

⌘ : 'k Ufbh'j cf'? fmdhc!6cca 'j cf'bYi Yb
< YfUi gZcfXYfi b[Yb'ZØf'X]Y
:]bUbngHUV]'hÀh

8Yf' ðhYfbUh]cbU'Y'K À\fi b[gZcbXg'fHk : Ł'k Ufbh'XUj cfž'XUgg
X]Y'ghY][YbXY'Dcdi `Uf]hÀh'j cb'? fmdhc k À\fi b[Yb'X]Y
:]bUbngHUV]'hÀh'j cf'bYi Y'< YfUi gZcfXYfi b[Yb'ghY``h"
? fmdhc]g]Yfi b['_Ubb'X]Y : À\][_Y]h'XYf'NYbhfU`VUb`_Yb
Y]bgWfÀb_Ybž'X]Y ; Y'Xdc`]h]_`YZZY_h]j 'i a ni gYhnYb"9g
_ÒbbhY'Ui W'F]g]_Yb'ZØf'X]Y :]bUbngHUV]'hÀh'gW'UZZYb" '⌘ :
g]Y\h'bYi Y'< YfUi gZcfXYfi b[Yb'ZØf'X]Y :]bUbngHUV]'hÀh'j cb
? fmdhc'8Yf' ðhYfbUh]cbU'Y'K À\fi b[gZcbXg'fHk : Ł'k UfbhY']b
Y]bYa'Ua' : fY]hU['j YfÒZZYbh]W'hYb'6`c[VY]hfU['j cf'XYb
F]g]_Yb'XYg'? fmdhc k À\fi b[gVcca g"8Yf'6Y]hfU['a]h'XYa
H]hY``? fmdhcVcca 'ghY``h'bYi Y'< YfUi gZcfXYfi b[Yb'Ub'X]Y
:]bUbngHUV]'hÀh 'k i fXY'j cb'XfY] :]bUbnyI dYfhYb'XYf
K À\fi b[g!'i bX'? Ud]hU'a Uf_hUVhY]'i b['XYg'⌘ : 'j YfZUggh
8]a]hf]g'8fU_cdcì `cgž: UV]c'B UhU'i W]i bX'9j Ub
DUdU[Ycf[]ci "'G]Y'ghY``hYb'ZYghž'XUgg' XYf
; YgUa ha Uf_hk Yfh'U``Yf'? fmdhc!5ggYhg/ Ua d^Y``]d/

8 Yf' =b hYfbUh]cbU`Y`K Å\fi b[gZcbXg`fHk : Ě`k Ufbh`XUj cfž
XUgg`X]Y`ghY][YbXY`Dcdi`Uf]hÅh`j cb`? fmdhck Å\fi b[Yb`X]Y
:]bUbngHUV`]hÅh`j cf`bYi Y`< YfUi gZcfXYfi b[Yb`ghY`h`
? fmdhc]g]Yfi b[`Ub b`X]Y : Å\][`Y]h`XYf`NYbhfU`VUb`Yb
Y]bgWÅfÅb`Ybž`X]Y ; Y`Xdc`h]_`YZZY`_hj`i a ni gYhnYb`"9g
_`ObbhY`Ui WÅ`F]g]_Yb`ZØf`X]Y :]bUbngHUV`]hÅh`gWÅ UZZYb`"

≠K : `g]Y`h`bYi Y`< YfUi gZcfXYfi b[Yb`ZØf`X]Y
:]bUbngHUV`]hÅh`j cb`? fmdhc

8 Yf' =b hYfbUh]cbU`Y`K Å\fi b[gZcbXg`fHk : Ě`k UfbhY`]b`Y]bYa`Ua
: fY]hU[`j YfØZZYbh]WÅhYb`6`c[VY]hfU[`j cf`XYb`F]g]_Yb`XYg
? fmdhck Å\fi b[gVcca`g`8Yf`6Y]hfU[`a`]h`XYa`H]hY`? fmdhcVcca
ghY`h`bYi Y`< YfUi gZcfXYfi b[Yb`Ub`X]Y :]bUbngHUV`]hÅh`k`i`fXY
j`cb`XfY] :]bUbni`dYfhYb`XYf`K Å\fi b[g!`i`bX
? Ud]hU`a`Uf`_hUVhY]`i b[`XYg`≠K : `j YfZUggh`8]a`]hf]g`8fU`cdci`cgž
: UV]c`BUhU`i`WÅ]i`bX`9j`Ub`DUdU[Ycf[`]ci`"

G]Y`ghY`h`Yb`ZYghž`XUgg`XYf` ; YgUa`ha`Uf`_hk`Yfh`U`Yf`? fmdhc!5ggYhg
]a`GYdhYa`VYf`&\$%&`6]`cbYb`8c`Uf`ØVYfgh]Y[`Y]b`%\$!ZUWÅYf
5bgh]Y[`gY]h`5bZUb[`&\$&\$`ž`i`bX`gU[hYbž`XUgg`j`Y`Yb`9]b`Y]hYb`]a
²`_cgmgHYa`ghUf`_Y`6Yhf]YVg!ž` ; cj`YfbUbWÅ!`i`bX`F]g]_cdfU`_h]_Yb
ZY`Yb`"8Uni`[Y\`ØfYb`6ØfgYbž`K`U`Yhgž`A`]bYf`i`bX`GhUV`YWč]b!
9a`]hYb`hYb`"

8]Y`5i`hc`fYb`Z` \fYb`Zcfhž` J`YfVfUi`WÅYfgWÅ`i`hmf]g]_Yb`ni
X]g`_i`h]YfYbž`i`bX`Yf`_`ÅfhYbž`XUgg`g]Y`VY]`VY[`fYb`nhYf`c`XYf
i`bni`fY]WÅYb`XYf`C`ZYb`Y[`i`b[`i`bX`5i`Zg]WÅh`Yf`YV`]WÅ`V`Y]VYb`"

G]Y`k`UfbhYb.`A`]h`6`]W`_Ui`Z`X]Y`Ni`_i`bZi`_Ubb`Y]bY`k`Y]h
j`YfVfY]hYhY`i`bX`gWÅ`bY`Y`9]bZØ\fi`b[`Yf`YV`]WÅY
<YfUi`gZcfXYfi`b[`Yb`a`]h`g]WÅ`Vf]b[`Ybž`]bXYa`g]Y`X]Y`?`fÅZNY`XYf
8c`Uf]g]Yfi`b[`]b`XYf`K`]fhgWÅUZh`c`XYf`]b`X]YgYa` :`U`X]Y
? fmdhc]g]Yfi`b[`]j`YfghÅf`_hž`VY]`XYf`X]Y`9]bk`c`bYf`VY[`]bbYbž
? fmdhc!5ggYhg`UbghY`Y`XYf`c`_U`Yb`K`Å\fi`b[`]ni`j`Yfk`YbXYb`"8]Y
≠K : !9i`dYfhYb`VYgWÅf]YVYb`k`Y]hYf.

8]Y'?'fmdhc]g]Yfi b['_Ubb'X]Y': Å\][_Y]h'XYf'NYbhfU`VUb_Yb
Y]bgWÅfÅb_Ybž'X]Y'; Y'Xdc`h]_YZZY_h]j' i a ni gYhnYb"'9g
_ÒbbhYb'Ui WÅ'F]g]_Yb'ZØf'X]Y':]bUbngHUV]'hÅh'YbhghY\Yb"

8 UfØVYf'\]bUi g'ghY`hYb'g]Y'ZYgh' 5i WÅ'X]Y'6YXfc\i b[Yb'XYf
:]bUbndc`h]_`_ÒbbhYb'g]WÅ'j YfghÅf_Ybž'XU?'fmdhc!5ggYhg'XUg
DchYbn]U``UVYbž'GHYi Yf\]bhYfn]Y\i b['ni'Yf'Y]WÅhYfb"'5i WÅ'X]Y
GY][b]cfU[Y'fXYf'; Yk]bb'Ui g'XYa'F'YWÅh'ni f'5i g[UVY'j cb
K Å\fi b[Yb'Ě'_Ubb'ni fØW_[Y\Yb"'9]bY'Yf\Ò\hY'BUWÅZfU[Y'bUWÅ
'?fmdhc!5ggYhg'_ÒbbhY'Ui WÅ'?Ud]hU'UVZØggY'Yf'Y]WÅhYfbž'X]Y'g]WÅ
Ui ZXYb'8Yj]gYba Uf_h'Ui gk]f_Yb"

...

8]Y'5i hcfYb'gWÅ'i [Yb'Ui WÅ'dc`h]gWÅY'A U»bU\ a Yb'j cf"' 8 U'g]WÅ
'?fmdhc!5ggYhg'Xi fWÅgYhnYbž'a ØggYb'X]Y'5i Zg]WÅhgVY\ØfXYb
j YfghÅf_h'k YfXYb ž'gWÅf]YVYb'g]Y"

→b'Y]bYa'YfghYb'GWÅf]h'a ØggYb'FY[i`]Yfi b[gVY\ØfXYb'i bX
5i Zg]WÅhgVY\ØfXYb'j b'XYf'@U[Y'gY]bž'X]Y'gWÅbY`Yb'9b'k]W`i b[Yb
]a'?'fmdhc!²_cgmghYa' i bX'X]Y'XUa]h] YfVi bXYbYb'F]g]_Yb'ni
ØVYfk UWÅYbž']bXYa'g]Y'8UhYb'ØW_Yb'gWÅbY`Ub[Y\Yb ž'ZØ\fhYb
g]Y'Ui g"' 8Yf'[`cVU'Y'7\UfU_hYf'j cb?'fmdhc!5ggYhg'VYXYi hYhž
XUgg'X]Y'dc`h]gWÅYb'9bhgWÅY]Xi b[ghfÅ[Yf'X]Y
[fYbnØVYfgWÅfY]hYbXY'?ccfX]bUh]cb'j YfVYggYfb'gc`hYbž'i a'X]Y
F]g]_Yb'XYf'FY[i`]Yfi b[gUfV]hfU[Y'ni'a]b]a]YfYb'i bX'Y]bY
k]f_gUa Y'5i Zg]WÅh'i bX'8i fWÅgYhni b['g]WÅYfni ghY`Yb"

8]Y'9I dYfhYb'XYg'⌘ : 'gWÅ'i [Yb'j cf.' 8]Y'bUh]cbU'Yb
FY[i`]Yfi b[gVY\ØfXYb'gc`hYb'Ui WÅ'XYf'I a gYhni b['VYghY\YbXYf
[`cVU'Yf'GhUbXUfXg'Df]cf]hÅh'Y]bfÅi a Yb"'K Y'hk Y]h'gc`hYb
dc`h]gWÅY'9bhgWÅY]Xi b[ghfÅ[Yf']a'F U\ a Yb'XYf'; &\$!F cUXa Ud
ZØf'[fYbnØVYfgWÅfY]hYbXY'NU\`i b[Yb'Df]cf]hÅh'\UVYbž
[fYbnØVYfgWÅfY]hYbXY'NU\`i b[Yb'gWÅbY`Yfž'V]`][Yfž
hfUbgdUfYbhfYf'i bX']bhY[fUh]j Yf'ni'a UWÅYb"'G]Y'_Ua Yb'ni'XYa

GW`i gg.

8]Y`NY]h`Xf`A`b[h`zi b`X`A`U`bU`a`Yb`a`ØggYb`Yb`hgW`c`ggYb`ž
gW`bY``i`bX`[`c`V`U``[i`h`_`c`c`f`X]b]Y`f`h`g`Y]b`ž`X`U`a`]h`X]Y`J`c`f`h`Y]`Y
Z]Y`»`Yb`ž`U`V`Y`f`[`Y]W`X`n`Y]h][`U`i`W`X]Y`G`W`k`U`W`g`h`Y``Y`b
Ub[Y[Ub[Yb`k`Y`f`X`Y`b"

K Ug`\\U`h`Y`b`G]Y`j`c`b`X`Y`b`K`U`f`b`i`b[Y`b`i`b`X`J`c`f`g`W``A[Y`b`X`Y`g
=K : 3`@U`g`g`Y`b`G]Y`Y`g`i`b`g`]a` `?`c`a`a`Y`b`h`U`f`V`Y`f`Y]W`X`i`b`h`Y`b
k`]g`g`Y`b"

6]`X`b`U`W`k`Y]g`Y.`G`\\i`h`h`Y`f`g`h`c`W`_`ž`D]I`U`V`U`m`ž`K`_]`7`c`a`a`c`b`g`

f`Ź`b`W`h]c`b`f`X`ž`g`ž`]X`Ł`o`j`U`f`^`g`ž`Z`g`1`X"[Y`h`9`Y`a`Y`b`h`g`6`m`H`U[B`U`a`Y`f`g`Ł`Q`\$`Q`
]Z`i`f`X"[Y`h`9`Y`a`Y`b`h`6`m`X`f]X`Ł`Ł`f`Y`h`i`f`b`/`^`g`1`X"W`f`Y`U`h`Y`9`Y`a`Y`b`h`f`g`Ł`/`^`g"]X`1`
]X`/`^`g"gf`W`l`"\\`h`h`d`g`#`A`c`b`b`Y`W`h"Z`U`W`V`c`c`_"b`Y`h`#`b`S`I`G`#`g`X`_"^`g`i`Z`V`a` `1`%`
j`Y`f`g]c`b`1`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`i`Ł`/`

8YhU]`g

6Ygi W`X`Y`b`G]Y`i`b`g`U`i`Z.`_`f`m`d`h`c`!`b`Y`k`g`"U`h`