

A Ul ' J YfghUddYb ' _Àa dZhi j cf ' < Y]a fYbbYb
]b 'NUbXj ccfh'a]h'`Ub[gUa Yb 'NY]hYb

A Ul ' J YfghUddYb `Ài » Yfh'[fc» Y`l bni Zf]YXYb\Y]h'a]h'XYf'FYX!
6i ``!DYfZcfa UbW']b 'NUbXj ccfhi bX'_Àa dZhi a 'HYa dc'ZØf
XUg'FYbbYb"

A Ul ' J YfghUddYbžXYf'U_hi Y`Y': cfa Y`!%K Y`ha Y]ghYfž\ Uh'gY]bY
l bni Zf]YXYb\Y]h'ØVYf'X]Y'DYfZcfa UbW'gY]bYg'HYUa g'FYX'6i ``
XYi h]W' [Ya UW'h" K]f'g]bX'Y]bZUW'ni ``Ub[gUa "Gck c\`Ui ZY]bY
Fi bXY'U'g'Ui W'VY]XYb'@cb['Fi bg žÀi » YfhY'Yf'g]W'X]fY_h'bUW
XYa 'YfghYb'HfU]b]b['VY]a ': fc» Yb'DfY]g'j cb'NUbXj ccfh': Øf
J YfghUddYb`Ài ZhiXUg'K cWYbYbXY'V]g\Yf'U`Yg'UbXYfY'U'g
cdh]a Užk Ug'gY]bY'<cWgh]a a i b['j cf'XYa ' < Y]a fYbbYb'XÀa dZhi

9f'k Uf'b]W'h'U`Y]b'a]h'gY]bYb'6YXYb_Yb"8 Ug'HYUa '\UhY'Ua
: fY]hU['[fc» Y'GWk]Yf][_Y]hYbžXUg'HYa dc'ni 'Z]bXYb'i bX
fUb[]YfhY'\]bhYf'XYb'?cb_i ffYbhYb'XUj cb"J YfghUddYb'ghY`hY
_Uf.' W'\UVY]a 'A ca Ybh'_Y]bY'5bhk cfhžk]Y'k]f'i bg
j YfVYggYfb'_ØbbYb"5VYf'k]f'gW'Ui Yb'Yg'i bg'Ub"K]f'g]bX
Y]bZUW'ni ``Ub[gUa ' 'gc'g]a dY``]gh'XUg" 'K À\fybX'Yf'j Yfgi W'hž
gY]bYb'D'Uhn]a 'FYbbYb'ni 'g]WYfbžgdØfh'Yf'XYb'8fi W_žj cf
gY]bYb'\Y]a]gWYb': Ubg'Y]bY'ghUf_Y'@Y]ghi b['UVni `]YZYfb"
GW`jY» `]W'\Uh'XYf'B]YXYf'ÀbXYf'gY]hj]Yf'FYbbYb'_Y]bYb'G]Y[
a Y\fyffi b[YbžY]bY'BY[Uh]j gYf]Yž'X]Y`YhnhY'A U`]a 'W\fy'&\$&\$
Ui ZhfUh"

GWk]Yf][Y'6YX]b[i b[Yb'Ua ': fY]hU[

8]Y'K YhYfVYX]b[i b[Yb']b'NUbXj ccfhgd]Y`hYb'J YfghUddYb'b]W'h
]b'X]Y'<ÀbXY"GhUf_Y'K]bXY'i bX'FY[Yb'a UW'hYb'XUg': U\fyb]a
YfghYb'HfU]b]b['VY]bU\Y'i ba Ø[`]W'"9fgh]a '@Ui ZY'XYg

B U\ a]hU[g _cbbhYb`X]Y`HYUa g`Y]b][Y`Fi bXYb`]b`hfcW_YbYb
6YX]b[i b[Yb`ZU\ fYb" " a`nk Y]hYb`HfU]b]b[`_cbbhYb`k]f
XYi h`]WYf`gY\ Ybž`k c`k]f`ghY\ Yb ž`Yf_`ÀfhY`J YfghUddYb`XUbUW`"
8cW`a]h`Y]bYa `F ØW_ghUbX`j cb`ZUgh`XfY]`NY\ bhY`gY`i bXYb`Ui Z
; Ycf[Y`Fi ggY``k Uf`Yf`a]h`Y]bYa `ZØbZhYb`D`Uhn`U`Yg`UbXYfY`U`g
ni Zf]YXYb"

GY]b`HYUa _c``Y[Y`GYf[]c`DYfYn`VYZUbX`g]W`YVYbZU`g`]b`Y]bYf
gW`k]Yf][Yb`@U[Y" `DYfYnž`XYf`]b`XYf`? f]h]_`ghY\ hž`XU`Yf`b]W`h`X]Y
Yf\cZhYb`@Y]ghi b[Yb`nY][hž`\UhY`Ui W`VY]a`<Y]a`fYbbYb`gY]bYg
HYUa _c``Y[Yb`ni`_`Àa`dZYb" " 9g`g]Y\h`VYggYf`Ui gž`U`g`Yg`XUg
9f[YVb]g`Ui ggU[h ž`VY\Ui`dhYhY`Yf`cdh]a`]gh]gW`ž`Ui`gXfØW`_]W`
XUfUi`Z`\]bk`Y]gYbXž`XUgg`bcW`j`]Y`5fVY]h`j`cf`]\bYb`])Y[Y`
5b[Yg]W`hg`XYf`GW`k]Yf][_Y]hYb`k]fX`Yg`ZØf`XUg`HYUa`Y]bY
<YfUi`gZcfXYfi b[`gY]bž`X]Y`; YgW`k]bX][_Y]h`gW`bY``[Ybi`[`ni
ghY][Yfb"

6YgcbXYfg`X]Y`?cb`_i`ffYbn`a`UW`h`Gcf[Yb" `J YfghUddYb`i`bX`gY]b
HYUa`_`UVYb`GW`k]Yf][_Y]hYbž`ni`f`A`YfW`XYg!7fYk`i`a`; Ycf[Y
Fi`ggY``i`bX`@Yk`]g`<Ua`]`hcb`gck`]Y`ni`XYb`A`W@UfYb!D`]`chYb`k`]Y
C`gWUf`D]Ughf`]i`bX`@UbXc`B`c`ff]g`Ui`Zni`gW`]Y»Yb" `Ni`_`Ub[`gUa
k`UfYb`k`]f`Ui`W`]b`XYb`j`Yf[`Ub[`YbYb`F`YbbYbž`U`gc`]gh`Yg`_Y]bY
,`VYffUgW`i`b[`ž`Yf_`ÀfhY`XYf`&*!`À\ f][Y" `8Ug`HYUa`a`i`gg`bi`b
Xf]b[YbX`GhfUhY[]Yb`Yb`hk`]W_Y`bž`i`a`X]Y`DYfZcfa`UbW`ni
j`YfVYggYfb`i`bX`Y]bYb`j`cb`]\bYb`Yf\cZhYb`D`Uhn`Ua`DcX]i`a`ni
g]W`Yfb"

K YhhYfdfc [bcgY`i`bX`F`Yb`bghfUhY []Y

9]bY`XYf`<cZbi b[Yb`ZØf`J YfghUddYb`])Y[h`]b`XYf`K`YhhYfdfc[bcgY
ZØf`XUg`E`i`U`]Zm]b[" `9g`k]fX`F`Y[Yb`Yfk`UfhYhž`k`Ug`a`Ò[`]W`Yfk`Y]gY
X]Y`G]hi`Uh]cb`Ui`Z`XYf`GhfYW_Y`j`Yf`ÀbXYfb`_`ÒbbhY" `Gc``hY`Yf`X]Y
7\`UbW`Yf\`U`hYbž`gY]bY`ZU\`fYf]gW`Yb`:`À\][_Y]hYb`i`bhYf`6Yk`Y]g`ni
ghY``Ybž`_`ÒbbhY`Yf`Y]bYb`j`]Y`j`YfgdfYW`YbXYb`GhUfhd`Uhn`ZØf`XUg
F`YbbYb`Ua`GcbbhU[`g]W`Yfb" `Ub[Yg]W`hg`XYf`j`]Y`Yb
,`VYf\c`j`YfVchYb`Ui`Z`XYa`NUbXj`ccfh!`?i`fg`_`ÒbbhY`X]Yg
YbhgW`Y]XYbX`gY]b"

5bghY`Y`j cb`fi` \][Yb`J Yf`À`hb]ggYb`k]fX`J YfghUddYb`U`Yg`XUfUb
gYhnYb`a` ØggYbž`X]Y`DfcV`Ya` Y`gY]bYg`5i` hcg`fUgW`ni` VY`VYbž
i`a`b]W`h; YZU`f`ni` `Ui` ZYbž`YfbYi`h` \]bhYf`XYb`9fk` Ufhi` b[Yb
ni`fØW`ni` V`Y]VYb`"8Yf`8fi`W`_]gh`cW`. ; Yhf]YVYb`j`cb`gY]bYf
?cb`_i`ffYbn`i`bX`XYb`9fk`Ufhi`b[Yb`XYf`Y]a`]gW`Yb` : Ubgž`V`Y]Vh
UVni`k`UfhYbž`cV`XYf`Ua`h]YfYbXY`7` \Ua`d]cb`X]Y`K`YbXY`gW`UZZYb
_Ubb"

: cfa`Y`!%GU]gcb`&\$&(`]a`6`]W`_

- 8]Y`_ca`a`YbXY` : cfa`Y`!%GU]gcb`i`a`ZUggh`&(`FYbbYb`i`bX`
*`Gdf]bhg"
- 8Yf`GU]gcbUi`Zhu`_h]Z]bXYh]b`6U`fU]b`j`cb`&-`": YVfi`Uf`V]g
&"`A`Àfn`ghUhh"
- 8Ug` :]bU`Y`XYf`GU]gcb`k`]fX`]b`5Vi`8` \UV]`j`ca`"*`"V]g`,"`
8YnYa`VYf`[`YZY]Yfh"
- 8]Y`bYi`Y`GU]gcb`Vf]b[`h`Ui`W`Y]b][`Y`J`Yf`AbXYfi`b[`Ybž`k`]Y
X]Y`F`ØW`_Y`f`XYg`7` \]bU!;`fUbX`Df]i`i`bX`XUg`l`a`VYbYbbYb
XYg`5`d` \U!HUi`f]!HYUa`g`]b`J`]gU`7`Ug` \5dd`F`6"

8]Y`<`YfUi`gZcfXYfi`b[`Ybž`XYbYb`g]W`J`YfghUddYb`[`Y[`YbØVYfg]Y` \hž
fYZY`_h]YfYb`XYb`]bhYbg]j`Yb`K`YhhVYk`YfV`]b`XYf` : cfa`Y`%i`bX`X]Y
 \c` \Yb`5bgdfØW`Yž`X]Y`Ub`]b`[`YghY`h`k`YfXYb`"K`À`fYbX`g]W`X]Y
HYUa`g`Ui`ZX]Y`b`ÀW`ghYb`F`YbbYb`j`cfVYfY]hYbž`V`Y]Vh`YXYf
5i`[`YbV`]W`_YbhgW`Y]XYbXž`i`bX`X]Y`b`ÀW`ghYb`HU[`Y`_`ÖbbhYb`XYb
J`Yf`Ui`Zb]W`h`bi`f`XYf`GU]gcbž`gcbXYfb`Ui`W`XYf`?`Uff]YfY`a`UbW`Yf
 : U`fYf`a`U»`[`YV`]W`VYY]bZi`ggYb"

5`_hi`Y`Y`9b`hk`]W`_`i`b[`Yb`]b`XYf` : cfa`Y`%`

8]Y` : cfa`Y`!%GU]gcb`&\$&`k`Uf`[`Ydf`À[`h]j`cb`]bhYbg]j`Yb
K`Yhh`_Aa`dZYb`i`bX`k`YW`gY`bXYb`8ca`]bUbnYb`i`bhYf`XYb`HYUa`g`
K`À`fYbX`FYX`6i` ``]b`XYf`YfghYb`<`À`ZhY`XYf`GU]gcb`Yg`gW`UZZhYž
Y]bY`XYi`h]W`Y`8ca`]bUbn`ni`nY][`Ybž`_cbbhY`j`cf`U`Ya`A`YfW`XYg
]b`XYb`YhnhYb`F`YbbYb` : cfhgW`f]hY`Yfn]Y`Yb`"8Yf`5i`Zgh]Y[`j`cb
HYUa`g`k`]Y`A`W@ufYb`i`bX` : YffUf`]` \Uh`XUg`K`YhhVYk`YfVgi`a`ZY`X
ghUf`_j`Yf`AbXYfh`"@Ui`h`XYf`U`_hi`Y`Yb`HYUa`k`Yfhi`b[`]Y[`h`FYX`6i` ``
nk`Uf`bcW`j`cfbž`UVYf`XYf`5VghUbX`ni`XYb`J`YfZc`[`Yfb`gW`fi`a`dZh`

8]Y`?cb_i ffYbn`k]fX`Xi fW`ghfUHY[]gW`Y`K YW`gY`XYf` : U\fyf`i bX
BYi j YfdZ]W`hi b[Yb`&\$&(`bcW`]bhYbg]j Yf`k YfXYb`"8]Y`YfghYb
HfU]b]b[gfi bXYb`]b`NUbXj ccfh` \UVYb` [YnY][hž`XUgg`g]W`X]Y
HYUa g`Ui Zk Yb][`j cf\YfgY`VUfY`6YX]b[i b[Yb`]a `FYbbYb
Y]bghY`Yb`a ØggYb"

9]b`GW`ØggY`ZU`hc`f`ZØf`XYb`9fZc`[`]b`XYf`U`hi Y`Yb`GU]gcb`V`Y]VYb
b]W`h`bi f`X]Y`hYW`b]gW`Yb`J YfVYggYfi b[Yb`ž`gcbXYfb`Ui W`X]Y
Fi bXYbnY]hYb`ž`X]Y`j cb`XYb` : U\fyfb` \Yfj cffU[YbX`]a `E i U`]Zm]b[
[YgW`bØfh`k YfXYb`a ØggYb`"8]Y`GhfUHY[]Yb`ž`X]Y`HYUa g
Ubk YbXYb`ž`_ØbbYb`ØVYf`G]Y[`cXYf`B]YXYf`U[Y`Yb`hgW`Y]XYb`"8]Y
_ca a YbXYb`FYbbYb`_ØbbhYb`U`gc`U`Yg`UbXYfY`U`g`j cf\YfgY`VUf
k YfXYb`ž`k Ug`X]Y`GdUbbi b[`ZØf` : Ubg`i bX` : U\fyf`[`Y]W`Yfa U»Yb
Yf\Ø`h"

HYW`bc`c []gW`Y` : cfhgW`f]hhY`i bX F Y[Y`ÀbXYfi b[Yb

9]b`Yb`hgW`Y]XYbXYf`5gdY`hž`XYf`X]Y` : cfa Y`%`_cb]bi]Yf`]W`
VYY]bZi gghž`g]bX`X]Y`hYW`bc`c []gW`Yb` : cfhgW`f]hhY`i bX
F Y[Y`ÀbXYfi b[Yb`" ð`XYf`GU]gcb`&\$&' `k i fXYb`a Y\fyfy`bYi Y
hYW`b]gW`Y`J cfgW`f]ZhYb`Y]b[YZØ`fhž`X]Y`XUfUi ZUVn]Y`Yb`ž`XYb
K YhhVYk YfV`ni `ZØfXYfb`i bX`X]Y`?cghYb`ZØf`X]Y`HYUa g`ni `gYb`_Yb`"
8]Y`9]bZØ`fi b[`j cb`6i X[YhcVYf[fYbnYb`nk]b[h`X]Y`HYUa g`XUni ž
YZ]n]Yb`hYf`ni `UfVY]hYb`i bX`]bbcj Uh]j YfY`@Øgi b[Yb`ni `Yb`hk]W`_Y`b`"
<]YfXi fW`_ØbbhY`Ui W`Y]b`HYUa `k]Y`FYX`6i ``ž`XUg`]b`XYf
J Yf[Ub[Yb`Y]h]j cb`gY]bYf`Z]bUbn]Y`Yb`Gh`Å`_Y`dfcZ]h]Yfh`\Uhž`]bg
GhfUi W`Y`b` [YfUHYb`ž`gc`hY`Yg`b]W`h[Y`]b[Yb`ž`X]YgY
<YfUi gZcfXYfi b[Yb`ni `a Y]ghYfb"

Ni XYa `]gh`X]Y` : c_i gg]Yfi b[`Ui Z`bUW`\U`h][Yfy`5bhf]YVY`i bX`X]Y
J Yfk YbXi b[`j cb`<mVf]XhYW`bc`c []Y`Y]b`k Y]hYfYg`nYbhfU`Yg
H\Ya U`"8]YgY`9b`hk]W`_i b[Yb`_ØbbhYb`b]W`h`bi f`X]Y`I a k Y`hV]`Ubn
j YfVYggYfb`ž`gcbXYfb`Ui W`b`Yi Y`HYW`bc`c []Yb` \Yfj cfVf]b[Yb`ž`X]Y
ØVYf`X]Y` : cfa Y`%`\]bUi g`]b`XYf`5i hca cV`]bXi ghf]Y`5bk YbXi b[
Z]bXYb`_ØbbYb`"HYUa g`g]bX`[YZcfXYfhž`g]W`Ub`X]YgY
F Y[i `]Yfi b[Yb`Ubni dUggYb`i bX`[`Y]W`nY]h][`]\fy`@Y]ghi b[`ni
cdh]a]YfYb`ž`k Ug`ni `Y]bYa `gdUbbYbXYb`K Yhh`_Ua dZi a `X]Y

VYghYb`b[Yb]Yi fg`Y]ghi b[Yb`ZØ\fh"

8YhU]`g

6Ygi W\Yb`G]Y`i bg`Ui Z. `X]Y!b UW\ f]W\ hYb"bYh