

GWk Y]bZi fh'Yb hXYW_Yb. ; YgWk]Wk hYž
; Ybi gg'i bX'X]Y'VYghYb'5_h]j]hÅhYb

9bhXYW_Yb'G]Y'X]Y'j]Y'gY]h][Y'GhUXh'GWk Y]bZi fh'j cb
\[ghcf]gWkYf'J Yf[Ub[Yb\Y]h'i bX'_i `]bUf]gWkYb'<][\`][\hg'V]g
ni `: fY]nY]hU_h]j]hÅhYb'i bX'_i `hi fY`Yb'J YfUbghU'hi b[Yb"

K]`_ca a Yb'j]b'GWk Y]bZi fhž'Y]bYf'Wk Ufa UbhYb'GhUXh'j]b'6UmYfbž
X]Y'cZi]a `GWkUhYb'j\ fYf'VY_UbbhYfYb'BUWkVUfb'ghY\hž'UVYf'U`Y
JcfUi ggYhni b[Yb'\Uhž'i a `Ui Z`AfYf'F Y]gY`]ghY' [Ubni'cVYb'ni
ghY\Yb"i a [YVYb'j cb'a U'Yf]gWkYb'@UbXgWkUZhYb'i bX'Y]bYf
fY]WkYb'; YgWk]Wk hYž'V]YhYh'GWk k Y]bZi fh'Y]bY'ZUgn]b]YfYbXY
A]gWk i b[`Ui g'HfUX]h]cb'i bX'A cXYfbY"8]YgY'GhUXhž'VYfØ\ a h'ZØf
]\fY'j]bXi ghf]Y`Y'J Yf[Ub[Yb\Y]h'U'g'NYbhf i a `XYf
?i [Y`U[YfdfcXi _h]cbž'\Uh]g]Wk'j]b'XYb`YhnhYb'j\ fYb'ni `Y]bYa
UhhfU_h]j Yb'N]Y`ZØf'F Y]gYbXY'Yb'k]W_Y'hž'X]Y'Ui Z'XYf'Gi WkY' bUWk
_i `hi fY`Yb'9f'YVb]ggYb'i bX'_i `]bUf]gWkYb'; YbØggYb'g]bX"

≠X]YgYa'5fh]_Y`bY\ a Yb'k]f'G]Y'a]h'Ui ZY]bY'gdUbbYbXY
9bhXYW_i b[ghci f'Xi fWk'GWk k Y]bZi fh"J cb'XYf'9f_i bXi b[`XYf
VYk Y[hYb'; YgWk]Wk hYž'X]Y'XUg'GhUXhV]`X' [YdfÄ[h'\Uhž'V]g'\]b'ni
XYb'_Øgh]WkYb'fY[]cbU'Yb'GdYn]U']hÅhYbž'X]Y'Yg'ni `dfcV]YfYb'[]hž
\UVYb'k]f'ZØf'YXYb'Yhk Ug'XUVY]"5_h]j Y'BUh'fZFYi bXY'i bX
5VYbhYi Yf'i gh][Y`_ca a Yb'YVYbgc'Ui Z']\fY'?cghYb'k]Y
?i bgh]YV\UVYfž'X]Y'X]Y'_fYUh]j Y'GY]hY'XYf'GhUXh'Yb'hXYW_Yb
a ØWk hYb"i bX'bUhØf']Wk'XØfZYb'X]Y'VYghYb
, VYfbUWk hi b[ga Ø[`]Wk_Y]hYb'i bX'Ui ZFY[YbXYb'J YfUbghU'hi b[Yb
b]Wk hZY\Ybž'X]Y`AfYb'6Ygi Wk'j]b'GWk k Y]bZi fh'i bj Yf[Ygg']Wk
a UWkYb"

DUW_Yb'G]Y' AfY'?cZYf'i bX'VY[`Y]hYb'G]Y'i bg'Ui ZX]YgYf
9bhXYW_i b[gfY]gY'Xi fWk'GWk k Y]bZi fh' `Y]bY'GhUXh'j c`Yf

„ VYffUgWłi b[Yb`i bX`Y]b`UXYbXYf` ; UghZFYi bXgWłUZh`

9b hXYW`i b[`XYf` ; YgWł]Wł hY`j c b`GWł k Y]b Zi fh

GWł k Y]b Zi fh`Y]bY`GhUXh`ja` < YfnYb`6UmYfbg`ž`U`h`Y]bY`fY]Wł Y`i bX
j]Y`Z`h`[Y` ; YgWł]Wł hY`ž`X]Y`V]g`]b`X]Y`NY]h`XYf` : fUb`_Yb
ni f0W`_fY]Wł h`"8]Y`i fgdf0b[Y`XYf`GhUXh`UggYb`g]Wł`Yhk`U`V]g`]bg` , "
Œ\`f\`i bXYfh`ni f0W`_j YfZc`[Yb`ž`U`g`g]Y`Yfgha`U`g`]b` \]ghcf]gWł Yb
8c`_i a YbhYb`Yfk`À\`bh`k`i fXY`" `a` @Ui ZY`XYf`Œ\`f\`i bXYfhY
Ybhk`]W`_Y`hY`g]Wł`GWł k Y]b Zi fh`j c b`Y]bYf`VYgWł Y]XYbYb`G]YX`i b[
ni`Y]bYa`VYXYi hYbXYb`< UbXY`g!`i bX`ŒXi ghf]YnYbhf`i a` "

9]bY`XYf`k`]Wł h[ghYb`9d]gcXYb`]b`XYf` ; YgWł]Wł hY`j c b`GWł k Y]b Zi fh
]gh`X]Y` ; f0bXi b[`XYf`GhUXha`Ui`Yf`ja` "%("`Œ\`f\`i bXYfh`"8]YgY
VYZf]YXYhY`b]Wł h`bi`f`X]Y`GhUXh`ž`gcbXYfb`gWł`0hnhY`Ui`Wł`j`fY
k`]fhgWłUZh`]Wł Yb`5`_hj`]h`hYb`ž`X]Y`Xi`fWł`X]Y`@U[Y`Ub`XYf`F`ci`hYb
XYg`< UbXY`g`VY[0bgh][h`k`i`fXYb`"5i`Z[fi`bX`XYf`ghfU`hY[]gWł Yb
@U[Y`Ybh`Ub[`XYg`A`U]bg`Zcf]YfhY`GWł k Y]b Zi fh`ja` : Yfb`\UbXY`ž
]bgVYgcbXYfY`ja` < UbXY`a`]h`9]gYbk`UfYb`i`bX`HYI`h`]Yb`"

`a` Œ\`f`%&) \$`Yf\]Y`h`GWł k Y]b Zi fh`XUg`GhUXhfYWł h`ž`k`Ug`j`\`f`Y]bY
[fi`bX`Y[YbX`bYi`Y`k`]fhgWłUZh`]Wł Y`6Ug]g`[UV`"8]Y`A`Uf`_hfYWł hI
Df]j`]Y[]Yb`Yfa`0[`]Wł hYb`Yg`XYf`GhUXh`ž`A`Àf`_hY`ni`j`YfUbghU`hYb
i`bX`GhYi`YfY]bbU`a`Yb`ni`[YbYf]YfYb`"8]YgY`k`]fhgWłUZh`]Wł Yb
J`cfhY`]Y`hf`i`[Yb`ni`f`5bg]YX`i`b[`j`]Y`Yf` : UWł`_f`À`žhY`i`bX`<`À`bX`Yf`VY]
i`bX`Z0fXYfhYb`XUg`K`UWł`ghi`a`XYf`GhUXh`"

9]b`k Y]hYfYf`YbhgWXY]XYbXYf`A ca Ybh]b`XYf`; YgW]W hY
GWk Y]bZi fhg`k Uf`X]Y`bXi ghf]Y`Y`F Yj c`i h]cb`ja`%`-`
>\f\i bXYfh"8]Y`GhUXhYbtk]W_Y`hY`g]W`ni`Y]bYa`NYbhf`i a`XYf
A UgW]bYbVUi]bXi ghf]Y`k Ug`Xi fW`XYb`6Ui`a`Y`fYfYf`UVf]_Yb
i bX`K YfZhYb`i bhYfgh`h`k`i fXY"8]Yg`Z0\fhY`b]W`h`bi`f`ni`Y]bYa
5bgh]Y[`XYf`6Yj`0`_Yfi b[`gcbXYfb`Ui W`ni`Y]bYf
A UggYbY]bk UbXYfi b[`j cb`5fVY]hg_f`Z`hYb`z`X]Y`XUg`]bXi ghf]Y`Y
K UW`ghi a`XYf`GhUXh] cfUbhf]YVYb"

6YgcbXYfg`VYa Yf`_Yb`gk Yfh]gh`X]Y`F c`Y`j cb`GWk Y]bZi fh`k`A`fYbX
XYg`Nk Y]hYb`K Y`h`f]Y[`g"8]Y`GhUXh`k Uf`Y]b`nYbhfU`Yg`N]Y`Z0f
@`ZhUb[f]ZY`Ui Z[fi bX`]\fYf`]bXi ghf]Y`Yb`6YXYi hi b[`z
]bgVYgcbXYfY`]b`XYf`DfcXi`_h]cb`j`cb`?i [Y`U[Yfb`Z0f`A UgW]bYb`"
8]YgY`5b[f]ZY`]\bhYf`]Y» Yb`YXcW`Yf`YV`]W`Y`GW`AXYb`i bX
ZcfXYfhYb`j`]Y`Y`A YbgWYb`YVYb"BUW`XYa`?f]Y[`VY[Ubb`XYf
K]YXYfUi ZVUi`z`XYf`X]Y`gh`AXh]gW`Y`b`ZfUghfi`_hi`f`a`cXYfb]g]YfhY
i bX`X]Y`; fi bX`U[Y`Z0f`X]Y`Y`i h[Y`K`]fhgW`UZh`Y[hY"

8]Y`?`i`hi`f`i bX`XUg`9fVY`j cb`GWk Y]bZi fh`k YfXYb`Y`i hY`]b
nU`fY]WYb`A`i gYYb`i bX`]\ghcf]gWYb`Gh`hYb`[YZY]Yfh"8 Ug`
GWk Y]bZi fh`A`i gYi`a`z`XUg`g]W`a`]hhYb`]b`XYf`GhUXh`VYZ]bXYh`z
V]YhYh`ZUgn]b]YfYbXY`9]bV`]W_Y`]b`X]Y`; YgW]W hY`XYf`F Y[]cb`a`]h
_i bgh`]\ghcf]gWYb`GUa`a`i b[Yb`i bX`5i gghY`i b[Yb`z`X]Y`X]Y
5fW]hY`_hi`f`i bX`XUg`5`hU[g`YVYb`]b`j`Yf[Ub[YbYb`>\f\i bXYfhYb
VY`Yi W`hYb"9]b`<0\Ydi b`_h]gh`X]Y`gh`AbX][Y`5i gghY`i b[`ni`f
GhUXh[YgW]W hY`z`X]Y`6Ygi W`Yf`Ui ZY]bY`NY]hfY]gY`Xi fW`X]Y
>\f\i bXYfhY`a`]hb]a`a`h"

: 0f`; YgW]W hg]bhYfYgg]YfhY`]gh`Ui W`XYf`F c`hY`Hi`fa`Y]b`A`i`gg"
8]YgYg`VYY]bXfi W_YbXY`6Ui`k`Yf`z`XUg`i`fgdf0b[`]W`U`g`HY`]XYf
GhUXha`Ui`Yf`X]YbhY`z`V]YhYhY]bYb`Y`Yf]`c`ffU[YbXYb`5i`gV`]W`_Ui`ZX]Y
GhUXhi`bX`]\fY`i`a`[YVi b["9fVUi`h]a`%(" >\f\i bXYfh`z`gh`Y`h`XYf
Hi`fa`gma`Vc`]gW`Z0f`X]Y`XYZYbg]Y`i`bX`k`]fhgW`UZh`]W`Y`Gh`Af`_Y
j`cb`GWk Y]bZi fh]b`gY]bYf`6`0`hY`nY]h" <Yi hY`]gh`Yf`Y]b`VY`]YVhYf`C`fh
Z0f`:`chc[fUYZ]b`i bX`Hci`f]ghYb"

I`a`X]Y`; YgW]W hY`j`cb`GWk Y]bZi fh`bcW`b`A`Yf`ni`Yf`_i`bXYb`z
`c`b`hg]W`Y]b`GdUn]Yf[Ub[`Xi`fW`X]Y`5`hghUXh`z`k`c`[i`h`Yf`U`hYbY

; YVÄi XY`Ui g`j YfgWÅ]YXYbYb`9dcWÅYb`i bX`a U`Yf]gWÅY`D`ÀhmY`XYf
GhUXh`XUg`\\]ghcf]gWÅY`:`U]f`i bhYfghfY]WÅYb`"5i Z`XYf`A Uf`hd`Uhn
Z]bXYb`fY[Y`a`À»][`J`YfUbgH`hi b[Yb`i bX`A`Äf`hY`ghUhh`X]Y`b]WÅ h
bi f`_i`_]bUf]gWÅY`ž`gcbXYfb`Ui WÅ`_i`_`hi fY`Y`<][`\\`][`\\hg`XYf`FY[]cb
dfÄgYbh]YfYb"

9]b`_]bhYfYggUbhYf`5gdY`_h`XYf`; YgWÅ]WÅhY`GWÅk Y]bZ`fhg`]gh`X]Y
Y`Y`Ya U`][`Y`ØX]gWÅY`; Ya Y]bXYž`X]Y`ja`_A`]hhY`U`hYf`V]g`ni f`NY]h`XYg
BUh]cbU`gcn]U`]ga`i`g`Y]bY`VYXYi`hYbXY`F`c`Y`gd]Y`hY`"<]ghcf]gWÅY
`bZcfa`Uh]cbYb`ØVYf`X]Y`ØX]gWÅY`?i`_hi`f`_ØbbYb`]b`XYf`>ØX]gWÅYb
; YXYb`_gh`ÄhhY`i`bX`XYa`_<Ui`g`XYf`9i`fcd`Ä]gWÅYb`; YgWÅ]WÅhY
[`Y`Yfb`h`k`YfXYb`ž`X]Y`VY]XY`Y]bdfÄ[`gUa`Y`9f`YVb]ggY`ZØf`X]Y
6Ygi`WÅYf`V]YhYb"

GWÅk Y]bZ`fh`\\Uh]g]WÅ`_ja`_@Ui`ZY`XYf`>\\f\\i`bXYfhY`[`Yk`UbXY`h`ž`i`bX
cVkc`c`\\`X]Y`_bXi`ghf]U`]g]Yfi`b[`_j`]Y`Y`<YfUi`gZcfXYfi`b[`Yb`_a`_h]g]WÅ
VfUWÅhY`ž`V`Y]Vh`X]Y`GhUXh`\\Yi`hY`Y]b`_C`fh`ž`XYf`ghc`n`Ui`Z`gY]bY
; YgWÅ]WÅhY`i`bX`gY]b`9fVY`]gh`_>XYf`6Ygi`WÅYf`]gh`Y]b[`Y`UXYb`ž`g]WÅ
Ui`ZY]bY`\\]ghcf]gWÅY`9bhXYW`_i`b[`gfY]gY`ni`_VY[`YVYb`i`bX`X]Y
ZUW`hhYb`fY]WÅY`_J`Yf[`Ub[`Yb`\\Y]h`X]Y`gYf`GhUXh`\\Ui`hbU`\\ni`_Yf`YVYb"

?i`_]bUf]gWÅY`<][`\\`][`\\hg`i`bX`fY[]cbU`Y
GdYn]U`]h`ÄhYb

GWÅk Y]bZ`fh]gh`b]WÅh`bi`f`ZØf`gY]bY`; YgWÅ]WÅhY`i`bX`?i`_hi`f
VY`_Ubbh`ž`gcbXYfb`Ui`WÅ`ZØf`gY]bY`_j`]Y`Z`Ä`h][`Yb`_i`_]bUf]gWÅYb
?Øgh]WÅ`_Y]hYb`"8]Y`GhUXh`\\Y[`h]b`XYf`_a`U`Yf]gWÅYb`FY[]cb
:fUb`_Yb`ž`X]Y`ZØf`\\fY`hfUX]h]cbY`Yb`GdY]gYb`i`bX`Yf`YgYbYb`K`Y]bY
VYfØ`a`h`]gh`_<]Yf`g]bX`Y]b][`Y`XYf`VYgcbXYfYb`_i`_]bUf]gWÅYb
<][`\\`][`\\hg`ž`X]Y`G]Y`i`bVYX]b[`hidfcV]YfYb`gc`hYb`ž`k`Ybb`G]Y`X]Y
GhUXh`VYgi`WÅYb"

9]b`_]`Ugg]gWÅYg`; Yf]WÅh`i]b`XYf`FY[]cb`]gh`X]Y`:`f`Äb`_]gWÅY
6fUnk`i`fgh`"8]YgY`@YW`YfY]`k`]fX`Ui`g`VYghYa`_GWÅk Y]bYZY]gWÅ
i`bX`Y]bYf`[`Y`Y]a`Yb`; Yk`Øfna`_]gWÅi`b[`_Yf[`YghY`h`i`bX`]gh
VYgcbXYfg`VY`_Ubbh`ZØf`\\fYb`XYZh][`Yb`; YgWÅa`UW`_"@`_U`Y
A`Yhn[`YfY]Yb`V]YhYb`_c`Zh`\\fY`Y][`YbY`_J`Uf]UbhY`Ub`ž`i`bX`Yg`_c`\\bh
g]WÅ`ž`Y]b`Gh`ØW`_a`_]h`Y]bYa`_Zf]gWÅYb`6fØhWÅYb`i`bX`GYbZ`ni

[Yb]Y» Yb"

9]b`k Y]hYfYg`<][\`][\h`]gh`XUg`GWk Y]bZi fhYf`6]Yfž`XUg`]b
a Y\fyfYb`_Y]bYb`6fUi YfY]Yb`XYf`GhUXh[YVfUi h`k]fX" CV`<Y`Ygž
8i b_Y`cXYf`Y]b`gdYn]Y`Yg`GU]gcbV]Yf` X]Y`5i`gk U\`]gh`f]Yg][`i bX
YXYg`6]Yf`U`h`gY]bYb`Y][YbYb`7\UfU`hYf"6Ygi WYb`G]Y`Y]bY`XYf
Øfh`]WYb`6fUi YfY]Ybž`i a`a Y\f`ØVYf`X]Y`hfUX]h]c b g f Y]WY
6fUi _i bgh`ni`YfZU\fyb`i bX`Y]bY`_cghVUfY`?cghdfcVY`ni
[Yb]Y» Yb"

K Ug`k`ÅfY` : fUb`_Yb`c`bY`gY]bY`K Y]bhfUX]h]cb3`CVk`c`\`
GWk Y]bZi fh`gY`Vgh`b]WYh`a`K Y]bVUi [YV]Yh`]Y[hž`g]bX`X]Y
VYfØ`a`hYb`K Y]bY`XYf`i a`Y[YbXYb`FY[]cbYbž`k]Y`ni a`6Y]gd]Y`
XYf` : fUb`_Yb`k Y]bž`Y]WYh`ni [Åb[`]WY"8]Y`ZÅb_]gWYb`K Y]» k Y]bY
Ui`g`FYVgcfhYb`k]Y`G]j UbYf`i bX`F]Yg`b[`g]bX`VYgcbXYfg
Ya`dZY`Yb`gk Yfhi bX`dUggYb`Yfj`c`ffU[YbX`ni`XYb`fY[]cbU`Yb
GdY]gYb"

8]Y`ZÅb_]gWY`Y`? ØWY`Y`]gh`fY]WY`Ub`gU]gcbU`Yb`i bX`fY[]cbU`Yb
DfcXi`_hYb"6YgcbXYfg`Yfj`c`fni`YVYb`g]bX`X]Y`GWk Y]bZi fh
GdYn]U`]hÅhYbž`VY]`XYbYb`Zf]gWY`Ni`hUhYb`Ui`g`XYf`FY[]cb
j`Yfk`YbXYh`k`YfXYb"8]Yg`g]bX`Y]b][Y`XYf`VYfØ`a`hYghYb` ; Yf]WYhY.

- GWk`Åi`ZY`Y`9]b`nUfh`[YgWk`a`cfhYg
GWk Y]bYgWk`i`hYfghØW`ž`XUg`a`]h`Y]bYf`_bi`gdf][Yb`?fi`ghY
gYfj`]Yfh`k`]fX"
- Nk`YhgWk`[Yb`_i`WY`Yb`9]b`_Øgh`]WYf`6`YWk`_i`WYbž`VY`Y[h
a`]h`Zf]gWYb`Nk`YhgWk`[Yb`i`bX`Y]bYa`GhfYi`gY`VY`U["
- CVUhnXU`9]bY`k`Øfn][Y`?ÅgYgdYn]U`]hÅhž`X]Y`dYfZY`_h`ni
6fYnY`b`dUggh`i`bX`c`Zn`VY][YgY`][Yb`5b`ÅggYb`gYfj`]Yfh
k`]fX"

I a`X]Y`_i`]bUf]gWYb` ; Y\Y]a`b]ggY`XYf`FY[]cb`bcWk`VYggYf
_YbbYbni`YfbYbž`[]Vh`Yg`]b`GWk Y]bZi fh`nU`\fY]WY` ; Ughfc`bca`]Y!
5b[YVchY"J]Y`Y`FYghUi`fUbhg`Y[Yb`K`Yfh`Ui`Z`B`UWk`U`h][_Y]hi`bX
VYn]Y\Yb`]Yf`Ni`hUhYb`c`_U" <]Yf`g]bX`Y]b][Y`XYf`VY`]YVhYghYb
FYghUi`fUbhgž`X]Y`G]Y`VY]`≠fYa`6Ygi`Wk`Ui`gdfcV]YfYb`gc`hYb.

B Ua Y

6YgcbXYf\Yjh

9a dZc\`YbY

; Yf]W\hY

; Ugh\Ui g`ni a @Ok Yb	HfUX]h]cbY`Y ZfÅb_]gW\Y`? ØW\Y	GW\Åi ZY`Yž`6fUhk i fgh
GW\Åb_Y`8c\`VYf[F Y[]cbU`Y`6]YfY	< Ui ga Ubbg_cgh
K]fhg\Ui g`ja GhY][Yfk U`X	GU]gcbU`Yž`c_U`Y DfcXi _hY	Nk YhgW\ [Yb_i W\Ybž C VUhnXU

Ni a `5VgW\`i gg`Y]bYg`_Øgh]W\Yb`9ggYbg`gc`hYb`G]Y`g]W\`b]W\h`X]Y
`c_U`Yb`GØ»gdY]gYb`Ybh[Y\Yb`UggYb`"BYVYb`XYa`VYfØ\`a`hYb
Nk YhgW\ [Yb_i W\Yb` []Vh`Yg`Ui W`@YV`_i W\Ybž`Y]bY`ZfÅb_]gW\Y
GdYn]U`]hÅhž`X]Y`ni`YXYf`\YfYgnY]h`ZØf`fYi`XY`gc f[h`8]YgY`gØ»Y
J Yfgi W\i b[]gh`]b`j]Y`Yb`J Uf]Uh]cbYb`Yf\Å`h]W\`i`bX`j`YfV]bXYh
hfUX]h]cbY`Yg`< UbXk Yf`_a`]h`fY[]cbU`Yb`Ni`hUhYb`"

K Ybb`G]Y`Y]bY`_i`]bUf]gW\Y`F Y]gY`Xi`fW\`GW\k`Y]bZ`fh`Yf`YVYb
a`ØW\hYbž`gc`hYb`G]Y`Ui`W\`X]Y`j`]Y`Yb`6fUi`YfY]ZYghY`i`bX
K`Y]b]YfUbbghU`hi`b[Ybž`X]Y`Å\`f`]W\`]b`i`bX`i`a`X]Y`GhUXh
ghUhhZ]bXYbž`]a`5i`[Y`VY\`U`hYb`"8]YgY`YghY`V]YhYb`X]Y`dYfZY`_hY
;`Y`Y[Yb\`Y]hž`X]Y`fY[]cbU`Y`?`i`hi`fi`bX`X]Y`_i`]bUf]gW\Yb
?Øgh]W\`_Y]hYb`]b`Y]bYf`[YgY`][Yb`5ha`cgd\ÅfY`ni`[Yb]Y»Yb`"

GW\k`Y]bZ`fh`\Uh`U`gc`b]W\h`bi`f`Y]bY`gdUbbYbXY`YgW\]W\hY`ni
V]YhYbž`gcbXYfb`Ui`W\`_i`]bUf]gW\Y`9f`YVb]ggYž`X]Y`X]Y`<YfnYb`j`cb
: Y]bgW\`a`YW`_Yfb`\Ø\Yf`gW\`U[Yb`UggYb`"J Yf[YggYb`G]Y`b]W\hž
ÀfYb`5i`ZYbh\U`h`a`]h`XYb`Ui`h\Ybh]gW\Yb`5fca`Yb`XYf`F Y[]cb`ni
VYfY]W\Yfb`°

: fY]nY]hU`_h]j`]hÅhYb`ZØf`5VYb`hYi`fYf`i`bX
B Uhi`f`]YV\UVYf`

GW\k`Y]bZ`fhž`c`Zi`U`g`Y]bY`XYf`j`YfghYW`_hYb`DYf`Yb`6UmYfbg
VYnY]W\`bYhž`V]YhYh`Y]bY`: Ø`Y`j`cb`: fY]nY]ha`Ø[`]W\`_Y]hYb`ZØf
5VYb`hYi`fYf`i`bX`B Uhi`f`]YV\UVYf`"8]Y`GhUXh]gh`b]W\h`bi`f`VY`_Ubbh
ZØf`]\fY`fY]W\Y`YgW\]W\hYž`gcbXYfb`Ui`W\`ZØf`X]Y
UhYa`VYfUi`VYbXYb`@UbXgW\UZhYb`i`bX`j`]Y`ZÅ`h][Yb`Ci`hXccf!
5`_h]j`]hÅhYb`"

8]Y'I a [YVi b['j cb'GWk Y]bZi fh]gh]XYU'ZØf'K UbXYfZfYi bXY"
9g'[]Vh'nU\`fY]WXY'K UbXYfk Y[Yž'X]Y'g]W\Xi fW\X]Y'a U'Yf]gWXY
BUhi f'n]Y\Yb"9]bY'XYf'VY'YVhYghYb'Fci hYb']gh'XYf'
< cW\gW]'Xk Y[ž'XYf'Xi fW'Ui g[YXY\bhY'K A'XYf'i bX'Ybh'Ub[
XYg'A U]bg'ZØ\fh"<]Yf'_ØbbYb'K UbXYfYf'b]W\h'bi f'X]Y'Zf]gWXY'@ Zh
[Yb]Y»Ybž'gcbXYfb'Ui W'X]Y'fY[]cbU'Yb': `cfU'i bX': Ui bU
VYk i bXYfb"

: Øf'F UXZU\fyf'V]YhYh'g]W\X]Y'A U]b!F UXk Y['Ubž'Y]b
k i bXYfgW'ØbYf': U\ffUXk Y[ž'XYf'Ybh'Ub['XYg'A U]bg'j Yf'Ài Zh"9f
YfghfYW_h'g]W'ØVYf'a Y\f'U'g'*\$ \$'?'ca YhYf'i bX']gh'dYfZY_h'ZØf
HU[YgUi gZØ[Y'cXYf'`Àb[YfY': U\ffUXh'ci fYb"8]Y'GhfYW_Y'ZØ\fh
Xi fW'K Y]bVYf[Yž'_Y]bY'8ØfZYf'i bX']a a Yf'k]YXYf'Ub'XUg
[']hnYfbXY'K UggYf'XYg'A U]bg"9g'[]Vh'nU\`fY]WXY'GHY'`Ybž'Ub
XYbYb'a Ub'Y]bY'DUi gY'Y]b'Y[Yb'i bX'X]Y'5i gg]W\h[Yb]Y»Yb
_Ubb"

B Uhi f']YV\UVYf'k YfXYb'X]Y'GWk Y]bZi fh'l a [YVi b['VYgcbXYfg
gW'ÀhnYb"6YgcbXYfg'XUg'B Uhi f! 'i bX
@UbXgW\UZhggW\i hn[YV]Yh'GWk Y]bZi fhYf'F \Øb']gh'Y]b
UVgc`i hYf': Y\Y]a h]dd"8Yf'6YfY]W'V]YhYh'nU\`fY]WY
A Ø[']W\Y]hYb'ZØf'J c[Y'VYcVUW\hi b[Yb'i bX'V]YhYh'Ui »YfXYa
Y]b][Y'i bVYfØ\fhY'D'ÀhnY'ZØf'Y]b'D]W_b]W_"9]b[i hYg'6Y]gd]Y'ZØf
X]Y'Zi b_h]cb]YfYbXY'Gma V]cgY'Ui g'B Uhi f! 'i bX'@UbXgW\UZhggW\i hn
]gh'XUg'GW'c`nYb'gYYž'Y]b'_Y]bYfž'fi \][Yf'GYŽ'XYf']XYU'ZØf
YbhgdUbbhY'B UW'a]hU[Y']gh"

5Wh]cbfY]WXY': fY]nY]hU_h]j]hÀhYb'g]bX'YVYbZU`g']b'XYf'I a [YVi b[
ni 'Z]bXYb"?'`YhhYfYf'_ca a Yb']a '?`YhhYfk U'X'K ØfnVi f[ž'XYf
bi f'Y]bY'_i fnY'5i hcZU\fh]j cb'GWk Y]bZi fh'YbhZYfbh]ghž'Ui Z]\fY
'cghYb"<]Yf'_Ubb'a Ub'a]h'j YfgW]YXYbYb'GWk]Yf][_Y]hg[fUXYb
VY]a '?`YhhYfb'i bX']b'GY]'[ÀfhYb'gY]bY'G_]`g'hYghYb"≠YU'ZØf
: Ua]']Yb'i bX'; fi ddYbž'X]Y'ni gUa a Yb'Y]b'5VYbhYi Yf'Yf'VYb
a ØW'hYb°

: U`g'Xi 'Yhk Ug'a Y\f'5XfYbU']b'gi W\ghž'_ØbbhY'Y]b'6Ygi W\]a
G_UhYdUf_'GWk Y]bZi fh[YbUi 'XUg'F]W\h][Y'gY]b"8Yf
G_UhYdUf_]gh'Y]b'_fYUh]j Yf'FUi a 'ZØf'G_UhYf'i bX'6A L!: U\fyfž'X]Y

]\fY`Hf]W_g`ØVYb`cXYf`Y]bZUW`bi`f`GdU»` \UVYb`a` ÒW`hYb`"9[U`ž`cV
 Xi`Y]b`5bZAb[Yf`cXYf`Y]b`YfZU\ fYbYf` : U\ fYf`V]ghž` \]Yf`]gh`ZØf`YXYb
 Yhk` Ug`XUVY]"

5_h]j`]hÀh	C`fh	6YgcbXYf\Y]hYb
K` UbXYfb	<`cW`gW`]`Xk` Y[A` U`Yfg]W`Y`B`Uhi` f
:` U\`ffUX`ZU\`fYb	A` U]b!`F`UXk` Y[,` VYf`*` \$\$`_`a` `@Ab[` Y
?`Y`hhYfb	?`Y`hhYfk` U`X K` ØfnVi` f[J`YfgW`]YXYbY G`W`k`]Yf][` _Y]hg[` fUXY
J`c[` Y`VYcVUW`hi` b[G`W`k` Y]bZi` hhYf`F` \`Òb	F`i` \][` Y`ž`i` bVYfØ\`fhY B`Uhi` f

9]b`k` Y]hYfYg`<`][` \`][` \`h`ZØf`5VYb`hYi` fYf`]gh`XUg`A`]b][` c`Zž`XUg`]b
 G`W`k` Y]bZi` fh`VY`]YVh`]gh`A`]b][` c`ZV]YhYh`Y]bY`Y`b`hgd`Ubb`hY
 A` Ò[` `]W`_Y]hž`NY]h`a`]h` :`fYi` bXYb`cXYf`XYf` :` Ua`]`Y`ni` `j` YfVf]b[` Yb`"
 8Yf`A`]b][` c`Zd`Uhm`]b`XYf`B`À`Y`XYg`G`hUXhdUf`_g`]gh`VYgcbXYfg
 Y]b`UXYbX`i` bX`V]YhYh`Y]bY`k` i` bXYfVUfY`l` a` [` YVi` b[` ž`i` a` `Y]bYb
 Y`b`hgd`Ubb`hYb`5VYbX`ni` ` [` Yb]Y»` Yb`"

B]W`h`ni` `j` Yf[` YggYb`g]bX`X]Y`6`c`c`hghci` fYb`Ui` Z`XYa` `A` U]b`"8]YgY
 Y`b`hgd`Ubb`YbXYb`Hci` fYb` [` YVYb`X]f`X]Y`A` Ò[` `]W`_Y]hž`X]Y`l` a` [` YVi` b[
 Ui`g`Y]bYf`UbXYfYb`DYfgdY`_h]j` Y`ni` `gY\`Yb`"9]b][` Y`5bV]YhYf`V]YhYb
 gdYn]Y`Y`F`i` bXZU\`fhYb`a`]h` [` Ughfcbca`]gW`Yb`<`][` \`][` \`hg`Ub` `]XYU`
 ZØf`Y]b`gW`ÒbYg`K` cW`bYbXY`"

8]Y`B`Uhi`f`fi` bX`i` a` `G`W`k` Y]bZi` fh`]gh`Ui` W`Y]b`]XYU`Yf`C`fh`ZØf`
 :`c`hc` [` fUZ]Y`"8]Y`k` i` bXYfgW`ÒbY`@`UbXgW`UZž`X]Y`_`Y]bYb`8`ØfZYf`
 i` bX`X]Y`W`Ufa` UbhY`5fW`]hY`_hi`f`V]YhYb`i` bn`À` \`][` Y`?`i` `]ggYb`ZØf`
 hc`Y`6]`XYf`"8UVY]`gc`h`Y`a` Ub`i` bVYX]b[` h`X]Y` [` c`XYbYb` :` Y`XYf`]a`
 Gca` a` Yf`i` bX`X]Y`Vi` bhYb`6`À`hhYf`]a` `<`YfVgh`Y]bZUb[` Yb`"

CV`Xi` `bi` b`ni` ` :`i` »`ž`Ui` Z`XYa` `F`UX`cXYf`Ui` Z`XYa` `K` UggYf`i` bhYfk` Y[`g
 V]ghž`G`W`k` Y]bZi` fh`i` bX`gY]bY`l` a` [` YVi` b[` V]YhYb`Y]bY` :` Ø`Y`j` cb
 5_h]j`]hÀhYb`ZØf`YXYb` ;` YgW`a` UW`" `@U[` YfY`XY]bY`Gcf[` Yb`UV`i` bX
 [` Yb]Y»` Y`X]Y`k` Yfhj` c`Y`NY]h`]b`X]YgYf`VY`a` Yf`_Ybgk` YfhYb`G`hUXh`

?`i` bgh`i` bX`?`i` `hi` f.`8]Y`_`fYUh]j` Y`GY]hY`j` c`b
 G`W`k` Y]bZi` fh`

GWk Y]bZi fhz'Y]bY`GhUXh'X]Y`cZh'Zof']\fY`]bXi ghf]Y`Y
J Yf[Ub[Yb\Y]h'VY_Ubbh]ghz'\Uh'Ui Wk`Y]bY`YVYbX][Y`? i bgh!`i bX
? i`hi fgnYbYz'X]Y`9bhXYW_i b[Yb`i bX`9f`YVb]ggY`Zof`U`Y
5`hYfg[fi ddYb`V]YhYh`J cb`\]ghcf]gWYb`A i gYYb`ØVYf`a cXYfbY
? i bgh`V]g`\]b`ni`YV\UZhYb`i Ygh]j U`g`Yg`[]Vh`j]Y`ni`Yf`_i bXYb
i bX`ni`[Yb]Y»Yb"

8 Ug`A i gYi a` ; Ycf[`GWk AZYf

9]b`UVgc`i hYg`A i gg`Zof`? i bgh]YV\UVYf`]gh`XUg`A i gYi a` ; Ycf[
GWk AZYf` ; Y`Y[Yb`]a`NYbhfi a`j cb`GWk Y]bZi fhz'VY\YfVYf[h
X]YgYg`A i gYi a`Y]bY`\YfUi gfU[YbXY`GUa`a`i b[`j cb`A U`YfY]`XYg
%-`"i bX`&\$" `>\f\i bXYfhg" `8]Y`K Yf`_Y`VYfØ\`a hYf`? Øbgh`Yf`k]Y`
A UI`@]YVYfa`Ubbz` ; Ughc`b`6UWk Y`UfX`i bX`C`hhc`8]I`g]bX`\]Yf
Ui g[YghY`h" `8]Y`5fWk]hY`_hi f`XYg`A i gYi a`g`gY`Vgh]gh`YVYbZU`g
VYY]bXfi W`YbX`i bX`ÅXh`X]Y`6Ygi Wk`Yf`Y]bž`X]Y`? i bgh]b`Y]bYa
gW`ØbYb`5a`V]YbhY`ni`[Yb]Y»Yb"

GhUXh[U`Yf]Y`GWk Y]bZi fh

9]b`k Y]hYfYf`gdUbbYbXYf`C fhz`i a`nY]h[Yb`Øgg]gWk Y`? i bgh`ni
YbhXYW`_Ybž`]gh`X]Y`GhUXh[U`Yf]Y`GWk Y]bZi fh" <]Yf`k YfXYb
fY[Y`a`Å»][`k YWk`gY`bXY`5i gghY`i b[Yb`[YnY][hz`X]Y`c`_U`Y`i bX
]bhYfbUh]cbU`Y`? Øbgh`Yf`df`ÅgYbh]YfYb" `8]YgY` ; U`Yf]Y`]gh`b]Wk`h`bi`f
Y]b`C`fh`XYf`? i bghz`gcbXYfb`Ui Wk`Y]b`F`Ui`a`Zof`_i`hi fY`Yb
5i ghUi gWk`i bX`_fYUh]j`Y`K`cf`_g`cdg" `8]Y`GhUXh[U`Yf]Y`ZofXYfh
U`_hj`X]Y`_i`hi fY`Y`6]Xi b[`i bX`XUg`_fYUh]j`Y`GWk`UZZYb`]b`XYf
FY[]cb"

H\YUhYf`XYf`GhUXh`GWk Y]bZi fh

8 Ug`H\YUhYf`XYf`GhUXh`GWk Y]bZi fh]gh`Y]b`k]Wk]h[Yf
? i`hi fcfh'z'XYf`Y]bY`J]Y`nU\`j`cb`J`YfUbghU`hi b[Yb`V]YhYh'z`XUfi bhYf
_`Ugg]gWk Y`GhØW`Yž`a cXYfbY`8fUa`Yb`i bX`? ca`ØX]Yb" `8 Ug
Dfc[fUa`a`V]YhYh`Zof`YXYb` ; YgWk`a`UW`_Yhk`Ug`i bX`n]Y\`h`gck`c\`
`c`_U`Y`U`g`Ui`Wk`]bhYfbUh]cbU`Y`HU`YbhY`Ub" `8]Y`5ha`cgd`\ÅfY`]a
H\YUhYf`]gh`Y]b`UXYbX`i bX`hfÅ[h`ni`f`J`YfZY]bYfi b[`XYg`_i`hi fY`Yb
9f`YVb]ggYg`]b`GWk Y]bZi fh`VY]"

? i `hi fY`Y : Ygh]j U`g

GWk Y]bZi fh]ghUi W`VY_UbbhZØf'gY]bY`YV\ UZhYb`_i `hi fY`Yb : Ygh]j U`gžX]Y`XUg`[UbnY`đ\ f'ØVYf'ghUhhZ]bXYb" <]Yf'g]bX`Y]b][Y XYf`VYa Yf_Ybgk YfhYghYb`J YfUbgHU`hi b[Yb.

- GWk Y]bZi fh`UnnZYgh]j U`. '9]b`VY`]YVhYg`Å\ f`]WYg 9j YbhžXUg`đnn`]YV\ UVYf`Ui g`XYf`[UbnYb`FY[]cb`Ubn]Y\h"
- GWk Y]bZi fh`a`5Xj Ybh. '9]b`hfUX]h]cbY`Yf K Y]\bUW`hga Uf_hžXYf`?i bgh\UbXk Yf_ž'gU]gcbU`Y @YW_YfY]Yb`i bX`ZYgh]WY`Gh]a`a`i`b[`V]YhYh"
- Gca`a`YfZYgh`XYf`?i `hi fYb. '9]b` : Ygh]j U`žXUg`X]Y`J]Y`ZU`h XYf`?i `hi fYb`]b`GWk Y]bZi fh`ZY]Yfhž'a`]h`A`i`g]_ž`HUbn`i`bX`_i`]bUf]gW`Yb`?Øgh]W`_Y]hYb"

GhfYYh`5fh`i`bX`i`fVUb`5fh

đ`XYb`YmhYb`đ\ fYb`U`h]g]W`GWk Y]bZi fh`Ui W`ni`Y]bYa` < chgdch`ZØf`GhfYYh`5fh`Ybhk]W_Y`h"NU\`fY]WY`K`AbXY`i`bX`ÖZYbh]WY`D`ÀhnY`g]bX`a`]h`ZUFVYbZfc\Yb`A`i`fU`g`i`bX`_fYUh] Yb ; fUZZ]h][YgW`a`ØW_hž`X]Y`Y]bY`UbgdfYW`YbXY`i`bX`XmbUa`]gW`Y`5ha`cgd`ÅfY`gW`UZZYb"8]YgY`?i`bghk`Yf_Y`gd]Y[Y`b`cZi`X]Y ; YgW`]W`hYb`i`bX`X]Y`?i`hi`f`XYf`GhUX`h`k`]XYf`i`bX`n]Y\Yb`gck`c\`9]b\Y]a`]gW`Y`U`g`Ui`W`Hci`f]ghYb`Ubž`X]Y`X]Y`GhfU`Yb`_i`bgh`Ui`Z`Y][YbY` : Ui`gh`Yf`_i`bXYb`a`ØW`hYb"

J YfY]bY`i`bX`?i`bgh]b]h]Uh]j Yb

8]Y`GhUXh]gh`<Y]a`Uh]j]Y`Yf`J`YfY]bY`i`bX`?i`bgh]b]h]Uh]j`Ybž`X]Y`g]W`XYf` : ØfXYfi`b[]cb`?i`bgh`i`bX`?i`hi`f`k`]Xa`Yb"8]YgY` ; fi`ddYb`cf[Ub]g]YfYb`K`cf_g`cdgž`?i`bghUi`gghY`i`b[Yb`i`bX`_i`hi`fY`Y`J`YfUbgHU`hi`b[Ybž`i`a`X]Y`_fYUh]j`Y` ; Ya`Y]bgW`UZh`ni`gh`Åf`_Yb"9g`]gh`Y]bY`[fc`»`Ufh][Y`A`Ø[`]W`_Y]h`ZØf`9]bk`c\`bYf`i`bX`6Ygi`W`Yfž`g]W`U_h]j`ni`VYhY][Yb`i`bX`X]Y`_fYUh]j`Y`GY]hY`j`cb`GWk Y]bZi fh`_YbbYbni`YfbYb"

8Yf`9]bZi`gg`XYf`đXi`ghf]Y`Ui`Z`X]Y`?i`bgh

8 Yf`]bXi ghf]Y`Y`<]bhYf[fi bX`GWk Y]bZi fhg`\Uh`Ui Wk`Y]bYb
9]bZi gg`Ui ZX]Y`c_U`Y`?i bghgnYbY`"J]Y`Y`?Øbgh`Yf`i bX
?i bghgWk UZZYbXY`UggYb`g]Wk`j cb`XYb`HYI hi fYbž: UfVYb`i bX`XYa
; Y]gh`XYf`ϕXi ghf]Y`]bgd]f]YfYb`"9g`[]Vh`ϕghU`Uh]cbYbž`X]Y
VY]gd]Y`gk Y]gY`U`hY`A UgWk]bYb`i bX`A UhYf]U`]Yb`j Yfk YbXYb`i bX
bYi Y`DYfgdY`_h]j Yb`Ui ZX]Y`6Yn]Y\i b[`nk]gWk Yb`A YbgWk`i bX
HYWk b]_`V]YhYb`"

ϕg[YgUa h`nY][h`GWk Y]bZi fhž`XUgg`X]Y`GhUXh`k Y]h`a Y`f`]gh`U`g`bi f
Y]b`NYbhf`i a`ZØf`ϕXi ghf]Y`i bX`K]fhgWk UZh`"8]Y`j]Y`ZÀ`h][Y`?i bgh`
i bX`?i`hi f`UbXgWk UZh`V]YhYh`Y]bYb`gdUbbYbXYb`9]bV`]W_]b`X]Y
_fYUh]j Y`9bYf[]Yž`X]Y`]\Yf`di`g]Yfh`i bX`X]Y`Yg`k Yfh`]ghž`Yb`hXYW`_h
ni`k YfXYb`": Øf`k Y]hYfY`ϕZcfa Uh]cbYb`ØVYf`X]Y`_i`hi fY`Yb
<][\][\hg`XYf`GhUXh`_ØbbYb`G]Y`X]Y`cZZ]n]Y`Y`K YVg]hY`j cb
GWk Y]bZi fh`VYgi Wk Yb. **k k k "gWk Y]bZi fh"XY"**

8]Y`VYghYb`i b hYf`_Øb ZhY`ZØf``YXYb
; Y`XVYi hY`

K Ybb`Yg`i a`X]Y`5i gk U\`XYf`dYfZY`_hYb`i bhYf`_i bZi]b
GWk Y]bZi fh[Y`hž`V]YhYh`X]Y`GhUXh`Y]bY`J]Y`nU\`j cb`C dh]cbYbž
X]Y`ZØf`YXYb`; Y`XVYi hY`[YY][bYh]g]bX`"9[U`ž`cV`G]Y`Ui ZX]Yf
Gi Wk Y`bUWk`Y]bYa`i`i`f]ØgYb`<chY`ž`Y]bYa`[Ya`Øh]Wk Yb
; ÅghY`Ui g`cXYf`Y]bYf`[Øbgh][Yb`DYbg]cb`g]bXž`GWk Y]bZi fh`\Uh
ZØf`YXYb`; YgWk a`UW`_i bX`YXY`DfY]g`_UggY`Yhk Ug`ni`V]YhYb`"

@i`I`i`g\`chY`g`ZØf`VYgcbXYfY`5b`ÅggY

: Øf`F Y]gYbXYž`X]Y`Y]bYb`[Y`cVYbYb`?ca`Zc`fh`gi`Wk Ybž`[]Vh`Yg`]b
GWk Y]bZi fh`Y]b][Y`Ya`dZY`\`Ybgk YfhY`@i`I`i`g\`chY`g`"8]YgY`<chY`g
V]YhYb`b]Wk`h`bi`f`gh]j`c``Y]b[Yf]Wk`hYh`N]a`a`Yfž`gcbXYfb`Ui`Wk
Yfgh`_Ugg][Y`8]Ybgh`Y]ghi`b[Yb`i`bX`5bbY`a`_]Wk`_Y]hYb`"

- <chY`A`YfW`fY`GWk Y]bZi`fh`A`U]b]bgY`A`]higY]bYf`
a`U`Yf]gWk Yb`@U[Y`Ua`A`U]b`i`bX`a`cXYfbYb`N]a`a`Yfb`]gh
X]YgYg`<chY`Y]bY`[fc» Ufh][Y`K`U\`ZØf`F Y]gYbXYž`X]Y`g]Wk
j`Yfk`Ø`bYb`_UggYb`a`ØWk`hYb`"
- <chY`F`Uh\`Ui`g`"8]YgYg`Y`Y[UbhY`<chY`VYZ]bXYhig]Wk`]a

<YfnYb`XYf`GhUXhi bX`V]YhYh`Y]bY`?ca V]bUh]cb`Ui g
\
]ghcf]gWYa :`U]f`i bX`bYi YghYf`HYWb]_ž]XYU`ZØf
; YgWÄZhgfY]gYbXY`i bX`Hci f]ghYb"

; Ya Øh`]WY`A]hhY`_`UggYi bhYf_ØbZhY

: Øf`6Ygi WYfž`X]Y`bUW`Yhk Ug`A]hh`YfYa`gi WYbž`Z]bXYb`g]WY`]b
GWk Y]bZi fh`nU`fY]WY`[Ya Øh`]WY`A]hhY`_`UggY`cHY`gž`X]Y`Y]bY
_ca ZcfhUV`Y`, VYfbUW`hi b[`ni`ZU]fYb`DfY]gYb`V]YhYb"

- =6 =G`Ghm`Yg`GWk Y]bZi fh`i`9]b`a cXYfbYg`<chY`ž`XUg`ZØf
gY]bY`gh]`j c`Ybž`ZUfVYbZfc`Yb`N]a a Yf`VY`_Ubbh]`gh`i bX
Y]bY`YbhdUbbhY`5ha cgd`ÄfY`V]YhYh"
- 7]hm`<chY`GWk Y]bZi fh`i`BU`Y`XYa`GhUXhnYbhfi a
[Y`Y[Ybž]`gh`X]YgYg`<chY`cd]a U`ZØf`U`Yž`X]Y`X]Y`GhUXh
Yf`i bXYb`a ØW`hYbž`c`bY`Ui Z?ca Zcfhini`j Yfn]W`hYb"

DYbg]cbYb`i bX` : Yf]Ybk c`b`i b[Yb`ZØf`GdUfZØW`gY

K Ybb`G]Y`a]h`Y]bYa`VY[fYbnhYb`6i X[Yh`fY]gYbž`_ØbbYb`G]Y`]b
GWk Y]bZi fh`Ui W`Y]bk Y]WYb`]b`DYbg]cbYb`i bX
: Yf]Ybk c`b`i b[Ybž`X]Y`Y]bY`YfgWk]b[`]WY`i bX`XYbbcW
[Ya Øh`]WY`A Ø[`]W`_Y]h`V]YhYbž`ÄfYb`5i ZYbh`U`h`ni`[YghU`hYb"

- DYbg]cb`@U`F`cgU`i`9]bY`W`Ufa`UbhYž`ZUa`j]Yb[YZØ`fhY
DYbg]cbž`X]Y`gUi VYfY`i bX`Y]bZUW`Y`N]a a Yf`ni
YfgWk]b[`]WYb`DfY]gYb`UbV]YhYh"
- : Yf]Ybk c`b`i b[`Ua`A`U]b`i`ÆYU`ZØf`GY`Vghj Yfgcf[Yfž
X]YgY`_ca ZcfhUV`Y`K c`b`i b[`V]YhYh`Y]bY`j c`
Ui g[YghUhhYhY`?ØW`Y`i bX`Y]bY`fi`\
[Y`@U[Y`a]h`6`]W`_Ui Z
XYb`A`U]b"

<cghY`g`i bX`i` [YbX`YfVYf[Yb`ZØf`6UW`_dUW`_Yf

: Øf`Øb[YfY`F`Y]gYbXY`cXYf`6UW`_dUW`_Yfž`X]Y`Y]bY`dfY]gk`YfhY`i bX
[YgY`][Y`i bhYf`_i bZi`gi WYbž`[]Vh`Yg]b`GWk Y]bZi fh`Ui W`<cghY`g
i bX`i` [YbX`YfVYf[Yb"

- ž [YbX\YfVYf[Y`GWk Y]bZi fh` 9]bY`Yfj cffU[YbXY Cdh]cb`ZØf`; fi ddYb`cXYf`Y]bnY`bY`FY]gYbXYž`X]Y`Y]bY ZFYi bX`]WXY`i bX`i b[Ynk i b[YbY`l a [YVi b[`gi WXYb"
- < cghY`Ua`GhUXhdUf_` 8]YgYg`<cghY`V]YhYh _ca ZcfhUV`Y`GW`UZgÀ`Y`i bX`df]j UhY`N]a a Yfž`]XYU`ZØf FY]gYbXYž`X]Y`XYb`5i ghUi gW`a]h`UbXYfYb`gi WXYb"

< chY`h]ddg`ZØf`; YgW`ÀZhgfY]gYbXY

GWk Y]bZi fh]gh`Ui W`Y]b`k]W`h][Yf`K]fhgW`UZhghU`bXcfhž`k Ug VYXYi hYž`XUgg`j]Y`Y`; YgW`ÀZhgfY]gYbXY`X]Y`GhUXh`VYgi WXYb": Øf X]YgY`FY]gYbXYb`[]Vh`Yg`gdYn]Y`Y`<chY`gž`X]Y ; YgW`ÀZhgY]bf]W`hi b[Yb`i bX`Y]bYb`gW`bY`Yb`Ni [Ub[`ni`XYb k]W`h][ghYb`l bhYfbY`a YbgghU`bXcfhYb`V]YhYb"

- < chY`G]Y[Yfh` 8]YgYg`<chY`V]YhYh`a cXYfbY ?cbZYfYbnf`Ai a Y`i bX`5fVY]hgVYfY]WXYž`dYfZY`h`ZØf ; YgW`ÀZhg`a Y`Yh]b[g`i bX`!j YfUbghU`hi b[Yb"
- 6Ygh`K`YghYfb`DUf`_`chY`@Y]gg` `A]h`Ui g[YnY]W`bYhYb HU[i b[ga Ò[`]W`_Y]hYb`i bX`Y]bYf`fi` \][Yb`@U[Y`]gh`X]YgYg <chY`Y]bY`Ai » Yfgh`Ya dZY`Yb`gk YfhY`K`U`ZØf ; YgW`ÀZhgfY]gYbXY"

: Y]bY`6Yk Yfhi b[.`K`c`ØVYfbUW`hYb3

<]Yf`Z]bXYb`G]Y`Y]bY`_i fnY`, VYfg]W`h`ØVYf`X]Y`VYghYb`l bhYf`ØbZ`hY]b`GWk Y]bZi fhž`X]Y`ZØf`i bhYfgW`]YX`]W`Y`6YXØfZb]ggY`[YY][bYh g]bX"

< chY`#DYbg]cb	DfY]gVYfY]W	6YgcbXYf`Y]hYb
< chY`A YfW`fY GWk Y]bZi fh A U]b]bgY`		@ l i g`a]h`6`]W`_Ui Z XYb`A U]b
€ €G`Ghm`Yg GWk Y]bZi fh		A cXYfbY`/ ZUfVYbZfc`Y`N]a a Yf
DYbg]cb`@`F`cgU		; Ya Øh]W`/ ZUa]`]YbVYhf]YV
ž [YbX\YfVYf[Y		; YgY`][Y

< chY`#DYbg]cb	DfY]gVYfY]W	6YgcbXYf\Y]hYb
GWk Y]bZi fh		5ha cgd\ÅfY / [Øbgh][Y`DfY]gY

C V`G]Y`Y]bYb`_i fnYb`6Ygi W`d`UbYb`cXYf`Y]bYb``Åb[YfYb
5i ZYbh\U`h]b`GWk Y]bZi fh[Yb]Y» Yb`a` ÒW`hYbž`X]Y`GhUXh`V]YhYh
Y]bY`j`jY`Z`Å`h][Y`5i`gk`U`\`Ub`i`bhYf`_ØbZ`hYbž`X]Y`YXYa`F`Y]gYbXYb
[YfYW`h`k`YfXYb`"A`]h`XYb`cVYb`[YbUb`bhYb`C`dh]cbYb`_Øb`Yb`G]Y
g]W`YfghY`Ybž`XUgg`À`fY`i`bhYf`_i`bZ`id`YfZY`_h`ni`À`fYb`6YX`ØfZb]ggYb
i`bX`À`fYa`i`6i`X[Y`h`id`Uggh`"K`Y]hYfY`_`bZ`cfa`Uh]cbYb`ni
, VYfbUW`hi`b[ga`Ò[`]W`_Y]hYb`Z]bXYb`G]Y`Ui`Z`XYf`c`ZZ]n]Y`Yb
K`YVg]hY`j`cb`GWk Y]bZi fh"

J YfUbghU`hi`b[Yb`i`bX`:`YghYž`X]Y`a`Ub`b]W`h
j`YfdUggYb`gc`hY

GWk Y]bZi fhž`Y]bY`GhUXh`a`]h`fY]W`Yf`;`YgW`]W`hY`i`bX`YVYbX][Yf
?i`hi`fž`V]YhYh`XUg`[Ub`nY`_`f`ØVYf`Y]bY`J`jY`nU`\`Ub
J YfUbghU`hi`b[Yb`i`bX`:`YghYbž`X]Y`gck`c`\`9]b\Y]a`]gW`Y`U`g`Ui`W`
6Ygi`W`Yf`Ub`n]Y\`Yb`"<]Yf`g]bX`Y]b][Y`XYf`<][\`][\hgž`X]Y`G]Y`VY]
Y]bYa`i`6Ygi`W`Ui`Z`_Y]bYb`:`U`j`YfdUggYb`gc`hYb.

- GWk Y]bZi fh`:`Ygh]j`U`:`_`XYg`_`f`]a`Gca`a`Yf
j`Yfk`UbXY`h`g]W`X]Y`_`bYbghUXh`]b`Y]bY`di`g]YfYbXY
: Ygha`Y]Y`"J`cb`@]Y`!`A`i`g]_`ØVYf`"c`_U`Y`9ggYb`ggh`Åb`XY`V]g
\]b`ni`?i`bgh\`Ub`Xk`Yf`_`"Y]Yf`]gh`ZØf`YXYb`Yhk`Ug`XUVY]"
?i`bgh`i`bX`?i`hi`f`ghY\`Yb`]a`"A`]hY`di`b`h`X]YgYg`:`Ygh]j`U`gž
a`]h`5i`ZZ\`fi`b[Yb`j`cb`"c`_U`Yb`9bgYa`V`Yg`i`bX
]bhYfbUh]cbU`Yb`?Øbgh`Yfb"
- K`Y]bZYgh`:`K`Ybb`G]Y`K`Y]b`]YV\`UVYf`g]bXž`gc`hYb`G]Y
i`bVYX]b[h`XUg`K`Y]bZYgh`VYgi`W`Ybž`XUg`]a`Gd`Åhgca`a`Yf
ghUhZ]bXYh`"<]Yf`\`UVYb`G]Y`X]Y`A`Ò[`]W`_Y]hž`fY`[]cbU`Y
K`Y]bY`ni`d`fcV]YfYb`i`bX`[`Y]W`nY]h][`X]Y`[Ya`Øh]W`Y
5ha`cgd\`ÅfY`XYf`GhUXh`ni`[Yb]Y» Yb`"8`Uni`_`ca`a`Yb`c`Zh
@]Y`a`i`g]_`i`bX`_`i`]bUf]gW`Y`?`Øgh]W`_Y]hYb`Ui`g`XYf
F`Y`[]cb"
- GWk Y]bZi fh`K`Y]\`bUW`hga`Uf`_`h`8`Yf`K`Y]\`bUW`hga`Uf`_`h
]b`GWk Y]bZi fh[Y\`Øf`h`ni`XYb`gW`ØbghYb`]b`XYf`F`Y`[]cb`"9f

Z]bXYh]b`XYf`5`hghUXh`ghUhh`i bX`V]YhYh`Y]bY`nUi VYf\UZhY
5ha cgd\`ÄfY`a]h`ZYgh]WXYf`6Y`Yi W`hi b[ž
<UbXk Yf_ggh`ÄbXYbž`k Y]\bUW`h]WXYb`@YW_YfY]Yb`i bX
; `Ø\k Y]b" <]Yf`_Öb`bYb`G]Y`c_U`Y`GdYn]U`]h`ÄhYb`[Yb]Y» Yb
i bX`bUW`Y]bn][Ufh][Yb`; YgWXYb_Yb`ghÖVYfb"

- : Ugg`U!| a ni [.`9]b`nØbZh][Yg`: Yghž`XUg`XUg`hfUX]h]cbY`Y`
6fUi W`hi a `cW`Ä`h`8Yf` : Ugg`U!| a ni [`Z]bXYh]b`XYf`
FY[Y`]a `<YfVgh`ghUhh`i bX`n]Y`h`<i bXYfhY`j`cb
HY]`bY`a Yfb`Ubž`X]Y`]b`Vi bhYb`?cghØa Yb`Xi fW`X]Y`GhUXh
n]Y`Yb" `9g]gh`Y]bY` : Y]Yf`XYf` ; Ya Y]bgW`UZh`a]h`A i g]_ž
HUbni bX`Ui g[YnY]W`bYhYa `fY[]cbU`Yb`6]Yf"
- HU[`XYf`c`ZZYbYb`HØf`]b`XYb`A i gYYb. `Æ`XYb
Gca a Yfa cbUhYb`ÖZbYb`j]Y`Y`A i gYYb`]b`GW`k Y]bZi fh`]\fY
HØfYb`ZØf`X]Y`²`ZZYbh]W`_Y]h`8]Yg]gh`Y]bY`[fc» Ufh][Y
A Ö[`]W`_Y]hž`a Y`f`ØVYf`X]Y` ; YgW`]W`hY`i bX`?i`hi`f`XYf`
GhUXh`ni`YfZU`fYb`i bX`[`Y]W`nY]h][`gdYn]Y`Y`
5i gghY`i b[Yb`ni`YbhXYW_Yb"

6YgcbXYfY`9j Ybhg`i bX`A YggYb

GW`k Y]bZi fh]gh`Ui W`U`g`GhUbXc`fh`ZØf`nU`fY]W`Y`A YggYb`i bX
VYgcbXYfY`9fY][b]ggY`VY`_Ub`bhž`X]Y`i bhYfgW`]YX`]W`ghY
ÆhYfYgg]YfhYb`Ub`gd`fYW`Yb.

- GW`k Y]bZi fh`5fh.`9]bY`Ä`f`]W`Y`?i bgha YggYž`X]Y`c_U`Y
?ØbghYf`i bX` ; U`Yf]Yb`ni`gUa`a YbVf]b[h" <]Yf`UVYb
6Ygi W`Yf`X]Y` ; Y`Y[Yb`Y]hž`Ui ZfY[YbXY`bYi Y`HU`Yb`hY`ni
YbhXYW_Yb`i bX`?i bghk Yf_Y`ni`Yfk YfVYb"
- HYW`b]_a YggY. `8]YgY`J YfUbghU`hi b[`Vf]b[h
l bhYfbY`a Yb`i bX`Æbcj Uhc`fYb`ni`gUa`a Ybž`i`a`X]Y
bYi YghYb`9bhk]W`_i b[Yb`]b`HYW`b]_i bX`K]ggYbgW`UZh`ni
dfÄgYbh]YfYb" `9]b`A i gg`ZØf`HYW`b]_]bhYfYgg]YfhY`°

?i`hi`fY`Y`<][`]\`][`hg`XUg`[Ub`nY`»U`f`ØVYf`

8]Y`GhUXh`GW`k Y]bZi fh`Uh`bcW`a Y`f`ni`V]YhYb`U`g`Y]ba`U`
Ä`f`]W`Y` : YghY" `J]Y`Y`_i`hi`fY`Y`J YfUbghU`hi b[Yb`Z]bXYb
fY[Y`a`Ä»][`ghUhhž`X]Y`XUg`[Ub`nY`»U`f`ØVYf`Y]b`ZYghYf`6YghUbXhY`

XYg`GhUXh`YVYbg`g]bX.

A cbUh	J YfUbgH`hi b[C fh
ǂbi Uf	K]bhYfnUi VYf`]a DUf_	GhUXhdUf_
5df]`	: fØ\`]b[gZYgh	ǂbYbghUXh
ǂ`]	ǂnn`Ua `A U]b	5a `A U]bi ZYf
GYdhYa VYf	< YfVgha Uf_h	A Uf_hd`Uhn
8YnYa VYf	G]j YghYfdUfhm`Ua GhUXhd`Uhn	GhUXhd`Uhn

K Ug`Ui W`]a a Yf`ǂf`ǂbhYfYggY`]ghž`GWk Y]bZi fh`Uh`Y]bY
J YfUbgH`hi b[ž`X]Y`G]Y`Ubn]Y`hi bX`VY[Y]ghYfh`8]Y
J YfUbgH`hi b[Yb`]b`X]YgYf`W`Ufa UbhYb`GhUXh`V]YhYb`b]W`h`bi f
Y]bY`i bhYf`U`hgUa Y`A Ò[`]W`_Y]hž`X]Y`c`_U`Y`?i`hi`f`ni`i`[Yb]Y»Ybž
gcbXYfb`Ui W`ž`X]Y`; Ya Y]bgW`UZh`b`5_h]cb`ni`Yf`YVYb`"J YfdUggYb
G]Y`U`gc`b]W`h`X]Y`; Y`Y[Yb`Y]hž`Ub`Y]bYf`XYf`j]Y`Yb`i: Ygh`]W`_Y]hYb
hY]`ni bY`a Yb`°

8YhU]`g

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