

6Y\UbX`i b[`j cb`8]UVYh]_Yfb`]b`A J . GhY\h`U`Yg`Ui Z`XYf`?]ddY3

A YW`YbVi f[!J cfdca a Yfb`_Àa dZhi a `X]Y`X]UVYhc`c[]gWXY
J Yfgcf[i b[. `BYi Y` ; YgYhnY`_ÒbbhYb`X]Y`6Y\UbX`i b[`ghUf`_
[YZÀ\fXYb"



A YW`YbVi f[!J cfdca a Yfbž`8Yi hgWY`UbX`!`ð`A YW`YbVi f[!
J cfdca a Yfb`ghY\Yb`X]Y`6Y\UbX`i b[ga Ò[`]WY`_Y]hYb`ZØf
8]UVYh]_Yf`Ui Z`XYf`?]ddY``8]UVYhYg`]gh`\]Yfni `UbXY`Y]bY
J c`_g_fUb`\Y]hž`VYgcbXYfg`XYf`Hmd!&!8]UVYhYgž`XYf`a]h`%(i `XYf
6Yj Ò`_Yfi b[`X]Y`fY[]cbU`Yb`K YfhY`ØVYf`XYb`6i bXYgXi fWYgWYb]hh
j cb`_bUdd`%`%` `Ub\YVh`K À\fYbX`Hmd!%8]UVYhYg`gY`hYbYf`]ghž
ghY][Yb`X]Y` : À`Yž`[YfUXY`VY]`?]bXYfb`i bX` ð [YbX`]WYbž`ghYh][
Ub``5VYf`k Ug`dUgg]Yfhž`k Ybb`X]Y`gdYn]U`]g]YfhYb`DfUI Yb
k Y[VfYWYb3

8]Y`@U[Y`]gh]Ub[YgdUbbh`- \$i `XYf`8]UVYh]_Yf`k YfXYb`j cb
< Ui gÀfnhYb`j Yfgcf[hž`k À\fYbX`X]Y`fYgh]WYb`DUh]YbhYb`X]Y
9l dYfh]gY`j cb`` - `b]XYf[Y`UggYbYb`8]UVYhc`c[Yb`i bX`` (

8]UVYhc`c[]gWkYb`GWkYfdi b_hdfUI Yb`j]b`5bgdfi Wk`bY\`a Yb
a`ØggYb"J]Y`Y`X]YgYf`DfUI Yb`UfVY]hYb`VYfY]hg`Ua`@]a`]h`i bX
_ØbbYb`_Y]bY`bYi Yb`DUh]YbhYb`a`Y`f`Ui ZbY\`a Yb`cXYf`\UVYb
`Ub[Y`K`UfhYnY]hYb"9]bY`VYgcf[b]gYffY[YbXY`Dfc[bcgY`nY][hž
XUgg`V]g`ni` , \$i`XYf`GWkYfdi b_hdfUI Yb`gW`Y»Yb`_ØbbhYbž`k Ug
ni`Y]bYf`XfUa`Uh]gWkYb`JYf_bUddi b[`XYf`JYfgcf[i b[`ZØ\`fYb
k`ØfXY"8]YgY`5b[gh`]gh`Yb[`j`Yf_bØdZ`h`a`]h`XYb`VYj`c`f`gh`Y\`Yb`XYb
YbXYfi b[Yb`]a` ; Ygi bX\`Y]hgj`Yfgcf[i b[ggh`Åf`_i b[g[YgYhn`f] JG; Ł
i bX`XYf`?fUb`_Yb\`Ui`gfY`Zcfa`ž`j`cb`XYbYbž`k`]Y`8]UVYhc`c[]Y`VYhfc`ZYb`]gh`
Cb`]bY`VYf]Wk`hYhž`]bgVYgcbXYfY`X]Y`8]UVYhc`c[]Y`VYhfc`ZYb`]gh`

I fgdfi b[`XYf`? f]gY

8Yf` ; YgYhnYgYb`hk`i`fZ`g]Y\`h`j`c`fž`XUgg`bi`f`<`Ui`gUfn`hdfUI`Yb`Y]bY
`Å\`f`]Wk`Y`7\`fcb]_Yf!`i`bX`JYfgcf[i b[gdUi`gW`U`Y`Yf\`U`hYb"8]YgY
DUi`gW`U`Y`k`i`fXY`V]g`Ub[`j`]YfhY`Å\`f`]Wk`[YnU\`h`i`bX`_`c`b`b`hY`Ui`Z
j`YfgW`]YXYbY`DfUI`Yb`Ui`Z[YhY]`h`k`YfXYb"8Ua`]h`ghY\`Yb`j`c`f`U`Ya
X]Y`gdYn]U`]g]YfhYb`8]UVYhc`c[]gWkYb`NYbhYfYb`j`c`f`Y]bYa
Z]bUb`n]Y`Yb`8YgUghYf"9I`dYfhYb`k`UfbYbž`XUgg`XYf`JYf`i`gh`X]YgYf
DUi`gW`U`Yb`V]g`ni` (\$i`XYf`9]bbU\`a`Yb`XYf`GWkYfdi b_hdfUI Yb
_`c`ghYb`_ØbbhY"8]Y`?`c`ghYb`ZØf`X]Y`DfUI`Yb`g]bX`Y`Xc`Wk`]b`XYb
`Y`h`hYb`Å\`fYb`Xi`fWk`ghY][YbXY`<`c`b`c`f`UfY`i`bX``ϕ`ZUh]cb`[Ygh]Y[Yb`
@Ui`h`**BcfX`_i`f]Yf`g]bX`Åfnh`]Wk`Y`<`c`b`c`f`UfY`]b`XYb`Y`h`hYb`nY\`b
Å\`fYb`i`a``%)`i`[Ygh]Y[Ybž`k`Å\`fYb`X`X]Y`ϕ`ZUh]cb`a`]h`&`ž`i`i`bX
X]Y` ; fi`bX`c`\`bgi`a`a`Y`i`a``*`ž`i`Ubgh]Y[Yb`**

?f]h]_Yf`XYg` ; YgYhnYg`Uf[i`a`Yb`h]YfYbž`XUgg`X]Y`BYi`fY[Y`i`b[Yb
X]Y`\`Ui`g`Åfnh`]Wk`Y`bc`Wk`X]Y`X]UVYhc`c[]gWkY`JYfgcf[i b[`k`]f`_]Wk
gh`Åf`_Yb"GWk`Åhni`b[Yb`ni`Zc`[Y`_ØbbhYb`bi`f`bc`Wk`j`]Yf`XYf` (
8]UVYhc`c[]gWkYb`GWkYfdi b_hdfUI Yb`ØVYf`YVYb"8]YgY
XfUgh]gWkYb`JYf`ÅbXYfi b[Yb`_ØbbhYb`V]g`ni` , \$i`XYf`(`) \$\$\$`Hmd!`%!
i`bX`&\$`\$\$\$`Hmd!`&!8]UVYh]_Yf`]b`A`YW`_YbVi`f[!J`cfdca`a`Yfb
i`bj`Yfgcf[h`UggYbž`]b`_i`g]j`Y`gWk`Ub[YfYb`:`fUi`Yb"i`bj`Yfgcf[hY
8]UVYh]_Yf`f]g_]YfYb`gWk`Yfk`]Y[YbXY`?ca`d`]_Uh]cbYbž`X]Y`g]Y
a`Ø[`]Wk`Yfk`Y]gY`]b`B`chUi`ZbU\`a`Yb`c`XYf`ϕ`hYbg]j`ghUh]cbYb`ZØ\`fYb`

Dc`]h]gWkY`6Ya`Ø\`i`b[Yb`i`bX`5i`gV`]W`

l a `X]YgYa `VYgcf[b]gYffY[YbXYb`Ni ghUbX`Ybh[Y[Ybni k]f_Ybž
 \UVYb`8]UVYhc`c[Yb`VY[cbbYbž`dc`h]gWXYb`8fi W_`Ui gni ØVYb"
 8Yf`J c fghUbX`XYg`J YfVUbXYg`XYf`8]UVYhYgVYfUhYf`b`8Yi hgW`UbX
 fU 8 6 8 ě` \Uh`VYfY]hg`dc`h]gWXY`9bhgWXY]Xi b[ghfÅ[Yf`_cbhU_h]Yfhž
 i a `BUWVYggYfi b[Yb`Ub`XYb` ; YgYhnYgYbhk ØfZYb`ni `ZcfXYfb`" `a
 †`]`&\$&(`k i fXY`Y]b`YbhgWXY]XYbXYg`Ncca !; YgdfÅW`a]h`Y]bYa
 5V[YcfXbYhYb`XYf` : fU_h]cb`6ØbXb]g`- \$#8]Y` ; fØbYb`[YZØ`fhž`i a
 X]Y`6YXYi hi b[`XYf`8]UVYhYgVYfUhi b[g!`i bX`GW`i `i b[gVYfi ZY`ni
 i bhYfghfY]WXYb`"6Y`X]YgYb` ; YgdfÅWXYb`k]fX`Ui W`Ui ZX]Y
 Bchk YbX][_Y]h` \]b[Yk]YgYbž`X]Y`ghUh]cbÅfY`J Yfgcf[i b[`j cb
 8]UVYh]_Yfb`ghfi _hi fY``ni `j YfVYggYfbž`k]Y`8 8 ; `Uba Yf`h"

8]Y`<YfUi gZcfXYfi b[Yb`]b`XYf`8]UVYhYgj Yfgcf[i b[`g]bX`gW]Yf
 Ybcfa ži bX`Yg`V`Y]Vh`UVni k UfhYbž`cV`X]Y`[Yd`UbhYb`[YgYhn`]WXYb
 FY[Y`i b[Yb`XYb`?f]gYb`YfX`hUhgÅW`]W`UVXYW`Yb`cXYf`cV`k]f
 \]Yf`Y]bY`k Y]hYfY`J YfgW`ÅfZi b[`Yf`YVYb`a ØggYb`"8]Y`_ca a YbXY
 dUf`Ua YbhUf]gWXY`Gca a YfdUi gY`_ØbbhY`XUfØVYf`YbhgWXY]XYbž
 k]Y`Yg`k Y]hYf[Y`hž`i bX`X]Y`6Ya Ø\i b[Yb`i a `Y]bY`[YfYW`hY
 J Yf[Øhi b[`ZØf`X]Y`gdYn]U`]g]YfhYb`@Y]ghi b[Yb`_ØbbhYb
 YbhgWXY]XYbX`gY]b`"9g`]gh`Ub`XYf`NY]hž`XYb`8]U`c[`nk]gWXYb
 A YX]n]b`i bX`Dc`h]_ni `]bhYbg]j]YfYbž`VYj cf`X]Y
 J Yfgcf[i b[g`ØW`Yb`i bØVYfk]bXVUf`k YfXYb"

8YhU]`g	
C fh	A YW`_YbVi f[!J cfdca a Yfbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bcfX_i f]Yf"XY • k k k "X]UVYhc`c[]Y!cb`]bY"XY • k k k "XX["]bZc

6Ygi WXYb`G]Y`i bg`Ui Z`X]Y!bUW`f]W`hYb`"Wca