

K Ufi a 'G]Y'≡fY'_]bYh]gW\Y'?YhhY'VY]a
HfU]b]b['VYfØW_g]W\h][Yb'gc`hYb

Œ'bUW\XYa ž'k]Y'VY[Y]ghYfh'G]Y'j cb':]hbYgg'g]bXž'gc`hYb'G]Y
VY]'XYf'D`Ubi b['≡fYg'HfU]b]b[g'XYg'HU[Yg'Y]bY'<UbXj c``
: U_hcfYb'VYfØW_g]W\h][Ybž'XUfi bhYf'X]Y'A i g_Y'[fi ddYbž'X]Y
'YXY', Vi b['hfU]b]YfYb'k]fXž'k]Y'g]Y'g]W\Ui Z'≡fY
<YfnZfYei Ybn'Ui gk]f_h'i bX'k]Y'j]Y'F i \YnY]h'G]Y'\UVYb'G]Y
k YfXYb'g]W\`nk]gW\Yb'XYb'GÅhnYb'[YVYb"5VYf'Yg'[]Vh'bcW\
Y]b'k Y]hYfYg'9`Ya Ybž'ØVYf'XUg'G]Y'j cf'i bX'k Å\fybX'≡fYf
GW\k Y]»g]hni b['bUW\XYb_Yb'gc`hYbž'Ui W\`k Ybb'G]Y'_Y]b
hchU'Yf'HfU]b]b[g!BYfX'g]bX.'≡fY'_]bYh]gW\Y'?YhhY'"<]Yf']gh
Y]bY'5i ZgW\`ØggY'i b['XYggYbž'k Ug'X]Y'_]bYh]gW\Y'?YhhY']gh
i bX'k]Y'g]W\j YfgW\]YXYbY'_]bYh]gW\Y'?YhhYbØVi b[Yb'Ui Z
≡fYb'?ØfdYf'Ui gk]f_Yb'`i bX'9f[YVb]ggY'"K Ug
/ Ua d^Y``d/



Œ'bUW\XYa ž'k]Y'VY[Y]ghYfh'G]Y'j cb':]hbYgg'g]bXž'gc`hYb'G]Y'VY]
XYf'D`Ubi b['≡fYg'HfU]b]b[g'XYg'HU[Yg'Y]bY'<UbXj c``: U_hcfYb
VYfØW_g]W\h][Ybž'XUfi bhYf'X]Y'A i g_Y'[fi ddYbž'X]Y'YXY', Vi b[
hfU]b]YfYb'k]fXž'k]Y'g]Y'g]W\Ui Z'≡fY'<YfnZfYei Ybn'Ui gk]f_h'i bX

k]Y`j]Y`Fi \YnY]h`G]Y`\UVYb`G]Y`k YfXYb`g]W`nk]gW`Yb`XYb
G`hYb`[YVYb`"

5VYf`Yg`[]Vh`bcW`Y]b`k Y]hYfYg`9`Ya Yb`h`ØVYf`XUg`G]Y`j cf`i bX
k `À\fybX`Àfyf`GW`k Y]»g]hni b`[`bUW`XYb_Yb`gc`hYb`ž`Ui W`k Ybb
G]Y`_Y]b`h`cH`Yf`HfU]b]b[g!BYfX`g]bX.`Àfy`_]bYh]gW`Y`?YhhY`<]Yf
]gh`Y]bY`5i ZgW`ØggY`i b`[`XYggYb`ž`k Ug`X]Y`_]bYh]gW`Y`?YhhY`]gh`i bX
k]Y`g]W`j YfgW`]YXYbY`_]bYh]gW`Y`?YhhYbØVi b`[Yb`Ui Z`Àfyb
?ØfdYf`Ui gk]f_Yb` `i bX`9f[YVb]ggY`"

.

`K Ug`]gh`X]Y`_]bYh]gW`Y`?YhhY`3`

9]bZUW`Ui g[YXfØW`h`]gh`X]Y`_]bYh]gW`Y`?YhhY`X]Y`XYYž`XUgg`Àfy
A i g_Y`b`ž; Y`Yb_Y`i bX`GY[a Yb`h`U`Y`a]hY]bUbXYf`j YfVi bXYb
g]bX` `g]Y`V]`XYb`Y]bY` ?YhhY` `ja`[Ub`nYb`?ØfdYf` `i bX`g]Y
UfVY]hYb`ni gUa a Yb`ž`i a`6Yk Y[i b[`ni`YfnYi [Yb`ž`gc`XYf
5a Yf]WU`b`7ci bW``cb`9I YfW`gY`f5`7`9E` 5`Yg`]gh`]b`Àfy`a`?ØfdYf
a]hY]bUbXYf`j YfVi bXYb`ž`i bX`k Ybb`G]Y`U`gc`Y]bYb`A i g_Y`
j Yfk YbXYb`ž`dUgg]Yf`h`bcfa U`Yfk Y]gY`Y]bY`?YhhYb`fYU`_h]cb`UbXYfYf
8]b[Y`ž`gU[h`<YU`h`Yf`5`"A]`h`cb`ž`A G`ž`F`7`9D`ž`7`G`7`G`ž`Y]bY`j ca
J cfghUbX`nYfh]Z]n]YfhY`_]b]gW`Y`HfU]b]b[gd`mg]c`c[]b`VY`]8Ug
Gdcfhg`DYfZcfa UbW`7Yb`hYf`XYf`BM` `@Ub[cbY`<YU`h`"

8Yb_Yb`G]Y`XUfUb`ž`k]Y`g]W``Àf`?ØfdYf`VYk Y[h`ž`i a`Y]bYb
6UgYVU`ni`k YfZYb.`G]Y`ghY`Yb`Àfy`:`Ø»Y`]b`XYb`6cXYb`ž`XUbb
YfnYi [Yb`Àfy`i b`hYfYb`9I hfYa]h`hYb`i bX`Àf`?Yfb`Y]bY`?fU`ž`X]Y
gW`]Y»`]W`Xi fW`Àfy`cVYfY`9I hfYa]h`h`ØVYfhfU[Yb`k]fX`ž
Y]bgW`]Y»`]W`Àfyg`K i fZUfa g`i bX`Àfyf`<UbX`ž`i a`g]Y
ZfY]ni [YVYb`XYf`6U`ž`Ui h`XYf`5a Yf]WU`b`5WUXYa micZD`mg]WU`
A YX]W]bY`UbX`FY`UV`]hUh]cb`"Àfy`_]bYh]gW`Y`?YhhY`Z`b`_h]cb]Yfh
gc[Uf`ž`k Ybb`G]Y`Àf`6Y]b`ja`G]hYb`ghfYW_Yb`ž`XU`g]W`Àfy`E i UXg
ni gUa a Ybn]Y`Yb`ž`i a`Àf`?b]Y[Y`Yb_Y`ni`ghfYW_Yb`ž`ZØ[h`A]`h`cb
`]bni`"

.

'''; YgW\`cggYbY`j g" `cZZYbY`_]bYh]gW\Y
?YhhYbØVi b[Yb`i bX`!VYk Y[i b[Yb`''

×XY`Y]bnY`bY`6Yk Y[i b[žX]Y`G]Y`Ui gZØ\ fYbž`_Ubb`Ybhk YXYf`U`g
[YgW\`cggYb` `cXYf` `cZZYb` `VYgW\ f]YVYb`k YfXYbž`Y`bUW\XYa ž`cV
XUg`X]ghU`Y`9bXY`XYf`_]bYh]gW\Yb`?YhhY`fUi W\`VY`_Ubbh`U`g`XYf`HY`
XYg`?ØfdYfgž`XYf`Ua` `k Y]hYghYb`j ca` `NYbhfi`a` `YbhZYfbh`]ghž
hmd]gW\Yfk Y]gY`X]Y`<ÀbXY`i bX` : Ø»YŁ`]gh`Ui h`579`Z]l]Yfh`cXYf`ZfY]
VYk Y[`]W\`''

''', Vi b[Yb`ni f`[YgW\`cggYbYb`_]bYh]gW\Yb`?YhhY`''

K`À\ fYbX`Y]bYf`[YgW\`cggYbYb`_]bYh]gW\Yb`?YhhYbVYk Y[i b[`]gh
XYf`X]ghU`Y`Di b`_h`Y]bYg`VYgh]a`a`hYb` ; `]YXYg`Ub`XYf`9fXY`cXYf
Y]bYa` `i bVYk Y[`]W\Yb`C`V`Y`_h`fKYb`_Yb`G]Y.`Y]bY`GhUb[Yž`Y]bY`D`mc!
6cl ž`Y]bY`A`UgW\]bYŁ`Z]l]Yfhž`gU[h`A`]`hcb`" `K`Ybb`G]Y`VY]gd]Y`gk Y]gY
Y]bYb`@]Y[YghØhn`Ui gZØ\ fYbž`g]bX` ÆfY`<ÀbXY`i bX` : Ø»Y`Ua` `6cXYb
j YfUb`_Yfhž`k`À\ fYbX`g]W\`XYf`F`Ygh`ÆfYg`?ØfdYfg`Ui Z`g]Y`ni` `i bX
j cb`]`bYb`k Y[`VYk Y[hž`Yf`_`Àfh`g]Y`" `æ` :]hbYggghi`X]c`_`ØbbhYb`G]Y
, Vi b[Yb`a`]h[YgW\`cggYbYf`_]bYh]gW\Yf`?YhhY`Ub[Y\Ybž`k]Y`ni`a
6Y]gd]Y`.

- ?fYi n\YVYb
- 6Y]bdfYggY`fUi Z`Y]bYf`\`cf]ncbhU`Yb`A`UgW\]bYŁ
- 5i`gZU``gW\ f]hh
- <cW\ n]Y\Yb
- <cW\XfØW`_Yb
- <cW`_Yb
- Hf]nYdg!8]d

, Vi b[Yb`a`]h[YgW\`cggYbYf`_]bYh]gW\Yf`?YhhY`g]bX
hmd]gW\Yfk Y]gY`ni`gUa`a`Yb[YgYhnhY`6Yk Y[i b[Ybž`k Ug`VYXYi hYhž
XUgg`g]Y`a`Y\ fYfY`A`i`g`_Y`b`i bX`X]Y`XUa`]h] YfVi bXYbYb` ; Y`Yb`_Y
fY`fi`h]YfYbž`gU[h`A`]`hcb`" `K`Ybb` Æf`N]Y`XUf]b`VYghY\hž` ÆfY
?ØfdYfni`gUa`a`YbgYhni b[`ni`j`YfVYggYfb`cXYf` Æf`?ØfdYfZYhhi
fYXi`n]YfYbž`gc``hYb`G]Y`a`Y\ f`ni`gUa`a`Yb[YgYhnhY`6Yk Y[i b[Yb
Ui`gZØ\ fYbž`XU`G]Y`XUbb`Y]bY`\`Ø\YfY`GhcZZk`YW\gY`fYU`_h]cb
Yf\U`hYb` ž`Yf`_`Àfh`g]Y`" `9g`k YfXYb`a`Y\ f`A`i`g`_Y`b`ZØf`X]Y

[Y[YVYbY`6Yk Y[i b[`fY_fi h]Yfhž`U`gc`k]fX`a Y\`f`9bYf[]Y
j YfVfUi W`h" `Ni a `6Y]gd]Y`k YfXYb`G]Y`b]W`h'gc`j]Y`Y`A i g_Y`b
UbnUdZYb` `i bX`Zc`[`]W`gc`j]Y`9bYf[]Y`j YfVfUi W`Yb` `i a `Y]bY
F i bXY`6Y]bghfYW_Yf`ni `UVgc`j]YfYbž`k]Y`G]Y`Yg`ZØf`Y]bY`F i bXY
?b]YVYi [Yb`hi b`k ØfXYbž`gU[h`A]`hcb`"

`C ZZYbY`_]bYh]gW`Y`? YhhYbØVi b[Yb`"

6Y]`c ZZYbYb`_]bYh]gW`Yb`? YhhYbVYk Y[i b[Yb`VYk Y[h`g]W`X`Yf
X]ghU`Y`Di b_h`Y]bYg`VYgh]a a hYb` ; `]YXg`ZfY]`]a `FUi a ž`UbghUhh`Ui Z
Y]bYa `ghUV]`Yb`C V`Y`_h`ni `fi `Ybž`gU[h`A]`hcb`"6Y]` , VYf`cdZ
Hf]nYdg!9I hYbg]cbg`XfØW_Yb`≡fY`<ÅbXY`ni a `6Y]gd]Y`X]Y`<UbhY`
bUW`cVYb`ni f`8YW_Y`i bX`gYb_Yb`g]Y`k]YXYf`Ui Z`≡fYb`?ØfdYf`UV`
Ni gUa a Yb`a]h`X]YgYf`6Yk Y[i b[ž`X]Y`XYb`Hf]nYdg`nYfa U`a hž
[Y\ØfYb`ni `XYb`_]bYh]gW`Yb` , Vi b[Yb`a]h`c ZZYbYf`? YhhY`."

- 6]nYdg!7i f`
- 6fi ghZ]Y[Y
- 6fi ghdfYggY
- 9gY`hf]hh
- 5XXi`_]cb`i bX`5VXi`_]cb`XYf`<ØZhY
- @Uhi [
- 6Y]bW`f`i bX`9I hYbg]cb
- Hf]nYdgj Yf`Åb[Yfi b[

≡a` ; Y[YbgUhn`ni `]\fYa` ; Y[YbghØW`VYUbgdfi W`Yb`c ZZYb_Yhh][Y
_]bYh]gW`Y`6Yk Y[i b[Yb`]a `5``[Ya`Y]bYb`Y]b`Y]bn][Yg` ; Y`Yb`_ž
gU[h`A]`hcb`"≡a` ; Y[Ybni[`fY_fi h]YfYb`g]Y`Ui h`579
bcfa U`Yfk Y]gY`bi f`X]Y`A i g_i`Uhi fž`X]Y`a]h`X]YgYa` ; Y`Yb`_
k Å\`fYbX`XYf`K]XYfghUbXgØVi b[Yb`j YfVi bXYb`]gh` , VYfgYhni b[.
?]bYh]gW`Y` , Vi b[Yb`a]h`c ZZYbYf`? YhhY`Y][bYb`g]W`Ua `VYghYb
ni a `gc`]YfYb`i bX`GhÅf_Yb`VYgh]a a hYf`6YfY]W`Y`XYg`?ØfdYfgž
k Ug`ZØf`6cXmVi]`XYf`i bX`DYfgcbYbž`X]Y`g]W`Y]bYf`D\mg]ch`YfUd]Y
i bhYfn]Y\Ybž`j cb`JcfhY]`gY]b`_Ubbž`gU[h`A]`hcb`" K Ybb`k]f`Ub
D\mg]ch`YfUd]Y`XYb_Ybž`k Ybb`G]Y`Ui ZX]Y`F`Y\UV]]hUh]cb`Y]bYg
VYgh]a a hYb` ; Y`Yb`_g`\]bUfVY]hYbž`_ØbbYb`G]Y`cZh`a]h
6Yk Y[i b[Yb`]b`c ZZYbYf`? YhhY`VY[]bbYbž`i a `g]W`Y`Ui ZX]YgYb
Y]bYb`VYgh]a a hYb`6YfY]W`ni `_cbnYbhf]YfYbž`VYj cf`G]Y`ni

_ca d`YI YfYb`6Yk Y[i b[Yb`b[YgW`cggYbYf`?YhhY`ØVYf[Y\Yb`ž
G]Y`Yf_`Àfh`

8YbbcW`Ži b_h]cb]YfYb`Y]b][Y` , Vi b[Ybž`X]Y`U`g`cZZYbY
?YhhYbVYk Y[i b[Yb`[Y`hYbž`U`g`ni gUa a Yb[YgYhhY`6Yk Y[i b[Yb
i bX`j Yfk YbXYb`a Y\fYfY` ; Y`Yb_Yž`gU[h`A]`hcb`"BY\`a Yb`G]Y`ni a
6Y]gd]Y`XUg`6Ub_XfØW_Ybž`VY]`XYa `X]Y`GW`i`hYf!`i bX
9`Vc[Yb[Y`Yb_Y`gck]Y`X]Y`8Y`hUa i g_Y`bž`Hf]nYdg`i bX
7cfUW`VfUW`U]`g!A i g_Y`b`Y]b[YgYhh`k YfXYbž`i a `XUg` ; Yk]W`h
bUW`5b[UVYb`XYf`BUh]cbU`5WUXYa micZGdcfhg`A YX]W]bY`ni f
8YW_Y`ni `XfØW_Yb`"8Ug`Y]»hž`X]Y`?`Ugg]Z]n]Yfi b[`Y]bYf` , Vi b[`U`g
`cZZYb`cXYf` [YgW`cggYb` []Vh`ΔbYb`b]W`h]a a Yf`Y]b
j c`gh`ÀbX][Yg`6]X`XYf`JcfhY]Y`XYf`6Yk Y[i b[ž`UVYf`g]Y`]gh]a
5`[Ya Y]bYb`Y]b`bØh`]W`Yf`@Y]hZUXYbž`Ui Z`XYb`G]Y`VY]`XYf
D`Ubi b[`ΔfYf`HfU]b]b[gY]b`Y]hYb`UW`hYb`gc`hYb`

`8]Y`JcfhY]`Y`XYf`6YfØW_g]W`h][i b[`XYf
_]bYh]gW`Yb`?YhhY`k`À\`fYbX`XYg`HfU]b]b[g`

HÀ[`]W`ZØ\`fYb`G]Y`gck c\`[YgW`cggYbY`U`g`Ui W`cZZYbY
_]bYh]gW`Y`?YhhYbVYk Y[i b[Yb`Ui gž`Y[U`cV`G]Y`X]Y`HfYddY
\]bUi Z[Y\Ybž] cb`XYf`7ci W`Ui ZghY\Ybž`Y]bY`8cgY`Ui Z`XUg
cVYfghY`FY[U`ΔfYf`GdY]gY_Ua a Yf`ghY`Yb`cXYf`]a `G]hYb`Y]b
gW`k YfYg`6i W`Ui Z\YVYb`Δf`GW`fY]Vh]gW`ž`gU[h`A]`hcb`"i bX
XYg\U`V]`gh`Yg`k]W`h][ž`VY]XY`5fhYb`j cb` , Vi b[Yb`]b`Δf
HfU]b]b[gdfc[fUa a `Ui Žni bY\`a Ybž`gU[h`g]Y`" K Ybb`Xi `Ub`XY]bY
:]hbYgg`XYb_g]fci h]bYQXYb_Yb`G]Y`XUfØVYf`bUW`ž`8]b[Y
Ui gni k`À\`Ybž`X]Y`XUni `ZØ\`fYbž`XUgg`G]Y`U`Ygž`k Ug`G]Y`]b`ΔfYa
hÀ[`]W`Yb`@YVYb`hi b`a ØW`hYbž`VYggYf`Ui gZØ\`fYb`_ØbbYb` ž`ZØ[h
g]Y`\]bni`

K Ybb`G]Y`Y]b` : fY]nY]hgdcfh`Yf`g]bXž`gc`hYb`G]Y`Ui W`ØVYf`Y[Ybž
k Y`W`Y`_]bYh]gW`Yb`?YhhYbØVi b[Yb`ΔbYb`\Y`ZYbž`ΔfYb`?ØfdYf`]b
ΔfYa `Gdcfh`Ua `VYghYb`ni `bi hYbž`gW`À[h`A]`hcb`]cf"
GcZhVU`gd]Y`Yf`gc`hYb`g]W`ni a `6Y]gd]Y`Ui Z` , Vi b[Yb
_cbnYbhf]YfYbž`X]Y`X]Y` K i fZ`!6Yk Y[i b[`bUW`U\`a Ybž`k]Y`n`6"

GWX`À[Y`a]h`Y]bYf`? UVY`gÀi`Yž`A YX]n]bVU`k ØfZY`cXYf
5i gZU`gWxf]hhY`a]h`F chUh]cbYbž`gU[h`g]Y`"

B UhØf`]Wx`gd]Y`Yb`Ui Wx`≡fY`dYfgØb`]WxYb`:]hbYggn]Y`Y`Y]bY`F c`Y`"
K Ybb`G]Y`j Yfgi WxYbž`XUg`6YghY`Ui g`≡fYa`]; Y`X`YfUi gni`c`Ybž`
_cbnYbhf]YfYb`G]Y`g]Wx`Yhk Ug`a Y`f`Ui Z`,`Vi b[Yb`a]h
[YgWx`cggYbYf`_]bYh]gWxYf`? YhhYž`X]Y`XYb`GhcZk YWx.gY`
hYbXYbn]Y``ghÀf`Yf`VY`UghYb`i bX`a Y`fYfY`A i g_Y`b`i bX`; Y`Yb_Y
ni a`5fVY]hYb`Vf]b[Ybž`gU[h`A]`hcb`" K Ybb`G]Y`6i fdYYgž
?b]YVYi [Yb`i bX`5i gZU`gWxf]hhY`a UWxYbž`k YfXYb`X]YgY`Y]bY
[Ubny`_]bYh]gWxY`? YhhY`VYUfVY]hYbž`UbghUhh`Y]bY`Y]bn][Y
A UgWx]bY`ni`j Yfk YbXYbž`VY]`XYf`G]Y`a Ø[`]WxYfk Y]gY`g]hnyb`i bX
Yk Y]`g`Y]b`? ØfdYfhY]`j Yfk YbXYb ž`Yf`_`Àfh`g]Y`"

H@/8 F.`9g`_ØbbhY`bØhn`]Wx`gY]bž`Y]b][Y`,`Vi b[Yb`a]h`cZZYbYf
?YhhY`ni`a UWxYbž`i a`Y]bYb`A i g_Y``ni`]gc`]YfYbž`XYb`G]Y`Ua
`ÀfhYghYb`hfU]b]YfYb`a ØWxhYbž`UVYf`XUbb`Ui Wx`Y]b][Y`XYf
6Yk Y[i b[Yb`a]h[YgWx`cggYbYf`? YhhY`Y]bni VYn]Y`Yb ž`gU[h
A]`hcb`" 9g[Y`h`XUfi a ž`XY]b`HfU]b]b[`k]f`]Wx`ni`cdh]a]YfYb`"

8YhU]`g

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