

A UWXYhYb!5b[f]ZZ'Ui Z'Dc`]nY]. 'G9?
ØVYfk Å`h][h'HÀhYf`]b`@]bn'Ua`F\Y]b

&-!Å\ f][Yf'5`VUbYf`UhhUW_]Yfh'Dc`]nY]k UWXY`]b`@]bn'Ua
F\Y]b`a`]h'A UWXYhY`/]g`Ua`]gh]gWXY`A`ch]j`Y`i`bX`-G!Gma`Vc`Y
YbhXYW_h"

?C6@9BN"5a`ZfØ\Yb`A`cf[Yb`ghØfa`hY`Y]b`&-!Å\ f][Yf
U`VUb]gWXYf`A`Ubb`X]Y`Dc`]nY]]bgdY_h]cb`]b`@]bn'Ua`F\Y]b`a`]h
Y]bYf`A`UWXYhY`i`bX`f]YZ`XUVY]`5`U\i`5`_VUf`"8]Y`9fY][b]ggY
gd]Y`hYb`g]WXY`]b`XYf`?`Y]bghUXh`]a`f\Y]b`UbX!dZ`n]gWXYb`@UbX`i`a
&"(\$`i`\f`UVž`k]Y`X]Y`;`YbYfU`ghUUhgUbk`U`hgWXYUZh`?`cV`Ybn
a`]hhY`]hY"8]Y`9fa`]hhYf`ZUbXYb`]a`Ni`[`Y`XYf`8i`fWXY`gi`WXY`i`b`[`XYf
K`c\bi`b`[`XYg`5b`[`fY]ZYfg`<]bk`Y]gY`Ui`Z`Y]bY`fUX]_U`]g`Ua`]gh]gWXY
A`ch]j`Uh]cbž`XUfi`bhYf`Y]bY`Ub`X]Y`K`UbX`[`YnY]WXYbYhY`:`U`[`[`Y`XYg
gc[YbUbbhYb`-g`Ua`]gWXYb`GhUUhg`"

8Ub`_`XYf`G]WXYf\Y]hg]cf`_Y\fi`b`[`Yb`]b`XYf`Dc`]nY]k UWXY`_`cbbhY
XYf`5b`[`fY]ZYf`_Y]bYb`XYf`UbK`YgYbXYb`Dc`]nY]VYUa`hYb`j`Yf`YhnYb"
8]Y`K`UWXY`]gh`a`]h`Y]bYf`XcddY`h`[`Yg]WXYf`hYb`GWXY`Yi`gY
Ui`g[`YghUhhYh"8Yf`&-!Å\ f][Y`A`Ubb`gWXYUZhY`Yg`Xi`fWXY`X]Y`YfghY
HØfž`XcWXY`X]Y`nk`Y]hYž`X]Y`bi`f`dYf`?`bcdZXfi`W`_[`YÖZb`Yh`k`YfXYb
_Ubbž`V`]YV`j`YfgWXY`cggYb"8UXi`fWXY`k`i`fXY`XYf`5b`[`fY]ZYf`]b`XYf
GWXY`Yi`gY`[`YZUb[`Ybž`k]Y`Dc`]nY]gdfYWXYf`Øf[`Yb`:`UWXY]b[`Yf
Yf`Åi`hYfhY"8Yf`A`Ubb`Xfc`hY`k`Y]hYf\]bž`X]Y`UbK`YgYbXYb
Dc`]nY]VYUa`hYb`ni`hØhYb"

GcbXYfY]bgUhn_ca`a`UbXc`[`fY]Zh`Y]b

8]Y`Dc`]nY]`]b`@]bn`i`bhYfbU\`a`a`Y\`fYfY`J`Yf`gi`WXYž`XYb
U`[`[`fYgg]`Yb`5b`[`fY]ZYf`ØVYf`X]Y`;`Y`[`YbgdfYWXYUb`U`[`Y`ni`f`5i`Z`UVY
ni`VYk`Y`[`Ybž`YXcWXY`c\`bY`9fZc`[`"GWXY`Y»`]WXY`k`i`fXY`XUg

GcbXYfY]bgUhn_ca a UbXc`fG9?E`Ui g?cV`Ybn`\]bni [Ync[Yb"NK Y]
Ghi bXYb`gdÅhYf[Y`Ub[`Yg`XYb`GdYn]U`_fÅZhYbžXYb`A Ubb`a]h\]ZY
Y]bYg`HUgYfg`ni `ØVYfk Å`h][Yb`i bX`ZYghni bY\`a Yb"8UVY]`Yf`]hhXYf
5b[fY]ZYf`Y]W\hY`J Yf`Yhni b[Yb"8 Ug`5a hg[Yf]W\h?cV`Ybn`Yf`Y»
XUfUi Z\]b`Y]bYb`<UZhVYZY`"

8]Y`@UbXYgnYbhfU`ghY`Y`ni f`6Y_Åa dZi b[`j cb`HYffcf]ga i gi bX
9l hfYa]ga i g`\Uh`X]Y`9fa]hh`i b[Yb`ØVYfbca a Yb`i bX`Yfa]hh`h
bi b`k Y[Yb`j Yfgi W\hYb`A cfXYg`a]hh`Y`g`Y]bYg`A UW\YhYbUb[f]Zg"
8]YgY`9]b\Y]h`XYf`; YbYfU`ghUUhgUbK U`hgW\UZh?cV`Ybn`]gh
gdYn]U`]g]Yfh`Ui Z: Å`Y`j cb`HYffcf]ga i gi bX`dc`h]gW\`a ch]j]YfhYb
9l hfYa]ga i g"8]Y`9bhXYW_i b[`XYf`-G!Gma Vc`Y`]b`XYf`K c\bi b[
XYg`HÅhYfg`\Uh`_Uf`[Ya UW\hž`XUgg`X]YgYf`5b[f]Zb]W\hj cb`Y]bYa
Y]bZUW\Yb`?f]a]bY`Ybž`gcbXYfb`j cb`Y]bYa `fUX]_U`]g]YfhYb
-bX]j]Xi i a `Ui g[YZØ\fh`k i fXY"

K Y]hYfZØ\ fYbXY`9fa]hh`i b[Yb

B UW`V]g\Yf][Yb`-bZcfa Uh]cbYb`\UhY`XYf`5b[fY]ZYf`j cf`XYa
5b[f]Z]b`XYf`GhUXh`@]bn`_Y]bY`gcbgh][Yb`5i ZÅ`][_Y]hYb`[YnY][hž
k Ug`X]Y`F UX]_U`]g]Yfi b[`VYgcbXYfg`VYgcf[b]gYffY[YbX`a UW`h"
8]Y`9fa]hh`Yf`j Yfgi W\Yb`bi bž`XYb`<]bhYf[fi bX`i bX`a Ò[`]W\Y
J YfV]bXi b[Yb`ni `hYffcf]gh]gW\Yb`BYhnc Yf_Yb`Ui Zni XYW_Yb"8]Y
8i fW\gi W\i b[Yb`XYf`K c\bi b[`i bX`XUg`g]W\Yf[YghY`hY
6Yk Y]ga UhYf]U`_ØbbhYb`5i ZgW\`i gg`XUfØVYf`[YVYbž`cV`XYf
&- !-Å\ f][Y`U`Y]bY`\UbXY`hY`cXYf`HY]`Y]bYf`[fØ»YfYb`; fi ddY`k Uf"

Gc`W\Y`J cfZÅ`Y`nY][Yb`YfbYi h`X]Y`Bch`YbX][_Y]h`Y]bYg
j YfghÅf`hYb`: c_i g`Ui Z`X]Y`DfÅj Ybh]cb`i bX`6Y_Åa dZi b[`j cb
F UX]_U`]g]Yfi b["8]Y`Dc`nY]`]b`F`Y]b`UbX!DZU`nž`k]Y`Ui W\`]b
UbXYfYb`6i bXYg`ÅbXYfbž`UfVY]hYh`Yb[`a]h`G]W\Yf\Y]hgVY\`ØfXYb
ni gUa a Ybž`i a `XYfUfh][Y`6YXfc\i b[Yb`ZfØ\`nY]h][`ni `Yf_YbbYb
i bX`ni `bYi hfU`]g]YfYb"

8]Y`9fY][b]ggY`]b`@]bn`\UVYb`YfbYi h`X]Y`8]g_i gg]cb`ØVYf`X]Y
G]W\Yf\Y]hgj cf_Y\fi b[Yb`]b`Dc`nY]k UW\Yb`i bX`UbXYfYb
ØZYb`h]W\Yb`9]b]f]W\hi b[Yb`YbhZUW`h"8]Y`Xcdd`hY
G]W\Yf\Y]hgW`Yi gY`]b`XYf`@]bnYf`Dc`nY]k UW\Y`\Uh

a Ò[`]WYfk Y]gY`@YVYb`[YfYhhYhi bX`[YnY][hž`k]Y`k]W h][`gc`WY
A U» bU\ a Yb`g]bX"8]YgYg`9fY][b]g`k]fX`k U\fgWY]b`]W`ni`Y]bYf
BYi VYk Yfhi b[`XYf`G]WYf\Y]hgd fchc_c``Y`b`Dc`nY]ghUh]cbYb`i bX
UbXYfYb`[YZÄ\ fXYhYb` ðgh]hi h]cbYb`ZØ\ fYb"

8YhU]`g

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