

F Yj c`i h]cb`ja `(8!8fi W_ . : cfa [YXÅWk hb]g!
Dck Yf`ZØf`Ni _i bZhghYWk bc`c []Yb`°

9fZU\fyb`G]Yž`k]Y`X]Y`HI `6fUi bgWk Y][`a]h(8!8fi W_
]bbcj Uh]j Y` : cfa [YXÅWk hb]gghfi _hi fYb`YfZc fgWk hž`X]Y
j]Y`ZÅ`h][Y`5bk YbXi b[Yb`Yfa Ò[`]Wk Yb`"



6fUi bgWk Y][ž`8Yi hgWk`UbX`!`8Yf`fYj c`i h]cb`ÅfY`(8!8fi W_ž
XYf`X]Y`UXX]h]j Y` : Yfh][i b[`U_h]j Yf`Ghfi _hi fYb`a]h
: cfa [YXÅWk hb]g`Yfa Ò[`]Wk hž`\Uh]b`XYb`Y`hnhYb`š\fyb`Ub
6YXYi hi b[`[Yk cbbYb`"8]YgY`]bbcj Uh]j Y`HYWk bc`c []Y`Yf`Ui Vh`Ygž
A UhYf]U`]Yb`gc`ni` [YghU`hYbž`XUgg`g]Y`]\fY` : cfa`i bhYf`VYgh]a a hYb
Åi »YfYb`9]bk]f_i b[Yb`k]Y`K`Åfa Yž`@]Wk hž`cXYf`Y`Y`_hf]gWk Yb
: Y`XYfb`j Yf`ÅbXYfb`_ÖbbYb`"8Ug` : cfgWk i b[gdfc`Y`_h` ; YXfi W_hYž
dc`ma YfY` : cfa [YXÅWk hb]gghfi _hi fYb` ž`XUg`j cb`XYf`8` ;
[YZØfXYfh`k]fXž`i bhYf`gi Wk`h`XUVY`]X]Y`DfcnYggdUfUa YhYfž`X]Y`ZØf
Y]b`j Yf`Àgg`]Wk Yg` : cfa [YXÅWk hb]g`b`chk YbX][`g]bX`" `b`gVYgcbXYfY
k YfXYb`h`Yfa cd`Ugh]gWk Y`?i bghghcZYž`X]Y`Xi fWk`9fk`Åfa i b[
Zcfa VUf`i bX`VY]a`5V_Ø\`Yb`k]YXYf`ghUV`]g]YfYbž`]b`XYb` : c_i g
[Ybca a Yb`"@Ui hi`HI` `6fUi bgWk Y][`YbhghY`Y`XUg`

: cfa [YXÅW hb]g`Xi fW`Y]bY`5fh`9]bZf]YfYb`XYg`A UhYf]U`g`]b
Y]bYf`[YghfYW`hYb` : cfa ž`X]Y`XUbb`VY]`gd`hYfYf`9fk`Åfa`i`b`[
k`]YXYf`j`Yf`Åb`XYfh`k`YfXYb`_`Ubb`"

8]Y`8YhU]`Ui`ZbU`a`Yb`k`Å`fYbX`XYg`8fi`W`dfcnYggYg`nY][`Yb`X]Y
Dc`ma`YfgW`a`Y`nYž`Ui`g`XYf`X]Y`_`ca`d`YI`Yb` : cfa`Yb`YbhghY`Yb`"9]b
i`a`ZUggYb`XYg`J`Yfgh`Åb`Xb]g`XYg`J`YfZc`fa`i`b`[`g!`i`bX` : `]Y»]`Yf`U`hYbg
XYf`j`Yfk`Yb`XYhYb`A`UhYf]U`]Yb`]gh`YfVY]`k`]W`h][`ž`i`a`X]Y
[`Yk`ØbgW`hYb`9f`[`YVb]ggY`ni`YffY]W`Yb`"N]Y`XYf`K`]ggYbgW`UZh`Yf
Ub`XYf`HI`]gh`Ygž`X]YgY`Dfc`nYggY`g]a`i`Uh]`UVni`V]`XYb`gck`]Y`X]Y
j`YfgW`]YXYbYb`9]bZi`gg[`fØ»`Yb`ni`]XYbh]Z]n]YfYbž`i`a`XYb`(`8!
8fi`W`_`b`Å`Yf`Ub`]bXi`ghf]Y`Y`5bk`YbXi`b`[`Yb`ni`Vf]b`[`Yb`"8]Y
<`YfUi`gZc`fXYfi`b`[`Yb`g]bX`XUVY]`b]W`h`ni`i`bhYfgW`ÅhnYbž`XYbb`]a
;`fUj`]hU]cbgZ`Y`X`XYf`9fXY`k`]f`_Yb`bi`f`[`Yf]b`[`Y`?`fÅZh`Y`Ui`ZX]Y
: cfa [YXÅW hb]gdc`ma`YfY`"

→b bcj Uh]cbYb`]b`XYf` : c fgW`i`b`[

K`]ggYbgW`UZh`Yf`XYf`9H<`NØf]W`_`UVYb`]b`Y]bYf`Ghi`X]Y`a`]h`XYa
H]hY`_`@uf`[`Y`G`UdY`HfUbgZc`fa`]b`[`(`8`5i`I`Yh]WGhfi`Whi`fYg`k`Y]hYfY
: c`fhgW`f]hhY`]a`6YfY]W`_`(`8!8fi`W`_`Yfn]Y`h`"8]YgY
Dfc`[`fUa`a`]YfVUfYb`Ghfi`_`hi`fYb`Yfa`Ø`[`]W`Yb`Ygž`XUgg` ;`Yca`Yhf]Yb
g]W`_`i`bhYf`K`Åfa`YY]bZi`gg`i`a`V]g`ni`&\$`\$ı`Ui`gXY`bYb`_`ØbbYbž
VYj`cf`g]Y`]`fY`i`fgdfØb`[`]W`Y` : cfa`ni`fØW`_`bY`a`Yb`"8]Y`Ghfi`_`hi`f
k`]fX`Ui`g`Y]bYa`h`Yfa`cj`]g`cY`Ugh]gW`Yb`A`YhUa`UhYf]U`
Yf`[`YghY`hž`XUg`Xi`fW`XYb`9]bgUhn`XYg`CV`Yh)`\$`\$`7`cbbYI`'
8fi`W`_`Yfg`j`cb`GhfUhUgmg`i`bX`XYa`J`Yfc`K`_`]hYD`i`g`F` ;`8`,`')
A`UhYf]U`j`YfUfVY]hYh`k`]fX`"8]YgY`?`ca`V]bUh]cb`j`cb
dfc`[`fUa`a`]YfVUfYf` ;`Yca`Yhf]Y`i`bX`a`cXYfbYb`"8!
8fi`W`_`hYW`bc`c`[`]Yb`_`ØbbhY`g][`b]Z]_`UbhY`5i`gk`]f`_i`b`[`Yb`Ui`Z
6YfY]W`Y`k`]Y`6]ca`YX]n]bž`6Ui`k`YgYb`i`bX`F`Ui`a`ZU`fh`_`UVYbž`XU
X]YgY`Ghfi`_`hi`fYb`k`Yb][`Yf`D`Uhn`VYb`Øh][`Yb`i`bX`YZZ]n]YbhYf
[`YghU`hYh`k`YfXYb`_`ØbbYbž`k`]Y`'`8`8fi`W`_`VYf]W`hYh`"

9]b`nYbhU`Yg`N]Y`]gh`Ygž`5bk`YbXi`b`[`Yb`ni`Z]bXYbž`VY]`XYbYb`Y]bY
a`Ubi`Y`Y`Y`bXYfi`b`[`XYf`?`cbZ][`i`fU]cb`b]W`h`d`fU`h]_`UVY`]gh`"8]YgY
9bhk`]W`_`i`b`[`Yb`_`UVYb`XUg`DchYbn]U`ž`bYi`Y`@Ogi`b`[`Yb`ZØf`X]Y
<`YfghY`i`b`[`j`cb`a`YX]n]b]gW`Yb`_`a`d`Ub`hU`hYb`c`XYf`UXUdh]j`Y

6Ui k Y]gY`]b`XYf`@ Zh`i bX`FUi a ZU\fhini `V]YhYbž`k`c`a`cXi`UfY
 Ghfi`_hi`fYb`VY]a`GhUfh`_ca`df]a`]Yfh`i bX`g]W`k`A`fYbX`XYg
 9]bgUhnYg`YbhZU`hYb`_ÖbbhYb`"

⇒bXi ghf]Y`Y`5bk YbXi b[`i bX`A UhYf]U`]Yb

8]Y`i`c`fhgW`f]hhY`i`b`XYf`(`8!8fi`W`_hYW`bc`c`[`]Y`n]Y`Y`b`Ui`W`X`Ug
 ⇒hYfYggY`XYf`⇒bXi ghf]Y`Ub`"i`bhYfbY`a`Yb`k`]Y`9]`cb]`_`_`ccdYf]YfYb
 a`]h`BLH`i`UW`hcfmini`f`9b`hk`]W`_i`b[`XYf`E`@G`HYW`bc`c`[`]Y`ž`X]Y`ZØf
 X]Y`J`YfUfVY]hi`b[`j`cb`<c`W`hYa`dYfUhi`fk`Yf`_ghc`ZYb`cdh]a`]Yfh`]gh"
 8]YgY`dUhYbh]YfhY`HYW`bc`c`[`]Y`Yfa`Ö[`]W`h`Y]bY`j`c`Ui`hca`Uh]gW`Y
 i`bX`i`bØVYfk`UW`hY`UXX]h]j`Y`i`Yfh][`i`b[`ž`X]Y`XYb`i`VYf[`Ub[`j`cb
 Dfchchmd]b[`ni`_`Y]bYf`i`bX`a`]h`YfYf`GYf]YbdfcXi`_h]cb
 Yfa`Ö[`]W`h`8]Y`?!NY]hi`b[`Y`Vh`Yfj`cfž`XUgg`9]`cb]`_`d`Ubž`gY]b
 bYi`Yg`c`W`hYa`dYfUhi`fVYgh`A`bX][`Yg`Dc`ma`Yfdi`j`Yf`D5`*`%`i`Ui`Z
 XYf`E`@G`i`)\$!D`UhhZcfa`Y]bni`ZØ`fYbž`k`Y`W`Yg`YVYbZU`g`ni`f
 <YfghY`i`b[`j`cb`(`8![`YXfi`W`_hYb`Ghfi`_hi`f`_ca`dcbYbhYb`[`Ybi`hnh
 k`YfXYb`_Ubb`"

8 Ug`9bXn]Y`X]YgYf`9b`hk`]W`_i`b[`Yb`V`Y]Vh`X]Y`9fk`Y]hYfi`b[`XYf
 5bk YbXi b[g[YV]YhY`i`bX`X]Y`6Y`YVi`b[`XYfnY]h`VYghY`YbXYf
 k`]ggYbgW`UZh]W`Yf`i`fU[`YghY`i`b[`Ybž`i`a`fcVi`ghY`i`bX`Z`b_h]cbU`Y
 A`UhYf]U`]Yb`ni`g`W`UZZYbž`X]Y`XYb`5bZcfXYfi`b[`Yb`XYf`⇒bXi ghf]Y
 [`YfYW`h`k`YfXYb`"

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg
C`f`h	6fUi`bgW`k`Y][`ž`8Yi`hgW`_UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • a`U[`Un]b`"hi`!VfUi`bgW`k`Y][`"XY • `Xfi`W`_`W`ca • k`k`k`"?!nY]hi`b[`"XY

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