

< Yfc]W7`YUfk UhYf`F YgW Y. `:]fYZ][\hYfg
GUj Y`GhfUbXYX`N]d`]bY`F]XYf°

7`YUfk UhYf`:]fY`UbX`F YgW Y`gi WŵggZi ``m`fYgW YX`U`dYfgcb
ghfUbXYX`cb`U`n]d``]bY`]b`C`Xga Ufž: `cf]XUž`i g]b[`gdYWŵU`nYX
hfU]b]b["



C`Xga Ufž: `cf]XUž`i G5`!`#`U`XUf]b[`fYgW Y`cb`ž`m`%&ž
7`YUfk UhYf`:]fY`UbX`F YgW Y`gi WŵggZi ``m`gUj YX`Ub`]bX]j]Xi U`k \c
Zci bX`h\Ya gY`j Yg`ghi W`cb`U`n]d``]bY`]b`C`Xga Ufž: `cf]XU`H\Y
]bWŵXYbhi bZc`XYX`Uh`9a dck Yf`5Xj Ybhi fYg`HUa dU`6Umž`k \YfY
h\Y`ghfUbXYX`dYfgcb`k Ug`gi gdYbXYX`cj Yf`U`VcXm`cZ`k UhYf`" `h
fYei]fYX`bch`ŧ gh`h\Y`ei]W`fYgdcbgY`cZ`cWŵ`Ui h\cf]h]Yg`Vi h`U`gc
h\Y`YI dYfh]gY`cZ`7`YUfk UhYf`g`HYW\ b]Wŵ`F YgW Y`HYUa ž`k \]W\ ž
h\Ub_g`hc`h\Y]f`gdYWŵU`nYX`hfU]b]b[ž`k Ug`k Y``!Yei]ddYX`hc`h\UbX`Y
h\Y`g]hi Uh]cb`k]h\ci h`U`\]hW`"H\Y`cb!gW`bY`Wca a UbXYf`_bYk
YI UWh`mik \c`hc`Wŵ`ž`UbX`h\Y`fYgi `hg`gdc_Y`j c`i a Yg`UVci h`h\Y
hfU]b]b[`UbX`dYdUfYXbYgg`cZ`h\YgY`XYX]WŵhYX`]bX]j]Xi U`g"

C bW`cb`h\Y`gW`bYž`h\Y`HYW\ b]Wŵ`F YgW Y`HYUa `ei]W`m`gYW`fYX

h\Y`j]bX]j]XiU`i]g]b[`U`UXXYf`hfiW_d`UhZcfa`UbX`Vfci[`\h`h\Ya
VUW`hc`gUZYhm`H\Ub_Z`mž`h\YfY`kYfY`bc`]b`f]Yg`fYdcfhYXž`UbX
h\Y`dYfgcb`kUg`fYi`b]hYX`k]h\`h\Y]f`Wca`dUb]cbg`g\cfh`mUZhYf`h\Y
]bW]XYbh`h`g`U`fYa`]bXYf`cZ`\ck`ei]W`m`h\]b[`g`WUb[`c`Uk`fm
Xi`f]b[`UWh]j]h]Yg`h\Uh`UfY`a`YUb`h`hc`Wli`gY`U`h\f]`Vi`h`WUb`U`gc
dcgY`i`bYl`dYWHYX`\UnUfXg"

I`bXYfghUbX]b[`F`cdY`F`YgW`Y`HYW\`b]ei`Yg

H\]g`Yj`Ybh`Vf]b[`g`hc`][`\h`h\Y`j`Uf]ci`g`hmdYg`cZ`fcdY`fYgW`Y
hYW\`b]ei`Yg`h\Uh`WUb`VY`Wfi`W]U`]b`Ya`Yf[`YbW`h]g]hi`Uh]cbg"
5W\cfX]b[`hc`F`YgW`Y`Gc`i`h]cbgž`h\YfY`UfY`X]gh]bW]cbg`VYhk`YYb
`ck`!Ub[`Y`UbX`\][`\!Ub[`Y`fcdY`fYgW`Yg"<][`\!Ub[`Y`fYgW`Ygž
k`\]W\`]bj`c`j`Y`Yl`hfUWh]b[`]bX]j]XiU`g`Zfca`ghY`d`hYffU]bg`cZ`*\$
XY[`fY`Yg`cf`a`cfYž`bYW`gg]hUhY`fcVi`gh`gdYW]U`nYX`hfU]b]b[`Xi`Y`hc
h\Y`j]b\YfYbh`f]g_g":U`]b[`Yei]da`Ybh`Xi`f]b[`gi`W\`fYgW`Yg`WUb
`YUX`hc`g][`b]Z]WUbh]b`f]Yg`bch`f`gh`Zcf`h\Y`dYfgcb`VY]b[`fYgW`YX
Vi`h`U`gc`Zcf`h\cgY`dYfZcfa`]b[`h\Y`fYgW`Y"

K`\]Y`h\Y`7`YUfk`UhYf`hYUa`g`cdYfUh]cb`X]X`bch`dYU_]bhc`\][`\!
Ub[`Y`hYff]hc`fmž`i`bXYfghUbX]b[`h\Y`g_]`gYhg`fYei]fYX`WUb`a`U_Y
U`h\Y`X]ZZYfYbW`"@ck`!Ub[`Y`fYgW`Yg`cdYfUhY`cb`g`cdYg`cZ`)
XY[`fY`Yg`cf`Y`ggž`k`\YfY[`fci`bX`ghUV`]hmd`Umg`U`g][`b]Z]WUbh`fc`Yž
`Yj`YfU[`]b[`fcdYg`a`U]b`m`Ug`gi`ddcfh`XYj]W`g"7`YUfk`UhYf`g`fYgW`Y
k`Ug`gei`UfY`m]b`h\]g`UfYUž`g\ck`W]g]b[`\ck`j`YfgUh]Y`h\Y`fYgW`Y
hYUa`g`WUb`VY]b`\UbX`]b[`Ya`Yf[`YbW]Yg"

HfU]b]b[`A`U_Yg`5``h\Y`8]ZZYfYbW`

H\Y`bYYX`Zcf`fcVi`gh`hfU]b]b[`Zcf`fYgW`Y`dYfgcb`bY`WUb`bch`VY
c]YfghUhYX""H\Y`F`cdY`F`YgW`Y`5fh]Z]W]U`<][`\`8]fYW]cbU`HfU]b]b[
GYa`]bUf`cZZYfYX`Vm`GYf[`YUb`h`F`YgW`Y`X]j`Yg`XY`Yd`]bhc`UXj`UbW`X
hYW\`b]ei`Yg"ħ`Wcj`Yfg`YggYbh]U`hcd]Wg`[_Y`gUZY`gYhi`d`UbX
UbW\`cf]b[`ž`cUX`X]ghf]Vi`h]cbž`UbX`fYU`!k`cf`X`gW`bUf]c!VUgYX
Yl`YfW]gYg""H\]g`\][`\`mZcW`gYX`hk`c!XUm`dfc[`fUa`]g`hUf[`YhYX`Uh
Yl`dYf]YbW`X`dYfgcb`bY`k`\c`k`Ub`h`hc`g\UfdYb`h\Y]f`g_]`g`]b
Wca`d`Yl`fYgW`Y`gW`bUf]cg"ħ`g`d`fYW]gY`m`h\]g`Yj`Y`cZ`d`fYd`UfUh]cb
h\Uh`Ya`dck`Yfg`hYUa`g`[_Y`7`YUfk`UhYf`g`hc`fYgdc`bX`gk]Zh`m`UbX

YZZYWhj Y`m"

A cfYcj Yfž`Ug`h\Y`UbXgWUdY`cZ`Ya Yf[YbWñfYgdcbgY`WŁbh]bi Yg`hc
Yj c`j Yžgc`XcYg`h\Y`bYYX`Zcf`cb[c]b[`YXi WU]cb`]b`gUZYhm
dfchcWŁ`g`UbX`f]g_`a UbU[Ya Ybh"7ci fgYg`_]Y`h\YgY`Ybgi fY`ci f
Z]fY Z[\hYfg`UfY`bch`ť gh`fYgdcbX]b[`hc`Ya Yf[YbW]Ygž`Vi h`bYUf`m
dfYj Ybh]b[`h\Ya `VYZcfY`h\Ym`YgWU`UhY"7`YUfk UhYf`:]fY`UbX
FYgW`Y g`fYW`bhgi WW`gg`ghcfm`\][\`][\hg`bch`cb`mh\Y]f`ei]W_
UW]cb`Vi h`U`gc`h\Y`ja dcfhUbW`cZ`f][cfc`i g`hfU]b]b[`UbX`h\Y
WŁa a i b]hm`g`gUZYhm"

⌘`U`k cf`X`k \YfY`i bdfYX]WUUV`]hm`gYYa g`hc`i f_`Ufci bX`Yj Yfm
WŁfbYfž`h\YfY g`gca Yh\]b[`hc`VY`gU]X`Zcf`\Uj]b[`WUdUV`Y`\UbXg
fYUXm`hc`hUW_`Y`Ya Yf[YbW]Yg": cf`h\Y`dYcd`Y`cZ`C`Xga Uf`UbX`h\Y
gi ffc`i bX]b[`UfYUgž`7`YUfk UhYf`:]fY`UbX`FYgW`Y`ghUbXg`Ug`U
ghYUXZUgh`dfchYWŁcfž`dfYdUfYX`Zcf`k \UhYj Yf`W\U`Yb[Y`a Um`WŁa Y
h\Y]f`k Um"

8YhU]`g	
Cfh	C`Xga Ufž`: `cf]XUž`I G5
E i Y`Yb	<ul style="list-style-type: none">• k k k "UVWUW]c b b Y k g"WŁa• fYgW Ygc`i h]c b g``WWŁa• gYf[YUbhfYgW Y"WŁa

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