

@UbX`V]YhYh`_cghYb`cgY`GWk bY`hYghg

8]Y`HYghghfUHY[]Y`XYg`@UbXYg`k]fX`Yf\YV`]Wk`Yfk`Y]hYfh`8]Y`
@UbXYgfY[]Yfi`b[`ghY`h`XYb` ; Ya`Y]bXYb`XfY]`A`]`cbYb`
GWk bY`hYghg`Ui`g`XYf`ghUUh`]Wk`Yb`F`YgYfj`Y`ni`f`J`YfZØ[i`b[
i`bX`k`]fX`g]YVYb`A`]`cbYb`GWk bY`hYghg`ZØf`GY`VghhYghg`
VYgWk`UZZYb`"8]Y`@UbXYgfY[]Yfi`b[`U`h`Ua` `A`]h`k`c`Wk`ž`XYa`
&(`":`YVfi`Ufž`ni`[`Ygh]a`a`hž`XYb` ; Ya`Y]bXYb`XfY]`A`]`cbYb`
GWk bY`hYghg`Ui`g`XYf`ghUUh`]Wk`Yb`F`YgYfj`Y`ni`f`J`YfZØ[i`b[`ni`
ghY`Yb`i`bX`XUa`]h`X]Y`HYghghfUHY[]Y`XYg`@UbXYg`Yf\YV`]Wk`ni`
Yfk`Y]hYfb`"8`UfØVYf`\]b`Ui`g`k`]fX`X]Y`@UbXYgfY[]Yfi`b[`g]YVYb`
A`]`cbYb`GWk bY`hYghg`ni`a` `GY`VghhYgh`VYgWk`UZZYb`i`bX`]b`X]Y`
HYghghfUHY[]Y`Y]b`VYn]Y`Yb`"8`Ug`5b[`YVch`Ub`X]Y` ; Ya`Y]bXYb`
]gh`ni`b`Å`Wk`gh`Ui`Z`XYb`" `%"`A`Åfn`&\$&`%`VYgWk`f`Åb`_h`"J`cf`U`Ya`
j`cf`XYa` `<]bhYf[fi`bXž`XUgg`X]Y`6i`bXYgfY[]Yfi`b[`]b`?ØfnY`
_cghYb`cgY`/`Ua`d`^Y`]d/`

8]Y`HYghghfUHY[]Y`XYg`@UbXYg`k]fX`Yf\YV`]Wk`Yfk`Y]hYfh`
8]Y`@UbXYgfY[]Yfi`b[`ghY`h`XYb` ; Ya`Y]bXYb`XfY]`A`]`cbYb`
GWk bY`hYghg`Ui`g`XYf`ghUUh`]Wk`Yb`F`YgYfj`Y`ni`f`J`YfZØ[i`b[
i`bX`k`]fX`g]YVYb`A`]`cbYb`GWk bY`hYghg`ZØf`GY`VghhYghg`
VYgWk`UZZYb`"

8]Y`@UbXYgfY[]Yfi`b[`U`h`Ua` `A`]h`k`c`Wk`ž`XYa` `&(`":`YVfi`Ufž`
ni`[`Ygh]a`a`hž`XYb` ; Ya`Y]bXYb`XfY]`A`]`cbYb`GWk bY`hYghg`Ui`g`XYf`
ghUUh`]Wk`Yb`F`YgYfj`Y`ni`f`J`YfZØ[i`b[`ni`ghY`Yb`i`bX`XUa`]h`X]Y`
HYghghfUHY[]Y`XYg`@UbXYg`Yf\YV`]Wk`ni`Yfk`Y]hYfb`"8`UfØVYf`\]b`Ui`g`
k`]fX`X]Y`@UbXYgfY[]Yfi`b[`g]YVYb`A`]`cbYb`GWk bY`hYghg`ni`a`
GY`VghhYgh`VYgWk`UZZYb`i`bX`]b`X]Y`HYghghfUHY[]Y`Y]b`VYn]Y`Yb`"8`Ug`
5b[`YVch`Ub`X]Y` ; Ya`Y]bXYb`]gh`ni`b`Å`Wk`gh`Ui`Z`XYb`" `%"`A`Åfn`&\$&`%`
VYgWk`f`Åb`_h`"J`cf`U`Ya` `j`cf`XYa` `<]bhYf[fi`bXž`XUgg`X]Y`
6i`bXYgfY[]Yfi`b[`]b`?ØfnY`_cghYb`cgY`GWk bY`hYghg`i`bX`X]Y`YfghYb`
;`YbY`a`][i`b[`Yb`ni`f`GY`Vgh`Ub`k`Yb`Xi`b[`Xi`f`Wk`X]Y`?`ca`a`i`b`Yb`

VYfY]hghY`Yb`k]fX`6i bXYgUbghU`h`ZØf`5fnbY]a]hhY`i bX
A YX]n]bdfcXi _hY`f6Z5fA Ł`UVYb`VYfY]hg`ghUhh[YZi bXYb"

; Ygi bX\Y]hga]b]ghYf`A UbbY`@i WXU.` ÆWX`VY[fØ» Y`X]YgY
JYfY]bVUfi b[`i bX`X]Y`nU\`fY]WX Yb`5_hj]hÅhYb`]bbYf\U`V`XYf
_ca a i bU`Yb` : Ua]`Yž i a `k Y]hYfY`HYghcdh]cbYb`]b`GhÅXhYb`i bX
; Ya Y]bXYb`ØVYf`X]Y`HYghg`VY]`YfnhYb`i bX`5dch\Y`Yb`\]bUi g
Y]bni f]WXhYb"

K Y]hYfY`HYghUb[YVchY`]b`XYb` ; Ya Y]bXYb

GY]h`XYa`' &&": YVfi Uf`_ØbbYb`GhÅXhY`i bX` ; Ya Y]bXYb`X]Y
j cf\UbXYbYb`Ghfi _hi fYb`bi hnYbž i a`HYgh_]hg`Ui g`XYf`ghUUh`]WX Yb
BchfYgYfj Y`ZØf`X]Y`I G5`ni`j Yfk YbXYb`Nk Y]a U`dfc`K cWX Y
HYghg`ZØf`@Y\ f`f`ÅZhY`i bX`A]hUfVY]hYf`]b
?]bXYfhU[YgghÅhhYb`UbV]YhYb`"8 UfØVYf`\]bUi g`\UVYb`GhÅXhYž
; Ya Y]bXYb`i bX`6Yn]f`_Y`bi b`X]Y`A Ò[`]WX`_Y]hž`a]h`i bhYfghØhni b[
XYf`6`Ui`]WXhZUa]`]Y`ni gÅhn`]WX`ni`XYb`VYghY\YbXYb
HYgha Ò[`]WX`_Y]hYb`hYa`dcf`ÅfY`HYghUb[YVchY`ni`YfghY`Yb"

8 Ug`HYghUb[YVch`f]WXhYh`g]WX`]b`YfghYf`@]b]Y`Ub`DYfgcbYbž`X]Y
bcWX`_Y]bYb`5bgdfi WX`Ui ZY]bYb`HYgh]a`F U\`a`Yb`XYg`\UVYb`
HYghfY[Y`i b[`ÅhhYb.

- DYfgcbYbž`X]Y`a]h`gWX`i hnVYXØfZh][Yb`DYfgcbYb[fi ddYb`]b
?cbhU`_highY\Yb`fh`"6": Ua]`]YbVYhfYi YfŁ
- DYfgcbYbž`X]Y`]b`]fYa`VYfi Z]WX Yb`cXYf`df]j UhYb`I a ZY`X
Y]b`\c\Yg`9I dcg]h]cbgf]g]_c`\UhhYb`cXYf`\UVYb`fh`"6"
A]hUfVY]hYf`]b`GW`i`Yb`i bX`?]bXYfhU[YgghÅhhYbž`Dc`]nY]ž
đ gh]nž`J Yfk U`hi b[Ł
- GW`i`_]bXYf`i bX`9`hYfb
- A]hUfVY]hYf`]b`XYf`đ [YbX\`]ZY
- K U\`Y`ZYf

GW`bY`hYghg`i bX`GY`VghhYghg`a ØggYb`g]WX
Yf[ÅbnYb

K Ybb' bUW\ j c`ghÅbX][Yf'9bhbU\ a Y'XYf'XFY]'A]`]cbYb'HYgh_]hg
Ui g'XYf'ghUUh]W\Yb' B chfYgYfj Y'k Y]hYfY'BUW ZFU[Y'VYghY\ hž
ÖbbYb'X]Y' ?ca a i bYb'gY'Vgh'V]g'ni 'XFY]'A]`]cbYb'HYgh]hg
VYgW\ UZZYb''8]Y' ?ca a i bYb'_ÖbbYb'VY]a 'GhUUh
6YgW\ UZZi b[g_cghYb'ZÖf'X]Y'HYgh_]hg[Y'hYbX'a UW\Yb''8]Y
DUi gW\U'Y'ZÖf'6YgW\ UZZi b['i bX'DYfgcbU'VYhfÅ[h'%) '9i fc'dfc
Xi fW\ [YZØ\fhYf'DfØZi b["'K Ybb'ZÖf'X]Y'HYghg'HYgh_]hg'Ui g'XYf
ghUUh]W\Yb'FYgYfj Y'j Yfk YbXYh'k YfXYbž'VYhfÅ[h'X]Y' DUi gW\U'Y
bYi b'9i fc'dfc'Xi fW\ [YZØ\fhYa 'HYgh''8]Y'8Ui Yf'X]YgYf
HYghUb[YVchY'\Åb[h'XUj cb'UVž]bk]Yk Y]h'X]Y'_ca a i bU'Yb
HYghghfi _hi fYb' bUW\ '9]bZØ\fi b['XYf'HYghg'bcW\ 'ni f
GY'VghUb'k YbXi b['VYbÖh][h'k YfXYb"

; Ygi bX\Y]hga]b]ghYf'A UbbY'@ W\U.' 8U'X]Y'6i bXYgfY[]Yfi b[
Ub[Y_ÖbX][h'\Uhž'i bj YfnØ['W\ 'Y]bY'J YfcfXbi b['ni a 'GY'VghhYgh
j cfni 'Y[Yb'i bX'Y]bY'J]Y'nU\''Yb hgd fYW\YbXYf'HYghg'ni f
J YfZØ[i b['ni 'ghY''Ybž']gh'_Ufž'XUgg'XUg'5b[YVch'XYg'GhUUhYg
ni bÅW\gh'nY]h]W\ 'VY[fYbnh'gY]b'a i gg''8]Y'HYghghfUHY[]Yb'j cb
6i bX'i bX'@ÅbXYfb'a ØggYb'ØVYfY]bgh]a a Yb''A]h'XYf'\Yi h][Yb
9bhgW\Y]Xi b['g]bX'k]f'\]Yf'Ui Z'Y]bYa '[i hYb'i bX
j YfUbhk cfhi b[gj c''Yb'K Y["'

⇒ZY_h]cbYb'i bX'HcXYgZÄ''Y]b'6UXYb!K ØfhhYa VYf[

K Y]hYfY'⇒Zcfa Uh]cbYb'ni a '7cfc bUj]fi g']b'6UXYb!
K ØfhhYa VYf[

A]h'i bgYfYf' ? i f]YfX]Ybgh'G]Y'Yf\U'hYb'U''Y'Y' bXYfi b[Yb'i bX
k]W\h][Yb'⇒Zcfa Uh]cbYb']a a Yf'U'g'Di g\!BUW\ f]W\h'Ui Z'⇒fYa
A cV]'hY'YZcb"

...

⇒gd]f]Yfhj cb'@UbXYgfY[]Yfi b['6K

6Ygi WYb'G]Y'i bg'Ui Z'b!U["XY