

6Ybi hnYf_c bhc '5_h]j]Yfi b [. 'GW\ f]hhY 'ni f
YfZc `[fY]W\ Yb 'F Y []ghf]Yfi b [

7'i V!HfU]bYf'?`cgY`Yf`Ài hYfh`X]Y'; fØbXY`\]bhYf`XYb
gW\k Ub_YbXYb`@Y]ghi b[Yb`gY]bYg`HYUa g`i bX`[]Vh`9]bV`]W_Y
]b`ni _ØbZh][Y`GhfUHY []Yb"

8]Y`@Y]ghi b[Yb`Y]bYg` : i » VU`hYUa g`g]bX`cZh]j cb`nU\`fY]W\Yb
: U_hcfYb`VYY]bZi ggh`'9]b`VYgcbXYfg`\YfUi gfU[YbXYf`HfU]bYfž`XYf
ghYhg`Y]bYb`_`UfYb`6`]W`_Ui Z`X]Y'; Y[YVYb`Y]hYb`\Uhž`]gh`A]fcg`Uj
?`cgY""`#`XYb`YhnhYb`K cW\Yb`\UVYb`X]Y`5i Zhf]hhY`gY]bYg`HYUa g
`YXcW\`ZØf`; YgdF`W\gghc`ZZ`[Ygc f[h`'8]Y`GW\k Ub`_i b[Yb`]b`XYf
@Y]ghi b[`_ØbbhYb`_Ui h`?`cgY`Ui Z] YfgW\]YXYbY
<YfUi gZcfXYfi b[Yb`ni fØW`ni ZØ\`fYb`gY]b"

8]Y`5bU`mgY`XYf`YhnhYb`Gd]Y`Y`nY][h`Y]b`A i ghYfž`XUg`X]Y': Ubgi bX
X]Y`DfYggY`[`Y]W\Yfa U» Yb`VYgW\`ÀZh][h`#`Y]b][Yb`6Y[Y[bi b[Yb
k Uf`XUg`HYUa`Xca]bUb`hi bX`Yf`_`Àa dZhY`g]W\`ØVYfnYi [YbXY
G]Y[Yžk`À\`fYbX`Yg`]b`UbXYfYb`Gd]Y`Yb`ØVYffUgW\YbX`gW\k UW\
U[]YfhY""`?`cgY`VYhcbhž`XUgg`gc`W\Y`GW\k Ub`_i b[Yb`b]W\h
i b[Yk`Ø\`b`]W\`g]bXž`k]Y`g]Y`]b`XYf`@[U`j cf`_ca`a`Yb"" : U_hcfYb`k]Y
JYf`Yhni b[Ybž` : cfa`gW\k Ub`_i b[Yb`j cb`GW\`ØggY`gd]Y`Yfb`cXYf
Ui W\`X]Y`a`YbhU`Y`J`YfZUggi b[`_ØbbYb`XUni`VY]hfU[Yb"

8]Y`F`c`Y`j`c`b`J`Yf`Yhni`b[`Yb`

JYf`Yhni b[Yb`g]bX`]a`DfcZ]! : i » VU`U`U`[Y[Ybk`Àfh][`i bX`_ØbbYb
j Yf\YYfYbXY`5i gk]f`_i b[Yb`Ui Z`X]Y`HYUa`XmbUa`_]`UVYb"
K`À\`fYbX`?`cgY`Ui Z`Y]bY`ghUf`_Y`A`UbbgW\UZh`g`Y]ghi b[`Ub[Yk`]YgYb
]ghž`_ØbbYb`5i gZ`Y`k`]W\h][Yf`Gd]Y`Yf`UVfi`dh`XYb`Gd]Y`d`Ub
Xi`fW\Y]bUbXYfVf]b[Yb""`K`Ybb`k`]f`Ui Z`GW\`ØggY`gd]Y`Yf
j`Yfn]W\hYb`a`ØggYbž`]gh`Yg`c`Zh`gW\k]Yf][ž`XYb`[Yk`c`b`hYb

Gd]Y`Zi gg`Ui ZfY\hni Yf\U`hYb ž`Yf_`ÀfhY`?`cgY`k`À`fYbX`Y]bYf
DfYggY_cbZYfYbn"

9]b`6Y]gd]Y`\"]YfZØf`]gh`X]Y`C VYfgW\Yb_Y`j Yf`Yhni b[`Y]bYg
GhUa a`gd]Y`Yfgž`X]Y`Y]bYb`k`jW\h][`Yb`9]bZi gg`Ui Z`XUg`HYUa `\"UhY`"
8]YgY`J`Yf`Yhni b[`nk`Ub[`?`cgYž`X]Y`hU_h]gW\Y`5i`ZghY`i`b[`ni
j`Yf`ÀbXYfbž`k`Ug`g]W\`_`Uf`Ui`Z`X]Y`DYfZcfa`UbW`X`Yf`A`UbbgW\UZh
Ui`gk`j`f`hY`"8`UfØVYf`\]bUi`g`VYhcb`h`Yfž`XUgg`↑`b[`Y`Gd]Y`Yf`c`Zh
GW\k`Ub_i`b[`Yb`]b`]\`fYf`@Y]ghi`b[`nY][`Ybž`X]Y`g]W\`Ui`Z`X]Y`[`YgUa`hY`
A`UbbgW\UZh`ØVYfhfU[`Yb`_`ØbbYb`"

A`Yb`hU`Y`:`U`_`hc`fYb`i`b`X`8`fi`W`_`

9]b`k`Y]hYfYf`5gdY`_hž`XYb`?`cgY`Ub`gd]W\hž`]gh`XYf`a`Yb`hU`Y`8`fi`W`_`ž
XYa`X]Y`Gd]Y`Yf`Ui`g[`YgY`mh`g]bX`"<c`\"Y`9fk`Ufhi`b[`Yb`gck`c`\
j`cb`gY]hYb`XYf`:`Ub`g`U`g`Ui`W\`j`cb`XYf`J`YfY]b`gZØ`fi`b[`_ØbbYb
↑`b[`Y`HU`Yb`hY`ØVYfZc`fXYfb`"K`j`f`a`ØggYb`g]W\YfghY`Ybž`XUgg`X]Y
Gd]Y`Yf`Ui`Z`XYa`D`Uhn`a`j]h`GY`Vgh`YfhfUi`Yb`U[`]YfYb`_ØbbYb`ž`gc
?`cgY`k`Y]hYf`"K`Ybb`XYf`8`fi`W`_`ni`[`fc`»`k`]fXž`_Ubb`g]W\`XUg
bY[`Uh]j`Ui`Z`X]Y`@Y]ghi`b[`Ui`gk`j`f`_Yb`"

8`Ug`HYUa`\"Uh]b`XYb`Y`mhYb`HU[`Yb`ni`g`Àhn`]W\Y`dgmW\c`c`[`]gW\Y
6YhYi`i`b[`Yf\U`hYbž`i`a`X`Yb`Gd]Y`Yfb`ni`\"Y`ZYbž`a`]h`XYb
<`YfUi`gZc`fXYfi`b[`Yb`_`Ufni`_ca`a`Yb`"Gd]Y`Yf`gc`Yb`YfbYbž`]fYb
:`c`_i`g`ni`\"U`hYb`i`b`X`g]W\`b]W\h`j`cb`Ài`»`YfYb`9]bZ`ØggYb`UV`Yb`_Yb
ni`"UggYb`"?`cgY`]gh`g]W\`XYf`6YXYi`hi`b[`a`Yb`hU`Yf`Gh`Àf`_Y`VYk`i`ggh
i`bX`\"Uh`XU`Yf`gdYn]Y`Y`K`cf`_g`cdg`c`f[`Ub]g]Yfhž`i`a`X]Y`F`Yg]Y]bn
XYf`Gd]Y`Yf`ni`ZØfXYfb`"

Ni`g`Àhn`]W\`ni`X]YgYb`:`U`_`hc`fYb`k`]fX`XUg`K`YhYf`c`Zh`U`g
i`bVYfYW\YbVUfYf`9]bZi`gg`[`YgY`Yb`"K`]bX`i`bX`F`Y[`Yb`_ØbbYb`X]Y
6YX]b[`i`b[`Yb`Ui`Z`XYa`D`Uhn`Yf`YV`]W\`j`Yf`ÀbXYfb`i`bX`XUg`Gd]Y`
VYY]bZi`ggYb`"?`cgY`gY`Vgh`VYgW\fY]Vhž`XUgg`HUb[`Yb`hY`ni`f
J`cfVYfY]hi`b[`Ui`ZY]b`Gd]Y`c`Zh`XUg`K`YhYf`i`bX`X]Y
D`Uhn]`Yf`À`hb]ggY`Y]bVYnc[`Yb`k`YfXYb`a`ØggYb`"

8]Y`HU_h]_Ybž`X]Y`Ub[`Yk`UbX`h`k`YfXYb`a`ØggYbž`j`Uf]]YfYb`ghUf`_`Y
bUW\`XYb`:`Y[`YVYb`Y]hYb`XYg`Gd]Y`hU[`g`"?`cgY`nY][`h[`fc`»`Yg`

J YfghÀbXb]g`ZØf`X]Y`i a ghÀbXY`i bX`\\YVh`X]Y` : `YI]V`]hÀh`XYg
HYUa g`\\Yfj cf``8YbbcW`V`Y]Vh`UVni k UfhYbž`k]Y`X]Y`Gd]Y`Yf`X]YgY
<YfUi gZcfXYfi b[]b`]b`XYb`_ca a YbXYb`Gd]Y`Yb`a Y]ghYfb
k YfXYb"

: Un]h`i bX`5i gV`]W_

8]Y`b`ÀW`ghYb`K cW`Yb`k YfXYb`Yb`hgW`Y]XYbX`ZØf`?`cgYg`HYUa
gY]b``8]Y` ; YXi `X`XYf` : Ubg`i bX`XYf`J YfY]bgZØ`fi b[` _`ÒbbhY`Ui Z
Y]bY`\\UfhY`DfcVY`[YghY`h`k YfXYbž`]bgVYgcbXYfY`k Ybb`X]Y
@Y]ghi b[`k Y]hYf`\\b`i bVYghÀbX][`V`Y]Vh`?`cgY`]gh`g]W`Y`XcW`
gY]bYf`J YfUbhk cfhi b[`VYk i gghi bX`UfVY]hYh`U`_hj` XUfUbž`X]Y
Gd]Y`Yf`]b`]`\\fYf`9b`hk]W_`i b[`ni`i bhYfghØhnYb`i bX`\\fY`@Y]ghi b[`ni`
ghUV`]g]YfYb"

8]Y` : fU[Yž`cV`XUg`HYUa `VU`X`k]YXYf`gY]bYb`i [Yk c`\\bhYb
F`\\m`\\a i g`Z]bXYb`_Ubbž`V`Y]Vh`cZZYb``?`cgY`nY][`hig]W`
cdh]a]gh]gW`ž`XUgg`X]Y` [YgUa a Y`hYb`9fZU`fi b[]b`i bX`X]Y
[YghÀf`hY`a YbhU`Y`J cfVYfY]hi b[`XUni`VY]hfU[Yb`_ÒbbhYbž`gck c`\\
X]Y`@Y]ghi b[`U`g`Ui W`X`Yb`HYUa [Y]gh`ni`ZØfXYfb"

K]W`h][Y`5gdY`_hY`X`Yf`?`c`b`hc`U`_h]j]Yfi b[

8]Y`5`_h]j]Yfi b[`Y]bYg`6Ybi hnYf`_c`b`hc`g`]gh`Y]b`Yb`hgW`Y]XYbXYf
GW`f]h]a `5ba Y`XYdfcnYgg``G]Y`X]Yb`h`b]W`h`bi f`XYf`G]W`Yf`\\Y]h
XYg`Bi hnYf`gž`gcbXYfb`ghY`h`Ui W`g]W`Yfž`XUgg`X]Y`\\]bhYf`Y[hYb
8UhYb`_cffY`_h]g]bX``8Yf`DfcnYgg`Yfa Ò[`]W`h`Ygž`X]Y`⇒Yb]h]hÀh`XYg
Bi hnYfg`ni`j Yf]Zn]YfYb`i bX`gW`Øhnh]j cf`A]ggVfUi W```b`j]Y`Yb
: À`Ybž`k]Y`VY]gd]Y`gk Y]gY`]a `C`b`]bY!6Ub_]b[`cXYf`VY]`gcn]U`Yb
BYhk Yf`_Ybž`k]fX`Ui W`Y]bY`Nk Y]!: U`_hcf!5i h`Yb]h]Zn]Yfi b[
[Ybi hnhž`i a`ni g`Àh`n]W`Y`G]W`Yf`\\Y]h`ni` [Yk `À`f`Y]ghYb"

9]bY`\\Ài Z[]Y`<YfUi gZcfXYfi b[`VY]`XYf`?`c`b`hc`U`_h]j]Yfi b[`g]bX
UV[Y`Ui ZYbY`5`_h]j]Yfi b[`g`]b`_g``Bi hnYf`gc``hYb`XUfUi Z
\\]b[Yk]YgYb`k YfXYbž`]\\fY`9!A U]`g`fY[Y`a `À»][`ni`ØVYfd`fØZ`bž
]bgVYgcbXYfY`XYb`GdUa !CfXbYfž`XU`k]W`h][Y`B`UW`f]W`hYb
a UbW`a U`Xcfh`UbXYb`_ÒbbYb``9]b][Y`D`UhhZcfa Yb`V]YhYb
: i b`_h]cbU`]hÀhYb`ni f`YfbYi hYb`5bZcfXYfi b[`j`cb`5`_h]j]Yfi b[`g`]b`_g

Ubž'k Ug'Y]bYb'i b_ca d`n]YfhYb'Ni [Ub['ZØf'XYb'Bi hnYf
[Yk Å\`f`Y]ghYh"

8 UhYbgWÅi hn'i bX'6Ybi hnYfXUhYb

8]Y'J YfUfVY]hi b['dYfgcbYbVYnc[YbYf'8 UhYb']gh'Y]b'nYbhfU`Yg
H\Ya Už'XUg']b'XYf`Yi h][Yb'X][]hU`Yb'K Y'hj cb'[fc»Yf'6YXYi hi b[
]gh"Bi hnYf'gc`hYb'g]WÅYfghY`Ybž'XUgg'X]Y'D`UhhZcfa ž'VY]'XYf'g]Y
g]WÅ'fY[]ghf]YfYbž'X]Y'8 UhYbgWÅi hnYf]WÅh]b]Yb'[Ya Å»'XYf
8 UhYbgWÅi hn!; fi bXj YfcfXbi b['fBG; J CŁY]b\Å'h"8]YgY
J YfcfXbi b[`Y[h'ZYghž'k]Y'i bhYfbY\ a Yb'a]h'XYb'8 UhYb']\fYf
?i bXYb'i a [Y\Yb'a ØggYbž'i bX'[]Vh'XYb'Bi hnYfb'XUg'FYWÅhž
5i g_i bZhiØVYf'X]Y'j YfUfVY]hYhYb'⊕Zcfa Uh]cbYb'ni 'Yf\U'hYb"

@Ui h'Y]bYf'l a ZFU[Y'ni f'8 UhYbg]WÅYf\Y]h[YVYb'+-i 'XYf
6YZFU[hYb'Ubž'XUgg'g]Y'g]WÅ'i a]\fY'Cb`]bY!Df]j Uhgd\ÅfY'gcf[Yb"
8]Y'GYbg]V']g]Yfi b['ZØf'8 UhYbgWÅi hnZFU[Yb'\Uh'ni [Ybca a Ybž
i bX'XYa YbhgdYfWÅYbX'\UVYb'j]Y'Y'5bV]YhYf']\fY'F]WÅh]b]Yb
ØVYfUfVY]hYhž'i a 'hfUbgdUfYbh'XUfni `Y[Ybž'k Y`WÅY'8 UhYb
[YgdY]WÅYfh'k YfXYb'i bX'ni 'k Y`WÅYa 'Nk YW_"6Y]'XYf
F Y[]ghf]Yfi b['gc`hYb'6Ybi hnYf'Ui WÅ'gcf[ZÅ'h]['dfØZYbž'k Y`WÅY
9]bk]`][i b[Yb'g]Y[YVYbž']bgVYgcbXYfY'a '<]bV']W`Ui Z
A Uf_Yh]b[!'i bX'K YfVYnk YW_Y"

- 8 UhYbj YfUfVY]hi b['[Ya Å»'8G; J C
- HfUbgdUfYbhY'⊕Zcfa Uh]cbYb'ØVYf'8 UhYbj Yfk YbXi b[
- FYWÅhY'XYf'Bi hnYf'Ui Z5i g_i bZhi bX'@ØgWÅi b[

8 YhU]`g

6Ygi WÅYb'G]Y'i bg'Ui Z.'b!U["XY