Hfcd]WU``Ghcfa `H\fYUh`@cca g`Ug`≯ `m`(K YY_YbX`5ddfcUWXYg`Gci h\YUgh`7cUgh

5gʻ≯`m`(`UddfcUWXYgž:`cf]XU`VfUWYg`Zcf`dchYbh]U``hfcd]WU` ghcfa gž`k]h\`ZcfYWUghYfg`a cb]hcf]b[`XYjY`cd]b[`kYUh\Yf dUhhYfbg"



: `cf]XUž'I b]hYX'GhUhYg'!'5g': `cf]X]Ubg'[Uh\Yf'hc'WY`YVfUhY'\$`m (h\ž'h\YfY g'U'g][b]Z]WUbh'Uha cgd\Yf]WVi nn'gh]ff]b[']b'h\Y'YUghYfb ; i `Z'UbX'5h`Ubh]Wk UhYfg"'H\Y'BUh]cbU`'<i ff]WUbY'7YbhYf'fB<7Ł UbX'5VWi K YUh\Yf'\Uj Y'fUa dYX'i d'h\Y'W\UhHYfž']bWfYUg]b['h\Y `]_Y`]\ccX'cZ'U'hfcd]WU`XYdfYgg]cb'cf'ghcfa 'k]h\]b'h\Y'k YY_ž dUfh]Wi `Uf`m']a dUWh]b['bcfh\YUghYfb': `cf]XUž'; Ycf[]Už'UbX'h\Y 7Ufc`]bUg"'5WWcfX]b['hc'DB >ž'B<7'ZcfYWJghYfg'UfY'gi [[Ygh]b['U a YX]i a 'W\UbWY'cZ'XYj Y`cda Ybhž'U`h\ci [\'U'Wcbj Yb]Ybh'VfcUX UfYU'cZ`ck'dfYggi fY'\Ug'mYh'hc'a UhYf]U`]nYž'fYei]f]b['gca Y'h]a Y hc'cf[Ub]nY']hg'ZcfWYg"

K \]`Y`j UWUh]cbYfg`U`cb[`h\Y`gci h\YUghYfb`WcUgh`g\ci `Xb h`dUb]W ^f gh`mYhž`]hg`k]gY`hc`_YYd`Ub`YmY`cb`h\Y`g_]Yg"`H\Y`ZcfYWUgh]bX]WUhYg'U``]_Y`m']bWfYUgY']b'g\ckYfg'UbX'h\ibXYfghcfagž'k]h\ dchYbh]U``m'XYhYf]cfUh]b['kYUh\Yf'WcbX]h]cbg``cca]b['^igh'UfcibX cf'UZhYf'\$i`m'(h\"'H\cgY'd`Ubb]b['hc'WY`YVfUhY'a][\h'Z]bX h\YagY`jYg'XcX[]b['ibYIdYWhYX'fU]bž'U`h\ci[\`Ubm'aU^cf'ghcfa gmghYag'Zcfa]b['cjYfb][\h'gYYa'ib`]_Y`m"'=Z'XYjY`cdaYbh'XcYg cWWifž'h\Y'kUhYfg'VUh\YX']b'kUfah\'fUh`YUgh', \$...: Ł'Wci`X'giddcfh U`ghfcb[Yf'kYUh\Yf'Ybh]hm"

G][bg'UbX'Acb]hcf]b[

: cfYWUghYfg'UfY'WcgY`m'a cb]hcf]b['h\fYY'X]gh]bWh'g][bg'cZ dchYbh]U``hfcd]WU``XYjY`cdaYbh.'U`Xfcd`]b'Uha cgd\Yf]WdfYggifYž h\Y'cf[Ub]nUh]cb'cZ'ghcfag`]bhc'WighYfg'Zfca'h\Y'YUghYfb'; i`Z'hc gcih\Yfb'5h`Ubh]Wz'UbX'h\Y'ZcfaUh]cb'cZ'WcbWYbhfUhYX'UfYUg'cZ `ck'dfYggifY'fYgdcbX]b['hc'h\ibXYfghcfa'WighYfg"'G\ci`X h\ibXYfghcfa'UWh]j]hm']bhYbg]Zm'Ybci[\ž'kY'Wci`X'gYY'U'hfcd]WU` XYdfYgg]cb'dcd'idž'Vf]b[]b['k]bXg']b'h\Y'fUb[Y'cZ'')!', 'ad\" H\Y'bYIh'bUaYX'ghcfa'cb'h\Y'\cf]ncb'Zcf'h\]g'\iff]WUbY'gYUgcb]g'7\UbhU`ž'k\]W\'g]hg'Uhcd'U``Yb[h\m`]gh'cZ'dchYbh]U``ghcfa bUaYg'YIdYWhYX'h\]g'mYUf"

H\]g`gYUgcb g`Wci bh`]g`dc]gYX`hc`VY`ei]hY`Vi gm"`5`fYWYbh`ci h`cc__ Zfca `7c`cfUXc`GhUhY`I b]j Yfg]hm`dfYX]Whg`%+`bUa YX`ghcfa gž`-\i ff]WUbYgž`UbX`(`a U^cf`\i ff]WUbYgžXYZ]bYX`Ug`\Uj]b[`k]bXg`cZ Uh`YUgh`%%%a d\"`8Ygd]hY`h\Y`XfUa Uh]WdfYX]Wh]cbg`Zfca `: cl K YUh\Yfž`]h g`]a dcfhUbh`hc`bchY`h\Uh`h\]g`gYUgcb`gc`ZUf`\Ug`gYYb a]b]a U``]a dUWh`Zfca `YI]gh]b[`ghcfa gž`k]h\`g\cfh!`]j YX`gmghYa g Wcbhf]Vi h]b[```]hh`Y`YbYf[m"`H\Y`5VWi a i``UhYX`7mWcbY`9bYf[m fb79Ł`\Ug`fYa U]bYX`U`Ufa]b[`m`ck ž`Wi ffYbh`m`VY`ck`\$")`i b]hg k \Yb`Uj YfU[Yg`i gi U``m`g]h`UVcj Y`&"\$`UZhYf`h\Y`Z]fgh`a cbh\`cZ`h\Y gYUgcb"

7iffYbh[·]HfYbXg[·]UbX[·]=a d`]WUh]cbg

: UWhcfg'Uh'd`Um']bWi XY'k Ufa Yf'gYU'gi fZUWY'hYa dYfUhi fYg'h\Uh hmd]WU``m'dfca chY'ghcfa 'Zcfa Uh]cbž'i I hUdcgYX'k]h\'\][\Yf'h\Ub bcfa U``Uha cgd\Yf]WdfYggi fYg'h\Uh'\Uj Y'VYYb']b\]V]h]b['WhWcbY UWh]j]hm"'5`h\ci [\'\$``m'\]ghcf]WU``m'cb`m'dfcXi WYg'UVci h'cbY

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

8YhU]`g	
Cfh	:`cf]XUžI b]hYX'GhUhYg
EiY``Yb	• k k k "db ^"Wca
	• k k k "Zcl k YUh\Yf"Wca
	● k k k "WodWbWYd"bcUU"[cj

cZ`\iff]WUbY`gYUgcb"

'g\cfhž'k \]`Y': `cf]X]Ubg'Yb^cm'h\Y]f'VUfVYW Yg'UbX'Z]fYk cf_gž
_YYd]b['Ub'YmY'cb'k YUh\Yf'fYdcfhg'Wci `X'j Yfm'k Y``VY'dUfh'cZ'h\Y
ZYgh]j]h]Yg'h\]g'≯ `m'(h\"'FYa Ya VYfž'U'`]hh`Y'dfYdUfYXbYgg'[cYg'U
`cb['k Umž'YgdYW]U``m'k \Yb']h'Wca Yg'hc'h\Y'i bdfYX]WhUV`Y'bUhi fY

a cbh∖g"

8Ygd]hY'h\Y'WU`a bYgg`cZ'h\Y'W'ffYbh'\i ff]WUbY'gYUgcbž dfYdUfYXbYgg`fYa U]bg`YggYbh]U`"': YXYfU``U[YbW]Yg``]_Y': 9A 5`UbX h\Y`5a Yf]WUb'FYX'7fcgg`ghfYgg`h\Y`]a dcfhUbWY`cZ'ghUm]b[`fYUXmž fY[UfX`Ygg`cZ'h\Y`gYUgcbU``ZcfYWUghgž'k \]W\ž'Ug`bchYX'Vm'h\Y` BUh]cbU``CWYUb]WUbX`5ha cgd\Yf]W5Xa]b]ghfUh]cbž'WUb W\Ub[Y`fUh\Yf`XfUa Uh]WU``m'Ug`kY`a cjY`XYYdYf`]bhc'h\Y`gi a a Yf

VfYYX]b['[fci bXg'Zcf'ghcfa g"

@cc_]b[`U\YUXžh\Y`AUXXYb!\$i`]Ub`CgW]``Uh]cb`fA >CE`]g`YI dYWhYX hc`ghUm`]b`Ub`]bUWh]j Y`d\UgY`Zcf`a i W\`cZ`\$`mž`dchYbh]U``m`W`fV]b[ghcfa `Zcfa Uh]cb`cddcfhi b]h]Yg"`H\Y`fYU``UWh]cb`hmd]WU``m`Uff]j Yg Ufci bX`5i [i gh`&\$ž`Ug`k Y`]bW\`WcgYf`hc`h\Y`\YUfh`cZ`h\Y \i ff]WUbY`gYUgcb"`H\Y`cb[c]b[`dUhhYfbg`ZcghYf`U`Wca d`YI]bhYfd`Um`VYhk YYb`j Uf]ci g`Ybj]fcba YbhU``ZUWhcfg bchUV`m`h\Y k Ufa `k UhYfg`cZ`h\Y`; i`Z`UbX`7Uf]VVYUbž`k \]W\`fYa U]b`_Ym

dfc[fYggYg"

bUa YX`ghcfa ž`h\Y`WcbX]h]cbg`gi [[Ygh`h\Uh`k \]`Y`UWh]j]hm`a][\h UddYUf`a cXYgh`bck ž`]h`i bXci VhYX`m`d]W_g`i d`dUWY`Ug`gi a a Yf