

F cWY : fYYXa Ub j YfhY]X][h'6]hZ]bYI ž HYh\Yf!A Uf_ha Ub]di `Uh]cbg_`U[Y

8Yf; f0bXi b[gdUfhbYf'j cb'F cWY : fYYXa Ubž?mY'F cWYž
]gh'b`Y]bYb`Ub[YV`]WYb`DUmZcf!D`UmG_UbXU`j Yfk]W_Y`hž
XYf`Ui Z?cb_i ffYbhYb`j cb`5j U`@UVg`UVn]Y`h8]Y
5bk U`hg_Ubn`Y]`Uh`Uf[i a`Ybh]YfhžXUgg`X]Y`?ca a`YbhUfY
j cb'F cWY`g]Y`b]W`h]j cb`XYf`DfcnYggZ0\fi b[] Y[Yb
?fmdhci bhYfbY\`a`Yb`Ui ggW`Y»Yb`gc`hYb`F cWY : fYYXa Ubž
X]Y`5bk U`hg_Ubn`Y]ž`X]Y`]\bhYf`a`Y`fYfYb`?`U[Yb`[Y[Yb
?fmdhci bhYfbY\`a`Yb`ghY`hž`VYZ]bXYh`g]W`]a
GWUXYbgVY[fYbni b[ga`cXi gž`bUWXYa` ; f0bXi b[gdUfhbYf
?mY'F cWY`VYgW`i`X][h`k`i`fXYž`5i`gnU`\`i`b[Yb
Ub[Ybca`a`Yb`ni`]\UVYbž`i`a`5_hYi`fYb`XYf`6fUbWY
GWUXYb`ni`ni`Z0[Yb`"8]Y`?Ubn`Y]`ZcfXYfhY`Ua` ; fY]hU[`Y]bYb
F]W`hYf`XYg`BYk`Mcf`Yf`6i`bXYg[Yf]W`hg\`cZg`Ui`Zž`X]Y
5bhfÀ[Y`j`cb`HYh\Yf`i`bX`6]hZ]bYI`UVni`Y`bYbž`g]Y`U`g`7c!
@YUX`7ci`bgY`]b`]\fYf`Ui`ZYbXYb`GUa`a`Y`_`U[Y`ni
X]gei`U`]Z]n]YfYbž`i`bX`gU[hYž`/`Ua`d`^Y`]d/

- 8Yf'; f0bXi b[gdUfhbYf'j cb'FcWXY': fYYXa Ubž'?mY'FcWYž]gh]b'Y]bYb'Ub[YV`]WXYb'DUm!Zc!D`Um!G_UbXU`j Yfk]W_Y`hž XYf'Ui Z?cb_i ffYbhYb'j cb'5j U`@UVg'UVn]Y`h
- 8]Y'5bk U`hg_Ubn`Y]`Uh'Uf[i a Ybh]Yfhž'XUgg`X]Y ?ca a YbhUfY'j cb'FcWXY'g]Y'b]Wkhj cb'XYf'DfcnYggZ0\fi b[[Y[Yb'?fmdhci bhYfbY\ a Yb'Ui ggW`]Y»Yb'gc`hYb

FcWXY': fYYXa Ubž'X]Y'5bk U`hg_Ubn`Y]ž'X]Y`]bhYf'a Y\ fYfYb ?`U[Yb'[Y[Yb'?fmdhci bhYfbY\ a Yb'ghY\hž'VYZ]bXYhg]W`]a GWXUXYbgVY[fYbni b[ga cXi gž'bUWXXYa ; f0bXi b[gdUfhbYf'?mY FcWXY'VYgWxi `X][h'k i fXYž'5i gnU`i b[Yb'Ub[Ybca a Yb'ni \UVYbž'i a `5_hYi fYb'XYf'6fUbWXY'GWXUXYb'ni ni Z0[Yb"

8]Y'?Ubn`Y]`ZcfXYfhY'Ua : fY]hU[`Y]bYb'F]WkhYf'XYg'BYk `Mcf_Yf 6i bXYg[Yf]Wkhg\cZg'Ui Zž'X]Y'5bhfÅ[Y'j cb'HYh\Yf'i bX'6]hZ]bYI UVni `Y\ bYbž'g]Y'U'g'7c!@UX'7ci bgY``b']\fYf'`Ui ZYbXYb GUa a Y`_U[Y'ni `X]gei U`Z]n]YfYbž'i bX'gU[hYž'X]Y'?`U[Yb'Y]bYg 5bk U`hg'gc`hYb'_Y]bY'?cbgYei YbnYb'Z0f'X]Y'[YgUa hY'DfUI]g \UVYb"

FcWXY`\Uh'Ub[YV`]WXY]bYb'[Y\Y]a Yb'DU_h'a]h'XYa `5j U`UbWXY! 9bhk]W_Yf'5j U`@UVg'[YgW`cggYbž'i a `FYWkhgghfY]h[_Y]hYb'U`g K UZZY'[Y[Yb'gY]bY'?cb_i ffYbhYb'Y]bni gYhnYb" `b`Y]a `]W Ui Z[Ybca a YbYb'J]XYcgž'X]Y'j cb'7fmdhc@YU_g'j Yf0ZZYbh]Wkh k i fXYbž[UV`Yf'ni ž'XYf']bhYfbY'?fmdhc!9I dYfhY'j cb'5j U`@UVg'ni gY]b'i bX'XUZ0f'j YfUbhk cfh]W`ni `gY]bž'XUgg`X]Y'I G! 60fgYbUi Zg]WkhgVY\0fXY'j cb'UbXYfYb'N]Y'Yb'UV[Y'Yb_h'V`Y]Vh"

FcWXY' **5bgdf0WXY** `bZcfa Uh]cbYb']a `7fmdhc@YU_g!6Yf]Wkh'g]bX ZU`gW`i bX'Ybh\U'hYb'ghUf_'VYUfVY]hYhYg:]`a a UhYf]U``GY]bY 5bk U`hg_Ubn`Y]`hY]`hY'XYa ; Yf]Wkh'YXcW`a]hž'XUgg'XYf'5bk U`h `Y]XYf'`i bk U\ fY'5b[UVYb'[Ya UWkh\UVYž'i a `X]Y

G]hni b[ghY]bY\ a Yf'ni 'VYY]bXfi W_Yb"

9f'a UW hY'Ui W' i bUb[Ya YggYbY'6Ya Yf_i b[Ybž]b'XYbYb'Yf
; YgWk cfYbY' i bX'?'UggYba]h['YXYf\YfUVgYhnhY ž'gU[hY'F cWY
: fYYXa Ub"

?i fn'bUW'XYa '9l dcgÅ' i bX'cV k c\ 'F cWY'X]Y'; YbUi][_Y]h'XYf
Ub[YV']WYb'J YfgWk Őfi b['VYghf]hž'VYUbhfU[hY'F cWY'gY]bYb
F ØW_hf]h'U'g'5bk U'h'ZØf'a Y\ fYfY'GUa a Y'_U[Ybž'X]Y'Yf[Y[Yb
l bhYfbY\ a Yb'k]Y'HYh\Yfž'6]hZ]bYI ž'6]bUbW'I Gž'Gc'UbU'@UVg'i bX
8 Z]b]hm'Y]b[Y'Y]hYh\UhhY' 'k cVY]X]Y'VY]XYb'YhnhYfYb'X]fY_h
k UfYb'?cb_i ffYbhYb'j cb'5j U'@UVg"

≠'XYb'?_U[Yb'j cb'F cWY': fYYXa Ub'k]fX'VY\Ui dhYhž'XUgg'X]Y
'Yk Y']][Yb'Hc_Yb'j cb'Gc'UbU'@UVg'i bX'8 Z]b]hmž'Gc'UbU'i bX
≠hYfbYh'7ca di hYfž'b]W'h'fY[]ghf]YfhY'K YfhdUd]YfY'g]bX'"8]Y
8 Z]b]hm'?_U[Y'XYf':]fa U'VY\Ui dhYh'Ui W': Å''Y'j cb'≠g]XYf\UbXY''

@Ui h'F cWY': fYYXa Ub'k i fXY'XYf': U''HYh\Yfž
6]hZ]bYI 'b]W'h'ZØf'5j U'@UVg'Y]b[YfY]W'h

9]b][Y'6Y'_U[hY'\U'hYb'XYb'F ØW_ni ['j cb'F cWY'Ui g'XYa
J YfZU\ fYb'ZØf'i bVYZf]YX][YbX'"HYh\Yf'i bX'6]hZ]bYI '\UVYb
[YZcfXYfhž'XUgg'X]Y' [YgUa hY':]fa U'Ui g']\fYa ': U''YbhZYfbh'k]fXž
i bX'Yf'_Åfhž'XUgg'UbXYfY'5bk Å'hY'j cb'F cWY': fYYXa Ub'XUZØf
VY_Ubbh'g]bXž'Yf\YV']WY'A Yb[Yb'Ub'5J 5L!Hc_Yb'ni 'VYg]hnYb''

5'g'5bhk cfh'gU[hY'F cWY': fYYXa Ubž'F cWY'gY]'b]W'h'a Y\ f'HY]'
XYf'GUa a Y'_U[YdfUI]g'XYf':]fa U'i bX'\UVY'Ui Z'gY]b'Z]bUbn]Y''Yg
≠hYfYggY'Ub'XYa 'F YW'hgghfY]h[Y[Yb'HYh\Yf'i bX'6]hZ]bYI
j Yfn]W'hYhž]b'XYa 'XYb':]fa Yb'j cf[Yk cfZYb'k]fXž'Ub
A Uf_ha Ub]di 'Uh]cbYb'VYhY']][h'ni 'gY]bž'i a 'X]Y'Hc_Yb!DfY]gY'ni
Yf\Ø\Yb"

8]Y':]fa U'VY\Ui dhYhY'Ui W'ž'XUgg'XYf'HYh\Yf#6]hZ]bYI !: U''b]W'h
Ui Z'5bZfU[Y'j cb'5j U'@UVg'Y]b[YfY]W'h'k i fXY'i bX'XUgg'XUg
DUfhhYf]bhYfYggY'Ub'5j U'@UVg'cXYf'5J 5L!Hc_Yb'_Y]bYb
≠hYfYggYb'_cbZ]_h'XUfghY''h''9g'\]Y» ž'XYf': U''gY]Y]b[YfY]W'h

k cfXYbžVYj cf'X]Y'6Yn]Y\i b['nk]gWXYb'5j U'@UVg'i bX'XYf':]fa U
VY[Ubb"

9]bY'5Vg]W hgYf_`Àfi b['nY][h'YXcW ž'XUgg'Y]bY'Z]bUbn]Y`Y
J YfY]bVUfi b['nk]gWXYb'VY]XYb'DUfhY]Yb'Ua ' ' \$"GYdhYa VYf'&\$%-
VY[cbbYb'\Uh' 'Yhk U'Y]bY'K cWXY'j cf'XYa 'VYhfYZYbXYb': U`"
UV[Y`Y[h'Ua ' *"'C_hcVYf'&\$%- 'j cb'?mY'F cWXY'i bX'JY'j Y`
: fYYXa Ub"

8Yf'5bk U'hj cb'HYh\Yf'i bX'6]hZ]bYI ž'9`]chh'; fYYbZ]Y`Xž
Ubhk cfhYhY'b]W h'Ui Z'X]Y'6]hhY'j cb'6`cW_k cf_g'i a
GhY`i b[bU\ a Y"

F cWXY': fYYXa Ub'Uf[i a Ybh]YfhY'k Y]hYfž'5j U'@UVg'gY]'_Y]b
?cb_i ffYbh'XYf'j Yf_'U[hYb'DUfhY]Yb' 'i bX'gY'Vgh'k Ybb'X]Yg'XYf
: U`'k ĀfYž[ĀVY'Yg'_Y]bYb'X]gei U']Z]n]YfYbXYb'?cbZ]_h"

8]Y'⇒XYž'XUgg'X]Y':]fa U'X]YgYb': U`'Z0f'5j U'@UVg'Y]b[YfY]W h
\Uhž]gh'XU\Yf'i ba Ò[`]W ž'i bg]bb]['i bX'ZU'gW ž'gU[hY'F cWXY
: fYYXa Ub"

'6Ygi WXYb'G]Y'9i fcdUg'Z0\ fYbXY']bgh]hi h]cbY`Y'? fmdhc!
?cbZYfYbn'a]h'Y]bYa 'F UVUh"''Bi f'bcW '' 'HU[Yž'i a 'v&) \$
Ui Z'H]W_Yhg'ni 'gdUfYb' 'J Yfk YbXYb'G]Y'XYb'7cXY
@CB8CB&) \$"

8Yf'6Y]hfU['F cWXY': fYYXa Ub'8YZYbXg'6]hZ]bYI ž'HYh\Yf'A Uf_Yh
A Ub]di 'Uh]cb'Gi]h']gh'_Y]bY'Z]bUbn]Y`Y'6YfUhi b["

8YhU]`g

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