

Gca a Yfi f`Ui V`i bYfgWk]b[`]Wk .
: Ua]`Yb`i bX`^ b[Y`@Yi hY`Y]XYb`°

5_hi Y`Y`I a ZfU[Y`nY][hž`XUgg`]a a Yf`k Yb][Yf`8Yi hgWY`g]Wk
I f`Ui V`Y]ghYb`_ÒbbYb" < c\Y`? cghYb`VY`UghYb` : Ua]`Yb`i bX
↑ b[Y`9fk UWk gYbY"



8 Yi hgW`UbX`!`a a Yf`a Y`f`A YbgW`Yb`]b`8 Yi hgW`UbX`UVYb
GWk]Yf][_Y]hYb`z`g]W`Y]bYb`Gca a Yfi f`Ui V`cXYf
: fY]nY]hU_hj]]h`hYb`ni`Y]ghYb`"9]bY`l a ZfU[Y`XYg`Gcn]U`j YfVUbXg
8 Yi hgW`UbX`fGcJ 8`E`j ca`i`b`]&\$&) `nY][h`z`XUgg`j]Y`Y`6Yfi Zgh`h][Y
VY]a`l`f`Ui V`gdUfYb`a`ØggYb`i`bX`a`Y`f`U`g`Y]b`8 f]hY`Ub[]Vh`z
XUgg`]\bYb`Y]b`l`f`Ui V`Z]bUbn]Y`b]W`h`a`Ø[`]W`]gh`"8]YgY`NU`Yb
j YfXYi`h]W`Yb`z`k]Y`ghUf`_`X]Y`c`Yb`?cghYb`ZØf`: fY]nY]h[YghU`hi`b[
i`bX`9f`c`i`b[`X]Y`6Øf[Yf`VY`UghYb`"@Ui`h`Y]bYf`l`bhYfgi`W`i`b[`XYg`
A Yf`_`i`f`Ya`dZ]bXYb`]bgVYgcbXYfY`: Ua`]]Yb`i`bX`↑`b[Y
9fk UW`gYbY`X]Y`DfY]gY`ZØf`Gca`a`Yfi`f`Ui`VY`U`g`ni`c`W`"

A]W`UY`U`9b[Y`a`Y]Yf`z`X]Y`J`cfghUbXgj`cf]hYbXY`XYg`GcJ`8`ž
Ài`»`Yfh`g]W`VYgcf[h`ØVYf`X]Y`k`UW`gYbXYb`Z]bUbn]Y`Y`b
6Y`Ughi`b[Yb`ZØf`j]Y`Y`; YgY`gW`UZh]g[fi`ddYb`"9`f`c`i`b[`i`bX
[YgY`gW`UZh]W`Y`HY`]\UVY`k`YfXYb`ZØf`j]Y`Y`ni`a`@`l`i`g`ž`k`Ufbh
g]Y`"8]Y`U`_`hi`Y`Y`l`a`ZfU[Y`nY][h`z`XUgg`ZUgh`(\$`DfcnYbh`XYf`↑`b[Yb
9fk UW`gYbYb`nk]gW`Yb`%`i`bX`&-`f`Yb`GWk]Yf][_Y]hYb`UVYb`z`
g]W`Y]bYb`l`f`Ui V`ni`Y]ghYb`"8]Yg`]gh`VYgcbXYfg
VYgcf[b]gYffY[YbX`z`XU`X]Y`?`f]gYb`XYf`Y`mhYb`f`Y`ž`Y]bgW`]Y`»`]W`
XYf`DUbXYa`]Y`ž`XYg`l`_`fU]bY`_`f]Y[g`i`bX`XYf`f`ZUh]cb`ž`h]YZY`Gdi`fYb
]\bhYf`UggYb`UVYb`"

:]bUbn]Y`Y`6Y`Ughi`b[Yb`ZØf`: Ua`]]Yb

, VYf`&\$`DfcnYbh`XYf`9`hYfb`j`cb`?`]bXYfb`V]g`%`f`Yb`VYf]W`hYb`z`
XUgg`g]Y`: fY]nY]hU_hj]]h`hYb`k]Y`XYb`6Ygi`W`Y]bYg
GWk]a`a`VUXYg`ž`Nccg`cXYf`?`]bcg`bi`f`gW`k`Yf`Z]bUbn]YfYb`_`ØbbYb`"
5i`W`U`h`À[`]W`Y`J`Yf[bØ[i`b[Yb`ž`VY]gd]Y`gk`Y]gY`XYf`6Ygi`W`Y]bYf
9]gX]Y`Y`ž`g]bX`hYi`fYf[Yk`cfXYb`"C`ZZ]n]Y`Y`GhU]gh]_`Yb`VY`Y[Yb`ž
XUgg`Yhk`U`Y`XYg`ZØb`ZhY`?`]bX`]b`8 Yi hgW`UbX`]b`5fa`i`h`Y`Vh`"8]Yg
j`Yfgh`f`h`XUg`; YZØ`X`XYf`5i`g[fYbni`b[`i`bX`[YZ`f`XYh`XYb
[YgY`gW`UZh]W`Yb`Ni`gUa`a`Yb`U`h`"

8]Y`5857`Hci`f]ga`i`gghi`X]Y`ZØf`&\$&) `i`bhYfghfY]W`h`X]YgYb`HfYbX.
&(`DfcnYbh`XYf`6Y`ZfU[hYb`[YVYb`Ub`ž`XUgg`g]Y`]b`X]YgYa`f`Y`f`
k`Yb][Yf`; Y`X`ZØf`XYb`l`f`Ui V`ni`f`J`YfZØ[i`b[`UVYb`U`g]a`J`cf`U`f`"
6YgcbXYfg`VYhfc`ZYb`g]bX`A`YbgW`Yb`a`]h`b]YXf][Ya
6]Xi`b[gUVgW`i`gg`", VYf`+\$`DfcnYbh`XYf`DYfgcbYb`a`]h

<Ui dHgW\i `UVgW\i gg`cXYf`c`bY`5VgW\i gg`VYf]W\hYbž`XUgg`g]Y
g]W\i f`Ui V`gW\k Yf`Y]ghYb`_`ÒbbYb``5VYf`Ui W\ [i h`Ui g[YV]`XYhY
A YbgW\Ybž`Yhk U`a Y`f`U`g`YXYf`J]YfhY`a]h`5V]hi fž`g]bX`b]W\hij`cf
Z]bUbn]Y`Yb`GW\k]Yf][_Y]hYb`[YZY]h`

: cfXYfi b[Yb`bUW\`9bh`Ughi b[Yb

I a`X]Y`G]hi Uh]cb`ni`j YfVYggYfbž`ZcfXYfh`XYf`GcJ 8`[Yn]Y`hY
9bh`Ughi b[Yb`ZØf`A YbgW\Yb`a]h`_`Y]bYb`i bX`a]h`h`YfYb
9]b`_ca`a Yb``9b[Y`a Y]Yf`UddY``Yfh`ZØf`bchk YbX][Y`ϕj Ygh]h]cbYb
]b`gcn]U`Y`ϕZfUghfi`_hi`fi`bX`VYnU\`VUfYbž`VUff]YfY`ZfY]Yb
K`c`b`f`Ui`a``9g`k]fX`Y]b`Ufa`i hgZYghYf`A]bXYgh`c`b`gck]Y`Y]bY
\`Ò`YfY`HUf]Z]bXi`b[`[YZc`fXYfhž`XUa]h`; fi`bXVYXØfZb]ggY`gck]Y
5b[YVchY`ja` : fY]nY]h!`i`bX`6]Xi`b[gVYfY]W\`ZØf`U`Y`YfgW\k]b[`]W\
V`Y]VYb`"

8]Y`9f[YVb]ggY`XYf`I`a`ZfU[Y`g]bX`Y]b`Y]bXf]b[`]W\Yf`5i`Zfi`Z`Ub`X]Y
Dc`]h`_ž`U`_hj`ni`k`YfXYb``8]Y`ghY][YbXYb`?`cghYb`ZØf
: fY]nY]hU`_hj`]h`hYb`i`bX`i`f`Ui`VY`a`ØggYb`Xf]b[YbX`Ub[Y[Ub[Yb
k`YfXYbž`i`a`XYb`gcn]U`Yb`Ni`gUa`a`Yb`U`h`]b`XYf`; YgY`gW\UZh
b]W\h`k`Y]hYf`ni`[YZ`A`fXYb``8Yf`GcJ 8`k`]`ž`XUgg`?`i`hi`fi`ž` : fY]nY]h!
i`bX`6]Xi`b[gUb[YVchY`ZØf`U`Y`ni`[`Àb[`]W\`i`bX`VYnU\`VUf`g]bXž
XUa]h`YXYf`X]Y`A`Ò[`]W\`_Y]h`\Uhž`g]W\`ni`Yf`c`Yb`i`bX`Ua
[YgY`gW\UZh]W\Yb`@YVYb`hY]`ni`UVYb``K`Y]hYfY`ϕZcfa`Uh]cbYb
g]bX`Ui`Z`XYf`K`YVgY]hY`XYg`GcJ 8`j`YfZØ[VUf`"

8YhU]`g	
Cfh	8Yi hgW\`UbX
EiY`Yb	<ul style="list-style-type: none">• k k k "a Yf_i f"XY• k k k "gcj X"XY

6Ygi W\Yb`G]Y`i`bg`Ui`Z`Y]bY!fY]gY"XY