

Dc`nY]`^U[h`l bVY_UbbhY.;, \$`DU_YhY`Ui Z
K U`XYfVUWx g`DUf_d`Uhn`[YÖZZbYh°

Dc`nY]`Yfa]hhY`h`b`K U`XYfVUWx `bUWx`XYa `² ZzbYb`j`cb`, \$
DU_YhYb`Ui Z`Y]bYa `DUf_d`Uhn`l bhYfgW`U[i b[`k]fX
i bhYfgi W`h"



K U`XYfVUWx ž`8Yi hgWx`UbX`!`#`K U`XYfVUWx ž`Y]bYa ` _`Y]bYb`C`fh
]a `@UbX_fY]g`7`Ua ž`gcf[h`Y]b`J`cfZU`Z0f`5i ZfY[i b[`K Ug
ni b`ÅW`gh`\Ufa `cg`YfgWxY]bhž`Ybhk]W_Y`hg]W`gWx`bY`ni`Y]bYf
_f]a]bU`]gh]gWxYb`5b[Y`Y[Yb`Y]h`F`i`bX`, \$`DU_YhY`k`i`fXYb`Ui`Z
Y]bYa `DUf_d`Uhn`Ub`XYf`GhUUhgghfU»Y`&%(-`[`YZ`bXYbž`i`bX`XUg`]b
Y]bYa `Ni`ghUbXž`XYf`fU[Yb`Ui`Zk`]fZh`8Yf`NYi [Yž`XYf`X]Y
[YÖZZbYhYb`DU_YhY`i`bX`HfUbgdc`fhUgWxYb`YbhXYW_hYž`U`Ufa]Y`fhY
X]Y`Dc`nY]ž`X]Y`i`a [Y`YbX`9fa]hh`i`b[Yb`k`Y[Yb`l`bhYfgW`U[i`b[
[Y[Yb`l`bVY_Ubbh`Y]b[Y`Y]hY`h`\Uhž`k]Y`X]Y`A]hhY`VUmYf]gWxY
NY]hi`b[`VYf]Wx`hYh"

8]Y`Dc`nY]]bgdY_h]cb`F`cX]b[ž`X]Y`Z0f`X]Y`GhUXh`F`cX]b[`gck]Y`X]Y
i`a`]Y[YbXYb`;`Ya`Y]bXYb`ni`gh`AbX]]`]ghž`f0W_hY`gWx`bY`ni`a

9]bgUmcfh'Ui g" 8]Y`YfghYb`l bhYfgi Wxi b[Yb`nY][Ybž`XUgg`X]Y
DU_YhY`j cb`j YfgW]YXYbYb`9a dZAb[Yfb`ghUa a Yb`i bX`j cf`U`Ya
VYgW`ÅX][h`i bX`hY`k Y]gY`YbhYYfh`k UfYb`"@Ui h`XYf
GYbXi b[gj YfZc`[i b[`k i fXYb`Y]b][Y`XYf`DU_YhY`VYfY]hg`Ua
GUa ghU[ž`XYa`%("`đ b)ž`ni [YghY`h`6YhfcZYbY`9a dZAb[Yf
VYf]W`hYbž`XUgg`g]Y`U`YfX]b[g`_Y]bY`Ni ghY`i b[`Yf`U`hYb`U`UVYbž
k Ug`X]Y`9fa]h`i b[Yb`k Y]hYf`Ub`Y]nYb`XØfZHY"

9fa]hh`i b[Yb`]a `; Ub[Y

8]Y`Dc`nY]`U`h`bi b`X]Y`5i Z[UVYž`YfUi gni Z]bXYbž`k]Y`Yg`ni
X]YgYa`J cfZU`ca a Yb`_cbbhY`"8]Y`HUhgUW]Yž`XUgg`X]Y`DU_YhY
UbgW]Y]bYbX`d`Uba`Å»][`]a `; Ya Y]bXYVYfY]W`K U`XYfVUW
Ui g[Y`]YZYfh`k YfXYb`gc`hYbž`k]fZi`X]j YfgY`fU[Yb`Ui Z`K]Y
_cbbhYb`g]Y`Ui ZY]bYa`DUF_d`Uhm`UbXYbž`i bX`k Ug`]gh`a]h`XYb
VYhfcZYbYb`9a dZAb[Yfb`[YgW]Y`Yb3`8Yf`8fi W`_Ui ZX]Y`9fa]h`Yf
k`ÅW`ghž`XYbb`j]Y`Y`A YbgW]Yb`k UfhYb`gY`bgØW]h][`Ui Z]`fY
@]YZYfi b[Yb"

8]Y`Øfh]W]Y`Dc`nY]VY`ØfXY`ghY`h`j cf`XYf`<YfUi gZcfXYfi b[ž`@]W]h
]bg`8i b_Y`ni `Vf]b[Yb`"8]Y`Ni gh`ÅbX][_Y]h`XYf`Dc`nY]]bgdY`_h]cb
FcX]b[`YfghfYW`_h]g]W`ØVYf`Y]b`; YV]Yh`j cb`(`&\$`_a`ž`XUg`bYVYb
K U`XYfVUW`_Ui W`X]Y`; Ya Y]bXYb`i U`_YbghY]bž`A]W]Y`gbYi _]fW]Yb
i bX`GhUa gf]YX`i a ZUggh`8]Y`F`Y[]cb`]gh`b]W]h`bi f`ZØf`]\fY`B`Uhi f
YfgW`cggYbž`gcbXYfb`Ui W`ZØf`]\fY`fi`][Y`@YVYbgk Y]gY`VY`_Ubbh
`Y]bY`A]gW]i b[ž`X]Y`Xi fW]X]YfUfh][Y`_f]a]bY`Y`J cfZ`Å`Y
Ya dZ]bX`]W]`[YghØfh`k YfXYb`_Ubb"

? f]a]bU`]h`Åh`]b`8Yi hgW]`UbX`]a `: c`_i`g

⇒5bVYhfUW]h`XYf`U`_hi Y`Yb`@U[Y`]gh`Yg`]bhYfYggUbhž`a]hYf`VYb
ni`XØfZybž`k]Y`g]W]X]Y`? f]a]bU`]h`Åh`]bg[YgUa`h`]b`8Yi hgW]`UbX
Ybhk]W`_Y`h`U`h`"8]Y`Dc`nY]`]W]Y`? f]a]bU`ghU]gh]_`XYg
6i bXYg`_f]a]bU`Ua hg`nY][hž`XUgg`&\$&(`Y]b`F`ØW`_Ub[`XYf
_f]a]bU`]h`ÅhgVYnc[YbYb`J cfZ`Å`Y`i a`%ž`+`i`ni`j YfnY]W]bYb`k Uf`
8]Yg`]gh`U`i dhg`ÅW`]W]`_Ui Z`k Yb][Yf`7`UbbUV]g!8Y`]_hY
ni fØW`ni ZØ`fYbž`X]Y`Xi fW]X]Y`HY]`Y[U`]g]Yfi b[`fYgi`h]YfYb`
8YbbcW]`V`Y]Vh`XUg`G]W]Yf`Y]hg[YZØ`Å`j]Y`Yf`6Øf[Yf`Ub[YgdUbbh`

=a`>U\`f`&\$&(`k`i`fXYb`Ui`h`GhUh]ghU`VY]gd]Y`gk`Y]gY`nU`\`fY]WXY
 8]YVghA`\`Y`i`bX`6Yhfi`[`gXY`_]hY`fY[`]ghf]Yfh`5`YfX]b[`]g`g]bX`gc`WXY
 J`cfZ`\`Y`]b`\`AbX`]WXYb`;`YV]YhYb`Y`\`Yf`gY`hYb"Ni`XYb`\`Ai`Z][`ghYb
 GhfUZhUhYb`nA`\`Yb`J`Yfa`O[`Ybg!`i`bX`:`A`gWxi`b[`]gXY`_]hY`Z`X]Y`]b
 :`A`Yb`k`]Y`XYa`K`U`XYfVUWXYf`DU`_Yhj`cfZU`\`A`b`]WXY`A`i`ghYf
 nY][`Yb`_`Obb`hYb"

8]Y`5i`Z`_`Afi`b[`]gei`chY`XYf`XYi`hgWXYb`Dc`]nY]`]Y[`]h`U`_`hi`Y`VY]`),
 i`ž`k`Ug`VYXYi`hYhž`XUgg`Yhk`U`YXYf`nk`Y]hY`:`U`ni`Y]bYa
 5VgWXY`i`gg`_`ca`a`h":`Øf`X]Y`6Øf[`]Yf`]b`K`U`XYfVUWXY`k`AfY`Y]bY
 gWXYbY`Y`?`Afi`b[`]XYg`DU`_Yhj`cfZU`\`g`k`ØbgWXYb`gk`Yfhž`i`a`k`]YXYf`ni
 Y]bYa`[`]Yk`c`b`hYb`5`hU[`]ni`fØW`_`Y`fYb`ni`_`Obb`Yb"

~9g`V`Y]Vh`UVni`k`UfhYb`ž`k`]Y`gWXYbY`X]Y`9fa`]hhYf`@]WXYh`]bg`8i`b`_`Y`
 Vf]b[`]Yb`_`Obb`Yb"8]Y`5bk`c`b`Yf`g]bX`VYgcf[`]hi`bX`\`c`ZYb`Ui`Z`Y]bY
 fUgWXY`5i`Z`_`Afi`b[`]X]YgYg`gY`hgUa`Yb`;`YgWXY`Y`b`gž`XUg`b]WXYh`bi`f
 X]Y`;`Ya`Y]bgWXY`UZhž`gcb`XYfb`Ui`WXY`XUg`J`Yfhf`Ui`Yb`]b`X]Y`G]WXYf`Y]h
 XYf`F`Y[`]cb`Ui`Z`X]Y`Dfc`VY`ghY`h`ž`gWXY]Y»`h`X]Y`6Yf]WXYhgYf`ghU`hi`b[`]j
 cb`XYb`@`_`U`b`UWXYf]WXYhYb`UV"

8YhU]`g	
C`fh	K`U`XYfVUWXY`ž`8Yi`hgWXY`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"a`]hhY`V`UmYf]gWXY`Y`XY • k`k`k`"d`c`_]nY]"V`UmYf`b`XY • XY"ghUh]ghU"W`a

6Ygi`WXYb`G]Y`i`bg`Ui`Z.`b`U[`]!`V`UmYf`b`XY