

8]Y`6Ub_Yf8c[Y`8Y:]!D`UhhZcfa `Z0\fh
]\fYb`Hc_Yb`0VYf`8I GU`Y`Y]b

0DF 9GG`F 9@95G9` `D`YUgY`F YUX`8]gWU]a YfQ6Ub_Yf8c[Y`]gh
Y]bY`VYghY\YbXY`8YZ!]GYfj]Wd`UhhZcfa ž`X]Y`Ua`%' "
GYdhYa VYf`0VYf`8I GU`Y`Y]bYb`Y][YbYb`Hc_Yb`Y]b[YZ0\fh
\Uh" `6Ub_Yf8c[Yž`Y]bY`8YZ!]VUg]YfhY`D`UhhZcfa ž`V]YhYh
: i b_h]cbYb`k]Y`GhU_]b[ž`@]ei]X]h`hgdcc`!: Ufa]b[ž`H]a Y!
@cW_]b[`i bX`j YfhfUi Yb`gk 0fX][Y`8Y:]!?fYX]hj Yf[UVY`Ub`U`Y
6G7!Hc_Yb" `8 Ug`I bhYfbY\`a Yb`UfVY]hYh`a]h`UbXYfYb`Hc_Yb
ni gUa`a Ybž`i`a`GhU_]b[!GmghYa Y`i bX`Z0f`VY]XY`GY]hYb
j`cfhY]`\UZhY`J`Yfhf`A[Y`ni`gW`UZZYbž`X]Y`XUg`K UW`ghi`a`j`cb
6Ub_Yf!Hc_Yb`i bhYfgh0hnYb" `6Ub_Yf8c[Y`\Uh`VY]a`GhUfh
Y]bYb`VYghY\YbXYb`5bk YbXi`b[gZU``. `8 Ug`Dfc`Y`_h`Z0[h
VYghY\YbXYb`Hc_Yb`Y]bYb`Bi`hnYb`\]bni`ž`]bXYa`Yg
VYbi`hnYfXYZ]b]YfhY`GhU_]b[!HfYgc`fY`YfghY`hž`X]Y`\fY
Y]bn][Ufh][Y`Hc_Yb`ca]_`i bhYfgh0hnYb" `8]Y`HfYgc`fY`k`i`fXYb
gdYn]Y``Yb`hk]W_Y`hž`i`a` `Ab[YfZf]gh][Y`Hc_Yb!`b\UVYf`ni
VY`c`bYb`i`bX`X]Y`Yb][Yb`ni`i`bhYfgh0hnYbž`/`Ua`d`^Y``]d/

0DF 9GG`F 9@95G9` `D`YUgY`F YUX`8]gWU]a YfQ

6Ub_Yf8c[Y`]gh]Y]bY`VYghY\YbXY`8YZ!]GYfj]Wd`UhhZcfa ž`X]Y`Ua
%` "'GYdhYa VYf`0VYf`8I GU`Y`Y]bYb`Y][YbYb`Hc_Yb`Y]b[YZ0\fh`\Uh"

6Ub_Yf8c[Yž`Y]bY`8YZ!]VUg]YfhY`D`UhhZcfa ž`V]YhYh`i`b_h]cbYb`k]Y
GhU_]b[ž`@]ei]X]h`hgdcc`!: Ufa]b[ž`H]a Y!@cW_]b[`i bX
j`YfhfUi Yb`gk 0fX][Y`8Y:]!?fYX]hj Yf[UVY`Ub`U`Y`6G7!Hc_Yb" `8 Ug
I bhYfbY\`a Yb`UfVY]hYh`a]h`UbXYfYb`Hc_Yb`ni`gUa`a Ybž`i`a
GhU_]b[!GmghYa Y`i bX`Z0f`VY]XY`GY]hYb`j`cfhY]`\UZhY`J`Yfhf`A[Y`ni
gW`UZZYbž`X]Y`XUg`K UW`ghi`a`j`cb`6Ub_Yf!Hc_Yb`i bhYfgh0hnYb"

6Ub_Yf8c[Y`\Uh`VY]a`GhUfh`Y]bYb`VYghY\YbXYb`5bk YbXi`b[gZU``.
8 Ug`Dfc`Y`_h`Z0[h`VYghY\YbXYb`Hc_Yb`Y]bYb`Bi`hnYb`\]bni`ž`]bXYa

Yg`VYbi hnYfXYZ]b]YfhY`GhU_]b[!HfYgc fY`YfghY`h`X]Y`j]\fY
Y]bn][Ufh][Y`Hc_Ybca]_`i bhYfghØhnYb`"8]Y`HfYgc fY`k i fXYb
gdYn]Y`Ybkh]W_Y`h`i a` `Äb[YfZf]gh][Y`Hc_Yb! ð\UVYf`ni` VY`c\bYb
i bX`X]Y`Yb][Yb`ni`i bhYfghØhnYbž`X]Y`g]W`a`]h`]\fYb`9]bgÅhnYb`ZØf
X]Y`Dfc`Y`_hY`Yb[U[]YfYb`"A]h[`]YXYf`j` Yfk`YbXYb`XYb`6Ub_Yf!
Hc_Ybž`i a`]]\fYb`HfYgc f`ni` VYhfYhYb`i bX`ni`j` Yf`UggYbž`cXYf`g]Y
nU`Yb`X]Y` ; YVØ`fž`X]Y`j` Yfk`YbXYh`k]fXž`i a` XYb`DfY]g`i bX`XYb
5DMXYg`6Ub_Yf!Hc_Ybg`ni` Yf\Ø`Yb"

A]h`]bhY[f]YfhYf`F`YZYI]cbž`j` YfgW`]YXYbYb`?Ui`Z`i`bX
J`Yf_Ui`Zg[YVØ`fYbž`XmbUa`]gW`Ya` `5i`hc!F`ØW__Ui`Zi`bX
!J`YfVfYbbi`b[`V]YhYh`XYf`6Ub_Yf!Hc_Yb`Hc_Ybca`]Wgž`X]Y`X]fY`_h`]b
XYb`Ga` Ufh`7`cbhfUW`h`]bhY[f]Yfh`g]bX`"8`Ug`HYUa` `bYb`bh`Yg` `YI`hYfb
[YVccghYfhY`Hc_Ybca`]Wg` "8`Ug`6Ub_Yf!HYUa` `ghfYVh`Ubž`]a` YfghYb
A`cbUh`bUW`gY]bYf`9]bZØ`fi`b[`Ub`a` Y`fYfYb`[fc»`Yb`6`ØfgYb
bch]Yfh`ni` `k`YfXYb"

8`Ug`HYUa` `j`cb`6Ub_Yf8`c[`Y`

6Ub_Yf8`c[`Y`k`]fX`j`cb`YfZU`fYbYb`i`bX`Zc`fh[`YgW`f]`hhY`bYb
DYfgcbYb`i`bhYfghØ`h`h`X]Y`j`c`gh`Å`bX][`X`cI`]Yfh`g]bX`i`bX`VYfY]hg
HY]`Y]bYg`YfZc`[`fY]W`Yb`?`fmd`hc`k`Å`fi`b[`gd`fc`Y`_hg`k`UfYb.
5`hf`i`W`c]b"]c`"G]Y`k`c`Yb`]\fY`Df`Å`gYbn`Yfk`Y]hYfbž`]bXYa` `g]Y`X]YgYg
bYi`Y`Dfc`Y`_h`VUi`Ybž`XUg`hUhg`Å`W`]W`a`]h`]\fYa` `YfghYb
ni`gUa`a`YbUfVY]hYh"

8`Ug`?`YfbhYUa` `a`]h`G]hn`]b`XYb`I`G5`VYghY`h`Ui`g
<cW`gW`i`UVgc`j`YbhYbž`X]Y`a`]h[`fc»`Yb`I`bhYfbY`a`Yb`k`]Y`8`9`@`@ž
<Dž`8]gbYmž`K`Y`g` :`Uf[`c`i`bX`UbXYfYb`ni`gUa`a`Yb[`YUfVY]hYh
\UVYb"

B`Uh`U`A`Yh]j`]Yf`]gh`7`\]YZ`9I`YW`h]j`Y`C`ZZ]W`fž`GYb]cf`8Yj`Y`cdYf`j`cb
6Ub_Yf8`c[`Y`i`bX`5`mU`MU[`]]gh`C`i`hfYUW`8]fYW`h`c`f`"A`Uh`A`Yh]j`]Yf`]gh
7`\]YZ`HYW`bc`c[`m`i`C`ZZ]W`f`i`bX`DUi` `@Ja`VYfh]gh`8]fYW`h`c`f`c`Z
C`dYfUh]cbg`"K`Y]hYfY` ð`Zc`fa`Uh]cbYb`ni`a`6Ub_Yf8`c[`Y!HYUa
Z]bXYb`G]Y`Ui`Z`XYf`K`YVg]hY"

,`VYf`6Ub_Yf8`c[`Y`

6Ub_Yf8c[Y']gh`Y]bY`XYnYbhfU`Y':]bUbnd`UhhZcfa`a`]h`Y][YbYf
?fmdhc k Å\fi b["9g`i a` ZUggh`8]Ybgh`Y]ghi b[Yb`k]Y`GhU_]b[ž
@]ei]X]hÅhgdc`!: Ufa`]b[žH]a` Y!@`W_]b[`i bX`j YfhfUi Ybgk ØfX][Y
8Y:]!`?fYX]hj Yf[UVY`Ub`U`Y`6G7!Hc_Yb"

8]YgYg`Dfc`Y`_h]`cb`6Ub_Yf8c[Y`ZØ[h`VYghY\YbXYb`Hc_Yb`Y]bYb
Bi`hnyb`\]bni`"8]Yg[YgW\]Y\h`Xi`fW`XYb`6Ui`VYbi`hnyfXYZ]b]YfhYf
GhU_]b[!HfYgc`fYž`X]Y`XUfUi`Z`UVn]Y`Ybž`X]Y`Hc_Ybca`]_`X]YgYf
?fmdhc!Dfc`Y`_hY`ni` `i`bhYfghØ`hnyb`"5`g`HY]`XYg`Dfc`Y`_hg`UfVY]hYh
6Ub_Yf8c[Y`Ui`W`a`]h`UbXYfYb`ni`gUa`a`Ybž`i`a`ZØf`VY]XY`GY]hYb
j`cfhY]`UZhY`J`YfhfÅ[Y`ni`YfghY`Ybž`X]Y`[i`h`ZØf`6Ub_Yf!Hc_Yb`g]bX"

I`a`a`Y`f`ØVYf`6Ub_Yf8c[Y`ni`YfZU`fYbž`VYgi`W`Yb`G]Y`V]hhY`<]Yf
i`bX`G]Y`_ØbbYb`Ui`W`XYf`HY`Y[fUa`!7ca`a`i`b]hm`VY]hfYhYbž`i`a
X]Y`bYi`YghYb`I`dXUHYg`ni`Yf`U`hYb`
`hhdg.##`a`Y`#6Ub_Yf8c[YC`ZZ]W]U`

8YhU]`g

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