

@Yj Yf_i gYbg'6i bXYg`][U!B]YXYf`U[Y. '9]b
K YW_fi Z`ZØf`X]Y`8YZYbg]j Y

6UmYf`\$('@Yj Yf_i gYb`j Yf`Yfh'6i bXYg`][U!8i Y``[Y[Yb`F 6
@Y]dn]["'8]Y`8YZYbg]j Y`nY][h'GWk ÅWYb`'`6YXUfZ`Ub
GhUV]`]hÅh'i bX`?cbnYbhfUh]cb"

6UmYf`\$('@Yj Yf_i gYb`Yf`YVhY`Ua`j Yf[Ub[YbYb`GUa ghU[`Y]bY
`YfVY`B]YXYf`U[Y`[Y[Yb`F 6 '@Y]dn][žX]Y`XUg`9bXY`]`fYf
VYY]bXfi W_YbXYb`GYf]Y`gY]h'XYf`GU]gcb`&\$&#&'`a Uf_]YfhY``8]Y
Gi WY`bUW`XYa`YfghYb`Di b_hj Yf`i gh'ghY``hY`g]W`U`g`YfY][b]gfY]W
XUf`i bX`UhhY`k Y]hfY]WYbXY`9f`Yb`hb]ggY`ni`f
J YfhY]X][i b[g`Y]ghi b[`XYg`HYUa`g`ni`f`c`[Y``K`Å`fYbX`XYf`5b[f]ZZ
gY`Vgh]a`Gd]Y``[Y[Yb`@Y]dn][`Y]bY`_fYUh]j Y`i bX`U_h]j Y`F`c``Y
gd]Y`hY`ž`ghØfnhY`X]Y`8YZYbg]j UVhY]`i b[`X]Y`K`Yf`gY`Z]b`h]YZ
; YXUb`Yb`ØVYf`]`fY`GhUV]`]hÅh'i bX`?cbg]ghYbn"

Hfchn`Y]bYg`ghUf`Yb`C`ZZYbg]j gd]Y`gž`XUg`]b`nk`Y]`Gd]Y`Yb`VYfY]hg
ZØbZ`HcfY`Yfj`cfVfUW`hY`ž`Yfk`]Yg`g]W`X]Y`J`YfhY]X][i b[`U`g`ni
UbZ`Å``["'6YgcbXYfg`Ui`ZÅ``][`k`Uf`X]Y`5bnU`X`Yf`_Ugg]YfhYb`HcfY.
VY]a`<Y]a`Ui`ZhU`h`XYf`bYi`Yb`GU]gcb`gYmhY`Yg`[`Y]W`XfY]
; Y[Yb`hcfY`"`b`XYf`UV[Y`Ui`ZYbYb`GU]gcb`[`ÅbnhY`@Yj`Yf_i`gYb`a`]h
Y]bYf`gc`]XYb`8YZYbg]j Y`i bX`ghY``hY`]b`` (`6Y[Y[bi b[Yb`bi`f`&
; Y[Yb`hcfY`ZYgh`8]YgY`ghUf`_Y`@Y]ghi b[`k`Uf`Yb`hgW`Y]XYbX`ZØf`XYb
H]hY`[Yk`]bb`]b`XYf`YmhYb`@[U!GU]gcb``8cW`bi`b`ghY`h`XUg`HYUa
j`cf`XYf`<YfUi`gZcfXYfi b[žX]Y`8YZYbg]j Y`bYi`ni`YfUfVY]hYb`i bX
GhUV]`]hÅh'ni`fØW`ni`[Yk`]bbYb"

8YZYbg]j Y`GWk ÅWYb`k YfXYb`g]W`hVUf

<]bhYf[fi bX`XYf`B]YXYf`U[Y`[Y[Yb`@Y]dn][`]ghY]bY`[Ubn`gdYn]Y``Y
G]hi`Uh]cbžX]Y`ZØf`@Yj`Yf_i`gYb`U`Ufa`]YfYbXY`fU[Yb`Ui`Zk`]fZh`8]Y

I bUW hgUa _Y]hž'X]Y'ni 'XYa ' &.%!: Ø\fi b[ghfYZZYf'Xi fWk '?Yj]b
?Ua d'Ø\fhYž]gh'YI Ya d'Uf]gWk'ZØf'X]Y'8YZYbg]j dfcV'Ya Uh]_"'8]Y
Gd]Y'Yf'k UfYb' [YXUb_'Wk'VYfY]hg']b'XYf'<U'VnY]hdUi gY'i bX
j YfgÄi a hYb'Ygž'XYb' [Y[bYf]gWk'Yb'5b[f]Z'fYWk'hY]h]['ni
i bhYfVfYWk'Yb'"'8]Yg'ZØ\fh'ni 'XYf'9f_Ybbhb]gž'XUgg'X]Y'bØh][Y
GWk'ÄfZY'i bX'?'ccfX]bUh]cb']a '8YZYbg]j gd]Y'ZY'\h"

8Yf': U_hž'XUgg'6UmYf']a 'Gd]Y'') *'i '6U'VYg]hn'\UhhY'i bX'ØVYf
&\$ \$'DÄggY'a Y\ f'Ub'XYb'A Ubb'VfUWk'hYž'a U['Y]b][Y'Gh]a a Yb
ghØhnYbž'X]Y'gU[Ybž'XUgg'@Yj Yf_i gYb'XUg'Gd]Y'\ÄhhY' [Yk]bbYb
a ØggYb'"'8cWk'X]YgYf'9]bXfi W_hfØ[h'"8]Y'k]f_]Wk'Yb'DfcV'Ya Y
']Y[Yb'h]YZYfž'k]Y'Y]b'dUuf' [YZÄ\ f']Wk'Y'?'cbhYf'j cb'@Y]dn][
VY'Y[hYbž'k c'X]Y'5Vk Y\ f'j cb'@Yj Yf_i gYb'b]Wk'h'cdh]a U'
Ui Z[YghY'h'k Uf'"K]Wk'h][Y'7\UbWk'b'_cbbhYb'b]Wk'h'b'BÄ\Y'XYg
HcfYg' [YVfUWk'h'k YfXYbž'k Ug'X]Y'! ; !GhUh]gh]_ 'b]Wk'h'YfZUggYb'_Ubbž
'YXcWk'nYi [h'X]Yg'j cb'XYf'BÄ\Y'ni 'Y]bYa 'dchYbn]Y'Yb'Hcf"

9]bY'k Y]hYfY'GWk'k UWk'ghY'Y'k Uf'g]Wk'hVUfž'U'g'7UghY'c'@_YVU
Y]bYb'?'cdZVU'hfYZZYf'Yfn]Y'hYž'XYf'j ca '5VgY]hg'Y]bYg'A]hgd]Y'Yfg
VYY]bZi ggh'k i fXY'"'8Ug'ZØ\fh'i bg'ni 'XYa 'b]Wk'h'ni 'ØVYfgY\VUfYb
I a ghUbXž'XUgg'@Yj Yf_i gYb'b]Wk'h'bi f']b'X]YgYf'gdYn]Y'Yb
6Y[Y[bi b[ž'gcbXYfb'Ui Wk']b'XYb'j Yf[Ub[YbYb'XfY]'Gd]Y'Yb
[Y[Yb'6i bXYg'][UhYUa g']bg[YgUa h'g]YVYb'HcfY'_Ugg]Yfh'\Uh'
Y]bY'VYgcf[b]gYffY[YbXY'6]'Ubn"

CVk c'\X]Y'CZZYbg]j Y'i a 'Gd]Y'Yf'k]Y'K]fhn'i bX'6cb]ZUW' [i h
\Ufa cb]Yfh'i bX'Ui Wk']b'XYf'@U[Y']ghž'g]Wk'_fYUh]j 'Xi fWk'ni gYhnYbž
a i gg'X]Y'8YZYbg]j Y'Y]bY' [fi bX'Y[YbXYfY'@Øgi b['Z]bXYb'"'8]Y
Gd]Y'Y' [Y[Yb'<cZZYb\Y]a ži: YmYbccfXž'6UmYfb'gck]Y'Y]b][Y
<Y]a gd]Y'Y' [Y[Yb'K c'ZgVi f['i bX'A]'Ub'ghY\Yb'VYj cf'i bX
k YfXYb'Y]bY'k]Wk'h][Y'<YfUi gZcfXYfi b['XUfghY'Yb"

HfU]bYf'LUV]'5'c bgc'\Uh'VYfY]hg'VYk]YgYbž'XUgg'Yf'XUg'HYUa ']b
gWk']Yf][Yb'G]hi Uh]cbYb'ZØ\Yb'_Ubb'"GY]bY': Ä\][_Y]hž'@Øgi b[Yb
ni 'Z]bXYb'i bX'XUg'HYUa 'ni 'ghUV]']g]YfYbž'k]fX'YbhgWk'Y]XYbX'gY]bž
i a 'X]Y'GWk'ÄWk'Yb']b'XYf'JYfhY]X][i b['ni 'VY\YVYb'"'8]Y'K Yf_gY'Z
\Uh'X]Y': Ä\][_Y]hYbž'k]YXYf'ni f'U'hYb': cfa 'ni 'Z]bXYb' 'X]Y': fU[Y
V'Y]Vhž'k]Y'gWk'bY'X]YgYf'DfcnYgg'ghUhhZ]bXYb'k]fX"

@Yj Yf_i gYb`k]fX`j cf`U`Ya `XUfUi Z`cZZYbž`XUgg`X]Y
HfU]b]b[gY]b\Y]hYb`]b`XYb`bÀWghYb`K cWXYb`X]Y`Xf]b[YbX
VYb`Òh][hY`?`Uf\Y]h`]b`XYf`8YZYbg]j Y`Vf]b[Yb`k YfXYb`i bX`X]Y
Gd]Y`Yf`YfbYbž`]\fY`GW`ÀfZY`k]YXYfni Z]bXYb``8]Y`: fU[Y`]gh`b]W`hž
cV`@Yj Yf_i gYb`ghUf`_[Ybi [`]ghž`gcbXYfb`cV`g]Y`VYfY]h`g]bXž`]\fY
<YfUi gZcfXYfi b[Yb`Ubni bY`a Yb`i bX`g]W`XYb`UbghY`YbXYb
5i Z[UVYb`a]h`bYi Yf`9bhgW`cggYb`Y]h`ni `ghY`Yb`"

8 Ug`HYUa `k]fX`g]W`]b`XYb`_ca a YbXYb`K cWXYb`Ui Z`X]YgY
?Yfbd i b_hY`_cbnYbhf]YfYb`a ØggYbž`XYbb`YXYf`Di b_hin`À`hž`i bX
XUg`]b`Y]bYf`@[Už`]b`XYf`YXY`?`Y]b][_Y]h`Y]bYb`[fc» Yb
I bhYfgW]YX`a UWXYb`_Ubb``8]Y`: Ubg`_ÒbbYb`Ui ZUha Ybž`Ui W
k Ybb`a ca YbhUb`Y]bY`D\UgY`YfZcfXYf`]W`]ghž`i a `X]Y`8YZYbg]j Y
[Yn]Y`h`ni `ZYgh][Yb`i bX`_ØbZh][Y`9fZc`[Y`g]WXYfni ghY`Yb`"

8YhU]`g

6Ygi WXYb`G]Y`i bg`Ui Z.`X]Y!bUW`f]W`hYb`bYh