

: i b_!=_c bY`G`mGhcbY`a]h', &'>U\ fYb
[Yghc fVYb` `Y]b`a i g]_U`]gW Yg`9fVY`

G`mGhcbYž`Y[YbXÅfYf': i b_!A i g]_Yfžj Yfgh]fVh]a`5`hYf`j cb
, &'>U\ fYb"GY]b`9]bZi gg`Ui Z`A i g]_i bX'; YgY`gW UZh`V`Y]Vh
i bj Yf[YggYb"



K ccXghcW_ž`BYk`Mcf_ž`I G5`!`5a`%"' ħ b]'&\$&)']gh`G`mGhcbYž
XYf`Y]bZi ggfY]WY': i b_!A i g]_Yfž]a`5`hYf`j cb', &'>U\ fYb
j Yfghc fVYb"GY]bY': Ua]]Y [UV`XYb`HcX`VY`_Ubbhi bX`Yf`_`ÅfhYž
XUgg`Yf`Ub`Y]bYf`@ b[YbYf`_fUb`_i b[``]h" `G`mGhcbYžVØf[Yf`]W
Gmj YghYf`GhYk Ufhž`\]bhYf`Åggh`Y]bY`V`Y]VYbXY`a i g]_U`]gWY`i bX
_i`hi fY`Y`DfÅ[i b[žX]Y`j cf`U`Ya`]b`XYb`%-`*\$Yf!`i bX`+`\$Yf!>U\ fYb
>U\ fYb`<`Ø\Ydi b`h`ZUbX" `9f`k Uf`b]W`h`bi`f`Y]b`]bbcj Uh]j Yf`A i g]_Yfž
gcbXYfb`Ui W`Y]bY`Gh]a`a`Y`ZØf`gc n]U`Y'; YfYW`h][`_Y]hi bX`J]Y`ZU`h"

G`mGhcbY`[fØbXYhY`%-`*`*`X]Y`6UbX`G`m`UbX`h\Y': Ua]`mGhcbYž
]bXYa`Yf`gY]bY`Y][`YbY'; fi ddY`a`h`XYf`6UbX`gY]bYg`6fi XYfg
: fYXX]Y`ni gUa`a`Yb`Y[hY" `8]Y`6UbX`gY`h`hY`bYi`Y`A`U`gh`ÅVYž]bXYa
g]Y`A`i`g]_Yf`Ui`g`j`YfgW`]YXYbYb`Y`h`b]gW`Yb`<`]bhYf[fØbXYb`i`bX

; YgW\`YW\hYfb`j YfY]bHY` `Y]b`a i h][Yf`GW\ f]h]b`Y]bYf`NY]hž`b`XYf
gc`W\Y`8]j Yfg]h`h]b`XYf`A i g]_gnYbY`Ai » Yfgh`gY`hYb`k Uf`"6YfY]hg
a]h`bYi b`Y\`fYb`gUb[`G`m`a]h`gY]bYb`; YgW\k]ghYfb`]b`XYf`; cgdY`!
; fi ddY`H\Y`GhYk Ufh: ci fž`k Ug`XYb`; fi bXghY]b`ZØf`gY]bY`gd`hYfY`!
? Uff]YfY`"Y[hY"

9]b`<][\`][\`h]b`XYf`A i g]_[YgW\]W\hY.

K ccXghcW_

9]b`A Y]YbghY]b`]b`G`m`GhcbYg`? Uff]YfY`k Uf`XYf`5i Zhf]hh]j cb`G`m
UbX`h\Y`! Ua]`m`GhcbY`VY]a ``Y[YbX`fYb`K ccXghcW_!; Ygh]j U`]a
5i [i gh`%- * - "8]Y`6UbX`hfUh]b`XYb`ZØ\Yb`A cf[Ybghi bXYb`Ui Z
i bX`]YZYfhY`Y]bY`YbYf[]Y[Y`UXYbY`G\ck ž`X]Y`a]h`<]hg`k]Y` 8 UbW
hc`h\Y`A i g]W`i bX` 9j YfmXUm`DYcd`Y`i bj Yf[Ygg`]W\`V`]YV`"8]Y
5i ZØ\fi b[`fYj]hU`]g]YfhY`XUg`Di V`]_i a`i bX`VY]b\U`hYhY`Y]bY
i bhYf\U`hgUa Y`7U`!UbX`!F YgdcbgY!GYei Ybn`k A`fYbX`XYg`Gcb[g
=K Ubh`Hc`HU`Y`Mci`<][\Yf`"

K ccXghcW_`gY`Vghž`a]h`ØVYf`(\$"\$\$\$`6Ygi W\Yfbž`k i fXY`ni a
Gma Vc`ZØf`X]Y`<]dd]YVYk Y[i b[`i bX`X]Y`Df]bn]d]Yb`j cb`! f]YXYbž
@]YVY`i bX`; Ya Y]bgW\UZh`9g`k Uf`Y]b`_i`hi fY`Yf`K YbXYdi b`hž`XYf
h]YZ[fY]ZYbXY`5i gk]f`_i b[Yb`Ui ZX]Y`; Y[Yb`_i`hi f`XYf`%- * \$Yf
Y\`fY`\UhhY`"8]Y`5ha cgd`\`fY`XYg`! Ygh]j U`gž`VYY]bZi ggh`Xi fW
8fc[Yb`cbgi a`i bX`Y]bY`i b`cbj Ybh]cbY`Y`A cXYž`ZUbX`]\`fYb
5i gXfi W`_]b`XYb`@]YXYfb`XYf`NY]hž`X]Y`j cb`?ØbghYfb`k]Y`G`m
GhcbY`j Yf`ØfdYfh`k i fXYb`"Gc`W\Y`9fY][b]ggY`hfi [Yb`XUni`VY]ž`X]Y
=XYU`Y`XYf`<]dd]YVYk Y[i b[`bUW\`U`h][`ni`dfA[Yb`"

A i g]_U`]gW\ Yg`9fVY`i bX`df]j UhY

< YfUi gZcfXYfi b[Yb

G`m`GhcbYg`]bbcj Uh]j Y`A i g]_`_ca V]b]YfhY`9`Ya YbhY`j cb`! i b`ž
Gci`ž`Ynn`i bX`DgmW\XYX`]WF`cW`"GY]bY`ZØ\Yb`9fZc`[Yž`k]Y`XYf
<]h` 8 UbW`hc`h\Y`A i g]W`ž`XYf`]a`! YVfi Uf`%- *, `Ui ZD`Uhn`, `XYf
6]`VcUfX`< ch`%\$`\$`UbXYhYž`a UW\hYb`]\`b`ni`Y]bYf`GW\`ØggY`Z[i f`]b
XYf`A i g]_gnYbY`"Hfchn`gY]bYg`9]bZi ggYg`\UhhY`GhcbY`YXcW\`Ui W
a]h`dYfg`Øb`]W\Yb`< YfUi gZcfXYfi b[Yb`ni`_`Aa`dZYb`"9]bY

ni bY\ a YbXY`8fc[YbUV\Ab[][_Y]h`Z0\fhY`XUni ž`XUgg`Yf`j]Y`Y
 5i Zhf]hhY`j YfdUgghYž`k Ug`gW\`]Y»`]W\`ni f`5i Z0gi b[`XYf`6UbX`]a
 >\f`%- +) `Z0\fhY"

8]Y`6UbX`Yf`Ub[hY`nk Uf`[fc»Y`9fZc`[Yž`i bhYf`UbXYfYa `X]Y
 J Yf0ZZYbh`]W\i b[`XYg`5`Vi a g` GhUbX` ž`XUg`0VYf`XFY]`A]`cbYb
 9I Ya d`UfY`j Yf_Ui ZhYž`UVYf`G`m`Ghc bYg`? Ua dZ`[Y[Yb`X]Y`8fc[Yb
 i bX`gY]bY`fYW\h`]W\Yb`DfcV`Ya Y`gW\UhhYhYb`gY]bY`? Uff]YfY"5i W\
 k Ybb`Yf`[Y`Y[Ybh`]W\`j Y`Ui ZhfUhž`k i fXY`gY]bY`@YVYbg[YgW\]W\hY
 Xi fW\`nU\`fY]W\Y`<0\Yb`i bX`H]YZYb`[YdfÀ[h"

Ni gUa a YbZUggYbX`Āggh`g]W\`gU[Ybž`XUgg`G`m`Ghc bY`Y]bYb
 V`Y]VYbXYb`9]bZi gg`Ui Z`X]Y`A i g]_`i bX`X]Y`gcn]U`Y`6Yk Y[i b[
 gY]bYf`NY]h`\UhhY"GY]bY`: À\][_Y]hž`8]g_f]a]b]Yfi b[`]b`XYb`6`]W_
 ni `bY\ a Yb`i bX`Y]bY`D`UhhZcfa `Z0f`J]Y`ZU`h`ni `gW\UZZYbž`\Uh`b]W\h
 bi f`XUg`: i b`!; YbfY`[YdfÀ[hž`gcbXYfb`Ui W\`_i `hi fY`Y`K YfhY
 VYY]bZi gghž`X]Y`V]g`\Yi hY`6YghUbX`\UVYb"

8]Y`9f]bbYfi b[Yb`Ub`G`m`Ghc bY`i bX`gY]bY`A i g]_`k YfXYb
 g]W\Yf`]W\`k Y]hYf\]b`]b`XYf`A i g]_[YgW\]W\hY`i bX`]a `[Y]gh][Yb
 9fVY`XYg`K ccXghcW`!; Ygh]j U`g`YVYbX][`V`Y]VYb"

8YhU]`g	
J c fZU``	HcX
I fgUW\Y	@i b[YbYf_fUb_i b[
C fh	K ccXghcW`ž`BYk`Mcf_ž`I G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fcgYb\Y]a &("XY • k k k "VYh\Y`k ccXgWbhYf"cf[• `YVYbi bXZfY]\Y]h"XY

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