GÖXYf`Ybh\Ø`h. `NÄfh`]WXY
A ÄbbYfZfYi bXgWUZh`]a
?cU`]h]cbgUi ggW i gg°

A Uf_i g`GÖXYf`gdf]W h`ØVYf`X]Y`YfghY`G]hni b[`XYg
?cU`]h]cbgUi ggW i ggYg`i bX`bYi Y`A] [fUh]cbgdc`]h]_"
9f_Ybbhb]ggY`i bX`A U» bU\ a Yb`]a `: c_i g"

6Yf`]bž`8Yi hgWU`UbX`!`5a`&- "A U] &\$&) `k Uf`X]Y`dc`]h]gWY
@UbXgWUZh`8Yi hgWU`UbXg`YfbYi hj`cb`gdUbbYbXYb`9b`hk]W_i b[Yb
[YdfÄ[h`: ð`XYf`5F8!GYbXi b[ `A U]gWVYf[Yf`gdfUWU`XYf
VUmYf]gWY`A ]b]ghYfd fÄg]XYb`h`A Uf\_i g`GÖXYf`f7GI`Ł`ØVYf`X]Y`YfghY
G]hni b[`XYg`bYi Yb`?cU`]h]cbgUi ggW i ggYgž`Ub`XYa`Ui`W
6i bXYg_Ubn`Yf`: f]YXf]W`A Yfn`f78I`Ł`i bX`J ]nY`_Ubn`Yf`@Ufg
?`]b[ VY]`fGD8Ł`hY`bU\ a Yb`"GÖXYf`[UV`Ua`ØgUb`hY`9]bV`]W\_Y ]b`X]Y
8mbUa]_]bbYf\U`V`XYf`?cU`]h]cb`i bX`VY`hc`b`hY`Y]bY` nÄfh`]WXY
A ÄbbYfZfYi bXgWUZh`nk ]gWYb`A Yfn`i bX`?`]b[ VY]`ž`X]Y`g]W
gW`bY`Yb`hk ]W\_Y`h`\UVY`"K`Ä`fYb`X`X]Y`VY]XYb`g]W`Xi`nYb`ž`V`]YV
GÖXYf`VY]`XYf`Zcfa`Y`Yb`5b`fYXY`G]Y`[ Y[ YbØVYf`?`]b[VY]"

GÖXYf`\cV`\Yfj`cfž`XUgg`A Yfn`GUg_]U`9g\_Yb`fGD8Ł`a]hY]bYa
6`i a YbghfUi » j`YfUVgW]YXYhYž`XU`g]Y`]\fY`Y`h`hY`G]hni b[ `]a
?cU`]h]cbgUi ggW i gg`\U`hY`"8]Yg`Yf]bbYf`hY`]\b`Ub`X]Y`ZfØ`YfY
dYfgØb`]WY`6Yn]Y\i b[ž`X]Y`Yf`a ]h`9g_Yb`]b`XYf`U`hYb`; fc» Yb
?cU`]h]cb`[Y\UV`h`\U`hY`"Hf`ch`XYf`c`ZYb_i`bX][ Yb`ZfYi`bX`]WYb
5ha`cgd`\ÄfY`Äi » Yf`hY`GÖXYf`Y]b`Yfb`gh\UZhYg`5b`]Y[Yb.`8Yf
?cU`]h]cbgUi ggW i gg`VYgW`ÄZh][ hY`g]W`j`cf`U`Ya`a ]h`XYf
A] [fUh]cbgdc`]h]\_i bX`XYa`: Ua`]Y]bbUW`ni [ `Zøf`gi`Vg]X]Äf
GW`i`hnVY`fY`W`h][ hY`ž`XY`ggYb`5i`ggY`hni b[ `Zøf`nk`Y]`X\`fY
VYgW`cggYb`k`i`fXY`"Ni`XYa`Zc`fXY`f`hY`Yf`j`Yfgh`Äf`hY
; fYbn`cb`hfc`Y`b`ž`]bgVY`gcb`XYfY`Ub`XYb`[ fØ`b`Yb`; fYbn`Yb`ž`i`a`XYf
A] [fUh]cbg\YfUi`gZc`fXYfi`b[ `k`]f\_gUa`ni`VY[Y[bYb"

: c_i g'Ui Z'K]fhgW UZh'i bX' ðj Ygh]h]c bYb

æ 'FU\ a Yb'XYg'YfghYb'?'cU`h]cbgUi ggW i ggYg'Y]b][hYb'g]W X]Y
l b]cb'i bX'X]Y'GD8'Ui ZY]b'GcZcfhdfc[fUa a 'a]h'ZUgh'* \$
A U» bU\ a Yb" '8]YgYg'Dfc[fUa a 'gc``Y]bY' ðj Ygh]h]c bgc ZYbg]j Y
Ubghc» YbžXYfYb'N]Y``Yg']ghž'gck c\`l bhYfbY\ a Yb'U'g'Ui W
6Øf[Yf'ni 'Yb'h'UghYb"': f]YXf]W 'A Yfn'VYhcbhY'X]Y'8 f]b[`]W_Y]h
gW bY``Yf'A U» bU\ a Yb'i bX'_ØbX][hY'Ubž'XUgg'YfghY
9bhgW Y]Xi b[Yb'bcW 'j cf'XYb'Gca a YfZYf]Yb' [Yhfc ZYb'k YfXYb
gc``Yb"@Ufg?']b[VY]'k]Yg'XUfUi Z\ ]bž'XUgg'XUg'A]b]ghYf]i a
XYfnY]h'Ub'Y]bYa ' ; YgYhnYbhk i fZ'ZØf'Y]bYb' ðj Ygh]h]c bgvccghYf
UfVY]hY"

- 6]g'9bXY'&\$&+'gc``Yb'l bhYfbY\ a Yb'j cb'j YfVYggYfhYb
5VgW fY]Vi b[ga Ø[`]W_Y]hYb'dfcZ]h]YfYb"
- 8]Y'?'ØfdYfgW UZhghYi Yf'gc``]b'ZØbZ'GW f]hYb'i a
]bg[YgUa h'ZØbZ'DfcnYbhd i b_hY' [YgYb_h'k YfXYb"
- 6Øf[Yf'gc``Yb'Xi fW 'A U» bU\ a Yb'k]Y'Y]bY'GYb_i b['XYf
A Y\fk YfghYi Yf']b'XYf'; Ughfc bca]Y'i bX'Y]bY'9f\Ø\i b[
XYf'DYbX`YfdUi gW U`Y`Yb'h'UghYh'k YfXYb"
- ; Yd`UbhY' ; YgYhnY'ni f'6Y[fYbni b['XYf'Ni k UbXYfi b['i bX
ni f'5VgW UZZi b['j cb'Hi fVcY]bVØf[Yfi b[Yb'k i fXYb
YVYbZU`g'Ub[Y_ØbX][h"
- 9]bY'FYZcfa 'XYg'K U\`fYW h'g'k i fXY'j cb'GØXYf' [YZcfXYfhž
i a 'X]Y'K Å\`Yfj YfhfYhi b['ni 'ghÅf_Yb"

8]Y'?'cU`h]cb'd`Ubh'ni XYa 'Y]bY'i a ZUggYbXY'9bhVØfc_fUh]g]Yfi b[
a]h'XYa 'N]Y'ž'ðj Ygh]h]c bYb'ni 'Yf'Y]W hYfbž'i bX'k]``[fi bX'Y[YbXY
YbXYfi b[Yb']b'D`Ubi b[ g!ž'6Ui !ž'l a k Y`hž'J Yf[UVY!'i bX
J YfZU\ fYbgfYW h'j cfUbhfY]VYb" NYbhfU`Y ; Ygd fÅW gh\ Ya Yb'k UfYb
Ui W X]Y'8][ ]hU`]g]Yfi b['i bX'X]Y'B'chk YbX][_Y]h'Y]bYg'ghUf_Yb
[YgY`gW UZh]W Yb'Ni gUa a Yb\U`hg"

A][fUh]c b gdc`]h]\_ `]a 'K UbXY`

ð'XYf'A][fUh]c b gdc`]h]_ VYghY\ h'X]Y'< YfUi gZcfXYfi b['XUf]bž'Y]bYb
'?ca dfca]gg'ZØf'X]Y' _ca a YbXYb' ð\ fY'ni 'Z]bXYb" '8]Yg'nY][h'X]Y
5bU'mgY'XYf'Dcg]h]c bYb'XYf'DUfhY]Yb'ni 'a][fUh]c b gdc`]h]gW Yb

H\Ya Yb"Gc'g]bX'VY]gd]Y`gk Y]gY'6]bbYb[ fYbn\_cbhfc`Yb'i bX'X]Y
 FY[Y'i b[Yb'ni a ': Ua ']YbbUWni ['ghf]hh][Y'Di b_hY""8]Y'bYi Y
 ?cU`h]cb'k ]`X]Y'FYU`hÅhYb'XYf'A ][ fUh]cbgdc`h]_`UbYf_YbbYbž
 i a `bchk YbX][Y'JYfÅbXYfi b[Yb'Xi fWni gYhnYb""8UVY]'a ØggYb
 VY]XY'GY]hYb']b'XYf'?cU`h]cb'cZha U`g'dfU_h]_UV`Y`@Øgi b[Yb
 Z]bXYbž'X]Y'XYb'5bZcfXYfi b[Yb'U`Yf'6YhY']][hYb'[YfYW'h'k YfXYb"

9]b'6Y]gd]Y`ZØf'X]Y'Ub[ YghfYVhYb'?ca dfca ]ggY'g]bX'[ Yd`UbhY
 Ni fØW_k Y]gi b[g_cbh]b[YbhY'i bX'X]Y'5i g`U[Yfi b['j cb
 5gm]j YfZU\ fYb'U'g'HY]'Y]bYg'i a ZUggYbXYb'A][fUh]cbg_cbnYdhg"
 8]Y'YfghUf_hY'Ni gUa a YbUfVY]h'a]h']bhYfbUh]cbU`Yb'DUfhbYfb'k]fX
 U`g'YbhgW\Y]XYbX'YfUW'hYhž'i a `X]Y`<YfUi gZcfXYfi b[Yb'XYf
 A][fUh]cb`Ubni [ Y\Yb'i bX'XYb'[ YgY`gW UZh]W\Yb'Ni gUa a Yb\U`h
 ]b'8Yi hgW`UbX'ni `ZØfXYfb"

A Uf_i g'GØXYf'gW`cgg'a ]h'Y]bYf'cdh]a ]gh]gW\Yb'9]bgW`Åhni b[`XYf
 Ni gUa a YbUfVY]h']b'XYf'bYi Yb'?cU`h]cb'i bX'XYf'Bchk YbX][_Y]hž
 X]Y'UbghY\YbXYb'H\Ya Yb'a]h'Y]bYa '[Ya Y]bgUa Yb
 JYfUbhk cfhi b[g[YZØ\`ni `UXfYgg]YfYb""8]Yg'nY][h'g]W\`b]W'h'bi f
 ]b'XYf'A][fUh]cbgdc`h]\_ž'gcbXYfb'Ui W`]b'XYb'k]fhgW UZh]W\Yb
 N]Y`gYhni b[ Ybž'X]Y`_`UfY`F]W`hi b[ 'i bX': cfhgW`f]hh'j YfgdfYW\Yb"

8YhU]`g	
J c fZU``	A][fUh]cbgdc`h]_`
C fh	6Yf`]bž'8Yi hgW`UbX
E i Y`Yb	• k k k "fi \f&("XY • k k k "gi YXXYi hgW\Y"XY • X[Ud"cf[

6Ygi W\Yb'G]Y'i bg'Ui Z.`b!U["bYh