

K À\fybX' < ÀbX'Yf'VYgcf[h'g]bX'ØVYf'X]Y'Yfnk i b[YbY'@ei]XUh]cbž
X]Y'Xi fW'X]YgYb'58@!A YWUb]ga i g'j Yfi fgUW'h'k]fXž'VY\Ui dhYh
6#ž'XUgg'X]Yg'ZØf'Y]b'VYggYfYg'F]g]_ca UbU[Ya Ybhi bX'X]Y
; Yk À\f'Y]ghi b['j cb' < UbXY'gZU]fbYgg'X]Ybh'"@UggYb'G]Y'i bg
Y]bhUi WXYb"

K Ug']gh'58@3

58@ghY\h'ZØf'5i hc!8Y'Yj YfU[]b['cXYf'5i hca Uh]W8Y'Yj YfU[]b[
i bX']gh'Y]b'A YWUb]ga i gž'XYf'j cb'Y]b][Yb
?fmdhck À\fi b[gVØfgYb'j Yfk YbXYh'k]fXž'i a ']\f'F]g]_c'ni
j Yfk U'hYb'i bX'X]Y'GhUV]'hÀh']\fYf' < UbXY'gd`UhhZcfa
g]WXYfni ghY`Yb"

K Ybb'g]W'XYf'A Uf_h'Ub'XYf'6#H! ?fmdhcVØfgY' [Y[Yb'Y]bY
[Y\YVY'h'Y'Dcg]h]cb'VYk Y[hi bX'X]Y'K Ufhi b[ga Uf[YbfUhY'XYg
6Ybi hnYf_cbhcg'%%\$'i 'ØVYfghY][hž'k]fX'XYf
Nk Ub[g]ei]XUh]cbga YWUb]ga i g'Ui g[Y'Øgh"

8 Ug'GmghYa 'j Yfgi W'h'ni bÀW'ghž'XUg'?cbhc'ni '']ei]X]YfYbž']bXYa
Yg'CfXYfg'Ui Z'XYa 'CfXYfVi W'a Uf_h'UV['Y]W'h'"K Ybb'X]Y
Ui gghY\YbXY' CfXYf'Y]bY', VYfY]bgh]a a i b['Ui Z'XYa
CfXYfVi W'a Uf_h'Z]bXYb'_Ubb'i bX'j c`ghÀbX]['Ui g[YZØ\fh'k]fXž
k]fX'X]Y'Yfnk i b[YbY'@ei]XUh]cb'k]Y'Yfk UfhYh'UV[YgW'cggYb"

K Ybb'X]Y'Ui gghY\YbXY' CfXYf'YXcW'Ui Z[fi bX'a Ub[Y'bXYf
@]ei]X]hÀh'b]W'h'Ui g[YZØ\fh'k YfXYb'_Ubb'i bX'XYf
A]bXYgha Uf[YbgUhn'XYg'?cbhcg'Ui Z[fi bX'Y]bgY]h][Yf
A Uf_hgW'k Ub_i b[Yb'k Y]hYf\]b'ØVYf'&\$ \$'i 'ghY][hž'k]fX'XYf
Ui hca Uh]gW'Y'8Y'Yj YfU[]b[!A YWUb]ga i g'Ui g[Y'Øghž'i a 'X]Y
Yfnk i b[YbY'@ei]XUh]cb'g]WXYfni ghY`Yb'k]fX'YfZc`[fY]W
UV[YgW'cggYb"

B UWXYa 'X]Y'Ui hca Uh]gW'Y'9bhgW'i 'Xi b['Ui g[Y'Øgh'k i fXYž'k]fX
X]Y'Yfnk i b[YbY'@ei]XUh]cb'Xi fW' CfXYf!A UhW]b['Ui Z[Y[YVYbž
i bX'ghUhhXYggYb'Z]bXYh'XUg'GmghYa 'X]fY_h'Y]bY'; Y[YbdUfhY]ž'X]Y
Xi fW'XYb'5'[cf]h\ a i g'ZØf'XUg'ni '']ei]X]YfYbXY'?cbhc'VYgh]a a h
k]fXž'i bX'\UbXY'h'X]fY_h'ni a 'a Uf_]YfhYb'DfY]g"'5i Z'X]YgY'K Y]gY

_Ubb`X]Y`Nk Ub[g`]ei]XUh]cb`YfZc`[fY]W`UV[YgW`cggYb`i bX`XUg
`bgc`j Ybnf]g]_c`fYXi n]Yfh`k YfXYb"; `Y]W`nY]h][`k]fX`X]Y
; Y[YbdUfhY]`XYg`]ei]X]YfhYb`?cbhcg`Xi fW`X]Y`6YfY]hghY``i b[`j cb
@]ei]X]h`Ah`Ui hca Uh]gW`Yb`hgW`i `XYh"

8Yf`Ui hca Uh]gW`Y`9b`hgW`i `Xi b[ga YW`Ub]ga i g`gc``YZZY`_h]j
j Yf`]bXYfb`ž`XUgg`XUg`9][Yb`_Ud]hU`XYf`6ÖfgY`k `À`fYbX`Y]bYg
6`UW`!Gk Ub!9fY][b]ggYg`Y]bY; Yk]bbei Y`Y`ZÖf`6Ybi hnYf`]a
8Yf]j UhY`UbXY`XUfghY`h`ž`i bX`[UfUbh]Yfh`k Y]hYf`]b`X]Y
NU`i b[gZ`À][_Y]h]j cb`6`H`i bX`X]Y`G]W`Yf`Y]h`XYf; Y`XYf`U`Yf
6Ybi hnYf"

8U`Yf`gc``hYb`g]W`<`AbX`Yf`XYf`dchYbn]Y`Yb`F]g]_Yb`VYk`i ggh
gY]b`ž`X]Y`a`]h`XYa`[Y`YVY`hYb`<`UbXY`j YfVi bXYb`g]bX`ž`i bX`X]Y
gdYn]Z]gW`Yb`58@]F]W`h`]b]Yb`XYf`j cb`]`bYb`j Yfk YbXYhYb`6ÖfgYb
j YfghY`Yb"

A]h`XYf`58@!5bk YbXi b[`j YfVi bXYbY
: i b`_h]cbYb

8Yf`<Ui dh] cfhY]`XYf`J Yfk YbXi b[`j cb`58@]f]i hc!8Y`Yj YfU[]b[Ł
ZÖf`Y]bYb`?fmdhck `À`fi b[gUi ghUi gW`]gh`XUg`F]g]_ca UbU[Ya Ybh"
8i fW`X]Y`a`d`Ya Ybh]Yfi b[`j cb`58@]_Ubb`X]Y`6ÖfgY`]`f
J Yf`i gh]g]_c`Xi fW`[Y`YVY`hYb`<`UbXY`VY[fYbnYb`ž`k Ug
VYgcbXYfg`]b`j c`Uh]Yb`A`Af`_hYb`k]W`h][`gY]b`_Ubb`ž`]b`XYbYb
d`Öhn`]W`Y`DfY]gVYk Y[i b[Yb`ni`Yf`YV`]W`Yb`J Yf`i ghYb`ZÖ`fYb
_ÖbbYb"

<]Yf`g]bX`Y]b][Y`XYf`dchYbn]Y`Yb`J cfhY]Y`XYf`J Yfk YbXi b[`j cb
58@

- F]g]_ca UbU[Ya Ybh`58@`]Zi`6ÖfgYb`VY]a
F]g]_ca UbU[Ya Ybh`ž`]bXYa`Dcg]h]cbYb`Ui hca Uh]gW
[YgW`cggYb`k YfXYb`ž`k Ybb`g]Y`Y]bYb`VYgh]a`a`hYb
@]ei]XUh]cbg[fUX`YffY]W`Yb`ž`k cXi fW`XUg`F]g]_c`[fc» Yf
J Yf`i ghY`ZÖf`X]Y`6ÖfgY`j Yff]b[Yfh`k]fX"

- D`UhhZcfa ghUV]`hÅh`8i fW`X]Y`F`YXi n]Yfi b[`XYg`F]g]_cg [fc» Yf`J`Yf`i ghY`_Ubb`58@XUni`VY]hfU[Ybž`X]Y`GhUV]`hÅh XYf`< UbXY`gd`UhhZcfa`Ui ZfYW`hni Yf`U`hYb`i bX`dchYbn]Y`Y GmghYa Ui gZ`A`Y`ni`j`Yf`bXYfbž`X]Y`Ui`g`d`Om`]W`Yb J`Yf`i`ghYb`fYgi`h]YfYb`_ObbhYb"
- B]YXf][`YfY`J`Yfg]W`Yfi`b[`gVY]hfÅ[`Y.`8i`fW`X]Y`6Y[`fYbni`b[XYg`F`]g]_cg`XYf`6`OfgY`_Ubb`58@XYb`6YXUfZ`Ub J`Yfg]W`Yfi`b[`gVY]hfÅ[`Yb`fYXi`n]YfYbž`k`Ug`ni`b]YXf][`YfYb <UbXY`g[`YVØ`fYb`ZØf`X]Y`6Ybi`hYf`ZØ`fYb`_Ubb"
- J`YfVYggYfhY`@ei`]X]hÅh`58@_Ubb`XUni`VY]hfU[`Ybž`XUgg <ÅbX`Yf`Ui`W`b`NY]hYb`c`Yf`J`c`Uh]`hÅh`Ni`[`Ub[`ni`ei`]XYb`A`Åf`hYb`UVYbž]bXYa`XUg`F`]g]_cg`[`fc»`Yf`J`Yf`i`ghY`j`Yff]b[`Yfh`k`]fXž`X]Y`ni`A`Uf`hghØfi`b[`Yb`ZØ`fYb`_ObbhYb"
- :`U]fbYgg.`58@`]\`Zh`g]W`Yfni`ghY`Ybž`XUgg`<`ÅbX`Yfž`X]Y`Y]bY`c`Y`<`YVY`k`]f`_i`b[`i`bX`Y]b`c`Yg`F`]g]_cg`Y]b[`Y`Ybž`ZØf`]\`fY`J`Yf`i`ghY`j`YfUbhk`cfh]W`g]bXž`UbghUh`XUgg`X]Y`6`OfgY`i`bX`]`fY`UbXYfYb`6Ybi`hYf`[`Ynk`i`b[`Yb`g]bXž`X]Y`?`cghYb`ni`hfU[`Yb"

9g`]gh`YXcW`Yfk`Å`bYb`gk`Yfhž`XUgg`58@`Ui`W`Y]b][`Y`B`UW`hY]`Y`UVYb`_Ubbž`k`]Y`n`"6"i`bYfk`UfhYhY`J`Yf`i`ghY`ZØf`HfUXYfž`X]Y`b]W`h`VYUVg]W`h][`hYbž`Y]bY`gc`c`Y`<`YVY`k`]f`_i`b[`cXYf`F`]g]_cg]d`cg]h]cb`Y]bni`[`Y`Yb`"8`U`Yf`gc`hYb`g]W`<`ÅbX`Yf`XYf`dchYbn]Y`Yb`F`]g]_Yb`VYk`i`ggh`gY]bž`X]Y`a`]h`XYa`[`Y`YVY`hYb`<`UbXY`j`YfVi`bXYb`g]bXž`i`bX`X]Y`gdYn]Z]gW`Yb`58@`F`]W`h]b]Yb`XYf`j`cb`]`bYb`j`Yfk`YbXYhYb`6`OfgYb`j`YfghY`Yb"

K`Ug`_`ObbYb`<`ÅbX`Yf`hi`bž`i`a`XUg`5i`g`OgYb`j`cb`58@`ni`j`Yfa`Y]XYb3

I`a`XUg`5i`g`OgYb`j`cb`58@`fBi`hc!8Y`Yj`YfU[`]b[`L`Ub`Y]bYf`?`fmdhck`Å`fi`b[`gV`OfgY`ni`j`Yfa`Y]XYbž`gc`hYb`<`ÅbX`Yf`]\`f`F`]g]_cg`cf[`Z`h][`j`Yfk`U`hYb`i`bX`<`YVY`j`YfUbhk`cfh]`b[`gVYk`i`ggh`Y]bgYhYb`"æ`5`[`Ya`Y]bYb`gc`hYb`<`ÅbX`Yf`Y]bY`Ub[`Ya`YggYbY`<`YVY`k`]f`_i`b[`Y]bgYhYbž`]fY`A`Uf[`]b!B]j`YUi`g[`YbUi`ØVYfk`UW`Yb`i`bX`Y]bY`Ui`gfY]W`YbXY`A`Uf[`Y`Ui`ZfYW`hYf`U`hYbž`i`a`Y]bY`@ei`]XUh]cb`ni`j`Yfa`Y]XYb`"8`Ug`GYhYb`j`cb`Ghcd!`cgg]C`fXYfg`i`bX`

X]Y`8]j Yfg]Z]n]Yfi b[`]\fYg`Dc fhZc`]cg`k YfXYb`YVYbZU`g`\`]ZfY]W
gY]b``9g]gh`Ui W`k]W`h][žX]Y`58@F Y[Y`b`XYf`6ÖfgY`_`Uf`ni
j YfghY`Yb"

5i Z`6#H`k YfXYb`?cbhYb`a]h`Ui hca Uh]gW`Ya `GW`i `XYbUVVUi
VUg]YfYbX`Ui Z]\fYf`A Uf[Y`i bX`]\fYa `; Yk]bbk Yfh`Y]b[Yghi Zh``ž
\Ö\Yf`X]Y`A Uf[Yb!`i bX`; Yk]bbdi b_hnU`\ž`XYghc`\Ö\Yf`XYf`F Ub[
]b`XYf`Ui hca Uh]gW`Yb`9bhgW`i `Xi b[ggYei Ybn``8]Y`A Uf[Yb!`i bX
; Yk]bbdi b_hnU`\`k]fX`k]Y`Zc`[h`VYfYW`bYh.

A Uf[]b!`i bX`DfcZ]h!GW`fY`1 `A Uf[]b!F UhY`XYg`?cbhcg`f`F YbX]hY`XYf`
Dcg]h]cb

8 Ug`F]g]_c`XYg`Ui hca Uh]gW`Yb`GW`i `XYbUVVUi g`ž`fYg`?cbhcg`k]fX
XYi h`]W`Ui Z`ž`fYf`Dcg]h]cbggY]hY`Ub[YnY][h``8 Ug`@]W`h`Ui Z`XYf`
fYW`hYb`GY]hY`XYg`DfcXi `_hg`nY][h`X]Y`Dcg]h]cb`XYg`6Ybi hnYfg`]b
XYf`F Y]\YbZc`[Y`XYg`Ui hca Uh]gW`Yb`GW`i `XYbUVVUi g`Ub``ž`a Y`f
@]W`hYf`Yi W`hYbž`XYghc`\Ö\Yf`]gh`X]Y`K U`fgW`Y]b`]W`_Y]h`Y]bYg
GW`i `XYbUVVUi g"

6Ybi hnYf`Yf`U`hYb`Y]bY`GA G!`cXYf`9!A U]!6YbUW`f]W`h][i b[`a]h
8YhU]`gž`k Ybb`]\fY`Dcg]h]cb`Ui hca Uh]gW`UV[YVUi h`k i fXY"
6Ybi hnYf`_ÖbbYb`X]YgY`ž`Zc`fa Uh]cbYb`Ui W`]b`XYf`6YghY``\]ghc]f]Y
Y]bgY`Yb``K Ybb`X]Y`Dcg]h]cb`Y]bYg`?cbhcg`Ui hca Uh]gW`
YbhgW`i `XYh`k i fXYž`_Ubb`g]Y`YXYfnY]h`k]YXYf`Ua `A Uf_h`YfÖZZbYh
k YfXYb"

8]Y`a Y]ghYb`?cbhYbž`X]Y`ni f`@]ei]XUh]cb`[Ynk i b[Yb`k YfXYbž`g]bX
Ui Z]\fY`Y][YbY`\c\Y`<YVY`k]f`_i b[`i bX`X]Y`\c\Y`Jc`Uh`]h`h`XYg
A Uf_hYg`ni fØW`ni ZØ`fYb" HUhg`W`]W`g]bX`X]Y`?cbhYbž`X]Y`]b`XYf
Ui hca Uh]gW`Yb`8Y`Yj YfU[]b[!CfXYf`[Ubnc`VYb`ghY`Ybž`j cb
X]YgYa `GW`]W`gU`b]W`h`Ui g[Ybca`a Yb``8Yf`Y]bn][Y`i bhYfgW`]YX
VYghY`h`XUf]bž`XUgg`X]Y`U`hi Y``Y`A Uf_hj`c`Uh`]h`h`X]Y`GY]hY
VYj`cfni [hž`X]Y`Ui hca Uh]gW`YbhgW`i `XYh`k]fXž`i bX`b]W`h`X]Y
GY]hYž`X]Y`ni f`@]ei]XUh]cb`[Ynk i b[Yb`k]fX"

5VYf`k Yf`_Ubb`[UfUb]h]YfYbž`XUgg`Y]bY`\c\Y`A Uf_hj`c`Uh`]h`h`Y]b
Ui hca Uh]gW`YbhgW`i `XYhYg`?cbhc`b]W`h]b`Y]b`?cbhc`j Yfk UbXY`hž

XUg'ni f'@]ei]XUh]cb' [Ynk i b[Yb'k]fX3'8U\Yf'V]YhYh'XYf
Ui hca Uh]gW\Y'9bhgW\i `Xi b[ga YW\Ub]ga i g'b]W\h'bi f
@]ei]X]h`hggW\i hn'Z0f'X]Y' ?cbhYbž'X]Y'ni f'@]ei]XUh]cb' [Ynk i b[Yb
k YfXYbž'gcbXYfb'gW\0hnh'Ui W\`YZZY_h]j `X]Y' ?cbhYbž'X]Y'XYa
Ui hca Uh]gW\Yb'9bhgW\i `Xi b[gdfcnYgg'i bhYf`Y[Yb" `GW\`Y» `]W\`]gh
X]Y'fYW\hnY]h][Y'G]W\Yfi b['j cb'; Yk]bbYb'Y]b'_i [Yf'GW\UW\ni ["

8YhU]`g

6Ygi W\Yb'G]Y' i bg'Ui Z. '_fmdhc!bYk g"Uh