

8 Yf'K Y['ni f']bbYfYb'Fi \Y. 'Gc'hf]hh'a Ub]b'XYb'6i XX\]ga i g'Y]b°

9fZU\fyb'G]Yž'k]Y'G]Y'XYb'6i XX\]ga i g'dfU_h]n]YfYb' _ÖbbYb.
; fi bX'U[Ybž'A YX]hUh]cbga Yh\cXYb'i bX
; Ya Y]bgW\UZhGUb[YVchY"



b]W\h'Ub[Y[YVYb'!'8Yf'6i XX\]ga i g'YfZfYi h'g]W\k UW\gYbXYf
6Y'YVh\Y]h]a 'K YghYbž']bgVYgcbXYfY'Xi fW\gY]bY'@Y\fyb'ni
]bbYfYf'Fi \Y'i bX'5W\hgUa _Y]h"J]Y'Y'A YbgW\Yb'YbhXYW_Yb'X]Y
A Ö['jW\ _Y]hž'; Y'UggYb\Y]h'i bX'h]YZfY'9]bg]W\hYb']b']\f'@YVYb'ni
]bhY[f]YfYb'"8]Y'k]W\h][Yb'; fi bXdZY]'Yf'X]YgYf'D\]'cgc d\]Y'g]bX
X]Y'j]Yf'YX'Yb'K U\ f\Y]hYbž'X]Y'U'g'nYbhfU'ZØf'XUg'J YfghÅbXb]g
Vi XX\]gh]gW\Yf'@Y\fyb' [Y'hYb'"@Ui h'h!c b`'bY"XY'Ui hYh'X]Y'YfghY
K U\ f\Y]hž'XUgg'@Y]X'Yb['a]h'XYa 'a YbgW\]W\Yb'8 UgY]b
j YfVi bXYb']gh'"8]Y'nk Y]hY'K U\ f\Y]h'VYgU[hž'XUgg'Yg'gdYn]Z]gW\Y
I fgUW\Yb'ZØf'X]YgYg'@Y]X' []Vh'"8]Y'Xf]hhY'Y\ fhž'XUgg'@Y]X
ØVYfk i bXYb'k YfXYb' _Ubbž'i bX'X]Y'j]YfhY'V]YhYh'Y]bYb' _'UfYb
K Y['ni f', VYfk]bXi b['XYg'@Y]Xg"

9]b`k Y]hYfYf`Yb hgWXY]XYbXYf`5gdY_h`XYg`6i XX\]ga i g`]gh`XYf
UW hZUWY`DZUXž`XYf`Zc`[YbXY`9`Ya YbhY`i a ZUggh`fYWX hY`5bg]W hž
fYWX hYg`8 Yb`_Ybž`fYWX hY`F YXYž`fYWX hYg`< UbXY`b`i bX`fYWX hY
5W hgUa`_Y]h`i`hYfYgg]YfhY`_ÖbbYb`X]Y`; fi bX`U[Yb`XYg
6i XX\]ga i g`Xi fW`@Y_h`ØfY`cXYf`9]bZØ\ fi b[g_i fgY`Yf`YfbYb`"
Ni XYa`gd]Y`h`X]Y`A YX]hUh]cbgd fUI`]g`Y]bY`nYbh fU`Y`F c`Y`ja
6i XX\]ga i gž`k cVY]`HYW`b`_Yb`k`]Y`X]Y`5W hgUa`_Y]hg!`i bX
J]dUggUbU!A YX]hUh]cb`VYgc bXYfg`Ya`dZc`\`Yb`k`YfXYb`"

A YX]_Uh]cbgd fUI`]g`i bX`i; Ya Y]bgW UZh

5bZÅb[Yf`k`]fX`[YfUhYbž`a`]h`hÅ[`]W Yb`A YX]hUh]cbYb`j`cb`bi`f`i`V]g
%\$`A`]bi`hYb`ni`VY[`]bbYb`"8]Yg`Yf`Y]W hYfh`XYb`9]bgh]Y[`]b`Y]bY
X]gn]d`]b]YfhY`A YX]hUh]cbgd fUI`]g`"J]Y`Y`Vi`XX\]gh]gWY`NYbh fYb`i bX
?`ÖghYf`V]YhYb`A YX]hUh]cbg!`F YhfYUhg`Ubž`X]Y`gck`c`\`ni`f`
J Yfh]YZi`b[`]U`g`Ui`W`ni`f`i; Ya Y]bgW UZh]gV`Xi`b[`]X]YbYb`"8]Y
GUb[`\Už`X]Y`gd]f]hi`Y`Y`Y; Ya Y]bgW UZh]a`i`6i XX\]ga i gž]ghj`cb
[fc»Yf`6YXYi`hi`b[`]9g`k`]fX`Ya`dZc`\`Ybž`Y]bY; fi ddY`cXYf`Y]b
NYbh fi`a`ni`gi`W Ybž`i`a`j`cb`[`Ya Y]bgUa`Yb`A YX]hUh]cbYb`i bX
8]g_i`gg]cbYb`ni`d`fcZ]h]YfYb`"K`c`X]Yg`b]W`h`a`Ö[`]W`]ghž`V]YhYb
Cb`]bY!; Ya Y]bgW UZhYb`Y]bY`bØh`]W`Y`5`hYfbUh]j`Y`"

≈a`i`6i XX\]ga i g`[`]Vh`Yg`ZØbZ[`]fi bX`Y[`]YbXY`J`Yf`U`hYbgfY[`]Y`bž
Ui`W`VY`_Ubb`h`U`g`G`]Ugž`X]Y`XYb`DfU`_h]n]YfYbXYb`U`g`F`]W`h`]b]Yb
ZØf`Y]b`UW`hgUa`Yg`i bX`a`]hZØ`\`YbXYg`@VYb`X]YbYb`"8]YgY`F`Y[`]Y`b
i`a`ZUggYb.`b]W`h`h`ØhYb`cXYf`j`Yf`Y`hYbž`b]W`h`ghY`\`Ybž`_Y]b
gW`ÅX`]W`Yg`gYI`i`Y`Y`g`J`Yf`U`hYbž`b]W`h`Ø[`]Yb`i`bX`_Y]bY
VYk`i`gghgY]bgj`Yf`ÅbXYfbXYb`Gi`VghUbnYb`_c`bgi`a`]YfYb`"8]Y
Zcfa`Y`Y`NYfYa`cb]Y`ni`f`Ni`Zi`W`h`ni`XYb`8`fY]`ž`k`Y`Yb`
6i XX\Už`8`Ufa`U`i`bX`GUb[`\U`g`][`bU`]g]Yfh`XYb`cZZ]n]Y`Y`b`9]bh f]hh
]b`XYb`6i XX\]ga i g`"

J Yfh]YZi`b[`]Xi`fW`A YX]hUh]cb

8]Y`A YX]hUh]cbgd fUI`]g`k`]fX`U`g`GW`ØggY`Ub[`]YgY`Ybž`i`a`]bbYfY
E`i`U`]hÅ`hYb`k`]Y`i`fW`h`c`g][`_Y]hž`@]YVY`i`bX`A`]h[`]YZØ`\`ni
Ybhk`]W`_Yb`"8]Y`A Yh`cXY`XYg`8]Ua`Ubhk`Y[`]!6i XX\]ga i g`Y[`]h
Y]bYb`i`c`_i`g`Ui`Z`X]Y`≈Yb h]Z`_Uh]cb`a`]h`XYf`Y][`YbYb`6i XX\UbUhi`f`"

@Y\fyfž'X]Y]b`X]YgYf`HfUX]h]cb`X]YbYbž'gd]Y[Y`b`E i U`]hÅhYb`k]Y
 : fYi XY`i bX`A]h[YZØ\`k]XYf`9]b`k]W h][Yg`N]Y`XYf`A YX]hUh]cb`]gh
 Ygž'g]W`gY]bYf`Y][YbYb` ; YZØ\`Y`i bX` ; YXUb`_Yb`VYk i ggh`ni
 k YfXYbž`c\`bY`g]W`j`cb`]\`bYb`a]hfY]» Yb`ni ``UggYb`"

9]bZØ\`fi b[gUVYbXY`cXYf`8`Ufa` UUVYbXY`]b`8]Ua` Ubhk`Y[!NYbhfYb
 V]YhYb`Y]bY`\Yfj`c ffU[YbXY` ; Y`Y[Yb\Y]hž`a` Y`f`ØVYf`6i`XX\]ga`i`g
 i bX`A`YX]hUh]cbgdfUI`]g`ni`Y`fbYb`"Ni`XYb` ; fi`bXØVi`b[Ybž`X]Y`U`g
 J`cfVYfY]hi`b[Yb`ZØf`k`Y]hYfZØ\`fYbXY`DfU`_h]_Yb`[Y`hYbž`nÅ\`Yb
 i`bhYf`UbXYfYa`X]Y`9bhk`]W`_i`b[`XYg`9f`Yi`W`hi`b[g[Y]ghYg`i`bX`X]Y
 A`UbXU`U! ; UVYb`"8]YgY` , Vi`b[Yb`VYfY]hYb`Ui`Z`X]Y`h]Y`ZYfY
 A`YX]hUh]cbž`k`]Y`XUg` ; i`fi`Mč[U`_i`bX`X]Y`A`YX]hUh]cb`Ui`Z`XYb` , "
 ?`Ufa` UdU`j`cfž`X]Y`k`Y]hYfY`GW`f]hY`ni`f`]bbYfYb`9bhk`]W`_i`b[
 XUfghY`Yb`"

⊖g[YgUa`h`nY][h`g]W`X`ž`X`Ugg`XYf`6i`XX\]ga`i`g`Xi`fW`X]Y`⊖hY[fUh]cb
 gY]bYf`@Y\`fYb`]b`j`YfgW`]YXYbY`@YVYbgVYfY]W`Y`i`bX`XYfYb`c`ZY`b`Y
 Ni`[Åb[`]W`_Y]h`ZØf`j`]Y`Y`A`YbgW`Yb`ni`Y]bYf`VYfY]W`Y`fbXYb
 gd]f]hi`Y`Yb`C`dh]cb`k`]fX`"K`Yf`g]W`ZØf`X]YgYb`K`Y[`]bhYfYgg]Y`fhž
 Z]bXYh`nU`\`fY]W`Y`F`Yggci`fW`b`i`bX` ; Ya`Y]bgW`UZhYbž`X]Y
 l`bhYfghØ`hni`b[`V]YhYb`" : Øf`k`Y]hYfZØ\`fYbXY`⊖Zcfa`Uh]cbYb`g]bX`X]Y
 A`UhYf]U`]Yb`ni`XYb`j`]Yf`YX`Yb`K`U`\`f`Y]hYb`Y]bY`k`Yfhj`c`Y
 9f[Åbni`b["

8i`fW`X]Y`?`ca`V]bUh]cb`j`cb`A`YX]hUh]cbgdfUI`]g`i`bX`XYb`Df]bn]d]Yb
 XYg`6i`XX\]ga`i`g`_ØbbYb`j`]Y`Y`A`YbgW`Yb`Y`fbYbž`]\`f`⊖bYfYg`ni
 YfZc`fgW`Ybž` : f]YXYb`ni`Z]bXYb`i`bX`\`fY`6Yn]Y\`i`b[Yb`ni`UbXYfYb
 ni`j`YfVYggYfb`"8`UVY]`V`Y]Vh`XYf`6i`XX\]ga`i`g`c`ZY`b`ZØf
]bX]j`]Xi`Y`Y`⊖hYfd`fYhUh]cbYb`i`bX`X]Y`⊖hY[fUh]cb`UbXYfYf
 gd]f]hi`Y`Yf` , VYfnYi`[i`b[Yb`"

8YhU]`g	
J`c`f`ZU`	G`c`b`g`h][`Y`g
C`f`h	b]W`h`U`b[`Y[`Y`V`Y`b
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"h!`c`b`]bY`XY • k`k`k`"gUfUbU!X`Ua`a`U!hfYZZ`XY • Vi`XX\]ga`i`g`c`f[

6Ygi W\Yb 'G]Y 'i bg 'Ui Z. 'b!U["bYh