

GhUfbVYf[Yf`K]fh`Z]bXYh`< cZZbi b[`bUWk < cWk UggyYfXYgUghYf

6fUb]g`Uj `GYbXfY]ž`K]fh`XYf`6cghcb`6Uf`]b`GhUfbVYf[ž
ØVYf`YVhY`XUg`< cWk UggyYf`a]h`Yf`YV`]WkYa `GWkUXYbž`UVYf
Ui Wk`[fc»Ya `FØW`U`h"

8]Y`6cghcb`6Uf`]b`GhUfbVYf[ž`i bhYf`XYf`@Y]hi b[`j cb`6fUb]g`Uj
GYbXfY]ž`\Uh`Y]b`\YfUi`gZcfXYfbXYg`? Ud]hY`\]bhYf`g]Wk"Jcf`XfY]
AcbUhYb`k`i`fXY`X]Y`VY`]YVhY`6Uf`Xi`fWk`Y]b`d`Øh`]WkYg
< cWk UggyYf`Yf`YV`]Wk`VYgWk`AX][`h`9]b`\YZh][`Yf`FY[`YbZU``ZØ`fhY
XUni`ž`XUgg`X]Y`#bYbghUXh`V]bbYb`A`]bi`hYb`ØVYfZi`hYh`k`i`fXYž`i`bX
X]Y`5i`gk`]f`_i`b[`Yb`k`UfYb`j`Yf`YfYbX`"GYbXfY]ž`XYf`g]Wk`Ub
X]YgYa`XYb`_k`ØfX][`Yb`HU[`_]b`gY]bYa`@c`_U`Ui`Z`]Y`hž`gWk`]XYfh
Y]bXf]b[`]Wkž`k`]Y`Yf`XUg`K`UggYf`Yf`YVhY.`8]Y`A`UI`]a`_]`UbghfU»Y
k`Uf`Y]b`:`i`gg"

8]Y`:`i`h`\]bhYf`]Y»`i`a`ZUb[`fY]WkY`GWk`AXYbž`X]Y`j`cb`XYf`
JYfg]WkYfi`b[`U`g`HchU`gWkUXYb`]b`<`Ø`Y`j`cb`&\$`\$`\$`\$`9i`fc
ZYgh[`YghY`h`k`i`fXYb`"8]YgY`Gi`a`a`Y`VYfØW`g]Wk]h[`h`U`YfX]b[`g`bi`f
X]Y`GWk`AXYb`Ub`XYf`#bYbUi`gghUhi`b[`/`X]Y`GWk`AXYb`Ua`:`YV`Ai`XY
gY`Vgh`g]bX`]b`X]YgYf`?`U`_i`Uh]cb`bcWk`b]Wk`h`Yb`h`U`hYb`"GYbXfY]
\UhhY`g]Wk`ni`X]YgYa`NY]hdi`b`_h`VYfY]hg`Ui`Z`gY]bY`9fØZZbi`b[`gdUfhm
Ua`&"5i`[`i`ghj`cfVYfY]hYhi`bX`gU`\`g]Wk`bi`b`a`]h`XYf`FYU`]h`h
_cbZfcbh]Yfhž`XUgg`U`Ygž`k`Ug`Yf`ØVYf`#Y`fY`\]bk`Y[`Ui`Z[`YVUi`h
\UhhYž`]bbYf`U`V`_i`fnYf`NY]h`fi`]b]Yfh`k`Uf"

8Yf`XfUa`Uh]gWk`Y`HU[`i`bX`X]Y`:`c`[`Yb

8Yf`*`"A`U]`k`]fX`ZØf`GYbXfY]`i`bj`Yf[`Ygg`]Wk`V`Y]VYb`"Hfch`n`gY]bYf
gWk`bY`Yb`FYU`_h]cbYbž`k`]Y`XUg`5VgWk`U`hYb`XYf`G]WkYfi`b[`Yb`i`bX
XUg`GWk`ØdZYb`XYg`K`UggYfg`a`]h`?ØVY`bž`k`Uf`XYf`GWkUXYb`gWk`bY`

Ybcfa " " ÆX`XUW`hYž]W`_ÖbbhY`Yhk Ug`XU[Y[Yb`hi bž`UVYf`Yg`_Ua
Y]bZUW`j cb`U`Yb`GY]hYbž`Yf]bbYfh`Yf`g]W`i bX`nY][h
VYY]bXfi W`_YbXY` : chcgž`X]Y`XUg`5i ga U»`XYf`NYfghÖfi b[
Xc`_i a Ybh]YfYb"8]Y`[YgUa hY`ÆbYbY]bf]W`hi b[ž`XYf`K`]fhg[UfhYb
i bX`U`Y`[Ughfc`bca`]gW`Yb`9]bf]W`hi b[Yb`k UfYb`VYhfc`ZZYb"

9bh[Y[Yb`XYf`bY[Uh]j Yb`Dfc[bcgYb`j`]Y`Yfž`X]Y`VYnk`Y]ZY`hYbž`XUgg
Yf`XYb`HYfa`]b`ZÖf`X]Y`K`]YXYfYfÖZZbi b[`U`hYb`_Ubbž`a`ch]j`]YfhY
GYbXfY]`g]W`gY`Vgh`gck`]Y`gY]b`HYUa`i bX`X]Y`<UbXk`Yf`_Yfž`X]Y`]\b
i bhYfghÖhnhYb"9g`k Uf`UbghfYb[YbXž`UVYf`]W`k Uf`[`ØW`_]W`ž
gU[h`Yf`ØVYf`X]Y`NY]hž`k`À`fYbX`XYfYf`Ui`W`bYi`Y` : fYi bXgW`UZhYb
YbhghUbXYb"8]Y`<UbXk`Yf`_Yf`VY`UbXY`hYb`XUg`Dfc`Y`_h`b]W`h`bi`f
U`g`5fVY]hž`gcbXYfb`U`g`[Ya`Y]bgUa`Y`<YfUi`gZc`fXYfi b["8UXi`fW`
k`i`fXY`Y]b`Ni`gUa`a`Yb`U`h`[YgW`UZZYbž`XYf`XUg`HYUa`k`Y]hYf
ghÄf`_hY"

A`h`Y]bYf`ghfUhY[`]gW`Yb`9bhgW`Y]Xi`b[`ni`a`5bghf]W`gY]bYf
@c`_U`fÄi`a`Y`i`bX`Y]bYf`,`VYfUfVY]hi`b[`XYg`A`cV`]Ufgž`X]Y`Y`Y`YfY
 : UfVYb`VY]b`U`hYhYbž`_c`bbhY`GYbXfY]`Y]bY`]W`hXi`fW`Zi`hYhY
5ha`cgd`Ä`fY`gW`UZZYb"8`hnh`g]bX`Di`a`dYb`j`cf`C`fhž`i`a`]a` : U`Y
Y]bYg`bYi`Yb`<cW`k`UggYfg`gW`bY`fYU[`]YfYb`ni`_ÖbbYb"GYbXfY]g
9bhgW`Y]Xi`b[ž`XUg`@c`_U`ni`a`cX]Z]n]YfYbž`nY][`h`gY]bY`F`Yg`]Ybn
i`bX`gY]bYb`K`]`Ybž`X]Y`6Uf`ZÖf`gY]bY` ; ÄghY`UhfU`_h]j`ni`_U`hYb"

8]Y`A`YbgW`Yb`_`]bhYf`XYf`6Uf

6fUb]g`Uj`GYbXfY]`_U`h`gY]b`<UbXk`Yf`_]b`XYf`G`ck`U`_Y]`Yf`Yfb`hi`bX
VfUW`hY`gY]bY`@Y]XYbgW`UZh`bUW`G`hUfbVYf[`ž`k`c`Yf`gY]h`&\$`_Ä`fYb
`YVh`GY]bY`_i`_]bUf]gW`Y`5i`gV`]Xi`b[`U`g`F`YghUi`fUbh!` : UW`a`Ubb
i`bX`6Uf`_YYdYf`a`ØbXYhY`gW`Y]Y»`]W`]b`XYf` ; fØbXi`b[`XYf`6cghcb
6Uf`ja`_Ä`f`&\$%*`"GY]bY`5bgdfØW`Y`Ub`E`i`U`]hÄ`h`i`bX` : f]gW`Yž
gck`c`_`VY]`XYb` ; YhfÄb`_Yb`U`g`Ui`W`VY]`XYb`GdY]gYbž`_UVYb`]`_a
Y]bY`hfYi`Y`?`i`bXYbVUg]g`j`YfgW`UZh"

8]Y`6cghcb`6Ufž`X]Y`bUW`XYa`VYfØ`_a`hYb`6cghcb!G`_U`_Yf
VYbUbbh`]ghž`gd]Y[`Y`h`GYbXfY]g`_c`_Y`5bgdfØW`Y`i`bX`gY]bY
D`_]`cgcd`_Y`k`]XYf" ÆX`a`UW`Y`X]Y`DÖfYYg`i`bX`XYb`G]fi`d`gY`Vghž
XUa`]h`U`Yg`Zf]gW`i`bX`c`_bY`?`cbgYfj`]Yfi`b[`gghc`ZY`]ghž`VYhcb`h`Yf"

8]YgY`@]YVY`ni f`8YhU]`hfYi Y`]gh`Ui W`Y]b`A Yf_a U`gY]bYg`7UhYf]b[!
8]YbghYgž`XYb`Yf`dUfU`Y`UbV]YhYhi bX`XYf`VY]: YghYb`i bX
<cW`nY]hYb`gY`f`[YZfU[h`]gh"

GY]bY`9bhgW`cggYb`Y]hž`hfc`hn`XYf`nU`fY]W`Yb`<YfUi gZc`fXYfi b[Yb
b]W`h`Ui Zni [YVYbž`gdf]W`h`ZØf`XYb`; Ya Y]bgW`UZh[Y]gh`XYf
A YbgW`Yb`]b`GhUfbVYf[" 5i W`k Ybb`Yg]b`8Yi hgW`UbX`cZh?`f]h]_
[]Vhž`X]Y`I bhYfghØhni b[`k Uf`ØVYfk`À`h][YbXž` `VYf]W`hYh`GYbXfY]
i bX`YVh`Yfj`cfž`k]Y`k]W`h][`XYf`F`ØW`U`h]j`cb`: fYi bXYbž
BUW`VUfb`i bX`<UbXk Yf`_Yfb`k Uf"8]YgY`I bhYfghØhni b[`k Uf
YbhgW`Y]XYbX`ZØf`gY]bY`F`ØW`_Y`fž`b]W`h`bi f`U`g`; YgW`ÀZhg`Ubbž
gcbXYfb`Ui W`U`g`HY]`Y]bYf`; Ya Y]bgW`UZh`X]Y`g]W`[Y[YbgY]h][
i bhYfghØhnh"

9]b`6`]W`_]b`X]Y`Ni`_i`bZh

8]Y`6cghcb`6Uf`]gh`b]W`h`bi f`Y]b`@c`_U`ZØf`GYbXfY]ž`gcbXYfb`Ui W`
Y]b`GhØW`<Y]a`Uh[Yk`cfXYb`"Hfch`n`XYf`F`ØW`gW``À[Yž`X]Y`XUg
<cW`k`UggYf`a`]h]g]W`VfUW`hYž`V`Y]Vh`gY]bY`@Y]XYbgW`UZh`ZØf`X]Y
; Ughfcbca]Y`i b[YVfcW`Yb`" GhUfbVYf[`]gh`a`Y]bY`nk`Y]hY
<Y]a`Uhž`Yf`_`Àfh`Yf`i bX``Àggh`X]Y`@YgYf`gdØfYbž`k]Y`k]W`h][`]`a
gY]bY`5fVY]h`]gh"

8Yf`9]bZ`i`gg`j`cb`9I`hfYa`k`YhhYf`Ui`Z`c`_U`Y` 6Yhf]YVY

8]Y` , VYfZi hi b[`]b`GhUfbVYf[`]gh`Y]b`6Y]gd]Y`ZØf`X]Y
5i gk]f`_i b[Yb`YI hfYa Yf`K`YhhYfVYX]b[i b[Ybž`X]Y`]b`XYb`YhnhYb
`U`fYb`k`Y`hk`Y]hni [Ybca`a`Yb`UVYb`"@Ui`h`XYb`6Yf]W`hYb`XYg
8Yi hgW`Yb`K`YhhYfX]YbghYg`fBK`8Ł`U`h`X]Y`<`Ài`Z[`_Y]h`i bX
`bhYbg]h`Àh`gc`W`Yf`K`YhhYfYfY][b]ggYž`Y]bgW`Y]Y`»`]W`GhUf`fY[Ybž`]b
8Yi hgW`UbX`g][b]Z`_Ubh`ni [Ybca`a`Yb`"8Yf`8K`8`ghY`hY`ZYghž
XUgg`X]Y`8i fW`gW`b]hghY`a`dYfUhi`fYb`gY]h`XYb`%` , \$Yf`U`fYb`i`a
Yhk`U`%ž`); fUX`7Y`g]i`g[Ygh]Y[Yb`g]bXž`k`Ug`ni`j`Yfa`Y`fhYb`i`bX
]bhYbg]j`YfYb`F`Y[YbZ`Yb`ZØ`fh`"8]Yg`U`h`5i`gk`]f`_i`b[Yb`b]W`h`bi`f
Ui`Z`d`f]j`UhY`<`Ui`g`U`hYž`gcbXYfb`Ui`W`Ui`Z`_Y]bYfY`I`bhYfbY`a`Yb
k]Y`6Ufg`i`bX`F`YghUi`fUbhgž`X]Y`c`Zh`k`Yb][Yf`F`Yggci`fW`b`UVYbž`

i a 'gc`WXY`?f]gYb`ni `VYk`Å`h][Yb"

8]Y`ni`g`Å`h`]WXYb`Z]bUbn]Y`Yb`6Y`Ughi`b[Yb`Xi`fW`GW`ÅXYb`i`bX`
F`Yd`Uf`Uhi`fYb`_`ÒbbYb`Z0f`j`]Y`Y`X]YgYg`K`]fhgW`UZhgnk`Y][`g`
YI`]ghYbnVYXfc`YbX`gY]b`"GYbXfY]g`9f`YVb]g`j`YfXYi`h]W`hž`k`]Y`
k`]W`h][`Y]bY`[`i`hY`J`Yfg]WXYfi`b[`i`bX`Y]b`ghUf`_Yg`BYhmk`Yf`_`Ui`g`
l`bhYfgh0hnyfb`]b`XYf`;`Ya`Y]bXY`gY]b`_`ÒbbYbž`i`a`'gc`WXY`?f]gYb`ni`
0VYfghY`Yb`"

:]bUbn]Y`Y`l`bhYfgh0hni`b[`i`bX`
J`Yfg]WXYfi`b[`ggW`i`hn`

8]Y`GW`UXYbgfY[`i`]Yfi`b[`i`bX`Z]bUbn]Y`Y`l`bhYfgh0hni`b[`Xi`fW`
J`Yfg]WXYfi`b[`Yb`g]bX`Z0f`l`bhYfbY`a`Ybg]b`UVYf`k`]Y`6fUb]g`Uj`
GYbXfY]`j`cb`_`0W`ghYf`6YXYi`hi`b[`"`#`8Yi`hgW`U`bX`g]bX`X]Y`
5bZcfXYfi`b[`Yb`Z0f`J`Yfg]WXYfi`b[`Yb`_`]bg]W`h`]W`
BUhi`f`_U`hUghfcd`Yb`c`Zi`_ca`d`Yi`ž`i`bX`b]W`h`U`Y`6Yhf]YVY`g]bX`
Ui`gfY]WXYbX`j`Yfg]WXYfh`"@Ui`h`XYa` `;`YgUa`hj`YfVUbX`XYf`
8Yi`hgW`Yb`J`Yfg]WXYfi`b[`gk`]fhgW`UZh`f]`8J`L`k`i`fXYb`]b`XYb`Y`hnhYb`
X`Yb`]a`a`Yf`k`]YXYf`:`cfXYfi`b[`Yb`_`Ui`hž`XYb`J`Yfg]WXYfi`b[`ggW`i`hn`
Ub[`Yg]W`hg`_`Å`i`Z][`Yf`k`YfXYbXYf`9l`hfYa`k`Y`hYfYfY][`b]ggY`ni`
j`YfVYggYfb`i`bX`VfY]hYfY`8YW`_i`b[`Yb`Ubni`V]YhYb`"

#`GYbXfY]g`: U`k`Uf`Yf`YXcW`Xi`fW`Y]bY`UX`Å`ei`UhY`J`Yfg]WXYfi`b[`
UV[`Yg]WXYfhž`k`Ug`]`a`_`U`Zž`Y]bYb`[`fc`»`Yb`HY]`XYf`Z]bUbn]Y`Yb`
6Y`Ughi`b[`XYg`K`UggYfgW`UXYbg`ni`VYk`Å`h][`Yb`"9g`]gh`YXcW`
k`]W`h][`ni`VYhcbYbž`XUgg`j`]Y`Y`l`bhYfbY`a`Yb`]b`Å`b`]WXYb`
G]hi`Uh]cbYb`a`]h`<`YfUi`gZcfXYfi`b[`Yb`_`cbZfcbh]Yfh`g]bXž`k`Ybb`Yg`
i`a`X]Y`GW`bY`][`_Y]hi`bX`XYb`l`a`ZUb[`XYf`GW`UXYbgfY[`i`]Yfi`b[`
[`Y`h`"8]Yg`_`ÒbbhY`a`0[`]WXYfk`Y]gY`X]Y`Ub[`Zf]gh][`Y`GhUV]`]h`h`Y]bYg`
@c`_U`g`[`YZ`Å`fXYb`"

8]Y`F`c`Y`XYf`;`Ya`Y]bgW`UZh`]b`?`f]gYbnY]hYb`

8]Y`l`bhYfgh0hni`b[`ž`X]Y`GYbXfY]`j`cb`gY]bYf`;`Ya`Y]bgW`UZh`Yf`Y]hž`
i`bhYfghfY]W`h`X]Y`k`]W`h][`Y`F`c`Y`XYg`gcn]U`Yb`?`Ud]hU`g`]b`
?`f]gYbnY]hYb`"8]Y`B`UW`V`Ufbž`:`fYi`bXY`i`bX`Ui`W`X]Y`GcW]U`!A`YX]U!

7ca a i b]hmi_ÖbbYb`Yb hgWXY]XYbX`ni f`gWbY`Yb`; YbYgi b[`Y]bYg
l bhYfbY\`a Ybg`VY]hfU[Yb" `đ j]Y`Yb`Gh`XhYb`i bX`; Ya Y]bXYb`[]Vh
Yg`a]h`Yfk Y]`Y `đ]h]Uh]j Ybž`i a `c`_U`Y`i bhYfbY\`a Yb`]b`Bch`U[Yb
[Yn]Y`h`ni `i bhYfgh`h`nYb`"

Ni g`h`n`]W`VYf]W`hYb`C f[Ub]gUh]cbYb`k]Y`X]Y`đXi ghf]Y!`i bX
<UbXY`g`_Ua`a Yfb`f`k?`č`XUgg`gc`W`Y`[Ya Y]bgW`UZh`]W`Yb
F Yh`i b[gU`_h]cbYb`b]W`h`b`i f`XYb`VYhfc`ZYbYb`i bhYfbY\`a Yfb
\Y`ZYbž`gc`bXYfb`Ui W`X`Yb`gcn]U`Yb`Ni gUa`a Yb`U`h`i bX`X]Y
`X`Yb]Z]_Uh]cb`a]h`XYa`C`f`h`g`h`f`_Yb" `8]Y`Gc`]XUf]h`h`ž`X]Y`GYbXfY]
YfZU`fYb`U`h`ž`_ÖbbhY`Ui W`U`g`6Y]gd]Y`Z`f`j]Y`Y`UbXYfY`c`_U`Y
6Yhf]YVY`X]YbYbž`X]Y`]b`Y]bYf`À`b`]W`Yb`@U[Y`g]bX`"

A]h`XYf`B`Yi [YghU`hi b[`gY]bYg`@c`_U`g`_ca`V]b]Yfh`a]h`XYf
k Yfh]c``Yb`i bhYfgh`h`ni b[`gY]bYf`; Ya Y]bXY`_Ubb`GYbXfY]`b]W`h
bi f`X]Y`U`_hi Y`Y`?`f]gY`VYk`À`h][Ybž`gc`bXYfb`\`c`Zh`Ui W`X`Uf`Ui Z`
XUgg`gc`W`Y`9fY][b]ggY`]b`Ni`_i`b`Zh`VYggYf`j`c`f`VYfY]hYh`i bX
gW`bY`Y`f`X`Y`U`h`k`Y`f`X`Y`b`_ÖbbYb`"

8YhU]`g

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