: `cf]XU'HYUWXYf'7Ui[\h']b'; i b!Fi bb]b[GWXYaY': UWYg'Df]gcb'H]aY

5'<]``gVcfci[\'7ci bhmhYUWXYfž'G\Ubbcb'@YY'GUa`U`g]b[\ž d`YUXg'[ i ]`hm'hc'[i b'fi bb]b[Zcf'U'Wf]a]bU'cf[Ub]nUh]cbž ZUW]b[i d'hc'Zj Y'mYUfg']b'df]gcb"

<]``gVcfci[\'7ci bhmž': `cf]XUž'I G5'!'5'fUh\Yf'X]ghi fV]b[ 'WUgY \Ug'Ya Yf[YX'Zfca '<]``gVcfci[\'7ci bhmž'k\YfY'\][\'gWXcc` hYUWXYf'G\Ubbcb'@YY'GUa`U`g]b[\ž'U[YX'(*ž\Ug'UXa ]hhYX'\Yf ]bj c`j Ya Ybh']b'U'[i b!fi bb]b['cdYfUh]cb'`]b_YX'hc'U'hfUbgbUh]cbU` Wf]a]bU`'cf[Ub]nUh]cb"'ⅎb'U'd`YU'Ubbci bWYX'Vm'h\Y'8YdUfha Ybh'cZ ⅎ±gh]WY'cb'⅃i bY'&$ž'&$&)ž'GUa `U`g]b[\'d`YX'[ i ]`hm'hc'Wcbgd]fUWm hc'a U_Y'ZU`gY'ghUhYa Ybhg'hc'U'Z]fYUfa g'XYU`Yfž'g\YXX]b['`][ \h'cb U'hfci V`]b[']bhYfgYWh]cb'VYhk YYb'YXi WUh]cb'UbX'cf[Ub]nYX'Wf]a Y" H\Y'hYUWXYf'\U]`g'Zfca 'HUa dU'UbX'U``Y[YX`m'cdYfUhYX']b'hUbXYa k ]h\'U'Hf]b]XUX]Ub'Wf]a ]bU`'[fci dž'di fWXUg]b['Z]fYUfa g'i bXYf ZU`gY'dfYhYbgYg'k ]h\'h\Y']bhYbh'cZ'ga i [[`]b['h\Ya 'VUW_'hc'\Yf \ca Y`UbX"

5WWcfX]b[`hc `5 6 7 `5 Wh]cb `B Yk gžVYhk YYb `&$&$ `UbX `&$&%ž
GUa `U`g]b[\`k Ug`UWh]j Y`]b`UWei]f]b[`gYj YfU`UggUi `h`f]ZYgž
a U[Un]bY`W]dgžUbX`Wca dcbYbhg Zfca ``]WYbgYX XYU`Yfg`]b`Vch\
<]``gVcfci [\`UbX`A]Ua]!8UXY `7ci bh]Yg" G\Y`ZU`gY`m`Wca d`YhYX
ZYXYfU``Zcfa g`WU]a ]b[ `hc `VY`h\Y`Vi mYf`k \]`Y`fYW`]j]b[
]bhYfbUh]cbU``k]fY`hfUbgZYfg`X]fYWhYX`Vm`h\Y`Wf]a ]bU`
cf[Ub]nUh]cb"`: cf`\Yf`YZZcfhgžg\Y`dcW_YhYX`U`dcfh]cb`cZ`h\Y
]bWca]b[`Zi bXg`Ug`Wca dYbgUh]cbžk \]W\`fU]gYg`YmYVfck g`UVci h
h\Y`a cfU``Wca dUgg`cZ`]bX]j]Xi U`g`k \c`g\ci `X`VY`cf`Y`a cXY`g`Zcf
mci b[`a]bXg"

H\Y `A YW\Ub]Wg `cZ`h\Y `HfUXY

H\Y `cdYfUh]cb `XYhU]`g `fYj YU`U`WcbW\fb]b[`a Yh\cX`cZ`ga i [ [ `]b[ž
k \YfY]b`Z]fUfa g`k YfY`WYj Yf`m`WcbWYU`YX`]bg]XY`U`Uf[ Y`k]fY`Ygg
gdYU_Yf`UbX`Vcl]b[`Yei ]da Ybh"H\Y`]``]W]h`Z]fUfa g`hfUXY`]g
bchcf]ci g`Zcf`]hg`Wca d`Yl]hm`UbX`XUb[Yfž`i ghfUh]b[ `h\Y `Yb[h\g
hc `k \]W\`]bX]j]Xi U`g`k]``[c`hc `ZUW]`]hUhY `gi W\`cdYfUh]cbg"`Cb `5df]`
&%ž`&$&%žUi h\cf]h]Yg`Uh`D]UfWc `∔bhYfbUh]cbU``5]fdcfh`]b `Hf]b]XUX
gY]nYX`U`g\]da Ybh`WcbhU]b]b[ `U`WUW\Y`cZ`Z]fUfa gž`]bWi X]b[
Y`Yj Yb `-a m `d]ghc `g`UbX`5F!%) `Wca dcbYbhgžU``hfUW\UVY`hc
GUa `U`g]b[\ g`di fW\UgYg"H\Y `]hYa g`WcbZgWUhYX`dU]bh`U`[f]a
d]Wh\i fY`cZ`h\Y `Yl hYbh`cZ`\Yf`]bj c`j Ma Ybh`UbX`h\Y `dchYbh]U`
]a dUWh`cb`di V`]WgUZYhm`]b`Hf]b]XUX"

∔j Ygh][Uhcfg`Zfca `<ca Y`UbX`GYW f]hm`UbX`h\Y `6i fYUi `cZ`5`Wc\c`ž
HcVUWWcž:]fUfa g`UbX`9l d`cg]j Yg``YX`h\Y `WUf[Y`U[ U]bgh`h\]g
cdYfUh]cb"`5g`ghUhYX`Vm`h\Y `8YdUfha Ybh`cZ`≱ gh]WWž
GUa `U`g]b[\ `Wc``UVcfUhYX`k ]h\`gYj YfU``U[YbW]Ygž]bWi X]b[
Hf]b]XUX`UbX`HcVU[c g`A ]b]ghfm`cZ`BUh]cbU``GYW f]hmžhc `i bfUj Y`
h\Y `Wf]a]bU``k YV`g\Y `VYWUa Y`YbhUb[ `YX`]b"`≱ h\`\][ \`hg`h\Y `bYYX
Zcf`U`WccfX]bUhYX`YZZcfh`UWfcgg`VcfXYfg`hc `Wca VUh`gi W\
XUb[Yfci g`Wf]a]bU``YbhYfdf]gYg"

H\Y `K ]XYf`7cbhYl h`cZ`5fa g `HfUZZ]W_]b[

∔c i f`]bWfYUg]b[ `m`]bhYfWcbbYWhYX`k cf`Xž`h\Y `fUa ]Z]WUh]cbg`cZ
Ufa g`hfUZZ]W_]b[ `ghfYhW\`ZUf`VYmcbX`h\Y `]b]h]U``di fW\UgY"

FYgYUfW\ `Zfca `h`Y `; `cVU` `=b]h]Uh]j Y `Z]bXg`h`\Uh`h`Y `dfc`]ZYfUh]cb
cZ`Z]fYUfa g`YgWU`UhYg`WcbZ]Whg`UbX`ZYYXg`]bhc`j Uf]ci g`Wf]a ]bU`
YbhYfdf]gYg"`Gi W\`hfUXYg`Xc`bch`cb`m`YbXUb[Yf``]j Yg`]b`h\Y
]a a YX]UhY`j ]W]b]hm`Vi h`U`gc`dcgY`g][b]Z]WUbh`h\fYUhg`hc
gi ghU]bUV`Y`XYj Y`cda Ybh`UbX`gcW]U``dYUW\`[ `cVU``m"`H\Y
XmbUa]Wg`cZ`h\]g`hfUXY`UfY`W`ca d`Y\ /Zf YUfa g`WUb`VY`cVhU]bYX
h\fci [\`jUf]ci g]`Y[U`a YUbgžUbX`cbW]`]b`W]fW` `Uh]cbžh\Ym
ZUW]`]hUhY`U`d`Yh\cfU`cZ`Wf]a]bU``UWh]j]h]Yg`]bWi X]b[ `j]c`YbWYž
Yl hcfh]cbžUbX`Xfu[ `hfUZZ]W_]b["

5 `&\$&% fYdcfh`Zfca `h\Y`; `cVU``Cf[Ub]nYX `7f]a Y`=bXYl `fUb_YX
Ufa g`hfUZZ]W_]b[ `Ug`h\Y`h\]fX`a cgh`dfYj U`Ybh`hmdY`cZ`cf[Ub]nYX
Wf]a Yž`]bX]WUh]b[ `h`Uh`h\]g`]ggi Y`XYa UbXg`cb[ c]b[ `gWfi h]bm`UbX
dfcUWh]j Y`a YUgi fYg`Zfca `[ cj Yfba Ybhg`k cf`Xk ]XY"`H\Y`]``]W]h
Z]fYUfa g`hfUXY`]g`]bhYfhk ]bYX`k]h\`bi a Yfci g`ch\Yf`Wf]a Ygž
WfYUh]b[`U`ccd`h\Uh`]g`X]ZZ]W` `h`hc`VfYU_"`; cj Yfb]b[`VcX]Yg`UfY
WU``YX`i dcb`hc`Yb\UbWW`a cb]hcf]b[`cZ`Ufa g`hfUXYg`UbX`UXXfYgg
h\Y`Yl ]gh]b[ `fY[i `Uhcfm[ Udg`h\Uh`dYfa ]hg`gi W\`cdYfUh]cbg`hc
h\f]j Y"

5g`G\Ubbcb`@YY`GUa `U`g]b[ `\`Uk U]hg`gYbhYbW]b[`` ZUW]b[`U
a Ul]a i a `cZ`Z]j Y`mYUfg`]b`ZYXYfU``df]gcb` ]hg`Wfi W]U``Zcf`gcW]YhY
hc`fYZ`YWh`cb`h\Y`]a d`]WUh]cbg`cZ`\Ydf`W]WYg"`H\Y `YUgY `k]h\ `k]W\
g\Y`k Ug`UV`Y`hc`Vi m`UbX`gY```ZfYUfa g`g\][ [ `\` [ hg`h\Y
ji `bYfUV]`]h]Yg`k ]h\]b`ci f`gmghYa gž`YgdYW]U``m`h\cgY`d`UWYX`]b`h\Y
hfi gh`cZ`YXi WUhcfg"`=g`YfjYg`Ug`U`gcVYf]b[ `fYa]bXYf`h\Uh`Yj Yb
h\Y`a cgh`i bYl dYWhYX`]bX]j ]Xi U`g`WUb`VYWca Y`YbhUb[ `YX`]b`h\Y
hfci V`]b[ `k cf`X`cZ`cf[ Ub]nYX`Wf]a Y"

8 YhU]`g	
C fh	<]``gVcfci [\`7ci bhmž`:`cf]XUžI`G5
E i Y``Yb	• k k k "UVWWUh]cbbYk g"Wca • k k k "^i gh]WY"[cj • [`cVU`]b]h]Uh]j Y"bYh

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