9I W]h]b['8Um'DUggYg'I bj Y]`YX'Uh'GK
:'cf]XU/ ˛ $'‑/g'Hcd'FYgcfhg˚

8]gWtcjYf'; i `Z'7ci bhm⁄ ˛ $'‑/g'UhYgh'fYgcfh'bYk gž]bWi X]b[
; fYUh'K c`Z'@cX[Y'cdYb]b['_]b'BUd`Ygž'XUm'dUgg'cZZYf]b[gž
UbX'ZUa]`m‑Zf]YbX`m'Ua Yb]h]Yg"

) $$%'7cWtbJcbi h'FXž'6cb]hU'Gdf]b['gž: @'‑!'FYg]XYbhg'cZ
Gci h\k Ygh': `cf]XU'UfY']b'Zcf'U'hfYUh'h\]g'GYdhYa VYf"'H\Y'; fYUh
K c`Z'@cX[YžU'ZUa ]`m'Zf]YbX`m'fYgcfhž]g'[YUf]b[i d'Zcf']hg'[fUbX
cdYb]b['cb'GYdhYa VYf'&) "'BYgh'YX'WcgY'hc'h\Y'∄+)'UbX'7c``]Yf
6ci `Yj UfX']bhYfWtUb[Yžh\]g'˘ &) $a]``]cb'j Ybhi fY']g'a cfY'h\Ub
∕'gh'U'`cX[Y/]hg'gYhg'hc'VYWta Y'U'\i V'cZ'Zi b'UbX'fY`Ul Uh]cb"'K]h\
) $$'gi]hYgžm u `]h]d`Y'YUhYf]Ygža Ub X'U'gdfUk `]b['%$$ž$$$!gei UfY!
Zcch']bXccf'k UhYf'dUf_žh\YfY'g'd`Ybhm'hc'`cc_'Zcfk UfX'hc"

K \Uh'g'dUfh]W`UfYm'Yl W]h]b[']g'h\Uh'h\Y']bXccf'k UhYf'dUf_ž'k \]WX
k]``a U]bhU]b'U'VU`a m, ('XY[fYYg'mYUf!fci bXžZUhi fYg'U'j Uf]Yhm
cZ'UhhfUWh]cbg'Zcf'U``'U[Yg"': fca 'h\Y'YI \]`UfUh]b['6fYU_Uk Um'6Umž
k \]WX'VcUghg'U'Zj Y!f]XYf'fUZh'g]XY'k]h\'U'hccfbUXc'ZYUhi fYž'hc'h\Y

ChhYf`7Uj Y`K`UhYfk cf_g  U`XY`][\hZi ``d`Um[ fci bX`k ]h\`U`[`]Ubh h]dd]b[ `Vi W_Yh  UXj Ybhi fYfg cZ`Ubm`U[ Y`k ]``Z]bX`h\f]``g`hc`Yb´cm" Ch\Yf`_Ym`UhhfUWh]cbg`]bWi XY`h\Y`F Ud]X`F UWYfž`h\Y`Unm´f]j Yf bUa YX`7fcc_YX`7fYY_`ž`UbX`h\Y`ZUa ]`mk Uj Y`dcc`ž`G`Ud`HU]``DcbX" D`i gž`h\YfY`g`Yj Yb`U`d`Um`dcc``´î`gh`Zcf`hcXX`Yfg`

8 Um DUgg C dh]cbg Zcf 5``

±b `]bY`k]h\ `h\Y`[fck]b[`hfYbX`cZ``cWU``fYgcfhg`cZZYf]b[ `XUm dUggYgž`h\Y`; fYUh`K`c`Z @cX[ Y`k]``gccb`dfcj ]XY`cdh]cbg`Zcf fYg]XYbhg`YU[ Yf`hc`Yb´cm`hg`a dfUgg]j Y`k UhYf`dUf_"`5g`bchYX`cb h\Y]f`cZZ]`WU``g]hYž`h\Y`8 Um DUgg`[ ]j Yg`i b`]a ]hYX`UWWYgg`hc`h\Y k UhYf`dUf_`UbX`]bWi XYg`hck Yg`Zcf`Wcbj Yb]YbW"`H\]g`dUgg`k]`` `]_Y`m`VY`df]WYX`Ufci bX`˜, $`cb`k YY_XUmg`UbX`˜ %&$`cb k YY_YbXgž`a U_]b[ `]h`Ub`UhhfUWh]j Y`cdh]cb`Zcf`ZUa ]`]Yg``cc_]b[`hc YgWUdY`h\Y`: `cf]XU`\YUh"

@cWU``` `chY`g`UbX`fYgcfhg`\Uj Y`U`fYUXm Ya VfUWYX`h\Y`]XYU`cZ`XUm dUggYg"`: cf `]bghUbWYž`h\Y`<mUhh`F Y[YbWm`7cWcbi h`Dc]bh`F Ygcfh UbX`GdU`dfcj ]XYg`U``cj Y`m`ci hXccf`Yl dYf]YbWY`k]h\`U`XUm`dUgg Wcgh]b[ `˜ *)`Zcf`UXi `hg`UbX`˜ ))`Zcf`W\]`XfYb"`5m Yb]h]Yg`]bWi XY k UhYf`UhhfUWh]cbgž`U`gYfYbY`UXi `hg`cb`m`dcc`ž`UbX`Wca d`]a YbhUfm K]:]"`9UW\ `j Ybi Y`cZZYfg`U`i b]ei Y`Uhm cgd\YfYž`WUhYf]b[ `hc j Uf]ci g`hUghYg`UbX`Vi X[Yhg"

- H\Y `DYffm`< chY``BUd`Yg ˜ ))`UXi `hgž`˜ '$`W\]`XfYb/ ZYUhi fYg`dcc`g`UbX`Wca d`]a YbhUfm`g\i hh`Yg"
- JUbXYfV]`h `6YUW\ F Ygcfh ˜ %$$`UXi `hgž`˜ %$`W\]`XfYb/ cZZYfg`\UhYX`dcc``UbX`VYUW\ `UWWYgg"
- A Uf[Uf]hUj]``Y 6YUW\ F Ygcfh: cfh A mYfg 6YUW\ ˜ ()`UXi `hgž`˜ %$`W\]`XfYb/`U[ ccb!ghm`Y`dcc``k]h\`` `]j Y a i g]W
- ; fYUh`K`c`Z @cX[ Y ˜ )$`dYf`dYfgcb/`]bWi XYg`]bXccf k UhYf`dUf_`UWWYgg"

7ca Y FU]b cf G\]bY

K]h\ `h\YgY`Yl W]h]b[`cdh]cbg`Wca]b[`]bhc`d`Umž`ZUa]`]Yg`UbX

Zf]YbXg WUb `cc_ Zcfk UfX hc Yb cm]b[U j Uf]Yhm cZ UWh]j]h]Yg
k]h\ci h h\Y bYYX Zcf U b cj Yfb][h ghUm" H\Y Uha cgd\YfY cZ h\Y
; fYUh K c`Z @cX[ Y ]g XYg][ bYX hc WUhYf hc Za ]`]Yg, a U_]b[ ]h h\Y
dYfZYWh VUW_Xfcd Zcf `Ugh]b[a Ya cf]Yg" K \Yh\Yf mci fY X]j]b[
]bhc U k Uj Y dcc` cf gUj cf]b[ [ci fa Yh a YU`g Uh cbY cZ h\Y
`cX[Y gYUhYf]Ygž h\YfY g gca Yh\]b[hc VY gU]X Zcf U XUm cZ
fY`Ul Uh]cb k ]h\ci h h\Y k cffm cZ d`Ubb]b[U Zi ``j UWUh]cb"

＋b U Wca a i b]hm k \YfY `Y]gi fY UbX Zi b UfY U k Um cZ `]ZYž h\Y
Uff]j U` cZ h\Y ; fYUh K c`Z @cX[Y cb`m Yb\UbWg h\Y j]VfUbh
cZZYf]b[g cZ Gci h\ k Ygh: `cf]XU g \cgd]hU`]hm gWYbY" Gcž a Uf_ mci f
WU`YbXUfg Zcf GYdhYa VYf &) h\]g]g ↑gh h\Y VY[ ]bb]b[cZ Ub
Yl W]h]b[bYk W\UdhYf]b Za]`mYbhYfhU]ba Ybh ]b ci f `cj Y`m
fY[ ]cb˚

: cfa cfY XYhU]`g cb h\Y XUm dUgg cdh]cbgž j ]g]h ; fYUh K c`Z
@cX[Y g dU[Y" Hc Yl d`cfY ch\Yf `cWU` XUm dUgg cZZYf]b[gž W<YW_
ci h BYk g!DfYgg cfgYY BUd`Yg BYk g"

8 YhU]`g	
C fh	) $$% 7 cWci h F Xž 6 cb]hU Gdf]b[gž: @
E i Y``Yb	• k k k "bYk g!dfYgg"Wca • k k k "[fYUhk c`Z"Wca • k k k "bUd`YgbYk g"Wca

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