

% !" . + #! 2. ' !", IV

admin, Monday 14 October 2019 - 00:28:08

! ;O <5=O E@0<, A0<> 740=85 MB> 4><. 45AL O
GC2AB2CN A51O 4><0, O ?@85760N AN40 :0: 4><>9. ;N48, A
:>B>@K<8 O >110NAL,- MB> <>O A5<LO. 06=K< 4;O <5=O
O2;O5BAO B>, GB> 745AL C <5=O 5ABL 4@C7LO, >?KB >115=8O A
=8<8 15AF5=5=. >Q CG0AB85 2 2>A:@5A=>9 H:>;5 1K;>
8B>3>< A?>=B0==>3> @5H5=8O. 5A:>;L:>;5B =0704 <K
A>18@0;8AL 2 E@0<5 ?5@54 =>2K< CG51=K< 3>4><,
>1AC640;8 2>7<>6=>ABL >B:@KB8O <;04H59 3@C??K
2>A:@5A=>9 H:>;K. 0 B>B <><5=B 459AB2>20;8 A@54=OO 8
AB0@H0O 3@C??K, => 2 E@0< ?@8E>48;8 8 <0;5=L:85 45B8,
:>B>@K5 ?>A;5 8BC@388 >1KG=> 1K;8 ?@54>AB02;5=K A0<8
A515 8:>B>@KE=5?;>E> 1K;> 1K B>65 >1J548=8BL 2
3@C??C. ;5=0 OG5A;02>2=0 27O;0AL 70 @C:>2>4AB2>, 59
=C6=K 1K;8 ?><>I=8:8, 8 O AB0;0 CG0AB2>20BL 2
>@30=870F88 70=OB89 2>A:@5A=>9 H:>;K. !=0G0;0 <>O
?><>IL 70;;NG0;0AL 2 ?>43>B>2:5 <5B>48G5A:8E
<0B5@80;>2 4;O 70=OB89 MB> 1K;8 @07=>>1@07=K5
703>B>2:8 4;O B2>@G5A:8E 7040=89, =0?@8<5@, 0??;8:0F88.
?>70?@>H;>< 3>4C O ?@>25;0 ?0@C 70=OB89
A0<>AB>OB5;L=>. ;O <5=O MB> 1K; >G5=L 8=B5@5A=K9
>?KB. 5AB8 3@C??C =5 ?@>AB>, :0: :070;>AL A> AB>@>=K.
>340 =0G8=05HL 2=8:0BL 2 ?@>F5AA, ?>=8<05HL, GB>
A;>6=> :064><C C45;8BL 2=8<0=85, A;>6=> 8 C45@60BL
2=8<0=85 2A59 3@C??K. 0=OB8O ?@>2>48;8AL 2 D>@<0B5
83@K, B0: <K >110;8AL A 45BL<8 =0 A5@LQ7=K5 B5<K. @5645
G5< 704020BL 45BO< 2>?@>A, =0?@8<5@, GB> B0:>5
«4>1@>B0», O E>B5;0 A0<0 ?>=8<0BL, :0:>9 A<KA;
2::;04K20N 2 MB> A;>2>. "CB O AB>;:=C;0AL A =5:>B>@K<8
A;>6=>ABO<8. >>115, 4>1@>B0 MB> B0:>5 MD5<5@=>5
?>=OB85. 0?@8<5@, 5ABL ?>A;>28F0, :>B>@0O
=5>4=>7=0G=> >?@545;O5B 4>1@>BC: « >1@K<8
=0<5@5=8O<8 2KAB;0=0 4>@>30 2 04». 0: >1 MB><
3>2>@8BL A 45BL<8. > 4;O 45BA:>3> 2>A?@8OB8O, :0:

>:070;>AL, 4>AB0B>G=> 1K;> ?>AB@>8BL 70=OB85 =0
>A=>25 45BA:8E ? @>872545=89 > B><, « GB> B0:>5 E>@>H>
8 GB> B0:>5 ?;>E>». 4=064K 2> 2@5<O 1>3>A;C65=8O O
7040;0AL 2>?@>A><. K G0AB> >1@0I05<AO: >3C A>
A;>20<8: « >A?>48, ?><8;C9, >A?>48, A?0A8 =0A». 'B> MB>
7=0G8B? !?0A5=85 MB> 254L >1>N4=>5 65;0=85 >30 8
G5;>25:0, MB> 2708<=>5 42865=85 =02AB@5GC 4@C3: 4@C3C,
0=5 B>;L:> @5H5=85 >30 O28BLAO 2 MB>B <8@ 8 A?0AB8
G5;>25G5AB2>. '53> E>GC O, :>340 >1@0I0NAL: >3C 2
<>;8B25 > A?0A5=88. «!>0A8 =0A» - GB> MB8 A;>20 7=0G0B
;8G=> 4;O <5=O, GB> O 2=8E 2:;04K20N? B25B ?>:0 =5
=0945=, => 4;O <5=O 206=>, GB> A0< 2>?@>A 2>7=8:.
AB0;0 70<5G0BL, GB> 87<5=8;>AL <>Q >B=>H5=85 :
1>3>A;C65=8N: =5B 2>AB>@30, 5ABL >A<KA;5=85 B5:AB0
1>3>A;C65=8O. 064>5 2>A:@5A5=L5 2> 2@5<O 8BC@388 O
A;56C 70 G8=>?>A;54>20=85<, G8B0N <>;8B2K, 8 24@C3
@>6405BAO A>2A5< 4@C3>5 ?>=8<0=85 7=0:><>3> >B@K2:0
1>3>A;C65=8O, 8;8 >B:@K205BAO =>2K9 A<KA;; :>B>@>3>
@0=LH5 =5 2845;0. 5=O MB> ?>B@OA05B. !>25@H5==>
4@C3>5 2>A?@8OB85: =5 GC2AB25==>5, 0 >A<KA;5==>5, =5
«20C», 0 A<KA;; :>B>@K9 ?>@>6405B MB> «20C». ABL >48=
?@>:8<5=, :>B>@K9 <=5 >G5=L=@028BAO,- «!=0<8 >3,
@07C<59B5 O7KFK...». 3> 8A?>;=O5B E>@ =5A>;L:> @07 2
3>4 =0 ?@074=8G=KE 1>3>A;C65=8OE. -B> >G5=L
:@0A82>5 ?@>872545=85 8 2 <C7K:0;L=>< ?;0=5, 8 2
A<KA;>2><. ;O <5=O MB> B>@65AB2> 2AB@5G8 A >3><-
0?>359 1>3>G5;>25G5A:8E >B=>H5=89. 20=35;LA:0O
8AB>@8O ?5@5AB0;0 4;O <5=O 1KBL ;535=4>9, <8D><. /
B5?5@L <>3C A:070BL, GB> ?@8G0AB=0: MB>9 8AB>@88. >
<=>3>< 1;03>40@O 520=35;LA:8< 15A540<, G8B0O B5:ABK
>2>3> 025B0, @07<KH;OO =04 =8<8, O>:07K20NAL
A2845B5;5< B5E A>1KB89, :>B>@K5 ?@>87>H;82000 ;5B =0704,
>BG0AB8 O ?5@56820N 8E =0 ;8G=>< >?KB5. 5=O B@>305B
2AB@5G0 0D0=08;0 A> %@8AB><. 0D0=08; <>;8;AO ?>4
A<>:>2=8F59, 0 :>340 53> ?>720; \$8;8??, A:0702, GB> >=8
=0H;8 ">3>, > :>B>@>< A:070=> 2 8A0=88, >=8 =0H;8
5AA8N, >= 70A><=520;AO: «'B> <>65B 1KBL 4>1@>3> 87
070@5B0?». > 2AQ 65 0D0=08; ?>HQ; ?>A<>B@5BL, >= 1K;
42868< MB8< 2>?@>A><. «/ 2845; B51O ?>4 A<>:>2=8F59, BK

>110;AO A> =>9», - 3>2>@8B % @8AB>A 0D0=08;C. 2 MB>B
<><5=B ? @>8AE>48B GC45A=0O 2AB@5G0 >30 8 G5;>25:0,
:>B>@0O=0 A0<>< 45;5 C65 ? @>87>H;0 ?>4 A<>:>2=8F59,
B>;L:> 0D0=08; B>340 51Q=5 7=0;,, GB> >110;AO A B5<
A0<K< % @8AB><, A :>B>@K< B5?5@L @073>20@8205B ;8F>< :
;8FC. / ?>=8<0N, GB> E>GC B0: 65 O2=> 2AB@5B8BLAO A
8ACA>< % @8AB>< 8 ?>3>2>@8BL, :0: <>3C 3>2>@8BL A
4@C38< G5;>25:><.
A;8 ?>?@>1>20BL >?8A0BL A2>Q B5:CI55 A>AB>O=85, B>
O <>3C A:070BL, GB>=0E>6CAL=0 ?CB8 A><=5=89 8 ?>8A:0.
<5=O 1K;> :0:>5-B> 8450;878@>20==>5 ?@54AB02;5=85
>25@5, >1>B=>H5=8OE A >3><. / AB0@0;0AL=5 704020BL
2>?@>A>2, 0 5A;8 2>7=8:0;8, CE>48BL >B=8E, AB0@0;0AL
?@8=8<0BL 2AQ=0 25@C 8=5 ?>425@30BL A><=5=8N.
"5?5@L 65<=5:065BAO, GB> >3 MB>=5 B>, GB> O 4C<0;0 >
Q<. !59G0A O AB0@0NAL=5 ?@8?8AK20BL <C:0:8E-B>
>?@545;Q==KE :0G5AB2, 8 8=>340 C <5=O MB> ?>;CG05BAO. /
E>GC C9B8>B ?>=8<0=8O >30, :>B>@>5 :>340-B> A0<0
AD>@<8@>20;0, ?>=8<0=8O, :>B>@>5 45;0;>
E@8AB80=AB2> C4>1=K<4;O <5=O. / E>GC ?>425@30BL
A><=5=8N, 704020BL 2>?@>AK 8 8A:0BL >B25BK. 54L
0D0=08; 70A><=520;AO 2 A2>Q< ?@54AB02;5=88 > 5AA88, C
=53>2>7=8:2>?@>A, 8 >= ?>HQ;=0 2AB@5GC: 8ACAC, GB>1K
@07@5H8BL A2>8 A><=5=8O. <=5:065BAO, 1C4B> A59G0A O
84C ?> B>9 4>@>35>B A<>:>2=8FK :> % @8ABC- MB> B0:
?>E>65=0 B>, GB>=0 A53>4=OH=89 45=L 2> <=5
?@>8AE>48B.
. , « 0:>=5F-B> O ?@8H;0, <>3C @0AA;018BLAO, <=5
74>@>2>, O 2 157>?0A=>AB8», - B0:85 >ICI5=8O 2>7=8:0NB
2> <=5, :>340 O ?@85760N 2 E@0<. 0 1>3>A;C65=88 5A;8 8
1K205B @0AA5O==>5 2=8<0=85, B> ?@8 GB5=88 20=35;8O C
<5=O ?>;CG05BAO A>A@54>B>G8BLAO. A;54CNICN 70
2>A:@5A5=85<=545;N A>1KB8O A2>59 687=8 O
@0AA<0B@820N A B>G:8 7@5=8O CA;KH0==>3>=0 ?@>?>2548.
« >A?>48, ?><8;C9, <5=O ?><8;C9», - 27K20N O : 5<C.
><8;>20BL 7=0G8B, ?>;N18BL. 5 2>A?@8=8<0N
?><8;>20=85 :0: 87102;5=85 >B=0:070=8O, => :0:
8A?@0H820=85 ;N128. ;87>: <=5 >B@K2>: 20=35;8O >
0@D5 8 0@88. >340 CA;KH0;0 53> 2 ?5@2K9 @07, 1K;0=0

AB>@>=5 0@DK. / 254L 3>AB5?@88<=0O- E;>?>GC,
701>GCAL, 0 =5:>B>@K5 A84OB >B4KE0NB, @073>20@820NB,-
GB> MB> B0:>5. @>E>48B >?@545;Q==K9 ?5@8>4 2@5<5=8, 8
O ?>7=0N A>25@H5==> 8=>5 A>AB>O=85, 2 :>B>@>< 45;0
>BE>4OB =0 2B>@>9 ?;0=, O ?@51K20N 2 <>;8B25, 2 >115=88
A 4@C38<8. 745AL O, C65 :0: 0@8O, ?>3;O4K20N 2 AB>@>=C
0@DK: «'B> >B2;5:05B5 <5=O A2>8<8 45;0<8, GB> 20<
=04>?». :0:>9-B> <><5=B O ?>=O;0, GB> O 8 B0, 8 4@C30O.
12-H03>2>9 ?@>3@0<<5 5ABL <>;8B20, 2 :>B>@>9 O ?@>HC
>30 1KBL A> <=>9 2> 2A5E <>8E 45;0E. ! >3>< O 8;8 =5B 2
8B>35, <>3C AC48BL B>;L:> ?> @57C;LB0BC, ?> ?>;>40<.
A;8 O GB>-B> 45;0N, =0?@8<5@, 3>B>2;N, 8 =0E>6CAL 2
A>AB>O=88 @074@065=8O, B> O ?>=8<0N, GB> 1K;0 =5 A 8<.
A;8 O ?@83>B>28;0 >154 4;O A5<L8 8 286C 8E
=51;03>40@=>ABL, =52=8<0B5;L=>ABL :> <=5,- O 1K;0 =5
A 8<. / 287C0;878@CN, @8ACN A515 B0:CN 8450;L=CN :0@B8=C:
O AB>N 70 AB>;><, 3>B>2;N, 8 =04 :CE=59, =04> <=>9
?@>AB8@05BAO >@5>; A2OB>AB8, 8 O 2AQ >B40N, >B40N, 8 2AQ-
40@><. -B> HCB:0 B0:0O, O B0: =04 A>1>9 ?>4HCG820N, :>340
@07<KH;ON > B><, G53> 1K E>B5;0 =0 A0<>< 45;5. > 2AQ 65
1K20NB <><5=BK, :>340 8<5==> 2 ?>2A54=52=KE
E>709AB25==KE 45;0E, 2 >1KG=KE 68B59A:8E A8BC0F8OE O
>IC10N >685 ?@8ACBAB285 . 2@>45 1K=5 1K;0
A>A@54>B>G5=0 =0 <>;8B25, => : 45;C ?>4>H;0 C65 2
A?>:>9=>< 8 C<8@>B2> @5==>< A>AB>O=88, ?>4>H;0
2<5AB5 A >3><. >A?@8=8<0N B0:85 A8BC0F88 :0: 40@.
=5402=> 1K;0 =0 N18;55 3@C??K 2 '5E>25. >A:>;L:C O
:>340-B> >B:@K20;0 MBC 3@C??C, <=5 ?@54;>68;8 5Q 25AB8.
A;8 1K >1 MB>< A:070;8 70@0=55, O 1K =0G0;0 1>OBLAO,
?5@56820BL > B><, GB> 3>2>@8BL, :0: :@0A82>
?@5?>4=5AB8 8=D>@<0F8N. BCB 40;8 ?0?:C 2 @C:8 8
?@54;>68;8 ?>45;8BLAO >?KB>< @01>BK ?> ?@>3@0<<5,
@01>BK =04 A>1>9. -;5<5=B 2=570?=>AB8 ?><>3 <=5 2AQ
2A?><=8BL 8 ?>45;8BLAO 459AB28B5;L=K<8
?5@56820=8O<8, 2> 2@5<O A?8:5@AB20 O 1K;0 A?>:>9=0.
;0920 LN8A0 2 :>835 « @>AB> E@8AB80=AB2>» 5ABL
@07<KH;5=8O =0 B5<C 2=570?=>AB8, :>340 G5;>25;,
70AB83=CBK9 2@0A?;>E, 3>2>@8B B>, GB> >= 459AB28B5;L=>
4C<05B. LN8A A@02=8205B MB> A 2=570?=>ABLN

/

#

>1=0@C65=8O:@KA 2 ?>420;5. !?CA:0OAL 2 3;C1L A51O,
87CG00 A51O, G5;>25: <>65B GB>-B> C2845BL 8 ?>=OBL
B>;L:> ? @8 2=570?=>< AB>;:=>25=88, >A>15==> ? @8
2AB@5G5 A 4@C38<. A;8 A?5F80;L=> A845BL 8 @07<KH;OBL
=0 MBC B5<C- =8G53> =5 2K945B. A;8 A?CAB8BLAO 2 ?>420;; 2
:>B>@>< 2>4OBAO:@KAK, A HC<>< 8:@8:0<8, :@KAK
@07153CBAO 8 >1=0@C68BL 8E 1C45B =52>7<>6=>. A;8
A45;0BL MB> 2=570?=> >=8 BCB:0:BCB. =5>G5=L
?>=@028;>AL MB> A@02=5=85. >>115, LN8A >G5=L
8=B5@5A=K9 G5;>25: . / A<>B@5;0 D8;L<>=Q<, >53>
AC4L15, > ? @5?>4020=88 2 C=825@A8B5B5, > 2AB@5G5 A
;N18<>9 65=18=>9, :>B>@0O 2?>A;54AB288 C<8@0;0 C
=53>=0 3;070E, >53> @07<KH;5=8OE >;N128,
E@8AB80=AB25. \$8;L< 18>3@0D8G5A:89, =07K205BAO «!B@0=0
B5=59». =B5@5A=K 53> ? @>872545=8O: « 8AL<0 0;0<CB0»
G8B0;0 A H8@>:> >B:@KBK<8 3;070<8. 0A:>;L:> ? @02482> 8
B>G=> LN8A ?>:07K205B G5;>25:0, :>B>@K9 ?>@>9 ?>4
<0A:>9 E@8AB80=AB20 ?@OG5B=5? @8=OB85 8 =5;N1>2L,- MB>
8AB>@8O >1>;L=KE <5AB0E. « 0AB>@65=85 1@0:0»
?>-@07=><C>B::8:0;>AL 2> <=5. > 2> 2A5E 53>:=830E
=5B=0207G82>9=07840B5;L=>AB8, G@57<5@=>9
?>CG8B5;L=>AB8, 5ABL ?@>AB>B0 8 4>ABC?=>ABL
87;>65=8O, ? @0240, 8AB8=0 8 687=L, A>72CG=K5 <>5<C
>?KBC . -B8<>=<5=O 8 ? @82;5:05B, 8 O 3>B>20 ?5@5G8BK20BL
53> @01>BK A=>20 8 A=>20.
=0H5< E@0<5 O4@> ? @8E>40, :>B>@>5 :>340-B>
AD>@<8@>20;>AL, ? @>4>;605B C45@6820BLAO. 'B> <5=O
@04C5B,- 8 MB> ? ? @545;Q==> ?>78B82=>5 87<5=5=85,- GB>
<K 2AQ 1>;LH5 A4@C68205<AO 4@C3 A 4@C3>< 8 A 4@C38<8
?>AB>O==K<8 ? @8E>60=0<8 A>25@H5==> @07=>3>
2>7@0AB0, ? @8 MB>< ?>O2;ONBAO =>2K5 ;N48 2=0H59
:><0=45, 8 >=8 >AB0NBAO A=0<8. 0H8 A2OI5==8:8
? @>4>;60NB =0A >1CG0BL, A=8<8 2A5340 <>6=>
?>A>25B>20BLAO, =09B8 ?>=8<0=85. 0 A0<>< 45;5, <=5
>G5=L=5 E>G5BAO, GB>1K MB> <5=O;>AL. 0 A2>N 687=L O
?>1K20;0 2 @07=KE :>;5:B820E >B 0B58AB8G5A:8E 4>
E@8AB80=A:8E. >3C A:070BL, GB> 5ABL B0:0O
70:>=><5@=>ABL 75<=>9 687=8, :>340 :0:>5-B>
>1J548=5=85 ?5@568205B ?>4JQ<, ?5@8>4 @0AF25B0,

2KE>48B=0?;0B>=5:>53>?>AB>O=AB20,0?>B><
=587156=>2ABC?05B2?5@8>4C?04:0. =5>G5=L
E>G5BAO,GB>1K2AQ,GB>C=0A5ABL,=5B>;L:>
?@>45@60;>AL:0:<>6=>4>;LH5,=>GB>1K?@8;820;0
=>200:@>2L,8<K42830;8AL?>2>AE>4OI59 . 7<5=5=8O
2>B=>H5=8OE A >3><. 0,>=85ABL,=>O=5A:06C,GB>MB>
:0:>5-B>2=570?=>5>70@5=852A<KA;5>B:@KB8O.
>AB5?5==>=570<5B=>4;O A51O O=0G0;02>A?@8=8<0BL
>303>@074><5=55CB8;8B0@=>. /,:>=5G=>, >1@0I0NAL:
5<C A :>=: @5B=K<8?@>AL10<82 @07=KE B@C4=KE
687=5==KE A8BC0F8OE,=>, A4@C3>9AB>@>=K, <=52AQ
1>;LH5=@028BAO?@>AB>1KBL A >3><,345-B>23;C18=5
4CH8>ICI0BL 3>?@8ACBAB2858<>;G0BL.">340=04CH5
AB0=>28BAO B0:A25B;>,E>@>H>8A?>:>9=>. 2>B8<5==>
:B0:8<A>AB>O=8O<,:>B>@K5,<>65B,=5B0:G0AB>1K20NB2
<>59687=8,:0:E>B5;>AL1K,O2A594CH>9AB@5<;NAL. =8
A@>4=8>B=>H5=8O<2A5<L5,>B=>A8B5;L=>
=>@<0;L=>9A5<L5,:>340 @51Q=>:8 @>48B5;8
70=8<0NBAO A2>8<845;0<8,=5>1O70B5;L=>2MB>B
<><5=B>1I0NBAO4@C3A4@C3><,0?@>AB>?@51K20NB2A5
2<5AB5,82<5AB58<E>@>H>.-B>B0:>9?@028;L=K9,
=04Q6=K9,A?>:>9=K9<8@,:>B>@K9?@82;5:05BA2>59
15A:>=5G=>ABLN,=58AG5@?05<>ABLN."0:>52>A?@8OB85
?>O28;>AL8<5==>2?>A;54=855;5B.!?5F80;L=>O
MB>3>=54>1820;0AL,4065=54C<0;0>1MB><,>=B5<=5
<5=55B0:0O D070>B=>H5=89A >3><2<>59687=8
=0ABC?8;0. « >65,409<=5 @07C<84CH52=K9?>:>9
?@8=OBL B>,GB>O=52A8;0E87<5=8BL,<C65AB2>
87<5=8BL B>,GB><>3C,8<C4@>ABL>B;8G8BL>4=>>B
4@C3>3>» ,->4=087<>8E;N18<KE<>;8B2. Q02B>@><
AG8B0NB\$@0=F8A:0 AA87A:>3>,8=>340?@8?8AK20NB
:0:><C-B>0<5@8:0=A:><C?@>B5AB0=BC,:>B>@K9O:>1K2
:>=F5XIX- =0G0;5XX22.?>;CG8;MBC<>;8B2C:0:>70@5=85.
>, =0A0<><45;5,5A;870=OBLAO MB8<2>?@>A><,B>
<>6=>>1=0@C68BL,GB>C6524@52=58=489A:8EB5:AB0E
CGQ=K5=0E>4OB A;>20MB>9<>;8B2K,:>=5G=>,2A2>59
D>@<5,=>ACBL A>25@H5=>>48=0:>20O. MB>9<>;8B25O
>1@0I0NAL: >3C A :>=: @5B=>9?@>AL1>9,GB>1K =
«2?@028;<=5<>738»,40;A8;K8<C4@>ABL68BL8

2K45@6820BL=0?@O65=85 MB>9 687=8. '8B0O!2OI5==>5
8A0=85, >A>15==> ?5@2K5 AB@0=8FK:=838 KB8O, :@><5
@0AA:070>A>B2>@5=88 <8@0, O?>@060NAL ;N48A>2A5<
=5 87<5=8;8AL. , 2>>1I5, A59G0A O AB0;0 G8B0BL 8A0=85
B0:, :0: A>25BC5B <8B@>?>;8B =B>=89!C@>6A:89, :0:
>1KG=CN:=83C, :0: ?8AL<>>B 4@C30, =5 >6840O, GB>?@8
?@>GB5=88=0<5=O A25@EC A=87>94QB :0:>5-B>>70@5=85.
>B><C GB>5A;8 2>7;030BL>6840=8O=0<><5=BK
>1I5=8O, =0?>4@0AB0NI8E 45B59, =0 687=L, =0:=83C, B>
=587156==>=0ABC?8B @07>G0@>20=85. 0?@8<5@, 2
12-H03>2KE?@>3@0<<0E 3>2>@8BAO A;54CNI55: « ;0=8@C9
459AB285, ==>=5?;0=8@C9 @57C;LB0B». 0:CN-B>F5;L O,
:>=5G=>, 8<5N 2 284C, :>340?@54?@8=8<0N B5 8;8 8=K5
459AB28O, ==>?>=8<0N, GB> @57C;LB0B<>65B 1KBL 2>2A5=5
B0:8<, :0:8<O 53>704C<0;0. ABL=045640=0 4>AB865=85
F5;8, ==>206==>=5 70F8::820BLAO=0 @57C;LB0B5, 8=0G5
A;CG8BAO :>3=8B82=K9 48AA>=0=A. 1 MB><8?8H5B
!C@>6A:89. !;54CNI55, GB>>=A>25BC5B: « **A;8 24@C3?@8**
GB5=88 >2>3> 025B0 GB>-B> 2 A5@4F5 A@57>=8@C5B, B>, 7=0G8B, 2 MB>< <5AB5 C B51O 5ABL GB>-B> >1I55 A> %@8AB><.
2>B MB> <5AB> MB> B>B A25B, GB> 2 B515 5ABL . 1@0B8=0
=53>2=8<0=85, >B<5BL 53>, :C;LB828@C9 2 A515. >B><C
GB>5A;8=5>?8@0BLAO=0 A25B, :>B>@K9 2 B515 5ABL 8
:>B>@K9 2KO2;O5BAO?@8?><>I8 >2>3> 025B0, B><>6=>
8AC<0A>9B8». %@8AB80=5>G5=L C40G=>,- GB>O 8: A515 A
?>;=K<?@02><<>3C>B=5AB8,- «2K:0?K20NB» 2 A2>59 4CH5
<=>3> @07=KE 3@5E>2 8=0G8=0NB B5@70BLAO 8<8. "0: 2>B
<8B@>?>;8B =B>=89?@54;0305B A<5AB8BL 0:F5=B=0 A25B,
:>B>@K9 5ABL 2 G5;>25:5, B>340 8 3@5E?>AB5?5==> 1C45B
B5@OBL A2>8?>78F88. =B5@5A=>, :>340 O G8B0N >2K9 025B
8;8 A;KHC 520=35;LA:85 GB5=8O=0 8BC@388, @57>=8@C5B
8=>340=0 A>25@H5==> @07=K5 <5AB0, =5>1O70B5;L=>
A2O70==K5 A> %@8AB><, MB> @565 1K205B, 0 G0I5- A B5<, :0:
254CB A51O 1C4CI85 0?>AB>;K. / ?@8=8<0N MB> : A2545=8N,
=>2>;>AK=0 3>;>25=5 @2C. "0:>9?>4E>4: GB5=8N
20=35;8O O AB0;0?@8<5=OBL=5 B0: 402=>, =025@=>5, :0:
@07 2?@545;0E?>A;54=8E5;5B, :>340?@>G;0>G5@54=K5
@01>BK!C@>6A:>3>, 8<>3C A:070BL, B0:>9 A?>A>1<=5
?>4E>48B. ABL @07<KH;5=8O?>?>2>4C D8;>A>D88 8

=0C:8. >340 <=5 1K;> ;5B20, O =0G0;0 G8B0BL >465 @0
M:>=0, %0945335@0, \$@5940, 8FH5, 0=B0. !59G0A 8=>340
2>72@010NAL : B@C40< B5E 8;8 8=KE 45OB5;59, G8B0N GB>-B>
=>2>5, =0?@8<5@, 0:0=0. >, 2848<>, MB> =5 <>Q. / 8E =0
:0:><-B> ;>38G5A:>< C@>2=5 2>A?@8=8<0N, => 2 A5@4F5
>=8 :> <=5 =5 ?@>=8:0NB. / ?>=8<0N, GB> MB> >3@><=K9 8
4@03>F5==K9 <0AA82 G5;>25G5A:>9 <KA;8, => 2> <=5 2AQ
2@5<O 682QB B0:>5 ?>4A?C4=>5 GC2AB2>, GB> C65 2AQ
A:070=> 2 >2>< 025B5, 70G5< AB>;L:> =C6=> 1K;>
3>2>@8BL, ?@84C<K20BL AB>;L:> B5@<8=>2, 5A;8 5ABL
20=35;85. #94O >B 181;59A:>9 <C4@>AB8, G5;>25: =0G0;
3>@>48BL GB>-B> A2>Q. "> 65 A0<>5 O :0: 18>;>3 <>3C
A:070BL >=0C:5. >30 <>6=> ?>7=020BL 8 G5@57 ?@8@>4C.
A;8 ?>G8B0BL B@C4K ><>=>A>20, B> <>6=> C2845BL, GB>
2=8E A>45@68BAO30% 5AB5AB25==>=0CG=>9 B5@<8=>;>388,
0>AB0;L=K570% ><>=>A>2 ?8H5B > >35. 1 MB>< =5
A<C10;AO ?8A0BL LNB>=, 0A:0;L. ">340 1K;>
?>=8<0=85, GB> **=0C:0 MB> >48= 87 A?>A>1>2 ?>7=0=8O**
<8@0. 25@0 B>65 A?>A>1 ?>7=0=8O <8@0, => 3>@074>
1>;55 <>I=K9, 2A5>1J5<;N189 . >?>B>< 2 =0G0;5XX 25:0
=0C:0 AB0;0 A0<>4>2;5N159, >=0 ?5@5ABC?8;0 70 B5
?@545;K, 2 :>B>@KE 1K;0 ?>;57=>9 4;O G5;>25G5AB20,
>B>@20;0AL >B 181;59A:8E :>@=59, 701K;0, 345 5Q <5AB>.
A59G0A A>740NBAO B5E=>;>388 @048 B5E=>;>389, :>B>@K5,
:>=5G=>, 40NB :0:CN-B> 2;0ABL 8 <>3CI5AB2> G5;>25:C,
=> >AB0QBAO 2>?@>A: « 048 G53>? ». "0: 65 8 D8;>A>D8O,
?KB0N10OAO >1JOA=8BL 2518, > :>B>@KE 402=K<-402=>
A:070=>. AB0=>28BLAO E>GC =0 B><, GB>, =0 <>9 273;O4,
2A5 MB8 D8;>A>DA:85 =03@><>645=8O AB0=>2OBAO
87;8H=8<8, :>340 5ABL 8A0=85 8 5ABL A;>2> >685.
?@8E>45, =0 <>9 273;O4, AB0;> <5=LH5 ;N459. 5
4C<0N, GB> MB> ?>:070B5;L @5;838>7=>AB8 !8;8:0B=>9, 0,
A:>@55, >?@545;Q==>9 M:>=><8G5A:>9 A8BC0F88 2 AB@0=5
2 F5;><. A2O78 A MB8< 2 687=8 ;N459 =01;N405BAO
?@520;8@>20=85 :0:8E-B> 1KB>2KE ?@>1;5<, >BAN40
A=865=85 ?>A5I05<>AB8 E@0<0. <>59 687=8 B0:85
A>AB>O=8O ?5@8>48G5A:8 2>7=8:0NB, :>340 1KB >B=8<05B
<=>3> A8; 8 2@5<5=8, 8 45;0 4CH8 >B::04K20NBAO =0 ?>B><.
> 2AQ 65 O 286C 87<5=5=8O, :>B>@K5 2> <=5 ?@>8AE>4OB,

8<5==> >=8E 206=55 1C45B A:070BL. A;8 @0=LH5 O
?@85760;0 2 E@0< B>;L:> ?>=5>1E>48<>AB8, B> B5?5@L
E@0< MB>=5>BJ5<;5<0O G0ABL <>59 687=8. &5@:>2L
:0: G0ABL <>53> B5;0, 157:>B>@>9 B@C4=> 68BL,- :0: @C:0
8;8=>30; &5@:>2L :0: 2 <0B5<0B8:5 =5>1E>48<>5 8
4>AB0B>G=>5 CA;>285, CA;>285 <>59 687=8 . >;LH>5
7=0G5=85 2 D>@<8@>20=88 B0:>3> 2>A?@8OB8O &5@:28
AK3@0;8 8 ;8G=>AB8 A2OI5==8:>2, 2 A;CG05=0H53>
?@8E>40 425 @07=K5 O@:85 ;8G=>AB8. ">B?@8E>4,
:>B>@K9 2 @57C;LB0B5 A;>68;AO, B5 >B=>H5=8O, :>B>@K5
2=CB@8?@8E>40 O?@8>1@5;0,- 2AQ MB> <=5 2 687=8 >G5=L
?><>305B. !59G0A <>O>A=>2=0O 45OB5;L=>ABL?@8
E@0<5 A>A@54>B>G5=0=0 2>A:@5A=>9 H:>;5, :>B>@>9 2
MB><3>4C 8A?>;=O5BAO5;5B. ><=N, :0: 2AQ=0G8=0;>AL.
203>40 O B@C48;0AL 2?@>5:B5 «!B0@>3> A25B0», ACBL
:>B>@>3>70;;NG0;0AL 22>A?8B0=88 :>=AC;LB0=B>2?>
@01>B5 A E8<8G5A:8 7028A8<K<8 8 A>7028A8<K<8. ;O B0:>3>
@>40 45OB5;L=>AB8 B@51C5BAO=01>@ A?5F8D8G5A:8E
7=0=89, :0A0NI8EAO=5 B>;L:> <5E0=87<0 A0<>9
7028A8<>AB8, =>8>?@545;Q==KE?A8E>;>38G5A:8E
:>=AB@C:F89, =5>1E>48<KE 4;O 2545=8O 15A54K A B0:8<8
;N4L<8. @>5:B B@51>20;?>;=>3>?>3@C65=8O 2 MBC
687=L, GB>40;> <=5 <=>3>5 2 G0AB8?>=8<0=8O A51O. >
345-B>?>4A?C4=> O 2A5340 E>B5;0 70=8<0BLAO 4@C38<
45;><. , =025@=>5, =52KA:070==K5 65;0=8O G5;>25:0,
E@0=OI85AO 345-B>3;C1>:> 2=CB@8, A8;L=K5 8 O@:85, 40NB
5<C :0:>9-B> B>;G>;, 8 G5;>25: A2>8<8 42865=8O<8
A?>A>1AB2C5B 2>?;>I5=8N 65;05<>3> . ?>B><4C<05B:
« , :0: E>@>H> 2AQ A;>68;>AL!». >B B0:8< >1@07>< A
>6859?><>ILN A;>68;>AL 8 C <5=O A 2>A:@5A=>9
H:>;>9. N4<8;0 0CD>2=0?@54;>68;0 25AB8 3@C??C A
<0;KH0<8. !59G0A MB8< «<0;KH0<» C65?>8 ;5B, 8?@>3@0<<0
>1CG5=8O A :064K<3>4><, :>=5G=>, CA;>6=O5BAO, GB>5IQ
1>;LH5?>4>3@50205B <>9 8=B5@5A: @>;8?@5?>4020B5;O
2>A:@5A=>9 H:>;K. ><8<> B5:CI8E 565=545;L=KE
70=OB89, 2=8<0=85 2>A:@5A=>9 H:>;K=0?@02;5=>8=0
?>43>B>2:C :?@074=8:0< >645AB2C 8 0AE5. ?@>F5AA5
@01>BK O AB>;:=C;0AL A=5:>B>@K<8 A;>6=>ABO<8,
:0A0NI8<8AO?>41>@0 AF5=0@8O :?@074=8G=><C

2KABC?;5=8N. >8A: G53>-B> AB>OI53> 2 8=B5@=5B5=5
C25=G0;AO CA?5E><. !F5=0@88, 2 :>B>@KE 2A5340 2AQ
3;04:> 8 E>@>H>, <=5=5=@02OB AO: A;02=K9 >3, E>@>H85
;N48, 0 5A;8=5 E>@>H85- B> 8A?@02;ONBAO :0: ?>
2>;H51AB2C. %>B5;>AL 687=5==>3>, 1;87:>3> :
@50;L=>AB8 AN65B0. >MB><C O @5H8;0 ?>?@>1>20BL A2>8
A8;K, B5<1>;55, GB>=51>;LH>9>?KB 2 MB><45;5 C65
8<5;0. >340 @01>B0;0 2 45BA:>< A04C, =0?8A0;0 AF5=0@89
4;O CB@5==8:0, ?5@5;>682 A:07:C «"5@5<>:» 2
AB8E>B2>@=CN D>@<C. ">340 ?>AB028BL 5Q A 45BL<8=5
C40;>AL, O CH;0 A B>9 @01>BK, =>2AQ 65 2@5<O «"5@5<:0»
?@8H;>. / =5<=>3> 8A?@028;0 B5:AB, 4>10282 5<C
E@8AB80=A:>9=0?@02;5==>AB8, 8 <K A 45BL<8 ?>AB028;8
MBC A:07:C=0 ?@074=8: 2 E@0<5. =5 2A5340 1K;
8=B5@5A5=?@>F5AA A>740=8O B5:AB0. <>Q<A;CG05
=0G0;> @01>BK=04 B5:AB>< ?>;0305B 845O. 45O 4>;6=0
@>48BLAO, 4>;6=0 A>7@5BL. A;8 8458=5B, O=5 7=0N, 2
:0:CN AB>@>=C=0?@028BL @8D<C, :C40 25AB8 AN65B. >5A;8
845O A>7@5;0, =04> A048BLAO 8=0G8=0BL @01>B0BL,
24>E=>25=8O ;8G=> <=5 640BL=5;L7O. !=0G0;0 45;>
<>65B AB>?>@8BLAO, 84B8 A B@C4><. >, :0: 0??5B8B
?@8E>48B 2>2@5<O 54K, B0: 8 24>E=>25=85 @>6405BAO 2
?@>F5AA5 @01>BK. K205B, ?5@200 AB@>G:0 40QB B>;G>;, 8 O
2AN=>GL ?8HC, ?8HC, - 8 2>B>= 3>B>2K9 B5:AB. 1K205B, ?8HC
F5;K9 <5AOF 8=8:0:. >MB><C O 4;O A51O A45;0;0 2K2>4,
GB>;N1>5 45;>, 4065 B2>@G5A:>5, =04>=0G8=0BL, =5
4>6840OAL >A>1>3> : A515 @0A?>;>65=8O <C7K, 0 8=>340
4065=5>1E>48<> ?>=C640BL A51O : @01>B5.
8=B5@5A=K9>?KB, :>B>@K9>B:@K;AO <=5 2 ?@>F5AA5
A>740=8O 45BA:8E AF5=0@852. # <5=O 5ABL 845O, 2
A>>B25BAB288 A:>B>@>9 O @8ACN A515>?@545;Q==KE
?5@A>=0659. >:>340 O 84C 70 B5:AB><, 254CB <5=O
?5@A>=068. / ?8HC ?5@A>=060 B0:8<, :0:8<>= E>G5B 1KBL,
0=5 B0:8<, :0:8< O 53> 286C. A;8>B?CAB8BL 845N 8
?>AB0@0BLAO ?@8A;CH0BLAO : ?5@A>=06C, : B><C, :0:8<>=
?>;CG05BAO, B> <>6=> A>740BL GB>-B> 8=B5@5A=>5.
>;CG05BAO, 845O, :>B>@00 2> <=5 A>7@5;0, 2KE>48B 70
@0<:8, :0: 1K A0<0 2 A515 @0AH8@OOAL, 40QB 1>;LH5 M<>F89, 2
8B>35, O 24@C3 ?8HC GB>-B> A>25@H5==> 4@C3>5, =5 B>, GB>

ABL B0:>9

E>B5;0, => GB>-B> >G5=L 8=B5@5A=>5 . >>115,
?>3@C65=85 2 MB>B ?@>F5AA ?@8=>A8B >?@545;Q==>5
C4>2>;LAB285. KBL =0548=5 A B5:AB>< MB> GB>-B>
<8AB8G5A:>5. 8AB8G5A:>5 2 687=8 E@8AB80=8=0
70=8<05B >A>1>5 <5AB>. >4=O2H8AL >4=064K 2<5AB5 A
45BL<8 2> 2@5<O C@>:0 2>A:@5A=>9 H:>;K=0 :;8@>A 4;O
B>3>, GB>1K ;CGH5 @0AA<>B@5BL 87>1@065=8O =0
8:>=>AB0A5, O 8A?KB0;0 C4828B5;L=>5 GC2AB2> 1;87>AB8
A> A2OBK<8, A >3><. :>=0 =5 ?@>AB> 4>A:0 A
87>1@065=85<. :>=0 =5AQB 2 A515 3;C18=C ?@>>1@070, A
:>B>@>9 <>6=> A>?@8:>A=CBLAO. @8H;> ?>=8<0=85,
GB> >A?>4L 2A5340 @O4><, AB>8B : =5<C B>;L:>
>1@0B8BLAO, ?>4=OBLAO =025@E, A>25@H8BL :0:>5-B>
42865=85 2 3> AB>@>=C. @>45 1K MB0 <KA;L 8=5=>20O 4;O
<5=O, => 273;O4 70<K;8;AO, 0 ?>4=O;0AL =025@E, 8 MB0
2KA>B0 ?>A?>A>1AB2>20;0 :0:><C-B> >1=>2;5=8N. A2O78
A MB8<8 GC2AB20<8 2A?><8=0NBAO <=5 AB>;?>=8:8, :>B>@K5
?>4=8<0;8AL =0 2>72KH5==>ABL 8=5?@5AB0==>
<>;8;8AL -B> 254L >?@545;Q==>5 <8@>>ICI5=85:
70G5<-B> MB8< ?>4286=8:0< 1K;> =5>1E>48<>
=0E>48BLAO =0 2KA>B5. / G0AB> 2A?><8=0N >B@K2>: 87
5O=89 0?>AB>;>2, :>340 5B@C 2 2845=88 O2;O5BAO >3 8
?@54;0305B 5<C 2 ?8IC 2AO:8E 682>B=KE, >?CA:0O =0
75<;N ?>;>B=>, ?@82O70==>5 70 G5BK@5 C3;0(5O=10:9-16).
>A?>4L 3>2>@8B 5B@C, GB> >B=K=5 =5B @0745;5=8O =0
G8AB>5 8=5G8AB>5, 2AQ 4;O G5;>25:0, 2A5< 5<C <>6=>
?>;L7>20BLAO. -B>B >B@K2>: >A>15==> >B7K205BAO 2>
<=5 2> 2@5<O ?>AB0. 5GL 4065 =5 > B><, :0:CN ?8IC
C?>B@51;OBL 2 ?>AB, 0 > B><, GB> =5B ?8I8 G8AB>9, =5B ?8I8
=5G8AB>9, :B>:0: <>65B, :B>:0: E>G5B, B0: 8 ?>AB8BAO, 8
?@52>7=>A8BLAO =04 4@C38<8 A2>8< «?>AB=8G5A:8<
?>4283><», >AC640BL 4@C3>3> 2 53> «=5<>I8» 4;O
E@8AB80=8=0 2 :>@=5 =5?@028;L=>. -B>B >B@K2>: AB0; 4;O
<5=O ?>:070B5;L=K< 2 G0AB8 >B=>H5=8O E@8AB80= 4@C3 :
4@C3C. IQ <=5 =@028BAO 520=35;LA:0O <KA;L >
<8;>ABK=8: <>O ?@0200 @C:0 ?CABL =5 7=05B, GB> 45;05B
;5200 (0BD6:2-4). 0 <>9 273;O4, MB8 A;>20 >3;C1>G09H5<
A<8@5=88, 25@=>AB8 >3C. 5;0 <8;>A5@48O O2;ONBAO
B0:>2K<8 B>;L:> 2 B>< A;CG05, 5A;8 >=8 A>25@H0NBAO

2B09=5, =5=0 ?>:07, 5A;8 >=8E 7=05B B>;L:> >3. ABL 5IQ
>4=0 AB>@>=0 45;0. '5;>25: ;8G=>ABL 25AL<0
?@>B82>@5G8200. @02008;5200 @C:0:0: A8<2>; MB>9
?@>B82>@5G82>AB8, A8<2>; >4=>2@5<5==>3>
ACI5AB2>20=8O 2 G5;>25:5 65;0=8O 68BL ?>-G5;>25G5A:8,
?>?;>B8 8 65;0=85 68BL ?> 1;03>40B8 >6859. A;8 5ABL
2> <=5 GB> 4C@=>5, 206=>=5 4020BL ?>2>40 5<C
?@>O2;OBLAO, GB>1K : 45;C <8;>A5@48O =5 ?@8<5H0;0AL
:0:0O :>@KABL, GB>1K 4C@=>5 =5 >45@60;> 25@E =04 B>9
1;03>40BLN, :>B>@0O 2> <=5 5ABL, =04 B>9 25@>9, ?CABL
@07<5@>< A 3>@G8G=>5 75@=>, => GB> 2> <=5 B5?;8BAO.
5=O ?>B@OA0NB <5AB0 20=35;8O, :>B>@K5 3>2>@OB > A8;5
25@K ?@>AB>3> G5;>25:0. AB@5G0 %@8AB0 A A0<0@O=:>9 C
:>;>4F0. >340 >A?>4L @0AA:070; 59 ?@024C 5Q 687=8, >=0
A@07C ?>=O;0, B> ?5@54 =59 AB>8B, >=0 C25@>20;0(=4:4-42).
073>2>@ 8ACA0 A E0=0=5O=:>9, :>B>@0O ?@>A8;0 3>
8AF5;8BL 5Q 4>GL, =0 GB> %@8AB>A >B25G0;, GB> ?>A;0=:
?>381H8< >2F0< 4><0 7@08;520. %0=0=5O=:0 A;KH0;0
A;>20 %@8AB0, =>=5 >BE>48;0. Q ;N1>2L : 4>G5@8, 5Q
=0AB>9G82>ABL, 5Q 25@0 >A?>4C A>B2>@8;8 GC4>- 4>GL
8AF5;8;0AL 2 B>B 65 G0A(0BD15:21-28). @>2>B>G820O 65=18=0
?>H;0 =0?5@5:>@ ACI5AB2CNI5<C 70:>=C, GB> <>3;>
?>2;5GL 70 A>1>9 A<5@BL(:8:43-48). Q A<5;>ABL 2 65;0=88
8AF5;8BLAO, ;8HL :>A=C2H8AL >4564K %@8AB0, ?>4283 5Q
25@K C482;ONB. ">, GB> 2> <=5 =5B B0:>9 25@K, - ?C305B, =>
B>, GB> =0 =5Q A?>A>1=K >1KG=K5 ;N48, > :>B>@KE <K
G8B05< 2 20=35;88, - 24>E=>2;O5B
. # \$ A0<><=0G0;5 <>53> ?@51K20=8O 2
MB><E@0<5 >ICI0;0AL =>287=0. / A@02=820N A
?@8E>4><2 @8=> =51>8 75<;O. !N40 O ?@8H;0, <>6=>
A:070BL, =0 3>B>2>5, 0 B0< ?@8E>48;>AL =0G8=0BL 2AQ A
=C;O. %@0<2>AAB0=02;820;8, ?><5I5=8O 4;O 2>A: @5A=>9
H:>;K =5 1K;>. 0 8 2>A: @5A=0O H:>;0 1K;0 2K=C645==>9,
?>A:>;L:C ;N48, :>B>@K5 ?@85760;8 2 @8=> 8740;5:0,
>AB020;8AL ?>A;5 A;C61K =0 @07;8G=K5 @01>BK ?>E@0<C,
A>1@0=8O, 8 45B59 =5>1E>48<> 1K;> :0:-B>
>@30=87>2K20BL. 45AL 65 AB>8;> B>;L:> 70E>B5BL, 8 2>B
C65 5ABL ?><5I5=85, 2>B C65 ?>O28;8AL CG8B5;O, 8 45B8
BCB :0: BCB. 5A<>B@O =0 B>, GB> 2 @8=> 1K;> >G5=L

BO65;>, O 2A?><8=0N MB> 2@5<O A B5?;>B>9, ?@8E>4 1K;
<>59 A5<LQ9. 45AL ?>=0G0;C B0:8E GC2AB2 O =5
8A?K BK20;0. K;> <=>3> =57=0:><KE ;N459, 8 1>;LH0O
G0ABL 2@5<5=8 CE>48;0 =0 >1I5=85 A 45BL<8 2
2>A:@5A=>9 H:>;5. > A?CABO =5:>B>@>5 2@5<O O >1 @5;0
2B>@CN A5<LN, <K 2A5 4@C3 4@C3C AB0;8 @>4=K<8 . 4065
5A;8 <564C =0<8 A;CG05BAO =54>?>=8<0=85, O ?@85760N
4><>9, 2A?><8=0N A8BC0F8N, >14C<K20N 5Q, 2AQ AB0=>28BAO
=0 A2>8 <5AB0, 8 O ?>=8<0N, GB> 2 A5<L5 B0:>5 B>65 1K205B.
0 4CH5 AB0=>28BAO <8@=>. 0=OB8O 2>A:@5A=>9 H:>;K =0
!8;8:0B=>9 =0G0;8AL 5IQ 2 <5AB=>9 181;8>B5:5, :>340
AB0;> OA=>, GB> 2 MB>< @09>=5 1C45B ?>AB@>5= E@0<. #@>:
=0G8=0;AO 15A54>9 > E@0<5, > E@8AB80=AB25, 0
70:0=G820;AO @C:>45;85<. !B>9 65 ?@>3@0<<>9 C65
A;>682H0OAO 3@C??0 2>A:@5A=>9 H:>;K ?@>4>;68;0 A2>N
@01>BC 2=>2>< E@0<5. 45AL O ?@8>1 @5;0 >?KB, ?5@5=O2
53> C 4@C38E ?@5?>4020B5;59 2>A:@5A=>9 H:>;K, AB0;0
?>;L7>20BLAO 8=B5@=5B>< A F5;LN ?>8A:0 8=B5@5A=KE
8459 4;O 70=OB89, B>, GB> =@028BAO, 15@C A515 =0 70<5B:C.
587<5==K< >AB0QBAO ?@8=F8? 8=48284C0;L=>3>
?>4E>40 : :064><C CG5=8:C. "0:>3> ?>4E>40 O
?@845@6820;0AL 8 1C4CG8 ?@5?>4020B5;5< @8A>20=8O 2
>1I5>1 @07>20B5;L=>9 H:>;5: AB0@0;0AL :064><C
C45;8BL 2=8<0=85, 2 >A>15==>AB8 B5<, :B> ?> ?@>3@0<<5
>BAB0QB, C :>3> =5 2AQ ?>;CG05BAO, =04 :5< 2 :;0AA5
A<5NBAO. B0:8< 45BO< C <5=O @>640;>AL BQ?;>5
>B=>H5=85, 8 <=5 E>B5;>AL A45;0BL B0:, GB>1K : =8<
@51OB0 >B=>A8;8AL ?>-G5;>25G5A:8. @8254C ?@8<5@. K; 2
<>Q< :;0AA5 >48= <0;LG8: A =51>;LH>9 >BAB0;>ABLN 2
@0728B88, 4>1@K9 ?0@5=L, =5 03@5AA82=K9. ">, GB> O 4020;0
?> ?@>3@0<<5, C =53> =5 ?>;CG0;>AL, @8A>20; >= <5;:;>,
>AB02;OO 1 > ;LHCN G0ABL ;8AB0 ?CABK<. / 2AO:89 @07
?>4E>48;0 : =5<C A ?>E20;>9 8 ?@54;>65=85<
=0@8A>20BL GB>=81C4L 5IQ, 70?>;=82 ?CABK5 <5AB0.
>340 C <0;LG8:0 1>;55-<5=55 ?>;CG8;>AL, O ?>:070;0
53> @01>BC @51OB0<, 8 B5 A C482;5=85< >F5=8;8 53>
CA?5E8. 54L G5;>25: AB0@0;AO, B@C48;AO, 8 =5 206=>,
?@8HQ; >= : @57C;LB0BC 2 A5@548=5 3>40, : :>=FC 3>40,
206=>, GB> C =53> ?>;CG8;>AL. >A;5 C@>:0 45B8 AB0;8

@0AA?@0H820BL MB>3> <0;LG8:0,:0: 5<C C40;>AL
87>1@078BL B>B 8;8 8=>9 M;5<5=B @8AC=:0. "0: >B=>H5=85
:;0AA0: =5<C =5<=>3> ?><5=O;>AL. 2>A:@5A=>9
H:>;5 70=OB8O ?@>E>4OB 2 B>< 65 4CE5. / A<>B@N 70
3@C??>9: >4=0 452>G:0 ?@8H;0 A> AB0@H59 A5AB@>9, >=8
2<5AB5 70=8<0NBAO, 0 2>B 4@C30O A848B >4=0 8 GB>-B>
703@CAB8;0. >4E>6C : =59, ?>4<5G0N B>, GB> C =5Q
?>;CG8;>AL E>@>H>, 4@C3>5 ?@54;030N ?>?@028BL. 2>B
>=0 C65 ?@>A8O;0 8 A @04>ABLN ?@>4>;605B @01>BC.
@0AA:07K20N > ?@5?>4020B5;LA:>9 45OB5;L=>AB8, ?>B><C
GB> >=0 70=8<05B >A>1>5 <5AB> 2 <>59 687=8,
@0A?@>AB@0=OOAL 2 B>< G8A;5 8 =0 687=L F5@:>2=CN. A;8
>B2;5GLAO >B MB>9 B5<K 8 ?>3>2>@8BL > B><, GB> 5IQ
1;87:> <>59 4CH5, B> <>3C A:070BL > ;N18<>9 <>;8B25.
>340 G8B0N « >3>@>48F5, 52>, @04C9AO», :> <=5 ?@8E>48B
GC2AB2> C25@5==>AB8, GB> 8<5==> 2 MB>9 <>;8B25 =0
<5=O A;KH8B, 8<5==> MB0 <>;8B20 >B7K205BAO 2 <>59 4CH5
B5?;>< 8 ;LQBAO ?@O<> 87 A5@4F0. "0:85 65 GC2AB20
2>7=8:0NB ?@8>1@0I5=88 : <>5<C ;N18<><C A2OB><C
!5@0D8<C !0@>2A:><C. >340 O ?@8H;0 2 &5@:>2L, >= 1K;
?5@2K< A2OBK<, :>B>@>3> O 2AB@5B8;0 8 :>B>@>3>
?>;N18;0. ;O <5=O >= 682>9 4> A8E ?>@. @8=> 1K;0
?@8E>60=:0 @>4>< 87 70:@KB>3> 3>@>4:0 !0@>20, :>B>@00
=5@54:> 1K20;0 2 82552>. =0 E>@>H> 7=0;0 > 687=8
!5@0D8<0 !0@>2A:>3> 8 3>2>@8;0 2A5340 >=Q< 8<5==> :0:
> 682>< G5;>25:5, 0 O A;CH0;0, >B:@K2 @>B. !?CABO
:0:>5-B> 2@5<O 2 ;5B=5< ;035@5 4;O 45B59 1K;0
>@30=87>20=0 ?>574:0 2 82552>. @85E0;8 <K =0 AB0=F8N,
0 >BBC40 >B?@028;8AL =0 AB0@>< 02B>1CA5. N459 1K;>
<=>3>: :B> A BN:0<8, :B> A 1>;LH8<8 AC<:0<8, <K 65 1K;8
=0;53:5 A =51>;LH8<8 @N:70:0<8. A5 45B8 70H;8 2 02B>1CA,
0 O ?>A;54=OO. AN 4>@>3C AB>O;0 2>7;5 H>DQ@0, ?5@54>
<=>9 1K;> >3>@><=>5 ;>1>2>5 AB5:;>. !>74020;>AL
>IC15=85, 1C4B> O 54C >4=0, ;5GC ?> MB>9 4>@>35: A?@020
?>;5- A;520 ?>;5, A?@020 ;5A- A;520 ;5A, 8 2AQ G8AB>,
75;5=>. ?>B>< A;>2=> =8>B:C40 F5@:2CH:0 ?>O2;O5BAO,
0 @O4>< A =59 420-B@8 4><8:0, 8 40;LH5 A=>20 =8 4CH8. -B0
4>@>30 <5=O ?>@078;0 A2>8< 15A:@09=8< ?@>AB>@><,
A<5=ONI8<8 4@C3 4@C30 2840<8, A;>2=> :04@K 87 D8;L<0,

A:07>G=K< ?597065<, 1C4B> A>H54H8< A:0@B8=K @CAA:>3>
EC4>6=8:0. @C3>9 @07<K 5748;8 2 82552> A
?@8E>60=0<8 87 @8=>. "0<2AB@5B8;8<0BCH:C ==C,
:>B>@0O 27O;0AL=0A ?@>2>60BL 4> 3>AB8=8FK. 0BCH:0
25;0=0A ?> B@>?8=:5 8 ?>:07K20;0 4>@>3C: 3>AB8=8F5=0
A;CG09, 5A;8<K 5Q ?>B5@O5<. =0 84QB 2?5@548, <K 84Q< 70
=59, O AB0@0NAL=5 C?CA:0BL 5Q 87 284C, => B>;L:>
>B2;5::0AL, :0: >=0 8AG57;0. :070;>AL, 2?5@548
1>;LH>9>2@03 A:@CBK< A?CA:><. >3>40 4>64;820O,
:@C3>< 3@07L. B>;L:><K ?>4C<0;8, :0:=0<
?5@51@0BLAO=0 BC AB>@>=C>2@030, 24@C3 ?>O2;O5BAO
<>;>4>9 G5;>25:;5B20 8=0G8=05B ?>4::04K20BL 4>A:8 ?>
E>4C B@>?K. >1@0;8AL<K, =0:>=5F, 4> 3>AB8=8FK,
:>B>@0O ?@54AB02;O;0 A>1>9=54>AB@>5==>5 740=85 A
?CABK<8:><=0B0<8, 2:>B>@KE B>;L:> 8 1K;8
>4=>O@CA=K5, 42CEJO@CA=K5:@>20B8 A ?0=F8@=K<8
A5B:0<8 8 A>;40BA:8<8<0B@0A0<8, 8 1>;LH5=8G53>. 0
G05<<K 4CH52=> 3>2>@8;8 A<0BCH:>9 ==>9, >=0
>:070;0AL>G5=L 8=B5@5A=>9 65=I8=>9. >340 45B8
2K@>A;8, 8 C=8E ?>O28;8AL A2>8 A5<L8, ==0 2<5AB5 A
<C65< ?@8=O;8 @5H5=85 C9B8 2<>=0ABK@L. "5?5@L
2AB@5G0NBAO 8=>340 2 4=8 ?0;><=8G5AB20, @073>20@820NB >
687=8, > 45BOE, 8 2=>2L @07J5760NBAO, :064K9 2 A2>9
<>=0ABK@L. #B@>< A;54CNI53> 4=O<K 1K;8=0 A;C615,
AE>48;8=0 8AB>G=8: !5@0D8<0 !0@>2A:>3>,
?@5420@8B5;L=> 27O 2 1;03>A;>25=85 C<5AB=>3>
10BNH:8. =5A<>B@O=0 AB>;L A:@><=K5 CA;>28O, 2
:>B>@KE<K 745AL ?@51K20;8, ?>574:0 70?><=8;0AL<=5
=04>;3>, ?>B><C GB> O ?>1K20;0 2 B><<5AB5, :>B>@>5
=0?@O<CN A2O70=> A> A2OBK<, :>B>@><C G0AB>
>1@0I0NAL 2 A2>59<>;8B25.