

AB>@8O ?@> ;8A0 &570@O

2 :>B>@>9 >= ?>;CG05B ?@>728I5 @CB>9 >B5=>: 8

>1 @ 5B05B 2B>@>9 E2>AB

archie, 3 <0 @ B 02006 3.21:25

A5<8725AB=>, GB><>@A:85 :C@>@BK=0 ?;0=5B5 MB=8?

>4=887A0<KE45H52KE8 ?@8MB><>4=887A0<KEC4>1=KE.

>B><CGB>:>H:8, :>B>@K<8 ?@8<5@=>=0 ?>;>28=C

=0A5;5=0MB0 ?;0=5B0=5 ?8B0NB1>;LH>9 ;N128 : 2>45, =>

?@8MB><>1>60NB :><D>@B=K5CA;>28O. 2A51K1K;>

E>@>H>, 8C2K, 4>@>3>, 5A;81K=52B>@0OG0ABL=0A5;5=8O

?;0=5BK @MB;8=38. D8F80;L=>, <564C42C<O=0@>40<8

1K;>=5:>5 ?>4>1852>>@C65==>3>4>;K:>2

=59B@0;8B5B0,>4=0:>2A53405ABL ?0@0<5AB=KE

EC;830=>2, :>B>@K5>1MB><=59B@0;8B5B5>B@>4OAL=5

4>304K20;8AL. >MB><C C 7057653>BC@8AB01K;82A5H0=AK

>:070BLAO2F5=B@5A20@K, 70B5O==>9 ?> ?>2>4CB>3>, GB>

>48=<5AB=K9 ?>;>E> ?>A<>B@5;=04@C3>3><5AB=>3>.

>A:>;L:C C ?>;8F88E20B0;>8A2>8E45;, 0>E@0=0

:064>3>BC@8AB0=5 ?@54CA<>B@5=01N465B><, B>

?@028B5;LAB2>>158EAB>@>= ?@>AB> @07@5H8;>22>7

>@C68O «2F5;OE;8G=>9A0<>70I8BK».

&570@L @0720;8;AO2

H57;>=35=025@0=45>4=><5AB=>3>:>BB5460, 2 ?>;C<8;5

>B<>@A:>3>15@530, 70:8=C2;0?K703>;>2C, 8>B4KE0;.

'B>1K3>;>20=5A8;L=>4028;0=0;0?KA2>59BO65ABLN87

=551K;8AB0@0B5;L=>2K1@>H5=K2A52>;=5=8O

?@54K4CI53>4=O, :>B>@K9, >B:@>25==>3>2>@O, C40G=K<

=0720BLBO65;>.

0G0;>AL2A5AB>3>, GB>:>A<>;09=5@

>?>740;A ?@81KB85< ?>GB8=0ACB:8. F5;K5ACB:8>B

42CE=545;L=>3>>B?CA:0 MB><=>3>. 4>102>:>2A5<C,

A>A54 ?>:0NB5>:070;AOB8?><<5@7:8<87;>2@54=K<.

8<5==>, ?@>AB>A<K;AO=0 ?@54K4CI59 ?;0=5B5A

4>:C<5=B0<8&570@O,>AB0282, =5?>=OB=>70G5<A2>8. B><,

GB>MB> ?@>45;0=>=0<5@5==><>6=>1K;>=5

A><=520BLAO. 5@5?CB0BL3;04:>H5@AB=>3> ?>;>A0B>3>

A5@>3>:>B0A;8A><=5;L7O1K;>=C ?@>AB>=8:0.. !?0A81>

E>BL>D8F5@K87 :><0=4K :>A<>;09=5@0>B=5A;8ALA

?>=8<0=85<870@0=558725AB8;8 MB=8?>B0:>9

=5AC@078F5. BC@1N@> ?>A>25B>20;8 ?>?>;L7>20BLAO

?>:04>:C<5=B0<8MB>3>:>BO@K, ?>:02A5=52>AAB0=>2OB

?>1070<40==KE, 8=50==C;8@CNBAB0@K5, ?>?02H85 ?>

>H81:5 2 703@51CI85 :>H0GL8 ;0?K. - -@-@-<OC! @0740;>AL
345-B> >B 2E>4=>9 425@8. >;>4>9 ;8A >B:@K; 3;070 8 A5;,:0:
1K=527=0G09 A25A82 ?@02CN ;0?C 2=87, 2 AB>@>=C
?@8?@OB0==>3> ?8AB>;5B0. C482;OBLAO 1K;> G5<C. 425@8
AB>O;&:>B? 5B, A;8H:>< 10=0;L=> 8 1C4=8G=> 4;O B0:>3>
M:75<?;O@0. >BO@0? 5B, A;8H:>< 2C;L30@=> 8 ?;>E>
>B@0605B 459AB28B5;L=>ABL. >1I5<, <8;0O @K60O
725@CH:0, :>B>@0O 87@O4=> A25@=C;0AL ?>=5A:>;L:8<
87<5@5=8O< GB>1K ?@>B8A=CBLAO 2 425@L, <>65B
8<5=>20BLAO B>;L:> <:>B>702@><». 5G5@ 4>1@K9! 5=O
7>2CB 8:. @>AB8B5, GB> 7045@60;AO, => 2K ?>G5<C-B>
>AB0=>28;8AL 745AL, 0=5 2 3>@>45,:0: 1K;> CA;>2;5=>, 40
5I5=5 A45;0;8 CA;>2;5==>3> 72>=:0=0H5<C >AAC.
>MB><C ?@8H;>AL ?@8;>68BL ;8H=85 CA8;8O, GB>1K 20A
=09B8. C45B >G5=L E>@>H>, 5A;8 <K >B?@028<AO ?@O<>
A59G0A. "@0=A?>@B 645B :>B>702@ <0E=C; E2>AB>< 2
AB>@>=C 425@8, :>B>@CN ?>G5<C-B>=5 70:@K;.
- @>AB8B5, =5 A>2A5< ?>=8<0N > G5< MB> 2K? &570@L A;53:0
=0;;>=8; 3>;>2C 2?@02>, 87CG0O=57=0:><F0 8
?@8=NE820OAL. 0E;> 4>@>3>9 :>H0GL59 54>9 8 A@54AB20<8
>B 1;>E.
- 'B> 7=0G8B <=5 ?>=8<0N»? K ?>4?8A0;8 :>=B@0;B A=0H8<
>AA>< 8 ?>;CG8;8 020=A. 45<!
- >B 5I5! 8:0:>3> 020=A0 O=5 ?>;CG0;! ?@> 2AO:8E 1>AA>2
A;KHC @>2=> ?5@2K9 @07. >65B, 2K >H81;8AL 425@LN?
- -B>B :>BB546 A=OB=0 8<O @8A0, ?> ?@>728IC @CB>9
>B5=>:. / ?@>25@8; 2 1075.
- 0. =5 ?@8H;>AL 8A?>;L7>20BL MB> 8<O&
- >B 2848B5! K A0<8 MB> ?@87=0;8!
- &=> MB>=5 O. =5 ?>4:8=C;8 MB8 4>:C<5=BK 5I5=0
?@54?>A;54=59 AB0=F88 :>A<>;09=5@0, <>65B5 70?@>A8BL
@0?>@B >D8F5@>2 2 1075. >B>702@ 70<>;G0;; ?@8A5; ?@O<>
=0 ?>; 8=0G0; ?@8AB0;L=> 87CG0BL &570@O.
- B0;, 2K ?>4>7@5205B5=0A 2 CB5G:5 8=D>@<0F88 8 ?@84C<0;8
=5?;>ECN ;535=4C=0 A;CG09 ?@>25@:8 A& B@5BL59
AB>@>=K, - :>B>702@ A:@828; <>@4C. "5?5@L O ?>=O;,
?>G5<C 2K=5 ?>72>=8;8 >AAC 8 >AB0=>28;8AL 745AL ?>4
284><>1KG=>3> BC@8AB0! 'B> 6, 2 MB>< 5ABL> ?@545;5==K9
@57>=. %>@>H>, O 4>:06C 20< GB> O ?>A;0= 8<5==> 20H8<
=0=8<0B5;5<. >;=0O AC<<0 20H53> :>=B@0;B0 A>AB02;O5B
B@8AB0 BKAOG :@>= 2 87C<@C40E. K ?>;CG8;8 B>;L:>
?OBL45AOB. >2>;L=K?

- > O = 5 ?>;CG0; =8:0:8E 45=53!
- A:068B5 5I5 GB> 2K =5 ?@>D5AA8>=0;L=K9 C189F0!
- >=5G=>, =5B!
- C :>=5G=>! 8: A>AB@>8; 874520B5;LA:CN 3@8<0AC, 8 BCB
;0?0, =5254><> :>340 CA?52H0O>:070BLAOC =53> 70 A?8=>9
@57:> <5B=C;0AL 2?5@54. &570@L ?>4E20B8; A ?>;0
?8AB>;5B, A45;0; :C2K@>: =0704 8 C:@K;AO 70 H57;>=3><. 0?0
:>B>702@01K;0 ?CAB0. 8: 4>2>;L=> C;K10;AO. 'B> 6. A;8
2A5 GB> 2K 3>2>@8B5 ?@0240 >B ?5@2>3> 4> ?>A;54=53>
A;>20, B> :B> <5H05B 20< ?>5E0BL A> <=>9? A;8 2K B>B 70
:>3> AB0@05B5AL A51O 2K40BL C 20A =5 1C45B =8:0:8E
?@>1;5<.
- 5A;8 O >B:06CAL?
- >NAL, 2 MB>< A;CG05 >AA A>GB5B, GB> 2K ?@8:0@<0=8;8
7040B>: 8 E>B8B5 53> :8=CBL,- :>B>702@ A 45;0==K<
157@07;8G85< C:CA8; :>3>BL 8 ?>4=5A A ;0?C : 3;070<, GB>1K
?>A<>B@5BL =0 @57C;LB0B.
- 5A;8 O 70O2;N 2 ?>;8F8N?
- # 20A =5B 2@5<5=8. K 8 B0: C65 ?>B5@O;8 G5BK@5 G0A0 =0 20H8
?>8A:8, 40 5I5 2<5AB> B>3>, GB>1K <G0BLAOC : >AAC O BCB A
20<8 B@5?;NAL. 5H09B5 ?>545< 8;8 <=5 <0E=CBL
E2>AB8:>< 2 425@=>< ?@>5<5?
- > ?CH:0-B> C <5=O!
- 0 2AO:CN ?CH:C =0945BAO 1>;LH0O ?CH:0, =0 2AO:CN
1>;LHCN ?CH:C =0945BAO >3@><=0O ?CH:0.- 8: ?>BO=C;AO,
2AB020O. >BB546 ?>4 ?@8F5;>< ?>;C4N68=K A=09?5@>2.
- 4C, GB>1 20A 1;>E8 AJ5;8!
- C 2>B, A@07C 1K B0;.- A25@=C2H8AL ?> =5A:>;L:8<
87<5@5=8O< :>B>702@ AB0; ?@>B8A:820BLAOC 2 425@L.
>:@C682 ?> 3>@>4C, <0H8=0 >AB0=>28;0AL C <03078=0
0=B8:20@=>3> >@C68O. 8B@8=K 3@>7=> >I5B8=8;8AL
<5G0<8, :8=60;0<8, AB8;5B0<8 8 <5B0B5;L=K<8=>60<8.
>3;O452 ?> AB>@>=0<, :>B>702@ ?=C; ;0?>9 <0AA82=CN
425@L, :>B>@0O >B:@K;0AL 157 548=>3> ?>AB>@>=53>
72C:0. &570@L H03=C; 2 >A25I5==>5 ?><5I5=85, 0::C@0B=>
?>4>1@02 E2>AB, GB>1K 871560BL 2>7<>6=>3> 70I5<;5=8O
425@LN. 0 :@C3;K< 0=B8:20@=K< AB>;8:><, =0:@KBK<
:0:>9-B> B@O?>9, A845; 87OI=K9 G5@=K9 :>B 8 G8AB8;
AB0@8==K9 :@5<=52K9 ?8AB>;5B. - K, :0: O 286C, =5
B>@>?8B5AL. 70<5B8; >=, ?@>4>;60O A2>5 70=OB85. &570@L
70<5B8;, GB> 4065 O7K: C MB>3> :>B0 1K; G5@=>3> F25B0.
54=K9 % @C<<8! 3> :@KAOB0 =51>AL A =>3 A18;8AL,

2 K A ; 5 6 8 2 0 O : > B 0 . = 0 H 0 3 5 = B , > : 0 7 K 2 0 5 B A O ; 8 A . & 5 7 0 @ L B 5 <
2 @ 5 < 5 = 5 < 2 = 8 < 0 B 5 ; L = > ? @ 8 A < 0 B @ 8 2 0 ; A O 8 ? @ 8 = N E 8 2 0 ; A O .
0 E ; > 2 0 ; 5 @ L O = : > 9 , < 0 H 8 = = K < < 0 A ; > < . - B > = 5 A G 8 B 0 O B > 3 > ,
G B > 2 2 > 7 4 C E 5 2 8 A 5 ; A B > 9 : 8 E 7 0 ? 0 E A B 0 ; 8 . > > B G 5 @ = > 3 >
: > B 0 ? 0 E ; > 5 I 5 G 5 < - B > . 0 E ; > " 0 9 = > 9 . 0 7 3 0 4 ; 0 : > B > @ > 9
> 1 5 I 0 5 B > 3 @ > < = > 5 A G 0 A B L 5 8 > 3 @ > < = C N 1 > ; L . - > A A , - < 5 6
B 5 < = 0 G 0 ; 8 . : = 7 0 0 2 ; O 5 B , G B > A ; K E > < = 5 A ; K E 8 2 0 ; > 1
0 2 0 = A 5 .
- 0 ? 2 O ; > ? > 8 = B 5 @ 5 A > 2 0 ; A O G 5 @ = K 9 : > B , 7 0 3 ; O 4 K 2 0 O 2 A B 2 > ;
? 8 A B > ; 5 B 0 , : > B > @ K 9 2 5 @ B 5 ; 2 ; 0 ? 0 E . 4 > : C < 5 = B K C = 5 3 >
G L 8 ?
- @ 8 A 0 , @ C B > 3 > > B 5 = : 0 . 0 8 @ 5 0 : F 8 O C = 5 3 > , : 0 : C 3 > ; > 4 = > 9
: > H : 8 = 0 < K H L .
- = 0 G 8 B B 0 . : B > B , : > 3 > = 0 7 2 0 ; 8 > A A > < ? > B @ O A ; 0 ? 0 < 8 8
> 1 @ 0 B 8 ; A O : ; 8 A C , - 0 : B K 3 > 2 > @ 8 H L B 5 1 O 7 2 0 B L ?
- & 5 7 0 @ L .
- 0 4 5 N A L , B K = 5 > B @ 8 F 0 5 H L 8 4 5 N > B > < , G B > 4 > ; 3 8 = 0 4 >
2 > 7 2 @ 0 I 0 B L , N = > H 0 ?
- 5 B , : > = 5 G = > . C ; K 1 = C ; A O & 5 7 0 @ L , = 5 > 1 8 4 5 2 H 8 A L = 0
« N = > H C » .
- ! ; 0 2 = > . = 0 G 8 B B 0 . : @ 8 A ? > ? @ > 7 2 8 I C @ C B > 9 > B 5 = > :
4 > ; 6 5 = = 0 < . = 2 7 O ; 0 2 0 = A 8 A < K ; A O . > ! " K 2 7 O ; 5 3 >
4 > : C < 5 = B K 8 ? > = 8 < ? @ 8 1 K ; = 0 M B = 8 ? . " 0 : G B > B K 2 = 5 : > 5 <
@ > 4 5 4 > ; 6 5 = @ 8 A C . " 0 : G B > < > 6 = > ? @ 5 4 ? > ; > 6 8 B L ? >
F 5 ? > G : 5 G B > B K 4 > ; 6 5 = = 0 < . G 5 @ = K 9 : > B A 4 5 ; 0 ; 7 = 0 :
E 2 > A B > < 8 8 : C 1 @ 0 ; A > A B > ; 0 ? 8 A B > ; 5 B , B @ O ? : C 8
? @ 8 = 0 4 ; 5 6 = > A B 8 4 ; O G 8 A B : 8 C 4 0 ; 8 ; A O 2 ? > 4 A > 1 : C .
> = 8 < 0 5 H L , = 8 C < 5 = O , = 8 C B 5 1 O = 5 B 2 K 1 > @ 0 . 0 : > = C < > O
@ 5 ? C B 0 F 8 O : 0 : 4 5 ; > 2 > 3 > G 5 ; > 2 5 : 0 . @ 0 7 @ 8 A A < K ; A O
@ 0 1 > B 0 B L ? @ 8 4 5 B A O B 5 1 5 . " 5 < 1 > ; 5 5 8 : A : 0 7 0 ; , G B > B K
2 ? > ; = 5 ? > 4 E > 4 8 H L .
- > O &
- / ? > = 8 < 0 N . ! G 8 B 0 9 , G B > B 5 1 5 = 5 ? > 2 5 7 ; > . = 5 B > 6 5 = 5
? > 2 5 7 ; > . 0 2 0 9 B 0 . : O B 5 1 5 ? @ 5 4 ; 0 3 0 N 4 2 5 A B 8 ? O B L 4 5 A O B B K A O G
> A B 0 B > ; , ? @ 5 4 = 0 7 = 0 G 5 = = K 9 @ C B > < C > B 5 = : C . B K
> : 0 7 K 2 0 5 H L < = 5 ? C A B O : > 2 C N C A ; C 3 C . 2 A 5 4 > 2 > ; L = K .
- 2 G 5 < 1 C 4 5 B 7 0 . ; N G 0 B L A O C A ; C 3 0 ?
- : 0 : 0 0 ? > - B 2 > 5 < C C A ; C 3 0 < > 6 5 B ? > B @ 5 1 > 2 0 B L A O > B
? @ > D 5 A A 8 > = 0 ; L = > 3 > C 1 8 9 F K ? > A A ? > 3 ; 0 4 8 ; A 2 > 8 G 5 @ = K 5
C A K . \$ > B > F 5 ; 8 , 5 5 ? ; 0 = ? 5 @ 5 4 2 8 6 5 = 8 O = 0 1 ; 8 6 0 9 H 8 5 B @ 8 4 = O
8 : @ 5 4 8 B : C = 0 @ 0 A E > 4 K B K = 0 9 4 5 H L ? > 4 > 1 ; > 6 : > 9 2 > = B > 9
: = 8 3 8 . > A A A 4 5 ; 0 ; 6 5 A B : > = G 8 : > < E 2 > A B 0 2 A B > @ > = C

548=AB25==>9 :=838, :>B>@00 ;560;0=0 ?@8;02:5. =83C,
:AB0B8, 40@N. 0 AG5B 702545=8O. 'B>1K 1K;> G5< 70=OBLAO =0
>1@0B=>< ?CB8 A MB=8?0.
- >, =5C65;8=5;L7O @5H8BL 45;> 1>;55 <8@=K<8
A?>A>10<8?
- .=>H0& A;8 1K=5 :@09=OO =5>1E>48<>ABL, <K 1K C65 A
20<8=5 @073>20@820;8. "CB>B >AA0 B0: O2=> ?>25O;>
"09=>9 GB>C &570@OH5@ABL AB0;04K1><. 0<8A0<8<=5
=@02OBAOB0:85 :@09=85 <5@K. 0<=5=C6=K AA>@KA ?>;8F859
8 ?@>1;5<KA <5ABLN. >MB><C=0<=04>, GB>1K 2A5 1K;>
>1AB02;5=> :0: 45;> @C: 01A>;NB=>3> GC60:0. >B>@K9=5
B>GB>: =0<, : MB=8?C 2>>115=8:0:>3> >B=>H5=8O=5
8<55B. "0: GB>2A;CG05 ?@>20;0 =0 ?>445@6:C=5
@0AAG8BK209. %C65 B>3>, 5A;8 ?@>20;8HLAO, OA?CIC=0 B51O
2A5E A2>8E @51OB. =5 2>9=0=5=C6=0, ?>MB><C>=8 1C4CB
@KBL=>A><75<;N>G5=L, >G5=L=0BC@0;L=>,- >AA
?@8AB0;L=> ?>A<>B@5; 23;070;8AC. @OG:8 :>B0
?@52@0B8;8AL 2H8@>;85 >B25@AB8O, A;>2=> >B ?C;L.
- %>@>H>, OA>3;0A5=. K1>@-B>C <5=O 2A5 @02=>=51>30BK9.
CA<5E=C;AO &570@L.
- >B8A;02=>. 0, 720BL <KB51O 2A5 @02=> 1C45< @CB>9
>B5=>:. 20;LO6=> ?>CAB8;AO=0 ?>4CH:C A845=LO >AA.
8: 15AHC<=> 2>7=8: 87 ?>4A>1:88=0?@028;AO : 425@8, 4020O
?>=OBL, GB> ?>@05E0BL. 53;O4O=8=0 :>3>, &570@L ?@>H5;
: ?@8;02:C 827O; :=83C. 5@5?;5B>:070;AO B>;ABK<, =5
8=OG5 :0: A45;0==K<87 A1@>H5==>3> ?0=F8@O <>@A:>9
G5@5?0E8. 0720=85 :=8383;0A8;> «!@>4AB2>;8A8 :>H5:.
8AA5@B0F8O ?> ?@8;;04=>9=C<5@>;>3884>:B>@0 5;>98
@0A=>9 ;E8<88 \$0 "0C». 51>A2>4 1K; I54@> ?>AK?0;
:@>H:0<872574, :>340<0H8=0>AB0=>28;0AL C
>4=><5AB=>3> :>BB5460.
- G5< MB>B=5AG0AB=K9,- &570@L ?>ABCG0; ?>:=835,- =5
C3>48; >AAC.
- = ?>E8B8; 53> 548=AB25==CN 4>GL 8A B5E ?>@ >=59
=8G53>=5 1K;> A;KH=>.
- 402=> MB>1K;>?
- #65 <5AOF0 420. A MB8<8A;>20<8 8: 40; 704=89 E>4,
@0725@=C;AO 8<0H8=0 C<G0;0AL 2=>GL. 0940 2 :>BB546 8
70?5@52 425@L &570@L >B:@K; :=86:C 8<564C>1;>6:>9 8
?5@2K<;8AB><>1=0@C68; :@548B:C=0 ?@54JO28B5;O,
D>B>3@0D8N ?>68;>3> @MB;8=308=51>;LH>5 4>AL5.
«<O: % @C<<8. >7@0AB.. 4@5A0& #2;5G5=8O& !>AB02>E@0=K&

0H8=0&. @82KG:8& ;0=K=01;8609H85B@84=O: ?>574:02
3020=L&25G5@8=:02G5ABL4=O @>645=8O& ?@8ACBAB285=0
720==><>15452<M@88&»
'B>-B>24>AL5=5?>=@028;>AL&570@N. 'B>-B>>G5=L
B>=:>58=5C;>28<>5. >?KB:0?>9<0BLMBC<KA;L74>@>2>
A<0E820;0=0;>2;N A>1AB25==>9B5=870E2>AB. 8A G8B0;
4>AL5A=>208A=>20=>=5?>=8<0;:C40B>;:05B53>
GCBL5.
'B>-GB>,0C1820BL@MB;8=30>=B>G=>=5A>18@05BAO. >
>AAE>G5B:@>28. 5A;8=5%@C<<8,B>53>,&570@O. >B
MB>3>:>B0255BG5<-B>AB@0==K<. 0?@545;L=K<,<>6=>
A:070BL. >=,4065:=838C=53>:0:85-B>=5?>=OB=K5. 8A
AC=C;=>A2:=83C. C:20;L=>. 0A;CG095A;8B0<:>06CBAO
:0:85-B>70?0E8, :>B>@K5GB>-B>A:06CB>E0@0:B5@5>AA08
?><>3CB53>?>=OBL. ;8?>=OBLGB>=04>45;0BL.
2=8<0=85?@82;5:2B>@>90170F=0?@02>9AB>@>=5
@072>@>B0:
<'8A;>452OBL02;05BAO@>:>2K<,:0:4;O:>B>2,B0:84;O;8A,
GB>02;05BAO5I5>4=8<157CA;>2=K<4>:070B5;LAB2><8E
A@>4AB20. "0.,A>3;0A=>=5:>B>@K<4@52=8<CG5=8O<;8A0,
:>B>@00A;54C5B CB8?>A;5?5@2KE50;5B>1;0405B
A?>A>1=>ABLN: ?@52@0I5=8O<,>A;5100 A?>A>1=>ABLN
G8B0BL?5@2>3>2AB@5G=>3>:0:>B:@KBCN:=83C,>A;5500
7=0BLGB>?@>8AE>48B70BKAOGC<8;L>B=55,0?>A;5100059
>B:@K205BAO<C4@>ABL 5108>=0AB0=>28BAO
452OB8E2>AB>9 515A=>9 8A>9.
0A05<>65:>H5:401C45B254><>G8B0B5;N,GB>A>3;0A=>
B5<65CG5=8O<:>H:8,4>1@>A>25AB=>A;54>202H85 CB8
?>A;550?>;CG0NB A?>A>1=>ABL2>7@>640BLAO2A2>5<B5;5
4>3@07,B0:0O:>H:0A?>A>1=0?@542845BL3@O4CI85A>1KB8O
>A5158A2>8E45BOE,>A;5100;5B :>H:0<>65B
2>7@>48BLAO4>5@07,8A?>A>1=0?@>7@520BL1C4CI552A5E
682KEACI5AB2=0100;5B2?5@54,>A;5500;5B 2>7@>48BLAO
4>7@07,40651C4CG8A>665==>92>3=582845BL1C4CI55
>AC40@598 0@>4>2,>A;51000;5B 2>7@>640BLAO4>9@07,8
<5=OBL1C4CI55682KEACI5AB2>4=>3>=04@C3>3>,:0:
5A;81K1;>E0?5@5A:0:820;0A>4=>9:>H:8=04@C3CN&
0:C;8AK,B0:8C:>H:8,>@8;56=>8A?>254CNI598
?@0:B8:CNI59 CBL,5ABL>A>1K9>B;8G8B5;L=K970?0E,>
:>B>@><C55<>65B @0A?>7=0BL4@C30O:>H:08;8;8A0,
8A?>254CNI00 CBL,0B0:65;N1>94@C3>9,1C45
!B02H89=-0- CBL?>65;05B028BL5<CA2>NACI=>ABL8

"CB53>

<>3CI5AB2>&» &570@L ?>568;AO. A;8 25@8BL MB><C& :0:
53>?.. 4>:B>@C 5;>9 8 @0A=>9 ;E8<88 \$0 "0C, B> >AA MB>
>G5=L, >G5=L =5?@>AB>9 :>B. ?CABL 1K 5<C B>;L:>50 ;5B,
:0: BCB =0?8A0=>& ;8 2 :=835 =0?8A0=0 ?@>AB> 2AO:0O GCHL?
4@C3 MB> B0:>9 4@52=89 D0=B0AB8G5A:89 @><0=? 5
?@8=8<0BL 65 53> 70 G8ABCN <>=5BC? :0: 65 B>340 1KBL A
70?0E>< "09=K? '5<C 25@8BL? !2>5<C A:5?B8G5A:8
=0AB>@5==><C >?KBC 8;8 A2>5<C =>AC, A2>8<3;070< 8
A0<>5 3;02=>5 A2>5<C A5@4FC? !5@4FC, :>B> @>5 2A53> 420
G0A0=0704 B@5?5B0;>>B ?@8ACBAB28O 70?@545;L=>9 "09=K?
5A;8 ?>25@8BL GB> >AA =5 ?@>AB>9 :>B, B> ?>E8I5=85
4>G5@8 >= ?@>AB> >1O70= 1K; ?@542845BL. !>1KB85 65 >
«A515 8 A2>8E 45BOE». ;8=5B? ;8=0 :>H:C-!B02HCN=-0- CBL
5ABL C?@020? 0: B0<3>2>@8; 8: «=0 2AO:CN ?CH:C =0945BAO
1>;LH00 ?CH:0?» * * *
425@L ?>ABCG0;8. - >948B5! ?> ?@82KG:5 3@><:> A:070;
&570@L, 70B5<=0:0B8; :@0B:89 ?@8ABC? ?0=8:8: «0 24@C3 MB>
2>2A5 =5 B> GB>1K =5 4@C7LO, 0 A0<K5 GB> =8=0 5ABL 2@038,
?>A;5 A53>4=OH=53>-B>?». (5@ABL =0 703@82:5
=5?@>872>;L=> AB0;0 4K1>< 2 ;52>9 ;0?5
<0B5@80;87>20;AO ?8AB>;5B.
- @>AB8B5, O C2845;0 A25B 8 @5H8;0 GB> 2K =5 A?8B5. # 20A =5
=0945BAO E>@>H53> 3@51=O 4;O H5@AB8? A@548 =>G8 8E =5
:C?8HL, 0 ;>68BLAO A?0BL A> =5@0AG5A0==K< E2>AB>< =5
E>G5BAO. 15 A20;O5BAO 70 =>GL, ?@845BAO ?>B><
2KAB@830BL& ?>;C<@0: ?@8E>659 A 4>AB>8=AB2><
8<?5@0B>@A:>3> >E>B=8GL53> A>;>;0 8 3@0F859
153CI53> AB@0CA0 ?@>H5AB2>20;0 <>;>40O ;8A0. 5 H5@ABL
1K;0 2;06=>9 8 5I5 B>@G0;0 83;0<8, => 4065 2 B0:>< 2845
>=0 1K;0 157CA;>2=> :@0A820. %2>AB>B 2;038 2K3;O4OI89
25AL<0 8 25AL<0 B>=:8< 8 2?@O<L A;53:0 ?>@B8;
2?5G0B;5=85. - N1;N :C?0BLAO @0==59 =>GLN. A>15==> 2
157>1;0G=CN ?>3>4C, :>340 72574K>B@060NBAO 2 2>45, 8
:065BAO, GB> BK ?>3@C605HLAO 2 A0<>=51>, 8 >B :064>3>
B2>53> 42865=8O :>;KH5BAO A0<0 2A5;5==0O. 5I5 25G5@><
2>40 B5?;0O. G5=L->G5=L. 8A0 B5?;> C;K1=C;0AL :0:8<-B>
A2>8< <KA;O<. &570@L >B;>68; :=83C @072>@>B>< 2=87,
GB>1K >=0 ?@8: @K20;0 D>B>3@0D88 8 4>AL5, 2AB0;., 872;5: 87
H:0D0 3@515=L 8 ?@>BO=C; =57=0:><:5. - >60;C9AB0.
8G53>, 5A;8 O @0AG5HCAL ?@O<> C 20A, 0 B> 1>NAL ?>B><
2?>BL<0E =5 >BKA:0BL 20H 4><8:?
- >G5<C 1K 8 =5B? C;K1=C;AO ;8A.

- 9, A?0A81>G:8! 5=O, :AB0B8, !84=8 7>2CB, - ?>-45BA:8
=5?>A@54AB25==> C;K1=C;0AL 3>ABLO, @0A?>;030OAL=0
4820=G8:5 2>?0A=>9 1;87>AB8>B:=838 8 B>3>, GB> ?>4=59.
5;>28B> A3@010AB02 3@515=L, >=0 ?@8=O;0AL=56=>, =>
HCAB@> @0AG5AK20BLE2>AB.
- <5=O &570@L.
- G5=L ?@8OB=>. ">;L:> A53>4=O ?@85E0;8?
- 0, 0>B:C40 2K 7=05B5?
- @>AB> 4>3040;0AL. 2>>1I5, : G5<C MB8 D>@<0;L=>AB8
40209 ?@>AB>=0 «BK». !84=8 ?5@5;>68;0 3@515=L 2 4@C3CN
;0?:C 8 ?@>4>;68;0 B5@70BLE2>AB.- B> 7=05B, :>340 <K
2AB@5B8<AO 5I5 @07, ?>G5<C 1K=0<=5 ?>4@C68BLAO ?@O<>
A59G0A? &570@L C482;O;AO 2A5 1>;LH5 8 1>;LH5. B:@KB>ABL
=57=0:><>9;8AK O2=> 1K;0 A>25@H5==> 8A:@5==59, =>
=8:0:=5 2?8AK20;>AL 2 B>, GB>=> AG8B0; >1I5?@8=OBK<
?>2545=85<. 8A>?@545;5==>=0G8=0; 2>AE8I0BLAO
!84=8. - 0 GB>BK AB>8HL, :0: 1C4B>MB>=5 OCB51O 2 3>ABOE, 0
=0>1>@>B? !84=8 ?@>4>;60O C;K10BLAO, :82=C;0 ;8AC=0
4820=G8: @O4>< A A>1>9. @8AO4L 8 @0AA:068> A515, G5<
70=8<05HLAO, :0:8< 25B@>< AN40 70=5A;>? &570@L @5H8;
2>A?>;L7>20BLAO 1;03>?@8OB=>9 2>7<>6=>ABLN, 8 C1@0; A
4820=0:=83C 8 70>4=> 2A5 GB> 1K;> ?>4=59.
- 0 GB>BCB @0AA:07K20BL-B>? / BCB ?@>AB> 2>B?CA:5. 01>B0 C
<5=O A:CG=0O, :0:8E <=>3>&- "CB &570@L ?>=O;, GB> ?@>AB>
@>5B 4;O A51O ;>2GCN O<C. 0:>9-B>=57=0<> >B:C40
27O2H89AO 2=CB@5==89 3>;>A B@51>20; A>G8=8BL 4;O MB>9
?@5:@0A=>9=57=0:><:8 8AB>@8N ?>@060NICN
2>>1@065=8O, 8 4>AB>9=CN, :0: <8=8<C<, M:@0=870F88. @8
MB>< O7K:<>;>; GB>-B> A>25@H5==> ?@>B82>?>;>6=>5.
!B0;>:0:-B>&=5CNB=>.
- 5 A:@><=8G09. 25A5;> ?>4<83=C;0 !84=8. 07 BK
?@>2>48HL A2>9>B?CA: 2 ?CB5H5AB288, MB>>7=0G05B, GB>
B515=5 GC64 4CE @><0=B8:8 8 ?@8;;NG5=89. &570@L
?><>@I8;AO, 2A?><=82> 4=52=KE ?@8;;NG5=8OE.- 0 8
:=86:0 C B51O&:AB0B8, 345 >=0? =86:0 :0:0O-B> AB0@8==0O 40
8=5 45H520O. -B> O A@07C 286C.
- E, :=86:0& 40 B0;, =8G53> >A>15==>3>.
- #EBK! «& 5;0O 8 @0A=0O ;E8<88»- 2>B 2848HL, BK 5I5 8 2
A:07:8 8 GC45A0 25@8HL! C;K1=C;0AL !84=8. #;K1:0 1K;0
8A:@5==59 8 157 548=>3>=0<5:0=0=0A<5H:C. >ABLO
?>;>68;0 3@515=L 8 ?>BO=C;0AL ?5@54=8<8 ;0?0<8 ?>GB8
?>-:>H0GL8, A=8<0O=0?@O65=85. "5?5@L <>O >G5@54L

@0AA:07K20BL. / EC4>6=8F0. >MB><C <=5 ?@>AB>
=5>1E>48<>8=>340>B?@028BLAO 2 ?CB5H5AB285, GB>1K
=01@0BLAO=>2KE 2?5G0B;5=89, =09B8=>2KE 7=0:><KE,
>B:@KBL 4;O A51O B0:CN G0ABL <8@0, :>B>@CNO 5I5=5 7=0;0
8;8 4065=5 ?>4>7@520;0>1 55 ACI5AB2>20=88.
- =5 A;8H:><;8>?0A=>5 <5AB> BK 2K1@0;0 4;O ?>8A:0
2?5G0B;5=89? ?>8=B5@5A>20;AO &570@L, <0E=C2 E2>AB><
2 AB>@>=C <8@0, ?@OGCI53>AO 2 B5<=>B5 70>:=0<8, A;>2=>
E8I=8: 2 70A045. "CB, 7=05HL ;8, 2?5G0B;5=8O A0<8 <>3CB
B51O=09B8.
- =5 B>65 B0: 3>2>@8;8, :>340 O AN40 A>18@0;0AL. 2>B, O
B>@GC 745AL C65 ?OBK9 45=L, A> 2A5<8 2>:@C3 C65
?5@57=0:><8;0AL, 0 ?@8;;NG5=89:0:=5 1K;>, B0: 8=5B. =8
GB>, ?@OGCBAO?
- C=5 GB>1K>=8 ?@OB0;8AL, ?@>AB> BK B0: 3@><:>=0=8E
>E>B8HLAO, GB>=>8 2A5 8A?C30;8AL 8 ?>@071560;8AL.
?>HCB8; &570@L.
- "K AG8B05HL? ">340: B515 ?@8;;NG5=8O 4>;6=K ?@>AB>
A1530BLAO, :0: :>H:8=0 20;5@LO=:C! @0AA<5O;0AL !84=8.
- !G53>BK 27O;0? =0AB>@>68;AO &570@L.
- C&"K 2K3;O48HL B0:8<B8E8<8A:@><=K<, GB> ?@8;;NG5=8O
4>;6=K ?@>AB> AB@5<8BLAO @072;5GL B51O!
- 0C6&
- 9, BK=025@=>5 CAB0; A4>@>38. A5, C65 CE>6C. 8A0
@5H8B5;L=> ?>4=O;0AL. !?>:>9=>9=>G8, 0 702B@0<K
?@>4>;68<=0H @073>2>@. A?0A81>70 3@515=L.- &570@L
?>4=O; ;0?C 8 ?><0E0; 2>B25B. 25@L 70 3>ABL59
70:@K;0AL. 8A @0720;8;AO=0 4820=G8:5, 70:8=C2=>3C=0
=>3C 8 ?>;>682 25@E=85;0?K ?>4 3>;>2C 8 AB0; @07<KH;OBL
> ?@>1;5<0E >AA0, :>B>@K5 <>3CB 70?@>AB> ?@52@0B8BLAO
2 ?@>1;5<K %@C<<8, 8;8 53>, &570@O. >AB5?5==>:=5<C
?>4>1@0;AO A>= 8 ?>B@51>20; ?>;=>9 8 157>3>2>@>G=>9
:0?8BC;OF88. #AB0;K9;8A 4065=5 A>?@>B82;O;AO.
0CB@>2<5AB5 A 702B@0:>< &570@N 4>AB028;8 70?8A:C: « >AA
>G5=L=0455BAO=0 20A, 8=AB@C<5=BK=0945B5 ?>4
:@K;LF><. 5;0N C40G8, 8:». >4:@K;LF><8 ?@0240
>1=0@C68;AO:59A A @07>1@0==>9 28=B>2:>9 ?>;8F59A:>3>
>1@07F0, E>@>H8<3;CH8B5;5<8:><?;5:B>< @07@K2=KE
?0B@>=>2. :59A5 B0:65;560;18=>;L 8 ?>4@>1=K9 ?;0=
3020=8A @0A?>;>65=85<A::04>2 8 ?CABCNI8E A;C651=KE
?><515=89. 5;0BL=5G53>, ?>E>65 GB>70;8A>< ?>;>B=>
A;548;8 8 ?@845BAO ?>:@09=59 <5@5 A45;0BL 284, GB> ?KB0;AO

?@8E;>?=CBL MB>3>%@C<<8. =0G8B,=04>1KBL 2 3020=8=5
?>765 G5<G5@57 420 G0A0, GB>1K CA?5BL 2K1@0BL ?>78F8N 8
@0A?>;>68BLAO. !B@5;OBL &570@L, 5AB5AB25==>, =5
A>18@0;AO. 2>B A?5:B0::L ?>G5<C 1K=5 CAB@>8BL? B0<,
3;O48HL, 8 ?@84C<05BAO GB>=81C4L. @0240, 2 H0=A A45;0BL
;0?K A MB>9 ?;0=5BK 25@8;>AL 2A5 <5=LH5 8 <5=LH5. 8 A
701@0; :59A 8 A?>:>9=K< ?@>3C;>G=K< H03><=0?@028;AO
=0@570BL :@C38 8 ?5B;8 ?> >:@5AB=>ABO<3>@>40,
=5C::>==> ?@81;860OAL : A2>59 F5;8. >78F8O 1K;0=5
0EB8, =>5A;8 2K1@0BL ?>;CGH5, B>1C45B B@C4=55
>?@0240BL >BACBAB285 2KAB@5;0. >;C?>420;L=>5
?><5I5=85 74>@>2>>3@0=8G820;>>17>@ A25@EC, 40 8
«F5;L» 4>;6=0 1K;0 ?>O28BLAO=5 1;865 G5<<5B@0E 2
B@5EAB0E, 40 8 B> =0=5A:>;L:> A5:C=4. K;8I8 BCB 1K;>
:0: 2 CB@>15 E>@>H> ?>B@C482H53>AO ?K;5A>A0 8 =>A 1K;
3>B>2 2 ;N1>9 <><5=B CAB@>8BL 7010AB>2:C. @8B0I82 87
:>@84>@0=5A:>;L:> A;><0==KE 45@52O==KE OI8:>2, 8 ?@8
MB>< GCB L=5 70=>782 A515 ?5@54=85 ;0?K, &570@L ?@8=O;AO
640BL. 4@C3, 2 B@5C3>;L=>5 >:=> GB>-B> 2;5B5;> 8
@0740;AO 3@>><:89 E;>?>:. B>B 65 <><5=B=5AB5@?8<>
70?5@H8;> 2 3>@;5 8 87 3;07 A0<8 A>1>9 ?>;8;8AL A;57K.
!;57>B>G82K9 307! 8A A> 2A5E=>3 1@>A8;AO 2 :>@84>@,
?@>AB82H8AL A 28=B>2:>9 8 ?@>G8<8 ?>40@:0<8 >B >AA0.
:>@84>@5 53> 640;> G5B25@> @MB;8=3>2 2 ?@>B82>3070E.
04KE0NI53>AO ;8A0 1KAB@> A:@CB8;8 8 ?>B0I8;8 A A>1>9.
«#D, A25689 2>74CE!». « :C40 <5=O B0I0B?». «>B5;8 1K
?@8AB@5;8BL 1@>A8;8 1K 1>52CN 3@0=0BC 8 45;> A
:>=F><». « ABL 5I5 :0:0O-B>=045640». « :0: <5=O 2>>1I5
=0H;8?». "0:85 <KA;8 ?@K30;8 2 3>;>25 &570@O ?>:0 >=
@0A:0G820;AO 2 ;0?0E @MB;8=3>2, =5AH8E 53> 70 ;0?K.
«!?0A81>, E>BL=5 70 E2>AB, 8 B0: =5?@8OB=>AB59
4>AB0B>G=>». 8A C65 <>3 =>@<0;L=> A>>1@060BL, :>340
CA;KH0; 3>;>A :>B>702@0 8:0: - >AA >G5=L A>60;55B, GB><K
?@>40;8 MB><C ;8AC >@C685 8 ?@8=>A8B A2>8 8728=5=8O.
;03>, <K 2>2@5<O @072540;8 53> ?;0=K 8 A<>3;8 C15@5GL
20A, 3>A?>48= % @C<<8>B 87;8H=8E=5?@8OB=>AB59. >AA,
B0:65=0455BAO, GB> 53> CA;C30=5 1C45B 701KB0 8 2K
?@8;>68B5 2A5 CA8;8O ?> 2>72@0I5=8N 5<C 53> >1>605<>9
4>G5@8, -<<8.
- 5@5409B5 20H5<C >AAC <>N 1;03>40@=>ABL, - >B25B8;
E@8?;>20BK9 3>;>A. 4=0:>, O 2K=C645= ?>2B>@8BL, GB> :
8AG57=>25=8N -<<8=8 O, =8 :B>-B> 87 <>8E ?0@B=5@>2 8&

A>B@C4=8:>2=58<55B=8<0;59H53>>B=>H5=8O. @>HC,
7025@LB520H53>>AA02<>5<8A:@5==5<65;0=88>:070BL
5<C;N1CN?><>IL. A>15==>, ?>A;5A53>4=OH=53>. >, :
?@8A:>@18N<>5<C, <K4>A8E?>@=5A<>3;8C7=0BL, 345
=0E>48BAO-<<8. &570@O=0:>=5F-B>?>AB028;8?@O<>, 8>=
C2845;GB>8:3>B>2@073=520==>70H8?5BL, =>
A45@68205BAO87?>A;54=8EA8;. 0@0AAB>O=8842CEH03>2
>B8:0AB>O;?>68;>9@MB;8=3,:>B>@>3>&570@LA>2A5<
=5402=>2845;=0D>B>3@0D8OE.%@C<<8. -%>@>H>./?5@540<
>AAC20H8A;>20. @07>G0@>20=>?@>87=5A8:. !20H53>
?>72>;5=8O,O1KE>B5;>B?@028BLAO=5<54;5==>. #25@5=,
GB>2K>G5=L65;05B5?>15A54>20BLAMB8<<>;>4K<;8A><,
-:>B>702@<=>3>7=0G8B5;L=>:82=C;&570@N8A;53:0
?>:0G0;E2>AB><,<>;=8G53>;8G=>3>,B0:>20687=L.
-0,:>=5G=>. 15@071;03>40@N20A70AB>;L=5>F5=8<CN
CA;C3C. MB;8=3?>25;CA0<8. 8:2KH5;. -B>=05<=8:.
C<0N,GB>53>=0=O;8G5@57B@5BL8-G5B25@BK5@C:88>=2A5
@02=>=8G53>=57=05B,-48=873@C??K70E20B0?@>BO=C;
%@C<<8@0A?5G0B:C. !?0A81>MB8<:>B0<,GB>?@845;0;8
<0OG>::53>28=B0@N,0B>1=82687=L=5=0H;8.>;55
15AB>;>2CN?>78F8N2K1@0BLB@C4=>,BC401K<K40658=5
703;O=C;8&
-@8A,@CB>9>B5=>:,40?CA<5E=C;AO@MB;8=3,>3;O4K20O
&570@OA3>;>2K4>=>3.
-5B.5=O7>2CB&570@L,O2>>1I5745AL2>B?CA:5&
-5@N.874520B5;LA:8C;K1=C;AO%@C<<8./B>658=>340
576C2>B?CA:,B>;L:>=5A>A=09?5@A:>928=B>2:>9
?>;8F59A:>3>>1@07F0,0A107C:>9."0:=0456=55.
-%>@>H>.5=O=0=O;>AA.-B>B<5@7:89;;682K9,G5@=K9
:>BO@0.=5A:070;8,GB>MB>45;>G5AB8,GB>2K?>E8B8;853>
4>GL.
-'CHL.0:<>OA<5@BL?><>65B@0<C25@=CBL-<<8?065
5A;81K>=081K;0C<>8E;N459,C?048H5@AB8=:0A<>53>
E2>AB0,>=01KA@07C1K;0<5@B20.0@0<0MB>=5?>E>65.
;O=53>@57C;LB0B2A5340206=55A@54AB2,:>B>@K<8>=
4>AB83=CB.86C,<K=5=0945<2708<>?>=8<0=8O.
->O?@0240B>;L:>BC@8AB,<>65B5?@>25@8BL?>
:><?LNB5@C!/BCB=8?@8G5<!
-54:>AB=0OGCHL.5C1548B5;L=>.0?>8BL8CB>?8BL.
%@C<<8<0E=C;A2>8<G5B25@K<?>4@CG=K<,?>25@=C;AO8
2KH5;.'B>-B>B25@4>5C40@8;>2>A=>20=85G5@5?08&570@L
@CE=C;157A>7=0=8O2;0?K55BK@5E@MB;8=3>2.

***. G=8AL!

3 @ > E > B 0 ; 2 C H 0 E 3 > ; > A , ? 5 @ 5 : @ K 2 0 O H C < . > ; > 2 0
@ 0 A : 0 ; K 2 0 ; 0 A L , ; 0 ? K = 5 A ; C H 0 ; 8 A L . % > B 5 ; > A L ? @ > A B >
; 5 6 0 B L . ! ? > : > 9 = > ; 5 6 0 B L 8 3 @ 5 B L A O = 0 A > ; = F 5 . ! > ; = F 5 .
0 6 5 G 5 @ 5 7 7 0 : @ K B K 5 2 5 : 8 > = > A 8 O ; > A ; 8 H : > < O @ : > 8 M B > B
A 2 5 B ? @ 8 G 8 = O ; 1 > ; L . - B > = 5 G 5 B = > ! ! ; K H 8 H L ! / = 5 4 ; O B > 3 >
B 5 1 5 4 > A B 0 2 0 ; 0 8 7 < > @ O , G B > 1 K B K B C B ? @ > B O 3 8 2 0 ; ; 0 ? K !
G = 8 A L , G B > 1 B 5 1 O 1 ; > E 8 7 0 3 @ K 7 ; 8 ! = 5 C = 8 < 0 ; A O 3 > ; > A . !
C A 8 ; 8 5 < & 5 7 0 @ L @ 0 7 ; 5 ? 8 ; ; 5 2 K 9 3 ; 0 7 . > ; > A > B M B > 3 > = 5
7 0 < > ; G 0 ; . 0 ? @ > B 8 2 A B 0 ; 3 @ > < G 5 # @ 0 ! " K 6 8 2 ! " 0 : O 8 7 = 0 ; 0 ,
G B > B K > 1 O 7 0 B 5 ; L = > 2 ; 5 B 8 H L 2 : 0 : > 5 = 8 1 C 4 L ? @ 8 ; ; N G 5 = 8 5 !
> 4 = 8 < 0 9 A O A : > @ 5 5 , B C B > A B 0 2 0 B L A O = 5 ; L 7 O , < 0 ; > ; 8 G B > ! :
3 > ; > A C 4 > 1 0 2 8 ; 8 A L 2 > 2 A 5 = 5 4 @ C 6 5 A : 8 5 E ; > ? : 8 ? > ? ; 5 G 0 < 8
B K G : 8 ? > 4 @ 5 1 @ 0 . C ! " 5 1 5 G B > , B 2 > O H : C @ 0 = 5 4 > @ > 3 0 ! 5
< > ; G 8 ! 0 A A : 0 6 8 , G B > M B > 1 K ; > ? ! 8 4 = 8 (0 M B > 1 K ; 0 8 < 5 = >
> = 0) , ? @ 5 8 A ? > ; = 5 = > K < ; N 1 > ? K B A B 2 0 2 7 3 ; O 4 > < 2 > 7 7 @ 8 ; 0 A L 2
< > @ 4 C ; 8 A C . = 5 A < 5 9 > B @ C 1 0 B L A O , A ; K H 8 H L ! # < 5 = O C 6 5
H 5 @ A B L 8 7 - 7 0 B 5 1 O A 2 0 ; O ; 0 A L ! ! ? C A B O G 0 A > = 8 C 6 5 2 K H ; 8 8 7
7 0 A B @ > 5 = > 9 G 0 A B 8 3 0 2 0 = 8 ? > B @ > ? 8 = : 5 , > 3 8 1 0 N I 5 9 7 0 ; 8 2 .
> ; C 4 5 = > 5 7 5 ; 5 = > 2 0 B > 5 A > ; = F 5 M B = 8 ? 0 6 0 @ 8 ; > 2 > 2 A N .
0 E ; > ? > ; 5 2 K < 8 F 2 5 B 0 < 8 8 & 4 K < > < . 0 ? 0 E 4 K < 0 1 K ;
: 0 : 8 < - B > < 8 @ = K < 8 C N B = K < . - B > 1 K ; 4 K < ? @ 8 @ C G 5 = > 3 > > 3 = O ,
? > = O ; & 5 7 0 @ L , E > B O 5 A ; 8 1 K 5 3 > A ? @ > A 8 ; 8 2 G 5 < @ 0 7 = 8 F 0 > =
1 K = 5 > B 2 5 B 8 ; . A B > G = 8 : 4 K < 0 = 0 E > 4 8 ; A O 3 4 5 - B > 2 ? 5 @ 5 4 8 .
! 8 4 = 8 8 & 5 7 0 @ L A @ 0 7 C > B : 0 7 0 ; 8 A L > B 8 4 5 8 8 4 B 8 2 3 > @ > 4 .
! ; 8 H : > < < = > 3 > ; 8 H = 8 E 3 ; 0 7 8 C H 5 9 , 8 = 8 : B > = 5 < > 6 5 B
A : 0 7 0 B L : > < C > = 8 ? @ 8 = 0 4 ; 5 6 0 B . 8 A ? > G B 8 > G C E 0 ; A O > B
? > A ; 5 4 A B 2 8 9 A 2 > 5 3 > C B @ 5 = > 5 3 > ? @ 8 ; ; N G 5 = 8 O 8 A B 0 ;
G C 2 A B 2 > 2 0 B L A 5 1 O = 5 C N B = > 8 7 - 7 0 A 2 > 5 3 > 2 = 5 H = 5 3 > 2 8 4 0 .
> B A C B A B 2 8 5 ? @ 8 2 K G = > 9 B O 6 5 A B 8 ? 8 A B > ; 5 B 0 > : > = G 0 B 5 ; L = >
; 8 H 0 ; > C 2 5 @ 5 = > A B 8 . E 2 > A B = 0 F 5 ? ; O ; 8 A L = 0 3 ; K 5 A 5 < 5 = 0
? @ 8 4 > @ > 6 = K E @ 0 A B 5 = 8 9 . " @ > ? 8 = : 0 A B 0 ; 0 C 7 : > 9 , 8 @ O 4 > < 8 4 B 8
1 K ; > C 6 5 = 5 C 4 > 1 = > 8 4 ; O @ 5 4 : 8 E @ 5 ? ; 8 : ? @ 8 E > 4 8 ; > A L
> 1 > @ 0 G 8 2 0 B L A O . " 0 ; , 7 0 : 0 : 8 < - B > = 5 7 = 0 G 8 B 5 ; L = K <
@ 0 7 3 > 2 > @ > < 1 5 3 ; 5 F K = 5 A @ 0 7 C 7 0 < 5 B 8 ; 8 A B @ 0 = > C N
: > < ? 0 = 8 N , A 8 4 O I C N 2 > : @ C 3 < 0 ; 5 = L : > 3 > G 0 9 = 8 G : 0 2 > 4 2 > @ 5
= 8 7 5 = L : > 3 > 4 > < 8 : 0 . 2 0 2 > ; : 0 8 M ; 5 3 0 = B = 0 O : > H 5 G : 0 A 8 4 5 ; 8
? @ O < > = 0 7 5 < ; 5 8 > B = 8 E 2 5 O ; > B 0 : 8 < < 8 @ > < 8 A ? > : > 9 A B 2 8 5 < ,
G B > : > 3 4 0 > 4 8 = 8 7 = 8 E ? > < 0 E 0 ; ; 8 A 0 < , B 5 A ? @ 8 A > 5 4 8 = 8 ; 8 A L
1 5 7 > A > 1 K E @ 0 7 4 C < 8 9 . ! 8 4 O I 8 5 2 > : @ C 3 G 0 9 = 8 : 0 ? > 4 2 8 = C ; 8 A L .
' 0 9 = 8 : A B > O ; = 0 3 > @ O G 8 E C 3 ; O E , : > B > @ K 5 < 5 @ F 0 O , I 5 4 @ >
4 > 1 0 2 ; O ; 8 6 0 @ C : ? > ; C 4 5 = > < C 7 = > N . - > 4 > 6 4 8 B 5 = 5 < = > 3 > ,
G 0 9 A 5 9 G 0 A 1 C 4 5 B 3 > B > 2 , - > 1 @ 0 B 8 ; A O A B 0 @ H 8 9 1 5 ; K 9 2 > ; : :

3>ABO<. >:0 <>65B5 ?@8=OBL CG0AB85 2 =0H59 15A545.
- 9, ?@>AB8B5& KB>?8B5 4@>20<8, => M=5@388 65 A:>;L:>
C3>4=>? C4828;0AL !84=8.
- -B>=5 ?@>AB> G09, MB> G0ABL CB8. !>18@0OAL 745AL, <K
>AB02;O5< 70 MB8<:@C3>< 2A5 A2>8 68B59A:85 <KA;8 8
?5@56820=8O, A;CH05< 72C: :8?OI59 2>4K, 2=8<05< 70?0EC
4K<0 8 G0O, 15A54C5< > ?@5: @0A=>< 8 2KA>:>< MB>
?>72>;O5B=0< 25@=CBLAO : A515, : A2>5<C ?@54=07=0G5=8N
2 MB>9 A5;5==>9,- <>;>4>9 2>;: A45;0; A;>65==K<
255@>< H8@>;CN 4C3C 2 2>74CE5, ?>B>< A<CB8;AO 8 A
B>@65AB25==K< ?>;C?>;;>=>< 2@CG8; 255@ !84=8.
- %>@>H> A:070=>, E>@>H> A:070=>. C;K1=C;AO AB0@H89
2>;: 5 ?@8=5A5B5 ;8=0< 5I5 425 G0H:8? A ?>;;>=><
>1@0B8;AO >=: :>H5G:5, :>B>@0O BCB 65 2AB0;0 8
=0?@028;0AL : 4><8:C. "0: 2>B, <K BCB :0: @07 >1AC640;8
>4=> AB8E>B2>@5=85&
« ;8==CN 78<C
B5<=>< AC=4C:5 ;568B
55@ 701KBK9», - =5A?5H=> ?@>45;;0<8@>20; AB0@H89 2>;:-
>B, <>9 4@C3 C<<8 3>2>@8B, GB> ?@>4>;65=85 4>;6=>
1KBL B0:8<:
«& B0: ?><=8< <K > 4@C7LOE
>:C40 >=8 =C6=K». A>15A54=8: 2K45@60; ?0C7C, :0: 1K
40200 3>ABO< ?>GC2AB2>20BL A<KA; B0:>3> ?@>4>;65=8O, 8
:0: >=> A2O70=> A=0G0;>< AB8E>B2>@5=8O. O,(:AB0B8,
<>65B5 =07K20BL <5=O @G8) 4C<0N GB> ?@>4>;68BL
<>6=> B0::
«& ?;>B ?>A;5 ?5@5?@02K
B>=0 A515 ?>=5A5B?» >H5G:0 25@=C;0AL A 42C<O
G0H5G:0<8 8:>2H8:>< 2>4K, 87 :>B>@>3> A ?>;;>=>0<8
?>;8;0 ?> >G5@548=0 ;0?K 3>ABO<. - @>AB8B5, => <K 1K
E>B5;8&- =0G0;0 !84=8.
- C40 B>@>?8BLAO? CA<5E=C;AO C<<8.- >340 5I5 1C45B
2>7<>6=>ABL >AB0=>28BLAO A@548 1C@=>3> ?>B>:0 687=8 8
>3;O45BLAO ?> AB>@>=>0<, ?>A<>B@5BL 2=CB@L A51O&
- O 1K ?@>4>;68; B0;,- =5>6840==> 4;O A0<>3> A51O A:070;
&570@L
«...4@C30 =0=5< ?>?@>HC
0@8A>20BL 6C@02;59» - ! >E>65, 20< B>65=5 GC64 CBL.
%>BO, 2K B>;L:> 2 A0<><=0G0;5 53>. E>BO 2 AB@0=C <5GBK
=5 1K205B ;53:8E ?CB59, <=5 :065BAO GB> 2K A?>A>1=K MB8
?CB8 >4>;5BL.- @G8 C;K1=C;AO. ?>;;>=8;AO. '09=8:

70HC<5;. A5 ?@8A;CH0;8AL : 72C:C 1C;L:0NI59 2>4K 8
?@8=NE0;8AL : 0@><0BC G0O. >H5G:0 A=O;0 G09=8: 8
@07;8;0 53> ?> G0H:0<. @G8 8 C<<8 27O;8 G0H:8 8 ?>:@CB8;8
8E 2 ;0?0E, :0: 1K >B>3@520OAL.
- @>AB8B5, 3>A?>60,- A ?>;>=><>1@0B8;AO @G8 : :>H5G:5.
/ GC2AB2CN, GB> =0H8 3>AB8 CAB0;8, E>BOB ?5@5>45BLAO 8
?@825AB8 A51O 2 ?>@O4>:. / 7=0N, GB> MB> =5 A>2A5<
A>>B25BAB2C5B ?@028;0<&
- -B>B ?>A>E,- C;K1=C;0AL :>H5G:0, ?>:07K20O =0 @57=>9
45@52O==K9 ?>A>E @O4>< A 2>;><,- MB>B ?>A>E A2OI5==K9
8;8>1KG=K9? @G8 ;C:02> C;K1=C;AO, ?>4<83=C; C<<8 8
?>;>=8;AO :>H5G:5. !84=8 2K3;O45;0 B0:, A;>2=> =8G53>
=5 ?>=8<0;0. # &570@O 2> 2A5 5I5 1>;L=>9 3>;>25 B>65
?>=8<0=8O =5 ?@81028;>AL. « >7<>6=>, MB> B0:0O 8<>4=8<
?>=OB=0O HCB:0»- @5H8; >= 8 CA?>:>8;AO. >H5G:0 B5<
2@5<5=5< 2=>2L >B?@028;0AL 2 4><8:.
- K <=5 :065B5AL =0456=K<8,- =0G0;0 !84=8. >5<C 4@C3C
=5>1E>48<> ?>:8=CBL ?;0=5BC. 0: <>6=> A:>@55.
- "0: C =0A ?>;>=> <0AB5@A:8E, 345 ?>445;K20NB 4>:C<5=BK.
- 5B, MB> =52>7<>6=>. <5==> A B5<8, :B>& =5 2 ;040E A
70:>=><& <K 1K >G5=L =5 E>B5;8 2AB@5G0BLAO.
- >=OB=>. # 20A 5ABL 7=0:><K5 ?>E>685 ;8AK, :>B>@K5
<>3CB& >4>;68BL 20H5<C 4@C3C A2>8 4>:C<5=BK?
- 5B.
- C, B>340 O 286C @>2=> >48= 2KE>4. C;K1=C;AO @G8.
- 0:>9?
- K >4>;68B5 5<C 4>:C<5=BK. >4564C.
- >&- 3;070 !84=8 @0AH8@8;8AL.
- 5ABL 4@C385 2>7<>6=>AB8? 0A:>;L:> <=5 8725AB=>,
B0<>65==K9 4>A<>B@ ACI5AB2C5B, => =5 =0AB>;L:>
?>4@>1=K9. "5< 1>;55, GB> <548F8=C 2K ?@>E>48;8 ?@8
?>A04:5, 0 @07 MB> 1K;> A>2A5< =5402=>, B> 2B>@>9 @07
=8:>3> BC40 =5 ?>B0I0B. <;8H=OO @01>B0 =5 =C6=0.
>4KB>68; C<<8. @G8 A> AG0AB;82>9 <8=>9 >BE;51=C; 87
G0H:8 8 70:@K; 3;070. 5@=C;0AL :>H5G:0, :>B>@CN 4> A8E
?>@ =8:B> =5 ?@54AB028; 3>ABO<. >E>65, MB> 1K;> 2
?>@O4:5 25159. 0 75<;N ?5@54 3>ABO<8 C?0;8 420
2=CH8B5;L=KE BN:0 A >4564>9.
- 5@5>45BLAO 2K <>65B5 2 4><8:5. > 42>@5 5ABL 8AB>G=8:;
=> ?@>HC 2 =5< =5 <KBLAO, 0 =01@0BL 2>4K 8 <KBLAO 70
4><8:><. C;K1=C;0AL E>7O9:0 4><8:0.
- 0, 2AB02H89 =0 ?CBL, ->;8:=C; &570@O @G8. / E>GC 7040BL

B 5 1 5 > 4 8 = 2 > ? @ > A. > 3 4 0 B K = 0 9 4 5 H L = 0 = 5 3 > > B 2 5 B, M B >
1 C 4 5 B > 7 = 0 G 0 B L, G B > B K A 4 5 ; 0 ; A 2 > 9 ? 5 @ 2 K 9 H 0 3 ? > C B 8.
« ' 5 3 > 1 K B K E > B 5 ; , 5 A ; 8 1 K < > 3 ; 5 B 0 B L ? » ! ? C A B O ? > ; G 0 A 0
! 8 4 = 8 8 & 5 7 0 @ L ? 5 @ 5 > 4 5 ; 8 A L, ? @ 8 G 5 < > 1 0 2 6 5 = A : C N > 4 5 6 4 C.
& 5 7 0 @ N ? @ 8 H ; > A L ? @ > A B 8 B L A O A > A 2 > 5 9 A 8 = 5 9 : C @ B : > 9, A 8 4 = 8
A > A 2 > 5 9 @ > 7 > 2 > 9 : > D B > G : > 9. " 5 ? 5 @ L > = 8 1 K ; 8 > 4 5 B K
? @ > A B > 8 = 5 : 0 7 8 A B >. > : 0 ; 8 A K ? 5 @ 5 > 4 5 2 0 ; 8 A L 8
> B < K 2 0 ; 8 A L, 2 > ; : 8 8 A G 5 7 ; 8. % > 7 O 9 : 0 4 0 ; 0 & 5 7 0 @ N = 5 A : > ; L : >
A > 2 5 B > 2 ? > B > < C, G 5 < 6 5 = A : 0 O ? > E > 4 : 0 8 6 5 A B K > B ; 8 G 0 N B A O
> B < C 6 A : 8 E 8 2 K 7 2 0 ; 0 B 0 : A 8 ? > 2 8 4 5 >. - ! B 0 @ 0 9 B 5 A L = 5
? > : 0 7 K 2 0 B L, G B > 2 K A ? 5 H 8 B 5 ? > : 8 = C B L ? ; 0 = 5 B C, - C ; K 1 = C ; 0 A L
> = 0 = 0 ? @ > I 0 = 8 5. > A ? 5 H = K 5 > B J 5 7 4 K A B 0 : > 9 ? ; 0 = 5 B K : 0 :
= 0 H 0 2 K 7 K 2 0 N B ? > 4 > 7 @ 5 = 8 O. 2 5 ; 8 A K ? > ; > = 8 ; 8 A L 5 9
> 4 = > 2 @ 5 < 5 = >. ? > G B 8 > 4 8 = 0 : > 2 >. ***
- @ > 9 4 5 < B 5 ! 3 > ; > A = 0 4 C E > < & 5 7 0 @ O ? @ > 7 2 C G 0 ; B 8 E >, =>
? > 2 5 ; 8 B 5 ; L = >. 3 ; O = C 2 H 8 A L, ; 8 A C 2 8 4 5 ; A 5 @ > 3 > 5 6 0 2
H B 0 B A : > <. ' B > D > @ < 0 ? > H ; 0 1 K 5 < C 1 > ; L H 5 < > 6 = > 1 K ; > = 5
A > < = 5 2 0 B L A O ? @ O < > A ? 5 @ 2 > 3 > 2 7 3 ; O 4 0. / A = K 9 8 1 K A B @ K 9
2 7 3 ; O 4. O 3 : 8 5, ? ; 0 2 = K 5 8 1 K A B @ K 5 4 2 8 6 5 = 8 O. 5 = 0 ? @ O 6 5 = = 0 O
? > 7 0, 8 7 : > B > @ > 9 A ; 5 3 : > A B L N < > 6 = > @ 8 = C B L A O 2 ; N 1 C N
= C 6 = C N A B > @ > = C &
- 2 G 5 <, A > 1 A B 2 5 = = >, 4 5 ; > ? ? > ? K B 0 ; A O 2 > 7 < C B 8 B L A O & 5 7 0 @ L.
- @ > 9 4 5 < B 5. " 0 < 2 0 < 2 A 5 > 1 J O A = O B. & 5 7 0 @ L ? > = C @ > ? > 1 @ 5 ;
7 0 = 5 7 = 0 : > < F 5 < ? > : 0 : 8 < - B > A ; C 6 5 1 = K < : > @ 8 4 > @ 0 <.
0 : > = 5 F, ? > A ; 5 > G 5 @ 5 4 = > 3 > ? > 2 > @ > B 0 = 5 7 = 0 : > < 5 F > B : @ K ;
4 2 5 @ L 8 2 A B 0 ; 2 > 7 ; 5 = 5 5, ? @ > ? C A : 0 O ; 8 A 0 2 ? 5 @ 5 4 A 5 1 O.
: 0 1 8 = 5 B 5 = 5 1 K ; > = 8 G 5 3 > ; 8 H = 5 3 >. " 5 @ < 8 = 0 ; , ? @ 8 = B 5 @, B @ 8
: @ 5 A ; 0, = 5 1 > ; L H > 9 A B > ; 8 ; , ? C A B 0 O ? > ? @ 8 G 8 = 5 ; 5 B 0, 2 5 H 0 ; : 0.
5 7 = 0 : > < 5 F 7 0 ? 5 @ 7 0 A > 1 > 9 4 2 5 @ L, H 8 @ > : 8 < 6 5 A B > < C : 0 7 0 ;
= 0 : 0 1 8 = 5 B C A B @ 0 8 2 0 9 B 5 A L, < > ; . > 4 2 8 = C ; : @ 5 A ; > 8 A 5 ;
= 0 ? @ > B 8 2 & 5 7 0 @ O.
- > 7 2 > ; L B 5 ? @ 5 4 A B 0 2 8 B L A O : ; 5 9 B 5 = 0 = B \$ 0 @ 3 C A.
5 6 ? ; 0 = 5 B = 0 O 0 7 2 5 4 : 0. C < 0 N, 2 K = 0 A ; K H 0 = K > = 0 H 5 9 A ; C 6 1 5
8 5 5 2 > 7 < > 6 = > A B O E, B 0 : G B > @ 5 : > < 5 = 4 C N 3 > 2 > @ 8 B L ? @ 0 2 4 C,
> 4 = C B > ; L : > ? @ 0 2 4 C 8 = 8 G 5 3 > : @ > < 5 ? @ 0 2 4 K.
- & 5 7 0 @ L. E 0 ; A N 4 0 ? @ > A B > > B 4 > E = C B L. A 5 = 0 G 0 ; > A L A B > 3 > ,
G B > ? > 4 > @ > 3 5 C < 5 = O A B O = C ; 8 4 > : C < 5 = B K 8 < = 5 ? @ 8 H ; > A L
2 @ 5 < 5 = = > 7 0 @ 5 3 8 A B @ 8 @ > 2 0 B L A O ? > G C 6 8 < & - ; 8 A ? > ; B > @ 0
G 0 A 0 G 5 A B = > 8 7 ; 0 3 0 ; 2 A 5 A 2 > 8 ? > E > 6 4 5 = 8 O, \$ 0 @ 3 C A
? 5 @ 5 A ? @ 0 H 8 2 0 ; , C B > G = O ; , ? @ > A 8 ; ? @ > ? C A B 8 B L ? > 4 @ > 1 = > A B 8
8 ; 8 = 0 > 1 > @ > B, @ 0 A A : 0 7 0 B L > G 5 < - B > > G 5 = L ? > 4 @ > 1 = >. 3 >
? @ > A L 1 K 8 = > 3 4 0 : 0 7 0 ; 8 A L > G 5 = L = 5 ; > 3 8 G = K < 8 8 = 5

8<5NI8<8>B=>H5=8O : 45;C. "0: 53> >G5=L 8=B5@5A>20;
:>B>702@ 8:, => ?@> >AA0 8;8 % @C<<8>= A;CH0; A
>B:@>25==K< @02=>4CH85< 8 A:C:>9. 56 B5< :0?;O A>;=F0
AB5:0;0 ?> :C?>;C =510 2A5 1;865 8 1;865 : 3>@87>=BC. - % <.
5;0O 8 @0A=0O 0;E8<8O, 7=0G8B&- ?@><C@;K:0; ;59B5=0=B
A515 ?>4=>A. 7=05B5 GB>! K 8 ?@0240 @0AA:070;8 G8ABCN
?@024C. > :@09=59 <5@5 2 B5E <5AB0E, :>B>@K5 <K 2
A>AB>O=88 ?@>25@8BL. -B> 7=0G8B, GB> 2K <>65B5 1KBL =0<
?>;57=K.
- 'B>, >?OBL C18BL :>3>=81C4L? 2 HCB:C ?>8=B5@5A>20;AO
&570@L.
- C, ?>GB8. C;K1=C;AO \$0@3CA. > A=0G0;0 ?>4C<09B5:
?>G5<C> @57C;LB0B0E=0H59 A;C61K E>4OB ;535=4K, E>BO C
;0=5B0@=>9 >;8F88 B5 65 A0<K5 :><?LNB5@K, >=8 ;>2OB
B5E 65 A0<KE ?@5ABC?=8:>2, B>;L:>=0 ?;0=5B0E, 0=5 ?>
2A5<C :>A<>AC. # =0A >48=0:>2>5 >A=0I5=85, =>
?>G5<C-B> A;>2> « 07254:0» 2A5 >1K20B5;8 ?@>87=>AOB A
>A>1K< C2065=85<?
&570@L ?>60; ?;5G0<8.
- 5;> 2 B><, :B> 8<5==> =0=0A @01>B05B. ;O >;8F88 MB>
@01>B0. ;O=0H8E A>B@C4=8:>2 MB> ?@8720=85, A<KA;
687=8, 5A;8 E>B8B5. >MB><C <K 2K68<05< 87=0H8E
:><?LNB5@=KE A5B59<0:A8<C< B0<, 345 >;8F8O B>;L:>
?>;>28=C. K <G8<AO A;><O 3>;>2C=0=0H8E :>@01;OE,
4065 :>340 B>@>?8BLAO 2@>45 1K=5:C40. >B><C GB><K
2848< A:>;L:> 5I5 @01>BK=0< ?@54AB>8B 8 A?5H8< A45;0BL
:0: <>6=> 1>;LH5. >65B5=0720BL=0A D0=0B8:0<8. -B>
1C45B A2>53> @>40 :><?;8<5=B.
- >72>;LB5 O GB>B> @0AA:06C 20<>1 MB>9 ?;0=5B5,-
?@>4>;68; \$0@3CA, 2@C10O B5@<8=0;. ?>A;54=55 2@5<O, 0
8<5==> 3>40 G5BK@5-B@8 A ?>;>28=>9 <K =01;N405< BCB
4>2>;L=> AB@0==CN :0@B8=C. 45AL 2A5340 A;CG0;8AL
@07=K5 ABKG:8 8 ?@>G85 <5;:85=5?@8OB=>AB8. 0 8=0 :0:>9
?;0=5B5 B0:>3>=5B? 45;> BCB=5 AB>;L:> 2 :>;8G5AB25.
>;8G5AB2> MB> A;54AB285. ?@8G8=C=0H8 0=0;8B8:8
>B:>?0;8 4>2>;L=>=5402=>. A53> ?>;3>40=0704. 5;> 2
?>A;54AB28OE. =8=5 A>>B25BAB2CNB A>1KB8O<. &570@L
2>?@>A8B5;L=>=0:;>=8; 3>;>2C 8 <0E=C; E2>AB><.
- %>@>H>, ?>OA=N=0 ?@8<5@5. C;K1=C;AO \$0@3CA.
>?CAB8<, GB>=04 20<8 =5C40G=> ?>HCB8; 7=0:><K9 8;8
:>;;530. 0H0 @50:F8O?
- C, A<>B@O :0: ?>HCB8;. >3C A45;0BL 284 GB>=5 70<5B8;, 0

<>3C 8 ?> <>@45 705E0BL.
- 30. >?CAB8<, 705E0;8 2K 5<C ?> <>@45. G5@57=545;N
3;O=L C65 701K;8 >1 MB><. >B><C GB> 8 @01>B0BL 2<5AB5
=04> 8>1I0BLAO:0:-B>. 07>1@0;8AL 8 6825B5 40;LH5.
745AL,- \$0@3CA ?>:070;=0 ?>;, ?>4@07C<520O 25AL MB=8?,-
745AL 2A5=5 B0:. 45AL ?CABO:<>3CB ?><=8BL ?> <5AOFc.
B0:0O HCB:0 87;8G=>3>45;0 <>65B ?5@5@0AB8 2=5HCB>G=CN
4@0:C. #30409B5, <564C :5< 8 :5<?
- >B0<8 8 @MB;8=30<8.
- <5==>!
- B5?5@L C30409B5, GB> @5H8;8=0H8 0=0;8B8:8, :>340
C2845;8, GB> :>=D;8:BK=5 70BCE0NB ?>>1KG=K<70:>=0< 8
GB> ?>A;54AB28O, <O3:> 3>2>@O, =5 A>>B25BAB2CNB?
- A5=0A5;5=85 A>H;> A C<0?
- 5B, MB> ?0E=5B 18>;>38G5A:8<>@C685<. 5 :;525I8B5=8
=0=0A, =8=0 0@0=B8==CN !;C61C,- CA<5E=C;AO \$0@3CA.
- "@5BLO A8;0. :82=C; &570@L.
- <5==>! 5A;8 :>=D;8:B <564C 42C<O AB>@>=0<8=5
@5H05BAO ?>-E>@>H5<C, B>=04>8A:0BL B@5BLN A8;C,
:>B>@0O 53> @074C205B.
- ">5ABL, 2KE>B8B5 A:070BL, GB>4>GL B>3>65 @0<0=8:B>
=5 ?>E8I0;?
- >?5@2KE, >=0 53> ?@85<=0O 4>GL. >-2B>@KE, 55=5
?>E8I0;=8:B>87 @MB;8=3>2. ><C-B>>G5=L, >G5=L
2K3>4=>AB@028BL 425 ?>;>28=K ?;0=5BK <564C A>1>9 8
?>B><>1JO28BLAO 2;CG0E A;02K <8@>B2>@F0 8 A?0A8B5;O.
"0: GB>5A;8<K,- \$0@3CA A45;0;C40@5=85=0 A;>25 «<K», -
5A;8<K=0945<-<<8, B>=0945<8 ?>E8B8B5;59. :0: B>;L:>
=0945< ?>E8B8B5;59 =0945<8 B5E, :><C 2K3>45= A:0=40;
?;0=5B0@=>3><0AHB010. 0:, ?> @C:0<?
- C, 4065=5 ?@54AB02;ONG5<<>3C 1KBL 20< ?>;57&
?@5@20;3@><:89 ABC: 2 425@L.
- B:@>9B5, O 7=0N, GB>>= B0<! -B>2A5 HCB:0, O <>3C
?>4B25@48BL! -B>O A0<0 ?5@5?CB0;0=0H8 4>:C<5=BK!
B?CAB8B5 <>53>4@C30! 3>;>A ?@8=04;560;;2=5 2AO:>3>
A><=5=8O, !84=8. &570@O 70E;5AB=C;0 2>;=0 8A:@5==59
1;03>40@=>AB8 8 A8<?0B88 : MB>9 M=5@38G=>9 8 ?@540==>9
;8A5, :>B>@0O 4065=5 ?>4>7@5205B C:0:>9>@30=870F88
?KB05BAO 53>>B=OBL.
- B:@>9B5, >=0 2A5 @02=>=5 A40ABAO. ;8A C;K1=C;AO
AG0AB;82>9 C;K1:>9. \$0@3CA, =5 2AB020O, ?>:>;4>20;=04
B5@<8=0;><8>B A;54CN153> ?8=:0 425@L @0A?0E=C;0AL.

&570@O

- B> HCB:0! K ?@>AB> ?5@5?CB0;8 4>:C<5=BK! !84=8
3;O45;0=0 \$0@3CA0 G5AB=K<8-?@5G5AB=K<8 3;070<8.
- & 8>4564C,- CA<5E=C;AO ;59B5=0=B.
- 0:85 ?@54@0AAC4:8,- 2A?;5A=C;0 @C:0<8 !84=8. <C=C6=>
1K;> B0: A@>G=> C5E0BL, GB> <K 4065 =5 CA?5;8 :C?8BL
GB>=81C4L ?>4E>4OI55&
- 0? : G5<C 1K;0 B0:0O A?5H:0? \$0@3CA <8;> C;K10;AO 157
B5=8 03@5AA88,- =GB>, C18; :>3>-B>? ;8 A>1;07=8; GLN-B>
=525ABC 8 B5?5@L>?0A05BAO <5AB8?
- 0:>9 1@54! 2>>1I5, MB> 53> ;8G=>5 45;>. <>5 ;8G=>5
45;>. 0 8 :B> 2K B0:>9?
- 59B5=0=B \$0@3CA, .
- 56?;0=5B=0O 07254:0? !84=8>?5H8;0. 'B>BK CA?5; 515
=0B2>@8BL? 157<5=O?! A MB8<8 A;>20<8>=0>1@0B8;0
?@58A?>;=5==K9?K;0NI53>3=520 273;O4=0 &570@O. ">B
8=AB8=:B82=>260;AO 2 :@5A;>, 8 ?>?KB0;AO A=K:0BLE2>AB.
- #A?>:>9B5AL <8@>;N182> C;K1=C;AO \$0@3CA, ?>4=8<0O
@0725@=CBK5 ;0?K. @8AO4LB5, 8 <K 2A5>1AC48<. 0H 4@C3 :0:
@07 A>18@0;AO>:070BL =5>F5=8<CN ?><>IL
56?;0=5B=>9 07254:5 ?> A?0A5=8N ?;0=5BK MB=8?. A;8 O
?@028;L=>53> ?>=O;.
- O, O B>65 A>3;0A=0! @04>AB=>70<0E0;0 E2>AB>< !84=8.
- >B 2848B5, A>3;0H09B5AL! @0AF25; \$0@3CA.
- >GB> O <>3C A45;0BL?
- -B> C65 4@C3>9 @073>2>@. ?5@54=8<=<5=C6=>1K;>20H5
A>3;0A85. >1@>2>;L=>5 A>3;0A85, 70<5BLB5. / 20A=5=0
:C@>@B ?@83;0H0N. A45;05<<K 2>B GB>&- \$0@3CA ?@>25;
;0?>9 ?> B5<8=0;C, 425@L 70E;>?=C;0AL. 5@2>5.
5>1E>48<>& ***
- « @CB>9 >B5=>:»! # =8E GB>, =5 E20B8;> D0=B0788=0
?@8;8G=K9>?5@0B82=K9?A524>=8<? 2>@G0; &570@L 87
3;C18=?@8<5@>G=>9. ;O=0G0;0 1K;>=5>1E>48<>
?>4>1@0BL C4>1=CN>4564C, 70:>=G8BL<0A:0@04, 157
?@8::NG5=89 4>1@0BLAO 4> A;C651=>9:20@B8@K 2 F5=B@5
3>@>40 8=0G0BL ?@>4C<K20BL 45B0;8>?5@0F88.
- B515 845B! =528=>?>4=0G820;0 !84=8, 70?8E820O 70
70=025A:C>G5@54=CN @C10H:C. !59G0A BK DK@:05HL 8
B@OA5HL ;0?0<8 :0: A0<K9=0BC@0;L=K9 :>B5=>:.
- C, E>BL BK =5 8745209AO, 0.
- @C65A:85 HCB:8 ?>;57=K. 07840B5;L=K=><
?@>2>73;0A8;0 ;8A0. =8 70AB02;ONB A<>B@5BL=0 A51O
?>=>2><C 8=5>AB0=02;820BLAO=0 4>AB83=CB><.

- >1KAB@55! 03078=70:@K205BAO! ?><0E0;087-70?@8;02:0
B>;AB0O A5@0O 2?>;>A:C :>H:0.
- #65845<! 687=5@04>AB=>>B25B8;0!84=8.
&570@L2K;5787?@8<5@>G=>9,4@C7LO @0A?;0B8;8AL8CH;82
=>GL. ***
- >AA! GB>5A;8MB>8?@0240=5%@C<<8? 2:>B>@K9@0770
25G5@?5@5A?@>A8;8:.>;>65=85:>B>702@01K;>
>?0A=K<,?5@54>AA><;560;B>G8;L=K9:0<5=L,A
?><>ILN:>B>@>3>>=?@028;8?>;8@>20;<5B0B5;L=K9
=>642CEA>B;5B=59402=>AB8.4@C3,40@5H8B?@>25@8BL
:0G5AB2>?
- CBC?8. ><C5I523>@>45MB>=C6=>? A5<5;:85
C;8G=K510=4K<K2K68;8? K68;8. >@O4>:=025;8? 025;8.
>@>4?>45;8;8? >45;8;8.
- ">340?>G5<C=5BB@51>20=89?
- 70G5<? =0<>O4>GL,MB>7=05B:064K9:>B5=>:. A;CG8AL
GB>A><=>9...?>=O;?
- 5B. 0MB>2@5<O=020A=51K;>=8>4=>3>?>:CH5=8O @07.
0MB>2@5<O<>6=>>D8F80;L=>=07=0G8BL4@C3>3>
?@55<=8:0 420.
- ">340>1JOA=8<=5 :><CMB>=04>?
- >65B:B>-B>?KB05BAO20A?>AA>@8BL?
- B>? >;8F8O? CA<5E=C;AO >AA. =B5@5A=K5<5B>4K.
- ?
- (CB8HL? K=5=0AB>;L:>1>;LH858AB@0H=K5,GB>1K=0<8
8=B5@5A>20;0AL 07254:0. ***
- (5D! 2?>:>8%@C<<82>H5;3;04:8981;5ABOI89@MB;8=3.
K8?@0240=525@8B5,GB>?>:CH5=85 45;>;0? @0<0?
- !G53>1K5<CA4020BLA2>53>035=B0?
- 'B>1K?><5=OBLCA;C3C=0CA;C3C.
- /65>1JOA=O;5<C,GB>-<<8C<5=O=5B. ;85ABL? %@C<<8
?>25@=C;AO:2>H54H5<C2A5<:>@?CA><,C3@>60NI5
>A:0;82H8AL.
- 5B,GB>2K,H5D.
- =5=5=C6=02>9=0.
- 0,H5D. >65B&?><>65< @0<C?
- >=?@8<5B?><>IL? 5H8B5I5,G53>4>1@>3>,GB><K
E>B8<1KBL2:C@A553>?;0=>2.
- 0:851C4CB C:070=8O,H5D?
- 40BL& ***
- @8:07K20N3@C??0<«D8»8«:0??0»2KA048BLAO=0?;0=5BC
81KBL2«3>B>2=>AB8=>;L»:4G0A0<702B@0&C65

A 5 3 > 4 = O H = 5 3 > C B @ 0. @ C ? ? 0 « D 8 », 1 K B L 3 > B > 2 > 9
> @ 3 0 = 8 7 > 2 0 B L M 2 0 : C 0 F 8 N 0 3 5 = B 0 « @ C B > 9 : > B 5 = > : » 8 ; 8 F, = 0
: > B > @ K E > = C : 0 6 5 B. @ C ? ? 0 « : 0 ? ? 0 » - > 1 5 A ? 5 G 8 B L > 3 = 5 2 > 5
? @ 8 : @ K B 8 5 2 ? ; > B L 4 > ? @ 8 < 5 = 5 = 8 O ; C G 5 2 > 3 > 8
3 @ 0 2 8 B 0 F 8 > = > 3 > > @ C 6 8 O. ! > 3 ; 0 A > 2 0 = 8 5 A > H B 0 1 > < 1 5 @ C = 0
A 5 1 O.
- @ C ? ? 0 « 1 5 B 0 » = 0 A 2 O 7 8, ; 5 9 B 5 = 0 = B.
- ' B > = > 2 > 3 > ?
- = 0 ; 8 7 1 5 A 5 4 K = > 2 K E @ 5 7 C ; L B 0 B > 2 = 5 4 0 ;. F 5 = : 0
2 5 @ > O B = > A B 8 2 < 5 H 0 B 5 ; L A B 2 0 8 7 2 = 5 2 > 7 @ > A ; 0 = 0 4 2 0 ? C = : B 0.
- "> 6 5 @ 5 7 C ; L B 0 B. @ > 4 > ; 6 0 9 B 5 2 B > < 6 5 4 C E 5.
- 0, A M @ ! * * *
0 = = 8 < C B @ > < 2 4 2 5 @ L 0 = B 8 : 2 0 @ = > 9 > @ C 6 5 9 = > 9 ; 0 2 : 8
@ 0 7 4 0 ; A O @ 5 H 8 B 5 ; L = K 9 A B C :. K H 5 4 H 8 9 8 : 1 K ; > H 0 @ 0 H 5 =, > =
O 2 = > = 5 > 6 8 4 0 ; C 2 8 4 5 B L ? > A 5 B 8 B 5 ; O < 0 ; > B > 3 > G B > 6 8 2 K < ,
B 0 : 5 1 5 8 2 < 5 A B 5 A : 5 < - B > .
- > 1 @ > 5 C B @ > ! = 0 < = C 6 = > ? > 2 8 4 0 B L A O A @ 0 < > < .
- ! > A A > < ? 0 G 5 < ?
- / 6 5 1 K ; A E 2 0 G 5 = ? 0 @ = O < 8 % @ C < < 8, 8 < = 5 C 4 0 ; > A L C 7 = 0 B L ,
3 4 5 > = 8 4 5 @ 6 0 B L - < < 8.
- 5 2 @ 8. % @ C < < 8 1 K B 5 1 O = 8 2 6 8 7 = L = 5 > B ? C A B 8 ; .
- G B > O B C B 4 5 ; 0 N ?
- : B > B 5 1 5 7 = 0 5 B ?
- / 7 = 0 N ! ? > 4 0 ; 0 3 > ; > A ; 8 A 0. / 5 3 > 7 = 0 N, 8 ? @ > H C ? @ > A B >
? @ > ? C A B 8 B L = 0 A : > A A C. ? C A B L > = A 0 < @ 5 H 0 5 B.
- 0 4 = > . "> ; L : > ? > B > < 1 5 7 > 1 8 4. ? @ > < C @ G 0 ;
? > A B > @ > = 8 2 H 8 9 A O : > B > 7 0 2 @. - > 1 @ > 5 C B @ > , @ 0 < !
? @ 8 2 5 B ; 8 2 > C ; K 1 = C ; A O & 5 7 0 @ L.
- 8 : ! ' B > M B > 7 = 0 G 8 B ? " K = 5 A 4 0 ; 5 3 > % @ C < < 8 : 0 : O ? @ 8 : 0 7 K 2 0 ; ?
- ! 4 0 ;. / A 0 < = 8 G 5 3 > = 5 ? > = 8 < 0 N, > A A. > 4 0 2 0 9 B 5 5 3 >
? > A ; C H 0 5 < . = B C B 7 0 ; 8 2 0 5 B, G B > 7 = 0 5 B 3 4 5 - < < 8.
- = 0 N. 5 @ = 5 5, 4 > 3 0 4 K 2 0 N A L.
- 3 4 5 ? = 5 4 > 2 5 @ G 8 2 > @ 0 A B > ? K @ 8 ; G 5 @ = K 5 C A K @ 0 < J
- 2 K ? > 4 C < 0 9 B 5. 0 : 2 0 < B 0 : 0 O 7 0 4 0 G : 0 3 4 5 1 K 2 K = 5 A B 0 ; 8
8 A : 0 B L 2 5 I L, : > B > @ C N C 2 0 A C : @ 0 ; 8 ?
- - < < 8 = 5 2 5 I L ! > 1 5 @ 8 ; A O @ 0 < , 8 : ? > 4 2 8 = C ; A O > B 4 2 5 @ 8 :
F 5 = B @ C B > @ 3 > 2 > 3 > 7 0 ; 0.
- # A ? > : > 9 B 5 A L ! < O 3 : 8 < 3 > ; > A > < A B 0 ; 0 C 2 5 I 5 2 0 B L ! 8 4 = 8.
- < > F 8 8 B > ; L : > < 5 H 0 N B 2 0 < = 0 9 B 8 @ 5 H 5 = 8 5, 0 > = > > G 5 = L
? @ > A B > 5 &
- B K : B > B 0 : 0 O ?
- / 5 3 > ? > 4 @ C 3 0 ! 3 > @ 4 0 7 0 O 2 8 ; 0 ; 8 A 0.

- %>@>H>. @>4>;609. >?><=8 345 8 A :5< B K
@ 073>20@8205HL&
- >B A<>B@8B5,- A 2>>4CH52;5=85< ?@>4>;68;0 !84=8,- 5A;8
GB>-B> ?@8=04;56& 1K;> 20H8<. 2K ?>G5<C-B> @5H8;8, GB>
:B>-B> MB> C 20A 27O,; 345 2K AB0=5B5 8A:0BL ?@>?06C?
- # =53> 2 :0@<0=5! 8 284OB 2574K, <>8 @51OB0, @8A:CO
H:C@0<8 >1;078;8 2A5 4>ABC?=K5 8=54>ABC?=K5 >1J5:BK
% @C<<8 8=5=0H;8=5 H5@AB8=:8.
- @028;L=>. >B><C GB> 55 B0<=5 1K;>. =0 1K;0 8 5ABL
B0<, 345=8:B> 87 20H8E @51OB=5 AB0; 1K 55 8A:0BL. 0 20H8E
?;0=B0F8OE 20;5@LO=:8!
>28A;0 ?0C70 8 AB0;0 @0A:0G820BLAO =0 <0AA82=>9
0=B8:20@=>9 ;NAB@5.
- >AA, 0 GB> 5A;8&
- K 4C<0;8, GB> ?5@5:>?0;8 2AN>:@C3C&- ?@>H8?5;
?>@065==K9 @0<.- B> C?@02;ON189?
- -B>B M<83@0=B, 87 385=. >2>@8; 65 O, GB> 5<C 25@8BL =5
=04>.
- 'B> 6 B5?5@L. >4=8<09 @51OB.
- 0, >AA.
- K ?>545B5 A=0<8. A MB8<8 A;>20<8 @0< 3@0F8>7=> AB5:
=0 ?>; 8 ?>BO=C;AO. ***
0 ?;0=B0F88 @07=>H5@AB=0O :><0=40 ?@81K;0 G0A0< :
2>AL<8 CB@0. >AA 2AN 4>@>3C 6520; :>=G8: E2>AB0 8 53>
@51OB0, :>B>@K<=8:B>=5 A:070; :C40 8 70G5<8E ?>4=O;8 2
B0:CN @0=L, >1<5=820;8AL ?>=8<0NI8<8 :82:0<8. 5;>,
<>; 1C45B A5@L57=>5.
>@>B0>:070;8AL ?;>B=> 70:@KBK<8, => >AA =0 ?@020E
E>7O8=0 @5H8;=5 F5@5<>=8BLAO A A>1AB25==>9
A>1AB25==>ABLN 8 ?@53@040 1K;0 ?@>AB> 27>@20=0.
><0=40 2KAK?0;0 87 <0H8= 8 @0AAK?0;0AL ?> B5@ @8B>@88
?;0=B0F89. "CB 65 ?>7048 @0740;8AL 27@K2K @20=C;8
>AB02;5==K5 <0H8=K. ! 1;8609H8EE>;<>2 C40@8;8 ;CG52K<
>@C685<. 0?@515==K< : ?@8<5=5=8N =0 ?>25@E=>AB8
?;0=5BK, ;CG-B>=5 ?C;O, <>65B A@07C=5 >AB0=>28BLAO.
>AB59 BCB O2=> 640;8, E>BO 8=5 B0: @0=>. '5@57 ?>;<8=CBK
87 CA8;8B5;59 @0740;>AL ?@54C?@5645=85: « @0<! # =0A B2>O
4>GL! 09=0< C;5B5BL, 8 :>340 <K 2K945<=0 >@18BCBK
?>;CG8HL 55>1@0B=>! 7=0: A>3;0A8O ?>4=8<8 15;K9 D;03!»
- 5@7:85 385=K! ?@>H8?5; 8:. "0: O 8 7=0;; GB>=8G53>
E>@>H53>>B=8E=5 648. @O GB>;8 8E=8 @07C=0 ?;0=5BC
=5 ?CA:0;8? ">;L:> 8 8ICB <><5=B0 =0?0:>AB8BL!

- 25 <8=CBK =0 @07<KH;5=85! BO2:=C;8 2 48=0<8:. ><0=40
>AA0 70B08;0AL 2 B @ 025.
- 45 >=8? >4=8<8 3C10<8 A?@>A8; &570@L C >AA0, 4>AB020O
?8AB>;5B. !84=8 >BG0O==> 45 @ 30;0 53> 70 E2>AB, ? @ 87K20O
>4C<0BLAO.
- >E>65 >=8 2K@K;8 C:@KB85 =0 A525 @=>9 AB>@>=5.
:82:>< ?>:070; 8:. >AA :82=C; 2 7=0: ?>4B25 @645=8O.
- 5 274C<09 BC40 A>20BLAO! 57 <5=O =5 A<59, A;KH8HL?
?@>H8?5;0 A7048 !84=8.
- >;B>@K <8=CBK! ?@>>@0; 48=0<8:.
&570@L C1@0; ?8AB>;5B 8>BG0O==> @01>B0O ;0?0<8 ?>?>;7
2 AB>@>=C, C:070==CN 8:><. !84=8 A:>@G8;0 3 @8<0AC,
?>A:@565B0;0 7C10<8 8=0?@028;0AL A;54><.
- 8=CB0!
- " @84F0BL A5:C=4!
- 'B> 45;0BL 1C45<, >AA? A?@>A8; 8:; ?>25 @=C2H8AL :
@0<C.
- 840BL 15;K9 D;03, C=0A =5B 4@C3>3> 2K1>@0.
- 24@C3? 8: :82=C; 2=0?@02;5=88, :C40 C40;8;0AL ?0@0 ;8A.
- =8 C65 =5 CA?5NB.
- 5AOBL!
>AA 4>AB0; 15;K9 ?;0B>;, 2AB0; 8<0E=C; 8< 2 2>74CE5.
- >;>45F, @0<! K 7=0;8, GB> BK 1C45HL 1;03>@07C<5=!
B5?5@L C 2A5E 5ABL 4204F0BL A5:C=4, GB>1K >G8AB8BL
AB0@B>2CN ?;>I04:C!
- 568<! 70>@0; 8: 8 @8=C;AO ?@>GL A ?>;O, ?>40;LH5 >B
3>B>2>3> 27;5B5BL :>@01;O!
- 568<! AE20B8;0 &570@O 70;0?C !84=8. <=5 E20B0;>
60;;8E ?OB845AOB8 <5B @>2 4> :>@01;O. ;8 G5BK @5EA>B
?OB845AOB8 4> 1>;55-<5=55 157>?0A=>9 7>=K ?@8 AB0@B5.
- 0! :@8:=C; &570@L 8 @20=C; ?>4@C3C 2 4@C3CN AB>@>=C.
:>@01;N.
- C40?! "K A?OB8;?! K A3>@8<! =8 27;5BOB!
- 5AOBL! ?>H5; >BAG5B 87 48=0<8:0. G8AB8BL AB0@B>2CN
?;>I04:C!
560BL ?> @07@KE;5==>9 75<;5 ?;0=B0F88 1K;>=5C4>1=>.
>G:8, 2?048=K, A:>;L7:0O AK@0O 75<;O.
- >A5<L!
0AAB>O=85 4> :>@01;O A>:@0I05BAO <54;5==>, >G5=L
<54;5==>.
- !5<L!
- 5BC40! !84=8 ?KB05BAO 4>:@8G0BLAO 4> &570@O, => B>B 845B

?> >4=><C 5<C 8725AB=><C ?;0=C.
- (5ABL!
- / ?>=O;! &570@L ?>2>@0G8205B : ;8A5 @04>AB=CN <>@4C.
A;81KO <>3;5B0BL, O1KE>B5;&0-0-0. &570@L ?0405B8
2K38105BAO, :0:>B ?@8?04:0.
- OBL!
- 'B>AB>1>9? A::>=O5BAO=04=8<!84=8. 9C652A5 @02=>,
GB>?5@54=8<8:>@01;L, 3>B>2K9:27;5BC. ;070;8AK
@0AH8@ONBAO>BC482;5=8O.
- '5BK@5!
- /1KE>B5;&E@8?8B&570@L, =>MB>=51>;L<C:8, MB>
AB@040=8O, :>B>@K<8G0AB>A>?@>2>6405BAOB2>@G5AB2>8
>B:@KB85=>2>3>2MB>9 A5;5==>9. >;L?5@5@>645=8O.
!8;L=0OAC4>@>308?@>381;8H0NB53>4KE0=8O.
- "@8!
&570@LBO65;>4KH8B,!84=8>?CA:05BAO?5@54=8<=0:>;5=8,
=8:B>87:><0=4K >AA0MB>3>=52848B,2A5;560B2602H8AL2
75<;N,>6840OB5?;>2>92>;=K.
- 20!
!84=8AC60A><A<>B@8B=0;C6C:@>28?>4B5;><A2>53>
4@C30.
- 48=!
- /1KE>B5;8<5BL<5AB>:C4025@=CBLAO! 2K:@8:8205B
&570@L2;8F>=51C82A59 A5;5==>9. !B51;8B@02K
?@868<0NBAO:75<;5,=0!84=882A5E>AB0;L=KE2@048CA5
45AOB8<8;L=020;8205BAO=5>4>;8<0O?OB8:@0B=0O
?5@53@C7:0. 8A0?0405B?@O<>=0«@CB>3>:>B5=:0»,420
53>E2>AB0,?@52>7<>30OC40@3@028B0F8>==>3>>@C68O
C:@K20NB55>BB5?;>2>92>;=K42830B5;59.
- CA:>B<5=5=!
48=704@C38<2>:@5AB=>ABOE?>O2;ONBAO1>4@>H030N185
>?5@0B82=8:8 2M:7>A:5;5B=KEA:0D0=4@0EA
A5@2>?@82>4><,?><>30N18E2K45@60BL4065
425=04F0B8:@0B=CN?5@53@C7:C.
73;04K42CE;8A2AB@5B8;8AL8>=8B5?;>C;K1=C;8AL4@C3
4@C3C.«!?0A81>»->4=8<83C10<8A:070;>=.«!?0A81>»-
>4=8<83C10<8A:070;0>=0. ***
- 35=B @CB>9 >B5=>:! \$0@3CAB>@65AB2CNI5C;K10;AO.
K?@5:@0A=>A?@028;8AL. OC?>;=><>G5=?@54;>68BL
20<@01>BC2=0H59A;C615.
- !?0A81>,<K?>4C<05<. C;K1=C2H8AL!84=8,>B25B8;
&570@L.

- K ?>4C<05<. :82=C;0 2 >B 2 5 B ;8 A 0 &