

K UbXYfb'ZØf':]hbYgg. 'H]ddg'i bX'F ci hYb

K UbXYfb'ZØf':]hbYgg. 'H]ddg'i bX'F ci hYb'K UbXYfb']gh'b]W\h
bi f'Y]bY' [fc» Ufh][Y'A Ø[']W_Y]hž'X]Y'B Uhi f'ni 'Yf_i bXYb'i bX
XYb'?cdZ'ZfY]ni 'VY_ca a Ybž'gcbXYfb'Ui W\Y]bY'gY\ f
YZZY_h]j Y'A Yh\cXYž'i a 'Z]h'ni 'V'Y]VYb''9[U'cV'5bZÄb[Yf
cXYf'YfZU\ fYbYf'K UbXYfYfž'K UbXYfb'V]YhYh'Y]bY'J]Y'nU\`
j cb' [Ygi bX\Y]h']W\Yb'J cfhY]'Yb'i bX']gh'ni XYa 'Y]bY'Äi » Yfgh
[Øbgh][Y'i bX'ni [Äb[']W\Y'GdcfhUfh'' ð'X]YgYa '5fh]_Y`
k YfXYb'k]f'X]f'Y]b][Y'bØhn']W\Y'H]ddg'ZØf'YfZc`[fY]W\Yg
K UbXYfb' [YVYb'i bX'j YfgW\]YXYbY'F ci hYb'j cfghY`Ybž'X]Y
g]W\ 'VYgcbXYfg'ZØf'XUg'HfU]b]b['Y][bYb''8]Y'J cfhY]'Y'XYg
K UbXYfbg'ZØf'X]Y':]hbYgg'K UbXYfb']gh'Y]bY': cfa 'XYg
5i gXUi Yfgdcfhgž'X]Y'j]Y'Y'dcg]h]j Y'5i gk]f_i b[Yb'Ui Z'X]Y
_ØfdYf']W\Y'; Ygi bX\Y]h'/ Ua d^Y`'jd/



K UbXYfb'ZØf':]hbYgg. 'H]ddg'i bX'F ci hYb

K UbXYfb']gh'b]W\h'bi f'Y]bY' [fc» Ufh][Y'A Ø[']W_Y]hž'X]Y'B Uhi f'ni
Yf_i bXYb'i bX'XYb'?cdZ'ZfY]ni 'VY_ca a Ybž'gcbXYfb'Ui W\Y]bY
gY\ f'YZZY_h]j Y'A Yh\cXYž'i a 'Z]h'ni 'V'Y]VYb''9[U'cV'5bZÄb[Yf'cXYf

YfZU\ fYbYf'K UbXYfYfž'K UbXYfb'V]YhYh'Y]bY'J]Y`nU\`j cb
[Ygi bX\Y]h]WXYb'JcfhY]Yb'i bX']ghni XYa`Y]bY`Ài » Yfgh[Øbgh][Y
i bX'ni [Àb[`]WXY`GdcfhUfh" ð`X]YgYa`5fh]_Y`k YfXYb'k]f'X]f'Y]b][Y
bØh`]WXY`H]ddg`ZØf`YfZc`[fY]WXYg`K UbXYfb'[YVYb'i bX
j YfgW]YXYbY`Fci hYb'j cfghY`Ybž`X]Y`g]WXY`VYgcbXYfg`ZØf`XUg
HfU]b]b[`Y][bYb"

8]Y`JcfhY]`Y`XYg`K UbXYfbg`ZØf`X]Y` :]hbYgg

K UbXYfb']gh'Y]bY` : cfa`XYg`5i gXUi Yfgdcfhgž`X]Y`j]Y`Y`dcg]h]j Y
5i gk]f_i b[Yb`Ui Z`X]Y`_ØfdYf`WXY` : Ygi bX\Y]h`Uh"<]Yf'g]bX
Y]b][Y`XYf'k]W]h[ghYb'JcfhY]`Y`XYg`K UbXYfbg`ZØf`X]Y` :]hbYgg.

%"J YfVYggYfhY`<Yfn!?fY]g`Ui Z!; Ygi bX\Y]h.`K UbXYfb']gh'Y]bY
\Yfj cffU[YbXY`7UfX]c! , Vi b[ž`X]Y`XUg<Yfn!?fY]g`Ui Z!GmghYa
ghÀf`hi bX`XUg`F]g]_c`j cb`<YfnYf`fUb_i b[Yb`fYXi n]Yfh"

&" ; Yk]W]hgj Yf`i gh'i bX`?U`cf]Ybj YfVfYbbi b[.`8i fW`XUg
; Y\Yb`Ui Zi bYVYbYb`K Y[Yb`cXYf`6Yf[Ui Z] YfVfYbbh'a Ub`Y]bY
VYhfÀW]h]WXY`A Yb[Y`Ub`?U`cf]Yb" `K UbXYfb`_Ubb`XU\Yf`XUni
VY]hfU[Ybž`ØVYfgW]Øgg[Yg ; Yk]W]hni`j Yf`YfYb`cXYf`XUg
; Yk]W]hni`U`hYb"

'"?fÀZh][i b[`XYf`A i g_i`Uhi f.`6Y]a`K UbXYfb`k YfXYb`j]Y`Y
A i g_Y`[fi ddYb`U_h]j]Yfhž`]bgVYgcbXYfY`X]Y`6Y]ba i g_i`Uhi f"
FY[Y`a`À»][Yg`K UbXYfb`gcf[h'gca`h]ZØf`Y]bY`VYggYfY`A i g_Y`_fUZh
i bX`!Ui gXUi Yf"

("`GhfYggUVVUi`i bX`VYggYfY`dgmW]gWXY` ; Ygi bX\Y]h.
K UbXYfb`]b`XYf`BUhi f`]gh'Y]bY`\Yfj cffU[YbXY`A Ø[`]WXY`Y]hž`GhfYgg
UVni VUi Yb`i bX`XYb` ; Y]ghni`YbhgdUbbYb"9g`_Ubb`Ui W`X]Y
Gh]a`a i b[`j YfVYggYfb`i bX`Gma`dhca`Y`j cb`5b[gh`cXYf
8YdfYgg]cb`]bXYfb"

H]ddg`ZØf`YfZc`[fY]WXYg`K UbXYfb`ni f` :]hbYgg

8Ua]h`XUg`K UbXYfb`Y]b`YZZY_hj] Yg` :]hbYgg!HfU]b]b[`k]fXž`]gh`Yg
k]W h][ž`Y]b][Y`H]ddg`ni `VYUW hYb" "<]Yf`g]bX`Y]b][Y`J c fgW`À[Yž
i a `XUg`6YghY`Ui g`XY]bYb`K UbXYfi b[Yb`\\YfUi gni `c`Yb.

%`K `À`\\Y`X]Y`f]W h][Y`5i gfØghi b[.`b] Ygh]YfY`]b`Y]b[i hYg
DUUf`K UbXYfgW i `\\Yž`X]Y`XY]bYb` : Ø» Yb`XYb`bØh][Yb`<U`h`i bX
GW i m`V]YhYb" `HfU[Y`VYe i Ya Y`?`Y]Xi b[ž`X]Y`ZØf`XUg`Yk Y`][Y
K YhYf`[YY][bYh`]ghž`i bX`b]a a`Y]bYb`Fi W_gUW`a]hž`i a`K UggYfž
GbUW_g`i bX`UbXYfY`k]W h][Y`8]b[Y`ni`j YfghUi Yb"

&"`GhUfhY`Ub[gUa`i bX`ghY][YfY`X]W .`K Ybb`Xi`[YfUXY`Yfgh
a]h`XYa`K UbXYfb`UbZ`b[ghž`VY[]bbY`a]h`Y]W hYfYb`GhfYW_Yb`i bX
Yf`\\Y`bUW`i bX`bUW`X]Y`<YfUi gZcfXYfi b["`8Ug`[]Vh`XY]bYa
?ØfdYf`i bX`XY]bYb`A i g_Y`b`X]Y`7\\UbW`ž`g]W`Ub`X]Y`6Y`Ughi b[`ni
[Yk Ø`bYb"

` "`5W hY`Ui Z`X]Y`? ØfdYf`\\U`hi b[.`<U`hY`XY]bYb`F ØW_Yb`[YfUXY
i bX`gWUi`bUW`j cfbYž`k `À`fYbX`Xi`k UbXYfgh" `@Y`bY`X]W`Y]W h
bUW`j cfbY`i bX`bi mY`XY]bY`5fa Yž`i a`X]W`ja` ;`Y]W [Yk]W hni
\\U`hYb`i bX`GW k i b[`ni`[YVYb"

("`8Y`bY`X]W`j cf`i bX`bUW`XYa`K UbXYfb.`A UWY`j cf`XYa
K UbXYfb`Y]b][Y`8Y`bØVi b[Ybž`i a`XY]bY`A i g_Y`b`Ui Zn k `Afa Yb
i bX`J Yf`Yhni b[Yb`j cfni VYi [Yb" `GhfYhWY`X]W`Ui W`bUW`XYa
K UbXYfbž`i a`X]Y`A i g_Y`b`ni`YbhgdUbbYb`i bX`A i g_Y`_UhYf`ni
fYXi n]YfYb"

) "`GYhny`X]f`N]Y`Y.`GYhny`X]f`_`UfY`N]Y`Y`ZØf`XY]bY
K UbXYfhci fYbž`gY]`Yg`X]Y`8]ghUnž`X]Y`<Ø`Yba`YhYf`cXYf`X]Y`NY]hž
X]Y`Xi`k UbXYfb`a`ØW hYgh" `8Ug`[]Vh`X]f`A`ch]j Uh]cb`i bX
Yfa`Ø[`]W h`Yg`X]fž`XY]bY` : cfhgW`f]hY`ni`j YfZc`[Yb"

K UbXYffci hYb`ZØf` :]hbYgg

9g`[]Vh`nU`\\fY]WY`K UbXYffci hYbž`X]Y`g]W`VYgcbXYfg`ZØf`XUg
HfU]b]b[`Y][bYb" "<]Yf`g]bX`Y]b][Y`J c fgW`À[Y`ZØf`F ci hYb`]b
8Yi hgW`UbXž`X]Y`j YfgW]YXYbY`GW k]Yf][_Y]hg[fUXY`i bX

@UbXgW\UZhYb`V]YhYb.

%`F\Y]bghY][`fGWk]Yf][_Y]hg[fUX.`a]hhY`Ł`8Yf`F\Y]bghY][`]ghY]b`&\$?`]caYhYf`Ub[Yf`YfbkUbXYfkY[žXYf`jcb`6cbb`V]g`bUWK]YgVUXYb`Z0\fh"A]hUhYaVYfUiVYbXYb`5i gg]W\hYb`UiZXYbF\Y]b`i bX`gY]bY`Ia[YVi b[`]gh`XYf`F\Y]bghY][`Y]bY`[fc»Ufh][YFci hYž`ia`5i gXUiYf`i bX`?cbX]h]cb`ni`jYfVYggYfb"

&`B Uh]cbU`dUf_`<Ufn`fGWk]Yf][_Y]hg[fUX.`Y]W\h`V]g`a]hhY`Ł`8Yf`B Uh]cbU`dUf_`<Ufn`V]YhYh`Y]bY`J]Y`nU\`jcb`KUbXYfkY[Yb]ba]hhYb`Y]bYf`aU`Yf]gW\Yb`6Yf[`UbXgW\UZh`Jcb`_i fnYbGdUn]Yf[Àb[Yb`V]g`\]b`ni`Ubgd fi W\gj c`Yb`6Yf[hci fYb`[]Vh`Yg\]Yf`Z0f`YXYb`:]hbYgg`YjY`X]Y`dUggYbXY`GhfYW_Y"

`"GWkUfnkU`X\cW\ghfU»Y`fGWk]Yf][_Y]hg[fUX.`Y]W\hŁ`8]YGWkUfnkU`X\cW\ghfU»Y`]gh`Y]bY`VY`]YVhY`Hci f]ghYb fci hYž`X]Y`g]W\UVYf`UiW\`Yfj cffU[YbX`ni a`KUbXYfb`Y][bYh`8]Y`K Y[Y`g]bXaY]gh`ZUW`i bX`[i h`aUf_]Yfhž`gcXUgg`aUb`g]W\`[Ubn`UiZ XUgHfU]b]b[_cbnYbhf]YfYb`_Ubb"

(`5`dYb0VYfeiYfi b[`fGWk]Yf][_Y]hg[fUX.`Ubgd fi W\gj c`Ł`:]0fYfZU\ fYbY`KUbXYfYf`V]YhYh`X]Y`5`dYb0VYfeiYfi b[`Y]bY Y]bn][Ufh][Y`<YfUi gZcfXYfi b[`]Jcb`8Yi hgW\`UbX`bUW\`#U`]Yb`cXYf² ghYffY]W\`[]Vh`Yg`jYfgW\]YXYbY`Fci hYbž`X]Y`Y]bY`[i hY`?cbX]h]cbYfZcfXYfb`i bX`gdY_hU_i`ÀfY`5i gg]W\hYb`V]YhYb"

<Ài Z][`[YghY`hY`:]fU[Yb`ni a`KUbXYfb`Z0fX]Y`:]hbYgg

%`=gh`KUbXYfb`VYggYf`U`g`>[[Yb36Y]XY`GdcfhUfhYb`\UVYb`]fY`Jcfn0[YžUVYf`KUbXYfb`]gh`cZh gW\cbYbXYf`Z0f`X]Y`Y`Yb_Y`i bX`V]YhYh`X]Y`A Ò[`]W_Y]hž`X]Y`B Uhi fni`[Yb]Y»Yb"=>[[Yb`\]b[Y[Yb`]gh`Y]b`]bhYbg]jYfYg`7UfX]c!HfU]b]b[žXUg`aY`f`?U`cf]Yb`jYfVfYbbh"

&`K]Y`cZh`gc`hY`aUb`kUbXYfb`[Y\Ybž`i a`Z]h`ni`V`Y]VYb3Ia`Z]h`ni`V`Y]VYbž`k]fX`Ya dZc`\Ybž`a]bXYghYbg`XfY]aU`dfc

K cWXY`ZØf`Yhk U" \$`A]bi hYb`dfc`G]hni b[`ni `k UbXYfb""8i ` _Ubbgh
X]Y`8Ui Yf`i bX`~~h~~hYbg]hÅh`XYf`K UbXYfi b[Yb`gWxf]h~~h~~k Y]gY`Yf\Ø\Ybž
i a `XY]bY` :]hbYggj]Y`Y`ni `YffY]WXYb"

` " ";]Vh`Yg`gdYn]Y``Y`5hYa hYWxb]_Yb`ZØf`XUg`K UbXYfb3
9g[]Vh`_Y]bY`gdYn]Y``Yb`5hYa hYWxb]_Yb`ZØf`XUg`K UbXYfbž`UVYf
j]Y`Y`A YbgWXYb`Z]bXYb`Yg`\]`ZfY]Wxžh]YZ`Xi fWx`X]Y`B UgY
Y]bni Uha Yb`i bX`Xi fWx`XYb`A i bX`Ui gni Uha Yb""5ha Y`]b`Y]bYa
[`Y]Wxa Å»][Yb`F`~~h~~h\`a i g`i bX`dUggY`X]Wx`XYf`~~h~~hYbg]hÅh`XY]bYf
K UbXYfi b[`Ub"

(""? Ubb`K UbXYfb`VY]`F ØW`_YbdfcV`Ya Yb`\Y`ZYb3
Xž`K UbXYfb`_Ubb`VY]`F ØW`_YbdfcV`Ya Yb`\Y`ZYbž`XU`Yg`X]Y
A i g`_i `Uhi f`fi bX`i a `X]Y`K]fVY`gÅi `Y`ghÅf`_hi bX`X]Y`<U`hi b[
j YfVYggYfh""9g`]gh`YXcWx`fUhgUa ž`F ØW`_gdfUWx`Y`a]h`Y]bYa `5fn`hi
\U`hYbž`VYj cf`Xi `a]h`XYa `K UbXYfb`VY[]bbghž`i a `ZYghni ghY``Ybž
cV`Yg`ZØf`XY]bY`gdYn]Z]gWXY`G]hi Uh]cb`[YY][bYh`]gh"

: Un]h

K UbXYfb`]gh`Y]bY`\Yfj cffU[YbXY`A Ø[`]Wx`_Y]hž`Z]h`ni `V`Y]VYb`i bX
X]Y`B Uhi f`ni `[Yb]Y»Yb""9g`V]YhY`h`nU\`fY]WxY`[Ygi bX\Y]h`]WxY
J cfhY]`Yž`j cb`XYf`GhÅf`_i b[`XYg`<Yfn!`fY]g`Ui Z]GmghYa g`V]g`ni f
J YfVYggYfi b[`XYf`A i g`_Y`_fUZh""A]h`XYb`f]Wxh][Yb`H]ddg`i bX
F ci hYb`_Ubb`XUg`K UbXYfb`ni `Y]bYa `Åi »Yfgh`YZZY`_h]j Yb` :]hbYgg!
HfU]b]b[`k YfXYb""5`gc`gWxbUdd`X]f`XY]bY`K UbXYfgWxi \Y`i bX
Yf`_i bXY`X]Y`j]Y`ZÅ`h][Yb`K UbXYfk Y[Yž`X]Y`8Yi hgWx`UbX`ni `V]YhYb
\Uh°

8YhU]`g

6Ygi WxYb`G]Y`i bg`Ui Z.`a Y]b!Z]hbYgg"bYh