

GW ØggY `Ua `6U\ b\ cZgj cfd`Uhn.
5i gY]b UbXYfgYhni b [`]b : i `XU`ZØ\ fh'ni f
: YghbU\ a Y

5a `6U\ b\ cZgj cfd`Uhn`]b : i `XU`k i fXYb`GWØggY`Ui g`Y]bYf
GWfYW_gWxi ggk UZZY`UV[Y[YVYb"Dc`]nY`]ba a h
J YfXÅW h][Yb`ZYgh"

5a `8]YbghU[bUW a]hU[žXYa `&+''5i [i ghž'gcf[hY`Y]b`J c fZU``Ua
6U\ b\ cZgj cfd`Uhn`]b : i `XU`ZØf`5i ZFY[i b[ž`U`g`i a `%*. ((` \ f
a Y\ fYfY`GWØggY`[Y\ Òfh`k i fXYb""8]Y`Dc`]nY`]Yf\`Y`h`gW`bY``Y]bY
A Y`Xi b[`ØVYf`X]YgYb`[YZ\`f`]WYb`J c fZU``ž`XYf`X]Y`5bk c\ bYf`i bX
FY]gYbXYb`]b`XYf`I a [YVi b[`U`Ufa]YfhY""J c f`C fh`gh]Y» Yb`X]Y
6YUa hYb`Ui Z`Y]bY`W Uch]gWY`G]hi Uh]cbž`]b`XYf`j]Yf`A`ÀbbYf`]b
Y]bYb`Y`Zh][Yb`GhfY]hj Yfk]W_Y`h`k UfYb""`bYf\`U`V`k Yb][Yf
A]bi hYb`Yg_U]YfhY`XYf`GhfY]h'ni `Y]bYf`_ÒfdYf`]WYb
5i gY]b UbXYfgYhni b[ž`X]Y`gW`]Y»`]W`a Y\ fYfY`GWØggY`UV[UV"

6YgcbXYfg`VYa Yf_Yb`gk Yfh`]ghž`XUgg`X]Y`GWØggY`Ui g`Y]bYf
GWfYW_gWxi ggk UZZY`UV[Y[YVYb`k i fXYb""8]Yg`VYXYi hYhž`XUgg`g]Y
nk Uf`YW`hY` ; Yf`Ài gWY`YfnYi [Yb`i bX`Y]b` ; YZØ\`XYf` ; YZU\`f
j Yfa]hY`b`_ÒbbYbž`YXcW`_Y]bY`h`ØX`]WYb` ; YgW`cggY`UVZYi Yfb"
Hfchn`XYf`VfYbn`][Yb`@U[Y`k i fXY`b]Ya UbX`Yfbgh\ UZhj Yf`Yhnhž`k Ug
Y]b`[Yk]ggYg`A U» `Ub`9f`Y]W`hYfi b[`a]h`g]W`VfUW`hY""8YbbcW
k UfYb`XfY]`XYf`6YhY`][hYb`Y]W`h] Yf`Yhnh`k c fXYbž`k Ug`nY][hž`XUgg
X]Y`G]hi Uh]cb`Xi fW`Ui g`Yfbgh`k Uf"

8 Yf`5V`Ui Z`XYf`9fY][b]ggY

8]Y`?cbZfc`bhUh]cb`VY[Ubb`UbgWY]bYbX`c\ bY`YW`hY`J c f`k Ufbi b[ž
U`g`g]W`X]Y`j]Yf`A`ÀbbYf`]b`Y]bY`Y`h][Y`8]g`_i gg]cb`j Yfk]W_Y`hYb"
Gc`WY`GdUbbi b[Yb`g]bX`Y]XYf`b]W`hi b[Yk Ò\ b`]W`ž`k Ybb

a Y\fyfY'DYfgcbYb`]b`XYf`2 ZYbh]W_X]h`Ui ZY]bUbXYfdFU`Ybž`XcW
XYf`J Yf`Ui ZX]YgYf`5i gY]bUbXYfgYhni b[`bU\ a `Y]bY`i bYfk UfhYhY
K YbXi b["9]bYf`XYf`6YhY`][hYb`_cbbhY`XYa` J YfXAW_h][Yb`X]Y
K UZZY`UVbY\ a Ybž`k Ug`ni`XYggYb`:`i W`h`ZØ\ fhY`"9g`]gh`b]W`h`[Ub
_`Ufž`k Y`W`Y`A`ch]j Y`ni`X]YgYa`GhfY]h`ZØ\ fhYbž`UVYf`X]Y`HUhgUW`Yž
XUgg`X]Y`5 [[fYgg]cbYb`b]W`h`[Y[Yb`i bVYhY`][hY`[Yf]W`hY`h`k UfYbž
VfUW`hY`XYf`Dc`nY]`Y]bY`[Yk`]ggY`9bhgdUbbi b["9g`gW`Y]bž`U`g
\`Ä`hY`X]Y`G]hi Uh]cb`]a`K YgYbh]W`Yb`nk`]gW`Yb`XYb`6YhY`][hYb
j YfV`Y]VYb`_ÖbbYbž`c`bY`UbXYfY`DUggUbhYb`]b`:`YZU\`f`ni`Vf]b[Yb`"

8]Y`gcZc`fh`Y]b[Y`Y]hYhY`:`U`bXi b[`ZØ\ fhY`ni`Y]bYf`gW`bY`Yb
:`YghbU\ a Y`XYg`HUh`YfXAW_h][Yb`Dc`nY]ghfY]ZYb`k UfYb
i ba`]hhY`VUf`bUW`XYa`J cfZU``]b`XYf`BÄ\Y`i bX`_cbbhYb`]b
k]XYfghUbXg`cg`YfZUggYb`"8]Yg`nY][hž`k]Y`k]W`h][`dfca`dhY
FYU_h]cbYb`XYf`Dc`nY]`VY]`gc`W`Yb`J cfZÄ`Yb`g]bXž`i a`dchYbn]Y`Y
; YZU\`fYb`ni`a`]b]a`]YfYb`i bX`X]Y`ÖZYbh]W`Y`G]W`Yf\Y]h`ni
[Yk`Ä\`f`Y]ghYb`"

5_hi Y`Y`9fa`]hh`i b[Yb`

8]Y`Ui ZYbXYb`9fa`]hh`i b[Yb`a`ØggYb`_`ÄfYbž`k]Y`Yg`ni`X]YgYf
5i gY]bUbXYfgYhni b[`_ca` a Yb`_cbbhY`i bX`cV`Yg`ni`gÄ`hn`]W`ni
XYb`V]g\Yf][Yb`9f`Yb`hb]ggYb`bcW`k Y]hYfY`<]bhYf[fØbXY`[]Vh`
8]Y`DfYggYghY`Y`XYg`Dc`nY]dfÄg]X]i a`g`C`gh\YggYb`[UV`VY`Ub`bž
XUgg`k Y]hYfY`bZcfa`Uh]cbYb`Ua`i`&,"5i [i gh`&\$&(`j YfZØ[VUf`gY]b
k YfXYb`"9g`]gh`ni`Yfk UfhYbž`XUgg`X]Y`Dc`nY]`NYi [Yb`VY`ZfU[Yb
k]fXž`i a`Y]b`_`UfYfYg`6]X`XYg`; YgW`Y\Ybg`ni`Yf\U`hYb`i bX`X]Y
[YbUi Yb`i a`ghÄbXY`XYg`J cfZU``g`ni`VY`Yi W`hYb`"

8]Y`gW`bY`Y`F`YU_h]cb`XYf`Dc`nY]`i bX`X]Y`HUhgUW`Yž`XUgg
b]Ya`UbX`Yfbgh\UZh`j Yf`Yhnh`k i fXYž`g]bX`YXcW`dcg]h]j Y`5gdY`hYž
X]Y`X]YgYb`J cfZU``VY[`Y]hYb`"b`NY]hYbž`]b`XYbYb`j]Y`Y`A`YbgW`Yb
ÖZYbh]W`Y`J Yf`_Y`fga`]hhY`bi`hnYbž`]gh`Yg`VYfi` \][YbX`ni`k`]ggYbž
XUgg`X]Y`G]W`Yf\Y]hg_fÄZhY`Ui Za`Yf`gUa`i bX`VYfY]h`g]bXž`]b
`f]h]gW`Yb`A`ca`YbhYb`Y]bni [fY]ZYb`i bX`gW`bY`ni``UbXY`b`"

9g`V`Y]Vh`UVni`k UfhYbž`k Y`W`Y`k Y]hYfYb`bZcfa`Uh]cbYb`Ui`g`XYb
9fa`]hh`i b[Yb`ni`hU[Y`hfYhYb`k YfXYb`"8]Y`; YgY`gW`UZh`a`i`gg

k UWXgUa 'gY]b'i bX'gc`WX'J cfZÄ`Y`Yfbgh'bY\`a Ybž'i a`X]Y
ÖZZYbh]WX'G]WX'Yf\Y]h'ni`ZÖfXYfb'i bX`Ä`b`]WX'G]hi Uh]cbYb`]b
Ni`_i bZ'h'ni`j Yfa`Y]XYb`"8]Y`YghbU\`a Y`XYg`J YfXÄWX'h][Yb`i bX`X]Y
5i gk Yfhi b[`XYf`i; YgWX'Y\`b]ggY`_ÖbbhYb`Xi fWX'Ui g`dfÄj Ybh]j Y
A U`bU\`a Yb`ZÖf`ni`_ÖbZh][Y`?cbZ]_hY`]b`ÖZZYbh]WX'Yb`FÄi`a Yb
\Yfj`cffi`ZYb`"

B`Ä`WX`ghY`'G`WX`f]hhY

9g`V`Y]Vh'ni`'\`cZZYbž`XUgg'gc`WX'Y`\`Y]_`Yb`G]hi Uh]cbYb`]b`XYf
Ni`_i bZh]j Yfa`]YXYb`k YfXYb`_ÖbbYbž`XYbbcWX`nY][h`X]YgYg
9fY][b]g`Y]b`_cb`fYhYg`6Y]gd]Y`ZÖf`X]Y`< YfUi`gZcfXYfi`b[Ybž`a`]h
XYbYb`i`bgYfY`[YgY`gWX'UZh]WX'Yb`9]b]f]WX'hi`b[Yb`_cbZfcbh]Yfh]g]bX`
8]Y`6Y\`ÖfXYb`g]bX`Ui`Z[Yfi`ZYbž`k`Y]hYf\]b`dfcU`_hj`Y`A`U`bU\`a`Yb
ni`f`8Y`Yg`_U`Uh]cb`j`cb`?cbZ]_hYb`ni`Yf[fY]ZYb`i`bX`XUfÖVYf`\]bUi`g
XUg`6Yk`i`gghgY]b`XYf`²`ZZYbh]WX`_Y]h`ÖVYf`XYb
j`YfUbhk`cfhi`b[gj`c`Yb`i`a`[Ub[`a`]h'gc[YbUbbhYb
GWFYW`gWX'i`gk`UZZYb`ni`g`WX`ÄfZYb`"

8]Y`G`WX`fYW`gWX'i`gk`UZZYbž`cV`k`c`\`fYWX'h]WX`Yf`Ui`Vhž`_ÖbbYb`]b
XYb`ZU`gWX'Yb`<ÄbXYb`[YZÄ`f`]WX`k`YfXYb`i`bX'gc`Yb`ghYhg
j`YfUbhk`cfhi`b[gVYk`i`ggh[Ybi`hnh`k`YfXYb`"

?`cbhYI`h`X`Yf`i;`Yk`U`hj`c`f`ZÄ`Y`]b`8`Yi`hgWX`U`b`X

8]Y`Bi`hni`b[`j`cb`G`WX`fYW`gWX'i`gk`UZZYb`]b`8`Yi`hgWX`U`b`X`\`Uh]b`XYb
`Y`hnhYb`i`X\`fYb`U`b`5i`Za`Yf`_gUa`_Y]h[Yk`cbbYbž`]bgVYgcbXYfY`]a
?`cbhYI`hj`cb`ÖZZYbh]WX'Yb`5i`gY]bUbXYfgYhni`b[Yb`
GWFYW`gWX'i`gk`UZZYb`XÖfZYb`]b`8`Yi`hgWX`U`b`X`Y[U`VYgYggYb
k`YfXYbž`U`YfX]b[g`a`ÖggYb`g]Y`ghfYb[Yb`FY[Y`i`b[Yb`i`bhYf`]Y[Yb`
G]Y`k`YfXYb`c`Zh`U`g`k`Yb][Yf[YZÄ`f`]WX`Y]b[Yghi`Zhž`_ÖbbYb`YXcWX
]b`VYgh]a`a`hYb`G]hi Uh]cbYb`YVYbZU`g`ni`J`Yf`Yhni`b[Yb`ZÖ`fYb`"8`Yf
J`cfZU`]]b`i`X`U`]gh`HY`]]Y]bYg`[fÖ`YfYb`HfYbXgž`]b`XYa
5i`gY]bUbXYfgYhni`b[Yb`Ui`Z`ÖZZYbh]WX'Yf`GhfU`Y`c`XYf`]b`@`_U`Ybž
UVYf`Ui`WX`]b`6U`b`\`ÖZYbž`ni`bY\`a`YbX`[Yk`U`hh`Äh][`Yg`_U`]YfYb`"

⇒`XYf`i`Öb[YfYb`J`Yf[Ub[Yb`Y]h[UV`Yg`Y]bY`FY]\`Y`j`cb`J`cfZÄ`Y`bž
X]Y`Ä`b`]WX`Y`8`mbUa`_Yb`Ui`ZhY][hYb`"8]YgY`J`cfZÄ`Y`k`YfZYb`

: fU[Yb`ni f`ÖZZYbh]WYb`G]WYf\Y]hž`XYb`I fgUWYb`ZØf`gc`WXY
; Yk U`hi bX`XYa`I a [Ub[`XYf`6Y\ÖfXYb`a]h`XYa`DfcV`Ya`Ui Z`
8]Y`Dc`nY]`i bX`X]Y`GhfU] YfZc`[i b[gVY\ÖfXYb`gY\Yb`g]W`XYf
<YfUi gZcfXYfi b[`Y[YbØVYfž`b]W`h`bi f`X]Y`HÄhYf`ni `j YfZc`[Ybž
gcbXYfb`Ui W`d`fÄj Ybh]j Y`A U» bU`a Yb`ni `Yf[fY]ZYbž`i a `gc`WXY
5i gY]bUbXYfgYhni b[Yb`ni `j Yf\]bXYfb"

GhUh]gh]_Yb`ni f`? f]a]bU`]hÄh`]b`8Yi hgW`UbX

@Ui h`XYf`Dc`nY]`WYb`? f]a]bU`ghUh]gh]_`&\$&&[UV`Yg`]b
8Yi hgW`UbX`ØVYf`&ž) `A]`cbYb`fY[]ghf]YfhY`GhfUZhUhYbž`k cVY]`X]Y
NU\`XYf`; Yk U`h`f]a]bU`]hÄh`Y]W`h`Ub[Ygh]Y[Yb`]gh`6YgcbXYfg
Ui ZÄ`][`]gh`X]Y`Ni bU`a Y`j cb`5i gY]bUbXYfgYhni b[Yb`i bX
[Yk U`h`hÄh]`Yb` , VYf[f]ZYb`]a `ÖZZYbh]WYb`FUi a ``9]b`5bgh]Y[`j cb
GhfY]h][_Y]hYb`nk]gWYb`; fi ddYb`]gh`Y]b`j Yfa Y`fhYg`D\Äbca Ybž
XUg`Xi fW`gcn]U`Y`i bX`dc`]h]gWY`GdUbbi b[Yb`gck]Y`X]Y
U`[Ya Y]bY`I bg]WYf\Y]h`]b`XYf`; YgY`gWUZh`Ub[Y\Y]nh`k]fX`"

I a `X]Y`G]hi Uh]cb`VYggYf`ni `j YfghY\Ybž`]Y[h`XYf`: c_i g`Ui ZXYb
5`hYfg[fi ddYb`XYf`HÄhYf`i bX`XYb`<]bhYf[fØbXYb`XYf`? cbZ]_hY"
8]YgY`æZcfa Uh]cbYb`g]bX`YbHgWY]XYbXž`i a `YZY_h]j Y
A U» bU`a Yb`ni f`DfÄj Ybh]cb`i bX`ni a `GW`i hn`XYf`? ZZYbh]W`_Y]h`ni
Ybhk]W`_Y`b`"K Y]hYfY`8YhU]`g`ØVYf`X]Y`? f]a]bU`]hÄhgYbhk]W`_i b[
g]bX`Ui ZXYf`< ca YdU[Y`XYg`6i bXYga]b]ghYf]i a g`ZØf`æbYfYg`i bX
<Y]a Uh`ni `Z]bXYb"

2 ZZYbh`]WY`F`YU_h]cbYb`i bX`Dc`nY]U_h]cbYb

8]Y`ÖZZYbh]WY`F`YU_h]cb`Ui ZJcfZÄ`Y`k]Y`XYb`]b`i `XU`nY][h`Y]bY
[YgdU`hYbY`G]W`hk Y]gY`9]bYfgY]hg`[]Vh`Yg`6Ygcf[b]g`ØVYf`X]Y
G]WYf\Y]h`]a `ÖZZYbh]WYb`FUi a ž`k Ä`fYbX`UbXYfYfgY]hg`Gh]a`a Yb
`Ui h`k YfXYbž`X]Y`X]Y`B`chk YbX][_Y]h`Y]bYg`X]ZZYfYbn]YfhYb
I a [Ub[g`a]h`GW`fYW_gW`i ggk UZZYb`i bX`XYfYb`6YgW`fÄb`_i b[Yb
ZcfXYfb`"Dc`nY]VY\ÖfXYb`\UVYb`]b`XYf`J Yf[Ub[Yb\Y]h`VYhcbYbX
XUfUi Z`\]b[Yk]YgYbž`XUgg`GW`fYW_gW`i ggk UZZYb`b]W`h`U`g
i b[YZÄ`f`]W` `Ub[YgY\Yb`k YfXYb`gc`hYbž`XU`g]Y`VY]
i bgUW[Ya Ä» Yf`< UbX\UVi b[`YfbghY`J Yf`Yhni b[Yb`j Yfi fgUWYb
_ÖbbYb"

⊕: i `XU`k i fXY`X]Y`gW`bY`Y`FYU_h]cb`XYf`Dc`]nY]`[Y`cVhž`X]Y`XYb
J YfX`ÅW`h][Yb`c`bY`k`Y]hYfYb`K`]XYfghUbX`ZYghbY`a`Yb`_cbbhY`"8]Y
9ZZY_hj]`h`h`XYf`Dc`]nY]`i`bX`]\fYf`U`bXi`b[ga`U»`bU`a`Yb`]gh
Yb`hgW`Y]XYbXž`i`a`XUg`J`YfhfUi`Yb`XYf`6Øf[Yf`]b`X]Y`ÒZYb`h`]W`Y
G]W`Yf`Y]h`Ui`ZfYW`hni`Yf`U`hYb`"FY[Y`a`Å»][Y`9f`YVi`b[Yb`ØVYf
X]Y`Ni`Zf]YXYb`Y]h`XYf`6Øf[Yf`a`]h`XYf`5fVY]h`XYf`Dc`]nY]`_ØbbYb
ni`g`h`n`]W`Y`5i`ZgW`ØggY`ØVYf`X]Y`K`U`fbY`a`i`b[`XYf
G]W`Yf`Y]hg`U[Y`]b`XYb`VYhfcZZYbYb`FY[]cbYb`[YVYb`"

8YhU]`g

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`b!U["XY