

6Y`cj YX`7ca a i b]hm'@YUXYf`A Ufm
: fYXYbVi f[\ `DUggYg`5k Um`Uh`- '

C V]hi UfmZcf`A Ufm`A Uf[UfYh: fYXYbVi f[\ ž`U`bchUV`Y`Z][i fY
Zfca `: fUb_`]b`7ci bhmž`XYhU`]b[\ `Yf`]ZYžWUfYYfž`UbX`Y[UWm`



@ccb`@U_Yž: fUb_`]b`7ci bhmž`I G5`!`A Ufm`A Uf[UfYh
: fYXYbVi f[\ ž`U`VY`cj YX`Z][i fY`Zfca `7fYghj]Yk ž: `cf]XUž`UbX
dfYj]ci g`mZfca `A U`cbYž`dUggYX`Uk Umicb`A UfW`%&ž`&\$&) ž`Uh`h\Y
U[Y`cZ`- ' "G\Y`Zci [\ h`U``cb[`VUh`Y`k]h\`XYa Ybh]Už`U`W`cbX]h]cb
h\Uh`UZZYWh`g`a]`]cbg`cZ`5a Yf]WUbg`5g`dYf`5X]fcbXUW_`8U]`m
9bhYfd f]gYž`A Ufm`YUj Yg`VY\]bX`U`Y[UWm`cZ`Wca a i b]hm`gYfj]W
UbX`U`ZJa]`m`k \c`W`Yf]g\YX`Yf`XYd`m`

A Ufm`g`ci fbYm`VY[Ub`cb`X`Ubi Ufm`, ž`%- ' &ž]b`8UbbYa cfUž`k \YfY
g\Y`k Ug`Vcfb`hc`? Uf`UbX`7\Uf`chY`fP`Y`gYUŁ`K \]dd`Y`"G\Y`"]j YX`U
Z`""ZY`a Uf_YX`Vm`UW`Yj Ya Ybh`UbX`fYg`]YbW`"; fUXi Uh]b[`Zfca
D`Uh`gVi f[\`<][\`GW`cc`ž`g\Y`U`Hyf`a Uff]YX`K UffYb`K UfX
: fYXYbVi f[\`]b`%-)' ž`Vi]X]b[`U`]ZY`hc[Yh\Yf`i bh`\]g`dUgg]b[`]b

&\$%%" A Ufm g`YbhfYdfYbYi f]U`gd]f]hg\cbY`h\fc i [\`k \Yb`g\Y
cdYbYX`U` []Zhig\cd`]b`GUfUbUW@U_Yž`k \]W\`V`cggca YX`]bhc`U
gi W\YggZ ``Vi g]bYgg`_bck b`Ug`h\Y`M a `M a `HfYY"

F Ya Ya VYf]b[`U`@cWU``@YUXYf

⊕`U`g][b]Z]WUbh`a]`YghcbY`Zcf`k ca Yb`]b`\Yf`Wca a i b]hmž`A Ufm
k Ug`h\Y`Z]fgh`k ca Ub`Y`YWHYX`Ug`hck b`gi dYfj]gcf`Zcf`h\Y`hck b`cZ
: fUb_`]b`]b`: fUb_`]b`7ci bhm"<Yf`Wcbhf]Vi h]cbg`k Ybh`VYmc`bX
Vi g]bYgg/g\Y`k Ug`Ub`UWh]j Y`a Ya VYf`cZ`h\Y`@UX]Yg`cZ`h\Y`@U_Y
[fci d`UbX`Yb`c`mYX`Wci bhYgg`\ci fg`Uh`\Yf`WJa d`cb`⊕X]Ub`@U_Y
UZhYf`fYh]f]b["

A Ufm g`cj Y`Zcf``]ZY`k Ug`Yj]XYbh`]b`\Yf`\cVV]Ygž`]bWi X]b[
V]fXk UhW.]b[ž[UfXYb]b[ž`g\cdd]b[ž`XYWcfUh]b[ž`UbX`hfUj Y`]b[ž
Vi h`UVcj Y`U``ž`g\Y`hfYUgi fYX`h]a Y`gdYbh`k]h\`ZJa]`m`G\Y`]g
gi fj]j YX`Vm`\Yf`hk c`XUi [\hYfgž[fUbXW.]`XfYbž`UbX`[fYUh!
[fUbXW.]`XfYb``<Yf`Wca Zcfh`WUhgž`Gcbbm`UbX`B]bcž`k YfY`U`gc
]bhY[fU`dUfhg`cZ`\Yf``]ZYž`Vf]b[]b[`c`m`UbX`Wca dUb]cbg\]d`]b`\Yf
`UhYf`mYUfg"

H\Y`6i fXYb`cZ`8Ya Ybh]U

8Ya Ybh]U`]g`a cfY`h\Ub`↑ gh`U`dYfgcbU``VUh`hY/]h`]g`U`[fck]b[
di V`]W\YU`h\`Wf]g]g``5WcfX]b[`hc`h\Y`5`n\Y]a Yf`g`5ggcW]Uh]cbž
a cfY`h\Ub`+`a]``cb`5a Yf]WUbg`W ffYbh`m`]j Y`k]h\`5`n\Y]a Yf`g
X]gYUgYž`U`bi a VYf`YI dYWHYX`hc`f]gY`hc`bYUf`m`%` `a]``cb`Vm`&\$) \$"
A Ufm g`ghfi [[`Y`fYZYWgh`U``Uf[Yf`hfYbX`/Ug`\][\`][\hYX`]b`gYj YfU`
ghi X]Ygž`h\Y`]a dUWh`cZ`XYa Ybh]U`YI hYbXg`hc`ZJa]]Ygž`\YU`h\WUfY
gmghYa gž`UbX`h\Y`YWcbca m"

H\Y``]ZYh]a Y`f]g_`cZ`XYj Y`cd]b[`5`n\Y]a Yf`g`Uh`U[Y`() `ghUbXg`Uh`%
]b`) `Zcf`k ca Yb`UbX`%]b`%\$`Zcf`a Yb``⊕g`U`ghU[[Yf]b[`h\ci [\hž
Ya d\Ug]n]b[`k \mi bXYfghUbX]b[`UbX`UXXfYgg]b[`h\YgY
WcbX]h]cbg`]g`YggYbh]U``7UfY[]j Yfgž`cZhYb`ZJa]`mia Ya VYfgž`VYUf`U
\YUj m`cUX` Ufci bX`%&`a]``cb`5a Yf]WUbg`UfY`Ygh]a UhYX`hc
dfcj]XY`i bdU]X`WUfY`Zcf`h\cgY``]j]b[`k]h\`XYa Ybh]U``H\Y`Wcghg`cZ
h\]g`WUfY`UfY`]a a YbgYž`dfc`YWHYX`hc`fYUW\`` , (`V]``cb`]b`&\$&)

UbX`bYUf`m`~`%`hf`~`]cb`Vm&\$) \$ž`Ug`bchYX`Vm`fYgYUfW`Zfca`
5`n`Y]a`Yf`g`5ggcW]Uh]cb"

⊕`fYW`bh`mYUfgž`5`n`Y]a`Yf`g!`fY`UhYX`XYUh`g`~`Uj`Y`a`cfY`h`Ub
Xci`V`YXž`a`Uf_]b[`~`h`Ug`h`Y`g]l`h`!`YUX]b[`~`W]i`gY`cZ`XYUh`Ua`cb[
h`cgY`U[`YX`*)`UbX`c`XYf``5g`cZ`&\$`&%ž`]h`k`Ug`fYgdcbg]V`Y`Zcf`cj`Yf
%`%-`ž`\$`\$`XYUh`gž`i`bXYfgW`cf]b[`~`h`Y`i`f[`Ybh`bYYX`Zcf`]a`dfcj`YX
W]fY`UbX`gi`ddcf`h`a`YW`Ub]ga`gž`k`~`]W`UfY`W`ffYbh`mighfU]bYX"
5W`cfX]b[`~`h`c`Di`VA`YXž`h`Y`g`~`cfhU[`Y`cZ`gdYW]U`]ghg`]b`XYa`Ybh]U
W]fY`fYj`YU`g`h`Y`WfUW_g`]b`ci`f`gmghYa`~`a`cfY`~`YU`h`W]fY`k`cf_Yfg
UfY`XYgdYfUhY`m`bYYXYX`h`c`a`YYh`h`~`]g`f]g]b[`~`XYa`UbX"

5g`A`Ufm`i`fYXYbVi`f[`~`g`ZUa`~`]mdfYdUfYg`h`c`~`cbcf`~`Yf`a`Ya`cfm`cb
⋈`m`%`&`k`]h`~`U`gYfj`~`]W`~`cZZ]W]UhYX`Vm`DUghcf`<`ck`UfX`~`7U]bž`h`Ym
fYZYWh`icb`h`Y`dfcZci`bX`]a`dUWh`g`~`Y`~`UX`cb`h`Y]f`~`j`Yg`UbX`h`Y
W`ca`a`i`b]hm``<`Yf`ghcfm]g`U`fYa`~`]bXYf`cZ`h`Y`fYg`]YbW`~`cZ`h`Y
~`i`a`Ub`gd]f]hž`Ug`k`Y`~`Ug`U`WU`~`h`c`UWh]cb`Zcf`h`cgY`k`~`c`W]b`~`YbX
h`Y]f`gi`ddcf`h`c`ZUa`~`]Yg`VUh]b[`~`h`Y`W`U`~`Yb[`Yg`cZ`XYa`Ybh]U"
A`Ufm`g`~`]ZY`~`Z`~`~`cZ`~`cj`Yž`gYfj`~`]W`ž`UbX`XYhYfa`~`]bUh]cb`~`k`~`~`bch`VY
Zcf[`chhYb"

A`Ufm`g`~`ci`fbYmia`Um`~`Uj`Y`W`ca`Y`h`c`Ub`YbXž`Vi`h`h`Y`Z[`~`h`U[`U]bgh
XYa`Ybh]U`W`cbh]bi`Yg`Zcf`a`Ubm``K`~`]h`~`Uk`UfYbYggž`YXi`W]h]cbž`UbX
W`ca`dUgg]cbž`k`Y`W]b`~`Y`d`a`U`_Y`U`X]ZZYfYbW`~`]b`h`Y`~`]j`Yg`cZ`h`cgY
UZZYWhYX`Vm`h`~`]g`i`bZcf[`~`]j`~`]b[`~`X]gYUgY"

Cb`]bY`W`cbXc`YbW]g`W]b`VY`g`~`UfYX`Uh`i`fUfm`i`bYfU`~`<`ca`Y"

8YhU]`g	
Cfh	@ccb`@U_Yž`i`fUb`_]b`7ci`bhmž`l`G5
Ei`Y`~`Yb	<ul style="list-style-type: none">• k k k "UX]fcbXUW_XU]`mYbhYfd`f]gY" W`ca• k k k "U`n"cf[• di`Va`YX"bW]b`a`"b]`~`"[`cj

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