

8YGUbh]g`I bj Y]`g`' \$\$`<][\!DUm]b[`xVg`]b
K U_i ``U`7ci bhmŹ ` \$' - /g`; fck h\`Gi f[Y

; cj Yfbcf`8YGUbh]g`Ubbci bWg`' \$\$`bYk `\[\!k U[Y`cVg`]b
K U_i ``U`7ci bhmŹXf]j Yb`VmighUHY`]bZfUghfi Whi fY`]bj Ygha Ybhg
UbX`Wca dUbm`YI dUbg]cb"



K U_i ``U`7ci bhmŹ: `cf]XU`!`b`U`a cj Y`h\Uh`dfca]gYg`hc`i g\Yf`]b
U`k Uj Y`cZYWcbca]Wj]hU`]hmŹ; cj Yfbcf`Fcb`8YGUbh]g`fYWbhm
Ubbci bWX`h\Y`WfYUh]cb`cZ`' \$\$`bYk `\[\!k U[Y`cVg`]b`K U_i ``U
7ci bhm`H\]g`YI W]h]b[`XYj Y`cda YbhighYa g`Zfca `gi VghUbh]U`
]bZfUghfi Whi fY`]bj Ygha Ybhg`ZUW]`hUhYX`Vmih\Y`; `cf]XU`xV`; fck h\
; fUbh: i bX`UbX`h\Y`Fi fU`bZfUghfi Whi fY`; i bX``5`_Ymid`UmYf`]b
h\]g`bYk `WXUdhYf`]g`Dc]bh`6`Ub`_`9bhYfdf]gYgŹ`U`a Ubi ZUWhi fYf`cZ
VcXm`Ufa cf`UbX`dfchYWh]j Y`gc`i h]cbgŹ`k \]WX`]g`YI dUbX]b[`]hg
cdYfUh]cbg`]bh`c`h\Y`Wci bhm"

H\Y`ghUHY`g`gi ddcfh`\Ug`VYYb`g][b]Z]WUbhŹ`k]h\` `` ") `a]``cb
Uk UfXYX`hc`K U_i ``U`7ci bhm]b`5df`]`&\$&) `hc`YghUV`]g\`U`bYk
%%, Ź\$ \$ \$!gei UfY!Zcch`a Ubi ZUWhi f]b[`ZUW]`hmiUh`Cddcfhi b]hmiDUf`_"

H\]g'ZUW']hm]g'bch' gh'U'Vi]X]b[/]hg'U'gma Vc'cZ\cdY'UbX
[fck h\ž'dfca]g]b['bch'cb'm'hc'dfcj]XY'cVg'Vi h'U'gc'hc'Vc'ghYf'h\Y
'cWU'YWcbca m'5'dfYj]ci g[fUbh'cZ' (") 'a]'cb'Zfca 'h\Y'Fi fU'
⊖ZfUghfi Whi fY': i bXž'Uk UfXYX']b'8YW'a VYf'&\$&(ž'Vf]b[g'h\Y'hcHU'
]bj Ygha Ybh'hc'~, 'a]'cb'Zcf'h\]g'dfc'YWh'H\Y'Uj YfU[Y'Ubbi U'
k U[Y'Zcf'h\YgY'cVg'k]''\cj Yf'Ufci bX'~) &ž- \$žž'k]h\ 'UXX]h]cbU'
VYbYZ]hg'YI WYX]b['~ , ž\$ž\$"

5'7ca a i b]hm'⊖j Ygha Ybh

8i f]b['U'dfYgg'WcbZYfYbW'']b'7fUk ZcfXj]'Yž'; cj Yfbcf'8YGUbh]g
'Ui XYX'h\Y'dfc'YWhž'\[\'][\h]b[':`cf]XU g'ghYUXm'YWcbca]W
[fck h\ž'k \]W\Ug'gYyb'h\Y'UXX]h]cb'cZcj Yf'%%\$žž\$ž\$
a Ubi ZUWhi f]b['cVg'g]bW'\Y'hcc_'cZZ]W''<Y'ghfYggYX'h\Uh'h\Y
YZZYWh]j YbYgg'cZ'h\Y':`cf]XU'æV'; fck h\'; fUbh': i bX']b'dfca ch]b[
YWcbca]WXYj Y'cda Ybh'\Ug'VYYb'_Ym'hc'h\YgY'UW\]Yj Ya Ybhg"

@cWU''YUXYfg'\Uj Y'YWcYX'h\Y'[cj Yfbcf g'gYbh]a Ybhg''æ\ b
G\i ZZž'DfYg]XYbh'cZ'h\Y'K U_i ''U'9Wcbca]W8Yj Y'cda Ybh'7ci bW]ž
YI dfYggYX'h\Y'g][b]Z]WUbw'cZ'h\]g'Ubbci bW'a Ybhž'ghUh]b['h\Uh]h
k]''\Uj Y'U'a U'cf'YWcbca]W]a dUWh'cb'h\Y'fY[]cb''K]h\ 'Dc]bh
6`Ub_'9bhYfdf]gYg'YI dYWh]b['hc'dfcj]XY'cj Yf'~ * ('a]'cb']b'k U[Yg
Zcf'dUfh]W]dUh]b['k cf_Yfg'UbX'[YbYfUHy'cj Yf'~ %' 'a]'cb']b
fY[]cbU'YWcbca]W]a dUWhž'h\Y'ghU_Yg'\Uj Y'bYj Yf'VYYb'\[\Yf
Zcf'K U_i ''U'7ci bhm'@cWU'dUfhbYfgž']bWi X]b[':`cf]XU g'; fYUh
Bcfh\k Ygh'UbX'Cddcfhi b]hm':`cf]XUž'UfY'Ybh\i g]Ugh]WUVci h'h\Y
Wc''UVcfUh]cb'h\Uh''Yg'U\YUX"

9I dUbX]b[' < cf]ncbg

Dc]bh'6`Ub_'9bhYfdf]gYg']g'bch' gh'gYhh]b['i d'g\cd/h\Ym'U]a 'hc
]bhY[fUHy']bhc'h\Y'Wca a i b]hm'H\Y'Wca dUbm'd`Ub'g'hc'Wc''UVcfUhY
k]h\ 'cWU'k cf_ZcfW'']b]h]Uh]j Yg'UbX'cf[Ub]nUh]cbg'gi W\Ug':`cf]XU
GhUhY'I b]j Yfg]hm g'<][\ 'DYfZcfa UbW'A UhYf]U'g'⊖gh]hi hY'UbX'h\Y
K U_i ''U'GWcc'8]ghf]Wh g'7UfYYf'UbX'HYWb]WU''9Xi WUh]cb
dfc[fUa g''<c m'GWa]Xhž'k \c'cj YfgYYg'h\Y'Wca dUbm g
Wca a YfW]U'Vi g]bYggž'a Ybh]cbYX'h\Uh'h\Y'bYk 'ZUW']hmik]''d`Um'U
Wfi W]U'fc`Y']b'gi ddcfh]b['Vch\I "G''Uk 'YbZcfW'a Ybh'UbX

]bHyfbUH]cbU``Uk`YbZcfW@a`Ybh"

5g`k`Y`hU_Y`U`ghYd`VUW_`UbX`Wcbg]XYf`h\Y`VfcUXYf`]a`d`]WUh]cbg`cZ
h\]g`XYj`Y`cda`Ybhž`k`Y`gYY`h\Uh`fi`fU``UfYUg``]_Y`K`U_i```U`7ci`bhm
WUj`VYbYZ]h[`fYUh`mZfca`gi`W\`]bj`Ygha`Ybhg"5W@cfX]b[`hc`]bg][`hg
Zfca`A`W?`]bgYmž`gi`W@ggZ`fi`fU``YWcbca`]WghfUhY[`]Yg`\]b[`]Y`cb
i`bXYfghUbX]b[`]fY[`]cbU`ghfYb[`h\g`UbX`WU``Yb[`]Yg"9UW@
W@a`a`i`b]hm`\Ug`]hg`i`b]ei`Y`]XYbh]hmž`W`hi`fYž`UbX`dchYbh]U``Zcf
[`fck`h\`"K`]h\`hU]`cfYX`UddfcUWYgž``]_Y`V][`di`g\`]bj`Ygha`Ybhg`UbX
dUfhbYfg\]dgž`hck`bg``]_Y`K`U_i```U`WUj`hfi`mi`h\`f]j`Y"

⌘`U`h]a`Y`k`\YfY`fi`fU``5a`Yf]WU`ZUW`g`U`a`mf]UX`cZ`WU``Yb[`]Ygž`h\Y
YI`dUbg]cb`cZ`Dc]bh`6`Ub_`9bhYfdf]gYg`g][`b]Z]Yg`U`dcg]h]j`Y
hfU`YW@cfmbch`↑`gh`Zcf`K`U_i```U`Vi`h`Zcf`fi`fU`W@a`a`i`b]h]Yg`UWfcgg
:`cf]XU``H\]g`dfc`YWh`YI`Ya`d`]Z]Yg`U[`]ccX`\UbX`XYU`h`h`fci`[`\
ghfUhY[`]Wd`Ubb]b[`]UbX`W@``UVcfUh]cbž`dUj`b[`]h\Y`k`Um`Zcf`U
Vf][`hYf`YWcbca`]WZ`hi`fY"

5g`K`U_i```U`7ci`bhm`dfYdUfYg`hc`k`Y`W@a`Y`bYk`cddcfhi`b]h]Ygž
h\YfY`g`]bXYXX`gca`Yh\]b[`]hc`VY`gU]X`Zcf`]bj`Ygh]b[`]b`h\Y`Zi`hi`fY"
H\Y`W@a`a`i`b]hmighUbXg`dc]gYX`Zcf[`]fck`h\`UbX`W@bbYWh]j]hmž`k`]h\
h\Y`:`cf[`]Y`cZ`YWcbca`]WXYj`Y`cda`YbhUWh]j`Y`mi`hU_]b[`]g\UdY"

:`cf`a`cfY`XYhU]`gž`mci`WUj`]jYk`h\Y`Zi```Ubbci`bW@a`Ybh`cb`
:`cf]XU`;`cj`Yfbcf`g`CZZ]W@`UbX`Zi`fh\Yf`W@bhYI`h`cb`:`cf]XU
Dc`]h]Wg":`cf`U`VfcUXYf`]jYk`cb`fi`fU``YWcbca`]WghfUhY[`]Ygž`W@YW_
ci`h`A`W?`]bgYm`/`7ca`dUbm"

8YhU]`g	
Cfh	K`U_i```U`7ci`bhmž`:`cf]XU
Ei`Y``Yb	<ul style="list-style-type: none">•`k`k`k`"Z[`]cj`"W@a•`Z`cf]XUdc`]h]Wg"W@a•`k`k`k`"a`W_]bgYm"W@a

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