

8]Y`F c``Y`j`cb`? fYUh]b`]b`XYf
GdcfhYfbÀ\fi`b[

? fYUh]b`]gh`Y]bY`XYf`Ua`\'Ài`Z[`ghYb`YfZc`fgW\hYb`i`bX`Y]b[`YgYhnhYb`Gi`VghUb\hYb`]a`@Y]ghi`b[`ggdcfh`GY]bY`j`Y`gY]h][`Yb`d\mg]c`c[`]gW\Yb`K`]f_i`b[`Yb`Ui`Z`X]Y`A`i`g_Y``Y]ghi`b[`\UVYb`]b`XYb`YhnhYb`\fnY\bhYb`gck`c\`K`]ggYb`gW\UZh`Yf`U`g`Ui`W\`5h\`YhYb`ZUgn]b]Yfh`CVk`c\`? fYUh]b`]b`XYf`B`Uh\`f`U`g`_OfdYfY][`Yb`Y`J`YfV]bXi`b[`j`cf_ca`a`h\v`nY][`Yb`nU\`fY]W\Y`Gh\`X]Yb\v`XUgg`Y]bY`[`Yn]Y`hY`Gi`dd`Ya`Ybh]Yfi`b[`\X]Y`_OfdYf]W\Y`@Y]ghi`b[`gZ\`][`_Y]h`g][`b]Z]_Ub\h`ghY][`Yfb`_Ubb`"`b`X]YgYa`5fh]_Y`k`YfXYb`k`]f`ni`b\W\gh`X]Y`d\mg]c`c[`]gW\Yb`9ZZY`hY`j`cb`? fYUh]b`Ui`Z`X]Y`A`i`g_Y``Y]ghi`b[`\Yf`Ai`hYfb`"8UfUi`Z]b`i`bhYfgi`W\Yb`k`]f`X]Y`Fc``Y`j`cb`? fYUh]b`]b`XYf`F`Y][`Yb`YfUh]cb`i`bX`XYggYb`9]bZi`gg`Ui`Z`XYb`HfU]b]b[`gYfZc`[``5VgW\`Y»`YbX`[`YVYb`k`]f`9a`dZY\`i`b[`Yb`ni`f`cdh]a`U`Yb`9]bbU\`a`Y`i`bX`8cg]Yfi`b[`j`cb`? fYUh]b`Z\`f`Gdcfh`Yf\v`i`a`XYggYb`J`cfhY`Y`VYgha`O[`\W\`/`Ua`d\Y`]d/



? fYUh]b`]gh`Y]bY`XYf`Ua`\'Ài`Z[`ghYb`YfZc`fgW\hYb`i`bX`Y]b[`YgYhnhYb

Gi VghUbnYb ']a ' @Y]ghi b[ggd cfh 'GY]bY 'j]Y`gY]h][Yb
d\mg]c`c[]gW\Yb 'K]f_i b[Yb 'Ui Z'X]Y 'A i g_Y``Y]ghi b['UVYb ']b 'XYb
'YhnhYb ' \fnY\bhYb 'gck c\ ``K]ggYbgW\UZh'Yf 'U`g'Ui W\ '5h\ 'YhYb
ZUgn]b]Yfh 'C Vk c\ ``? fYUh]b ']b 'XYf 'B Uh\ f'U`g' _OfdYfY][YbY
J YfV]bXi b['j cf_ca a h\`nY][Yb 'nU\ 'fY]W\Y 'Ghi X]Yb\`XUgg 'Y]bY
[Yn]Y`hY 'Gi dd`Ya Ybh]Yfi b['X]Y ' _OfdYf ']W\Y ' @Y]ghi b[gZ\`A\][_Y]h
g][b]Z]_Ubh\ghY][Yfb ' _Ubb" ' \b 'X]YgYa '5fh]_Y``k YfXYb 'k]f'ni b\`W\gh
X]Y 'd\mg]c`c[]gW\Yb '9ZZY_hY 'j cb ' ? fYUh]b 'Ui Z'X]Y 'A i g_Y``Y]ghi b[
Yf`A\i h\Yfb " '8 UfUi Z]b 'i bhYfgi W\Yb 'k]f'X]Y 'F c``Y 'j cb ' ? fYUh]b ']b 'XYf
FY[YbYfUh]cb 'i bX 'XYggYb '9]bZi gg'Ui Z'XYb 'HfU]b]b[gYfZc ' "
5VgW\`Y» YbX '[YVYb 'k]f'9a dZ\`i b[Yb 'ni f'cdh]a U`Yb '9]bbU\ a Y
i bX '8cg]Yfi b['j cb ' ? fYUh]b 'Z\`f'Gdcfh\Yf\`i a 'XYggYb 'J cfhY]Y
VYgh\ \`[']W\ 'bi hnYb 'ni ' _ObbYb " '8]Y 'j cf ']Y[YbXY '5bU`mgY 'f]W\ h\Yh
g]W\ 'b]W\ h\bi f'Ub 'Gdcfh\Yf\`gc bXYfb 'Ui W\ 'Ub 'HfU]b Yf\`i bX
9fb\`A\fi b[gVYfUh\Yf\`X]Y 'Y]b 'j Yfh]Y Z\`Yg 'J Yfgh\`bXb]g 'Z\`f ' ? fYUh]b
Ybh\k]W\Y `b 'a \`W\ h\Yb\`i a 'XYggYb 'DchYbn]U ``]a ' ? cbh\YI h\`a cXYfbYf
HfU]b]b[ga Yh\cXYb 'Ui gni gW\ \`OdZ\`b "

D\mg]c`c[]gW\Y 'K]f_i b[Yb 'j cb ' ? fYUh]b 'Ui Z
X]Y 'A i g_Y``Y]ghi b[

? fYUh]b ']gh\Y]bY 'cf[Ub]gW\Y 'J YfV]bXi b[\`X]Y ']b 'XYb 'A i g_Y`nY``Yb
j cf_ca a h\i bX 'Ybh\gW\Y]XYbX 'Z\`f'X]Y '6YfY]hghY ``i b['j cb '9bYf[]Y
k \`A\`fYbX 'i fnnY]h][Yf\`]bhYbg]j Yf ' _OfdYf ']W\Yf '5_h]j]h\`hYb ']gh " '8]Y
d\mg]c`c[]gW\Yb 'K]f_i b[Yb 'j cb ' ? fYUh]b 'g]bX 'j]Y`gW\]W\h]['i bX
\UVYb 'Yf\`YV ']W\Y 'a d\`_Uh]cbYb 'Z\`f'X]Y 'A i g_Y``Y]ghi b[']b
j YfgW\]YXYbYb 'GdcfhUfhYb 'i bX 'HfU]b]b[gg]h\ Uh]cbYb "

9bYf[]YdfcXi _h]cb. '8]Y ' <Ui d\h\Z b_h]cb 'j cb ' ? fYUh]b 'VYghY\h
XUf]b\`U`g '9bYf[]YfYgYfj Y ']b ' : cfa 'j cb ' ? fYUh]bd\cg\Uh\`f\`fD\`ni
Z\ b[]YfYb " '6Y ']bhYbg]j Yb '6Y 'Ughi b[Yb 'k]fX ' ? fYUh]bd\cg\Uh
gW\ bY ``]b '5XYbcg]bh\`f]d\cg\Uh\`f\`HD\`i a [Yk UbXY 'h\`XUg 'XYb
A i g_Y 'b 'U`g 'gcZcfh]j YfZ\`[VUfY '9bYf[]Y 'Z\`f'YI d\`cg]j Yb
? fUZhUi Zk UbX 'X]Ybh " '8]Yg ']gh\`VYgcbXYfg 'j cfhY]` \ UZh 'Z\`f'GdcfhUfhYb\`
X]Y 'gW\ bY ``Y\`k]YXYf\`c\`hY '6Yk Y[i b[Yb 'YfZcfXYfb\`k]Y 'ni a
6Y]gd]Y ``Gdf]bhYb\` ; Yk]W\ h\`YVYb 'cXYf ' : i » VU ``"

A i g_Y `Zi b_h]cb. '9]bY 'Yf\` \`hY 'J YfZ\`[VUf_Y]h 'j cb ' ? fYUh]b ']b 'XYb

A i g_Y`b`_Ub b`X]Y`A i g_Y`_fUZh`i bX`!`Y]ghi b[`ghY][Yfb" `Ghi X]Yb
`UVYb`[YnY][h`XUgg`X]Y`9]bbU\ a Y`j cb`?fYUh]b`X]Y`a UI]a U`Y
A i g_Y`_fUZh`i a `V]g`ni `%%`i `j YfVYggYfb`_Ubb" `8i fW`X]Y
9f\O\i b[`XYf`?cbnYbhfUh]cbYb`j cb`?fYUh]bd\cg d\Uh]b`XYb
A i g_Y`b`k`]fX`X]Y`FY[YbYfUh]cb`j cb`5HD`cdh]a`]Yfh`k`Ug`X]Y
HfU]b]b[g]b h`Yb g]h`h`i bX`X]Y`@Y]ghi b[`VY]`k`]YXYf\c`h`Yb
6Y`Ughi b[Yb`Z\O fXYfb"

A i g_i`UfYf`K`UggYf\Ui`g\U`h`?fYUh]b`\Uh`Ui`W`9]bZi`gg`Ui`Z`X]Y
< mXfUh]cb`XYf`A i g_Y`nY`Yb`9g`nY][h`cga`ch]gW`Y`9][Ybg`W`UZh`Yb`z`
X]Y`XUni`Z\O`fYb`Z`XUgg`a`Y\`f`K`UggYf`]b`X]Y`A i g_Y`nY`Yb
Ui`Z`Ybca`a`Yb`k`]fX`8]Yg`Y`Yf\O`h`Y`NY`j`c`i`a`]bU`_Obb`Yb`b`]W`h`
bi`f`XUg`9fg`W`Y]bi`b[gV`X`XYf`A i g_i`Uhi`f`j`YfVYggYfb`Z`gcb`XYfb`
Ui`W`X]Y`i`b`h]cbU`]h`h`i`bX`FY[YbYfUh]cb`XYf`A i g_Y`b`Z\O fXYfb`
`b`X]Yg`Ya`Ni`g`Ua`a`Yb\Ub[`k`]fX`c`Zh`j`cb`Y]b`Ya`"Ub`UVc`Yb`9ZZ`h`
[Ygdfc`W`Yb`Z`XYf`XUg`A i g_Y`k`UW`ghi`a`VY[`O`b`gh][h`

6]c`W`Ya`]g`W`Y`J`Yf`Ab`XYfi`b[Yb`8]Y`ni`g`Ah`n`]W`Y`
?fYUh]b`Ui`Z`bU\ a`Y`VYY]bZi`g`gh`a`Y\`f`Y`f`Y`V]c`W`Ya`]g`W`Y`A`Uf`_Yf`Z`X]Y`
a`]h`XYf`A i g_Y`_cb`h`f`U`_h]cb`i`bX`!`Y]ghi`b[`ni`g`Ua`a`Yb\`Ab`[Yb`6Y`
Y]b`Yf`?fYUh]b`g`i`dd`Y`a`Yb`h]Y`fi`b[`k`Yf`XY`b`X]Y`9b`n`ma`U`_h]j`]h`h`Y`b`
j`cb`?fYUh]b`_b`Ug`Y`i`bX`;`m`_c`mg`Y`U`_h]j`]Y`fh`k`Ug`X]Y`A`[`Y]h`XYf`
A i g_Y`b`Z`9b`Yf`[`Y`Y`Z`n`Y`b`h`ni`bi`h`n`Y`b`Z`Yf`\O`h`8]Y`J`YfVYggY`fi`b[
X]Yg`Yf`V]c`W`Ya`]g`W`Yb`D`fc`n`Ygg`Y`_Ubb`ni`"\O`Yf`Yb`
HfU]b]b[g`Ub`d`Uggi`b[Yb`i`bX`Y]b`Yf`j`YfVYggY`f`h`Yb`5i`g`X`Ui`Yf`Y]ghi`b[
Z\O`f`Y`b`

@Ub`[Zf]ghi`[Y`5`b`d`Uggi`b[Yb`B`Y`V`Y`b`XY`b`U`_i`h`Y`b`
d\`mg`c`c`[`]g`W`Yb`9ZZ`h`Y`b`\Uh`?fYUh]b`Ui`W`9]bZi`gg`Ui`Z`
`Ub`[Zf]ghi`[Y`5`b`d`Uggi`b[Yb`XYf`A i g_i`Uhi`f`FY[Y`a`A`][Y`
9]bbU\ a`Y`j`cb`?fYUh]b`_Ubb`X]Y`5`bn`U`XYf`A i g_Y`nY`Yb`i`bX`X]Y`
A i g_Y`X]W`h`Y`Yf\O`Y`b`Z`Y]b`D\`Ab`ca`Yb`Z`XUg`U`g`<`md`Y`fh`fc`d\`Y`
VY`_Ub`b`h`g`h`8]Yg`Y`J`Yf`Ab`XY`fi`b[`]gh`V`Y`g`b`XY`fg`V`Y`XY`i`h`Ua`Z\O`
G`dc`f`h`Y`f`Z`X]Y`Ui`Z`A i g_Y`a`Ugg`Y`i`bX`!`_f`U`Zh`U`b[Y`k`]Yg`Y`b`g`]b`X`

HUVY`Y`%`J`Yf`[`Y]W`XYf`_f`Y`Uh]b`V`Y`nc`[Yb`Y`b`
@Y]ghi`b[g`gh`Y][Y`fi`b[Yb`nk`]g`W`Y`b`j`Y`fg`W`]Y`XY`b`Y`b`G`dc`f`h`U`f`h`Y`b`

GdcfhUfh

A Ò[`]WX Y

6Yj cfni [hY

? fUZhghY][Yfi b[

9]bgUhnnY]h

Gdf]b hY b	%%!%) i	J cf! i bX HfU]b]b[gk Yhh_Ua dZ
; Yk]WX h\ YVYb) !%\$i	HfU]b]b[i bX K Yhh_Ua dZ
: i » VU``) !%\$i	HfU]b]b[žK Yhh_Ua dZ

þg[YgUa h'g]bX'X]Y'd\mg]c`c[]gWX Yb'K]f_i b[Yb'j cb' ? fYUh]b'Ui Z
X]Y'A i g_Y``Y]gh i b['j]Y`gWX]WX h['i bX'ghY``Yb'Y]bY'k Yfj c``Y
ghfUhY[]gWX Y'9f[Ábni b['ZOf'Gdcfh`Yf'XUf"8]Y'?ca V]bUh]cb'Ui g
[YghY][YfhYf'9bYf[]YdfcXi _h]cbžj YfVYggYfhYf'A i g_i 'Uh i f! i bX
K UggYf\U'hi b['gck]Y``Ub[Zf]gh][Yb'5bdUggi b[Yb'Yfa Ò[`]WX h
nU\`fY]WX Y'J cfhY]Yž'X]Y']b'XYf'k]ggYbgWX UZh]WX Yb'; Ya Y]bgWX UZh
i bX'i bhYf'Gdcfh`Yfb'i a ZUb[fY]WX 'X]g_i h]Yfh'k YfXYb"

8]Y 'F c``Y 'j cb' ? fYUh]b']b'XYf'F Y[YbYfUh]cb
i bX']a 'HfU]b]b[gYfZc`[

? fYUh]b']gh' b]WX h'bi f'VY_Ubbh'ZOf'gY]bY'dcg]hj Yb'5i gk]f_i b[Yb
Ui Z'X]Y'A i g_Y``Y]gh i b['zgcbXYfb'gd]Y'h'Ui WX'Y]bY'YbhgWX Y]XYbXY
Fc``Y']b'XYf'F Y[YbYfUh]cb'XYf'A i g_i 'Uh i f! i bX'XYa
HfU]b]b[gYfZc`['j cb'GdcfhYfb"8]Y': Á\][_Y]hj cb' ? fYUh]bž'X]Y
9bYf[]YdfcXi _h]cb']b'XYb'NY``Yb'ni 'i bhYfghØhnYbž'\Uh'a
F Y[YbYfUh]cbgdfcnYgg'k Y]hfY]WX YbXY'æ d`]_Uh]cbYb"

8]Y 'F Y[YbYfUh]cb' bUWX']bhYbg]j Yb'HfU]b]b[gY]b\Y]hYb']gh
YbhgWX Y]XYbX'ZOf'XYb'`Ub[Zf]gh][Yb'HfU]b]b[gYfZc`["? fYUh]b'hfÁ[h
XUni 'VY]ž'XYb'5HD!Gd]Y[Y`'f5XYbcg]bhf]d\cgd\UhE'gWX bY``
k]YXYf\Yfni ghY``Yb"8]Yg']gh'YbhgWX Y]XYbXž'XU'5HD'X]Y'df]a ÁfY
9bYf[]Ye i Y``Y'ZOf'A i g_Y`_cbhfU_h]cbYb']gh'K Á\fYbX'XYg
HfU]b]b[g'k]fx'5HD'j YfVfUi WX hž'i bX'Y]bY'gWX bY``Y'F Yd'Yb]g\ a Ybh
]gh'bchk YbX][ž'i a 'X]Y'A i g_Y'Z b_h]cb'i bX'@Y]ghi b[gZÁ\][_Y]h'ni
Yf\U'hYb"

Ni gÁhn']WX'ZOfXYfh? fYUh]b'X]Y'Gmb h\ YgY'j cb'DfchY]bYb'i bX']gh
gca]h'Y]b'k]WX h[Yf': U_hcf'ZOf'XYb'A i g_Y'Ui Z'Ui "8]Yg'[YgWX]Y\h
Xi fWX'X]Y'5_hj]Yfi b['j cb'NY``k UWX ghi a gZU_hcfYbž'X]Y'XUg

A i g_Y`k UW\ ghi a 'gha i ']YfYb"·Ghi X]Yb·\UVYb·[YnY][hž'XUgg'Y]bY
 Yf\ Ø\ hY·?fYUh]bni Z\ f'X]Y·F Y[YbYfUh]cbgnY]hj Yf_ØfnYb·i bX'X]Y
 A i g_Y`dfchY]bV]cgmbh\YgY'ghY][Yfb·_Ubbž'k Ug'ni 'Y]bYf
 YZZY_hj YfYb·9f\c`i b['ZØ\ fh"

9]b·k Y]hYfYf'J cfhY]`j cb·?fYUh]b·]gh'gY]bY·: A\][_Y]hž'X]Y·
 9bhnØbXi b[gfYU_h]cbYb·]a·?ØfdYf'ni 'fYXi n]YfYb"·=bYbg]j Y
 HfU]b]b[gY]b\Y]hYb·_ØbbYb·ni 'a]_fcg_cd]gW\Yb·]Yf'Yhni b[Yb·]b
 XYb·A i g_Y`nY`Yb·ZØ\ fYbž'X]Y·9bhnØbXi b[Yb·i bX'GW\k Y`i b[Yb
 \Yfj cffi ZYb·_ØbbYb"·?fYUh]b\Uh'YbhnØbXi b[g\Ya a YbXY
 9][YbgW\UZhYbž'X]Y·XUni 'VY]hfu[Yb·_ØbbYbž'XYb·<Y]i b[gdfcnYgg
 ni 'VYgW\`Yi b][Yb"

Ni gÀhn`]W\`ni f\l b\hYfghØhni b['k A\ fYbX'XYf'F Y[YbYfUh]cb·\Uh
 ?fYUh]b·Ui W\`X]fY_hY·5i gk]f_i b[Yb·Ui Z'XYb·HfU]b]b[gYfZc·["·9g
 \Uh'g]W\`[YnY][hž'XUgg'5h\`YhYbž'X]Y·?fYUh]b·gi dd'Ya Ybh]YfYbž']b
 XYf'@U[Y'g]bXž']b\hYbg]j Y·HfU]b]b[gY]b\Y]hYb·a]h\Ø\YfYf
 : fYe i Ybn'i bX'·=bYbg]hÀh'Xi fW\ ni ZØ\ fYb"·8]Yg'k]fX'cZh'U'g·
 , VYf_ca dYb gUh]cb·'VYnY]W\ bYh·'Y]b·?cbnYd hž'VY]·XYa·'XYf
 ?ØfdYf'g]W\`Ub'X]Y·6Y'Ughi b['Ub dUggh'i bX'ghÀf_Yf'k]fX"

8]Y·6YXYi hi b['j cb·?fYUh]b·]b·XYf'F Y[YbYfUh]cb·i bX'VY]a
 HfU]b]b[gYfZc·[``Aggh'g]W\`Ua 'VYghYb'Xi fW\`Y]bY·, VYfg]W\ h
 XUfghY`Yb.

5gdY_h	K]f_i b['j cb·?fYUh]b
5HD!F Yd`Yb]g\ a Ybh	GW\ bY`YfY'K]YXYf\ YfghY`i b[XYf'9bYf[]YdfcXi _h]cb
A i g_Y`gmbh\YgY	9f\ Ø\ hY·Dfc hY]b gmbh\YgY·i bX A i g_Y`k UW\ ghi a
9bhnØbXi b[g\Ya a i b[F YXi n]Yfi b['j cb 9bhnØbXi b[Yb·i bX 9f\c`i b[gnY]h
HfU]b]b[gYZZY_hj]hÀh	9f\ Ø\ i b['XYf HfU]b]b[gZfYe i Ybn'i bX =bYbg]hÀh

: YfUXY·]b\`cW\]b\hYbg]j Yb'GdcfhUfhYb·]ghX]Y·F c`Y j cb·?fYUh]b·]b

XYf'F Y[YbYfUh]cb'i bX'a['HfU]b]b[gYfZc`['j cb'nYbhFU`Yf
 6YXYi hi b[''Gdcfh`Yf'X]Y'fY[Y'a 'A]['_fYUh]b\U'h][Y'Gi dd'Ya Ybhg
 Y]bbY\ a Yb'VYf]W\hYb'cZhj cb'_\OfnYfYb'9f\c'i b[gnY]hYb'i bX
 Y]bYf']bg[YgUa h'j YfVYggYfhYb'gdcfh]W\Yb '@Y]ghi b[''

↳g[YgUa h'nY][h'g]W\žXUgg'?'fYUh]b'b]W\h'bi f'Y]b'fY]bYg
 @Y]ghi b[gghY][Yfi b[ga]hY`']gh'gcbXYfb'Ui W\Y]bY'Z bXUa YbhU'Y
 Fc``Y']b'XYf'F Y[YbYfUh]cb'gd]Y'h'k Ug'Yg'ni 'Y]bYa
 i bj Yfn]W\hVUfYb'6YghUbXhY]`Z\Of'j]Y'Y'Gdcfh`Yf'a UW\h'X]Y']\fY
 HfU]b]b[gn]Y'Y'YffY]W\Yb'k c``Yb"

9a dZY\`i b[Yb'ni f'9]bbU\ a Y'i bX'8cg]Yfi b[
 j cb'? fYUh]b'Z\Of'Gdcfh`Yf

8]Y'9]bbU\ a Y'j cb'? fYUh]b'_Ubb'Y'bUW\']bX]j]Xi Y``Yb'N]Y`Ybž
 GdcfhUfh'i bX'HfU]b]b[g]b\hYbg]h\h'j Uf]]YfYb''9g'[]Vh'a Y\ fYfY
 5bg\h\h'ni f'8cg]Yfi b['j cb'? fYUh]b'X]Y'Gdcfh`Yf']b'6YhfUW\h
 n]Y\Yb'_\ObbYbži a 'X]Y'[Yk \ObgW\hYb'9ZZY_hY'ni 'Yfn]Y'Yb''9]bY
 XYf'[\ Ab[][ghYb'A Yh\cXYb']gh'X]Y'gc[YbUbbhY'@UXYd\UgYž
 [YZc'[h'j cb'Y]bYf'9f\U'hi b[gd\UgY"

↳'XYf'@UXYd\UgY'bY\ a Yb'Gdcfh`Yf'hmd]gW\Yfk Y]gY'&\$'; fUa a
 ? fYUh]b'dfc'HU['Y]b'Z[YhY]h]b'('8cgYb'j cb'Y'); fUa a
 \O VYf'Y]bYb'NY]h\h' a 'j cb') 'V]g'+HU[Yb''8]YgY'A Yh\cXY
 Yfa \O[']W\h'Y]bY'gW\bY``YfY'G\h\h][i b['XYf'A i g_i 'Uhi f'a]h'? fYUh]b"
 B UW\X]YgYf'D\UgY'YfZc`[h'X]Y'9f\U'hi b[gd\UgYžX]Y
 bcfa U'Yfk Y]gY'Yh\h' U'' 'V]g'); fUa a 'dfc'HU['i a Z\h'ggh'8]Yg'\A'h
 X]Y'? fYUh]bgdY]W\Yf'Ui Z'Y]bYa 'c\Yb'B]j YUi 'i bX'cdh]a]Yfh'X]Y
 a i g_i 'A'fYb'@Y]ghi b[g\h\h'][_Y]hYb'\O VYf'`A'bg[YfY'NY]h\h'i a Y"

D\UgY	HA[']W\Y'8cg]Yfi b[8Ui Yf	
@UXYd\UgY	&\$'['f('8cgYb'Y')) !+'HU[Y	
9f\U'hi b[gd\UgY	' !)'[@Ub[Zf]gh][

9g']gh'k]W\h][ž? fYUh]b'a]h'Ui gfY]W\YbX: 'Øgg][_Y]h'Y]bni bY\ a Ybž
 i a 'X]Y'5Vgcfdh]cb'ni 'a 'Ui]a]YfYb'i bX'XUg'F]g]_c'j cb
 8Y\mXf]Yfi b['ni 'a]b]a]YfYb''8]Y'5i Z\Ogi b[']b'Y]bYa

?UfVcb\mXfUh[YhfAb_ _Ubb'X]Y`_bgi`]bUbhk cfhi b hYfgh0hnYbž'k Ug
X]Y`5i ZbU\ a Y`j cb`?fYUh]b`]b`X]Y`A i g_Y`nY`Yb`j YfVYggYfh`8U\Yf
_ObbhY`X]Y`?ca V]bUh]cb`a]hGUZh`cXYf`Y]bYf`gdYn]Y`Yb
GdcfhbU\fi b[`j cfhY`\UZh`gY]b"

: Øf`Gdcfh`Yfž`X]Y`fY[Y`a Å`][`c\Y`_bhYbg]hÅh`i bX`_i fnY
9f\c`i b[gnY]hYb`Yf`YVYbž`_Ubb`X]Y`_cbh]bi]Yf`]W Y`9]bbU\ a Y`j cb
?fYUh]b`ØVYf`X]Y`9f\U`hi b[gd\UgY`\]bUi g`g]bbj c`gY]b`_bh`XYf
DfUi]g`Y]» h`XUgž`XUgg`5h`YhYb`j]Y`Y]W h`Ui W`k Å\`fYbX`XYf
K Yhh_Ua dž cfVYfY]h`b[`cXYf`]bhYbg]j Yf`HfU]b]b[gd\UgYb
Yf[ÅbnYb`gc`hYb"

BYVYb`XYf`_Ugg]gW Yb`9]bbU\ a YZcfa`[]Vh`Yg`Ui W`UbXYfY
C dh]cbYbž`k]Y`?fYUh]b!A cbc\mXfUhž`?fYUh]b!9h\m`YghYf`i bX`?fY!
5`U`mb`8]YgY`cfa`i`]Yfi b[Yb`j YfgdfYW Yb`j YfgW]YXYbY
J cfhY]Yž`YXcW V`Y]Vh`?fYUh]b!A cbc\mXfUh`X]Y`Ua`VYghYb
i bhYfgi W hY`i bX`VYk Å\`fhY`J Uf]UbhY"

8]Y`f]W h`[Y`8cg]Yfi b[`j cb`?fYUh]b`gc`hY`]a a Yf`i bhYf
6YfØW_g]W h`[i b[`]bX]j]Xi Y`Yf`U_hcfYb`k]Y`?ØfdYf[Yk]W hž
HfU]b]b[gnY`i bX`GdcfhUfh`YfZc`[Yb`5`[Ya`Y]b`Ya`dZ]Y\`h`Yg`g]W hž
j cf`6Y`]bb`Y]bYf`?fYUh]b!Gi dd`Ya`Ybh]Yfi b[`Y]bYb`5fnh`cXYf
9fbÅ\fi b[gVYfUhYf`ni`_cbgi`h]YfYbž`i a`Y]bY`Ub`X]Y`dYfgØb`]W Yb
6YXØfZb]ggY`Ub[YdUgghY`8cg]Yfi b[`ni`Z]bXYb"

: Un]h`8]Y`6YXYi hi b[`j cb`?fYUh]b`]b`XYf
GdcfhYfbÅ\fi b[

Ni gUa a YbZUggYbX`Ågg`g]W gU[Ybž`XUgg`?fYUh]b`Y]bY
i bj Yfn]W hVUfY`F c`Y`]b`XYf`a cXYfbYb`GdcfhYfbÅ\fi b[`gd]Y`h`8]Y
d\mg]c`c`[]gW Yb`K`]f`i b[Yb`j cb`?fYUh]bž`X]Y`k`]f`]b`i bgYfYa
YfghYb`5VgW b]hh`VY`Yi W hYh`UVYbž`nY][Ybž`XUgg`Yg`X]Y
A i g_Y`Y]ghi b[`g`[b]Z`_Ubh`ghY`[Yfhž`]bgVYgcbXYfY`VY]
`cW]bhYbg]j Yb`i bX`_i fnY`6Y`Ughi b[Yb`8UfØVYf`]bUi g`UVYb
k`]f`X]Y`[Ubh`Y]h`W Y`6YXYi hi b[`j cb`?fYUh]b`ZØf`X]Y
FY`[YbYfUh]cb`i bX`XYb`HfU]b]b[gYfZc`[`Yfj cf[Y\cVYb`Yg`k`]f`h
b]W h`bi f`U`g`9bYf`]Y`]YZYfUbhž`gcbXYfb`i bhYfgh0hn`Ui W`X]Y
a i g_i`ÅfY`9f\c`i b[`i bX`5bdUggi b[gZÅ\`[_Y]h`bUW`XYa

HfU]b]b["

↳ i bgYfYb'9a dZY\`i b[Yb'ni f'9]bbU\`a Y'i bX'8cg]Yfi b['\`UVYb
k]f'Ui Z[YnY][h'XUgg'Y]bY'gUW\`a YfYW\`hY'5bk YbXi b['j cb'?'fYUh]b
Xi fW\`Gdcfh`Yf'gck c\``X]Y'@Y]ghi b[gZ\`a\`[_Y]h'a UI]a]YfYb'U`g
Ui W\`dchYbn]Y``Y'bY[Uh]j Y'9ZZY_hY'j Yfa Y]XYb'_Ubb"8]Y
6YhfUW\`hi b['X]YgYf'i b hYfgW\`YX`]W\`Yb'5gdY_hY'Yfa O[']W\`h`Yg
HfU]bYf.]b bYb'i bX'5h\`Yh]b bYb\`]b Zcfa]YfhY'9b hgW\`Y]Xi b[Yb'ØVYf
X]Y'`b hY[fUh]cb'j cb'?'fYUh]b'']b'']fY'8]Àh'ni 'hfYZZYb"

A]h`Y]bYf'gcf[Z\`h][Yb'i bX'Yj]XYbnVUg]YfhYb'<YfUb[Y\`Ybgk Y]gY
Ub'X]Y'J Yfk YbXi b['j cb'?'fYUh]b'`_ObbYb'Gdcfh`Yf'`b]W\`h`bi f'']fY
HfU]b[gfYgi `hUhY'j YfVYggYfb\`gcbXYfb'Ui W\`bUW\`W\`h][Y
: cfhgW\`f]hY'`]b'']fYf'gdcfh`]W\`Yb'?'Uff]YfY'Yfn]Y'Yb"8]Yg'a UW\`h
?fYUh]b'ni 'Y]bYa'fY'Yj Ub hYb'6YghUbXhY]`Y]bYf'i a ZUggYbXYb'i bX
YZZY_hj] Yb'9fb\`fi b[gghfUhY[]Y'`]a 'Gdcfh"

8 YhU]`g

6Ygi W\`Yb'G]Y'i bg'Ui Z.'a Y]b!Z]hbYgg"bYh