcf_]ž]gh`YVYbZU`g`YfZc`[fY]Wx`i bX`VYhfY]Vh`Y]bYb
: f]gØfgU`cbž`XYf`VY]`XYb`K]YbYf]bbYb`i bX`K]YbYfb`\cWx`]a`?`i fg
ghY`h`"8]YgY`; YgWx]Wx hYb`g]bX`HY`]`Y]bYg`[fØ» YfYb`6]`XYg`XYf
gmf]gWx Yb`8]UgdcfU`]b `² ghYffY]Wx "

: UX]`GU`Y`\ž`Y]b`gmf]gWx Yf`i bhYfbY`a Yfž`\Uh]g]Wx`a]h`igY]bYf` 5dZY`!

6ÅW_YfY] `Y]bYb`BUa Yb`[Ya UW h"GY]h'gY]bYf`5b_i bZh]b
2 ghYffY]W`j cf`nY\`b`đ\`fYb`dfcXi n]Yfh`Yf`hÀ[`]W`V]g`ni` - \$\$\$
UfUV]gW`Y`D]hUVfchYž`X]Y`b]W`h`bi`f`X]Y`gmf]gW`Y` ; Ya Y]bgW`UZh
UbgdfYW`Ybž`gcbXYfb`Ui W`j]Y`Y`UbXYfY`A YbgW`Yb`]b`K`]Yb"
8]YgY`DfcXi`_hY`g]bX`VYgcbXYfg]b`XYb`Y`h`hYb`đ\`fYb`k`À`fYbX
XYg` : `ØW`h`b[ggca`a`Yf`&\$%) ž`XYf`<i`bXYfhUi`gYbXY`GmfYfž
5Z[\`UbYb`i`bX`fU`_Yf`bUW`2`ghYffY]W`VfUW`hYž`dcdi``Åf
[Yk`cfXYb`"K`À`fYbX`j]Y`Y` : `ØW`h`b[Y`gW`bY``]b`UbXYfY`GhUUhYb
k`Y]hYfnc[Ybž`\UVYb`g]W`j]Y`Y`Yb`hgW`]YXYbž`\]Yf`ni`V`Y]VYbž`k`Ug
ni`f`U`_hi`Y``Yb`5bnU`\`j`cb`Yhk`U`%\$(`"\$\$\$`GmfYfb`]b`2`ghYffY]W`
VY][`YhfU[Yb`\Uh`8Ua`h]g]bX`g]Y`X]Y`UW`h[fØ»`hY`5i`g`ÀbXYf[fi`ddY
]a`@UbXž`k`cVY]`5Z[\`UbYb`a`h]fi`bX`)`%`"\$\$\$`i`bX`fU`_Yf`a`h]ZUgh
%`"\$\$\$`DYfgcbYb`Zc`[Yb"

9b[U[Ya Ybh`i`bX`<`YfUi`gZcfXYfi`b[Yb`XYf
gmf]gW`Yb`7ca`a`i`b]hm

8Ug`9b[U[Ya Ybh`XYf`gmf]gW`Yb`8]UgdcfU`[Y`h`ØVYf
k`]fhgW`UZh]W`Yb`9fZc`[`]\`bUi`g`5a`i`%(`"A`Àfn`ZUbX`]b`XYf
8]d`ca`Uh]gW`Yb`5_UXYa`]Y`Y]bY`J`YfUbghU`hi`b[`a`h]XYa`H]hY``8]Y
gmf]gW`Y`8]UgdcfU`]b`2`ghYffY]W`i`Nk`]gW`Yb`\`i`a`Ub]h`ÅfYa`i`bX
dc`]h]gW`Ya`9b[U[Ya Ybh`ghU`hž`VY]`XYf`X]Y`Ghi`X]Y`ØVYf`X]Y
5_h]j`h`ÅhYb`i`bX`6YXØfZb]ggY`X]Y`gYf` ; Ya Y]bgW`UZh`d`f`ÅgYbh]Yfh
k`i`fXY`"8]Y` :`c`fgW`Yf`GUa`Uf`5`VUfUXUb`i`bX`G]a`Y`U
DUdUh`Ycd`\`ci` \`UVYb`X]Y`F`Ygi`h`UhY`j`cf[YghY``h`i`bX`VYhc`b`hž`XUgg
X]Y`gmf]gW`Y`7ca`a`i`b]hm`]b`2`ghYffY]W`U`_hj`i`]b`6YfY]W`Yb
Yb[U[]Yfh]ghž`]b`XYbYb`ghUUh]W`Y`C`f[Ub]gUh]cbYb`c`Zi`@ØW`Yb
`UggYbž`ni`a`6Y]gd]Y``]b`XYf`6YfUhi`b[ž`GdfUW`ZØfXYfi`b[`gck`]Y
?`i`hi`f!`i`bX`Gdcfhj`YfY]bYb"

8]Y`Ghi`X]Y`nY][`hž`XUgg`X]Y`GmfYf`]b`2`ghYffY]W`Y]b`\`c`\Yg`DchYbn]U`
\UVYbž`UVYf`Ui`W`a`h`<`YfUi`gZcfXYfi`b[Yb`_cbZfcbh]Yfh]g]bX`"Gc
gW`]XYfhY`<i`VYfh`BYi`k`]fh`\`j`cb`XYf`5i`ghf]Ub`8Yj`Y`cda`Ybh
5[YbW`h`X]Y`B`chk`YbX][`_Y]hž`XUg`hfUbgbUh]cbU`Y`9b[U[Ya Ybh`ni
gh`Åf`_Ybž`]bgVYgcbXYfY`]b`6Yni`[`Ui`Z`_VYfk`Y]gi`b[Ybž`X]Y`j`]Y`Yb
gmf]gW`Yb` :`Ua`j`]Yb`]b`XYf`<`Y]a`Uh`\`Y`ZYb`"5`YfX]b[g`[]Vh`Yg`Ui`W`
nU`\`fY]W`Y`VØfc`_fUh]gW`Y`<`ØfXYbž`X]Y`XUg`dc`]h]gW`Y`9b[U[Ya Ybh
XYf`gmf]gW`Yb`7ca`a`i`b]hm`VY`\]bXYfb`"C`Zi`ZY`\`h`Yg`Ub

≠Zcfa Uh]cbYb'ØVYf'X]Y'HY]'bU\ a Y'Ub'dc`h]gWYb'DfcnYggYbž
]bgVYgcbXYfY'VY]'K U\`Yb"

DgmW c gcn]U`Y`i b hY fghØhni b [`i b X
≠b hY [fUh]c b

9]b`k Y]hYfYg`XfÅb[YbXYg`H\Ya U`]gh`XYf`6YXUfZ`Ub
dgmW c h\YfUdYi h]gWYf`i b hY fghØhni b [`ZØf`; YZØW hY hY"@Ui h
7Ufc`]bY`B]_bUzg`j ca `8UWj YfvUbX`XYf`K]YbYf
Gcn]U`Y]bf]W h i b [Yb`[]Vh`Yg`b]W h i b i f`Y]bYb`\c\Yb`6YXUfZ`
gcbXYfb`Ui W`Y]bYb`A Ub[Y`Ub`H\YfUd]Yd`ÅhYb`"8]Y
: cfXYfi b [Yb`bUW`_cgYb`cgYb`5i gV]`Xi b [gUb[YVchYb`ZØf
DgmW c h\YfUdYi h]bbYb`g]bX`Ui h i b X`XYi h]W`"; `Y]W nY]h][
k i fXYb`j cb`: Uha Å`?\U`]!<Ua a ci X`X]Y`a Y\fgdfUW] [Yb
≠hY [fUh]cbgUb[YVchY`XYf`GhUXh`K]Yb`U`g`Xf]b [YbX`bchk YbX][
\Yfj cf[Y\cVYbž i a `XYf`J]Y`ZU`h[YfYW h`ni `k YfXYb"

8]Y`dc`h]gWYb`i b X`dgmW c`c []gWYb`<YfUi gZcfXYfi b [Yb
]bbYf\U`V`XYf`gmf]gWYb`7ca a i b]hmig]bX`U`gc`j]Y`gW]W h]["
GdU`hi b [Yb`i b X`A]gghfUi Yb`[Y [YbØVYf`ghUUh]WYb`≠gh]hi h]cbYbž
k]Y`j cb`G]a Y`U`DUdUh\Ycd\`]ci `Ub[YgdfcWYbž`nY][Ybž`XUgg`XYf
K Y [`ni f`j c`ghÅbX][Yb`≠hY [fUh]cb`bcW`Ub[`]gh`9]bY`i B!
≠gh]hi h]cb`ni f`Gi WY`bUW`j Yfa]gghYb`DYfgcbYb`Ui g`Gmf]Yb
k i fXY`YXcW`U`g`9fZc`[`j YfVi W h i b X`[]Vh`5b`Ugg`ni f`<cZbi b [ž
XUgg`Ui W`k Y]hYfY`GW f]hY`]b`X]Y`f]W h][Y`F]W h i b [
i b hYfbca a Yb`k YfXYb`_ØbbYb"

I a gc`k]W h][Yf`]gh`Ygž`X]Y`Gh]a a Yb`XYf`gmf]gWYb`; Ya Y]bgWUZh
ni ` \ØfYb`i b X`g]Y`]b`9bhgWY]Xi b [gdfcnYggY`Y]bni VYn]Y\Ybž i a
: fi ghfUh]cbYb`ni `j Yfa Y]XYb`"8Yf`K Y [`bUW`J cfbY`ZØ\fh`ØVYf
8]U`c [`i b X`J YfghÅbXb]gž i b X`X]Y`; YgW]W hYb`j cb`A YbgWYb`k]Y
FYYa `GU]`Uf]ž`5`]`NU_]`Hcf_]`i b X`: UX]`GU`Y\`g]bX`XYf`VYghY`6Yk Y]g
XUZØž`XUgg`≠hY [fUh]cb`[Y`]b [Yb`_Ubbž`k Ybb`U`Y`Ub`Y]bYa
GhfUb[`n]Y\Yb"

8YhU]`g	
C fh	K]Ybž`² ghYffY]W
E i Y`Yb	<ul style="list-style-type: none"> • k k k "ZU`hYf"Uh • k k k "j]XWcf[• k k k "Ugm"Uh

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