7\Uf[Yfg`9mY`>U`Yb`FUa gYm`HfUXY.`5
;Ua Y!7\Ub[]b[`Acj Y3

9l d`cfY`h\Y`dchYbh]U`hfUXY`cZ`8c`d\]bg`WcfbYfVUW_`>U`Yb
FUa gYm`hc`h\Y`7\Uf[Yfg`UbX`h\Y`]a d`]WUh]cbg`Zcf`Vch\
hYUa g"

A]Ua]`; UfXYbgž: `cf]XUž`I G5`!`H\Y`Vi nn`gi ffci bX]b[ `>U`Yb
FUa gYm g`dchYbh]U`hfUXY`Wcbh]bi Yg`hc`[ fck `Ug`h\Y`A]Ua]
8c`d\]bg`WcfbYfVUW_`a U_Yg`\YUX`]bYg`k]h\`\]g`dfYZYfYbWV`Zcf
hYUa g`cb`h\Y`K Ygh`7cUghž`dUfh]W`Uf`m`h\Y`@cg`5b[Y`Yg`FUa g`UbX
h\Y`7\Uf[Yfg"`5WWcfX]b[`hc G="Wca `ž`h\Y`7\Uf[Yfg`UfY`gYYb`Ug`U
`YUX]b[ `WUbX]XUhY`hc`UWei]fY`h\Y`ghUf`d`UmYfž`k \c`\Ug`UXcdhYX`U
WYUf`XYg]fY`hc`fYhi fb`hc`7U`] Zcfb]U`UZhYf`\]g`h]a Y`k]h\`h\Y`FUa g"

H\Y`8c`d\]bg`\Uj Y`VYYb`UWh]j Y`m`gYY_]b[ `U`hfUXY`Zcf`FUa gYm
g]bWV`5df]`žUg`fYdcfhYX`Vm`6`YUWV`Yf`FYdcfh"`FUa gYm g`WcbhfUWh
UXXg`U`UmYf`cZ`Wca d`Yl ]hmž`ZYUhi f]b[`U`˘%*"+`a]``]cb`WUd`\]h`]b
&$&)`žk \]WV`YgWU`UhYg`g][b]Z]WUbh`m`]b`gi VgYei Ybh`mYUfg"`8Ygd]hY
h\]g`\YZhm`df]WV`hU[ žh\Y`8c`d\]bg`a Um`Z]bX`h\Ya gY`j Yg`]b`U`h][\h
gdch`žUg`h\Ym`UfY`U`fYUXm`]_Y`m`hc`UbX`U`gi VghUbh]U`fYhi fb`Zcf`\]a "`5b
]bhf][i]b[`dcgg]V]`]hm`Uf]gYg.`U`Zci fh\!fci bX`d]W_`Wci `X`gi ZZ]WYž
dUfh]W`Uf`m]Z`A ]Ua ]`UVgcfVg`gca Y`cZ`FUa gYm g`gU`Ufm"

7\Uf[Yfg`]b`U`7cfbYf

H\Y`7\Uf[Yfg`fYWVbh`m`ZUWVX`U`gYhVUW_`k ]h\`h\Y``cggYg`cZ`?`f]gh]Ub
: i `hcb`UbX`5gUbhY`GUa i Y`˘ f"ž`]bWfYUg]b[`h\Y]f`bYYX`Zcf`U`fY`]UV`Y
WcfbYfVUW_"`K \]`Y`h\Ym`\Uj Y`gca Y`dfca]g]b[`gYWcbX!mYUf
d`UmYfg`]_Y`HUf\YYV`Gh]``UbX`7Ua `<Ufh`ghYdd]b[ `i dž`FUa gYm g
Yl dYf]YbWV`Wci `X`dfcj ]XY`h\Y`j YhYfUb`dfYgYbWV`h\Ym`XYgdYfUhY`m
bYYX"`H\Y`fYU`]nUh]cb`h\Uh`h\Ym``Yh`FUa gYm g`]d`h\fci [ \`h\Y]f

Z]b[Yfg Xi f]b[h\Y &$%* XfUZh k \Yb h\Ym cdhYX Zcf cYm 6cgU
]bghYUX UXXg U hk]gh cZ]fcbmhc h\]g XYj Y cd]b[g]hi Uh]cb" H\]g
h]a Yž h\Y 7\Uf[Yfg a Um]bXYYX \Uj Y U gYWcbX W\UbWY hc Vf]b[
\]a cb VcUfX Gdcfh]b[BYk g"

7\Uf[Yfg [YbYfU a UbU[Yf cY <cfh]n]g _bck b Zcf VY]b[WUih]ci g
k]h\ Z]bUbWU XYW]g]cbg UbX XfUZh d]W_gž U ghfUhY[m h\ Uh \ h\
gYfj Y \]a k Y]j Yb h\Y W ffYbh UbXgWUdY cZ dchYbh]U hfUXY
X]gW gg]cbg" H\Y 7\Uf[Yfg UfY g]hh]b[cb ‘ gh]bXYf &, a]‘cb]b
dfc YWhYX WUd gdUWY Zcf h\Y i dWa]b[gYUgcbž a U_]b[h\Ya
g]‘ h]m a cfY ZYI]V‘Y h\Ub h\Y FUa gž k \c \Uj Y UVci h &&)
a]‘cb Uj U]‘UV‘Y" <ck Yj Yfž h\Ym a i gh Yj U‘i UhY k \Yh\Yf h\Y
WcfbYfVUW_ dcg]h]cb]g h\Y]f a cgh Wf]h]WU‘ bYYXž Wcbg]XYf]b[
YI]gh]b[hU‘Ybh"

K \Uh g BYI h Zcf FUa gYm3

5g h\Y 8c‘d\]bg gYY_ hc [Yh h\Y VYgh dcgg]V‘Y fYhi fb Zcf FUa gYmž
]h fYa U]bg i bWYUf k \Yh\Yf h\Y 7\Uf[Yfg k]‘‘ UWh XYW]g]j Y‘m
VY Zcf\Y hfU]b]b[WUa d _]W_g cZZ]b ‘m" K]h\ 9GDB g 5XUa
GW\YZhYf dfYX]Wh]b[U hfUXY]g]a a]bYbhž h]a Y]g cZ h\Y YggYbWY"
H\Y 8c‘d\]bg UfY i bXYf dfYggi fY hc Z]bU‘]nY U XYU‘ž UbX
UVgcfV]b[gca Y cZ FUa gYmg WcbhfUWh Wci ‘X a U_Y \]a U a cfY
UhhfUWh]j Y cdh]cb Zcf h\Y 7\Uf[Yfg" =b h\Y Yj Yf!Wca dYh]h]j Y k cf‘X
cZ h\Y B:@ž k \YfY h\Y ghU_Yg UfY \][\ž h\YfY]g WYfhU]b‘m
gca Yh\]b[hc VY gU]X Zcf gY]n]b[cddcfhi b]h]Yg k \]‘Y h\Ym‘Ugh"

K \]‘Y ‘U‘Yb FUa gYm a Um bch VY Uh h\Y dYU_ cZ \]g dYfZcfa UbWY
Ug VYZcfYž \]g g_]‘‘ gYh UbX dcgg]V‘Y hfUbg]h]cb hc gUZYhm]b h\Y
Zi hi fY \c‘X g][b]Z]WUbh jU‘i Y" 5g FUbg YU[Yf‘m Uk U]h h\Y
XYj Y‘cda Ybhg cZ h\Y hfUXY hU‘_ž]hg WYUf h\Uh U dchYbh]U‘
fYi b]cb Wci ‘X VY cb h\Y \cf]ncb" H\Y 7\Uf[Yfž k]h\ h\Y]f ‘YmY‘cb
U ghfcb[g\ck]b[bYI h gYUgcbž a i gh k Y][\ U‘‘ cdh]cbg WUfYZi ‘‘m
UbX Wcbg]XYf k \Yh\Yf Vf]b[ ]b[ ]b U dchYbh]U‘ <U‘‘ cZ: Ua Yf Uh U
‘ck Wcgh]g ‘ gh h\Y a cj Y h\Ym bYYX hc gc]X]Zm h\Y]f fcghYf Zcf h\Y
i dWa]b[mYUf"

8YhU]`g	
Cfh	A]Ua]˙; UfXYbgž: `cf]XUžI G5
EiY``Yb	• kkk"g]"Wca • V`YUWXYffYdcfh"Wca • kkk"gdcfh]b[bYkg"Wca

6Ygi WXYb˙G]Y˙ibg˙Ui Z˙aY]b!k]Yb"bYh