6 fUbXgh]Zhi b [']b 'J]YfgYb. 'Dc`]nY]'gi W h Xf]b[YbX 'NYi [Yb

Dc`]nY]'gi W h'NYi [Yb' bUW '6fUbX']b 'J]YfgYb. 'NY]hi b[Yb
Ub[YnØbXYhi bX'6f]YZ_UghYb 'VYgW ÅX][h'' <]bk Y]gY 'YfVYhYb°

⊕ 'J]YfgYbž[YbUi Yf' [YgU[h'Ub 'XYf'6fØggY'Yf'5`YYž'k i fXY']b 'XYf
B UW h'j cb'GcbbhU['Ui Z'A cbhU['Y]bY'VYXYb_]WXY'6YcVUW h' b [
[Ya UW h''; Y[Yb '&.' \$'I \f'U'Ufa]YfhY'Y]b'5bk c\ bYf'X]Y
9]bgUhm_fÅZhYž'bUWXYa 'Yf'FUi W 'Ui g'Y]bYa ' <Ui gY]b[Ub[
VYa Yf_h'\UhhY''J cf'C fh'YbhXYW_hY'Yf'a Y\ fYfY'VfYbbYbXY
NY]hi b[Ybž'i bhYf'UbXYfYa 'Y]bYž'X]Y'g]W']a '6f]YZ_UghYb'Y]bYf
<Ui ghØf'VYZUbX''8]Y': 'Ua a Yb'VYgW ÅX][hYb'XYb'6f]YZ_UghYb
Yf\YV']W "

: Øf'X]Y'9]bgUhm_fÅZhY'ghY''hY'g]W'X]Y'G]hi Uh]cb'U'g'gW bY''
Yg_U']YfYbX'\YfUi g''6Y]']\fYf'5b_i bZh'\UhhYb'j]Yf'ž [YbX']WYž
X]Y'a i ha U»]W'ZØf'XYb'J cfZU''j YfUbhk cfh']W'k UfYbž'VYfY]hg'XUg
K Y]hY' [Ygi W h''NYi [Yb'VYf]W hYbž'XUgg'Yg'g]W' i a 'nk Y]'ž b[Yb
i bX'nk Y]'A ÅXWYb'\UbXY'hY''I bk Y]h'XYf'6fØggY'Yf'5`YY'\UhhYb
5bk c\ bYf'ni j cf']b'XYf'GhfU» Y'5a 'GhY]b_fY]g'VYcVUW hYhž'k]Y
Y]bY'; fi ddY'j cb'ž [YbX']WYb'a]h': Yi Yf'\Ubh]YfhY''8cfh'k i fXYb
F YghY'Y]bYg': Yi Yfk Yf_gVØ''Yfg']b'Y]bYa 'A Ø''Y]a Yf' [YZ' bXYbž
UVYf' ['ØW_]W'Yfk Y]gY'_Ua 'Yg'b]W h'ini 'Y]bYa '6fUbX"

8]Y 'Gi W Y 'bUW 'NYi [Yb

8]Y'Dc`]nY]' \Uh'X]Y'9fa]h'hi b[Yb'Ui Z[Ybca a Yb' i bX'gi W h'bi b
Xf]b[YbX' bUW 'DYfgcbYbž'X]Y']b'XYf'VYgU[hYb' B UW h'YhK Ug
J YfXÅW h][Yg'VYa Yf_h'\UVYb'' <]bk Y]gY'_ØbbYb' i bhYf'XYf
HY'YZcbbi a a Yf'\$&%* &# ++!\$ [Ya Y'XYh'k YfXYb''8]Y' ÷Yb]hÅh'XYf
ž [YbX']WYb'ghY'h'XUVY]']a 'NYbhfi a 'XYf'I bhYfgi W i b[Yb''8]Y

; YZU\řž'X]Y`Xi fW`XUg': Yi Yf'j Yfi fgUW`h'k i fXYž'nY][ h'XYi h`]Wž
k]Y`k ]W`h][`Yg`]ghž`]b`gc`W`Yb`G]hi Uh]cbYb`k UW`gUa`ni`gY]b`i bX
gW`bY`ni`fYU[]YfYb"

8]Y`j cfUb[ Y[ Ub[ YbYb`J cfZÄ`Y`ghY`Yb`Y]bY`U`Ufa`]YfYbXY
9bhk]W`i b[ `XUF`Gc`W`Y`a`i`hk`][`Yb`<UbX`i`b[ Ybž`k]Y`XUg
5bnØbXYb`j`cb`NY]hi`b[Yb`i`bX`X]Y`a`]ggVfÄi`W`]W`Y`Bi`hni`b[ `j`cb
: Yi Yfk Yf_g_ÖfdYfbž`g]bX`b]W`h`bi`f`[YZÄ`f`]W`ZØf`X]Y
i`ba`]hhY`VUFY`I`a`[YVi`b[ ž`gc`bXYfb`Ui`W`Y]b`NY]W`Yb`ZØf
a`Ö[ `]W`Yfk`Y]gY`h]YZYfY`[YgY`gW`UZh]W`Y`DfcV`Ya`Y`i`bhYf`↑`b[Yb
A`YbgW`Yb"

9]b`VYgc f[ b]gYffY[ YbXYf`HfYbX

F`Ui`W`Ui`g`Y]bYa`<Ui`gY]b[ Ub[ `ni`VYa`Yf`Ybž`gc`hY`ZØf
b]Ya`UbXYb`bcfa`U`gY]bž`i`bX`X]YgY`G]hi`Uh]cb`k`]fZh`Y]b`@]W`h`Ui`Z
X]Y`<YfUi`gZcfXYfi`b[ Ybž`X]Y`]b`XYf`š`[YbX`i`h`i`f`VYghY`Yb`Gc`W`Y
J`cfZÄ`Y`\_ÖbbhYb`Ui`Z`Y]bY`bUW`UggYbXY`5i`Zg]W`h`c`XYf`Y]b
ZY`YbXYg`J`YfUbhk`cfhi`b[ gVYk`i`gghgY]b`]bbYf`U`V`XYf
; Ya`Y]bgW`UZh`h`]bk`Y]gYb`"K`]Y`j`]Y`Y`j`cb`i`bg`UVYb`]b`XYf
J`Yf[ Ub[ Yb`Y]h`Ä`b`]W`Y`J`Yf`U`hYbgk`Y]gYb`Yf`YVh`i`bX`XYbbcW`
k`Y[ [ YgW`Ui`h3

9]b`k ]W`h][Yg`9`Ya`Ybh`]b`XYf`8]g`i`gg]cb`i`a`š`[YbX]`Yf`U`hYb`]gh
X]Y`: fU[ Yž`k`c`X]Y`: fYbnYb`XYf`I`bVYgW`k`Yfh`Y]h`]Y[Yb`"8`Ug
`Ubh]YfYb`a`]h`: Yi Yf`i`bX`XUg`NØbXYb`]b`K`c`b[YV]YhYb`YfZcfXYfh
_`UfY`6`chgW`UZhYb`j`cb`9fk`UW`gYbYb`i`bX`Y]bY`ZYghY
Dcg]h]cb]Yfi`b[ `i`[ Y[ Yb`gc`W`Y`: YZU`fYb`"š`X]YgYb`A`ca`YbhYb`g]bX
; YgdfÄW`Y`i`bX`Ui`Za`Yf_gUa`Y`B`UW`VUfgW`UZhYb`i`bYf`Ägg`]W`ž`i`a
↑`b[ Y`A`YbgW`Yb`Ui`Z`X]Y`?`cbgYei`YbnYb`]`fYg`<UbXY`bg
`]bni`k`Y]gYb"

š`g[ YgUa`h`V`Y]Vh`ni`c`ZYbž`XUgg`X]Y`9fa`]h`i`b[ Yb`XYf`Dc`]nY]
gW`bY`ni`dcg]h]Yb`9f[YVb]ggYb`ZØ`fYb`i`bX`X]Y`VYhfc`ZYbYb
š`[ YbX`]W`Yb`ni`f`J`YfUbhk`cfhi`b[ `i`[ Ync[ Yb`k`YfXYb`_ÖbbYb`"9g`]gh
Ui`W`Y]bY`: Y`Y[Yb`Y]h`ZØf`X]Y`: Ya`Y]bgW`UZhž`g]W`[Ya`Y]bgUa
[Y[Yb`gc`W`Y`f]g`UbhYb`J`Yf`U`hYbgk`Y]gYb`Ui`gni`gdfYW`Yb`i`bX
U`h]j`ni`k`YfXYb"

l a 'XUg'H\Ya U']b'XYb': c_i g'ni 'fØW_Ybž'gc`hYb'k]f'b]W\h'bi f'ØVYf
6Ygcf[b]g'gdFYW_Ybž'gcbXYfb'Ui W'ØVYf'@Øgi b[Yb'i bX
5i Z_Àfi b["'9]b'cZYZf'8]U'c['nk]gW_Yb'XYb'; YbYfUh]cbYb
_ØbbhY'j]Y'Y'gc`W\_Yf'J cfZÄ`Y']b'XYf'Ni _i bZh'j Yf\]bXYfb"

<]b hYf[fi bX]bZcfa Uh]cbYb'ni 'J UbXU`]ga i g
i bX'đ [YbX_f]a]bU`]hÀh

≠'XYb`YmhYb'đ\fyb'\UhX]Y'8]g\_i gg]cb'i a 'J UbXU`]ga i g'i bX
đ [YbX_f]a]bU`]hÀh]b'8Yi hgW`UbX`Ub'6YXYi hi b['[Yk cbbYb"
J YfgW]YXYbY'Ghi X]Yb'nY][Yb'Y]bYb'5bgh]Y['j cb'8Y`_hYbž'VY]
XYbYb'j cf'U`Ya 'Øb[YfY'HÀhYf']bj c'j]Yfh'g]bX"@Ui h'Y]bYf
GhUh]gh]_XYg'6i bXYg_f]a]bU`Ua hg'f6? 5k'Ui g'XYa 'đ\f'&\$&'g]bX
X]Y'a Y]ghYb'HUhj YfXÀW'h][Yb]a '6YfY]W`XYf'GUW\_VYgW`ÀX][i b[
nk]gW_Yb'%('i bX'% , 'đ\fyb'U'h"8]Yg'k]fZh': fU[Yb'ni 'XYb
gcn]c_Øcbca]gW_Yb'6YX]b[i b[Yb'Ui Z'X]Y'gc`W_Yg'J Yf\U'hYb
VY[Øbgh][Yb'_ØbbhYbž'XUfi bhYf'XUg'ZJa]]ÀfY'I a Z'Xž'X]Y
GW'i `V]Xi b['i bX'gcn]U'Y'≠hY[fUh]cb"

6YgcbXYfg]b'i fVUbYb'; YV]YhYb'g]bX'gc`W\_Y'8Y`_hY`\Ài Z]['a]h
gcn]U`Yb'DfcV`Ya Yb'j YfVi bXYbž'k]Y'Yhk U'5fVY]hg`cg][_Y]h'cXYf
Y]bYf'a Ub[Y`\UZhYb'5bV]bXi b['Ub': fY]nY]hU_h]j]hÀhYb"'8]YgY
: U_hcYfYb'_ØbbYb'ni 'Y]bYf'Yf\Ø\hYb': fi ghfUh]cb'i bX'ni
J Yf\U'hYbgdfcV`Ya Yb'ZØ\fybž'X]Y'g]W`]b'J UbXU`]ga i g'Ài » Yfb"
8]Y'≠Yb]h]Z_Uh]cb'j cb'A i ghYfb]b'X]YgYb'J Yf\U'hYbgk Y]gYb'_Ubb
ZØf'X]Y'DfÄj Ybh]cb'j cb'YbhgW_Y]XYbXYf'6YXYi hi b['gY]b"

F YU_h]cbYb'XYf'; Ya Y]bgW UZh'i bX
fYW h]W Y'? cbgYe i YbnYb

8]Y'FYU_h]cbYb'Ui ZJ UbXU`]ga i g]b'K c\ b[YV]YhYb'g]bX'cZh
[Ya]gW'h'i bX'fY]W_Yb'j cb'9a dØfi b['V]g'\]b'ni 'Y]bYf': cfXYfi b[
bUW`j YfghÀf\_hYb'G]W\_Yf\Y]hga U» bU`a Yb"'5bk c\ bYf'ZcfXYfb
\Ài Z]['a Y\ f'DfÄgYbn'j cb'Dc`]nY]\_f`ÀZhYbž'i a 'dchYbn]Y`Y
GhfUZhÀhYf'UVni gW'fYW_Yb"'8 UfØVYf'\]bUi g'g]bX'X]Y'fYW h]W_Yb
?cbgYe i YbnYb'ZØf'† [YbX`]W\_Y'HÀhYf']b'8Yi hgW`UbX'fY`Uhj
a]XY"'a : U`Y'j cb'GUW\_VYgW`ÀX][i b['_ØbbYb

9fn]Y\i b[ga U» fY[Y`bž'Gcn]U`ghi bXYb`cXYfž`VY]`gWk YfYfYb
J Yf[Y\Ybž'Ui W ; Y`XghfUZYb`j Yf\Ab[h`k YfXYb`"

9`hYfb`gd]Y`Yb`Y]bY`YbhgWY]XYbXY`F c`Y`]b`XYf`DfAj Ybh]cb`j cb
đ [YbX`\_f]a ]bU`]h`hž'i bX`j]Y`Y`_đ]h]Uhj] Yb`gYhnYb`Ui ZX]Y
Ni gUa a YbUfVY]hj cb`GWi`Ybž'gcn]U`Yb`8]YbghYb`i bX`XYf`Dc`nY]ž
i a`đ [ YbX`]WY`ØVYf`X]Y` : c`[Yb`]\fYg`<UbXY`bg`Ui Zni`\_`ĀfYb`i bX
]\bYb`5`hYfbUhj] Yb`ni`V]YhYb`"5\_h]cbYb`k]Y`GWi``dfc`Y`_hY`ni`f
; Yk U`hdfĀj Ybh]cb`i bX`5b[ YVchY`ZØf` : fY]nY]h[ YghU`hi b[`gc`Yb
dfĀj Ybhj] `k ]f`_Yb`i bX`gc`X]Y`K U\fgWY]b`]W`_Y]h`gc`WYf`J cfZĀ`Y
gYb`\_Yb`"

8]Y`9fa ]h`i b[Yb`XYf`Dc`nY]`i bX`XUg`GUa a Y`b`j cb
NYi [YbUi`ggU[ Yb`g]bX`YggYbn]Y`Y`GWf]hYž'i a`X]Y`HĀhYf`ni
]XYbh]Z]n]YfYb`i bX`]\bYb`X]Y`bchk YbX][Yb`fYW`h]WYb
?cbgYei YbnYb`Ui Zni`nY][Yb`"đ`X]YgYa`gdYn]Y`Yb` : U`]gh`X]Y
Dc`nY]`Ui ZX]Y`A ]h`]\ZY`XYf`6Yj`Ō`_Yfi b[`Ub[ Yk ]YgYbž'i a`X]Y
9fY][b]ggY`XYf`BUW`h`Ui Zni`\_`ĀfYb`"

J cfVYi [i b[`i bX`@Ōgi b[gUb gĀhnY

I a`X]Y`i fgUWYb`j cb`J UbXU`]ga i g`i bX`Ā\b`]WYb`HUhYb`ni
VY`\_Āa dZYbž`gYhnYb`j ]Y`Y` ; Ya`Y]bXYb`Ui ZdfĀj Ybh]j Y
A U» bU`a Yb`"8]YgY`\_ŌbbYb`j cb`5i Z`_Āfi b[g`\_Ua`dU[bYb`V]g`ni
j YfghĀf`\_hYb` : fY]nY]hU`\_hj ]hĀhYb`ZØf`đ [ YbX`]WY`fY]WYb`"Dfc`Y`_hYž
X]Y`đ [ YbX`]WYb`dcg]h]j Y`6YgW`ĀZ]h][ i b[ ga`Ō[`]W`_Y]hYb`V]YhYbž
\UVYb`g]W`U`g`YZZ`\_hj`Yfk]YgYb`"Ghi`X]Yb`nY][ Ybž`XUgg`Y]b`[i`hYg
: fY]nY]hUb[YVch`i bX`X]Y`9]bV]bXi b[ `XYf`đ [ YbX`]WYb`]b`X]Y
; YgY`gW`UZh`cZh`\Y`ZYbž`XUg`F]g]\_c`ZØf`UVk`Y]WYbXYg`J Yf\U`hYb
ni`j Yff]b[ Yfb`"

8 UfØVYf`\]bUi`g`]gh`Yg`k ]W`h][žY]bYb`8]U`c[`]bbYf\U`V`XYf
7ca`a`i`b]h]Yg`ni`ZØfXYfbž'i`a`a`Y`f`6Yk`i`ggHgY]b`ZØf`X]Y
DfcV`Ya`Yž`X]Y`j`UbXU`]gh]gW`Yg`J`Yf\U`hYb`j`Yfi`fgUW`Ybž`ni
gW`UZZ`Yb`"8`i`fW`[`Ya`Y]bgUa`Y`_đ]h]Uhj]Ybž`k`]Y`Yhk`U
BUW`VUfgW`UZh`g`UW`Yb`cXYf`c`_U`Y`J`YfgUa`a`i`b[`Ybž`_ŌbbYb
5bk`c`\bYf`b]W`h`bi`f`VYggYf`a`]hY]bUbXYf`_ca`a`i`b]n]YfYbž`gc`bXYfb
Ui`W`U`\_hj`]`Ub`XYf`J`YfVYggYfi`b[ `]\fYf`BUW`VUfgW`UZh`UfVY]hYb`"

8YhU]g

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