

H]YfgW\i hn`]b` ; YZU\ f. `J YhYf]bÀfÀa hYf
_Àa dZYb`[Y[Yb`DYfgcbU`a Ub[Y`°

J YhYf]bÀfÀa hYf`]b`C gh\c`ghY]b`_Àa dZYb`a]h`DYfgcbU`a Ub[Y`
i bX`j YfbUW`Àgg][Yb`H]YfgW\i hn`cbhfc`Yb`"9fZU\fyb`G]Y
a Y\f`ØVYf`X]Y`U_hi Y`Y`G]hi Uh]cb"

C gh\c`ghY]b`ž`8Yi hgW\`UbX`!`

≠`GW\`Ygk][!<c`ghY]b`ghY\Yb`j]Y`Y`J YhYf]bÀfÀa hYf`j cf`[fc»Yb
<YfUi gZcfXYfi b[Yb.`9]bY`l a ZFU[Y`XYg`B8F`nY][hž`XUgg
Fci h]bY`cbhfc`Yb`ja`6Yfy]W`H]YfgW\i hn`_Ui a`Xi fW [YZØ\fh
k YfXYb`_ØbbYb`"8]Y`G]hi Uh]cb`]gh`_f]h]gW\`/DYfgcbU`Yb[dÀggY`i bX
ni gÀm`]WY`5i Z[UVYb`VY`UghYb`X]Y`6Y\`ØfXYb`
H]YfgW\i hncf[Ub]gUh]cbYb`ž`k]Y` HYUa`H]YfgW\i hn`ž
j YfØZYb`h]W\hYb`_Øfn`]W\`J]XYcgž`X]Y`A]gggh`AbXY`]b`Y]bYa
GW\k Y]bYa UghVYhf]YV`ja`?fy]g`GY[YVYf[`Xc`_i a Ybh]YfhYb`
5i ZU`YbX`]ghž`XUgg`XUg`J YhYf]bÀfUa`hni j cf`b]W\h`ØVYf`X]YgY
DfcV`Ya Y`]bZcfa]Yfh`k Ufž`k Ug`Yhnh]W\`ni f`GW\`]Y»i b[`XYg
6Yhf]YVg`ZØ\fhY"

8 Ug`@UbX`_Àa dZ`h`a]h`dYfgcbY`Yb`9b[dÀggYb`]b`XYb
J YhYf]bÀfÀa hYfb`ž`k Ug`ni`Y]bYf`XfUgh]gW\Yb`F`YXi`n]Yfi`b[
Ub`Ugg`cgYf`H]YfgW\i hn`cbhfc`Yb`ZØ\fh`"a`?fy]g`D`Øb`k]fX`XUfUi`Z
\]b[Yk]YgYb`ž`XUgg`XYf`DYfgcbU`gW\`ØggY`ZØf`YfZcfXYf`]W\Y
?cbhfc`Yb`i bni fy]W\YbX`]gh`"≠`a Y\fyfyb`?fy]gYb`g]bX`GhY`Yb
i bVYgYhnh`cXYf`A]hUfVY]hYbXY`ZU`Yb`k Y[Yb`?fUb`_Y]h`Àb[Yf`Ui`g`
8]YgY`G]hi Uh]cb`k]fX`Xi fW\`X]Y`B`chk`YbX][`_Y]hj`YfgW\`ÀfZhž
ni gÀm`]WY`5i Z[UVYb`k]Y`X]Y`Df`Àj`Yb]cb`j`cb`H]YfgYi`W\Yb`ni
Yf`YX][`Yb"

GWk ÀWYb`ja`?cbhfc`gmghYa

Hfchn`XYf`[YgYh`]WYb`Jcf[UVYb`a ØggYb`X]Y`JYhYf]bÀfÀa`hYf`]b
8Yi`hgWk`UbX`g]WYfghY`Ybž`XUgg`U`Y`UbXk`]fhgWk`UZh`]WYb
H]Yf\U`hYf`X]Y`H]YfgWk`i`hnVYgh]a`a`i`b[Yb`Y]b\U`hYb`"5i`Wk`Ybb
X]Y`?cbhfc`Yb`c`bY`JcfUb`_ØbX][`i`b[`Xi`fWk`[YZØ\fh`k`YfXYb`i`bX
j`cb`ei`U`Z]n]YfhYa`DYfgcbU`YfZc`[Yb`gc`Ybž`nY][Yb`U`hi`Y`Y
NU\`Ybž`XUgg`X]Y`?cbhfc`X]Wk`hY`i`bni`fY]Wk`YbX`]gh`"a`'d\`f`&\$`'
k`i`fXYb`YX][`Wk`+`)"`'\$`j`cb`(`(\$`("&\$`)`_cbhfc`dZ]Wk]h[Yb
Bi`hnh]Yf\U`hi`b[gVYhf]YVYb`ØVYfd`fØZh`"8]Yg`Yb`hgd]Wk`h`Y]bYf
?cbhfc`ei`chY`j`cb`Yhk`U`%-`i`"6Y]ZUgh`Y]bYa`J]YfhY`XYf
_cbhfc`Y]fhYb`6Yhf]YVY`k`i`fXYb`JYfghØ»Y`[Y[Yb`XUg
H]YfgWk`i`hnfYWk`h`ZYgh[YghY`hž`k`Ug]b`" %&: `À`Yb`ni`[Yf]Wk`h]WYb
5bnY][Yb`ZØ\`fhY`ž`k`]Y`X]Y`@UbXk`]fhgWk`UZh`VYf]Wk`hYhY"

8]Y`H]YfgWk`i`hncf[Ub]gUh]cbYb`ZcfXYfb`XU\Yf`Y]bY`9f\Ø\i`b[`XYf
?cbhfc`X]Wk`hY`ž`a`]h`XYa`N]Y`ž`a`]bXYghYbg`Y]ba`U``À`f`]Wk`Y]bY
?cbhfc`Y`Xi`fWk`ni`ZØ\`fYb`"8Yf`K`]ggYbgWk`UZh]Wk`Y`6Y]fUh`XYg
6i`bXYga`]b]ghYf]i`a`g`ZØf`9fb`À\`fi`b[`i`bX`@UbXk`]fhgWk`UZh`\UhhY
VYfY]hg`&\$%)` \`Ài`Z[YfY`i`bX`VYggYfY`?cbhfc`Yb`Ya`dZc`Yb`"
;`Y]Wk`nY]h][`VY`_`U[Yb`X]Y`JYhYf]bÀfÀa`hYf`Y]bYb`Ub\U`hYb`XYb
DYfgcbU`a`Ub[Y`ž`XYf`X]Y`8i`fWk`ZØ\`fi`b[`j`]Y`gY]h][Yf`?cbhfc`Yb
YfgWk`Yfh"

⇒Y]b][Yb`6i`bXYg`ÀbXYfbž`XUfi`bhYf`6UmYfb`i`bX`B]YXYfgUWk`gYbž
k`i`fXY`Ub[Y`_ØbX][hž`a`Y`f`GhY`Yb`ZØf`H]YfgWk`i`hn`_cbhfc`Yb
Y]bni`f]Wk`hYb`"B`cfXf\Y]b!K`YghZU`Yb`\U`h`ni`XYa`Y]bY`bYi`Y
H]Yf[Ygi`bX\Y]hgXUhYbVUb`_Y]b[Yf]Wk`hYhž`i`a`X]Y`?cbhfc`Y`ni
j`YfVYggYfb`"8U[Y[Yb`V`Y]Vh`X]Y`:`cfXYfi`b[ž`XUgg`Y]bY`VYggYfY
JYfbYhni`b[`i`bX`8][]hU`]g]Yfi`b[`XYf`Y`a`hYf`b`chk`YbX][`g]bXž`i`a
JYfghØ»Y`ZfØ\Yf`ni`Yf`_YbbYb`"9`Yb`?`ch\`ž`X]Y`@UbXYgj`cfg]hnYbXY
XYg`H]YfgWk`i`hnVi`bXYgž`ZcfXYfh`XUfØVYf`\]bUi`g`fY[Y`a`À»][Y
:`cfhV]`Xi`b[Yb`ZØf`@UbXk`]fhY`i`bX`UddY`Y]Yfh`ZØf`Y]bYb
<UbX`i`b[gVYXUfZ]a`6YfY]Wk`XYf`H]YfgWk`i`hn`_cbhfc`Yb"

8YhU]`g	
J c fZU``	H]YfgW\i hn
I fgUW\Y	DYfgcbU`bchž'i bni fY]W\YbXYf DYfgcbU`gW\`ØggY`ž'ni gÄhn`]W\Y`5i Z[UVYb
C fh	C gh\c`ghY]bž'8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "bXf"XY • k k k "`UbXk]fhgW\ UZh"XY

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