

? Yj]b`7cghbYf.`9]b`J UhYf`a]h'g]YVYb
?]bXYfb`i bX`[fc» Yb`HfÀi a Yb

? Yj]b`7cghbYf`hY`h`9]bV`]W_Y`]b`gY]b`@YVYb`U`g`J UhYf`j cb
g]YVYb`?]bXYfb`i bX`XYfYb`9fZc`[gk Y[``9]bV`]W_Y`]b`gY]bY
K YfhY`i bX`9fZU\fi b[Yb"

? Yj]b`7cghbYf`]gh`Y]bY`XYf`j]Y`gY]h[ghYb`DYfgÒb`]W_X]hYb`]b
<c`mk ccX`6Y_UbbhZ0f`gY]bY`VYY]bXfi W_YbXYb
gW_XUi gd]Y`Yf]gW_XYb`@Y]ghi b[Ybž`V`Y]Vh`Yf`Ui W_X`U`g`J UhYf`Ub`gY]bYf
: Ua`]]Y`]bhYfYgg]Yfh`8Yf`C gWUf![Y_fÒbhY`GW_XUi gd]Y`Yf`\Uh
]bg[YgUa`h`g]YVYb`?]bXYf`Ui`g`j YfgW_X]YXYbYb`6Yn]Y\i b[Ybž`k Ug
Y]bYb`9]bV`]W_`]b`gY]bY`h]YZ`J`YfVi bXYb`Y]h`a`]h`XYf`: Ua`]]Y`[]Vh"

5i`g`gY]bYf`YfghYb`9\Y`a`]h`7]bXm`7cghbYfž`X]Y`j`cb`%-`+`,`V]g`%-`-`(
XUi`YfhYž`\Uh`Yf`XfY]`?]bXYf`5bb]Yž`@]mi`bX`xY`8UbUW_X`Ua
gY]b`Gc`b`@]Ua`ž[YVcfYb`]a`š\`f`%-`-`(`žni`f`K`Y`h`8]YgY
ZUa`]]ÅfYb`K`i`fnYb`Y[hYb`XYb`;`fi`bXghY]b`Z0f`7cghbYfg`K`YfhY`]b
XYf`9fn]Y\i`b[``5i`g`gY]bYf`nk`Y]hYb`9\Y`a`]h`7`\f]gh]bY
6Ui`a`[UfhbYfž`X]Y`bUW_X`gY]bYf`GW_XY]Xi`b[`]a`š\`f`%-`-`(`j`c`nc[Yb
k`i`fXYž`ghUa`a`Yb`XfY]`k`Y]hYfY`?]bXYf`7UmXYb`K`mUhhž`<UmYg
@c[Ub`i`bX`;`fUW_X`5j`Yfm`8]Y`HUhgUW_XYž`XUgg`Yf`gck`c`\`Ui`g`Y]bYf
Zf0\YfYb`U`g`Ui`W_X`Ui`g`Y]bYf`U`hi`Y`Yb`6Yn]Y\i`b[`?]bXYf`\Uhž
nY][h`X]Y`?ca`d`YI`]h`Àh`gY]bYg`@YVYbg"

9]b`J UhYf`a]h`[fc» Yb`HfÀi a Yb

7cghbYf`\Uh]b`Y]bYa`š`hYfj]Yk`VYhcbhž`XUgg`Yf`g]W_X`b]W_X`h`bi`f`U`g
GW_XUi`gd]Y`Yf`g]Y`\hž`gcbXYfb`Ui`W_X`U`g`J UhYfž`XYf`X]Y`5a`V]h]cbYb
gY]bYf`?]bXYf`Z0fXYfb`a`ÒW_XhY`8]Y`@Yi`hY`\UVYb`Y]bY`UbXYfY
J`cfghY`i`b[`]j`cb`a`Y]bYa`@YVYbž`UVYf`Yg`]gh`]\fYa`gY`\f`À`b`]W_X`ž
Ài`»`YfhY`7cghbYf`8]YgY`5i`ggU[Y`i`bhYfghfY]W_Xhž`XUgg`hfc`hn`gY]bYg

Fi \a gi bX'gY]bYf'9fZc`[Yž'X]Y`[fi bX'Y[YbXghYb`K YfhY`k]Y
: Ua]'Y`i bX`i bhYfghØhni b[`ZØf`X]Y`?]bXYf`ZØf`]\b`j cb`[fØ» hYf
6YXYi hi b[`g]bX"

GY]b`K i bgWł ž'XUgg'gY]bY`?]bXYf'9fZc`[`UVYbž'nY][h'g]Wł`Ui Wł`]b
gY]bYa`U_h]j Yb`9b[U[Ya Ybh']b`XYfYb`@YVYbgk Y[``9f`a ØWł hY`g]Y
b]Wł h'bi f`i bhYfghØhYbž'gcbXYfb`Ui Wł`VY[`Y]hYbž'gcb`Ub[Y`Yg`bØh][
]gh`7cghbYf`YVh']b`Y]bYf`K Y`hž']b`XYf`Yg`cZn'gWł k]Yf][`]ghž`XUg
; `Y]Wł[Yk]Wł h'nk]gWł Yb`? Uff]YfY`i bX` : Ua]'Y`ni `Z]bXYb``8cWł`ZØf
]\b`gWł Y]bh`X]Y` : Ua]'Y`]a`a Yf`Ub`YfghYf`GhY`Y`ni`ghY`Yb``8 Ug
9b[U[Ya Ybh`Y]bYg`J UhYfgž`XYf`]b`XYf`2 ZZYbh]Wł`_Y]h'ghY`hž
[`Ua ci fØgY`F c`Y`b`gd]Y`h`i bX`A]`]cbYb`j cb`A YbgWł Yb`]bgd]f]Yfhž
]gh]bgd]f]YfYbX"

8]Y`<YfUi gZcfXYfi b[ž'9fZc`[`i bX`6YgWł Y]XYb`Y]h'ni`j YfY]bYbž']gh
ZØf`j]Y`Y`Dfca]bYbhY`b]Wł h`Y]Wł hž`i bX`7cghbYf`]gh`XU`_Y]bY
5i gbU`a Y``9f`j Yfgi Wł hž`gY]bYb`?]bXYfb`K YfhY`i bX
@YVYbgk Y]g`Y]hYb`a]hni [YVYbž`X]Y`ØVYf`XYb`Fi \a`]\bUi g[Y`Yb`
: Øf`]\b`]gh'9fZc`[`b]Wł h'bi f`Y]bY` : fU[Y`XYg; Y`XYg`cXYf`XYg
Fi \a gž'gcbXYfb`Ui Wł`XYg`dYfgØb`]Wł Yb`K UWł ghi`a gi bX`XYf
A Ø[`]Wł`_Y]hYbž`X]Y`g]Wł`XUfUi g`Yf[YVYb"

8]Y`a`i`h]X]a`Ybg]cbU`Y`F`c`Y`Y]bYg`J`UhYfg

⊖`XYf`\Yi h][Yb`NY]h'ghY`Yb`j]Y`Y`9`hYfb`j cf`XYf`<YfUi gZcfXYfi b[ž
]\fYb`?]bXYfb`gck c`a` UhYf]Y`Y`U`g`Ui Wł`Ya`ch]cbU`Y
I bhYfghØhni b[`ni`V]YhYb``7cghbYfg`5bgUhnž`gY]bY`?]bXYf`ni
Yfa`i h][Yb`i bX`]fY`5a`V]h]cbYb`ni`i bhYfghØhYbž'gd]Y[Y`h`Y]bY
k UWł gYbXY`HYbXYbn`k]XYfž`X]Y`9`hYfbgWł UZh`bYi`ni`XYZ]b]YfYb`
8]Y`a`cXYfbY`9`hYfbfc`Y`YfZcfXYfh`Y]b`ZY]bYg; YgdØf`ZØf`X]Y
6YXØfZb]ggY`XYf`?]bXYf`i bX`Y]b`U_h]j Yg`A]hk]f`_Ybž`i`a`]\fY
Hf`Ai`a`Y`ni`j Yfk]f`_]Wł Yb``7cghbYf`]gh`Y]b`6Y]gd]Y`XUZØfž`k]Y
k YgYbh]Wł Y`K YfhY`ZØf`X]Y`9fn]Y`i b[`YbhgWł Y]XYbX`g]bX"

K`Å`fYbX`Yf`]b`XYf`2 ZZYbh]Wł`_Y]h'ghY`hž`V`Y]Vh`Yf`XYb`ZUa`j]`ÅfYb
K`YfhYb`hfYi`ž`X]Y`]a`k]Wł h][`]g]bX``8]YgY`D`\]cgc d`\]Y`YVh
7cghbYf`j cb`j]Y`Yb`UbXYfYb`VYfØ`a`hYb`DYfgØb`]Wł`_Y]hYb`UVž`X]Y
cZn`GWł k]Yf][`_Y]hYb`\UVYbž`]\fY`ZUa`j]`ÅfYb`J`YfdZ]Wł hi b[Yb`a`]h

]\fYb' ? Uff]YfYb'ni 'j YfY]bYb" '9g]gh'X]YgY' A YbgW\`]W\`_Y]h'X]Y']\b
U'g': Ua]'Y'i bX'U'g' ðX]j]Xi i a ' [fY]ZVUfYf'a UW\h"

ð'Y]bYf'K Y'h'X]Y'cZi'XYb': c_i g'Ui ZFi \a 'i bX'FY]W\hi a 'Y[h'z
Yf]bbYfh'? Yj]b'7cghbYf'i bg'XUfUbž'XUgg'X]Y'k U\fyb'9fZc`[Y']a
@YVYb'cZi'X]Y'g]bXž'X]Y']b'i bgYfYb'Y][YbYb'j]Yf'K ÅbXYb
ghUhhZ]bXYb" "GY]bY'<]b[UVY'ni 'gY]bYb' ?]bXYfb'i bX']\fYf'Ni _i bZi
nY][h'zXUgg']b'YXYa 'YfZc`[fY]W\Yb'@YVYb'Ui W\`XYf'K i bgW\`
ghY_W'h'X]Y' bÅW\ghY'; YbYfUh]cb'ni 'ZOfXYfb'i bX']\bYb'XYb'K Y[
ni a '9fZc`['ni 'YVbYb"

? Yj]b'7cghbYfž'Y]b'j]Y'ZUW\`Ui g[YnY]W\`bYhYf'GW\`Ui gd]Y'Yf'i bX
FY []ggYi fž'\Uh'b]W\`h'bi f']b'gY]bYf' ? Uff]YfYž'gcbXYfb'Ui W\`U'g
J UhYf'Y]bY'VYa Yf_Ybgk YfhY '@YVYbgfY]gY'Xi fW\`YVh"GY]bY
9fn]Y\i b[ga Yh\cXYb'i bX'XYf'9]bZi ggž'XYb'Yf'Ui Z'gY]bY' ?]bXYf
Ui gØVh'g]bX'H\Ya Ybž'X]Y'cZi]b' ðhYfj]Yk g'ni f'GdfUW\`Y'_ca a Yb"
9f'VYhc b h'z'k]Y'k]W\`h]['Yg]gh'z'XUgg'gY]bY' ?]bXYf']\fY'Y][YbYb
K Y[Y'Z]bXYb'i bX'g]W\`]b'XYf'K Y'h'VY\Ui dhYb" '8]Y'6U'UbW\`
nk]gW\`Yb'gY]bYa '6Yfi Zi bX'XYf': Ua]'Y'ZØ\fh'cZi'ni 'FYZYI]cbYb
ØVYf'K YfhYž'X]Y'Yf'gY]bYb' ?]bXYfb'j Yfa]hhY'b'a ØW\`hY"

9]bV`]W`_Y`]b'7cghbYfg'9fn]Y\i b[g_cbnYdh

ð'j YfgW\`]YXYbYb' ðhYfj]Yk g'\Uh'7cghbYf'VYhc b h'z'XUgg'9fn]Y\i b[
b]W\`h'bi f'XUfi a ' [Y\h'z'gY]bYb' ?]bXYfb'a UhYf]Y'Y'8]b[Y'ni 'V]YhYb"
J]Y'a Y\f'g]Y\`h'Yf'Yg'U'g'gY]bY'5i Z[UVYž']\bYb'K YfhY'k]Y
ðhY[f]h'Åh'z'\UfhY'5fVY]hi bX'FYg]]Ybn'ni 'j Yfa]hhY'b" " ÆW\`k]'ž
XUgg'g]Y'k]ggYbž'XUgg'XYf'9fZc`['b]W\`h'bi f'Xi fW\`a UhYf]Y'Y'8]b[Y
[Ya YggYb'k]fXž'gcbXYfb'Ui W\`Xi fW\`XYb'7\UfU_hYf'i bX'X]Y
6Yn]Y\i b[Ybž'X]Y'a Ub'Ui ZVUi h ž'Yf'Åi hYfhY'7cghbYf']b'Y]bYa
; Ygd fÅW\` ØVYf'gY]bY'F c`Y'U'g'J UhYf"

9]b'k Y]hYfYf'5gdY_h'gY]bYf'9fn]Y\i b[']gh'X]Y'cZYb\Y]h'ZØf
j YfgW\`]YXYbY'9fZU\fi b[Yb" '7cghbYf'UW\`hYh'XUfUi Z'gY]bY' ?]bXYf
]b'X]Y'K Y'h'XYg':]a g'Y]bni ZØ\fybž'c\`bY'g]Y'i bhYf'8fi W\`ni
gYhnYbž']b'gY]bY': i » ghUdZYb'ni 'hfYhYb" '9f'gU[h' ÆW\`a ØW\`hYž'XUgg
g]Y'U'Y'A Ø[']W\`_Y]hYb'j cf'g]W\`\UVYb" 'C V'g]Y']b'XYf
I bhYf\U'hi b[gVfUbW\`Y'UbXYb'cXYf'Yhk Ug[Ubni'UbXYfYg'k Å\`Ybž

V`Y]Vh`]\bYb`ØVYf`UggYb" `8]YgY`<YfUb[Y\Ybgk Y]gY
VYfØW_g]W`h][h`X]Y`]bX]j]Xi Y`Yb`HU`Yb`hY`i bX`≠hYfYggYb`gY]bYf
?]bXYf`i bX`ZØfXYfh`Y]b` ; YZØ\`j cb`GY`VghVYgh]a a i b["

9]b`6`]W_`Ui Z`X]Y`ZUa]`]ÄfYb`6Yn]Y\`i b[Yb

8]Y`ZUa]`]ÄfYb`6Yn]Y\`i b[Yb`j cb`?Yj]b`7cghbYf`g]bX`_ca d`YI`i bX
[YdfÄ[h]j cb`j YfgW`]YXYbYb`D\UgYb`gY]bYg`@YVYbg"GY]bY`XfY]
Ä`hYfYb`?]bXYf`Ui g`XYf`YfghYb`9\Y`\UVYb`Y]bY`UbXYfY`8mbUa]_
U`g`X]Y`XfY]`?]bXYf`Ui g`gY]bYf`nk Y]hYb`9\Y"CVk c`\`Yf`g]W`cZha]h
XYb`<YfUi gZcfXYfi b[Yb`XYg`J UhYfgY]bg`Ui gY]bUbXYfgYhnYb
a i gghYž`\Uh`Yf`]a a Yf`VYhc`bhž`XUgg`X]Y` : Ua]`]Y`ZØf`]\b`cVYfghY
Df]cf]hÄh`Uh`Gc`Yf`_ÄfhY`Yfž`XUgg`Yf`VYa Ø\h]ghž`hfc`m`XYf
j YfgW`]YXYbYb`@YVYbgUVgW`b]hY`Y]bY`ghUV]`Y`i bX`]]YVYj c``Y
6Yn]Y\`i b[`ni`YXYa`gY]bYf`?]bXYf`Ui ZfYW`hni Yf`U`hYb"

Ni XYa`]gh`Yg`]bhYfYggUb`h`ni`VYa Yf`_Ybž`XUgg`7cghbYf`Ui W`X]Y
9fZU\`fi b[Yb`gY]bYf`Y][YbYb`?]bX\Y]h`]b`gY]bY`9fn]Y\`i b[
]bhY[f]Yfh"5i Z[Yk UW`gYb`]b`Y]bYf`NY]hž`X]Y`ghUf`_j cb`gc`n]U`Yb
J YfÄ`bXYfi b[Yb`[YdfÄ[h`k Ufž`j Yfgi W`h`Yfž`gY]bYb`?]bXYfb`Y]b
; YZØ\`ZØf` ; YgW`]W`hY`i bX`HfUX]h]cb`ni`j Yfa]hY`b" `≠W`a ØW`hYž
XUgg`g]Y`X]Y`K i fnY`b`]\fYf` : Ua]`]Y`_YbbYb`i bX`j YfghY\Ybž`k c\Yf
g]Y`_ca a Yb`ž`gc`7cghbYf"

8YhU]`g

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