

7Ua d]b['a]h<i bX. ' <i a cfj c`Y
B UW h[YgW]W hYb 'Ui g'XYa 'K c\ba cV]'`°

9bhXYW_Yb`G]Y`X]Y`VYghYb`H]ddg`i bX`9f`YVb]ggY`ZØf`7Ua d]b[
a]h<i bX`]b`BcfXXYi hgW`UbXž`i a `ÀfYb`b`ÅW ghYb`l f`Ui V
i bj Yf[Ygg`]W`ni `a UWYb"



: Y\ a Ufbž`8Yi hgW`UbX`!`7Ua d]b[`]a `K c\ba cV]`a]h<i bXYb
`9]b`J Yf[bØ[Yb`a]h<YfUi gZcfXYfi b[Yb

7Ua d]b[`]a `K c\ba cV]`YfZfYi hig]W`[fc»Yf`6Y`YVh\Y]h`J]Y`Y
<i bXYVYg]hnYf`gW`ÅhnYb`X]Y`l bUV\Åb[][_Y]h`i bX`X]Y`A Ò[_]W`_Y]hž
X]Y`BUhi f`\Ui hbU\`ni `Yf`YVYb`"8cW`k]Y`Yg`]b`Y]bYa `Øb[ghYb`
**A c]b`XY`6Yf]W`h`Y`» hž`V]f[h`XUg`7Ua dYb`a]h`Y]bYa
j]YfVY]b][Yb`:`fYi bX`Ui W`gc`a UbW`Y`HØW`_Yb`"9]bY`7Ua dYf]b
YfnÅ\`hY`j cb`Y]bYa `i bj Yf[Ygg`]W`Yb`9f`YVb]gž`U`g`g]Y`bUW`hg`j cb
Y]bYa `i bUb[YbY\`a Yb`:`Yfi W`[Yk YW`_h`k i fXY`"C`b`Y`@]W`h`ni
a UW`Ybž`hUghYh`g]Y`g]W`Xi fW`XUg`K c\ba cV]`i bX`Yb`hXYW`_hY
gW`]Y`» `]W`X]Y`l fgUW`Y.`]`f`<i bX`\UhY`Y]bY`_Y]bY` BchU[Y`Ui Z
XYa `:`U\ fYfg]hn`\]bhYf`UggYb`"GhUhh]g]W`ni `Åf[Yfbž`ZUbX`X]Y**

7Ua dYf]b`X]Y`G]hi Uh]cb`li a cfj c`"i bhYf`]\fYa : UWVcc_!Dcgh
hY]`hYb`UbXYfY`<i bXYVYg]hnYf`À\b`]WXY`9bhfYYg`i bX`Yg`k i fXY
\Yfn`]W`[Y`UW`h"

8Yf: c_i g`Ui ZXUg`7Ua dYb`a]h`<i bX`\Uh`cZZbVUf`ni [Ybca a Yb"
#`8Yi hgW`UbX`i bX`]b`Ub[fYbnYbXYb`@`ÀbXYfb`]gh`XUg`7Ua d]b[
a]h`<i bXYb`&\$&` `Y]b`YW`hYf`HfYbXgdcfh`"@Ui h`<i **bXY`F Y]gYb
A Y`f`k** UfYb`]a `Gca a Yf`j]Y`Y`7Ua d]b[d`ÀhnY`VYfY]hg
Ui g[YVi W`h`c`Zhic`bY`Ub[Y`J`cfUi`g]F`YgYfj`]Yfi b["6YgcbXYfg`gY]h
XYf`D`UbXYa`]Y`\UVYb`j`]Y`Y`A`YbgW`Yb`X]Y`@]VY`ni f`B`Uhi`f`i bX
XYa`F`Y]gYb`a]h`]\fYb`<i bXYb`YbhXYW`h"

8]Y`9fZU\fi b[Yb`X]j YfgYf`6`c[[Yf`ž`k]Y`5b[Y`_U`a]h`]\fYa
@UVfUXcf!A]l`7cZZY`cXYf`G]j UbU`a]h`]\fYa`gdUb]gW`Yb
GW`ÀZYf`li bX!`š[X`li bX!A]l`šj`ž`nY][Yb`ž`k]Y`k]W`h][`Y]bY`[i hY
D`Ubi b[`Z0f`XYb`7Ua d]b[i f`Ui`V`]gh`5b[Y`_U`a]YhYh`fY[Y`a`À»][
K`c`ba`cV]Y`i bX`VYj`cfni [h`_ca`dU`hY`J`Ubg`a]h`Ui`gfY]W`YbX
GhUi`fUi`a`i bX`Y]bYf`gW`0bYb`@U[Y`Ua`K`UggYf`G]j UbU`\]b[Y[Yb
gi`W`h`fi`\][Y`D`ÀhnY`]b`XYf`B`Uhi`f`a]h`gUi`VYfYb`gUb]h`ÀfYb`5b`U[Yb"

6Y`]YVhY`F`Y]gYn]Y`Y`Z0f`<i bXYVYg]hnYf

#`8Yi hgW`UbX`YVYb`Yhk`U`%\$`A`j`]cbYb`<i bXYž`i bX`j]Y`Y`]\fYf
6Yg]hnYf`n]Y`Yb`Yg`j`cfž`]\fYb`i`f`Ui`V`Ua`A`YYf`cXYf`Ub`Y]bYa`GYY
ni`j`YfVf]b[Yb`"8]YgY`C`fhY`V]YhYb`]XYU`Y`J`cfUi`ggYhni b[Yb`Z0f
<i bXYž`k`cVY]X]Y`5i`gk`U`\`Ub`\i bXYZfYi bX`]W`Yb
7Ua d]b[d`ÀhnYb`[fc»`]gh`"@Ui h`**6Ymc`bX`7Ua d]b[`]g]bX**
VYgcbXYfg`6UmYfbž`XUg`5`[`Ài`cXYf`X]Y`C`ghgYY`VY`]YVhY`F`Y[]cbYb
Z0f`Y]bYb`7Ua d]b[hf]d`a]h`XYa`hfYi`Yb`6Y[`Y]hYf"

<]Yf`g]bX`Y]b][Y`XYf`VY`]YVhYghYb`7Ua d]b[d`ÀhnY`Z0f
<i bXYVYg]hnYf`]b`8Yi hgW`UbX.

- 7Ua d]b[`Ghfi`__Ua`d`li`_`fC`ghgYYž: Y`a`Ufb`Ł`a`]h
<i bXYghfUbX`i bX`<i bXYXi`gW`Yb
- BcfXgY`YWUa`d]b[`Ni`a`GYY`li bX`i`li bXYZfYi bX`]W`Yf
GYfj`]W`]b`_i`g]j`Y`<i bXYXYW`Yb
- 5fhYf`cZ`f`bUmYfb`Ł`li bXYZfYi bX`]W`Yg`F`YghUi`fUbhi`bX

[fc» nØ[][Y`DUfnY`Yb

- GØXgYY`7Ua d`fB]YXYfgUWk gYbŁ`V]YhYh`Y]bYb
<i bXYgd]Y`d`Uhn`i bX`<i bXYXi gWk Yb

: Øf`Y]bYb`YbhgdUbbhYb`7Ua d]b[i f`Ui V`a]h`<i bX`g]bX`Y]b][Y
J cfVYfY]hi b[Yb`bchk YbX]["J cb`Y]bYa` ; Ygi bX\Y]hgWk YW`XYg
<i bXYg`j cf`XYf`5VfY]gY`V]g`\\b`ni`Y]bYf`[i h`Xi fWk XUWk hYb
DUW`_]ghY`fY]Wk h`XUg`GdY`_hfi a`XYf`bchk YbX][Yb`5_hj]]h`hYb`"8]Y
f]Wk h][Y`5i gfØghi b[`i bX`i a ZUggYbXY`D`Ubi b[`_ØbbYb
YbhgWk Y]XYbX`gY]bž`gdYn]Y`k Ybb`i bhYfk Y[g`5VYbhYi Yf`i bX`bYi Y
9f`YVb]ggY`Ui ZXUg`A YbgWk!<i bX`!HYUa`k UfhYb"

H]ddg`ZØf`Y]b`[Y`i b[YbYg

7Ua d]b[UVYbhYi Yf

: Øf`Y]bYb`[Y`i b[YbYb`7Ua d]b[Ui gZi [`a]h`<i bX`gc`hYb` : Ua]`Yb
bi f`\\i bXYZFYi bX`]Wk Y`D`AmY`Ui gk Å`Yb`"8 UVY]`\\]Zh`Y]bY
[fØbX`]Wk Y`FYWk YfWk Y`"9]b`k Y]hYfYf`H]dd.`G]Wk Yf\Y]h[Y`h`j cf`
<i bXY`gc`hYb`]a`K c`l`ba cV`]b]Wk h`U`Y]b`[Y`UggYb`k YfXYb`i bX
fY[Y`a Å`] [Y`DUi gYb`g]bX`gck c`\\ZØf`XYb`<i bX`U`g`Ui Wk`ZØf`X]Y
A YbgWk Yb`k]Wk h]["

5_hj]]h`hYb`k]Y`K UbXYfbž`Gd]Y`Yb`i bX`gc[Uf`K UggYfU_hj]]h`hYb
ghY`Yb`Ui ZXYf`HU[Ygc fXbi b["K c`<i bXY`gWk]a`a Yb`_ØbbYbž
bi hnYb`j]Y`Y`<i bXYVYg]hnYf`X]YgY` ; Y`Y[Yb`Y]h`ZØf`Y]bYb
gdf]hn][Yb`GdU`"5i Wk`XUg`H`Y`a`U` ; Ygi bX\Y]h`gc`hY`b]Wk h
j YfbUWk`Ågg][h`k YfXYb``?Ybbhb]ggY`ØVYf`9fghY`<]Z`ZØf
J]YfVY]bYf`_ØbbYb`]a`B chZU`Y`VYbgfYhhYbX`gY]b"

7Ua d]b[`a]h`<i bX`]gh`Y]bY`k i bXYfVUFY`A Ø[`]Wk`_Y]hž[Ya`Y]bgUa
5VYbhYi Yf`ni`Yf`YVYb`"A]h`XYf`f]Wk h][Yb`J cfVYfY]hi b[`i bX`Y]bYf
Df]gY`<i a cf`Åggh`g]Wk`YXY`<YfUi gZcfXYfi b[`a Y]ghYfb`

8YhU]`g

C fh : Y\ a Ufbž`8Yi hgWk`UbX

E i Y`Yb • k k k "a c]b"XY

8YhU]`g

- \i bXY!fY]gYb!a Y\f"Wca
- k k k "VYmcbXWUa d]b["XY

6Ygi WYb`G]Y`i bg`Ui Z.`X]Y!bUW f]W hYb"Wca