

5Va U\bgWk fY]VYb`k Y[Yb`DUf_d`Uhn! : Y\`Yf. `Gc`fYWk hnY]h][` \ UbXY`b`°

9fZU\ fYb`G]Yž`k]Y`G]Y`fYWk h]Wk`[Y[Yb`6Yg]hngħÖfi b[Yb`
j cf[Y\Yb`_ÖbbYb`i bX`k Y`Wk Y` : f]ghYb`XUVY]`ni`VYUWk hYb`
g]bX"



: Uj cf]hYbž`² ghYffY]Wk`!`†`XYb`YhnhYb`A cbUhYb`Åi ZYb`g]Wk`X]Y`
6Yf]Wk hY`ØVYf`5Va U\bgWk fY]VYb`k Y[Yb`6Yg]hngħÖfi b[Yb`]b`K]Yb`
6YgcbXYfg`VYhfcZYZb`g]bX`Df]j UhdUf_d`ÅhnYž`k c`c`Zhi bVYfYWk h][h`
UV[YghY`hY` : U\fnYi [Y`ni`f`gWk bY`Yb`5Va U\bgWk fY]VYb`ZØ\ fYb`
_ÖbbYb`"8Ug`_Ubb`ZØf`j]Y`Y`5i hcZU\ fYf`Y]b`hYi`fYg`i bX`
bYfj YbUi`ZfY]VYbXYg`i bhYfZUb[Yb`gY]bž`XUg`g]Y`[YfbY`j Yfa`Y]XYb`
k ØfXYb`"8cWk`k]Y`gc`hY`a Ub`]b`gc`Wk`Y]bYa` : U`fYU[]YfYb3`
? I F ⇒F VYf]Wk hYhž`XUgg`Yg`]b`XYb`YhnhYb`Å\ fYb`ni`Y]bYa`
5bgh]Y[`X]YgYf`J cf[Y\Ybgk Y]gYb`[Y`ca`a Yb`]ghž`XU`
5Va U\bgWk fY]VYb`c`Zha`]h`_i`fnYb` : f]ghYb`i bX`XYf` : i fWk`hj`cf`
VYj`cfghY\YbXYb` ; Yf]Wk`hgj`YfZU\ fYb`j`YfVi`bXYb`g]bX`"

I a`gc`Wk`Y`DfcV`Ya`Y`ni`j`Yfa`Y]XYbž`]gh`Yg`k]Wk h][ž`ni`bÅWk`gh`ni`

ØVYfdfØZYbž'cV'hUhgÅW`]W`Y]bY'6Yg]hngħØfi b['j cf`]Y[h"@Ui h'XYf
N]j]'dfcnYggcfXbi b[ž'z' () ('NDCž'_Ubb`Y]b
@]Y[YbgWUZhgy][YbhØa Yf']bbYf\U`V'j cb'' \$`HU[Yb`Y]bY
6Yg]hngħØfi b[g_U[Y`VY]a`'6Yn]f_g[Yf]W`h`Y]bFY]W`Yb""5`YfX]b[g
gc`h`X]Y'?`U[Y`gc f[Z`h][' [YdfØZh'k YfXYbž`XU`\c\Y'?cghYb`VY]
Y]bYa` ; Yf]W`hgj YfZU\Yb`Ui ZX]Y'6YhY']][hYb`ni`_ca`a`Yb`_ØbbYb"
8U`X]Y': f]gh`ni`f'?`U[YY]bFY]W`i b[`Yfgh`a`]h'6Y`_Ubbhk YfXYb`XYf
Ni`Uggi b[gXUHYb`VY[]bbhž`_ØbbYb`Ui W`Å`hYfY`J cfZ`Y
fYW`hY]h][`UV[Ya` U\bh'k YfXYb"

K]W`h][Y': f]ghYb`i`bX`?`cghYb

8]Y'9fZU\fi b[`nY][hž`XUgg]j cf`U`Ya`VY]a`H\Ya`U`DUf`_Yb`cZh
gW`bY`YbhgW]YXYb`k]fXž`cZha`U`g`Ui`g`5b[gh]j cf`XYf
[Yf]W`h]W`Yb`5i`gY]bUbXYfgYhni b[""6Y]'[Yk`YfV`]W`Yb
5Va`U\bi b[Yb`XØfZYb`X]YgY`bi`f`j`cb`5bk`Å`hYb`Xi`fW`[YZØ\fh
k`YfXYb""5`_hi`Y`g]bX`X]Y`YfgUhmZ`Å\][Yb`hUf]Z]W`Yb`?`cghYbž`X]
Y]bYa`5V[Ya`U\bhYb`Ui`ZYf`Y[h'k`YfXYb`_ØbbYbž`Yhk`U`%&\$`9i`fc"
6Y]'`Å`YfYb`:`cfXYfi b[Yb`_Ubb`Yg`fUhgUa`gY]bž`Y]bYb
[Yf]W`h]W`Yb`i`bhYf`Uggi b[gj`Yf[`Y]W`Ubni`V]YhYbž`i`a`X]Y'?`cghYb
Ui`ZYhk`U`) \$`9i`fc`ni`fYXi`n]YfYb"

9g]'gh`Ui`W`YggYbh]Y`ž`g]W`fYW`hY]h][`a`]h`XYb`[YZcfXYfhYb
?`cghYb`Ui`gY]bUbXYfni`gYhYbž`i`a`Y]bY`Ub[Ya`YggYbY`5bhk`cfh`Ui`Z
XUg`5Va`U\bgW`fY]VYb`ni`[YVYb""9]b`<]bk`Y]g`Ui`Z`a`Ø[`]W`Y
DUf`_d`Uhm!5Vnc`W`Y`_Ubb`Xi`fW`Ui`g`Ub[YVfUW`higY]bž`XU`X]Y
: f]ghYb`n]Ya``]W`_i`fn`g]bX`i`bX`ghf]_h`Y]b[Y`U`hYb`k`YfXYb`a`ØggYb"

5fhYb`j`cb`6Yg]hngħØfi b[Yb

8]Y'8YZ]b]h]cb`j`cb`6Yg]hngħØfi b[Yb`]gh`k`Y]h[YZUggh""8]YgY
VYhfYZYb`b]W`h`bi`f`X]Y`i`bVYfYW`h][hY`Bi`hni b['j`cb`DUf`_d`Å`hYbž
gcbXYfb`_ØbbYb`Ui`W`Xi`fW`i`bVYZ`[hYg`6YhfYhYbž
@Åfa`VY`Ågh][i b[`cXYf`GUW`VYgW`ÅX][i b[`fYgi`h]YfYb""@Ui`h
**?`Ub`n`Y]'<`YfZi`f`hb`Yf`[]Vh`Yg]j`YfgW`]YXYbY':`cfa`Yb`j`cb
6Yg]hngħØfi b[Ybž`X]Y`gck`c`\`Df]j`UhdYfgcbYb`U`g`Ui`W
l`bhYfbY\`a`Yb`VY`UghYb`_ØbbYb""8]YgY`fY]W`Yb`j`cb`XYf
K`Y[bU\`a`Y`j`cb`6Yg]h`V]g`\]b`ni`f`@Åfa`VY`Ågh][i b[ž`X]Y`XUg**

U`[Ya Y]bY`K c\`VYZ]bXYb`VYY]bhfÅW h][Yb"

8]Y`fYW h`]W Yb`; fi bX`U[Yb`ZØf`XYb`GW i hn`j cb`6Yg]hnYfb`g]bX`i]a
6Øf[Yf`]W Yb`; YgYhnVi W`f b; 6Łj YfUb`_Yfh`i bX`i a ZUggYb`i bhYf
UbXYfYa`XUg`fYW h`Ui Z`6Yg]hn`_Y`f`i bX`6Yg]hngW i hn`6Ygc bXYfY
6Ygh]a a i b[Yb`[Y`hYb`ZØf`XUg`j YfZU`fYb`ØVYf
6Yg]hngHØfi b[g`_U[Yb`ž`X]Y`dfca`dh]bbYf\U`V`XYf`[YgYhn`]W
ZYgh[Y`Y[hYb`f]gh`Y]b[YfY]W h`k YfXYb`a ØggYb`"9]b`j YfgÅi a b]g
_Ubb`ni`Y]bYa`Yf\YV`]W Yb`BUW hY`]`ZØ`fYb"

Ni gUa a YbZUggYbX`Äggh`g]W`gU[Yb`ž`XUgg`VY`]Y]bYa
5Va U`bgW`fY]VYb`Ui Z[fi bX`Y]bYf`6Yg]hngHØfi b[`gW`bY`Yg
< UbXY`b`[YZfU[h]gh`5i hcZU`fYf`gc`hYb`g]W`i bVYX]b[h`fYW`hnY]h][
]bZcfa`jYfYb`i bX`VY`]i bg]W`Yf\Y]hYb`fYW`h]W`Yb`FUh`Y]b`c`Yb"
Bi f`gc`_Ubb`a Ub`i bUb[YbY`a`Y`, VYffUgW`i b[Yb`i bX
a Ø[`]W`Yfk`Y]gY`c`Y`?cghYb`j`Yfa`Y]XYb"

8YhU]`g	
C fh	: Uj cf]hYbž`2 ghYffY]W
E i Y`Yb	<ul style="list-style-type: none"> • _i f]Yf"Uh • k k k "f]g"V_U"[j "Uh • _Ubn`Y]!\YfZi fhbYf"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb`bYh