

6`i h][Yg`GhUXhZYgh]b`Gc`]b [Yb.`8 fY]`Hc hY
b UW`A YggYfUb [f]ZZ

9]b`&*!`A\ f][Yf`GmfYfž`J YfX`AW`h][Yf`a`A YggYfUb [f]ZZ]b
Gc`]b [Ybž`ghY`hY`gY]bYb`5gm`UbhfU [`]b`6]Y`YZ`X"
9fa`]hh`i b [Yb`Ui`ZYb"

9]b`hfU []gW`Yg`9fY][b]g`U`h`X]Y`GhUXh`Gc`]b [Yb`YfgW`Ø`hY`f`h`i bX
VYfY]hg`]b [Ub`n`8`Yi`hgW`Ub`X`ZØ`f`9`b`hgY`h`n`Y`b [Ygc`f [h`6`Y]a
X]Yg`A\ f][Yb`GhUXhZYgh`k`i`f`X`Y`b`6`Y`gi`W`X`Y`f`j`c`b`Y]b`Ya`5`b [fY]ZY`f`a`]h
Y]b`Ya`A`Y`gg`Y`f`U`h`U`W`_]Y`f`h`ž`k`U`g`n`i`X`f`Y]`H`c`X`Y`g`Z`A`Y`b`i`b`X`a`Y`f`Y`f`Y`b
J`Y`f`Y`h`h`Y`b`Z`Ø`f`h`Y`"8`Y`f`J`c`f`Z`U`"U`h`X]Y`G]W`X`Y`f`Y]hg`V`Y`Ø`f`X`Y`b`]b
5`U`fa`V`Y`f`Y]hg`W`U`Z`h`j`Y`f`g`Y`h`h`i`b`X`k`]f`Z`h`f`U [Yb`n`i`X`Y`b`A`c`h]j`Y`b`X`Y`g
H`A`h`Y`f`g`U`i`Z`

6YfY]hg`Ua`:]fY]hU [UVYbXž`XYa`&`"5i [i ghž`_Ua`Yg`ni`X]YgYa
j`Y`f`Y`Y`f`Y`b`X`Y`b`5`b [f]ZZ`X`Y`f`j`]Y`Y`A`Y`b`g`W`Y`b`Ø`V`Y`f`f`U`g`W`h`i`b`X`]b
H`f`U`i`Y`f`j`Y`f`g`Y`h`h`U`h`B`U`W`X`Z`c`f`a`U`h]c`b`Y`b`X`Y`f`D`c`]n`Y]`]g`h`X`Y`f`
j`Y`f`X`A`W`h][Y`H`A`h`Y`f`Y]b`&*!`A\ f][Yf`GmfYfž`X`Y`f`g]W`]a`B`U`W`X`]b`Y]b
g`Y`V`g`h`X`Y`f`D`c`]n`Y]`[Y`g`h`Y`h`U`h`8`]Y`g`_`Ø`b`b`h`Y`Y]b`<]b`k`Y]g`X`U`f`U`i`Z
g`Y]b`ž`X`U`g`g`Y`f`g]W`X`Y`f`G`W`k`Y`f`Y`g`Y]b`Y`f`H`U`h`Y`b`V`Y`k`i`g`g`h`]g`h"

9fa`]hh`i b [Yb`i`b`X`<]b`h`Y`f [fØ`b`X`Y

8Yf`A`U`b`b`ž`X`Y`f`Y`f`g`h`9`b`X`Y`8`Y`n`Y`a`V`Y`f`&`\$`&`b`U`W`X`8`Y`i`hgW`Ub`X
[Y`_`ca`a`Y`b`g`Y]b`g`c`ž`U`h`Y`g`Y]b`Y`b`5`gm`Ub`hf`U [`c`Z`Y`b`V`U`f`]b
6]Y`YZ`X`Y]b [Y`f`Y]W`h`8`]Y`g`]g`h`k`]W`h][ž`X`U`Y`g`:]f`U [Y`b`Ø`V`Y`f`X`Y`b
<]b`h`Y`f [f`i`b`X`i`b`X`X]Y`A`c`h]j`U`h]c`b`X`Y`g`H`A`h`Y`f`g`U`i`Z`k`]f`Z`h`6]g`Y`f`k`U`f`Y`f`
X`Y`b`G]W`X`Y`f`Y]hg`V`Y`Ø`f`X`Y`b`]b]W`h`U`g`]g`Ua`]g`h]g`W`Y`f`9]h`f`Y`a`]g`h
V`Y`_`U`b`b`h`8]Y`H`U`h`g`U`W`X`ž`X`U`g`g`Y`f`j`c`f`g`Y]b`Ya`5`V`_`ca`a`Y`b`b`U`W`X
8`Y`i`hgW`Ub`X`Y]b`g]W`X`Y`f`Y`g`@`Y`V`Y`b`]b`g`Y]b`Ya`<`Y]a`U`h`U`b`X`X`]b`h`Y`f`
g]W`X`[Y`U`g`g`Y`b`U`hž`]g`h`b]W`h`i`b`i`f`h`f`U []g`W`ž`g`c`b`X`Y`f`b`U`i`W`

_ca d`n]Yfh]b`XYf`6Yi fhY]i b[`gY]bYf`<UbX`i b[Yb"

≠`XYf` : c`[Y`XYg`5b[f]ZZg` \Uh`g]W`X]Y`]g`Ua]gh]gW`Y` ; fi ddY
≠g`Ua]gW`Yf`GhUUh`ni `XYa `J cfZU` `VY`_Ubbh`k Ug`X]Y
6i bXYgUbk U`hgW`UZhj YfUb`Uggh` \Uh`ž`X]Y` [YbUi Yb`l a gh`AbXY`ni
dfØZYb`"8]Y`J Yf_bØdZ` b[`XYg`H`hYfg`a]h`gc`W`Y`]bYf
Yi hfYa]gh]gW`Yb` ; fi ddY`k]fZh`k Y]hYfY` : fU[Yb`ØVYf`X]Y`G]W`Yf`Y]h
]b`8Yi hgW`UbX`Ui Zi bX`XUfØVYfž`k]Y`a]h`dchYbn]Y`Yb` ; YZU`fYb
i a [Y[Ub[Yb`k]fX"

8]Y`i ba]hhY`VUfYb` : c`[Yb`XYg`5b[f]ZZg

8Yf`J Yf`i gh]j cb`XfY]`A YbgW`Yb`YVYb`i bX`X]Y`J Yf`Yhni b[`j cb`UW`h
k Y]hYfYb`6Øf[Yfb` \UVYb`ZØf`X]Y`GhUXh`Gc`]b[Yb`i bX`X]Y`F Y []cb
Y]bYb`gW`k YfYb`Ya ch]cbU`Yb`GW`U[`VYXYi hYh`"J]Y`Y`6Øf[Yf`g]bX
j Yfi bg]W`Yfhi bX`ZfU[Yb`g]W`ž`k]Y`Yg`ni `Y]bYa `gc`W`Yb`J cfZU`
_ca a Yb`_cbbhY`"8]Y`Dc`nY]` \Uhi a ZUb[fY]W`Y`9fa]h`i b[Yb
Y]b[Y`Y]hYh`i a `X]Y` [YbUi Yb`l a gh`AbXY`i bX`6Yk Y [[fØbXY`XYg
5b[fY]ZYfg`ni `j YfghY`Yb`"8]Yg`_ØbbhY`XUni `VY]hfU[Yb`ž`A`b`]W`Y
: A`Y`]b`XYf`Ni `i bZh`ni `j Yfa Y]XYb"

8]Y`9fa]h`i b[Yb`ghY`Yb`bcW`Ua `5bZUb[ži bX`Yg`]gh`i b`_Ufž
]bk]Yk Y]h`X]Y`G]W`Yf`Y]hgj cf_Y`fi b[Yb`]b`XYf`F Y []cb`Ub[YdUggh
k YfXYb`a ØggYb`ž`i a `X]Y`² ZZYbh`]W`_Y]h`_ØbZh][`VYggYf`ni
gW`ØhnYb`"8]Y`6Y`ØfXYb`g]bX`Ui Z[YZcfXYfh`ž`U`Y`YfZcfXYf`]W`Yb
GW`f]hhY`ni `i bhYfbY`a Yb`ž`i a `XUg`J YfhfUi Yb`XYf`A YbgW`Yb`]b`X]Y
G]W`Yf`Y]h`]\fYf`l a [YVi b[`k]YXYf`Yfni ghY`Yb`"8Ug`J YfhfUi Yb`]b
X]Y`G]W`Yf`Y]hg`_f`ŽhY` \`Ab[h`Yf`YV`]W`XUj cb`UV`ž`k]Y`hfUbgdUfYbh
i bX`YZZ]n]Ybh`g]Y`Ui Z`gc`W`Y`J cfZ`A`Y`fYU[]YfYb"

Ni g`Ah`n`]W`k YfZYb`gc`W`Y`5b[f]ZZY`ghYhg`Y]b`bYi Yg`@]W`h`Ui Z`X]Y
8]g`_i gg]cb`ØVYf`A] [fUh]cb`i bX`X]Y`≠hY [fUh]cb`j cb` : `ØW`h`]b[Yb
]b`8Yi hgW`UbX`"9g` []Vh`j]Y`Y`Gh]a a Yb`ž`X]Y`ZcfXYfb`ž`XUgg`X]Y
5gm]j YfZU`fYb`ghfYb[Yf`ØVYfd`fØZh`k YfXYb`gc`hYb`ž`i a [YZ`A`f`]W`Y
DYfgcbYb`ZfØ`nY]h][`ni `]X]Ybh]Z]n]YfYb`"8Yb`bcW`]gh`Yg`k]W`h][ž`g]W`
XUfUb`ni `Yf]bbYfb`ž`XUgg`X]Y`A Y`f`Y]h`XYf`A] [fUbhYb`Zf]YX`]W`Y
5Vg]W`hYb` \Uhi bX`bUW`Y]bYa `VYggYfYb`@YVYb`gi W`h"

≠X]YgYa '?cbhYI h_ÖbbhY'a Ub`X]Y': fU[Y`Ui Zk YfZYbžk]Y`X]Y
; YgY`gW UZh`U`g; UbnYg`X]YgYb`<YfUi gZcfXYfi b[Yb`VY[Y[bYb
_Ubb"9]bY`cZZYbY`8]g_i gg]cb`ØVYf`G]WYf\Y]hga U»bU`a Ybž
[Y_cddY`h'a]h`Y]bYa `i a ZUggYbXYb`J Yfgh`AbXb]g`ZØf`X]Y'; fØbXY
i bX`I a gh`AbXYž`X]Y`A YbgWYb`XUni `Vf]b[Ybž`\fY`<Y]a Uh`ni
j Yf`UggYbž`_ÖbbhY`XYf`GW`ØggY`ni f`GW UZZI b[`Y]bYg`g]WYfYfYb
i bX`bUW`U`h][YfYb`I a Z`Xg`gY]b"

9]b`_f]h]gW Yf`6`]W_]b`X]Y`Ni`_i bZh

8]Y`9fY][b]ggY`]b`Gc`]b[Yb`\UVYb`XYi h]W`[Ya UW`hž`XUgg`Yg
k]W`h][`]ghž`k UW`gUa `ni `V`Y]VYb`i bX`Ui Z`dchYbn]Y`Y
6YXfc`i b[Yb`ni `fYU[]YfYb"8]Y`G]WYf\Y]hg_f`ÄZhY`ghY`Yb`j cf`XYf
<YfUi gZcfXYfi b[ž`\fY`GW`U[_fUZh`ni `j Yfgh`Äf`_Yb`i bX`[`Y]W`nY]h][
X]Y`F`YW`hY`j cb`GW`i hngi W`YbXYb`ni `fYgdY`_h]YfYb"K]Y
8Yi hgW`UbX`i bX`UbXYfY`Yi fcd`Ä]gW`Y`@`AbXYf`]b`Ni`_i bZh`a]h
X]YgYb`_f]h]gW`Yb`: fU[Yb`i a [Y`Yb`k YfXYbž`V`Y]Vh`UVni k UfhYbž
i bX`X]Y`8]g_i gg]cb`k]fX`nk Y]ZY`cg`k Y]hYf[Y`Yb"9g`]Y[h`]b`XYf
J YfUbhk cfhi b[`gck c`X`XYf`6Y`ÖfXYb`U`g`Ui W`X`Yf`; YgY`gW UZhž
[Ya Y]bgUa `bUW`@`Ögi b[Yb`ni `gi W`Ybž`X]Y`gck c`G]WYf\Y]h`U`g
Ui W`A YbgW`]W`_Y]h`ZØfXYfb"

; YgY`gW UZh`]W`Y`F`YU`_h]cbYb`i bX

ÖZZYb`h`]W`Y`8]g_i gg]cb

8Yf`5bgW`U[`]b`Gc`]b[Yb`\Uh`Y]bY`K Y`Y`XYf`9a dØfi b[`i bX
HfUi Yf`]b`XYf`6Yj Ö`_Yfi b[`Ui g[Y`Ögh"≠`XYb`gcni]U`Yb`A YX]Yb
Äi »YfhYb`j]Y`Y`A YbgWYb`]\f`A]h[YZØ`ZØf`X]Y`C dZYf`i bX`XYfYb
: Ua `]Yb"; `Y]W`nY]h][`[UV`Yg`Ui W`nU`\fY]W`Y`8]g_i gg]cbYb`ØVYf
G]WYf\Y]hga U»bU`a Yb`VY]`ÖZZYb`h`]W`Yb`J YfUbghU`hi b[Yb`i bX`X]Y
≠hY[fU]cb`j cb`A][fUbhYb`]b`8Yi hgW`UbX"9]b][Y`6Øf[Yf
ZcfXYfhYb`ghfYb[YfY`?cbhfc`Yb`i bX`Y]bY`X]ZYfYbn]YfhYfY
6YhfUW`hi b[`j cb`5gm] YfZU`\fYbž`i a `XYfUfh][Y`HfU[ÖX]Yb`]b
Ni`_i bZh`ni `j Yf\]bXYfb"

≠`Gh`ÄXhYb`k]Y`6Yf`]b`i bX`A ØbW`Yb`cf[Ub]g]YfhYb`6Øf[Yf`gdc b`hUb
; YXYb`_j YfUbghU`hi b[Ybž`i a `XYb`C dZYfb`ni `[YXYb`_Yb" `Dc`]h]_Yf

Ui g j YfgW]YXYbYb`DUfhY]Ybž`XUfi bhYf`X]Y`GD8ž`78I`i bX`X]Y
; f0bYbž`UVYb`j`fY`5bhY]`bU\`a`Y`VY`_i`bXYhi`bX`j`b`5bgdfUW`Yb
VYhc`bž`XUgg`<`Ugg`i`bX`i`Yk`U`h`_Y]bYb`D`Uhn`j`b`XYf`i`YgY`gW`UZh
UVYb`X0fZYb`"

Dc`h]gW`Y`A`U»`bU\`a`Y`i`bX`G]W`Yf\`Y]hg`U[`Y
]b`8Yi`hgW`UbX`

æ`i`Ni`[`Y`XYg`5bgW`U[`g`bY\`a`Yb`X]Y`dc`h]gW`Yb`8YVUhhYb`0VYf
G]W`Yf\`Y]hgZfU[`Yb`ni`" `æbYba`j]b]ghYf]b`B`UbWm`i`UYgYf`\`Uh
Ub[`Y`_0bX][`hž`X]Y`G]W`Yf\`Y]hg`U[`Y`j]b`8Yi`hgW`UbX`ni`0VYfdf0ZYb
i`bX`X]Y`Ni`gUa`a`YbUfVY]h`nk`j]gW`Yb`XYb`G]W`Yf\`Y]hgVY\`0fXYb`ni
j`Yfgh`Åf`_Yb`"8]YgY`5b`_0bX][`i`b[`Zc`[`h`Ui`Z`i`cfXYfi`b[`Yb`Ui`g`XYf
6Yj`0`_Yfi`b[`bUW`a`Y`f`GWi`hna`U»`bU\`a`Yb`VY]`0ZZYbh]W`Yb
J`YfUbghU`hi`b[`Ybž]bgVYgcbXYfY`VY]i`YghYb`a`j]h[`fc»`Yf
A`YbgW`Yb`UbgUa`a`i`b[`"

9VYbgc`k`j]fX`X]g`_i`h]Yfhž`cV`X]Y`VYghY\`YbXYb`i`YgYhnY`ni`f
HYffcf]ga`i`gVY`_Åa`dZi`b[`j`YfgW`ÅfZh`k`YfXYb`gc`hYb`"8]YgY
8YVUhhYb`g]bX`b]W`h`bYi`/`VYfY]hg`bUW`a`Y`fYfYb`j]g`Ua`j]gh]gW
a`chj]YfhYb`5bgW`_Å[`Yb`j]b`8Yi`hgW`UbX`[`UV`Yg`_Å`b`]W`Y
5bZfU[`Yb`"8Yb`bcW`ghY\`h`X]Y`<`YfUi`gZc`fXYfi`b[`ž`nk`j]gW`Yb
b`ch`k`YbX][`Ya`GWi`h`ni`bX`XYf`K`U\`fi`b[`XYf`]bX]j]Xi`Y`Yb
:`fY]\`Y]hgYfW`hY`Y]bYb`Ui`g[`Yk`c[`YbYb`A`j]hY`k`Y[`ni`Z]bXYb`"

<]bhYf[fi`bX`ni`f`HYffcf]ga`i`gVY`_Åa`dZi`b[`]b
8Yi`hgW`UbX`

æ`XYb`Y`hnhYb`j]fYb`\`Uh`8Yi`hgW`UbX`j`YfgW]YXYbY`A`U»`bU\`a`Yb
ni`f`6Y`_Åa`dZi`b[`XYg`HYffcf]ga`i`g`Yf[`f]ZZYb`"8]YgY`VY]b\`U`hYb
i`bhYf`UbXYfYa`Y]bY`j`YfVYggYfi`b[`XYf`Ni`gUa`a`YbUfVY]h
nk`j]gW`Yb`Dc`nY]i`bX`i`Y\`Y]a`X]YbghYb`gck`j]Y`Y]bY`j`Yfgh`Åf`_hY
F`0W`_Z0\`fi`b[`dchYbn]Y`Yf`i`YZ`_f`XYf`"æ`gVYgcbXYfY`bUW`XYa
5bgW`U[`Ui`Z`XYb`K`Y]\`bUW`hga`Uf`_h]b`6Yf`b`j]a`j]f`&`\$`%`*`k`i`fXY
XUg`H\`Ya`U`G]W`Yf\`Y]h`Z0f`X]Y`^`ZZYbh]W`_Y]h`j`Yfgh`Åf`_h
h\`Ya`Uh]g]Yfh`"

;`Y]WLnY]h[`gY\Yb`9I dYfhYbž`k]Y`XYf`HYffcf]ga i gZc fgWYf`DYhYf
BYi a Ubbž`Y]bY`Bchk YbX][_Y]hž`X]Y`l fgUWYb`ZØf`9I hfYa]ga i g`ni
UXfYgg]YfYbž`XUfi bhYf`gc n]U`Y`l b[`Y]W\`Y]h`i bX`a Ub[Y`bXY
≠hY[fUh]cb`j cb`A][fUbhYb``8]Y`<YfUi gZcfXYfi b[Yb`g]bX
j]Y`gW]W h][`i bX`YfZcfXYfb`b]W h`bi f`fYdfYgg]j Y`A U» bU\`a Ybž
gcbXYfb`Ui W`df`j Ybh]j Y`5bg`ĀhnYž`X]Y`Ui Z`6]`Xi b[`i bX
[YgY``gW UZh`]WYb`Ni gUa a Yb`U`h`UVn]Y`Yb`"

8YhU]`g

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