

Gdcfh'i bX '8 Ufa [Ygi bX\Y]h. '8 Yf '9]bZ'i gg
XYf 'A]_fcV]chU

8]Y'a YbgW\`jWY'A]_fcV]chUžY]b'_ca d`YI Yg'² _cgmghYa 'Ui g
6]`]cbYb'j cb'A]_fcVYbž'gd]Y'hY]bY'YbhgW\Y]XYbXY'Fc`Y']b
j YfgW\]YXYbYb'V]c`c[]gW\Yb'DfcnYggYbž'XUfi bhYf'X]Y
JYfXUi i b['i bX'X]Y'FY[i 'Y]Yfi b['XYf' a a i bZi b_h]cb"' b'XYb
'YhnhYb'X\`fYb'\Uh'XUg' b'hYfYggY'Ub'XYf'6Yn]Y\i b['nk]gW\Yb
X]YgYf'A]_fcV]chU'i bX'XYf'gdcfh']W\Yb'@Y]ghi b[
ni [Ybca a Yb"'K]ggYbgW\UZh']W\Y'Ghi X]Yb'nY][Ybž'XUgg'X]Y
Ni gUa a YbgYhni b['XYf'A]_fcV]chU'b]W\h'bi f'X]Y': Å\][_Y]h
XYg'? ÒfdYfg'ni f'BÅ\fghcZZUi ZbU\ a Y'VYY]bZi gghž'gcbXYfb
Ui W\X]fY_h'a]h'XYf'FY[YbYfUh]cbž'5i gXUi Yf'i bX
@Y]ghi b[gZÅ\][_Y]hj cb'GdcfhYfb'_cffY`Yfh''8UfØVYf'\]bUi g
\Uh'X]Y'_ÒfdYf']W\Y'6YhÅh][i b['Y]bYb'g][b]Z]_UbhYb'9]bZi gg
Ui Z'X]Y'J]Y'ZU'h'i bX': i b_h]cbU']hÅh'XYf'8Ufa a]_fcV]chU"
Gdcfh'_Ubb'b]W\h'bi f'XUni 'VY]hfU[Ybž'XUg'; 'Y]W\ [Yk]W\h'XYf
A]_fcVYb']a / Ua d^Y``]d/



8]Y'a YbgW\`jWY'A]_fcV]chUžY]b'_ca d`YI Yg'² _cgmghYa 'Ui g
6]`]cbYb'j cb'A]_fcVYbž'gd]Y'hY]bY'YbhgW\Y]XYbXY'Fc`Y']b

j YfgW\jYXYbYb`V]c`c[]gW\Yb`DfcnYggYbž`XUfi`bhYf`X]Y`J YfXUi`i`b[
i`bX`X]Y`F Y[i`Y]fi`b[`XYf`a`a`i`bZ`b_h]cb`"b`XYb`YhnhYb`U\`fYb
\Uh`XUg`b`hYfYggY`Ub`XYf`6Yn]Y\`i`b[`nk`]gW\Yb`X]YgYf`A`[_fcV]chU
i`bX`XYf`gdcfh]W\Yb`@Y]ghi`b[`ni`[`Ybca`a`Yb`"K`]ggYbgW\UZh]W\Y
Ghi`X]Yb`nY][`Ybž`XUgg`X]Y`Ni`gUa`a`YbgYhni`b[`XYf`A`[_fcV]chU`b]W\h
bi`f`X]Y`:`A\][`_Y]h`XYg`?`OfdYfg`ni`f`B`A\`fghc`ZU`i`ZbU`a`Y
VYY]bZi`gghž`gcbXYfb`Ui`W\`X]fY`_h`a`]h`XYf`F Y[`YbYfUh]cbž`5i`gXUi`Yf
i`bX`@Y]ghi`b[`gZ`A\][`_Y]h`j`cb`Gdcfh`Yfb`_`c`ffY`Yfh"

8UfØVYf`\]bUi`g`\Uh`X]Y`_OfdYf`W\Y`6Yh`A]h[i`b[`Y]bYb
g][`b]Z]UbhYb`9]bZi`gg`Ui`Z`X]Y`J`JY`ZU`h`i`bX`:`i`b_h]cbU`]h`A`h`XYf
8Ufa`a`[_fcV]chU`"Gdcfh`_Ubb`b]W\h`bi`f`XUni`VY]hfU[`Ybž`XUg
;`Y]W\`[`Yk`]W\h`XYf`A`[_fcVYb`]a`8Ufa`ni`ZOfXYfbž`gcbXYfb`Ui`W\
XYfYb`J`JY`ZU`h`ni`Yf`\Ø`Yb`"8]Yg`k`]fZh`k`]W\h[`Y`:`fU[`Yb`Ui`Zž`k`]Y
5h`\YhYb`]\`fY`8Ufa`[`Ygi`bX`Y]h`Xi`fW\`[`Yn]Y`hY
9fb`A\`fi`b[`gghfUhY[`]Yb`i`bX`@YVYbggh]`AbXYfi`b[`Yb`cdh]a`]YfYb
_ØbbYbž`i`a`]\`fY`gdcfh]W\Y`@Y]ghi`b[`ni`a`Ui`]a`]YfYb"

b`X]YgYa`5fh]_Y`k`]fX`i`bhYfgi`W\hž`k`]Y`X]Y`A`[_fcV]chU`]b`XYf
J YfXUi`i`b[`i`bX`Gdcfh`Y]ghi`b[`Y]bY`F`c`Y`gd]Y`hž`k`Y`W\Y
5i`gk`]f`_i`b[`Yb`_OfdYf`W\Y`6Yh`A]h[i`b[`Ui`Z`X]Y`A`[_fcV]chU`\Uh`i`bX
k`Y`W\Y`Y`ZY`_h]`Yb`GhfUhY[`]Yb`Yg`[`]Vhž`i`a`X]Y`8Ufa`[`Ygi`bX`Y]h
VY]`Gdcfh`Yfb`Xi`fW\`9fb`A\`fi`b[`i`bX`@YVYbggh]`ni`ZOfXYfb"

8]Y`F`c`Y`XYf`A`[_fcV]chU`]b`XYf`J YfXUi`i`b[
i`bX`Gdcfh`Y]ghi`b[

8]Y`a`YbgW\`]W\Y`A`[_fcV]chUž`Y]b`_ca`d`YI`Yg`²`_cgmgY`a`Ui`g
6]`cbYb`j`cb`A`[_fccf[`Ub]ga`Ybž`gd]Y`h`Y]bY`Yb`hgW\Y]XYbXY`F`c`Y
]b`XYf`J YfXUi`i`b[`i`bX`VYY]bZi`ggh`a`U»[`YV`]W\`X]Y`gdcfh]W\Y
@Y]ghi`b[`"8]YgY`a`[_fcV]Y`Y`Y`Y`a`Y]bgW\UZh`VYghY`\h`Ui`g`6U`hYf]Ybž
J]fYbž`D]`nYb`i`bX`UbXYfYb`A`[_fcVYbž`X]Y`Y]bY`gma`V]ch]gW\Y
6Yn]Y\`i`b[`a`]h`XYa`a`YbgW\`]W\Yb`K`]fh`d`ZY[`Yb`"8]Y
BYi`fY[`i`Uh]cb`i`bX`XYf`A`YhUV`c`]ga`i`g`X]YgYf`A`[_fcVYb`_ØbbYb
j`YfgW\jYXYbY`d`mg]c`c[]gW\Y`DfcnYggY`ghYi`Yfbž`X]Y`ZØf`5h`\YhYb
j`cb`6YXYi`hi`b[`g]bX"

J YfXUi`i`b[`gZi`b_h]cbYb`XYf`A`[_fcV]chU

9]bY`XYf`<Ui dhZi b_h]cbYb`XYf`A]_fcV]chU`]gh`X]Y`I bhYfghØhni b[XYf`J YfXUi i b[``8]Y`6U_hYf]Yb`]a`8Ufa`g]bX`VY]gd]Y`gk Y]gY`]b`XYf @U[YŽ`B U\fi b[gVYghUbXhY`YŽ`X]Y`XYf`a YbgW\`W\Y`? ØfdYf`b]W\h gY`Vgh`UVVUi Yb`_Ubbž`ni`ZYfa`Ybh]YfYb``<]Yf`g]bX`Y]b][Y`XYf gdYn]Z]gW\Yb`6Y]hfÄ[Y`XYf`A]_fcV]chU`ni f`J YfXUi i b[.

- : Yfa`YbhUh]cb`j`cb`6U``Ughghc ZZYb.`8]Y`A]_fcV]chU`\`]Zh VY]`XYf`NYfgYhni b[`j`cb`6U``Ughghc ZZYb`i bX`dfcXi n]Yfh _i fn_Yhh[Y`YhgÄi fYb`fG7: 5gŁ`X]Y`U`g`9bYf[]Yei Y``Y Ži b[]YfYb`i bX`YbhnØbXi b[g\Ya`a`YbXY`9][YbgW\UZhYb Ui Žk Y]gYb"
- J]hUa`]bdfcXi`_h]cb.`9]b][Y`8Ufa`VU_hYf]Yb gmbh\Yh]g]YfYb`J]hUa`]bYŽ`]bgVYgcbXYfY`J]hUa`]b`?`i bX VYgh]a`a`hY`6!J]hUa`]bYŽ`X]Y`ZØf`XYb`Ghc Zk YW\gY`i bX`X]Y 9bYf[]YdfcXi`_h]cb`j`cb`6YXYi hi b[`g]bX"
- A cXi`Uh]cb`XYf`B U\fi b[gUi`ZbU\`a`Y.`8]Y`A]_fcV]chU VYY]bZi`ggh`X]Y`GUh\Y]hi bX`XYb`5ddYh]hž`k Ug`X]fY`_hY 5i gk]f_i b[Yb`Ui`ZX]Y`?U`cf]YbUi`ZbU\`a`Y`i bX`XUg ?ØfdYf[Yk]W\h`\UVYb`_Ubb"

9]bZi`gg`Ui`Z`X]Y`gdcfh`]W\Y`@Y]ghi b[

8]Y`Ni`gUa`a`YbgYhni b[`i bX`J]Y`ZU`h`XYf`A]_fcV]chU`_ØbbYb`Ui`W\ X]Y`gdcfh`]W\Y`@Y]ghi b[`dcg]hj`VYY]bZi`ggYb``J YfgW\]YXYbY Ghi`X]Yb`\UVYb`[YnY][hž`XUgg`5h\`YhYb`\Äi`Z[`Y]bY i bhYfgW\]YX`]W\Y`a`_fcV]Y``Y`Ni`gUa`a`YbgYhni b[`]b`]\fYa`8Ufa]a`J Yf[`Y]W\`ni`B]W\h`5h\`YhYb`Ui`Žk Y]gYb``: c`[YbXY`5gdY`_hY`g]bX \]YfVY]j`cb`6YXYi hi b[.

- 9bYf[]Yj`YfZØ[VUf_Y]h.`9]bY`Ui`g[Yk`c[YbY`A]_fcV]chU _Ubb`X]Y`6]cj`YfZØ[VUf_Y]hj`cb`BÄ`fghc ZZYb`Yf\Ø\Yb`i bX X]Y`5i`gXUi`Yf`Y]ghi b[gZÄ\][_Y]hj`YfVYggYfb"
- 9bhnØbXi`b[gfYU_h]cbYb.`9]bY`[Ygi`bXY`A]_fcV]chU _Ubb`YbhnØbXi`b[g\Ya`a`YbXY`9ZYZ`_hY`Ui`gØVYbž`k Ug`ZØf X]Y`F`Y[YbYfUh]cb`bUW\`]bhYbg]j`Yb`HfU]b]b[gY]b\Y]hYb j`cfhY]`\UZh`]gh"
- Æa`a`i`bgmghYa`.`8]Y`A]_fcV]chU`hfÄ[hni`f`A`cXi`Uh]cb`XYg Æa`a`i`bgmghYa`g`VY]ž`k Ug`5h\`YhYb`j`cf`ÆZY_h]cbYb

gW\ØhnYb`_Ubbž`X]Y`]b`ghfYgg][Yb`HfU]b]b[gd\UgYb`Åi Z][
j cf_ca a Yb"

J Yf\Å`hb]g`nk]gWYb`A]_fcV]chU`i bX`9fbÅ\fi b[

8]Y`9fbÅ\fi b[`Uh`Y]bYb`X]fY_hYb`9]bZi gg`Ui Z`X]Y
Ni gUa a YbgYhni b[`XYf`A]_fcV]chU``6Ygh]a a hY`BU\fi b[ga]hhY`
_ÖbbYb`XUg`K UW\ghi a `bØhn`]W\Yf`6U_hYf]Yb`ZØfXYfb`i bX`X]Y
8]j Yfg]hÅh`XYf`A]_fcV]chU`Yf\Ø`Yb``Ni `XYb`YbhgW\Y]XYbXYb
BU\fi b[gVYghUbXhY]`Yb`[Y\ØfYb.

- 6U``Ughghc ZZY. `@YVYbga]hhY`ž`X]Y`fY]W\`Ub`6U``Ughghc ZZYb
g]bXž`ZØfXYfb`XUg`K UW\ghi a `j cb`d`fcV]ch]gWYb`6U_hYf]Yb"
- : Yfa Ybh]YfhY`@YVYbga]hhY`. `æ[\i fhž?YZ]f`i bX`UbXYfY
ZYfa Ybh]YfhY`DfcXi _hY`g]bX`fY]W\`Ub``YVYbXYb`A]_fcVYbž
X]Y`X]Y`A]_fcV]chU`d`cg]h]j `VYY]bZi ggYb`_ÖbbYb"
- 5bh]cI]XUbh]Yb. `C`Vghi bX`; Ya ØgYž`X]Y`fY]W\`Ub
5bh]cI]XUbh]Yb`g]bXž`i bhYfghØhnYb`X]Y`; Ygi bX\Y]h`XYf
A]_fcV]chU`i bX`\UVYb`YbhnØbXi b[g\Ya a YbXY
9][YbgW\UZhYb"

8]Y`5i Za Yf_gUa _Y]h`Ui Z`X]Y`A]_fcV]chU`]b`XYf`9fbÅ\fi b[`j cb
Gdcfh`Yfb`ÖZbYh`bYi Y`DYfgdY_h]j Yb`ZØf`X]Y`C`dh]a]Yfi b[`]\fYf
@Y]ghi b[`i bX`; Ygi bX\Y]h``J cf`X]YgYa `<]bhYf[fi bX`]ghY]bY
X]ZZYfYbn]YfhY`6YhfUW\hi b[`XYf`K YW\gY`k]f_i b[Yb`nk]gWYb
A]_fcV]chU`ž`9fbÅ\fi b[`i bX`gdcfh]W\Yf`5_h]j]hÅh] cb`]a a YbgYf
6YXYi hi b["

9]bZi gg`j cb`_ØfdYf`]W\Yf`6YhÅh][i b[`Ui Z`X]Y
Ni gUa a YbgYhni b[`XYf`8Ufa a]_fcV]chU

8]Y`K YW\gY`VYn]Y\i b[`nk]gWYb`_ØfdYf`]W\Yf`6YhÅh][i b[`i bX`XYf
Ni gUa a YbgYhni b[`XYf`8Ufa a]_fcV]chU`]ghY]b`ZUgn]b]YfYbXYg
: cfgW\i b[gZ`Xž`XUg`ni bY\`a YbX`Ub`6YXYi hi b[`[Yk]bbh"
J YfgW\]YXYbY`Ghi X]Yb`nY][Ybž`XUgg`fY[Y`a Å»][Y`_ØfdYf`]W\Y
5_h]j]hÅh`b]W\h`bi f`X]Y`_ØfdYf`]W\Y`;]hbYgg`j YfVYggYfhž`gcbXYfb
Ui W\`Y]bYb`g][b]Z]_UbhYb`9]bZi gg`Ui Z`X]Y`J]Y`ZU`h`i bX
Ni gUa a YbgYhni b[`XYf`a]_fcV]Y``Yb`; Ya Y]bgW\UZh]a `8Ufa `Uh`

8]YgY`J YfÅbXYfi b[Yb`_ÖbbYb`h]YZ[fY]ZYbXY`5i gk]f_i b[Yb`Ui Z
X]Y`; Ygi bX\Y]h`i bX`XUg`K c\`VYZ]bXYb`\UVYbž]bgVYgcbXYfY`VY]
Gdcfh`Yfb"

?ÖfdYf`]WXY`5_hj]]hÅh`\Uh`X]Y`: Å\][_Y]hž`X]Y`Ni gUa a YbgYhni b[
XYf`A]_fcVYb`]a `8Ufa `ni `a cXi `]YfYb``Ni `XYb`\Åi Z]
VYcVUW`hYhYb`J YfÅbXYfi b[Yb`[Y\ÖfYb.

- 9f\Ö\i b[`XYf`5fhYbj]Y`ZU`h. `Gdcfh]WXY`5_hj]]hÅhYb
g]bX`a]h`Y]bYf`\Ö\YfYb`a]_fcV]Y``Yb`8]j Yfg]hÅh
j YfVi bXYbž`k Ug`U`g`NY]WXYb`Y]bYf`[Ygi bXYb`A]_fcV]chU
[]`h"
- J YfÅbXYfi b[Yb`XYf`gdYn]Z]gWXYb`6U_hYf]YbUfhYb.
6Ygh]a a hY`6U_hYf]Yb[Uhi b[Ybž`k]Y`:]fa]W`hYg`i bX`
6UW`hYfc]XYhYgž`_ÖbbhYb`i bhYf`9]bZi gg`j cb`fY[Y`a Å»][Ya
HfU]b]b[`ni bY\`a Yb`cXYf`UVbY\`a Yb"
- : ÖfXYfi b[`j cb`_i fn_Yhh][Yb`: YhhgÅi fYb`fG7: 5gŁ.
8i fW`XYb`J YfnY\`f`j cb`6U`UghghcZZYbž`XYf`cZh`a]h
gdcfh]WXYf`6YhÅh][i b[`Y]b\Yf[Y\hž`k]fX`X]Y`DfcXi _h]cb
j cb`G7: 5gž`X]Y`YbhnØbXi b[g\Ya a YbXY`9][YbgW`UZhYb
VYg]hYbž`[YghY][Yfh"

9g`]gh`k]W]h][`ni `VYUW`hYbž`XUgg`b]W`h`U`Y`5fhYb`j cb`6Yk Y[i b[
X]Y`A]_fcV]chU`[`Y]W`VYY]bZi ggYb``5i gXUi YfhfU]b]b[ž`k]Y`@Ui ZYb
cXYf`FUXZU\`fYbž`gW`Y]bh`VYgcbXYfg`dcg]h]j `Ui ZX]Y`a]_fcV]Y``Yb
; Ya Y]bgW`UZhYb`ni `k]f_Yb``9]bY`A YhUUbU`mgY`\Uh[YnY][hž`XUgg
5i gXUi Yfgdcfh`Yf`]a `J Yf[`Y]W`ni `GYXYb`hÅfYb`Y]bY`g][b]Z]Ubh
\Ö\YfY`a]_fcV]Y``Y`J]Y`ZU`h`Ui ž`k Y]gYb``8]Yg`_ÖbbhY`XUfUi Z
\]bXYi hYbž`XUgg`]bhYbg]j Y`5i gXUi YfVY`Ughi b[Yb`X]Y
6U_hYf]Ybj]Y`ZU`h`VY[Øbgh][Yb`i bX`XYf`; Ygi bX\Y]h`XYg`8Ufa g
ni [i hY_ca a Yb"

9]b`k Y]hYfYg`fY`Yj UbhYg`?cbnYdh`]gh`X]Y`gc[YbUbbhY` 8Ufa !<]fb!
5W`gY ``8]YgY`V]X]fY_h]cbU`Y`?ca a i b[_Uh]cbggghfU»Y`nk]gW`Yb
XYa `A U[Yb!8Ufa !HfU`h`i bX`XYa `nYbhfU`Yb`BYfj YbgmghYa `k]fX
Xi fW`_ÖfdYf`]WXY`5_hj]]hÅh`dcg]h]j `VYY]bZi ggh``5_hj]]hÅh`_Ubb`X]Y
5i ggW`Øhhi b[`j cb`BYi fchfUbg`a]hYfb`k]Y`GYfc`cb]b`i bX
8cdUa]b`ZÖfXYfbž`X]Y`k]YXYfi a `X]Y`A]_fcV]chU`VYY]bZi ggYb"

9]b][Y`Ghi X]Yb`\\UVYb`[YnY][hžXUgg`gdcfh]WXY`6YhÅh][i b[`X]Y
DfcXi _h]cb`j cb`VYgh]a a hYb`6U_hYf]Yb`ZØfXYfb`_Ubbž`X]Y`ZØf`X]Y
Gmb\\YgY`j cb`BYi fchfUbgga`jhhYfb`j YfUbhk cfh]WXY`g]bXž`k Ug`ni
Y]bYf`j YfVYggYfhYb`Gh]a a i b[`i bX`_c[b]h]j Yb`i b_h]cbYb`ZØ\\fYb
_Ubb"

8]Y`5fh`i bX`8Ui Yf`XYf`_ØfdYf`WXYb`6YhÅh][i b[`g]bX
YbhgWXY]XYbX"9]bY`HUVY`Y`_ØbbhY`X]Y`j YfgWXYXYbYb
HfU]b]b[gUfhYb`i bX`XYfYb`5i gk]f_i b[Yb`Ui Z`X]Y`a]_fcV]Y`Y
Ni gUa a YbgYhni b[`XUfghY`Yb.

HfU]b]b[gUfh	K]f_i b[`Ui Z`X]Y`A]_fcV]chU
5i gXUi YfhfU]b]b[9f\\Ø\\i b[`XYf`5fhYbj]Y`ZU`hi bX G7: 5!DfcXi _h]cb
?fUZhhfU]b]b[J Yff]b[Yfi b[`VYgh]a a hYf dUh\\c[YbYf`6U_hYf]Yb
hYfj U`hfU]b]b[GhY][Yfi b[`XYf`a]_fcV]Y`Yb 8]j Yfg]hÅhž`_i fnZf]gh][Y Ybh[]ZhYbXY`9ZZY_hY

9]b`j]bhYfYggUbhYf`5bgUhn`]gh`Ui WXY`X]Y`6YhfUWXYhi b[`j cb`A]_fcV]chU!
HfUbgd`UbhUh]cbYb`i bX`XYfYb`dchYbn]Y`Y`5bk YbXi b[Yb`ja
Gdcfh`9fghY`Ghi X]Yb`XYi hYb`XUfUi Z`\\bžXUgg`X]Y`_ VYfhfU[i b[
j cb`A]_fcV]chU`Ui g`XYb`8Ufa `Y]bYg[Ygi bXYb`Gdcfh`Yfg
d cg]h]j Yb`9]bZi gg`Ui Zi bYfZU\\fYbY`Gdcfh`Yf`\\UVYb`_ØbbhY`"8]YgY
9f_Ybhb]ggY`YfØZZbYb`bYi Y`DYfgdY_h]j Yb`ZØf`X]Y
@Y]ghi b[gghY][Yfi b[`Xi fWXY`A]_fcV]chU!A UbU[Ya Ybh"

8]Y`K YWXY`k]f_i b[Yb`nk]gWXYb`Gdcfh`i bX`A]_fcV]chU`g]bX
_ca d`YI `i bX`bcWXY`b]WXYh`j c`ghÅbX][`j YfghUbXYb`"8Yb`bcWXY`]gh`Yg
i bVYghfY]hUfž`XUgg`fY[Y`a Å»][Y`_ØfdYf`WXY`5_h]j]hÅh`Y]bYb
d cg]h]j Yb`9]bZi gg`Ui Z`X]Y`_ Ygi bX\\Y]h`XYf`8Ufa a]_fcV]chU`\\Uhž
k Ug`Y]bY`gdUbbYbXY`DYfgdY_h]j Y`ZØf`ni _ØbZh][Y`i cfgWXYi b[`i bX
X]Y`9b`hk]W`i b[`[Yn]Y`hYf`HfU]b]b[g!`i bX`9fbÅ\\fi b[gghfUhY[]Yb
ZØf`Gdcfh`Yf`XUfghY`h"

GhfUhY[]Yb`ni f`C dh]a]Yfi b[`XYf
8Ufa [Ygi bX\\Y]h`ZØf`Gdcfh`Yf`Xi fWXY

9fbÀ\fi b['i bX '@YVYbggh]`

8]Y'Cdhja]Yfi b['XYf'8Ufa [Ygi bX\Y]h'gd]Y'h'Y]bY'YbhgW\Y]XYbXY
Fc`Y'ZØf'X]Y'gdcfh]W\Y '@Y]ghi b['i bX'XUg'U`[Ya Y]bY
K c\`VYZ]bXYb'j cb'GdcfhYfb" 9]bY[Ygi bXY'A]_fcV]chU'_Ubb
9bmØbXi b[Yb'fYXi n]YfYbž'X]Y'BÀ\fghcZZUi ZbU\ a Y'j YfVYggYfb
i bX'XUg' a a i bgmghYa 'ghÀf_Yb""9g[]Vh'j YfgW\]YXYbY'GhfUHY[]Ybž
X]Y'GdcfhYf'j YfZc`[Yb'_ØbbYbž'i a 'X]Y'; Ygi bX\Y]h']\fYf
8Ufa a]_fcV]chU'Xi fW\ 9fbÀ\fi b['i bX '@YVYbggh]'ni 'ZØfXYfb"

9]b'k]W\h[Yf'5gdY_h'XYf'9fbÀ\fi b[']gh'X]Y'6U`UghghcZZni Zi \f"
6U`UghghcZZY'g]bX'dfÀV]ch]gW\Y'Gi VghUbnYbž'X]Y'XUg'K UW\ghi a
j cb[Ygi bX\Y]hgZØfXYf']W\Yb'6U_hYf]Yb'ja '8Ufa 'i bhYfghØhnYb"
GdcfhYf'gc`hYb'Zc`[YbXY'VU`UghghcZZfY]W\Y'B U\fi b[ga]hhY`]b
]\fY'9fbÀ\fi b[']bhY[f]YfYb.

- : fØW\hY'k]Y'ÿdZY`ž'6UbUbYb'i bX'6YYfYb
- ; Ya ØgY'k]Y'6fc__c`]ž'UfchhYb'i bX'Gd]bUh
- Jc`_cfbdfcXi _hY'k]Y'<UZYfZcW_Yb'i bX'Jc`_cfbVfch
- <Ø'gYbZfØW\hY'k]Y'6c\ bYbž'@]bgYb'i bX'?]W\YfYfVgYb

8UfØVYf'\]bUi g]gh'X]Y'9]bbU\ a Y'j cb'dfcV]ch]gW\Yb
@YVYbga]hhY'b'Y]b'k]f_i b[gj c`Yf'5bgUhn'ni f': ØfXYfi b['Y]bYf
[Ygi bXYb'A]_fcV]chU""DfcV]ch]_U'Ybh\U'hYb'`YVYbXY
A]_fccf[Ub]ga Ybž'X]Y'Y]bYb'dcg]hj Yb'9]bZi gg'Ui ZX]Y'8Ufa ZcfU
Ui gØVYb'_ØbbYb""Ni 'XYb'dfcV]ch]gW\Yb '@YVYbga]hhY'b'nÀ\`Yb.

- ∞[\i fh'a]h`YVYbXYb'?i `hi fYb
- ?YZ]f
- : Yfa Ybh]YfhYg'; Ya ØgY'k]Y'GUI Yf_fUi hi bX'?]a W\]
- ?ca Vi W\U

BYVYb'XYf'9fbÀ\fi b['g]bX'Ui W\ '@YVYbggh]'ZU_hcfYb'j cb
6YXYi hi b["'9]b'Ub[Ya YggYbYg'A U» 'Ub'? ØfdYf`]W\Yf'5_h]j]hÀh
ZØfXYfh'b]W\h'bi f'X]Y'U`[Ya Y]bY':]hbYggž'gcbXYfb'_Ubb'Ui W\`X]Y
8]j Yfg]hÀh'XYf'8Ufa a]_fcV]chU'Yf\Ø\Yb"GdcfhYf'gc`hYb
fY[Y'a À»]['hfU]b]YfYbž'k cVY]'gck c\`5i gXUi Yf!'U'g'Ui W\
?fUZhfU]b]b[']b'XYb'HfU]b]b[gd'Ub']bhY[f]Yfh'k YfXYb'gc`hYb"

8 UfØVYf\]bUi g`_Ubb`XYf`GwX`UZ`Y]bYb`Yf\YV`]WXYb`9]bZi gg`Ui Z
X]Y`A]_fcV]chU`\"UVYb\"`I bni fY]WXYbXYf`cXYf`gW`YWxhYf`GwX`UZ
_Ubb`XUg`; `Y]W [Yk]Wxh`XYf`8 Ufa ZcfU`ghØfYb``8 U\Yf`gc``hYb
Gdcfh`Yf`Ui Z`Ui gfY]WXYbXYb`i bX`ei U`]hUh]j`\"cWk Yfh][Yb`GwX`UZ
UWxhYbž`i a`]\fY`8 Ufa [Ygi bX\Y]h`ni`cdh)a]YfYb"

8 Yf`GhfYgg`Yj Y``\Uh`YVYbZU``g`i ba]hY`VUFY`5i gk]f_i b[Yb`Ui Z
X]Y`A]_fcV]chU``<c\Yf`GhfYgg`_Ubb`ni`Y]bYf`8 mgV]cgY`ZØ`fYbž`X]Y
g]Wx`bY[Uh]j`Ui Z`X]Y`J YfXUi i b[`i bX`X]Y`B`A`fghcZU`i ZbU`a Y
Ui gk]f_h``A Yh`cXYb`ni f`GhfYggfYXi _h]cbž`k]Y`A YX]hUh]cbž`Mč[U
cXYf`5hYa ØVi b[Ybž`gc``hYb`]b`X]Y`Fci h]bY`j cb`Gdcfh`Yfb
]bhY[f]Yfh`k YfXYbž`i a`]\fY`a YbhU`Y`i bX`_ØfdYf`]WXY`; Ygi bX\Y]h
ni`ZØfXYfb"

Ni gUa`a YbZUggYbX`Äggh`g]Wx`gU[Ybž`XUgg`Gdcfh`Yf`Xi fWx`Y]bY
Ui g[Yk c[YbY`9fb`A`fi b[ž`fY[Y`a`Ä»][Y`6Yk Y[i b[ž[i hYb`GwX`UZ
i bX`GhfYgga UbU[Ya Ybh`ghfUhY[]gWx`X]Y`; Ygi bX\Y]h`]fYf
A]_fcV]chU`cdh)a]YfYb`_ØbbYb``8]YgY`A U»bU`a Yb`hfU[Yb`b]Wx h
bi f`ni f`J YfVYggYfi b[`XYf`gdcfh]WXYb`@Y]ghi b[ž`gcbXYfb`Ui Wx
ni a`U``[Ya Y]bYb`K c`\VYZ]bXYb`VY]ž]bXYa`g]Y`XUg
=a`a`i bgmghYa`gh`Af_Yb`i bX`X]Y`J YfXUi i b[gZ`b_h]cb
i bhYfghØhnYb"

: Un]h.`8]Y`Gma`V]cgY`j cb`Gdcfh`i bX
8 Ufa [Ygi bX\Y]h

≠`XYf`5bU`mgY`XYf`k YWx`gY`gY]h][Yb`6Yn]Y\i b[`nk]gWXYb`Gdcfh
i bX`8 Ufa [Ygi bX\Y]h`k]fX`XYi h]Wx`ž`XUgg`X]Y`A]_fcV]chU`Y]bY
YbhgWxY]XYbXY`F`c``Y`gd]Y`hž`gck c``]b`XYf`J YfXUi i b[`U`g`Ui Wx`]b
XYf`gdcfh]WXYb`@Y]ghi b[``8]Y`9f[YVb]ggY`nY][Ybž`XUgg`Y]bY
[Yn]Y`hY`6YY]bZi ggi b[`XYf`Ni gUa`a YbgYhni b[`XYf
8 Ufa`a]_fcV]chU`Xi fWx`_ØfdYf`]WXY`6Yh`Äh][i b[`b]Wx`h`bi f`X]Y
:]hbYgg`i bX`5i gXUi Yf`j cb`Gdcfh`Yfb`ghY][Yfb`_Ubbž`gcbXYfb`Ui Wx
XYfYb`U``[Ya Y]bY; Ygi bX\Y]h`ZØfXYfh"

8]Y`9f_Ybbhb]ggY`ØVYf`XYb`9]bZi gg`j cb`6Yk Y[i b[`Ui Z`X]Y
A]_fcV]chU`i bhYfghfY]WXYb`X]Y`B`chk`YbX][_Y]hž`gdcfh]WXY
5_h]j]h`AhYb`U`g`]bhY[fU`Yb`6YghUbXhY`]Y]bYf[Ub`n\Y]h]WXYb

GhfUhY[]Y`ni f`J YfVYggYfi b[`XYf`8 Ufa [Ygi bX\Y]h`ni `VYhfUW\hYb`
8 UfØVYf`\]bUi g`k YfXYb`Xi fW\`UbdUggi b[gZ\][Y`9fbÀ\fi b[g!
i bX`@YVYbggh]`ghfUhY[]Yb`[Yn]Y`hY`A U» bU\`a Yb`j cf[YghY``hž`X]Y
Gdcfh`Yf`i bhYfghØhnYb`_ØbbYbž`\fY`A]_fcV]chU`ja `G]bbY`XYf
@Y]ghi b[gghY][Yfi b[`i bX`XYg`K c`\`VYZ]bXYbg`ni `cdh]a]YfYb`

Ð`Ni _i bZh'gc``hY`X]Y` : cfgW\i b[`k Y]hYf[Y\YbXY`Ghi X]Yb
Xi fW\ZØ\fYbž`i a `X]Y`_ca d`YI Yb`ÐhYfU_h]cbYb`nk]gW\Yb`XYf
A]_fcV]chUž`XYa `]bX]j]Xi Y``Yb`Gdcfhj Yf\U`hYb`i bX`XYf
U``[Ya Y]bYb`; Ygi bX\Y]h`ni `YbhgW\`ØggY`b``Ðg[YgUa h
j YfXYi h`W\h`X]YgYf`Ni gUa a Yb\Ub[`X]Y`6YXYi hi b[`Y]bYf
Zc_i gg]YfhYb`< YfUb[Y\Ybgk Y]gY`Ub`X]Y`8 Ufa [Ygi bX\Y]h`U`g
GW\`ØggY`ni f`J YfVYggYfi b[`XYf`gdcfh]W\Yb`@Y]ghi b[gZ\][_Y]h
i bX`XYf`U``[Ya Y]bYb`@YVYbgei U`]hÀh`

8YhU]`g

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!Z]hbYgg`bYh