

8cg_cn]`.'GD² 'a i gg'?cU`h]cbg_i fg
ØVYfXYb_Yb' '9I dYfhYbfY[]Yfi b[
[YZcfXYfh°

<Ubg'DYhYf'8cg_cn]`_f]h]g]Yfh'X]Y'GD² !Dc`h]_ž'ZcfXYfh
: `YI]V]`]hÀh]b'?cU`h]cbYb'i bX'd`ÀX]Yfh'ZØf'Y]bY
9I dYfhYbfY[]Yfi b["

6i f[Yb`UbXž'² ghYffY]W`!'5a '%\$": YVfi Uf'&\$&) `Ài »YfhY`XYf
k]YXYf[Yk À`hY`Vi f[Yb`ÀbX]gWXY`@UbXYg\Ui dha Ubb'<Ubg'DYhYf
8cg_cn]`fGD² Ł]b`Y]bYa`'hYfj]Yk ž'XUgg'X]Y`XYfnY]h[Y
5i g[fYbni b[gdc`h]_`XYf'GD² '[Y[YbØVYf'XYf': D² ' V]g'ni `Y]bYa
[Yk]ggYb'; fUX'g]WXYf'Y]b': Y\`Yf` '[Yk YgYb'gY]"`h`Y]bYa`'_`UfYb
D`ÀXcmYf'ZØf'J YfÀbXYfi b[Yb`b`XYf'6i bXYgdc`h]_`_f]h]g]YfhY`Yf
XUg'ZØ\fhY`5bh]!: D² !?i fgž'XYb'GD² !DUfhY]WXYZ'5bXfYUg'6UV`Yf
j Yfhf]hž'i bX`VYnY]W`bYhY`XYb'; YgUa hni ghUbX`XYf'GD² `U'g
VYgcf[b]gYffY[YbX"8]Y`DUfhY'gY]' b]W`hifY]Z[Ybi [ž'i a`]'b`Y]bY
FY[]Yfi b[`Y]bni hfYhYbž'gc'8cg_cn]'k Y]hYf"5`g'@Øgi b['gW`À[h'Yf
X]Y'6]Xi b[`Y]bYf'9I dYfhYbfY[]Yfi b['i bX`UbgW`Y]»YbX
BYi k U\`Yb'j cf"

8cg_cn]`g]Y\`hX]Y`Bchk YbX][_Y]hž'X]Y'?cU`h]cbga Ò[`]W`_Y]hYb'j cf
K U\`Yb'ZYI]V`Yf'ni` '[YghU`hYb"9f'ZcfXYfh'Y]b'9bXY`XYg
i bk ØfX][Yb`DU_h]YfYbg`nk]gWXYb`XYf'² JD'i bX`XYf': D² `gck]Y
Y]b`I a XYb_Yb]b`XYf'GD² ži a`k]YXYf'ni f'dc`h]gWXYb`A]hY
ni fØW_ni Z]bXYb"5i ZX]Y': fU[Y`bUW`Y]bYa`a Ò[`]WXYb`FØW_hf]hh
6UV`Yfg`bUW`Y]bYa`gW`YW`hYb`K U\`Yf[YVb]g`]Yg'8cg_cn]`
Xi fWV`]W_Ybž'XUgg'XYf` @Y]XYbgXfi W_`ZØf'Y]bY'5V`ØgY`bcW
b]W`h`cW`[Ybi [`gY]"

? f]h]_`Ub`XYf'?cU`h]cbgdc`h]_`

Ni gÀhn`j]W`Ài » YfhY`8cg_cn]`6YXYb_Yb`VYnØ[`]W`XYf`U_hi Y`Yb
?cU`h]cbgj Yf\UbX`i b[Yb`nk]gW`Yb` : D² `i bX`² J Dž`X]Y`Yf`U`g` gY\ f
gW`k]Yf][`VYnY]W`bYhY`" B UW`XYa `X]Y`BYcg`Ui g`XYb` ; Ygd fÀW`Yb
Ui ggW`Y]XYb`a i gghYbž`[Y\Yb`X]Y`J Yf\UbX`i b[Yb`bi b`nk]gW`Yb
² J D`i bX`GD² `k Y]hYf`"GD² !?`i VcVa` Ubb`F`c`UbX` : Øfghž`XYf
YVYbZU`g`gW`UfZY`?f]h]_`Ub`X]YgYb`J Yf\UbX`i b[Yb`Ài » YfhYž
ZcfXYfhYž`XUgg`XYf`6i bXYgd fÀg]XYbh`X]Y` F Y]» `Y]bY`n]Y\Yb
a ØggY"

8cg_cn]`Yf]bbYfhY`Ub`X]Y`j Yf`cfYbY`UVgc`i hY`A Y\ f\Y]h`XYf`GD²
]a`6i f[Yb`UbX`VY]`XYf`YhnhYb`K U\`ž`k`c`X]Y`DUfhY]`]a`a Yf\]b`(*
DfcnYbh`XYf`Gh]a`a Yb`Yf\]Y`h`Hfcm`_`UfYf`5V`Y\bi b[`Y]bYf
?cU`h]cb`a`h`XYf` : D² `6i f[Yb`UbX`i bhYf`B`cfVYfh`<cZYfž`Ui Z[fi bX
j`cb`J`cfk`ØfZYb`[Y[Yb`X]YgYbž`k`]fX`X]Y`GD² `ni bY\`a`YbX`]b`XYf
8YZYbg]j`Y`k`U\ f[Ybca`a`Yb`": D² !7\YZ`<YfVYfh`?]W`_`fYU[]YfhY`Ui Z
X]Y`J`cfk`ØfZY`8cg_cn]`g`i bX`VYnY]W`bYhY`X]YgY`U`g` _cbghfi]Yfh
i bX`Y]b` gW`k`YfYg` : ci` ` "

⇒bhYfbY`< YfUi`gZcfXYfi b[Yb`i bX`X]Y`Ni`_i bZh
XYf`GD²

8]Y`GD²`ghY\`h]`cf`]bhYfbYb`< YfUi`gZcfXYfi b[Yb`i bX`8cg_cn]`
_f]h]g]YfhYž`XUgg`X]Y`DUfhY]`X]Y`YhnhYb`A`cbUhY`a`Y\`f`a`h]`bhYfbYb
A`UW`hgd]Y`Yb`VYgW`ÀZh][`h`k`Ufž`U`g`a`h`XYf`9b`hk`]W`_i b[`Y]bYf
_`UfYb`@]b]Y`bUW`Ui » Yb`"8]Y`B`chk`YbX][`_Y]h`ZØf`Y]bY
9l`dYfhYbYfY[]Yfi b[ž`gc`8cg_cn]`ž`_ØbbhY`Ui W`X]Y`DfcV`Ya`Y`XYf
6Yj`Ø`_Yfi b[`Yfbgh`bY\`a`Yb`i bX`Y]bY`dc`]h]gW`Y`BYi`Ui`gf]W`hi`b[
]b`XYf`GD²`ZØfXYfb"

⇒5bVYhfUW`h`XYf`U_hi Y`Yb`GW`k`]Yf][`_Y]hYb`]b`XYf
6i bXYgfY[]Yfi b[ž`k`Y`XYf`FY`_cfXj`YfgW`i`Xi b[`i`bhYf`XYf`²`J`D!
;`fØbYb`?cU`h]cbž`]gh`X]Y`Gh]a`a`i b[`]bbYf\`U`V`XYf`GD²
Ub[YgdUbbh`": Øfghi bX`8cg_cn]`Uf[i`a`Ybh]YfYbž`XUgg`Yg`Ub`XYf
NY]h`gY]ž`X]Y`J`YfUbhk`cfhi b[`ZØf`X]Y`6]`Xi b[`Y]bYf`FY[]Yfi b[`b]W`h
XYb`Yb][`Yb`ni`ØVYf`UggYbž`X]Y`j`cb`Y]bYf` : cfhZØ\fi b[`XYf
?cU`h]cbg[Ygd fÀW`Y`dfcZ]h]YfYb"

⇒Y]bYa`g]W`gh`AbX][`k`UbXY`bXYb`dc`]h]gW`Yb`l`a`ZY`X`k`]fX`X]Y

GD² j YfghÀf_hi bhYf'8 fi W_ [YgYhnhž'g]W\ ni 'fYZcfa]YfYb'i bX'bYi
 ni 'cf]Ybh]YfYb"8Yf'K Y['ni f'GWUZZ b['Y]bYf'ghUV]'Yb
 FY[]Yfi b[gZcfa '_ÒbbhY'ØVYf'X]Y'6]'Xi b['Y]bYf
 9l dYfhYbFY[]Yfi b['ZØ\fybž'k Ug'b]W\h'bi f'Y]bYb'dc`h]gW\Yb
 l a Vfi W\žgcbXYfb'Ui W\ 'Y]b'G][bU`Ub'X]Y'K À\`Yf'k ÀfYž'XUgg'X]Y
 GD² 'VYfY]h]ghž'J YfUbhk cfhi b['ni 'ØVYfbY\ a Yb"

8YhU]`g	
J cfZU``	; YgYhn[YVi b[
C fh	6i f[Yb`UbXž'² ghYffY]W\
E i Y`Yb	<ul style="list-style-type: none"> • k k k "ZfY]'W\!a U[Un]b"Wca • cfZ"Uh • k k k "a Y]bVYn]f_"Uh

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