

K]gYbh_U`V`F]W_m[YVcfYb. `K]`XdUf_ 8Øbbk U`X`d`Ubh`Ni k UWg°

9fZU\fyb`G]Y`a Y\`f`ØVYf`K]gYbh_U`V`F]W_m]a `K]`XdUf_
8Øbbk U`X`i bX`X]Y`D`ÀbY`ZØf`k Y]hYfY`Ni k ÀWgY`]a
5fhYbgWxi hndfc[fUa a "



8Øbbk U`XYf`A Ui gdZUXž') %\$* + `? Ò`b`ž`8Yi hgW`UbX`!`8Yf`
K]`XdUf_`8Øbbk U`X`]b`?`Ò`b`YfZfYi h`g]W`XYfnY]h`b]W`h`bi`f`k`Y`[`Yb`
XYf`;`YVi`fh`Y]bYg`bYi`Yb`K]gYbh_U`Vg`[`fÒ»`hYf`6Y`]YVh`Y]hž`gcbXYfb`
Ui`W`Ub`[`Yg]W`hg`XYf`D`ÀbY`ni`f`J`Yf`[`fÒ»`Yfi`b`[`XYg`
K]gYbhVYghUbXg" `K]gYbh_U`V`F]W_mž`XYf`Ua` `&\$" `A U]`[`YVcfYb`
k`i`fXYž`k`YW_h`X]Y`<`YfnYb`XYf`6Ygi`W`Yf.`]bbYb`" `GY]bY`A`i`hhYf`
<c]a`U`_Øa`a`Yfh`g]W`bi`b`]bhYbg]j`i`a`i`]\`bž`gY]h`XYf`J`UhYf`6cfUh`
Ua` `&%" `A`Àfn`Ub`@YVYf`_fYVg`j`YfghUfV" `K]gYbhY`g]bX`VY`_Ubbh`ZØf`
]`fY`;`i`ha`Øh]`[`_Y]hž`YXcW`_`ØbbYb`g]Y`g]W`U`g`gW`i`hnU`[`[`fYgg]j`
nY]]`Ybž`VYgcbXYfg`k`Ybb`Y]bY`?`U`V`XUVY]`]ghž`k`Ug`X]Y`
6Ygi`W`Yf.`]bbYb`]b`5W`hi`b`[`j`cf`X]YgYb`a`U`Ygh`h]gW`Yb`H]YfYb`
j`YfgYmh"

GY]h%- +\$'g]bX'K]gYbhY'ja 'K]'XdUf_'8Øbbk U'X'Ub[Yg]YXY'hž
i fgdfØb['jW'j ca ' ? Ò'bYf'Ncc'[Y_ca a Yb"'CVk c\`X]Y'H]YfY'Xcfh
'jVYj c``VYhfYi h'k YfXYbž'V'Y]Vh'XYf' ? Ò'bYf'Ncc'XYf'fYW'h]W'Y
9][YbhØa Yfž'XYf'g]W' i a ' ? fUb_\Y]hYb' i bX'J Yf'Yhni b[Yb
Øa a Yfh" 'A]h'Yfk Y]Y']gh'XYf': ÒfXYfj YfY]b'XYg'K]'XdUf'g'U_hj
VYa Ø\hž'XYb'K]gYbhVYghUbX'ni 'j Yf[fØ» Yfb"'N]Y'']gh'Ygž'XfY]'V]g
j]Yf'k Y]hYfY'K]gYbhY'Ui g'6UX'6Yf'YVi f['ni 'ØVYfbY\ a Ybž'k c'Y]b
5i gk]'XYfi b[gdfc[fUa a 'UV[YgW\`cggYb'k i fXY"'8cW\`XUZØf'g]bX
Z]bUbn]Y''Y 'A]hY''bØh[ž'X]Y'V]g'Ub['b]W'hj c`ghAbX]['[Yg]W'Yfh
g]bX"

GdUbbYbXY'9bhk]W_`i b[Yb']a 'K]'XdUf_

8]Y'; YgdfÅW'Y'nk]gW'Yb'XYa ' : ÒfXYfj YfY]bž'XYf': c fghj Yfk U'hi b[
i bX'XYa ' ? Ò'bYf'Ncc'ni f' ? `Àfi b['XYf':]bUbn]Yfi b['Ui ZYb'VYfY]hg"
BYVYb'XYf'9bh\i g]Uga i g'ZØf'X]Y'K]gYbhY'k ÅW'gh'Ui W\`XYf
K i bgW'ž'X]Y'GhU''i b[Yb'k Y]hYf'ni 'a cXYfb]g]YfYb' i bX'X]Y'NÀi bY
ni 'Yf\Ø\Ybž'i a 'XUg'8Ua k]'X'j ca 'K]gYbh[Y\Y[Y'ZYfbni \U'hYb"
8]YgY' A U» bU\ a Yb'g]bX' i bYf'Àgg`]W'ž'i a 'Y]bYb'fY]Vi b[g`cgYb
5V'Ui Zi bX'X]Y'G]W'Yf\Y]h'XYf'H]YfY'ni '[Yk Å\`f'Y]ghYb"

F i bXgW'Ui 'Cb`]bY'VYf]W'hY'hž'XUgg'X]Y'6Ya Ø\i b[Yb' i a 'Y]bY
J Yf[fØ» Yfi b['XYg'K]gYbhVYghUbXYg'HY]'Y]bYg'9i fcdÅ]gW'Yb
K]gYbhni W'hdfc[fUa a g'g]bX"

æa 'K]'XdUf_'8Øbbk U'X'[]Vh'Yg'YXcW' b]W'h'bi f'K]gYbhY'ni
YbhXYW_Yb" 'K]'XgW'k Y]bYž'X]Y['Ubn'g]W'hVUf'i bhYfk Y[g'g]bXž
\UVYb'VYbZU`g': f]gW`]b[Y'VY_ca a Yb"'8]Y'6Ygi W'Yf.]bbYb
\UVYb'X]Y' A Ò['jW'_Y]hž'X]Y'BUhi f'\Ui hbU\`ni 'Yf'YVYb' ' i bX
j]Y''Y]W'h'XUg'Y]b'cXYf'UbXYfY'GW'Ui gd]Y''Ui g'XYa '@VYb'XYf
A i ZZcbg'a]hni Yf'YVYbž'X]Y'ni fnY]h']b'XYf'6fi bZmY]h'VYgcbXYfg
U_hj] 'g]bX"'8]Y'K]XXYf'U[Yb'\]bhYf'XYb' A ØhYfb'\Yfž'k Å\`fYbX
]\fY'; Y\ØfbY''Ui h'Ui ZY]bUbXYfgW'U[Ybž'k Ug'a Ub'g]W'Ua 'VYghYb
j cb'Y]bYf'XYf'hc''Yb'5i gg]W'hgd'UhhZcfa Yb'UbgW'Ui hž'X]Y'X]Y
DYfgdY_hj] Y'Ui Z'XUg'; YgW'Y\Yb'V]YhYb"'6]Vc g'_Y]bY': 'i W'hYb
\YVh'X]Y'9fZU\fi b['\Yfj cfž'X]Y'XYf'K]'XdUf_'XYb'[fc» Yb' i bX
_Y]bYb'BUhi fZfYi bXYb'V]YhYh"

9]b' C fh'ZØf'BUhi fZfYi bXY

8Yf'K]`XdUf_`8Øbbk U`X`V`Y]Vh[Ubn`Ä`f][` [YÖZbYhi bX`XYf
 9]bhf]hh]ghZfY]°`8]Yg'a UW`h]\`b`ni `Y]bYa `dYfZY`_hYb`5i gZi [gn]Y`
 ZØf': Ua]`Yb`i bX`B`Uhi fVY[Y]ghYfhY": Øf`X]Y`5bfY]gY` []Vh`Yg
 nU`fY]W`Y`A Ö[`]W`_Y]hYb.`gY]`Yg'a]h`XYa `: U`ffUXž`XYa `6i g`%) (
 V]g`ni f`< U`hYghY`Y` K]`XdUf_`cXYf'a]h`XYf`GhfU»YbVU`b`@]b]Y` (
 V]g`ni f` @Yi W`hYf`GhfU»Y` "9]b` [Ubn`VYgcbXYfYg`<][`][`h'g]bX
 X]Y`6]YbYbj Ö`_Yfž`X]Y`ja `DUf_`Ub[Yg]YXY`h`k`i fXYbž`i bX`X]Y
 K]`XV`i a YbUi hca UhYbž`X]Y`X]Y`i a [YVi b[`VYfY]W`Yfb"
 <Y`ZYfhU[Yž`X]Y`U`Y`nk Y]`A`cbUhY`ghUhhZ]bXYb` `XYf`b`Ä`W`ghY`Ua
 &%`i`ž`b]` `V]YhYb`ni g`Ä`h`]W`_Y]bY`hc`Y`; Y`Y[Yb`Y]h`ZØf`U`Y`ž`X]Y
 hUh_f`Ä`Zh][`]\fYb`HY]`ni f`B`Uhi fYf`U`hi b[`VY]hfU[Yb`a` Ö`W`hYb"

8Yf'K]`XdUf_`8Øbbk U`X`nY][h'g]W`_U`gc`U`g`Y]b`F`Ø`W`ni [gcfh`ZØf
 K]`Xh]YfY`i bX`U`g`C`fh`ZØf`X]Y`A`YbgW`Ybž`X]Y`: fYi`XY`Ub`XYf`B`Uhi`f
 i bX`Ua`?`ja`U`UVYb"8Yf': ÖfXYfj`YfY]b`gYhnhg]W`k`Y]hYf`]\b`X`U`ZØf
 Y]bž`X`Ugg`X]Y`9bhk`j]W`_i`b[`]b`Y]bY`dcg]h]j`Y`F`]W`hi`b[`[Y`hž`i`bX`U`Y`
 g]bX`[YgdUbbhž`k`Ug`X]Y`Ni`_i`bZ`h`ZØf`F`j]W`mi`bX`gY]bY`dchYbn]Y`Yb
 bYi`Yb`: fYi`bXY`VYfY]h`Ä`h`

8YhU]`g	
C`fh	8Øbbk U`XYf`A`Ui`gdZUXž`)`%\$`*`+`?`Ö`bž 8Yi`hgW`_UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"fi`bXgW`Ui`!`cb`]bY"XY • V]Vcg`_`Y]bYZ`i`W`hYb"W`č`a

6Ygi W`Yb`G]Y`i`bg`Ui`Z.`a`Y]b!`_c`Y`b`b`Yh