9fZi fh. 'GU\ fU`K U[Yb_bY\X h'i bhYfVf]W\ h
F YXY`bUW\ ` , VYf[f]ZZ`VY]
K U\ `j YfUbghU`hi b[

GU\ fU`K U[ Yb\_bY\X h'k i fXY`k \fYbX`]\fYf`K U\ `_Ua dZFYXY
]b`9fZi fh'a ]h'fchYf': UfVY`VYgdf]mh"8 Yf`H\hYf`k i fXY
ZYgh[Ybca a Yb"

6Y]`Y]bYf`K U\ `\_Ua dZ] YfUbghU`hi b[`XYf`6GK !; f0bXYf]b`GU\ fU
K U[Yb_bY\X h']b`9fZi fh`_Ua `Yg`ni `Y]bYa `i bYfk UfhYhYb`J cfZU`ž
XYf`Z0f`5i ZFY[i b[`gcf[ hY"8]Y `)) !\`f][ Y`Dc`h]\_Yf]b`k i fXY`a]h
Y]bYf`fchYb` : `0gg][ \_Y]h`VYgdf]mhž`k Ug`g]Y`XUni `j YfUb`UgghYž
_i fnZf]gh][`X]Y`60\ bY`ni `j Yf`UggYb"9]b` : chc[fUZ]j cb`XdU`j cf`C fh
VYf]W\ hYhYž`XUgg`X]Y`Dc`h]_Yf]b`bi f`Y]W\ h'[Yhfc ZYb`k i fXYž`k Ug
Z0f`Y]bY`[Yk]ggY`9f`Y]W\ hYfi b[`gcf[hY"

8Yf`J cfZU`YfY][bYhY`g]W\ `i ba]hY`VUf`bUW\ `XYa `9bXY`j cb
K U[Yb_bY\X hg`F YXYž`U`g`Y]b`HUh] YfX\W\ h][ Yf`j cb
G]W\ Yf\Y]hg_f\Z hYb`ni `6cXYb`[ YXf0W`h'i bX`a ]h`< UbXgW\ Y`Yb
UV[YZ0\ fh'k i fXY" GhY ZYb`E i UgYVUfh\ž`XYf`DfYggYgdfYW\ Yf`XYg
H\0f]b[Yf`6GK ž`VYgh\h][hYž`XUgg`Yg`XYf`Dc`h]\_Yf]b`[i h[Y\Yž`UVYf
Yf`VYnY]W\ bYhY`XUg` ; YgW\ Y\Yb`U`g`gW\ cW_]YfYbX"9g`k i fXYb
=Zcfa Uh]cbYb`XUf0VYf`VY`\_Ubbž`XUgg`X]Y`fchY` : UfVY`gY\ f
\UZhYbX`i bX`\U`hVUf`gY]i bX`XYf`H\hYf`Y]bY`5fh'a YX]n]b]gW\ Y
Gdf]hY`VYbi mh`\UVYž`i a`X]Y` : `0gg][_Y]h`ni `j Yfgdf0\Yb"8]Yg
nY][hž`k ]Y`YI hfYa `Y]b][ Y`DfchYghZcfa Yb`k YfXYb`_0bbYbž`i bX
Yfk YW`h]i bVY\U[ Yb`0VYf`X]Y`G]W\ Yf\Y]hj cb`0ZYbh]W\ Yb
DYfgcbYb`]b`dc`h]gW\ Yb`J YfUbghU`hi b[gZcfa UhYb"

K U[Yb_bY\X h']b`XYf`J Yf[Ub[Yb\Y]h
Ub[Y[f]ZZYb

8]Y'Øb[ghYb'9fY][b]ggY'k YfZYb'Y]b'@]W'h'Ui Z'X]Y
<YfUi gZcfXYfi b[Ybž'XYbYb'g]W'Dc`h]_Yfž'VYgcbXYfg']b
Ui Z[Y'UXYbYb'dc`h]gW'Yb'NY]hYbž'[Y[YbØVYfgY\Yb"8]Yg']gh'b]W'h
XUg'YfghY'A U'ž'XUgg'K U[Yb_bYW'h'N]Y'Y]bYg'5b[f]Zg'k]fX"
6YfY]hg'ja 'A U]'&\$%*'k i fXY'VY]Y]bYa 'DUfhY]hU['j]b'A U[XYVi f[
Y]bY'HcfhY'Ui Zg]Y '[Yk c'fZYb"8Yf'5b[f]Z'\UhY'XUa U'g'XYbgY'VYb
DfchYghW'UfU_hYfž'XU'XYf'HÄhYf'[Y[Yb'K U[Yb_bYW'hg'<U'hi b['j]b
XYf':`ØW'h]b[ gdc`h]_XYa_cbgfh]YfYb'k c`hY"GC`W'Y'JcfZÄ`Y'g]bX
'YXcW'j]Y'a Y\f'U'g'bi f'Y]b'5i gXfi W_j cb
A Y]bi b[gj YfgW]YXYb\Y]hYb/g]Y'j YfXYi h]W'Yb'X]Y '[YgdUbbhY
dc`h]gW'Y'@U[ Y'i bX'XUg'DchYbn]U`ZØf'; Yk U'h]b'ÖZYbh]W'Yb
8YVUhhYb"

5a '\Yi h][Yb'HU['k i fXY']b'9fZ' fh'ØVYf'X]Y'G]W'Yf\Y]h]j cb
dc`h]gW'Yb'J YfUbgH'hi b[Yb'X]g_i h]Yfh"K]Y'Yfbgh]gh'XYf'9]bgUhn
j cb'; Yk U'hž'i a 'Y]bY'dc`h]gW'Y'6chgW'UZh'ni 'ØVYfa]hY'b3'K Ug
VYXYi hYh'X]Yg'ZØf'X]Y': fY]\Y]h'XYf'A Y]bi b[gÄi » Yfi b[ž'i bX'k c']gh
X]Y'; fYbnY'XYg'DfchYghYg3'8]YgY': fU[Yb'ghY\Yb']a 'FUi a 'i bX
j YfUb'UggYb'gck c`\`Dc`h]\_Yf'U'g'Ui W'g]W'Yf\Y]hgdc`h]gW'Y
9I dYfhYbž'ØVYf'ni _ØbZh][Y'A U» bU\ a Yb'bUW'ni XYb_Ybž'i a 'X]Y
G]W'Yf\Y]h'VY]gc`W'Yb'J YfUbgH'hi b[Yb'ni '[Yk Ä\ f'Y]ghYb"

8]Y'JcfZÄ`Y'fi bX'i a 'GU\ fU'K U[Yb_bYW'h'nY][Yb'b]W'h'bi f'X]Y
F]g]_Ybž'XYbYb'ÖZYbh]W'Y'DYfgÖb`]W'Y_Y]hYb'Ui g[YgYhnh'g]bXž
gcbXYfb'Ui W'X]Y'Bchk YbX][_Y]hž'J YfgUa a 'i b[Yb']a 'dc`h]gW'Yb
FUi a 'ni 'gW'ØhnYb"'a 'X][]hU'Yb'NY]hU'hYfž']b'XYa 'bZcfa Uh]cbYb
fUgUbh] YfVfY]hYh'k YfXYb'i bX'X]Y'ÖZYbh]W'Y'A Y]bi b['dc`Uf]g]Yfhž
a ØggYb'dc`h]gW'Y'5_hYi fY'i bX'G]W'Yf\Y]hg_fÄZhY'a Y\ f'XYbb'Y
ni gUa a YbUfVY]hYbž'i a 'Y]b'g]W'YfYg'i bX'fYgdY_hj c`Yg'l a ZY'X
ZØf'XYa c_fUh]gW'Y'HY]'\UVY'ni 'gW'UZZYb"

8YhU]`g

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