

B UWÄ`A YggYfUhhUW_Y`]b`Gc`]b[Yb.
9fa]hh`i b[Yb`[Y[Yb`J YfXÄWÄ h][Yb`Ui ZYb

B UWÄ`XYf`A YggYfUhhUW_Y`]b`Gc`]b[Yb`Yfa]hh`h`X]Y
6i bXYgUbk U`hgWÄ UZh`k Y[Yb`A cfXYg`i bX`a Ö[`]WÄ Ya `=G!
6Yni ["8fY]`HchYž`UWÄ h`J Yf`YhnhY"

B UWÄ`Y]bYa`gWÄ fYW`]WÄ Yb`J cfZU``]b`Gc`]b[Yb`ž`XYf`Ua
: fY]hU[UVYbX`ghUhhZUbXž`U`h`X]Y`6i bXYgUbk U`hgWÄ UZh`X]Y
9fa]hh`i b[Yb`ØVYfbca`a`Yb`"6Y]`Y]bYa`A YggYfUb[f]Zž`XYf`Ui Z
Y]bYa`ž`V]`Äi`a`gZYgh`]a`F`U`a`Yb`XYg` : Ygh]j`U`g`XYf`J`Y`ZU`h
[YgWÄ U`ž`_Ua`Yb`XfY]`A`YbgWÄ Yb`i`a`g`@YVYb`i`bX`a`Y`fYfY`UbXYfY
k`i`fXYb`j`Yf`Yhnh`"8Yf`J`YfXÄWÄ h][Yž`Y]b`&*!`Ä`f][Yfž`U`h`g]WÄ
]bnk`]gWÄ Yb`XYb`6Y`ÖfXYb`[YghY`h`i`bX`[]Vh`Ubž`ZØf`X]Y`HUH
j`YfUbhk`cfh]WÄ`ni`gY]b`"8]Y`9fa`]hh`i b[Yb`Ui ZYb`Ui Z<c`WÄ`h`ci`fYb`"
6YgcbXYfg`X]Y`a`Ö[`]WÄ`Y`hYffcf]gh]gWÄ`Y`J`Yfghf]W`i`b[`XYg
HUHj`YfXÄWÄ h][Yb`k`]fZh`: fU[Yb`Ui`Z`"

5a`VYgU[hYb`5VYbX`ZY]YfhY`X]Y`GhUXh`Gc`]b[Yb`]\fYb`*)`\$"
Ä`fYghU[ž`Y]b`5b`Uggž`XYf`j`]Y`Yfcfhg`: fYi`XY`i`bX`: Y]Yfb
`Yfj`cffi`ZYb`gc`hY`"GhUhhXYggYb`j`Yfk`UbXY`hY`g]WÄ`XUg`: Ygh`]b`Y]b
6`i`hVUXž`U`g`XYf`5b[fY]ZYf`c`ZZYbVUf`k`j`_Øf`]WÄ`Ui`Z`X]Y`ZY]YfbXYb
A`YbgWÄ`Yb`Y]bghUWÄ`"9g`]gh`gWÄ`k`Yf`j`c`fghY`VUfž`k`Y`WÄ`Y`DUb]`_`i`bX
J`Yfnk`Y]Zi`b[`XYf`J`cfZU``VY]`XYb`5bk`YgYbXYb`Ui`g`ÖghY`"
6Yf]WÄ`hYb`ni`Zc`[Y`Ybh`_Ua`XYf`HÄ`hYf`ni`bÄ`WÄ`gh]b`XYf`J`Yfk`]ffi`b[
i`bX`XYa`7`Ucgž`XUg`X]Y`5hhUW_Y`Ui`g`ÖghY`"

A cfXYfa]hh`i b[Yb`i`bX`a`Ö[`]WÄ`Y
HYffcf`f`]b`hYf[fØbXY

8]Y`6i bXYgUbk U`hgWÄ UZh`U`h`[Y[Yb`XYb`&*!`Ä`f][Yb
J`YfXÄWÄ h][Yb`k`Y[Yb`A`cfXYg`i`bX`XYa`J`YfXUWÄ`h`XYf`"

A]h[`]YXgW\UZh]b`XYf`HYffcfa `]n`g`Ua]gW\Yf`GhUUh`fHŁ`Yfa]hY`h"
8]YgY`G]hi Uh]cb`j YfXYi h]W\h`k]Y`Yfbgh`X]Y`6Y\`OfXYb`gc`W\Y
JcfZ`Y`bY\`a Yb`i bX`k]Y`\cW`X]Y`G]W\Yf\Y]hg`U[`Y`Y]b[YgW\Ahnh
k]fX" Jcf`Ai Z[[]Vh`Yg`YXcW`bcW`_Y]bY`cZZ]n]Y`Y`6Ygh`h[[i b[
gY]hYbg`XYf`G]W\Yf\Y]hgVY\`OfXYb`z`XUgg`XYf`5b[f]Z`hUhG`W`W`Ui g
Y]bYa `]g`Ua]gh]gW\Yb`A ch]j `YfUi g`ghUhhZUbX"8YbbcW`V`Y]Vh`X]Y
A Ò[`]W`_Y]h`XUgg`X]Yg`]b`XYb`b`W`ghYb`HU[Yb`i bX`K cW\Yb
i bhYfgi W`h`k YfXYb`_`ObbhY"

BFK !`bYba]b]ghYf`<YfVYfh`FYi `f78I Ł`Ai »YfhY`g]W`cdh]a]gh]gW\
ØVYf`XYb`Ui ZYbXYb`9fa]hhi b[gdfcnYgg`i bX`Yfk `A`bhYž`XUgg
[Yn]Y`hY`bZcfa Uh]cbYb`ni `8i fW\gi W`i b[Yb`]b`Y]bYf
: `ØW`h]b[gi bhYf`_i bZi`ZØ`fhYb" `b`XYf`HUh`\UVYb`k]f`XYb`[Ubnyb
HU[`Y]bY`\Y]»Y`Gdi f`j YfZc`[h ž`gU[hY`FYi `8]Y`5i ggU[Yb`XYf
6Y\`OfXYb`nY][Yb`z`XUgg`Yg`VYfY]hg`YfghY`<]bk Y]gY`[]Vh`X]Y`Ui Z
Y]bY`_`UfY`≠Ybh]Z]_Uh]cb`XYg`H`hYfg`\]bXYi hYb"8Yf`A]b]ghYf
Yf`_`Afhy`ni XYa ž`XUgg`Yg`g]W`XUVY]i a `Y]bY`Ai »Yfgh]j YfX`W`h][Y
DYfgcb`\UbXY`h`X]Y`bi b`b`A`Yf`i bhYfgi W`h`k]fX"

8Yf`Y]hYbXY`C VYfghUUhgUbk U`h`A Uf`_i g`7UgdYfg`]bZcfa]YfhY`X]Y
DfYggY`ØVYf`X]Y`XYfnY]h][Y`G]hi Uh]cb`i bX`ghY`hY`_`Ufž`XUgg`V]g`Ub[
_Y]b`_cb`fYhYg`A ch]j `ZØf`X]Y`HUh`Yfa]hY`h`k YfXYb`_`cbbhY"
5`YfX]b[g`gW`cgg`Yf`b]W`h`Ui gž`XUgg`X]Y`I a gh`AbXY`Ui ZY]bYb
hYffc]g]gh]gW`a ch]j]YfhYb`<]bhYf[fi bX`\]bXYi hYb`_`ObbhYb"8]Yg
k]fZi`Y]b`@]W`h`Ui Z`X]Y`<YfUi gZcfXYfi b[Yb`z`X]Y`X]Y
G]W\Yf\Y]hgVY\`OfXYb`VY]`XYf`6Y`_`Aa dZi b[`j cb`?f]a]bU`]h`h`i bX
HYffc]ga i g`VYk `A`h][Yb`a ØggYb`i bX`j YfXYi h]W`h`X]Y`K]W`h][_Y]h
XYf`_`cbh]bi]Yf`]W`Yb` , VYfk UW`i b[`j cb`dchYbn]Y`[YZ`A`f`]W`Yb
bX]j]Xi Yb"

K `A`fYbX`X]Y`9fa]hhi b[Yb`k Y]hYf`Ui ZYb`i bX`a Y`f`bZcfa Uh]cbYb
ØVYf`X]Y`<]bhYf[fØbXY`XYf`HUh`[YgUa a Y`h`k YfXYb`z`V`Y]Vh`X]Y
: fU[Y`]a `FYi a ž`k Ufi a `Ya UbX`gc`W`[fUi gUa Y` ; Yk U`h`Ui Z
i bgW`i `X][Y`A YbgW\Yb`Ui gØVYb`k ØfXY"8]Y`hfU[]gW\Y`G]hi Uh]cb
\Uh`Y]bY`K Y`Y`j cb`A`YX]YbVYf]W`hYb`i bX`ØZYbh]W`Yb
8]g`_i gg]cbYb`Ui g[Y`Øgh`k cVY]j]Y`Y`X]Y`G]W\Yf\Y]h`Ui Z
ØZYbh]W`Yb`J YfUbghU`hi b[Yb`]b` : fU[Y`ghY`Yb"

J Yf`Ui Z`XYf`9fa]hh`i b[Yb`i bX`XYf`F c`Y`XYf
6i bXYgUb k U`hgWk UZh

8]Y` VYfbU\ a Y`XYf`9fa]hh`i b[Yb`Xi fWk`X]Y`6i bXYgUb k U`hgWk UZh
]gh`Y]b`NY]Wk Yb`XUZØfž`k]Y`Yfbgh`X]YgYf`J cfZU` [Ybca` a` Yb`k]fX`
8]Y`9]bVYn]Y\ i b[`bUh]cbU`Yf`G]Wk Yf\ Y]hg`fÀZhY`XYi`hY`h`Ui`Z`X]Y
A Ò[`]Wk`_Y]h`\]bž`XUgg`Yg`g]Wk`i`a`Y]bYb`[fÒ» YfYb`?`cbhYI`h
\ UbXY`b`_ÒbbhYž`XYf`ØVYf`XYb`Y]bnY`bYb` : U` \]bUi`g[Y`h`"8]Y
6i bXYgUb k U`hgWk UZh` \ Uh`XYb`5i` ZhfU[ž`gWk`k`YfY`GhfUZhUhYbž
]bgVYgcbXYfY`gc`Wk`Y`a`]h`bUh]cbU`Ya` `cXYf`]bhYfbUh]cbU`Ya
6Yni` [ž`ni` `i`bhYf`gi` Wk`Yb`" `b`5bVYhfUWk`h`XYf`HUhgUWk`Yž`XUgg`XYf`G
XYb`5b[f]ZZ`ZØf`g]Wk`fY`_`Ua`]Yfh`\ Uhž`k]fX`X]Y`5i` Za`Yf`_gUa`_Y]h`XYf
6Y\ ÒfXYb`\ ÒWk`ghk`U`fgWk`Y]b`]Wk`Ui`Z`a` Ò[`]Wk`Y`hYffc]g]gh]gWk`Y
BYhk`Yf`_Y`[Yf]Wk`hY`h`gY]b`"

8]Y`_ca` a` YbXYb`HU[Y`k`YfXYb`Yb`hgWk`Y]XYbX`gY]b`"8]Y`9fa`]hh`Yf
k`YfXYb`k`Y]hYf\]b`bUWk`6Yk`Y]gYb`gi` Wk`Ybž`i`a`Y]b`_UfYg`6]X`j`cb
XYb`A`ch]j`Yb`XYg`H`hYf`g`ni` `Yf\ U`hYb`i`bX`Yj`Ybhi`Y`Y
J YfV]bXi`b[Yb`ni`f`HYffcfcf[Ub]gUh]cb`ni` `ØVYfd`fØZYb`"
K`À`fYb`XXYggYb`V`Y]Vh`X]Y` ; YgY`gWk`UZh[YgdUbb`hi`bX
j`Yfi`bg]Wk`Yfhž`bUWk`XYa` `HfUi`a`Už`XUg`X]YgYf`J cfZU` \]bhYf`UggYb
\ Uh`"

<]bhYf[fi bX]bZcfa Uh]cbYb`ni`f
G]Wk`Yf\ Y]hg`U[Y`]b`8Yi`hgWk`UbX

»`XYb`Y`hnhYb`»\ fYb`\ Uh`8Yi`hgWk`UbX`a`]h`Y]bYf`F`Y]\ Y`j`cb
hYffc]g]gh]gWk`Yb`5bgWk`À[Yb`ni` ` _`Aa`dZYb`[Y\ UVhž`X]Y`\`Ài`Z[`]b
J YfV]bXi`b[`a`]h`]g`Ua`]gh]gWk`Yb` »Yc`c[]Yb`ghY`Yb`"8]YgY`J cfZ`À`Y
\ UVYb`b]Wk`h`bi`f`X]Y`G]Wk`Yf\ Y]hgVY\ ÒfXYbž`gcbXYfb`Ui`Wk`X]Y
ÒZYbh]Wk`Y`K`U`fbY`a`i`b[`j`cb`HYffc]ga`i`gi`bX` ; Yk`U`h]b
8Yi`hgWk`UbX`ghUf`_`[Ydf`À[h`" »bgVYgcbXYfY`bUWk`XYf
 : `ØWk`h]b[g`_f]gY`&\$%)`g]bX`Y`b[ghY`j`cf`Y]bYf`Ni`bU`a`Y`j`cb
9i`hfYa`]ga`i`gi`bX` ; Yk`U`h`j`YfVfYWk`Yb`[Yk`UWk`gYb`"8]Y
6i bXYgfY[]Yfi`b[` \ Uh`XU`Yf`j`YfgWk]YXYbY`A`U»`bU`a`Yb`Yf[f]ZZ]bž
i`a`X]Y`ÒZYbh]Wk`Y`G]Wk`Yf\ Y]h`ni` `Yf\ Ò\ Yb`i`bX`dchYbn]Y`Y
6YXfc\ i`b[Yb`ZfØ`nY]h][`ni` `Yf`_Yb`bYb`"

8]Y`G]WXYf\Y]hg`U[Y`b`8Yi hgW`UbX`]gh`Xi fW`Y]b`Yb[Yg
Ni gUa a Ybgd]Y`nk]gWYb`6i bXYg!`i bX`@UbXYgVY\`OfXYb
[YdfÄ[h`8]Y`6i bXYgUbK U`hgW`UZh`i bX`XYf`J YfZUggi b[ggW`i hn
g]bX`nYbhfU`ZOf`X]Y`6Y_Äa dZi b[`j cb`9I hfYa]ga i gž`k Ä`fYbX
`c_U`Y`Dc`]nY]_fÄZhY`ZOf`X]Y`i ba]hhY`VUFY` ; YZU`fYbUVk Y`f
ni ghÄbX][`g]bX`"8]Yg`]gh`VYgcbXYfg`k]W`h][`]b`?cbhYI hYbž`]b`XYbYb
g]W`J YfXUW`hga ca YbhY`Ui Z`Y]bY`hYffc]gh]gW`a ch]j]YfhY`HUh
j YfX]W`hYbž`k]Y`ja `: U``j cb`Gc`]b[Yb"

5_hi Y`Y`GhUh]gh]_Yb`ni `HYffc]ga i g`i bX ? f]a]bU`]hÄh`]b`8Yi hgW`UbX

@Ui h`XYa `J YfZUggi b[ggW`i hnVYf]W`h`&\$&&`k i fXYb`]b
8Yi hgW`UbX`]a `j Yf[Ub[YbYb`>\f`%&(`) `]g`Ua]gh]gW`Y`GhfUZhUhYb
fY[]ghf]Yfhž`k Ug`Y]bYb`5bgh]Y[`]a `J Yf[`Y]W`ni `XYb`J cf`U`fYb
XUfghY`h`J cb`X]YgYb`GhfUZhUhYb`g]bX`- \$* `: Ä`Y`YI hfYa]gh]gW`
a ch]j]YfhYf` ; Yk U`h`ni ni cfXbYbž`XUfi bhYf`Ui W`j Yfgi W`hY`i bX
j c`nc[YbY`5bgW`Ä[Y`"8]Y`5bU`mgY`_f]hYf]Yb`i a ZUggYb`gck c`\`
[Yd`UbhY`U`g`Ui W`hUhgÄW`]W`Y` ; Yk U`hUhYbž`X]Y`Ui Z`Y]bY
dc`]h]gW`cXYf`fY`][]Ög`a ch]j]YfhY`FUX]_U`]g]Yfi b[`ni fØW`ni ZØ`fYb
g]bX`"8]YgY`NUU`Yb`j YfXYi h`]W`Yb`X]Y`Bchk YbX][_Y]hž`k]f_gUa `ni
]bhYfj Yb]YfYb`i bX`X]Y`G]WXYf\Y]hga U» bU`a Yb`ni `j YfghÄf`_Ybž`i a
a Ö[`]W`Y` ; YZU`fYb`ZOf`X]Y`² ZZYbh`]W`_Y]h`UVni k Y`fYb"

Ni gÄhn`]W`ghY`Yb`I a ZFU[Yb`XYg`DYk `F YgYUfW`7YbhfYf`f&\$&%&Ł
ZYghž`XUgg`Y]bY`k UW`gYbXY`A Y`f\Y]h`XYf`XYi hgW`Yb`6Yj Ö`_Yfi b[
g]W`i a `X]Y`G]WXYf\Y]h`]a `Y][YbYb`@UbX`gcf[h`9hk U`* \$`i `XYf
6YZFU[hYb`[UVYb`Ubž`XUgg`g]Y`g]W`Äi Z[`cXYf`ghÄbX][`Gcf[Yb
i a `a Ö[`]W`Y`hYffc]gh]gW`Y`5bgW`Ä[Y`a UW`Yb`"8]Yg`\Uh`Ui W`
5i gk]f_i b[Yb`Ui Z`X]Y`ÖZZYbh`]W`Y`8YVUmhY`ØVYf`A][fUh]cb`i bX
≠hY[fUh]cb`gck]Y`X]Y`Bchk YbX][_Y]h`Y]bYf`i a ZUggYbXYb
GhfUhY[]Y`ni f`6Y_Äa dZi b[`j cb`9I hfYa]ga i g"

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