

8]Y`gW\ ÒbghY`J Yfg]cb. `>Y`Ug`F Y]gY`Xi fW\
@]YVY`i bX`GY`VghZ]bXi b[

9bhXYW_Yb`G]Y`Fi h\!A Uf]U`H\ca Ug/ ` \$' - /8YVØhfca Ub
/ ei ch/8]Y`gW\ ÒbghY`J Yfg]cb/ ei ch/ØVYf`@]YVYž`⇒Ybh]hÅh
i bX`X]Y`Gi W\Y`bUW\`XYa`Y][YbYb`GY`Vgh"

9]b`6`]W_`]b`X]Y`J Yf[Ub[Yb\Y]h. ` 8]Y
gW\ ÒbghY`J Yfg]cb `j cb`Fi h\!A Uf]U`H\ca Ug

8 Ug`8YVØhj cb`Fi h\!A Uf]U`H\ca Ugž` 8]Y`gW\ ÒbghY`J Yfg]cb ž
V]YhYhY]bYb`Y]bXf]b[`]W\Yb`9]bV`]W_`]b`XUg`5i Zk UW\gYb`Y]bYf
↑ b[Yb`fUi`i bX`X]Y`_ca d`YI Yb`<YfUi gZcfXYfi b[Ybž`a`]hXYbYb
g]Y`_cbZfcbh]Yfhk`]fX"8]YgY` ; YgW\]W\hY`]gh`b]W\hibi f`Y]bY
9fnÅ\`i b[`ØVYf`@]YVY`i bX`J Yf`i ghž`gcbXYfb`Ui W\`Y]b`Gd]Y[Y`V]`X
XYf[YgY`gW\ UZh`W\Yb`i bX`dYfgOb`]W\Yb`⇒Ybh]hÅhgZfU[Ybž`X]Y
j]Y`Y`↑ b[Y`A Yb gW\Yb`Yi hY`VYhfYZZYb"

9]bY`bcghU`[]gW\Y`F ØW__Y`f`]b`X]Y`?]bX\Y]h

➤`Už`X]Y`<Ui dhZ][i f`XYg`F ca Ub gž`fY`_Ud]hi`]Yfh`\fY`@YVYbgfY]gY
i bX`XUg`5i ZY]bUbXYfhfYZZYb`a`]h`Mubb]W_`]`]\fYf`YfghYb`[fc» Yb
@]YVY`"B UW\`Y]bYf`UVfi dhYb`HfYbbi b[``UbXYh`g]Y`]b`]\fYa`U`hYb
?]bXYfn]a`a`Yfž`k Ug`g]Y`nk`]b[hž`ØVYf`\fY`J Yf[Ub[Yb\Y]h
bUW\ni`XYb`_Yb"8]YgY`F ØW__Y`f`]b`X]Y`?]bX\Y]h`U_h]j]Yfh`b]W\hibi f
dYfgØb`]W\Y`9f]bbYfi b[Ybž`gcbXYfb`ghY`h`Ui W\`[fi bX`Y[YbXY
: fU[Yb`ni`XYb`9bhgW\Y]Xi b[Ybž`X]Y`g]Y`]b`↑ b[Yb`➤\fYb
[YhfcZZYb`\Uh" < UhY`g]Y`k`]f_]W\`X]Y`? cbhfc`Y`ØVYf`\f`@YVYbž
cXYf`k Uf`g]Y`YX][`]W\`Y]b`dUgg]j Yf`HY`]`\fYf`Y][YbYb` ; YgW\]W\hY3

8 Yf`? cbhYI h`XYf`ZfØ\Yb`&\$%\$Yf`➤U\ fY

8]Y'<UbX'i b['gd]Y'h]b'Y]bYf'cghXYi hgWYb'?'Y]bghUXh'k Å\fybX
XYf'gdÅhYb'Bi ``YfU\fy'i bX'ZfØ\Yb'&\$%\$Yf'Å\fy'i bX'j Yfa]gW h
9f]bbYfi b[Yb'Ub'?'bX\Y]hggd]Y'Yž'X]Y'?'Åb[Y'j cb'; Ub[ghYffUd
i bX'X]Y'; `]hYf'ddY'Ui g'XYf'ž [YbX_i 'hi f''8]YgY'9f]bbYfi b[Yb
g]bX'Y]bXf]b[`]W' i bX'bcghU`[]gW'ni [`Y]W' i bX'j YfXYi h]WYbž'k]Y
dfÅ[YbX'X]Y'gcn]U'Y'I a [YVi b['ZØf'X]Y'9bhk]W_i b['t b[Yf
: fUi Yb'gY]b'_Ubb''H\ca Ug'VYgWfY]Vh'X]Y'<YfUi gZcfXYfi b[Yb
XYf'k Y]V`]WYb'Gcn]U`]gUh]cb'i bX'X]Y'gcn]U'Yb': U`ghf]W_Yž'X]Y'cZh
i bVYUW hYh'V`Y]VYb''

@]hYfUf]gW Yf'<]bhYf[fi bX'j cb'Fi h\!A Uf]U
H\ca Ug

Fi h\!A Uf]U'H\ca Ugž%- - ']b'7chVi g'[YVcfYbž'\Uh]g]W'b]W'h'bi f
U'g'5i hcf]b'Y]bYb'B Ua Yb'[Ya UW hž'gcbXYfb'Ui W']b'XYf
ž [YbX\]ZY'[YUfVY]hYh''≠f'Ghi X]i a 'Ua '8Yi hgWYb
@]hYfUhi f]bgh]hi h']b'@Y]dn][`Uh']\fyb'GWfY]Vgh]'i bX']\fy
H\Ya Ybk U`'[YdfÅ[h''8]Y'5i hcf]b'VYZUggh]g]W'\Åi Z['a]h'XYb
GWk]Yf][_Y]hYbž'j cf'XYbYb': fUi Yb']b'\fyf'dYfgØb`]WYb'i bX
gcn]U'Yb'9bhk]W_i b['ghY\Yb''≠fy'K Yf_Y'YfgWY]bYb']b
j YfgW]YXYbYb'@]hYfUhi fa U[Un]bYb'i bX'j Yfgi WYbž'X]YgY
h]YZ[fØbX][Yb'H\Ya Yb'Ui Zni [fY]ZYb''

8]Y'6c hgW UZh'j cb' 8]Y'gW ØbghY'J Yfg]cb

8Yf'Fca Ub'ghY`h'Y]bY'k]W h][Y'8]g_i gg]cb'ØVYf'≠Ybh]hÅhž
GY'VghfYZYI]cb'i bX'XYb'9]bZi gg'XYf'J Yf[Ub[Yb\Y]h'Ui ZX]Y
; Y[Ybk Ufh'Ub''6YgcbXYfg'X]Y': fU[Yž'cV'k]f'X]Y' gW'YW hYghY
J Yfg]cb' i bgYfYg'GY'Vgh'U_nYdh]YfYb'_ØbbYbž'V`Y]Vh']a
; YXÅW hb]g'XYf'@YgYf''H\ca Ug'fY[h'ni f'5i gY]bUbXYfgYhni b['a]h
XYb'Y][YbYb'9fZU\fi b[Yb'Ub'i bX'`ÅXh'X]Y'@YgYf'Y]bž'ØVYf']\fy
Y][YbY'@VYbg[YgW]W hY'bUW'ni XYb_Yb''≠Y]bYf'NY]hž']b'XYf
GY'VghVYk i ggghY]b'i bX'dYfgØb`]WY'≠Ybh]hÅh'a Y\f'XYbb'Y
h\Ya Uh]g]Yfh'k YfXYbž']gh' 8]Y'gW ØbghY'J Yfg]cb' Y]b'6i Wž'XUg
ni a 'BUWXYb_Yb'Ub'fY[h''

: Un]h

F i h\!A Uf]U`H\ca Ug'gW\UZZh'a]h' 8]Y'gW\ÒbghY`J Yfg]cb `Y]b`K Yf_ž
XUg`b]W\h`bi f`ZYggY`hž`gcbXYfb`Ui W\`]b`X]Y`H]YZY`XYf
a YbgW\`]W\Yb`9a`ch]cbYb`Y]bhUi W\h`9g`nY][hž`k]Y`k]W\h][`Yg`]ghž
X]Y`Y][YbY`; YgW\]W\hY`ni `fYZY_h]YfYb`i bX`g]W\`XYb
< YfUi gZcfXYfi b[Yb`XYf`J Yf[Ub[Yb\Y]h`ni `ghY``Yb``@YgYfž`X]Y`Y]b
h]YZYgž`Ya`ch]cbU`Yg`i bX`ni [`Y]W\`Yf\Y``YbXYg`@YgYYf`YVb]g
gi W\Ybž`k YfXYb`j cb`X]YgYa`Fca Ub`VY[Y]ghYfh`gY]b"

8YhU]`g

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