

=gh'9ggYb'j cf'XYa 'GW\`UZYb[Y\Yb
Y][Ybh]W\`i b[Ygi bX3

G]Y`\UVYb'gi dYf'gdÅh[YUfVY]hYh'fēXYf'hfU]b]Yfhē'i bX'b]W\hg
]a`?Ø\`gW\ fUb_ž'i bX`≡f`\Yi`YbXYf`A U[Yb`VYhhY`h'bUW\`Yhk Ugž]f[YbXYhk Ugž'i a`G]Y`bUW\`Y]bYa`Ub[Yb`HU[`k]YXYf
Ui Zhi hUb_Yb"K]f`\UVYb`Yg`U`Y`[YhUb"l bX`cVkc\`Yg
j YfgW\]YXYbY`Ghi X]Yb`ni a`bÅW\h]W\Yb`9ggYb'i bX`gY]bYb
5i gk]f_i b[Yb`Ui Z`≡fYb`GhcZk YW\gY`[]Vhž'gU[Yb
9fbÅ\fi b[gk]ggYbgW\UZhYfž`XUgg`Yg`a Y\fi a`X]Y
BÅ\fghcZZY`[Y\hž`X]Y`G]Y`≡fYa`?ŌfdYf`ni ZØ\fybž`k]Y`n"<]Yf
YfZU\fyb`G]Yž`k Ug`G]Y`ØVYf`XUg`9ggYb`]b`XYf`B UW\h`k]ggYb
a ØggYb'i bX`k Y`W\Y`@YVYbga]hhY`G]Y`Ua`VYghYb'j cf'XYa
GW\`UZYb[Y\Yb`YggYb"=gh'9ggYb'j cf'XYa 'GW\`UZYb[Y\Yb
i b[Ygi bX3`9]bY`]b`XYf`NY]hgW\f]Zh`7Y`A YhUVc`]ga
j YfØZZYbh]W\hY`Ghi X]Y`/ Ua d^Y`]d/



G]Y`\UVYb'gi dYf'gdÅh[YUfVY]hYh'fēXYf'hfU]b]Yfhē'i bX'b]W\hg]a
?Ø\`gW\ fUb_ž'i bX`≡f`\Yi`YbXYf`A U[Yb`VYhhY`h'bUW\`Yhk Ugž
]f[YbXYhk Ugž'i a`G]Y`bUW\`Y]bYa`Ub[Yb`HU[`k]YXYf
Ui Zhi hUb_Yb"K]f`\UVYb`Yg`U`Y`[YhUb"l bX`cVkc\`Yg

j YfgW]YXYbY`Ghi X]Yb`ni a`bÅW h]WYb`9ggYb`i bX`gY]bYb
5i gk]f_i b[Yb`Ui Z`ÀfYb`Ghc Zk YW gY`[]Vh`gU[Yb
9fbÅ\fi b[gk]ggYbgW UZh`Yfž`XUgg`Yg`a Y`f`i a`X]Y`BÅ\fghc ZZ
[Y`h`X]Y`G]Y`ÀfYa`? ÒfdYf`ni ZØ\fYbž`k]Y`n"

<]Yf`YfZU\fYb`G]Yž`k Ug`G]Y`ØVYf`XUg`9ggYb`]b`XYf`B UW h`k]ggYb
a ØggYb`i bX`k Y`WY`@VYbga]hY`G]Y`Ua`VYghYb`j cf`XYa
GW`UZYb[Y`Yb`YggYb"

.

""=gh`9ggYb`j cf`XYa`GW`UZYb[Y`Yb
i b[Ygi bX3"

9]bY`]b`XYf`NY]hgW f]Zh`7Y``A YhUVc`]ga`j YfÒZZYbh`]W hY`Ghi X]Y
Yf[UVž`XUgg`A Åi gYž`X]Y`bi f`UW h`Ghi bXYb`Ub[`Ni [Ub[`ni
XYfgY`VYb`ZYhhfY]WYb`9fbÅ\fi b[`UhhYbž`bÅa`W`hU[gØVYfž
[YgØbXYf`i bX`gW`Ub_Yf`k UfYb`U`g`X]Y`Yb][Ybž`X]Y`XYb`[Ub nYb
HU[`ØVYf`Ni [Ub[`ni`XYf`B U\fi b[`UhhYb`hfch`XYg`J YfnY`fg`X]Y
[`Y]WY`? U`cf]YbnU`"

5bXYfY` : cfgW i b[gYf[YVb]ggY`VYgU[Ybž`XUgg`gdÅhYg`9ggYb`XYb
Ghc Zk YW gY`Ub_i fVY`b`_Ubb`i bX`XUgg`DfchY]b`ÀbYb`Y]bYb
9bYf[]YgW i V`ZØf`Àf`a cf[YbX`]WYg`HfU]b]b[`Ua`bÅW ghYb`HU[
[YVYb`_Ubb`"K Y]hYfY`Ghi X]Yb`VYghfY]hYb`X]Y`dchYbn]Y`Yb`J cfhY]`Y
XYg`bÅW h]WYb`9ggYbg`i bX`VY`Ui dhYbž`XUgg`X]Y`< cfa`cbYž`X]Y
X]Y`GÅh][i b[`ghYi Yfbž`gdÅhYf`Ua`HU[``Ub[gUa`Yf`k YfXYbž`UVYf
X]Y` : cfgW i b[`Uh`Yf[YVYbž`XUgg`Y]b`_`Y]bYf`GbUW`j cf`XYa
GW`UZYb[Y`Yb`]b`CfXbi b[`]gh`VYgcbXYfg`k Ybb`Àf`<i b[Yf
ÀfYb`GW`UZ`Xi fWY]bUbXYf`Vf]b[Yb`_ØbbhY"

A]h`Y]bYa`_bi ffYbXYb`A U[Yb`]bg`6Yh`ni`[Y`Ybž`_Ubb`XUg
9]bgW`UZYb`YfgW k YfYb`cXYfž`gW`]a`a Yf`bcW ž`X]Y`J Yfgi W i b[
Yf\ ÒYbž`a]hYb`]b`XYf`B UW h`ni`YggYbž`k Ybb`XYf`<i b[Yf`XYb
GW`UZ`ghÒfh`ž`gU[h`<YUh`Yf`A Ub[]Yf]ž`F 8ž`Y]bY`j ca`J cfghUbX
nYfh]Z]n]YfhY`GdYn]U`]gh]b`ZØf`GdcfhYfbÅ\fi b[`i bX`GdfYW Yf`XYf
5_UXYa`jY`ZØf`9fbÅ\fi b[`i bX`8]ÅhYh]_"

8Yf'GW`ØggY`]ghž'X]Y'?'ca V]bUh]cb'Ui g'DfchY]b'i bX'Y]b'k Yb][
?c\`Yb\mXfUhYb'ni `hfYZZYb.'k]Y'XUg'B UgWYb'j cb'BØggYb'cXYf
[f]YW.]gWYa `æ[\i fh'i bX'XUg'?ca V]b]YfYb'a]h'C Vgh'cXYf
; Ya ØgY"fl@YgYb'G]Y'k Y]hYfž'i a `a Y\`ØVYf'X]Y'gW`YW`hYghYb'i bX
VYghYb'@VYbga]hhY`j cf'XYa `GW`UZYb[Y\Yb'cXYf'gdÅh]b'XYf
BUW`h'ni `YggYb"Ł`

@YhnhYbX`]W`ž'gU[Yb': cfgW`Yfž'_ca a h'Yg'VY]'ΔfYb'bÅW`h]W`Yb
9gg[Yk c\`b\Y]hYb'XUfUi Z'Ubž'g]W`gY'Vgh'ni `_cbhfc``]YfYbž'k Ybb
Yg'XUfi a `[Y\hž'bU\`f\UZhY'9bhgW`Y]Xi b[Yb'ni `hfYZZYb" 8]Y
@VYbga]hhY`VYgW`fÅb_i b[`VY]a `A YbgW`Yb'k]fX'j]Y`k Yb][Yf
_cbhfc``]Yfh'i bX`\Åb[h'a Y\`f'j cb'XYf'5i ŽfYW`hYf\U`hi b[`Y]bYf
[Ygi bXYb'! a k Y`hi bX'XYf'K]`Ybg_fUZh'UV` `Yhk Ugž'k ca]hj]Y`Y
A YbgW`Yb'ni `_Åa dZYb`\UVYb ž'gU[h'A Ub[]Yf]" ð'XYb
5VYbXghi bXYb'k YfXYb'X]Y'a Y]ghYb'A YbgW`Yb'i b_cbhfc``]YfhYg
9ggYb'ni [VYbž'XU'X]Y'5fVY]h'Yf'YX][h']gh'i bX'Yg'NY]h']ghž'g]W`ni
YbhgdUbbYb" `

A UbW`a U`]gh'Yg'YXcW`i bgYfY'Y]bn][Y`K U\`ž'gdÅh]b'XYf'BUW`h
ni `YggYb"6Y]'Åb[YfYb'5fVY]hgnY]hYb'i bX'J YfdZ]W`hi b[Yb'bUW`
XYf'5fVY]h'XYb_h'a Ub'Ub'a UbW`Yb'HU[Yb'b]W`h'Y]ba U`Ubg
5VYbXYggYb'V]g`&\$'l \f"8]Y'[i hY'BUW`f]W`hž'gc'A Ub[]Yf]ž']ghž
XUgg'Yg'k Yb][Yf'XUfi a `[Y\hž'k Ubb'a Ub']gghž'U`g'j]Y'a Y\`f
XUfi a ž'k Y`W`Y`@VYbga]hhY`Ui Z'Y]bYa `g]bX'D`UhhY"

<]Yf']ghž'k Ug'G]Y'VYUW`hYb'gc``hYbž'k Ybb'G]Y'bUW`hg'YggYbž'i bX
k Y`W`Y`@VYbga]hhY`G]Y'Ua `VYghYb'j cf'XYa `GW`UZYb[Y\Yb
YggYb'gc``hYb"

.

``8]Y'VYghYb'@VYbga]hhY`j cf'XYa
GW`UZYb[Y\Yb`

- 6YZc`[Yb'G]Y'X]Y`' \$!' \$!F Y[Y`. '5_h]j Y`† b[Y': fUi Ybž
X]Y'Yhk U`' \$'A]bi hYb'j cf'XYa `GW`UZYb[Y\Yb`' \$'; fUa a
DfchY]b'ni `g]W`bU\`a Ybž'Yf'YVhYb'_Y]bY'bY[Uh]j Yb
GhcZk YW`gY`YZZY_hYž'VYf]W`hYh'XUg'6f]h]g\`æi fbU`cZ

Bi hf]h]cb""HUhgÅW`jW`VUi hY`DfchY]b`j cf`XYa
GW`UZYb[Y\Yb`A i g_Y`b`]b`Y]bYf`Gh X]Y`Ub`?fUZhfU]b]b[g!
A ÅbbYfb`Ui Z`i bX`9I dYfhYb`[`Ui VYbž`XUgg`XUg`; `Y]WXY`ZØf
: fUi Yb`[Y`hYb`k ØfXY""8 Ug`DfchY]b`gc`hY`Ui g`? UgY]b`]b
A`jW`dfcXi _hYb`k]Y`<ØhhYb`_ÅgY`ghUa`a Yb`fY]bY`HUggY
Ybh\Å`h`Yhk Ug`k Yb][Yf`U`g`' \$`; fUa`a Ł`'9g`]gh`Ub[gUa
j YfXUi`jW`i bX`a UW`h`G]Y`gUhž`c`bY`XYb`6`i hni W_Yf`]b
X]Y`<Ø\Y`ni`hfY]VYb`"fØg`]gh`Yfk Å`bYb`gk Yfh`K Ybb`G]Y
bcfa`U`Yfk Y]gY`bUW`XYa`5VYbXYggYb`_Y]bYb`GbUW`ni
g]W`bY`a Ybž`U`h`Yg`k U`fgW`Y]b`jW`_Y]bYb`J cfhY]`ž`j cf
XYa`GW`UZYb[Y\Yb`Y]bYb`dfchY]bYfY]WXYb`GbUW`
`]bni ni ZØ[Yb`Ł

- : Ø[Yb`G]Y`Y]b][Y`? c\`Yb`mXfUhY`ZØf`GW`UZj cfhY]`Y
`]bni`K Ybb`G]Y`DfcV`Ya`Y`VY]a`9]bgW`UZYb`UVYbž
ZØ[Yb`G]Y`ΔfYa`DfchY]bgbUW`_Y]bY`_Y]bY`A Yb[Y
[Ygi bXYf`?c\`Yb`mXfUhY`_]bni ž`k Ybb`G]Y`j cf`XYa
GW`UZYb[Y\Yb`YggYbž`k]Y`Y]bY`U`VY`GW`Y]VY
Jc`_cfbhcUgh`cXYf`Y]b`dUUF`K Y]bhfUi VYbž`gU[h`Gi`gUb
?`Y]bYfž`D`"8"ž`A]h[`]YX`XYg`G`UdY`6fU]b`Hfi ghž`F`8`5i`hcf
j cb`H`Y`BYk`Dck Yf`9Uh]b[""8]YgY`_ØbbYb`XYa`?ØfdYf
Y`ZYbž`X]Y`YggYbh]Y`Y`5a`]bcgÅi fY`Hfmdhcd`Ub`]b`XUg
; Y`]fb`ni`hfUb`gdcfh]YfYbž`i`a`GYfchcb]b`ni`dfcXi`n]YfYbž
Y]bYb`BYi fchfUbga`]hhYfž`XYf`XYb`GW`UZ`ZØfXYfh"

""8]Y`gW`YW`hYghYb`@YVYbga`]hhY`j cf`XYa
GW`UZYb[Y\Yb`"

- J Yfn]W`hYb`G]Y`Ui Z`ZYhh!`i`bX`ni W_YffY]W`Y
@YW_YfY]Yb.`8]Y`gW`YW`hYghYb`@YVYbga`]hhY`ž`X]Y`G]Y`j cf
XYa`GW`UZYb[Y\Yb`YggYb`_ØbbYbž`g]bX`fY]W`Ub`Y`h
cXYf`Ni W_Yfž`gU[h`?`Y]bYf.`Y`hYfY]W`Y`@YVYbga`]hhY`
VfUi WXYb`Ub[Yž`i`a`j YfXUi`hni`k YfXYbž`i`bX`Ni W_Yf
Yf\Ø`h`ΔfYb`6`i hni W_Yfž`k Ug`VY]XYg`XYb`GW`UZ`ghØfYb
_Ubb"
- , VYfXYb`_Yb`G]Y`X]Y`A`c`_Y.`A`c`_YbdfchY]b`j Yfi fgUW`h

⌘gi `]bgd]hnYbž`X]Y`G]Y`YVYbZU`g`k UW` \U`hYb`_ÒbbhYbž
gU[h`?`Y]bYf"

- G\ bY]XYb`G]Y`X]Y`? c\`Yb`mXfUhY.` K Ybb`XUg
5VYbXYggYb`i a`&\$`l`f`]gh`i bX`X]Y`G\`UZybgnY]h`nk Y]
Ghi bXYb`gd`hYf`]ghž`gc`hY`X]Y`A U\`nY]h`_Y]bYf`gY]b`i bX
k Yb][Yf`? c\`Yb`mXfUhY`Ybh`U`hYb` ž`gU[h`A Ub[]Yf]"
 <U`hYb`G]Y`g]W`Ub`Y]bY`Dcfh]cb`a U[YfYg`DfchY]b`i bX
ZØ`Yb`G]Y`g]W`a`]h`; Ya ØgYž`XUa`]h`G]Y`ΔfYb
B`À`fghc`ZVYXUfZ`c`bY`U`X]Y`b`W`h]W`Yb`? U`cf]Yb`XYW`Yb
_ÒbbYb"

8YhU]`g

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