

!" #&/

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

#"

!;:04:

4VNG0 @5G>28=0: 1 B01;5B:0 1 3;  
4>?>28=8: F5;N;>70 :@8AB0;VG=0, :@>A?>2V4>=, :0;LFVN AB50@0B.

V:0@AL:0 D>@<0. "01;5B:8.

A=>2=V DV78:>:EVABV: B01;5B:8 1V;>3> :;>L>@C ?>4>265=>W D>@<8 7 42>>?C;>N ?>25@E=5N 7 @8A:>N.

S0@<0:>B5@0?52B8G=0 3@C?0. @5?0@0B8, I> 70AB>A>2CNBLAO ?@8 70E2>@N20==OE ?5GV=:8, ;V?>B@>?>V @5G>28=8. 5?0B>B@>?>V ?@5?0@0B8. @3V=V=C  
3;CB0<0B. >4 "% 0501.

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

S0@<0:>48=0 ;CB0@3V= 0;:;>V= AV;L 0@3V=V=C B0 3;CB0>W :8A;>B8.

@8 0;>3>;L=V9 V=B>:A8:0FVW ?@5?0@0B AB83>;N C <=>=:A835=07=V9 A8AB5?5@546CT ?@83=VG5=O :;NG>2>3> D5@<5=BC CB8;V70FVW 5B0=>;C  
0;>3>;L453V4@>35=078; ?@8A:>@NT V=0:B820FVN B0 282545==O B>:A8G=8E ?@>4C:BV2 <5B01>;V7;C C @57C;LB0BV 71V;LH5==O CB2>@5==O B0 >:8A=5==O  
1C@HB8=>2>W :8A;>B8; 7=86CT ?@83=VGC20;L=89 2?;82 0;>3>;N =0 F5=B@0;L=C =5@2>2C A8AB5: =59@><54V0B>@>8E 2;0AB82>AB59 71C46C20;L=>W 3;CB02>W  
:8A;>B8. 0240:8 F8< 2;0AB82>ABO< ?@5?0@0B ?@>O2;OT =B8B>:A8G=89 B0 28B25@57=89 5D5:B8.

@5?0@0B <0T B0:>6 35?0B>?@>B5:B>@>V B0 3V?>0<=>VTABV. 5?0B>?@>B5:B>@>0 4VO ?@5?0@0BC 7C<>2;5=0 9>3> 0=B8>:A840=B=8<8, 0=B83V?>:A8G=8<8 B0 <5  
<1@0>=>AB01V;V7CNG8<8 2;0AB82>ABO<8, 0 B0:>6 ?>78B82=8< 2?;82<< =0 ?@>F5A8 5=5@3>70157?5G5==O C 35?0B>F8B0E. V?>0<=>VT< 0:B820FVW 7=5H:>465==O 0  
@>=VB8=>2>28=8, 7207C20==O 0:A8G=89 3;CB06 ?>A8;5==O 282545==O 03> 5A:@5FVW 7 >@30=V7

5A?5@8<5=B0;L=8E 4>A;V465==OE =0 B20@8=0E ?@5?0@0B =5 ?@>O2;O2 5<1@>V>B>:A8G=8E, 3>=04>B>:A8G=8E, 35=8E 5D5:BV2, =5 A?@8G8=O2 0;5@3VG=8E B0 V  
B>:A8G=8E @50:FV9.

S0@<0:>:V=5B8:0. 5 4>A;V46C20;8.

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

>:070=O. @>DV;0:B8:8 A?>V==O B0 35?0B>B>:A8G=>W 4VW 0;>3>;N. V:C20==O 3>AB@>W 0;>3>;L=>W V=B>:A8:0FVW ;53>3> B0 A5@54=L>3> ABC?5=O  
BO6>ABV, 0 B0:>6 C A.;:04V :>W B5@0?VW ?>ABV=B>:A8:0FV9=8E @>7;04V2 ?VA;O 3>AB@>3> 0;>3>;L=>3> >B@CT==O BO6:>3> ABC?5=O.

@>B8?>:070=O. V42815=0 GCB;82VABL 4> :>=BV2 ?@5?0@0BC. !B0= ?@>?0A=8FV, ?V42815=0 71C4;82VABL, BO6:5 ?>@CH5==O DV;LB@0FV9=>W  
(07>B>284V;L=>W) DC=:FVW =8@>:.

70T<>4VO 7 V=H8<8 ;V:0@AL:8<8 70A>10<8 B0 V=HV 2848 270T<>4V9. D5:B ?@5?0@0BC =0 A5:@5FVN V=AC;V=C ?V428ICTBLAO ?@8 >4>G0A=>AC20==V 0DV;V=C.  
@5?0@0B <65 ?>A8;N20B8 5D5:B 0=B803@530FV9=8E 70A>1V2 (48?V@840<>C). >?5@546CT B0 ?>A;01;NT =59@>B>:A8G=V O2810, O:V <6CBL 28=8=:CB8 ?@8  
70AB>AC20==V V7>=V0784C. >A;01;NT 5D5:B 2V=1;0AB8=C.

A>1;82>ABV 70AB>AC20==O. @8 :C@A>2>?@87=0G5==V ?0FVT=B0< 7 ?>@CH5==O<8 DC=:FV9 5=4>:@8=8E 70;>7 A;V4 2@0E>2C20B8, I> ?@5?0@0B AB8@<>C  
@>ABC. @5?0@0B 0:B82CT 7207C20==O 028=C, I> 70:>=><>65 AC?@>2>46C20B8A0 :>@>B>:G0A=8< ?V42815==O< WW @V2=O C :@>2V.

0AB>AC20==O C ?5@V>4 203VB=>ABV 01> 3>4C20==O 3@C44N. >A2V4 70AB>AC20==O C ?5@V>4 203VB=>ABV 01> 3>4C20==O 3@C44N =54>AB0B=V9, B>A>2C20B8  
C ?5@V>4 203VB=>ABV. # @07V =5>1EV4=>ABV 70AB>AC20==O ?@5?0@0BC A;V4 ?@8?8=8B8 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. 5 2?;820T.

!>AV1 70AB>AC20==O B0 4>78. @5?0@0B ?@89<0B8 4>@>A;8< 2=CB@VH=L>.

O ?@>DV;0:B8:8 A?>V==O B0 35?0B>B>:A8G=>W 4VW 0;>3>;N ?@89<0B8 2 3 (2 B01;5B:8) 70 1-2 3>48=8 4> ?@89>3>;N 01> 1 3 (1 B01;5B:0) 70 1 3>48=C 4> ?@89>3>;N  
B0 1 3 (1 B01;5B:0) ?@>BO3<< 0,5 3>48=8 ?VA;O ?@89>3>;N.

O ;V:C20==O 3>AB@>W 0;>3>;L=>W V=B>:A8:0FVW ;53>3> B0 A5@54=L>3> ABC?5=O BO6>ABV ?@89<0B8 ?> 1 3 (1 B01;5B:0) 4 @078 =0 4>1C 7 V=B5@20;<8 1-2,5  
3>48=8, C =0ABC?>V 2-3 4=V - ?> 1 3 (1 B01;5B:0) 2 @078 =0 4>1C. @8 0;>3>;L=V9 V=B>:A8:0FVW BO6:>3> ABC?5=O ?@89<0B8 ?> 1 3 (1 B01;5B:0) 2 @078 =0 4>1C  
?@>BO3<< 20 4=V2 C A.;:04V :>W B5@0?VW ?VA;O :C@AC ;V:C20==O V=T:FV9=88 ?@5?0@0B0<8 ;CB0@3V=C.

VB8. D5:B82=VABL B0 157?5:0 70AB>AC20==O ?@5?0@0BC 4VBO< =5 4>A;V465=V, B>A>2C20B8 FV9 2V:>2V9 :0B53>@VW ?0FVT=BV2.

5@54>7C20==O.

!8<8: =C4>B0. 1;N20==O, 1V;L C 682>BV, @V4:V 28?>@>6=5=O, >7=>1, :>@>B>:G0A=0 3V?5@B5@3V?>B>=VO, 71C465==O &!, 157A==O, 1V;L C 3@C4=V9 ;;VBFV,  
0B@V>25=B@8:C;O@=0 1;>:040.

V:C20==O. "5@0?VO A8<0B8G=0. 0;56=> 2V4 28@065=>ABV ;V=VG=>W A8<0B8:8 - ?@89>< 0:B82>20=>3> 2C3V;;O, C @07V =5>1EV4=>ABV - 0=B83VAB025==5  
22545==O :>@B8>AB5@>W4V2.

>1VG=V@50:FVW. @V4:0 <6;82V:

7 1>:C B@02=>3> B@0:BC: 2V4GCBBO ;53>3> 48A:>@BC C 4V;O=FV H;C=>2>:8H;>2>3> B@0:BC V=C4>B0 157?>A5@54=L> ?VA;O 70AB>AC20==O ?@5?0@0BC, I>  
<8=0NBL A0>ABV9=>;

7 1>:C VV A8AB5<8: @50:FVW 3V?5@GCB;82>ABV, 2;;NG0NG8 H:V@>V 28A8?0==O, A25@1V6, 3V?5@?82O=:C, 0=3V=>52@>B8G=89 =01@O:.

"5@ABV.2 @>:8.

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

15@V30B8 C =54>ABC?=>

#?0:>2:0. "01;5B:8 1×2, 10 C 1;VAB5@V C :>@>1FV.

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

>1=8:.">20@8AB2> 7 >1<565=>N 2V4?>2V40;L=VABN «S0@<0F52B8G=0 :>@>2□O».

VAF57=0E>465==O 28@>1=8:0 B0 9>3> 04@5A0 20465==O 4VO;L=>ABV.

#:@0W=0, 61013, %0@:V2AL:0 >1;., %0@:V2, 2C;8FO (52G5=:0, 1C48=>: 22.