

K UWgUa `V`Y]VYb. `B Yi Y`A U`k UfY!
6YXfc\i b[`Z0f`a UWC G!Bi hnYf`Yb hXYW_h

B Yi Y`a UWC G!A U`k UfY žXYf`7h\i ` \i `GhYU`Yfž`n]Y`h`Ui Z`@c []b!
8UhYb`"G]WXYf\Y]hgj cf_Y\fi b[Yb`j cb`5dd`Y`j YfgWÅfZYb
g]W`"K Ufbi b[`Z0f`Bi hnYf`

9]bY`bYi Y`6YXfc\i b[`Z0f`a UWC G`6Ybi hnYf`]gh`Ui Z[YhUi W hž`i bX
XYf`J YfXUW h`ZÀ`h`Ui Z`Y]b`GW UXdfc[fUa a ž`XUg`g]W`X]Y`U`hYb
Hf]W_gj cb`A U`k UfY`ni`9][Yb`a UW h`8]YgY`5fh`XYf`7mVYf!
6YXfc\i b[`YfZUggh`VYgcbXYfg`gYbg]V`Y`8UhYbž`XUfi bhYf`@c []b!
`bZcfa Uh]cbYb`Z0f`j YfgW]YXYbY`8]YbghY`i bX`? fmdhc!K U`Yhg`8]Y
A U`k UfY`hfÀ[h`XYb`BUa Yb`7h\i ` \i `GhYU`Yf`i bX`_0bbhY`j]Y`Y`A UW
Bi hnYf`]b`GW k]Yf][_Y]hYb`Vf]b[Ybž`k Ybb`g]Y`b]W`h`j c`fg]W`h][
g]bX"

K Ug`VYgcbXYfg`VYa Yf_Ybgk Yfh`]ghž`]gh`X]Y`a Yh\cX]gWXY
J cf[Y\Ybgk Y]gYž`a]h`XYf`g]W`X]YgY`A U`k UfY`Ni [Ub[`ni`XYb
A UWg`XYf`Bi hnYf`j YfgW UZZYb`k]`"C V k c`\`X]Y`HYW`b]_Ybž`X]Y`Z0f
X]Y`J YfVfY]hi b[] Yfk YbXYh`k YfXYbž`b]W`h`bYi`g]bXž`bY\`a Yb`X]Y
9bhk]W`_Yf`UbgWXY]bYbX`_fYUhj Y`5V`0fni b[Ybž`i a`X]Y`Bi hnYf`ni
h`Ai gWYb`i bX`]\fY`5i Za Yf_gUa _Y]h`ni`YffY[Yb`"8Ug`]gh`Y]bY`_`UfY
9f]bbYfi b[`XUfUbž`XUgg`G]WXYf\Y]h`]b`XYf`X][]hU`Yb`K Y`h`gh`bX][Y
K UWgUa _Y]h`YfZcfXYfh"

J YfgW`Y]Yfi b[ghU_h]_Yb`XYf`A U`k UfY

8]Y`5fh`i bX`K Y]gYž`k]Y`g]W`7h\i ` \i `GhYU`Yf`hUfbYb`k]`ž`]gh
Xi fWUi g`fUZZ]b]Yfh`"8]Y`A U`k UfY []Vh`g]W`U`g`VY`_UbbhY`GcZk UfY
Ui gž`XUfi bhYf`XUg`VY`]YVhY`6YfY]b][i b[gk Yf_nYi [`7`YUba mA UWž
XUg`VY`_UbbhY`Gd]Y`"; fUbX`H\Yž`i5i hc`=]`cXYf`[Uf`U`g`7fUW`!
; YbYfUhc`f`Z0f`5XcVY!5bk YbXi b[Yb`"J]Y`Y`Bi hnYf`_0bbhYb

[YbY][h'gY]bž'gc`WXY`a cX]Z]n]YfhYb`5bk YbXi b[Yb`Ui g`b]W`h
cZ]n]Y`Yb`E i Y`Yb`\Yfi bhYfni `UXYbž`k Ug`X]Y`K U\fgWXY]b`]W`_Y]h
Yf\`Ò\hž`XUgg`g]Y`Ui ZX]YgY`GW`UXgc`Zk UfY`\YfY]bZU`Yb"

≠gVYgcbXYfY`VY]`XYf`J Yfk YbXi b[`j cb`]`Y[U`Yb`8ck b`cUXg
_ÒbbhY`XUg`9]b[UVYZ`X`ZØf`Y]b`DUggk cfhž`XUg`ØVYf`5dd`Yg
; UhY`_YYdYf!`?cbhfc``Y`Ui g[Y`UggYb`k]fXž`U`g`bcfa U`YfUW`hYh
k YfXYb``Bi hnYfž`X]Y`YXcW`]\fY`GcZk UfY`Ui g
j YfhfUi Ybgk ØfX][Ybž`cZ]n]Y`Yb`E i Y`Yb`VYn]Y`Ybž`gc``hYb
U`Ufa]Yfh`gY]bž`k Ybb`g]Y`Y]b`XYfUfh][Yg`J Yf\U`hYb`Yf`YVYb"

8]Y`; YZU\`fž`X]Y`j cb`X]YgYf`5fhj cb`A U`k UfY`Ui g[Y\`hž`_ÒbbhY
Yfbgh\UZhY`?cbgYei YbnYb`\UVYb``8]Y`[Yghc`\YbYb
5ba Y`XYXUhYb`_ÒbbhYb`a]ggVfUi W`h`k YfXYbž`i a`Ui Z`df]j UhY
≠Zcfa Uh]cbYb`i bX`Z]bUbn]Y`Y`5ggYhg`ni ni [fY]ZYb``8]Yg`_ÒbbhY
b]W`h`bi f`ni `Z]bUbn]Y`Yb`J Yf`i ghYb`ZØf`X]Y`Bi hnYf`ZØ`fYbž`gc`bXYfb
Ui W`ni `Y]bYa`J Yf`i gh`XYg`J YfhfUi Ybg`]b`X]Y`G]W`Yf\Y]h`]fYf
; Yf`ÀhY"

5dd`Yg`G]W`Yf\Y]hga U» bU\`a Yb`i bX`XYfYb
5i gk]f`_i b[Yb

5b[Yg]W`hg`gc`W`Yf`6YXfc`\i b[Yb`fYU[]Yfh`5dd`Y`a]h`Y]bYf
J YfgW`ÀfZi b[`gY]bYf`G]W`Yf\Y]hgf]W`h`b]Yb``8]Yg`_ÒbbhY`ni a`HY]
X]Y`9f[YVb]ggY`gc`W`Yf`J cfZ`À`Y`VY[Øbgh][Ybž`X]Y`X]Y`G]W`Yf\Y]h
XYg`GmghYa g`[YZ`À`fXYb``A]h`XYa`_ca`a YbXYb`a UWC`G`GYei c]U
k]fX`XUg`² ZzbYb`j cb`b]W`h`b`chUf]g]YfhYb`5bk YbXi b[Yb
_ca`d`n]YfhYf`[YghU`hYh``: Øf`X]Y`a Y]ghYb`GhUbXUfXVYbi hnYf`]gh
X]Yg`Y]bY`g]bbj c``Y`A U» bU\`a Yž`i a`i]fY`; Yf`ÀhY`ni `gW`ØhnYb"

≠XcW`[]Vh`Yg`Ui W`Y]bY`?Y\fgY]hY`X]YgYb`g]W`YfYfYb
J cf[Y\Ybgk Y]gY.`9bhk]W`_Yfž`X]Y`]bbcj Uh]j Y`GcZk UfYg`\YfghY`Yb
a ÒW`hYbž`k YfXYb`Xi fW`X]Y`ghfYb[Yb`G]W`Yf\Y]hga YW`Ub]ga Yb
a Ò[`]W`Yfk Y]gY`]b`]\fYf`5fVY]h`VY\]bXYfh``8]Y`Gi W`Y`bUW`Y]bYf
6U`UbW`nk]gW`Yb`a Ul]a U`Yf`G]W`Yf\Y]h`i bX`XYf`i bhYfghØhni b[
ZØf`X]Y`9bhk]W`_Yf[Ya Y]bXY`k]fX`ZØf`5dd`Y`Y]bY`<YfUi gZcfXYfi b[
gY]bž`k À`fYbX`X]Y`6YXfc`\i b[Yb`Xi fW`A U`k UfY`k Y]hYf\]b
ni bY`a Yb"

8]Y`U_hi Y`Y`G]hi Uh]cb`j]gh`Y]bY`_`UfY`K Ufbi b[`Ub`U`Y`A UWBi hnYf"
8 Ug`gh`ÅbX][Y` , VYfdfØZYb`j cb`8ck b`cUXei Y`Yb`i bX`XUg
<]bhYfZfU[Yb`j cb`5bk YbXi b[Yb`g]bX`i bYf`Àgg`]W`ž`i a` `g]W`Yf`ni
V`Y]VYb`"8]Y`6YXYi hi b[`XYf`7mVYfg]W`Yf`Y]h`fØW`_h`a` Y`f`XYbb`Y
]b`XYb` : c`_i g`ž`i bX`Yg`]gh`YbhgW`Y]XYbXž`XUgg`Bi hnYf`g]W`XYf
; YZU`fYb`VYk`i ggh`g]bXž`X]Y`a`]h`XYa` `<Yfi bhYf`UXYb`i bX`XYf
Bi hni b[`j cb`GcZk UfY`Ui g`ZfU[k ØfX][Yb`E`i Y`Yb`j YfVi bXYb
g]bX"

I a`XYa`Ybh[Y[Ybni k]f`Ybž`gc`hYb`X]Y`6Ybi hnYf`dfcU`_h]j Y
A U»bU`a`Yb`Yf[fY]ZYbž`i a` `]fY`8UhYb`ni `gW`ØhnYb`"Gc`gc`hYb
fY[Y`a` Å»][Y`GcZk UfY!! dXUhYg`Xi fW`[YZØ`f`h`i bX`Y]bY
j YfhfUi Ybgk ØfX][Y`5bh]j]fYb`Øgi b[`]b`6YhfUW`h`[Ync[Yb`k YfXYb`"
»`a` Y`f`ØVYf`X]Y`dchYbn]Y`Yb` ; YZU`fYb`j YfghUbXYb`k]fXž`XYghc
VYggYf`_ØbbYb`Bi hnYf`g]W`gW`ØhnYb"

G]W`YfY`Gi fZYb`]a` `=bhYfbYh

: Øf`A UW6Ybi hnYf`]gh`Yg`i bYf`Àgg`]W`ž`VY]a` `Gi fZYb`]a` `=bhYfbYh
i bX`VY]a` `8ck b`cUX`j cb`GcZk UfY`]XYbYfY]W`Y`J`c`fg]W`h`k`U`h`Yb`ni
`UggYb`"8i fW`XUg`6Yk`i ggh`g]b`ZØf`gc`W`Y`6YXfc`i b[Yb`i bX`X]Y
: Å`][_Y]hž`X]YgY`ni `Yf`_YbbYbž`_ØbbYb`X]Y`Bi hnYf`g]W`YfghY`Ybž
XUgg`g]Y`b]W`h`]b`X]Y` : U`Y`j cb`7mVYf`_f]a`]bY`Yb`hUddYb`"K]ggYb
]gh`A UW`hž`k`Ybb`Yg`i a`X][]hU`Y`G]W`Yf`Y]h`[Y`hž`i bX`Yg`]gh`Ub`XYf
NY]hž`X]Yg`]b`X]Y`DfUi]g`i a`ni gYhnYb"

8]Y`9bhk]W`_`i b[`j cb`A`U`k UfY`ZØf`a` UWC`G

8]Y`6YXfc`i b[`Xi fW`A`U`k UfY`]gh`ZØf`a` UWC`G`b]W`h`b`Yi`" `=b`XYb
`YhnYb`»U`fYb`[UV`Yg`nU`fY]W`Y`J`Uf]UbhYbž`X]Y`U`Y`Ui`Z
i bhYfgW`]YX`]W`Y`K`Y]gY`j Yfgi W`hYbž`g]W`Ni [Ub[`ni
6Ybi hnYfXUhYb`ni `j YfgW`UZYb`"8Yf`? UgdYfg_m`@UV`VYf]W`hYhž
XUgg`a` UWC`G`]a` a`Yf`a`Y`f`]bg`J`g]Yf`j cb`7mVYf`_f]a`]bY`Yb`[Yf`Å`hž
]bgVYgcbXYfY`XU`]a` a`Yf`a`Y`f`]Bi hnYf`Ui`Z`XUg`6Yhf]YVggmghYa
k YW`gY`b`"8]Y`ni bY`a`YbXY`Dcdi`Uf]h`Å`h`j cb`5dd`Y!DfcXi`_hYb
V]YhYh`5b[fY]ZYfb`Y]bY`VfY]hYfY`6Ug]gž`i a` `]fY`A`U`k UfY`ni
j YfVfY]hYb"

9]bY`XYf`Ài Z[ghYb`A Yh\cXYbž`X]Y`j cb`A U`k UfY!9bhk]W_`Yfb
j Yfk YbXYh`k YfXYbž`]gh`XUg`gc[YbUbbhY` GcW]U`9b[]bYYf]b[" "
<]YfVY]`k YfXYb`6Ybi hnYf`a Ub]di`]Yfhž`i a`]\fY`Y][YbYb`8UhYb
dfY]gni [YVYb`cXYf`gW`ÀX`]W`Y`GcZhk UfY`ni`]bghU`]YfYb`"9]b
6Y]gd]Y``\]YfZ0f`]gh`X]Y`J YfVfY]hi b[]j cb` : U`_Y!I dXUhY!K Ufbi b[Yb
cXYf`X]Y`HÀi gW`i b[`Xi fW` [YZ`À`gW`hY`GcZhk UfYUb[YVchY`"8]YgY
HU_h]_Yb`g]bX`b]W`h`bYi ž`k YfXYb`Y`XcW`gh`ÀbX][]j YfZY]bYfhž`i a
Bi hnYf`ni f` ðghU`Uh]cb`ni`]j Yf`Y]hYb"

8]Y`F`YU_h]cb`j`cb`5dd`Y`Ui`Z

G]W`X`Yf`Y]hgVYXfc` \i`b[`Yb

5dd`Y`\Uh]b`XYf`J`Yf[Ub[Yb`Y]h`a` Y`fYfY`Dfc[fUa` a`Y`i`bX
G]W`X`Yf`Y]hgi dXUhYg`]a`d`Ya`Ybh]Yfhž`i`a`X]Y`6Ybi hnYf`j`cf`gc`W`X`Yb
6YXfc`\i`b[Yb`ni`gW`0hnYb`"9]b`YggYbn]Y``Yf`6YghUbXhY]`XUj`cb`]gh
XYf` ; UhY`_YYdYfž`XYf`ghUbXUfXa`À»][`bi`f`GcZhk UfY`j`cb
j`Yf]Z]n]YfhYb`9bhk]W_`Yfb`Yf`Ui`Vh`8]YgY` : i`b_h]cb`k`]fX`Y`XcW`j`cb
7mVYf`_f]a`]bY``Yb`i`a` [Ub[Ybž`]bXYa`g]Y`A`U`k`UfY`U`g`Y[]h]a`Y
GcZhk UfY`hUfbYb`"8]Y`HUhgUW`Yž`XUgg`XYf`7h`i` \i` `GhYU`Yf`U`g
VY`]YVhY`5bk`YbXi`b[Yb`[YhUfbh]ghž`nY][hž`k`]Y`k`]W`h][`Yg`]ghž`g]W`
fY[Y`a`À»][`0VYf`dchYbh]Y``Y` ; YZU`fYb`ni`]bZcfa`]YfYb`i`bX
G]W`X`Yf`Y]hgj`cf`_Y`\fi`b[Yb`Yfbgh`ni`bY`a`Yb"

I`a`V`YggYf`Ui`Z`X]Y`U`_hi`Y``Yb`6YXfc`\i`b[Yb`fYU[]YfYb`ni` `0bbYbž
\Uh`5dd`Y`Ui`W`X`Y][YbY`G]W`X`Yf`Y]hg]b]h]Uh]j`Yb`[YghUfhYh`8]Y
9]bZ0\fi`b[]j`cb`J`YfVYggYfi`b[Yb`k`]Y`cdh]cbU`Ya`Yfk`Y]hYfhYb
GW`i`hn`Z0f`gYbg]V`Y`8UhYb`i`bX`X]Y` ðhY[fUh]cb]j`cb
G]W`X`Yf`Y]hgZ`b_h]cbYb`X]fY`_h]b`XUg`GmghYa` \Uh]j`cffUb[]][Y
6YXYi`hi`b[" "@Ui`h`5dd`Y`g]bX`X]YgY`G]W`X`Yf`Y]hga`U»`bU`a`Yb`b]W`h
bi`f`XUfUi`Z`Ui`g[Y`Y[hž`A`U`k`UfY`ni`Yf`_YbbYb`i`bX`ni`V`cW_]YfYbž
gcbXYfb`Ui`W`ž`i`a`X]Y`6Ybi hnYfYfZU`\fi`b[`b]W`h`i`bb0h][`ni
VYY]bhf`ÀW`h][Yb"

5`_hi`Y``Y`GhUh]gh]_Yb`ni`A`U`k`UfY!5b[f]ZZYb

GhUh]gh]_Yb`nY][Yb`Y]bYb`VYgcf[b]gYffY[YbXYb`5bgh]Y[]j`cb
A`U`k`UfY!5b[f]ZZYb`Ui`Z`a`UWC`G! ; Yf`ÀhY`"@Ui`h`XYa` `À`f`]W`X`Yb

G]W\Yf\Y]hgVYf]W\h]j cb`Gma UbhYWgh]Y[`X]Y`NU\`XYf`ZØf`a UWC G
]XYbh]Z]n]YfhYb`A U`k UfY`i a `) \$i `]a `]U\`f`&\$&&`"8]YgY`Ni bU\`a Y
\Uh`X]Y`5i Za Yf_gUa _Y]h]j cb`6Ybi hnYfb`i bX`G]W\Yf\Y]hgUbU`mghYb
Ui Zg]W\`[Ync[Yb`i bX`j YfXYi h]W\h`X]Y`Bchk YbX][_Y]hž
G]W\Yf\Y]hgghfUhY[]Yb`ni `ØVYfXYb_Yb"

Ni gÄhn`]W\`nY][h`Y]bY`i a ZFU[Y`i bhYf`%"\$\$\$`#I!9I dYfhYbž`XUgg
`) i `XYf`6YZFU[hYb`Ub[YVYbž`XUgg`]fY`C f[Ub]gUh]cbYb`]b`XYb
`YhnYb`nk Y]`U\`fYb`j cb`A U`k UfY`VYhfcZZYb`k UfYbž`i bX`&, i
VYf]W\hYbž`XUgg`X]Y`j Yfk YbXYhYb`GmghYa Y`b]W\h`Ui gfY]W\YbX
[Yg]W\Yfh`k UfYbž`i a `gc`W\Y`5b[f]ZZY`UVni k Y`fYb`"8]YgY`8 UhYb
a UW\Yb`XYi h]W\ž`k]Y`k]W\h][`Yg]ghž`fY[Y`a Ä»][
G]W\Yf\Y]hgi dXUhYg`Xi fW\ni ZØ`fYb`i bX`g]W\`ØVYf`bYi Y
6YXfc\i b[Yb`ni `]bZcfa]YfYb"

8YhU]`g

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