

6U:]b`k Ufbh`j cf`=bghUK]fVY`.
? fmdhc VYhfi [`VYXfc \ h`J YfVfUi WXYf°

8]Y`6U:]b`k Ufbh`j cf`ZfU[k ØfX][Yb`? fmdhc!K YVg]hYgž`X]Y
]`Y[U`Y` :]bUbnX]Ybgh`Y]ghi b[Yb`UbV]YhYb" `6Yhfi [g[YZU\ f
VYUW`hYb°



9gg`]b[Ybž`8Yi hgW`UbX`!`=b`XYb`YmhYb`K cWYb`]gh`X]Y
5i ZfY[i b[`fi bX`i a`Xi V]cgY`? fmdhc!D`UhhZcfa Yb`ghUf_
Ub[Ygh]Y[Yb" `8]Y`6U:]bž`X]Y`6i bXYgUbghU`h`ZØf
:]bUbnX]Ybgh`Y]ghi b[gUi Zg]W`hž` \ Uh`bi b`Y]bXf]b[`]W`j cf`XYb
K YVg]hYg`]bghUk]fVY`"XY`i bX`]bghUk]fVY`"W`a` [Yk Ufbh" `8]YgY
GY]hYb`V]YhYb`a` i ha U» `]W`j`Y[U`Y` :]bUbn!`i bX
K YfhdUd]YfX]Ybgh`Y]ghi b[Yb`Ub`i bX`"cW`Yb`Bi hnyf`a`]h`5b[YVchYb
]a` `6YfY]W`? fmdhc k `À\ fi b[Yb"

6YgcbXYfg`U`Ufa`]YfYbX`]ghž`XUgg`X]Y`6YhfY]VYf`X]YgYf`GY]hYb
_Y]bY`6U:]b!9f`Ui Vb]g`\UVYbž`k Ug[YgYh`]W`j cf[YgW`f]YVYb
k `ÄfY" `8]Y`J Yfa` i hi b[`]Y[h`bU\Yž`XUgg`Yg`g]W`i a`Y]bYb
gmghYa` Uh]gW`Yb`? fmdhcVYhfi [` \ UbXY`h" `Bi hnyf`k YfXYb` \]Yf`XUni

j YfY]hYhž'NU\`i b[Yb`ni ``Y]ghYb`cXYf`]b`? fmdhc k Å\fi b[Yb`ni
]bj Ygh]YfYbž`YXcW\`c\`bY`Y]bY`hfUbgdUfYbhY`i bX`bUW\j c`n]Y\`VUfY
6YhfY]VYfghfi _hi f`Gc`\UVYb`X]Y`[YbUb`bhYb`K YVg]hYg`_Y]b
=a dfYggi a žk cXi fW\`X]Y`6YhfY]VYf`gW\k Yf`ni`ZUggYb`g]bX

8]Y`F]g]_Yb`ZØf`J YfVfUi W\Yf

9g`[]Vh`hmd]gW\Y`5bnY]W\Yb`ZØf`gc`W\Y`6YhfØ[YfY]Yb``<c\Y
F YbX]hYj YfgdfYW\Ybž`X]Y`J Yfk YbXi b[`j cb`gcn]U`Yb`A YX]Yb`ni f
?i bXYbU_ei]gY`gck]Y`: U`_Y!HfUX]b[!D`UhhZcfa Yb`g]bX`[Åb[][Y
A Yh\cXYbž`i a`U\bi b[g`cgY`J YfVfUi W\Yf`]b`X]Y`: U``Y`ni``cW_Yb``
6YgcbXYfg`dYfZ]XY`.5i gnU\`i b[Yb`Ui Z`X]YgYb`D`UhhZcfa Yb`k YfXYb
cZhibi f`[Y[Yb`\c\Y`; YVØ\fYb`[YbY\`a][hž`i bX`]b`j]Y`Yb`: Å``Yb
j YfgW\k]bXYb`X]Y`D`UhhZcfa Yb`bUW\`_i fnYf`NY]hY]bZUW\`k]YXYf``

6Yhf cZYbYž`X]Y`]b`X]YgY`: U``Yb`[YhUddh`g]bXž`gc``hYb`gW\`bY``
\UbXYb``8]Y`6U:]b`Ya dZ]Y\`hž`U``Y`6Yk Y]gY`ni`g]W\Yfb` `j cb
7\Uhj Yf`Ai ZYb`ØVYf`GWfYYbg\`chg`V]g`\]b`ni`HfUbgU_h]cbgVY`Y[Yb``
Ni XYa`gc``hYb`]; YgW\ÅX][hY`_Y]bY`k Y]hYfYb`NU\`i b[Yb`hÅh][Yb``
A Ø[`]W\`_Y]hYb`ni f`F ØW_ZcfXYfi b[`j Yf`cfYb`[Y[Ub[YbYf`; Y`XYf
VYghY\`Yb`Xi fW\`n]j]`fYW\h]W\Y`5bgdfØW\Yž`ghfUZfYW\h]W\Y
5bnY][Yb`i bX`Ui W\`Xi fW\`6`cW_W\U]b!HfUW]b["

K UW\gUa _Y]h`Ub[YgU[h

8cW\`b]W\hibi f`j cf`D`UhhZcfa Yb`k]Y`=ghUK]fVY``k Ufbh`X]Y`6U:]b``
5i W\`j cf`9!A U]`gž`X]Y`j cb`XYb`5XfYggYb`]bZc4 Wfmdhc!VUZ]b"XY
i bX`]bZc4 VUZ]b!_fmdhc"XY`[YgYbXYh`k YfXYbž`k]fX`Y]bXf]b[`]W\
[Yk Ufbh``8]YgY`i bhYfVfY]hYb`j Yfa Y]bh]W\Y`5b[YVchYž`i a
j Yf`cfYbYg`; Y`X`ni fØW_ni \c`Yb`i bX`[YVYb`j cfž`j cb`XYf`6U:]b
`Y[]h]a]Yfh`ni`gY]b``=K]f`_]W\`_Y]h]g]bX`X]YgY`=Zcfa Uh]cbYb
YXcW\`ZU`gW\`/X]Y`6U:]b`j YfgYbXYh`_Y]bY`XYfUfh][Yb`A]hhY]`i b[Yb
i bX`VYUi ZhfU[h`Ui W\`_Y]bY`8f]hhYb`a]h`gc`W\Yb`8]YbghY]ghi b[Yb``
J YfVfUi W\Yf`gc``hYb`]b`X]YgYa`Ni gUa`a Yb\Ub[`VYgcbXYfg
j cfg]W\h][`gY]b`i bX`g]W\`b]W\hibi Zgc`W\Y`j Yfa Y]bh]W\Yb
<`]ZgUb[YVchY`Y]b`UggYb``

=a`Nk Y]ZY`gZU``ghY\`h`XUg`_cgYbZfY]Y`J YfVfUi W\YfhY`YZcb`XYf

6U:]b`i bhYf`\$, \$\$`&`%\$\$`) \$\$`ni f`J YfZØ[i b[``<]Yf`_ØbbYb`g]W
6YhfcZZYbY`]bZcfa]YfYb`i bX`i bhYfghØhni b[`Yf\U`hYb`"

5VgW`]Y» YbX`V`Y]Vh`ZYghni \U`hYbž`XUgg`X]Y`6U:]b`YfbYi h`XUfUi Z
\]bk Y]ghž`k]Y`k]W`h[`Yg`]ghž`k UW`gUa `ni `gY]b`i bX`g]W`b]W`h]j`cb
Y]ba U`][Ybž`Y]W`h]j`YfX]YbhYb`F`YbX]hYb`V`YbXYb`ni ``UggYb``K`Yf
Ui Z`XYf`Gi W`Y`bUW``ϕj`Ygh]h]cbYb`]b`?`fmdhc`]ghž`XYf`gc``hY`Ui Z
gYf]ØgY`i bX`ØVYfdfØZVUfY`5b[YVchY`gYhnYb` `XYbb`G]W`Yf\Y]h
ghY`h]ja`a`Yf`Ub`YfghYf`GhY``Y"

: Øf`k Y]hYfY`ϕZcfa Uh]cbYb`ni `Xi V]cgYb`?`fmdhc!D`UhhZcfa Yb`i bX
X]Y`bYi YghYb`K`Ufbi b[Yb`XYf`6U:]b`Ya`dZY`\`Yb`k`]f`XYb`6`]W`Ui Z
X]Y`XYhU]``]YfhYb`A`Y`Xi b[Yb`Ui Z`J`YfVfUi W`YfgW`i`hnZcfi`a`"

8YhU]`g	
C`fh	9gg`]b[Ybž`8Yi`hgW`U`bX
E`i`Y``Yb	<ul style="list-style-type: none">• k`k`k`"Ub`k`U`h"XY• k`k`k`"VUZ]b"XY• j`YfVfUi`W`YfgW`i`hnZcfi`a`"VYf`]b

6Ygi W`Yb`G]Y`i`bg`Ui`Z.`bU[`!V`k`"XY