

9X[Yk UhYf/ ı \$' - /g`@YUXYfg\]d`G\U_Y!
I d.`B Yk `≠bhYf]a `7]hm`A UbU[Yf`B Ua YX`

9X[Yk UhYfž: @i bXYf[cYg`_Ym`YUXYfg\]d`WU Ub[Yg`Ug`œY
A U\cbYm`hU_Yg`]bhYf]a `W]hm`a UbU[Yf`fc`Y`UbX`7\Uf`Yg
; Y][Yf`VYWŁa Yg`dc`]W`W`Y Z`



9X[Yk UhYfž: `cf]XUž`I G5`!`≠`h\Y`ei U]bh`hck b`cZ`9X[Yk UhYfž
: `cf]XUž`U`ZfYg\`VfYYnY`cZ`WU Ub[Y`\Ug`V`ck b`h\fc i [\`h\Y`W]hm
[cj Yfba Ybhž`gh]ff]b[`i d`h\Y`k UhYfg`]b`cWU`Y`YUXYfg\]d``5g`cZ
bck ž`œY`A U\cbYmž`k \c`\Ug`gYfj YX`h\Y`9X[Yk UhYf`Dc`]W`
8YdUfha Ybh`Zcf`U`WŁa a YbXUV`Y`&`mYUfg`UbX`\Y`X`h\Y`dcg]h]cb
cZ`dc`]W`W`Y Z`g]bW`&\$%, ž`\Ug`VYYb`Uddc]bhYX`]bhYf]a `W]hm
a UbU[Yf``<]g`hfUbg]h]cb`WŁa Yg`Ug`ŸZZfYm`H\i fa Ub`ghYdg`Xck b
Zfca `h\Uh`fc`Y`hc`hU_Y`cj Yf`Ug`]bhYf]a `di V`]Wk cf_g`X]fYWŁcfž
a Uf_]b[`Ubch\Yf`WŁUdhYf`]b`h\Y`Yj c`j]b[`UbXgWUdY`cZ`W]hm
`YUXYfg\]d``H\]g`hfUbg]h]cb`U]a g`hc`ghfYb[h\Yb`h\Y`W]hm g
a UbU[Ya Ybh`Xi f]b[`k \Uh`\Ug`VYYb`U`h]a Y`cZ`dc`]h]WU`
ghf]ZY`gca Yh\]b[`h\Uh`9X[Yk UhYf`\Ug[fUdd`YX`k]h\`Zcf`cj Yf`U
XYWUXY``H\Y`dfYj]ci g`W]hm`a UbU[Yfž; `Ybb`≠Vmž`k Ug`Z]fYX`]b

GYdhYa VYf'&\$&('UZhYf'U'hi a i`hi ci g'hYbi fY"

A U\cbYmg'UV']hm'hc`YUX`Ug'[UfbYfYX'g][b]Z]WUbh'fhi gh'Zfca`W]hm
cZ]W]U`gž'k`c`UfY`cdh[a`]gh]WUVci h`\]g`XYW]g]cb!a U_]b[`dfck Ygg
Xi f]b[`h\]g]bhYf]a`dYf]cX"A YUbk`\]Yž7\Uf`Yg'; Y][Yfž`U
gYUgcbYX'Dc`]W`7UdhU]b`k`]h\`h\Y`XYdUfha`Ybh'g]bW`&\$%ž`ghYdg
]bh`h\Y`fc`Y`cZ`]bhYf]a`dc`]W`W`Y]Z`Z`fh\Yf`gc`]X]Z]b[`h\Y
W`b]bi`]hm'cZ`YUXYfg\]d`k`]h\]b`h\Y`dc`]W`XYdUfha`Ybh"
Q-YUX`]bYgi fZYfQfYdcfhg'h\Uh`U`W]hm'gdc_YgdYfgcb`Yl dfYggYX
W`bZ]XYbW`]b`Vch`A U\cbYmg`UbX'; Y][Yf`g`WUdUV`]h]Yg`Ug`h\Ym
bUj`[UhY`h\YgY`W`Ub[Yg`]b`cWU`[c] YfbUbW`"

A U\cbYmg`@Y[UWm'UbX`7\U`Yb[Yg

œY`A U\cbYmg`fcchg`]b`h\Y`9X[Yk UhYf`W`a`a`i`b]hm'fi b`XYd"
=b]h]U`m'Uddc]bhYX`Ug`dc`]W`W`Y]Z`Xi f]b[`U`W`U`Yb[]b[`h]a`Y`]b
h\Y`UZhYfa`Uh\`cZ`h\Y`fYg][bUh]cb`cZ`Zcfa`Yf`di`V`]WgUZYhm'X]fYW`cf
8Uj`]X`5fW]Yf]`Ua`]X`Ub`]bj`Ygh][Uh]cb`A U\cbYm`\Ug`g`ck`b
hfYa`YbXci`g`fYg`]YbW`"Bch'cb`m'X]X`\Y`ghYd`]bh`h\Y`]bhYf]a
dc`]W`W`Y]Z`fc`Y`VUW_]b`Bcj`Ya`VYf`VYZcfY`\]g`dYfa`UbYbh
Uddc]bha`Ybhž`Vi`h\Y`U`gc`YX`U`XYdUfha`Ybh'cZ`*`a`Ya`VYfgž
]bWi`X]b[``%`gk`cfb`cZ]W`fg`"H\Y`7]hm'7ci`bW`U`UX`hc`k`U]j`Y`h\Y
fYg]XYbWm'fYei`]fYa`Ybh'Zcf`\]a`ž`dUj`]b[`h\Y`k`Um'Zcf`\]g
dfca`ch]cb``8i f]b[`h\Uh'h]a`Yž`\Y`Ya`d\Ug]nYX`h\Y`]a`dcfhUbW`cZ
W`a`a`i`b]hm'Yb[U[Ya`Ybh'UbX`dfcUW]j`Y`dc`]W]b[ž`k`\]W`fYgcbUhYX
k`Y`k`]h\`fYg]XYbhg`"A U\cbYm'XYgYfj`Yg`h\Y`dYfa`UbYbh
dcg]h]cbž`bchYX`h\Yb!7]hm'A`UbU[Yf`fVm]b`U`ghUhYa`Ybh"A U\cbYm
k`Ug`dU]X`~, -ž-, \$`Ubbi`U`mž`fYZYW]b[`\]g`Yl`dYf]YbW`UbX
W`a`a`]ha`Ybh'hc`h\Y`cWU`Uk`YbZcfW`a`Ybh`W`a`a`i`b]hmž`Ug
\[`\][`hYX`Vm'U`fYdcfh'Zfca`BYk`g!œi`fbU`C`b`]bY"

H\Y`: i hi fY`@cc_g`6f][\h`k`]h\`BYk
@YUXYfg\]d

: Ugh'Zcfk`UfX`hc`&\$&) ž`UbX`9X[Yk UhYf`\Ug`a`UXY`Ubch\Yf
g][b]Z]WUbh'ghYd`]b`]hg`Uk`YbZcfW`a`Ybh`YUXYfg\]d`Vm`\]f]b[
F`UbXm'A`WB]hh'Ug`h\Y`bYk`7\]Y]Z`cZ`Dc`]W`"A`WB]hh`Vf]b[g`k`]h\`\]a

U`k YU`h\`cZ`YI dYf]YbW`ž\`Uj]b[`gYfj YX`Ug`U`Dc`]W`7ca`a`UbXYf
Zcf`h\Y`@U_Yk`ccX`Dc`]W`8YdUfha`Ybh`Zcf`h\Y`dUgh`Y][`h`mYUfg"
K`j]h\`Ub`]a`dfYgg]j`Y`VUW_[`fci`bX`cZ`cj`Yf`&+`mYUfg`]b`Uk
YbZcfW`a`Ybh`ž`W`a`d`YhY`k`j]h\`U`@Uk`8Y[`fYY`UbX`U`6UW`Y`cf`g
XY[`fYY`]b`7f]a`]bU`đ`gh]W`ž\`Y`]g`U`fYUXm`a`U_]b[`k`Uj`Yg`Ug`U
fYdi`hUV`Y`]bghfi`W`hcf`]b`YggYbh]U`U`fYUg`_]Y`9h\]W`ž`5bh]!6]UgYX
Dc`]W]b[`ž`UbX`I`gY`cZ`c`fW`"´<]g`hfU]b]b[`h\`fci`[`h\`h\Y`6=B`Uh]cbU`
5WUXYa`m`Ž`fh\Yf`Vc`ghYfg`\]g`W`fYXYbh]U`gž`UbX`\Y`]g`YI`dYW`hYX`hc
Vf]b[`j`U`i`UV`Y`g_]`g`UbX`]bg][`h`h`c`h\Y`9X[`Yk`UhYf`Dc`]W`
8YdUfha`Ybh"

A`WB]hh`g`Uff]j`U`]g`gYyb`Ug`U`VYUW`b`cZ`\`cdYž`U]a`]b[`hc`fYghc`fY
ZU]h\`]b`h\Y`c`WU`dc`]W`k`\`Y`a`UbU[`]b[`h\Y`gYbg]h]j`Y`hfUb]g]h]cb`]b
W]hm[`cj`YfbUbW`"5g`\Y`hU_Yg`h\Y`fY]bgž`fYg]XYbhg`UfY`\`cdYŽ`Z`Zcf
ŽfYg\`dYfgdYW]j`Yg`]b`W`a`a`i`b]hmidc`]W]b[`UbX`U`fYbYk`YX
W`a`a`]ha`Ybh`hc`a`U]bhU]b]b[`dYUW`UbX`gUZYhm]b`9X[`Yk`UhYf`"h`g
bch`†`gh`UVci`h`h\Y`dUgh`h\Y`Ž`hi`fY`gYYa`g`dfca`]g]b[`k`j]h\`YUXYfg
_]Y`A`U\`cbYm`UbX`A`WB]h`h`h\Y`\Y`a`cZ`W`Ub[`Y"

:`cf`a`cfY`cb`h\Y`U`hYgh`XYj`Y`cda`Ybhgž`VY`gi`fY`hc`W`X`Y`W`_`ci`h`h\Y
Ž`ghc`fm`Uh`9X[`Yk`UhYf`9W`c`UbX`Y`Ufb`a`cfY`UVci`h`A`U\`cbYmg
ci`fbYm`h\`fci`[`\`<`YUX`]bYgi`fZYf"

8YhU]`g	
C`fh	9X[`Yk`UhYfž`:`cf]XUž`I`G5
E`i`Y`Y`Yb	<ul style="list-style-type: none">•`k`k`k`"\`YUX`]bYgi`fZYf"W`a•`k`k`k`"bYk`g!`ci`fbU`cb`]bY"W`a•`YX[`Yk`UhYfYW`c"W`a

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