A]_Ym A UX]gcb 7Y`YVfUhYg CgWUf K]b. 5 BYk GhUf]b < c``mk ccX˚

A]_Ym A UX]gcb k]bg 6Ygh 5WhfYgg Zcf/ ei ch/5bcfU/ ei ch/Uh h\Y &$&) CgWUfgž\][\`][\h]b[< c``mk ccX/ ¸ $' ‑ /g Ya Yf[ ]b[ hU Ybh UbX ghfcb[ Wc``UVcfUh]cbg"

< c``mk ccXž I G5 ‑! H\Y [ `]hn UbX [ `Ua ci f cZ < c``mk ccX WUa Y U`]j Y cb A UfW\ &ž&$&) žUh h\Y ‑+h\ 5WUXYm y 5k UfXgž k \YfY U fYa Uf_UV`Y hU`Ybh Ya Yf[ YX j ]Whcf]ci g" A ]_Ym A UX]gcb W]bW\YX h\Y Wcj YhYX 6Ygh 5WhfYgg CgWUf Zcf \Yf ci hghUbX]b[ dYfZcfa UbWY ]b 5bcfUž U 6cc_`mb!gYh WcaYXm!XfUaU U X]fYWhYX Vm h\Y UWWWU]a YX GYUb 6U_Yf" A UX]gcbžcb`m &) ž\Ug ei ]W_`m VYWcaY U \ci gY\c`X bUa Yž\Uj ]b[ dfYj ci g`m [U]bYX fYWc[b]h]cb Zcra \Yf fc`Y]b h\Y : L gYf]Yg 6YhhYf H\]b[g"

‑b UXX]h]cb hc k]bb]b[6Ygh 5WhfYggž 5bcfU U`gc WUdhi fYX h\Y Uk UfXg Zcr 6Ygh D]WhifY UbX 6Ygh 8]fYWhcfžgc ]X]Zm]b[ ]hg d`UWY]b CgWUf \]ghcfm" 6U_Yfž_bck b Zcf \]g ui b]ei Y ghcfmhY``]b[ žk fchY h\Y h]h`Y fc`Y cZ 5bcfU gdYW]Z]WU``m Zcr A UX]gcb" H\]g Wc``UVcfUh]cb

\Ug dfcj Yb hc VY U fYgci bX]b[gi WWYggž Ug h\Y Z]`a U gc k cb hk c
UXX]h]cbU`CgWUfgž]bWi X]b[ 6Ygh: ]a 9X]hcb[ UbX 6Ygh Cf][]bU`
GWfYYbd`UmžU hYghUa Ybh hc ]hg ei U`]hm UbX WfYUh]j]hm"

CgWUf B][\h <][\`][\hg

H\Y WfYa cbmž \cghYX Vm 7cbUb C 6f]Yb UbX VfcUXWUgh]j Y Zfca
h\Y 8c`Vm H\YUhfY Uh Cj Uh]cb < c``mk ccXž W` UVfUhYX h\Y
fYg]`]YbWY cZ @cg 5b[Y`Ygž dUfh]W` Uf`m]b h\Y k U_Y cZ h\Y
XYj UghUh]b[k]`XZ]fYg h\Uh ghfi W_ Gci h\Yfb 7U`]Zcfb]Už WU]a]b[
`]j Yg UbX X]gd`UWb]b[Wci bhYgg]bX]j]Xi U`g"

8i f]b[\Yf UWWYdhUbWY gdYYW\ž A UX]gcb Yl dfYggYX dfcZci bX
[fUh]hi XYžYgdYW]U``mUW_bck `YX[]b[h\Y gYl k cf_Yf Wca a i b]hmž
Ug \Yf W\UfUWhYf XY]j Yg]bhc h\Y Wca d`YhYg ZUWYX Vm
]bX]j]Xi U`g]b h\Uh k cf X" 6cfb A]_UY U A UX]gcb FcgVYf[ ]b @cg
5b[Y`Ygžg\Y \Ug Wca Y U `cb[k Umg]bWY \Yf Z]`a XYVi h]b &$%+"
< Yf fc`Y]b 5bcfU]bj cj YX Yl hYbg]j Y dfYdUfUh]cbž]bWi X]b[
ghi Xm]b[Fi gg]Ub ž YUfb]b[hc dc`Y XUbWYž UbX Yj Yb dYfZcfa]b[
\Yf ck b ghi bhg U fYU` XYX]WUh]cb hc \Yf WfUZh

A UX]gcb g ̂ci fbYm hc h\Y CgWUfg k Ugb h k ci h Wca dYh]h]cb" < ch
cb \Yf \YY g k YfY bca]bYYg]_Y 7mbh\]U 9f]j cž ?UfU GcžÉU
; UgW bž UbX : YfbUbXU HcffYg" 8Ya]A ccfY k Ug U`gc Wca cbg]XYfYX
U Zfcbh!fi bbYfž Vi h A UX]gcb g 65: H5 k]b ̂gh VYZcfY h\Y CgWUfg
VccghYX \Yf dfcZ]`Yž YUX]b[hc \Yf i]h]a UhY hf]i a d\ Uh h\Y
5WUXYa m 5k UfXg"

:]`a =bXi ghfm Hf]i a d\g

 5bcfU dfYa]YfYX Uh h\Y dfYgh][]ci g 7UbbYg :]`a : Ygh]j U`ž
k \YfY]h gbU[[YX h\Y DU`a Y X Cf UbX k Ybhcb hc Yl WYYX]hg
a cXYgh ̃ * a]``cb Vi X[Yh Uh h\Y Vcl cZZ]WY" :]`a Ybh\i g]Ughg UbX
Wf]h]Wg k]XY`m dfU]gYX h\Y Z]`a ž k]h U - * ı fUh]b[cb FchhYb
Hca UhcYgž g\ck WUg]b[ ]hg UddYU` ZUf VYmcbX h\Y Uk UfXg W]fW`]h"
H\Y BYk Mcf_ H]a Yg Yj Yb]bj]hYX A UX]gcb hc fYWca a YbX \Yf

d]W_g Zcf h\Y VYgh Z]`a g cZ h\Y &%gh WYbhifmž k \YfY g\Y bUa YX
h]h`Yg `]_Y 5`a cgh Ua ci gž A UX A Ul .: i fm FcUXž UbX DcffU]h
cZ U @UXm cb :]fYž WY YVfUh]b[h\Y WJbYa Uh]W UbXgWUdY"

H\Y ghUf!ghi XXYX]b [h\U gc \cbcfYX ch\Yf bchYk cfh\m Z]`a g UbX
dYfZcfa UbWg" 5Xf]Yb 6fcXm k cb h\Y 6Ygh 5Wcf Uk UfX Zcf \]g
fc`Y ]b H\Y 6fi hU]ghž UbX NcÇ GU`XUÍ U hcc_ \ca Y 6Ygh
Gi ddcfh]b[5WhfYgg Zcf \Yf dYfZcfa UbWY]b 9a]`]U DÅfYn" K]h\
UWX]Yj Ya Ybhg UWfcgg U VfYUXh\ cZ WUhY[cf]ghž h\Y CgWUfg gYfj YX
Ug U j]j]X fYa]bXYf cZ h\Y dck Yf UbX VfYUh]j]hm k]h\ ]b h\Y Z]`a
]bXi ghfm"

=b \Yf dcgh!WYfYa cbm fYZ`YWh]cbgž A UXgcb Yl dfYggYX \Yf XYg]fY
hc fYhi fb \ca Y UbX gdYbX h]a Y k]h\ \Yf di dd]Ygž \]bh]b[Uh h\Y
VU`UbWY g\Y gYY_g VYhk YYb \Yf V`cggca]b[WUfYYf UbX dYfgcbU`
`]ZY" =bXYYXž h\YfY g gca Yh\]b[hc VY gU]X Zcf fYa Ya VYf]b[
k \YfY mci Wca Y Zfca Ua]X gi WX UWWc`UXYg UbX UhhYbh]cb"

H\Y Zi hi fY `cc_g Vf][h Zcf A]Ym A UXgcb UbX h\Y dfc´YWhg g\Y
k]``di fgi Y]b YUf h" K]h\ U gc]X Zci bXUh]cb UbX Ub CgWUf k]b i bXYf
\Yf VY`hž h\Y g_m]g h\Y `]a]h"

: cf a cfY cb h\YgY a Ya cfUV`Y CgWUf a ca Ybhgž W\YW_ ci h G? >
6c``mk ccX BYk gž 5D BYk gž UbX h\Y Zi ``k]bbYfg `]gh cb 567
BYk g"

8 YhU]`g	
Cfh	<c``mk ccXž I G5
Ei Y``Yb	• g_ ´Vc``mk ccXbYk g"Wca • UdbYk g"Wca • UVWbYk g"[c"Wca

6Ygi WX YYb G]Y i bg Ui Z. a Y]b!k]Yb"bYh