

NYi [Yb '[Ygi W\h. 'l bZU``a]h'8 UW\ f]bbY ']b Gh]dg\Ui gYb

Dc`nY]`gi W\h'NYi [Yb`ni `J Yf_Y\fgi bZU``]b`Gh]dg\Ui gYb.
?c``]g]cb`a]h'8 UW\ f]bbY""<]bk Y]gY`V]hY`Ub`X]Y`Dc`nY]`≠Uf!
C VYfghY]b"

≠`XYf`_Y]bYb` ; Ya Y]bXY`Gh]dg\Ui gYbžX]Y`Ua`'&+"5i [i gh'&\$&(`]b
XYb` : c_i g`XYf`² ZYbh]W\ _Y]h[Yf]Yhž` \Uh]g]W\`Y]b`]bhYfYggUbhYf
J cfZU``YfY][bYhž`XYf`?cdZgW\ØhhY`b`i bX` : fU[Yb`Ui`Zk`]fZh"
Nk]gW\Yb`%\$. \$\$`i bX`%*. \$\$`l` \f`_Ua` Yg`ni`Y]bYa` J Yf_Y\fgi bZU``ž
VY]`XYa` Y]b`UbXk`]fhgW\UZh]W\Yg` : U\fnYi [`gUa` h'5b` \Åb[Yf`a`]h
Y]bYf`8 UW\ f]bbY`_c``X]YfhY""8]Y`l bZU``ghY``Y`VYZ]bXYh]g]W\`Ub`XYf
<Ui dhghfU» Yž`X]fY`_h`VY]`XYf`<Ui gbi a` a` Yf"") ži bX`X]Y`l a` ghÅbXY
g]bX`bUW\`k`]Y`j` cf`i` b`_Uf"

5i [YbnYi [Yb`VYf]W\ hYb`j` cb`Y]bYa` Yhk`U`j`]Yf`A` YhYf`\c`Yb
: U\fnYi [ž`XUg`c`ZYbg]W\h]W\`a`]h`ni`j`]Y`GW\k`i`b[`X]Y`Yb[Y`GhfU» Y
VYZ` \f"" ≠`XYf` : c`[Y`_Ua` Yg`ni`Y]bYf`?c``]g]cb`a`]h`Y]bYf`
8 UW\ f]bbY`Y]bYg`b`U`YghY`Y`b`XYb`K` c`b` \Ui`gYgž`XUg`YX][`]W\
Y]bYb`A` YhYf`j` cb`XYf`GhfU» Y`Y`bhZYfb`h`ghY`h`"8`Yf`GW\`UXYb`Ub`XYf`
8 UW\ f]bbY`k`]fX`Ui`Z`Yhk`U`) \$\$`9i`fc`[YgW\`Å`h`h`"8`Yf`9][Yb`h`Øa` Yf`
XYg`<Ui`gYg`k`Uf`g]W\h]W\`VYhfc`ZYb`/Y]b`gc`W\Yg`A`U`Yi`f`_Ubb
b]W\h`bi`f`Z]b`Ubn]Y``Yž`gcb`XYfb`Ui`W\`Ya`ch]cb`U`Y`6Y`Ughi`b[Yb`a`]h
g]W\`Vf]b[Yb"

8 Yf`< Yf[Ub[`XYg`J cfZU``g

C V`XYf` : U\fYf`XYg`UbXk`]fhgW\UZh]W\Yb` : U\fnYi [g`X]Y`?c``]g]cb
VYa` Yf`_h`\Uhž`V`Y]Vh`i`b[Yk`]gg`"GhUhh`Ubni` \U`hYb`i`bX`XYb`GW\`UXYb
ni`a` Y`XYbž`Z` \fYb`Yf`VYn]Y`i`b[gk`Y]gY`g]Y`Ub`gW\Y]bYb`X`Y]bZUW\
k`Y]hYf""8]YgYg`J`Yf`\U`hYb`]gh`b]W\h`bi`f`fYW\h]W\`ZFU[k`ØfX][ž

gcbXYfb`k]fZi`Ui Wk : fU[Yb`ni f`J YfUbhk cfhi b[`]a `GhfU» Ybj Yf_Y\`f
Ui Z`9g`]ghiU``[Ya Y]b`VY`Ubbh`XUgg`XUg`J Yfi fgUWXYb`j cb
GUWk gW`AXYb`z`Ui Wk `k Ybb`Yg`i bUVg]Wk h`]Wk `[YgWk]Y\`h`Z]Wk hYb
a]h`g]Wk `Vf]b[h`X]Y`b]Wk h`][bcf]Yfh`k YfXYb`X`ØfZYb"

8]Y`Dc`nY]`Ui g`≠Uf!C VYfghY]b`U`h`VYfY]hg`9fa]h`i b[Yb
Ui Z[Ybca`a`Yb`i bX`V]hYh`i`a`A]h`]\`ZY`Ui g`XYf`6Yj`Ø`_Yfi b["
GUWk X]Yb`]Wk Y`<]bk Y]gY`g]bX`ZØf`i bg`j cb`[fc» Yf`6YXYi hi b[ži`a
@]Wk h`]bg`8i b`_Y`ni`Vf]b[Ybž`Y`Y]» h`Yg`]b`Y]bYa`cZ]n]Y`Y`b`5i Zfi Z`
8 Ug`Dc`nY]fYj]Yf`U`h`X]Y`HY`Y`Zcbbi`a`a`Yf`\$`*`+`,`%)`*`%\$
Y]b[Yf]Wk hYh`zi bhYf`XYf`NYi [Yb`\`fYb`6Y]hfU[`Y]ghYb`_ØbbYb"

- I bZU`nY]hdi b`h`&+`\$`,`&\$&(`
- I bZU`cfh`<Ui dhghfU» Yž`<Ui gbi`a`a`Yf`) ž`Gh]dg\Ui gYb
- GWk UXYb.`7U`) \$\$`9i`fc
- NYi [Yb`\]bk Y]gY.`Dc`nY]`≠Uf!C VYfghY]bž`HY``.`\$`*`+`,`%)`*`%\$

8]Y`J`Yf_Y\`fgi bZU`Zi Wk h`Vf]b[h`b]Wk h`bi f`fYWk h`]Wk Y
?cbgYei YbnYb`ZØf`XYb`i: U\`fYf`a`]h`g]Wk ž`gcbXYfb`gYhnh`Ui Wk `Y]b
NY]Wk Yb`ZØf`X]Y`B`chk`YbX][`_Y]h`ž`j`YfUbhk`cfhi`b[`gVYk`i`ggh`]a
GhfU» Ybj Yf_Y\`f`ni`U[]YfYb`"9g`]gh`k`]Wk h`][ž`XUgg`i: U\`fYf`gc`Wk Yf
: U\`fnYi [Y`g]Wk`ØVYf`]\`fY`l`a [YVi b[`VYk`i`ggh`g]bXž`]bgVYgcbXYfY
]b`K`c`\b[YV]YhYbž`k`c`?]bXYf`i`bX`i: Ua`]Yb`c`Zi`i`bhYfk`Y[`g`g]bX`"
8Yf`l`a`ghUbXž`XUgg`Y]b`U`bXk`]fhgWk`UZh`]Wk Yg`i: U\`fnYi [ž`XUg
hmd]gWk Yfk`Y]gY`a`]h`gWk`k`YfYb`i: Yf`Å`hYb`i`bX`5b`\`Åb[Yfb`j`Yf`_b`Ød`Zh
]ghž`]b`Y]bYf`VY`YVhYb`GhfU» Y`Y]b[YgYhnh`k`]fXž`nY][`h`Ui`Zž`k`]Y
k`]Wk h`][`Yg`]ghž`G]Wk Yf\`Y]hgghUbXUfXg`Y]bni`U`hYb"

8 Yf`fYWk h`]Wk Y`<]bhYf[fi`bX

9]bY`J`Yf_Y\`fgi bZU`Zi Wk h`_Ubb`Yfbgh`UZhY`fYWk h`]Wk Y
?cbgYei YbnYb`bUWk`g]Wk `n]Y\`Ybž`XUfi`bhYf`6i`» [Y`XYf`i`bX
a`Ø[`]Wk Y`i: Ø\`fYfgWk Y]bYbhmØ[Y`"J`YfUbhk`cfhi`b[`gVYk`i`gghYg
<UbXY`b`]a`GhfU» Ybj Yf_Y\`fž`]bgVYgcbXYfY`bUWk`Y]bYa`J`cfZU`ž
]gh`YbhgWk Y]XYbX`"9g`]gh`b]Wk h`bi`f`Y]bY`i: fU[Y`XYf`i: YgYhYghfYi`Yž
gcbXYfb`Ui Wk`XYf`a`cfU`]gWk Yb`≠hY[`f]h`Åh"

8]Y`5bk`c`\bYf`]b`Gh]dg\Ui`gYb`k`YfXYb`g]Wk Yf`]Wk`X]Y

; YgWXY\b]ggY'a]h'GdUbbi b['j YfZc`[Yb"9]bY'gc`WXY'G]hi Uh]cb
nY][h'XYi h]W'Ui Z'k]Y'k]W'h]['XYf'5i ghUi gW'nk]gWXYb'XYf
6Yj Ò`_Yfi b['i bX'XYb'6Y\ÒfXYb']gh"8U\Yf']gh'Yg'fUhgUa ž'YXY
5i ZÄ`][_Y]h]a 'GhfU»Ybj Yf_Y\`f'ni 'a Y'XYb' 'XYbb'k]Y'X]YgYf
J cfZU``nY][hž`_Ubb'Yg'gW'bY``ni 'i b`]YVgUa Yb', VYffUgW'i b[Yb
_ca a Ybž'X]Y'ØVYf'a UHYf]Y``Y'GW'ÄXYb'\]bUi g[Y\Yb"

6Y]'U``Yf'5i ZFY[i b['V'Y]Vh'XYf'J cfZU``Y]b'6Y]gd]Y``XUZØfž'k]Y
J Yf_Y\`f'i bX'G]WXYf\Y]h'cZh'Yb['a]hY]bUbXYf'j Yf_bØdZh'g]bX"8]Y
Ni gUa a YbUfVY]h'nk]gWXYb'XYf'; Ya Y]bXYž'XYf'Dc`nY]'i bX'XYb
6Øf[Yfb']gh'YggYbh]Y``ž'i a 'X]Y'G]WXYf\Y]h]a 'ÖZZYbh]WXYb'FUi a 'ni
[Yk Ä\`f'Y]ghYb"8 Ug'5i ZhY][Yb'gc`WXYf'A]ggghÄbXY'_ÖbbhY'b]W'h
bi f'ni f'5i Z_Äfi b['ZØ\`fYbž'gcbXYfb'Ui W'U'g'@Y\`fghØW'_ZØf
UbXYfY'J Yf_Y\`fghY]bY\`a Yf'X]YbYb"

<]bhYf[fi bX]bZcfa Uh]cbYb'ni a
J Yf_Y\`fgi bZU``

J Yf_Y\`fgi bZÄ``Y'ghY``Yb'Y]b'YfbghYg'DfcV`Ya ']b'8Yi hgW'UbX'XUf"
@Ui h'XYa 'GhUh]gh]gWXYb'6i bXYgUa h'k i fXYb']a 'X\`f'&\$&&'Yhk U
&ž* 'A]``cbYb'J Yf_Y\`fgi bZÄ``Y'fY[]ghf]Yfhž'k cVY]ØVYf' '\$'\$\$\$
DYfgcbYb'j Yf'Ymh'k i fXYb"i bZÄ``Y'a]h'6YgW'ÄX][i b[Yb'Ub'j cb
5bk c\`bYfb'[Ybi hnhYb'9][Ybhi a ž'k]Y'XYa '\]Yf'VYgW'f]YVYbYb
J cfZU``]b'Gh]dg\Ui gYbž'g]bX'\Äi Z]['Y]bY': c`[Y'j cb': U\`f'Ägg][_Y]h
cXYf'i bUW'hgUa Ya ': U\`fj Yf\U'hYb" ðgVYgcbXYfY
'UbXk]fhgW'UZh]WXY': U\`fnYi [Yž'X]Y'cZh'VfY]hYf'i bX'\Ö\Yf'U'g
\Yf_Öa a `]WXY'D?K g'g]bXž'_ÖbbYb'VY]'XYf'8i fW'ZU\fh'Xi fW'
K c\`b[YV]YhY'Y]b'\Ö\YfYg'F]g]_c'XUfghY``Ybž'XU'g]Y']b'XYf'FY[Y'
a Y\`f'D'Um'VYb'Øh][Yb'i bX'\Äi Z][Yf'a]h'ZYghYb'; Y[YbghÄbXYb']b
?cbhU_h'_ca a Yb"

8]Y'<Ui dhghfU»Y']b'Gh]dg\Ui gYbž'Ui ZXYf'XYf'i bZU``ghUhhZUbXž']gh
Y]bY'k]W'h][Y'J Yf_Y\`fgUXYfž'X]Y'j YfgW']YXYbY
'UbXk]fhgW'UZh]WXY'6Yhf]YVY'a]hY]bUbXYf'j YfV]bXYh"8]Y
?ca V]bUh]cb'Ui g'UbXk]fhgW'UZh]WXYa 'J Yf_Y\`f'i bX'VY'YVhYb
K c\`b[YV]YhYb'YfZc'fXYfh'gck c\`j cb': U\`fYfb'U'g'Ui W'j cb
5bk c\`bYfb'Yf\Ö\`hY'K UW'gUa _Y]hž'i a 'i bZÄ``Y'ni 'j Yfa Y]XYb"

F YW h`jW Y `? cbgYe i YbnYb `VY]

J Yf_Y\fgi bZÄ`Yb

B]W h'bi f'Ui Z[fi bX`XYf`GWÄXYbž`X]Y`Xi fW`Y]bYb`I bZU`
j Yfi fgUW h'k YfXYbž`g]bX`gc`WY`J cfZÄ`Y`j cb`[fc» Yf`6YXYi hi b[ž
gcbXYfb`Ui W`k Y[Yb`XYf`fYW h]W Yb`?cbgYe i YbnYbž`X]Y`g]W`Ui g
Y]bYf`J Yf_Y\fgi bZU`Zi W h`Yf[YVYb`_ÖbbYb`": U\fyb`c`bY
<]bhYf`UggYb`j cb`?cbhU`hXUhYb`cXYf`bUW Zc`[YbXY`A`Y`Xi b[`Ub
X]Y`Dc`]nY]`_Ubb`X]Y`ghfUZfYW h]W Y`J YfUbhk cfhi b[`XYg: U\fyfg
Yf\YV`]W`Yf\Ö\Yb`i bX`ni`gW`k Yfk]Y[YbXYb`GhfUZYb`ZÖ\fyb"

; Ya Ä» `z`%(&`Gh`6`fGhfUZ[YgYhnVi W`Ä`_Ubb`Y]bY
J Yf_Y\fgi bZU`Zi W h`a`]h`Y]bYf`; Y`XghfUZY`cXYf`Y]bYf
: fY]\Y]hgghfUZY`j cb`V]g`ni`XfY]`U\fyb`[YU\bXYh`k YfXYbž
UV\Äb[][`j cb`XYf`GW`k YfY`XYg`I bZU`g`i bX`XYf`J Yfi fgUW`i b[
j cb`GUW`gW`UXYb`cXYf`J Yf`Yhni b[Yb`"9g`]gh`j cb`YbhgW`Y]XYbXYf
6YXYi hi b[ž`XUgg`6Yhfc`ZYbY`]b`gc`WYb`: Ä`Yb`gW`bY`"\UbXY`b
i bX`X]Y`Öfh]W Yb`6Y\ÖfXYb`]bZcfa`]YfYbž`i a`X]Y`fYW h]W Yb
: c`[Yb`ni`a`]b]a`]YfYb"

8YhU]`g

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