

K]Y`a Ub`XUg`5I hk YfZYb`a Y]ghYfh`fi bX
[i h`hfU]b]YfhŁ"

Ÿ`bUWXXYa ž`k Yb`G]Y`ZfU[Ybž`]gh`XUg`5I hk YfZYb`Ybhk YXYf
Ui ZfY[YbX`cXYf`Y]bgWŁØWŁhYfbX"GWŁ`Y»`]WŁ`k YfZYb`G]Y`Y]bY
5I h`a]h] c``Yf`; YgWŁk]bX][_Y]h`Ui ZY]b`ghY\\YbXYg`N]Y`"
8]Y`Yb][Ybž`X]Y`VY]a`5I hk YfZYb`Ui Z`X]Y`gWŁØWŁhYfbY`GY]hY
ghY\\Ybž`k]ggYbž`XUgg`X]YgYf`VY`]YVhY`Gdcfh`a Y\\f`VY]b\\U`hYh
U`g`bi f`XUg`K YfZYb`Y]bYf`5I h" F]WŁh][Y`HYWŁb]_Ybž
G]WŁYf\\Y]hga U»bU\\a Yb`i bX`Y]b`ei U`Z]n]YfhYf`@Y\\fYf
a UWŁYb`X]YgYg`Gd]Y`j]Y`k Yb][Yf`[fi gY][`i bX`gdUbbYbXYf"
; Ubn`ni`gWŁk Y][Yb`XUj cbž`XUgg`Yg`Y]b`?]`Yf!HfU]b]b[`ZØf
XYb`C VYf_ØfdYf`]gh`i bX`X]Y`K c\\ZØ\\`cfa cbY`gWŁbY`
Ub_i fVY`b`_Ubb`fj cf`U`Ya ž`k Ybb`a Ub`XUg`N]Y`YffY]WŁhŁ"
I bX`k Ybb`ΔbYb`Ya UbX`nY][hž`k]Y`a Ub`Y]bY`5I h`k]fZhž
XUbb`]gh`Yg`5`]ggU/ Ua d^Y`]d/



Ÿ`bUWXXYa ž`k Yb`G]Y`ZfU[Ybž`]gh`XUg`5I hk YfZYb`Ybhk YXYf
Ui ZfY[YbX`cXYf`Y]bgWŁØWŁhYfbX"GWŁ`Y»`]WŁ`k YfZYb`G]Y`Y]bY`5I h
a]h] c``Yf`; YgWŁk]bX][_Y]h`Ui ZY]b`ghY\\YbXYg`N]Y`"
8]Y`Yb][Ybž`X]Y`VY]a`5I hk YfZYb`Ui Z`X]Y`gWŁØWŁhYfbY`GY]hY
ghY\\Ybž`k]ggYbž`XUgg`X]YgYf`VY`]YVhY`Gdcfh`a Y\\f`VY]b\\U`hYh
U`g`bi f`XUg`K YfZYb`Y]bYf`5I h"

F]W\h[Y`HYW\ b]_Ybž'G]W\Yf\Y]hga U» bU\ a Yb`i bX`Y]b
ei U`]Z[n]YfhYf`@Y\ fYf`a UW\Yb`X]YgYg`Gd]Y`j]Y`k Yb][Yf`[fi gY`][
i bX`gdUbbYbXYf`"; Ubn`ni `gW\k Y][Yb`XUj cbž`XUgg`Yg`Y]b`?]`Yf!
HfU]b]b[`ZØf`XYb`C VYf_ØfdYf`]gh`i bX`X]Y`K c\`ZØ\`cfa cbY`gW\ bY`
Ub_i fVY`b`_Ubb`f] cf`U`Ya ž`k Ybb`a Ub`XUg`N]Y`YffY]W\hL"

I bX`k Ybb`≡bYb`Ya UbX`nY][hž`k]Y`a Ub`Y]bY`5I h`k]fZž`XUbb`]gh
Yg`5`]ggU`K Yh\YfVYYž`X]Y`gY]hØVYf`&\$`đ\ fYb`dfcZYgg]cbY``]a
<c`n!`i bX`': c fghgdcfh`hY`]b]a a h`K Yh\YfVYYž`; fØbXYf]b`j cb`5I Y
K ca Yb`@c[[Yfg`cZ`A U]bYž`]gh`XfY]a U`][Y`K Y`ha Y]ghYf]bž`Y]ba U`
]a `5I h`k YfZYbž`Y]ba U``]a `DYUj Ym`@c[`F c``i bX`Y]ba U``]a `Hk c!
K ca Ub`7fcgg!7i h`GUk]b[``6YY]bXfi W_YbXž`i a `Yg`[Y`]bXY
Ui gni XfØW_Yb"

J cf`ØVYf`&\$`đ\ fYb`VY`Y[hY`K Yh\YfVYY`]a `5I h`k i fZ`XYb`YfghYb
D`Uhn`VY]a `K cf`X g`C dYb`@ a VYf`Ĵ``7cbhYgh`]b`6ccb]j`]Yž`BYk
Mcf_``GY]hXYa `U`h`g]Y`]b`i bnÅ`\`][Yb`5I h`k i fZ`K YhVYk YfVYb`]b
[Ub`n`BcfXUa Yf]_U`[Yk cbbYb`cXYf`[i hY`D`Uhn]Yfi b[Yb`Yfn]Y`h
i bX`HUi gYbXYb`j cb`A YbgW\Yb` `XUfi bhYf`?Øb][]b`@Uh]ZU`i bX
<Uffm`7ccb]W_` `VY][YVfUW\hž`k]Y`a Ub`Y]bY`5I h`k]fZh"

≡i bgYfYa `Gdcfhk YfZYb`k]f`[fc» Zcfa Uh][Y`K Yh_Ua dZ
K i fZ`I hYž`Q\`W\`UfY`X]ZYfYbh`Zfca QX]Y`6Y]Yž`X]Y`a Ub`]b`6Ufg
i bX`]a `: YfbgY\Yb`k YfZYb`g]Y`h ž`gU[h`g]Y"

I bX`XUa]h`[]Vh`K Yh\YfVYY`]fY`VYghYb`H]ddgž`i a `≡bYb`XUg
gW\ÅfZghY`fi bX`g]W\YfghYŁ`9f`YVb]g`VY]a `5I h`k YfZYb`ni `V]YhYb"

9]bY`_i fnY`; YgW\]W\hY`XYg`5I h`k YfZYbg

≡W`XYb_Yž`Yg`k ÅfY`i ba Ø[`]W\ž`XYb`U`YfYfghYb`K YhVYk YfV`]a
5I h`k YfZYb`ZYghni bU[Y`b ž`gU[h`K Yh\YfVYYž`XU`]a `@Ui ZY`XYf`NY]h
j]Y`Y`; YgW\]W\hYb`ØVYf`XYb`i fgdfi b[`XYg`5I h`k YfZYbg
[YgdfcW\Yb`\UVYb"

J cb`; YgW\]W\hYb`ØVYf`X]Y`<c`nZ`Yf`U[Yf`]b`XYb
bcfXUa Yf]_Ub]gW\Yb`K Å`XYfbž`]b`XYbYb`X]Y`<c`nZ`Yf`
K YhVYk YfVY`VY]a `<UW_Ybž`GÅ[Ybž`Fc``Yb`j cb`6Ui a ghÅa a Yb

i bX`5I hk YfZYb`j YfUbghU`hYhYbž`i a`\\YfUi gni Z]bXYbž`k Yf`ja`@U[Yf
XYf`GhÅf_ghY`i bX`GWbY`ghY`k Ufž`ØVYf`; fYbn[Åb[Yf`fi bX`!ZfUi YbŁ
V]g`\\b`ni`K`_]b[Yf\\U`hi b[Yb`K YhVYk YfVY"

K Ug`Ui W`ja`a Yf`XYf`i fgd fi b[`]ghž`X]Y`5I h`]gh`Y]b`K Yf_nYi [ž`XUg
ja`@Ui ZY`XYf`; YgW]W`hY`Ui ZXYf`[Ubnyb`K Y`hj Yfk YbXYh`k i fXY"
I bX`Yhnh`\\UVYb`G]Y`X]Y`7\\UbWž`Y]bY`5I h`]b`X]Y`<UbX`ni`bY\\a`Yb
i bX`X]Y`; YgW]W`hY`X]YgYg`\\]ghc f]gWYb`Gdcfhg`Zcfhni gYhYb`
[Ubni`ni`gW`k Y][Yb`XUj cbž`XUgg`G]Y`YXY`A Yb[Y`GdU»`\\UVYb
k YfXYb`°

K]Y`a`Ub`Y]bY`5I h`k]fZh`ZØf`5b`ZÅb[Yf`

- GW`f]hh`%.`GhY`Yb`G]Y`g]W`&\$`:`i »`j`cb`≠fYa`N]Y`YbhZYfbh
Ui`Z`
- GW`f]hh`&.`<U`hYb`G]Y`X]Y`5I h`a`]h`VY]XYb`<ÅbXYb`i bhYb
Ua`Gh]Y`ZYgh`fK`Yh\\YfVY`Yf[fY]Zh`X]Y`5I h`a`]h`XYf`b_Yb
<UbX`i bhYb`i bX`XYf`fYW`hYb`<UbX`X]fY`h`ØVYf`XYf
`b_Yb`Ł
- GW`f]hh`'`<U`hYb`G]Y`≠fY`GW`i`hYfb`[YfUXY`ni`a`N]Y`i`bX
n]Y\\Yb`G]Y`X]Y`5I h`[YfUXY`bUW`\\]bhYb`ØVYf`≠fYb`?cdZ`
fA`UW`Yb`G]Y`g]W`_Y]bY`Gcf[Ybž`k`Ybb`XYf`?cdZ`XYf`5I h`
≠fYb`F`ØW_Yb`VYf`Ø`fh`Yg`gW`bY]XYh`G]Y`b]W`h`K`i`fZÅ`hY
g]bX`b]W`h`fUg]Yfa`YggYfgW`UfZ`Ł
- GW`f]hh`(`K`YfZYb`G]Y`X]Y`5I hž`U`g`cV`G]Y`Y]bYb`:`i »`VU`
ØVYf`≠fYb`?cdZ`k`YfZYb`k`ØfXYbž`i`bX`VY\\U`hYb`G]Y`≠f`N]Y`
ja`5i`[Y`@UggYb`G]Y`X]Y`5I h`cgž`k`Ybb`≠fY`<ÅbXY`a`]h`XYf`
A`]hY`≠fYg`N]Y`g`Ui`g[Yf]W`hYh`g]bXž`i`bX`k`Ug`Ua
k`]W`h][`ghYb`]gh`\\U`hYb`G]Y`≠fY`<ÅbXY`Ui`ZXUg`N]Y`
[Yf]W`hYhž`V]g`X]Y`5I h`UbXYh`fK`Ybb`G]Y`≠fY`<ÅbXY
i`ba`]hY`VUf`bUW`XYa`@cg`UggYb`XYf`5I h`ZU`Yb`UggYbž`
k`]fX`X]Y`5I h`ØW`ghk`U`fgW`Y]b`]W`_bUdd`j`cf`≠fYa`N]Y`
`UbXYb`Ł
- GW`f]hh`)`K`Ybb`X]Yg`g]W`Yf`a`Ø[`]W`]ghž`\\c`Yb`G]Y`≠fY
5I h`j`ca`N]Y`ni`fØW`i`bX`k`]XYf`\\c`Yb`G]Y`XYb`J`cf[Ub[`"

8Yb_Yb`G]Y`XUfUb.` , Vi b[`a`UW`h`XYb`A`Y]ghYf`i`bX`XUg
A`i`g_Y`[YXÅW`hb]g`]gh`XYf`GW`ØggY`ni`a`5I`hk`YfZYb`ž`gU[`h`

K Yh\YfVYY"

Ni gÄhn`]W\Y`HYW\ b]_Yb`ni a`5I hk YfZYb

9g`[]Vh`UbXYfY`U_nYdhUV`Y`A Ö[`]W_]hYbž`Y]bY`5I h`ni`k YfZYb"
GcVU`X`G]Y`a`]h`XYa` , VYb`VY[]bbYbž`k YfXYb`G]Y` \YfUi gZ]bXYbž`
k Y`W\Y`HYW\ b]_`ZÖf`G]Y`Ua` `VYghYb`Z] b_h]cb]Yfh"

- 9]b` \ÄbX][
- <]bhYf` \Ä`h][
- A UW\Yb`G]Y`VY]a` `K YfZYb`Y]bYb`GW\ f]hh`bUW\ `j` cfbY
- GhY` \Yb`G]Y`a`]h`XYb`NY` \Yb`Ub`XYf`&\$!: i` »!@]b]Y
- 6Y]a` `K YfZYb`X]Y`: Ø»Y`ØVYf` \Ui` dh`b]W\h`VYk Y[Yb

I bj Yfn]W\ hVUfY`5i gfØghi b[`i bX`5i gfØghi b[
ni a`5I hk YfZYb

K Ybb`G]Y`]b` ÆfYa` ; UfhYb`a`]h`Y]bYf`[fc»Yb`5I hf`_Y]b`6Y]`Ł`ØVYb`
a` ÖW\ hYbž`a` ØggYb`G]Y`XYb`N]Y`gW\Y]VYbghÄbXYf`gY`Vgh`VUi`Yb"

K Ybb`XUg`6Ui`Yb`b]W\h` Æf`8]b[`]ghž`_ÖbbYb`G]Y`YXYfnY]h`Y]bYb`
5I h!K`i`fZgW\Y]VYbghÄbXYf`_Ui`ZYbž`X]YgYf`Y][`bYh`g]W\`YXcW\`Ua`
VYghYb`ZÖf`6Y]`Y`"Y! hY`j`c`Yf`; fÖ»Y`YfZcfXYfb`gW\k`YfYfY`GhÄbXYf"

6YXYb`_Yb`G]Y`ž`XUgg`XYf`6Ui`Y`Y]bYg`Y][`YbYb`N]Y`gW\Y]VYbghÄbXYfg`
cXYf`X]Y`6YUi`žhfU[`i`b[`]Y]bYf`UbXYfYb`DYfgcbž`X]Y`9]b` \Y]h`ZÖf`G]Y`
ni`VUi`Ybž`j`Y` `[Øbgh][`Yf`]gh"

- 9]b`5I h!K`i`fZn]Y`. `5`g`A`UhYf]U`ZÖf`X]Y`N]Y`gW\Y]VY`
Ya`dZ]Y` \`h!K`Yh\YfVYY`?]YZYfb` \c`nž`Dc`Uf` \c`n`cXYf`
DUddY` \c`n`i`bX`VYj`cfni`[`h`Y]bY`N]Y`gW\Y]VY`]b`
GhUa`a`Zcfa`fcbXYf`fi`bXYf`: cfa`Ł"

8]Y`K`cf`X`5I`Y`H`fck`]b[`]@YU[`i`Y`_Ubb`G]Y`GW\ f]hh`ZÖf`GW\ f]hh`XUVY`
i`bhYfghØhnYbž`k`]Y`G]Y` Æf`Y][`YbYg`N]Y` \YfghY`Ybž`cXYf`G]Y`
_ÖbbYb`Y]b`GhUfhYf!`?]h`VYghY`Ybž`i`a`XYb`6Ui`dfcnYgg`bcW\

Y]bZUWYf'ni 'a UWYb"

- 8Yf'GhUbX. '8]Y'A]hhY'f6i 'gYmYŁ' ÆfYg'N]Y'g'a i gg'g]Wx %ž) 'A YhYf'ØVYf'XYa '6cXYb'VYZ]bXYb"'G]Y' _ÖbbYb'Y]bYb GhÅbXYf'Ui g'<c'n'cXYf'A YhU''\YfghY''Ybž'UVYf'XYb_Yb'G]Y XUfUbž'XUgg'Yf'ghUV]'gY]b'a i gg"

K Yh\YfVYY'Yf_`Äfhž'XUgg'XUg'N]Y'gWk Yf'gY]b'a i ggž'XU'a Ub b]Wxh'a ÖWxhž'XUgg'X]Y'K i Wxh'XYf'5I h'Yg'i a k]fZh"fk Ug'Y]bY j c`k Yfh][Y'5I h'g]WxYf'Wx'hi b'_ÖbbhYŁ"

5a 'VYghYb'Y][bYh'g]Wx'Y]b'GhÅbXYf']a 'GhUh] gh]'a]h'nk Y]'6Y]bYb j cfbY'i bX'Y]bYa ''Y]Wxh'bUWx'\]bhYb'[YbY][hYb'6Y]b" '9a dZ]Y\`h K Yh\YfVYY"

- 8]Y'5I h. 'Ni 'Ymh'VYbÖh][Yb'G]Y'Y]bY'5I h"K Yh\YfVYYg VYj cfni [hY'K i fZÄI hY'k YfXYb'\]Yf']b'XYb'J YfY]b][hYb GhUUhYb'j cb'DfYW]g]cb'5I Yg']b'?U']Zcfb]Yb'\Yf[YghY''h"

G]Y'g]bX'\UbX[YZYfh][hi bX'_ÖbbYb' ÆfY'5I h'[YbUi 'bUWx' ÆfYb K ØbgWxYb'UbdUggYb"'K Yh\YfVYY'VYj cfni [h'VY]gd]Y'gk Y]gY'Y]bY Yhk Ug'gWk YfYfY'K i fZUI hž'XUa]h'XYf'K]bX'VY]a 'K YfZYb']a : fY]Yb'_Y]b'gc'[fc»Yg'DfcV`Ya 'XUfghY''h"

: Øf'Y]bYb''Y]WxhYfYb'GhÅbXYfž'XYb'G]Y'cb`]bY'_Ui ZYbž'j Yfk YbXYb G]Y']a a Yf'Y]b'6Y]"

K Yh\YfVYYg'G]WxYf\Y]hgh]ddg'i bX'k Ug'a Ub VY]a '5I hk YfZYb'b]Wxh'hi b'gc``hY

'A]h'XYa 'Gdcfh'XYg'5I hk YfZYbg'a ØggYb'Y]b][Y'gY\`f'ghfYb[Y G]WxYf\Y]hgh]ddg'Y]b\Yf[Y\Yb"'K Yh\YfVYY'[]Vh'X]Y'k]Wxh][ghYb H]ddgž'XUa]h' Æf'Gd]Y''GdU» 'a UWxhi bX'j Yf'Yhni b[gZfY]'V`Y]Vh"

- GhY''Yb'G]Y']a a Yf'g]WxYfž'XUgg' Æf'K i fZYfY]Wx'fi bX'X]Y i ba]hhY`VUfY' i a [YVi b['i a 'G]Y'\Yfi a Ł'ZfY]'j cb A YbgWxYbž'<Ui gh]YfYbž'?]bXYfb'i gk "'gh"
- 5I hk YfZYb']gh'Y]b'gi dYfg]WxYfYf'Gdcfh"'f6i Wx'k Ybb'Yg'ZØf

a UbWXY`Y]bgWØW hYfbX`gY]b`_UbbŁž`gc`Ub[Y`G]Y`Yg
f]W h][`a UWXYb`i bX`≠fYb`[Ygi bXYb`A YbgWXYbj YfghUbX
bi hnYb"

- K YfZYb`G]Y`b]W h`a`]h`DYfgcbYbž`X]Y`ni`bU\Y`VY]`≠bYb
ghY\Ybž`\]bhYf`≠bYb`[Y\Yb`cXYf`k Ybb`X]Y`A Ò[`]W_X]h
VYghY\hž`XUgg`g]Y`g]W`ni`bU\Y`Ub`≠fYa`N]Y`VYZ]bXYb"
- GWÅfZYb`G]Y`≠fY`K`i fZUI h`b]W h`ni`ghUf`_"fØ]bY`ghi`a`dZY
5I h`Y][`bYh`g]W`hUhgÅW`]W`Ua`VYghYb`ni`a`K`YfZYb`Ł
- GhY`Yb`G]Y`g]W`Yfž`XUgg`≠fY`[YgUa`hY`5i`gfØghi`b[`]b
[`i`hYa`N`i`ghUbX`]gh"
- K YfZYb`G]Y`b]W h`Ui`ZY]b`]bghUV]`Yg`cXYf`]bghUV]`Yg`N]Y`"
- GhY`Yb`G]Y`g]W`Yfž`XUgg`≠fY`5I h`ZYgh[YghYW`h`i`bX
j`Yf_Y]`h`]ghž`XUg`\Y]» hž`XYf`?cdZ`XYf`5I h`]gh`a`]h`Y]bYa
GdUbbgh]Zh`Xi`fW`X]Y`A`]hhY`XYg`?cdZYg`i`bX`Y]bYa`?Y]ž`XYf
]b`X]Y`C`VYfgY]hY`XYg`;`f]ZZg`[YgW`U[Yb`k`]fXž`Ub`≠fYa
;`f]ZZ`VYZgh][`h"
- K YfZYb`G]Y`b]Ya`U`g`a`]h`cgYa`5I h`cdZ`cXYf
[YVfcWXYbYa`Gh]Y`"
- 5W hYb`G]Y`VY]a`K`YfZYb`Ui`ZU`Ygž`k`Ug`g]W`Y]W`h`ØVYf
≠bYb`VYZ]bXYb`_ÒbbhYž`n`"6`"ŸghYž`K`ÅgWXY`Y]bYbž
<Åb[Y`Ua`dYb`i`bX`UbXYfY`;`Y[YbghÅbXY"

A]h`Y]bYa`[`i`hYb`N]Y`ghUbX`i`bX`Y]b[Y\U`hYbYb`G]W`Yf\Y]hgfY[Y`b
_Ubb`XUg`5I hk`YfZYb`ni`Y]bYa`ZUbhUgh]gWXYb`<cVVm`k`YfXYbž`XUg
?fUZ`hfU]b]b[`ZØf`;`Y\]fb`i`bX`C`VYf_ØfdYf`V]YhYh`

8YhU]`g

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