:˙`cf]XU˙g˙FYhU]`˙H\YZh˙6`]hn.˙((˙5ffYghYXž˙CjYf˙˘&$$?˙FYWcjYfX˚

8]gWcjYf˙\ck˙GYa]bc`Y˙7cibhm˙dUfh]W]dUhYg˙]b˙:`cf]XU/˙¸˙$'˙-/g˙WfUW_Xck˙b`cb˙cf[Ub]nYX˙fYhU]`˙h\YZhž˙`YUX]b[˙hc˙g][b]ŽWUbh˙UffYghg˙UbX˙UggYh˙fYWcjYfm"

GYa]bc`Y˙7cibhmž˙:`cf]XUž˙I˙G5˙!˙5Wfcgg˙h\Y˙Gi bg\]bY˙GhUhYžˊU˙fYWYbh˙fYhU]`˙h\YZh˙V`]hn˙\Ug˙g\YX˙`][\h˙cb˙U˙[fck]b[˙]ggi Y˙h\Uh˙fYhU]`Yfg˙UbX˙`Uk˙YbZcfWYa Ybh˙UfY˙hUW_]b[˙\YUX!cb"˙5WWcfX]b[˙hc˙7`]W_˙Cf`UbXcžˊh\Y˙:`cf]XU˙8YdUfha Ybh˙cZ˙@Uk˙9bZcfWYa Ybh˙fl8@9Ł˙\Ug˙UffYghYX˙((˙]bX]j]Xi U`g˙WcbbYWhYX˙hc˙cf[Ub]nYX˙fYhU]`˙Wf]a Yž˙fYgi `h]b[˙]b˙U˙ghU[[Yf]b[˙fYWcjYfm˙cZ˙cjYf˙˘&$+ž$$$˙]b˙ghc`Yb˙UggYhg"˙H\]g˙g][b]ŽWUbh˙cdYfUh]cn˙hcc_˙d`UWY˙Ua]X˙U˙bUh]cbk]XY˙WfUW_Xck b`cb˙fYhU]`˙h\YZhž˙U]a YX˙Uh˙X]ga Ubh`]b[˙Wf]a Y˙f]b[g˙h\Uh˙\Uj Y˙VYYb˙d`U[i ]b[˙fYhU]`Yfg˙UWfcgg˙h\Y˙Wci bhfm"

H\Y˙]b]h]Uh]j Y˙g˙g[bU˙g˙U˙WccfX]bUhYX˙YZZcfh˙Ua cb[˙j Uf]ci g˙ghUhY˙`Uk˙YbZcfWYa Ybh˙U[YbW]Yg"˙5hhcfbYm˙; YbYfU`˙>Ua Yg˙I˙h\m Y]Yf˙Ya d\Ug]nYX˙h\Y˙]a dcfhUbWY˙cZ˙Wc``UVcfUh]cn˙Ua cb[˙U[YbW]Yg

`]_Y`h\Y`5`UW\i`U`7ci`bhm`G\Yf]ZZ`g`CZZ]WY`UbX`Cf`UbXc`Dc`]WY
8YdUfha Ybhž`k`]W\`Wc``YWh]j Y`m`k`cf_YX`hc`]bhYfWYdh`h\YgY`Wf]a Y
f]b[g"`Gi gdYWhg`UfY`ZUW]b[`U``]hUbm`cZ`W\Uf[Yg`fUb[]b[`Zfca
g\cd`]Zh]b[`UbX`dYhh`h\YZh`hc`Xfi[`dcggYgg]cb`UbX`YjYb
hfYgdUgg]b["

7ccfX]bUhYX 9ZZcfhg 5[U]bgh FYhU]` 7f]aY

9W\c]b[`h\Y`i f[YbWm`cZ`h\]g`]b]h]Uh]j Yž`5hhcfbYm; YbYfU``5g`Ym
Acc Xm`fYj YU`YX`h\Uh`UVci`h`+$ı`cZ`ghcfY`ck bYfg`UWfcgg`h\Y
bUh]cb`\Uj Y`bch]WYX`U`gi f[Y`]b`Wf]a Y`cj Yf`h\Y`dUgh`mYUf"`<[`\!
dfcZ]`Y`ga Ug\!UbX![fUV`]bW]XYbhg`\Uj Y`WUdhi fYX`\YUX`]bYgž
gdUf_]b[`WcbWYfb`dUfh]W`Uf`m`]b`W]h]Yg``]_Y`GUb : fUbW]gWc`" Hc
Wca VUh`h\]g`f]gYžAcc Xm`\Ug`Ui bW\YX`h\Y`: `cf]XU`Cf[Ub]nYX
FYhU]` 7f]aY`9I W\`Ub[Y  U`ghUhYk]XY`hUg_`ZcfWY`U]a YX`Uh`g\Uf]b[
]bZcfa Uh]cb`Ua cb[`fYhU]`Yfg`UbX``Uk `YbZcfWYa Ybhž`Ugg]gh]b[`]b
h\Y`]XYbh]Z]WUh]cb`cZ`h\Yž`hfYbXg`UbX`gi gdYWhg"

H\]g`XUhUVUgYž`_bck b`Ug`HF 9I H<žk]``Ya dck Yf`fYhU]`Yfg`UbX``Uk
YbZcfWYa Ybh cZZ]W]Ufsž`dfcj ]X]b[`U`d`UhZcfa `hc`i d`cUX`XUhU
fY`UhYX`hc`h\YZh`]bW]XYbhg"`6m`WfYUh]b[`h][ ghYf`WccfX]bUh]cbžh\Y
hUg_`ZcfWY`k]``YbUV`Y`ZUghYf`fYgdcbgYg`hc`cf[Ub]nYX`fYhU]`"`h\YZhgž
dchYbh]U``m`fYXi W]b[`h\Y]f`dfYj U`YbWY`]b`: cf]XU"`5g`h\Y`DfYg]XYbh
cZ`h\Y`: cf]XU`FYhU]`: YXYfUh]cbžGWchh`G\U``Ymž`bchYXžUXXfYgg]b[
cf[Ub]nYX`fYhU]`Yfg`]g`Wfi W]U``Zcf`cWU`Vi g]bYggYgžUg`]h\Ug`U
X]fYWh`]a dUWh`cb`df]WYg`Zcf`Wcbgi a Yfg"

B Uj][Uh]b[`h\Y`B Uh]cbU``@UbXgWUdY

: cf]XU`gYZZcfhg`UfY`dUfh`cZ`U`VfcUXYf`bUh]cbU``a cj Ya Ybh`h\Uh
fYWYbh`m`gUk `cj Yf`($$`UffYghg`UWfcgg`&,`ghUhYgžUWWcfX]b[`hc`: cl
6Uh`a cfY"`Cf[Ub]nYX`Vm`U`hUg_`ZcfWY`]b`7cc_`7ci bhmž=`]bc]gžh\]g
]b]h]Uh]j Y`hUf[YhYX`a U'cf`fYhU]`` W\U]bg`gi W\`Ug`<ca Y`8Ydch`UbX
HUf[Yhž ZcW`g]b[`cb`X]ga Ubh]b[`bYhk cf_g`k\YfY`ghc`Yb`[ccXg
UfY`gc`X`Zcf`dfcZ]h"`CVgYfj Yfg`fYdcfh`h\Uh`fYhU]`` Wf]a Y`]bW]XYbhg
gi f[YX`Vm`-'ı `Zfca `&$%- hc`&$&' žU`Z][i fY`h\UhgdYU_gj c`i a Yg
UVci h`h\Y`WU``Yb[Yg`ZUW]b[`fYhU]`Yfg`hcXUm"

H\Y fYdYfW'gg]cbg cZ cf[Ub]nYX fYhU]` h\YZh UfY g][b]ZWUbh"
BUh]cbU``mž]h]g Ygh]aUhYX h\Uh h\]g hmdY cZ Wf]aY Wcghg
Vi g]bYggYg Ufci bX ˜'$ V]``]cb Ubbi U``mž +b U fYvYU`]b[
ghUhYa Ybhž KU`a Ufhž ]b : YVfi Ufmž hcc_ U`Zfma ghUbX U[U]bgh
fYdYUh g\cd`]ZhYfgž\][\`][\h]b[h\Y a dcfhUbWU cZ'a U]bhU]b]b[U
d`YUgUbh g\cdd]b[Yl dYf]YbWY Zcf]hg Wi ghcaYfg" H\]g gYbh]a Ybh
fYgcbUhYg UWfcgg]cf]XUž Ug Vi g]bYggYg gYY_ bch cb`mhc fYWcjYf
`cggYg Vi h U`gc hc Zcghfr U gUZY UbX]bj]h]b[Ybj]fcba Ybh Zcf
g\cddYfg"

5g]cf]XU Wcbh]bi Yg hc hU_Y ghYdg hc UXXfYgg UbX a]h][UhY
cf[Ub]nYX fYhU]` Wf]a Yž h\Y Wc``UVcfUh]cb VYhk YYb `Uk
YbZcfWYa Ybh U[YbWYg UbX fYhU]`Yfg Wci `X d`Um U Wfi W]U` fc`Y]b
fYg\Ud]b[h\Y fYhU]` `UbXgWUdY" K]h\ ghU_Y\c`XYfg UWfcgg h\Y
ghUhYY di ``]b[ hc[Yh\Yfž h\YfY g\cdY h\Uh bYk ghfUhY[]Yg k ]``\Y`d
WfrV h\]g YgWU`Uh]b[ ]ggi Y Zcf h\Y VYhhYfa Ybh cZ dUhfcbg UbX
fYhU]`Yfg U`]_Y"

: cf a cfY]bZcfa Uh]cb cb h\Y cb[c]b[ ]b]h]Uh]vYgž mci WUb fYUX
UVci h h\Y UffYghg]b XYhU]` Uh 7`]W_ Cf`UbXcž h\Y Ui bW\ cZ h\Y
hUg_ ZcfWY Uh A m:]cf]XU @Y[U`žUbX h\Y bUh]cbU` WfUW_Xck b
fYdcfhYX Vmž ci 6U`h]a cfY"

8 YhU]`g	
Cfh	GYa]bc`Y 7ci bhmž]cf]XUžI G5
Ei Y``Yb	• k k k "W]W_cf`UbXc"Wca • k k k "a mZcf]XU`Y[U`"Wca • Zcl VU`h]a cfY"Wca

6Ygi W\Yb G]Y i bg Ui Z a Y]b!k]Yb"bYh