

; Ygi bX\Y]hg_f]gY. '5i g[UVYb!A cfUhc f]i a
Xfc \h'ZØf'? fUb_Yb_UggYb °

8]Y'; ?J 'd`Ubh`Y]b`5i g[UVYb!A cfUhc f]i a `ni f`GhUV]`g]Yfi b[
XYf':]bUbnyb""9l dYfhYb`k UfbYb`j cf`ghY][YbXYb`6Y]hfÅ[Yb
i bX`8YZ]n]hYb"



8Yi hgW\`UbX`!'8]Y`Z]bUbny]Y`Y`G]hi Uh]cb`XYf`[YgYm`]WYb
?fUb_Ybj Yfg]WYfi b[Yb`fi ?J ě]b`8Yi hgW\`UbX`]gh`Ub[YgdUbbh"
5_hi Y`Y`, VYf`Y[i b[Yb`XYf'; ?J žY]b`5i g[UVYb!A cfUhc f]i a
Y]bni ZØ\ fYbž`gc`Yb`X]Y`GhUV]`hÅh`XYf'? UggYb`gck]Y`XYb`GW`i hn
XYf`6Y]hfU[gnU\`Yf`[Yk`Å\`f`Y]ghYb""9]b`gc`WYg`A cfUhc f]i a
VYXYi hYh`Y]bY`nY]h]W`VY[fYbnhY`5i ggYhni b[`cXYf`J YfnØ[Yfi b[
j cb`5i gnU\`i b[Yb`ž`c`Z`h`a]h`ghUUh]WYf`l bhYfghØhni b[ž`i a
g]WYfni ghY`Yb`ž`XUgg`X]Y`? UggYb`b]W`h`a Y\`f`Ui g[YVYb`U`g`g]Y
Y]bbY\`a Yb""8]Y`J cfg]hnYbXY`XYg'; ?J !Gd]hnYbj YfVUbXgž`8cf]g
DZY]ZZYfž`\`Uh`Xf]b[YbXY`A U» bU\`a Yb`[YZcfXYfhž`i a `X]Y
Z]bUbny]Y`Yb`DfcV`Ya Y`XYf`[YgYm`]WYb`DZY[Yj Yfg]WYfi b[`i bX
XYf'; ?J `Ubni [Y\`Yb""9]b`5i g[UVYba cfUhc f]i a `ZØf`U`Y
@Y]ghi b[gVYfY]WY`k]fX`bcW`j cf`XYf`Gca a YfdUi gY`Ub[YghfYVhž

i a 'a Ò[`]WghVU`X`GhUV)`]hÀh'ni `gW UZZYb"

Gc`gc f[h`Ui W`XYf`Gcn]U`j YfVUbX`J X?`ZØf`5`Ufa gh]a a i b["
8YggYb`DfÀg]XYbh]bž`J YfYbU`6YbhY`Yž`XfØW`h`]\fY`6Ygc f[b]g`ØVYf
X]Y`ghY][YbXYb`5i g[UVYb`XYf`[YgYm`]WYb
?fUb`_Ybj Yfg]WYfi b[Yb`Ui g" `G]Y`ZcfXYfh`Y]b
j YfUbhk`cfhi b[gj`c`Yg`<UbXY`b`j`cb`GY]hYb`XYf`ÿfnhYž`?`]b]_Yb`i bX
XYf`D\Ufa U]bXi ghf]Y" `I bhYfXYggYb`k`jFX`ZØf`&\$&'`Y]b`8YZn]hj`cb
%*`*`A`j`]cbYb`9i fc`]b`XYf`DZY[Yj Yfg]WYfi b[`Yfk UfhYhž`bUW
Y]bYa`J Yf`i ghj`cb`%ž` `A`j`]UfXYb`9i fc`]a`J`cf`U`f" `8]Y`Dfc[bcgY
ZØf`&\$&`*`g]Y\h`Y]b`8YZn]hj`cb`i`ž` `A`j`]UfXYb`9i fc`j`cf" `a`YfghYb
E i UfhU`XYg`>\fYg`&\$&) `k`i`fXY`VYfY]hg`Y]b`8YZn]hj`cb`-`\$
A`j`]cbYb`9i fc`]b`XYf`DZY[Yj Yfg]WYfi b[`j`Yfa`Y`XYh"

8 f]b[YbXY`F`YZcfa`Yb`YfZcfXYf`]W

8]Y`i`?`J`ghY\`h`i`bhYf`\`c`\Ya`8fi`W`ž`XU`g]Y`g]W`]b`Y]bYf`_f]h]gWYb
Z]bUbn]Y`Yb`@U[Y`VYZ]bXYh" `I`a`X]Y`GhUV)`]g]Yfi b[`gck`c`\`XYf`i`?`J
U`g`Ui`W`XYf`DZY[Yj Yfg]WYfi b[`ni`i`[Yk`À`f`Y]ghYbž`[]Vh`Yg
j`YfgW]YXYbY`J`c`fgW`À[Y.`9]bY`9f\`Ø`i`b[`XYf
6Y]hfU[gVYa`Yggi`b[g[fYbnY`gck`]Y`XYf
J`Yfg]WYfi b[gdZ]W`h[fYbnY`k`jFX`X]g`_i`h]Yfhž`i`bX`Yg`_ØbbhYb
[YgYm`]WY`j`Yfg]WYfi b[Yb`ZØf`6YUa`hY`Y]b[YZØ`fh`k`YfXYb`"
8`UfØVYf`\`]bUi`g`ZcfXYfh`XYf`i`?`J`!Gd]hnYbj`YfVUbXž`XUgg`XYf`6i`bX
X]Y`F`YbhYbj`Yfg]WYfi b[gVY]hfÀ[Y`ZØf`dZY[YbXY`5b[Y\`Øf][Y
ØVYfb]a`a`h`i`bX`X]Y`7`c`f`c`b`U`!`VYX]b[hYb`5i`g[UVYb`XYf
DZY[Y`UggYb`YfghUhhYh"

9]b`ni`g`À`h`n`]WYf`8fi`W`_Yb`hghY\`h`Ui`g`XYf`XYa`c[fUZ]gWYb
9bhk`jW`_i`b[ž`X]Y`X]Y`i`Ygi`bX\`Y]hgUi`g[UVYb`]b`X]Y`<`Ø`Y`hfY]Vh" `a
>\f`&\$&&`VY`]YZYb`g]W`X]Y`i`Ygi`bX\`Y]hgUi`g[UVYb`]b`8Yi`hgW`UbX
Ui`Z`(-`-` `A`j`]UfXYb`9i`fc`ž`k`Ug`%&ž` `DfcnYbh`XYg
6fi`hhc]b`UbXgd`fc`Xi`_hg`Yb`hgd`f]W`h" `8`UVY]`Y`bhZ]Y`Yb`i`)'`DfcnYbh`Ui`Z
X]Y`i`[YgYm`]WY`?`fUb`_Ybj`Yfg]WYfi b["`5i`W`X]Y`ghY][YbXY
`bZUh]cbgfUhh`i`bX`X]Y`5i`gk`j`f`_i`b[Yb`XYf`7`c`f`c`b`U`!`DUbXYa`]Y
>\UVYb`ni`Y]bYa`5bgh]Y[`XYf`i`?`J`!5i`g[UVYb`[YZØ`fh" `Gc`\`Uh]g]W
XYf`Xi`fW`gW`b]hh]WY`Ni`gUhnVY]hfU[`]b`XYb`Y`hnhYb`XfY]`>\fYb
j`cb`%ž` `DfcnYbh`Ui`Z`&ž` `DfcnYbh`j`YfX`c`d`d`Y`h"

8 Yf'6`]W_`]b`X]Y`Ni _i bZh

8]Y`5i g[UVYb`XYf'; ?J`g]bX`ghUf_`j cb`XYf'?cghYbg]hi Uh]cb
 [YdfÄ[h`8]Y`[fÖ» hYb`5i g[UVYbdcghYb`YbhZU`Yb`Ui Z
 ?fUb_Yb`Ui gVY`UbX`i b[Yb`fl &ž%`DfcnYbhž
 5fnbY]a]hhY`j Yfgcf[i b[`f%+ž `DfcnYbhž`i bX`Ua Vi `UbhY`Äfnh`]WXY
 6Y`UbX`i b[Yb`f%*ž `DfcnYbhž`"i a `X]YgY`<YfUi gZcfXYfi b[Yb`ni
 VYk Ä`h][Ybž`]gh`Yg`k]W`h][žXUgg`_Y]bY`@Y]ghi b[Yb`k Y[ZU`Ybž
 Ui W`k Ybb`DfY]g!`i bX`<c bcfUfUbgh]Y[Y`_ØbZh][`Ub`XYb
 9]bbU`a Yb`cf]Ybh]Yfh`k YfXYb`a ØggYb"5bXYfbZU`g`_ØbbhY`Y]b
 \c\Yf`5bgh]Y[`XYf`6Y]hfÄ[Y`ni a `š\ fYgk YW`gY`X]Y` : c`[Y`gY]b"

⇒ XYf`XYfnY]h][Yb`G]hi Uh]cbž`]b`XYf`Ui W`6YhfØ[YfVUbXYb
 j Yfa Y`fh`Ui Z[YgYhn`]WXY`?fUb_Yb!`i bX`DZY[Yj Yfg]WXYfi b[
 UVn]Y`Ybž`k ÄW`gh`XYf`8fi W`_Ui Z`X]Y`?UggYb`k Y]hYf"8]Y`Dc`]h]_
 a i gg`Xf]b[YbX`Y]bYb`?i fgk YW`gY`Y]b`Y]hYb`i bX
 FYZcfa j cfgW`Ä[Y`YfUfVY]hYbž`i a `X]Y`Z]bUbN]Y`Y`GhUV`]hÄh`XYf
 [YgYhn`]WXYb`?fUb_Yb] Yfg]WXYfi b[`i bX`XYf`DZY[Yj Yfg]WXYfi b[
 `Ub[Zf]gh][`ni `g]WXYfb`i bX`X]Y`[Ygi bX`Y]h`]WXY`J Yfgcf[i b[`b]W`h
 ni `[YZÄ`fXYb"8]Y`?cU`]h]cb`d`Ubhž`?ca a]gg]cbYb`]bg`@VYb`ni
 fi ZYbž`i a `@Øgi b[Yb`ni `Ybhk]W_Y`bž`X]Y`XYb`<YfUi gZcfXYfi b[Yb
 XYg`XYi hgW`Yb` ; Ygi bX`Y]h]ggmgHYa g`[YfYW`h`k YfXYb"

: Øf`X]Y`J Yfg]WXYfhYb`]gh`X]Y`G]hi Uh]cb`Ub[YgdUbbhž`XU`Ui W`
 df]j UhY`Ni gUhmj Yfg]WXYfi b[Yb`Ub`5hfu`_hj]hÄh`[Yk]bbYbž`XU`g]Y
 ØVYf`XUg'; ?J!B]j YUi `]bUi g[Y`YbXY`@Y]ghi b[Yb`V]YhYbž
 k Ä`fYbX`X]Y`[YgYhn`]WXYb`?UggYb`j Yfgi WXYb`a ØggYbž`]fY
 5i g[UVYb`]a `; f]ZZ`ni `VY`U`hYb"9]b`_ca d`YI Yg`i bX`XmbUa]gW`Yg
 Ni gUa a Ybgd]Y`ž`XUg`k Y]hYf`]b`c\Y`5i Za Yf_gUa _Y]h`YfZcfXYfh"

8 YhU]`g	
J c fZU`	:]bUbNyb
C fh	8 Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "]bZfUb_Yb"XY • k k k "dfcW`bhfU!cb`]bY"XY • k k k "VdV"XY

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