

) 'H]ddg'ni a 'l a [Ub['a]h'8]UVYhYg']b'XYb
: Yf]Yb

8]Y': Yf]YbnY]h']gh']b'j c``Ya ' ; Ub[Y'i bX'ZØf'j]Y`Y`A YbgWXYb
VYXYi hYh'X]Yg'Y]bYb'NY]hd`Ub'a]h': Ua]]YbhfYZZYbž
J YfUbghU`hi b[Yb'Ua '5fVY]hgd`Uhnž'9]b_Ui Zga Ø[`]W_X]hYbž
F Y]gYb'i bX'DUfhmg"K Å\fybX'I f'Ui VgZYghY'GdU» 'a UWXYb
i bX'ZfØ\`]W_X]gY]b'gc``Ybž'Z]bXYb'GhfYgg!'i bX'5b[gh[YZØ\`Y
cZh'9]b[Ub["'K Ybb'G]Y'Ui W_X] Yfgi WXYbž'a]h'8]UVYhYg
i a ni [Y\Ybž'_ØbbYb'gU]gcbU`Y'GhfYggZU_hcfYb'X]Y
; Ygi bX\Y]h'≠fYf'; Ygi bX\Y]h'bcW_X]gW_X]Yf][Yf'a UWXYb"
Ni gÅhn`]W_X]ni 'XYa 'J Yfgi W_X]žf]W_X]h]['ni 'YggYb'i bX'≠fYb
6'i hni W_Yf'ni '_cbhfc``]YfYbž'\UVYb'G]Y'a Ø[`]W_X]Yfk Y]gY
k Yb][Yf'NY]h'ni a 'Gdcfhž'ZØ\`Yb'a Y\`f'GhfYgg'i bX
VY_ca a Yb'b]W_X]h[Ybi ['GW_X'UZ'', VYfbY\`a Yb'G]Y'X]Y
?cbhfc``Y'ØVYf'I f'Ui VgghfYggž'VYj cf'Yf'X]Y'?cbhfc``Y'ØVYf
G]Y'ØVYfb]a a h''8]YgY'ZØbZ'H]ddg'_ØbbYb'≠bYb'\Y`ZYbž
/ Ua d^Y``d/



8]Y': Yf]YbnY]h']gh']b'j c``Ya ' ; Ub[Y'i bX'ZØf'j]Y`Y`A YbgWXYb
VYXYi hYh'X]Yg'Y]bYb'NY]hd`Ub'a]h': Ua]]YbhfYZZYbž
J YfUbghU`hi b[Yb'Ua '5fVY]hgd`Uhnž'9]b_Ui Zga Ø[`]W_X]hYbžF Y]gYb
i bX'DUfhmg"K Å\fybX'I f'Ui VgZYghY'GdU» 'a UWXYb'i bX'ZfØ\`]W_X]

gY]b`gc``Ybž`Z]bXYb`GhfYgg!`i`bX`5b[gh[YZØ\`Y`cZh`9]b[Ub["

K`Ybb`G]Y`Ui`W`j`Yfgi`W`Ybž`a`j`h`8]UVYhYg`i`a`ni`[`Y\`Ybž`_`ÖbbYb`
gU]gcbU`Y`GhfYggZU`_hcfYb`X]Y`;`Ygi`bX\`Y]h`≠fYf`;`Ygi`bX\`Y]h`bcW`
gW`k`jYf][`Yf`a`UW`Yb``Ni`g`Ä`h`m`]W`ni`X`Y`a`J`Yfgi`W`ž`f]W`h][`ni`
YggYb`i`bX`≠fYb`6`i`hni`W`_Yf`ni`_`cbhfc``]YfYbž`\UVYb`G]Y`
a`Ö[`]W`Yfk`Y]gY`k`Yb][`Yf`NY]h`ni`a`Gdcfhž`ZØ\`Yb`a`Y`f`GhfYgg`i`bX`
VY`_ca`a`Yb`b]W`h[`Ybi`[`G`W`U`Z`

„`VYfbY\`a`Yb`G]Y`X]Y`?`cbhfc``Y`ØVYf`i`f`Ui`VgghfYggž`VY]`cf`Yf`X]Y`
?`cbhfc``Y`ØVYf`G]Y`ØVYfb]a`a`h``8]YgY`ZØbZ`H]ddg`_`ÖbbYb`≠bYb`
\`Y`ZYbž`k`Ä`\fYbX`X]YgYf`[`YgW`Ä`Zh][`Yb`GU]gcb`X`Yb`„`VYfV`]W`_`ØVYf`
≠fYb`8]UVYhYg`i`bX`≠fY`U``[`Y`a`Y]bY`;`Ygi`bX\`Y]h`ni`VY\`U`hYb`"

%``GYhnYb`G]Y`Df]cf]hÄhYb`"

B`Y\`a`Yb`G]Y`g]W`X]Y]b`d`U`Uf`A`]bi`hYb`NY]hž`i`a`ni`Yb`hgW`Y]X`Ybž`k`Ug`
ZØf`G]Y`fi`bX`≠fY`;`Ygi`bX\`Y]h`Ua`k`]W`h][`ghYb`]ghž`i`bX`d`UggYb`G]Y`
X`Ubb`≠fY`Df]cf]hÄhYb`Yb`hgd`fYW`YbX`Ubž`UbghU`h`g]W`ni`VY`UghYbž`
]bX`Y`a`G]Y`j`Yfgi`W`Ybž`Ub`Y`XYf`J`YfUbghU`hi`b[`hY`]ni`bY\`a`Yb`c`XYf`
X]Y`d`YfZY`_hYb`;`YgW`Yb`_Y`ni`Z]bX`Yb``K`Ug`a`ØggYb`G]Y`i`bVYX]b[`h`
hi`b3`Gdcfh`\`]Zh`≠bYb`VY]gd]Y`gk`Y]gY`b]W`h`bi`f`VY]a`i`a`[`Ub[`a`]h`
≠fY`a`6`i`hni`W`_Yfž`gcbX`Yfb`_`Ubb`Ui`W`GhfYgg`UVVUi`Yb`i`bX`G]Y`
_`ÖfdYf`]W`i`bX`Y`a`ch]cbU`Ub`i`fVY`b`"

B`UW`X`Y`a`G]Y`X]Y`k`]W`h][`ghYb`Df]cf]hÄhYb`ZYgh[`Y`Y[`h`\UVYbž`
ZU\`fYb`G]Y`a`j`h`X`Y`a`Zcfhž`k`Ug`G]Y`k`j`f`_]W`a`ÖW`hYb`a`Ö[`Yb`ni`hi`b`
[`Y[`Yb`k`Ug`Xi`X`Yb`_gh`Xi`gc``hY`a`UW`Yb``;`YVYb`G]Y`g]W`X]Y`
9f`Ui`Vb]gž`9]b`UXi`b[`Yb`c`XYf`5bZfU[`Yb`UVni`Y\`bYbž`k`Ybb`G]Y`NY]h`
VfUi`W`Ybž`i`a`g]W`i`a`Yhk`Ug`UbX`YfYg`ni`_`Øa`a`Yfb`c`XYf`
Y]bZUW`bi`f`i`a`g]W`ni`Yb`hgdUbbYb`"

&``A`UW`Yb`G]Y`Y]bYb`D`Ub```

J`Yfk`YbX`Yb`G]Y`Y]bY`?`U`YbX`Yf!5ddž`i`a`≠fY`HU[`Y`ni`d`UbYb``G]Y`
k`jggYb`Ui`Z`Y]bYb`6`]W`ž`k`c`i`bX`k`Ubb`G]Y`gY]b`a`ØggYbž`gcXUgg`
G]Y`gck`c``,`VYfVi`W`i`b[`Yb`U`g`Ui`W`9]Y`j`Yfa`Y]X`Yb`_`ÖbbYb``A`j`h`
X]YgY`a`5bgU`h`_`ÖbbYb`G]Y`g]W`Ui`W`i`a`≠fYb`8]UVYhYg`

_Øa a Yfbž]bXYa 'G]Y'NY]h'ZØf'6Yk Y[i b['Y]bd`UbYbž'a YX]n]b]gWXY
HYfa]bY`Y]b\U`hYb`i bX`g]W`XUfUb`Yf]bbYfbž`ÀfYb`6`i hni W_Yf`ni
hYghYb`cXYf`A YX]_Ua`YbhY`Y]bni bY`a`Yb"

6`cW_]YfYb`G]Y`Ui W`X]Y`NY]h'ZØf`g]W`gY`Vghž`XUa`]h`G]Y`[YfbY
`YgYbž'a YX]h]YfYb`cXYf`k Ug`Ui W`]a`a`Yf`ÀbYb`\"Zž`GhfYgg
UVni VUi Yb`cXYf`bYi Y`9bYf[]Y`ni`hUb`Yb""

' "': Y]Yfb`G]Y`]b`A U»Yb"

Nk]gWXYb': Ua`j]YbZY]Yfbž`HfYZZYb`a`]h': fYi bXYb`ni`a`A`]hU[YggYb
i bX`gØ»Yb`@YW_YfY]Yb`VY]`XYf`5fVY]h`_ØbbYb`X]Y': Y]YfhU[Y`Y]bY
j Yf`cW_YbXY`5i`gk`U`\`Ub`_c`\Yb`\mXfUh!`i bX`ni`W_YffY]WXYb
@YVYbga`]hY`b`gYfj`]YfYb" `A`cXYfUh]cb`]gh`XYf`GW`ØggY`/
6YcVUW`hYb`G]Y`ÀfY`6`i hni W_Yf!`i bX`?c`\Yb`\mXfUhUi`ZbU`a`Y"

- Hf]b_Yb`G]Y`j`cf`Y]bYa`': Ua`j]YbYggYb`cXYf`Y]bYf
5fVY]hgZY]Yf`Y]bYb`[Ygi bXYb`GbUW_ž`i`a`'ÀfYb`<`i b[Yf`ni
gh]`Yb"
- K`À`\Yb`G]Y`C`dh]cbYb`a`]h`b]YXf][Ya`'6`i hni W_Yfgd]Y[Y`ž
gcZYfb`j`YfZØ[VUfž`i bX`XYb_Yb`G]Y`XUfUbž`X]Y
?c`\Yb`\mXfUhY`]b`; YhfÀb_Ybž`Y]bgW`]Y»`]W`5`_c`c`ž`ni
nÀ`\Yb"
- 6f]b[Yb`G]Y`Y]b`X]UVYhYgZfYi bX`]WXYg`; Yf]W`h`ni`Y]bYa
Dch`i W_ž`XUa`]h`G]Y`a`]bXYghYbg`Y]bY`[i`hY`C`dh]cb`\"UVYb"

8Yb_Yb`G]Y`Ui W`XUfUbž`XUgg`Yg`]b`C`fXbi b[`]ghž`Y]bY`DUfhm`cXYf
JYfUbghU`hi b[`]fØ`nY]h][`ni`j`Yf`UggYbž`k`Ybb`G]Y`X]Yg`VYbØh][`Yb"
K`Ybb`G]Y`a`ØXY`cXYf`Àb[gh]W`g]bX`cXYf`Y]bZUW`bi`f`j`ca`'9ggYb
i bX`Hf]b_Yb`k`Y[_ca`a`Yb`a`ØggYbž`XUb_Yb`G]Y`ÀfYb`; Ugh[YVYfb
i bX`[Y`Yb`G]Y`bUW`<`Ui`gYž`i`a`Ui`Zg]W`gY`Vgh`Ui`Zni`dUggYb"

(" `<`U`hYb`G]Y`g]W`Ub`Àf`HfU]b]b[`gdfc[`fUa`a`"

6Yk Y[i b[`]gh]a`a`Yf`Y]b`k`]W`h][Yf`6YghUbXhY`]`XYg`8]UVYhYg!
A`UbU[Ya`Ybhgž`VYgcbXYfg`UVYfž`k`Ybb`G]Y`[YghfYggh`g]bX`cXYf
g]W`Àb[gh]W`cXYf`XYdfYgg]j`ZØ`Yb" `A`UWXYb`G]Y`Y]bY
JYfdZ]W`hi b[`ni`ÀfYa`HfU]b]b[`]K`Ybb`G]Y`GW`k`]Yf][_Y]hYb

\UVYbž`ÀfY`[Yk c\bhY` , Vi b[gfcì h]bY`Ui ZFYW\hni Yf\U`hYbž`gc`hYb
GjY` : c`[YbXYg`j Yfgi WYb.

- J YfY]bVUfYb`GjY`Y]b`HfU]b]b[`a`j]h`Y]bYa` : fYi bX`cXYf
?c`Y[Yb`i bX`Y`ZYb`GjY`g]W\`[Y[YbgY]h][ž`Ui ZXYa
f]W\h][Yb`K`Y[`ni`V`Y]VYb"
- HfYZZYb`GjY`g]W\`ni`Y]bYa`GdUn]Yf[Ub[ž`UbghUhh`Ya`UbXYb
ni`a`?UZZY`ni`hfYZZYb"
- HY]`Yb`GjY`XUg`HfU]b]b[`]b`%\$!a`]bØh][Y`?Àa`dZY`Ui`Žž`k`Ybb
X]Yg`X]Y`5bdUggi`b[`Ub`ÀfYb`NY]hd`Ub`Yf`Y]W\hYfh"
- GdfYWYb`GjY`a`j]h`Y]bYa`DYfgcbU`HfU]bYf`cXYf
; Ygi bX`Y]hgW`UW\`XUfØVYfž`k`jY`GjY`ÀfYb`HfU]b]b[gd`Ub
UbdUggYb`_ØbbYbž`V]g`X]Y` : Yf]Yb`j`cfVY]`g]bX"

) ``GY]Yb`GjY`j`cfVYfY]hYhž`k`Ybb`GjY`fY]gYb"

K`Ybb`ÀfY`I`f`Ui`Vgd`ÀbY`F`Y]gYb`VY]b\U`hYbž`dUW`Yb`GjY
ni`gÀm`]W\Y`A`YX]_Ua`YbhY`i`bX`Ni`VY\Øf`Y]bž`ZU`g`GjY`g]W\`Ui`g
]f[YbXY]bYa` : fi`bX`j`Yfgd`ÀhYb``6Yk`U`fYb`GjY`g]Y`b`Y]bYf
<UbX[Yd`ÀW`hUgW\Y`Ui`Žž`X]Y`GjY`]a`a`Yf`XUVY]`\UVYbž`i`bX`k`YfZYb
GjY`Ui`W\`Y]b`dUUf`X]UVYhYgZfYi`bX`]W\Y`GbUW`g`\]bY]b``6f]b[Yb`GjY
Ui`W\`F`YnYdhY`ZØf`ÀfY`A`YX]_Ua`YbhY`i`bX`J`YfVfUi`W\ga`UhYf]U`Yb
a`j]hž`ZU`g`X]YgY`j`cb`ni`<Ui`gY`k`Y[[YZØ`h`k`YfXYb`a`ØggYb``

C`V`k`c`\`Yg`i`b`k`U`fgW\Y]b`]W\`j]ghž`XUgg`GjY`Yg`VfUi`W\Ybž`]gh`Yg
Y]bY`[i`hY`ÀXYŽ`Y]bYb`8]UVYhYg!5fnhž`Y]b`?fUb`_Yb\Ui`g`i`bX`Y]bY
B`chZU`]Yfgcf[i`b[`Ub`ÀfYa`N]Y`cfh`ni`Z]bXYbž`VY]`cf`GjY`XUg`<Ui`g
j`Yf`UggYb"

A`ØW`hYb`GjY`ÀfYb`?i`bXYb`\Y`ZYbž`Xi`fW
9fb`À\fi`b[gYfn]Y\i`b[`i`bX`J`Yf\U`hYbg`ÀbXYfi`b[
[YgØbXYfY`i`bX`bUW\`U`h][YfY`@YVYbga`jhhY``ni`k`À\`Yb3
A`Y`XYb`GjY`g]W\`ZØf`XUg`579` :]hbYgg`B`i`hf]h]cb`GdYW]U`]gh
Dfc[fUa`Ub` ``

⌘gd]f]Yfhj cb'579

8YhU]`g

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!Z]hbYgg"bYh