

F Yj c`i h]cbÀfY`GUbXk]W!Ghfi _hi fYb.
K]ggYbgW UZh`Yf`VÀbX][Yb`A c`Y_Ø`Y`

BYi Yf`GcbXYfZc f gW i b[gVYfY]W`Ub`XYf`HI`6Yf`b.
Ëbcj Uh]j Y`GUbXk]W!Ghfi _hi fYb`Ui g`A c`Y_Ø`Yb`i bX`&8!
A UhYf]U`Yb`ni f`C dh]a]Yfi b[`Y`Y_hf]gW Yf`HYW bc`c[]Yb`



6Yf`]bž`8Yi hgW`UbX`!`8]Y` : fY]Y`l b]j Yfg]h`h`6Yf`]b` \`Uh`Y]bYb
bYi Yb`GcbXYfZc f gW i b[gVYfY]W`fG: 6È`a]h`XYa` `H]hY`
<YhYfcghfi _hi fYb`Ui g`A c`Y_Ø`Yb`i bX`nk Y]X]a Ybg]cbU`Yb
A UhYf]U`Yb`]bg`@YVYb`[Yfi ZYb`"8]YgY` Ë]h]Uh]j Y`k i fXY`j cb`XYf
8Yi hgWYb` : c f gW i b[g[Ya Y]bgW UZh`fB: ; È[YbY`a] [h`i bX`Yf`À`h
Y]bY` : ÒfXYfgi a a Y`j cb`fi bX`%\$`A]`]cbYb`9i fc`ZØ`X]Y`8Ui Yf`j cb
bU`Yni` j]Yf`Ï`fYb`"8Yf`G: 6`k]Xa Yh]g]W`XYf`]bbcj Uh]j Yb
J YfV]bXi b[]j cb`cf[Ub]gWYb`A c`Y_Ø`Yb`i bX`nk Y]X]a Ybg]cbU`Yb
A UhYf]U`Yb`ž`X]Y`U`g`Uhca Uf`XØbbY`?f]ghU`V`ÀhWYb`VY`Ubb]h]g]bX`

8]Y`GdfYWYf]b`XYg`G: 6`%`+`+`&`]gh`DfcZ`"8f`"GhYd`Ub]Y`F Y]W`j cb
XYf` : l`6Yf`]b`"Ni XYa` `]gh`Ui W`DfcZ`"8f`"5bXfYUg`?bcff`j cb`XYf`HI
6Yf`]b`VYhY`][hž`XYf`XUg` : UW [YV]Yh` B]W`h]bYUfY`C dh]_`i bX`

E i UbhYbY`Y_hfc b]_j cb`<U`V`Y]hYfb` `Y]hYh" `a` F U\ a Yb`XYg
: c fgW\ i b[gdfc`Y`hg` `]Y[h`XYf` : c_i g`Ui ZXYa` `5i ZVUi` `j cb
GUbXk]W\! Ghfi` _hi` fYbž`VY]`XYbYb`A` c`Y`_Ø`Y`nk`]gW\Yb`X]YgYb
nk`Y]X]a` Ybg]cbU`Yb`A` UhYf]U`]Yb`d`Um]Yfh`k` YfXYb"

⇒ b b c j Uh]j Y`5 b gÀhnY`i b X`N]Y`Y

8 Ug`<Ui` dhn]Y`XYg`G: 6`VYghY`h`XUf]bž`X]Y`dfÀn]gY`GhY`i`Yfi` b[` `XYg
9`Y`_hf]n]hÀhgZi` ggYg`ni` `j` YfVYggYfbž`X]Y`@]W\hfYU`_h]cb` `]bX]j`]Xi`Y`
Ubni` dUggYb`i` bX`bYi`Y`YI`ch]gW\Y`E`i` UbhYbni` ghÀbXY`ni` `fYU`]g]YfYb`"
5bXfYUg`?`bcff`k`]fX`Y]bY`YbhgW\Y]XYbXY`F`c`Y`XUVY]`gd]Y`Ybž`X]Y
nY]h`]W\Y`9bhk`]W`_i` b[` `j` cb`5b fY[`i` b[` Yb` `]b`XYb`A` c`Y`_Ø`gW\]W\hYb
i` bX`<U`V`Y]hYfgW\]W\hYb`ni` `VYgW\ fY]VYb`"GY]bY` : c fgW\ i b[` Yb
ghfYVYb`XUfUi` ZUVž`Y]b`h\YcfYh]gW\Yg`J`YfghÀbXb]g`ni` `YfUfVY]hYbž
k`Y`W\Yg`X]Y`cdh]a` U`Yb`9i`]ghYbn!`i` bX`5b fY[`i` b[` gVYX]b[`i` b[` Yb
j` cb`<mVf]XUb fY[`i` b[` Yb`VY`Yi` W\hYh"

8]Y`<YfUi` gZcfXYfi` b[` Yb`i` bX`DchYbn]U`Y`X]YgYf` : c fgW\ i b[` `g]bX
j`]Y`ZÀ`h][` "Ni` `XYb`a` Ò[` `]W\Yb`5bk` YbXi` b[` g[` YV]YhYb` [` Y\`ØfYb`bYi` Y
cdh]gW\Y`HYW\bc`c[`]Ybž`Y]bY`j` YfVYggYfhY`Gmbh\YgY`j` cb` `]bXi` ghf]Y`
fY`Yj` UbhYb`7\Ya`]_U`]Yb`i` bX`YZZ]n]Yb hYfY`6UhhYf]Yb`" `⇒g[` YgUa` h
i` a` ZUgghXYf`G: 6`%+`+`&`%` `j` YfgW\]YXYbY`k`]ggYbgW\UZh]W\Y
Dfc`Y`_hYž`Ub`XYbYb`bYVYb`XYf` : I` `6Yf`]b`i` bX`XYf`HI` `6Yf`]b`Ui` W\
X]Y`<I` `6Yf`]b`gck`]Y`XUg`A` UI`!D`UbW`!`⇒gh]hi` h`ZØf`Ghfi` _hi` f`i` bX
8 mbUa`]_`XYf`A` UhYf]Y`]b`<Ua` Vi` f[`VYhY`]]`[` h`g]bX"

: c fhgW\ f]hhY` `]b`XYf`Dc`ma` YfZc fgW\ i b [

8]Y`9bhk`]W`_i` b[`bYi` Yf`cf[`Ub]gW\Yf` : i` b_h]cbga` UhYf]U`]Yb`ghY`h
]a` `A`]hhY`di` b_h`XYf` : c fgW\ i b[`Ua` ` : fUi` b`cZYf!`⇒gh]hi` h`ZØf
5b[`Yk` UbXhY`Dc`ma` YfZc fgW\ i b[` "<]Yf`k` YfXYb`@Øgi` b[`Yb`ZØf`X]Y
<YfUi` gZcfXYfi` b[`Yb`XYf`Øgi` b[`gVUg]YfhYb`J`YfUfVY]hi` b[`gdfcnYggY
YfUfVY]hYh"8i` fW\`X]Y`Bi` hni` b[`j` cb`9i` dYfh]gYb` `]b`XYf`cf[`Ub]gW\Yb
Gmbh\YgY`i` bX`Dc`ma` Yfgmbh\YgY`k`]fX`XYf`9]bgUhn]j` cb`7!7!A`YhU`!
_UhU`mg]YfhYb`?i` dd`i` b[`gfYU`_h]cbYb`j` cfUb[`Yhf]YVYbž`i` a
\U`V`Y]hYbXY`Dc`ma` YfY`ZØf`X]Y`cf[`Ub]gW\Y`D\`chc]c`hU]_`fC`DJ`Ł`i` bX
cf[`Ub]gW\Y`GW\U`hi` b[`Yb`ni` `Yb`hk`]W`_Y`b"

9]b`k Y]hYfYf`GWk Yfdi b_h]g]bX`bYi Y`dc`ma YfVUg]YfhY
d\cgd\cfYgnYbhY`GmghYa Y`ja `6YfY]W`XYf`cf[Ub]gWYb
@Yi W hX]cXYb`fC @98 gL`5_h]j Y`A c`Y_Ø`Y`k YfXYb`\]Yf`Xi fW
fUX]_U`]gWY`Dc`ma Yf]gUh]cbga Yh\cXYb`]b`X]Y`dc`ma YfY`Ghfi _hi f
]bhY[f]Yfh"8]Y`<YfUi gZcfXYfi b[`VYghY`h`XUf]bž`XYZY_hZfY]Y
Dc`ma YfY`ni `gmbh\Yh]g]YfYb`i bX`J Yfi bfY]b][i b[Yb`V]g`]b`XYb
dda !6YfY]W`ni `a]b]a]YfYb"6YgcbXYfYg`5i [Yba Yf`k]fX`Ui Z
XYb`5i ZfY]b][i b[gdfcnYgg`VYfY]hg`VY]`XYf`A cbca Yf\YfghY`i b[
[Y`Y[h"

Ni gÅhn`]W`k]fX`Ub`XYf`9bhk]W`i b[`bYi Yf`X]Y`Y_hf]gWYf
Dc`ma YfY`[YUfVY]hYhž`X]Y`VY]`XYf`<YfghY`i b[`j cb`Y`Y_hfcU_h]j Yb
A UhYf]U`]Yb`ni a `9]bgUhn`_ca a Yb`_ØbbYb"8]YgY`A UhYf]U`]Yb
nY][Yb`j]Y`j YfgdFYW`YbXY`9][YbgW`UZhYbž`]bgVYgcbXYfY`]b`XYf
5_hi Uhcf]_`5i »YfXYa`_cbnYbhf]YfYb`g]W`X]Y`: cfgW`i b[ghYUa g
Ui ZX]Y`9bhk]W`i b[`bYi Yf`dc`ma YfY`: YghY`Y_hfc`mhY`ZØf
5i hcVUhYf]Ybž`X]Y`Ui Z`GmghYa Yb`Ui g`j YfbYhnVUFYb`]cb]gWYb
: `Øgg][_Y]hYb`i bX`Y]bYf`j]Y`gY]h][Yb`A Uhf]l !?ca dcbYbhY
VUg]YfYb"

8]Y`Ni gUa a YbUfVY]h`X]YgYf`: cfgW`i b[gVYfY]W`Y`Ub`<cW`gW`i `Yb
i bX`ægh]hi hYb`nY][h`XUg[fc»Y`DchYbn]U`ž`XUg]b`XYb`a cXYfbYb
HYW`bc`c[]Yb`i bX`A UhYf]U`]Yb`ghYW`h"8Ub`_XYf`GmbYf[]Yb
nk]gWYb`XYb`j YfgW`]YXYbYb`8]gn]d`]bYb`_ØbbhYb`k Y[k Y]gYbXY
: cfhgW`f]hhY`]b`XYf`A UhYf]U`k]ggYb`gW`UZh`i bX`XUfØVYf`\]bUi g
Yfn]Y`h`k YfXYb": Øf`k Y]hYfY`æZcfa Uh]cbYb`ØVYf`X]YgY
gdUbbYbXYb`9bhk]W`i b[Yb`VYgi W`Yb`G]Y`X]Y`GY]hYb`XYf`
HYW`b]gW`Yb`i b]j Yfg]hÅh`6Yf`]b`i bX`XYg`: fUi b`cZYf`5D"

8YhU]`g	
C fh	6Yf`]bž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hi "VYf`]b • k k k "]Ud"ZfUi b`cZYf"XY

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