

DDE1; C>D=CH) D2;93 +38>>;B

* 1 < > = 1 B > D; 5E1A4

E; 5 < 5 = C1AH + 38 >>;



2020-21 +38>>;F 945 " < ?A>E5 < 5=C
) ;1=

, 12;5 >6 C>=C5=CB

+38>>; D5< >7A1?893B	3
) DA?>B5 1=4 (DC;9=5 >6 C85 +")	4
+38>>; "=6>A< 1C9>=	5
' 554B ABB5BB< 5=C	9
) ;1==9=7 6>A "< ?A>E5< 5=C	14
) >B9C9E5 CD;CDA5 & E=E9A>=< 5=C	19
BD475C C> +D??>AC >1;B	20

/; <F C?4A <F C8A7<A: 4CCEBI 4? 5L G; 8 DHI 4? CBHAGL . 6; BB? BB4E7.

+") ADC8>A9CH

. 86G<BA 1001.42(18), !?BE<74 . G4GHG8F, E8DH<E8F 7<FGE<6G F6; BB? 5B4E7F GB 4AAH4??L 4CCEBI 8 4A7
E8DH<E8 <@C?8@8AG4G<BA B9 4 . 6; BB?J <78 \$@CEBI 8@8AG +?4A (. \$+) 9BE 846; F6; BB? <A G; 8 7<FGE<6G
G; 4G ; 4F 4 F6; BB? : E478 B9 D BE !. /; <F C?4A <F 4?FB 4 E8DH<E8@8AG 9BE /4E: 8G87 . HCCBEG 4A7
\$@CEBI 8@8AG (/ . &\$) 4A7 CB@CE8; 8AF<I 8 . HCCBEG 4A7 \$@CEBI 8@8AG (C. &\$) F6; BB?F CHEFH4AG GB
1008.33 !.. . 4A7 G; 8 I 8EL . GH78AG . H66887F A6G (. . A).

/B 58 78F<: A4G87 4F /. &\$, 4 F6; BB? @HFG ; 4I 8 BA8 BE @BE8 . . A FH5: EBHC(F) J <G; 4 !878E4?
\$A78K 58?BJ 41%. /; <F C?4A F; 4?? 58 4CCE

) 1AC ": +38>>; "=6>A< 1C9>=

+38>>; &9BB9>= 1=4 . 9B9>=

) A>E945 C85 B38>>;'B < 9BB9>= BC1C5< 5=C

\$G <F BHE @<FF<BA GB 8FG45?<F; 4A 8AI <EBA@8AG G; 4G 477E8FF8F 4A7 CEB@BG8F G; 8 A887F B9 G; 8 J ; B?8 6; ?7. ./; <F 8AI <EBA@8AG J <?? CEBI <78 8K6<G<A: BCCBEGHA<G<8F 9BE 4?? FGH78AGF, FG4R @8@58EF, C4E8AGF 4A7 6B@@HA<GL @8@58EF GB 8KC8E<8A68 FH668FF. . GH78AGF J <?? ?84EA G; 8 <@CBEG4A68 B9 J BE><A: GB: 8G; 8E GB FB?I 8 CEB5?8@F 4A7 E846; 6B@@BA : B4?F.

) A>E945 C85 B38>>;'B E9B9>= BC1C5< 5=C

28 58?<8I 8 G; 4G 4?? FGH78AGF 4G - 4@BA4 BBH?8I 4E7 ?8@8AG4EL . 6; BB? J <?? 586B@8 ?<98 ?BA: ?84EA8EF 5L C4EG<6<C4G<A: <A 4 6B@CE8; 8AF<I 8 46478@<6 CEB: E4@ G; 4G 9BFG8EF 6E84G<I <GL 4A7 <A78C8A78AG G; <A><A:

+38>>; %5145AB89? , 51 <

&5< 25AB89?

\$78AG<9L G; 8 A4@8, 8@4? 477E8FF, CBF<G<BA G<G?8, 4A7 =B5 7HG<8F/E

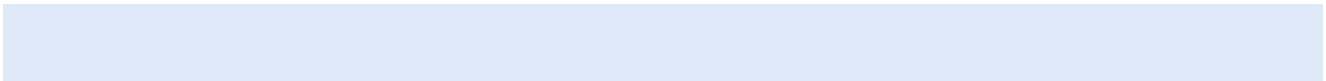


D5< >7A1?893 D1C1

2020-21 +C1CDB (C8E (. \$D !?8)	A6G<l 8
+38>>; , H?5 1=4 A145B +5AE54 (C8E (. \$D !?8)	?8@8AG4EL . 6; BB? &" -5
) A9< 1AH +5AE935 , H?5 (C8E (. \$D !?8)	&-12 " 8A8E4? 7H64G<BA
2018-19 , 9C;5 " +38>>;	38F
2018-19 E3>=>< 931;;H D9B14E1=C1754 (F*%) *1C5 (4F E8CBEG87 BA . HEI 8L 3)	100%
2018-19 E++A +D27A>D?B *5?A5B5=C54 (FH5: EBHCF J<; 10 BE @BE8 FGH78AGF) (FH5: EBHCF <A BE4A: 8 4E8 58?BJ G; 8 9878E4? G; E8F; B?7)	B?46>/A9E<64A A@8E<64A . GH78AGF 6BAB@<64??L D<F47I 4AG4: 87 . GH78AGF #<FC4A<6 . GH78AGF . GH78AGF 2<; D<F45<?<G<8F 2; <G8 . GH78AGF
+38>>; A145B ! 9BC>AH	2018-19: D (35%) 2017-18: D (38%) 2016-17: ! (28%) 2015-16: C (46%)
2019-20 +38>>; "< ?A>E5< 5=C (+)" "=6>A< 1C9>=* +" *579>= *579>=1; EG53DC9E5 D9A53C>A , DA=1A>D=4 (?C9>=/CH3;5 O51A +D??>AC , 95A E++A +C1CDB	
* AF 78SA87 HA78E -H?8 6A-1.099811, !?BE<74 A7@<A<FGE4G<l 8 CB78. ! BE @BE8 <A9BE@4G<BA, 6?<6> ; 8E8 .	

E1A;H / 1A=9=7 +HBC5< B

CDA5=C O51A





"=4931C>A	\$	1	2	3	4	5	6	7	8	9	10	11	12	,>C1;
-----------	----	---	---	---	---	---	---	---	---	---	----	----	----	-------

. GH78AGF J <G; GJ B BE @BE8
<A7<64GBEF 23 30 45 26 48 41 0 0 0 0 0 0 0 213

, 85 =D< 25A >6 BCD45=CB 945=C9K54 1B A5C19=55B:

"=4931C>A	\$	1	2	3	4	5	6	7	8	9	10	11	12	,>C1;
-----------	----	---	---	---	---	---	---	---	---	---	----	----	----	-------

-8G4<A87 . GH78AGF: CHEE8AG
384E 31 61 51 156 43 18 0 0 0 0 0 0 0 360

. GH78AGF E8G4<A87 GJ B BE @BE8
G<@8F 23 49 70 82 126 108 0 0 0 0 0 0 0 458

) A9>A O51A - - ?41C54

, 85 =D< 25A >6 BCD45=CB 2H 7A145 ;5E5; C81C 5G8929C 5138 51A;H F 1A=9=7
9=4931C>A:

"=4931C>A	\$	1	2	3	4	5	6	7	8	9	10	11	12	,>C1;
-----------	----	---	---	---	---	---	---	---	---	---	----	----	----	-------

) H@58E B9 FGH78AGF 8AEB??87 27 54 58 91 64 68 0 0 0 0 0 0 0 362

AGG8A74A68 58?BJ 90 C8E68AG 27 25 34 22 28 15 0 0 0 0 0 0 0 151

* A8 BE @BE8 FHFC8AF<BAF 2 2 8 2 3 3 0 0 0 0 0 0 0 20

CBHEF8 94?HE8 <A ' A BE (4G; 0 1 1 2 0 0 0 0 0 0 0 0 0 4

' 8I 8? 1 BA FG4G8J <78 4FF8FF@8AG 0 0 0 42 56 51 0 0 0 0 0 0 0 149

, 85 =D< 25A >6 BCD45=CB F 9C8 CF > >A < >A5 51A;H F 1A=9=7 9=4931C>AB:

"=4931C>A	\$	1	2	3	4	5	6	7	8	9	10	11	12	,>C1;
-----------	----	---	---	---	---	---	---	---	---	---	----	----	----	-------

. GH78AGF J <G; GJ B BE @BE8
<A7<64GBEF 23 30 45 26 48 41 0 0 0 0 0 0 0 213

, 85 =D< 25A >6 BCD45=CB 945=C9K54 1B A5C19=55B:

"=4931C>A	\$	1	2	3	4	5	6	7	8	9	10	11	12	,>C1;
-----------	----	---	---	---	---	---	---	---	---	---	----	----	----	-------

-8G4<A87 . GH78AGF: CHEE8AG
384E 31 61 51 156 43 18 0 0 0 0 0 0 0 360

. GH78AGF E8G4<A87 GJ B BE @BE8
G<@8F 23 49 70 82 126 108 0 0 0 0 0 0 0 458

) 1AC "" : ' 554B ABB5BB< 5=C/A=1;HB9B

&A, !						
A145	O51A	+38>>;	D9BCA93C	+38>>;- D9BCA93C		

/ 8938 41C1 3>< ?>=5=C 814 C85 7A51C5BC 71? F 85= 3>< ?1A54 C> C85 BC1C5
1E5A175? EG?;19= C85 613C>A(B) C81C 3>=CA92DC54 C> C89B 71? 1=4 1=H CA5=4B

/; 8 ' A 6B@CBA8AG ; 47 G; 8 : E84G8FG : 4C J ; 8A 6B@C4E87 GB G; 8 FG4G8 4I 8E4: 8. /; <F <F
ABG 4 GE8A7 4F 2018, @4G; ; 47 G; 8 : E84G8FG : 4C. /; 8 @4<A 6BAGE<5HG<A: 946GBE GB G; 8 : 4C
58GJ 88A -4@BA4 4A7 G; 8 FG4G8 4I 8E4: 8 <F 7H8 GB <AFGEH6G<BA4? G<@8 <A F@4?? : EBHC
<AFGEH6G<BA 4A7 FG4A74E7 54F87 <AFGEH6G<BA.

/ 8938 41C1 3>< ?>=5=C B8>F 54 C85 < >BC 9< ?A>E5< 5=C? / 81C =5F 13C9>=B 494
H>DA B38>>; C1: 5 9= C89B 1A51?

/; 8 @4G; 6B@CBA8AG F; BJ 87 G; 8 @BFG <@CEBI 8@8AG 7H8 GB 8KC8E<8A68 ?8I 8? B9 G; 8
G846; 8EF, G; 8 6B??45BE4G<I 8 C?4AA<A: B9 G; 8 G846; 8EF 4A7 G; 8 @<AHG8F B9 <AFGEH6G<BA <A 3E7
: E478 4??BJ 87 FGH78AGF GB ; 4I 8 @BE8 G<@8 GB <AG8E46G 4A7 CE46G<68 J <G; : E478 ?8I 8? J BE>.

* 5L53C9=7 >= C85 E/ + 41C1 6A><) 1AC " (D), 945=C96H >=5 >A CF > ?>C5=C91; 1A51B
>6 3>=35A=?

/; 8 GJ B CBG8AG<4? 4E84F B9 6BA68EA<A: -4@BA4 J <?? <78AG<9L 4E8:) H@58E B9 FGH78AGF
J; BF8 <F AGG8A74A68 58?BJ 90%) H@58E B9 FGH78AGF J; B F6BE87 ' 8I 8? 1 BA FG4G8J <78
4FF8FF@8AGF

* 1=: H>DA 89785BC ?A9>A9C95B (< 1G9< D< >6 5) 6>A B38>>;F 945 9< ?A>E5< 5=C 9=
C85 D?3>< 9=7 B38>>; H51A

1.) H@58E B9 FGH78AGF J ; B F6BE87 ?8I 8? 1 BA FG4G8J <78 4FF8FF@8AGF
2.) H@58E B9 B?46>/A9E<64A A@8E<64A . GH78AGF FH5: EBHCF 58?BJ 41%
3.) H@58E B9 FGH78AGF J ; BF8 4GG8A74A68 <F 58?BJ 90%
4.) H@58E B9 FGH78AGF J <G; 7<F45?<G<8F FH5: EBHC 58?BJ 41% 5.) H@58E B9 86BAB@<64??L
7<F47I 4AG4: 8 FGH78AGF FH5: EBHC 58?BJ 41%

) 1AC "":) ;1==9=7 6>A "< ?A>E5< 5=C

AA51B >6 F>3DB:

1. E++A +D27A>D? B?539K31;;H A5;1C9=7 C> E3>=>< 931;;H D9B14E1=C1754

AA51 >6
F>3DB
D5B3A9?C9>= * HE 6BAB@<64?L D<F47I 4AG4: 87 . GH78AGF F6BE87 18% CEBS6<8A6L <A ' A
1=4 J ; <6; <F J 8?? 58?BJ G; 8 41% G; E8F; B?7. /; <F ; 4F 588A 4 GE8A7 9BE @4AL L84EF.
* 1C9>=1;5:

&51BDA512;5 - 4@BA4'F 6BAB@<64?L D<F47I 4AG4: 8 . GH78AGF J <?? 46; <8I 8 G; 8<E ' A
(DC3>< 5: CEBS6<8A6L 9EB@ 18% GB 41%.

) 5AB>=
A5B?>=B92;5
6>A ?F; 4 C4EE (64EE81@7HI 4?F6; BB?F.BE:)
< >=9C>A9=7
>DC3>< 5:

#E8 477G<BA4? " E478F 3-5 G846; 8E. OF8 - 847<A: CB46; 8F <A6E84F8 G846; <A:
64C46<GL
OG?M8 \$. \$ - 8: <BA ' A \$AFGEH6G<BA4? ! B6HF C4?8A74E, /8KG . 8GF (<A6?H78F
' A! .), /4F>F, 4A7 +8E9BE@4A68 /4F>F

\$(C?8@8AG4G<BA B9 D\$ +EB: E4@F - (. (&-2) 4A7 CBEE86G<l 8 - 847<A: (3-5)

/846; 8EF J <?? HG<?M8 G; 8 &ABJ , OA78EFG4A7, DB, . GE4G8: L (>ODF) @8G; B7F GB
C?4A 4A7 8R86G<l 8?L 78?<l 8E FG4A74E7F-54F87 <AFGEH6G<BA.

EE945=35-
21B54 (4<AG4<A - 847<A: CBBE7<A4GBE J ; B J <?? CEBI <78 CEB98FF<BA4? 78I 8?BC@8AG 4A7
+CA1C57H: <AFGEH6G<BA4? FHCCBEG GB G846; 8EF <AFGEH6G<BA G<@8 7HE<A: G; 8 <AFGEH6G<BA4?
5?B6>.

DH8 GB @4AL FGH78AGF E8: <FG8E<A: 9BE BA?<A8 ?84EA<A: , - 4@BA4 J <?? CHE6; 4F8
\$AG8E46G<l 8 @H?G<@87<4 J ; <6; 4??BJ F ?84EA8EF GB CEBI <78 <ACHG GB 4A BA?<A8
6BHEF8 4A7 E868<l 8 9887546> 4F 4 E8FH?G B9 G; 8 <ACHG. /; 8F8 64EGF <AG8: E4G8
I 4E<BHF ?84EA<A: FGL?8F <AGB BA8 8KC8E<8A68. \$G 4?FB 8DH<CF G846; 8EF J <G; A8J,
<AABI 4G<l 8 J 4LF GB G846; G; 8 I 4E<BHF FH5=86GF J <G; I <EGH4? @4A<CH?4G<l 8F 4A7
BG; 8E ; 4A7F<BA 8KC8E<8A68F. B864HF8 B9 G; <F, FGH78AGF 78I 8?BC 4 @BE8
CBF<G<l 8 4GG<GH78 9BE ?84EA<A: , G; 8L 4E8 @BE8 4GG8AG<l 8 7HE<A: ?84EA<A: , 4A7
E8G4<A @BE8.

/; 8 - 847<A: CB46; 4A7 - 847<A: CBBE7<A4GBE J <?? 5E<A: 8I <78A68-54F87
CE46G<68F <AGB 6?4FFEBB@F 5L

* 1C9>=1;5
6>A J BE><A: J <G; G846; 8EF 4A7 BG; 8E F6; BB? ?8478EF./; 8L J <?? 9B6HF
EE945=35-
21B54 BA8<BA<BA8 4A7 F@4?? : EBHC FHCCBEG 9BE G846; 8E 4A7 F6; BB? ?8478EF 4EBHA7
+CA1C57H: 8I <78A68-54F87 ?G8E46L FGE4G8: <8F 4A7 G; 8 <AFGEH6G<BA4? 6B46; <A: CEB68FF
J <G; G; 8 : B4?F B9 <A6E84F<A: FGH78AG 8A: 4: 8@8AG, <@CEBI <A: FGH78AG
46; <8I 8@8AG, 4A7 5H?7<A: G846; 8E 64C46<GL <A F6; BB?F.

A3C9>= +C5?B C> "< ?;5< 5=C

- 1. . 84E6; 7<FGE<6GF 64A7<74G8F BA S?8
- 2. AGG8A7 G846; <A: E86EH<G@8AG 94<EF
- 3. . 8?86G G; 8 58FG 64A7<74G8 54F87 BA F6; BB? A887F
- 4. ! B6HF BA @8AGBEF; <C 4A7 CEB98FF<BA4? 78I 8?BC@8AG GB E8G4<A G846; 8E

) 5AB>=
* 5B?>=B92;5 D81BAA8 ' 4@C><A (?4@C><A7@7HI 4?F6; BB?F.BE:)

#2. E++A +D27A>D? B?539K31;;H A5;1C9=7 C> A6A931=-A< 5A931=

AA51 >6 F>3DB -4@BA4'F B?46>/A9E<64A A@8E<64A . GH78AGF F6BE87 39% CEBS6<8AG <A @4G; ,
D5B3A9?C9>= 6% ?BJ 8E G; 4A #. + 4A7 9% ?BJ 8E G; 4A 2; G FGH78AGF.
1=4 * 1C9>=1;5:

&51BDA512;5 -4@BA4'F B?46>/A9E<64A A@8E<64A . GH78AGF J <?? F6BE8 4G BE 45BI 8 45%
(DC3>< 5: G; 8E85L 6?BF<A: G; 8 46; <8I 8@8AG : 4C J <G; BG; 8E FH5: EBHCF.

) 5AB>=
A5B?>=B92;5 (BA?4 C4@C58?? (=BA8F@13@7HI 4?F6; BB?F.BE:)
6>A < >=9C>A9=7

>DC3>< 5:

. GH78AGF J <?? E868<I 8 F@4?? : EBHC <AFGEH6G<BA 4A7 GHGBE<A: HF<A: E84?-J BE?7
4CC?<64G<BAF B9 G; 8 @4G; 6BAG8AG 6BAG4<A87 <A G; 8 CHEE<6H?H@ AFFB6<4G8F
(A! . FHCC?8@8AG4? 6HEE<6H?H@. \$AFGEH6G<BA J <?? 58 CE8F8AG87 <A F; BEG,
F64RB?787 ?8FFBAF G; 4G 9B6HF BA BA8 BE @BE8 (A! . , 4A7 G; 8 (4G; 8@4G<64?
+E46G<68 . G4A74E7F ((+.) 4E8 <AG8: E4G87 G; EBH: ; BHG <AFGEH6G<BA.

/; 8 @4G; 6B46; , 4A <AFGEH6G<BA4? 6BBE7<A4GBE J <?? CEBI <78F FHCCBEG 4A7
4FF<FG4A68 GB 4?? 6?4FFEBB@ G846; 8EF <A G; 8 9H?? <@C?8@8AG4G<BA B9 G; 8
7<FGE<6G0F 47BCG87 @4G; CEB: E4@ 4A7 J <?? ; 8?C 78I <F8 4A <@CEBI 8@8AG
FGE4G8: L 54F87 BA G; 8<E SA7<A: F.

EE945=35-
21B54
+CA1C57H:

/846; 8EF J <?? HG<?M8 G; 8 &ABJ , OA78EFG4A7, DB, . GE4G8: L (&OD.) @8G; B7F GB
C?4A 4A7 8R86G<I 8?L 78?<I 8E FG4A74E7F-54F87 <AFGEH6G<BA.
OG<?M8 7<FGE<6G @4G; \$AFGEH6G<BA4? ! B6HF C4?8A74E 4A7 E8FBHE68F BA / A (.
. 6; BB? 54F87 @4G; 6B46; J <?? +4EG<6<C4G8 <A \$. \$ (4G; CB46; /E4<A<A:

\$@C?8@8AG4G<BA B9 A64?8G<6F (2-5)

OF8 (4G; C8AG8EF<-<- 847L, G846; 8E-?87 4A7 <A78C8A78AG FGH78AG-?87 J <G;
466BHAG45<?GL

CHEE<6H?H@ AFFB6<4G8F (A! . FHCC?8@8AG4? 6HEE<6H?H@ 8A6BHE4: 8F FGH78AGF
GB 78I 8?BC 4 788C8E HA78EFG4A7<A: B9 @4G; 8@4G<6F 6BA68CGF G; EBH: ; G; 8
8@587787 . G4A74E7F 9BE (4G; 8@4G<64? +E46G<68F. \$G 5H<?7F BA FGH78AGF0
CE<BE

>ABJ ?87: 8 J <G; ?8FFBAF G; 4G @4>8 6BAA86G<BAF J <G; <A 4A7 46EBFF : E478
?8I 8?F 4A7 7<E86G?L 477E8FF G; 8 @4=BE 9B6HF B9 G; 8 : E478. \$A6BECBE4G8F 4
6?4FFEBB@ @4G; 8@4G<6F EBHG<A8 G; 4G CEB@BG8F 6BAI 8EF4G<BAF 4A7 <A6E

* 1C9>=1;5 6>A
EE945=35-
21B54
+CA1C57H:

4. "=BCAD3C9>=1;) A13C935 B?539K31;;H A5;1C9=7 C> +C1=41A4B-1;97=54 "=BCAD3C9>=

AA51 >6 ' 8FF G; 4A 60% B9 3-5 6?4FFEBB@F 4G -4@BA4 <@C?8@8AG87 FG4A74E7F-4?<: A87
F>3DB F@4?? : EBHC <AFGEH6G<BA/E8@87<4G<BA, G4F>F, BE 4FF8FF@8AGF. 2; 8A F@4??
D5B3A9?C9>= : EBHC <AFGEH6G<BA/E8@87<4G<BA J 4F B5F8EI 87 <A G; 8 6?4FFEBB@ G; 8E8 J 4F
1=4 <A478DH4G8 8I <78A68 B9 FG4A74E7F-54F87 <AFGEH6G<BA.
* 1C9>=1;5:

&51BDA512;5 100% B9 3-5 G846; 8EF J <?? 8A: 4: 8 <A 8R86G<I 8 C?4AA<A: CEB687HE8F 4A7
(DC3>< 5: <@C?8@8AG F@4?? : EBHC/E8@87<4G<BA FG4A74E7F-54F87 <AFGEH6G<BA J <G;
FH668FF.

) 5AB>=
A5B?>=B92;5
6>A D81BAA8 ' 4@C><A (?4@C><A7@7HI 4?F6; BB?F.BE:)
< >=9C>A9=7
>DC3>< 5:

- 4@BA4 J <?? HF8 @4G8E<4?F G; 4G 4E8 4?<: A87 GB FG4G8 FG4A74E7F G; 4G J <?? 8AFHE8
G; 4G FGH78AGF 4E8 8KCBF87 GB FG4A74E7F 4?<: A87 <AFGEH6G<BA, G4F>F 4A7
4FF8FF@8AGF.

EE945=35-
21B54 - 4@BA4 J <?? F8G DH4EG8E?L ?84EA<A: G4E: 8GF 9BE <A7<I <7H4? FGH78AGF,
+CA1C57H: 6?4FFEBB@F, 9BE : E478 ?8I 8?F 4F J 8?? 4F 9BE G; 8 8AG<E8 F6; BB?.

- 4@BA4 J <?? 7<R8E8AG<4G8 F@4?? : EBHC/E8@87<4G<BA 54F87 BA FG4A74E7 54F87
BHG6B@8F
2; 8A HF<A: FG4A74E7 54F87 @4G8E<4?F G; 4G 4E8 4?<: A87 GB G; 8 FG4G8 FG4A74E7F,
LBH @4>8 68EG4<A G; 4G J ; 4G FGH78AGF 4E8 J BE><A: BA 4A7 8KCBF87 GB J <??
4?<: A87 GB ; BJ G; 8L J <?? 58 4FF8FF87.

* 1C9>=1;5
6>A
EE945=35- BL F8GG<A: DH4EG8E?L ?84EA<A: G4E: 8GF <G J <?? ; 8?C HF GB ?BB> 4G 8KC86G87
21B54 46; <8I 8@8AG 4A7 E8-64?<5E4G8 BHE ?84EA<A: : B87<40
+CA1C57H:

28 J <? HF8 G; 8 74G4 9EB@ G; 8 FG4A74E7 J 4?>G; EBH: ; 74F; 5B4E7 GB B5F8EI 8 F@4?? : EBHC J 4?>G; EBH: ; F 4E8 58<A: 6BA7H6G87.

) 5AB>= D81BAA8 ' 4@C><A (?4@C><A7@7HI 4?F6; BB?F.BE:)
* 5B?>=B92;5

A449C9>=1; +38>>;F 945 "< ?A>E5< 5=C) A9>A9C95B

A9G8E 6; BBF<A: LBHE AE84(F) B9 ! B6HF, 8KC?4<A ; BJ LBH J <? 477E8FF G; 8 E8@4<A<A: F6; BB?J <78 <@CEBI 8@8AG CE<BE<G8F.

, 85 5J 53CB >6 5G35BB9E5 BCD45=C 12B5=35B 31= 45E1BC1C9=7. , AD1=C BCD45=CB 1A5 D=12;5 C> 31C38 D? 9= B38>>; 4D5 C> C859A A5?51C54 12B5=35B F 8938 ;514 C> ?>>A B38>>; ?5A6>A< 1=35, BD2B5@D5=C 619;DA5B, 1=4 C85 ?>BB929;9CH >6 =>C 7A14D1C9=7. * 1< >=1 F9;; 5< ?;>H 1 1 CAD1=3H >M35A C81C F9;; 85;? 9< ?A>E5 54D31C9>=1; >DC3>< 5B 6>A BCD45=CB 2H 6>3DB9=7 <>A5 >= 3>D=B5;9=7 1=4 3>< < D=9CH >DCA5138 C> ?A5E5=C 12B5=35B.

) 1AC ". :) >B9C9E5 CD;CDA5 & E=E9A>=< 5=C

A CBF<G<I 8 F6; BB? 6H?GHE8 4A7 8AI <EBA@8AG E8T86GF: 4 FHCCBEG<I 8 4A7 9H?S??<A: 8AI <EBA@8AG, ?84EA<A: 6BA7<G<BAF G; 4G @88G G; 8 A887F B9 4?? FGH78AGF, C8BC?8 J ; B 4E8 FHE8 B9 G; 8<E EB?8F 4A7 E8?4G<BAF; <CF <A FGH78AG ?84EA<A: , 4A7 4 6H?GHE8 G; 4G I 4?H8F GEHFG, E8FC86G 4A7 ; <; 8KC86G4G<BAF. CBAFH?G<A: J <G; I 4E<BHF FG4>8; B?78E : EBHCF GB 8@C?BL F6; BB? <@CEBI 8@8AG FGE4G8: <8F G; 4G <@C46G G; 8 CBF<G<I 8 F6; BB? 6H?GHE8 4A7 8AI <EBA@8AG 4E8 6E<G<64?. . G4>8; B?78E : EBHCF @BE8 CEBK<@4? GB G; 8 F6; BB? <A6?H78 G846; 8EF, FGH78AGF, 4A7 94@<?8F B9 FGH78AGF, I B?HAG88EF, 4A7 F6; BB? 5B4E7 @8@58EF. BEB47 FG4>8; B?78E : EBHCF <A6?H78 84E?L 6; ?7; BB? CEBI <78EF, 6B@@HA<GL 6B??8: 8F 4A7 HA<I 8EF<G<8F, FB6<4? F8EI <68F, 4A7 5HF<A8FF C4EGA8EF.

. G4>8; B?78EF C?4L 4 >8L EB?8 <A F6; BB? C8E9BE@4A68 4A7 477E8FF<A: 8DH<GL CBAFH?G<A: I 4E<BHF FG4>8; B?78E : EBHCF <F 6E<G<64? <A 9BE@H?4G<A: 4 FG4G8@8AG B9 I <F<BA, @<FF<BA, I 4?H8F, : B4?F, 4A7 8@C?BL<A: F6; BB? <@CEBI 8@8AG FGE4G8: <8F.

D8F6E<58 ; BJ G; 8 F6; BB? 477E8FF8F 5H?7<A: 4 CBF<G<I 8 F6; BB? 6H?GHE8 4A7 8AI <EBA@8AG 8AFHE<A: 4?? FG4>8; B?78EF 4E8 <AI B?I 87.

- 4@BA4 CEBI <78F FHCCBEG F8EI <68F G; 4G 78I 8?BC 94@<?L 4A7 6B@@HA<GL C4EGA8EF; <CF. 28 8@C?BL 4 94@<?L/6B@@HA<GL ?<4<FBA G; 4G <F ; BHF87 <A BHE C4E8AG/94@<?L EBB@. . ; 8 J BE>F SI 8 ; BHEF 4 74L J ; 8E8 F; 8 ; B?7F C4E8AG @88G<A: F 4A7 CEBI <78F E8FBHE68F 9BE 94@<?8F. 46; L84E J 8 ; 4I 8 4 78I 8?BC@8AG4? @88G<A: J ; 8E8 J 8 FHEI 8L C4E8AGF GB F88 J ; <6; J BE>F; BCF, J 85<A4EF 4A7 8I 8AGF G; 8L J BH?7 ?<8 GB 58 ; 8?7, FH6; 4F ' <G8E46L) <; GF 4A7 (4G;) <; GF. 28 : <I 8 4FF<FG4A68 GB C4E8AGF 9BE F8EI <68F <A BHE 6B@@HA<GL G; EBH: ; BHE 6B@@HA<GL 4A7 94<G; 54F87 C4EGA8EF; <CF G; 4G <A6?H78 ; 84?G; 4A7 AHGE<G<BA 4A7 BG; 8E 6B@@HA<GL 46G<I <G<8F. 28 4?FB C4EGA8E J <G; GJ B 49G8E F6; BB? CEB: E4@F: G; 8 BBLF 4A7 " <?F 6?H5, J ; <6; <F ; BHF87 <A BHE A8<; 5BE; BB7 4C4EG@8AG 6B@C?8K 4F J 8?? 4F G; 8 3 (CA /84@ OC CEB: E4@ ; BHF87 4G G; 8 F6; BB? G; 4G CEBI <78F 8AE<6; @8AG 46G<I <G<8F 4F J 8?? 4F ; B@8J BE> 4FF<FG4A68.

) 1A5=C F1< 9;H 1=4 E=7175< 5=C) ;1= () FE)) %9=:
/; 8 F6; BB? 6B@C?8G8F 4 +4E8AG4? \$AI B?I 8@8AG +?4A (+! +), J ; <6; <F 4I 4?45?8 4G G; 8 F6; BB? F<G8.





