

8]Y`Ni _i bZh`XYf`5fVY]h. `K Ug`dUgg]Yfhž
k Ybb`F cVchYf`i bg`YfgYhnYb 3

9fZc fgW\Yb`G]Y`X]Y`Ni _i bZh`XYf`5fVY]h. ?`ÖbbYb`F cVchYf
GhYi Yfb`nU\`Yb3`9]b` ; YXUb`_YbYI dYf]a Ybh`ØVYf
5i hca Uh]g]Yfi b[`i bX` ; YgY``gW\UZh"

GhY``Yb`G]Y`g]W\`j cfž`k]f`YVYb`]b`Y]bYf`K Y`hž]b`XYf`X]Y
HYW\bc`c[]Y`i bgYf`hÄ[`]W\Yg`@YVYb`b]W\h`bi f`VYfY]W\Yfhž`gcbXYfb
bU\Yni `U`Y`6YfY]W\Y`i a ZUgg`"9]b`Cfhž]b`XYa`F cVchYf`i bX
_Øbgh]W\Y`æhY``[YbnYb`YZZ]n]Ybh`ZØf`i bg`UfVY]hYbž`gcXUgg`k]f
a Y\`f`NY]h`ZØf`_fYUh]j Y`i bX`dYfgÖb`]W\Y`Dfc`Y`_hY`\UVYb`"
9]bYfgY]hg`_]b[h`XUg`k]Y`Y]b`VYbY]XYbgk YfhYg`Ni _i bZhgnYbUf]cž
UbXYfYfgY]hg`k YfZYb`gc`W\Y`J]g]cbYb`Y]b][Y`[fi bX`Y[YbXY` : fU[Yb
Ui Ž`X]Y`b]W\h`][bcf]Yfh`k YfXYb`_ÖbbYb`"

8]Y`J cfghY``i b[ž`XUgg`]bhY``[YbhY`A UgW\]bYb`X]Y`?cbhfc``Y`ØVYf
XUg`hÄ[`]W\Y`@YVYb`ØVYfbY\`a Ybž]gh]b]W\h`bYi ``G]Y`Z]bXYb`g]W\`]b
j]Y`Yb`GW]YbW\! :]Wh]cb! ; YgW\]W\hYb`k]YXYfž`k c`F cVchYf
J Yf`_Y\fgk Y[Y`VUi Ybž`DZY[Y!5bXfc]XYb`i bgYfY`Ä`hYfYb`A]hVØf[Yf
VYhfYi Yb`i bX`Dfc[fUa`a Y`i bgYfY`B UW\ f]W\hYb`j YfZUggYb`"8cW\
k]Y`fYU`]gh]gW\`]gh`X]YgYf`HfUi a`k]f`_]W\3`l bX`k Ug`dUgg]Yfhž`k Ybb
XYf`a YbgW\`]W\Y`5fVY]hga Uf`_hXi fW\`X]YgY`HYW\bc`c[]Y`ghUf`_
j YfÄbXYfh`cXYf`[Uf`YfgYhnh`k]fX3

5i hca Uh]g]Yfi b[`]b`XYf`DfUI]g

9]b`nYbhU`Yf`5gdY`_h`X]YgYf`J]g]cb`g]bX`X]Y`k]fhgW\UZh]W\Yb
F U\`a YbVYX]b[i b[Yb``K Yf`VYnU\`h`U``X]YgY`9btk]W`_i b[Yb3`8]Y
æYY`Y]bYf`Xi fW\ [Äb[] [`X][]hU`]g]YfhYb`i bX`Ui hca Uh]g]YfhYb
 ; YgY``gW\UZh]gYhnh]j cfUi gž`XUgg`X]Y`bchk YbX][Yb`A]hY`
j cf`UbXYb`g]bX``A UgW\]bYbž`GcZhk UfY`i bX`GYfj Yf`_cghYb`NY]hž

; Y`X`i bX`FYggci fW`b" `9g`]gh`Y]b`hYi fYf`GdU» ž`Y]b`Ni `i bZhgv]`X`ni
gW`UZZYbž`]b`XYa` `F`cVchYf`UfVY]hYb`i bX`A`YbgW`Yb`]b`Fi` \Y`YVYb
_ÖbbYb"

8cW`Yg`[]Vh`Ui W`X]Y`UbXYfY`GY]hY`XYf`A`YXU]`Y.`K`Ug`dUgg]Yfh
a`]h`XYb`A`YbgW`Ybž`k`Ybb`F`cVchYf`]\fY`5i`Z[UVYb`ØVYfbY`a`Yb3
8]Y`:`fU[Y`bUW`X`Yb` `5fVY]hg`c`gYb` `]gh`VYgcbXYfg`XfÅb[YbXž`XYbb
b]W`h`Y`XYf`k`]fX`]b`Y]b`Yf`Ui`hca`Uh]g]YfhYb`K`Y`h`Y]b`Yb`D`Uhn`Z]bXYb`"
K`]Y`_ÖbbYb`k`]f`g]W`YfghY`Ybž`XUgg`[YgY`gW`UZh]W`Y`HY]` \UVY
k`Y]hYf`]\b`a`Ö[`]W`]ghž`k`Ybb`j`]Y`Y`5fVY]hgd`À`hnY`Xi`fW`
HYW`bc`c`[]Yb`[YZ` \fXYh`g]bX3

9g`]gh`b]W`h`Y]b`ZUW`ž`XYb`Bi`hnYb`j`cb`A`UgW`]bYb`ni`a`Ui`ja`]YfYb
i`bX`[`Y]W`nY]h][`X]Y`a`YbgW`]W`Y`5fVY]hg`fUZh`ni`gW`Ø`hnYb`"8]Yg
Vf]b[h`<`YfUi`gZc`fXYfi`b[Yb`a`]h`g]W`ž`]bgVYgcbXYfY`k`Ybb`Yg`i`a`g
GhYi`Yfb`[Y`h`"A`Ub`_ÖbbhY`gU[Ybž`XUgg`X]Y`:`Y`ZU`f`VYghY`hž`i`bhYf
Y]bYf`K`Y`h`ni`Y`XYbž`]b`XYf`XYf`Y`mhY`a`YbgW`]W`Y`5fVY]hgd`Uhn
Ui`hca`Uh]g]Yfh`k`]fX`ž`c`bY`XUgg`Y]b`hfU[Z`Å][Yg`GmghYa`Yi`]gh]Yfhž
XUg`XYb`j`Yf`i`gh`j`cb`x`Vg`UVZYXYfh"

8]Y`<`YfUi`gZc`fXYfi`b[`XYf`6YghYi`Yfi`b[

9]b` \Äi`Z[Yg`5f[i`a`Ybh`[Y[Yb`X]Y`k`Y]hfY]W`YbXY
5i`hca`Uh]g]Yfi`b[`]ghž`XUgg`a`Ub`F`cVchYf`b]W`h`VYghYi`Yfb`_`Ub`bž
k`Ug`X]Y`:`]b`Ubn]Yfi`b[`j`cb`gcn]U`Yb`Dfc[fUa`a`Yb`i`bX`ghUUh]W`Yb
5i`Z[UVYb`YfgW`k`Yfh`K`Ybb`A`UgW`]bYb`X]Y`5fVY]h`ØVYfbY`a`Ybž
k`]fX`Yg`gW`k`]Yf][Yfž`9]bb`U`a`Yb`ni`i`[YbYf]YfYbž`X]Y`ni`f
5i`ZfYW`hYf`U`hi`b[`XYf`:`YgY`gW`UZh`VYb`Øh][h`k`YfXYb`"K`c` \Yf
_ca`a`h`XUg`:`Y`X`Z`Øf`6]`Xi`b[ž`:`Ygi`bX`Y]hgj`Yfgcf[i`b[`i`bX
F`YbhYbž`k`Ybb`X]Y`5fVY]hg`f`Å`ZhY`b]W`h`a`Y`f`]b`XYb`hfUX]h]cbY`Yb
A`Uf`h`]bhY[f]Yfh`g]bX3

8]Y`nYbhYU`Y`:`fU[Y`V`Y]Vh`K`]Y`[YghU`hYb`k`]f`XYb``,`VYf[Ub[`]b
Y]bY`hYW`bc`c`[]gW`Y`Ni`_i`b`Zi`cdh]a`U`3`8]Y`j`cfghY`i`b[`Y]bYf
cdh]a`]YfhYb`K`Y`h`a`]h`F`cVchYfb`i`bX`?`Øbgh]W`Yf`h`hY`][Ybn`a`i`gg
a`]h`Y]b`Ya`_`UfYb`D`Ub`j`Yf`_b`Ød`Zh`k`YfXYbž`XYf`gck`c` \`X]Y
hYW`bc`c`[]gW`Yb`U`g`Ui`W`X]Y`gcn]U`Yb`5gdY`hY`VYf`ØW`g]W`h][h`
K`]f`a`ØggYb`@Øgi`b[Yb`Z]bXYbž`i`a`gck`c` \`XYb`Bi`hnYb`XYf

5i hca Uh]g]Yfi b['ni 'a Ul]a]YfYb`U`g`Ui W`X]Y`A YbgW`Yb`\]bhYf
XYf`HYW`bc`c[]Y`b]W`h`ni`j`Yf[YggYb"

8 Ug`GW`]W`gU`XYf` 5fVY]hg`cgYb`]b`Y]bYf`j`cb`F`cV`chYfb
Xca]b]YfhYb`Ni`_i`bZh`\`Ab[`hj`cb`XYf`[`Ya`Y]bgUa`Yb`5bghfYb[`i`b[
j`cb`FY[]Yfi`b[`Ybž`I`bhYfbY`a`Yb`i`bX`XYf`;`YgY``gW`UZ`h`UV``9g`]gh
j`cb`Yb`hgW`Y]XYbXYf`6YXYi`hi`b[`ž`XUgg`k`]f`Y]bY`6U`UbW`Z]bXYb
nk`]gW`Yb`b`bcj`Uh]cb`i`bX`XYa`GW`i`h`n]bX]j`]Xi`Y`Yf`FYW`hY`i`bX
A`Ò[`]W`_Y]hYb`XYf`A`YbgW`Yb"

Ni`_i`bZh`g]`]g]cb`c`XYf`i`hcd]Y3

8]YgY`8]g`_i`gg]cb`i`a`X]Y`5i`hca`Uh]g]Yfi`b[`i`bX`]fY
5i`gk`]f`_i`b[`Yb`]gh`_Y]b`Y]bZUW`Yf`GdUn]Yf[`Ub[``G]Y`i`a`ZUggh
FYW`hYž`DZ]W`hYb`i`bX`[`fi`bX`Y[`YbXY`:]fU[`Yb`XYg
Ni`gUa`a`Yb`YVYbg``9g`V`Y]Vh`UVni`k`UfhYbž`k`]Y`i`bgYfY`;`YgY``gW`UZ`h
fYU[]Yfhi`bX`g]W`Ub`dUggYb`k`]fX`ž`k`Yb`b`XUg`DchYbn]U`X]YgYf
HYW`bc`c[]Yb`]a`a`Yf`[`fY]ZVUfYf`k`]fX``J`]Y`Y]W`h`ghY`Yb`k`]f`Ua
6Y[]bb`Y]bYf`bYi`Yb`Y`fU`Y`Y]bYfž`]b`XYf`XUg`A`]hY]bUbXYf`j`cb
A`YbgW`i`bX`A`UgW`]bY`bYi`XYZ]b]Yfh`k`]fX"

8]Y`J`]g]cb`Y]bYf`i`a`ZUggYbX`Ui`hca`Uh]g]YfhYb`i`bX`X][`]hU`]g]YfhYb
;`YgY``gW`UZ`h]gh`HY`]Y]bYf`Zc`fhgW`fY]hYbXYb`8]g`_i`gg]cb`ØVYf`X]Y
Ni`_i`bZh`XYf`5fVY]h`i`bX`X]Y`F`c`Y`j`cb`HYW`bc`c[]Y`]b`i`bgYfYa
@VYb``Dc`]h]gW`Y`9b`hgW`Y]Xi`b[`ghf`Å[`Yf`gck`]Y
K`]fhgW`UZ`hgYI`dYfhYb`ghY`Yb`j`c`f`XYf`<`YfUi`gZc`fXYfi`b[`ž`X]YgY
9bhk`]W`_i`b[`Yb`ni`ghYi`Yfb`i`bX`[`Y]W`nY]h][`XYb`gc`n]U`Yb
Ni`gUa`a`Yb`U`h`ni`k`U`fYb``b`j`]Y`Yb`@`AbXYfb`VYcVUW`hYb`k`]f
VYfY]hg`X]Y`YfghYb`5bnY]W`Yb`Y]bYg`K`UbXY`gž`XYf`Xi`fW`F`cV`chYf
i`bX`_Øbgh]W`Y`b`hY``[`Ybn`Ub[`Yhf]YVYb`k`]fX``8]Y`:]fU[`Y`V`Y]Vh
YXcW`.K`]Y[`YghU`hYb`k`]f`X]YgY`HfUb`gZc`fa`Uh]cb`gc`ž`XUgg`gck`c`\`
k`]fhgW`UZ`h]W`Yg`K`UW`gh`i`a`U`g`Ui`W`gc`n]U`Y`;`YfYW`h][`_Y]h
[`Yk`Å`\f`Y]ghY`hg]bX3

5i`gk`]f`_i`b[`Yb`Ui`Z`XYb`5fVY]hga`Uf`_h

9]b`VYXYi`hYbXYg`9`Ya`Ybh`VY]`XYf`8]g`_i`gg]cb`ØVYf`X]Y
5i`hca`Uh]g]Yfi`b[`]gh`X]Y`dchYbn]Y`Y`J`Yf`ÅbXYfi`b[`XYg

5fVY]hga Uf_hYg"@Ui h'Y]bYf'Ghi X]Y'XYg'A W?]bgYm; `cVU`'bgh]hi hY
_ÒbbhYb`V]g'&\$' \$`V]g'ni "' +) `A]`]cbYb`5fVY]hg_fÀZhY`k Y`hk Y]h
Ui Z] fi bX`j cb`5i hca Uh]g]Yfi b[`]\fY`æVg`j Yf`]YfYb`a ØggYb"8]Yg
Ybhgd]f]W`h`Y`k U`%(i `XYf`[`cVU`Yb`5fVY]hg_fÀZhY"i a `X]YgY
<YfUi gZc]fXYfi b[`Ubni [Y\Ybž`g]bX`i a gW`i `i b[g!`i bX
K Y]hYfV]`Xi b[gdfc[fUa a Y`bchk YbX][ž`i a `5fVY]hbY\`a Yf`Ui Z
bYi Y`6Yfi ZY`j cfni VYfY]hYbž`X]Y`Xi fW`X]Y`HYW`bc`c []Y`Yb`hghY\`Yb
_ÒbbhYb"

BYVYb`XYb` : fU[Yb`XYf`6YgW`ÀZh][i b[`k]fZh`X]Y`5i hca Uh]g]Yfi b[
Ui W` , VYf`Y[i b[Yb`ni `XYb`Z]bUbn]Y`Yb`5gdY`hYb`Ui Z`K]Y
_ÒbbYb` ; YgY`gW`UZhYb`g]W`YfghY`Ybž`XUgg`X]Y`J c]fhY]`Y`XYf
HYW`bc`c []Y`U`Yb`ni [i hY`_ca a Yb3`9]b`6Y]gd]Y`ZØf`Y]bYb
a Ò[`]W`Yb`@Øgi b[gUbgUhn`]gh`X]Y`9]bZØ\fi b[`Y]bYg
6YX]b[i b[g`cgYb` ; fi bXY]b`_ca a Ybg`f6 ; 9Łž`k Y`W`Yg`U`i hY
Z]bUbn]Y`Y`Gcf[Yb`j cb`5fVY]hbY\`a Yfb`j Yff]b[Yfb`_ÒbbhYž`X]Y
\fY`æVg`Xi fW`A UgW`]bYb`j Yf`]YfYb"9bhgd]fYW`YbXY`A cXY`Y
Z]bXYb`VYfY]hg`8]g_i gg]cbYb`]b`j YfgW`]YXYbYb`@ÀbXYfbž`k cVY]`X]Y
9f[YVb]ggY`j cb`D]`chdfc`Y`_hYb`]a a Yf`k]YXYf`UbU`mg]Yfh`k YfXYb"

**HYW`bc`c []gW`Y`9bhk]W`_i b[Yb`i bX`XYfYb
J YfUbhk c]fh`]W`_Y]h**

8]Y`9bhk]W`_i b[`i bX`XYf`9]bgUhn`bYi Yf`HYW`bc`c []Yb`Vf]b[Yb
Ui W`Yh\]gW`Y : fU[YghY`i b[Yb`a]h`g]W`"J YfUbhk c]fh`i b[g]c`Yf
I a [Ub[`a]h`? =i bX`5i hca Uh]g]Yfi b[`]gh]j cb`Yb`hgW`Y]XYbXYf
6YXYi hi b[ž`i a `g]W`Yfni ghY`Ybž`XUgg`X]YgY`HYW`bc`c []Yb`ni a
K c`\`Y`XYf` ; YgY`gW`UZhY]b[YgYhnh`k YfXYb"i bhYfbY\`a Ybž`X]Y
a]h`F cVchYfb`i bX`? ≠GmghYa Yb`UfVY]hYbž`ghY\`Yb`]b`XYf
J YfUbhk c]fh`i b[ž`hfUbgdUfYbh`ni `U[]YfYb`i bX`X]Y`5i gk]f_i b[Yb
\fYf`HYW`bc`c []Yb`Ui Z]X]Y ; YgY`gW`UZhU`_h]j `ni `\]bhYfZfU[Yb`i bX
ni `ghYi Yfb"8]Y`8YVUhhYb`ØVYf`X]Y`Yh\]gW`Yb` ; fi bX`U[Yb`XYf
HYW`bc`c []Y`g]bX`XU\Yf`ZØf`\fY`5_nYdhUbn`i bX`i bhYfghØhni b[`]b
XYf` ; YgY`gW`UZhYb`hgW`Y]XYbX"

æa `<]bV`]W`_Ui Z]X]Y : fU[Yž`k]Y`a Ub`F cVchYf`VYghYi Yfb`_Ubbž
VYghY`h`VYfY]hg`]b`j]Y`Yb`@ÀbXYfb`XUg`6YghfVYbž`bYi Y
GhYi Yfdc`]h]_ni `Ybhk]W`_Y`bž`X]Y`Ub`X]Y [YÀbXYfhYb

k]fhgW\UZh]W\Yb'6YX]b[i b[Yb'Ub[YdUggh]gh"8Yf'J cfgW\U[ž'Y]bY
5fh' FcVchghYi Yf 'Y]bni ZØ\fybž'k]fX'ni bY\ a YbX'Yfbgh\UZh
X]g_i h]Yfh"Gc`W\Y'5bgÅhnY' _ÖbbhYb'XUni `VY]hfU[Ybž'X]Y
Z]bUbn]Y`Yb'A]hhY`ZØf'gcn]U`Y'Dfc[fUa a Y'ni '[YbYf]YfYb'i bX'gc
X]Y'a Ö[`]W\Yb'bY[Uh]j Yb'5i gk]f_i b[Yb'XYf'5i hca Uh]g]Yfi b[
UVni a]'XYfb"9I dYfhYb'XYf"<Ufj UfX'6i g]bYgg'F Yj]Yk 'i bX
UbXYfYf' ðgh]hi h]cbYb'VYZUggYb'g]W\ ']bhYbg]j 'a]h'X]YgYa `H\Ya U
i bX'g_]nn]YfYb'j YfgW\]YXYbY'A cXY`Yž'k]Y'Y]bY'gc`W\Y
6YghYi Yfi b['dfU_h]gW\ 'i a [YgYhnh'k YfXYb' _ÖbbhYž'i a 'Y]b
; `Y]W\ [Yk]W\h'nk]gW\Yb'hYW\bc`c[]gW\Ya ': cfhgW\f]hh'i bX
gcn]U`Ya 'K c\`ni 'gW\UZZYb"

8YhU]`g

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