

9]bVfi W\ `]b`6]Y`YZY`XYf`=a V]gg.
@YVYbga]hhY`]a `K Yfh`j cb`<i bXYfhYb
9i fc`[Yghc`\`Yb

I bVY_UbbhY`HÅhYf`VfUW\Yb`]b`6]Y`YZY`X`]b`Y]bYb`=a V]gg`Y]b
i bX`ghU\`Yb`) \$\$`6f0hW\Yb"NYi [Yb`k YfXYb`[YVYhYbž`g]W\
ni`a Y`XYb"

6]Y`YZY`X`Yf`YVhY`Ua`j Yf[Ub[YbYb`K cW\YbYbXY`Y]bYb`g_i ff]Yb
J cfZU``ž`U`g`i bVY_UbbhY`HÅhYf`]b`Y]bYb`=a V]ggghUbX`Y]bVfUW\Yb
i bX`Y]bY`VYUW\h]W\Y`A Yb[Y`Ub`@YVYbga]hhY`b`Yb`hk YbXYhYb"
Nk]gW\Yb`GUa`ghU[ž`XYa`i`&("5i [i ghž`i a`i`&\$`i` \fž`i bX`A cbhU[ž
XYa`i`&*"5i [i ghž`i a`i`%\$.` \$`i` \fž`ZUbX`XYf`9]bVfi W\`ghUhh"8]YgY
fUgUbhY`HUh`n]Y\`h`b]W\h`bi`f`X]Y`5i Za Yf_gUa`_Y]h`XYf`Dc`n]Y]ž
gcbXYfb`Ui W\`X]Y`XYf`60f[Yf`Ui Z]g]W\ "

8]Y`9]bVfYW\Yf`a Ub]di`YfhYb`X]Y`H0f`ni a`@U[YffUi a`XYg
=a V]ggghUbXgž`XYf`Ui ZY]bYa`DUf_d`Uhm`Y]bYg`6Ui a Uf_hYg`Ub`XYf
GhfU» Y`5a`H0hYfVUW\`ghY`h"8cfh`ghU\`Yb`g]Y`Y]bY`J]Y`nU\`j cb
; Y[YbghÅbXYbž`XUfi bhYf`a Y\`fYfY`6Y\`Å`hYf`a]h`GdY]gY0ž`X]j YfgY
9]a Yf`j c`Yf`7i fmgc» Yž`UW\h`6Yi hY`Dca`a Yg`i bX`b]W\h`k Yb][Yf
U`g`) \$\$`Zf]gW\`[YVUW`YbY`6f0hW\Yb"9]b`XYfUfh][Yf`8]YVghU\`ž
VYgcbXYfg]b`Y]bYf`NY]hž`]b`XYf`X]Y`@YVYbga]hhY`d`fY]gY`]b`X]Y
<0\Y`gW\`bY`Ybž`k YW`h`XUg`=bhYfYggY`XYf`2 ZYbh]W\`_Y]h"

8 Yf`J cfZU``i bX`X]Y`:`i W\ h

B UW\XYa`X]Y`HÅhYf`X]Y`8]YVYgVYi hY`ni gUa`a Yb[YghY`h`\UhhYbž
Zc\Yb`g]Y`]b`i bVY_UbbhY`F]W\hi b["Hfcm`XYf`ZFU[k 0fX][Yb
A ch]j Uh]cb`\]bhYf`Y]bYa`gc`W\Yb`9]bVfi W\`V`Y]Vh`X]Y`: fU[Y`c ZYbž
k Ug`a]h`Y]bYf`gc`W\`[fc» Yb`A Yb[Y`Ub`@YVYbga]hhY`b`[YgW\Y\Yb
gc`hY"8]Y`Dc`n]Y`\Uh`bi`b`X]Y`9fa]h`i b[Yb`Ui Z[Ybca`a Ybž`i a

XYb`JcfZU`Ui Zni`_`ÄfYb"

: Øf`X]Y`9fa`]hh`Yf`XYg`?f]a`]bU`_ca`a`]ggUf]Uhg`%`_]gh`X]Y`5i`Z`_Äfi`b[
XYg`9]bVfi`W`g`c`VYfghY`Df]cf]hÄh`G]Y`UVYb`X]Y`6Yj`Ö`_Yfi`b[`XUni
Ui`Z[`Yfi`ZYbž`a`Ö[`]W`Y`<`]bk`Y]gY`ni`X]YgYa`JcfZU`ni`Y`ZYfb`"8]Y
?cbhU`_hUi`ZbU`a`Y`[`YghU`hYhg]W`ØVYf`X]Y`HY`Yzcb`Y]hi`b[
\$)`&`%`#`(`)`\$`"8]Y`6Y`Øf`XYb`_`c`ZYbž`XUgg`NYi`[`Ybž`X]Y`j`Y`Y`W`h
Yhk`Ug`J`YfXÄW`h][`Yg`VYa`Yf`_h`UVYbž`g]W`a`Y`XYb`_`ÖbbhYb"

9]b`6`]W`_`Ui`Z`X]Y`GhUh]gh]_`Yb

8]Y`5bnU`X`Yf`9]bVfØW`Y`]b`X]Y`;`Ughfcbca`]Y`_`Uh]b`XYb`Y`hnhYb
`ÄfYb`ni`[`Ybca`a`Yb`"8Yf`JcfZU`]b`6]Y`YZ`X``ÖbbhY`HY`]Y]bYg
[`fÖ»`YfYb`HfYbXg`gY]bž`XYf`Ui`W`UbXYfY`GhÄXhY`VYhf]Z]h"
@VYVbga`]hhY`g]bX`Y]b`VY`YVhYg`8]YVYg[`i`hž]bgVYgcbXYfY`]b
F`YghUi`fUbhg`i`bX`_`a`V]ggghÄbXYbž`k`c`c`Zi[`fc»`Y`A`Yb[`Yb`j`c`ffÄh][
g]bX`"8Yf`9]bZi`gg`XYg`k`]fhgW`UZh]W`Yb`8fi`W`g`Ui`Z`?`f]a`]bU`]hÄh
`Ubb`b]W`h][`bcf]Yfh`k`YfXYbž`i`bX`X]Y``]bhYf`XYa`8]YVghU`
ghY`YbXYb`DYfgcbYb`_`ÖbbhYb`i`bhYf`ghUf`_`Ya`Z]bUbn]Y`Yb`GhfYgg
ghY`Yb"

8]Y`J`Yfi`bg]W`Yfi`b[`i`bhYf`XYb`6YhfY]VYfb`j`cb`_`a`V]ggghÄbXYb`i`bX
_`Y]bYb`F`YghUi`fUbhg`k`ÄW`gh`"»`a`Yf`a`Y`f`j`cb`]bYb`gY`Yb`g]W`
[`Ynk`i`b[`Ybž`]fY`G]W`Yf`Y]hgj`cf`_`Y`fi`b[`Yb`ni`j`YfghÄf`_`Yb"
?Ua`YfUgmghYa`Y`i`bX`G]W`Yf`Y]hgX]YbghY`k`YfXYb`]a`a`Yf`_`Äi`Z][`Yf
U`g`b`chk`YbX][`Y`A`U»`bU`a`Yb`]b`6YhfUW`h[`Ync[`Ybž`i`a`g]W`j`cf
gc`W`Yb`_`VYf[`f]ZYb`ni`gW`ØhnYb"

9g`V`Y]Vh`UVni`k`UfhYbž`c`V`X]Y`9fa`]hh`i`b[`Yb`XYf`Dc`]nY`]ni`Y]bYf
5i`Z`_`Äfi`b[`XYg`JcfZU`g`ZØ`fYb`"8Yf`9]bVfi`W`gY`Vgh`_`Uh`YXcW
VYfY]hg`Y]b`;`Ygd`fÄW`gh`Ya`U`]a`F`Ui`a`6]Y`YZ`X`[`YgW`UZZYb`i`bX
nY][`hž`k`]Y`Y`W`h`X]Y`;`fYbnYb`nk`]gW`Yb`B`cfa`U`]hÄh`i`bX
?f]a`]bU`]hÄh`j`YfgW`k`]a`a`Yb`_`ÖbbYb"

Ni`gUa`a`Yb[`YZUggh`ghY`h`X]YgYf`9]bVfi`W`b]W`h`bi`f`Y]bY
fYW`h]W`Y`<`YfUi`gZc`fXYfi`b[`]Øf`X]Y`Dc`]nY`]XUfž`gcbXYfb`k`]fZh
Ui`W`i`fU[`Yb`ni`f`G]W`Yf`Y]h`i`bX`ni`f`5b[`Ya`YggYb`Y]h`j`cb
@VYVbga`]hhY`j`c`ffÄhYb`]b`XYf`;`Ughfcbca`]Y`Ui`Z`K`Ä`fYb`X`X]Y

9fa]hhYf'Ub'XYf'5i Z_Àfi b['XYg': U`g'UfVY]hYbž]gh'Yg'k]W'h][ž
XUgg'X]Y'; Ya Y]bgW'UZh'ini gUa a Yb\À'h'i bX'<]bk Y]gYž'X]Y'ni f
J Yf\UZh' b['XYf'HÀhYf'ZØ\fyb' _ÒbbhYbž'b]W'h'nÒ[Yfh'ni 'a Y'XYb"

9]bVfi W']b '@YVYbga]hhY`gghÀbXY. '9]b
k UW'gYbXYg'DfcV`Ya

9]bVfØW'Y]b '@YVYbga]hhY`gghÀbXY'cXYf'À\b`]W'Y '[Ughfcbca]gW'Y
6Yhf]YVY'g]bX']b'XYb`YhnhYb' ð\fyb'j Yfa Y\fh']b'XYb': c_i g
[YfØW'h' '8]Y'Ni bU\ a Y'X]YgYf'HUHyb' _Ubb'Ui Zj YfgW']YXYbY
gcn]U'Y'i bX'k]fhgW'UZh']W'Y': U_hc'fyb'ni fØW_[YZØ\fh'k YfXYb"
<Ài Z]['ghY\Yb'Z]bUbn]Y`Y'GW'k]Yf][_Y]hYb']a ' <]bhYf[fi bXž'X]Y
?f]a]bY`Y'XUni 'j Yf'Y]hYbž'X]Y'Y]bZUW'Yfyb'N]Y'Y]b'XYf
[Ughfcbca]gW'Yb'6fUbW'Y'ni 'k À\Yb"@Ui h'Y]bYf'9f\YVi b['XYg
6i bXYg_f]a]bU'Ua hYg'g]bX'9]bVfØW'Y]b'; Yk YfVYcV'Y_hY']a
J Yf['Y]W'ni 'Jcf'U\fyb'Ub[Ygh]Y[Ybž'k Ug'X]Y'Bchk YbX][_Y]h
j YfghÀf_hž'dfÀj Ybh]j Y'A U» bU\ a Yb'ni 'Yf[fY]ZYb"

6YgcbXYfg' a V]ggghÀbXY'i bX'?]cg_Yž'X]Y'cZh']b'k Yb][Yf'VY'YVhYb
; Y[YbXYb'cXYf'Ub'F UbX'U[Yb'ghY\Ybž'g]bX'ZØf'HÀhYf'UhhfU_h]j "
8]YgY'g]bX'cZh'b]W'h'Ui gfY]W'YbX' [Yg]W'Yfh'i bX' _ÒbbYb'fUgW'
Ub[Y[f]ZZYb'k YfXYb" <]YfVY][]h'Ygž'Ui ZX]Y'l bhYfghØhni b['j cb
'ca a i bYb'i bX'6YfUhi b[gghY`Yb'ni 'gYhnYbž'i a 'YbhgdFYW'YbXY
G]W'Yf\Y]hg_cb'ndhY'ni 'Ybhk]W_Y'b"

ž f]gh]gW'Y'5gdY_hY'i bX'? cbgYe i YbnYb

8]Y'f f]gh]gW'Yb'?cbgYe i YbnYb'ZØf'9]bVfYW'Yf' _ÒbbYb'Y'bUW'
GW'k YfY'XYf'HUhi bX'XYb' [Yghc\YbYb'K Ufyb'i bhYfgW']YX']W'
Ui gZU`Yb" ð'8Yi hgW'UbX'k]fX'Y]b'9]bVfi W'gX]YVghU\` [Ya À» 'z
& (&'Gh' 6' [fi bXgÀhn']W'a]h'Y]bYf': fY]\Y]hgghfUZY'V]g'ni 'ZØbZ
ð\fyb'cXYf'a]h'; Y'XghfUZY'VYghfUZh'"6Y]'gW'k Yfyb': À`Ybž']b
XYbYb'; Yk U'h'Ub[Yk YbXYh'k]fX'cXYf'Yf\YV']W'Yf'GUW'gW'UXYb
j Yfi fgUW'h'k]fXž'_ÒbbYb'X]Y'GhfUZYb'XYi h']W'\Ò\Yf'Ui gZU`Yb"

8]Y'5i Z_Àfi b['j cb'9]bVfØW'Yb']gh'ZØf'X]Y'Dc`]nY]'YVYbZU`g'Y]bY
<YfUi gZcfXYfi b[" ð'XYb`YhnhYb' ð\fyb'k i fXY'nk Uf'XYf'9]bgUhn

a cXYfbYf'HYWbc`c []Yb`i bX`X]Y`Ni gUa a YbUfVY]h'a]h`B Uh]cbU`Yb
i bX`b hYfbUh]cbU`Yb`6Y\`ÖfXYb`]bhYbg]j]Yfhž`XYbbcW`V`Y]Vh`X]Y
5i Z`Àfi b[gei chY`VY]'9]bVfØWYb`cZha U`g`b]YXf]["9g`]gh`XU`Yf
k]W`h][ž`XUgg`6Øf[Yf`K UW`gUa _Y]h`nY][Yb`i bX`j YfX`W`h][Y
5_hj]]h`hYb`i a [Y`YbX`a Y`XYbž`i a `dchYbn]Y`Y`H`hYf
UVni gW`fYW`Yb"

G]W`Yf`Y]hga U» bU`a Yb`ZØf
; Ughfcbca]YVYhf]YVY

I a `g]W`j cf`9]bVfØWYb`ni `gW`ØhYbž`_ÖbbYb`6YhfY]VYf`j cb
=a V]gggh`bXYb`i bX`À`b`]W`Yb`9]bf]W`hi b[Yb`j YfgW`]YXYbY
G]W`Yf`Y]hga U» bU`a Yb`Yf[fY]ZYb`8Uni `[Y`ÖfYb`i bhYf`UbXYfYa .

- bghU`Uh]cb`j cb`G]W`Yf`Y]hg_Ua YfUgž`X]Y`XYb`6YfY]W`
fi bX`i a `XYb`6Yhf]YV`ØVYfk UW`Yb"
- 9]bgUhn`j cb`5`Ufa Ub`U[Ybž`X]Y`ja `: U`Y`Y]bYg`9]bVfi W`g
gcZcfh`5`Ufa `gW`U[Yb"
- Gh`f`_i b[`XYf`d`mg]gW`Yb`G]W`Yf`Y]h`Xi fW`ghUV]`Y`HØfYb
i bX`i: YbghYf`gck]Y`ni g`h`n`]W`Y`G`W`ÖggYf"
- 9f`Ö`i b[`XYf`6Y`Yi W`hi b[`ja `5i »YbVYfY]W`ž`i a `Y]bY
UVgW`fYW`YbXY`K]f`_i b[`ni `Yfn]Y`Yb"

8i fW`X]Y`?ca V]bUh]cb`X]YgYf`A U» bU`a Yb`_ÖbbYb`6YhfY]VYf`j]`fY
G]W`Yf`Y]hg`U[Y`Yf`YV`]W`j YfVYggYfb`i bX`dchYbn]Y`Y`H`hYf
UVgW`fYW`Yb`Ni XYa `Ya dZ]Y`h`Yg`g]W`ž`Yb[Y`?cbhU`hY`ni f
Dc`]nY]ni `dZY[Yb`i bX`Ub`c`_U`Yb`G]W`Yf`Y]hgVYfUhi b[Yb
hY]ni bY`a Yb"

8YhU]`g

6Ygi W`Yb`G]Y`i bg`Ui Z.`b!U["XY