

7G8!J YfUbghU`hi b[Yb`i b hYf`6YgW i gg.
E i YYfZY]bX`]W X Y ; Yk U`h`b]a a h`ni °

7G8!J YfUbghU`hi b[Yb`j]b`6Yf`b`i bX`6fUbXYbVi f[`ghY`Yb`j c f
< YfUi gZcfXYfi b[Yb`Xi fW X `fYWX hY ; Y[YbU`h]cbYb"
G]W X Yf`Y]hg_cbnYdhY`k YfXYb`j Yfgh`f`_h"



6Yf`]b`ž`8Yi hgW X`UbX`!`5a`K cW X YbYbXY`Z]bXYb`]b`a Y`fYfYb
Gh`XhYb`6Yf`]bg`i bX`6fUbXYbVi f[g`VYXYi hYbXY`7`f]ghcd`Yf
GhfYYh`8Umif7G8`E`J YfUbghU`hi b[Yb`ghUhh`ž`XUfi b hYf`XYf`A UfnU`b
Df]XYž`XYf`7G8`9VYfgk U`XY`i bX`X]Y : U`ffUX`!Df]XY`Dc`hgXUa "
; Y[Ybj YfUbghU`hi b[Yb`j cb`fYWX hYb` ; fi ddYbž`X]Y`hY`]`g`dUfU`Y`ni
X]YgYb`7G8`g`ghUhh]bXYbž`k YfZYb`Y`XcW X`Y]bYb`GW X UhhYb`Ui Z`X]Y
: Y]Yf`]W X`_Y]hYb`"; U`U`H`ž`X]Y`C f[Ub]gUhc f]b`XYf`A UfnU`b`Df]XYž
VYf]W X hYh`j cb`ei YYfZY]bX`]W X Yb`6Y`Y]X][i b[Yb`i bX`6YXfc`i b[Ybž
X]Y`g]Y`i bX`]`f`HYUa`YfZU`fYb`"8]YgY`G]hi Uh]cb`k`]fX`bcW
Ub[YgdUbb`h`Xi fW X`Y]bY`8Ya`cbghfUh]cb`i b hYf`XYa`H]hY` ; Y[Yb
`X`Yb]h]h`hgj Yfk`]ffi b[`i bX`[YbXYfd`fcdU[UbXU`ž`X]Y`ni f[`Y]W X Yb
NY]hi bX`Ub`XYf`[`Y]W X Yb`F`ci hY`k`]Y`X]Y`A UfnU`b`Df]XY
Ub[Ya`Y`XYh`k`i fXY`"8]Y`fYWX`hgYi hfYa`Y ; fi ddY`8Yi hgW X Y

đ [YbX'j cfUb 'ghY\h]b'J YfV]bXi b['a]h'X]YgYf
; Y[YbXYa cbghfUh]cb""9]b'F ÆXY'gZØ\ fYf'X]YgYf'; fi ddY'k i fXY'Yfgh
]a '5df]'ni 'ØVYf'XfY]'đ\ fYb'< UZh'j Yfi fhY]'h"

8]Y'Dc`nY]'U'U'Ub[Y_ØbX][hž'V]g'_i fn'j cf'6Y[]bb'XYf
J YfUbghU'hi b[Yb'dfÅgYbh'ni 'gY]b""A UfWc'?']b[VYf['j cb'XYf
6fUbXYbVi f[Yf'Dc`nY]'VYgW\ fY]Vh'X]Y'G]hi Uh]cb'U'g'Y]bY' bYi Y
E i U]'hÅh'fYW\ hYf'; Yk U'h ž'V'Y]Vh'YXcW\ cdh]a]gh]gW\ ž'XU'V]g\ Yf
_Y]bY'<]bk Y]gY'Ui Z'À\ b']W\ Y'5b[f]ZY'VY]'7G8g'j cf']Y[Yb"
HY]'bY\ a Yfb'k]fX'[YfUHYbž']b'; fi ddYb'ni 'fY]gYb'i bX'ei YYfY
Gma Vc'Y'X]g_fYh'ni 'nY][Yb""; 'Y]W\ nY]h]['[]Vh'Yg'j YfghÅf_hY
J cf_ Y\ fi b[Ybž'VYgcbXYfg'bUW\ 'Y]bYa '5b[f]ZZ'Ui Z'Y]b
J]Y'ZU'hgZYgh]b'6UX': fY]Ybk U'XYž'VY]'XYa 'nk Y]'DYfgcbYb'j Yf'Ymh
k i fXYb""5i W\]b'9VYfgk U'XY'd'Ubh'X]Y'5Z8'Y]b'Gca a YfZYgh'Ua
HU['XYg'7G8ž'k Ug'X]Y'G]W\ Yf\ Y]hg'U[Y'k Y]hYf'_ca d'n]Yfh"

K UW\ gYbXY'6YXfc\ i b[Yb' i bX ei YYfZY]bX`]W\ Y'GhfUZhUhYb

8]Y'G]hi Uh]cb']gh'YXcW\ 'b]W\ h'bi f'c_U'Ub[YgdUbbh""6i bXYgk Y]h
k i fXYb']a 'j Yf[Ub[YbYb'đ\ f'%'+") 'ei YYfZY]bX`]W\ Y'GhfUZhUhYb
fY[]ghf]Yfhž'k Ug'Y]bYa '5bgh]Y['j cb'%, 'i ']a 'J Yf['Y]W\ 'ni '&\$&'
Ybhgd]f]W\ h""6YgcbXYfg'U'Ufa]YfYbX']gh'XYf'5bgh]Y['XYf'GhfUZhUhYb
[Y[Yb'HfUbg! cXYf'b]W\ h!V]bÅfY'DYfgcbYbž'X]Y'i a ') 'i
ni [Ybca a Yb'\UVYb""?U]'6Ö''Yž'J cfghUbXga]h[']YX'XYg'J YfY]bg
7G8'8Yi hgW\ 'UbXž'Ài » Yfh'g]W\ 'VYgcf[h'ØVYf'X]Y'a Ugg]j Y
Ni bU\ a Y'j cb'Cb']bY!6YXfc\ i b[Yb' i bX'X]Y'A cV]'g]Yfi b['† b[Yf
FYW\ hgYi hfYa]ghYbž'X]Y'ni ' ; Y[YbU_h]cbYb'Ui Zfi ZYb"

⇒'6fUbXYbVi f['gh]Y[Yb'X]Y'ei YYfZY]bX`]W\ Yb'GhfUZhUhYb'j cb'* ,
]a 'đ\ f'&\$&' 'Ui Z'%%, ']a 'đ\ f'&\$&(' 'Y]b'5bgh]Y['j cb'fi bX'+('i "
⇒'6Yf']b'\UVYb'g]W\ 'X]Y'NU\ 'Yb'YVYbZU`g'Yf\ Ò\ h' ⇒ 'đ\ f'&\$&(
k i fXYb'+', '5bZY]bXi b[Yb' i bX'; Yk U'hž'À''Y[Y[Yb'ei YYfY
A YbgW\ Yb'fY[]ghf]Yfhž'k Ug'Y]bYa '5bgh]Y['j cb'Yhk U', 'i
Ybhgd]f]W\ h""đ']U'GYf[cbž'C f[Ub]gUhc]f]b'XYf': U\ ffUX!Df]XY
DchgXUa ž'VYf]W\ hYh'ni gÅh'ni]W\ 'j cb']a a Yf'\Ài Z][YfYb'DØVY'Y]Yb
i bX'XYa 'YfghYb'hÅh']W\ Yb'5b[f]ZZ']a 'đ\ f'&\$&' "

; Y[YbgY]h][Y`l bhYfghØhni b[`i bX
G]W\Yf\Y]hg_cb nY d hY

I a`X]Y`G]W\Yf\Y]h`VY]`XYb`7G8!J YfUbghU`hi b[Yb`ni`Yf\Ø\Ybž
\UVYb`X]Y`Cf[Ub]gUhc fYb`]\fY`G]W\Yf\Y]hg_cb nY d hY`j YfVYggYfh
i bX`CfXbYf]bbYb`gck]Y`CfXbYf[YgW\i`h`HY]`bY\`a YbXY`k YfXYb
Ub[Y\U`hYbž`VY]`6YXfc\`i b[Yb`gW\ bY`X]Y`CfXbYf`ni`]bZcfa]YfYb`
9]b`FY[YbVc[YbgW\i hnZcbXgž`]b]h]]Yfh`j cb`7Ua`dUW`i bX`XYf
5a UXYi`5bhc`b]c`Gh]Zhi b[ž`gc`X`Yb`J YfUbghU`hYfb`Z]bUb`n]Y`Y
I bhYfghØhni b[`ZØf`G]W\Yf\Y]hga U» bU\`a Yb`V]YhYb`"8]YgY
I bhYfghØhni b[`]gh`Ub[Yg]W\hg`XYf`VYXfc\`]W\Yb`Gh]a a i b[`i bX
XYf`Ni bU\`a Y`Ub`ei YfZY]bX`]W\Yb` , VYf[f]ZYb`VYgcbXYfg
k]W\h]["

Gcd\]Y`?cW`ž`X]Y`E i YfVYUi ZhfU[hY`XYf`6i bXYgfY[]Yfi b[ž`Ài » Yfh
\`f`6Ygcf[hgY]b`ØVYf`X]Y`ni bY\`a YbXY`A cV`]g]Yfi b[`i Y[Yb`7G8!
8Ya`cbghfUh]cbYb`i bX`ZcfXYfh`Y]bY`gh`Āf`_YfY`Z]bUb`n]Y`Y
I bhYfghØhni b[`ZØf`DfĀj`Ybh]cbgdfc`Y`_hY`"Ni bY\`a YbXY
6YXfc\`i b[Yb`k i fXYb`Ui W`]b`UbXYfYb`Gh`ĀXhYb`k]Y`6Ui hnYb`i bX
@Y]dn][`j YfnY]W\ bYhž`k c`XUg`?`]a Uh`ZØf`ei YfY`J YfUbghU`hi b[Yb
]a a Yf`a Y\`f`i bhYf`8fi W`_ [YfĀ`h`"Ě`K Yfb][YfcXYž`k c`Y]bY`[fØ» YfY
A cV`]g]Yfi b[`j cb`FYW\hgYi hfYa Yb`VYZØfW\hYh`k i fXYž`k Uf`X]Y
J YfUbghU`hi b[`YXcW`k Y]hYgh[Y\YbX`fi`]\["

8]Y`_ca`a YbXYb`7G8!J YfUbghU`hi b[Yb`]b`6Yf`]b`Ua`'&*"`ž`]`i bX
@Y]dn][`Ua`'&, "`ž`b]UfVY]hYb`]bhYbg]j`Ub`Y][YbYb
G]W\Yf\Y]hg_cb nY d hYbž`Ui W`k Ybb`XYfnY]h`_Y]bY`_cb`_fYhYb
6YXfc\`i b[Yb`[Ya`Y`XYh`k i fXYb`"8]Y`<YfUi gZcfXYfi b[Yb`V`Y]VYb
YXcW`]a a Ybgž`i bX`X]Y`Cf[Ub]gUhc fYb`gYhnYb`U`Yg`XUfUbž`X]Y
G]W\Yf\Y]h`XYf`HY]`bY\`a Yf`ni`[Yk`Ā\`f`Y]ghYbž`k`Ā\`fYbX`g]Y`ghUf`_
Ui ZX]Y`I bhYfghØhni b[`j cb`Dc`nY]`i bX` ; YgY`gW\UZh`Ub[Yk]YgYb
g]bX"

K Y]hYfY`ĚZcfa Uh]cbYb`ni`XYb`U`_hi Y`Yb`9bhk]W`_i b[Yb`V]YhYh
XUg`fVV&(`i bX`XYf`HU[Yggd]Y[Y`gck]Y`X]Y`6Yf]W\hYfghUhi b[
j cb`N8: "

8YhU]`g	
C fh	6Yf`]bž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "hU[Yggd]Y[Y`"XY • k k k "nXZ\Yi hY"XY

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