

DfYggVf]Yz]b[gk YFYdi V]WfYU]cbgX]gUhf'g'5 Zi ghfYX'DfYgg'GYWfMfm? Uf]bY>Yub!D]YffY
UddYUFYXci hcZ\Yf'XYdh\ mYhU] U]b h\fc k b'cb h\YXYZbglj YUg'g\Ygfi [[\YX'h\fc i [\
]bWfYUg]b[`mWbhMh]ci g'Yl WUb[Yg'k]h\ fYdcfhYfgVmWU]a]b[h\Y5Xa]b]gfU]cb'UMMX
dfcdYf`ni dcb'X]gW] Yf]b[h\YXcWa Ybhg'I bUVYhc`dfcj]XY'g Vg]Lbh]j YUbgk Yfg'z'g\Ygla d`m
fYz gYX'hc fYgdc bX'UbXfYZffYXU`]bei]f]Yg'hc h\Y8 YdUfha Ybhcz>i gh]W'

6]Xybf]g'WUgg]Z]YX'XcWa YbhgbU] g'dfYXUy` \]g'dfYg]XybWn

BchYj Yb WcgYzVi hZUgYyei]j UYbWnVYk Yb'6]Xybzhfi a d
WUgg]Z]YX'XcWg'WgYgWbh]bi Yg

H\Ya cghXUa U]]b[`Vck`hc]hg'WXX]V]]mUbX'a i W'hc i hXgYZ XYWUFYX'Wa a]ha Ybhic
hfUbgdUFYbWz\ck Yj YfzWa Yk]h\ h\YfYj YU]cb`h\YWUgg]Z]YX'a Uhf]U`k Ug'Zci bX'cb' Bcj "'&
Vi hbchUWbck`YX] YX'di V]Wm] bh`YUf`Yf h\]g'a cbh\ UZmf'Ua YX]U`YU`zU]ha Y`]bY
]a a YX]U]mUHUWYXVmW]h]Wg'Ug'Ub`U]hYa dhic`_ Yd'h\YX]gW] Yfmg'WYhlc`Uj c]X'hVYWa]b[
UdYf]`ci g]gg] Y]b h\Yk YU`YU]b[i d'hc h\YWa dY]h]j Ya]X]hfa`7cb[fYgg]cbU`YWM]cb"

H\YFYUFYX]Z]fYbWg'z'hc`VY'g fYzVYk Yb h\Ya UbbYf`]b'k \]W`h\YXcWa YbhdcggYgg]cb`Ug
VYb`UbX'YXVm]6]Xyb UbX'Hi a dzbchU'nm]h\YUa ci bhcz'a Uhf]U`YUW`YX'f'Hi a d
fYdcfhX'm`YdhU'Zf`[fYUhf`j c`i a YL'UbX'h YWffYbhdfYg]Xyb]g'ei]W`mbch]Z]b[`h\YB U]cbU`
5fW]j Yg'UbX>i gh]W8 YdUfha Ybhk` \]Y'Hi a dI`]b`UgYf]ci g'Vi bXYf`g]LfhX'UZ] \]h\Yk Ug'
XYgh]bYX'hc`cgYI` Xi []b` \]g`Yg'z'fYg]ghX'UbX`]bgl]hX'h\YXcWa Ybhg'VYcb[YX'hc` \]a` i bh`
Ub: 6=gYUFW'cZ\]g`ca Y`Ugh]5i [i ghfYf]Yj YX'h Ya "

H\YgYX]gh]bW]cbg'z'hc i [\zUFYa Uhf]g'cZXY[fYfU'h\Yf`h\Ub'a Uhf]g'cZUM]UbX'Ug]g'h\YWgY
]b'dc`]h]W` X]gdi hYg'UbX'Wb]f'cj Yf]g]Yg'z'g VhYm]z'bi UbWz'Wb]h] hUbX'dc`]W]X]f]j Yb
Yl d`UbU]cbg`UW]]a dUM'

=b h\]g]]bgl]bW]i` _Yg]a]Uf'ch\Yf]gI` h\Ya YX]U'UbX'dc`]h]W`g`cfh\UbX'X]f]j Yh\YbUfU]j Yz
dUf]h]W`Uf`m]b`Ub`Ybj]f'cba YbhX'ca]bU'hX'Vm]g'c]U'a YX]Uk` \]W` \Ug'VYWa Yh\Ydf]b]V]dU
gci fW'cZ]bZ'fa U]cb`UbX'Ua U'cf`ZUM'cf`]b'g`Ud]b[`di V]W'cd]b]cb"

H\Yj Ugha U'cf]]m]cZ5a Yf]W]bg'k`c`W]bgi a YbYk g]b`UddY]h]Yf`b]V]WYg'fU'h\Yf`h\Ub`Yb]f`fY
V]h]Yg]]Yk`h\Y]gg] Yg]L`_m]I6]Xyb X]X'h Yg]La Yh\]b[Ug'Hi a dI`

9j Yb'gca Y8 Ya cWUg]b`7cb[fYgg'Z]YhX'di V]Wm]h U'h\Y5Xa]b]gfU]cb]g'fYgdc bgy`Ug
VYb`]bUX'ei U]Y'UbX`]bZZ]M]j Yzh`U'h\YdfYg]Xyb`Ug'g] Z]fYX'Ua U'cf`dc`]h]W` Vck`k` \]W`
a U]h]j Yb`]a dUM` \]g'XYM]g]cb`k` \Yh\Yf`hc`gY`_UgYWbX'h]fa`]b`&\$& "

H\Y[ccX'k]`X]fYMM'hck UfX'h Y5Xa]b]gfU]cb`Ug'UfYg]`hcZ]hg`Y[]g'U]j YUW'Wa d`]g'a Ybhg
UbX'h Yg] [\]hi dh]W]]b h\YdfYg]Xyb]g'Uddfc` U`fU]b[h\UhfYg]`hX` \U`YVYb` X]f] Yb`cZ]h`Y

ZcbhdU Yg'UbXfYd`UWX'cb h'Yj]g]cb hU_Zygh'Vmh Yh'ffYbhcZbYk g'UbX'gdYW`U]cb`Uci h
h`YWUgg]ZYX'XcWa Ybhgi d'fcUf''

5g`YX]X'k]h`Hfi a d'z5h'cfbYm; YbYfU`A Yff]W'; Uf`UbX`Ug'gYWMXUgdYMU`Wi bgY`hc
]bj Ygh[UY'h`YVfWa g'UbW'g'cZ'h`YXcWa YbhX]gWj Yfm]bj c`j]b[`h`Y6]XYb`5Xa]b]gfU]cbz
YghU]g`]b[`]a`Ug'Ub`]g'rf]W`ni b]ei Y]bX]j]Xi U`cj YfgY]b[]bj Ygh[U]cbg'cZUg]h]b[
dfYg]XYbhUbX`]g]a a YX]Uf`dfYXW'ggcf`Zcf`h`YgLa YU`Y] YX'j]c`U]cbg''

@Y] U`gWc`Ufg`Uj YUfYU'Xmk Y][`YX']b`gdYW`U]b[`h`Uih`Y6]XYb`XcWa YbhX]gWj Yfm]WU]Yg
UgY]ci g'fcU'XV`cW`hc`UdchYbh]U`]bX]W'a YbhcZ`Hfi a d''

=hia UmVY`hc`U`Y`hc`fYWi d/]b]h]U`]a dfYgg]cbg`UfY`Ug]b[`cbYg'UbX'h`Y5Xa]b]gfU]cb`Ug
Wa Yi d`g`cfl'zj]W]a]nYX'Vmh`Ydc`]h]W` hfi]ga` ÍK` \Yb`nci` ðY]l d`U]b]b[žnci` ðY`cg]b[`Í`

Hfi a d`Wi`X'bc'h`Uj YgW]dhYX]hUbmVYh'f''H`Y5Xa]b]gfU]cb`U`bXX`]a`Ua Ugg]j Y
dc`]h]W`]]Z'zcbY`YWb`UbX'k]`i`gY`hc`fY!k`YUdc]nY`]g`U`Y] U]cbg'cZUdUfh]gUb`k]hW`i`bh
Vmh`Y8`YdUfha`YbhcZ`>i`gh]W`UbX`Ub`]bW'a`Vbh5Xa]b]gfU]cb`]i`]`hmcZVci`bXYgg` \n'lcW]gn'

<]g`Zci`bXYf]b[žZU`]b[`&&&`dfYg]XYbh]U`Wa`dU][`b`Ug`VYb`]]j`Yb`Ub`UXfYbU`]bYVccgh]bX
`]g`XYX]W]hYX`VUbX`cZ`c`ck`Yfg`k]`VY`]b`Z` `W]z`W'ck]b[`h`Ymk`YfYf][`hU`U`cb[`UbX'h`Y]f
`YUXf`]g`Ub`]bbcW`bhj]W]a` `ci`bXYX`fY`Ybh`Ygg`m`VmUj`Yb[]Z` `UbX'j]bX]W]j`Ydc`]h]W`#a`YX]U
W`WU''

<]g`fU`]Yg`k]`VY`W`fb] U`g`cZU`W`g`U]cbg`z`W`bgd]fU`W`h`Ycf]Yg'UbX`]a`dYU`Wa`YbhXYa`UbXg`]b
Ub`Ua`cgd`YfYk`]W`Hfi a d`cj`Yg''

H`Ya`cfU`]][`]`]`fci`bX`U`g]`Ub]g`YX`UbX'h`Ydc`]h]W`X`Ua`U`Y`U`g`VYb`X`cb`YÍ` `6]XYb`g`Z`Zfg
UbX`Hfi a d`W`Y`V`f`U`Y`g''