

K Ug'a UW h'X]YgYg'Dfc Y_h'gc VYgcbXYfg3'A U[bYž]bgd]f]Yfhj cb
XYf'bcfX]gWYb'A m\c`c[]Yž'gc``a]h) \$`c[]gWYb'E i V]hg'ghUfHYb/
XUg'k]fX`U'g'YbhgWY]XYbXYf'GWf]h'Ub[YgY\Ybž'i a`XYb
ei UbhYba YWU]gWYb'J cfhY]'ni`YffY]WYb" `Ugcb`NUbXYfž'9J D
j cb'A]WfcgcZž`\Uh`_Uf'[Ya UW hž'XUgg'a Ub'UV') \$`c[]gWYb
E i V]hg'k]f`_]W'j cb'E i UbhYbj cfhY]'Yb'dfcZ]h]YfYb`_Ubb" `I a`XUg']b
DYfgdY_h]j Y'ni`gYhnYbž'A]WfcgcZhi bX`5hca`7ca di h]b[`UUhYb
ni j cf`&(`c[]gWY`E i V]hg`YffY]W h'`XUg`VYghY`9f[YVb]g`V]g`Yhnh"

HYW bc`c[]gWY`5a V]h]cbYb`i bX

< YfUi gZcfXYfi b[Yb

K Ug`VYXYi hYh'XUg`ZØf`X]Y`Ni`_i bZž'8 Ug`N]Y`j cb`E i Bcfh\`[Y\h
k Y]h'ØVYf`X]Y`UbZÅb[`]WY`? UdUn]hÅh`\]bUi`g" `; Yd`Ubh]g]bX
a YX]n]b]gWY`8i fWVfØWY`i bX`fYj`c`i h]cbÅfY`9bhk]W`_i b[Yb`]b
XYf`A UhYf]U`Zc f gW i b[" `6Y`)%\$ \$`c[]gWYb`E i V]hg`gc``Yb
VYXYi hYbXY`k]ggYbgWUZh]WY`DfcV`Ya`Y`[Y`Øgh`k YfXYbž'i bX`UV
%`\$ \$ \$`c[]gWYb`E i V]hg`_ØbbhYb`gc[Uf`i a`ZUggYbXY`@Øgi b[Yb
YfghY`h`k YfXYb" `8]Y`6Ui UfVY]hYb`ZØf`XYb`7ca di hYf`VY[]bbYb`]a
< YfVgh`&\$&) ž'a]hY]bYf`ϕVYhf]YVbU\`a`Y`V]g`9bXY`&\$&`*`#&+"

8]Y`Bcj`c`BcfX]g`_Gh]Zhi b[`i bX`XYf`XÅb]gWY`9I dcfh`i bX
ϕj Ygh]h]cbgZcbXg`f9≡ C Ł`gd]Y`Yb`\]Yf`Y]bY`nYbhU`Y`F`c``Y" `8]YgY
ϕgh]hi h]cbYb`\UVYb`g]W`XUni`YbhgW`cggYbž`gck`c`\`X]Y
Z]bUb]n]Y``Y`U`g`Ui`W`X]Y`]bZfUghfi`_hi`fY``Y`6Ug]g`ni``Y[Ybž'i a
8 ÅbYa Uf`_]a`6YfY]W`E i UbhYbZc f gW i b[`Y]bYb
K YhhVYk YfVgj cfhY]'ni`j YfgW UZZYb" `@Ui h`**Bcj`c`BcfX]g`_Gh]Zhi b[`**
_ØbbhY`XUg`@UbX`UbXYfbZU`g`Ui Z[fi bX`XYg`VY[fYbnhYb
Ni [Ub[g`ni`a`cXYfbYb`E i UbhYbWca di hYfb`Yfbgh\UZh]bg
<]bhYfhfYZZYb`[YfUHYb"

7\ UbW b`ZØf`X]Y`bcfX]gWY`F Y[]cb

8 Ug`E i Bcfh\!Dfc Y_h]gh`b]W h`bi`f`Y]bY`hYW bc`c[]gWY
< YfUi gZcfXYfi b[ž`gcbXYfb`Ui`W`Y]bY`7\ UbW`ZØf`X]Y`[YgUa`hY
bcfX]gWY`F Y[]cb" `9g`k]fX`Yfk`UfhYhž`XUgg`XUg`Dfc`Y_h`i`c f gW Y f
i bX`ϕXi`ghf]Y`i`bhYfgh`Øhnhž`]bXYa`Yg`A`Ø[`]W`_Y]hYb`]b`XYb

6YfY]W\Yb`A Uhf]U`k]ggYbgW\UZh`i bX`7\Ya]Y`YfÖZbYh"A U[bY
 _ÖbbhY`6YfYW\bi b[Yb`Xi fW\ZØ\FYbžX]Y`U_hi Y`Y`GmghYa Y
 A]`]cbYb`š\`fY`_cghYb`k ØfXYb` `Y]bY`J c fghY``i b[ž`X]Y`X]Y
 : UbhUg]Y`Ub fY[h`i bX`X]Y`HØfYb`ni `bYi Ya `K]ggYb`ÖZbYh" `b
 X]YgYa `Ni gUa a Yb`Ub[`XUfZ`a Ub`X]Y`Ybcfa Yb`A Uf`hdchYbn]U`Y
 b]W\h`Ui g`XYb`5i [Yb`j`Yf`]YfYb"A W]bgYm/ `7ca dUbm`\YVh
 \Yfj`cfž`XUgg`XYf`A Uf`h`ZØf`E i UbhYbhYW\bc`c[]Yb`V]g`&\$`) `Ui Z`V]g
 ni `+`A]`]UfXYb`I G!8c`Uf`Ub k UW\gYb`_ÖbbhYž`i bX`b] Ygh]h]cbYb
]b`GhUfh`i dg`ghY][Yb`Ä`f`]W`"

8]Y`_ca a Yfn]Y`Yb`i bX`U`UXYa]gW\Yb`Dfc[fUa a Y`j`cb`E i Bcfh\
 gc`Yb`VY]Y]bYf`bcfX]gW\Yb`E i UbhYbj`YfUbghU`hi b[`]a` `<YfVgh
 &\$&) `j`cf[YghY``h`k YfXYb" `5i » YfXYa `k]fX`E i Bcfh`ž`k]Y`
HYW n]bY`VYf]W\hYž`X]Y`Ni gUa a YbUfVY]h`a]h`UbXYfYb`5_hYi fYb
]a`bcfX]gW\Yb`E i UbhYb`Ö`cgmghYa `gi W\Ybž`i a`XYb`K YhVYk YfV
 ni `ghÄ`_Yb"A]h`Y]bYf`6Ug]g]b`?cdYb`U[Yb`i bX`Yhk U`nY`b
 gdYn]U`]g]YfhYb`A]hUfVY]hYfb`ghfYVh`E i Bcfh`XUbUW\ž`Y]bY
 ZØ\FYbXY`Dcg]h]cb`]a`E i UbhYbVYfY]W`Ui Zni VUi Yb"

5b[Yg]W\hg`X]YgYf`9bhk]W`_i b[Yb`nY][h`g]W\ž`XUgg
 E i UbhYbW`ca di h]b[`b]W\h`bi f`Y]b`GW`U[k`cfh`]ghž`gcbXYfb`Y]b
 GW`ØggY`ni `VU`bVfYW\YbXYb`b`bcj Uh]cbYbž`X]Y`]b`j`]Y`Yb
 6fUbW\Yb` `j`cb`XYf`7\Ya]Y`V]g`ni `XYb`@]Z`GW]YbW`g`
 5bk YbXi b[`Z]bXYb`_ÖbbhYb" `8]Y`J`cfZfYi XY`Ui Z`A U[bY`k`ÄW\ghž
 i bX`X]Y`b`ÄW\ghYb`GW`f]hY`_ÖbbhYb`8`ÄbYa Uf`_i bX`X]Y`[UbhY
 bcfX]gW\Y`F`Y[]cb`Yf`YV`]W`d`fÄ[Yb"

8YhU]`g	
C fh	≠bcj Uh]cb`8]ghf]W`7cdYb`U[Ybž`8`ÄbYa Uf`_
E i Y`Y`Yb	<ul style="list-style-type: none"> • k k k "hYW n]bY"Yi • bcj cbcfX]g_ZcbXYb"X_ • k k k "a W_]bgYm"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY