Dc`_ 7ci bhm 5fhg; fci dg Hf]i a d\ Ug GhUhY; fUbhg F YghcfY J]hU`: i bX]b[

9I d`cfY h\Y fYWbh ghUhY Zi bX]b[ Zcf Dc`_ 7ci bhm Ufhgž
\][\`][ \h]b[ [fUbhg Zcf`cWU`cf[ Ub]nUh]cbg Ua ]X`cb[c]b[
W\U``Yb[Yg"

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@U_Y 7ci bhmž: `cf]XU`! ⊦ U`k Y Wca Y hi fb cZ Yj Ybhg Zcf h\Y Ufhg
Wca a i b]hm]b : `cf]XUž; cj Yfbcf Fcb 8YGUbh]g \Ug cZZYfYX U
`]ZY`]bY hc W `hi fU``Ybh]h]Yg h\Uh ZUWX gYj YfY Vi d[Yh W hg `Ugh
mYUf" 5ZhYf Y`]a]bUh]b[U``ghUhY Zi bX]b[Zcf Ufhg]b U dfYj]ci g`m
XfUgh]Wa cj Yž h\]g mYUfž Zci f XYgYfj]b[`cf[ Ub]nUh]cbg ]b Dc`_
7ci bhm \Uj Y gi WWYggZi``m gYW fYX ghUhY [fUbhgž U`g g][b]Z]WUbh
Vccgh Zcf `cWU`Ufhg]b]h]Uh]j Yg" H\Y k Y`!XYgYfj YX [fUbhgž \UbXYX
ci h Vm : `cf]XU g 8YdUfha Ybh cZ GhUhYž k]``gi ddcfh h\YgY Ybh]h]Yg
Xi f]b[h\Y i dWca]b[Z]gWU``mYUf"

5WWcfX]b[hc H\Y @YX[Yfž h\Y UZZYWhYX cf[Ub]nUh]cbg UfY
h\f]j]b[Ua]Xgh h\Y hci [\ Zi bX]b[W]a UhYž k]h\ h\Y @U_Y UbX
7ca a i b]hm H\YUhYf UbX H\YUhYf K]bhYf < Uj Yb Vch\ gWcf]b[`- - ")

dc]bhgžYUfb]b[´[fUbhg cZ¨ - $ž$$$ UbX ¨ %%- ž) $$ fYgdYWh]j Y`m"
H\Y 6c_ Hck Yf ; UfXYbg fYW`]j YX ¨ %) $ž$$$ k]h\ U gWcfY cZ - *") ž
k \]`Y h\Y : `cf]XU 7\]`XfYb g A i gYi a žgWcf]b[´1 gh UVcj Y h\Y
h\fYg\c`X Uh -) ž]g gYh hc fYW`]j Y ¨ %) $ž$$$ Ug k Y`" H\]g Zi bX]b[
]g d]vchU`Zcf h\Ya ´hc Wbh]bi Y h\Y]f dfc[fUa g UbX Wca a i b]hm
ci hfYUW\ YZZcfhg"

7ca d`Yl 5dd`]WUh]cb DfcWYgg

H\Y U``cWUh]cb dfcWYgg]g ZUf Zfca ghfU][\hZcfk UfX" 9UW\
cf[Ub]nUh]cb a i gh Udd`m Ubbi U`m UbX [c h\ fci [\ U f][cfci g
UddfU]gU`h\Uh i gYg U gWcf]b[ gmghYa WUddYX Uh %$$ dc]bhg" Cb`m
h\cgY gWcf]b[´-) cf \][\Yf UfY Wbg]XYfYX Zcf Zi ``Zi bX]b[" 5 hchU`
cZ ¨ %) a]``cb k ]``VY g\UfYX Ua cb[gh h\Y fYa U]b]b[´(*'
Udd`]WUbhg k \c `X]Xb ´a YYh h\]g \][\ VUf" H\]g mYUfž h\Y ghU_Yg
k YfY Yj Yb \][\Yfž k]h\ h\Y : `cf]XU @Y[ ]g`Uhi fY XYg[bUh]b[´cj Yf
¨ %, "' a]``cb Zcf Ufhg UbX Wi `hi fY [ fUbhgž Vi h gi fdf]g]b[ `mž a cfY
h\Ub \U`Zcf Udd`]WUbhg cbVY U[U]b ZY``g\cfhž]bWi X]b[´h\Y @U_Y
K U`Yg 5fhg 7ci bW]`ž k]W\ WUa Y]b Uh -' ") dc]bhg UbX fYei YghYX
¨ - $ž$$$" Ch\Yf `cWU`cf[Ub]nUh]cbgž gi W\ Ug h\Y Dc`_ H\YUhfY UbX
@U_Y UbX Gma d\cbm CfW\YghfUž gWcfYX -& UbX -% fYgdYWh]j Y`mž
U`gc a]gg]b[´ci h"

8Ufm K UfXž YlYW h]j Y X]fYWhcf cZ h\Y Dc`_ 5fhg UbX 7i `hi fY
5``]UbWYž YldfYggYX [fUh]hi XY Zcf h\Y fYghcfYX Zi bX]b[ž
\][\`][ \h]b[ ´k \Uh ]h W`ci `X a YUb Zcf h\Y Wca a i b]hm" ±g U VfYUh\
cZ ZfYg\ U]f UZhYf `Ugh mYUf g a Ugg]j Y Wi hVUW_gž k \YfY Ufhg
cf[Ub]nUh]cbg gWfUa V`YX Zcf fYgci fWg UbX ZUWYX X]fY Vi X[YhUfm
WcbghfU]bhg" 5g XYhU]`YX Vm K @F B ž h\Y Ufhg \Uj Y Z]bU``m ghUfhYX
hc fYWY]j Y gca Y cZ h\Y Z]bUbW]U`gi ddcfh h\Ym XYgdYfUhY`m
bYYX U`VY]h bch k ]h\ci h ]hg i fX`Yg" A Umcf K UfX]g \cdYZ] ``h\Uh
h\YgY W\Ub[Yg k]``]a dfcj Y bch 1 gh Zi bX]b[´Uj U]`UV]`]hm Vi h U`gc
a cfU`Y k]h\]b h\Y Ufhg Wca a i b]hm"

7cbh]bi]b[Ghfi[[`Yg 8Ygd]hY ;U]bg

<ck Yj Ufž a Ubm [fci dg UfY gh]``fYY`]b[Zfca ´dUgh mYUfg W] hg"
@Ugh mYUf gUk Ub i bdfYWXYbhYX ¨ ' $ a]``]cb]b Zi bX]b[´j YhcYg

Zfca `8YGUbh]gž`]a dUWh]b[`Vi X[Yhg XfUa Uh]WU``m UbX `YUX]b[ `hc
`UmcZZg UbX dfc[ fUa `fYXi Wh]cbg UWfcgg`: `cf]XU" Gca Y
cf[Ub]nUh]cbg \UX `hc `fYh\]b_ `h\]f Ybh]fY `cdYfUh]cbU` `ghfUhY[ ]Yg
Xi Y `hc `h\]g `UW_ cZ Z]bUbWU` `gi ddcfh" 6YZcfY `h\Y `W hgž: `cf]XU`k Ug
fUb_YX `%%h\ `]b `h\Y `bUh]cb `Zcf dYf `WUd]hU `Ufhg ži bX]b[ ž U `dcg]h]cb
h\Uh XfUgh]WU``m WUUb[YX Xi Y `hc `Ugh`mYUf g gi gdYbg]cb cZ
Zi bX]b[ž Ug `fYdcfhYX `Vm BDF"

MYh ž Ufhg `YUXYfg `fYa U]b `fYg]`]Ybh ž UXjcWUh]b[`Zcf `h\Y `f"rc`Y `]b
Ybf]W\]b[``cWU` `Wca a i b]h]Yg UbX `Xf]j ]b[ `YWcbca]WUWhj]hmž
k \]W\ `Ua ci bhg `hc `bYUf`m˘ * `V]``]cb `Ubbi U``m" H\Y cb[c]b[
X]U`c[ i Y cb Zi bX]b[ `Wcbh]bi Yg Ug a Ubm cf[Ub]nUh]cbg `d YX[ Y `hc
Yb[U[Y `k]h\ ``Uk a U_Yfg UbX Z]bX `h\Yf `Zcch]b[ `]b h\]g `WA``Yb[ ]b[
`UbXgWUdY"

5g `h\Y `bYk `Z]gWU` `mYUf `_]W_g `cZZž`]h g `WYUf `h\Uh h\Y `Ufhg `]b `: `cf]XU
UfY `Uh `U `WfcggfcUXg" K \]`Y `h\Y `fYWYbh `Zi bX]b[ `XYW]g]cbg `dfcj]XYY
a i W\ !bYYXYX `gi ddcfh Zcf `gca Yž a Ubm h\Yfg gh]``ZUW W
i bWYfhU]bhm UbX `hci [ \ `W `U``Yb[Yg U\YUX" ˧b U `W a UhY `k \YfY
Yj Yfm W Ybh Wci bhgž]h g j]hU` `Zcf `h\Y `Wca a i b]hm `hc `fU``m `Ufci bX `]hg
Ufh]gh]W]bgh]hi h]cbg UbX Ybgi fY `h\Uh `W `hi fY `WcbhUbi Yg `hc `h\f]j Y"

8YhU]`g	
C fh	@U_Y `7ci bhmž: `cf]XU
Ei Y``Yb	• k k k "h\Y `YX[Yf"Wca
	• k k k "k `fb"cf[
	• k k k "bdf"cf[

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