

8]Y`)'k]W\ h][ghYb`7fcgg!HfU]b]b[!
K cf_c i hgž`X]Y`U`Y`@Ài ZYf`VfUi W\ Yb

7fcgg!HfU]b]b[`G]Y`k]ggYbž`XUgg`Yg`i bUVX]b[VUf`]ghž`k Ybb`G]Y`XUfUi Z`UVn]Y`Ybž`ÀfY`@Ui ZY]ghi b[`ni`ghY][Yfbž`UVYf`X]Y`9]bnY`\Y]hYb`_ÒbbYb`Yhk Ug`j YfgW\k ca`a Yb`gY]b`"<]Yf`]gh`U`gc`Àf`N]Y`.`G]Y`a`ÒW\hYb`A`i g_Y`b`Ui ZVUi Ybž`X]Y`G]Y`bcfa`U`Yfk`Y]gY`VY]a`@Ui ZYb`b]W\h`j Yfk`YbXYb`k ØfXYbž`i bX`ÀfY`UYfcVY`?UdUn]h`ÀhghY][Yfb`ž`gU[h`<Uffm`D]bcž`D\`8`ž`Y]b`HfU]b]b[gd\mg]c`c[Y`Ua`Gdcfhg`DYfZcfa`UbW`7YbhYf`XYf`BM`@Ub[cbY`"8Ug`k]fX`X]W\`YhnhYbX`]W\`gW\`bY`Yf`i bX`YZZ]n]YbhYf`Ui Z`XYf`GhfU`»Y`cXYf`Ui Z`HfU]`g`a`UW\Yb`"8Yf`Y\`Yfž`XYb`j]Y`Y`@Ài ZYf`a`UW\Ybž`]gh`7fcgg!HfU]b]b[`c`bY`_`UfY`F]W\hi b[ž`U`gc`j YfVf]b[Yb`g]Y`NY]h`ja`:`]hbYggghi X]cž`c`bY`:`cfhgW\f]hY`ni`a`UW\Ybž`gU[h`Yf`"K]f`_ca`a Yb`Ui Z`XYb`Di b_h`/ Ua`d^Y`"d`/



7fcgg!HfU]b]b[`G]Y`k]ggYbž`XUgg`Yg`i bUVX]b[VUf`]ghž`k Ybb`G]Y`XUfUi Z`UVn]Y`Ybž`ÀfY`@Ui ZY]ghi b[`ni`ghY][Yfbž`UVYf`X]Y`9]bnY`\Y]hYb`_ÒbbYb`Yhk Ug`j YfgW\k ca`a Yb`gY]b`"<]Yf`]gh`U`gc`Àf`N]Y`.`G]Y`a`ÒW\hYb`A`i g_Y`b`Ui ZVUi Ybž`X]Y`G]Y`bcfa`U`Yfk`Y]gY`VY]a`@Ui ZYb`b]W\h`j Yfk`YbXYb`k ØfXYbž`i bX`ÀfY`UYfcVY`?UdUn]h`ÀhghY][Yfb`ž`gU[h`<Uffm`D]bcž`D\`8`ž`Y]b`HfU]b]b[gd\mg]c`c[Y`Ua`

Gdcfhg`DYfZcfa UbWV`7YbhYf`XYf`BM`@Ub[cbY"" 8 Ug`k]fX`X]WV
`YhnhYbX`]WV`gWVbY`Yf`i bX`YZZ]n]YbhYf`Ui Z`XYf`GhfU»Y`cXYf`Ui Z
HfU]`g`a UWVYb" `8Yf`Y`Yfž`XYb`j]Y`Y`@Ai ZYf`a UWVYbž]gh`7fcgg!
HfU]b]b[`c`bY`_`UfY`F]WVhi b[ž`U`gc`j YfVf]b[Yb`g]Y`NY]h]a
:]hbYggghi X]cž`c`bY`c fghWVf]hhY`ni `a UWVYbž`gU[h`Yf`"K]f
_ca`a Yb`Ui ZXYb`Di b`h`i bX`UVYb`X]Y`k]WVh][ghYb`K cf`ci hg
[YZ bXYbž`X]Y`AbYb`Y`ZYbž`Ab[Yf`ni `V`Y]VYb`i bX`ghAf`Yf`ni
k YfXYb"

""? fUZhhfU]b]b[``

@Ub[ghfYW_Yb`Ai ZYf`[Yk`O`bYb`g]WV`XUfUbž`VY]a`@Ui ZYb`bi f
VYgh]a`a hY`A`i g_Y`b`ni`U_h]j]YfYbž`gcXUgg`g]Y`b]WVh`XUg`j c`Y
DchYbn]U`U`Yf`]fYf`A`i g_Y`b`ni gUa`a Yb`bi hnYb`ž`gU[h`?mY
6UfbYgž`D`"8`ž`Y]b`HfU]b]b[gd`mg]c`c[Y`Ub`XYf`fUbX`J U`Ym`GhUhY
I b]j Yfg]hm]b`A]WV][Ub"" K]XYfghUbXghfU]b]b[`nk]b[h`X]WV`XUni ž
a Yf`A`i g_Y`b`ni gUa`a Ybni n]Y`Yb`cXYf`ni`bi hnYb" `K Ybb
@Ai ZYf]bbYb`bYi b`K cWVYb`Ub[`nk Y]`gWV`k YfY
K]XYfghUbXghfU]b]b[gY]b`Y]hYb`dfc`K cWVY`UVgc`j]YfYb`i bX`GÀhnY
a]h`C`VYf`_`ØdYfØVi b[Yb`k]Y`6Ub`_XfØW_Yb`i bX
I bhYf`_ØdYfØVi b[Yb`k]Y`Gd`]h`Gei Uhg`Ui gZØ`fYbž`j YfVYggYfb`g]Y
]\fY`)!_a`!NY]h`i a`(`ž`DfcnYbh`fXUg`]gh`k]Y`F`Ug]YfYb`%`A]bi hYž`&\$
GY_i bXYb`bUWV`Y]bYf`\$!a]bØh][Yb`9bXnY]hž`ZUbX`6UfbYg
FYWVYfWVY`YfUi g`"I bX`XU`@Ai ZYf`XUni`bY][Ybž`XYb`E`i UXf]nYdg
ni`Xca]b]YfYbž`]gh`?fUZhhfU]b]b[`Y]bY`Y`Y[Yb`Y]hž`g]WV`Ui Z`X]Y
; YgÀ»a`i g_i`Uhi`f`ni`_cbnYbhf]YfYb"" 8]Y`YgÀ»a`i g_Y`b`g]bX`XYf
[fØ»hY`A`i g_Y`]a`?ØdYfž`U`gc`g]bX`g]Y`hUhgÀWV`]WV`Y]bY`XYf
k]WVh][ghYb`@Ui Za`i g_Y`b`ž`gU[h`6UfbYg"

K Ybb`k]f`X]YgY`ni a`5i g`ØgYb`i bX`cfXbi b[g[Ya`À»Yb
: i b_h]cb]YfYb`Vf]b[Yb`_ØbbYbž`k YfXYb`G]Y`Y]WVh
@Y]ghi b[gj YfVYggYfi b[Yb`ZYghghY`Yb" `6Yk Y[i b[Yb`k]Y
?b]YVYi [Yb`i bX`?fYi n`YVYb`Y][bYb`g]WV`Yfj cffU[YbXž`i a`AbY
; YgÀ»a`i g_Y`b`i bX`?b]YgY`bYb`ni`hfU]b]YfYb""5i »YfXYa
Ya`dZ]Y`h`D]bcž`g]WV`b]WVh`Ub`YfÀhY`]a`:]hbYggghi X]c`ni`k YbXYbž
gcbXYfb`g]WV`Ub`ZfY]Y`Yk]WVhY`ni`U`hYb""8UXi fWV`_ØbbYb`G]Y

a Y\ f' Æ fYf' Fi a dZa i g_i `Uhi f' U_h]j]YfYb' i bX' Æ f'; `Y]W\ [Yk]W\ h
 \YfUi gZcfXYfb" "fk]Yf']gh'Y]b' ? fUZhfU]b]b[gdfc[fUa a 'gdYn]Y` `ZØf
 @Ài ZYf" Ł'

`` `D]`UhYg`

9]b' ghUf_Yf' ? Yfb' k]fX' Æ bYb' \Y`ZYbž' hmd]gW\Y': U`ghf]W_Y'fk]Y`XUg
ni` ghUf_Y`8fY\Yb' Æ fYg'6YW_Ybg'VY]a` ; Y\YbŁ'ni` j Yfa Y]XYbž'X]Y
 Æ fY`9ZZ]n]Ybn`VYY]bhfÅW\h][Ybž'gU[h'D]bc" "<]Yf' _ca a h'D]`UhYg`]bg
Gd]Y` `` D]`UhYg`gdf]W\h'XYb'[YgUa hYb' ? Yfb'Ub' `b]W\h'bi f'XYb
 [YfUXYb'6Ui W\ a i g_Y`ž'gcbXYfb'X]Y'h]YZfYb' A i g_Y`b ž'gU[h'ž`]Y
9f]W_gcbž'Y]bY`nYfh]Z]n]YfhY`D]`UhYg!` i bX`Mc[U`Y\ fYf]b']b'6cghcb"
6Yk Y[i b[Yb'k]Y`X]Y`8cddY`VY]bXY\bi b[`i bX`X]Y`<i bXYfhYf
g]bX`VYgcbXYfg[i h[YY][bYhž'i a`X]Y'h]YZghYb'6Ui W\ a i g_Y`b
\YfUi gni ZcfXYfb" "9]b][Y`D]`UhYg! , Vi b[Yb'hfU]b]YfYb'Ui W\X]Y
 Æ bYbgY]hYb'XYf'C VYfgW\Yb_Y`ž'X]Y`VY]`@Ài ZYfb'gW\k UW\`gY]b
_ØbbYbž'gU[h'9f]W_gcb.` Æ fY`]bbYfYb'C VYfgW\Yb_Y`a i g_Y`b
ghØhnYb`XUg' ? b]Y`K Ybb'G]Y`g]Y`U`gc`ghÅ_Ybž'gW\ØhnYb'G]Y`g]W\
j cf`J Yf`Yhni b[Yb' i bX`Yf`Y]W\hYfb'gW\ bY`Y`F]W\hi b[gk YW\gY`ž'k]Y
Ui Z`ZY`g][Yb'DZUXYb" `Gc[Uf`Y]bYb'Gd]Y`d`UhnVU` `ni`bY\ a Yb' i bX
]\b`nk]gW\Yb`XYb'C VYfgW\Yb_Y`b`ni`ei YhgW\Ybž'k Å\ fYbX`G]Y
BYhZ]I`gW\Ui Ybž'_Ubb'\Y`ZYbž'gU[h'g]Y"fi Øf`Y]bYb'Å\b`]W\Yb
9ZY`_hj Yfgi W\Yb'G]Y`X]YgYg`GhUb[YbhfU]b]b[`ZØf`@Ài ZYf" Ł'

`` `D`mc a`Yhf]gW\Yg`HfU]b]b[``

D`mcg`cXYf`YI d`cg]j Yg' ? fUZhfU]b]b[ž'XUg`GdfØb[Y`VY]b\U`hYhž'g]bX
XYf`GW\`ØggY`ni a`5i ZVUi`j cb` ; YgW\k]bX][_Y]hž'k]Y`Y]bY
U_hi Y`Y`Ghi X]Y`ja` ¤i fbU`cZ`GhfYb[h\`UbX`7cbX]h]cb]b[`F YgYUfW\
Yf[UV" "5`g`X]Y': cfgW\Yf`Y]bY'; fi ddY`j cb`@Ài ZYfb'a]h'\fYa
ØV`]W\Yb`HfU]b]b[`ZcfhZU\ fYb` ``Y» Ybž'K]XYfghUbXg!` i bX
d`mc a`Yhf]gW\Y` , Vi b[Yb`\]bni ZØ[hYb'cXYf' ? fUZhfU]b]b[
\]bni ZØ[hYbž'fYXi n]YfhYb`X]Y`@Ài ZYf']b`XYf'D`mc! ; fi ddY`]`fY`" !_a !
NY]hYb`f_l_bUdd`&`A Y]YbŁ`Ua`ghÅf_gYb` `i a`&`DfcnYb'h'bUW\`%&
K`cW\Yb" "8]Yg`]gh`ZØf`@Ub[ghfYW_Yb`Ài ZYf'j cb'6YXYi hi b[ž'XU`Yg
Y]bY`J YfVYggYfi b[`]\fYf`@Ui ZØ`cbca]Y`nY][h ž'gU[h
Ghi X]YbUi hcf]b`G]j]U`GYXUbc`7Ua`dcž'D\ "8" "8 Ug`VYXYi hYhž'XUgg
G]Y`Xi fW\`X]Y`GhY][Yfi b[` Æ fYf`A UI]a U`_fUZh`Xi fW\

d`mca Yhf]gWXYg`HfU]b]b[`gWxbY`Yf`Ui ZYb`_ÖbbYbž`c\by
ni gÄhn`]WXYb`?fUZghcZZj YfVfYbbYb`ni `a ØggYbž`gU[h`g]Y"
?cbyYbhf]YfYb`G]Y`g]W`Ui Z`cf]ncbhU`Y`GdfØb[Y`k]Y`XYb
K Y]hgdfi b[`Ui g`XYa`GhUbX`i bX`XUg`J cfk Äfhggdf]b[Yb`cXYf
Gdf]b[Yb`" 8]YgY`g]bX`YZZ`_hj Yfž`i a`X]Y`@Ui ZÖ`cbca]Y`ni
j YfVYggYfbž`XU`g]Y`]b`X]fY`_hYa`Ni gUa`a Yb`Ub[`a]h`XYf
GWf]hh`Äb[Y`ghY`Yb`ž`gU[h`GYXUbc`7Ua`dc`": c`[Yb`G]Y`XUbb
`YXYa`GUhn`j cb`D`mcg`a]h`Y]bYa`gWxbY`Yb`Gdf]bhž`i a
g]WXYfni ghY`Ybž`XUgg`X]Y`?fUZj YfVYggYfi b[Yb`]b`Y]bY`YWXhY
6Yk Y[i b[`ØVYfhfU[Yb`k YfXYb`"

``Mč[U`

@Äi ZYf`bY][Yb`XUni ž`\Äi Z][`bUW`i bhYb`ni`gWUi Ybž`k Ug`]\fY
GW`i`hYfb`bUW`j cfbY`fi bXYh`i bX`X]Y`J cfXYfgY]hY`XYg`?ÖfdYfg
UVgW`]Y» hž`UVYf`XUg`DfU`_h]YfYb`j cb`Mč[U`_Ubb`X]YgY
DfcV`Ya`ncbYb`ÖZbYbž`gU[h`9f]W`gcb`" K Ybb`G]Y`ÄfY
?ÖfdYf\U`hi b[`j YfVYggYfb`i bX`g]W`XUfUi Z`hfU]b]YfYbž`VY]a
@Ui ZYb`bUW`j cfbY`ni`gWUi Ybž`k]fX`ÄfY`6fi gh`Yfk Y]hYfhž`gcXUgg
G]Y`VYggYf`Uha Yb`_ÖbbYb`ž`gU[h`g]Y`"8]Y`Yf\Ö`hY
Gui YfghcZZni Ž`\f`ni`ÄfYb`A`i g_Y`b`_Ubb`k]YXYfi a`ÄfY
@Y]ghi b[gŽ`\][_Y]hj YfVYggYfb`"?f]Y[Yf`=i bX`?f]Y[Yf`⇒X]Y`]b`XYb
a Y]ghYb`Mč[U!`?i fgYb`\Äi Z][`Xi fW[YZØ`fh`k YfXYbž`g]bX
[fc»Ufh][Y`6fi ghÖZbYf`"l bX`X]YgY`5bgdUbbi b[ž`X]Y`G]Y`]b`ÄfYb
?b]YgY`bYb`i bX`<ØZhYi [Yfb`gdØfYb3`J]Y`Y`5gUbUg`gdfYWX`Yb
X]YgY`6YfY]WXY`Ubž`UVYf`9f]W`gcb`a U[`VYgcbXYfg`X]Y`g]hnYbXY
J cfk ÄfhgVYi [Y`i bX`XYb`g]WXY`ZÖfa][Yb`5i gZU`gWf]hh`"l a`ÄfYb
<Ua`a]Yg`ni gÄhn`]WXY`5i Za Yf_gUa`_Y]hni`gWYb`_Yb`"fGWUi Yb
G]Y`g]W`i bgYfY`%%`k YgYbh]WXYb`Mč[U!DcgYb`ZØf`@Äi ZYf`Ub`"Ł`

``Gd]bbYb`

I a`ÄfY`7UfX]c!`?UdUn]hÄh`c\by`ghfYgg][Yg`GhUa`dZYb`ni`ghY][Yfbž
]gh`\cW]bhYbg]j Yg`FUXZU`fYb`XYf`VYghY`K Y[ž`k]Y
I bhYfgi W`i b[Yb`]a`9i fcdYUb`æi fbU`cZGdcfhGW]YbW`nY][Yb`
Hf]Uh`YhYbž`X]Y`ØVYf`Y]bYb`NY]hfUi a`j cb`XfY]`K cWYb`gYW`g
\cW]bhYbg]j Y`≠hYfj U`!: U`ffUXg]hni b[Yb`fY]bgW`]Y»`]W`: ØbZ
A]bi hYb!Gdf]bhgŁ`UVgc`j]YfhYbž`j YfVYggYfhYb`]fY`)!_a`!@Ui ZnY]h

i a 'V]g'ni 'nk Y]'A]bi hYb'i bX'Yf\Ò\hYb']\fY'J C &a UI 'i a 'Yhk U'+
DfcnYbh''9]bY'Yf\Ò\hY'J C &a UI 'VYXYi hYhž'XUgg'G]Y''Àb[Yf
hfU]b]YfYb'_ÒbbYb' 'k]W\h][ž'k Ybb'G]Y'Y]b''Àb[YfYg'FYbbYb'k]Y
Y]bYb'A UfU\cb'VYYbXYb'a ÒW\hYb'' 5i gXUi Yfgdcfh'Yf'_ÒbbYb
VY]a 'HfU]b]b['ØVYf''Ub[Y'GhfYW_Yb'a]h[Yf]b[Yf' ðhYbg]hÀh
ghYW_Yb'V`Y]VYbž'UVYf'_i fnYž']bhYbg]j Y'6i fghg'VUi Yb'XUg
UbUYfcVY'GmghYa 'Ui Ž'XUg'Ui W\`VY]'5i gXUi Yfj YfUbghU'hi b[Yb
VYbÒh][h'k]fX ž'gU[h'Ghi X]YbUi hcf'B UfcU'9h YVUff]Už'D\ "8 "ž'Y]b
HfU]b]b[gd\mg]c`c[Y'Ub'XYf'I b]j Yfg]hÀh'j cb'7UbVYffU'j]b
5i ghfU']Yb''8]Y'5fVY]h'Ub' ÆfYa 'UbUYfcVYb'GmghYa 'k]fX' ÆbYb
\Y`ZYbž'9fa ØXi b['j cfni VYi [Yb''I bX'XYf'J cfhY]'`VY]a '< =H`VY]a
F UXZU\fyb']ghž'XUgg'Xi 'XY]bY'; Y`Yb_Y`Yb'hUghYghž'k Ybb'Xi 'a]h
XYa 'nk Y]! 'V]g'XfY]ZUW\Yb'? ÒfdYf[Yk]W\h'Ui Z'XYb'6cXYb
Ui ZdfU`ghž'k]Y'Yg'VY]a 'Gdf]bhYb'XYf': U``]gh"

8YhU]'g

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