

I a ZfU[Y`nY][h. : i `XU`VfUi W h'a Y\ f
; Yk YfVYZ`ÀW Yb`i bX`5i gV]`Xi b[gd`ÀhnY`°

≈? : i `XU`dfÀgYbh]Yfh`i a ZfU[YYf[YVb]ggY`ni f
K]fhgW UZhgfY[]cb : i `XU. `GhÀf`_Ybž`< YfUi gZcfXYfi b[Yb`i bX
< UbX`i b[gVYXUFZ`



: i `XUž`8Yi hgW`UbX`!`đ`XYf`K]fhgW UZhgfY[]cb : i `XU`hi`h`g]W
Y]b][Yg`°8]Y`đXi ghf]Y!`i bX`< UbXY`g_Ua a Yf`f`<?`E: i `XU`\Uh
_Øfn`]W`Y]bY`I a ZfU[Y`ni f`5hhfU`_hj]]h`h`XYg`GhUbXc`fhg
Xi fW [YZØ`fhž`Ub`XYf`" (*`I bhYfbY`a Yb`ØVYf`Y]bYb`NY]hfUi a`j`cb
XfY]`V]g`j]Yf`A`cbUhYb`hY]`bU`a Yb`"8]Y`9f[YVb]ggY`X]YgYf
I a ZfU[Yž`X]Y`j`cb`c`gh`Y`gg`Yb`!`b`Yk`g`"XY`dfÀgYbh]Yfh`k`i`fXYbž
`]YZfb`Y]b`gdUbbYbXYg`Gh]a`a`i`b[gV]`Xž`Ui`W`k`Ybb`g]Y`b]W`h
fYdfÀgYbhU]j`g]bX`"≈?;!; YgW`ÀZhgzØ`fYf`A]W`UY`"?`cbck`ghY`hY
ZYghž`XUgg: i `XU`]bg[YgUa`h[i`h`XU`ghY`hž`XYbbc`W`[]Vh`Yg`]b
VYgh]a`a`hYb`6YfY]W`Yb`< UbX`i`b[gVYXUFZ`

6YgcbXYfg`]bg`5i [Y`ZU`Yb`X]Y`Gcf[Yb`XYf`I`bhYfbY`a`Yb`]b`6Yni [
Ui`ZX]Y`J`YfZØ[VUF`_Y]hi`bX`X]Y`E`i`U`]h`h`j`cb`; Yk`YfVYZ`ÀW`Yb`" <]Yf`

gY\Yb'j]Y`Y':]fa Yb`U_i hYb`<UbX`i b[gVYXUfZ`9]b`k Y]hYfYg
[fc»Yg`H\Ya U.`X]Y`I bni Zf]YXYb\Y]h`a]h`XYf`J YfZØ[VUf_Y]hi bX
XYf`E i U`]h`h`j cb`@Y\ fghY`YbVYk YfVYfb``I a `XYa
Ybh[Y[Ybni k]f_Ybž`Ya dZ]Y\`h?cbck ž`X]Y`GW`i `Ybž`]bgVYgcbXYfY
X]Y`; ma bUg]Ybž`ZfØ\`nY]h[`Ubni gdfYWX`Yb`i bX`[Yn]Y`h`K YfVi b[`ZØf
5i gV]Xi b[gd`ÀhnY`ni `a UW`Yb`` `8U``Y[h`k Ug`Ub ž`k Y]» `?cbck "

: UW`_f`ÀZhYa Ub[Y`i bX`K c`b`f`Ui a _b`Udd`Y]h

8]Y`I a ZFU[Y`nY][h`Ui W`X]Y`B`chk YbX][_Y]h`Ui Z`X]Y
FU`a YbVYX]b[i b[Yb`ZØf`XYb`Ni ni [`j cb`: UW`_f`ÀZhYb`ni
j YfVYggYfb``9]b`H\Ya Už`XUg`U`hi Y``\`cW`]a `?i fg`ghY`hž`]gh`XYf
A Ub[Y`Ub`VYnU`\`VUfYa `K c`b`f`Ui a ž`]bgVYgcbXYfY
9]bn]a a Yfk c`b`i b[Yb``<]Yf`_`Øbb`hYb``b`j Ygh]h]cb`Yb`]b
K c`b`d`f`c`Y`_`hY`\`Y`ZYbž`i a `X]Y`G]hi Uh]cb`ni `Yb`hgW`ÀfZYb``8Yf
A Ub[Y`Ub`K c`b`f`Ui a `VYY]b`hf`ÀW`h][h`b]W`h`bi f`X]Y
@YVYbgei U`]h`h`ž`gcbXYfb`Ui W`X]Y`5`hfU`_h]j]h`h`XYf`F`Y[]cb`U`g
5fVY]hg!`i bX`K c`b`c`fh"

Y`b`]W`X`f]b[`]W`g]bX`X]Y`<YfUi gZcfXYfi b[Yb`]a `6YfY]W`X`Yg
FU`X]j Yf_Y`f`g`i bX`X`Yg`ØZYb`h`]W`Yb`BU`j Yf_Y`f`g`f`f`DBJ`Ł`C`V`k`c`\`
X]YgY`H\Ya Yb`\`c`Y`F`Y`Yj Ubn`[Yb]Y»Ybž`Ài »Yfb`X]Y`6Y`ZFU[hYb
XcW`Y]bY`[Yf]b[Y`Ni Zf]YXYb\Y]h``I a `: i `XU`ni _i bZhgg]W`Yf`i bX
U`hfU`_h]j `ni `U`h`Ybž`g]bX`\]Yf`i a ZUggYbXY`J`YfVYggYfi b[Yb`b`Øh]["

9]b`d`c`g]h]j Yg`; YgUa h`c`bnYdh

8YbbcW`[]Vh`Yg`Ui W`d`c`g]h]j Y`5gdY`_`hY`\`Yfj`c`fni`YVYb.`8Ug
: i `XU!B`Y`h`k`Yf`_`g`c`k`]Y`X]Y`[YbYfY`Y`6Yk`Yfhi`b[`XYg
K]fhgW`UZhgg]h]UbXc`fhg`k`YfXYb`[fØ»hYb`hY`]g`d`c`g]h]j
k`U`f[Ybca`a`Yb``8Yg`U`V`k`]fX`Yg`]b`ZØbZ`J`f`Yb`Y]bY
K]YXYf`c`i`b[`XYf`i`a`ZFU[Y`[YVYbž`i`a`X]Y`9b`hk`]W`_`i`b[Yb`]b`XYf
F`Y[]cb`k`Y]hYf`\]b`ni`j`YfZc`[Yb`i`bX`[Y[YVYbYbZU`g`ghf`UhY[]gW
Ui`Z`b`Yi`Y`<YfUi`gZcfXYfi`b[Yb`ni`fYU[]YfYb"

8]Y`≠?`ghY`W`_`h]g]W`a`]h`gc`W`Yb`i`a`ZFU[Yb`Y`\f[Y]n][Y`N]Y`Y``G]Y
ZFU[h`b]W`h`bi`f`b`UW`X`Yf`[Y[Ybk`Àfh][Yb`G]hi`Uh]cb`XYf
I`b`hYfbY`a`Ybž`gcbXYfb`Ui`W`b`UW`_`ØbZh][Yb

; YgWÅZhYfk Ufhi b[Yb`i bX`đj Ygh]h]cbgUVg]WÅhYb"8]Y
 Ucbma]g]YfhYb`đZcfa Uh]cbYb`Z]Y»Yb`]b`X]Y`i a ZUb[fY]WÅY
 ?cb↑ b`hi fUbU`mgY`XYg`8 ≡ ?`Y]bž`X]Y`j cb`bUh]cbU`Yb`đgh]hi h]cbYb
 k]Y`XYf`8Yi hgWÅYb`6i bXYgVUb`_i bX`XYf`6i bXYgfY[]Yfi b[
 [Ybi hnh`k]fX"8]YgY`9bhk]W`_i b[Yb`g]bX`YbhgWÅY]XYbX`ZØf`X]Y
 K]fhgWÅUZhgd`h]_`XYf`FY[]cbž`k]Y`Ui Z]\`"XY`VYhcbh`k]fX"

8 Ug`H\Ya U` : UWÅ_fÅZhYVYXUfZ`V`Y]Vh`XUVY]`b]WÅhi bVYfØW`g]WÅh[h"
 @Ui h`XYf`6i bXYgU[Ybhi f`ZØf`5fVY]h]gh`XYf`6YXUfZ`Ub`[i h
 ei U`]Z]n]YfhYb`5fVY]hg_fÅZhYb`bUWÅ`k]Y`j cf`Ybcfa "i bhYfbY\`a Yb
 g]bX`[YZcfXYfhž`UhhfU`_h]j Y`6YX]b[i b[Yb`ni `gWÅUZYbž`i a `gck c\`
 XYfnY]h][Y`A]hUfVY]hYf`ni `U`hYb`U`g`Ui WÅ`bYi Y`HU`YbhY`ni
 [Yk]bbYb"5i g`X]YgYa `; fi bX`]gh`X]Y`HY]`bU\`a Y`Ub`gc`WÅYb
 I a ZfU[Yb`ZØf`X]Y` :]fa Yb`b]WÅh`bi f`Y]bY`A Ò[`]WÅ`_Y]h`ni f
 GY`VghY]bgWÅ`Åhni b[ž`gcbXYfb`Ui WÅ`Y]b`k]WÅh[Yf`6Y]hfU[`ni f
 ; YghU`hi b[`XYf`k]fhgWÅUZh]WÅYb`F U\`a YbVYX]b[i b[Yb`]b`XYf
 FY[]cbž`k]Y`Ui Z`UfVY]hgU[Ybhi f"XY`XYi h]WÅ`k]fX"

8 YhU]`g	
C fh	: i `XUž`8Yi hgWÅ`UbX
E i Y`Yb	<ul style="list-style-type: none"> • cgh\YggYb!bYk g"XY • k k k "]\"_XY • ghUh]gh]_"UfVY]hgU[Ybhi f"XY

6Ygi WÅYb`G]Y`i bg`Ui Z.`bU[!\YggYb"XY