

F Yj c`i h'ghUfhYh'6Ub_X]Yb gh`Y]ghi b [Yb`]b
GdUb]Yb`a]h'9]b`U[Ybg]W\Yfi b [' :]bhYW\

F Yj c`i h`Y]bY`ZØ\ fYbXY':]bhYW\!D`UhhZcfa`i bX`BYcVUb_ž`Uh
Y]bY`gdYn]Y`Y`6Ub_]nYbn`ZØf`XYb`6Yhf]YV`]b`GdUb]Yb
Yf\U`hYb`6Ybi hnYfY]b`U[Yb`g]bX`Yhnh`V]g`ni`%\$"\$\$\$`
j Yfg]W\Yfhž`k cVY]`X]Y`8YW_i b [j`cb`XYf`9]b`U[Yb!`i bX
=bj Ygh]h]cbgj Yfg]W\Yfi b [ž`Y]bYa`hUi`]gW\Yb
GhUUhg] bhYfbY\`a Ybž`VYfY]h[YghY`h`k]fX`8 Ug`l bhYfbY\`a Ybž
XUg`a]h`Yfk Y]Y`ØVYf`, \$\$"\$\$\$`?i bXYb`]b`GdUb]Yb`U`hž
Yfk UfhYhž`gY]bY`Bi hnYfVUg]g`a]h`X]YgYf`bYi Yb`9bhk]W_i b [
ni`Yfk Y]hYfb`F Yj c`i h!`?i bXYb`]b`GdUb]Yb`_ØbbYb`Ui ZX]Y
F Yj c`i h'6Ub_`i d[fUXYb`F Yj c`i h`Y]bY`XYf`[fØ» hYb`:]bhYW\!
BYcVUb_Yb`]b`9i fcdUž`Uh`Yf\U`hYb`Y]bY`gdYn]Y`Y
6Ub_]nYbn`]b`GdUb]Yb`i bX`_Ubb`]fYb`?i bXYb`bi b`Y]bY
9]b`U[Ybg]W\Yfi b [`UbV]YhYb`8Yf`GW\i hn`XYf`\]bhYf`Y[hYb
J Yfa`Ò[Ybgk YfhY`k]fX`j`cb`Y]bYf`hUi`]gW\Yb
GhUUhg[YgY`gW\UZh`bUa Ybg`8Ydcg]h`UbX`/ Ua`d^Y`d/

F Yj c`i hž`Y]bY`ZØ\ fYbXY` :]bhYWX!D`UhhZcfa`i bX`BYcVUb_ž
\ Uh`Y]bY`gdYn]Y``Y`6Ub_`]nYbn`ZØf`XYb`6Yhf]YV`]b`GdUb]Yb
Yf\U`hYb`"6Ybi hnYfY]b`U[Yb`g]bX`^Yhnh`V]g`ni`%\$\$"\$\$\$`
j Yfg]WX Yfhž`k cVY]`X]Y`8YW_i b[`j cb`XYf`9]b`U[Yb!`i bX
=bj Ygh]h]cbgj Yfg]WX Yfi b[ž`Y]bYa` ``]hUi`]gWX Yb
GhUUhg`i bhYfbY\`a Ybž`VYfY]h[YghY``h`k]fX``8 Ug
l bhYfbY\`a Ybž`XUg`a]hh`Yfk Y]`Y`ØVYf`,` \$\$\$"\$\$\$`?`i bXYb`]b
GdUb]Yb`\ Uhž`Yfk UfhYhž`gY]bY`Bi hnYfVUg]g`a]h`X]YgYf
bYi Yb`9bhk]W_`i b[`ni`Yfk Y]hYfb`"

F Yj c`i h!`?`i bXYb`]b`GdUb]Yb`_`ÒbbYb`Ui Z`X]Y
F Yj c`i h`6Ub_`i d[fUXYb

F Yj c`i hž`Y]bY`XYf`[fØ» hYb` :]bhYWX!BYcVUb_Yb`]b`9i fcdUž`\ Uh`
Yf\U`hYb` Y]bY`gdYn]Y``Y`6Ub_`]nYbn`]b`GdUb]Yb`i bX`_Ubb`\]fYb
?`i bXYb`bi b`Y]bY`9]b`U[Ybg]WX Yfi b[`UbV]YhYb`"8Yf`GW`i hn`XYf
\]bhYf`Y[hYb`J Yfa` Ò[Ybgk YfhY`k]fX`j cb`Y]bYf``]hUi`]gWX Yb
GhUUhg[YgY``gWX UZh`bUa Ybg`8Ydcg]h`UbX`=bj Ygha Ybh`=bgi fUbWX
[Yk`À\`f`Y]ghYhi bX`XYW_h`6Yhf`À[Y`j cb`V]g`ni`%\$\$"\$\$\$`i`fWU`
%) "\$\$\$`~`Ł`"l a`X]YgYb`GW`i hn`ZØf`\`f`J Yfa` Ò[Yb`ni`Yf\U`hYbž
a`ØggYb`?`i bXYb`\]fY`F Yj c`i h!`?`cbhYb`Ui Z`F Yj c`i h`6Ub_`!`?`cbhYb
i d[fUXYb`"

8]Y`GhfUH`Y[]Y`n]Y`h`XUfUi ZUVž`XUg`K UW`ghi a`j cb`F Yj c`i h`]b
GdUb]Yb`Ui ZFYWX`hni Yf\U`hYbž`bUWX`XYa`Y]bY`]a``Y`hnhYb`>X\`f
Xi fW`[YZØ\`fhY`l a`ZFU[Y`Yf[UVž`XUgg`a Y\`f`U`g`,` \$`i`XYf`6Ybi hnYf
a`Y\`f`; Y`X`]b`XYb`8]Ybgh`Y]bnU`\`Yb`k ØfXYbž`k Ybb`g]Y`j Yfg]WX Yfh
k`ĀfYb`"9VYbgc`[UVYb`*`\$`i`Ubž`XUgg`g]Y`F Yj c`i hni`f`5V`k]W_`i b[
j cb`NU`\`i b[Yb`j Yfk YbXYb`k ØfXYbž`k Ybb`X]Y`D`UhhZcfa
J Yfg]WX Yfi b[gcdh]cbYb`UbV]YhYb`k ØfXY`"

...

9i fcdĀ]gWX Y`9i dUbg]cb

F Yj c`i hž`XUg`gY]bYb`l fgdfi b[`]b` ; fc» Vf]hUbb]Yb` \Uhž` \Uh`]b
9i fcdU`Y]b`XYi h`]WXYg`K UWghi a` Yf`YVh`i bX` \Uh`a`]hh`Yfk` Y]`Y
ØVYf`%, `A`]`]cbYb`?i bXYb`"8]Y`D`Uhžcfa` ž`X]Y`k` Y`hk` Y]h` \Äi` Z][`ZØf
, VYfk` Y]gi b[`Yb`i bX`NU\`i b[`Yb`j` Yfk` YbXYh`k`]fXž`]gh
Y]b[`Yhfc`ZZYb`]b`XYb`l` G5`]a` `j` Yf[`Ub[`YbYb``đ\`f"

GdUb]Yb`]gh`b]W`h`XUg`YfghY`@UbXž`]b`XYa` `F Yj c`i h`Y]bY`6Ub`_]nYbn
VYUbhfU[`h` \Uh`"9g`V]YhYh`X]YgYb`G`W`i` hn`VYfY]hg`?i bXYb`]b
6Y`[`]Ybž`8`ÄbYa` Uf`_ž`:]bb`UbXž`8`Yi` hgW` \UbXž``g`UbXž`@]W`h`YbghY]bž
@` |`Ya` Vi` f[`ž`XYb`B]YXYf`UbXYb`i bX`G`W`k` YXYb`Ubž`k` c`Yg`]\`a
[`Y`i` b[`Yb`]ghž`gY]bYb`6Ybi` hnYfb`Ui` W` `?fYX]hd`fc`Xi` _hY`Ubni`V]YhYb`
`đ`6Yni` [`Ui`ZXUg`J`Yfg]W`Yfi` b[`gUb[`YVch`ZØf`]\`fY`?i bXYb`Yf`_`Ä`fhY`
`æY`<`YbY[` \Ubž`79C`XYf`F`Yj c`i h`6Ub`_.

8]Y`9]bZØ\`fi b[`XYf`6Ub`_]b`GdUb]Yb`k`]fX`i` bgYfYb`?i bXYb
Y]b` \Ø`YfYg`A`U»` `Ub`G]W`Yf`Y`Y]h`i` bX`J`YfhfUi` Yb`V]YhYb`i` bX
Yg`i` bg`Yfa` Ò[`]W`Ybž`]b`Ni` _i` bZh`k` Y]hYfY`D`fc`Xi` _hY`i` bX
8]YbghY]ghi b[`Yb`Ui`ZX`Yb`A`Uf`_h`ni` `Vf]b[`Yb`"

F Yj c`i h` \Uh`Ui` W` `?fmdhc`k` Ä` \fi b[`g`_Äi`ZY`ØVYf`X]Y`5dd`Ub[`YVchYb`
**gY]h`&\$%+ž`J`YfgW`a` Y`ni` b[`j`cb`:]`bhYW`i` bX`?fmdhc`Ui`ZY]bYf
D`Uhžcfa` "9]bYf`gY]bYf`X]fY`_hYb`?cb`_i`ffYbhYb`]b`X]YgYa` `6YfY]W`ž
B`&`*`ž`]gh`bi`f`j`**cf`_i`fnYa`** `5b`_ØbX][`i` b[`XYf`9]bZØ\`fi b[`XYg
?fmdhc`k` Ä` \fi b[`g`UbXY`g`i` bX`VY`_`U[`hY`X]Y`J`Yfn`Ò[`Yfi` b[`VY]a
5b[`YVch`X]YgYf`8]YbghY`ZØf`?i bXYb`"**

*K` Ug` \`U`hYb`G]Y`j`cb`XYf`gdYn]Y`Yb`6Ub`_]nYbn`j`cb`F`Yj`c`i`h
]b`GdUb]Yb`3`GU[`Yb`G]Y`Yg`i`bg`]a` `?ca`a`Yb`hUfVYfY]W`
i`bhYb`"*

Gyf[]c'; ÒgWxYb_c'

Gyf[]c'gh'Y]b'? fmdhc k Å\fi b[g'ci fbU'gh'a]h'G]hn']b'J YbYni Y`U" '9f'VYgW fY]Vh'g]Wx
gY`Vgh`U`g`gdÅh]a`Gd]Y`i bX`hfUh]b`X]Y'? fmdhcgd\ÅfY`Y]bž`U`g`XYf`DfY]gUbgh]Y[]ja
8YnYa VYf`&\$%+`ghUhhZUbX" '9f`\UhY]bYb`<]bhYf[fi bX`U`g`7ca di hYf]b[Yb]Yi fž`YVh]b
J YbYni Y`U`i bX`]gh`Ui Z'gcn]U`Yf`9VYbY`j ca`? fmdhc k Å\fi b[gVcca`VYhfcZZYb" '9f
V]YhYh`Y]bY`UbXYfY`G]Wxhk`Y]gY`ØVYf`XYb'? fmdhc!9fZc`[`i bX`k`jY`Yg`XYb`Yb][Yb`Å`Zž
X]Y`_Y]b`6Ub`_cbhc`\UVYb`i bX`i bhYfj Yfgcf[h'g]bX"

6]`XbUWx k Y]g. `G\i hYfghcW_ž`D]l UVUmž`K]_]7ca a cbg

6Y`]YVhYfY`B UWx f]Wx hYb

: U`g`8i`Yg`j YfdUggh`\Ugh

f[bWh]cbfXž`gž`]XŁ`o`j Uf`^gž`Z`g`1`X"[Yh9`Ya Ybhg6mHU[BUa YfgŁQ\$Q'
]Z`fK"[Yh9`Ya Ybh6mXf]XŁ`fYhi fb/`g`1`X"WfYUH9`Ya YbhfgŁ/`g"]X`1
]X/`g"gfWl "\hhdg. #WcbbYWh"ZUWVcc_"bYh#YbSl G#gX_"`g. l ZVa`1`%/
j Yfg]cb1`j`' "&"/Z`g"dUfYbhBcXY"]bgYfh6Y Zc fY f`gž`Z`gŁ`/qfKcW a Ybhž
fgWf]dhfž`fZUWVcc_!`ggX`fŁ`/

8YhU]`g

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