

8]Y`Gc`Ufk YbXY`Ua`'6U`_cb.`K]Y 6U`_cb_fUZhk Yf_Y`X]Y`9bYf[]Yk YbXY j c fUb hfY]VYb

9fZU\ fYb`G]Y`]b`X]YgYa`'5fh]_Y`ž`k Ufi a`'6U`_cb_fUZhk Yf_Y
]a`a`Yf`VY`]YVhYf`k`YfXYb`i`bX`k`Y`WXY`@Y`fYb`Z0f`ni`_0bZh][`Y
Dfc`Y`_hY`[`Ync[`Yb`k`YfXYb`_0bbYb`"5i`»`YfXYa`k`]fX`Ui`Z`X]Y
J`cfhY`]Y`j`cb`6U`_cb_fUZhk Yf_Yb`Y]b[`Y[`Ub[`Yb`i`bX`k`]Y`XYf
;`YgYhn[`YVYf`X]Y`Gc`Ufk`YbXY`VYgW`Yi`b][`Yb`_Ubb`"9fZU\ fYb
G]Y`ž`k`]Y`X]Y`9bYf[]Yk`YbXY`j`c`f`Ub[`Y`hf]YVYb`k`YfXYb`_Ubb`ž
]bXYa`'_`UfY`F`U`a`YbVYX]b[`i`b[`Yb`[`YgW`UZZYb`k`YfXYb`i`bX
60f[`Yf`U`_h]j`k`YfXYb`"

6U`_cb_fUZhk Yf_Y`ž`U`gc`_`Y]bY`Gc`UfUb`U[`Yb`ž`Yf`Z`fYi`Yb`g]W`k`]a`a`Yf
[`f0»`YfYf`6Y`]YVh`Y]h`VY`]XYb`A`YbgW`Yb`]b`8Yi`hgW`_UbX`"8Yf
<`Ui`dha`ch]j`Uhc`f`ž`gc`W`Y]b`<`Y]a`_fUZhk`Yf`_`Ui`Z`XYa`'6U`_cb`c`XYf
XYf`HYff`UggY`ni`_]b`ghU``]YfYb`ž`]gh`X`Ug`9]b`gd`UfYb`j`cb`Ghfca`_c`ghYb`"
5i`Z[`fi`bX`_`c`_`Yf`Ghfca`fYW`bi`b[`Yb`a`0W`hYb`X]Y`6i`bXYgV0f[`Yf
]\`fYb`Y][`YbYb`ž`i`a`k`Y`h`Z`fYi`bX`]W`Yb`Ghfca`YfnYi`[`Yb`ž`XYf
a`0[`]W`Yfk`Y]gY`XYb`6YX`UfZ`Ub`Ghfca`_`Ui`g`_c`_`YVYhf]YVYbYb
?`fUZhk`Yf_Yb`fYXi`n]Yfh`"Ni`XYa`'g]bX`6U`_cb_fUZhk`Yf_Y
j`Yf[`]Y]W`gk`Y]gY`_c`ghYb[`0b`gh][`i`bX`Y]b`ZUW`ni`_]b`ghU``]YfYb`ž`XU
_Y]b`9`Y`_hf]_Yf`VYb`0h][`h`k`]fX`"5`Y`g`ž`k`Ug`b`0h][`]g`h`ž`]gh`XYb`GhYW`_Yf
Y]bni`ghYW`_Yb`"

8]YgY`YfZc`[`fY]W`Y`Bi`hni`b[`]j`cb`6U`_cb_fUZhk`Yf_Yb`_Ubb`U`g
@Y`fY`Z0f`UbXYfY`ni`_0bZh][`Y`Dfc`Y`_hY`VYhf`UW`hYh`k`YfXYb`"K`Ybb
A`YbgW`Yb`Y]bYb`G]bb`]b`Yhk`Ug`gY`Yb`ž`g]bX`g]Y`VYfY]h`ž
a`]hni`n]Y`Yb`ž`Ui`W`_`c`_`bY`XYhU]``]YfhY`ghUUh]W`Y`J`c`fgW`f]ZhYb`"8]Y
6i`bXYgYf[]Yfi`b[`]gc`_`hY`XU`Yf`Ub`Y]b][`Yb`GhY`Yb`_`UfghY`Yb`ž`i`a
a`Y`f`F`YW`hg]W`Yf`Y]hni`gW`UZZYb`i`bX`GhfY]hYfY]Yb`nk`]gW`Yb
A`]YhYfb`ž`J`Yfa`]YhYfb`i`bX`9][`Yb`h0a`Yf[`Ya`Y]b`gW`UZhYb`ni
j`Yfa`Y]XYb`"8UXi`fW`_0bb`hY`Y]bY`k`Y]hYfY`6YgW`Yi`b][`i`b[`]XYf`

Gc`Ufk YbXY`YffY]W\h`k YfXYb"

@Y]XYf`]gh`XUg`Ybhgd`fYW\YbXY` ; YgYhnYgdU`_Yhž`XUg`X]YgY
F YW\hgg]W\Yf\`Y]h`gW\ UZZYb`gc`ž`XYfnY]h`Ui Z[fi bX`dc`h]gW\Yf
<]bXYfb]ggY`V`cW_]Yfh"9g`]Y[h`bi b`Ub`XYf`6i bXYgfY[]Yfi b[ž
Y]b][Y`F`Y[Y`i b[Yb`ni`df`Ān]g]YfYb`i bX`]bg[YgUa`h`k Yb][Yf
6Øfc`_fUh]Y`ni`gW\ UZZYb"9]bY`Ā\`b`]W\Y`<YfUb[Y\`Ybgk Y]gY`_ØbbhY
Ui W\`VY][`fØ»YfYb`Gc`UfUb`U[Yb`Ub[Yk YbXYh`k YfXYb.`8Yf
F U\`a Yb`k]fX`j cf[Y[YVYb`i bX`X]Y`6Øf[Yf`_ØbbYb`X]YgY`D`ĀbY
i a`gYmYb"5i ZX]YgY`K Y]gY`_Ubb`X]Y`9bYf[]Yk YbXY
j cfUb[YVfUW\h`k YfXYb"

5`g`fY[]cbU`Y`F`YXU`_h]cb`Ui`g`6Yf`]b`_Ubb`X]YgYf`HfYbX`ni
6U`_cb`_fUZh`k Yf`_Yb`j cf`U`Ya`]a` <]bV`]W`_Ui ZX]Y`c`_U`Y
9bYf[]Yk YbXY`i bX`XYb`5i gVUi`XYf`YfbYi YfVUfYb`9bYf[]Yb
VYhfUW\hYh`k YfXYb"6Yf`]b`\Uh]b`XYb`YhnhYb`š\`fYb`[fc»Y
5bghfYb[i b[Yb`i bhYfbca`a Ybž`i a`X]Y`Gc`UfYbYf[]Y`ni`ZØfXYfb"
8]Y`GhUXhj Yfk U`hi b[`\Uh]j YfgW\]YXYbY`Dfc[fUa`a`Y]bg`@YVYb
[Yfi ZYbž`i a`XYb`6Øf[Yfb`Z]bUbn]Y`Y`5bfY]nY`ZØf`X]Y`šghU`Uh]cb
j cb`Gc`UfUb`U[Yb`ni`V]YhYb"

<]ghcf]gW\`VYhfUW\hYh`\Uh`X]Y`9bYf[]Yk YbXY`]b`8Yi hgW\`UbX`Y]bY
`Ub[Y`HfUX]h]cb"6YfY]hg`]b`XYb`%- , \$Yf`š\`fYb`VY[Ubb`X]Y`5bh!
5hca`_fUZh!6Yk Y[i b[ž`X]Y`XYb`5i ggh]Y[`Ui`g`XYf`?YfbYbYf[]Y`i bX
XYb`j YfghĀf`_hYb`9]bgUm`YfbYi YfVUfYf`9bYf[]Yb`ZcfXYfhY"š`XYb
`YhnhYb`š\`fYb`k i fXY`X]YgYg`N]Y`j YfghĀf`_hj YfZc`[hi bX`X]Y
6i bXYgfY[]Yfi b[`\Uh]j YfgW\]YXYbY` ; YgYhnY`i bX`A U»bU\`a Yb
Yf`UggYbž`i a`XYb`5i gVUi`XYf`YfbYi YfVUfYb`9bYf[]Yb
j cfUbni hfY]VYb"6U`_cb`_fUZh`k Yf`_Y`g]bX`Y]b`6Y]gd]Y`ZØf`X]Y
XYnYbhfU`Y`9bYf[]YYfnYi [i b[ž`X]Y`]a`F U\`a Yb`XYf`9bYf[]Yk YbXY
[YZØfXYfh`k]fX"

I a`XYb`@YgYfb`Y]bYb` , VYfV`]W`_ØVYf`X]Y`a`Ø[`]W\Yb
5i gk]f`_i b[Yb`i bX`XYb`U`_hi Y`Yb`GhUbX`j cb`6U`_cb`_fUZh`k Yf`_Yb
]b`6Yf`]b`ni`[YVYbž`_ØbbhY`Y]bY`HUVY`Y`a`]h`fY`Yj UbhYb
šZcfa`Uh]cbYb`YfghY`h`k YfXYb.

p`GhUh]gh]`_ni a`H\`Ya`U`6U`_cb`_fUZh`k Yf`_Y`]b`6Yf`]b`p

p

p

p5bnU\`XYf`]bghU``YfhYb`6U`_cb_fUZhk Yf_Y`p) \$\$`p
p8i fW.gW.b]h`i]W.Y`9]bgdUfi b[`dfc`<Ui g\U`h`p&\$\$`9i fc`A\`f`]W\`p
p5bnU\`XYf`6Yf`]bYfz`X]Y`hYfYggY`Ub`6U`_cb_fUZhk Yf_Yb`[YnY][h
\UVYb`p`%\$`\$\$\$`p

8]YgY`8UhYb`[YVYb`XYb`@YgYfb`Y]bY`J c fghY``i b[`j`cb`XYf
J YfVfY]hi b[`i`bX`XYa`idchYbn]Y``Yb`Bi hnYb`j`cb
6U`_cb_fUZhk Yf_Yb`]b`6Yf`]b``9g`j`YfXYi`h`]W\`h`Ui`W\`XUg`hYfYggY
i`bX`X]Y`6YfY]hgW\UZh`XYf`A`YbgW\Ybž`]b`YfbYi`YfVUfY`9bYf[]Yb`ni
]bj`Ygh]YfYb"

h`g[YgUa`h`nY][Yb`6U`_cb_fUZhk Yf_Yž`XUgg`_`Y]bYž`XYnYbhfU`Y
A U» bU\`a`Yb`Y]bYb`6Y]hfU[`ni`f`9bYf[]Yk`YbXY``Y]ghYb`_`ÒbbYb"
K`Ybb`X]Y`6i`bXYgfY[]Yfi`b[`X]Y`fYW\`h`]W\`Yb`F`U\`a`YbVYX]b[`i`b[Yb
_`UfghY``hi`bX`6Øfc`_fUh]Y`fYXi`n]Yfhž`_`ÒbbhYb`k`Y]hYfY`:`cfhgW\`f]hhY
Yfn]Y`h`k`YfXYb``8]Y``c`_U`Y`5bk`YbXi`b[`X]YgYg`Df]bn]dg`]b`6Yf`]b
_`ÒbbhY`\`Y`ZYbž`X]Y`9bYf[]Yk`YbXY`]b`XYf`F`Y[]cb`j`cfUbni`hfY]VYb
i`bX`XUg`6Yk`i`gghgY]b`ZØf`YfbYi`YfVUfY`9bYf[]Yb`ni`ghA`f`_Yb"

E i Y``Y.`69F @B 9F `A C F ; 9B D C G H`#`c hg

8YhU]`g

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