

6`cW_:]`k]``? fYX]hd`UhhZcfa `bUWk
j Yf[YV`]Wk Yb`J Yf_Ui Zgj Yfgi Wk Yb
`]ei]X]YfYb

8Yf`VUb_fchhY`? fmdhc!`fYX]h[YVYf`6`cW_Z]`Uh`VYUbfU[hZ
XUgg`Y]b` ; Yf]Wk`h`XYb`J Yf_Ui Z`gY]bYg`? fYX]h[YgWk`AZhg
[YbY`a] [hZ`XU`Yf` ; Y`XYf`ni`f`F`ØW_nU`i`b [`gY]bYf` ; `Ai`V][Yf
[YbYf]YfYb`k]``8Yf`GWk`f]h`YfZc`[h`bUWk`j`Yf[YV`]Wk`Yb
J`Yfgi`Wk`Yb`Z`X]Y`? fYX]hd`UhhZcfa`Ub`8f]h`Y`ni`j`Yf_Ui`ZYb`
6`cW_:]`[UV`VY`_UbbhZ`XUgg`Yg`j`cb`dchYbn]Y``Yb`?`Ai`ZYfb
Y]bY`k`Yfha`UI`ja`]YfYbXYb`5b[YVchY`Yf`U`hYb`U`UVY``6`cW:]
k]``XUg`? fYX]h[YgWk`AZh`]ei]X]YfYb`8Yf`]bgc`j`YbhY
? fYX]h[YVYf``Y[hY`XYb`l`a`ghfi`_hi`f]Yfi`b[gd`Ub`bUWk`?`Ud]hY`
%%]b`Y]bYa`8c`_i`a`Ybh`c`ZYb`Z`XUg`Ua`i` ; fY]hU[`VY]a`i`G!
Ua`Yf`_Ub]gWk`Yb``bgc`j`Ybn[Yf]Wk`h`]b`HfYbhcbZ`BYk``XfgYmZ
Y]b[YfY]Wk`h`k`i`fXY``K`A`fYbX`XUg`l`bhYfbY`a`Yb
VYUVg]Wk`h[hZ`Gh]a`a`Yb`j`cb` ; `Ai`V][Yfb`i`bX`Df]j`Uh`i`bXYb
Y]bni`c`YbZ`a`i`gg`XYf`D`Ub`bcWk`j`ca` ; Yf]Wk`h[YbY`a] [h
k`YfXYb``6`cW_:]Z`XUg`]a`Bcj`Ya`VYf`/`Ua`d`^Y``]d/

8Yf`VUb_fchhY`? fmdhc!`fYX]h[YVYf`6`cW_Z]`Uh`VYUbfU[hZ`XUgg`Y]b
; Yf]Wk`h`XYb`J Yf_Ui Z`gY]bYg`? fYX]h[YgWk`AZhg`[YbY`a] [hZ`XU`Yf`
; Y`XYf`ni`f`F`ØW_nU`i`b [`gY]bYf` ; `Ai`V][Yf`[YbYf]YfYb`k]``

8Yf`GWk`f]h`YfZc`[h`bUWk`j`Yf[YV`]Wk`Yb`J`Yfgi`Wk`Yb`Z`X]Y
? fYX]hd`UhhZcfa`Ub`8f]h`Y`ni`j`Yf_Ui`ZYb``6`cW_:]`[UV`VY`_UbbhZ`
XUgg`Yg`j`cb`dchYbn]Y``Yb`?`Ai`ZYfb`_Y]bY`k`Yfha`UI`ja`]YfYbXYb
5b[YVchY`Yf`U`hYb`U`UVY``

6`cW_:]`k]``XUg`? fYX]h[YgWk`AZh`]ei]X]YfYb

8Yf`]bgc`j`YbhY`? fYX]h[YVYf``Y[hY`XYb`l`a`ghfi`_hi`f]Yfi`b[gd`Ub

bUW ? Ud]hY`%%]b`Y]bYa`8c_i a YbhcZZYbž`XUg`Ua` : fY]hU[`VY]a
I G!Ua Yf]_Ub]gWYb`đgc`j Ybn[Yf]W`h]b`HfYbhc bž`BYk`>fgYmž
Y]b[YfY]W`h`k`i`fXY`"K`À\fybX`XUg`i`bhYfbY\`a`Yb`VYUVg]W`h][`hž
Gh]a`a`Yb`j`cb` ; `Ài`V][`Yfb`i`bX`Df]j`Uh_i`bXYb`Y]bni` \c`Ybž`a`i`gg`XYf
D`Ub`bcW`j`ca` ;`Yf]W`h][`YbY\`a`][`h`k`YfXYb`"

6`c`W_ :]ž`XUg`]a` `Bcj`Ya` VYf`đgc`j`YbnUbhfU[` [YghY`h` \UhhYž`b`UbbhY
fY[`i`Uhc]g]W`Y`9b`hk`]W_`i`b[`Yb`U`g`Y]b`Yb` ;`fi`bX`XU`Z0fž`XUgg`Yg`j`cb
dchYbn]Y`Yb`?`Ài`ZYfb`_Y]b`Y`ei`U`]hUh]j` \c`W`k`Yfh][`Yb`5b[`YVchY
Yf\]Y`h`"

8U\Yf`k`ØfXY`XYf`5VgW`i`gg`i`bX`5VgW`i`gg`Y]b`Yf`HfUbgU_h]cb`Z0f
X]Y`6`c`W_ :]!D`UhhZcfa`b]W`h`ni`Y]b`Yf`nk`YW_X]Yb`]W`Yb`i`bX
k`Yfha`U]`ja`]YfYbXYb`HfUbgU_h]cb`ni` [`i`bghYb`XYf` ;` `Ài`V][`Yf`XYf
GW`i`X`b`Yf`Z0\`fYb`"

8Ya`Yb`hgd`fYW`YbX`Z0\`fYb`X]Y`GW`i`X`b`Yf`X]Y
GY`Vgh]`ei`]XUh]cb`ghfUbgU_h]cb`Xi`fW`ž`VY]`XYf`X]Y`GW`i`X`b`Yf`]\f
J`Yfa`Ò[`Yb`[`Ya`À»`XYb`6YX]b[`i`b[`Yb`XYg`D`Ubg`Ub`X]Y` ;` `Ài`V][`Yf
j`YfhY]`Yb`i`bX`UbgW`]Y»`YbX`]\`fY` ;`YgW`À`ZhY`UVk`]W_Y`b`ž`gU[`hYb
5bk`À`hYž`X]Y`XUg`]bgc`j`YbhY`i`bhYfbY\`a`Yb`j`YfhfYhYb`"

5bgdfØW`Y`[`Y[`Yb`X]Y` :`HL` ;` fci`d`ni`f
9f\`Ò\`i`b[`X`Yf`?`i`bXYbfØW_[`Yk`]bbi`b[`Yb`

8UfØVYf`\]bUi`g`\Uh`6`c`W_ :]Ui`Z[`YXYW`hž`XUgg`XYf`<`Ui`dh[`fi`bX`Z0f
X]Y`F`ØW_Zc`fXYfi`b[`Yb`Z0f` ;` `Ài`V][`Yf`i`bX`?`i`bXYb`X]Y` :`cfXYfi`b[`Yb
[`Y[`YbØVYf`gY]b`Yb`_ca`a`Yfn]Y`Yb` ;`Y[`YbdUfhY]Yb`g]bX`"Ni`XYb
i`bhYfbY\`a`Yb`[`Y\`ØfYb`X]Y`VUb`_fchhY`?`fmdhc!`6`ØfgY` :`HL`ž`]\f
GW`k`YghYf\`UbXY`gi`bhYfbY\`a`Yb`5`Ua`YXU`F`YgYUfW`ž`XYf
i`a`_`Àa`d`ZhY`?`fmdhc!`<`YX[`YZcbXg`H\`fYY`5ffck`g`7`Ud]hU`fi`57`ž`GUa
6Ub`_a`Ub!` :`f]YXg`<`c`X]b[` [`YgY`g`W`UZh`9a`Yf[`Ybh`i`bX`XYf
F`c\`ghc`Za`U`_`Yf`A`UfYI`"

8Yb`_Yb`G]Y`XUfUbž`XUgg`6`c`W_ :]`Y`hnhYg`>U\`f`k`À\`fybX`gY]b`Yg
@]ei`]X]h`ÀhgYb[`dUggYg`]ba`]hhYb`XYg`6`ÀfYba`Uf`_hYg`Y]b`Y
fYj`c`j`]YfYbXY`?`fYX]hZUn]`]h`Àh]b`<`Ò\`Y`j`cb`&)`\$`A`j`]cbYb`i`G!`8c`Uf
j`cb` :`HL`Yf\`U`hYb`\`Uh`"Ni`gUa`a`Yb`gW`i`XYb` :`HL`ž`5`Ua`YXUž`'`57`ž`

9a Yf[Ybhi bX'A UfYI '6`cW_:]'Yhk U'%A]''UfXY'I G!8c``Uf"

I bX'k]Y']b'XYf'@ei]XUh]cbgUbU`mgY`VYgWk f]YVYb'` k YfXYb`X]Y
FØW_nU\`i b[Yb'j cb'?i bXYb'a Ugg]j`ghY][Yb'cXYf'g]b_Yb'fk cVY]
X]Y'; YgUa hUi ggWk`À[Y`VY]'XYb`FØW_nU\`i b[Yb'j cb'?i bXYb
a Ò[`]Wk Yfk Y]gY`%A]''UfXY'I G!8c``Uf'ØVYfghY][Yb'`_ÖbbYbłž`Y
bUWkXYa ž'cV'6`cW_:]]b`X]YgYb`F YWk hgghfY]h][_Y]hYb`YfZc`[fY]Wk
gY]b`_Ubb"8 U\Yf' [`Ui VYb`k]fž`XUgg`Yg`g]Wk`c`bž`g]Wk`X]Y`NY]h`ni
bY\`a Ybž`g]Y`k Y]hYfni j YfZc`[Yb" ` ž`gU[hY`XYf'?fYX]h[YVYf"

I bhYfXYggYb`YbhgWk]YX`Y]b`I G!F]Wk hYf`_Øfn`]Wk ž`XUgg
J Yfa Ò[Ybgk YfhY`Ui Z`XYb`j Yfn]bg`]Wk Yb`?cbhYb`j cb`6`cW_:]]b]Wk h
XYb`6Ybi hnYfb`[Y\`ÖfYbž`X]Y`j Yfgi Wk Ybž`g]Y`ni fØW_ni Zc fXYfb"8 Yf
?fmdhc!`fYX]h[YVYf`k i fXY`Ub[Yk]YgYbž`U`Y`Ui gghY\`YbXYb
HfUbgU_h]cbYb`ni `ghc fb]YfYbž`X]Y`j cb`6Ybi hnYfb`j Yfi fgUWk h
k i fXYbž`i a`X]Y`J Yfa Ò[Ybgk YfhY`ni `j YfgWk]YVYbž`bUWkXYa`XUg
I bhYfbY\`a Yb`YhnhYg`š\`f`X]Y`5V\`YVi b[Yb`Y]b[YghY`h`UhhY"

...

8YhU]`g

6Ygi Wk Yb`G]Y`i bg`Ui Z.`_fmdhc!bYk g"Uh