

œVhci f`]a `@UbX_fY]g`@UbXg\i h. `BYi Y
7\ UbWb `ZØf`5 fVY]hggi WX YbXY °

9fZU\ fYb`G]Y`U`Yg`ØVYf`X]Y`VYj c fghY\YbXY`œVhci f`]a
@UbX_fY]g`@UbXg\i hj ca `\$("`V]g`\$+`"5i [i gh`&\$&) "
ϕZcfa]YfYb`G]Y`g]WX`ØVYf`?Uff]YfYWX UbWb`i bX
HY]`bU\`a YVYX]b[i b[Yb"



@UbXg\i hž`8Yi hgWX`UbX`!`a `@UbX_fY]g`@UbXg\i h`_ÖbbYb`g]WX
5 fVY]hggi WX YbXY`]b`XYf`NY]hj ca `\$("`V]g`\$+`"5i [i gh`&\$&) `Ui Z
Y]bY`gdUbbYbXY`œVhci f`VY[YVYbž`i a `j]Y`ZÀ`h][Y
?Uff]YfYa Ò[`]WX`_Y]hYb`Ui gni `chYb`"8]YgY`ϕ]h]Uhj Y`f]WX`hY`h]g]WX`Ub
U`Yž`X]Y`]`fY`VYfi Z]WX`Y`Ni`_i`bZ`h`U`_h]j`[`YghU`hYb`a`_`WX`hYb`ž`i`bX
V]YhY`hY]bY`_`Yfj`c`ffU[`YbXY`];`Y`Y[`Yb`_`Y]hž`_`c`_`U`Y`5`fVY]h[`YVYf`b`Ä`_`Yf
`YbbYbni``YfbYb`"@Ui`h`XYb`ϕZcfa`Uh]cbYb`j`cb`@UbX_fY]g
@UbXg\i`h`k`]fX`X]Y`J`YfUbghU`hi`b[`_`b]WX`h`bi`f`œVgi`WX`YbXYbž
gcbXYfb`Ui`WX`l`bhYfbY`_`a`Yb`Y]bY`D`UhhZcfa`_`V]YhYbž`i`a`_`X]fY`_`h]b
?cbhU`_`h`ni`_`hfY`hYb"

K Ug`_ÖbbYb`X]Y`HY]`bY`_`a`Yf`j`cb`XYf`œVhci`f`Yfk`UfhYb3`8]Y

ð]h]Uhj Y'i a ZUgghinU\`fY]WXY`K cf_g\cdg'i bX
 ðZcfa Uh]cbgj YfUbghU`hi b[Ybž`X]Y`[Yn]Y`hUi ZX]Y`6YXØfZb]ggY`j cb
 5fVY]hggi WXYbXYb`i bX`5fVY]h[YVYfb`ni [YgW`b]hhYb`g]bX`"8]YgY
 ?ca V]bUh]cb`Ui g`dYfgØb`]WXYa`5i ghUi gW`i bX`dfcZYgg]cbY`Yf
 6YfUhi b[`Yfa Ø[`]W`hYg`XYb`HY`bY\`a YbXYbž`k Yfhj c`Y`9]bV`]W_Y
]b`XYb`5fVY]hga Uf_h`ni ` [Yk]bbYb`i bX`?cbhU_hY`ni ` _bØdZYb"

K]W`h][Y` ðZcfa Uh]cbYb`ni `7cc_]Yg`i bX GYgg]cbg

: Øf`X]Y`Yb][Ybž`X]Y`g]W`cb`bY`ØVYf`X]Y`æVhci f`]bZcfa]YfYb
 k c`Ybž`[]`h`Yg`ni `VYUW`hYbž`XUgg`X]Y`K YVgY]hY`XYg`@UbX_fY]gYg
 Ui Z`bchk YbX][Y`7cc_]Yg`Ub[Yk]YgYb`]gh`"8]YgY`7cc_]Ygž`X]Y`i bhYf
 UbXYfYa`U`g`FYU_h]cb`Ui Z`6Ybi hnYfU_h]cbYb`[YgYhnh`k YfXYbž
 g]bX`ZØf`X]Y`i b_h]cbU`]h`h`i bj Yfn]W`hVUf`" @Ui h`XYb`XYfnY]h][Yb
 6Ygh]a a i b[Yb`k YfXYb`g]Y`]b`XYf`FY [Y`b]W`h`XYU_h]j]Yfhž`XU`g]Y
 ZØf`5ba Y`XYdfcnYggY`i bX`XUg`i Ygh`Y[Yb`j cb
 8UhYbgW`i hnY]bghY`i b[Yb`j Yfk YbXYh`k YfXYb`f@UbX_fY]g
 @UbXg\`i h`"

<]Yf`g]bX`Y]b][Y`XYf`bØh][Yb`7cc_]Ygž`X]Y`Ui ZX]Yf`K YVgY]hY
 j Yfk YbXYh`k YfXYb.

B Ua Y	8 Ui Yf	5 fh	6 YgW`fY]Vi b[
5GD`B9HSGYgg] cb ð	6]g`ni a`9bXY XYf 6fck gYfgYgg]c b	%gh`DUfhm	G]hni b[gW`c_]Y ZØf`X]Y`5i ZFYW` hYf\U`hi b[Y]bYf Ubc bma]g]YfhY b`6Ybi hnYfg]hn i b["
SSFYe i YghJ Yf]Z] WUh]cbHc_Yb	6]g`ni a`9bXY XYf 6fck gYfgYgg]c b	%gh`DUfhm	K]fX`[YgYhnhž i a`5ba Y`XYZc f a i `UfY`ni j U`X]YfYb"
`X!W`c_]YgY`YWh]cb	' \$`HU[Y	%gh`DUfhm	GdY]W`Yfh`X]Y 7cc_]Y! 5i gk U\`XYg

K]Y`7cc_]Yg`i bX`GYgg]cbg`Zi b_h]cb]YfYb

; YfUXY`ja`X][]hU`Yb`NY]hU`hYf`]gh`Yg`k]W`h][ž`XYb` , VYfV`]W_`ØVYf
7cc_]Yg`i bX`GYgg]cbg`ni`VY`U`hYb`"8]YgY`VY]XYb`HYW`bc`c[]Yb
g]bX`Yb`hgW`Y]XYbX`ZØf`X]Y`6Ybi`hnYfYfZU`fi b[`Ui`Z`K`YVgY]hYb`
K`Å`fYbX`7cc_]Yg`Ui`Z`XYf`7`]Yb`h`GY]hY`[YgdY]W`Yf`h`k`YfXYb`i`bX
Ui`W`b`UW`X`Yf`6fck`gYfg]hni b[`VYghY`Yb`V`Y]VYb`_`ØbbYb`ž`k`YfXYb
GYgg]cbg`Ui`Z`XYf`GYfj`Yf!GY]hY`j`Yfk`U`hYh`i`bX`j`YfZU`Yb`]b`XYf
FY[Y`ž`k`Yb`b`X]Y`G]hni b[`YbXYh`fA`YX]i`a`Ł"

9]b`k`Y]hYfYg`k]W`h][Yg`8`YhU]`VYhf]Z`h`X]Y`?`cbZcfa`]h`Å`h`a`]h`XYb
8`UhYbgW`i`hnVYgh]a`a`i`b[Yb`"K`YVg]hYgž`X]Y`7cc_]Yg`j`Yfk`YbXYbž
a`ØggYb`g]W`YfghY`Ybž`XUgg`g]Y`XYb`5`bZcfXYfi b[Yb`XYf
8`UhYbgW`i`hn!;`fi`bXj`YfcfXbi b[`fi`8`DF`Ł`Yb`hgd`fYW`Yb`"<]Yfni
[Y`Øfh`i`bhYf`UbXYfYa`ž`XUgg`6Ybi`hnYf`ØVYf`X]Y`J`Yfk`YbXi b[`j`cb
7cc_]Yg`i]bZcfa`]Yfh`i`bX`XYfYb`Ni`gh]a`a`i`b[`Y]b[Y`c`h`k`]fX`
fA`]W`c`gc`Zh`Ł"

8]Y`æVhci`f`]a`@UbX_fY]g`@UbXg`i`hij`Yfgdf]W`h`b]W`h`bi`f`Y]bY
k]W`h][Y`D`UhZcfa`ZØf`æVgi`W`YbXYž`gcbXYfb`j`YfXYi`h]W`h`Ui`W`ž
k]Y`k]W`h][`XYf`I`a`[Ub[`a`]h`X][]hU`Yb`Hcc`g`i`bX`8`UhYbgW`i`hn]a
a`cXYfbYb`6Yfi`Zg`YVYb`]gh`K`Yf`U`gc`Ui`Z`XYf`Gi`W`Y`b`UW`Y`]bYf
bYi`Yb`<YfUi`gZcfXYfi b[`]ghž`gc`h`Y`X]YgY` ;`Y`Y[Yb`Y]h`b]W`h
j`YfdUggYb"

8YhU]`g	
Cfh	@UbXg`i`hž`8Yi`hgW`U`bX
Ei`Y`Yb	<ul style="list-style-type: none"> • k`k`k`"U`b`X`_`f`Y]g!`U`b`X`g`i`h`XY • `Y`U`f`b`"a`]W`c`gc`Zh`"W`Ł`a • a`Y`X]i`a`"W`Ł`a

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`b`U[!V`U`m`Y`f`b`"XY