

8]Y`X][]hU`Y`F i d]Y`k]fX`X]Y`X][]hU`Y`
K]fhgW\ UZh'gh`f_Yb`i bX` :]bhYW\
fYj c`i h]cb]YfYb`

⊖X]Ybg`DfYa]Yfa]b]ghYf`B UfYbXfU`A cX]`gU[hž`Y]bY`X][]hU`Y`
K `À\fi b[`XYf`]bX]gW\Yb`NYbhfU`VUb_`k YfXY`X]Y`X][]hU`Y`
K]fhgW\ UZh'gh`f_Yb`"8]Y`X][]hU`Y`F i d]Y`k]fX`Ui W\`XYb
 :]bhYW\!GY`hcf`fYj c`i h]cb]YfYbž]bXYa`g]Y`bYi Y
A Ò[`]W\`Y]hYb`gW\ UZh'i bX`X]Y`@Ugh`XYf`< UbX\UVi b[ž`XYg
8 fi W_Ybg`i bX`XYf`@c[]gh]_`XYg`6Uf[Y`Xa UbU[Ya Ybhg
j Yff]b[Yfhž`Yf_`ÀfhY`XYf`DfYa]Yfa]b]ghYf`6Yf]W\hYb`ni Zc`[Y`
⊖X]Ybg`DfYa]Yfa]b]ghYf`A cX]`g]Y`h`J cfhY]`Y`XYf`X][]hU`Yb
F i d]Y`6Yf]W\hYb`ni Zc`[Y`cV`XYf`]bX]gW\Y`DfYa]Yfa]b]ghYf`
B UfYbXfU`A cX]`Ua`A]hkh cW`X]Y`dchYbn]Y`Yb`J cfhY]`Y`XYf`
X][]hU`Yb`K `À\fi b[`XYf`]bX]gW\Yb`NYbhfU`VUb_`f7687łž`XYf`
X][]hU`Yb`F i d]Y`ž`Yfj cfž`U`g`Yf`Ui ZY]bYf`j]fhi Y`Yb
?cbZYfYbn`ni a`6i bXYg\Ui g\U`h`j cf`A]h[`]YXYfb`i bX
 : Ø\fYfb`XYf`6\UfUh]mU`>bUhU`DUfhm`f6>Đł`gdfUW`"8]Y
 :]bUbna]b]ghYf]b`XYg`/ Ua d^Y`]d/

≠bX]Ybg'DfYa]Yfa]b]ghYf'B UfYbXfU'A cX]'gU[hž'Y]bY
X][]hU`Y`K Å\fi b[`XYf`]bX]gWYb`NYbhfU`VUb_`k YfXY`X]Y
X][]hU`Y`K]fhgWUZh'ghÅf_Yb"8]Y`X][]hU`Y`F i d]Y`k]fX`Ui W
XYb':]bhYW!GY_hcf`fYj c`i h]cb]YfYbž`]bXYa `g]Y`bYi Y
A Ò[`]W _Y]hYb`gW UZZh`i bX`X]Y`@Ugh`XYf`< UbX\UVi b[ž`XYg
8fi W_Ybg`i bX`XYf`@c []gh]_`XYg`6Uf[Y`Xa UbU[Ya Ybhg
j Yff]b[Yfhž`Yf_`ÅfhY`XYf`DfYa]Yfa]b]ghYf`6Yf]W hYb
ni Zc`[Y"

≠bX]Ybg'DfYa]Yfa]b]ghYf`A cX]'g]Y\h`J cfhY]`Y
XYf`X][]hU`Yb`F i d]Y

6Yf]W hYb`ni Zc`[Y`\cV`XYf`]bX]gWY`DfYa]Yfa]b]ghYf`B UfYbXfU
A cX]`Ua `A]hk cW`X]Y`dchYbn]Y`Yb`J cfhY]`Y`XYf`X][]hU`Yb
K Å\fi b[`XYf`]bX]gWYb`NYbhfU`VUb_`f7687łž`XYf`X][]hU`Yb`F i d]Yž
\Yfj cfž`U`g`Yf`Ui ZY]bYf`j]fhi Y`Yb`?cbZYfYbn`ni a `6i bXYg\Ui g\U`h
j cf`A]h[`]YXYfb`i bX`: Ø\fyfb`XYf`6\UfUh]mU`>UbUhU`DUfhm`f6>ĐŁ
gdfUW "

8]Y':]bUbna]b]ghYf]b`XYg`@UbXYgž`B]fa U`U`G]h\UfUa Ubž`_ØbX][]hY
k Å\fybX`]\fyf`<Ui g\U`hgfyXY`Ua `8]YbghU[`Ubž`XUgg`X]Y
NYbhfU`VUb_ž`X]Y`F YgYfj Y`6Ub_`cZ`≠bX]U`fF 6łž`X]Yg`hi b`k YfXY`
Y]bY`X][]hU`Y`F i d]Y`Y]bZØ\fyb`]a `; YgW`ÅZhg`U\f`&\$&&#&' "

DfYa]Yfa]b]ghYf`A cX]'k i fXY`j cb`c_U`Yb`A YX]Yb`a]h`XYb`K cfhYb
n]h]Yfh.

8]Y`X][]hU`Y`F i d]Y`k]fX`X]Y`X][]hU`Y`: cfa `i bgYfYf
d\mg]gWYb`F i d]Y`gY]b`i bX`j cb`XYf`F 6=fY[i `]Yfh`k YfXYb"
8]Yg`k]fX`Y]b`gc`WYg`GmghYa `gY]bž`XUg`Y]bYb`5i ghUi gW
j cb`d\mg]gWYf`K Å\fi b[`a]h`X][]hU`Yf`K Å\fi b[
Yfa Ò[`]W h"

8]Y`X][]hU`Y`K`À\fi b[`XYf`NYbhfU`VUb`_k]fX`X]Y`X][]hU`Y`
K]fhgW\UZh`gh`Àf`_Yb` `K`Ybb``Ya`UbX`Y]bY`NU\`i b[`]b`X][]hU`Yf`
K`À\fi b[``Y]ghYhž`_Ubb`Yf`g]Y`]b`6Uf[Y`X`i a k UbXY`b`ž`VYhc`bhY`
XYf`DfYa]Yfa]b]ghYf"

...

A]b]ghYfd`f`Àg]XYbh`A`cX]`VYa`Yf`_hYž`XUgg` `7687`X][]hU`Y`
NU\`i b[Yb`i bX`C`b`]bY!; Y`XhfUbgZYfg`g]W\YfYf`i bX`f]g]_cZfY]Yf`
a`UW\Yb`k]fX`ž`gU[hY`DfYa]Yfa]b]ghYf`A`cX]ž`X]Yg`k]fX`Ui`W`ni`
Y]bYf`9f`Y]W\hYfi b[`VY]`XYf`9bhk]W`_i b[`]`cVU`Yf`X][]hU`Yf`
NU\`i b[ggmg`hYa`Y`ZØ\`fYb" `8Yf`DfYa]Yfa]b]ghYf`ZØ[hY`_\]bni`.

8]Y`X][]hU`Y`Fi`d]Y`k]fX`XYb`:`]bhYW\!GY`_hcf`
fYj`c`i`h]cb]YfYbž`]bXYa`_g]Y`bYi`Y`A`Ò[`]W\`_Y]hYb`gW`UZh`
i`bX`X]Y`6Y`Ughi b[`VY]`XYf`<`UbX\UVi b[ž`XYa`_8fi`W`_Yb`
i`bX`XYa`_@c[]gh]_a`UbU[Ya`Ybhj`cb`6Uf[Y`X`j`Yff]b[Yfh"

9]bY`k`UW\gYbXY`NU\`j`cb`NYbhfU`VUb`_Yb`k`Y`hk`Y]h`Yf`_i`bXYh`
X][]hU`Y`NYbhfU`VUb`_k`À\fi b[Yb``@Ui`h`XYa`_X][]hU`Yb`
K`À\fi b[ghfUW`_Yf`XYf`NYbhfU`VUb`_XYg`5h`Ubh]W7ci`bW`_UfVY]hYb`
XYfnY]h`, +`@AbXYf`Ub`Y]bYa`_7687" `bX]Yb`k`ØfXY`Y]bY`XYf`YfghYb`
[fc»Yb`J`c`_gk]fhgW\UZhYb`XYf`K`Y`h`k`YfXYbž`X]Y`Y]bY`j`cb`XYf`
NYbhfU`VUb`_i`bhYfghØh`hY`X][]hU`Y`K`À\fi b[`Y]bZØ\fhž`k`Ybb`X]Y`
F6=]a`_ca`a`YbXYb`; YgW\`Àzhg`U\`f`X]Y`X][]hU`Y`Fi`d]Y`\YfUi`g[]Vh"

K`Ug`\U`hYb`G]Y`j`cb`XYf`5i`g[UVY`Y]bYf`X][]hU`Yb`Fi`d]Y`
Xi`fW\`X]Y`F6=3`@UggYb`G]Y`Yg`i`bg]a`_?ca`a`YbhUfVYfY]W\`
i`bhYb`k`]ggYb"

.

? Yj]b`<Y`a`g`

5`g`Ghi`XYbh`XYf`ÖghYffY]W]gW`Yb`K`]fhgW`UZhgk`]ggYbgW`UZhb`Yb`hXYW`hY`?`Yj`]b
6]hWc]b`]a` `>U\F`&\$%%`i` bX`]gh`gY]hXYa` `Y]b`9j`Ub[`Y`]gh`"GY]bY` `b`hYfYggYb` ``Y[`Yb`]b`XYf
6]hWc]b]G]W`Yf\Y]hž`C`dYb!Gci`fVW!GmghYa`Ybž`BYhnk`Yf`_ZZY`_hYb`i` bX`XYf`GW`b]hhghY``Y
nk`]gW`Yb`^2`_c`bca`]Y`i` bX`?`fmdhc[`fUd\`Y`"

6]`X`b`UW`k`Y]g.`G\`i`hhYfghc`W_ž`D]l`UVUmž`K`]_]7ca`a`cbg`

6Y`]YV`hYfY`B`UW`f]W`hYb`

:`U``g`8i` `Yg`j`Yfd`Uggh`\`Ugh`

f[bWh]cbfKž`gž`]XŁ`o`j`Uf`^gž`Z`g`1` `X"[`Yh9`Ya`Ybhg6`mHU[`B`Ua`YfgŁ`Q`Q`
]Z`fK"[`Yh9`Ya`Ybh6`m`X`f]XŁ`fYhi`fb`/`^g`1` `X"WfYUhY9`Ya`YbhfgŁ`/`^g"]X`1`
]X`/`^g`"gfWl` "\`hhdg.`#A`c`bb`Y`Wh`Z`U`W`V`c`c`_"`b`Y`h`#`b`S`l`G`#`g`X`_"`^g`_`l`Z`v`a` `1`%`/`
j`Yfg]cb1`j` ` "&"/`Z`g`"d`U`f`Y`b`h`B`c`X`Y`"]b`g`Y`f`h`6`Y`Z`c`f`Y`f`g`ž`Z`g`Ł`/`q`f`X`c`W`a`Y`b`h`ž`
f`g`W`f`]d`h`f`ž`f`Z`U`W`V`c`c`_!`^g`g`X`_`f`k`Ł`/`

8YhU]`g`

6Ygi`W`X`Y`b`G]Y`i`bg`Ui`Z.`_`fmdhc!`bYk`g`"Uh`