

GWk YfYf'5fVY]hgi bZU``Ui Z'6Ui ghY``Y']b
F]Vb]hn!8Ua [UfhYb

6Y]Y]bYa '5fVY]hgi bZU``Ui Z'Y]bYf'6Ui ghY``Y']b'F]Vb]hn!
8Ua [UfhYb'Yf']h'Y]b'A Ubb'gWk YfY'J Yf'Yhni b[Yb"
9fa]hhi b[Yb``Ui ZYb"

F]Vb]hn!8Ua [UfhYb'fc hgt

5a '&+'5i [i gh&\$&('i a '%' .&\$'I \f'_Ua 'Yg'Ui ZY]bYf'6Ui ghY``Y']b
F]Vb]hn!8Ua [UfhYb'ni 'Y]bYa 'hfU[]gWYb'J cfZU``"K Å\fybX
9fXUfVY]hYb'Yf']h'Y]b'(&! Å\ f][Yf'A Ubb'Yf\YV`]WY'J Yf'Yhni b[Ybž
X]Y'Ui ZY]bYb'5fVY]hgi bZU``ni fØW_ni ZØ\fyb'g]bX"8Yf'J Yfi bZU``hYž
XYf'a]h'Y]bYa 'A]b]! ?fUb'Y]bYb'gWk YfYb'GhY]b'\YVYb'k c``hYž
k i fXY'j cb'X]YgYa 'VY]Y]bYa 'i bYfk UfhYhYb'J cfZU``[YhfcZYb"

B UW'6Yf]W hYb'XYf'9]bgUhn_fÅZhY'j Yfgi W hY'XYf'A Ubbž%&\$'?]c
gWk YfY'GhY]bY'ni 'VYk Y[Yb"9g'gWY]bhž'U'g'\UVY'g]W'Y]b'GhY]b
c\ bY'J cfk Ufbi b['[Y'Òghž'k Ug'XUni 'ZØ\fhYž'XUgg'Yf']\b'b]W h
a Y\ f'fYW hny]h]['YfZUggYb'_cbbhY"8]Y'[YbUi Yb'I a ghÅbXYž'X]Y
ni 'X]YgYa 'J cfZU``ZØ\fhYbž'g]bX'XYfnY]h'bcW'i b_Uf'i bX'k YfXYb
j cb'XYb'6Y\ÖfXYb']bhYbg]j 'i bhYfgi W h"

9fa]hhi b[Yb'ni a 'I bZU``\Yf[Ub[

GcZcfh'bUW'XYa 'I bZU``k i fXYb'X]Y'6YUa hYb'XYg
?f]a]bU'XUi YfX]YbghY'g'GhfU'gi bX'ni f'I bhYfgi W i b['XYg'I bZU``g
U'Ufa]Yfh"8Yf'(&! Å\ f][Y'k i fXY'i a [Y\YbX']b'Y]b'?fUb_Yb\Ui g
[YVfUW hž'k c'Yf'Åfnh]W'j Yfgcf[h'k YfXYb'a i gghY"8]YgY
gWbY``Yb'A U» bU\ a Yb'i bhYfghfY]WYb'X]Y'K]W h][_Y]h'XYf
G]WYf\Y]h'Ui Z'6Ui ghY``Ybž'k c'gWk YfY'A UgW]bYb'i bX
A UhYf]U']Yb'ni a '9]bgUhn'_ca a Yb"

Ni gÀhn`jW`gh`XUg`@UbXYgUa h`ZØf` ; Ygi bX`Y]hi bX`Gcn]U`Yg
A YW`YbVi f[!J cfdca a Yfb`f@5 ; I GŁ`ØVYf`XYb`J cfZU``]bZcfa]Yfh
k cfXYb`" Æ fY` : UW`_fÀZhY`k i fXYb`YbhgYbXYhzi a`XYb`l bZU`cfhni
]bgd]n]YfYb`i bX`a Ò[`]W`Y`G]W`Yf`Y]hga Àb[Y`ni `VYk YfhYb`"8]Y
Ni gUa a YbUfVY]h`XYf`j YfgW`]YXYbYb` ÆghUbnYb`nY][hž`k]Y`Yfbgh
gc`W`Y`J cfZÀ`Y`[Ybca a Yb`k YfXYb`i bX`XUgg`X]Y`G]W`Yf`Y]h`XYf
5fVY]hYf`\ ÒW`ghY`Df]cf]hÀh`Uh"

G]W`Yf`Y]h`Ui Z`6Ui ghY`Yb

Æ`5bVYhfUW`h`XYf`HUhgUW`Yž`XUgg`6Ui ghY`Yb`a]h`gdYn]Z]gW`Yb
F]g]_Yb`i bX` ; YZU`fYb`j YfVi bXYb`g]bXž`k]fX`X]Y`K]W`h][_Y]h] cb
G]W`Yf`Y]hg] cf`_Y`fi b[Yb`]a a Yf`k]YXYf`XYi h`]W`"
J YfUbhk cfh]W`Y`l bhYfbY`a Yb`g]bX`]b`XYf`DZ]W`hzi a ZUggYbXY
G]W`Yf`Y]hg`Y]h]b]Yb`ni `VYZc`[Yb`"8]YgY`VY]b`U`hYb`i bhYf
UbXYfYa`fY[Y`a À»][Y`GW`i`i b[Yb`ZØf`X]Y`A]hUfVY]hYfž`i a`g]Y
ØVYf`XYb`g]W`YfYb`l a [Ub[`a]h`gW`k YfYb` ; YfÀhYb`ni
]bZcfa]YfYb`"

8 Yf`J cfZU``]b`F]Vb]hnl8Ua [UfhYb`nY][h`Ui W`ž`k]Y`k]W`h][`Yg`]ghž`]b
ghfYgg][Yb`G]hi Uh]cbYb`fi \][`ni `V`Y]VYb`"9]b`i bØVYf`Y[hYf`cXYf
\Ugh][Yf`l a [Ub[`a]h`A UgW`]bYb`_Ubb`ZUhU`Y` : c`[Yb`UVYb`"
GW`k YfY`J Yf`Yhni b[Ybž`k]Y`]b`X]YgYa` : U`ž`_ÒbbYb`b]W`h`bi f`X]Y
@VYbgei U`]hÀh`XYg`6YhfcZYbYb`a U» [YV`]W`VYY]bZi ggYbž
gcbXYfb`Ui W`]b`XYb`VYhf]YV`]W`Yb`5V`Ui Zi bX`X]Y`A cfU`XYf
6Y`Y[gW`UZh`Y]b[fY]ZYb`"

8]Y`9fa]h`i b[gYf[YVb]ggY`k YfXYb`j cb`XYb`ni ghÀbX][Yb
6Y`ØfXYb`[YdfØZh`i bX`_ÒbbhYb`XUni `ZØ`fYbž`XUgg`bYi Y
FY[Y`i b[Yb`ni f`G]W`Yf`Y]h`Ui Z`6Ui ghY`Yb`YfUfVY]hYh`k YfXYb`"
9]bY`J YfVYggYfi b[`XYf`G]W`Yf`Y]hgghUbXUfXg`_ÒbbhY`Y`ZYbž
À\b`]W`Y`J cfZÀ`Y`]b`XYf`Ni _i bZh`ni `j Yfa Y]XYb`"

: Øf`5b[Y`Øf][Y`i bX`? c`Y[Yb`XYg`J Yf`YhnhYb`]gh`Y]bY`gc`W`
hfU[]gW`Y`G]hi Uh]cb`]a a Yf`gY`f`VY`UghYbX`"8]Y`Ya`ch]cbU`Y
?ca`dcbYbhY`j cb`5fVY]hgi bZÀ`Yb`k]fX`cZh`i bhYfgW`Àhnh`
8 Ygk Y[Yb`]gh`Yg`k]W`h][ž`Ui W`XUfØVYf`bUW`ni XYb`_Ybž`k]Y
6YhfcZYbY`i bX`]f`l a ZY`X`i bhYfghØhnh`k YfXYb`_ÒbbYbž`i a`X]Y

dgmWX]gWYb : c [Yb Y]bYg'gc`WX Yb`l bZU`g`VYgha Ò[`]WX
UVni a]`XYfb"

8Yf`l bZU``]b`F]Vb]hm!8Ua [UfhYb`]gh`Y]b`U_hi Y`Yg`6Y]gd]Y`ZØf`X]Y
<YfUi gZcfXYfi b[Ybž`X]Y`a]h`XYf`8i fWXZØ\fi b[`j cb`6Ui UfVY]hYb
j YfVi bXYb`g]bX""9g`V`Y]VhUVni k UfhYbž`k Y`WX`Y`A U» bU\`a Yb`X]Y
J YfUbhk cfh]WX Yb`Yf[fY]ZYb`k YfXYbž`i a`XUg`F]g]_c`j cb`gc`WX Yb
J c fZÄ`Yb`]b`Ni _i bZh`ni`a]b]a]YfYb`"?`Uf`]gh`>XYf`9]bnY`bY`Ui Z
XYf`6Ui ghY`Y`hfÄ[h`J YfUbhk c fhi b[`ZØf`g]WX`i bX`gY]bY`?c`Y[Yb`"

<]b hYf[fi bX]bZcfa Uh]cbYb`ni
5fVY]hgi bZÄ`Y`b`]b`8Yi hgWX`UbX

5fVY]hgi bZÄ`Y`g]bX`Y]b`YfbghYg`H\Ya U`]b`8Yi hgWX`UbXž`k c`&\$&%
`Ui h`XYf`8Yi hgWX`Yb` ; YgYhn`]WX`Yb`l bZU``j Yfg]WX`Yfi b[`fB ; I J Ł
ØVYf`+\$\$\$`\$\$\$`a Y`XYdZ]WX]h[Y`5fVY]hgi bZÄ`Y`fY[]ghf]Yfh`k i fXYb`"
8]Y`a Y]ghYb`l bZÄ`Y`YfY][bYb`g]WX`]a`8]Ybgh`Y]ghi b[ggY`_hc fž
[YZc`[hij cb`6Ui !`i bX` : Yfh][i b[gVYfY]WX`Yb`"8]YgY`NU\`Yb
j YfXYi h`]WX`Yb`X]Y`F]g]_Ybž`X]Y`a]h`_ØfdYf`]WX`Yf`5fVY]h`j YfVi bXYb
g]bXž`]bgVYgcbXYfY`Ui Z`6Ui ghY`Y`bž`k c`XYf`9]bgUhn`gWX`k YfYf
A UgWX]bYb`i bX`A UhYf]U`]Yb`U`hÄ[`]WX`]gh"

Ni gÄhn`]WX`nY][h`Y]bY`Ghi X]Y`XYf`6i bXYgUbghU`h`ZØf`5fVY]hggWX`i hn
i bX`5fVY]hga YX]n]b`f65i 5Łž`XUgg`VY]bU\`Y`X]Y`< Ä`ZhY`U`Yf
5fVY]hgi bZÄ`Y`]b`8Yi hgWX`UbX`Ui Z`a YbgWX`]WX`Yg`J YfgU[Yb
ni fØW`ni ZØ\`fYb`]gh": U`_hc`fYb`k]Y`i bni fY]WX`YbXY`GW`i`i b[ž
5V`Yb`_i b[Yb`i bX`ZY\`YbXY`dYfgØb`]WX`Y`GW`i hnUi gfØghi b[
_ØbbYb`X]Y`G]WX`Yf\Y]hg`U[Y`k YgYb`h]WX`VYY]bZi ggYb`"8]YgY
5gdY`_hY`g]bX`VYgcbXYfg`fY`Yj Ubhž`k Ybb`a Ub`X]Y`l a ghÄbXY`XYg
l bZU`g`]b`F]Vb]hm!8Ua [UfhYb`VYhfUWX`hYh"

GhUh]gh]_Yb`ni`6Ui`i`bZÄ`Y`b

8]Y`6Ui]bXi ghf]Y`nÄ`\`h`k Y]hYf\]b`ni`XYb`Ua` \Äi Z[ghYb
VYhfcZY`bYb`K]fhgWX`UZhgVYfY]WX`Ybž`k Ug`5fVY]hgi bZÄ`Y`UbVY`Ub[h"
=a`8i fWX`gWX`b]h[]Vh`Yg`]b`8Yi hgWX`UbX`fi bX`(`\$\$\$
a Y`XYdZ]WX]h[Y`6Ui i bZÄ`Y`dfc`>X\`f`"8]Yg`gd]Y[Y`h`g]WX`Ui WX`]b

XYb`GhUh]gh]_Yb`ZØf`&\$&&`k`]XYfž`k`c`XUg`GhUh]gh]gWXY`6i`bXYgUa`h`
a`Y`XYhYž`XUgg`Yhk`U`&\$i``XYf`gWk`YfYb`5fVY]hgi`bZÀ``Y`]b`XYf`
6Ui`k`]fhgWk`UZh`ghUhhZUbXYb"

GdYn]Y``k`À`fYbX`XYf`9fbhY!`i`bX`6Ui`nY]hYb`ghY][`Yb`X]Y`
I`bZU`nU`Yb`Ài`Z][`Ub``Gc`Yf[`UV`Y]bY`I`bhYfgi`Wk`i`b[`XYf`8;`I`J`ž`
XUgg`]a`Gca`a`Yfž`k`Ybb`X]Y`6Ui`dfc`Y`_hY`ni`bY`a`Ybž`X]Y`
I`bZU`nU`Yb`i`a`V]g`ni`i`\$i`UbghY][`Yb`_ØbbYb``8]YgY`gU]gcbU`Yb`
HfYbXg`YfZc`fXYfb`VYgcb`XYfY`5i`Za`Yf_gUa`_Y]h`gck`c`j`cb`XYb`
5fVY]h[`YVYfb`U`g`Ui`Wk`j`cb`XYb`5fVY]hggWk`i`hnVY`ØfXYb"

F`Y`[`i`Uhc`f]gWk`Y`5`b`hk`c`f`h`Y`b`U`i`Z` 5`f`V`Y`]hgi`b`Z`À``Y`

I`a`X]Y`G]Wk`Yf`Y]hgVYX]b[`i`b[`Yb`Ui`Z`6Ui`ghY``Yb`ni`j`YfVYggYfbž`
U`h`X]Y`6i`bXYgfy[`]Yfi`b[`j`YfgWk]YXYbY`A`U»`bU`a`Yb`Yf[`f]ZZYb`
8Yf`5fVY]hggWk`i`hn`k`]fX`Xi`fW`XUg`5fVY]hggWk`i`hn[`YgYhn`f5fVGWk;`Ł`
gck`]Y`Xi`fW`X]Y`6Ui`ghY``Yb]`Yfc`f`X`bi`b[`[`YfY[`Y`h``8]YgY`
J`c`fgWk`f]ZhYb`gWk`fY]VYb`j`c`fž`XUgg`6YgWk`À`Zh][`hY`i`a`ZUggYbX`
[`YgWk`i`h`k`YfXYb`a`ØggYbž`VYj`c`f`g]Y`a`]h`A`UgWk]bYb`c`XYf`
gWk`k`YfYb`;`Yf`Å`h`Y`b`U`f`V`Y`]h`Y`b`"

Ni`g`Å`h`n`]Wk`U`V`Y`b`j`]Y`Y`6i`bXYg`Å`b`XYf`Y][`YbY`F`Y`[`Y`i`b[`Yb`
Yf`UggYbž`X]Y`gdYn]Z]gWk`Y`G]Wk`Yf`Y]hgUbZc`f`XYfi`b[`Yb`ZØf`
6Ui`ghY``Yb`ZYghY[`Yb``9g`]gh`j`cb`Yb`hgWk`Y]XYbXYf`6YXYi`hi`b[`ž`XUgg`
I`bhYfbY`a`Yf`X]YgY`J`c`fgWk`f]ZhYb`Y]b`U`h`Y`b`ž`i`a`XUg`F`]g]_c`j`cb`
I`bZÀ``Yb`i`bX`J`Yf`Y`hni`b[`Yb`ni`a`]b]a`]YfYb"

8]Y`K`Y]hYfYb`hk`]W`_i`b[`XYf`G]Wk`Yf`Y]hg_i`hi`f`Ui`Z`6Ui`ghY``Yb`k`]fX`
j`cb`Y]bYf`J`]Y`nU`Y`j`cb`Æ]h]Uh]j`Yb`i`bhYfghØmhž`XUfi`bhYf`X]Y`
:`ØfXYfi`b[`j`cb`G]Wk`Yf`Y]hgnYfh]Z]n]Yfi`b[`Yb`i`bX`X]Y`fY[`Y`a`Å»][`Y`
8i`fWk`ZØ`fi`b[`j`cb`G]Wk`Yf`Y]hgi`bhYfk`Y]gi`b[`Yb`"

6Ygi W\Yb`G]Y`i bg`Ui Z.`b!U["XY