

9\Ya U`][Yf`I G!GYbUhc f`k]fX J c fg]hnYbXYf`XYg`bYi Yb`6]bUbW` ; `cVU` 5Xj]gcfm`6cUfX

Ni`XYb`6YfUHYfb`[Y\`OfYb`XYf`9I !7\YZXYg`ZfUbn`0g]gW`Yb
:]bUbna]b]ghYf]i a gž`XYf`Y\Ya U`][Y`Df`Ag]XYbh`XYf
VfUg]`]Ub]gW`Yb`NYbhfU`VUb`_i bX`Y]b`A]h[`]YX`XYg`Vf]h]gW`Yb
C VYf\Ui gYg`8]Y` ; f0bXi b[`XYg` ; fYa]i a g`YfZc`[hž`k `À\fybX
X]Y`I G5`i bX`UbXYfY`FY[]Yfi b[Yb`k Y]hYf\]b`0VYf`X]Y
?fmdhcfY[i`]Yfi b[`bUW`XYb`_Yb`6]bUbW` \Uh`Y]bYb`6Y]fUh
i bhYf`XYf`@Y]hi b[`Y]bYg`Y\Ya U`][Yb`I G!GYbUhc fg
Y]b[Yf]W`hYhž`i a `X]Y`?fmdhcf!60fgY`VY]`XYf`6Yk `À`h][i b[
Y]b][Yf`XYf`Xf]b[YbXghYb`fY[i `Uhc f]gW`Yb`DfcV`Ya Y`ni
i bhYfgh0hnYbž`a]h`XYbYb`XYf`FUi a `_cbZfcbh]Yfh`]gh`"A UI
6Ui W`gž`Y]b`Y\Ya U`][Yf`XYa c`_fUh]gW`Yf`GYbUhc f`Ui g
A cbhUbUž`XYf`I G!6chgW`UZhYf`]b`7\]bU`k Ufž`]gh]J c fg]hnYbXYf
XYf`bYi Yb` ; fi ddYž`hY]`hY`XUg`I bhYfbY\`a Yb`Ua`8cbbYfghU[
a]h`8Yf`6Y]fUh`_Ua`_`0fn`]W`]b`DUf]g`ni gUa`a Yb`" J cb`U`Yb
/ Ua`d^Y``]d/

- Ni`XYb`6YfUHyfb`[Y\0fYb`XYf`9I !7\YZ`XYg`ZfUbn0g]gWXYb :]bUbna]b]ghYf]i a gž`XYf`Y\Ya U`][Y`DfÅg]XYbh`XYf VfUg]`]Ub]gWXYb`NYbhfU`VUb`_i bX`Y]b`A]h[`]YX`XYg Vf]h]gWXYb`C VYf\Ui gYg
- 8]Y` ; f0bXi b[`XYg` ; fYa]i a g`YfZc`[hž`k Å\`fYbX`X]Y`I G5 i bX`UbXYfY`FY[]Yfi b[Yb`k Y]hYf\]b`0VYf`X]Y ?fmdhcFY[i `]Yfi b[`bUWXYb_Yb

6]bUbW` \Uh`Y]bYb`6Y]fUh`i bhYf`XYf`@Y]hi b[`Y]bYg`Y\Ya U`][Yb`I G! GYbUhc fg`Y]b[Yf]W hYhž`i a `X]Y`? fmdhc!60fgY`VY]`XYf`6Yk Å`h][i b[Y]b][Yf`XYf`Xf]b[YbXghYb`fY[i `Uhc f]gWXYb`DfcV`Ya Y`ni i bhYfgh0hnYbž`a]h`XYbYb`XYf`FUi a ` _cbZfcbh]Yfh]`gh`

A Ui `6Ui W gž`Y]b`Y\Ya U`][Yf`XYa c`_fUh]gWXYf`GYbUhc f`Ui g A cbhUbUž`XYf`I G!6chgW UZhYf`]b`7\]bU`k Ufž`]gh`J c fg]hnYbXYf`XYf bYi Yb` ; fi ddYž`hY]`hY`XUg`I bhYfbY\`a Yb`Ua `8cbbYfghU[`a]h`8Yf 6Y]fUh`_Ua ` _0fn`]W `]b`DUf]g`ni gUa a Yb`

J cb`U`Yb`HYW`bc`c[]Yb`a]h`XYa `DchYbn]U`ž`dcg]h]j Y JYfÅbXYfi b[Yb`ni `gW UZZYbž`[Y\0fh`X]Y`K Y`h]j cb`? fmdhcž 6`cW`WU]b`i bX`K YV` `ni `XYb`Ui ZFY[YbXghYb`i bX j]Y`j YfgdfYWXYbXghYb` ž`gU[hY`6Ui W g`]b`Y]bYf`9f`_`Åfi b[``

8Yg\U`V`]gh`Yg`Y]bY`[fc»Y` : fYi XYž`Ua `5i ZVUi `XYg`6]bUbW ; `cVU`5Xj]gcfm`6cUfX`a]hni k]f`Yb`i bX`XUg`_cb`_i ffYbn`cgY _c`Y`_h]j Y` : UW`k]ggYb`XYf` ; fi ddY`VY]`XYf`@0gi b[` _ca d`YI Yf DfcV`Ya Y`a]h`Y]bYa `gcn]U`dcg]h]j Yb`9f[YVb]g`Y]bni Vf]b[Yb`

6Ui W g`k i fXY`Yfg`ha U`g`%- +, `]b`XYb`GYbUh`[Yk Å`h`i bX`k i fXY A cbhUbUg`Ua ``Åb[ghYb`Ua h]YfYbXYf`GYbUhc f`K Å\`fYbX`gY]bYf Z0bZhYb`5a hgnY]h`k Uf`Yf`J c fg]hnYbXYf`XYg` :]bUbnUi ggW`i ggYg`i bX gW]YX`&\$%(`Ui g`XYa `5a h`Ui g``æ`gY`VYb`Å\`f`k i fXY`Yf`j cb

DfÄg]XYbh'6UfUW_C VUa U'ni a 'Ua Yf]_Ub]gW Yb'6chgW UZhYf']b
7\]bU'YfbUbbhž'Y]bY': i b_h]cbž'X]Y'Yf'V]g'Ubi Uf'&\$%+']bbY\UhhY"

8Uj]X'D'i ZZYž'Y]b'Y\Ya U`][Yf'\cW fUb[][Yf'6YfUHyf'j cb
DfÄg]XYbh'c VUa Už'k]fX'Ui W'U'g'i G!J YfhfYhYf']a 'J c fghUbX'gY]b"
5bXYfY'A]h[']YXYf'YVYb']b'B][Yf]Už'? c fYUž: fUb_fY]W ž'GØXUZF]_Už
6fUg]']Ybž'A YI]_c'i bX'8Yi hgW'UbX"

Ni 'X]YgYb'6YfUHyfb' [Y\ÖfYb.

- ðvi _i b'5k cg]_UY\Ya U`][Yf'J c fg]mYbXYf'XYf':]fgh'6Ub_
cZB][Yf]U'i bX': fØbXYf'XYf'7\U]f'7YbhYf': fci d/
• <mi b[!F]b'6Ub[ž'6YfUHyf'XYg'DfÄg]X]U'Ui ggW'i ggYg'j cb
?cfYU/
• 6fi bc'6YnUfXA UbU[]b['DUfhbYf'VY]'7Uh\Um'7Ud]hU`ž
Y\Ya U`][Yf'K]fhgW UZhVYfUHyf'XYg'ZfUbnØg]gW Yb
DfYa]Yfa]b]ghYfg'i bX'Y\Ya U`][Yf'@Y]hYf'XYg
ZfUbnØg]gW Yb':]bUbna]b]ghYf]i a g/
• <Ybf]ei Y'XY'7Ua dcg'A Y]fY''Ygž'Y\Ya U`][Yf'DfÄg]XYbh'XYf
NYbhfU'VUb_j cb'6fUg]']Yb/
• @Yg']Y'A UUGXcfd 7\]YZ':]bUbW]U'C Z]Wf'XYf'BYk
8Yj Y`cda Ybh'6Ub_/
• 5XU'VYfhc'DU'a UY\Ya U`][Yf'\cW fUb[][Yf'6YfUHyf'XYg
DfÄg]XYbhYb'j cb'A YI]_c/
• 7\ f]gh]b'GW ÄZYf; fØbXYf'j cb'UWg'd'i g
• 9X'J U]nYmA]h[']YX'XYg'Vf]h]gW Yb'C VYf\Ui gYg/
• 8Uj]X'K f][\hž'J c fg]mYbXYf'j cb'9i fcZ]

K]f'j YfVYggYfb'i bgYfY': Ä\][_Y]hž'X]Y'fY[i 'Uhc f]gW Y
?ca d`YI]hÄh'ni 'VYk Ä'h][Ybž']bXYa 'k]f'Ui ZXUg'k Y'hk Y]h'\ÖW ghY
A U»'Ub': UWk]ggYb'ni fØW_[fY]ZYb ž'gU[hY'7\Ub[dYb['N\Ucž'79C
j cb'6]bUbWž']b'Y]bYf'9f_`Äfi b["

8]YgY'Ni gUa a YbUfVY]hink]gW Yb'6]bUbW' i bX'XYb'ZØ\ fYbXYb
9I dYfhYb'XYf'Q `cVU'UXj]gcfm'VcUfXQ]gh'Y]b'6Yk Y]g'ZØf'i bgYfYb
: c_i g'Ui Z7ca d`]UbW ž'HfUbgdUfYbn'i bX'X]Y'G]W YfghY''i b['Y]bYf
_ccdYfUh]j Yb'6Yn]Y\i b['a]h'XYb'fY[i ']Yfi b[gVY\ÖfXYb'XYf
K Y'hž'k Ybb'g]Y'k Y'hk Y]h'j YfbØbZh][Y'J c fgW f]ZhYb'Yb'hk]W_Y'b"

8]Y`GWUZI b[`XYg`bYi Ybž`Ui ZFY[i `]Yfi b[`Ui g[Yf]W hYhYb
; fYa]i a g`YfZc`[hžk Å\fybX`X]Y`FY[]Yfi b[Yb`k Y]hYf\]b`XUfØVYf
bUWXYb_Ybž`k]Y`g]Y`X]Y`? fmdhc]bXi ghf]Y`fY[i `]YfYb`_ØbbYb"8 Ug
K Y» Y`<Ui g] YfØZZYbh]W hY`YhnhY`K cWY`gY]b`YfghYg`? fmdhc!
: fUa Yk cf_ ž`Yhk U`gYWg`A cbUH`bUWXYa`DfÅg]XYbh`æY`6]XYb
Y]bY`8i fWZØ\fi b[gj YfcfXbi b[`Yf`UggYb`UhhYž`X]Y`g]W`XUfUi Z
_cbnYbhf]YfhYž`X]Y`j YfUbhk cfhi b[gj c`Y`9bhk]W`i b[`X][]hU`Yf
J Yfa Ø[Ybgbk YfhY`g]WYfni ghY`Yb"

F Yi hYfg`VYf]W hYhY`5bZUb[`X]YgYg`A cbUhgž`XUgg`X]Y`I G!6Y\ØfXYb
i bhYfgi WYbž`cV`6]bUbW`[Y[Yb`XUg`6Ub_[Y\Y]a b]g[YgYhn
j Yfghc» Yb`Uh"9]b`GdfYWYf`gU[hY`6`cW_k cf_g`XUa U`gž`XUgg`XUg
I bhYfbY\`a Yb`fY[Y`a Å»][`a]h`XYb`5i Zg]W hgVY\ØfXYb`]b`? cbhU_h
ghY\Yž`i a`Yj Ybhi Y`Y` : fU[Yb`ni`VYUbhk cfhYb"

""

8Yf`Dcgh`9\Ya U`][Yf`I G!GYbUhc`f`k]fX`J cfg]hYbXYf`XYg`bYi Yb
6]bUbW` ; `cVU`5Xj]gcfm`6cUfX`]gh`_Y]bY`Z]bUbniY`Y`6YfUhi b["

8YhU]`g

6Ygi WYb`G]Y`i bg`Ui Z.`_fmdhc!bYk g"Uh