

6 Yfi Zg[Ygi bX\Y]hg! =bXYI ' & \$ & %.
7cj]X!%- !DUbXYa]Y 'VY`UghYh'5`hYb! 'i bX
? fUb_YbdZY[Y`ghUf_

9fZU\fyb'G]Y`ja`bYi YghYb`6Yf]W\h'XYf`6; K`i bX`8FJ`6i bXž
k]Y`Yg`i a`X]Y`6Yfi Zg[Ygi bX\Y]h]b`XYf`5`hYb!`i bX
? fUb_YbdZY[Y`ghY\h" `8Yf`6Yfi Zg[Ygi bX\Y]hg! =bXYI`f`bY; L`Ł
nY][hžXUgg`X]Y` ; Ygi bX\Y]h`XYf`DZY[Y`f`ÄZhY`Ui Z[fi bX`XYf
7cj]X!%- !DUbXYa]Y`ghUf_`VYY]bhf`ÄW\h][h`k`i`fXY" `@YgYb`G]Yž
k]Y`g]W\`X]Y`5fVY]hgVYX]b[i b[Ybž`F`Yggci`fW`b`i`bX`XUg
A`YX]Yb!A`Y]bi b[g_]a`U`Ui`ZX]Y`6Yfi Zg[Ygi bX\Y]h`Ui`gk`]f_Yb
i bX`UXYb`G]Y`XYb`j`c`gh`ÄbX][Yb`6Yf]W\h`Yfi`bhYf"

9]b`hfUi`f][Yf`FY`_cfX. `8Yf`6Yfi Zg[Ygi bX\Y]hg! =bXYI`f`bY; L`Ł`ZØf
X]Y`5`hYb!`i`bX`?`fUb_YbdZY[Y`]b`8Yi`hgW\`UbX`Y]Y[h`Ui`ZX`Ya
b]YXf][ghYb`K`Yfh`gY]h`6Y[]bb`XYf`6Yc`VUW\hi`b[" `8]YgY
YfgW\ØhhYfbXY` ; YghghY`i`b[[Y\h`Ui`g`XYa`nk`Y]hYb`6Yf]W\h`XYf
6Yfi Zg[Ybc`ggY`bgW\UZh`ZØf` ; Ygi bX\Y]hgX]Ybghi`bX
K`c`\ZU\fhgdZY[Y`f`b; K`Ł`i`bX`XYf`8Yi`hgW\Yb`F`YbhYbj`Yfg]W\Yfi`b[
f`B`F`J`Ł`6i`bX`\Yfj`cf" `8]Y`NU\`Yb`gd`fYW\Yb`Y]bY`XYi`h]W\Y`GdfUW\Y.
A`]hY]bYa`K`Yfhj`cb`-`(`]b`XYf`5`hYbdZY[Y`i`bX` , , `]b`XYf
? fUb_YbdZY[Y`]gh`XYf` =bXYI`]a`J`Yf[`Y]W\`ni`a`6Ug]g`U\`f`&\$%
ghUf_[Ygi`b`_Yb" `8]YgY`9b`hk`]W_`i`b[`k`]fX`a`U»`[YV]W\`Xi`fW\`X]Y
5i`gk`]f_`i`b[Yb`XYf`7cj]X!%- !DUbXYa]Y`i`bX`XYb`Ub\U`hYbXYb
: UW\`f`ÄZhY`VYX`UfZ]b`XYf`DZY[Y`VYY]bZi`ggh"

8]Y`6Yf`]bYf`DZY[Y`f`ÄZhY`gY\Yb`g]W\`a`]h`Ä`b`]W\Yb
<YfUi`gZcfXYfi`b[Yb`_cbZfcbh]Yfh" ` =b`XYf`XYi`hgW\Yb`<`Ui`dhghUXhž
X]Y`Y]b`VYXYi`hYbXYf`GhUbXcfh`ZØf`XYb` ; Ygi bX\Y]hg!`i`bX
DZY[YgY`_hcf`]ghž`g]bX`X]Y`5i`gk`]f_`i`b[Yb`XYg`DZY[Ybc`hghUb`Xg
VYgcbXYfg`gdØfVUF" `8]Y`\c\Y`6Y`Ughi`b[`i`bX`XYf
: UW\`f`ÄZhYa`Ub[Y`\UVYb`X]fY`_hY`5i`gk`]f_`i`b[Yb`Ui`ZX]Y
5fVY]hgVYX]b[i b[Yb`]b`XYb`DZY[YY]bf]W\hi`b[Yb" `8Yf`ghY][YbXY

8 fi W_ ZØ\ fh'XUni ž'XUgg'ja a Yf'a Y\ f'DZY[Y_fÄZhY', VYfghi bXYb
`Y]ghYb`a ØggYbž'i a `X]Y`J Yfgcf[i b[`XYf'DUh]YbhYb`i bX`6Yk c\ bYf
g]W\ Yfni ghY`Yb"

Ni XYa `nY][h'g]W ž'XUgg'X]Y`6Y`Ughi b[`XYf'DZY[Y_fÄZhY`Xi fW\`X]Y
DUbXYa]Y`gdØfVUf`ni [Ybca a Yb`\Uh"8]Y`c\Y`NU\`Ub
J YfXUW\hga Y`Xi b[Yb`Ui Z`6Yfi Zg_fUb_\Y]hYb`]b`J YfV]bXi b[`a]h
7cj]X!%- !VYnc[YbYb`A Y`Xi b[Yb`ghY`h`Y]bY`YI hfYa Y`6Y`Ughi b[
ZØf`XUg`DZY[YdYfgcbU`XUf"8]YgY`9bhk]W_`i b[`]gh`U`Ufa]YfYbX
i bX`XYi hYh`Ui ZY]bY`J YfgW\`YW\hYfi b[`XYg`6Yfi Zg[Ygi bX\Y]hg!
ÆXYI `]b`Ni _i bZh`\]b"

Hfchn`X]YgYf`gW\k]Yf][Yb`@U[Y`[]Vh`Yg`Ui W\`dcg]hj Y
9bhk]W_`i b[Yb"8]Y`6Yfi Zgni Zf]YXYb\Y]h`XYf'DZY[Y_fÄZhY`\Uh'g]W
bUW\`XYa `9]bVfi W\`ja `YfghYb`DUbXYa]Y`U\ f`Y]W\h`Yf`c`h"Ni XYa
YffY]W\h`X]Y`9]b_ca a Ybgni Zf]YXYb\Y]h]b`XYf`? fUb_YbdZY[Y
Y]bYb`Ub[`Ä\ f][Yb`< ØW\ ghghUbX" :XcW\`VYghY`h`k Y]hYf\]b
J YfVYggYfi b[gVYXUfZ]b`6Yni [`Ui ZX]Y`ÆUbgdfi W\ bU\ a Y`j`cb
K Y]hYfV]`Xi b[`ž]bgVYgcbXYfY`]b`XYf`5`hYbdZY[Y"

8 Ug`A YX]Yb!A Y]bi b[g_`a U`U`g`ÆX]_Uhc f`ZØf`X]Y`[YgY`gW\UZh]W\ Y
5_nYdhUbn`XYg`6Yfi ZgZY`Xg`bcfa U`]g]Yfh'g]W\`Ub[gUa `k]YXYf"Æ
XYf`? fUb_YbdZY[Yž`X]Y`ni `6Y[]bb`XYf`DUbXYa]Y`VYgcbXYfg
dcg]hj `VYf]W\h`Yh`k i fXYž`fY`Uh]j]Yfh'g]W\`XUg`A Y]bi b[g_`a U
XYi h]W\`Æ`6Yni [`Ui ZX]Y`5`hYbdZY[Y`j`YfVYggYfh'g]W\`X]Y
5_nYdhUbn`]b`XYb`A YX]Yb"8]YgY`9bhk]W_`i b[Yb`nY][Ybž`k]Y
k]W\h][`Yg]ghž`X]Y`6Yfi Zg[Ygi bX\Y]h]i bX`X]Y`5fVY]hgVYX]b[i b[Yb
]b`XYf'DZY[Y`ghYh][`ni `j`YfVYggYfb"

8]Y`j`cf`Y[YbXYb`NU\`Yb`i bX`9bhk]W_`i b[Yb`j`YfXYi h]W\Ybž'XUgg
X]Y`G]h] Uh]cb`]b`XYf`5`hYb!`i bX`? fUb_YbdZY[Y`Y]bY`Xf]b[YbXY
[YgY`gW\UZh]W\Y`5i Za Yf_gUa _Y]h`YfZc fXYfh" A]h`6`]W_`Ui Z`6Yf`]b
i bX`X]Y`[YgUa hY`6i bXYgfYdi V`_]gh`Yg`j`cb`YbhgW\Y]XYbXYf
6YXYi hi b[ž`X]Y`DZY[Y_fÄZhY`ni `i bhYfghØhnYbž`\fY` ; Ygi bX\Y]h]ni
gW\ØhnYb`i bX`]\fY`5fVY]hgVYX]b[i b[Yb`ni `j`YfVYggYfb"8]Y
dc`]h]gW\Yb`9bhgW\Y]Xi b[ghfÄ[Yf`i bX`X]Y`DZY[YVfUbW\Y`g]bX
[YZcfXYfhž`A U» bU\ a Yb`ni `Yf[fY]ZYbž'i a `XYb`6Yfi Zg[Ygi bX\Y]hg!
ÆXYI `k]YXYf`ni `j`YfVYggYfb`i bX`X]Y`DZY[Y_fÄZhY`Ub[Ya YggYb`ni

; Ygi bX\Y]hggW\i hm"BUW\Y]bYa '5fVY]hgi bZU``cXYf'K Y[Yi bZU``
gck]Y`VY]`Y]bYf'6Yfi Zg_fUb_\Y]hi[Yk À\`Y]ghYh'g]Y`cdh]a U`Y
a YX]n]b]gW\Y`6Y\UbX`i b[`gck]Y`Ub[Ya YggYbY`9bhgW\ÀX][i b[
i bX`gcf[h`XUZØfž`XUgg`]\fY`J Yfg]W\YfhYb`k]YXYf`Ua `VYfi Z]W\Yb
i bX`[YgY``gW\UZh]W\Yb`@YVYb`hY]`UVYb`_ÒbbYb"

E i Y``Y.`6Yfi Zg[YbcggYbgW\UZh`ZØf`; Ygi bX\Y]hgX]Ybgh`i bX
K c\`ZU\fhgdZ`Y[Y`f6; K Ł`#`c`hg

8YhU]`g

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b"bYh