

7ca V]bc`c[m`DUfUW`gi g`Vf]b[h
]bbcj Uh]j Y`H\YfUd]Y`]b`X]Y`F Y[]cb

9bhXYW_Yb`G]Y`X]Y`]bbcj Uh]j Y`?ca V]bUh]cbgh\YfUd]Y
7ca V]bc`c[m`XYf`DUfUW`gi g` ; Ygi bX\Y]hgU_UXYa]Ybž`X]Y
bYi Y`A U»ghAVY`]b`XYf`?ca d`Ya YbhAfa YX]n]b`gYhnh"
9bhk]W_Y`h`Z0f`X]Y`6Y\UbX`i b[]j cb
5i hc]a a i bYf_fUb_i b[Yb`i bX`GhcZk YW`gY`gh0fi b[Ybž
j YfV]bXYh`X]YgY`H\YfUd]Y`k]ggYbgW`UZh]W`Y`9f_Ybhb]ggY
a]h`Yj c`i h]cbAfYb`Df]bn]d]Yb"@YgYb`G]Y`a Y`f`0VYf
[Ubn\Y]h]W`Y`5bgAhY`ni f`J YfVYggYfi b[`XYf
; Ygi bX\Y]hgj Yfgcf[i b[`i bX`ni f`FYXi _h]cb`j cb
; Ygi bX\Y]hg_cghYb"

B Yi Yf`5bgUhn`]b`XYf
; Ygi bX\Y]hgj Yfgcf[i b[.`8]Y`6YXYi hi b[]j cb
7ca V]bc`c[m`]b`XYf`a cXYfbYb`H\YfUd]Y

5a`&\$"5i [i gh&\$&(`[UVYb`X]Y`DUfUW`gi g
; Ygi bX\Y]hgU_UXYa]Ybž`Y]b`Z0fYbXYg`5i gV]`Xi b[g]bgh]hi`h`Z0f
BUhi f\Y`]i bXY`]b`9i fcdUž`XYb`GhUfh]j cb` 7ca V]bc`c[m
VY_Ubbh`8]YgY`]bbcj Uh]j Y`?ca V]bUh]cbgh\YfUd]Y`n]Y`h`XUfUi Z`UVž
YZZ`_hj Y`@0gi b[Yb`Z0f`_ca d`YI Y` ; Ygi bX\Y]hgdfcV`Ya Y`k]Y
5i hc]a a i bYf_fUb_i b[Yb`i bX`GhcZk YW`gY`gh0fi b[Yb
Ubni V]YhYb"8Yf` ; YgW`AZhgZ0f`Yf`A UfWC`]j Yf`9W_Ufh`ghY`h`Z0f
k Y]hYfY`Zcfa Uh]cbYb`ni f`J YfZ0[i b[ž`i a`X]Y`F Y`Yj Ubn`X]YgYf
bYi Yb`A Yh\cX]_`Z0f`H\YfUdYi hYb`i bX`DUh]YbhYb`ni
i bhYfghfY]W`Yb"

9]b`[fi bX`Y[YbXYg`5b`]Y[Yb`j cb` 7ca V]bc`c[m`]gh`Ygž`Y]bY
[Ubn\Y]h]W`Y`8]U[bcgY`i bX`6Y\UbX`i b[]j cfni bY`a Yb"8]Yg
[YgW]Y`h`Xi fW`X]Y`J YfV]bXi b[`bYi YghYf`k]ggYbgW`UZh]W`Yf
9f_Ybhb]ggY`a]h`Yj c`i h]cbAfYb`Df]bn]d]Yb"8Yf`a Yh\cX]gW`Y

5bgUhn'jXYbh]Z]n]Yfh'b]W'h'bi f'Gma dhca Yž'gcbXYfb'VYZUggh'g]W
j cf'U`Ya`a`]h'XYb'I fgUWXYb'j cb'9f_fUb_i b[Yb'"Gc`WXY
[Ubn\Y]h]WXYb'5bgÅhnY'g]bX'VYgcbXYfg'k]W'h][ž'XU'?fUb_\Y]hYb
k]Y'Hmd!%!8]UVYhYgž'A i`h]d`Y`G`_YfcgY`cXYf`W`fcb]gW
YbhmØbX']WXY'8Ufa Yf_fUb_i b[Yb']a`a` Yf`\Åi Z][Yf'X]U[bcgh]n]Yfh
k YfXYb"

9]b'k Y]hYfYf'5gdY_hž'XYb'DUfUW'gi g'a]h'XYa`bYi Yb'?cbnYdh
Ubgd]W'hž'g]bX'X]Y'ghY][YbXYb'; Ygi bX\Y]hg_cghYb']b
8Yi hgW`UbX"'8]Y'; YgUa`hUi`g[UVYb'ZØf'XUg'; Ygi bX\Y]hgk YgYb
VY`jYZb'g]W`&\$&&'Ui`Z'Yhk`U') \$\$`A`j`]UfXYb'9i`fc"'8]YgY
9bhk]W`_i b[`ghY`h]b`X]fY`hYa`Ni`gUa`a`Yb\Ub[`a`h'XYf`Ni`bU\`a`Y
W`fcb]gW`Yf'9f_fUb_i b[Yb"'`7ca`V]bc`c[m`_`ÖbbhY`XUni
VY]hfU[Ybž'X]Y`6Y`Ughi`b[Yb'XYg'; Ygi bX\Y]hggmghYa`g`ni
j`Yff]b[Yfbž']bXYa`dfÅj`Ybh]j`Y`A`U»bU\`a`Yb`i`bX`i`fgÅW`g`]WXY
H\YfUd]Yb`[YZØfXYfh'k`YfXYb"'8i`fW`X]Y`[Yn]Y`hY`GW`i`i`b[`j`cb
H\YfUdYi`hYb`k`]fX`j`Yfgi`W`hž'X]Y'; Ygi bX\Y]hg_cghYb`Ub[Zf]gh][`ni
fYXi`n]YfYb`i`bX`X]Y`E`i`U`hÅ`h'XYf'; Ygi bX\Y]hgj`Yfgcf[`i`b[`ni
j`YfVYggYfb"

8Yf`<]bhYf[fi`bX'ZØf'X]Y'9]bZØ\fi`b[`X]YgYf`H\YfUd]Y`]gh`b]W`h
i`bYf\YV`]W`.GY]h'XYb`%-`*\$Yf`X\YfYb'g]bX
5i`hc]a`a`i`bYf_fUb_i b[Yb'k`Y`hk`Y]h'ghUf`_`Ub[Ygh]Y[Ybž'i`bX`X]Yg
\Uh'a`i`h]d`Y`I`fgUWXYb"'J`YfÅbXYfi`b[Yb`]b`XYf`@VYb`gk`Y]gYž
9fbÅ\fi`b[`i`bX`I`a`k`Y`hVY`Ughi`b[Yb'g]bX`bi`f`Y]b][Y':`U`hc`fYbž'X]Y
ni`X]YgYf`VYgcf[`b]gYffY[YbXYb'9bhk]W`_i b[`VY]hfU[Yb"'9]b
h]YZ[Y\YbXYg'J`YfghÅbXb]g`X]YgYf`HfYbXg`]gh`Yb`hgW`Y]XYbXž'i`a
[YY][bYhY`dfÅj`Ybh]j`Y`i`bX`h\YfUdYi`h]gW`Y`A`U»bU\`a`Yb`ni
Yf[fY]Zb"

8i`fW`X]Y`U`_h]j`Y`5i`gY]bUbXYfgYhni`b[`a`h]Y`j`c`i`h]cbÅfYb
a`YX]n]b]gW`Yb`Df]bn]d]Yb`V]YhYh`7ca`V]bc`c[m`Y]bY
ni`_i`bZhgk`Y]gYbXY`DYfgdY`_h]j`Y`ZØf`H\YfUdYi`hYb"'8]YgY`bYi`Y
H\YfUd]Y`Zcfa`[Y\`h`XUj`cb`Ui`gž`XUgg`XYf`A`YbgW`XUg`nYbhfU`Y
9`Ya`Ybh'gY]bYf'; Ygi bX\Y]h]gh`i`bX`XUgg`X]Y`6YfØW_g]W'h][`i`b[
XYf`i`a`k`Y`hY]bZØggY`j`cb`a`U»[YV`]W`Yf`6YXYi`hi`b[`]gh"
H\YfUdYi`hYb`k`YfXYb`]b[`Yn]Y`hYb`A`U»bU\`a`Yb`[YgW`i`hž'X]Y
XUfUi`Z`UVn]Y`Ybž'X]Y`_ØfdYfY][YbYb`A`YW`Ub]ga`Yb`ni`f`

; Ygi bXYf\U`hi b[`ni `ghÅf_Yb"

A]h`XYf`9]bZØ\fi b[`j`cb` 7ca V]bc`c[m`i`bhYfghfY]W`h`X]Y
DUfUW`gi`g`; Ygi bX\Y]hgU_UXYa]Yb`]\fY`F`c``Y`U`g`A`Uf_hZØ\`fYf`]a
6YfY]W`X`Yf`B`U`h`i`f`Y`]_i`b`X`Y`i`b`X`g`Y`h`h`b`Y`i`Y`G`h`U`b`X`U`f`X`g`]b`X`Y`f`
H\YfUd]Y`U`i`g`V]`X`i`b[``8]Y`9]`c`i`h]cb`X`Y`f`H\YfUd]Y`_`cb`n`Y`d`h`Y`a`U`
U`g`Y`]b`N`Y`]W`X`Y`b`ZØ`f`X`]Y`5`b`d`U`g`g`i`b[`g`Z`Å`]\[`_Y]h`i`b`X`i`b`c`j`U`h]c`b`g`_`f`U`Z`h`
]a` `; Ygi bX\Y]hgk`Y`g`Y`b`]\b`h`Y`f`d`f`Y`h]Y`f`h`k`Y`f`X`Y`b`ž`k`c`X`i`f`W`i`D`U`h]Y`b`h`Y`b`
n`Y`b`h`f`U`Y`9`b`h`k`]W`_`i`b[`Y`b`ni`[`i`h`Y`_`ca`a`Y`b`_`Ø`b`b`Y`b`"

: Øf`k`Y`h`Y`f`Y`i`b`Z`c`f`a`U`h]c`b`Y`b`i`b`X`Y`]b`Y`i`a`Z`U`g`g`Y`b`X`Y`D`Y`f`g`d`Y`_`h]j`Y`U`i`Z`
X]Y`b`Y`i`Y`i`U`W`U`i`g`V]`X`i`b[`i`b`X`X`Y`f`Y`b`5`b`k`Y`b`X`i`b[`Y`b`_`Ø`b`b`Y`b`
b`h`Y`f`Y`g`g]Y`f`h`Y`g]W`U`i`Z`X`Y`b`D`U`h`Z`c`f`a`Y`b`j`c`b`DUfUW`gi`g`
]b`Z`c`f`a`]Y`f`Y`b`"

8YhU]`g

6Ygi W`X`Y`b`G]Y`i`b`g`U`i`Z`b`!`U`[``XY