

; Yk]bbgd]Y`!5`Ufa . `Gc`g]W\ Yfb`G]Y`g]W\
^Y hnh`⇒ \ fY`7 \ Ub W\ `Ui Z`hc ``Y`DfY]gY`°

9fX]b[`ZY]Yfh`%\$`ϰ\ fY`Gc`Uf`fY]g`a]h`Y]bYa `; Yk]bbgd]Y`"
9fZU\ fYb`G]Y`U`Yg`ØVYf`HY]`bU\ a YVYX]b[i b[Yb`i bX
fYW\ h]W\ Y`J cf[UVYb"



9fX]b[ž`8 Yi hgW\ `Ub X`!`K Ug`hi`h`g]W\ `]b`9fX]b[3`9]bY`gdUbbYbXY
BYi][_Y]h`ZØf`U`Y`; Yk]bbgd]Y`ZfYi bXY.`8Yf`9fX]b[`6YUW\
Gc`Uf`fY]g`ZY]Yfh`gY]b`nY\ b`Å\ f][Yg`6YghY\ Yb`a]h`Y]bYf`Yi`_`i`g] Yb
@]j Y!DfYa]YfY`i bX`X]j YfgYb`5_h]cbYb" `⇒ `F U\ a Yb`X]YgYg`; YghYg
k]fX`Yg`Ui W\ `nU\`fY]W\ Y`; Yk]bbgd]Y`Y`[YVYbž`X]Y`g]W\ `Ub`X]Y
6Ygi W\ Yf`f]W\ hYb" `8]YgY`9fY][b]ggY`g]bX`HY]`Y]bYf`GhfUhy []Yž`X]Y
XUfUi Z`UVn]Y`hž`X]Y`7ca`a`i`b]hm`Y]bni`V]bXYb`i bX`U`hY`gck]Y`bYi`Y
6Ygi W\ Yf`ni`a`cV]`g]YfYb" `Qk`cW\ YbUbny][YfQVYf]W\ hYhž`XUgg`X]Y
HY]`bU\ a Y`Ub`X]YgYb`; Yk]bbgd]Y`Yb`ZØf`X]Y`@YgYf`_cghYb`cg]ghž
k Ug`XUg`9b[U[Ya Ybh`XYf`HY]`bY\ a Yf`ni`g`Åh`n]W\ `ZØfXYfh"

6Y]`XYf`HY]`bU\ a Y`Ub`XYb`; Yk]bbgd]Y`Yb`g]bX`Y`XcW\`Y]b][Y
k]W\ h][Y`J cf[UVYb`ni`VYUW\ hYb" `Gc`]gh`XUg`Ui`hca`Uh]gW\ Y

9]bhfU[Yb`ZØf`Bi hnYfž`cV`[Y[Yb` ; YVØ`f`cXYf`_cghYb`cgž`ghf`_h
j YfVchYb`"8]Yg`k]fX`U`_f]V]gW`ØVYfk UW`hž`XU`i bfYW`ha Å»][Y
9]bhfU[i b[Yb`b]W`h`bi f`Y]bYb`Yf`YV`]W`Yb`5i Žk UbX`j Yfi fgUW`Ybž
gcbXYfb`Ui W`fYW`h`]W`Y`GW`f]hhY`bUW`g]W`n]Y`Yb`_ØbbYb`"K Yf
g]W`Ub`X]Y`FY[Y`b`Å`hž`_Ubb`gY]bY`8 UhYb`YXcW`gY`VghghÅbX][
Y]b[YVYb`i bX`gca]h`Ub`XYb`gdUbbYbXYb`5i g`cgi b[Yb
hY]`bY`a Yb"

F YW`h`]W`Y`F U`a YbVYX]b[i b[Yb

; Yk]bbgd]Y`Y`g]bX`Y]bY`VY`]YVhY`A Uf`_Yh]b[ghfUhY[]Yž`X]Y`XUfUi Z
UVn]Y`hž`X]Y`?i bXYbV]bXi b[`ni`ghÅf`_Yb`"5i W`k Ybb`Yg`_Y]bY
Y]b`Y]h`]W`Y`[YgYh`]W`Y`FY[Y`i b[`ZØf` ; Yk]bbgd]Y`Y`[]Vhž`a ØggYb
XYbbcW`_UfY`J cf[UVYb`Y]b[Y`U`hYb`k YfXYb`"@Ui h`Ø!fYW`h&(Q
a i gg`YXY`HY]`bU`a YVYX]b[i b[Yb`d`f`Ån]gY`Zcfa`i`]Yfh`gY]b`"8 Uni
[Y`Øfh`X]Y`B`Ybbi b[`XYg`J YfUbghU`hYfgž`XYf`6Y[]bb`i bX`XUg`9bXY
XYg` ; Yk]bbgd]Y`gž`gck]Y`#Zcfa Uh]cbYb`ni f
; Yk]bbYfVYgh]a a i b[`i bX`8 UhYbgW`i hn`]bk Y]gY`"8]YgY` ; YVchY
g]bX`b]W`h`bi f`[i h`ZØf`XUg`#a U[Y`XYg`i bhYfbY`a Ybgž`gcbXYfb
gW`ØhnYb`Ui W`X]Y`HY]`bY`a Yf`j`cf`]ffYZØ`fYbXYb`#Zcfa Uh]cbYb"

6YgcbXYfg`fY`Yj Ubh`]b`X]YgYa`?cbhYI h`]gh`X]Y`8 UhYbgW`i hn!
; fi bXj YfcfXbi b[`fBG; J`C`E`"@Ui h`Øf!XUhYbgW`i hnQa ØggYb
HY]`bY`a Yf`i a ZUggYbX`ØVYf`X]Y`J YfUfVY]hi b[`]`fYf
dYfgcbYbVYnc[YbYb`8 UhYb`]bZcfa]Yfh`k YfXYb`"8 Ug`VYXYi hYhž
XUgg`X]Y`9]bk]`][i b[`ni`f`8 UhYbj YfUfVY]hi b[`b]W`h`bi f`ZfY]k]`][ž
gcbXYfb`Ui W`hfUbgdUfYb`hi bX`k]XYffi ZUf`gY]b`a i gg"
8 UhYbgW`i hn`k]fX`c`Zi]a`J`cfZY`X`XYf` ; Yk]bbgd]Y`Y
j YfbUW`Ågg][hž`k Ug`YXcW`gW`k Yfk]Y[YbXY` : c`[Yb`bUW`g]W`
n]Y`Yb`_Ubb`"6Y]J Yfgh`Ø» Yb`Xfc`Yb`b]W`h`bi f`c`Y`6i » [Y`XYfž
gcbXYfb`Ui W`X]Y` ; YZU`f`j`cb`5Va U`bi b[Yb"

H]ddg`ZØf`X]Y`HY]`bU`a Y

: Øf`U`YbYž`X]Y`Ub`XYb` ; Yk]bbgd]Y`Yb`hY]`bY`a Yb`a ØW`hYbž`]gh
Yg`fUhgUa ž`g]W`j`cfUV`ØVYf`X]Y`HY]`bU`a YVYX]b[i b[Yb`ni
]bZcfa]YfYb`"8]Y`6YX]b[i b[Yb`gc`hYb`Y]W`h`ni [Åb[`]W`i bX
j YfghÅbX`]W`gY]bž`i a`A]ggj YfghÅbXb]ggY`ni`j`Yfa Y]XYb`"9]b

k Y]hYfYf'k YgYb h]W\Yf'5gdY_h]ghž'XUgg'X]Y'hY]'bY\ a YbXYb
DYfgcbYb'XUfUi Z\]b[Yk]YgYb'k YfXYbž'XUgg'; Yk]bbY'j cb'8f]hYb
[YgdcbgYfh'k YfXYb' _ÖbbYb'i bX'X]Y'; Yk]bbYf'dYf'9!A U]
]bZcfa]Yfh'k YfXYb"

K Yf'ni gÄhn`]W'Ui ZXYf'Gi W\Y'bUW'k Y]hYfYb' ðZcfa Uh]cbYb']ghž
_Ubb'g]W'Ui Z'D`UhhZcfa Yb'k]Y'GcW]U`A YX]U'i a gY\Yb"<]Yf
_ÖbbYb' ðZcfa Uh]cbYb'ØVYf'; Yk]bbgd]Y'Y'i bX'XYfYb
6YX]b[i b[Yb'j]Y`gY]h][_ca a i b]n]Yfh'k YfXYb"5i Z'D`UhhZcfa Yb
k]Y': UWVcc_ž'ðghU[fUa 'i bX'Hk]hYf'g]bX'YXcW'gdYn]Z]gW\Y
F]W\h]b]Yb'ni 'VYUW\hYb"5VYf'Ui W\ \]Yf'[]h'8]Y'HY]'bU\ a Y'Ub
XYb'; Yk]bbgd]Y'Yb'gc`hY'ghYhg'c\ bY'Z]bUbn]Y`Y'J YfdZ]W\hi b[
[YgW\Y\Yb"

Ni gUa a YbZUggYbX`Äggh'g]W'gU[Yb.'; Yk]bbgd]Y'Y'g]bX'b]W\h'bi f
Y]bY'i bhYf\U'hgUa Y'A Ö[`]W\ _Y]hž'DfY]gY'ni '[Yk]bbYbž'gcbXYfb'g]Y
ghY`Yb'Ui W\ 'Y]bY'k Yfhj c`Y'A Uf_Yh]b[a U» bU\ a Y'XUf"i a gc
k]W\h][Yf']gh'Yg'YXcW'ž'X]Y'F]W\h]b]Yb'i bX'[YgYhn`]W\Yb
FU\ a YbVYX]b[i b[Yb'ja '5i [Y'ni 'VY\U'hYb' 'gck c\`ZØf'X]Y
J YfUbghU'hYf'U`g'Ui W\ 'ZØf'X]Y'HY]'bY\ a Yf"Ni a '%\$!`Ä\ f][Yb
ž V]Äi a 'XYg'9fX]b['6YUW'Gc`Uf_fY]gYg'gc`hY'YXYfž'XYf'a ÖW\hYž
X]Y'7\UbW'bi hnYb'i bX'g]W\XYb'ZYgh]W\Yb'5_h]j]hÄhYb
UbgW`]Y» Yb"8Ybb'k Yf'b]W\h'k U[hž'XYf'b]W\h'[Yk]bbh'

8YhU]`g	
Cfh	9fX]b[ž'8Yi hgW\`UbX
Ei Y`Yb	<ul style="list-style-type: none">• k k k "k cW\YbUb nY][Yf"XY• k k k "Y!fYW\h&("XY• k k k "Xf!XUhYbgW\i hn"XY

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