Gi ghU]bUV]`]hm 7Yfh]ZWUh]cbg. H\Y ? Ym hc Ga UfhYf G\cdd]b[7\c]WYg

8]gWcjYf \ck gi ghU]bUV]`]hm WYfh]ZWUh]cbg g\UdY Wcbgi a Yf W\c]WYg UbX ]bZi YbWY Vi g]bYggYg ]b h\Y f ci fbYm hck UfX fYgdcbg]V`Y dfUWh]WYg"

Bc UXXfYgg cf `cWUh]cb Uj U]`UV`Y" ! ⅂b hc XUm g fUd]X`m Yjcj]b[a Uf_Yhd`UWŽ Wcbgi a Yfg UfY VYWca ]b[ a cfY Uhhi bYX hc h\Y Yh\]Wg VY\]bX h\Y]f di fW\UgYg" H\]g g\]Zh ]g bch ⅂ gh UVci h k \Uh h\Ym Vi mž Vi h \ck dfcXi Whg UfY a UXYž Ug h\Ym ]bWfYUg]b[ `m gYY_ ci h hUb[`Y gci h]cbg hc dfYgg]b[ [ `cVU` ]ggi Yg ]_Y W]a UhY W\Ub[ Yž V]cX]j Yfg]hm `cggž UbX gcW]U` ]bYei U]]hm" 5WWcfX]b[ hc Yldc_bYk g"Wca ž gi ghU]bUV]`]hm WYfh]ZWUh]cbg \Uj Y Ma Yf[YX Ug _Ym d UmYfg]b [i]X]b[Wcbgi a Yf W\c]WYgž dfcj]X]b[Wf]h]WU` j U]XUh]cb h\Uh dfcXi Whg a YYh gdYW]Z]WYbj ]fcba YbhU žgcW]U ž UbX Yh\]WU` ghUbXUfXg"

H\YgY WYfh]ZWUh]cbg gYfj Y Ug hfi ghYX g\cfhWi hg]b Wca d`Yl g\cdd]b[Ybj]fcba Ybhgž U``ck]b[Wcbgi a Yfg hc U]g b h\Yf

di fW\UgYg`k ]h\ `h\Y]f`dYfgcbU``jU`i Yg"`7cbgi a Yfg`UfY`k ]``b[`hc
dUm`U`dfYa]i a `Zcf`WŸfh]ZYX`dfcXi Whgž`dYfWŸ]j]b[`UXXYX`jU`i Y`]b
\YU`h\`UbX`Yh\]WU``Wcbg]XYfUh]cbg"`H\]g`XYa UbX`bch`cb`m`VYbYZ]hg
fYgdcbg]V`Y`Wca dUb]Yg`Vi h`U`gc`YbWci fU[Yg`h\Y`Ybh]fY`]bXi ghfm
hc`Y`Yj UhY`]hg`ghUbXUfXg"`<ck Yjfž`Ug`gi ghUbh"Yg`X]gW`ggYgž
Vi g]bYggYg`UfY`cb`U`^ci fbYm`hck UfX`gi ghU]bUV]`]hm`k \]W\`]bjc`jYg
gYjYfU``XYj Y`cda YbhU``ghU[Yg`h\Uh`g\UdY`h\]f`cb[!hYfa `a Uf_Yh
dfYgYbWY"

H\Y `>ci fbYm`hc `Gi ghU]bUV]`]hm

6i g]bYggYg`hmd]WU``m`dfc[ fYgg`h\fci [\`Z]j Y`ghU[Yg`cb`h\Y]f`dUh\
hc`gi ghU]bUV`Y`dfUWh]WYgž`YUW\`dfYgYbh]b[ `i b]ei Y`WŸU``Yb[Yg`UbX
cddcfhi b]h]Yg"`GhUfh]b[ `k]h\`Wca d`]UbW` Ug`Ub`cddcfhi b]hmž
Wca dUb]Yg`a i gh`Z]fgh`UX\YfY`hc`Y[ ]gh]b[ `Ybj]fcba YbhU`
fY[i `Uh]cbg"`H\]g`Wca d`]UbW` WŸUb`YUX`hc`]bbcj Uh]j Y`dfUWh]WYgž
gi ddcfhYX`Vm`WŸfh]Z]WUh]cbg`gi W\`Ug`=GC `%($$%`UbX`9A 5Gž`k \]W\
\Y`d`Z]fa g`a UbU[ Y`h\Y]f`Ybj]fcba YbhU``]a dUWhg`YZZ]W]Ybh`m"

H\Y`gYWcbX`ghU[Y`Y`hYbXg`h\Y`gi ghU]bUV]`]hm`ZcW` g`hc`h\Y`Ybh]fY
gi dd`m`WŸU]bž`dfca dh]b[ `Wca dUb]Yg`hc `UXcdh`U`dfcUWh]j Y
UddfcUW\`h\Uh`]bhY[fUhYg`YWcbca ]Wž`ei U`]hmž`UbX`Ybj ]fcba YbhU`
Wf]hYf]U"`=a d`Ya Ybh]b[`U`@ZY `7mWY`5bU`mg]g`WŸUb`YUX`hc
g][b]Z]WUbh`Wcgh`gUj]b[g`UbX`VYhhYf`fYgci fWŸ`a UbU[Ya Ybh"
A YUbk \]`Yž`U[f]W` `hi fUk]_]"`Wca `bchYg`h\Uh`WŸfh]Z]WUh]cbg`]_Y
:G7 `Ybgi fY`fYgdcbg]V`Y`a UhYf]U`g`a UbU[Ya Ybh`h\fci [ \ci h`h\]g
dfcWŸgg"

H\Y`h\]fX`ghU[Y`]bjc`j Yg`XYg][ b]b[ `gi ghU]bUV`Y`dfcXi Whgž`U`gc
_bck b`Ug`YWcXYg][b"`K ]h\`Wcbgi a Yfg`]bWfYUg]b[ `m`ZUjcf]b[
[fYYb`dfcXi Whgž`Vi g]bYggYg`h\Uh`Ma VfUWŸ`YWcXYg][ b`Ub`UUfjY
ci h`Wca dYh]h]j Y`UXj UbhU[Yg"`H\Y`Zci fh\`ghU[ Y`bWci fU[Yg`h\Y
Y`d`cfUh]cb`cZ`bYk `Vi g]bYgg`a cXY`gž`k]`Y`h\Y`Z]bU``ghU[Y
]bjc`j Yg`WfYUh]b[`Wc``UVcfUh]j Y`d`UhZcfa g`hc `UXXfYgg`k UghY`UbX
fYgci fWŸ`a UbU[ Ya Ybh`WŸU``Yb[Yg`Vm`Yj YfU[ ]b[`a cXYfb
hYW\bc`c[ ]Yg"

7Yfh]Z]WUh]cbg. `5 `Hfi ghk cfh\m`7ca dUgg

H\Y XYa UbX Zcf gi ghU]bUV]`]hm Wfh]ZWUh]cbg]g Yj]XYbW cZ U
[fck]b[Uk UfYbYgg cZ Ybj]fcba YbhU`]ggi Yg" H\YgY Wfh]ZWUh]cbg
]a dfcj Y WcfdcfUhY fYdi hUh]cbgž cdYb Uj Ybi Yg hc bYk a Uf_Yhgž
UbX Yb\UbWW cdYfUh]cbU` YZZ]WYbWYg" : cf]bghUbWWž =GC '%($$%ž
fYWc[b]nYX [`cVU` mž gYhg ghf]b[Ybh fYei]fYa Ybhg Zcf
Ybj]fcba YbhU` a UbU[ Ya Ybh gmghYa gž YbUV`]b[Vi g]bYggYg hc
]XYbh]Zm UbX a]h][UhY h\Y]f Ybj]fcba YbhU` ]a dUWhg YZZYWh]j Y`m"

5bch\Yf g][b]ZWUbh Wfh]ZWUh]cb]g @998ž k \]W\ ZcW gYg cb
gi ghU]bUV`Y Vi ]`X]b[XYg][b" =h Yj U`i UhYg YbYf[m YZZ]WYbWmž
a UhYf]U` i gU[Yž UbX cj YfU`` Ybj]fcba YbhU` ei U`]hmž a U_]b[ ]h U
j]hU` UggYh Zcf Wcbghfi Wh]cb Wca dUb]Yg `cc_]b[hc Yb\UbWW h\Yf
a Uf_Yh UddYU` k \]`Y ZcghYf]b[\YU`h\]Yf `]j]b[UbX k cf_]b[
gdUWWg"

H\Y : cfYgh GhYk UfXg\]d 7ci bW]` fl G7Ł Wfh]ZWUh]cb]g Yei U``m
Wf]h]WU` Ug]h [i UfUbhYYg h\Uh k ccX dfcXi Whg Wca Y Zfca
fYgdcbg]V`m a UbU[ YX ZcfYghg" H\]g \Y`dg dfca chY V]cX]j Yfg]hmž
k cf_Yf f][\hgž UbX hfUbgdUfYbWm h\fci [\ci h h\Y gi dd`m W\U]b"
@Ugh`mž 9A 5G cZZYfg U ZfUa Yk cf_ Zcf cf[Ub]nUh]cbg hc Yb\UbWW
h\Y]f Ybj]fcba YbhU` dYfZcfa UbWW UbX Ybgi fY fY[ i `Uhcfm
Wca d`]UbWW k \]`Y YbWci fU[ ]b[Ya d`cmYY Yb[U[Ya Ybh Uh U``
`Yj Y`g"

5g h\Y `UbXgWUdY cZ Wcbgi a Yf W\c]WYg Wcbh]bi Yg hc g\]Zhž
gi ghU]bUV]`]hm Wfh]ZWUh]cbg k]``]bWfYUg]b[`m gYfj Y Ug j ]hU` hcc`g
Zcf ZcghYf]b[fYgdcbg]V`Y Wcbgi a dh]cb" 6m gi ddcfh]b[Wfh]ZYX
dfcXi Whgž Wcbgi a Yfg bch cb`m fYk UfX WcbgW]Ybh]ci g Vi g]bYggYg
Vi h U`gc gh]a i `UhY h\Y k \c`Y]bXi ghfm hc UXcdh VYhhYf dfUWh]WYg"
=h g WYUf h\Uh Ub]bZcfa YX Wi fW\UgY hcXUm]g U a][\hm ghYd
hck UfX U a cfY gi ghU]bUV`Y hca cffck "

8YhU]`g	
Cfh	Bc UXXfYgg cf cWUh]cb Uj U]`UV`Y"
Ei Y``Yb	• k k k "Y| dc_Yk g"Wca • gi ghUbh"Yg

- U [f] W ` h i f U k] _] " W c a

6 Y g i W X Y b G] Y i b g U i Z a Y] b ! k] Y b " b Y h