

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

admin, Monday 14 October 2019 - 00:33:56

5AOBL ;5B =5 >48= 45=L, => ? @>;5B5;8
:0: >48= 45=L. ">;L:> A59G0A MB> >A>7=0N. 0 MB> 2 @5<O
?>E> @>H5;0=0H0 !8;8:0B=0O, ?>E> @>H5; 8=0H E @0<.
064K9 45=L 5ABL 2>7<>6=>ABL ? @89B8 AN40 8
A>? @8:>A=CBLAO A A0<K< 4 @03>F5==K<. AO 687=L 2 >35,
5A;8 MB>9 687=8 =5 :0A0BLAO 7=0G8B, 2>2A5 =5 68BL. K
1568< 2 E @0< 70 >1I5=85<, 1568< : ?0ABK @O<. 5 2A5340
<564C ;N4L<8 A::04K205BAO 2708<>?>=8<0=85, 254L >=>
7028A8B >B :064>9 :>=: @5B=>9 ;8G=>AB8, >B <KA;59, GC2AB2,
A :>B> @K<8 G5;>25: ? @8E>48B 2 E @0<. A;8 >= ? @8HQ; A
;N1>2LN, B> =8:0:8E ? @>1;5< 2 >1I5=88 =5 2>7=8:05B,
5A;8 >= ? @8HQ;, C65 G5<-B> «=0: @CG5==K9», B> ?>68=05B
?;>4K 2 A>>B25BAB288 A> A2>8< A>AB>O=85<. !>BF><
0;5=B8=>< <K 70=8<05<AO 520=35;LA:8<8 GB5=8O<8.
@8E>48B5 =0 MB8 70=OB8O, 8 2K ?>G5 @?=QB5 B>, GB> :064><C
87=0A A>25 @H5==> =5 E20B05B. / 1C4C E>48BL 2AN 687=L,
2AQ @02=> =5 1C45B E20B0BL. 54L :0640O AB @>G:0
20=35;8O, 0?>AB>;LA:8E ?>A;0=89, :>B> @K5 <K G8B05<
=0 520=35;LA:8E 2AB @5G0E, :>B> @K5 O A;KHC 2> 2 @5<O
8BC @388 8;8 G8B0N 2 ? @02>A;02=>< :0;5=40 @5, =0AKI5=K
;N1>2LN, 4>25 @85<, ?>A;CH0=85<, : @>B>ABLN . > 68BL B0;
?> A;>2C >685<C, =5 ?>;CG05BAO. AQ @02=> «1>40NAL», 8
B0:>5 C? @O<AB2> 5ABL 2 :064>< G5;>25:5. K A;>2=>
28=>3 @04 =0 ;>75. A5340 E> @>H> A<>B @5BL =0 3>B>2K9,
A?5;K9 28=>3 @04. 2K ?>A<>B @8B5, :0: >= @0ABQB, :0: >=
F25BQB, :0: A>7 @5205B. 54L 2AQ 7028A8B >B ?>3>4=KE
CA;>289. 5A=0 E>;>4=0O 28=>3 @04 =5 C @>48;AO. 5A=0
BQ?;0O, ;5B> E> @>H55 8 28=>3 @04 E> @>H89, A;04:89, 25AL
=0;8205BAO A>:><. "0: 8 G5;>25: A;8 27 @0I8205B 2 A515
;N1>2L, B> 8 ?;>4K ? @5: @0A=K5 @>640NBAO. AO
<>;>4>ABL <>O ? @>H;0 2=5 E @0<0, =5 1K;> 7=0=89, =8:B>
8 =5 ?>4A:07K20;, GB> &5 @:>2L 206=0. > O H;0 ?> 687=8 A
<>;8B2>9, 8 2A5 <>8 @>4=K5 <>;8;8AL. KA;L 1K;0 >4=0:

B@C48BLAO. 745AL ?@8E@0<5 O C6510 ;5B, 8 409 >3, 5IQ
AB>;L:> 65 ?>B@C48BLAO. =8 >4=>3> 4=O, ?@>68B>3> 157
<>;8B2K, O =5 ?@87=0N. =5 >G5=L =@028BAO <>;8B20,
:>B>@CN25AL =0@>4 ?>QB =0 1>3>A;C65=88:
« >A: @5A5=85 % @8AB>2> 28452H5, ?>;>=8<AO !2OB><C
>A?>4C 8ACAC, 48=><C 1573@5H=><C...». A:>;L:> O
3@5H8;0 2 687=8. /, 2848<>, >G5=L 8=8F80B82=0O, 0 :B> 70
1>;LH55 15@QBAO, B>B 8 >H81>: 1>;LH5 4>?CA:05B, A B>3> 8
A?@>A 1>;LH5. 0 B5<<K 8 E>48< 2 E@0<, GB>1K >G8AB8BL
A2>N 4CHC, >G8AB8BL 5Q ?>:0O=85<, <>;8B2>9. 06=> 2AQ
2@5<O @01>B0BL =04 A>1>9, ?>42>48BL 8B>3 :064>3>
?@>68B>3> 4=O, G8B0BL 20=35;85, <>;8B2K. ">340 8
?@8E>48B A?>:>9AB285, 8 2 4CH5 =0ABC?05B <8@.
E@0<5 <8;KE 8 4>@>38E A5@4FC ;N459, A ;N1>2LN 2 4CH5
:064>3> 2AB@5G0N. !:>;L:> ?><>I=8:>2, :>B>@K5
2::;04K20NBAO 2 >1I55 45;>, A:>;L:> 65@B2>20B5;59, 254L
B>;L:> =0 ?>65@B2>20=8O =0H E@0< 8 45@68BAO. / 65;0N
2A5< =0H8< ?@8E>60=0< 4>1@>3> 74>@>2LO =0 <=>30O
;5B0. 54L 74>@>2L5 A0<>5 F5==>5 1>30BAB2>.
, '8B0O B5:AB A2>53> ?@>H;>3> 8=B5@2LN,
2A?><8=0O B>, > GQ< O 3>2>@8;5 ;5B =0704, <>3C A:070BL,
GB> B>340 O 1K; B@>30B5;L=55. / 3>2>@8;; GB> =0HQ; 2
E@0<5 ?@8=OB85 MB> 1K;> F5=B@0;L=>9 B5<>9 <>53>
@0AA:070. @8=OB85 >4=> 87 ;;NG52KE >ICI5=89
?5@8>40 =5A:>;L:8E ?5@2KE ;5B. / 1C4B> CB>;O; :0:CN-B>
A2>N 402=NN 6064C, :0:CN-B> ?>B@51=>ABL 2 B0:><
?@8=OB88. :0:><-B> A<KA;5 C4828B5;L=> B>, GB> 2=CB@8
MB>3> ?@8=OB8O O =5<=>3> @0A:@K;AO, 8 ?;>4>< MB>3>
@0A:@KB8O >:070;>AL =5GB> :0B0AB@>D8G5A:>5. 73;O=C2 2
A51O, O >1=0@C68; B0< B0:85 65;0=8O, O 2?5@2K5
A>?@8:>A=C;AO A B0:8<8 25I0<8 2 A515, :>B>@KE @0=LH5
=5 2845;; MB0 2AB@5G0 A A>1>9 ?@825;0 : A>1KB8O< 2 687=8,
:>B>@K5 87<5=8;8 5Q @048:0;L=K<>1@07><. / 8A;;NG8;
A51O 87 <=>38E E>@>H8E 25I59, :>B>@K5 1K;8 2 <>59
687=8 4> A53> <><5=B0, 8 MB> A>1KB85 2> <=>3><
?>2;8O;> =0 <>8 40;L=59H85 >ICI5=8O ?@51K20=8O 2
MB>9>1I8=5. > A 4@C3>9 AB>@>=K, B0: 8;8 8=0G5, 2 E>45
MB8E A>1KB89 O 2AB@5B8;AO A A>1>9, O =0<=>3> ;CGH5 AB0;
?>=8<0BL, :B> O 5ABL =0 A0<>< 45;5, <>65B, 4065

?>27@>A;5,, 8 2>B MB> A>AB>O=85, 2 :>B>@>< O =0E>6CAL,
=5A><=5==> 1>;55 G5AB=>5, G5< B>, GB> 1K;> @0=LH5.
@>87>H;0>?@545;Q==0O 2AB@5G0 A @50;L=>ABLN,
1>;57=5==0O, => 2AQ 65 MB0 2AB@5G0 2848BAO <=5
?>;>68B5;L=K< <><5=B>< MB>9 8AB>@88. !59G0A O
=0E>6CAL 2=5:>5< BC?8:5, ?>B><C GB> A8BC0F8O 4> A8E
?>@ ?>;=>ABLN =5 @07@5H5=0, >B25BK =0 =5:>B>@K5
2>?@>AK B0: 8 =5 =0945=K. B>< 8=B5@2LNO 3>2>@8; >
2AB@5G5 A >3><. / ?>-?@56=5<C =5 <>3C C25@5==>
70O28BL, GB> C <5=O 1K;0 B0:0O O2=0O 2AB@5G0 A> %@8AB><, >
:>B>@>9 =5:>B>@K5 ;N48 A2845B5;LAB2CNB. >, 2>7<>6=>,
O =5<=>3> =0CG8;AO =5 ?5@56820BL ?> MB><C ?>2>4C 8
4>2>;LAB2>20BLAO B5<, GB> 8<5N. "@C4=> >?8A0BL A2>8
GC2AB20: C <5=O 5ABL =5:>5 >ICI5=85 3;C18=K 2 A515
B0:0O 0AA>F80F8O ?@8E>48B <=5 2 3>;>2C. > <=5 <=>3>
2A53> B0:>3>, GB> 2 >1K45==>9 687=8 O =5 70<5G0N,-
:0:85-B> GC2AB20 8;8 A>AB>O=8O, => 8=>340 >=8 24@C3
?@8>B:@K20NBAO. 8<5==> A MB8<8 GC2AB20<8 O A2O7K20N
?@>O2;5=85 1>65AB25==>3> 2 A2>59 687=8. / AB0; 2AQ
1>;LH5 >@85=B8@>20BLAO =0 A2>8 AC1J5:B82=K5
>ICI5=8O. C <5=O 5ABL =045640, 0 8=>340 4065
C25@5==>ABL, GB> >3 :0:8<-B> >1@07>< ?@>O2;O5BAO 2>
<=5. #25@5==>ABL, :>=5G=>, :@0B:>2@5<5==0O, 8
?@>E>48B =51>;LH>9 ?@><56CB>: 2@5<5=8, 8 O A=>20
=0G8=0N A><=520BLAO. / 4C<0N, GB> «A><=520BLAO»- MB>,
2>>115, <>9 A?>A>1 ACI5AB2>20=8O 2 &5@:28, <>65B, >= 8
=>@<0;L=K9 . / 4065 =0HQ; ?@8<5=5=85 MB><C A2>5<C
B0;0=BC. 5GL ?>94QB >:0B5E870F88, :>B>@0O O2;O5BAO
206=>9 G0ABLN <>59 687=8. / =5 7=0N, :0: B0: ?>;CG8;>AL,
GB> O AB0; ?@>2>48BL 15A54K ?5@54 :@5I5=85<. 45AL
2KE>48B =0 ?>25@E=>ABL >ICI5=85 <>59 @>;8 2 MB8E
15A540E. / 2 @>;8 =0AB02=8:0 A<5H=>. > 87 MB>3>
?@>B82>@5G8O O ;53:> 2KE>6C: :>340 O ?@>2>6C 15A54K, O
2A5340 A=8<0N A A51O @>;L =0AB02=8:0, GB> >:070;>AL
A>25@H5==> 5AB5AB25==K< H03>< 4;O <5=O. # <5=O 5ABL
>?@545;Q==0O <5B>48:0, 5ABL ?>4E>4 : MB8< 15A540<, 8 O
AG8B0N, >=8 4>2>;L=> 8=B5@5A=K5, 8 C <5=O =5?;>E>
?>;CG05BAO. !>AB02=K5 G0AB8 MB>3> ?>4E>40 70:;NG0NBAO
2 B><, GB>, 2>-?5@2KE, O 2A5340 AB0@0NAL ?>78F8>=8@>20BL

A51O=0 @02=KE A CG0AB=8:0<8 15A54K, =8 2 :>5< A;CG05=8
:0: <5=B>@. 2B>@>9 M;5<5=B MB>3> ?>4E>40: O ?KB0NAL
AD>@<C;8@>20BL :0:85-B> A><=5=8O 8;8, 4065 <>6=>
A:070BL, A?@>2>F8@>20BL MB8 A><=5=8O 2 B5E, :B> AN40
?@8E>48B, 7040BL 8< :0:85-B> :025@7=K5 2>?@>AK. "0:8<
>1@07>< O ?KB0NAL ?@54;>68BL ;N4O< 704C<0BLAO
2>>115. 0 <>9 273;O4, >A=>2=0O DC=:F8O 15A54 2 B>< 8
70::;NG05BAO C25;8G8BL >A>7=0==>ABL A0<>3> H030
:@515=8O. 5 7=0N, A@010BK205B ;8 B0:>9 <5B>4, =8:0:>3>
A?>A>10 87<5@8BL, =0A:>;L:> MB0 >A>7=0==>ABL
?>2KH05BAO, C <5=O =5B, =5B=8:0:>3> :@8B5@8O
MDD5:B82=>AB8 MB8E 15A54. A;8 27OBL, : ?@8<5@C,
D>@<0;L=K9 :@8B5@89 A:>;L:> G5;>25:, ?@>H54H8E
:C@A 15A54, AB0;8 ?@8E>60=0<8=0H53> E@0<0. B25B:
=8A:>;L:>. "0:>2 AB0B8AB8G5A:89 @57C;LB0B, :0: : =5<C
>B=>A8BLAO, O =5 7=0N. >, 5A;8 >B2;5GLAO >B @57C;LB0B0,
B>, 2>?5@2KE, A0< ?@>F5AA 2545=8O 15A54K 4>AB02;O5B <=5
C4>2>;LAB285, 0, 2>-2B>@KE, O2;O5BAO 4;O <5=O A0<>3>
=5:>59 ?@0:B8:>9, >4=8< 87 =5<=>38E ?>2>4>2
704C<K20BLAO > E@8AB80=AB25, ?>B><C GB> 2 ?>A;54=55
2@5<O O =5 45;0N <0AAC 25159, : :>B>@K<, =0 <>9 273;O4, O
?@8720=: :0: E@8AB80=8=. >O ?@0:B8:0 A2>48BAO : GB5=8N
20=35;8O 4=O 2 A<0@BD>=5 ?> ?CB8=0 @01>BC 8
:0B5E870F88. >MB><C =0 :064>9 15A545 O ?KB0NAL 4;O
A0<>3> A51O 2>AAB0=>28BL :0:>9-B> :>=B5:AB GB> 5ABL
E@8AB80=AB2>. 8G=> O <=>3> ?>;L7K ?>;CG0N >B MB8E
15A54, 0 :0: A;CH0B5;8 =5 7=0N. =>340 >=8 45;0NB <=5
:><?;8<5=BK, 3>2>@OB, =0?@8<5@, GB> 8< 1K;> 8=B5@5A=>,
GB> O =0 A2>Q< <5AB5, 8 MB>, :>=5G=>, ?@8OB=>. IQ >48=
<><5=B, :>B>@K9 E>B5;>AL 1K >B<5B8BL, - ?@>?>2548
>. 235=8O. / E>GC 53> ?>1;03>40@8BL 70 B>, GB>, :0: 8 B>340,
5;5B=0704, B0: 8 A59G0A, >= A2>8<8 B>;:>20=8O<8, A2>8<8
:><<5=B0@8O<8 : 20=35;8N ?><>305B <=5 C2845BL MBC
8AB>@8N :064K9 @07 A :0:>9-B> =>2>9 AB>@>=K, ?>72>;O5B
?>GC2AB2>20BL, GB> >=0 8<55B :0:>5-B> >B=>H5=85 :
<>59 @50;L=>9 687=8. / @04, GB> ?@>H;> AB>;L:> ;5B, 0
>. 235=89 ?@>4>;605B 8AA;54>20BL 8 @07<KH;OBL >
20=35;88 8 45;8BLAO A2>8<8 <KA;O<8 A =0<8 =0
?@>?>2548. ;O <5=O 520=35;LA:>5 GB5=85 8

?>A;54CNI0O ?@>?>254L D0:B8G5A:8 B0:0O 65 206=0O
G0ABL 8BC@388, :0: 8 ?@8G0AB85. 'B> :0A05BAO :0:>9-B>
:>=:@5B8:8, <=5 ?@8E>48B 2 3>;>2C 425 <KA;8. 5@20O, 8 O,
:AB0B8, >1 MB>< ?>GB8 =0 :064>9 15A545 3>2>@N, 87 >B@K2:0
20=35;8O >B >0==0: « >30, >B>@>3> =5 2845; =8:B>
=8:>340, "K =0< O28;» (=1:18). :0:>9-B> <><5=B 4;O <5=O
>B:@K;AO A<KA; MB8E A;>2, :>B>@K5 >1JOA=8;8 <=5
206=>ABL 4>3<0B0 >1>3>G5;>25G5AB25 8ACA0 %@8AB0.
>;3>5 2@5<O C <5=O 1K;8 ?@>1;5<K A ?>=8<0=85< B>3>,
:0:>5 >B=>H5=85 : =0< 8<5NB MB8 4>3<0BK &5@:28 >
"@>8F5, > ?@8@>45 %@8AB0. =5 1K;> B@C4=> =09B8 E>BL
:0:85-B> 0@3C<5=BK, GB>1K >1JOA=8BL MB> A;CH0B5;O<
15A54, <=5 :070;>AL, GB> 8 C =8E B0:>9 2>? @>A 4>;65=
2>7=8:0BL. !59G0A, 4C<0N, O <>3C >1JOA=8BL: 3;040 =0
%@8AB0, <K <>65< C7=0BL, :0:>2 >3, 8<5==> ?>MB><C
206=>, GB> 8ACA %@8AB>A =5 ?@>AB> G5;>25:, 0
>3>G5;>25: . MB>B D0:B 45;05B 20=35;85 5IQ 1>;55
F5==K< 4;O <5=O. 2B>@>9 <><5=B, :>B>@K9 ?@8E>48B
<=5 =0 C<,- MB>>48= 87 ;N18<KE >B@K2:>2 20=35;8O >
2AB@5G5 %@8AB0 A A0<0@O=:>9(=4:42). = <5=O 402=>
?>@078; 2 A0<>5 A5@4F5. !0<0@O=:0 2848BAO >G5284=>9
3@5H=8F59: «"5 ?OBL <C659, GB> C B51O 1K;8,- =5 <C6LO
B515, 8 MB>B, GB> A59G0A,- B>65 =5 <C6», - 3>2>@8B %@8AB>A.
@8 MB>< 25AL MB>B 5Q 1M:3@0C=4 =5 O28;AO ?@5?OBAB285<,
=5 ?><5H0; C2845BL 2> %@8AB5 >30, C2845BL 5AA8N.
@C385 ;N48, <>65B, 1>;55 ?@0254=K5, =5 A<>3;8, 0 >=0
A<>3;0. ;O <5=O MB> 206=>, ?>B><C GB>, =025@=>5, O A51O
0AA>F88@CN A MB8< G5;>25:><, 25@=55 A:070BL, A 5Q
1M:3@0C=4><, =5?@0254=>ABLN. B>, GB> 4;O =5Q, B5< =5
<5=55, 425@8 : >115=8N A >3>< >:070;8AL =5 70:@KBK<8, 8
<=5 40QB =04564C.
> ?@8E>40 2 E@0< =0 !8;8:0B=>9 O 1K;0
?@8E>60=:>9 " @>8F:>3> A>1>@0 2 >4>;LA:5, O 1K 4065
A:070;0, AB>@>=59 ?@8E>60=:>9: ?@8H;0, ?>AB028;0
A25G8, ?><>;8;0AL, CH;0. -B>B E@0< O C2845;0 A;CG09=> 87
>:=0 02B><>18;O ?> 4>@>35 =0 40GC 8 @5H8;0 709B8. 5;>
1K;> 25G5@><, ?>A;5 @01>BK, 2 E@0<5 1K;> B0: E>@>H>,
B0: B8E>. / C7=0;0 C 456C@=KE @0A?8A0=85 1>3>A;C65=89 8
2 A;54CNI89 @07 ?@85E0;0 2 E@0< =0 8BC@38N. "@>8F:89

A>1>@ 1>;LH>9, B0< 2A5340 <=>3> ;N459, 8, =025@=>5,
8=48284C0;L=K9 ?>4E>4 A2OI5==8:0 : ? @8E>60=8=C
70B@C4=8B5;5=, 0 745AL O 2AB@5B8;0AL 8<5==> A B0:8<
>B=>H5=85<, :>340 GC2AB2C5BAO, GB> A2OI5==8:8 2<5AB5
A> A2>8< ? @8E>4><, A :064K< ;8G=> 7=0:><K, 2A5 A2>8. -B>
=0?><8=05B 4><0H=89 E@0<. =5 B0: ?@8H;>AL MB> ?>
4CH5, 8 =5A<>B@O =0 B>, GB> 40G=K9 A57>= 70:>=G8;AO, 8 <K
?5@55E0;8>1 @0B=> 2 3>@>4, O ?@>4>;68;0 ?@85760BL 2
MB>B E@0< 8 78<>9. 848<>, 745AL O =0H;0 B>, GB> 8A:0;0
>3 ?5@5AB0; 1KBL 4;O <5=O =54>AO305<K<, O >ICB8;0 3>
?@8ACBAB285 2 A2>59 687=8 8 ?>=O;0, GB> = @O4>< 2A5340
MB> =5 B5>@5B8G5A:>5 7=0=85 > ACI5AB2>20=88 >30, :
:>B>@><C <>6=> >1@0B8BLAO 2 B@C4=>9 687=5==>9
A8BC0F88, :>340 1>;LH5 =5 ::><C C65>1@0I0BLAO 70
?><>ILN, 0 ;8G=K9 ?>KB 2AB@5G8 A 8<, :>B>@0O 8 ?@825;0
<5=O : ?>2A54=52=><C 1>3>>1I5=8N, :>ICI5=8N
?>445@6:8 8 4>25@8O. 5B 1>;LH5 AB@0E0, E>BO, 2 687=8
1K205B @07=>5 8 2 3;C1>:>5 >BG0O=85 8=>340 2?040N, =>
B5?5@L 5ABL =5:89 2=CB@5=89 AB5@65=L, :>B>@K9 45@68B
>G5=L :@5?>:. >=5G=>9 B>G:>9=0 ?CB8 : B0:><C
?>=8<0=8N >30 AB0;> ?>O2;5=85 2=0H5< E@0<5 8:>=K
« @C610», =0 :>B>@>9 87>1@065=K 8ACA %@8AB>A A
0?>AB>;>< 5B@><. %@8AB>A =0< 3>2>@8B: « / C65 =5
=07K20N 20A @010<8, 81> @01 =5 7=05B, GB> 45;05B
3>A?>48= 53>; => / =0720; 20A 4@C7LO<8, ?>B><C GB>
A:070; 20< 2AQ, GB> A;KH0; >B BF0 >53> » (>=15:15). >3
B5?5@L A =0<8, A :064K< 87 =0A. A>15==> O MB> GC2AB2CN 2
>?@545;Q==KE <><5=B0E 1>3>A;C65=8O. 0 8BC@388 2
A>AB025 ?5A=>?5=8O « 8;>ABL <8@0» 5ABL B0:85 A;>20:
« "515 ?>5<, "515 1;03>A;>28<, "515 1;03>40@8<,
>A?>48, 8 <>;8< "8 AO, >65=0H». MB>B <><5=B
1>3>A;C65=8O C <5=O A>740QBAO >ICI5=85, 1C4B> <K
AB>8< ?5@54 >3><, 8 =>A5=O5B =0A !2>8<8 @C:0<8,
1;03>A;>2;O5B =0A. ABL B0:>5 :0=>=8G5A:>5
87>1@065=85 « 8ACA %@8AB>A 1;03>A;>2;O5B 45B59», 2>B
B0: 65 8 <K ?@8E>48< : 5<C. 0H ?@8E>4 <5=O5BAO, ;N48
AB0=>2OBAO 1;865 4@C3 : 4@C3C 45=L >B> 4=O. >=5G=>,
1K20NB 8 :>=D;8:B=K5 A8BC0F88, => 5ABL >1I55 >ICI5=85
?@8E>4A:>9 A?;>GQ==>AB8: ;N48 2<5AB5 <>;OBAO, 2<5AB5

?@8G0I0NBAO, 2<5AB5 2K?>;=ONB :0:85-B> @01>BK 2 E @0<5.
BG0AB8 2 MB>< 5ABL 70A;C30 A2OI5==8:>2: B0:>5 4>1 @>5
>B=>H5=85 : ?@8E>60=0<, B0:0O BQ?;0O ?@>?>254L,
>1@0IQ==0O : ;N4O<, ;8HQ==0O :0:>9-;81> C3@>7K,- 2 =59
=5B 3 @>7OI53> ?0;LF0, 0 5ABL >1JOA=5=85, :B> 5ABL
%@8AB>A 8 GB> = 4;O =0A 7=0G8B,- 2AQ MB> 4> @>3>3> AB>8B.
%>GC ?>1;03>40@8BL=0H8E >BF>2 70 MB>. / @0=LH5
=8:>340 =5 >1 @0I0;0 2=8<0=85 =0 3;C18=C
520=35;LA:>9 8AB>@88: 1K;0 ;8 MB> ?@8BG0, @0AA:070==0O
%@8AB><, 8;8 GC4> 8AF5;5=8O, 2>A:@5H5=8O. >A?@8OB85
MB8E >B@K2:>2 !2OI5==>3> 8A0=8O 8AG5@?K20;>AL ;8HL
?@87=0=85< 2A5<>3CI5AB20 >A?>40, 0 :0:>9 3;C1>:89
A<KA; :@>5BAO 2 =8E, ?@8GQ< =5 2A5340 >4=>7=0G=K9, O 8 =5
704C<K20;0AL. 0 3>4K <>53> ?@51K20=8O 2 MB>< E @0<5
<=>3>5 AB0;> >B:@K20BLAO ?>=>2><C 1;03>40@O
520=35;LA:8< GB5=8O<, 1;03>40@O ?@>?>254O< =0H8E
>BF>2. 4=8< 87 A0<KE O@:8E >B:@KB89 AB0;8 ?>A;0=8O
0?>AB>;0 02;0. 0=LH5 A;>20 0?>AB>;0 1K;8 4;O <5=O
A>25@H5==> =5 4>ABC?=K. > :>340 O AB0;0 ?>A5I0BL
520=35;LA:85 15A54K, A;CH0O >1JOA=5=8O >. 0;5=B8=0,
G8B0O B>;>20=8O, 8=>340 3>B>2OAL : ?@>2545=8N 15A54K
A0<>AB>OB5;L=>, O AB0;0 ?>=8<0BL, > GQ< 3>2>@8B
0?>AB>;. =830 5O=89 @0A:@K;0 4;O <5=O ;8G=>ABL
A0<>3> 02;0. CB5H5AB285 0?>AB>;0 2 8< ?>AB>O==>
A>?@>2>640;>AL :0:8<8-B> >?0A=>ABO<8. 4=064K >=
?>?0; 2 1C@N, GCBL =5 ?>381, => C?>20=85 =0 >30 53>
A?0A;>. 025; 7=0;; GB> >3 53> 254QB. 5=O ?>@0605B 53>
15AAB@0H85, 53> F5;5CAB@5<;Q==>ABL 2 **A0<>9 3;02=>9**
<8AA88 687=8 4>=5AB8 ;N4O< A25B 1;03>9 25AB8 > %@8AB5
2>A:@5AH5< . =B5@5A5= 520=35;LA:89 M?87>4 > B><, :0:
>A?>4L, ?@81K2 2 AB@0=C 040@8=A:CN, 873>=O5B 15A>2 87
G5;>25:0 8 ?>72>;O5B 8< ?5@5A5;8BLAO 2 AB04> A28=59, 8
A28=L8 ?>3810NB, 1 @>A82H8AL A >1 @K20 (:8:26-39). 'B>
?@>8AE>48B. 8ACA %@8AB>A ?@8E>48B 2 MB> A5;5=85,
A>25@H05B =525 @>OB=>5 GC4>, 0 68B5;8 <C 3>2>@OB:
«#E>48 >BAN40, BK A28=59 =0H8E ?>3C18;; <K ?>=8<05<,
GB> "K =5AQHL 2 A515 :0:CN-B> =5254><CN A8;C, => "K
;CGH5 CE>48». >;CG05BAO, A28=L8 8< 1K;8 4>@>65
>A?>40. -B>B >B@K2>: 2AQ 2@5<O 70AB02;O5B <5=O

704C<0BLAO>B><,GB>2687=8<KG0AB>?@>?CA:05<
>1@015=85:=0<%@8AB0,<KB0:65,:0:68B5;8MB>9AB@0=K,
A28=5960;55<,0%@8AB0?@>?CA:0<.<>59687=8,:
A>60;5=8N,B0:>5A;CG05BAO=5@54:>.>5A;8@0=LH5>1
>B@K2:5C<5=OA::04K20;>AL?>25@E=>AB=>5AC645=85,
8<=5,459AB28B5;L=>,1K;>60;:>AB04>A28=59,B>A59G0A O
>B:@K;04;O A51O MB>B M?87>4A4@C3>9AB>@>=K. B@K2>:
>A?0A5=88CB>?0NI53>0?>AB>;05B@0=5<5=55
?>@078B5;5=(D14:22-34).AB>@8O4>2>;L=>8725AB=0O,
=5:>B>@K5EC4>6=8:8,=0?@8<5@,9207>2A:892
«%>645=88?>2>40<»,87>1@060NB5Q=0A2>8E?>;>B=0E.
?>A:>;L:C AN65B8<55BH8@>:>5@0A?@>AB@0=5=85870
?@545;0<8&5@:28,273;O4?>@>970<K;8205BAO,B>;:>20=85
A2>48BAO:A;54CN15<C:%@8AB>A A?0A05B CB>?0NI53>
5B@0-7=0G8B, QB@<0;>25@=K9,?>B><CGB>CA><=8;AO2
A2>59A?>A>1=>AB8E>48BL?>2>45.!:54>20B5;L=>,8
=0<=04>8<5BL1>;LH525@K.>,>:07K205BAO,@5GL
A>2A5<=5><0;>25@880?>AB>;0. %@8AB>A3>2>@8B=0<,
GB>=5<0382>;H51=8;,>B>@K9?@8:07K205B1C@5
C<>;:=CBL,8>=070B8E05B,?@8:07K205B5B@C84B8?>
2>45,8>=84QB,=">B,:B>3>2>@8B:«%>G5HL,848:>=5»
CBL:>%@8ABC?@54?>;0305B8:0:CN-B>@01>BC=04
A>1>9.@5<O5;8:>3>?>AB0MB>>A>1>52@5<O
?>43>B>2:8:0AE5.=5>G5=L=@028BAO:0=>=4@5O
@8BA:>3>,>B>@K9G8B05BAO=0?5@2>9=545;5.=
>BAK;05B:A0<K<@0==8<2@5<5=0<,:A0<><C8AB>:C
3@5E0.=4@59@8BA:89?@54;0305B=0<?@>9B8?CBL>B
=0G0;084>A53>4=OH=53>4=O,>1@0B8BLAO:8AB>@88
5BE>3>025B0,704C<0BLAO,GB>5ABL8AB>:3@5E0
2>>1158:0:>28AB>:3@5E0;8G=>3>. 07<KH;OO=0B5<C
25@K,2A?><8=0N,GB>=8:>340=51K;0AB>@>=8:><
B5>@88?@>8AE>645=8O G5;>25:0>B>157LO=.
:>=G0B5;L=>C25@>20;0,GB>25AL<8@,2AO2A5;5==0O
O2;O5BAO>688<B2>@5=85<,5IQ2H:>;5,:>340<K
?@8ABC?8;8:87CG5=8N.5@540G0=0A;54AB25==>9
8=D>@<0F88MB>=5>1K:=>25==>5GC4>!"0:0OA;>6=0O
AB@C:BC@0:0:=5<>3;0?>O28BLAOA0<0?>A515,-MB>
B>G=>>685B2>@5=85.>2AQ6525@0<>O1K;0:0:GB>-B>
A0<>A>1>9@07C<5NI55AO,B0:>93;C18=K,:>B>@CN

>ICION A59G0A, :>=5G=>, =5 1K;>. 0H8 >BFBK ?>AB>O==>
=0?><8=0NB, GB> >3 5ABL N1>2L 8 GB> >A=>2>9
>B=>H5=89 <564C ;N4L<8 B>65 O2;O5BAO ;N1>2L, 2 8450;5,
:>=5G=>. :>=0, :>B>@0O E>@>H> 8;;NAB@8@C5B MBC
<KA;L 8 :>B>@0O <=5 >G5=L =@028BAO, =07K205BAO
« 0ABK@L 4>1@K9». 0=59 87>1@06Q= %@8AB>A A >25G:>9=0
?;5G0E. :0<5=8AB>9 8>@40=A:>9?CABK=5 A5@LQ7=K9
?0ABK@L ?0AQB A2>8E >25F, 24@C3 >4=0 >2F0 >B18;0AL, 8 >=
15AAB@0H=> 84QB 5Q 8A:0BL, :@C3>< B5<=>, =>GL, 72Q74K,
2>;:8 2>NB, 0 ?0ABK@L 2AQ @02=> 84QB, - >G5=L A8;L=K9
>1@07. ">G=> B0: 65 8ACA %@8AB>A, =5 A<>B@O=0 ?@><0E8
8>H81:8 G5;>25:0, ?CAB8BAO=0 ?>8A:8 701;C482H53>AO.
0ABK@L 1@>A8B 2A5E >25F, A>1@02H8EAO 2 :CG:C, 0 >4=C
>B182HCNAO >B AB040 >B?@028BAO 8A:0BL. 0:0O 65 ;N1>2L 8
701>B0=0?>;=ONB A5@4F5 0ABK@O, 157CA;>2=0O ;N1>2L :
:064><C ;8G=>, : :064><C 87 =0A.
/ MB>B E@0< O ?@8H;0 345-B>6 ;5B =0704, => MB> =5
?5@2K9 <>9 E@0<. "0: :0: O @>A;0 2 @5;838>7=>9 A5<L5, 8
<>O BQBO 1K;0 <>=0E8=59, F5@:>2=0O 687=L 1K;0 <=5
7=0:><0. >2 N=>AB8 O CH;0 87 &5@:28, A>2A5< >B=5Q
>B25@=C2H8AL. A8;C @07=KE =5?@8OB=KE A8BC0F89 2
687=8 O 2=>2L >1@0B8;0AL 2 AB>@>=C &5@:28. B><
A>AB>O=88, 2 :>B>@><=0 B>B <><5=B ?@51K20;0, O
=C640;0AL 2 @50;L=>9 ?><>I8, ?>B><C GB> =5
?>=8<0;0, GB> A> <=>9 ?@>8AE>48B, :0: <=5 68BL 40;LH5.
>4>;LA: O ?5@55E0;010 ;5B =0704, 8 :0:>5-B> 2@5<O
E>48;0 ?> @07=K< E@0<0<, ?>:0 2>;5N A;CG0O <=5 =5
@0AA:070;8 >1 >. 235=88. / 157<5@=> 1;03>40@=0
>. 235=8N, >= 8 ?> A59 45=L ?><>305B @07>1@0BLAO A
:0H59 2 <>59 3>;>25. ><=N A2>8 ?5@2K5 2?5G0B;5=8O 2
E@0<5: 48:89 AB@0E ?5@54 8A?>254LN. / ?>=C640;0 A51O
:064CN=545;N ?@85760BL 2 E@0<, 8 :064K9 @07=0 8A?>2548
=5 7=0;0, > GQ< 3>2>@8BL, 1C:20;L=>, ?> :@C?8F5
«2K402;820;0» :0:CN-B> 8=D>@<0F8N > A515. / =8:0: =5
<>3;0 ?>=OBL, GB> <>6=> >1>9B8AL 157 B0:>3> ?>4E>40.
!?CABO :0:>5-B> 2@5<O=0ABC?8;> >1;53G5=85. 5A;8
@0=LH5 O @0AAB@0820;0AL, AB0;;820OAL 2 A515 A G5<-B>
=5?@83;04=K<, B> A59G0A AB0;0 : A515 B5@?8<55.
>AB5?5==> =0G0;0 ?>=8<0BL, GB> ?@>8AE>48B 2 E@0<5,

AB0;0 2=8:0BL 2 B5:ABK >2>3>, 5BE>3> 025B0. B:@K;0
4;O A51O 15A54K ?> AC11>B0<, ? @0240, 2AQ AB0;> 5IQ
70?CB0==55. '5< 1>;LH5 <=5 >1JOA=ONB, B5< <5=LH5 O
?>=8<0N. ABL ;N18<K9 <><5=B 2 20=35;88. % @8AB>A
3>2> @8B B>=C18< 2 ;>4:5 CG5=8:0<: « -B> /, =5 1>9B5AL »
(D14:27). -B> A0<K5 CB5H8B5;L=K5, A0<K5 >1=04Q6820N185,
40N185 <=5 A8;C A;>20 . >340 2 <>59 687=8 ? @8ACBAB2C5B
AB @0E 70 1;86=53>, 70 A51O, MB8 A;>20 <5=O C:@5?;ONB 8,
1C:20;L=>, >BA5:0NB AB @0E. / =5>4=>: @0B=> >IC10;0
MB> =0 ;8G=>< >?KB5. ! 5BE8< 025B>< O G0AB>
«AA> @NAL». ">, :0: ?>ABC?05B A ;N4L<8 25BE>7025B=K9
>3, =5 A>>B=>A8BAO A <>8< ? @54AB02;5=85< > ;N1O15<
>35. / =0G8=0N G8B0BL =5:>B> @K5 >B @K2:8, 8 2>7=8:05B
@074 @09. > 5ABL 4 @C385 :=838 5BE>3> 025B0, :>B> @K5
@0AA:07K20NB > 2708<>>B=>H5=8OE <564C ;N4L<8 8
:>B> @K5 ?>B @OA0NB <5=O A2>59 0:BC0;L=>ABLN 8
A>2 @5<5==>ABLN. 0? @8<5 @, :=830 ? @5<C4 @>AB8 8ACA0,
AK=0 !8 @0E>20. =59 5ABL >B @K2:8 > B><, GB> =5 =04>
1 @0BL : @548B>2, > B><, :0:>9 4>;6=0 1KBL 8 :0:>9 =5
4>;6=0 1KBL 65=0: « ;>ABL 65=K 87<5=O5B 273;O4 55 8
45;05B ;8F5 55 < @0G=K<, :0: C <54254O. !O45B <C6 55 A @548
4 @C759 A2>8E 8, CA;KH02 > =59, 3> @L:> 274>E=5B » (!8 @0E
25:19-20). MB>9 :=835 @0718 @05BAO <=>3> 68B59A:8E
<><5=B>2, 8 O AG8B0N MB> 206=K< 8 ?>;57=K<. @C385
<5AB0 5BE>3> 025B0 ?>-? @56=5<C 2K7K20NB 2> <=5
? @>B82> @5G8O. >3 A>740; G5;>25:0 A2>1>4=K<, :0: =
<>3 =52>;8BL, =0? @8<5 @, 538?5BA:>3> D0 @0>=0,
:>B> @>3> 2K=C640; =5 >B?CA:0BL 52 @552 87 38?B0: « /
>65AB>GC A5 @4F5 D0 @0>=>2>..., D0 @0>= =5 ?>A;CH05B 20A... »
(AE7:3-4). 45 A2>1>40, 345 ;N1>2L. >2>< 025B5 O =5
=01;N40N B0:>3> ?>2545=8O A> AB> @>=K % @8AB0. %>BO, A
4 @C3>9 AB> @>=K, >3 5BE>3> 025B0 8 >3 >2>3> 025B0
MB> >48= 8 B>B 65 >3, :0: <>6=> 3>2> @8BL >1 E
@07;8G88. 4=0:>, 5ABL 2518, :>B> @K5 O A?>A>1=0
2>A? @8=OBL B>;L:> M<>F8>=0;L=>, 0 ?>=8<0=8O =5B.
>7<>6=>, >=> ? @84QB :>340=81C4L. / =0 MB> =045NAL.
" A;8 3>2> @8BL > <>Q< ? @8E>45 2 E @0< =0
!8;8:0B=>9, B> O A @07C 2A?><8=0N 0B<>AD5 @C, 2 :>B> @>9
? @51K20;0 2 B> 2 @5<O. -B> 1K;8 H:>;L=K5 3>4K, O CG8;0AL

B>340 221 H:>;5. ;87:8E 4@C759 C<5=O=5 1K;>, 4><0 1K;0
=0?@O6Q==0O>1AB0=>2:0. 4=064K OCA;KH0;0 @073>2>@
42CE>4=>;0AA=8F, :>B>@K5>1AC640;8 2>A:@5A=CN
H:>;C 2 E@0<5. / 708=B5@5A>20;0AL 8 A?@>A8;0 452G>=>:
>1 MB>9 H:>;5. "0: O ?>O28;0AL 2 E@0<5: A=0G0;0 1K;0
AB>@>==8< A;CH0B5;5<=0 70=OB8OE 2>A:@5A=>9 H:>;K,
?>B><=0G0;0 CG0AB2>20BL 2 15A545. 45AL O
?>GC2AB2>20;0 A51O 2 157>?0A=>AB8 8 A?>:>9AB288.
064>5 CB@>?> 2>A:@5A5=LO< O B09:>< 2 B5<=>B5
A>18@0;0 2518, =0 FK?>G:0E ?@>:@04K20;0AL 87 A2>59
:><=0BK: 2KE>4C 8 1560;0 2 E@0<. >74=55<0<0=0G0;0
70<5G0BL<>Q>BACBAB285 ?> CB@0< 8 A?@>A8;0, :C40 O
:064K9 @07 CE>6C. 2 A:>@>< 2@5<5=8>=0 A0<0
565=545;L=> AB0;0 5748BL 2 E@0<. =5>G5=L
=@028BAO ?>4E>4>. 235=8O: ?@5?>4020=8N 2 2>A:@5A=>9
H:>;5. '0AB> @>48B5;8, >1AC640O A 45BL<8:0:85-;81> B5<K,
>3@0=8G820NBAO=0AB02;5=85<,=@02>CG5=85<, ?>@>9
A>25@H5==>=5 8=B5@5ACOAL 8E;8G=K<=<5=85<. 45AL
65 O<>3C 3>2>@8BL B>, GB> 4C<0N. 5?@8=C64Q==>5
A2>1>4=>5>115=85 8=5>3@0=8G5==>ABL C<0 2>B:0:
1K O>E0@0:B5@87>20;0 70=OB8O 2 2>A:@5A=>9 H:>;5
5@2>5 2@5<O, ?@8ACBAB2CO=0 1>3>A;C65=88, O ?>E>
A>>1@060;0, GB> ?@>8AE>48B, > GQ< 3>2>@8B>. 235=89 2
A2>8E ?@>?>254OE. >9<>73=5 2>A?@8=8<0; 53> A;>2>.
">340<=5 1K;>, =025@=>5,12 ;5B. > A B5G5=85< 2@5<5=8,
>BG0AB8 1;03>40@O 8 A0<>0=0;87C, C< AB0;
?5@5AB@0820BLAO. / AB0;0 2>A?@8=8<0BL 53> A;>20,
?>=8<0N ;8 O 4> :>=F0, GB> 70=8<8 A:@KB>, MB> 4@C3>9
@073>2>@. ><5=O @04CNB B0:85 ?5@5<5=K. !=5402=8E
?>@ O ?>N 2 E>@5. >;3>5 2@5<O O ?5;0 8 83@0;0=0
8=AB@C<5=B5 2 H:>;L=>< 0=A0<1;5, => ?> >:>=G0=88
H:>;K<>O B2>@G5A:0O 45OB5;L=>ABL :0: 2>:0;8AB0
?@5:@0B8;0AL. =5 AB0;> MB>3>=5 E20B0BL. ?5=85
=0H53> E>@0<5=O 2A5340 ?>@060;> A2>8<=525@>OB=K<
72CG0=85<. 0:-B> @07 O ?@8H;0=0 AC11>B=55 70=OB85
45BA:>3> E>@0, => ?>=O;0, GB> <=5 MB>3>=54>AB0B>G=>,
O E>GC 1>;LH53>, O A?>A>1=0=0 1>;LH55. ">340 O
?>4>H;0: @535=BC ;5=5 A 2>?@>A><><>Q< CG0AB88 2
E>@5. ;5=0 ?>8=B5@5A>20;0AL<>8<>?KB>< 2

<C7K:0;L=>9 AD5@5 8 ?@54;>68;0 ?@89B8 =0 2>A:@5A=>5
1>3>A;C65=85, GB>1K ?>?@>1>20BL A51O =0 ?@0:B8:5.
>=5G=>, ?>=0G0;C <5=O >E20BK20;8 A><=5=8O: 70G5< O
AN40 ?@8H;0, =0 GB> O ?>4?8A0;0AL. > 2 E>@5 O 2AQ 65
7045@60;0AL 8 ?> A59 45=L ?>N. >8<;N18<K<
?@>872545=85<, 8A?>;=O5<K<=0 2>A:@5A=>9 8BC@388,
O2;O5BAO « ;;8;C8O » :><?>78B>@0 '5A=>:>20 . . -B>
E20;51=>5 ?5=85, A>?@>2>640NI55 B0: =07K205<K9
;;8;C0@89 A@07C ?>A;5 GB5=8O >B@K2:0 87 ?>AB>;0.
><?>78F8O 8<5==> MB>3> 02B>@0 ?>QBAO E>@>< G0I5
4@C38E, ?>MB><C 5A;8 3>2>@8BL > B5E=8G5A:8E
<><5=B0E, B> ?@8 8A?>;=5=88 MB>3> ?@>872545=88 O
;CGH5 2A53> >ICION ?>?@C =0 4KE0=88 8 ?@81;860NAL :
65;05<><C 72CG0=8N 3>;>A0. « ;;8;C8O » '5A=>:>20
=0?><8=05B <=5 2>;=K 1CHCNI53> <>@O :>4=0
« 0;;8;C8O » A<5=O5B 4@C3CN, 0 A;54CNI0O ?>O2;O5BAO 87
?@54K4CI59. A Q MB> ?@>8AE>48B CB@>< ?@8 OA=>< =515 2
70@525 2>AE>4OI53> A>;=F0. >;=K 1CHCNB, 0 2 2>74CE5
@07=>A8BAO B0:0O ?@5:@0A=0O ?5A=O . 1CG0OAL =0
:0B5E870B>@A:8E :C@A0E, O AB0;0 >B:@K20BL 4;O A51O
!2OI5==>5 8A0=85, 2 >A>15==>AB8 : =838 5BE>3>
025B0. 48= 87 <>8E ;N18<KE >B@K2:>2 MB> 8AB>@8O
>A8D0, AK=0 0:>20(KB37-46). !B0@H85 1@0BLO 70284>20;8
>A8DC, ?>B><C GB> B>B 1K;;N18<K< AK=>< 8E >BF0. =8
@5H8;8 ?>3C18BL 53>, =>, 2 8B>35, ?@>40;8 2 @01AB2>
538?BO=0<. 87=L >A8D0 2 38?B5 1K;0 ?>;=0 8=B5@5A=KE
A>1KB89, => 1>;LH5 2A53> <5=O ?>@078;> B>, A :0:>9
;N1>2LN >A8D 2AB@5B8; A2>8E 1@0BL52 ?>A;5 4>;3>9
@07;C:8. AB>@8O 2>72KH5=8O >A8D0 2 38?B5 =0G0;0AL A
B>3> <><5=B0, :>340 >=, 1C4CG8 157 28=K 70;;NGQ==K< 2
BN@L<5, @0AH8D@>20; A>= D0@0>=0 > 3@O4CI5< 3>;>45 2
AB@0=5. ;03>40@O MB><C >= 1K; =5 B>;L:> >A2>1>64Q=
87-?>4 AB@068, => ?>AB02;5= 3;02=K< =04 75<;Q9
38?5BA:>9. #4828B5;L=> B>, :0: >= AC<5; 2AQ
@0A?;0=8@>20BL, A>E@0=82 70?0AK 54K =0 ?5@8>4
3>;>40=8O, 8 A?0AB8 =0@>4 >B A<5@B8. >;>4 >E20B8; 8
A>A54=85 A 38?B>< 75<;8. @0BLO >A8D0 >B?@028;8AL 2
38?5B, GB>1K :C?8BLE;51 4;O A2>8E A5<59, =>,
2AB@5B82H8AL A >A8D><, >=8 =5 C7=0;8 2 MB>< A;C68B5;5

D0@0>=0 A2>53> <;04H53> 1@0B0. 5=O ?>@078;>, GB>
>A8D 70E>B5; 2>AA>548=8BLAO A> A2>59 A5<LQ9, =5
A<>B@O =0 ?@>87>H54H55 :>340-B> <564C =8<8, >= <>3 1K
?@>AB> ?>A048BL 8E 2 BN@L<C, >B><AB82 B0:8< >1@07>< 70
7;>45O=85, 4065 ?@8:070BL 8E C18BL, ?>A:>;L:C A59G0A
8<5; =04 =8<8 2;0ABL. > >A8D =5 B>;L:> A 1@0BLO<8 B0:
=5 ?>ABC?05B, >= 8I5B A?>A>1 2K9B8 A =8<8 =0 :>=B0:B,
?>=OBL 8E, >= 8I5B ?@8<8@5=8O. CBQ< =5A:>;L:8E
E8B@>A?;5B5=89 >A8D CAB@08205B 2AB@5GC 2A53>
A5<59AB20. '0ABLN 53> ?;0=0 1K;> 70;;NG5=85 ?>4 AB@06C
5=80<8=0, 53> <;04H53> 1@0B0, :>B>@>3> >B5F 0:>2 A
B@C4>< >B?CAB8; 2 38?5B, ?5@56820O, GB> ?>B5@O5B 8
?>A;54=53> AK=0 >B ;N18<>9 0E8;8, :0: :>340-B>
?>B5@O; A0<>3> >A8D0. B>, :0: ?>ABC?05B 2 MB>9 A8BC0F88
C40, >48= 87 425=04F0B8 1@0BL52, <5=O ?>@0605B =5
<5=55 ?>ABC?:0 >A8D0. #7=02 > 3@>7O15< 70;;NG5=88,
C40 @5H05B A0<>>B25@65==> ?@8=5AB8 A51O 2 65@B2C,
?@54;>682 >A8DC ?>A048BL 2 B5<=8FC 53>, 0 5=80<8=0
>B?CAB8BL. C<0N, C40 GC2AB2>20; A2>N 28=C 2 A>45O==><,
GC2AB2>20; 8 4>;3 ?5@54 A2>8< >BF><, => >= 5 E>B5;,
GB>1K 53> >B5F AB@040;; ?>B5@O2 AK=0, :>B>@>3> ;N18;.
:>=F5 :>=F>2, 8AB>@8O 70:0=G8205BAO ?@87=0=85< >A8D0,
1@0BLO C7=0NB 53>. 0:>2 A>18@05B 25AL A2>9 @>4 8
?5@5A5;O5BAO 2 38?5B. 04>ABL 2AB@5G8 A ?>B5@O==K<
AK=><=5?5@540205<0. !5<59AB2> 0:>20 2=>2L
2>AA>548=05BAO. 5402=> :C@0B>@ :0B5E870B>@A:8E
:C@A>2 A?@>A8; <5=O, :>340 <>Q CG0AB85 2 F5@:>2=>9
687=8 AB0;> >A>7=0==K<, :>340 O AB0;0 ?>=8<0BL, GB>
2>: @C3 <5=O ?@>8AE>48B. / 4C<0N, GB> @50;L=0O
>A>7=0==>ABL ?@8H;0 :> <=5 3>4 =0704, 2 ?5@5;><=K9
<><5=B <>59 687=8, :>340 O >?@545;O;0AL A 40;L=59H8<
>1@07>20=85<. >=5G=>, O =5 2A5340 ?@51K20N 2 B0:><
A>AB>O=88, => 8<5==> 2 :>=D;8:B=KE, :@878A=KE
A8BC0F8OE 2 <>59 687=8 B0:0O >A>7=0==>ABL >A>15==>
>AB@>>ICI05BAO, ?> 1>;LH59 G0AB8, 1;03>40@O >. 235=8N,
=>, :>=5G=>, =5 157 <>53> 65;0=8O.
% 5@20O 2AB@5G0 A E@8AB80=AB2>< ?@>87>H;0 2
>:@>2A:>< E@0<5 45@52=8 @8=>. @8=> O ?@8HQ;,
1C4CG8 =52>F5@:>2;Q==K< G5;>25:><. AQ, GB> <5=O

>: @C60;>, 1K;> =58725AB=K<, =5?>=OB=K<, 8=>340 4065
AB@0H=K<. / B>340 ?>7=0:><8;AO A >. 235=85< 8, <>6=>
A:070BL, =0 53> ?@8<5@5 C2845;,, GB> **E@8AB80=AB2> MB>**
=5 GB>-B> C=K;>5, >3@0=8G820NI55, AC@>2>5, 0=0>1>@>B
;Q3:>5, @04>AB=>5 . AG0ABLN, MB> A>AB>O=85 4> A8E ?>@
<5=O B0: 8 =5 >B?CA:05B. 07=8F0 <564C 42C<O ?5@8>40<8
<>59 687=8, <564C 42C<O ?@8E>40<8 70;:NG05BAO 4065 =5 2
>: @C65=88, 0 2 <>Q< 2>A?@8OB88 ?@>8AE>4OI53>. ">340 O
=8G53> =5 7=0;,, 2A53> 1>O;AO. >AB5?5==> 2;820OAL 2
687=L &5@:28, AB0; >IC10BL 5Q A2>8< 4><><, 0 ;N459,
745AL ?@8ACBAB2CNI8E,- A2>8<8 @>4=K<8. !59G0A MB>
GC2AB2> 2> <=5 2AQ 1>;55 C:@5?;O5BAO. 5A<>B@O =0
?5@5<5=C E@0<0 8 2AB@5GC A =>2K<8 ;N4L<8,- 2=5H=85
>1AB>OB5;LAB20, :>=5G=>, <5=ONBAO, >B MB>3> =8:C40 =5
45BLAO,- O=01;N40N 2AQ BC 65 2=CB@8?@8E>4A:CN ?>;8B8:C
=0AB>OB5;O, ?>;8B8:C <8@0 8 ;N128. 5=O MB> CAB@08205B
«=0 2A5 AB>». IQ 2 @8=A:>< E@0<5 O =0G0; CG0AB2>20BL
2 1>3>A;C65=88 2 :0G5AB25 GB5F0. 0:-B> @07 2> 2@5<O
:0B5E870F88 >. 235=89 A:070;,, GB> =5 E20B05B
?><>I=8:>2 2 0;B0@5. O, 2 A;54CNI89 @07 ?@85E02 2 E@0<
8 =01@02H8AL =03;>AB8, ?@O<8:>< ?>HQ; 2 0;B0@L. 0BNH:0
1;03>A;>28; <5=O =0 A;C61C. !=0G0;0 G8B0; 2A;CE
?>A;54>20=85 :> @8G0AB8N, 1K;> 4>2>;L=> BO65;>, O
=5 @2=8G0;,, ?5@56820;,, ?>A:>;L:C >?KB GB5=8O 1K; =5
25;8:.. >74=55 <=5 ?@54;>68;8 G8B0BL ?>AB>;.
7028A8<>AB8 >B B>3>, :B> A;C68B, G8B0N ;81> =0
F5@:>2=>-A;02O=A:><, ;81> =0 @CAA:>< O7K:5.
&5@:>2=>-A;02O=A:89 B5:AB, :>=5G=>, ?@8E>48BAO
=5A:>;L:> @07 ?@>G8B0BL ?5@54 1>3>A;C65=85<.
>;=5=85 1K205B, => =5 A8;L=>5, ?>G5<C-B> 8<5==> ?@8
GB5=88 ?>AB>;0 =0 4CH5 <8@ 8 A?>:>9AB285. A;8
3>2>@8BL >A>45@60=88 B5:AB>2 !2OI5==>3> 8A0=8O, B>
<>3C A:070BL, GB> G0AB> =0 1>3>A;C65=88 2> 2@5<O
GB5=8O 0?>AB>;LA:8E ?>A;0=89 8;8 20=35;8O :> <=5
?@8E>48B >A>7=0=85. 0:85-B> >B@K2:8 O ?>=8<0N ;CGH5,
:0:85-B> EC65, => ?@>E>48B 2@5<O 8 2AQ <5=O5BAO <5AB0<8:
B5 2518, :>B>@K5 1K;8 <=5 =5 ?>=OB=K, AB0=>2OBAO 1;865, 0
B5, >:>B>@KE O C65 C7=0;,, =5 B0: A8;L=> =0 <5=O
2>7459AB2CNB. **ABL 2 20=35;88 F5=B@0;L=0O <KA;L:**

« 0?>254L=>2CN 40N 20<, 40 ;N18B5 4@C3 4@C30, :0: /
2>7;N18; 20A»(=13:34). -B0 B0 ?;0=:0, : :>B>@>9 O AB@5<;NAL,
MB>C:070B5;L, :>B>@K9 ?>:07K205B=0?@02;5=85
42865=8O. AQ >AB0;L=>5 G0AB=>AB8: « >4=><A;CG05
?>ABC?09 B0.; 2 4@C3><A;CG05 8=0G5». >=5G=>, =5
2A5340 ?>;CG05BAO A;54>20BL MB><C ?CB8, B>G=55 1C45B
A:070BL, 2>>115=8:>340=5 ?>;CG05BAO. >3 2>7;N18;
=0A 4>A<5@B8, ?@8GQ<=5 ?@>AB>4>A<5@B8, 0 4>A<5@B8
:@5AB=>9. 0 B0:CN ;N1>2L C <5=O=5B 4CE0. 5<>I5=.