

? Uf]V]_ZY`]b[]b`F ch\YbZi fh\.`9]bY
BUW h`j c`Yf`GdU»`i bX`A i g]_`

9f`YVYb`G]Y`X]Y`ZUgn]b]YfYbXY`? Uf]V]gW`Y`B UW h`]b
F ch\YbZi fh\`Ua`'&"'†`]'&\$&) ž`cf[Ub]g]Yfh]j ca`'8cfZWi V`a`]h
8>8]XX]`i bX`_`0gh`]W`Yb`7cW_hU]`g"



F ch\YbZi fh\ ž`8Yi hgW`UbX`!`,`V`Y`<Y]»`i Zh`i bX`_Uf]V]gW`Y
?`Ab[Y`XUg`ghY`h`Ua`_ca`a YbXYb`GUa`ghU[`VY]a`nk Y]hYb`A U`
XYf`? Uf]V]gW`Yb`B UW h`]b`F ch\YbZi fh\`Ui ZXYa`Dfc[fUa`a`"8Yf
0fh]W`Y`8cfZWi V`\Uhig]W`Yhk Ug[Ub`n`6YgcbXYfYg`Ui g[YXUW`hž
i`a`XYb`;`ÀghYb`Y]b`i`bj Yf[Ygg]W`Yg`9f`YVb]g]b`XYf`DUfhmgW`Yi`bY
C`h`c`ni`V]YhYb`"8]Y`5ha`cgd`\`ÀfY`k`]fX`h`f`c`d]gW`!YI`ch]gW`XY`_`cf]Yfh
gY]bž`gcXUgg`a`Ub`g]W`k`]Y`]b`XYf`? Uf]V]_`Z0\`h`!`i`bX`XU`J`c`a`cbX
Ui`Z`\`c`Y`HYa`dYfUhi`fYb`hf]Zhž`_Ubb`a`Ub`g]W`gW`cb`Ui`ZY]bYb
[Ya`0h]W`Yb`5VYbX`Y]bghY`Yb"

8]Y`J`YfUbghU`hi`b[`ghUfhYhi`a`%`-`!`\`f`"8>8]XX]`k`]fX`a`]higY]bYb
6YUhg`Z0f`X]Y`f]W`h][`Y`HUb`n`Ui`bY`gc`f[`Yb`i`bX`X]Y`:`Y]Yf`Ui`bY
_f`ÀZh][`VYZi`Yfb`"5`Yb`7cW_hU]`!`@]YV\UVYfb`ghY`h`X]Y

?i hgWXYfghi VY'ni f'J YfZØ[i b[žk c 'Y]bY 'VfY]hY '5i gk U\`Ub
_Uf]V]gWXYb'?'Ugg]_Yfb'Ui Z'g]Y'k UfhYh"Gc'_Ubb'YXYf'bUW'@ gh
i bX'@Ui bY'gY]bYb'dYfgØb`]WXYb'DUFUX]YgXf]b_[Yb]Y»Yb'i bX'ni
XYb'?'Àb[Yb'XYf'_Uf]V]gWXYb'A i g]_gWk]b[Yb"

9]b'F ØW_V`]W_`Ui Z'X]Y'YfghY'5i Z'U[Y

B UWXYa '9fZc`['XYf'YfghYb'5i ZU[Y`YhnhYg`š\`f`k Uf'Yg'ZØf'X]Y
J YfUbgU`hYf'_Ufž'XUgg'g]Y'XUg'9j Ybh'YfbYi h'Ui Z'X]Y'6Y]bY'ghY`Yb
a ØggYb"Ni j cf'ZUbX'Y]bY'À\b`]WXY'J YfUbgU`hi b[ž'X]Y
?Uf]V]gWXYb': YghY ž'VYfY]hg]b'BcfXf\Y]b!K YghZU'Yb'[fc»Yb
5b_`Ub["'8]YgY': YghY'n]Y\Yb']b'X]YgYa 'š\`f'Xi fW'WU''&\$'GhÀXhY
]b'XYf'F Y[]cbž'XUfi bhYf'8cfha i bXž'9ggYb'i bX'; `UXVYW_"A]h
a Y\`f'U'g'&\$"\$Yfk UfhYhYb'6Ygi WXYfb'k]fX'XUg'?cbnYdhž'XUg
&\$%&]b'8cfha i bX'gY]bY'DfYa]YfY'ZY]YfhYž'gWcb'gY]h'š\`fYb'j cb
XYf'6YUW'Dfc'Y_h'9j Ybh'; a V<'j cfUb[Yhf]YVYb"

<]bhYf'X]YgYb': YghYb'j YfghYW_h]g]WXY]bY'J]Y'nU\`Ub'5_h]j]hÀhYb"
J cb'6YUW]c`YmVU`V]g`\]b'ni 'GWUmgj WXYb']gh'ZØf'YXYb'Yhk Ug
XUVY]"6YgcbXYfg'\Yfj cfni \YVYb'g]bX'X]Y'Fi a dfcVYbž'k Y'WXY
ZØf'&) '9i fc'HY]'bU\`a Y[YVØ\`f'Y]bY'VYgcbXYfY'; Ui a YbZfYi XY
j YfgdfYWXYb"Gc'_Ubb'YXYfž'XYf'a U[ž]b'X]Y'K Y'h'XYg
Uf]V]gWXYb'Fi a g'Y]bhUi WXYb'i bX'g]WXY'Ui ZY]bYb'; YgW'a UW
[YVYbž'XYf'X]Y'G]bbY'j YfnUi VYfh"

9]b': Ygh'XYf'J]Y`ZU`h

8]Y'?Uf]V]gWXYb': YghY'g]bX'b]WXYh'bi f'ZØf'DUFhm[Àb[Yf']bhYfYggUbh"
8 Ug'Dfc[fUa a 'V]YhYh'Ui WXYhU[gØVYf'ZØf': Ua]]Yb'j]Y`
5Vk YWg'i b["J cb'?]bXYfb'V]g'ni 'XYb'ØVYf'(*!š\`f][Yb/Yg]gh'ZØf'
U`Y'5'hYfg[fi ddYb'Yhk Ug'XUVY]"9]bY'N]Y'[fi ddYbj YfhY]'i b[
nY][hž'XUgg'f b[Y'9fk UWgYbY'nk]gWXYb'&%i bX' '\$'š\`fYb'XYb
[fØ»hYb'HY]'XYg'Di V`_]i a g'Ui ga UWXYb"G]Y'_ØbbYb'g]WXY'Ui Z'X]Y
UVk YWg'i b[gfY]WXY'@]j Y!A i g]_ZfYi Ybž'X]Y'j cb': fY]hU['V]g
GcbbhU['[fUh]g'ni f'J YfZØ[i b['ghY\`h"

: Øf'U`Yž'X]Y'X]Y'?Uf]V]_`b]WXYh'bi f']b'F ch\YbZi fh\`Yf'YVYb'_ØbbYbž
k]fX'Y]bY'5i Z]ghi b['XYf'[YbUi Yb': Ygh]j U'hYfa]bY']b'XYb

j YfgW JYXYbYb`GhAXhYb`Ub[YVchYbž`gcXUgg`g]W`YXYf`Y]bYb
dUggYbXYb`HYfa]b`YfUi`gd]W_Yb`_Ubb"K Yf`a Y`f`ØVYf`X]Y
J YfUbghU`hi b[Yb`i bX`X]Y`?Uf]V]gW`Y`B UW`h`YfZU`fYb`a` ÒW`hYž
Z]bXYh`Ui Z`XYf`cZ]n]Y`Yb`K YVg]hY`k Y]hYfY` ðZcfa Uh]cbYb`gck]Y
X]Y`A Ò[`]W`_Y]h`XYf`5ba Y`Xi b["

9]b`ZYgh]W`Yg`5a V]YbhYž`_Ògh]W`Yf`Fi`a`i`bX`a`]hfY]»YbXY`A`i`g]_`
XUg`_ÒbbhY`XYf`GW`ØggY`ni`a`9fZc`[`XYf`?Uf]V]gW`Yb`B UW`h`]b
F`ch\YbZ`fh`gY]b`"GY]Yb`G]Y`U`gc`XUVY]i`bX`[Yb]Y»Yb`G]Y`Y]bYb
5VYbX`j`c`Yf`@Y]XYbgW`UZž`@YVYbgZfYi`XY`i`bX`hfc]gW`Ya`i`:`U]f`

: Øf`k Y]hYfY`8YhU]`g`i`bX`l`dXUhYg`_Ubb`a`Ub`g]W`X]fY`_h`Ui`Z`XYf`
: UW`Vcc`!GY]hY`i`a`gY\Yb.`?Uf]V]gW`Y`B UW`h`"l`bX`j`]Y`Y]W`h`g]bX
G]Y`U`Ui`W`VY]`XYb`?Uf]V]gW`Yb`: YghYb`]b`Y]bYf`XYf`
hY]`bY\`a`YbXYb`GhAXhY`XUVY]ž`k`]Y`Yf`ni`Z]bXYb`]gh`@UggYb`G]Y
g]W`X]Y`; Y`Y[Yb\Y]h`b]W`h`Yb]h[Y\Yb`

8YhU]`g	
C`fh	F`ch\YbZ`fh`ž`8Yi`hgW`_UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k k k "ZfY]YdfYggY"XY • k k k "ZUW`Vcc`_"W`a • k k k "ghfYYh!VYUW`!ZYgh]j`U`g"XY

6Ygi W`Yb`G]Y`i`bg`Ui`Z.`b!U["bYh