

6UmYfb`Xfc\Yb`Ghfca Ui gZÄ`Y.
B YhnUi gVUi ` \]b_h` \]bhYf`Gc`UfYbYf[]Y
 \]bhYf\Yf°

⇒ 6UmYfb`ghY][h`XUg`F]g]_c`fY[]cbU`Yf`Ghfca Ui gZÄ`Y`k Y[Yb
`Ub[gUa Yb`BYhnUi gVUi g" `Dc`h]_Yf`Zc`fXYfb`Xf]b[YbX
@Ögi b[Yb"



6UmFYi h\ ž`8Yi hgW\`UbX`!`8Ug`H\Ya U`9bYf[]Yj Yfgcf[i b[`]gh
ni fnY]h`b`U`Yf`A i bXYž`i bX`[YfUXY`]b`6UmYfb`hi h`g]W\`Y]bY`A Yb[Y
]b`X]YgYa `6YfY]W\`8Ug`F]g]_c`fY[]cbU`Yf`Ghfca Ui gZÄ`Y`]gh`Ui h
XYb`9l dYfhYb`XYf`9bYf[]Yk]fhgW\UZh`Ub[Ygh]Y[Ybž`i bX`XUg`\Äb[h
j`cf`U`Ya `a]h`XYa `Ub[gUa Yb`BYhnUi gVUi `ni gUa`a Yb" `K`Ä`fYbX
X]Y`Gc`UfYbYf[]Y` \]Yfni `UbXY`fUgUb`h`k`ÄW`ghž`\Ä`h`XYf`BYhnUi gVUi
b]W`h`GW`f]hhž`k Ug`ni `Yfbgh`UZh`Yb`Dfc`V`Ya Yb`ZØ`fYb`_`Ubb" `J`cf
U`Ya `Ub`k`c`_`Yb`cgYb`HU[Yb` \ YffgW`h`Ub[Yg]W`hg`XYg`\c` \Yb
Gc`Ufghfca Ub[YV`chg`5`Ufa`VYfY]hgW`UZh`VY`]XYb`BYhnVYhfY]VYfbž
k]Y`5`bhYbbY`6UmYfb`VYf]W`hYh"

8 Yf' < Ui dh[YgW\ÅZhgZØ\ fYf'XYg'J YfVUbXg'XYf'6UmYf]gWYb
9bYf[]Y! 'i bX'K UggYfk]fhgW UZh'fU 69K Łž'A Uf]Ub'F Udd'žVf]b[h'Yg
Ui ZXYb'Di b_h'8]Y'D\c hcj c'hU]_Ub`U[Yb'k UWgYb'gW\ bY`Yfž'U`g
XUg'Ghfca bYhn'Ui g[YVUi h'k YfXYb'_Ubb"'8 Ug'ZØ\ fh'b]W\ h'bi f
XUni ž'XUgg'Y]b'Yf\YV`]W\ Yf'HY]'XYg'YfnYi [hYb'Gc`Ufghfca g']b
6UmYfb'UV[YfY[Y'h'k YfXYb'a i ggž'gc bXYfb'ghY][Yfh'Ui W\ 'X]Y
; YZU\ f'j cb'fY[]cbU`Yb'i bX'nY]h`]W\ 'VY[fYbnhYb'5VgW U`hi b[Yb"
&\$&('a i gghYb'VY]gd]Y`gk Y]gY'ZUgh'Y]bY'HYfUk Uhhghi bXY
Gc`Ufghfca 'UV[YfY[Y'h'k YfXYbž'k Ug'X]Y'DfcV`Ya Uh]_`k Y]hYf
j YfghÅf_h"

< YfUi gZcfXYfi b [Yb'Xi fW\ 'XYb'BYhnUi gVUi

8 Yf'VUmYf]gWY'K]fhgW UZhga]b]ghYf'g]Y\ h'hfc hn'U`Ya 'X]Y
9]bgW\ fÅb_i b[Yb'XYf'Ghfca j Yfgcf[i b['Ui Z] fi bX'j cb
BYhnYb[dÅggYb'U`g'i bk U\fgW\ Y]b`]W\ 'Ub"'8 YbbcW\ 'UVYb
BYhnVYhfY]VYf'k]Y'HYbbYh'VYfY]hg'A U» bU\ a Yb'Yf[f]ZYbž'i a
, VYf'Ughi b[Yb'ni 'j Yfa Y]XYb"'9]b'k Y]hYfYg'F]g]_c'g]bX'X]Y
[Yd`UbhYb'_cbhfc``]YfhYb'@UghUVgW U`hi b[Ybž'X]Y'U`g`Ym hYg'A]hY`
Y]b[YgYhnh'k YfXYb'gc``Ybž'k Ybb'U`Y'UbXYfYb'Cd h]cbYb
Ui g[YgW\ ÒdZh'g]bX"'9]bY'5fVY]hg[fi ddY'ja 'J 69K '\Uh'g]W\ 'VYfY]hg
a]h'GnYbUf]Yb'VYgW\ ÅZh][hž'X]Y'gc`W\ Y'@UghUVgW U`hi b[Yb
YfZcfXYf`]W\ 'a UW\ Yb'_ÖbbhYb"

8]Y'Xf]b[YbXY' Bch'k YbX][_Y]h'Y]bYg'nØ[][Yb'Ghfca `Y]hi b[gVUi g
k]fX'Ui W\ 'j cb'XYf'GhUUhgYf[]Yfi b['VY_fÅZh][h'8]Y'D`ÅbY'ZØf'bYi Y
< ÒW\ ghgdUbbi b[g'Y]hi b[Yb'j cb'BcfX! 'bUW\ 'GØXXYi hgW\ 'UbX'g]bX
gY]h'XYa 'j cf[Ync[YbYb'5hca Ui ggh]Y['&\$&&'Y]b'nYbhfU`Yg'H\Ya U"
8cW\ 'X]Y' l a gYhni b['ghOfh'K]XYfghUbX']b'XYf'6Yj Ò_Yfi b[ž
k Yg\U`V'i bhYf]fX]gW\ Y'6Ui d`ÅbY'ZØf'X]Y'FUi a hfUggYb'Gi YX`]b_
i bX'Gi YXcgh`]b_]b'6YhfUW\ h[Ync[Yb'k YfXYb"@Y]XYf'ZØ\ fYb
X]YgY'ni '\Ò\YfYb'?cghYb'i bX'nY]h`]W\ Yb'J YfnØ[Yfi b[Ybž'k cVY]
XYf'Gi YXcgh`]b_]Yfgh'&\$&+'i bX'XYf'Gi YX`]b_]&\$&,]b'6Yhf]YV
[Y\Yb'gc``"

8]Y'F c``Y'XYf'Gc`UfYbYf[]Y

K c\]b[Y\h'X]Y'F Y]gY'a]h'XYf'VUmYf]gW\ Yb'Gc`UfYbYf[]Y3'8]Y

Dfc [bcgYb'g]bX'k Y]hYf\]b'cdh[a]gh]gWł'ž'gc [Uf'XmbUa]gWł''GhAXhY
i bX'; Ya Y]bXYb'j]b'6UmYfbž'k]Y'K U''XcfZž'gYhnYb'Ui Z'Gc`Ufghfca
i bX']bj Ygh]YfYb`_fÀZh][''K U''XcfZ'd`Ubhž' Gc`UfghUXh`ni`k YfXYbž
i bX`\Uh'V]g\Yf'ØVYf'ZØbZA]''cbYb'9i fc']b'Gc`UfUb`U[Yb'[YghYW_h"
=bcj Uh]cbgZfYi X][Y'6Øf[Yf'dfcZ]h]YfYb`XUVY]j cb'Ni gWł'ØggYbž
k]Y'GhYZUb'6YbXYfž'XYggYb'Gc`UfUb`U[Y'a Y\`f'Ghfca`dfcXi n]Yfž
U'g'gY]bY': Ua]]Y'j YfVfUi WłYb`_Ubb''Gc`Wł`Y]bY'9bhk]W_`i b[
nY][hž'XUgg'X]Y'9]bgdY]gi b['j cb'Gc`Ufghfca`nk Uf'Y]bY
< YfUi gZcfXYfi b['ZØf'XUg'BYhn'XUfghY`hž'UVYf'Ui Wł'7\UbWł'b'a]h
g]Wł`Vf]b[h"

<]bhYf'XYb'?i`]ggYb'k]fX'Ub`@Øgi b[Yb'[YUfVY]hYh"A]h
; YgYhnYgÀbXYfi b[Ybž'X]Y'gY]h'XYa`&) "' : YVfi Uf'j]b'?fUZh'g]bXž'gc`
j Yf\]bXYfh'k YfXYbž'XUgg'Yg'ni` , VYf'Ughi b[Yb`_ca`a`h''Gc'g]bX
bYi Y'Gc`UfUb`U[Yb`Yhnh'j YfdZ]WłhYhž'a]h'?Øbgh]WłYf`=bhY`][Ybn
Ui g[YghUhhYh'ni`k YfXYbž'i`a`X]Y'9]bgdY]gi b['j]b'XUg'Ghfca`bYhn'ni
ghYi Yfb''Ni XYa`a`ØggYb'Ga Ufh'A YhYf'i bX'GhYi YfVcl Yb
]bghU`]Yfh'k YfXYb''N]Y'Y'g]bX'i bhYf'UbXYfYa`Y]bY`Ub[Zf]gh][Y
8]fY_hj Yfa Uf_hi b['j cb'Gc`Ufghfca`i bX'X]Y'J Yfa Y]Xi b['j cb
Gc`Ufghfca`gd]hnYbž'X]Y'X]Y'BYhnVYhfY]VYf'j cf'[fc»Y
< YfUi gZcfXYfi b[Yb`ghY`Yb"

5''X]YgY'9bhk]W_`i b[Yb'a UWłYb`_`Ufž'XUgg'XYf'5i gVUi`XYf
YfbYi YfVUfYb'9bYf[]Ybž']bgVYgcbXYfY`XYf'Gc`UfYbYf[]Yž'b]Włh
bi f'Y]bY`hYWłb]gWłYž'gcbXYfb'Ui Wł`Y]bY`[YgY`gWłUZh]WłY
< YfUi gZcfXYfi b['XUfghY`h"8]Y'5_nYdhUn'XYf'6Yj Ò`_Yfi b[ž'X]Y
6YfØW_g]Włh][i b['j cb`l`a`k`Y`hUgdY_hYb'i bX'X]Y'5i Z_`Àfi b['ØVYf
bch'k YbX][Y'A U»bU\`a`Yb'g]bX`YggYbn]Y`ž'i`a`XYb'K`Y['j]b'Y]bY
bUWł\U'h][Y'9bYf[]Yni`_i bZh'ni`YVbYb"

8 Ug`@YfbYb'Ui g'X]YgYb`< YfUi gZcfXYfi b[Yb'k]fX`YbhgWłY]XYbX
gY]bž'i`a`XUg'Ghfca`bYhn`Zh'ZØf'X]Y'Ni`_i bZh'ni`a`UWłYb''8Ybb'XYf
k UWłgYbXY'5bhY]'YfbYi YfVUfYf'9bYf[]Yb'j Yf`Ub[h'bUWł`Y]bYa
ZYI]V`Yb'i bX'ni`_i bZh'gcf]Yb]YfhYb'9bYf[]YgmghYa`ž]b'XYa`U`Y
F`AXWłYb'j]bY]bUbXYf[fY]ZYb''K]Y`XUg'[YbUi`Ui`ggY\Yb`_Ubbž'k]fX
g]WłYf`]Wł`Y]b'gdUbbYbXYg'H\Ya`U]b'XYb`_ca`a`YbXYb`>\fYb
V`Y]VYbž']bgVYgcbXYfY`j]b'Y]bYa`YbYf[]Y]bhYbg]j Yb`@UbX'k]Y
6UmYfbž'k c`XYf'6YXUfZ'Ub'Ghfca`ghYh][`ghY][`h"

8YhU]`g	
C fh	6UmFYi h\ž8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "UbhYbbY"XY • k k k "hU[YggW\Ui "XY • k k k "i a k Y`hVi bXYgUa h"XY

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