

GUWk gYb! ? ca dUgg. 'Gc 'VYk YfhYh'GC 9 'X]Y
@UbXYgfY[]Yfi b['i bX '? fYhgWk a Yf

9fZU\ fYb 'G]Y 'ja 'GUWk gYb! ? ca dUggž'k]Y 'X]Y '6Øf[Yf 'b 'GC 9
X]Y '5fVY]h'j cb 'A]b]ghYfd fÄg]XYbh' ? fYhgWk a Yf 'i bX 'XYf
@UbXYgfY[]Yfi b['VYk YfhYb"

⊕ 'GUWk gYb 'ghY\ Yb 'X]Y '@UbXhU[gk U\ 'Yb 'j cf 'XYf 'HØfž' i bX 'X]Y
5i Za Yf_gUa _Y]h'XYf '6Øf[Yf 'f]Wk hYh'g]Wk 'Ui ZX]Y '@Y]ghi b[Yb 'XYf
U_hi Y\ 'Yb '@UbXYgfY[]Yfi b['gck]Y 'X]Y 'Ni Zf]YXYb \Y]h'a]h
A]b]ghYfd fÄg]XYbh'A]Wk UY\ '? fYhgWk a Yf 'f7 8 I Ł" '8 Yf 'GUWk gYb!
? ca dUggž'Y]b 'Dfc 'Y_hj cb 'XYf 'GÄWk g]gWk Yb 'NY]hi b['i bX 'XYf
@Y]dn][Yf 'J c\ _gnY]hi b[ž\ 'Uh'a Y\ f'U'g '&' "\$\$\$ 'gÄWk g]gWk Y '6Øf[Yf
VY ZfU[hž' i a 'Y]b Yb 'XYhU] 'YfhYb '9]b V']W_]b 'X]Y 'A Y]bi b[Yb 'XYf
6Yj Ò_ Yfi b['ni 'Yf\ U' hYb"

⇒ '@UbX_fY]g 'GÄWk g]gWk Y 'GWk k Y]n! C ghYfn[YV]f[Y 'fGC 9 Ł'nY][h'g]Wk
Y]b 'X]ZYZfYbn]YfhYg '6] 'X]b 'XYf '6Yj Ò_ Yfi b["'9hk U'X]Y '< Ä' ZhY 'XYf
6Y ZfU[hYb []Vh'Ubž'a]h'XYf '5fVY]h'j cb '? fYhgWk a Yf 'ni Zf]YXYb 'ni
gY]bž'k cVY]'%+ 'DfcnYbh'gc[Uf'Ub[YVYbž' gY\ f'ni Zf]YXYb 'ni 'gY]b"
&('DfcnYbh'g]bX' hY]'k Y]gY 'ni Zf]YXYb "'8 Ug 'VYXYi hYhž'XUgg 'Yg
Ui Wk 'Y]b Y'g][b]Z_ UbhY '5bnU\ 'j cb 'A YbgWk Yb []Vhž'X]Y 'k Yb][Yf
VY[Y]ghYfh'g]bX. '%&'DfcnYbh'g]bX' Y\ Yf 'b]Wk h'ni Zf]YXYb 'i bX '%
DfcnYbh' ØVYf\ Ui dh'b]Wk h'ni Zf]YXYb "'8]Yg 'Äggh'XUfUi Z'gWk 'Y]» Ybž
XUgg ? fYhgWk a Yfg '6Y']YVh\ Y]h]b 'XYf 'F Y[]cb 'fYWk h\ cWk ']ghž
YXcWk 'Ui Wk 'F Ui a 'ZØf 'J YfVYggYfi b['VYghY\ h"

Ni Zf]YXYb \Y]h'a]h'XYf '@UbXYgfY[]Yfi b[

8 Yf '6']W_ 'Ui ZX]Y 'U\ [Ya Y]b Y'Ni Zf]YXYb \Y]h'a]h'XYf 'gÄWk g]gWk Yb
@UbXYgfY[]Yfi b[']gh'YXcWk 'k Yb][Yf 'dcg]h]j 'Ui g[YZU\ 'Yb" ⊕ 'GC 9
[UVYb 'bi f '&, 'DfcnYbh'XYf 'HY]b Y\ a Yf 'Ubž' gY\ f 'cXYf ' Y\ Yf

ni Zf]YXYb`ni`gY]b"8Yf"; fc»hY]ž`bÀa`]Wk`(``DfcnYbhž`VYgWk fY]Vh
Y]bY`nk]YgdÀ`h][Y`<U`hi b[`i bX`]gh` hY]`k Y]gY`ni Zf]YXYb` ``Ni XYa
Ài »Yfb`&`DfcnYbh`]fY`l bni Zf]YXYb`Y]h`a`]h`XYf`U`_`hi`Y`Yb
F Y []Yfi b[``8]Yg`nY][hž`XUgg`k`À`fYbX`? fYhgWk`a`Yf`fY`Uh]j` [i h
XUghY`hž`X]Y`@UbXYgfY []Yfi b[`]bg[YgUa`h`k`Yb][Yf`Ni`gh]a`a`i`b [
YfZ`A`fh"

⇒ J`Yf[`Y]Wk`ni`UbXYfYb`F Y []cbYb`]b`GUWk`gYb`gWk`bY]XYh`GC`9
YXcWk`VYggYf`UVž`]bgVYgcbXYfY`]a` J`Yf[`Y]Wk`ni`XYb`@UbX`fY]gYb
9fn[YV]f[Y`i`bX`J`c [h`UbX`fY]gž`k`c`X]Y`l`bni Zf]YXYb`Y]h`XYi`h]Wk
`Ø`Yf`]gh`<]Yf`[YVYb`(``DfcnYbh`XYf`9]bk`c`b`Yf`]a
9fn[YV]f[g`fY]g`i`bX`(``DfcnYbh`]a` J`c [h`UbX`fY]g`Ubž`a`]h`XYf
@UbXYgfY []Yfi b[`i`bni Zf]YXYb`ni`gY]b"9]b`a`Ò [`]Wk`Yf`; fi`bX`ZØf`
X]YgY`l`bni Zf]YXYb`Y]h`_`ÒbbhY`XYf`]YXf][YfY`Xi`fWk`gWk`b]hh]Wk`Y
6fi`h`c`j`YfX]Ybgh`]b`X]YgYb`F Y []cbYb`gY]b"

6YgcbXYfY`Ni`Zf]YXYb`Y]h`]b`À`bX`]Wk`Yb ;`YV]YhYb`

⇒ XYb`À`bX`]Wk`Yb`; YV]YhYb`]cb`GC`9`[]Vh`Yg`k`Y]hYfY`]bhYfYggUbhY
HfYbXg`ni`VYcVUWk`hYb"8]Y`A`YbgWk`Yb`]a`C`ghYfn[YV]f[Y`nY][Yb
X]Y`[fØ»hY`Ni`Zf]YXYb`Y]h`a`]h`? fYhgWk`a`Yfg`5`fVY]h`/`Yf`[YVYb`(``
DfcnYbh`XYf`6Y`ZfU [hYb`Ubž`gY`f`c`XYf`Y`Yf`ni`Zf]YXYb`ni`gY]b"
5i`Wk`]b`XYf`GÀWk`g]gWk`Yb`GWk`k`Y]nž`]bgVYgcbXYfY`]b`; YV]YhYb`k`]Y
6UX`; ch`Yi`VU!6Yf[[]Y»`ØVY`i`bX`?`Òb][ghY]bž`k`]fX`Y]bY`Ø`YfY
Ni`gh]a`a`i`b [`ni`f`@UbXYgfY []Yfi b[`Z]gh[YghY`hž`a`]h`(``DfcnYbh
XYf`Gh]a`a`Yb"5`YfX]b[g`]gh`Yg`VYa`Yf`_`Ybgk`Yf`hž`XUgg`D]fb`U`b]Wk`h
ni`X]YgYb`ni`Zf]YXYb`Yb`C`fhYb`[Y`Ø`fhž`k`Ug`a`Ò [`]Wk`Yf`k`Y]gY`Ui`Z
`c`_`U`Y`<`YfUi`gZc`fXYfi`b [Yb`/`]bk`Y]gYb`_`ÒbbhY"

⇒ a` ; Y [YbgUhn`ni`XYb`À`bX`]Wk`Yb`; Y [YbXYb`_`ÒbbYb`]b`XYb
i`fVUbYb`; YV]YhYb`i`bX`]a`8`fYgXbYf`GdYW`_ [ØfhY`_`Y]bY
[fUj`]YfYbXYb`l`bhYfgWk`]YXY`ni`f`U`[Ya`Y]bYb`Ni`Zf]YXYb`Y]h
Z]gh[YghY`h`k`YfXYb"9g`nY][h`g]Wk`Y]b`]bg[YgUa`h`bY [Uh]j`YfYg`6`]X
`/`]bg]Wk`h]Wk`XYf`Ni`gh]a`a`i`b [`ni`f`@UbXYgfY []Yfi b[`]a` J`Yf[`Y]Wk
ni`f`9]bgWk`À`hni`b [`j`cb`A`]b]ghYfd`f`Àg]XYbh`? fYhgWk`a`Yf"

8]Y`9f[YVb]ggY`XYg`GUWk`gYb!`?`ca`d`Ugg`_`ÒbbhYb`Y]bYb`6`]W`_`Ui`Z

X]Y`_ca a YbXYb`K U\`Yb`k YfZYb`i bX`Ui ZnY][Ybž`k Y`WXY`H\Ya Yb
ZØf`X]Y`K Å\`Yf`j cb`6YXYi hi b[`g]bX`"8]Y`hY`g`_f]h]gWXYb`Gh]a a Yb
ni f`@UbXYgfY[]Yfi b[`gck]Y`X]Y`i bhYfgWXYX`]WXYb`5bg]WXYb
nk]gWXYb`ÅbX`]WXYb`i bX`ghÅXh]gWXYb` ; YV]YhYb`_ØbbhYb
Ui ggW`U[[YVYbX`ZØf`X]Y`9bhgWXY]Xi b[Yb`XYf`6Øf[Yf`gY]b"

6YXYi hi b[`XYf`I a ZfU[Y`ZØf`X]Y`K U\`Yb

8]Y`I a ZfU[Yf[YVb]ggY`g]bX`b]WXYb`i f`ZØf`X]Y`dc`h]gWXYb
9bhgWXY]Xi b[ghfÅ[Yf`j cb`6YXYi hi b[ž`gcbXYfb`g]Y`gd]Y[Y`b`Ui W
X]Y`Gh]a a i b[`i bhYf`XYb`6Øf[Yfb`k]XYfž`X]Y`b`k Yb][Yf`U`g`Y]bYf
K cWXY`]\fY`Gh]a a Yb`UV[YVYb`k YfXYb`"8]Y`A Y]bi b[Yb`ØVYf
?fYhgWXYa Yf`i bX`X]Y`@UbXYgfY[]Yfi b[`_ØbbhYb`YbhgWXY]XYbX`ZØf
X]Y`dc`h]gWXY`@UbXgWUZh`GUWXYgYbg`gY]b`"9]b`[Yk]ggYg`A U»`Ub
I bni Zf]YXYb`Y]h`_ØbbhY`X]Y`K Å\`Yf`XUni`VYk Y[Ybž`]b`XYf
K U\`_UV]bY`Y]bY`_`UfY`6chgWUZh`ni`gYbXYbž`]bgVYgcbXYfY`]b
FY[]cbYb`a]h`b]YXf][Yb`Ni gh]a a i b[gk YfhYb`[Y[YbØVYf`XYf
@UbXYgfY[]Yfi b["

Dc`h]gWXY`F U\`a YbVYX]b[i b[Yb`]b`GUWXYgYb

8]Y`dc`h]gWXY`@UbXgWUZh]b`GUWXYgYb`k Uf`]b`XYb`YhnhYb`>\fYb
j cb`Y]bYa`5bgh]Y[`XYf`I bhYfghØhni b[`ZØf`X]Y`78I`[YdfÅ[hž
k Å\`fYbX`X]Y`fYWXYhgdc`di`gh]gWXY`DUfhY]`5Z8`YVYbZU`g`Yf\`YV`]WXYb
9]bZi gg`[Yk]bbYb`_cbbhY`"8]YgY`8mbUa]_`\Uh`g]WXY`]b`XYb
I a ZfU[Yb`ni f`@UbXYgfY[]Yfi b[`i bX`ni`A]b]ghYfdfÅg]XYbh`A]WXY`
?fYhgWXYa Yf`]YXYf[YgW`U[Yb`"8]Y`78I`_`\Uh`g]WXY`Xi fWXY`]bY
Dc`h]_`XYf`GhUV`]hÅhi bX`XYg` : cfhgWXYf]hgh`dcg]h]cb]Yfhž`k Å\`fYbX
X]Y`5Z8`]b`ÅbX`]WXYb` ; YV]YhYb`cZha]h`I bni Zf]YXYb`Y]h`ØVYf
gcn]U`Y`i bX`k]fhgWXYUZh]WXY`H\Ya Yb`Ni gh]a a i b[`Z]bXYh"

8]Y`GhUUhgY[]Yfi b[`_Uh`g]WXY`Ui Z`H\Ya Yb`k]Y`6`]Xi b[ž
≠ZfUghfi`_hi f`i bX`Gcn]U`dc`h]_`Zc`i gg]Yfhž`i a`X]Y
i bhYfgWXYX`]WXYb`6YXØfZb]ggY`XYf`6Yj`Ö`_Yfi b[`ni`UXfYgg]YfYb`
8]Y`k]fhgWXYUZh]WXY`9bhk]W`_i b[`]b`GUWXYgYb`]gh]a`J Yf[`Y]WXY`ni
UbXYfYb`6i bXYg`ÅbXYfb`fY`Uh]j`ghUV]ž`cVkc`\`Yg`fY[]cbU`Y
I bhYfgWXYXY`[]Vhž`X]Y`ni`Y]bYa`i bhYfgWXYX`]WXYb`F ØW`_U`h`ZØf
dc`h]gWXY`9bhgWXY]Xi b[Yb`ZØ\`fYb`_ØbbYb`"9]b`6Y]gd]Y`]gh]XYf

ghY][YbXY'6]Xi b[gVYXUfZ]b'ghAXh]gWXYb'; YV]YhYb'ja' JYf['Y]W
ni 'AbX']WXYb'?fY]gYb'k]Y'XYa' '9fn[YV]f[g_fY]g"

5_hi Y`Y`l a ZfU[Yb`i bX`8 UhYb`ni f Ni Zf]YXYb\Y]h`b`GUW gYb

@Ui h`Y]bYf`U_hi Y`Yb`l a ZfU[Y`XYf`GAW g]gWXYb`NY]hi b[`g]bX`X]Y
Ni Zf]YXYb\Y]h`a]h`XYf`@UbXYgfY[]Yfi b[`i bX`XYb
A]b]ghYfdFÅg]XYbhYb`j cb`YbhgWXY]XYbXYf`6YXYi hi b[`Z0f`X]Y
VYj cfghY\YbXYb`@UbXhU[gk U\`Yb``8]Y`9f[YVb]ggY`XYg`GUW gYb!
?ca dUgg`nY][YbžXUgg`X]Y`@UbXhU[gk U\`Yb`a]h`Y]bYf`]bg[YgUa h
dcg]hj Yb`K U\fbY\`a i b[`XYf`FY[]Yfi b[`Xi fW`Y]bYb`HY]`XYf
6Yj Ö`_Yfi b[`ni gUa a YbZU`Yb``6YhfYZYbX`XYf`@UbXYgfY[]Yfi b[
[UVYb`&, `DfcnYbh`XYf`6YZfU[hYb`Ui g`GC 9`Ubž`ni Zf]YXYb`ni `gY]bž
k Ug`]a' JYf['Y]W`ni `UbXYfYb`FY[]cbYb`fYW`h`dUggUVY`]gh"
`bhYfYggUbhYfk Y]gY`nY][h`X]Y`l a ZfU[YžXUgg`gdcfh]WXY`i bX
_i`hi fY`Y``b] Ygh]h]cbYb`Y]bYb`g][b]Z_UbhYb`9]bZi gg`Ui Z`X]Y
Ni Zf]YXYb\Y]h`XYf`60f[Yf`\UVYb"

Ni gÅh`]W` []Vh`Yg`6Yf]W`hY`j ca`GhUh]gh]gWXYb`@UbXYgUa h
GUW gYbž`k cbUW`XYf`@UbX_fY]g`GÅW g]gWXY`GW`k Y]n!
C ghYfn[YV]f[Y`fGC 9`Y]b`j ca`Hci f]ga`i g[YdfÅ[hYg`; YV]Yh`]gh"
8]Y`ghY][YbXYb`6Ygi W`YfnU\`Yb`i bX`XUa]h] YfVi bXYbYb
9]bbU\`a Yb`_ÖbbhYb`9]bZi gg`Ui Z`X]Y`Ni gh]a`a i b[`ni f
@UbXYgfY[]Yfi b[`UVYbž]bXYa`g]Y`U`g``bX]_Uhc`f`Z0f`Y]bY
YfZc`[fY]W`Y`k]fhgW`UZh]W`Y`i bX`dc`]h]gW`Y`GhfUhY[]Y[Y`hYb
_ÖbbYb"

8YhU]`g

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