

≠Ub ` _ØbX][h'a Ugg]j Y`J Yf[Y`hi b[`Ub.
8fc\i b[`[Y[Yb`≠gfUY`k Y[Yb
5hca Ub[f]ZZ°

≠Ub`Xfc\h`≠gfUY`a]h`J Yf[Y`hi b[`VY]`5b[f]ZZUi Z
5hca Ub`U[Yb"8Yf`8fi W_`Ui ZHY\YfUb`k ÅWghž`k Å\fybX
; YgdfÅWY`ØVYf`5hca UV_ca a Yb`UbghY\Yb"



HY\YfUbž`≠Ub`!`≠`XYb`YmhYb`HU[Yb`\UVYb`g]W`X]Y
GdUbbi b[Yb`nk]gWYb`≠Ub`i bX`≠gfUY`XfUa Uh]gW`j YfgW`ÅfZh`≠Ub
\Uh'a]h'a Ugg]j Yb`J Yf[Y`hi b[ga U» bU\`a Yb`[YXfc\hž`ZU`g`≠gfUY`
gY]bY`5hca Ub`U[Yb`Ub[fY]Zh`8]Y`a]]hÅf]gWYb`? fÅZhY`HY\YfUbg
\UVYb`Ub[Y_ØbX][hž[Yn]Y`h`Ui ZX]Y`U`g[Y\Y]a`[Y`hYbXYb
5hca Ub`U[Yb`≠gfUY`g`ni`n]Y`Yb"8]YgY`≠Zcfa Uh]cbYb`ghUa a Yb
Ub[YV`]W`Ui g`Y]bYf`bUW`f]W`hYbX]Ybgh]W`Yb`CdYfUh]cbž`XYfYb
9W`h\Y]h`YXcW`b]W`h`i bUV\`Åb[] [j Yf]Zn]Yfh`k YfXYb`_Ubb"8Yf
8fi W_`Ui Z`≠Ub`k ÅWgh]bHYfbUh]cbU`ž`gdYn]Y`a`<]bV`]W_`Ui ZXUg
]fUb]gW`Y`5hca dfc[fUa a ž`k Å\fybX`X]Y`G]hni b[`XYf
≠hYfbUh]cbU`Yb`5hca YbYf[]YVY\`ØfXY`f`595Ł`VYj`c`fghY\hž`X]Y`g]W`

a]h'XYf'; Y\Y]a \U`hi b[`ZfØ\YfYf'bi _`YUfY`5_hj]]hÀhYb`XYg'≠Ubg
VYZUggh"8Yi hgW\`UbXž: fUb_fY]W\ž; fc» Vf]hUbb]Yb`i bX`X]Y`i G5
d`UbYb`Y]bY`FYgc`i h]cbž`i a`XYb`8fi W_`Ui Z`HY\YfUb`ni
j YfghÀ_f`bž`k Y]`a Ub`VYZØfW\hYhž`XUgg'≠Ub`a Ò[`]W\Yfk Y]gY
5hca k UZZYb`UbghfYVhž`k Ug`X]Y`]fUb]gW\Y`FY[]Yfi b[`YXcW\
j Y\Ya Ybh`VYghfY]hYh`K Ug\]b[hcb`i bX`HY\YfUb`VYZ]bXYb`g]W\]b
JYf\UbX`i b[Yb`ØVYf`Y]b`bYi Yg`5V_ca a Yb`ni f`6Y[fYbni b[`XYg
]fUb]gW\Yb`5hca dfc[fUa a gž`k cVY]`≠Ub`VU`X`Ui Z`Y]bYb`YfghYb
Jcf]gW\`U[`ni f`BYi [YghU`hi b[`XYf`JYfY]bVUfi b[Yb`fYU[]YfYb`k]`"
I G!DfÀg]XYbh`Hfi a d`\Uh'≠Ub`VYfY]hg`a]h`a]]hÀf]gW\Yf'; Yk U`h
[YXfc\hž`gc`hY`Yg`_Y]bYb`8YU`[YVYb"

8]Y`595`\Uh]b`Y]bYa`j YfhfUi`]W\Yb`6Yf]W\h`ZYgh[YghY`hž`XUgg
≠Ub`Ub`XfY]`GhUbXcfhYb`[Y\Y]a Y`bi _`YUfY`5_hj]]hÀhYb`a]h`b]W\h!
XY`_Uf]YfhYb`A UhYf]U`]Yb`Xi fW\ [YZØ\fh`\Uh"8]Y`Yf\cVYbYb
9f_Yb`b`hb]ggY`_Òb`bhYb`XUni`ZØ\fybž`XUgg`X]Y`i G5ž
; fc» Vf]hUbb]Ybž: fUb_fY]W\`i bX`8Yi hgW\`UbX'≠Ub`]b`JYf`Yhmi b[
gY]bYf`B]W\hj YfVfY]hi b[gj YfdZ]W\hi b[Yb`Yf`_ÀfYb"8]YgYg
Jcf[Y\Yb`_Òb`bhY`U`g`YfghYf`Zcfa Y`Yf`6YZ bX`XYf`B]W\hY]b\U`hi b[
]b`ZUgh`&\$`Δ\fyb`VYhfUW\hYh`k YfXYb"8]Y`]fU_]gW\Y`5i » Yba]b]ghYf
i bX`X]Y`]fUb]gW\Y`5hca VY\ØfXY`\UVYb`XYb`595!6Yf]W\h`U`g
dc`h]gW\`a ch]j]Yfh`ni fØW_[Yk]YgYb`i bX`Ub[YXfc\hž
Ub[Ya YggYbY`A U» bU\`a Yb`[Y[Yb`a Ò[`]W\Y`9bhgW\Y]Xi b[Yb`]b
XYf`VYj c]fghY\YbXYb`G]hni b[`ni`Yf[fY]ZYb"@Ui h`XYa`6Yf]W\h`k Uf
≠Ubg`Ni gUa a YbUfVY]h`Ui h`595`k Yb][Yf`U`g`ni Zf]YXYbghY`YbX
i bX`Yg`k i fXYb`i bYf`_ÀfhY`Gdi fYb`j cb`i fUb`Ub`nk Y]j cb`j]Yf
i bhYf]gi W\hYb`GhUbXcfhYb`ZYgh[YghY`h"8]Y`6Yf]W\hYfghUhi b[`_Ubb
ni`Y]bYf`_ VYfk Y]gi b[`≠Ubg`Ub`XYb`i B!G]W\Yf\Y]hgfUh`VY]`Y]bYa
gdÀhYfYb`595!HfYZZYb`ZØ\fyb"

; Y\Y]a Y`bi _`YUfY`5_hj]]hÀhYb`XYg'≠Ub

8]Y`595`\Uh`ZYgh[Y\U`hYbž`XUgg`XYf`6YghUbX`Ub`i fUbž`XUg`Ui Z`V]g
ni`* \$`DfcnYbh`Ub[YfY]W\Yfh`k i fXYž`Ui Z`(\$, ž`?)`c[fUa a
Ub[Ygh]Y[Yb`]ghž`k Ug`h\YcfYh]gW\`ZØf`X]Y`9bhk]W_`i b[`j cb`V]g`ni
bYi b`5hca k UZZYb`Ui gfY]W\Yb`_Òb`bhYž`k Ybb`Yg`k Y]hYf
Ub[YfY]W\Yfh`k]fX"6Y]`XYb`GhUbXcfhYb`@Uj]gUb!G\]Ubž`J UfUa]b
i bX`Hi fei nUVUX`k i fXYb`UdUb]gW\Y`5fVY]hYb`i bX`HYghg

Xc_i a Ybh]Yfhz`X]Y`ni f`9bhk]W`i b[`bi _`YUfYf`GdfYb[_`OdZY
VY]hfU[Yb`_`ObbhYb" `ϕgVYgcbXYfY`k i fXY`]b`@Uj]gUb!G\]Ub
l fUba YhU``j Yfk YbXYhž`XUg`&\$`\$` `]b`HYghg`ni f`<YfghY``i b[
Yl d`cg]cbg[Yhf]YVYbYf`BYi hfcbYbei Y``Yb`ni a `9]bgUhn`_Ua ``8Yf
ϕUb` \Uh`ØVYf`Y`ZA]``]UfXYb`l G!8c``Uf`]b`gY]bY`5hca Ub`U[Yb
]bj Ygh]Yfhz`Y]bgW`]Y`»`]W`XYf`n]]Yb`Gh`hY`]b`6i gW`Y`f" `8]Yg`k]fZh
k Y]hYfY`6YXYb`_Yb`ØVYf`X]Y`5Vg]W`hYb`XYf`]fUb]gW`Yb`FY[]Yfi b[
Ui Z`

9]b`6Yf]W`h`XYg`ØghYffY]W`]gW`Yb`ϕ`UbXg[Y`Y]a X]YbghYg` \Uh
ni XYa `VY`Y[hž`XUgg`XUg`]fUb]gW`Y`5hca k UZZYbdfc[fUa a
Yf`YV`]W`Y` : cfhgW`f]hhY` [Ya UW`h` \Uhž`k Ug`]bhYfbUh]cbU`Y
5i ZgY`Yf`i bX`FY[]Yfi b[Yb`]b`5`Ufa VYfY]hgW`UZh`j YfgYmh` \Uh"
ϕUbg`5i » Yba]b]ghYf`5VVUg`5fUeW`] `UhYfk `À`bhž`XUgg`Y]b`l G!
J cfgW`U[`ZØf`Y]b`bi _`YUfYg`5V`_ca a Yb`k `À`fYbX`Y]bYg`6Ygi W`g
]b`HY`YfUb`Xi fW`XYb`5i » Yba]b]ghYf`Ca Ubg`i bhYfvfY]hY`h`k i fXY"
5fUeW`] `VYhcbhYž`XUgg`ϕUb`Ui Z`XYb`J cfgW`U[`VUg]YfYbX`Ui Z
bUh]cbU`Y` ϕhYfYggYb`i bX`FYW`hY`fYU[]YfYb`k YfXY" `9l dYfhYb
U``YfX]b[g`k UfbYbž`XUgg`X]Y`9bh`Ø`i b[Yb`a Ø[`]W`Yfk Y]gY`Ui W`
XUni `X]YbYb`_`ObbhYbž`j cb`XYf`?`f]h]_`XYf`ϕ95`UVni `Yb`_Yb"

8]Y`[Ycdc`h]gW`Yb`GdUbbi b[Yb`i a `XUg`]fUb]gW`Y
5hca dfc[fUa a `nY][Yb`g]W`Ui W`]b`XYb`FYU`_h]cbYb`ZØ`fYbXYf
Dc`h]_Yfž`k]Y`XYa `]gfUY`]gW`Yb`A]b]ghYfdf`g]XYbhYb`6Yb`Ua]b
BYhUbmU`i ž`XYf`i bj YfnØ[`]W`Y`A U» bU`a Yb`[Y[Yb`ϕUbg`Uhca UfY
5a V]h]cbYb`ZcfXYfh" `8UggY`VY`[]`h`ZØf`nU` \fY]W`Y`Yi fcd`À]gW`Y
DUf`Ua YbhYž`X]Y`g]W`ZØf`Y]bY`bYi Y`ϕUb!Dc`h]_`Y]bgYhnYbž`X]Y
b]W`h`bi f`g]W`Yf`Y]hgdc`h]gW`Yž`gcbXYfb`Ui W`
a YbgW`YbFYW`h]W`Y`5gdY`hY`gh`Af`_Yf`]b`XYb`A]hhY`di b`_h`fØW`h"

8Yf`?cbZ]_hi a `ϕUbg`5hca dfc[fUa a `V`Y]Vh`Ub[YgdUbbh" `8Yf
VYj cfghY`YbXY`ϕ95!;]dZY``_`ObbhY`YbhgW`Y]XYbXY
K Y]W`YbghY``i b[Yb`a]h`g]W`Vf]b[Yb`i bX`XUg`]bhYfbUh]cbU`Y
J Yf`À`hb]g`ni `HY`YfUb`bUW` \U`h][`VYY]bZi ggYb" `8Yf`ϕUb`ghY`h
i bhYf`k UW`gYbXYa `8fi W`ž`b]W`h`bi f`ZØf`gY]bY`bi _`YUfYb
6YghfYVi b[Ybž`gcbXYfb`Ui W`ZØf`gY]bY`fY[]cbU`Yb`5`_hj]h`hYbž`
X]Y` \Ai Z][j cb`k Ygh]W`Yb`FY[]Yfi b[Yb`U`g`XYghUV`]gYfYbX
k U`f[Ybca a Yb`k YfXYb"

: Øf`X]Y`F Y []cb`i bX`XUfØVYf`\]bUi g`V`Y]Vh`X]Y` : fU[Yž`cV`Yg`Y]bY
 X]d`ca Uh]gWXY`@Øgi b [` [YVYb`_Ubbž`X]Y`Y]b`bi _`YUfYg`K YhhfØghYb
]a`B U\Yb`C ghYb`j Yf\]bXYfhž`k Å\fybX`X]Y`]bhYfbUh]cbU`Y
 ; Ya`Y]bgWUZh`ni [`Y]W\`Y]bY`_`UfY`<U`hi b [` [Y [YbØVYf`XYb
]fUb]gWYb`5_hj]]hÅhYb`Y]bb]a`a`h"

K`Y]hYfY`≠Zcfa Uh]cbYb`ni`XYb`9bhk`]W`i b [Yb`Z]bXYb`G]Y`Ui`Z`XYb
 K`YVg]hYg`j`cb`K`Y`hž`7`B`B`i`bX`B`8`5`_`hi`Y`""

8`Y`h]`g`	
J`c`f`ZU``	HYffcf]ga`i`g`
C`f`h`	HY\YfUbž`≠fUb`
E`i`Y``Yb`	<ul style="list-style-type: none"> • k`k`k`"k`Y`h"XY` • k`k`k`"Wb`b"Wč`a` • k`k`k`"bX`!U`_`hi`Y`""XY`

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`b!U[`"bYh`