

@YVYbgei U`]hÅh`ja `: c_i g. `F c ghcW_ `G]Y[Yf
]a `< Y]a UhW\ YW_ `&\$&) °

9f[YVb]ggY`XYf`@YVYbgei U`]hÅhgi a ZfU[Y`&\$&'`]b
I W_Yfa Uf_.'6Yk c\bYf`VYk YfhYb`@YVYbgVYX]b[i b[Yb`i bX
<YfUi gZcfXYfi b[Yb`]b`XYf`FY[]cb"



I W_Yfa Uf_ž`8Yi hgW\`UbX`!`ž`Y]bYf`i a ZUggYbXYb
9]bk c\bYfVYZfU[i b[ž`X]Y`nk]gW\Yb`XYa `&` "'A U`i bX`&`"'ž` b]
&\$&) `ghUhhZUbXž`\UVYb`%*`"*`*(`HY]`bY`a Yfž`XUj cb`%) "%, ` `Ui g`XYf
: c_i g!FY[]cbž`X]Y`@YVYbgei U`]hÅh`]b`]\fYf`I a [YVi b[`VYk YfhYh"
8 UVY]`nY][hY`g]W\ž`XUgg`F c ghcW_`a]hY]bYf`K Yfhi b[`j cb`+ž` `'
Di b_hYb`Ui Z`Y]bYf`G_U`U`j cb`%V]g`%\$`X]Y`Gd]hnYbdcg]h]cb`i bhYf
XYb`i bhYfgi W\hYb`GhÅXhYb`Y]bb]a a h`'8]Yg`VYf]W\hYh`XYf`
B c f X_i f]Yf"`K Y]hYfY`VYa Yf_Yb`gk YfhY`9f[YVb]ggY`VYhfUZYb
FY[]cbYb`k]Y`B c f Xk Ygha YW_`YbVi f[`fl+ž%+ž`i bX`J cfdca a Yfb!
F Ø[Yb`fl+ž%`ž`ž`X]Y`YVYbZU`g`\cW\`ja `?`i fg`ghUbXYb"

ž`XYf`; YgUa hVYhfUW\hi b[`Yf[]Vhig]W\`Y]b`A]hY`k Yfh`XYf
@YVYbgei U`]hÅh`j cb`*`ž`-) ž`k cVY]`X]Y`6Øf[Yf]bbYb`i bX`6Øf[Yf]j cf

U`Ya `GUi VYf_Y]hfl+ž(&Łi bX': fY]nY]ha Ò[`]W_X]hYb`ff* ž- *Ł'dcg]hjj
\\Yfj cf\\cVYb""5`YfX]b[g`[]Vh'Yg'Ui W`<YfUi gZcfXYfi b[Yb.
K]bXfÀXYfž'ÿfnhYa Ub[Y`i bX'gW`YW`hY'9]b_Ui Zga Ò[`]W_X]hYb
k i fXYb`U`g`VY`UghYbXY': U_hcfYb`]XYbh]Z]n]Yfhž'k Y`W`Y`X]Y
@YVYbgei U`]hÀh`]b`XYf`F Y[]cb`VYY]bhfÀW`h][Yb`_ÒbbYb"

F cghcW_`]a `]bhYfbUh]cbU`Yb`J Yf[`Y]W`

8]Y`GhUXh`F cghcW_`gh]W`h`b]W`h`bi`f`]a`fY[]cbU`Yb`J Yf[`Y]W`
\\Yfj cfž'gcbXYfb`b]a`a`h`Ui`W`Ub`Y]bYa`]bhYfbUh]cbU`Yb
GhÀXhYj Yf[`Y]W`h`Y]"`@Ui`h`Y]bYf`U`_hi`Y`Y`b`Ghi`X]Yž`X]Y`F Uh\\Ui`g
F cghcW_`j YfÒZZYbh]W`h`\\Uhž'k i fXY`F cghcW_`&\$&'`]b`Y]bY`I`a`ZfU[Y
Ui`Z[Ybca`a`Ybž`X]Y`a`Y`f`U`g`+`\$`\$`\$`DYfgcbYb`Ui`g`,`
Yi`fcdÀ]gW`Yb`GhÀXhYb`i`bX`6U`i`b[g[YV]YhYb`i`a`ZUgghY""8]Y`GhUXh
VYhY]"[h]g]W`gY]h`&\$-\$-`Ua`Yi`fcdÀ]gW`Yb`GhÀXhYj Yf[`Y]W``I`fVUb
5i`X]h`ž`X]Yf`j`cb`9I`F`C`GH5H`_ccfX]b]Yfh`k`]fX""<]YfVY]`k`]fX`X]Y
@YVYbgei U`]hÀh`]b`ØVYf`,`\$\$`Yi`fcdÀ]gW`Yb`GhÀXhYb`fY[Y`a`À»][
YfZUggh"

F cghcW_`k`]fX`U`gc`b]W`h`bi`f`j`cb`gY]bYb`6Øf[Yf]bbYb`i`bX`6Øf[Yfb
[YgW`Àhmž'gcbXYfb`\\Uh`Ui`W`X`Yb`6`]W_`Ui`Z`X`U`g`]bhYfbUh]cbU`Y
Duf_Yhh[Yf]W`h`Yh""8Yf`J`Yf[`Y]W`a`]h`Ub`XYfYb`GhÀXhYb`Yfa`Ò[`]W`h
Y]bY`c`V`Y`_hj`Y`9]bgW`Àmi`b[`XYf`@YVYbgi`a`ghÀbXY`i`bX`nY][`h
DchYbn]U`Y`Ui`Z`i`a`X]Y`@YVYbgei U`]hÀh`]k`Y]hYf`ni`ghY][`Yfb"

8]Y`Gh]a`a`Y`XYf`6Øf[Yf`nÀ`h`

8]Y`k`]W`h][`ghYb`5gdY`_hY`XYf`@YVYbgei U`]hÀh`]b`F cghcW_`g]bX`b]W`h
bi`f`X`U`g`9f[YVb]g`ei`Ubh]hUh]j`Yf`9f\\YVi`b[Ybž'gcbXYfb`Ui`W`Y]b
nYbhfU`Yf`6YghUbXhY]"`XYg`6Øf[YfX]U`c[gž`XYb`X]Y
6i`bXYgfY[]Yfi`b[`]b]h]Yfh`\\Uh""8Yf`6Øf[YfX]U`c[`\\Uh`X]Y
6Yj`Ò`_Yfi`b[`VY`ZfU[hž'k`Ug`g]Y`i`bhYf`@YVYbgei U`]hÀh`]j`YfghY`\\h"
I`bUV`\\Àb[]][`Y`K`]ggYbgW`UZh`Yf`\\UVYb`X]Y`5bhk`cfhYb`Ui`g[Yk`YfhYh
i`bX`Y]b`æX`_Uhc`fYb!GmghYa`Y`bhk`]W`Y`hž`X`U`g`ni`_Øb`Zh][`U`g
A`U»`ghUV`ZØf`ni`f`dc`h]gW`Yb`D`Ubi`b[`]b`8Yi`hgW`Ub`X`X]YbYb`gc`""

8]Y`9f`_Ybbhb]ggY`Ui`g`X]YgYb`8]U`c[Yb`i`bX`6Y`ZfU[i`b[Yb`gc`Yb
XUni`X]YbYbž`X]Y`@YVYbgei U`]hÀh`]XYg`9]bnY`bYb`]b`XYb

A]hhY`di b_h'ni 'ghY`Yb'i bX`YbhgdFYW`YbXYb`<UbX`i b[ggd]Y`fUi a
 ZØf`dc`h]gW`Y`9bhgW`Y]Xi b[Yb`ni 'gW`UZZYb`'Gc`k]fX
 @YVYbgei U`]hÅh`b]W`h`bi f`ni a `GW`U[k cfhž`gcbXYfb`ni a
 _cb_fYhYb`N]Y`XYf`Dc`]h]_"

Ni gUa a YbZUggYbX``Àggh'g]W`'gU[Ybž`XUgg`FcghcW_`i bX`X]Y
 I a [YVi b[`Y]b`YVYbX][Yg`6Y]gd]Y`ZØf`X]Y`Gi W`Y`bUW`Y]bYa
 \c\Yb`@YVYbgghUbXUfX`g]bX` `gck c\`Ui Z`c_U`Yf`U`g`Ui W`
]bhYfbUh]cbU`Yf`9VYbY`'8]Y`6Yk Yfhi b[`XYf`@YVYbgei U`]hÅh`]gh
 XUUVY]Y]b`XmbUa]gW`Yf`DfcnYggž`XYf`gck c\`9fZc`[Y`U`g`Ui W`
 <YfUi gZcfXYfi b[Yb`VY`Yi W`hYh`'9g`V`Y]Vh'gdUbbYbX`ni
 VYcVUW`hYbž`k]Y`g]W`'FcghcW_`]b`XYb`_ca a YbXYb`Δ\`fYb
 k Y]hYfYbhk]W_Y`b`k]fX"

8YhU]`g	
C fh	I W_Yfa Uf_ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bcfX_i f]Yf"XY • fUh\Ui g"fcgchcW_"XY • Vi Yf[YfX]U`c["[i h!`YVYb!]b! XYi hgW`UbX"XY

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