

@YVYbga]hhY`_cbhfc`Y`]b`K]bbYbXYb.
Gui VYf_Y]h'i bhYf`XYf`@i dY°

9fk]b`5fV]b[Yfž`@YVYbga]hhY`_cbhfc`Yi f`]b`K]bbYbXYbž
ØVYfk UW`h`<m[]YbY`]b`; Ughfcbca]YVYhf]YVYb`i bX`ghÅf_h
@YVYbga]hhY`g]W`Yf\Y]h"



K]bbYbXYbž`8Yi hgW`UbX`!`@YVYbga]hhY`g]W`Yf\Y]h`]gh`Y]b
nYbhfU`Yf`5gdY_h`ZØf`X]Y`; Ygi bX\Y]h`XYf`J`YfVfUi W`Yf`"`a
FU\`a`Yb`fY[`Y`a`Å»][`Yf`?`cbhfc`Yb`]b`K]bbYbXYb`]gh`9fk]b
5fV]b[Yfž`Y\Ya`U`][`Yf`?`cW`i`bX`bi`b`@YVYbga]hhY`_cbhfc`Yi f
VY]a`@UbXfUhgUa`hž`XUZØf`ni`ghÅbX][`ž`X]Y`<m[]YbY`]b`; Ughfcbca]Y!
i`bX`@YVYbga]hhY`VYhf]YVYb`ni`ØVYfk UW`Yb`"5fV]b[Yf`bi`hnh`gc[`Uf
Y]bY`HUgW`Yb`Ua`dYž`i`a`Ui`W`gW`k`Yf`Y]bgY\`VUfY`6YfY]W`Y
[`fØbX`]W`ni`ØVYfd`fØZ`b`i`bX`a`Ø`[`]W`Y`A`Åb[`Y`Ui`Zni`XYW`_Yb`"6Y]
XYb`?`cbhfc`Yb`YfhY]h`Yf`b]W`h`bi`f`F`ØZZY`ž`gcbXYfb`c`Vh`Ui`W`
gUi`VYfY`6Yhf]YVYž`k`]Y`VY]`gY]bYa`Y`hnhYb`6Ygi`W`]b`Y]bYa
6Yhf]YVž`XYf`_Ui`a`6YUbghUbXi`b[`Yb`Ui`Zk`]Yg`i`bX`Y]bYb
VYgcbXYfg`fY]b`]W`Yb`8cgYb`ØZZbYf`j`c`fni`k`Y]gYb`\UhhY"

; YfUXY`]b`XYf`; Ughfcbca]Yž`k c`X]Y`5bgdfØWXY`Ub`GUi VYf_Y]hi bX
<m[]YbY`VYgcbXYfg`cW`g]bXž`_ÖbbYb`gc`WXY`?cbhfc`Yb
YbhgWXY]XYbX`gY]b`"5fV]b[Yf`U`h`X]Y`6YZ [b]gž`6Yhf]YVY`]a`BchZU`
j cfØVYf[Y`YbX`ni`gW`]Y»Ybž`i a`X]Y`G]WXYf`Y]h`XYf`J YfVfUi WXYf
ni` [Yk`À`f`Y]ghYb`"8]Y`c`Y`GhUbXUfXg`]b`XYf
@VYbga]hhY`m[]YbY`g]bX`Ui W`Xi fW`XUg`9I !<m[]YbYfYW`h
[YfY[Y`hž`XUg`U`Y`@VYbga]hhY`i bhYfbY`a Ybž`Y]bgW`]Y»`]W
`UbXk]fhgW`UZh]WXYf`6Yhf]YVYž`i bhYf`]Y[h`"8]Yg`VYXYi hYhž`XUgg
@VYbga]hhY`Ui ZU`Yb`DfcXi`_]cbg!ž`J YfUfVY]hi b[g`!i bX
J Yfhf]YVgghi ZYb`g]WXYf`gY]b`a ØggYbž`k]Y`XUg`6A 9@VYhcbh"

F Y[Y`i b[Yb`i bX`J c f g W f]ZhYb

8]Y`m[]Yb]gWYb`5bZcfXYfi b[Yb`ZØf`@VYbga]hhY`VYhf]YVY`g]bX
]b`a Y`fYfYb`J YfcfXbi b[Yb`ZYgh[Y`Y[hž`XUfi bhYf`X]Y`9I !
J YfcfXbi b[Yb`fØ; Ł`B`" ,) &#&\$\$(`i bX`Bf`" ,) `#&\$\$("8]YgY
F Y[Y`i b[Yb`j YfdZ]W`hYb`Ui W`ni f`GW`i`i b[`XYg`DYfgcbU`g`]b
; Ygi bX`Y]hgf]g]_Yb`i bX`@VYbga]hhY`m[]YbY`"8 Ug`N]Y`]gh`X]Y
G]WXYfghY`i b[`XYf`Y]bk UbXZfY]Yb`6YgW`UZYb`Y]h`j cb
@VYbga]hhY`b`V]g`ni f`5V[UVY`Ub`XYb`J YfVfUi WXYf"

Ni g`À`h`]W`ni`XYb`Yi fcd`A]gWYb`J cf[UVYb`[]Vh`Yg`Ui W`bUh]cbU`Y
J c f g W f]ZhYbž`k]Y`X]Y`@VYbga]hhY`m[]YbY!J YfcfXbi b[`f@A <J Ł
i bX`X]Y`H]Yf]gWY`@VYbga]hhY`m[]YbY!J YfcfXbi b[`fH]Yf!@A <J Łž
X]Y`XUg`9I !F YW`h`Yf[`À`bnYb`"8]YgY`F Y[Y`i b[Yb`ghY`Yb`g]WXYfž
XUgg`@VYbga]hhY`i bhYfbY`a Yf`]b`XYf`Df]a `À`dfcXi`_]cb
U`[Ya`Y]bY`<m[]YbYj c f g W f]ZhYbž`VY`_Ubbh`U`g`; i hY
<m[]YbYdfUI]gž`Y]b`U`hYb"

J YfUbhk c fh`]W`_Y]hYb`XYf

@VYbga]hhY`i bhYfbY`a Yf

@VYbga]hhY`i bhYfbY`a Yf`g]bX`ni XYa`j YfdZ]W`hYhž
9][Ybj YfUbhk cfhi b[`ZØf`X]Y`@VYbga]hhY`g]WXYf`Y]h`ini
ØVYfbY`a Yb`i bX`Y]b`<577D!`?cbnYdhini f`⇒Ybh]Z]_Uh]cb`i bX
J Yfa Y]Xi b[`j cb`F]g]_Yb`]b`XYf`@VYbga]hhY`dfcXi`_]cb`ni
]a`d`Ya`Ybh]YfYb`"6Yhf]YVYž`X]Y`@VYbga]hhY`h]Yf]gWYb`i fgdfi b[g

\YfghY``Ybž'a ØggYb`]b`XYf`FY[Y``Y]bYb`Ni`Uggi b[gUbfU[`ghY``Ybž
 XYf`Y]bYb`6Yhf]YVggd]Y[Y`i bX`BUWk Y]gY`ni f`Ni j Yf`Ägg][_Y]h
 Yb\Ä`h"

- DfcXi _h]cb`j cb`@YVYbga]hhY`b`h]Yf]gWYb`l fgd fi b[g.
 Ni`Uggi b[gdZ]W\h`ZØf`6Yhf]YVY"
- 8]fY_hY`5V[UVY`_`Y]bYf`A Yb[Yb.`9]b][Y`J c fgW\ f]ZhYb`g]bX
 Ui g[Ybca a Yb"
- 6YgcbXYfY`Gcf[ZU`hgdZ]W\h.`6YgcbXYfg`VY]`i bj YfdUW_hYb
 @YVYbga]hhY`bž`X]Y`fc`j YfnY`fh`k YfXYb"

8]Y`J YfUbhk cfhi b[`ZØf`X]Y`< m[]YbY`]a`@YVYbga]hhY`VYfY]W\`]gh
 gca]h`b]W\h`bi f`5i Z[UVY`XYf`? cbhfc``X]YbghYž`gcbXYfb`Ui W\`XYf
 6Yhf]YVY`gY`Vgh`@Ui h`XYf`=> ?`gd]Y`Yb`\m[]YbYVYk i gghY
 J Yf\U`hYbgk Y]gYb`Y]bY`YbhgW\Y]XYbXY`F c``Y`ZØf`X]Y
 @YVYbga]hhY`g]W\Yf\Y]h`8]Y`Ni gUa a YbUfVY]h`nk]gW\Yb
 ?cbhfc``Yi fYb`k]Y`5fV]b[Yf`i bX`XYb`@YVYbga]hhY`i bhYfbY`a Yfb
]gh`gca]h`YggYbn]Y``ž`i a`X]Y`\ØW`ghYb`< m[]YbYghUbXUfXg`ni
 k U\Yb`i bX`X]Y` ; Ygi bX\Y]h`XYf`J YfVfUi W\Yf`ni`gW\ØhnYb"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	K]bbYbXYbž`8Yi hgW\`UbX
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6Ygi W\Yb`G]Y`i bg`Ui Z.`b!U["XY