

E i UbhYbWca di h]b[' &\$&) . ' ? ca a Yfn]Y`Y F Yj c`i h]cb`Xi fW\`bYi Y`HYW\bc`c[]Yb`

9bhXYW_Yb`G]Y`X]Y`bYi YghYb` : cfhgW\ f]hhY`ja
E i UbhYbWca di h]b[. '9bhk]W_`i b[Ybž
=bj Ygh]h]cbga Ò[`]W\ _Y]hYb`i bX`ZØ\ fYbXY`i bhYfbY\ a Yb
&\$&) "



=cbE žI G5`!`E i UbhYbWca di h]b[`]gh`_Y]b`Ni`_i bZhgdfc`Y`_h`a Y\ fž
gcbXYfb` \Uh`X]Y`@JVcfd` \UgY` \]bhYf`g]W\` [Y`UggYb`i bX`ghY` \h`Ub
XYf`GW\k Y`Y`ni f`d`fU`_h]gW\Yb`5bk YbXi b["8]Yg`Vf]b[h`Zf]gW\Yb
K]bX`]b`X]Y`HYW\bc`c[]Yk Y`hi bX`n]Y`h]ja a Yf`a Y\ f` =bj YghcfYb
Ub`"8cW\`]gh`XUg`Y`hnh`gW\cb`XYf`f]W\h][Y`NY]hdi b`_hž`i a`]b`X]YgY
]bbcj Uh]j Yb`HYW\bc`c[]Yb`ni`]bj Ygh]YfYb3`9]b`6`]W_`Ui ZX]Y
U`hi Y`Yb`9bhk]W_`i b[Yb`nY][h`Ui Z`YXYb` : U`ž`XUgg`k]f`Yg` \]Yf`a]h
Y]bYa`gdUbbYbXYb`A Uf`_hni` `hi b` \UVYb"

8]Y` [fc» Yb`HYW\!;] [UbhYb`k]Y`5`d` \UVYhi bX`A]WfcgcZh` \UVYb
]\fY` : Ø` \Yf`]b`X]Y`K Y`h`XYg`E i UbhYbWca di h]b[g`Ui g[YghfYW`_h`
=bgVYgcbXYfY` ; cc[`Yg`K]`ck`!7\]d` \Uh`X]Y`9fk Ufhi b[Yb

ØVYfhfcZZYbž]bXYa`Yf`Y]bY`5i Z[UVY`]b`bi f`ZØbZ`A]bi hYb
Yf`YX][hYž`ZØf`X]Y`Y]b`_`Ugg]gW`Yf`Gi dYfW`ca di hYf`%\$`GYdh`]]cbYb
X\`fY`VYbØh][Yb`k ØfXY`"A]h`Y]bYf`VYY]bXfi W`YbXYb`:]XY`]hmj cb
--", i`nY][h`XYf`K]`ck !7\]dž`k]Y`k Y]h`X]Y`HYW`bc`c []Y`VYfY]hg
Zcfh[YgW`f]hhYb`]gh`i bX`XUgg`g]Y`hY]`k Y]gY`gW`cb`\c`Y`; YbUi][_Y]h
]b`6YfYW`bi b[Yb`YffY]W`Yb`_Ubb"

⇒cbE g`8i fW`Vfi W`i bX`X]Y`6YXYi hi b[`j cb
:]XY`]hm

9]b`k Y]hYfYf`D`UmYfž`XYf`Yf`YV`]W`Y`: cfhgW`f]hhY`[Ya UW`h`\Uhž`]gh
⇒bE ž`Y]b`i bhYfbY`a Ybž`XUg`g]W`[Ub`n`XYa`E i UbhYbW`ca di h]b[
j YfgW`f]YVYb`\Uh" ⇒bE`\Uh`Yg`[YgW`UZhž`Y]bY`:]XY`]hmj cb`ØVYf
--ž-i`Ui ZgY]bYf`b`ÀW`ghYb`; YbYfUh]cb`6Uf]i a !
9bhk]W`i b[gd`UhZcfa`ni`YffY]W`Yb`"8]YgYf`A Y]`YbghY]b`fYXi n]Yfh
X]Y`Bchk YbX][_Y]hj cb`: Y`Yf`_cffY`_hi fYb`i bX`Yfa Ò[`]W`h
gW`bY`Yf`i bX`[YbUi YfY`E i UbhYbUb`k YbXi b[Yb`"8YUb`?Ugga Ubbž
GYb]cf`J]W`DfYg]XYbhj cb`⇒bE ž`VYhcbž`XUgg`X]Yg`X]Y`Ub[Zf]gh][Y
GhfUhY[]Y`XYg`i bhYfbY`a Ybg`ni f`6Uf]i a hYW`bc`c []Y`j`U`X]Yfh`
i bX`XUg`]gh`Y]b`k Yfhj c`Yg`G][bU`ZØf`X]Y`Ni _i bZi`XYg
E i UbhYbW`ca di h]b[g"

⇒bE g`5bgUhm`ØVYfhf]Zh`\Yf`_Òa a`]W`Y`MhYfV]i a !⇒bYb`i bX`V]YhYh
XUa]h`Y]bY`\Ò`YfY`; YbUi][_Y]h]b`E i UbhYbcdYfUh]cbYb`"8]YgY
: cfhgW`f]hhY`a UW`Yb`⇒bE`ni`Y]bYa`j]Y`j YfgdfYW`YbXYb`5_hYi f
]b`XYf`6fUbW`Yž]bgVYgcbXYfY`XU`XUg`i bhYfbY`a Yb`Ub`gY]bYa
b`ÀW`ghYb`_ca a Yfn]Y`Yb`GmghYa ž`⇒bE`HYa dcž`UfVY]hYh`"8]YgYg
GmghYa`gc``b]W`h`bi f`_ca a Yfn]Y`Y`J`cfhY]`Y`gW`UZZYbž`gcbXYfb
Ui W`_ca d`Yi Y`DfcV`Ya Y`YZZ]n]YbhYf`"ÒgYb"

⇒bj Ygh]YfYb`]b`E i UbhYbW`ca di h]b[.`9]bY
< YfUi gZcfXYfi b[

Hfchn`X]YgYf`j]Y`j YfgdfYW`YbXYb`9bhk]W`i b[Yb`]gh`XUg
⇒bj Ygh]YfYb`]b`E i UbhYbW`ca di h]b[`b]W`h`c`\bY`F]g]_c" ⇒bE ž
cVkc`\`Yg`VYXYi hYbXY`: cfhgW`f]hhY`[Ya UW`h`\Uhž`[YbYf]Yfh`bcW`
_Y]bY`bYbbYbgk YfhYb`9]bbU`a Yb`"5bU`mghYb`fUhYb`XUni ž`X]Y

⊕j Ygh]h]cbYb`_Y]b`ni` \U`hYbž`XU`XUg`l bhYfbY\`a Yb`g]W\`bcW\`]b
Y]bYa`ZfØ\Yb`9bhk]W_`i b[gghUX]i a`VYZ]bXYh`9g`V`Y]Vh
UVni k UfhYbž`k]Y`X]Y`?ca a Yfn]U`]g]Yfi b[`X]YgYf`HYW\bc`c[]Yb`]b
XYb`_ca a YbXYb`⊕\fYb`j cfUb[Yhf]YVYb`k]fX"

⊕g[YgUa h`nY][h`XYf`A Uf`_h`ZØf`E i UbhYbW\`a di h]b[
VYY]bXfi W_YbXY`K UW\ghi a gnU\`Yb``J cb`&\$&(`V]g`&\$&) `k YfXYb
ØVYf`(`\$`A]``]UfXYb`8c``Uf`Ub`ØZZYbh]W\Yb` ; Y`XYfb`]b`X]YgY
6fUbW\Y`Z]Y» Ybž`k Å\`fYbX`df]j UhY`⊕j Ygh]h]cbYb`hf`ch`n`Y]bYg
FØW_[Ub[g`j`cb`) \$i`]a a Yf`bcW\`VY]`%ž` - `A]``]UfXYb`8c``Uf
`Y]Y[Yb``⊕`X]YgYa`XmbUa]gW\Yb`l a ZY`X`UfVY]hYb`ØVYf`) \$\$
l bhYfbY\`a Yb`]a`⊕A`E i Ubhi a`BYhk cf`_ž`i bX`gW\cb`Y`hnh`g]bX
YfghY`_ca a Yfn]Y``Y`5bk YbXi b[Ybž`k]Y]a` : U``j`cb` : cfX`i bX
66J 5ž`ni`VYcVUW\hYb`"

8]Y`_ca a YbXYb`⊕\fY`XØfZhYb`YbhgW\Y]XYbX`ZØf`X]Y
E i UbhYbW\`a di h]b[!⊕Xi ghf]Y`gY]b``9l dYfhYb`dfc[bcgh]n]YfYbž
XUgg`V]g`&\$` \$`E i UbhYbW\`a di h]b[]b`6YfY]W\Yb`k]Y
a UgW\]bY``Ya`@YfbYb`i bX`A UhYf]U`k]ggYbgW\UZhYb
E i UbhYbj`cfhY]Y`V]YhYb`k]fX``K Ybb`a Ub`VYXYb`_hž`XUgg
FY[]Yfi b[Yb`Ui W\`a Ug]j`]b`X]YgY`HYW\bc`c[]Yb`]bj Ygh]YfYb`
U``Y]b`X]Y`l G5`d`UbYb`&ž+`A]``]UfXYb`8c``Uf`]ghY``h`g]W\`X]Y` : fU[Yž
cV`X]Yg`XYf`dYfZY`_hY`NY]hdi b`_h`ZØf`ZfØ\Y`⊕j YghcfYb`]ghž`i a`Ui Z
XYb`E i UbhYbW\`a di h]b[!Ni [`Ui Zni gdf]b[Yb"

: Øf`HYW\bc`c[]Y!9bh\i g]UghYb`i bX`⊕j YghcfYb`]gh`_Uf.
E i UbhYbW\`a di h]b[`_ØbbhY`X]Y`Gd]Y`fY[Y`b`ÅbXYfbž`UVYf`Yg
VYXUfZ]Y]bYf`gcf[Z`h][Yb`5V`k Å[i b[`i bX`Y]bYg`f]g]_cVYk i gghYb
Jcf[Y\Ybg``8Yf`A Uf`_h`ghY\`h]j`cf`Ui ZfY[YbXYb`NY]hYbž`i bX`Yg
V`Y]Vh`UVni k UfhYbž`k]Y`g]W\`X]Y`HYW\bc`c[]Yb`k Y]hYf`Ybhk]W_Y`b
k YfXYb``<U`hYb`G]Y`U`gc`Y]bZUW\`X]Y`5i [Yb`cZZYb`i bX`bi`hYb`G]Y
X]Y`A Ø[`]W\`_Y]hYbž`X]Y`g]W\`V]YhYb`"

A Y\`f`ni`XYb`bYi YghYb`9bhk]W_`i b[Yb`]a`E i UbhYbW\`a di h]b[
YfZ\`fYb`G]Y`VY]: **cc`ž`E i Ubhi a NY]h[Y]gh`i bX`6Ybi`hnYf`"**

8YhU]`g	
C fh	€bE žI G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "Zcc`"Wca • ei Ubhi a nY]h[Y]gh"Wca • VYbi hnYf"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY