

DgmW c gY 'b UW h`OX`]W Ya '5 b [f]ZZ.
; Yf]W h'j Yf\ UbXY`h']b '< c \ YbhYb [Yb

9]b %- !A\ f][Yf'h`OhYhY 'b '< c \ YbhYb [Yb 'a 'K U\ b 'gY]bY
9`hYfb'i bX'gY]bYb'6fi XYfz'ØVYfnYi [hij cb
HYi ZY`gVYgYggYb\Y]h"; Yf]W h'dfØZh'DgmW]Uhf]Y"

⊕ Y]bYf'gW cW_]YfYbXYb'i bX'hfU[]gW Yb'9bhk]W_i b ['b
< c \ YbhYb [Yb '\Uh'Y]b %- !A\ f][Yf'gY]bY'9`hYfb'i bX'gY]bYb'6fi XYf
[Yh`OhYh"8]YgYf'J cfZU``z'XYf'a 'A Äfn'&\$&('ghUhhZUbXz'\Uh'X]Y
; Ya Y]bgW UZh'YfgW ØhYfh'i bX'k]fZhj]Y`Y': fU[Yb'Ui Zz
]bgVYgcbXYfY'ØVYf'XYb'dgmW]gW Yb'Ni ghUbX'XYg'† b [Yb
A UbbYg"8]Y'I a ghÄbXY'XYg'J YfVfYW Ybg'g]bX'_ca d'YI 'i bX
VY`Yi W hYb'X]Y'Xi b_Yb'5V[fØbXY'XYf'a YbgW `]W Yb'DgmW Y"

J cf'XYa '@UbX[Yf]W h'K U'Xg\i h'H]Yb [Yb'nY][Yb'g]W 'X]Y
Ya ch]cbU'Yb'i bX'dgmW c'c []gW Yb'5i gk]f_i b [Yb'X]YgYf'HUH"8Yf
5b [Y_U [hY'k i fXY'j cb'; i hUW hYfb'U'g'gW i 'Xi bZÄ\]['Y]b [Yghi Zh
i bX`Y]XYh'i bhYf'K U\bj cfghY`i b [Yb"@Ui h'XYf'dgmW c'c []gW Yb
9]bgW Ähni b ['k Uf'XYf'† b [Y'A Ubb'ØVYfnYi [hz'XUgg'gY]bY
[YgUa hY': Ua]]Y'j ca 'HYi ZY`VYgYggYb'k Uf"8]YgY', VYfnYi [i b [k
k Uf'gc'ghUf_z'XUgg'Yf']b'XYf'BUW h'XYg'J YfVfYW Ybg'a]h'Y]bYa
A YggYf'Ui ZgY]bY'Y][YbYb'J Yfk UbXhYb`cg []b ["

8]Y 'gW fYW_`]W Yb 'HUhYb

5a 'VYgU[hYb'5VYbXzk Ä\ fYbX'X]Y': Ua]]Y'j b]\fYa
A Y\ fZJa]]Yb\Ui g'k Ufz'gc``XYf' %- !A\ f][Y'gY]bY'j]Yf'CdZYf'a
K U\ b'UhhUW_]Yfh'\UVYb"K Ä\ fYbX'gY]bY'9`hYfb'i bX'XYf'6fi XYf
ghUfVYbž'ØVYf'YVhY'X]Y'GW k YghYf'gW k Yf'j Yf'Yhnh"8]YgY
XfUa Uh]gW Yb'GnYbYb'k i fXYb'Ui W 'j cb'BUW VUfb'VYghÄh][hz'X]Y
]b'XYf'BUW h'X]Y'j Yf'nk Y]ZY'hY'GW k YghYf'\ØfhYbž'X]Y'i a '<]ZY'f]YZ'

A YX]n]b]gWXY : UWX_fÅZhY` \ UVYb`VY]`XYa` 5b[Y_`U[hYb`Y]bY
gWk YfY`DgmWxcgY`i bX`GWX]ncd\ fYb]Y`X]U[bcgh]n]Yfh" 8]YgY
dgmW]gWYb`9f_fUb_`i b[Yb`ZØ\ fhYb`XUni`ž`XUgg`Yf`]b`Y]bYa
Ni ghUbX`j`Ö`][Yf`J`Yfk`]ffi b[`gY]bY : Ua`]`Y`U`g`6YXfc` \ i b[
k U\fbU\`a` " `GY]bY`Y][YbYb`5i ggU[Yb`j`cf` ; Yf]W`h[YVYb`9]bV`]W_
]b`gY]bY`fY`][]ÖgYb` , VYfnYi [i b[Yb`"9f`gdfUW`j`cb`Y]bYa` 6i W
XYg`<Y`][Yb`DUhYf`D]cž`XUg`Yf`\`Äi`Z][``Ugž`i bX`Yf`_`ÄfhYž`XUgg`Yf
hÄ[`]W`ni` ; chh`VYhY"

? cbgi a]bZ`ØggY`i bX`J`cfnY]WXYb

8]Y`E`i`Y`Y`gY]bYf`9f_fUb_`i b[`k`UfZj`]Y`Y` : fU[Yb`Ui`Z`"8Yf
 ; i`hUW`hYf`ghY`hY`_`Ufž`XUgg`XYf`Ub[`Ä\`f][Y`?`cbgi`a`j`cb
7UbbUV]g`nk`Uf`Y]bY`F`c`Y`gd]Y`hYž`X]Y`ni` [fi`bXY`Y][YbXY
GWX]ncd\ fYb]Y`YXcW`Ui`W`c` \ bY`X]YgYb`9]bZi`gg`k`U\fgWXY]b`]W_
Ui`Z[YhfYhYb`k`ÄfY`" `ž`XYb`Y`hYb`b` \ fYb` \ UhY`g]W`XYf`Ni`ghUbX
XYg`↑`b[Yb`A`UbbYg`XfUgh]gW`j`YfgW`YW`hYfhž`k`Ug`ni
VYgc`f[b]gYffY[YbXYb`J`Yf`U`hYbg`ÄbXYfi`b[Yb`ZØ\`fhYž`X]Y`j`cb
gY]bYb`5b[Y\`Öf][Yb`VYc`VUW`hYh`k`i`fXYb`"

9]bY`K`cWY`j`cf`XYb`gW`fYW`_]WXYb`9fY][b]ggYb` \ UhYb`gY]bY
 : Ua`]`Y`i`bX` : fYi`bXY`VYfY]hg`Yfbgh\`UZhY`J`Yf`ÄbXYfi`b[Yb`]a
J`Yf`U`hYb`XYg`ž` [YbX`]WXYb`VYa`Yf`_h`"9f`gW`k`Ub`_hY`nk`]gWYb
 : fYi`bX`]W`_Y]hi`bX`5[[fYgg]j`]hÄhž`i`bX`gY]bY`9ffY]W`VUf`_Y]h`k`i`fXY
ni`bY` \ a`YbX`Y]b[YgW`fÄb`_h`"8]YgY`U`Ufa`]YfYbXYb`5bnY]WXYb
 \ UhYb`X]Y`5b[Y\`Öf][Yb`ØVYfk`Ä`h][h`ni`fØW`_Y`UggYbž`k`Ug`ni
Y]bYa` ; YZØ\`XYf`<`]Zcg][_Y]h`ZØ\`fhY`"

8]Y` : fU[Yž`k`]Y`a`Ub`a`]h`gc`W`_`ca`d`Yi`Yb`dgmW]gWYb`Dfc`V`Ya`Yb
i`a` [Y\`hž`]gh`Y]b`nYbhf`U`Yg`H`Ya`U`]b`X]YgYa` : U`" `8Yf`DgmW]UhYfž
XYf`XYb`5b[Y_`U[hYb`i`bhYfgi`W`hYž`Äi` » YfhY`g]W`XUfØVYfž`XUgg`Yg
ZØf`5i` » YbghY` \ YbXYž`UVYf`gc[Uf`ZØf` : UW`Yi`hYž`c`Zh`_Ui`a`a`Ö[`]W
gY]ž`Ub[Ya`YggYb`Ui`Zgc`WXY`J`Yf`U`hYbg`ÄbXYfi`b[Yb`ni`fYU[]YfYb`"

; Yf]W`hgj`YfZU` \ fYb`i`bX`5i`gV`]W_

8]Y`J`Yf` \ UbX`i`b[Yb` \ UVYb`Y]bY`Z`ggY`bXYž`YXcW`YfgW`fYW`YbXY
G]W`h`Ui`Z`X]Y`H`YgYb`i`bX`X]Y`dgmW`c`c[]gWY`9j`U`i`Uh]cb`XYg`"

5b[Y_`U[hYb`[Y[YVYb""8Yf`GhUUhgUbk U`h`VYUbfU[hY`X]Y
I bhYfVf]b[i b[`XYg`6YgWxi`X][hYb`]b`Y]bYf`DgmW]Uhf]Yž`XU`X]Y
; YZU`f`k Y]hYfYf`; Yk U`h`b]W`h`Ui`g[YgW`cggYb`k YfXYb`_`Ubb"

5b[Yg]W`hg`XYggYbž`XUgg`X]Y`[YbUi`Yb`l`a`gh`bXY`i`bX`X]Y
dgmW]gW`Y` ; Ygi`bX`Y]h`XYg`%-`!`>`f][Yb`k`Y]hYf`b`]bhYbgj]
i`bhYfgi`W`h`k`YfXYbž`[Y`h`XYf`Dfc`nYgg`k`Y]hYf`" `ba`]hYb`XYf
Dfc`nYggZ`fi`b[`k`Uf`XYf`5b[Y_`U[hY`gY`Vgh`cZh`fY[i`b[g`cg`i`bX
k`]f`hY`UdU`h`]gW`""8]YgY`<`U`hi`b[`k`]fZh` :`fU[Yb`Ui`Z`ØVYf`gY]b
J`Yfgh`bXb]g`XYf`HU`hYbž`X]Y`Yf`VY[Ub[Yb`U`hž`i`bX`cV`Yf`]b`XYf
@U[Y`]ghž`X]Y`GW`k`YfY`gY]bYf`<`UbX`i`b[Yb`ni`VY[fY]ZYb"

8]Y`gmghY`a`Uh]gW`Y`6Yk`Yfhi`b[`XYf`dgmW]gW`Yb` ; Ygi`bX`Y]h`gck`]Y
X]Y` :`fU[Y`XYf`fYW`h]W`Yb`J`YfU`b`hk`c`f`hi`b[`k`YfXYb`Yb`hgW`Y]XYbX
Z`Øf`XUg`k`Y]hYfY`J`c`f[Y`Yb`gY]b""8]Y`J`Yf`U`bX`i`b[Yb`k`YfXYb`Ub
X]YgYa` :`fY]hU[`Zc`fh[YgY`hnhž`i`bX`X]Y`YbX[Ø`h][Y`9b`hgW`Y]Xi`b[
ØVYf`X]Y`I`bhYfVf]b[i`b[`XYg`5b[Y_`U[hYb`k`]fX`]b`bU`Yf`Ni`_`i`bZh
Yfk`UfhYh`9]b`gW`k`YfYg`i`bX`gW`a`Yfn`UZhYg`J`Yfa`ÅW`hb]g`Z`Øf`U`Y
6YhY]`][hYb"

8YhU]`g

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