

A YXU]`Y`ZØf`7c hhVi g. `@YU`Gcd\]Y
: f]YXf]W\ `[`Àbnh`]a `F UXgdf]bh`VY]
C`ma d]U

G]`VYf`ZØf`@YU`Gcd\]Y : f]YXf]W\ `]a `F UXgdf]bh`VY]`C`ma d]U
&\$&(`]b`DUF]g" `7c hhVi g/ , \$' - /HU`YbhY`k Y]hYf`Ub`XYf
K`Y`hgd]hnY"

@Y]ghi b[ggdcfh`i bX` ; Ya Y]bgW\ UZh. `7c hhVi g
9fZc`[Y`VY]`XYb`C`ma d]gW\ Yb`Gd]Y`Yb`]b
DUf]g

8]Y`X]Yg`À\ f][Yb`C`ma d]gW\ Yb`Gd]Y`Y`]b`DUf]g`k YfZYb`Y]b`@W\ h`Ui Z
XYb`YfZc`[fY]W\ Yb`@Y]ghi b[ggdcfh`]b`7c hhVi g`ž`XUg`ZØf`gY]bY
\YfUi`gfU[YbXYb`5h\`Yh]bbYb`VY`_Ubbh]`gh" `8]Y`GhUXh`\Uhj`]Y`
; fi bX`ni`f`: fYi`XYž`XYbb`X]Y`F UXgdcfh`Yf]b`@YU`Gcd\]Y : f]YXf]W\
[Yk`Ubb`Y]bY`G]`VYfa`YXU]`Y`]a `F UXgdf]bh`i bX`VfUW\ hY`XUa`]h
b]W\ h`bi`f`dYfg`Øb`]W\ Yg;` c`Xž`gcbXYfb`Ui`W\`XYb`Gd]hnYbgdcfh]b
7c hhVi`g`Ui`Z`X]Y`]bhYfbUh]cbU`Y`6Ø\ bY"

K ØfX][i b[`Xi`fW\`X]Y`GhUXhZØ\ fi b[

8Yf`C`VYfVØf[Yfa`Y]ghYf`j`cb`7c hhVi`gž`HcV]Ug`GW\]W_ž`Y»`Yg`g]W\
b]W\ h`bY\`a`Ybž`@YU`ZØf`]`fY`VYa`Yf`_Ybgk`YfhY`@Y]ghi b[`ni
[fUhi`]YfYb`" `9f`VYhcbhYž`XUgg`7c hhVi`g`i bX`XYf`F UX!Gdcfh!7`i`V
fF`G7`k`Y]hYf\`]b`Y]bY`VYXYi`hYbXY`F`c`Y`Ub`XYf`K`Y`hgd]hnY
gd]Y`Yb`" `GW\]W_`c`VhY`XYb` VY\`YfnhYb`?`Ua`dZ`i`bX`X]Y` [fUbX]cgY
@Y]ghi b[`]`j`cb`@YUž`k`Ug`X]Y ; Ya Y]bgW\ UZh]b`7c hhVi`g`gh`À`f`_`h`i`bX`
ZØfXYfh"

5bYf`_`Ybbi b[`Ui`W\`ZØf`9a`a`U`<]bnY

8cW`X]Y'9fZc`[Y`YbXYb`b]W`h`VY]`@YU" `ΔfY`?c`Y[]b`9a`a`U`<]bnY
g]W`YfhY`g]W`]a`Gdf]bh`XYb`gYW`ghYb`D`Uhn`i`bX`VYgh`h][`hY`XUa`]h
YVYbZU`g`]\fY`Dcg]h]cb`]b`XYf`]bhYfbUh]cbU`Yb`F`UXgdcfhgnYbY"
Ni`gUa`a`Yb`a`]h`XYf`Xf]hhYb`5h`Yh]b`Dui`]bY`;`fUVcgW``c`hYb`g]Y
ni`XYa`6fcbnY`]a`HYUa`gdf]bh`k`Ug`XYb`HYUa`[`Y]ghi`bX`X]Y
Gh`f`_Y`XYg`7chhVi`gYf`F`UXgdcfh]HYUa`g`i`bhYf`6Yk`Y]g`ghY`h"

Gh`f`_i`b`[`X`Y`f`];`Ya`Y]bgW`UZh`Xi`fW`Gdcfh

8]YgY`YfUi`gfU[`YbXYb`@Y]ghi`b`[`Yb`g]bX`b]W`h`bi`f`Z0f`X]Y`5h`YhYb
VYXYi`hYbX`z`gcbXYfb`Ui`W`Z0f`X]Y`[`YgUa`hY`GhUXh`7chhVi`g`8]Y
9fZc`[`Y`XYf`GdcfhYf]bbYb`Z0f`XYfb`XUg`;`Ya`Y]bgW`UZhg[`YZ0`i`bX
V]YhYb`b`gd]fUh]cb`Z0f`f`b`[`Y`5h`YhYb`]b`XYf`FY[`]cb`8]Y
C`ma`d]UXY`]gh`Y]b`GW`Ui`ZYbghYf`Z0f`XYb`Gdcfh`i`bX`Yfa`0[`]W`h`Yg`z
`c`_U`Y`HU`YbhY`ni`Z0f`XYfb`i`bX`ni`ZY]Yfb"

9]b`6`]W`_]b`X]Y`Ni`_i`bZh

8]Y`a`YXU]`Ybhf`W`h][`Yb`@Y]ghi`b`[`Yb`XYf`5h`Yh]bbYb`gW`UZZYb
5bfY]nY`Z0f`X]Y`_ca`a`YbXYb`;`YbYfUh]cbYb`7chhVi`g`U`h`Y]b
ghUf`_Yg`:`i`bXUa`Ybh`Ub`HU`YbhYb`z`i`bX`X]Y`c`ma`d]gW`Yb`9fZc`[`Y
_0bbhYb`XUni`Z0f`Yb`z`XUgg`bcW`a`Y`f`f`b`[`Y`A`YbgW`Yb`g]W`X`Ya
F`UXgdcfh`k`]Xa`Yb`9g`V`Y]Vh`UVni`k`UfhYb`z`k`Y`W`Y`b`W`ghYb
?Ud]hY`X]Y`;`YgW`]W`hY`XYg`7chhVi`gYf`@Y]ghi`b`[`ggdcfhg`gW`fY]VYb
k`]fX"

GW`i`g`g`k`c`f`h`

7chhVi`g`Yf`YVh`Xi`fW`X]Y`9fZc`[`Y`gY]bYf`5h`YhYb`Y]bY`k`U`fY
GdcfhfYbU]ggUbW`9g]gh`Y]b`A`ca`Ybh`XYf`b]W`h`bi`f`XYb`Y]bnY`bYb
Gdcfh`Yfb`[`Yk`]Xa`Yh]gh`z`gcbXYfb`XYf`[`YgUa`hYb`;`Ya`Y]bgW`UZh
gck`]Y`XYf`Ni`_i`bZh`XYg`@Y]ghi`b`[`ggdcfhg`]b`X]YgYf`FY[`]cb`8]Y
GhUXh`ghY`h`j`c`f`Ui`ZfY[`YbXYb`NY]hYb`z`X]Y`j`cb`gdcfh]W`Ya`9`f`[`Y]n
[`Ydf`h`g]bX"

6Ygi W\Yb`G]Y`i bg`Ui Z.`X]Y!bUW\ f]W\ hYb"bYh