

9bhXYW_Y`X]Y`Hcd`GY\Ybgk ØfX][_Y]hYb`]b
J Ò`_]b[Yb`p'9]b`F Y]gYZØ\ fYf

9bhXYW_Yb`G]Y`X]Y`Hcd`GY\Ybgk ØfX][_Y]hYb`]b`J Ò`_]b[Yb`
J Ò`_]b[Yb`]gh`Y]bY`gW`ÒbY`GhUXh`ja`GUUF`UbXž`X]Y`j`]Y`Y`
GY\Ybgk ØfX][_Y]hYb`ni`V]YhYb`\Uh`J`cb`\]ghcf]gW`Yb`
; YVÀi`XYbž`ØVYf`DUf`_g`i`bX`;`ÅfhYb`V]g`\]b`ni`A`i`gYYb`i`bX`
?`i`bgh[`U`Yf]Yb`[`]Vh`Yg`j`]Y`ni`YbhXYW_Yb`"8`Yf`Zc`[`YbXY`
FY]gYZØ\ fYf`gh`Y`h`Y]b][`Y`XYf`VYghYb`GY\Ybgk ØfX][_Y]hYb`]b`
J Ò`_]b[Yb`j`cf`"J Ò`_]b[Yf`<ØhhY`8]Y`J Ò`_]b[Yf`<ØhhY`]gh`Y]b`
Y\Ya`U`][`Yg`9]gYbk`Yf`ž`XUg`ni`Y]bYa`i`B`9G7C`!
K`Y`h`i`hi`fYfVY`Yf`_`Åfh`k`i`fXY`"9g`]gh`Y]b`VYY]bXfi`W_YbXYg`
6Y]gd]Y`ZØf`X]Y`]bXi`ghf]Y`Y`FYj`c`i`h]cb`i`bX`Y]b`A`i`gg`ZØf`
YXYb`6Ygi`W`Yf`XYf`GhUXh`"6Ygi`W`Yf`_`ÒbbYb`XUg`;`Y`ÀbXY`
Yf`_i`bXYb`i`bX`X]Y`j`YfgW]YXYbYb`;`YVÀi`XYž`5b`U[`Yb`i`bX`
A`UgW]bYb`VYg]W`h][`Yb`"9g`[`]Vh`Ui`W`Y]b`A`i`gYi`a`ž`]b`
/`Ua`d`^`Y`d`/`



9bhXYW_Yb`G]Y`X]Y`Hcd`GY\Ybgk ØfX][_Y]hYb`

]b`J Ò`_`]b[Yb

J Ò`_`]b[Yb`]gh`Y]bY`gW`ÒbY`GhUXh`a`GUUf`UbXž`X]Y`j`]Y`Y
GY\Ybgk ØfX][_Y]hYb`ni`V]YhYb`U`h`J`cb`\]ghcf]gW`Yb`; YV`Ai`XYbž
ØVYf`DUf_g`i`bX`; `ÀfhYb`V]g`\]b`ni`A`i`gYYb`i`bX`?`i`bgh[U`Yf]Yb`[]Vh
Yg`j`]Y`ni`Yb`hXYW`Yb`"8Yf`Zc`[YbXY`FY]gYZØ\fyf`ghY`h`Y]b][Y`XYf
VYghYb`GY\Ybgk ØfX][_Y]hYb`]b`J Ò`_`]b[Yb`j`cf"

J Ò`_`]b[Yf`< ØhhY

8]Y`J Ò`_`]b[Yf`<ØhhY`]gh`Y]b`Y\Ya`U`][Yg`9]gYbk`Yf`ž`XUg`ni`Y]bYa
I`B9G7C!K`Y`h`i`hi`fyfVY`Yf`_`Àfh`k`i`fXY`"9g`]gh`Y]b
VYY]bXfi`W`YbXYg`6Y]gd]Y`ZØf`X]Y`]bXi`ghf]Y`Y`FYj`c`i`h]cb`i`bX`Y]b
A`i`gg`ZØf`YXYb`6Ygi`W`Yf`XYf`GhUXh`"6Ygi`W`Yf`_`ÒbbYb`XUg
; Y`ÀbXY`Yf`i`bXYb`i`bX`X]Y`j`YfgW]YXYbYb`; YV`Ai`XYž`5b`U[Yb
i`bX`A`UgW]bYb`VYg]W`h][Yb`"9g`[]Vh`Ui`W`Y]b`A`i`gYi`a`ž]b`XYa
X]Y`; YgW]W`hY`XYg`K`Yf`_g`Yfn`À`h`k`]fX"

GhUXhdUf`_`

8Yf`GhUXhdUf`_]gh`Y]b`k`Y]hYfYg`VY`]YVhYg`5i`gZi`[gn]Y`]b
J Ò`_`]b[Yb`"8Yf`DUf`_]gh`Y]bY`C`UgY`XYf`F`i`\Y`i`bX`V]YhYhij`]Y`Y
gW`ÒbY`GdUn]Yfk`Y[Y`i`bX`D]W`_b]W`_d`ÀhnY`"9g`[]Vh`Ui`W`Y]bYb
Gd]Y`d`Uhn`i`bX`Y]bYb`_`Y]bYb`GYYž]b`XYa`a`Ub`gW`k`]a`a`Yb`i`bX
6cch`ZU\fyb`_`Ubb`"8Yf`DUf`_]gh`Y]b`]XYU`Yf`C`fhž`i`a`Y]bYb
Yb`hgdUbb`hYb`HU[`a`]h`XYf`:`Ua`]Y`ni`j`YfVf]b[Yb`"

GUUfVfØW`_`Yf`GW`c`gg

8Ug`GUUfVfØW`_`Yf`GW`c`gg`]gh`Y]b`k`Y]hYfYg`\]ghcf]gW`Yg`; YV`Ai`XY`]b
J Ò`_`]b[Yb`"9g`k`i`fXY`]a``%(`" `)U`f`i`bXYfh`YfVUi`h`i`bX`]gh`Y]bYg`XYf
À`hYghYb`; YV`Ai`XY`XYf`GhUXh`"<Yi`hY`VY\YfVYf[h`Yg`Y]bY
?`i`bgh[U`Yf]Yž`Y]b`A`i`gYi`a`i`bX`Y]b`7UZ`"6Ygi`W`Yf`_`ÒbbYb`XUg
GW`c`gg`Ui`W`ZØf`J`YfUbghU`hi`b[Yb`a`]YhYb`"

J Ò`_`]b[Yf`?`i`bgha`i`gYi`a

8 Ug`J`_`b[Yf`?i bgha i gYi a `]gh`Y]b`k`Y]hYfYg`VY`]YVhYg
5i gZi [gn]Y``b`J`_`b[Yb``9g`VY`YfVYf[h`Y]bY`GUa a `i b[`]`cb
?i bghk Yf`_Yb`Ui g`U`Yb`9dcW`Ybž`XUfi bhYf`; Ya`À`XYž`G`i`dhi fYb
i bX`:`chc[fUZ]Yb``9g`[]Vh`Ui W`fY[Y`a`À»][Y`GcbXYfUi gghY``i b[Yb
i bX`J`YfUbghU`hi b[Yb`

Gh`B]_c`Ui g`?]fW`Y

8]Y`Gh`B]_c`Ui g`?]fW`Y`]gh`Y]bY`k`Y]hYfY`GY`Yb`gk`ØfX][_Y]h`]b
J`_`b[Yb``8]Y`?]fW`Y`k`i`fXY`ja``%&``š\`f\`i`bXYfh`YfVUi hi bX`]gh
Y]bYg`XYf`À`hYghYb`; YV`Ai`XY`XYf`GhUXh``<Yi`hY`VY`YfVYf[h`g]Y`Y]bY
GUa a `i b[`fY][]ØgYf`?i bghk Yf`_Y`i bX`Y]bY`VYY]bXfi W`_YbXY
Cf[Y``9g`[]Vh`Ui W`fY[Y`a`À»][Y`:`chYgX]YbghY`i bX
J`YfUbghU`hi b[Yb`

J`_`b[Yf`Ncc

8 Yf`J`_`b[Yf`Ncc`]gh`Y]b`k`Y]hYfYg`VY`]YVhYg`5i gZi [gn]Y``b
J`_`b[Yb``9g`[]Vh`j]Y`Y`H]YfY`ni`g`Y`Ybž`XUfi bhYf`9`Y`ZUbhYbž
;]fUZZYbž`@Øk`Yb`i bX`H][Yf``8Yf`Ncc`V]YhYh`Ui W`Y]b][Y
5hhfU`_h]cbYbž`XUfi bhYf`Y]bY`5W`hYfVU`b`i bX`Y]b`5ei`Uf]i a`

: Un]h

J`_`b[Yb`V]YhYh`j]Y`Y`GY`Yb`gk`ØfX][_Y]hYb`ZØf`6Ygi W`Yf`U`Yf
5`hYfg[fi`ddYb``J`cb`\]ghc`f]gW`Yb`; YV`Ai`XYbž`ØVYf`DUf`_g`i bX
; `ÀfhYb`V]g`\]b`ni`A`i`gYYb`i bX`?i bgh[U`Yf]Yb`[]Vh`Yg`j]Y`ni
Yb`hXYW`_Yb``8Yf`cVYb`[Yb`UbbhY`F`Y]gY`ZØ`fYf`ghY``h`Y]b][Y`XYf
VYghYb`GY`Yb`gk`ØfX][_Y]hYb`]b`J`_`b[Yb`j`cf``K`Ybb`G]Y`X]Y
GhUXh`VYgi W`Ybž`gc``hYb`G]Y`g]W`X]Y`NY]h`bY`a`Ybž`i`a`Y]b][Y
X]YgYf`5hhfU`_h]cbYb`ni`VYgi W`Yb`

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