

6`UggfchYf`9fXVYYfa cbX`Yf\Y`h`XYb B UWX h\]a a Y`ØVYf`8Yi hgWX`UbX`°

5a`%&"'đ b]`&\$&) `YfghfU\`hY`XYf`9fXVYYfa cbX`V`Uggfch`Ua
B UWX h\]a a Y`ØVYf`8Yi hgWX`UbX`"9fZU\`fYb`G]Y`a Y\`f`ØVYf
gY]bY`<Yf`_i bZhi`bX`G]WX`hVUf`_Y]h"



5`hghUXhž`8Yi hgWX`UbX`!`đ`XYf`B UWX`hj`ca`%&"`Ui`Z`XYb`%&"`đ`b]
&\$&)`Xi`fZHy`XYf`B UWX`h\]a`a`Y`ØVYf`8Yi`hgWX`UbX`Y]bYb`[`UbN
VYgcbXYfYb`5bV`]W`_V]YhYb.`XYb`V`UggfchYb`9fXVYYfa`cbX`"8]YgY
VYY]bXfi`W`_YbXY`<]a`a`Y`gYfgWX`Y]bi`b[`ž`X]Y`]b`C`VYfVUmYfb
VYgcbXYfg`Y]bXfi`W`_gj`c``\]bhYf`Xi`b`_`Yb`K`À`XYfb`_`Yfj`c`fV`]hnhYž
]gh`b]WX`h`bi`f`Y]b`j`]gi`Y`Yg`GdY`_hU`_Y`ž`gcbXYfb`hfÀ[`h`Ui`WX`_Y]bY
]bhYfYggUbhY`B`Ua`Ybg[`YgWX`]WX`hY`a`]h]g]WX`"

I`fgdfØb[`]WX`ghUa`a`h`XYf`6Y[`f]Z`9fXVYYfa`cbX`j`cb`XYb
5`[`cbei`]bž`Y]bYa`]bX][`YbYb`J`c`_`B`cfXUa`Yf]_Ugži`bX`j`Yfk`Y]gh
Ui`Z`X]Y`NY]h`XYf`9fXVYYfYfbhY`]a`đ`b]"`A`]WX`UY`DUggUf[`Y`j`ca
:`fYi`bXYg`_fY]g`XYf`<]a`a`Y`g`_i`bXY`]b`6UX`GU`ngWX`]fZYf`_`À`fhYž
XUgg`XYf`B`Ua`Y`b]WX`hj`cb`XYf`:`UfVY`XYg`A`cbXYg`_`ca`a`h"

HUhgÀW`jW`k Uf`XYf`A cbX`Yhk U" - , "\$\$\$`?]`ca Yhf`j cb`XYf`9fXY
YbhZYfbhž`U`gc`b]W`hgc`bU`ž`k]Y`a Ub`Xi fW`gY]b`5i ZYi W`hYb
XYb`Yb`_`ÖbbhY" 8 Ug`VYgcbXYfY`Ub`X]YgYa`A cbX`]gh`gY]bY
cdh]gW`Y`H`Ai gW`i b[.`9f`gW`Y]bh`VYgcbXYfg`[fc» ž`k Ybb`Yf`bU`Ua
<cf]ncbh`Ui Z[Y`hž`k Ug`Ub`XYf`DYfgdY`_h]j Y`k]f`hž`k Ybb`Yf`]bhYf
6`Ai a Yb`cXYf`; YV`Ai XYb`YfgW`Y]bhž`X]Y`_`Y]bYf`k]f`_`Yb"

9]bY`VYgcbXYfY`9fgW`Y]bi b[

8Yf`9fXVYYfa cbX`U`h`b]W`h`bi f`nY]h]W`ž`gcbXYfb`Yi Yf`Ui W`
Ughfcbca]gW`Y]bYb`VYgcbXYfYb`GhY`Ybk Yfh"&\$\$)`]gh`Y]b`_`U`fž`]b
XYa`X]Y`I`a`Ui ZVU`b`XYg`A cbXYg`]a`Nm`_`i g`XYf`?bchYbXfY`i b[
VYgcbXYfg`h]YZ`]Y[hž`k Ug`VYXYi hYhž`XUgg`i bhYf`[Øbgh][Yb
6YX]b[i b[Yb`XYf`A cbX`Ui ZU`YbX`[fc»`i bX`f`Öh]W`YfgW`Y]bYb
_`Ubb" 9]b`gc`W`Yg`D`Àbca Yb`k]fX`Yfgh`&\$(`k]YXYf`ni
VYcVUW`hYb`gY]b" 8Yf`J`c`a cbXž`XYf`b]W`h`bi f`9fXVYYfa cbX
[YbUbb`h`k]fXž`gcbXYfb`Ui W`U`g`F`cgYba cbX`cXYf`
6fUW`a cbX`VY`_`Ubbh]ghž`k Uf`VY]`[i hYa`K`YhYf`]b`XYf`B`UW`h
VYgcbXYfg`[i h]g]W`hVUfž`k Ug`Y]b`k U`fYf`; Ybi gg`ZØf
GhYfbYb`]YV`UVYf`XUfghY`h"

9]bY`gdUbbYbXY`9f`_`Àfi b[`ni`gY]bYf`; ÀfVi b[`V]YhYh`X]Y`D`mg]_.
K Ybb`XYf`A cbX`h]YZ`Ua`<]a`a`Y`ghY`hž`a`i`gg`XUg`j`cb`XYf`G`cbbY
fYZY`_h]YfhY`@]W`h`Y]bYb`_`Àb[YfYb`K`Y[`Xi`fW`X]Y`9fXUha`cgd`ÀfY
ni`fØW`_`Y[Yb" 6Y]`X]YgYa`Dfc`nYgg`k]fX`a`Y`f`V`Ui`Yg`@]W`h
[YghfYi`hž`gc`XUgg`a`Y`f`f`chYg`@]W`h`ØVf][`V`Y]Vhž`k`Ug`X]Y`f`Öh]W`Y
9fgW`Y]bi b[`j`Yfi`fgUW`h"

8 Ug`UX`À`e`i`UhY`D`À`hnW`Yb`Z]bXYb

8]Y`VYghYb`G]W`hVYX]b[i b[Yb`YffY]W`h`a`Ubž`k`Ybb`a`Ub`Y]bY
Yf`_`Ò`hY`D`cg]h]cb`a`]h`ZfY]Ya`6`]W`_`]b`F]W`h`i`b[`GØX`cghYb`k`À`h`
8Ybb`cW`]gh`XUg`K`YhYf`Y]b`Yb`hgW`Y]XYbXYf`; U`hc`fž`XYf`XUZØf
gcf[Yb`a`i`ggž`XUgg`XYf`<]a`a`Y`_`Uf`i`bX`X]Y`G]W`h`i`b[Y`]bXYfh
V`Y]Vh" :`chc[fUZ]Yb`XYg`A`cbXYg`nY][Yb`a`Y]gh`b]W`h`X]Y`cdh]gW`Yb
H`Ai`gW`i`b[Ybž`X]Y`k`]f`a`]h`V`c`ggYa`5i [Y`k`U`fbY`a`Yb`_`gc`W`Y
9ZY`_`hY`_`ÖbbYb`Ui`W`VY]`XYf`G`cbbY`k`À`fYbX`h]YZ`ghY`YbXYf
G`cbbYbi`bhYf[`Àb[Y`VYcVUW`hYh`k`YfXYb"

5`Yg]b`U`Ya`]gh`XYf`9fXVYYfa`cbX`b]W`h`bi`f`Y]b`Ughfcbca`]gW`Yg
 9fY][`b]gž`XUg`ni`f`6Yi`fhY]i`b[`XYg`BUhi`fgW`Ui`gd]Y`g`UbFY[`hž
 gcbXYfb`Ui`W`Y]bY`9f]bbYfi`b[`XUfUbž`k`]Y`j`]Y`ZÀ`h][`X]Y
 BUa`Ybg[`YVi`b[`j`cb`<]a`a`Y`g_ÖfdYfb`]gh"8`]YgY`J`YfV]bXi`b[`j`cb
 BUhi`f`i`bX`?`i`hi`f`gc f[`h`XUZØfž`XUgg`gc`W`Y`B`À`W`hY`i`bj`Yf[`Ygg`]W`
 V`Y]VYb`i`bX`i`bg`]a`a`Yf`k`]YXYf`ni`a`G`hUi`bYb`Vf]b[`Yb"

⇒hYfYggUbhY`8YhU]`g`i`bX`k`Y]hYfY`9f_`Àfi`b[`Yb`ni`XYf
 ZUgn]b]YfYbXYb`<]a`a`Y`gYfgW`Y]bi`b[`_`ÖbbYb`G]Y`i]b`XYb`6Yf]W`hYb
 j`cb`NJ`K`ž`HU[`YggW`Ui`i`bX`Gd]Y[`Y`bUW`YgYb"

8YhU]`g	
C`f`h	5`hg`hU`X`hž`8`Yi`hg`W`U`b`X
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"nj`k`"XY • k`k`k`"hU[`YggW`Ui`"XY • k`k`k`"gd]Y[`Y`"XY

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