

Gcf[Yb`i a`NYhhY`. `DgmWX]gWX`_fUb_Yf
A Ubb`bi b`]b`?`]b]_`Y]b[Yk]YgYb

⊕`NYhhY`ž: f]Yg`UbXž`k i fXY`Y]b`) %!`Ä`f][Yf`5gmVYk YfVYf
bUWX`k]YXYf`c`hYb`6Y`Ägh][i b[Yb`]b`Y]bY`dgmWX]Uhf]gWX`Y
?`]b]_`Y]b[Yk]YgYb"

NYhhY`ž`8Yi hgWX`UbX`!`

⊕`NYhhY`ž`Y]bYf`; Ya`Y]bXY`]a`@UbX_fY]g: f]Yg`UbXž`\Uh`Y]b
) %!`Ä`f][Yf`5gmVYk YfVYf`ZØf`[fc»Y`6Ygcf[b]g`]b`XYf`6Yj`Ò`_Yfi`b[
[Ygcf[h`8Yf`A Ubb`\UhY`k]YXYf`c`h`?`]bXYf`i`bX`; YgWX`Ä`Zhg`Yi`hY
VY`Ägh][hž`k Ug`gWX`]Y»`]WX`ni`gY]bYf`9]bk`Y]gi`b[`]b`Y]bY
dgmWX]Uhf]gWX`Y`?`]b]_`ZØ`fhY`"@Ui`h`Y]bYa`6Yf]WX`hj`cb`**B 8 F**`k`i`fXY
X]YgY`A`U»`bU`a`Y`bUWX`Y]bYa`f]WX`hYf`]WX`Yb`6YgWX`i`gg`i`a`[YgYhnhž
i`a`XYa`dgmWX]gWX`_fUb_Yb`A Ubb`ni`Y`ZYb`i`bX`X]Y`Gcf[Yb`XYf
5bk`c`bYf`Yfbgh`ni`bY`a`Yb`"8Yf`Dc`]nY]X]fY`hc`f`Øf`[`6Y`YbgYb
i`bhYfghf]WX`X]Y`K`]WX`h][_Y]h`X]YgYf`9bhgWX`Y]Xi`b["

8]Y`DfcV`Ya`Uh]_`]gh`b]WX`h`bYi`i`6Øf[Yfa`Y]ghYf`C`UZ`C`Yh`_Yb
gWX`]XYfhž`XUgg`X]Y`6Y`Ägh][i b[Yb`ØVYf`Y]bYb`NY]hfUi`a`j`cb`nk`Y]
»\fYb`ghUhh[YZ]`bXYb`\UVYb`"8Yf`5gmVYk YfVYf`nY][hY
U[[fYgg]j`Yg`J`Yf`U`hYbž`ghY`hY`VY]gd]Y`gk`Y]gY`?`]bXYfb`j`cf
GW`i`Ybž`?`]bXYf[ÄfhYb`i`bX`6i`g`U`hYghY`Yb`bUWX`ž`k`Ug`X]Y
; Ya`Y]bXY`XUni`j`YfUb`UgghYž`X]Y`6Y`\ØfXYb`ni`a`<`UbXY`b
Ui`Zni`ZcfXYfb`"9g`[UV`]b`XYf`J`Yf[Ub[Yb`Y]h`_Y]bY`J`cfk`ØfZY`[Y[Yb
X]Y`Dc`]nY]`cXYf`X]Y`5i`g`ÄbXYfVY`\ØfXY`"@Ui`h`XYa`9fghYb
; Ya`Y]bXYfUh`6YfbX`<c]b`_Y`]gh`XYf`A Ubb`dgmWX]gWX`Yf`_fUb`hž
k`cVY]`ZfØ`YfY`J`Yfgi`WX`Yž`\b`i`bhYfni`Vf]b[Ybž`Ui`Z[fi`bX`ZY`\`YbXYf
fYWX`h]WX`Yf`J`cfUi`ggYhni`b[Yb`UV[Y`Y`\bh`k`i`fXYb"

J Y fVYggYfhY' <]`ZY`ZØf': `ØW h`]b [Y`]b

F \ Y]b`UbX!DZU`n

9]b`A YggYfUb [f]ZZ]b`5gW UZYZbVi f [` \Uh`X]Y`8]g_i gg]cb`ØVYf`XYb
l a [Ub [`a]h'dgmW]gW`Ui ZÅ`][Yb`; YZØW hYhYb`bYi`YbhZUW h`' ð

F \ Y]b`UbX!DZU`n ZØfXYfh`XUg` ðhY [fUh]cbga]b]ghYf]i a

dgmW c`c []gW Y`6YhfYi i b [`ZØf': `ØW h`]b [Y`]b

9fghUi ZbU\ a YY]bf]W h i b [Yb`i bX`?ca a i bYb`"K]Y`HU [YggW Ui

VYf]W hYh`k YfXYb`]b`Hf]Yf`GWfYb]b [[YgdfÅW Y`ni f` ÆYbh]Z]_Uh]cb

dgmW]gW Yf`6Y`Ughi b [Yb`Xi fW [YZØ\fh`8 Ug`5b [YVch`gc``UV

&\$&) `Ui W`]b`XYf`5i ZbU\ a YY]bf]W h i b [`]b`GdYmYf`j YfZØ [VUf`gY]b"

ð`F \ Y]b`UbX!DZU`n []Vh`Yg`]bg [YgUa h`ZØbZ

5i ZbU\ a YY]bf]W h i b [Yb`ZØf`5gm`gi W YbXYž`]b`XYbYb

dgmW c`c []gW Y`i bX`dgmW ch`YfUdYi h]gW Y`: UW`_fÅZhY

l bhYfghØhni b [`UbV]YhYb`"5`YfX]b [g`VYghY`Yb`bcW

<YfUi gZcfXYfi b [Yb.`: `ØW h`]b [Y` \UVYb`cZi`_Y]bYb`Ni [Ub [`ni

H\YfUd]Yd`ÀhnYb`Ui Z [fi bX`j cb`GdfUW VUff]YfYb`i bX

VØfc`_fUh]gW Yb`< ØfXYb`"K Å\YbX`XYf`6YXUfZ`Ub`dgmW c`c []gW Yf

6YhfYi i b [` \cW`]ghž`ghY`Yb`X]Y`Yb hgd fYW YbXYb`D`ÀhnY`bi f

VY [fYbnhni f`J YfZØ [i b ["`a` YfghYb`< U`V`U`f`&\$&(`k i fXYb`ØVYf

, \$ \$`DYfgcbYb`]b`dgmW cgc n]U`Yb`NYbhYb`VYhfYi hž`k cVY]

U [[fYgg]j Yg`J Yf`U`hYb`gY`hYb`VYcVUW hYh`k i fXY`"6Y]`9][Yb!`cXYf

: fYa X [YZÅ\ fXi b [`YfZc` [h`Y]bY`K Y]hYfj Yfa]hhi b [`ni

dgmW]Uh]gW Yb`?`]b]_Yb"

8YhU]`g	
J c fZU``	6Y`Àgh][i b [ž`A YggYfUb [f]ZZ
l fgUWXY	dgmW]gW Y`9f`_fUb`_i b [
C fh	NYhY`ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bXf"XY • k k k "hU [YggW Ui "XY

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