

: Y]Yfb 'G]Y 'X]Y 'J]Y`ZU`h. '@Ub [Y 'HUZY``]b
5 UWX Yb ``ÄXh'ni a '5i ghUi gWX 'Y]b

5a `` %''5i [i gh'ZY]Yfh'5UWX Yb 'a]h'XYf' @Ub [Yb 'HUZY``XYf
J]Y`ZU`h 'Ua ' ?UhgWX \cZ [Ya Y]bgUa ' ?i `hi fž'J]Y`ZU`h'i bX
5i ghUi gWX "

5a 'GUa ghU [ž'XYb'' %''5i [i ghž'j Yfk UbXY'h'g]WX 'XYf' ?UhgWX \cZ]b
5 UWX Yb 'UV'%'&'i \f']b 'Y]bYb 'YVYbX][Yb 'HfYZZdi b_h'ZØf'U``Yž'X]Y 'X]Y
J]Y`ZU`h'i bX'K Y`hcZZYb\Y]h'XYf'GhUXh'ZY]Yfb 'a ÒWX hYb''8]Y
J YfUbghU`hi b ['a]h'XYa 'H]hY`` @Ub [Y 'HUZY``XYf'J]Y`ZU`h ``ÄXh'b]WX h
bi f'X]Y '5 UWX YbYf'6Øf [Yfł]bbYb 'Y]bž'gcbXYfb 'Ui WX 'A YbgWX Yb 'Ui g
i a `]Y [YbXYb 'F Y []cbYb''N]Y``]gh'Ygž'Y]b : Ygh'XYf'6Y [Y [bi b ['i bX
XYg'5i ghUi gWX Yg'ni 'gWX UZZYbž'XUg'U``Y ; YbYfUh]cbYb 'i bX
'?i `hi fYb 'j YfY]bh"

B UWX 'XYa ' [fc» Yb '9fZc` ['XYf'YfghYb 'J YfUbghU`hi b ['ja ``YhnhYb : ð\ f
]gh'X]Y 'GhUXh'5 UWX Yb 'ghc`n'XUfUi Ž'Y]b'k Y]hYfYg' A U``Y]bY 'D`UhhZcfa
ZØf'Y]b 'Vi bhYg' A]hY]bUbXYf'ni 'V]YhYb''8]Y 'C f [Ub]gUhcFYb
VYhc bYbž'XUgg'YXYf'k]``ca a Yb ']ghž'gY]b 'Y][YbYg'D]W_b]W_
a]hni Vf]b [Ybž'i a 'Yg'a]h'gY]bYb 'B UWX VUfb'ni 'hY]'Yb''8]Yg'ZØfXYfh
b]WX h'bi f'XYb '5i ghUi gWX 'j cb'GdY]gYb 'i bX' ?i `hi fž'gcbXYfb 'gWX UZZh
Ui WX 'Y]b ; YZØ``XYf' ; Ya Y]bgWX UZhž'XUg']b 'XYf'\ Yi h][Yb 'NY]h
VYgcbXYfg'k]WX h][']gh"

9]b 'Vi bhYf 'HU ['ZØf 'U``Y

8]Y' @Ub [Y 'HUZY``XYf'J]Y`ZU`h ']gh'a Y\ f'U`g'bi f'Y]b 'D]W_b]W_"
J YfgWX]YXYbY 'J YfY]bYž' ð]h]Uh]j Yb 'i bX' C f [Ub]gUh]cbYbž'X]Y 'g]WX
ZØf'8]j Yfg]hÄhi bX 'HY]' \UVY 'Y]bgYhmYbž'k YfXYb 'YVYbZU`g'dfÄgYbh
gY]b''8]Yg'Yfa Ò [']WX h'XYb 'HY]' bY\ a Yfbž'a Y\ f'ØVYf'X]Y
nU\ fY]WX Yb '9b [U [Ya Ybhg']b]\ fYf'GhUXh'ni 'YfZU\ fYb 'i bX'g]WX

gY`Vgh`Y]bni Vf]b[Yb"8Yf` A Uf_h`XYf`J]Y`ZU`h ž`XYf`HY]`XYf
J YfUbghU`hi b[`]ghž`V]YhY`h`nU`fY]WXY` ðZcfa Uh]cbggħ`bXYž`X]Y`g]W
a]h`k]W]h][Yb`H\Ya Yb`fi bX`i a `ðhY[fUh]cb`i bX
[YgY`gW`UZh`]W`Yg`Ni gUa a Yb`YVYb`Ui gY]bUbXYfgYhnYb"

8 Ug` : Ygh`k]fX`Xi fW`Y]b`i bhYf`U`hgUa Yg`6Ø`bYbdfc[fUa a
Yf[`Abnhž`XUg`X]Y`6Ygi W`Yf`a]h`A i g]_ž`HUbn`i bX`7ca YXm
VY[Y]ghYfh"8]Y`F Uh\Ui ghY`ddY`k]fX`ni a `GW`Ui d`Uhn`ZØf`c`_U`Y
HU`Yb`hYž`X]Y`XUg`_i `hi fY`Y`5b[YVch`5UW`Ybg`df`ĀgYbh]YfYb" K]f
k c`Yb`nY][Ybž`XUgg`5UW`Yb`Y]b`C fh]ghž`Ub`XYa `J]Y`ZU`h[Y`YVh
i bX`[YZY]Yfh`k]fX` žgc`Y]b`GdfYW`Yf`XYf`GhUXhj Yfk U`hi b["8]Yg
gd]Y[Y`h`g]W`gck c`\`]b`XYf`?i`]bUf[_`U`g`Ui W`]b`XYb
_Øbgh`Yf]gW`Yb`6Y]hf`Ā[Yb`k]XYf"

9]b`NY]W`Yb`ZØf`Ni gUa a Yb`U`h`i bX
ðhY[fUh]cb

8]Y` @Ub[Y`HUZY`XYf`J]Y`ZU`h`gY`hnh`Y]b`ghUf`_Yg`NY]W`Yb`ZØf`XYb
Ni gUa a Yb`U`h`]bbYf`U`V`XYf`; Ya Y]bgW`UZh"ð`Y]bYf`NY]hž`]b`XYf
[YgY`gW`UZh`]W`Y`GdU`hi b[Yb`cZi]a `J cfXYf[fi bX`ghY`Ybž`V]YhYh
X]YgY`J YfUbghU`hi b[`Y]bY`k]`_ca a YbY`; Y`Y[Yb`Y]hž`X]Y
i bhYfgW`]YX`]W`Yb` : UW`hYb`XYf`5UW`YbYf`; YgY`gW`UZh`ni
Yf`YVYb`i bX`k Yfni gW`ĀhnYb"8]Y`HUhgUW`Yž`XUgg`Ui W`
]bhYfbUh]cbU`Y`?Øgh]W`_Y]hYb`Ub[YVchYb`k YfXYbž`Yfa Ò[`]W`h`Yg
U`Yb`HY]`bY`a YbXYbž`]\fY`_i`]bUf]gW`Yb`K i fnY`b`ni `hY]Yb`i bX
ni `Yb`hXYW`_Yb"8]Yg`gW`UZh`b]W`h`bi f`Y]bY`Ub[YbY`a Y
5ha cgd`ĀfYž`gcbXYfb`ZØfXYfh`Ui W`XUg`J Yfgh`ĀbXb]g
i bhYfY]bUbXYf"

8 Ug`9j Ybh`k]fX`j cb`j YfgW`]YXYbYb`GdY]gYb!`i bX
; Yhf`Āb`_YUb[YVchYb`Yf[`Abnhž`k cXi fW`Y]b`j]Y`Z`Ā`h][Yg
; YgW`a UW`gYf`YVb]g`[UfUbh]Yfh`]gh"8]Y`C f[Ub]gUhcYb`Y`Y[Yb
K Yfh`Ui Z`E i U`]h`Ā`hi bX`FY[]cbU`]h`Ā`hž`gcXUgg`Ui W`c`_U`Y
DfcXi nYb`hYb`i bX`5bV]YhYf`Y]bVYnc[Yb`k YfXYb" K]f`ZfYi Yb`i bgž
XUgg`j]Y`Y`c`_U`Y`6Yhf]YVY`HY]`X]YgYf`ð]h]Uh]j Y`g]bX`i bX`XUni
VY]hfU[Ybž`5UW`Ybg`_i`]bUf]gW`Y`J]Y`ZU`h`ni `df`ĀgYbh]YfYb`ž`ZØ[hY
XYf`GdfYW`Yf`\]bni "

9]b`_cb_fYhYf`NY]hd`Ub`ZØf`X]Y`J`YfUbgH`hi`b[`k`]fX`Ua` `HU[`gY`Vgh
VY`_Ubbh`[Y[YVYbž`gcXUgg`X]Y` ;` ÀghY`XYb`[YgUa`hYb`5V`Ui`Z
ZYI`]VY`[YghU`hYb`_`ÒbbYb`" `8Yf`?`UhgW`X`c`Z`Y]b`nYbhfU`[Y`Y[YbYf
D`Uhn`]b`5UW`Ybž`Y][bYh`g]W`X]YU`ZØf`gc`W`Y`HfY`ZYbž`XU`Yf`gck`c`\
Xi`fW`gY]bY`@U[Y`U`g`Ui`W`X`i`fW`gY]bY`\
]ghc]gW`Y`6YXYi`hi`b[
VYgh]W`h`"

9]b`5i`gXfi`W`_`j`cb`5UW`YbYf`@YVYbgei`U`]h`h`h`

8]Y` `@Ub[Y`HUZY`XYf`J]Y`ZU`h`n]gh`b]W`h`bi`f`Y]b`9j`Ybž`gc`bXYfb`Y]b
5i`gXfi`W`_`XYf`@YVYbgei`U`]h`h`h`X]Y`5UW`Yb`gY]bYb
6Yk`c`\
bYf]b`bYb`V]YhYh`" `b`Y]bYf`NY]hž`]b`XYf`X]Y`K`Y`h`]a`a`Yf
\
YhYfc[YbYf`k`]fXž`]gh`X]Y`A`Ò[`]W`_`Y]hž`X]YgY` ;` Ya`Y]bgUa`_`Y]hYb`]b
XYf`GhUX`h`ni`ZY]Yfbž`j`cb`i`bgW`Àhn`V`UfYa` `K`Yfh`"8]Y`J`YfUbgH`hi`b[
`Ài`Zh`j`cb`%&`V]g`%` `I`\
f`i`bX`Y`XYfž`XYf`b`hYfYggY`Ub`Y]bYa` `Vi`bhYb
A`]hY]bUbXYf`\
Uhž`]gh`Y]b[Y`UXYbž`XUfUb`hY]`ni`bY`\
a`Yb`"

`K`]f`\
c`ZYbž`XUgg`j]Y`Y`A`YbgW`Yb`Ua` `GUa`ghU[`_
ca`a`Ybž
]bhYfbUh]cbU`Y` ;` Yf]W`hY`[Yb]Y»Yb`i`bX`bYi`Y` :`fYi`bXgW`UZhYb
gW`]Y»Yb`_`ÒbbYb` `ž`gc`X]Y`GhUX`h`j`Yfk`U`hi`b[" `5i`W`X]Y`?`ØbghYf
Ui`Z`XYf`6Ø`\
bY`ZFYi`Yb`g]W`X`UfUi`Zž`X]Y` ;` ÀghY`a`]h`]\
fYb
8UfV]Yhi`b[Yb`ni` `i`bhYf`\
U`hYb`i`bX`XYb`HU[`ni` `Y]bYa
i`bj`Yf[Ygg`]W`Yb`9f`YVb]g`ni` `a`UW`Yb`"

J]Y`ZU`h`]b`5UW`Yb` .`9]b`Gd]Y[Y`X`Yf ;`YgY`gW`UZh`

5UW`Yb`]gh`Y]bY`GhUX`h`a`]h`Y]bYf`fY]W`Yb` ;` YgW`]W`hY`i`bX`Y]bYf
j`]Y`Z`À`h`[Yb`6Yj`Ò`_`Yfi`b[" `5`_`hi`Y`Y`GhUh]gh]_`Yb`nY][Ybž`XUgg`Yhk`U
&\$i` `XYf`9]bk`c`\
bYf`5UW`Yb`g`Y]bYb`A`][fUh]cb`g`\
]bhYf[fi`bX`\
UVYb`"
8]YgY`8]j`Yfg]h`h`gd]Y[Y`h`g]W`b]W`h`bi`f`]b`XYf`?`i`hi`fž`gc`bXYfb
Ui`W`]b`XYb`_`i` `]bUf]gW`Yb`5b[YVchYb`XYf`GhUX`h`k`]XYfž`X]Y`j`cb
]bhYfbUh]cbU`Yb`F`YghUi`fUbhg`V]g`\
]b`ni` `c`_`U`Yb`GdYn]U`]h`h`hYb
fY]W`h`"8]Y` `@Ub[Y`HUZY`XYf`J]Y`ZU`h`n]Y`h`XUfUi`Z`UVž`X]YgY
gcn]U`Y`J]Y`ZU`h`ni`ZY]Yfb`i`bX`F`Ui`a` `ZØf`6Y[Y[bi`b[Yb`ni
gW`UZZYbž`]b`XYbYb`?`i`hi`fYb`i`bX`HfUX]h]cbYb`a`]hY]bUbXYf
]bhYfU[]YfYb`_`ÒbbYb`"

8]Y`J YfUbgH`hi b[`V]YhYh`b]W`h`bi f`Y]bY` ; Y`Y[Yb\Y]h`Z0f`gcn]U`Y
`bhYfU_h]cbž`gcbXYfb`Z0fXYfh`Ui W`XUg` ; Ya Y]bgW`UZh]g[YZ0\`i bX
XUg`J Yfgh`AbXb]g`Z0f`j YfgW`]YXYbY`@VYbkg Y]gYb" `bXYa `X]Y
60f[Yfi]bbYb`ni gUa`a Yb`_ca`a Ybž`k YfXYb`J cfi fhY]`Y`UV[YVUi h
i bX`XYf`8]U`c[`Ub[Yfy[h`8]Yg`]gh`VYgcbXYfg`k]W`h][`]b`Y]bYf
NY]hž]b`XYf`GdU`hi b[`i bX`=gc`Uh]cb`]b`j]Y`Yb` ; YgY`gW`UZhYb
ni bY`a Yb`"

Gcn]U`Y`i bX`k]fhgW`UZh`]W`Y`<]bhYf[f0bXY XYf`J]Y`ZU`h

8Yf`XYa c[fUZ]gW`Y`K UbXY`i bX`X]Y` ; `cVU`]g]Yfi b[`UVYb`X]Y
@UbXgW`UZh]j]Y`Yf`Gh`XhY`]b`8Yi hgW`UbXž`Y]bgW`]Y» `]W`5UW`Ybž
j Yf`AbXYfh`8Yf`Ni ni [`j cb`A YbgW`Yb`Ui g`j YfgW`]YXYbYb`@AbXYfb
VYfY]W`Yfh`b]W`h`bi f`X]Y`?i`hi fž`gcbXYfb`Uh`Ui W`k]fhgW`UZh`]W`Y
5i gk]f_ i b[Yb" `i bhYfbY`a Yb`dfcZ]h]YfYb`j cb`Y]bYf`j]Y`Z`h][Yb
6Y`Y[gW`UZhž`X]Y`i bhYfgW`]YX`]W`Y`DYfgdY`_h]j Yb`i bX`b`bcj Uh]cbYb
Y]bVf]b[h`8]Yg`gh`f`_h`X]Y`K YhVYk YfVgZ`A\][_Y]hi bX`hf`A[hini f
k]fhgW`UZh`]W`Yb`GhUV`]h`h`XYf`F Y []cb`VY]"

8Uf0VYf`\]bUi g`UVYb`c`_U`Y`b`h]Uh]j Yb`i bX` : 0fXYfdfc[fUa`a Y
ni f`b`hY[fUh]cb`j cb`A][fUbhYb`i bX`UbYf`_UbbhYb` : `0W`h]b[Yb`]b
5UW`Yb`a U» [YV`]W`XUni`VY][YhfU[Ybž`Y]bY`]b`_i g]j Y
 ; YgY`gW`UZh`ni`Z0fXYfb`8]Y` @Ub[Y`HUZY`XYf`J]Y`ZU`h`]gh`Y]bY
X]fY`_hY`5btk cfh`Ui Z`X]YgY`9btk]W`_i b[Yb`i bX`nY][h`XUg
9b[U[Ya Ybh`XYf`GhUXhž`Y]bY`i a [YVi b[`ni`gW`UZZYbž]b`XYf`YXYf
g]W`k]`_ca`a Yb`i bX`k Yfh[YgW`Ahnh`Z0\`h`"

9b[U[Ya Ybh`i bX`b`h]Uh]j Y. `9]b`6`]W`_Ui Z`X]Y C f[Ub]gUhc fYb

8]Y`J YfUbgH`hi b[`k]fX`j cb`j YfgW`]YXYbYb`c`_U`Yb
C f[Ub]gUh]cbYbž`b`h]Uh]j Yb`i bX`J Yfy]bYb`i bhYfgh`0nhž`X]Y`g]W`Z0f
J]Y`ZU`hi bX`HY]`\UVY`Yb[U[]Yfyb`8Uni`[Y\0fYb
 ; Ya Y]bgW`UZhgnYbhYbž`_i`hi fY`Y`J Yfy]bY`i bX`gcn]U`Y
9]bf]W`hi b[Ybž`X]Y`a]hY]bUbXYf`_ccdYf]Yfybž`i a`Y]bY`]b`_i g]j Y
5ha`cgd`ĀfY`ni`gW`UZZYb`8]YgY`C f[Ub]gUh]cbYb`g]bX

YbhgWXY]XYbX'ZØf'X]Y'J Yfk]f_]Wxi b['j cb'Dfc'Y_hYbž'X]Y'XUfUi Z
UVn]Y`Ybž'6]'Xi b[gfYggci fWb'ni 'ZØfXYfb'i bX'A YbgWXYb'Ui g
i bhYfgWXYX'WXYb'@YVYbgVYfY]WXYb'ni gUa a Ybni Vf]b[Yb"

8i fW'K cf_g\cdgž' ðZc!GhÀbXY'i bX'5_h]cbYb'k À\fybX'XYf
J YfUbghU`hi b['k]fX'XYb'6Øf[Yf]bbYb'X]Y'A Ø['W_Y]hi[Y[YVYbž
g]W'U_hj`ni 'VYhY'] [Yb'i bX'a Y\ f'ØVYf'X]Y'j YfgWXYXYbYb
ðh]Uhj] Yb']b']\fyf'GhUXh'ni 'YfZU\fyb"'8]Yg'ZØfXYfh'b]W'h'bi f'XUg
6Yk i gghgY]b'ZØf'gcn]U`Y'H\Ya Ybž'gcbXYfb'a chj]]Yfh'Ui W'X]Y
HY]'bY\ a YbXYbž'gY`VghU_hj]`ni 'k YfXYb'i bX'g]W']b']\fy
; Ya Y]bgWUZh'Y]bni Vf]b[Yb"

8]Y' @Ub[Y'HUZY`XYf'J]Y`ZU'h`]gh'Y]b'\Yfj cffU[YbXYg'6Y]gd]Y`ZØf
X]Y`YVYbX][Y; Ya Y]bgWUZh]b'5UWXYbž'X]Y'g]W'Xi fW']\f
9b[U[Ya Ybh'ZØf' ð_`i g]cbž'5i ghUi gW' i bX'[Y[YbgY]h][Y
l bhYfghØhni b['Ui gnY]WbYh'i b_Yf"Wca #X]Y!ghUXh!UUWXYb"XY#

8YhU]`g

6Ygi WXYb'G]Y'i bg'Ui Z.'b!U["XY