

GhUi dfc [bcgY. '5i hcZU\ fYf'a ØggYb 'Ua K cWYbYbXY ; YXi `X'nY][Yb

5i hcZU\ fYf'a ØggYb 'Ua 'F ØW_fY]gY!K cWYbYbXY'a]h'GhUi g
fYW.bYbž'VYgcbXYfg'Ui Z'ghUf_ 'ZfYei Ybh]YfhYb'5i hcVU\ bYb"

K]YXYf'Y]ba U'a ØggYb'5i hcZU\ fYf'Ub`X]YgYa `K cWYbYbXY`]\fY
BYfj Yb'ghfUdUn]YfYbž'XYbb`XUg'GhUi W.Ucg'ghY\h'VYj cf"'8]Y
<Ui dhi fgUWY`ZØf`X]Y'ni `Yfk UfhYbXYb`J YfnØ[Yfi b[Yb`]gh'XYf
ghUf_Y`F ØW_fY]gYj Yf_Y\`f'Ui g`XYb`VY`]YVhYb`i f'Ui Vg[YV]YhYb"
8]Yg'hY]'hY`XYf'5857`]b'gY]bYf'Øb[ghYb'Dfc[bcgY`ZØf
J Yf_Y\fgVY\]bXYfi b[Yb'a]h`J]Y`Y`F Y]gYbXY`_Y\`fYb`bi b`j cb
]\fYb`Gca a YfZYf]Yb`ni fØW_ž'i bX`XUni `_ca a h'bcW`XYf
ni bY\ a YbXY`6Yfi Zgj Yf_Y\`fž'XYf`X]Y`G]hi Uh]cb`ni g`Ähn`]W
j YfgW`ÄfZh"

9]b`nYbhfU`Yf': U_hcf`ZØf`X]Y`VYj c fghY\`YbXYb`GhUi g`g]bX`X]Y
GW`i`ZYf]Ybž`X]Y`]b'a Y\`fYfYb`6i bXYg`ÄbXYfb`YbXYb"'6YgcbXYfg
VYhfcZZYb`g]bX`X]Y`6i bXYg`ÄbXYf`6Yf`]bž`6fUbXYbVi f[ž
A YW`_YbVi f[!J cfdca a Yfb`i bX`GW`Ygk][!<c`ghY]bž`k c`X]Y
Gca a YfZYf]Yb`bi b`cZZ]n]Y``j cfVY]`g]bX"'5i W`ja `bÖfX`]WYb`HY`]
XYf`B]YXYf`UbXY`_Y\`fYb`j]Y`Y`i f'Ui VYf`ni fØW`"Ni `VYUW`hYb`]ghž
XUgg`Y]b`HY`]'8Yi hgW`UbXg`X]Yga U`]b`Y]bYa `k Y]hYfYb`K cWY
k]YXYf'a]h'F ØW_fY]gYj Yf_Y\`f'fYW.bYb'a i ggž`k Ybb`6UmYfb`i bX
6UXYb!K ØfhYa VYf[`]\fY': Yf]Yb`VYYbXYb"

J Yf_Y\fgUi Z_ca a Yb`i bX`6Ui ghY``Yb

A]h'XYa `9bXY`XYf': Yf]Yb`_ca a h'Yg`ni XYa `ni `Y]bYa `5bgh]Y[`XYg
6Yfi Zgj Yf_Y\`fgž`k Ug`]b`[Ubni8Yi hgW`UbX`ni `ni g`Ähn`]WYb
GhØfi b[Yb`ZØ\`fYb`_Ubb"'5i hcZU\ fYf'a ØggYb`g]W`Ui Zj Yf`Äb[YfhY
F Y]gYnY]hYb`Y]bghY``Ybž`]bgVYgcbXYfY`Ui Z`XYb`ghUf_

ZfYe i Ybh]YfhYb`5i hcVU\`bYbž`X]Y`cZhj cb`6Ui ghY`Yb`VYhfc ZYb
g]bX" `a`GW\`b]h`gc`hY`a Ub`Y]bY`[i hY`Dcfh]cb` ; YXi`X`a]hVf]b[Ybž
XYbb`GhUi g`g]bX`j cfdfc[fUa`a`]Yfh"

: Øf`XUg`VYj c fghY\`YbXY`K cW`YbYbXY`[]Vh`Yg`_cb`fYhY`GhfYW`Ybž
Ui ZXYbYb`VYgcbXYfg`j]Y`J Yf`_Y\`f`ni`Yfk UfhYb`]gh" 8Uni`nA\`Yb.

- 8 Ug`5i hcVU\`bbYhni`]b`XYb`6U`i b[g[YV]YhYb`<Ua`Vi f[ž
? Ò`bž`6Yf`]b`i bX`A ØbW`Yb"
- 8]Y` : YfbghfU»Yb`j cb`i bX`ni f`BcfX!`gck]Y`C ghgYY"
- 8]Y`5%`j cb`@ØVYW`_ØVYf`<Ua`Vi f[ž`6fYa`Yb`V]g
8cfha`i bX"
- 8]Y`5` `DUggUi`]b`F]W`hi b[`BØfbVYf[`i bX` : fUb`_Z`fh"
- 8]Y`5)`j cb`6UgY`V]g`?Uf`gfi` \Y`i bX` : fUb`_Z`fh"
- 8]Y`5+`j cb` : `YbgVi f[`bUW`<Ua`Vi f[`gck]Y`j cb
K ØfnVi f[`bUW`i` `a` "
- 8]Y`5,`ž`X]Y`GU`nVi f[`a`]h`A ØbW`Yb`i bX`Ghi`hh[Ufh
j YfV]bXYh"
- 8]Y`5-`nk`]gW`Yb`A ØbW`Yb`i bX`BØfbVYf[`"
- 8Yf`6Yf`]bYf`F]b[ž`5%`\$"
- 8]Y`5%-`j cb`8fY]YW`_K`]hghcW`_#8cggY`V]g`F`cghcW`_"
- 8]Y`5&(`j cb`6Yf`]b`bUW`<Ua`Vi f[`"
- 8]Y`5*`%`@`Xk`][g\`UZYb`V]g`?cV`Ybn`i bX
A ØbW`Yb[`UXVUW`"
- 8]Y`5-` `j cb`?`i ZghY]b`V]g` ðbhU`XfY]YW`_"
- 8]Y`5-`)`#6&`j cb`A ØbW`Yb`bUW` ; Ufa`]gW`!DUfhYb_]fW`Yb"
- 8]Y`5-` -`ž`X]Y`fi bX`i a` `A ØbW`Yb`ZØ`fh"

Ni gÀhn`]W`ni`XYb`GhUi`g`]b`8Yi hgW`UbX`]gh`Ui W`]a`5i g`UbX`a`]h
J YfnÒ[Yfi b[Yb`ni`fYW`bYb" `ðgVYgcbXYfY`VY]a`FØW`_k`Y[`bUW`
8Yi hgW`UbX`i bX`²`ghYffY]W`gc`hYb`F`Y]gYbXY`a`Y\`f`NY]h
Y]bd`UbYbž`XU`]b`XYb`ÒghYffY]W`]gW`Yb`6i bXYg`ÀbXYfb
6i f[Yb`UbXž`K`]Yb`i bX`B`]YXYfØghYffY]W`YVYbZU`g`X]Y` : Yf]Yb
YbXYb" `Dcg]h]` `Ubni`a`Yf`_Yb`]ghž`XUgg`]b`XYf` ; Y[Ybf]W`hi b[ž`U`gc
XYb`F`Y]gYbXYbž`X]Y`Ui`g`8Yi hgW`UbX`]b`X]YgY`F`Y[]cbYb`ZU`fYbž
X]Y`G]hi`Uh]cb`k`Yb][Yf`Ub[YgdUbbh]ghž`XU`k`Yb][Yf`i`f`Ui`VYf
i bhYfk`Y[g`g]bX"

J c fVYfY]hi b['Ui Z'9b[dÄggY

Gc`hYb`XYbbcW`9b[dÄggY`YbhghY\Ybž`k]fX`X]Yg`]bgVYgcbXYfY`Ui Z
XYb`k]W`h[Yb`J Yf_Y\fgUW`gYb`k]Y`XYf`HUi Yfb!ž`K Ygh!ž`b`b`hU`!
i bX`6fYbbYf!5i hcVU`b`gck]Y`Ui Z`XYb`F`ci hYbž`X]Y`j`cb`XYb
]hU`]Yb]gW`Ybž`Z`Ubn`Ög]gW`Yb`i`bX`_fcUh]gW`Yb`?`ØghYb`ni`f`ØW`_]b
X]Y`<Y]a`Uh`Z`Ø`fYbž`XYf`:`U``gY]b``5i`W`X]Y`F`ØW`_fY]gY`Ui`g
G`_UbX]bUj`]Ybž`Dc`Yb`i`bX`XYb`B]YXYf`UbXYb`_`ÖbbhY`YfgW`k`Yfh
k`YfXYb``5i`hcZU`fYf`gc`hYb`XU`Yf`Ui`gY]W`YbX`NY]h`Z`Øf`_]\fY
F`ØW`ZU`f`h`Y]bd`UbYbž`i`a`_ghfYggZfY]`bUW`<Ui`gY`ni`_`[`Y`Ub`[`Yb``K`]Y
[`Yk`c`b`h`k`]fX`Ui`W`X`Ug`gU]gcbU`Y`@_k`!:`U`fj`YfVch`Ua
_ca`a`YbXYb`GUa`ghU[`Z`Øf`Yhk`Ug`9b`h`Ughi`b[`_gc`f[`Ybž`k`Ybb`Ui`W`
bi`f`Z`Øf`_i`fnY`NY]h"

GhUi`i`bX`:`YXi`X`U`g`ghÄbX][`Y`6Y[`Y]hYf

b`5bVYhfUW`h`XYf`HUhgUW`Yž`XUgg`XUg`J`Yf_Y\fgUi`Z`_ca`a`Yb`Ub
XYb`K`c`W`YbYbXYb`]b`XYb`Gca`a`Yfa`cbUhYb`hfUX]h]cbY``UbghY][`hž
gc`hYb`F`Y]gYbXY`[`i`h`j`c`fVYfY]hY`h`gY]b``9bhgdUbbhYg`F`Y]gYb
_`ÖbbhY`X]Yga`U`X`U`Yf`Y`Y`f`f`Uf`gY]bž`j`c`f`U`Ya`k`Ybb`a`Ub`X]Y
VYfY]hg`Ub`[`Ygd`f`c`W`YbYb`6Ui`ghY``Yb`]b`6YhfUW`h`n]Y`h`
:`U`fnYi`[`Z`Ø`f`Yf`hi`b`[`i`h`X`Uf`Ubž`g]W`f`Y`W`h`nY]h][`ØVYf`X]Y
J`Yf_Y\fg`U[`Y`ni`_]bZcfa`]YfYb`i`bX`[`Y`[`Y`VYbYbZU`g`U`h`YfbUh]j`Y
F`ci`hYb`]b`6YhfUW`h`ni`n]Y`Yb"

J`Yf_Y\fgUi`Z`_ca`a`Yb`i`bX`GhUi`dfc[`bcgYb

8]Y`J`Yf_Y\fgg]hi`Uh]cb`Ub`K`c`W`YbYbXYbž`]bgVYgcbXYfY`ni
:`Yf]YbnY]hYbž`k`]fX`Xi`f`W`j`YfgW`]YXYbY`:`U`hc`fYb`VYY]bZi`ggh``@Ui`h
XYa`5857`g]bX`Yg`b]W`h`bi`f`X]Y`i`f`Ui`VgfØW`_Y`fYfž`X]Y`Z`Øf
Yf\`Ø`hYg`J`Yf_Y\fgUi`Z`_ca`a`Yb`gc`f[`Yb``8]Y`G`W`b]h`a`Yb`[`Y`j`cb
F`ØW`_fY]gYj`Yf_Y`f`i`bX`6Yfi`Zgj`Yf_Y`f`Z`Ø`f`h`\`Äi`Z][`ni`GhUi`g`i`bX
`Ub`[`Yb`K`UfhYnY]hYb``6YgcbXYfg`X]Y`5i`hcVU`b`Ybž`X]Y`Ub`[`fc»Y
GhÄXhY`c`XYf`VY`]YVhY`i`f`Ui`Vgn]Y`Y`Ub`[`fYbnYbž`g]bX`\`Äi`Z][
ØVYf`UghYh"

GhUh]gh]gW`Y`8UhYb`nY][`Ybž`XUgg`X]Y`GhUi`\`Äi`Z][`_Y]h`ni

VYgh]a a hYb`NY]hYbž`k]Y`n"6"XYa : Yf]YbYbXY`]b`j YfgWk]YXYbYb
6i bXYg`AbXYfbž`g][b]Z]_Ubh`ni b]a a h" `b`XYf`J Yf[Ub[Yb\Y]h`_Ua
Yg`VY]gd]Y`gk Y]gY`]b`XYb`YhnhYb`š\YfYb`ni `Ä\b`]WkYb`G]hi Uh]cbYbž
k Ybb`a Y\YfY`6i bXYg`AbXYf`[`Y]Wk.nY]h][: Yf]Yb`VYYbXYh`\UVYbž
k Ug`XUg`J Yf_Y\fgUi Z_ca a Yb`k Y]hYf`Ub\Y]nh"

K YhhYfVYX]b[i b[Yb`i bX`] \fY`5i gk]f_i b[Yb

B]Wkhibi f`a YbgWk`]WkY` : U_hcfYb`VYY]bZi ggYb`X]Y
J Yf_Y\fgVYX]b[i b[Yb`"5i Wk`XUg`K YhhYf`gd]Y`hY]bY
YbhgWkY]XYbXY`Fc`Y`"6Y]`gWk`YWk.hYa `K YhhYfž`k]Y`FY[Yb`cXYf
GhUf_k]bXž`_Ubb`Yg`ni`ni gÄhn`]WkYb`J YfnÖ[Yfi b[Yb`_ca a Yb`
8]YgY`6YX]b[i b[Yb`ZØ\Yb`XUni ž`XUgg`X]Y`5i hcZU\YfY`] \fY
; YgWk]bX][_Y]h`fYXi n]YfYb`a ØggYbž`k Ug`XYb`J Yf_Y\fgZi gg
k Y]hYf`\Ya a h`Ni XYa `g]bX`VY]`gc`WkYb`K YhhYfj Yf`Ä`hb]ggYb
a Y\Yf`J Yf_Y\fgi bZÄ`Y`ni `Yfk UfhYbž`k Ug`YVYbZU`g`ni f
GhUi Yb`hk]W`i b[`VY]hfÄ[h`

9]bY`I bhYfgi Wk i b[`XYg`8Yi hgWk Yb`K YhhYfX]YbghYg`nY][hž`XUgg
YI hfYa Y`K YhhYf`U[Yb`]b`XYf` : Yf]Yb.nY]h`b]Wkhibi f`X]Y`G]WkYf\Y]h
Ui Z`XYb`GhfU» Yb`VYY]bhfÄWk.h][Ybž`gc bXYfb`Ui Wk`Yf\YV`]WkY
5i gk]f_i b[Yb`Ui Z`X]Y`J Yf_Y\fgcf[Ub]gUh]cb`\UVYb`": Øf`I f`Ui VYf
i bX`DYbX`Yf`]gh`Yg`XU\Yf`fUhgUa ž`X]Y`K YhhYfj cf\YfgU[Yb`]a `5i [Y
ni `VY\U`hYb`i bX`Yb`hgdFYWkYbX`ni `d`UbYb`"

8YhU]`g

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