

K]bZf]YX'; `UhnYXYf. '8gWxi b[Y`!
5VYbhYi Yf'i bX'5VgW]YX'U`g
Di V`_]i a g`]YV`]b[

FH@8gWxi b[Y`WJa d.'K]bZf]YX'; `UhnYXYf'j Yf`Äggh'XUg
7Ua džk Ä\fybX';]i `]U'G]Y[Y`i a 'JYfhfUi Yb`_Äa dZi"
GdUbbi b[Yb'i bX', VYffUgWxi b[Yb'k Y]hYf\]b'ca b]dfÄgYbh"

6Yf`b'fXdUŁ' '8Ug'Gca a Yf!8gWxi b[Y`WJa d'VY]F H@d'fÄgYbh]Yfh
g]Wxi]b'gY]bYf'j c`Yb'8fUa Uh]_"A]h'XYf'ØVYffUgWYbXYb
9bhgWY]Xi b[žXYb'GWxi gd]Y`Yf'K]bZf]YX'; `UhnYXYfž'VY_Ubbh'Ui g
~DUi `i bX'DUi `U" žUi g'XYa '7Ua d'UVni \c`Ybž'k i fXY`Y]bY'bYi Y
K YbXi b[]b'X]YgYf'GhUZZ`Y]b[Y`Y]hYh"Gcb`U`N]Yh'ck ž'X]Y
A cXYfUhc f]bž'VYfY]hYhY`XYa '+- !Ä\ f][Yb'; `UhnYXYf`Ua
8cbbYfghU[a cf[Yb`Y]bY`Ya ch]cbU`Y', VYffUgWxi b[.:~K]f
a ÖW`hYb'i bg[Ubn`\Yfn`]Wxi`VY]'8]f'VYXUb_Yb"8i`V]gh`Y]b'GhUf'
gWUZZ'8]Wxi`Y]f'fUi g" žj Yf_ØbXYhY'g]Y'i bX'gW]W_hY`]\b'ni fØW_
]b'X]Y`N]j]]gUh]cb"

8Yf`Ä`hYghY`XYi hgWY'8gWxi b[Y`WJa dYf'U`Yf'NY]hYb'k Uf'j cb
gY]bYb'A]ghfY]hYfb`]]YVYj c`ž'UVYf'Ui Wxi'a]h'Y]X]['U`g~B]Wxi h!
@Y[YbXY" `bca]b]Yfh'k cfXYb"8UVY]'Ä`hYb'X]Y'a Y]ghYb
HY]'bY\`a Yf`]]YVYf'X]Y'cZi'U`g'ghfY]hUf'[Y`hYbXY';]i `]U'G]Y[Y`Ui g
XYa '7Ua d'j YfVUbbh"GhUhhXYggYb`Yf[UV'g]Wxi`YXcWxi`Y]bY
]bhYfYggUbhY'8mbUa]_ž'U`g'X]Y'A Y\ f\Y]h'gWxi`Y»`]Wxi`ZØf'; `UhnYXYf
j ch]YfhY"A]h'g]Wxi h]Wxi Yf'9f`Y]Wxi hYfi b['VYXUb_hY'g]Wxi`XYf
GWxi gd]Y`Yf'ZØf'gY]bY' F Yhhi b[ž'bUWxi XYa 'F H@X]Y
9bhgWY]Xi b[ž'gY]bY`Bca]b]Yfi b[`hUhgÄWxi`Wxi`Xi fWxi ni gYhnYbž']b
: fU[Y`ghY`hY"

;]i `]U'G]Y[Y`g'; Y\Y]a b]ggY`]a '8gWxi b[Y`

K Å\fybX; `UhnYXYf'g]WÅ`ØVYf'gY]bY`F ØW__Y\`f`ZfYi hYž`k i fXY`X]Y
G]hi Uh]cb`ZØf;]i`]U`G]Y[Y`]a a Yf`Ub[YgdUbbhYf" `@YX][`]WÅ`A cXY`
; Ycf[]bU: `Yi f` \]Y`hi bY]b[YgWÅfÅb`_h`ni `]\f" `8 UVY]` \UhhY`G]Y[Y`
\Y]a `]WÅ`Y]bY`k]WÅ]h[Y`9b]hgWÅY]Xi b[` [YhfcZZYb. `G]Y`k c`hY`Ui Z
]\fY`N][UfYhhYb`j Yfn]WÅhYb`i bX`X]Y`_cbZ]gn]YfhYb`@ | i g!
; Y[YbghÅbXY`]bg`@U[Yf`ni fØW_Vf]b[Yb" `8]YgY; YghY`V`]YV`YXcWÅ
b]WÅhi bVYa Yf`_h" `5`g`N]Yh`ck`X]Y; fi ddY`ØVYf`G]Y[Y`g`J Yf\U`hYb
]bZcfa]YfhYž`gWÅ`i [`gcZcfh`A]gghfUi Yb`i a `g]WÅ" `F YU`]hmghUf;][]
6]fcZ]c` \]bhYfZfU[hY`]b`X]Y`? Ua YfU. `~`gh`XUg`9]bgWÅ`Y]a Yb3`CXYf
_ca a hXUg`j cb`<YfnYb3"

GY]b`?ca a YbhUf`j YfXYi h]WÅhž`k]Y`_f]h]gWÅ`X]Y`HY]`bY\`a Yf
[Y[YbØVYf`XYb`5Vg]WÅhYb`] \fYf`A]hghfY]hYf`Y]b[YghY`h`g]bX" `? UXYf
@ch\ž`G]Y[Y`g`<Ui dh`cbhfU\Ybh]bž`Åi » YfhY` [`Y]WÅnY]h][ž`XUgg`g]Y
X]YgYf`5_h]cb`_Y]bYb; `Ui VYb`gWÅYb`_h" `8]Y`GdUbbi b[Yb
nk]gWÅYb`XYb`HY]`bY\`a Yfb`nY][Ybž`XUgg`X]Y`8gWÅi b[Y`
5ha cgd\ÅfY`U`Yg`UbXYfY`U`g` \Ufa cb]gWÅ`]gh"

?cbZ]_hY`nk]gWÅYb`XYb`~6fc`g"

K Ug`ni XYa`ZØf`5i ZfY[i b[`gcf[hž`]gh`XYf`GhfY]h`nk]gWÅYb`9f]W
GhY\ZYgh`i bX;][]6]fcZ]c" `6Y]`XYf`8gWÅi b[Y`dfØZ] b[ž`X]Y`XUfUi Z
UVn]Y`hYž`X]Y`nYfghf]hYbYb`~6fc`g" `k]YXYf`ni gUa a Ybni Vf]b[Ybž
k Uf`XYf`8fi W_`ZØf`VY]XY`A ÅbbYf`gdØfVUf" `GhY\ZYgh`k UfZ`6]fcZ]c
a Ub[Y`bXYb`F YgdY`_h[Y[YbØVYf; `UhnYXYf`j cf`i bX`bca]b]YfhY
]\b`Ui g`9fn]Y\`i b[g[fØbXYb`ni a `J Yf`UggYb`XYg`7Ua`dg" `9]b
i b[`Ui V`]WÅYf`GWÅcW_a`ca Ybh`Vch`XUbb`X]Y`5i gg]WÅh]b`XYb
h]YZb`7Ubmcbž`Ui g`XYa `g]Y`a]h`gYWÅ`g`GhYfbYb`ni fØW__Ua Yb" `8]Y
Ni gWÅUi Yf`Yf`YVhYb`Y]bY`J YfgØ\bi b[ž`X]Y`k]Y`Y]bY`GnYbY`Ui g
Y]bYf`fca Ubh]gWÅYb`?ca ØX]Y`Uba i hYhY" `8]Y`VY]XYb`A ÅbbYf
ZUbXYb`k]YXYf`ni Y]bUbXYf`i bX`_cbbhYb`] \fY`8]ZZYfYbnYb
VY]gY]hY`Y[Yb"

5VYf`Ui WÅ`UbXYfY`?cbZ]_hY`VU\`bhYb`g]WÅ`Ub"; Ycf[]bU: `Yi f
cZZYbVUfhYž`XUgg`g]Y`ni \Ui gY`Ui g`5b[gh]j cf`?Y]a Yb`b]Y`a]h
@Y]hi b[gk UggYf`_cWÅh" `ΔfY`A]hghfY]hYf`Vf]b[Yb`i bhYfgWÅ]YX`]WÅY
@VYb]bg[Yk c` \b` \Y]hYb`i bX`9][YbUfhYb`a]hž`k Ug`XUg`7Ua`d`YVYb
cZi` \YfUi gZcfXYfbX`a UWÅh" `GUfU\`?bUdd]_ž`Y]bY`XYf`7Ua`d!

? UbX]XUH]bbYbž'k Uf' _i fn'XUj cfž'ZfY]k]`]['Ui g'XYa '7Ua d
Ui gni n]Y\Ybž'k Y]'g]Y'G]Y[Y`GhUg]!5hh]hØXYb'j cfk UfZ'k Ug']\fY
BYfj Yb'ni gÄhn`]W\`ghfUdUn]YfhY"

I bX'b]W\h'ni 'j Yf[YggYbž'; `UhnYXYf'k i gghY'a]h'gY]bYf
@YVYbgYfZU\fi b['ni 'YfghUi bYb"'9f'Yf_`ÄfhY'XYb'UbXYfYbž'XUgg
6c\ bYb'b]W\h'bi f'6`Ä\i b[Yb'j Yfi fgUW\Ybž'gcbXYfb'Ui W\`XYb
<cfa cbgd]Y[Y`]a '?ÖfdYf'VYY]bZi ggYb'_ÖbbYb"'9]b'GUhnž'XYf
a Ö[`]W\Yfk Y]gY'Y]b][Y'i bYf_`Äf`]W\Y'G]hi Uh]cbYb'ja '7Ua d
Yf_`ÄfYb'_ÖbbhY"

8gW\i b[Y`WUa d' `Y]b' Cfh'XYf'9a ch]cbYb i bX'?cbZ]_hY

8Ug'8gW\i b[Y`WUa d'V`Y]Vh'Y]b' Cfh]c`Yf', VYffUgW\i b[Yb' i bX
Ya ch]cbU'Yf'A ca YbhY"'5i W\`k Ybb'g]W\`X]Y'HY]'bY\ a Yf
[Y[YbgY]h]['i bhYfghØhnYbž'g]bX'X]Y'?cbZ]_hY'i bX'XUg'A]gghfUi Yb
U`[Y[Ybk Äfh][' '5gdY_hYž'X]Y'XYb'FY]n'XYf'G\ck'Ui ga UW\Yb"
#a]hYb'X]YgYf'8mbUa]_`Uh'K]bZf]YX'; `UhnYXYf'gY]bY'FY]gY'ja
7Ua d'a]h'Y]bYa 'Y\ffY]W\Yb'5VYbhYi Yf'UV[YgW\`cggYbž'k Ä\fybX
;]i]U'G]Y[Y`i bX'UbXYfY'HY]'bY\ a Yf'bcW\`j cf'Y]bYf'i b[Yk]ggYb
Ni _i bZ'hghY\Yb"'8]Y'_ca a YbXYb': c`[Yb'j YfgdfYW\Ybž'X]Y
gdUbbYbXghYb'; Y\Y]a b]ggY'i bX'h]YZghYb'?cbZ]_hY'XYf
8gW\i b[Y`VYk c\ bYf'cZZYbni `Y[Yb"

K]bZf]YX'; `UhnYXYfž'XYf'U`g'GW\Ui gd]Y'Yf'i bX'Y\Ya U`][Yf'89: 5!
GhUf'VY_Ubbh'k i fXYž'\Uh'Xi fW\`gY]bY'HY]'bU\ a Y'Ua
8gW\i b[Y`WUa d'b]W\h'bi f'ZØf'5i ZgY\Yb'[Ygcf[hž'gcbXYfb'Ui W\`
XYb'Ni gW\Ui Yfb'Y]bYb'9]bV`]W_]b'gY]b'VYk Y[hYg'@YVYb'[Y[YVYb"
; YVcfYb'Ua'%) "' : YVfi Uf'%- ((]b'GhYhh]bž'k Uf'; `UhnYXYf']b'XYb
%- +\$Yf'i bX'%- , \$Yf'Ä\fyb'Y]bYf'XYf'[YZfU[hYghYb'8UfghY`Yf']b
XYf'88F"'6YgcbXYfg'VYfØ\ a h'k i fXY'Yf'Xi fW\`gY]bY'Fc`Y`]b'XYa
:]a '~DUi `i bX'DUi `U" ž'XYf'V]g\Yi hY'U`g'?`Ugg]_Yf'[]'hi bX
; `UhnYXYf'ni `Y]bYa '5i g\Äb[YgW\]X'XYf'88F!?']bYa Uhc[fUd\]Y
a UW\hY"'GY]bY'?Uff]YfY'i a gdUbbhY'X]Y'NY]h'XYf'K YbXYž'k Ug']\a
\U'Zž]g]W\`Ui W\`]b'XYf'\Yi h][Yb':]a '!i bX': YfbgY\`UbXgW\UZh'ni
YhUV`]YfYb"

A]h+ - : \fYb`k Uf"; `UhnYXYf`XYf`À`hYghY`HY`bY\ a Yf`]b`XYf
X]Yg`À`f][Yb`8gWxi b[Y`WJa d!GhUZZY``"GY]b`5i Zhf]hh`Àggh'g]W`j cf
XYa `<]bhYf[fi bX`XYf`ni bY\ a YbXYb`G]W`hVUf`_Y]h`À`hYfYf
; YbYfUh]cbYb`]b`XYb`A YX]Yb`VYhfUW`hYb`"8]Y`; YgY`gW`UZh`\Uh`]b
XYb`Y`hnhYb` : \fYb`j Yfa Y\fh`XUg`6]X`XYg`U`_h]j Yb`i bX`j]hU`Yb
GYb]cfYb`dfcdU[]Yfhž`k Ug`Xi fW` : cfa UhY`k]Y`XUg
8gWxi b[Y`WJa dž]b`XYa `cZi`Øb[YfY`Dfca]bYb`hY`]a ` : c`_i g
ghY\Ybž`j Yfgh`À`f`_h`k]fX`"; `UhnYXYfg`9b`hgW`Y]Xi b[ž`hf`c`h`n`gY]bYg
5`hYfg`hY]`ni bY\ a Ybž`_Øb`hY`Y]b`NY]W`Yb`ZØf`X]Y` [YgY`gW`UZh`]W`Y
5`_nYdhUbn`j cb`À`hYfYb`A YbgW`Yb`]b`XYf`I bhYf\U`hi b[g]bXi ghf]Y
gY]b"

8]Y`F`c``Y`XYg`F`YU`]hml`HJ`]b`XYf`Dcd`_i``hi`f`

F`YU`]hml`HJ` \Uh`]b`XYb`Y`hnhYb`nk`Y]` : \fnY\`bhYb`Y]bYb`ZYghYb`D`Uhn
]b`XYf`Dcd`_i``hi`f`Y]b[Ybca`a`Yb`": cfa UhY`k]Y`XUg
8gWxi b[Y`WJa d`n]Y\Yb`A`]]cbYb`j cb`Ni`gW`Ui`Yfb`Ub`i`bX
VYY]bZi`ggYb`XUa`]h`b]W`h`bi`f`X]Y`K`U\fbY\`a`i`b[`XYf`HY`]bY\`a`Yfž
gcbXYfb`Ui`W`XUg`[YgY`gW`UZh`]W`Y`6Yk`i`gghgY]b`"8]Y`gW`bY`Y
J`Yf[`Àb[`]W`_Y]h`XYf`6YfØ\`a`h\Y]h]a`F`YU`]hml`HJ`ghY\`h`XUVY]`cZi]a
?`cbhfUgh`ni`XYb`Ub[`À`f][Yb`?`Uff]YfYb`hfUX]h]cbY`Yf
GW`Ui`gd]Y`Yf`i`bX`?`Øbgh`Yf`k`]Y`; `UhnYXYf`", VYffUgW`YbXYfk`Y]gY
\UVYb`F`YU`]hml` : cfa UhY`XUni`VY][YhfU[Ybž`XUg` : bhYfYggY`Ub
hfUX]h]cbY`Yb`GW`Ui`gd]Y`Yf`_Uff]YfYb`k`]YXYf`ni`VY`YVYb`"Gc
_ca`a`h`Ygž`XUgg`Ui`W`Y]bgh][Y`GhUfg`XYf`J`Yf[Ub[Yb\Y]h`]fY
; YgW`]W`hYb`i`bX`XUgž`k`Ug`gY][Y`Yfbh`\UVYbž`]b`Y]bYa`bYi`Yb
@]W`h`df`ÀgYbh]YfYb"

9]b`]b`hYfYggUb`hYg`6Y]gd]Y`ZØf`X]YgYb`HfYbX`g]bX`X]Y`F`YU`_h]cbYb
Ui`Z; `UhnYXYfg`HY`]bU\`a`Y`"J]Y`Y`Ni`gW`Ui`YbXY`gW`Y]bYb`Xi`fW
gY]bYb`7\UfU`_hYf`i`bX`gY]bY`@YVYbgYfZU\fi`b[Yb`VYfØ\fh`ni`gY]bž
k`Ug`g]W`]b`Y]bYf`[YghY][YfhYb`BUW`ZfU[Y`bUW` : b\U`hYb`ØVYf
À`hYfY`Dfca`]bYb`hY`i`bX`XYfYb`@YVYbg[YgW`]W`hYb`Ài`»Yfh`"8]Yg
_Øb`hY`XUfUi`Z`\]bXYi`hYbž`XUgg`Y]b`K`UbXY`]a
Ni`gW`Ui`Yf]b`hYfYggY`ghUhhZ]bXYhž`]b`F`]W`hi`b[`Y]bYf`[fØ»YfYb
K`YfhgW`Àhmi`b[`ZØf`X]Y`@YVYbgk`Y]g\Y]h`i`bX`X]Y`9f`YVb]ggY`À`hYfYf
; YbYfUh]cbYb"

GhUh]gh]gWk Y`9]bV`]W_Y`]b`X]Y`HJ !@UbXgWk UZh

9]bY`U_hi Y`Y`I a ZfU[Y`XYg`J YfVUbXg`df]j UhY`A YX]Yb`fU DF Hk
nY][hz`XUgg`X]Y`Ni gWkUi YfnU\`Yb`Z0f`FYU`]hm!HJ !: cfa UhY`]b
8Yi hgWk`UbX`ghUV]`V`Y]VYb`z`cVk c\`5`hYfbUh]j Yb`k]Y`GhfYUa]b[!
8]YbghY`ni bY\`a Yb"`, VYf`) \$`DfcnYbh`XYf`6YzFU[hYb`[UVYb`Ubz
fY[Y`a A»][`FYU`]hm!HJ `ni `gWkUi Yb`z`k cVY]`Y]b`VYa Yf_Ybgk YfhYf
5bgh]Y[`VY]`XYb`A`hYfYb`Ni gWkUi Yfb`ni `j YfnY]Wk`bYb`]gh`Ni XYa
]gh`ni `VYcVUWk`hYb`z`XUgg`: cfa UhY`z`X]Y`a]h`A`hYfYb`HY]`bY\`a Yfb
VYgYhnh]g]bXz`\0\YfY`9]bgWkU`he`i chYb`Yfn]Y`Yb"8]YgYf`HfYbX
_0bbhY`U`g`#X]_Uhc`f`Z0f`Y]bY`j YfAbXYfhY`[YgY`gWk UZh]WkY
9]bghY`i b[`ni `5`hYf`i bX`I` bhYf\U`hi b[`[Yk YfhYh`k YfXYb"

#g[YgUa h`nY][h]g]Wk`z`XUgg`XUg`8gWk`i b[Y`WUa`d`b]Wk`h`bi`f`Y]b
I` bhYf\U`hi b[gZcfa`Uh]gh`z`gcbXYfb`Ui`Wk`U`g`gc`n]U`Yg`9I`dYf]a`Ybh
VYhfUWk`hYh`k`YfXYb`_Ubb`z`XUg`X]Y`8`mbUa`_]`nk`]gWk`Yb
;`YbYfUh]cbYb`i`bX`X]Y`8`j`Yfg]h`h`XYf`HY]`bY\`a`Yf`]b`XYb`:`c`_`i`g
f0W`h`K`]bZf]YX`;`UhnYXYf`\U`h`Xi`fWk`gY]bY`HY]`bU\`a`Y`b]Wk`h`bi`f
Z0f`gY]bY`Y][`YbY`?`Uff]YfY`z`gcbXYfb`Ui`Wk`Z0f`X]Y`F`Ydf`AgYbhUh]cb
A`hYfYf`A`YbgWk`Yb`]a`i`YfbgY\`[`YgWk`A`Zh`Y]bYb`k`]Wk`h][`Yb`6Y]hfU[
[`Y`Y]ghY`h"

8YhU]`g

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