

: U\ ffUXX]YVghÅ\`Y`]b`6Yf`]b.`>XYg`nk Y]hY
F UX`j YfgWk]bXYh°

: f]YXf]Wg\U]b!?!fYi nVYf[`j YfnY]WbYhZUgh` ") \$\$
: U\ ffUXX]YVghÅ\`Y`]a`>U\ f`&\$&) "`BYi Y`8UhYb`VY`Yi W`hYb
X]Y`DfcV`Ya Uh]_`]b`6Yf`]b"

: f]YXf]Wg\U]b!?!fYi nVYf[ž`8Yi hgWk`UbX`!` : U\ ffUXX]YVghÅ\`Y`
ghY`Yb`]b`6Yf`]b`Y]b`k Y]h] YfVfY]hYhYg`DfcV`Ya`XUf`"9]b`U_hi Y`Yf
6Yf]W`h`YVh`X]Y`U`Ufa]YfYbXY`NU\`XYf[Yghc\`YbYb` : U\ ffÅXYf
gck]Y`XYb`XUa]h] YfVi bXYbYb`k]fhgW`UZh]W`Yb`GW`UXYb`Yfj`cf`
=bg[YgUa`h`k`i`fXYb`]a`j`Yf[Ub[YbYb`>U\ f`&(" &\$-` : U\ ffÅXYf
[Yghc\`Ybž`k`Ug`Y]bYb`GW`UXYb`j`cb`Yhk`U`" `A]`]cbYb`9i`fc`ni`f
: c`[Y`U`hYž`k]Y`6Yf`]b`@]j`Y`VYf]W`hYh"

8Yf`6Yn]f`_`A]hY`Z0\fh`X]Y`@]ghY`XYf`8]YVghÅ\`Y`Ubž`a]h`ZUgh`("\$ \$\$
[Ya`Y`XYhYb` : Å`Yb`"5i`ZXYa`nk`Y]hYb`D`Uhn`Zc`[h` : f]YXf]Wg\U]b!
?fYi nVYf[`a]h`bU\Yni`" ") \$\$`8]YVghÅ\`Yb`"K`Y]hYfY`6Yn]f`_Yž`X]Y
\c\Y`NU\`Yb`j`YfnY]W`bYbž`g]bX`DUb`_ck`i`bX`DfYbn`Ui`Yf`6Yf[`a]h
&"+) \$`8]YVghÅ\`Yb`gck]Y`7\Uf`chYbVi`f[!K]`a`YfgXcfZ`a]h`&)" , %
8]YVghÅ\`Yb`"=a` ; Y[YbgUhn`XUni` \UVYb`X]Y`F`UbXVYn]f`_Y`XYi`h]W
b]YXf][YfY`NU\`Yb`"A`UfnU`b!<Y`YfgXcfZ`nÅ\`h`YX][`]W`) (+
8]YVghÅ\`Yž`GdUbXUi`) * ; i`bX`F`Y]b]W`YbXcfZ` , (*"

; YZÅ\`f`]Wk`Y`?]YnY`i`bX`i`bni`fY]Wk`YbXY
G]Wk`Yf\`Y]hga`U»`bU\`a`Yb

8]Y`5b`U`mgY`XYf`[YZÅ\`f`]Wk`ghYb`?]YnY`Z0f` : U\ ffUXX]YVghÅ\`Y`nY][hž
XUgg`5`h!`HfY`dhc`k`a]h`& , , `8]YVghÅ\`Yb`i`bX`XYf`K`fUb[Y`_]Yn`]b
?fYi nVYf[`a]h`&(, : Å`Yb`VYgc`bXYfg`VYhfc`ZYb`g]bX`"5i`W`X]Y
C`fUb]YbVi`f[Yf`GhfU»`Y`]b`A]hY`f&%*`8]YVghÅ\`Y`gck]Y`XUg
7\Uf]hÅ`j]YfhY`f&%\$`8]YVghÅ\`Y`g]bX`<`chgd`chg`"8Yf

5`YI UbXYfd`Uhn`i bX`XYf`7\Ua]ggcd`Uhn`j YfnY]W`bYb`^k Y`]g`&\$%
8]YVghA`\\Y`"6Yb`Ua]b`XbXfcž`DfYggYgdFYW`Yf`XYf` ; Yk Yf_gW`UZh
XYf`Dc`nY]ž`a UW`h`Ui Z`X]Y`b]YXf][Y`5i Z`_`Äfi b[gei chY
Ui Za Yf_gUa `i bX`ZcfXYfh`a Y`f`J]XYcØVYfk UW`i b[`gck]Y`VYggYfY
5b!`i bX`5VgW`]Y» a Ò[`]W`_Y]hYb`ZØf` : U`ffÄXYf`"

8]Y`8UhYb`ni f`U`hi Y`Yb`G]hi Uh]cb`XYf` : U`ffUXX]YVghA`\\Y`]b`6Yf`]b
k YfXYb`Xi fW`X]Y`Dc`nY]`]W`Y`J`Yf`Ui ZgghUh]gh]_`i bhYfghØhnhž`X]Y
k Yfhj`c`Y`9]bV`]W`_Y`]b`fY[]cbU`Y`I bhYfgW`]YXY`i bX`nY]h`]W`Y
A`i ghYf`V]YhYh`8]YgY`GhUh]gh]_Yb`\\Y`ZYb`XUVY]ž`i b[Yg]W`YfhY
: U`ffÄXYf`i bX`8]YVghA`\\Y`Ui g`?Y`Yfb`cXYf`8UW`VØXYb`ni
UbU`mg]YfYbž`gcXUgg`[Yn]Y`hY` ; Y[Yba U» bU`a Yb`Yf[f]ZYb
k YfXYb`_`ÖbbYb`"J]gi U`]g]Yfi b[Yb`i bX`7`cfc`d`Yh`Yb`_UfhYb
Yf`Y]W`hYfb`XUg`J`Yfgh`bXb]g`XYf`G]hi Uh]cb`i bX`a UW`Yb`X]Y
fÄi a `]W`Y`J`YfhY`]i b[`XYf`8]YVghA`\\Y`XYi h`]W`ž`k]Y`Ui g`**C 8 =G**
6Yf`]b`\\Yfj`cf[Y`h`"

HfYbXg`i bX`J`YfÄbXYfi b[Yb`]a
: U`ffUXX]YVghU`_`

GhUh]gh]gW`Y`8UhYb`VY`Y[Yb`Y]bYb`g][b]Z]_UbhYb`5bgh]Y[`XYf
: U`ffUXX]YVghA`\\Y`]b`XYb`YhnhYb`X`fYb`"Nk]gW`Yb`&\$%(`i bX
&\$&(`g]bX`X]YgY`]b`8Yi hgW`UbX`YI dcbYb]h]Y`][Ygh]Y[Yb`"
6YgcbXYfg`Ui ZÄ`][`k Uf`Y]b`5bgh]Y[`VY]`<YffYbZU`ffÄXYfbž
k Ä`fYbX`?]bXYfZU`ffÄXYf`gY`hYbYf`[Yghc`\\Yb`k YfXYb`"
HU[YgnY]h`]W`Y`DYU`_g]b`XYb`a`Y]ghYb`8]YVghU`_ZÄ`Yb`_cbbhYb
[Y[Yb` , `I `f`i bX`% , `I `f`ZYgh[YghY`h`k YfXYbž`k Ug`X]Y
B`ch`k`YbX][_Y]h`VYggYfYf`G]W`Yf`Y]hgghfUhY[]Yb`i bhYfghfY]W`h`"
8]YgY`X`Zcfa`Uh]cbYb`g]bX`Ui W`Ui Z`**GhUh]ghU`j`YfZØ[VUfž`X]Y**
i bhYfgW`]YX`]W`Y` : cfa`UhY`ni`a`8ck`b`cUX`ZØf`fY[]ghf]YfhY`Bi`hnYf
UbV]YhYb`"

8]Y`8i b`_Y`n]ZYf`XYf`8]YVghA`\\Y`_`ÖbbhY`gc[Uf`\\Ø`Yf`gY]bž`XU
b]W`h`U`Y`J`cfZÄ`Y`Ub[YnY][h`k`YfXYb`"C`\\b`Y`Y]bY`i`a`ZUggYbXY
9fZUggi`b[`i`bX`G]W`hVUf`_Y]h`]b`XYf`GhUXh[YgY`gW`UZh]gh`Yg
gW`k`]Yf][ž`X]Y`G]W`Yf`Y]h`ZØf` : U`ffUXZU`fYf`ni`j`YfVYggYfb`"9g
V`Y]Vh`ni`\\c`ZYbž`XUgg`X]Y`Yf`cVYbYb`8UhYb`gck`c`\\GhUXhd`UbYf
U`g`Ui`W`G]W`Yf`Y]hgVY`ØfXYb`i`bhYfghØhnhYbž`i`a`X]Y`G]hi`Uh]cb`

bUW\U`h][`ni`j YfVYggYfb"

8YhU]`g	
C fh	: f]YXf]W\g\U]b!`fYi nVYf[ž'8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "VYf`]b!`]j Y"XY• cX]g!VYf`]b"XY• XY"ghUh]ghU"WŁa

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