

F UXZU\ fYf`VYgWÅX][h'5i » Ybgd]Y[Y`.
Dc`]nY]`V]hhYh'i a `NYi [Yb\]bk Y]gY

F UXZU\ fYf`VYgWÅX][h'5i » Ybgd]Y[Y`nk Y]Yf'5i hcg`]b
GdYmYf" `Dc`]nY]`gi W h'NYi [Ybž`HÅhYf`V`Y]Vh'i bVY`Ubbh"
; YgUa hgWÅUXYb.") \$'9i fc"

5a `A]hkcW`a]hU[`_Ua `Yg`ni `Y]bYa `a Yf_k ØfX][Yb`J cfZU``]b
XYf`æ\ UbbYgghfU» Y `]b`GdYmYf" `9]b`F UXZU\ fYf`U`h`cZYbVUf`]b
Y]bYf`]a`di`g] Yb`5_h]cb`X]Y`5i » Ybgd]Y[Y`nk Y]Yf`dUf`_YbXYf
5i hcg`UV[Yf]ggYb" `8]YgYf`J cfZU``[YgWÅU\ [Y[Yb`%` `I` \fž`i bX`X]Y
Dc`]nY]`Yfa`]hhY`hY`gcZcfh" `Hfchn`Y]bYf`Y]b[Y`Y]hYhYb` : U\ bXi b[
_cbbhY`XYf`HÅhYf`YXcW`b]W`h`a` Y\ f[YZ` bXYb`k`YfXYb"

8Yf`a`i`ha`U»`]W`Y`F UXZU\ fYf`k`i`fXY`U`g`Yhk`U"`)`V]g`(`)`\`fY`U`h
VYgWÅf]YVYb" `9f`k`Uf`a`]hY]bYa`Xi`b`_`Yb` : U\ ffUX`i`bhYfk`Y[gž
k`Y`W`Yg`Y]bY`K`Y]b`_]ghY`U`g`?`cfV`[Ybi`hnh`\Uh" `?`Y]Xi`b[gXYhU]`g
XYi`hYb`Ui`ZY]bY`Y\Yf`Y[YfY`9fgWÅY]bi`b[`]\b.`9f`hfi`[`Y]b`Xi`b`_`Yg
H!G\]fh`i`bX`Y]bY`Xi`b`_`Y`<`cgY" `Hfchn`XYf`XYhU]`Y]YfhYb
6YgWÅfY]Vi`b[`V`Y]V`XYf`A`Ubb`i`b]XYbh]Z]n]Yfhž`k`Ug`X]Y
9fa`]hhi`b[Yb`Yf\YV`]W`YfgWÅk`Yfh"

8]Y` : c`[Yb`XYg`J cfZU``g

8i fW`X]YgY`i`bØVYf`Y[hY`5_h]cb`YbhghUbX`Y]b` ; YgUa hgWÅUXYb
j`cb`") \$'9i fc" `8]YgY`Gi`a`a`Y`Yf[]Vh`g]WÅ`Ui`g`XYb`VYgWÅÅX][hYb
5i » Ybgd]Y[Y`bž`X]Y`gck`c`\`Z]bUbn]Y`Yb`5i`Zk`UbX`ZØf`X]Y
5i hcZU\ fYf`U`g`Ui`W`NY]h`ZØf`X]Y`F`YdUfUhi`f`VYXYi`hYb" `9g`]gh`Y]WÅ`h
bUW`j`c``n]Y\`VUfž`k`]Y`gWÅ`bY`gc`W`Y`G`WÅ`ÅXYb`Yb`hghY\`Yb`_`ÖbbYb
i`bX`k`]Y`g]Y`XUg`U`hÅ[`]W`Y`@YVYb`XYf`6YhfcZYbYb`ghØfYb" `⊖
Y]bYf`NY]hž`]b`XYf`j`]Y`Y`A`YbgWÅYb`VYfY]hg`a`]hY][YbYb`Z]bUbn]Y`Yb
<YfUi`gZcfXYfi`b[Yb`ni`_`Äa`dZYb`\UVYbž`_ca`a`hY]bY`i`bYfk`UfhYhY

5i g[UVY'cZhi b[Y'Y[Yb"

NYi [Ybž'X]Y'a Ô[]WXYfk Y]gY'XYb'J cfZU''VYcVUW hYh'\ UVYb'cXYf
æZcfa Uh]cbYb'ØVYf'XYb'ZØW h[Yb'F UXZU\ fYf'\ UVYbž'k YfXYb
Xf]b[YbX' [YVYhYbž'g]W'VY]'XYf'Dc`nY]'b'GdYmYf'ni 'a Y'XYb"'8]Y
?cbhU_hXUhYb'g]bX'HY'YZcb'\$* &' &'%' +\$'cXYf'dYf'9!A U]'Ub
d]gdYmYf4 dc`nY]"f'd"XY"'<]bk Y]gY'j cb'XYf'^2 ZZYbh]W_Y]h'_ØbbhYb
\Y'ZYbž'XYb'HÅhYf'ni 'Z]bXYb'i bX'X]Y'9fa]hhi b[Yb'j cfUbni hfY]VYb"

9g']gh'b]W'h'XYf'YfghY'J cfZU''X]YgYf'5fhž'XYf'Ui ZXUg'J Yf\U'hYb
j cb'F UXZU\ fYfb'\]bk Y]gh"'æ a Yf'k]YXYf'_ca a h'Yg'ni '?cbZ]_hYb
nk]gWYb'F UXZU\ fYfb'i bX'5i hcZU\ fYfb"'8 UVY]'gW'Øfh'XUg
J Yf\U'hYb'Y]bnY'bYf'F UXZU\ fYf'cZhiJ cfi fhY]'Y [Y [YbØVYf'XYf
[YgUa hYb'; fi ddY"'9]b][Y'F UXZU\ fYf'\ UVYb'UbgWY]bYbX'XUg
; YZØ\ ž'XUgg'X]Y'GhfU» Yb'9][Ybhi a 'g]bX'i bX'g]Y'g]W'b]W'h'Ub'X]Y
J Yf_Y\fgfY [Y'b'\U'hYb'a ØggYb"'Gc'WXY'J cfZÄ''Y'gcf [Yb'b]W'h'bi f
ZØf'Z]bUbn]Y''Y'GW'ÅXYbž'gc bXYfb'Ui W'ZØf'GdUbbi b[Yb'ja
ÖZZYbh]WYb'F Ui a "

8Yf'gW'bY''Y'<UbX'i b[gVYXUfZ'XYf'Dc`nY]'nY][hž'XUgg'gc'WXY
J cfZÄ''Y'Yfbghi [Ybca a Yb'k YfXYb"'æY [U'Yg'J Yf\U'hYb'ja
GhfU» Ybj Yf_Y\f'_Ubb'gW'bY''ni ' [YZÄ\ f]WYb'G]hi Uh]cbYb'ZØ\ fYb"
8 Ug'; Yk]W'h'XYf'bY [Uh]j Yb'5i gghfU\ 'i b[ž'X]Y'gc'WXYg
: Y\j Yf\U'hYb'a]h'g]W'Vf]b [hž']gh'b]W'h'ni 'i bhYfgW'ÅhYb"'>XYf
5i hcZU\ fYf'i bX'F UXZU\ fYf'\ Uh'XUg'F YW'hž'g]W'g]WYf'i bX
fYgdY_h]Yfh'ni 'ZØ\ Ybž'k Ybb'Yf'i bhYfk Y [g]gh"

HfUi f][Y'F YU`]hÅh'ja 'GhfU» Ybj Yf_Y\ f

8]Y'GhfU» Yb'g]bX'ZØf'U''Y'J Yf_Y\ fghY]'bY\ a Yf'XUž'i bX'X]Y'a Y]ghYb
A YbgWYb'VYa Ø\Yb'g]W'ž'X]YgY'F Y [Y'b'ni 'fYgdY_h]YfYb"'@Y]XYf
[]Vh'Yg'ja a Yf'k]YXYf'5i gbU\ a Yb"'æ'Y]bYf'; YgY''gW'UZž'i]b'XYf
k]f'ni bY\ a YbX'Ui Zi a k Y'hž'fYi bX']W_Y]h'i bX'bUW\U'h][Y
A cV']hÅh'gYhnYbž']gh'Yg'i a gc'k]W'h][Yfž'XUgg'XUg'J Yf\U'hYb'Ui Z
XYb'GhfU» Yb' 'Y [U'cV'a]h'XYa '5i hc'cXYf'XYa 'F UX' 'XYb
[Ya Y]bgW'UZh]WYb'; fi bXg'ÅhYb'Zc`[h'

8 Ug'9fY][b]g]b'GdYmYf'_ØbbhY'U'g'9f]bbYfi b ['[YgY\Yb'k YfXYbž

XUgg`Ui W`X]Y`_`Y]bghYb`J cfZ`A`Y`ni`Y]bYa`i`[fO» YfYb`DfcV`Ya
ZØ\ fYb`_`ÖbbYb.`XYa`A Ub[Y`Ub`F YgdY`_hi`bX`F ØW_g]W`hbU\ a`Y
Ui ZXYb`GhfU» Yb`"9g`V`Y]Vh`ni`_`c ZYbž`XUgg`X]Y`A YbgW`Yb`Ui`g
X]YgYa`i`J cfZU`Y`fbYb`i`bX`XUgg`Yg`_`ØbZh][`k`Yb][`Yf`gc`W`Yf
J cfZ`A`Y`[]Vh`

J cfZU`Ub`U`mgY`i`bX`H`Ä`hYfV`Y`gW`fY]Vi`b[

8 Yf`J cfZU`b`XYf`æ`UbbYgghfU» Y`k`]fZh`Y]b][`Y`i`fU[`Yb`Ui`Zž
]bgVYgcbXYfY`\`]bg]W`h`]W`X`Yf`A`ch]j`Uh]cb`XYg`F`UXZU`fYfg`
J UbXU`]ga`i`g`_`ca`a`h`]b`j`YfgW`]YXYbYb`i`cfa`Yb`j`cf`i`bX`_`Ubb`c`Zh
Xi`fW`gcn]U`Y`c`XYf`dgmW`c`c`[]gW`Y`i`U`hc`fYb`V`YY]bZi`ggh`k`YfXYb`
9]bY`5bU`mgY`gc`W`Yf`HUH`Yb`nY][`h`\`Äi`Z][`ž`XUgg`g]Y`Ui`g`i`fi`ghfUh]cbž
K`i`h`c`XYf`Y]bYa`i`;`YZØ`\`XYf`5bcbma`]h`Ä`h`\`YfUi`g`VY[`Ub[`Yb
k`YfXYb`"9g`k`ÄfY`]bhYfYggUbh`ni`k`]ggYbž`c`V`Yg`]b`XYf
J Yf[`Ub[`Yb`\`Y]h`Ä`\`b`]W`Y`J cfZ`A`Y`]b`X]YgYa`i`6YfY]W`i`[`UV`ž`X]Y
5i`ZgW`i`gg`ØVYf`Y]bY`a`Ö[`]W`Y`H`Ä`hYfa`ch]j`Uh]cb`i`YVYb`_`ÖbbhYb`"

Æ`6Yni`[`]Ui`ZX]Y`6YgW`fY]Vi`b[`]XYg`H`Ä`hYfg`_`ÖbbhY`XUg
9fgW`Y]bi`b[`gV]`X`\`Y`ZYbž`\`b`ni`_]XYbh]Z]n]YfYb`"6YgcbXYfY
A`Yf`_`a`U`Y`ž`k`]Y`XUg`Xi`b`_`Y`[`YZ`Ä`fVhY`i`U`\`ffUX`a`]h`Y]bYf`K`Y]b_]ghYž
\`V`VYb`XYb`F`UXZU`fYf`\`Yfj`cf`i`bX`_`ÖbbhYb`VY]`XYf`@`c`_`U`]g]Yfi`b[
i`bhYfghØhnYb`"8]YgY`9]bnY`\`Y]hYb`g]bX`Yb`hgW`Y]XYbXž`XU`g]Y`XYf
Dc`]nY]`a`Ö[`]W`Y`fk`Y]gY`\`Y`ZYb`_`ÖbbYbž`XYb`J`YfX`Ä`W`h][`Yb
gW`bY`Yf`Ui`gZ]bX][`ni`a`UW`Yb`"

Gcn]U`Y`i`bX`fYW`h`]W`Y`?`cbgYe`i`YbnYb

J UbXU`]ga`i`gž`k`]Y`Yf`\`]Yf`VYgW`f]YVYb`k`]fXž`\`Uh`b]W`h`bi`f
a`UhYf]Y`Y`ž`gcbXYfb`Ui`W`gcn]U`Y`5i`gk`]f`_`i`b[`Yb`"Gc`W`Y`HUH`Yb
_`ÖbbYb`XUg`G]W`Yf`\`Y]hg[`YZØ`\`h`]b`Y]bYf`B`UW`V`UfgW`UZh
V`Y`Y]bhf`Ä`W`h][`Yb`"5bk`c`\`bYf`_`ÖbbhYb`V`Y`gc`f[`h`XUfØVYf`gY]bž`XUgg
gc`W`Y`J cfZ`A`Y`\`Äi`Z][`Yf`k`YfXYbž`k`Ug`Y]bYf`g]W`Y`b`hk`]W`Y`b`XYb
gW`Y`W`h`Yb`i`;`Ya`Y]bgW`UZh`g`XmbUa`_]`J`c`fgW`i`V`Y]ghYb`_`ÖbbhY`"8]Y
Dc`]nY]`\`Uh`X]Y`6YXYi`hi`b[`]j`cb`NYi`[`YbUi`ggU[`Yb`V`Y`hc`bhž`XU`X]YgY
Æ`Z`c`fa`Uh]cbYb`ZØf`X]Y`9fa`]h`i`b[`Yb`i`bYf`Ä`gg`]W`g]bX`"

F`Y`W`h]W`i`[`YgY`\`Yb`_`Ubb`J`UbXU`]ga`i`g`gW`k`Yfk`]Y[`YbXY

?cbgYei YbnYb`ZØf`XYb`HÄhYf`UVYbž`Y]bgW`Y»`]W
ghfUZFYW`h]W`Yf`J`YfZc`[i b["B UW`XYi hgW`Yb`; YgYhnYb`_Ubb
J UbXU`]ga i g`V]g`ni`nk`Y]`š`fY`fY]`Y]hgghfUZY`cXYf`; Y`XghfUZYb
bUW`g]W`n]Y`Yb`"8]Yg`X]Yb`h`b]W`h`bi`f`XYf`6YghfUZ`b[ž`gcbXYfb
Ui W`XYf`DfÄj`Yb]cbž`bXYa`Ui Z`X]Y`9f`U`hi b[`XYg`9][Ybhi a g
`]b[Yk`]YgYb`k`]fX"

F YU_h]c bga YW`Ub]ga Yb`XYf`5bk`c`bYf`

5bk`c`bYf`]b`XYf`l`a`[YVi b[`ÖbbhYb`Ub[Yg]W`hg`gc`W`Yf`
J`cf`_ca`a`b]ggY`i`bhYfgW`]YX`]W`Y`F`YU_h]cbYb`nY][Yb`"9]b][Y
_ÖbbhYb`g]W`g]W`YfYf`ZØ`Ybž`k`Ybb`g]Y`a`]h`XYf`Dc`nY]
ni`gUa`a`YbUfVY]hYb`i`bX`U_h]j`bUW``š`Zcfa`Uh]cbYb`gi`W`Ybž
k`Ä`fYbX`UbXYfY`a`Ö[`]W`Yfk`Y]gY`]b`]fYf`hÄ[`]W`Yb`F`ci`h]bY
j`c`fg]W`h][Yf`k`YfXYb`i`bX`ÖZYb`h]W`Y`D`Ä`hnY`a`Y]XYb`"8`Ug
G]W`Yf`Y]hgVYk`i`gghgY]b`]b`XYf`; Ya`Y]bgW`UZh`k`]fX`Xi`fW`X]Y
DfYggYVYf]W`hYfghUhi b[`ØVYf`gc`W`Y`J`cfZÄ`Y`VY]bZi`gghž`X]Y`c`Zh
XUni`ZØ`fhž`XUgg`A`YbgW`Yb`g]W`]b`]fYa`l`a`ZY`X`a`Y`f`i`a`g]Y`h
i`bX`Ui`Z`XUg`Ni`gUa`a`Ybgd]Y`j`cb`G]W`Yf`Y]hg`fÄ`ZhYb`i`bX`6Øf[Yfb
UW`hYh"

9g`V`Y]Vh`UVni`k`UfhYbž`c`V`X]YgYf`J`cfZU`ni`j`YfghÄf`hYb
G]W`Yf`Y]hga`U»`bU`a`Yb`c`XYf`B`UW`V`UfgW`UZh`gk`UW`Yb`ZØ`fh`i`š
Y]b][Yb`GhÄ`X`hYb`UVYb`š]h]Uh]j`Yb`ni`f`B`UW`V`UfgW`UZh`gk`UW`Y`]b
Ä`b`]W`Yb`G]hi`Uh]cbYb`XUni`VY][YhfU[Ybž`XUg`G]W`Yf`Y]hg[YZØ`
i`bX`XYb`; Ya`Y]bgW`UZh`g]bb`ni`ghÄf`Yb"

8YhU]`g

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