

HUVU_fYXi _h]cb.'B Yi Y '5 bgÄhnY 'ZØf
; Ygi bX\Y]hgdc`]h]_']b': fUb_Zi fh

9bhXYW_Yb'G]Y'X]Y'bYi YghYb'9f_Ybbhb]ggY'ni f
HUVU__cbhfc`Y'i bX'HcVUWw< Ufa 'FYXi W]cb']b
8Yi hgW`UbX"8Yf'5fh]_Y`VY`Yi W`hYh'X]Y'XfUgh]gWYb
[Ygi bX\Y]h]WYb': c`[Yb'XYg'FUi WYbgž'X]Y'Ua V]h]cb]YfhYb
N]Y`Y`XYf'6i bXYgfY[]Yfi b['ni f'GYb_i b['XYf'FUi WYfei chY
V]g'&\$(\$i bX'X]g_i h]Yfh'U'hYfbUh]j Y'GhfUhY[]Yb'k]Y'9!
N][UfYhhYb'i bX'B]_ch]bdci WYg"9fZU\ fYb'G]Yž'k Ufi a 'Y]b
I a XYb_Yb']b'XYf'HUVU__cbhfc`dc`]h]_ 'bchk YbX][']ghž'i a
FUi WYf'VY]a '5i ggh]Y['ni 'i bhYfghØhnYb"



'5`Ufa]YfYbXY`B UW`f]W`hYb`ZØf`U`Y` ; Ygi bX`Y]hgVYk i gghYb.`8]Y
j Yf`YYfYbXYb`5i gk]f`_i b[Yb`XYg`HUVU__cbgi a g`hfYZZYb`b]W`h
bi f`XYi hgW`UbXk Y]hž`gcbXYfb`Ui W`]bhYfbUh]cbU`a]hj c`Yf
K i W`h`-a a Yf`k]YXYf`k]fX`XYi h]W`ž`XUgg`F Ui W`Yb`X]Y`j cfnY]h][Y
HcXYgi fgUW`Y`Bi a a Yf`Y]bg`]ghi bX`Å`f`]W``%&+ "\$\$\$`A YbgW`Yb
]b`8Yi hgW`UbX`XUg`@YVYb`_cghYh` `XUg`g]bX`gW`cW_]YfYbXY`%` `i
U`Yf`HcXYgZÅ`Y`

8cW`Yg[]Vh<cZZbi b[`a `VfUbXbYi Yb`6i W` HUVU__cbhfc`Y
i bX`HcVUWw<`Ufa `FYXi Wh]cb `VY`Yi W`hYb`ZØ\FYbXY
9l dYfh.]bbYb`X]Y`bYi YghYb`A Yh\cXYb`ni f`6Y_Åa dZi b[`XYf
F Ui W`Yf.]bbYbei chY`8]Y`8]g_i gg]cb`XfY\`h]g]W`i a `YfZc`[fY]W`Y
GhfUhY[]Yb`ni f`F Ui W`Yb`hk Ø\bi b[žgW`Ui h`Ui Z`XUg`J`c`fV]`X
9b[`UbX`i bX`k]Xa`Yh]g]W`XYb`[Ygi bX\Y]h]W`Yb` : c`[Yb`XYg
[`Y]W`nY]h][Yb`?cbgi a`g`j`cb`HUVU_`i bX`7UbbUV]g`

5a V]h]cb]YfhY`F`Y[]Yfi b[gn]Y`Y`

8]Y`6i bXYgfY[]Yfi b[`U`h]g]W`Y]b`Y\`f[Y]n][Yg`N]Y`[YghYW`h`8Yb
5bhY]`XYf`F`Ui`W`Yf.]bbYb`]b`XYf`6Yj`Ø`_Yfi b[žXYf`a`ca`YbhUb`VY]
& , `i` `]Y[hž`V]g`&\$(` \$`Ui`Z`YfgW`fYW`_Yb`X`b]YXf][Y`) `i` `ni`XfØW`_Yb`
`8cW`k`]Y`[YbUi`gc`XUg`[YgW`Y\Yb`3`9]b`Y]bZUW`Yg`K`Y]hYf!Gc
a`]h]ghfYb[Yb`J`Yf\`U`hYb]gf]W`h`]b]Yb`k`]fX`X]YgYg`N]Y`b]W`h
YffY]W`Yb`_ØbbYb`8]Y`F`YU`]h`h`3`N][UfYhhYb`fUi`W`Yb`V`Y]Vh`Y]b
XfÅb[YbXYg`DfcV`Ya`XYf`ØZYb`h]W`Yb` ; Ygi bX\Y]h`

GhUhh]bbcj`Uh]j`Yž`f]g]_ca`]bXYfbXY`5`hYfbUh]j`Yb`k`]Y`9!N][UfYhhYb
]bg` ; YgdfÅW`ni`Vf]b[Ybž`VY\`Uffh`X]Y` ; Ygi bX\Y]hgdc`h]_`Ui`Z`XYa
ghf]_hYb`E`i`]h`c`f`X]Y`!5bgUhn`8`Ug`gc`X`Y]»Yb.`5i`Z`ØfYb`c`XYf
ghYfVYb`9]b`6Y]gd]Y`XUZØf`]gh`XUg`X]g_i`h]YfhY`5fca`Ybj`YfVch`ZØf
9!N][UfYhhYb`]ei`]Xgž`XUg`k`Yb][Yf`gW`ÅX`]W`Y`5`hYfbUh]j`Yb
i`bUhhfU`_h]j`a`UW`Yb`gc`5bghUhh`XYb`F`Ui`W`Yfb`DYfgdY`_h]j`Yb`ni
V]YhYbž`X]YgY`k`YfXYb`j`YfVUbb`h`

: c`fgW`i`b[gk`Y]g\`Y]hYb`ZØf`X]Y`Ni`_i`bZh`

DfcZ`8f`GhØj`Yf`ZUggh`X]Y`Yb`hgW`Y]XYb`XYb`9f`_Yb`hb]ggY`Ui`g`XYa
6i`W`d`f`Å[bUbh`ni`gUa`a`Yb.`NU\`fY]W`Y` : c`fgW`i`b[gYf[YVb]ggY
nY][Ybž`XUgg`XYf`?cbgi`a`b]W`h`VfYbb`VUfYf`5`hYfbUh]j`Yb`k`]Y`XYf
9!N][UfYhhY`-)`Dfc`nYb`h`k`Yb][Yf`GW`UXghc`ZY`a`]h]g]W`Vf]b[`h`
8UXi`fW`_Ubb`X]Y`9fZc`[gei`chY`ZØf`XUg`5i`Z`ØfYb`ZUgh]j`YfXc`dd`Y`h
k`YfXYb`9g`k`]fX`N]Y]hž`XYb` : c`_i`g`Ui`Z`Y]b`Y`8]j`Yfg]Z]n]Yfi`b[`XYf
F`Ui`W`Yb`hk`Ø\bi`b[gghfUhY[]Yb`ni`Y[Ybž`ghUhh`bi`f`Ui`Z`XUg
Ghc`dd`Yb`X`XYg`A`]hY`gc`hY`[Ybi`hnh`k`YfXYb`ž`i`a`XYb`A`YbgW`Yb
ni`Y`ZYbž`X]Y`N][UfYhhYb`_`]bhYf`g]W`ni`UggYb`

8]Y' [Ygi bX\Y]h]WXYb'F]g]_Yb'XYg'F Ui WXYbg'_ÒbbYb'bi f
a]b]a]Yfh'k YfXYbž'k Ybb'X]Y'XYi hgWXYb'; Ygi bX\Y]hgVY\ÒfXYb
_`Uf'_ca a i b]n]YfYbž'XUgg'9!N][UfYhhYb'i bX'HUVU_Yf\]hnYf'nk Uf
b]W h'\Ufa `cg'g]bXž'UVYf'k YgYbh']W'k Yb][Yf'gW\ÀX']W'U'g
\Yf_Òa a `]WXY'N][UfYhhYb ž'ZcfXYfh'DfcZ''8f''GhÒj Yf''9]b
l a XYb_Yb']b'XYf'HUVU__cbhfc`dc`]h]_']gh'Yhnh'Xf]b[YbXYf'XYbb
Y''

: Øf'U`Yž'X]Y'h]YZf']b'X]Y'H\Ya Uh]_`Y]bhUi WXYb'a ÒW hYb.
DfYggYUbZfU[Ybž' ðhYfj]Yk g'i bX'_cghYb`cgY'DfYggYYI Ya d`UfY'XYg
6i WXYg'_ÒbbYb'ØVYf'\Y]bc"ghcYj Yf4 ZV("ZfU!i Ug"XY'Ub[YZfU[h
k YfXYb''9g']gh'\ÒW ghY'NY]hZØf'Y]bY'F Yj c'i h]cb']b'XYf
HUVU_dc`]h]_`

8YhU]`g

6Ygi WXYb'G]Y'i bg'Ui Z.'a Y]b!VYf`]b"bYh