

9g'[]Vh_Y]b ghf]hh][YfYg'H\Ya U']b'XYf'8]g_i gg]cb'ØVYf
dZUbn`]WXY'9fbÅ\fi b['U'g'X]Y'DfchY]bXYVUhhY"G_Ydh]_Yf
\\bhYfZfU[Yb'X]Y'E i U']hÅhi bX'E i Ubh]hÅhj cb'DfchY]bYb'Ui g
dZUbn`]WXYb'@YVYbga]hhY'b'i bX'cV'g]Y'XYb'DfchY]bVYXUfZ
XYf'A YbgWXYb'c\by'k Y]hYfYg'XYW_Yb'"`b'X]YgYa '5fh]_Y`
ØVYfdfØZYb'k]f'X]Y'6Yk Y]gY'XUZØfz'cV'XYf'DfchY]bVYXUfZ
Xi fW'`dZUbn`]WXY'9fbÅ\fi b['[YXYW_h'k]fXž'XUa]h'HfU]bYf
i bX'5b[Y\Øf][Y'XYf'; Ygi bX\Y]hgVYfi ZY'U`Y': fU[Yb']\fYf
?i bXYb`Y]W'h'VYUb'hk cfhYb'`_ØbbYb'"8 Ug'k]W'h][ghY
ni Yfgh' Ua d/ , & \$/K Ug'Y]bY'dZUbn`]WXY'9fbÅ\fi b[']gh
i bX'k Ug'b]W'h'DZUbn`]WXY'9fbÅ\fi b['k]fX'cZ'ia]h
J Y[Ub]ga i g['Y]W[YgYmhž'UVYf'hYW'b]gW['YgY\Yb'g]bX'g]Y
b]W'h'XUggY`VY'"8]Y'8YZ[b]h]cb'j cb'U'dZUbn`]WXY'9fbÅ\fi b[
j Uf]]Yfh'"9]b][Y'dZUbn`]WXY'8]ÅhYb'U`Y' / Ua d^Y`d/



9g`[]Vh`_Y]b`ghf]hh[YfYg`H\Ya`U`]b`XYf`8]g_i`gg]cb`ØVYf`dZUbn`]WXY
9fbÅ\fi`b[`U`g`X]Y`DfchY]bXYVUhhY"G_Ydh_]Yf`\]bhYfZfU[Yb`X]Y
E i`U`]hÅhi`bX`E i`Ubh]hÅhj`cb`DfchY]bYb`Ui`g`dZUbn`]WXYb

@VYbga]hY`b`i bX`cV`g]Y`XYb`DfchY]bVYXUfZ`XYf`A YbgWXYb`c`bY
k Y]hYfYg`XYW_Yb`"

≠X]YgYa`5fh]_Y`ØVYfdfØZYb`k]f`X]Y`6Yk Y]gY`XUZØfž`cV`XYf
DfchY]bVYXUfZ`Xi fW`dZUbñ`]WXY`9fbÄ`fi b[`[`YXYW`h`k]fXž`XUa`]h
HfU]bYf`i bX`5b[`Y`Øf][`Y`XYf`; Ygi bX`Y]hgVYfi ZY`U`Y`; fU[`Yb`]\fYf
?i bXYb`Y]W`h`VYUbhk`cfhYb`_ØbbYb`"

8 Ug`k]W`h][`ghY`ni Yfgh`"

K Ug`Y]bY`dZ`Ubñ`]WXY`9fbÄ`fi b[`]gh`i bX`k Ug
b]W`h

DZUbñ`]WXY`9fbÄ`fi b[`]k]fX`cZh`a]h`J Y[`Ub]ga`i`g[`]Y]W[`YgYhñž
UVYf`hYW`b]gW`[`YgY`Yb`g]bX`g]Y`b]W`h`XUggY`VY`"

8]Y`8YZ]b]h]cb`j`cb`U`dZ`Ubñ`]WXY`9fbÄ`fi b[`]j`Uf]]Yfh`9]b][`Y
dZUbñ`]WXY`8]ÄhYb`U`Y`h]Yf]gWXYb`DfcXi`_hY`Ui`ggW`Y»Ybž
k Ä`fYbX`5bXYfY`G]Y`Yf`U`hYb`Y]bYb`Yf`YV`]WXYb`HY`]`]\fYf
BÄ`fghcZZY`Ui`g`; Ya`ØgYž`C Vghž`; YhfY]XY`i bX`<Ø`gYbZfØW`hYbž
k Ä`fYbX`g]Y`[`Y`Y[`Yb`h]W`Y]b][`Y`h]Yf]gWXY`DfcXi`_hY
_cbgi`a`]YfYb`"

6Y]`J Y[`Ub]ga`i`g[`]Y`h`Yg`b]W`h`bi`f`XUfi`a`ž`@VYbga`]hY`ni`YggYbž
X]Y`j`cb`H]YfYb`ghUa`a`Yb`"U`g`; cfgWXYf]b`j`YfØZZYb`h]W`hY`Xgg]WU
; fYYbYVUi`a`[`b`9ggYbž`?`i`hi`f`/`; YgY`gW`UZhC`Vkc`c`J Y[`UbYf
Y]bY`J`JY`nU`i`bhYfgW]YX`]WXYf`Bcfa`Yb`i bX`K`YfhY`j`YfhfYhYbž]gh
X]Y`X`Yb`h]Z]n]Yfi`b[`]U`g`J Y[`UbYf`Y]bY`ØZZYb`h]WXY`9f`_Äfi`b[`]XYf
Y][`YbYb`X`Yb`h]Ähž`A`cfU`i`bX`XYg`Y][`YbYb`@VYbggh]`g"
J Y[`Ub]ga`i`g[`]gh`a`Y`f`U`g`8]Äh`9g]gh`Y]bY`D`]cgc`d`Y`i`bX`9h`_`"
J Y[`YhUf]ga`i`g[`]gh`Y]b`X]ÄhYh]gWXYf`6Y[`f]ZZ`XYf`g]W`Y`Ui`ZY]bY`8]Äh
VYn]Y`hž`VY]`XYf`;`Y]gW`j`cb`XYf`8]Äh`Ui`g[`]YgW`cggYb`]ghž`UVYf
Y]b][`Y`A`]W`dfcXi`_hY`c`XYf`9]Yf`Yb`h`U`hYb`gY]b`_ØbbYb`"8U
j`Y[`YhUf]gWXY`9fbÄ`fi b[`]g[`]Yk`c`b`Y]hYb`]b`6Yni`[`]Ui`Z`9]b!`i`bX
5i`ggW`ØggY`j`cb`BU`fi`b[`]ga`]hY`b`j`Uf]]YfYbž`[`]Vh`Yg`gc`WXY`
≠b`_cbg]ghYbnYb`]b`Ghi`X]Yb`X]Y`X]Y`[`Ygi`bX`Y]h`]WXYb
5i`gk`f`_i`b[`]Yb`j`Y[`YhUf]gWXYf`9fbÄ`fi b[`]VYk`YfhYb`"

?i fn[YgU[hžA YbgVWYbž'X]Y'g]W' dZUbn`]W' YfbÅ\ fYbž' _ÖbbYb
g]W' U'g' J Y[UbYf'cXYf' J Y[YhUf]Yf']XYbh]Z]n]YfYb'cXYf'g]W' Ui W
b]W'h'a]h]\bYb']XYbh]Z]n]YfYb"

8]YgYf'5fh]_Y``_cbnYbhf]Yfh'g]W' Ui Z'X]Y'8YZ]b]h]cb' dZUbn`]W' Yf
9fbÅ\ fi b[ž'VY]'XYf'U``Y'h]Yf]gWYb'@YVYbga]hhY``Ui g[YgW'cggYb
g]bXž'i a`ni`i bhYfgi WYbž'k Ug'X]Y': cfgW'i b['\]bg]W'h`]W' XYf
A Ö[`]W'_Y]h'nY][hž'XYb'DfchY]bVYXUfZ'Xi fW' dZUbn`]W' Y
@YVYbga]hhY``ni`XYW_Yb"

K Ug'g]bX'DfchY]bY3

DfchY]bY'g]bX'[fc»Y'A c`Y_Ø'Yž'X]Y'g]W']b'; fÖ»Yž'Ghfi _hi f'i bX
: i b_h]cb'Yf\YV`]W' i bhYfgWY]XYb"G]Y'VYghY\Yb'Ui g'_Y]bYb
?ca dcbYbhYbž'X]Y'5a]bcgÄi fYb'[YbUbb'h'k YfXYb"i bgYf'?ÖfdYf
_Ubb'Y]b][Y'5a]bcgÄi fYb'Ui g'UbXYfYb'6YghUbXhY]Yb'\YfghY``Ybž
UbXYfY'a ØggYb'YXcW'ØVYf'X]Y'BÜ\fi b['Ui Z[Ybca a Yb'k YfXYb"
8]Y'5a]bcgÄi fYbž'X]Y'i bgYf'?ÖfdYf'b]W'h'\YfghY``Yb'_Ubbž
k YfXYb'YggYbh]Y``Y'5a]bcgÄi fYb'[YbUbb'h"

9g'[]Vh'**bYi b'YggYbh]Y``Y'5a]bcgÄi fYb**bÅa `]W' <]gh]X]bž
=gc`Yi W]bž'@Yi W]bž'@mg]bž'A Yh\]cb]bž'D\Ybm'U`Ub]bž'H\ fYcb]bž
Hfmdhcd\Ub'i bX'J U`]b"8]Y'5a]bcgÄi fYbž'X]Y'Äf'?ÖfdYf
\YfghY``Yb'_Ubbž'k YfXYb'U'g'b]W'h'YggYbh]Y``Y'5a]bcgÄi fYb
VYnY]W'bYh"

5a]bcgÄi fYb'g]bX'k]W'h][`ni`j YfghY\Ybž'k Y]'g]Y'XYf'; fi bX'g]bXž
k Ufi a`gc'j]Y`XUfØVYf'X]g_i h]Yfh'k]fXž'cV`dZUbn`]W' Y'9fbÅ\ fi b[
XYb'DfchY]bVYXUfZ'XYW_h"

9]b][Y'5a]bcgÄi fYb'_ÖbbYb'bcfa U'Yfk Y]gY'j ca`'?ÖfdYf'Ui g
UbXYfYb'6YghUbXhY]Yb'\Yf[YghY`h'k YfXYbž'Ui »Yf'k Ybb'XYf
?ÖfdYf'Y]bYf'DYfgcb'Yi hfYa Ya`GhfYgg'Ui g[YgYmh]gh'cXYf'Y]bY
?fUb_\Y]h'\Uh"8]YgY'bYbb'h'a Ub'**VYX]b[hY'5a]bcgÄi fYbž'i** bX
g]Y'i a ZUggYb'5f[]b]bž'7mgH]bž';`i hUa]bž'Hmf'cg]bž';`mW]bž
Cfb]h\]bž'Dfc`]b'i bX'GYf]b"

Gck c\`YggYbh]Y`Y`U`g`Ui W\`b]W\h`YggYbh]Y`Y`5a`]bcgÄi fYb`V]`XYb
ni gUa`a`Yb`i`bhYfgW\]YX`]W\Y`A`i`ghYf`i`bX`Dfcdcfh]cbYb`**DfchY]bY**
8]YgY`\UVYb`Y]bY`FY]\Y`k`]W\h][`Yf`i`i`b_]cbYb`]a` `a`YbgW\`]W\Yb
?ÖfdYf.`G]Y`VYghY\Yb`Ui`g`5bh]_ÖfdYfbž`9bnma`Ybž`6chYbdfchY]bYb
k`Y`<cfa`cbYbž`Ghfi`_hi`f_ca`dcbYbhYb`gck`]Y`HfUbgdcfh`i`bX
GdY]W\Yf_ca`dcbYbhYb`"

9]b`A`Ub[`Y`Ub`Y]bYf`5a`]bcgÄi fYž`]bgVYgcbXYfY`Y]bYf
YggYbh]Y`Yb`5a`]bcgÄi fYž`_Ubb`g]W\`XU\Yf`bUW\hY`]]` `Ui`Z`≡fY
U`[`Ya`Y]bY` ;`Ygi`bX\Y]h`Ui`gk`]f_Yb`"≠`X]YgYa` `G]bbY`]ghYg
i`bUV\Äb[`]`]`cb`≡fYa` `9fbÄ\fi`b[`gj`Yf\U`hYb`k`]W\h][`ž`b]W\h`bi`f
Y]b`Ub[`Ya`YggYbYg` ;` `Y]W\`[`Yk`]W\h`XYf`5a`]bcgÄi fYb`Xi`fW\`X]Y
9fbÄ\fi`b[` `ni` `YffY]W\Ybž`gcbXYfb`Ui`W\`g]W\Yfni`ghY`Ybž`XUgg`≡f
?ÖfdYf`g]Y`Ub[`Ya`YggYb`Ui`Zb]a`a`h`i`bX`bi`hnh`"

K`]Y`j`]Y`DfchY]b`VfUi`W\`Yb`k`]f3`

DfchY]bY`g]bX`BÄ\fghcZZž`X]Y`]b`XYf`a`YbgW\`]W\Yb`9fbÄ\fi`b[
fY]W\`]W\`VYbÖh][`h`k`YfXYb`"K`]Y`j`]Y`[`YbUi` `Äb[`h`j`cb`Y]bYf`FY]\Y
j`cb` :`U_hcfYb`UVž`i`bX`X]Y`a`Y]ghYb`DfchY]bf]W\h`]b]Yb`k`YfXYb`j`cb
 :`UW\`Yi`hYb`Ui`g`j`YfgW\]YXYbYb`6fUbW\Yb`]b` :`fU[`Y`[`YghY`h`i`bX`]b
 :`fU[`Y`[`YghY`h`"

<]Yf`]ghY]bY`Ni`gUa`a`YbZUggi`b[`XYf`9a`dZY\`i`b[`Yb.`

8 Ug`**9a`dZc\`YbY`HU[`YgXcg]g`**DfchY]b`ZØf`A`ÄbbYf`i`bX` :`fUi`Yb
VYhfÄ[`h`\$ž` ;`fUa`a` `DfchY]b`dfc`_[` `?ÖfdYf[`Yk`]W\h`"K`Ybb`≡f
?i`bXY`U`gc`'+\$`_[` `k`]Y[`hž`gc`h`Y`Yf`i`b[`YZÄ\f`)`*` ;`fUa`a` `DfchY]b
dfc`HU[` `j`YfVfUi`W\Yb`"8]Y`5_UXYa`]Y`ZØf`9fbÄ\fi`b[` `i`bX`8]ÄhYh]_
\YVh\Yfj`cfž`XUgg`Gdcfh`Yf`]a` `5` `[`Ya`Y]bYb`a`Y\`f`DfchY]b
VYbÖh][`Yb`U`g`B]W\h`Gdcfh`Yfž`k`Y]`g]Y`Y]bYb`\Ö\YfYb
5a`]bcgÄi fYi`a`gUhn\UVYb`"8 Ug`**9a`dZY\`i`b[`XYf`5_UXYa`]Y**
ni`f`DfchY]bUi`ZbU\`a`Y` :`Øf`Gdcfh`Yf`]Y[`h`XYf`K`Yfh`nk`]gW\Yb`%ž&
i`bX`&ž\$` ;`fUa`a` `DfchY]b`dfc`?`]c[`fUa`a` `i`bX`HU[` "
>Øb[`ghY`9f_Yb`bhb]ggY`nY][`Yb`XUgg`X]Y`Ya`dZc\`YbY`HU[`YgXcg]g
ZØf`X]Y`DfchY]bUi`ZbU\`a`Y`ni`b]YXf][`]ghž`i`a` `Y]b`[`Ygi`bXYg
Gh]W_ghcZZ[` `Y]W\`[`Yk`]W\h`Ui`ZfYW\hni`Yf\U`hYbž`XU`Y]b` ;`fc`»hY]`XYg
j`cb`i`bg`_cbgi`a`]YfhYb`DfchY]bg`b]W\h`YZZ]n]Ybh[`Ybi`hnh`k`]fX`"

DfchY]bVYXUfZ'ZØf'A YbgWXYbž'X]Y' _fUb_ 'g]bX'g]bX']a a Yf'bcW
Y]b'gY\fi a ghf]hhYbYg'H\Ya U''8]YgYf'6Yk Y]g'k Y]gh'Ui ZY]b
A]b]a i a 'j cb'\$ž-' 'V]g'%ž&; fUa a 'DfchY]b'dfc'?]'c[fUa a '\]b"
GcZYfb'Y]bY'DYfgcb'_Y]bYb'; Ygi bX\Y]hgni ghUbX'\Uhž'XYf'X]Y
@VYyf!'cXYf'B]YfYbZ] b_h]cb'VYY]bhfÅW h][hž']gh'XYf'DfchY]b_cbgi a
fl !)!ZUWY'XYf'Ya dZc'\YbYb'HU[YgXcg]gŁ'\cW 'U''[Ya Y]b'U`g
g]WXYf'Ub[YgY\Yb"

K Ybb'k]f'b]W h'[Ybi ['DfchY]b'VY_ca a Ybž'_ÖbbYb'k]f'Y]bYb
DfchY]ba Ub[Y''Yb h_k]W_Y'bž'XYf'Ui Zj YfgW]YXYbY'5fhYb'Ui ZhfYhYb
_Ubb"'<]Yf'_ÖbbYb'G]Y'a Y\f'ØVYf'X]Y'Gma dhca Y'j cb
DfchY]ba Ub[Y''YgYb"

Ni gUa a YbZUggYbX'gc`hY'j Yfgi W h'k YfXYbž'a]bXYghYbg'\$ž
; fUa a 'DfchY]b'dfc'?]'c[fUa a 'Ui g'j YfgW]YXYbYb'E i Y''Yb'ni
VYn]Y\Yb"'K Ybb'G]Y'g]W 'dZUb n`]W 'YfbÅ\fybž'a ØggYb'G]Y
ni gÅm`]WY', VYf'Y[i b[Yb'ni f'FYXi n]Yfi b['j cb'5bh]bÅ\fg h_cZYb
i bX'ni f'?ca V]bUh]cb'j cb'@VYbga]hhY'b'a]h'_ca d'Ya Yb hÅfYb
5a]bcgÅi fYdfcZ]Yb'UbghY''Yb"'6Y]XY'k YfXYb']a ' : c`[YbXYb
Ui gZØ\ f`]W 'Yf'Åi hYfh"

DZ'Ub nYbdfc hY]bY'j g''H]Yfd fchY]bY

J]Y'Y'9I dYfhYb'Uf[i a Ybh]YfYbž'XUgg'Y]b'DfchY]b'Y]b'DfchY]b']ghž
i bUV\Åb[]['XUj cbž'cV'Yg'j cb'DZUb nYb'cXYf'H]YfYb'ghUa a h''5i g
Y]bYf'DYfgdY_h]j Y']gh'X]Yg'k U\ f"'5''Y'DfchY]bY'VYghY\Yb'Ui g
5a]bcgÅi fYbž'i bX'gcVU'X'g]Y'UVgc fV]Yfh'i bX'ZØf'X]Y'J Yfk YbXi b[
]b'i bgYfYa ' ?ØfdYf''Y]W h'j YfZØ[VUf'g]bXž'_Ubb'g]Y'b]W h'gU[Ybž
cV'g]Y'Ui g'dZUb n`]W Yb'cXYf'h]Yf]gWYb'@VYbga]hhY'b'ghUa a Yb"

9g'[]Vh'YXcW 'Y]b][Y'8]b[Y'ni 'VYUW hYbž'X]Y'X]Y'J c`ghÅbX][_Y]h
i bX'6]cj YfZØ[VUf_Y]h'XYf'DfchY]bY'j b'ΔfYf'[YgUa hYb'9fbÅ\fi b[
i bX'b]W h'j b'Y]bnY'bYb'@VYbga]hhY'b'VYhfYZZYb"

8]Y' _ca d`YhhY'DfchY]bXYVUhhY

8Yf'6Y[f]ZZ' j c`ghÅbX][Yg'DfchY]b 'k]fX'U''[Ya Y]b'j Yfk YbXYhž
i a 'BU\fi b[gei Y''Yb'ni 'VYgW fY]VYbž'X]Y'U''Y'YggYbh]Y''Yb

5a]bcgÄi fYb`Ybh\U`hYb"5`Y: `Y]gW\gc fhYbž9]Yf`i bX
A]W\dfcXi _hY`g]bX`E i Y`Yb`ZØf` j c`ghÄbX][Y `DfchY]bY"

8Yb`a Y]ghYb`dZUbn`]W\Yb`DfchY]bei Y`Yb`ZY\`Yb`g][b]Z_UbhY
A Yb[Yb`Y]bYf`cXYf`a Y\fyfYf`5a]bcgÄi fYb"NK Y]`HUhgUW\Yb
[Y`hYb`YXcW\.

J YfgW\]YXYbY`dZUbn`]W\Y`DfchY]bei Y`Yb`Yf[ÄbnYbž8 Ug`A]gW\Yb
dZUbn`]W\Yf`DfchY]bei Y`Yb`_Ubb`XU\Yf`Y]b`cdh]a U`Yg
; `Y]W\ [Yk]W\h`XYf`5a]bcgÄi fYb` [Yk Ä`f`Y]ghYb"8i`a i ggh`b]W\h
YggYb`_ca d`Ya YbhÄfY`DfchY]bei Y`Yb`]b`XYf`[`Y]W\Yb
A U\`nY]h"K Ybb`G]Y`ÄfYb`F Y]g`ni `Y]bYf`A U\`nY]h`i bX`ÄfY`6c`bYb
ni `Y]bYf`UbXYfYb`YggYb`a ØW\hYbžg]bX`G]Y` [i h`Gc`Ub[Y`G]Y`XYb
[Ubnyb`HU[ØVYf`i bX`]b`ÄfYf`9fbÄ\fi b[`]a `5`[Ya Y]bYb`Y]bY
J]Y`nU\`j cb`? ØfbYfbž< Ø`gYbZfØW\hYbžB ØggYb`i bX`GUa Yb`YggYbž
_ØbbYb`G]Y`U`Y`5a]bcgÄi fYb`Yf\U`hYbžX]Y`Äf`? ØfdYf`VYbØh][h`

9g`[]Vh`Ui W\`dZUbn`]W\Y`@YVYbga]hhY`žX]Y`U`Y`YggYbh]Y`Yb
5a]bcgÄi fYb`]b`i bhYfgW\]YX`]W\Yb`A Yb[Yb`Ybh\U`hYb"8Uni
[Y\ØfYb`i bhYf`UbXYfYa `6`Ui U`[YbžE i]bcUžGc`UVc`bYb`i bX
6i W\k Y]nYb"

6]cj YfZØ[VUf_Y]h`j cb`B Ä`fghc ZZYb`

9]b`k Y]hYfYg`DfcV`Ya žVY]`XYa `Yg`XUfi a `[Y\hžXUg`[YgUa hY
DfchY]b`Ui g`dZUbn`]W\Yb`E i Y`Yb`ni `VYn]Y\Ybž]gh`XUg`DfcV`Ya
j cb`5bh]bÄ`fghc ZZY`]b`ÄfYf`B U\fi b["5bh]bÄ`fghc ZZY`g]bX
6YghUbXhY]`Y`]b`@YVYbga]hhY`bžX]Y`Ybhk YXYf`X]Y`5i ZbU`a Y`j cb
BÄ`fghc ZZYb`V`cW_]YfYb`cXYf`g]Y`ZØf`X]Y`J Yfk YbXi b[`]a `? ØfdYf
k Yb][Yf`j YfZØ[VUf`a UW\Yb"

9]b][Y`X]YgYf`5bh]bÄ`fghc ZZYž`bÄa `]W\`DfchYUgY]b\]V]hcfYb`i bX
HUbb]bYž`VYY]bZi`ggYb`X]Y`DfchY]bUVgcfdh]cb`i bX`g]bX`]b
dfchY]bY]W\Yb`dZUbn`]W\Yb`@YVYbga]hhY`b`Y]W\h`ni `Z]bXYb"

DfchYUgY]b\]V]hcfYbNi a`6Y]gd]Y`g]bX`g]Y`]b`; YhfY]XYž
< Ø`gYbZfØW\hYb`i bX`GUa Yb`Ybh\U`hYbžX]Y`U`Y
< Ui dhdfchY]bei Y`Yb`ZØf`A YbgW\Yb`g]bXžX]Y`g]W\`dZUbn`]W\

YfbÄ\fyb"8]YgY`_ÖbbYb`YXcW`Xi fW`9]bk Y]WYbž?cWYb`i bX
?Y]a Yb`Yf\YV`]W`fYXi n]Yfh`k YfXYb"8U`6c\bYb`bcfa U`Yfk Y]gY
j cf`XYa`JYfnY\`f`Y]b[Yk Y]W`h`i bX`[Y`cW`h`k YfXYbž`k YfXYb`X]Y
DfchY]bY`j]Y`V]cj YfZØ[VUfYfž`VYj cf`g]Y`Ui Z`≡fYb`HY`Yf`[Y`Ub[Yb`
G]Y`_ÖbbYb`X]Y`DfchY]bj YfZØ[VUf`Y]h`Ui W`UVg]W`h`]W`Yf\Ö\Ybž
]bXYa`G]Y`@YVYbga]hhY`k]Y`9fVgYb`gdf]Y»Yb`UggYbžVYj cf`G]Y
g]Y`]b`@YVYbga]hhY`b`j Yfk YbXYb"

HUbb]bYž`X]Y`]b`? UZZYŽ`HYŽ`GW`c`c`UXYŽ`; YfghY`i bX`Xi b`_Yb
: fØW`hYb`Ybh\U`hYb`g]bXž`\UVYb`Ui Z[fi bX`]fYf`Ubh]cl]XUh]j Yb
5_h]j]h`h`j]Y`Y`[Ygi bX\Y]h`]W`Y`J cfhY]`Yž`_ÖbbYb`UVYf`Ui W`X]Y
DfchY]bUVgcfdh]cb`Y]bgW`fÄb`_Yb"9]b[]Y`HUbb]bY`g]bX`j cfhY]`\Užž
UVYf`VY]`6YXUfZ`_ÖbbYb`g]Y`Xi fW`9]bk Y]WYb`i bX`?cWYb
fYXi n]Yfh`k YfXYb"

<]Yf`_ÖbbYb`G]Y`a Y`f`ØVYf`5bh]bÄ\fghc ZY`YfZU\fyb"

J cfhY]`Y`XYf`; Yk]bbi b[`≡fYg`DfchY]bg`Ui g
dZ`Ub`n`]W`Yb`8]ÄhYb

DZUb`n`]W`Y`9fbÄ\fi b[`k i fXY`]b`XYb`YhnhYb`J\fnY\bhYb`[i h
i bhYfgi W`hž`i a`]fY`5i gk]f`_i b[Yb`Ui Z`X]Y`; Ygi bX\Y]h`VYggYf`ni
j YfghY\Yb"A Y`fYfY`[i h`Xi fW`XUW`hY`Ghi X]Yb`\UVYb`[YnY][hž
XUgg`dZUb`n`]W`Y`8]ÄhYbž`]bgVYgcbXYfY`gc`W`Yž`X]Y`h]Yf]gW`Y
@YVYbga]hhY`Ui ggW`]Y»Ybž`XUni `VY]hfU[Yb`**XUg`F]g]_c**
fYXi n]YfYb`j cb`j YfgW`]YXYbYb`: cfa Yb`j cb`<Yfn`fUb`\Y]hYbž
8]UVYhYg`i bX`?fYVg`Xi fW`?cbhfc`Y`j cb`F]g]_cZU`hcfYb`k]Y
6`i hXfi W`_i bX`6`i hni W`_Yf"

K Ybb`k]f`i bg`gdYn]Y`Ui Z`X]Y`DfchY]bei Y`Yb`]b`j YfgW`]YXYbYb
9fbÄ\fi b[g[Yk c\b\Y]hYb`_cbnYbhf]YfYbž`**k Y[k Y]gYbXY**
Ghi X]Yb`\UVYb`nY][hY`Y]bY`g][b]Z]_Ub`hY`5ggcn]Uh]cb
nk]gW`Yb`h]Yf]gW`Yf`DfchY]bUi ZbU`a Y`i bX`A cfhU`]h`hgf]g]_c`Xi fW`
?fYVgž`_UfX]cj Ug`_i `ÄfY`9fY][b]ggY`i bX`UbXYfY`?fUb`\Y]hYb`
Ni gÄh`]W`ž`: **cfgW`i b[`nY][h`XUgg`Y]bY`J Yff]b[Yfi b[`XYg**
h]Yf]gW`Yb`DfchY]bg`i bX`XUg`9fgYhYb`X]YgYg`DfchY]bg`Xi fW`
bÄ\fghcZZfY]W`Y`dZUb`n`]W`Y`E i Y`Yb`ni `Y]bYf`[Yf]b[YfYb`≡n]XYbn
j cb`_cfcbUfYb`<YfnYf`fUb`_i b[Yb`ZØ`fh"

9a dZY\`i b[Yb`ZØf`7cUW\Yg`F Y. `DZ`Ub n`]W\Y
9fbÄ\fi b[

J YfghY\Yb`G]Y`X]Y`9fbÄ\fi b[g[Yk c\ b\Y]hYb`≡fYf
?i bXYb

K Ybb`G]Y`a]h`Y]bYa`?i bXYb`UfVY]hYbž`a ØW\hYb`G]Y`j]Y``Y]W\h
ZfU[Ybž`k Ug`]\b`XUni`a ch]j]Yfhž`gc`ni`YggYbž`k]Y`Yf`Yg`hi h`

9]b][Y`A YbgW\Yb`YfbÄ\fyb`g]W\`a Ø[`]W\Yfk Y]gY`bi f`Ui g
[Ygi bX\Y]h`]W\Yb`; fØbXYb`dZUb n`]W\ž`k Ä\fybX`UbXYfY`h]Yf]gW\Yg
9]k Y]»`Ui Z[fi bX`]\fyf`gd]f]hi Y``Yb`DfU`_h]_Ybž`] \fyf`F Y`][]cb`cXYf
]\fyf`≠Yc`c[]Y`Ui ggW\`Y»Yb``9fghYfYg`_Ubb`]b`CfXbi b[`gY]bž`UV
i bX`ni`h]Yf]gW\Yg`9]k Y]»`ni`YggYbž`k Ä\fybX`YhnhYfYg
k U\fgW\Y]b`]W\`b]Y`Y]bY`5i gbU\`a Y`j ca`J YfnY\`f`j cb`h]Yf]gW\Ya
9]k Y]»`a UW\Yb`k]fX``

9]bY`k Y]hYfY`k]W\h][Y`GUW\Yž`X]Y`VY]`XYf`Ni gUa`a YbUfVY]h`a]h
?i bXYb`VYfØW_g]W\h][h`k YfXYb`a i ggž`i a`X]Y`A Ø[`]W\`_Y]h`Y]bYf
dZUb n`]W\Yb`9fbÄ\fi b[`ni`VYk YfhYbž`]gh`X]Y`≠Ybh]Zn]Yfi b[
_i`hi fY``fY`Yj UbhYfž`gW\`a UW`\UZhYfž`bÄ\fg hcZZfY]W\Yf`i bX
_cghYb[Øbgh][Yf`@YVYbga]hhY``

K Ybb`G]Y`X]Y`8Yb_k Y]gY`]b`6Yni [`Ui Z`U`_hi Y``Y`i bX`[Yk ØbgW\hY
@YVYbga]hhY`Ui gk U\`j YfghY\Ybž`_ØbbYb`G]Y`@]ZYghm`Y!
9a dZY\`i b[Yb`Ui ZX]Y`6YXØfZb]ggY`≡fYf`?i bXYb`UVgh]a`a Yb``

A Y\`f`XUni`YfZU\fyb`G]Y`]b`Zc`[YbXYb`5fh]_Y`b.`

J cfg]W\h`j cf`i`hfU!j YfUfVY]hYhYb`dZ`Ub n`]W\Yb
@YVYbga]hhY`b

Bi f`k Y]`Y]b`@YVYbga]hhY``dZUb n`]W\`]ghž`\Y]»h`XUg`b]W\hž`XUgg`Yg
bÄ\fg hcZZfY]W\`]gh``

DZUb n`]W\Y`:`Y]gW\YfgUhndfcXi`_hY`k YfXYb`j Yfa Uf`_hYhž`XUa`]h`X]Y
J YfVfUi W\Yf`[`Ui VYbž`g]Y`gY]Yb`dfchY]bfY]W\``J]Y`Y`dZUb n`]W\Y

i bX'j Y[UbY`@VYbga]hhY`ž'X]Y'gc`[YZcfa h'i bX'j Yfa Uf_hYh
k i fXYbž'XUgg'g]Y`j\ fY`h]Yf]gWYb'; Y[YbghØW_Y`YfgYhnYbž'k]Y`n`6"
dZUbñ`]WY`DUghYhWYbž'Ybh`U`hYb`YXcW`b]W`h'gc`j]Y`9]k Y]» ž'k]Y
G]Y`j]Y`Y]W`h'XYb_Yb`"K Ybb`G]Y`Y]b`dZUbñ`]WYg
: `Y]gW`dUghYhWYb`a]h`Y]bYa`F]bXZY]gW`dUghYhWYb`j Yf[`Y]WYbž
Ybh`U`hYb`X]Y`dZUbñ`]WYb`DUghYhWYb`bcfa U`Yfk Y]gY`k Yb][Yf
9]k Y]» i bX'j]Y`a Y`f: Yhž'XUg`Ui g`fUZZ]b]YfhYb`DZUbñYb`Ø`Yb
ghUa a h`"

5bXYfY`5fhYb`j cb`@VYbga]hhY`bž'Ui Z'X]Y`G]Y`UW`hYb`gc`hYbž'g]bX
; YhfÄb_Y`i bX`8YggYfhg"J]Y`Y`GÄZhYž`[YgØ» hY; YhfÄb_Y`i bX`gØ» Y
@VYbga]hhY`g]bX`dZUbñ`]W`ž`_ÖbbYb`UVYf`Ui W`fY]W`Ub
HfUbgyZhYb`i bX`fUZZ]b]YfhYa`Ni W_Yf`gY]b`"

6YUW`hYb`G]Yž'XUgg`X]YgY`@VYbga]hhY`HY`Y]bYf`Ui g[Yk`c[YbYb
9fbÄ\fi b[`i bX'j cf`U`Ya`HY`X`Yg`5i ZVUi g`Y]bYf`[Ygi bXYb
6Yn]Y\i b[`ni`@VYbga]hhY`b`gY]b`_ÖbbYb`"9g]gh`YXcW`k]W`h][ž
g]W`X`YggYb`VYk`i ggh`ni`gY]bž'k Ug`G]Y`_cbgi a]YfYbž'i bX`g]W`
b]W`h`Xi fW`_ca a Yfn]Y`Y`B UW`f]W`hYb`]ffYØ\ fYb`ni`"UggYb`"

: Un]h.`Gc`hYb`G]Y`g]W`Gcf[Yb`a UW`Ybž'XUgg
G]Y`Ui Z`dZUbñ`]W`Yf`6Ug]g`[Ybi`[`DfchY]b
Yf\U`hYb3

8]Y`_i fnY`5bhk`cfh`Ui hYh]b`XYb`a Y]ghYb`: Ä`Yb`bY]b`"Gc`Ub[Y`G]Y
g]W`Ui g[Yk`c[Yb`YfbÄ\ fYbž`Ä fYb`9bYf[]YVYXUfZ`XYW_Yb`i bX
fY]W`Ub`Y]bYf`J]Y`nU\`dZUbñ`]W`Yf`DfchY]bei Y`Yb`g]bXž'gc`hYb
G]Y`g]W`_Y]bY`Gcf[Yb`i a`X]Y`DfchY]bUi ZbU\ a Y`a UW`Yb`"

K Ybb`Ä f`5fnh`Ub[Y[YVYb`U`hž'XUgg`G]Y`Y]bYa`F]g]_c`ZØf`Y]bYb
DfchY]ba Ub[Y`Ui g[YgYhnh'g]bXž'Y]bYb`DfchY]bVYXUfZ`UVYbž'XYf
Xi fW`Ä fY`9fbÄ\fi b[`b]W`h`Y]W`h`ni`XYW_Yb`]ghž'cXYf`bi f
Y]b[YgW`fÄb`hYb`Ni`[Ub[`ni`Y]bYf`J]Y`nU\`dZUbñ`]W`Yf
DfchY]bei Y`Yb`UVYbž`_ÖbbYb`G]Y`X]Y`9]bbU\ a Y`Y]bYg
dZUbñ`]W`Yb`DfchY]bg]b`6YhfUW`h`n]Y\Yb`9f[Äbni b[ž`i a
g]W`Yfni ghY`Ybž'XUgg`G]Y`Ä fYb`DfchY]bVYXUfZ`XYW_Yb`"K Ybb`G]Y
Y]bY`9f[Äbni b[`ZØf`G]Y`cXYf`Ä fYb`?i bXYb`]b`6YhfUW`h`n]Y\Ybž

`YgYb`G]Y`i bgYfYb`@Y]hZUXYb`ni a`JYf[`Y]W\j cb`nY\`b`dZUbn`]W\Yb
DfchY]bYf[`Àbni b[`Yb`"

<Ui`dh!`a`V]ggVi`XYb

<]Yf`g]bX`X]Y`k`]W\h][`ghYb`B`UW\f]W\hYb`X]YgYg`5fh]_Y`g.`

8Yf`DfchY]bVYXUfZ`VY][`Ygi`bXYb`A`YbgW\Yb`_Ubb`Xi`fW\
dZUbn`]W\Y`9fbÀ\fi b[`][`YXYW`h`k`YfXYbž`k`Ybb`g]Y`[`YbØ[`YbX
j`YfgW\]YXYbY`dZUbn`]W\Y`DfchY]bei`Y``Yb`ni`g]W\`bY\`a`Yb``8]Y
E`i`U`]hÀ`h`i`bX`6]cj`YfZØ[`VUf_Y]h]j`cb`DfchY]bYb`]b`À`fYf[`YgUa`hYb
9fbÀ\fi b[`][`gh`k`]W\h][`Yf`U`g`X]Y`j`cb`Y]bnY`bYb`@VYbga`]hhY`b``8Yb
a`Y]ghYb`Y]bnY`bYb`dZUbn`]W\Yb`B`U\fi b[`gei`Y``Yb`ZY`\`Yb
g][`b]Z]_UbhY`A`Yb[`Yb`j`cb`a`]bXYghYbg`Y]bYf`5a`]bcgÀi`fYž`UVYf`g]Y
_ÒbbYb`XYb`[`UbnYb`HU[`ØVYf``Y]W\h`a`]h`UbXYfYb
B`U\fi b[`ga`]hhY`b`Yf[`Àb`nh`k`YfXYb``5bh]bÀ\fg`hc`ZZY`_ÒbbYb`X]Y
DfchY]bUVgcfdh]cb`j`Yff]b[`Yfb``K`Ybb`U`gc`X]Y`DfchY]bUi`ZbU\`a`Y
Y]b`DfcV`Ya`XUfghY``hž`_ÒbbYb`G]Y`5bh]bÀ\fg`hc`ZZY`]b
@VYbga`]hhY`b`a`]h`\`c`Y`a`5bhY]`Ub`dZUbn`]W\Yb`DfchY]bYb`Xi`fW\
9]bk`Y]W\Ybž`Yfa`Ybh]YfYbž`?Y]a`Yb`i`bX`?cW\Yb`fYXi`n]YfYb`"

`a`Y\`f`XUfØVYf`]a`b`ÀW\ghYb`HY]`"
`b`gd]f]Yfh]j`cb`5ZdUZ]hbYgg

8YhU]`g

6Ygi`W\Yb`G]Y`i`bg`Ui`Z.`a`Y]b!Z]hbYgg"bYh