

Mc mi . 'k]Y 'a Ub '6i fbc i h'VY]'F Y]gYbXYb j Yfa Y]XYh

I bhYfk Y[g'k YfXY'jWk '5fh]_Y`Z0f'5hUg/ Ua d/Ua d/'6cchg
gWk fY]VYbž'F Y]gYVYf]Wk hY`Z0f'XUg'5g]Ub'6f]XY'A U[Un]b
Y]bfY]Wk Yb'i bX'X]Y'Y]bY'cXYf'UbXYfY?'ca a]gg]cb
ØVYfbY\ a Ybž'i a 'i bgYfY'F Y]gY_UggY'Ui Zni Z0`Yb"'8U\Yf
k YfXY'jWk 'k Å\fybX'XYf'[YgUa hYb'F Y]gY'Y]bYb '@Udhcd'a]h
a]f'\Yfi a gWk`YddYb"'8Ug']gh'k Y]h[Y\YbX']b'CfXbi b[ž'k Y]'
k]f'i bg'gc'a]h':]'a Yb'i bX': YfbgY\dfc[fUa a Yb'Z0f'fi \][Y
BÅWk hY'Y]bXYW_Yb'_ØbbYb'i bX'k]f'Ui Wk'Y]bY'A Ø['jWk_Y]h
\UVYbž'a]h': Ua]'Y'i bX': fYi bXYb']b'?cbhU_h'ini 'V'Y]VYb"
BUhØf'jWk '[Y\h'a]h'X]YgYf'6Yei Ya `]Wk_Y]h'X]Y'; YZU\ f'Y]b\Yfž
XUgg'XUg'?`YVYb'Ub'Y]bYa '6]'XgWk]fa 'ni '<Ui gY'ni 'Y]bYa
'?`YVYb'Ub'Y]bYa '6]'XgWk]fa 'Ui Z'XYf'GhfU»Y'k]fX"'K]Y'j]Y'Y
a Y]bYf/ Ua d^Y``d/

I bhYfk Y[g'k YfXY'jWk '5fh]_Y`Z0f'5hUg/ '6cchg'gWk fY]VYbž
F Y]gYVYf]Wk hY`Z0f'XUg'5g]Ub'6f]XY'A U[Un]b'Y]bfY]Wk Yb'i bX'X]Y
Y]bY'cXYf'UbXYfY?'ca a]gg]cb'ØVYfbY\ a Ybž'i a 'i bgYfY
F Y]gY_UggY'Ui Zni Z0`Yb"'8U\Yf'k YfXY'jWk 'k Å\fybX'XYf'[YgUa hYb
F Y]gY'Y]bYb '@Udhcd'a]h'a]f'\Yfi a gWk`YddYb"

8Ug']gh'k Y]h[Y\YbX']b'CfXbi b[ž'k Y]'k]f'i bg'gc'a]h':]'a Yb'i bX
: YfbgY\dfc[fUa a Yb'Z0f'fi \][Y'BÅWk hY'Y]bXYW_Yb'_ØbbYb'i bX
k]f'Ui Wk'Y]bY'A Ø['jWk_Y]h'\UVYbž'a]h': Ua]'Y'i bX': fYi bXYb']b
'?cbhU_h'ini 'V'Y]VYb"'BUhØf'jWk '[Y\h'a]h'X]YgYf'6Yei Ya `]Wk_Y]h'X]Y
'; YZU\ f'Y]b\Yfž'XUgg'XUg'?`YVYb'Ub'Y]bYa '6]'XgWk]fa 'ni '<Ui gY'ni
Y]bYa '?`YVYb'Ub'Y]bYa '6]'XgWk]fa 'Ui Z'XYf'GhfU»Y'k]fX"

K]Y'j]Y'Y'a Y]bYf'5`hYfg[YbcggYb'j YfVf]b[Y'jWk'VYÅb[gh][YbX'j]Y`
NY]h'j cf'Y]bYa '6]'XgWk]fa ž'gY]'Yg'Y]b'8Yg_hcd'Ui Z'XYf'5fVY]hž'Y]b
'@Udhcd'ni '<Ui gY'cXYf'Y]b'Ga Ufhd\cbY'nk]gWkYbXi fWk' 'i bX'XUg

a ÕWxhY`jWx`i bhYfk Y[g`j Yfa Y]XYb"8]YgY`5b[gh`Yf]bbYfhY`a]Wx`Ub
Y]b`?cbnYdhž`XUg`jWx`j cb`XYf`; fØbXYf]b`j cb`; chca YX]Už?Y`m
; chcž[Y`Yfbh`UhhY.`XUg`?cbnYdhj cb`Mčmi "

Mčmi`jgh`UdUb]gWxYb`i fgdfi b[g`i bX`cVkc`Yg`j]b`XYf`Yb[`]gWxYb
GdfUWxY`_Y]b`Ëei]j U`Ybh[]Vhž`VYXYi hYh`Yg[fcV`ØVYfgYhnh` XYf
FUi a`nk]gWxYb`XYb`8]b[Yb`"?Y`mž`X]Y`Ai Z[`]j cb`Y]bYa
A Y`Yh]b[`ni a`b`ÅWxghYb`Y]`h`a UbWxa U`Ui Z`j YfgWx]YXYbYb
?cbh]bYb`hYb`k`i fXY`Y]ba U`j cb`j`fYf`A`i hYf`[YgU[hž`XUgg`g]Y
b]Wxh[Ybi [`Mčmi`UVY`/g]Y`Y»`b]Wxh[Ybi [`D`Uhn`nk]gWxYb`XYb
8]b[Yb`"9g]gh`Yhk Ugž`XUg`a]Wx`k]f`_]Wx`VYfØ`fh`Uh"

I a`a`jWx`i bX`UbXYfY`FY]gYbXY`XUfUb`ni`Yf]bbYfbž`X]Y
6]XgWx]fa nY]h]a`j Yf[`Y]Wx`ni f`9Wx`hnY]h`ni`VYUWx`hYbž`UVY`jWx
Y]bYb`)!Di b`hY!D`Ub`ni gUa`a Yb[YghY`hž`i a`Mčmi`i bhYfk Y[g`ni
UV`hYbž`i a`6i fbc`i h`VY]`FY]gYbXYb`ni`j Yfa Y]XYb"

%": Ø`Yb`G]Y`b]Wx`h`⇒fY`[YgUa`hY`K`UfhYnY]h
Ui`g

9]b`i bXYfhZØbZn]["8]YgY`NU`Y`gWx`k YVh`gY]h`Y]b`dUUf`j`fYb
Y]fi a`ž`gY]h`Bc_]U`ZYgh[YghY`h`Uhhž`XUgg`XYf`Xi`fWx`gWx`b]h`jWx`Y
<UbXmbi`hnYf`%)`\$`A`U`Ua`HU[`Ui`Z`gY]b`<UbXm`gWx`Ui`h`HYWx!;`i`fi
Hca`j`5`cbYb`UV`h`YhnhYg`j`f`j`Yfgi`Wx`hž`X]YgY`9f`_Yb`hb]g`ni
j`U`X]YfYbž`]bXYa`Yf`Y]bY`FY]Y`b]Wx`h`i`ba`Ø[`]Wx`Yf`NU`Yb
YfUi`g[YVfUWx`h`Uh"

J]Yf`A`]bi`hYb`Ui`Z`XYb`Ni`[`k`UfhYb3`<YfUi`g`_ca`a`h`XUg`HY`YZcb`"
@Ub[Y`GWx`Ub[Y`VY]a`A`]hU[YggYb3`GY`Yb`k`]f`i`bg`Hk`]hYf
Ub": fYi`bX`ni`gd`Å`h`ni`a`5VYbXYggYb3`2`Zz`bYb`G]Y`i`UW`Vcc`_"

Gc[Uf`]b`i`bgYfYa`h`Å[`]WxYb`@YVYb`ØVYf`UggYb`gc`j`]Y`Y`j`cb`i`bg
YXY`ZfY]Y`A`]bi`hY`i`bgYfYb`HY`YZcbYb`"K`]f`j`YfgdØfYb`XYb`K`i`bgWx`ž
fi`][Yž`gh]`Y`A`ca`YbhY`ni`nYfghØfYbž`]bXYa`k`]f`i`bg`Xi`fWx
GWf`c`Ybž`K`]gWxYb`i`bX`H]ddYb`]b`Y]bYb`BYVY`j`cb`5`_h]j`]h`Åh
Y]bY]bj`YfgYhYbž`]b`XYa`U`Yg`i`bX`XUa`]h`b]Wx`hg`k`]f`_]Wx`ž`gY`f
k`]Wx`h][`]gh"

I bhYfk Y[g]j Yf`Ab[Yfh'g]W\`X]Y`K UfhYnY]h'i bX`gc`j YfghAf_h'g]W
X]YgYf`K i bgW\`"9g`]gh`Y]bZUW\`žUi ZY]bYa`@Ub[ghfYW_YbZi [`Y]bYb
:]`a`bUW\`XYa`UbXYfYb`Ubni gY\`Yb`i bX`i bgYfY`?`]bX`Yg`a`]h
6ØW\`Yfb`ni`ZØ`Ybž`c\`bY`X]Y`5i gZU`nY]h`k`]f_`]W\`ni`[`Yb]Y»`Yb`"≠W
gU[`Y`b]W\`hž`XUgg`Yg`Yhk Ug`9X`Yg`c`XYf`6YfY]W\`YfbXYg`\`Uhž`j`]Yf
Ghi bXYb`Ub[`Ui ZY]bY`:`i [`nYi [hfU[Z`ÅW\`Y`ni`ghUffYb`c`XYf`Ui Z
Y]bYf`6i gZU\`fh, \$`A`Y]`Yb`[fUi Yb`5gd\`U`h`ni`VYcVUW\`hYbž`UVYf
`YXYb`A`ca`Yb`h`a`]h`5`_`h]j`]h`Å`h`ni`ZØ`Ybž`nY\`fh`Ub`XYa`f`Ui`a
nk`]gW\`Yb`XYb`8`]b[`Yb`"

≠W`k`YfXY`a`]W\`VYk`i`ggh`VYa`Ø\`Ybž`a`Y]b`HY`Y`Zcbž`a`Y]bYb`@Udhcd
i`bX`a`Y]bYb`?`]bX`Y`Ub`Y]bYa`gW\`k`Yf`ni`[`Åb[`]W\`Yb`C`fh`ni
d`Um]YfYbž`ni`a`]bXYgh`Ui`Z`HY]`ghfYW_Yb`Ub[`Yf`F`Y]gYbž`XUa`]h`]W\`
Yg[`Yb]Y»`Yb`_`Ubbž`Y]bZUW\`Yhk Ug`NY]h`ni` \`UVYb`"

&"`6`UhW\`Y`XY`<`Ui`g\`U`hgZØ\`fi`b`[

≠`a`Y]bYa`h`Å[`]W\`Yb`@YVYb`\`UVY`]W\`Y]bY`ZUgh`nk`Ub[`\`UZHY
5VbY][`i`b[`]Y[`Yb`A`Ø»][`[`Ub[``K`Ybb`]W\`%\$`A`]bi`hYb`NY]h`\`UVYž
a`UW\`Y`]W\`Y]b`@Yj`Y`XYf`GdfUW\`!5dd`8`i`c`]b[`c`c`XYf`Ø`gW\`Y`Y]b
dUuf`9!`A`U]`g`c`XYf`VYnU\`Y`Y]bY`F`YW\`bi`b[``I`bhYfk`Y[`g`_`Ubb`X]Yg
`Y]W\`h]b`X]Y`F`YW\`YfW\`Y`bUW\`Y]bYa`J`]gi`a`ž`X]Y`Gi`W\`Y`bUW\`
Y]bYa`:`i [`c`XYf`XUg`GW\`bbYb`j`cb`6Yk`Yfhi`b[`Yb`ØVYf`Y]bYb
dchYbn]Y`Yb`K`c\`bg]h`ØVYfgYhnh`k`YfXYb`"

:`Øf`a`UbW\`Y`@Yi`hY`[`Y\`Øfh`XUg`F`YW\`YfW\`]YfYb`i`bX`D`UbYb`ni`a
GdU»`ž`UVYf`Yg`]b`5bZ`Å`Yb`i`bX`5bZ`Åb[`Yb`ni`hi`bž`k`]fX`M`c`mi
gW\`k`ÅW\`Yb`"D`UbYb`G]Y`ghUhhXYggYbž`YXY`K`c`W\`Y`Yhk`Ug`NY]h
Y]bni`d`UbYb`j`]Y`Y]W\`h`YXYb`HU[`ž`k`Ybb`Yg`gY]b`a`i`gg`ž`i`a`X]Y
<`Ui`g\`U`hgZØ\`fi`b[`ni`V`ØbXY`b`"

≠`ž`Yg`k`]fX`g]W\`UbZØ\`Ybž`U`g`k`ØfXYgh`Xi`X]YgYb`5i`Z[`UVYb`Y]bYb
[`fØ»`YfYb`HY]`XY]bYf`NY]h`k`]Xa`Ybž`UVYf`Yg`k`]fX`X]W\`Ui`W\`
k`Yb][`Yf[`YghfYggh`ZØ\`Yb`UggYb`i`bX`Yg`X]f`Yfa`Ø[`]W\`Ybž`X]Y
@ØW_Yb`]b`U`XYb`UbXYfYb`HU[`Yb`ni`[`Yb]Y»`Yb`"

'`" `D`UbYb`G]Y`b]W\`h`a`Y\`f`U`g`*`\$`i` `≠`fYg

NY]hd`Ub g`Y]b

Gc`j`j]Y`Y`j`cb`i`bg`d`UbYb`j]\fY`HU[Y`Z0f`%\$\$`i`i`?`UdUn]h`h`"K`Ybb`U`Y`N0[Y`c`\bY`J`Yfn0[Yfi`b[`ZU\fYb`i`bX`U`Y`i`bgYfY`A`YYh]b[g`d0b`_h]W`YbXYb`i`bX`X]Y`;`0hYf`Ui`Zi`bg`\YfUVV`]W_Ybž`XUbb`_0bbYb`k`]f`5ž6ž7`i`N`\Yi`hY`Yf`YX][Yb`"K`]f`bY][Yb`XUni`ž`X]Yg`Ui`Zi`bgYfY`i`f`Ui`VgnY]h`ni`0VYfhfU[Ybž`k`Ug`Z0f`Y]bY`nk`Y]k`0W][Y`DUi`gY`bUW`G`Ufa`Y`!G`Y]_`]\`]b`C`fXbi`b[`gY]b`_0bbhYž`UVYf`Yg`k`]fX`G]Y`Ui`Z`Y]bYf`@Ub[nY]hfY]gY`YfgW`0dZYb"

5bghUhh`YXYb`Ghcdd`Ui`Z`XYa`K`Y[`ni`Vi`W`Ybž`UggYb`G]Y`≠fYb`NY]hd`Ub`gc`c`W_Yf`k`]Y`a`0[`]W`"K`Ybb`X]Y`8]b[Y`i`bj`Yfa`Y]X`]W`gW`YZ[Y`Ybž`Z0`\`Yb`G]Y`g]W`Ui`Z`X]YgY`K`Y]gY`b]W`h[YghfYgghž`k`Y]`8]b[Y`Ui`g`≠fYa`j`c`][YdUW`hYb`NY]hd`Ub`ZU`Yb"

("`DfcV`Ya`Y`Ub`XYf`E`i`Y`Y`VY`\UbXY`b

8]Y`a`Y]ghYb`F`Y]gY]I`dYfhYb`d`ÀX]YfYb`Z0f`Y]bY`Yb`hgdUbb`hY`<U`hi`b[`]a`GhfU»Ybj`Yf`_Y`f`"K`Ug`U`gcž`k`Ybb`≠f`J`cf`\Àb[YgW`c`gg`ZYgh[Y`_Ya`a`hi`bX`Ui`Z`Y]bYb`K`]b`_Y`j`cb`+`%ž\$`\$`+`;`fUX`[YXfY`\h`i`bX`XUbb`YXYg`A`U`Ui`Z[YXf0W`h`k`YfXYb`a`i`ggž`k`Ybb`G]Y`Yg`hi`b`a`0ggYb3`8`Ug`]gh]b`C`fXbi`b[ž`k`YfXYb`g]Y`gU[Yb`"5i`gfi`Yb`"I`bX`k`Ug`]ghž`k`Ybb`≠fY`G8!`?`UfhY`X]Y`YfghYb`VY]XYb`A`U`Yž`k`Ybb`G]Y`g]Y]b`≠fYb`@Udhcd`ghYW_Ybž`b]W`h[Ub`n`Zi`b`_h]cb]Yfh3`9g`]gh`W`c`"

I`bX`Xi`Y`Ugh`Y]bYb`k`Y]hYfYb`5bZU`j`cb`8Y`\]`6Y`m3`F`Y]hY`Yg`Ui`g"

@U]ggYn!ZU]fY`a`]h`Y`f[Yfb]ggYb`i`a`ni`[Y`Ybž`a`U[`XYf`D`]c`gcd`\]Y`XYg`F`Y]gYbXYb`Yb`hgd`fYW`Ybž`UVYf`]a`a`Yf`k`]YXYf`XUggY`VY`H`Ya`U`ni`VYUfVY]hYbž`_c`ghYh`Ui`Z`8`Ui`Yf`a`Y`f`NY]h`6Y`gc`f[Yb`G]Y`g]W`Y]b`bYi`Yg`GW`c`gg`c`XYf`Y]bY`G8!`?`UfhYž`_Ui`Z`Yb`G]Y`Y]b`Ub`gh`À`b`X][Yg`A`YX]_Ua`Yb`h`c`XYf`[Y`Yb`G]Y`ni`a`5fnh`X]Y`6Y`\Ub`X`i`b[`]j`cb`DfcV`Ya`Yb`Ub`XYf`E`i`Y`Y`k`]fX`≠fY`NY]h`ZfY]gYhnYb`i`bX`U`X`Yb`A`]b]!GhfYgg`VYgY]h[Ybž`XYf`G]Y`nYfa`0fVYb`_Ubb"

) "`GU[`bY]b

8 Ug]XYU`g]YfhY`6]`X`Y]bYg`F Y]gYbXYb`]gh`Y]bYgž`XUg`YXY
; Y`Y[Yb\Y]hž`X]Y`g]W\`]a`V]YhYhž`i a Ufa h"<c`ÀbXYf`]a
A cf[Yb[fUi Yb3`đ`7cW`hU]`g`j cf`A]hU[3`đ`?`]ddYbgdf]b[Yb`VY]
B UW h3`đ`9]bY`cZZYbY`9]bghY`i b[]gh`i bUVX]b[VUf`ZØf`Y]bY`[i hY
NY]h`i bhYfk Y[gž`UVYf`XUg`VYXYi hYh`b]W\hž`XUgg`G]Y`g]W`gW\i`X][
ZØ\`Yb`gc`hYbž`k Ybb`G]Y`UV`i bX`ni`bY]b`gU[Yb`"

K Ybb`G]Y`]YVYf`Ua`Dcc`YbhgdUbbYb`a ÒW\hYbž`UbghUhh`Ub`Y]bYa
GcbbhU[a cf[Yb`ni`a`BYj]g`DYU`_ni`k UbXYfbž`hi b`G]Y`XUg`"i bX
k Ybb`G]Y`ni`<Ui gY`V`Y]VYb`i bX`Y]b`6i W\`YgYb`a ÒW\hYbž`UbghUhh
ni`Y]bYf`J`c`a cbXdUfhmini`[Y\Ybž`]gh`XUg`k U\fgW\Y]b`]W\`Ui`W`]b
CfXbi b[" `@UggYb`G]Y`g]W`b]W\hj cb`?c`Y[Yb`i bhYf`8fi W`_gYhYbž
8]b[Y`ni`hi bž`k Y`]X]Y`@Yi hY`gU[Ybž`XUgg`G]Y`Yg`hi b`gc`hYb`"

BY]b`gU[Yb`[]`h`Ui`W`ZØf`X]Y`A YbgW\Yb`XU\Y]a " `W\`k`i`fXY
[YVYhYbž`k`À`fYbX`a`Y]bYg`5i ZYbh`U`hg`]b`ÿ[mdhYb`Y]bYb
@YVYbg`Ui`Z`ni`ØVYfd`fØZ`b`i`bX`a`]W\`ni`J`Yfg]W\Yfi b[Yb`]b`g`UbX
ni`VYfUhhYbž`bYVYb`Y]bYf`[Ubnyb`F Y]\Y`UbXYfYf`8]b[Yž`X]Y`XUa`]h
Y]b\Yf[Y\Ybž`XYf`Ua`]YbW`cbg][`Y]fY`ni`gY]b`"9g`]gh`gW\k`Yfž`bY]b
ni`gU[Ybž`UVYf`Yg`b]Ya`U`g`ni`hi bž`k`]fX`XYb`M`mi`X]fY`_h`Ui`g`À`fYf
F Y]gY`fUi`VYb`"

9g`]gh`k`]W\h][`ž`g]W\`XUfUb`ni`Yf]bbYfbž`XUgg`G]Yž`k`Ybb`G]Y`b]W\h
Y]bYf`XYf`gY`f`k`Yb][`Ybž`gY`f`[`ØW`_]W\Yb`J`c`nY]hfY]gYbXYb`g]bXž
ni`À`fYa`@YVYb`i`bX`ni`fØW`_ni`a`5Xa`]b`i`bX`ni`6`]XgW\]fa`Yb`i`bX
gW`f`c`YbXYb`i`YYXg`ni`fØW`_Y`fYb`k`YfXYb`"F Y]gYb`]gh`XYf`[fØ`»`hY
5VghUbX`nk`]gW\Yb`XYb`8]b[Ybž`X]Y`G]Y`k`U\fgW\Y]b`]W\`Ya`U`g
VY`_ca`a`Yb`k`YfXYb`":`Ø`Yb`G]Y`Yg`b]W\h`a`]h`XYa`[`Y]W\Yb`U`hYb
GW\Y]»`ž`XYb`G]Y`ni`<Ui`gY`a`UW\Yb`"

@Y]hV]`X`5h`Ug`/`6cchg

6Ygi WYb'GjY'i bg'Ui Z'Y]bY!fY]gY"XY