

⇒ [c`ghUXh`Yf`YVYb. `? i `]bUf]_ž? i `hi f`i bX
BUhi f`ZØf`X]Y`[UbnY` : Ua `]Y

9bhXYW_Yb`G]Y`⇒ [c`ghUXh`j cb`ZUgn]b]YfYbXYf` ; YgW]W hY
i bX`_i `]bUf]gWYb`<][\`][\hg`V]g`ni `BUhi fYf`YVb]ggYb`i bX
ZUa `]YbZFYi bX`W]WYb`5_hj]]hÅhYb`"9]b`dYfZY`_hYf`GhÅXhYhf]d`

⇒ [c`ghUXhž`Y]bY`W Ufa UbhY`GhUXh`]a `<YfnYb`6UmYfbgž]gh`k Y]h
a Y`f`U`g`bi f`Y]b`GhUbXcfh`ZØf`5i hcgi bX`6]Yf`"A]h`\fYf`fY]WYb
; YgW]W hYž`X]Y`V]g]bg`%) ""\f\i bXYfh`ni fØW`fY]W hž`i bX`Y]bYf
`YVYbX][Yb`?i `hi fž`X]Y`HfUX]h]cb`i bX`A cXYfbY`j YfY]bhž]gh
⇒ [c`ghUXh`XYf`dYfZY`_hY`C fh`ZØf`F Y]gYbXYž`X]Y`XUg`6YgcbXYfY
gi WYb`"<]Yf`_Ubbgh`Xi `VY]`Y]bYa `GdUn]Yf[Ub[`Xi fW`X]Y
a U`Yf]gWYb`GhfU`Yb`XYf`5`hgUXh`X]Y`Gdi fYb`j Yf[Ub[YbYf
9dcWYb`YbhXYW_Yb`i bX`X]W]j cb`XYf`VYY]bXfi W_YbXYb
5fW]hY`_hi f`j YfnUi VYfb`UggYb`"

8cW`⇒ [c`ghUXh`\Uh`b]W h`bi f`_i `hi fY`"i bX`\]ghcf]gW`j]Y`ni
V]YhYb`"K Ybb`Xi `Y]b` : Y]bgW]a YW_Yf`V]ghž`k]fgh`Xi `X]Y
nU`fY]WYb`_i `]bUf]gWYb`<chgdchg`XYf`GhUXh`]YVYb`"J cb
hfUX]h]cbY`Yb`VUmYf]gWYb`GdYn]U`]hÅhYb`V]g`\]b`ni `]bhYfbUh]cbU`
]bgd]f]YfhYb` ; Yf]W hYb` ` \]Yf`_ca a Yb`X]Y` ; Ui a YbZFYi XYb`b]W h
ni `i fn`"I bX`ZØf`BUhi f`]YV\UVYf`[]Vh`Yg`fi bX`i a `X]Y`GhUXh
]Xm`]gWY`D`ÅhnYž`X]Y`ni a `J Yfk Y]Yb`i bX`9bhgdUbbYb`Y]b`UXYb`"

: Ua `]Yb`Z]bXYb`]b`⇒ [c`ghUXh`Y]bY` : Ø`Y`j cb`5_hj]]hÅhYbž`X]Y
gck c`\` ; fc» `U`g`Ui W `?`Y]b`VY[Y]ghYfb`"J cb`gdUbbYbXYb
5i gZØ[Yb`V]g`\]b`ni `YV\UZhYb`J YfUbghU`hi b[Yb` `X]Y`GhUXh`\Uh
ZØf`YXYb`Yhk Ug`dUfUh`"A]h`XYb`nU`fY]WYb` : YghYb`i bX
J YfUbghU`hi b[Yb`Yf`YVgh`Xi `XYb`c`_U`Yb` : `U]f`\Ui hbU`\i bX`_Ubbgh
h]YZ]b`X]Y`VUmYf]gWY`@YVYbgUfh`Y]bhUi WYb`"

⊖`X]YgYa `5fh]_Y`bY\`a Yb`k]f`X]W`a]h`Ui Z`Y]bY`9bhXYW`i b[gfY]gY
Xi fW`⊖[c`ghUXh`i`j cb`XYb`ZUgn]b]YfYbXYb` ; YgW`jW`hYb`XYf`GhUXh
ØVYf`X]Y`VYghYb`_i`]bUf]gW`Yb` ; YbØggY`V]g`]\b`ni`XYb
j YfghYW`hYb`B Uhi fgW`Øb`Y]hYb`i bX`ZUa`]]YbZFYi bX`]W`Yb
5_h]j]h`hYb`"@Ugg`i bg`[Ya`Y]bgUa`X]Y`<][`]\[`hg`X]YgYf
k i bXYfgW`ØbYb`GhUXh`Yf`_i bXYb`i bX`H]ddg`ZØf`Y]bYb
i bj Yf[Ygg`]W`Yb`Gh`XhYhf]d`hY]`Yb`

; YgW`jW`hY`i bX`?i`hi`f`j cb`⊖[c`ghUXh
Yb`hXYW`_Yb

⊖[c`ghUXh`ž`Y]bY`GhUXh]b`6UmYfb`ž`\Uh`Y]bY`fY]W`Y`i bX
ZUW`hYb`fY]W`Y` ; YgW`jW`hY`ž`X]Y`V]g`]b`X]Y`F`Øa`YfnY]h`ni`fØW`_fY]W`h`
8]Y`GhUXh`i]Y[h`a`U`Yf]gW`Ua`fYW`hYb`i`ZYf`XYf`8cbUi`i bX`k`Uf
Y]bgh`Y]bY`ghfUhY`[]gW`k`]W`h][`Y` ; Yghi`b[gghUXh`"J`YfgW`]YXYbY
9dcW`Yb`i bX`9]bZØggY`\UVYb`X]Y`?i`hi`f`i bX`5fW`]hY`_hi`f`j cb
⊖[c`ghUXh`[Ydf`Ä[h`8Yf`9]bZi`gg`XYf`K`]hY`gVUW`Yf`ž`X]Y`j cb`(%&)
V]g`%-`%`X]Y`<YffgW`UZh`ØVYf`X]Y`F`Y[]cb`\UhYb`ž]gh]b`XYf`GhUXh
i bØVYfgY`VUf`

<]ghcf]gW`Y`GY`Yb`gk`ØfX][`_Y]hYb

`6i`f[a`Y]Yf`Ui`g.`8]YgYg`Y]bXfi`W`_gj`c``Y` ; YV`Äi`XY`Ui`g`XYa``%)`"
⋈\`f`i bXYfh`Y]gh`Y]b`6Y]gd]Y`ZØf`X]Y`gd`Äh[ch]gW`Y`5fW`]hY`_hi`f`i bX
Yf]bbYfh`Ub`X]Y`<UbXk`Yf`_ghfUX]h]cbYb`XYf`GhUXh`

`5`hY`5bUhca`]Y.`8]Y`5`hY`5bUhca`]Y`ž`\Yi`hY`Y]b`HY`]`XYf
l`b]j`Yfg]h`h`⊖[c`ghUXh`ž`]gh`Y]b`\]ghcf]gW`Yg` ; YV`Äi`XY`ž`XUg`]a``%`"
⋈\`f`i bXYfh`YfVUi`h`k`i`fXY`" <]Yf`k`i`fXY`Ui`W`X`Yf`VY`_UbbhY
K`]ggYbgW`UZh`Yf`5bXfYUg`J`YgU`]i`g`i`bhYff]W`hYh`ž`XYf`U`g
6Y[fØbXYf`XYf`a`cXYfbYb`5bUhca`]Y`[]`h`

`GhUXh_]fW`Y`Gh`A`cf]hn.`8]YgY`]a`dcgUb`hY`?]fW`Y`ghUa`a`h`Ui`g
XYa``%("`⋈\`f`i bXYfh`i bX`V]YhYh`Y]b`Y]bXfi`W`_gj`c``Yg`6Y]gd]Y`ZØf`
X]Y`[ch]gW`Y`6Ui`k`Y]gY`]b`XYf`F`Y[]cb`"⋈fY`df`ÄW`h][`Yb` ; YbghYf
i bX`XYf`_i`bgj`c``[YghU`hYhY`<c`W`U`hUf`g]bX`b]W`h`bi`f`ZØf
 ; `Äi`V][`Y`ž`gcbXYfb`Ui`W`X`ZØf`?i`bgh]YV`\UVYf`Y]bYb`6Ygi`W`k`Yfh`

8]Y`GhUXh\`Uh`Ui W\`Y]bY`VYXYi hYbXY`F c`Y`]b`XYf`XYi hgW\Yb
; YgW\]W\hY`[Ygd]Y`h`"a`" \f`%) %*`k`i`fXY`\]Yf`XUg`6UmYf]gW\Y
FY]b\Y]hg[YVch`Yf`UggYbž`XUg`X]Y`E`i`U`]h`h`XYg`6]YfYg`[UfUbh]YfYb
gc`hY`"8]YgYg; YgYh`U`h`b]W\h`bi`f`X]Y`VUmYf]gW\Y`6]Yf`_i``hi`f
[Ydf`A[hž`gcbXYfb`Ui`W\`k`Y`hk`Y]hY`6YUW\hi`b`[`[YZ]`bXYb`"6Ygi`W\Yf
_`ÖbbYb`j`]Y`Y`c`_U`Y`6fUi`YfY]Yb`VYg]W\h][`Yb`i`bX`X]Y`HfUX]h]cb`XYg
6]YfVfUi`Ybg`\`Ui`hbU\`Yf`YVYb"

?i`hi`fY`Y`J`YfUbghU`hi`b`[`Yb`

⊖[c`ghUXh]gh`VY`_Ubbh`ZØf`gY]b`YVYbX][`Yg`?i`hi`f`YVYb`"8`Ug
GhUXha`i`gYi`a`V]YhY`h`k`YW\gY`bXY`5i`gghY`i`b`[`Ybž`X]Y`X]Y
; YgW\]W\hY`XYf`GhUXh]`cb`XYf`5bh]_Y`V]g`ni`f;`Y`[`Ybk`Ufh
h\Ya`Uh]g]YfYb`"9]b`<][`\`][`\h]a`J`YfUbghU`hi`b`[`g`_U`YbXYf`]gh`XUg
⊖[c`gh`XhYf`GhUXhZY`ghž`XUg`YXYb`5i`[`i`gh`ghUhhZ]bXYh`i`bX`a`]h
A`i`g]_ž`?i`bgh`i`bX;`Ughfcbca`]Y`X]Y`⊖bYbghUXh`VY`YVh"

9VYbgc`dcdi`Àf`]gh`X]Y`?i`hi`fY`Y`B`UW\hž`VY]`XYf`nU\`fY]W\Y
⊖gh]hi`h]cbYb`]\`fY`HØfYb`ZØf`B`UW\hgW\k`Àfa`Yf`ÖZbYb`i`bX
?`cbnYfhYž`@Ygi`b`[`Yb`i`bX`?i`bgh]bghU`U`h]cbYb`UbV]YhYb`"8]YgY
J`YfUbghU`hi`b`[`n]Y\`h`6Ygi`W\Yf`Ui`g`XYf`[`YgUa`hYb`FY[`]cb`Ub`i`bX
V]YhY`h`Y]bYb`Y]bn][`Ufh][`Yb`9]bV`]W`_]b`X]Y`nY]h[`Yb`Ögg]gW\Y`?i`hi`f
⊖[c`ghUXhg"

8]Y`⊖[c`gh`XhYf`5`hghUXh`

9]b`GdUn]Yf[`Ub[`X`i`fW\`X]Y`5`hghUXh]`cb`⊖[c`ghUXh`k`]fX`ni`a
_i`hi`fY`Yb`9f`YVb]g`"8]Y`W\Ufa`UbhYb;`UggYb`i`bX`D`ÀhnY`g]bX
[`Yg`Ài`a`h]`cb`\]ghcf]gW\Yb;`YV`Ài`XYb`i`bX`hc`Yb`7`UZ`Äg`"<]Yf
Z]bXYh`a`Ub`YX`Y`6ci`h]ei`Ybž`]b`XYbYb`?i`bgh\`UbXk`Yf`_i`bX`c`_U`Y
DfcXi`_hY`Ub[`YVchYb`k`YfXYb"

6YgcbXYfg`Y]bXfi`W_gj`c``]gh`XYf;`fcggY`?`Ufa`Y`]hYf_]fW\Yž`X]Y`Ui`g
XYa``%("`\f\`i`bXYfhighUa`a`h`"a`"⊖bYfYb`ØVYffUgW\h`X]Y`?`]fW\Y
a`]hY]bYa`k`i`bXYfgW\`ÖbYb`6UfcW`!5`hUf`i`bX`j`]Y`Yb`]bhYfYggUbhYb
8YhU]`g`"8]Y`fi`\][`Y`5ha`cgd`\`ÀfY`]gh`dYfZY`_h`ZØf`Y]bY`_`Y]bY`5i`gnY]h
j`ca`GhUXh`YVYb"

I b]j Yfg]hÅhi bX`K]ggYbgWÅ UZhghUXh

≠[c`ghUXh]gh`Ui WÅ`ZØf`gY]bY`I b]j Yfg]hÅh`VY`Ubbhž`X]Y`%(+&
[Y[fØbXYh`k i fXY`"8]Y`I b]j Yfg]hÅh`Ubb`Ui Z`Y]bY`Ubb[Y`HfUX]h]cb
]b`XYb` ; Y]ghYg`! i bX`BUhi fk]ggYbgWÅ UZhYb`V`W_Yb`"F Y[Y`a`À»][
Z]bXYb` \]Yf`J cfhfÅ[Y`i bX`GYa`]bUfY`ghUhhž`X]Y`Ui WÅ`ZØf`X]Y
² ZYb`h`WÅ`_Y]h`ni [Åb[`]WÅ`g]bX`"8]Y`J Yf`_bØdZi b[`j`cb`HfUX]h]cb
i bX`a`cXYfbYb`k]ggYbgWÅ UZh`WÅYb`9f`_Yb`b`hb]ggYb`a` UWÅ`h
≠[c`ghUXh`ni`Y]bYa`]bhYfYggUb`hYb`C`fh`ZØf`K]ggVY[]Yf][Y`i bX`
Ghi`X]YfYbXY`"

9]bY`]bZcfa`Uh]j Y` : Ø\fi b[`ØVYf`XYb`7Ua`di`g`i bX`X]Y
j YfgWÅ]YXYbYb` ≠gh]hi`hY`]gh`Y]bY` \Yfj`cffU[YbXY`A` Ò[`]WÅ`_Y]hž
a`Y`f`ØVYf`X]Y`U`_UXYa`]gWÅY`@UbXgWÅ UZh`XYf`GhUXh`ni`YfZU`fYb`"
Ni`XYa`]`]Vh`Yg`nU`fY]WÅY` : cfgWÅ`i`b[ga`i`gYYbž`X]Y`g]WÅ`a`]h
`c`_U`Yb`i`bX`]bhYfbUh]cb`U`Yb`H`Y`a` Yb`VYgWÅ`ÅZh][Yb`i`bX`]\f
K]ggYb`XYf`² ZYb`h`WÅ`_Y]h`ni [Åb[`]WÅ`a` UWÅYb`"

HfUX]h]cbYb`i`bX` : YghY

HfUX]h]cb` \Uh`]b` ≠[c`ghUXh`Y]bYb` \c` \Yb`GhY`Ybk`Yfh`"8 Ug` Å\f`]WÅY
@]WÅ`hYfZYgh]a` `K]bhYf`j`Yfk`UbXY`h`X]Y`5`hghUXh`]b`Y]b`Yi`WÅ`hYbXYg
A`ÅfWÅYb`UbXž`]b`XYa` : Ua`]`Yb`i`bX` : fYi`bXY`ni`gUa`a`Yb`_ca`a`Ybž
i`a`X]Y`ZYgh]WÅY`5ha`cgd` \ÅfY`ni`]`[Yb]Y» Yb`" ≠XYb
Gca`a`Yfa`cbUhYb`UXYb`C`dYb`!5]f!`?`cbnYfhY`i`bX`A`Åf`_hY`ni`a
J`Yfk`Y]Yb`Y]b`i`bX`nY][Yb`X]Y`hfYbX][Yb`9b`hk`]W`_i`b[Yb`XYf
F Y[]cb`"

8]Y`GhUXh`V]YhYh`Ui`WÅ`Y]b`fY]WÅ` \U`h][Yg`Dfc[fUa`a` `Ub
J`c`_gZYghYbž`X]Y`X]Y`c`_U`Y`?`i`hi`f`i`bX`HfUX]h]cbYb`]b` : cfa` `j`cb
A`i`g]_ž`HUb`ni`bX`hmd]gWÅYf`VUmYf]gWÅYf` ; Ughfcbca`]Y`ZY]Yfb`"

≠[c`ghUXh]gh`b]WÅ`h`bi`f`Y]b`C`fh`a`]h` ; YgWÅ]WÅ`hYž`gcbXYfb`Y]b
`YVYbX][Yf`C`fhž`XYf`HfUX]h]cb`a`]h`A`cXYfbY`j`YfV]bXYh`"9]b`6Ygi`WÅ
V]YhYh`X]Y`A`Ò[`]WÅ`_Y]hž`]b`X]Y`?`i`hi`f`i`bX`X]Y`gdUbbYbXYb
 ; YgWÅ]WÅ`hYb`XYf`GhUXh`Y]b`ni`hUi`WÅYb`i`bX`g]WÅ`j`cb`XYf
ZUgn]b]YfYbXYb`5ha`cgd` \ÅfY`a`]hfY]» Yb`ni` "UggYb`"

: Øf'k Y]hYfZØ\ fYbXY' ðZcfa Uh]cbYb' ØVYf'X]Y'; YgWk]Wk hY' i bX
?i`hi f'j cb' ð[c`ghUXh_ØbbYb'G]Y'X]Y'cZ]n]Y`Y'K YVgY]hY'XYf'GhUXh
VYgi WkYb.' ð[c`ghUXh"XY"

8]Y'VYghYb'D`ÀhnY'ZØf': Y]bgWk a YW_Yf']b
ð[c`ghUXh

ð[c`ghUXh]gh'b]Wk h'bi f'ZØf'gY]bY'VYY]bXfi W_YbXY'; YgWk]Wk hY' i bX
?i`hi f'VY_Ubbhž'gcbXYfb'Ui Wk'ZØf'gY]bY'_i`]bUf]gWkYb'<][\`][\hg"
Jcb'hfUX]h]cbY`Yb'VUmYf]gWkYb'GdYn]U`]hÀhYb'V]g'\]b'ni
]bhYfbUh]cbU`Yb'8Y`_UhYggYb'`X]Y'GhUXh\Uh'ZØf'YXYb
: Y]bgWk a YW_Yf'Yhk Ug'ni`V]YhYb'"<]Yf'g]bX'Y]b][Y'XYf'VYghYb
[Ughfcbca]gWkYb'5XfYggYbž'X]Y'Xi`k Å\ fYbX'XY]bYg'5i ZYbh\U`hg
]b'ð[c`ghUXh'i bVYX]b[h'VYgi WkYb'gc`hYgh"

HfUX]h]cbY`Y'VUmYf]gWk Y'? ØWk Y

I a`X]Y'fY[]cbU`Yb'; YgWk a UW_gYf'YVb]ggY'ni`[Yb]Y»Ybž'gh'Y]b
6Ygi Wk']b'Y]bYa`XYf'hmd]gWkYb'K]fhg\Ài gYf'Y]b'A i gg'<]Yf
_Ubbgh'Xi`Ui h\Ybh]gWkY'VUmYf]gWkY'; Yf]Wk hY'dfcV]YfYbž'X]Y'a]h
j]Y`@]YVY'i bX' bUWk'U'hYb'F YnYdhYb'ni VYfY]hY'h'k YfXYb'"9]b][Y
Ya dZY\`Ybgk YfhY'K]fhg\Ài gYf'g]bX.

- Ni a`5`hYb'Nc``'9]b'VY`]YVhYf'C fh'ZØf'hfUX]h]cbY`Y
; Yf]Wk hY'k]Y'GWk k Y]bg\UI Y'i bX'? bØXY`ž'a]hi f][Ya
5a V]YbhY"
- K]fhg\Ui g'Ua`@]hd c`XdUf_.`A]h'6`]W_`Ui Z'XYb'DUf_
[Yb]Y»gh'Xi`\]Yf'VUmYf]gWkY'? Øgh]Wk_Y]hYb'gck]Y
gU]gcbU`Y'GdYn]U`]hÀhYb"
- ; Ugh\cZ'ni f'Dcgh.'<]Yf'k YfXYb'X]Y'?`Ugg]_Yf'XYf
VUmYf]gWkYb'? ØWk Y'fY[]cbU`i bX'Zf]gWk'ni VYfY]hYh"

ðhYfbUh]cbU`Y'? ØWk Y

ð[c`ghUXhV]YhYh'XUfØVYf'\]bUi g'Y]bY'J]Y`nU\`j cb
]bhYfbUh]cbU`Yb'F YghUi fUbhgž'X]Y'Yg'k Yfh'g]bXž'YbhXYW_h'ni
k YfXYb'"9[U`ž'cV'Xi`@ gh'Ui Z]hU`]Yb]gWkYž'Ug]Uh]gWkY'cXYf

a YX]hYffUbY? ØWY \Ughž \Yf'g]bX'Y]b][Y'9a dZY\`i b[Yb.

- HfUhhc f]U'8 U'GU`j Uhc fY.'9]b'`Y]bYgž[Ya Øh]WYg]hU`Y]b]gWYg'F YghUi fUbhž'VY_Ubbh'ZØf'gY]bY \Ui g[Ya UWYhY'DUghU'i bX'\Yfj cffU[YbXYb'D]nnYb"
- Gi g\]'< ci gY.'<]Yf'Yfk UfhYh'X]WY'Y]bY'[fc»Y'5i gk U\`Ub Zf]gWY Ya 'Gi g\]'i bX'UbXYfYb'UdUb]gWYb'; Yf]WYhYbž'X]Y]b'Y]bYa 'a cXYfbYb'5a V]YbhY'gYfj]Yfh'k YfXYb"
- 7UgU'X ðU`]U.'8]YgYg'F YghUi fUbh'V]YhYh'Y]bY \Yfj cffU[YbXY'5i gk U\`Ub'a YX]hYffUbYb'GdY]gYb'i bX Y]bY'i a ZUggYbXY'K Y]b_UfhY"

: Y]bY'7UZÅg'i bX'6ÅW_YfY]Yb

K Ybb'Xi 'bUWY'Y]bYa '[Ya Øh]WYb'7UZÅ'gi WYghž'i a 'Y]bY'DUi gY Y]bni 'Y[Ybž'k]fgh'Xi ']'b'ð[c`ghUXh'ZØbX]["'8]Y'GhUXh'V]YhYh'j]Y'Y WUfa UbhY'7UZÅgž'X]Y'Y]bY'[fc»Y'5i gk U\`Ub'?'i WYbž'HcfhYb'i bX ? UZZY'UbV]YhYb"

- 7UZÅ'A cgU]_.'9]b'VY']YVhYf'HfYZZdi b_h'a]h'Y]bYf'hc`Yb 5i gk U\`Ub'\Ui g[Ya UWYhYb'HcfhYb'i bX'Y]bYf Y]b'UXYbXYb'5ha cgd\ÅfY"
- GWk UVYb7UZY.'<]Yf'[]Vh'Yg'b]WYh'bi f`YW_YfYb'? UZZYž gcbXYfb'Ui W'VUmYf]gWY'GØ»][_Y]hYbž'X]Y'Xi 'i bVYX]b[h dfcV]YfYb'a i ggh"
- DUh]ggYf]Y'? i gga Ubb.'; Øf': fYi bXY'ZY]bYf'DUh]ggYf]Y! ?fYUh]cbYb']gh'X]YgYf'Cfh'Y]b'k U\fyg'DUfUX]Yg"

A Uf_h\U`Y.'9]b'; Ybi gg'ZØf'U`Y'G]bbY

: Øf'YWYhY': ccX]Yg']gh'X]Y'A Uf_h\U`Y'ð[c`ghUXh'Y]b'<][\`][\h'<]Yf Z]bXYgh'Xi 'Y]bY'VfY]hY'J]Y'ZU'h'j cb'DfcXi _hYb'Ui g'XYf'F Y[]cbž Zf]gWY Ya 'CVghi bX'; Ya ØgYž'gck]Y'fY[]cbU'Y'GdYn]U'hÅhYb"'8]Y 5ha cgd\ÅfY'Ui ZXYa 'A Uf_h]gh'YV\UZhi bX'Y]b'UXYbXž'i bX'Yg]gh XYf'dYfZY_hY'Cfhž'i a 'c_U'Y'? Øgh]WY_Y]hYb'ni 'dfcV]YfYb'i bX Y]bni _Ui ZYb"

9]b'9]bV`]W_']b'X]Y'6fUi _i`hi f

ð[c`ghUXh\Uh`Y]bY`Ub[Y`6fUi hfUX]h]cbž`X]Y`j cb`XYf`[`cVU`
 fYbca a]YfhYb`6fUi YfY]`ð[c`ghUXh[YdfÀ[h`k]fX`"6Ygi W`X`Y`X]Y`
 ð[c`gh`XhYf`6fUi YfY]ž`k c`Xi`Ui Z[YZØ\fhYb`Hci fYb`a Y`f`ØVYf
 XYb`6fUi dfcnYgg`YfZU`fYb`_Ubbghi bX`Y]bY`J]Y`nU`"j cb`6]YfYb
 dfcV]YfYb`XUfZgh`9]b`UbgW`]Y»YbXYg`[Ya`Øh]W`Yg`6]Yf[UfhYb!
 9f`YVb]g`]gh`XYf`dYfZY`_hY`5VgW`i gg`bUW`XYf`6fUi YfY]ZØ\fi b["

6Ygc bXYfY`9j Ybhg`i bX`_i`_]bUf]gW`Y
 J YfUbgH`hi b[Yb

I a`XUg`[Ughfcbca]gW`Y`5b[YVch]b`ð[c`ghUXh] c`
 Ui gni gW`ØdZYbž`gc`hYgh`Xi`Ui Z`c`_U`Y`YghY`i bX`J YfUbgH`hi b[Yb
 UW`hYbž`X]Y`c`Zi`_i`_]bUf]gW`Y`<][\`][\hg`V]YhYb`" <]Yf`g]bX`Y]b][Y
 XYf`k]W`h][ghYb`9j Ybhgž`X]Y`ZØf`Y]bgW`a YW`_Yf`]bhYfYggUb`h]g]bX.

J YfUbgH`hi b[8Uhi a	6YgW`fY]Vi b[
ð[c`gh`XhYf` K Y]bZYgh	5i [i gh	; Yb]Y»Y`Y]bY J]Y`nU`"j cb`K Y]bYb Ui g`XYf`F Y []cb ni gUa a Yb`a]h _Øgh]W`Ya`9ggYb"
; ci fa YhZYgh]a GhUXhdUf_	GYdhYa VYf	? i`_]bUf]gW`Y ? Øgh]W`_Y]hYb`j cb `c`_U`Yb`5bV]YhYfb i bX ? cW`j cfZØ\fi b[Yb"
K Y]\bUW`hga Uf_h	8YnYa VYf	? Øgh]W`_Y]hYb`k]Y ; `Ø`k Y]b`i bX @YV`_i W`Yb`]b ZYgh]W`Yf 5ha cgd`ÀfY"

ð[c`ghUXh`V]YhYh`Y]bY`fY]W` \U`h][Y`i bX`j]Y`Z`À`h][Y`?`i`_]bUf]_gnYbYž
 X]Y`XUfUi Z`k UfhYhž`j cb`X]f`Yb`hXYW`_h`ni`k YfXYb`"C V`Xi`bi b`Ui Z
 XYf`Gi W`X`Y`bUW`hfUX]h]cbY`Yb`VUmYf]gW`Yb`Y`Yf]W`hYbž
]bhYfbUh]cbU`Yb`GdYn]U`]h`hYb`cXYf`ZY]bYb`GØ»gdY]gYb`V]ghž`X]Y
 GhUXh`k]fX`X]W`a]h]\`fYb`[Ughfcbca]gW`Yb`<][\`][\hg`VY[Y]ghYfb"

B Uhi fgW\ Òb \ Y]hYb 'fi bX 'i a ' ð [c`ghUXh

[Yb]Y » Yb

ð [c`ghUXhž'Y]bY 'GhUXhž'X]Y 'b]W h'bi f'ZØf']\ fY'; YgW\]W hY 'i bX
? i 'hi f'VY_Ubbh']ghž'V]YhYh'Ui W\ 'Y]bY 'VYY]bXfi W_YbXY 'J]Y'nU\ 'j cb
B Uhi fgW\ Òb \ Y]hYbž'X]Y 'Yg'ni 'YbhXYW_Yb' []h"i a [YVYb'j cb
a U'Yf]gW\ Yb '@UbXgW\ UZhYb 'i bX 'VYY]bXfi W_YbXYf': `cfU'i bX
: Ui bUž']gh' ð [c`ghUXh'XYf'dYfZY_hY 'C fh'ZØf' B Uhi f']YV\ UVYf'i bX
9f\ c' i b [ggi W\ YbXY" <]Yf'g]bX 'Y]b []Y'XYf'gW\ ÒbghYb 'C fhY 'i bX
5_h]j]hÀhYbž'i a 'X]Y 'B Uhi f'fi bX 'i a ' ð [c`ghUXh'ni ' [Yb]Y » Yb"

9]b 'VYY]bXfi W_YbXYg' B Uhi fgW\ i hm [YV]Yh']b 'XYf' BÀ\ Y 'j cb
ð [c`ghUXh']gh'XUg' 8cbUi a ccg "'8]YgYg'k Y]h'Ài Z []Y 'A ccf [YV]Yh
]gh'Y]b 'DUfUX]Yg'ZØf' J Ò [Y 'i bX 'V]YhYh'j]Y 'Yb 'VYXfc\ hYb '5fhYb
Y]bYb '@YVYbgfUi a "'6Ygi W\ Yf'_ÒbbYb 'X]Y 'j]Y 'ZÀ'h] []Y 'H]Yf! 'i bX
DZUbnYbk Y'h'Yf_i bXYbž'k À\ fYbX'g]Y 'Ui Z'XYb' [i h
Ui g [YgW\]'XYfhYb 'K UbXYfk Y [Yb 'gdUn]YfYb' [Y\Yb "'8]Y 'VYghY 'NY]h
ZØf'Y]bYb '6Ygi W\ ']gh']a ' : fØ\]b ['i bX ']a 'Gca a Yfž'k Ybb 'X]Y
6'i a Yb 'V'Ø\Yb 'i bX 'X]Y 'J Ò [Y ']\ fY 'B YghYf'VUi Yb"

9]b 'k Y]hYfYg' <] [\] [\ h']gh'X]Y ' < cW\ YVYbY 'XYg' 5`ha Ø\ 'hU'g " "
8]YgY 'F Y []cbž'X]Y 'g]W\ 'bi f'Y]bY '_i fnY '5i hcZ\ fhj cb ' ð [c`ghUXh
YbhZYfbh'VYZ]bXYhž'V]YhYh'UhYa VYfUi VYbXY '5i gV']W_Yž'gUbZhY
< Ø [Y 'i bX ' [fØbY 'K]YgYb "'8]Y '5`ha Ø\ 'gY 'Vgh'ÀXh'ni 'Y]bYf
YbhgdUbbhYb '? Ubi Z\ fh'cXYf'ni 'Y]bYa ' [Ya Øh']W\ Yb 'D]W_b]W_ 'Ua
I ZYf'Y]b "'8]Y 'F UXhci fYb 'Ybh'Ub ['XYg' 5`ha Ø\ 'hU'!F UXk Y [g'g]bX
VYgcbXYfg'VY ']YVh'i bX 'V]YhYb 'Y]bY '\Yfj cffU [YbXY 'A Ò [']W\ _Y]hž
X]Y 'B Uhi fgW\ Òb \ Y]hYb 'XYf'F Y []cb 'ni 'Yf_i bXYb"

: Øf'K UbXYfZfYi bXY ']gh'XYf' 6i W\ YbVYf [Yf'K U'X 'Y]b
k i bXYfVUfYg'N]Y "'8]YgYg'K U'X [YV]Yh'a]h'gY]bYb 'X]W\ h
VYk UW\ gYbYb 'K Y [Yb 'i bX 'XYf'j]Y 'ZÀ'h] []Yb 'H]Yfk Y'h'V]YhYh
nU\ fY]W\ Y 'K UbXYf! 'i bX 'F UXk Y [Y "'J Yf [YggYb 'G]Y 'b]W\ hž' ð f
: Yfb ['Ug'a]hni bY\ a Yb ' 'X]Y 'A Ò [']W\ _Y]hž'K]'Xh]YfY ']b ']\ fYa
bUhØf']W\ Yb '@YVYbgfUi a 'ni 'VYcVUW\ hYbž']gh'Y]bn] [Ufh] ["
5i » YfXYa ' []Vh'Yg']a 'K U'X 'nU\ fY]W\ Y 'fi \ []Y 'D'ÀhmW\ Ybž'X]Y 'g]W\
\Yfj cffU [YbX 'ZØf'Y]bY '_Y]bY '5i gnY]h']a ' : fY]Yb 'Y] []bYb"

8 UfØVYf\]bUi g\Uh'X]Y'I a [YVi b['j cb' ð[c`ghUXh'Ui W\ 'Y]b][Y
]Xm`]gW\Y`GYYb`ni `V]YhYb"9]b` \YfUi gfU[YbXYg'6Y]gd]Y`]gh'XYf
GW\k UVY`k Y]g!GYY "8]YgYf`ni `Y]bYa `Y\Ya U`][Yb' ?]YgUVVUi
[Y\ ÒfYbXY`GYY]gh'bi b`Y]b`VY`]YVhYg'9f\c`i b[gn]Y`" <]Yf`_ ÒbbYb
G]Y`gW\k]a a Ybž`VcchY`a]YhYb`cXYf`Y]bZUW`bi f`Ua `i ZYf
YbhgdUbbYb`i bX`X]Y`5i gg]W\h[Yb]Y» Yb"5b`k Ufa Yb`HU[Yb`]gh
XYf`GYY`Y]b`k U\ fYf`A YbgW\Yba U[bYhž`k À\ fYbX`] \b`X]Y`Fi \Y`XYf
BUh`f`]b`XYb`5VYbXghi bXYb`ni fØW`YfcVYfh"

9]b`k Yb][`k Y]hYf`k Y[ž`UVYf`]a a Yf`bcW\`]b`F Y]W\k Y]hYž`VYZ]bXYh
g]W\`XYf` @Ub[YbVYf[Yf`GYY "8]YgYg`fi \][Y` ; Yk ÀggYfž`i a [YVYb
j cb`[fØbYb`K]YgYb`i bX`gW\ UhYbYbgdYbXYbXYb`6Ài a Ybž`ÀXh'ni
Ui g[]YV][Yb`GdUn]Yf[Àb[Yb`i bX` : U\ ffUXZU\ fhYb`Y]b" <]Yf`g]bX
Ui W\`j YfgW\]YXYbY` : fY]nY]ha Ò[`]W\`_Y]hYb`[Y[YVYb` `Ub[Y`bž
gW\k]a a Yb`cXYf`Y]bZUW`bi f`X]Y`GYY`Y`VUi a Y`b`UggYb` `]b`Y]bYf
gc`]bgd]f]YfYbXYb`i a [YVi b[`Ub`b`YXYf`gY]bYb`D`Um`Z]bXYb"

: Øf`X]Y`Yb][Ybž`X]Y`Yhk Ug`5VYbYhYi Yf`gi W\Ybž`]gh`X]Y` 6Uj Uf]Ub
: cfYgh`BUh]cbU`DUF_ `Y]b`]XYU`Yg`N]Y`ž`XUg`g]W\`nk Uf`Yhk Ug`k Y]hYf
YbhZYfbh`j cb` ð[c`ghUXh`VYZ]bXYhž`UVYf`Y]bYb`5i gZi [`k Yfh]gh"8Yf
DUF`_V]YhYh`Y]bY`J]Y`nU\`j cb`K UbXYfk Y[Ybž`X]Y`Xi fW\`X]W\hY
K À`XYfž`ØVYf`6Yf[Y`i bX`Ybh`Ub[[`]hYfbXYf`6ÀW\Y`ZØ\ fYb"6Y]
Y]bYf`[YZØ\ fhYb`Hci f`Xi fW\`XYb`DUF`_`_ÒbbYb`G]Y`bcW\`a Y\ f`ØVYf
X]Y`Y]b\Y]a]gW\Y` : `cfU`i bX` : Ui bU`YfZU\ fYbž`i bX`XUg`Xi fW\`X]Y
VYY]bXfi W`_YbXY`?i `]ggY`XYg`VUmYf]gW\Yb`K U`XYg"

p5_h]j]hAhYb`p6YgW\ fY]Vi b[`p
p !p p
pK UbXYfb`p9f`YVYb`G]Y`X]Y`K UbXYfk Y[Y`]b`XYb`i a `]Y[YbXYb
K À`XYfb"p
pF UXZU\ fYb`p: U\ fYb`G]Y`XYb`5`ha Ø\`hU`!F UXk Y[`ZØf
gdY`_hU`_i `ÀfY`5i gV`]W`_Y"p
p? Ubi ZU\ fYb`p; Yb]Y» Yb`G]Y`Y]bY`? Ubi ZU\ fh`Ui Z`XYf`5`ha Ø\`"p
pGW\k]a a Yb`p5V`_Ø\`i b[`]a `GW\k UVY`k Y]g`cXYf`@Ub[YbVYf[Yf
GYY"p
pJc[Y`VYcVUW\hi b[`p9bhXYW`_Yb`G]Y`X]Y`5fhYbj]Y`ZU`h]a
8cbUi a ccg"p

≠[c`ghUXhi bX`gY]bY`I a [YVi b[`g]bX`j c`Yf`j YfghYW`hYf`GW`ÀhnYž
X]Y`G]Y`ni a `GhUi bYb`Vf]b[Yb`k YfXYb"8]Y`?ca V]bUh]cb`Ui g
bUhØf`]W`Yf`GW`Òb\Y]hi bX`Y]bYf`i: Ø`Y`j cb`Ci hXccf!5_hj]]h`hYb
gcf[h`XUZØfž`XUgg`YXYf`b`6Ygi W`Yf]]b`VY[Y]ghYfh"DUW`Yb`G]Y`≠fY
K UbXYfgW`i \Y`i bX`≠fY`?Ua YfUg`Y]b`i bX`j YfVf]b[Yb`G]Y`Y]b][Y
NY]h]b`X]YgYb`VYnUi VYfbXYb`BUhi f[YV]YhYb` `Yg`k]fX`Y]b
i bj Yf[Ygg`]W`Yg`9f`YVb]g`gY]b`K Y]hYfY`≠Zcfa Uh]cbYb`ni `XYb
BUhi fgW`Òb\Y]hYb`fi bX`i a `≠[c`ghUXhZ]bXYb`G]Y`Ui Z`XYf
cZZ]n]Y`Yb`K YVgY]hY`XYf`GhUXh`≠[c`ghUXh"

: Ua]`Y]YbgdU» `]b`≠[c`ghUXh. `5_hj]]h`hYb`ZØf
; fc» `i bX`? `Y]b

≠[c`ghUXhV]YhYh`Y]bY`J]Y`nU\`Ub`5_hj]]h`hYbž`X]Y`gck c`\`ZØf
9fk UW`gYbY`U`g`Ui W`ZØf`?]bXYf`[Y]Y][bYh`g]bX`"<]Yf`g]bX`Y]b][Y
<][\`][\hgž`X]Y`Yi fY`i: Ua]`Y]b`X]YgYf`W`Ufa UbhYb`GhUXhYf`YVYb
_Ubb"

6Ygi W`]a `5i X]: cfi a

9]b`[Ubni`VYgcbXYfYg`<][\`][\h`ZØf`5i hcZUbg`i bX
HYW`b]_]YV\UVYf`]gh`XUg`5i X]: cfi a "`<]Yf`_ÒbbYb`i: Ua]`Y]b
b]W`h`bi f`X]Y`ZUgn]b]YfYbXY`; YgW`]W`hY`XYf`5i hca Uf`Y
YbhXYW`Ybž`gcbXYfb`Ui W`gY`Vgh`U_hj] `k YfXYb"≠a `5i X]`A i gYi a
[]Vh`Yg`]bhYfU_hj] Y`5i gghY`i b[Ybž`X]Y`X]Y`9bhk]W`i b[`j cb`5i X]!
FYbbYfb`i bX`!A cXY`Yb`nY][Yb`K `À\YbX`X]Y`9fk UW`gYbYb`]b`X]Y
K Y`h`XYf`5i hca cV]Y`Y]bhUi W`Ybž`_ÒbbYb`X]Y`?`Y]bYb`Ub
gdYn]Y`Yb`?]bXYfdfc[fUa `a Yb`hY]`bY`a Yb`i bX`gd]Y`Yf]gW`
`YfbYb"

Ncc`i bX`K]`XdUf`_]b`≠[c`ghUXh

9]b`k Y]hYfYg`hc`Yg`N]Y`]gh`XYf`K]`XdUf`_`DZcfn`Y]a ž`XYf`bi f
Y]bY`_i fnY`5i hcZU`fh]j cb`≠[c`ghUXhYbhZ`Yfbh]`gh" <]Yf`_ÒbbYb
?]bXYf`Y]bY`J]Y`nU\`j cb`\Y]a]gW`Yb`H]YfYb`]b`Y]bYf`bUhi fbU`Yb
I a [YVi b[`VYcVUW`hYb"8Yf`DUf`_V]YhYh`Ui W`nU\`fY]W`Y
Gd]Y`d`ÀhnY`i bX`D]W`b]W`a Ò[`]W`_Y]hYbž`gcXUgg`]f`Y]bYb`[UbniYb

HU['Xcfhj YfVf]b[Yb' _Öbbh"

9fZc fgWY Yb' XYf' 5`hghUXh

9]b'6i a a Y`Xi fWY`X]Y'5`hghUXh]j cb' ð[c`ghUXh]gh'ZØf`X]Y' [UbnY
: Ua]`Y`Y]b'UVgc`i hYg`A i gg"8]Y' [i hYf\U`hYbYb'\]ghcf]gWYb
; YVÄi XYž`_Y]bYb'; UggYb'i bX`YV\UZhYb'D`ÄhnY`V]YhYb'j]Y`Y
; Y`Y[Yb\Y]hYbž: chc`g`ni`a UWYb'i bX`X]Y'5ha cgd\ÄfY`ni
[Yb]Y»Yb"5i »YfXYa` []Vh`Yg]a a Yf`k]YXYf`_i`hi fY`Y
J YfUbg`hU`hi b[Yb'i bX`A Äf`hYž`X]Y']\f`a]h`XYb`?]bXYfb
VYgi WYb' _Öbbh"

5_h]j`k YfXYb`]a` : fY]nY]hdUf_

: Øf`UW]cbfY]WY`i bhYf\U`hi b[`gcf[h`XYf': fY]nY]hdUf_
K YghdUf_ž`XYf`ZØf`gY]bY`j]Y`ZÄ`h][Yb'5hfhU_h]cbYb`VY`_Ubbh]gh"
<]Yf`_ÖbbYb`X]Y`?]bXYf`g]WY`Ui Zj YfgWY]YXYbYb`Gd]Y`d`ÄhnYbž
HfUa dc`]bYb'i bX`k Y]hYfYb`5VYbhYi Yf[YfÄhYb`Ui ghcVYbž`k Ä`fYbX
X]Y`9`hYfb`g]WY`YbhgdUbbYb`cXYf`XYb`_Ögh]WYb`? UZZY`]a` 7UZÄ
[Yb]Y»Yb"8Yf`DUf`_V]YhYh`Y]bY`g]WYfY`i bX`ZYi bX`]WY
I a [YVi b[ž`gcXUgg`g]WY` : Ua]`Yb`fi bXi a`k c`\ZØ`Yb`_ÖbbYb"

6cchgZU`fhYb`Ui Z`XYf`8cbUi

9]b': Ua]`Y]bUi gZi [`Ui ZXYf`8cbUi`]gh`Y]bY`k i bXYfVUfY
A Ö[`]WY`_Y]hž` ð[c`ghUXh]j ca`k UggYf`Ui g`ni`Yf`YVYb"9g` []Vh
a Y`fYfY`5bV]YhYf`j cb`6cchgZU`fhYbž`X]Y`b]WY`hibi f
`UbXgWYUZh]WY`fY]nj c``g]bXž`gcbXYfb`Ui WY` ; YgWY]WYhYb`ni f
GhUXh[YgWY]WYhY`Y]ZYfb"5i ZXYb` : U`fhYb`_Öbbh`\f`X]Y
a U`Yf]gWY`i a [YVi b[`Yf`_i bXYb`i bX`j]Y`Y]WY`h`gc[Uf`Y]bY`_`Y]bY
DUi gY`ZØf`Y]b`D]W_b]W`_Ub`Y]bYa`XYf`i ZYf`a UWYb"

5_h]j]hÄh	5`hYfgYa dZY`\i b[8Ui Yf
6Ygi WY`]a`5i X] : cfi a	5V`*`Ä\`fYb	&!` `Ghi bXYb
K]XdUf`_DZcfn\Y]a	5``Y`5`hYfg[fi ddYb	9]b` [UbnYf`HU[
9fZc fgWY Yb' XYf 5`hghUXh	5``Y`5`hYfg[fi ddYb	%&`Ghi bXYb

5_h]j]hÀh	5`hYfgYa dZY\`i b[8 Ui Yf
: fY]nY]h]a `K YghdUf_	5``Y`5`hYfg[fi ddYb	&!(`Ghi bXYb
6cchgZU\fhYb`Ui Z`XYf	5V`) `đ\`fYb	%&`Ghi bXYb
8cbUi		

? i bgh`i bX`? fYUh]j]hÀh`Yb hXYW`_Yb

: Øf`_fYUh]j Y`? ÒdZY`]gh`X]Y`? i bghk Yf_ghUhh`≠[c`ghUXh`XYf
dYfZY`_hY`C fh" <]Yf`[]Vh`Yg`fY[Y`a À»][Y`K cf_g\cdg`ZØf`?]bXYf`i bX
: Ua]`Ybž`]b`XYbYb`] \f`[Ya Y]bgUa`_fYUh]j `k YfXYb`_Øbbh" 9[U`ž
cV`A U`Ybž`HÒdZYfb`cXYf`6UghY`bž`X]Y`? i bghk Yf_ghUhh`V]YhYh
j]Y`ZÀ`h][Y`A Ò[`]W`_Y]hYbž`X]Y`_Øbgh`Yf]gW`Yb`HU`Yb hY`ni`Yb hZU`hYb"
9g`]gh`Y]bY`[fc» Ufh][Y`; Y`Y[Yb\`Y]hž`Y]bn][Ufh][Y`Gci j Yb]fg`ni
gW`UZZYb`i bX`g]W`_fYUh]j`Ui gni`YVYb"

9]b`[Y`i b[YbYf` : Ua]`YbUi gZi [

I a`XY]bYb`5i ZYbh`U`h`ni`j Yfj c`ghÀbX][Ybž`VYgi W`h`i bVYX]b[h
Y]bYg`XYf` : Ua]`Yb fYghUi fUbhg`]b`≠[c`ghUXhž`X]Y`Y]bY
_]bXYfZfYi bX`]W`Y`5ha`cgd`ÀfY`gck]Y`gdYn]Y``Y`A YbØg`V]YhYb"
J]Y`Y`X]YgYf`F YghUi fUbhg`j YfZØ[Yb`ØVYf`Gd]Y`VYfY]W`Y`cXYf
gcf[Yb`a`]h`VYgcbXYfYb`5b[YVchYb`XUZØfž`XUgg`Ui W`X]Y`?`Y]bYb
Ui Z]\fY`?cghYb`_ca`a`Yb" `Gc`_Øbbh`]\f`bUW`Y]bYa
YfY][b]gfY]W`Yb`HU[`Yff`]W`Yb hgdUbbYb`i bX`XYb`HU[`Ui g_]b[Yb
`UggYb"

≠[c`ghUXh`\Uh`ZØf` : Ua]`Yb`gc`j]Y`ni`V]YhYb`°J cb`gdUbbYbXYb
A i gYYb`ØVYf`[Ya`Øh`]W`Y`DUf_g`V]g`\]b`ni`ZUgn]b]YfYbXYb
6cchghci fYb` `X]Y`5i gk U\`]ghj]Y`ZÀ`h][`i bX`k]fX`đ b[`i bX`5`h
[`Y]W`Yfa`U» Yb`VY[Y]ghYfb" `DUW`_h`Yi fY`HUgW`Yb`i bX`a`UW`h`Yi W`
Ui Zni`Y]bYa`i bj Yf[Ygg`]W`Yb`5VYbhYi Yf`]b`X]YgYf`YV\UZhYb
GhUXh`

J YfUbghU`hi b[Yb`i bX` : YghY. `8 Yb` `c`_U`Yb

: `U]f`Yf`YVYb

≠[c`ghUXhž`Y]bY`GhUXh`fY]W`Yb` ; YgW`]W`hY`i bX`?i`hi`fž`V]YhYh`XUg
[Ubny`đ\`f`ØVYf`Y]bY`J]Y`nU\`Ubb`J YfUbghU`hi b[Yb`i bX` : YghYbž`

X]Y`XYb`Y]bn][Ufh][Yb`c_U`Yb`:`U]f`ni a`@VYb`Yfk YW_Yb`"9[U`ž`cV
G]Y`Ub`hfUX]h]cbY`Yf`VUmYf]gW`Yf`?i`hi`f`]bhYfYgg]Yfh]g]bXž`@]j`Y!
A`i`g]_`[Yb]Y»Yb`cXYf`Y]bZUW`bi`f`X]Y`c_U`Y`?ØW`Y`dfcV]YfYb
a`ØW`hYbž`≠[c`ghUXh`h`Uh`ZØf`YXYb`Yhk`Ug`ni`V]YhYb"

9]bYg`XYf`<][\`][\hg`XYg`đ\`fYg`]gh`XUg`≠[c`gh`XhYf`J`c`_gZYghž
XUg`bcfa`U`Yfk`Y]gY`ja`gd`hYb`Gca`a`Yf`ghUhhZ]bXYh`A`]h
bcghU`[]gW`Yb`:`U\`f[YgW`h`ŽhYbž`Vi`bhYb`Gh`AbXYb`i`bX`Y]bYf
J]Y`nU\`j`cb`:`ccX`!Hfi`W_g`V]YhYh`XUg`J`c`_gZYgh`Y]bY`dYfZY`_hY
;`Y`Y[Yb\`Y]hž`X]Y`VUmYf]gW`Y`:`Ya`Øh]W`_Y]h`ni`Yf`YVYb`" <]Yf`g]hnh
a`Ub`ni`gUa`a`Ybž`[Yb]Y»h`Y]b`Zf]gW`[YnUd`ZhYg`6]Yf`i`bX`Ui`gW`h
XYf`6`Uga`i`g]_ž`X]Y`Ui`g`XYb`GhUXh`U`Yb`Yfh`Øbh`"

9]b`k`Y]hYfYf`VY`]YVhYf`HYfa`]b`ja`?`U`YbXYf`]gh`XYf
K`Y]\`bUW`hga`Uf`_hž`XYf`]a` \`]ghc]f]gW`Yb`GhUXh`nYb`hfi`a`UV[Y`U`hYb
k`]fX`"J`cb`9bXY`B`cj`Ya`VYf`V]g`_i`fn`j`cf`K`Y]\`bUW`hYb`j`Yfk`UbXY`h
g]W`X`Yf`<`Ui`dhd`Uhn`]b`Y]b`d]h`c`f`Y`g`_Y`g`K`]b`hYfk`i`bXYf`UbXž`XUg`a`]h
ZYgh]W`Yf`6`Y`Yi`W`hi`b[`i`bX`Gh`AbXYb`[YZØ`h]gh`" <]Yf`_ØbbYb`G]Y
\`UbX[YZYfh][hY`:`YgW`Yb`_Y`_Ui`ZYbž`[YVfUbbhY`A`UbXY`b`i`bX
;`Ø`k`Y]b`[Yb]Y»Yb`i`bX`X]Y`j`cfk`Y]\`bUW`h]W`Y`Gh]a`a`i`b[`]b
j`c`Yb`NØ[Yb`Ui`g`_cghYb"

≠[c`ghUXh]gh`Ui`W`VY`_Ubbh`ZØf`gY]bY`?i`hi`fa`Y]Yž`X]Y`XUg`[Ub`nY
đ\`f`ØVYf`j`YfgW`]YXYbY`J`YfUbghU`hi`b[Yb`UbV]YhYh`"J`cb
?i`bghUi`gghY`i`b[Yb`ØVYf`H`Y`U`hYfUi`ZZØ`fi`b[Yb`V]g`\]b`ni
?`cbnYfhYb.`≠`XYb`\]ghc]f]gW`Yb`F`Uh`Ui`gg`h`Yb`i`bX`a`cXYfbYb
?i`hi`fnYbhfYb`[]Vh`Yg`gh`AbX][`Yhk`Ug`ni`gY`Yb`i`bX`ni`Yf`YVYb`"
`VYf`X]Y`GhUXh`j`YfhY]`h`Z]bXYb`fY[Y`a`A»][`C`dYb!5]f!
J`YfUbghU`hi`b[Yb`ghUhhž`VY]`XYbYb`c_U`Y`?Øbgh`Yf`i`bX`6UbXg`XUg
Di`V]_i`a`i`bhYf`U`hYb"

K`Ybb`G]Y`bUW`h`Y]bYa`VYgcbXYfYa`9fY][b]g`gi`W`Ybž`gc`hYb`G]Y
X]Y`@Ub[Y`B`UW`h`X`Yf`A`i`gYYb`b]W`h`j`YfdUggYb`"đ`XYg`đ\`f]a
C`_hcVYf`\UVYb`X]Y`A`i`gYYb`XYf`GhUXh`V]g`gd`h`j]b`X]Y`B`UW`h
[YØZbYh`i`bX`V]YhYb`gdYn]Y`Y`:`Ø`fi`b[Ybž`K`cf`_g`l`cdg`i`bX
J`c`fhf`À[Y`Ub`"9g]gh`Y]bY`[fc»Ufh][Y`:`Y`Y[Yb\`Y]hž`X]Y`c_U`Y`?i`hi`f
Ui`ZY]bY`[Ub`n`bYi`Y`5fh`i`bX`K`Y]gY`ni`Yf`YVYb"

8]Y' ð[c`ghÅXhYf' ðUnnhU[Y'g]bX'Y]b' A i gg'ZØf' A i g]_`YV\UVYf'"8]YgY
 J YfUbghU`hi b[`n]Y\h'? ØbghYf'Ui g'XYf'[Ubnyb'K Y'h'Ub'i bX'V]YhYh
 Y]bY'D`UhhZcfa `ZØf' ðUnna i g]_Yfž'gck c\`YhUV`YfhY'U`g'Ui W
 Ui ZghfYVYbXY' HU`YbhY'"8]Y'? cbnYfhY'Z]bXYb'cZi]b'j YfgW]YXYbYb
 @cWU]cbg'XYf'GhUXh'ghUhhž'j cb'_Y]bYb'7'i Vg'V]g'\]b'ni '[fØ»YfYb
 J YfUbghU`hi b[gcfhYb"

9]b'k Y]hYfYg']bhYfYggUbhYg'9j Ybhž'XUg`c_U`Y`HfUX]h]cbYb'ZØfXYfhž
]gh'X]Y': UgW]b[gnY]h"K Å\fybX'XYf'j]Yf'K cW]Yb'j cf'XYf
 : UghYbnY]h'j Yfk UbXY'h'g]W] ð[c`ghUXh]b'Y]b'Vi bhYf
 ?UfbYj U`g\]a a Y""Jcb'l a nØ[Yb'a]h'Vi bhYb'?cghØa Yb'V]g'\]b'ni
 : YghY']b'XYb'?bY]dYb' `X]Y'GhUXh'di `g]Yfh'j cf'9bYf[]Y'i bX': fYi XY"

<]Yf'g]bX'Y]b[]Y'XYf'k]W]h[]ghYb'`Å\f`]W]Yb'J YfUbghU`hi b[Yb']b
 ð[c`ghUXh]b'Y]bYf'_ca dU_hYb', VYfg]W]h

J YfUbghU`hi b[A cbUh	6YgW]fY]Vi b[
ð[c`ghÅXhYf J c`_gZYgh	5i [i gh	HfUX]h]cbY`Yg J c`_gZYgh'a]h : U\ f[YgW]ÅZhYb'i bX VUmYf]gW]Yf ; Ya Øh]W]_Y]h"
K Y]\bUW]hga Uf_h	Bcj Ya VYf! 8YnYa VYf	: Ygh]W]Yf'A Uf_h'a]h \UbX[YZYfh][hYb ; YgW]Yb_Ybž ; `Ø\k Y]b'i bX fY[]cbU`Yb GdYn]U`]hÅhYb"
ð[c`ghÅXhYf ðUnnhU[Y	C_hcVYf	ðUnnZYgh]j U`a]h bUh]cbU`Yb'i bX]bhYfbUh]cbU`Yb ? ØbghYfb"
: UgW]b[gnY]h	: YVfi Uf	? UfbYj U`a]h l a nØ[Yb'i bX : YghYb"
8]Y'@Jb[Y'BUW]h'XYf A i gYYb	C_hcVYf	A i gYYb'ÒZZbYb'V]g gdÅh]b'X]Y'BUW]h'a]h gdYn]Y`Yb

J YfUbghU`hi b[A c bUh	6YgW fY]Vi b[
		J YfUbghU`hi b[Yb"

9[U`ž`k Ubb`G]Y`đ[c`ghUXh`VYgi W`Ybž`Yg[]Vh]a a Yf`Yhk Ug`ni
gY\Yb`i bX`ni `Yf`YVYb``8]Y`5ha cgd\`ÀfY`XYf`J YfUbghU`hi b[Ybž`X]Y
: UfVYb`XYf`YghY`i bX`X]Y`UghZfYi bXgW`UZh`XYf`9]b\Y]a]gW`Yb
a UW`Yb`đ[c`ghUXh`ni `Y]bYa `]XYU`Yb`C fhž`i a `X]Y`VUmYf]gW`Y
?i`hi`f`\Ui`hbU\`ni `Yf`YVYb``8i`fW`XUg`Dfc[fUa`a`Ub
J YfUbghU`hi b[Yb`i bX`YghYb`k]fX`ÀbYb`XUg`YZØ\`j Yfa]hhY`hž
HY]`XYf`Ya Y]bgW`UZh`ni`gY]b`i bX`X]Y`Yfn`]W`Y`5fh`XYf
đ[c`gh`XhYf`ni `Yf`YVYb``5`gc`dUW`Yb`G]Y`ÀfY`?c`ZYf`i bX`VYfY]hYb
G]Y`g]W`XUfUi`Z]cfž`ZYghghY`Yb`ni`_`ObbYbž`XUgg`đ[c`ghUXh`a`Y`f
ni`V]YhYb`\Uhž`U`g`a`Ub`Ui`Z`XYb`YfghYb`6`]W`g]Y`h`

H]ddg`ZØf`Y]bYb`i bj Yf[Ygg`]W`Yb`Gh`XhYhf]d
bUW`Yb`đ[c`ghUXh

đ[c`ghUXh]gh`Y]bY`W`Ufa`UbhY`GhUXhž`X]Y`ZØf`\fY`fY]W`\U`h[Y
; YgW`]W`hYž`_i`hi`fY`Yb`J YfUbghU`hi b[Yb`i bX`_i`]bUf]gW`Yb
; YbØggY`VY`_Ubbh`]gh": Øf`U`Yž`X]Y`Y]bYb`Gh`XhYhf]d`d`UbYbž`\UVYb
k]f`Y]b[Y`bØhn`]W`Y`H]ddg`ni`gUa`a`Yb[YghY`hž`i`a`XUg`6YghY`Ui`g
ÀfYf`fY]gY`\YfUi`gni`c`Yb"

%`GhUXhZØ\`fi`b[Yb`ZØf`; YgW`]W`hg]bhYfYgg]YfhY

9]bY`XYf`VYghYb`A`Ò[`]W`_Y]hYbž`đ[c`ghUXh`_YbbYbni`YfbYbž`]gh
Y]bY[YZØ\`fhY`GhUXhZØ\`fi`b[``8]YgY`Hci`fYb`V]YhYb`gdUbbYbXY
9]bV`]W`_Y]b`X]Y`; YgW`]W`hY`i`bX`?i`hi`f`XYf`GhUXh`<]Yf`Yf`YfbYb
G]Y`b]W`h`bi`f`]bhYfYggUbhY`5bY`_XchYbž`gcbXYfb`Yf`YVYb`Ui`W`X]Y
k]W`h[ghYb`GY`Yb`gk`ØfX][`_Y]hYbž`k]Y`X]Y`GW`Yi`gYž`XUg`
<cZ[UfhYb`i bX`X]Y`VYfØ\`a`hY`5gUa`_]fW`Y"

&``2`fh`]W`Y`HfUb`gd`c`f`ha`]hhY`b`i`hnYb

I`a`g]W`]b`đ[c`ghUXh`Zc`f`ni`VYk`Y[Ybž`Ya`dZ]Y`\`h`Yg`g]W`ž`X]Y
ÒZYbh]W`Yb`J`Yf`_Y`f`ga`]hhY`ni`bi`hnYb``8]Y`GhUXh`\UhY]b[]i`h
Ui`g[YVUi`hYg`6i`g!`i`bX`HfUa`bYhnž`XUg`Yg`ÀbYb`Yfa`Ò[`]W`hž`U`Y`

k]W\h][Yb`Di b_hY`VYeI Ya`ni`YffY]W\Yb"5i W`XUg: U\ffUX`]gh
Y]bY`Ui`g[YnY]W\YhY`Cdh]cbž`XU`j`Y`Y`F`UXk`Y[Y`j`cf\UbXYb`g]bX
i`bX`G]Y`X]Y`GhUXh`Ui`g`Y]bYf`bYi`Yb`DYfgdY_hj`Y`Y`F`YVYb`_`ÒbbYb"

'`"?"i`>`]bUf]gW\Y`9f`YVb]ggY`Y]bd`UbYb

I`a`X]Y`_i`>`]bUf]gW\Yb`?`Ògh]W\`_Y]hYb`j`cb`≠[c`ghUXh`ni`Yf`YVYbž
gc`hYb`G]Y`c`_U`Y`F`YghUi`fUbhg`i`bX`7UZÅg`VYgi`W\Yb"A`UW\Yb`G]Y
Y]bYb`GhfY]Zni`[`X`i`fW\`X]Y`5`hghUXh`i`bX`dfcV]YfYb`G]Y`Y]b][`Y
XYf`hfUX]h]cbY`Yb`VUmYf]gW\Yb`;`Yf]W\hY"J`cb`\`Yfn`UZhYb`
K`Y]»`k`ØfghYb`V]g`\]b`ni`gØ»`Yb`Nk`YhgW\`[`Yb`_i`W\Yb`i`Yg`[`]Vh
j]Y`ni`Yb`hXYW`_Yb"J`Yf[`YggYb`G]Y`b]W\hž`Ui`W\`Y]b`;`Ug`
≠[c`gh`ÅXhYf`6]Yf`ni`_cghYbž`XUg`]b`XYf`GhUXh`[`YVfUi`h`k`]fX"

(`"J`YfUbghU`hi`b[`Yb`fYW\`hnY]h][`d`UbYb

≠[c`ghUXh`V]YhYh`XUg`[`UbnY`≠J\`f`ØVYf`Y]bY`J]Y`nU\`Ub
J`YfUbghU`hi`b[`Yb`i`bX`:`Ygh]j`U`g"GW\Ui`Yb`G]Y`]a`J`cfUi`g`bUW\ž
k`Y`W\Y`Ui`ZfY[`YbXYb`9fY][`b]ggY`k`Å`fYbX`≠fYg`6Ygi`W\g
ghUhhž]bXYbž`k`]Y`XUg`≠[c`ghUXh`8`Ubi`VYZ]`a`ZYgh`cXYf`X]Y`
K`]YgYbZYgh]a`GYdhYa`VYf"9]bY`fYW\`hnY]h][`Y`D`Ubi`b[
Yfa`Ò[`]W\h`Yg`≠bYbž`H]W`_Yhg`ni`g]W\Yfb`i`bX`XUg`c`_U`Y`:`U]f]b
j`c`Yb`NØ[`Yb`ni`i`[`Yb]Y»`Yb"

)`"GY`Yb`gk`ØfX][`_Y]hYb`]a`J`cfZY`X`fYW\`YfW\]YfYb

9]b`6Ygi`W\`XYf`k`]W\h][`ghYb`GY`Yb`gk`ØfX][`_Y]hYb`gc`hY`Ui`Z`≠fYf
@]ghY`ghY`Yb"≠Zcfa`]YfYb`G]Y`g]W\`ØVYf`X]Y`²`ZZbi`b[`gnY]hYb`i`bX
Yj`Ybhi`Y`Y`9]bhf]hrgdfY]gY"Ni`XYb`<][`\][`\hg`[`Y\`ØfYb.

- 8Ug`B`Yi`Y`GW\`c`gg`≠[c`ghUXh.`9]b`VYY]bXfi`W`_YbXYg
6Y]gd]Y`ZØf`F`YbU]ggUbW`UfW\]hY`_hi`f"
- 8Ug`5`hY`F`Uh`Ui`g.`9]b`\]ghcf]gW\Yg`;`YVÅi`XYž`XUg`\Yi`hY
Y]b`gY\`Yb`gk`YfhYg`A`i`gYi`a`VY\`YfVYf[`h"
- 8]Y`K`j`VU`XgVi`f[.`9]bY`:`Yghi`b[`a`]h`\Yff`]W\Ya`6]W`
ØVYf`X]Y`GhUXhi`bX`i`a`[`YVi`b[`"

*`"">@c`_U`Y`H]ddg`i`bX`;`Y\Y]a`h]ddg

Gi WXYb`G]Y`Ui W`bUW`k Yb][Yf`VY`UbbhYb`GY`Ybgk ØfX][_Y]hYb
cXYf`5_hj]h`hYb": fU[Yb`G]Y`9]b`Y]a]gWXY`bUW`]\fYb
@]YV`]b[gd`ÀhnYb`cXYf`j YfghYW`hYb`š k Y`Yb`]b`XYf`GhUXh`8]Yg
_Ubb`j cb`hc`Yb`7UZ`g`ØVYf`_Y]bY`; U`Yf]Yb`V]g`]\b`ni
Y]bn][Ufh][Yb`J YfUbgU`hi b[Yb`[Y`Ybž`X]Y`b]W`h]a`F`Y]gYZØ`fYf
ghY`Yb"

+ "`9b hgd Ubbi b [`]a `: fY]Yb

8]Y`BUhi f`fi bX`i a`i`b[c`ghUXh`]gh`UhYa VYfUi VYbX"D`UbYb`G]Y`NY]h
Y]bž`i a`X]Y`i a`]Y[YbXYb`DUf`gž`k]Y`XYb`VYY]bXfi W`YbXYb`
< cZ[UfhYb`cXYf`X]Y`8`cbUi Ui Ybž`ni`Yf`_i bXYb""8]YgY`C`fhY
V]YhYb`b]W`h`bi f`; Y`Y[Yb`Y]h`ni f`9b hgd Ubbi b[ž`gcbXYfb`Ui W`X]Y
A Ò[`]W`_Y]hž`Ci hXccf!5_hj]h`hYb`bUW`ni [Y`Ybž`k]Y`ni a`6Y]gd]Y`
K UbXYfb`cXYf`: U`ffUXZU`fYb"

, "`K `À`fi b [g!`i bX`NU`i b [g]bZc g

6Y`U`hYb`G]Y`XYb`K YW`gY`_i fg]a`5i [Yž`k Ybb`G]Y`Ui g`XYa
5i g`UbX`Ub`fY]gYb""b`8Yi hgW`UbX`k]fX`X]Y`9]b`Y]hgk `À`fi b [`9i f`c
j Yfk YbXYh`i`b`XYb`a`Y]ghYb`; YgW`À`ZhYbž`F`YghUi fUbg`i bX`<`chY`g
k YfXYb`?`UfhYb`U`nYdh]Yfhž`YXcW`]gh`Yg]a`a`Yf`[`i`hž`Yhk`Ug`
6Uf[Y`X`ZØf`_Y]bYfY`9]b`_Ai ZY`VYfY]hni`U`hYb"

A]h`X]YgYb`H]dd`g]bX`G]Y`VYghYbg`[YfØghYh`ZØf`Y]bYb
i`bj`Yf[Ygg`]WXYb`5i ZYb`h`U`h]b`i`b[c`ghUXh`9[U`ž`cV`G]Y`g]W`ZØf`X]Y
; YgW`]W`hYž`X]Y`?`i`hi`f`cXYf`X]Y`; Ughfcbca`]Y`]bhYfYgg]YfYbž`X]YgY
GhUXh`U`h]j]Y`ni`V]YhYb`i bX`k]fX`Δ`fY`9fk Ufhi b[Yb`g]WXYf`]W
ØVYfhfYZZYb"

8YhU]`g

6Ygi WXYb`G]Y`i bg`Ui Z`Y]bY!fY]gY"XY