

Gc`k Å\`Yb`G]Y`XYb`f]W\h][Yb` :]hbYgg!
HfUW_Yf

8U`ja a Yf`a Y\`f`A YbgW\Yb`Ui Z`Y]b`[YgØbXYfYg`@VYb
\\bUfVY]hYbž`b]a a h`X]Y`F c``Y`j cb` :]hbYgg!HfUW_Yfb`ni ``6Y]
gc`j]Y`Yb`Ui Z`XYa`A Uf`_h`Yf\`Å`h]W\Yb`HfUW_Yfb`_Ubb`Yg
gW\k]Yf][`gY]bž`X]Y`Gh]Y`ni`_YbbYbž`X]Y`ÀfYb
5bZcfXYfi b[Yb`Ybhgd fYW\Yb``<]Yf`X]g_i h]YfYb`k]f`ØVYf`X]Y
bØh`]W\Yb`8]b[Yž`bUW\`XYbYb`G]Y`]b`Y]bYa` :]hbYgg!HfUW_Yf
gi W\Yb`gc``hYb.`8Yg][b`i bX`5bnY][Y`8]Y`Ga Ufhk UhW\Yg`a]h
[fc»Ya`8]gd`Um`Yfa Ò[`]W\Yb`Y]bY`Y]bZUW\Y`BUj][Uh]cb
Xi fW`j YfgW\]YXYbY` : i b_h]cbYb``9]bY`[i h`dUggYbXY` ; fÒ»Y
i bX`Y]b`dUggYbXYg`8Yg][b`\\Y`ZYb`ÀbYbž`g]W\`XUfUi Z`ni
_cbnYbhf]YfYbž`[YgØbXYf`i bX`gh`f`_Yf`ni`k YfXYb``G]Y
ÒbbYb`ÀfY` :]hbYggn]Y`Y`[Ub`n`Y]bZUW\`Ui Z`?bcdZXfi W
j YfZc`[Yb``G]Y`gc``hYb`bUW\`6UbXg`gi W\Ybž`X]Y`b]W\h
/ Ua d^Y``d/



8U`ja a Yf`a Y\`f`A YbgW\Yb`Ui Z`Y]b`[YgØbXYfYg`@VYb
\\bUfVY]hYbž`b]a a h`X]Y`F c``Y`j cb` :]hbYgg!HfUW_Yfb`ni ``6Y]`gc
j]Y`Yb`Ui Z`XYa`A Uf`_h`Yf\`Å`h]W\Yb`HfUW_Yfb`_Ubb`Yg`gW\k]Yf][

gY]bž'X]Y`Gh]`Y`ni`_YbbYbž'X]Y`ΔfYb`5bZcfXYfi`b[`Yb`Yb hgd fYWX Yb"
<]Yf`X]g_i`h]YfYb`k`j`f`ØVYf`X]Y`b`Øh`n`]WX Yb`8]b[`Yž`b`UWX`XYbYb`G]Y`]b
Y]bYa`_`:]hbYgg!HfUW_Yf`gi`WX Yb`gc``hYb.

8Yg][`b`i`bX`5bnY][`Y`

8]Y`Ga`Ufhk`UhWX Yg`a`]h`[`fc»Ya`_8]gd`UmYfa`Ò[`]WX Yb`Y]bY
Y]bZUWX Y`B Uj`][`Uh]cb`Xi`fWX`j`YfgWX]YXYbY`_`i`b_h]cbYb""9]bY`[`i`h
dUggYbXY`_`fÒ»Y`i`bX`Y]b`dUggYbXYg`8Yg][`b`_Y`ZYb`_ΔbYbž`g]WX
XUfUi`Zni`_`_c`bnYbhf]YfYbž`[`YgØbXYf`i`bX`gh`Àf`_Yf`ni`_`k`YfXYb`"G]Y
_ÒbbYb`_ΔfY`_`:]hbYgg]Y`Y`[`Ubni`Y]bZUWX`Ui`Z`?bcdZXfi`W`_j`YfZc`[`Yb`"
G]Y`gc``hYb`bUWX`6UbXg`gi`WX Ybž'X]Y`b]WX h`ni`_`_cV][`_`i`bX`Y]bZUWX
ni`VYX]YbYb`g]bX"

?ca`Zcfhghi`ZY`

8U`G]Y`Yg`X]Y`a`Y]ghY`NY]h`hfU[`Yb`k`YfXYbž`gc``hY`XYf`HfUW_Yf
Ub[`YbY`a`_`ni`_`hfU[`Yb`gY]b""8]Y`Y]bZUWX ghYb`_`Yf`ÀhY`_ÒbbYb`XYb
[`UbniYb`HU[`]`[`YhfU[`Yb`k`YfXYbž`c`bY`a`_`]h`]\bYb`ni`_]bhYfU[`]YfYb`"
8Yf`HfUW_Yf`gc``hY`Y]bZUWX`ni`VYX]YbYb`i`bX`ni`VYX]YbYb`gY]b`"

HfUW_]b[`]!:`i`b_h]cbYb`

C V k`c`_`_`U`Y`5_h]j`]h`Àhg!HfUW_Yf`a`_`]h`HfUW_]b[`]!:`i`b_h]cbYb
Ui`g[`YghUhhYh`g]bXž`V]YhYb`Y]b][`Y`gdYn]Z]gWX YfY`8YhU]`g""8]Y
ZcfhgWX f]hh`]WX Yb`_`Yf`ÀhY`g]bX`Ui`WX`a`_`]h`_`DG`Ui`g[`YghUhhYhž`XUa`_`]h
G]Y`X]Y`9bhZYfbi`b[`]`[`YbUi`_`a`YggYb`_ÒbbYb`"K`Ybb`_ΔfY
<Ui`dhU_h]j`]h`Àh`VY]gd]Y`gk`Y]gY`Ui`g[`YZØ`f`h`k`]fXž`gc``hY`g]Y`]b`XYf
@U[`Y`gY]bž`8UhYb`ZØf`X]YgY`VYgh]a`_`a`hY`GdcfhUfh`ni`_`YfZUggYb`"
GWX`UZØVYfk`UWX i`b[`]k`]fX`Ui`WX`Y]b`U`_`[`Ya`Y]bYg`A`Yf`_a`U`"
F]WX h][`Yf`GWX`UZ`]gh`gY`f`k`]WX h][`_`ZØf`XUg`K`c`_`VYZ]bXYb`Y]bYg
A`YbgWX Yb""9g`[`]Vh`_`Yf`ÀhYž`X]Y`Y]bY`Y]bZUWX Y`_`VYfk`UWX i`b[`]gnY]h
V]YhYbž`k`À`fYbX`Y]b][`Y`8YhU]`g`ni`_`j`YfgWX]YXYbYb`GWX`UZd`UgYb
_`YZYfb`"

<YfnZfYei`YbnØVYfk`UWX i`b[`]gZi`b_h]cb`

<Yi`hni`hU[`Y`g]bX`X]Y`a`Y]ghYb`K`YUfUV`Yg`a`_`]h`Y]bYf`

<YfnZfYei YbnØVYfk UWXi b[gZ b_h]cb`Ui g[YghUhhYh"9g`Yfa Ò[`]WKh
ÀbYbž`ÀfY`<YfnZfYei Ybn`ni `ØVYfk UWXYb`i bX`X]Y`bYbg]hÀhXYg
HfU]b]b[g`ni `ghYi Yfb"8]YgY`i b_h]cb`_Ubb`X]Y` ; YbUi][_Y]h`XYf
?U`cf]Ybj YfVfYbbi b[`Yf\YV`]W`j YfVYggYfb"

? U`cf]Yb!HfUW_Yf

8]Y`a Y]ghYb`6UbXg`V]YhYb`X]Y`A Ò[`]WKh_Y]hž`X]Y`5bnU\`XYf
j YfVfUbbhYb`?U`cf]Yb`ni `j YfZc`[Yb"8]Yg`[]Vh`ÀbYb`[YbUi Y
9f[YVb]ggY`ÀfYf`5_h]j]hÀhYb"

@YVYbgXUi Yf`XYf`6UhhYf]Y

Gi WXYb`G]Y`bUW` :]hbYggVÀbXYfbž`X]Y`YbYf[]YYZ]n]YbhYf`g]bX`i bX
ØVYf`Y]bYb`Àb[YfYb`NY]hfUi a`j Yfk YbXYh`k YfXYb`_ÒbbYb"9]b][Y
HfUW_Yf`g]bX`k]YXYfUi ZUXVUfž`k À\fybX`UbXYfY`a]h
?bcdZnY`YbVUhhYf]Yb`VYhf]YVYb`k YfXYb"8]Y`5__i `Ui ZnY]h`fY]WKh
j cb`Y]bYa`HU[`V]g`ni `a Y\fyfYb`A cbUhYb"

K Uggyf!`i bX`GWk Y]»VYghÀbX][_Y]h

9g`[]Vh`Y]bY`[i hY`5bnU\`j cb`K YUfUV`Ygž`X]Y`k Uggyf!`i bX
gWk Y]»VYghÀbX][`g]bX"Gc`_ÒbbYb`G]Y`g]Y`dfcV`Ya `cg`VY]
, Vi b[Yb`i bX`GWk]a`a ghi bXYb`hfU[Yb"

6i X[Yh

:]hbYgg!HfUW_Yf`j Uf]]YfYb`ghUf`_]a`DfY]g"8U\Yf`gc`hYb`G]Y
YbhgWXY]XYbž`k]Y`j]Y` ; Y`X`G]Y`ZØf`Àf`bÀWghYg`K YUfUV`Y
Ui g[YVYb`a ÒWKhYb"8]Y`bYi YghY` ; YfÀhY[YbYfUh]cb`V]YhYh
Ub[Ya YggYbY`DfY]gY"5i »YfXYa`j YfÒZYbh`]WXYb`Y]b][Y
I bhYfbY\`a Yb`]fY`bYi Y` ; YfÀhY[YbYfUh]cbž`k cVY]]\fY`ZfØ\YfYb
 ; YfÀhY`V]]][Yf`k YfXYb"6]Y`gc`hYb`bUW`XYa`gi WXYbž`XYf`ÀfYb
6i X[YhUbZcfXYfi b[Yb`i bX`ÀfYb`[Yk ØbgWKhYb` : i b_h]cbYb
Ybhgd]WKh"

?ca dUh]V]]hÀh

G]Y`gc`hYb`bUW`:`]hbYggVAbXYfb`gi`W`Ybž`X]Y`g]W`bU`hcg`a`]h`
`fYa`:`YfAh`j`YfV]bXYb`UggYb`9]b][`Y`HfUW_Yf`g]bX`5bXfc]X!
_ca`dUh]VY`ž`k`A`fYbX`UbXYfY`]C`G`g]bX`8]YgY`HfUW_Yf`j`YfZØ[`Yb`
Ui`W`ØVYf`Yb`hgd`fYW`YbXY`5ddgž`a`]h`XYbYb`G]Y`fY`
HfU]b]b[`gY]b`Y]hYb`k`Y]hYf`ghYi`Yfb`_`ÖbbYb`"

Ga`Ufhd`c`bY!`I`b`hYfghØhni`b[`

8]Y`a`Y]ghYb`j`cb`XYb`:`]hbYgg!HfUW_Yf`?ca`a`Yb`G]Y`a`]h`Y]bYa`
6]`XgW]fa`ni`f`5bnY][`Y`k`]W`h][`Yf`bZcfa`Uh]cbYb`8Yf`_`Y]bY`
6]`XgW]fa`a`UW`h`Yg`Y`XcW`gW`k`]Yf][`ž`Y]b`j`c`ghAbX][`Yg`6]`X`
`fYf`GhUh]gh]_Yb`ni`Yf`U`hYb`A`]h`XYf`Ga`Ufhd`c`bY!`b`hY[`fUh]cb`
_`ÖbbYb`G]Y`X]Y`YfZUgghYb`bZcfa`Uh]cbYb`XYhU]`Yf`h`Ub`nY][`Yb`6Y]`
Y]b][`Yb`HfUW_Yfb`_`ÖbbYb`G]Y`Ui`W`6YbUW`f]W`h][`i`b[`Yb`Yf`U`hYb`"
G]Y`gc`hYb`U`gc`X]Y`HfUW_Yf`]b`6YhUW`h`n]Y`Ybž`X]Y`Y]bY`
Ga`Ufhd`c`bY!`b`hY[`fUh]cb`V]YhYb`"

?`UVY`c`gY`HYW`bc`c[`]Y`

A`]h`XYb`XfU`hcgYb`;`YfAhYb`_`ÖbbYb`G]Y`fY`:`]hbYggVUbX`
dfcV`Ya`cg`a`]h`UbXYfYb`XfU`hcgYb`;`YfAhYb`j`YfV]bXYb`"

8i`fW`gi`W`Yb`G]Y`XUm`hYW`bc`c[`m`W`ca`ž`i`a`a`Y`f`ØVYf`bYi`
j`YfØZZYb`h]W`hY`K`YUfUV`Yg`i`bX`UbXYfY`;`UX[`Yhg`ni`YfZU`fYb`"

b`gd]f]Yfh]`cb`9n]bY`i`bX`J`]dUg`U`J`

8YhU]`g`

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