

GJ 'K U`X\cZ'A Ubb\Y]a 'Xca]b]Yfh:]a
6UX]gW\Yb'Dc_U`' , . \$!G]Y[']b
HUi VYfV]gW\cZg\Y]a

8Yf'GJ 'K U`X\cZ'A Ubb\Y]a 'n]Y\h'a]h'Y]bYa ' , . \$!G]Y[' [Y[Yb
HUi VYfV]gW\cZg\Y]a ']bg'J]YfhY`Z]bU`Y`XYg'6UX]gW\Yb'Dc_U`g
Y]b"

8Yf'GJ 'K U`X\cZ'A Ubb\Y]a '\Uh]g]W`]a '6UX]gW\Yb'Dc_U`
Y]bXfi W_gj c``]b'GnYbY'[YgYhhi' bX`X]Y`YfghY`<ØfXY`XYg
5W\hY`Z]bU`Yg[Y[Yb`XYb'HGJ`HUi VYfV]gW\cZg\Y]a 'a]h'Y]bYa
_`UfYb' , . \$!G]Y[' [Ybca a Yb"8]YgYg'A UH\W`ZUbX`Ua `GUa ghU[ž'XYb
%+"5i [i ghž'i a '%+ 'I \f'ghUhi' bX`k Uf`Y]bY`k]W\h][Y'; Y`Y[Yb\Y]h
ZØf`X]Y`A UbbgW\UZh`XUg`J YfhfUi Yb`ni fØW_ni [Yk]bbYbž'bUW\XYa
g]Y`]b`XYf" " @][U`Y]bYb`gW\k]Yf][Yb`GhUfh`Yf`YVh`\UhhY"

8]Y`DUfh]Y`VY[Ubb`j]Y`j YfgdfYW\YbX`ZØf`X]Y`A Ubb\Y]a Yfž`X]Y`j cb
6Y[]bb`Ub`XUg`Gd]Y`[YgW\Y\Yb`VYgh]a a hYb"6YfY]hg`]b`XYf
Xf]hhYb`A]bi hY`Yfn]Y`hY`?Y`j]b`5fUgY`XYb`YfghYb`HfYZZYfž`[YZc`[h
j cb': Y`]l '@c_Ya dYfž`XYf`]b`XYf`&' "A]bi hY`i bX`_i fn`XUfUi Z]b
XYf', %"i bX',) "A]bi hY`k Y]hYfY`HcfY`VY]ghYi YfhY" `A Ul]a]]Ub
H\U`\Ua a Yf`gcf[hY`VYfY]hg`]b`XYf`&, "A]bi hY`ZØf`XYb
nk]gW\YbnY]h]W\Yb' . \$!J cfdgdfi b[ž`VYj cf`B]W`Ug`G\]dbcg_]]b`XYf
)' "A]bi hY`dYf`9`Za YhYf`bUW\Y`Y[hY" `A Ufh]b`?cVm`Ubg_]i bX
GUa i Y`5V]ZUXY`fi bXYhYb`XUg`9f[YVb]g`]b`XYf`G\`i ggd\UgY`UVž
gcXUgg`X]Y`A Ubb\Y]a Yf`a]h'Y]bYf`VYY]bXfi W`YbXYb`HcfX]ZZYfYbn
]bg'J]YfhY`Z]bU`Y`XYg'6UX]gW\Yb'Dc_U`g`Y]bn]Y\Yb`_cbbhYb"

8]Y`6YXYi hi b[`XYg`Gd]Y`g`ZØf`XYb`GJ
K U`X\cZ

8Yf'G]Y[`k Uf`b]W\h`bi f`k]W\h][`ZØf`XYb`J Yf`Ui Z`XYg`Dc_U`Z]bU`gž

gcbXYfb`Ui W`Z0f`XUg`GY`Vghj YfhfUi Yb`XYf`Gd]Y`Yf`"BUW`nk Y]
B]YXYf`U[Yb`]b`XYf`@[U`k Uf`X]YgYf`9fZc`[`Y]bY`Xf]b[YbX
VYb`0h][hY`5i ZF]gW`i b[`Z0f`X]Y`A cfU`XYf`A UbbgW`UZn`HfU]bYf
A UfW`5b`hk YfdYb` \UhhY`ni j cf`c ZYbVUfhz`XUgg`Yf`a]h`XYf`@Y]ghi b[
gY]bYf`Gd]Y`Yf`i bni Zf]YXYb`k Uf`i bX`ZcfXYfhY`]b`Y]bYa
Ya ch]cbU`Yb`GhUHya Ybh`Y]bY`GhY][Yfi b[" A Ub`XUfZg]W`gc`b]W`h
df`AgYbh]YfYb`"Gc`XUfZgh`Xi`]b`XYf`nk`Y]hYb`<U`VnY]h`b]W`h
Ui ZhfYhYb`zk`Ybb`Xi`Y]b` : i » VU`gd]Y` [Yk]bbYb`k]`gh`z`gU[hY
5b`hk YfdYb`i bX`Yf`Ai hYfhY`XUa]h`X]Y`8f]b[`]W`_Y]h`z]b
Dc_U`gd]Y`Yb`ni`nY][Yb`zk`Ug`XUg`HYUa`k]f`_]W`_Ubb"

: 0f`X]Y`K U`X` \0ZYf`]gh`XYf`6UX]gW`Y`Dc_U`Y]bY`k]W`h][Y`7` \UbW`z
g]W`Y]b`H]W`_Yh`Z0f`XYb`8: 6!Dc_U`ni`g]W`Yfb`"9b`hk YXYf`a` 0ggYb
g]Y`XYb`6UX]gW`Yb`Dc_U` [Yk]bbYb`cXYf`Ui`ZY]bYa`XYf`YfghYb
j]Yf`D`AhY`]b`XYf` " @][U`UVgW`]Y» Yb`zi`a`]a`b`AW`ghYb` \f
k]YXYf`]a`8: 6!Dc_U`XUVY]`ni`gY]b`8Ug`nY][h`z`k]Y` [fc» `X]Y
6YXYi`hi`b[`X]YgYg`K`YhVYk`YfVg`Z0f`XYb`J`YfY]b`]gh"

8Ug`Gd]Y`k`i`fXY`b]W`h]a` : YfbgY`Yb`0VYfhfU[Yb`z`YfZfYi`hY`g]W`
YXcW` [fc» Yf`6Y]YVh`Y]h`i`bhYf`XYb`5b` \Ab[Yfb`z`X]Y`j]U`M`ci`Hi`VY
Y]bYb`_cghYb`cgYb`@j`YghfYUa`j`YfZc`[hYb`"8]Yg`i`bhYfghfY]W`h`XUg
9b[U[Ya`Ybh`XYf` : Ubg`i`bX`X]Y`J`YfV]bXi`b[z`X]Y`XUg`HYUa`ni
gY]bYf`5b` \Ab[YfgW`UZhdZY[h`"9]b`gc`W`Xca`]bUbhYf`G]Y[`k]fX
XYb` : Ubg`Y]bY` [Y` \0f][Y`Dcfh]cb`Ni`j`Yfg]W`h`Z0f`X]Y`_ca`a`YbXYb
@[U!Gd]Y`Y` [YVYb"

GW`_0ggY`gd]Y`Yf`i`bX`<][\`][\hg

- ?Y`j]b`5fUgY`Yfn]Y`hY`XUg`YfghY`Hcf`]b`XYf`Xf]hhYb`
A]bi`hY"
- : Y`]i`@c` _Ya`dYf`hfi [`b]W`h`bi`f`ni`a`YfghYb`
: 0\fi`b[ghfY`ZYf`VY]z`gcbXYfb`Yfn]Y`hY`nk`Y]`k`Y]hYfY`HcfY"
- B]W`_Ug`G` \]dbcg_]`j`Yfk`UbXY`hY`Y]bYb`9`Za`YhYf`]b`XYf`)`"
A]bi`hY"
- A Ufh]b`?cVmUbg_]`i`bX`GUa`i`Y`5V]ZUXY`j`c`YbXYhYb`XUg`
XYi`h]W`Y`9f[YVb]g`]b`XYb`YhnhYb`A]bi`hYb"

8Yf`GJ`K`U`X` \c`Z` \Uh]a`Gd]Y` [Y[Yb`HUi`VYfV]gW`c`Zg` \Y]a

Y]bXfi W_gj c``gY]bY : Uj cf]hYbfc``Y'i bhYf'6Yk Y]g[YghY``h"A]h'XYb
Ubni a Yf_YbXYb'@Y]ghi b[Yb']\fYf'GWX`ØggY`gd]Y`Yf'i bX`XYa
_`UfYb': c_i g`Ui Z'ni _ØbZh][Y`< YfUi gZcfXYfi b[Yb'\UVYb'g]Y`g]W
X]Y`VYghYb'7\UbWb`YfUfVY]hYhž'ja `Dc_U`k Y]hYfni _ca a Yb'i bX
a Ò[`]WYfk Y]gY`k]YXYf`Ui ZX]Y`bUh]cbU`Y`6Ø\byžXYb'8: 6!Dc_U`ž
ni `[Y`Ub[Yb"

8Yf`_`UfY`G]Y[`_ØbbhY`Ui W`U`g`HfYha]bY`X]YbYbž'i a `X]Y
A UbbgWUZhXi fW`X]Y`U`hi Y`Y`@[UgU]gcb`ni `di g\Ybž'k Å\fYbX
g]Y[`Y]W`nY]h][`X]Y`A Ò[`]W`_Y]h'\UVYbž'g]W`ja `Dc_U`ni
dfcZ`]YfYb"5b[Yg]W`hg`XYf`c\Yb`9fk Ufhi b[Yb`XYg`J YfY]bg'i bX
XYf'i bhYfghØhYf`ghY`h`K U`X`c`Z`bi b`j`c`f`XYf`5i Z[UVYž`X]YgYb
GW`k i b[`]bg`b`ÅW`ghY`Gd]Y`a]hni bY`a Yb'i bX`X]Y`VYb`Øh][hY
@Y]ghi b[`]b`XYf`@[U`ni `nY][Yb"

8]Y`b`ÅW`ghY`< YfUi gZcfXYfi b[`k UfhYh`Ui Z`XYb`GJ`K U`X`c`Z`XcW
a]h`X]YgYa `ghUf`_Yb`5i Zhf]h]ja `6UX]gW`Yb`Dc_U`'\UVYb`g]Y
XYZ]b]h]j`Y]b`NY]W`Yb`[YgY`mh"

8]Y`6YXYi hi b[`XYg`6UX]gW`Yb`Dc_U`g`]gh`ZØf`j]Y`Y`HYUa`gž
]bgVYgcbXYfY`ZØf`X]Y`i bhYfYb`@[Ybž'ja a Ybg"8Yf`K YhVYk YfV
ÒZbYh'cZh`X]Y`HØfYb`ni `[fØ» YfYb`6Ø\bybž'k]Y`XYa `8: 6!Dc_U`ž`k c
XYf`GJ`K U`X`c`Z`A Ubb\Y]ja `Ui Z`UhhfU`_hj Y`; Y[bYf`hfYZZYb`_ØbbhY"
8Yf`K Y[`ni a `8: 6!Dc_U`]gh`YXcW`b]W`h`Y]bZUW`/X]Y`HYUa`g
a ØggYb`]b`]\fYb`@UbXYgj YfV`ÅbXYb`YfZc`[fY]W`gY]bž'i a `X]Y
A Ò[`]W`_Y]h'ni `'\UVYbž'g]W`Xi fW`X]Y`E`i`U`]Z`_Uh]cb`i`bX`X]Y`XUfUi`Z
Zc`[YbXYb`F`i`bXYb`ni`a`bUh]cbU`Yb`K`YhVYk`YfV`ni`_`Åa`dZYb"8Yf
8: 6!Dc_U`V]YhYh`b]W`h`bi`f`Z]bUbn]Y`Y`5bfY]nYž`gcbXYfb`Ui`W`X]Y
A Ò[`]W`_Y]hž'g]W`Ui`Z`bUh]cbU`Yf`9VYbY`ni`dfcZ`]YfYb"

F Y[]cbU`Y`F]j U`]h`hYb`i bX`Dc_U`[YgW`]W`hY

8Yf`6UX]gW`Y`Dc_U`'\Uh`Y]bY`Ub[Y`HfUX]h]cb`i`bX`]gh`VY`_Ubbh`ZØf
gY]bY`gdUbbYbXYb`6Y[Y[bi b[Yb`nk]gW`Yb`F Y[]cbU`hYUa`g"
<]ghcf]gW`[UV`Yg]ja a Yf`k]YXYf` VYffUgW`i b[Ybž`VY]`XYbYb
i bhYf`_Ugg][Y`A UbbgWUZhYb`[fØ» YfY`7`i Vg`Ui g`\Ø\YfYb`@[Yb
\YfUi gZcfXYfhYb"8]YgY`F]j U`]h`hYb`hfU[Yb`XUni`VY]ž`X]Y`c`U`Y
: Ub_i`hi`f`ni`gh`Åf`_Yb`i`bX`X]Y`Gd]Y`Y`c`Zha`U`g`a`]h]bhYbg]j`Yb

9a ch]cbYb`i bX`5ha cgd\ÅfY`ni `YfZ0`Yb"

9]b`6Y]gd]Y`Z0f`Y]bYb`gc`WXYb`, VYffUgWxi b[gg]Y[`k Uf`XYf
Hf]i a d\`XYg`GJ`K U`X\cZ`A Ubb\Y]a `]b`XYf`J Yf[Ub[Yb\Y]hž`U`g`g]Y
Y]bYb`\0\Yf`_Ugg][Yb`; Y[bYf`Y`a]b]YfhYb"Gc`WXY`9fZc`[Y`]b
Dc_U`gd]Y`Yb`_0bbYb`X]Y`A cfU`i bX`XUg`GY`Vghj YfhfUi Yb`Y]bYg
HYUa g`Yf\YV`]W`ghY][Yfbž]bgVYgcbXYfY`k Ybb`X]Y`@[U`b]W`h
cdh]a U``Åi Zh``8]Y`: Ub]g]bX`VY]`X]YgYb`Gd]Y`Yb`]a a Yf`VYgcbXYfg
a chj] Yfh]i bX`i bhYfgh0hnYb`\fY`A UbbgW`UZh`Ui hghUf`ž`k Ug`XUni
VY]hfU[Yb`_Ubbž`XYb`8fi W`_Ui ZX]Y`Gd]Y`Yf`ni `j Yff]b[Yfb`i bX`g]Y
ni `<0W`ghY]ghi b[Yb`ni `a chj] YfYb"

5_hi Y`Y`9b hk]W_`i b[Yb`]a `XYi hgWXYb
: i » VU`

8]Y`""@[U`V]YhYh`Y]bY`D`UhhZcfa `Z0f`nU\`fY]WXY`HU`Yb`hYž`X]Y`g]W
]b`Y]bYa `_ca dYh]h] Yb`I a Z`X`VYk Y]gYb`k c`Yb``8Yf`GJ`K U`X\cZ
A Ubb\Y]a ž`U`g`8f]h`][]ghž]gh`a]h`XYa `N]Y`[YghUfhYhž]g]W`b]W`h
bi f`]a `6UX]gWXYb`Dc_U`ni `VYk Y]gYbž]gcbXYfb`Ui W`]b`XYf`@[U
k]YXYf`Ui Z?i fg`ni `_ca a Yb``A Ybhcf`A UfW`5b`hk YfdYb`\Uh`XYb
5bgdfi W`ž`Xi fW`ghfUhY[]gWXY`5bdUggi b[Yb`]a `?UXYf`i bX`XYf
Gd]Y`hU_h]_X]Y`bch`k YbX][Yb`9f[YVb]ggY`ni `Yfn]Y`Yb"

A]h`6`]W_`Ui ZX]Y`GU]gcb`nY][h`g]W`ž`XUgg`XYf`K YhhVYk YfV`]b`XYf
@[U`]bhYbg]j Yf`[Yk cfXYb`]gh``8]Y`HYUa g`g]bX`[Yk UW`gYb`i bX`XYf
K Y[`ni a `5i Zgh]Y[`]gh`ghY]b][Yf`XYbb`Y``J]Y`Y`A UbbgW`UZhYb`XYf
`""@[U`\UVYb`g]W`j YfghÅf`hž`k Ug`Yg`Z0f`XYb`GJ`K U`X\cZ
gW`k]Yf][Yf`a UW`hž`XUg`GYhnYb`Ui Z`Gd]Y`ei U`h`Åh`i bX`!Yf[YVb]ggY
YbhgWXY]XYbX`i a ni gYhnYb``8Yf`8fi W`ž`gck c`\`]b`XYf`@[U`U`g
Ui W`]a `Dc_U`YfZc`[fY]W`ni `gY]bž`_0bbhY`g]W`U`g`K YbXYdi b_h
Z0f`X]Y`A UbbgW`UZh`Yfk Y]gYb"

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