

, \$`>U\ fY` : f]YXYb. `HYa dY`\ cZ!GWX ÒbYVYf[
Y\ fh`X]Y `CdZYf`XYg`? f]Y[Yg`°

6Yn]f_gVØf[Yfa Y]ghYf`>Øfb`C`ha Ubb`k ØfX][hY`]b`@Yj U``c]g!
DYffYh`X]Y `CdZYf`XYg` : UgW]ga i g`Ub`Àgg`]W`XYg`, \$"
>U\ fYghU[g`XYg`? f]Y[gYbXYg"



@Yj U``c]g!DYffYhž` : fUb_fY]W`!`5a` , "'A U]'&\$&) `fY]ghY`XYf
6Yn]f_gVØf[Yfa Y]ghYf`>Øfb`C`ha Ubb`Ui Z`9]b`UXi b[`j cb
6Øf[Yfa Y]ghYf]b`5[bYg`Dc[h]Yf!8 i a Ug`bUW`@Yj U``c]g!DYffYhž
: fUb_fY]W`"5b`Ugg`k Uf`X]Y` ; YXYb_j YfUbghU`hi b[`ni a` , \$"
>U\ fYghU[`XYg`9bXYg`XYg`Nk Y]hYb`K Y`h_f]Y[Yg`"8]YgY`NYfYa cb]Y
VY[Ubb`Ua `NYbhU`Zf]YX\cZj cb`@Yj U``c]gž`k c`? fÀbnY`Ua
8Yb_a U`ZØf`X]Y `CdZYf`XYg` : UgW]ga i g`b]YXYf[Y`Y[h`k i fXYbž
Y]bgW`Y]»]W`Y]bYg`? fUbnyg`ZØf`HYa dY`\ cZ!GWX ÒbYVYf["8 Ug
; YXYb_Yb`ZUb`X`gY]bYb`< Ò\Ydi b`_h]a` [Ya Y]bgUa Yb`G]b[Yb`XYf
A UfgY]`U]gY"

⇒ a`5bgW`i gg`Ub`X]Y`NYfYa cb]Y`Zc`[hY`Y]b`fi bX`nk Y]ghØbX][Yf
Fi bX[Ub[`Xi fW`XUg`GhUXhnYbhfi a`"5b`X]YgYa` Fi bX[Ub[

bU\ a Yb`J YfhfYhYfS]bbYb`Ui g`Dc`]h]_ž`J Yfk U`hi b[ž`A`]hÅfž?`]bXYf!
i bX`ž [YbXdUf`Ua Ybh`gck]Y`nU\`fY]WXY`J YhYfUbS]bbYb`hY]`"8]Y
J YfUbghU`hi b[`k Uf`Y]b`gma Vc`]gWXYg`NY]WXYb`ZØf`X]Y`Yb[Y
XYi hgW!ZfUbñOg]gWXY` : fYi bXgWUZhž`X]Y`gck c\`6Øf[Yfa`Y]ghYf]b
Dch]Yf!8 i a Ug`U`g`Ui W`6Yn]f_gVØf[Yfa`Y]ghYf`C`ha`Ubb`U`g
; fi bX`U[Y`ZØf`X]Y`Yi fcdÅ]gWXY`J YfghÅbX][i b[`YfUi gghY`hYb`"

8]Y`9f]bbYfi b[g_i`hi`f`]b`8Yi hgW`UbX`i bX
: fUb`fY]W

8]Y; YXYb`_hU[Y`XYg`9fghYb`i bX`Nk`Y]hYb`K`Y`h_f]Y[Yg`g]bX`]b
8Yi hgW`UbX`i bX` : fUb`fY]W`a`]hY]bUbXYf`j Yf_bØdZhž`YXcW
[YdfÅ[hj`cb`i bhYfgW]YX`]WXYb`9f]bbYfi b[Yb`i bX`\]ghcf]gWXYb
BuffUH]j Yb`K`]Y`]b`Y]bYa`6Yf]W`hj`cb`7\Ya`]bg`XY`A`Å`c`]fY
XUf[Y`Y[h`k`]fXž`g]bX`X]Y; YXYb`_Yb`Ub`XYb`9fghYb`K`Y`h_f]Y[`c`Zh
j`cb`XYb`; YgW]W`hYb`XYf`hUdZYfYb`Gc`XUhYb`Xca`]b]Yfž`k`Å`fYbX
X]Y`9f]bbYfi b[`Ub`XYb`Nk`Y]hYb`K`Y`h_f]Y[`i`bUi`gk`Y]W`]W`a`]h
XYb`gW`k`YfYb`J YfVfYWXYb`[Y[Yb`X]Y`A`YbgW`]W`_Y]h`j`YfVi`bXYb
]gh"

⇒ 8Yi hgW`UbX`\Uh`X]Y`5bYf`_Ybbi b[`XYf`bUh]cbU`gcn]U`]gh]gWXYb
J YfVfYWXYb`gY]h`XYb`%- +\$Yf`ž\`fYb`Ub`6YXYi hi b[`[Yk`cbbYb`"
; YXYb`_hU[Y`k`]Y`XYf`, "A`U]`g]bX`]b`8Yi hgW`UbX`Ub[Y`i`a`ghf]hYb
[Yk`YgYb`/F]W`UfX`j`cb`K`Y]ngÅW`_Yf`Yf`_ÅfhY`%- ,)`XYb`HU[`U`g
HU[`XYf`6Y`ZfY]i b["`a` ; Y[YbgUhn`X`Uni`k`]fX`]a`ZfUbñOg]gWXYb
; YXÅW`hb]g`c`Zh`X]Y`B]YXYf`U[Y`i`bX`X]Y`?`c`UVcfUh]cb`k`Å`fYbX`XYg
?f]Y[Yg`j`YfgW`Y]Yfh`"

9f]bbYfi b[ggh`h`hYb`i bX`5i ZUfVY]hi b[

9]b`VYa`Yf`_Ybgk`YfhYg`6Y]gd]Y`ZØf`X]Y`[YXYb`_dc`]h]gWXYb
6Ya`Ø\i b[Yb`]b`8Yi hgW`UbX`]gh`X]Y`9f]bbYfi b[ggh`h`hY`Ub`XYf
: fUb`_Z`fhYf`; fc»a`Uf`_h`U`Y`"8]YgY`Gh`h`hY`Yf]bbYfh`Ub`X]Y
8YdcfhUh]cb`j`cb`ž`XYb`Ui`g` : fUb`_Z`fh`Ua`A`U]b`k`Å`fYbX`XYg
B`Uh]cbU`gcn]U`]ga`i`g`Nk`]gWXYb`C`_hc`VYf`%- (%i`bX`GYdhYa`VYf
%- (&k`i`fXYb`Xcfh`Yhk`U`%\$"\$) \$`A`YbgWXYb`VY]`nY\`b
A`UggYbXYdcfhUh]cbYb`j`ca`6U`b`cZ; fc»a`Uf`_h`U`Y`XYdcfh]Yfh"

Bi f%+- j cb]\bYb`ØVYf`YVhYb`XYb`Nk Y]hYb`K Y`h_f]Y["

8]Y`GhUXh: fUb_Zi fh`Ua`A U]b`U`h`b`Ni gUa`a`YbUfVY]h`a`]h`XYf`
9i fcdÀ]gW`Yb`NYbhfU`VUb`_i`bX`XYf`ØX]gW`Yb` ; Ya`Y]bXY`Y]bY`
9f]bbYfi`b[ggh`ÀhhY`[Yd`Ubh`ž`X]Y`&\$%)`Yf`ÖZbY`h`k`i`fXY`"8]YgY`
Yf]bbYfh`b]W`h`bi`f`Ub`X]Y`9fa`cfXi`b[`XYf`ž`XYbž`gcbXYfb`
]bZcfa`]Yfh`Ui`W`ØVYf`X]Y`VY[Ub[YbYb`J`YfVfYW`Yb`"8Yf`9bh`k`i`fZ`
ghUa`a`hj`ca`5fW`]hY`_hi`fVØfc`?Uhn?U]gYf`i`bX`Yb`h`À`h`N]hU`hY`j`cb`
Yfa`cfXYhYb` : fUb_Zi`fhYf`6Øf[Yfb`"8]YgY`N]hU`hY`g]bX`gck`c`\\`ja`
?Y`YfVYfY]W`U`g`Ui`W`]a`5i`»YbVYfY]W`XYf`9N6`Y]b[YgW`f]YVYb`
i`bX`h`Ya`Uh]g]YfYb`XYb`5V`Ui`ZXYf`8YdcfhUh]cbYb`gck`]Y`X]Y`
9a`ch]cbYb`XYf`6Yhfc`ZYbYb`"

⇒b: fUb_Zi`fh]g]bX`X]Y` ; YgW`]W`hYb`j`cb`%&,"`&\$`Yfa`cfXYhYb`ž`XYb`
Xc`_i`a`Ybh]Yfhž`j`cb`XYbYb`%\$`&`%`a`]h`XYf`6U`b`XYdcfh]Yfh`
k`i`fXYb`"8Yf`ÖZYb]W`ni`[`Àb[`]W`Y`6YfY]W`XYf`
9f]bbYfi`b[ggh`ÀhhY`V]YhYh`XYb`6Ygi`W`Yfb`X]Y`A`Ö[`]W`_Y]hž`g]W`a`]h`
XYf`J`Yf[Ub[Yb`Y]h`Ui`gY]bUbXYfni`gYmYb`i`bX`X]Y`8]a`Ybg]cbYb`
XYg`J`YfVfYW`Ybg`bUW`ni`j`c`n]Y`Yb`"

⇒bg[YgUa`hj`YfXYi`h]W`h`X]Y` ; YXYb`_j`YfUbghU`hi`b[`]b`@Yj`U`c`]g!`
DYffY`hi`bX`X]Y`U`_hi`Y`Yb` ; YXYb`_j]h]Uh]j`Yb`]b`8Yi`hgW`U`bX`XYb`
K`Yfh`XYf`9f]bbYfi`b[g`_i`hi`f`i`bX`XYfYb`F`c`Y`]b`XYf`dc`]h]gW`Yb`
@UbXgW`UZh`VY]XYf`@ÀbXYf`"8]Y`XYi`hgW`!ZfUbnØg]gW`Y`
: fYi`bXgW`UZh`k`]fX`Xi`fW`gc`W`Y`[Ya`Y]bgUa`Yb` ; YXYb`_Z]Yfb`
[Ygh`Àf`_hi`bX`_Ubb`U`g`A`cXY`ZØf`X]Y` , VYfk`]bXi`b[`]g]hcf]gW`Yf`
?cbZ]_hY`Ub[YgY`Yb`k`YfXYb`"

8Yf`,"`A`U]i`bX`À`b`]W`Y` ; YXYb`_hU[Y`g]bX`b]W`h`bi`f`Y]bY`
 ; Y`Y[Yb`Y]hž`XYf`J`Yf[Ub[Yb`Y]h`ni`[YXYb`_Ybž`gcbXYfb`Ui`W`
Y]bY`7`U`bW`ž`Ub`X]Y`6YXYi`hi`b[`XYg`:]YXYbg`i`bX`XYf`
Yi`fcdÀ]gW`Yb`9]b][`i`b[`ni`Yf]bbYfb`"K`]Y`5b[Y`U`A`Yf`_Y`&\$`-`VY`
XYf`9bh`mØbXi`b[`XYf`Yk`][`Yb` ; YXYb`_ZUa`a`Y`XYg`i`bVY`_Ubb`hYb`
Gc`XU`hYb`VY`hc`b`hY`ž`]gh`XUg` ; YXYb`_Yb`Y]b`nYbhfU`Yf`6YghUbX`hY`]
ni`_ØbZh][`Yf`dc`]h]gW`Yf`6Yn]Y`i`b[Yb`"

Ni`gUa`a`YbZUggYbX`nY][`h`X]YgYf`5bgUhnž`XUgg`XUg` ; YXYb`_Yb`Ub`
X]Y`G`W`fYW`_Yb`XYf`J`Yf[Ub[Yb`Y]h]j`b`XYf`Yi`h][`Yb`NY]h`U`g`HY`]

Y]bYg[fÒ» YfYb`Dfc`Y_hg`ni f`GWUZI b[`Y]bYg`j YfY]bHb`i bX
Zf]YX`]WYb`9i fcdUg`[YgY`Yb`k YfXYb`_Ubb"

: Øf`k Y]hYfZØ`fYbXY`≠Zcfa Uh]cbYb`ni f`; YXYb_j YfUbgH`hi b[`]b
@Yj U``c]g!DYffYh`YgYb`G]Y`XYb`5fh]_Y`Ui Z`6Yf`]b"XY"K Y]hYfY
8YhU]`g`ni f`9f]bbYfi b[ggh`hY`Ub`XYf`fUb_Zi fhYf`; fc» a Uf_h`U`Y
Z]bXYb`G]Y`Ui Z`K]_]dYX]U"≠Zcfa Uh]cbYb`ØVYf`[Ya Y]bgUa Yb
; YXYb_ZY]Yfb`[]Vh`Yg`Ui Z`7\Ya]bg`XY`A Åa c]fY"

8YhU]`g	
C fh	@Yj U``c]g!DYffYh`z: fUb_fY]W
E i Y`Yb	<ul style="list-style-type: none">• k k k "VYf`]b"XY• XY"a "k]_]dYX]U"cf[• k k k "WYa]bgXYa Ya c]fY"[ci j "Zf

6Ygi WYb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b"bYh