

DU`a `6YUW`A YUhg. `5ZZcfXUV`Y`K U[mi
A U[]W9Ufbg`A]W`Y`b`DfU]gY`

9I d`cfY`h`Y`A]W`Y`b!fYW[b]nYX`X]b]b[`gW`bY`b`DU`a
6YUW`7ci bhmžZYUhi f]b[`UZZcfXUV`Y`W`b]bUfm[Ya g`] _Y`DU`a
6YUW`A YUhg`UbX`5]c`]"



K Ygh`DU`a `6YUW`ž: `cf]XU`!`b`U`W`b]bUfm`UbXgWUdY`h`Uh`ZY`g
Yj Yf!W`Ub[]b[ž`h`Y`fYW`bh`DU`a `6YUW`Dcgh`g`UfYg`YI W]h]b[
bYk g`Ug`h`Y`A => < 9@-B `; i]XY`fYW[b]nYg`b]bY`cW`YUhYf]Yg
UWfcgg: `cf]XU`Zcf`h`Y]f`YI W`YbW`"5a cb[`h`Y`cW`[Ya g
W`YVfUhYX`UfY`DU`a `6YUW`A YUhg`UbX`5]c`]ž`Vch`cZ`k`W`Uj Y
YUfbYX`h`Y`dfYgh[]ci g`6]V`ci fa UbX`X]gh]bW]cb`Vm`cZYf]b[`\\[\\!
ei U`]hm`ZccX`Uh`fYUgcbUV`Y`df]W`g"

@Yhg`VY[]b`k]h`DU`a `6YUW`A YUhgž`k`W`Ug[U]bYX`UhYbh]cb
bch`f`gh`Zcf`]hg]bWfYX]V`Y`UffUmicZ`K U[mi `VYYZ`X]g`Yg`Vi h`U`gc`Zcf
]hg`j]VfUbhm`Y`h`fY`UI YX`X]b]b[`Uha`cgd`YfY`"K`Y`h`Y`f`mci`fY
Yb`cm]b[`h`Y]f`K U[mi `W`YYgYghYU`h`cddYX`k]h`hfi`ZZY`U]c`]`Uh`U
k`ccXYb`hUV`Y`cf`cbY`cZ`h`Y]f[ci fa Yh`Vi f[Yfgž`mci`fY]b`Zcf`U

hfYUh"K]h\`a Ybi`]hYa g'df]WXX`Zfca`~%%`hc`~&` `fbch]bWi X]b[`h\Y
`i | i f]ci g`~ - \$`5) `K U[mi`ghYU_Ł[ccX`ZccX`XcYgb h\Uj Y`hc`VfYU_
h\Y`VUb_`"H\]g`WUgi U`Wci bhYf!gYfj]W`X]b]b[`YI dYf]YbW`
Wca V]bYg`\[\`ei U`]hmik]h\`UZZcfXUV`]hmž'a U_]b[`]h`U`k cfh\m
UXX]h]cb`hc`UbmZccX]Y`g`]h]bYfUfm"

9I d`cf]b[`h\Y`I`b]ei Y`A Ybi

K \Uh g`cb`cZyf`Uh`DU`a`6YUW`A YUhg3`Mci`WUb h[c`k fcb[`k]h\
ZUj cf]hYg`~_Y`h\Y`~%-`K U[mi`VYYZhUdU`Vck`~cf`h\Y`~UmYfYXž
a ci h\!k UhYf]b[`~%%: f]hc`D]Y`"5bX`Zcf`XYggYfhž\ck`UVci h`U
Vfck b]Y`a UXY`k]h\`VYYZhU`~ck`UbX`Bi hY`~U3`H\Uh g`4 gh`U`hUghY`cZ
h\Y]f`W`~]bUfm`WfYUhj]hmž`k Y`~k cfh\`h\Y`j]g]h`H\Y`fYghUi fUbh`U`gc
Ya d\Ug]nYg`gi ghU]bUV`]hm`VmigY`~]b[`hfYbXm`VYYZhU`~ck`Zcf`X]Yh
UbX`g_]b`WUfY`Vm`h\Y`~Ufž`U`cb[`k]h\`~c`9b[fYYb`hYUg`Zcf
VYj YfU[Y`Ybh\i g]Ughg`"K]h\`Ua d`Y`dUf_]b[`UbX`\ci fg`Zfca`%\$.`\$
U"a`"hc`-`d"a`"cb`k YY`XUmgž`]hg`h\Y`dYfZYWhgdch`Zcf`i bW`cf
X]bbYf"

ž gh`U`ghcbY`g`h\ fck`Uk Umž`5]c`]cZyf g`U`X]ZyfYbh`Vi h`Yei U`~m
XY`][\hž`~YI dYf]YbW`"?bck b`Zcf`Yj Yfmh\]b[`Zfca`VfYU_Zugh
gUbXk]W`Yg`hc`\ci gY!a UXY`VU_YX`[ccXgž`5]c`]gYfj Yg`a cXYfUhY!
df]WXX`X]g\Yg`k]h\ci hgUWf]Z]W]b[`ZUj cf`"H\Y]f`fYbck bYX`V`UW_
VYUb`UbX`hca`Uh]`c`gci d`UbX`fcUghYX`j Y[[]Y`gUbXk]W`k]h\`[cUh
W`YYgY`a U_Y`]h`Ub`YI W`~Ybhgdch`Zcf`i bW`cf`Vfi bW`"
9ghUV`]g\YX`]b`&\$%(ž`5]c`]`Ug`hfUbgZcfa YX`Zfca`U`gUbXk]W`g\cd
]bhc`U`W`~]bUfm`XYgh]bUh]cbž`Wca d`YhY`k]h\`Ub`]b!\ci gY`VU_Yfm
UbX`Ub`cdYb`_]hW`Yb`h\Uh]bj]hYg`X]bYfg`]bhc`h\Y`\YUfh`cZ`h\Y]f
cdYfUh]cbg"

H\Y`6]V`; ci fa UbX`7`Ugg`cZ`&\$&)

5Wfcgg`h\Y`ghUhYž`gYj Yb`bYk`fYghUi fUbhg`\Uj Y`VYYb`Uk UfXYX
A`⇒<9@B`g`6]V`; ci fa UbX`X]gh]bWh]cbž`Z`fh\Yf`Yb\UbW]b[`h\Y
fYdi hUh]cb`cZ: `cf]XU`Ug`U`ZccX`XYgh]bUh]cb`"6Yg]XYg`DU`a`6YUW`
A YUhg`UbX`5]c`]ž`h\]g`mYUf`g`k]bbYfg`]bWi XY`<Yf]hU[Y`]b`: cfh
@Ui XYfXU`Yž`_bck b`Zcf`]hg`W`ghca]nYX`d]nnUgž`UbX`6`½b\`A`Ê6cm]b
Cf`UbXcž`k \]W`gdYW]U`]nYg`]b`J]YhbUa`YgY`gUbXk]W`Yg`"C`h\Yf

bchYk cfh\m'a Ybh]cbg`]bWi XY`7cfcžGa c_Ya UXY`A YUhg`Ž`9Uhgž
I b];]f`žUbXž`cZŤci fgYžh\Y`fYhi fb]b[`ZUj cf]hYg``]_Y`6UW\ci f`UbX
; \YY`đX]Ub`?]hW\Yb"

BchUV`mž`Vch\`DU`a`6YUW\`A YUhg`UbX`5]c`]ZYUhi fY`]b`h\]g
dfYgh][`]ci g`fcghYfž`UZZ]fa`]b[`h\Y]f`Ťca`a`]ha`Ybh`hc`dfcj`]X]b[
YI W\dh]cbU`W``]bUfmiYI dYf]YbW\g``9ghUV`]g\YX`VmidUgg]cbUhY
W\YZg`UbX`YbhYdfYbYi fgž`h\Ym`Ťcbhf]Vi`hY`hc`U`cWU`ZccX`gW\by
h\Uh]j`U`i`Yg`Vch\`ei`U`]hm`UbX`j`U`i`Yž`fYZYWh]b[`h\Y`Yj`c`j`]b[`hUghYg
cZX]b]b[`Ybh\i`g]Ughg`]b`K`Ygh`DU`a`6YUW\``K`]h\`Vi`gm``]bYg`cb
k`YY`YbXg`UbX`ei`]W`_gYfj`]W\ž`fYj`]g]h]b[`5]c`]`XYgYfj`Yg`U`d`UW\`cb
mci`f`X]b]b[``]gh`hc`WUdhi`fY`h\Y`W\Ufa`h\Uh`\Ug`a`UXY`h\Ya`U`cWU`
ZUj`cf]hY"

: cf`a`cfY`]bZcfa`Uh]cb`cb`h\YgY`ci`hghUbX]b[`YghUV`]g\`a`Ybhgž`mci
WUb`j`]g]h`h\Y]f`k`YVg]hYg. **5]c`]**UbX`DU`a`6YUW\`A YUhg``: fca
[`ci`fa`Yh`cZZYf]b[`g`hc`Ťca`Zcfh]b[`WUgg]Wgž`h\YfY`g`gca`Yh\]b[`hc
gUh]gZm`Yj`YfmidU`UhY`]b`K`Ygh`DU`a`6YUW\``8cb`h`Zcf[`Yh`hc`gcU`_]b
h\Y`j`]VfUbh`Uha`cgd\YfY`Ug`mci`Ya`VUf`_cb`h\]g`ZUj`cfZi``^ci`fbYm`

8YhU]`g	
Cfh	K`Ygh`DU`a`6YUW\ž`:`cf]XU
Ei`Y``Yb	<ul style="list-style-type: none">• k k k`"dU`a`VYUW\dcgh"Ťca• [i`]XY`"a`]W\Y`]b"Ťca• k k k`"i`gUhcXUm"Ťca

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