

8]Y'gWX`YWXhYb'5bfY]nY'jcb'7fmdhc ghYfVYb

}``; i bhYf']gh'A]hVY[fØbXYf]b 'XYg
6`cW_WX U]b!I bhYfbY\a Ybg'9gdfYggc!GmghYa Y"'Ni j cf'k Uf'g]Y'Y]bY
F]g]_c_Ud]hU`[YVYf]bž'X]Y'g]WX 'Ui Z'?fmdhc'_cbnYbhf]YfhY"'G]Y
VY[Ubb']\fY'?Uff]YfY'U`g'HfUXYf]b'VY]'; c'Xa Ub'GUWXg"

8]YgY'?UhUghfcd\Yb'g]bX'YXcW\'b]W\h'XUfUi Z'ni fØW_ni ZØ\fYbž XUgg'X]Y'ni [fi bXY'`]Y[YbXY'HYW\bc`c[]Y'[fi bX`Y[YbX'gW\`YW\h cXYf'_Udi hh'cXYf'VÒgY'k Uf"'G]Y'g]bX'j]Y`a Y\f'XUg'9f[YVb]g'Y]bYf k Y]hYfYb'A i b[Yf!A UI]a Y.' NY][Y'a]f'XYb'5bfY]n'i bX']W\'nY][Y X]f'XUg'9f[YVb]g"

GY]h'XYb'5bZÀb[Yb'XYf'?fmdhc]bXi ghf]Y'\UVYb'g]W\'X]Y'5bfY]nYbi f'XUfi a '[Y_Øa a Yfh'; Y'X'j YfX]YbYb"'8]YgY'5bfY]nY'\UVYb'X]Y6fUbW\Y''Y]XYf'XUj cb'UV[Y\U'hYbž'g]W\'Ui Z'X]Y'GW\UZZi b['Y]bYghUhgÀW\']W\Ybž'YW\hYb'Bi hnYbg'ni '_cbnYbhf]YfYb"

; Y`X`j YfX]YbYb`VYXYi hYh`]b`j]Y`Yb`: À``Yb`[Ubn`k Òfh`]W\. Y]bY
Y][YbY`K À\fi b[`gW\UZZYb ž`k]Y`A i b[Yf`?fmdhU`Ui W\. gd Òhh]gW\
[YbUbbh`\Uh"`K À\fYbX`Y]b][Y`Ui Z`6]hWc]b`gW\Ui hYb`i bX`gU[hYb.
K ck ž`Ya UbX`\Uh`X][]hU`Yg`; c`X`YfZi bXYb ž`gW\Ui hYb'j]Y`Y
@Yi hY`bi f`XUfUi Z`i bX`gU[hYb.` K ck ž`Ya UbX`\Uh`[YfUXY`gY]b
Y][YbYg`; Y`X`YfZi bXYb"`8 Ug`_ÒbbhY`]W\.`Ui W\."

8c[YWc]b^]ghY]b^i a VYbUbbhYg^F]ZZ'Ui Z'XYf^7cXYVUg]g^j cb 6]hWc]bž'X]Y^Ui Z'XYa ^DUd]Yf^\Yi hY^Y]bYb^K Yfh^j cb^ZUgh^%\$ A]``]UfXYb^I G!8c``Uf^\Uh"^9g^]gh^Y]bYg^XYf^ZfØ\YghYb^6Y]gd]Y`Y XUZØfž'XUgg^Ya UbX^gY]bYb^Y][YbYb^Hc_Yb^YfghY``h"^J]Y^`Y]W\h dUggYbXYfk Y]gY^]gh^XYf^A Ubbž'XYf^8c[YWc]b^U^g^K]hn^YfgW\UZZYb \Uhz*ni ^Y]bYa ^`Ui hghUf_Yb^?fmdhc!G_Ydh]_Yf^[Yk cfXYb"

BUWX '*J\fYb'XYg'Ghi X]i a g'[`Ui VY']WX ž'XUgg
?fmdhck À\fi b['Y]bY'j cb'BUhi f'Ui g'fYWXhYž
\mdYf_Ud]hU`]gh]gWXY'HYWXbc`c[]Y']ghž'X]Y']b'YfghYf'@]b]Y
Ybhk]W_Y`h'k i fXYž'i a 'XYb'FY]WXhi a ']\fYf'6YZØfk cfhYf
Xi fWX'Y]bY'?ca V]bUh]cb'Ui g'GhYi Yfj Yfa Y]Xi b[ž
j Yfa]bXYfhYf'fY[i `Uhcf]gWXYf'5i Zg]WXh'i bX'_Øbgh`]WX
Yfnk i b[YbYf'?bUdd\Y]h'ni 'j Yf[fÒ» Yfb"

8]Y ' 5`hWc]bg 'k]Y '8 c[YWc]bž'X]Y ']b 'XYb 'ZfØ\Yb 'HU[Yb 'XYf 6fUbW\Y '[YgW\UZZYb 'k i fXYbž'k]W\Yb 'XYa ' \pm 0]h]U`'7 c]b

5b[YVchg\mdY'fl=7CE'jcb'&\$%+'ibX'&\$%, "8]YgY'=7Cg'VfUW\hYb
n]['A]``]UfXYb'8c``Uf'Ub'b]W\h'jYfk AggYfbXYa''? Ud]hU``XifW\'X]Y
9fghY``ib[ž'5ig[UVY'ibX'XYb'JYf_UiZ'jcb'Hc_Yb'Y]bž'cZh'c\bY'Y]b
Zib_h]cb]YfYbXYg'DfcXi_h'YfghY``h'cXYf'[Y`]YZYfh'ni'\UVYb"'9]b][Y
X]YgYf'IbhYfbY\aYb'\]Y`hYb']\fY'JYfgdfYW\Yb'ibX'Yfn]Y`hYb
VYXYihYbXY'FYbX]hYbž'UVYf'j]Y`Y'UbXYfY'"'"'k]Y'gc```]W\'XUg
UiqXfØW_Yb3'G]Y'\UVYb'b]W\h"

8]Ygʻ]ghʻY]bYʻ6fUbW\Yžʻ]bʻXYfʻY]bYʻDYfgcbʻY]bYbʻ7cXYʻ_cd]YfYbž
XUgʻ6]`XʻY]bYgʻ[i hYbʻ<i bXYgʻUi ZʻY]bYbʻ[Y`VYbʻ<]bhYf[fi bXʻ`Y[Yb
i bXʻY]bYbʻgW\Y]bVUfYbʻA Uf_hk Yfhʻj cbʻ-\$ʻA]``]UfXYbʻI G!8c``Uf
fUi Zʻ5``nY]h\cW\gŁʻgW\UZZYbʻ_Ubb"`K YbbʻX]YgʻXYfʻ5bfY]nʻ]ghžʻk Ug
\UVYbʻk]fʻ]bʻ6Yni [ʻUi ZʻXUgʻ9f[YVb]gʻYfk UfhYh3ʻ

BU'g]W\Yf'Gc'j]Y``9bYf[]Y`]b`XYf'?fmdhc!K Y`h'k i fXY`XUfUi Z
j Yfk YbXYhž'; Y`X`Ui g`XYa 'B]W\hg`ni 'gW\UZZYbž'gY]`Yg`]b': cfa 'j cb
<i bXYa ØbnYb`cXYf`5ZZYb! ⊅9; gž'UbghUhh`XUi Yf\UZhYb`Bi hnYb
i bX`YW\hYb`J YfVfUi W\Yfk Yfh`ni 'gW\UZZYb"`K Ybb`G]Y`<i bXYfhY
j cb`A]``]cbYb`8c``Uf`a]h`XYa 'J Yf_Ui Z`X][]hU`Yf`6]`XYf'j cb

Df]a UhYb`j YfX]YbYb`_ÒbbYbž'k YfXYb`G]Y`ZØf'j]Y`Y`A YbgW\Yb
_Y]bY`NY]h`XUa]h'j YfVf]b[Ybž'gW\k]Yf][Y': fU[Yb`ni a 'Bi hnYb

♣fYg`5b[YVchg`ni 'ghY``Yb"`K Ybb`G]Y`a]h'Y]bYa'; Y`XfUi V

XUj cb_ca a Ybž'k YfXYb`G]Y`b]W\h'V`Y]VYbž'i a 'ni 'j Yfgi W\Ybž
K Yfh`ni 'gW\UZZYb"

9g'[]Vhij]Y`YžX]Y'?fmdhc`\Yi hY`U`g` hch `UVgWkfY]VYbžk Y]``Yg hfchn'ØVYfY]bYa `\J\fnY\bhigY]bYg'6YghY\Ybg'i bX`n][`A]``]UfXYb Ub':]bUbna]hhY`bžX]Y`]b`XYb`K Y`hfUi a `[YZcggYb'g]bXž'_Y]bYb k YgYbh`]WkYb`A U]bghfYUa!Bi hnYb`[Y`]YZYfh`\Uh''8Ug']gh`YXcWk b]Wkh'[Ubn`ZU]f.`Bi f`Y]b`6fi WkhY]``X]YgYf`NY]hž'9bYf[]Y`i bX`X]YgYg; Y`XYg`k i fXY`ZØf`Y]bY`g]bbj c``Y`Gi WkY`bUWk`Bi hnYb Ui Z[YkYbXYh''8]Y`5bfY]nY`fi bX`i a `X]Y`?fmdhca Àf_hY`g]bX`gY]h \J\fYb`[]Zh][.`Hc_Yb`\YfghY``Yb/I\fYbbi a a Yf`ghY][Yb''

9gʻ]ghʻUVYfʻb]W\h'U``YgʻgW\`YW\h"`→W\`k ØfXYʻUf[i a Ybh]YfYbž'XUgg Ygʻgc[Ufʻ]ba]hhYbʻXYgʻ6Yhfi [gʻi bXʻXYgʻ; Y`XfUi VgʻVYfY]hg [Y[YVYbʻ\Uhʻ*Yhk Ug*ʻYW\hYfʻK Yfhž'XYfʻXi fW\ʻYfbgh\UZhYʻDfc Y_hY [YgW\UZZYbʻk]fX"K À\fYbX`X]YgYʻ6Ya Ø\i b[YbʻcZh'Y\Yf'i bhYf XYa 'FUXUf'V`]YVYb'i bX'XYf'JYfgi W\i b['k]XYfghUbXYbž'Y]bY gW\bY``Y'5i gnU\`i b['ni 'Yf\U`hYb'cXYf'Gdcfha UbbgW\UZhYb'ni gdcbgYfbž'\UVYb'g]Y': cfhgW\f]hhY'[Ya UW\hž'i a 'hUhg\ha\W\`]W\Y 5bk YbXi b[Yb'ZØf'X]Y'?fmdhc!HYW\bc`c[]Y'Ui Zni XYW_Yb"

Ni f'[`Y]WXYb'NY]hž'U`g'8c[YWc]b'U`g'K]hn'Ybhk]W_Y`h'ki fXY
fhi bÀWXgh'Y]b'`i gh][Yf°ŁŽYfn]Y`hY'NWUg\'8i fWXVfØWXY']b'XYf
Ub[Yk UbXhYb'?fmdhc[fUd\]Yž'i a '6`cW_WXU]b!6Ybi hnYfb
Df]j Uhgd\ÀfY'ni 'Yfa Ò[`]WXYb"'9h\YfYi a 'gUa a Y`hY'VYfY]hg'&\$%)
A]hhY`Ž'VYj cf'Yg'Y]b'j c``k Yfh][Yg'DfcXi_h'\UhhYž'\Uh'UVYf'gY]b
JYfgdfYWXYbŽ'Y]bY'cZZYbYŽ'XYnYbhfU`]g]YfhY'9bhk]W_`Yfi a [YVi b[a]h'Xi fWX'7cXY'Xi fWX[YgYhnhYb'JYfhfÀ[Yb'ni 'gWXUZZYbž'a Y\f'U`g
YfZØ``h"

J]Y`Y`UbXYfY`DfcY_hY`\UVYb`: cfhgWkf]hhY`VY]`XYf`6YfY]hghY``i b[
Y]bYf`#DZfUghfi_hi f`[Ya UWkhž'X]Y`ZØf`U``[Ya Y]bYfY`?fmdhc!
5bk YbXi b[gZÀ``Y`[YY][bYh`]ghž'i bX`X]Y`5bk YbXi b[Yb`gY`Vgh
Ybhk]W_Y`h"`8Ug`]gh`dUgg]Yfh`Hfchn`X]Y`5bfY]nY`XYf`6fUbWkY"`8]Yg
\]`Zh`ni `Yf_`ÀfYbž'k Ufi a `?fmdhc!: fU_h]cbYbž'X]Y`b]Wkh`gc
[Y`Xa ch]j]Yfh`g]bXž'XUni `bY][Ybž'j cb`#Yc`c[Yb`fydf]Wk.`K Y]fXcgŁ
i bX`<UfXWcfY!9bh\i g]UghYb`fydf]Wk.`BYfXgŁ'Xca]b]Yfh`ni `k YfXYb"

I bhYf'XYb'JYffØW_hYb'i bX'BYfXg'j cb'?fmdhc'k Uf'X]Y'Gh]a a i b[
]b'XYb'`YhnhYb'nk Y]'K cWXYb'[Ya]gWXh"'5i Z'XYf'Y]bYb'GY]hY
\YffgWXh'YWXhY'B]YXYf[YgWX`U[Yb\Y]h'XUfØVYfž'XUgg'XYb'CdZYfb
XYg': HL!: U``ci hg'gc'j]Y``GWXUXYb'ni [YZØ[h'k i fXYž'[YdUUfh'a]h
Y]bYa'; YZØ\``XYg'9_Y`g'ØVYf'XYb'Ni ghUbX'XYf'6fUbWXYž'XYf'a]h
A i b[Yfg'_cb_i ff]Yfh''5i Z'XYf'UbXYfYb'GY]hY'\YffgWXh
Cdh]a]ga i gž'XYbb'gY]h``YhnhYf'K cWXY']gh'X]Y'DUfhm'j cfVY]"'8]Y
5bfY]nY'\UVYb'g]WX'[YÀbXYfh''

8 Ugʻ@cW\`XYfʻGdY_i``Uh]cbžʻXUgʻ]b`XYb``YhnhYb`*J\fYb
5i Za Yf_gUa _Y]hž'NY]hžʻ; Y`Xžʻ6Ybi hnYfžʻ\$bhY``][Ybn'i bX'6Ui \YffYb
Ub[YgUi [h'\UhžʻgW\`]Y» hʻg]W\`YbX`]W\"'J]Y``Y]W\h'Yf[]Vhʻg]W\`Y]bY
; Y`Y[Yb\Y]hžʻg]W\`Ui Z'XYb`6Ui 'j cb`DfcXi _hYb`a]h`YW\hYa 'Bi hnYb
ni '_cbnYbhf]YfYb` 'Yhk UgžʻXUgʻA i b[YfʻhUhgÀW\`]W\`[i h\Y]» Yb
_`ObbhY3

EiY``Y.::]bUbWJU``H]a Yg

8YhU]`g

6 Y gi W Y b 'G] Y 'i b g 'Ui Z '_fmd hc! b Y k g "Uh