

9b hXYW_Y`XUg`>Yf]Wk ck Yf`@UbX. `B Uhi fž
; YgWk]Wk hY`i bX`_i `]bUf]gWk Y`< Ò\ Ydi b_hY

9f`YVYb`G]Y`X]Y`J]Y`ZU`h`XYg`>Yf]Wk ck Yf`@UbXYg. `j cb
ZUgn]b]YfYbXYb`@UbXgWk UZhYb`i bX` ; YgWk]Wk hY`]b`6i f[`V]g`ni
_i `]bUf]gWk Yb`<][`\\][`hg`i bX`i bj Yf[Ygg`]Wk Yb` ; Y\Y]a h]ddg"



K]``_ca a Yb`ja `>Yf]Wk ck Yf`@UbX` `Y]bYf`a U`Yf]gWk Yb`FY []cbž`X]Y
cZi]a `GWk UhhYb`VY`_UbbhYfYf`FY]gYn]Y`Y`]b`8Yi hgWk`UbX`ghY`h"
8cWk`k Yf`g]Wk`Ui Za UWk hž`X]YgY`j YfVcf[YbY`DYf`Y`ni `YbhXYW`Ybž
k]fX`a]h`Y]bYf`Ui ZFY [YbXYb`A]gWk i b[`Ui g`VYY]bXfi W`YbXYf
B Uhi fž`fY]Wk`U`h][Yf` ; YgWk]Wk hY`i bX`_Ògh]Wk Yf`?i `]bUf]_`VY`c`b`h"
<]Yfž`nk]gWk Yb`XYf`a U`Ygh`h]gWk Yb`9`VY`i bX`XYa`fi`\\][Yb`< Uj Y`ž
j YfY]bYb`g]Wk`]Xm``]gWk Y`@UbXgWk UZhYb`a]h`Wk Ufa UbhYb`Gh`XhYbž
X]Y` ; YgWk]Wk hYb`Ui g`Àb[gh]j Yf[Ub[YbYb`NY]hYb`Yfn`À`Yb"

⊖`X]YgYa`5fh]_Y`bY`a Yb`k]f`X]Wk`a]h`Ui ZY]bY`9bhXYW`i b[ghci f
Xi fWk`XUg`>Yf]Wk ck Yf`@UbX``@Ugg`X]Wk`j cb`XYf`VYnUi VYfbXYb
@UbXgWk UZh`XYf`FY []cb`j YfnUi VYfbž`Yf`VY`X]Y` ; YgWk]Wk hY
`Ui hbU`]b`XYf`GhUXh`6i f[ži bX`[Yb]Y»Y`Y]bY`_i `]bUf]gWk Y

9b hXYW_i b[gfY]gYž'X]Y'XY]bYb'; Ui a Yb'j Yfk Ò\bh"·C V'Xi 'X]Y
B Uhi f'VY]j YfgW]YXYbYb'5_hj] jhÀhYb'Yf_i bXYb'cXYf'X]Y
_i`hi fY`Yb'<][\`][\hg'j cf'C fh'Yf'VYb'a ÒW hYgh' 'XUg'>f]Wck Yf
@UbX'V]YhYh'ZØf'YXYb'Yhk Ug"i bX'U'g'cV'XUg'b]W h[Ybi ['k ÆYž
\UVYb'k]f'Ui W'Y]b][Y'; Y\Y]a h]ddg'ZØf'X]Wž'X]Y'XY]bYb'6Ygi W
i bj Yf[Ygg]W'a UWYb'k YfXYb"

A UW'X]W'VYfY]h'ZØf'Y]b'5VYbhYi Yf'j c`Yf'bYi Yf'9]bXfØW_Y'i bX
9f'YVb]ggY°

8]Y'VYnUi VYfbXY '@UbXgW UZh'XYg'>f]Wck Yf
@UbXYg

8 Ug'>f]Wck Yf'@UbXž]a ' < YfnYb'GUWgYb!5b\U'hg[Y'Y[Ybž]gh'Y]b
k U\ f\UZh'a U'Yf]gWYg'F Y]gYn]Y'žXUg'Xi fW'gY]bY
UhYaVYfUi VYbXY '@UbXgW UZh'VYgh]W h"8]Y'F Y[]cb']gh'fY]W'Ub
bUhØf]WYb'GW Òb\Y]hYb'i bX'V]YhYh'Y]bY': Ø`Y'Ub'A Ò[`]W_Y]hYb
ZØf'B Uhi f']YV\UVYf'i bX'9f\c'i b[ggi WYbXY"

9]b'dfÀ[YbXYg'A Yf_a U`XYf'@UbXgW UZh]g]bX'X]Y'gUbZhYb' < Ø[Y`
i bX'X]Y'k Y]h'Ài Z[Yb': Y'XYf"8]Y': UfVYbdfUW h'XYf': Y'XYfž
]bgVYgcbXYfY]a ': fØ\`]b['i bX'Gca a Yfž]gh'VYY]bXfi W_YbX"

- 6`Ø\YbXY'F Ud gZY`XYf. '8]YgY`Yi W hYbX'[Y'VYb': Y'XYf
g]bX'Y]b'gdY_hU_i`ÀfYf'5bV`]W_i bX'n]Y\Yb'À\ f]W'j]Y`Y
: chc[fUZYb'i bX'Hci f]ghYb'Ub"
- GUZh][![fØbY'K]YgYb. '8]YgY`UXYb'ni`YbhgdUbbhYb
GdUn]Yf[Àb[Yb'i bX'D]W_b]W_g'Y]bž'VYgcbXYfg'k À\ fYbX
XYf'k Ufa Yb'A cbUhY"

9]b'k Y]hYfYg'<][\`][\h'XYf'F Y[]cb']gh'X]Y'9`VYž'X]Y'g]W'gUbZh
Xi fW'X]Y'@UbXgW UZh'gW'Àb[Y'h"8 Yf': 'i gg]gh'b]W h'bi f'Y]b
k]W h[Yf'@YVYb g fUi a'ZØf'j]Y`Y'H]Yf!i bX'DZUb nYb UfhYbž'gcbXYfb
Ui W'Y]b'VY`]YVhYf'C fh'ZØf': fY]nY]hU_hj] jhÀhYb.

- DUXXY`b. : Øf'5VYbhYi Yf'i gh][Y'[]Vh'Yg'nU\`fY]W Y
A Ò[`]W_Y]hYbž'X]Y'9`VY'a]h'XYa' ? Ubi'cXYf'? U`U`ni
Yf_i bXYb"

- F UXZU\ fYb. '8 Yf'9`VYfUXk Y['nÀ\`h'ni 'XYb`gWÀ`ÒbghYb
F UXk Y[Yb`8Yi hgWÀ`UbXgž'a]h'UhYa VYfUi VYbXYb
5i gV`]W_Yb`Ui ZX]Y`BUhi f`i bX`]bhYfYggUbhY`Ghcd dg`Ub
\]ghcf]gWÀYb`GhÀhhYb"

8]Y`FY[]cb`]gh`Ui WÀ`<Y]a Uh`Y]bYf`J]Y`nUÀ`j cb
BUhi fgWÀi hn[YV]YhYbž`X]Y`Yg`g]WÀ`ni `YbhXYW_Yb`c\`bh"6YgcbXYfg
\Yfj cfni \YVYb`g]bX.

- 8 Ug`6]c gd\`ÀfYb fYgYfj Uh`A]hhY`Y`VY. <]Yf`Z]bXYb`G]Y
gY`hYbY`DZUbnyb`i bX`H]YfY`i bX`_ÒbbYb`X]Y`BUhi f
\Ui hbU\`Yf`YVYb"
- 8]Y`5i Yb`UbXgWÀ UZh`XYf`9`VY. '8]YgY`Y]bn][Ufh][Yb
@YVYbgfÀi a Y`g]bX`Y]b`DUfUX]Yg`ZØf`J c[Y`VYcVUWÀhYf`i bX
BUhi f`]YV\UVYf"

8 UfØVYf`\]bUi g`V]YhYh`XUg`>f]WÀck Yf`@UbX`Y]bY`J]Y`nUÀ`j cb
K UbXYf!`i bX`F UXk Y[Ybž`X]Y`Xi fWÀ`X]Y`]Xm`]gWÀY`BUhi f`ZØ\`fYb"
8]YgY`K Y[Y`g]bX`gck c\`ZØf`5bZÀb[Yf`U`g`Ui WÀ`ZØf`YfZU\`fYbY
K UbXYfYf`[YY][bYh`i bX`ZØfXYfb`Y]bY`bUWÀ\`U`h][Y`9f`_i bXi b[`XYf
I a [YVi b[.

5_h]j]hÀh	GWÀk]Yf][_Y]hg[fUX	8Ui Yf
K UbXYfi b[`Xi fWÀ X]Y`5i Yb`UbXgWÀ UZh	@Y]WÀ h	&!` `Ghi bXYb
F UXhci f`Ybh`Ub[`XYg 9`VYfUXk Y[g	A]hhY`	(!) `Ghi bXYb
J c[Y`VYcVUWÀhi b[]a 6]c gd\`ÀfYb fYgYfj Uh	9]bZUWÀ	J Uf]UVY`

8]Y`WÀUfa UbhYb`8`ØfZYf`i bX`GhÀXhY`]a `>f]WÀck Yf`@UbX`ZØ[Yb
g]WÀ` \Ufa cb]gWÀ`]b`X]Y`@UbXgWÀ UZh`Y]b`i bX`V]YhYb`Y]bY
Ub[YbY\`a Y`5hà cgd\`ÀfY`ZØf`6Ygi WÀYf"5`hY` : UWÀk Yf`\`Ài gYfž
[YdZY[hY` ; ÀfhYb`i bX`c`_U`Y`A Àf`hY`dfÀ[Yb`XUg`6]`X"J]Y`Y`CfhY
cf[Ub]g]YfYb`>U\`fa Àf`hYž: YghY`i bX`5_h]j]hÀhYbž`X]Y`dYfZY_h
[YY][bYh`g]bXž`i a `X]Y`fY[]cbU`Y`?i `hi f`ni `Yf`YVYb"

Ni gUa a YbZUggYbX`Āggh'g]W`'gU[Ybž'XUgg'XUg'>f]W`ck Yf'@UbX
Y]bY'J]Y'ZU'h'Ub'`bUhØf'W`Yb'GY\Ybgk ØfX][_Y]hYb'i bX'5_hj] hÅhYb
V]YhYhž'X]Y'Ui Z'YXYb'; YgW`a UW_`UV[Ygh]a a h'g]bX'"`C V`G]Y`X]Y
F i \Y`XYf`BUhi f'[Yb]Y» Yb'cXYf`U_hj] Y'5VYbhYi Yf'gi W`Ybž'X]Y
VYnUi VYfbXY'@UbXgW`UZh'X]YgYf`F Y[]cb'k]fX`XYZ]b]h]j`Y]bYb
V`Y]VYbXYb'9]bXfi W_`VY]'`ÀbYb`\]bhYf`UggYb"

: Øf'k Y]hYfY'`bZcfa Uh]cbYb'ØVYf`X]Y`F Y[]cb'i bX'\fY
GY\Ybgk ØfX][_Y]hYb`VYgi W`Yb'G]Y`X]Y`cZZ]n]Y`Y`K`YVg]hY"

; YgW`]W`hY`\Ui hbU\`Yf`YVYb`]b`XYf`GhUXh
6i f[

8]Y`GhUXh'6i f[ž'U`g'XUg`< YfnghØW_`XYg`>f]W`ck Yf'@UbXYgž]gh
b]W`h'bi f`ZØf'\fY'a U`Yf]gW`Y`l a [YVi b[`VY`Ubbhž'gcbXYfb`Ui W`
ZØf'\fY`fY]W`Y'; YgW`]W`hYž'X]Y`]b`XYb`]Yfk]b`Y`hYb'; UggYb'i bX
\]ghcf]gW`Yb'; YVÅi XYb`YVYbX][`k]fX'"`<]Yf`\Uh'X]Y`NY]h'Gdi fYb
\]bhYf`UggYbž'X]Y`Yg`k Yfh'g]bXž'YbhXYW`h'ni`k YfXYb'"`9]b
GdUn]Yf[Ub[`Xi fW`'6i f[`]gh'k]Y`Y]bY`F Y]gY`]b`X]Y`J Yf[Ub[Yb\Y]hž
i bX`X]Y`j YfgW`]YXYbYb'9dcW`Yb'g]bX`Ub`YXYf`9W`Y`gdØfVUf"

9]b`<][\][\h]gh'X]Y`Gh`'B]_c`U_]fW`Yž'X]Y`XYb`6Ygi W`Yf'a]h
]\fYf`VYY]bXfi W_`YbXYb'; ch]_`i bX`XYf`W`Ufa UbhYb`U`hYb
5fW`]hY`_hi f`]b`]\fYb`6Ubb'n]Y\h'"8]Y`l fgdfØb[Y`X]YgYf'?]fW`Y
[Y\Yb`V]g]bg`%'`"ſ\`i bXYfh'ni fØW_'"`6YgcbXYfg`VYa Yf`Ybgk Yfh
g]bX`X]Y`_i bgh] c`Yb`5`hUfV]`XYf'i bX`X]Y`ZUgn]b]YfYbXYb': YbghYfž
X]Y`X]Y'; YgW`]W`hYb`U`hYf`NY]hYb`YfnÅ`\`Yb"

9]b`k Y]hYfYf`A Y]YbghY]b`]gh'XUg`6i f[`A i gYi a ž'XUg`b]W`h'bi f
X]Y`GhUXh[YgW`]W`hYž'gcbXYfb`Ui W`X]Y`_i`hi fY`Yb`K i fnY`b`XYg
>f]W`ck Yf'@UbXYg`VYk U\fh'"`<]Yf`_ØbbYb`6Ygi W`Yf`5fhYZU`hY`Ui g
j YfgW`]YXYbYb'9dcW`Yb`VYghUi bYbž'XUfi bhYf`Ui W`': i bXY`Ui g
XYf`9]gYbnY]h'i bX`XYa`A]hhY`U`hYf'"8]Y`5i gghY`i b[Yb`V]YhYb
ZUgn]b]YfYbXY`9]bV`]W`Y`]b`XUg`@VYb`XYf`A YbgW`Ybž'X]Y`\]Yf`j cf
j]Y`Yb`ſ\`i bXYfhYb`YVhYb"

K Ybb`G]Y`bcW`h]YZYf`]b`X]Y'; YgW`]W`hY`Y]bhUi W`Yb`a`ØW`hYbž]gh
Y]b`6Ygi W`X`XYf`\]ghcf]gW`Yb`GhUXha Ui Yf`Y]b`A i gg'"8]YgY`[i h

Yf\U`hYbYb`A Ui Yfb`i a [YVYb`X]Y`5`hghUXh`j cb`6i f[`i bX`g]bX`Y]b
VYY]bXfi W_YbXYg`NYi [b]g`XYf`J YfhY]X][i b[ggmghYa`Y`Ui g`XYa
A]hY`U`hYf`"6Y]`Y]bYf`[YZ\fhYb`Hci f`YfZU`fYb`G]Y`gdUbbYbXY
; YgW]W`hYb`ØVYf`6Y`U[Yfi b[Ybž`GhUXhVf`AbXY`i bX`X]Y
9bhk]W_`i b[`XYf`GhUXh`ØVYf`X]Y`š\`f\`i bXYfhY"

9]b`k Yb][`UVgY]hg`XYf`<Ui dhghfU»Y``]Y[h`XUg`K UggYfgW`cggž
XUg`g]W`a U`Yf]gW`]b`XYf`@JbXgW`UZh`k]XYfgd]Y[Y`h`8]YgYg
Y]bXfi W_gj c``Y`6Ui k Yf_`Ui g`XYa`%*`"š\`f\`i bXYfh`nYi [hij cb`XYf
DfUW`h`j Yf[Ub[YbYf`NY]hYb`i bX`V]YhYh`\Yi hY`Y]b`gW`ØbYg
5a V]YbhY`ZØf`J YfUbghU`hi b[Yb`i bX`; Y]Yf`]W`_Y]hYb`"6Ygi W`Yf
ØbbYb`X]Y`dfi b`j c``Yb`G`A`Y`i bX`XYb`k i bXYfgW`ØbYb
GW`cgg[UfhYb`Yf_`i bXYbž`X]Y`Y]bYb`9]bV`]W_`]b`XUg`š\`Z]gW`Y
@YVYb`XYf`XUa`U][Yb`NY]h`[YVYb`"

8]Y`; YgW]W`hg`Y`f`dZUXY`fi bX`i a`6i f[`g]bX`Y]bY
\Yfj`c`ffU[YbXY`A`Ø[`]W`_Y]hž`X]Y`GhUXh`i bX`i`\fY`i a [YVi b[`Ui Z
Y][YbY`; Ui gh`ni`Yf_`i bXYb`"8]YgY`H`Y`a`Ybk`Y[Y`ZØ`fYb`Xi fW`X]Y
fY]nj`c``Y`@JbXgW`UZh`i bX`V]YhYb`≠Zc`fa`Uh]cbgg`h`AbXY`ni
j`YfgW]YXYbYb`\]ghc`f]gW`Yb`9fY][b]ggYb`i bX`DYfg`Øb`]W`_Y]hYb`XYf
FY[]cb`"5i Z`X]YgY`K`Y]gY`k`]fX`; YgW]W`hY`YVYbX][ž`i bX`a`Ub
VY`_ca`a`hY]bYb`h]YZfYb`9]bV`]W_`]b`XUgž`k`Ug`6i f[`ni`V]YhYb`\Uh`"

Ni`g`h`ni`]W`_ni`XYb`\]ghc`f]gW`Yb`Gh`h`hYb`Z]bXYh`A`\f`]W`XUg`
6i f[ZY`gh`ghU`hž`Y]b`YVYbX][Yg`; Ygh`j`c``Yf`; YgW]W`hYbYfn`A`\Yfž
<UbXk`Yf_`Yf`i bX`?Øbgh`Yfž`X]Y`X]Y`\]ghc`f]gW`Y`5ha`c`gd`\`fY`XYf
GhUXh`ni`a`@YVYb`Yfk`YW`_Yb`"<]Yf`_ØbbYb`6Ygi W`Yf`hfUX]h]cbY``Y
<UbXk`Yf_`Yf`YVYbž`k`]Y`H`ØdZYfb`cXYf`GW`a`]YXYbž`i bX`X]Y
; Y`Y[Yb`\Y]h`bi`h`nYbž`c`_U`Y`GdYn]U`]h`hYb`ni`d`f`c`V]YfYb`"9g`]gh`Y]bY
k`i bXYfVUfY`A`Ø[`]W`_Y]hž`X]Y`?i`h`i`f`i bX`; YgW]W`hY`XYf`GhUXh`Ui`Z
Y]bY`i bhYf\U`hgUa`Y`5fh`i bX`K`Y]gY`ni`Yf`YVYb`"

≠6i f[[]Vh`Yg`Ui`W`j`]Y`Y`[i`h`Yf\U`hYbY`; UW`k`Yf`\`Ai`gYfž`X]Y
b]W`h`bi`f`X]Y`UfW`]hY`_hc`b]gW`Y`J`]Y`ZU`h`XYf`GhUXh`nY][Ybž`gc`bXYfb
Ui`W`; YgW]W`hYb`j`cb`<UbXk`Yf_`Yfbž`<`AbX`Yfb`i bX`6Øf[Yfb
Yfn`A`\Ybž`X]Y`\]Yf`YVYb`i bX`UfVY]hYb`"9]b`GdUn]Yf[Ub[`Xi`fW`X]Y
GhfU»Yb`XYf`5`hghUXh`]gh`k`]Y`Y]bY`NY]hfY]gY`Xi`fW`j`YfgW]YXYbY
š\`f\`i bXYfhY`i bX`9dcW`Yb`"

K Ybb`G]Y`Ui ZXYf`Gi W`Y`bUW`Y]bYa`i bj Yf[Ygg`]W`Yb`9f`YVb]g
g]bXž`gc`hYb`G]Y`Y]bYb`6Ygi W`]b`XYf`GhUXhV]V`]ch`Y`_`6i f[
Y]bd`UbYb`"8]YgY`6]V`]ch`Y`_`VY`YfVYf[h`b]W`h`bi`f`Y]bY`[fc» Y
5bnU`U`Ub`6ØW`Yfbž`gcbXYfb`Ui W`]`ghcf]gW`Y`8c`_i a YbhYž`X]Y
X]Y`9bhk]W`_i b[`XYf`GhUXh`Xc`_i a Ybh]YfYb`"8]Y`5ha`cgd`ÅfY`]b
XYb`U`hYb`F`Ài a Yb`XYf`6]V`]ch`Y`_`]gh`dYfZY`_hž`i a`]b`X]Y
gdUbbYbXY` ; YgW`]W`hY`j`cb`6i f[`Y]bni`hUi`W`Yb`"

I a`X]Y` : Ugn]bUh]cb`XYf`<]ghcf]Y`i bX`XYg`_i`hi`fY`Yb`9fVYg`]b`XYf
GhUXh`6i f[`VYggYf`ni`j`YfghY`Ybž`_ØbbYb`G]Y`X]Y`K`YVgY]hY`XYf
GhUXh`ZØf`k`Y]hYfY`≠Zcfa`Uh]cbYb`VYgi`W`Yb`.`k`k`k`"Vi`f[`"XY`"

8]Y`GhUXh`6i f[`]a`]f]W`ck`Yf`@UbX`]gh`gca`]h`XYf`dYfZY`_hY`C`fh`ZØf
 ; YgW`]W`hg]bhYfYgg]YfhY`i bX`F`Y]gYbXYž`X]Y`X]Y` ; YgW`]W`hYb`Y]bYf
j`Yf[Ub[YbYb`NY]h`U`i`hbU`Yf`YVYb`a`ØW`hYb`"8]Y`?`ca`V]bUh]cb
Ui`g`Y]bXfi`W`_gj`c`Yf`5fW`]hY`_hi`fž`YVYbX][`Yf` ; YgW`]W`hY`i`bX
_i`hi`fY`Yb`J`YfUbghU`hi`b[Yb`a`UW`h`6i f[`ni`Y]bYa
i`bj`Yfn]W`hVUfYb`N]Y`]b`XYf`F`Y[]cb`"

? i`_]bUf]gW`Y`9bhXYW`_i`b[gfY]gY`Xi`fW`X]Y
F`Y[]cb`

8 Ug`]f]W`ck`Yf`@UbX`Yfk`UfhYh`_i`_]bUf]gW`Y`9bhXYW`Yf`a`]h`Y]bYf
 : Ø`Y`j`cb`fY[]cbU`Yb`?`Øgh]W`_Y]hYb`i`bX`hfUX]h]cbY`Yb
GdYn]U`h`hYb`"8]Y`F`Y[]cb`]gh`b]W`h`bi`f`ZØf`]\fY`a`U`Yf]gW`Yb
@UbXgW`UZhYb`VY`_Ubbhž`gcbXYfb`Ui`W`ZØf`]\fY`j`]Y`gY]h][`Y
 ; Ughfcbca`]Yž`X]Y`h]YZ]b`XYf` ; YgW`]W`hY`i`bX`?`i`hi`f`j`Yfk`i`fnY`h`]gh`
<]Yf`_ca`a`Yb`gck`c`@]YV`UVYf`XYf`Yfn`UZhYb`<Ui`ga`Ubbg`_cgh
U`g`Ui`W` : Y]bgW`a`YW`Yf`Ui`Z`]\fY`?`cghYb`"

9]b`<][`]\][`h`XYf`fY[]cbU`Yb`?`ØW`Y`]gh`X]Y`GUW`gYb!
5b`U`h]b]gW`Y`8YZh][`_Y]h`<]Yfni`n`Å`Yb` ; Yf]W`hY`k`]Y`

- GØ`nY`Y]bY`YW`YfY`K`i`fghž`X]Y`c`Zh`a`]h`U`i`g[Ya`UW`hYb`
GYbZgYfj`]Yfh`k`]fXž`
- GW`k`Y]bYVfUhYb`nUfh`i`bX`_bi`gdf][`ž`a`Y]gh`VY[`Y]hYh`
j`cb`F`ch`_c`i`bX`?`Ø`Ybž`
- ; Y`_c`W`hY`9]Yf`a`]h`A`YYffYhh]W`Y`Y]bZUW`ž`UVYf`j`cb`

XYf: f]gWXYXYfNi hUhb [YdfÀ [h"

9]b`k Y]hYfYf`@YW_YfV]ggYb`g]bX`X]Y`HfØZZY`Ui`g`XYf`F`Y[]cb`ž`X]Y
]b`XYb`Y`hnhYb`š\fyb`Y]bYb`fY[Y`fYW`hYb`<mdY`YfZU`fYb`UVYb`
9]b][Y`c`_U`Y`6Yhf]YVY`UVYb`g]W`Ui`Z`X]Y`Ni`W`h`X]YgYf`Y`X`Yb
D]`nY`gdYn]U`]g]Yfhi`bX`V]YhYb`J`Yf`_cghi`b[Yb`i`bX`: Ø\fi`b[Yb`Xi`fW`
]\fY`D`UbhU[Yb`Ub`"8]YgY`9f`YVb]ggY`V]YhYb`b]W`h`bi`f`
; YgW`a`UW`g]bb`ž`gcbXYfb`Ui`W`X]Y`A`Ô[`]W`_Y]h`ž`a`Y`f`ØVYf`X]YgYb
ZUgn]b]YfYbXYb`DfcnYgg`XYf`HfØZZY`gi`W`Y`ni`Y`fbYb`"

8]Y`š`f]W`ck`Yf`@UbX`F`Y[]cb`ghY`h`YVYbZU`g`ZØf`]`fY
Yfj`c`ffU[YbXYb`K`Y]bY`ž`X]Y]b`XYb`bU`Y[Y`Y[YbYb`K`Y]bVYf[Yb
Ub[YVUi`h`k`YfXYb`"6Ygi`W`Yb`G]Y`Y]b][Y`XYf`c`_U`Yb`K`Y]b[ØhYf
i`bX`d`fcV]YfYb`G]Y`X]Y`Yf`YgYbYb`DfcXi`_hY`"C`Z`h`k`YfXYb`Ui`W`
K`Y]bZ`YghY`Ui`g[Yf]W`hYh`ž`VY]`XYbYb`6Ygi`W`Yf`X]Y`; Y`Y[Yb`Y]h
UVYb`ž`a`Y`fYfY`G`c`fhYb`ni`d`fcV]YfYb`"<]Yf`g]bX`Y]b][Y`K`Y]bY`ž`X]Y
G]Y`b]W`h`j`YfdUggYb`gc`h`Yb`.

- <U`Y`g`W`Y`K`Y]bY`j`c`f`U`Ya`XYf`F]Yg`b[`ØVYfnYi [h`
Xi`fW`gY]bY`: f]gW`Y`ž`
- 9`V`h`U`k`Y]bY`j`c`a`i`bX][Y`F`ch`k`Y]bY`g]bX`ZØf`]`fY`
5fca`Yb`VY`_Ubbh`"

: Øf`X]Y`gØ» Yb`N`À`b`W`Yb`i`bhYf`À`bYb`V]YhYh`X`Ug`š`f]W`ck`Yf`@UbX
nU`fY]W`Y`hf`UX]h]cbY`Y`GØ»][_Y]hYb`i`bX`6`Å`W`_YfY]d`fcXi`_hY`"
8]Y`VYfØ`a`hY`6`i`f[Yfa`Ufn]d`Ub`]gh`Y]bY`XYf`VY`_UbbhYghYb
GdYn]U`]h`h`Yb`"8]Y`U`bX[YZYfh][hYb`@YW_YfY]Yb`g]bX`b]W`h`bi`f`
_Øgh]W`ž`gcbXYfb`Ui`W`Y]b`g`W`ØbYg`A`]hVf]b[gY`"i`bX`k`Yb`b`G]Y
X]Y`Y`f`n`U`ZhYb`i`bX`gØ» Yb`?`Øgh]W`_Y]hYb`gY`Vgh`ni`VYfY]hYb
a`Ø`W`hYb`ž`VYgi`W`Yb`G]Y`Y]bYb`XYf`?`c`W`_i`fgY`j`c`f`C`fh`ž`k`c`À`bYb
X]Y`; Y`Y]a`b]ggY`XYf`fY[]cbU`Yb`?`c`W`_i`bgh`b`À`Yf[YVfUW`h
k`YfXYb`"

9]b`6Ygi`W`Ui`Z`XYa`6`Ui`Yfba`Uf`_h]b`6`i`f[`]gh`Y]b`k`Y]hYfYg`A`i`gg
ZØf`Y`XYb`: Y]bgW`a`YW`_Yf`"<]Yf`_ØbbYb`G]Y`Zf]gW`Y`ž`fY[]cbU`Y
DfcXi`_hY`_Ui`ZYb`j`cb`; Ya`ØgY`ØVYf`?`ÀgY`V]g`Y]b`ni`Zf]gW`
[YVUW`_YbYa`6`fch`"8]Y`Y]YVYj`c`Y`5`ha`cgd`À`fY`i`bX`X]Y
ZfYi`bX`]W`Yb`J`Yf`_Ai`ZYf`a`U`W`Yb`XYb`6Ygi`W`ni`Y]bYa`

Ui » Yf[Yk Ò\ b`]WXYb`9f`YVb]g" Bi hnYb`G]Y`X]Y ; Y`Y[Yb\Y]hž i a`a]h
 XYb`9]b\Y]a]gWXYb`]bg ; YgdfÀW`ni`_ca a Yb`i bX`a Y\ f`ØVYf`X]Y
 ; YgW]W`hY`XYf`fY[]cbU`Yb`DfcXi`_hY`ni`YfZU\`fYb"

I bX`b]W`hni`j Yf[YggYb.`6]Yf`]YV\ UVYf`k YfXYb`]b`>f]W`ck Yf
 @UbX`YVYbZU`g`ZØbX]["8]Y`F`Y[]cb`VY\YfVYf[hinU\`fY]W`Y
 6fUi YfY]Ybž`X]Y`hfUX]h]cbY`Y`i bX`_fYUh]j Y`6]YfY`\`YfghY`Yb"9]bY
 >YY`ZØf`Y]bYb`5i gZi [`_ØbbhY`Y]bY`6]Yfj Yf`cghi b[g!Hci`f`Xi`fW
 X]Y`Øfh]W`Yb`6fUi YfY]Yb`gY]b" Gc`YfZU\`fYb`G]Y`k`À\`fYbX`XYg
 ; Ybi ggYg[`Y]W`nY]h][`K]ggYbgk YfhYg`ØVYf`XYb`6fUi`dfcnYgg`i bX
 X]Y`j YfgW]YXYbYb`6fUi`UfhYb"

F Y[]cbU`Y`GdYn]U`]hÅh

`6YgW`fY]Vi`b[

GØ`nY	< Ui g[Ya UW`hY`K i fgh`a]h`GYbZž _Øgh]W`i bX`\`Yfn\`UZh"
HfØZY`	9X`Y`D]`nYž`X]Y`]b`XYf`F`Y[]cb [YnØW`hY`h`k`YfXYb"
6i f[Yfa`Ufn]dUb	< UbX[YZYfh][hY`GØ»][`_Y]hYbž]XYU`U`g`Gci`j`Yb]f"
6]Yf	? fYUh]j Y`6]YfY`Ui`g`c`_U`Yb 6fUi YfY]Ybž`X]Y`Yg`k`Yfh]g]bXž dfcV]Yfhini`k`YfXYb"

8 Ug`>f]W`ck Yf`@UbX``ÅXh`U`gc`Y]b`ni`Y]bYf`_i`]bUf]gW`Yb
 9bhXYW`_i`b[gfY]gY" ; Ubn`[`Y]W`ž`c`V`G]Y`]b`XYb`[Ya`Øh]W`Yb
 ; Ugh\`Ài`gYfbž`Yfgh`_Ugg][Yb`F`YghUi`fUbhg`c`XYf`Ui`ZY]bYa`XYf
 `c`_U`Yb`A`Åf`_hY`gdY]gYb`X]Y`fY]W`\`U`h][Y`5i`gk`U`\`i`bX`X]Y
 E`i`U`]hÅh`XYf`GdY]gYb`i`bX ; Yhf`Åb`_Y`k`YfXYb`>fYb`6Ygi`W
 i`bj`Yf[Ygg`]W`a`UW`Yb" A`UW`Yb`G]Y`g]W`Ui`Z`XYb`K`Y[`i`bX`UggYb
 G]Y`>fY ; YgW`a`UW`gbYfj`Yb`h`UbnYb`

5`_h]j`i`f`Ui`V`i`bX`B`Uhi`f[Ybi`gg`]a`9`VY! < Uj`Y`!
 K`]b`_Y`

8 Yf`9`VY! < Uj`Y`!K`]b`_Y`]gh`b]W`h`bi`f`Y]b`[Yc[fUZ]gW`Yf`Di`b`_hž
 gcbXYfb`Y]b`k`U\`fYg`DUfUX]Yg`ZØf`B`Uhi`f`]YV\ UVYf`i`bX
 5`_h]j`i`f`Ui`VYf" <]Yfž`k`c`X]Y`VY]XYb`K`UggYfghf`Øa`Y
 Ui`ZY]b`Ub`XYfhfY`ZYbž`YfghfY`W`_h]g]W`Y`Y]bY`UhYa`VYfUi`VYbXY

@UbXgWUZhžX]Y`ni`nU\`fY]WYb`5_hj]]hÀhYb`]b`XYf`B Uhi`f`Y]b`ÀXh"
 9[U`ž`cV`G]Y`[YfbY`F UX`ZU\`fYbž`k UbXYfb`cXYf`Y]bZUW`bi`f`X]Y
 Zf]gWY`@`Zi`[Yb]Y» Yb`a`ÒW`hYbž`XYf`9`VY!< Uj`Y`!K`]b`_Y`V]YhYh`ZØf`
 YXYb`Yhk`Ug"

9]bY`XYf`VY`]YVhYghYb`5_hj]]hÀhYb`]b`XYf`FY`[]cb`g]bX`
 K`UbXYfi`b`[Yb`"9g`[]Vh`Y]b`[i`h`Ui`g`[YVUi`hYg`BYhm`j`cb`
 K`UbXYfk`Y`[Ybž`X]Y`Xi`fW`a`U`Yf]gWY`K`À`XYfž`Ybh`Ub`[`XYf`9`VY`
 i`bX`< Uj`Y`gck`]Y`Xi`fW`]Xm`]gWY`8`ØfZYf`ZØ\`fYb`"; Yb]Y» Yb`G]Y`X]Y`
 fi`\`[Y`5ha`cgd\`ÀfY`i`bX`X]Y`fY]WY`:`cfU`i`bX`:`Ui`bU`k`À\`fYbX`G]Y`
 X]Y`UVk`YW`g`i`b`[gfY]WY`@UbXgWUZh`Yf`_i`bXYb"

`U`h1`9`VY!< Uj`Y`@UbXgWUZh`ghm`Y1`k`]Xh\`%\$\$_ / 2`

: Øf`X]Y`F UXZU\`fYf`i`bhYf`À`bYb`[]Vh`Yg`nU\`fY]WY`F UXk`Y`[Yž`X]Y`
 b]W`h`bi`f`[i`h`a`Uf`_Y]fhž`gcbXYfb`Ui`W`g]W`Yf`g]bX`"6YgcbXYfg`
 Ya`dZY\`Yb`gk`Yfh]gh`XYf`< Uj`Y`fUXk`Y`[ž`XYf`À`bYb`X]Y`A`Ò`[`]W`_Y]h`
 []Vhž`Ybh`Ub`[`XYg`K`UggYfg`ni`ZU\`fYb`i`bX`X]Y`VYY]bXfi`W`_YbXYb`
 5i`gg]W`hYb`ni`[Yb]Y» Yb`"G]Y`_ØbbYb`gck`c\`YbhgdUbbhY`
 F UXh`ci`fYb`U`g`Ui`W`gdcfh]W`YfY`GhfYW`_Yb`k`À\`Ybž`Y`bUW`À`fYb`
 J`cf`]YVYb`i`bX`À`fYa`:`]hbYgg`Yj`Y`"

- < Uj`Y`fUXk`Y`[`X`YU`ZØf`F UXh`ci`fYb`Ybh`Ub`[`XYf`< Uj`Y`"
- 9`VYfUXk`Y`[`9]bY`VYgcbXYfY`GhfYW`_Y`ZØf`
 5VYbhYi`Yf`i`gh][`Y`"
- K`UbXYfk`Y`[Y`Xi`fW`X`Yb`B`Uhi`fdUf`_`9bhXYW`_Yb`G]Y`
 X]Y`i`bVYfØ\`fh`B`Uhi`f`"

Ni`XYb`_i`hi`fY`Yb`<][`\`][\`hg`XYf`FY`[]cb`[Y\`ØfYb`6`c`c`hg`h`ci`fYb`
 Ui`ZXYf`< Uj`Y`i`bX`XYf`9`VY`"8]YgY`A`Ò`[`]W`_Y]h`Yf`Ui`Vh`Yg`À`bYbž`
 X]Y`I`a`[YVi`b`[`Ui`g`Y]bYf`UbXYfYb`DYfgdY`_hj]Y`ni`Yf`YVYb`"6Y`
 Y]bYf`[Ya`Øh]W`Yb`6`c`c`hgZU\`fh`_ØbbYb`G]Y`b]W`h`bi`f`X]Y`G`W`Øb\`Y]h`
 XYf`@UbXgWUZh`[Yb]Y» Ybž`gcbXYfb`Ui`W`X]Y`H]Yfk`Y`h`VYcVUW`hYbž`
 X]Y`X]YgYb`6YfY]W`ni`\`fYa`Ni`\`Ui`gY`[Ya`UW`h`\`Uh`"

5_hj]]hÀhYb	9a`dZc`\`YbY`NY]h	6YgcbXYf\`Y]hYb
K`UbXYfb`	:`fØ\`]b`[`V]g`<`YfVgh`	,`VYf`"``\$\$_`_a` K`UbXYfk`Y`[`Y`

5_hj] jhÅhYb F UXZU\ fYb	9a dZc\`YbY`NY]h 5df]`V]g`C`hcVYf	6YgcbXYf\Y]hYb ; i`h`Ui`g[YVUi`hY F UXk`Y[`Y
6cchghci`fYb	A U]`V]g`GYdhYa`VYf	9bhgdUbbi`b[`Ui`Z XYa`K`UggYf

9]b`k`Y]hYfYf`[`fc» Ufh][`Yf`C`fh`ZØf`5_hj]`jhÅhYb`]gh`XYf`
 B Uhi`fgW`i`hndUf`_`8`f`Øa`>`b[`ž`XYf`g]W`i`b`XYf`B`Å`Y`XYg`9`VY!
 < Uj`Y`!`K`]b`_Y`g`VYZ]bXYh`"8]YgYf`DUf`_]gh`b]W`h`bi`f`ZØf`gY]bY
 i`bVYfØ`f`hY`G`W`Øb`Y]h`VY`_Ubbhž`gcbXYfb`V]YhYh`Ui`W`n`U`\`fY]W`X
 A`Ø[`]W`_Y]hYb`ni`f`6YcVUW`hi`b[`]j`cb`J`Ø[`Y`b`i`bX`UbXYfYb`H]YfYb`"
 <]Yf`_ØbbYb`G]Y`≠`fYb`]bbYfYb`B Uhi`fZc`fgW`Yf`Yb`hXYW`_Yb`i`bX`X]Y
 j]Y`Z`h][`Yb`6]chcdY`Yf`_i`bXYb`"

8]Y`I`b`hYf`_Øb`ZhY`]a`9`VY!< Uj`Y`!`K`]b`_Y`g]bX`YVYb`g`c
 UVk`Y`W`g`i`b[`gfY]W`k`]Y`X]Y`5_hj]`jhÅhYb`ž`X]Y`G]Y`Xc`fh`Z]bXYb
 _ØbbYb`"J`cb[`Ya`Øh]W`Yb`:`Yf]Yb`Å`i`gYfb`ØVYf`a`cXYfbY`<`chY`g
 V]g`\]b`ni`7`Ua`d]b[`d`ÅhYb`Ua`K`UggYf`X]Y`F`Y[`]cb`V]YhYh`ZØf
 YXYb`:`Y`XVYi`hY`i`bX`:`Y`gW`a`UW`_UbgdfYW`YbXY
 ,`VYfbUW`hi`b[`ga`Ø[`]W`_Y]hYb`"J]Y`Y`I`b`hYf`_Øb`ZhY`"]Y[`Yb`]b`XYf
 B`Å`Y`XYf`K`UggYfk`Y[`Yž`gc`XUgg`G]Y`gc`Zc`fh`a`]h`≠`fYb`5_hj]`jhÅhYb
 VY[`]bbYb`_ØbbYb`"

5VgW`]Y»`YbX`"Åggh`g]W`gU[`Ybž`XUgg`XYf`9`VY!< Uj`Y`!`K`]b`_Y`Y]b
]XYU`Yf`C`fh`ZØf`Y]bYb`5_hj]`i`f`Ui`V`]gh`A`]h`Y]bYf`VfY]hYb`DU`Y`hhY`Ub
 5VYb`hYi`Yf!`i`bX`9bhgdUbbi`b[`ga`Ø[`]W`_Y]hYb`_ØbbYb`G]Y`X]Y
 j]Y`Z`h][`Y`B Uhi`f`Yb`hXYW`_Yb`i`bX`[`]Y]W`nY]h][`X]Y`GY`Y`V`Ui`a`Y`b
 `UggYb`"D`UbYb`G]Y`≠`fY`b`ÅW`ghY`F`Y]gY`]b`X]Y`F`Y[`]cb`ž`i`bX`Yf`YVYb
 G]Y`gY`Vgh`X]Y`i`bj`Yf[`Ygg`]W`Yb`9f`YVb]ggYž`X]Y`≠`bYb`XYf`9`VY!
 < Uj`Y`!`K`]b`_Y`V]YhYh`"

?`i`h`i`fY`Y`Y`<`][`\`][`\hg`i`bX`J`YfUbghU`hi`b[`Yb
 j`c`f`C`fh`

8`Ug`>f]W`ck`Yf`@UbX`]gh`Y]b`G`W`Uhn`_Ågh`W`Yb`]c`""`i`h`i`fY`Y`Yf
 <][`\`][`\hg`i`bX`J`YfUbghU`hi`b[`Ybž`X]Y`gck`c`\`9]b`Y]a`]gW`Y`U`g
 Ui`W`6Ygi`W`Yf`]b`]fYb`6Ubb`n]Y`Y`b`"J`cb`YV`U`ZhYb`:`Ygh]j`U`g
 ØVYf`hfUX]h]cbY`Y`A`Åf`_hY`V]g`\]b`ni`c`W`_Uf`Åh][`Yb`A`i`g]_!`i`bX`

H\YUhYfUi ZZ\fi b[Yb']gh'ZØf'YXYb'Yhk Ug'XUVY]"

9]b'gW\ÒbYg'6Y]gd]Y'ZØf'X]Y'_i`hi`fY`Y`J]Y`ZU`h']gh'X]Y`>\f`]W\Y
6i`f[YbZYghhU[Yž'X]Y`]b'XYf'GhUXh'6i`f['ghUhhZ]bXYh'"8]YgYg': Ygh
Vf]b[h'gck`c\`> b['U'g'Ui`W`5'h'ni`gUa`a`Yb'i`bX'V]YhYh'Y]b'Vi`bhYg
Dfc[fUa`a`a`]h

- <]ghcf]gW\Yb'8UfV]Yhi`b[Yb'i`bX'F'YYbUW\ha`Yb'hg
- ?i`bgh\UbXk`Yf_Yfa`Àf_hYb
- @YW_YfYb'fY[]cbU`Yb'GdY]gYb
- @j`Y!A`i`g]_i`bX'HUbni`ZZ\fi`b[Yb

8]Y`>\f`]W\Yb'6i`f[YbZYghhU[Y'g]bX'b]W\h'bi`f'Y]b'<][\`][\h'ZØf
Hci`f]ghYbž'g]Y`j`Yfh]YZYb'Ui`W`XUg'; Ya`Y]bgW\UZh'g[YZØ\`XYf
FY[]cb'"6Ygi`W\Yf'\UVYb'X]Y`A`Ò[`]W\Y]hž]b'X]Y'; YgW\]W\hY
Y]bni`hUi`W\Yb'i`bX'X]Y`HfUX]h]cbYb'XYg'>f]W\ck`Yf`@UbXYg
\Ui`hbU\`ni`Yf'YVYb"

9]b'k`Y]hYfYg'9j`Ybž'XUg'nU\`fY]W\Y'; ÀghY`Ubn]Y\hž]gh'XUg'9`VY!
<Uj`Y`!:`Ygh]j`U`ž'XUg'a`Y]gh]a`Gca`a`Yf[YZY]Yfh'k`]fX'"5b'XYb
l`ZYfb'XYf'9`VY'i`bX'<Uj`Y`_ca`a`Yb'A`YbgW\Yb'ni`gUa`a`Ybž'i`a`.

- ?cbnYfhY`j`cb'fY[]cbU`Yb'i`bX'ØVYffY[]cbU`Yb`?Øbgh`Yfb
ni`[Yb]Y»Yb
- J`YfgW\]YXYbY`_i`_]bUf]gW\Y`Gh`AbXY`ni`VYgi`W\Yb
- Gdcfh'i`bX':`fY]nY]hU_h]j`]h`hYb'Ui`gni`dfcV]YfYb

8`Ug':`Ygh]j`U`df`ÀgYb]h]Yfh'Ui`»`YfXYa`_`c`_U`Y`<`UbXk`Yf_g_ØbghY`i`bX
V]YhYh'Y]bY`D`UhhZcfa`ZØf`_c`_U`Y`i`bhYfbY\`a`Yfž`\fY`DfcXi`_hY
j`cfni`ghY`Yb'"8]Y`5ha`cgd\`ÀfY`]gh'Y]bn][`Ufh][`ž'a`]h'XYf'a`U`Yf]gW\Yb
?i`]ggY`XYf':`ØggYž'X]Y`U`g'6Ø\`bY`ZØf'i`bhYf\`U`hi`b[`i`bX
;`YgY`][`_Y]h'X]Yb'h"

:`Øf`@]YV\UVYf'j`cb`?i`bghi`bX`?i`hi`f[]Vh'Yg]a`>f]W\ck`Yf`@UbX
Ui`W`fY[Y`a`À»][`?i`bgha`Àf_hYž'X]Y`cZi]b`\]ghcf]gW\Yb'Gh`AXhYb
k`]Y`6i`f['ghUhhZ]bXYb'"8]YgY`A`Àf_hY`V]YhYb.

- 8`Ug'5b[YVch`_c`_U`Yf'Øbgh`Yf'i`bX`?i`bgh\UbXk`Yf_Yf

- 8]Y`A Ò[`]W_X_Y]hž`i b]_UhY`i bX`Gci j Yb]fg`ni `Yfk YfVYb
- K cf_g\cdg`i bX`A]ha UW_X_h]cbYb`ZØf`?]bXYf`i bX`
9fk UW_gYbY

8]Y`A Äf_hY`g]bX`b]W_X`h`bi f`Y]bY` ; Y`Y[Yb\Y]h`ni a `9]b_Ui ZYbž
gcbXYfb`Ui W_X`Y]b`9f`YVb]g`ZØf`X]Y`G]bbYž`a]h`]j Y`J cfZØ\fi b[Yb`
i bX`Y]bYf`J]Y`nU\`j cb`_fYUh]j Yb`5i gXfi W_gZcfa Yb`

9]b`k Y]hYfYf`_i `hi fY`Yf`< Ò\Ydi b_h]g]bX`X]Y`A i g]_!`i bX`
H\YUhYfUi ZZØ\ fi b[Yb`žX]Y`]a ` [Ubnyb`žf]W_X`ck Yf`@UbX`
UV[Y\U`hYb`k YfXYb`"CV`]b`Y]bYa `XYf`W_X`Ufa UbhYb`@UbX`h\YUhYf`
cXYf`gc[Uf`]a `: fY]Ybž`X]Y`Dfc[fUa a Y`g]bX`j]Y`ZÄ`h][``8]Y`
6Ygi W_X`Yf`_ÖbbYb`g]W_X`Ui Z`Zc`[YbXY`J YfUbghU`hi b[Yb`žYi Yb`.

- GhØW_Ui ZZØ\ fi b[Yb`c_U`Yf`H\YUhYf[fi ddYb
- CdYfb!`i bX`?cbnyfhUi ZZØ\ fi b[Yb`i bhYf`žY]Ya `<]a a Y`
- @]hYfUf]gW_X`Y`5VYbXY`i bX`@Ygi b[Yb`

8]Y`J YfUbghU`hi b[Yb`V]YhYb`Y]bY`[fc»Ufh][Y` ; Y`Y[Yb\Y]hž`X]Y`
HU`YbhY`XYf`c_U`Yb`?Øbgh`Yf`ni `k ØfX][Yb`i bX`[`Y]W_X`nY]h][`X]Y`
_i `hi fY`Y`žYb]h]hÄ`h`XYf`FY[]cb`ni `Yf`YVYb`"

J YfUbghU`hi b[g_U`YbXYf

J YfUbghU`hi b[8Uhi a	Cfh
6i f[YbZYghhU[Y	GYdhYa VYf	6i f[
9`VY!<Uj Y`!`Ygh]j U`	ž `]	I ZYf`XYf`9`VY#<Uj Y`
?i bgha Uf_h	A U]/ `C_hcVYf	6i f[
Gca a Yf_cbnYfhY	ž b]!GYdhYa VYf	J YfgW_X]YXYbY @c_U`]hÄhYb

8]Y`HY]`bU\`a Y`Ub`X]YgYb`J YfUbghU`hi b[Yb`V]YhYh`b]W_X`h`bi f`GdU»
i bX`i bhYf\U`hi b[žgcbXYfb`Ui W_X`Y]bY`Yfj cffU[YbXY`
A Ò[`]W_X_Y]hž`a]h`XYf`?i `hi f`i bX`XYb`A YbgW_X`Yb`]a `žf]W_X`ck Yf`
@UbX`]b`?cbhU`h`ni `hfYhYb`"K Ybb`G]Y`Ui Z`XYf`Gi W_X`Y`bUW_X`Y]bYf`
Y]bn][Ufh][Yb`_i `hi fY`Y`b`9fZU\fi b[`g]bX`ž`gc`hYb`G]Y`i bVYX]b[h`
X]Y`U`hi Y`Y`b`HYfa]bY`i bX`9]Yb]g]a `6`]W`VY\U`hYb`"

6Ygi WkYb'G]Y'X]Y'cZ]n]Y''Y'K YVgY]hY'XYg'>f]Wk ck Yf'@UbXYg'Z0f
k Y]hYfY'&Zcfa Uh]cbYb'ni 'J YfUbghU'hi b[Yb'i bX'_i 'hi fY''Yb
<][\'][\ hg.'Yf]Wk ck Yf!'UbX"XY"

; Y\Y]a h]ddg'Z0f'i bj Yf[Ygg`]Wk Y'9f`YVb]ggY
]b'>Yf]Wk ck Yf'@UbX

8 Ug'>f]Wk ck Yf'@UbXz'Y]b'cZh'0VYfgY\YbYf'HY]'GUWkgYb!5b\U'hgž
\Uhj]Y'Y'j YfghYW_hY'GWk ÅhnY'i bX'i b[Yk 0\b`]Wk Y'9f`YVb]ggY'ni
V]YhYb"<]Yf'g]bX'Y]b][Y'; Y\Y]a h]ddgž'X]Y'>fYb'6Ygi Wk'ni 'Y]bYa
i bj Yf[Ygg`]Wk Yb'5VYbhYi Yf'a UWk Yb.

- 8]Y'N]ghYfn]Ybgyf]bbYbUVhY]']b'6i f[. '9]bY'Y\Yf
i bVY_UbbhYž'UVYf'ZUgn]b]YfYbXY'GhÅhhYž'X]Y'6Ygi WkYf']b
X]Y'gd]f]hi Y''Y'i bX'_i 'hi fY''Y'; YgWk]Wk hY'XYf'FY[]cb
Y]bhUi WkYb'`Åggh"8]YgY'VYY]bXfi W_YbXY'5VhY]']gh'Z0f']\fY
6Ui _i bghi bX'fi \][Y'5ha cgd\ÅfY'VY_Ubbh"
- F UVUhn']b'XYf'F cWU!GhfU» Y. '9]bY'Wk Ufa UbhY'_'Y]bY
6Uf'a]h'Y]bYa ``c_U'Yb': 'U]fž'X]Y'\UbX[Ya UWk hY'7cW_hU]'g
i bX'Y]bY'i b[Ynk i b[YbY'5ha cgd\ÅfY'V]YhYh"<]Yf' _0bbYb
G]Y'a]h'9]b\Y]a]gWkYb']bg'; YgdfÅWk '_ca a Yb'i bX'X]Y
YbhgdUbbhY'@YVYbgk Y]gY'XYf'FY[]cb'[Yb]Y»Yb"
- A Uf_h']b'A 0W_Yfb. '9]b'k 0Wk Ybh]Wk Yf'A Uf_hž'XYf'Ua
8]YbghU['ghUhhZ]bXYh'i bX'`c_U'Y'DfcXi _hYž'?i bgh\UbXk Yf_
i bX'j]Y'Y'fY[]cbU'Y'GdYn]U]'hÅhYb'V]YhYh"<]Yf' _0bbYb'G]Y
X]Y'Zf]gWk Yb'5fca Yb'XYf'FY[]cb'X]fY_h[Yb]Y»Yb'i bX
Ui Wk'XUg'Y]b'cXYf'UbXYfY'Gci j Yb]f'a]hbY\ a Yb"

, VYf'XUg'?i ']bUf]gWk Y'\]bUi g'\Uh'XUg'>f]Wk ck Yf'@UbX'Ui Wk'j]Y'Y
Y]bn][Ufh][Y'5_hj]hÅhYb'ni 'V]YhYb"<]Yf'g]bX'Y]b][Yž'X]Y'G]Y
g]Wk Yf']Wk 'b]Wk h'a]ggYb'a 0Wk hYb.

- F UXZU\ fYb'Ui Z'XYa '9`VYfUXk Y[. 'K Ybb'G]Y'Y]bY
YbhgdUbbhY'FUXhci f''YVYbž']gh'X]YgYf'[i h'Ui g[YVUi hY
FUXk Y[']XYU''9f'Z0\fhXi fWk'a U'Yf]gWk Y'@UbXgWk UZhYb
i bX'V]YhYh'UhYa VYfUi VYbXY'5i gV']W_Y'Ui ZX]Y'9'VY"
- <]ghc f]gWk Y'GWk ÅhnY']a 'GhUXhdUf_'j cb'6i f[. '8Yf
GhUXhdUf_']gh'b]Wk h'bi f'Y]b']XYU'Yf' Cf'ni a '9bhgdUbbYbž

gcbXYfb`VY\YfVYf[h`Ui W`XYb`VYY]bXfi W_YbXYb
6UXY\Ui g!GhY]bž`XYf`j`cb`]bhYfYgg]YfhYb`6Ygi W`Yfb`cZh
ØVYfgY\Yb`k`]fX"

- BUhi fYf`YVb]g`ja`BUhi fdUf`_`i`bhYfY`<Uj`Y`.`9]b`
`Y]bYf`GdUn]Yf[Ub[`]b`X]YgYa`DUf``[`]Vh`≡bYb`X]Y
A`Ò[`]W`_`Y]hž`Y]bY`J]Y`nU`X`j`cb`H]YfUfhYb`ni`VYcVUW`hYb`
<U`hYb`G]Y`5i`ggW`Ui`bUW`gY`hYbYb`J`Ò[Y`b`i`bX`[Yb]Y`Yb
G]Y`X]Y`Zf]YX`]W`Y`I`a`[YVi`b["

K]ggYbž`k`c`a`Ub`XYb`VYghYb`? UZZYY`VY`_ca`a`h`

9]bYf`XYf`VYghYb`D`ÀhnY`ZØf`? UZZYY`]YV\UVYf`]a`>f]W`ck`Yf`@UbX
]gh`XUg`? UZZYY`_i`hi`f!7UZ`]b`6i`f[`<]Yf`k`]fX`K`Yfh`Ui`Z`6]c!Ni`hUhYb
[Y`Y[hž`i`bX`X]Y`6Uf]ghUg`g]bX`Y`X]Yb`gW`UZh`]W`XUfUb`]bhYfYgg]Yfhž
≡bYb`XUg`dYfZY`_hY`; Yhf`Åb`_ni`ni`VYfY]hYb`"DfcV]YfYb`G]Y`X]Y
\Ui`g[Ya`UW`hYb`?i`W`Yb`cXYf`X]Y`hfUX]h]cbY`Yb`Ghc`Ybž`X]Y`cZh
bi`f`]b`XYf`K`]bhYfnY]hi`Ub[YVchYb`k`YfXYb"

?i`hi`fY`Y` , VYffUgW`i`b[Yb`

8]Y`FY[]cb`]gh`j`c`Yf`_i`hi`fY`Yf` , VYffUgW`i`b[Ybž`X]Y`≡fYb
5i`ZYbh`U`h`VYfY]W`Yfb`k`YfXYb.

- 8]Y` : fY]`]W`hVØ`bY`]b`6i`f[`<]Yf`k`YfXYb`fY[Y`a`À`][
Ui`»Yf[Yk`Ò`b`]W`Y`H`Y`UhYfUi`ZØ`fi`b[Yb`i`bX`?cbnYfhY
j`YfUbghU`hYh`6YgcbXYfg`Ua`5VYbX`k`]fX`X]Y`5ha`cgd`ÅfY
Xi`fW`X]Y`bU`hØf`]W`Yb`?`Ub[_i`]ggYb`XYf`BUhi`f`Y]ba`U`]["
• 8]Y`6i`f[`9`VXY]W`.`9]b`dYfg`Øb`]W`Yf`; Y\Y]a`h]dd`
8]YgYg`j`Yf`UggYbY`6Ui`k`Yf`_Ui`g`XYa`%`" `>f`f`i`bX]Yfh`]gh
XYf`dYfZY`_hY`C`fh`ZØf`Y]bYb` : chck`U`_`cXYf`Y]bY`_`Y]bY
9f`_i`bXi`b[ghci`f"

; Y\Y]a`Y`6UXYgYYb`

K`Ybb`G]Y`@`gh`Ui`Z`Y]bY`YfZf]gW`YbXY`5V`_Ø`i`b[`UVYbž`[]Vh`Yg`]b
XYf`I`a`[YVi`b[`j`YfghYW`hY`6UXYgYYbž`X]Y`cZha`U`g`bi`f`j`cb
9]b\Y]a`]gW`Yb`VY`_Ubb`h]g]bX.

6UXYgYY	6YgcbXYf\Y]hYb	9a dZc\`YbY`NY]h
; Ø`dYf`GYY	: fY]`ni [`Àb[`]W`a]h D]W_b]W_d`ÀhnYb	Gca a Yfa cbUhY
A ÒW_YfbYf`GYY	F i \][Y`@U[Yž]XYU` ZØf`B Uhi f`]YV\UVYf	: fØ\`]b[`i bX`<YfVgh

8 Ug`>f]W`ck Yf`@UbX` \À`h`ZØf`YXYb`; YgW`a UW`Y]b`dUUf
; Y\Y]a h]ddg`VYfY]hž`X]Y`XYb`NUi VYf`X]YgYf`FY[]cb`k i bXYfVUf
k]XYfgd]Y[Y`b``9g`c`b`h]g]W`ž`X]Y`Ui g[YhfYhYbYb`DZUXY`ni
j Yf`UggYb`i bX`Ui Z`9bhXYW`i b[gfY]gY`ni `[Y\Ybž`i a `X]YgY
j YfghYW`hYb`ž`k Y`Yb`ni `Yf`_i bXYb"

: U`g`G]Y`k Y]hYfY`bZcfa Uh]cbYb`ØVYf`X]Y`FY[]cb`i bX`XYfYb
5b[YVchY`gi W`Ybž`VYgi W`Yb`G]Y`X]Y`cZZ]n]Y`Y`K YVg]hY`j cb`
>f]W`ck Yf`@UbX"

8YhU]`g

6Ygi W`Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY