

5ha i b[ghYWX b]_Yb`ZØf`Y ZZY_h]j YfYg
HfU]b]b[

5ha i b[ghYWX b]_Yb`ZØf`Y ZZY_h]j YfYg`HfU]b]b[`9g`]gh
U``[Ya Y]b`VY_Ubbhž`XUgg`X]Y`5ha i b[`k Å\`fYbX`XYg
HfU]b]b[g`Y]bY`YbhgWX`Y]XYbXY`F c``Y`gd]Y`h`8]Y`f]WX`h[Y
5hYa hYWX b]_`_Ubb`b]WX`h`bi f`X]Y`@Y]ghi b[gZÅ\][`_Y]h
ghY][Yfbž`gcbXYfb`Ui WX`X]Y`9ZZY_h]j]hÅh`XYg`K cf_ci hg
j YfVYggYfb``b`X]YgYa `5fh]_Y`k YfXYb`k]f`j YfgWX]YXYbY
5ha i b[ghYWX b]_Yb`j c fghY``Ybž`X]Y`XUni `VY]hfU[Yb`_ØbbYbž
XUg`HfU]b]b[`Y ZZY_h]j Yf`ni `[YghU`hYb`i bX`VYggYfY
9f[YVb]ggY`ni `Yfn]Y`Yb``K Ufi a `[gh`X]Y`5ha i b[`k]WX`h[`VY]a
HfU]b]b[3`8]Y`5ha i b[`gd]Y`h`Y]bY`k]WX`h[`Y`F c``Y`VY]
_ØfdYf`]WX`Yf`5_h]j]hÅhž`XU`g]Y`XYb`GUI Yfghc`Zh`fUbgdc`fh`ni a
A i g_Y`[Yk YVY`Yfa Ø[`]WX`h`i bX`X]Y`9bYf[]YdfcXi _h]cb
i bhYfghØ`hnh``8]Y`f]WX`h[Y`5ha i b[`_Ubb`X]Y`_ØfdYf`]WX`Y
6Y`Ughi b[`fYXi n]YfYbž`X]Y`5i gXUi Yf`j YfVYggYfb`i bX`X]Y
A i g_Y`b`Y ZZY_h]j Yf`UfVY]hYb``UggYb``/ Ua d^Y``]d/



5ha i b[ghYWX b]_Yb`ZØf`Y ZZY_h]j YfYg`HfU]b]b[

9g']gh'U`[Ya Y]b`VY_Ubbhž'XUgg'X]Y`5ha i b['k Å\fybX`XYg
HfU]b]b[g`Y]bY`YbhgW\Y]XYbXY`F c``Y`gd]Y`h"8]Y`f]W\h][Y
5hYa hYW\ b]_`_Ubb`b]W\h`bi f`X]Y`@Y]ghi b[gZÅ\[_Y]h'ghY][Yfbž
gcbXYfb`Ui W\`X]Y`9ZY_h]j]hÅh'XYg`K cf_ci hg`j YfVYggYfb"``b
X]YgYa`5fh]_Y`k YfXYb`k]f`j YfgW\]YXYbY`5ha i b[ghYW\ b]_Yb
j cfghY``Ybž`X]Y`XUni`VY]hfU[Yb`_ÖbbYbž`XUg`HfU]b]b[`YZZY_h]j Yf`ni
[YghU`hYb`i bX`VYggYfY`9f[YVb]ggY`ni`Yfn]Y`Yb"

K Ufi a`']gh`X]Y`5ha i b['k]W\h][`VY]a
HfU]b]b[3

8]Y`5ha i b[`gd]Y`h`Y]bY`k]W\h][Y`F c``Y`VY]`_ÖfdYf`]W\Yf`5_h]j]hÅhž
XU`g]Y`XYb`GUI YfghcZhfUbgdcfh`ni a`A i g_Y`[Yk YVY`Yfa Ö[`]W\h
i bX`X]Y`9bYf[]YdfcXi_h]cb`i bhYfghØhnh"8]Y`f]W\h][Y`5ha i b[`_Ubb
X]Y`_ÖfdYf`]W\Y`6Y`Ughi b[`fYXi n]YfYbž`X]Y`5i gXUi Yf`j YfVYggYfb
i bX`X]Y`A i g_Y`b`YZZY_h]j Yf`UfVY]hYb``UggYb"

K Å\fybX`XYg`HfU]b]b[g`dfcXi n]Yfh'XYf`?ÖfdYf`a Y`f`?c\`YbX]cl]Xž
XUg`Ui g`XYa`?ÖfdYf`YbhZYfbh`k YfXYb`a i ggž`i a`Y]bY`gUi fY
I a [YVi b[`ja`6`i h`ni`j Yfa Y]XYb"9]bY`h]YZY`5ha i b[`]\`Zh`XUVY]ž
?c\`YbX]cl]X`UVni ZØ\fyb`i bX`Ui gfY]W\YbX`GUI YfghcZZ
ni ni ZØ\fybž`k Ug`ni`Y]bYf`VYggYfYb`@Y]ghi b[`ZØ\fyb`_Ubb"

8]Y`f]W\h][Y`5hYa hYW\ b]_`

9g'[]Vh] YfgW\]YXYbY`5hYa hYW\ b]_Ybž`X]Y`Y`bUW\`5fh`XYg
HfU]b]b[g`Ub[Yk YbXYh`k YfXYb`_ÖbbYb"``<]Yf`g]bX`Y]b][Y
[fi bX`Y[YbXY`5hYa hYW\ b]_Ybž`X]Y`ZØf`j YfgW\]YXYbY`5_h]j]hÅhYb
\`ZfY]W\`gY]b`_ÖbbYb.

%"6Ui W\Uha i b[

8]Y`6Ui W\Uha i b[`]gh`Y]bY`[fi bX`Y[YbXY`5hYa hYW\ b]_ž`X]Y`Åi Z][
VY]a`HfU]b]b[`Y]b[YgYhnh`k]fX"8UVY]`k]fX`h]YZ`Xi fW\`X]Y`B UgY

Y]b[YUha Yhi bX`XYf`5hYa `Z]Y»h]b`XYb`6Ui W\ fUi a ž`UbghUhh`bi f
]b`X]Y`6fi gh"8]Y`6Ui W\ Uha i b[`Yfa Ò[`]W\h`Y]bY`a Ui]a U`Y
GUi YfghcZZUi ZbU\`a Y`i bX`i bhYfghØhnh`Y]bY`VYggYfY`9bhgdUbbi b[
k Å\ fYbX`XYg`HfU]b]b[g"

I a `X]Y`6Ui W\ Uha i b[`ni `ØVYbž`gYhnY`X]W\`Ui ZfYW\h`\]b`i bX`Y[Y
Y]bY`<UbX`Ui Z`XYb`6Ui W\`5ha Y`Ub[gUa `Xi fW\`X]Y`B UgY`Y]bž
k Å\ fYbX`Xi `XUfUi Z`UW\hYghž`XUgg`g]W\`XYf`6Ui W\ fUi a `Ui gXY\`bh"
5ha Y`XUbb`Ub[gUa `Xi fW\`XYb`A i bX`Ui g`i bX`UggY`XUVY]`XYb
6Ui W\`k]YXYf`Y]bg]b_Yb"K]YXYf\`c`Y`X]YgY`, Vi b[`a Y\`fa U`gž`i a
X]Y`6Ui W\ Uha i b[`ni `dYfZY_h]cb]YfYb"

&"`F` \mh\`a]gW\Yg`5ha Yb

F` \mh\`a]gW\Yg`5ha Yb`]gh`Y]bY`HYW\`b]_ž`VY]`XYf`XYf`5hYa `Ub`X]Y
6Yk Y[i b[`XYg`? ÒfdYfg`Ub[YdUggh`k]fX"8]YgY`HYW\`b]_`k]fX
\Ai Z][`VY]a `5i gXUi YfhfU]b]b[`k]Y`@Ui ZYbž`F UXZU\`fYb`cXYf
GW\k]a a Yb`j Yfk YbXYh"

6Y]a `f\mh\`a]gW\Ya `5ha Yb`k]fX`XYf`5hYa f\mh\`a i g`Ub`X]Y
GW\f]hhY`cXYf`X]Y`6Yk Y[i b[`Ub[YdUggh"Ni a `6Y]gd]Y`_Ubb`a Ub
VY]a `@Ui ZYb`U`Y`nk Y]`GW\f]hhY`Y]bUha Yb`i bX`U`Y`nk Y]`GW\f]hhY
Ui gUha Yb"8i fW\`X]YgY`HYW\`b]_`k]fX`XYf`5hYa Zi gg
gmbW\fc]b]g]Yfhi bX`XYf`? ÒfdYf`_Ubb`VYggYf`a]h`GUi YfghcZZ
j Yfgcf[h`k YfXYb"

`" "< U`hYb`XYf`@i Zh

8 Ug`< U`hYb`XYf`@i Zh]gh`Y]bY`HYW\`b]_ž`X]Y`\Ai Z][`VY]a
?fUZhhfU]b]b[`Y]b[YgYhnh`k]fX"8i fW\`XUg`_i fnnY]h][Y`5b\`U`hYb
XYg`5hYa g`_Ubb`XYf`8fi W_]a `? ÒfdYf`Yf\`Ø`h`k YfXYbž`k Ug`ni
Y]bYf`j YfVYggYfhYb`GhUV]`]hÅ`hi bX`?fUZiZØ\`fYb`_Ubb"

6Y]a `< U`hYb`XYf`@i Zh`k]fX`h]YZ`Y]b[YUha Yhi bX`XYf`5hYa `ZØf`Y]bY
_i fnY`NY]h`Ub[Y\`U`hYbž`k Å\ fYbX`Y]bY`_fUZj c`Y`6Yk Y[i b[
Ui g[YZØ\`fh`k]fX"Ni a `6Y]gd]Y`_Ubb`a Ub`VY]a `; Yk]W\h\`YVYb

XYb`5hYa`Ub\U`hYbžk`À\fYbX`a`Ub`XUg`; Yk`jW`h`\YVh`i`bX`XYb
5hYa`XUbb`VY]a`Ub[`gUa`Yb`5VgYb_Yb`XYg`; Yk`jW`hg`k`jYXYf
žFY][`YVYb"

<`Ài`Z][`YghY``hY`:`fU[`Yb`

%``K`Y`W`X`Y`5hYa`hYW`b]_`gc``hY`k`À\fYbX`XYg
?`fUZhhfU]b]b[`g`Ub[`Yk`YbXYh`k`YfXYb`3`

6Y]a`?`fUZhhfU]b]b[`_Ubb`XUg`<`U`hYb`XYf`@`Zh`Y]bY`YZZY`_hj`Y
5hYa`hYW`b]_`gY]b``8i`fW`XUg`_i`fnnY]h][`Y`5b\U`hYb`XYg`5hYa`g
Ubb`XYf`8fi`W]a`?`ÒfdYf`Yf\`Ò\h`k`YfXYbžk`Ug`ni`Y]bYf
j`YfVYggYfhYb`GhUV]`]h`Àh`i`bX`?`fUZhYb`hk`jW`_i`b[`ZØ\`fYb`_Ubb"

&``K`Y`W`X`Y`5hYa`hYW`b]_`gc``hY`VY]a
5i`gXUi`YfhfU]b]b[`k`jY`@Ui`ZYb`Ub[`Yk`YbXYh
k`YfXYb`3`

6Y]a`5i`gXUi`YfhfU]b]b[`_Ubb`X]Y`f\`m\`a`jgW`X`Y`5ha`i`b[`VYgcbXYfg
\`žFY]W`gY]b``8i`fW`XUg`5bdUggYb`XYg`5hYa`f\`m\`a`i`g`Ub`X]Y
6Yk`Y[i`b[`Yb`XYg`?`ÒfdYfg`_Ubb`Y]bY`VYggYfY`j`Yfgcf[i`b[`a`]h
Gui`Yfg`hc`Z`YffY]W`h`k`YfXYb"

` ``Gc``hY`Xi`fW`X`Y]`B`UgY`cXYf`XYb`A`i`bX`[`YUha`Yh
k`YfXYb`3`

8]Y`B`UgYbUha`i`b[`\U`h`XYb`j`cfhY]ž`XUgg`X]Y`Y]b[`YUha`YhY`@`Zh
[`Y]ž`hYfhž`Yfk`Àfa`h`i`bX`Ub[`YZi`W`hYh`k`]fX``G]Y`_Ubb`XU\Yf
VYgcbXYfg`VY]a`HfU]b]b[`]b`_U`hYf`l`a`[`YVi`b[`]j`cb`j`cfhY]`gY]b"
6Y]a`]b`hYbg]j`Yb`HfU]b]b[`]Ubb`X]Y`5ha`i`b[`Xi`fW`XYb`A`i`bX
YXcW`YZZY`_hj`Yf`gY]bž`XU`a`Y\`f`@`Zh`Y]b[`YUha`Yh`i`bX
?`c\`YbX]c]jX`gW`bY`Yf`Ui`g[`YgW`jYXYb`k`YfXYb`_Ubb"

(" ? Ubb`Y]bY`ZU`gWXY`5ha`i`b[`X]Y`@Y]ghi`b[
VYY]bhfÅW h][`Yb`3

⋈Ž`Y]bY`ZU`gWXY`5ha`i`b[`_Ubb`X]Y`@Y]ghi`b[`gZÅ\][`_Y]h
VYY]bhfÅW h][`Yb`"K`Ybb`b]W h`Ui`gfY]WXYbX`GUi`YfghcZZ`ni`[`YZØ\fh
k`]fX`cXYf`?c\`YbX]cl`]X`b]W h`YZZ`_hj`UV[`YUha`Yh`k`]fXŽ`_Ubb`Yg`ni
Y]bYf`gWYbY`YfYb`9fa`ØXi`b[`Ž`A`i`g_Y`_fÅa`dZYb`i`bX`Y]bYf
[`Yf]b[`YfYb`@Y]ghi`b[`gZÅ\][`_Y]h`_ca`a`Yb`"8U\Yf`]gh`Yg`k`]W h][`Ž`X]Y
f]W h][`Y`5hYa`hYW h]b]_`ni`VY\YffgWXYb`"

: Un]h

8]Y`5ha`i`b[`gd]Y`h`Y]bY`YbHgWXY]XYbXY`Fc`Y`VY]a`HfU]b]b[``A`]h
XYb`f]W h][`Yb`5hYa`hYW h]b]_Yb`_ØbbYb`X]Y`@Y]ghi`b[`gZÅ\][`_Y]h`i`bX
X]Y`9ZZ`_hj`]hÅh`XYg`K`cf`_ci`hg`j`YfVYggYfh`k`YfXYb`"8i`fW`X]Y
J`Yfk`YbXi`b[`j`cb`5hYa`hYW h]b]_Yb`k`]Y`XYf`6Ui`W Uha`i`b[`Ž`XYf
f\mh\`a`]gWXYb`5ha`i`b[`i`bX`XYa`<U`hYb`XYf`@`Zh`_Ubb`XYf
GUi`YfghcZZhfUbgdcfh`ni`a`A`i`g_Y`[`Yk`YVY`j`YfVYggYfh`i`bX`X]Y
9bYf[`]YdfcXi`_h]cb`i`bhYfghØhnh`k`YfXYb`"9g`]gh`k`]W h][`Ž`X]Y`f]W h][`Y
5hYa`hYW h]b]_ZØf`X]Y`Yk`Y`][`Y`5_hj`]hÅh`ni`k`Å\`Yb`i`bX
fY[`Y`a`Å»][`ni`ØVYbŽ`i`a`cdh]a`U`Y`9f[`YVb]ggY`ni`Yfn]Y`Yb`"

8YhU]`g

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