

Gh"5bhc b'Ua '5f`VYf[. 'l bk YhhYf \]bhYf`Äggh'J Yfk Øghi b['i bX'7\ Ucg

6]`XYf'nY][Yb`X]Y'j Yf\YYfYbXYb': c`[Yb`XYg'9fXfi hgWXYg']b
Gh"5bhc bž'H]fc`. 'NYfghØfi b['bUWX`\
YZh][Yb`l bk YhhYfb'Ua
%+"5i [i gh"

≠`XYf'Xm`]gWXYb': Yf]YbfY[]cb`Gh"5bhc b'Ua '5f`VYf[]b`H]fc`\
UhhY
Y]b`gWk YfYg'l bk YhhYf'j Yf\YYfYbXY`GWÄXYb`Ub[Yf]WXYh"8]Y
BUWXhj ca`%+"5i [i gh&\$&('k i fXY'j cb`fY]»YbXYb': 'i hYb`i bX
nU\
fY]WXYb`A i fYbUV[Äb[Yb`[YdfÄ[h"6]`XYf`Ui g`XYa`C`fh'nY][Yb
Y]b`6]`X`XYg'; fUi Ybgž`XUg`gY`Vgh`XYb`YfZU\
fYbghYb
FYhhi b[g_fÄZhYb`XYb`5hYa`fUi`Vh"

8]Y`\
YZh][Yb`FY[YbZÄ`Y'j Yfk UbXY`hYb`X]Y`bcfa`U`Yfk`Y]gY
\
Ufa`cgYb'; Yk`ÄggYf']b`hcVYbXY`GhfØa`Y"K`c`ni`j`cf`gUbZhY`6ÄWXY
ZcggYbž`gWcggYb`d`Øhn`]W`fY]»YbXY': 'i hYb`Xi`fW`X]Y`GhfU»Yb
j`cb`Gh"5bhc b`i bX`ØVYfZi`hYhYb`U`Ygž`k`Ug`g]W`]
bYb']b`XYb`K`Y[
ghY`hY"8]Y`BUhi`f'nY][hY`Y]ba`U`a`Y`f']\
fY`A`UWX`hž`U`g`XYf`
GhY]»VUWX`UbgWk`c`i`bX`ni`Y]bYa`fY]»YbXYb`Ghfca`Ui`g
GW`Ua`a`i`bX`GW`i`hk`i`fXY"

GWÄXYb`]a`8YhU]`

9]bY`YfghY`6]`Ubn`XYf'; Ya`Y]bXY`nY][hž`XUgg`]bg[YgUa`h')`<Äi`gYf
]b`Gh"5bhc b`j`cb`XYf`Ghi`fnZi`highUf`_`VYgWÄX][`hk`i`fXYb`"8UVY]
k`UfYb`j`c`[`Y`Ui`ZYbY`?Y`Yf`bcW`X]Y`[`Yf]b[`ghYb`GWÄXYbž
k`Ä`fYbX`j`Y`Y`GhfU»Yb`_ca`d`Yhhi`bhYf`K`UggYf`ghUbXYb`"5i`hcg
k`i`fXYb`ni`a`HY]`j`cb`XYb`ghfØa`YbXYb`K`UggYfa`UggYb
a`h[`Yf]ggYbž`k`Ug`X]Y`XfUa`Uh]gWXYb`5i`gk`]f`_i`b[`Yb`XYg
BUhi`fYfY][`b]ggYg`j`YfXYi`h]W`h"

6YgcbXYfg`VYhfcZZYb`k Uf`XUg`k Ygh]WXY`C fhg[YV]Yh`C fhY`k]Y
A ccgYf_fYi nžXYf`C fhghY]`GhUX`Y`i bX`C VYfXcfZ`gck]Y`VY]XY
?fY]gj Yf_Y`fY`h]hYb`Ybcfa`i bhYf`XYb`A i fYb`"8]Y`A i fYbUV[`Ab[Y
YfY][bYhYb`g]WY`Ub`a Y`fYfYb`_f]h]gWXYb`GhY`Ybž`XUfi bhYf`Ua
GhY]» VUWž`Ui Z`XYf`? UbXU`Uf`i bX`]a` `ž b[Vfi bbhcVY`"8]YgY`C fhYž
X]Y`bcfa U`Yfk Y]gY`Fi`Y`i bX`9f`c`i b[`V]YhYbž[`Y]WXYb`bi`b`Y]bYf
j Yfk ØghYhYb`@UbXgW`UZh"

- 9fXa UggYbž`GhY]bYž`GW`Ua a`i bX`; Y`Ò`n`hØfa Yb`g]WY`Ui Z
XYb`GhfU» Yb`j cb`Gh`5bhcb"
- 8]Y`9]bgUhn_f`ÀZhY`g]bX`i bYfa ØX`]WY`XUa`]h`VYgW`ÀZh][hž`X]Y
: c`[Yb`XYf`BUhi f[Yk U`hYb`ni`VYgY]h][Yb`i bX`XYb
5bk c`bYfb`ni`Y`ZYb"
- 8]Y`; Ya Y]bXY`fi Zh`X]Y`6Yj Ò`_Yfi b[`Ui Zž`5VghUbX`j cb`XYb
[YZ`À`f`]WXYb`6Ui ghY`Yb`ni`U`hYbž`k `À`fYbX`X]Y
5i Z`Ài a UfVY]hYb`Zcfh[YZ`Ø`fh`k YfXYb"
- 8UfØVYf`>`]bUi g`k i fXYb`nU`fY]WY`GhfU» Yb`Ui » Yf`U`V
XYg`C fhYgž`Y]bgW`]Y» `]WY`XYf`k]W]h][Yb`5f`VYf[!
6i bXYgghfU» Yž`Xi fWY`A i fYbUV[`Ab[Y`YVYbZU`g
VYgW`AX][h"

6Y]`U`XYa`9`YbX`[]Vh`Yg`Ui WY`Y]b`@]WY`hV`]W_`8]Y
F Yhi b[gX]YbghY`i bX`ZfY]k]`][Yb`<Y`ZYf`UfVY]hYb`<UbX`]b`<UbXž
i a`X]Y`G]hi Uh]cb`ni`VYk `À`h][Yb`"A]hj YfY]bhYb`?f`ÀZhYb`j Yfgi WYb
g]Yž`X]Y`GW`ÀXYb`gc`gW`bY`k]Y`a Ò[`]WY`ni`fYdUf]YfYb`i bX`X]Y
GhfU» Yb`k]YXYf`dUgg]YfVUf`ni`a UWYb`"8Yb`bcWY`]gh`X]Y
5bgdUbbi b[`gdØfVUfž`XYbb`X]Y`K YhYfj c`f`YfgU[Yb`XYi hYb`Ui Z
k Y]hYfY`FY[YbZ`À`Y`>`]bž`X]Y`X]Y`@U[Y`]b`Gh`5bhcb`ni`g`Àh`]WY
j YfgW`ÀfZYb`_ØbbhYb"

8]Y`FYU_h]cbYb`Ui g`XYf`6Yj Ò`_Yfi b[`g]bX`j cb`9`fZi fWY`hi bX
FYg][bUh]cb`[Ydf`À[h`"J]Y`Y`5bk c`bYf`ghY`Yb`ZUggi b[g`cg`j cf`XYb
GW`ÀXYbž`X]Y`XYf`FY[Yb`V]bbYb`k Yb][Yf`Ghi bXYb`Ub[Yf]WY`hYh
`Uh`8Ug`_`Y]bY`H]fc`Yf`8cfZ`VY`_Ubbh`ZØf`gY]b`G_]fYgc`fhi bX`gY]bY
UhYa VYfUi VYbXY`BUhi fž`ghY`hj c`f`Y]bYf`K]YXYfUi ZVUi d`UgYž`X]Y
NY]hž; YXi`X`i bX`j cf`U`Ya`FYggci fWYb`VYbØh][Yb`k]fX"

9]bXfØW`Y`i bX`5i gV`]W`

8]Y`Zchc[fUZ]gWkYb`6Yk Y]gY`XYf`? UhUghfcd\Y`g]bX`ØVYfk`À`h][YbX"
G]Y`nY][Ybž`k]Y`X]Y`fY]» YbXYb`:` `i hYb`Xi fWk`X]Y`GhfU» Yb`j`cb`Gh"
5bhcb`ghf`0a`hYbž`U`g`k`ÀfYb`g]Y`_Y]bY`YVYbX][Yb`K`YgYbž`gcbXYfb
i`bUi`Z`U`hgUa`Y`A`cbghYf`:` `i`hk`Y`Ybž`X]Y`A`YhYf`\`c\`Y`K`ÀbXY
ØVYfgh]Y[Yb`i`bX`GhfU» Yb`]b`fY]» YbXY`K`UggYfghfU» Yb
j`Yfk`UbXY`hYbž`a`UWkYb`XYi`h]Wkž`k`]Y`gWk`k`Yf`X]Y`:` `c`[Yb`XYg
l`bk`YhhYfg`k`]Y[Yb"

Gh"5bhcb`k`]fX`g]Wk`j`cb`X]YgYf`B`Uhi`f`_`UhUghfcd\Y`Yf`\`c`Yb
a`ØggYbž`XcWk`X]Y`9f]bbYfi`b[Yb`Ub`X]Y`B`UWk`h`XYg`%+`"5i`[`i`gh
k`YfXYb`k`c`\`Ub[Y`b`UWk`_]b[Yb`"8]Y`F`Y[]cb`i`bX`]YfY`6Yk`c\`bYf
g]bX`gh`Àf`_Yf`U`g`X]Y`9`Ya`YbhYž`XcWk`XYf`K`Y[`ni`f`ØW`_`ni`f
B`c`fa`U`]h`À`h`k`]fX`b]Wk`h`Y]b`Z`UWk`gY]b`"8]Y`<`YfUi`g`Zc`fXYfi`b[`]]Y[`h
b]Wk`h`bi`f`]a``K`]YXYfUi`Z`Ui`X`Yg`N`Yfgh`ØfhYbž`gcbXYfb`Ui`Wk`]b`XYf
J`c`fVYfY]hi`b[`Ui`Z`ni`_`Øb`Zh][Y`B`Uhi`f`_`UhUghfcd\Yb"

8]Y`j`Yf\`YYfYbXYb`5i`gk`]f`_i`b[Yb`XYg`l`bk`YhhYfg`]b`Gh"5bhcb`Ua
5f`VYf[`g]bX`b]Wk`h`bi`f`Øfh]Wk`gd`ØfVUfž`gcbXYfb`k`YfZYb`Ui`Wk`Y]b
@]Wk`h`Ui`Z`X]Y`ni`bY`a`YbXY`<`Ài`Z][`_]h]i`bX``hYbg]h`À`h`j`cb
Yl`hfYa`Yb`K`YhhYfYfY][`b]ggYb`]b`XYb`5`d`YbYfY[]cbYb`"8Yf
?`]a`Uk`UbXY`gd]Y`h`Y]bY`YbhgWk`Y]XYbXY`F`c`Y`XUVY]ž
K`YhhYfVYX]b[`i`b[Yb`ni`YfnYi`[Ybž`X]Y`]b`XYf`J`Yf[Ub[Yb\`Y]h`U`g
Ui`»`Yf[Yk`Ø\`b`]Wk`[U`hYbž`\`Yi`hY`Y`XcWk`U`h`À[`]Wk`Yf`YfgWk`Y]bYb"

h`XYb`Y`h`h`Yb`h`Yb`h`Yb`\`Uh`X]Y`<`Ài`Z][`_]h]j`cb`<`c`Wk`k`UggYf`i`b`X
A`i`fYbUV[`Àb[Yb`]b`²`ghYffY]Wk`ni`[Yb`ca`a`Yb`"9]b`6Y]gd]Y`Z`Øf`Y]b
gc`Wk`Yg`9l`hfYa`YfY][`b]g`]gh`X]Y`:` `i`h`_`UhUghfcd\Y`]b`H]fc`]a``h`Yf
&\$\$)`ž`X]Y`YVYbZU`g`ni`Yf\`YV`]Wk`Yb`G`Wk`À`XYb`Z`Ø`fhY"8`Ua`U`g
k`i`fXY`X]Y`F`Y[]cb`Xi`fWk`\`Y`Zh][Y`F`Y[Yb`Z`À`Y`i`bX`XYb`XUfUi`g
fYgi`h]YfYbXYb`K`UggYfa`UggYb`ghUf`_`VYhfc`ZYb`"a`J`Yf[`Y]Wk`ni
X]YgYb`j`c`f\`Yf][Yb`9fY][`b]ggYb`gWk`Y]bYb`X]Y`N`Yfgh`Øfi`b[Yb`]b`Gh"
5bhcb`Y`XcWk`Ui`Z`Y]bY`bcWk`[`f`Ø»`YfY`h`h`Ybg]h`À`h`UVni`n]Y`Ybž`XU
Ui`Wk`a`cXYfbY`G`Wk`i`hna`U»`b`U`a`Yb`]b`j`]Y`Yb`:` `À`Yb`b]Wk`h
Ui`gfY]Wk`hYbž`i`a`X]Y`5bk`c\`bYf`ni`gWk`Ø`hnYb"

Ni`gUa`a`Yb`\`Ub[`nk`]gWk`Yb`?``]a`Uk`UbXY`i`b`X
9l`hfYa`k`YhhYfb

8]Y'k]ggYbgW\UZh]W\Yb'9f_Ybbhb]ggY'nY][Yb'Y]bYb'_'UfYb
Ni gUa a Yb\Ub['nk]gW\Yb'XYa '?'a Uk UbXY'i bX'XYf'Ni bU\ a Y
YI hfYa Yb'K YhhYfg"; Ya Å» 'XYa '6Yf]W\h'XYg' ðhYf[cj Yfba YbhU'
DUbY'cb'7`a UhY'7\Ub[Y'f\77É'k]fX'Yfk UfhYhž'XUgg'g]W\X]Y
HYa dYfUhi fYb'V]g'&%\$\$'i a 'V]g'ni '(; fUX'7Y'g]i g'Yf\Ò\Yb
_ÒbbhYbž'k Ug'Y]bY'J YfXfÅb[i b['XYf'K YhhYfVYX]b[i b[Yb'ni f
: c'[Y'\Uh"8]Yg'VY]b\U'hYh'j YfghÅf_hY'B]YXYfgW\Å[Y'j]b
VYgh]a a hYb'FY[]cbYb'i bX'k Yb][Yf'j]b'UbXYfYbž'k Ug'X]Y
K U\fgW\Y]b'W_Y]h'j cb', VYfgW\k Ya a i b[Yb'Yf\Ò\h"8]Y
5`dYb'fY[]cb']gh'VYgcbXYfg'UbZÅ`][ž'XU'g]Y'ghUf_'j cb
J YfÅbXYfi b[Yb'ja 'GW\ bYY!'i bX'B]YXYfgW\U[ga i ghYf'VYhfcZZYb
]gh"

8]Y'K YhhYfX]YbghY'j]b'² ghYffY]W\k UfbYb'ja a Yf'k]YXYf'j cf'XYb
: c'[Yb'X]YgYf'9bhk]W_'i b[Yb"; YfUXY'j]b'6Yf[fY[]cbYbž'k c'XUg
HYffU]b'j]bghUV]'gh'i bX'a]h'Ghi fnZi hYb'cXYf'@Jk]bYb'ni 'fYW\ bYb
]ghž']gh'Y]bY'fcVi ghY' ðZfUghfi _hi f'ni f'5Vg]W\Yfi b['Y[Yb'gc`W\Y
BUhi fYfY][b]ggY'j cb'YbhgW\Y]XYbXYf'6YXYi hi b["8Yf': c_i g`Y][h
ni bY\ a YbX'XUfUi Zž'b]W\h'bi f'_i fnZf]gh][Y'@Øgi b[Yb'ni 'Z]bXYbž
gcbXYfb'Ui W\`Ub[Zf]gh][Y'GhfUhY[]Yb'ni f'5bdUggi b['Ub'X]Y
'ja UÅbXYfi b[Yb'ni 'Ybhk]W_Y'b"

5_hi Y`Y'A U» bU\ a Yb'i bX'FYU_h]cbYb

B UW\ 'XYb'Øb[ghYb'9fY][b]ggYb'j]b'Gh"5bhcb'Ua '5f'VYf['g]bX'X]Y
'c_U'Yb'6Y\ÒfXYb'i bX'FYhhi b[gX]YbghY'j]b'5`Ufa VYfY]hgW\UZh"
BYVYb'XYb'GcZcfh\]'ZYa U» bU\ a Yb'ZØf'X]Y'VYhfcZZYbYb'5bk c\ bYf
k i fXYb'Ui W\`Ub[Zf]gh][Y'I a gYhni b[gd`ÅbY'j]bg'@VYb' [Yfi ZYbž
i a'X]Y'K]XYfghUbXgZÅ\[_Y]h'[Y[Yb'ni _ØbZh][Y'I bk YhhYf'ni
Yf\Ò\Yb"8Uni '[Y\Òfh'XYf'5i gVUi 'j cb'K UggYfUV'Y]hi b[Ybž
A U» bU\ a Yb'ni f'5i Zc fghi b['i bX'XUg'5b'Y[Yb'j cb
FØW_\U'hYVYW_Yb"

8]Y'H]fc'Yf'@UbXYgfY[]Yfi b['\Uh'Ub[Y_ØbX][hž'X]Y
ni gW\i ggZ]bUb]YfhYb'Dfc'Y_hY'ni f'J YfVYggYfi b['XYf' ðZfUghfi _hi f
]b['YZÅ\ fXYhYb'; YV]YhYb'ni 'j YfghÅf_Yb"8]Yg'VY]b\U'hYh'X]Y
9]bVf]b[i b['j cb'A]hhY'b'ZØf'X]Y'GUb]Yfi b['i bX'XYb'GW\i hn'j cb
GhfU» Yb'i bX'K c\ b[YV]YhYb'gck]Y'Dfc[fUa a Y'ni f

GYbg]V]`]g]Yfi b[`XYf'6Yj Ò`_Yfi b[`ØVYf'XUg'f]Wk h][Y`J Yf\U'hYb`]b
Bchg]hi Uh]cbYb"

⇒`À\b`]Wk Yf'K Y]gY`k]fX`Xi fWk `XYb`9]bgUhn`j cb
<cWk UggyfZfØ\k UfbgmghYa Yb`X]Y`F YU_h]cbgnY]h`XYf
FYhi b[g_fÀZhY`j YfVYggYfž'i a`]a` : U`Y`j cb`YI hfYa Yb
K YhhYfYfY][b]ggYb`gWk bY``i bX`YZZY_h]j` \UbXY`b`ni` _ÒbbYb``8]YgY
GmghYa Y`_ÒbbhYb`Xi fWk`hYWk b]gWk Y`⇒bcj Uh]cbYb`k]Y`?Øbgh]Wk Y
⇒hY``][Ybn`i bhYfghØhnh`k YfXYbž'i a`Dfc[bcgYb`dfÀn]gYf`ni
[YghU`hYb"

8YhU]`g

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