

: fUbWU'@Y\ZY`Xh'i bX'7\ f]gh]Ub'@]bXbYf.
6UVm'Yfk UfhYhž'@]YVY'V`Ø\h°

: fUbWU'@Y\ZY`Xh'i bX'7\ f]gh]Ub'@]bXbYf'Yfk UfhYb']\f'YfghYg
?]bX"9]bV`]W_]b']\fYb'5`hU['i bX'D`ĀbY'j cf'XYf'; YVi fh]a
A Āfn'&\$&) "

8 ØggY`XcfZž'8Yi hgWk`UbX'!: fUbWU'@Y\ZY`Xh'i bX'7\ f]gh]Ub
@]bXbYf'Yfk UfhYb']\f'YfghYg [Ya Y]bgUa Yg'?]bXž'gc`VYf]Wk hYh'
; U`U" JcfUi gg]Wk]Wk'k]fX'XUg'6UVm'9bXY'A Āfn'&\$&('ni f'K Y'h
_ca a Yb"8]Y'k YfXYbXY'A i hYf']gh') 'š\ fY'U'hž'k Ā\fYbX
7\ f]gh]Ub'@]bXbYfž'XYf'9I !:]bUbna]b]ghYfž' (* 'š\ fY'U'h']gh"

⊕ XYb`YmhYb'K cWYb`Uhi: fUbWU'@Y\ZY`Xh']\fY'NY]hj cf'XYf
; YVi fhU_h]j ' [Ybi mh`Gc`VYgi Wk hY'g]Y']\f'DZYfX' : f]mUbh]bc ži a
Yg'X]Y'GcbbYbghfU`Yb' [Yb]Y» Yb'ni 'UggYb"Ni XYa'k i fXY'g]Y']b
Y]bYa'6'ia Yb [YgWk`ĀZiZchc [fUZ]Yfhž'k c'g]Y'9]b_Āi ZY'hĀh] [hYž'X]Y
g]Y']b']\fYf' ⊕ ghU [fUa !Ghcfm'hY']hY"

; Ya Y]bgUa Y'J YfUbhk cfhi b ['i bX'VYfi Z']Wk Y
D`ĀbY

7\ f]gh]Ub'@]bXbYf'\Uh]b' ⊕ hYfj]Yk g'VYhcbhž'XUgg'XUg'DUUF
[`Y]Wk VYfYWk h] [h'ZØf']\f'?]bX'gcf [Yb'a ØWk hYž'i bX'd`Ubh'Y]b
A cXY`XYf') \$# \$!6YhfYi i b ["'8]Y'J c fZfYi XY'Ui ZXUg'?]bX
VY [`Y]hYh'g]Y'XUVY]ž'k cVY] '@]bXbYf'Ui Wk`Āi » YfhYž'XUgg'g]Y
I bhYfghØhni b ['j cb'XYf': Ua]]Y'Yf\cZYbž'k Ybb'XUg'?]bX'Ā'hYf
k]fX"

: fUbWU'@Y\ZY`Xh'\Uh'9bXY'&\$&']\fYb'∞V'VY]a
BUWk f]Wk hYbgYbXYf' K Y'h ' [Y_ØbX] [hž'i a 'g]Wk'a]h']\fYa'Y] [YbYb
I bhYfbY\ a Yb' @Y\ZY`Xh' 'gY`VghghĀbX] ['ni 'a UWk Ybž'd`Ubh

YXcWkžk Y]hYf\]b`Jc`nY]h`ni`UfVY]hYb"5i ZY]bY: fU[Y`]\]bžk]Y`Yg
]\f`k`À\fybX`XYf`GWk`Ub[YfgWk`UZh[Y\Yž`Yf`_`ÀfhY`g]Yž`XUgg`Yg`\f
[i h[Y\Yž`X]Y`YfghYb`XfY]`A`cbUhY`YXcWk`k`Yb][Yf`Ub[YbY\`a
k`UfYb"

2 ZZYb h`]Wk Y`5i Zhf]hhY`i`bX`:`Ua`]`Yb[`ØW`

5a`" ` \$"`Bcj`Ya`VYf`&\$&` `df`ÅgYbh]YfhY`@Y\ZY`Xh`ghc`n`\fYb
6UVmVUi`Wk`Ui`ZXYa`fchYb`HYdd]Wk`XYf`J`YfUbghU`hi`b[`K`cA`Yb
cb`Hcd` `]b`8ØggY`XcfZ`X]Y`g]Y`ni`gUa`a`Yb`a`]h`nk`Y]:`fYi`bX]bbYb
cf[Ub]g]Yfh`\UhhY":`Øf`X]YgYb`5i`Zhf]hh`k`À`\hY`g]Y`Y]b
Yb[Ub`Y[YbXYg;` `]h`nYf`_`Y]Xž`XUg]\fYb`6UVmVUi`Wk`VYgcbXYfg
VYhcbhY"

<]ghcf]gWk`VYhfUWk`hYh`nY][h`Y]bY`i`a`ZUggYbXY`Ghi`X]Y`ni`f
:`Ua`]`Ybd`Ubi`b[`]b`8Yi`hgWk`UbXž`X]Y`nk`]gWk`Yb`&\$%&`i`bX`&\$&\$
Xi`fWk`[YZØ`f`h`k`i`fXYž`]bhYfYggUbhY`A`i`ghYf`i`bX`HfYbXgž`X]Y
a`Ò[`]Wk`Yfk`Y]gY`Ui`Wk`ZØf`X]Y`Zf]gWk`j`Yf\Y]fUhYhYb`DUUFYb`j`cb
6YXYi`hi`b[`g]bX`"8]Y`Ghi`X]Yž`_cbn]d]Yfh]j`cb`DfcZ`]b`8f"]b`7cfbY`]U
<Y`ZZYf]Wk`ž`Y[h`Y]bYb`GWk`k`Yfdi`b`_h`Ui`Z`i`b[Yk`c`hY
GWk`k`Ub[YfgWk`UZhYb`i`bX`X]Y`j`YfgWk`]YXYbYb`@YVYbgi`a`gh`AbXY`j`cb
:`fUi`Yb`]b`6Yni`[`Ui`Z:`Ua`]`Ybd`Ubi`b["9f[YVb]ggY`i`bX`nYbhfU`Y
H\Ya`Yb`k`i`fXYb`]b`XYf`NY]hgWk`f]Zh: CFI`A`GYI`i`U`Ui`Z`_`Àfi`b[`i`bX
:`Ua`]`Ybd`Ubi`b[`j`Yf`ØZYb h`]Wk`hi`bX`"]YZYfb`k`Yfh]c`Y`9]bV`]W`Y`]b
X]Y`<`YfUi`gZcfXYfi`b[Yb`i`bX`K`ØbgWk`Y`j`cb: `Ua`]`Yb`]b
8Yi`hgWk`UbX`"8]YgYg`K`]ggYb`_ØbbhY`ZØf: fUbWU`@Y\ZY`Xhi`bX
7\`f]gh]Ub`@]bXbYf`j`cb`6YXYi`hi`b[`gY]bžk`À\fybX`g]Y`g]Wk`Ui`ZXUg
b`ÅWk`ghY`?`Ud]hY`"]b`]\fYa`i`@YVYb`j`cfVYfY]hYbž`k`]Y`GcZZ!:`
Yf`Ài`hYfh"

8]Y`_ca`a`YbXYb`A`cbUhY`k`YfXYb`ZØf`XUg`DUUF`i`bX`]fY: `Ua`]`Y
df`Å[YbXž`k`À\fybX`g]Y`g]Wk`XUfUi`Z`_cbnYbhf]YfYbž`]fY`F`c`Yb`U`g
9`hYfb`ni`XYZ]b]YfYb`i`bX`Y]bYb`[Ya`Y]bgUa`Yb`K`Y[`ni`Z]bXYbž`XUg
bYi`Y: `Ua`]`Yba`]h[`]YX`\Yfn`]Wk`k`]`_ca`a`Yb`ni` \Y]»`Yb"

Ni`gUa`a`Yb[YZUggh`Àggh`g]Wk`gU[Ybž`XUgg`X]Y`J`cfZfYi`XY`Ui`ZXUg
YfghY`?]bX`j`cb: fUbWU`@Y\ZY`Xhi`bX`7\`f]gh]Ub`@]bXbYf`gck`c`\`
dYfgØb`]Wk`Y`U`g`Ui`Wk`VYfi`Z]Wk`Y`J`Yf`ÅbXYfi`b[Yb`a`]h`g]Wk`Vf]b[hž

k Ug`XUg`DUUf`ZYgh`YbhgW`cggYb`]b`Y]bY`\Ufa`cb]gWXY`Ni`_i`bZh`U`g`
: Ua`]`Y`V`]W_Yb` ``Äggh"

: Øf`k`Y]hYfY` ðZcfa`Uh]cbYb`ni` `XYb`H\Ya`Yb`GWk`Ub[`YfgW`UZh`i`bX`
: Ua`]`Ybd`Ubi`b[` `Ya`dZY`\`Yb`k`]f`X]Y`Ghi`X]Y` `ZfUi`Yb` ``YVYb` `` `ž`X]Y`
h]YZfY`9]bV`]W_Y`]b`X]Y`H\Ya`Uh]_`V]YhYh`"

6f]gUbh`V]YhYh`ni`XYa` `gdUbbYbXY`8YhU]`g`ni`f`ÖZZ`bh`]WXYb`i`bX`
df]j`UhYb`GY]hY`XYg`DUUfYg"

8YhU]`g	
J`c`f`Z`U` ``	G`c`b`g`h`[`Y`g
C`f`h`	8`Ø`g`g`Y`X`c`f`Z`8`Y`i`h`g`W`X`U`b`X`
E`i`Y` ``Y`b`	<ul style="list-style-type: none">• k`k`k` "[`U`U`"XY• k`k`k` "Vf]gUbh"XY• k`k`k` "gc`ZZ`!`Z`"XY

6Ygi`WXYb`G]Y`i`bg`Ui`Z.`b!U[`"XY`