

J Yfa]gghYf'GY[`Yf'Ua 'F UhnYVi f[Yf'GYY. Gi WXY [Y\h'k Y]hYf

9]b'+-!`A\ f][Yf'GY[`Yf'k]fX'gY]h'GUa ghU[`Ui ZXYa
F UhnYVi f[Yf'GYY j Yfa]ggh"8]Y'Gi WXY'k i fXY'k Y[Yb
gW`YW hYb`K YhhYfg`Y]b[YghY`h"

5i ZXYa 'F UhnYVi f[Yf'GYY []Vh'Yg'XYfnY]h'VYgcf[b]gYffY[YbXY
B UW f]W hYb"9]b`Yhk U'+-!`A\ f][Yf'GY[`Yf'k]fX'gY]h
GUa ghU[a]hU[j Yfa]ggh"8]Y'Dc`nY]@ØVYW`VYgh`h][hYž`XUgg`XUg
6cch`XYg`A UbbYg`c`bY`\b[]Zi bXYb`k i fXY"8]Y'Gcf[YbZU`hYb
XYf`5b[Y\Øf][Yb`i bX`XYf`9]bgUhn_f`ÄZhY`_ØbbhYb`b]W h`[fØ» Yf
gY]bž`XYbb`X]Y'Gi WXY`Äi Zh`VYfY]hg`gY]hj]Y`Yb`Ghi bXYb"

8]Y'GYybchfYhhYf`k UfYb`Ua 'GUa ghU[`]b`j c`Ya`9]bgUhnž`U`g`g]Y
j cb`XYa` j Yfa]gghYb`GY[`Yf`\ØfhYb"6]g`ni f`8i b_Y`\Y]h
j Yfgi W hYb`g]Yž`YXY`9W_Y`XYg`F UhnYVi f[Yf'GYYg`UVni gi WXYb"
8cW`hfchn`\fYf`b]hYbg]j Yb`6Ya Ø\i b[Yb`V`]YV`XYf`A Ubb
i bUi Z]bXVUf"5a`GcbbhU[`k i fXYb`X]Y'Gi W a U» bU\ a Yb`YXcW
Ui Z[fi bX`gW`YW hYf`K YhhYfVYX]b[i b[Yb`i bhYfVfcWXYb"8]YgY
l a gh`bXY`a UWXYb`X]Y`G]hi Uh]cb`Äi » Yfgh`_f]h]gWž`XU`g]W`X]Y
K]hYfi b[`gW`bY`ÄbXYfb`_Ubbž`k Ug`X]Y'Gi WXY`k Y]hYf`YfgW`k Yfh"

8 Yf`J Yf`Ui Z`XYf`Gi WXY

K]Y`Yg`ni`X]YgYa`J cfZU``_Ua ž]gh`V]g\Yf`i b`_Uf"9g`k]fX`YXcW
Ub[Ybca`a Ybž`XUgg`XYf`Ä`hYfY`<Yff`Ub`Y]bYa`gW`ØbYb`HU[`Ui Z
XYa`K UggYf`i bhYfk Y[g`k Ufž`i a`X]Y`]Xm`]gWY`@UbXgW`UZh`ni
[Yb]Y» Yb"8 Ug`d`Øh`]WXY`J YfgW`k]bXYb`\Uh`gc`k c`\`F YhhYf`U`g
Ui W`5b[Y\Øf][Y`]b[fc» Y`Gcf[Y`j YfgYhnh"

- 8]Y`9]bgUhn_f`ÄZhY`XYf`GYybchfYhhi b[`gYhnhYb`Ub`VY]XYb

HU[Yb`nU\`fY]WY`F Yggci fW`b`Y]bž`i a`XYa`j Yfa`]gghYb
GY[`Yf`ni`Y`ZYb"

- 8Yf`9]bgUhm`YfghfYW`hY`g]W`ØVYf`a`Y\`fYfY`Ghi`bXYbž`Y]XYf`
c\`bY`9fZc`["
- 8]Y`9bhgWY]Xi`b[`ž`X]Y`Gi`WY`Ua`GcbbhU[`Ui`Z[`fi`bX`XYg`
K`YhhYfg`UVni`VfYW`Ybž`nY][`hž`k`]Y`Yfbgh`X]Y`@U[`Y`]gh"

K`Ybb`a`Ub`VYXYb`_hž`XUgg`XYf`F`UhmYVi`f[`Yf`GY`Y]b`VY`Y]VhYg`N]Y`
ZØf`K`UggYfgdcfh`Yf`]ghž`]gh`XYf`J`cfZU`U`Ub`g]W`U`Ufa`]YfYbX`"J]Y`Y`
GY[`Yf`[`Yb]Y»Yb`X]Y`BUhi`f`fi`bX`i`a`XYb`GY`ž`XcW`
i`bj`cf\`YfgY\`VUfY`i`a`gh`ÅbXY`_ØbbYb`gW`bY`[`YZ`Å`f`]W`k`YfXYb`"
8]Y`<`c`Zbi`b[`V`Y]Vhž`XUgg`XYf`j`Yfa`]gghY`A`Ubb`VU`X`[`YZ`bXYb`
k`]fXž`XcW`XYf`8`fi`W`_`Ui`Z`X]Y`9]bgUhm`_f`Å`ž`Y`ghY][`h`a`]h`YXYa`
j`Yfghf]WYbYb`A`ca`Ybh"

8]Y`Dc`nY]`k`]fX`X]Y`Gi`WY`j`cfUi`gg]W`h`]W`k`]YXYf`Ui`ZbY\`a`Ybž`
gcVU`X`g]W`X]Y`K`YhhYf`U[`Y`ghUV`]g]Yfh`"6]g`XU\`]b`V`Y]Vh`X]Y`:`fU[`Yž`
k`Ug`a`]h`XYa`A`Ubb`d`Ugg]Yfh`]ghž`i`bX`cV`Yf`a`Ø[`]W`Yfk`Y]gY`]b`
Y]bYf`gW`k`]Yf][`Yb`G]hi`Uh]cb`[`YZUb[`Yb`]gh`"8]Y`5b[`Y\`Øf][`Yb`
Yf`YVYb`Y]bY`bYfj`YbUi`ZfY]VYbXY`NY]h]j`c`Yf`i`b[`Yk`]gg\`Y]h"

K`]W`h][`Y`5`gdY`_hY`XYf`G]W`Yf`Y]h`Ui`Z`XYa`
K`UggYf`

8]YgYf`J`cfZU`i`bhYfghfY]W`h`X]Y`K`]W`h][`_Y]h`Y]bYf`g]W`YfYb`
<`UbX\`UVi`b[`]j`cb`6`cchYb`i`bX`Y]bYf`[`YbUi`Yb`D`Ubi`b[`]j`cf`XYa`
5i`g`Ui`ZYb`"i`bUV\`Åb[`]j`ca`9fZU\`fi`b[`]g[`fUX`gc`hYb`GY[`Yf`ghYhg`
ØVYf`X]Y`K`YhhYfVYX]b[`]i`b[`Yb`]bZcfa`]Yfh`gY]b`i`bX`b]Ya`U`g`U`Y]b`
Ui`Z`XYa`GY`i`bhYfk`Y[`]g`gY]bž`k`Ybb`g]Y`b]W`h`g]W`Yf`g]bXž`XUgg`g]Y`
dfcV`Ya`cg`ni`fØW`_Y\`fYb`_ØbbYb"

DUb]_`i`bX`i`bg]W`Yf`Y]h`_ØbbYb`gW`bY`Ui`Z`ca`a`Ybž`k`Ybb`
Y`a`UbX`]a`K`UggYf`j`Yfa`]ggh`k`]fX`"9g`gc`hY`XU\`Yf`ghYhg`Y]b`D`Ub`6`
j`cf\`UbXYb`gY]bž`k`Ybb`X]Y`i`a`gh`ÅbXY`[`YZ`Å`f`]W`k`YfXYb`"8`UfØVYf`
\`]bUi`g`_ØbbYb`Ui`W`d`YfgØb`]W`Y`GW`k`ÅW`Yb`cXYf`
[`Ygi`bX\`Y]h]W`Y`DfcV`Ya`Yž`VYgc`bXYfg`]a`5`hYfž`XUg`F`g]_c`
Yf\`Ø`Yb`"9]b`Zi`b`_h]cb]YfYbXYg`A`cV`hY`YZcb`i`bX`k`Y]hYfY`
B`chZU`[`Yf`Å`hY`Ub`6`cfX`_ØbbYb`]a`9`fbghZU`ØVYf`YVYbgk`]W`h][`

gY]b"

5_hi Y`Y`6Yf]W hY`XYi hYb`XUfUi Z`]bžXUgg`j]Y`Y`K UggYfgdcfhYfž
]bgVYgcbXYfY`À`hYfY` ; YbYfUh]cbYbž`VY]a`GY[Y`b`cZhØVYf`]\fY
A Ò[`]W_X]hYb`]\]bk Y[gY\Yb"8Yf`F UhnYVi f[Yf`GYŽ`gc`a`U`Yf]gW
Yf`Ui W`gY]b`a`U[ž]ghi`bX`V`Y]Vh`Y]b`C`fhž`Ub`XYa`F`YgdY`hi`bX
J`c`fg]W`hj`cb`[`fØ»`hYf`6YXYi`hi`b`[`g]bX"

8]Y`G]hi`Uh]cb`fi`bX`i`a`XYb`j`Yfa`]gghYb`GY[`Yf`XØfZhY`bcW`ZØf
Y]b][`Y`NY]h]a` :`c`_i`g`XYf`Øfh]W`Yb`DfYggY`V`Y]VYb`ž`i`bX`X]Y
<c`Zbi`b[`Ui`Z`Y]b`d`cg]h]j`Yg`9bXY`k`]fX`j`cb`U`Ybž`X]Y`]b`X]YgYf
hfUi`f][`Yb`5b[`Y`Y[`Yb`Y]h]b]c`j`]Yfh`g]bXž`\cW`[`Y`U`hYb"

8]Y`Gi`W`Y`b`UW`X`Ya`j`Yfa`]gghYb`GY[`Yf`Ui`Z`XYa`F`UhnYVi`f[`Yf`
GYY`\Uh`X]Y`5i`Za`Yf`g`Ua`_Y]h`XYf`²`ZYb`h]W`_Y]h`i`bX`XYf`A`YX]Yb
Ui`Z`g]W`[`Ync[`Yb"8`X`Yb`Y`h`h`Yb`Y`f`Yb`[`UV`Yg`a`Y`f`YfY`À`b`]W`Y
J`c`fZ`Y`]b`XYf`F`Y[`]cbž`X]Y`X]Y`G]W`Yf`\Y]h]j`cb` :`fY]nY]h`_Ud]h`Ab`Yb
i`bX`GY[`Yfb`]b`XYi`hgW`Yb` ;`Yk`ÀggYfb`]b`XYb` :`c`_i`g`fØW`hYb"
Gc`W`Y`J`c`fZ`Y`k`YfZYb` :`fU[`Yb`ni`f`G]W`Yf`\Y]hž`K`Ufbgmgh`Ya`Yb`i`bX
XYb`A`U»`b`U`a`Yb`k`À`f`YbX`XYf`<c`W`gU]gcb`Ui`Z`k`Ybb`j`]Y`Y
A`YbgW`Yb`Ui`Z`XYb`GYb`U`_h]j`g]bX"

«a` `Y`f`&\$&%`VY]gd]Y`gk`Y]gY`[`]b[`Y]b`GY[`Yf`]b`XYf`B`À`Y`j`cb
@ØVYW`_Y`VYbZU``g`j`Yf`c`fYb"8]Yg`ZØ`fhY`ni`Y]bYa`Yf`\Ø`hYb
6Yk`i`gghgY]b`ZØf`G]W`Yf`\Y]hgj`cf`_Y`fi`b[`Yb`Ui`Z`XYa`K`UggYfž`XU
X]Y`F`Y`hi`b[`g`f`À`ZhY`c`Zh`a`]h`gW`k`]Yf][`Yb`6YX]b[`i`b[`Yb`_cbZfcbh]Yfh
g]bX"8]Y`i`bhYfgW]YX`]W`Yb`K`Y`h`YfVYX]b[`i`b[`Yb`i`bX`X]Y
l`bVYfYW`YbVUf`_Y]h]j`cb` ;`Yk`ÀggYfb`ghY`Yb`gck`c`\`
:`fY]nY]hgd`c`fh`Yf`U`g`Ui`W`F`Y`hi`b[`g`f`À`ZhY`j`cf`[`fc»`Y
<YfUi`gZc`fXYfi`b[`Yb"

<]b hYf[fi bX]b Zc fa Uh]cb Yb`ni
G]W`Yf`\Y]hgj`YfZU`\fYb`i`bX`!j`cf`_Y`\fi`b[`Yb

8]Y`G]W`Yf`\Y]h`Ui`Z`XYi`hgW`Yb` ;`Yk`ÀggYfb`k`]fX`Xi`fW
j`YfgW]YXYbY`J`c`fgW`f]ZhYb`i`bX` ;`YgYhnY`[`YfY[`Y`h"8`Ug`K`UggYf!
i`bX`GW]ZZU`\fhgUa`h`fK`G5Ł`]ghj`YfUbhk`c`fh]W`ZØf`X]Y
,`VYfk`UW`i`b[`i`bX`8i`fW`ZØ`fi`b[`j`cb`G]W`Yf`\Y]hga`U»`b`U`a`Yb`Ui`Z

[fc»Yb'GYyb'i bX':`ØggYb"Ni XYa`a ØggYb':fY]nY]h_Ud]hAbY`]b
8Yi hgW`UbX`X]j YfgY`G]WYf\Y]hgj cf_Y\fi b[Yb'hfYZZYbžk]Y`XUg
A]hZØ\fYb`j cb`GWk]a a k YghYbž`Y]bYa`'9fghY!<]`ZY!`? UghYb`i bX
Y]bYa`Zi b_h]cb]YfYbXYb`?ca a i b]_Uh]cbg[YfÅhž`i a`]a`'BchZU`
<]`ZY`UbZcfXYfb`ni`'_ÖbbYb"

8]Y`ni bY\`a YbXY`6Y`]YVh\Y]h`XYg`GY[Y`bg`\Uh`UVYf`Ui W\`Y]bYb
5bg]Y[]j cb`i bZÄ`Yb`i bX`j Yfa]gghYb`DYfgcbYb`ni f': c`[Y`"BUW
GWÄ`ni b[Yb`XYg`8Yi hgW`Yb`GY[`Yf!J YfVUbXYg`fB GJ Ě`g]bX`X]Y
NU\`Yb`XYf`[Ya`Y`XYhYb`J cfZÄ`Y`]b`XYb`YmhYb`]U\`fYb`[Ygh]Y[Ybž
k Ug`Ui ZY]bY`\Ö\`YfY`5bnU\`Ub`A YbgW`Yb`\]bXYi hYhž`X]Y`Ui Z
; Yk ÄggYfb`U_h]j`g]bXž`c`bY`X]Y`YfZcfXYf`]W`Yb
G]WYf\Y]hgghUbXUfXg`Y]bni`U`hYb"

GhUh]gh]_Yb`i bX`8UhYb`ni`i bZÄ`Yb`]a K UggYfgdcfh

5_hi Y`Y`GhUh]gh]_Yb`nY][Ybž`XUgg`]a`]U\`f`&\$&\$`Yhk U`%'`
A YbgW`Yb`VY]a`GY[Y`b`cXYf`UbXYfYb`K UggYfgdcfhUfHYb`]b
8Yi hgW`UbX`j Yfi b[`ØW_h]g]bX"]cb`X]YgYb`J cfZÄ`Yb`k UfYb`fi bX
) \$`hÖX`]W`"9]bY`5bU`mgY`XYf`8UhYb`nY][hž`XUgg`cZ`h`a`Ub[Y`bXY
G]WYf\Y]hgj cf_Y\fi b[Yb`i bX`i bni fY]W`YbXY`?Ybbhb]ggY`ØVYf
XUg`; Yk ÄggYf`ni`X]YgYb`i bZÄ`Yb`ZØ\`fYb`"8]Y`a`Y]ghYb`J cfZÄ`Y
YfY][bYhYb`g]W`]b`XYb`Gca`a`Yfa`cbUhYbž`k Ybb`X]Y`5_h]j]hÄ`h`Ui Z
XYb`; Yk ÄggYfb`Ua`'\ÖW`ghYb`]gh"

8]Y`9]bZØ\`fi b[]j cb`]Zcfa`Uh]cbg_Ua`dU[bYbž`X]Y`g]W`Ui ZX]Y
GYbg]V`]g]Yfi b[`ZØf`G]WYf\Y]h`i bX`X]Y`9]b`U`hi b[]j cb
J cfgW`f]Z`hYb`_cbnYbhf]YfYbž`_ÖbbhY`dchYbn]Y``\Y`ZYbž`X]YgY
NU\`Yb`ni`gYb`_Yb`"Gc`VYhcbh`XYf`8GJ`]b`gY]bYb`Dfc[fUa`a`Yb
\Äi Z][`X]Y`K`]W`h][`_Y]h]j cb`5i`gV`]Xi b[ga`U`»bU`a`Yb`i bX
G]WYf\Y]hgnYfh]Z]_UhYb`ZØf': fY]nY]h_Ud]hAbY"

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