

DfU_h]gWXY`5i gV]`Xi b[`]a `Hci f]ga i g. `Gc
a Y]ghYfb `Ghi XYbhYb `XYb `xVghUfh`

DfcZYggcf`8Uc `A Ub\`<i b[`VYhcbh`]bbcj Uh]j Y
5i gV]`Xi b[ga cXY`Y`]a `Hci f]ga i gž`X]Y`dfU]]gbU\Y
: Ä\][_Y]hYb`ZØfXYfb`i bX`5fVY]hga Uf_hYfZc`[`g]WXYfb`



< Ubc]ž`J]YhbUa `!`8]Y`6YXYi hi b[`dfU_h]gWXYf`5i gV]`Xi b[`]a
Hci f]ga i ggY_hcf`k]fX`]a a Yf`XYi h`]WXYf`DfcZYggcf`8f`8Uc `A Ub\
<i b[ž`J cfg]hnYbXYf`XYf`J]YhbUa `Hci f]ga `HfU]b]b[`5ggcW]Uh]cb
i bX`8]fY_hcf`XYf`a dYf]U`b`hYfbUh]cbU`<chY`A UbU[Ya Ybh
GWcc`f`7Ł`YVh`Yfj cfž`XUgg`Y]bY`dfU]]gcf]Ybh]YfhY
5i gV]`Xi b[`YbhgWXY]XYbX`XUZØf`]ghž`X]Y`<i a UbfYggci fWb`]a
Hci f]ga i g`ni `j YfVYggYfb`8 Ug`Ub`XYf`7`Ub[Yk UbXhY`<chY`
GWcc`!A cXY`gcf[h`XUZØfž`XUgg`Ghi X]YfYbXY`\$`i `]`fYf`NY]h`a]h
H\Ycf]Y`i bX`+\$`i `a]h`dfU_h]gWXYb`9fZU\fi b[Yb`]a `FU\`a Yb`Y]bYg
<chY`g`j YfVf]b[Ybž`i bX`XUg`i bhYf`5b`Y]hi b[`YfZU\fybYf
: UW_fÄ`ZhY`8Yf`i bhYff]W`hYfZc`[hj`c`gh`AbX][`Ui`Z`9b[`]gW`i bX

i bhYf`Y[h'ghfYb[Yb`Ni `Uggi b[gVYX]b[i b[Yb`gck]Y
E i U`]hÀhg_cbhfc`Yb"5Vgc`j YbhYb`_ÒbbYb`g]W`ØVYf`Y]bYb
]bhYfbUh]cbU`UbYf`_UbbhYb`5VgW`i gg`XYf`B 7: 9!Cf[Ub]gUh]cb`fl ? ě
ZfYi Ybž`k Ug`]\fYb`9]bgh]Y[`]b`XYb`[`cVU`Yb`5fVY]hga Uf_h
Yf`Y]W`hYfh`

DfcZYggcf`<i b[`Ài »Yfh`XYb`K i bgW`ž`X]YgYg`A cXY`ni `fYd`n]YfYbž
i a `a Y`f`Ghi X]YfYbXYb`XYb`Ni [Ub[`ni `Yfgh`_Ugg][Yf`5i gV]`Xi b[
ni `Yfa Ò[`]W`Yb"9]b`k Y]hYfYf`]bbcj Uh]j Yf`5bgUhn`k]fX`j cb`XYf
<Ubc]`Hci f]ga `7ca dUbm`i a [YgYhnhž`X]Y`d`Ubhž`UV`XYa `GW`i `U`f
&\$&(`&\$&) `Y]b`Hci f]ga i g!, Vi b[gnYbhfi a `Ub`Y]bYf`i b]j Yfg]hÀh
ni `YfÒZbYb"8]YgYg` i bhYfbY`a Yb`]b`XYf`GW`i `Y `!A cXY`Yf`Ui Vh
Yg`XYb`Ghi X]YfYbXYbž`a]h`YW`hYb`i bhYfbY`a YbgXUhYb`ni
UfVY]hYb`i bX`k Yfhj c`Y`DfU_h]_U`ni `UVgc`j]YfYb"8Ug`N]Y`]gh`Ygž
]\bYb`X]Y`b`hY[fUh]cb`]b`XYb`5fVY]hga Uf_h`ni `Yf`Y]W`hYfbž`XU`g]Y
Ua `9bXY`XYg`5i gV]`Xi b[gdfcnYggYg`Y]bY`5fVY]hgVYgW`Y]b][i b[
Yf`U`hYb"

DfU_h]gW`Y`9fZU`fi b[Yb`ZÒfXYfb`XYb
9]bgh]Y[`]b`XYb`5fVY]hga Uf_h

8Ug`<Ubc]`7c`Y[Y`cZ`Hci f]ga `j YfZc`[h`Y]bYb
_ca dYhYbnVUg]YfhYb`5bgUhn`f7 6Hłž`XYf`Y]bY`5i gV]`Xi b[`Xi fW`
fYU`Y`G]hi Uh]cbYb`i bX`DfU_h]_U`Yfa Ò[`]W`h"8]Y`GW`i `Y`U`h`VYfY]hg
?ccdYfUh]cbYb`a]h`a Y`f`U`g`%\$`\$`i bhYfbY`a Ybž`Y]bgW`Y]»`]W`(!
V]g`)!GhYfbY!<chY`g`i bX`]bhYfbUh]cbU`Yb`F`Y]gYj YfUbghU`hYfb"`, VYf
- \$`i `XYf`5Vgc`j YbhYb`Z]bXYb`]bbYf`U`V`j cb`XfY]`A cbUhYb`Y]bYb
xVž`k À`fYbX" \$`i `X]fY`h`Ua `GhUbXcfh`]fYf`DfU_h]_U`Y]b[YghY`h
k YfXYb"8]YgY`b]h]Uh]j Yb`nY][Yb`XYb`9]bgUhn`ZÒf`d`fU_h]gW`Y
5i gV]`Xi b[ga cXY`Yž`Ui W`k Ybb`g]Y`XYb`A Uf_hVYXUfZ`Ub
<i a UbfYggci fW`b`bi f`hY]`k Y]gY`UVXYW`Yb"

9l dYfhYb`ZcfXYfb`ni XYa `Y]bY`Yb[Y`Ni gUa a YbUfVY]h`nk]gW`Yb
5i gV]`Xi b[g]i bX`5fVY]hgj Yfa]h`i b[gY]b`Y]hYb"8f" <cUb[`B[cW
Hi Y`j cb`XYf`<Ubc]`i b]j Yfg]hmicZ`bXi ghfm`k Y]gh`Ui ZX]Y
B`ch`k YbX][`Y]h`]\bž`a cXYfbY`HYW`bc`c[]Yb`k]Y
bZcfa Uh]cbghYW`bc`c[]Y`i bX`?Øbgh]W`Y`b`hY`][Ybn`]b`j]fhi Y`Y
, Vi b[ga cXY`Y`ni `]bhY[f]YfYb"8]YgY`HYW`bc`c[]Yb`_ÒbbhYb

i bhYf`UbXYfYa `\\Y`ZYbž`X]Y`dfUI]gbU\\Y`5i gV]`Xi b[`k Y]hYf`ni
 cdh]a]YfYb`i bX`X]Y`@Y\\fd`ÀbY`Ub`X]Y`5bZcfXYfi b[Yb`XYg
 5fVY]hga Uf_hYg`Ubni dUggYb"

< YfUi gZcfXYfi b[Yb`ZØf`Ghi X]YfYbXY`]a
 Hci f]ga i g

8]Y`DYfgcbU`Y]hYf]b`XYg`DUb`DUW]Z]W< Ubc]`< chY`ž`J i `H\\]`A U]ž
 a U\\bhž`XUgg]j]Y`Y`Ghi X]YfYbXY`GWk`ÀWYb`]b`XYb`6YfY]WXYb
 5bU`mgYž`DfÀgYbhUh]cb`i bX`5f[i a YbhUh]cb`Ui Zk Y]gYbž`k`À\\fYbX
 Yg`Ub`dfU_h]gWXYb`9fZ\\fi b[Yb`k`À\\fYbX`XYg`Ghi X]i a g`a Ub[Y`h"
 9]bY`ghÀf`YfY`J Yf_bØdZ b[`XYf`dfU_h]gWXYb`5i gV]`Xi b[`a]h`XYa
 h\\YcfYh]gWXYb`K]ggYbž`XUg`Ub`i b]j Yfg]h`hYb`j Yfa]hY`h`k]fXž
 _ØbbhY`X]Y`5i gV]`Xi b[`]bg[YgUa hcdh]a]YfYb"

⇒a `k Y]hYfYb`?cbhYI h`i a ZUggh`X]Y`5i gV]`Xi b[`]a`Hci f]ga i g`b]W`h
 bi f`X]Y`h\\YcfYh]gWXYb`5gdY`hYž`gcbXYfb`Ui W`Y]bY`ghUf`Y
 cf[Ub]gUhc]gWXY`?ca dcbYbhY""6Yfi ZY`k]Y`?Ui ZZfUi`ZØf
 Hci f]ga i g`i bX`: fY]nY]h`cXYf`< chY`ZUW`a Ubb`YfZcfXYfb
 ?Ybbhb]ggY`]b`XYf`D`Ubi b[`i bX`8i fW`ZØ\\fi b[`j cb`FY]gYb`gck]Y
]b`XYf`G]WYfghY`i b[`XYf`: ÀghYni Zf]YXYb`\\Y]h`8]Y`Xi U`Y
 5i gV]`Xi b[`]a`Hci f]ga i ggY`hc`f`V]YhYh`Y]bY`?ca V]bUh]cb`Ui g
 dfU_h]gWXYf`5fVY]h`i bX`h\\YcfYh]gWXYb`9]bV`]W`Yb`]b
 6Yhf]YVgk]fhgW`UZhg`Y\\fYž`DYfgcbU`ZØ\\fi b[`i bX
 I bhYfbY`a YbgZØ\\fi b[``8]Yg`ei U`]Z]n]Yfh`5Vgc`j YbhYb`ZØf
 : Ø\\fi b[gdcg]h]cbYb`]bbYf`U`V`j cb`< chY`gž`FYghUi fUbhg`i bX
 FY]gYVØfcg"

8YhU]`g	
C fh	< Ubc]ž`J]YhbUa
E i Y`Yb	<ul style="list-style-type: none"> • k k k "j]YhbUa "j b • k k k "Ui gV]`Xi b["XY

6Ygi WXYb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY