

Gd]Y`ncbY`]b`A Uf]U\`]`Z. : fY]fÀi a Y`ZØf
?]bXYf`i bX`đ [YbX`]W\Yb`gW\ UZZYb`°

Gd]Y`ncbY`]b`K]Yb.`ŒXYb`A]hk cW`j cb`đ `]`V]g`5i [i gh
Yf`YVYb`?]bXYf`i bX`9fk UW\gYbY`ZfY]Yg`Gd]Y``]b`Ui hcZfY]Yf
NcbY"



K]YXYbž`² ghYffY]W\`!`?]bXYf`i bX`đ [YbX`]W\Y`g]bX`X]Y`Ni`_i bZh
i bgYfYf`GhUXhž`i bX`K]Yb`b]a a hX]YgY`J YfUbhk cfhi b[`Yfbgh`J ca
%`đ `]`V]g`ni a ``%`5i [i ghk]fX`X]Y`: i » [Àb[Yf]]bbYb!NcbY
nk]gW\Yb`<cZa Ø\`[UggY`i bX`9ghYf\Unm[UggY`YXYb`A]hk cW`j cb
%) ``\$`V]g`%, ``\$`l` \f`ni f`Gd]Y`ncbY`i a [YghU`hYh`8 UVY]`ghY`h`b]W\h
bi f`XUg`Gd]Y`Yb`]a`J cfXYf[fi bX``Y]b`Vi bhYg`Dfc[fUa`a`j cb
đ J Æ C`ĀXh`?]bXYf`Y]bž`\fY`: fY]nY]hiU`_hj`ini`[YghU`hYb`i bX`g]W\
a]h`H\Ya Yb`k]Y`6Y[Y[bi b[`i bX`: fYi bXgW\UZh
Ui gY]bUbXYfni gYhnYb`"i bhYfghØhnhk]fX`X]YgYg`Dfc`Y`_hj`cb`XYf
GhUXh`K]Yb`i bX`XYa`6Yn]f`ž`i a`Y]b`ghUf`_Yg`G][bU`ZØf`X]Y
Bchk YbX][`_]hj`cb`: fY]fÀi a Yb`ZØf`† b[Y`A YbgW\Yb`ni`gYbXYbž
VYhcbhk]Yb`[j "Uh"

⊖`Y]bYf`NY]hž]b`XYf`XYf`F Ui a `ni a `Gd]Y`Yb`]b`X]W h`VYVUi hYb
⊖bYbghUXh!6Yn]f`Yb`cZhfUf`]ghž`V]YhYh`X]YgY`⊖]h]Uh]j`Y`Y]bY
k`_ca a`YbY`5i`gnY]h`Z0f`?]bXYf`<]Yf`_0bbYb`g]Y`g]W`VYk`Y[`Ybž
gd]Y`Ybž`bYi`Y`fYi`bXgW`UZhYb`gW`]Y»Yb`i`bX`g]W`]b`Y]bYf
g]W`YfYbž`Ui`hcZfY]Yb`l`a`[`YVi`b[`Yb`hZU`hYb`"9fk`UW`gYbY`g]bX
YVYbZU`g`Y]b[`Y`UXYbž`a`]mi`a`UW`Yb`i`bX`]\fY`6Y]hfÅ[`Y`ni`Y]ghYb`
9]b`Yfn`]W`Yg`A`]hY]bUbXYf`Z0fXYfh`b]W`h`bi`f`X]Y`?fYUh]j`]h`h`XYf
?`]bXYfž`gcbXYfb`gYbg]V`]g]Yfh`Ui`W`U`Y`HY`]bY`a`Yf`Z0f
[`Y[`Ybgy]h][`Y`F`0W_g]W`hbU`a`Y`i`bX`XUg`f]W`h][`Y`J`Yf`U`hYb`]a
GhfU»Yb`fUi`a`"

K]W h][`_Y]h`j`cb`:`fY]fÅi`a`Yb

:fY]fÅi`a`Y`g]bX`b]W`h`bi`f`D`Uhn`ni`a`Gd]Y`Ybž`g]Y`g]bX`Ui`W
YggYbn]Y`Z0f`XUg`[`Ygi`bXY`5i`Zk`UW`gYb`j`cb`?]bXYfb`"Ghi`X]Yb
nY][`Ybž`XUgg`Y]bY`[`i`hY`:`fY]fUi`a`d`Ubi`b[`ni`f`@YVYbgei`U]hÅh`U`Yf
;`YbYfUh]cbYb`VY]hfÅ[`h`K`]W`h][`Y`:`fY]fÅi`a`Y`i`a`ZUggYb`b]W`h`bi`f
Gd]Y`d`ÅhnYž`gcbXYfb`Ui`W`GhfU»Ybž`6Ui`0W`Ybž`K`]YgYb`i`bX
<]bhYf`0ZY`"8]YgY`:`ÅW`Yb`a`0ggYb`UhhfU`_h]j`i`bX`j`YfbYhnh
[`YghU`hYh`k`YfXYbž`i`a`k`]f`_]W`Z0f`X]Y`6YX0fZb]ggY`j`cb`?]bXYfb
i`bX`ž`[`YbX`]W`Yb`XU`ni`gY]b`":`cfgW`i`b[`gYf[`YVb]ggY`VY`Y[`Ybž
XUgg`Y]bY`bUW`U`h][`Y`?]bXYf`i`bX`ž`[`YbX[`YfYW`h][`_Y]h[`Y]W`Y]b
@Y]h_f]hYf]i`a`Z0f`X]Y`Ni`_i`bZhgZÅ`][`_Y]h]j`cb`GhÅXhYb`]ghž`k`]Y`
VVgf"Vi`bX"XY`VYgW`fY]Vh"

9]b`YggYbn]Y`Yf`5gdY`h`XYf`:`fY]fUi`a`d`Ubi`b[`]gh`X]Y`U`_h]j`Y
A`]hk`]f`_i`b[`]j`cb`?]bXYfb`i`bX`ž`[`YbX`]W`Yb`"K`Ybb`g]Y`]b
D`Ubi`b[`gdfcnYggY`Y]bVYnc[`Yb`k`YfXYbž`dfcZ]h]YfYb`U`Y`"Bi`f
Xi`fW`]Y`fY`G]W`hk`Y]gY`Yb`ghY`h`Y]b`Ui`h`Yb]gW`Yg`6]X`]Y`fYf
6YX0fZb]ggY`"9g`[`]hž`]Y`fY`⊖hYfYggYb`]b`XYf`GhUXhd`Ubi`b[`]ni
j`YfUb`_Yfb`i`bX`:`i`»Y`ni`ZUggYb`"8UVY]`_0bbhYb`bYi`Y`⊖ghfi`a`YbhY
k`]Y`X]Y`Gd]Y`Y]hd`Ubi`b[`]Y]bYb`k`Yfhj`c`Yb`6Y]hfU[`]Y]ghYb`"8]YgY
D`Ubi`b[`]YfZc`[`h]b`XfY`]k`YgYb`h]W`Yb`Ghi`ZYbž`X]Y`j`cb`XYf
6YghUbXgYf`YVi`b[`]0VYf`X]Y`9f`YVi`b[`]j`cb`DchYbn]U`Yb`V]g`]\b
ni`f`9bhk`]W`i`b[`]cb`fYhYf`A`U»bU`a`Yb`fY]W`Ybž`k`]Y`
_]bXYfZfYi`bX`]W`Y!_ca`a`i`bYb"XY`Yf`Åi`hYfh"

8]Y`6YXYi`hi`b[`]j`cb`Gd]Y`Y]hd`ÅbYb

8Yf`YfghY`GWXf]hh`Y]bYf`YfZc`[fY]WXYb`D`Ubi b[`]gh`X]Y
 6YghUbXgYf\YVi b[ž`VY]`XYf?]bXYf`\fY`]bX]j]Xi Y``Yb`Gd]Y`c fhY
 nY][Yb" `a `5bgW`i gg`k YfXYb`Ui g`X]YgYb`ϕZcfa Uh]cbYb
 YggYbn]Y``Y`D`Ubi b[Yb`UV[Y`Y]hYhzi a `j YfgW]YXYbYb`6YXØfZb]ggY
 ni `VYfØW_g]W`h][Yb" `8]Y`GW`UZZi b[`i bX`J YfVYggYfi b[`j cb`Gd]Y`!ž
 9f`YVb]g!`i bX`5i ZYb`h`U`hgfa`i a Yb`g]bX`XUVY]j cb`nYbhfU`Yf
 6YXYi hi b[" `8Yf`Gd]Y``Y]hd`Ub`_Ubb`XUbbž`bUW`gY]bYf
 J YfUVgW]YXi b[`Xi fW`XYb`; Ya Y]bXYfUhž`Y]bY`V]bXYbXY`K]f_ i b[
 ZØf`Dc`]h]_ i bX`J Yfk U`hi b[`YbhZU`hYb"

ϕg[YgUa h`]Y[h`XYf`: c_ i g`Ui ZY]bYf`_]bXYf!`i bX`↑ [YbX[YfYW`hYb
 GhUXhYbkh]W_`i b[ž`X]Y`b]W`h`bi f`ZfY]f`Ai a `]W`Y`5gdY`_hY
 VYfØW_g]W`h][hž`gcbXYfb`Ui W` [YbYfUh]cbYbØVYf[fY]ZYbXY
 6Y[Y[bi b[Yb`]b`XYb`A]hh`di b`_highY``h`HYa dcf`AfY`Bi hni b[Yb
 j cb`: `ÀW`Yb`ni f`GhY][Yfi b[`XYf`@YVYbgei U`]h`h`i bX`X]Y
 : ØfXYfi b[`j cb`HfYbXgdcfhUfhYb`]a `ÒZYbh`]W`Yb`F`Ui a `g]bX
 k Y]hYfY`nYbhfU`Y` , VYf`Y[i b[Yb`]b`XYf`: fY]fUi a d`Ubi b["

K]Yb`nY][h`a]h`gY]bYf`ϕ]h]Uh]j Yž`k]Y`k]W`h][`Yg`]ghž`: fY]f`Ai a Y`ni
 gW`UZZYb`i bX`X]YgY`U`_h]j `ni `bi hnYb" `K Ybb`?]bXYf`\fY`I a [YVi b[
 U`g`Gd]Y`!`i bX`@YVYbgei U`a `Yf`YVYb`_ØbbYbž`hfU[Yb`g]Y`ni a
 dcb]h]j Yb`GhUXhV]`X`i bX`ni f`@YVYbgei U`]h`h`i`ZØf`U``Y`; YbYfUh]cbYb
 VY]"`@UggYb`G]Y`i bg[Ya Y]bgUa `ZØf`X]Y`Ni _i bZ`i bgYfYf`?]bXYf
 Y]b`[i hYg`<`ÀbXW`Yb`\UVYb`°

8YhU]`g	
C fh	K]YXYbž`² ghYffY]W`
E i Y``Yb	<ul style="list-style-type: none"> • k k k "k]Yb"[j "Uh • k k k "VVgf"Vi bX"XY • k k k "_]bXYfZfYi bX`]W`Y! _ca a i bYb"XY

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