

K Ufi a 'VfUi W\Y`]W\`Y]bYb ; Ygi bX\Y]hgWUW 3

A YbgW\Yb`k]XYfgYhYb`g]W\`bUhØf`]W\`J YfÅbXYfi b[Ybž`Ui W\`k Ybb`Y]bY`J YfÅbXYfi b[`ni`Y]bYa`d cg]hj Yb`9f[YVb]g ZØ\ fYb`_Ubb`"9g`]ghj YfghÅbX`]W\`"9g`[]Vh`Y]bYb`[Yk`]ggYb ?ca Zcfhi bX`Y]bY`[Yk`]ggY`J YfhfUi h\Y]hž`X]Y`k`]f`YfZU\ fYbž`k Ybb`k`]f`X]Y`[Yk`c\bhYb`6Yk`Y[i b[Yb`XYg`hÅ[`]W\Yb @YVYbg`Xi fW\`Ui ZYb`"9g`[]Vh`nU\`fY]W\Y`6Y]gd]Y`Y`XUZØfž`k]Y g]W\`A YbgW\Yb`c\bY`VYk`i`gghYg`B UW\XYb_Yb`_cbh]bi`]Yf`]W\Ui ZXUg`hÅ[`]W\Y`@YVYbggh`]j`Yf\U`hYb`Y]b`UggYbž`k`Y`]g]Y`ni ; Yk`c\b\Y]hYb`[Yk`cfXYb`g]bX`": U\ fYb`G]Y`Ui ZX YfgY`VYb`F ci hY`ni`f`5fVY]hž`c\bY`g]W\`Ub`X]Y`": U\fh`ni`Yf]bbYfb`" NÅ\bYdi`hYb`c\bY`bUW\`ni`XYb_Ybž`k`Y`]`Yg`bi`f`Yhk`Ug`]ghž`k`Ug`Xi`hi`gh`C XYf`Ui`g`6Yei`Ya`_]W\`_Y]h`i`bX`? fUZhg hc ZVYXUfZ`bUW\`Y]bYa`gW\`bY`Yb`GbUW`_[fY]ZYbž`c\bY`k`]f`_]W\`ØVYf / Ua`d^Y`d/



A YbgW\Yb`k]XYfgYhYb`g]W\`bUhØf`]W\`J YfÅbXYfi b[Ybž`Ui W\`k Ybb`Y]bY`J YfÅbXYfi b[`ni`Y]bYa`d cg]hj Yb`9f[YVb]g ZØ\ fYb`_Ubb`"9g`]ghj YfghÅbX`]W\`"9g`[]Vh`Y]bYb`[Yk`]ggYb ?ca Zcfhi bX`Y]bY`[Yk`]ggY`J YfhfUi h\Y]hž`X]Y`k`]f`YfZU\ fYbž`k`Ybb`k`]f`X]Y`[Yk`c\bhYb`6Yk`Y[i b[Yb`XYg`hÅ[`]W\Yb`@YVYbg`Xi fW\`Ui ZYb`"

9g[]Vh'nU\`fY]W\Y`6Y]gd]Y`Y`XUZØfž`k]Y`g]W\`A`YbgW\Yb`c`bY
VYk`i`ggH`Yg`B`UW\XYb`_Yb`_c`bh]bi`]Yf`]W\`Ui`Z`XUg`hÅ[`]W\Y
@VYb`ggh]`j`Yf\`U`hYb`Y]b`UggYbž`k`Y]`g]Y`ni` ;`Yk`c`b`b`Y]hYb
[`Yk`c`fXYb`g]bX``: `U\`fYb`G]Y`Ui`Z`XYfgY`VYb`F`ci`hY`ni`f`5`fVY]hž`c`bY
g]W\`Ub`X]Y`: `U\`fh`ni`Yf]bbYfb``NÅ`bYdi`hYb`c`bY`bUW\`ni`XYb`_Ybž
k`Y]`Yg`bi`f`Yhk`Ug`]ghž`k`Ug`Xi`'hi`gh``CXYf`Ui`g`6Yei`Ya``]W\`_Y]hi`bX
?fUZhghc`ZVYXUfZ`bUW\`Y]bYa`'gW\`bY``Yb`GbUW`_[`fY]ZYbž`c`bY
k`]f`_]W\`ØVYf`X]Y`E`i`U`]hÅh`X]YgYg`@VYb`ga`]hY`g`bUW\`ni`XYb`_Yb`
8Ug`g]bX` ;`Yk`c`b`b`Y]hYb``>X`Yf`\`Uh`g]Y``K`]f`k`]XYfgYhYb`i`bg
bUhØf`]W\`J`YfÅbXYfi`b[`Ybž`k`Y]`g]Y`Y]bY`<`YfUi`gZcfXYfi`b[
XUfghY``Ybž`UVYf`k`]f`g]bX`]b`XYf`@U[`Yž`i`bg`Ub`bYi`Y
J`Yf\`U`hYbgk`Y]gYb`Ubni`dUggYbž`k`Yb`b`k`]f`Y`ZY`_hj` `[`Y`ZØ`fh
k`YfXYb``

9]b` ;`Ygi`bX`Y]hgW\UW\`]gh`Ya`UbXž`XYf`≠fY`J`Yf\`U`hYbgÅbXYfi`b[
`Y]hYb`_`Ubb``<`]Yf`YfZU`fYb`G]Yž`k`Ufi`a`i`bX`k`]Y`Y]b
 ;`Ygi`bX`Y]hgW\UW\`Y]b`b`chk`YbX][`Yf`i`bX`]b`hY[`fU`Yf`6YghUbXhY]`
≠fYg`HYUa`g`ZØf`Y]bYb`[`Ygi`bXYb`@VYb`ggh]`gY]b`_`Ubb``

;`Ygi`bX`Y]hgW\UW\`Yg`j`Yfk`YbXYb`Y]bY
[`Ub`n`Y]h`]W\`Y`@]b`gY

;`Ygi`bX`Y]hghfU]bYf`g]bX`]b`XYf`DgmW\`c`c[`]Y`XYf
J`Yf\`U`hYbgÅbXYfi`b[`]gck`]Y`]b`9fbÅ`fi`b[`]i`bX`_ØfdYf`]W\`Yf
5`_hj`]hÅh[`]YgW\`i`h``I`a`J`YfÅbXYfi`b[`]Yb`ZØf`]fY`?`]Yb`hYb`ni
ZØfXYfb`i`bX`\Yfj`cfni`fi`ZYbž`k`YbXYb` ;`Ygi`bX`Y]hgW\UW\`Yg`Y]bYb
j`]Y`gW\`]W\`h][`Yb`5bgUhn`Ubž`XYf`Yg`?`]Yb`hYb`Yfa`Ò[`]W\`hž`h]YZ]b`X]Y
I`fgUW\`Yb`U`_hi`Y``Yf`J`Yf\`U`hYbgk`Y]gYb`i`bX`X]Y`<`]bXYfb]ggY
Y]bni`hUi`W\`Ybž`X]Y`a`]h`XYf`9b`hk`]W`_i`b[`]bYi`Yf`J`Yf\`U`hYbgk`Y]gYb
j`YfVi`bXYb`g]bX`` ;`Ygi`bX`Y]hghfU]bYf`_`c`bnYb`hf]YfYb`g]W\`b`]W\`h`bi`f
XUfUi`Zž`]fYb`?`i`bXYb`ni`Y`ZYbž`_ØfdYf`]W\`Z]h`ni`k`YfXYb``G]Y
_`c`bnYb`hf]YfYb`g]W\`Ui`ZU``Y`5gdY`hY`XYg`K`c`\`VYZ]bXYbg``

;`Ygi`bX`Y]hgW\UW\`Yg`_`c`bnYb`hf]YfYb`g]W\`Ui`Z
n]Y`[`Yf]W\`hYhY`J`YfÅbXYfi`b[`]Yb`

;`Ygi`bX`Y]hgW\UW\`Yg`i`b`hYfghØhnYb`]fY`?`i`bXYb`Ui`W\`VY]`XYf

9bħk]W_ì b['j cb`GA 5F H!N]Y`Yb`fbdYn]Z]gWŁ`ža YggVUfž`YffY]WŁVUfž
fY`Yj Ubh`i bX`nY]h[YVi bXYbŁ"?"i bXYb`_ca a Yb`ja`5`[Ya Y]bYb`ni
; Ygi bX\Y]hgWŁUWŁYg`i bX`GdcfhZUWŁ`Yi hYb`a]h`Y]bYa`_cgY
XYZ]b]YfhYbž`Yf[YVb]gcf]Ybh]YfhYb`N]Y`fbcf a U`Yfk Y]gY
[Yk]WŁhgc f]Ybh]YfhŁ"Ni a`6Y]gd]Y`_WŁ`a ŌWŁhY`UVbY\ a Yb`cXYf
_WŁ`a ŌWŁhY`hfU]b]YfYb`"8]YgY`N]Y`Y`g]bX`b]WŁhgdYn]Z]gWŁ`i bX
_cbnYbhf]YfYb`g]WŁ`Ui Z`X]Y`9f[YVb]g[Y[Yb`Y]b
j Yf\U`hYbgcf]Ybh]YfhYg`Df`cnYgg"

GA 5F H!N]Y`Y`_Y`ZYb`?i bXYb`XUVY]ž`]\fY`5Vg]WŁhYb`ni`_`ÀfYb`i bX
<]bXYfb]ggY`ni`_]XYbh]Z]n]YfYbž`X]Y`g]Y`XUfUb`_\]bXYfbž`]\fYb
@YVYbggh]`bUWŁ`U`h][`ni`ÀbXYfb"; Ygi bX\Y]hgWŁUWŁYg
i bhYfghØhnYb`]\fY`?i bXYb`Ui WŁ`VY]`XYf`9bħk]W_ì b['j cb
GhfUhY[]Yb`ni f`GhYi Yfi b[`XYg`J YfÀbXYfi b[gdfcnYggYg`fh`6`k]Y
a Ub`Dcfh]cbg_cbhfc`Y`dfU_h]n]Yfh`cXYf`G]hi Uh]cbYb`a]h`\c\Ya
F]g]_c`d`UbhŁ"?"i fn[YgU[hž`Y]b`; Ygi bX\Y]hgWŁUWŁ`k]fX`[YgWŁi`hž
i a`G]Y`VY]`XYf`9bħk]W_ì b[`Y]bYg`gY`Vgh[YghYi YfhYbž`dYfgØb`]WŁ
Ui ggU[Y_fÀZh][Yb`i bX`a U»[YgWŁbY]XYfhYb`5_h]cbgd`Ubg`ni
i bhYfghØhnYb`"

< YU`h\`7cUWŁYg`\Y`ZYb`?i bXYb`XUVY]ž`]\fY
9][YbghÀbX][_Y]h`ni`ghÀf_Yb`

8i fWŁ`j]\fY`DUfhbYfgWŁUZh`a]h`]\fYb`?i bXYb`ZØfXYfb
; Ygi bX\Y]hgWŁUWŁYg`X]Y`9bħk]W_ì b['j cb`dcg]h]j Ya
GY`Vgh[YgdfÀWŁ`i bX`GY`Vgh] YfhfUi Yb`_VY]XYg`i bhYfghØhnh`Y]bY
_Ub[Zf]gh][Y`YbXYfi b[`XYg`@YVYbggh]`g`8i fWŁ`_c[b]h]j Yg
7cUWŁ]b[``YfbYb`?`Y]bhYb`Ui WŁ`ž`]\fY`]bbYfYb`Gh]a a Yb`ni
j YfÀbXYfb`i bX`XUg`bY[Uh]j Y`GY`Vgh[YgdfÀWŁ`i bX`X]Y
_VYfnYi [i b[Ybž`X]Y`a]h`Y]bYf`J YfÀbXYfi b[`j YfVi bXYb`g]bXž
`cgni k YfXYb`8]Yg`ZØ\fh`ni`Y]bYa`j YfVYggYfhYb`GY`Vgh] YfhfUi Yb
i bX`Y]bYf`j YfVYggYfhYb`GY`Vghk]f_gUa _Y]h`_X`\Ø`Yf`X]Y
GY`Vghk]f_gUa _Y]h]ghž`XYghc`k U\fgWŁY]b`]WŁYf`g]bX`dcg]h]j Y
J YfÀbXYfi b[Yb`i bX`XUi Yfb`Ub"

; Ygi bX\Y]hgWŁUWŁYg`V]YhYb`b]WŁh`k YfhYbXY
I bhYfghØhni b[`

9]b'; Ygi bX\Y]hgWcUW\`U`h`Y]b`VY[f0bXYhYg`b`hYfYggY`Ub`XYf
; Ygi bX\Y]h`i`bX`XYa`K`c`\`VY]bXYb`gY]bYf`?`i`bXYb`"8 Ug
b`hYfYggY`j`cb`; Ygi bX\Y]hghfU]bYfb`Y[h`XUf]bž`]\fYb`?`Y]bhYb`ni
\Y`ZYbž`X]Y[f0»YfY`JYfAbXYfi b[`i`bX`XYb`Nk YW`XYf
JYfAbXYfi b[`ni`Yf`YbbYb`fU]Yff]b[Yfi b[`XYg`?fUb`\Y]hgf]g]_cgž
JYfVYggYfi b[`XYf`9bYf[]Yž`9f\0`i b[`XYf`@YVYbgYfk Ufhi b[
i`gk`"k"i`a`X]Yg`YZZY_h]j`ni`YffY]WXYbž[YVYb'; Ygi bX\Y]hgWcUW\Yg
X]Y`?fUZh`XYg`K`UbXY`g`]b`X]Y`<AbXY`]\fYf`?`i`bXYb`i`bX`]bgd]f]YfYb
g]Yž`XYf`9i`dYfhY`]b`]fYa`Y][YbYb`@YVYb`ni`k`YfXYb"
; Ygi bX\Y]hgWcUW\Yg`hi`b`X]Ygž]bXYa`g]Y`b]W\h`k`YfhYbXY
i`bhYfgh0hni b[`i`bX`ghAbX][Y`9fa`i`h][i`b[`UbV]YhYb"

< YU`h\`7cUW\Yg`i`b`hYfgh0hnYb`Y]bY
j`YfVYggYfhY`@YVYbgVU`UbW

; Ygi bX\Y]h`i`bX`K`Y`bYgg`g]bX`gc`j`]Y`a`Y`f`U`g`_0fdYf`]WXY
5_h]j`]hAh`i`bX`9fbA\fi b["9g[Y`h`XUfi`a`ž`Y]b'; `Y]W\`[Yk`]W\h
nk`]gWXYb`XYb`d\mg]gWXYbž`Ya`ch]cbU`Ybž`gc`n]U`Ybž`VYfi`Z]WXYbž
]bhY`Y`_hi`Y`Yb`i`bX`gd]f]hi`Y`Yb`5gdY`_hYb`XYg`@YVYbg
\Yfni`ghY`Yb`"8U'; Ygi bX\Y]hghfU]bYf`XUf]b[YgW\i`h`g]bXž
JYfAbXYfi b[Yb`a`]hY]bYa`ZUW`hYb`fY]WXYb`5bgUhn`]b'; Ub[`ni
gYhnYbž`_0bbYb`?`i`bXYb`Y]b`Ub[Ya`YggYbYg'; `Y]W\`[Yk`]W\h`]b
]\fYa`hA[`]WXYb`@YVYb`Z]bXYb`i`bX`Ui`ZfYW\hYf\U`hYb`"G]Y`YfbYbž
]\fY`6YX0fZb]ggY`ni`df]cf]g]YfYbž`i`a`Y]b[Yg0bXYfYg`@YVYb`ni
Z0\fybž`gY]Yg`Xi`fW`JYfVYggYfi b[`XYg`GW\`UZygž`GhfYggUVVUi`ž
GY`VghdZY[Yž`DZY[Y`j`cb`6Yn]Y\i b[Yb`cXYf'; `Y]W\`[Yk`]W\h
nk`]gWXYb`9fbA\fi b[`i`bX`5_h]j`]hAh"; Ygi bX\Y]hgWcUW\Yg`g]bX`XYf
GW`0ggY`ž`i`a`X]YgYg`DchYbn]U`Z0f`]\fY`?`i`bXYb`Ui`gni`gW`0dZYb`"

; Ygi bX\Y]hgWcUW\Yg`g]bX`Y]bn][Ufh][Y`A`]h[`]YXYf`XYg`U`]YfhYb
; Ygi bX\Y]hg`cbh]bi`i`a`g`G]Y`k`YbXYb`]f`K`]ggYb`i`bX`]\fY
: A\][_Y]hYb`gc`Ubž`XUgg`g]Y`JYfAbXYfi b[Yb`a`ch]j`]YfYb`i`bX`b]W\h
`Yb`Yb"; Ygi bX\Y]hgWcUW\Yg`UfVY]hYb`U_h]j`a`]h`]\fYb`?`i`bXYb
ni`gUa`a`Yb`i`bX`bi`hnYb[YgW\]W`_hY`A`ch]j`Uh]cbg[YgdfAWXYž`i`a
?`i`bXYb`XUVY]ni`Y`ZYbž`gY`Vgh[YghYi`YfhY
JYfAbXYfi b[ga`Yh\cXYb`ni`]XYbh]Z]n]YfYbž`ni`Ybhk`]W`Y`b`i`bX
i`a`ni`gYhnYb"

J Yf\U`hYbgÀbXYfi b[Yb`g]bX`U`Yg`UbXYfY`U`g`Y]b`Y]bZUWXYf`i bX
i b_ca d`]n]YfhYf`DfcnYggž`i bX`g]Y`_ÒbbYb`a UbW`a U`Zfi ghf]YfYbX
i bX`j Yfk]ffYbX`gY]b`"K Ybb`Yg`XUfi a `[Y\hž`J Yf\U`hYbgk Y]gYb`ni
ÀbXYfbž`g]bX`nYfh]Z]n]YfhYf`; Ygi bX\Y]hgVYfUhYf`j cb`nYbhfU`Yf
6YXYi hi b[ž`i a `]\fYb`?i bXYb`VY]`XYf`9bhk]W`i b[`bUW\U`h][Yf
J YfÀbXYfi b[Yb`ni `Y`ZYb`i bX`X]YgY`J YfÀbXYfi b[Yb`k Y]hYf\]b
YZZ`_hj`ni `VYk À`h][Ybž`XUa]h`g]Y`ni `Y]bYa `bUhØf`]WXYb
6YghUbXhY]`XYg`hÀ[`]WXYb`@YVYbg`k YfXYb"

K Ufi a `VfUi WXYb`G]Y`Y]bYb`; Ygi bX\Y]hgW`UW`3`K Y]
; Ygi bX\Y]hgW`UW`Yg`UfVY]hYbž`i a `ni `VYhfYi Ybž`ni `]bgd]f]YfYb
i bX`ni `a chj]YfYb`"8]YgY`6Ya Ø`i b[Yb`ZØ`fYb`ni gUa a Yb`a]h
XYb`U_hj Yb`DUfhbYfgW`UZhghfU]bYfbž`X]Y`a]h`]\fYb`?i bXYb
ni gUa a YbUfVY]hYbž`YmhYbX`]W`ni `Y]bYa `XUi Yf\UZhYfYb
J YfÀbXYfi b[gni ghUbXž`XU`X]Y`?i bXYb`Y]bY`F Y]\Y`gdYn]Z]gWXYf
: À\][_Y]hYb`i bX`K Yf_nYi [Y`[YØVh`i bX`[YZØfXYfh`UVYbž`i a
X]YgY`J YfÀbXYfi b[`ni `i bhYfghØhYb`"

A ØW`hYb`G]Y`nYfh]Z]n]YfhYf`; Ygi bX\Y]hgW`UW`k YfXYb3
9fZU`fYb`G]Y`a Y`f`ØVYf`X]Y`579`< YU`h\`7cUW`!
NYfh]Z]n]Yfi b["

.."

⌘gd]f]Yfh]j cb`579

8YhU]`g

6Ygi WXYb`G]Y`i bg`Ui Z.`a Y]b!Z]hbYgg`bYh