

B Yi Yf`DfcZYggcf`D`Øa dYf`Vf]b[h`Zf]gWÅ Yb
K]bX`]b`X]Y` ; Yck]ggYbgWÅ UZhYb`

DfcZYggcf`C`j Yf`D`Øa dYf`Y]hYh`UV`Gca a YfgYa YghYf`&\$&)
X]Y`A]bYfU`c[]Y`Ub`XYf`I b]`6fYa Yb`i bX`ZØfXYfh`bUWÅ \U`h][Y
; Yck]ggYbgWÅ UZhYb`"



6fYa Ybž`8Yi hgWÅ`UbX`!`C`j Yf`D`Øa dYf`\Uh`ni a
Gca a YfgYa YghYf`&\$&) `X]Y`DfcZYggi f`ZØf`A]bYfU`c[]Y`ja
: UWÅVYfY]WÅ` ; Yck]ggYbgWÅ UZhYb`Ub`XYf`I b] Yfg]hÅh`6fYa Yb
ØVYfbca a Yb`"GY]bY` : cfgWÅi b[`_cbnYbhf]Yfh`g]WÅ`Ui ZX]Y
J YfÅbXYfi b[Yb`j cb`A]bYfU`]Yb`ØVYf`X]Y`9fX[YgWÅ]WÅ hY`\]bk Y[
gck]Y`XYb`9]bZi gg`j cb` : `i]XYbž`]bgVYgcbXYfY`K UggYf`i bX
?c`YbX]cl]Xž`Ui Z; YghY]bY`]b`XYf`9fXY`"8]YgY`H\Ya Yb`g]bX
\cWÅfY`Yj Ubž`XU`g]Y`DfcnYggY`k]Y`J i `_Ub]ga i gž`9fXVYVYbž
F c`għcZYbghY`i b[`i bX`X]Y`Ub[Zf]gh][Y`GdY]WÅYfi b[`j cb`7C
VYhfYZYb`"

D`Øa dYf`j YfZc`[h`XUg`N]Y`ž`XUg`J YfghÅbXb]g`XYf`9fXY`Xi fWÅ`XUg
K]ggYb`i a `]`Y`_`Y]bghYb`6Ui ghY]bY`ni `j Yfh]YZYb`"9]b`k]WÅh][Yf

5gdY_higY]bYf: cfgWxi b[]ghX]Y`J YfV]bXi b[]j cb
; fi bX`U[YbZcfgWxi b[`a]h: fU[Yb`XYf`B UWX`U`h][_Y]h"8 Ua]h
a `O WX hY`Yf`bYi Y`k]ggYbgWUZh`WX Y`9f`Ybbhb]ggY`ni f
j YfUbhk cfhi b[gj c`Yb`FYggci fW`bbi hni b[`i bX`ni a
l a k Y`hgWxi hm`[Yk]bbYb"l a `X]YgY`N]Y`Y`ni `YffY]WXYbž`gYhnh`Yf
a cXYfbghY`5bU`mgYj YfZU`fYb`Y]bž`XUfi bhYf" 8!
F`Obh[YbV]`X[YVi b[ž`hYfZYfca Yhf]Y`i bX`9`Y`hfc bYba]_fcg_cd]Y"

: cfgWxi b[`ni `7C !9a]gg]cbYb`XYf`J i ` _UbY

h`Y]bYa `U_hi Y`Yb`]bhYfbUh]cbU`Yb: cfgWxi b[gdfc`Y`_h`k i fXY
i bhYfgi W`hž`k]Y`h]YZY`?c`YbX]cl]XgdY]WXYf`ja `9fXa UbhY`X]Y
`c`Yb`7C !9a]gg]cbYb`XYg`Y`hbU`j Yfi fgUWXYb"9]b`HYUa `j cb
; Yc`c[Yb`Ui g`XYb`l b]j Yfg]h`hYb: `cfYbn`i bX`?`O`b`gck]Y`XYa
BUh]cbU`Yb: cfgWxi b[gfUh`7BF `Uh`YfUi g[YZ bXYbž`XUgg
A U[a U`?c`YbX]cl]X`Ui g`Y]bYf`H]YZY`j cb`) \$`V]g`%) \$`_a
hfUbgdcfh]Yfh"8]Yg`hf`[h`g][b]Z]_Ubh`ni `XYb`c`Yb`h`[`]WXYb
9a]gg]cbYb`j cb`- "\$\$\$`HcbbYb`7C `XYg`Y`hbU`VY]ž`k Ug`%\$i `XYg
k Y`hk Y]hYb`j i ` _Ub]gWXYb`7C !5i gg]h`» Yg`Yb`hgd]W`h"6YgcbXYfg
VYa Yf`Ybgk Yfh`]ghž`XUgg`XYf`Y`hbU`XfY]a U`a Y`f`7C `Ui gg]h`» h`U`g
XYf`?]Ui YU`Ui Z`<Uk U]ž`hf`ch`X`YggYb`j]Yfa U``Ö`YfYa
A U[a UUi gg]h`» "

8]Y: cfgWXYf`i bhYfgi W`hYb`A U[a Yb`j cb`j]Yf`J i ` _UbYbž`XUfi bhYf
XYf`Y`hbU`i bX`A cbhY`J i `hi fY"8 i fW`X]Y`5bU`mgY`XYg
J Yf`À`hb]ggYg`j cb`B]cV`fBV`è`i bX`HUbhU`fHU`è`_cbbhYb`g]Y`c`Y
BV`#HU!J Yf`À`hb]ggY`ZYghghY`Ybž`X]Y`Ui Z`_c`Yb`ghc`ZfY]WXY`5fYU`Y
]a `9fXa UbhY`i bhYf`XYf`<mV`YU]gWXYb`<cWXYVYbY`]b`GØX]hU`]Yb
`]bk Y]gYb"8]YgY`F`YgYfj c]fg`k YfXYb`VY]a `5i ZgW`a Y`nYb`XYf
A U[a Yb`U`_h]j ` Ub[YnUdZh`ž`k Ug]bhYfYggUbhY`F`ØW`gW`ØggY`Ui Z
X]Y`[YcXmbUa]gWXYb`6YX]b[i b[Yb`i bX`X]Y`F`ØW`k`ÀfhgVYk Y[i b[
XYf`UVhUi WXYbXYb`D`UhhY`ja `εb]gWXYb`A`YYf`ni `Àggh"

9]bZ`i gg`XYf`D`UhhYb`hY`_hcb]_`Ui Z`XYb
?c`Yb`ghc`ZZnm`_`i`g

9]b`k Y]hYfYg`fY`Yj UbhYg: cfgWxi b[gZY`X`g]bX`X]Y`Ub[Ub`U`hYbXYb

_]a Uh]gWYb`5i gk]f_i b[Yb`j i`_Ub]gWYf`DfcnYggY`Ui Z
 [Yc`c[]gWY`NY]hg_U`Yb"Ghi X]Yb`XYf`7Ua Vf]X[Y`I b]j Yfg]hm`\UVYb
 Ui Z[YnY][hž`XUgg`X]Y`6]Xi b[`i bX`HfYbbi b[`j cb
 Gi dYf_cbh]bYbhYb`X]Y`bUhØf`]WYb`j i`_Ub]gWYb`?c`YbghcZZ
 9a]gg]cbYb`ØVYf`<i bXYfhY`j cb`A]`]cbYb`đ\fyb`_cbhfc``]Yfh"
 8]YgY` : cfgWxi b[Yb`_ØbbhYb`k Y]hfY]WYbXY`5i gk]f_i b[Yb`Ui ZX]Y
 BYi]bhYfdfYhUh]cb`XYg`?c`YbghcZZ_fY]g`Ui Zg`i bX`XYf`9j c`i h]cb
 XYf`6Yk c`bVUf_Y]h`XYf`9fXY`\UVYb"

8]Y`a Y]ghYb`_c`YbghcZZ`U`h][Yb` ; UgYž`X]Y`j cb`J i`_UbYb
 ZfY][YgYhnh`k YfXYbž`ghUa a Yb`Ui g`cVYfZ`AWYbbU`Yb`6YfY]WYb
 i bX`b]WYhž`k]Y`ZfØ`Yf`Ub[Ybca a Ybž`Ui g`XYa `9fX]bbYfYb``8]Yg
 nY][hž`XUgg`J i`_UbY`Y]bY`[fØ» YfY`F c``Y`]a `?c`YbghcZZ_fY]g`Ui Z
 gd]Y`Yb`_ØbbYbž`U`g`V]g`Yf`Ub[Ybca a Ybž`i bX`XUgg`]\fy
 WYa]gWYb` :]b[YfUVXfØW_Y`j Uf]]YfYbž`UV`Åb[][`j cb`]\fyf
 [Yc`c[]gWYb`I a [YVi b["

C`j Yf`D`Øa dYf`Vf]b[h`ØVYf`%*`đ\fy`9fZU`fi b[ži bhYf`UbXYfYa
 U`g`DfcZYggcf`Ub`XYf`I b]j Yfg]h`Åh`I hfYW`h`i bX`Ua `NYbhfi a `ZØf
 D`mg]_ [Yc`c[]gWYf`DfcnYggY`Ub`XYf`I b]j Yfg]h`Åh`C g`cž`]b`gY]bY
 5fVY]h`Y]b``GY]bY`5fVY]hg[fi ddY`UfVY]hYh`bUW`XYb`Df]bn]d]Yb`XYf
 CdYb`GW]YbW`ž`i a `9f[YVb]ggY`ØZYbh]W`ni [Åb[`]W`ni `a UWYb
 i bX`a di `gY`ZØf`]bbcj Uh]j Yž`bUW`\U`h][Y`i bX`]bhYfX]gn]d`]b`ÅfY
 ; Yck]ggYbgW`UZhYb`ni `gYhnYb"

: Øf`k Y]hYfY`8YhU]`g`ni `gY]bYf`DfcZYggi f`i bX`XYb`bYi Yb
 : cfgWxi b[ggWk Yfdi b_hYb`Ub`XYf`I b]j Yfg]h`Åh`6fYa Yb`VYgi WYb
 G]Y`V]hhY`X]Y`A`Y`Xi b[`XYf`I b]j Yfg]h`Åh`6fYa Yb``đZcfa Uh]cbYb
 ni `XYb`7C !9a]gg]cbYb`XYg`Y`hbU`Z]bXYb`G]Y`]b`XYf`Ghi X]Y`XYf`
I b]j Yfg]h`Åh`? Ø`b`i bX`ni f`J YfV]bXi b[`nk]gWYb`D`UhYbhY`_hcb]_
i bX`j i`_Ub]gWYb`9a]gg]cbYb`]gh`XYf`5fh]_Y`Ui Z; Yc`cf]ncb
 \]ZfY]W"

8YhU]`g	
J c f ZU``	I a k Y`h
C fh	6fYa Ybž`8Yi hgW`UbX
E i Y``Yb	• k k k "i b]!VfYa Yb"XY

8YhU]`g

- k k k "i b]!_cY`b"XY
- [Yc\cf]ncb"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`b!U["XY