

!" #&!

4;O <548G=>3> 70AB>AC20=O ;V:0@AL:>3> 70A>1C

!- /

!,:04:

4VNGV @5G>28=8: 1 <; ?@570@0BC?5@5@0EC20=V=0 E;>@1CB0=>; 2,5 <3;

4?>?>28=8: A0E@08=0B@VN, ?>VA>@10B, ;8A;>B0 ?@>?>=>20, 5B0=>; 96 %, >;VO ;8=>=0, >;VO=VA>20, <5=B>;, >;VO < OB8 ?5@F52>W, 52:0;V?B>;<5B8;A0;VF8;0B, 2>40 >G8I5=0.

V:0@AL:0 D>@<0. !?@59 4;O @>B>2>W ?>@>6=8=8.

A->2=V D178:->EVABV: ?@>7>@89, 7;53:0 7010@2;5=89 @>7G8= 7V A?5F8DVG=8< 0@><0B=8< 70?0E>

S0@<0;>B5@0?52B8G=0 3@C?0. 0A>18, I> 70AB>A>2CNBLAO ?@8 70E2>@N20=OE 3>@;0. =B8A5?B8:8. >4 "% R02A A20.

S0@<0;>;>3VG=V 2;0AB82>ABV.

S0@<0;>:48=VO ?@570@0BC 7C>2;5=0 B@L><0 0:B82=8<8 V=3@54VT=B0<8.

=B810:B5@V0:L=0 V ?@>B83@81>20 0:B82=VABL, 5:A5B848=<0T 0=B810:B5@V0;L=89 2?;82 O: =0 3@0<=530B82=V HB0<8 >@30=V71V2, B0: V =0 0=05@>1V2.

!;V4 2V47=0G8B8, I> =0 05@>1=V HB0<8 2V=<0T 2 >A=>2=>AB0B8G=89 2?;82, 10:B5@8F84=0 4VO A;01:0. 0 0=05@>1=V HB0<8 35:A5B848=<0T 28@065=89 10:B5@8F84=89 2?;82. 5E0=V7< 4VW ?>;030T C >=:C@5=B=V9 270T<>4VW 7 BV060 =0 AB@C:BC@C BV0EV4=>3> 4;O @>ABC >@30=V7

@>B870?0:L=0 0:B82=VABL, %>;V=C A0;VF8;0B G8=8BL 0=0;357CNGC, 60@>7=86C20:L=C V ?@>B870?0;L=C 4VN. ;O ;V:C20=O 70E2>@N20=L @>B>2>W ?>@>6=8=8.

=51>N20:L=0 0:B82=VABL 70157?5GCTBLAO E;>@1CB0=>;>A>2C20B8 2 >B>0@8=>3>3VW (:@0?;V C=VA, ?>A:0=O) B0 C AB<0B>;>3VG=V9 ?@0:B8FV (0?;V:0FVW B0 7@>H5=O) O: 0=5AB5B8..

S0@<0;>:V=5B8:0. :B82=V @5G>28=8 DV:ACNBLAO =0 A:87>2V9 >I>;=>FV @>B>2>W ?>@>6=8=8, 72V4:8 2>=8 ?>ABC?>2> 282V:L=ONBLAO.

;V=VG=V E0@0:B5@8AB8:8.

>:070=O. VAF525 ;V:C20=O V=D5:FV9=8E 70E2>@N20=L V 70?0;L=8E ?@>F5AV2 @>B>2>W ?>@>6=8=8 B0 3>B:8: 0=3V=8, 3>AB@V V E@>=VG=V B=78;VB8, D0@8=3VB8, ;0@8=3VB8; 3V=3V2VB8, AB><0B8B8, 0DB8.

>3;04 70 @>B>2>N ?>@>6=8=>N ?VA;O AB><0B>;>3VG=8E 2B@CG0=L.

@>B8?>:070=O. 8O2;5=0 0;5@3VO (?V428I5=0 GCB;82VABL) 4> >=5=BV2 ?@570@0BC. @>B8?>:070=>?0FVT=B0< 7 0B@>DVG=8< D0@8=3VB<, 1@>=EV0;L=>N 0AB<N 01> 7 1C4L-O:8<8 V=H8<8 70E2>@N20=O<8 48E0;L=8E H;0EV2, ?>2O70=8<8 7 ?0O2=>N 3V?5@GCB;82VABN 48E0;L=8E H;0EV2. =30;0FVO <65 28;:8:0B8 1@>=>E>;>=AB@8:FVN.

70T<>4VO 7 V=H8<8 ;V:0@AL:8-8 70A>10<8 B0 V=HV 2848 270T<>4V9. 5 70AB>A>2C20B8 @07< V7 ?@570@0B0<8, I>

A>I;82>ABV 70AB>AC20=O. @8 70AB>AC20=V ?@570@0B =5 >2B0B8 B0 C=8:0B8 :>B0:BC 7 >G8<0, >A:V;L:8 2V= ;, 5 @5:><5=4CTBLAO B@820;5 70AB>AC20=O, >A:V;L:8 <65 74=0 1=0 @V2=>2030

@>B>2>W ?>@>6=8=8 V 3>@;0, 45 T @878: 10:B5@V0;L=>3> B0 3@81:>2>3> @>7>2AN465=O. @8 ?>O2V 7030;L=8E ;V=VG=8E >7=0: 10:B5@V0;L=>W V=D5:FVW<0T 1CB8 ?5@5410G5=0 7030;L=0

0=B810:B5@V0;L=0 B5@0?VO. !I> A8<8 715@V30NBLAO 4>2H5 5 4=V2 V/0I> ?V428I5=0 B51EV4=> ?5@53;O=CB8 B0:B8:C ;V:C20=O.

@570@0B A;V4 7 >15@56=VABN 70AB>A>2C20B8 ?0FVT=B0< 7 5?V;5?AVTN. @570@0B>65 7<5=HC20B8 5?V;5?B8G=89 ?>@V3 B0 28;:8:0B8 AC4>8 C 4VB59. 15@56=> 70AB>A>2C20B8 C ?0FVT=BV2 7

0;5@3VG=8<8 @50:FVO<8, 2;NG0NG8 0ABA>1;82> C ?0FVT=BV2 7 0;5@3VTN 4> 0F5B8;A0;VF8;>2>W ;8A;>B8. @570@0B ;, B>3> A;V4 7 >15@56=VABN ?@87=0G0B8 ?0FVT=B0< 7 70E2>@N20=O< ?5GV=8.

@878: 28=8;5=O ;0@8=3>A?07ABV <5=B>;C.

@8 ?>A8;5=V 70?0;5=O ;V:C20=O @570@0B< A;V4 ?@8?8=8B8.

0AB>AC20=O C ?5@V>4 203VB=>ABV 01> 3>4C20=O 3@C44N. 0=V 4>A;V465=L C ;N459 I>4> <6;82>ABV ?@>8=5=O @>V7L ?0F5=BC B0 5:A:@5FVW C 3@C4=5<>;> 35:A5B848=C 2V4ACB=V, B>A>2C20B8 C ?5@V>4 203VB=>ABV 01> 3>4C20=O 3@C44N.

40B=VABL 2?;820B8 =0 H284;VABL @50:FVW ?@8 :5@C20=V 02B>B@0=A?>@B< 01> V=H8<8 <5E0=V7<0<8. @570@0B ;, >4VO< =5 @5:><5=4CTBLAO :5@C20B8 02B<<1V;< ?@>B03>< 30 E28;8= ?VA;O 70AB>AC20=O ?@570@0BC.

!?>AVI 70AB>AC20=O B0 4>78. 0AB>A>2C20B8 4;O 7@>H5=O @>B>2>W ?>@>6=8=8.

>@>A;8< V 4VBO< 2V:>< 2V4 15 @>:V2: 1 @>7?8;5=O 4.6 @07V2=0 4>1C.

VBO< 2V:>< 2V4 6 4> 15 @>:V2: 1 @>7?8;5=O 2.3 @078 =0 4>1C.

C@A ;V:C20=O =5 4>2H5 5 4=V2.

VB8. 5 A;V4 70AB>A>2C20B8 ?@570@0B 4VBO< 2V:>< 6 @>:V2.

5@54>7C20=O. '5@57 2A<<:BC20=O 4>AB0B=L>W ;V;L>ABV ?@570@0BC <65 28=8;=CB8 0;>3>;L=0 V=B>:A8:0FVO G5@57 22>3> A?8@BC. =>F5=B@0FVO 35:A5B848=C, I> :A8G=>N, O:I> >AB0=V9

28;>@8AB>2C20B8 70 ?@87=0G5=O3> 70AB>AC20=O 35:A5B848=C, I> ?@872>40BL 4> 28=8;5=O @50:FV9 3V?5@GCB;82>ABV.

>6;825 ?>A8;5=O ?>1VG=8E 5D5:BV2 V 0;5@3VG=V @50:FVW.

V:C20=O: ?@878=5=O 70AB>AC20=O ?@570@0BC, A8<0B8G=0 B5@0?VO.

>1VG=V @50:FVW.

I>:C VW A8AB5<8: @50:FVW 3V?5@GCB;82>ABV, 2;NG0NG8 :@>?820=C, 0=3V=52@>B8G=89 =01@O; 0;5@3VG=V @50:FVW, 2;NG0NG8 ;0@8=3>A?0?; 1@>=E>A?0?<, H:V@=V @50:FVW.

I>:C =5@2>2>W A8AB5<8: ?>@CH5=O A<0:C (C B. G. 03527VO, 48A3527VO) V=NEC, 73>>).

I>:C 48E0;L=>W A8AB5<8, >@30=V2 3@C4=>W ;V:B 8 B0 A5@54>ABV=O:0H5;L, 7048H:0.

I>:C B@02=>W A8AB5<8: ACEVABL C @>BV, 48AD03VO, 71V;LH5=O A;8=8E 70;>7, 1V;L ?@8 :>2B0=V. @8 28?04:>2>2BC20=V ?@570@0BC <6CBL 28=8;=CB8 H;C=>2>:8H>2V @>7;048, =0A0B0 V 1;N20=O.

I>:C H:V@8 V ?V4H:V@=>W ;V:B>28=8: 0;5@3VG=89 :>B0:B=89 45@<0B8B, H:V@=V 28A8?0=O.

030;L=V ?>@CH5=O B0 AB0=AC20=O: 1>@>B=C 7;L>@C 7C1V2 V 078:0; GCB;82VABL A:87>2>W >I>;>=8, 0 A8:5 ?5GV=O, 2V4GCBBO =>V4@07=5=O (1>;VA=VABL, 2V4GCBBO 60@C, A25@1V6) 078:0 B0

/01> A;87>2>W >I>;>=8 @>B>2>W ?>@>6=8=8; 7=865=O GCB;82>ABV; ?0@5AB57VO A;87>2>W >I>;>=8; 70?0;5=O ;?CEH@FV; 28=8;5=O 28@07>: =0 A;87>2V9 >I>;>=FV2V4GCBBO ?5@HV=O C 3>@;V,

=01@O: C=B0:BC, ACEVABL A:87>2>W >I>;>=8 =>A0/3>@;0

878: A5=A81V;V70FVW 4> >=5=BV2 ?@570@0BC.

@8 28=8;5=V 1C4L-O:8E =51060=8E @50:FV9 A;V4 ?@8?8=8B8 70AB>AC20=O ?@570@0BC V >I>2 O7:>2> 725@=CB8A0 4> ;V:0@O.

"5@ABV:3 @>:8.

#<>28 715@V30=O. 15@V30B8 2 >@83V=0;L=V9 C?0:>2FV ?@8 B5! 1. 5 70<>@>6C20B8. 15@V30B8 C =54>ABC?>

#?0:>2:0 >30 <; C 10;>=V, 70157?5G5=> ;0?0=>A< 7 =0A04>N->@>7?8;N20G5< V 70E8A=8< :>2?0G;< C :>@>1FV; ?> 50<; C D;0>=V 7 >@0;L=8< @>7?8;N20;L=8< ?@8AB@>T< V 70E8A=8< :>2?0G;< C :>@>1FV.

0B53>@VO 2V4?CA:C. 57 @5F5?B0.

8@>1=8: "«S0@<0F52B8G=0 :>@>2□O».

VAF57=0E>465=O 28@>1=8:0 B0 9>3> 04@5A020465=O 4VO;L=>ABV.

#:@0W=0, 61013,