

B UWX 'A YggYfUb [f]ZZ. 'F YW_`]b [\ Ui gYb
j YfghÀf_h`G]WX Yf\ Y]h`Ui Z': YghYb

Dc`nY]'F YW_`]b [\ Ui gYb`j Yf\ Àb [h`YfghYg`]bX]j]Xi Y`Yg
K UZZYbhFU [Yj YfVch`bUWX 'A YggYfUb [f]ZZ`b`Gc`b [Yb`ni f
9f\ Ò\i b [`XYf`ÒZZYbh]WX Yb`G]WX Yf\ Y]h"

9]b`hfU []gWX Yf`J cfZU``]b`Gc`b [Yb`\Uh`b]WX h`bi f`X]Y`GhUXh
YfgWX ØhhYfhž`gcbXYfb`Ui WX`k Y]hfY]WX YbXY`F YU_h]cbYb`ja`?fY]g
F YW_`]b [\ Ui gYb`i bX`XYf`GhUXh`6chhfc`d`Ui g [Y`Ògh`"8Yf`hÒX`]WX Y
A YggYfUb [f]ZZ`k À\fybX`Y]bYg`GhUXhZYghYg`\Uh': fU [Yb`ni f
G]WX Yf\ Y]h`i bX`ni a` [Y`hYbXYb`F YWX`h`Ui Z [Yk cfZYb"
Dc`nY]dfÀg]XYbh]b': f]YXYf`_Y`Ni f\Ui gYb`Ài »YfhY`g]WX`VYhfcZZYb
i bX`VYhcbhY`X]Y`6YXYi hi b [žXYb`6Øf [Yf]bbYb`i bX`6Øf [Yfb`Y]b
g]WX YfYg`l a ZY`X`ni `V]YhYb"

8]Y`Vfi hU`Y`B Uhi f`XYg`5b [f]ZZgž`XYf`c`ZZYbVUf`c`\bY`J cfk Ufbi b []
]ba]hhYb`j cb': Y]Yf`]WX`_Y]hYb`ghUhhZUbXž`\Uh`XUg`G]WX Yf\ Y]hg [YZØ\`
j]Y`Yf`A YbgWX Yb`ghUf`_VYY]bhfÀWX h] [h`" 9]b`gc`WX Yg`5hhYbhUh
]ba]hhYb`Y]bYg`ZFÒ\`]WX Yb`GhUXhZYghYg`YfgWX ØhhYfh`b]WX h`bi f`X]Y
VYhfcZZYbYb': Ua]]Ybž`XYbYb`i bgYf`Ui Zf]WX h] [Yg`A]h [YZØ\` []`h ž
gc`Ni f\Ui gYb`"8]YgY`Y`b [ghY`gd]Y [Y`b`g]WX`Ui WX`]b`XYf`bYi Yb
GhfUhY []Y`XYf`Dc`nY]`k]XYfž`X]Y`XUfUi Z`UVn]Y`hž`X]Y
G]WX Yf\ Y]hgj cf`_Y\fi b [Yb`VY]`_ca`a YbXYb': YghYb`ja`?fY]g`ni
Yf\ Ò\Yb"

9f\ Ò\hY`Dc`nY]dfÀgYbn`i bX
G]WX Yf\ Y]hggWX i`i b [Yb

8]Y`Dc`nY]`\Uh`VYgWX`c`ggYbž`X]Y`G]WX Yf\ Y]hg`_cbnYdhY`ZØf
ÒZZYbh]WX Y`J YfUbghU`hi b [Yb`ja`?fY]g`F YW_`]b [\ Ui gYb`i bX
6chhfc`d`ni`ØVYfdfØZYb`"8]Y`_ca`a YbXYb': YghYž`XUfi bhYf`XUg

<Y]a UhZYgh]b'<U'hYfb'Ua 'GYY'i bX'XUg'K U'hfcdYf'DUf_ZYghž
k YfXYb'a]h'Y]bYf'Yf\Ò\hYb'Dc`nY]dfÀgYbn'Ui g[YghUhhYh" 8 Yf
GWXi hn'i bgYfYf'6Øf[Yf]bbYb'i bX'6Øf[Yf'\Uh'ZØf'i bg'cVYfghY
Df]cf]hÀh žYf_ÀfhY'Ni f\Ui gYb'i bX'ZØ[hY'\]bni ž'XUgg'Y]b
UVgc`i hYg'; YZØ\`XYf'G]WXYf\Y]h'b]W h[UfUbh]Yfh'k YfXYb'_Ubb"

GY]h'>U\ fYb'g]bX'A YggYfUb[f]ZZY`]b'8Yi hgW`UbX`[Ygh]Y[Ybž'k Ug
Y]b'Yf\Ò\hYg'5i [Yba Yf_'Ui Z'gc`WY'GhfUZhUhYb'bchk YbX]['a UW h'
8]Y'Dc`nY]'FYW_]b[\Ui gYb'\Uh'VYfY]hg'GhfUhY[]Yb'ni f
6Y_Àa dZi b['j cb'GhfU»Yb_f]a]bU']hÀh'i bX'A YggYf[Yk U'h
YhUv`]Yfh"9]b'6Y]gd]Y`\]YfZØf`]gh'X]Y'DfÀgYbn_cbnYdh]cb` : `YI ž
X]Y'Yg'XYb'6Y\ØfXYb'Yfa Ø[`]W hž'gW bY`i bX'[Yn]Y'h'Ui Z'U_hi Y`Y
J cfZÀ`Y'ni 'fYU[]YfYb"8]YgY'A U» bU\ a Yb'gc`Yb'Ui W`Y]bY
5VgW fYW_i b['ZØf'dchYbn]Y`Y'HÀhYf'XUfghY`Yb"

GY]h'&\$%, 'k YfXYb']a 'FU\ a Yb'j cb'GWXi `i b[Yb'ZØf
Dc`nY]VYX]YbghYhY'GnYbUf]Yb'VY\UbXY'hž]b'XYbYb'A YggYf
Y]b[YgYhnh'k YfXYb'_ØbbYb"8]Yg']gh'Y]bY'dfÀj Ybh]j Y'A U» bU\ a Yž
i a 'XUg'DYfgcbU`Ui Z\cWf]g_UbhY'G]hi Uh]cbYb'j cfni VYfY]hYb"8]Y
Dc`nY]'i bhYf\À'h'Ui » YfXYa 'Yb[Y'?ccdYfUh]cbYb'a]h'GWXi `Yb'ni f
5i z_Àfi b['ØVYf'X]Y'; YZU\ fYb'XYg'A YggYfY]bgUhnYgž
]bgVYgcbXYfY'VY]'> [YbX`]WYb"

→bX]j]Xi Y`Y'K UZZYbhfU[Yj YfVchY'U`g'bYi Y
A U» bU\ a Y

9]bY'bYi `Y]b[YZØ\ fhY'A U» bU\ a Y']gh'XUg']bX]j]Xi Y`Y
K UZZYbhfU[Yj YfVchž'XUg'_Øfn`]W` [Y[Yb'Y]bYb'` +!`À\ f][Yb
6chhfc dYf'Ui g[YgdfcWYb'k i fXYž'XYf'VYfY]hg'k Y[Yb
A YggYfUb[f]ZZYb'Ui Z[YZU`Yb']gh" 8 Ug']bX]j]Xi Y`Y
K UZZYbhfU[Yj YfVch]gh'Y]bY'k Y]hYfY'A U» bU\ a Yž' i a
A YggYf[Yk U'h'Ybh[Y[Ybni hfYhYb'i bX'X]Y'GhfU» Yb'g]WXYfYf'ni
a UWXYb žYf_ÀfhY'Dc`nY]dfÀg]XYbh]b'Ni f\Ui gYb"8]YgYg'J YfVch
k]fX'bi f']b': À`Yb'Yf'UggYbž']b'XYbYb'Y]bY'_cb_fYhY'; YZU\ f'ZØf'X]Y
ÖZZYbh]WXY'G]WXYf\Y]h'VYghY\h'i bX'X]Y'A U» bU\ a Y'U'g'bchk YbX][
YfUW hYh'k]fX"

K Yf'[Y[Yb'X]YgYg'J YfVch]j YfghØ» hž'a i gg'a]h'Y]bYa 'Nk Ub[g[Y'X

fYW.bYb"Ni XYa]gh'gW.cb`VY]a`9f\U`h`X]YgYg`J YfVchg`Y]bY
; YZÀ\XYfUbgdfUWXY`j cf[YgY\Ybž`k Ug`VYXYi hYhž`XUgg`X]Y
VYhfcZYbY`DYfgcb`ØVYf`X]Y`F]g]_Yb`i bX`?cbgYei YbnYb`XYg
J YfVchg`]bZcfa]Yfh`k]fX"

Nk Uf`[]Vh`Yg`]a`A ca`Ybh`_Y]bY`K UZZYbj YfVchgncbYb`]a`?fY]g
FYW`_]b[\Ui`gYb`cXYf`6chhfcđ`ž`XYbbcW`d`fØž`h`X]Y`Dc`]nY]
fY[Y`a`À»][`XUg`J cf\UbXYbgY]b`gc`W`Yf`NcbYb`]b`XYb
j YfgW`]YXYbYb`?ca`a`i`bYb`"I`a`X]YgY`NcbYb`Y]bni`f]W`hYbž`g]bX
XYhU]`]YfhY`; YZÀ\FXi`b[gUbU`mgYb`YfZcfXYf`]W`ž`X]Y`VY`Y[Ybž`XUgg
]b`Y]bYa`VYgh]a`a`hYb`; YV]Yh`Y]b`Yf\Ø`hYg`F]g]_c`ZØf
k UZZYbVYnc[YbY`GhfUž`UhYb`VYghY`h`"8YfnY]h`YI`]gh]YfYb`gc`W`Y
NcbYb`]b`Gh`X`hYb`k`jY`?Ø`b`i`bX`8ØggY`XcfZ"

Ni`g`À`h`]W` \U`h`X]Y`Dc`]nY]`GhfUHy[]Yb`ni`f`5i`Z`_`À`fi`b[`ØVYf`XUg
A`]hZØ`fYb`j`cb`A`YggYfb`Yb`hk`]W`_`Y`h`"6Y]gd]Y`gk`Y]gY`g]bX
a`YhU`]gW`Y`c`XYf`UbXYfY`[YZÀ`f`]W`Y`; Y[Ybgh`À`b`XY`VY]
ØZZYbh]W`Yb`J`YfUbg`hU`hi`b[Ybž`Gdc`fhUb`À`ggYb`gck`jY`:`Y]Yfb`]a
: fY]Yb`[fi`bXg`À`h`]W`j`YfVchYb`"8]YgY`6Ygh]a`a`i`b[Yb`gc`Yb`XUg
F]g]_c`j`cb`; Yk`U`hh`UhYb`Yf\YV`]W`fYXi`n]YfYb`i`bX`XYb`6Ygi`W`Yfb
Y]b`; YZØ`_`j`cb`G]W`Yf\Y]hj`Yfa`]hhY`b"

9]bV`]W`_`Y`]b`X]Y`G]W`Yf`Y]hgghfUHy[]Yb

8]Y`F`YU`_h]cbYb`Ui`Z`XYb`h`fU[]gW`Yb`J`cfZU`]]b`Gc`]b[Yb`nY][Yb
XYi`h]W`ž`XUgg`G]W`Yf\Y]h]b`ØZZYbh]W`Yb`F`Ài`a`Yb`ØVYfXUW`h
k`YfXYb`a`i`gg"; Ya`Y]bgUa`a`]h`XYb`6Øf[Yfb`i`bX
J`YfUb`hk`cfh]W`Yb`]b`XYb`?ca`a`i`bYb`k`]fX`Y]b`bYi`Yg`?Ud]hY`]]b`XYf
G]W`Yf\Y]hgghfUHy[]Y`XYf`Dc`]nY]`Y]b[YgW`U[Yb`"9g`V`Y]Vh`ni
\c`ZZYbž`XUgg`Xi`fW`X]YgY`bYi`Yb`A`U»`bU`a`Yb`XUg`J`YfhfUi`Yb`]b
X]Y`ØZZYbh]W`Y`G]W`Yf\Y]h`k`]YXYf\Yf[YghY`h`k`YfXYb`_`Ubb`i`bX
A`YbgW`Yb`]b`F`YW`_]b[\Ui`gYb`gck`jY`6chhfcđ`]fY`G]W`Yf\Y]h
ni`fØW`[Yk`]bbYb"

F`YU`_h]cbYb`Ui`Z`XYb`J`cfZU`_`

8]Y`F`YU`_h]cbYb`Ui`Z`XYb`A`YggYfUb[f]ZZ`]b`Gc`]b[Yb`\UVYb`gck`c`\`
]a`_`c`_`U`Yb`U`g`Ui`W`]a`bUh]cbU`Yb`?cbhYI`h`6Ygcf[b]g`Ui`g[Y`Øgh"

6Øf[Yf]bbYb`i bX`6Øf[Yf`XYf`FY []cb`Ài » YfhYb`g]W`VYhfcZZYb`]b
gcn]U`Yb`A YX]Ybž`k cVY]`j]Y`Y`X]Y`Bchk YbX][_Y]h`Y]bYf`Yf\`Ò\`hYb
G]W`Yf\`Y]h`VY]`ÒZZYbh]W`Yb`J YfUbghU`hi b [Yb`i bhYfghf]W`Yb`"5i W
]b`dc`]h]gW`Yb`?fY]gYb`[UV`Yg`: cfXYfi b [Yb`bUW`j Yfgh`Af`_hYa
GW`i hn`i bX`df`Aj Ybh]j Yb`A U» bU`a Yb`"J YfhfYhYf`XYf`GhUXh
Gc`]b [Yb`gck]Y`XYg`@UbXYg`BcfXf\`Y]b!K YghZU`Yb`\UVYb`g]W`ni f
GW`UZZ b [`Y]bYg`g]W`YfYfYb`i a ZY`Xg`VY`Ubbh`i bX`X]Y`K]W`h][_Y]h
XYf`Ni gUa a YbUfVY]h`nk]gW`Yb`Dc`]nY]`i bX`; Ya Y]bXY`VYhcbh`

9g`ZUbXYb`nU`\`fY]W`Y; Ygdf`AW`Y`i bX`?c`Y`_h]j U`_h]cbYb`ghUhhž`i a
X]Y`G]W`Yf\`Y]hg`U [Y`ni `VYgdfYW`Yb`i bX`[YY][bYhY`A U» bU`a Yb
ni `Yf`Of`hYfb`"J]Y`Y`A YbgW`Yb`ZcfXYfhYbž`XUgg`[YfUXY`]b
5bVYhfUW`h`XYf`Øb [ghYb`J cfZ`Y`J YfUbghU`hi b [Yb`ni _ØbZh][
g]W`YfYf`[YghU`hYh`k YfXYb`a ØggYb`"b`Y]bYa `cZZYbYb`6f]YZ
k YbXYhY`g]W`Y]bY`; fi ddY`j cb`VYgcf [hYb`6Øf [Yfb`Ub`X]Y
@c`_U`dc`]h`_i bX`VYhcbhY`X]Y`J YfUbhk cfhi b [`XYf`GhUXh`ZØf`X]Y
G]W`Yf\`Y]h`]\`fYf`6Øf [Yf`

GhUh]gh]gW`YfZUggVUfY`9b`hk]W`_`i b [Yb

8]Y`?f]a]bU`ghUh]gh]_`&\$&`ZØf`BcfXf\`Y]b!K YghZU`Yb`nY][hY`Y]bYb
VYgcf [b]gYffY [YbXYb`5bgh]Y [` [Yk U`h`h`h] [Yf` VYf [f]ZZY`a]h
A YggYfb`"@Ui h`XYb`NU`\`Ybž`j Yf`ÒZZYbh]W`h]j cb`XYf`Dc`]nY]`B`F`K`ž
gh]Y [`X]Y`5bnU`\`XYf`A YggYfUb [f]ZZY`ja `J Yf [`Y]W`ni a `J cf`U`f`i a
ØVYf`-i "8]YgY`Ni bU`a Y`]gh`HY]`Y]bYg`[f`Ø» YfYb`HfYbXgž`XYf
VYgU [hž`XUgg` (\$i `XYf [Yk U`h`h`h] [Yb`GhfUZhUhYb`]bnk]gW`Yb`a]h
Y]bYa `A YggYf`VY [Ub [Yb`k YfXYbž`k]Y`Ui ZXYf`K YVg]hY`XYg
@UbXYga]b]ghYf]i a g`ZØf`b`bYfYg`i bX`?ca a i bU`Yg`bUW`ni `YgYb
]gh`

8]Y`GhUh]gh]_`nY][h`ni XYa`ž`XUgg`VYgcbXYfg`↑ b [Y`A`AbbYf
nk]gW`Yb`%, `i bX`" \$`↘\`fYb`\`Ài Z] [`U`g`H`h`hYf`]XYbh]Z]n]Yfh`k`i`fXYb`"
8]YgY`XYa`c [fUZ]gW`Yb`8UhYb`a UW`Yb`XYi`h]W`ž`XUgg
Df`Aj Ybh]cbga U» bU`a Yb`i bX`GYbg]V`]g]Yfi b [g`Ua`dU [bYb
n]Y [Yf]W`hYh [YghU`hYh`k YfXYb`a ØggYbž`i a `X]YgY`gdYn]Z]gW`Y
; fi ddY`ni `YffY]W`Yb`

Df`Aj Ybh]cbg!`i bX`5i Z`_`Àfi b [gdfc [fUa a Y

XYf`Dc`]nY]

8]Y`Dc`]nY]`F YW_`]b[\Ui gYb`Uh]b`XYb`YmhYb`J\ fYb
j YfgWk]YXYbY`b]h]Uh]j Yb`ni f`DfAj Ybh]cb`j cb`A YggYf[Yk U`h]bg
@YVYb`[Yfi ZYb`"HY]`X]YgYf`GhfUhY[]Y`g]bX`Dfc[fUa a gWk i`i b[Ybž
X]Y`VYfY]hg`&\$%, `Y]b[YZØ\fhk i fXYbž i a `Dc`]nY]VYUa hY`i bX
UbXYfY`6Yfi Zg[fi ddYb`Ui Z`a Ø[`]Wk Y`F]g]_Yb`]a `Ni gUa a Yb\Ub[
a]h`A YggYfhfU[YbXYb`Ui Zni gWk i`Yb`"8]YgY`GWk i`i b[Yb
VY]b\U`hYb`dFU_h]gWk Y`5bk Y]gi b[Ybž`k]Y`]b`<cWk f]g]_cg]hi Uh]cbYb
f]Wk h[`ni`fYU[]YfYb`]gh`

9g`k YfXYb`Ui Wk`Dfc`Y`hY`]b`Ni gUa a YbUfVY]h`a]h`GWk i`Yb`]b`XYf
F Y[]cb`Xi fWk [YZØ\fhž i a `GWk Ø`Yf`ØVYf`X]Y` ; YZU\ fYb`XYg
A]hZØ\ fYbg`j cb`A YggYfb`ni`]bZcfa]YfYb`"; YfUXY`Xi fWk`X]Y
Ni gUa a YbUfVY]h`a]h`š [YbXcf[Ub]gUh]cbYb`i bX`gcn]U`Yb
9]bf]Wk hi b[Yb`gc`XUg`6Yk i gghgY]b`ZØf`; Yk U`hd fAj Ybh]cb
[YgWk`ÅfZi`k YfXYb`"5b[Yg]Wk hg`XYf`Øb[ghYb`J cfZÅ`Y`]gh`Y]bY
: cfhZØ\ fi b[`i bX`b hYbg]j]Yfi b[`X]YgYf`Dfc[fUa a Y`j cb`nYbhfU`Yf
6YXYi hi b["

8YhU]`g

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