

Gdcfh'i bX`GWX`Uzf\mh\ a i g. `C dh]a U`Y
HfU]b]b[gnY]hYb

8Yf`WfWUX]UbY`F`mh\ a i gž`Ui WX`U`g`V]c`c[]gWXY`I` \f
VY_Ubbhž`gd]Y`h`Y]bY`Zi bXUa YbhU`Y`F`c`Y`]b`XYf`FY[i`Uh]cb
nU\`fY]WXYf`d`mg]c`c[]gWXYf`Dfc`nYggY`]a`a`YbgWX`]WXYb
?ÖfdYf`` ðgVYgcbXYfY`ZØf`Gdcfh`Yf`\Uh`X]YgYf`F`mh\ a i g
k Y]hfY]WXYbXY`a`d`]_Uh]cbYbž`XU`Yf`b]WXYb`i`f`XYb`GWX`Už
gcbXYfb`Ui WX`K UWX`gUa`_Y]hž`FYU`_h]cbgnY]hYb`i`bX`Y`hnh]WXY
X]Y`gdcfh]WXY`@Y]ghi b[`VYY]bZi`ggh`` ð`XYb`Y`hnhYb`ž\`fYb
`Uh`X]Y` : cfgWXi b[`ni bY\`a`YbX`Yf`_Ubbhž`XUgg`X]Y
5bdUggi b[`XYf`HfU]b]b[gnY]hYb`Ub`XYb`bUhØf`]WXYb`J`Yf`Ui`Z
XYg`WfWUX]UbYb`F`mh\ a Yb`Yf`\YV`]WXY`J`cfhY`]Y`a`]h`g]WXY
Vf]b[Yb`_Ubb``a` : c[YbXYb`k`YfXYb`k`]f`ni`b`ÅWX`gh
i`bhYfgi`WXYbž`k`]Y`g]WXY`XYf`WfWUX]UbY`F`mh\ a i g`Ui`Z`X]Y
gdcfh]WXY`@Y]ghi b[`Ui`gk`]f`_h`5bgWX`]Y»YbX`k`YfXYb`k`]f`X]Y
cdh]a U`Yb`HfU]b]b[gnY]hYb`ZØf`j`YfgWX`]YXYbY`GdcfhUfhYb
UbU`mg]YfYbž`i`a`YfUi`gni`Z]bXYbž`/`Ua`d`^Y``]d`/`



8Yf`WfWUX]UbY`F`mh\ a i gž`Ui WX`U`g`V]c`c[]gWXY`I` \f`VY_Ubbhž`

gd]Y`h`Y]bY`Z bXUa YbhU`Y`F c`Y`]b`XYf`F Y[i`Uh]cb`nU`fY]WXYf
d\mg]c`c[]gWXYf`DfcnYggY`ja`a YbgW`WXYb`? ÒfdYf`" ðgVYgcbXYfY
ZØf`GdcfhYf`\Uh`X]YgYf`F \mh`a i g`k Y]hfY]WXYbXY`a d`_Uh]cbYbž
XU`Yf`b]WXYh`bi f`XYb`GW`UŽ`gcbXYfb`Ui W`K UW`gUa _Y]hž
F YU_h]cbgnY]hYb`i bX`Y`mh]W`X]Y`gdcfh]WXY`@Y]ghi b[`VYY]bZi ggh"
ð`XYb`Y`mhYb`J\`fYb`\Uh`X]Y`c fgW`i b[`ni bY`a YbX`Yf`_Ubbhž
XUgg`X]Y`5bdUggi b[`XYf`HfU]b]b[gnY]hYb`Ub`XYb`bUhØf`WXYb
J Yf`Ui Z`XYg`WfWUX]UbYb`F \mh`a Yb`Yf`YV`WXY`J cfhY]`Y`a]h`g]W
Vf]b[Yb`_Ubb`" a`c`[YbXYb`k YfXYb`k]f`ni b`W`gh`i bhYfgi WXYbž
k]Y`g]W`XYf`WfWUX]UbY`F \mh`a i g`Ui Z`X]Y`gdcfh]WXY`@Y]ghi b[
Ui gk]f`h`5bgW`Y`Y»YbX`k YfXYb`k]f`X]Y`cdh]a U`Yb`HfU]b]b[gnY]hYb
ZØf`j YfgW]YXYbY`GdcfhUfhYb`UbU`mg]YfYbž`i a`YfUi gni Z]bXYbž
k Ubb`5h`YhYb`]f`j c`Yg`DchYbn]U`Ui ggW`ØdZYb`_ØbbYb"
GW`i ggYbX`]W`k YfXYb`k]f`GhUHY[]Yb`ni f`5bdUggi b[`XYg
GW`UŽ`\mh`a i g`j c fghY`Ybž`X]Y`Yg`5h`YhYb`Yfa Ò[`]WXYbž`\fY
@Y]ghi b[`ni`a Ui]a]YfYb`i bX`g]W`Ub`k YW`gY`bXY
NY]hVYX]b[i b[Yb`Ubni dUggYb"

9]bZ`i gg`XYg`WfWUX]UbYb`F \mh`a i g`Ui Z
gd c f h`]WXY`@Y]ghi b[

8Yf`WfWUX]UbY`F \mh`a i gž`cZi`U`g`V]c`c[]gWXY`I`f`VYnY]WXYbYhž
gd]Y`h`Y]bY`YbhgWXY]XYbXY`F c`Y`]b`XYf`F Y[i`Yfi b[`nU`fY]WXYf
d\mg]c`c[]gWXYf`DfcnYggY`ja`? ÒfdYfž`Y]bgW`Y`Y»`]WXY`XYg`GW`UŽ
K UW`!Nm`i gž`XYf`<cfa`cbUi ggW`Øhhi b[`i bX`XYf
? ÒfdYfhYa dYfUhi f`Ghi X]Yb`nY][Ybž`XUgg`X]YgYf`F \mh`a i g`b]WXYh
bi f`XUg`U`[Ya Y]bY`K c`\VYZ]bXYb`VYY]bZi gghž`gcbXYfb`Ui W
Yf`YV`WXY`5i gk]f`i b[Yb`Ui Z`X]Y`gdcfh]WXY`@Y]ghi b[`Uh"
@Y]ghi b[ggdcfhYfž`X]Y`g]W`XYf`6YXYi hi b[`XYg`WfWUX]UbYb
F \mh`a i g`VYk i ggh`g]bXž`_ØbbYb`Xi fW`[Yn]Y`hY`5bdUggi b[Yb
gck c`\`]\fY`HfU]b]b[gnY]hYb`U`g`Ui W`]\fY
K Yhh`Ua dZ] c fVYfY]hi b[`cdh]a]YfYb"

9]b`VYXYi hYbXYf`5gdY`h`XYg`WfWUX]UbYb`F \mh`a i g`]gh`X]Y`]bbYfY
I`fž`X]Y`Xi fW`Yi hYfbY`NY]h[YVYf`k]Y`@]WXYh`i bX`8i b`Y`Y`Y]h
gmbW`fcb]g]Yfh`k]fX`"8]YgY`GmbW`fcb]gUh]cb`\Uh`Y]bYb`X]fY`hYb
9]bZi gg`Ui Z`X]Y`5i gXUi Yfž`?fUZi`i bX`F YU_h]cbgnY]hYb`j cb
5h`YhYb`"A Ub`\Uh`\YfUi g[YZi bXYbž`XUgg`X]Y`_ÒfdYf`]WXY

@Y]ghi b[gZÀ\][_Y]h'hmd]gWXYfk Y]gY'ni 'VYgh]a a hYb'HU[YgnY]hYbž]b
XYf'FY[Y''Ua 'BUW'a]hhU['i bX'ZFØ\Yb'5VYbXž'Ua '\ØWghYb']ghž
k À\fybX'X]Y'@Y]ghi b[gZÀ\][_Y]h']b'XYb'ZFØ\Yb'A cf[Ybghi bXYb'cZh
Y]b[YgWfÀb_h']gh''8]Yg'\Àb[h'i bhYf'UbXYfYa 'a]h'XYf
? ØfdYfhYa dYfUhi f'i bX'XYf'XUa]h'Y]b\Yf[Y\YbXYb'A i g_Y'! 'i bX
GhcZk YWgY'U_hj]]hÀh'ni gUa a Yb"

9g'[]Vh'a Y\fyfY': U_hcfYbž'X]Y'XYb'9]bZi gg'XYg'WjfwUX]UbYb
F\mh\ a i g'Ui Z'X]Y'gdcfh]WXY'@Y]ghi b['j YfXYi h]WXYb.

- < cfa cbY''Y'GWk Ub_i b[Yb. '8]Y'5i ggWØhi b['j cb
< cfa cbYb'k]Y'7cfh]gc'ž'HYghcghYfcb'i bX
K UWgh i a g\cfa cb'ghY\h']b'X]fY_hYf'6Yn]Y\ i b['ni 'XYb
NY]hYb'XYg'K UWYbg'i bX'GW'UZYbg''< Ø\YfY
HYghcghYfcb'Yj Y''Ua '5VYbX'_ØbbYb'ni a '6Y]gd]Y''X]Y
? fUZh'i bX'A i g_Y'a UggY'ZØfXYfb"
- ? ØfdYfhYa dYfUhi f. '8]Y'? ØfdYf_YfbhYa dYfUhi f'ghY][h
]a ' @Ui ZY'XYg'HU[Yg'Ub'i bX'YffY]W'h']\fyb'< Ø\Ydi b_h'Ua
gdÀhYb'BUW'a]hhU["'9]bY'\Ø\YfY'? ØfdYfhYa dYfUhi f
j YfVYggYfh'X]Y'A i g_Y'Zi b_h]cb'i bX'ZØfXYfh'X]Y
@Y]ghi b[gZÀ\][_Y]h"
- ; Y]gh][Y'K UWgUa _Y]h. 'Ghi X]Yb'nY][Ybž'XUgg
? cbnYbhfUh]cb'i bX'FYU_h]cbgnY]hYb'k À\fybX'XYg'HU[Yg
j Uf]]YfYbž'k cVY]'X]Y'_c[b]hj Yb': i b_h]cbYb'Ua
BUW'a]hhU['Ua 'VYghYb'UVgWbY]XYb"
- A ØX][_Y]hg`Yj Y'. '8]Y'gi V'Y_h]j Y'A ØX][_Y]h'_Ubb
YVYbZU`g'X]Y'dgmWcgcn]U'Yb': U_hcfYb'VYY]bZi ggYbž'X]Y
X]Y'gdcfh]WXY'@Y]ghi b['\Ya a Yb"'5h\`YhYbž'X]Y'ni 'NY]hYb
hfU]b]YfYbž'X]Y'a]h']\fyb' bUhØf]WXYb'F\mh\ a i g
ØVYfY]bgh]a a Ybž'VYf]W'hYb'cZh]j cb'k Yb][Yf'A ØX][_Y]h"

9]b']bhYfYggUbhYg'6Y]gd]Y''ZØf'XYb'9]bZi gg'XYg'WjfwUX]UbYb
F\mh\ a i g'nY][h'g]W']a 'GW'ÀZi b[gj Yf\U'hYb'j cb'DfcZ]Gdcfh'Yfb"
9g'k i fXY'ZYgh[YghY''hž'XUgg'5h\`YhYbž'X]Y']\fy
GW'UZ[Yk c\ b\Y]hYb'Ub']\fyb'K Yhh_Ua dZnY]hdi b_h'UbdUggYbž'cZh
VYggYfY'@Y]ghi b[Yb'nY][Yb'_ØbbYb"'9]b'[Yn]Y'hYf'I a [Ub['a]h
@]W'h\YfUd]Y'i bX'GW'UZi F]hi U'Yb'_Ubb'XUni 'VY]hfU[Ybž'XYb
WjfwUX]UbYb'F\mh\ a i g'gc'Ui gni f]W'hYbž'XUgg'XYf'? ØfdYf'cdh]a U'

ZØf`gdcfh]WXY`5bZcfXYfi b[Yb`j c fVYfY]hYh`k]fX"

<]Yf`k]fX`Y]b`Y]bZUWXYg`GWXYa U`dfÄgYbh]Yfhž`XUg`X]Y`cdh]a U`Y
@Y]ghi b[gZÄ`][_Y]h`]a `J Yf[`Y]WXY`ni `j YfgWXYXYbYb`HU[YgnY]hYb
XUfghY``h

HU[YgnY]h	C dh]a U`Y`@Y]ghi b[ga Yf_a U`Y
: fØ\Yf`A cf[Yb	B]YXf][Y`@Y]ghi b[gk YfhYž`\c\Y A ØX][_Y]h
J cfa]hU[5``a Ä`]\WXYf`5bgh]Y[`XYf K UWXYgUa _Y]hž`j YfVYggYfhY _c[b]h]j Y`i b_h]cbYb
B UWXYa]hU[A UI]a U`Y`_ÖfdYf`]WXY @Y]ghi b[gZÄ`][_Y]hž`cdh]a U`Y A i g_Y`_ccfX]bUh]cb
5VYbX	<c\Y`9bYf[]YghØhmk YfhYž`]XYU`Y 9]bgUhnZÄ`][_Y]h`]b K Yhh_Äa dZYb

Ni gUa a YbZUggYbX`]gh`XYf`9]bZi gg`XYg`W]fWUX]UbYb`F`mh\`a i g
Ui ZX]Y`gdcfh]WXY`@Y]ghi b[`Y]b`_ca d`YI Ygž`YXcW
YbhgWXY]XYbXYg`9`Ya YbhZØf`XYb`9fZc`[`j cb`5h\`YhYb``9]b`h]YZfYg
J YfghÄbXb]g`X]YgYf`V]c`c[]gWXYb`DfcnYggY`_Ubb`\Y`ZYbž`HfU]b]b[
i bX`K Yhh_Äa dZY`YZZY_h]j Yf`ni `d`UbYbž`i a `X]Y`]bX]j]Xi Y`Yb
GhÄf_Yb`i bX`DchYbn]U`Y`ni `a UI]a]YfYb"

C dh]a U`Y`HfU]b]b[gnY]hYb`ZØf`j YfgWXYXYbY
GdcfhUfhYb

8]Y`K U`\`XYf`cdh]a U`Yb`HfU]b]b[gnY]h`]gh`ZØf`5h\`YhYb`Y]b
YbhgWXY]XYbXYf`: U_hcfž`XYf`Xi fWXY`XYb`W]fWUX]UbYb`F`mh\`a i g
VYY]bZi ggh`k]fX``Ghi X]Yb`nY][Ybž`XUgg`X]Y`_ÖfdYf`]WXY
@Y]ghi b[gZÄ`][_Y]h`j cb`XYf`HU[YgnY]h`UV`Äb[hž`k Ug`VYXYi hYhž
XUgg`VYgh]a a hY`GdcfhUfhYb`ni `gdYn]Z]gWXYb`NY]hYb`YZZ]n]YbhYf
hfU]b]Yfh`k YfXYb`_ÖbbYb``8]Y`5bdUggi b[`XYg`HfU]b]b[gd`Ubg`Ub
XYb`dYfgØb`]WXYb`F`mh\`a i g`_Ubb`X]Y`@Y]ghi b[`Yf`YV`]WXY
ghY][Yfb"

: Øf`5i gXUi YfgdcfhYfž`k]Y`@Ài ZYf`i bX`F UXZU\fyfž`g]bX`X]Y
BUW\ a]hU[gghi bXYb`a Y]gh`cdh]a U`"´b`X]YgYf`NY]h`g]bX`X]Y
? ØfdYfhYa dYfUhi f`i bX`XYf`<cfa cbgd]Y[Y`ž`Y]bgW\`]Y»`]W\
HYghcghYfcbž`a Y]gh`Yf\Ø\h"´8]YgY`d\mg]c`c[]gW\Yb
J YfÅbXYfi b[Yb`_ØbbYb`X]Y`A i g_Y`_fUZh`i bX`X]Y
5i gXUi Yf`Y]ghi b[`i bhYfghØhNYb"´9g`k]fX`Ya dZc\`Ybž`nk]gW\Yb`
) .\$\$`i bX`%, .\$\$`I \f`ni`hfU]b]YfYb"

æa` ; Y[YbgUhn`XUni`nY][Yb`? fUZhgdcfhYfž`k]Y` ; Yk]W\h\YVYfž
VYggYfY`9f[YVb]ggY`]b`XYb`ZfØ\Yb`A cf[Ybghi bXYb"Ni a`6Y]gd]Y`
_ØbbYb`]bhYbg]j Y`HfU]b]b[gY]b\Y]hYb`nk]gW\Yb`* .\$\$`i bX`- .\$\$
I \f`X]Y`bYi fca i g_i`ÀfY`5_h]j]hÅh`ghY][Yfbž`k Ug`ni`Y]bYf
j YfVYggYfhYb`? fUZhYb`hk]W`i b[`ZØ\fh"´A cf[YbX`]W\Yg`HfU]b]b[
_Ubb`ni XYa`ØVYfgW\Ui VUfYf`[YghU`hYh`k YfXYbž`k Å\fybX
UVYbX`]W\Y`GYgg]cbg`cZhj cb`A ØX][_Y]h`Ua`9bXY`XYg`HU[Yg
VYY]bhfÅW\h][h`g]bX"

: Øf`HYUa`gdcfhUfhYb`k]Y` : i » VU``i bX`6Ug_YhVU``g]bX`X]Y
cdh]a U`Yb`HfU]b]b[gnY]hYb`cZh`Ua`gdÅhYb`BUW\ a]hU[`cXYf`ZfØ\Yb
5VYbX"´J]Y`Y`GdcfhYf`]b`X]YgYb`8]gn]d`]bYb`Z]bXYbž`XUgg`]\fY
FYU_h]cbg[YgW\k]bX][_Y]h`i bX`? ccfx]bUh]cbgZÅ\][_Y]h`ni`X]YgYb
NY]hYb`Ua` \ØW\ghYb`g]bXž`k Ug`ZØf`k Yhh_Ua`dZcf]Ybh]YfhYg`HfU]b]b[
j cb`YbhgW\Y]XYbXYf`6YXYi hi b[`]gh`Nk Y]!`?`UggYb!HfU]b]b[gž`X]Y
]b`XYb`ZfØ\Yb`BUW\ a]hU[gghi bXYb`VY[]bbYb`i bX`g]W\`V]g`]b`X]Y
ZfØ\Yb`5VYbXghi bXYb`YfghfYW_Ybž`\UVYb`g]W\`U`g`j`cfhY`]\UZh
Yfk]YgYb"

GdcfhUfh	C dh]a U`Y HfU]b]b[gnY]h	? ØfdYf`]W\Y`J cfhY`]Y
5i gXUi Yfgdcfh	%) .\$\$`´%, .\$\$`I \f	9f\Ø\hY`5i gXUi Yfž` A i g_Y`_fUZh
? fUZhgdcfh	* .\$\$`´- .\$\$`I \f	GhY][Yfi b[`XYf` bYi fca i g_i`ÀfYb` 5_h]j]hÅh
HYUa`gdcfhUfhYb	%+ .\$\$`´&\$.\$\$`I \f	J YfVYggYfhY`FYU_h]c` bg[YgW\k]bX][_Y]hž` ? ccfx]bUh]cb

ÆX]j]Xi Y`Y`I bhYfgW]YXY`ja`WjFWUX]UbYb`F`mh\`a`i`gž`k`]Y`ni`a`
6Y]gd]Y`A`cf[`Y`bhmdYb`i`bX`5VYbXhmdYbž`_`ÒbbYb`X]Y`]XYU`Y`
HfU]b]b[`gnY]h`k`Y]hYf`X]ZZYfYbn]YfYb``5h\`YhYb`gc`hYb`]\fY`
dYfgÒb`]W]Yb`J`cf`]YVYb`i`bX`V]c`c[`]gW]Yb`G][`bU`Y`
VYfØW_g]W]h[`Ybž`i`a`X]Y`VYghYb`9f[`YVb]ggY`ni`Yfn]Y`Yb``9g`]gh`
j`cb`Bi`hYbž`fY[`Y`a`À»][`Y`HfU]b]b[`gdfchc`c`Y`ni`ZØ\`fYbž`i`a`X]Y`
@Y]ghi`b[`]b`5V\`Àb[`][_Y]h`j`cb`XYb`Y`k`Y][`Yb`HfU]b]b[`gnY]hYb`ni`
UbU`mg]YfYb`

9]b`k`Y]hYfYf`k`]W]h[`Yf`5gdY`_h]gh`X]Y`6YXYi`hi`b[`]XYf`_`cbg]ghYb`hYb`
F`ci`h]bY``5h\`YhYbž`X]Y`]b`XYf`@U[`Y`g]bXž`\`fY`HfU]b]b[`gnY]hYb`]`ja`
9]b`_`Ub[`]a`]h]\`fYa`b`UhØf`]W]Yb`F`mh\`a`i`g`ni`ghYi`Yfbž`VYf]W]hYb`
c`Zh`j`cb`k`Yb][`Yf`9fgW]Òd`Z`b[`]i`bX`gW]bY`Y`fYf`9f\`c`i`b[`]nk`]gW]Yb`
XYb`HfU]b]b[`gY]b\`Y]hYb``8]Y`ÆhY[`fUh]cb`j`cb`
9f\`c`i`b[`gnY]hf`Ài`a`Yb`i`bX`X]Y`6YfØW_g]W]h[`]i`b[`]XYg`]bX]j`]Xi`Y`Yb`
GW\`U`Za`i`ghYfg`_`ÒbbYb`YVYbgc`X]Y`;`YgUa`h`Y]ghi`b[`]a`HfU]b]b[`
dcg]h]j`VYY]bZi`ggYb`

Æg[`YgUa`h`]gh`X]Y`6YfØW_g]W]h[`]i`b[`]XYf`cdh]a`U`Yb`
HfU]b]b[`gnY]hYb`]b`J`YfV]bXi`b[`]a`]h`XYa`WjFWUX]UbYb`F`mh\`a`i`g`
k`YgYb`h]W]h`ZØf`X]Y`@Y]ghi`b[`]gghY][`Yfi`b[`]b`j`YfgW]YXYbYb`
GdcfhUfhYb``8i`fW]Y`b`VYggYfYg`J`Yfgh`ÀbXb]g`XYf`V]c`c[`]gW]Yb`
DfcnYggY`_`ÒbbYb`5h\`YhYb`]\f`HfU]b]b[`]Y`ZY`_h]j`Yf[`]YghU`hYb`i`bX`
]\fY`N]Y`Y`YZZ]n]Yb`hYf`YffY]W]Yb`

GhfUhY[`]Yb`ni`f`5bdUggi`b[`]XYg` GW\`U`Zf`mh\`a`i`g`ZØf`5h\`YhYb`

8]Y`5bdUggi`b[`]XYg`GW\`U`Zf`mh\`a`i`g`]gh`ZØf`5h\`YhYb`]`cb`
Yb`hgW]Y]XYbXYf`6YXYi`hi`b[`]ž`i`a`VYgha`Ò[`]W]Y`@Y]ghi`b[`]Yb`ni`
YfVf]b[`]Yb`i`bX`X]Y`F`Y[`]YbYfUh]cb`ni`cdh]a`]YfYb``8i`fW]`
j`YfgW]YXYbY`GhfUhY[`]Yb`_`ÒbbYb`Gdcfh`Yf`]\fYb`WjFWUX]UbYb`
F`mh\`a`i`g`gc`VYY]bZi`ggYbž`XUgg`Yf`a`]h`XYb`5bZcfXYfi`b[`]Yb`]fYf`
HfU]b]b[`]g!`i`bX`K`Yh`_Ua`d`ZhY]hYb`gmbW]fcb]g]Yfh`]gh`

9]bY`XYf`Y`ZY`_h]j`ghYb`A`Yh\`cXYb`ni`f`5bdUggi`b[`]XYg`
GW\`U`Zf`mh\`a`i`g`]gh`X]Y`@]W]h`h\`YfUd]Y``8]YgY`A`Yh\`cXY`bi`hnh`X]Y`
K`]f`_i`b[`]j`cb`b`UhØf`]W]Ya`cXYf`_`Øbgh]W]Ya`@]W]h`ž`i`a`XYb`

n]f_UX]UbYb`F\mh\ a i g`ni`gh]a i`]YfYb""5h\`YhYb`_ÖbbYb`\]Yfni
Zc`[YbXYb`5bgUhm`j YfZc`[Yb.

- 9I dcg]h]cb`[Y[YbØVYf`\Y`Ya`@]W\h`Ua`A cf[Ybž`i a`XUg
K UW\gY]b`ni`ZÖfXYfb"
- J Yfa Y]Xi b[`j cb`_Øbgh`]WYa`@]W\h`]b`XYb`5VYbXghi bXYbž
i a`X]Y`A Y`Uhcb]bdfcXi`_]cb`ni`i bhYfghØmYb"
- J Yfk YbXi b[`Y]bYf`@]W\h\YfUd]Y`Ua dY`ZØf`&\$!`\$`A]bi hYb
]b`XYf`ZfØ\ž`k Ybb`XYf`bUhØf`]WY`@]W\h`Yj Y`b]YXf][`]gh"

9]b`k Y]hYfYf`k]W\h][Yf`5gdY`_h]gh`X]Y`9]bghY`i b[`XYf
GW\`UZ\m[]YbY""5h\`YhYb`gc`hYb`Ui Z`Y]bY`fY[Y`a`À»][`[YghU`hYhY
GW\`UZ`a [YVi b[`UW\hYbž`]bXYa`g]Y`Zc`[YbXY`DfU`_h]_Yb
i a gYmYb.

- : Ygh[Y`Y[hY`GW\`UZnY]hYbž`Ui W\`Ub`ZfY]Yb`HU[Ybž`i a
Y]bYb`ghUV`]Yb`F\mh\ a i g`ni`ZÖfXYfb"
- 8i b`_Y`i bX`fi`\\[Y`GW\`UZf`Ài a Y`ni f`i`ÖfXYfi b[
i b[YghØfhYb`GW\`UZg"
- J Yfa Y]Xi b[`j cb`6`]XgW\]fa Yb`a]bXYghYbg`Y]bY`Ghi bXY
j cf`XYa`GW\`UZYb[Y\Yb"

8Yg`K Y]hYfYb`_ÖbbYb`BU\fi b[gUi ZbU\ a Y`i bX
? cZZY]ba UbU[Ya Ybh`Y]bY`YbhgW\Y]XYbXY`Fc`Y`VY]`XYf
FY[i`]Yfi b[`XYg`GW\`UZf\mh\ a i g`gd]Y`Yb""9g`k]fX`Ya dZc`\Ybž`X]Y
9fb`À\fi b[`]b`XYb`Zc`[YbXYb`Di b`_hYb`ni`cdh]a]YfYb.

- ; fc»Y`A U\`nY]hYb`j cf`XYa`GW\`UZYb[Y\Yb`ni`j Yfa Y]XYbž
i a`X]Y`J YfXUi i b[`b]W\h`ni`ghØfYb"
- 8]Y`? cZZY]bUi ZbU\ a Y`Ua`BUW\ a]hhU[`ni`fYXi n]YfYbž`i a
GW\`UZghØfi b[Yb`ni`j Yf\]bXYfb"
- 8]Y`9]bbU\ a Y`j cb`gW\`UZZØfXYfbXYb`BU\fi b[ga]hhY`bž
k]Y`n"6""BØggYb`cXYf`6UbUbYbž]j cf`XYa`GW\`UZYb[Y\Yb
ni`Yfk`À[Yb"

: Øf`5h\`YhYbž`X]Y`]b`j YfgW\]YXYbYb`NY]hmc bYb`fY]gYbž`_ÖbbhY`X]Y`
nY]h`]W\Y`5bdUggi b[`XYg`GW\`UZg`Y]bY`YfdfcVhY`GhfUhY[]Y
XUfghY`Yb""<]Yf`]gh`Y]bY`HUVY`Yž`X]Y`Y]bZUW\Y`H]ddg`ZØf`X]Y

5bdUggi b[`XYg`GW`UZf\mh\ a i g`b`6Yni [`Ui Z`X]Y`F Y]gY_]`ca YhYf V]YhYh

F Y]gY_]`ca YhYf 9a dZc\`YbY H]ddg`ni f`5bdUggi b[5bdUggi b[gnY]h

\$!` `Ghi bXYb	%!&`HU[Y	@Y]W\hY`5bdUggi b[XYf`GW`UZybgnY]h
`!*` `Ghi bXYb	&!` `HU[Y	: fØ\Y`GW`UZybgnY]h i bX`A cf[Yb`]W\h
*Ž` `Ghi bXYb	`!)` `HU[Y	GW f]hkh Y]gY 5bdUggi b[/ a Ò[`]W\Y`B Udd]b[! GhfUhY[]Yb

8 UfØVYf`\]bUi g`g]bX`9bhgdUbbi b[ghYW\ b]_Yb`YbhgW\Y]XYbXž i a`XYb`GhfYgg`j cf`K Yhh_Åa dZYb`ni`a]b]a]YfYb`i bX`Y]bYb`[i hYb GW`UZ`ni`ZØfXYfb"Ni`XYb`Ya dZc\`YbYb`A Yh\cXYb`[Y\ØfYb.

- Dfc[fYgg]j Y`A i g_Y`YbhgdUbbi b[`ni f`F YXi n]Yfi b[`XYf _ØfdYf`]W\Yb`5bgdUbbi b[`j cf`XYa`GW`UZ`
- 5hYa ØVi b[Yb`cXYf`A YX]hUh]cbž i a`X]Y`[Y]gh][Y`F i \Y`ni ZØfXYfb"
- GUbZhY`8Y\`bØVi b[Yb`ni f`@cW_Yfi b[`XYg`? ØfdYfg`j cf`XYa Ni VYhh[Y\Yb"

≠g[YgUa h`YfZcfXYfh`X]Y`5bdUggi b[`XYg`GW`UZf\mh\ a i g`ZØf 5h\`YhYb`Y]b`VYk i gghY`D`Ubi b[`i bX`X]gn]d`]b]YfhYg`J cf[Y\Yb" ≠XYa`g]Y`X]YgY`GhfUhY[]Yb`_cbgYe i Yb`h i a`gYhnYbž`_ØbbYb Gdcfh`Yf`b]W\h`bi f`]\fY`GW`UZei U`]hÅhj YfVYggYfbž`gcbXYfb`Ui W\]\fY`@Y]ghi b[gZÅ\][_Y]hi bX`F Y[YbYfUh]cb`cdh]a]YfYb"

: Un]h.`8]Y`K]ggYbgW\ UZh`XYf`c d h]a U`Yb HfU]b]b[gnY]hYb

≠g[YgUa h`nY][h`X]Y`5bU`mgY`XYg`9]bZi`ggYg`XYg`W]fWUX]UbYb F\mh\ a i g`Ui Z`X]Y`gdcfh]W\Y`@Y]ghi b[ž`XUgg`X]Y`nY]h`]W\Y 5Vgh]a a i b[`j cb`HfU]b]b[gY]b\Y]hYb`Yf\YV`]W\Y`5i gk]f_i b[Yb Ui Z`X]Y`9ZZ]n]Ybn`i bX`9ZZY_hj]hÅh`gdcfh]W\Yf`5_hj]hÅhYb`\UVYb

_Ubb"8]Y`×Ybh]Z[_Uh]cb`cdh]a U`Yf`HfU]b]b[gnY]hYb`ZØf
j YfgW\]YXYbY`GdcfhUfhYb`]gh`YbhgW\Y]XYbXž`i a `X]Y
d\mg]c`c[]gW\Yb`J cfnØ[Y`XYg`? ØfdYfg`cdh]a U`ni `bi hnYb"
8UfØVYf`\]bUi g`]gh`X]Y`9bhk]W`i b[`]bX]j]Xi Y`Yf`GhfUhY[]Yb`ni f
5bdUggi b[`XYg`GW`UZF`mh\ a i g`ZØf`5h\`YhYb`j cb`nYbhfU`Yf
6YXYi hi b[ž`i a `a Ø[`]W\Y`@Y]ghi b[gYb[dÀggY`ni `j Yfa Y]XYb"

8]YgY`k]ggYbgW\UZh]W\Yb`9f_Ybbhb]ggY`gc`hYb`b]W\h`bi f`]b
dfcZYgg]cbY`Yb`HfU]b]b[gdfc[fUa a Yb`6YfØW_g]W\h][i b[`Z]bXYbž
gcbXYfb`Ui W\`j cb`: fY]nY]h`i bX`<cVVmgdcfhYfb`Ub[Yk YbXYh
k YfXYb" `bXYa `5h\`YhYb`g]W\`XYf`Fc`Y`XYg`GW`UZg`i bX`XYf
]bbYfYb`i \f`VYk i ggh`k YfXYbž`_ØbbYb`g]Y`]\fY`gdcfh]W\Y`@Y]ghi b[
g][b]Z[_Ubh]j YfVYggYfb`i bX`[`Y]W\`nY]h][`]\fY`U`[Ya Y]bY
; Ygi bX\Y]h`ZØfXYfb"Ni _ØbZh][Y`: cfgW\i b[Yb`_ØbbhYb`k Y]hYf\]b
XUni `VY]hfU[Ybž`a U» [YgW\`bY]XYfhY`5bgÀhnY`ni `Ybhk]W_Y`bž`i a
XYb`6YXØfZb]ggYb`i bhYfgW\]YX`]W\Yf`GdcfhYf`[YfYW\h`ni `k YfXYb
i bX`XUg]j c`Y`DchYbn]U`XYg`a YbgW\`]W\Yb`? ØfdYfg
Ui gni gW\ØdZYb"

8YhU]`g

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!Z]hbYgg"bYh