

H0X`]W\ Yf`5 bgW\ `U[`]b`Gc`]b[Yb.`Dc`]nY]
gi W\ h`k Y]hYf\]b`b UW\ `XYa `H\hYf

H0X`]W\ Yf`A YggYfUb[f]ZZ`b`Gc`]b[Yb.`H\hYf`k Y]hYf\]b
i bVY_Ubbhž`Dc`]nY]`Yfa]hhY`h`<]bk Y]gY`i bX`A ch]j Y`V`Y]VYb
i b_`Uf"

⊕`XYf`GhUXh`Gc`]b[Yb`\Uh`Y]b`h0X`]W\ Yf`J cfZU``Z0f`[fc»Y`5b[gh
i bX`i bfi \Y`[Ygcf[h`5a` : fY]hU[UVYbX`ghUW\ `Y]b`5b[fY]ZYf
k U\`cg`Ui Z`DUggUb`hYb`Y]b`i bX`\]b`hYf`]Y»`Y]b`6`]X`XYg
GW\ fYW_Ybg.`8fY]`A YbgW\ Yb`ghUfVYb`Ub`XYb` : c`[Yb`XYf`5hhUW_Yž
k A\ fYbX`a]bXYghYbg`Z0bZ`k Y]hYfY`gW\ k Yf`j Yf`Ymh`k i fXYb``8]Y
[YbUi YfY`⊗Yb]h\h`XYg`H\hYfg`V`Y]Vh`V]g`Ub[`i b_`Ufž`i bX`X]Y
Dc`]nY]`g]Y\h`V]g\Yf`_Y]bY`<]bk Y]gY`Ui Z`a Y\ fYfY`6YhY]`][hY"

8]Y`XdU`VYf]W\ hYhž`XUgg`X]Y`9fa]h`i b[Yb`XYf`Dc`]nY]`VYfY]hg`]b
j c``Ya` ; Ub[Y`g]bX`` 8]Y`9fa]h`i b[Yb`XUni ``Ui ZYb`ž`VYgh\h]`[hY
Y]bY`GdfYW\ Yf]b`XYf`80ggY`XcfZYf`Dc`]nY]`Ua`GUa`ghU[a`cf[Yb`
6]g`Ub[`[]Vh`Yg`YXcW\ `_Y]bY`[Yg]W\ YfhY`6YgW\ fY]Vi b[`XYg`H\hYfgž
XYf`bUW\ `XYf`HUh`[YZc`Yb`]gh"

9]bXYi h][Y`NYi [YbUi ggU[Yb

NYi [Yb`XYg`J cfZU``g`\UVYb`VYf]W\ hYhž`XUgg`XYf`5b[fY]ZYf`]b
Y]bYa`i b] cf\YfgY\VUfYb`A ca Yb`h`Y]b`A YggYf`[Ync[Yb`i bX
[Yn]Y`h`Ui Z`XYb`< U`g`gY]bYf`C dZYf`Y]b[YghcW\ Yb`\Uh``8]Yg`\UVY
XYb`G]W\ Yf\Y]hgVY\0fXYb`XYb`J YfXUW\ h`bU\Y[Y`Y[hž`XUgg`Yg`g]W\
i a`Y]bY`[Yn]Y`hY`5hhUW_Y`\UbXY`hYž`X]Y`a`0[`]W\ Yfk Y]gY`Y]bYb
b]W\ h`bA\Yf`VYgh]a`a`hYb`<]bhYf[fi bX`\Uh``8Yb`b`X]Y`[Yn]Y`hY
?0fdYfghY``Y`Āggh`Ui Z`Y]bY`dYfg0b`]W\ Y`A ch]j Uh]cb`gW\ `]Y»Ybž`gc
XUg`⊕bYba]b]ghYf]i a` "

ǂ`XYf': c`[Y`XYf`HfU[ÒX]Y`ghUbXYb`j]Y`Y`5i [YbnYi [Yb`i bhYf
GWcW`i bX`k i fXYb`j cb`XYf`Dc`]nY`i a ZUggYbX`VYhfYi h` 8]Y
k YfXYb`j cb`i bg`ja`5i [YbV`]W`dfcZYgg]cbY`VYhfYi h`i bX`k]f
j YfbY`a Yb`X]YgYž`i a` [YbUi YfY`5b[UVYb`ni`VY`ca a Yb`ž
Yf`ÀfhY`Y]b`Dc`]nY]gdfYWX`Yf"

GW bY`Y`F YU`h]cb`XYf`Dc`]nY]

8]Y`Dc`]nY`bU`a`X]Y` : U`bXi b[`bUW`XYa` :`ØW`h][Yb`gcZcfh`bUW
XYa`J`cfZU`Ui`Z`@Ui`h`Dc`]nY]gdfYWX`Yf`5`YI`UbXYf`?`fYghU`k`Uf`X]Y
Gi`W`Y`Ua` :`fY]hU[UVYbX`a`]hY]bYa` :`fc»`Ui`Z[YVch]j`cb
GdYn]U`_f`ÀZhYb`i`bX`<`i`VgW`fUi`VYfb`j`YfgY`Yb`"J`]XYcg`]b`gcn]U`Yb
A`YX]Yb`nY][Yb`Y]bXfi`W`gj`c`X`Yb`ghUf`_Yb`9]bgUhn`XYf
9]bgUhn`_f`ÀZhY`"8`cW`V]g`ni`a`ZfØ`Yb`GUa`ghU[a`cf[Yb`ZY`h`Y`XY
Gdi`f`j`cb`XYa``H`hYf"

?`fYghU`k`]Yg`XUfUi`Z`]bž`XUgg`X]Y`G]W`Yf`Y]hgVY`ØfXYb`bcW
]a`a`Yf`k`]W`h][Y`ǂZcfa`Uh]cbYb`ZY`h`Yb`i`bX``a`Ub`U`X]Y
Di`nn`YghØ`W`Y`ni`gUa`a`YbghY`W`Yb``a`ØggYž`i`a`Y]b`_`UfYg`6]`X`ni
Yf`U`h`Yb`"5`_hi`Y`gY]`XYf`5i`ZYb`h`U`hgc`fh`XYg`J`YfX`ÅW`h][Yb`bcW
i`bVY`_Ubb`hž`k`Ug`X]Y`9fa`]h`i`b[Yb`YfgW`k`Yfh"

9]bY`K`Ufbi`b[`j`cf`j`cfY]] [Yb`GdY`_i`_Uh]cbYb`_Ua``j`cb`<`YfVYfh
F`Yi`ž`XYa``ǂbYba`]b]ghYf`j`cb`B`cfXf`Y]b!K`YghZU`Yb`"9f`VYhcbhY.
A`Ub`_`Ubb`bcW`b]W`hg`gU[Yb`ni`f`DYfgcb`i`bX`ni`a`A`ch]j`" `8`Ua`]h
a`ØW`hY`Yf`j`Yf`]bXYfbž`XUgg`i`bØVYf`Y[hY`H`Ycf]Yb`i`bX`ZU`gW`Y
ǂZcfa`Uh]cbYb`]b`XYf`2`ZYb`h]W`_Y]h`j`YfVfY]hYh`k`YfXYb`"8`Yf`H`hYf
U[]YfhY`c`ZYbVUf`U`g`9]bnY`h`hYfž`k`À`fYbX`X]Y`Dc`]nY`]k`Y]hYf`]b
Ui`Z`NYi [Yb`Ub[Yk`]YgYb`]ghž`i`a`VY`UghVUfY` :`U`hYb`ni`gUa`a`Y`b"

8`Yf`J`cfZU`U`h`X]Y`6Yk`c`bYf`j`cb`Gc`]b[Yb`ghUf`_`YfgW`ØhhYfh`i`bX
X]Y`G]W`Yf`Y]h`i]b`XYf`GhUX`h`i]b`XYb`A`]hY`di`b`_h`XYf`8`]g`_i`gg]cb
[YfØ`W`h`8]Y`GhUX`hž`VY`_Ubb`h`ZØf`]fY`]g`hcf]gW`Y`6YXYi`hi`b[`i`bX
]fY`hfUX]h]cbgfY]W`Yb` :`YghYž`g]Y`h`g]W`bi`b`a`]h`XYf
<`YfUi`gZcfXYfi`b[`_cbZfcbh]Yfhž`XUg`J`YfhfUi`Yb`XYf`6Yj`Ø`_Yfi`b[`]b
X]Y`ØZYb`h]W`Y`G]W`Yf`Y]h`k`]YXYf`Yfni`ghY`Yb"

8]Y`HUhgUW`Yž`XUgg`Yg`]ba`]hYb`Y]bYg` :`YghYgž`XUg`bcfa`U`Yfk`Y]gY

: fYi XY'i bX'Ni gUa a Yb\U'higma Vc`]g]Yfhž'ni 'gc`Y]bYf'; Yk U`hhUh
_Ua ž'a UW'hX]Y`G]hi Uh]cb'bcW\`hfU[]gW\Yf"8]Y`5i gk]f_i b[`Y]bYf
gc`W\Yb`HUh[Y\`h'k Y]h'ØVYf`X]Y`i ba]hhY`VUFYb`6Yhf cZYbYb`\]bUi g
i bX`VYhf]Zh`XUg[YgUa hY'; Ya Y]bgW\UZhg[YZØ\`XYf`9]bk c`bYf"

K Å\fybX`X]Y`9fa]hh'i b[Yb`Zcfh[YgYhnh'k YfXYbž`V`Y]Vh`X]Y` : fU[Y
cZYbž`k Ug[YbUi `ni `X]YgYa `5bgW\`U[`[YZØ\fh`\Uh'i bX`k Y`W\Y
A ch]j Y`XU\]bhYf`ghYW_Yb`_ØbbhYb"?'`Uf`]gh`YXcW\ž`XUgg`X]Y`Dc`]nY]
i bX`G]W\Yf\Y]hgVY\ØfXYb`U`Yg`i bhYfbY\`a Ybž`i a `X]Y`G]hi Uh]cb`gc
gW\by`k]Y`a Ø[`]W\`ni ` _`ÅFYb"

I b[Yk]ggY`Ni _i bZh`ZØf`Gc`]b[Yb

8]Y`HFU[ØX]Y`]b`Gc`]b[Yb`k]fZh`b]W\h`bi f` : fU[Yb`ØVYf`X]Y
G]W\Yf\Y]h`Ui Z`gcbXYfb`ZØ\fh`Ui W\`ni `Y]bYa `h]YZb`B UW\XYb`_Yb
ØVYf`X]Y` ; fØbXY`ZØf`gc`W\Y`HUhYb"9g`V`Y]Vh`UVni k UfhYbž`k]Y`X]Y
6Y\ØfXYb`a]h`XYf`G]hi Uh]cb`i a [Y\YbX`i a [Y\Yb`_ØbbYb`i bX
k Y`W\Y`bYi Yb`A U»bU\`a Yb`]b`Ni _i bZh`a Ø[`]W\Yfk Y]gY`Yf[f]ZYb
k YfXYbž`i a `X]Y`G]W\Yf\Y]h`XYf`6Øf[Yf`ni `[Yk Å\`f`Y]ghYb"

9fa]hh'i b[Yb`i bX`A U»bU\`a Yb`XYf`Dc`]nY]

8]Y`Dc`]nY]\`Uh`i a ZUggYbXY`9fa]hh'i b[Yb`Y]b[Y`Y]hYhž`i a `XYb
HÅhYf`ni `]XYbh]Z]n]YfYb`i bX`k Y]hYfY`≠Zcfa Uh]cbYb`ni `gUa a Y`b"
8Uni `[Y\ØfYb`X]Y`5i gk Yfhi b[`j cb`J]XYcØVYfk UW\i b[Yb`]b`XYf
I a [YVi b[`XYg`GhUXhZYghYgž`6YfU[i b[Yb`j cb`NYi [Yb`i bX`X]Y
9]b\c`i b[`j cb`<]bk Y]gYb`Ui g`XYf`6Yj Ø`_Yfi b[``Ni gÅh`]W\
j Yfgi W\Yb`X]Y`9fa]hh`Yfž`U`Y`fY`Yj UbhYb`6Yk Y]gY
ni gUa a Ybni hfU[Ybž`i a `Y]b`i a ZUggYbXYg`6]`X`XYg`J cfZU`g`ni
VY`_ca a Yb"

I a `X]Y`^ ZZYbh]W\`_Y]h`ni `gYbg]V`]g]YfYbž`\Uh`X]Y`Dc`]nY]`Ui W\`Y]bY
<ch]bY`Y]b[Yf]W\hYhž`i bhYf`XYf`a Ø[`]W\Y`<]bk Y]gY[Ya Y`XYh
k YfXYb`_ØbbYb"8]YgY`GhfUH[]Y`\Uh`g]W\`]b`XYf`J Yf[Ub[Yb\Y]h
VYk Å\fhž`k Ybb`Yg`XUfi a `[]b[ž`k]W\h[Y`≠Zcfa Uh]cbYb`ni
gUa a Y`bž`X]Y`ni f`5i Z`_Åfi b[`j cb`GhfUZhUHb`ZØ\fyb`_ØbbhYb"

Dc`h]gW X Y`F YU_h]c bYb`i bX

G]W X Yf\ Y]hgX Y V UhhY b

8 Yf`A YggYfUb[f]Z]b`Gc`b[Yb`\Uh`Ui W`dc`h]gW X Y`F YU_h]c bYb
Ui g[Y`Oghz`]bgVYgcbXYfY`ja`<]bV`]W`Ui Z`X]Y`ÖZYbh`]W X Y
G]W X Yf\ Y]h`i bX`XYb`l a [Ub[`a]h; Yk U`h_f]a]bU`]h`h`BcfXf\Y]b!
K YghZU`Ybg`bYba]b]ghYf`<YfVYfh`F Yi ``ZcfXYfhY`Y]bY`[fØbX`]W X Y
, VYfd fØZ b[`XYf`G]W X Yf\ Y]hga U» bU`a Yb`VY]`ÖZYbh`]W X Yb
J YfUbghU`hi b[Yb`"

K]f`a ØggYb`X]Y`G]W X Yf\ Y]hgj cf_Y\fi b[Yb`]b`XYfUfh
a YbgW X YbUfa Yb`G]hi Uh]c bYb`j Yfgh`f_Yb`i bX`g]W X YfghY`Ybž`XUgg
X]Y`6Øf[Yf`g]W X]b`ÖZYbh`]W X Yb`F`Ai a Yb`g]W X Yf`ZØ`Yb`_ØbbYb`ž
gU[hY`F Yi ``VY]`Y]bYa`DfYggYVf]YZ]b[``5i W`Ui Z`dc`h]gW X Yf`9VYbY
k]fX`XYf`JcfZU``U`g`5b`Ugg`[Ybca`a Ybž`i a`ØVYf`X]Y
Bch`k YbX][_Y]h]j cb`[YgYh`n`]W X Yb`A U» bU`a Yb`ni f`6Y`_Äa dZ b[
j cb`; Yk U`h`i bX`9l hfYa]ga`i g`ni`X]g_i h]YfYb`"

2 ZZYbh`]W X Y`F YU_h]c bYb`i bX`7ca`a`i`b]hm!

Gi ddcfh

8]Y`F YU_h]c b`XYf`6Yj Ö`_Yfi b[`Ui Z`XYb`5bgW`U[`]gh]j]Y`Z`h]["
J]Y`Y`A YbgW X Yb`Äi » Yfb`]f`A]h[YZØ`ZØf`X]Y`CdZYf`i bX`XYfYb
5b[Y\Øf][Yb`]b`gcn]U`Yb`A YX]Yb`i bX`VY]`ÖZYbh`]W X Yb
; YXYb`_j YfUbghU`hi b[Yb`"b`Gc`b[Yb`g]bX`j cf`U`Ya`X]Y
, VYf`VYbXYb`i bX`5i [YbnYi [Yb`VYhfcZZYbž`X]Y`i bhYf`XYa
GW`cW`XYf`9fY][b]ggY`Y]XYb`"l bhYfghØhni b[`Xi fW` : UW`Yi hYž
k]Y`DgmW`c`c[Ybž`k]fX`Ub[YVchYbž`i a`XYb`6YhfcZZYbYb`ni
\Y`ZYbž`a]h`XYb`hfUi a Uh]gW X Yb`9f`YVb]ggYb`i a ni [Y\Yb`"

Ni XYa` \UVYb`c`_U`Y`Cf[Ub]gUh]c bYb`b]h]Uh]j Yb`[YghUfhYhž`i a
Gc`XUf]h`h`a]h`XYb`CdZYfb`ni`nY][Yb`i bX`Y]b`NY]W X Yb`[Y[Yb
; Yk U`h`ni`gYh`nYb`"8]YgY`b]h]Uh]j Yb`ZØfXYfb`XYb`8]U`c[`]b`XYf
; Ya`Y]bgW`UZhi`bX`gYh`nYb`g]W`X`ZØf`Y]b`j YfUbhk`cfhi`b[gVYk`i`gghYg
i bX`fYgdY`_hj`c`Yg`A]hY]bUbXYf`Y]b`"

8]Y`9fY][b]ggY`]b`Gc`b[Yb`g]bX`Y]b`Y]bXf]b[`]W X Yf`5i Zfi Zni f

K UWXgUa _Y]hi bX'ni f': ÒfXYfi b['j cb'A]h[YZØ\`'i bX'J YfghÀbXb]g
]b'XYf'; Ygy`gWX UZh"Gc`WXY'J cfZÀ`Y'j YfXYi h]WX Yb'b]WX h'bi f'X]Y
; YZU\ fYbž'a]h'XYbYb'; Ya Y]bgWX UZhYb'_cbZfcbh]Yfh'g]bXž'gcbXYfb
Ui WX'X]Y'k]WX h[Y'F c`Yž'X]Y'N]j]WŁi fU[Y'i bX'Gc`]XUf]hÀh'gd]Y`Yb
_ÒbbYbž'i a'XYf'; Yk U'h'Ybh[Y[Ybni k]f_Yb"

5i gk]f_i b[Yb'Ui Z'X]Y'G]WX Yf\Y]hg`U[Y']b 8 Yi hgWX`UbX

8]Y'A YggYfUhhUW_Y']b'Gc`]b[Yb'k]fZhiUi WX': fU[Yb'ni f'U`[Ya Y]bYb
G]WX Yf\Y]hg`U[Y']b'8 Yi hgWX`UbX'Ui Z"@Ui h'XYa
6i bXYg_f]a]bU'Ua h'f6? 5Ł]gh'X]Y'; Yk U'h_f]a]bU']hÀh]b'XYb
'YmhYb'š\ fYb']b'VYgh]a a hYb'6YfY]WX Yb'[Ygh]Y[Ybž'k cVY]
]bgVYgcbXYfY'A YggYfUb[f]ZZY']b'XYf'ÒZZYbh]WX Yb'K U\fbY\ a i b[
Ub'6YXYi hi b['[Yk]bbYb""9g[]Vh'6YghfYVi b[Ybž
DfÀj Ybh]cbgdfc[fUa a Y'Ui gni k Y]hYbž'X]Y'Ui Z'; Yk U'hj Yf\Øhi b[
i bX'XYf'GYbg]V']g]Yfi b['ZØf'? f]gYbg]hi Uh]cbYb'UVn]Y'Yb"

8]Y'< YfUi gZcfXYfi b['ZØf'X]Y'G]WX Yf\Y]hgVY\ ÒfXYb'VYgh\ h'XUf]bž
Y]b'; `Y]WX[Yk]WX h'nk]gWX Yb'XYf'; Yk À\ f'Y]ghi b['XYf'ÒZZYbh]WX Yb
G]WX Yf\Y]hi bX'XYb'; fi bXfYWX hYb'XYf'6Øf[Yf'ni 'Z]bXYb"
=b]h]Uh]j Yb'ni f'J YfVYggYfi b['XYf'Dc`]n]ghYbUi gV']Xi b['a
I a [Ub['a]h[Yk U'hgUa Yb'5i gY]bUbXYfgYmi b[Yb'gck]Y'ni f
: ÒfXYfi b['j cb'XYg_U']YfYbXYb'A U» bU\ a Yb'g]bX'j cb
YbhgWX Y]XYbXYf'6YXYi hi b['ZØf'X]Y'ni _ØbZh][Y
G]WX Yf\Y]hgghfUhY[]Y']b'8 Yi hgWX`UbX"

8]Y'U_hi Y`Yb'9fY][b]ggY']b'Gc`]b[Yb'k YfXYb'j Yfa i h]WX'Ui WX'U'g
5i ZÀb[Yf'ZØf'ni _ØbZh][Y'8]g_i gg]cbYb'ØVYf'G]WX Yf\Y]hi bX
DfÀj Ybh]cb']b'XYf'[YgUa hYb'6i bXYgfYdi V`_X]YbYb""8]Y
9fk Ufhi b[Yb'Ub'X]Y'G]WX Yf\Y]hg_fÀZhY'i bX'X]Y'Dc`]h]_g]bX'\cWŁž
]bgVYgcbXYfY'ja '<]bV']W_Ui Z'XYb'GWŁi hm'XYf'6Øf[Yf'VY]
ÒZZYbh]WX Yb'J YfUbghU'hi b[Yb"

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