

?]cg_]b`K U]V`]b[Yb.`B Yi Y
² ZZbi b[gnY]hYb`i bX`8 Ub_YgWk Òb!: Y]Yf
[Yd`Ubh°

8 U[a Uf`<UbXY`j Yf`Àb[Yfh`X]Y`² ZZbi b[gnY]hYb`] \fYg`?]cg_g
]b`K U]V`]b[Yb`i bX`d`Ubh`Y]bY` ; f]`ZY]Yf`ZØf`X]Y
GhUa a _i bXgWk UZh"

œ \UbbYg!5i k ÀfhYf!GhfU» Yž`K U]V`]b[Ybž`8 Yi hgWk`UbX`!` ð
K U]V`]b[Yb`V`Y]Vh`XYf`?]cg_ž[YZØ\fh]j cb`8 U[a Uf`<UbXY`i bX
]\fYa`Gc`b`8 Ub]Y`ž`Y]b`k]Wk h[Yf`5b`Ui Zdi b`h`ZØf`X]Y` ; Ya`Y]b`XY`
BUWkXYa`8 U[a Uf`<UbXY`XYb`HcX`] \fYg`A UbbYgž`XYf`A]h[fØb`XYf
XYg`?]cg_g`k Ufž`U`g`gWk YfYb`GWk`U[`Yf`YVh`\Uhž`nY][`h`g]Y`g]Wk
YbhgWk`cggYbž`XYb`?]cg_`a`]h`b`Yi` Yb`æ`YYb`j`cf`Ubni`Vf]b[Yb`
I bhYfghØhni b[`Yf`\À`h`g]Y`XUVY`]b]Wk h`bi`f`j`cb`] \fYb`?]b`XYfbž
gcb`XYfb`Ui`Wk`j`cb`Y]b`Yf`hfYi`Yb`GhUa a _i bXgWk UZh" K]f`\UVYb
i`bg`Yf`\c`h`ž`VYf]Wk h`Y`h`g]Y`i`bX`_ØbX][`h`Y]b`Y`j`Yf`Àb[Yfi`b[`XYf
² ZZbi b[gnY]hYb`Ubž`i`a`XYb`8]Ybgh`Ub`XYf` ; Ya`Y]bgWk UZh`k`Y]hYf
ni`j`YfVYggYfb`"8 Yf`?]cg_`VY`Z]b`XYh`g]Wk`]b`XYf`œ \UbbYg!5i k ÀfhYf!
GhfU» Yž`X]fY`_h`\]bhYf`XYf`DcghVUb`_i`bX`XYa`b`Yi`Yb
@UbXfUhgUa`hVUi`]b`K U]V`]b[Yb`"

9]b`k`Y]hYfYg`<][` \][` \h`]gh`X]Y`[Yd`UbhY`_`Y]b`Y` ; f]`ZY]Yfž`VY`]XYf
g]Wk`8 U[a Uf`<UbXY`VY`]XYb`K U]V`]b[Yfb`VYXUb`_Yb`a` ÒWk`hY`
8]YgY` ð]h]Uh]j`Y`nY][`h`XYb`ghUf`_Yb` ; Ya`Y]bgWk UZhgg]bbž`XYf`]b
K U]V`]b[Yb`\YffgWk`hž`i`bX`X]Y`k`]Wk h[Y`F`c`Yž`X]Y`c`_U`Y` ; YgWk`À`ZhY
]b`XYf`GhUX`h`gd]Y`Yb`"

8 Yf`?]cg_`U`g`_i`h`i`fY`Y`Yf`i`bX`gc`n]U`Yf
HfYZZdi`b`_h

K U]V`]b[Ybž`Yhk`U`%\$`_a`b`c`f`X`Øgh`]Wk`j`cb`Ghi`hh[Ufh[Y`Y[Ybž`\Uh

b]W\h'bi f'Y]bY`YVYbX][Y' ?]cg_! ? i`hi fž'gcbXYfb`Ui W\`nU\`fY]W\Y
_i`hi fY`Y`i bX`\]ghcf]gW\Y`<][\`][\hg"i bhYf`UbXYfYa`VYZ]bXYb
g]W\`XYf`K UggYfhi fa ž`XYf`i bhYf`8Yb_a U`gW\i hn`ghY\`hž`gck]Y`X]Y
VYY]bXfi W_YbXYb` ?]fW\Yb`i bX`5`hghUXhVUi hYb`]b`XYf`GhUXh"
BYVYb`XYa` ?]cg_g]bX`9]bf]W\hi b[Yb`k]Y`XUg`5a hg[Yf]W\hi bX
X]Y`A]W\UY`g_]fW\Y`j cb`6YXYi hi b[`i bX`hfU[Yb`ni a`j]Y`gY]h[Yb
GhUXhV]`X`VY]"

÷`Ghi hh[Ufh`Yf`ÖZbYhi bhYfXYggYb`XYf`i hcd]U` ?]cg_ž`XYf`g]W\`ja
Y\Ya U`][Yb` ? i`hi f` ?]cg_]a`DUf_\Ui g`NØV`]b`b]YXYf[Y`UggYb`\Uh"
8]YgY`bYi Y`9]bf]W\hi b[`f]W\hYh`g]W\`VYgcbXYfg`Ub`↑ b[Yž`ei YfY
9fk UW\gYbY`i bX`V]YhYh`Y]bYb`FUi a`ZØf` ? i bghi bX` ? i`hi f`"A]h
Y]bYf`÷bYbZ`W\Y`j cb`W]fWU` (\$`E i UXfUha`YhYfb`i bX`Y]bYa
_Y]bYb`5i » YbVYfY]W\`d`Ubh`XYf`i hcd]U` ?]cg_ž`a`cbUh]W\
k YW\gY`bXY`5i gghY`i b[Yb`i bX`K c\bn]a`a Yf`cbnYfhY`j cb
`c_U`Yb`6UbXg`Ubni V]YhYb`"; YÖZbYh]gh`XYf` ?]cg_] cb`8`cbbYfghU[
V]g`GUa`ghU[`i bX`V]YhYh`Y]b`hÅ[`]W\Yg[Ughfcbca`]gW\Yg`5b[YVchž
XUg`gck c`\`U`_c\c`]gW\Y`U`g`Ui W\`b]W\h`U`_c\c`]gW\Y`; Yhf`Ab_Y
gck]Y`j Y[YhUf]gW\Y`i bX`j Y[UbY`; Yf]W\hY`i a`ZUggh"

8 Ug`Dfc`Y`_h`k]fX`j cb`XYf`ei YfYb`A YbgW\YbFYW\hgcf[Ub]gUh]cb
`%\$`i`A YbgW\`i bhYfgh`Øhni bX`n]Y`h`XUfUi Z`UVž`Y]bY`j]Y`Z`h[Y
N]Y`[fi ddY`Ubni gdfYW\Yb`" K]f`k c`Yb`Y]bYb`FUi a`gW\UZZYbž`XYf
↑ b[Yb` ? ØbghYf]bbYb`X]Y`A Ö[`]W_Y]h[]Vhž`g]W\`ni`YbhZU`hYb`i bX
bYi Y` : cfa`Yb`XYf`gcn]U`Yb`÷bhYfU`_h]cb`ni`ZØfXYfb`ž`gc`X]Y
÷h]UhcFYb`"9]bY`VYgcbXYfY`5hfu`_h]cb`k]fX`XUg`YfghY` ? cbnYfh`a`]h
XYf`ei YfYb`BYk W`ca`Yf! ? ØbghYf]b`@YU`; fUi dbYf`gY]bž`k Y`W\Yg
VYfY]hg`ZØf`XYb`\$("A U][Yd`Ubh]gh"

A]h`XYf`J Yf`Åb[Yfi b[`XYf`² Zbi b[gnY]hYb`]a` ?]cg_] cb`8U[a`Uf
<UbXY`i bX`XYf`9f`ÖZbi b[`XYg`i hcd]U` ?]cg_g]b`Ghi hh[Ufh`k]fX
XYi h]W\ž`XUgg`k YXYf`]b`K U]V`]b[Yb`bcW\`]b`Ghi hh[Ufh`X]Y
_i`hi fY`Y`i bX`gcn]U`Y`J YfbYhni b[`ZY`\Yb`XUfZ`6Y]XY` ?]cg_Y
gd]Y`Yb`Y]bY`GW\`ØggY`fc`Y`VY]`XYf`Gh`Åf`_i b[`XYf`; Ya`Y]bgW\UZh
i bX`XYf` : ÖfXYfi b[`j cb` ? i bghi bX` ? i`hi f`"

8YhU]`g	
J c fZU``	9]bVfi W
C fh	æ\UbbYg!5i k ÅfhYf!GhfU» YžK U]V`]b[Ybž 8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "nj k "XY • cb`]bYghfYYh"XY • k k k "nj k "XY

6Ygi WYb`G]Y`i bg`Ui Z.`b!U["bYh