

9l dYX]h]c b `]b `X]Y `5f_h]g. `9b hXYW_Yb `G]Y
; fÒb`UbX`i bX`g`UbX`&\$&* °

5fW]WDFc`7fi]gYg`d fÀgYbh]Yfh`&\$&* `bYi Y`9l dYX]h]c b g fY]gYb
ni `; fÒb`UbX`i bX`g`UbX`a]h`XYf`<cbX]i g"
: fØ\Vi WXYfj c f hY]`Y`V]g`' %"\$&"&\$&)" °



F Ym_`Uj]_ž`g`UbX`!`5fW]WDFc`7fi]gYg`\Uh`Y]b`i a Zub[fY]WXYg
F Y]gYdfc[fUa a `ZØf`X]Y`GU]gcb`&\$&* `Ub[Y_ØbX][hž`XUg`a]h]]Yf
GWX]ZZYb`gdUbbYbXY`9l dYX]h]c b g fY]gYb`ni `XYb`VYY]bXfi W_YbXYb
Uf_h]gWXYb`N]Y`Yb`; fÒb`UbXž`g`UbX`i bX`Gd]hVYf[Yb`V]YhYb`k]fX"
æ`NYbhfi a`XYg`Dfc[fUa a g`ghY`h`X]Y`A`G`<cbX]i g ž`X]Y`g]W
Xi fW`j`\fY`_Y]bYb`; ÅghYnU`\Yb`i bX`j`\fY`6Y`UghVUf_Y]h
Ui gnY]WbYhž`i a`XYb`DUggU[]YfYb`[fc»Y`BUhi fYf`YVb]ggY`ni
Yfa Ò[`]WXYb"

9]b`VYgcbXYfYg`<][\`][\h`XYg`bYi Yb`Dfc[fUa a g`]gh`Y]bY
nk Y]k ÒW][Y`9l dYX]h]c bž`X]Y`j cb`g`UbX`ni a`DUW_Y]g`; fÒb`UbXg
ZØ\fh`"8]YgY`F Y]gY`ghUfhYh`9bXY`A U]`&\$&*`]b`F Ym_`Uj]_`"8]Y`F ci hY

ØVYfei YfhXYb'Dc`Uf_fY]g'i bX'i a ZUgghGhcdg]b'<i gUj]_`gck]Y`]b
XYf`FY[]cb'i a `XYb`A mj Uhb!GYyž`k c`gck c`i bj Yf[Ygg`]WXY
BUhi fgW`Òb\Y]hYb`U`g`Ui W`ZUgn]b]YfYbXY`_i`hi fY`Y`<Ò\Ydi b_hY
Ui ZX]Y`FY]gYbXYb`k UfhYb`"8]Y`A UI]a U`nU\`XYf`; ÀghY`Ui Z
X]YgYa `GW]ZZ`k]fX`Ui Z`%+\$`DYfgcbYb`VY[fYb`nhž`i a `Y]b
dYfgÒb`]WXYg'i bX`]bhYbg]j Yg`9f`YVb]g`ni` [UfUbh]YfYb`"6Y[`Y]hYh
k]fX`X]Y`9I dYX]h]cb`j cb`XYa`YfZU\`fYbYb`FY]gY`Y]hYf`8]Yha Uf
GW`ÀZZYfž`XYf`XYb`DUggU[]YfYb`k Yfhj c`Y`ϕZcfa Uh]cbYb`ØVYf`XUg
: U\fh!FYj]Yf`VYfY]hghY`Yb`k]fX"

9]b[YgYhnhY`GW]ZZY`i bX`F Y]gYb

Ni gÀhn`]W`ni f`A G` <cbX]i g`k YfXYb`Ui W`X]Y`GW]ZZY`A G
CfhY`]i g ž`A G` D`UbW]i g`i bX`A G` <Ua Vi f[`ZØf`X]Y
j YfgW]YXYbYb`FY]gYb`Y]b[YgYhnh`"6YgcbXYfg`Yfk À\bYbgk Yfh`]gh
X]Y`A G` <Ua Vi f[`ž`X]Y]a`ž`i`i bX`5i [i gh`&\$`*`gdUbbYbXY
FY]gYb`]b`X]Y`5f`_h]g`i bX`bUW`K Ygh[fÒb`UbX`i bhYfbY\`a Yb`k]fX"
9]bY`XYf`\YfUi gfU[YbXYb`FY]gYb`Ub`6cfX`XYf`A G` <Ua Vi f[`]gh
X]Y` GcbbYbZ]bghYfb]g`]b`XYf`5f`_h]g ž`X]Y`j ca`" %`"ž`]`V]g`%` "
5i [i gh`&\$`*`j Yf`Ài Zh`"8]YgY`gdYn]Y`Y`FY]gY`ZØ\fhj cb`<Ua Vi f[
bUW`?Ub[Yf`i ggi Ue`Ui Z; fÒb`UbX`i bX`VY]b\`U`hYh`Ghcdg`Ui ZX`Yb
G\Yh`UbX!`i bX`: AfÒYf!`ϕgY`b`gck]Y`]b`a Y\`fYfYb`<ÀZYb`Ui Z`ϕ`UbXž
Y]bgW`Y`»`]W`FYm`_Uj]_`"8]Y`?fYi nZU\`fh`YbXYh`]b`?Ub[Yf`i ggi Uež
k c`X]Y`FY]gYbXYb`Y]bYb`F`ØW`Zi [`bUW`8Yi hgW`UbX`UbhfYhYb
_ÒbbYb"

: fØ\Vi WXYfj cfhY]`Y`i bX`DfY]gVY]gd]Y`Y

5fWh]WDFc`7fi]gYg`V]YhYh`V]g`ni a`" %`"C`_hcVYf`&\$&)
: fØ\Vi WXYfj cfhY]`Y`j cb`V]g`ni`) \$\$`9i fc`dfc`DYfgcb`Ubž`k Ug`Y]b
ni gÀhn`]WXYf`5bfY]n`ZØf`ϕhYfYgg]YfhY`]ghž`\`fY`FY]gY`ZfØ`nY]h][`ni
Vi WXYb`": Øf`X]Y` ϕ`UbX`9I dYX]h]cb`a]h`A G` <cbX]i g`ghUfhYb`X]Y
DfY]gY`VY]`, ""`*`\$`9i fc`dfc`DYfgcb`VY]`8cddY`VY`Y[i b[ž`]b`_i`g]j Y
: i [`i bX`Jc`dYbg]cb"

A]h`X]YgYb`bYi Yb`Dfc[fUa`a Yb`nY][`h`5fWh]WDFc`7fi]gYg`gY]b
9b[U[Ya Ybh`ZØf`Ui »`Yf[Yk`Òb`]WXY`BUhi fYf`YVb]ggY`i bX
i bj Yf[Ygg`]WXY`5VYbhYi Yf`]b`XYf`i bVYfØ\fhYb`BUhi f`XYf`5f`_h]g"

8]Y`?ca V]bUh]cb`Ui g`_Y]bYb`GW]ZZYbž'a UI]a U`Ya `?ca Zcfhi bX
]bX]j]Xi Y`Yf`6YhfYi i b[`j Yfgdf]W hF Y]gYbXYb`Y]b
i bj Yf[Ygg`]W Yg`9f`YVb]g`]b`XYb`Y]g][Yb`K Y]hYb`XYg`BcfXYbg": Øf
k Y]hYfY`ϕZcfa Uh]cbYb`ni`XYb`F Y]gYb`i bX
6i W i b[ga Ò[`]W _Y]hYbž`_ÒbbYb`ϕhYfYgg]YfhY`X]Y`5fh]_Y`Ui Z
Zj k "XY`i bX`Wfi]gYhf]W_g"Wca`_cbgi`h]YfYb"

8YhU]`g	
Cfh	FYm_`Uj]_ž`g`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "Zj k "XY • k k k "Wfi]gYhf]W_g"Wca

6Ygi W X Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY