

8 fc \ bYb 'ZØf 'G]W\ Yf \ Y]h. '@YU['gY hnh 'Ui Z
<][\ hY W\ ' [Y [Yb '8]YVghÀ \ `Y °

9bYf []Yj Yfgcf [Yf '@YU['bi hnh'8 fc \ bYb 'i bX '? =ni a 'GW i hn
gY]bYf '5b `U[Yb ' [Y [Yb '8]YVghU \ `i bX 'J UbXU `]ga i g"
DfÀgYbhUh]cb ` \ Yi hY ']b ' ÆbgWk U `XY"



HU[YVUi ' ÆbgWk U `XYž'8 Yi hgW\ `UbX '! '8Yf'9bYf []Yj Yfgcf [Yf
@YU['d `Ubhž']b `XYf '@Ui g]hn ']bbcj Uhj Y `HYWk bc `c []Yb `ni f
J YfVYggYfi b ['gY]bYg 'G]W\ Yf \ Y]hggmghYa g `Y]bni gYhnYb " `æ
A]hY `di b `hX]YgYg 'J cf \ UVYbg 'ghY \ hXYf '9]bgUhn 'j cb '8 fc \ bYb 'i bX
'Øbgh']W\ Yf ' ÆhY `] [Ybn 'f? Æž i a ' ÆXi ghf]YUb `U[Yb 'YZZY _h]j Yf 'j cf
J UbXU `]ga i g i bX '8]YVghÀ \ `Yb `ni 'gWk ØhnYb " '9bhgd fYW\ YbXY
8 fc \ bYb 'gc ` `Yb `Ui hcbca 'ØVYf `XUg '6Yhf]YVg [Y `ÀbXY `Z]Y [Yb 'i bX
XUVY] `Yhk U [Y '6YXfc \ i b [Yb 'ZfØ \ nY]h [`Yf _YbbYb " '9]b `YfghYg
ÖZZYbh']W\ Yg 'Dfc `Y _h'k]fX ` \ Yi hY 'i a ' %& "\$ \$ 'i \ f']a 'HU[YVUi
ÆbgWk U `XY 'j cf [YghY ` `h " '8]Y '9]bZØ \ fi b [`X]YgYf `HYWk bc `c []Y
YfZc ` [h]j cf `XYa ' <]bhYf [fi bX 'a Y \ fYfYf '8]YVghÀ \ `Y `Ui ZXYa
' ; Y `ÀbXY `XYg 'i bhYfbY \ a Ybgž]bgVYgcbXYfY 'j cb '? i dZYf 'i bX
8]YgY ` `Ni XYa ' [UV `Yg]b `XYf 'J Yf [Ub [Yb \ Y]h 'J cfZÀ ` `Yž'VY] `XYbYb

?c\`Y[Y[bYf`b`XYb`HU[YVUi `Y]bXfUb[Yb`i bX`6U[[Yf`VYgYhnhYbž
k Ug`X]Y`G]WXYf\Y]hg`U[Y`ni gÅhn`]W\ `VY`UghYh"

I a `XYb`<YfUi gZcfXYfi b[Yb`]a `6YfY]W\ `CV`Y`hgW\i hn`[YfYW\h`ni
k YfXYbž`]gh`XYf`9]bgUhn`a`cXYfbYf`HYW\bc`c[]Yb`j`cb
YbhgW\Y]XYbXYf`6YXYi hi b[" `@Ui h`UXi `!g]WXYf\Y]h`k`]fX`X]Y
G]WXYf\Y]hg`UbXgW\UZh`Xi fW\ `d`mg]gW\Y`i bX`X][]hU`Y`6YXfc\i b[Yb
]a`a`Yf`_ca`d`Yi`Yf`"?Øbgh`]W\Y`ϕhY`][Ybn`gd]Y`h`]b`X]YgYa`?cbhYI h
Y]bY`nYbhfU`Y`F`c`Yž`XU`g]Y`X]Y`9ZZ]n]Ybnž`FYU`_h]cbgZÅ\][`_Y]hi`bX
DfcU`_h]j`]hÅh`]a`CV`Y`hgW\i`hn`Yf\`Ò\h`"8]YgY`GmghYa`Y`g]bX`]b`XYf
@U[Yž`i`b[Yk`Ò\`b`]W\Y`6Yk`Y[i`b[ga`i`ghYf`i`bX`j`YfXÅW\h][Y
5`_hj`]hÅhYb`]b`9W\hnY]h`ni`]XYbh]Z]n]YfYb"

9]bgUhna`Ò[`]W\`_Y]hYb`i`bX`J`cfhY]`Y`j`cb
8`fc`b`Yb

8`fc`b`Yb`V]YhYb`nU\`fY]W\Y`J`cfhY]`Y`]a`6YfY]W\`XYg
CV`Y`hgW\i`hnYg`"G]Y`_ÒbbYb`a`]h`K`Åfa`YV]`X`Ua`YfUg`Ui`g[YghUhhYh
k`YfXYbž`i`a`DYfgcbYb`cXYf`i`U\`fnYi`[Y`Ui`W\`VY]`gW\`YW\hYb
G]W\h`j`Yf\`Å`hb]ggYb`ni`]XYbh]Z]n]YfYb`"5i`hca`Uh]g]YfhY`DUhfci`]`Yb
i`bX`X]Y`i`b`_h]cb`U`g`YfghY`FYU`_h]cbg]bghUbn`VY]`J`cfZÅ`Yb`g]bX
YVYbZU`g`a`Ò[`]W\`"8Yf`6Yhf]YVg`Y]hYf`j`cb`@YU[`]gh`g]W\`VYk`i`gghž
XUgg`gc`W\Y`HYW\bc`c[]Yb`b]W\h`bi`f`Y]bY`@Øgi`b[`]Y[Yb
8]YVghÅ\`Y`XUfghY`Ybž`gcbXYfb`Ui`W\`XUni`VY]hfU[Yb`_ÒbbYbž`X]Y
G]W\Yf\Y]h`XYf`[YgUa`hYb`ϕZfUghfi`_hi`f`ni`Yf\`Ò\Yb"

9]b`k`Y]hYfYf`5gdY`_h`XYf`X][]hU`Yb`G]W\Yf\Y]h`]gh`X]Y`J`YfbYhni`b[
Xi`fW\`XUg`ϕhYfbYh`XYf`8]b[Y`f`€HŁ`"A`cXYfbY`€H!
G]W\Yf\Y]hg`Øgi`b[Yb`Yfa`Ò[`]W\Yb`Ygž`GYbgcfYbž`?Ua`YfUg`i`bX
;`YfÅhY`a`]hY]bUbXYf`ni`j`Yf`_b`ØdZYb`"€H!VUg]YfhY`5`Ufa`gmghYa`Y
_ÒbbYb`gcZcfh][Y`6YbUW\f]W\h][i`b[Yb`gYbXYbž`k`Ybb
i`b[Yk`Ò\`b`]W\Y`5`_hj`]hÅhYb`ZYgh[YghY`h`k`YfXYb`"8]Yg`Yf\`Ò\h`X]Y
G]W\Yf\Y]h`Yf\`YV`]W\ž`XU`9bhgW\Y]Xi`b[Yb`]b`9W\hnY]h`[Yhf`cZYb
k`YfXYb`_ÒbbYbž`k`Ug`a`YbgW\`]W\Yb`G]W\Yf\Y]hg`fÅZhYb`cZh`b]W\h
a`Ò[`]W\`]gh"

8]Y`Ni`_i`bZh`XYf`G]W\Yf\Y]hghYW\`b]_

ð: UW_fY]gYb`k]fX`VYfY]hg`ØVYf`ni _ØbZh][Y`HYWkbc`c[]Yb
 X]g_i h]YfhžX]Y`XUg`G]WYf\Y]hga UbU[Ya Ybh`k Y]hYf`cdh]a]YfYb
 _ØbbhYb"9I dYfhYb`XYg`6i bXYgj YfVUbXg`XYf
 G]WYf\Y]hgk]fhgWkUZh`f8GK E`UVYb`i bhYf`UbXYfYa`ØVYf`JHC@
 8fc\bYb`k]Y`X]Y` Gcb[V]fX`XYf`7CB8CF!; fi ddY`[YgdfcWYb"
 8]YgY`8fc\bY`_ØbbhY`]b`?ca V]bUh]cb`a]h`? =Y]bY`GW`ØggY`fc`Y
]a`GW`i hm`_f]h]gWYf` ðZfUghfi _hi fYb`gd]Y`Yb"7cfbY`]i g`Hci ggU]bhž
 ; YgW`ÀZhZØ`fYf`XYf`7CB8CF!; fi ddY`žVYhcbhžXUgg`X]Y
 ðhY[fUh]cb`j cb`8fc\bYbhYWkbc`c[]Y`a]h`Y]bYa`]bhY`][YbhYb
 G]WYf\Y]hggmghYa`YbhgWY]XYbX`]ghž`i a`Ui ZbYi Y`6YXfc`li b[Yb
 Ub[Ya YggYb`ni`fYU[]YfYb"

8]Y`9bhk]W`i b[Yb`]b`XYf`8fc\bYbhYWkbc`c[]Y`i bX`XYfYb
 5bk YbXi b[]a`G]WYf\Y]hgVYfY]Wk`g]bX`ZUW`hhYbFY]W`i bX
 k YfXYb`Ui Wk`]b`Ni _i bZh`Y]bY`k]Wk]h][Y`Fc`Y`gd]Y`Yb"8]Y
 G]Wk`h`Y]gY`XYf`6fUbWY`k]fX`Xi fWk`hYWkbc`c[]gWY` ðbcj Uh]cbYbž
 k]Y`g]Y`VY`]@YU[`i a [YgYmnhk YfXYb`gc`Ybž`k Y]hYf`[Ydf`À[h"

8YhU]`g	
JcfZU``	8]YVghU\`ž`JUbXU`]ga`i`g
Cfh	HU[YVUi``ÀbgWkU`XYž`8Yi hgWk`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "UXi !g]WYf\Y]h"XY • Ygi h"XY

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