

? b]Yj Yf`Yhni b[`ghc d d h`G_]!HU`Yb h` : fUb ^c
j cb`5``a Yb`j cf`bYi Yb`9fZc`[Yb

8Yf`Ui ZghfYVYbXY`GWk Y]nYf`G_]fYbbZU`fYf` : fUb ^c`j cb
5``a Yb` \Uh`g]Wk`Y]bY`?b]Yj Yf`Yhni b[`ni [Ync[Ybž`X]Y`]\b
a]bXYghYbg`j]Yf`K cWkYb`j ca`HfU]b]b[`UV`U`hYb`k]fX"

8Yf`GWk Y]nYf`G_]fYbbZU`fYf` : fUb ^c`j cb`5``a Yb`g]Y`h`g]Wk`Y]bYa
i bYfk UfhYhYb`F ØW`gWk`U[`]b`gY]bYf`?Uff]YfY`[Y[YbØVYf.`9]bY
?b]Yj Yf`Yhni b[`nk]b[h`]\b`ni f`i bhYfVfYWk`i b[`gY]bYg`HfU]b]b[`g`
A]h`bi f`&` `]U`fYb` \Uh`XYf`Ui ZghfYVYbXY`5h`Yh`VYfY]hg`YfghY
9fZc`[Y`]a`U`d]bYb`G_]gdcfh[YZY]Yfhž`XcWk`bi b`ghY`h`gY]bY
k Y]hYfY`J cfVYfY]hi b[`Ui ZX]Y`VYj cfghY`YbXY`K Yhh`Ua`dZgU]gcb
Ui ZXyf`?]ddY"

8]Y`j Yf`Yhni b[gVYX]b[hY`8]U[cbcgYž`X]Y`VY]j cb`5``a Yb`Ui ZY]bY
?bcWkYbdfY`i b[`gck c`X`XYg`C VYfgWkYb`Y`_bcWkYbg`U`g`Ui Wk
XYg`GWk]YbVY]bg`]\bk Y]ghž`_ca`a`hni`Y]bYa`XYb`VUf`i b[Øbgh][Yb
NY]hdi b`h`8UVY]`_Ubb`Yf`g]Wk`[`ØW`_]Wk`gWk`ÅhnYbž`XUgg`Y]bY
CdYfUh]cb`b]Wk`h`bc`hk YbX][`]ghž`k]Y`XYf`Gk]gg!G_]!5fnh`K U`hYf`C`"
: fYm`Yf`_`ÅfhY`"8Yb`bcWk`VYXYi`hYh`X]YgY`J Yf`Yhni b[`ZØf`XYb
↑ b[Yb`GdcfhYfž`XUgg`Yf`a`]bXYghYbg`j]Yf`K cWkYb`Ui Z
GWk`bYYhfU]b]b[`j Yfn]Wk`hYb`a`i`gg`8Ug`VYXYi`hYh`Ui Wk`ž`XUgg`Yf`Y]b
k]Wk]h[Yg`HfU]b]b[gWJa`d`]b` , VYfgYY`j YfdUggYb`k]fXž`]b`XYa
j]Y`Y`5h`YhYb`k Yfhj`c`Y`9fZU`fi b[Yb`i bX`HYWk`b]_Yb`ZØf`X]Y
GU]gcb`Yb`hk]W`Y`b"

J cb`5``a Ybg`VYY]bXfi W`YbXY`9fZc`[Y

: fUb ^c`j cb`5``a Ybg`?Uff]YfY`bU`a` `]a` `YmhYb`K]bhYf`f]Wk]h[`: U`fh
Ui Zž`U`g`Yf`gY]bY`YfghYb`K Y`hW`ddi b`hY`YffUb[``GY]bY
VYa Yf`_Ybgk YfhY`@Y]ghi b[`VY]a`Gi`dYf!; `]b` ; Ufa]gWk!

DUfhYb_]fWXYbž'k c`Yf`XYb`Xf]hhYb`D`Uhn`VY`Y[hYž`_UhUdi`h]YfhY`]\b
]b`X]Y`F`Y]\Y`XYf`j`]Y`j`Yfgd`fY`WXYb`XghYb`HU`Yb`hY`XYg`5`dYb!
G_]gdcfhg`"8]YgYf`DcXYghd`Uhn`k`Uf`ZØf`]\b`b]W`h`bi`f`Y]b`[`fc»`Yf
dYfg`Øb`]WXYf`9fZc`[`ž`gcbXYfb`Ui`W`Y]b`NY]WXYb`XUZØž`XUgg`Yf
VYfY]h`]ghž`]a`]b`hYfb`Uh]cb`U`Yb`K`Y`h`VYk`YfV`k`Y]hYf`j`c`fni`Xf]b[`Yb`"

;`YVcfYb`i`bX`Ui`Z[`Yk`UW`gYb`]b`6c`h][`Yb`]a`?`Ubhc`b`6Yfbž`VY[`Ubb
j`cb`5`a`Yb`gY]bY`G_]`Uff]YfY`Ua``»`i`bdUgg`"BYVYb`XYa`G_]ZU`fYb
]gh`Yf`Ui`g[`YV]`XYhYf`N]a`a`Yfa`Ubbž`k`Ug`gY]bY`6cXYbgh`ÅbX][`_Y]h
i`bX`J]Y`gY]h][`_Y]h`i`bhYfghfY]W`h`6YfY]hg`Ua``&-`"»`bi`Uf`&\$&'
ZY]YfhY`Yf`gY]bYb`YfghYb`G]Y[`]a`9i`fcdUW`d`i`bX`g]WXYfhY`g]W
XUa`]h`Y]bYb`:]`ghUfhd`Uhn`]a`K`Y`h`W`d`"8]YgY`9ffi`b[`YbgW`UZh`]gh
VYgcbXYfg`VY`a`Yf`_Yb`gk`Yf`hž`k`Yb`b`a`Ub`VYXYb`_hž`XUgg`Yf`Ua`(`"
A`Åfn`]b`5gdYb`Ui`W`VY]`gY]bY`a`8YVØh]a`K`Y`h`W`d`Ui`ZXYb`(*"
D`Uhn`_Ua`"

5i`gk`]f`_i`b[`Yb`XYf`J`Yf`Yhni`b[`Ui`Z`X]Y ?`Uff]YfY

A`]h`6`]W`_Ui`Z`X]Y`_ca`a`YbXY`GU]gcbž`X]Y`ZØf`X]Y`GdY`Y`X`ZU`fYf`Ua
*`"8YnYa`VYf`]b`6YUj`Yf`7fYY`_VY[`]bb`hž`ghY`h`X]Y`?`b]Yj`Yf`Yhni`b[
Y]b`Yf`YV`]WXYg`DfcV`Ya`XUF`"J`cb`5`a`Yb`_cb`bhY`g]W`Xi`fW`gY]bY
ghUf`_Yb`@Y]ghi`b[`Yb`]b`XYf`Y`hnhYb`GU]gcb`Y]bYb`ZY`ghYb`D`Uhn`]a
B`Uh]cb`U`hY`Ua`YfUfVY]hYbž`i`bX`bi`b`a`i`gg`Yf`g]W`Ui`Z`X]Y
;`YbYgi`b[`_cbnYb`hf]YfYbž`i`a`fY`W`hnY]h][`ni`fØW`ni`_Y`fYb`"8]Y
b`ÅW`ghYb`K`c`WXYb`g]bX`Yb`hgWXY]XYbXž`i`a`ni`Yb`hgWXY]XYbž`cV`Yf
k`Y]hYf`]\b`Ui`Z`gY]bY`a`Ui`Z`ghY][`YbXYb`5gh]a`U`d]bYb`G_]k`Y`h`W`d
V`Y]VYb`_Ubb"

9g]gh`Ui`W`Yfk`Å`bYb`gk`Yf`hž`XUgg`Yf`b]W`h`XYf`Y]bn][`Y`5h`Yh]ghž
XYf`a`]h`J`Yf`Yhni`b[`Yb`ni`_`Åa`dZYb`U`h`Gcd`]U`K`U`X`Ui`Z`Y]bY
?`c`Y[`]b`j`cb`5`a`Ybž`U`h`g]W`YVYbZU`g`j`Yf`Yhni`bX`k`]fX`X]Y
[`YgUa`hY`GU]gcb`d`Ui`g]YfYb`a`ØggYb`"8]Y`<`Yf`Ui`gZc`fXYfi`b[`Ybž`j`c`f
XYbYb`X]Y`5h`YhYb`ghY`Ybž`j`YfXYi`h]WXYbž`k`]Y`U`f`hi`bX
i`bVYfYWXYbVUf`XYf`@Y]ghi`b[`ggdcfhgY]b`_Ubb"

8]Y`?`i`Zh`nk`]gWXYb`9fZc`[`i`bX`F`ØW`gW`U[`]gh]a`Gdc`fh`c`Zh`gW`a`U`ž
i`bX`X]Y`_ca`a`YbXY`NY]h`k`]fX`nY][`Ybž`k`]Y`:`fUb`č`j`cb`5`a`Yb`a`]h

X]YgYf'<YfUi gZcfXYfi b['i a [Y\hi bX'cV'Yf'gY]bY'9fZc`[Y']b'XYf
Ni _i bZiZcfhgYhnYb'_Ubb"

8YhU]`g

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