

< Uk U`U`]b`8 Yi hgW\`UbX. ; YZ\`f`]W\ Yg
; Y`XgmghYa `cXYf`YVYb gfYhhYbXY`<]`ZY 3

9fZU\`fYb`G]Y`U`Yg`ØVYf`XUg`< Uk U`U`!GmghYa .`Bi hni b[ž
[YgYhn`]W\Y`FU\`a YbVYX]b[i b[Yb`i bX`< YfUi gZcfXYfi b[Yb
]b`8 Yi hgW\`UbX`]a `X\`f`&\$&)"



5 Z[\`Ub]ghUb`!`< Uk U`U`ghY`h`Y]b`hfUX]h]cbgfY]W\ Yg; Y`XhfUb gZYf!
GmghYa `XUfž`XUg`h]Y`Z`j Yfk i fnY`h`]gh]b`XYb`DfU`h]_Yb`j]Y`Yf
A][fUbhYb`i bX`; YZØW\`hY`hYf`Hfchn`gY]bYf`6YXYi hi b[`]b`XYf
\ i a Ub]h`fYb`i bhYfghØhni b[ž]gh`X]Y`Bi hni b[`]cb`< Uk U`U`Ui g
8 Yi hgW\`UbX`cZZ]n]Y``b]W\`h`[YghUhhYh``8 Ug`6i bXYga]b]ghYf]i a `ZØf
k]fhgW\`UZh]W\`Y`Ni gUa`a YbUfVY]hi bX`9bhk]W`i b[`f6A NĚ`Yf`_`Āfhž
XUgg`XYfUfh][Y`:]bUbnhfUb gU`h]cbYb`]b`8 Yi hgW\`UbX`b]W\`h`ni`Āgg][
g]bX``8]YgY`FY[Y`i b[`gc``X]Y`ϑhY[f]h`h`XYg`:]bUbngmghYa g
gW\`ØhnYb`i bX`_f]a]bY`Yb`5`_h]j]h`hYb`j`cfVYi [Ybž`VYf]W\`hY`h`A 8 F "

8]Y`i b`_h]cbgk Y]gY`j`cb`< Uk U`U`]gh`gck`c`\`Y]bZUW\`U`g`Ui`W\
YZZ]n]Ybh`; Y`X`k]fX`Ub`Y]bYb`c`_Yb`DYfgdY`_h]j`YbdUfhbYfž`XYb
gc[YbUbbhYb`< Uk U`UXUfž`ØVYf[YVYbž`XYf`XUbb`Y]bYb`DUfhbYf`]b

XYf'N]Y`fY[]cb`]bZcfa]Yfhž'i a `XUg'; Y`X`Ub`XYb`9a dZÅb[Yf`ni
ØVYf[YVYb`"9g`UbXY`hig]W`XUVY]i a `Y]b`GmghYa ž`XUg`Ui Z
J YfhfUi Yb`VUg]Yfh'i bX`c`bY`6Ub`_Yb`cXYf`Zcfa Y`Y`≠gh]hi h]cbYb
Ui g_ca a h`8Yf`UfUV]gW`Y`6Y[f]Z' < Uk U`U`VYXYi hYh
 , VYfk Y]gi b[`i bX`]gh`Ui Z`X]YgY`j YfhfUi Ybgj c`Y`HfUbgU_h]cb
Ui g[Y`Y[hž`k]Y`8Yi hgW`UbXZi b`_`Yfj c f`YVh"

< Uk U`U`ZØf`_`i a Ub]hÅfY`<]`ZY

Hfchn`XYf`cZ]n]Y`Yb`5V`Y`bi b[`bi hnh`X]Y`K`Y`h`i b[Yf`_`ZY`]b
VYgcbXYfYb` : Å`Yb`< Uk U`U`ž]bgVYgcbXYfY`]b`?f]gYb[YV]YhYb`k]Y
5Z[`Ub]ghUb`i bX`Gmf]Ybž`k c`U`hYfbUhj] Y`6Ub`_ØVYfk Y]gi b[Yb
b]W`h`a` Ò[`]W`_g]bX`"8]YgY`9b`hgW`Y]Xi b[`ZÅ`h`i b`hYf`ghfYb[Yb
5i ZU[Ybž`X]Y`Y]bY`F`ØW`_j YfZc`[VUf`_Y]h`i bX`HfUbgdUfYbn`XYf
HfUbgU_h]cbYb`[Yk`Å`f`Y]ghYb`gc`Yb`"9hk`U`&`A`]`cbYb`A`YbgW`Yb
k`i`fXYb`]b`XYf`J`Yf[Ub[Yb`Y]h`a`]h`gc`W`Yb`A`]hhY`b`i b`hYf`gh`Ø`hnh`
8]YgY`5i`gbU`a` Y[YbY`a`][i b[Yb`a` ØggYb`ghYhg`UV[Yk`c[Yb
k`YfXYb` : < Uk U`U`HfUbgU_h]cbYb`_ØbbYb`bi`f`YfZc`[Ybž`k`Ybb`Yg
U`hYfbUhj`]_Y]bY`g]W`YfYb`A` Ò[`]W`_Y]hYb`ZØf` ; Y`X`hfUbgZYfg`[]Vh
i bX`Yg`ni`f`F`Y`hi` b[]`cb`A`YbgW`Yb`YVYb`b`chk`YbX][`]ghž`gc`XUg
6A`N"

8]Y`A`]ggVfUi`W`ga` Ò[`]W`_Y]hYb`XYg`GmghYa`g`g]bX`Y`Xc`W`Y]b
[fc»Yg`DfcV`Ya` "9I`dYfhYb`k`UfbYb`j`cf`XYf`Bi`hni`b[]`cb`< Uk U`U`
ZØf`]`Y[U`Y`Nk`YW`_Y`k`]Y` ; Y`X`k`ÅgW`Y`i`bX`HYffcfZ]bUbn]Yfi`b["
9fa`]h`i`b[Yb`j`cb`@?5`i`bX`UbXYfYb`6Y`_ØfXYb`_UVYb`[YnY][hž
XUgg`< Uk U`U`Ui`W`j`cb`?f]a`]bY`Yb`[Ybi`hnh`k`]fXž`i`a` ; Y`X`]`Y[U`
ni`hfUbgZYf]YfYb`"≠`a`_`Y`f`&`\$`%`k`i`fXYb`VY]gd]Y`gk`Y]gY`g]YVYb
A`ÅbbYf`j`Yfi`fhY]hž`X]Y`i`bYf`Ui`Vh`ØVYf`&`\$`\$`A`]`cbYb`9i`fc
hfUbgZYf]Yfh`_UhhYbž`k`]Y`HU[YggW`Ui`_VYf]W`hYh"

, VYfk UW`i b[`i bX`fYW`h`]W`Y
< YfUi`gZc`fXYfi`b[Yb

8]Y`J`Yfk`YbXi`b[]`cb`< Uk U`U`]b`8Yi`hgW`UbX`ghY`h`i`b`hYf
ghfYb[Yf`6YcVUW`hi`b["8]Y`6i`bXYgUbghU`h`ZØf
 :]bUbnX]Ybgh`Y]ghi`b[gUi`Zg]W`hif`bU:]b`_`U`h`fY[Y`a`Å»][`a`]h

J YfZU\fyb`[Y[Yb`<Uk U`UXUFY`ni`_Åa dZYb"8]YgY`5i Zg]W`h]gh
 bchk YbX][ži`a`dchYbn]Y`Y`Y`Y`[U`Y`; Y`XghfÒa Y`ni`]XYbh]Z]n]YfYb"
 9g`YI`]gh]Yfh`YXcW`Y]b`GdUbbi`b[gZY`X`nk`]gW`Yb`XYf`Y`[U`Y`
 Bi`hni`b[`ZØf`<`]ZY`Y]ghi`b[Yb`i`bX`XYb`_f]a`]bY`Yb`5bk`YbXi`b[Yb"
 8Yf`DfcZYggcf`ZØf`? Ud]hU`a`Uf`hfYW`hž`A`Uhh`]Ug`7UgdYfž`g]Y`h`
 _Ui`a`7\UbW`b`ZØf`Y]bY`@Y[U`]g]Yfi`b[`XYg`GmghYa`gž`gc`Ub[Y`Yg`
 b]W`h`[Yk`Yfv`]W`VYhf]YVYb`k`]fX"

8]Y`J`cfhY]`Y`j`cb`<Uk U`Už`k`]Y`GW`bY`][_Y]hž`b]YXf][Y`?`cghYbž`i`bX`
 XYf`Ni`[Ub[`c`bY`6Ub`__cbhcž`g]bX`ZØf`j`]Y`Y`A`][fUbhYb`i`bX`XYfYb`
 :`Ua`j`]Yb`j`cb`[fc»Yf`6YXYi`hi`b[""8Yb`bcW`V`Y]Vh`XUg`GmghYa`j`cb`
 Y]bYa`[fi`bX`Y[YbXYb`A`]ggfhUi`Yb`[YdfÀ[h"5i`W`k`Ybb`<Uk U`U`
 Y]bY`k`]W`h][Y`I`bhYfghØ`mi`b[`ZØf`j`]Y`Y`A`YbgW`Yb`XUfghY`hž`k`]fX`Yg`
 U`g`dchYbn]Y`Yg`G]W`Yf\Y]hgf]g]_c`]a`<]bV`]W`_Ui`Z`
 A`YbgW`Yb\UbXY`i`bX`]Y`[U`Y`:]bUbn]Yfi`b[Yb`Yf`_Ubbh"

Ni`gUa`a`YbZUggYbX`Äggh`g]W`gU[Ybž`XUgg`<Uk U`U`Y]b`_ca`d`YI`Yg`
 ?`cbghfi`_h`XUfghY`hž`XUg`gck`c`\`U`g`k`]W`h][Yg`<`]Zga`]hY`ZØf`
 `Y[U`Y`; Y`XhfUbgZYfg`X]Ybhž`U`g`Ui`W`U`g`dchYbn]Y`Yg`K`Yf`_nYi`[
 ZØf`_f]a`]bY`Y`5`_h]j`]h`hYb`k`U`f[Ybca`a`Yb`k`]fX""8]Y`
 B`chk`YbX][_Y]h`Y]bYf`X]ZYfYbn]YfhYb`6YhfUW`hi`b[`gck`c`\`XYf`
 fYW`h]W`Yb`F`U`a`YbVYX]b[i`b[Yb`U`g`Ui`W`XYf`\i`a`Ub]h`fYb`
 5gdY`_hY`]gh`c`ZYbg]W`h]W`h`"

8YhU]`g	
J`c`f`ZU`	:`]bUbn`a`Uf`_`h`
C`f`h`	5`Z[`\`Ub]ghUb`
E`i`Y`Y`Yb`	<ul style="list-style-type: none"> • k k k "a`Xf"XY • k k k "hU[`YggW`Ui`"XY • k k k "XYi`hgW`_UbXZi`b`_"XY

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