

F i gg`UbX`ghUfhYh`? fmdhc!6ÖfgYb`ni f l a [Y\i b[`j cb`l G!GUb_h]cbYb

F i gg`UbX`d`Ubh`a]h`XYa `6F ⇒G!GhUV`YWc]b`i bX`M Ub`X]Y`l G!
GUb_h]cbYb`ni `i a [Y\Yb`"Nk Y]`bYi Y`? fmdhcVÖfgYb`g]bX`]b
A cg_Ui `i bX`Gh`"DYhYfgVi f[`l Yd`Ubh"

F i gg`UbX`\Uh`D`ÄbY`Ub[Y_ØbX][hž`nk Y]`ghUUh]Wk`l [Y`Y]hYhY
? fmdhcK Ä\fi b[gVÖfgYb`ni `ghUfhYbž`i a `X][]hU`Y
NU\`i b[ga`YWkUb]ga`Yb`ZØf`XYb`<UbXY`ni `]bhY[f]YfYb`"8]YgY
9bhgWkY]Xi b[`_ca`a`h`U`g`FYU_h]cb`Ui ZX]Y`l G!GUb_h]cbYbž`X]Y
F i gg`UbX`XUni`nk]b[Ybž`U`hYfbUh]j Y`NU\`i b[ga`Yh`cXYb`ni
Z]bXYbž`i a`gY]bY`K]fhgWkUZh`Ua`@Ui ZYb`ni `U`hYb`"8]YgY`VY]XYb
6ÖfgYb`gc`Yb`]b`A cg_Ui `i bX`Gh`"DYhYfgVi f[`VYhf]YVYb`k YfXYb`
8UfØVYf`\]bUi g`d`Ubh`F i gg`UbXž`XUg`A]h[`]YX`XYf`6F ⇒G!; fi ddY
]ghž`Y]bY`bYi Y`GhUV`YWc]b`Y]bni ZØ\fYbž`X]Y`Ub`XYb`Wk]bYg]gWkYb
M Ub`l [Y_cddY`h`k YfXYb`gc`"

9]bY`GhUV`YWc]b`]gh`Y]bY`5fh]j cb`? fmdhcK Ä\fi b[ž`XYfYb`K Yfh`Ub
Y]bY`ghUV]`Y`FYgYfj Yk Ä\fi b[`l [YVi bXYb`]ghž`]b`X]YgYa` : U`XYf
Wk]bYg]gWkY`M Ub`"N]Y`]gh`Ygž`X]Y`J`c`Uh]`]hÄ`h`ni `a`]b]a`]YfYb`i bX
ghUV]`Y`HfUbgU_h]cbYb`ni `Yfa`Ö[`]WkYbž`c`bY`5b[gh]j cf
gWkUb_YbXYb`DFY]gYb`\UVYb`ni `a`ØggYb`"

GhUV]`Yg`NU\`i b[ggmghYa`XUb_`bYi Yf ? fmdhcK Ä\fi b[

8i fWk`X]Y`?cddY`i b[`XYg`Wk]bYg]gWkYb`M Ub`a`]h`XYf`bYi Yb
? fmdhcK Ä\fi b[g!GhUV`YWc]b`]a`]Yf`\Ä`hb]g`%`%`V`Y]Vh`XYf`K Yfh`XYf
7c]b`_cbghUbh`"8]YgY`GhUV]`]hÄ`h`a` UWk`hg]Y`VYgcbXYfg`UhhfU_h]j`ZØf
]bhYfbUh]cbU`Y`<UbXY`gUVk]W_`i b[Yb`"Ni XYa`Yfa`Ö[`]Wk`hg]Y
F i gg`UbXž`X]Y`l G!GUb_h]cbYb`YZZY_h]j`ni `i a [Y\Yb`i bX

[`Y]W\ nY]h[`X]Y`5V\`Ab[][_Y]hj ca `I G!8c``Uf`ni `j Yff]b[Yfb"

8]Yg`_`ObbhY`k Y]hfY]W\YbXY`æ d`_Uh]cbYb`ZØf`X]Y`[`cVU`Y
K]fhgW\UZh`\UVYbž`XU`XYf`6F ⇒G!6`cW`fMYghY\YbX`Ui g`6fUg])Ybž
Fi gg`UbXž`æX]Ybž`7\]bU`i bX`GØXUZf]_UŁ`gY]bY
NU\`i b[gUVk]W`i b[Yb`ni bY\`a YbX`]b``c_U`Yb`K Å\fi b[Yb`ghUhh
]b`I G!8c``Uf`Xi fW\ZØ\fh"8]YgY`9bhk]W`i b[Yb`_`ObbhYb`X]Y
6YXYi hi b[`XYg`I G!8c``Ufg`]a`]bhYfbUh]cbU`Yb`< UbXY`Yf\YV`]W\
a]bXYfb"

8Yf`fi gg]gW\Y`Fi VY`i bX`XYf`W\]bYg]gW\Y`M Ub`k YfXYb`X]Y
<Ui d`hbi hmb]Y»Yf`gY]bž`k Ybb`X]Y`<UbXY`gUVk]W`i b[Yb`Ui Z
X]YgYb`bYi Yb`A YW\Ub]ga i g`i a [YghY``h`k YfXYb``9g`k]fX
Yfk UfhYhž`XUgg`X]Y``c_U`Y`K Å\fi b[`Y]bYb`VYXYi hYbXYb`5bhY`]`Ub
XYb`ni _`ØbZh][Yb`NU\`i b[Yb`ØVYfbY\`a Yb`k]fX"

J YfXf`Ab[i b[`XYg`I G!8c``Ufg`Xi fW\`6F ⇒G! 5``]Ubn

8]Y`8Y!8c``Uf]g]Yfi b[g!5[YbXU`XYf`6F ⇒G!@`AbXYf`b]a a h`Ub`i: U\fh
Ui Z`i bX`X]Y`9]bZØ\fi b[`XYf`W\]bYg]gW\Yb`M Ub!j Yf_bØdZhYb
GhUV`YWc]b`]gh`Y]b`k Y]hYfYf`k]W\h][Yf`GW\f]h`i]b`X]YgY`F]W\hi b["
J]Y`Y`9bhk]W`i b[g`ÅbXYf`\UVYb`VYfY]hg`Ub[YZUb[Ybž`Y]bYb`HY`]
]\fYg`< UbXY`g`]b`W\]bYg]gW\Yb`M Ub`UVni k]W`Y`bž`UbghUhh`XYb`I G!
8c``Uf`ni `bi hYb"

7\]bU`ghfYVh`Ubž`XYb`M Ub`ni f[`cVU`Yb`@Y]hk Å\fi b[`ni `a UW\Ybž
i bX`Fi gg`UbX`i bhYfghØhnh`X]YgYg`J cf\UVYbž`]bXYa`Yg`X]Y`bØh][Yb
æZfUghfi _hi fYb`VYfY]hghY``h`i bX`]bhYfbUh]cbU`Y`< UbXY`gk Y[Y
YfØZbYh`8]Y`Ub[Zf]gh][Yb`5i gk]f_i b[Yb`Ui ZXYb`I G!8c``Uf
_`ObbhYb`Yfbgh\UZh`gY]bž`XU`X]Y`6F ⇒G!5``]Ubn`XYb`W\]bYg]gW\Yb
M Ub`]b`XYb`J cfXYf[fi bX`U`Yf`[fYbnØVYfgW\fY]hYbXYb
HfUbgU_h]cbYb`fØW_h"

8]Y`I G!GUb_h]cbYb`\UVYb`Fi gg`UbX`[Ynk i b[Ybž`]bbc]Uh]j`ni
XYb`_Yb`i bX`bYi Y`NU\`i b[gk Y[Y`ni `Yf_i bXYb``5`g`FYgi`hUh
V]YhYh`X]Y`HY`]bU\`a Y`Ub`6F ⇒G`b]W\h`bi f`Y]bY`D`UhhZcfa`ni f
Ni gUa`a YbUfVY]hž`gcbXYfb`Ui W\`X]Y`A Ò[`]W\`_Y]hž

K]fhgW\ UZhg\]bXYfb]ggY`ni `ØVYfk]bXYb"

5i gV`]W_`ZØf`X]Y`]bhYfbUh]cbU`Y

< UbXY`g`UbXgW\ UZh

8]Y`U_hi Y`Y`8mbUa]_`XYf`8Y!8c`Uf]g]Yfi b[`i bX`X]Y`6Yhcbi b[
Ui Z`c_U`Y`K Å\fi b[Yb`Xi fW\`[fc»Y`K]fhgW\ UZhga ÅW\hY`k]Y`7\]bU
i bX`Fi gg`UbX`g][bU`]g]YfYb`Y]bY`J YfgW\]YVi b[`]b`XYf`[`cVU`Yb
< UbXY`g`UbXgW\ UZh"8]Y`6F ⇒G!GhUUhYb`i bhYfbY\`a Yb`[Yn]Y`hY
GW\f]hhYž`i a`XYb`]bhYfbUh]cbU`Yb`< UbXY`j`cb`XYf`J`cf\YffgW\ UZh
XYg`I G!8c`Uf`g`ni ``ØgYb"8]YgY`J YfÅbXYfi b[Yb`_ØbbhYb`]b`XYb
_ca`a`YbXYb`ϣ\`fYb`k`Y]hYf`ni`bY\`a`Yb`i`bX`XUg`[`cVU`Y
K]fhgW\ UZhggmghYa`XUi`Yf\`UZh]`YfÅbXYfb"

J Yf[`Y]W\ VUfY` \]ghc f]gW\ Y`9fY][b]ggY

⇒b`XYf`; YgW\]W\hY`[UV`Yg`Å\`b`]W\Y`6YghfYVi b[Ybž`g]W\`j`cb`Y]bYf
Xca`]bUbhYb`K`Y`hk`Å\fi b[`ni` ``ØgYb"9]b`VYXYi`hYbXYg`6Y]gd]Y`
XUZØf`]gh`XYf`B]i`cb!GW\cW_`j`cb`%-`+%ž`U`g`X]Y`I`G5`X]Y`6]bXi`b[
XYg`I`G!8c`Uf`g`Ub`;`c`X`Ui`ZØghYb"8]YgY`9bhgW\Y]Xi`b[`ZØ\`fhY
ni`a`9bXY`XYg`6fYhcb!K`ccXg!GmghYa`g`i`bX`ni`f`9]bZØ\fi`b[
ZYI`]V`Yf`K`YW\gY`_i`fgY"9]b`k`Y]hYfYg`\]ghc f]gW\Yg`6Y]gd]Y`]gh`X]Y
9]bZØ\fi`b[`XYg`9i`fc`%-`-`-`ž`XYf`XYb`I`G!8c`Uf`U`g
< UbXY`gk`Å\fi`b[`]b`j`]Y`Yb`A`]h[`]YXg`ÅbXYfb`XYf`9i`fcdÅ]gW\Yb
I`b]cb`UV`ØghY"

⇒a`J`Yf[`Y]W\`ni`X]YgYb`9fY][b]ggYb`nY][h`XYf`U_hi`Y`Y`GW\`f]hh
Fi`gg`UbXg`;`Ya`Y]bgUa`_Y]hYb`i`bX`I`bhYfgW\]YXY"Y`Å`b`]W\`k`]Y
VY]a`B]i`cb!GW\cW_`ghfYVh`Fi`gg`UbX`Ubž`X]Y`6]bXi`b[`Ub`Y]bY
Xca`]bUbhY`K`Å\fi`b[`ž`]b`X]YgYa`i`U`XYb`I`G!8c`Ufž`ni`VfYW\Yb"
5bXYfg`U`g`VY]a`9i`fcž`XYf`a`]h`XYf`9]bZØ\fi`b[`Y]bYf`bYi`Ybž
Y][YbghÅbX][Yb`K`Å\fi`b[`Y]b\Yf[]b[ž`d`Ubh`Fi`gg`UbX`YXcW\ž
Y]bYb`ghUV]Yb`X][]hU`Yb`J`Yfa`Ø[Yb`gk`Yf`h`ni`gW\UZZYbž`XYf`Ub`Y]bY
UbXYfY`bUh]cbU`Y`K`Å\fi`b[`ž`XYb`W\]bYg]gW\Yb`M`Ubž`[Y`c`d`d`Y`h
]gh"

<]bhYf[fi bX]bZcfa Uh]cbYb.`K]fhgW\ UZh`]W\Y

i bX`Dc`]h]gWk Y`Ni gUa a Yb\`Ab[Y

F i gg`UbXg`b]h]Uh]j Yz`? fmdhck A\fi b[gV`OfgYb`i bX`Y]bYb`M Ub!
[Y_cddY`hYb`GhUV`YWc]b`Y]bni Z0\fybž`]gh`ghUf_] j cb`XYb
k]fhgWk UZh`]Wk Yb`i bX`dc`]h]gWk Yb`GdUbbi b[Yb`a]h`k Ygh`]Wk Yb
@AbXYfb`a ch]j]Yfh`8]Y`ja`Ni [Y`XYg`l _fU]bY!`?cbZ]_hg
j Yf\`Ab[hYb`GUb_h]cbYb`XYf`l G5`i bX`XYf`9l `UVYb`Fi gg`UbX
XUni`j YfUb`Ugghž`bUWk`5`hYfbUh]j Yb`ni f`:]bUbn]Yfi b[`i bX`ni a
< UbXY`ni`gi Wk Yb`"5i Z[fi bX`X]YgYf`GUb_h]cbYb`]gh`XYf`Ni [Ub[
Fi gg`UbXg`ni`[`cVU`Yb`:]bUbna Af_hYb`i bX`k Ygh`]Wk Yf
HYWk bc`c[]Y`ghUf`_Y]b[YgWk fAb_h"

5i Wk`XUg`j Yf\`A`hb]g`nk]gWk Yb`Fi gg`UbX`i bX`7\]bU`\Uh]g]Wk`]b
XYb`YhYb`]U\fyb`]bhYbg]j]Yfh`6Y]XY`@AbXYf`\UVYb
k]fhgWk UZh`]Wk Y`i bX`dc`]h]gWk Y`5`]UbnYb`j YfghAf_hž`i a`]`fy
5V\`Ab[][_Y]h]j ca`K YghYb`ni`fYXi n]YfYb`"b`X]YgYa
Ni gUa a Yb\`Ub[`Uh`7\]bU`X]Y`b`hYfbUh]cbU`]g]Yfi b[`XYg`M Ub
U_h]j`j cfUb[Yhf]YVYbž`]bXYa`Yg`V]UhYFU`Y`< UbXY`gUV`_ca`a Yb`a]h
a Y\fyfYb`@AbXYfb`UV[YgWk`cggYb`\Uhž`VY]`XYbYb`XYf`M Ub
UbghY`Y`XYg`l G!8c`Ufg`j Yfk YbXYh`k]fX"

K UWk gYbXY`6YXYi hi b[`XYf`6F =>G!GhUUhYb

8]Y`6F =>G!GhUUhYb`fbfUg`]Ybž`Fi gg`UbXž`bX]Ybž`7\]bU`i bX
G0XUzf]_Uk`bY\`a Yb[`cVU`Y]bY`ni bY\`a YbX`VYXYi hYbXY
k]fhgWk UZh`]Wk Y`Dcg]h]cb`Y]b`"Ni gUa a Yb`a UWk Yb`g]Y`Yhk U`(&
XYf`K Y`hVYj O`_Yfi b[`i bX`fi bX`&`i`XYg[`cVU`Yb`6`D`Ui`g`"AfY
_c`Y`_h]j Y`GhAf`_Y`i bX`]fy`ghfUhY[]gWk Yb`DUf`hbYfgWk UZhYb`V]YhYb
X]Y`A O`]Wk _Y]hž[Y[Yb`X]Y`Xca]bUbhYb`k Ygh`]Wk Yb
K]fhgWk UZhga`AWk hY`j cfni [Y\Yb`"@Ui`h`XYa`b`hYfbUh]cbU`Yb
K A\fi b[gZcbXg`fK : k`UVYb`X]Y`6F =>G!GhUUhYb`Ui Wk`]fy
]bhYfbUh]cbU`Yb`FYgYfj Yb`Ui Z`a Y\f`U`g`(`6]`)cbYb`l G8`Yf\`O`h`
Œ i Y`Y.`<ca YdU[Y`XYg`K : Q

NU\`Yb`i bX`8 UhYb`ni f`k]fhgWk UZh`]Wk Yb`@U[Y

8]Y`k]fhgWk UZh`]Wk Y`@U[Y`]b`Fi gg`UbX`]gh`Xi fWk`X]Y`GUb_h]cbYb
ghUf`_VYY]bhf`AWk h][h`@Ui`h`8 UhYb`XYf`K Y`hVUb`_]gh`XUg`fi gg]gWk Y

6=Đ'&\$&&'i a 'ž&ı '[YgWłfi a dZł'8]Y'čZUh]cb'YffY]WłhY'&\$&&]a
8i fWłgWłb]hh%&ž) i ž'k Ug'XYb'łŌWłghYb'GhUbX'gY]hj]Y'Yb'čł\ fYb
XUfghY'łh"5bXYfYfgY]hg'łUh'7\]bU'&\$&&'Y]b'K]fhgWłUZhk UWłghi a
j cb', ž%ı 'j YfnY]WłbYhč'XUg'łŌWłghY'gY]h'Y]bYa'čł\ fnY'łbh"
Œ i Y'Y.' <ca YdU[Y'XYf'K Y'hVUb_Q

9]b'k Y]hYfYf'čX]_Uhc'f'ZŌf'X]Y'k UWłgYbXY'6YXYi hi b['XYg'iM Ub']gh
gY]b'5bhY]'Ub'XYb'['cVU'Yb'8Yj]gYb'fYgYfj Ybž'XYf'Ui h'XYf'6Ub_
ZŌf'čhYfbUh]cbU'Yb'NU'ł'i b[gUi g['Y]Wł'fł=NŁ]bnk]gWłYb'VY]'Yhk U
&ž) i ''Y[h"8]Yg'ghY'łhY]bYb'XYi h]WłYb'5bgh]Y[']a'J Yf['Y]Wł'ni
XYb'J cf'ł\ fYb'XUf'"Œ i Y'Y.' <ca YdU[Y'XYf'6=NQ

Ni _ŌbZh][Y'9bhk]W_ı' b[Yb']a']bhYfbUh]cbU'Yb
:]bUbngmghYa

8]Y'9]bZŌ\fi b['XYg'mi Ub![YVi bXYbYb'GhUV'YWł]bg'i bX'XYf
?fmdhck Å\fi b[gVŌfgYb'_ŌbbhY'Yf\YV'WłY'5i gk]f_ı b[Yb'Ui Z'XUg
]bhYfbUh]cbU'Y':]bUbngmghYa' \UVYb"9]bYfgY]hg'V]YhYh'X]Yg
Fi gg'UbX'ı bX'7\]bU'X]Y'A Ō['Wł_Y]hč']\fY'k]fhgWłUZh]WłYb
5_hj]hÅhYb'ı bUV\Åb[][Yf'j cb'k Ygh]WłYb':]bUbngmghYa Yb'ni
[YghU'hYb'"5bXYfYfgY]hg'_ŌbbhYb'UbXYfY'@ÅbXYfž'X]Y'a]h
Å\b'WłYb'9]bgWłfÅb_ı b[Yb'_cbZfcbh]Yfh'g]bXž'X]YgYb'K Y['U'g
6Y]gd]Y'łbY\ a Yb'ı bX'Å\b'WłY'A U» bU\ a Yb'Yf[fY]Z]b"

8]Y'Fc''Y'XYg'i G!8c''Ufg'U'g'Xca]b]YfYbXY'K Y'hk Å\fi b['_ŌbbhY
XUXi fWł'Ub[Zf]gh]['[YgWłk ÅWłh'k YfXYbž'k Ug'ni'ı a ZUggYbXYb
J YfÅbXYfi b[Yb']a']bhYfbUh]cbU'Yb'<UbXY'ı bX'XYb
:]bUbna Åf_hYb'ZŌ\ fYb'k ŌfXY"

K Y]hYfY'čZcfa Uh]cbYb'ŌVYf'X]Y'k]fhgWłUZh]WłYb'čX]_Uhc'fYb'ı bX
5bU'mgYb'Z]bXYb'G]Y'Ui ZXYb'<ca YdU[Yg'XYf'[YbUbbhYb
Cf[Ub]gUh]cbYb.' čbhYfbUh]cbU'Yf'K Å\fi b[gZcbXg'fłK : łž'
K Y'hVUb_ž'6Ub'_ZŌf'čbhYfbUh]cbU'Yb'NU'ł'i b[gUi g['Y]Wł
fł=NŁ"

6Ygi WYb'G]Y'i bg'Ui Z'b!U["XY