

6YVfU!Gc`n`ja :]bU`Y. 'K Yf`k]fX`XUg` 8c`ghY`8cfZ`&\$&) `3

6YVfU!Gc`n`]ghi bhYf`XYb`j]Yf` :]bU`]ghYb`ZØf`XUg
/ ei ch/8c`ghY`8cfZ`&\$&)/ ei ch`"8Ug`[fc»Y` :]bU`Y`Z]bXYh`Ua
+"`GYdhYa VYf`]b` : fUb_Zi fh`ghUhh"



6YVfU!Gc`nž`8Yi hgWk`UbX`!`#b`Y]bYa`Vi bhYb`GdY`hU`Y`_ØfhY
X]Y` \ YggYbgWkUi`Ua`8cbbYfghU[UVYbX`X]Y` :]bU`]ghYb`ZØf`XUg
X]Yg`Ä`f][Y` 8c`ghY`8cfZ`"A]h[fc»Yf`JcfZfYi XY`_ÖbbYb`g]Wk`X]Y
8ÖfZYf`< UWVcfbž`NØgWkYbž`6YVfU!Gc`n`i bX`8cXYb`Ui`gYb`Ui`Z
Y]bYb`gdUbbYbXYb`K`YhhVYk`Yfv`Y]bghY`Ybž`XYf`Ua` "+"`GYdhYa`VYf
&\$&) `Ui`ZXYa` \f!; Y`ÄbXY`]b` : fUb_Zi fh`ghUhhZ]bXYb`k`]fX`"8]Y
HY`bY`a`Yf` \UhhYb`X]Y`A`Ö[`]Wk`_Y]hž`g]Wk`ni`j`cf`]b`_i`fnYb`J`]XYcg
j`cfni`ghY`Ybž`X]Y`XUg`VØf[YfgWkUZh`]Wk`Y`9b[U[Ya`Ybhi`bX`X]Y
5_hj]]hÄhYb`]b`] \fYb` ; Ya`Y]bXYb`VY`Yi`Wk`hYb`"

6YgcbXYfg`YfZfYi` `]Wk`_]gh`X]Y`BUWk`f]Wk`h`ZØf`6YVfU!Gc`nž`XUg`a`]h
gY]bYb`Yhk`U`+\$\$`9]bk`c`bYfb`C`gh`YggYb`j`YfhfYhYb`k`]fX`"
C`fhgj`cfghY`Yf` : f]YX`Y`a` `7`Ui`g`Äi` »YfhY`g]Wk`c`dh]a`]gh]gWk`i`bX`

VYhc.bhYž'k]Y'ghc`n`X]Y'8cfZ[Ya Y]bgW\UZh'Ui Z']\fY'ghUf_Y
J YfVi bXYb\Y]h']gh"GY`Vgh'Y]b`Y][YbYg`@]YX`ZØf']\fYb`Cfh'\UVYb
X]Y'6YVfU!Gc`nYfž'k Ug'UVgc`i h'ZØf`XYb` ; Ya Y]bgW\UZh'g[Y]gh
gdf]W'h"8]Y'JcfVYfY]hi b[Yb`ZØf`XUg` :]bU`Y`Ui ZYb`VYfY]hg`Ui Z
<cW\hci fYbž`XYbb`Y]b`G]Y[` \ÄhhY`ZØf`X]Y` ; Ya Y]bXY
k Y]hfY]W\YbXY'6YXYi hi b["

K YhhVYk YfV`i a `XYb` ; c`XYbYb`C hhc

8Yf`<Ö\Ydi b_h`XYg`K YhhVYk YfVg']gh`XYf`a]h`GdUbbi b[`Yfk UfhYhY
; Yk]bb`XYg` ; c`XYbYb`Cb`Y`C hhc "Bi f`Y]bYg`XYf`j]Yf` :]bU`c`fhY
k]fX`X]YgYb`H]hY`a]h`bUW\`<Ui gY`bY\`a Yb"5`g`HY]`XYg
K YhhVYk YfVg`\UhYb`X]Y`<Yggf]bbYb`ni j cf`]b`Y]bYf`XfY]hÄ [] [Yb
5Vgh]a a i b[`X]Y`A Ö[`]W\Y]hž`Ui g`]bg[YgUa h`%, `8ÖfZYfb`]\fY
: Uj cf]hYb`ni `k Ä`Yb"Bi b`ghY\Yb`X]Y`j]Yf`8ÖfZYf`]b`Y]bYa
X]fY`_hYb`K Yhh_Ua dZ[Y[Yb`Y]bUbXYfž`i bX`XYf` ; Yk]bbYf`Yf`Ä`h
b]W'h`bi f`XYb`DfY]gž`gcbXYfb`Ui W`Fi \`a `i bX`9`fY`ZØf`X]Y
[YgUa hY` ; Ya Y]bXY"

⊖`XYf`F Y[]cb`<YggYb`k]fX`gc`W\`Y]b`K YhhVYk YfV`ghYhg`a]hj]Y`
9bh\i g]Uga i g`j YfZc`[h"8ÖfZYf`k]Y`NØgW\Yb`i bX`8cXYb\Ui gYb
\UVYb`g]W`YVYbZU`g`Xi fW`]\fY`ghUf`Yb` ; Ya Y]bgW\UZhYb`i bX
_fYUh]j Yb`5_h]cbYb`Y]bYb`BUa Yb`[Ya UW'h"8Yf`K YhhVYk YfV
nY][h`XUg`9b[U[Ya Ybhi bX`X]Y`YVYbX][Y`?i `hi fž`X]Y`]b`X]YgYb
`ÄbX`]W\Yb`FÄi a Yb`[YdZY[h`k]fX"BYVYb`gcn]U`Yf`i bX`_i `hi fY`Yf
J]hU`]hÄ`h`gd]Y`Yb`Ui W`k]fhgW\UZh]W\Y`5gdY`_hY`k]Y`bUW\U`h][Y
A cV]`]hÄ`hi bX`YfbYi YfVUfY`9bYf[]Yb`Y]bY`k]W`h][Y`F`c`Y"

I bgYf`8cfZ`\Uh`Ni _i bZh ` `9]b`ni gÄhn`]W\Yf K YhhVYk YfV

8cW`XYf`K YhhVYk YfV`i a `XUg` 8c`ghY`8cfZ`]gh`bi f`Y]b`HY]`XYf
\Ygg]gW\Yb`8cfZ`_i `hi f"8Ug`A]b]ghYf]i a `ZØf`9fbÄ`fi b[ž
@ÄbX`]W\Yb`FUi a `i bX`J YfVfUi W\YfgW\i hn`\Uh`XYb`Vi bXYgk Y]hYb
K YhhVYk YfV` I bgYf`8cfZ`\Uh`Ni _i bZh `]bg`@YVYb`[Yfi ZYbž`i a `XUg
VØf[YfgW\UZh]W\Y`9b[U[Ya Ybhi]b`8ÖfZYfb`ni `ZØfXYfb"8]YgYf
K YhhVYk YfV`ÄXh`U`Y`8cfZ[Ya Y]bgW\UZhYb`a]h`V]g`ni ` "\$\$\$

9]bk c\bYfb`Y]bž]\fY`_fYUh]j Y`i bX`U_h]j Y`i; YghU`hi b[`XYf
 @YVYbgei U`h]h`h`j cf`C fh`i bhYf`6Yk Y]g`ni `ghY``Yb``<]YfVY]`ghY\Yb
 b]W`h`bi f`gcn]U`Y`9]bf]W`h`i b[Yb`i bX`?i `hi fUb[YVchY`]a `: c_i gž
 gcbXYfb`Ui W`h`h]h]U]j Yb`ni f`9f\U`hi b[`i bX`9b`hk]W`i b[
 cfhghmd]gW`Yf`; YV`Ai XY"

6Y]XY`K YhhVYk YfVY`i bhYfghfY]W`Yb`X]Y`k]W`h][Y`F c``Yž`X]Y
 8cfZ[Ya Y]bgW`UZhYb`]a ``ÅbX`]W`Yb`FUi a `gd]Y`Yb``J cfgW`Å[Y`ni f
 J YfVYggYfi b[`XYf`hZfUghfi _hi f`i bX`ni f`l bhYfghØhni b[`c_U`Yf
 l bhYfbY\`a Yb`g]bX`i bYf`Ågg`]W`ZØf`X]Y`5bn]Y\`i b[g_fUZh`i bX`X]Y
 Ni _i bZhgZÅ\][_Y]h`XYf`8ØfZYf``A]h`Y]bYa `Ni gW`i gg`j cb`` "\$\$\$`
 i bhYfghØhnh`XYf`K YhhVYk YfV` l bgYf`8cfZ`\Uh`Ni _i bZh`X]Y
 hY]`bY\`a YbXYb`8ØfZYf`]b`]\fYf`_cbnYdh]cbY``Yb`5fVY]h`i bX`[]Vh
]\bYb`gca]h`k Y]hYfY`5bfY]nYž`U_h]j `ni `k YfXYb"

K]f`XØfZYb`U`gc`[YgdUbbh`gY]bž`k]Y`g]W`X]Y`8ØfZYf`]b`XYb
 _ca a YbXYb`K cW`Yb`dfÅgYbh]YfYb`i bX`k Y`W`Y`XYb`i bX
 Dfc`Y_h`Y`Ui ZX]Y`6Ø\bY`[YVfUW`h`k YfXYb`i]cb`gc`a UbW`Ya `8cfZ
 k]fX`g]W`Yf`]W`bcW`a Y`f`ni `ØfYb`gY]b`8]Y`GdUbbi b[`ghY][h
 K Yf`k]fX`XUg` 8c``ghY`8cfZ`&\$&) 3`K]f`\U`hYb`G]Y`Ui ZX]Ya
 @Ui ZYbXYb`

8YhU]`g	
C fh	6YVfU!Gc`nž`8Yi hgW`U`bX
E i Y``Yb	<ul style="list-style-type: none"> • cgh\ YggYb!bYk g"XY • k k k "\ YggYbgW`Ui "XY • XcfZk YhhVYk YfV``UbXk]fhgW`UZh! V k "XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`bU[!\ YggYb"XY