

7ci fh'Fi`]b['@cca g'cb`K U`hcb`7ci bhm
6YUW\`5W\W gg`@Y[U`6Uhh`Y

K U`hcb`7ci bhmZUW\g`Y[U`WU`Yb[Yg'cj Yf`VYUW\`UW\W gg
f][\hg`Ua`]X`bYk`Wci fh`\YUf]b[g`UbX`h\Y`fYW\bh`fYdYU`cZ
fYghf]Wh]j Y`Uk`g"



K U`hcb`7ci bhmž: `cf]XUž`I b]hYX`GhUhYg`!': `cf]XU`g`VYUW\Ygž`U
j`jHu`dUfh'cZ'h\Y`ghUhY`g`W\Ufa`ž`ZUW\`U`Y[U`g\ck`Xck`b`h\Uh'a`Um
fYg\UdY`\ck`fYg]XYbhg`UbX`h'ci`f]ghg`UW\W gg`h\YgY`VY`cj`YX
ghfYhW\Yg'cZ`gUbX`"fYW\bh`mž;`cj`Yfbcf`F`cb`8Y`GUbh]g`Uddfcj`YX
h\Y`fYdYU`cZ`U`Uk`h\Uh`UZZYWhYX`W`ghca`Ufm`VYUW\`UW\W gg`"H\]g
a`cj`Y`\Ug'dfca`dhYX`h\Y`%gh'8]ghf]Wh`7ci`fh'cZ`5ddYU`hc`Wcbg]XYf
k`h\Y`fYgi`W\`U`fYdYU`Wci`X`fYbXYf`U`Y[U`WUgY`]bj`c`j`]b[
K U`hcb`7ci bhm`dfcdYfhm'ck`bYfg'a`cch`K`]h`U`\YUf]b[`gYh'Zcf
bYI`h'k`YY`ž`h\Y`hYbg]cb`gi`ffci`bX]b[`VYUW\`UW\W gg`]b`K U`hcb
7ci bhm`Wcbh]bi`Yg`hc'a`ci`bh"

H\Y`XYVUhY`Ufci`bX`W`ghca`Ufm`VYUW\`i`gY`]b':`cf]XU`]gb`h'bYk`":`cf
mYUfgž`j`Uf]ci`g`Wci`bh]Yg`\Uj`Y`dUggYX`c`fX]b`UbW\g`hc`dfchYWh`h\Y

f][\h'hc'di V`]WVYUW\`UWW\gg" `BchUV`mž`K U`hcb`7ci bhmž`k \]W\`Ug
VYYb`Uh'h\Y`W\bhYf`cZ'h\YgY`X]gdi hYgž`YbUW\hYX`]hg`cfX]bUbW\`]b
GYdhYa VYf`&\$%*ž`UhYf`h\Ub`ch\Yfg" `5`g][b]ZWbh`&\$%, ``Uk ž
]bhfcXi W\X`Vm? Uh\`YYb`DUgg]Xca cž`W`a d`]W\hYX`a UhYfg`Vm
fYei]f]b[`W`i bh]Yg`hc`dfcj Y`W ghca Ufmi gY`cZ`df]j UhY`VYUW\
UfYUgž`YUj]b[`K U`hcb`7ci bhm`U`cbY`i bXYf`]hg`ghf]b[Ybh
fY[i `Uh]cbg"

@Y[U`6Uhh`Yg`UbX`7ca a i b]hm`7cbW\fbg

⊕`h\Y`k U_Y`cZ'h\]g`W`bhfcj Yfg]U``Uk ž`Zfi ghfUh]cbg`\Uj Y`Vi VV`YX
hc`h\Y`gi fZUW\`VYhk YYb`dfcdYfhmick bYfg`UbX`h\Y`di V`]W`H\Y
cf][]bU``&\$%, ``Y[]g`Uh]cb`a UbXUhYX`Yb[h\m`Y[U`dfcW\ggYg`Zcf
K U`hcb`7ci bhm`hc`YghUV`]g\`W ghca Ufmi gY`f][\hgž`i `h]a UhY`m
`YUX]b[`hc`U`W\U`Yb[]b[`W`i fh`WUgY`]bj c`j]b[`UVci h) \$\$`dfcdYfhm
ck bYfg" `Gca Y`dfcdYfhmick bYfg`gYhh`YX`k]h\`h\Y`W`i bhmž`k \]Y
ch\Yfg`fYa U]bYX`cddcgYXž`W`a]bUh]b[`]b`cb[c]b[``Y[U`
X]`Ya a Ug"

H\Y`dYh]h]cb`Zfca `dfcdYfhmick bYfgž`fYdfYgYbhYX`Vm`h\Y`H"
A]W\UY``; `Ybb`Hfi ghž`6fi W\`<YU`mž`UbX`@U_Y`DUfhbYfgž`@@7ž
W`bhYghg`h\Y`W`i bhm`g`XYWUfUh]cb`cZ`W ghca Ufmi gY`cb`a i `h]d`Y
Zfcbhgž`W]h]b[`]bgi ZZ]W]Ybh`bch]W\`UbX`W`bgh]hi h]cbU``Uf[i a Ybhg"
H\Ym`WU]a `h\Uh`gi W\`di V`]Wi gY`YZZYWh]j Y`m`fYdfYgYbhg`U`hU_]b[
cZ`df]j UhY`dfcdYfhmUg`XYZ]bYX`Vm`l "G" `Gi dfYa Y`7ci fh`XYW]g]cbg"
Cb`h\Y`Z]d`g]XYž`K U`hcb`7ci bhm`g`Uk mYfg`Uf[i Y`h\Uh: `cf]XU g
`Y[U`ZfUa Yk cf_`\Ug`cb[`fYW`[b]nYX`h\Y`di V`]Wg`f][\h'hc`i h]`nY
VYUW\Ygž`gYY_]b[`hc`UggYfh`h\YgY`f][\hg`U[U]bgh`h\Y`VUW`Xfcd`cZ
f]g]b[`dfcdYfhmick bYf`W`bW\fbg"

H\Y`9W`bca]W7cbhYI h

H\Y`fY`Uh]cbg\]d`VYhk YYb`VYUW\`UWW\gg`Uk g`UbX`cW\`
YW`bca]Yg`]g`Ub`]bhf]W\hY`cbY": `cf]XU g`ghi bb]b[`VYUW\Yg`UfY
bch`cb`m`U`k cbXYfZi ``YgWUdY`Zcf`fYg]XYbhg`Vi h`U`gc`U`a U`cf`i fY
Zcf`h`i f]ghgž`X]fYWh`m]a dUW]b[`Yj Yfmh\]b[`Zfca `dfcdYfhm]j U`i Yg
hc`h\Y`j]VfUbWm`cZ`cW\`Vi g]bYggYg" `8f" `⌘Y`Fi Xa Ub`UbX`8Ygh]b
A Umc`f`6cVVm`K U[bYf`\Uj Y`Yi dfYggYX`U`Ufa `h\Uh`fYghf]W\hYX

VYUW\`UW\Wgg`Wci`X`YUX`hc`YWcbca`JWXck bhi fbg`UbX`bY[`Uh]j`Y`
di`V`]W]hm`h\Uh`Wci`X`XYhYf`j`]g]hcfg"

H\Y`X]gWcbhYbh`]gb`h`]a`]hYX`hc`dfcdYfhm`ck`bYfg/`]h`\Ug`gdUf`_YX`
VfcUXYf`Wca`a`i`b]hm`WUhhYf`"@cWU`cZZ]W]U`g`Uf[`i`Y`h\Uh`fYghcf]b[`
dfYj`]ci`g`VYUW\`UW\Wgg`Uk`g`Wci`X`\Y`d`U`Yj`]UhY`hYbg]cbg`UbX`
gi`ddcfh`hci`f]ga`ž`k`\]W\`]g`j`]hU`Zcf`h\Y`UfYU`g`YWcbca`]W`]ZYV`ccX`
M`hž`gca`Yž`]bWi`X]b[`di`V`]WgdYU`_Yf`x`b`<ck`UfXž`cddcgY`Zi`
fYdYU`ž`ZYUf]b[`]h`Wci`X`]bZf]b[`Y`i`dcb`df]j`UhY`dfcdYfhm`f][`h`g`UbX`
i`g\Yf`]b`a`cV`fi`Y`XmbUa`]Wg`cj`Yf`fYU`Y`ghUhY"

5`DUh\`:`cfk`UfX3

5g`XY`]VYfUh]cbg`]b`h\Y`ghUhY`Y[`]g`Uhi`fY`Wcbh]bi`Yž`h\Y`Zi`hi`fY`cZ`
VYUW\`UW\Wgg`\Ub[`g`]b`h\Y`VU`UbW`"GYbUhY`6]``%*&ž`]bhfcXi`W\X`
Vm`GhUhY`GYbUhc`f`Jm`Hfi`a`Vi`ž`U]a`g`hc`i`bXc`h\Y`]a`]hUh]cbg`gYh`
Vm`h\Y`&\$%,`Uk`ž`Vi`h`ZUW`g`cddcg]h]cb`Zfca`Z[`i`fYg`]_Y`Zcfa`Yf`
GYbUhY`DfYg]XYbhg`8cb`;`UYm`UbX`?`Uh\`YYb`DUgg]Xca`cž`W]h]b[`
dfcW\Xi`fU`]ggi`Yg`UbX`dchYbh]U`Zcf`]bWfYUgYX`]h][`Uh]cb"

H\]g`Yj`c`j`]b[`gU[`U`k`]`bch`cb`m]bZi`YbW`Wci`fh`XYW]g]cbg`]b`h\Y`
i`dWca`]b[`k`YY`_g`Vi`h`Wci`X`fYg\UdY`:`cf]XU`g`UddfcUW\`hc`
VU`UbW]b[`h\Y`f][`h`g`cZdf]j`UhY`dfcdYfhm`ck`bYfg`k`]h\`h\Y`di`V`]Wg`
f][`h`hc`UW\Wgg`gca`Y`cZ`h\Y`ghUhY`g`a`cgh`hfYUgi`fYX`fYgci`fW`g"5g`
h\Y`UddYU`Wci`fh`Wcbg]XYfg`h\Y`]a`d`]W]h]cbg`cZ`h\Y`Uk`g`fYdYU`ž`
Wca`a`i`b]h]Yg`UbX`hci`f]ghg`U`_Y`k`]`VY`k`UhW]b[`WcgY`mž`\cd]b[`
Zcf`U`fYgc`i`h]cb`h\Uh`dYgYfj`Yg`h\Y`di`V`]Wg`W\Yf]g\YX`UW\Wgg`hc`
:`cf]XU`g`VYUW\Yg"

8YhU]`g	
Cfh	K`U`hcb`7ci`bmž`:`cf]XUž`i`b]hYX`GhUhYg
E`i`Y`Yb	<ul style="list-style-type: none">• k k k "a`mgi`b`Wc`Ugh"Wca• a`]XVUmbYk`g"Wca• `Y[`U`WUf]hm"c f[

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