8YGUbh]g˙<cbcfg˙:˙cf]XU/˛$'-/g˙Hcd HYUWXYfg.˙K˙\c˙K˙]``˙K˙]b˙Hcb][˙\hg˙;˙U`U3

;˙cjYfbcf˙8YGUbh]g˙\cbcfYX˙Zjj Y˙HYUWXYf˙cŽ˙h\Y˙MYUf Z]bU`]ghg˙Uh˙U˙W/fYacbm˙]b˙Cf˙UbXcŽ˙WX˙WVcfUh]b[˙YlW˙``YbWX]b˙:˙cf]XU˙YXi WUh]cb"

Cf`UbXcŽ˙:˙cf]XUŽI G5˙!˙⊕b˙U˙Y[Ubh˙WfYa cbm˙\Y˙X˙]b Cf`UbXcŽ; cjYfbcf˙Fcb˙8YGUbh]g˙cc_˙h\Y˙cddcfhib]hm˙hc fYWc[b]nY˙Zjj Y˙YlW˙dh]cbU`˙YXi WUhcfg˙Ug˙Z]bU`]ghg˙Zcf˙h\Y˙&$&* :˙cf]XU˙HYUWXYf˙cŽ˙h\Y˙MYUf˙Uk UfX"˙7\cgYb˙Zfca ˙U˙fYa Uf_UV`Y dcc``cŽbYUf`m˙%+)žŽ$$$˙hYUWXYfg˙UWfcgg˙h\Y˙ghUhYŽžh\YgY˙Z]bU`]ghg YlYa d`]Zm˙h\Y˙XYX]WUh]cb˙UbX˙\UfX˙k cf_˙dfYjU`Ybh˙]b˙:˙cf]XU˙g YXi WUh]cb˙gmghYa ˙"˙H\]g˙fYWc[b]h]cb˙\][˙\`][˙\hg˙h\Y˙Wfi WU`˙fc`Y h\Uh˙hYUWXYfg˙d`Um]b˙g\Ud]b[˙h\Y˙Zi hi fY˙cŽ˙ghi XYbhg˙UbXŽ˙Vm YlhYbg]cbŽžh\Y˙WŒca a i b]hm"

5a cb[˙h\Y˙ghUbXci h˙bca]bYYg˙]g˙⊪6fUbXm˙B]WcˤY˙5bXYfgcbŀ˙žU X]gh]b[i]g\YX˙+h˙!˙[fUXY˙WjŒj]g˙hYUWXYf˙Uh˙⊕bX]Ub˙HfU]˙g˙A]XX˙Y GWXcc``]b˙:˙U[˙Yf˙7ci bhm"˙5bXYfgcb˙g˙Wca a]ha Ybh˙hc˙YXi WUh]cb

]g`Yj ]XYbh`Ug`g\Y \Ug`VYYb`gY`YWhYX`Ug`U`Z]bU`]gh`Zcf`hk c
WcbgYW`h]j Y`mYUfg" <Yf`fc`Y`Ug`gcW]U`ghi XYbg`W\U]f`UbX`Ugg]ghUbh
hfUW_`WcUW\`g\ck WUgYg`\Yf j YfgUh]`]hm`UbX`XYX]WUh]cb`hc`\Yf
ghi XYbhg`UbX`gW\cc`"`G\Y``YUXg`Vm`Yl Ua d`Yž]bgd]f]b[ `\Yf`dYYfg
UbX`h\Y`bYl h`[YbYfUh]cb"

5bch\Yf`bchUV`Y`Z]bU`]gh`]g`ł G\Y``m`HYY`łłž`U`h`]fX!`fUXY`hYUW\Yf
Zfca `K Yghg]XY`9`Ya YbhUfm`]b`7c`i a V]U`7ci bhm" G]bWY`&$%'` žHYY`
\Ug`YUfbYX`fYWc[b]h]cb`Zcf`\Yf`YZZYWh]j YbYgg`]b`h\Y`WUggfcca
UbX`]g`YbXcfgYX`]b`9GC@`UbX`fYUX]b["`<Yf`UV]`]hm`hc`bUj][UhY
X]j YfgY`YUfb]b[ `bYYXg`a U_g`\Yf`Ub`]bj U`i UV`Y`UggYh`hc`\Yf
gW\cc`Wca a i b]hm"

A YYh h\Y :]bU`]ghg

- **6fUbXm B]Wc`Y 5bXYfgcb**
  GW\cc`. ¤bX]Ub HfU]`g A]XX`Yž : `U`Yf 7ci bhm
  Fc`Y. +h\![ fUXY W]j ]Wg hYUW\Yfž gcW]U` ghi X]Yg W\U]fž
  Ugg]ghUbh hfUW_ WcUW\
- **G\Y``m HYY`**
  GW\cc`. K Yghg]XY 9`Ya YbhUfmž 7c`i a V]U 7ci bhm
  Fc`Y. H\]fX![fUXY hYUW\Yf
- **A Uf_ <Uff]gcb**
  GW\cc`. I b]cb 7ci bhm <][ \ GW\cc`
  Fc`Y. HYUW\Yg YWcbca]Wg/ 5a Yf]WUb [cj Yfba Ybhž
  gdcbgcfg XYVUhY UbX : 75ž`[ cc`U`gW\cc` Vi g Xf]j Yf
- **?Uhm x c <Uff]gcb**
  GW\cc`. <cgZcf X 9`Ya YbhUfm/ ' i b]cf <][\ž@]VYfhm 7ci bhm
  Fc`Y. :]fgh![fUXY hYUW\Yf
- **5i hi a b 7fUVhfYY**
  GW\cc`. 7fmghU``F]j Yf <][\ž7]hfi g 7ci bhm
  Fc`Y. 7i `]bUfm Ufhg hYUW\Yf

A Uf_ <Uff]gcbžU Xi U`!]bghfi Wh]cb hYUW\Yf Uh I b]cb 7ci bhm <][\
GW\cc`žghUbXg ci h Zcf \]g a i `h]ZUWYhYX fc`Y hYUW\]b[YWcbca]Wg
UbX 5a Yf]WUb [cj Yfba Ybh k \]`Y U`gc gdcbgcf]b[XYVUhY UbX h\Y
: Y``ck g\]d cZ 7\f]gh]Ub 5h\`YhYg fl 75Ł" H\]g g\ck WUgYg \]g
Wca a]ha Ybh bch cb`m hc UWUXYa ]Wg Vi h U`gc hc Zcgh Yf]b[

YI hfUW ff]W `Uf Yb[U[Ya Ybh Ua cb[ghi XYbhg"

?Uhm x <Uff]gcb Zfca <cg ZcfX 9 Ya YbhUfm/ ?i b]cf <][\ž U Z fgh!
[fUXY hYUW Yfž U`gc Vf]b[g \Yf]b]ei Y Z U[hc YXi WUh]cbž
bi fhi f]b[mci b[a]bXg Xi f]b[h\Y]f Zcfa Uh]j Y mYUfg" A YUbk \]`Yž
5i hi a b 7fUVhfYY Zfca 7fmghU` F]j Yf <][ \ž gdYWU`]n]b[ ]b W `]bUfm
Ufhgž]bhfcXi WYg ghi XYbhg hc dfUWh]WU` g_]`g h\Uh]bgd]fY WfYUh]j]hm
UbX YbhfYdfYbYi fg\]d"

5 GhUhYk]XY 7Y `YVfUh]cb

; cj Yfbcf 8YGUbh]gž Xi f]b[\]g UXXfYggž Ui XYX h\YgY YXi WUhcfg
Zcf h\Y]f Wcbhf]Vi h]cbgž bch]b[h\Y]a dfYgg]j Y dYfZcfa UbWY cZ
?!%& gW cc`g]b fYWWbh ghUhYk]XY UggYgga Ybhg" : cf]XU \Ug
UW]Yj YX h\Y hcd fUb_]b[Zcf YXi WUh]cbž Ug fYdcfhYX Vm I "G"
BYk g UbX K cf`X FYdcfh" H\]g gi WWYgg ]g Uhhf]Vi hYX hc h\Y h]fY`Ygg
YZZcfhg cZ hYUW Yfg k \c bi fhi fY YUW `YbW"

5g dUfh cZ h\]g Wca a YbXUh]cbž h\Y Z]bU`]ghg k]``YUW fYWY]j Y U
˘ &$ž$$$ Vcbi gž k \]Y h\Y cj YfU`` HYUW Yf cZ h\Y MYUf k ]``k U`_
Uk Um k]h\ U ˘) $ž$$$ Vcbi g" 8YGUbh]g Z] fh\Yf Ya d\Ug]nYX \]g
Wca a]ha Ybh hc YXi WUh]cb Vm dfcdcg]b[U ˘ %) `V]``cb Vi X[Yh Zcf
hYUW Yf fU]gYgž k \]W fYgi `hYX ]b Uddfcj U`cZ ˘ %"' * V]``cb U
˘ %$%"* a]``cb Vccgh Zfca h\Y dfYj]ci g mYUf" <ck Yj Yfž h\Y
: cf]XU 9Xi WUh]cb 5ggcW]Uh]cb \Ug fU]gYX WcbWfbg h\Uh h\YgY
fU]gYg Yei UhY hc U a cXYgh]bWfYUgY cZ ˘ &$ dYf dUmW W_ž `YUj]b[
gca Y hYUW Yfg ZYY`]b[i bUddfYW]UhYX"

H\Y Ubh]W]dUh]cb Vi]`Xg Ug h\Y Ubbci bWa Ybh Zcf h\Y HYUW Yf cZ
h\Y MYUf]g gYh hc hU_Y d`UW Uh U [ U`U]b Cf`UbXc hcb][h Uh + DA
9GH" H\Y Uha cgd\YfY]g Y`YWhf]W ž Ug YXi WUhcfgž ZUa ]`]Ygž UbX
Wca a i b]hm a Ya VYfg [Uh\Yf hc WY`YVfUhY h\Y XYX]WUh]cb UbX
dUgg]cb h\Uh h\YgY hYUW Yfg YI \]V]h]b h\Y]f dfcZYgg]cb"

K \]Y k]bbYfg k]``VY Wfck bYXž]h g YggYbh]U` hc fYWc[b]nY h\Uh
Yj Yfm hYUW Yf]b : cf]XU Wcbhf]Vi hYg hc h\Y gi WWYgg cZ ci f gW cc`
gmghYa " ±b h\]g Wca dYh]h]j Y `UbXgWUdYž h\Y Z]bU`]ghg fYdfYgYbh U
ZfUWh]cb cZ h\Y hU`Ybh Zci bX UWfcgg h\Y ghUhY Ub]bgd]f]b[

fYa]bXYf`h\Uh`h\YfY g`U`k Umg`a cfY`hc`ghf]j Y`Zcf`]b`: `cf]XU g
YXi WUh]cbU``fYU`a "

: cf`a cfY`]bZcfa Uh]cb`cb`h\]g`Yj Ybhž`mci ``WUb`fYUX`GdUWY`7cUgh
8U]`m`UbX`7: `Di V`]W`

8YhU]`g	
C fh	C f`UbXcž`: `cf]XUž`I G5
E i Y``Yb	• gdUWWc`UghXU]`m"Wca • k k k "WZdi V`]W`cf[

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