

< c ZZbi b['hfÀ[h. '7Uf]hUg'i bX`K Y]\V]gWÅ c Z
F YXYf`]bgd]f]YfYb`]b`K ØfnVi f[

K Y]\V]gWÅ c Z F YXYf`ZY]YfhY`ja`?']UbgXca`]b`K ØfnVi f[`Y]bYb
]bgd]f]YfYbXYb`?']Ub]!; chYgX]Ybgh'a`]h'6chgWÅ UZhYb`XYf
< c ZZbi b["



K ØfnVi f[ž'8Yi hgWÅ`UbX`!'5a`'%"`đ`]'&\$&) `ZUbX`]a
K ØfnVi f[Yf`?]]UbgXca` `Y]b`VYgcbXYfYf`?']Ub]!; chYgX]Ybgh'ghUhhž
XYf`j cb`K Y]\V]gWÅ c Z DUi` `F YXYf`i bhYf`XYa` `A chhc` `D]`[Yf`XYf
< c ZZbi b[` `< c ZZbi b[g!j c`i bhYfk Y[g` ` [Y`Y]hYh`k i fXY"
9]b[Y`UXYb`k UfYb`gck c`VYfi Z]WÅ Y`U`g`Ui WÅ`Y`fYbUa`h`]WÅ Y
A`]hUfVY]hYf]bbYb`i bX`A`]hUfVY]hYf`XYf`7Uf]hUg`K ØfnVi f[ž`X]Y`]b
]\fYf`5fVY]h`cZi`U`g` `< c ZZbi b[ghfÀ[Yf` `Zi b[]YfYb`" F YXYf`VYhc`bhY
]b`gY]bYf`DfYX][hž`XUgg`žgi`g`XYb`A`YbgWÅ Yb`< c ZZbi b[`gWÅ Yb`_Y
i bX`gdfUWÅ`ØVYf`X]Y`dfU`_h]gWÅ Y`6YXYi hi b[`XYf`7Uf]hUgUfVY]h`ZØf
X]Y` ; YgY`gWÅ UZh`9f`UddY`]YfhY` [`Y]WÅ nY]h][`Ub`X]Y`5bk YgYbXYbž
HfÀ[`Y]hghYbXYbnYb`]b`XYf`_Uf]hUh]j Yb`5fVY]h`ni`j Yfa`Y]XYb`i bX
XUb`_hY`U`Yb`ZØf`]\fYb`i bYfa`ØX`]WÅ Yb`9]bgUmž`XYf`ZØf`j]Y`Y
A`YbgWÅ Yb`j cb`[fc» Yf`K`]WÅ h][`_Y]h`]gh`"

8]Y`J cfVYfY]hi b[Yb`ZØf`X]YgYb` ; chhYgX]Ybgh`k i fXYb`j cb
7\fg]gh]UbY`<c`ha Ub bž`F YZYfYbh]b`ZØf`Gcn]U`d UghcfU`ž i bX`XYf
5fVY]hg[Ya Y]bgWUZh; Ya Y]bXYWUf]hUg`ØVYfbca a Yb`"5i Z
Y]bXfi W_gj c`Y`K Y]gY`hfi [Yb`J YfhfYhYf`XYf`7Uf]hUg`GW`]XYf`a]h
XYb`j YfgW`]YXYbYb`9]bgUhn`cfhYbž`k]Y`XYa`7Uf]hUg!`?`Y]XYfa Uf_h
i bX`XYf` : UW`ghY`Y`ZØf`dZY[YbXY`5b[Y\Øf][Yž]b`XYb`7\cffUi a "
8]YgY` ; YghY`j YfXYi h]W`hY`X]Y`j]Y`Z`h][Y`5fVY]h`XYf`7Uf]hUg`i bX
X]Y`nU`fY]W`Yb`A YbgW`Ybž`X]Y`j cb`XYfYb`5b[YVchYb`dfcZ]h]YfYb`"

8 Ug`< YfnghØW`XYf`6Y[Y[bi b[

9]b`VYgcbXYfYg`<][\`][\h`XYg` ; chhYgX]YbghYg`k Uf`XYf
6Yg]bbi b[ghYi h`bUW`XYf`?ca a i b]cbž`XYf`X]Y`5bk YgYbXYb
Yfa i h][hYž`U`g` ; YgY[bYhY`ni` [Y\Yb`i bX`Y]b`GY[Yb`ZØf`UbXYfY
ni`gY]b`"i`b`XYb` : ØfV]hYb`k i fXY`i a` A i hž]a a Yf`k]YXYf
Ui Zni VfYW`Yb`i bX`i a`Y]b` \ØfYbXYg`<Yfn` [YVYhYh`5i W`XYf
a i g]_U`]gW`Y`F U\ a Yb`k Uf`b]W`hni`i bhYfgW`ÅhnYbž`XYbb
8ca`cf[Ub]gh`DfcZYggcf`GhYZUb`GW`a]Xh`i bX`XYf`7Uf]hUgW`cf
gcf[hYb`ZØf`Y]bY`ZY]Yf`]W`Y`5ha`cgd`ÅfY`"

8Yf`[fc»Ufh][Y`5VgW`i gg`XYg` ; chhYgX]YbghYg`VY]b`U`hYhY`Y]bY
: chcU`_h]cb`a`]h`XYb`7Uf]hUg!A]hUfVY]hYbXYbž`K Y]\V]gW`cZF`YXYf
i bX`6]gW`cZ`8f`" : fUbn`ž b["i bhYf`XYb`5bk YgYbXYb`k UfYb`Ui W`
A cb]_U`GY`VUW`i bX`5bXfYU`GW`a]hž`X]Y`g]W`d`cg]h]j`ØVYf`XYb
J Yf`Ui Z`XYg` ; chhYgX]YbghYg`Åi » YfhYb`"9]b`_`Y]bYf`8UW`Y`ž
H\YfUd]YVY[`Y]h`i bX`6U`i ž`gcf[hY`ZØf`ni`g`Åh`]W`Y`6Y[Y]ghYfi b[
i bX`cW`YfhY`X]Y`Gh]a a i b["i`"

< c ZZbi b[`YVh`]b`XYf` ; Ya Y]bgWUZh

F YXYfž`XYf`Ui W`Ua`j Yf[Ub[YbYb`+"`ž`Y]bYb`?]Ub]!
Dcbh]Z`_U`[chhYgX]Ybgh`ZØf`Dc`h]_Yf`i bX`F`ÅhY`]a`?]Ub]gXca
nY`YVf]YfhYž`fY]bZcfW]b[`h`Y`]a`dcfhUbW`cZ`\cdY`]b`W`U`Yb[]b[
h]a`Yg`"Fi bX`-\$`\$` ; `Åi V][Y`bU`a`Yb`Ub`X]YgYf` : Y]Yf`hY`]ž`k`cVY]
F YXYf`XYb`J Yfg`Gc`k U`f`a`]f` ; chh`Y`ZY`U`g`k`Y]h`a`Y`f`U`g`bi`f
Y]bYb`GUhn`]b`XYf`9]XYgZcfa`Y`VYgW`f]YV`"9f`_cbghUh]YfhYž`XUgg
X]YgYf`GUhn`XYb` ; `Ui VYb`i bX`XUg`J YfhfUi Yb`XYf`A YbgW`Yb`]b
 ; chh`k]XYfgd]Y[Y`hž`k Ug`]\bYb`]\`Zž`?`f]gYb`[Ya Y]bgUa`ni`

VYk Å`h][Yb"

≠`gY]bYf`5bgdfUWXY`k]Yg`XYf`K Y]\V]gW cZ`Ui Z`U`_hi Y`Y
<YfUi gZcfXYfi b[Yb`b`6]`Xi b[žDZY[Yž`9bYf[]Yž`?`]a U`i bX
J YfhY]X][i b[`]bž`X]Y`_ca d`Yi Y`I fgUWXYb` \UVYb`i bX`b]W`h`a]h
gW bY`Yb`@Øgi b[Yb`Ub[Y[Ub[Yb`k YfXYb`_ØbbYb`"8 UVY
Yfa i h][hY`Yf`U`Y`7`f]gh]bbYb`i bX`7`f]ghYbž`U`_hj `Ub`XYf
; YgY`gW UZh`a]hni [YghU`hYb`i bX`?f]gYb`b]W`h`a]h; `Y]W [Ø`h][_Y]h
ni `VY[Y[bYbž`k Ug`Ui W`VY]`XYb`dc`]h]gWXYb`5a hghfÅ[Yfb`d cg]h]j Y
F YgcbUbn`ZUbX"

⇒ `Ni [Y`XYf`YhnhYb`; chhYgX]YbghYž`X]Y`X]Y`J YfV]bXi b[`nk]gWXYb
; `Ui VYb`i bX`[YgY`gW UZh]W`Ya `9b[U[Ya Ybh`VYhcb`hYbž`]gh`Ui W
X]Y`HY]`bU`a Y`Ua`%\$("8Yi hgWXYb`?Uh`c`_YbhU[`j ca`%`"V]g`%+`
A U]`&\$`*`]b`K ØfnVi f[`Y]b`k Y]hYfYg`j]Y`j YfgdfYWXYbXYg`5b`Y[Yb`
8ca _Ud]hi `Uf`5`V]b`?fÅa Yf`i X`U`Y`5bk YgYbXYb`ni f`HY]`bU`a Y
Y]b`i bX`ghY`hY`_Ufž`XUgg`X]Y`6chgW UZh]j cb`<cZbi b[`i bX
; Ya Y]bgW UZh]b`X]YgYb`Gh]a a i b[Yb`k Y]hYf`YVYb`gc`hY"

: Øf`i bgYfY`; YgY`gW UZh`V`Y]Vh`X]Y`7Uf]hUg!K ØfnVi f[`Y]b
i bj Yfn]W`hVUfYf`<cZbi b[ghfÅ[Yfž`XYf`a]h`gY]bYa `nY]h[Ya Å»Yb
9b[U[Ya Ybh`X]Y`<YfnYb`i bX`@YVYbgk Y[Y`j]Y`Yf`A YbgWXYb
VYfØ`fh`"K Y]hYfY`≠Zcfa Uh]cbYb`ni `X]YgYb`J YfUbghU`hi b[Yb`g]bX
i bhYf`6]ghi a `K ØfnVi f[`i bX`8ca `K ØfnVi f[`Yf`Å`h]W`"

8YhU]`g	
C fh	K ØfnVi f[ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • dck "V]ghi a !k i YfnVi f["XY • k k k "Xca !k i YfnVi f["XY

6Ygi WXYb`G]Y`i bg`Ui Z.`bU[!VUmYfb"XY