

? fmd hc! <] [\ `] [\ hg' &\$&) . ' 5 Zf] _ Ug
6 `c W_ W\ U] b! 9j Yb hg' ghUfhYb `Xi fW\ °

9f`VYb`G]Y`X]Y`ZØ\ fYbXYb`6`cW_W\ U]b! 9j Yb hg' &\$&) `]b
GØXUZf]_U. `?cbZYfYbnYb`i bX` : Ygh]j U`gžX]Y` ðbcj Uh]cbž
BYhk cf_]b[`i bX`K UW\ ghi a `ZØfXYfb"



æ\ UbbYgVi f[ž; Ui hYb [ž`GØXUZf]_U`!`K Ug`hi`h`g]W\`XU`]b`XYf
Ui ZfY[YbXYb`K Y`h`XYf`?fmdhc`k`À\fi`b[Yb`i`bX`6`cW_W\ U]b!
HYW\bc`c`[]Y`]b`5Zf]_U3`5`_hi`Y``ghY\Yb`[`Y]W\`nk`Y`VYXYi`hYbXY
JYfUbgH`hi`b[Yb`j`cf`XYf`HØf.`X]Y`6`cW_W\ U]b`5Zf]WU
7cbZYfYbW\`&\$&) `i`bX`XUg`**7fmdhc`:`Ygh`&\$&)** ``8]YgY`9j`Ybhg
V]YhYb`6fUbw\YbZØ\ fYfbž`ðbcj`UhcYb`i`bX`?fmdhc!9bh\i`g]UghYb
Y]bY`D`UhhZcfa`ž`i`a`g]W\`ni`j`YfbYhnYb`i`bX`bYi`YghY`9bhk`]W_`i`b[Yb
ni`X]g_`i`h]YfYb"

5a` `` \$``C`_hcVYf`&\$&) `Z]bXYh`X]Y`6`cW_W\ U]b`5Zf]WU`7cbZYfYbW\`]b
æ\ UbbYgVi f[`ghUhh`8]Yg`k`]fX`X]Y`%`%`5i`ZU[Y`XYf`?cbZYfYbn`gY]bž
i`bX`XUg`H\Ya`U`FYUXmZcf`6i`g]bYgg`k`]fX`X]Y`HY`]bY\`a`Yf
Yfk`UfhYb``<]Yf[Y\`h`Yg`XUfi`a`ž`k`]Y`i`bhYfbY\`a`Yb`6`cW_W\ U]b!`i`bX

? fmdhc!HYW\bc`c[]Yb`YfZc`[fY]W\`]b`]\fY` ; YgW\ÅZhgdfcnYggY
]bhY[f]YfYb`_ÖbbYb"; fc»Y`BUa Yb`k]Y`A]WfcgcZž`≠A`i bX`>D
A cf[Ub`ghY\Yb`]a` : c_i g`i bX`VYf]W\hYbž`k]Y`7687g`f7YbhfU`
6Ub`_8][]hU`7i ffYbW]YgŁ`X]Y`X][]hU`Y`K]fhgW\UZh`5Zf]_Ug`d fÅ[Yb`

J]Y`ZU`h`XYf`H\Ya Yb

8]Y`?cbZYfYbn`k]fX`nU\`fY]W\Y`gdUbbYbXY`H\Ya Yb`VY\UbXY`bž`
XUfi bhYf.

- 5i`gk]f`_i b[Yb`j cb`7687g`Ui Z`X]Y`UZf]_Ub]gW\Y`K]fhgW\UZh`
- BUj] []YfYb`Xi fW\`X]Y`g]W\`Ybhk]W`Y`bXY`fY[i`Uhc f]gW\Y`
@UbXgW\UZh`]b`GØXUZf]_U
- 8]Y`6YXYi hi b[`j cb`GhUV`YWŁ]bg`]a`]bhYfbUh]cbU`Yb
<UbXY`i bX`ZØf`Z]bUbn]Y`Y`≠_`i g]cb
- Hc`_Yb]g]Yfi b[`fYU`Yf`J`Yfa Ö[Yb`gk YfhY`ni f`9f\Ö\i b[`XYf
@ei`]X]hÅh
- J`Yf`_bØdZi b[`j cb`6`c`W`W\U]bž`X][]hU`Yf`≠Ybh]hÅhi bX`?`=ZØf
X]Y`Ni`_i bZi`5Zf]_Ug

: Øf`U`Yž`X]Y`Ub`X]YgYa`9j`Ybh`hY`]bY\`a Yb`a ÖW\hYbž`[]Vh`Yg
VYfY]hg`: fØ\Vi W\Yfh]W`Yhg`<]Yf`k YfXYb`b]W\h`bi f`k Yfhj`c`Y`bYi`Y
9f`_Ybbhb]ggY`j`Yfa]hhY`hž`gc bXYfb`Ui W\`]bgd]f]YfYbXY`BYhk`cf_]b[!
A Ö[`]W\`_Y]hYb`[YVchYb`

Bi f`nk Y]`K`cW\Yb`gdÅhYfž`Ua``%(`"Bcj`Ya`VYf`&\$&) ž`k]fX`XUg
7fmdhc`: Ygh`]b`?UdghUXh`gY]bY`HcfY`ÖZbYb``8]YgYg`9j`Ybh`\Uh`g]W\
U`g`XUg`[fÖ»hY`i bX`YV\UZhYghY`? fmdhc`k`Å\fi b[gZYgh]j`U`]b
GØXUZf]_U`YhUV`]Yfhž`XUg`a]h`]bhYfU`_h]`Yb`K`cf`_g\`cdgž
9i`dYfhYbdUbY`g`i bX`gc[Uf`_i`hi`fY`Yb`9f`YVb]ggYb`Ui`Zk`UfhYh`
Fi bX`%\$i`XYf`6Yj`Ö`_Yfi b[`]b`GØXUZf]_U`bi`hnh`cXYf`VYg]hnh
VYfY]hg`? fmdhc`k`Å\fi b[Ybž`k`Ug`ni`fnY]h`Y]bY`XYf`\ÖW\ghYb
5_nYdhUbnfUhYb`k`Y`hk`Y]h`XUfghY`h`

9]b`6`]W`_`Ui`Z`X]Y`? fmdhc!5_nYdhUbn`]b`5Zf]_U

8]Y`? fmdhc!5_nYdhUbnfUhY`]b`5Zf]_U`]Y[h`VY]`Yhk`U`%&i`ž`i bX`g]Y
]gh`]b`XYb`Y`hnhYb`>\fYb`i`a`XUg`&) !: UW\Y`[Ygh]Y[Yb``J`cf`X]YgYa

<]bHyf[fi bX`k]fX`XYi h]WŁżXUgg? fmdhc k Å\fi b[Yb`U`g`XYnYbhfU`Y
 :]bUbñ`Ògi b[Yb`XU`UbgYhnYbž`k c`hfUX]h]cbY`Y`6Ub_Yb`cZi`b]WŁ h
 \Y`ZYb`_ÒbbYb" : ð`j]Y`Yb`HY`Yb`5Zf]_Ug`[]Vh`Yg`bcWŁ`Y]bY`c\Y
 5bnU\`i bVUb_YX`DYfgcbYbž`i bX`X]Y`Bi hni b[`j`cb`? fmdhc`V]YhYh
 b]WŁ h`bi f`_cghYb[Øbgh][Y`NU\`i b[ga`Yh`cXYbž`gcbXYfb`Ui WŁ
 Y]bYb`Ni [Ub[`ni`[`cVUYb`A`Åf`_hYb"

8cWŁ`hfchn`X]YgYf`7\UbWŁb`ghY`h`X]Y`? fmdhc! F Yj`c`i h]cb`]b`5Zf]_U
 j`cf`<YfUi`gZcfXYfi`b[Yb" <c\Y`HfUbgU_h]cbg[YVØ\fyb`i bX
 l`bg]WŁ Yf\Y]hYb`VYnØ[`]WŁ`XYf`FY[i`]Yfi`b[`_ÒbbhYb`XYb
 : cfhgWŁ f]hh`VfYa`gYb" `8U\Yf`]gh`Yg`i bYf`Àgg`]WŁ`ž`Y]b`[i`hYg
 FY[i`]Yfi`b[ggmghYa`Y]bni`ZØ\fybž`i a`X]Y`5_nYdhUbn`j`cb
 ? fmdhc k Å\fi b[Yb`]b`XYb`Ui`ZghfYVYbXYb`A`Åf`_hYb`ni`ZØfXYfb"
**bYk`g!_fmdhc`"XY`VYgWŁ`fY]Vh`X]Y`B`chk`YbX][`_Y]h`Y]bYf`VfY]hYb`
 5_nYdhUbnž`i`a`? fmdhc k Å\fi b[Yb`]b`5Zf]_U`ni`a`6`Ø\Yb`ni
 Vf]b[Yb"**

ð`g[YgUa`h`V]YhYb`X]Y`6`c`W`WŁ`U]b`5Zf]WŁ`7`cb`ZYfYbWŁ`i`bX`XUg
 7`fmdhc` : Ygh`Y]bY`Yl`nY`Yb`hY` ; Y`Y[Yb\Y]hž`XYb`Di`g`XYf`? fmdhc!
 F Yj`c`i h]cb`]b`5Zf]_U`ni`gdØfyb" <]Yf`k`YfXYb`b]WŁ`h`bi`f
 <YfUi`gZcfXYfi`b[Yb`X]g`_i`h]Yf`hž`gcbXYfb`Ui`WŁ`7\UbWŁb`Yf`ØfhY`fhž
 k`]Y`5Zf]_Ug` :]bUbñ`Ub`XgWŁ`U`Zi`b`UWŁ`U`h][`hfUbgZc`fa`]Yf`h`k`YfXYb
 _Ubb" `9]b`[i`hYg`<`Ab`XWŁ`Yb`ZØf`ð`j`Ygh]h]cbYb`]gh[YZfU[hž`i`bX`k`Yf
 XUVY]`gY]b`a`ÒWŁ`hY`ž`gc`hY`g]WŁ`fY`WŁ`hnY]h][`H]W`Y`hg`g]WŁ`Y`fb`°

8YhU]`g	
C`f`h	æ\UbbYgVi`f[ž;`Ui`hYb[ž`GØXUZf]_U
E`i`Y`Y`b	<ul style="list-style-type: none"> • hYWŁ`Vi`]`X`"UZf]WŁ • W`fmdhc`ZY`gh`"WŁ`"nU • bYk`g!_fmdhc`"XY

6Ygi`WŁ`Yb`G]Y`i`bg`Ui`Z.`k`ca` ,`+"XY