

!" #&/
4;O <548G=>3> 70AB>AC20==O ?@5?0@0BC

!::04 ;V:0@AL:>3> 70A>1C:
4VNG0 @5G>28=0: 9>4;
100 <; @>7G8=C 4C 5 3;
4>?>28=8: :0;VN 9>484, 5B0=>; 96 %, 2>40 >G8I5=0.

V:0@AL:0 D>@<0. >7G8= 4;O 7>2=VH=L>3> 70AB>AC20==O, A?8@B>289.

V48=0 G5@2>=>-.1C@>3> :.;L>@C, ?@>7>@0 C B>=>:>

0720 V 465==O 28@>1=8:0.
" \$VB>D0@<.
#:@0W=0, 84500, >=5FL:0 >1;.,

\$0@<0:>B5@0?52B8G=0 3@C?0.
=B8A5?B8G=V B0 457V=D5:FV9=V 70A>18.
>4 "I D08G03.

@5?0@0B ?@>B8I=0, ?>4@07=N20;L=0 B0 2V42>;V:0NG0 4VW. @8 =0=5A5==V =0 H:V@C V A;87>2V>1>;>=:8 ?@5?0@0B 7C<>2;NT ?>4@07=N20;L=C 4VN V <>65 A?@8G8=8B8 @5D;5:B>@=V 74VO;L=>ABV >@30=V7=8:0NG8, 9>4 0:B82=> 2?;820T =0 >128=, ?>A8;NT ?@>F5A8 48A8

>:070==O 4;O 70AB>AC20==O.

0AB>A>2CNBL 7>2=VH=L> O: 0=B8A5?B8G=89, ?>4@07=N20;L=89 70AV1 ?@8 V=D5:FV9=>-.70?0;L=8E 70E2>@N20==OE H:V@8 B0 A;87>28E >1>;>=:, 4;O >1@>1:8 >?5@0FV9=>3> ?>;O, 4;O ?@>DV;0:B8:8 V=DV:C20==O =525;8:8E CH:>465=LFBV;VA=>ABV H:V@8, 4;O 7<5=H5==O 70?0;L=8E ?@>F5AV2 ?@8 78B0E, =52@0;3VOE (G8=8BL 2V42>;V:0NGC 4VN).

@>B8?>:070==O.
V428I5=0 GCB;82VABL 4> 9>4C."0:>6 ?@5?0@0B ?@>B8?>:070=89 ?@8 4V015B8G=8E, B@>DVG=8E 28@07:0E.

0;56=V 70E>48 157?5:8 ?@8 70AB>AC20==V.
!;V4 1CB8 >15@56=8<8 ?@8 70AB>AC20==V 9>4C =0 A;87>2V >1>;>=:8, >A:V;L:8 A?8@B, I> ?>4@07=5==O. 5 4>?CA:0B8 ?>B@0?;O==O ?@5?0@0BC 2 >GV. !;V4 1CB8 >A>1:82>>15@56=8<8 ?@8 70AB>AC20==V 9>4C C ?0FVT=BV2 7V A2VB;8< 2>;>AAO
5 A;V4 70AB>A>2C20B8 =0 25;8:V 4V;O=:8 H:V@8 G5@57<>6;8289 @>728B>: >?V:C.
5 A;V4 ?>@CHC20B8 ?@028;0 70AB>AC20==O ;V:0@AL:>3> 70A>1C, F5 <>65 70H:>48B8 74>@>2N.

A>1;82V 70AB5@565==O.
0AB>AC20==O C ?5@V>4 203VB=>ABV 0I> 3>4C20==O 3@C44N.
5 @5:><5=4CTBLAO 70AB>AC20==O ?@5?0@0BC C ?5@V>4 203VB=>ABV B0 3>4C20==O 3@C44N G5@57 <>6;8289 @878: @>728B:C ?>@CH5=L DC=:FVW I8B>284=>W 70;>78 C ?;>40/48B8=8.

40B=VABL 2?;820B8 =0 H284:VABL @50:FVW ?@8 :5@C20==V 02B>B@0=A?>@B< 0I> @>I>BV 7 V=H8<8 <5E0=V7<0<8.
5 2?;820T.

□ VB8.
5 70AB>A>2C20B8 C =>2>=0@>465=8E G5@57 <>6;8289 @878: @>728B:C ?>@CH5=L DC=:FVW I8B>284=>W 70;>78 B0 C@065=L H:V@8.

!?!>AV1 70AB>AC20==O B0 4>78.
@8 7>2=VH=L>AC20==V 9>4<< 7<>GCNBL 20B=89 B0=, O:89 28:>@8AB>2CNBL 4;O >1@>1:8 C@065=8E 4V;O=>: H:V@8.

5@54>7C20==O.

@8 ?5@54>7C20==V <>6;82V O28I0 9>487?82'O=:0, =01@O: 2V=:5, A;L>7>B5G0, A;8=>B5G0, 2C3@>2V 28A8?8 =0 H:V@V), >?V:8, ?>4@07=5==O H:V@8.
"5@0?VO A8<0B8G=0.

>1VG=V 5D5:B8.
>6;820 ?>O20 =568BN, :@>?82'O=:8, =01@O:C 2V=:5, A;8=>- B0 A;L>7>B5GV, 28A8?V2 =0 H:V@V, :=B0:B=>3> 45@<0B8BC.
#@07V ?>O28 1C4L-O:8E =5I060=8E O28I =5>IEV4=> 725@=CB8AO 4> ;V:0@O!

70T<>4VO 7 V=H8<8 ;V:0@AL:8<8 70A>10<8 B0 V=HV D>@<8 270T<>4V9.
@8 >4=>G0A=>AC20==V 7 ?@5?0@0B0<8 4;O 7>2=VH=L>3> 70AB>AC20==O, I> @30=VG=V A?>;C:8, <>65 A?>AB5@V30B8AO 45=0BC@0FVO 1V;:>28E :=5=BV2.
5AC28< 75;5=8
@8 >4=>G0A=>AC20==V 1C4L-O:8E V=H8E ;V:0@AL:8E 70A>1V2 A;V4 ?>2V4<<8B8 ;V:0@N.

"5@ABV. 2 @>:8.
@5?0@0B =5 <>6=0 70AB>A>2C20B8 ?VA;O 70:V=G5==O B5@ABV, 2:070=>3> =0 C?0:>2FV.

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

#?0:>2:0.
> 10 <;, 20 <;, 100 <; C D;0:>=0E.

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