



# A Uf\_Yh'HfYbX'UbX'8Ya UbX'f]g]b[ 'df]W'cZ'dUdYf fUk 'a UhYf]U'g']b'5df]'`K ]''5ZZUWh'h\Y'Df]W'cZ 7\fca ]i a '7UfV]XY

"8i Y'hc'h\Y'Wcb]bi ci g']bWfYUgY']b'fUk 'a UhYf]U'df]W'g'z'h\Y'Wca dUbm'f]g'dfcXi W]cb'UbX  
cdYfUh]b[ 'Wcghg'Wcb]bi Y'hc']bWfYUgY'z'ci f'Wca dUbm']bhYbXg'hc'gi VghUbh]U''mUX'gh'h\Y'df]W'g'cZ  
]hg'\ci gY'c'X'dUdYf'dfcXi W'g'Zfca '5df]'%'@YUX]b[ 'dUdYf'Wca dUbm'N\cb[ g\i b']Yfci 'gU]X']b'U  
bch]Z]WU]cb''YhhYf'fYW'bh'm"

5ZhYf'h\Y'Wc''YWh]j Y'df]W'']bWfYUgY']b'j]bi Ufmz']b'5df]'z'h\Y'Xca Ygh]W'Uf[ Y]gWU'Y'dUdYf']bXi ghfm  
cbW'U[ U]b'gYhcZZ'U'k Uj Y'cZdf]W'']bWfYUgYg"

-b'UXX]h]cb'hc'N\cb[ g\i b']Yfci z'\ci gY'c'X'dUdYf'dfcXi W'g'[]Ubhg'gi W'Ug'j]bXU'UbX'E]b[ ZYb[  
U'gc']ggi YX'df]W'']bWfYUgY''YhhYfgz'dfc'dcg]b[ 'hc']bWfYUgY'dfcXi W'h'df]W'g'Zfca '5df]'z'UbX'h\Y'df]W'  
]bWfYUgY']g'VUg]WU''m'a cfY'h\Ub'%'\$i "

8i Y'hc'ZUW'hc'fg'gi W'Ug'df]W'']h'fUbg'a ]gg]cb'a YW'Ub]ga z'i dghfYUa 'UbX'Xck bghfYUa '[ Ua ]b[ z'UbX  
a Uf\_Yh'Wca dYh]h]cbz']b'h\Y'g\cfh'hYfa z'h\Y']bWfYUgY']b'h\Y'df]W'cZ'\ci gY'c'X'dUdYf'\Ug'bch  
VYYb'WYUf'm'fYZYW'YX'cb'h\Y'Wcbgi a Yf'g]XYz'UbX'fYhU]'df]W'g'\Uj Y'bch'gYYb'a U'cf'Zi W'h]Uh]cbg"

5W'W'fX]b[ 'hc']bXi ghfm]bg]XYfgz']b'&\$&%z'Ug'h\Y'XYa UbX'Zcf'gW'cc'k cf\_z'YI \]V]h]cbg'z'WU'hYf]b[ z'  
UbX'hci f]ga 'fYhi fbg'hc'bcfa U'z'h\Y'VUb'cb'd'Ugh]W'g'UbX'h\Y'df]bh]b[ 'XYa UbX'Vfci [ \h'Vm'h\Y  
W'bhYbb]U'cZ'h\Y'Zci bX]b[ 'cZ'h\Y'dUf'hm'k ]''VY'gi dYf]a d'cgYXz'UbX'h\Y'XYa UbX'Zcf'Xca Ygh]W  
dUdYf'dfcXi W'g'k ]''VY'ghfcb[ "'<ck Yj Yfz'i bXYf'h\Y']bZi YbW'cZ'ZUW'hc'fg'gi W'Ug'c] Yf'gYUg  
]bgdYW]h]cbg'z'Yd]XYa ]W'g'z'UbX'g\]dd]b[ 'WUdUW]hm'z'h\Y'df]W'cZ'fUk 'di 'd'Wcb]bi Yg'hc'f]gYz'di h]b[  
W'gh'dfYggi fYg'cb'h\Y'dUdYf']bXi ghfm''h]g'YI dYW'YX'h\Uh'iga U''UbX'a YX]i a !]nYX'YbhYfd]gYg  
k ]''WYUf'ci h]b'h\]g'fci bX'cZ[ Ua Yg'z'k \]Y''YUX]b[ 'Wca dUb]Yg'UfY'YI dYW'YX'hc'YI dUbX'h\Y]f  
a Uf\_Yh'g'UfYz'UbX'h\Y]f'dYfZ'fa UbW' a Um'VY' a cfY'ZYI ]V'Y'h\Ub'YI dYW'YX"

5ZZYW'YX'Vm'h\Y'f]g]b[ 'df]W'cZ'dUdYf'fUk 'a UhYf]U'g']b'5df]'z'h\Y'7\fca ]i a '7UfV]XY'a Uf\_Yh]g  
W'Ub[ ]b[ 'fUd]X'm'H\Y'gY'W'Ub[ Yg'UfY']bX]WU'hc'fg'cZ'a Uf\_Yh]'fck h\H]g'mYUf]cb!mYUf'i dk UfX  
hfYbX']b'h\Y'a Uf\_Yh]bX]WU'hYg'h\Uh'h\Y'bYI h'Bcj Ya VYf'&\$&\$!&\$&'k ]''g\ck 'Ub'c] U'Vi highYUXm  
[ fck h\="Z'mci 'UfY''cc\_]b[ 'Zcf'7\fca ]i a '7UfV]XY'cf'Vi m'7\fca ]i a '7UfV]XY']b'Vi '\_zd'YUgY'gYbX  
Ub'Ya U]'hc.gU'Yg4 cnVc"Wca

H\Y'df]W'cZ'7\fca ]i a '7UfV]XY'Wcb]bi Yg'hc'VY'UZZYW'YX'Vm'ZUW'hc'fg'gi W'Ug'a Uf\_Yh]'fck h\  
a ca Ybhi a z]Uf]ci g'cddcfhi b]h]Yg'UbX'W'U''Yb[ Yg"<ck Yj Yfz'Xi f]b[ 'h\Y'ZcfYWUgh'dYf]cX'Zfca  
&\$&\$'hc'&\$&'z'h\Y]'cVU'7\fca ]i a '7UfV]XY'gU'Y'g'a Uf\_Yh]g'YI dYW'YX'hc'Wcb]bi Y'hc'VY'UVc] Y  
Uj YfU[ Y"H\Y]'fck h\ 'fUh'k ]''Wcb]bi Y'hc']bWfYUgY''h]g'YI dYW'YX'h\Uh]Zfca 'hcXUm'hc'bYI h  
k YY\_z'h\Y'df]W'cZ'7\fca ]i a '7UfV]XY'k ]'']bWfYUgY'hc'U'W'fhU]b'YI hYbh''

8i Y'hc'W'Ub[ Yg']b'Wcbgi a Yf'XYa UbXz]a dcfh'UbX'YI dcfh'WcbX]h]cbg'z'UbX'j Uf]ci g']bj Ygh[ Uh]cbg  
cb'h\Y'XYj Y'cda Ybhc'Z'7\fca ]i a '7UfV]XY'z'h\Y'W'ghic'Z'7\fca ]i a '7UfV]XY]g'WcbghUbh'm



VX Ub[ ]b[ "HU\_]b[ ]bhc 'UWwci bh'h\Y'W ffYbh'a Uf\_Yh'a UWfcYWcbca ]WdUfUa YhYfgžj U'i Y'WU]b  
UbU'mg]gžWUbbY'dUfhbYfgžXYa UbX'UbX'gi dd'mžh\Y'WcghicZ7\fca ]i a '7UfV]XY'k ]''U'gc'VY  
UZZYWhYX'hc'U'Wfhu]b'YI hYbh'h'i]g'Ygh]a UhYX'h\Uh'h\Y'WcghicZ7\fca ]i a '7UfV]XY'k ]''bWfYUgY  
g'][\h'mžfca 'hcXUm'hc'bYI h'k YY\_"

<ck Yj YfžCnVc"Wca 'dfcj ]XYg'\][\ 'di f]hmBUbc'7\fca ]i a '7UfV]XY'k ]h\ 'ghYUXm'df]Wf"-b'cfXYf'hc  
ZYXVUW\_'hc'c'X'W ghca Yfgžh\Y'Wca dUbm]g'gh]''b'ž ''cdYfUh]cbg'hc'dfcj ]XY'7\fca ]i a '7UfV]XY  
k ]h\ 'Wca dYh]h]j Y'df]Wf"gu]X'C' ]bUžgU'Yg'a UbU[ Yf'cZCnVc"Wca "

5Vci h'CnVc"Wca

CnVc"Wca 'fU\_U"HUB\_]BYk 'A UhYf]U'g'7c"@hX"ž]g'U'hfi ghYX[ 'cVU'WYa ]WU'a UhYf]U'gi dd']Yf/  
a Ubi ZUWhi fYf'k ]h\ 'cj Yf'%&'mYUfg'YI dYf]YbW' ]b'dfcj ]X]b[ 'gi dYf'\][\ 'lei U']hmWYa ]WU'g'UbX  
BUbca UhYf]U'g"5g'U'YUX]b[ 'bUbchYWbc'c[ mXYj Y'cda Ybh'UbX'7\fca ]i a '7UfV]XY  
a Ubi ZUWhi fYfžHUB\_]BYk 'A UhYf]U'g'7c"@hX'Xca ]bUhYg'h\Y'a Uf\_Yh"Ci f'dfcZYgg]cbU'k cf\_'hYUa  
dfcj ]XYg'dYfZYWh'gc'i h]cbg'hc'\Y'd' ]a dfcj Y'h\Y'YZZ]W]YbWhicZj Uf]ci g' ]bXi ghf]YgžWfYUhY'j U'i YžUbX  
YUg]mWcdY'k ]h\ 'j Uf]ci g'WU'Yb[ Yg"-žmci 'UfY''cc\_]b[ 'žcf'7\fca ]i a '7UfV]XYž'd'YUgY'gYbX'Ub  
Ya U]'hc.gU'Yg4 cnVc"Wca