

J YfVYggYfhY`A cV]`Zi b_j Yfgcf[i b[.
HY`Y_ca `ghÄf_h`K]hhYbVYf[`ZØf`X]Y
Ni _i bZh

8]Y`8Yi hgWXY`HY`Y_ca `Uh`X]Y`A cV]`Zi b_j Yfgcf[i b[`ja
@UbX_fY]g`K]hhYbVYf[`Yf\YV`jW`j YfVYggYfh"8i fW`XYb
5i gVUi `j cb`XfY]`@H9!`i bX`Y]bYa `); !GhUbXcfh`Yf\Ö`hig]W
X]Y`BYhmUVXYW_i b[`i bX`6UbXVfY]hY`j b`XYf`F Y[]cb"6]g`&\$&*<
d`Ubh`X]Y`HY`Y_ca `k Y]hYfY`GhUbXcfhY`zi a `XYb`k UW`gYbXYb
5bZcfXYfi b[Yb`[YfYW`h`ni `k YfXYb"9fZU`fYb`G]Y`a Y`f`ØVYf
X]Y`A cV]`Zi b_Ybhk]W`i b[`i bX`X]Y`ni _ØbZh[Yb`D`ÄbY"



J YfVYggYfhY`A cV]`Zi b_UVXYW_i b[.`9]b
; Yk]bb`ZØf`X]Y`; Ya Y]bgW`UZh`]a `@UbX_fY]g
K]hhYbVYf[

8]Y`HY`Y_ca `Uh`VYXYi hYbXY`c fhgW`f]hhY`VY]`XYf
A cV]`Zi b_j Yfgcf[i b[`ja `@UbX_fY]g`K]hhYbVYf[`[Ya UW`h"Æ`XYb
`YhnhYb`nk Y]`A cbUhYb`k i fXYb`nU`fY]W`Y`bYi Y`GhUbXcfhY

YfgW\`cggYbž`X]Y`b]W\h`bi`f`X]Y`F`Y]W\k`Y]hY`XYg`A`cV]`Ž`b`_bYhnYg
Yf\`Ò\`Ybž`gcbXYfb`Ui`W\`Yf\`YV`]W\Y`J`c`fhY]`Y`ZØf`X]Y`Òfh]W\Y
;`Ya`Y]bgW\UZh`a`]h`g]W\`Vf]b[`Yb`"

⌘g[`YgUa`h`k`i`fXYb`XfY]`GhUbXcfhY`a`]h`@H9!HYW\bc`c[`]Y`Yfk`Y]hYfh
i`bX`Y]b`ni`gÀh`]W\Yf`GhUbXcfhYf\`Y`h`Y]bY`);`!A`cXYfb]g]Yfi`b[`"
8]YgY`9bhk`]W\`i`b[`Yb`Z]bXYb`]b`XYb`?ca`a`i`bYb`5bbUVi`f[`ž
;`fÀZYb\U]b]W\Ybž?Ya`VYf[`]i`i`bX`NU\`bU`ghUhhž`k`cVY]
]bgVYgcbXYfY`X]Y`GhUbXcfhY`Yb`h`Ub[`]Xf`k`]W\h[`]Yb`6U\`bgfhYW`_Y
nk`]gW\Yb`6Yf`]b`i`bX`@Y]dn[`]Yfj`cf[`]Y\`cVYb`k`YfXYb`"8]YgY
BYi`][`_Y]hYb`g]bX`b]W\h`bi`f`ZØf`A`cV]`Ž`b`_bi`hnYf`j`cb`6YXYi`hi`b[`ž
gcbXYfb`Ui`W\`Y]b`5bnY]W\Yb`ZØf`XYb`_cbh]bi`]Yf`]W\Yb`5i`gVUi`XYf
X][`]hU`Yb`⌘ZfUghfi`_hi`f`]b`ÀbX`]W\Yb`F`Y[`]cbYb`"

8Yf`GdfYW\Yf`XYf`8Yi`hgW\Yb`HY`Y`_ca`ž;`Ycf[`]j`cb`K`U[`]bYfž
VYhc`bh`8Yf`6YXUfZ`Ub`6UbXVfY]hY`b]a`a`h`ghÀbX][`]ni`i`fi`bX``\$
Dfc`nYb`h`d`f`c`š\`f`"8Yg\`U`V`a`UW\Yb`k`]f`VY]a`A`cV]`Ž`b`_Ui`gVUi
k`Y]hYf`HYa`dc`"8]YgY`5i`ggU[`]Y`j`YfXYi`h]W\h`XYb`ghY[`]YbXYb
9]bZi`ggž`XYb`a`cV]`Y`8UhYb`Ui`ZXUg`hÀ[`]W\Y`@YVYbž`X]Y
K`]fhgW\UZh`i`bX`X]Y`6]`Xi`b[`]b`XYf`F`Y[`]cb`\`UVYb`"J`YfVYggYfhY
BYh`UVXYW`_i`b[`]VYXYi`hYh`b]W\h`bi`f`gW\bY`YfYb`⌘hYfbYhni`[`]Ub[`ž
gcbXYfb`Ui`W\`X]Y`J`YfVYggYfi`b[`]XYg`@YVYbgghUbXUfXg`XYf
6Øf[`]Yf]bbYb`i`bX`6Øf[`]Yf`"

8]Y`HY`Y`_ca`V]YhYh`U`_hi`Y``]b`K`]hYbVYf[`]`,`A`cV]`Ž`b`_ghUbXcfhY
Ubž`k`cVY]`X]Y`5VXYW`_i`b[`]j`cb`<`Ui`g\`U`hYb`VY]`fi`bX`-`,`Dfc`nYb`h
`Y[`]h`8Yf`5i`gVUi`k`]fX`Ui`W\`]b`XYb`_ca`a`YbXYb`š\`fYb
Zcfh[`]YgYhnhž`a`]h`XYf`D`Ubi`b[`]ZØf``*`ni`gÀh`]W\Y`GhUbXcfhY`V]g
ni`a`š\`f`&\$&`*`gck`]Y`k`Y]hYfYb`9fk`Y]hYfi`b[`]Yb`Ub`&'
VYghY\`YbXYb`:`i`b`_a`UghYb`"8]YgY`A`U»`bU\`a`Yb`hfU[`]Yb`XUni`VY]ž
XUgg`Ui`W\`Yb`hY[`]YbY`;`YV]YhY`VYggYf`j`Yfgcf[`]h`k`YfXYbž`k`Ug`ZØf
X]Y`Xcfh`YVYbXYb`A`YbgW\Yb`j`cb[`]fc»`Yf`6YXYi`hi`b[`]gh`"

9]b`k`Y]hYfYf`5gdY`_h`XYf`A`cV]`Ž`b`_Ui`gVUi`!⌘h]Uh]j`Yb`]gh`X]Y`Yb[`]Y
Ni`gUa`a`YbUfVY]h`a`]h`XYb`?ca`a`i`bYb`gck`]Y
;`fi`bXghØW`_gY[`]Yb`hØa`Yfb`"8]YgY`DUfhbYfgW\UZhYb`g]bX
Yb`hgW\Y]XYbXž`i`a`bYi`Y`:`ÀW\Yb`ZØf`A`cV]`Ž`b`_Ub`U[`]Yb`ni
[`]Yk`]bbYb`"9[`]Yb`hØa`Yfž`X]Y`⌘hYfYggY`\`UVYbž`:`ÀW\Yb`ZØf`HØfa`Y`"

cXYf'8UW\ghUbXcfhY`VYfY]hni ghY``Ybž`_ÖbbYb`g]W\`X]fY`_h`Ub`X]Y
8Yi hgW\Y`:`i b`hi fa `k YbXYb"

≠Y]bYf`ni bY\`a YbX`X][`]hU`]g]YfhYb`K Y`h`_Ubb`XYf`Ni [Ub[`ni
gW\`bY``Ya `≠hYfbYh`b]W\h`\cW\`[Ybi [`Y]b[YgW\`Ämhk YfXYb``8]Y
9bhk]W_`i b[Yb`]a `@UbX_fY]g`K]hhYbVYf[`g]bX`Y]b`VYXYi hYbXYg
NY]W\Yb`XUZØfž`XUgg`XYf`5i gVUi `a cXYfbYf
?ca a i b]_Uh]cbghYW\bc`c[]Yb`U_h]j `j cfUb[Yhf]YVYb`k]fX``8]Yg`]gh
b]W\h`bi f`ZØf`X]Y``c_U`Y`K]fhgW\UZh] cb`J cfhY]`ž`gcbXYfb`\Uh`Ui W\
dcg]hj Y`5i gk]f_`i b[Yb`Ui ZX]Y`gcn]U`Y`≠hYfU_h]cb`i bX`XYb
Ni [Ub[`ni `≠Zcfa Uh]cbYb`i bX`8]YbghY]ghi b[Yb"

K Yf`a Y\f`ØVYf`X]Y`A cV]`Z b_j YfZØ[VUf_Y]h`Ub`gY]bYa `K c\bcfh
YfZU\fYb`a ÖW\hYž`\Uh`X]Y`A Ö[`]W_Y]hž`g]W\`Ui ZXyf`K YVg]hY`XYf
HY`Y_ca `ni `]bZcfa]YfYb"

8YhU]`g

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