

6UmYfb`ja`HfUbgZYfZ]YVYf.`DU`\]b\U`jcf
@Y]\Y`ni`HchhYb\Ua 3

5_hi Y`Y`HfUbgZYf[YfØW hY`XYg: 7`6UmYfb.`æUc`DU`\]b\U`ja
: c_i gž`@]g'8]Un!J Yf\UbX`i b[Yb`Ui ZYbž`GWæi h]b[dUbbYb
Ui Z[YXYW_h"



6UmYfbž`8Yi hgW`UbX`!`8Yf: 7`6UmYfb`A ØbWYb`]gh`k]YXYf
Y]ba U`ja`NYbhfi a`XYg`HfUbgZYf[YgWY\Ybg"9]b\Y]» Yg`H\Ya U
XYf`YhnhYb`HU[Y`]gh`XYf`dcfhi []Yg]gWY`A]hhY`ZY`Xgd]Y`Yf`æ¿c
DU`\]b\Už`XYf`VY]a`FY`cfXa`Y]ghYf`_Ui a`Gd]Y`nY]h`VY`ca`a`h"
HchhYb\Ua`<chgdif`\UhY]b`5i [Y`Ui Z`XYb`Gd]Y`Yf`[Yk`cfZYbž
k ØbgW`h`g]W`Y`XcW`Y]bY`@Y]\Y"6UmYfb`k`ÅfY`VY]`Y]bYa`ZYghYb
HfUbgZYf`UV`&) `A`]`cbYb`9i`fc`[Ygd`f`ÅW`gVYfY]hž`k`Å`fYbX
DU`\]b\U`XUfi a`_Åa`dZž`g]W`ja`?UXYf`Xi`fW`ni`gY`hmYb" **F Ub**
VYf]W`hY`h`XUf`ØVYfž`k]Y`g]W`X]Y`G]hi`Uh]cb`ZØf`XYb`A]hhY`ZY`Xgd]Y`Yf
Yb`hk]W`Y`b`_ØbbhY"

9]b`k Y]hYfYf`gdUbbYbXYf`5gdY`h]gh`XYf`K`YW`gY`k`i`bgW`j`cb`@]g
8ÉUn`8Yf`@] Yfdcc`!5b[fY]ZYf`\Uh`g][bU`]g]Yfhž`XUgg`Yf`ni`6UmYfb

k YWgY`b`a` ÒW`hYž`gcZYfb`Y]bY`9]b][i b[`nk]gW`Yb`XYb`?`i` Vg
Yfn]Y`h`k`]fX``@Ui`h`6Uj`Uf]Ub`:` cchVU``K` cf_g`g]bX`VY]XY`7`i` Vg
cdh]a`]gh]gW`ž`XUgg`Y]b`8YU``ni` ghUbXY`_ca` a` Yb`_ÒbbhY``6UmYfb
`Uh`Y]b`5b[` YVchj`cb`fi`bX`+) `A`]``cbYb`9i` fc`Ui`Z`XYb`H]gW`Y`[`Y`Y`[`hž
i`bX`X]Y`dYfgÒb`W`Yb`6YX]b[i b[`Yb`ZØf`Y]bYb`J`Yf`U`fYgj`YfhfU[
gW`Y]bYb`VYfY]hg`ZYghni`ghY`Yb``9g`k`]fX`gdY`_i`]Yfhž`XUgg`XUg
;`Y`U`h`j`cb`Y`h`k`U`%(`A`]``cbYb`9i` fc`Vfi`h`c`Å`f`]W`Y]b
Yb`hgW`Y]XYbXYf`Di`b`_h`ZØf`8`ÉUn`gY]b`_ÒbbhY`"

HfUb gZYf[YfØW`hY`i`bX`GW`ci`h]b[!DUbbYb

æa`]hYb`X]YgYf`HfUb gZYf[YfØW`hY` `Uh`g]W`Y]b`_`Y]bYf`G`_UbXU`
Yb`hZU`hY`h``9]b`GW`ci`h`XYg`:`7`6UmYfb` `Uh`i`bVYUVg]W`h][`h`Y]bY
[`Y`Y]a`Y`GW`ci`h]b[`]ghY`]b`gY]bYa` `K` `Uhg5dd!GhUhi`g`[`YhY]`h`
8UfUi`g`[`]b[`Y`Yfj`cfž`XUgg`6UmYfb`Y]b`5i`[`Y`Ui`Z`%)`HU`YbhY
[`Yk`cfZYb` `Uhž`XUfi`bhYf`?Ya`]`GYi`X]j`ca` `J`Z6`Ghi`hh[`Ufhi`bX`GUa
<Uf]hn`j`cb`GW`U`_Y``8]Yg`_ÒbbhY`XUg`GW`ci`h]b[!HYUa` `i`bhYf`8fi`W`
gYhnYbž`VYgcbXYfg`]b`Y]bYf`NY]hž`]b`XYf`a`Ub`g]W`Ui`Z`k`]W`h][`Y
HfUbgZYfg`_cbnYbhf]YfYb`a` ÒW`hY`"

„ Vf][`Ybgž`k`Å`fYbX`X]Y` ;`YgdfÅW`Y`ØVYf`@`]g`8`ÉUn`Ub`:`U`f`h`
Ui`ZbY`a`Ybž`VYcVUW`hY`h`6UmYfb`Ui`W`C`dh]cbYb`]a`5b[`f]ZZ`ZU``g`
XYf`8YU``b]W`h`ni`ghUbXY`_ca`a`Yb`gc``hY``Gd]Y`Yf`k`]Y`F`cXfm[`c`j`cb`
FYU`A`UXf]X`i`bX`<i`[`c`9_]h]_Å` `UVYb`YVYbZU``g`X]Y`
5i`Za`Yf`_gUa`_Y]h`XYf`6UmYfb!J`YfUb`hk`cfh]W`Yb`Ui`Z`g]W`Y`[`Ync[`Yb`
9g`k`]fX`j`Yfa`i`hYhž`XUgg`@]Yfdcc``ni`XYa` `Ub`FYU`A`UXf]Xg`
:`Ø[`Y`gd]Y`Yf`F`cXfm[`c`]bhYfYgg]Yfh`]ghž`k`Ug`X]Y`G]hi`Uh]cb`k`Y]hYf`
_ca`d`n]Yfh`"

J YfhfU[gj Yf`UbX`i`b[Yb`i`bX`DYfgdY`_h]j Yb

9]b`k`Y]hYfYf`ghf]hh][`Yf`Di`b`_h`]gh`X]Y`J`YfhfU[`gj`Yf`Åb[`Yfi`b[`a`]h`
8Umch`i`dUa`YWUbc``;`YgdfÅW`Y`ØVYf`Y]bY`a`Ò[`]W`Y`J`Yf`Åb[`Yfi`b[`
g]bX`]bg`Ghc`W`_Yb`[`YfUhYbž`XU`XUg`æhYfYggY`j`cb`FYU`A`UXf]X`Ub`
XYa` `æbYbj`YfhY]X][`Yf`[`fc`»`]gh`GY]b`J`YfhfU[` `Åi`Zh`VYfY]hg`]a`
bÅW`ghYb`Gca`a`Yf`Ui`gž`i`bX`X]Y`DUfhY]Yb`gW`Y]bYb`k`Y]h`
Ui`gY]bUbXYf`ni` ``Y[`Ybž`k`Ug`]b`XYb`bÅW`ghYb`K`cW`Yb`k`Y]hYfYb`
8fi`W`_Ui`Z`6UmYfb`Ui`gØVYb`_ÒbbhY`"

?`Uf`]ghž`XUgg`XYf`: 7`6UmYfb`A ØbWXYb`hfc hn`XYf
 <YfUi gZcfXYfi b[Yb`]b`XYf`HfUbgZYfdYf]cXY`Y]b`[i hYg`<ÀbXWXYb
 nY][Yb`a i ggž`i a`X]Y`Y][YbYb`5a V]h]cbYb`ni`k U\ fYb`"J cf`X]YgYa
 <]bhYf[fi bX`k]fX`k U\fgWXY]b`]WXY`Ui WXY]b`J Yf`Ui Zj cb`Gd]Y`Yfb
 k]Y`?]a`A]b!`UY`i bX`æ;c`DU`\]b\U`]bg`5i [Y`[YZUgghž`i a`bYi Y
 HfUbgZYfg`ni`Z]bUbn]YfYb`i bX`Zf]gWXYg; Y`X`]b`X]Y`?UggYb`ni
 Vf]b[Yb"

8YhU]`g	
C fh	6UmYfbž`8Yi hgWXY`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fUb"XY • k k k "VUj Uf]UbZcchVU`k cf_g"WŁa

6Ygi WXYb`G]Y`i bg`Ui Z.`bU[!VUmYfb"XY