

K Ufi a 'H]U'A ck fm']\f'[fUi Yg'< UUf'U`g
GY[Yb 'Ub g]Y\h

6Y]'H]U'A ck fm'XfY\h'g]W\ 'U`Yg'XUfi a ž']\f'< UUf'ni 'ZY]Yfbž
VYgcbXYfg'k Ybb'Yg'[fUi 'k]fX""8]Y'GW\Ui gd]Y`Yf]b'YfnÅ\`hY
_Øfn`]W\ 'b'Y]bYa 'Y\f`]W\Yb'9ggUm'ZØf' ðGhm'Yž'k]Y'g]Y
[Y`Yfbh'\Uhž']\f'5i ggY\Yb']b'YXYf'@VYbYgd\UgY'ni ``]YVYb"
ð'Y]bYf'j cb'Yi fcdÅ]gW\Yb'GW\ Òb\Y]hgghUbXUfXg
Xca]b]YfhYb'K Y'h'Ui Zhi k UW\gYbž'c\`bY'g]W\ 'b'XYb'A YX]Yb
j YfhfYhYb'ni 'gY\Ybž'ZcfXYfhY'gY]bYb'Hf]Vi hž'Yf_`ÅfhY'g]Y"" 9g
[UV'Y]bZUW\ _Y]bY'6]'XYf'cXYf'8UfghY``i b[Yb'j cb
Ya UbXYa ž'XYf'k]Y']W\ 'Ui ggU\ 'gW\k UfnYg'A ÅXW\Yb'a]h
'cW_] [Ya ' < UUf""5`Ygž'k Ug]W\ 'gU\ž'k Uf'V`cbXYgž'[`UhhYg
< UUfž'V`Ui Y'5i [Ybž'k Y]» Y'< Ui h ž'gW\ f]YV'A ck fm''K]Y
Yi fcnYbhf]gW\Y'GW\ Òb\Y]hgghUbXUfXg'gW\k UfnYb': fUi Yb
gW\ UXYb'G]Y'Ybhk]W_Y'hY'Y]bY / Ua d^Y``]d/



6Y]'H]U'A ck fm'XfY\h'g]W\ 'U`Yg'XUfi a ž']\f'< UUf'ni 'ZY]Yfbž
VYgcbXYfg'k Ybb'Yg'[fUi 'k]fX""8]Y'GW\Ui gd]Y`Yf]b'YfnÅ\`hY
_Øfn`]W\ 'b'Y]bYa 'Y\f`]W\Yb'9ggUm'ZØf' ðGhm'Yž'k]Y'g]Y [Y`Yfbh'\Uhž
]\f'5i ggY\Yb']b'YXYf'@VYbYgd\UgY'ni ``]YVYb"

⌘Y]bYf'j cb'Yi fcdÀ]gWYb'GW Òb\Y]hgghUbXUfXg'Xca]b]YfhYb
K Y'h'Ui Zhi k UW\gYbž'c\by'g]W\]b'XYb'A YX]Yb'j YfhfYhYb'ni 'gY\Ybž
ZcfXYfhY'gY]bYb'Hf]Vi hž'Yf_`ÀfhY'g]Y"' 9g'[UV'Y]bZUW\ _Y]bY'6]'XYf
cXYf'8UfghY''i b[Yb'j cb'Ya UbXYa ž'XYf'k]Y'W\ 'Ui ggU\ '
gW\k UfnYg'A ÀXWYb'a]h'cW_[Ya ' < UUF"'5''Ygž'k Ug]W\ 'gU\ž'k Uf
V`cbXYgž['UhhYg' < UUFž'V'Ui Y'5i [Ybž'k Y]» Y' < Ui h ž'gWf]YV
A ck fm''

K]Y'Yi fcnybhf]gWY'GW Òb\Y]hgghUbXUfXg'gW\k UfnYb': fUi Yb
gW\UXYb

G]Y'Ybhk]W_Y'hY'Y]bY'bY[Uh]j Y'6Yn]Y\i b['ni ']\fYb' < UUFYb'i bX
['ÀhhYhY'g]Yž'i a 'g]W\]b'XUg'Y]bni ZØ[Ybž'k Ug'X]Y'; YgY`gW\UZh
XUa U'g'ZØf'gW\Òb\Y'hž'i bX']\f'k i fXY'[YgU[hž'XUgg']\f'cW_[Yg
< UUF'VY]'J cfgdfYWYb' Y]bY'5V'Yb_i b['gY]'' : Øf'a]W\ _Ua Yb
X]Y'6chgW\UZhYb'b]W\h'bi f'j cb'[YgY`gW\UZh]WYb'GhUbXUfXg'i bX
NY]hgWf]ZhYbž'g]Y'k i fXYb']b'a Y]bYa '6Yfi Z'[YÀi » Yfhž'U'g]W\ 'bi f
j Yfgi W\hYž'Y]bYb'æV'ni 'VY_ca a Yb ž'gWf]YV'g]Y"'fK Y]hYf'YgYb.
%%gW\k UfnY': fUi Yb'k YfXYb'VY]'J cfgghY''i b[g[YgdfÀWYb'Y\f']W\
ni 'bUhØf']WYa ' < UUFŁ'

⌘ghU[fUa '\U`ZA ck fm'YXcW\ž']\fY'DYfgdY_h]j Y'Ui Z'X]Y'GW Òb\Y]h
U'g'; Ubnyg'ni 'ÀbXYfb"' ⌘W\Z]b['Ubž'a Y\f'A ÀXWYb'k]Y'a]W\ 'ni
gY\Yb"'8Ug'\Y]» hž'Yg'[UV'X]YgY'YfghUi b']WY'; Ya Y]bgW\UZh'j cb
'cW_[Yb'A ÀXWYb'i bX'bi f'gW\k UfnYb': fUi Ybž'X]Y']b'YXYa '5'hYf
U''X]Y'j YfgW\]YXYbYb'HYI hi fYb'i bX': UfVYb']\fYf' < UUFY'ZY]YfhYb ž
Yf_`ÀfhY'X]Y'GW\k YghYf'GW\k YghYf'5'Ui b''

×hnhii a Ufa h'g]Y']\fY'g]W\ 'ghÀbX]['j YfÀbXYfbXYb'@cc_g"' ⌘W\
ZY]YfY'a Y]bY'9]bn][Ufh][_Y]hž']W\ 'ZY]YfYž'k Yf']W\]b'YXYf'D\UgY
a Y]bYg'@YVYbg'V]b ž'gWf]YV'g]Y"'I bX'ZØf'A ck fm'[Y\Øfh'XUni ž'X]Y
i bj Yfa Y]X']WYb'[fUi Yb' < UUFY'ni 'ZY]Yfbž'Yhk Ugž'k cfØVYf'g]Y']b
XYb'gcn]U'Yb'A YX]Yb'gY]h'Ub[Ya 'cZYb']gh''

⌘W\ '\UhhY'gW\cb']a a Yf'X]Y'5bg]W\hž'XUgg'Yg'Y]b'GY[Yb']ghž'U'h'ni
k YfXYb"'9g'[]Vh'hÀ['W\ 'gc'j]Y'Y'A YbgWYbž'X]Y'Yg'b]W\h'V]g'ni
XYa '5'hYf'gW\UZZYbž']b'XYa ']\fY' < UUFY'[fUi 'k YfXYb ž'Yf_`ÀfhY
A ck fm'' I bX'k Ybb']W\ 'a Y]bY'[fUi Yb' < UUFY'gY\Yž']gh'XUg

Y][Yb`h]W\`Y]b`GY[Yb`ž`k Y]`Yg`VYXYi hYh`ž`XUgg`]W\`Ä`hYf`k YfXY`i bX
[a a Yf`bcW\`Y]Yf`V]b" `

8]Y`[Ubni`NY]h`ž`]b`XYf`5bX]Y`A UW8ck Y``ØVYf`]\fY`9bhgW\Y]Xi b[ž
[fUi `ni`k YfXYbž`[YgdfcW\Yb`U`h

Hfchn`]\fYg`GY`Vghj`YfhfUi`Ybg`]b`6Yni`[`Ui`Z`]\fY`[fUi`Yb`<UUfY`
]bgVYgcbXYfY`U`g`Ya`UbXž`XYf`]b`XYf`2`ZYb`h]W\`Y]hghY`h`i`a`i`gg
A`ck`fm`]a`a`Yf`bcW\`a`]h`Ä`i`»`YfYa`i`8fi`W`i`a`[`Y`Yb`ž`i`a`g`]W\`Ub
hfUX]h]cbY`Y`GW`Öb`Y]hgghUbXUfXg`Ubni`dUggYb" `b`]\fYa`i`5i`ZgUhn
Ybh`Ø`h`Y`g]Yž`XUgg`Ya`UbX`VY]`XYf`5fVY]h`]\f`_Øfn`]W\`[`YgU`h
`UhhY`ž`g]Y`gc`Y`]\fY`[`fUi`Yb`<UUfY`VYXYW`Yb`ž`UVYf`g]Y`UhhY`X]Y
dYfZY`hY`5b`hk`cfh" `B`Y]b" `ÄW`k`YfXY`a`Y]bY`[`fUi`Yb`<UUfY
VY`U`hYb" `8Ug`]gh`bcfa`U`ž`XUg`dUgg]Yfh`ž`gW\`f]YV`g]Y"

5bghUhh`g]W\`j`cb`UbXYfYb`gU`Yb`ni`UggYb`ž`k`Ug`GW`Öb`Y]h`]ghž
YbhgW\Y]XYh`A`ck`fm`XUg`Y]VYf`gY`Vgh" `ÄW`XYZ]b]YfY`ž`k`Ug
GW`Öb`Y]h`ZØf`a`]W\`]gh"i`bX`ZØf`a`]W\`]gh`GW`Öb`Y]h
GY`Vghj`YfhfUi`Yb`ž`GW`Öb`Y]h`VYXYi`hYh`ž`g]W\`[`i`h`ni`ZØ`Yb`ž
GW`Öb`Y]h`i`a`ZUggh`U`Y`ÄfY`Y`Y`Yf`i`bX`GW`Öb`Y]h`]gh`5`hYfb`ž
gW\`f]YV`X]Y`(`(!`Ä`f]Y`Y"

Äf`F`Uh`ZØf`U`Y`ž`X]Y`a`]h`[`fUi`Yb`<UUfYb`i`bX`XYa`i`5`hYfb`]a
5``[`Ya`Y]bYb`ni`_Äa`dZYb`UVYb3`:`Ub`[`Yb`G]Y`Ub`ž`ÄfY`9bYf`[`Y
Ubni`bY`a`Yb`cXYf`ni`ni`UggYb`i`bX`X]Y`A`YbgW\Yb`]b`ÄfYa`F`Ui`a
ni`i`bhYfghØhnYb`ž`gW\`i`[`g]Y`j`cf" `9g`]gh`gc`k`]W\`h`[`ž`g]W\`Ui`Z`X]Y
A`YbgW\Yb`i`a`G]Y`Y`Yfi`a`ni`_cbnYbhf]YfYb`ž`X]Y`G]Y`XUVY]
i`bhYfghØhnYb`ž`]b`K`ØfXY`U`h`ni`k`YfXYb`ž`]a`:`Y`[`YbgUhn`ni`XYbYb`ž
X]Y`X]Yg`b]W\`h`hi`b" `

A`ck`fm`g`F`Uh`]gh`[`YbUi`f`]W\`h`[`"K`Ybb`G]Y`GW`k`]Yf`[`_Y]hYb`UVYb`ž
ÄfY`:`fUi`hÖbY`Ubni`bY`a`Yb`ž`bY`a`Yb`G]Y`Y]bY`GY]hY`Ui`g`]\fYa
6i`W\`i`bX`i`a`[`YVYb`G]Y`g]W\`a`]h`XYb`A`YbgW\Yb`ž`X]Y`G]Y`Y]YVYb`ž
Y`[`U`k`Y`W\Y`:`UfVY`cXYf`HYI`hi`f`Äf`<UUf`U`h" `8]YgY`@]YVY`ZØf`g]W\`
gY`Vgh`ni`Z]bXYb`ž`k`]fX`g]W\`Yf`Zc`[`Yb"

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