

5fa]b`A Ø`Yf!GhU\`.'9]b`HY]`j cb`a]f`]gh
H\ca Ug`A Ubb`[Yk cfXYb

5fa]b`A Ø`Yf!GhU\`fYZY_h]Yfh'ØVYf`gY]bY`F c`Y`U`g`H\ca Ug
A Ubb`ni a`%) \$"; YVi fhghU[`XYg`@]hYfUhi fbcVY`dFY]ghfÅ[Yfg"



6Yf`]bž`8Yi hgW\`UbX`!`8Yf`fYbca`a]YfhY`GW\Ui gd]Y`Yf`5fa]b
A Ø`Yf!GhU\`ž`- (`U\fY`U`hž`]ghXi`fW\`gY]bY`Y]bXfi`W_gj`c`Y
JYf_ÖfdYfi`b[]j`cb`H\ca`Ug`A`Ubb`]b`<Y]bf]W\`6fY`c`Yfg`8fY]hY]Yf
8]Y`A`Ubbg`]b`XYb`A`]hY`di`b_h`XYf`ÖZZYbh]W\Yb`5i`Za`Yf_gUa`_Y]h
[YfØW_h`GY]h`gY]bYf`F`c`Y`k`]fX`Yf`\`Äi`Z][`U`g`<Yff`H\ca`Ug`A`Ubb
Ub[YgdfcW\Yb`"A`Ø`Yf!GhU\`ž`XYf`UVk`YW\`gY`bX`]b`6Yf`]bž`Ub`XYf
C`ghgY`i`bX`]b`?`U`]Zc`fb]Yb`YVhž`ZØ\`hž`XUgg`Y]b`HY]`j`cb`]a
i`bhfY`bbVUf`a`]h`XYa`]@]hYfUhi`fbcVY`dFY]ghfÅ[Yf`j`YfVi`bXYb`]gh"
8]YgY`→XYbh]Z]_Uh]cb`a`]h`A`Ubb`k`Uf`nk`Uf`b]W\`h[Yd`Ubhž`\Uh`UVYf
Ui`W\`a`]h`@ØVYW_ž`XYf`; YVi`fhgghUX`h`j`cb`A`Ubb`ž`ni`"hi`b"

, VYf`gY]bY`<YfUb[Y\Ybgk`Y]gY`Ub`X]Y`F`c`Y`fYZY_h]Yfh`A`Ø`Yf!
GhU\`.'9f`k`c`hY`H\ca`Ug`A`Ubb`]b`X]Y`a`cXYfbY`NY]h'ØVYfhfU[Ybž

c\bY`X]Y`\]ghcf]gWXY`GdfUWXY`ni`VYbi`hnYbž`i`bX`Yb`hgW\]YX`g]W
XUZØfž`A`Ubb`a`]higY]bYf`Y][`YbYb`DYfgØb`]W_]hi`bX`Gh]a`a`Y
XUfni`ghY`Yb`"8]Yg`ghY`hY`UbZUb[`g`Y]bY`<YfUi`gZcfXYfi`b[`XUfž`XU
XYf`8]W\]hYf`U`g`_ca`d`Yi`Y`i`bX`gW\k`]Yf][`Y`DYfgcb`[`]"
@]hYfUhi`f`_f]h]_Yf`A`UfW\`F`Y]W\!`F`Ub]W_]`Ai`»`YfhY`Y]bghž`XUgg`Yg
a`Ø[`]W\`gY]ž`A`Ubb`ni`gd]Y`Ybž`k`Ug`A`Ø`Yf!`GhU\`Y]bY`VYghÅf`_YbXY
FØW_a`Y`Xi`b[`]UV"

9]b`h]YZYg`9]bhUi`W\Yb`]b`XUg`@YVYb`j`cb H\ca`Ug`A`Ubb

J`cf`ZUgh`&)`\`fYb`VY[`Ubb`X]Y`]bhYbg]j`Y`5i`gY]bUbXYfgYhni`b[`]a`]h
H\ca`Ug`A`Ubbž`X]Y`ZØf`A`Ø`Yf!`GhU\`j`cb[`]fc»`Yf`6YXYi`hi`b[`]gh`"⊕
X]YgYf`NY]h]ZØ\`fhY`Yf`Y]b`HU[`YVi`W\ž`XUg`gdÅ`hYf`U`g`6i`W\
j`YfØZYbh`]W\h`k`i`fXY`"8Uf]b`\]Y`h`Yf`b]W\h`bi`f`gY]bY`9fZU\`fi`b[`]Yb
k`Å\`fYbX`XYf`8fY\`UfVY]hYb`ZYghž`gcbXYfb`g_]nn]YfhY`Ui`W\`gY]bY
?c`Y[`Yb`i`bX`Ui`»`Yf[`Yk`Ø\`b`]W\Y`G]hi`Uh]cbYb`"?f]h]_Yf`VYa`Yf`hYbž
XUgg`Yf`ni`gma`dUh\]gW\`ZØf`X]Y`F`c`Y`XYg`H\ca`Ug`A`Ubb`k`Ufž`k`Ug
X]Y`<YfUi`gZcfXYfi`b[`]ZØf`XYb`GW\Ui`gd]Y`Yf`bcW\`j`YfghÅf`_hY"

Ni`gÅhn`]W\`ni`gY]bYf`gW\Ui`gd]Y`Yf]gW\Yb`F`c`Y`Xi`fZhY`Yf`g]W\`Ui`W\
ØVYf`gY]bY`9\`fYbVØf[`YfgW\UZh]b`GW\`Ygk`][`!<c`ghY]b`ZFYi`Yb`"GY]b
Dfc`Y`_h]ZUbX`VYgcbXYfY`F`YgcbUbn`]b`@ØVYW`ž`k`c`Yf`Ub`XYf
J`YfZ]`a`i`b[`]j`cb`6i`XXYbVfcc`_g`_a`]hk`]f`_hY`"8Yf`BcfXXYi`hgW\Y
F`i`bXZi`b`_d`Ubh`Ub`Ågg`]W\`XYg`%)`\$`";`YVi`fhghU[`g`j`cb`H\ca`Ug
A`Ubb`Y]b`i`a`ZUggYbXYg`Dfc[`]fUa`a`ž`XUg`F`UX]cž:`YfbgY\Yb`i`bX
Cb`]bY!`⊕\`U`hY`i`a`ZUgghž`i`a`XUg`K`]f`_Yb`i`bX`X]Y`6YXYi`hi`b[`]XYg
GW\]f]ZhghY`Yfg`ni`k`ØfX][`Yb"

5b`Ågg`]W\`XYg`%)`\$`";`YVi`fhghU[`g`j`cb H\ca`Ug`A`Ubb

8Yf`*`"ž`b]`a`Uf_]Yfh`XYb`%)`\$`";`YVi`fhghU[`]j`cb`H\ca`Ug`A`Ubbž`XYf
%,`+`)]b`@ØVYW_]`YVcfYb`k`i`fXY`"Ni`X]YgYa`5b`Ugg`YfgW\Y]bYb
nU\`fY]W\Y`bYi`Y`6ØW\Yf`ØVYf`]bž`XUfi`bhYf`GUW\VØW\Yf`i`bX
;`fUd\]WBcj`Y`g`"8]Yg`nY][`h`XUg`Ub\`U`hYbXY`⊕`hYfYggY`Ub`gY]bYf
DYfgcb`i`bX`gY]bYa`K`Yf`_ž`XUg`V]g`\`Yi`hY`nU\`fY]W\Y`@YgYf`i`bX

Ni gWU i Yf ZUgn]b]Yfh"

A Ø`Yf!GhU\`k]fX`]b`Y]bYa` ðhYfj]Yk`Ua` : fY]hU[`]a` `æi fbU` `Ui Z
B 8 F` ?i` hi` f`gd fYWYb`i bX`gY]bY` ; YXUb`_Yb`ni` H\ca` Ug`A Ubb
hY]`Yb`"GY]bY`h]YZYb`9]bV`]W_Y`i bX`X]Y`VYgcbXYfY`J YfV]bXi` b[`ni
A Ubb`V]YhYb`Y]bYb`5b`Uggž ØVYf`XUg`@YVYb`i bX`X]Y
<YfUi` gZcfXYfi` b[Yb`XYg[`fc» Yb`XYi` hgWYb`GWf]ZhghY`Yfg
bUW`ni XYb`_Yb`"8 Ug`i a` ZUggYbXY`Dfc[fUa` a` Ub[YVch`XYg
BcfXXYi` hgWYb`Fi` bXZ` b_g`ni` 9\ fYb`j` cb`H\ca` Ug`A Ubb`k`]fX`X]Y
j`]Y`gY]h[Yb` : UW`hYb`gY]bYf`?i` bgh`i bX`gY]bYg`@YVYbg
VY`Yi` W`hYb`"

8]Y`J YfZ]`a` i` b[` 8]Y`A Ubbg` `9]b` ð\`f\`i bXYfhfca` Ub` `gd]Y`h`Y]bY
k`]W`h[Y`F`c`Y`]b`X]YgYf`F YhfcdY`_h]j` Y`i` bX`bi` hnh`YW`hY` ðhYfj`]Yk` g
i` bX`\`]ghcf]gWY` : chc`gž`i` a` `X]Y`VYk` Y[hY` ; YgW`]W`hY`XYf` : Ua`]`Y
A Ubb`ni` Yfn`A`Yb`"8 UVY]`k`]fX`XYi` h`]W`ž`k`]Y`X]Y`j` YfgW`]YXYbYb
@YVYbgi` a` gh`AbXY`i` bX`XUg` `]hYfUf]gWY`HU`Yb`hj` cb`H\ca` Ug`A Ubb
ZØf`X]Y`bUW`Zc`[YbXY` ; YbYfUh]cb`j` cb`?fYUh]j` Yb`df`A[YbX`k` UfYb`"

I` a` `a` Y`f`ØVYf`X]Y`_ØbghYf]gWY` ; YghU`hi` b[`XYf`GYf]Y`ni
YfZU`fYbž`]gh`Y]bY`XYhU]`YfhY` , VYfg]W`h`Ui` Z`-A 8 V`j` YfZØ[VUf`"<]Yf
Z]bXYb` ðhYfYgg]YfhY`k` Y]hYfY` ðZcfa` Uh]cbYb`ni` a` :]`a` `i` bX`ni` f
9fn`A`k` Y]gY`XYg`@YVYbg`j` cb`H\ca` Ug`A Ubb`i` bX`gY]bYf` : Ua`]`Y`"

: Øf`A Ø`Yf!GhU\`V`Y]Vh`X]Y`J YfV]bXi` b[`ni` H\ca` Ug`A Ubb`Y]bY
`YVYbg`Ub[Y` ðgd]fUh]cb`i` bX`gd]Y[Y`h`X]Y`<YfUi` gZcfXYfi` b[Yb
k`]XYfž`X]Y`gck` c\`X]Y` `]hYfUf]gWY`U`g`Ui` W`X]Y`gW`Ui`gd]Y`Yf]gWY
K` Y`h`df`A[Yb`"

8YhU]`g	
J`c`f`ZU`	Gcbgh][`Yg
C`f`h	6Yf`]bž`8Yi` hgW`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k k k "h!`c`b`]bY"XY • k k k "bXf"XY • k k k "]a`XV"Wca

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