

8 Ug]D\cbY`%&]ghnk Y]ZY`cg`Y]b`VYY]bXfi W_YbXYg; YfÅhž`XUg]b
j]Y`Yb`5gdY_hYb`XYg`a`cXYfbYb`@YVYbg`Y]bY`nYbhfU`Y`F`c`Y`gd]Y`h`
C V k c \ `Yg`g]W\`Yfj`c ffU[YbX`Z0f`XYb`5`hU[`Y][bYhž`nY][h`Yg
gY]bY`k`U`fY`GhÅf`_Y`Ui`Z`F`Y]gYb`" `A`]h`gY]bYf`Yfgh`_`Ugg][Yb`?`Ua`YfUž
`Y]ghi`b`[`gghUf`_Yb`:`i`b`_h]cbYb`i`bX`gc`]XYb`5`_`i`_`Ui`ZnY]h`]gh`XUg
]D\cbY`%&`fY]fV]g\YX`Y]b`j`Yf`Ågg`]W`Yf`F`Y]gYVY[`Y]hYfž`XYf`i`bg`]b
XYf`:`YfbY`a`]h`i`bnÅ\`][Yb`A`0[`]W\`_Y]hYb`i`bhYfgh0hnh`"

%`9fZUggYb`G]Y`i`bj`Yf[Ygg`]W`Y`A`ca`Yb`hY

9]bY`XYf`VYa`Yf`_Ybgk`YfhYghYb`:`i`b`_h]cbYb`XYg`]D\cbY`%&
fY]fV]g\YX`]gh`gY]bY`\YfUi`gfU[YbXY`?`Ua`YfU`"9[U`ž`cV`G]Y
UhYa`VYfUi`VYbXY`@UbXgW`UZhYb`Yf`_i`bXYb`cXYf`a`]h`≠`fYb`@]YVYb
_cghVUfY`A`ca`Yb`hY`ZYgh\U`hYb`a`0W`hYbž`X]Y`j`YfVYggYfhY
6]`Xe`i`U`]h`Å`h`i`bX`X]Y`@ck`!`@[\h`DYfZcfa`UbW`X`Yg`]D\cbYg
Yfa`0[`]W`Yb`Yg`≠`bYbž`i`bj`Yf[Ygg`]W`Y`9f]bbYfi`b[Yb
ZYghni` \U`hYb`" `HY`]Yb`G]Y`≠`fY`F`Y]gYUVYb`hYi`Yf`X]fY`_`h`j`cb`≠`fYa
]D\cbY`Ui`g`i`bX`_`UggYb`G]Y`≠`fY`:`fYi`bXY`i`bX`:`Ua`]`Y`Ub`≠`fYb
9fZU\fi`b[Yb`hY`\UVYb`"

&`6`Y]VYb`G]Y`j`YfbYhnh`i`bX`c`f[Ub]g]Yfh

I`bhYfk`Y[g`]gh`Yg`k`]W`h][ž`a`]h`XYf`K`Y`h`j`YfVi`bXYb`ni`V`Y]VYb`i`bX
cf[Ub]g]Yfh`ni`V`Y]VYb`"8 Ug]D\cbY`%&`fY]fV]g\YX`V]YhYh`Y]bY
bU`h`c`gY`?`c`b`b`Y`_`h`j`]h`Å`h`ž`gc`XUgg`G]Y`Y]W`h`a`]h`≠`fYb`?`c`b`h`U`_`h`Yb`]b
?`c`b`h`U`_`h`V`Y]VYb`_`0`b`b`Yb`"Bi`hnYb`G]Y`9!A`U]gž`gc`n]U`Y`A`YX]Yb`i`bX
A`YggYb[Yf]8]YbghYž`i`a`g]W`a`]h`≠`fYb`@]YVYb`Ui`gni`hUi`gW`Yb
i`bX`≠`fY`F`Y]gYd`Å`b`Y`ni`hY`]Yb`"8 Uf0VYf`\]bUi`g`_`0`b`b`Yb`G]Y
b0h`]W`Y`5`ddg`bi`hnYbž`i`a`≠`fY`F`Y]gY`ni`d`UbYbž`?`UfhYb`ni
j`Yfk`YbXYb`i`bX`≠`Zcfa`Uh]cbYb`0VYf`c`_`U`Y`GY`Yb`gk`0fX][_Y]hYb
i`bX`5`_`h`j`]h`Å`h`Yb`ni`Yf`U`hYb`"

`" `GdfUW`0VYfgYhni`b[`i`bX`B`Uj`][Uh]cb

F`Y]gYb`]b`@Å`b`XYf`a`]h`Y]bYf`UbXYfYb`GdfUW`Y`_`0`b`b`Yb`a`UbW`a`U`
Y]bY`<`YfUi`gZcfXYfi`b[`gY]b`"<]Yf`_`ca`a`h`X]Y
GdfUW`0VYfgYhni`b[gž`b`_h]cb`XYg`]D\cbY`%&`fY]fV]g\YX`]bg`Gd]Y`"
Bi`hnYb`G]Y`X]Y`]bhY[f]YfhYb`,`VYfgYhni`b[ghcc`gž`i`a`g]W`a`]h`XYb

9]b\Y]a]gW\Yb`ni`j YfghÅbX][Ybž`A YbØg`ni`j YfghY\Yb`i bX`≠fYb
K Y[`ni`Z]bXYb"8]Y`dfÅn]gY`; DG!`i b_h]cb`XYg`]D\cbYg`Yfa`Ò[`]W\h
Yg`≠bYb`Ui W\ž`g]W\`c\`bY`GW\k`jYf][_Y]hYb`]b`i bVY`_UbbhYb
; Y[YbXYb`ni`cf]Ybh]YfYb"

("`I bj Yfn]W\hVUfY`F Y]gY!5ddg

9[U`ž`cV`G]Y`Y]b`5VYbhYi fYf`g]bX`cXYf`g]W\`ZØf`_i`hi fY`Y
9fZU\fi b[Yb`]bhYfYgg]YfYbž`]a`5dd`Ghc`fY`Z]bXYb`G]Y`Y]bY`J`jY`nU\`
j`cb`5bk`YbXi`b[Ybž`X]Y`≠fY`F Y]gY`YfZU\fi b[`j`YfVYggYfb`_`ÒbbYb"
J`cb`F Y]gY`Y]hYfb`ØVYf`K`Å\fi b[gi`a`fYW\`bYf`V]g`\]b`ni
F`YghUi`fUbhVYk`Yfhi`b[Yb`V]YhYh`XUg`]D\cbY`%&`fYZi`fV]g\YX
Ni`[`Ub[`ni`Y]bYf`J`jY`nU\`j`cb`5ddgž`X]Y`≠fYb`i`f`Ui`V
fY]Vi`b[g`cgYf`i`bX`Ub[YbY\`a`Yf`[`YghU`hYb"

) "`9bhYfhU]ba`Ybh`ZØf`i`bhYfk`Y[`g

@Ub[Y`F Y]gYb`_`ÒbbYb`a`UbW\`a`U`n]Ya`]W\`Yfa`ØXYbX`gY]b"8`Ug
]D\cbY`%&`fYZi`fV]g\YX`_`Ubb`YXcW\`Ui`W\`Yf`5V\`]ZY`gW\UZZYb"
A`h`Ni`[`f]Z`Ui`Z`A`i`g]_ž`DcXWUghgž`:`]a`Y`i`bX`Gd]Y`Y`_`ÒbbYb`G]Y`X]Y
NY]hi`bhYfk`Y[`g`c`d`h]a`U`bi`hYb`i`bX`@Ub[Yk`Y]Y`j`Yfa`Y]XYb"
GhY`Yb`G]Y`g]W\Yfž`XUgg`G]Y`≠fY`@YV`]b[`g]b\U`hY`j`cfUV
\Yfi`bhYf`UXYbž`i`a`g]Y`c`ZZ]bY`ni`[`Yb]Y»`Yb`i`bX`8`UhYbj`c`i`a`Yb`ni
gdUfYb"

: Un]h.`]D\cbY`%&`fYZi`fV]g\YX`i`≠f`i`h]a`Uh]j`Yf
F`Y]gY[`YZÅ\`fhY

8`Ug`]D\cbY`%&`fYZi`fV]g\YX`]gh`nk`Y]ZY`cg`Y]b`Y]ghi`b[`gghUf`_Yg
;`YfÅhž`XUg`g]W\`U`g`i`bj`Yfn]W\hVUfYf`6Y[`Y]hYf`Ui`Z`≠fYb`F`Y]gYb
Yfk`Y]gYb`k`]fX"8]Y`:`Å\][`_Y]hž`VYgcbXYfY`A`ca`YbhY`ZYghni`U`hYbž
g]W\`a`]h`XYf`K`Y`h`ni`j`YfV]bXYbž`XYb`K`Y[`ni`Z]bXYb`i`bX
i`bhYf`U`hgUa`Y`≠\U`hY`ni`[`Yb]Y»`Ybž`a`UW\`h`Yg`ni`Y]bYa`A`i`gh
\Uj`Y!;`UX[`Yh`ZØf`YX`Yb`F`Y]gYVY[`Y]ghYfhYb"

K`Ybb`G]Y`Ui`Z`XYf`Gi`W\Y`b`UW\`Y]bYa`ni`j`Yf`Ågg][`Yb`i`bX
_`cgYb[`Øbgh][`Yb`]D\cbY`%&`fYZi`fV]g\YX`g]bXž`gW\`Ui`Yb`G]Y`g]W\
X]Y`5b[`YV`chY`Ui`Z`XYf`]D\cbY`%&`fYZi`fV]g\YX`G]Y]hY`Ub" `A`]h

Y]bYf`VfY]hYb`5i gk U\`Ub`k]YXYfUi ZVYfY]hYhYb`]D\cbYg`V]YhYh`X]Y
GY]hY`\cWk Yfh][Y`DfcXi _hY`ni`UhhfU_h]j Yb`DfY]gYb"

J Yf`UggYb`G]Y`g]Wk`Ui Z`X]Y`@Y]ghi b[gZÅ\][_Y]h`XYg`]D\cbY`%&
fYZi fV]g\YXž`i a` ÆfY`F Y]gYb`i bj Yf[Ygg`Wk`i bX`ghfYggZfY]`ni
[YghU`hYb`°

8YhU]`g

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