

7UZÅ';]i . 'BYi YfÖZZbi b[']a 'A Uf]Ybj]YfhY`
'9]b`UXi b['ni f'5i ghUi gWXd`UhhZcfa

5a ') "'GYdhYa VYf`VY`YVh`XUg`C ZZYbY': cfi a 'A Uf]Ybj]YfhY`
XUg`YYfY`7UZÅ';]i 'a]h`Y]bYf`gma Vc`gWYb`BYi YfÖZZbi b[
ZØf`X]Y'; Ya Y]bgWUZh"

J YfÖZZYbh]WKh`8cbbYfghU[ž&&"\$, "&\$&('%* . \$&

⇒ 'CVYf\Ui gYbYf`A Uf]Ybj]YfhY` \Uh]g]WKh`]b`XYb`j Yf[Ub[YbYb
ϰ\ fYb`j]Y`[YhUbž`]bgVYgcbXYfY`]a` <]bV`]W`Ui ZX]Y'; Ughfc bca]Y"
9]b`dfca]bYbhYg`6Y]gd]Y`XUZØf`]gh`XUg`7UZÅ';]i ž`XUg`gY]h`ØVYf`
j]Yf`ϰ\ fYb`[YgWKh`cggYb`]gh`i bX`_Ui a`bcWKh`U`g`HY`]'XYg
'VYbX][Yb`J]YfhY`g`k U\ f[Ybca`a`Yb`k]fX`"I a`XUg`ϰhYfYggY`Ub
X]YgYa`j Yfk U]ghYb`GhUbXcfh`ni fØW`ni [Yk]bbYb`i bX`X]Y`c`_UY
; Ughfc bca]YgnYbY`ni`ghÅf`_Ybž`d`Ubh`XUg`C ZZYbY': cfi a
A Uf]Ybj]YfhY`ZØf`XYb`)' "'GYdhYa VYf`Y]bY`VYgcbXYfY`5_h]cb"

8]Y`J YfUbghU`hi b['i bhYf`XYa`'A chhc`' BYi YfÖZZbi b['n]Y`h`XUfUi Z
UVž`6Yk c\ bYfž`Dc`]h]_Yf`i bX`UbXYfY`ϰhYfYgg]YfhY`ni`Y]bYa
5VYbX`Y]bni`UXYbž`XYf`XUg'; YZØ`Y]bYf`K]YXYfYfÖZZbi b['XYg
7UZÅg';]i`j`Yfa`]hY`b`gc`"'I a`%,`I` \f`g]bX`U`Y`Yfn`]WKh
Y]b[Y`UXYbž`[Ya`Y]bgUa`ni`ZY]Yfb`i bX`]b`Y]bYb`8]U`c['ØVYf`X]Y
Ni`_i bZh`XYf'; Ughfc bca]Y`]a`'A Uf]Ybj]YfhY`Y]bni`hfYhYb`"9g`]gh
Y]bY`ϰh]Uh]j Yž`X]Y`XYb`6Øf[Yfb`X]Y`A`Ö['WKh`_Y]h`[]Vhž`]\ fY
K ØbgWKh`i bX`⇒Yb`ZØf`X]Y`c`_UY'; Ughfc!?!`i`hi`f`ni`'Äi`»Yfb"

⇒bhY[fUh]cb`i`bX`5i`ghUi`gWKh

8Ug`C ZZYbY': cfi a`'A Uf]Ybj]YfhY` \UhY`VYfY]hg`ni`j`cf`Y]b
[Y`i`b[YbYg': Ygh`Ui`ZXYa`'ϰ\ b!@Ybbcb!D`Uhn`j`YfUbghU`hYhž`Ui`Z
XYa`'a`Y\ f`U`g`(\$ \$`A`YbgWKh`Yb`ni`gUa`a`Yb`_Ua`Yb`"8]YgYg`9j`Ybh

k Uf`Y]b`k]W h][Yf`GW f]hž`i a `; Ya Y]bgW UZh`ni `ZÖfXYfb`i bX`XUg
`hYfYggY`Ub`[Ya Y]bgUa Yb`5_h]j]h`hYb`ni `gh`f_Yb`"8]Y
Ub`U`hYbXY`J YfbYhni b[`k]fX`Xi fW `a`c bUh]W Y`HfYZZb`]b`XYf`6Uf
XYg`H`YUhYfg`C VYf`U`i`gYb`i`bhYfgh`hž`X]Y`YVYbZU`g`XUfUi Z
UVn]Y`Ybž`XYb`5i`ghUi`gW`nk]gW Yb`XYb`5bk`c`bYfb`i`bX`XYb
`c`_U`Yb`9bhgWY]Xi b[gh`f`[Yfb`ni `ZÖfXYfb`"

8]YgY`J YfUbgU`hi b[Yb`nY][Ybž`XUgg`X]Y`A YbgW Yb`]a
A Uf]Ybj]YfhY`U_h]j `XUfUb`]bhYfYgg]Yfh]g]bXž`XUg`@YVYb`]b`]\fYa
GhUXhY]`ni `VY`YVYb`"G]Y`V]YhYb`FUi a `ZÖf`8]g_i`gg]cbYb`i`bX`X]Y
9bhk]W`i`b[`bYi`Yf`X`Yb`"8]Y`<c`Zbi`b[`XYg`C`ZYbYb`i`cfi`a`g`]ghž
XUgg`Xi`fW`X]Y`5_h]cb`Ua`i`)"GYdhYa`VYf`b]W`h`bi`f`XUg``hYfYggY
Ua`7UŽ`];`j`YfbYi`h`k`UW`[`Yf`hY`h`k`]fXž`gcbXYfb`Ui`W`Y]b`5bfY]n
ZÖf`k`Y]hYfY`[`Ughfcbca`]gW`Y`Dfc`Y`_hY`i`bX``h]Uh]j`Yb`Yb`hghY`hž`X]Y
X]Y`@YVYbgei`U`]h`h`]a`J`]YfhY`Yf`Ö`Yb`_ÖbbYb`"

? i `hi`fY`Yf`F`ØW`_`U`h`

8]Y`c`_U`Y`;`Ughfcbca`]Y`]gh`Y]b`k`]W`h][`Yf`HY]`XYg`_i`hi`fY`Yb
@YVYbg`]b`Y]bYa`GhUXh]`]YfhY`"G]Y`V]YhYh`b]W`h`bi`f`J`YfdZY[`i`b[`ž
gcbXYfb`Ui`W`Y]bYb`HfYZZdi`b`_h`ZÖf`X]Y`;`Ya`Y]bgW`UZh`K`Ybb
;`Ughfcbca`]YVYhf]YVY`[`YgW`c`ggYb`V`Y]VYbž`b]a`a`hY]bY`k`]W`h][`Y
gcn]U`Y``hYfU_h]cb`UV`"8`U`Yf`]gh`Yg`j`cb`6YXYi`hi`b[`ž`XUgg
`h]Uh]j`Yb`k`]Y`X]Y`XYg`C`ZYbYb`i`cfi`a`g`]b`XYf`C`VYf`U`i`gYbYf
;`Ughfcbca`]Y!`?`i`hi`f`[`YZÖfXYfh`k`YfXYb`"

8]Y`VY]`cfghY`YbXY`J`YfUbgU`hi`b[`k`]fX`b]W`h`bi`f`Xi`fW`X]Y
9]b`UXi`b[`Ub`X]Y`5bk`c`bYf`YVYbX][`[`YghU`hYhž`gcbXYfb`Ui`W`
Xi`fW`X]Yb`8]U`c[`ž`XYf`Ub[`Yghc`»`Yb`k`YfXYb`gc`""8]YgY`5fh`XYf
<YfUb[`Y`Yb`gk`Y]gY`_Ubb`Y`ZYbž`X]Y``hYfYggYb`XYf`6Øf[`Yf`ni
YfZUggYb`i`bX`a`Ö[`]W`Yfk`Y]gY`bYi`Y`DYfgdY`_h]j`Yb`ZÖf`X]Y
ni`_Øb`Zh][`Y`[`Ughfcbca`]gW`Y`5i`gf]W`hi`b[`XYg`A`Uf]Ybj`]YfhY`g`ni
Ybhk`]W`Y`b`"8`Ug`9b[`U[`Ya`Ybh`XYf`6Øf[`Yf`nY][`hž`XUgg`Yg`Y]bYb
K`i`bgW`b`UW`J`Yf`ÅbXYfi`b[`Yb`[`]Vh`i`bX`XUgg`a`Ub`VYfY]h`]ghž`U_h]j
XUfUb`hY]`ni`bY`a`Yb`"

9]bgUhn`ZÖf`X]Y`;`Ughfcbca`]Y`

⊕·XYf'\Yi h][Yb·NY]h]gh·Yg·k]W·h][Yf·XYbb·Yž·F·Āi a Y·ni 'gW·UZZYbž
X]Y·Y]bgW·Y»·W·[Ughfcbca]gW·Yf·5b[YVchYž·6Y[Y[bi b[Yb·i bX
_i·hi fY·Yf·9f·YVb]ggY·Yfa ·Ò[·W·Yb"·8]Y·⊕]h]Uhj Y·XYg·C·ZZYbYb
: cfi a g·A·Uf]Ybj]YfhY·nY][hž·k]Y·Xi fW·[Ya·Y]bgW·UZh]W·Yg
9b[U[Ya·Ybh·bYi Y·a di·gY·[YgYhnh·k YfXYb·_ÖbbYbž·i a·XUg
GhUXhj]YfhY·UhhfU_hj] Yf·ni·a·UW·Yb"·8Ug·5_h]cbg_cbnYdž·XUg·gc
k]f_hž·U·g·k ØfXY·XUg·7UZĀ·;]i·hUhgĀW·W·k]YXYf·Yf·ÖZbYbž·\Uh
gma·Vc·]gW·Yb·7\UfU_hYf·i bX·_ÖbbhY·U·g·A·cXY·ZØf·k Y]hYfY
Dfc·Y_hY·Zi b[]YfYbž·i a·XUg·a·UfcXY·[Ughfcbca]gW·Y·5b[YVch]b
XYf·; Y[YbX·bYi·ni·VY·YVYb"

8Yf·)·"·GYdhYa·VYf·_ÖbbhY·gca]h·ni·Y]bYa·a·Uf_UbhYb·Di b_h]b
XYf·; YgW·W·hY·XYg·A·Uf]Ybj]YfhY·g·k YfXYbž]bXYa·Yf·nY][hž·XUgg
X]Y·6Øf[Yf·YbhgW·cggYb·g]bXž·\fY·l a [YVi b[·U_hj]·ni·[YghU·hYb"
9g]gh·Y]b·GW·f]hh]b·X]Y·f]W·h][Y·F]W·hi b[ž·i a·Y]b·YVYbX][Yg·i bX
Y]b·UXYbXYg·J]YfhY·ni·gW·UZZYbž]b·XYa·; Ughfcbca]Y·i bX·?·i·hi·f
<UbX·]b·<UbX·[Y\Yb·_ÖbbYb"

8]Y·GW·Y»·i b[·XYg·7UZĀg·;]i·i bX·X]Y·XUa]hj YfVi bXYbY
@YYfghUbXgXUi Yf·j cb·ØVYf·j]Yf·\·fYb·k YfZYb·Y]b·@W·h·Ui Z·X]Y
<YfUi gZcfXYfi b[Ybž·a]h·XYbYb·X]Y·; Ughfcbca]Y·]b·ghĀXh]gW·Yb
J]YfhY·b·_cbZfcbh]Yfh]gh"·K]fhgW·UZh]W·Y·: U_hcfYb·k]Y·\c·\Y
A]YhYbž·ghY][YbXY·6Yhf]YVg_cghYb·i bX·XYf·g]W·k UbXY·bXY·A·Uf_h
ZØf·; Ughfcbca]YUb[YVchY·hfU[Yb·ni·f·GW·Y»·i b[·j cb·6Yhf]YVYb
VY]"·⊕·j]Y·Yb·GhĀXhYb·VYcVUW·hYb·9l dYfhYb·Y]bY·Ā·b·]W·Y
9bhk]W·i b[ž·XU·]a a Yf·a Y·f·hfUX]h]cbY·Y·; UghghĀhhYb·i bX·7UZĀg
GW·k]Yf][_Y]hYb·\UVYbž]a·K YhhVYk YfV·ni·VYghY\Yb"

l a gc·k]W·h][Yf·g]bX·⊕]h]Uhj Yb·k]Y·X]Y·XYg·C·ZZYbYb·: cfi a g
A·Uf]Ybj]YfhY·"·Gc·W·Y·5_h]cbYb·_ÖbbYb·\Y·ZYbž·XUg
; Ya·Y]bgW·UZhg[YZØ·\·ni·ghĀf·Yb·i bX·X]Y·?·i·hi·f·XYg·J]YfhY·g·U_hj]
ni·ZØfXYfb"·8]YgY·5fhj cb·9b[U[Ya·Ybh·nY][hž·k]Y·6Øf[Yf·i bX
_c_U·Y·C·f[Ub]gUh]cbYb·Ui Z·X]Y·<YfUi gZcfXYfi b[Yb·fYU[]YfYb·i bX
j Yfgi W·Ybž·Y]bY·dcg]hj Y·J YfĀbXYfi b[·\YfVY]ni ZØ·fYb"

5i gk]f_i b[Yb·XYg·@YYfghUbXg·Ui Z·X]Y
B UW·VUfgW·UZh

8Yf@YfghUbX'j cb'; Ughfcbca]YVYhf]YVYb`Uh'b]W'h'bi f
5i gk]f_i b [Yb'Ui Z'X]Y'K]fhgW UZh'gcbXYfb'Ui W'Ui Z'XUg'gcn]U`Y
; YZØ[Y`Y]bYg'J]YfhY`g"K Ybb`k]W'h][Y`HfYZZdi b_hY`ZØf`X]Y
5bk c\bYf`ZY`Ybž`_Ubb`X]Yg'ni `Y]bYf`gc`Uh]cb`i bX`Y]bYa
FØW_[Ub[`XYg'; Ya Y]bgW UZhYb[U[Ya Ybhg`ZØ\ fYb" `Ghi X]Yb
\UVYb[YnY][hž`XUgg`YVYbX][Yž`U_hj] Y`B UW VUfgW UZhYb`a]h`Y]bYf
J]Y`nU\`j cb`5b[YVchYb`ni f`gcn]U`Yb`b`hY[fUh]cb`i bX`Y]bYf
\Ø\YfYb`@YVYbgei U`h`h`VY]hfU[Yb"6Y]`XYf`GUb]Yfi b[`i bX
6Y`YVi b[`j cb`GhUXh]YfhY`b`gd]Y`Yb`c`_U`Y`J YfUbghU`hi b[Yb`i bX
HfYZZdi b_hY`XU\Yf`Y]bY`nYbhfU`Y`F`c`Y"

6YXYi hi b [`XYf`J YfbYhni b [

8]Y`a cbUh]W`Yb`HfYZZYb`]b`XYf`6Uf`j ca `H\YUhYf`C VYf\Ui gYb`ni f
J YfbYhni b [`XYg`A Uf]Ybj]YfhY`g`g]bX`Y]b`k Y]hYfYg`6Y]gd]Y`ZØf`X]Y
5_hj]h`h`a `J]YfhY`" `Gc`W`Y`D`UhZcfa Yb`gW UZZYb`F Ui a `ZØf`XYb
5i ghUi gW`j cb`XYbž`X]Y: ØfXYfi b[`j cb`?ccdYfUh]cbYb`i bX`X]Y
8]g_i gg]cb`ØVYf`6YXØfZb]ggY`XYf`5bk c\bYf"9]b`ghUf`Yg`BYhnk Yf_
_Ubb`YbhgW`Y]XYbX`gY]bž`i a `J Yf`AbXYfi b[Yb`j cfUbni hfY]VYb`i bX
[Ya Y]bgUa `@Øgi b[Yb`ni `YfUFVY]hYb"8]Yg`_Ubb`j cb`XYf
J YfVYggYfi b[`XYf`b`ZfUghfi _hi f`V]g`\]b`ni f`Gh`f_i b[`c`_U`Yf
; YgW`ÅZhY`fY]W`Yb"

8]Y`b]h]Uh]j Y`XYg`C ZZYbYb`: cfi a g`A Uf]Ybj]YfhY`k]fX`gca]h`U`g
GW`f]h`b`X]Y`f]W`h][Y`F]W`h`i b [` [YgY`Ybž`i a `XUg
; Ya Y]bgW UZhg[YZØ\`ni `ZØfXYfb`i bX`XYb`5i ghUi gW`i bhYf
5bk c\bYfb`i bX`c`_U`Yb`5_hYi fYb`ni `]bhYbg]j]YfYb"8]Y
VYj cfghY`YbXY`J YfUbghU`hi b[`Ua`) " `GYdhYa VYf`_ØbbhY`Y]b
k]W`h][Yg`G][bU`gYbXYb. `XUg`9b[U[Ya Ybh`XYf`6Øf[Yf`ZØf`X]Y
Y][YbY`B UW VUfgW UZh`i bX`X]Y; Ughfcbca]Y`i `hi f`]a
A Uf]Ybj]YfhY`" `Gc`W`Y`b]h]Uh]j Yb`g]bX`b]W`h`bi f`Y]bY`F`YU`_h]cb`Ui Z
<YfUi gZcfXYfi b[Ybž`gcbXYfb`Ui W`Y]bY`A Ø[`]W`_Y]hž`U_hj] `Ub`XYf
Ni _i bZh`XYg`J]YfhY`g`a]hni [YghU`hYb"

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