

9bhXYW_i b[gfY]gY 'ja 'Ncc '@Y]dn][.
J YfVcf[YbY 'K Y`hYb 'XYf'E i U`Yb

9fZU\ fYb'G]Yžk Ufi a '6Ygi WXYf'ja 'Ncc '@Y]dn]['b]Y'X]Y
[YZÀ\ f'WXYb'E i U`Yb'i bX'UbXYfY'VYXfc\hY'H]YfY'ni ' ; Yg]W h
VY_ca a Yb"

⇒ a 'Ncc '@Y]dn]['_ÒbbYb'X]Y'6Ygi WXYf'Y]bY'J]Y'nU\`ZUgn]b]YfYbXYf
H]YfUfhYb'VYk i bXYfbžj ca 'a UYghÅh]gWXYb'H][Yf'V]g'ni 'XYb
j Yfgd]Y'hYb'?cU'Ug"8YbbcW\ 'VY]Vh'ZØf'X]Y ; ÅghY'Y]bY' ; fi ddY
[Ubn'VYgcbXYfYf'H]YfY'i bg]W hVUf"8Yf'Ncc!?'i fUhc'f'H]`F Ua a
[Yk À\ fh]a 'bYi YghYb'DcXWUgh' 9'YZUbhž'H][Yf/ '7c" 'Y]bYb
9]bV`]W_]b'X]Y [Y\Y]a Yb'6Yk c\ bYf'XYg'Nccgž'X]Y'Ui Z[fi bX']\fYf
[YZÀ\ f'WXYb'BUhi f'b]W h'Ui g[YghY`h'k YfXYb"

E i U`Ybž'cZh'U'g'`Ub[k Y']][Y'A YYfYgVYk c\ bYf'UV[YhUbž'g]b'X'X]Y
GhUfg'XYf'Øb[ghYb'9d]gcXY"9g:[]Vh'Y]bY'J]Y'nU\`j cb
E i U`YbUfhYb']a 'Nccž'XUfi bhYf'X]Y'VYa Yf_Ybgk YfhY'C\ fYbei U`Y"
8]YgY'H]YfY'VYg]hnYb'Y]bY'Ui » Yf[Yk Ò\ b`]WXY : À\][_Y]h'G]Y
\UVYb'Ua 'F UbX']\fYf'GW]fa Y'_Y]bY'9]bghØ'di b[Ybž']b'XYbYb
g]W]bg[YgUa h'gYW'g'5i [Yb'VYZ]bXYb" 'Nk Y]X]YgYf'5i [Yb'À\ bY'b
XYb'a YbgW'WXYb'5i [Yb'i bX'g]bX']b'XYf'@U[Yž'VYY]bXfi W_YbXY
6]XYf'ni 'YfnYi [Yb" 'K]Y'X]Y'6]XYf'j YfUfVY]hYh'k YfXYbž']gh
U`YfX]b[g'Y]bY'gW'k]Yf][Y : fU[Y ž'VYa Yf_h'H]`F Ua a 'ja
; YgdfÅW"

8 Ug' [Y\Y]a Y '@YVYb 'XYf'E i U`Yb

9]b'ZUgn]b]YfYbXYf'HY]'XYg'@YVYbgm_'i g'XYf'E i U`Yb'VYY]bXfi W_h
b]W h'bi f'X]Y : cfgWXYfž'gcbXYfb []Vh'Ui W'9]bV`]W_]b'X]Y
?ca d'Yi]hÅh'XYf' : cfhdZUbni b['X]YgYf'H]YfY" 'E i U`Yb'Xi fW'Ui ZYb
gck c\`gYI i Y`Y'U'g'Ui W'UgYI i Y`Y'GhUX]Yb']b']\fYa '@YVYb"

Ni bÅWgh[YVYb`X]Y`A`AbbWYb`GdYfa`U`]bg`K`UggYf`UVž`XUg`j`cb`
K`Y]VWYb`Ui`Z[`Ybca`a`Yb`k`]fX``Y]b`DfcnYggž`XYf`ni`f`6`]Xi`b[`j`cb`
@Ufj`Yb`Z0\fh`"8`]YgY`@Ufj`Yb`gYhmYb`g]W`UV`i`bX`Yb`hk`]W_Y`b`g]W`ni`
Dc`mVYb`" `b`X]YgYa`Ni`ghUbX`_`ObbYb`g]W`X]Y`H]YfY`Xi`fW`
NY`hY`]i`b[`j`Yfa`Y`f`hYb`i`bX`i`bhYf`XYb`f]W`h][`Yb`6YX]b[`i`b[`Yb`
`ghfcV`]YfYb`ž`i`a`bYi`Y`E`i`U`Y`b`ni`YfnYi`[`Yb`"5`YfX]b[`g`g]bX`
X]YgY`ZUgn]b]YfYbXYb`Dc`mdYb`b]W`h`Z0f`X]Y`6Ygi`W`Yf`ni`[`Ab[`]W`"
`K`]f`\UVYb`X]Y`Dc`mdYb`gYdUfUh`\]bhYf`XYb`?`i`]ggYb`ž`Yf`_`Àfh`H`]ž`
XU`g]Y`gdYn]Y`Y`@YVYbgVYX]b[`i`b[`Yb`VYb`0h][`Yb`ž`X]Y`X]Y`E`i`U`Y`b`
b]W`h`hc`Yf]YfYb`_`ObbYb`"

9]b`k`Y]hYfYg`6Y]gd]Y`Z0f`X]Y`H]YfUfhYbž`X]Y`ja`Ncc`@Y]dn][`Yf`b]W`h`
dfÅgYb`h`g]bXž`]gh`X]Y`5i`ghfU`]gW`Y`GYk`YgdY`"8`]YgY`ei`U`Y`]gh`
VYf0W`h][`h`Z0f`\`fY`Yi`hfYa`Yb`;`]Zh][`_Y]h`"9g`_ca`a`h`XUfUi`Z`Ubž`
k`Y][`fc»`X]Y`GhY`Yb`g]bXž`X]Y`a`]h`XYb`HYbhU`_Y`b`]b`6Yf0\`fi`b[`
_ca`a`Yb`"8`Ubb`_Ubb`Yg`gY`f`gW`bY`Y`YVYbg[`Y`ZÀ\`f`]W`k`YfXYb`ž`
k`Ufb`h`H`]F`Ua`a`"Hfcm`Y]bYg`Yb`hk`]W_Y`hYb`;`Y[`Yb[`]ZhYg`_Ubb`Yg`
dfcV`Ya`Uh]gW`gY]bž`XYb`C`dZYfb`fYW`hY]h][`ni`Y`ZYbž`XU`X]Y`
NY]hgdUbbY`nk`]gW`Yb`XYa`?`cbhU`_h`a`]h`XYa`;`]Zh`i`bX`XYa`
HcXYgZU`"\`Ài`Z][`bi`f`nk`]gW`Yb`Z0bZi`bX`nk`Ubn][`A`]bi`hYb`]Y[`h`
5i`g`X]YgYa`;`fi`bX`\`Uh`XYf`Ncc`Yb`hgW`]YXYbž`X]YgY[`Y`ZÀ\`f`]W`Yb`
H]YfY`b]W`h`ni`U`hYb`"B`YYž`X]Y`k`YfXYb`k`]f[`]Ui`VY`\]Yf`b]W`h`a`
Ncc`U`hYb`"8`Ug`k`ÀfY`ni`[`Y`ZÀ\`f`]W`ž`gU[`h`XYf`?`i`fUhc`fž`XYggYb`
A`Y]bi`b[`]b`X]YgYf`fU[`Y`a`Y`f`U`g`j`Yfgh`Ab`X`]W`]gh`"

8]Y`HUhgUW`Yž`XUgg`Y]b][`Y`XYf`ZUgn]b]YfYbXghYb`A`YYfYgVYk`c`\bYf`
\]bhYf`j`YfgW`c`ggYbYb`H0fYb`[`Y`U`hYb`k`YfXYbž`f0W`_h`X]Y`
<YfUi`gZcfXYfi`b[`Yb`i`bX`;`YZU`fYb`]b`XYb`J`cfXYf[`fi`bXž`a`]h`
XYbYb`Nccg`_cbZfcbh]Yfh`g]bXž`k`Ybb`Yg`i`a`X]Y`DfÅgYbhUh]cb`]YfYf`
H]YfY[`]Y`h`G]W`Yf`]W`ghY`Yb`gc`W`Y`VYf`Y[`]i`b[`Yb`Ui`W`Y`]bY`
ni`g`Àm`]W`Y`G]W`Yf`Y]h`Z0f`XUg`DYfgcbU`XUfž`XUg`c`Zh`a`]h`XYf`
DZY[`]Y`X]YgYf`H]YfY`VYhfUi`h`]gh`"9g`ghY`h`g]W`X]Y`fU[`Yž`cV`XYf`
?`cbhU`_h`a`]h`gc`W`Yb`[`Y`ZÀ\`f`]W`Yb`H]YfYb`]a`<]bV`]W`_Ui`Z`X]Y`
di`V`]i`a`g[`YfYW`hY`5i`ZYfY]hi`b[`]XYf`H]Yfk`Y`h`k`]f_]W`b`ch`k`YbX][`
]ghž`cXYf`cV`XYf`GW`i`m`gck`c`\`Z0f`X]Y`H]YfY`U`g`Ui`W`Z0f`X]Y`
A`YbgW`Yb`\]Yf`cVYfghY`Df]cf]h`Àh`U`h`"

8]Y`J`YfU`bhk`c`f`hi`b[`]XYg`Nccg`

≠bHyfYgg]YfhY`Ni` \ŌfYf` \UVYb`X]Y`A Ō[`]W_X]hž`X]Y` [YgUa` hY
DcXWUghZc` [Y`ni` \ŌfYb`i` bX`a` Y`f`ØVYf`X]Y` [Y\Y]a` Yb`@YVYk` YgYb
XYg`Nccg`@Y]dn][`ni` YfZU\`fYb`"8`Ug`Ni` gUa` a` Ybgd]Y`nk`]gW_X]Yb
G]W_X]Yf\Y]h`i` bX`6]`Xi` b[`gUi` ZhfU[`ZŌf`X]Y`6Ygi` W_X]Yf`k`]fX`]a` `DcXWUgh
b\`Yf`VY`Yi` W_X]Yh`"Nccg`g]bX`b]W_X]h`bi` f`C`fhY`ni` f`i` bhYf`U`hi` b[`/g]Y
hfU[`Yb`Ui` W_X]Y]bY`J`YfUb`hk` c`fhi` b[`ZŌf`X]Y`5fhYbgW`ØhnYf`i` bX`X]Y
5i`Z`Àfi` b[`XYf`2` ZZYbh]W_X]Yh`"8]Y`5i` gk`U`\`ž`k` Y`W_X]Y`H]YfY` [YnY][`h
k`YfXYb`i` bX`k` Y`W_X]Y`b]W_X]hž`_ŌbbhY`XUVY]`Y]bY`k`]W_X]h][`Y`F`c`Y`ZŌf`
XYb` ; Y`ÀbXY`!`i` bX`5fhYbgW_X]i` hn`gd]Y`Yb`"

≠bZcfa`Uh]cbYb`ni` `E`i`U``Yb`i`bX`]`fYf`6]c`c` []Y`

E`i`U``Ybž`Ui` W_X]VY`_Ubbh`U`g`A`YXi` gYbž`g]bX`ZUgn]b]YfYbXY
A`YfYgVYk`c`\`bYfž`X]Y`gY]h`A`]``cbYb`j`cb`i`U\`fYb`Yi`]gh]YfYb`"G]Y
[Y\ŌfYb`ni` f`?`UggY`XYf`B`YggY`h]YfY`i` bX`\`UVYb`Y]bYb
Y]bn][`Ufh][`Yb`@YVYbgm`_i` gž`XYf`gck`c`\`gYi`i`Y``Y`U`g`Ui` W_X]
UgYi`i`Y``Y` :`cfhd`ZUbni` b[`i`a`ZUggh`"8]Y`\`Ai`Z][`ghYb`5fhYb`i]b`XYb
XYi`hgW_X]Yb` ; Yk`ÀggYfb`g]bX`X]Y`C`\`fYbei`U``Y`i`bX`X]Y`A`i`fYi`ei`U``Yž
X]Y`i]b`XYf`C`ghgYY`j`cf`_ca`a`Yb`"

8Yf`?`ŌfdYf`Y]bYf`E`i`U``Y`VYghY`h`ni` `Yhk`U`-`)`i` `Ui`g`K`UggYfž`k`Ug
g]Y`ZŌf`j`]Y`Y`H]YfYž`X]Y`Y]bY`X]W`_YfY`i` bX`ghUV]`YfY`?`ŌfdYfghfi`_hi`f
VYbŌh][`Ybž`fY`Uh]j` `gW_X]k`]Yf][`ni`ZUb[`Yb`a`UW_X]h`"8]YgY
Xi`fW_X]g]W_X]h][`Yb` ; YgW_X]ŌdZY`\`UVYb`Y]bY`gdYn]Y``Y
 :`cfhVYk`Y` [i`b[`ghYW_X]b]_`Yb`hk`]W`_Y`hž`i]bXYa` `g]Y`g]W_X]Xi`fW_X]
f\`m`h`a`]gW_X]Yg`Ni`gUa`a`Ybn]Y\`Yb`XYg`GW_X]fa`g`VYk`Y` [Ybž`k`Ug
]\`bYb`Y]bY` [Yk`]ggY`?`cb`hfc`Y`ØVYf`]\`fY`6Yk`Y` [i`b[`Yb`]a` `K`UggYf`
j`Yf`Y]\`h`"

?`ŌfdYfUi`ZVUi` `i`bX`G]bbY`

8]Y`5i` [Ybž`X]Y`H]``F`Ua`a` `]a` `DcXWUgh`Yfk`À`\`bhž`g]bX
VYa`Yf`_Ybgk`Yfh`ZŌf`]\`fY`9]bZUW_X]Y]h`i` bX`9ZZY`_h]j`]h`Àh`"E`i`U``Yb
j`YfZŌ[`Yb`ØVYf`Y]b`fi`X]a`Ybh`ÀfYg`B`Yfj`YbgmghYa` `i`bX`_ŌbbYb`Ui`Z
@]W_X]h`i`bX`GW_X]a`YfnY]bk`]f`_i` b[`Yb`fYU[]YfYb`"8]YgYg`d`f]a`]h]j`Y
B`Yfj`YbgmghYa` `Yfa`Ō[`]W_X]h`Yg`]\`bYbž`]a` `K`UggYf`ni` `bUj`][]YfYb`i`bX
6Yi`hY`ni`Z]bXYbž`c`\`bY`Y]b`YW_X]hYg` ; Y\]fb`ni` \`UVYb`"8]Y` :`À\][`[_Y]hž
 [fc`»`Y`k`Y]hY`K`UggYfZ`ÀW_X]Yb`ni` `Yf`_i`bXYbž`\`Àb[`h`Ui`W_X]j`cb`XYf`

Ghf0a i b[i bX`HYa dYfUhi f`UVž`k Ug`]\fY
: cfhdZUbni b[g[Yk c\b\Y]hYb`VYY]bZi ggh"

8]Y` ; YZU`fYb`XYf`6Y[Y[bi b[`a]h`E i U`Yb

8]Y`5i ghfU`]gWXY`GYk YgdY`]gh`VY`Ubbh`Z0f`]\f`ghUf`Yg` ;]Zh`XUg
U`g`Y]bYg`XYf`h0X`]W`ghYb`Hcl]bY`ja`H]YffY]W`[]`h`8]Y`Gh]WXY
_0bbYb`gYj YfY`GW`a YfnfYU`_h]cbYbž`<Yfngh]`ghUbX`cXYf`gc[Uf
HcX`j Yfi fgUWXYbž`k Ug`g]Y`ni`Y]bYa`Yfbgh`UZhYb`F]g]_c`Z0f
A YbgWXYb`a UW`hž`X]Y`]b`XYb` ; Yk`ÀggYfb`i bhYfk Y[g`g]bXž`]b
XYbYb`g]Y`YVYb`"@Ui h`XYa`K cf`X`<YU`h`Cf[Ub]nUh]cb`k]fX
XYf`I a [Ub[`a]h`XYfUfh][Yb`5fhYb`U`g`Ài »Yfgh]f]g`Ubh`Ub[YgY`Ybž
i bX`X]Y`Df`Aj Ybh]cbga U»bU`a Yb`g]bX`Yb`hgWXY]XYbX`Z0f`X]Y
G]WYf`Y]hj`cb`GW`k]a`a`Yfb"

9]b`Gh]WXY`_Ubb`Yi hfYa`gW`bY`YfZc`[Ybž`i bX`X]Y
BchZU`j Yfgcf[i b[`a i gg]bbYf`U`V`_0fnYghYf`NY]h`[YgWXY`Yb`" `b
5i ghfU`]Ybž`k c`X]YgY`5fh`\`Ài Z[Yf`j cf`ca`a`hž`[]Vh`Yg
a`YX]n]b]gWXY`9]b]f]W`hi b[Ybž`X]Y`gdYn]Y`Ui Z`X]Y`6Y`UbX`i b[
gc`WYf`Gh]WXY`gdYn]U`g]Yfh`g]bXž`i a`X]Y` , VYf`YVYbgW`UbW`b`ni
Yf`\0`Yb`"8]Y`<YfUi`gZcfXYfi b[Ybž`X]Y`a`]h`XYf`<U`hi b[`gc`WYf
[]Zh][Yb`H]YfY`]b`Nccg`j YfVi bXYb`g]bXž`nY][Yb`g]W`b]W`hibi`f`]b
XYb`_0fdYf`]WXYb` ; YZU`fYbž`gcbXYfb`Ui W`]b`XYb`gdYn]Y`Yb
5bZcfXYfi b[Yb`Ub`X]Y`5ei Uf]YbhYW`b]_`i bX`!dZY[Y"

A cbhU[Y`j`cb`G]WXYf`Y]hgghUbXUfXg`]b`Nccg

I a`X]Y`G]WXYf`Y]h`XYf`A`]hUfVY]hYf`i bX`XYf`6Ygi WXYf`ni
[Yk`À`f`Y]ghYbž`\UVYb`Nccg`ghf]_hY`Dfchc`c`Y`Yb`hk]W`Y`h`8]YgY
i a`ZUggYb`i bhYf`UbXYfYa`gdYn]Y`Y`5ei Uf]Yb`a`]h
G]WXYf`Y]hgj`cff]W`hi b[Ybž`fY[Y`a`À»][Y`GW`i`i b[Yb`Z0f`XUg
DYfgcbU`]a`I a [Ub[`a]h`[]Zh][Yb`H]YfYb`i bX`BchZU`gnYbUf]Ybž
X]Y`Xi`fW[Ygd]Y`h`k YfXYb`"8Yf`Ncc`@Y]dn][`U`h`k U`fgWXY]b`]W
À`b`]WXY`GhUbXUfXgž`i a`dchYbn]Y`Y`F]g]_Yb`ni`a`]b]a`]YfYb"

6Ygi WYb'G]Y'i bg'Ui Z'b!U["XY