

GWk]a a YbXYf`K Åfa YgdY]WXYf`]b 8cbUi ghUXh. `FYj c`i h]cb`ZØf`X]Y 9bYf[]Yni _i bZh°

æ `?fUZhk Yf_`8cbUi ghUXh`k]fX`Y]bY`]bbcj Uh]j Y
K Ufa k UggYfgdY]WXYf!D]`chUb`U[Y`Yff]WXYhž`X]Y` \ ÒW ghY
9ZZ[n]Ybn`i bX`B UW\`U`h][_Y]h]j Yfgdf]WXYh`



8cbUi ghUXhž`2 ghYffY]WXYf`!`æ`XYf`8cbUi ghUXh`k]fX`Y]b
gdUbbYbXYg`Dfc`Y`_h`k]f`_]WXY]h`5a`GhUbXcfh`XYg`?fUZhk Yf_g
k]fX`Y]bY`]bbcj Uh]j Y`K Ufa k UggYfgdY]WXYf!D]`chUb`U[Y`Yff]WXYh`h`
8]YgY`bYi Ufh][Y`5b`U[Y`nY]WXYbYh`g]WXY`Xi fWXY]bYb`8i fWXY`a YggYf
j cb`(\$`V]g`) \$`A YhYfb`i bX`Y]bY`H]YZ`j cb`" \$`V]g`") `A YhYfb`Ui g
i bX`k i fXY`_cbn]d]Yfhž`i a`X]Y`h`Yfa]gWXY`9bYf[]Y`cdh]a U`ni
gdY]WXYfb`i bX`ni `bi hnYb`"8]Y`GWXY]WXYhi b[]a`GdY]WXYf`]gh
YbhgWXY]XYbXž`i a` \c`Y`HYa dYfUhi fYb`VY]a`5i ggdY]WXYfb`ni
Yfa Ò[`]WXYbž`k Ug`X]Y`9ZZ[n]Ybn`ghY][Yfh`8]Y`K`ÅbXY`i bX`XYf
8YW`_Y`XYf`5b`U[Y`g]bX`ni gÅhn`]WXY`[YXÅa`a`hž`i a`K`Åfa Yj Yf`i ghY
ni`a`]b]a]YfYbž`k Å`fYbX`XYf`6cXYb`_Y]bYb`8Åa`a`ghcZZ`Ui Zk Y]gh`

K]Y`X]Y`H; 5`VYf]W\hYhž`nY][Yb`G]a i`Uh]cbYbž`XUgg`X]Y
K`Àfa`Yj`Yf`i`ghY`df]a`Àf`Xi`fW`X]Y`K`ÀbXY`i`bX`XYb`8YW`Y`
j`Yfi`fgUW\h`k`YfXYb`"8`i`fW`X]Y`[`YgW\]W`hY`5bcfXbi`b[`]a`i`bhYfYb
6YfY]W\`XYg`GdY]W\Yfg`V]`XYb`g]W\`_À`hYfY`K`UggYfgW\]W\hYbž
k`Ybb`XYf`GdY]W\Yf`b]W\h`j`c``VY`UXYb`]gh`"8]Yg`_ÒbbhY`g]W\`U`g
j`cfhY]`UZhYfk`Y]gYbž`i`a`X]Y`h\Yfa`]gW\Y`9Z]n]Ybn`k`Y]hYf`ni
cdh]a`]YfYb`"

⇒bbcj Uh]j Y`A`UhYf]U`]Yb`i`bX`HYW\bc`c`[]Yb

9]b`GW\`ØggY`ni`f`YZZY`_hj`Yb`Bi`hni`b[`X]YgYf`5b`U[`Y`]Y[`h`]b`XYf
9b`hk`]W`i`b[`bYi`Yf`A`UhYf]U`]Yb`ZØf`XYb`K`UbXUi`ZVUi`i`bX`X]Y
8`Àa`a`i`b[`"8`Ug`:**fUi`b`cZYf`=G9`**\Uh`g]W\`]bhYbg]j`a`]h`XYf
9f`\Ò`i`b[`XYf`GdY]W\YfX]W\hY`i`bX`XYf`@Ub[`nY]hghUV`]h`Àh
VYgW\`ÀZh][`h`"8]Y`:**cf`gW\Yf`Zc`_i`gg]YfYb`g]W\`XUfUi`Z`X]Y**
⇒hYfU`_h]cbYb`nk`]gW\Yb`:**Ø`_ÒfdYfb`i`bX`K`Àfa`YØVYfhfU[`YfZi`]XYb**
ni`UbU`mg]YfYb`i`bX`XUVY`]jbbcj`Uh]j`Y`@Øgi`b[`Yb`ni`f`Cd]a`]Yfi`b[
j`cb`Gcfdh]cbga`UhYf]U`]Yb`ni`Yb`hk`]W`Y`b`"8]YgY`HYW\bc`c`[]Yb
k`YfXYb`Ui`W\`]b`XYf`8cbUi`gh`ÀXhYf`5b`U[`Y`5bk`YbXi`b[`Z]bXYb`"

:`cf`gW\i`b[`g!`i`bX`9b`hk`]W`i`b[`g`Y]ghi`b[`Ybž`k`]Y`X]Y
7`\UfU`_hYf]g]Yfi`b[`XYf`h\Yfa`cd`\mg]_U`]gW\Yb`9][`YbgW\UZhYb`i`bX
X]Y`h\Yfa`]gW\Y`GhUV`]h`Àh`XYf`A`UhYf]U`]Ybž`ghY`Yb`XUVY`]a
J`cfXYf[`fi`bX`"5i`W\`a`]_fcj`Yf`_UdgY`hY`D\UgYbk`YW\gY`a`UhYf]U`]Yb
fD7A`É`Z]bXYb`J`Yfk`YbXi`b[`ž`k`cXi`fW`X]Y`K`Àfa`YgdY]W\YfZ`À\][`_Y]h
Yf\YV`]W\`[`YghY][`Yfh`k`YfXYb`_Ubb`"Gc`W\Y`A`U»`bU`a`Yb`g]bX`b]W\h
bi`f`bUW\`U`h][`ž`gcbXYfb`hfU[`Yb`Ui`W\`ni`f`?`cghYbgYb`_i`b[`VY]ž`k`Ug
ZØf`ni`_ØbZh][`Y`Dfc`Y`_hY`j`cb`nYbhfU`Yf`6YXYi`hi`b[`]gh`"

9]bY`bUW\`U`h][`Y`@Øgi`b[`ZØf`X]Y

9bYf[]Yni`_i`bZh

8]Y`h\Yfa`]gW\Y`GdY]W\YfhYW\bc`c`[]Y`gd]Y`h`Y]bY`Yb`hgW\Y]XYbXY
F`c``Y`ZØf`Y]bY`bUW\`U`h][`Y`9bYf[]Yni`_i`bZh`G]Y`]gh`b]W\h`bi`f
k`YgYbh]W\`ZØf`gc`Ufh\Yfa`]gW\Y`?`fUZhk`Yf`_Y`ž`gcbXYfb`cd]a`]Yfh
Ui`W\`XUg`@Ugha`UbU[`Ya`Ybh]b`]bXi`ghf]Y``Yb`Dfc`nYggYb`"@Ui`h`
:**J`99`_ÒbbYb`X]YgY`GmghY`a`Y`Zcgg]Y`?`fUZhk`Yf`_Y`ZYI`]V`Yf`a`UW\Yb**

i bX`X]Y`?cghYb`ZØf`X]Y`Ghfca [YghY\i b[`gYb_Yb"; fc»Y
 K Åfa YgdY]WXYf`g]bX`YggYbn]Y`ž i a ` , VYfUb[YVchY`]a `Ghfca bYhn
 UVni ZUb[Yb`i bX`X]Y`9bYf[]Yj Yfgcf[i b[`ni `ghUV]`]g]YfYb"

⇒a `<]bV`]W_`Ui Z`X]Y`8cbUi ghÅXhYf`5b`U[Y`k]fX`Y]b`K]f_i b[g[fUX
 j cb`, \$`V]g`- \$`DfcnYbh`Ub[YghfYVh`8 Ug`[YgUa hY`GdY]WXYfgmgHYa
 gc``Y]bY`h`Yfa]gWXY`@Y]ghi b[`j cb`Yhk U`&"\$\$\$`A K `VYfY]hghY``Ybž
 k Ug`Y]bYf`Ybh`UXYbYb`9bYf[]Yj cb`) \$`; K `dfc`đ\`f`Ybhgd]W`h"
 A]h`gc`W`VYY]bXfi W_YbXYb`NU\`Yb`ghY`h`X]Y`GhUXh`Ua `Di `g`XYf
 nY]h[Ya Å»Yb`9bYf[]Yj Yfgcf[i b[`i bX`VYk Y]ghž`XUgg`]bbcj Uh]j Y
 HYW`bc`c[]Yb`Y]b`[i hYg`< ÅbXW`Yb`XUZØf`\ UVYbž`X]Y
 9bYf[]Yk YbXY`j cfUbni hfY]VYb"

Ni gUa a YbZUggYbX`Åggh`g]W`gU[Ybž`XUgg`X]Y
 K Ufa k UggYfgdY]WXYf!D]`chUb`U[Y`]b`XYf`8cbUi ghUXh`Y]b
 j]Y`j YfgdfYW`YbXYg`? Ud]hY``]b`XYf`; YgW`]W`hY`bUW`U`h][Yf
 9bYf[]Ybi hni b[`Ui ZgW`Å[h`i bX`Xi fW`]bhY``[YbhY`HYW`bc`c[]Yb
 gck]Y`ZcfhgW`f]h]W`Y`A UhYf]U`]Yb`XUg`DchYbh]U``\ Uhž`Y]bYb
 k YgYbh`]W`Yb`6Y]hfU[`ni f`9bYf[]YYZZ]n]Ybn`i bX`?`]a UbYi hfU`]hÅh
 ni ``Y]ghYb"

8YhU]`g	
C fh	8cbUi ghUXhž`2 ghYffY]W`
E i Y``Yb	<ul style="list-style-type: none"> • h[U"Uh • k k k "]gY"ZfUi b\cZYf"XY • k k k "Zj YY"XY

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