

@Ugh!A]bi hY! ? fYi nZU\ fhYb `&\$&) .
5VYbhYi Yf`Ub`5Xf]U`i bX`A]hhY`a YYf°

9bhXYW_Yb`GjY`@Ugh!A]bi hY! ? fYi nZU\ fhYb`a]h`HI =7fi]gYg`ZØf
A U]`V]g`ž`j`&\$&) " `6Y`]YVhY`Fci hYb`ni`hfUi a` \UZhYb`N]Y`Yb
k UfhYb`Ui Z`G]Y"



< YfU_`]cbž'; f]YWX Yb`UbX`!`8]Y`? fYi nZU\ fhVfUbWX Y`YfZfYi h`g]WX
[fc» Yf`6Y`]YVh\Y]hž`]bgVYgcbXYfY`VY]`HI =7fi]gYgž`X]Y`a]h`]\`fYf
A Y]b`GW]ZZ !: `chhY`j]Y`ZÀ`h][Y`F`Y]gYUb[YVchY`ZØf`X]Y`_ca a YbXY
GU]gcb`VYfY]h\U`hYb" `5_hi Y``g]bX`j cb`A U]`V]g`ž`j`&\$&) `bcWX
nU\`fY]WX Y`F Yghd`ÀhnY`j YfZØ[VUfž`X]Y`dchYbn]Y``Y`? fYi nZU\ fYf
Ub`cW_Yb`_ØbbhYb" `6Y`]YVhY`Fci hYb`ZØ\`fYb`bUWX`_g`UbXž`]b`X]Y
5Xf]U`gck]Y`]bg`a U`Yf]gWX Y`A]hY`a YYf" `8]Y`A Ò[`]WX_Y]hž`@Ugh!
A]bi hY! 5b[YVchY`ni`bi hnYbž`a UW`h`X]Y`F`Y]gYb`VYgcbXYfg
UhhfU`_hj ž`XU`g]Y`hY]`k Y]gY`gc[Uf`<]b!`i bX`F`ØW_ZØ[Y`]bVY[f]ZZYb
\UVYb" `8Yf`5fh]_Y`Ui Z`UVYb`XV`Uhh`XY`ZØ\`fh`Zc`fh`Ui ZYb`X`X]Y
U_hi Y``Yb`8YU`g`Ui Zi bX`V]YhY`hgca]h`Y]bYb`,` VYfV`]W`_ØVYf`X]Y
VYghYb`5b[YVchY"

8]Y`DfY]gY`Z0f`X]Y`?fYi nZU\fhYb`[Y`hYb`]a`F Y[Y`ZU`Z0f`X]Y
8cddY`VY`Y[i b[`XYf`?UV]bYbž`k cVY]`VY]`9]bnY`VY`Y[i b[`Ài Z[
\0\YfY`?cghYb`UbZU`Yb`_0bbYb`"9]b`VYgcbXYfg`UhhfU_h]j Yg
5b[YVch]gh`X]Y`%(!hÀ[][Y`?fYi nZU\fh` ; f]YWX`Yb`UbX`i bX`X]Y
H0f_Y]`bhYbg]j` `Ui ZXYf` A Y]b`GWX]ZZ) ž`X]Y`Ua` `&\$" `ž b]`&\$&)
VY[]bbhi bX`UV`) %(- `9i fc`dfc`DYfgcb`ni `UVYb`]gh`"8]YgY`F Y]gY
i a ZUggh`N]Y`Y`k]Y`GUbhcf]b]ž?`cfZi`GhUXhi bX`A m_cbcgž`VYj`cf`g]Y
Ua` (" `ž `]`b`<YfU_`]cb`YbXYh`Ni XYa`]gh`X]Y`%(!hÀ[][Y`F Y]gY
 :`cfXk`Y`hYb`i bX`Gd]hnVYf[Yb`i bhYf`XYf`A]hYfbUWX`hggcbbY` `Ui Z
XYf` A Y]b`GWX]ZZ+ `UV`XYa` `%) " `ž b]`&\$&) `UV`&-- - `9i fc
Yf\`À`h]WX`"

K Y]hYfY`gdUb bYbXY`5b[YVchY

8]Y`?fYi nZU\fh` <0\Ydi b_hY`XYf`≠Yf]gWX`Yb`<U`V]bgY` `Ui ZXYf
 A Y]b`GWX]ZZ(` Z]bXYhj`ca` "%&"V]g`%- " `ž b]`&\$&) `ghUhh`i bX`_cghYh
' - - - `9i fc`"5i WX`X]Y` A Y]b`GWX]ZZ' `V]YhYh`a]h`XYf`%&`B`ÀWX`hY
`Ub[Yb`F Y]gY` `g`UbX`i bhYf`XYf`A]hYfbUWX`hggcbbY` `j`ca` "%+"V]g
&- " `ž b]`&\$&) `]bhYfYggUbhY`C`dh]cbYb`Z0f`UV`&' - - `9i fc`":`0f
UVYbhY`i Yf`i gh][Y`F Y]gYbXY`[]VhYg`X]Y`%+`B`ÀWX`hY` `Ub[Y
9i`dYX]h]cb` B`Uhi`fk`i bXYf`B`cfk`Y[Ybg`i bX`g`UbXg` `Ui ZXYf` A Y]b
GWX]ZZ+ `j`ca` "+"V]g`&(" `ž `]`&\$&) `ni a`DfY]g`j`cb`(` +- - `9i fc`"

@Ugh`A]bi`hY!`?fYi nZU\fhYb`g]bX`VYgcbXYfg`UhhfU_h]j ž`XU`X]Y
F`YYXYfY]`c`Zh`X]Y`DfY]gY`gYb`_hž`i`a` `X]Y`j`YfV`Y]VYbXYb`?UV]bYb`ni
Z0`Yb`"8]YgY`F Y]gYb`_0bbYb`V]g`k`Yb][Y`HU[Y`j`cf`5VfY]gY
[YVi`WX`h`k`YfXYbž`gcZYfb`Ui`gfY]WX`YbX`D`À`hnY`j`YfZ0[VUf`g]bX`"6Y]
XYf`6i`WX`i`b[`gc`hYb`X]Y`@UbXUi`gZ0[Y`YVYbZU`g`Zf0\nY]h][
[Yg]WX`Yfh`k`YfXYbž`XU`g]Y`gWX`bY`Ui`g[YVi`WX`h`gY]b`_0bbYb`"

≠b`_`i`g]j` `Y]ghi`b[Yb`i`bX`VYgcbXYfY

5bbY`a` `]WX`_Y]hYb

8]Y`5b[YVchY`j`cb`HI`≠7fi`]gYg`g]bX`U`g`DfYa`]i`a`5`Yg`≠b`_`i`g]j`Y
_c`bn]d]Yfhž`gcXUgg`j`]Y`Y`@Y]ghi`b[Yb`]a`F Y]gYdfY]g`Yb`h`U`hYb`g]bX`"
<]Yfni`n`À\`Yb`b]WX`h`bi`f`J`c`d`Ybg]cbž`gcbXYfb`Ui`WX` ; Yhf`Àb`_Yž
Hf]b_[Y`XYfž`6cfXYbhYfhU]ba`Ybh`gck`]Y`Gdcfh`i`bX`"

K Y`bYggUb[YVchY"8]Y?UV]bYb`V]YhYb`ni XYa`VYgcbXYfY
 5bbY\ a`]W_X]hYbž`k]Y<Åb[Ya UhhYb`Ui ZXYb`6U`_cbYbž`k Ug`XUg
 ?fYi nZU\ fhYf`YVb]g`ni gÅh`]W`VYfY]W`Yfh"

: Øf`FY]gYbXYž`X]Y`U`Y]bY`cXYf`]b`; fi ddYb`fY]gYb`a ÕW`hYbž`[]Vh
 Yg`Y]bY`VfY]hY`DU`YhhY`Ub`5b[YVchYb`i bX`8YU`gž`X]Y`fY[Y`a`Å»][
 U`hi U`]g]Yfh`k YfXYb`": fØ\nY]h][Y`6i W`i b[`k]fX`Ya dZc`\`Ybž`XU`X]Y
 J YfZØ[VUf`_Y]h`a]h]Yfh`]ghi bX`X]Y`VYghYb`D`ÅhY`gW`bY`j Yf[YVYb
 gY]b`_ÖbbYbž`k]Y`Ui Z`_fYi nZU\ fhk Y`Y`"XY`XYhU]`]Yfh`Ui Z[YZØ\ fh
 k]fX"

8YhU]`g	
C fh	<YfU`_]cbž`; f]YW`Yb`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "UVYbXV`Uhh"XY • k k k "_fYi nZU\ fhk Y`Y`"XY

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