

ϑZi YbWf'hAi gW h'Dc`nY]ZØf'H]_Hc_
GhfYUa . '9fa]hh`i b[Yb`Ui ZYb`

9]b`&(!`Ä\`f)[Yf`ϑZi YbWf'hAi gW h`Y]bYb`Dc`nY]!9]bgUhn`]b
F`ÖXYXU`j cfž`i a`@] Y!GhfYUa g`ZØf'H]_Hc_`ni`YfghY`Yb`
9fa]hh`i b[Yb`Ui ZYb`

C Yg`Ui ž`8Yi hgW`UbX`!5a`)`": YVfi Uf'&\$&)`\ Uh`Y]b`&(!`Ä\`f)[Yf`
ϑZi YbWf`Ui g`XYa`@UbX`_fY]g`7cVi f[`ZØf`Y]bYb`Dc`nY]Y]bgUhn
[Ygc f[hž`XYf`g]W`U`g`]bgnYb]Yfh`\`YfUi gghY`hY`"; Y[Yb`%*`I` \`f
U`Ufa]YfhY`Y]b`A`Ubb`X]Y`BYi ghUXhYf`Dc`nY]i`bX`a`Y`XYhY`Y]bYb
Ub[YV`]W`Yb`<`Ui gZf]YXYbgVfi W`Ui ZY]bYa`Gdcfh[Y`ÄbXY`]b
C Yg`Ui "`8Yf`5bfi ZYf[UV`Ubž`XUgg`Y]b`ϑZi YbWf`g]W`
i bfYW`ha`Ä»][`Ui ZXYa` ; Y`ÄbXY`Ui Z`U`hY`i bX`j Yf`Ub[hY`Y]b
gW`bY`Yg`9]b[fY]ZYb`XYf`Dc`nY]"`K`]Y`]b: fUb`_Yb`"XY`VYf]W`hY`hž
ghY`hY`X]Y`Dc`nY]j`cf`C`fh`Y`XcW`gW`bY`Z`Yghž`XUgg`_Y]b
<`Ui gZf]YXYbgVfi W`VY[Ub[Yb`k`cfXYb`k`Uf`

8Yf`j`Yfa`Y]bh]W`Y`B`chfi Zž`XYf`X]Y`6YUa`hYb`]b`6Yk`Y[i`b[`gY`hnhYž
k`Uf`Y]b`HÄi`gW`i`b[ga`Ub`Öj`Yfž`XUg`j`cb`XYa`ϑZi`YbWf`gY`Vgh
]b]h]Yfh`k`i`fXY`"K`Ä`\`fYb`X`X]Y`Dc`nY]Y]bhfUž`Z]`a`hY`Yf`X]Y`6YUa`hYb
i`bX`ØVYfhfi`[`X]Y`GnYbYb`j]Y`Ui`Z`H]_Hc_`"8Yf`Nk`YW`_X]YgYg`@]Y!
GhfYUa`g`k`Uf`_`Uf.`8Yf`ϑZi`YbWf`k`c`hY`a`]h`XYa`J`cfZU`"?`]W`g
i`bX`@]_Yg`Ui`Z`gY]bYb`GcW`U`!A`YX]U!`?`UbU`[`YbYf]YfYbž`k`Ug`Ui`W`
j`cb`6F`"XY`VYghÄh][`h`k`]fX`"ϑnk`]gW`Yb`Ui`ZYb`9fa`]hh`i`b[`Yb`[`Y[`Yb
XYb`&(!`Ä\`f)[`Yb`k`Y[`Yb`A`]ggVfUi`W`g`j`cb`B`chfi`ZYb`i`bX
J`cfhÄi`gW`Ybg`Y]bYf`GhfUž`h`

F`Y`W`h`]W`Y`?`cbgYei`YbnYb`ZØf`ϑZi`YbWf`

8]YgY`5fhj`cb`A`UW`YbgW`UžhYb`k`]fžh: fU[`Yb`ni`fYW`h`]W`Yb
?cbgYei`YbnYb`Ui`Zž`X]Y`ZØf`ϑZi`YbWf`i`bX`GhfYUa`Yf`VYghY`Yb`

: U`gWXY`HUhgUWX`YbVY\Ui dhi b[Yb`i bX`fi ZgW`AX][YbXY`ϕ\U`hY
 _ÒbbYb`b]W`h`bi f`ni`Y]bYa`JYf`i ghj cb`i: c``ck Yfb`ZØ\fybž
 gcbXYfb`Ui W`fYWX`h]W`Y`GW`f]hhY`bUW`g]W`n]Y\Yb`"K]Y`
Ub k U`h"XY`Yf`Ài hYfhž`_ÒbbYb`ZU`gWXY`HUhgUWX`YbVY\Ui dhi b[Ybž
 X]Y`]b`Y]bYa`@j Y!GhfYUa`dfÀgYbh]Yfh`k YfXYbž`gW`k Yfk]Y[YbXY
 : c`[Yb`ZØf`X]Y`6YhfcZYbYb`\UVYbžXU`g]Y`ni`n]j]!`i bX
 ghfUZfYWX`h]W`Yb`?cbgYei YbnYb`ZØ\fyb`_ÒbbYb`"

ϕ`8Yi hgW`UbX`[]Vh`Yg`Y]bYb`_UfYb`l bhYfgW`jYX`nk]gW`Yb
 ni`Àgg][Yb`A Y]bi b[gÀi »Yfi b[Yb`i bX`fYWX`hgk]Xf][Yb
 HUhgUWX`YbVY\Ui dhi b[Yb`"K À\fybX`gi V`Y`_hj Y`5bg]W`hYb`Xi fW`
 X]Y`A Y]bi b[gZfY`\Y]h`[YgW`Øhnh`g]bXž`_ÒbbYb`cV`Y`_hj
 ØVYfdfØZUfY`5i ggU[Ybž`X]Y`i bk U`f`g]bXž`fYWX`h]W`Y`DfcV`Ya`Y
 j Yfi fgUW`Yb`"8]Y`6YhfcZYbYb`\UVYb`XUg`F`YWX`hž`fYWX`h]W`Y`
 GW`f]hhY`Y]bni`Y]hYbž`i a`[Y[Yb`fi ZgW`AX][YbXY`ÿi »Yfi b[Yb
 j cfni [Y\Yb`"

8Yf`i: U``XYg`ϕZi YbW`fg`Ui g`7cVi f[`nY][h`X`Yi h]W`ž`k`Y`W`Y
 <YfUi gZcfXYfi b[Yb`gck c``ZØf`X]Y`Dc`n]Y]`U`g`Ui W`ZØf`X]Y
 F`YWX`hgd`fYWX`i b[`]b`XYf`X][]hU`Yb`ÿfU`VYghY`h`8Yf`A]ggVfUi W`
 j cb`B`chfi ZYb`i bX`X]Y`; YZÀ`fXi b[]cb`F`Yggci fW`b`ZØf`Y]bYb
 _i fnZf]gh][Yb`C`b`]bY!9fZc`[` _ÒbbYb`k`Y]hfY]W`YbXY`fYWX`h]W`Y
 : c`[Yb`\UVYbž`b]W`h`bi f`ZØf`XYb`ϕZi YbW`f`gY`Vghž`gcbXYfb`Ui W`
 ZØf`X]Y`; `Ui V`k`ØfX][_Y]hj cb`GcW]U`!A`YX]U!D`UhhZcfa`Yb`"

8YhU]`g	
J c fZU``	J c fHÀi gW`Ybg
I fgUW`Y	A]ggVfUi W`j cb`B`chfi ZYbž`J c fHÀi gW`Yb`Y]bYf` GhfUZhUh
C fh	C Yg`Ui ž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "j b ZfUb`_Yb`"XY • k k k "Vf`"XY • k k k "Ub k U`h"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`b!U["XY