

: 5A I 'Bi fg]b['Ghi XYbhg'HfUbgZcfa
< YU`h\WUfY`G_]`g`8i f]b[' ; \UbU`Hf]d

@Ycb`7ci bhmibi fg]b['ghi XYbhg`Ya VfUW`U`hfUbgZcfa Uh]j Y
`ci fbYm]b'; \UbUž'[U]b]b['j]hU``\UbXg!cb`YI dYf]YbW`]b
[`cVU``\YU`h\WUfY"



; \UbU`!': `cf]XU`5/ A`I`b]j Yfg]hmibi fg]b['ghi XYbhg`\Uj Y`fYWBh`m
Ya VUf_YX`cb`U`i`b]ei Y`ci fbYm]hc'; \UbUž`i`bXYfhU_]b['U`hk`c!
k YY_`W]b]WU``YI dYf]YbW`h\Uh`U]a`g`hc`VfcUXYb`h\Y]f`\cf]ncbg`UbX
XYYdYb`h\Y]f`i`bXYfghUbX]b[`cZ[`cVU``\YU`h\WUfY"DUfh]W]dUbhg
XYgWf]VYX`h\Y`YI dYf]YbW`Ug`hfUbgZcfa Uh]j Yž'[U]b]b['j]b] U`i`UV`Y
\UbXg!cb`YI dYf]YbW`k`]\`Y`Yb[U[]b['j]b`h\Y`f]W`W`hi`fU`hUdYghfm
h\Uh`XYZ]bYg`\YU`h\WUfY`dFUW]W`g`]b'; \UbU``H\Y`hf]d`j]g`bch`↑`gh`U
`YUfb]b[`cddcfhi`b]hm`j]hgYfj Yg`Ug`U`Wf]h]WU`Vf]X[Y`VYhk`YYb
X]ZZYfYbh`W`hi`fU`UddfcUW`Yg`hc`bi fg]b[ž`di`g\]b['ghi XYbhg`hc
fYUggYgg`UbX`YI dUbX`h\Y]fj`jYk`g`cb`\YU`h\WUfY`XY`j] Yfm"

5WwcfX]b[`hc`K`7HJ ž`h\Y`YI dYf]YbW`U`ck`YX`h\YgY`Zi`hi`fY`bi`fgYg
hc`]a`a`YfgY`h\Ya`gY`j`Yg`]b`U`\YU`h\WUfY`gmghYa`a`Uf_YX`Vm`Vch\

W\U`Yb[Yg`UbX`j]bbcj Uhj Y`gc`i h]cbg" H\Y`ghi XYbhg`YUfbYX`hc
UddfYWjUhY`X]j YfgY`a YX]WU`dfUWhjWg`j]bWi X]b[`Wca a i b]hm
YU`h\`b]h]Uhj Ygž`U`k \]Y`c b]b[`h\Y]f`g_]`g`j]b`fYU`!`ZY`gWbUf]cg
h\Uh`XYa UbXYX`ei]W_`h\`b_]b[`UbX`Wca dUgg]cb" H\]g`bj U`i UV`Y
dfUWhjWU`Yi dcgi fY`]g`Wfi WjU`Zcf`XYj Y`cd]b[`U`ghfcb[`Zci bXUh]cb
]b`bi fg]b[ž`Ug`YXi WUh]cb`]g`j]bWfYUg]b[`mfYWc[b]nYX`Ug`U`_Ym
Y`Ya Ybh]b`UW\jYj]b[`YZZYWhj Y`YU`h\`ci hWca Yg"

B i fg]b[`9Xi WUh]cb`cb`U`; `cVU``GWU`Y

5h`h\Y`YUfh`cZYZZYWhj Y`YU`h\WUfY`]g`U`k Y`!YXi WUhYX`bi fg]b[
k cf_ZcfWž`U`gYbh]a Ybh`YW\cYX`j]b`U`fYWbh`fYdcfh`Zfca `h\Y
BUh]cbU``bgh]hi hYg`cZ`<YU`h\`" H\Y`fYdcfh`Ya d\Ug]nYg`h\Uh`h\Y
ei U`]hmicZbi fg]b[`YXi WUh]cb`j Uf]Yg`g][b]Z]WUbh`mUWfcgg`Wci bhf]Ygž
k \]W\`i bXYf`bYg`h\Y`i f[Ybh`bYXX`Zcf[`cVU`ghUbXUfXg`j]b`bi fg]b[
YXi WUh]cb`"Cj Yf`h\Y`mYUfgž`h\YfY`Ug`VYYb`g][b]Z]WUbh`a cj Ya Ybh
hck UfX`ghfYb[h\Yb]b[`bi fg]b[`YXi WUh]cb[`cVU`mž`Ybgi f]b[`]h
U][bg`k]h\`h\Y`VYgh`dfUWhjWg`j]XYbh]Z]YX`Vm`cf[Ub]nUh]cbg`_]Y`h\Y
K cf`X`<YU`h\`Cf[Ub]nUh]cb`fK <CŁ"

H\Y`ZfUa Yk cf_`XYj Y`cdYX`Vm`h\Y`; `cVU`5`]UbW`Zcf`Bi fg]b[
9Xi WUh]cb`UbX`GWjYbW`g`gYhg`Zcfh\`U`fcUXa Ud`h\Uh`Wca df]gYg
h\fYY`Zi bXUa YbhU`d`]Ufg" H\YgY`d`]Ufg`ZcW`g`cb`Wca dYhYbWm
Yi dYWhUh]cbg`Zcf`bYk `[fUXi UhYgž[i]XY`]bYg`Zcf`YXi WUh]cbU`
dfc[fUa gž`UbX`VYbW\ a Uf_g`Zcf`YXi WUh]cbU`]bgh]hi h]cbg`cZZYf]b[
bi fg]b[`dfc[fUa g`"b hYfYgh]b[`mž`- %a `cZ`Wci bhf]Yg`]bX]WUhY`h\Ym
\Uj Y`YghUV`]g\YX`ghUbXUfXg`Zcf`bi fg]b[`YXi WUh]cbž`UbX`h\Y`di g\
Zcf`U`][b]b[`h\YgY`ghUbXUfXg`k]h\`]bhYfbUh]cbU`[i]XY`]bYg`]g`Ub
YbWci fU[]b[`hfYbX`h\Uh`UXXfYggYg`X]gdUf]h]Yg`]b`YU`h\WUfY
YXi WUh]cb"

H\Y`=a dcfhUbW`cZ`DfYdUfYXbYgg

K Y`!dfYdUfYX`bi fgY`YXi WUhcf`g`d`Um`U`j]hU`fc`Y`]b`g\Ud]b[`Zi hi fY
YU`h\WUfY`dfcj]XYfg" H\Y`Yj c`]b[`UbXgWUdY`cZ[`cVU`YU`h\
]ggi Yg`fYei]fYg`bi fgYg`k \c`WUb`h\]b_`Wf]h]WU`mUbX`UXUdh`hc
Ya Yf[]b[`W\U`Yb[Ygž`gi W\`Ug`h\cgY`i bXYfgWcfYX`Xi f]b[`h\Y
7CJ Æ!%-`dUbXYa]W`H\YfY`]g`U`dfYgg]b[`XYa UbX`Zcf`fci [\`m)`"-

a]``cb`UXX]h]cbU``bi fgYg`k cf`Xk]XYž`YgdYW]U``m]b``ck`UbX`a]XX`Y!
]bWŁa Y`WŁi bhf]Yg`f@A ⇒Łž`\\[\\`][\\h]b[`h\\Y`bYWŁgg]hm`Zcf`fcVi gh
hfU]b]b[`gmghYa g`h\\Uh`WUb`UXYei UhY`m`dfYdUfY`bi fg]b[
[fUXi UhYg"

5g`h\\Y`bYYX`Zcf`\\YU`h\\WUfY`dfcZYgg]cbU`g`f]gYgž`k Y`a i gh`dUm
UhhYbh]cb`hc`h\\Y`dYXU[c[]WU``a Yh\\cXg`Ya d`cm`X`]b`bi fg]b[
YXi WUh]cb``Bi fgY`YXi WUhcf`g`cZhYb`ZUWŁ`h\\Y`WŁU``Yb[Y`cZ
hfUbg`Uh]b[`h\\Y]f`W]b]WU``Yi dYfh]gY`]bhc`YZZYWh]j Y`hYUWŁ]b[ž
i bXYfgWŁf]b[`h\\Y`]a dcfhUbWŁ`cZcb[c]b[`gi ddcfh`UbX`fYgci fWŁg"
≠]h]Uh]j Yg`_]Y`h\\Y`Bi fgYg`≠hYfbUh]cbU`!CdYb`9Xi WUh]cbU`
FYgci fWŁg`fB ≠C9FgŁ`dfc`YWhUfY`a U_]b[`ghf]XYg`hc`Yb\\UbWŁ`h\\Y
dfYdUfYXbYgg`cZVch\\`YXi WUhcf`g`UbX`bi fg]b[`ghi XYbhgž
dUfh]W`Uf`m]b`@A ⇒``6m`dfcj]X]b[`UXUdhUV`Y`W`ff]W`i a
fYgci fWŁg`UbX`YbWŁi fU[]b[`W`hi fU`m`Uddfcdf]UhY`UXUdhUh]cbgž
h\\YgY`]b]h]Uh]j Yg`U]a `hc`]a dfcj Y`dcdi`Uh]cb`\\YU`h\\YZZYWh]j Y`m"

≠`gi a a Ufmž`h\\Y`W]b]WU``Yi dYf]YbWŁ`g`cZ: `cf]XU`5/ A`bi fg]b[
ghi XYbhg`]b`; \\UbU`\\][\\`][\\h`Ub`Yi W]h]b[`Zi g]cb`cZYXi WUh]cb`UbX
fYU`!k cf`X`dfUWh]WŁ``5g`h\\Ym`fYhi fb`\\ca Y`k]h\\`bYk`]bg][\\hg`UbX
g_]`gž`h\\Ym`Ya VcXm`U`[fck]b[`a cj Ya Ybh`hck UfXg`U`a cfY
]bhYfWŁbbYWŁYX`UbX`WŁa dYhYbh`bi fg]b[`k cf`ZcfWŁ``K]h\\
ZfUa Yk cf`g`UbX`]b]h]Uh]j Yg`U]a YX`Uh`a cXYfb]n]b[`bi fg]b[
YXi WUh]cb[`cVU``mž`h\\Y`Zi hi fY`cc`g`dfca]g]b[ž`VYW`cb]b[`h\\Y
bYi hi[YbYfUh]cb`cZ`bi fgYg`hc`a YYh`h\\Y`\\YU`h\\WUfY`WŁU``Yb[Yg
U\\YUX"

: cf`a cfY`XYhU]`YX`]bg][\\hg`]bhc`h\\Y`]a d`]WUh]cbg`cZ`h\\YgY
XYj Y`cda Ybhgž`gYY`h\\Y`WŁa d`YhY`Z]bX]b[g`Zfca`K 7HJ ž`h\\Y
BUh]cbU`≠gh]hi hYg`cZ<YU`h\\ž`UbX`h\\Y`; `cVU``Bi fg]b[`9Xi WUh]cb
ZfUa Yk cf`_"

FYUX`a cfY`cb. **K 7HJ žB** ⇐ žUbX`**C** ⇨ **B** "

8YhU]`g	
Cfh	; \\UbU

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "k Whj "hj• da WbW]"b`a "b]\ "[cj• c^]b"bi fg]b[k cf`X"cf[

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh