

9h\YfYi a`j g"Dc`_UXch.`K Yf`[Yk]bbh`XUg
F YbbYb`XYf`6`cW_WX U]b!F]YgYb 3

9fZU\fyb`G]Y`U`Yg`ØVYf`6`cW_WX U]b!HYW bc`c[]Ybž9h\YfYi a
i bX`Dc`_UXch`]\fY`I bhYfgW]YXYž9bhk]W`i b[Ybži bX
Ni _i bZgdYfgdY_h]j Yb"



B]W h`Ub[Y[YVYbž`_Y]bY`5XfYggY`j c f\ UbXYb"!`†`XYf`K Y`h
XYf`6`cW_WX U]b`gd]Y`Yb`9h\YfYi a`i bX`Dc`_UXch`Y]bY
\YfUi`gfU[YbXY`F c`Yž`XcW`k Ug`i bhYfgW]Y]XYh`X]Y`VY]XYb
; YgY`Yb`Y][Ybh`]W 3`I a`XUg`ni`_`ÀfYbž`gW]Ui Yb`k]f`i bg`X]Y
9]bnY`\Y]hYb`Yhk Ug`[YbUi`Yf`Ub`i bX`Y[Yb`X]Y`GhÀf`_Yb`i bX
GWk`ÀW]Yb`XYf`VY]XYb`D`UhhZcfa`Yb`cZZYb"

9h\YfYi a`k i fXY`&\$%)`j cb`J]hU`_]`6i hf]b`i bX`gY]bYb
A]hVY[fØbXYfb`]bg`@YVYb`[Yfi ZYb" `A]h`XYf`9]bZØ\fi b[`j cb`Ga`Ufh
7cbhfUWh`gi bX`XYnYbhfU`Yb`5bk YbXi b[Yb`fXUddgk`U`Uh`9h\YfYi a
Y]bY`k U\fy`F Yj c`i h]cb`ja`X][]hU`Yb`F Ui a`Ui`g[Y`Øgh`6YgcbXYfg
dcdi`Àf`k i fXYb`X]Y`9F 7!&\$!Hc`_Ybgž`X]Y`Yg`Dfc`Y`_hYb
Yfa`Ò[`]W]Ybž`c\`bY`gYdUfUhY`6`cW_WX U]bg`ni`ghUfhYb`"8Yf

9h\YfYi a`J]fhi U`A UWX]bY`f9J A ĚghUbXUfX]g]Yfh'ni XYa`X]Y
=a d`Ya Ybh]Yfi b`[j cb`Ga Ufh'7cbhfUWhg"=a`U\`f`&\$&&[UV`Yg'a]h
XYa`H\Y`A Yf[Y`Y]b`[fc»Yg`l d[fUXYž`XUg`XYb`K YW\gY`j cb`DfccZ
cZK cf`fDcK Ěni`DfccZ`cZ`GhU`Y`fDcGĚj c`nc[Yb`U`h"8 Ug`U`h
b]W\h`bi f`X]Y`9bYf[]Yj YfVfUi W\j cb`9h\YfYi a`XfUgh]gW\ [YgYb_hž
gcbXYfb`gYhnh`Ui W\X]Y` ; fi bX`U[Y`Z0f`_ca`a YbXY`l d[fUXYg`k]Y
DYW\Už`XUg`]a`A U]`&\$&) `Ui ZXYb`D`Ub`hf]hž`i a`i bhYf`UbXYfYa
X]Y`? UdUn]h`h`j cb`@UmYf!&!F c`i dg`ni`j YfXcddY`b"

Dc`_UXchg`]b b c j Uh]j Yf`5 b gUhn

=a` ; Y[YbgUhn`XUni`_Ua`Dc`_UXch`&\$%+`Ui ZXYb`A Uf_hž]bg`@YVYb
[Yfi ZYb`j cb` ; Uj]b`K ccXž`Y]bYa`XYf`? 0dZY`\]bhYf`9h\YfYi a` "
Dc`_UXch`]gh[`Y]W\gUa`fYj c`i h]cb`Āfž`XYbb`Yg`cdYf]Yfh`U`g`g`UfXYX
6`cW`W\U]b!Dfchc`_c`ž`XUg`a`Y`fYfY`6`cW`W\U]bg`[`Y]W\`nY]h][
ni Y]bUbXYf`]b`6Yn]Y\i b[`gYhnh"8]Y`nYbhfU`Y`? ca`dcbYbhYž`X]Y
F`Y`Um`7`U]bž`V]YhYh`G]W\Yf\Y]h`Z0f`Y]bY`J]Y`nU\`j cb`DUfUW\U]bg`
8Yf` : c`_i`g`\]Yf`Y]Y[h`b]W\h`Ui ZXYf`l bhYfgh`0hni b[`j cb`Ga Ufh
7cbhfUW\hgž`gcbXYfb`Ui ZXYf`G]W\Yf\Y]h`i bX`h`hYfcdYfUV]`]h`h`XYf
j YfVi bXYbYb`6`cW`W\U]bg`"9]b`[fc»Yg`l d[fUXYž`Dc`_UXch`&"\$ž
Vf]b[h`gdUbbYbXY`bYi Y` : YUhi`fYg`k]Y`5gmbW\fc bci`g`6UW_]b[`i bX
9`Ugh]WG\W]b["

K]Y`X]Y`VY]XYb`GmghYa`Y`]\fY`? cbgYbga`YW\Ub]ga`Yb
ghfi`_hi`f]YfYbž`]gh`YVYbZU`g`VYa`Yf`_Ybgk`Yfh"9h\YfYi a`bi`hnh`Y]b
DcG!GmghYa`ž`VY]`XYa`J`U`]XUhc`fYb`9H<`ghU`_Ybž`k`Ā`fYbX`Dc`_UXch
Y]bYb`B`ca`]bUhYX`DfccZ`cZ`GhU`_Y`fB`DcGĚj`Yfk`YbXYhž`VY]`XYa`8`C`H!
h`U`UVYf`J`U`]XUhc`fYb`b`ca`]b]YfYb`_0`b`bYb"8]YgYf`5`bgUhn`Z0f`XYfh
Y]bY`VfY]hYfY`HY]`bU`a`Y`i`bX`Y]b`XmbUa`]gW\Yg`B`Y`h`k`Yf`_[`Y`Z0`\`"

K`Ug`X]Y`HfUbgU_h]cbg[YgW\k`]bX][`_Y]h`Ub[Y`hž`gW\`bY]XYh
9h\YfYi a`Y`Yf`a`Ā»][`UV`i`8`i`fW\`gW\`b]h`h]W\`%+`HfUbgU_h]cbYb
dfc`GY`_i`bXY`fhd`gĚž`a`]hY]bYa`A`U]`]a`i`a`j`cb`*`&ž`h`dg`"=a
J`Yf[`Y]W\`X`Uni`_`Ubb`Dc`_UXch`V]g`ni`(`)`(`h`dg`UVk`]W`_`bž`Ui`W\
k`Ybb`Yg`]a`8`i`fW\`gW\`b]h`h`Y`h`k`U`%`\$`h`dg`Y`ffY]W\`h"
h`hYfYgg`Ub`hYfk`Y]gY`j`Uf]]YfYb`X]Y`HfUbgU_h]cbg[YV0`fYb`VY]
Dc`_UXch`Y`bUW\`?`ca`d`Yi`]h`h`XYf`HfUbgU_h]cbž`k`c`\]b[Y[Yb
9h\YfYi a`\]Yf`a`]h`ZYgh[Y`Y[hYb`8`i`fW\`gW\`b]h`hg`_`c`ghY`b`j`cb`~`\$`ž`&+

cdYf]Yfh"

Hc_Ybca]Wg i bX 7ca a i b]hm

9]b`k Y]hYfYf`k YgYbh]WYf`Di b_hž`XYb`k]f`b]WYh`Ui ggYf`5WYh
`UggYb`gc`hYbž`g]bX`X]Y`Hc_Ybca]Wg" `9h\YfYi a ` \Uh`Y]b
XmbUa]gWYg`A cXY`i bX`Yf`YVh`Xi fWY`9=!)%) - ` \]b`i bX`k]YXYf
XYZUh]cb`ĀfY`D\UgYb`"Dc`_UXch`\]b[Y[Yb` \Uh`Y]bY`ZYgh[Y`Y[hY
`Ā\f`]WY` `bZUh]cbgfUhY`j cb`fi bX`%\$ı ž`X]Y`U_h]j Y`HY]`bU\`a Y
ZØfXYfh" 8CH`k]fX`b]WYh`bi f`ZØf"; cj YfbUbWY`i bX`GhU_]b[
j Yfk YbXYhž`gcbXYfb`Ui WY`i a `7cfYh]a Y`ZØf`XYb`Ni [Ub[`ni a
BYhk Yf_`ni `Ui ZYb"

≠`XYf`YWYhYb`K Y`h]g]bX`X]Y`j Yfk YbXi b[ga Ò[`]WY_Y]hYb`VY]XYf
D`Uhhžcfa Yb`fM]g`Yhnh`Łi bhYfgWY]YX`]WY` [Yk]WYhYh`9h\YfYi a ` \Uh
g]WY`]b`6YfY]WYb`k]Y` ; Ua]b[ž`X][]hU`Yf`?i bgh`i bX`8Y:]`YhUV`]Yfhž
k Ā\fYbX`Dc`_UXch]j cf`U`Ya `ZØf"; cj YfbUbWY`ž`BYhk Yf_g]WYf\`Y]h
i bX`U`g; fi bX`U[Y`ZØf`X]Y`9bhk]W_`i b[`bYi Yf`XUddg`6Y`_Ubbh\`Y]h
Yf`Ub[h`\Uh`"@YhnhYfYg`_Ubb`cZha U`g`Ui WY`]b`K YV' !I a [YVi b[Yb
j Yfk YbXi b[`Z]bXYb"

9]b`F ØW_V`]W_`Ui ZX]Y`DfY]gYbhk]W_`i b[`nY][hž`XUgg`9H< `&\$%(`VY]
` \$ž`%:[YghUfhYh]gh`i bX`]a `Bcj Ya VYf`&\$&%Ui Z` (ž`%&"\$) `gh]Y["
Dc`_UXch`VY[Ubb`&\$%+`VY]` \$ž&- `i bX`YffY]WYhY`YVYbZU`g`]a
Bcj Ya VYf`&\$&%`gY]b`< ØW`ghghUbX`j cb`~) ' ", - "8]Y`F cUXa Udg
VY]XYf`BYhk Yf_Y`XYi hYb`Ui » YfXYa `Ui Zj]Y`j YfgdfYWYbXY
9bhk]W_`i b[Yb`\]b.`9h\YfYi a `gYhnh`Ui Za Y`f`G_U`]YfVUf_Y]hž
G]WYf\`Y]h`i bX`BUWY\`U`h][_Y]hž`k Ā\fYbX`Dc`_UXch]gdfi WYfY]Z`a]h
XYf`Ga Ufh`7cbhfUWYh`≠hY[fUh]cb`i bX`XYa `æ]b!5WVW`a i`UhY
A UWY]bY`f!5A Ł`Dfchc_c```Ui Zk UfhYh"

GWY`]Y» `]WY` []Vh`Yg`Ui WY`i bhYfgWY]YXY`]b`XYf`7ca a i b]hm'
9h\YfYi a ` \Uh`Y]bY`[fc» Yž`YhUV`]YfhY` ; Ya Y]bgWYUZhž`X]Y`g]WY`Ui Z
8YnYbhU`]g]Yfi b[`i bX`X]Y`9bhk]W_`i b[`j cb`CdYb!Gci fW!
Dfc`Y`_hYb`Zc_i gg]Yfh`"≠a ` ; Y[YbgUhn`XUni ` \Uh`Dc`_UXch`Y]bY
Y]bYfYž`]bbcj Uh]j YfY`7ca a i b]hmž`X]Y`ghUf`Ui Z`Cb!7\U]b!
; cj YfbUbWY`gYhnh`"≠g[YgUa`h`nY][`h]g]WY`ž`XUgg`VY]XY`D`Uhhžcfa Yb
Y]bn][Ufh][Y`GhĀf`Yb`\UVYb`i bX`]b`XYf`k UWYgYbXYb`K Y`h`XYf

6`cW_WU]b`]\fY`8UgY]bgVYfYW h][i b[`ZYgh'g]WXYfb`_ÖbbYb"

Gca]h`V`Y]Vh`ZYghni \U`hYbž`XUgg`gck c\`9h\YfYi a `U`g`Ui W
Dc`_UXch`]\fY`Y][YbYb`DZUXY`[Y\Ybž`k cVY]`YXYf`5bgUhnž`gc
i bhYfgW]YX`]W`Yf`Ui W`gY]b`a U[ž`k]W h][Y`@Ögi b[Yb`ZØf`X]Y
<YfUi gZcfXYfi b[Yb`XYf`6`cW_WU]b!HYWbc`c[]Y`V]YhYh" `b`X]YgYf
XmbUa]gWYb`@UbXgWUZh`V`Y]Vh`X]Y` : fU[Y`gdUbbYbXž`k Y`WY`XYf
VY]XYb`D`UhhZcfa Yb`]b`Ni _i bZh`X]Y`B UgY`j cfb`\UVYb`k]fX"

7fmdhc "Wc a `VYf]W hYhž`XUgg`9h\YfYi a `bUW`k]Y`j cf`Y]bYb
ghUf`_Yb`9]bZi`gg`Ui ZX]Y`6`cW_WU]b!HYWbc`c[]Y`\Uhž`k A`fYbX`
675G`X]Y`Yf\YV`]WYb`J cfhY]`Y`j cb`Dc`_UXch`]b`6Yni [`Ui Z
`b`hYfcdYfUV]`]h`h`i bX`:`YI]V]`]h`h`Yfj cf\YVh" Ni XYa `VY`Yi W`hYh`
Dc`_UXch`D@5`X]Y`hYW`b]gWY` ; fi bX`U[Y`j cb`Dc`_UXchi bX`gY]bY
Fc`Y`U`g`ZØ`fYbXYf`5`_hYi f`]a `? fmdhcVYfY]W`"

8YhU]`g	
Cfh	B]W`h`Ub[Y[YVYbž`_Y]bY`5XfYggY`j cf\UbXYb"
EiY`Yb	<ul style="list-style-type: none">• Wfmdhc "Wc a• V`c ["VWUg"]c• dc`_UXchd`U"bYh

6Ygi WXYb`G]Y`i bg`Ui Z.`k ca , +"XY