

9]b`A Y]`YbghY]b`]b`XYf`FUi a ZU\fh.` GhUf`]bYf`ghUfhYh`hfc hn`<]bXYfb]ggYb

B5G5`Vf]b[h'5ghfcbUi hYb`&\$&) `ni fØW`j cb`XYf`-GGž
bUWXYa `DfcV`Ya Y'a]h`XYa `~GhUf`]bYf" `XYb`D`Ub
j YfnØ[YfhYb"

8]Y`I G!FUi a ZU\fhVY\ØfXY`BUgU`\Uh`g][bU`g]Yfhž`XUgg`X]Y
FØW`_Y\`f`j cb`nk Y]`5ghfcbUi hYb`j cb`XYf`-bhYfbUh]cbU`Yb
FUi a ghUh]cb`fGGŁ`g]W`j YfnØ[Yfh"i fgdfØb[`]W`k Uf`Y]bY
FØW`_Y\`f`ZØf`XUg`Ui ZYbXY`X\`f`[Yd`Ubhž`XcW`Ui Z[fi bX
Ub\U`hYbXYf`DfcV`Ya Y'a]h`XYa `FUi a gW]ZZ`~GhUf`]bYf" `k]fX`X]Y
FØW`_Y\`f`bi b`Yfgh`a `: YVfi Uf`&\$&) `ghUhhZ]bXYb" `8]Yg`k i fXY`]b
Y]bYf`DfYggY`cbZYfYbn`Ua `GUa ghU[`VY`Ubbh`[Y[YVYb"

8]Y`5ghfcbUi hYb`6i hW`K]`a cfY`i bX`Gi b]`K]`Ua g`k UfhYbž`gY]h
g]Y`]a `F U\`a Yb`Y]bYg`VYa UbbhYb`HYghZi [g`Ub`6cfX`XYf`-GG`g]bXž
Ui Z]\fY`<Y]a fY]gY" `8Yf`~GhUf`]bYf" ž`XUg`bYi YghY`FUi a gW]ZZ`XYf
BUgUž`\Uh`i bhYf`[Ygi bX\Y]h]W`Yb`i bX`cdYfUh]cbU`Yb
<YfUi gZcfXYfi b[Yb`[Y`]hYbž`k Ug`X]Y`i fgdfØb[`]W`Yb`NY]hd`ÀbY
Yf\YV`]W`VYY]bhf`ÀW`h][h`\Uh" `8Ug`FUi a gW]ZZ`ghUfhYhY`Yfgh
_Øfn`]W`ni `gY]bYf`YfghYb`VYa UbbhYb`A]gg]cbž`i bX`X]Y`DfcV`Ya Yž
X]Y`Ui ZhfUhYbž`nY][Yb`X]Y`<YfUi gZcfXYfi b[Ybž`X]Y`a]h`XYf
HYW`bc`c []Y`i bX`XYf`G]W`Yf\Y]h]j cb`FUi a ZU\fnYi [Yb`j YfVi bXYb
g]bX"

I fgUWXY`XYf`J YfnØ[Yfi b[Yb

8]Y`GW`k]Yf][_Y]hYb`a]h`XYa `~GhUf`]bYf" `g]bX`XUg`F`Ygi `hUh
a Y\`fYfYf`hYW`b]gW`Yf`i bX`g]W`Yf\Y]hgfY`Yj UbhYf`FØW`gW`À[Yž
X]Y`XUg`FUi a gW]ZZ`k`À\`fYbX`gY]bYg`HYghghUfhg`\UhhY" `8]YgY
<YfUi gZcfXYfi b[Yb`g]bX`b]W`hi b[Yk`Ø\b`]W`]b`XYf`FUi a ZU\fhž

_ÖbbYb`YXcW`XUni`ZØ\fybžXUgg`A]gg]cbYb`Äb[Yf`XUi Yfb`i bX
5ghfcbUi hYb`i bj cf\Yf[YgY\YbY`NY]hfÄi a`Y`ja`5`j Yfvf]b[Yb
a`ØggYb`" ð`X]YgYf`G]hi Uh]cb`k]fX`XYf`F ØW_hfUbgdcfh`bi b`a`]h
Y]bYa`UbXYfYb`F Ui a`gW]ZZ`XYa`~7fYk`8fU[cb`"] cb`GdUWL ž
Xi fW [YZØ\fh"

8]Y`9bhgWY]Xi b[ž`Ui Z`GdUWL`ni fØW_ni [fY]ZYbž]gh`XUg`FYgi`hUh
Y]bYf`Yb[Yb`Ni gUa`a`YbUfVY]h`nk]gW`Yb`XYf`B UgU`i bX
_ca`a`Yfn]Y`Yb`5i ggW`fY]Vi b[Ybž`X]Y`Yg`XYf`F Ui a`ZU\fhVY\ÖfXY
Yfa`Ö[`]W`Ybž`X]Y` : Ä\][_Y]hYb`j cb`j YfgW]YXYbYb
F Ui a`ZU\fhUbV]YhYfb`ni`bi`hnYb`" GdUWL` \Uh]g]W`U`g`ni j Yf`Ägg][Yf
DUfhbYf`Yfk]YgYbž`i bX`X]Y`9bhgWY]Xi b[ž`]\fY`HYW`bc`c []Y`ni
j Yfk`YbXYbž`_ÖbbhY`XYb`VYhfc`ZZYbYb`5ghfcbUi hYb`Y]bY`gW`bY`YfY
F ØW`_Y\`f`ni f`9fXY`Yfa`Ö[`]W`Ybž`k Ä\fybX`X]Y`DfcV`Ya`Y`XYg
~GhUf`]bYf`" k`Y]hYf\]b`i bhYfgi`W`hi bX`VY\cVYb`k`YfXYb`"

5_hi`Y`Y`G]hi`Uh]cb`XYf`5ghfcbUi`hYb

8]Y`5ghfcbUi hYb`k`]`a`cfY`i bX`k`]`]Ua`g`VY]bXYb`g]W`bUW`k`]Y
j`cf`Ub`6cfX`XYf`GŽ`k`c`g]Y`Ub`j`YfgW]YXYbYb`9i`dYf]a`Yb`hYb`i bX
k`]ggYbgW`Už`i]W`Yb`Dfc`Y`_hYb`UfVY]hYb`" ð`f`5i`ZYbh`U`h`Ub`XYf`GŽ
k`i`fXY`j`Yf`Äb[Yfhž`k`Ug`b]W`h`bi`f`X]Y`<YfUi`gZcfXYfi`b[Yb`XYf
F Ui a`ZU\fh]HYW`bc`c []Y`k`]XYfgd]Y[Y`hž`gcbXYfb`Ui`W`X]Y
5bdUggi`b[gZÄ\][_Y]hi`bX`XUg`9b[U[Ya`Ybh`XYf`5ghfcbUi hYbž`X]Y
i`bhYf`gY\`f`UbghfYb[YbXYb`6YX]b[i`b[Yb`UfVY]hYb`a`ØggYb`"8]Y
;`Ygi`bX\Y]hi`bX`G]W`Yf\Y]h`XYf`7fYk`ghY\Yb`k`Y]hYf\]b`Ub
cVYfghYf`GhY`Yž`k`Ä\fybX`X]Y`B UgU`XUfUb`UfVY]hYhž`X]Y
hYW`b]gW`Yb`GW`k`]Yf][_Y]hYb`XYg`~GhUf`]bYf`" ni`ØVYfk`]bXYb`"

8]Y`ni`_ØbZ]h[Yb`D`ÄbY`VY]b`U`hYb`Ui`W`k`Y]hYf\]b`HYghg`i`bX
5bdUggi`b[Yb`XYg`~GhUf`]bYf` ž`i`a`g]W`Yfni`ghY`Ybž`XUgg`Yg`XYb
\c\Yb`GhUb`XUfXg`XYf`F Ui a`ZU\fh`Ybhgd]W`h`8]Yg`nY][hž`k`]Y
k`]W`h][`Yg`]ghž`XUgg`HYW`bc`c []Ybž`X]Y`A`YbgW`Yb`]bg`5`Vf]b[Ybž
[fØbX`]W`[YhYghYh`k`YfXYbž`VYj`cf`g]Y`j`c`Y]b[YgYhnh`k`YfXYb`"8]Y
B UgU`j`YfZc`[h`gca`]h`b]W`h`bi`f`X]Y`F ØW`_Y\`f`XYf`5ghfcbUi hYbž
gcbXYfb`Ui`W`X]Y`K`Y]hYfYbhk`]W`i`b[`Y]bYf`XYf
j`]Y`j`YfgdfYW`YbXghYb`F Ui a`ZU\fh`hYW`bc`c []Yb`]fYf`Y`fU`"

8]Y`A]gg]cb`XYf`5ghfc bUi hYb`i bX`X]Y`<YfUi gZcfXYfi b[Ybž`X]Y`XUg
~GhUf`]bYf" !Dfc[fUa a `a]hg]W\`Vf]b[hž`ghY\Yb`gma Vc`]gW\`ZØf`X]Y
dYfa UbYbhY`<YfUi gZcfXYfi b[`]a `6YfY]W\`XYf`F Ui a ZU\fhYW\ b]_"
K Å\fybX`XUg`5V_ca a Yb`a]h`GdUW\L`Y]bY`@Øgi b[`V]YhYhž`V`Y]Vh
X]Y` : fU[Y`bUW\`XYf`Ni j Yf`Ågg][_Y]hi bX`G]W\Yf\Y]h`XYg
Y][Ybh`]W\Yb`F Ui a ZU\fnYi [g`VYghY\Yb" `8]Yg`]gh`Y]b`k]W\h][Yf
Di b_hž`XYf`j cfUi gg]W\h`]W\`]b`XYb`_ca a YbXYb`A cbUhYb`k Y]hYf\]b
]a ` : c_i g`XYf`^2 ZZYbh`]W\`_Y]hi bX`XYf`F Ui a ZU\fh[Ya Y]bXY`ghY\Yb
k]fX"

9]b`6`]W`_]b`X]Y`Ni _i bZh

8]Y`j YfnØ[YfhY`F ØW__Y\`f`XYf`5ghfc bUi hYb`]gh`Y]bY`9f]bbYfi b[
XUfUbž`XUgg` : cfhgW\ f]hY`]b`XYf`F Ui a ZU\fh`cZh`a]hi bYfk UfhYhYb
<]bXYfb]ggYb`j YfVi bXYb`g]bX" `8]Y`B UgU`V`Y]Vh`cdh]a]gh]gW\`i bX
k]`X]Y`@Y\fyb`Ui g`X]YgYb`GW\k]Yf][_Y]hYb`n]Y\Ybž`i a `X]Y
G]W\Yf\Y]h`VY]`ni _ØbZh][Yb`A]gg]cbYb`ni `[Yk Å\f`Y]ghYb"
=bcj Uh]cbg_fUZh`i bX`Ui » YfcfXYbh`]W\Y` : cfgW\i b[Yb`]b`XYf
F Ui a ZU\fhYW\ b]_`V`Y]VYb`YbhgW\Y]XYbXž`i a `X]Y`VYa UbbhY
9fZcfG\i b[`XYg`K Y`hfUi a g`j cfUbni hfY]VYb"

DfcV`Ya Y`a]h`XYa `GhUf`]bYf

8Yf`6cY]b[`~GhUf`]bYf" ` \Uh`Y]bY`F Y]\Y`j cb`hYW\ b]gW\Yb
GW\k]Yf][_Y]hYb`Xi fW\`YVhž`X]Y`ni `XYb`J YfnØ[Yfi b[Yb`[YZØ\fh
\UVYbž`X]Y`X]Y`B UgU`bi b`ØVYf`>U\fy`j YfZc`[h`8]Y`YfghYb
DfcV`Ya Y`hfUhYb`VYfY]hg`k Å\fybX`XYg`i bVYa UbbhYb`HYghZi [g`]a
8YnYa VYf`&\$%- `Ui Zž`U`g`XUg`F Ui a gW\]ZZ`b]W\h`k]Y`[Yd`Ubh`Ub`XYf
=GG`UbXcW_hY" `9]bY`UbGW\`]Y» YbXY`i bhYfgi W\i b[`nY][hYž`XUgg
GcZhk UfYZ\`Yf`i bX`i bYfk UfhYhY`DfcV`Ya Y`a]h`XYf`NY]ha Yggi b[
XYg`F Ui a gW\]ZZ`ni `Y]bYf`ZfØ\nY]h][Yb`F ØW__Y\`f`ni f`9fXY`ZØ\fhYb"
8]YgY`<YfUi gZcfXYfi b[Yb`\UVYb`b]W\h`bi f`XYb`NY]hd`Ub`ZØf`X]Y
VYa UbbhYb`A]gg]cbYb`j YfnØ[Yfhž`gcbXYfb`Ui W\`XUg`J YfhfUi Yb`]b
XUg`Dfc`Y_h`VY`UghYh"

9]b`k Y]hYfYf`k]W\h][Yf`Di b_h`]gh`X]Y`Bchk YbX][_Y]hž
g]W\Yfni ghY`Ybž`XUgg`U`Y`DfcV`Ya Y`VY\cVYb`g]bXž`VYj cf`X]Y
5ghfc bUi hYb`Ub`6cfX`XYg`~GhUf`]bYf" `[Y\Yb`_ØbbYb" `8]Yg`nk]b[h

X]Y`B UgU`XUni ž`5__fYX]h]Yfi b[gghUbXUfXg`ni `Yf\Ö\Ybž`i a `X]Y
G]WYf\Y]h`XYf`A]gg]cbYb`ni `[Yk Å\`f`Y]ghYb``6cY]b[`UfVY]hYh`Yb[
a]h`XYf`B UgU`ni gUa a Ybž`i a `g]WYfni ghY``Ybž`XUgg`U``Y
GhUbXUfXg`Y]b[Y\U`hYb`k YfXYb`

5_hi Y``Y`9bhk]W_`i b[Yb`]a `6YfY]WY`XYf
VYa UbbhYb`F Ui a ZU\fh

8]Y`B UgU`\Uh`g]WY`b]WYh`bi f`Ui Z`XYb`~GhUf`]bYf``_cbnYbhf]Yfhž
gcbXYfb`Ui WY`Ui ZX]Y`9bhk]W_`i b[`]\fYf`DUfhbYfgWYUZhYb`a]h
Df]j Uhi bhYfbY\`a Yb``8]Y`YfZc`[fY]WY`9]bZØ\fi b[`XYg`GdUWYL
~7fYk`8fU[cb``!FUi a gWY]Zg`\Uh[YnY][hž`XUgg`df]j UhY
I bhYfbY\`a Yb`Y]bY`nYbhfU`Y`F c``Y`]b`XYf`Ni _i bZh`XYf`VYa UbbhYb
F Ui a ZU\fh`gd]Y`Yb`_ÖbbYb``GdUWYL`\Uh]bnk]gWYb`a Y\fYfY
YfZc`[fY]WY`A]gg]cbYb`ni f`GG`Xi fWY[YZØ\fhi bX`a]h`XYf
9fVf]b[i b[`j cb`8]YbghY]ghi b[Yb`ni f`J Yfgcf[i b[`i bX`ni a
HfUbgdcfh]j cb`5ghfc bUi hYb`Ub`X]Y`GG`gck c`\`bUh]cbU`Y`U`g`Ui WY
]bhYfbUh]cbU`Y` ; `Ui V k ØfX][_Y]h`Yf`Ub[h`

8]Y` , VYfhfU[i b[`j cb`5ghfc bUi hYb`]a `~7fYk`8fU[cb``]gh`Y]b
k]WYh][Yf`GWYf]hh`ZØf`X]Y`B UgUž`i a `XYb` , VYf[Ub[`nk]gWYb`XYb
VYa UbbhYb`F Ui a gWY]ZYb`ni `[Yk Å\`f`Y]ghYb`i bX`[`Y]WYnY]h][`X]Y
YfZcfXYf`]WY`I bhYfghØhni b[`ZØf`K]ggYbgWYUZhg!`i bX
: cfgWYi b[ga]gg]cbYb`Ub`XYf`GG`Ui ZfYWYhni Yf\U`hYb``A cXY``Yž
X]Y`Y]bY`_cbh]bi]Yf`]WY`DfÅgYbn]j cb`DYfgcbYb`Ui Z`XYf`GG
Yf`Ui VYbž`g]bX`ZØf`X]Y`ni _ØbZh][Y`9bhk]W_`i b[`j cb
F Ui a ZU\fhYWYbc`c[]Yb`j cb`nYbhfU`Yf`6YXYi hi b[``

8YhU]`g

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