

7U`k `YbhXYW_Yb. `J cb `a U`Yf]gW Yb
; UggYb `V]g`ni ` _i `]bUf]gW Yb `; YbØggYb

9bhXYW_Yb`G]Y`X]Y`W Ufa UbhY`5`hghUXh`j cb`7U`k ž`X]Y
GW`Öb`Y]h`XYg`GW`k Ufnk U`Xgž`< Yfa`Ubb`< YggYg`9fVY`i bX
X]Y`VYghYb`_i `]bUf]gW Yb `; YbØggY`9f`YVYb`G]Y
i bj Yf[Ygg`]W Y`5i gZØ[Y`

K]`_ca a Yb`]b`7U`k ž`Y]bYf`W Ufa UbhYb`GhUXh`ja`< YfnYb`XYg
GW`k Ufnk U`Xgž`X]Y`a`]h`]\fYf`]Xm`]gW Yb`5`hghUXh`i bX
UhYa`VYfUi`VYbXYb`BUhi`f`UbXgW`UZhYb`j`YfnUi`VYfh`8`]YgY
a U`Yf]gW Y`GhUXhž`VY`_Ubb`h`U`g`; YVi`fhgc`fh`XYg`Bc`VY`dfY]ghf`À[Yfg
< Yfa`Ubb`< YggYž`]gh`Y]b`j`YfghY`W`hYg`š`k`Y`ž`XUg`ZØf`^XYb`Yhk`Ug`ni
V]YhYb`U`h`ic`V`Xi`Y]b`?`i`hi`f]bhYfYgg]YfhYf`V]ghž`Y]b
: Y]bgW`a`YW`_Yf`c`XYf`Y]b`ZUW`bi`f`X]Y`GW`Öb`Y]h`XYf`BUhi`f
[Yb]Y» Yb`a`ÖW`hYgh`" `#`X]YgYa`5fh]_Y`bY`a`Yb`k`]f`X]W`a`]h`Ui`Z
Y]bY`9bhXYW`i`b[gfY]gY`Xi`fW`7U`k`i`bX`gY]bY`l`a`[YVi`b["`J`cb
XYb`j`Yfk`]b`_Y`hYb`; UggYb`XYf`5`hghUXh`ØVYf`X]Y`k`i`bXYfj`c`Yb
K`UbXYfk`Y[Y`XYg`GW`k Ufnk U`Xg`V]g`]\b`ni`_i`]bUf]gW Yb
<][`\\][`hg`i`bX`:`Ua`]YbU`_hj`]h`hYb`" `Ugg`X]W`]bgd]f]YfYb`i`bX
YbhXYW_Yž`k`Ug`X]YgYg`k`i`bXYfgW`ÖbY`:`YW`W`Yb`9fXY`ZØf`XY]bYb
b`ÅW`ghYb`l`f`Ui`V`VYfY]h`Å`h`

9bhXYW_i b[`XYf`a U`Yf]gW Yb`5`hghUXh`j cb
7U`k

7U`k ž`Y]bY`GhUXh`ja`a`U`Yf]gW Yb`GW`k Ufnk U`Xž`VYgh]W`h`Xi`fW
]\fY`W Ufa UbhY`5`hghUXhž`X]Y`6Ygi`W Yf`a`]h`]\fYb`j`Yfk`]b`_Y`hYb

; UggYb'i bX` \]ghcf]gWXYb': UWk Yf_`Ai gYfb'j YfnUi VYfh"
GdUn]YfYb'G]Y`Xi fW`X]Y`?cdZghY]bdZUghYfghfU» Yb'i bX`UggYb'G]Y
g]W`j cb`XYf'fca Ubh]gWXYb'5ha cgd`ÅfY'a]hfY]» Yb'"8]Y`GhUXh`Uh
b]W`h'bi f'j]Y`ni `V]YhYbž'gcbXYfb']gh'Ui W`Y]b`]XYU`Yf
5i g[Ub[gdi b_h]ZØf'9f_i bXi b[ghci fYb']b`XYf'FY[]cb"

9]b`<][\`][\h`XYf'5`hghUXh']gh`XYf`A Uf_hd`Uhnž'i a [YVYb'j cb
dfÅW`h][Yb'; YV`Ai XYbž`X]Y'; YgW`]W`hYb'Ui g'j Yf[Ub[YbYb'NY]hYb
YfnÅ`\`Yb"<]Yf'ghY`h`XUg`VYY]bXfi W_YbXY`F Uh\Ui gž`Y]b
A i ghYfVY]gd]Y`ZØf`X]Y`VUX]gW`Y`F YbU]ggUbW`UfW`]hY`_hi f'"8 Ug`
F Uh\Ui g'j YfZØ[h`ØVYf`Y]bY`k i bXYfgW`ØbY': UggUXY`a]h
_i bghj c`Yb`J Yfn]Yfi b[Yb'i bX`]gh`Y]b`VY`]YVhYf`C fhZØf': chc g"

8]Y`U`hgh`ÅXh]gWXYb'GhfU» Yb'g]bX`Y]b`@Uvmf]bh`Ui g`_`Y]bYb
6ci h]ei Ybž`?i bgh`UbXk Yf_g`ÅXYb'i bX`[Ya`Øh]WXYb'7UZÅg"
6Ygi WXYb'G]Y`X]Y`A Ufh]b!@i h`Yf!]?fW`Yž`X]Y`a]h`\fYa` \c`Yb
?]fW`hi fa`XUg`GhUXhV]`X`dfÅ[h'"8]YgY`Yj Ub[Y`]gW`Y`?]fW`Y`Ui g
XYa`%'`" `X\`f`i bXYfh']gh`b]W`h'bi f`UfW`]hY`_hcb]gW`]b`hYfYggUbž
gcbXYfb`V]YhYh'Ui W`Y]bYb`VYY]bXfi W_YbXYb'6`]W`_Ui ZX]Y
i a`]Y[YbXY`@UbXgW`UZh"

9]b`k Y]hYfYg`ZUgn]b]YfYbXYg`K U`fnY]WXYb']b`7U`k`]gh`X]Y`
?`cghYfUb`U[Y`j cb`Gh`DYhYf'i bX`DUi`""8]YgY`Y`Ya`U`][Y
N]ghYfn]YbgYfUVhY']gh`Y]b`F i `Ydc`]ba]hhYb`XYg`GhUXhYVYbg'i bX
V]YhYh`Y]bYb'9]bV`]W`_]b`X]Y`?`cghYf[YgW`]W`hY`XYf`FY[]cb""8]Y
fi \][Yb'; ÅfhYb`UXYb`ni a`J Yfk Y]Yb`Y]bž`k Å`fYbX`X]Y
\]ghcf]gWXYb'?`cghYf[YV`Ai XY'; YgW`]W`hYb'Ui g`XYf`J Yf[Ub[Yb`Y]h
YfnÅ`\`Yb"

8 Ug`GhUXha i gYi a`7U`k`]gh`Y]b`A i gg`ZØf
; YgW`]W`hg]b`hYfYgg]YfhY""9g`VYZ]bXYh'g]W`_]b`Y]bYa`Y`Y`Ya`U`][Yb
?`cghYf'i bX`nY][hij YfgW`]YXYbY`5i gghY`i b[Yb`ni f'; YgW`]W`hY`XYf
GhUXhi bX`XYf'i a`]Y[YbXYb`FY[]cb""<]Yf`_ØbbYb'6Ygi WXYf'a`Y`f
ØVYf`X]Y`_i`hi fY`Yb'i bX`k]fhgW`UZh]WXYb'9bhk]W`_i b[Yb'7U`k g
YfZU`fYb"

K Ybb`G]Y`]b`XYb`[Ya`Øh]WXYb'7UZÅg'i bX`FYghUi fUbhg`Ub`U`hYbž
gc`hYb`G]Y`i bVYX]b[h`X]Y`VUX]gW`Y`?ØW`Y`dfcV]YfYb"

? Ògh]W\ _Y]hYb`k]Y`GW k Ufnk À`XYf`GW]b`Yb`i bX`
: `Ua a _i W\ Yb`g]bX`]b`XYf`FY []cb`j YfVfY]hYh`i bX`UXYb`ni a
GW`Ya a Yb`Y]b`"9]b`Yb`hgdUbbYbXYf`B UW a]hU[`VY]? UZZY`i bX
Y]bYa `GhØW`GW k Ufnk À`XYf`?]fgW hc fhY`Ui ZY]bYa `XYf
Y]b`UXYbXYb`D`ÀhnY`]gh`XYf`dYfZY`_hY`5VgW`i gg`Y]bYg`HU[Yg`]b
7U`k "

GY\Ybgk ØfX][_Y]h	6YgW fY]Vi b[
A Uf`hd`Uhn	6Y`YVhYf`D`Uhn`a]h`\]ghcf]gW`Yb ; YV`Ài XYb`i bX`; YgW`ÀZhYb"
A Ufh]b!@ h\Yf!]?fW`Y	K i bXYfgW`ÒbY`?]fW`Y`Ui g`XYa %`" `đ\`f\`i bXYfh`a]h VYY]bXfi W`_YbXYa `Hi fa "
GhUXha i gYi a `7U`k	5i gghY`i b[Yb`ni f`; YgW`]W`hY XYf`GhUXh`i bX`FY []cb"
?`cghYf`Gh`DYhYf`i bX`DUi`	9\Ya U`][Y`N]ghYfn]YbgYfUVhY] a]hfi` \][Ya `; UfhYb"

9]b`k Y]hYfYg`VYa Yf`_Ybgk YfhYg`A Yf`_a U`j cb`7U`k `g]bX`X]Y`
: UW k Yf`_`Ài gYfž`X]Y`ØVYfU`"b`XYf`5`hghUXh`ni `Z]bXYb`g]bX`
J]Y`Y`X]YgYf`; YV`Ài XY`g]bX`"YVYj c`"fYghUi f]Yfhi bX`j Yf`Y`\Yb`XYf
GhUXh`]\fYb`VYgcbXYfYb`7`Ufa Y`"8]Y`< Ufa cb]YZUfVY`XYf
: UggUXYb`i bX`X]Y`_i bghj c`"Yb`GW`b]hnYfY]Yb`g]bX`b]W`h`bi`f`Y]b
5i [YbgW`a Ui gž`gcbXYfb`Ui W`NY]hnYi [b]ggY`XYf
< UbXk Yf`_g_i bghj Yf[Ub[YbYf`đ\`f\`i bXYfhY"

9]b`A U`Yfni VY`Øfž`XUg`G]Y`k À`fYbX`À`fYg`6Ygi W`g`b]W`h
j YfdUggYb`gc`"hYbž`]gh`X]Y`hmd]gW`VUX]gW`Y`5fh`XYf`
\ UbX[Ya UW hYb`< c`ngW`b]hnYfY]Yb`"9]b][Y`@`XYb`V]YhYb
X]YgY`\UbX[YZYfh][hYb`?i bghk Yf`_Y`Ubž`X]Y`g]W`dYfZY`_h`U`g
Gci j Yb]f`Y][bYbž`i a `Y]b`GhØW`7U`k`a]h`bUW`<Ui gY`ni`bY`a Yb`

8]Y`5`hghUXh]j cb`7U`k` \Uh`ZØf`YXYb`Yhk Ug`ni`V]YhYb`"C`V`G]Y
U`Y]bYž`ni`nk Y]h`cXYf`a]h`XYf`: Ua]]Y`fY]gYb` `X]Y`GhUXh`]gh`Y]b
]XYU`Yf`C`fh`ZØf`Y]bYb`i bj Yf[Ygg`]W`Yb`HU[`j c`"Yf`9bhXYW`_i b[Yb`
8Yb`_Yb`G]Y`XUfUbž`X]Y`NY]h`Ubni` \U`hYbž`k À`fYbX`G]Y`Xi`fW`X]Y
GhfU» Yb`gW`YbXYfb`i bX`X]Y`GW`Òb`Y]h`XYf`I a [YVi b[`]b`g]W`
Ui ZbY`a Yb`

8]Y`B Uhi fYf`YVb]ggY`]a`GWk Ufnk U`X

YbhXYW_Yb

8Yf`GWk Ufnk U`Xž`Y]b`k U\fyg`B Uhi fdUfUX]Ygž`]gh`bi f`Y]bYb
GhY]bk i fZj cb`7U`k`YbhZYfb`hi bX`V]YhYh`Y]bY`i bj Yf[`Y]W`]WY
?i`]ggY`ZØf`C i hXccf!5VYbhYi Yf"8]Y`X]W`hYb`K`À`XYfž`gUbZhYb
<Ø[Y`i bX`[`]hYfbXYb`GYYb`X]YgYf`FY[]cb`UXYb`XUni`Y]bž`X]Y
GW`Öb\Y]h`XYf`B Uhi f`\Ui hbU\`ni`Yf`YVYb"CV`K`UbXYfYfž
FUXZU\fyf`cXYf`B Uhi f`YV\UVYf` `Y]Yf`Z]bXYh`YXYf`Yhk Ugž`XUg`gY]b
<Yfn`\Ø\Yf`gW`U[Yb`"Àggh"

9]b`VYgcbXYfg`VY`YVhYf`9]bgh]Y[`]b`X]Y`B Uhi fYf`YVb]ggY`]gh`XYf`
GWk Ufnk U`Xj YfY]bž`XYf`nU\`fy]W`Y`K`UbXYfk Y[Y`a`Uf_]Yfh`\Uh"
8]YgY`g]bX`gc`Ub[Y`Y[hž`XUgg`g]Y`gck c\`ZØf`[YØVhY`K`UbXYfYf`U`g
Ui W`ZØf` : Ua`]Yb`a`]h`?]bXYfb`[YY][bYh`g]bX"Ni`XYb
`c\`bYbgk YfhYghYb`F ci hYb`[Y\Øfh`XYf`7U`k`Yf`<Ø\Ybk`Y[ž`XYf
g]W`Xi fW`VYnUi VYfbXY`@UbXgW`UZhYb`gW`Ab[Y`hi bX
UhYa`VYfUi VYbXY`5i`gV`]W_Y`Ui ZX]Y`I a [YVi b[`V]YhYh"8]Y
K`Y[ZØ\fi b[`ZØ\fh`ØVYf` : Y`XYfž`Xi fW`K`À`XYf`i bX`Ybh`Ub[
a`U`Yf]gW`Yf`6UW``Ài`ZYž`k`cVY`nU\`fy]W`Y`5i`gg]W`hgdi b`hY`ni`a
J`Yfk`Y]Yb`Y]b`UXYb"

K`UbXYfb`i`bX`F`UXZU\fyb

K`Ybb`G]Y`Y]bY`VYgcbXYfg`YbhgdUbbhY`5fh`XYf`9f_i`bXi`b[
VYj`cfni`[Ybž`]gh`XUg`F`UXZU\fyb`Y]bY`\Yfj`c`ffU[YbXY`A`Ø[`]W`_Y]hž
X]Y`B Uhi f`XYg`GWk Ufnk U`XYg`ni`[Yb]Y»Yb"Fi`bX`i`a`7U`k`[]Vh
Yg`nU\`fy]W`Y`F`UXk`Y[Yž`X]Y`gck`c\`ZØf`A`ci`bhU]bV]_Yg`U`g`Ui`W
ZØf`[Ya`Øh`]W`Y` : U\ffUXh`ci`fYb`[YY][bYh`g]bX"9]bY`XYf
VY`YVhYghYb`F ci hYb`ZØ\fh`Ybh`Ub[`XYf`B`U[c`Xž`Y]bYa` `]Xm`]gW`Yb
 : `i`ggž`XYf`X]Y`FY[]cb`Xi`fW`ei`Yfhi`bX` : U\ffUXZU\fyf`a`]h`XYf
GW`Öb\Y]h`XYf`@UbXgW`UZh`VY`c`b`h"

K`UggYfU_h]j`]h`AhYb

8]Y`i`bn`À\`][Yb`GYYb`i`bX` : `ØggY`XYf`FY[]cb`g]bX`YVYbZU`g`Y]b
A`Y`__U`ZØf`K`UggYf`YV\UVYf"8Yf`GWk UfnYbVUW`hU`gdYffY`i`bX

XYf'K]bX[ZÄ`k Y]\Yf'V]YhYb' b]W\h'bi f'A Ö[`]W\ _Y]hYb' ni a
5b[Y`bž'gcbXYfb'Ui W\ ni a 'GWk]a a Yb'i bX'GhUbX!! d!DUXX`b["
8]YgY'; Yk ÄggYf'g]bX' b]W\h'bi f'YfZf]gW\YbXž'gcbXYfb'Ui W\ j' cb
Y]bYf'VYY]bXfi W_YbXYb'BUhi fgW\Öb\Y]hi a [YVYbž'X]Y'ni a
J Yfk Y]Yb'i bX'9b hgdUbbYb'Y]b`ÄXh"

9]b'6`]W_`]b'X]Y'H]Yf!'i bX'DZ'UbnYbk Y`h

9]b'<][\`][\h'ZÖf'BUhi f']YV\UVYf']gh'X]Y'fY]W\Y': `cfU'i bX': Ui bU
XYg'GWk Ufnk U`XYg`6Y]Y]bYa' 5i gZi [` _ÖbbYb'G]Y'Y]bY'J]Y'nU\`
j'cb'H]YfUfhYb'VYcVUW\hYbž'XUfi bhYf'F Y\Yž: ØW\gY'i bX'j]Y'Y
J Ö[Y`5i W`X]Y'DZUbnYbk Y'h]gh'VYY]bXfi W_YbX. 'J cb
gW\UhYbgdYbXYbXYb'6Äi a Yb'ØVYf'Vi bhY'K]XV'i a Yb'V]g`\]b'ni
gY'hYbYb'?fÄi hYfb'[]VhYg'j]Y'ni 'YbhXYW_Yb'"9g'k YfXYb'gc[Uf
[YZÖ\fhY'BUhi fhci fYb'Ub[YVchYbž'VY]XYbYb'9! dYfhYb']\f'K]ggYb
ØVYf'X]Y'\Y]a]gW\Y'BUhi f'a]h`ÄbYb'hY]Yb"

H]ddg'ZÖf'BUhi f']YV\UVYf

- : Yf]YbnY]hYb. '8]Y'VYghYb'NY]hYb'ZÖf'Y]bYb'6Ygi W\ 'g]bX
]a' : fÖ\`]b['i bX'<YfVghž'k Ybb'X]Y'BUhi f']b'j'c`Yf'6`ØhY
ghY\hicXYf'g]W\]b'Vi bhYb': UfVYb'dfÄgYbh]Yfh"
- K YhhYf. 'ÆZcfa]YfYb'G]Y'g]W\ j'cf'ÄfYf'K UbXYfi b['ØVYf
X]Y'K YhhYfVYX]b[i b[Ybž'i a 'VYghYbg'j'cfVYfY]hYh'ni 'gY]b"
- 5i gfØghi b[. ; i hY'K UbXYfgW\i \Y'i bX'k YhhYfZYghY
'?Y]Xi b['g]bX'Y]b'A i gg'ZÖf'Y]b'Ub[YbY\ a Yg
BUhi fYf'YVb]g"
- F YgdY_h]YfYb'G]Y'X]Y'BUhi f. '<U'hYb'G]Y'g]W\ 'Ub
Ui g[Yk]YgYbY'K Y[Y'i bX'\]bhYf'UggYb'G]Y'_Y]bYb'A Ø`ž
i a 'X]Y'GW\Öb\Y]h'XYg'GWk Ufnk U`XYg'ni 'VYk U\ fYb"

J YfUbghU`hi b[Yb'i bX'5_h]j]hÄhYb

8Yf'GWk Ufnk U`X'V]YhYh'XUg'[UbnY'Ä\ f'ØVYf
UVk YW\g'i b[gfY]W\Y'J YfUbghU`hi b[Ybž'X]Y'g]W\ 'Ui Z'X]Y'BUhi f
_cbnYbhf]YfYb'"J'cb'K UbXYfZYgh]j U`g'ØVYf'F UXfYb'Yb'V]g`\]b
ni 'K]X_fÄi hYfZÖ\fi b[Yb'[]VhYg'ghYhg'Y]bY'A Ö[`]W\ _Y]hž'X]Y
BUhi f'[Ya Y]bgUa'ni '[Yb]Y»Yb'i bX'a Y\ f'ØVYf'X]Y'`c_U'Y': `cfU

i bX': Ui bU'ni 'YfbYb" '8]YgY '9j Ybhg'g]bX'Y]bY'\Yfj cffU[YbXY
; Y'Y[Yb\Y]hž; 'Y]W [Yg]bbhY'ni 'hfYZZYb'i bX'X]Y '@Y]XYbgW UZh'ZØf
X]Y'BUhi f'ni 'hY]'Yb"

9f\c`i b['i bX'9bhgdUbbi b[

B UW'Y]bYa 'UVYbhYi Yf'W]Yb'HU['j]b'XYf'BUhi f'_Ubb'a Ub'g]W']b
Y]bYa 'XYf'nU\`fY]W]Yb'K Y`bYgg\chY`g'cXYf'DYbg]cbYb']b'XYf
I a [YVi b['YbhgdUbbYb" 'J]Y'Y'X]YgYf'I bhYf_ØbZhY'V]YhYb
gdYn]Y`Y'K Y`bYggUb[YVchY'Ubž'X]Y'Ui Z'X]Y'9f\c`i b['bUW'Y]bYf
U_hj]Yb'NY]h']b'XYf'BUhi f'UV[Ygh]a a h'g]bX" 'J Yfk Ø\byb'G]Y'g]W
a]h'Y]bYf'A UggU[Y'cXYf[Yb]Y»Yb'G]Y'XUg'5b[YVch'Ub'GUI bU!
i bX'GdU!6YfY]W]Yb"

: Øf'a Y\ f' ðZcfa Uh]cbYb'ØVYf'X]YUhYa VYfUi VYbXY
BUhi fU'UbXgW UZh'XYg'GWk Ufnk U'XYg'i bX'XYggYb'5b[YVchYž
VYgi W]Yb'G]Y'X]Y'cZZ]n]Y`Y'K YVg]hY"

5i Z'XYb'Gdi fYb'j cb'<Yfa Ubb'<YggY.'? i`hi f
i bX'@]hYfUhi f

7U`k ']gh'b]W'h'bi f'ZØf'gY]bY'a U'Yf]gW]Y'5`hghUXh'i bX'X]Y
VYY]bXfi W_YbXY'BUhi f'VY_Ubbhž'gcbXYfb'Yg']gh'Ui W'X]Y'<Y]a Uh
XYg'VYfØ\`a hYb'GWf]ZhghY`Yfg'<Yfa Ubb'<YggY" '8]Y'GhUXh'\Uh
k YgYbh']W]Y'Gdi fYb'gY]bYg'@YVYbg'i bX'GW UZZYbg'\]bhYf'UggYbž
X]Y'6Ygi W]Yf'XUni 'Y]b'UXYbž']b'X]Y'K Y'h'Y]bYg'XYf'VYXYi hYbXghYb
XYi hgWgd fUW] [Yb'5i hc fYb'Y]bni hUi W]Yb"

<Yfa Ubb'<YggY'k i fXY'% , ++']b'7U`k ' [YVcfYb'i bX'`YVhY'Xcfh'V]g
ni 'gY]bYa '%("'@YVYbg'U\`f" 'GY]bY'?]bX\Y]hgYf]bbYfi b[Yb'i bX'X]Y
I a [YVi b['XYf'GhUXh'\UVYb'Y]bYb'V'Y]VYbXYb'9]bZi gg'Ui Z'gY]bY
K Yf_Y [Y\UVh'K Yf'Ui ZXYb'Gdi fYb'j cb'<YggY'k UbXY'b'a ØW'hYž
gc`hY'i bVYX]b[h'XUg'<Yfa Ubb!<YggY!A i gYi a 'VYgi W]Yb"
8]YgYg'W Ufa UbhY'A i gYi a 'VYZ]bXYh'g]W']b'Y]bYa '\]ghcf]gW]Yb
; YVÄi XY'i bX'V]YhYh'Y]bYb'h]YZYb'9]bV']W_]b'<YggYg'@YVYbž'gY]bY
GW UZZYbgdYf]cXYb'i bX'gY]bYg'`]hYfUf]gW]Yb'9fVYg"

8 Ug'A i gYi a 'nY][h'nU\`fY]W]Y'9I dcbUhYž'XUfi bhYf'cf][]bU'

A Ubi g_f]dhYž: chc[fUZ]Yb'i bX'dYfgÒb`]WXY; Y[YbghÀbXY"9]b
<][\`][\h]gh'XUg'< YggY!6i W`'XYg'>U\ fYgž'XUg'fY[Y'a À»][
U_hi U`g]Yfh'k]fXž'i a`'XYb'6Ygi WXYfb'`bYi Y'9]bV`]W_Y`]b'gY]bY
K Yf_Y`ni` [YVYb"5i » YfXYa`Z]bXYb`\]Yf'fY[Y'a À»][`@Ygi b[Yb
i bX`J YfUbghU`hi b[Yb`ghUhhž'X]Y`g]W`'a`]h'< YggYg'9]bZi gg'Ui Z'X]Y
@]hYfUhi f'i bX`?i`hi f'VYgW`ÀZh][Yb"

9]b`k Y]hYfYf`k]W`h][Yf`Cfhž'XYf'< YggY`[Yk]Xa`Yh]ghž`]gh'XUg`
< Yfa`Ubb!< YggY!8Yb_a`U`ž'XUg'Ui Z'XYa`'A Uf`hd`Uhn`j`cb`7U`k
ghY`h"8]YgY`VYY]bXfi W_YbXY`GhUhi Y`k`i`fXY`&\$\$%Yff]W`hY`hi`bX
Vf]b[h`X]Y`J YfV]bXi b[`XYg`GW`f]ZhghY`Yfg`ni`'gY]bYf'< Y]a`UhghUXh
ni`a`5i`gXfi W`"l`a`XUg`8Yb_a`U`Yfi`a`Z]bXYb`cZh`_i`hi`fY`Y`
9]Ybhg`ghUhhž'X]Y`6Ygi WXYf`Ubn]Y`Yb'i`bX`X]Y`GhUXh`_i`hi`f`VYbX][
`U`hYb"

8]Y`l`a`[YVi`b[`j`cb`7U`k`i`bX`XYf`GW`k`Ufnk`U`X`gY`Vgh`gd]Y`Yb
Y]bY`nYbhfU`Y`F`c`Y`]b`< YggYg`K`Yf`"GY]bY`VYfØ`a`hYghYb
F`ca`UbYž`k`]Y`8Yf`GhYddYbk`c`Z`i`bX`G]XX`Ufh`U`ž`nYi`[Yb
j`cb`Y]bYf`h]YZb`J YfV]bXi b[`ni`f`BUhi`f'i`bX`XYf`Gi`WXY`bUW
]bbYfYf': fY]\Y]h"9]b`6Y]gd]Y`ZØf`X]YgY`J YfV]bXi b[`ni`f`BUhi`f`]gh
XYf'< YggY!K`Y[ž`Y]b`K`UbXYfdZUXž'XYf`Xi`fW`X]Y
UhYa`VYfUi`VYbXY`@UbXgW`UZh`XYg`GW`k`Ufnk`U`Xg`ZØ`fh'i`bX
DUggU[Yb`Yb`h`À`hž'X]Y`j`cb`< YggYg`HYl`hYb`]bgd]f]Yfh`g]bX"8]Y
K`UbXYfi`b[`Ui`Z'X]YgYa`DZUX`]gh`b]W`h`bi`f`Y]bY`_ØfdYf`]WXY
6Yh`Àh][i`b[ž`gcbXYfb`Ui`W`Y]bY`Ufh]Z]n]Y`Y`F`Y]gY`]b`XUg`8Yb`_Yb
i`bX`:`Ø`Yb`XYg`5i`hcfg"

⊖`XYf`\]ghcf]gWXYb`5`hghUXh`j`cb`7U`k`[]Vh`Yg`nU`\fY]WXY`D`À`hYž
Ub`XYbYb`g]W`< YggY`]bgd]f]YfYb`"Y» "6Ygi WXYb`G]Y`X]Y`
?`c`ghYf_]fWXY`cXYf`XUg`GhUXha`i`gYi`a`ž`i`a`'a`Y`f`ØVYf`X]Y
_i`hi`fY`Yb`K`i`fnY`b`XYf`F`Y[]cb`ni`YfZU`\fYb"9g`[]Vh`Ui`W
nU`\fY]WXY`7U`Z`gž`]b`XYbYb`G]Y`VY]Y]bYf`HUggY`?`UZZY`a`Y`f`ØVYf
< YggY`X]g`_i`h]YfYb`cXYf`Y]bZUW`X]Y`5ha`cgd`\ÀfY`XYf`GhUXh
[Yb]Y» Yb`_ØbbYb"

: Øf`@]hYfUhi`f`i`bX`< YggY!:`Ubg`Ya`dZ]Y`\`h`Yg`g]W`ž`Y]bYb`XYf`j`]Y`Yb
Yf`V`V`U`f`Y`b`G`h`U`X`h`ZØ`f`i`b[Yb`ni`Vi`WXYbž`X]Y`g]W`Ui`Z`< YggYg
9]bZi`gg`_c`bnYbhf]YfYb"8]YgY`Hci`fYb`g]bX`[i`h`fYWXYfWXY]Yfhi`bX

V]YhYb`Y]bYb`i bhYf\U`hgUa Yb`9]bV`]W_`]b`XUg`@YVYb`XYg
 GWf]ZhghY`Yfgž`k Å\fybX`G]Y`Xi fW`X]Y`GhfU»Yb`k UbXYfbž`X]Y
 <YggY`gY`Vgh`Y]bgh`Xi fW`ghfY]ZhY"

J YfUbghU`hi b[8 Uhi a	C fh	6YgW`fY]Vi b[
<YggY!@Ygi b[%) ``C`_hcVYf &\$&'	<Yfa Ubb!<Ygg Y!A i gYi a	@Ygi b[`Ui g gY]bYb VY_UbbhYghYb K Yf_Yb`a]h UbgW`]Y»YbXYf 8]g_i gg]cbgfi b XY"
<YggY! K UbXYfhU[%"`Bcj Ya VYf &\$&'	5i Z`XYa `<YggY! K Y[; YZ\fhY K UbXYfi b[a]h HYI hdUggU[Yb i bX`c_U`Yb ; YgW`]W`hYb"
?i `hi fUVYbX	&, ``GYdhYa VYf &\$&'	GhUXhdUf_`7U`k	A i g]_U`]gW`Y 8UfV]Yhi b[Yb i bX`@Ygi b[Yb]a `: fY]Yb"

7U`k `V]YhYh`nU\`fY]W`Y`A Ò[`]W`_Y]hYbž`]b`X]Y`K`Y`h]`cb`<Yfa Ubb
 <YggY`Y]bni hUi W`Yb`i bX`X]Y`J YfV]bXi b[`nk]gW`Yb`gY]bYf
 @]hYfUhi f`i bX`XYf`F Y[]cb`ni `YbX`Y`W`_Yb``K`Ybb`G]Y`Y]b`: Ub`XYf
 @]hYfUhi f`g]bX`c`XYf`Y]bZUW`X]Y`bUhØf`]W`Y`GW`Òb`Y]hi bX`X]Y
 ?i `hi f`X]YgYf`GhUXh`gW`ÅmYb`a ÒW`hYbž`]gh`Y]b`6Ygi W`VY]
 <Yfa Ubb`<YggY`g`9]bXfØW`_Yb`]b`7U`k`Y]b`UVgc`i hYg`A i gg"

?i `]bUf]gW`Y`<][\`][\hg.`8]Y`VYghYb
 F YghUi fUbhg`i bX`7UZÅg

7U`k ž`Y]bY`a U`Yf]gW`Y`GhUXh]a `<YfnYb`XYg`GW`k Ufnk U`XYgž
 V]YhYh`b]W`h`bi f`UhYa VYfUi VYbXY`@UbXgW`UZhYb`i bX`fY]W`\U`h][Y
 ?i `hi fž`gcbXYfb`]gh`Ui W`Y]b`k U\fyg`DUfUX]Yg`ZØf`: Y]bgW`a YW`_Yf"
 8]Y`W`Ufa UbhY`5`hghUXh]gh`[Ygd]W`_h`a]h]]Y`ZÅ`h][Yb`_i `]bUf]gW`Yb
 5b[YVchYbž`X]Y`hfUX]h]cbY`Y`VUX]gW`Y`?ØW`Y`i bX`]b`hYfbUh]cbU`Y

9]bZØggY'j YfY]bYb"<]Yf'g]bX'Y]b][Y'XYf'VYghYb'F YghUi fUbhg'i bX
7UZÅgž'X]Y'G]Y'k Å\fybX'Àfyg'6Ygi W'g']b'7U'k'`b]W'h'j YfdUggYb
gc`hYb"

%"<]ghcf]gW'Y'; Ugh\Åi gYf'i bX'hfUX]h]cbY`Y'?ØW'Y

≠j]Y`Yb'U'hVY_UbbhYb'; Ugh\Åi gYfb'_ØbbYb'G]Y'X]Y'†VUX]gW'Y
; Ya Øh]W'_Y]h'Yf'YVYb"9]b'dUUf'\YfUi gfU[YbXY'C dh]cbYb'g]bX.

; Ugh\Ui g' Ni f'U'hYb'Dcgh.'<]Yf'Z]bXYb'G]Y'Y]bY'\Yfn`]W'Y
5ha cgd\ÅfY'i bX'; Yf]W'hY'k]Y'XYb'VYfØ'a hYb'Nk]YVY'_i W'Yb
cXYf':`Ua a _i W'Yb"8]Y'HYffUggY'V]YhYh'Y]bYb'gW'ØbYb'6`]W'_Ui Z
X]Y'5`hghUXh"

'GW'k Ufnk U'Xghi VYb.'≠X]YgYa'fi gh]_U`Yb'F YghUi fUbh'k YfXYb
fY[]cbU`Y'GdYn]U`]hÅhYb'k]Y'\Ui g[Ya UW'hY'GdÅh'Y'i bX
GW'k Ufnk Å'XYf'GW'k]b_Yb'gYfj]Yfh"8 Ug'5a V]YbhY'gh'hfUX]h]cbY`
i bX'Y]b`UXYbX"

&"7UZÅg'ZØf'Y]bY'gØ»Y'5i gnY]h

B UW'Y]bYa' HU['j c`Yf'9bhXYW_i b[Yb']gh'Y]b'6Ygi W'k]b'Y]bYa
XYf'W'Ufa UbhYb'7UZÅg']b'7U'k' [YbUi'XUg'F]W'h][Yž'i a'g]W'ni
YbhgdUbbYb'i bX'ni'ghÅf_Yb"9]b][Y'Ya dZc\`YbY'5XfYggYb'g]bX.

'7UZÅ'6'i a.'8]YgY'?cbX]hc fY']gh'VY_Ubbh'ZØf']\fy'_Øgh`]W'Yb
HcfhYb'i bX'?i W'Ybž'VYgcbXYfg'X]Y'GW'k Ufnk Å'XYf'?]fgW'hcfhY"
; Yb]Y»Yb'G]Y'Àfy'gØ»Yb'@YW_YfY]Yb']b'Y]bYa'']YVYj c`
Y]b[Yf]W'hYhYb'7UZÅ'a]h'\]ghcf]gW'Ya':`U]f"

'?UZZY'_i`hi f'7U'k.'<]Yf'_ØbbYb'G]Y'b]W'h'bi f'Ufca Uh]gW'Yb
?UZZY'[Yb]Y»Ybž'gcbXYfb'Ui W'Y]bY'YI nY`YbhY'5i gk U\`Ub
: fØ\ghØW_gUb[YVchYb'i bX'j Y[UbYb'C dh]cbYb'Z]bXYb"8 Ug'7UZÅ
`Y[h'[fc»Yb'K YfhiUi Z'fY[]cbU`Y'DfcXi _hY'i bX'B UW'\U'h][_Y]h"

' "≠hYfbUh]cbU`Y'?ØW'Y'a]h'Y]bYa'<Ui W'j cb'9I ch]_

7U'k'\Uh'Ui W'Y]bY'5i gk U\`Ub']bhYfbUh]cbU`Yb'F YghUi fUbhg'ni
V]YhYbž'X]Y'XUg'_i`]bUf]gW'Y'5b[YVch'VYfY]W'Yfb"8 Uni'[Y\ØfYb.

'D]nnYf]U'8 U'J]bW]. '8]YgY' [Ya Øh]WXY'D]nnYf]U'V]YhYh'Y]bY
i a ZUb[fY]WXY'GdY]gY_UfhY'a]h'i fgdfØb[`]WXYb']hU`]Yb]gWXYb
D]nnYbž'DUghU'i bX'GU'UhYb"'8Yf'<c`ncZYb'gcf[h'ZØf'Y]bYb
Ui h\Ybh]gWXYb'; YgWka UW_"

'5g]U'K c_.'K Ybb'G]Y'Yhk Ug'5Vk YWg'i b['k ØbgWXYbž']gh'X]YgYg
Ug]Uh]gWXY'FYghUi fUbh'Y]bY' [i h'Y'K U\ "'DfcV]YfYb'G]Y'X]Y
j]Y'ZÀ'h][Yb'K c_!; Yf]WXYh'cXYf'Gi g\]ž'X]Y'Zf]gW'ni VYfY]hYh
k YfXYb'i bX'fY]WXY'Ub'5fca Yb'g]bX"

("': Y]bY'; ci fa Yh! ?ØWXY

: Øf'Y]bYb'VYgcbXYfYb'5b'Ugg'cXYf'Y]b'fca Ubh]gWXYg'8]bbYf']gh
X]Y' ?cWgWxi 'Y'7U'k 'Y]bY'YI nY''YbhY'K U\ "'<]Yf'Yfk UfhYh'G]Y
Y]bY' [Y\cVYbY'; Ughfcbca]Y'a]h'gU]gcbU'Yb'i bX'fY[]cbU'Yb
Ni hUhYb"'8]Y'A YbØg'k YWgY'b'fY[Y'a Å»]['i bX'V]YhYb'_fYUh]j Y
æhYfd'fYhUh]cbYb'j cb'_Ugg]gWXYb'; Yf]WXYhYb"'FYgYfj]Yfi b[Yb'g]bX
Ya dZY\`Yb'gk Yfhž'i a 'Y]bYb'H]gWXY]b'X]YgYa 'VY']YVhYb'FYghUi fUbh
ni 'g]WXYfb"

) "A Uf_hhU[Y'i bX'gU]gcbU'Y'GdYn]U']hÅhYb

: Øf'Y]b'Ui h\Ybh]gWXYg'_i `]bUf]gWXYg'9f'YVb]g']b'7U'k 'gc`hYb'G]Y
X]Y'k ØWXYbh]WXYb'A Åf_hY'b]WXYh'j YfdUggYb"'>XYb'8cbbYfghU[
Z]bXYh'Ui ZXYa 'A Uf_hd'Uhn'Y]b'K cWXYba Uf_highUhhž'Ui Z'XYa 'G]Y
Zf]gWXY'`c_U'Y'DfcXi _hYž'\UbXk Yf_]WXY'?ÅgYgcfhYbž'K i fghk UfYb
i bX'CVghi bX'; Ya ØgY'Ui g'XYf'FY[]cb'_Ui ZYb'_ØbbYb"'<]Yf
_ØbbYb'G]Y'Zf]gWXY'Ni hUhYb'ZØf'Y]b'D]W_b]W_]b'XYf'BUhi f'cXYf'Y]b
hc`Yg'5VYbXYggYb'ni '<Ui gY'Yfk YfVYb"

* "'?i `]bUf]gWXY'J YfUbghU`hi b[Yb'i bX': Ygh]j U`g

7U'k `]gh'Ui W'ZØf'gY]bY'_i `]bUf]gWXYb'J YfUbghU`hi b[Yb'VY_Ubbhž
X]Y'XUg[Ubny'æ\ f'ØVYf'ghUhhZ]bXYb"'8Uni '[Y\ØfYb.

'GWk Ufnk Å`XYf'?i `]bUf]_k cWXYb.'9]b': Yghž'VY]'XYa 'FYghUi fUbhg
gdYn]Y`Y'A YbØg'UbV]YhYb'i bX'fY[]cbU'Y'9fnYi [Yf']b'XYb
J c'fXYf[fi bX'[YghY`h'k YfXYb"'6Ygi WXYb'G]Y'X]Y'J YfUbghU`hi b[Ybž
i a 'YI _'i g]j Y'GdY]gYb'ni 'dfcV]YfYb"

'K Y]bZYgh'Ua 'A Uf_hd`Uhn.'>XYg'>U\`f']a '<YfVghj YfgUa a Y`b`g]W
 \]Yf`K Y]b`]YV\UVYfz'i a `X]Y`VYghYb`K Y]bY`XYf`F Y[]cb`ni
 [Yb]Y»Ybž`VY[`Y]hYh'j cb`dUggYbXYb`GdY]gYb`i bX`a i g]_U`]gWXYf
 l bhYf\U`hi b["

F YghUi fUbh#7 UZÅ

6YgcbXYf\Y]hYb

9a dZc\`YbY

; Yf]W`hY

; Ugh\Ui g` Ni f`U`hYb Dcgh	HfUX]h]cbY`Y`?ØW`Yž HYffUggY`a]h`6`]W_	Nk]YVY`_i W`Ybž : `Ua a _i W`Yb
7UZÅ`6`i a	?cbX]hcfY]ž \]ghcf]gW`Y 5ha`cgd\`ÅfY	GW`k Ufnk`Å`XYf ?]fgW`hcfhY
D]nnYf]U`8 U`J]bW]	≠U`]Yb]gW`Y`?ØW`Yž <c`ncZYb!D]nnU	D]nnUž`DUghU
?cW`gW`i `Y`7U`k	; Y\cVYbY ; Ughfcbca]Y	GU]gcbU`Y`A YbØg

A]h`X]YgYf`J]Y`nU\`j cb`_i `]bUf]gW`Yb`<][\`][\hg`V]YhYh`7U`k`ZØf
 `YXYb`; Ui a Yb`i bX`YXYb`5b`Ugg`Yhk Ug`DUggYbXYg`Ub`"9[U`ž`cV
 G]Y`X]Y`hfUX]h]cbY`Y`VUX]gW`Y`?ØW`Yž`]bhYfbUh]cbU`Y
 ?Øgh]W`_Y]hYb`cXYf`gØ»Y`@YW`YfY]Yb`VYj`cfni [Ybž`G]Y`k YfXYb
 [UfUbh]Yfh`ZØbX]["D`UbYb`G]Y`≠fYb`bÅW`ghYb`6Ygi W`gcž`XUgg`G]Y
 [YbØ[YbX`NY]h`\UVYbž`U`X]YgY`; Ui a YbZfYi XYb`ni `[Yb]Y»Yb`

H]ddg`ZØf`i bj Yf[Ygg`]W`Y`5i gZØ[Y`]b`XYf
 l a [YVi b[

7U`k`]gh`b]W`h`bi f`ZØf`gY]bY`W`Ufa UbhY`5`hghUXh`i bX`X]Y
 `]hYfUf]gW`Y`J YfV]bXi b[`ni`<Yfa Ubb`<YggY`VY`_Ubbhž`gcbXYfb
 Ui W`U`g`\Yf] cffU[YbXYf`5i g[Ub[gdi b`h`ZØf`nU`\fY]W`Y
 gdUbbYbXY`5i gZØ[Y`]b`XYf`l a [YVi b["CV`Xi`X]Y`BUhi f
 Yf`_i bXYbž`\]ghcf]gW`Y`<Ø\`Yb`VYg]W`h][Yb`cXYf`Y]bZUW`bi f`Y]bYb
 6`Ui VYf`_i W`Yb`]b`Y]bYa`XYf`VYbUW`VUfhYb`8ØfZYf`[Yb]Y»Yb
 a ØW`hYghž`X]Y`A Ø[`]W`_Y]hYb`g]bX`j]Y`ZÅ`h][" <]Yf`g]bX`Y]b][Y`XYf
 VYghYb`H]ddg`ZØf`i bj Yf[Ygg`]W`Y`5i gZØ[Y`fi bX`i a`7U`k`"

%`"6Ygi W`XYf`? Øb][g\ØhhY`]b`6UX`HY]bUW`!

NUj Y`ghY]b

Bi f`Y]bY`_i fnY`5i hcZU\fhj cb`7U`k`YbhZYfbh`Y[h`X]Y`a U`Yf]gWXY
?Òb][g\ØhhYž`X]Y`ZØf`]\fY`_Øbgh`Yf]gWXY`< UbXk Yf_g_i bgh`VY_Ubbh
]gh`<]Yf`_Ubbgh`Xi`X]Y`?i bgh`XYg`; `UgV`ÀgYbg`j] Y`Yf`VYb`i bX`Ub
K cf_g\cdg`hY]`bY`a Ybž`i a`XY]bY`Y][YbYb`; `UgdfcXi`_hY
\Yfni ghY`Yb`"8]Y`]Xm`]gWXY`I a [YVi b[`a]h`XYa`gW`ÒbYb`6`]W_
ØVYf`XUg`HY]bUW`hU`]gh`YVYbZU`g`Y]bY`5hfU`h]cb`ZØf`g]W`"

&"`K UbXYfi b[`Ui Z`XYb`< Ò\Yb`XYg`GW`k Ufnk U`Xg

8Yf`GW`k Ufnk U`X`V]YhYh`Y]bY`J]Y`nU`\`j cb`K UbXYfk Y[Ybž`X]Y`ZØf
U`Y`GW`k]Yf][_Y]hg[fUXY`[YY][bYh`g]bX`"9]b`VYgcbXYfg
Ya dZY\`Ybgk YfhYf`K UbXYfk Y[`]gh`XYf`GW`k Ufnk U`XghY][ž`XYf
g]W`Xi fW`gdY`_hU`_i`ÀfY`@UbXgW`UZhYb`gW`Àb[Y`hi bX
UhYa VYfUi VYbXY`5i gV`]W_Y`Ui Z`X]Y`F Y[]cb`V]YhYh`K`À\`fYbX
XY]bYf`K UbXYfi b[`_Ubbgh`Xi`X]Y`k i bXYfgW`ÒbY`:`cfU`i bX`:`Ui bU
XYg`GW`k Ufnk U`XYg`YbhXYW_Yb`"J Yf[]gg`b]W`hž`Y]bY`_`Y]bY
: i hhYfghUh]cb`ZØf`X]Y`Y]b\`Y]a]gW`Yb`J Ò[Y`ni`bi`hYbž`X]Y`c Zh
XY]bY`6Y[`Y]hYf`Ui Z`XYb`K Y[Yb`g]bX`"

'`"8]Y`GhUXh`6UX`K]`XVUX`Yf`_i bXYb

9]b`k Y]hYfYf`c\`bYbgk YfhYf`5i gZi [`]gh`X]Y`GhUXh`6UX`K]`XVUXž
X]Y`ZØf`]\fY`H\Yfa U`ei Y`Yb`VY_Ubbh`]gh`<]Yf`_Ubbgh`Xi`]a
a cXYfbYb`6UXYk Y`h`H]hUb]U`YbhgdUbbYb`cXYf`X]Y`5i gg]W`hj ca
6Ui a k]dZY`dZUX`[Yb]Y» Yb`"8Yf`DZUX`ZØ\`fh`\`cW`cVYb`Xi fW`X]Y
6Ui a _fcbYb`i bX`V]YhYh`Y]bY`Y]ba U`][Y`G]W`h`Ui Z`X]Y`i a [YVYbXY
BUhi f`"

(`" < Ò\`Yb UVYb hYi Yf`]b`XYf`B YVY`\ Ò\`Y

I bk Y]hj cb`7U`k`VYZ]bXYb`g]W`X]Y`VYb]bXfi W_YbXYb
BYVY`\ Ò\`Yb`]b`XYf`B`À\`Y`j cb`6UX\`Òbb`]b[Yb`"8Yf`6Ygi W`X]YgYf
HfcdZghY]b\ Ò\`Yb`k]fX`X]W`]b`Y]bY`[Y\`Y]a`b]gj c`Y`K Y`h`ZØ\`fYbž
X]Y`X\`fhUi`gYbXY`U`h`]gh`"8]Y`:`Ø\`fi b[Yb`g]bX`]bZcfa Uh]j`i bX
V]YhYb`ZUgn]b]YfYbXY`9]bV`]W_Y`]b`X]Y`; Yc`c[]Y`XYf`F Y[]cb`"

) "'8]Y'D]bn[Ui Yf' < ØhhY

: Øf'X]Y'@]YV\UVYf'j cb'Ci hXccf!5_hj]]hÅhYb']gh'X]Y'D]bn[Ui Yf
< ØhhY'Ua' GYYVfØW_Y'X]Y'dYfZY_hY'5b'Ui ZghY''Y''<]Yf'_Ubbgh'Xi
: U\ffÅXYf'a]YhYb'i bX'X]Y'I a [YVi b['Ui Znk Y]'F ÅXYfb'Yf_i bXYb"
J cb'XYf' < ØhhY'Ui g'ZØ\fyb'F UXk Y[Y'ni 'a U'Yf]gWkYb'D'ÅhYb'i bX
k Y]hYfyb'5hfu_h]cbYbž'X]Y'X]Y'GWk Øb\Y]h'XYg'GWk Ufnk U'Xg
\Yfj cffU[YbX'ni f'; Y'hi b['Vf]b[Yb"

* "'; Ughfc bca]gWk Y'9f'YVb]ggY']b'XYf'I a [YVi b[

9]b'5i gZi ['j]b'X]Y'I a [YVi b['j cb'7U'k'k ÅfY'b]Wkhj c`ghÅbX][
c\bY'X]Y'_Øgh]WkYb'fY[]cbU'Yb'GdYn]U'hÅhYb'ni 'dfcV]Yfyb"' ð'XYb
i a 'jY[YbXYb'8 ØfZYfb'[]Vh'Yg'nU\ 'fY]WkY'; Ugh\Åi gYfž'X]Y
hfUX]h]cbY''Y'; Yf]Wk hY'UbV]YhYb"'<]Yf'_Ubbgh'Xi 'X]Wk'a]h
GWk Ufnk Å'XYf'GWk]b_Ybž'? ÅgY'i bX'_Øgh]WkYb'? fÅi hYf!'i bX
C VghVfÅbXYb'j Yfk Ø\bYb''UggYb"

C fh	5_hj]]hÅh	6YgcbXYf\Y]hYb
? Øb][g\ØhhY	; 'UgV'ÅgYf! K cf_g\cdg	6YY]bXfi W_YbXY < UbXk Yf_g_i bgh
6UX'K]XVUX	H\Yfa U'VUXYb' / 6Ui a k]dZY'dZUX	9f\c'i b['j]b'XYb GWk'i Wk hYb
B YVY'\ Ø\Y	: Ø\fi b[Yb'Xi fWk HfcdZghY]b\Ø\Yb	<]ghcf]gWkY'GhÅhYb
GYYVfØW_Y	F UXZU\fyb	: 'UWkY'F UXk Y[Y']b gWk ØbYf'I a [YVi b[

+ "'D`UbY'XY]bY'F Y]gY']a 'J cfUi g

I a 'g]WkYfni ghY''Ybž'XUgg'Xi 'XUg'6YghY'Ui g'XY]bYa '5i ZYbh\U'h
\YfUi g\c'ghž']gh'Yg'fUhgUa ž'XY]bY'5i gZØ[Y']a 'J cfUi g'ni 'd'UbYb"
, VYfdfØZY'X]Y'^ Zzbi b[gnY]hYb'XYf'5hfu_h]cbYb'i bX'a UWkY
Yj Ybhi Y''F YgYfj]Yfi b[Ybž'VYgcbXYfg']b'XYb'< Ui dhfY]gYnY]hYb"
8Yb_Y'Ui Wk'XUfUbž'fY[]cbU'Yg'? UfhYba U'hYf]U'a]hni bY\ a Ybž'i a
X]Y'VYghYb'5i gZi [gn]Y'Y'b]Wk hini 'j YfdUggYb"

, "'8]Y'VYghYb' >U\ fYgnY]hYb'ZØf'5i gZØ[Y

→XY`→\fYgnY]h`Uhi`\fYb`Y][YbYb`FY]nž`k Ybb`Ygi a`5i gZØ[Y
fi bX`i a`7U`k`[Y\h`"a` : fØ\`]b[`i bX`Gca a`Yf`g]bX`X]Y
K UbXYfk Y[Y`VYgcbXYfg`Y]b`UXYbXž`k Å\`fYbX`XYf`< YfVgh`a`]h
gY]bYb`Vi bhYb`6`UhhZÅfVi b[Yb`Y]bY`k i bXYfgWÅ`ÖbY`?i` `]ggY`V]YhYh`
8Yf`K`]bhYf`Vf]b[h`X]Y`A`Ö[`]WÅ`_Y]hž`Xi fWÅ`j`YfgWÅ`bY]hY
@UbXgWÅ`UZhYb`ni`k`UbXYfb`cXYf`gc[Uf`K`]bhYfgdcfh`ni`VYhfY]VYb`"

A]h`X]YgYb`H]ddg`V]gh`Xi`VYghYbg`[YfØghYhž`i a`X]Y`I a`[YVi b[
j`cb`7U`k`ni`Yf`_i`bXYb`i`bX`i`bj`Yf[Ygg`]WÅY`5i gZØ[Y`ni`Yf`YVYb`°

5`_h]j`]hÅ`hYb`ZØf` : Ua`]`Y]b.`GdU»`ZØf` ; fc»`i`bX
?`Y]b

7U`k`ž`Y]b[YVYhYh`]a` < YfnYb`XYg`GWÅ`k`Ufnk`U`Xgž`V]YhYh`Y]bY` : Ø`Y
j`cb`5`_h]j`]hÅ`hYbž`X]Y`gck`c`ZØf`?`]bXYf`U`g`Ui`WÅ`ZØf`9fk`UWÅ`gYbY
[YY][bYh`g]bX`"J`cb`]bhYfU`_h]j`Yb`9f`YVb]ggYb`V]g`\`]b`ni
Ui`ZfY[YbXYb`5i gZØ[Yb`[]Vh`Yg`]b`X]YgYf`WÅ`Ufa`UbhYb`GhUXh`j`]Y`Y
A`Ö[`]WÅ`_Y]hYbž`i a`[Ya`Y]bgUa`Y`NY]h`ni`j`YfVf]b[Yb`i`bX
i`bj`Yf[Ygg`]WÅY`9f]bbYfi`b[Yb`ni`gWÅ`UZYb`"

9]b`[Ubni`VYgcbXYfYg`<][\`][\h`ZØf` : Ua`]`Y]b`]gh`XYf`I`bhYfk`Y[g
]a`K`U`X`Y]b`BUhi`fYf`YVb]gdUf`ž`XYf`g]WÅ`]XYU`ZØf`Y]bYb
Ui`ZfY[YbXYb`HU[`]a` : fY]Yb`Y][bYh`<]Yf`[]Vh`Yg`nU\`fY]WÅY
K UbXYfk Y[Yž`X]Y`Xi`fWÅ`X]Y`a`U`Yf]gWÅY`I a`[YVi b[`ZØ\`fYbž`gck`]Y
gdYn]Y`Y`@Y\`fdZUXYž`X]Y`X]Y` : `cfU`i`bX` : Ui`bU`XYf`FY[]cb`Yf`YVVUf
a`UWÅYb`"5b`j`YfgWÅ`]YXYbYb`GhUh]cbYb`_ÖbbYb`X]Y`?`]bXYf
gd]Y`Yf]gWÅ`YfbYb`i`bX`[`Y]WÅ`nY]h][`X]Y`BUhi`f`Yf`_i`bXYb`"

: Øf`5VYbhYi`Yf`i`gh][Y`V]YhYh`XYf`?`Y`hhYfdUf`_`7U`k`Y]b
Ui`ZfY[YbXYg`9f`YVb]g`\cWÅ`]b`XYb`6Åi`a`Yb`"8]YgYf`DUf`_]gh`ZØf
j`YfgWÅ`]YXYbY`5`hYfg[fi`ddYb`[YY][bYh`i`bX`V]YhYh`j`YfgWÅ`]YXYbY
GWÅ`k`]Yf][_Y]hg[fUXY`"J`cb`gWÅ`k`]b[YbXYb`HUFnUb!GY`Yb`V]g`\`]b`ni
\YfUi`gZc`fXYfbXYb`GY`]fi`hgWÅYb`[]Vh`Yg`j`]Y`ni`YbhXYW`_Yb`"
G]WÅYf\Y]hgj`cf`_Y\fi`b[Yb`i`bX`[YgWÅ`i`hYg`DYfgcbU`gc`f[Yb`XUZØfž
XUgg`9`hYfb`g]WÅYf`Yb`hgdUbbYb`_ÖbbYbž`k`Å\`fYbX`]\`fY`?`]bXYf`X]Y
?`Y`hhYfY`Ya`YbhY`Yf`_i`bXYb`"

K Ybb`X]Y': Ua `j]Y`Y]bYb`fi` \][Yb`HU[`j Yfvf]b[Yb`a` ÒW`hYž]gh`Y]b
6Ygi` W`X`Yg`7U`k` Yf`GhUXhdUf_g`]XYU`"8]YgYf`[fØbY
FØW_ni [gcfhj`YfZØ[h`ØVYf`[fc» nØ[]][Y`Gd]Y`d`ÀhnYž
D]W_b]W_VYfY]W`Y`i` bX`gc[Uf`Y]bYb`_`Y]bYb`HY]W`ž]b`XYa` `?]bXYf
9bhYb`ZØhYfb`_ØbbYb`"8]Y`k`Y]h`Ai`Z][Yb`K`]YgYb`UXYb`ni`Y]bYa
: Ua `j]Ybd]W_b]W`_Y]b`i` bX`V]YhYb`j`]Y`D`Uhnž`i`a`ni`gd]Y`Yb`i` bX`ni
fY`Ui`Yb`"

5_hj] h`Àh	5`hYfgYa`dZY`\`i`b[8Ui`Yf
I`bhYfk`Y[`g]a` `K`U`X`	5``Y`5`hYfg[`fi`ddYb	&!(`Ghi`bXYb
?`Y`hhYfdUf`_`7U`k`	5V`*` `š\`fYb	%!` `Ghi`bXYb
7U`k`Yf`GhUXhdUf`_`	5``Y`5`hYfg[`fi`ddYb	B`UW` `6Y`]YVYb

9]b`k`Y]hYfYg`ZUbhUgh]gW`Yg`N]Y`ZØf`: Ua `j]Yb`]gh`XUg`<`Yfa`Ubb
<`YggY`A`i`gYi`a`" <]Yf`_ØbbYb`X]Y`6Ygi`W`Yf`Ui`Z`Y]bY`]bhYfU_h]j`Y
FY]gY`Xi`fW`XUg`@YVYb`i`bX`K`Yf`_XYg`VYfØ`a`hYb`GW`f]ZhghY`Yfg
[Y`Yb`"6YgcbXYfg`ZØf`À`hYfY`?]bXYf`i`bX`š`[YbX`]W`Y`_Ubb`X]Yg
Y]bY`gdUbbYbXY`A`Ò[`]W`_Y]higY]bž]g]W`a`]h`@]hYfUhi`f
Ui`gY]bUbXYfni`gYhnYb`i`bX`[`Y]W`nY]h][`Yhk`Ug`ØVYf`X]Y`;`YgW`]W`hY
j`cb`7U`k`ni`"YfbYb`"8Ug`A`i`gYi`a`V]YhYh`c`Zh`gdYn]Y`Y`D`fc[`fUa`a`Y
i`bX`K`cf_g`cdg`ZØf`GW`i`[`fi`ddYb`Ubž`X]Y`Ui`W`: Ua `j]Yb
ni [`Àb[`]W`g]bX"

Ci`hXccf!5_hj] h`ÀhYb`g]bX`Y]b`A`i`gg]a` `GW`k`Uf`nk`U`X`": Ua `j]Yb
_ØbbYb`: U\ff`ÀXYf`a`]YhYb`i`bX`X]Y`F`UX`k`Y[`Y`Y`b`h`Ub[`XYf
B`U[`c`X`Yf`_i`bXYb`"8]Y`a`U`Yf]gW`Yb`GhfYW`_Yb`V]YhYb`Y]bY`]XYU`Y
;`Y`Y[`Yb`Y]hž`X]Y`k`i`bXYfgW`ØbY`@UbXgW`UZh`ni`[`Yb]Y»`Yb`i`bX
[`Ya`Y]bgUa`_U_h]j`ni`gY]b`"9]b][`Y`: U\ff`UXj`Yf`Y]\`Y`V]YhYb`gc[`Uf
HUbXYa`!F`ÀXYf`Ubž`k`Ug`ZØf`ni`g`Àhn`]W`Yb`GdU»`gc`f[`h`"

: Øf`Y]bYb`VYgcbXYfYb`HU[`_ØbbhY`Y]b`6Ygi`W`]a` `: fY]nY]hVUX
7U`k`Ui`Z`XYa`D`Ub`ghY`Yb`"8Ug`<`U`Yb`VUX`V]YhYhY]b`&) !A`YhYf!
6YW`_Yb`ž`F`i`hgW`Yb`ZØf`X]Y`?]Xg`i`bX`Y]bYb`_`Y]bYb
K`Y`b`YggVYfY]W`ZØf`X]Y`9fk`UW`gYbYb`" <]Yf`Z]bXYb`X]Y`: Ua `j]Yb
dYfZY`_hY`6YX]b[`i`b[`Ybž`i`a`g]W`b`UW`Y]bYa`HU[`j`c`Yf
5_hj] h`ÀhYb`ni`Yb`hgdUbbYb`i`bX`GdU»`]a` `K`UggYf`ni` `UVYb`"

5VYbhYi`Yf`i`gh][`Y`: Ua `j]Yb`_ØbbYb`Ui`W`: Ø\`fi`b[`Yb`a`]h`D`c`b`mg

Vi W\Ybž'X]Y'cZha U`g'j cb'Øfh]W\Yb'6Ui Yfb'Ub[YVchYb'k YfXYb"
8]YgY'9f'YVb]ggY'g]bX'X]YU'ZØf'_'Y]bY'?]bXYf'i bX'Yfa Ø['W\Yb'Yg
]\bYbž'a Y\ f'ØVYf'X]Y'H]YfY'ni 'YfbYbž'g]Y'ni 'ghf]Y[Y'b'i bX'gc[Uf
Y]bYb'_'Y]bYb'5i gf]hh'ni '[Yb]Y»Yb''8]Y'?ca V]bUh]cb'Ui g
h]Yf]gW\Yf' ðhYfU_h]cb'i bX'BUhi fYf'YVb]g'a UW\hg'c'W\Y'Hci fYb'ni
Y]bYa 'i bj Yf[Ygg]W\Yb'5i gZi ["

GW\`Y»`]W\ '[]Vh'Yg']b'7U'k 'Ui W\`nU\`fY]W\Y'J YfUbghU`hi b[Ybž'X]Y
ZUa]]YbZfYi bX'W\`g]bX''J cb'A Uf_hhU[Yb'V]g'\]b'ni ': YghYb'ZØf
X]Y'[Ub'ny': Ua ']Y'k]fX'XUg[Ub'ny' ð\ f'ØVYf'j]Y''[YVchYb''9g
'c\bh'g]W\ž'X]Yb'9j Ybh_U`YbXYf'XYf'GhUXh'ni 'ØVYfd'fØZYbž'i a
b]W\hg'ni 'j YfdUggYb"

5''X]YgY'5_h]j]hÅhYb'a UW\Yb'7U'k 'ni 'Y]bYa 'dYfZY_hYb'N]Y''ZØf
: Ua ']Ybž'X]Y'[Ya Y]bgUa 'BYi Yg'YbhXYW_Yb'i bX'GdU» '\UVYb
a ØW\hYb''9[U'ž'cV']\f'X]Y'BUhi f'Yf'_i bXYhž'_i 'hi fY''Y'GW\ÅhY
YbhXYW_h'cXYf'Y]bZUW'bi f'NY]h'a]hY]bUbXYf'j YfVf]b[hž'X]YgY
GhUXh'V]YhYh'ZØf'YXYb'Yhk Ug'i bX'gc'f[h'XUZØfž'XUgg'XYf'5i ZYbh\U'h
i bj Yf[Ygg]W\`V`Y]Vh"

8YhU]`g

6Ygi W\Yb'G]Y'i bg'Ui Z.'Y]bY!fY]gY"XY