

6Y\UbX`i b[gYfZc`[`ghY][Yfb.`Gc
VYY]bZi ggYb`9fk Ufhi b[Yb`=Δ fY`H\YfUd]Y°

: cfgWXYf`XYf`l B=A UfVi f[`Ya dZY\`Ybž`k]Y
6Y\UbX`i b[gYfk Ufhi b[Yb`XYb`H\YfUd]YYfZc`[`ghY][Yfb
_ÖbbYb" `K]W h][Y`9]bg]W hYb`ni f`VYggYfYb`5fnh! DUh]YbhYb!
?ca a i b]_Uh]cb"



A UfVi f[ž`8Yi hgW`UbX`!`8]Y`9fk Ufhi b[Yb`j cb`DUh]YbhYb
gd]Y`Yb`Y]bY`YbhgW`Y]XYbXY`F c`Y`ja`H\YfUd]YYfZc`[`i bX`g]bX`XUg
nYbhfU`Y`H\Ya U`XYf`U`_hi Y`Yb`9a dZY\`i b[Yb`XYg`G: 6
HfYUha Ybh`9l dYW`Uh]cb ž`X]Y`]b`XYf`fYbca a]YfhYb
: UW`nY]hgW`f]Zhi`5A 5`j YfÖZYbh`]W`h`k i fXYb" `@Ui hi b]!

**a UfVi f["XY`_ÖbbYb`dcb]h] Y`6Y\UbX`i b[gYfk Ufhi b[Yb`X]Y`
9fZc`[gW`UbW`b`Yf\Ö\Ybž`k`À`fYbX`bY[Uh] Y`9fk Ufhi b[Yb`X]Y`
H\YfUd]YYf[YVb]ggY`a]bXYfb`i bX`BYVYbk]f`_i b[Yb`j Yfgh`f`_Yb"**

8 Ug`5i hcfl]bbYbhYUa` \]YfVY]ž`VYghY`YbX`Ui g`DfcZ`A Y]_Y
G\YXXYb!A cfUž`DfcZ`K]bZf]YX`F]YZ`i bX`DfcZ``æ\UbbYg`@JZYfhcbž
VYhcbž`XUgg: UW`_f`Ä`Z`Y`ja` ; Ygi bX\Y]hgk YgYb`[Yn]Y`h`ØVYf`X]Y

6Y\UbX'i b[gYfk Ufhi b[Yb']\fYf'DUH]YbhYb'gdFYWkYb'gc`hYb"8]Yg
ZØfXYfh'b]Wk'h'bi f'X]Y'5fnh!DUH]YbhYb!6Yn]Y\i b[ž'gcbXYfb'_Ubb
Ui Wk'Yb[ghY'j cf'BYVYbk]f_i b[Yb'fYXi n]YfYb"

9a dZY\`i b[Yb'ZØf': UWk`Yi hY

⊕XYb'9a dZY\`i b[Yb'k YfXYb'j]Yf'nYbhfU`Y'Di b_hY
\Yfj cf[Y\cVYb.'8]Y'?ca a i b[_Uh]cb'ØVYf'9fk Ufhi b[Yb'gc`hY
U_hj] '[YZØfXYfhž'X]Y'6Yn]Y\i b['nk]gWkYb'5fnh'i bX'DUH]Ybh
[YghÅf_h'i bX'dcg]h]j Y'9fk Ufhi b[Yb'Ub[YfY[h'k YfXYb"8 UfØVYf
\]bUi g'gc`hY'Ui Wk'X]Y'5b[gh'j cf'a Ø[`]WkYb'BYVYbk]f_i b[Yb
j Yff]b[Yfh'k YfXYb"9]bY'Ya dUh\]gWkY'<U`hi b['i bX'_ca dYhYbhY
⊕Zcfa Uh]cbYb'j cb'6Y\UbX`Yfb'g]bX'YbhgWkY]XYbX'ZØf'Y]bYb
dcg]h]j Yb'6Y\UbX'i b[gYfZc`["

: cfgWk i b[Yb']a '6YfY]Wk'XYf'D`UWkVcYZZY_hY'nY][Ybž'XUgg'X]Y
K U\fbY\ a i b['i bX'bYi fcbU`Y'J YfUfVY]hi b['j cb'GWk a YfnYb
ghUf'_j cb'XYb'6Y\UbX'i b[gYfk Ufhi b[Yb'XYf'DUH]YbhYb
VYY]bZi ggh'k]fX" 'Gc'_ØbbYb'dcg]h]j Y'9fk Ufhi b[Yb'X]Y
K]f_gUa _Y]h]j cb'5bU`[Yh]_U`Yf\Ø\Ybž'k Å\fbYbX'bY[Uh]j Y
5bg]Wk hYb'ni `Y]bYf'j YfghÅf_hYb'GWk a YfnYa dZ]bX`]Wk_Y]h'ZØ\fb
_ØbbYbž'k]Y'**da WbW]**"b`a "b]\`["cj` \Yfj cf\YVh"

8]Y'F c``Y'XYg'D`UWkVc!9ZZY_hg

8Yf'D`UWkVc!9ZZY_hž'XYf'X]Y': Å\][_Y]h'XYg'; Y]ghYg'VYgWk fY]Vhž
?ØfdYffYU_h]cbYb'Ui Z[fi bX'XYg'; `Ui VYbg'Ub'Y]bY'6Y\UbX'i b['ni
U_hj]YfYbž'\Uh'Y]bY`Ub[Y'; YgWk]Wk hYž'X]Y'V]g']b'X]Y'5bh]_Y
ni fØW_fY]Wk h"8]Y'Øb[YfYb'_]b]gWkYb'Ghi X]Yb'nY][Ybž'XUgg'gY`Vgh
DUH]YbhYbž'X]Y'k]ggYbž'XUgg'g]Y'Y]b'D`UWkVc'Yf\U'hYbž'j cb
dcg]h]j Yb'9fk Ufhi b[Yb'dfcZ]h]YfYb'_ØbbYbž'k Ug'X]Y'9f'_Åfi b['XYf
K]f_i b[gk Y]gYb'j cb'D`UWkVcg'_ca d`n]YfhYf'a UWk hž'k]Y'
dgmWk c`c []Y!\Yi hY"]bZc`Ui gZØ\fh"

8UVY]'U_hj]]YfYb'X]Y'9fk Ufhi b[Yb'cZh'bYi fcbU`Y'6U\bghfi _hi fYbž
X]Y'a]h'XYa '6Y`c\bi b[ggmgYhYa 'XYg'; Y\]fbg'j YfVi bXYb'g]bX"
DgmWk c`c []gWkY': U_hc fYb'k]Y'j YfVU`Y'⊕Zcfa Uh]cbYb'i bX'ZfØ\YfY
9fZU\fi b[Yb'\UVYb'Yf\YV`]WkYb'9]bZi gg'Ui Z'X]Y

6Y\UbX`i b[gfYgi `hUHY"8]Yg`nY][hž`k]Y`k]W\h][`J YfhfUi Yb`j]b`XYb
 5fnhž`Y]bY`[i hY`?ca a i b]_Uh]cb`i bX`X]Y`6Y\UbX`i b[gi a [YVi b[
 g]bX"

9]bY`Ghi X]Y`XYg`G: 6ž`X]Y`%) `A]`]cbYb`9i fc`ZØf`Y]bY`j]Yf`Å\`f][Y
 : cfgW\i b[gd\UgY`Y]b[Yk cfVYb`\Uhž`n]Y`h`XUfUi ZUVž`X]Y
 ðhYfU_h]cb`nk]gW\Yb`6Y\UbX`i b[gYfk Ufhi b[Yb`i bX`U_h]j Yb
 6Y\UbX`i b[Yb`ni `i bhYfgi W\Yb"9g`V`Y]Vh`Y]b`N]Y`ž`X]Y
 6Y\UbX`i b[gYf[YVb]ggY`Xi fW\`[Yn]Y`hY`Bi hni b[`dcg]hj] Yf
 9fk Ufhi b[Yb`]a `_]b]gW\Yb`5`hU[`ni `j YfVYggYfb" ðgVYgcbXYfY
 X]Y`9a dUh\]Y`XYf`Y`fnhY`i bX`XYfYb`Bcbj YfVU`Y`?ca a i b]_Uh]cb
 k]Y`5i [Yb`cbhU_h]gh`Åf`_Yb`XUg`J YfhfUi Yb`i bX`gca]h`Ui W\`XYb
 H\YfUd]YYfZc`["

Ni gUa a YbZUggYbX``Äggh`g]W\`gU[Ybž`XUgg`XYf`9]bZi gg`j cb
 9fk Ufhi b[Yb`Ui Z`XYb`6Y\UbX`i b[gYfZc`[`]b`XYf`a YX]n]b]gW\Yb
 DfUi]g`b]W\hi bhYfgW\`Åmh`k YfXYb`XUfZ`I a `cdh]a U`j cb
 H\YfUd]Yb`ni `dfcZ]h]YfYbž`gc`hYb`X]YgY`5gdY`hY`j cb
 a YX]n]b]gW\Ya `: UW\dYfgcbU`U_h]j`[YZØfXYfh`k YfXYb"

8YhU]`g	
C fh	A UfVi f[ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "i b]!a UfVi f["XY • da WbW]"b`a "b]\`"[cj • dgmW\c`c[]Y!\`Yi hY"]bZc

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