

HUI]g`]b`H\Øf]b[Yb. `< U`V]Yfi b[`XYf`NU\`
i bX`Xfc`YbXY`J Yfgcf[i b[gYb[dÄggY°

H\Øf]b[Yb`j YfnY]W bYh`Y]bYb`XfUa Uh]gWYb`F ØW_[Ub[`XYf`
HUI]g"@Øgi b[Yb`g]bX`YfZcfXYf`]W ži a ``ÄbX`]WY`A cV]`]hÄh`ni
g]WYfb"



H\Øf]b[Yb ž`8 Yi hgW `UbX`!`8]Y`HUI]!G]hi Uh]cb`]b`H\Øf]b[Yb
a UW`hj]Y`Yb`6Yk c`bYfb`Gcf[Yb``8Ybb`X]Y`NU\`XYf`HUI]g`U
g]W`]b`XYb`YmhYb` \$`U`fYb`a Y`f`U`g`U`V]Yfh`5`_hi Y``g]bX`]b
H\Øf]b[Yb`bi`f`bcW`Yhk`U`, \$`\$`HUI]g]a`9]bgUhnž`k`Ä`fYbX`Yg`%`-`&
bcW`fi`bX`%`*`\$\$`k`UfYb``6YgcbXYfg`[fUj]YfYbX`]gh`XYf`F`ØW_[Ub[
]b`ÄbX`]WYb`; YV]YhYbž`k`c`X]Y`A]hbU`a Y`j`cb`HUI]g`ZØf`j]Y`Y
A YbgWYb`YggYbh]Y``]gh`5i W`]b`GhÄXhYb`g]bX`Äb[YfY
K UfhYnY]hYb`a]hhYfk`Y]Y`_Y]bY`GY`hYb`Y]h`a Y`f`ž`k]Y`A`8`F
VYf]W`hYh"

K Ufi a `[]Vh`Yg]a`a`Yf`k`Yb][Yf`HUI]ZU`fYf3`9]b`nYbhfU`Yf`; fi bX
ZØf`XYb`F`ØW_[Ub[`]gh`XYf`A`Ub[`Y`Ub`:`U`fYfbž`k`Ug`ni`Y]bYf
[Yf]b[YfYb`5bnU`U`Ub`:`U`fhYb`ZØ`fh``8]Y`:`c`[Y`g]bX`Ä`Ø`YfY`DFY]gY

i bX`Y]b`XYi h]WXYf`F ØW_[Ub[`Ub`j YfZØ[VUfYf`A cV]`]hÀh`8 Yf
@UbXYgj YfVUbX`H\Øf]b[Yb`XYg`J Yf_Y\fg[Yk YfVYg`f@HJ Ł`gW`À[h
U`Ufa]YfYbX`j cfž`XUgg`Yfbgh\UZhY`J Yfgcf[i b[gdfcV`Ya Y
UbghY\Yb`_ØbbhYbž`]bgVYgcbXYfY`VY]: U\fhYb`ni
?fUb_Yb\Ui gVYgi WXYb`"

A cV]`]hÀh]a` ``ÀbX`]WXYb`F Ui a`g]WXYfb

I a`X]YgYf`<YfUi gZcfXYfi b[`ni`VY[Y[bYbž`\Uh`XYf`@HJ`Y]b`bYi Yg
?cbnYdh]b`XYb`F]b[`[Yk cfZYb`"<]YfVY]`gc`Yb`HUI]g`X]Y`k Yb][
[Ybi hnhYb`GhfYW_Yb`XYg`ÒZZYbh`]WXYb`BU\j Yf_Y\fg`ØVYfbY\`a Ybž
k c`[fc»Y`6i ggY`Y]bZUW`i bk]fhgW\UZh`]W`g]bX`"8 Ug`N]Y`]gh`Ygž
Xi fW`Y]b`X][]hU`Yg`GmgHYa žj]Y`Y]W`h`dYf`5ddž: U\fhYb`ni
VØbXY`b`i bX`gc`X]Y`5i g`Ughi b[`ni`cdh]a]YfYb`"8]YgY`]bbcj Uh]j Y
≠YY`_ØbbhY`Y]bYb`YbhgW`Y]XYbXYb`GW`f]h`XUfghY`Ybž`i a`XUg
HUI]`U`g`HY]`XYf`8 UgY]bgj cfgcf[Y`]a` ``ÀbX`]WXYb`F Ui a`ni
ghÀf`_Yb`"@Ui h`6i bXYgj YfVUbX`HUI]`]gh`X]Yg`Y]b`nYbhfU`Yf`5gdY`_h
ZØf`X]Y`@VYbgei U`]hÀh]b`j]Y`Yb`; YV]YhYb`"

8]Y`Bcj Y`Y`XYg`DYfgcbYbVYZØfXYfi b[g[YgYhnYg`fDVYZ` Ł`j cb
&\$&%`V]YhYh`bYi Yg`DchYbn]U`"G]Y`ZØ\fh`ni`U`_hi`U`]g]YfhYb
J Yf_Y\fgZcfa Ybž`k]Y`5bfi ZgUa` a`Y`hUI]g`i bX
@]b]YbVYXUfZgj Yf_Y\fybž`X]Y`i bk]fhgW\UZh`]W`Y`6i`g`]b]Yb`YfgYhnYb
_ØbbhYb`"9]bY`Ghi`X]Y`XYg`J YfVUbXg`8Yi hgW`Yf
J Yf_Y\fgi bhYfbY\`a Yb`gW`Àhnh`XYb`Vi bXYgk`Y]hYb`6YXUfZ`Ui Z
Yhk`U`) "\$\$\$\$`: U\fnYi [Yž`X]Y`ZØf`gc`W`Y`J Yf_Y\fgZcfa Yb`VYb`Øh][h
k YfXYb`"<Yfk][`?c`Ufž`DfÀg]XYbh`XYg`6i bXYgj YfVUbXg`HUI]`i bX
A]Yhk`U[Yb`Y`J`"ž`\Uh`X]Y`HUI]!`i bX`A]Yhk`U[Ybi bhYfbY\`a Yb
Yfa`i h][hž`X]YgY`9bhk`]W`_i b[Yb`U`_hj`ni`VYcVUW`hYb`i bX
YbhgdYfW`YbXY`5b[YVchY`ni`gW`UZZYb`"8Ybb`VY]`XYb`[YVØbXY`hYb
6YXUfZgj Yf_Y\fyb`_ØbbhYb`[Øbgh][YfY`?cbX]h]cbYb`U`g`VY]
hfUX]h]cbY`Yb`ÒZZYbh`]W`Yb`8]YbghYb`Ub[YVchYb`k YfXYbž`k Ug
k]YXYfi a`Y]b`[i hYg`; YgW`ÀZh`XUfghY`Yb`_ØbbhY`"

: cfXYfi b[Yb`bUW` : ØfXYfi b[Yb

8]Y`ghÀbX][Y`DfcV`Ya Uh]g]Yfi b[`XYf`i bni`fY]WXYbXYb
HUI]j Yfgcf[i b[`]b` ``ÀbX`]WXYb`F Y[]cbYb`YfZcfXYfh`nk]b[YbX

dc`]h]gWXY`A U» bU\`a Yb"8Yf`6i bXYgj YfVUbX`HUI]]gh`XYf
 5i ZUggi b[žXUgg`Y]bY`[Øbgh][Y`i bX`ZÀWYbXYW_YbXY
 JYfgcf[i b[`a]h`A cV]`hÀhgUb[YVchYb`b]W`h`bi f`Y]bY`: fU[Y`XYf
 @YVYbgei U`]h`hž`gcbXYfb`Ui W`Y]b`; fi bXfYW`h`ZØf`X]Y`6Øf[Yf
 XUfghY``h"9g`gc``YXcW`XUfUi Z`]\b[Yk]YgYb`k YfXYbž`XUgg
 A]Yhk U[Yb`a]h`i: U\`fYfb`b]W`h`X]Y`[`Y]W`Yb`J cf[UVYb`YfZØ`Yb`k]Y
 HUI]g"

⇒ `FU\`a Yb`X]YgYf`FYZcfa`_`ÖbbhY`XUg`HY]`Yb`j cb`i: U\`fhYb`]b
 `ÀbX`]W`Yb`F Y[]cbYb`U`gc`Y]b`GW`ØggY`ni f`J YfVYggYfi b[`XYf
 A cV]`]h`h`XUfghY``Yb"6]g\`Yf`]gh`XUg`? cbnYdh`XYg`HY]`Ybg`]a`DVYZ
 `YXcW`i bni fY]W`YbX`UV[YV]`XYh" <]Yf`VYghY\`h`< UbX`i b[gVYXUfZ`
 l a`X]Y`c`_U`Yb`6YXØfZb]ggY`UVni XYW_Ybž`gc``hYb`? ca`a`i`bYb
 XYZ]b]YfYbž`k]Y`j]Y`Y`i: U\`fnYi [Y`VYbØh][h`k YfXYb`i bX`k Y`W`Y
 HUF]ZY`[Y`hYb"

5VgW`]Y» YbX`V`Y]Vh`ni` \`cZZYbž`XUgg`X]Y`bchk`YbX][Yb`GW`f]h`Y
 i bhYfbca`a`Yb`k YfXYbž`i a`X]Y`A cV]`]h`h`XYf`A YbgW`Yb`b]W`h`bi f`
]b`XYb`Gh`XhYbž`gcbXYfb`Ui W`]a` `ÀbX`]W`Yb`F Ui a`i`a`ZUggYbX`ni
 g]W`Yfb"

8YhU]`g	
C fh	H\Øf]b[Ybž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • k k k "hUI]!\`Yi hY"XY • Vi bXYgj YfVUbX"hUI]

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