

9fZi fhYf`5i hcni `]YZYfYf`ghUfhYh K UggYfghc ZZ!F Yj c`i h]cb`]a `5i hca Uf_h°

9fZi fh`bj Ygh]Yfh`b`K UggYfghc ZhYWX bc`c []Y. `BYi Yg`K Yf_
YfÒZbYhž`%\$`\$`æVg`[YgWX UZZYb`i bX`9`Y`hfc`mgYi f!DfcXi _h]cb
[YghUfhYh"



9fZi fhž`8Yi hgWX`UbX`!`K Ug`hi h`g]WX`]b`XYf`K UggYfghc ZhYWX b]_3
ϑ`9fZi fh`k]fX`X]Y`Ni _i bZh`XYf`A cV]`]h`h`b`Yi` [YXUWX h`5a`(`"đ b]
\\Uh`XYf`5i hcni `]YZYfYf` 5bXf]hn`GWXi `Yf`DfYggYb`Y]b
\\cWXa cXYfbYg`K Yf`_Y]b[Yk Y]\\hž`XUg`g]WX`j c``i bX`[Ubn`Ui Z
K UggYfghc ZhYWX bc`c []Y`_c`bnYbhf]Yfh`<]Yfni `UbXY`gYhnh`a Ub`Ui Z
ϑbcj Uh]cb`i bX`:`cfhgWX f]hž`XYbb`X]Y`DfcXi _h]cb`j cb
9`Y`hfc`mgYi f!GhUW_g ž`X]Y`Z0f`X]Y`; Yk]bbi b[`j cb`[f0bYa
K UggYfghc ZZi bUVX]b[VUf`g]bXž`ghY`h]a`:`c`_i g`"A]h`Y]bYf
`A\\f`]WX`Yb`<YfghY``i b[`j cb`V]g`ni`&\$`\$`GhUW_g`k]fX`XUg
I bhYfbY\\a Yb`Y]bYb`k]WX h[Yb`6Y]hfU[`ni f`_0bZh][Yb
9bYf[]Yj Yfgcf[i b[``Y]ghYb`"H\\0f]b[Yb`&(`VYf]WX hYhž`XUgg`]b
X]YgYf`bYi Yb`K UggYfghc ZZgdUfhY`fi bX`%\$`\$`A]hUfVY]hYf`VYgWX`AZh][h
k YfXYbž`k cVY]`Y]b][Y`j cb`UbXYfYb`6YfY]WX`Yb`]bg

K UggYfghc ZhYUa ' [Yk YWgY`h'g]bX"

8]Y`BYi Ui gf]W\hi b[`XYg`i bhYfbY\`a Ybg`]gh`b]W\h`ni Z`A``["
J c fghUbXgW\YZ`xUW\ja `GW\ObVYW`VYhcbh`X]Y
K UggYfghc Z]bXi ghf]Y`U`g`gdUbbYbXY`DYfgdY_hj] Yz`]bgVYgcbXYfY
Ub[Yg]W\hg`XYf`Ub[YgdUbbhYb`@U[Y`]b`XYf`5i hca`cV`]VfUbW\Y``I a
g]W\`gh`f`_Yf`Ui Z`X]YgY`Ni _i bZghYW\bc`c[]Y`ni `_cbnYbhf]YfYbž
g]bX`J Yf`_Ai ZY`XYg`GW\k Y]» k Yf`_g`i bX`UbXYfYf
DfcXi _h]cbgVYfY]W\Y`[Yd`Ubh`GW\]Y]»]W\`a`O`W\hY`a`Ub`a`h]XYf
gc[YbUbbhYb` ;][UZUW`hcfm`b]W\h`bi`f`XYb`Y][YbYb`GhUbXcfh
gh`f`_Ybž`gcbXYfb`Ui W\`a`di`gY`Z`f`X]Y`[YgUa`hY`FY[]cb`gYhnYb"

8]Y`Ni gUa`a`YbUfVY]h`]a`K UggYfghc ZZgY`_hcf

5VYf`9fZ`fh]gh`b]W\h`U`Y]b`Ui Z`k Y]hYf`:`i`f``5i W\`[fc» Y
I bhYfbY\`a`Yb`k]Y`G]Ya`Ybg`9bYf[mi bX`5]f`@ei]XY`\UVYb
_Øfn`]W\`Y]bY`?ccdYfUh]cb`[YghUfhYhzi`a`X]Y`DfcXi _h]cb`j`cb
K UggYfghc Z]9`Y`_hfc`mgYi fYb`Ubni _i fVY`b``b`Y]bYa``x]bh`J Ybhi`fY
fØW`Yb`g]Y`Yb[Yf`ni`gUa`a`Ybž`i`a`[Ya`Y]bgUa`X]Y`<YfghY``i`b`[j`cb
[fØbYa`K UggYfghc Z]j`cfUbni`hfY]VYb``8]YgY`b]h]Uh]j`Y`nY][hž`k]Y
k]W\h][`X]Y`K UggYfghc ZhYW\bc`c[]Y`Z`f`X]Y`9bYf[]Yk`YbXY`]gh`i`bX
XUgg[fc» Y`I`bhYfbY\`a`Yb`XYb`HfYbX`Yf`_Ubbh`\UVYbž`XYf`XUg
DchYbn]U`h`Uhž`j]Y`Y`K]fhgW\UZhggY`_hcfYb`bYi`ni`[YghU`hYb"

8 Ug`:`fUi`b`c`Z`Yf`K`G`\YVh`ni`XYa``\Yfj`cfž`XUgg
K UggYfghc ZhYW\bc`c[]Yb`b]W\h`bi`f`Z`f`X]Y`9bYf[]Yk`YbXY
VYXYi`hYbX`g]bXž`gcbXYfb`Ui W\`Yb`hgW\Y]XYbX`ni`f`9ffY]W\i`b[`XYf
?`ja`Un]Y`Y`VY]hfU[Yb`_Øb`bYb``;`fØbYf`K UggYfghc Z]\Uh`XUg
DchYbn]U`ž`XYb`7C`&!5i`gghc`»`Yf`\YV`]W\`ni`fYXi`n]YfYb`i`bX`]gh
gca`h`Y]b`GW\`ØggY`ni`f`HfUbgZcfa`Uh]cbž`gck`c`\`]b`XYf
9bYf[]Yk]fhgW\UZh`U`g`Ui`W\`]b`a`cXYfbghYb`A`cV`]h`h`g`Øgi`b[Yb`"
8]Y`5bk`YbXi`b[ga`Ø[`]W\`_Y]hYb`g]bX`VfY]h[YZ`W\Yfh`i`bX`fY]W\Yb
j`cb`D`_k`ØVYf`@_k`V]g`\]b`ni`:`i`[nYi`[Yb`i`bX
GW]YbYbZU`fnYi`[Yb`"

: c f g W \ i b [`i`bX`9b`hk`]W`_`i`b[`]b`XYf

K UggYfghc ZZVfUbW\Y

8]Y`Bchk YbX][_Y]hž`cWg_U`YfVUFY`DfcXi_h]cbghYWkbc`c[]Yb`ZØf
 9`Y_hfc`mgYi fY`i bX`6fYbbghcZnY`Yb`ni`Yb`hk]W_Y`bž`k]fX`]a`a`Yf
 Xf]b[YbXYf`"i`a`X]Y`ni`_ØbZh][Y`BUWkZfU[Y`ni`XYW_Ybž`UfVY]hYh
 XUg`: fUi b`cZYf`≠ G`Ub`j]Y`Yb`]bbcj Uh]j Yb`Dfc`Y_hYbž`X]Y`gck c`
 K Yf_ghcZi`U`g`Ui`W`:`Yfh][i`b[g_cbnYdhY`i`a`ZUggYb`"8Uni
 [Y\ØfYb`@Øgi`b[Yb`ZØf`X]Y`g]WkYfY`GdY]WkYfi`b[`i`bX`XYb
 HfUbgdcfhj`cb`K`UggYfghcZ`gck]Y`X]Y`9b`hk]W_`i`b[`j`cb
 ?UhU`mgUhc`!C`VYfZ`ÅW`Yb`ZØf`j`YfgWk]YXYbY`5bk`YbXi`b[Yb`"Gc
 k]fX`X]Y`:`cfgWki`b[`Ub`9`Y_hfc`mgYi`fYb`i`bX`6fYbbghcZnY`Yb
 YbhgWkY]XYbX`gY]bž`i`a`X]Y`K`UggYfghcZ`hYWkbc`c[]Y`k`Y]hYf
 j`cfUbni`Vf]b[Yb`"

≠`XYf`HUhž`XYf`K`UggYfghcZ`U`h`XUg`NYi`[`XUni`ž`X]Y`≠Xi`ghf]Y
 i`a`ni`_fYa`dY`b`i`bX`bYi`Y`DYfgdY_h]j`Yb`ni`g`WkUZZYb`"9g`V`Y]Vh
 gdUbbYbX`ni`VYcVUWk`hYbž`k]Y`g]Wk`X]YgY`8mbUa`_]`k`Y]hYf
 YbhZU`hYh`i`bX`k`Y`Wk`Y`bYi`Yb`A`Ø[`]Wk`_Y]hYb`g]Y`a`]h`g]Wk`Vf]b[`h`C`V
 9fZi`fhž`G]Ya`Ybg`cXYf`:`fUi`b`cZYf` `X]Y`NY]WkYb`ghY`Yb`Ui`Z
 5i`ZVfi`Wk`]b`Y]bY`[`fØbY`Ni`_i`b`Zhž`i`bX`X]Y`K`UggYfghcZ`hYWkbc`c[]Y
 _ØbbhY`XYf`G`Wk`ØggY`XUni`gY]b`"6Ygi`WkYb`G]Y`X]Y`K`YVgY]hYb`j`cb
**H\Øf]b[Yb&(`ž`9bYf[]Y`V`c[`i`bX`:`fUi`b`cZYf`≠ G`ZØf`a`Y`f`
 ≠Zcfa`Uh]cbYb`ni`X]YgYb`gdUbbYbXYb`9b`hk]W_`i`b[Yb`°**

8YhU]`g	
Cfh	9fZi`fhž`8Yi`hgWk`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "h`i`Yf]b[Yb&(`XY • YbYf[]Y`V`c[• k k k "]k`g`ZfUi`b`cZYf`XY

6Ygi`WkYb`G]Y`i`bg`Ui`Z`b`!U[`bYh