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BOL Z[HUKHYK VM JHYL M VY OLHS[O JHYL WYV]PKLYZ WYVWVZLK I` ZLJ[PVU + VM  
[OL @LZ[H[LTLU[ VM [OL ;H^ BOPYK\$ BVY[Z. <LKPJHS <HSWYHJ[PJL THYRZ H  
M\UKHTLU[HS ZOPM[ PU [OL O TLYPJHU ;H^ 8UZ[P[\LeZ WVZP[PVU VU WYVMLZZPVUHS  
[VY[ SPHIPS[`& OJJVYKPUN [V IV[O JVU]LU[PVUHS ^PZKVT HUK WYPVY  
@LZ[H[LTLU[ WYV]PZPVUZ\$ [OL Z[HUKHYK VM JHYL M VY WO`ZPJPHUZ PZ KL[LYTPULK  
I` [OLPY J\Z[VTHY` WYHJ[PJLZ& ?YVMLZZPVUHSZ HSVUL HYL NP]LU [OL \UPX\L  
WYP]PSLNL [V ZL[ [OLPY V^U SLNHS Z[HUKHYK VM JHYL& 7V^L]LY\$ [OL WYVWVZLK  
ZLJ[PVU + KLWHY[Z MYVT [OPZ WVZP[PVU& 8UZ[LHK\$ YLHZVUHISL JHYL M VY OLHS[O JHYL  
WYV]PKLYZ PZ KLMPULK HZ JVUK\J[ cYLNHYKHK HZ JVTWL[LU[d I` TLKPJHS WLLYZ&  
2\Z[VTHY` WYHJ[PJLZ HYL YLSL]HU[ I\[ KV UV[ IPUK [OL Q\Y`&

8U YLHSP[`\$ [OL Z[LW [HRLU I` ZLJ[PVU + PZ T\JO SLZZ YHKPJHS [OHU [OL  
OVYUIVVRZ HUK SLNHS LUJ`JSVWLKPHZ ^V\SK Z\NNLZ[& <HU` Z[H[LZ OH]L  
HSYLHK` HIHUKVULK [OL J\Z[VT%IHZLK Z[HUKHYK VM JHYL\$ HUK V[OLYZ PNUVYL P[  
PU WYHJ[PJL& OZ H YLZ\S[ \$ [OL SH^ PU HJ[PVU HSYLHK` YLZL T ISLZ [OL WYV]PZPVUZ  
VM [OL UL^ @LZ[H[LTLU[& 8 Z[YVUNS` LUKVYZL [OPZ UL^ KLMPUP[PVU&

BOPZ WHWLY PZ KP]PKLK PU[V [OYLL WHY[Z& ?HY[ 88 L\_WSHPUZ HUK KLMLUKZ [OL  
UL^ KLMPUP[PVU VM [OL TLKPJHS THSWYHJ[PJL Z[HUKHYK VM JHYL& ?HY[ 888  
KLZJYPILZ [OL L]PKLUJL [OH[ Q\YPLZ JHU YLZWVUZPIS` OHUKSL [OLPY YLZWVUZPISP[`

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O[ [OL ILNPUUPUN VM [OL [ ^LU[PL[O JLU[\Y`\$ WO` ZPJPHUZ ^LYL NV]LYULK I` [OL ZHTL Y\SL& 1 \[ HZ [OLPY ZVJPHS Z[H[\Z NYL ^\$ [OLPY SLNHS WYP]PSLNLZ NYL ^ ^P[O P[& BOVZL WYP]PSLNLZ YHUNLK MYVT PTT\UP[` HNHPUZ[ SPHIPSP[` \UKLY [OL HU[P[Y\Z[ WYPJL%MP\_PUN Y\SLZ [V Y\SLZ L\_JS\KPUN JVVVYH[L JVTWL[P[PVU& >UL VM [OLZL ZWLJPHS Y\SLZ NH]L WO` ZPJPHUZ [OL WV ^LY [V ZL[ [OLPY V ^U Z[HUKHYK VM JHYL&

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YH[PVUHSZL& 5PYZ\$ SH` Q\YPLZ ZOV\SK UV[ IL NP]LU [OL WV^LY [V JVUJS\KL [OH[  
WYHJ[PJLZ ^PKLS` MVSSV^LK I` WYHJ[PJPUN WO`ZPJPHUZ HYL ULNSPNLU[& ALJVUKS  
[OH[ WO`ZPJPHUZ JHU IL [Y\Z[LK [V WSHJL WH[PLU[ PU[LVLZ[Z HIV]L [OLPY V^U  
MPUHUJPHS PU[LVLZ[Z ^OLU LZ[HISPZOPUN [OLPY Z[HUKHYKZ VM JHYL&

<HU` TVKLYU KLJZPVUZ JVUMPYT [OLPY JVU[PU\PUN HKOLYLUJL [V [OL  
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A\WYTL 2V\Y[ ZHPK [OH[ c[OL Z[HUKHYK VM JHYL PZ MV\UK PU [OL J\Z[VTYH`  
WYHJ[PJLZ WYL]HSPUN HTVUN YLHZVUHISL HUK WY\KLU[ WO`ZPJPHUZ&d 8U )'()\$  
[OL 2VUULJ[PJ\ [ 2V\Y[ VM OWWLSZ ZHPK [OH[ cFWGO`ZPJPHUZ HYL YLX\PYLK [V  
L\_LYJPZL [OL KLNLYL VM ZRPSS JHYL\$ HUK KPSPNLUJL [OH[ PZ J\Z[VTYHPS`  
KLTVUZ[YH[LK I` WO`ZPJPHUZ PU [OL ZHTL SPUL VM WYHJ[PJL&d BOL EPZJVUZPU

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^UW\YU^d ^\_dg YdXcdQ^TY^W '' ' QdUcdY ] \_^i UcdQR\YcXY^WP dXQd dXU e^YV\_b ]\i QT\_`dUT `bQSDYSU \_v dXU  
]\_cd c[\V\Ve\ cebWU\_ ^c XQT RUU^ V\_\\_gUT'n# ' HXYc \_`Y^Y\_ ^ Yc cdQdUT bU`UQdUT\i dXb\_eWX\_ed dXU  
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5VY ^OH[L]LY YLHZVU\$ [OL JV\Y[Z PU THU` VZ[LUZPIS` J\Z[VT%IHZLK Z[H[LZ HSSV^ WSHPU[PMMeZ L\_WLY[Z [V [LZ[PM` [OH[ [OL KLMLUKHU[eZ JHYL ^HZ UV[ cHJJLW[HISLsd cHWWYVWYPH[Lsd VY \W [V [OL eZ[HUKHYK VM JHYLd ^P[OV\ [YLMYLUJL [V WYL]HPSPUN WYHJ[PJLZ&

BO\Z\$ ULHYS` OHSM [OL Z[H[LZ OH]L HSYLHK` HIHUKVULK [OL J\Z[VT%IHZLK Z[HUKHYK VM JHYL HZ H TH[LY VM SH^& <HU` V[OLYZ PNUVYL P[ PU WYHJ[PJL& O WYLJPZL JV\U[ PZ ]PY[\HSS` PTWVZZPISL ILJH\ZL THU` Z[H[LZ OH]L JVUM\ZPUN VY JVUMSPJ[PUN SHUN\HNL&

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OZ UV[LK HIV]L\$ [OL [YHKP[PVUHS J\Z[VT%IHZLK Z[HUKHYK PZ \U^VYRHISL& 8[ PZ HSZV IHK W\ISPJ WVSPJ`& BOL UL^ Z[HUKHYK IHZLK VU JVUK\J[ [OH[ WLLYZ

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^VY[OSLZZ WYVJLK \YL&

@LZLHYJOLYZ OH]L MV\UK YLTHYRHISL KLSH`Z b HZ T\JO HZ H KLJHKL b PU  
[OL HKVW[PVU VM UL^ ILZ[ WYHJ[PJLZ\$ L]LU ^OLU [OLPY Z\WLYPVYP[` PZ UV[ PU  
KPZW\[L& 5PM[LLU `LHYZ HM[LY H THQVY Z[\K` LZ[HISPZOLK [OH[ YPNVYV\Z NS\JVZL  
JVU[YVS ZPNUPPJHU[S` YLK\JLK SVUN%[LYT JVTWSPJH[PVUZ MYVT KPHIL[LZ\$ VUS`  
VUL VM MV\Y KPHIL[PJ WH[PLU[Z ^HZ YLJLP]PUN [OL YLJVT TLUKLK U\TILY VM  
HUU\HS [LZ[Z& 5\Y[OLYT VYL\$ Z[\KPLZ OH]L KVJ\TLU[LK [OH[ ULHYS` OHSM VM  
WO`ZPJPHUZ KV UV[ MVSSV^ 2SPUPJHS ?YHJ[PJL 6 \PKLSPULZ&

BOPZ PZ LZWLJPHSS` [YV\ISLZVTL ILJH\ZL H Z\YWYPZPUN U\TILY VM JSPUPJHS  
WYHJ[PJLZ OH]L UV YLSPHISL L]PKLU[PHY` IHZPZ& 4& 7HH]P <VYYLPT VIZLY]LZ  
[OH[ THU` JSPUPJHS cYV\[PULZ HYL IHZLK UV[ Q\Z[ VU JSLHY KH[H HUK JHYLM\S  
YLHZVUPUN\$ I\[ HZSV VU OHIP[\$ O\UJOS J\YLU[ MHZOPVUS HUK [OL WYVMLZZPVUeZ  
MVS R ^PZKVT&d

>UL PU MP]L WYLZJYPW[PVUZ PZ WYV]PKLK MVY HU VMM%SHILS W\YWVZL\$ L]LU  
[OV\NO TVZ[ VM [OVZL \ZLZ OH]L UV Z\WWWY[PUN YLZLHYJO& AVTL[PTLZ [OH[  
WYHJ[PJL PZ ILULMPJPHS\$ I\[ ZVTL[PTLZ b HZ PU [OL JVT TVU VMM%SHILS \ZL VM [OL  
KPL[ KY\N 5LU%?OLU b WH[PLU[Z Z\MLLY KL]HZ[H[PUN PUQ\YPLZ& ATHSS ^VUKLY  
[OH[ YLWLH[LK Z[\KPLZ OH]L MV\UK [OH[ TLKPJHS WYHJ[PJLZ ]HY` ^PKLS` HUK  
PUL\_WSPJHIS` MYVT VUL JVT T\UP[` [V HUV[OLY&

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VM H Z[HUKHYK IHZLK VU JVUK\J[ cYLNHYKHK HZ JVTWL[LU[d I` TLKPJHS WLLYZd&  
7V^L]LY\$ [OL ^PZKVT VM [OPZ KLWHY[\YL MYVT [OL N\HYKYHPSZ VM [OL J\Z[VT%  
IHZLK Z[HUKHYK VM JHYL KLWLKZ VU [OL Q\Y`eZ HIPSP[` HUK ^PSSPUNULZZ [V  
ZLUZPIS` L]HS\H[L TLKPJHS L]PKLUJL HUK [YLH[ WYV]PKLYZ MHPYS` & 5VY[\UH[LS`\$  
[OL L]PKLUJL PUKPJH[LZ [OH[ [OL` JHU HUK KV& BOPZ HUHS`ZPZ PZ H[ [OL JVYL VM  
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YLTHYRHISL \UPMVT[P[` [OH[ Q\YPLZ \ZL [OLPY WV^LY ^PZLS` & =LNSPNUJL  
TH[[LYZ& BOL VKKZ VM H WSHPU[PMMeZ ]LYKPJ[ YPZL HZ [OL L]PKLUJL VM ULNSPNUJL  
P'TWYV]LZ& E OLU PU KV\I[\$ Q\YVYZ YLN\SHYS` NP]L WO`ZPJPHUZ [OL ILULMP[ VM  
[OL KV\I[&

2VTWLSSPUN Z[\KPLZ ZOV^ [OH[ KVJ[VYZ ^PU OHSM VM [OL Q\Y` [YPHSZ [OH[  
PUKLWLKLU[ TLKPJHS L\_WLY[Z ILSPL]L [OL WH[PLU[Z ZO

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 PUQ\Y` SP[PNH[PVU& OM[LY VUL YLZLHYJOLY LSPTPUH[LK [YPHSZ PU ^OPJO VUS`  
 KHTHNLZ ^LYL JVU[LZ[LK\$ OL MV\UK [OH[ TLKPJHS THSWYHJ[PJL WSHPU[PMMZ ^VU  
 VUS` LSL]LU WLYJLU[ VM [OL JHZLZ PU OPZ KH[H ZL[& E OPSL ZLSLJ[PVU IPHZ JV\SK  
 JVUJLP]HIS` L\_WSHPU ZVTL VM [OLZL V\[JVT LZ\$ [OLPY \UPMVYT JVUZPZ[LUJ`  
 ^P[O [OL TVYL YPNVYV\Z YLZLHYJO VU Q\Y` ]LYKPJ[Z JLY[HPUS` Z\NNLZ[Z [OH[  
 Q\YPLZ ]PL^ JSHP TZ VM WO` ZPJPHU ULNSPNLUJL ^P[O ZVTL ZRLW[PJPZT&

BOLZL V\[JVT LZ Z[YVUNS` Z\NNLZ[ [OH[ KVJ[VYZ LUQV` VUL VY TVYL  
 Z`Z[LTPJ HK]HU[HNLZ& B^V Z[YVUN JHUKPKH[LZ HYL HJJLZZ [V IL[[LY SH^`LYZ\$  
 L\_WLY[Z\$ HUK L]PKLUJL HUK ^PKLZWYLHK W\ISPJ ZRLW[PJPZT HIV\[ WH[PLU[Z  
 ^OV Z\L [OLPY KVJ[VYZ& E OH[L]LY [OL L\_WSHUH[PVUS Q\YPLZ NP]L WO` ZPJPHUZ  
 [OL ILULMP[ VM [OL KV\I[& 2VU[YHY` [V JVT TVU JVUJLW[PVUS Q\YPLZ ZLLT [V IL  
 H^HYL VM [OLPY SPTP[LK L\_WLY[PZL HUK \U^PSSPUN [V MPUK HNHPUZ[ H WO` ZPJPHU PM  
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?\[ KPMMLYLU]\$ [OL` ZLLT [V [HRL ]LY` ZLYPV\ZS` [OL I\YKLU VM WYVVM  
 HUK [OL [^V ZJOVVSZ VM [OV\NO[ KVJ[YPUL& 8M [OL` KV UV[ MLLS JVTMVY[HISL  
 JOVVZPUN IL[^LLU VWWVZPUN L\_WLY[Z\$ [OL` MPUK MVY [OL KLMLUKHU[& BOL` HYL  
 TVYL SPRLS` [V KV ZV [OHU Q\KNLZ HUK L]LU V[OLY WO` ZPJPHUZ& 8M [OL  
 JVTWSL\_P[` VM ZVTL THSWYHJ[PJL JHZLZ OLSWZ HU`VUL\$ P[ OLSWZ KLMLUKHU[Z&  
 1HZLK VU [OPZ IVK` VM YLZLHYJOS [OLYL PZ UV IHZPZ MVY KV\I[PUN [OH[ Q\YPLZ ^PSS

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MV\UK [OH[ [OL` HSYLHK` RUV^ [OLZL MHJ[Z& 8[ PZ ]LY` OHYK MUY H WH[PLU[ [V ^PU  
H THSWYHJ[PJL ]LYKPJ[& 1LJH\ZL P[ PZ H SZV ]LY` L\_WLUZP]L [V SP[PNH[L [OLT\$  
WSHPU[PMMZe SH^`LYZ HYL MPSPUN ML^LY HUK ML^LY JHZLZ PU 2HSPMVYUPH HUK HJYVZZ  
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JHYL\$ ZRPSS\$ HUK RUV^SLKLN <24.<121 . = 0: 8; 2>29> HTVUN ZPTPSHY TLKPJHS  
WYV]PKLYZ PU [OL ZHTL VY ZPTPSHY JPYJ\ TZ[HUJLZ&d

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J\Z[VTHYPS` KV\$ [OPZ KLMPUP[PVU HZRZ ^OL[OLY [OL KLMLUKHU[ WYV]PKLK JHYL  
cYLNHYKLN HZ JVTWL[LU[d I` TLKPJHS WLLYZ& 8SS\Z[YH[PVU , THRLZ P[ JSLHY [OH]  
VIZVSL[L J\Z[VTHY` WYHJ[PJLZ JHU UV^ IL JOHSSLUNLK& 8U HKKP[PVU\$ [OL

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Z[YVUNLY 2@6I29>6.<B YVSL MVY J\Z[VTHY` WYHJ[PJLZ PU TLKPJHS THSWYHJ[PJL  
JHZLZ [OHU [OH[ NP]LU [V PUK\Z[Y` J\Z[VTZ PU VYKPUHY` ULNSPNLUJL JHZLZ\$  
^OLYL J\Z[VT PZ ZPTWS` VUL MHJ[VY [V IL JVUZPKLYLK& BOPZ TL[ Z[YVUN  
YLZPZ[HUJL MYVT JYP[PJZ ^OV MLS[ [OH[ MHY [VV T\JO ^LPNO[ ^HZ ILPUN NP]LU [V  
TLKPJHS J\Z[VTZ&

BV IL Z\YL\$ [OL PUP[PHS KYHM[ KPK WSHJL H OLH]` [O\TI VU [OL ZJHSL PU  
MH]VY VM \ZPUN WYL]HSPUN WYHJ[PJLZ HZ [OL Z[HUKHYK VM JHYL& BVV OLH]`& 8U  
P[Z LHYSPLZ[ P[LYH[PVUZ\$ 2VTTLU[ 2 VM 2V\UJPS 3YHM[ =V& \* PTWSPLK [OH[  
J\Z[VTHY` WYHJ[PJLZ ZOV\SK \Z\HSS` NV]LYUS Z[H[PUN

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WYLZ\TW[PVU PU MH]VY VM J\Z[VT& BOL`HSZV KYVWVLK [OL [L\_[ Z[H[PUN [OH[ J\Z[VTZ JHU VUS`cZVTL[PTLZd IL YLNHYKLK HZ PUJVTWL[LU[&d BOL J\YYLU[ KYHM[ HSZV WYLZLY]LZ SHUN\HNL\$ JSHYPM^PUN [OH[ [OL Z[HUKHYK VM JHYL PZ c\S[PTH[LS`d HUK cLZZLU[PHSS`d ^OH[ V[OLY OLHS[O JHYL WYV]PKLYZ YLNHYK HZ JVTWL[LU]\$ UV[ ^OH[ [OL` [^WPJHSS`KV& O[ [OL ZHTL [PTL\$ OV^L]LY\$ [OL SH[LZ[ KYHM[ VM [OL JVT TLU[Z JVU[PU\LZ [V ZH` [OH[ J\Z[VTZ ^PSS cMYLX\LU]\$`d VY cVM[LUd IL H \ZLM\S ILUJOTHYR HUK [OH[ WYL]HPSUN TLKPJHS WYHJ[PJLZ HYL c\Z\HSS`d JVTWL[LU]&