

? cU`U!B UWk i Wg`]a `Ncc `@Y]dn][3`BYi Y
Ni W hd `ÀbY `ØVYffUgW Yb `6Ygi W Yf°

9fZJ\fyb`G]Y`U`Yg`ØVYf`XYb`Ncc`@Y]dn][ž`gY]bY`?cU`Ug`i bX
X]Y`U`_hi Y`Yb`Ni W hdfd`Y`_hY`ZØf`VYXfc`hY`H]YfUfhYb"



@Y]dn][ž`8Yi hgW`UbX`!`a`Ncc`@Y]dn][`hi`h`g]W`Y]b][Yg`GY]h`XYf
9fØZZbi b`[`ja`>`\f`%,`+`,`n]Y`h`X]Y`k`Y]h`Ai`Z][Y`5b`U[Y`ž`X]Y`g]W
ØVYf`&+`<`Y`_hUf`YfghfYW`_hž`H]Yf`]YV`UVYf`Ui`g`[`Ubni`8Yi`hgW`UbX
Ub``5`_hi`Y``k`]fX`_f`Ä`Zh][`Ua`A`UghYfd`Ub`Ncc`XYf`Ni`_i`b`Zh
[`YUfVY]h`hž`i`a`XYb`6Ygi`W`Yfb`Y]b`bc`W`gd`Ubb`Yb`XYfYg`9f`YVb]g
ni`V]YhYb`i`bX`[`Y]W`nY]h][`Y]b`Yb`6Y]hfU[`ni`a`BUhi`fgW`i`h`ni
`Y]ghYb``Gc`g]bX`Ui`W`X]Y`9bhk`]W`_i`b[`Yb`]a`?cU`U`Ui`g`Y]b
gdUbbYbXYg`H`Ya`U"

8]Y`?cU`Ug`\UVYb`gY]h`Y]b][`Yf`NY]h`_Y]b`Yb`BUWk`i`W`g`a`Y`\f`ž`i`b`X
X]Y`gdUbbYbXY`:`fU[`Y`]ghž`k`]Y`XUg`[`Y`Äb`XYfh`k`YfXYb`_Ubb``I`bhYf
XYb`?Ä`Z][`Yb`\YffgW`h`Y]b`Y`b`hgd`Ubb`h`ž`Y`Xc`W`i`b`fca`Ub]g`W`Y
Gh]a`a`i`b[`ž`k`]Y`X]Y`DZY[`Yf`VYf]W`h`Yb``I`a`XYb`fca`Ub]g`W`Yb

8i Zh`i bhYf`XYb`?cU`Ug`ni`Z0fXYfbž`d`Ubh`XYf`Nccž`A`ÀbbW`Yb`
M`a`U`nY]hk`Y]gY`j`cb`XYb`K`Y]VW`Yb`ni`hfY`bbYb`"8]YgY`GhfUHY`[`Y`
gc``YbX`]W`XYb`YfgY`b`hYb`?cU`U!B`UW`k`i`W`g`Y`fj`c`fVf]b[`Yb`"8`Ug`
=bhYfYggY`]gh[`fc»`ž`XYbb`X]Y`DZY[`Y`i`bX`Ni`W`h`VYXfc`hYf`
H]YfUfhYb`n`À`h`ni`XYb`<`Ui`dhUi`Z[`UVYbž`X]Y`a`cXYfbY`Nccg`
YfZ0`Yb`a`ØggYb`"

5VgW`JYX`i`bX`BYi`UbZUb`[

9]b`k`Y]hYfYf`k`]W`h][`Yf`GW`f]h]b`X]YgY`F`]W`hi`b[`k`Uf`XYf`5VgW`JYX`
j`cb`?cU`U!A`ÀbbW`Yb`6ci`XX]ž`XUg`XYb`Ncc`@Y]dn][`j`Yf`UggYb`U`hž`
i`a`]a`Ncc`D`UbW`YbXUY``b`6Y`[`]Yb`Y]bY`bYi`Y`<`Y]a`U`h`ni`Z]bXYb`"
6ci`XX]k`Uf`b]W`h`bi`f`Y]b`6Ygi`W`Yf`]YV`]b[`ž`gcbXYfb`Ui`W`X`Ug`
YfghY`ž`b[`h]Yf`j`cb`K`Y]VW`Yb`A`UbX]Y`i`bX`X]Y`YfghY`B`UW`ni`W`h`
gY]h`&`\$`%`*`"8`Ug`i`a`gYhnYb`[`YgW`JY`h`Ui`Z`9a`dZY`i`b[`XYg`
9i`fcd`À]gW`Yb`9f`U`hi`b[`gni`W`hd`fc[`fUa`a`Yg`f99Dłž`k`Y`W`Yg`Z0f`
X]Y``Ub[`Zf]gh][`Y`[`YbYh]gW`Y`J`Y`ZU`h]b`XYf`Ni`W`h`VYXfc`hYf`5fhYb`
gcf[`h`8]Y`j`YfUbhk`cfhi`b[`gj`c``Yb`N0W`hYf`j`YfZc`[`Yb`gca`]h`Y]b`
c`ZYbYg`N]Y`ž`b]W`h`bi`f`]b`@Y]dn][`ž`gcbXYfb`j`Yfgh`À`f`_`h]a`
]bhYfbUh]cbU`Yb`F`U`a`Yb`"

=a`Ncc`D`UbW`YbXUY``gc``6ci`XX]ni`gUa`a`Yb`a`]h`XYa`b`Yi`Yb`
?cU`U!A`ÀbbW`Yb`M`a`Už`XYf`Ui`g`XYa`Ncc`8i`]gVi`f[`ghUa`a`hž`Z0f`
bYi`Yb`B`UW`k`i`W`g`gcf[`Yb`"M`a`U`U`h`g]W`]a`B`UW`V`Uf[`Y`Y`[`Y`j`cb`
A`UbX]Y`VYfY]hg[`i`h`Y]b[`Y`YV`hi`bX`]gh`gck`c`X`f]bbYb`U`g`Ui`W`
XfUi`»`Yb`Z0f`X]Y`6Ygi`W`Yf`[`i`h`ni`VYcVUW`hYb`"GYb]cf`_i`fUhc`f`5f]Y`
»UW`Yb`nY][`h`g]W`c`dh]a`]gh]gW`.`A`]h`M`a`U`Yfk`UfhY`h`i`bg`Y]bY`
j`]Y`j`Yfgd`fYW`YbXY`D`UgY`]b`XYf`?cU`Uni`W`h`ž`Yf`_`À`fh`Yf`"8]Y`
`Ub[`Zf]gh][`Y`D`Ubi`b[`i`bX`XYf`5i`ghUi`gW`nk`]gW`Yb`XYb`Ncc`g`g]bX`
Yb`hgW`Y]XYbX`Z0f`XYb`9fZc`[`X]YgYf`9f`U`hi`b[`gni`W`hd`fc[`fUa`a`Y`"

B`Uhi`fgW`i`hn`]a`i`c`_i`g`

9g`]gh`k`]W`h][`ni`Yfk`À`b`Ybž`XUgg`X]Y`5fVY]h`XYf`Ncc`g`ØVYf`X]Y`
fY]bY`i`bhYf`U`hi`b[`i`]bUi`g[`Y`h`G]Y`ØVYfbY`a`Yb`k`YgYbh]W`Y`
5i`Z[`UVYb`]a`B`Uhi`fgW`i`hnž`k`cVY]X]Y`Ni`W`h`i`bX`DZY[`Y`VYXfc`hYf`
H]YfUfhYb`Y]bY`nYbhfU`Y`F`c``Y`gd]Y`h`Dfc[`fUa`a`Y`k`]Y`X]Y`XYg`
9i`fcd`À]gW`Yb`Ncc`j`YfVUbXg`95N5`j`Yfk`U`hYb`XYfnY]h`ØVYf`(\$`\$`

5fhYb`i bX`gcf[Yb`a]h`<]`ZY`j cb`HY]`bU\`a Yj YfdZ]W\hi b[Yb`ZØf
Y]bY`bUW\`U`h][Y`DZY[Y`i bX`i: cfhdZUbni b["

8i fW`XYb`5i ghUi gW`j cb`H]YfYb`nk]gW`Yb`j YfgW`]YXYbYb
9]bf]W\hi b[Yb`_ØbbYb`ñni W\hi bX`[YbYh]gW`Y`DfcV`Ya Y
j Yfa]YXYb`k YfXYb`"Gc`hfÅ[h`YXYg`H]Yfž`XUg`]b`Y]bYa `Ncc`YVhž
gY]bYb`HY]`ni f`9f\`U`hi b[`XYf`5fhYbj]Y`ZU`h`VY]`i bX`]gh`HY]`Y]bYg
[fc»Ybž`ni gUa`a Yb`\`Åb[YbXYb`BYhmk Yf_gž`XUg`XYb`BUhi fgW`i hn
]bg`<Yfn`XYf`Ncc`UbXgW`UZh`fØW`h`ñ`@Y]dn][`YXYbZU`g`g]bX`X]Y
JcfVYfY]hi b[Yb`ZØf`X]Y`Gca`a Yfa`cbUHY]`b]j`c`Ya` ; Ub[Yž`i bX`X]Y
<cZbi b[`Ui Z`VU`X][Yb`?cU`UbUW`k`i W`g`]gh`gdØfVUf`"BYi []Yf][Y
6Ygi W`XYf`XØfZYb`g]W`Ui Z`X]Y`9bhk]W`_i b[Yb`ZfYi Yb`"

6Yf]W`hY`Ui g`XYf`FY[]cb`nY][Ybž`k]Y`k]W`h][`gc`W`Y`ñ]h]Uh]j Yb
g]bXž`i a`Y]b`6Yk`i gghgY]b`ZØf`XYb`BUhi fgW`i hn`ni `gW`UZZYb`i bX
YfZc`[fY]W`Ub`Y]bYf`VYggYfYb`Ni`_i bZh`ZØf`VYXfc`\`hY`5fhYb`ni
UfVY]hYb`"8Yf`Ncc`@Y]dn][`gYhnh`XUVY]j Yfgh`Åf`h`Ui Z`]bbc] Uh]j Y
?cbnYdhY`i`b]W`h`ni`Yhnhž`i`a`X]Y`6Y[Y]ghYfi b[`ZØf`H]YfY`i`bX
BUhi f`k`Y]hYf`ni`YbhZUW`Yb`i`bX`ni`ZØfXYfb`"

8YhU]`g	
Cfh	@Y]dn][ž8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none">• k k k "h\i Yf]b[Yb&("XY• k k k "ncc!`Y]dn]["XY• k k k "j Xn!nccg"cf[

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