

DZ`Y[YZUWX_fÄZhY`]a`5i g`UbX`UbK YfVYb

8]Y`@UbXYgfY[]Yfi b[`i bX`X]Y`6i bXYgU[Ybhi f`Z0f`5fVY]h
\UVYb`Y]bY`[Ya`Y]bgUa`Y`9f`_Äfi b[`ni f`; Yk]bbi b[`j`cb
DZY[YZUWX_fÄZhYb`]a`5i g`UbX`i bhYfnY]W`bYh`"8 Ug`gc`X`Yf
Ub[YgdUbbhYb`DYfgcbU`g]hi Uh]cb`]a`DZY[YVYfY]W`Ybh[Y[Yb`
k]f_Yb`"l a`a`Y`f`DZY[YZUWX_fÄZhY`Ui g`XYa`5i g`UbX`ni
[Yk]bbYb`i bX`XUa`]h`XYf`Ub[YgdUbbhYb`DYfgcbU`g]hi Uh]cb
]a`DZY[YVYfY]W`Ybh[Y[Yb`ni`k]f_Yb`ž`k]fX`X]Y
@UbXYgfY[]Yfi b[`[Ya`Y]bgUa`a`]h`XYf`6i bXYgU[Ybhi f`Z0f`
5fVY]h`Ub[Zf]gh[`Yb[Yf`ni`gUa`a`YbUfVY]hYb`"9]bY
YbhgdFYW`YbXY`[Ya`Y]bgUa`Y`9f`_Äfi b[`UVYb`Gcn]U`!`i bX
; Ygi bX`Y]hga`]b]ghYf`A`UbbY`@`W`U`i bX`J`UbYggU`5`i`Už
J`c`f`gh`Ä`b`X]b`@Y]ghi b[Yb`i bX`b`hYfbUh]cbU`Yg`XYf
6i bXYgU[Ybhi f`Z0f`5fVY]hž`Ua``%+`"5i [i gh`&\$&&`]b`Ghi hh[Ufh
i bhYfnY]W`bYh`N]Y`]gh`Ygž`XYb`; Ygi bX`Y]hggY`_hc`f`Xi`fW`
Y]bY`j`YfUbhk`c`fhi b[gj`c`Y`; UW`_fÄZhY[Yk]bbi b[`ni
Ybh`UghYb`<]YfZ0f`ghY`h`X]Y`@UbXYgfY[]Yfi b[`Ua`d`^`Y`d`/

8]Y`@UbXYgfY[]Yfi b[`i bX`X]Y`6i bXYgU[Ybhi f`Z0f`5fVY]h
\UVYb`Y]bY`[Ya`Y]bgUa`Y`9f`_Äfi b[`ni f`; Yk]bbi b[`j`cb
DZY[YZUWX_fÄZhYb`]a`5i g`UbX`i bhYfnY]W`bYh`"8 Ug`gc`X`Yf
Ub[YgdUbbhYb`DYfgcbU`g]hi Uh]cb`]a`DZY[YVYfY]W`
Ybh[Y[Yb`k]f_Yb`"

l a`a`Y`f`DZY[YZUWX_fÄZhY`Ui g`XYa`5i g`UbX`ni` [Yk]bbYb`i bX
XUa`]h`XYf`Ub[YgdUbbhYb`DYfgcbU`g]hi Uh]cb`]a`DZY[YVYfY]W`
Ybh[Y[Yb`ni`k]f_Yb`ž`k]fX`X]Y`@UbXYgfY[]Yfi b[`[Ya`Y]bgUa`a`]h
XYf`6i bXYgU[Ybhi f`Z0f`5fVY]h`Ub[Zf]gh[`Yb[Yf
ni`gUa`a`YbUfVY]hYb`"9]bY`YbhgdFYW`YbXY`[Ya`Y]bgUa`Y`9f`_Äfi b[
\UVYb`Gcn]U`!`i bX`; Ygi bX`Y]hga`]b]ghYf`A`UbbY`@`W`U`i bX
J`UbYggU`5`i`Už`J`c`f`gh`Ä`b`X]b`@Y]ghi b[Yb`i bX`b`hYfbUh]cbU`Yg`XYf
6i bXYgU[Ybhi f`Z0f`5fVY]hž`Ua``%+`"5i [i gh`&\$&&`]b`Ghi hh[Ufh

i bhYfnY]Wk bYh"N]Y`']ghYgžXYb'; Ygi bX\Y]hggY_hcfXi fWk`Y]bY
j YfUbhk cfhi b[gj c`Y: UWk_fÀZhY[Yk]bbi b[`ni`YbhUghYb`<]YfZØf
ghY`hX]Y`@UbXYgfY[]Yfi b[`Y]bY`A]`]cb`9i fc`ni f`J YfZØ[i b[`i bX
ZØfXYfh[Yn]Y`hGdfUWk_i fgY`ZØf`Ui g`ÀbX]gWkY`DZY[Y_fÀZhY`]a
5i g`UbX"

: UWk_fÀZhYg]Wk Yfi b[`Xi fWk`Ni k UbXYfi b[

K]f`ZfYi Yb`i bgžXUgg`k]f`U`g`@UbX`Ub`XUg`YhUV`YfhY`Dfc[fUa a
Hf]d`Y`K]b`XYf`6i bXYgU[Ybhi f`ZØf`5fVY]h`i bX`XYf`8Yi hgWkYb
; YgY`gWk UZh`ZØf`b`hYfbUh]cbU`Y`Ni gUa a YbUfVY]h

Ub_bØdZYb`_ØbbYb``9g`]ghj cb`XYf`

K Y`h[Ygi bX\Y]hgc f[Ub]gUh]cb`U`g`Dfc[fUa a`ZØf`bUWk\U`h][Y
VYfi Z]WkY`A cV]]h`h`UbYf_Ubbhž`\]Yf`_ØbbYb`U`Y`6YhY]] [hYb`bi f
[Yk]bbYb ž`gU[hY`Gcn]U`!`i bX`; Ygi bX\Y]hga]b]ghYf`A UbbY`@`WkU`
K]f`\UVYb`\Yi hY`Y]bYb`k]Wk h[Yb`GWk f]h`i bhYfbca a Ybž`i a
Ui g`ÀbX]gWkY`DZY[YZUWk_fÀZhY`ni`[Yk]bbYb``; fi bX`U[Y`i bgYfYf
[Ya Y]bgUa Yb`9f`_Àfi b[`]ghYgžX]Y`GWk`ØggY`ei U`Z]_Uh]cb
GdfUWkY`gWkcb`]b`XYb`< Yf_i bZhg`ÀbXYfb`ni`ZØfXYfb`i bX`gc
k YgYbh]Wk`gWk bY`Yf`ei U`Z]n]YfhY` : UWk_fÀZhY`ni`i bg`]bg`@UbX`ni
\c`Yb ž`gc`A UbbY`@`WkU`k Y]hYf`

J UbYggU`5\i`U`gU[hY.`Hf]d`Y`K]b`k`i fXY`]a``&f`&\$%` `]bg`@YVYb
[Yfi ZYbž`i a`DZY[Y_fÀZhY`Ui g`[YY][bYhYb`8f]hghUUhYb`ni
[Yk]bbYbž`ni`ei U`Z]n]YfYb`i bX`VY]]\fYf`b`hY[fUh]cb`ni`VY[`Y]hYb`
8UVY]`YbhZU`hYh`X]Y` : UWk_fÀZhYg]Wk Yfi b[`Xi fWk`Ni k UbXYfi b[`j`cf
U`Ya`XUbb`] \fY`K]f_i b[ž`k Ybb`X]Y`VYhY]] [hYb`5`hYi fY`]a
BYhnc Yf`_ [Ya Y]bgUa`Ub`Y]bYa`GhfUb[`n]Y\Yb``8 Ug`

: UWk_fÀZhY]b k UbXYfi b[g[YgYhn`k Uf`Y]b`f]Wk h[Yf`GWk f]h`h`ZØf
X]Y`U`h]j Y` : UWk_fÀZhYfY`fi h]Yfi b[`Ui g`XYa`5i g`UbX``8 Yf
GdfUWkYfk YfV`]a`5i g`UbX`]gh`YXcWk`Y]bY`< ØfXYž`X]Y`hfch
9f`Y]Wk hYfi b[Yb`k Y]hYf`]b`VYghY`h``Wk`ZfYi Y`a]Wk ž`XUgg`XUg
: ØfXYfdfc[fUa a`[YbUi`XU`UbgYhnh`i bX`XUa`h][i hY`7\UbWk b`ZØf
DZY[YZUWk_fÀZhY`i bX`ZØf`5fVY]h[YVYf`]b`6UXYb`!K ØfhYa VYf[
V]YhYh`

7 \f]gh]Ub`F Ui Wk ž`@Y]hYf`XYf`F Y[]cbU`X]fY`_h]cb`6UXYb`!

K ØfhYa VYf[ž`Yf[Àbnh`6YfY]hg`]a`< Yf_i bZhg`UbX`Yfk cfVYbY

GdfUWk_Ybbhb]ggY`Yf`Y]Wk hYfb`gck c\`XYb`]bhYfYgg]YfhYb
Ui g`ÀbX]gWkYb`: UWk_f`ÀZhYb`U`g`Ui Wk`XYb`VYhY`] [hYb`ðgh]hi h]cbYb
i bX`DZY [YY]bf]Wk hi b [Yb`ja`@UbX`XYb`DfcnYgg`XYf`9]b [`]YXYfi b []
]b`XYb`5fVY]hga Uf_h`J cf`U`Ya`_`Y]bYfY`DZY [YVYhf]YVY`_ÒbbYb
XUj cb`dfcZ]h]YfYb"

:]bUbn]Y`Y`Y : ÒfXYfi b [`Ui Wk`ZØf`_`Y]bYfY
9]bf]Wk hi b [Yb

8i fWk`X]Y`Yb [Y`?ccdYfUh]cb`k c`Yb`XUg`@UbX`6UXYb!
K ØfhYa VYf [`i bX`X]Y`6i bXYgU [Ybhi f`ZØf`5fVY]h`Y]b`A cXY`a`]h
Vi bXYgk Y]hYf`GhfU\`_fUZh`gWk UZZYb``8]Y`Z]bUbn]Y`Y`Y : ÒfXYfi b [`XYg
@UbXYg`gc``_ØbZ] [`]bgVYgc bXYfY`Ui Wk`_`Y]bYfYb`9]bf]Wk hi b [Yb
i bX`gc`WkYbž`X]Y`g]Wk`V]g\Yf`b]Wk`h`cXYf`bi f`di b`hi Y`Ub
YbhgdYfWkYbXYb`Dfc [fUa`a`Yb`XYf`6i bXYgU [Ybhi f`VYhY`] [h
\UVYbž`YfØZbYh`k`YfXYb``8Ua`]h`gc``X]Y` [Yn]Y`hY`i bX`ZU]fY
5bk YfVi b [`Xf]b [YbX`VYb`Òh] [hYf`DZY [YZUWk_f`ÀZhY`]a`5i g`UbX
j`YfVYggYfh`k`YfXYb``@ÀbXYfž`ni`XYbYb`ØVYf`Hf]d`Y`K`]b`VYfY]hg
Y]bY`?ccdYfUh]cb`VYghY`hž`g]bX`D\`]dd]bYbž`Hi`bYg]Ybž`æfXUb]Ybž
6cgb]Yb!<YfnY [ck`]bUž`ðXcbYg]Ybž`J`]YhbUa`i bX`ðX]Yb``8]Y
6i bXYgU [Ybhi f`ZØf`5fVY]h`gYhnh`XUg`Dfc`Y`_h [Ya`Y]bgUa`a`]h`XYf
8Yi hgWkYb`; YgY`gWkUZh`ZØf`ðhYfbUh]cbU`Y`Ni`gUa`a`YbUfVY]h
; a V<`i`a`"

ðgd]f]Yfh]j`cb`@UbXYgfY []Yfi b [`6K

8YhU]`g

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