

@i Xk][g\ UZYb `YbhXYW_Yb. `bXi ghf]Yž
? i `]bUf]_`i bX`j YfVcf[YbY`GWÅ hnY

9bhXYW_Yb`G]Y`X]Y`j]Y`ZÅ`h][Yb` : UW`hhYb`@ Xk][g\ UZYbg. `j cb
]bXi ghf]Y`Yf` ; YgWÅ]WÅ hY`ØVYf`_i `]bUf]gWÅ Y`<][\`][\hg`V]g`\]b
ni `j YfghYW_hYb`C UgYb`i bX`?i `hi fUb[YVchYb"



K]`_ca a Yb`]b`@ Xk][g\ UZYbžY]bYf`GhUXhž`X]Y`cZh`U`g` ; Y\Y]a h]dd
Ua `F\Y]b`[]`h`Nk]gWÅ Yb`XYf`VYY]bXfi W_YbXYb
bXi ghf]YUfWÅ]hY`_hi f`i bX`XYf`gdfi XY`bXYb`?i `hi f`Z]bXYgh`Xi ` \]Yf
Y]bYb`Cfhž`XYf`j]Y`Y` : UW`hhYb`V]YhYh`J]Y`Y]WÅ h`XYb`_gh`Xi `ni Yfgh
Ub`X]Y`[fc»Yb`7\Ya]Y`_cbnYfbYž`X]Y`XUg`GhUXhV]`X`dfÅ[Ybž`UVYf
@ Xk][g\ UZYb` \Uh`k Y]h`a Y\f`ni `V]YhYb`"9[U`ž`cV`Xi `Y]b
; YgWÅ]WÅ hg`]YV\UVYfž`Y]b` : Y]bgWÅ a YW_Yf`cXYf`Y]bZUWÅ `bi f`Ui Z`XYf
Gi WÅ Y`bUWÅ `gWÅ`ØbYb`BUh`i f`UbXgWÅ UZhYb`V]gh` ` \]Yf`[]Vh`Yg`ZØf
`YXYb`Yhk Ug`"b`X]YgYa `5fh]_Y`bY\ a Yb`k]f`X]WÅ `a]h`Ui ZY]bY
9bhXYW_i b[gfY]gY`Xi fWÅ `@ Xk][g\ UZYb`"@Ugg`X]WÅ `j cb`XYb
_i `]bUf]gWÅ Yb`<][\`][\hg`XYf`A Yhfc`dc`fY[]cb`j YfZØ`fYbž`[Yb]Y» Y
X]Y`9f\`c`i b[`]b`XYb`[fØbYb`DUf`_gž`YbhXYW_Y`X]Y`j]Y`ZÅ`h][Y`?i bgh!
i bX`?i `hi fgnYbY`i bX`Z]bXY`gdUbbYbXY`5_h]j]hÅYb`ZØf`X]Y`[Ubny
: Ua]`Y`"i bX`XUg`6YghY3`K]f`nY][Yb`X]f`Ui WÅ `Y]b][Y`[Y\Y]a Y

C fhYž'X]Y'bi f'9]b\Y]a]gWXY_YbbYb'5`gc'gWbU`X]W'Ub'i bX
a UW'X]W'VYfY]hž'X]Y'j YfVcf[YbYb'GW'ÀhnY'X]YgYf'ZUgn]b]YfYbXYb
GhUXh_YbbYbni`YfbYb"

9bhXYW_Y'X]Y']bXi ghf]Y`Y'; YgW]W hY
@i Xk][g\ UZYbg

@i Xk][g\ UZYbž'Y]bY'GhUXh]a`< YfnYb'j cb'F\Y]b'UbX!DZU'nž]gh
b]W'h'bi f'ZØf'\fY'a cXYfbY'5fW]hY_hi f'i bX`YVYbX][Y'?i`hi f
VY_Ubbhž'gcbXYfb'\Uh'Ui W'Y]bY'ZUgn]b]YfYbXY']bXi ghf]Y`Y`
; YgW]W hYž'X]Y'V]g]bg'%- "Ŧ\ f\i bXYfh'ni fØW_fY]W'h"8]Y'GhUXh
k i fXY'%,)' '[Y[fØbXYh'i bX'gd]Y'hY]bY'nYbhfU'Y'F c`Y]b'XYf
WYa]gWYb'ǂXi ghf]Y'8Yi hgW'UbXg"9]b'gdUbbYbXYf'F i bX[Ub[
Xi fW'X]YgY'; YgW]W hY'cZYbVUfhž'k]Y'@i Xk][g\ UZYb'ni`Y]bYa
XYf'k]W h][ghYb'GhUbXcfh'ZØf'X]Y'7\Ya]Y]bXi ghf]Y']b'9i fcdU
k i fXY"

8]Y'K i fnY'b'XYf]bXi ghf]Y`Yb'9bhk]W_i b[]b'@i Xk][g\ UZYb'g]bX
Yb['a]h'XYf'; fØbXi b['XYf'65G: 'f6UX]gWY'5b]'b!'i bX'GcXU!
: UVf]_ĸj YfVi bXYb"5`g'Y]bYf'XYf'[fØ» hYb'7\Ya]Y_cbnYfbY'XYf
K Y'h'\Uh'X]Y'65G: 'b]W'h'bi f'X]Y'K]fhgW'UZh'XYf'GhUXhž'gcbXYfb
Ui W'X]Y'[YgUa hY'F Y[]cb'bUW'\U'h]['[Ydf'À[h"8]Y'i fgdfØb[]W Y
≠YY'k Ufž'gmbh\Yh]gWY': UfVghcZY'\Yfni ghY`Ybž'k Ug'gWbY`ni
Y]bYf'9i dUbg]cb'i bX'8]j Yfg]Z_Uh]cb'XYf'DfcXi _h]b]Yb'ZØ'fhY"
6Yg]W h][Yb'G]Y'X]Y'cZZ]n]Y`Y'65G: !K YVg]hYž'i a`a Y'f'ØVYf
XYfYb'D]cb]YfUfVY]hi bX'ǂbcj Uh]cbYb'ni`YfZU\ fYb"

9]b'6Ygi W'ja`HYW'bcgYi a`A Ub b\Y]a ž'XUg'g]W'bi f'i bk Y]h
j cb'@i Xk][g\ UZYb'VYZ]bXYhž'V]YhYh'YVYbZU`g]bhYfYggUbhY
9]bV`]W_Y']b'X]Y']bXi ghf]Y`Y'j Yf[Ub[Yb\Y]h'XYf'F Y[]cb" '<]Yf
k YfXYb'j YfgW]YXYbY'5gdY_hY'XYf'HYW'b]_!'i bX
ǂXi ghf]Y[YgW]W hY'df'ÀgYbh]Yfhž'Y]bgW`Y]Y» `]W'Y]bYf
i a ZUb[fY]WYb'5i gghY`i b['ØVYf'HYI h]']bXi ghf]Y'i bX
A UgW]bYbVUi "'9g]gh'Y]b]XYU'Yf'c fhž'i a`X]Y'hYW'bc`c[]gWYb
: cfhgW]f]hhY'ni`j YfghY\Ybž'X]Y'X]Y']bXi ghf]Y`Y'9bhk]W_i b[]cb
Gh'XhYb'k]Y'@i Xk][g\ UZYb'j cfUb[Yhf]YVYb'\UVYb"

5VYf'X]Y'ǂXi ghf]Y[YgW]W hY'@i Xk][g\ UZYbg]gh'b]W'h'bi f'Y]bY

; YgW]W hY`XYf`I bhYfbY\ a Yb`i bX`XYf`DfcXi`_]cbžg]Y`]gh`Ui W
 Y]bY`; YgW]W hY`j cb`A YbgWYb`"8]Y`9]gYbVU\ b]bZfUghfi`_hi fž`X]Y
]b`XYf`nk Y]hYb`<`À`ZhY`XYg`%-`" `š\ f\ i bXYfhg`Ui g[YVUi h`k i fXYž
 hfi [`Yf\YV`]W`ni f`i fVUb]g]Yfi b[`XYf`GhUXh`VY]"`J]Y`Y`5fVY]hYf
 nc[Yb`]b`X]Y`GhUXhž`i a`]b`XYb`bU\Yni`YbX`cgYb`: UVf]_Yb`5fVY]h
 ni`Z]bXYb`"8 Ug`≠Xi ghf]Y`_i`hi fnYb hfi a`]b`@ Xk][g\ UZYb
 k]Xa Yh`g]W`XYf`9f]bbYfi b[`Ub`X]YgY`A YbgWYb`i bX`XYfYb
 9fZU\ fi b[Yb`"<]Yf`_ObbYb`G]Y`a Y\ f`ØVYf`X]Y`@YVYbgVYX]b[i b[Yb
 XYf`5fVY]hYf`i bX`X]Y`[YgY`gW UZh`]W Yb`J YfÅbXYfi b[Yb`YfZU\ fYbž
 X]Y`X]Y`]bXi ghf]Y`Y`9bhk]W`_i b[`a`]h]g]W`VfUW hY`"

9]b`k Y]hYfYf`VYa Yf`_Ybgk YfhYf`Di b`_h`]gh`X]Y`@ Zhj YfgW a i hni b[ž
 X]Y`Xi fW`X]Y`ghUf`_Y`≠Xi ghf]U`]g]Yfi b[`Yb`hghUbX`"8]Y`GhUXh`\ Uh
 g]W`gY]hXYa`ghUf`_j YfÅbXYfhi bX`]gh`\Yi hY`VYghfYVhž
 i a k Y`hžfYi bX`]W`Y`DfU`_]_Yb`ni`]a`d`Ya Ybh]YfYb`"≠`XYf`
 I a k Y`hghUh]cb`@i Xk][g\ UZYb`YfZU\ fYb`6Ygi W`Yfž`k]Y`X]Y
 GhUXh`A U» bU\ a Yb`ni f`J YfVYggYfi b[`XYf`@`Zhei U`]hÅhi bX`XYg
 U`[Ya Y]bYb`@YVYbgghUbXUfXg`Yf[fY]Zh`"

K]W h][Y`8 UhYb`i bX`9fY][b]ggY`XYf
 ≠Xi ghf]Y [YgW]W hY

š\ f	9fY][b]g
%,)`	; fØbXi b[`XYf`65G:
%, *)`	65G: `VY[]bb`h`a`]h`XYf DfcXi`_]cb`j`cb`gmb`h\`Yh]gW`Yb : UfVghc`ZYb
%-`%&	8]Y`65G: `k`]fX`XUg`[fØ» hY 7\Ya`]Yi bhYfbY\ a Yb`XYf`K`Y`h
%-`(`)	? f]Y[gnYfghØfi b[/ K]YXYfUi ZVUi`XYf 7\Ya`]Y]bXi ghf]Y
&\$\$\$Yf	≠j Ygh]h]cbYb`]b i a k Y`hžfYi bX`]W`Y HYW bc`c[]Yb

Ni gÅhn`]W`ni f`65G: `UVYb`Ui W`UbXYfY`I bhYfbY\ a Yb`ni f
]bXi ghf]Y`Yb`J]Y`ZU`h`VY][YhfU[Yb`"8Yf`< UZYb`j`cb`@`Xk][g\ UZYbž

Y]b`k]W\h][Yf`7cbhU]bYf!`i bX`7\Ya]Y\UZYbž`]gh`Y]b`k YgYbh`]W\Yf
6YghUbXhY]`XYf`c[]gh]gW\Yb`bZfUghfi _hi f`XYf`FY[]cb``8i fW`X]Y
GW\]ZZU\fh`k YfXYb`F c\ghcZZY`i bX`DfcXi _hY`YZ]n]Ybh`hfUbgdcfh]Yfhž
k Ug`X]Y`GhUXhini `Y]bYa `?bchYbdi b_h`XYf`7\Ya]Y]bXi ghf]Y
a UW\h"

8YhU]`g

6Ygi W\Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY