

9bYf[]Y`7chhVi g`Vf]W\ h`F Y_c fX`a]h
&*!HcfY!G]Y[` [Y[Yb` :]bghYfk U`XY`°

9fZU\ fYb`G]Y`U`Yg`ØVYf`X]Y`VYY]bXfi W_YbXYb`HYghgd]Y`Y`XYg
: 7`9bYf[]Y`7chhVi g`Ua` &, " ' † b] & \$ &) `i bX`X]Y
Gd]Y`Yf[YVb]ggY"



7c h hVi gž`8 Yi hgW\ `UbX`!`9]b`Ui ZfY[YbXYf`8]YbghU[`ZØf`X]Y
: i » VU`ZUbg`8]Y`F Y[]cbU`][U`nY][h`g]W\ `XYfnY]h`j`cb`]\fYf`VYghYb
GY]h`Y`a`]h`nU`\`fY]W\ Yb`gdUbbYbXYb`HYghgd]Y`Yb`" `ÆgVYgcbXYfY`XYf
: 7`9bYf[]Y`7chhVi g`gh]W\ h`\Yf] cfž`bUW\XYa`Yf`Ua` `j`Yf[Ub[YbYb
GUa`ghU[ž`XYa` &, "\$*" & \$ &) ž[`Y]W\ `nk Y]`VYY]bXfi W_YbXY`5i Zhf]hhY
\]b[Y`Y[h`\Uh"

Ni Yfgh`gd]Y`hY`XYf` : 7`9bYf[]Y`7chhVi g` [Y[Yb`XYb`GJ`K UW_Yf`&%
GW`Öbk U`XY`i bX`UbXYhY`Y]bYb`i b[`Ui V`]W\ Yb`&) . \$!G]Y[" ` † ž`G]Y
\UVYb`f]W\ h[` [Y`YgYb`°`8]Y`HcfY`k UfYb`VYfY]hg`]b`XYf`YfghYb
<U`VnY]h`d`f`U_h]gW\ `VYgW\ `cggYbž`U`g`XUg`HYUa` `j`cb`HYX
HUhhYfa`i`gW`ž`Hc`W`m`7][YfW`]i bX`F`ca`Uf`ē`<U`fi` ``U`a`]h`]\fYb
HfYZZYfb`X]Y` [Y[bYf]gW\ Y`5V`k Y`f`gW\ k]bXY`][`gd]Y`hYb`"8]YgY

gck c\`cZZYbg]j `U`g`Ui W`XYZYbg]j `YfUi gfU[YbXY`@Y]ghi b[`nY][hž
XUgg`7chhVi g`a]h`Y]bYa ` [Yk]ggYb`GY`VghVYk i gghgY]b`]b`X]Y
bÅWghY`GU]gcb` [Y\Yb`k]fX""@Ui h: i DU"bYh`k UfYb`i bhYf`XYb`&)
HcfYb`Ui W`VYY]bXfi W_YbXY`9]bnY``Y]ghi b[Ybž]bgVYgcbXYfY`j cb
9f]_`9b[Y`UfXhi bX`ž gh]b`6i h`Yfž`X]Y`Yk Y]`g`a Y`fYfY`HcfY
VY]ghYi YfhYb"

K Y]hYfY`9f[YVb]ggY`]a ` , VYfV`]W_

≠`k Y]hYfYb`HYghgd]Y`Yb`XYg`K cW`YbYbXYg` [UV`Yg`YVYbZU`g
VYa Yf_Ybgk YfhY`9f[YVb]ggY""8Yf`GJ`6UVY`gVYf[`'\$`ZY]YfhY`Y]bYb
gc`]XYb`&.\$!G]Y[` [Y[Yb`HYbb]g`6c fi gg]U`6Yf`]b""K Y]hYfY
gdUbbYbXY`6Y[Y[bi b[Yb`ZUbXYb`nk]gW`Yb`HY`hck Yf` : J`%-`%
i bX`<Yfh\U`6G7`≡a]h`Y]bYa `9bXghUbX`j cb`' .&`ghUhhigck]Y
nk]gW`Yb`XYa `@ Xk] [gZY`XYf` : 7`i bX`<Yfh\U`6G7`žk c`YhnhYfYf
a]h`' .\$`X]Y`CVYf\UbX`VY\]Y`h`@]b_g`ni `X]YgYb`Gd]Y`Yb`i bX
k Y]hYfYb`≠Zcfa Uh]cbYb`Z]bXYb`G]Y`Ui Z`?]W_Yf"XY"

6YgcbXYfg`Ui ZÅ``][`]gh`X]Y`c\Y`HcfUbnU``]b`XYb`Gd]Y`Yb`
A UbbgW`UZhYb`k]Y`X]Y`G; `6c fb]a ž`X]Y`a]h` , ` [Y[Yb`XYb`GJ` ; fØb!
K Y]» ` ; fc» VYfYb` [Yk UbbYbž`nY][Ybž`XUgg`]a `5a UhYi fVYfY]W`
ZØf`j]Y`Y`HYUa g`XUg`HcfYgW`]Y» Yb`gY`f`cW`]a `?i fg`ghY`h`5i W`
X]Y`6Y[Y[bi b[`nk]gW`Yb`XYf`6G; `GhU``6fUbXYbVi f[`i bX`XYa `%"
: 7`@_ca`ch]j Y`@]dn][`YbXYhY`a]h`Y]bYa `' .%ZØf`X]Y` ; ÅghY"

9]b`6`]W_`Ui Z`X]Y`F`Y[]cbU``][U

8]Y`F`Y[]cbU``][U`]gh`Y]bY`k]W`h][Y`Ghi ZY`]a `XYi hgW`Yb` : i » VU``ž`]b
XYf`j]Y`Y`hU`Yb]YfhY`HYUa g`i a `XYb`5i Zgh]Y[` _Åa`dZYb""≠`XYf
GU]gcb`&\$&(`#&\$&) `g]bX`HYUa g`k]Y`<Uj`Y`gY`i bX`@_ca`ch]j Y
@]dn][`a]h`j cb`XYf`DUfh]Y""≠bYb`ghY`Yb`gdUbbYbXY
<YfUi gZcfXYfi b[Yb`VYj cfž`k]Y`Xi fW`X]Y`Gc`W`fghUhg&(`+
VYghÅh][h`k]fX""8]Y`GhU]gh]_Yb`nY][Yb`b]W`h`bi f`X]Y`9f[YVb]ggYž
gcbXYfb`Ui W`ž`k]Y`g]W`X]Y`A UbbgW`UZhYb`]a `J`Yf`Ui Z`XYf`GU]gcb
Yb`hk]W_Y`b`k YfXYb"

5a `GcbbhU[`ghY`Yb`bcW`k Y]hYfY`6Y[Y[bi b[Yb`Ui Z`XYa
Dfc[fUa`a ž`XUfi bhYf`Y]bY`DUfh]Y`nk]gW`Yb`<Yfh\U`6G7`≡i bX`XYf

HG; 'BYi ghfY`]hn'gck]Y`XYf'8 7'6`Ui !K Y]» 'K]hh]WXYbUi '[Y[Yb`XYb
: 7'9bYf[]Y'7chhVi g"CV`XYf': 7'9bYf[]Y`XUVY]'Ub`X]Y
VYY]bXfi W_YbXYb'j cf\Yf][Yb`@Y]ghi b[Yb`Ub_bØdZYb' _Ubbž`V`Y]Vh
UVni k UfhYb"

9g`V`Y]Vh'gdUbbYbX`]b`XYf`FY[]cbU`][U`i bX`k Yf`k Y]» žj]Y``Y]W h
gY\Yb`k]f`VU`X`bcW`a Y`f`gc`WXYf`HcfZYghY"8U`[Y`h`bcW
Y]b][Yg°

8YhU]`g	
C fh	7chhVi gž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none">• k k k "Zi dU"bYh• k k k "_]W_Yf"XY• XY"gc WWW fghUhg&(+"WŁ a

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