

9bhXYW_Y`XYb`6Øf[YfdUf_. `BUhi fž'; Ybi gg
i bX`5VYbhYi Yf`ZØf`U`Y°

9bhXYW_Yb`G]Y`XYb`6Øf[YfdUf_. `Y]bY`[fØbY`C UgY`a]h
_i `]bUf]gWYb`<][\`][\hgž: Ua `]YbU_hj]hÅhYb`i bX
\]ghcf]gWYb`GY\Ybgk ØfX][_Y]hYb"; Y\Y]a h]ddg`ZØf`≠fYb
6Ygi WX°



K]`_ca a Yb`Ui Zi bgYfYf`FY]gY`Xi fW`XYb`k i bXYfgW`ØbYb
6Øf[YfdUf_`°8]YgYf`[YgW]W`ghfÅW`h][Y`DUf_ž`XYf`g]W`]ba]hYb
Y]bYf`di `g]YfYbXYb`GhUXh`UbXgW`UZh`YbhZU`hYhž`V]YhYh`Y]bY
Yf\c`gUa Y`5i gnY]h`j ca ` \Y_h]gWYb`5`hU["A]h`gY]bYb
k Y]h`Ai Z][Yb`K]YgYbž`gW`UhhYbgdYbXYbXYb`6`Ai a Yb`i bX
a U`Yf]gWYb`K Y[Yb`]gh`Yf`b]W`h`bi f`Y]b`VY`]YVhYf`C fh`ZØf
GdUn]Yf[Åb[Yž`gcbXYfb`Ui W`Y]b`]XYU`Yg`N]Y`ZØf
: Ua `]YbUi gZØ[Yž`_i `]bUf]gWY`9bhXYW_i b[Yb`i bX`_i `hi fY`Y
9f`YVb]ggY" `b`X]YgYa `5fh]_Y`bY`a Yb`k]f`Yi W`a]h`Ui ZY]bY
gdUbbYbXY`9bhXYW_i b[ghci f`Xi fW`XYb`6Øf[YfdUf_`"Jcb
j YfghYW_hYb`<][\`][\hg`ØVYf`[Ughfcbca]gWY`?`Øgh]W`_Y]hYb`V]g
\]b`ni ` \]ghcf]gWYb`GW`ÅhYb` `k]f`nY][Yb`Yi W`ž`k]Y`]f`XUg`6YghY

Ui g`Yi fYa `6Ygi Wk `YfUi g\c`Yb`_Öbbh"A UWk h`Yi Wk `VYfY]h`ZÖf
 Y]bY`F`Y]gY`ni `Y]bYa `XYf`gWk ÖbghYb`HfYZZdi b_hY`XYf`GhUXh`

9bhXYW_i b[`XYf`[fØbYb`C UgY`6Øf[YfdUf_

8Yf`6Øf[YfdUf_]b`6fYa Yb`]gh`Y]bY`XYf`VYnUi VYfbXghYb`[fØbYb
 C UgYb`XYf`GhUXh`i bX`V]YhYh`9]b\Y]a]gWk Yb`gck]Y`6Ygi Wk Yfb`Y]bY
 dYfZY_hY`A Ö[`]Wk_Y]h`ni a `9bhgdUbbYb`i bX`; Yb]Y»Yb`XYf`BUhi f"
 8]YgYf`k Y]h`Äi Z[Y`DUf`_YfghfYW_h]g]Wk`ØVYf`&\$&<Y_hUf`i bX`]gh
 b]Wk h`bi f`Y]b`F`ØW_ni [gcfhj`cf`XYa `gh`ÄXh]gWk Yb`HfY]VYbž`gcbXYfb
 Ui Wk `Y]b`ZUgn]b]YfYbXYf`C fhj`c`Yf`; YgWk]Wk hY`i bX`BUhi`fk`i bXYf`

6Y]`Y]bYa `YfghYb`6Ygi Wk`]a `6Øf[YfdUf_`k YfXYb`G]Y`j`cb`XYf
 J]Y`ZU`h`XYf`DZUbnYb`i bX`H]YfY`ØVYfk`Ä`h][`h`gY]b`"<]Yf`Z]bXYb`g]Wk
 U`hY`6Äi a`Yž`V`Ø\YbXY`6`i a`YbVYYhY`i bX`fi` \][`Y`HY]Wk Yž`X]Y`Y]b
 \Ufacb]gWk Yg`6`X`Yf[YVYb`"6YgcbXYfg`VYa`Yf`_Ybgk`Yfh`g]bX`X]Y
 j`YfgWk]YXYbYb`6Ui a`UfhYbž`X]Y]a`DUf`_ni`Z]bXYb`g]bXž`XUfi`bhYf
 X]Y`a`U`Ygh`Äh]gWk Yb`D`UhUbYb`i bX`X]Y`VYY]bXfi`W`YbXYb`9]Wk Ybž
 X]Y`U`Y`Y]bY`k`Yfhj`c`Y`F`c`Y`]a`^2`_cgmghYa`gd]Y`Yb`"

8]Y`K`Y[Y`XYg`DUf`_g`UXYb`ni`Ui`g[YXY`b`hYb`GdUn]Yf[Äb[Ybž
 æ[[]b[hci`fYb`cXYf`Y]bYf`YbhgdUbbhYb`F`UXhci`f`Y]b`"G]Y`_ÖbbYb
 YbhUb[`XYf`a`U`Yf]gWk Yb`GYb`gWk`YbXYfb`cXYf`Y]bZUWk`Ui`Z`Y]bYf
 6Ub`_g]hYb`i bX`X]Y`5i`gg]Wk h`[Yb]Y»Yb`"6YgcbXYfY`<][` \][` \hg]a
 DUf`_g]bX`X]Y`Ui`Zk`YbX][`Ub[Y`Y[hYb`; UfhYbUb`U[Ybž`X]Y`Y`bUWk
 ÷\fYgnY]h]b`i bhYfgWk]YX`]Wk Yb`; UfVYb`V`Ø\Yb`"8Yf
 F`c`XcXYbXfcbdUf`_gh`\]YfVY]`Y]b`A`i`gg]a`i`fØ\`]b[ž`k`Ybb`X]Y
 fcgUi`bX`i`U`6`ØhYb`]b`j`c`Yf`DfUWk h`YfghfU\`Yb`"

÷\fYgnY]h	6YgcbXYf\Y]hYb`]a`6Øf[YfdUf_
: fØ\`]b[F`c`XcXYbXfcbV`ØhYž`V`Ø\YbXY ?]fgWk VÄi`a`Y
Gca`a`Yf	,`dd][`Yg`;`fØbž`YbhgdUbbhY D]W_b]W_g
<YfVgh	: UfVYbgd]Y`XYf`@Ui`VV`ÄhhYfž ? UghUb]YbYfbhY
K`]bhYf	: fcgh[`Y`@UbXgWk UZhž k`]bhYf`]Wk Y`Gh]`Y

9]bY`XYf`VYghYb`A Ò[`]W_X]hYbž`X]Y`BUhi`f`ja`'6Øf[YfdUf_`ni
Yf`YVYbž`]ghY]bY`6ccchghi`f`Ui`ZXYa`'_Y]bYb`GYY`ja`DUf_`"<]Yf`
_ÒbbYb`G]Y`Y]b`Fi`XYfVcch`a`]YhYb`i`bX`X]Y`a`U`Yf]gWXY`i`a`[`YVi`b[
j`ca`K`UggYf`Ui`g`[`Yb]Y»Yb`"8Yf`6`]W_`Ui`Z`X]Y`i`Zf`XYg`DUf_g`]gh
Y]bZUW`UhYa`VYfUi`VYbXž`VYgcbXYfg`ja`'5b[`Yg]W`h`XYg`
GcbbYbi`bhYf[`Ub[`g`"

:`Øf`:`Ua`_]Yb`]gh`XYf`6Øf[`YfdUf_`Y]b`k`U`fYg`DUfUX]Yg`"8Yf`[`fc»`Y`
Gd]Y`d`Uhn`V]YhYhn`U`fY]W`Y`A`Ò[`]W_X]hYb`ZØf`X]Y`?`Y]bYbž`g]W`
Ui`gni`hc`VYb`"J`cb`Fi`hgW`Yb`V]g`\\]b`ni`G`W`Ui`_`Y`b`i`b`X`
?`Y`hhYf[`YfØghYb`]gh`ZØf`^XYb`Yhk`Ug`XUVY]"`6Y`]YVh`g]bX`Ui`W`X]Y`
G`W`k`UbYbVcchYž`X]Y`Ui`ZXYa`'_Y]bYb`GYY`ZØf`Zf`Ò`\\]W`Y`Ghi`bXYb`
gcf[`Yb`"9g`]gh`Y]b`J`Yf[`bØ[`Ybž`X]Y`G`W`k`Å`bY`i`bX`9b`hYb`ni`ZØh`Yfbž`
k`Ug`ZØf`U`Y`5`hYfg[`fi`ddYb`Y]b`i`bhYf`U`hgUa`Yg`9f`YVb]g`XUfghY`h`"

K`i`gghYb`G]Yž`XUgg`XYf`6Øf[`YfdUf_`Ui`W`X]Y]b`VY`]YVhYg`N]Y`ZØf`
<c`V`m`Z`chc[`f`UZ`Y`b`]gh3`8]Y`V`Y`Y]bXfi`W_`Y`b`X`Y`b`@`Ub`X`g`W`U`Z`h`Y`b`i`b`X`X]Y`
j`Y`Z`À`h[`Yb`:`c`f`U`i`b`X`:`Ui`b`U`V]YhYb`i`bn`À`\\][`Y`A`ch]j`Y`"6YgcbXYfg`
Ua`A`c`f[`Yb`c`X`Y`f`V`Y]a`GcbbYbi`bhYf[`Ub[`_`ÒbbYb`G]Y`
UhYa`VYfUi`VYbXY`:`c`h`c`g`g`W`]Y»Ybž`X]Y`X]Y`fi`\\][`Y`i`b`X`Z]Y`X`]W`Y`
5`ha`c`gd`\\`Å`f`Y`X`Y`g`DUf_g`Z`Y`gh`U`h`Y`b`"

9]b`k`Y]hYfYf`]bhYfYggUbhYf`Di`b`_`h`ja`'6Øf[YfdUf_]gh`XYf`?`Y]bY`
H]Yf[`UfhYb`ž`]b`XYa`j`YfgW`]YXYbY`<Ui`gh]YfY`k`]Y`
A`Y`Y`fg`W`k`Y]b`W`Y`bž`N]Y[`Yb`i`b`X`G`W`U`Z`Y`V`Y`b`"<]Yf`_`ÒbbYb`?]b`XYf`
X]Y`H]YfY`Ui`g`b`À`W`ghYf`B`À`\\Y`V`Y`c`V`U`W`h`Y`b`i`b`X`gc[`Uf`ZØh`Yfbž`k`Ug`
XUg`H]YfYf`YVb]g`bc`W`gd`UbbYbXYf`a`U`W`h`"9]b`_`Y]bYg`<][`\\][`h`
ZØf`X]Y`H]YfZfYi`bXY`i`bhYf`i`bg`"

8`UfØVYf`\\]bUi`g`[`]Vh`Yg`ja`'6Øf[YfdUf_]ja`a`Yf`k`]YXYf`k`Y`W`g`Y`b`XY`
?`i`b`ghk`Yf`_`Y`i`b`X``b`ghU`U`h]c`b`Y`bž`X]Y`X]Y`@`Ub`X`g`W`U`Z`h`Ui`Z`_`f`Y`Uh]j`Y`
K`Y]g`Y`V`Y`f`Y]W`Y`fb`"8]Y`?`ca`V]bUh]cb`Ui`g`B`Uhi`f`i`b`X`?`i`b`gh`g`W`U`Z`h`
Y]bY`Y]bn][`Ufh][`Y`5`ha`c`gd`\\`Å`f`Y`ž`]b`XYf`a`Ub`g]W`j`Yf`]YfYb`_`Ubb`"
8`Yf`DUf_]gh`b]W`h`bi`f`Y]b`C`fh`XYf`9f`c`i`b[`ž`gcbXYfb`Ui`W`X]Y]b`C`fh`
XYf`b`gd]fUh]cb`"

5`V`g`W`_]Y»YbX`"À`ggh`g]W`g`U[`Ybž`XUgg`XYf`6Øf[`YfdUf_]b`6`f`Ya`Yb`
Y]bY`Y`W`h`Y`[`fØbY`C`UgY`]ghž`X]Y`6Ygi`W`Yf`U`Yf`5`hYfg[`fi`ddYb`

Ubn]Y\h"CV'G]Y'Ub'Y]bYa 'gcbb][Yb'HU['fUi g[Y\Yb'a ÖW'hYbži a
X]Y'Zf]gWXY'@ Zh'ni '[Yb]Y»Ybž'cXYf'g]W'j'b'Fi \Y'a]h'Y]bYa '6i W
Ui ZY]bY'6Ub_'gYhnYb' '\Yf'[]Vh'Yg'ZØf'YXYb'Yhk Ug"D'UbYb'G]Y
i bVYX]b[h'Y]bYb'6Ygi W'j'b'X]YgYa 'k i bXYfgW'ÖbYb'DUf_ž'i a 'X]Y
bUhØf']WXY'GW'Öb\Y]h'i bX'X]Y'Yb'bgdUbbhY'5ha cgd\ÅfY']b'j'c''Ya
I a ZUb['ni '[Yb]Y»Yb"

? i `]bUf]gWXY'<][\`][\hg'fi bX'i a 'XYb
6Øf[YfdUf_

8Yf'6Øf[YfdUf_]gh'b]W'h'bi f'Y]b'c'fh'XYf'9f\c'i b[ž'gcbXYfb'Ui W
Y]b'k U\fyg'DUfUX]Yg'ZØf': Y]bgW'a YW_Yf'i bX'; Yb]Y»Yf''Fi bX'i a
XYb'DUf_'[]Vh'Yg'Y]bY'j]Y'nU\''j'cb'[Ugh'cbca]gWYb'5b[YVchYbž
X]Y'a]h'fY[]cbU'Yb'i bX'j]bYfbUh]cbU'Yb'? Ögh]W_Y]hYb'Ui Zk UfhYh"
CV'[Ya Øh]WXY'7UZÅgž'gh]j'c''Y'FYghUi fUbhg'cXYf'æ V]ggghÅbXY'
\Yf']gh'ZØf'YXYb'; YgW'a UW_Yhk Ug'XUVY]'

6Y[]bbYb'k]f'i bgYfYb'_i`]bUf]gWXYb'Fi bX[Ub['ja '7UZÅ']ja
6Øf[YfdUf_"A]h'6`]W_'Ui ZX]Y'a U'Yf]gWYb'; ÅfhYb'i bX'HY]WXY
_ÖbbYb'X]Y'6Ygi WXYf'\]Yf'Y]bY'Yi ei]g]hY'5i gk U\`Ub'? UZZY!'i bX
HYYgdYn]U'hÅhYb'[Yb]Y»Yb''8Ug'<][\`][\h]gh'XYf'\Ui g[Ya UW'hY'
5dZY`_i WXYbž'XYf'dYfZY_h'ni 'Y]bYa 'Yb'bgdUbbhYb'B UW'a]hhU['ja
DUf_'dUggh"

9]b'k Y]hYfYf'; Y\Y]a h]dd']gh'XUg'FYghUi fUb'h' DUf_V`]W_ "'<]Yf
k]fX'gU]gcbU'Y'? ØWXY' [fc» [YgW'f]YVYbž'i bX'X]Y'GdY]gYb
ghUa a Yb'ØVYfk]Y[YbX'Ui g'fY[]cbU'Yb'E i Y''Yb''8]Y'k YW'gY'bXY
GdY]gY_UfhY'V]YhYh'Y]bY'_Ögh]WXY'5i gk U\`ž'j'cb'Zf]gWYa 'K]`X
Ui g'XYb'i a `]Y[YbXYb'K Å'XYfb'V]g'\]b'ni 'j Y[YhUf]gWYb
'? Ögh]W_Y]hYbž'X]Y'X]Y'; YgW'a UW_g_bcgdYb'j YfnUi VYfb"

: Øf'X]Y'Yb][Ybž'X]Y'Y]bY'gW'bY''YfY'A U\`nY]h'gi WXYbž'ghY\h'XYf
VY']YVhY'GhfYYhZc'cX!A Uf_hž'XYf'fY[Y'a Å»]['b'XYf'BÅ\Y'XYg
6Øf[YfdUf_g'ghUhhz]bXYh'"<]Yf'Z]bXYh'a Ub'U''Yg'j'cb'6i ff]hc'g'ØVYf
DUghU'V]g'\]b'ni 'j Y[UbYb'6i f[Yfb''8]Y'Vi bhY'j]Y'ZU'hXYf
'; Yf]W'hY'a UW'h'Yg''Y]W'hž'a Y\fyfy'; Yf]W'hY'ni 'dfcV]YfYb'i bX'X]Y
_i`]bUf]gWXY'GnYbY'ni 'Yf_i bXYb"

6YgcbXYfY '@YW_YfV]ggYb ']a '6Øf[YfdUf_

- :]gWVfÖhW Yb. '9]b '?`Ugg]_Yfž'XYf'b]W h'j YfdUggh'k YfXYb gc`hY ' `Zf]gW`ni VYfY]hYh'a]h`c_U`Yb':]gWYb"
- GWk Ufnk Ä`XYf'?]fgW hc fhY. '9]b`GhØW`gWk UfnY`Hc fhY a]h`Y]bYf'? UZZYdUi gY]gh`Y]bY`gØ» Y`J`Yfgi W`i b["
- GcZhXf]b_g`i bX`@]a`cbUXYb. 'J]Y`Y`7UZÅg`V]YhYb \Ui g[Ya UW`hY`@]a`cbUXYb`i bX`6]c!GÄZhY`Ubž`X]Y`dYfZY`_h ZØf`\Y]» Y`Gca`a`YfhU[Y`g]bX"

9]b`k`Y]hYfYf`C`fhž`XYb`a`Ub`g]W`b]W`h`Y`b`h[Y`Y`b`'UggYb`gc`hYž`]gh XUg`6]c!7UZÅ` ; fØb`6`Ui` " "<]Yf`XfY`\h]g]W`U`Y`g`i`a`' [Ygi`b`X`Y`i`b`X`b`UW`\U`h][Y`9fb`Ä`\fi`b[" "8]Y`GdY]gYb`g]b`X`b]W`h`bi`f`i`a`k`Y`h`ZfYi`b`X`]W`ž`gcbXYfb`V]YhYb`Ui`W`Y]b`Y`Vi`bhY`DU`Y`hhY`Ub`j`Y[UbYb`i`b`X`j`Y[YhUf]gWYb`C`dh]cbYb`"9a`dZY`\`Y`b`gk`Y`fh`]gh`XYf`5j`c`WUX`c!Hc`Ughž`XYf`a`]h`Zf]gWYb`?`fÄi`hYfb`i`b`X`Y]b`Ya`' <Ui`W`j`cb`N]h`f`cb`Y`g`Y`f`j`]Y`fh`k`]f`X"

9]b`_i` `]bUf]gWYg`<][\`][\h`ZØf`X]Y`@]YV\UVYf`j`cb`6]Yf`i`b`X`fY[]cbU`Y`b` ; YgW`a`UW`gYf`YVb]ggYb`ghY`h`X]Y`DUf`!6fUi`YfY] XUF`"<]Yf`_Ubb`a`Ub`b]W`h`bi`f`YfZf]gWYbXYg`6]Yf`d`fc`V]YfYbž`XUg`b`UW`h`f`UX]h]cbY`Y`Ya`'J`YfZU`\fYb`[YVfUi`h`k`]f`X`ž`gcbXYfb`Ui`W`\Yfn`U`ZhY`6]Yf[UfhYb!GdYn]U`]h`Ä`hYb`[Yb]Y» Ybž`k`]Y`VY]gd]Y`gk`Y]gY`6fU`hk`i`f`gh`i`b`X`6fYnYb"

? UZZYŽ?`i`W`Y`b`i`b`X`a`Y`\`f`'`XUg`gØ» Y`@YVYb`[Yb]Y» Yb`

8]Y`7UZÅg`fi`b`X`i`a`'XYb`6Øf[YfdUf`_g]b`X`VYgcbXYfg`VY`_Ubb`h`ZØf`]\fY`_Ögh]W`Y`b`?`i`W`Y`b`i`b`X`Hc`fhYb`"5a`'VY`]YV`h`Y`ghYb`]gh`XUg`7UZÅ`GØ» Y`9W`_Y`ž`k`c`a`Ub`Y`XYb`HU[`Zf]gW`'[YVUW`_YbY`@YW`_YfY]Yb`Z]b`XYh`'J`cb`g`U`Zh][Yb`F`ØV`_]i`W`Y`b`V]g`ni`Zfi`W`h][Yb`6U]gYfb`'\Yf`[]Vh`Y`g`ZØf`GØ» a`Äi`Yf`U`Y`gž`k`Ug`XUg`<Yfn`VY[Y`fh`

BcW`X`Uni`'c`W`_Y`b`X]Y`j`]Y`Y`b`'a`V]gggh`Ä`b`X`Y`]a`'6Øf[YfdUf`_a`]h`_`Ugg]gWYb`Gb`UW`_g`ZØf`XYb`_Y]b`Yb`<`i`b[Yf`i`bhYfk`Y[g`"<UfXmg`Dca`a`YgVi`XY`]gh`VYfØ`a`h`ZØf`]fY`_bi`gdf][Yb`Dca`a`Yg`i`b`X`X]Y`j`]Y`Z`Ä`h][Yb`Gc» Ybž`k`Ä`\fYb`X`6Y`U`g`7fYdYg`ZØf`]fY`gØ» Yb`i`b`X`

\ Yfn\ UZhYb`7fYdYg`VY_Ubbh]ghž`X]Y`Zf]gW`j`cf`XYb`5i`[`Yb`XYf`
;`ÅghY`ni`VYfY]hYh`k`YfXYb`"

Ni`g`Åhn`]W`ni`XYb`ghU]cb`ÅFYb`5bV]YhYfb`[`]Vh`Yg`Ui`W`nU`fY]W`Y`
:`cc`X!`Hfi`W`gž`X]Y`fY`[`Y`a`Å»`][`]a`6Øf`[`YfdUf`_`Ubni`hfY`ZYb`g]b`Xž`
VYgcb`XYfg`Ub`XYb`K`c`W`Yb`Yb`XYb`c`XYf`VY]`VYgcb`XYfYb`
J`Yf`Ub`ghU`hi`b`[`Yb`8]YgY`V]YhYb`U`Yg`j`cb`]bhYfb`U]cb`U`Yf`?`Ø`W`Y`
V]g`\\`b`ni`c`_`U`Yb`GdYn]U`h`ÅhYb`i`b`X`gc`f`[`Yb`gc`ZØf`Y]b`Vi`bhYg`
_`i`]b`Uf]g`W`Yg`9f`YVb]g`"

Ni`g`Ua`a`Yb`[`YZUggh`V]YhYh`X]Y`i`a`[`YVi`b`[`XYg`6Øf`[`YfdUf`_`g`Y]b`Y`
[`fc»`Ufh][`Y`_`i`]b`Uf]g`W`Y`J`Y`ZU`hž`X]Y`j`cb`fY`[`]cb`U`Yb`GdYn]U`h`ÅhYb`
V]g`\\`b`ni`]bhYfb`U]cb`U`Yb`;`Yf]W`hYb`fY]W`h`9[`U`ž`c`V`G]Y`Y]b`Yb`
[`Ya`Øh]W`Yb`5VYb`X`a`]h`Y]b`Yf`ZY]b`Yb`A`U`n`Y]h`d`Ub`Yb`c`XYf`
Y]b`ZU`W`bi`f`Y]b`Yb`Gb`UW`ZØf`i`bhYfk`Y`[`g`gi`W`Yb`\\`Yf`Z]b`XYb`G]Y`
g]W`]b`Y]b`Yf`k`U`fYb`;`Ybi`ggk`Y`h`k`]Y`XYf`"

5_h]j`h`ÅhYb`ZØf`X]Y`[`Ub`nY`:`Ua`]Y`]a` 6Øf`[`YfdUf`_`

8Yf`6Øf`[`YfdUf`_`ž]a`<`Yfn`Yb`j`cb`6fYa`Yb`[`Y`Y`[`Yb`ž]gh`b]W`h`bi`f`
Y]b`Y`[`f`Øb`Y`C`UgY`ZØf`9f`c`i`b`[`ggi`W`Yb`XYž`gcb`XYfb`Ui`W`Y]b`
dYfZY`_`hYf`C`fh`ZØf`:`Ua`]Yb`ž`X]Y`[`Ya`Y]bg`Ua`_`U_h]j`gY]b`a`Ø`W`hYb`
J`ca`Gd]Y`d`Uhn`V]g`\\`b`ni`gd`Ubb`Yb`XYb`9f`YVb]gg`Yb`V]YhYh`XYf`
DUf`_`Y]b`Y`J`Y`n`U`\\`j`cb`5_h]j`h`ÅhYb`ž`X]Y`;`fc»`i`b`X`?`Y]b`
VY`[`Y]ghYfb`<`]Yf`g]b`X`Y]b][`Y`<][`\\`[`hgž`X]Y`G]Y`i`b`X`Å`fY`:`Ua`]Y`
b]W`h`j`Yfd`Ugg`Yb`gc`h`Yb`.

- Gd]Y`d`ÅhnY`ZØf`_`Y]b`Y`5VYb`hYi`fYf`:`a`6Øf`[`YfdUf`_`
Z]b`XYb`G]Y`a`Y`fYfY`gd]Y`Yf]g`W`[`YghU`hYhY`Gd]Y`d`ÅhnY`ž`X]Y`
gdYn]Y`ZØf`?`]b`XYf`i`bhYfg`W`Y`X`]W`Yb`5`hYfg`_`c`bn]d]Y`fh`
g]b`X`"J`cb`G`W`Ui`_`Y`b`Ø`VYf`F`i`hg`W`Yb`V]g`\\`b`ni`
?`Y`hhYf`[`Yf`ØghYb`[`]Vh`Yg`U`Y`gž`k`Ug`X`Ug`<`Yfn`Y]b`Yg`Y`XYb`
?`]b`XYg`\\`Ø`Yfg`W`U`[`Yb`Å`ggh`"
- A`]b][`c`Z!`5b`U`[`Y`J`YfVf]b`[`Yb`G]Y`Y]b`Yb`i`bhYf`U`hg`Ua`Yb`
B`U`W`a`]hhU`[`Ui`Z`XYf`A`]b][`c`Z!`5b`U`[`Y`<`]Yf`_`Ø`bb`Yb`
:`Ua`]Y`ba`]h[`]Y`XYf`Y`XYb`5`hYfg`]f`;`Yg`W`]W`Ui`Z`X]Y`
D`fc`VY`ghY`Y`b`i`b`X`[`Ya`Y]bg`Ua`i`a`XYb`H]hY`XYg`A`]b][`c`Z!

7\Ua d]cbg'_Äa dZYb"

- 6cchZU\ fYb 'Ui Z'XYa 'GYY. '8Yf'Xm`]gW\Y'GhUXhgYY']a
6Øf[YfdUf_'`ÄXh'ni 'Y]bYa 'YbhgdUbbYbXYb'6cchgUi gZi [Y]b"'CV'a]h'Fi XYfVcchYb'cXYf'HfYhVcchYb' 'Yg[]Vh'b]W\hg
GW\ÖbYfYgž'U'g'X]Y'BUhi f'j ca 'K UggYf'Ui g'ni '[Yb]Y»Yb"

5_hj]]hÄhYb']a '6Øf[YfdUf_'g]bX'b]W\h'bi f'Ui Z'XUg

Gd]Y'd'Uhnj Yf[bØ[Yb'VYgW\ fÄb'_h'8Yf'DUF_'V]YhYh'Ui W\ 'nU\ 'fY]W\Y
A Ö[']W\ _Y]hYb'ZØf'gdcfh]W\Y'6YhÄh][i b[Yb'i bX'9f\c'i b[.

- : U\ ffUXZU\ fYb 'i bX'G_UhYb. 'Bi hnYb'G]Y'X]Y
\Yfj cffU[YbX'Ui g[YVUi hYb'K Y[Y']a 'DUF_'ZØf'Y]bY
FUXhci f'cXYf'ni a 'ǂ`]bYg_UhYb"'8]Yg']gh'Y]bY'ZUbhUgh]gW\Y
A Ö[']W\ _Y]hž'X]Y' i a [YVi b['ni 'Yf'_i bXYb'i bX'['Y]W\ nY]h][
U_hj] 'ni 'gY]b"
- GdUn]Yf[Äb[Y'i bX'[YZØ\ fhY'Hci fYb. ; Yb]Y»Yb'G]Y
YbhgdUbbhY'GdUn]Yf[Äb[Y'cXYf'gW\]Y»Yb'G]Y'g]W\ 'Y]bYf
XYf'[YZØ\ fhYb'Hci fYb'Ubž'X]Y'ØVYf'X]Y'j]Y'ZÄ'h][Y': 'cfU
i bX': Ui bU'XYg'DUF_'g]bZcfa]YfYb"'?]bXYf'_ÖbbYb'\]Yf
gd]Y'Yf]gW\ 'YfbYb'i bX'X]Y'BUhi f'YbhXYW_Yb"
- H]YfdUf_'6Ygi W\Y. 'ǂ'i ba]hY'VUFYf'BA\Y'ni a
6Øf[YfdUf_'VYZ]bXYh'g]W\ 'XYf'H]YfdUf_'ž'XYf'VYgc bXYfg'VY]
↑ b[Yb'H]Yf']YV\UVYfb'VY'YVh']gh"'<]Yf'_ÖbbYb'?]bXYf
a Y\ f'ØVYf'X]Y'j YfgW\]YXYbYb'H]YfUfhYb'YfbYb'i bX'X]YgY
\Ui hbU\ 'Yf'YVYb"

6Ygc bXYfY '9j Ybhg'ZØf'X]Y': Ua]'Y

8Yf'6Øf[YfdUf_'V]YhYh'XUg'[Ubny'ǂ\ f'ØVYf'Y]bY'J]Y'nU\ 'j cb
J YfUbghU'hi b[Ybž'X]Y'gdYn]Y''ZØf': Ua]'Yb'_c b n]d]Yfh'g]bX"'CV
hfUX]h]cbY''Y': YghYž'_fYUh]j Y'K cf_g\cdg'cXYf'gdcfh]W\Y'9j Ybhg'
Yg']gh'ZØf'YXYb'Yhk Ug'XUVY].

- : Ua]'YbZYgh']a 'Gca a Yf. 'ǂXYg'ǂ\ f'Z]bXYh']a 'Gca a Yf
Y]b': Ua]'YbZYgh'ghUhhž'XUg'Y]bY'A]gW\i b['Ui g'Gd]Y'Ybž
A i g]_'i bX'_i ']bUf]gW\Yb'? Ögh]W\ _Y]hYb'V]YhYh"'<]Yf
_ÖbbYb'X]Y'?]bXYf'gd]Y'Ybž'k Ä\ fYbX'X]Y'9fk UW\ gYbYb
YbhgdUbbYb'i bX'g]W\ 'a]h'c'_U'Yb'GdYn]U']hÄhYb

j Yfk Ò\bYb`UggYb"

- < YfVgh`j]W\Y`A`Äf_hY. :æ :< YfVgh`j Yfk UbXY`h`g]W\`XYf 6Øf[YfdUf_]b`Y]bYb`Vi bhYb`A Uf_h`GhÄbXY`a]h \UbX[YZYfh][hYb`DfcXi _hYbžfY[]cbU`Yb`@YW_YfY]Yb`i bX gU]gcbU`Yb`5_hj]hÄhYb`gcf[Yb`ZØf`Y]b`i bj Yf[Ygg`]W\Yg 9f`YVb]g`ZØf`X]Y`[UbnY` : Ua]`Y"
- K Y]\bUW\hga Uf_h. :æ :K]bhYf`[]Vh`Yg`Y]bYb`W Ufa UbhYb K Y]\bUW\hga Uf_hž`k c` : Ua]`Yb`ni gUa`a Yb_ca`a Ybž`i`a X]Y`ZYgh`]W\Y`Gh]a`a`i`b[`ni`[Yb]Y»Yb`i`bX`\Y]»Y GW\c_c`UXY`ni`gW\`ØfZYb"

9]b`C fh`ZØf`6]`Xi`b[`i`bX`9bhXYW_i`b[

8Yf`6Øf[YfdUf_]gh`b]W\h`bi`f`Y]b`C fh`XYf`9f`\c`i`b[ž`gcbXYfb`Ui`W\ Y]b`F`Ui`a`ZØf`6]`Xi`b[`i`bX`9bhXYW_i`b["J]Y`Y`]bhYfU_h]j`Y GhUh]cbYb`V]YhYb`?]bXYfb`X]Y`A`Ò[`]W\`_Y]hž`gd]Y`Yf]gW\`ni`YfbYb.

- 6chUb]gW\Y`9bhXYW_i`b[ghci`f. :6YcVUW\hYb`G]Y`a`]h ÆfYb`?]bXYfb`X]Y`j`YfgW\]YXYbYb`DZUbnybUfhYb`i`bX 6Äi`a`Y`]a`DUf`_"`9g`[]Vh]bZcfa`Uh]j`Y`HUZY`bž`X]Y`X]Y` :`cfU XYg`6Øf[YfdUf_g]j`c`fghY`Yb`i`bX`k`c` : Ua]`Yb`[Ya`Y]bgUa`YfbYb`_ÖbbYb"
- K`cf_g`c`dg`i`bX`_]bXYfZfYi`bX`]W\Y J`YfUbghU`hi`b[Yb. :5b[YVchYb`k`YfXYb`c`Zhi`K`cf_g`c`dg`ni H\Ya`Yb`k`]Y`BUhi`fž`BUW\`U`h][`_Y]hi`bX`?`i`bgh`Gc`W\Y J`YfUbghU`hi`b[Yb`g]bX`Y]bY`hc`Y`A`Ò[`]W\`_Y]hž`X]Y`?`fYUh]j`]hÄh`XYf`?]bXYf`ni`ZØfXYfb"

Ni`gUa`a`YbZUggi`b[

8Yf`6Øf[YfdUf_]gh`gca`]h`XYf`d`YfZY`_hY`C`fh`ZØf` : Ua]`YbUi`gZØ[Y" A`]h`Y]bYf`J]Y`nU\`j`cb`5_hj]hÄhYb`i`bX`J`YfUbghU`hi`b[Yb`]gh`ZØf`YXYb`Yhk`Ug`XUVY]i`bX`X]Y`A`Ò[`]W\`_Y]hYb`g]bX`bU\Yni`i`bVY[fYbnh`9[U`ž`c`V`G]Y`ZØf`Y]bYb`HU[`_ca`a`Yb`c`XYf`fY[Y`a`Ä]][XYb`DUf`_`VYgi`W\Ybž`\]Yf`k`]fX`XYf`HU[`g]W\Yf`]W\`ni`Y]bYa`VYgcbXYfYb`9f`YVb]g`ZØf`X]Y`[UbnY` : Ua]`Y"

<]ghc`f]gW\Y`GY`Yb`gk`ØfX][`_Y]hYb`i`bX`]`fY

; YgWk]Wk hYb

8Yf'6Øf[YfdUf_]b'6fYa Yb'gh'b]Wk'h'bi f'Y]bY'[fØbY'C UgY'XYf
9f\c'i b[žgcbXYfb'Ui Wk'Y]b'Cfhj c''Yf'; YgWk]Wk'hY'i bX'_i'hi fY''Yf
GWk'ÀhnY''K À\fybX'G]Y'X]Y'BUhi f'[Yb]Y»Ybž'hfYZZYb'G]Y
i bk Y][Yf']Wk'Ui Zj YfgWk]YXYbY'\]ghcf]gWkY'GY\Ybgk ØfX][_Y]hYbž
X]Y'ÀbYb'Y]bYb'9]bV']W_]b'X]Y'VYk Y[hY'J Yf[Ub[Yb\Y]h'XYf'GhUXh
[YVYb"

9]bY'XYf'\YfUi gfU[YbXghYb'5hfu_h]cbYb'ja '6Øf[YfdUf_]gh'XUg'
GWk k UbYb\Ui gž'XUg'Xi fWk'gY]bY'a U'Yf]gWkY'Y'gh\Yh]_VYgh]Wk'h"
l fgdfØb[]Wk'k i fXY'Yg]a 'š\af%, *) 'YfVUi hi bX'X]YbhY'U'g'C fhž
Ub'XYa '6Ygi WkYf'X]Y'Xcfh''VYbXYb'GWk k ÀbY'VYk i bXYfb
_cbbhYb''8Ug'GWk k UbYb\Ui g']gh'b]Wk'h'bi f'Y]b'\ØVgWkYg
: chca ch]j žgcbXYfb'Ui Wk'Y]b'6Y]gd]Y''ZØf'X]Y'fca Ubh]gWkY
5fWk]hY_hi f'XYg%- "'š\af\i bXYfhg''9g'ÀXh'XUni 'Y]bž'Ui ZY]bY
_Y]bY'NY]hfY]gY']b'X]Y'J Yf[Ub[Yb\Y]h'VfYa Yf'DUf__i'hi f'ni
[Y\Yb"

8Yf'DUf_gYYžY]b'k Y]hYfYg'<][\'][\hž'k i fXY'j cf'ØVYf'&\$\$'š\fyb
Ub[Y'Y[hi bX'V]YhYh'b]Wk'h'bi f'Y]bYb'a U'Yf]gWkYb'5bV']W_ž
gcbXYfb'\Uh'Ui Wk'Y]bY']bhYfYggUbhY'; YgWk]Wk'hY''8Yf'GY'k Uf
i fgdfØb[]Wk'HY]'Y]bYg'@UbXgWk UZh]g[UfhYbgž'XYf'j cb'XYa
VYfØ\ a hYb '@UbXgWk UZh]gUfWk]hY_hYb'DYhYf'>gYd\ '@YbbÅ
Yb'k cfZYb'k i fXY''<Yi hY'_ØbbYb'6Ygi WkYf'\]Yf'b]Wk'h'bi f
gdUn]YfYbž'gcbXYfb'Ui Wk'Y]b'Ub[YbY\ a Yg'D]W_b]W_Ua 'l ZYf
j YfUbghU'hYb'i bX'X]Y'GWk Øb\Y]h'XYf'BUhi f'[Yb]Y»Yb"

9]b'k Y]hYfYg'VYY]bXfi W_YbXYg'6Ui k Yf_]gh'X]Y'<c''ÀbXYfa Ø\`Yž
X]Y'Ui ZY]bYa '_Y]bYb'<Ø[Y''ja 'DUf_'h\fcbh''8]YgY'A Ø\`Y'k i fXY
]a 'š\af%, +\$'YfVUi hi bX'X]YbhY'i fgdfØb[]Wk'U'g'; YhfY]XYa Ø\`Y"
8]Y'A Ø\`Y]gh'bcWk'ja a Yf']b'6Yhf]YV'i bX'V]YhYh'Ub'VYgh]a a hYb
HU[Yb': Ø\fi b[Yb'i bX'cZh'Ui Wk'_Y]bY'J YfUbghU'hi b[Yb'Ubž'VY]
XYbYb'G]Y'a Y\f'ØVYf'X]Y'A Ø\`Yb]bXi ghf]Y'i bX']\f'9fVY'YfZU\fyb
ØbbYb''8]Y'5i gg]Wk'h]j cb'XYf'A Ø\`Y'Ui ZXYb'6Øf[YfdUf]gh
UhYa VYfUi VYbX'i bX'Y]b'hc''Yg': chca ch]j "

7UZÅ'ja 'DUf_žY]b'WkUfa UbhYg'_Y]bYg'7UZÅ'ja '6Øf[YfdUf_ž'\Uh

b]W h'bi f'Y]bY'ZUbhUgh]gWXY'5i gk U\''Ub'GdY]gYb'i bX'; YhfÅb_Ybž
 gcbXYfb'Ui W'Y]bY''Ub[Y'; YgW]W hYž'X]Y'Yb['a]h'XYa 'Duf_
 j YfVi bXYb']gh''9]bgh'k Uf'Yg'Y]b'VY']YVhYf'HfYZZdi b_h'ZØf'?Øbgh'Yf
 i bX' ðhY''Y_hi Y''Y''<Yi hY'_ØbbYb'G]Y']b'X]YgYf'\]ghcf]gWYb
 l a [YVi b['YbhgdUbbYb'i bX'X]Y'5ha cgd\ÅfY'[Yb]Y»Ybž'X]Y'j cb
 XYf'; YgW]W hY'XYg'6Øf[YfdUf_g'Xi fW'Xfi b[Yb']gh"

GY\Ybgk ØfX][_Y]h	»\f'XYf'9ff]W hi b[6YgcbXYf\Y]hYb
GWk UbYb\Ui g	%, *)	F ca Ubh]gWY 5fW]hY_hi f
Duf_gYY	WU''%, \$\$	@UbXgWUZhg[UfhYb j cb'DYhYf'ægYd\ @YbbÅ
<c''ÅbXYfa Ø\Y	%, +\$: Ø\fi b[Yb'i bX 5i gg]W hgd i b_h
7UZÅ'ja 'Duf_	<]ghcf]gW	HfYZZdi b_h'ZØf 'Øbgh'Yf'i bX ðhY''Y_hi Y''Y

Ni gÅhn']W []Vh'Yg'bcW'j]Y'Y'k Y]hYfY'XYb_a U'[YgW ØhnhY
 6Ui hYb'ja '6Øf[YfdUf_ž'X]Y'X]Y'gdUbbYbXY'; YgW]W hY'XYf'GhUXh
 6fYa Yb'YfnÅ\Yb''Ni a '6Y]gd]Y''XUg'HY]W \Ui gž'XUg'ja 'Gh]'XYf
 _'Ugg]gWYb'5bh]_Y'Yff]W hY'h'k i fXYž'i bX'\Yi hY'Y]b'VY']YVhYf'C fh
 ZØf'_i 'hi fY''Y'J YfUbgH'hi b[Yb']gh''8]Y'UfW]hY'_hcb]gWYb
 : Y]b\Y]hYb'i bX'X]Y'i a [YVYbXY'; UfhYb'UbXgWUZha UWYb'XUg
 HY]W \Ui g'ni 'Y]bYa 'VYgcbXYfg'fY]nj c''Yb'N]Y''

5V[Yfi bXYh'k]fX'XYf'\]ghcf]gWY'F i bX[Ub['Xi fW'XYb'
 G_i `dhi fYbdUf_ž]b'XYa 'G]Y'Y]bY'J]Y'nU\''Ub'?i bghk Yf_Yb'j cb
 VYXYi hYbXYb'?Øbgh'Yfb'Z]bXYb'_ØbbYb''8]YgY'G_i `dhi fYb'g]bX
 b]W h'bi f'Àgh\Yh]gW'UbgdYfWYbXž'gcbXYfb'Ui W'HY]'Y]bYg
 8]U'c[g'ØVYf'X]Y'; YgW]W hY'i bX'X]Y'_i 'hi fY''Y'æYb'h]hÅh
 6fYa Ybg''9]b[]Y'j cb']\bYb'ghUa a Yb'Ui g'XYa '%-''»\f\i bXYfh
 i bX'YfnÅ\Yb'; YgW]W hY'b'j cb'XUa U'g"

9]b'6Ygi W'ja '6Øf[YfdUf_]gh'U'gc'b]W h'bi f'Y]bY'gW'ØbY
 A Ô[]W _Y]hž'g]W 'ni 'YbhgdUbbYb'i bX'X]Y'BUhi f'ni '[Yb]Y»Ybž
 gcbXYfb'Ui W'Y]bY'; Y'Y[Yb\Y]hž]b'X]Y'; YgW]W hY'6fYa Ybg

Y]bni hUi W\Yb"8]Y'J YfV]bXi b['j cb'BUhi fž?'i bghi bX'9fVY'a UW\h
X]YgYb'C fh'ni 'Y]bYa 'i bj Yfn]W\hVUfYb'HY]'Y]bYg'YXYb'6fYa Yb!
6Ygi W\Yg"

: Øf'k Y]hYfY' ðZcfa Uh]cbYb'ØVYf'X]Y'GY\Ybgk ØfX][_Y]hYb'i bX'X]Y
; YgW\]W\hY'XYg'6Øf[YfdUf_gž'VYgi W\Yb'G]Y'X]Y'cZ]n]Y''Y
K YVgY]hY'j cb'6fYa Yb"

; Y\Y]a h]ddg'ZØf'Y]bYb'dYfZY_hYb'HU['a
6Øf[YfdUf_

8Yf'6Øf[YfdUf_ž'Y]bY'[fØbY'C UgY'a ' <YfnYb'XYf'GhUXhž'V]YhYh
Y]bY'J]Y'nU\''Ub'A Ø['W\Y]hYbž'i a 'Y]bYb'dYfZY_hYb'HU['ni
j YfVf]b[Yb''<]Yf'g]bX'Y]b][Y'; Y\Y]a h]ddgž'X]Y'XY]bYb'6Ygi W\
i bj Yf[Ygg`]W'a UW\Yb'k YfXYb"

%": fØ\Yf'A cf[Yb'a 'DUf_

8YhU]`g

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