

Gci h\Yfb'6ci`Yj UfX`HfUbgZcfa YX.
K Y`Wca Y`hc`DfYg]XYbh`Hfi a d`6ci`Yj UfX`

DU`a`6YUW`7ci bhm`\Ug`fYbUa YX`U`gYWh]cb`cZ`Gci h\Yfb
6ci`Yj UfX`hc`/ ei ch/DfYg]XYbh`8cbU`X`>"Hfi a d
6ci`Yj UfX`ž/ ei ch`\cbcf]b[`h\Y`Zcfa Yf`dfYg]XYbh`



Gci h\Yfb'6ci`Yj UfX`ž`DU`a`6YUW`ž: `cf]XU`ž`I G5`!`:`cf]XU
\Ug`cZ]W]U`m`fYWc[b]nYX`h\Y`dfca]bYbW`cZ`Zcfa Yf`DfYg]XYbh
8cbU`X`Hfi a d`Vm`fYbUa]b[`U`Zci f!a]`Y`ghfYhW`cZ`Gci h\Yfb
6ci`Yj UfX`hc` DfYg]XYbh`8cbU`X`>"Hfi a d`6ci`Yj UfX`" `H\]g
ghfYhW`fi bg`VYhk YYb`?]f_`F`cUX`UbX`Gci h\`CW`Ub`6ci`Yj UfX`]b
DU`a`6YUW`7ci bhm`ž`Wc`bj Yb]Ybh`m`g]hi UhYX`bYUf`Hfi a d`g`A`Uf!U!
@U[c`YghUhY`"H\Y`fYbUa]b[`k`Ug`i`bUb]a ci`g`m`Uddfcj YX`Vm`h\Y
DU`a`6YUW`7ci bhm`6cUfX`cZ`7ca`a]gg]cbYfg`cb`ž`m, žZc`ck]b[
h\Y`g][b]b[`cZ`U`V`]`Vm;`cj Yfbcf`F`cb`8Y`GUbh]g`]b`ž`bY`"5`gYj Yb
Wca`a]gg]cbYfg`j chYX`]b`ZUj cf`cZ`h\Y`W`Ub[Yž`k`\\W`]g`YI`dYWhYX
hc`VY`Wc`bZ]fa YX`Vm`h\Y`W]hm`cZ`K Ygh`DU`a`6YUW`UbX`h\Y`hck`b`cZ
DU`a`6YUW`hc`VY`cZ]W]U`m`fYWc[b]nYX`

Hfi a d`Yl dfYggYX`\\g[fUh]hi XY`cb`gcWjU`a YX]Už`h\\Ub_]b[`DU`a
6YUW\\`7ci bhmž;`cj Yfbcf`F`cb`8YGUbh]gž`UbX`:`cf]XU`Uk a U_Yfg
Zcf`h\\Y`\\cbcf" `h`g[fYUh`hc`VY`VUW_]b`:`cf]XUž`\\Y`Wc`a a YbhYXž
a U_]b[`WYUf`\\]g`UddfYWjUh]cb`Zcf`h\\]g`hf]Vi hY" `FYd" `A Y[
K Y]bVYf[Yfž`U`DU`a `6YUW\\`FYdi V`jWjBžfYa Uf_YX`h\\Uh`h\\]g`\\cbcf
fYZYWhg`h\\Y`gYbh]a Ybhg`cZ`a Ubm: `cf]X]Ubg`k`\\c`j U`i Y`Hfi a d g
XXYX]WjUh]cb`hc`h\\Y`ghUhY`UbX`Wc`i bhf"m

6UW_[fci bX`cb`Gci h\\Yfb`6ci `Yj UfX

Gci h\\Yfb`6ci `Yj UfXž`U`gc`_bck b`Ug`GhUhY`F`cUX`, \$ž`gYfj Yg`Ug`U
Wf]h]WjU`Wc`a a i hYf`fci hY`Wc`bbYWh]b[`DU`a `6YUW\\`hc`:`cfh`A mYfgž
ghfYhW\\]b[` %&` ") `a `]Yg" `h`]g`U`j U`i UV`Y`UbX`Vi gm`h\\cfc[[\\ZUfYž
cZHyb`i gYX`Vm`Hfi a d g`a chc`fWUXY`k`\\Yb`hfUj Y`]b[`hc`UbX`Zfca
DU`a `6YUW\\`hYfbUh]cbU`5]fdc`fh`H\\Y`fcUX`\\Ug`\\]ghcf]WjU`
g][b]Z]WjBwW`ž`XUh]b[`VUW_`hc`h\\Y`%- &\$gž`UbX`\\Ug`gYYb`U`ZYk
bchUV`Y`fYbUa `]b[`\\cbcf`g`c`j Yf`h\\Y`mYUfg" `h`&\$%) ž`U`dc`fh]cb`k Ug
fYbUa YX`h\\Y`DfYg]XYbh`6UfUW_`C`VUa U`<][\\k Umž`k`\\]Y`h\\Y
:`cf]XU`Hi fbd]_Y`k Ug`XYg][bUhYX`Ug`h\\Y`F`cbU`X`FYU[Ub`Hi fbd]_Y
]b`%- - , "

DfYj]ci g`mž]b`U`hY`&\$&(ž`DU`a `5j Ybi Y`]b`<]U`YU`\\`k Ug`U`gc
fYbUa YX`hc`8cbU`X`>`Hfi a d`5j Ybi Yž`a Uf_]b[`U`gi f[Y`]b`\\cbcf`g
VY]b[`VYghc`k YX`i dcb`h\\Y`Zc`fa Yf`d`fYg]XYbh`UW`cgg`h\\Y`ghUhY"
hYfYgh]b[`mž`h\\Y`bUa `]b[`]g`Uf[Y`m`WfYa`cb]U`/`k`\\]Y`h\\Y
g][bU[Y`fYWc[b]n]b[`Hfi a d`k`j`VY`di hi d`Vm`h\\Y`:`cf]XU
HfUbgdc`fhUh]cb`8YdUf`h`a Ybhž`Ya Yf[YbWm`gYfj]W`g`k`j`Wc`bh]bi Y`hc
i gY`h\\Y`fcUX`g`Zc`fa Yf`bUa Y"

G][b]Z]WjBwW`UbX`@cWjU`GYbh]a Ybh

H\\Y`XYWj]g]cb`hc`fYbUa Y`h\\]g`ghfYhW\\`cZ`fcUX`Wf`hU]b`m`gdUf_g
X]gW`gg]cbg`Ua`cb[``cWjU`g" `Gci h\\Yfb`6ci `Yj UfX`]g`_bck b`Zcf`a`cfY
h\\Ub`^`gh]hg`hfUZZ]W`]hg_]fhg`_Ym`UbXa Uf_g`]Y`h\\Y`@]cb`7ci bhf"m
GUZUf]`UbX`h\\Y`7cfU`G`m`5a`d`\\]h\\YUhYf" `M`hž]h`U`gc`\\Ug`[UfbYfYX
U`b`chcf]ci g`fYdi hUh]cb`Ug` ?]`Yf`, \$ž`fYZYfYbWjB[`]hg`\\]ghcf`m`cZ
hfUZZ]WZUhU`]h]Yg" `H\\]g`fU]gYg`ei Ygh]cbg`UVci h`h\\Y`]a`d`]WjUh]cbg`cZ
fYbUa `]b[`gi W\\`U`fcUX`UbX`k`\\Yh\\Yf`]h`fYZYWhg`h\\Y`XYg]fYg`cZ`h\\Y

WŁa a i b]hm']h'gYfj Yg"

→hYfYgh]b[`mž'Hfi a d g'hfUW_`fYWŁfX`]b'DU`a `6YUWŁ`\\Ug`VYYb
a Uf_YX`VmVch\\`gi ddcfh'UbX`cddcg]h]cb"<]g'dYfa UbYbh'a cj Y`hc
DU`a `6YUWŁ`]b`&\$%-`Zc`ck YX`Zfi ghfUh]cbg`k]h\\BYk`MŁf_`7]hm
cZZ]W]U`g"G]bWŁ`h\\Ybž`\\Y`\\Ug`gdYbh'a Ubm`k YY_YbXg`Uh'A Uf!U!
@U[cž`Z]fa `m]b[fU]b]b[`\\]a gY`Z`]b`:`cf]XU g`W`hi fU`U`UbXgWŁdY"
5`h\\ci [`\\h\\YfY`\\Uj Y`VYYb`dfchYghg`U[U]bgh`\\]a ž]bWi`X]b[`U
\\Y][`hYbYX` Bc`?]b[g`XYa cbghfUh]cbž`h\\Y`cb[c]b[`gi ddcfh`Zfca
WŁfhU]b`dc`h]WŁ`Z[i fYg`gi [[Yghg`U`g][b]Z]WŁbh`X]j]XY`]b`di V`]W
cd]b]cb"

5g`:`cf]XU`dfYdUfYg`hc`]bghU`h\\Y`bYk`g][bU[Y`fYWŁ[b]n]b[
DfYg]XYbh`Hfi a dž]h'fYa U]bg`hc`VY`gYyb`\\ck`h\\]g`fYbUa]b[`k`]
fYgcbUhY`k]h\\`fYg]XYbhg`UbX`h\\cgY`dUgg]b[`h\\fci [`\\h\\]g`_YmidUfh
cZ'DU`a `6YUWŁ`7ci bhm`C`bY`h\\]b[`]g`WYUf.`8cbU`X`Hfi a d g
]bZi YbWŁ`WŁbh]bi Yg`hc`g\\UdY`cWŁ`WŁbj YfgUh]cbg` Yj Yb`cb[
UZhYf`\\]g`hYfa`]b`cZZ]WŁ"

:cf'a cfY`XYhU]`g`cb`h\\]g`XYj Y`cda Ybhž:`cf]XU`Dc`h]WŁ`fYdcfhg
h\\Uh`h\\Y`bYk`g][bg`UfY`YI dYWŁYX`hc`VY`]bghU`YX`VmGYdhYa VYfž
a Uf_]b[`Ub`]bhYfYgh]b[`WŁUdhYf`]b`h\\Y`cb[c]b[`gU[U`cZ`WŁ`YVf]hm
UbX`dc`h]WŁ`]b`h\\Y`Gi bg\\]bY`GhUhY""K`\\Uh`Xc`mci`h\\]b`_UVci h
h\\YgY`WŁUb[Yg3`K`]`h\\YmYb\\UbWŁ`h\\Y`cWŁ`U`UbXgWŁdY`cf`gh]f
Zi fh\\Yf`XYVUhY3

:cf'a cfY`]bZcfa Uh]cb`UVci h`h\\Y`fYbUa]b[ž`WŁYW_`ci h`h\\Y`Ufh]WYg
Zfca `:`cf]XU`Dc`h]WŁ`ž`DU`a `6YUWŁ`Dcghž`UbX`→bXYdYbXYbh"

8YhU]`g	
Cfh	Gci h\\Yfb`6ci`Yj UfXž`DU`a `6YUWŁ`ž:`cf]XUž I G5
Ei Y`Yb	<ul style="list-style-type: none">• Z`cf]XUdc`h]WŁ`WŁa• k k k "dU`a VYUWŁdcgh"WŁa• k k k "]bXYdYbXYbh"WŁ`i _

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