

Gca a YfZYf]Yb 'ja 'DY]bYf '@UbX.
5VYbhYi Yf'ZØf'X]Y '[Ubny': Ua]'Y°

9bhXYW_Yb'G]Y'ja 'DY]bYf '@UbX'nU\`fY]WXY
: fY]nY]ha Ò['W_X_Y]hYb'ZØf': Ua]'Yb'ja 'Gca a Yf'&\$&) ž'j cb
GWUhgj WXYb'V]g'ni 'GhUfb][\hGk]a a]b["



DY]bYž'8Yi hgW\`UbX '! '8]Y'Gca a YfZYf]Yb ']b'DY]bY'ghY\Yb'j cf
XYf'HØf'i bX'Vf]b[Yb'YXY'A Yb[Y'gdUbbYbXY'5_hj]]hÅhYb'ZØf
: Ua]'Ybž?']bXYf'i bX'?i fnYbhgW\`cggYbY'a]h'g]W\`"@Ui h'XYb
U_hi Y`Yb'žZcfa Uh]cbYb'j cb'fY[]cbU\`Yi hY"XY'\Uh'X]Y'k]hc
[a V\`Y]bY', VYfg]W\`h'ØVYf': fY]nY]ha Ò['W_X_Y]hYb'ZØf'gW'ØbY'i bX
k Yb][Yf'gW'ØbY'HU[Y'YfghY`h"]cb'Ui ZfY[YbXYb'GWUhgj WXYb'ja
'fY]ga i gYi a 'V]g'\]b'ni 'YbhgdUbbYbXYb'6UXYHU[Yb'Ub'XYb
nU\`fY]WXYb'6UXYgYYb']gh'ZØf'YXY'5'hYfg[fi ddY'Yhk Ug'XUVY]"

8 Ug'?fY]ga i gYi a 'DY]bY'j YfUbghU'hYh'Y]bY']bhYfU_hj] Y
GWUhgj WXYž'VY]'XYf'X]Y'† b[Yb'9bhXYW_Yf'j YfgW]YXYbY
H\Ya Yb'k]Y'HØdZYfbž'7cXY! †[X'i bX'U'hY'GWf]ZhUfhYb'Yf_i bXYb
_ØbbYb"8 Ug'A i gYi a 'a UW'hj ca ' & , "' † ']'V]g' " '5i [i gh'Y]bY

Gca a YfdUi gYžgcXUgg`Yg`g]W`c`b`hžj cf\Yf`j cfVY]ni gWUi Yb"

6UXYj Yf[bØ[Yb`i bX`?]bca U[]Y

8]Y`6UXYgYYb`XYf`FY[]cb`g]bX`ZØf`X]Y`k Ufa`Y`đ\`fYgnY]h`Y]b
UVgc`i hYg`A`i gg"8Yf`9]l Yf`GYŽK`Y`bgYf`GYŽK`]dg\`Äi gYf`
?]Yg`_i` \`Y`i bX`k`Y]hYfY`6UXYghY`Yb`k`]Y`XUg`BUhi`fZFY]VUX`@Yb[`YXY`
i bX`XUg`:`fY]VUX`J`YW`Y`XY!6Yhha`Uf`UXYb`ni`a`GW`k`]a`a`Yb`i bX`
9bhgdUbbYb`Y]b"8Ua`]h`b]W`h`[`Ybi`[`ž`Ua`i`-`"5i`[`i`gh`k`]fX`]a`
5i`YVUX`K`YbXYVi`f[`Y]b`Gca`a`Yf_]bc`ghUhhZ]bXYb`i`Y]b`]XYU`Yf`
Cfhž`i`a`i`a`]h`XYf`:`Ua`]`Y`Y]bYb`gW`ÖbYb`5VYbX`ni`i`[`Yb]Y»Yb"

9]b`k`Y]hYfYg`<][` \`][` \`h`g]bX`X]Y`GhUfb][` \`h`Gk`]a`a`]b[`!9]Ybhg`]a`
:`fY]VUX`Ua`i`6c`nVYf[`]b`];`UXYbghYXh"i`<]Yf`Yfk`UfhYb`X]Y`6Ygi`W`Yf`
j`YfgW`]YXYbY`5hfhU_h]cbYbž`X]Y`g]W`Yf`]W`ZØf`GdU»`i`bX`[`i`hY`
@Ui`bY`gcf[`Yb`k`YfXYb"

J]Y`ZÄ`h][`Y`9f`YVb]ggY`ZØf`_`Y]bY`5VYbhYi`fYf`

:`Øf`U_h]j`Y`:`Ua`]`Yb`[`]Vh`Yg`hc`Y`F`UXhc`i`fYb`Xi`fW`XUg`DY]bYf`
@UbXž`VY]`XYbYb`X]Y`BUhi`f`]b`j`c`Yb`NØ[`Yb`[`YbcggYb`k`YfXYb`
_Ubb"8]Y`Hci`fYb`ZØ\`fYb`Xi`fW`k`i`bXYfgW`ÖbY`:`i`ggh`Ä`Yf`i`bX`
K`Ä`XYf`i`bX`UggYb`g]W`]a`F`U`a`Yb`Y]bYg`F`UX`Yf`!DUggYg`gc[`Uf`
a`]h`6Ygi`W`Yb`Ub`đXi`ghf]YXYb_a`Ä`Yfb`_ca`V]b]YfYb"K`Yf`Yg`
fi` \`][`Yf`Ub[`Y`Yb`a`ÖW`hYž`_Ubb`g]W`a`]h`A`]b][`c`Z]a`GhUXhdUf`_`
cXYf`XYb`nU`\`fY]W`Yb`GdUn]Yf`!`i`bX`9f`YVb]gdZUXYbž`k`]Y`XYa`
K`U`X!9f`YVb]g!DZUX`]b`K`YbXYVi`f[`ž`j`Yf[`bØ[`Yb"

⇒`i`6i`f[`dUf`_DY]bY`_ÖbbYb` \`]ghcf]gW`Y`GdUn]Yf[`Äb[`Y`
i`bhYfbca`a`Yb`k`YfXYb`i`bX`YXYb`GUa`ghU[`Z]bXYh`Y]bY`CdYb`
GhU[`Y`Ui`ZXYa`i`<]ghcf]gW`Yb`A`Uf`hd`Uhn`ghUhh"9]b`]XYU`Yf`C`fh`ZØf`
fYUh]j`Y`?ÖdZY`i`bX`A`i`g]`YV\UVYf`

:`Ua`]`YbZfYi`bX`]W`Y`i`b`hYf`_ØbZhY`

8]Y`FY[]cb`DY]bY`\`Uh`Ui`W`]b`di`bW`hc`i`b`hYf`_ØbZhY`Y]b][`Yg`ni`
V]YhYb"8U`g]bX`X]Y`ZUa`]`YbZfYi`bX`]W`Yb`?`f]hYf]Yb`b]W`h`ni`

ØVYfgY\Yb. : ð`XYb`i bhYf_ØbZhYb`g]bX`6UVmfU[Yb`i bX
 ?]bXYfk U[Yb`\Yfn`]Wk`k]``_ca a Yb"5i gghUhi b[`k]Y
 K]W_Y`[Y`Y[Yb\Y]hYbž`gdYn]Y`Y`?]bXYfhc`]YhhYb`i bX`X]Y
 A Ò[`]Wk_Y]hž`6UVmbU\fi b[`ni ni VYfY]hYbž`g]bX`gY`Vghj YfghAbX`]Wk`"

Ni gÀhn`]Wk`k YfXYb` ; ÀghY`a]h`ðZca UddYb`j Yfgcf[hž`X]Y`k]Wk]h[Y
 5XfYggYb`i bX`Bchfi Zbi a a Yfb`VYfY]hghY`Yb" : ð b[Y` : Ua]`Yb
 XØfZYb`g]Wk`ØVYf`_cghYb`cgY`Ni gUhnUb[YVchY`k]Y`6UVmVYhhYb
 i bX`<cWk ghØ`Y`ZfYi Yb" : Øf`X]Y` : fY]nY]h[YghU`hi b[`[]Vh`Yg`Ui Wk
 nU\`fY]Wk`Y`Gd]Y`d`ÀhnY`i bX`9]b_Ui Zga Ò[`]Wk_Y]hYb`]b`XYf`B`À`Y`
 A Y\`f`ðZcfa Uh]cbYb`ni `_]bXYfZfYi bX`]Wk`Yb`i bhYf_ØbZhYb`Z]bXYb
 g]Wk`Ui Z`h`c`i`f]ga`i`g!dY]bY"XY"

8Yf`Gca a Yf`]b`DY]bY`V]YhYh`k]f`_]Wk`ZØf`YXYb`Yhk Ugž`i bX`X]Y
 j]Y`Z`À`h[Yb` : fY]nY]h`a Ò[`]Wk_Y]hYb`a UWk`Yb`@`gh`Ui ZY]bYb`6Ygi Wk`
 CV`VY]`XYf`GWk`Uhngi Wk`Y`ja`A`i`gYi`a`ž`VY]a`6UXYj Yf[bØ[Yb`cXYf
 VY]`Y]bYa`[Ya`Øh]Wk`Yb`?]bcUVYbX` `]\Yf`_ca a Yb` : ð b[`i bX`5`h
 Ui Z]\fY`?cghYb" : Øf`X]Y`b`Øh[Y`9b`hgdUbbi b[`bUWk`Y]bYa
 UWk]cbfY]Wk`Yb`HU[`g]bX`Ui Wk`Y]b[]Y`gdUbbYbXY`i bhYf_ØbZhY`ni
 Z]bXYbž`k]Y`Yhk U`XUg` : Yf]Yb\Ui`g`GWk`k Ufnk U`X`]b`6UXYb!
 K ØfhY`a VYf[ž`]XYU`[YY][bYh`ZØf`[fØ»YfY` ; fi ddYb`i bX` : Ua]`Yb
 a]h`U`Y`f`Y`5bbY\`a` `]Wk_Y]hYb" : ðZcfa Uh]cbYb`XUni`[]Vh`Yg`Ui Z`
 ZUa]`m`X`Umg"XY"

8YhU]`g	
C fh	DY]bYž`8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • fY[]cbU`\Yi hY"XY • k k k "h`c`i`f]ga`i`g!dY]bY"XY • k k k "ZUa]`m`X`Umg"XY

6Ygi Wk`Yb`G]Y`i`bg`Ui`Z.`X]Y!bUWk`f]Wk`hYb`"W`c`a