JhkkbckdZy N_^_jZpby g_mdehggh ij_^ijbgbfZ_l
f_ju ih ijhlb\h^_ckl\bx f_`^mgZjh^ghfm l_jjhjbafm
m]jha l_jjhjbklbq_kdh]h oZjZdl_jZ j_Zebamy ghjf
f_`^mgZjh^gh]h ijZ\Z \ kn_j_ [hjv[u k f_`^mgZjh^guf
\uihegyy f_`^mgZjh^gu_ Zglbl_jjhjbklbq_kdb_ dhg_g
jZfdZo HHG j_ahexpbb =_g_jZevghc :kkZf[e_b
;_ahiZkghklb HHG jZa\b\Zy khljm^gbq_kl\h gZ j_]bh
kh_jr_gkl\my aZdhgh^Zl_b

<]h^m gZ l_jjblhjbb Jhkkbckdhc N_^_jZpbb a
[he__ luk ij_klmie_gbc l_jjhjbklbq_kdh]h oZjZdl_
ihklZ\e_gh gZ mq_l khljm^gbdZfb hj]Zgh\ \gmlj_ggb
AgZqbl_evguc fZkkb\ l_jjhjbklbq_kdhc ij_klmigh
gZ ijhly`_gbb ihke_^gbo q_luj_o e_l khklZ\eyxl ij_klm
k mqZklb_f \ g_aZdhgguo \hhjm`_gguo nhjfbjh\Zgbyo
l_jjhjbklbq_kdbo hj]ZgbaZpbyo
< kljmdlmj_ ij_klmie_gbc l_jjhjbklbq_kdh]h oZjZdl_
qZklv khklZ\beb ^_ygby d\Zebnbpbjm_fu_ ih klZ
dh^_dkZ Jhkkbckdhc N_^_jZpbb ©Hj]ZgbaZpby
l_jjhjbklbq_kdhc hj]ZgbaZpbb b mqZklb_ \ ^_yl
hj]ZgbaZpbbª ± b ih klZlv_ MD Jhkkbb ©Hj]Zg
\hhjm`_ggh]h nhjfbjh\Zgby beb mqZklb_ \ g_f Z
\hhjm`_gghf dhgnebdl_ beb \h_gguo ^_ckl\byo \ p_ey
bgl_j_kZf Jhkkbckdhc N_^_jZpbbª ±
;he__ lj_lb ij_klmie_gbc l_jjhjbklbq_kdh]
d\Zebnbpbjmxlky ih klZlv_ MD Jhkkbb

l_jjhjbklbq_kdhc ^_yl_evghklbª ± b ih klZlv_

h[s_kl\Z b]hkm^Zjkl\Z b \ ihjy^hd ml_j`^_gguc wlbf

ihjy^hd mklZgh\e_gby mjh\g_c l_jjhjbklbq_kdhc hiZkgh

    < qZklghklb bkdexq_gZ ghjfZ kh]eZkgh dh

l_jjhjbklbq_kdhc hiZkghklb fh`_l mklZgZ\eb\Zlvky gZ kj

   ljb \ukhdhf ©`_elhfª mjh\g_ l_jjhjbklbq_kdhc hiZ

[ulv mkbe_g dhgljhev aZ i_j_^\b`_gb_f ljZgkihjlguc

Z^fbgbkljZlb\gu_]jZgbpu j_]bhgZ gZ l_jjblhjbb dhlh

wlhl mjh_gv Z lZd`_ ijh\h^blvky ^hkfhlj ljZgkih

k ijbf_g_gb_f l_ogbq_kdbo kj_^kl\ h[gZjm`_gby hjm`

_s_kl\

    < khhl_lkl\bb k N_^_jZevguf aZdhghf hl

©H \g_k_gbb baf_g_gbc \ N_^_jZevguc aZdhg ©H]hkm

j_]bkljZpbb \ Jhkkbckdhc N_^_jZpbbª b hl^_evgu_ aZ

Jhkkbckdhc N_^_jZpbbª h[yaZl_evghc]hkm^Zjkl_

j_]bkljZpbb ih^e_`Zl \k_ dZl_]hjbb ebp m`_ hkm`^_g

gZdZaZgb_ \ \b^_ ebr_gby k\h[h^u Z lZd`_ ih^haj_\Z

\ kh_jr_gbb ij_klmie_gbc b ebpZ ih^_j]gmlu_ Z^

Zj_klm

    < qbke_ ijhq_]h mlhqg_gh ihgylb_]_ghfghc bgnhjf

hj]Zgu ijh\h^ysb_ h[yaZl_evgmx]hkm^Zjkl_ggmx]_g

^ey jZaebqguo dZl_]hjbc ebp wdki_jlgu_ ih^jZa^_

gZ^_e_gu iheghfhqbyfb ih ijh_^_gbx h[yaZl_evghc

]_ghfghc j_]bkljZpbb

   lj_^mkfZljb\Z_lky qlh ihemq_ggZy]_ghfgZy bg

ih^haj_\Z_fuo h[\bgy_fuo eb[h hkm`^_gguo aZ kh_jr_

\ kemqZ_ \hagbdgh_gby m gbo ijZ\Z gZ j_Z[beblZpbx

Z^fbgbkljZlb\ghfm Zj_klm ± \ kemqZ_ hlf_gu ihklZ

h[Z^fbgbkljZlb\ghf ijZ\hgZjmr_gbb eb[h baf_g_gby ihkl

dZkZxs_cky hlf_gu Z^fbgbkljZlb\gh]h h

aZy\e_gby ebpZ \ hlghr_gbb dhlhjh]h hgZ [ueZ ijh_^

d g_fm \klmib\r_]h \ aZdhggmx kbem khhl_lkl\mxs_]h i

    N_^_jZevguf aZdhghf hl   ‹   NA   ©H

baf_g_gbc \ klZlvb   b   Dh^_dkZ Jhkkbcl

h[Z^fbgbkljZlb\guo ijZ\hgZjmr_gbyoª _^_gZ   Z^f

hl_lkl_gghklv]jZ`^Zg    ^he`ghklguo   ebp   bg

ij_^ijbgbfZl_e_c b xjb^bq_kdbo ebp aZ jZkijhkljZg_gb

FbgxkIZ   Jhkkbb   hl   ‹   ©H[ml_j`^_gbb

nhjfbjh\Zgby   _^_gby   b   bkihevah\Zgby   [ZgdZ   ^Zgg

ij_^mkfZljb\Z_l dhgnbkdZpbx ^_g_] b bfms_kl\Z iheme
db[_jij_klmie_gbc Hg ^hihegy_l M]heh\guc dh^_dk
jZkrbjyxsbf i_j_q_gv ij_klmie_gbc \ k\yab k kh_jr
bfms_kl\h fh`_l [ulv dhgnbkdh\Zgh

    L_i_jv d qbkem lZdbo ij_klmie_gbc hlghkbl
bkihevah\Zgb_ b jZkijhkljZg_gb_ \j_^hghkguo dhfivx
g_ijZ\hf_jgh_ \ha^_ckl\b_ gZ djblbq_kdmx bgg

ij_^mkfZljb\Z_lky   hl_lkl_gghklv   \   lhf   qbke_

jZkijhkljZg_gb_   wdklj_fbklkdbo   fZl_jbZeh\   mdZaZg

klZlvb   N_^_jZevgh]h   aZdhgZ   hl   bxey   ]h

©H ijhlb\h^_ckl\bb wdklj_fbklkdhc ^_yl_evghklbª   eb[

beb ojZg_gb_ \ p_eyo fZkkh\h]h jZkijhkljZg_gby   aZ b

ij_^mkfhlj_gguo qZklyfb   b   klZlvb   klZlvyfb

Dh :l JN   _keb wlb ^_ckl\by g_ kh^_j`Zl ijbagZdh\ m]

^_ygby

        IjbdZahf F<> Jhkkbb   NK; Jhkkbb   Jhk]\Zj^bb

hl   ©H[ml_j`^_gbb Djbl_jb_\ hp_gdb bgnhjfZ

f_lh^Zo kZfh^_evgh]h ba]hlh\e_gby \aju\qZluo _s_

mkljhckl\   g_aZdhggh]h ba]hlh\e_gby beb i_j_^edb

qZkl_c   h]g_klj_evgh]h   hjm`by   Z   jZ\gh   g_aZdhgg

[h_ijbiZkh\   aZ   bkdexq_gb_f   bgnhjfZpbb   h   kihkl

kZfhklhyl_evg g

b \aju\guo mkljhckl\ hjm`by [h_ijbiZkh\ ^ey hlg_k_gb

jZkijhkljZg_gb_ dhlhjhc \ JN aZij_s_gh

    ljbagZg mljZlb\rbf kbem ljbdZa F<> Jhkkbb   N

Jhk]\Zj^bb hl   ‹   dhlhjuf ZgZeh]bqg

[ueb ml_j`^_gu jZg__

     K   k_gly[jy   ]h^Z ih^e_`Zl ijbf_g_gbx   h[

djbl_jbb ^ey \dexq_gby kZclh\   kh^_j`Zsbo aZij_s_gg

\ j__klj aZij_s_gguo kZclh\   ljbdZa JhkdhfgZ^ahjZ h

©H[ml_j`^_gbb Djbl_jb_\ hp_gdb fZl_jbZeh\ b be

g_h[oh^bfuo ^ey ijbgylby N_^_jZevghc kem`[hc ih gZ^

bgnhjfZpbhgguo l_ogheh]bc b fZkkh\uo dhffmgbdZ

y\eyxsboky hkgh\Zgbyfb ^ey \dexq_gby ^hf_gguo bf_g

kljZgbp kZclh\ \ bgnhjfZpbhggh l_e_dhffmgbdZpbhggh

Z lZd`_   k_l_\uo Z^j_kh\   iha\heyxsbo b^_glbnbp

\ bgnhjfZpbhggh l_e_dhffmgbdZpbhgghc k_lb ©Bgl_j

Z\lhfZlbabjh\Zggmx bgnhjfZpbhggmx kbkl_fm ©?^bguc

bf_g mdZaZl_e_c kljZgbp kZclh\ \ bgnhjfZpbhggh l_e

k_lb ©Bgl_jg_l[ª b k_l_\uo Z^j_kh\ iha\heyxsbo b^_gl

\ bgnhjfZpbhggh l_e_dhffmgbdZpbhgghc k_lb ©Bgl_jg

bgnhjfZpbx   jZkijhkljZg_gb_   dhlhjhc \   Jhkkbckdh

JhkdhfgZ^ahjZ h[hlf_g_ f_j ih h]jZgbq_gbx ^hklmi

ihevah\Zl_ey ijbgyluo \eZ^_evp_f khpbZevghc k_lb

Z^fbgbkljZlb\gh]h rljZnZ gZ]jZ`^Zg \ jZaf_j_ hl   ^h

gZ ^he`ghklguo ebp ± hl   ^h   lukyq jm[e_c gZ

hl   lukyq ^h fbeebhgh\ jm[e_c

   Ih\lhjgh_ kh_jr_gb_ mdZaZggh]h ijZ\hgZjmr_gby ih

Z^fbgbkljZlb\gh]h rljZnZ gZ]jZ`^Zg \ jZaf_j_ hl   ^h

gZ ^he`ghklguo ebp ± hl   ^h   lukyq jm[e_c gZ

hl   ^h   fbeebhgh\ jm[e_c

      K   bxey   ]h^Z \ khhl_lkl\bb k N_^_jZevg

hl   ‹   N ©H \g_k_gbb baf_g_gbc \ M]he

Jhkkbckdhc N_^_jZpbb b klZlvx   M]heh\gh ijhp_kk

Jhkkbckdhc   N_^_jZpbbª mklZgh\e_gZ   m]heh\gZy

aZ gZjmr_gb_ lj_[h\Zgbc d Zglbl_jjhjbklbq_kdhc aZsb

 l_jjblhjbc

    >Zggh_ ^_ygb_ kh_jr_ggh_ ebphf ihke_ _]h

ijb\e_q_gby d Z^fbgbkljZlb\ghc hl_lkl_gghklb aZ Zg

_keb wlh gZjmr_gb_ ih\e_deh ih g_hklhjh`ghklb ijbqbg

a^hjh\vx q_eh_dZ beb ijbqbg_gb_ djmigh]h ms_j[Z

kemqZ_\ ij_^mkfhlj_gguo klZlvyfb   b   M

gZdZau\Zlvky rljZnhf \ jZaf_j_ ^h   lukyq jm[e_c

kemqZ_\ ij_^mkfhlj_gguo klZlvyfb   b   MD JN

        N_^_jZevguf aZdhghf hl   ‹   NA ©H

baf_g_gbc \ hl^_evgu_ aZdhgh^Zl_evgu_ Zdlu Jhkk

^hiheg_gu iheghfhqby \ lhf qbke_ hj]Zgh\ n_^_jZevg

k\yab khljm^gbdh\ m]heh\gh bkihegbl_evghc kbkl_fu

kem`[u [_ahiZkghklb K<J hj]Zgh\ ]hkm^Zjkl_gghc h

ihebpbb ih ij_k_q_gbx bkihevah\Zgby g_ lhevdh [_kib

km^h\ gh b ih^\h^guo b gZ^\h^guo km^h\ b ZiiZjZ

ljZgkihjlguo kj_^kl\ b bguo Z\lhfZlbabjh\Zgguo [_kibeh

    AZdhg lZd`_ ij_^hklZ\ey_l ijZ\h ij_k_dZlv nmg

[_kibehlgbdh\ qZklghc hojZgghc hj]ZgbaZpbb b qZklgu

        <   ] <_joh\guf km^hf Jhkkbckdhc N_^_jZ

l_jjhjbklbq_kdbfb hj]ZgbaZpbb

    – F_`^mgZjh^gh_  ^\b`_gb_ ©FZgvydb Dmevl M[

bkihevam_fu_ gZbf_gh\Zgby ©FZgvydb Dmevl M[bc

DhlhjZy Meu[Z_lkyª F D M   j_r_gb_ hl   ‹

\klmibeh \ kbem

    – MdjZbgkdh_ \h_gbabjh\Zggh_ h[t_^bg_gb_ E_

Jhkkbbª ^jm]h_ bkihevam_fh_ gZbf_gh\Zgb_ ©E_]bh

j_r_gb_ hl   ‹ :DIB   K \klmibeh \ kbem

    J_r_gb_f X`gh]h hdjm`gh]h \h_ggh]h km^Z hl

\klmib\rbf \ kbem   l_jjhjbklbq_kdhc hj]Zgba

mdjZbgkdbc gZp[ZlZevhg ©:c^Zjª

    J_r_gb_f   ]h AZiZ^gh]h hdjm`gh]h \h_ggh]h km

‹   \klmib\rbf \ kbem   ijbagZgZ l_jjh

gZpbhgZebklbq_kdZy hj]ZgbaZpby ©Jmkkdbc ^h[jh\hev

    <k_]h d gZklhys_fm \j_f_gb \ khhl_lkl\bb k aZ

Jhkkbckdhc N_^_jZpbb l_jjhjbklbq_kdbfb ijbagZgh

Khhl_lkl\mxsZy bgnhjfZpby jZaf_s_gZ gZ hnbpbZev

Jhkkbb KWWSV   IVE UX

　　JhkkbckdZy N_^_jZpby hklZ_lky ijb_j`_gZ]eh[Ze

[hjv[_ k l_jjhjbafhf b _]h nbgZgkbjh\Zgb_f \h \k_

ijhy\e_gbyo Hkh[h_ \gbfZgb_ \ 　　] m^_eyehkv i_

nbgZgkbjh\Zgby l_jjhjbklbq_kdhc ^_yl_evghklb   ljZ\

hj]ZgZfb \ bkl_dr_f]h^m \uy\e_gh 　　ij_klmie_gb

k nbgZgkbjh\Zgb_f l_jjhjbafZ

　　Jhkkby ^h[jhkh_klgh bkihegy_l khhl_lkl\mxsb_

Dhg_gpbb j_ahexpbb Kh_lZ ;_ahiZkghklb HHG   Z l

N:LN   qlh ih^l_j`^Z_lky j_r_gbyfb b hlq_lZfb i

f_`^mgZjh^guo hj]ZgbaZpbc

　　LZd \ dZq_kl_ ijbf_jZ fh`_l kem`blv Hlq_l h ijh]j_

N_^_jZpbb   ] \ dhlhjhf \ qZklghklb mklZgh\e_g j_c

khhl_lkl\b_ª ih \uiheg_gbx lj_[h\Zgbc J_dhf_g^Zpb

ijbf_g_gbx p_e_\uo nbgZgkh\uo kZgdpbc k\yaZgguo

nbgZgkbjh\Zgb_f l_jjhjbafZ

　　>Zgguc j_clbg] h[mkeh\e_g jZg__ ijbgylufb

ih kh_jr_gkl\h\Zgbx aZdhgh^Zl_evkl\Z \ lhf qbke_ N

hl Z\]mklZ   ] ‹   NA   ©H   ijhlb\h^_ckl\bb

 hlfu\Zgbx ^hoh^h\ ihemq_gguo ij_klmiguf iml_f b

l_jjhjbafZª   N_^_jZevgðjj

ih ijbf_g_gbx ijbgm^bl_evguo f_j   ^ey   \k_o   nbal

b hj]ZgbaZpbc Z lZd`_ mkbe_gZ hl_lkl_gghklv aZ g_

    <Z`guf we_f_glhf gZijZ\e_gguf gZ \ujZ[hldm f_

k nbgZgkbjh\Zgb_f l_jjhjbafZ \ j_]bhg_ KG= y\ey_lky

\ jZfdZo Kh_lZ jmdh\h^bl_e_c ih^jZa^_e_gbc nbgZg

lZd`_   aZimkd   F_`^mgZjh^gh]h   p_gljZ   hp_gdb   jbk

 hlfu\Zgby   ^hoh^h\   ihemq_gguo ij_klmiguf iml_f   b

l_jjhjbafZ kh]eZr_gb_ h[h[jZah\Zgbb dhlhjh]h ih^ibl

   hdly[jy   ]

    <hijhku [hjv[u k nbgZgkbjh\Zgb_f l_jjhjbafZ lZd

\ nhdmk_ \gbfZgby ?\jZabckdhc]jmiiu ih ijhlb\h^_ckl

ij_klmiguo ^hoh^h\ b nbgZgkbjh\Zgbx l_jjhjbafZ