

8]Y ; YfÀi gW _i `]ggY 'j cb ; ch\ U. `gh
@Àfa gW i hn`X]Y `@Ògi b[3

8]f_`6Yfb_cdZ`VYgW fY]Vh`XYb`@Àfa `]b` ; ch\U`i bX`k]Y
C \fghÒdgY`ni f`hÀ[`]W`Yb`9bh`Ughi b[`VY]hfU[Yb`_ÒbbYb"

⊖`XYf`GhUXh; ch\U`]gh`XYf`@Àfa `]b]W`h`bi f`Y]b[`Y`Y[Ybh]W`Yg
ÿf[Yfb]gž`gcbXYfb`Y]b`gh`AbX][Yf`6Y[`Y]hYf`]a `5`hU["8]f_
6Yfb_cdZ`Y]b`5bk c\`bYfz`Ài » Yfh`gY]b`l`bj`Yfgh`AbXb]g`ØVYf`X]Y
c \fYbVYh`Ài VYbXY`@Ui`hgh`Àf`_Y`i bX`ZFU[h`g]W`ž`cV`Yg`b]W`h`Ub`XYf
NY]h`k`ÀfYz`XYb`6Øf[Yfb`]b`X]YgYf`Ui`hYb`GhUXh`_cghYb`cg
C \fghÒdgY`ni f`J`YfZØ[i b[`ni`ghY`Yb"

; ch\Už`Y]b`Y`GhUXhž`X]Y`j`cb`fY[Ya`6Ui [YgW`Y\`Yb`[Ydf`À[h`]ghž`\`Uh
g]W`]b`XYb`Y`hnhYb`⌘\`fYb`ghUf`_j`Yf`AbXYfh`8]Y ; YfÀi gW _i `]ggY
]gh`ica b]df`ÀgYb`hž`i bX`_Ui`a`Y]b`C`fh`V`Y]Vh`j`cb`XYa`?`fUW
i bVYfØ`\fh`6Ui`ghY`Yb`Xca`]b]YfYb`XUg`GhUXhV]`X.`7cbhU]bYf
k`YfXYb`a`]hY]bYa`c \fYbVYh`Ài VYbXYb`E`i`]YhgW`Yb`Ui`Z`@_k`g
j`Yf`UXYb`i bX`YVYb`gc`Ui`h`Yb`h`UXYb`"DfYgg`i`Zh`Àa`a`Yf`i`bX
F`ØhY`d`U`hYb`YfnYi [Yb`8Ui`Yf`Àfa`ž`k`À\`fYb`X`X]Y`K`UgW`ghfU»`Yb
i bYfa`ØX`]W`5i`hc`g`fY]b][Yb`i bX`XUVY]`YVYbZU`g`b]W`h[YfUXY
`Y]gY`j`cf[Y\`Yb`8]Y`F`UgYbdZY[Y]b`XYb ; ÀfhYb`YfZc`[h`ic`Zh`a`]h
`Y]ghi b[gghUf`_Yb`ž`Àfa`YbXYb`6Ybn]b`fUgYba`À\`Yfb`ž`X]Y`X]Y`F`i` \Y
XYg`J`]YfhY`g`gh`ØfYb"

8]Y `gh`AbX][Y `@Àfa VY`Àgh][i b[

9]b`6Y]gd]Y`ZØf`X]Y`Yi`hfYa`Y`@Àfa`VY`Àgh][i b[`]gh`Y]bY`GW`i`Y`]b
XYf`B`UW`V`UfgW`UZh`<]Yf`k`YfXYb`fY[Y`a`À»][`X]Y`5i`»`YbZ`ÀW`Yb
a`]h`@Ui`V`V`ÀgYfb`[YfY]b][hž`XYfYb ; YfÀi gW`dY[Y`ZØf`X]Y
5bk c\`bYf`i bYfhf`À[`]W`]gh`8Yf`9]bgU`hn`X]YgYf ; Yf`ÀhYz`X]Y`b]W`h
bi f`Ui`hž`gcbXYfb`Ui`W`[Ygi bX`Y]hggW`ÀX`]W`g]bX`ž`gc`f[h`XUZØfž

XUgg'X]Y'6Øf[Yf'XYa '@Àfa '\]Zcg'Ui g[Y']YZfh'g]bX''8]YgY
U''hÀ['\]WXYb'6Y'Àgh][i b[Yb'gi a a]YfYb'g]W\ i bX'ZØ\ fYb'ni 'Y]bYf
ghUf_'VYY]bhfÀW\h][hYb'@YVYbgei U']hÀh"

9g'V'Y]Vh'i bj YfghÀbX'W\ž'k Ufi a 'b]W\h'Ub'XYb'6YXØfZb]ggYb'XYf
6Øf[Yf'[YXUW\h'k]fXž'X]Y']ba]hYb'X]YgYf'; YfÀi gW\ _i '\]ggY''YVYb
a ØggYb''8]Y' ÆYYž'_cghYb'cgY'C \fghØdgY''ZØf'X]Y'6Yk c\ bYf
VYfY]hni ghY''Ybž'_]b[hij Yf'cW_YbX'i bX'k ÀfY'j]Y''Y]W\h'Y]b'_Y]bYf
GW\ f]h'i]b'X]Y'f]W\h][Y'F]W\hi b[ž'i a 'k Yb][ghYbg'Yhk Ug'@]bXYfi b[
ni 'j YfgW\ UZYb''8]f'_6Yfb_cdZ\ Uh'bcW\ 'Y]b][Y'C \fghØdgY''j cb
gY]bYa ''YhnhYb':]fa YbVYgi W\ 'j cffÀh]['i bX'bi hnh'X]YgYž'i a 'XYa
@Àfa 'ni 'Ybh_ca a Ybž'UVYf'XUg']gh'b]W\h'X]Y'@Øgi b[ž'X]Y'g]W\ 'j]Y'Y
A YbgW\ Yb']b'; ch\ U'k ØbgW\ Yb"

8]Y'<YfUi gZcfXYfi b[Ybž'a]h'XYbYb'X]Y'5bk c\ bYf'_cbZfcbh]Yfh
g]bXž'k YfZYb' [fi bX'Y[YbXY': fU[Yb'ni f'@YVVUf'_Y]h']b'ghÀXh]gW\ Yb
; YV]YhYb'Ui Z' Æ'NY]hYbž']b'XYbYb'XYf'@Àfa 'b]W\h'bi f'_ØfdYf'W\Yž
gcbXYfb'Ui W\ 'dgmW\]gW\ Y'; Ygi bX\Y]h'VYY]bhfÀW\h][Yb'_Ubbž
k ÀfY'Yg'fUhgUa ž' Æ]h]Uh]j Yb'ni 'ZØfXYfbž'X]Y'Ui ZY]bY'F YXi n]Yfi b[
XYf'@Àfa YfnYi [i b['UVn]Y'Yb''8 Ua]h'_ØbbhY'XYb'6Øf[Yfb
j]Y''Y]W\h'XYf'HfUi a 'j cb'Y]bYa 'fi \][YfYb'@YVYb']b'XYf'GhUXh
bÀ\Yf[YVfUW\h'k YfXYbž'c\ bY'XUgg'a Ub'Ui Z'C \fghØdgY'
Ub[Yk]YgYb'gY]b'a i gg"

8]f'_6Yfb_cdZ'hf]Zh'a]h'gY]bYb'6YcVUW\hi b[Yb'XYb'BYfj 'XYf'NY]h
i bX' []Vh'XYb'<YfUi gZcfXYfi b[Ybž'X]Y'j]Y'Y'6Øf[Yf']b'À\ b']W\Yb
ghÀXh]gW\ Yb' l a Z'XYfb'Yf'YVYbž'Y]bY'Gh]a a Y'' Æ'Y]bYf'K Y'hž'X]Y
g]W\ 'ni bY\ a YbX'Ui Z'BUW\ \U'h][_Y]hi bX'@YVYbgei U']hÀh
_cbnYbhf]Yfhž'_ØbbhY'; ch\ U'Y]b'J cffY]hYf'gY]bž'k Ybb'Yg'XUfi a
[Y\hž'YbX']W\ '_cbghfi _h]j Y'@Øgi b[Yb'ZØf'X]Y'@Àfa VY'Àgh][i b['ni
Z]bXYb"

8]Y'J YfÀbXYfi b[Ybž'X]Y'X]Y'GhUXh; ch\ U'Xi fW\ 'YVhž'X]YbYb'U'g
6Y]gd]Y''ZØf'j]Y'Y'UbXYfY'GhÀXhYž'X]Y'À\ b']W\Y'DfcV'Ya Y'\UVYb"
@Àfa ']gh'b]W\h'bi f'Y]b'i bUb[YbY\ a Yg'; YfÀi gW\ ž'gcbXYfb'_Ubb
[fUj]YfYbXY'5i gk]f'_i b[Yb'Ui Z'X]Y'; Ygi bX\Y]h'i bX'XUg
K c\ 'VYZ]bXYb'XYf'9]bk c\ bYf'\UVYb''8 Yg\U'V']gh'Yg'k]W\h][Yf
XYbb'Yž'XUgg'GhÀXhY'Ui Z'X]Y'5b']Y[Yb']\ fYf'6Øf[Yf'\ØfYb' i bX

[YY][bYhY 'A U» bU\ a Yb 'Yf[fY]ZYb"

9g'V`Y]Vh'UVni k UfhYbž'cV`XYb'5bk c\bYfb`Y]bY`bUW\U`h][Y
@Øgi b[`ZØf`XUg`@Àfa dfcV`Ya `]b'5i gg]W\h'[YghY``h'k]fX`cXYf`cV`g]Y
j cfYfgh'k Y]hYf\]b'a]h']\fYb`C \fghØdgY`b`_Àa dZYb'a ØggYbž'i a
XYb`U`hÀ[`]W\Yb`@Àfa `ni `ØVYfhØbYb`i bX`Y]bYb`A ca Ybh'XYf`Fi \Y
]b`]\fYa ` \Y_h]gW\Yb`GhUXh`YVYb`ni `Z]bXYb"

8YhU]`g

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