

K Ufi a `X]Y`9h\YfYi a !: i g]cb
DfY]gj c`Uh]`]hÀh`VY]`9H< DcK `j Yfi fgUW\Yb
k]fX

I b]gk Ud`k]fX`k Y]hYf\]b`]b`XYf`9H< DcK !?YhhY`cdYf]YfYb
_ÒbbYb`9H< `DcG`i bX`9H< `DcK ` _ÒbbYb`bUW\`XYa `A Yf[Y
Xi fW\`i bhYfgW\]YX`]W\Y`7\U]b`8g`i bhYfgW\]YXYb`k YfXYb
K À\fybX`X]Y`Ghi bXYb`V]g`ni a `Ni gUa a YbgW\`i gg]cb
9h\YfYi a `j Yf[Y\Ybž`fØW_Yb`X]Y`D`ÀbY`Y]b[YZY]gW\hYf`DfccZ
cZ]K cf`!6YZØfk cfhYf`]b`XYb`:`c`_i g` `YVYbgc`k]Y`X]Y
k UW\gYbXYb`5i gg]W\hYb`Ui Z]c`Uh]`]hÀh`ZØf`XYb
Ui ZghfYVYbXYb`Hc_Yb`"H\Y`A Yf[Y`gc``XYb`A YW\Ub]ga i g
XYf`9h\YfYi a !6`cW_W\U]b`ni f`J YfUfVY]hi b[`i bX`J U`]X]Yfi b[
j cb`HfUbgU_h]cbYb`]j cb`DfccZ]cZ]K cf`_`Y]b`À\b`]W\Yf
A YW\Ub]ga i g`k]Y`XYf`]j cb`6]hW\]bž`k Ybb`Ui W\`hYW\b]gW\
i bhYfgW\]YX`]W\` `Ui Z]DfccZ]cZ]GhU_Y`i a ghY``Ybž
k U\fgW\Y]b`]W\`]f[YbXk Ubb`Ua `ZfØ\Yb`8cbbYfghU[a cf[Yb
9H``9]bY`fY`Uh]j ` _Y]bYž`UVYf``Ui hghUf_Y`A]bXYf\Y]h]j cb
ÿh\YfgW\ØfZYfb`; UVY`i b[`j cfVYfY]hYb`XUg`Dfchc`c``
/ Ua d^Y``]d/

- I b]gk Ud`k]fX`k Y]hYf\]b`]b`XYf`9H< DcK !? YhhY`cdYf]YfYb`_ÖbbYb`
- 9H<`DcG`i bX`9H<`DcK`_ÖbbYb`bUW`XYa`A Yf[Y`Xi fW`i bhYfgW`]YX`]W`Y`7\U]b`8 g`i bhYfgW`]YXYb`k YfXYb`

K Ä\fybX`X]Y`Ghi bXYb`V]g`ni a`Ni gUa`a YbgW`i gg]j cb`9h\YfYi`a`j Yf[Y\Ybž`fØW`Yb`X]Y`D`ÄbY`Y]b[YZY]gW`hYf`DfccZ]cZ]K`cf`!`6YZØfk`cfhYf`]b`XYb`:`c`_i`g`YVYbgc`k`]Y`X]Y`k`UW`gYbXYb`5i`gg]W`hYb`Ui`Z`J`c`U]h`]h`Ä`h`ZØf`XYb`Ui`ZghfYVYbXYb`Hc`_Yb`"

H\Y`A`Yf[Y`gc``XYb`A`YW`Ub]ga`i`g`XYf`9h\YfYi`a`!6`c`W`W`U]b`ni`f`J`YfUfVY]hi`b[`i`bX`J`U`]X]Yfi`b[`j`cb`HfUbgU`_h]cbYb`j`cb`DfccZ]cZ]K`cf`_`Y]b`Ä`b`]W`Yf`A`YW`Ub]ga`i`g`k`]Y`XYf`j`cb`6]hW`]bž`k`Ybb`Ui`W`hYW`b]gW`i`bhYfgW`]YX`]W``Ui`Z`DfccZ]cZ]GhU`_Y`i`a`ghY``Ybž`k`U`fgW`Y]b`]W`]f[YbXk`Ubb`Ua``ZfØ`Yb`8`cbbYfghU[a`cf[Yb`9H`"

9]bY`fY`Uh]j`_`Y]bYž`UVYf`Ui`hghUf`_Y`A`]bXYf\Y]h]j`cb`Y`h\YfgW`ØfZYfb`;
UVY`i`b[`j`c`fVYfY]hYb`X`Ug`Dfchc`_c``j`cf`_i`fnYa`[`Yhk`]hhYfh`**`8`Ug`9H<`K`!`A`U]bbYh`k`]fX`]bbYf\U`V`j`cb`&(`Ghi`bXYb`bUW`XYf`:`i`g]cb`ghUhhZ]bXYb`"**

8]Y`[YbUi`Y`NY]h`k`]fX`%`Ghi`bXY`j`cf`XYa`GhUfh`a`]hY]bYa`7ci`bhXck`b!H]a`Yf`VY`_Ubbh`[Y[YVYb`i`bX`U`Ygž`Y]bgW`]Y»`]W`YbX[Ø]h[Yf`7`cXYž`6]bÄfXUhY]Ybž`?`cbZ][i`fUh]cbgXUhY]Ybž`?`bchYb]bZcfa`Uh]cbYbž`F`D7`ž`9l`d`cfYf`i`gk`"ž`k`]fX`j`YfØZZYbh`]W`hž`k`Ybb`X]Y`NY]h`UV[Y`Ui`ZYb`]gh`ž`\Y]»`h`Yg`]b`XYa`Hk`YYh`"

B]W`h`YXYf`]gh`gc`cdh]a`]gh]gW`]b`6Yni`[`Ui`Z`X]Y`F`YU`]g]YfVUf`_Y]h`XYg`7`cbhfUf]Ub!Dfc`Y`_hg`_i`fn!`cXYf`Ub[Zf]gh][`"

9H<!`8\UVYf`Yf\U`hYb`9H<`DcK`!Hc`_Yb`]a`J`Yf\Ä`hb]g`%`%`Ui`g`XYf`@`Zž`UVYf`XYf`Hc`_Yb`k`]fX`bi`f`gY`f`VY[`fYb`nhY`C`fhY`\UVYbž`Ub`"

XYbYb`Yf`Ui g[Y[YVYb`cXYf`j Yfk YbXYh`k YfXYb`_Ubbž`k cXi fW`Yf`
j YfU`hYh`]gh"

Gi bbm5[[Ufk U`žA]hVY[fØbXYf`j cb`Cga`cg]g`@UVgž`gU[hY`
[Y[YbØVYf`6`cW_k cf_g.` 8]Y`a`Y]ghYb`Hc`_Yb`Ui Z`9H<DcK`k`YfXYb`
Ui ZBi` ``[Y\Yb" `

7]fWYž`XYf`9a`]hhYbh`j`cb`i` G87` `XYf`[fØ» hYb`8c`Uf!i` bhYfghØhnhYb`
GhUV`YWc]bž`X]Y`Ui`Z`XYf`9h\YfYi`a`!6`cW_W`U]b`Ui`g[Y[YVYb`k`]fXž`
a`]h`Y]bYf`A`Uf_h`Ud]hU`]g]Yfi`b[`j`cb`a`Y`f`U`g`(`)`A`]]UfXYb`i`G!
8c`Uf` `6Ygh`h][`h`XUgg`XUg`i`bhYfbY`a`Yb`d`Ubhž`X]Y`DcG!`?YhhY`
bUW`XYf`:`i`g]cb`j`c`gh`AbX][`ni`i`bhYfghØhnhYb`"8Y:`]!Dfc`Y`_hYž`X]Y`
I`G87`U`g`G]W`Yf\Y]hj`Yfk`YbXYbž`gc`hYb`U`g`gc`W`Y`]b`XYf`DcK`!
?YhhY`d`fU`_h]gW`_Y]bYb`K`Yfh`\UVYb"

GhUhhXYggYb`g]bX`gY]bY`GhU`_b[!ZFYi`bX`]W`Yb` ; Y[YbghØW`Y`XUfUi`Z`
j`cfVYfY]hYhž`X]Y`J`cfhY]`Y`ni`YfbhYbž`gc`?]f]`B`_c`cj`ž`Y]b`
J`Yfhf]YVg`Y]hYf`j`cb`BYI`c"

8]Y`:`i`g]cb`a`UW`h`XUg`BYhmk`Yf`_`b]W`h`bi`f`g]W`YfYf`i`bX`
i`a`k`Y`hžFYi`bX`]W`Yf` `Yg`Vf]b[`h`XYf`9H<`Ui`W`VYggYfYg` ; Y`X`i`bX`
Y]bY`VYggYfY`K`YfhUi`ZVYk`U`fi`b[`ž`gU[`hY`B`_c`cj` `[Y[YbØVYf`
6`cW_k`cf_g" `A`]h`gY]bYb`GhU`_b[!FYbX]hYb`k`]fX`Yg`Y]bY`
i`bVY[`fYbnh`g`_U`]YfVUfYž`Ub[`Zf]gh][`Y`9]bbU`a`Yei`Y`Y`ZØf`8][`]hU`!
5ggYh!`gh]hi`h]cbYbž`?fYX]h[`YVYf`i`bX`6ØfgYb`[`YbYf]YfYb" `

8]Y`:`i`g]cb`gc`Ua`YfghYb`HU[`F`YbX]hYb`j`cb`+`i`V]g`%(`i`
Vf]b[`Ybž`gU[`hY`Hca`8i`b`YUj`mž`GYb]cf`FYgYUfW`5bU`mgh`VY`
A`YggUf]ž`[`Yhk`]hhYfh"

HfchnXYa`gU[`hY`5[[Ufk U`ž`XUgg`XYf`9H<`DcK`!Hc`_Yb`
k`U`fgW`Y]b`]W`]a`a`Yf`bcW`Y]b`9`Ya`Ybh`j`cb`9][`Ybk`Yfh`\UVYb`
k`]fX" `

8YnYbhfU`Y`Dfchc`_c`Yž`k`]Y`n`i`b]gk`Ud`X]Y`b]W`h`ØVYf`C`fU`_Y`
`Ui`Z`Yb` `cXYf`6fØW`_Yb`nk`]gW`Yb`Y]bYf`VYgh]a`a`hYb`6`cW`_W`U]b`
i`bX`UbXYfYb`5b`U[`Y`_`UggYb` `gc`Y`b`k`Y]hYf\]b`Ui`Z`XYf`DfccZ]cZ`
K`cf`_!J`Yfg]cb`j`cb`9h\Yf`Z`b`_h]cb]YfYb"

I b]gk Ud`YfZcfXYfh`_Y]bY`C fU_Y` ž`gU[hY`5[[Ufk U`" 9g`U`h`_Y]bY
5V\`Ab[][_Y]hYbž`U`gc`_Ubb`Yg`hfc`h`nXYa`k`Y]hYf`Z`b`_h]cb]YfYb`ž
gU[hY`Yf`"

K Yf`VUi`h`X]Y`I`B`=7`Ugg]W7ca`a`i`b]hm`Ui`Z3

K Ybb`~`@`I`B`7`ØVYf`YVYb`_Ubbž`k`Ufi`a`b]W`h`~`I`B`=7`"c`

`cga`c`%gcb]b][`📱`f4`gi`bbm`+`Ł`%(`"GYdhYa`VYf`&\$&&

B UW`XYf`Ni`gUa`a`YbZØ`fi`b[`VYghY`h`Y]bY`Y]bZUW`Y`A`Ò[`]W`_Y]hž
nk`]gW`Yb`9H<`DcG`i`bX`9H<`DcK`i`bhYfgW`Y]XYb`ni`_`ØbbYbž`XUf]bž
X]Y`?`YhYb!`=8`cXYf`Y]bY`Y]bXYi`h][`Y`FY]`Y`j`cb`NU`Yb`ni
i`bhYfgi`W`Ybž`X]Y`Y]bYa`Ga`Ufh`7`cbhfUW`h`YZZY`_hj`a`]hY]`Ybž`Ui`g
k`Y`W`Yf`6`c`W`_W`U]b`Y]b`VYgh]a`a`hYf`J`Yfa`Ò[`Yb`gk`Yf`h`gh]a`a`h"

5`g`9h`YfYi`a`7`Ugg]Wi`bX`9h`YfYi`a`&\$%*`Y]bY`<`UfX`:`cf`_
Xi`fW`Y]YZb`Y]b`[`fi`bX`Y[`YbXYg`9fY][`b]gž`XUg`XUni`ZØ`fhž`XUgg
Y]b`?`fmdhcd`fchc`_c``]b`nk`Y]cXYf`a`Y`f`6`c`W`_W`U]bg`nYfgd`]hYf`h`
nØ[`Yf`hYb`X]Y`9b`hk`]W`_Yf`VY]XYf`DUfhY]Ybž`Y`fY`Yk`Y]`][`Yb
=X`Yb`h]Z`_Uh]cb`ga`Y`W`Ub]ga`Yb`ni`Ab`XYfb`"8`Yf`I`a`ni`[`Yfa`Ò[`]W`hY
gc[`Yb`Ubb`hY`F`Yd`Um`!5b[`f]ZZYž`VY]`XYbYb`Hf`UbgU`_h]cbYb`Ui`Z`XYa
ZfØ`YfYb`@YX[`Yf`Ui`W`_Ui`Z`XYa`Y`Yh`hYfYb`U`g`[`Ø`h][`Yf`UW`hY`h
k`i`fXYb`"

5VYf`a`:`U``j`cb`A`Yf[`Y]gh`XUg`i`bk`U`fgW`Y]b`]W`"DfccZ`cZ`K`cf`!
9b`hk`]W`_Yf`UVYb`VYfY]hg`6YghAh][`h`8Yf`D`Ub`]ghž`Y]bY`a`cXYfbYfY
J`Yf]Z]n]Yfi`b[`g`Øgi`b[`U`g`dfU`_h]_UV`Y`DfcV`Ya`i`a`[`Y`i`b[`ni
j`Yfk`YbXYb`"

""

8Yf`6Y]hfU[`K`m`h`Y`9h`YfYi`a`A`Yf[`Y`K`]``7Ui`gY`Df]W`J`c`Uh`]hm
cb`9H<`DcK`i]gh`_Y]bY`Z]bUbn]Y`Y`6YfUhi`b[`"

8YhU]g

6Ygi W\Yb`G]Y`i bg`Ui Z.`_fmdhc!bYk g"Uh