

? Ua dZ'i a 'XYb 'F \Y]b`UbXdc_U`. '@c_U`Y
HYUa g`ja 'Nk Y]hfi bXYb!:]YVYf

8Yf': J '9b[Yfg'hf]hh'Ua '&+"5i [i gh&\$&('b'6i f[gWk U`VUW
[Y[Yb'Hi G'Ubž'i a 'ja 'F \Y]b`UbXdc_U`' j cfUbni _ca a Yb"

J cb'7\]ghcd\ '< Ubgyb

&+"5i [i gh&\$&(ž%+.(- 'l \f

]

8 Ug'CVY_h'XYf'6Y[]YfXY. '8Yf'F \Y]b`UbXdc_U`"8]Y'Hi G'?cV`Ybn
]gh'XYf'H]hY`j YfhY]X][Yf": chc. 'žf['B]YVYf[U`# N!5fW]j

5a 'A]hk cW UVYbXž'i a '%- .' \$'l \fž'Z]bXYh'Y]b`gdUbbYbXYg'Gd]Y`
ja 'F \Y]b`UbXdc_U`ghUhhž'VY]'XYa 'XYf'CVYf`][]gh: J '9b[Yfg'Ui Z
X]Y'Hi G'6i f[gWk U`VUW 'hf]Zh"8]YgYg'8i Y``\Uh'žf'XYb': J
9b[Yfg'Y]bY`VYgcbXYfY'6YXYi hi b[žXU'g]Y`Xf]b[YbX'Y]bYb'G]Y[
VYbŌh][Ybž'i a ']\fYb'V]g\Yf][Yb'GU]gcbj Yf'Ui Z]b'XYf'CVYf`][U'ni
j YfVYggYfb"

8]Y'J cfUi ggYhni b[Yb'žf'XUg'Gd]Y``_ŌbbhYb'b]W h
i bhYfgW]YX`]W Yf'gY]b"8Yf': J '9b[Yfgž'XYf']b'XYf'CVYf`][U'gd]Y`hž
\Uh]b'XYb`YmhYb'K cWYb'Y]b][Y'<YfUi gZcfXYfi b[Yb'a Y]ghYfb
a ŌggYb"GY\bYb'g]W 'X]Y'Gd]Y`Yf'bUW 'Y]bYf'dcg]h]j Yb'K YbXYž
_ŌbbhY'XYf'F \Y]b`UbXdc_U`XYf'GW'ŌggY`gY]bž'i a 'XUg
GY`Vghj YfhfUi Yb'ni fŌW_ni [Yk]bbYb"8Yf'HfU]bYf'i bX'X]Y'Gd]Y`Yf
g]bX'g]W 'Y]b][žXUgg'Y]b'9fZc`['b'X]YgYa 'Dc_U`gd]Y``\bYb'XYb
bŌh][Yb'5i Zhf]YV'[YVYb'_ŌbbhY"

8 Ug'< Y]a hYUa 'i bX'gY]bY'A ch]j Uh]cb

: Øf'X]Y`Hi G'6i f[gWk U`VUWk`]gh'X]YgYg`Gd]Y`Y]bY`[fc»Y`7\UbWk"
C Vk c\`g]Y`Ui g`Y]bYf`b]YXf][YfYb`@[U`ghUa`a`Ybž`[]Vh`Yg`]a
: i »VU``_Y]bY`; UfUbh]Y`ZØf`XYb`5i`g[Ub[`Y]bYg`Gd]Y`g`8]Y`Gd]Y`Yf
XYf`Hi G`k`]ggYb`X]Yg`i`bX`g]bX`YbHgWk`cggYbž`U`g`5i`»YbgY]hYf`Y]bY
, VYffUgWk`i`b[`ni` `UbXYb`"8]YgY`DUfh]Y`_ÖbbhY`ZØf`j`]Y`Y`Gd]Y`Yf
Y]bY`i`bj`Yf\cZžY`; Y`Y[Yb\Y]h`gY]bž`g]Wk`[Y[Yb`Y]bYb
\Ø\Yf`_Ugg][Yb`; Y[bYf`ni` VYk`Y]gYb"

8]Y`A`UbBgWk`Užh`[Ybcgg`]b`XYf`J`cfVYfY]hi`b[`Ui`Z`X]YgYg`Gd]Y`Y]bY
[Yk`]ggY`J`cfZfYi`XYž`XYbb`9]b\Y]a`]gWk`Y`i`bX`:`Ubg`i`bhYfghØhYb
g]Y`Y]XYbgWk`Užh`]Wk`"8Ug`<Y]a`fYWk`h`]gh`Y]b`_`UfYf`J`cfhY]`"9g
_ÖbbhY`VYXYi`hYbž`XUgg`X]Y`Hi`G`6i`f[gWk`U`VUWk`]b`XYf`@[Y`gY]b
k`]fXž`X]Y`?`cbhfc`Y`ØVYf`XUg`Gd]Y`ni`ØVYfbY\`a`Yb`i`bX`XUg
\Y]a`]gWk`Y`Di`V`_i`a`ZØf`g]Wk`ni`[Yk`]bbYb"

8Yf`:`J`9b[Yfg.`5i`Z`XYf`Gi`Wk`Y`b`UWk`:`cfa

8U[Y[Yb`_Äa`dZi`XYf`:`J`9b[Yfgž`XYf`X]Y`Y`hnhYb`@[Ugd]Y`Y`a`]h
\c`d]f][Yb`9f[YVb]ggYb`UV[YgWk`cggYb`\Uh`"ÄfY`D`Uhn]Yfi`b[`]b`XYf
C`VYf`][U`[]Vh`5b`Ugg`ni`f`Gcf[Yž`i`bX`XYf`8fi`W`k`ÄWk`ghž`j`cf`U`Y`a`ž
k`Ybb`a`Ub`VYXYb`_hž`XUgg`XUg`HYUa`g]Wk`]b`XYf`nk`Y]hYb`F`i`bXY
XYg`F`\Y]b`UbXdc`_U`g`VYk`Y]gYb`a`ÖWk`hY`"9]b`G]Y[`]gh`i`bYf`Ägg`]Wk`ž
i`a`XUg`HYUa`[YZØ`\`ni`ghÄf`_Yb`i`bX`XYb`?`i`fg]b`XYf`@[U`ni
_cff][]YfYb"

8Ug`HYUa` `Uh`]bhYbg]j`hfU]b]Yfh`i`bX`gY`hnh`U`Yg`XUfUbž`]\fY
gd]Y`Yf]gWk`Yb`:`Ä\][_Y]hYb`ni`nY][Yb`"8]Y`Gd]Y`Yf`i`bX`XYf`HfU]bYf
g]bX`ØVYfnYi`[hž`XUgg`g]Yž`k`Ybb`X]Y`8]b[Y`[i`h`Ui`ZYbž`[Y[Yb`X]Y
Hi`G`6i`f[gWk`U`VUWk`Ui`Z`Y`XYb`:`U``U`g`G]Y[Yf`j`ca`D`Uhn`[Y\Yb
_ÖbbYb"

8]Y`J`cfZfYi`XY`Ui`Z`XUg`Gd]Y`ghY][hž`b]Wk`h`bi`f`VY]`XYb`VYhY][hYb
HYUa`gž`gcbXYfb`Ui`Wk`VY]`XYb`:`Ubg`i`bX`XYb`J`YfUbhk`cfh]Wk`Yb`
9]b`[Yk`cbbYbYf`Dc`_U`_ÖbbhY`Ub[Zf]gh][ZØf`5i`Zk`]bX`gcf[Ybž
Ui`Wk`k`Ybb`XYf`:`c`_i`g`Ui`Z`XYf`U`_hi`Y`Yb`GU]gcb`Y[h`8Yf
F`\Y]b`UbXdc`_U`ž`XYf`j`cb`j`]Y`Yb`U`g`YfghY`[fc»Y`; Y`Y[Yb\Y]h
Ub[YgY\Yb`k`]fXž`_ÖbbhY`Y]bY`K`YbXYdi`b`h`ZØf`X]Y`9b[Yfg`gY]b"

6Y]XY`HYUa`g`UVYb`]\fY`Y][YbYb`9fk Ufhi b[Yb`i bX`N]Y`Yž`X]Y`g]Y
a`h]b`XUg`Gd]Y`Vf]b[Yb`"8]Y` ; YgWk`]bX][`_Y]hi bX`XUg
hYWb]gWY`?`ÖbbYb`XYg` : J`9b[Yfg`k YfXYb`Ui Z`X]Y`_Äa`dZYf]gWY
9]bghY`i b[`i bX`X]Y`HYUa`UfVY]h`XYf`Hi G`6i f[gWk`U`VUWk`hfYZZYb`
8]YgY`A`]gWk`i b[`j Yfgdf]Wk`h`Y]b`gdUbbYbXYg`i bX` \Ufhi a`_Äa`dZhYg
Gd]Y`ž`VY]`XYa` `X]Y`Ni`gWk`Ui`Yf`Ui`Z`]\fY`?`cghYb`_ca`a`Yb`XØfZhYb`"

6`]W`_`Ui`Z`XYb`F` \`Y]b`UbXdc`_`U`

8Yf`F` \`Y]b`UbXdc`_`U`]gh`ZØf`j`]Y`Y`A`UbbgWk`UZhYb`Y]bY`k`]Wk`h][`Y
A`Ö[`]Wk`_`Y]hž`g]Wk` `]b` `]\fYb` `Yk`Y`][`Yb`@[`Yb`i bX`XUfØVYf` \`]bUi`g`ni
VYk`Y]gYb`"8]Y`nk`Y]hY`F`i bXY` \Uh`[`YnY][`hž`XUgg`HYUa`g
i b`hYfgWk`Y]X`]Wk`Yf`?`UggYb`]b`X]YgYa` `K`YhhVYk`YfV
Ui`Z]b`UbXYfhfYZZYbž`k`Ug`XYb`F`Y]n`i bX`X]Y`I`bj`cf` \YfgY` \VUf`_`Y]h
XYg`Dc`_`U`g`Ui`ga`UWk`h`"8Yf`K`YhhVYk`YfV`[`]`h`U`g`Gdfi`b[`VfYhh`ZØf
Ui`ZghfYVYbXY`A`UbbgWk`UZhYb`i bX`V]YhYh`X]Y`A`Ö[`]Wk`_`Y]hž`g]Wk`
Y]bYb`D`Uhn`]a` `F`Ua`dYb`]Wk`h`ni`g]Wk`Yfb`"

:`Øf`XYb` : J`9b[Yfg`]gh`Yg`Ub`XYf`NY]hž`]\fY`GhÄf`_`Yb`Ui`Z`XYa` `D`Uhn
Ui`gni`gd]Y`Yb`"8]Y`6Y[`Y[`bi`b[`]`Y[`Yb`X]Y`Hi`G`6i`f[`gWk`U`VUWk`
k`]fX`b]Wk`h`bi`f`XUfØVYf`Yb`hgWk`Y]XYbž`c`V`g]Y`]b`X]Y`b`ÄWk`ghY`F`i bXY
Ui`ZghY][`Ybž`gcbXYfb`Ui`Wk`ØVYf`XYb`GU]gcbgWk`f]hž`XYb`g]Y
i b`hYfbY` \a`Yb`a`ÖWk`hYb`"8Ug`5i`Z]b`UbXYfhfYZZYb`]gh`Y]b`dYfZY`_`hYg
6Y]gd]Y`ZØf`XYb`ghUf`_`Yb`K`YhhVYk`YfV`]a` `:`i`»`VU` `i bX`X]Y
i`bj`cf` \YfgY` \VUfYb`K`YbXi`b[`Ybž`X]Y`YXY`DUfh]Y`a`h]g]Wk`Vf]b[`Yb
_`Ubb`"

F` \`Y]b`UbXdc`_`U` .` <`]ghc`f]gWk`Y`9b`hk`]W`_`i`b[`Yb i`bX`6YXY`i`hi`b[

8Yf`F` \`Y]b`UbXdc`_`U` \Uh`Y]bY`Ub[`Y`HfUX]h]cb`]a` `XYi`hgWk`Yb
5a`UhYi`fZ` »`VU` `i bX`X]Yb`h`b]Wk`h`bi`f`U`g`GhUbXcfhVYgh]a`a`i`b[`ZØf
X]Y`hY]`bY` \a`YbXYb`HYUa`gž`gcbXYfb`Ui`Wk`U`g`Gdfi`b[`VfYhh`ZØf`XYb
5i`Zgh]Y[`]b` \Ö`YfY`@[`Yb`"9f`k`i`fXY`Yfg`ha`U`g`%-`(`) `Ui`g[`YhfU[`Yb
i`bX` \Uh]g]Wk`gY]hXYa` `ni`Y]bYa` `k`]Wk`h][`Yb`K`YhhVYk`YfV`ZØf
:`i`»`VU` `j`YfY]bY`]b`XYf`F`Y[`]cb`Yb`hk`]W`_`Y`h`"8]Y`G]Y[`Yf`XYg`Dc`_`U`g
Yf` \U`hYb`X]Y`A`Ö[`]Wk`_`Y]hž`]b`XYf`YfghYb`F`i bXY`XYg`8` :`6!`Dc`_`U`g`ni

gd]Y`Ybž`k Ug`XYb`F`Y]b`UbXdc`U`VYgcbXYfg`UhfU`h]j`a`UW`h`

NU\`fY]W`Y`VY`Ub`bhY`Gd]Y`Yf`i`bX`HfU]bYf`\`UVYb`j`a`@`Ui`ZY`XYf`
`X`fY`Xi`fW`XYb`F`Y]b`UbXdc`U`5i`Za`Yf`gUa`_Y]h`Ui`Z`g]W`
[`Ync[`Yb`"8]YgY`6Ø\`bY`V]YhYh`_Y]bYfYb`J`YfY]bYb`X]Y`7\`UbW`ž`
[`Y[`Yb`[`fØ»`YfY`HYUa`g`Ubni`hfYhYb`i`bX`g]W`Ui`Z`bUh]cbU`Yf`9VYbY`
ni`df`ÅgYbh]YfYb`"Gc`_c`bbhY`VY]gd]Y`gk`Y]gY`X]Y`Hi`G`?`cV`Ybnž`X]Y`
]b`XYf`Y`hnhYb`GU]gcb`XYb`H]hY`j`YfhY]X][`hYž`j`a`8: 6!Dc`U`[`Y[`Yb`
\Ø\Yf`_Ugg][`Y`[`Y[`bYf`UbhfYhYb`i`bX`\`fY`:`Å\][`_Y]hYb`Ub`Y]bYa`
[`fØ»`YfYb`Di`V`_i`a`i`bhYf`6Yk`Y]g`ghY`Yb`"

8Yf`U`_hi`Y`Y`K`YhhVYk`YfV.`HYUa`g`i`bX`
<`YfUi`gZc`fXYfi`b[`Yb`

»`XYf`U`_hi`Y`Yb`F`i`bXY`XYg`F`Y]b`UbXdc`U`g`\`UVYb`j`]Yf`
A`UbbgW`UZhYb`Ui`g`XYa`?`fY]g`BYi`k`]YX`X]Y`nk`Y]hY`F`i`bXY`YffY]W`h`
8Yf`:`J`9b[`Yfgž`XYf`J`Z6`@]bn`i`bX`XYf`Hi`G`5gVUW`ghY\`Yb`j`cf`XYf`
<`YfUi`gZc`fXYfi`b[`ž`Ui`gk`Åfhg`ni`gd]Y`Yb`"8]YgY`G]hi`Uh]cb`ghY`h`Y]bY`
ni`g`Åm`]W`Y`6Y`Ughi`b[`XUfž`XU`g]Y`b]W`h`bi`f`X]Y`
F`Y]gYcf[`Ub]gUh]cbž`gcbXYfb`Ui`W`X]Y`dgmW`c`c[`]gW`Y`
J`cfVYfY]hi`b[`Ui`ZVf]b[`Yb`a`ØggYbž`i`a`[`Y[`Yb`]fY`:`Y[`bYf`
YfZc`[`fY]W`ni`gY]b`"

8]Y`G;`:`fYbnVUW`hU`A`Uf]Yb`\`Ui`gYb`#`c»`VUW`#`ØbXYfgVUW`\`Uh`
XYb`J`cfhY]`XYg`<`Y]a`fYW`hg`i`bX`k`]fX`j`Yfgi`W`Ybž`\`fY`:`Ubg`ni`
a`cV`]g]YfYb`i`bX`XYb`<`Y]a`j`cfhY]`Ui`gni`bi`hnhYb`" <`Y]a`gd]Y`Y`
_ØbbYb`]b`gc`W`Yb`K`YhhVYk`YfVYb`Yb`hgW`Y]XYbX`gY]bž`XU`g]Y`c`Zh`
ZØf`Y]bY`VYggYfY`Gh]a`a`i`b[`i`bX`i`bhYfghØhni`b[`gcf[`Ybž`k`Ug`
k`]YXYfi`a`X]Y`@]ghi`b[`XYf`Gd]Y`Yf`dcg]h]j`VYY]bZi`ggYb`_Ubb`"

GhUh]gh]gW`Y`5`b`U`mgY`XYf`V]g\`Yf][`Yb`Gd]Y`nY]hYb`

9]b`6`]W`_Ui`Z`j`Yf[`Ub[`YbY`Hi`fb]YfY`nY][`hž`XUgg`X]Y`@]ghi`b[`Yb`XYf`
A`UbbgW`UZhYb`Ui`g`XYa`?`fY]g`BYi`k`]YX`j`Uf]]YfYb`"GhUh]gh]_Yb`XYf`
`Y`hnhYb`ZØbZ`Dc`U`k`YhhVYk`YfVY`VY`Y[`Ybž`XUgg`HYUa`g`Ui`g`
\Ø\YfYb`@[`Yb`c`Zh`U`g`:`Uj`cf]hYb`]b`X]Y`Gd]Y`Y`[`Y\`Ybž`Y`XcW`b]W`h`
gY`hYb`,`VYffUgW`i`b[`Yb`Yf`YVYb`"

⊖`XYf'GU]gcb`&\$&&#&\$&'`VY]gd]Y`gk Y]gY`gW UZzhY`Yg`Y]b
i bhYf_`Ugg][Yg`HYUa`]bg`J]YfhY`Z]bU`Yž`k Ug`X]Y
l bj`cf`YfgY`VUf`_Y]hi`bX`XYb`FY]n`XYg`Dc`_U`k YhVYk YfVg
i bhYfghfY]W`h"Gc`W`Y`9f[YVb]ggY`_Öb`bYb`[fc»Yb`9]bZi`gg`Ui`Z`X]Y
K`Y]hYfYb`hk]W`_i`b[`XYf`k`Yb][Yf`YhUV`]YfhYb`HYUa`g`UVYbž`XU`g]Y
A`ch]j`Uh]cb`i`bX`l`bhYfgh`hni`b[`Xi`fW`X]Y`:`Ubg`[YbYf]YfYb`"

8YhU]`g

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