J c b `XYf`≠bZcfa Uh]_ `ni f`A i g]_ . `@]bXUi Yf
Hfca dYhYf`VY[ ]bbh`Ghi X]i a `]b`Nk c``Y

8Yf`@]bXUi Yf`Hfca dYhYf`8 Ub]Y``?`]Yf`YfZØ`h`g]W`gY]bYb
HfUi a `i bX`VY[]bbh`Y]b`A i g]_ghi X]i a `Ub`XYf`5fh9N
5WUXYa micZA i g]W]b`XYb`B]YXYf`UbXYb" `›hnh[Y`h' , \$' - /g
`cg`

6Yfi Z]WXY`J ]Y`gY]h][_Y]h`Y]bYg`HU`Yb hg

8Yf`@]bXUi Yf`Hfca dYhYf`8 Ub]Y``?`]Yf`Uh`Øfn`]W`Y]bY
VYXYi hYbXY`<ØfXY`Ui Z`gY]bYa `VYfi Z]WXYb`K Y[ `ØVYfk i bXYb. `9f
Yf\]Y`h`X]Y`Ni gU[ Y`ZØf`XUg`A i g]_ghi X]i a `Ub`XYf`fYbca a]YfhYb
5fh9N`5WUXYa micZA i g]W]b`Nk c``Yž`B]YXYf`UbXY" `8 ]YgY`BYi][_Y]h
k]fX`j cb`XYf`A i g]\_gW`i `Y`@]bXUi `j YfÖZZYbh]W`hi bX`i bhYfghfY]W`h
?`]Yf`g`9b[ U[ Ya Ybh`ZØf`gY]bY`VY]XYb`[ fc» Yb`@Y]XYbgW`UZhYb`
≠Zcfa Uh]_`i bX`A i g]_"

8]Y`9b hgWXY]Xi b[ `nk]gWXYb`nk Y]
@Y]XYbgW`UZhYb

8Yf`&\*! Å\ f][ Y`8 Ub]Y``?`]Yf`Uh`g]W`j]Y`Y`›U`fY`nk]gWXYb`gY]bYb
nk Y]`≠hYfYggYbž`XYf`≠Zcfa Uh]\_`i bX`XYf`A i g]_ž`]\b!`i bX
\Yf[Yf]ggYb`[ YZØ`h" `≠W`k c``hY`]a a Yf`gck c``≠Zcfa Uh]_`U`g
Ui W`A i g]\_`a UWXYb`žYf\_`Äfh`Yf" `BUW`Y]bYa `YfZc`[fY]WXYb
A UghYfUVgW`i gg`]b`≠Zcfa Uh]\_`YbhgW`cgg`Yf`g]W`bi bž`X]Y`nk Y]hY
@Y]XYbgW`UZh`i `j Yfk ]f\_]WXYb`i bX`Y]b`Hfca dYhYbghi X]i a `ni
VY[]bbYb" `9]bY`9b hgWXY]Xi b[ž`X]Y`nY][hž`XUgg`Yg`a Ö[ `]W`]ghž
a Y`fYfY`≠hYfYggYb`ni ``YVYb`i bX`ni `j YfV]bXYb"

9]b`VfY]hYg`a i g]_U`]gWXYg`GdY`hfi a

GY]b`a i g]\_U`]gW\Yf`K YfXY[ Ub[ `VY[Ubb`]a `>\f`&\$\$+ž`U`g`?]Yf
Hfca dYhYbghi bXYb`VY]`<Yfa Ubb`i `a gW\bY]XYf`Ub`XYf
A i g]_gW\i `Y`@]bXUi `bU\`a "GY]bY`HU`YbhY`ZØ\fhYb`]b`ni f
A]h[`]YXgW\UZh`]b`j YfgW\]YXYbYb`c`\_U`Yb`A i g]\_ [ fi ddYbž`k]Y`XYf
> [YbX`\_UdY`Y`@]bXUi `i bX`XYa `A i g]_j YfY]b`@]bXUi !FYi h]b"
8UfØVYf`\]bUi g`gd]Y`hY`Yf`]b`XYf`6][ `6UbX`XYg`6cXYbgYY!
; ma`bUg]i a`g`i bX`k Uf`U`_h]j `]b`XYf`i b]!6][ !6UbX`]b`i `a `k Å\fybX
gY]bYg`>Zcfa Uh]\_ghi X]i a`g`8]YgY`9fZU\fi b[Yb`Yfk Y]hYfhYb`b]W\h
bi f`gY]bY`a i g]_U`]gW\Yb` : Å\][_Y]hYbž`gcbXYfb`Ui W\`gY]b
BYhmk Yf`\_]b`XYf`A i g]_gnYbY"

Ghi X]YbUa V]h]cbYb`]a `5i g`UbX

8]Y`9bhgW\Y]Xi b[ ž`gY]bY`bÅW\ghYb`GW\fhY]hY`]b`XYb`B]YXYf`UbXYb
ni `a UW\Ybž`Z]Y`b]W\h`ni ZÅ`][ "??`]Yf`nY][ h`g]W\`VY[ Y]ghYfhj`cb`XYf
6YgW\fy]Vi b[`XYg`Ghi X]Yb[Ub[g`Ub`XYf`5fh9N`5WUXYa`m`8]YgY
]bhYfbUh]cbU`Ui g[ Yf]W\hYhY`>gh]hi h]cb`ghY\`hZØf`\c\Y
5i gV]Xi b[gghUbXUfXg`i bX`n]Y\`h]j ]Y`Y`HU`YbhY`Ubž`X]Y`]fY
a i g]_U`]gW\Yb` : Å\][_Y]hYb`k Y]hYfYbhk ]W\_Y`b`k c`Yb`"CVk c`\`Yf
a`ca`YbhUb`bcW\`_Y]bY`\_cb`fYhYb`a i g]\_U`]gW\Yb`N]Y`Y
Zcfa`i`]YfYb`\_Ubbž`Åggh`g]W\`VYfY]hg`Yhnh`gU[Ybž`XUgg`?`]Yf`Ui Z
XYa`VYghYb`K Y[`]ghž`gY]bY`HfÅi`a`Y`ni`j`Yfk`]f`_]W\Yb"

9]bY`>gd]fUh]cb`ZØf`X]Y` ; Ya`Y]bgW\UZh

8Ub]Y`?`]Yfg`K YfXY[ Ub[ `]gh`b]W\h`bi`f`Y]b`6Y]gd]Y`ZØf`]bX]j ]Xi`Y`Y
N]Y`j`Yfk`]f`_]W\i b[ž`gcbXYfb`Ui W\`Y]bY`>gd]fUh]cb`ZØf`nU\`fY]W\Y
↑ b[Y`A i g]\_Yf`]b`XYf`FY[]cb`"GY]b`GW\fh]hž`gck`c`\`]b`XYf
>Zcfa Uh]_`U`g`Ui W\`]b`XYf`A i g]_Y]bY`?Uff]YfY`Ubni ghfYVYbž
gd]Y[Y`h`Y]bYb`g]W\`k`UbXY`bXYb`HfYbX`k]XYfž`]b`XYa
J]Y`gY]h][ \_Y]h`]a`a`Yf`a`Y\`f`Ub`6YXYi`hi b[`[ Yk ]bbh`"J]Y`Y
> [YbX`]W\Y`g]bX`\Yi`hni`hU[ Y`VYghfYVhž`a`i`h]d`Y`HU`YbhY`ni
Ybhk]W_Y`b`i`bX`]f`<cVVm`]b`Y]bYb`6Yfi`Z`ni`j`Yfk`UbXY`b"

: Un]h

8]Y`FY]gY`j`cb`8Ub]Y`?`]Yf`]gh`Y]b`NYi [ b]g`XUZØfž`XUgg

@Y]XYbgWUZh i bX'9b[U[Ya Ybh'YbhgWY]XYbX'g]bXž i a 'VYfi Z]WY
HfÅi a Y'ni 'j Yfk]f_]WYb"GY]b'6Y]gd]Y`Yfa i h][h'UbXYfYž']\fYb
Y][YbYb'K Y['a]h'BUWXfi W_ ni 'j YfZc`[Ybž'i bUV\Åb[]['j cb'XYb
<YfUi gZcfXYfi b[Ybž'X]Y'g]W']\bYb'ghY`Yb"CV' a '6YfY]W'XYf
HYWbc`c[]Y'cXYf'XYf'?i bgh' 'X]Y'?ca V]bUh]cb'j cb': Å\[_Y]hYb
_ÒbbhY'XYf'GW'ØggY`ni 'Y]bYf'YfZØ`hYb'i bX'YfZc`[fY]WYb
'Uff]YfY'gY]b"

' B 5;

8YhU]`g

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