

H\ca Ug'6i \W_ 'bYi Yf'≠ ? !DfÅgYg.
< YfUi gZcfXYfi b[Yb 'ZØf '@ØVYW_g
K]fhgW UZh°

H\ca Ug'6i \W_]gh'bYi Yf'DfÅgYg'XYf'≠ ? 'ni '@ØVYW_"H\Ya Yb
k]Y': UW_ fÅZhYa Ub[Y'i bX'8][]hU'g]Yfi b['ghY\Yb'a ': c_i g
gY]bYf'5a hgnY]h"



@ØVYW_ž'8Yi hgW_ 'UbX'!'8Yf'K]bX'V'Àgh'i bg']b '@ØVYW_'Zf]gWY
BYi][_Y]hYb'i a 'X]Y'C\fyb°H\ca Ug'6i \W_]gh'UV'gcZcfh'XYf'bYi Y
DfÅgYg'XYf'≠Xi ghf]Y!'i bX'<UbXY'g_Ua a Yf'f≠ ? È'ni '@ØVYW_"'9f
k i fXY']b'Y]bYf'K U\ž']b'XYf'Yg'_Y]bYb'; Y[Yb_UbX]XUhYb'[UVž
ni a 'BUWZc'[Yf'j cb'<U[Yb'; c'XVYW_[Yk Å\hž'XYf'a '5df]'&\$&'
j Yfghc'fVYb']gh''6i \W_ž'XYf'Ui W_ '[YgW_ÀZhgZØ\fybXYf
> YgY''gW UZhYf'XYf'6i \W_!; fi ddY']ghž'k]''Zf]gWYb'K]bX']b'X]Y
> Ua a Yf'Vf]b[Yb'i bX'\Uh'_UfY'J]g]cbYb'ZØf'X]Y'Ni _i bZh'XYf
K]fhgW UZh]b'GW_ 'Ygk][!<c'ghY]b"

6i \W_ 'Vf]b[h'Y]bY'i a ZUggYbXY'9fZU\fi b['a]hž'XYbb'gY]h'%- - ,]gh

Yf'U_hj']b'XYf'J c''j YfgUa a 'i b['XYf'?Ua a Yf'Yb[U[]Yfh''#b'gY]bYf
bYi Yb'Fc''Y'a ØW hY'Yf'g]W'Ui Zj YfgW]YXYbY'k]W'h][Y'H\Ya Yb
_cbnYbhf]YfYb.

- J Yf_Y\fg]bZfUghfi _hi f']b'GW'Ygk][!<c`ghY]b
- D`Ubi b[gVYgW'Yi b][i b[žVYgcbXYfg'VY]a 'i: Y\ a UfbVY'h!
Hi bbY`
- 8][]hU']g]Yfi b['XYf'K]fhgW UZh
- GhÅf_i b['XYg'i bhYfbY\ a Yfhi a g
- 6Y_Åa dZi b['XYg': UW_ fÅZhYa Ub[Y`g
- G]WYf\Y]hj cb' #H! 'i bX'9bYf[]Y! #ZfUghfi _hi f

< U[Yb 'i; c`XVYW_ ' '9]bY'ÿ fU'[Y\ h'ni '9bXY

GY]b'J cf[Åb[Yfž'XYf'VY']YVhY'< U[Yb 'i; c`XVYW_ž'a UW hY'YVYbZU`g
Y]bYb'VYY]bXfi W_YbXYb'æV''9f'k i fXY'Y]bgh]a a][' [Yk Å\h'i bX
Yf\Y'h) &]j cb') ' 'Gh]a a Yb'VY]'gY]bYf'?cbgh]hi]Yfi b["i bhYf
' ; c`XVYW_g'DfÅg]XYbhgW UZh'k i fXY'X]Y'GY'Vghj Yfk U'hi b['XYf
K]fhgW UZh'i]a ' < UbgyVY'hYbhgW Y]XYbX' [YghÅf_h''6YgcbXYfg'XYf
' : c_i g'Ui Z`Y]bY'i bX'a]hh'YfY'i bhYfbY\ a Yb'YfZfYi hY'g]W' [fc» Yf
Ni gh]a a i b[''9f'\Uhh'VYfY]hg'Y]bYb'_UfYb'D`Ub']b'XYf
GW'i V`UXY.'8]Y'Ni gUa a YbUfVY]h]a 'DfÅg]X]i a 'gc`hY'_f]gYbZYghY
Ghfi _hi fYb'gW UZZYb'i bX'X]Y'Ni _i bZh'XYg'K]fhgW UZhghgghUbXcfhYg
U_hj' 'a]h[YghU'hYb''8Ub'_gY]bYf' #h]Uhj] Y'_cbbhY'Y]bY'bYi Y
J c''j YfgUa a 'i b[' [Yk Å\h'k YfXYbž'VYghY\YbX'Ui g'*(
A]h[']YXYfbž'X]Y'X]Y' #hYfYggYb'XYf'æ? !A]h[']YXYf'j YfhfYhYb"

: UW_ fÅZhYa Ub[Y' U`g' < YfUi gZcfXYfi b[

9]b'nYbhfU`Yg'5b`Y[Yb'gck c\`j cb'6i \W_ U`g'Ui W'j cb'; c`XVYW_
]gh'XYf'XfØW_YbXY': UW_ fÅZhYa Ub[Y'ž'XYf'X]Y'i bhYfbY\ a Yb']b
@ØVYW_ 'j cf' [fc» Y' < YfUi gZcfXYfi b[Yb'ghY'h''Fi bX'nk Y]'8f]hhY'
XYf'6Yhf]YVY'VYZØfW hYbž'XUXi fW'k]fhgW UZh]WY'B UW hY]'Y'ni
Yf'Y]XYb''@Ui h'Y]bYf' #h]Uhj] Y'ni f': UW_ fÅZhYg]WYfi b[ž'X]Y'j cb
XYf'K]fhgW UZhgZØfXYfi b[']bg'@VYb' [Yfi ZYb'k i fXYž'g]bX
[Ya Y]bgUa Y'5_h]cbYb' [YZfU[hž'i a '@ØVYW_ U`g'UhhfU_hj] Yb
5fVY]hgcfhni 'dcg]h]cb]YfYb'i bX': UW_ fÅZhY'ni ' [Yk]bbYb'': Ugh', \$
DfcnYbh'XYf'i bhYfbY\ a Yb'gY\Yb']b'gc`WYb'?ccdYfUh]cbYb'Y]bY

7\UbW"

8]Y`G]hi Uh]cb`]ghYfbgh`Nk]gWYb`XYa`\$%"`A U]`&\$&&`i bX`XYa`" "\$"
5df]`&\$&`k i fXYb`ZUgh`)"\$\$\$\$`æVUb[YVchY`j YfÖZZYbh]W hž`k cVY]
%, *`GhY`Yb`g][b]Z]_UbhY`6YgYhni b[gdfcV`Ya`Y`Ui`Zk`]YgYb"
<Ui`dhgÅW`]W`VYhfcZZYb`g]bX`hY`W`b]gWY`6Yfi`ZYž`XUg`<chY`!`i bX
; Ugh[Yk`YfVY`gck`]Y`@c[]gh]_`<]Yf`k`]fX`Yg`VYgcbXYfg`k`]W`h][`gY]bž
X]Y`5i`gni`V]`XYbXYb`i bX`:`UW`_fÅZhY`Ui`g`XYa`5i`g`UbX`ni
[Yk`]bbYbž`]bgVYgcbXYfY`Ui`g`@AbXYfb`k`]Y`ÿ[`mdhYbž`A`Ufc`__c`i bX
Hi`bYg]Yb"

5i`gV`]W_`.;`Ya`Y]bgUa`ghUf_

8]Y`_ca`a`YbXYb`đ\fy`k`YfXYb`nY][`Ybž`k`]Y`6i`_W_`i`bX`gY]b`HYUa
X]Y`<`YfUi`gZcfXYfi`b[`Yb`_a`Y]ghYfb`"A`]h`÷]h]Uhj`Yb`k`]Y`XYa
DfU_h]_i`a`gdcfhU`_`DfU_h]_i`a`<`UbgYVY`h`ž`XUg`XYb`5bgW`i`gg
nk`]gWYb`i`bhYfbY\`a`Yb`i`bX`DfU_h]_i`a`ggi`W`YbXYb`Yf`Y]W`hYfhž
k`]fX`Ub[`YdUW_hž`i`a`_Ui`W`XYb`BUW`k`i`W`g`ni`ZÖfXYfb`i`bX
`Ub[`Zf]gh][`_]b`XYf`FY[`]cb`ni`_`U`hYb"

K`]f`XØfZYb`U`gc`[`YgdUbb`hgY]bž`k`Y`W`Y`bYi`Yb`_a`di`gY`i`bX`_XYb
H\ca`Ug`6i`_W_ž`Ub`XYf`Gd]hnY`XYf`_`?`ž`]b`X]Y`@ØVYW`Yf`K`]fhgW`UZh
Vf]b[`Yb`k`]fX`"8`Ug`9b[`U[`Ya`Ybh`ZØf`X]Y`fY[`]cb`U`Yb
<`YfUi`gZcfXYfi`b[`Yb`_ca`a`h`YXYbZU`g`[`i`h`Ub`"6`Y]Vh`ni`_`c`ZZYbž
XUgg`@ØVYW`_k`Y]hYf\`]b`U`g`V`Ø`YbXYf`K`]fhgW`UZhghU`bX`cfh`]b`XYf
B`cfXXYi`hgW`Yb`@Ub`XgW`UZh`YfghfU`_`h`

9fZ\fyb`G]Y`a`Y`f`ØVYf`X]Y`K`U\`j`cb`H\ca`Ug`6i`_W_]b`Y]bYa
Ui`gZØ`f`]W`Yb`6Yf]W`hij`cb`ghYfb`"XY`i`bX`XYb`<]bhYf[`fi`bX`j`cb
<`U[`Yb`;`c`XVYW`_g`DfÅg]XYbhgW`UZh`VY]`XYf!fYdcfhYf`"XY`"K`Y]hYfY
÷Zcfa`Uh]cbYb`ni`f`:`UW`_fÅZhYg]W`Yfi`b[`Z]bXYb`G]Y`Ui`Z
`i`YVYW`_cf[`"

8YhU]`g	
C`fh	@ØVYW_ž`8Yi`hgW`_UbX
E`i`Y`Yb	•`k`k`k`"ghYfb`"XY

8YhU]`g

- k k k "XYf!fYdcfhYf"XY
- `i YVYW_ "cf[

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