

J Yfg]W\ Yfi b['ZØf'XYb 'Gca a Yf. 'GW\ ØhnYb
G]Y 'g]W\ 'i bX '≠ fY 'F Y]gY °

9fZU\ fYb 'G]Yž'k Y`W\ Y'k]W\ h][Yb 'J Yfg]W\ Yfi b[Yb 'ZØf'≠ fYb
I f'Ui V'&\$&) 'bØh]['g]bX'i bX'k]Y 'G]Y'cdh]a U'UV[Yg]W\ Yfh
fY]gYb '_ØbbYb"



8 Yi hgW\ `UbX '!8Yf'Gca a Yf'ghY\hj cf'XYf'HØf'i bX'a]h]\a 'X]Y
F Y]gYnY]h" J]Y'Y'8Yi hgW\ Y'VY[]bbYb'VYfY]hg'Yhnhž'\fY
I f'Ui Vgd`ÄbY'ni 'gW\ a]YXYb" Æ'X]YgYf'NY]h'f]W\ hYhg]W\ 'XYf'6`W_
]a a Yf'\Äi Z][Yf'Ui Z'bchk YbX][Y'J Yfg]W\ Yfi b[Yb"@Ui h'
HU[YggW\ Ui 'gW\ `Y» Yb'bU\Yni 'nk Y]'8f]hhY`XYf'8Yi hgW\ Yb'Y]bY
F Y]gYj Yfg]W\ Yfi b['UVž'i a 'g]W\ 'k Ä\fYbX']\fYf'5i g`UbXgfY]gYb
UVni g]W\ Yfb"

6YgcbXYfg'VY`]YVh'g]bX'X]Y'F Y]gYfØW_hf]hhgj Yfg]W\ Yfi b['i bX'X]Y
5i g`UbXg_fUb_Ybj Yfg]W\ Yfi b["'@YhnhYfY']gh]b'j]Y'Yb': Ä`Yb'U'g
DZ]W\ h'Ubni gY\Ybž'Ui W\ ']bbYf\U'V'XYf'9i fcdÄ]gW\ Yb'I b]cbž'XU
g]Y'X]Y'i bYfk UfhYhYb'6Y\UbX'i b[g_cghYb']a '5i g`UbX'UVXYW_h"
8Uni '[Y\ØfYb'5fnhVYgi W\ Yž'A YX]_Ua YbhY'i bX'Ui W\ 'XYf
F ØW_hfUbgdcfh'bUW\ '8Yi hgW\ `UbX"8]Y [YgYh`]W\ Yb
?fUb_Yb_UggYb'ØVYfbY\ a Yb']a '5i g`UbX'\Äi Z]['bi f'Y]bYb
VY[fYbnhYb'HY]'XYf'?cghYbž'k Ug'XYb'5VgW\ 'i gg'Y]bYf

5i g`UbXg_fUb_Ybj Yfg]WXYfi b[`fUhgUa `a UWXh"

J YfgW]YXYbY `J Yfg]WXYfi b[gcdh]cbYb

Ni gÀhn`]W `ni f`5i g`UbXg_fUb_Ybj Yfg]WXYfi b[`[]Vh`Yg`Y]bY
J]Y`nU\`k Y]hYfYf`C dh]cbYbž`X]Y`F Y]gYbXY`]b`9fk À[i b[`n]Y\Yb
_ÒbbYb""8Uni `nÀ\`Yb`i bhYf`UbXYfYa `X]Y
F Y]gYUVVfi Wj Yfg]WXYfi b[`i bX`X]Y`F Y]gY[YdÀW_j Yfg]WXYfi b["
8]Y`Gh]Zhi b[`K UfYbhYgh`Ya dZ]Y\`h`Ui gXfØW_]W`Y]bY
5i g`UbXg_fUb_Ybj Yfg]WXYfi b[`ZØf`U`Y`F Y]gY`ÀbXYfž`i bX`X]Y
?cghYb`g]bX`a]h`k Yb][Yf`U`g`%\$`9i fc`dfc`↵\f`ZØf`9]bnY`dYfgcbYb
Xi fWUi g`ØVYfgWUi VUf"

9]b`k Y]hYfYf`k]W`h][Yf`Di b`_h]gh`X]Y`J YfhfU[g`Ui ZnY]h"J]Y`Y
Dc`]Wb`V]YhYb`GWXi m`ZØf`NY]hf`Ai a Y`nk]gWYb`" \$`i bX`* \$`HU[Yb"
F Y]gYbXYž`X]Y`a]h`\fYa `Y][YbYb`5i hc`]b`XYb`l f`Ui V`ZU\fybž
gc``hYb`k]ggYbž`XUgg`]f`i: U\fnYi [`]b`XYf`F Y[Y`ØVYf`X]Y`? Zn!
<UZhdZ]W`hj Yfg]WXYfi b[`]a `5i g`UbX`j Yfg]WXYfh`]gh"9]b`B UWk Y]g
ØVYf`X]Y`<UZhdZ]W`hj Yfg]WXYfi b[`YfZc`[h`\Ai Z][`Xi fW`X]Y`; fØbY
?UfhYž`X]Y`]b`Y]b][Yb`@AbXYfb`gc[Uf`DZ]W`h`]gh"

@Y]ghi b[Yb`XYf

5i g`UbXg_fUb_Ybj Yfg]WXYfi b[

8]Y`5i g`UbXg_fUb_Ybj Yfg]WXYfi b[`XYW_h`nU\`fY]WXY`@Y]ghi b[Yb
UVž`X]Y`ZØf`F Y]gYbXY`k]W`h][`g]bX""8Uni `[Y\ØfYb.

- ?cghYbYfgUhm`ZØf`Ua Vi `UbhY`<Y]`VY\UbX`i b[Yb`i bX
NU\ bVY\UbX`i b[Yb
- GhUh]cbÀfY`<Y]`VY\UbX`i b[Yb`]b`_i g]j Y`l bhYf`_i bZhi bX
DZY[Y
- HfUbgdcfh`ni a `5fnh`cXYf`?fUb_Yb\Ui g
- ` VYfZØ\fi b[`]a `HcXYgZU``cXYf`6YghUhi b[g_cghYb`]a
5i g`UbX
- 6Y[`Y]hdYfgcb`]a `?fUb_Yb\Ui g`VY]`?]bXYfb`i bhYf`%,
↵\fYb

8]Y`@Y]ghi b[Yb`[Y`hYb`k Y`hk Y]hž`i bX`F Y]gYbXY` \ UVYb`X]Y`ZfY]Y
 5fnhk U\`"5`YfX]b[g`a ØggYb`5fnhVYgi WXY`]a`5i g`UbX`gcZcfh
 gY`Vgh`VYnU\`h`k YfXYbž`i bX`X]Y`C f][]bU`fYW bi b[Yb`g]bX
 i bVYX]b[h`Ui Zhi VYk U\`fYb`"9]b`?cbhU`h`a]h`XYa
 ?fUb`_Ybj Yfg]WXYfYf`]gh]bgVYgcbXYfY`VY]`Y]bYa
 ?fUb`_Yb\Ui gUi ZYbh\U`h`bchk YbX]["

F UhgW\`À[Y`ni f`J Yfg]WXYfi b[gk U\`

6Y]`XYf`5i gk U\`Y]bYf`J Yfg]WXYfi b[`gc`hYb`J YfVfUi WXYf
]bgVYgcbXYfY`Ui ZX]Y`NU\`i b[ga`cXU`h`hYb`i bX
 GY`VghVYhY]`][i b[Yb`UW hYb`"J]Y`Y`J Yfg]WXYfYf`gW\`]Y» Yb
 VYgh]a`a hY`6Y\UbX`i b[Ybž`k]Y`j cf\YfgY\`VUFY`?fUb`_Y]hYb`cXYf
 6Y\UbX`i b[Ybž`X]Y`XYb`; fi bX`XYf`F Y]gY`XUfghY`Ybž`Ui g`": Øf
 F Y]gYbXYž`X]Y`A]Yhk U[Yb`]b`5bgdfi W\`bY\`a Ybž`]gh`Y]bY`A U`c`fWU!
 Dc`]W]Yfi b[`Ya`dZY`\`Yb`gk Yfhž`XU`X]YgY`ni g`h`n`]WXYb
 < UZhdZ]W\`hgW\`i h`n`V]YhYh`"

8 UfØVYf`\]bUi g`gc`hYb`F Y]gYbXY`[fØbX`]W\`dfØZYbž`cV`g]Y`ZØf`]fY
 6YXØfZb]ggY`Y]b`Fi bXi a`!gcf[`c`g!DU`_Yh`VYbØh][Ybž`XU`X]YgY`c`Zh
 ØVYfZØgg][`gY]b`_ØbbYb`"≠gVYgcbXYfY`X]Y
 F Y]gY[Yd`ÀW`_j Yfg]WXYfi b[`k]fX`\`Ài Z][`U`g`b]W\`h`Ya`dZY`\`Yb`gk Yfh
 YfUW hYhž`XU`XYf`GW`i h`n`]b`XYf`F Y[Y`bi`fi bhYf`VYgh]a`a hYb
 6YX]b[i b[Yb`[fY]Zhž`k À\`fYbX`X]Y`6Y]hf`À[Y`\`cW\`gY]b`_ØbbYb`"

≠g[YgUa`h`]gh`Y]bY`[i h`Ui g[Yk`À\`hY`J Yfg]WXYfi b[`YbhgW\`Y]XYbXž`
 i a`]a`l`f`Ui V`i bVYgcf[h`YbhgdUbbYb`ni`_ØbbYb`"8 UVY]`]gh`Yg
 fUhgUa`ž`g]W\`i a`ZUggYbX`ØVYf`X]Y`j YfgW\`YXYbYb`5b[YVchY`ni
]bZcfa`]YfYb`i bX`XYb`dUggYbXYb`GW`i h`n`]ZØf`X]Y`]bX]j]Xi Y`Yb
 F Y]gYVYXØfZb]ggY`Ui gni k`À\`Yb`"K Y]hYfY`≠Zcfa`Uh]cbYb`XUni
 Z]bXYb`≠hYfYgg]YfhY`VY]gd]Y`gk Y]gY`Ui ZXf`GY]hY`XYf
 J YfVfUi W\`YfnYbhfU`Y`i bhYf`J YfVfUi W\`YfnYbhfU`Y`"

8 YhU]`g	
C fh	8 Yi hgW\`UbX
E i Y`Yb	• k k k "hU[YggW\`Ui "XY

8YhU]`g

- k k k "j YfVfUi WYfnYbhfU`Y"XY

6Ygi WYb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY