

H]``Hcb][\h. '8]Y`Ui ZfY[YbXY`Gca a Yf`cW! G\ck `a]h`H]``F Y]bYfg°

9bhXYW_Yb`G]Y`X]Y`bYi Y`@UhY!B][\h!G\ck / ei ch/H]``
Hcb][\h' ei ch/a]h`H]``F Y]bYfgž`X]Y`gY]h`š b]`&\$&) `Ui ZN8:
Ui g[YghfU\`h`k]fX"



I W_Yfa Uf_ž`8Yi hgW\`UbX`!`8]Y`Ui ZfY[YbXY`K Y`h`XYf`@UhY`B][\h
]gh`ni fØW_`A]h` H]``Hcb][\h ` \Uh`XYf`7ca YX]Ub`H]``F Y]bYfg`Y]bY
Zf]gW`Y`G\ck `]bg`@YVYb`[Yfi ZYbž`X]Y`gY]h]\fYf`DfYa]YfY`]a `š b]
&\$&) `Ui ZN8: `X]Y` : YfbgY\`ni gW`Ui Yf`ZUgn]b]Yfh`F Y]bYfgž`XYf`]a
: fØ\`U\`f`&\$&) `gY]bYb`(` \$"; YVi fhghU[`ZY]YfhYž`[Y`]b[h`Yg`a]h
gY]bYa `W`Ufa UbhYb`Gh]`ž`Y]bY`Vi bhY`A]gW`i b[`Ui g`GhUbX`!i dž
=bhYfj]Yk`gi bX`i bhYf\`U`hgUa Yb`Gd]Y`Yb`ni `dfAgYbh]YfYb": Øf`X]Y
Ni gW`Ui Yf`]gh`XUg`: cfa Uh`Y]b`k]`_ca a YbYf`@]W`hV`]W_`k`À\`fYbX
XYf`Gca a YfdUi gY`XYg`N8: `A U[Uh]b`F`cmU`Yž`X]Y`X]Y`G\ck `Y`XYb
: fY]hU[UVYbX`i a `&` `I \f`j`cf`X]Y`6]`XgW`]fa Y`Vf]b[h`K]Y`N8:
VYf]W`hYhž`k`i`fXY`X]Y`YfghY` : c`[Y`j`cb` H]``Hcb][\h`j`cb`%ž%)
A]``cbYb`Ni gW`Ui Yf]bbYb`i bX`Ni gW`Ui Yfb`j`YfZc`[hž`k`Ug`Y]bYa
A Uf_hUbhY]`j`cb`, ž`i` `Ybhgd]f]W`h"

8 Ug?cbnYdhXYfGYbXi b[]ghia]hXYa ' Gca a Yf`cW !H\Ya U]b
X]YgYf`K cWY`VYgcbXYfg'i bhYf\U`hgUa '[YghU`hYh`H]`FY]bYfg'i bX
gY]b`9bgYa V`YžXUfi bhYf`G]XY_]W`GY`mž`bY\`a Yb`g]W` : fU[Yb`j cf
k]Y` K Ufi a `ZY]Yfh`>ZZ'6Yncg`<cW`nY]h]b`J YbYX][3 `i bX` K Yf
\]Zi`>a]`6`i Y`C W`gYb`_bYW`h3 "C VYbXfUi Z[]Vh`Yg`Ui W`XUg
Ni gUa a Ybgd]Y`a]hXYf`HU`_ei YYb`5bbY`K]`žX]Y`FY]bYfg`ja
]bj Ygh][Uh]j Yb`5VZfU[Yb`gW`i `h`>`Y]bYa `k Y]hYfYb`Ua ØgUbhYb
GY[a Ybhj Yfgi W`Yb`g]Yž`X]Y`>Ybh]h`h`Y]bYf`[Y\Y]a b]gj c`Yb
DYfgcb`\]bhYf`Y]bYf`GW`UhYbk UbX`ni `Ybh\Ø`Yb"

8]Y`<]bhYf[fØbXY`XYf`G\ck

H]`Hcb][\h`]gh`X]Y`YfghY`Y][YbY`@UhY!B][\h!G\ck `XYg
Y\Ya U`][Yb` \Yi hY!g\ck !9bgYa V`Ya]h[]YXg`i bX`k]fX`U`g
Ui ZfY[YbXYg`bYi Yg` : cfa Uh]b`XYf`XYi hgW`Yb` : YfbgY\k Y`h
k U\f[Ybca a Yb`"8]Y`G\ck `YfZfYi h`g]W`b]W`h`bi f`Ui Z[fi bX`XYf
i bhYf\U`hgUa Yb`>\U`hY`[fc>Yf`6Y`]YVh\Y]hž`gcbXYfb`\Uh`Ui W`
VYfY]hg`ØVYfk]Y[YbX`d`cg]h]j Y`?f]h]_Yb`Yf\U`hYb`"5b`U`F`ØhnY`j ca`
**Gd]Y[Y`h]hi`]Yfh`FY]bYfg`U`g` VYghYbg`hYa dYf]YfhYb
Gca a YfdUi gYbWck b`i bX`\YVh`gY]bY` : Å\][_Y]h`Yfj cfž`XUg
Di V`_i a `a]h`@Y]W`h][_Y]h`ni `ZYggY`b`"H]a c`B]Ya Y]Yf`j cb
8K 8`@XY`VYgW`fY]Vh`X]Y`GYbXi b[`U`g`6Yk Y]g`ZØf`XUg`DchYbn]U`
XYg`@UhY`B][\h!; YbfYg`ja `XYi hgW`Yb` : YfbgY\Yb"**

>ba]hYb`X]YgYf`d`cg]h]j Yb`F`ØW`_a Y`Xi b[Yb`g]Y\`h`a Ub`]b`XYf
F`ØW`_gW`Ui ž`k]Y`gW`k]Yf][`Yg`ZØf`@UhY!B][\h! : cfa UhY`k]Y
8Yi hgW`\UbX`c`Zi`k Ufž`g]W`ni `YhUV`]YfYb`" : cfa UhY`k]Y
GW`a]XhY]bUbXYf`c`XYf` 8]Y`<UfU`X`GW`a]Xh`G\ck ` [Y`hYb`nk Uf
U`g`?`Ugg]_Yfž`XcW`a Y\`fYfY`J Yfgi W`Yž`Å\`b`]W`Y`9fZc`[Y`ni `ZY]Yfbž
YbXYhYb`j cfnY]h]["Gc`Yhk U` 5b`_Y`@UhY`B][\h ž`XUg`&\$\$(`bUW`
bi f`%, `K cW`Yb`Y]b[YghY`h`k i fXYž`XU`X]Y`E i chYb`ni `ghUf`_
UVZ]Y`Yb`"@Ui h`**BYk g"XY`V`Y]Vh`X]Y` : fU[Yž`cV` H]`Hcb][\h`XYb
[`Y]W`Yb`gW`k]bXY`YffY[YbXYb`<Ø\YbZi [`]b`Y[Yb`_Ubbž`XYb
UbXYfY` : cfa UhY`ni j cf`YffY]W`h`\UVYbž`cXYf`cV`g]Y`]b`X]Y
fi hgW`][Yb`H]YZb`XYf`E i chYb\YfUi gZc`fXYfi b[Yb`UVhUi W`h"**

5i Z`XYa `K Y[`ni f`9hUV`]Yfi b[

8]Y`nk Y]hY`5i g[UVY`j cb` H]``Hcb][\h`a i gghY`U``YfX]b[g`a]h`\$ž- *
 A]``cbYb`Ni gWUi Yfb`i bhYfXi fWgWb]h]WY`K YfhY`\]bbY\`a Ybž
 VYgcbXYfg`VY]`Ä`hYfYb`Ni gWUi Yfb``I a gc`k]W]h][Yf`k]fX`Yg`ZØf
 F Y]bYfg`i bX`gY]b`HYUa`gY]bž`X]Y`G\`ck`k Y]hYf`ni`Ybhk]W_Y`b`i bX
 XUg`b`hYfYggY`Ub`X]YgYa`bYi Yb`i: cfa Uh`Ui ZfYW`hmi Yf\`U`hYb`"
 I bhYf`XYb`[Y`i b[YbYb`9`Ya YbhYb`VY]bXYb`g]W`WYj Yf
 [YghU`hYhY`9]bgd]Y`Z`a Y`gck]Y`X]Y`b`hYfU`_h]cb`a]h`dfca]bYbhYb
 ; ÄghYbž`X]Y`XYa`Dfc[fUa`a`Y]bY`VYgcbXYfY`8mbUa]_`j Yf`Y]\`Yb`"
 H]``Hcb][\h`gc``V]g`ni`a`i, ``5i [i gh`&\$&) `Ui g[YghfU\`h`k YfXYb
 i bX`j]Y`Y`i: Ubg`Yf\`cZYb`g]W`ž`XUgg`X]Y`G\`ck`V]g`XU\]b`XYb
 f]W]h][Yb`GWk`i b[`Z]bXYh`i bX`g]W`U`g`ZYghYf`6YghUbXhY]`]a
 XYi hgWYb`i: YfbgY\`Yb`YhUV`]Yfh`"

9g`V`Y]Vh`gdUbbYbXž`k]Y`g]W`XUg`5VYbhYi Yf` H]``Hcb][\h`i]b`XYb
 _ca`a`YbXYb`K`cWYb`Ybhk]W_Y`b`k]fX``8]Y`Ni gWUi Yf`g]bX
 nk Y]ZY``cg[YgdUbbh`Ui Z`X]Y`b`ÄW`ghYb`H\`Ya Yb`i bX`X]Y`k Y]hYfYb
 U`hVYk Ä\`fhYb`i bX`bYi Yb`?`Äb[Y`]b`XYf`XYi hgWYb`@UhY`B][\h!
 ?i`hi`f`"

8YhU]`g	
Cfh	I W_Yfa Uf_ž8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "nXZ"XY • XY"k]_]dYX]U"cf[• k k k "bYk g"XY

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