

5b`U[YVYhfi [`]b`C gbUVfØW_ .
A]``]cbYbj Yf`i ghY`Xi fWÅ`7mVYfhfUX]b[

5b`U[YVYhfi [`]b`C gbUVfØW_ ., VYf`* \$`5bnY][Yb`i bX`ZUgh`
A]``]cbYb`9i fc`GWÅUXYb`U`Y]b`&\$&(" `GWÅØhnYb`G]Y`Æf`; Y`X`

I bYfk UfhYhY` ; YZU\ f`Xi fWÅ`C b`]bY!
=bj Ygha Ybhg

C gbUVfØW_ fchgt

≠`XYb`YhnhYb`A cbUhYb` \Uh`X]Y`GhUXh`C gbUVfØW_`Y]bYb
VYgcf[b]gYffY[YbXYb`5bgh]Y[`j cb`6Yhfi [gZÅ`Yb`Xi fWÅ`i bgYf]ØgY
C b`]bY!≠j Ygha Ybhg`j YfnY]WÅbYh`6]g`\Yi hY`\UVYb`ØVYf`* \$
DYfgcbYb`Ui g`GhUXh`i bX`@UbX`fY]g`C gbUVfØW_`5bnY][Y`YfghUhhYhž
k cXi fWÅ`Y]b` ; YgUa hgWÅUXYb`j cb`ZUgh` `A]``]cbYb`9i fc
YbhghUbXYb`]gh`8]YgYg`D\Åbca YbžVY`Ubbh`U`g` 7mVYfhfUX]b[
: fUi X`ž]gh`b]WÅh`bi f`Y]b`Z]bUbN]Y`Yg`DfcV`Ya`ž`gcbXYfb`Ui WÅ`Y]bY
<YfUi gZcfXYfi b[`ZØf`X]Y`VYhfcZYbYb`A YbgWÅYb`i bX`X]Y
G]WÅYf\Y]h`]a`≠hYfbYh`

8]Y`HÀi gWÅi b[`Xi fWÅ`X][]hU`Y`D`UhhZcfa Yb

8]Y`6YhfØ[Yf`cdYf]YfYb`\Ài Z][`Ui g`XYa`5i g`UbX`i bX`bi hnYb`X]Y
I bYfZU\ fYb\Y]h`\fYf`C dZYf`Ui g`8i fWÅ`UbgdfYWÅYbXY
K YfVYUbN]Y][Yb`]b`gcn]U`Yb`BYhnk Yf`_Yb`i bX`Ui Z`XYb`K YVg]hYg
n]Y\Yb`g]Y`XUg`≠hYfYggY`XYf`A YbgWÅYb`Ub`"C Zha U`g`j YfgdfYWÅYb
g]Y`ØVYfhf]YVYb`\c\Y`F YbX]hYb`ZØf`≠j Ygh]h]cbYb`]b`5_h]Yb`cXYf
?fmdhck Å\fi b[Ybž`k cXi fWÅ`XYf`9]bXfi W_`YbhghY\hž`XUgg`gWÅbY`
j]Y` ; Y`X`j YfX]Ybh`k YfXYb`_Ubb`

9]b`i bj Yf_YbbVUfYg`A Yf_a U`X]YgYf`6YhfØ[YfY]Yb`g]bX
dfcZYgg]cbY``[YghU`hYhYž`YXcW` [YZÀ`gW`hY`C b`]bY!D`UhhZcfa Ybž
X]Y`XYb`5bgW`Y]b`j cb`GYf]cg]hÀh`Yfk YW_Yb``8]Y`HÀhYf
a Ub]di`]YfYb`gc [Uf`GcZhk UfYž`i a` [YZÀ`gW`hY`5_h]YbW`Ufhg
Ubni nY][Ybž`k Ug`dchYbn]Y``Y`b]j Yghc`fYb`]b`X]Y`ffY`ZØ\fh`i bX
]\fYb`; `Ui VYb`Ub`X]Y`9W`h`Y]h`XYf`5b[YVchY`ghÀf`h"

8]Y`7ca a i b]hmi bX`]\fY`F YU_h]cb

8]Y`ni bY\`a YbXYb`6Yf]W`hY`ØVYf`5b`U[YVYhfi [`UVYb`b]W`h`bi f
Z]bUbni]Y``Yž`gcbXYfb`Ui W` [YgY`gW`UZh]W`Y`5i`gk`]f`_i b[Yb"
6YhfcZYbY`ZØ\`Yb`g]W`cZh]gc`]Yfh`i bX`\`]Zcgž`k Ug`ni`Y]bYa
J Yf`i gh`XYg`J Yfhf`Ui Ybg`]b`X][]hU`Y`:]bUbni]Yfi b[gUb[YVchY`ZØ\fh"
8]Y`Dc`]nY`]b`C gbUVfØW`_UddY``]Yfh`XU\`Yf`Ub`X]Y`6Øf[Yfž
k UW`gUa`ni`gY]b`i bX`g]W`ØVYf`X]Y`F]g]_Yb`XYg`C b`]bY!HfUX]b[g
ni`]bZcfa]YfYb"

GW`i hna U» bU\`a Yb`i bX`H]ddg`ZØf`5b`Y[Yf

I a`g]W`j cf`a Ø[`]W`Yb`6Yhfi [gj Yfgi W`Yb`ni`gW`ØhnYbž`gc`hYb
dchYbn]Y``Y`5b`Y[Yf`[fi bX`Y[YbXY`G]W`Yf\`Y]hgj cf`_Y\`fi b[Yb
VYUW`hYb.

- , VYfdfØZYb`G]Y`X]Y`GYf]cg]hÀh`XYf`HfUX]b[!D`UhhZcfa Yb`j cf`
XYf`5ba Y`Xi b[`i bX`[Y\`Yb`G]Y`_Y]b`F]g]_c`Y]bž`k Ybb`G]Y
g]W`b]W`h`g]W`Yf`g]bX"
- ; YVYb`G]Y`_Y]bY`gYbg]V`Yb`8UhYb`dfY]g`i bX`\`U`hYb`G]Y
g]W`j cb`5b[YVchYb`ZYfbž`X]Y`ni`gW`Øb`YfgW`Y]bYbž`i a
k U\`f`ni`gY]b"
- N]Y\`Yb`G]Y`dfcZYgg]cbY``Y`<]ZY`]b`6YhfUW`hž`ZU`g`G]Y
i bg]W`Yf`g]bXž`_i f]Yfh`Xi fW`J YfVf`Ui W`YfnYbhfU`Yb`cXYf
YfZU\`fYbY`6YfUhYf"
- GY]Yb`G]Y`VYgcbXYfg`_f]h]gW` [Y[YbØVYf
i bUi Z[YZcfXYfhYb`5b[YVchYbž`X]Y`bYb`\`c\`Y`; Yk`]bbY
j YfgdfYW`Yb"
- J Yfa Y]XYb`G]Y`XYb`Ni [f]Z`8f]hYf`Ui Z`bYb`7ca di hYf
Xi fW`gc [YbUbbhY`:]Yfbk Ufhi b[ggcZhk UfY"
- GY]Yb`G]Y`j cfg]W`h][`VY]`XYf`K Y]hYf[UVY`j cb

5i gk Y]gXc_i a YbhYbž'i a 'XYbh]hÀhgX]YVghU\`ni
j Yf\]bXYfb"

- 9fghUhhYb`G]Y`5bnY][Yž`k Ybb`G]Y`XYb`J YfXUW`h`Y]bYf
GhfUZhUh`\UVYb"

9]b`k]W\ h][Yf`5i Zfi Z`ni f`K UW\ gUa _Y]h

8]Y`9bhk]W`i b[`XYg`7mVYfhfUX]b[`: fUi X`nY][h`XYi h]W\ ž`XUgg
gck c\`5i Z_`Àfi b[`U`g`Ui W\ `Df`Aj Ybh]cb`j cb`YbhgW\Y]XYbXYf
6YXYi hi b[`g]bX``8]Y`j YfUbhk cfh]W\Yb`GhY``Yb`]b`C gbUVfØW`i bX
I a [YVi b[`UfVY]hYb`XUfUbž`X]Y`6Yj Ø`_Yfi b[`ØVYf`VYhfØ[Yf]gW\Y
A UW\YbgW\UZhYb`Ui Zni _`ÀfYbž`k À`fYbX`g]Y`[`Y]W\ nY]h][
9fa]hhi b[Yb`j cfUbhfY]VYb``6Y`]ja a Yf`fUZZ]b]YfhYfYb`A Yh`cXYb
XYf`6YhfØ[Yf`]gh`Yg`i bYf`Àgg`]W\ ž`Zcfa Uh]cbYb`_f]h]gW\`ni
\]bhYfZfU[Yb`i bX`g]W\`U_h]j`ni`gW\ØhnYb"

8YhU]`g

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