

9!GŦchYf!: U\ fYf'i bhYf'8fc[Yb.'Dc`]nY]
YbhXYW_h'[Yghc\`YbYg': U\ fnYi [

Dc`]nY]'BYi k]YX`_cbhfc`Yfh'9!GŦchYf!: U\ fYf'fl (Ł!
[Yghc\`YbYf'GŦchYf'i bX'8fi [!HYgh'dcg]hj `Ui Z'H< 7
YbhXYW_h"

Jcb'Dc`]nY]X]fY_h]cb'BYi k]YXž'F\Y]b'fbhgk

5a `AcbhU[a]hU[ž'XYb'&+"5i [i gh&\$&(ž\UVYb'Dc`]nY]VYUa hY`]b
XYf'<YXXYgXcfZYf'GhfU»Y`Y]bY' (!Å\ f][Y'DYfgcb`Y]bYf'?cbhfc`Y
i bhYfnc[Yb"Ni `X]YgYa `NY]hdi b_h'ZØ\fhY`XYf'A Ubb`Y]bYb'9!
GŦchYf'a]h'g]Ŧ"5`g`Yf'X]Y`6YUa hYb`VYa Yf_hYž'gdfUb[`Yf
d`Öh`]Ŧ`j cb`XYa `GŦchYf'i bX`VY[Ubbž`\b`ni `gŦ]YVYb"8]YgYg
JYf\U`hYb`Yfk YW_hY`gcZcfhXUg`fbhYfYggY`XYf'Dc`]n]ghYb"

≈a `JYf`Ui ZXYf'?cbhfc`Y`k i fXY`gŦbY`'_`Ufž'XUgg'a]h`XYa `9!
GŦchYf'b]Ŧh`U`Yg`]b`CfXbi b[`k Uf"9]bY', VYfdfØZ b[`Yf[UVž
XUgg`XYf'GŦchYf'U`g'[Yghc\`Yb'[Ya Y`XYh'k Uf"Ni XYa `ZUbXYb`X]Y
6YUa hYb`5bnY]ŦYbž`X]Y`Ui ZXYb'?cbgi a `j cb`6YhÅi Vi b[ga]hY`b
\]bXYi hYhYb"9]b`UbgŦ`]Y»YbXYf'i f]bhYgh`]YZYfhY`Y]b'dcg]hj Yg
9f[YVb]g`Ui Z'H< 7ž`XYa `<Ui dhVYghUbXhY`]j cb`7UbbUV]g"

8YhU]`g`ni f'?cbhfc`Y

8]Y`G]hi Uh]cb`gdfUŦ`XUZØž'XUgg`X]Y`DYfgcb`a Ö[`]ŦYfk Y]gY
i bhYf`XYa `9]bZi gg]j cb`8fc[Yb`ghUbXž`k Ug`b]Ŧh'bi f`ZØf`]\b
gY`Vghž`gcbXYfb`Ui Ŧ`ZØf`UbXYfY`JYf`Y\ fghY]`bY\ a Yf`Y]b`F]g]_c
XUfghY`Yb`_ÖbbhY" `H< 7`]gh`Y]bY`dgmŦcU_h]j Y`Gi VghUbž`X]Y`X]Y
FYU_h]cbgZÅ\][_Y]hi bX`XUg`i fhY`]gj Yfa Ö[Yb`Y]bYf'DYfgcb
VYY]bhfÅŦh][Yb`_Ubb"8]Yg`]gh`VYgcbXYfg`dfcV`Ya Uh]gŦ`ZØf
`Ya UbXYbž`XYf`Y]b': U\ fnYi [`]b`X]YgYa `: U`Y]bYb'9!GŦchYf`

bi hnh"

8]Y'Dc`nY]\Uh]b'XYb`YmhYb`U\fyb`j Yfgh`f_h?cbhfc`Yb
Xi fW [YZØ\fhž'i a`g]WYfni ghY`Ybž`XUgg`X]Y': U\fyf`j cb`9!
GWčchYfb`X]Y`FY [Y`b`Y]b\U`hYb`i bX`b]W`hi bhYf`XYa`'9]bZi gg`j cb
8fc [Yb`cXYf`5`_c\c`ghY\Yb``9g []Vh]a a Yf`k]YXYf`6Yf]W`hY`ØVYf
I bZ`Yž`X]Y`Ui ZXUg: U\fyb`i bhYf`9]bZi gg`j cb`6Yh`i Vi b [ga]hY`b
ni fØW`ni ZØ\fyb`g]bX``8]YgYf`J cfZU``i bhYfghfY]W`h`X]Y`K]W`h [_Y]h
XYf`G]W`Yf\Y]h]a`GhfU» Ybj Yf_Y\`fi bX`XYf`9]b\U`hi b [`XYf
 [YgYh`]W`Yb`J c f g W`f]ZhYb"

F Y U _ h] c b Y b ` X Y f ` D c `] n Y]

8]Y'Dc`nY]X]fY_h]cb`BYi k]YX`Uh`XUfUi Z`]b [Yk]YgYbž`XUgg
J Yfgh`Y` [Y [Yb`X]Y`J Yf_Y\fgfY [Y`bž`]bgVYgcbXYfY`]b`J YfV]bXi b [a
]h`8fc [Yb`cbgi a ž`Yfbgh [Ybca a Yb`k YfXYb``8]Y`?cbhfc`Y`XYf
J Yf_Y\fgg]W`Yf\Y]h]gh`Y]bY`XYf`<Ui dhdf]cf]h`hYb`XYf`Dc`nY]ž`i a
X]Y`ÖZYbh]W`Y`G]W`Yf\Y]h`ni` [Yk`Å\`f`Y]ghYb```X]YgYa` : U``k]fX
XYf` (!Å\`f [Y`a]h`fYW`h]W`Yb`?cbgYei YbnYb`fYW`bYb`a ØggYbž
gck c`k Y [Yb`XYg: U\fybg`i bhYf`9]bZi gg`U`g`Ui W`k Y [Yb`XYg
6Yg]hYg`Y]bYg [Yghc`\`YbYb`: U\fnYi [g"

8]Y'Dc`nY]Yfa`i h] [h`X]Y`6Yj Ö`_Yfi b [ž`j YfX`W`h] [Y`5_h]j]h`hYb`ni
a Y`XYb`i bX`Ui ZX]Y`Y] [YbY`G]W`Yf\Y]h`gck]Y`X]Y`G]W`Yf\Y]h
UbXYfYf`ja`GhfU» Ybj Yf_Y\`fi`UW`hYb``8Yf`?cbgi a`j cb`8fc [Yb
]b`J YfV]bXi b [`a]h`XYa` : U\fyb`j cb` : U\fnYi [Yb`U`Yf`5fh`_Ubb
 [YZ`Å\`f]W`Y`?cbgYei YbnYb`\UVYb`i bX`k]fX`a]h`U`Yf`<`ÅfhY
j YfZc` [h"

: UfVYbZfc\Y`9!GWčchYf`g]bX`\Yi hni hU [Y`VY`]YVhY
: cfhVYk Y [i b [ga]hY``]b`j]Y`Yb`Gh`X`hYb``G]Y`V]YhYb`Y]bY
i b`_ca`d`n]YfhY`A Ö [`]W`_Y]hž`_i fnY`GhfYW`_Yb`ni fØW`ni`Y [Yb``8cW`
X]Y`Bi hni b [`X]YgYf: U\fnYi [Y`Vf]b [h`Ui W`J YfUb`hk`cfhi b [`a]h
g]W``: U\fyf`a ØggYb`g]W`YfghY`Ybž`XUgg`g]Y`b]W`h`bi`f`X]Y
J Yf_Y\fgfY [Y`b`VYZc` [Ybž`gcbXYfb`Ui W` [Y]gh [`i bX`_ÖfdYf`]W`]b
XYf`@U [Y`g]bXž`g]W`Yf`ni`ZU\fyb"

8Yf`J cfZU``j cb`A cbhU [`]gh`Y]b`k Y]hYfYg`6Y]gd]Y`XUZØfž`k]Y

gWbY`g]W`Y]bY`j Yfa`Y]bh]W`Ufa`cgY` : U\fh]b`Y]bY`Yfbgh\UZhY
5b[Y`Y[Yb\Y]hj Yfk UbXY`b`_Ubb`"8]Y`?ca`V]bUh]cb`Ui`g
8fc[Yb_cbgi`a`i`bX`XYa` : U\fYb`Y]bYg`[Yghc`\`YbYb` : U\fnYi` [g
ghY`h`Y]bY`Yf\YV`]W`Y` ; YZ\`fXi`b[`XUf`"

F`Y`Yj`Ub`n`X`Y`g`J`c`f`Z`U``g`

8]YgYf`J`c`f`Z`U``\`Uh`Y]bY`_`UfY`6`chgW`UZh`8`Ug` : U\fYb`Y]bYg`9!
GW`chYfg`ghY`h`i`bhYf`ghfYb[Yb`5i`ZU[Yb`ži`bX`8`fc[Yb`\`UVYb`]b
X]YgYf` ; `Y]W`i`b[`b]W`hg`ni`gi`W`Yb`"8]Y`Dc`nY]`k`]fX`k`Y]hYf\]b
k`UW`gUa`gY]b`i`bX`Y`bhgd`fYW`YbXY`A`U`bU`a`Yb`hfY`ZY`b`ži`a`X]Y
G]W`Yf\Y]h`i`a`GhfU`Y`bj`Yf`_Y`f`ni` [Yk`Å`f`Y]ghYb`"X`XYf`6`Øf[Yf`]gh
Ui`Z[Yfi`ZY`b`žj`Yf`Ub`hk`c`f`hi`b[gj`c`ni` \`Ub`XY`b`i`bX`gc`W`Y`F]g]_Yb
ni`j`Yfa`Y]XY`b`ži`a`i`bZ`Y`i`bX`fY`W`h]W`Y`?`cbgYe`i`Ybn`Yb`ni
j`Yf\]bXYfb`"

æ`i`?`cb`hYi`h`XYf`Ub`ghY][YbXYb`Bi`hni`b[`j`cb`9!GW`chYfb`]b
gh`X`h]gW`Yb` ; YV]YhYb`ž]gh`Yg`k`]W`h][ž`X]Y`[YgYhn`]W`Yb
FY[Y`i`b[Yb`i`bX`X]Y`G]W`Yf\Y]h`Ui`Z`XYb`GhfU`Yb`ni
h\Ya`Uh]g]YfYb`"9!GW`chYf`\`UVYb`]b`XYb`Y`hnhYb`X`YfYb
ni`bY`a`YbX`Ub`6Y`]YV`h`Y]h[Yk`cb`bYb`ž`k`Ug`Ui`W`X]Y
B`chk`YbX][_Y]h`Y]bYf`_`UfYb`fY`W`h]W`Yb`9]bc`f`X`bi`b[`i`bX
Y`bhgd`fYW`YbXYf`J`Yf`_Y`f`gg]W`Yf\Y]hga`U`bU`a`Yb`\`Yfj`c`f[Y`c`V`Y`b
\`Uh`"æ`8`Yi`hgW`Ub`X`X`Øf`ZY`b`9!GW`chYf`bi`f`j`cb`DY`fg`cb`Yb`UV`%(
X`YfYb`[Ybi`hnh`k`YfXYb`ž`i`bX`Yg`VY`ghY`h`Y]bY
J`Yfg]W`Yfi`b[gd`Z]W`h`Ni`XYa`a`ØggYb`Bi`hnYf`Y]bYb`[Ø`h][Yb
: Ø`fYfg`W`Y]b`VYg]hnYb`ž`k`Ybb`X]Y` ; YgW`k`]bX][_Y]h`XYg`9!GW`chYfg
&\$`_a`#`ØVYfghY][h`8]Y`Dc`nY]`ZØ`fh`fY[Y`a`Å`][`?`cb`hf`c`Yb
Xi`fW`ž`i`a`g]W`Yfni`ghY`Yb`ž`X`Ugg`X]Y`J`c`fg`W`f]ZhYb`Y]b[Y`U`h`Y`b
k`YfXYb`"8]YgY`F`Y[Y`i`b[Yb`X]YbYb`b]W`hibi`f`XYf`G]W`Yf\Y]h`XYf`9!
GW`chYf! : U\fYf`ž`gc`bXYfb`Ui`W`X`Yf`Ub`XYfYb`J`Yf`_Y`f`ghY]`bY`a`Yf`"

9]b`k`]W`h][Yf`Di`b`h`]b`X]YgYa`Ni`gUa`a`Yb`Ub[`]gh`Ui`W`X`Yf
?`cbgi`a`j`cb`8`fc[Yb`]a`GhfU`Y`bj`Yf`_Y`f`"8`Yf`J`c`f`Z`U``Ua
&+`\$`,"&\$&(ž`VY]`XYa`X`Yf`9!GW`chYf! : U\fYf`d`cg]h]j`Ui`Z`H`<`7
[YhYghY`h`k`i`fXY`ž`fY[h`ni`Y]bYf`8]g`_i`gg]cb`ØVYf`X]Y`5i`gk`]f`_i`b[Yb
j`cb`8`fc[Yb`Ui`Z`X]Y`J`Yf`_Y`f`gg]W`Yf\Y]h`Ub`"B`UW`5b[UVYb`XYg
6i`bXYgnYb`hfU`Y`ZØf`[Ygi`bX`Y]h]W`Y`5i`Z`_`Åfi`b[`fb`N[5`L]gh`XYf`"

?cbgi a 'j cb'7UbbUV]g'Y]bY'XYf'<Ui dhi fgUWYb'ZØf'I bZÀ''Y'ja
GhfU»Ybj Yf_Y\řž'XU'X]Y'FYU_h]cbgZÀ\][_Y]h'i bX'XUg
FYU_h]cbgj Yfa Ò[Yb'XYf': U\fyf'VYY]bhfÀW h][h'k YfXYb'__ÒbbYb"
; YgYhnY'i bX'GhfUZYb'ZØf'8fc[Yb'Ua'GhYi Yf'g]bX'j]b'8Yi hgW\UbX
ghfYb[ž'i a'X]Y'G]W\Yf\Y]h'U''Yf'J Yf_Y\fgH]bY\ a Yf'ni
[Yk À\ř'Y]ghYb"

J YfVfUi W\YfghUh]gh]_Yb'ni f'Bi hni b['j cb'9! GWčchYfb

8]Y'Dcdi 'Uf]hÀh'j cb'9!GWčchYfb'j]gh]b'XYb'j Yf[Ub[YbYb'ř\řYb
gdfi b[\Už'Ub[Ygh]Y[Yb''@Ui h'Y]bYf'I a ZFU[Y'XYg
A Uf_hZc fgW\i b[gi bhYfbY\ a Ybg'GhUh]ghU'bi hnYb'a]h'Yfk Y]Y'fi bX
&) i 'XYf'XYi hgWYb'6Yj Ò_Yfi b['9!GWčchYf'a]bXYghYbg'Y]ba U'
ja 'A cbUh''8]Yg'gd]Y[Y'h'g]W\Ui W\]b'XYf'5bnU\''XYf'fY[]ghf]YfhYb
9!GWčchYf'k]XYfž'X]Y'j]b'XYb'XYi hgWYb'GhÀXhYb'XYi h]W\
[Ygh]Y[Yb'j]gh''b'XYb'a Y]ghYb'[fc»Yb'GhÀXhYb'ž'k]Y'6Yf'j]bž
A ØbWYb'i bX'<Ua Vi f[ž'g]bX'9!GWčchYf'a]h'Yfk Y]Y'Y]b'ZYghYf
6YghUbXhY]'XYg'GhÀXhYbYhmk Yf_g''8]Y'k UW\gYbXY'Bi hnYfnU\'
ZØ\fh'YXcW\Ui W\ 'ni 'Yf\Ò\hYb'6YXYb_Yb'\]bg]W\h]W\XYf
J Yf_Y\fgg]W\Yf\Y]h'i bX'XYf'FY[Y'_cbZcfa]hÀhž']bgVYgcbXYfY'j]b
6Yni ['Ui Z8fc[Yb_cbgi a "

9]bY'ja 'ř\ř'&\$&' 'Xi fW\ [YZØ\fhY'Ghi X]Y'XYg'8Yi hgWYb
J Yf_Y\fgg]W\Yf\Y]hgfUhg'fBJ FŁ'Yf[UVž'XUgg'i b[YZÀ\ř'' \$'i 'U''Yf'9!
GWčchYf'I bZÀ''Y'j]b'J YfV]bXi b['a]h'8fc[Yb_cbgi a 'ghUbXYb"
8]YgY'GhUh]gh]_Yb'j YfXYi h]W\Ybž'k]Y'k]W\h][
j YfUbhk cfhi b[gVYk i gghYf'I a [Ub['a]h'9!GWčchYfb'i bX'X]Y
9]b\U'hi b['[YgYhn]W\Yf'J cf[UVYb'g]bXž'i a'X]Y'G]W\Yf\Y]h]ja
GhfU»Ybj Yf_Y\ř'ni '[Yk À\ř'Y]ghYb''8]Y'Zcfh'Ui ZYbXY
GYbg]V']g]Yfi b['XYf'6Yj Ò_Yfi b['ØVYf'X]Y'F]g]_Yb'XYg
8fc[Yb_cbgi a g]ja 'J Yf_Y\ř'i bX'X]Y'J YfUbhk cfhi b['XYf'Bi hnYf
g]bX'bchk YbX][ž'i a'X]Y'I bZU''nU\Yb'ni 'fYXi n]YfYb'i bX'Y]b
g]W\YfYg'J Yf_Y\fgi a ZY'X'ZØf'U''Y'ni 'gW\UZZYb"

F YW\ h]W\Y'A U» bU\ a Yb'i bX'≠b]h]Uh]j Yb'ni f
J Yf_Y\fgg]W\Yf\Y]h

I a 'X]Y'G]W\Yf\Y]h]a 'GhfU» Ybj Yf_Y\f'ni 'Yf\Ò\Ybž']bgVYgcbXYfY
]b'6Yni ['Ui Z'XYb'9]bgUhn'j cb'9!GWčchYfbž'\UVYb'j]Y'Y'GhÀXhY']b
8Yi hgW\`UbX'gdYn]Z]gW\Y' ð]h]Uh]j Yb'i bX'Dfc[fUa a Y']bg'@YVYb
[Yfi ZYb" '8Uni [Y\ÒfYb'ni gÀhn`]W\Y'GW\i 'i b[gdfc[fUa a Y'ZØf'9!
GWčchYf!Bi hnYf'ni f'GYbg]V']g]Yfi b['ZØf'J Yf_Y\fgfY[Y'b'i bX'X]Y
; YZU\fyb'XYg': U\fybg'i bhYf'8fc[YbY]bZi gg" '8Ug'N]Y'X]YgYf
ð]h]Uh]j Yb']ghYgž'b]W\h'bi f'XUg'G]W\Yf\Y]hgVYk i gghgY]b'ni
gW\ÀfZYbž'gcbXYfb'Ui W\X]Y'nk]gW\Yba YbgW\`W\Yb'?cbZ]_hY']a
GhfU» Ybj Yf_Y\f'ni 'fYXi n]YfYb'i bX'X]Y'Ni gUa a YbUfVY]h
nk]gW\Yb'XYb'J Yf_Y\fghY]`bY\ a Yfb'ni 'ZØfXYfb"

Ni gÀhn`]W\`k YfXYb'Ui W\X]Y'?cbhfc`Yb'Xi fW\X]Y'Dc`]nY']j YfghÀf_h
Ui g[YVUi h" 'J Yf_Y\fg_cbhfc`YbžVY]'XYbYb'X]Y'9]b\U'hi b['XYf
J cfgW\ f]ZhYb'VYnØ[`]W\ '9!GWčchYfb'i bX'XYf'Bi hni b['j cb'8fc[Yb
[YdfØžh'k]fXž'g]bX'a]h'Yfk Y]Y'_Y]bY'GY'hYb\Y]h'a Y\f" '5i W\X]Y
9]bZØ\fi b['bYi Yf'HYW\bc`c[]Yb'ni f', VYfk UW\i b['XYg
J Yf_Y\fgj Yf\U'hYbg'_ÒbbhY'Y]b'GW\`ØggY`ni f'J YfVYggYfi b['XYf
J Yf_Y\fgg]W\Yf\Y]h'XUfghY`Yb" ð'bÀ\YfYf'Ni _i bZh'Yfk UfhYh'a Ubž
XUgg'k Y]hYfY'fYW\h]W\Y'FY[Y'i b[Yb'i bX'A U» bU\ a Ybž'gck c\`
Ui Z_ca a i bU'Yf'U'g'Ui W\`Ui Z'Vi bXYgk Y]hYf'9VYbYž
]a d`Ya Ybh]Yfh'k YfXYbž'i a 'X]Y'Bi hnYf'j cb'9!GWčchYfb'VYggYf'ni
gW\ØhnYb'i bX'X]Y'G]W\Yf\Y]h'Ui Z'XYb'GhfU» Yb'ni [Yk À\f'Y]ghYb"

, VYf'gc`W\Y'H\Ya Yb']bZcfa]Yfh'X]Y'6i bXYgnYbhfU`Y'ZØf
[Ygi bX\Y]h`]W\Y'5i Z_`Àfi b[žk À\fybX'XYf'8Yi hgW\Y
J Yf_Y\fgg]W\Yf\Y]hgfUh'fB J F Ł'fY[Y'a À»] ['Ghi X]Yb'ni f
J Yf_Y\fgg]W\Yf\Y]h'Xi fW\ZØ\fh"

8YhU]`g

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