

@cg'5b[Y`Yg'@YUXYfg'6`Ugh': YXYfU`
=a a][fUh]cb`F U]Xg'Ug'7\ Uc g'l bZc`Xg

9l d`cfY`h\Y`cb[c]b[`XYVUhY`]b`C fUb[Y`7ci bhm'cj Yf
]a a][fUh]cb`fU]Xg'UbX`ZYXYfU`dc`]W]Ygž`\][\`][\h]b[``cWU`
`YUXYfg/ . \$' - /fYg]ghUbW`UbX`Wc a a i b]hm'Wc bWfbg"



@cg'5b[Y`Ygž'7U`]Zcfb]Už'I G5`!`đ`U`Vc`X`fYgdcbgY`hc`cb[c]b[
]a a][fUh]cb`fU]Xg'UbX`a]`hUfmdfYgYbW`]b`]a a][fUbh
bY][\Vcf\ccXgž`@cg'5b[Y`Yg`A Umcf`? UfYb`6Uggž`c]bYX`Vm`U
XcnYb``cWU``Uk a U_Yfgž`di V`]WmXYbci bW`X`h\Y`ZYXYfU`
[cj Yfba Ybhg`hUW]Wg`H\]g[Uh\Yf]b[`cZ`Y`YW`YX`cZ]W]U`g
\][\`][\hYX`h\Y`]bW`YUg]b[`hYbg]cb`gi ffc i bX]b[`]a a][fUh]cb
YbZcfW`a Ybh]b`h\Y`ghUhY``6Ugg`Ufh]W`UhYX`\Yf`Wc bWfbg`UVci h
ZYXYfU`cj YffYUW`ž`Ya d\Ug]n]b[`h\Uhgi W`]bW fg]cbg`\]bXYf``cWU`
[cj YfbUbW`UbX`Wc a dfca]gY`Wc a a i b]hmigUZYhm``5g`g\Y`Udhim
bchYXž`a UbmicZ`h\Y`cZ]W]U`g`dfYgYbh`fYdfYgYbhYX`UfYUg`k \YfY
]a a][fUbhg`Zcfa `U`g][b]Z]W]bh`dUfh`cZ`h\Y`dcdi `Uh]cb``H\Y`a Umcf
XYgW`]VYX`h\Y`ZYXYfU`hfccd g`XYd`cmYX`U`cb[g]XY`=a a][fUh]cb
UbX`7i ghca g`9bZcfW`a Ybh`f79E`fU]Xg'Ug`U` XfUgh]WUbX`W`Uch]W

YgWU`Uh]cb`h\Uh'gYfj Yg`bc`VYbYZ]W]U`di fdcgY`Zcf`di V`]WgUZYhm"

<i bh]b[hc b`DUf_`A Umcf`5fhi fc`:`cfYg`YWXcYX`h\YgY`gYbh]a Ybhg`5
a`])hUfmj YhYfUb`\]a gY`Zz`Y`W\UfUWhYf]nYX`h\Y`a`])hUfmidfYgYbW
UbX`⇒9`cdYfUh]cbg`]b`]a a`][fUbh`bY][\Vcf\ccXg`Ug`dc`]h]WU`
h\YUhYf`VUgYX`cb`ZYUf" `:`cfYg`fYa`]bXYX`ZY`ck`A Uf]bYg`h\Uh`h\Y]f
fYgdcbg]V`]hmik Ug`hc`XYZYbX`h\Y`5a Yf]WUb`dcdi`UW`ž`bch`hc`gYfj Y
Ug`]bghfi a Ybhg`cZ`X]W\Uhc f]U`[cj YfbUbW`"FYdcfhg`Zfca`Zfca Yf
8ck bYm`A Umcf`A Uf]c`Hfi`ŕ`c`Wc`ffcVcfUhY`h\YgY`WU]a gž`XYhU`]b[
⇒9`fU]Xg`h\Uh`hcc`_d`UW`Uh`cWU`YghUV`]g\`a Ybhg`]Y`<ca Y
8Ydch`UbX`@`5" `:]hbYggž`U`cb[g]XY`h\Y`U`Ufa`]b[`UW`Wc`i bh`cZ`Ub
Y`XYf`m`a Ub`UffYghYX`ci hg]XY`U`W\i fW\`k`\]Y`Xfcd`d]b[`cZ`Z`\]g
[fUbXXUi [\hYf"

H\Y`F`YU`]hm`cZ`GUbWhi`Ufm`7]h]Yg

H\Y`Wc`bj YfgUh]cb`UVci`h`h\Y`YZZYWh]j YbYgg`cZ`gUbWhi`Ufm`W]h]Yg`]b
dfchYWh]b[`h\Y]f`fYg]XYbhg`Zfca`]a a`][fUh]cb`fU]Xg`Wc`bh]bi Yg`hc
i bZc`X"5g`dYf`H\Y7cbj YfgUh]cb`Wc`a ž`k`\]Y`gUbWhi`Ufm`W]h]Yg`a Um
bch`dfcj`jXY`UVgc`i hY`dfchYWh]cb`Zfca`⇒9ž`h\Ym`Xcb`hij`jc`UhY
ZYXYfU`Uk`Y]h\Yf`H\YgY`a i b]W]dU`]h]Yg`\Uj Y`UXcdhYX`j Uf]ci g
dc`]W]Yg`cj Yf`h\Y`mYUfgž`hmd]WU`m`]bj c`j`]b[`U`\UbXg!cZ`UddfcUW
hck UfXg`]a a`][fUh]cb`ghUhi`g`]bei`f]Yg"<ck Yj Yfž`fYW`bh`UWh]cbg
Vm`h\Y`Hfi`a d`UXa`]b]ghfUh]cb`ž`k`\]W\`]bWi`XYX`XYd`cm]b[`gdYW]U`
fYgdcbgY`hYUa`g`hc`W]h]Yg`]Y`BYk`Mcf`ž`D\]`UXY`d\]Už`7\]WU[cž
UbX`GYUh`hYž`\Uj Y`fUa`dYX`i d`hYbg]cbg`UbX`UW`W`gUh]cbg`cZ`ZYXYfU`
bY[`YWh`hck UfX`]a a`][fUh]cb`]ggi Yg"

H\]g`g]hi`Uh]cb`]g`i bXYfgWc`fYX`Vm`h\Y`ZUWh`h\Uhž`U`h\ci [\`h\YfY`UfY
\i bXfYXg`cZ`gUbWhi`Ufm`W]h]Yg`UbX`Wc`i bh]Yg`]b`h\Y`I "G"ž`Y[U`
W\U`Yb[Yg`\Uj Y`dFYj YbhYX`h\Y`Hfi`a d`UXa`]b]ghfUh]cb`Zfca
gi W`W`ggZi`m`ik`h\`c`X]b[`ZYXYfU`Zi`bX]b[`Zfca`h\YgY`ŕ`f]gX]W]h]cbg`
H\]g`Wf]h]WU`Zi`bX]b[`cZhYb`gi`ddcfhg`j`hU`c`WU`gYfj`jW`gž`fU]g]b[
h\Y`ghU`_Yg`Zcf`W]h]Yg`WUi [\h`VYhk`YYb`ZYXYfU`XYa`UbXg`UbX
Wc`a`a`i`b]hmj`U`i`Yg"

@c WU`@YUXYfg`GhUbX`:`]fa

@cWU`YUXYfg`j]b`7U`Zcfb]U`UbX`VYmc`bX`\Uj`Y`Wc`bg]ghYb`h`m`fYg]ghYX
h\Y`d`fYggi`fY`hc`Wc`UVcfUHY`k`j]h\`ZYXYfU`a`a`][fUh]cb`Y`Zc`fhg"
H\Ym`Uf[`i`Y`h\Uh`Xc]b[`gc`Wc`i`X`XUa`U[`Y`Wf]h]WU`fY`Uh]cbg\`]dg
k`j]h\]b`h\Y]f`Wc`a`a`i`b]h]Yg`B`chUV`mž`@cg`5b[`Y`Yg`\Ug`k`j]hbYggYX
⇒9`k`cf`d`UW`fU]Xg`fYgi`h]b[`j]b`cj`Yf`%\$\$`UffYghgž`j]bWi`X]b[
j]bX]j`j]Xi`U`g`k`j]h\`j`j]c`Yb`h`Wf]a`j]bU`\`j]ghcf]Yg`<ck`Yj`Yfž`@5D8`7\`j]YZ
}a`A`W8`cbbY`ghUhYX`Z]fa`m`h\Uh`h\Y`d`c`j]W`XYdUfha`Yb`h`k`ci`X
bchYb[`U[`Y`j]b`ZYXYfU`a`a`][fUh]cb`Yb`ZcfW`a`Yb`hž`Yl`d`fYgg]b[`h\Y
j]a`dcfhUbW`c`Z`hfYUh]b[`U`fYg]XYb`hg`k`j]h\`fYgdYW`hž`j]ffYgdYW]j`Y`c`Z
h\Y]f`a`a`][fUh]cb`ghUh`g"

:`i`fh\Yf`Wc`a`d`]WUh]b[`h\]g`\`[`\!ghU`Yg`VUh`h`Yž`h\Y`8<G`5gg]ghUb`h
GYW`fYhUfm`fYW`b`h`m`Wf]h]W]nYX`7U`Zcfb]U`c`Z]W]U`g`Zcf`d`UW]b[
j]a`a`][fUb`hgUZ`Yhm`UVcj`Y`h\Uh`c`Z`W]h]nYbg`<ck`XcYg`h\Uh`fYgcbUhY
k`j]h\`cWU`YUXYfg3`H\Ym`ghfYgg`h\Uh`d`f]cf]h]n]b[`Wc`a`a`i`b]hm
fY`Uh]cbg\`]dg`YUXg`hc`[`fYUhYf`di`V`]WgUZ`Yhm`H\Y`Yl`Ua`d`Y`c`Z
7\Y`gYUž`A`UggUW`i`gY`hgž`k`\YfY`W]hm`c`Z]W]U`g`\Uj`Y`hU`Yb`Y[`U`
UW]cb`hc`V`c`W`d`cg]V`Y`ZYXYfU`Z`bX]b[`W`hgž`]i`ghfUhYg`h\]g
dc]b`h`k`Y`7]hm`A`UbU[`Yf`:]XY`A`U`h`Yn`Ya`d\Ug]nYX`h\Y`b`YW`gg]hm
c`Z`Wc`a`a`i`b]hm`hfi`gh`Zcf`d`c`j]W`Y`ZYW]j`Yb`Yggž`k`Ufb]b[`h\Uh`gi`W
h\YUhg`ZcfW`W]h]Yg`hc`k`Y[`\`cWU`j`U`i`Yg`U[`U]bgh`YggYb`h]U`di`V`]W
gYfj`j]W`g"

5g`X]gW`gg]cbg`j]bhYbg]Zm`UVci`h`h\Y`fc`Y`c`Z`gUbW`hi`Uf]Yg`Ua`j]X`⇒9
j]a`a`][fUh]cb`fU]Xgž`cWU`c`Z]W]U`g`fYa`U]b`ghYUXZUghž`UXj`cWUh]b[`Zcf
Wc`a`a`i`b]hm`gUZ`Yhm`cj`Yf`ZYXYfU`a`UbXUhYg`H\Y`g]hi`Uh]cb`j]b`@cg
5b[`Y`Yg`gYfj`Yg`Ug`U`a`j]Wf`c`Wc`ga`c`Z`h\Y`VfcUXYf`bUh]cbU`XYVUhYž
k`\YfY`cWU`[`cj`YfbUbW`UbX`bUh]cbU`j]bhYfYghg`ZfYe`i`Yb`h`m`WUg\ž
UbX`h\Y`ghU`Yg`Zcf`Wc`a`a`i`b]h]Yg`UfY`\`[`\Yf`h\Ub`Yj`Yf"

:`cf`a`cfY`XYhU]`gž`mci`WUb`W`YW`ci`h`h\Y`i`dXUhYg`Zfca`h\Y`**@cg**
5b[`Y`Yg`H]a`Ygž`h\Y`j]bg[`\hg`Uh`H\Y`7cbj`YfgUh]cbž`UbX`h\Y
dYfgdYW]j`Yg`c`ZYfYX`Vm`Ga`Ufh`7]h]Yg`8]j`Y"

8YhU]`g	
Cfh	@cg`5b[`Y`Ygž`7U`Zcfb]Už`l`G5

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "`Uh]a Yg"WŁa• h\YWŁbj YfgUh]cb"WŁa• k k k "ga UfhW]h]YgX]j Y"WŁa

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh