

8]`Ya]b . '9BC 'i bX`B]a c `df`AgYbh]YfYb
[YZØ\ `j c ``Yb`l dhYa dc!@cj Ygcb[

8]Y`bYi`Yb`G]b[`Y` 8]`Ya]b `j cb`9BC `i bX`B]a c`j YfV]bXYh
8fUa U`i bX`9a ch]cbYb` `Y]b` [YZØ\ `j c ``Yf`@cj Ygcb[`ZØf
: Ubg"

8]Y`a i g]_U`]gW`Y`Ni gUa a YbUfVY]h`nk]gW`Yb`? Øbgh`Yfb`_Ubb`cZh
i bYfk UfhYhY`i bX`VYfØ\`fYbXY`9f[YVb]ggY` \Yfj c fVf]b[Yb``9BC ž
XYf`Ui ZghfYVYbXY`GhUf`XYf`XYi hgW`Yb`F Ud!GnYbYž`\Uh`Ua ``YhnYb
: fY]hU[`gY]bY`bYi YghY`G]b[`Y` 8]`Ya]b `j YfØZYbh]W`h`8]YgY
J YfØZYbh]W`i b[`a Uf_]Yfh`b]W`h`bi f`X]Y`Xf]hhY` [Ya Y]bgUa Y
5fVY]h`a]h`XYa `hU`Ybh]YfhYb`F UddYf`B]a c`žgcbXYfb` \YVh`Ui W`X]Y
Ya ch]cbU`Y`H]YZY` \Yfj cfž`X]Y`VY]XY`? Øbgh`Yf`]b`]\fY`A i g]_
Y]bZ]Y» Yb`UggYb"

8]`Ya]b `]gh`Y]b`_i fX]gW`Yg`K cfhž`XUg`ØVYfgYhnh` a Y]b`GW`Uhn
VYXYi hYh` `b`X]YgYa `l dhYa dc!@cj Ygcb[ždfcXi n]Yfh]j cb`7\Y_UUž
_ca V]b]YfYb`9BC `i bX`B]a c`Y]b[`Ab[] [Y`6YUhg`a]hY]bYf
Yfn`A\`Yf]gW`Yb`? fUZhž`X]Y`Ub`X]Y` < ÒfYf`UddY``]Yfh``8Yf`Gcb[
gd]Y[Y`h`b]W`h`bi f`X]Y`]bX]j]Xi Y``Yb`Gh]Y`XYf`? Øbgh`Yf`k]XYfž
gcbXYfb`nY][h`Ui W`ž`k]Y`g]Y`]\fY`j Yf`Ym`]W`Y`GY]hY`ni a `5i gXfi W_
Vf]b[Yb`_ØbbYb``8]YgY`? ca V]bUh]cb`]gh`Y]b`]bhYfYggUbhYg
9`Ya Ybh]b`Y]bYa `; YbfYž`XUg`cZh`a]h`5[[fYgg]j]h`h`i bX
a UW`c`UZhYb`H`Ya Yb`]b`J YfV]bXi b[` [YVfUW`h`k]fX"

8]Y`9b`hk]W`_i b[`X]Yf`? Øbgh`Yf

8]Y`VY]XYb`F UddYf`9BC `i bX`B]a c` \UVYb`g]W`]b`XYf`XYi hgW`Yb
A i g]_gnYb`Y`Y]bYb`BUa Yb` [Ya UW`h`i bX`k YfXYb`cZh`ZØf`]\fY
ZYggY`bXYb`HYl hY`i bX`]\fY` : `A\][_Y]hž`9a ch]cbYb`]b`]\fYb`Gcb[g
ni `hfUbgdcfh]YfYbž` [Ydf]YgYb``8]Y`9b`hk]W`_i b[`X]YgYf`VY]XYb

?ØbghYf']b`XYb`YhnhYb`š\ fYb`]ghVYa` Yf_Ybgk`Yfh`G]Y` \UVYb
b]W`h`bi`f`]\f`Di`V`]_i` a` ž`gcbXYfb`Ui` W`X]Y`6fUbW`Y`gY`Vgh
bUW` \U`h][`VYY]bZi` ggh"8]Y`K`U` \`Y]bYg`@]VYYgh\Ya` Ug`]b`Y]bYa
l`dhYa`dc!Gcb[`k`]Y` 8]Ya`]b` _Ubb`j`]Y`Y]W`h`U`g
F]W`hi`b`[`gk`YW`gY`]b`hYfd`fYh]Yfh`k`YfXYbž`XYf`nY][`hž`XUgg`Yg`]a
F`Ud`b]W`h`bi`f`i`a` \UfhY`6YUhg`i`bX`[`fc»Y` ;` YghYb`[`Y`h`"

B]a`cž`VY`_Ubb`h`ZØf`gY]bY`Ui`h`Yb`h]gW`Yb`HYI`hY`i`bX`gY]bYb
`mf]gW`Yb`Gh]ž`Vf]b[`h`gY]b`Y]bn][`Ufh][`Yg`HU`Yb`h`]b` 8]Ya`]b`ni`f
 ;`Y`hi`b`[`"Ni`gUa`a`Yb`a`]h`9BC`gW`UZYb`g]Y`Y]b`Ni`gUa`a`Ybgd]Y`
j`cb`<Ufa`cb]Yb`i`bX`_fUZh]c`Yb`NY]Ybž`XUg`XYb`Ni` \ØfYfb`]a`C` \f
V`Y]Vh"8]Y`?`Ub[`_UbXgW`UZh`XYg`Gcb[`g`k`YW`gY`h`nk`]gW`Yb
A`Y`cX]_i`bX`_fUZh]c`Y`a`HYa`dcž`k`Ug`X]Y` ðhYbg]h`h`h`]\fYf`
6chgW`UZh]j`Yfgh`h`_h"8]Ya`]b`V]YhY`h`Y]bY`YfZf]gW`Yb`XY
DYfgdY`_h]j`Y`Ui`Z`X]Y`6Yn]Y`i`b[`Yb`nk`]gW`Yb`A`YbgW`Ybž`X]Y`c`Zi`U`g
 ðgd]fU]cb`ZØf`?`i`bgh`X]YbYb"8]Y`9bhgW`Y]Xi`b[`ž`Y]b`_i`fX]gW`Yg
K`cfh`ni`j`Yfk`YbXYbž`ghY`h`Ui` »YfXYa`Y`]bY`J`YfV]bXi`b[`ni`XYb
K`i`fnY`b`XYf`?ØbghYf` \Yf"

8]Y`6YXYi`hi`b[`XYg`H]hY`g`

8]Y`6YXYi`hi`b[`XYg`H]hY`g`]gh`Y]b`k`Y]hYfYf`]bhYfYggUb`hYf`5gdY`_h
j`cb` 8]Ya`]b` " ðXYa`g]Y`Y]bYb`?`i`fX]gW`Yb`?cgYb`Ua`Yb
j`Yfk`YbXYbž`]bhY[`f]YfYb`X]Y`?ØbghYf`_i`h`i`fY`Y`9`Ya`Yb`hY`]b`]\fY
A`i`g]_ž`X]Y`X]Y`J`]Y`ZU`h`i`bX`XYb`FY]W`hi`a`]\fYf`<Yf`_i`b`Zh
k`X]Yfgd]Y[`Y`b`"Gc`W`Y`9]bZØggY`g]bX`]b`XYf`XYi`hgW`Yb`F`Ud!GnYbY
b]W`h`U`h`h`[`]W`i`bX`nY][`Ybž`XUgg`A`i`g]_6fØW`Yb`V`Ui`Yb`_Ubb`ž`i`a
j`YfgW`]YXYbY`?`i`h`i`fYb`a`]hY]bUbXYf`ni`j`YfV]bXYb"

9]b`<`]h`k`]fX`c`Zi`Ub`XYf`<`Ai`Z][`_Y]h`[`Ya`YggYbž`a`]h`XYf`Yf`]b`XYb
A`YX]Yb`i`bX`gcn]U`Yb`BYh`nk`Yf`_Yb`[`YhY]`h`k`]fX"8]Ya`]b
j`Yfgd]W`h`X]YgYa`?`f]hYf]i`a`[`YfYW`h`ni`k`YfXYb" ð`Y]bYf`NY]hž`]b
XYf`X][`]hU`Y`D`Uhh`Zcfa`Yb`Y]bY`Yb`hgW`Y]XYbXY`F`c`Y`VY]`XYf`
J`YfVfY]hi`b[`j`cb`A`i`g]_gd]Y`Ybž`]gh`X]Y` ðhYfU`_h]cb`XYf` :`Ubg`a`]h
gc`W` \c`W`_Uf`h`h`[`Yb`Dfc`Xi`_h]cbYb`Ui`ggW`U`[`[`YVYbX"9BC`i`bX
B]a`c`_Øbb`hYb`Xi`fW`]\fYb`bYi`Yb`HfUW`_YfbYi`h`XYb`BYfj`XYf`NY]h
hfY`ZYb`i`bX`Y]b`k`Y]hYfYg`?`Ud]hY`]b`]\fYf`VYfY]hg`YfZc`[`fY]W`Yb
?`Uff]YfY`gW`fY]VYb"

A]h' 8]Ya]b 'gYhnYb'9BC 'i bX'B]a c'Y]b'ghUf_Yg'NY]WYb.
@]YVYgh\Ya Yb'g]bX'YVYbgc'k]W'h]['i bX'fY`Yj Ubh]a 'F Udž'k]Y`Yg
H\Ya Yb'ja 'Ni gUa a Yb\Ub['a]h'GhÅf_Y'cXYf' [YgY`gW UZh]WYb
<YfUi gZcfXYfi b[Yb'g]bX"8]YgY'9bhk]W_`i b[' _ÖbbhY
a Ö[`]WYfk Y]gY`bYi Y`K Y[Y`ZØf`UbXYfY`?Øbgh`Yf`ÖZbYbž`X]Y
YVYbZU`g`XYb`A i h`\UVYbž`g]W`Ui ZY]bY`gYbg]V`YfY`5fh'i bX`K Y]gY
Ui gni XfØW_Yb"

9]b'6`]W_`]b`X]Y`Ni _i bZh

CV` 8]Ya]b `XYb`VY]XYb`?ØbghYfb`ni `bcW` [fÖ» YfYf
6Y_Ubbh\Y]h] Yf\`ZhcXYf`b]W'hž`k]fX`X]Y`Ni _i bZh`nY][Yb"K Ug
`YXcW`VYfY]hg`g]W`Yf`]ghž`]gh`X]Y`HUhgUW`Yž`XUgg`VY]XY`F UddYf`Y]b
[fc» Yg`DchYbn]U` \UVYbž`k Y]hYf\]b`]bbc] Uh]j Y`i bX` [YZØ\`j`c`Y
A i g]_`ni `fY]YfYb"8 Ug`Gcb[[k f]h]b['i bX`X]Y`DfcXi _]cb`j`cb
8]Ya]b `V]YhYb`]fYb': Ub`g`b]W`h`bi`f`l`bhYf\U`hi`b[ž`gcbXYfb
Ui W`Y]bYb`bYi`Yb`Ni [Ub[`ni`XYb`H\Ya`Yb`@]YVY`i`bX`Ni`bY][i`b[
]b`XYf`F Uda`i`g]_ž`XYf`Ui`Z`YXYb': U`ni`a`BUW`XYb`_Yb`UbFY[hi`bX
j]Y`Y`<ÖfYf`Ya`ch]cbU`VYfØ`fYb`_ÖbbhY"

8]Y`9bhk]W_`i b[`j`cb`9BC`i bX`B]a c`]a XYi hgW`gd fUW`][Yb`F Ud

8]Y`?Uff]YfY`j`cb`9BC`i bX`B]a c`V]`XYh`Y]b`gd`Ub`b`Yb`XYg`?Ud]hY`i]b
XYf'; YgW`]W`hY`XYg`XYi`hgW`gd fUW`][Yb`F Udg"6Y]XY`?Øbgh`Yf
ghUa`a`Yb`Ui`g`XYf`bYi`Yb'; YbYfUh]cb`i`bX`\UVYb`g]W`]b`XYb
`Y`h`hYb``X\`fYb`ghYh][`k`Y]hYfYb`hk]W_`Y`h"9BC`ž`VY`_Ubbh`ZØf`gY]bYb
j`Uf]]YfYb`XYb`Gh]`i`bX`Ya`ch]cbU`Y`HYI`hYž`\Uh`g]W`Y]bYb`BUa`Yb
[Ya`UW`hž`]bXYa`Yf`gck`c`\`]bh]a`Y`U`g`Ui`W`YbYf[]gW`Y`Gcb[g
j`YfÖZYb`h]W`h`B]a c`\]b[Y[Yb`k`]fX`c`Zh`ZØf`gY]bY
W`UfU`_hYf]gh]gW`Y`Gh]a`a`Y`i`bX`gY]bY`mf]gW`Yb': Å\[_Y]hYb
[YZY]Yf`hž`X]Y`Y]bY`GW`]W`h]j`cb`5i`h\Yb]h]n]h`h`i`bX`H]YZY`]b`gY]bY
A i g]_`Vf]b[Yb"

8]YgY`VY]XYb`F UddYf`bi`h`Yb`]\fY`D`Uh`Zc`fa`b]W`h`bi`f`ni`f
l`bhYf\U`hi`b[ž`gcbXYfb`Ui`W`ni`f`5i`gY]bUbXYfgYhni`b[`a`]h
dYfgÖb`]W`Yb`i`bX`gcn]U`Yb`H\Ya`Yb"≠fY`Ni`gUa`a`YbUfVY]hž`k]Y

g]Y`Ui W`]b` 8]`Ya]b` `ni` `gY\Yb`]ghž`nY][hž`XUgg`F Ud`k Y]h`a` Y\`f`]gh
U`g`bi`f`A`i`g]_` Yg`]gh`Y]b`5i`gXfi`W`_`j`cb` ; YZØ\`Yb`i`bX`Y]bY
A`Ö[`]W`_Y]h`ni`f`FYZYI`]cb`ØVYf`6Yn]Y\`i`b[`Yb`i`bX`≠Yb]h`h`h`"

8]Y`6YXYi`hi`b[`]j`cb` 8]`Ya]b` `]a` `U`_hi`Y`Y`b
A`i`g]_[`YgW`Y\`Yb`

8]`Ya]b` `]gh`a` Y\`f`U`g`bi`f`Y]b`k`Y]h`Yf`Yf`Hf`UW`_`]b`XYf`F`Ud`!Gn`Yb`Y`/
Yg`]gh`Y]b`6Y]gd]Y`ZØf`X]Y`J`Yfg`W`a`Y`ni`b[`]j`cb`j`Yfg`W`]YXYb`Yb`
`i`hi`fY`Y`b`9]b`ZØgg`Yb`]b`XYf`A`i`g]"`8Yf`_`i`fX]g`W`Y`?`cg`Yb`Ua`Y`ž`XYf`
]a`H]h`Y`Yfg`W`Y]b`hž`\`YVh`XUg`]b`hYf`_`i`hi`fY`Y`9`Ya`Yb`h`\`Yf`j`c`f`i`b`X`
nY][hž`k`]Y`?`Øb`gh`Yf`]f`Y`K`i`fn`Y`b`i`b`X`≠Yb]h`h`h`]b`]f`Y`A`i`g]_`
]b`h`Y[`f]Yf`Yb`" `≠`Y]b`Yf`NY]hž`]b`XYf`8]j`Yfg]h`h`hi`b`X`_`i`hi`fY`Y`
≠Yb]h`h`h`]a`a`Yf`a`Y\`f`U`b`6YXYi`hi`b[`[`Yk`]bb`Yb`ž`]gh`gc`W`Y]b`Y`
Ni`g`Ua`a`Yb`Uf`VY]h`VY`gcb`XYfg`f`Y`Y`j`Ub`h`"

8]Y`Dfc`Xi`_`h]cb`j`cb` 8]`Ya]b` `Xi`f`W`7\`Y`_UU`i`b`h`Y`fa`U`h`X]Y`
Ya`c`h]cb`U`Y`H]Y`ZY`XYg`G`cb[`g`7\`Y`_UU`ž`VY`_Ubb`h`ZØf`gY]b`Y`
: `A\][`_Y]hž`Y]b[`Äb[][`Y`6Y`U`hg`ni`_`fY]Yf`Yb`ž`\`Uh`XYb`Hf`UW`_`gc`
[`Y`gh`U`h`Y`hž`XUgg`Yf`X]Y` ; Yg`Ub[`gY]b`U[`Yb`j`cb`9BC`i`b`X`B]a`c`
cd`h]a`U`ni`f` ; Y`hi`b[`Vf]b[`h`8]Yg`nY][hž`k`]Y`k`]W`h][`X]Y`
Ni`g`Ua`a`Yb`Uf`VY]h`nk`]g`W`Yb`?`Øb`gh`Yfb`i`b`X`Dfc`Xi`n`Yb`h`Yb`]gh`ž`i`a`
Y]b`gh]a`a`][`Yg` ; Yg`Ua`hk`Yf`_`ni`g`W`UZY`b`"

NU\`Yb`i`b`X`GhUh]gh]_`Yb`XYf`XYi`hg`W`Yb`F`Ud`!
Gn`Yb`Y`

@Ui`h`Y]b`Yf`Ghi`X]Y`j`cb`GhUh]gh]U`ni`f`A`i`g]_`Ub`X`g`W`U`Zi`]b`
8Yi`hg`W`_`Ub`X`ž`Z`Ub`XYb`]a` `≠\`f`&\$&&`ØVYf`" ` \$i` `XYf`
a`Y]gh[`Y`ghf`Y`Ua`h`Yb`a`i`g]_`U`]g`W`Yb`K`Yf`_`Y`]a` ; Yb`f`Y`<`]d`!`<`c`d`gh`U`h`h`
8]Y`g`Y`g`K`U`W`gh`i`a`j`Y`f`X`Y`i`h`]W`hž`XUgg`F`Ud`]b`]W`h`bi`f`Y]b`Y`B]g`W`Y`
VY`g`Y`h`hž`gc`b`XYfb`Y]b`Yb`n`Yb`hf`U`Yb`D`U`h`n`]b`XYf`U`[`Ya`Y]b`Yb`
A`i`g]_]b`Xi`ghf]Y`Y]bb]a`a`h`Ni`XYa`n`Y][`Yb`A`Uf`_`h`Ub`U`mg`Yb`ž`XUgg`X]Y`
↑`b[`Y` ; Yb`Yf`Uh]cb`nk`]g`W`Yb`%*`i`b`X`&(` `≠\`f`Yb`X]Y`
<`Ui`dh`n]Y`[`fi`dd`Y`ZØf`F`Uda`i`g]_]gh`8]Y`g`Y`X`Ya`c[`f`U`Z]g`W`Y`
J`Y`fg`W`]Y`Vi`b[`U`h`X`Yb`?`Øb`gh`Yfb`k`]Y`9BC`i`b`X`B]a`c`[`Y`c`Z`Yb`ž`]b`
XYf`Gn`Yb`Y` : i`»`ni`ZUgg`Yb`i`b`X`]f`Y`F`Y]W`k`Y]h`Y`Yf`Y`V`]W`

Ui gni VUi Yb"

8 UfØVYf` \]bUi g`VYf]W\hYb`D`UhhZcfa Yb`k]Y`Gdch]Zmi bX`5dd`Y
A i g]Wj cb`Y]bYa`5bgh]Y[`XYf`< ÒfYfnU\`Yb`ZØf`F Ud! ? Øbgh`Yf`]b
XYb`YmhYb`> \fYbž`k Ug`Ui Z`XUg`ni bY`a YbXY` ðhYfYggY`Ub
X]YgYa` ; YbfY` \]bk Y]gh"8]Y`dcg]hj Y`F YgcbUbn`Ui Z` 8]`Ya`]b`]a
GhfYUa`]b[!6YfY]W\`nY][hž`XUgg`X]Y` : Ubg`Y]bY`J YfV]bXi b[`ni`XYb
H\Ya Yb`XYg`@]YXYg`gi W\Yb`i bX`X]Y`_Øbgh`Yf]gW\Y
5i gXfi W_gk Y]gY`gW\`hYb"

8YhU]`g

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