

GdUf[Y`nY]h]b`@Ub[ghUXh. 'GU]gcbghUfh'a]h Zf]gWXYb`8Y`]_UhYggYb`°

8]Y`GdUf[Y`gU]gcb`&\$&) `Uh]b`@Ub[ghUXh`VY[cbbYb"
<YfghY`Yf`VYf]WXYb`j`cb`Ui`g[YnY]WXYb`YhYf`9fbhY`i`bX`j`]Y`Yb`
fY[]cbU`Yb`DfcXi`_hYb"

@Ub[ghUXh`z`8Yi`hgWXY`UbX`!`b`@Ub[ghUXh`Uh`X]Y`GdUf[Y`gU]gcb`
VY[cbbYb`z`k`Ug`X]Y`Ofh]WXYb`9]b`Y]a`]gWXYb`i`bX`i`ci`fa`Yhg`
YfZfYi`h`8Yf`<cZUXYb`XYf`Ua`]Y`i`b`_`V]YhYh`h`A[`]WXY`j`cb`i`,"`\$`
V]g`%-`i`f`Zf]gWXYb`GdUf[Y`Ub`"5i`ZY]bYf`VYY]bXfi`W`YbXYb`
5bVUi`Z`WXY`j`cb`Yhk`U`&\$`\$`\$`\$`E`i`UXfUha`YhYfb`dfcXi`n]YfYb`X]Y`
:`i`b`_`g`fi`bX`nY`b`j`YfgWXY]YXYbY`GcfhYb`XYg`VY`]YVhYb`
:`f`Ø`]b[g[Ya`ØgYg`"Hfc`m`_`UhYf`B`À`WXY`h`z`X]Y`XUg`K`UWXY`ghi`a`XYg`
GdUf[Y`g`j`Yfn`Ø[YfhYb`z`g]bX`X]Y`9fbhY`Yfk`Ufhi`b[Yb`cdh]a`]gh]gWXY`z`
]bgVYgcbXYfY`Ui`Z[fi`bX`XYf`fY[YbfY]WXYb`J`cf`U`fY"

8]Y`GdUf[Y`YfbhY`VY[Ubb`%(`HU[Y`j`cf`XYa`gd`À`hYb`C`ghYfZY`gh`z`k`Ug`
ZØf`X]Y`i`b`_`g`Y]b`j`Yf`Y]»`i`b[gj`c`Yf`GhUfh]b`X]Y`GU]gcb`]gh`"5`_`hi`Y`
VYgWXY`À`Zh][Yb`g]Y`%)`9fbhY`Y`ZYf`z`i`a`X]Y`Zf]gWXYb`DfcXi`_hY`j`cb`
<UbX`ni`YfbhYb`z`k`cVY]`X]Y`gY`NU`Y`Ui`Z`V]g`ni`"`,`ghY][Yb`_`Ubb`z`
k`Ybb`X]Y`9fbhY`j`fYb`<Ø`Ydi`b`_`h`YffY]WXY`h`8]Y`<Y`ZYf`ghUa`a`Yb`
&`U`i`dhg`À`WXY]WXY`Ui`g`XYf`i`_`fU]bY`i`bX`Dc`Yb`z`k`Ug`X]Y`]bhYfbUh]cbU`Y`
6YXYi`hi`b[`XYg`GdUf[Y`UbVUi`g`i`bhYfghfY]WXY`h`8Yf`DfY]g`ZØf`X]Y`
VYghY`<UbXY`g`_`UggY`%`U`"]Y[h`XUVY]`nk`]gWXYb`i`i`bX`%`*`9i`fc`
dfc`?`]`c"

2`_`cbca`]gWXY`6YXYi`hi`b[`i`bX`
<YfUi`gZcfXYfi`b[Yb`

8]Y`bYi`Y`J`cfg]hnYbXY`XYg`5fVY]hg`_`fY]gYg`GdUf[Y`GØX`YggYb`z`
7`UbhU`K`YbXY`z`VYgWXY`fY]Vh`X]Y`GdUf[Y`gU]gcb`U`g`Ø`_`cbca`]gWXY`

VYXYi hYbXž`À\b`j]W\XYa`K Y]\bUW\hg[YgW\ÀZh]a`9]bnY`\UbXY`
Hfchn`XYf`dcg]hj Yb`9fk Ufhi b[`Z0f`&\$&) `a`i`gg`X]Y`6fUbW\Y`YXcW
Ui W`a`j]`<YfUi`gZcfXYfi b[Yb`_Àa`dZYb`" `&\$&'`Yf`YVhY`X]Y
GdUf[Y`YfbhY`Ui`Z[fi bX`j`cb`Yi`hfYa`Yb`K`YhhYfVYX]b[i b[Yb`i`bX
`c`Yb`6Yhf]YVg`cghYb`Y]bY`YfgW\k`YfhY`G]hi`Uh]cb`" `8Yf`A`U]`k`i`fXY
U`g` `<cffc`f` `Z0f`X]Y`9fbhY`VYnY]W\bYhž`U`g`X]Y`9fnYi` [Yf`a`j]h`0VYf
%, `\$`@]hYfb`B]YXYfgW`U[`ni` `_Àa`dZYb` `UhhYb`"

8Yf`A`j]bXYgh`c`b`ž`XYf`j]b`8Yi`hgW`UbX`j]a` `Ubi`Uf`&\$&'` [Ygh]Y[Yb
]ghž`i`bX`ghY][YbXY`9bYf[]Y`_cghYb`gYhnYb`X]Y`6Yhf]YVY`ni`g`Àhn`]W
i`bhYf`8fi`W`" `j]Y`Y`GdUf[Y`VUi`Yfb`j]b`XYf`FY[]cb`XYZ]b]YfYb`j]`fY
5fVY]hgUV`Ài`ZY`bYi`ž`i`a`X]YgYb`<YfUi`gZcfXYfi b[Yb`ni`VY[Y[bYb`
K`YbXY`VYhc`b`hž`XUgg`X]Y`8]fY`_hj`Yfa`Uf`_hi`b[`Yg`Yfa`Ò[`]W`hž`XYb
7C`&!5VXfi`W`_ni` `a`j]b]a`j]YfYb`i`bX`Zf]gW`Yb`GdUf[Y`Ub`X]Y`?`i`bXYb
ni`Vf]b[Yb`" `b`X]YgYa` `U`f`k`j]fX`XYf`?`]`cdfY]g`Z0f`GdUf[Y`
j`cfUi`gg]W`h]W`VY`Yhk`U`%)` `9i`fc`]Y[Yb`"

J]Y`Z`À`h][Y`J`Yfk`YbXi`b[`i`bX
A`Uf`_hYb`hk`j]W`_`i`b[

: f]gW`Yf`GdUf[Y`YfZfYi`h`g]W`b]W`h`bi`f`VY]`XYb`J`YfVfUi`W`Yfb
[fc`»`Yf`6Y`]YVh`Y]hž`gc`bXYfb`Z]bXYh`Ui`W`j]b`fY[]cb`U`Yb
F`YghUi`fUbhg`i`bX`9XY`_U!A`Àf`_hYb`J`Yfk`YbXi`b["
8]fY`_hj`Yfa`Uf`_hi`b[`k`j]fX`df]cf]g]Yfhž`XU`X]Y`i`b`_g`XYb`Zf]gW`Yb
GdUf[Y`]YVYf`dYfg`0b`]W`Ub`]fY`?`i`bXYb`j`Yf`_Ui`ZYb`k`c`Yb`
Ni`XYa`VYfY]hYb`g]Y`Ui`W`9fXVYfZY`XYf`j`cfž`i`a`UV`XYa`%\$`A`U]
X]Y`YfghYb`_0gh]W`Yb`i`f0W`hY`UbV]YhYb`ni`_0bbYb`"

8]Y`B`UW`ZfU[Y`b`UW`GdUf[Y`V`Y]Vh]b`8Yi`hgW`UbX`i`b[YVfcW`Yb`
`a` `U`f`&\$&(`VYhf`i`[`XYf`Dfc!`?`cdZ]YfVfUi`W`j]b`8Yi`hgW`UbX`fi`bX
%ž&`?`]`c[fUa`a`ž`i`bX`Yg`k`i`fXYb`&&`, `\$`<Y`_hUf`Z0f`XYb`5bVUi
[Ybi`hnh`8]YgY`NU`Yb`hgd]W`h`%,`i` `XYf`[YgUa`hYb
; Ya`0gYUbVUi`Z`À`W`Y`j]b`8Yi`hgW`UbX`" `GdUf[Y`k`j]fX`U`g
; Ybi`gggdY]gY`[YgW`À`mhž`X]Y`j`j]Y`Y`A`YbgW`Yb`Ubn]Y`h`i`bX`Ui`W`
Z0f`Y]bY`[Ygi`bXY`9fb`À`fi`b[`VY`_Ubbh]gh`"

»g[YgUa`h`nY][h`X]Y`GdUf[Y`gU]gcb`&\$&) ž`XUgg`nU`fY]W`Y
6Yhf]YVY`j]b`XYf`FY[]cb`k`Y]hYf`b`Ui`Z`c`W`k`Yfh][Y`c`_U`

dfcXi n]YfhY '@VYbga]hY`gYhnYb'i bX'g]W\ ['Y]W\ nY]h]['XYb
 <YfUi gZcfXYfi b[Yb'XYg'A Uf_hYg'UbdUggYb'a ØggYb" '8]Y
 _cbh]bi]Yf`]W\Y '5bdUggi b['Ub'A Uf_hVYXØfZb]ggY'i bX'X]Y
 : c_i gg]Yfi b['Ui Z`c_U'Y'8]fY_hj Yfa Uf_hi b['_ØbbhYb'Ui W\ 'b
 Ni _i bZh'XYb'9fZc`['g]W\ Yfb"

: Øf`]bhYfYgg]YfhY '?i bXYb`V]YhYh'XYf'<cZUXYb`bYVYb`Zf]gW\Ya
 GdUf[Y`Ui W\ 'ž b[\YbbYb!9]Yf'a '5b[YVch'Ubž'k Ug'XYb'6Ygi W\
]b'@Ub[ghUXhini 'Y]bYa 'c\bYbgk YfhYb'5i gZi ['a UW\h"

8YhU]`g	
C fh	@Ub[ghUXhž'8Yi hgW\ `UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "cd!cb`]bY"XY • k k k "dfcd`UbhU"XY • k k k "`UbXk]fhgW\ UZh"XY

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