

@c_U`Y`HfUbgdUfYbn.`NU\`Yb`/ Ua d/
8UhYbgW\i hn`VY]a`<Ygg]gW\Yb`F i bXZi b_

9f`YVYb`G]Y`XYb`DUfhY]hU[`XYf`5Z8`<YggYb.`?UbX]XUhYbk U\`
i bX`DfchYghni a` ; YgW\Y\Yb`]b`XYf`dc`]h]gW\Yb`@UbXgW\UZh`
J]XYc`j YfZØ[VUf`

8Yf`DUfhY]hU[`XYf`5Z8`]b`<YggYb`nc[`Ua`j Yf[Ub[YbYb`GUa`ghU[ž
XYb`&, "`C`_hcVYf`&\$&' žgck c\`i bhYfghØhnYf`U`g`Ui W\`nU\`fY]W\Y
; Y[bYf`Ub`"8]Y`J YfUbgH`hi b[`ZUbX`]b`Y]bYf`Ub[YgdUbbhYb
5ha`cgd\`ĀfY`ghUhz`X]Y`Xi fW\`X]Y`Ub\`U`hYbXYb`dc`]h]gW\Yb
8YVUhhYb`i bX`X]Y`gdØfVUfY`HY`]i b[`]b`XYf`XYi`hgW\Yb
; YgY`gW\UZh[YdfĀ[h`k Uf`"5i ZXYa`DUfhY]hU[`ghUbXYb`X]Y`K U\`Yb
ZØf`GW\`ØggY`dcg]h]cbYb`]bbYf\`U`V`XYf`DUfhY`]i bX`X]Y`K U\`Y]bYg
bYi Yb`J cfg]hnYbXYb`]a`A`]hhY`di b`h`

⊖`XYf`\Ygg]gW\Yb`@UbXYg\Ui dhghUXh`K]YgVUXYb`_Ua`Yb
DUfhY]a`]h[`]YXYf`Ui`g[`Ubn`<YggYb`ni`gUa`a`Ybž`i`a`ØVYf`X]Y
_ØbZh[`Y`F`]W\hi b[`XYf`5Z8`ni`X]g`_i`h]YfYb`"8]Y`K U\`k`i`fXY
VY[`Y]hYhj`cb`DfchYghYbž`X]Y`j`cb`j`YfgW\]YXYbYb`; fi`ddYb
cf[`Ub]g]Yfh`k`i`fXYbž`X]Y`[`Y[`Yb`X]Y`Dc`]h]_`i`bX`X`Yc`c[`]Y`XYf`5Z8
GhY`i`b[`VYn]Y\Yb`k`c`h`Yb`"8]YgY`DfchYghU`_h]cbYb`k`UfYb`b]W\h
bi`f`Y]b`5i`gXfi`W`_XYf`5V`Y\bi b[`[`Y[`YbØVYf`XYf`DUfhY]ž`gcbXYfb
Ui`W\`Y]bY`FYU`_h]cb`Ui`Z`X]Y`[`YgY`gW\UZh`]W\Yb`GdUbbi b[`Ybž`X]Y
X]Y`5Z8`]a`a`Yf`k`]YXYf`\Yfj`cffi`Zh`"5`_h]j`]ghYb`nY][`Yb`XUa`]hž`XUgg
g]Y`g]W\`ZØf`Y]bY`XYa`c`_fUh]gW\Y`i`bX`c`ZYbY`; YgY`gW\UZh
ghUf`_a`UW\Yb`"

K]W\h][`Y`9b`hgW\Y]Xi b[`Yb`i`bX`? UbX]XUhYb

9]b`nYbhfU`Yg`H\Ya`U`XYg`DUfhY]hU[`g`k`Uf`X]Y`6YgYhni b[`XYg
J`cfg]hnYg`"8]Y`DUfhY`]a`i`gghY`g]W\`Y]bYf`k`]W\h][`Yb`9b`hgW\Y]Xi b[

ghY`Yb. 'K Yf'k]fX`Ub`XYf`Gd]hnY`ghY`Yb`i bX`X]Y`_ØbZh][Y
dc`]h]gWXY`@]b]Y`dfÅ[Yb3`K`À`fYbX`XYg`DUfhY]hU[g`k`i`fXYb
j`YfgW]YXYbY`?`UbX]XUhYb`j`cf[YghY`hž`X]Y`i`bhYfgW]YX`]WXY
5bgÅhnY`i`bX`GhfUhY[]Yb`ZØf`X]Y`5Z8`j`cfghY`hYb`"8]Yg`k`Uf`X]Y
7`UbW`ZØf`X]Y`DUfhY]ž`]\fY`9]b`Y]h`i`bX`N]Y`ghfYV][`_Y]h`i`bhYf
6Yk`Y]g`ni`ghY`Ybž`bUWXYa`]bhYfbY`?`cbZ]_hY`]b`XYf
JYf[Ub[Yb`Y]h]j`]Y`a`YX]U`Yb`F`Ui`a`]Y]bbU`a`Yb"

8]Y`K`U`X`Yg`b`Yi`Yb`J`c`f`g]hnYbXYb`k`]fX`Y`b`hgWXY]XYbX`gY]bž`i`a
X]Y`8YVUhYb`]bbYf`U`V`XYf`DUfhY]`ni`gW`]W`hYb`i`bX`Y]bY
[`Ya`Y]bgUa`Y`5i`g]W]hi`b[`ni`Z]bXYb`"8]Y`5Z8`ghY`h]j`cf`XYf
<`YfUi`gZc`fXYfi`b[ž`g]W`]b`Y]bYa`]g]W`]j`YfÅbXYfbXYb`dc`]h]gWXYb
?`]a`U`ni`VY`U`i`dhYb`i`bX`X]Y`K`À`Y`fgW`UZh`ni`a`cV]`]g]YfYb`"b`XYb
`Y`h`hYb`A`cb`UhYb`U`h`X]Y`DUfhY]`nk`Uf`9fZc`[`Y`]b`VYgh]a`a`hYb
I`a`ZfU[Yb`Yfn]Y`hž`XcW`XYf`Ub`U`hYbXY`8fi`W`Xi`fW`nU`fY]WXY
DfchYghY`i`bX`X]Y`_f]h]gWXY`^`ZZYbh`]W`_Y]h`_ØbbhY`g]W`U`g
`]bXYf`]W`Yfk`Y]gYb"

8]Y`F`YU`_h]cb`XYf`^`ZZYbh`]W`_Y]h

5i`»`Yf`U`V`XYg`J`YfUbghU`hi`b[g[Y`ÅbXYg`k`Uf`X]Y`Gh]a`a`i`b[
[`YgdUbbh`"HUi`gYbXY`j`cb`8Ya`cbghfUbhYb`j`YfgUa`a`Y`hYb`g]W]ž`i`a
]\fY`5V`Y`bi`b[]`Y[YbØVYf`XYf`5Z8`i`bX`]fYf`Dc`]h]_`ni`a
5i`gXfi`W`ni`Vf]b[Yb`"9g`U`bXY`h]g]W`]\`YfVY]`b]W]h`bi`f`i`a
dc`]h]gWXY`8]ZZYfYbnYbž`gcbXYfb`i`a`h]YZfY`[`YgY`gW`UZh]WXY
:`fU[Ybž`X]Y`]a`A`]hY`di`b`_h`XYg`ØZZYbh`]WXYb`8]g`_i`fgYg`ghY`Yb`
8]Y`8]j`Yfg]hÅhXYf`8Ya`cbghfUbhYb`fY]W]hY`j`cb`dfc[fYgg]j`Y
;`fi`ddYb`V]g`]\`b`ni`VYgc`f[hYb`6Øf[Yfbž`X]Y`g]W`i[Y[Yb`X]Y`5Z8
dcg]h]cb]YfYb`"a`a`Yf`k`]YXYf`k`i`fXYb`G`c[Ubgi`bX`D`U`UhY
dfÅgYbh]Yfhž`X]Y`X]Y`Dc`]h]_`XYf`DUfhY]`_f]h]g]YfhYb"

8]Y`5i`Za`Yf`_gUa`_Y]hž`X]Y`X]YgYa`DUfhY]hU[`i`bX`XYb`VY[`Y]hYbXYb
DfchYghYb`[`YgWXYb`_h`k`i`fXYž`i`bhYfghfY]W]h`X]Y`F`Y`Yj`Ubn`XYf`5Z8
]a`U`_hi`Y`Yb`dc`]h]gWXYb`?`]a`U`8Yi`hgW`U`bXg`"8]Y`DUfhY]`gY`Vgh
_Ubb`g]W`ØVYf`X]Y`a`YX]U`Y`6Yf]W]hYfghUhi`b[`ZfYi`Ybž`X]Y`XYb
DUfhY]hU[]`b`XYb`:`c`_i`g`XYf`^`ZZYbh`]W`_Y]h`i`fØW`hY`"GhfUhY[]Yb`ni`f
A`cV]`]g]Yfi`b[`XYf`K`À`Yf`k`YfXYb`]b`XYb`_ca`a`YbXYb`K`cWXYb
Yb`hk`]W`_Y`hž`k`À`fYbX`XYf`8fi`W`Ui`Z`XYf`5Z8`k`ÅW`ghž`]fY`<`U`hi`b[

ni`k]W\h][Yb`H\Ya Yb`_`Uf`ni`dcg]h]cb]YfYb`i bX`Y]b`Y]b`Y]h]W\Yg
6]X`ni`df\AgYbh]YfYb`"

5b[Yg]W\hg`XYf`XmbUa`]gW\Yb`J Yf\AbXYfi b[Yb`]b`XYf`dc`]h]gW\Yb
@UbXgW\UZh]gh`XYf`5i g[Ub[`X]YgYf`K U\`Yb`b]W\h`bi f`Z\`X]Y`5Z8
j cb`6YXYi hi b["8]Y`F`YU`_h]cbYb`XYg`Di V`_i a`g`i bX`X]Y`5fh`XYf
DfchYghY`gd]Y[Y`b`X]Y`nYbhfU`Yb`H\Ya Yb`k]XYf`ž`X]Y`X]Y`U`_hi Y`Y`
; YgY`gW\UZh`VYk Y[Yb.`\Yb]h]h\h`Ni [Y\`Of][_Y]hi bX`X]Y
<YfUi gZcfXYfi b[Yb`j cb`Y]bYf`ni bY`a YbX`dc`Uf]g]YfhYb`K Y`h`"

8Yf`DUfhY]hU[`]b`<YggYb`_`ObbhY`gca`]h`b]W\h`bi f`U`g`Y]b`k Y]hYfYf
GW\f]h]a`dc`]h]gW\Yb`K YfXY[Ub[`XYf`5Z8`VYhfUW\hYh`k YfXYb`ž
gcbXYfb`U`g`Y]b`Gma`Vc`Z\`XUg`Ub`U`hYbXY`F]b[Yb`i a`X]Y`K YfhY
i bX`,`VYfnYi [i b[Yb`ž`X]Y`X]Y`XYi hgW\Y`; YgY`gW\UZh`Zcfa`Yb`
8]YgY`9bhk]W`_i b[Yb`k YfXYb`Ui W\`]b`XYf`b`W\ghYb`NY]h`Y]b`Y]»
X]g`_i h]YfhYg`H\Ya U`V`Y]VYb`ž`i bX`X]Y`K U\`Yb`_`ObbhYb`g]W\`U`g
f]W\hi b[gk Y]gYbX`Z\`X]Y`b`W\ghYb`GW\f]hY`XYf`5Z8
\YfUi gghY`Yb`"

8YhU]`g

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