I b`cW_`A YX]WU`6YbYZ]hg. `< c k
: fYY`UbW/fg`7Ub`╳c]b`A YI]Wc g`╣A GG`Bck °

@YUfb`\ck `]bXYdYbXYbh`k cf_Yfg`]b`A YI]Wc`WUb`Ybfc``]b`h\Y
╣A GG`Zcf`\YU`h`gYfj]WYgž`dYbg]cbgž`UbX`a cfYž`YZZYWh]j Y`┼`m
&$&) "

A ÅI]Wc`! `H\Y`┼bgh]hi hc`A YI]WUbc`XY``GY[ i fc`GcW]U``f� A GGŁ`]g
ghYdd]b[`i d`hc`a YYh`h\Y`bYYXg`cZ`k cf_Yfg`]b`hcXUm g`YWcbca mž
dfcj]X]b[`YggYbh]U``gYfj]WYg`hc`]bXYdYbXYbh`dfcZYgg]cbU`gž
ZfYY`UbW/fgž`UbX`YbhfYdfYbYi fg"`5g`k Y`Zcf[Y`U\YUX`]b`U`k cf`X
k \YfY`a Ubm`Z]bX`h\Ya gY`j Yg`ci hg]XY`hfUX]h]cbU`Ya d`cma Ybh
ghfi Wi Wi fYgž`]hg`Wfi WU`hc`i bXYfghUbX`\ck `h\YgY`VYbYZ]hg`WUb
]a dUWh`mci f`\YU`h\`UbX`Z]bUbW]U``gYW f]hm"

H\Y`╣A GG`\Ug`Ui bWXYX`U`dfc[ fUa `U]a YX`dfYW]gY`m`Uh`h\]g
Ui X]YbW/`žXi VVYX`A cXU``XUX`%$ž`XYg][ bYX`gdYW]Z]WU``m`Zcf`gY`Z!
Ya d`cmYX`]bX]j]Xi U`g"`5WWcfX]b[`hc ╠a U U[ Yb`F UX]cž`h`fci [\`h]g
a cXU`]hmž`gY`Z!ghUfhYfg`WUb`UWWggg`Ub`UffUm`cZ`VYbYZ]hg`U_]b`hc
h\cgY`Uj U]`UV`Y`hc`gU`Uf]YX`Ya d`cmYYg"`: fca `a YX]WU``gYfj]WYg`hc

dYbg]cb d`Ubgž A cXU`]XUX %$ \Ug VYWca Y U [Ua Y!WUb[Yf Zcf
a Ubm"

I bXYfghUbX]b[A cXU`]XUX %$

6i h k \Uh XcYg g][b]b[i d Zcf A cXU`]XUX %$ fYU``m a YUb3
9l dUbg]cb"a l g\YXg`][ \h cb h\Y gdYW][Wg Y`][]V`Y ]bX]j ]Xi U`gž
]bWi X]b[Ufh]gUbg UbX ga U`` Vi g]bYgg ck bYfgž[U]b UWWYgg hc
]a dcfhUbh gcW]U` gYW f]hm VYbYZ]hg" H]g]bWi XYg Wcj YfU[Y Zcf
a YX]WU` Wcbgi `hUh]cbgž \cgd]hU` ghUmgž d\Ufa UWi h]WU`gž UbX
Yj Yb a UhYfb]hm WUfY" : i fh\Yfa cfYž h\]g d`Ub Wcj Yfg]bWUdUW]hm
UbX dYbg]cb VYbYZ]hg Zcf i bZcfgYYb]ffW a ghUbWYg"

H\Y fYei]fYa Ybh hc ´c]b h\]g dfc[fUa]g ghfU][\h Zcfk UfX" Mci
bYYX hc VY Ub]bXYdYbXYbh k cf_Yf k]h ci h Ubm gi VcfX]bUhY
Ya d`cma Ybh fY`Uh]cbg\]dž dcggYgg U 7I F Dž U jU`]X =8ž dfccZ cZ
fYg]XYbWYž UbX Ub UWh]j Y Ya U]` UWWci bh" H\Y ZYY ghfi Whi fY]g
VUgYX cb mci f]bXYWUfYX a cbh\`m]bWca Yž Ufb[ ]b[Zfca h\Y
a]b]a i a k U[Y i d hc &) h]a Yg h\Y I A 5ž dfcj]X]b[ZYl]V]`]hm
hU]`cfYX hc YUW\ ]bX]j ]Xi U` g Z]bUbW]U` g]hi Uh]cb"

A cfYcj Yfž Ug U _]W_Yfž i gYfg k cb hbYYX hc \Uj Y dfYj]ci g`m
Wcbhf]Vi hYX Ug Ya d`cmYYg hc ´c]b A cXU`]XUX %$ž a U_]b[ ]h cdYb
UbX UWWYgg]V`Y hc U VfcUXYf Ui X]YbWY" H\]g ]g dUfh]W `Uf`m
bchYk cfh\mž Ug a Ubm dYcd`Y \Uj Y hfUbg]h]cbYX hc ZfYY`UbWY k cf_
Xi Y hc Yj c`j]b[YWcbca]W WcbX]h]cbg"

5XX]h]cbU` Cdh]cbg Zcf GY`Z!9a d`cmYX Kcf_Yfg

K \]`Y A cXU`]XUX %$ g\]bYg k]h\ ]hg Wca dfY\Ybg]j Y VYbYZ]hgž
h\YfY g a cfY hc Wcbg]XYf" 5g]XY Zfca]bX]j]Xi U` Wcj YfU[Yž h\Y
=A GG U gc cZZYfg U : Ua]`m < YU`h\ ]bgi fUbWY d`Ub Zcf h\cgY
XYg]f]b[cb`m a YX]WU` gYfj]WYg Zcf h\Y]f cj YX cbYgž k \]`Y Ubch\Yf
cdh]cbž A cXU`]XUX ($ž WUhYfg gdYW]Z]WU``m hc h\Y i bYa d`cmYX Vm
U``ck]b[h\Ya hc a U]bhU]b h\Y]f dYbg]cb Wcbhf]Vi h]cbg"

5g`\][\`][\hYX`]b **Fi bU\f**ž`h\Y ¬GG`\Ug`VYYb`cb`U`a]gg]cb`hc
Yb\UbWY`UbX`a cXYfb]nY`]hg`gYfj]WYg`Zcf`]bXYdYbXYbh`k cf_Yfg
g]bWY`h\Y`%--$g"/ fca `VUg]Wa YX]WU`gYfj]WYg`]b`h\Y`YUf`mXUmg
hc`hcXUmg`Wca dfY\Ybg]jY`cZZYf]b[gž]bWiX]b[`dYbg]cbg`UbX
gcW]U``VYbYZ]hgžh\Ymj Y`U]a YX`hc`]a dfcjY`UWWYgg]V]`]hm`UbX
gi ddcfh"

K\Uhg`fYa Uf_UV`Y`UVci h`h\Y ¬GG`]g`]hg`Wca a ]ha Ybh`hc
ZYl]V]`]hm"`Mci f`W\c]WY`cZ`gU`Ufm`UgY`Zcf`Wcbhf]Vi h]cbg`]g`Ybh]fY`m
i d`hc`mci ž`k\]W\`a YUbg`mci `WUb`UX_ighUWWcfX]b[`hc`mci f
Z]bUbW]U``WUdUV]`]hm"`DUma Ybhg`WUb`U`gc`VY`a UXY`h\fci [\`jUf]ci g
a Yh\cXgž`gi W\`Ug`VUb_`VfUbW\Yg`UbX`Y`YWhfcb]W
hfUbgZYfg U``ck]b[`[Ybi ]bY`YUgY`cZ`UWWYgg`Zcf`h\cgY`]`[[`]b[
a i `h]d`Y`fYgdcbg]V]`]h]Yg"

H\Y`FcUX`5\YUX

5g`h\Y`k cf`X`Wcbh]bi Yg`hc`g\]Zh`hck UfXg`[[`UbX`ZfYY`UbWY`k cf_ž
h\Y`VYbYZ]hg`cZ`^c]b]b[ ¬GG`UfY`VYWca ]b[`]bWfYUg]b[`m
]a dcfhUbh"`bX`Y`jXiU`g`k\c`Ybfc``]b`h\]g`dfc[fUa `bch`cb`m[U]b
UWWYgg`hc`YggYbh]U``\YU`h\`gYfj]WYg`Vi h`U`gc`]a dfcjY`h\Y]f`cb[!
hYfa `Z]bUbW]U``ghUV]`]hm`k]h\`dchYbh]U``dYbg]cbg`UbX`ch\Yf`gcW]U`
VYbYZ]hg"

bW`cbWi g]cbž`]Zmci `fY`Ua cb[`h\Y``Y[]cb`cZ`ZfYY`UbWY`fg`UbX
]bXYdYbXYbh`k cf_Yfg ž`Wcbg]XYf`hU_]b[`h\Y``YUd`]bhc`h\Y ¬GG
`UbXgWUdY"`H\Y`gi ddcfh`]g`h\YfYžhU]`cfYX`Zcf`mci ž`UbX`Ug`h\Ym
gUmž`H\YfY`g`gca Yh\]b[`hc`VY`gU]X`Zcf`\Uj]b[`U`[ccX`\UbX"
8cb`h`a]gg`ci h`cb`h\Y`cddcfhi b]hm`hc`gUZY[i UfX`Vch\`mci f`\YU`h\
UbX`mci f`Zi hi fY˚

8YhU]`g	
Cfh	A Å|]Wc
Ei Y``Yb	• kkk"]a U[YbfUX]c"Wca "aI • Yl dUbg]cb"aI • fi bU\f"Wca

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