

9\Ya U`][Yf'; YgWÅZhgzØ\ fYf'j cb
»DA cf[Ub`ni a`79C`XYf`5`[cfUbX
: ci bXUh]cb`YfbUbbh

8Yf`bYi Y`79C`\Uh`Y]bYb'; fc»hY]`gY]bYf`? Uff]YfY`XUa`jh
j YfVfUW`hž`g]W`Ui Z`X]Y`9bhk`jW`i b[`XYf`? Ud]hU`a`Åf`hY`i bX
X]Y`Z]bUbni]Y`Y`b`_i`g]cbž`]bgVYgcbXYfY`]b
9bhk`jW`i b[g`ÅbXYfbž`ni`_cbnYbhf]YfYb`K`UfXYb
_cbnYbhf]Yfhg]W`XUfUi`Z`X]Y`A`Uf`Yh]b[VYa`Ø`i b[Yb`j`cb
5`[cfUbX`ni`gh`Åf`_Yb`i bX`gY]b`^`_cgmghYa`]a``»\f`&\$&
Ui`Zni`VUi`Yb`GhUW]`K`UfXYb`\Uh]a``ÖZYbh]W`Yb`GY`_hc`fž`]b`XYf
Df]j`Uhk`]fhgW`UZh`i bX`VY]`Y]bYf`[Ya`Y]bb`Øhn][Yb`Cf[Ub]gUh]cb
[YUfVY]hYh`»hnh`hf]hh`g]Y`XYf`5`[cfUbX`: ci bXUh]cb`U`g`79C
VY]`8i`fW`X]Y`Bi`hni b[`XYg`5`[cfUbX!Dfchc`_c`g`i bX`XYf
CdYb!Gci`fW!Gc`Zhk`UfY`j`Yfgi`W`h`X]Y`5`[cfUbX`: ci bXUh]cbž
Y]bY`c`ZYbYž`ÖZYbh]W`Y`i bX`Yf`Ui`Vb]gZfY]Y`6`c`W`W`U]b`ni
gW`UZZYb`K`UfXYb`hfUh]a``GYdhYa`VYf`XYa``J`cfghUbX`XYf
5`[cfUbX`: ci bXUh]cb`VY]`G]Y`k`]fX`GYUb`@YY`/`Ua`d`^`Y`d`/

- 8Yf'byi Y'79C '\Uh'Y]bYb'; fc»hY]'gY]bYf'?Uff]YfY'XUa]h
j YfvfUWk hž'g]W\Ui Z'X]Y'9bhk]W_`i b['XYf'?Ud]hU`a Af_hY
i bX'X]Y'Z]bUbn]Y''Y'`b_`i g]cbž']bgVYgcbXYfY']b
9bhk]W_`i b[g`ÀbXYfbž'ni`_`c`bnYbhf]YfYb
- K UfXYb`_`c`bnYbhf]Yfh'g]W\XUfUi Z'X]Y
A Uf_Yh]b[VYa Ø\i b[Yb'j cb'5`[cfUbX'ni`gh`Af_Yb'i bX'gY]b
²`_`cgmhYa`ja`'đ\`f`&\$&&'Ui Zhi VUi Yb

GhUW]`K UfXYb`\Uh]a`'ÖZZYbh]W\Yb`GY`hc`fž']b`XYf`Df]j`Uhk`]fhgW\UZh
i bX`VY]'Y]bYf'`[Ya`Y]bbØhn][Yb`C f[Ub]gUh]cb`[YUfVY]hYh''`X`hnh'hf]hh
g]Y`XYf'5`[cfUbX`ci bXUh]cb`U`g`79C`VY]"

8i fW`X]Y`Bi hni b['XYg'5`[cfUbX!Dfchc`_`c`g`i bX`XYf`C`dYb!Gci fW`!
GcZhk UfY`j Yfgi W\h'X]Y'5`[cfUbX`ci bXUh]cbž'Y]bY`c`ZZYbYž
ÖZZYbh]W\Y`i bX`Yf`Ui Vb]gžFY]Y'6`c`W`W\U]b`ni`g`W\UZZYb"

K UfXYb`hfUh]a`GYdhYa VYf`XYa`J`cfghUbX`XYf'5`[cfUbX
: ci bXUh]cb`VY]"G]Y`k`]fX`GYUb`@Y`YfgYhmYbž`XYf`X]Y`Y`hnhYb`%,
A cbUhY`U`g`79C`h`h][`k`Uf`i`bX`?`Uff]YfYa`Ö[`]W\`_Y]hYb`Ui`»`Yf`U`V`
XYg`l`bhYfbY`a`Ybg`Ui`g`chYh"

9]b gh]Y [`]b`'? fmd hc`:

K UfXYb`VYgW\`ÀZh][hY`g]W\`ni`a`YfghYb`A`U`a`]h'? fmdhc`k`À`fYbX
]\fYf`NY]h`Ua`A`]`_Yb``b`gh]hi`hYž`k`c`g]Y`X]Y`[`c`VU`Y
A Uf_hYbhk]W_`i b[gdfUI]g`XYf`C`f[Ub]gUh]cb`Y]hYhY""

K`À`fYbX`g]Y`VY]'XYf'`[Ya`Y]bbØhn][Yb`C f[Ub]gUh]cb`UfVY]hYhYž
k`i`fXY`g]Y`VYUi`ZhFU[hž`XYf`DfYggY`U`g`F`Yggci`fW`ZØf`Z]bUbn]Y''Y
6]Xi b[`ni`f`J`YfZØ[i b[`ni`ghY`Ybž'i bX`&\$%'`k`i`fXYb`X]Y`@Yi`hY
bYi`[]Yf][`Ui`Z`6]hWc]b""

K UfXYb` \UhYg`g]W`ni f`5i Z[UVY` [Ya UW`hž`XUg`X][]hU`Y`5ggYhi bX
X]Y`XU\]bhYf`ghY\YbXY`HYW`bc`c[]Y`VYggYf`ni`j YfghY\Ybž`gU[hY
g]Y`6`cW_k cf_g`i bX`\ÒfhY`]b`]\fYf`f: fY]nY]h`6fUbW`Ybd]cb]YfYb`k]Y
; Uj]b`5bXfYgYb`i bX`6fcW`D]YfW`ni "

⇒W`XUW`hYž`Yg`k Uf`k]f`_]W`XUg`9fghUi b`]W`ghYž
k Ug`a]f`^Y`VY[Y[bYh`k Uf`ž`gU[hY`g]Y"

8]Y`⇒YY`XYg`DfccZ]cZ]K cf`_]bhYf`6]hW`]b`i bX`X]Y`⇒YYž`XUgg
a Ub`]b`Y]bYf`j YfhfUi Ybg`cgYb`l a [YVi b[`Y]bY`[i h
Z] b_h]cb]YfYbXY`; Y`Xj Yfgcf[i b[gXmbUa]_` \UVYb`_ÒbbhYž`ZUbX
]W`k]f`_]W`i b[`Ui V`]W`"

GdÀhYf`YbhXYW`_hY`g]Y`9h\YfYi a`i bX`X]Y`⇒YY`j cb
dfc[fUa`a]YfVUfYa` ; Y`X`c`bY`Nk]gW`Yb`ÀbX`Yf"

⇒W`XYb`_Yž`Yg`\Uh`a]W`VYgcbXYfg`\Ufh`[YhfcZYbž`k Y`]W`gc`j]Y`
9fZU\fi b[`]b`9bhk]W`i b[g!`i bX`GW`k Y`Yb`ÀbXYfb`\UhYž`k c
:]bUbn]bhYfa`YX]ÀfY`b]W`hgY\`f[i h`Z] b_h]cb]YfYb`i bX`k`c`g]Y
k]f`_]W`Ui ZXYf`Gi W`Y`bUW`F`YbhYb`ZØf`A`YbgW`Yb`gY]b`_ÒbbYbž
X]Y`bi f`j Yfgi W`Ybž; Y`X`ni`gdUfYb`ž`]bj Ygh]YfYb`G]Y`Yg`f]W`h][
i bX`a`UW`Yb`G]Y`]\f`@VYb`VYggYf`ž`Yf`_ÀfhY`K`UfXYb`"

⇒a`@Ui ZY`] \fYf`? Uff]YfY`\Uh`g]W`K`UfXYb`]b`j YfgW`]YXYbYb
Dcg]h]cbYb`Ui ZX]Y`9bhk]W`i b[`XYf`? Ud]hU`a`Àf`_hY`i bX`X]Y
Z]bUbn]Y`Y`_b`_i]g]cb`_c`bnYbhf]Yfhž`]bgVYgcbXYfY`]b
9bhk]W`i b[g`ÀbXYfb`"

6Yj cf`g]Y`j cb`&\$%` `V]g`&\$&%`Ua` `A]`_Yb`_bgh]hi hY`UfVY]hYhYž`k Uf
g]Y`UW`h`_X\`fY`_Ub[`9i YW`h]j Y`8]fYW`hcf`VY`]`DA`cf[Ub`"8`cfh`Y]hYhY
g]Y`X]Y`5VhY`]i b[`ZØf`XYb`ÒZYb`h]W`Yb`GY`_hcf`XYg`l`bhYfbY`a`Ybg
]b`9i fcdUž`XYa`B`U`Yb`C`ghYb`i bX`5Zf`_U`i bX`_c`bnYbhf]YfhY`g]W`
Ui ZX]Y`j YfVYggYfi b[`XYf`? Ud]hU`a`Àf`_hY`]b`GW`k Y`Yb`ÀbXYfb`"

J cf`] \fYf`NY]h`VY`]`DA`cf[Ub`UfVY]hYhY`g]Y`U`g`]bhYfbUh]cbU`Y`

2 _cbca]b]a 'l G!:]bUbna]b]ghYf]i a 'i bX'XUbb'VY]'XYf'B UgXUež
k c'g]Y'XYfYb'nk Y]'A Āf_hY'ZØf'A]Wfc!7 Ud!l bhYfbY\ a Yb''Y]hYhY"

B UWXYa 'K UfXYb'Ua 'A]_Yb'əgh]hi hY'Yhk Ug'ØVYf'? fmdhc '[Y'Yfbh
\ UhYž'gWf]YV'Yf'ZØf'X]Y'J YfÖZYbh]W i b['XYf' Cf[Ub]gUh]cb'ØVYf
'? fmdhc 'i bX'6`cW_WU]b"

; fi bXgÅhn`]W`]gh'Yg'a Ô[`]WYfk Y]gY'X]Y'5 bhk cfh
Ui Z'X]Y'Z]bUbn]Y''Y'əb_`i g]cbž'i bX'XUg']gh'gY\ f
k]W h]['ZØf'a]W ž'gU[hY'g]Y'ØVYf'X]Y'6 fUbWY"

K Ybb'G]Y']b'Y]bYf'8Yb_ZUVf]_`g]bX' 'gd]Y'Yb'G]Y'b]W h[YbUi
XUg'Gd]Y' /G]Y'VYcVUW hYb'a Y\ f'i bX'j Yfgi WYb'a Y\ fž'XUg'Gd]Y'
ni '[YghU'hYbž'i bX']W ['Ui VYž']W \UVY'a]W'YbhgW]YXYbž'Ui Z
XYa ': Y'X'ni 'ghY\Yb"

5i gV`]W_`ZØf'5`[cfUbX

A]h[YgW ÅhnhYb '%ž+ 'A]''UfXYb' A YbgWYb'k Y'hk Y]hž'X]Y' _Y]bYb
Ni [Ub['ni ':]bUbna]hY'b \UVYbž'Uf[i a Ybh]YfhY'K UfXYbž'XUgg
XUg'5`[cfUbX! Dfc hc_c`a]h'gY]bYf'; YgWk]bX][_Y]hž'G]WYf\Y]h
i bX'8YnYbhfU`g]Yfi b['Ua 'VYghYb'[YfØghYh']ghž'i a 'X]YgYg
DfcV`Ya ']b[fc» Ya 'l a ZUb['Ubni [Y\Yb"

GhUW]j YfghY\h'XUg'DchYbn]U`j cb'5`[cfUbXž'Y]bY'Xca]bUbhY
@UmYf!%l6`cW_WU]b'ni 'k YfXYbž'i bX'g]Y'j YfZØ[h'ØVYf'X]Y
9fZU\fi b['i bX'XUg': UWk]ggYbž'i a 'i bgYfY'[`cVU`Yb
6Ya Ø\i b[Yb'i a 'G_U`Y]fi b['j cfUbni hfY]VYb'i bX'i bgYfYf
'; Ya Y]bgW UZh'Y]bYb'\YfUi gfU[YbXYb'K Yfh'ni 'V]YhYb ž'gU[hY
'?]Yfcb'; i]'ZcmYž'J cfghUbXgj cfg]hYbXYf'XYf'5`[cfUbX': ci bXUh]cb
Y]b'GhUhYa Ybh" «W'k Y]» ž'XUgg'g]Y' _Y]bY'NY]h'j Yf'YfYb'k]fXž'i a
X]Y'5`[cfUbX': ci bXUh]cb]b]\fY'9l dUb]cbgd\UgY'ni 'j YfgYhnYb"

K UfXYb'ghY''hY'ZYghž'XUgg'X]Y'HfUbgU_h]cbg[YVØ\ fYb'\$ž\$%5@ C
VYhfU[Yb'i bX'X]Y'6`cW_WU]b! DfcnYggY'VY]'% '\$\$ 'HfUbgU_h]cbYb

dfc`GY_i bXY`Y[Yb`

8]Y`U_hi`Y`Y`A Uf_h_Ud]hU`]g]Yfi b[`j cb`5`[cfUbXg`Y]b\Y]a `]gWXYf
K Å\fi b[`5@`C`VYhfÅ[h`Ui h`7c]b; YW_c`ZUgh`+`A`]UfXYb`I`G!
8c`Uf`i bX`]gh`XUa `]h`X]Y`&)`"[f0»hYž`j cf`6]hWc]b`7Ug\`f67<Ł"

8]Y`_cb_i ff]YfYbXY`6`cW_WXU]b`Gc`UbU`j YfUfVY]hYh`Ui h`XYf
K YVg]hY`XYf`6`cW_WXU]b`a Y\`f`U`g`&`\$\$\$`HfUbgU_h]cbYb`dfc
GY_i bXY`ni`Y]bYa`DfY]g`j cb`\$\$\$\$&)``dfc`HfUbgU_h]cb"

5`[cfUbX`i bX`Gc`UbU`g]bX`ni`Y]b][Yb`XYf`@UmYf!%5`hYfbUh]j Yb`ni
9h\YfYi a`[Yk cfXYbž`X]Y; YgWk`]bX][_Y]hYb`j cb`bÅ\Yf`Ub`%)
HfUbgU_h]cbYb`dfc`GY_i bXY`i bX`\0\YfY`?cghYb`Ui Zk`Y]gYb`"9]b`]b
Y]b][Yb`A cbUhYb`Yfk UfhYhYg`l d[fUXY`XYg`BYhmk`Yf_g`VY]b\U`hYh
Y]bYb`K YW`gY`j ca`DfccZcZK cf`!`?cbgYbga`YW`Ub]ga`i`g`ni`a
DfccZcZGhU`Yž`i bX`Y]b`k`Y]hYfYg`l d[fUXY`]a`@Ui`ZY`X]YgYg`Y\`fYg
]gh[Yd`Ubhž`i a`gY]bY`?UdUn]hÅ`h`Ui Z`%\$`\$`\$`\$`HfUbgU_h]cbYb`dfc
GY_i bXY`ni`g_U]YfYb`Y]bY`A Yh\cXY`bUa`Ybg`G\UfX]b["

⇒W`XYb_Yž]W`\UVY`XUg`VYghY`DfcXi`_hž`i bX`XUg`DfcXi`_h]gh
b]W`h`[i`hj YfghUbXYb`i bX`b]W`h`igY\`f`[YgW`Åmh`i bX`b]W`h`
VY`Ubbh`ž`gU[hY`K`UfXYb`

G]Y`VYUVg]W`h][hž`XUgg`X]Y`5`[cfUbX`:`ci bXUh]cb`a`Y\`f`Yggci`fW`b
]b`A Uf_Yh]b[`i bX`?ca`a`i`b]_Uh]cb`]bj Ygh]Yfhž`]bXYa`g]Y`X]Y; f0»Y
]\fYg`7ca`a`i`b]hm!9b[U[Ya`Ybh`HYUa`g`j Yfj`]YfZUW`h`i bX`]fY
8Yj`Y`cdYf!F`Y`Uh]cbg!9]b\Y]h`Yfk`Y]hYfh`

8 Uf0VYf`\]bUi`g`k`]fX`XYf`5i`ZVUi`XYg`5`[cfUbX!^_cgmghYa`g`]a
Ni`[Y`XYg`g]W`VYgW`Yi`b][YbXYb`K`UW`ghi`a`g`j`cb`?fmdhc!
NU\`i`b[gd`UhhZcfa`Ybž`8Y:`]i`bX`B:`Hg`j`cb`YbhgW`Y]XYbXYf
6YXYi`hi`b[`gY]bž`gU[hY`K`UfXYb`"8Uni`[Y\0fhž`g]W`Yfni`ghY`Ybž
XUgg`g]W`5`[cfUbX`]b`6f]YZhUgW`Yb`VYZ]bXYhž`X]Y`j`cb
J`Yfk`U\`fi`b[gUbV]YhYfb`i`bX`Y]bYa`HY`]j`cb`6f0W`Yb`i`bX`C`fU`Y`b
Ub[YVchYb`k`YfXYb`

K`]f`a`0ggYb`i`bg`i`bVYX]b[h`XUfUi`Z`_cbnYbhf]YfYb`i`bX`@]ei`]X]hÅh
gW`0dZYb`i`bX`X]Y`VYghYb`9bhk`]W`Yf`i`bX`X]Y`_0[ghYb

I bhYfbY\ a Yf']b' XUg' 5` [cfUbX!² _cgmghYa 'i bX'i bgYfY'GWX]W\h:%
`cW_YbžXUa]h'k]f']\bYb'VY]a '5i ZVUi 'X]YgYg'² _cgmghYa g'\Y'ZYb
_ÒbbYb ž'ZØ[hY'g]Y'\]bni " @Ub[Zf]gh]['k]fX'Yg'Y]b'Gd]Y'']b'XYf
fYU'Yb'K Y'h'gY]bžXUg'g]W\YfghY''hž'XUgg'k]f'X]Y'9VYbY'%g]bXž'X]Y
K U''Yhg'ZØf'NU\ 'i b[Yb']b'XYf'fYU'Yb'K Y'h'j Yfk YbXYb"

""

8Yf'Dcgh' 9\Ya U`][Yf'9I YW] cb'ĐA cf[Ub'ni a '79C'XYf'5` [cfUbX
: ci bXUh]cb ']gh'_Y]bY'Z]bUbn]Y''Y'6YfUhi b["

8YhU]`g

6Ygi W\Yb'G]Y'i bg'Ui Z. '_fmdhc!bYk g"Uh