

GW`a a Y`8]b[Y`k YfXYb`dUgg]YfYb ž k Ybb`GhUV`YW`]bg`b]W`h`VU`X`fY[i`]Yfh k YfXYb

9]b`cW`fUb[][Yf`FYdi V`]_UbYf`\Uh`k Y[Yb`XYf`gW`bY`
k UW`gYbXYb`GhUV`YW`]b!`X`i`ghf]Y`5`Ufa` [YgW`U[Yb`i`bX`
XUj`cf[Yk`Ufbhž`XUgg`XYa` ; Y`X`XYf`5b`Y[Yf` GW`a`a`Yg`
dUgg]YfYb`k`]fX` ž`k`Ybb`Yg`b]W`h`VU`X`fY[i`]Yfh`k`]fX`"DUh`
Hcca`Ymž`XYf`cVYfghY`FYdi V`]_UbYf`]a`'6Ub`_YbUi`ggW`i`gg`
XYg`GYbUhgž`gU[hYž`Yf`XYb`_Yž`XYf`?`cb[fYgg`gc`hY`bYi`Y`
FY[Y`b`Z0f`XYb`%, \$!A`]]UfXYb!8c`Uf!A`Uf_h`Z0f`GhUV`YW`]bg`
gW`fY]VYbž`X]Y`ni`XYb`VY`]YVhYghYb`?`fmdhck`A`fi`b[Yb`XYf`
K`Y`h[Y`\`0fYb`"5VYf`Yf`k`Y`fhY`g]W`[Y[Yb`Y]b][Y`XYf`
ghfYb[YfYb`A`U»`bU`a`Ybž`X]Y`j`cb`8Ya`c`fUhYb`[YZ0fXYfh`
k`YfXYbž`X]Y`[`Ui`VYbž`XUgg`GhUV`YW`]bg`Y`hnh`gc`j`]Y` ; Y`X`
k`Yfh`g]bXž`XUgg`]\fY`6YhfY]VYf`k`]Y`6Ub`_Yb`fY[i`]Yfh`k`YfXYb`
gc`hYb`"Hcca`Ym`gU[hY`XYf` :]bUbW]U`H]a`Yg`]b`Y]bYa`
`hYfj`]Yk`.'`?`0bbhYb`/`Ua`d`^Y`]d/`

9]b`cW`fUb[][Yf`FYdi V`]_UbYf`\Uh`k Y[Yb`XYf`gW`bY`
k UW`gYbXYb`GhUV`YW`]b!`X`i`ghf]Y`5`Ufa` [YgW`U[Yb`i`bX`XUj`cf`
[Yk`Ufbhž`XUgg`XYa` ; Y`X`XYf`5b`Y[Yf` GW`a`a`Yg`dUgg]YfYb`
k`]fX` ž`k`Ybb`Yg`b]W`h`VU`X`fY[i`]Yfh`k`]fX`"

DUh`Hcca`Ymž`XYf`cVYfghY`FYdi V`]_UbYf`]a`'6Ub`_YbUi`ggW`i`gg`XYg`
GYbUhgž`gU[hYž`Yf`XYb`_Yž`XYf`?`cb[fYgg`gc`hY`bYi`Y`FY[Y`b`Z0f`XYb`
%, \$!A`]]UfXYb!8c`Uf!A`Uf_h`Z0f`GhUV`YW`]bg`gW`fY]VYbž`X]Y`ni`XYb`
VY`]YVhYghYb`?`fmdhck`A`fi`b[Yb`XYf`K`Y`h[Y`\`0fYb`"

5VYf`Yf`k`Y`fhY`g]W`[Y[Yb`Y]b][Y`XYf`ghfYb[YfYb`A`U»`bU`a`Ybž`
X]Y`j`cb`8Ya`c`fUhYb`[YZ0fXYfh`k`YfXYbž`X]Y`[`Ui`VYbž`XUgg`
GhUV`YW`]bg`Y`hnh`gc`j`]Y` ; Y`X`k`Yfh`g]bXž`XUgg`]\fY`6YhfY]VYf`k`]Y`

6Ub_Yb`fY[i `]Yfh`k YfXYb`gc`hYb"

Hcca Ym'gU[hY`XYf':]bUbWU`H]a Yg`b`Y]bYa `#hYfj]Yk . : ?ObbhYb
j]Y`Y`Y]bnY`bY`J YfVfUi W`Yf`gW`k YfY`J YfVfYbbi b[Yb`VY`ca a Yb3
5Vgc`i h`K `fY`XUg`Y]bY`gW`YW`hY`GUW`Y3`JZ`Yg`k `fY`gW`YW`h`ZOf
X]YgY`J YfVfUi W`Yf`"9g`k `fY`k c`\\`Ui W`Y`]b`\\YfVYf`F`ØW`gW`U[`ZOf
X]Y`6fUbW`Y"

5i g`X]YgYb`VY]XYb` ; fØbXYb`a` ØW`hY`]W`Y`]bYb`j YfbØbZh][Yb
F U`a Yb`gW`UZYbž`VYj cf`Yhk Ug`GW``]a a Yg`dUgg]Yfh`"l bX`gY]Yb
k]f`Y`f`]W`ž`]f[YbXk Ubb`k YfXYb`Y]b][Y`gW``]a a Y`8]b[Y
dUgg]YfYb` `gW``]Y» `]W``]gh`X]Yg`bcW`Y`]bY`fY`Uh]j `bYi Y
HYW`bc`c[]Y"

GhUV`YW`]bg`i bhYfgW`Y]XYb`g]W`j cb`UbXYfYb`? fmdhck `A`fi b[Yb
k]Y`6]hW`]b`cXYf`9h`YfYi a `XUXi fW`ž`XUgg`g]Y`Xi fW`YW`hY
K `A`fi b[[YXYW`h`g]bX`i bX`5b`Y[Yfb`X]Y`A`Ø[`]W`_Y]h`V]YhYbž
X][]hU`Y`J Yfa`Ø[Ybgk YfhY`a`]h`XYa`J YfgdFYW`Yb`ni g`A`h`]W`Yf
DfY]gghUV]`]h`h`ni `VYg]hYb"

8]Y` :]bUbni Zg]W`hgVY`ØfXYb`g]bX`VYgcf[h`XUfØVYfž`k]Y`gW`bY`
X]Y`? fmdhck `A`fi b[`k `A`W`ghž`k]Y`j]Y`Y`]a` `l a` `Ui Zg]bX`i bX`k]Y
k Yb][[`?`Uf`Y]h`ØVYf`X]Y`J Yfa`Ø[Ybgk YfhY`VYghY`hž`X]Y`g]Y
ghØhYb"

HYh`Yfž`X]Y`VY`]YVhYghY`W`]bž`]gh`Ui h`7c]bA Uf`_Yh7Ud`j cb`Y]bYf
A Uf`_h`Ud]hU`]g]Yfi b[`j cb`fi bX`(`A fX`"l G8`ni `6Y[]bb`XYg`J`fYg
&\$\$`Ui Z`Yhnh` , `A fX`"l G8` [Yk UW`gYb`"8]Y`5i Zg]W`hgVY`ØfXYb
`UVYb`XUg`l bhYfbY`a Yb`ni j cf`a]h`Y]bYf` ; Y`XghfUZ]`b
nk Y]ghY`][Yf`A]`]cbYb`Ø`Y`VY`Y[hž`k Y]`Yg`ZU`gW`Y`5b[UVYb`ØVYf
gY]bY`F`YgYfj Yb`[Ya UW`h`UhhY`"9g`[]Vh`XYfnY]h`Ubž`ØVYf
[YbØ[YbX`F`YgYfj Yb`ni `j YfZØ[Ybž`i a`%\$\$`DfcnYbh`XYf`j cb`]a
Ui g[Y[YVYbYb`A`ØbnYb`ni `XYW`_Yb"

8]Y`6]XYb!5Xa`]b]ghfUh]cb`k]`XYb`A Uf`_h`gc`Y]bgW`f`Ab`_Ybž`XUgg
bi f`bUh]cbU`fY[i `]YfhY` :]bUbni]bgh]hi hY`GhUV`YW`]bg`Ui g[YVYb
_ØbbYbž`Y]bY`F`Y[Y`ž`X]Y`gck c`\\`HYh`Yf`U`g`Ui W`l G8
Ui ggW``]Y» Yb`k ØfXY`7c]bX]Y`VY]XYb`[fØ`hYb`9a`]hYb`hYb"

8Yf; YgYhnYgYbhk i fZj cb'Hcca Ymik ØfXY'Yg'YXcW'Ui W
UbXYfYb' Cf[Ub]gUh]cbYb'Yfa Ò['WYbž'X]Y'7c]bg'Ubni V]YhYbž
k Ybb'g]Y'\fY'FYgYfj Yb'YXYb'A cbUh'ÒZYbh]W'cZyb'Y[Yb'i bX
g]W'U'Y'XfY]A cbUhY'Y]bYf'DfØZi b['i bhYfn]Y\Yb"

8]Y'⇒XYžXUgg'X]Y'Y]bn][Yb'ni 'Àgg][Yb'9a]hYbhYb'j Yfg]WYfhY
9]b'U[Yb]bgh]hi hY'gY]b'gc''hYbž]ghj]Y'ni 'Y]bgW'fÀb_YbX ž'gU[hY
Hcca Ym'' 9g[]Vh'_Y]bYb''c[]gWYb'; fi bX'XYf'K Y'hž'k Ufi a' a Ub
XUZØf'Y]b'j Yfg]WYfhYg'8Ydch]bgh]hi h'gY]b'a i gg"

8Yf'GW'f]h'ni f'FY[i 'Yfi b['j cb'GhUV'YW'c]bg']gh'HY]'Y]bYg
VfY]hYfYb'J cfg]h'»Yg'j cb'8Ya c_fUhYb'i bX'FYdi V']_UbYfbž'FY[Y'b
ZØf'X]Y'[YgUa hY'?fmdhck Å\fi b[g]bXi ghf]Y'Y]bni ZØ\Yb"5VYf'X]Y
FYdi V']_UbYf'k]XYfgYhnYb'g]W'Y]b][Yb'XYf'\ÀfhYfYb'J cfgW'À[Y
j cb'\cW'fUb[]][Yb'8Ya c_fUhYb'k]Y'; Ufm; Ybg'Yfž'XYa
J cfg]hnYbXYb'XYf'GYW'f]h]Yg'UbX'9i W'Ub[Y'7ca a]gg]cbž'XYf
Uf[i a Ybh]Yfh'\Uhž'XUgg'j]Y'Y'?fmdhck Å\fi b[Yb'Ui ZX]Y'['Y]WY
K Y]gY'k]Y'K YfhdUd]YfY'fY[i 'Yfh'k YfXYb'gc''hYb"

Hcca YmigW'ì [']; Ybg'Yf'ni 'i bX'gU[hY.' 9f'j Yfgi W'hž'X]Y'Ybcfa Y
A UW'hž'X]Y'Yf'\Uhž'i bX'8i fW'gYhni b[ga U»bU'a Yb'ni 'bi hnYbž'i a
Y]bY'6fUbW'Y]a'; fi bXY'ni 'nk]b[Ybž'XUg'ni 'hi bž'k Ug'Yf'k]''Gc
[Y\h'a Ub'UVgc'i h'b]W'h'a]h'Y]bYf'bYi Yb'HYW'bc'c[]Y'i a "

9f'_f]h]g]YfhY'Ui W'X]Y'8Ya c_fUhYb'ZØf'XYb'J Yfgi W'ž'X]Y': YXYfU'
FYgYfj Y'ni 'bi hnYbž'i a 'XYb', VYf[Ub['ni '[fØbYf'9bYf[]Y'ni
VYgW'Yi b][Yb"

Hcca Ymik Uf'Y]bYf'j cb'a Y\fyfYb'GYbUhc'fYbž'X]Y'XUni
VY][YhfU[Yb'\UVYbž'X]Y'Bca]b]Yfi b['j cb'GUfU'\6'cca 'F Ug_]b']b
XYb'; ci j YfbYi fgfUh'XYf': YX'ni 'V'cW_]YfYbž'bUW'XYa 'g]Y'\fY
: cfXYfi b['Ub'X]Y'FY[i 'Yfi b[gVY\ØfXYb']b': fU[Y'[YghY''h'\UhhYž
XYb'?`]a Uk UbXY'VY]XYf'6YfØW_g]W'h][i b['k]fhgW'UZ'h]W'Yf
F]g_]Yb'ni 'VYfØW_g]W'h][Yb"

<]Yf'j]b'XYb'J YfY]b][hYb'GhUUhYb'[]Vh'Yg'Y]bY'6Yk Y[i b[ž'X]Y'X]Y
6YXfc\i b['Xi fW'XYb'?`]a Uk UbXY'U'g'; Y'Y[Yb\Y]h'bi hnhž'i a
XYb'DfcnYgg'ni 'VY[]bbYbž'X]Y': YX'XUni 'ni 'Vf]b[Ybž'?Ud]hU'j cb

_c\`YbghcZZ]bhYbg]j Yb`#Xi ghf]Yb`UVni n]Y\Ybž`i a`XYb`, VYf[Ub[
ni`Y]bYf`_c\`YbghcZZUfa Yb`K]fhgWUZh`ini`VYgW`Yi b][Yb`žYf
[YbUbbh`` 8Ug`Āggh`a Y]bYb`?cdZYI d`cX]YfYb" `

9f`bUbbhY`Yg`Y]bY` ÖZZYbh`jWXY`J YfgWk Öfi b[`XYf`8Ya c`fUHYbž
XYb`?`]a Uk UbXY`a]h`A]hhY`b`Y]bni XĀa a Ybž`X]Y`b]W`h`ZÖf`X]YgY
5i Z[UVY`Ybhk]W`Y`h`k i fXYb"

Hcca Ymž`Y]bYf`j cb`g]YVYb`fYdi V`_Ub]gWXYb`GYbUhc`fYbž`X]Y`ZÖf
X]Y`J Yfi fhY`i b[`XYg`Y\Ya U`][Yb`DfĀg]XYbhYb`8cbU`X`Hfi a d`]b
gY]bYa`nk Y]hYb`5a hgYbh\YVi b[gj YfZU`fYb`[Ygh]a a h`UVYbž`hf]hh
VY]`XYb`Nk]gWXYbk U\`Yb`]a`Bcj Ya VYf`]b`XYb`Fi`YghUbX``8Yf
K YW`gY`\Uh`ni`Y]bYa`Yfv]hhYfhYb`?Ua dZi a`gY]bYb`G]hn`[YZÖ`fhž
k cVY]`X]Y`VY]XYb`Gd]hnYb`fY]hYf`X]Y`YfbgY`dYfgÖb`]W`_Y]h
A Y\`a Yh`C`ni bX`XYf`<YX[YZcbXg!7\YZ`8Uj]X`A W`cfa]W`_g]bX"

Cn`]gh`Y]bYf`j cb`a Y`f`U`g`%\$`\$`? UbX]XUHYbž`X]Y`j cb`Hfi a d
i bhYfgh`Ø`hh`k i fXYbž`XUfi bhYf`8`J UbW`ž`XYf`5i hcf`i bX
F]g]_c`_Ud]hU`[YVYfž`XYf`X]YgY`K cW`Y`gY]b`\Y]»`i a`_Āa dZhYg
FYbbYb`U`g`GYbUhc`f`j cb`C`\]c`[Yk`cbbYb`\Uh"

Hfchn`X]YgYg`G]Y[Yg`VYghUbX`Hcca Ym`YXcW`XUfUi Zž`XUgg`XYf
9]bZi gg`XYg`Y\Ya U`][Yb`DfĀg]XYbhYb`Ui ZX]Y`DUfhY]`gW`k]bXY"

9f`\Uh`gY`f`cZhj Yfgi W`h`g]W`Yfni ghY`Ybž`XUgg`Yf`XUg`DZYfX
Ui gk Ā`\hž`XUg`[Yk]bbYb`k]fXž`XUa]h`Yf`g]W`gdĀhYf`XYb`G]Y[
UbfYW`bYb`_Ubbž`XYf`gck]Ygc`dUgg]YfYb`k ØfXYž`i bX`a]h`XYf
Ybcfa Yb`; Yk]bb!#J Yf`i ghV]`Ubni`dfU\`Yb`_Ubb`ž`gU[hY`Hcca Ym"

9fghYbg`k]fX`Yf`b]W`h`ØVYfU```[Yk]bbYb` `]W`XYb`_Yž`Yg`[]Vh`Y]bY
F Y]\Y`j cb`\cW`_UfĀh][Yb`i`Ā`Ybž`]b`XYbYb`Yf`g]W`k U`fgW`Y]b`]W
b]W`h`Xi fW`gYhnYb`k]fX`"i bX`nk Y]hYbg`g]bX`X]Y`A YbgW`Yb`b]W`h
Xi a a "K Y]»`h`Xi ž`g]Y`k YfXYb`gY\Ybž`k Ug`\]Yf`j cf`g]W`[Y\`h"

W`XYb`_Yž`gY]b`9]bZi gg`k]fX`k Y]hYf`UVbY\`a Yb` `k Ug`a Y]bYf
A Y]bi b[`bUW`VYfY]hg`XYf`i`U``]gh"

E i Y`Y.:]bUbW]U`H]a Yg

8YhJ]`g

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