

B Yi VfUbXYbVi f[. '5 [[fYgg]j Yf š [YbX`]Wk Yf`j Yf`Yhnh`6Y]ZU\ fYf`]a GhfU» Ybj Yf_Y\ f

9]b`%*!>À\ f][Yf`gdf]b[h`i]b`B Yi VfUbXYbVi f[`j cf`Y]b`5i hcž
j Yf`Yhnh`Y]bYb`>gUggYb`i bX`VYXfc`h`Dc`n]ghYbž`X]Y
Y]b[fY]ZYb"

>B Yi VfUbXYbVi f[`gcf[hY`Y]b`J cfZU`Ua`A]hkc Wk UVYbX`Z0f
5i ZFY[i b[ž`U`g`Y]b`%*!>À\ f][Yf`]b`Y]bYa`dgmWk]gWkYb
5i gbU\ a`Yni ghUbX`j cf`Y]b`5i hc`gdfUb[""8]Yg`Z0\ fhY`ni`Y]bYf
[YZÀ\ f`]WkYb`G]hi Uh]cbž`VY`]XYf`XYf`>gUggY`XYg` : U\ fnYi [g
j Yf`Yhnh`k i fXY""8Ub`_`XYf`gWk bY`Yb`FYU`h]cb`XYg` : U\ fYfgž`XYf
Y]bY` ; YZU\ fYbVfYa`gi b[`Y]b`Y]hYhYž`_`cbbhY`Y]b`gWk`YfYfYf`i bZU`
j Yf\]bXYfh`k YfXYbž`k]Y`X]Y`Dc`nY]`VYf]Wk hYhY"

8Yf`š [YbX`]WkY`gdfUb[`b]Wk h`bi f`]b`XYb`GhfU» Ybj Yf_Y\ fž
gcbXYfb`0ZzbYhY`Ui Wk`X]Y`6Y]ZU\ fYfh0f`XYg` : U\ fnYi [g`i bX`gh]Y[
Y]bž`k cXi fWk`XYf`&!>À\ f][Y`6Y]ZU\ fYf`Y]Wk h] Yf`Yhnh`k i fXY""8]Y
5bk c\ bYf`]b`XYf`<i ZY]gYbghfU» Yž`Y]bYa`VY`]YVhYb`J]YfhY`]b
B Yi VfUbXYbVi f[ž`UhhYb`X]Y`Dc`nY]`U`Ufa`]Yfhž`U`g`g]Y`<`]ZYfi ZY
\0fhYb""8]Y`G]hi Uh]cb`Yg`_`Y]fhY`fUgWkž`U`g`X]Y`6YUa`hYb`Y]bhfUZYb"

5 [[fYgg]j Yg`J Yf\ U`hYb`XYg`%*!>À\ f][Yb

6Y]`9]bhfYZZYb`XYf`Dc`n]ghYb`YbX`Y`W`hYb`X]YgY`bYVYb`XYf
)`*!>À\ f][Yb` : U\ fYf]b`i bX`XYa`j Yf`YhnhYb`6Y]ZU\ fYf`Ui Wk`XYb
HYYbU[Yfž`XYf`Ui hghUf`_`Zi Wk`hY`i bX`k`]X`[Ygh]_i`]YfhY""8]Y`Dc`nY]
VYf]Wk hYhYž`XUgg`XYf`š b[Y`]b`Y]bYa`dgmWk`ch]gWkYb`Ni ghUbX`k Uf
i bX`Yi hfYa`U[[fYgg]j`Ui Z`X]Y`6YUa`hYb`fYU[]YfhY""9g`_`Ua`ni
Y]bYf`K]XYfghUbXg\UbX`i b[ž`VY`]XYf`XYf`š b[Y`U`h]j`Yb
K]XYfghUbX`Y]ghYhY"

5i Z[fi bX`XYg`U[[fYgg]j Yb`J Yf\U`hYbg`k i fXY`Y]b`F Yhhi b[gk U[Yb
Ub[YZcfXYfhž`i a`XYb`đ [YbX`]WXYb`]b`Y]b`?`]b`_i a`ni`Vf]b[Yb`
K`À`fYbX`XYf`[YgUa`hYb`dc`nY`]WXYb`A U» bU`a Yb`j Yf\Y`h`g]W
XYf`↑ b[Y`A Ubb`Ai`» Yfgh`_f]h]gW`ž`Y]ghYhY`k Y]hYfYb`K`]XYfghUbX
i bX`Ai`» YfhY`6Y`Y]X][i b[Yb`gck`]Y`6YXfc`i b[Yb`[Y[YbØVYf`XYb
Dc`n]ghYb`i bX`XYa`?`fUb`_Yb`U`i gdYfgcbU`"Hfchn`X]YgYf
Ub[YgdUbbhYb`G]hi Uh]cb`V`]YVYb`X]Y`Dc`n]ghYb`i bj Yf`Yhnh"

F YW`h`]W`Y` : c`[Yb`i bX`k`Y]hYfY`A U» bU`a Yb

J cb`GY]hYb`XYf`Dc`nY]`k i fXYb`[Y[Yb`XYb`%*!`À`f][Yb`a Y`fYfY
5bnY][Yb`Ui Z[Ybca`a Yb`"8]YgY`VY]b`U`hYb`i bhYf`UbXYfYa
6Y`Y]X][i b[ž`6YXfc`i b[ž`K`]XYfghUbX`[Y[Yb
Jc`ghfYW`_i b[gVYUa`hY`i bX`Y]bYb`[YZ`A`f`]WXYb`9]b[f]ZZ]b`XYb
GhfU» Ybj Yf`_Y`f`"9g`k]fX`bi b`Yfa`]hY`hž`k]Y`Yg`ni`X]YgYa`J cfZU`
_ca`a Yb`_cbbhY`i bX`k`Y`W`Y`i bhYfghØhni b[`XYf`↑ b[Y`A Ubb
VYbØh][h"

8 Ug`U[[fYgg]j Y`J Yf\U`hYb`XYg`đ [YbX`]WXYb`i bX`gY]bY
dgmW`]gW`Y`5i gbU`a Yg]hi Uh]cb`k YfZYb` : fU[Yb`Ui ZØVYf`XUg
↑ [YbX`]W`Y`K`c`l`i bX`X]Y`<`]ZgUb[YVchY`]b`XYf`F`Y[]cb`"C Zh`g]bX
gc`W`Y`J cfZ`A`Y`Y]b`NY]WXYb`ZØf`h]YZfY`DfcV`Ya Yž`X]Y`VY`UbbXY`h
k YfXYb`a ØggYb`" : UW`_f`A`ZhY`ghY`Yb`j cf`XYf`<`YfUi gZcfXYfi b[ž
VYhfcZYbY`đ [YbX`]W`Y`fYW`hny]h][`ni`Yf`_YbbYb`i bX`]`bYb
YbhgdYfW`YbXY`<`]ZY`Ubni V]YhYbž`VYj cf`Yg`ni`À`b`]WXYb`J cfZ`A`Yb
_ca`a h"

8]YgYf`J cfZU`"nY][h`Y]ba`U`a Y`fž`k]Y`k]W`h][`Yg`]ghž`X]Y
dgmW`]gW`Y` : Ygi bX`Y]h]j cb`đ [YbX`]WXYb`]a`6`]W`_ni`UVYb`"8]Y
l bhYfghØhni b[`Xi fW` : Ua`]Yž` : fYi bXY`i bX` : UW`Y`i hY`_Ubb
gdf]W`k Øfh]W`ØVYf`@YVYb`i bX`HcX`YbhgW`Y]XYb`"9g`V`Y]Vh`ni
`cZYbž`XUgg`XYf`%*!`À`f][Y`X]Y`bchk YbX][Y`<`]ZY`Yf`À`hž`i a
k]YXYf`Ui ZY]bYb`dcg]h]j Yb`K`Y[`ni`_ca`a Yb`i bX`gc`W`Y
G]hi Uh]cbYb`]b`Ni`_i bZh`ni`j Yfa`Y]XYb"

8]Y`F`c`Y`j`cb`dgmW`]gW`Yb`9f`_fUb`_i`b[`Yb

8]YgYf`J cfZU`"j]b`BYi VfUbXYbVi f[`k]fZh`Y]b`GW`U[`]W`h`Ui Z`XUg

k UWXgYbXY`DfcV`Ya`dgmWX]gWXYf`9f_fUb_i b[Yb`VY]`đ [YbX`]WX Yb"
@Ui h`Y]bYf`Ghi`X]Y`XYf`? UggYb`Àfnh`]WX Yb`6i bXYgj YfY]b][i b[
`UVYb`g]WX`X]Y`U`nU`Yb`j cb`đ [YbX`]WX Yb`a`]h`dgmWX]gWXYb
Gh`0fi b[Yb`]b`XYb`Y`hnhYb`đ\`fYb`Yf`YV`]WX`Yf`0`h`6YgcbXYfg`]b
XYf`5`hYfg[fi`ddY`XYf`%&!`V]g`%+!`À\`f][Yb`Y]XYb`j`]Y`Y`i bhYf
8YdfYgg]cbYb`ž`5b[ghni`gh`AbXYb`cXYf`J`Yf`U`hYbgUi`ZZ`][`_Y]hYb"

8]Y`I`fgUWX Yb`Z0f`X]YgY`Ni`bU`a`Y`g]bX`j`]Y`gWX]WX`h][`i`bX
i`a`ZUggYb`[`YgY`gWX`UZh`]WX`Y`U`hc`fYb`k`]Y`GhfYggž`@Y]ghi`b[`gXfi`W_
i`bX`J`Yf`ÀbXYfi`b[`Yb`]b`XYf`Ua`j]Ybghfi`_hi`f`5i`WX`X]Y
5i`gk`]f_i`b[`Yb`XYf`7CJ`-8!%-!DUbXYa`]Y`UVYb`XUg`dgmWX]gWXY
K`c`\`VYZ]bXYb`j`]Y`Yf`đ [YbX`]WX`Yf`VYY]bhf`ÀWX`h][`h`8]Y`g`c`U]cb
i`bX`X]Y`[`Ygh]Y`[`YbYb`i`bg]WX`Yf`Y]hYb`\`UVYb`ni`Y]bYa`5bgh]Y`[
j`cb`?`f]gYbg]hi`U]cbYb`[`YZ0`f`hž`]b`XYbYb`đ [YbX`]WX`Y`i`bhYf
Yf`YV`]WX`Ya`8fi`W_`ghY`Yb"

F YU_h]cbYb`XYf`Dc`]nY]`i`bX`a`YX]n]b]gWXYb
: UWX`_f`ÀZhY

đ`G]hi`U]cbYb`k`]Y`X]YgYf`]gh`X]Y`FYU_h]cb`XYf`Dc`]nY]
Yb`hgWX`Y]XYbXž`i`a`k`Y]hYfY`9g_U`U]cbYb`ni`j`Yf`\]bXYfb`i`bX`X]Y
VY`hfc`ZY`bYb`DY`fgcbYb`Ub[`Ya`YggYb`ni`i`bhYfgh`0`hnYb`"8]Y
Dc`]nY]VY`Ua`h`]bbYb`g]bX`gdYn]Y`[`YgWX`i`hž`i`a`]b`B`chZ`À`Ybž
]bgVYgcbXYfY`VY]`dgmWX]gWXYb`?`f]gYbž`XYYg_U`]YfYbX`ni`\`UbXY`b"
9g`nY][`h`g]WX`ž`XUgg`]b`j`]Y`Yb`:``À`Yb`Y]bY`Yb[`Y`Ni`gUa`a`YbUfVY]h
nk`]gWXYb`Dc`]nY]`i`bX`dgmWX]Uhf]gWXYa`:`UWX`dYfgcbU`b`chk`YbX][
]ghž`i`a`UX`À`ei`UhY`<`]ZY`ni`Y]ghYb`i`bX`[`Y]WX`nY]h][`X]Y`G]WX`Yf`Y]h
U`Yf`6YhY]][`hYb`ni`i`[`Yk`À`f`Y]ghYb"

8Yf`9]bgUhn`Y]bYg`FY`hi`b[`gk`U[`Ybgž`k`]Y`]a`:`U`XYg`%*!`À\`f][`Ybž
j`YfXY`i`h]WX`h`X]Y`K`]WX`h][`_Y]h`X]YgYf`Ni`gUa`a`YbUfVY]h`B`UWX`XYa
a`YX]n]b]gWXY`:`UWX`_f`ÀZhY`Y]bhYf`ZY`bž`YfZc`[`h]b`XYf`FY`[`Y`Y]bY
i`a`ZUggYbXY`6Yi`fhY]`i`b[`XYg`:`Ygi`bX`Y]hgni`gh`Ub`Xg`XYf
VY`hfc`ZY`bYb`DY`fgcbž`i`a`g]WX`Yfni`ghY`Ybž`XUgg`]f`dgmWX]gWXYg
i`bX`d`mg]gWXYg`K`c`\`]a`J`cfXYf[`fi`bX`ghY`h"

; YgYhn`]WX`Y`?`cbgYe`i`Yb`nYb`i`bX`XYf`I`a`[`Ub[

a]h'5 [[fYgg]cb

8]Y'fYWXh`]WX Yb' ?cbgYei YbnYb`Z0f`XYb`%*!`A`f][Yb`đ [YbX`]WX Yb
nY][Yb`Ui Z`k]Y`XUg; YgYhn`Ui Z`gc`WX Y`J cfZ`Y`fYU[]Yfh`A]h
5bnY][Yb`k Y[Yb`6Y`Y]X][i b[ž`6YXfc`i b[ž`K]XYfghUbX`i bX
[YZ`A`f`]WX Yb`9]b[f]Zg`]b`XYb`GhfU» Ybj Yf`Y`f`k]fX`XYi h`]WX ž`XUgg
U[[fYgg]j Yg`J Yf`U`h`Yb`b]WX h`bi f`d`Yfg`0b`]WX Y`ž`gcbXYfb`Ui WX
↑ f]gh]gWX Y` : c`[Yb`U`h`5V`A`b[][j cb`XYf`GWk YfY`XYf`HUh`Yb`i bX
XYa`5`h`Yf`XYg`H`A`h`Yfg`_Ubb`X]Yg`ni`i bh`YfgWX]YX`]WX Yb`fYWXh`]WX Yb
?cbgYei YbnYb`Z0`f`Yb`ž`X]Y`j cb`Y]b`Yf`đ [YbXghfUZY`V]g`\\]b`ni
H`YfUd]YUi ZU[Yb`fY]WX Yb"

8Yf`l a [Ub[`a]h`U[[fYgg]j Yb`đ [YbX`]WX Yb`]gh`Y]bY
<YfUi gZcfXYfi b[ž`X]Y`c`Z`h`a`U» [YgWX`bY]XYfhY`@0gi b[Yb`YfZcfXYfh"
DfAj Ybh]j Y`A`U»bU`a`Yb`ž`k]Y`5i Z`_`A`fi b[gdfc[fUa`a`Y`]b`GWi`Yb
cXYf`gdYn]Y`Y`6YfUhi b[gY]b]f]WX hi b[Yb`ž`_`0bbYb`Y`Y`ZYb`ž`gc`WX Y
9i hfYa`j Yf`U`h`Yb`]b`XYf`Ni`_i b`Z`h`ni`j`Yf`\\]b`XYfb`"9]b`Y`Zf0`nY]h][Y
=bh`Yf] Ybh]cb`_Ubb`X]Y`9bhk]W`_i b[`dgmWX]gWX Yf`9f`fUb`_i b[Yb
i bX`XUa`]h`j YfVi bXYbYf`U[[fYgg]j Yf`J Yf`U`h`Yb`gk Y]gYb
Y]bX`A`a`a`Yb"

8YhU]`g

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