

5dc`XU`ZY]Yfh`YfghY` :]fa i b[`gY]h`%\$
>J\ fYb` ` ě VY`]a `@i h\ Yf\ Ui g`

5a `&&" ě b] &\$&) `ZUbX`]b`5dc`XU`X]Y`YfghY` :]fa i b[gZY]Yf
gY]h`nY\ b`>J\ fYb`ghUhh" K Y]\V]gWcZ<Ui `Y`gdYbXYhY`X]Y
:]fa i b[`Ub`" + ě [YbX`]WXY" J YfUbgU`hi b[Yb`]b`5dc`XU`i bX
6UX`Gi `nU`V]YhYb`9]bV`]W_Y`]b`c`_U`Y`9fY][b]ggY`i bX
9b[U[Ya` Ybhg"



5dc`XUž`8Yi hgW`UbX`!`5a `&&" ě b]`ZUbX`]b`5dc`XU`Y]b
VYXYi hYbXYg`9fY][b]g`ghUhh`X]Y`YfghY` :]fa i b[gZY]Yf`gY]h`nY\ b
>J\ fYb`" + ě [YbX`]WXY`Ui g`XYf`DZUffY`> bUž`ni`XYf`5dc`XUž
7Ua`Vi f[ž6UX`Gi `nU`i bX`> bU`[Y\ ÕfYbž`Ya`dZ]b[Yb`]b`XYf
@i h\ Yf_]fWXY`5dc`XU`XUg`GU`fUa`Ybh`XYf` :]fa i b[ž[YgdYbXYh]`cb
K Y]\V]gWcZ`FY]b\UfX`<Ui `Y`Ui g`9fZ`fh`8]Y`9bhgWXY]Xi b[ž`X]Y
NYfYa`cb]Y`j`cb`XYf`i`fgdfØb[`]W`[Yd`UbhYb`GhUXh_]fWXY`]b`X]Y
@i h\ Yf_]fWXY`ni`j`Yf`Y[Ybž`k`Uf`bchk`YbX][` [Yk`cfXYbž`XU`]b`XYf
GhUXh_]fWXY`8YW_YbgW`AXYb`ZYgh[YghY`h`k`i`fXYb`"8]Y
> [YbX`]WXYb`\UhYb`g]W`gY]h`GYdhYa`VYf`&\$&(`]bhYbg]j`Ui`Z
X]YgYg`k`]W`h][Y`:`Ui`VYbgYfY][b]g`j`cfVYfY]hYhž`XUg`ni`[`Y]W

gma Vc`]g]YfhžXUgg`g]Y`VYfY]h`g]bXž`J YfUbhk cfhi b[`ZØf`]\fYb
; `Ui VYb`ni `ØVYfbY\`a Yb``9]b`Ä`f`]WXYf:]fa _i fg`a]h`Yhk U``)
HY]`bY\`a Yfb`]gh`]b`XYf`DZUffY]`YhUV`]Yfhž`i a `X]Y`ž [YbX`]WXYb`Ui Z
X]YgYb`GWf]hh`j cfni VYfY]hYb"

5VYf`XUg`k Uf`b]W`h`XUg`Y]bn][Y`<][\`][\`h`Ua `K cWXYbYbXY``5a
&)"`ž b]`k]fX`]a `?i bgh\Ui g`5dc`XU`Y]b`J cfhfU[`j cb`6Y`]bXU`; fUW
; UfXbYf`ØVYf` 5_fcVUhYb`XYg`K Y`h\`YUhYfg `Ub[YVchYb``Ni XYa
k UfhYh`XYf`&%"`5dc`XUYf`GhUXh`Ui Z]a `<Ubg!; Yi dY`!GhUX]cb`Ui Z
nU\`fY]WXY`HY]`bY\`a Yf``8]YgYf`VY[]bbhi a `%+`I \f`i bX`V]YhYh
j YfgW]YXYbY`@Äi ZY`ZØf`i bhYfgW]YX`]WXY`5`hYfg[fi ddYb``K Yf
bcW`b]W`h`Ub[Ya Y`XYh`]ghž`\Uh`X]Y`A Ò[`]W`_Y]hž`g]W`V]g`%+`I \f
Ua `J YfUbghU`hi b[ghU[`Yb`hk YXYf`cb`]b`Y`cXYf`j cf`C`fhni
fY[]ghf]YfYb``5i W`6Øf[Yfa Y]ghYf`8]f_`GW`ØhnY`ÄXh`Ub`X]YgYa
HU[`i a `%`-`I \f`ni `Y]bYf`ÖZYbh`]WXYb`9]bk c\`bYfj YfgUa a `i b[`]a
J YfY]bg\Ui g`DZ `gVcfb`]b`6UX`Gi `nU`Y]b"

K Y]hYfY`J YfUbghU`hi b[Yb

5a `&*"`ž b]`ghY\Yb`nk Y]`]bhYfYggUbhY`9fY][b]ggY`Ui Z`XYa `D`Ub.
Ni a `Y]bYb`k]fX`X]Y: Yfh][ghY``i b[`XYf`6Ui UfVY]hYb`Ua
9VYfghYXhYf: f]YX\`cZ[YZY]Yfhž`ni a `UbXYfYb`Z]bXYh`Y]bY`k Y]hYfY
9]bk c\`bYfj YfgUa a `i b[`i a `%`I \f`]a `; Ugh\`cZ`@Ub[Ya Ubb`]b
; fc»fca ghYXh`ghUhh``Ni XYa `]gh]b`XYf`K UggYfVi f[`?UdY``YbXcfZ
Y]bY`J YfUbghU`hi b[`ni f`K]YXYfVY`YVi b[`i bX
Bi hni b[gdYfgdY`_h]j Yb`XYf`K UggYfVi f[`[Yd`Ubh``8]YgY
; Y`Y[Yb\`Y]hYb`V]YhYb`XYf`6Yj Ò`_Yfi b[`X]Y`A Ò[`]W`_Y]hž`g]W`U`_h]j
Ub`XYf; YghU`hi b[`]\fYf; Ya Y]bXY`ni `VYhY]`][Yb"

5a `&+"`i bX`&, "`ž b]`k]fX`]b`B]YXYfhfYVfU`Y]b`GdcfhZYgh`a]h
j YfgW]YXYbYb`J YfUbghU`hi b[Yb`Xi fW[YZØ\fh``: Øf
A i g]_`]YV\UVYf[]Vh`Yg`Ua `&+"`ž b]`Y]bYb`7ci bhfm!5VYbX`]b`6UX
Gi `nUž`VY]`XYa `X]Y`6UbX`F`cXYc``]j Y`Ui Zh]hh``5i W`X]Y`GhUUh`]WXY
; fi bXgW`i `Y`; chh\`c`X`9d\`fU]a `@Ygg]b[`]b`5dc`XU`ZY]Yfh`a]h
Y]bYa `Vi bhYb`5VgW`i ggZYgh`\fYb`*`\$``; YVi fhghU[`i bX`Äggh
X]YgYg`ž V]Äi a `[YVØ\`fYbX`Ui g_]b[Yb"

9\`fYbUa h`]W`Yg`9b[U[Ya Ybh`]b`XYf`F`Y[]cb

9]b`k Y]hYfYf`gdUbbYbXYf`5gdY_h`XYf`fY[]cbU`Yb` ; Ya Y]bgWUZh`gh
 XUg`Y`fYbUa h]WXY`9b[U[Ya Ybh`" `b ? `O`b`Yhk U`g]bX`fi bX` - \$\$
 : fY]k]`][Y`]b`&, `9]b`Y]hYb`U_hj žXUj cb`&(`a]h`?]bXYfb`i bX
 † [YbX`]WXYb`]a `5`hYf`nk]gWXYb`%\$`i bX`%, `‡\fYb`" `9`fYbUa h]WXY
 \UVYb`b]W`h`bi f`Y]bYb`YbHgWXY]XYbXYb`9]bZi gg`Ui ZXUg
 ; Ya Y]bk c` \`ž`gcbXYfb`g]Y`Yb`hk]W_Y`b`Ui W`k]W`h][Y` : `Å`][`_Y]hYb
 i bX`Yb`hXYW_Yb`a UbW`a U`]\fY`Y][YbYb`Gh`Å`_Yb`"K]Y`? `Åb[i fi
C b`]bY`VYf]W`hYhž`g]bX`VYgcbXYfg` † [YbX`]WXY`i bX`↑ b[Y
 9fk UW`gYbY`]b`X]YgYa `6YfY]W`U_hj]`"Ni `XYb`VY`]YVhYb
 9`fYbUa hgVYfY]W`Yb`n`Å` \`Yb`Gdcfhj YfY]bYž`GW`Ø`Yfj YfhfYhi b[Yb
 gck]Y`_]fW` `]WXY`5b[YVchYž`X]Y`j]Y`Y`A `Ò[`]W`_Y]hYb`V]YhYbž`i a
 g]W`Y`[YgY`g`WUZh`]W`Y`]bni Vf]b[Yb`"

K Yf`g]W`Z`Ø`f`Y]b`9`fYbUa h]b`hYfYgg]Yfhž`Z]bXYh`c`b`]bY`nU` \`fY]WXY
 5b[YVchY`ni`f`i b`hYfgh`Ø`hni b[`VY]`XYf`Gi`W`Y`"D`Uhh`Zcfa Yb`k]Y
 `9`fYbUa hggi`W`Y` `cXYf` ; cJ`c`i b`hYfYf` `UXYb`XUni`Y]bž`g]W`bUW
 dUggYbXYb`A `Ò[`]W`_Y]hYb`i a ni gY`Yb`i bX`Y]bYb`k Yfhj c`Yb
 6Y]hfU[`ni`f` ; YgY`g`WUZh`ni`Y]ghYb`"

8YhU]`g	
C fh	5dc`XUž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "h\i Yf]b[Yf!U` `[Ya Y]bY"XY • XY"fYUX`cb["W`a • k k k "_UYb[i fi !cb`]bY"XY

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