< ci g]b[˙7f]g]g˙5`Yfh.˙7U`]Zcfb]U˙UbX˙BYk
⊱YfgYm˙7ci bh]Yg˙A cgh˙5h!F]g_˚

9l d`cfY˙<Ua ]`hcb˙7ci bhm⁄˛$'-/g˙\ci g]b[˙a Uf_Yh˙f]g_g˙]b
&$&)˙ž˙\][\˙`][ \h]b[˙j u `bYfUV]`]hmž˙UZZcfXUV]`]hmž˙UbX
YWcbca]WW\U``Yb[Yg"

<Ua]`hcb˙7ci bhmž≡Bž⌐G5 ! ˙5g˙h\Y˙fYU``YghUhY˙`UbXgWUdY˙]b
h\Y˙I "G"˙Wcbh]bi Yg˙hc˙Yjc˙j Yž˙fYW`bh˙Z]bX]b[g˙g\YX ``][\h˙cb
a Uf_Yhg˙ZUW]b[˙g][ ]bZ]WUbh˙\ci g]b[˙f]g_"˙±b˙dUfh]W `Ufž˙Wci bhYg˙]b
7U`]Zcfb]U˙UbX˙BYk ⊱YfgYm˙UfY˙\][ \`][\hYX˙Ug˙h\Y˙a cgh
ji `bYfUV`Yž˙UWWci bh]b[˙Zcf˙bYUf`m˙\U`Z˙cZ˙h\Y˙hcd') $˙Uh!f]g_
\ci g]b[˙a Uf_Yhg˙UWWcfX]b[˙hc˙F]ga YX]U"˙H\]g˙fYU`]hm˙]g
Wca dci bXYX˙Vm˙U˙[fck]b[˙`]gh˙cZ˙ZUWhcfg˙W\U``Yb[ ]b[
\ca YVi mYfg˙bUh]cbk]XY"

H\Y˙5HHCA ˙GdYW]U`˙<ci g]b[˙F]g_˙FYdcfh˙UggYggYg˙j u `bYfUV]`]h]Yg
VUgYX˙cb˙Wf]h]WU`˙]bX]WUhcfg˙gi W\˙Ug˙UZZcfXUV]`]hmž˙fUhYg˙cZ
ZcfYW`cgi fYž˙UbX˙i bYa d`cma Ybh˙ghUh]gh]Wg"˙:cf˙]bghUbWYž˙k \]`Y
bUh]cbU``mž˙\ca YVi mYfg˙bYYX˙hc˙U``cWUhY˙UVci h˙ &")ı ˙cZ˙h\Y]f

]bWca Y˙hck UfX˙\ci g]b[˙Yl dYbgYgžfYg]XYbhg˙]b˙h\Y˙a cgh˙Uh!f]g_
Wci bh]Yg˙gYY˙h\]g˙bi a VYf˙g_mfcW_Yh˙hc˙Ub˙U˙Ufa]b[˙) -"'ı "H\]g
X]gdUf]hm˙dU]bhg˙U˙WcbWYfb]b[˙d]Whi fY˙Zcf˙h\cgY˙UhhYa dh]b[˙hc
YbhYf˙h\Y˙a Uf_Yh"

H\Y˙G]hi Uh]cb˙]b˙7U`]Zcfb]U˙UbX˙BYk˙>YfgYm

: fca ˙U˙VfcUXYf˙dYfgdYWh]j Yžh\Y˙fYdcfh˙]XYbh]Z]Yg˙U˙ghU[[Yf]b[
%(˙Wci bh]Yg˙]b˙7U`]Zcfb]U˙UbX˙b]bY˙]b˙BYk˙>YfgYm˙Ug˙dUfh]W˙Uf`m˙Uh
f]g_"˙H\]g˙]bWi XYg˙UfYUg˙k]h˙˙YmY!dcdd]b[˙ghUh]gh]Wg. ˙d˙UWW]g˙`]_Y
?]b[˙g˙7ci bhm˙]b˙BYk˙Mcf_žk \YfY˙fYg]XYbhg˙ZUWY˙\ca Y!fY˙UhYUXX
Wcghg˙Yl WYYX]b[˙h\Y]f˙Ubbi U`]bWca Y˙Vm%$-") ı "˙ß˙7U`]Zcfb]Už
fY[ ]cbg˙gi WX˙Ug˙GUb˙@i]g˙CV]gdc˙UbX˙CfUb[Y˙7ci bhm˙UfY˙U`gc
ZYY`]b[˙h\Y˙\Uhžwk \YfY˙h\Y˙]bWca Y!hc!\ca Y˙Yl dYbgY˙fUh]c˙]g
X]ghfYgg]b[`m˙\][ \˙Uh%$$%ı ˙UbX˙-+", ı ˙fYgdYWh]j Y`m"

5XX]h]cbU``mž]hg˙bchYk cfh\m˙h\Uh˙Ua cb[˙h\Y˙) +&˙Wci bh]Yg
UbU`mYXžU˙g\cW_]b[ ˙˙+", ı ˙fYdcfh˙dfcdYfh]Yg˙h\Uh˙UfY˙gYf]ci g`m
i bXYf˙k UhYf ˙a YUb]b[˙a cfh[U[Yg˙UfY˙Uh`UUgh˙&) ı ˙\][\Yf˙h\Ub
dfcdYfhm˙j U`i Yg"˙BUh]cbU``mžh\]g˙Z][i fY˙ghUbXg˙Uh˙ˆ˙gh˙&", ı ˙"
@ci]g]UbU˙`UUXg˙h\Y˙k Um˙k]h˙h\Y˙\][\Ygh˙fUhYg˙cZ˙h\YgY
i bXYfk UhYf˙dfcdYfh]YgžfYj YU`]b[ ˙hfci V`]b[˙hfYbXg˙Zcf
\ca Yck bYfg˙]b˙h\Uh˙fY[ ]cb"

: cfYWcgi fY˙UbX˙I bYa d`cma Ybh˙HfYbXg

: cfYWcgi fY˙fUhYg˙UfY˙Ubch\Yf˙WcbWYfb˙]b[˙a Yhf]Wžk]h˙cbY˙]b
Yj Yfm˙%ž) %) ˙\ca Yg˙UZZYWhYX˙bUh]cbk]XY"˙ß˙Wci bh]Yg˙ZUW]b[˙h\Y
\Ufg\Ygh˙fU`]h]Ygž˙]_Y˙8cfW\YghYf˙7ci bhmžG7 ˙f%˙]b˙('˙Łž
fYg]XYbhg˙ZUbX˙h\Ym˙gYj Yg˙Uh˙h\Y˙a ˙fWm˙cZ˙YWcbca]WWbX]h]cbg
h\Uh˙a UbmUfY˙gYY_]b[˙hc˙YgWUdY"˙H\Y˙UbU`mg]g˙g\ck g˙h\Uh˙%- "&ı
cZ˙Uh!f]g_˙Wci bh]Yg˙ZUWY˙ZcfYWcgi fY˙fUhYg˙\][\Yf˙h\Ub˙h\Y˙bUh]cbU`
Uj YfU[Yž˙U˙gcVYf]b[˙ghUh]gh]WZcf˙Wca a i b]h]Yg˙\cd]b[˙Zcf˙ghUV]`]hm
Ua]Xgh˙YWcbca]Wi bWYfhU]bhm"

K \Yb˙]h˙Wca Yg˙hc˙Ya d`cma Ybh˙dfcgdYWhgžUVci h˙cbY!h\]fX˙cZ
h\YgY˙Wci bh]Yg˙fYdcfh˙\][\Yf˙i bYa d`cma Ybh˙fUhYg˙h\Ub˙h\Y
bUh]cbU`Z][ i fY˙cZ('"' ı "˙K ]h˙Z][ i fYg˙gcUf]b[ ˙hc˙%*"*ı ˙]b ˙ˉa dYf]U`

7ci bhmž75ž]h g WYUf h\Uh YWcbca]WfY`]YZ]g a i WX bYYXYX" ₊b
ghUf_ WcbhfUghžfY[ ]cbg ``]_Y HYbbYggYY cZZYf U [`]a a Yf cZ \cdY
Zcf \ca YVi mYfgžk]h\ bi a Yfci g Wcibh]Yg fYdcfh]b[dcg]h]jY
WcbX]h]cbg"

7ca dUfUh]j Y GhUV]`]hm]b h\Y < ci g]b[A Uf_Yh

K \]`Ygca Y UfYUg ghfi [ [ `Yž]h g]bhYfYgh]b[hc bchY h\Uh
Uddfcl]a UhY`m \U`Z cZ h\Y YUgh]_Y m hc XYW]bY a Uf_Yhg UfY
`cWUhYX]b ghUhYg]_Y K]gWcbg]bžJ f[ ]b]Už HYbbYggYYžUbX
DYbbgm`jUb]U" ₊b ZUWhž h\YgY fY[ ]cbg UfY \ca Y hc k Y ``!dYfZcfa]b[
Wcibh]Yg k \YfY fYg]XYbhg gdYbX `Ygg h\Ub cbY!h\]fX cZ h\Y]f
]bWca Y cb \ci g]b["": cf]bghUbWUžA UX]gcb 7ci bhmž5@ghUbXg
ci hžk]h\ U a YfY `&%'(ı `cZ Ubbi U]bWca Y WUUbbYYX hck UfXg
\ca Y ck bYfg\]dža U_]b[ ]h U XYg]fUV`Y `cWU`Y Zcf bYk `Vi mYfg"

F]g]b[\ca Y df]WYg \UjY ci hdUWYX k U[Y [fck h\ UWfcgg a Ubm
fY[ ]cbgžZi fh\Yf Wca d`]WUh]b[ h\Y \ci g]b[ `UbXgWUdY" H\Y
jUfm]b[YWcbca]W a dUWhg g\ck `bch ī g h U [ Yc[ fUd\]WU `X]j]XYž
Vi h U`gc U ghUf_ fYU`]hm h\Uh a Ubm ZUWY bUh]cbk]XY" K]h\ hk c!
h\]fXg cZ h\Y) $ Wcibh]Yg a cgh YldcgYX hc dchYbh]U`XYW]bYg
bYgh`YX ]b 7U]]Zcfb]Už: `cf]XU ₌]bc]gžUbX h\Y BYk Mcf_ 7]hm UfYUž
]h g WYUf h\Uh h\Y g]hi Uh]cb XYa UbXg][ ]Ubh UhhYbh]cb"

: cf h\cgY bUj][Uh]b[h\Y hf]W_m k UhYfg cZ fYU YghUhY hcXUmž]h
UddYUfg h\YfY g gca Yh\]b[hc VY gU]X Zcf Yl YfW]g]b[WUi h]cb"
K \Yh\Yf]h g i bXYfghUbX]b[gdYbX]b[dUhhYfbg cf YmdcmaYbh
ghUhgžVch\ Vi mYfg UbX gY``Yfg k ci `X Xc k Y ``hc ghUm]bZcfa YX cb
hfYbXg]a dUWh]b[h\Y]f`cWU`g"

5g H\Y A cfh[U[Y Dc]bh \][\][\hgžcb[c]b[Zi WhiUh]cbg UfY
dUfh UbX dUfWY` cZ hcXUmg \ci g]b[a Uf_Yhžk]h\ a Ubm fY[ ]cbg
Yl dYf]YbW]b[g\]Zhg Zfca U %(!mYUf Vcca hc dchYbh]U`XYW]bYg"
?YYd]b[U k UhWX\ i ``m Y cb h\YgY hfYbXg \Y`dg WfYUhY U
Zci bXUh]cb Zcf]bZcfa YX XYW]g]cbg a cj]b[Zcfk UfX"

K]h\ ]bg][\h g Zfca A D5 A U[Un]bYž]h g WYUf h\Uh i bXYfghUbX]b[

h\Y``UbXgWUdY`]g`YggYbh]U`bch`cb`m`Zcf`dfcgdYWh]jY`Vi`mYfg`Vih
U`gc`Zcf`UbmcbY`]bjYghYX`]b`h\Y`\cig]b[`gYWhcf"`±`ffYa`U]bg`Wfi`WJU`
hc`ghUm`i dXUhYX`cb`k\]W\`a`Uf_Yhg`a`Um`ZUWY`Xckbhifbg`UbX
k\]W\`UfYUg`UfY`gYh`Zcf`a`cfY`ZUjcfUV`Y`WcbX]h]cbg"

8YhU]`g	
Cfh	<Ua]`hcb`7cibhmž`=Bž`l`G5
EiY``Yb	• kkk"f]gaYX]U"Wca • h\Ya cfh[U[Ydc]bh"Wca • kkk"a dUaU["Wca

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