I a ni ['XYf'DfcV`Ya Y.'6Äf]b'; U]U`Z]bXYh
bYi Yb`@YVYbgfUi a`]a`GWk Ufnk U`X

~DfcV`Ya VÄf]b" "; U]U`Ui gi`#U`Yb`gc``9bXY`&\$&( 'b`XYb
5`hYfbUh]j Yb`K c`Z`i bX`6ÄfYbdUf`_`GWk Ufnk U`X`i a n]Y\Ybž
hfchn`i a ghf]hhYbYf`J cf[YgWk]Wk hY"

6UX`F ]ddc`XgUi !GWUdVUWk`fXdUk`'8]Y`6Äf]b`bUa Ybg'; U]Už`X]Y`]b
BcfX]hU`]Yb`YVhYž`\_ÖbbhY`VYfY]hg`9bXY`X]YgYg`>\fYg`]b`XYb
5`hYfbUh]j Yb`K c`Z`i bX`6ÄfYbdUf`_`]a`GWk Ufnk U`X`Y]b`bYi Yg
Ni` \Ui gY`Z]bXYb"8]Y`Gh]Zi b[ `ZÖf`6ÄfYbž`X]Y`XYb`I a ni [
j cfVYfY]hYhž`ghY\h`YXcWk`j cf`[fc>Yb`<YfUi gZcfXYfi b[Yb"8Ug
; Y\Y[Yž`]b`XUg'; U]U`Y]bn]Y\Yb`gc``ž`VYZ]bXYh`g]Wk`bcWk`]a`6Ui ž
i bX`X]Y`8YhU]`g`ZÖf`]\fYb`HfUbgdcfh`g]bX`V]g\Yf`b]Wk`hZYgh[Y`Y[h"
I a`X]Y`?cghYb`]b`<Ö\Y`j cb`Yhk U`Y]bYf`A`j`]cb`9i fc`ZÖf`XYb`6Ui
ni`XYW`Ybž`]gh`X]Y`Gh]Zi b[ `U_h]j`Ui`ZXYf`Gi`Wk`Y`bUWk`GdYbXYb"

; U]Už`X]Y`Ui`Wk`U`g`>{`VY`_Ubbh`]ghž`k`i`fXY`]a`5df`]]`YmhYb`>\fYg
ni`a`A`]hhY`di`b\_h`Y]bYg`hfU[ ]gWkYb`J cfZU`g`G]Y`[ f]Z`Y]bYb
&*!`Ä`f][Yb`>[ [ Yf`Ub`i bX`ZcfXYfhY`XYggYb`@YVYb"8]YgY
9fY][b]ggY`ZÖ`fhYb`ni`Y]bYa` \YZh[ Yb`F`YWk`hgghfY]h`nk`]gWkYb`XYf
Dfcj`]bnfY[ ]Yfi b[ `HfYbh]bc`i bX`H]YfgWk`ØhnYfb" `@YmhYfY`gYmhYb
g]Wk`Xi`fWk`ž`U`g'; Yf]Wk`hY`XUg`Yf`UggYbY`8Y`fYhž`XUg`X]Y`9f`Y[i b[
XYg`6ÄfYb`UbcfXbYhYž`j cfØVYf[ Y\YbX`ghcddhYb"

<]bhYf[fØbXY`i bX`I a ghÄbXY

BUWk`]\fYf'; YZUb[ YbbU\`a`Y`k`i`fXY'; U]U`j`cf`Äi`Z][`]b`Y]b'; Y\Y[Y
]b`XYf`B`Ä`Y`j`cb`Hf]Ybhi`bhYf[YVfUWk`h"9g`k`Uf`VYfY]hg`XUa`U`g
[Yd`Ubhž`XUgg`g]Y`]b`XYb`GWk`Ufnk`U`X`i`a`n]Y\Yb`gc``hY"8]Y
Gh]Zi b[`ZÖf`6ÄfYb`gdf]Wk`hij`cb`X]YgYa`GWk`f]h`h`U`g`Y]bYf
~?ca`dfca`]gg`Ögi b[ " "`Hfchn`XYf`A`Ö[ `]Wk`\_Y]h`ZÖf'; U]Už`k`Y]hYf\]b

`YVYb`ni`XØfZYbž`k`jFX`X]Y`G]hi`Uh]cb`U`g`Y]Xj`c`VYgWkf]YVYb`
6YgcbXYfg`X]Y`9fZU\fi`b[`Yb`a`h`XYb`Y\Ya`U][`Yb`K`]XVÅf]bbYb
đ`f`U`i`bX`gU`]a`GWk`i`hndfc`Y`\_h]`YfXYi`h]WkYbž`XUgg`Yg`Ub[`Y
XUi`Yfhž`V]g`XYf`fY`\Y]hgk`]`Y`Y]bYg`K`]XVÅfYb`[`YVfcWkYb`]gh`
5bnY]WkYb`XYi`hYb`XUfUi`Z`\]bž`XUgg`X]YgYf`K`]`Y`a`Ø[`]WkYfk`Y]gY
b]Y`[`Ubn`Yf`]gWk`h`

6Y]`XYf`D`Ubi`b[`XYg`bYi`Yb`i`Y\Y[`Yg`XYf`6Åf]b`k`jFX`VYgcbXYfYf`
K`Yfh`Ui`Z`G]WkYf\Y]hgghUbXUfXg[`Y`Y[`h`@Ui`h`XYb`J`cfVYfY]hi`b[`Yb
gc`];`U]U`]b`Y]bYf`I`a`[`YVi`b[`]YVYbž`X]Y`XYb`6Ygi`WkYfj`Yf`_Y\`f
a`Y]XYhž`i`a`g]Wk`gc`VYggYf`Ub`Y]b`@YVYb`]b`i`YZUb[`YbgWkUZh`ni
[`Yk`Ø`b`Yb`"8`Ug`8Yg][`b`XYg`i`Y\Y[`Yg`n]Y`h`XUfUi`Z`UVž`XYb
6YXØfZb]ggYb`Y]bYg`6ÅfYb`[`YfYWk`h`ni`k`YfXYb`i`bX`]a
[`]Y]Wk`nY]h][`Y]bY`F`Ø`_ni`[`ga`Ø[`]Wk`\_Y]h`ni`V]YhYb`"8`Yg`_ØbbhY`ZØf
;`U]U`Yb`hgWkY]XYbX`gY]bž`i`a`g]Wk`]b`XYf`bYi`Yb`I`a`[`YVi`b[`]ni
U`\_`]a`Uh]g]YfYb`"

8Yf`[`YgUa`hY`Dfc`nYgg`fi`bX`i`a`i`UÉ]g`I`a`ni`[`]ghj`cb`Ya`ch]cbU`Yb
i`bX`Yh\]gWkYb`i`fU[`Yb`VY[`]Y]hYh`"H]YfgWk`Ø`hnYf`i`bX`B`Uhi`fgWk`Ø`hnYf`
g]bX`g]Wk`nk`Uf`Y]b][`ž`XUgg`XYf`I`a`ni`[`]bg`GWk`k`Ufnk`U`X[`YV]Yh
Y]bY`@Øgi`b[`]ZØf`XUg`i`ba`]hY`V`UfY`GWk`W`gU`XYg`H]YfYg`XUfghY`hž
UVYf`Yg`V`Y]Vh`XUg`i`YZØ`\`ž`XUgg`X]Y`Dfc`V`Ya`Uh]`\_`_ca`d`YI`Yf`]gh`U`g
bi`f`XYf`GhUbX`cfhk`YWk`gY`Y]bYg`6ÅfYb`"8`Y]`ÒZZ`bh]WkY`8YVUhhY
XUfØVYfž`k`]Y`a`]h`H]YfYbž`X]Y]b`XYf`K`]Xb]g`U[`]fYgg]j`k`YfXYbž
i`a`[`Y[`Ub[`Yb`k`YfXYb`gc`hYž`V`Y]Vh`k`Y]hYf\]b`Y]b`gYbg]V`Yg
H\Ya`U`"

:]bUbn]Yfi`b[`]i`bX`I`b`hYfghØ`hni`b[`

I`a`X]Y[`]YbUbbhYb`6Ui`\_cg]hYb`ni`XYW`Ybž`]gh`X]Y`Gh]Zi`b[`]ZØf
6ÅfYb`Ui`Z`GdYbXYb`Ub[`Yk`]YgYb`"8`YgY
:]bUbn]Yfi`b[`]gbc`hk`YbX][`\_Y]h`ghY`h`Y]bY`<`YfUi`gZc`fXYfi`b[`]XUfž`XU
XYf`H]YfgWk`i`h`_Y]bY`i`UfUb]h]Y`ZØf`Y]bY`Ui`gfY]WkYbXY
I`b`hYfghØ`hni`b[`]Ui`g`XYf`i`Ya`Y]bgWkUZh`\`Uh`"8`Yb`bc`Wk`UddY`]Yfh`X]Y
Gh]Zi`b[`]Ub`X]Y`6Yj`Ø`_Yfi`b[`]ž`g]Wk`U`h]j`Ub`X]YgYf`k`]Wk]h][`Yb
=]h]Uh]j`Y`ni`VYhY`]][`Ybž`i`a`i`U]U`Y]b`Ub[`Ya`YggYbYg`bYi`Yg
Ni`\`Ui`gY`ni`V]YhYb`"

8]Y`FYU\_h]cbYb`Ui ZXYb`[ Yd`UbhYb`I a ni [ `XYf`DfcV`Ya VÅf]b`g]bX
[Ya]gW`h`K Å\fybX`Y]b][ Y`A YbgW`Yb`Ya dZ]bX`]W`Ui ZX]Y
[fUi gUa Y`H`hi b[`j cb`H]YfYb`]b`XYf`BUhi f`fYU []YfYb`i bX`XUg
@VYb`j cb`; U]U`gW`ØhnYb`a ØW`hYbž []Vh`Yg`Ui W`Gh]a a Ybž`X]Y
ni f`J cfg]W`h`a U`bYb`"G]Y`VYhcbYbž`XUgg`X]Y`K ]`Xh]YfYž`Ui W`k Ybb
g]Y`]b`a YbgW`]W`Yf`C`V`i h`YVYbž`]`fY`bUhØf`]W`Yb``bgh]b`_hY
VY`U`hYb`gc`hYb`"

8 Ug`GW`]W`gU` `j cb` ; U]U

A]h`6`]W`\_`Ui ZX]Y`Ni \_i bZh`ghY`Yb`gck c`X]Y`Gh]Zhi b[`U`g`Ui W`X]Y
I bhYfghØhnYf`j cb`; U]U`j cf`XYf`5i Z[ UVYž`XUg`K c`X`Yg`H]YfYg`]b
XYb`A ]hY`di b`\_h`U`Yf`6Ya Ø`i b[ Yb`ni `ghY`Yb`"9g`k]fX
YbhgW`Y]XYbX`gY]bž`XUgg`XYf` , VYf[ Ub[ `]b`XYb`bYi Yb`@VYb`gfUi a
ZØf`; U]U`Ui Z`Y]bY`K Y]gY`[ YghU`hY`h`k]fXž`X]Y`]`fYb`6YXØfZb]ggYb
F YW`bi b[ `hfÅ[`hi bX`[`Y]W`nY]h][`XYb`G]W`Yf`Y]hgUgdY`_hYb
F YW`bi b[ `hfÅ[`h`"

8Yf`I a [ Ub[ `a]h`K ]`Xh]YfYb`k ]Y`6ÅfYb`U`h]b`XYb`Y`hnhYb
X\fnY`bhYb`ni bY`a YbX`Ub`6YXYi hi b[ `[Yk cbbYbž`j cf`U`Y`a `]b
9i fcdUž`k c`?cbZ]_hY`nk ]gW`Yb`A YbgW`i bX`H]Yf`Åi Z][`Ui ZhfYhYb`"
8]Y`Bchk YbX][ \_Y]hž`gck c`X`Yb`GW`i m`XYf`H]YfY`U`g`Ui W`X]Y
G]W`Yf`Y]h`XYf`6Yj Ø`\_Yfi b[ `ni `[ Yk Å`f`Y]ghYbž`U`h`ni `Y]bYa
I a XYb`\_Yb`_]bg]W`h`]W`XYf`K]`Xh]Yfj Yfgcf[ i b[ `[YZØ`fh` `b
X]YgYa `Ni gUa a Yb`Ub[`g]bX`nU`fY]W`Y`Dfc`Y`\_hY`ni f
F Y`UV]`]hUh]cb`i bX`<U`hi b[ `j cb`K ]`Xh]YfYb`Yb`hghUb`XYb`"

8]Y`Gh]Zhi b[ `ZØf`6ÅfYbž`X]Y`XYb`5`hYfbUh]j Yb`K c`Z`i bX`6ÅfYbdUf`_
VYhfY]Vhž`j YfZc`[`h`a]h`]`fYa `5bgUhn`XUg`N]Y`ž`Y]bY`Ufh[YfYW`hY
<U`hi b[ `ni `[ Yk Å`f`Y]ghYbž`k Å`fYbX`[`Y]W`nY]h][`X]Y
Bchk YbX][_Y]hž`K ]`Xh]YfY`j cf`XYa `X]fY`_hYb`?cbhU`_h`a]h
A YbgW`Yb`ni `gW`ØhnYbž`VYfØW`_g]W`h][ `h`k ]fX`"8]Yg`gd]Y[ Y`h`g]W
Ui W`]b`XYb`i a ZUggYbXYb`6Ui d`ÅbYb`ZØf`XUg`; Y`Y[ Y`j cb`; U]U
k]XYfž`XUg`b]W`h`bi f`XYb`G]W`Yf`Y]hgghUb`XUfXg`Yb`hgd`fY`W`Yb
a i ggž`gcbXYfb`Ui W`X`Yb`6YXØfZb]ggYb`XYf`H]YfY`[YfYW`h`k YfXYb
gc`""

8]Y`VYXYi hYbXY`F c`Y`XYf

H]YfgW\ i hnc f[Ub]gUh]cbYb

H]YfgW\ i hnc f[Ub]gUh]cbYb`gd]Y`Yb`Y]bY`k]W\h][Y`F c`Y`VY]`XYf
GYbg]V`]g]Yfi b[ `XYf`2 ZZYbh]W\`Y]h`ZØf`X]Y`<YfUi gZcfXYfi b[Ybž
a]h`XYbYb`K]`Xh]YfY`_cbZfcbh]Yfh]g]bX" ÆfY`5fVY]h]gh
YbhgW\Y]XYbXž`i a `XUg`6Yk i gghgY]b`ZØf`X]Y` ; YZU\fyb`j`cb
K]`Xh]Yf`_cbZ]_hYb`ni`gW\`ÅfZYb" Æ`8Yi hgW\`UbX`[]Vh`Yg`a Y\fyfy
Cf[Ub]gUh]cbYbž`X]Y`g]W\`ZØf`XYb`GW\i hn`j`cb`6ÅfYb`i`bX`UbXYfYb
K]`Xh]YfYb`Y]bgYhmYb" `8]YgY`Cf[Ub]gUh]cbYb`ZØfXYfb`b]W\h`bi`f`X]Y
5i Z`Åfi b[ ž`gcbXYfb`gYhmYb`g]W\`Ui`W\`U`_hj`ZØf`Y[]g`Uh]j`Y
JYfÅbXYfi b[Yb`Y]bž`i a `XYb`GW\i hn`j`cb`K ]`Xh]YfYb`ni
j`YfVYggYfb"

9]b`6Y]gd]Y`ZØf`gc`W\Y`Cf[ Ub]gUh]cbYb`]gh`XYf`7`i`V`6ÅfYb`YVYbž
XYf`g]W\`ZØf`X]Y`F`Y\UV`]`hUh]cb`j`cb`6ÅfYb`Y]bgYhnh`i`bX`XYfYb
FØW`\_Y\`f`]b`X]Y`K ]`Xb]g`ZØfXYfh" `8i`fW\`]\fy`5fVY]h`_cbbhY`X]Y
ÒZZYbh]W\Y`9]bghY`i`b[ ]`Y[YbØVYf`6ÅfYb`]b`XYb`Y`hnhYb`Y\fyb
Yf\YV`]W\`j`YfVYggYfh`k`YfXYbž`k`Ug`XUni`VY]hfÅ[ hž`XUgg`X]YgY`H]YfY
b]W\h`a`Y\`f`U`g`6YXfc\`i`b[ž`gcbXYfb`U`g`k`Yfh]`c`Y`HY]`Y`XYf
2`\_cgmgY`a`Y`VYhfUW\`hY`h`k`YfXYb"

F Y[i`]Yfi b[ Yb`i`bX`dc`]h]gW\ Y

F U\ a`YbVYX]b[ i`b[Yb

Æ`6Yni [ `Ui`ZXYb`i`a [ Ub[ `a]h[YZÅ\`f]W\Yb`H]YfYb`k ]Y`6ÅfYb`[]Vh
Yg]b`9i`fcdU`i`bhYfgW\]YX`W\Y`fYW\h]W\Y`FU\ a`YbVYX]b[i`b[Ybž
X]Y`g]W\`j`b`XYb`Y`hnhYb`Y\fyb`k`Y]hYfYb`h`k ]W\Y`h`\UVYb" Æ`j`Y`Yb
FY[]cbYb`k ]fX`Y`hnhY]b`5bgUhn`j`YfZc`[ hž`XYf`gck`c`\`XYb`GW\i`hn
XYf`H]YfY`U`g`Ui`W\`X]Y`G]W\Yf\Y]h`XYf`5bk`c`\bYf`]b`XYb
J`cfXYf[ fi`bX`ghY`h`Gc`k`i`fXYb`]b`Y]b][Yb`@ÅbXYfb`gdYn]Y`Y
Dfc[fUa`a`Y`]b]h]Yfhž`X]Y`Yg`Yfa`Ò[ ]`W\Ybž`6ÅfYb`]b` ; YV]YhYbž`]b
XYbYb`g]Y`U`g`6YXfc\`i`b[`k`U\`f[ Ybca`a`Yb`k`YfXYbž`c`\_U`VYggYf
ni`a`UbU[Yb" `8]YgY`Dfc[fUa`a`Y`VY]b\U`hYb`A`U»`bU\ a`Yb`k ]Y`XUg
9]bZUb[Yb`i`bX`i`a`g]YXY`b`j`cb`dfcV`Ya`Uh]gW\Yb`6ÅfYbž`UbghY`Y
j`cb`HØh`i`b[gU`_h]cbYb"

9]bY`i`bhYfgi`W\i`b[`ni`f`9ZZY`_hj]`hÅh`gc`W\Yf`A`U»`bU\ a`Yb`\Uh

[YnY][hžXUgg'X]Y`li a UbY`6Y\UbX`i b[ j cb`K]`Xh]YfYbž`k]Y`g]Y
VY]gd]Y`gk Y]gY`j cb`XYf`8Yi hgWYb`i; YgYhn`]WYb
I bZU`j Yfg]WYfi b[ `dfcdU[]Yfh`k ]fXž`Ub[Zf]gh][`ni `Y]bYa
VYggYfYb`Ni gUa a Yb`YVYb`nk ]gWYb`A YbgWYb`i bX`K]`Xh]YfYb
ZØ\ fYb`\_Ubb"8 UfØVYf`\]bUi g`ghÅf\_h`Y]b
j YfUbhk cfhi b[gVYk i gghYf`I a [ Ub[ `a]h`H]YfYb`XUg`J YfhfUi Yb`XYf
² ZYb`h]WY\_Y]h`b`H]YfgWYi mncf[ Ub]gUh]cbYb`i bX`ghUUh]WY
9]bf]WYhi b[Yb"

8]Y`J Yf\UbX`i b[Yb`i a `X]Y`DfcV`Ya Uh]_`XYf`~DfcV`Ya VÅf]b" `; U]U
ghY\Yb`gca ]h`a `?cbhYI h`Y]bYg`[ fØ» YfYb`K UbXY`gžXYf`XUg`N]Y`
\Uhž`Y]bYb`fYgdY_hj c`Yb`i bX`g]WYfYb`I a [Ub[`a ]h`K]`Xh]YfYb`ni
ZØfXYfb"8 Yf`8 fi W`_Ui Z`X]Y`Dc`h]\_ž`li a UbY`@Øgi b[ Yb`ni `Z]bXYbž
]gh]b`XYb`YhnhYb`»U\ fYb`[Ygh]Y[Ybž`i bX`Cf[Ub]gUh]cbYb`gYhnYb
g]WY`U\_hj `XUZØf`Y]bžXUgg`6ÅfYb`b]WYh`U`g`6YXfc`li b[ ž`gcbXYfb`U`g
HY]`Y]bYf`j]Y`ZÅ`h][Yb`B Uhi f`VYhfUWYhYh`k YfXYb"

8YhU]`g

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