

9N6`YfbYbbh'6YfUhYf[fi ddY`Z0f`X][]hU`Yg 9i fc!Dfc`^_h`

8]Y`9i fcdA]gW`Y`NYbhfU`VUb_`f9N6E`\\Uh`Y]bY
6YfUhi b[g[fi ddY`Z0f`XUg`X][]hU`Y`9i fc!Dfc`^_h`Y]b[YgYhnh"
G]Y`k i fXY`U`g`8][]hU`9i fc`A Uf`Yh`5Xj]gcfm; fci d`a]h` \$
A]h[`]YXYfb`a]h`VYhf]YVgk]fhgW`UZh]W`Ya `<]bhYf[fi bX
[Y[f0bXYh`8Yf`F Uh`k]fX`Y]b`A]hgdF`UW`YfYW`h`VY]`XYf
; YghU`hi b[žJ`YfhY]i b[`i bX`XYa `K`Yfh`\\UVYbž`XYb`X]YgY
bYi`Y`X][]hU`Y`K`Å`fi b[`Z0f`XUg`NU`i b[g0`cgmghYa `V]YhYb
_Ubb```b`nk`Y]`J`\\fYb`_0bbhY`X]Y`K`Å`fi b[`]`fY
9bhk]W`i b[gd`\\UgY`VY[]bbYb``9N6`]bhY[f]Yfh`8][]hU`9i fc
5Xj]gcfm; fci d`8]Y`9i fcdA]gW`Y`NYbhfU`VUb_`\\Uh
Ub[Y_0bX][h`X]Y`9fbYbbi b[`XYf`8][]hU`9i fc`A Uf`Yh
5Xj]gcfm; fci d`ž`Y]bYf`C`f[Ub]gUh]cbž`X]Y`XYf`6Ub_`VYfUhYb
k]fX`ž`k]Y`g]Y`XYa `J`c`fgW`U[`Y]bYf`X][]hU`Yb
NYbhfU`VUb_k`Å`fi b[`Y]bYb`A`Y`\\fk`Yfh`j`Yf`Y]`\\Yb`_Ubb``8]Y
9N6`Zc`fXYfhY`X]Y`/`Ua`d`^`Y``]d/

8]Y`9i fcdÄ]gWXY`NYbhfU`VUb_`f9N6Ł`\\Uh`Y]bY
6YfUhi b[g[fi ddY`ZØf`XUg`X][]hU`Y`9i fc!Dfc`Y_h
Y]b[YgYhnh"G]Y`k i fXY`U`g`8][]hU`9i fc`A Uf_Yh`5Xj]gcfm
; fci d`a]h` \$`A]h[`]YXYfb`a]h`VYhf]YVgk]fhgW`UZh`]W`Ya
<]bhYf[fi bX`[Y[fØbXYh"8Yf`F Uh`k]fX`Y]b`A]hgd fUW`YfYW`h
VY]`XYf`; YghU`hi b[ž`J YfhY]`i b[`i bX`XYa`K Yfh`\\UVYbž`XYb
X]YgY`bYi Y`X][]hU`Y`K`Ä`fi b[`ZØf`XUg`NU`\\`i b[gØ`c gmghYa
V]YhYb`_Ubb" `b`nk Y]`U`fYb`_ØbbhY`X]Y`K`Ä`fi b[`]`fY
9bhk]W`_i b[gd`\\UgY`VY[]bbYb"

9N6`]bhY[f]Yfh`8][]hU`9i fc`5Xj]gcfm; fci d

8]Y`9i fcdÄ]gWXY`NYbhfU`VUb_`\\Uh`Ub[Y_ØbX][h`X]Y`9fbYbbi b[
XYf`8][]hU`9i fc`A Uf_Yh`5Xj]gcfm; fci dž`Y]bYf`C f[Ub]gUh]cbž`X]Y
XYf`6Ub_`VYfUhYb`k]fXž`k]Y`g]Y`XYa`J cfgW`U[`Y]bYf`X][]hU`Yb
NYbhfU`VUb_k`Ä`fi b[`Y]bYb`A Y`fk Yfhj Yf`Y]`Yb`_Ubb"8]Y`9N6
ZcfXYfhY`X]Y`DUfhY]Yb`Ui`Zž`\\f`b`hYfYggY`Ub`Y]bYa`6Y]hf]h`ini f
; fi ddY`]a``ž`b]ni`VY`_i bXYbž`i bX`X]Y`6Ub_`Z]`hYfhY`i bX`k`Ä`hY
X]Y`YfZU`fYbghYb`6Yk YfVYf`Ui`g"i bhYf`XYb`6Yk YfVYfb`k`Ä`hY`X]Y
9N6`" \$`\\cW`fUb[][Y`; YgW`Ä`Zhg`Yi hY`Ui`g"

I bhYf`XYb`5i gYfk`Ä`hYb`g]bX`A]h[`]YXYf`VY`_UbbhYf`6Ub_`!`i bX
K]fhgW`UZh]bgh]hi hY`]b`9i fcdU`k]Y`GcW]Ä`hÄ`; ÄbÄfU`Yž`BcfXYUž
b`hYgU`GUbdUc`cž`Gk YXVUb_ž`@U`6Ubei Y`DcghU`Y`i bX`8Yi hgW`Y
6Ub_`"FcVYfhc`7UhUbnUfc`j cb`XYf`BYI]]; fci dž`Y]bYa
I bhYfbY`a`Ybž`XUg`Ybh`XØ`h`Yg`k Uf`Ub`XYb`; YghU`hi b[gd`\\UgYb
XYg`X][]hU`Yb`9i fc`VYhY]`][hž`]gh`Ui W`]a`F Uh] YfhfYhYb"8]Y
; fi ddY`k]fX`UV`bÄW`ghYb`A cbUh`a]bXYghYbg`j]YfhY`Ä`f`]W`
HfYZZYb`j YfUbghU`hYb"

9N6!8]fY_hcf]i a ga]h[`]YX`: UV]c`DUbYhU`Yf`_ÄfhY.

ÄW`ZFYi Y`a]W`ž`XUgg`j]Y`Y`\\cW`_UfÄh][Y`9i dYfhYb`Ui`g`XYf
Df]j Uhk]fhgW`UZh`VYfY]h`g]bXž`g]W`Ua`X][]hU`Yb`9i fc!
Dfc`Y_h`ni`VYhY]`][Yb" `Ä`f`: UW`k]ggYb`k]fX`X]Y
9]bVYn]Y`i b[`XYf`5bg]W`hYb`dchYbn]Y`Yf`Bi`hYf`i bX

<ÄbX`Yf`ni `Y]bYa `X][]hU`Yb`9i fc`k Ä`fYbX`XYf
I bhYfgi W`i b[gd`UgY`Yf`Y]W`hYfb"

...

F c`Yb`i bX`a Ò[`]W`Y`K]f`_i b[

8]Y`' \$`A]h[`]YXYf`XYf`6YfUhi b[g[fi ddY`k YfXYb`X]Y`5i Z[UVY
`UVYbž`X]Y`9N6`ØVYf`XYb`J cfgW`U[`ni `VYfUhYb`i bX`k]Y`Yf
a cX]Z]n]Yfhk YfXYb`_Ubbž`i a `XYb`6YXØfZb]ggYb`XYf
j YfgW`]YXYbYb`GY`_hcfYb`]b`XYf`9i fcncbY`VYggYf`[YfYW`h`ni
k YfXYb`"5i W`XYf`NU`i b[gj Yf`_Y`f`k]fX`VYgcbXYfg
VYfØW`_g]W`h[hž`XU`X]Y`]a `9f[YVb]g`X]YgYf`; fi ddYbg]hni b[Yb
]XYb]h]Z]n]YfhYb`H`Ya Yb`]b`XUg`9i fc`FYhU]`DUma Ybhg`6cUfXž`Y]b
]bgh]hi h]cbY`Yg`; cfi a ž`XUg`A UggYbnU`i b[Yb`X]g`_i h]Yfhž`Yf`cVYb
k YfXYb"

8Yf`8][]hU`Y`9i fc`VYZ]bXYh`g]W`XYfnY]h]b`gY]bYf
9fa]h`i b[gd`UgYž`gc`X]Y`5i ggU[Yb`Ub[YVchYb`]a `GYdhYa VYf
j cb`7`f]gh]bY`@U[UfXYž`XYf`Df`Ä]g]XYbh]b`XYf`_gh]hi h]cb`"8]YgY
D`UgY`VY[]bbh]b`X]YgYa `A cbUhi bX`XUi Yfh`nk Y]`X`fY`"9fgh`k Ybb
X]YgY`D`UgY`UV[YgW`cggYb`]gh`i bX`Y]bY`_UfY`BUW`ZfU[Y`bUW
Y]bYf`X][]hU`Yb`K`Ä`fi b[`VYghY`hž`k]fX`XUg`Dfc`Y`_h`gY]bY
9bhk]W`_i b[gd`UgYb`a]h`D`ÄbYb`ZØf`X]Y`J YfØZZYbh]W`i b[`Y]bYg
HYghj Yfgi W`g`]b`9i fcdU`VY[]bbYb"

*K Ug`U`hYb`G]Y`j cb`XYf`6Yfi Zi b[`XYf`8][]hU`9i fc`A Uf`_Yh
5Xj]gcfm; fci d3`GU[Yb`G]Y`Yg`i bg`]a `?ca a YbhUfVYfY]W
i bhYb"*

6]`XbUW`k Y]gY. `G`i hhYfghcW`ž`D]l UVUmž`K]_]`7ca a cbg

f[bWh]cbfKž'gž']XŁ'oj Uf'gž'Z'g'1 'X"[Yh9`Ya Ybhg6mHU[BUa YfgŁQ\$Q
]Z'fK"[Yh9`Ya Ybh6mXf]XŁŁ'fYhi fb/'g'1 'X"WfYUHY9`Ya YbhfgŁ/'g"]X'1
]X/'g"gfWl "\hhdg.##AŁcbbYWh"ZUWVcc_"bYh#bSl G#gX_"g. l ZVa `1 %/
j Yfg]cb1 j ' "&"/Z'g"dUfYbhBcXY"]bgYfh6Y ZcfYf'gž'Z'gŁ/'qfKcW a Ybhž
fgWf]dhfž'fZUWVcc_! ^ggX_fkŁ/

8YhU]`g

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