

≈gfUY`ghcddh'5_hj]ghYbgWk]ZZ'a]h'; fYhU
H\i bVYf[' ' <]`Zg[ØhYf']b'; YZU\ f°

; fYhU`H\i bVYf['i bX'5_hj]ghYb'k i fXYb'Ui Z'XYa ' <]`ZggWk]ZZ
/ ei ch/A UX`YYb/ ei ch/'j cf'; UnU'j cb'≈gfUY`[Yghcddh'
U_hi Y`Y'9bhk]W_i b[Yb'ja ' ?cbZ]_h"



; UnUghfY]ZYbž'DU`Àgh]bU'!'5a ' - " ' † b] ' & \$ &) 'k i fXY`XUg
<]`ZggWk]ZZ' A UX`YYb ž'XUg'i bhYf'UbXYfYa 'X]Y'gWk YX]gWk Y
?'ja UU_hj]gh]b'; fYhU`H\i bVYf['i bX'X]Y`XYi hgWk Y'5_hj]gh]b
MUgYa]b'5WUf'Ub'6cfX`\UhhYž]cb']gfUY`gWk Yb'6Y\ÖfXYb'j cf`XYf
?ØghY`XYg'; UnUghfY]ZYbg'[Yghcddh''8 Ug'GWk]ZZ'k Uf'Ui Z'XYa 'K Y[ž
i a `Xf]b[YbX`VYbØh][hY '<]`Zg[ØhYf'ZØf`X]Y`A YbgWk Yb']b`XYf`FY[]cb
ni ``]YZfb''8 Yf'9]bgUhm'Z]Y``]b'Y]bY`NY]h'Yf\YV`]Wk Yf`\i a Ub]hÅfYf
?f]gYb']a ' ; UnUghfY]ZYbž'k c`HUi gYbXY`A YbgWk Ybž'gck c``]b'; UnU
U'g'Ui Wk']b'≈gfUY`ž']bZc`[Y`XYg`Ub\U`hYbXYb`?cbZ]_hg
i a [Y_ca a Yb'g]bX'i bX`Yg`Ub'a YX]n]b]gWk Yb'DfcXi _hYbž
gUi VYfYa 'K UggYf'i bX'@YVYbga]hY`b'a Ub[Y`h"

≈gfUY`gWk Y'5i » Yba]b]ghYf]i a gj YfhfYhYf`VYnY]Wk bYhYb`X]Y

A UX`YYb `U`g` GY`Z]Y!>UW h `i bX`[UVYb`VY`_Ubbhž`XUgg`XUg`GW`]ZZ
ni f`]gfUY`]gW`Yb`?ØghY`[YVfUW`h`k`YfXY`"8]Y`DUggU[]YfYž`ni`XYbYb
Ui W`XYf`GW`Ui gd]Y`Yf`@]Ua`7i`bb]b[\Ua`i`bX`X]Y`Yi`fcdÀ]gW`Y
5V[YcfXb`YhY`F]a`U`<UggUb`nÀ\`Ybž`gc``Yb`]b`\fY`<Y]a`Uh`ÀbXYf
ni fØW`_Y`fYb`"K`À`fYb`XXYggYb`Yf`_`ÀfhY`X]Y`:`fYYXca`:``chj``U
7cU`]h]cb`fI`:`7č`XUgg`X]Y`]gfUY`]gW`Y`5fa`YY`XUg`GW`]ZZ[Yghcddh
i`bX`X]Y`6YgUmi`b[`YbhZØ`fh` \UVYž`k`À`fYb`X`X]Y`?ca`a`i`b]_Uh]cb
ni`a`GW`]ZZ`UVVfUW`"

?cbZfcbhUh]cbYb`Ui`Z`GYY

8]Y`:`:`7`VYf]W`hYhY`j`cb`Y]bYa`_`ccfX]b]YfhYb`J`cf[Y`Yb`XYf
]gfUY`]gW`Yb`A`Uf]bYž`XUg`U`g`5b[f]ZZ`Ui`Z]b`hYfbUh]cbU`Y
;`Yk`ÀggYf`[`Yk`YfhYh`k`i`fXY`"č`XYb`ZfØ`Yb`A`cf[Ybghi`bXYb`k`UfYb
8fc`bYb`XYf`]gfUY`]gW`Yb`GhfY]h`f`ÀZhY`a`]h`XYf`A`]gg]cb`XYg
GW`]ZYg`]b`?cbhU`h[Y`_ca`a`Yb`i`bX`\`UhhYb`XUVY]Y]bYb`k`Y}»`Yb
GhcZ`UV[Yk`cfZYbž`XYf`ZØf`5_hj`]gh]b`MUgYa`]b`5WUf
[Ygi`bX`Y]h]W`Y`F`YU`_h]cbYb`\`Yfj`c`ff]YZ`5WUf``]j`YghfYUa`hY`X]YgYb
J`cfZU`ž`k`Ug`XYb`]b`hYfbUh]cbU`Yb`8fi`W`ni`f`5i`Za`Yf`_gUa`_Y]h`Ui`Z
X]Y`@U[Y`XYf`5_hj`]ghYb`Yf`\`Ø`hY`"

8]Y`]gfUY`]gW`Yb`6Y`ØfXYb`VY[fØbXYhYb`]f`J`cf[Y`Yb`XUa`]hž
XUgg`X]Y`a`Uf]h]a`Y`NcbY`j`cf`;`UnU`[YgW`cggYb`i`bX`XYf`J`Yfgi`W`ž
X]Y`6`c`W`UXY`ni`Xi`fW`VfYW`Ybž`U`g`[YZ`À`f`]W`i`bX`[YgYhnYgk`]Xf][
Y]b[Yghi`Zh`k`YfXY`"@Ui`h`XYa`A`]b]ghYf]i`a`]gh`X]Y`\i`a`Ub]h`ÀfY`<`]ZYž
X]Y`b`UW`=gfUY`Y]b[YZØ`fh`k`]fXž`ghUf`_Y]b[YgW`f`Àb`_hž`c`V`k`c`\``]b
XYb`Y`h`hYb`K`c`W`Yb`Y]bY`VY[fYb`nhY`I`bhYfghØ`hni`b[`ZØf`X]Y`F`Y[]cb
ni`[Y`UggYb`k`i`fXY`"

<i`a`Ub]h`ÀfY`@U[Y`]a`:`;`UnUghfY]ZYb

8]Y`\i`a`Ub]h`ÀfY`G]hi`Uh]cb`]b`;`UnU`]gh`b`UW`XYb`Øb[ghYb
?cbZ]_hYb`_UhUghfcd`U``I`bhYfghØ`hni`b[`k`]fX`Xi`fW`X]Y`8]U`_cb]Y
i`bX`UbXYfY`C`f[Ub]gUh]cbYb`[Y`Y]ghYhž`X]Y`g]W`[Ya`À»
\i`a`Ub]h`ÀfYb`Df]bn]d]Yb`Yb[U[]YfYb`i`bX`j`Yfgi`W`Ybž`6YhfcZYbYb
ni`\Y`ZYb`"8]Y`[Yk`U`hgUa`Yb`,`VYfY]b`ØbZhY`nk`]gW`Yb`XYb
?f]Y[gdUfhY]Yb`\UVYb`Y]bY`Gd]fU`Y`XYf`;`Yk`U`h`Yb`hZUW`hž`X]Y`Yg
b`ch`k`YbX][`a`UW`hž`Xf]b[YbX`\i`a`Ub]h`ÀfY`<`]ZY`ni`Y]ghYb`"

5_hj]]gh]b ; fYhU`H\i bVYf[`hfUi hY`g]Wł ž`hfc`h`XYg`F]g]_cgž`Ub`XYf
 A]gg]cb`hY]`ni bY`a`Yb``G]Y`\UhhY`g]Wł`VYk`i`ggh`ZØf`X]YgYb`GWłf]hh
 YbhgWł]YXYbž`i`a`Ui`Z`X]Y`VY]gd]Y``cgY`B`chU[`Y`XYf`A`YbgWłYb`]a
 ; UnUghfY]ZYb`\]bni`k`Y]gYb``H\i bVYf[`k`]Yg`Ui`Z`X]Y
 <YfUi`gZcfXYfi`b[`Yb`\]bž`XYbYb`g]Wł`ZfØ`YfY`:``chh]``Yb
 [`Y[`YbØVYf[`YgY`Yb`\`ÀhhYbž`i`b`X`VYhcbhY`X]Y`8`f]b[`]Wł`_Y]hž`X]Y
 i`a`]Y[`YbXYb`?`cbZ]_hY`ni` ``ØgYbž`i`a`Y]bY`XUi`Yf`UZhY`\`i`a`Ub]h`ÀfY
 l`bhYfghØ`hni`b[`ni`Yfa`Ø[`]WłYb`"

⇒a`]hhYb`XYf`U`_hi`Y``Yb`9bhk`]W`_i`b[`V`Y]Vh`i`b`_`Ufž`k`]Y`X]Y
]bhYfbUh]cbU`Y` ; Ya`Y]bgWł`UZh`Ui`Z`XUg`J`cf[`Y`Yb`_`gfUY`g`fYU[`]YfYb
 k`]fX`i`b`X`k`Y`WłY`k`Y]hYfYb`A`U»`bU`a`Yb`ni`f`J`YfVYggYfi`b[`XYf
 \`i`a`Ub]h`ÀfYb`G]hi`Uh]cb`]b`XYf`F`Y[`]cb`Yf[`f]ZYb`k`YfXYb`_`ØbbYb`"

CVk`c`\``_`gfUY``b`UWł`Y][`YbYb`5b[`UVYb`VY[`cbbYb`\`Uhž`<`]`ZY`]b`XYb
 ; UnUghfY]ZYb`ni`ni`UggYbž`VYf]Wł`hYb`\`i`a`Ub]h`ÀfY`C`f[`Ub]gUh]cbYbž
 XUgg`X]Yg`VY]`k`Y]hYa`b]Wł`h`Ui`gfY]Wł`hž`i`a`X]Y`6YXØfZb]ggY`XYf
 N]j`]VYj`Ø`_Yfi`b[`ni`XYW`Yb``8]Y`XfUa`Uh]gWłY`@U[`Y`YfZcfXYfh
 XU`Yf`Y]bY`_`ccfX]b]YfhY`i`b`X`i`a`ZUggYbXY`F`YU`_h]cb`Ui`Z`X]Y
 6YXØfZb]ggY`XYf`VYhfc`ZYbYb`A`YbgWłYbž`gck`c`\``]b` ; UnUghfY]ZYb
 U`g`Ui`Wł`]b`_`gfUY``"

8YhU]`g	
J`c`f`ZU``	HYffcf]ga`i`g
C`f`h	; UnUghfY]ZYbž`DU`Àgh]bU
E`i`Y``Yb	<ul style="list-style-type: none"> • k`k`k`"h!`c`b`_]bY"XY • k`k`k`"Wb`b`"Wł`a • k`k`k`"X]U`_`cb]Y! _UhUghfcd`Yb`\`]`ZY"XY

6Ygi`WłYb`G]Y`i`bg`Ui`Z.`b!U[`"bYh