

C mghYf'F Yj]j U` . : `cf]XU/ ı \$' - /g'Di g\ 'hc
< YU`'h\Y'≡bX]Ub'F]j Yf'@U[ccb

F YgYUfW\Yg']b'≡X]Ub'F]j Yf'7ci bhmZcW g'cb'fYghcf]b[
cmghYf'fYYZg'hc']a dfcj Y'k UhYf'ei U`]hmUbX'\UV]hUhgž
Wca VUh]b['U'[UY'V`cca g"



≡bX]Ub'F]j Yf'@U[ccbž': `cf]XUž'I G5 '!H\Y'≡X]Ub'F]j Yf'@U[ccbž
_bck b'Zcf']hg'f]W\Y'WcgmghYa ž']g[Yhh]b['U'a i W\!bYYXYX'Vccgh
h\Ub_g'hc'cb[c]b['cmghYf'fYghcfUh]cb'dfc'YWhg''YX'VmFYghcfY'Ci f
G\cfYg": cf'cj Yf'U'XYWUXYž'h\]g'bcbdfcZ]h'\Ug'gdYUf\YUXYX
YZZcfhg'hc'fYj]hU`]nY'cmghYf'fYYZgž'ZcW g]b['cb'Yb\UbW]b['k UhYf
ei U`]hmž'WfYUh]b['\UV]hUhgž'UbX'Zcfh]Zm]b['g\cfY`'bYg'U`cb['h\Y
: `cf]XU'WcUgh"FYWb'h'a cb]hc'f]b['Uh'U'g]hY'bcfh\ 'cZ'Hi f_Ym'7fYY_
g\ck g'dfca]g]b['XYj Y`cda Ybhgž'k]h\ 'fYgYUfW\Yfg'UWh]j Y`m
hfUW_]b['cmghYf'\YU'h\']b'k \Uh\Ug'hi fbYX'ci h'hc'VY'cbY'cZ'h\Y
'U[ccb g'a cgh'gi W\ggZ' `fYghcfUh]cb'dfc'YWhg"

@cWUhYX'bYUf'DU'a '6Umž'h\Y'fYghcfUh]cb'g]hY']g'U'VYUWcb'cZ'\cdY
Ua]X'mYUfg'cZYbj]fcba YbhU`XYW]bYž'k \YfY'cj Yf\Ufj Ygh]b['UbX

dccf'k UhYf'ei U`]hm\Uj Y`XfUgh]WU`m'fYXi W'X`cmghYf'dcdi`Uh]cbg"
8i VVYX`U` ei UXfi d`Y`h\fyUh`Zcf'h\Y]f`YWc`c[]WU`VYbYZ]hgž
cmghYfg`UfY`W\Ua d]cbg`UhZ`hYf]b[`U`[UYž`WfYUh]b[` \UV]hUhgž
dfYj Ybh]b[`Yfcg]cbž`UbX`UVgcfv]b[`YI W'gg`bi hf]Ybhg`Zfca`h\Y
k UhYf`"H\YgY`h]bm`WfYUhi fYg`d`Um`U`Wfi W]U`fc`Y`]b`a`h][Uh]b[
\Ufa Z` `U`[UY`V`cca`g`h\Uh`WU`b`XYj UghUhY`cWU`a Uf]bY`"]ZY"

F YgYUfW\`Dfc[fYgg

F YgYUfW\Yfg`Uh`h\Y`bX]Ub`F]j Yf`@U[ccb`\Uj Y`VYYb`d`UW]b[`WYUb
cmghYf`g\Y`g`]b`h\Y`k UhYf`a`cbh\`m`hc`Ybh]W'cmghYf`Ufj UYž`cf
gdUhž`Zcf'h\Y]f`ghi X]Yg`"H\]g`\UbXg!cb`UddfcUW\` \Ug`m]Y`XYX
]a`dfYgg]j Y`fYgi`hg/`]b`5df`ž`cj Yf`&ž\$`\$`gdUh`k YfY`X]gWc`j YfYX`cb
↑ gh`cbY`g\Y`ž`g][bU`]b[`h\Y`dchYbh]U`Zcf`\YU`h\m[fck`h`"
<ck Yj Yfž`bch`U``UfYUg`UfY`YI`dYf]YbW]b[`h\]g`gi W'W'gg`"H\YfY`\Uj Y
VYYb`W\U`Yb[Yg`k`h\`]bWc`bg]ghYbh`gdUk`b]b[`]b`ch\Yf`dUfhg`cZ`h\Y
f]j Yfž`Uh`hf]Vi`hYX`hc`Ybj`]fcb`a`YbhU`ZUW`c`fg`UbX`X]gYUgY"

b`U`fY`UhYX`]b]h]Uh]j Yž`Ub`cmghYf`[UfXYb]b[`dfc[fUa` `]b`6fYj UfX
7ci bhm`dfcXi W'X`cj Yf`%(\$ž\$`\$`cmghYfg`Ugh`mYUf`U`cbY`"H\Y
\YU`h\`ghi Xm`XcYg`bch`a`YfY`m`ZcW`g`cb`bi`a`VYfg`/fYgYUfW\Yfg
UbU`mY`"]j Y`cmghYfg`Zcf`V`ccXž`fYdfcXi W'h]j Y`W'gž`UbX`cj YfU`
\YU`h\`hc`gdch`X]gYUgYg`UbX`dUfUg]hYg`"Gi W\`h\cfc[[\`gWfi`h]bm]g
YggYbh]U`Zcf`]XYbh]Zm]b[`h\Y`VYgh`dUh\g`Zcfk UfX`]b`fYghc`fUh]cb
ghfUhY[]Yg"

b`b`c`j Uh]j Y`GhfUhY[]Yg

F Yghc`fUh]cb`]b]h]Uh]j Yg`\Uj Y`]bWi`XYX`]b`b`c`j Uh]j Y`a`Yh\cXg`gi W\`Ug
h\Y`]bhfcXi W'h]cb`cZ`[UV]cb`Wc`ffU`g`]b`&\$`&`"H\]g`dfc`YWž`k` \]W\
_]W_YX`cZZ`]b`F`mW_a`Ub`DUf`_`Uh`A`Y`Vci`fbY`6YUW\ž`ZYUhi`fYg`U
bYhk`cf`_`cZ`[UV]cbg`Z`YX`k`h\`fYWmWYX`cmghYf`g\Y`g`"5ZhYf`cbY
mYUf`cZ`a`cb]hc`f]b[ž`Ufci`bX`(` \$ž\$`\$`cmghYfg`fYWfi`]hYX`hc`h\]g
- \$ž!gei`UfY!Zcch`fY`Yž`dfcj`]X]b[`U`\UV]hUh`Zcf`cj Yf`&\$`X]ZZYfYbh
gdYW]Yg`"H\Y`Wc`ffU`g`\Uj Y`g\ck`b`gca`Y`dfca`]gY`Vi`h\hYm`U`gc
fYj YU`YX`W\U`Yb[Ygž`Ug`cmghYf`XYbg]hm]g`g`][\`h`m`ck`Yf
Wc`a`dUfYX`hc`hfUX]h]cbU`a`Yh\cXg`Xi`Y`hc`ccgY`g\Y`g`VY]b[`a`cfY
j`i`bYfUV`Y`hc`dfYXUhc`fg"

H\Y`[UV]cb`Wc`ffU`g`k`cf`_`k`cbXYfg`]b`WfYUh]b[`d`f`c`X`i`W`h`j`Y`\\UV]hUhg
Zc`f`j`j`Y`c`m`g`h`Y`f`U`f`j`U`Y`k`\\`j`Y`W`h`h`b`[`X`c`k`b`c`b`h`Y`i`g`Y`c`Z`a`U`b`!
a`U`X`Y`a`U`h`Y`f`]U`g`z`h`Y`f`Y`V`m`c`k`Y`f`]b`[`V`c`h`\\`W`c`g`h`g`U`b`X`U`V`c`f`
X`Y`a`U`b`X`g`"5`j`b`U`z`h`Y`g`Y`d`f`c`Y`W`h`g`f`Y`d`f`Y`g`Y`b`h`U`d`f`c`U`W`h`j`j`Y`
U`d`d`f`c`U`W`h`h`c`f`Y`g`h`c`f`]b`[`h`Y`Y`U`[`c`c`b`g`\\UV]hUh`U`b`X`Y`Y`j`U`h`b`[
W`c`a`a`i`b`]h`m`Y`b`[`U`[`Y`a`Y`b`h`"

@cWU`fYg]XYbhg`Wc`bh]bi`Y`h`c`f`U`m`V`Y`\\]b`X`h`Y`g`Y`j`]hU`b]b]h]Uh]j`Y`g`z`
k`]h`\\`h`Y`GUj`Y`C`i`f`b`X]Ub`F`j`j`Y`f`@U`[`c`c`b`g`U`Y`g`h`U`i`Z`i`b`X`]b`[
bi`a`Y`f`ci`g`d`f`c`[`f`U`a`g`U`j`a`Y`X`U`h`d`f`c`h`Y`W`h`b`[`U`b`X`f`Y`g`h`c`f`]b`[`h`\\]g`
h`f`Y`U`gi`f`Y`X`Y`W`c`g`m`g`h`Y`a`"K`]h`\\`c`j`Y`f`%`\$`\$`c`m`g`h`Y`f`f`Y`Y`Z`d`f`c`Y`W`h`g`V`i`]`h`]b`
h`Y`Y`U`[`c`c`b`g`c`Z`U`f`z`h`Y`f`Y`g`U`g`Y`b`g`Y`c`Z`c`d`h`j`a`]g`a`]b`h`Y`U`]f`U`g`h`Y`
W`c`a`a`i`b`]h`m`W`c`Y`W`h`j`Y`m`i`k`cf`_`g`h`c`k`U`f`X`U`\\Y`U`h`j`Y`f`U`ei`U`h`j`W`
Y`bj`]f`c`b`a`Y`b`h`"

5g`h`Y`c`m`g`h`Y`f`\\Y`U`h`\\`g`h`i`X`m`f`c`g`c`b`Zc`f`U`b`c`h`Y`f`m`Y`U`f`z`f`Y`g`Y`U`f`W`X`Y`f`g`
U`f`Y`X`Y`X`j`W`h`Y`X`h`c`[`U`h`\\Y`f`]b`[`W`f`i`W`j`U`X`U`h`U`h`\\U`h`k`j`j]b`Zc`f`a`U`b`X`
Y`b`\\U`b`W`Z`i`h`i`f`Y`f`Y`g`h`c`f`U`h`]c`b`Y`Z`c`f`h`g`"H`\\Y`f`Y`g`g`c`a`Y`h`\\]b`[`h`c`V`Y`g`U`j`X`
Zc`f`h`Y`f`Y`g`j`]Y`b`W`c`Z`b`U`h`i`f`Y`U`b`X`k`]h`\\W`c`a`a`i`b`]h`m`gi`d`d`c`f`h`U`b`X`
]b`b`c`j`U`h`j`Y`g`h`f`U`h`Y`[`j`Y`g`z`]h`g`Y`Y`a`g`h`Y`b`X]Ub`F`j`j`Y`f`@U`[`c`c`b`g`
Y`W`c`c`[`j`W`U`\\Y`U`f`h`V`Y`U`h`a`U`m`ig`c`c`b`V`Y`c`b`h`Y`a`Y`b`X`"

8YhU]`g	
Cfh	⌘X]Ub`F`j`j`Y`f`@U`[`c`c`b`z`i`c`f`]XUž`i`G5
Ei`Y`Y`b	<ul style="list-style-type: none">• k k k "W]W_c`f`U`b`X`c`"W`c`a`• fYghcfYci`fg`\\c`f`Y`g`"c`f`[

6Ygi`W`X`Y`b`G`j`Y`i`b`g`U`i`Z`i`a`Y`]b`!`k`]Y`b`"b`Y`h`