

% !" . ' !",I

admin, Tuesday 07 October 2014 - 22:32:04

'B> ? @ 825;> B51O AN40. 'B> 2AB@5B8;=0?CB8A2>Q<. GB> >1@Q; , 4>AB83=C2<5AB0. <>65B1KBL, 5IQ2?>8A:5. ;8 4CH0B><8BAO2>6840=88?5@5<5=. , <>65B, B> A0<>5 ?>:00=85 , 687=L?5@525@=C2H55. ;8BC?8; , 8;8AB@040=85. 57@04>AB=0O<C:0BL<K=52545=8O. ?>B><27;QB, 40 A:2>7L>1;0:> ; ;CG0<=570E>4O153>A>;=F0. >B0< 2=87C<8;K5, 25@=CBLAO: =8<. "8H8=0. N1>2L. **B5F** « >2>ABL><>Q<=07=0G5=88 =0AB>OB5;5<2E@0<A2O15==><CG5=8:0 ;5:A0=4@0 >4>;LA:>3>O2>A?@8=O; :0:A0<>A>1>9 @07C<5NICNAO. 0:8725AB=>878AB>@88, <=>38568B5;8 !8;8:0B=>9E>48;82 @8=A:89E@0<, 345O1K; =0AB>OB5;5<4>20023>40. 0B5<, :0:8725AB=>87B>965 8AB>@88, A19973>402181;8>B5:5=0!8;8:0B=>9=0G0;8AL 15A54K?>>A=>20<?@02>A;02=>925@K, :>B>@K5O ?@>2>48;2B5G5=85=5A:>;L:8E;5B. >;CG05BAO, G0ABL 68B5;59MB>3>@09>=0<=51K;07=0:><05IQ4> AB@>8B5;LAB20E@0<0. !>1AB25==>3>2>@O, >18=8F80B825 =0G0BL745ALAB@>8BLE@0<OC7=0;?5@2K<8=0?@028;8E AMB8<>1@015=85<: >4>;LA:><C1;03>G8==><C. >MB><C<>9?5@52>487"@>8F:>3>A>1>@02E@0<=0 !8;8:0B=>91K; ;>38G=K<85AB5AB25==K<. A=>2C ?@8E>40A>AB028;8;N48, :>B>@KEOE>@>H>7=0;;, 1C4CG8 =0AB>OB5;5<E@0<02 @8=>8;8A;C602"@>8F:>< A>1>@5. =>2K5;N48AB0;8?@8E>48BLC652D0:B8G5A:8 A;>682HCNAO>118=C, E>BL8=51>;LHCN, =>B5<=5 <5=55A;>682HCNAO, 4;O:>B>@>982<>59?5@A>=5=5 1K;>=8G53>=>2>3>. 5@2>5, GB>?@8E>48B=0C< >B=>A8B5;L=>&5@:28, -1>;L=8F0, 2:>B>@>9A>1@0;8AL @07=K5;N48, O2B><G8A;5, 3;022@0G><:>B>@>9, :AG0ABLN, O2;O5BAO%@8AB>A. >A;>2>«1>;L=8F0»2@CAA:><O7K:5 =5AQB2A515A:>@55=530B82=K9E0@0:B5@. ?5@52>45=0 F5@:>2=>A;02O=A:89>=>>7=0G05B«;5G51=8F0».

« >;L=8F0» - >B A;>20 «1>;5BL», «;5G51=8F0» - >B A;>20  
«;5G8BLAO», B.5. 8AF5;OBLAO. >A;54=55=081>;55  
>B@0605B ACBL &5@:28, ?>A:>;L:C >=0 ? @8720=0 1KBL  
<5AB>< 2>7@>645=8O, 8AF5;5=8O ;N459. C 0 5A;8 1KBL 5IQ  
1>;55 B>G=K<, B> & , -" :! !" +,  
, ' + #! /, " + # + ."  
! !" / # ( , ! # , - ! +% / !", ,  
" , ' " ( !/ ' . 2 8450;5, :>=5G=>,  
@04>ABL > @>645=88 4CE>2=><».  
. , « K >G5=L 640;8 MB>B E @0<. 0H0  
>1I8=0, :>B>@00 >1 @07>20;0AL 5IQ 4> AB@>8B5;LAB20  
E@0<0, GC2AB2>20;0 MBC =5>1E>48<>ABL. KA>18@0;8AL  
2<5AB5 2 181;8>B5:5, => :064K9 87 =0A ? @8=04;560;  
@07=K< ? @8E>40<. 0H :;C1 =07K20;AO « CBL : 4CE>2=><C  
2>7@>645=8N». ">B 4CE>2=K9 ?CBL, ?> :>B>@><C ;N48  
84CB :> A?0A5=8N, 0 E @0< :0 : @07 8 O2;O5BAO <5AB><  
A?0A5=8O, ?>B><C GB> MB> 4>< >689. / ?>=O;0, GB>  
E@0<=5>1E>48<=5 B>;L:> 27@>A;K<, ?>68;K< ;N4O<.  
065 ?>68;K5 <>3CB 4>1 @0BLAO =0 A;C61C 2 >4>;LA:  
A0<>AB>OB5;L=> 8;8 ?>? @>A8BL > ?><>I8  
@>4AB25==8:>2, 7=0:><KE. <0;5=L:85 45B8, H:>;L=8:8  
A0<8 5IQ =5 ?>=8<0NB, =5 ?>? @>AOB, 8=8:B> 8E =5 4>257QB  
4> E @0<0. @85E0BL 2 3>@>4 2<5AB5 A 45BL<8 4;O B>3>,  
GB>1K 8E ? @8G0AB8BL, 4>2>;L=>-B0:8 B @C4=>. =5  
:070;>AL, GB> 1>;LH5 2A53>=0H E @0<=C65= 8<5==>  
45BO<. A59G0A 4;O <5=O A0<0O 1>;LH0O @04>ABL, :>340 =0  
8BC @388 84QB ? @8G0AB85, 0 2 =Q< CG0AB2CNB 8 @>48B5;8, 8 45B8.  
/ 8A?KBK20N AG0ABL5, :>340 2 E @0<5 <=>3> 45B59, 4> A;Q7  
B@>30B5;L=>. -B> 2A5;O5B 2 A5@4F5 =04564C: <8@ 2AQ-B0:8  
CAB>8B, >A?>4L A =0<8. >B =0H0 >1I8=0 A>1 @0;0AL  
2>548=> 2 MB>< E @0<5. K ?5 @5AB0;8 ? @>2>48BL 2AB @5G8 2  
181;8>B5:5. >=5G=>, >G5=L ? @8OB=>, :>340 ;N48 4 @C3 A  
4 @C3><> 1I0NBAO. > A ?>O2;5=85< E @0<0 AB0;> =5:>340,  
?>B><C GB> B5, :B> ?>A5I0; 2AB @5G8, AB0;8 B @C48BLAO 2  
E @0<5. >O28;8AL >1I85 4CE>2=K5 B5<K, => G8AB>  
G5;>25G5A:>3> >1I5=8O 2AQ-B0:8 =5 E20B05B. 064K9 87  
=0A 1K; ? @8E>60=8=>< @07=KE E @0<>2, 8, 5AB5AB25==>,  
;N1>9 ? @8E>4 8<55B A2>8 >A>15==>AB8, 0 2 MB>< E @0<5,  
<>6=> A:070BL, =0ABC?8;0 ?>;=>B0 4CE>2=>9 687=8:

15A54K A >. 235=85<, E>@>H85 ?@>?>2548 10BNH5:.. G5<C  
H;8, : B><C 8 ?@8H;8. <K>G5=L 1;03>40@=K >. 235=8N. =  
=0A ?@82Q; : MB><C, >4=8 <K 1K =5 A?@028;8AL. N48 C =0A  
2 E@0<5 >G5=L E>@>H85, <>6=> ?@O<> A?8A>: 1@0BL 8  
2A5E ?5@5G8A;OBL. A=>2C >1I8=K A>AB028;8 B5, :B>  
E>48;=0 2AB@5G8 A >. 235=85<, =C 0 ?>B>< ?>AB5?5==>  
AB0;8 ?@8E>48BL 8=>2K5 ;N48. 45AL 2 E@0<5 O 2AB@5B8;0  
"0BLO=C >B28F:CN, O 5Q 4> MB>3>=5 7=0;0, >=0 E>48;0 2  
4@C3>9 E@0<. > :0: B>;L:>=0HE@0<>B:@K;AO, 8=0  
A;54CNI89 45=L 4>;6=0 1KBL ?5@20O 8BC@38O, : =0<  
?@8H;0 "0BLO=0. C6=> 1K;> 70 :>@>B:>5 2@5<O >B<KBL  
E@0<>B AB@>8B5;L=>9 ?K;8, C1@0BL <CA>@ 8 ?>;=>ABLN  
53> ?@83>B>28BL : A;C615. >7=8:;> 70B@C4=5=85, :0:  
=0<, 65=I8=0<, 2>9B8 2 0;B0@L. A5 A<CI05<AO, =5 7=05<,  
GB> 45;0BL. "0BLO=0, =0 <>9 273;O4, 1>;55  
2>F5@:>2;Q==K9 G5;>25; A@07C ?>H;0 <KBL, ?>B><C GB>  
=5:>340 C65 4C<0BL. >B 5ABL ;N48, :0:  
?0;>G:8-2K@CG0;>G:8, >B7K2G82K5. A;8=04>- 7=0G8B, =04>.  
"0:8E C=0A >G5=L <=>3>, =5 B>;L:> >=0 >4=0. !;020  
>3C, =0=8E E@0< 8 AB>8B. 0:8<-B> GC4>< <K 2K45@60;85  
;5B. 54L :064K9 45=L =5>1E>48<> ?>4 G5;>25:0 =0  
456C@AB2>: 42>5 CB@><, 42>5 25G5@><, ?;0B0  
<8=8<0;L=0O, ;N48 B@C4OBAO =5 70 45=L38, 0 2> A;02C  
>68N, =0 ?>;L7C ;N4O<. # :>3>-B> A2>8 45;0, :B>-B>  
@01>B05B, :B>-B> 1>;55B. >B "0BLO=0 4;O <5=O ?@8<5@, 409  
>3 59 74>@>2LO 8 A8;. B><C 65 >=0 >G5=L A:@><=0O.  
ABL ;N48, B@C4 :>B>@KE =5 284=>, => :>B>@K5 3>B>2K 2A5<  
?><>30BL. ;O <5=O "0BLO=0 1K;0 >B:@KB85<. <=>38E  
<>6=> A:070BL. 8=0 20=>2=0 >B25G05B 70 ;0=4H0DB=K9  
48709=, 70 :@0A>BC B5@>8B>@88=0H53> E@0<0. E@0<5 O  
B0:65 ?>7=0:><8;0AL A >59 \$Q4>@>2=>9. 9 ?@8ACIO  
4CH52=0O <C4@>ABL, >=0 >G5=L GCB:89 G5;>25:.. =5 5Q =5  
E20B05B. =0 <>3;0 ?>=OBL 4@C3>3>, ?>=OBL, GB> 8<5==>  
=5>1E>48<> 2 40==K9 <><5=B. >340 C =5Q A;CG8;AO  
8=AC;LB, O A@07C =5 ?>=O;0, GB> ?@>87>H;>. K 3>2>@8;8  
?> B5;5D>=C, =0 2>?@>AK >O \$Q4>@>2=0 >B25G0;0  
>4=>A;>6=>. MB>B 65 45=L 59 72>=8;0 "0BLO=0  
>B28F:0O, >=0 70?>4>7@8;0 =5;04=>5. ">340 2<5AB5 A  
<C65< >=8 ?>H;8 : =59 4><>9, 0 ?>B>< 8 <5=O, 8 8=C

20=>2=C ?>720;8=0 ?><>IL. MB>B <><5=B 59 >G5=L  
?><>3;8 8 CA?5;8 >B257B8 2 1>;L=8FC. 8G=> 4;O <5=O  
E@0<- MB> 4>< A?0A5=8O. « " ! + /  
, " / ! %». 5 CE>48BL 1K >BBC40 2>2A5. > MB>,  
: A>60;5=8N, =52>7<>6=>». !>. 235=85< O  
?>7=0:><8;0AL 5IQ 21993 3>4C, =5 :0: A> A2OI5==8:><, =>  
:0: A ?@5?>4020B5;5< 8AB>@88 @5;8388 2 >4=><  
C=825@A8B5B5, 2 :>B>@>< O @01>B0;0 1CE30;B5@>< 8  
:0AA8@>< 70>4=>, 2K4020;0 5<C 70@?;0BC. / 4C<0;0: « C,  
A=0G0;0 O ?@>A;CH0N :C@A 0AB@>;>388, 0 =0 A;54CNI89 3>4  
?>94C :>. 235=8N=0 8AB>@8N @5;8388». >=0 A;54CNI89  
3>4 MB>3> ?@54<5B0 C65 =5 1K;>. >340 O ?>=O;0, GB>  
=04> E>48BL 2 E@0<, <=5 ?>?C;O@=> >1JOA=8;8, 8 687=L  
70AB028;0, ?5@54> <=>9 2AB0; 2K1>@: 8;8 O ?>94C 2  
C1@>28FK, 8;8 2 @8=>. / B>340 68;0 2 .6=>< ?>AQ;;5, 8  
BC40, 8 BC40 >B AB0=F8815 <8= =0 02B>1CA5. !=0G0;0 O  
?@85E0;0 2 @8=>, 2>B GB> O C2845;0: ?>:0 10BNH:0 2A5E =5  
8A?>254C5B, A;C610 =5 =0G8=05BAO, 8A?>254L <>3;0  
70BO3820BLAO 8 4>12, 8 4065 4> G0AC 4=O. C1@>28F0E 65  
8BC@38O =0G8=0;0AL @>2=> 28 CB@0, => A2OI5==8;,  
:>B>@K9 A59G0A B0< C65 =5 A;C68B, =8:>340 =5 >1I0;AO A  
=0@>4>< 8 ?>A;5 A;C61K 1KAB@> C1530; 87 E@0<0,  
456C@=K5 B>65=0G8=0;8 2A5E 2K3>=OBL, ?>A:>;L:C 8<  
=04> 1K;> 2 E@0<5 C18@0BL. =5 =5 E20B0;> >1I5=8O, 40 8  
?@>AB> :0:>9-;81> 8=D>@<0F88. / =5 ?>=8<0;0, >B:C40  
;N48 7=0NB A;>20 8BC@388, ?>B>< O, ?@0240, :C?8;0 :=86:C A  
B5:AB>< A;C61K ?> A>25BC >4=>9 65=I8=K. 1I5=85  
>3@0=8G820;>AL MB8<8 A>25B0<8 8 2>?@>A0<8  
?@0:B8G5A:>3> E0@0:B5@0. / C7=0;0, GB> >. 235=89 2  
« >48=5» ?@>2>48B 70=OB8O ?> >A=>20< ?@02>A;02=>9  
25@K, 8, ?>A:>;L:C <=5 =5 E20B0;> 7=0=89, >1I5=8O, O  
AB0;0 ?>A5I0BL MB8 2AB@5G8, => ?@>4>;60O =0 A;C61K  
5748BL 2 C1@>28FK. A:>@>< 2@5<5=8 ?>O28;8AL  
?@>B82>@5G8O: 2 A2>59 ?@>?>2548 C1@>28F:89 A2OI5==8:  
3>2>@8B >4=>, 0 >B>. 235=8O =0 70=OB8OE O A;KHC 4@C3>5. /  
?>=O;0, GB> =04> 2K18@0BL. K1>@ 1K; A45;0=, ?>A;5  
0AE8 O ?5@5:>G520;0 2 @8=>. >-?5@2KE, :>. 235=8N  
2A5340 <>6=> ?@85E0BL 2 E@0<, 2>-2B>@KE, <>6=>  
E>48BL =0 ;5:F88, 704020BL 2>?@>AK, B.5. ?>O28;>AL

A2>1>4=>5>115=85, :>B>@>3><=5 B0:=5 E20B0;>.  
5A<>B@O=0 B>, GB>, ?@5645 G5<?>9B8 2 E@0<, O?>:C?0;0  
:=838 2 1>;LH><:>;8G5AB25 8 87CG0;0 A2OB>>B5G5A:CN  
;8B5@0BC@C, 2>?@>A>2 1K;> >G5=L<=>3>, MB8 2>?@>AK  
B@51>20;8>B25B0. >340 O?>4>H;0 :>. 235=8N=0  
8A?>254L, >= C4828;AO. / @0AA:070;0 > @07=>3;0A8OE, >  
A2>Q< 2K1>@5 8> B><, GB> E>GC 1KBL G5<-B>?>;57=>9.  
C:20;L=>, 2>48= 87 A;54CNI8E<>8E?@8574>2 2 @8=> O  
>:C=C;0AL 2> 2=CB@5==NN 687=L E@0<0. > MB>3>  
<><5=B0, :>340 A;C610 70:0=G820;0AL, O AB>O;0 C 425@8  
E@0<0 8?>=8<0;0, GB> 745AL GB>-B>?@>8AE>48B, O E>B5;0  
1K 2 MB>< CG0AB2>20BL, => C<5=O=5 1K;>?>2>40  
>AB0BLAO. / E>B5;0?@8=04;560BL MB>9>1I=>AB8, => 2AQ  
65 CE>48;0 A:@5?O A5@4F5. >;CG05BAO, 2<05 O?@8H;0 2  
E@0<, 0 C65 2 8N=5?@8ACBAB2>20;0=0?5@2><  
?@8E>4A:>< A>1@0=88. @0:B8G5A:8 A@07C O?>?0;0  
2=CB@L>118=K. @8=> 1K;> E>@>H>, G8ABK9 2>74CE, 2  
2>A:@5A5=L5<K>AB020;8AL 4>4-5 25G5@0. 5A<>B@O=0 MB>,  
O C5760;0 87 E@0<0 A>ICI5=85<, GB>=5 A> 2A5<8 CA?5;0  
?>>110BLAO. >340>. 235=8O?5@525;8 2 A>1>@, O  
E>B5;0 C9B8 87 @8=>, => 2A5 C3>20@820;8<5=O>AB0BLAO. /  
>AB0;0AL, ?>B><C GB> 2 A>1>@5=5 1K;> >ICI5=8O  
>1I=>AB8. / =5 GC2AB2>20;0=8 2 C1@>28F0E, =8 2 A>1>@5  
B>3> 548=5=8O, :>340 2> 2@5<O 1>3>A;C65=8O 2A5  
?@8E>60=5 3>2>@OB « 5@CN» 2A5 2<5AB5, 0=5:064K9 A0<  
?> A515. -" !" « . # #  
+! ! +»- '# !" !, ,  
'# !" # "!! !, !;>20<8 « 8@>< 87K45<»  
70:0=G8205BAO 8BC@38O, 4;O<5=O MB> 3@CAB=K5 A;>20,  
3>2>@OI85>1>:>=G0=88 AG0ABLO, ?>A;5 G53>=C6=>  
84B8 2<8@. >=8<0N, GB>?@54?>;0305BAO 84B8 2<8@ A>  
A?>:>9AB285<, => B0:=5 2A5340 ?>;CG05BAO. /  
?@>4>;60;0 5748BL 2 @8=>, => C65:@09=5 @54:>. G5=L  
<=>3> 5748;0 2 ;Q=>2>, ?>B><C GB>=0AB>OB5;5< E@0<0  
1K;>. ;5:A59, 1K2H89?@8E>60=8= @8=A:>3> E@0<0. 0:  
B>;L:>>. 235=8N 40;8?@8E>4=0!8;8:0B=>9, =8:0:8E  
2>?@>A>2 8 A><=5=89 2 B><, GB> O 1C4C E>48BL AN40, =5  
2>7=8:0;>. > A=0G0;0<=5 1K;> >G5=L BO65;>, O  
GC2AB2>20;0, GB> 745AL O A>25@H5==> GC60O, O?0=8G5A:8

1>O;0AL A?CAB8BLAO 2=87, =0;8BL A515 G0N. 5@2K9 3>4 O  
GC2AB2>20;0 A51O >G5=L =5:><D>@B=>, >110;0AL  
B>;L:> A B5<8, :>3> 7=0;0 ?> @8=>, 2=87 ?@0:B8G5A:8 =5  
A?CA:0;0AL, 8=>340 <5=O, 1C:20;L=>, 70 @C:C ?@82>48;0  
N4<8;0 0CD>2=0. "0: O =0G0;0 >110BLAO A 0;59, 2 @8=>  
<K 1K;8 7=0:><K, => ;8G=>3> >115=8O, :0: B0:>2>3>, C  
=0A =5 1K;>. 745AL O C2845;0 7=0:><>3> G5;>25:0, 8  
AB0@0;0AL 53> 45@60BLAO. !2>1>4=55 AB0;0 A51O  
GC2AB2>20BL, :>340 =0G0;0 70=8<0BLAO ?@8E>4A:>9  
181;8>B5:>9. K A 0;59 AB0;8 ?@85760BL 2 E@0< 2  
C4>1=>5 4;O =0A 2@5<O, ?>@01>B02, 745AL 65 <K <>3;8 8  
?>:CH0BL, ?>O28;AO >B45;L=K9 :018=5B, 2 :>B>@><  
<>6=> 1K;> >AB028BL AC<:8. / ?>=8<0N, GB> MB> <5;>G8,  
=> 2=8E B>65 5ABL 4>;O 206=>3>. 7=>2KE 4;O <5=O  
;N459, :>B>@KE 745AL 2AB@5B8;0, O ?>G5<C-B> A@07C  
2K45;8;0 ;5=C 8:>;052=C 8 8=084C !5@3552=C. =5 A  
=8<8 ;53:>. !Q >48= <><5=B, ?>G5<C O AB0;0 1>;55  
:><D>@B=> A51O GC2AB2>20BL 8 A?>:>9=55 A?CA:0BLAO  
2=87, ?>B><C GB> N1>2L 20=>2=0 ?5@2K5 3>4K ?@>A8;0  
<5=O 8=>340 456C@8BL 2 E@0<5. -B>, =025@=>5, B>65  
?><>3>;. ;5=0 8:>;052=0, :AB0B8, >4=0 87 456C@=KE,  
:>B>@0O AB0;0 A?CA:0BLAO 2=87 8 :CH0BL 2<5AB5 A> 2A5<8  
?>A;5 2>A: @5A=>9 A;C61K. <5==> 745AL O =0G0;0 A =59  
1>;LH5 >110BLAO 8 C7=0;0, GB> >=0 2AN 687=L  
?@>@01>B0;0 2 :0:><-B> :@CB>< 2>5==>< , GB> >=0  
2KA>:>;0AA=K9 A?5F80;8AB, 8=B5;;835=B=K9 G5;>25:.  
>>115, 2 5Q ?>2545=88, 2 5Q 1;03>@>4=>9 >A0=:5 A@07C  
?@>A<0B@820NBAO C< 8 8=B5;;835=B=>ABL. ;5=0  
8:>;052=0 A0<0 3>2>@8B, GB> 745AL 59 =@028BAO, GB> 4CH>9  
>=0 AB0=>28BAO <>;>65. 115=85 MB> ?@>F5AA  
4;8B5;L=K9. !:5<-B> >1189 O7K: =0E>48BAO A@07C, A :5<-B>  
?>AB5?5==>. 025@=>5, 2AQ-B0:8 4CH0 GC2AB2C5B 1;87:>3>  
G5;>25:0 BK <>65HL 53> =5 7=0BL, => C65 GC2AB2>20BL  
@>4AB25==CN 4CHC. >B>< =0G8=05HL 1;865 >110BLAO, 8  
BCB 2KOA=ONBAO <><5=BK, :>B>@K5 A1;878;8 20A =0AB>;L:>,  
GB> 2K B5?5@L, :0: >4=0 4CH0. ">, A G5< O AB0;;820;0AL  
A0<0, AB5A=OOAL A?CAB8BLAO 2=87, O =01;N40N 8 C 4@C38E  
;N459. 5@2>5 2@5<O 2>48;0 A A>1>9 04564C. K A =59  
?>7=0:><8;8AL =0 >AB0=>2:5, C7=0;8 4@C3 4@C30 ?>

F25B0<, :>B>@K5 65=I8=0< 40@8;8 2=0H5< E@0<5=0  
?@074=8: 6Q=-<8@>=>A8F. "0: 8 @073>2>@8;8AL. >;3>  
?>B>< O C3>20@820;0 5Q 2 E@0<5 A?CAB8BLAO: G0N, ?>B>< C  
GB> A0<0 :>340-B> 8A?KBK20;0 AB5A=5=85. "0: :0: C <5=O  
1K;0 B0:0O ?@>1;5<0, B> B5?5@L O AB0@0NAL E>BO 1K 2 MB><  
;N4O< ?><>30BL. =0N, GB> 5ABL >?@545;Q==K9  
48A:><D>@B, B@C4=> 2::8=8BLAO 2>1I8=C, 2A5 4@C3 4@C30  
7=0NB, 4@C3 A 4@C3>< >1I0NBAO, 0 2>9B8 AN40 1K205B B@C4=>.  
0 A0<>< 45;5, :>340 ?@8E>48HL 2=0HE@0<, A>740QBAO  
2?5G0B;5=85, GB> 2AQ 70=OB>, GB> B515 745AL 70=OBLAO  
=5G5<. @C1> 3>2>@O, =5B B0:>3> A?8A:0 «20:0=B=KE  
4>;6=>AB59», =0 :>B>@K5 G5;>25: <>3 1K >1@0B8BL  
2=8<0=85 8 ?@54;>68BL A2>N ?><>IL. "515 A=0G0;0  
=C6=> 2>9B8 2 687=L ?@8E>40, GB>1K C2845BL :0:CN-B>  
=8HC, 2 45OB5;L=>AB8 :>B>@>9 BK <>65HL ?>CG0AB2>20BL.  
0 ?@8<5@, 5=0 !B5?0=>20, :>B>@0O B>65 1K2H0O  
?@8E>60=:0 @8=>, 7=0O N4<8;C 0CD>2=C <=>3>;5B,  
7=0O, GB> >=0 70=8<05BAO 45BL<8, A845;0 8 4C<0;0, :0: 1K  
>=0 E>B5;0 59 2 MB>< ?><>30BL. > 2 8B>35 >=0 =0G0;0  
70=8<0BLAO :>=AC;LB0F859 ;N459, AB@040NI8E  
E8<8G5A:>9 7028A8<>ABLN. N4<8;0 0CD>2=0 2 MB>  
2@5<O A<>B@5;0=0 5=C 8 4C<0;0, :0: 1K 5Q 70?>;CG8BL  
2>A:@A=>9 H:>;5 2 ?><>I=8:8. / =5 3>2>@N, GB> 745AL  
?@O<> 4>;65= 1KBL A?8A>: ?>B@51=>AB59, =>, A 4@C3>9  
AB>@>=K, 5ABL ;N48, :>B>@K5 =5 <>3CB A0<8 ?@54;>68BL  
A2>N ?><>IL, ?>@>9 AB5A=ONBAO, => >=8 3>B>2K ?><>GL.  
-B> 206=K9 0A?5:B F5@:>2=>9 687=8, :>B>@K9, =0 <>9  
273;O4, =5 AB>8B C?CA:0BL 87 284C.  
0:-B> @07>4=0 7=0:><0O <=5 A>>1I8;0, GB> 2  
181;8>B5:5 ?> G5B25@30< 217 G0A>2 25G5@0 ?@>E>4OB  
15A54K A 10BNH:>9, :>B>@K5 254QB >. 235=89. >340 O BC40  
?@8H;0, >. 235=89 C65 70=OB8O =5 ?@>2>48;, =>;N48  
?@>4>;60;8 2AB@5G0BLAO A0<>AB>OB5;L=> 8 ?> 53>  
1;03>A;>25=8N G8B0;8 20=35;85, 4CE>2=CN ;8B5@0BC@C,  
A;CH0;8 ;5:F88 <8B@8O !<8@=>20, 70?8A0==K5=0  
:0AA5B0E. !>18@0;8AL :064K9 G5B25@3. 5@8>48G5A:8 : =0<  
?@85760; 8 >. 235=89, ?@>2>48; A=0<8 15A54K. K 10BNH:5  
3>2>@8;8 >B><, :0: 1K =0< E>B5;>AL ?>AB@>8BL 745AL  
=0 !8;8:0B=>9 E@0<. >340 <M@>< 3>@>40 >4>;LA:0

1K;2K1@0= 5AB>2 8:>;09 3>@528G, G5;>25: 25@CNI89,  
<K AB0;8 A>18@0BL ?>4?8A8 2 ?>;L7C AB@>8B5;LAB20  
E@0<0. AB5AB25==> @0745;8;8AL, C:064>3> 1K; A2>9  
CG0AB>;, :>B>@K9 =5>1E>48<> 1K;> >1>9B8. > 2A5<  
?>4J5740<, ?> 2A5<:20@B8@0< A?@0H820;8 <=5=85 ;N459.  
1>;LH8=AB25 A2>Q<;N48 1K;8 70 AB@>8B5;LAB2> E@0<0.  
8B>35, A>1@0;8 ?>4?8A8, =0?8A0;8 70O2;5=85, 8 1;03>40@O  
8:>;0N 3>@528GC 5AB>2C AB@>8B5;LAB2> E@0<0=0  
!8;8:0B=>9 1K;> CB25@645=>. >340 E@0<5IQ  
AB@>8;AO, ?> ?@074=8:0< A;C61K ?@>E>48;8 ?@O<>=0  
C;8F5. ><=N,14 >:BO1@O, 2 ?@5AB>;L=K9 ?@074=8:, 45=L  
?0<OB8 A2OI5==><CG5=8:0 ;5:A0=4@0, 1K;0 C60A=0O  
?>3>40: HQ; 4>64L A> A=53><, 4C; A525@=K9 25B5@, 1K;>  
>G5=L E>;>4=>. !;C610 A>25@H0;0AL ?>4 B5=B><. .  
235=89 ?@>2>48; >65AB25==CN 8BC@38N. >64L ;8,, :0:  
87 254@0, 8 =5 2A5 ?><5AB8;8AL ?>4 MB8< B5=B><, :B>-B>  
AB>O; =0 C;8F5, ?>4 =>30<8 E;N?0;0 2>40, => <K 1K;8  
B0:85 @04>AB=K5. 0 0AEC >. 235=89 ?@82Q7 A A>1>9  
?52G8E. 5=L 1K; GC45A=K9, A>;=5G=K9, 8 B0: E>@>H> ?5;  
E>@. -B> 1K;> 70<5G0B5;L=>. >340 1K;> >A2OI5=85  
<5AB0 ?>4 AB@>8B5;LAB2> E@0<0, <K 5IQ =5 7=0;8, GB>  
=0AB>OB5;5< 1C45B >. 235=89. >74=55 >. ;53, =0H  
1;03>G8==K9, A>>1I8; =0< MBC =>2>ABL, :>B>@>9 <K,  
:=>5G=>, 1K;8 >G5=L @04K. "0:65 <K ?@8=8<0;8 CG0AB85  
?@8 2>72545=88 =0 E@0<:C?>;>2 A :@5AB0<8. "@C4=>  
4020;0AL AB@>8B5;O< MB0 @01>B0. K AB>O;8 2=87C 8 ?5;8  
« @5ABC "2>5<C ?>:;0=O5<AO, ;04K:>». >;8;8 >30,  
GB>1K 2AQ ?>;CG8;>AL. >340 E@0< ?>AB@>8;8, <K,  
:=>5G=>, CG0AB2>20;8 2 ?5@2>9 8BC@388. ?>A;5  
>A2OI5=8O E@0<0 A;C61K =0G0;8 A>25@H0BLAO  
5654=52=>. !@07C 65, A ?5@2>3> 4=O <K ?@8ABC?8;8 :  
456C@AB2C ?> E@0<C A @04>ABLN 8 1>;LH8< @25=85<.  
!=0G0;0 >A=>2C ?@8E>40 A>AB028;8 ;N48, :>B>@K5  
E>48;8 =0 2AB@5G8 2 181;8>B5:5, => ?>B>< AB0;8  
?>O2;OBLAO =>2K5 ?@8E>60=5. >O28;0AL N1>2L  
8@NH8=0. K A =59 1K;8 7=0:><K 5IQ 4> >A2OI5=8O E@0<0,  
>=0 B>340 2<5AB5 A> <=>9 1K;0 ?@8E>60=:>9 E@0<0  
>A:@5A5=8O 2 >4>;LA:5. N1>2L 8@NH8=0 MB> >G5=L  
4>1@K9 G5;>25: A 7>;>BK< A5@4F5<. =5 :065BAO, 2A5 5Q



>G5=L ;N1OB. '5;>25: =5>1K:=>25==>9 4>1@>BK, =8=0  
:>3> =5 >18605BAO, =8:>3> =5 >AC6405B. !=5Q <>6=>  
1@0BL ?@8<5@. 45AL O ?>7=0:><8;0AL A "0BLO=>9  
>B28F:>9. "0BLO=0 4;O <5=O ?@8<5@ I54@>AB8 8 4>1@>BK.  
=0 G0AB> =0 A2>8 45=L38 ?@8>1@5B05B 4;O E@0<0 B>, GB>  
=5>1E>48<>, 8=8:>340 MB> =5 0D8H8@C5B. > 2@5<O  
456C@AB20 2A5340 ?>445@68205B G8AB>BC 2 E@0<5 8 45;05B  
MB> A C4>2>;LAB285<. "@C48BAO =5 4;O 30;>G:8, 0  
459AB28B5;L=> A;C68B >3C A ?>;=>9>B40G59. A5  
65=I8=K, :>B>@K5 C=0A 456C@OB, E>@>H85 ;N48, 2A5  
AB0@0NBAO ?>A;C68BL >3C 8 4@C3 A 4@C3>< =09B8 >1I89  
O7K:. / AB@5<;NAL A> 2A5<8 ?>445@6820BL 4@C65A:85  
>B=>H5=8O, =8 A :5< =5 :>=D;8:B>20BL. ?>A;54=55  
2@5<O ?> AC11>B0< 456C@N A 0;59 0@:8=>9. # =0A A =59  
?>;=>5 2708<>?>=8<0=85: :064K9 7=05B, GB> 45;0BL, =5  
1K205B :0:>3>-B> 2=CB@5==53> @074@065=8O 8;8  
=5?@8O7=8 ?> >B=>H5=8N 4@C3 : 4@C3C. / 456C@N A =59 A  
1>;LH8< C4>2>;LAB285< 8 @04>ABLN. 48=AB25==>5,  
GB> <=5 =5 =@028BAO, B0: MB> =5:>B>@0O >B40;Q==>ABL  
65=I8=, :>B>@K5 456C@OB, >B>AB0;L=KE ?@54AB028B5;59  
?@8E>40. 5=O MB>B D0:B >G5=L >3>@G05B. >, A;020  
>3C, GB> C=0A 5ABL A2>9 E@0<. / 2AQ 2@5<O @04CNAL 8  
1;03>40@N 70 MB> >A?>40 >30. >340 @0=LH5 E>48;0 2  
E@0< >A:@5A5=8O, 4>5760O 4> 2>5=:><0B0, H;0 ?5H:>< 8  
2845;0 ;N459, 84CI8E 2<5AB5 A> <=>9=0 A;C61C. 0:>5 65  
AG0ABL5 8<5BLE @0< @04>< A 4><>< 8 =5 1KBL  
?@82O70==K< : B@0=A?>@BC. > <=5 4065 2 3>;>2C =5  
?@8E>48;0 <KA;L, O 4065 8 =5 <5GB0;0, GB> C=0A =0  
!8;8:0B=>9 <>65B 1KBL A2>9 E@0<. B5?5@L- B@8 <8=CBK  
E>4L1K, 8 O C65 =0 <5AB5. =>385 ?@8E>60=5 C65 2  
2>7@0AB5, AB0=>28BAO B065;> 5748BL. ! , !  
#! " ! -" " % , "  
' " , + ! /) ' " , + % . /  
>G5=L @04CNAL, GB> C=0A 5ABL <>;>4>5 ?>:>;5=85.  
110OAL A <>;>4K<8, O 8 A51O GC2AB2CN <>;>65.  
?5@2K5 2 A2>59 687=8 O ?@8H;0 2 E@0<  
21989 3>4C, :>340 C<5@;0 <>O <0<0. > MB>3> 2@5<5=8 O  
?5@54020;0 G5@57 101CH5: 45=L38 A ?@>AL1>9 ?>AB028BL  
A25G:C ?5@54 8:>=>9 !?0A8B5;O, >6L59 0B5@8, 8:>;0O

#3>4=8:0, =0 MB>< <>8 >B=>H5=8O A &5@:>2LN  
70:0=G820;8AL. / 60;5N > B><, GB> ? @0:B8G5A:8 2AN A2>N  
687=L ? @>68;0 157 >30, =5 7=0O, :0: @04C5BAO 4CH0, :>340  
=0E>48HLAO 2 E@0<5. !=0G0;0 O E>48;0 =0 A;C61K 2  
"@>8F:89 A>1>@, 0 ?>B><, :>340 >B:@K;8 E@0<  
>A:@5A5=8O % @8AB>20, O ?>GC2AB2>20;0 1>;LH55  
@0A?>;>65=85: MB><C E@0<C, : ? @8E>4C, 8 AB0;0 E>48BL  
BC40. ">340 O 01A>;NB=> =8G53> =5 ?>=8<0;0: =5 7=0;0,  
:0: A51O 25AB8, :0: ?>4>9B8: 8A?>2548, :0: ?>43>B>28BLAO,  
40=8:B> 8 =5 ?>4A:07K20;,. K20;>, :0:>9=81C4L G5;>25:  
3>2>@8;,. GB> >= =8 2 GQ< =5 3@5H5=, 10BNH:0 4020; 5<C  
1 @>HN@C « ?><>IL :0NI5<CAO». <>Q< A;CG05 4>  
B0:>3> =5 4>E>48;>, O AB0@0;0AL 87;030BL A2>8 <KA;8 =0  
1C<035. 8A0;0 2AQ BI0B5;L=>: :0: B>;L:> ?>O2;O;0AL  
<KA;L, O A@07C 5Q D8:A8@>20;0 8 A MB>9 70?8A:>9 ? @8E>48;0  
=0 8A?>254L. 5:>B>@K5 10BNH:8 3>2>@8;8, GB> O  
«D8;>A>D8N @072>6C», B.5. 2?040N 2 4@C3CN :@09=>ABL.  
!59G0A O >A>7=0N, 459AB28B5;L=>, <=>3> ;8H=8E A;>2, :0:  
3>2>@8BAO, <=>3> «2>4K». / C7=0;0, GB> =0 !8;8:0B=>9  
70;>68;8 ?5@2K9 :0<5=L =0H53> E@0<0, => =5 25@8;0, GB>  
2 A:>@>< 2 @5<5=8 =0G=QBAO 53> AB@>8B5;LAB2>,  
2>72545=85 E@0<0 <=5 :070;>AL 40;Q:8< A>1KB85<. IQ  
4> >B:@KB8O O G0AB> 5748;0 2 >4>;LA: =0 A;C61C 2  
02B>1CA5 2<5AB5 A =0H8<8 ? @8E>60=:0<8. =8  
@0AA:07K20;8 > B><, :0: ? @>E>4OB 15A54K ?> >A=>20<  
? @02>A;02=>9 25@K, :>B>@K5 1K;8 > @30=87>20=K 2  
181;8>B5:5. 4=0 65=18=0 ? @83;0H0;0 <5=O =0 MB8  
2AB@5G8, => O AB5A=O;0AL, 4C<0;0 > B><, :0: O, GC6>9  
G5;>25;,. =8 A B>3>, =8 A A53> ? @84C 2 181;8>B5:C.  
025@=>5, 640;0 >D8F80;L=>3> ? @83;0H5=8O. B:@KB85  
E@0<0 A>AB>O;>AL3 >:BO1 @O2009 3>40. <>59 ?0<OB8 MB0 40B0  
>AB0=5BAO =0 2AN 687=L, ?>B><C GB>3 >:BO1 @O C<5@;0 <>O  
<0<0. K;0 B0:0O B>@65AB25==0O A;C610, ? @85760;  
<8B@>?>;8B .25=0;89, 70<5G0B5;L=> ?5; E>@, O A;CH0;0  
53> A 70<8@0=85< A5@4F0. <5==> 2 MB>< E@0<5 O AB0;0  
>ICI0BL :0:CN-B> >A>7=0==>ABL A2>8E 459AB289, AB0;0  
1;865 : >3C. >=5G=>, ACI5AB2C5B 5IQ <=>3>  
? @5?OBAB289 : ?>7=0=8N: :0:0O-B> 4><0H=OO AC5B0, 87-70  
:>B>@>9 O <0;> 2 @5<5=8 C45;ON GB5=8N 20=35;8O,

?>AB>;>2, A0;B8@8, E>G5BAO 3;C165 ?>=8<0BL, 2=8:0BL  
2 ACBL, =>=5 E20B05B 2 @5<5=8, 70 GB> ?@>HC C >A?>40  
?@>I5=8O. / 456C@N 2 E@0<5 A ?5@2KE 4=59 53>  
ACI5AB2>20=8O. 0:-B> @07 0;5=B8=0 <8B@852=0  
?@54;>68;0 <=5 70?8A0BLAO =0 456C@AB2> 2=0H E@0<. / A  
C4>2>;LAB285< A>3;0A8;0AL, ?>4>H;0: N1>28 20=>2=5  
8 70?8A0;0AL. / >G5=L 4>2>;L=0 B5<, GB> 8<5N  
2>7<>6=>ABL 456C@8BL 2 E@0<5. ><0 A8; ?>@>9 =5  
1K205B, 0 745AL C <5=O 8 A8;K, 8 1>4@>ABL, 8 =0AB@>5=85  
?>O2;ONBAO. @028BAO >1I5=85 A <>;>4Q6LN, A>  
A2OI5==8:0<8. 10BNH:0< <>6=> ?>4>9B8 A ;N1K<  
2>?@>A>< 8:0:-B> @07@5H8BL 53>. 0 4CH5 A@07C AB0=>28BAO  
;53G5, =5 AB>8B 45@60BL :0:85-B> A><=5=8O 2 A515. IQ O  
@040, GB> ?>7=0:><8;0AL A "0BLO=>9 >B28F:>9. =0  
>G5=L <=>3> 7=05B, 8 5A;8 O GB>-B> =5 ?>=8<0N, B> <>3C  
: =59>1 @0B8BLAO 70 ;N1K< A>25B><, >=0 2A5340 3>B>20  
?><>GL, ?>4A:070BL. >, :>=5G=>, B0: 1K205B 40;5:>  
=5 2A5340. !@548 =0A <>6=> 2AB@5B8BL 8  
=54>1 @>65;0B5;L=>ABL, 8 >184K- A0<K5 @07=K5  
=530B82=K5 GC2AB20. > O AB0@0NAL :0:-B> A3;06820BL  
>AB@K5 C3;K. > <>53> ?@8E>40 2 &5@:>2L @50:F8O =0 7;>  
1K;0 >4=>7=0G=>9: <5=O :B>-B> >1845;, O 70B08;0 7;>1C 2  
4CH5. !59G0A 5ABL ?5@5<5=K 2 <>Q< 2>A?@8OB88: <=5 45;0NB  
70<5G0=85, O ?@8=8<0N : A2545=8N, => >184K =0 G5;>25:0  
=5 45@6C. >3>A;C65=85 2 <>59 687=8 8<55B >3@><=>5  
7=0G5=85. ">, GB> O ?>;CG0N 2 E@0<5, O ?@8=>HC 8 2 A2>9  
4><. >A;5 A;C61K 84C 4><>9, A;>2=> ;5GC =0 :@K;LOE, =0  
4CH5 @04>ABL 8 C<8@>B2> @5=85. B0:85 <><5=BK, GB> 1K O  
=8 2AB@5B8;0 4><0- 3=52, =54>2>;LAB2>, @074@065=85, O  
?@8=8<0N A 4>1 @>9 4CH>9, 65;0O ?>45;8BLAO A2>59  
@04>ABLN. + !",,, )#) ' ( ,  
" #. % ' "!/ ! ! ", #!"#. , A>?CBAB2CNB  
<=5 2>A>15==>AB8 ?>A;5 2>A:@5A=>9 A;C61K. !  
AB@5B82H8AL A >3><, O ?>GC2AB2>20;0, GB> <=5 =C65=  
E@0<, 8 B@8 3>40 4> >B:@KB8O =0H53> E@0<0 5748;0 2  
"@>8F:89 A>1>@. >A5I5=85 A>1>@0 >3@0=8G820;>AL  
;8HL A;C61>9, =8 A:5< 87 10BNH5: 1;87:> O =5>1I0;0AL.  
>340 =540;5:> >B <>53> 4><0 >B:@K;AO E@0<, O >G5=L  
>1 @04>20;0AL MB><C A>1KB8N: <=5 AB0;> =0<=>3>

C4>1=55 E>48BL AN40, ?>A:>;L:C=5=04> 1K;> B@0B8BL  
2@5<O=0 4>@>3C 8<>6=> 1K;> ?>A?0BL ?>4>;LH5, > GQ<  
O 402=> <5GB0;0. !8;L=> 1K;0 C482;5=0 B><C, GB>  
=0AB>OB5;5<=07=0G8;8 10BNH:C 87 " @>8F:>3> A>1>@0,  
:>B>@>3> O=5<=>3> 7=0;0. B> 2@5<O C<5=O 2 687=8 1K;  
>G5=L BO6Q;K9 ?5@8>4. 0:-B> ?>A;5 A;C61K 8<5==> >.  
235=89 ?>? @>A8; <5=O 7045@60BLAO 8 ?>3>2>@8; A>  
<=>9. "0:>5 ?>2545=85=5 C::04K20;>AL 2<>59 3>;>25:  
G5;>25;, C:>B>@>3> B0:<=>3> 45;; B0:<=>3> ?@8E>60=,  
C45;8; <=5 AB>;L:> 2=8<0=8O. !> A<5=>9 E@0<0 2  
<>59 687=8 A@07C=8G53>=5 ?><5=O;>AL:  
8A?>254L-?@8G0AB85, 8A?>254L-?@8G0AB85, B0::064>5  
2>A:@5A5=85. '5@57:0:>9-B> ?5@8>4 2@5<5=8 O A;CG09=>  
2 E@0<5 2AB@5G0N 0HC. KA=59 ?>4@C38 45BAB20, 682Q< 2  
>4=>< 4><5, => 402=>=5 >110;8AL, C:064>3> 1K;0 A2>O  
687=L. :0:>2> 1K;> <>Q C482;5=85, :>340 O 2AB@5B8;0 5Q  
8<5==> 745AL. #7=02 > B><, GB> 0H0 70=8<05BAO  
2>A:@5A=>9 H:>;>9, O ?@54;>68;0 A2>N ?><>IL. #<5=O  
402=> 1K; 2=CB@5==89 ?>@K2 G5<-B> A51O 70=OBL, 8 BCB  
MB> 45;>=0H;>AL. / 1@0;0AL 70;N1CN @01>BC:=0:@KBL=0  
AB>;>@30=87>20BL G05?8B85, ?><KBL ?>AC4C, ?>4<5AB8  
?>;K. 2845;0, GB>, 2 ?@8=F8?5, 745AL MB> 2A5340=C6=>. ;O  
<5=O=0 B>B<><5=B MB> 1K;> 206=>, E>BO, ?>AB>O==>  
>1@010;0 2=8<0=85=0 B>, GB>=5:>B>@K5 87=0H53>  
:>;5:B820 1>;LH5 BO=CBAO :>115=8N A 10BNH:>9, 4@C3 A  
4@C3><. '5@57=5:>B>@K9 ?5@8>4 2@5<5=8 O=0G0;0  
A>?>AB02;OBL A2>Q>B=>H5=85: MB><CA>4=8<  
520=35;LA:8< M?87>4><, 345 %@8AB>A ?>A5105B 4><  
0@DK 8 0@88. 0@D0 1>;55 ?5GQBAO >1 C3>15=88 A2>8E  
3>AB59, 0 0@8O=0E>48BAO @O4><A 8ACA><%@8AB><8  
A;CH05B 53> ?@>?>2548. 0@D0 A5@48BAO=0 0@8N,  
>1@010OAL:>%@8ABC:«>A?>48,=5 C65;8 "515=5B 4>  
<5=O=8:0:>3> 45;0?». =59>B25G05B: « \$, \$!" +  
" (!/ !# " (!/ , " , # ;  
/ #. ' !" ,, " / " " !/ # ».  
5@8>48G5A:8 MB>B 520=35;LA:89 AN65B 2A?;K20; 2<>8E  
<KA;OE, => 4> A5@4F0 MB>=5 4>E>48;>. . 235=8O O B>340  
=5 ?>=8<0;0, 53> ?@>?>2548 1K;8>B<5=O 40;5:8. 0:-B>  
=0 8A?>2548 C<5=O 2>7=8: 2>?@>A: ?>G5<C 3@5E8

?>2B>@ONBAO, ?>G5<C:064K9 @07 O ?@8E>6C: >3C A >4=8<  
8 B5<65. . 235=89>1@0B8; <>Q 2=8<0=85=0 B>, GB> ;N1>9  
3@5E, :>B>@K9 <K ?>2B>@O5<, BO=5BAO>B:0:>9-B>  
2=CB@5==59 ?@8G8=K. 5=O MB>70F5?8;>, GB>  
2?>A;54AB288 ?@825;> :>3@><=>9 @01>B5=04 A>1>9.  
40;L=59H5<02B><0B8G5A:8>B>H;8=0 2B>@>9 ?;0=2A5  
E>7O9AB25==K5 45;0 ?>E @0<C. / ?>=O;0, GB> MB>40;5:>  
=5 B>, :G5<C O H;0. 05 ;5B ?>A5I5=8O=0H53>E @0<0 C  
<5=O ?@>87>H;> <=>3> A>1KB89: =>2K5 4@C7LO, =>2>5  
>1I5=85, 4CE>2=K9 @>AB, =>2K5 AB@5<;5=8O. /  
?>7=0:><8;0AL A 3>@5<8 :A0=>9. 0:-B>5E0;8 A 0H59  
=0 25;>A8?540E 8 2AB@5B8;8 8E. :A0=0 C482;Q==>  
A?@>A8;0: « K B>65:0B05B5AL?». K BCB 65 4>3>2>@8;8AL >  
A;54CNI59 ?>574:5, B0:8:0B05<AO 4>A8E ?>@.  
>;CG8;>AL B0:, GB>2708<=K9 8=B5@5A ?5@5@>A 2 1>;55  
1;87:>5>1I5=85, 4CE>2=>5>1I5=85, GB>4;O <5=O  
>G5=L 206=>. =B5@5A=>O ?>7=0:><8;0AL A 8:8B>9.  
3>>?KB ?>7=0=8O G5;>25:0 A D878G5A:>9 B>G:8 7@5=8O,  
:>B>@K<=>45;8;AO A 1>;LH8<2>>4CH52;5=85<, <5=O  
>G5=L 708=B5@5A>20;. >O28;0AL 2>7<>6=>ABL  
>B4>E=CBL 425=545;8 2 0@5;88, 345=0 1075 45BA:>3>  
;035@O 8:8B0>@30=87>2K205B A?>@B82=K5 2K574K, C7=0BL,  
G5<=>=70=8<05BAO, 1;865 A MB8< ?>7=0:><8BLAO 8  
8A?@>1>20BL=0 A515. 0 MB>B ?5@8>4 2@5<5=8 G5;>25:  
>B:@K;AO 4;O <5=O A 4@C3>9 AB>@>=K, O ?>;CG8;0  
A>25@H5==>=>2K9>?KB, C <5=O ?>O28;8AL=>2K5  
65;0=8O. / ?>@065=0, GB> >3 CAB@>8; <>N 687=L  
8<5==> B0:>9, :0:0O>=0 A59G0A 5ABL. ">, GB>B5?;8;>AL 2  
<>59 4CH5, G53>O 65;0;0, GB>1K;> @0=LH5 70:@KB>4;O  
<5=O, B5?5@L>B:@K;>AL. -B>=>2>5>ICI5=85  
?@>=87K205B 2AN <>N 687=L, 2A5 AD5@K <>59  
45OB5;L=>AB8. ;O <5=O 206=> A0<>740=85, A0<E @0<,  
;N48, :>B>@K5 745AL A>1@0;8AL, :065BAO, A;CG09=K<  
>1@07><, =>=0 A0<><45;5 A;CG09=>AB59=5 1K205B.  
! K A<C65< ?5@55E0;8 68BL=0 !8;8:0B=CN 2 8N;5  
2010 3>40. 5A:>;L:> @07 5748;8=0 A;C61C 2 "@>8F:89 A>1>@,  
0 ?>B><C7=0;8, GB>E @0<5ABL 8=0 !8;8:0B=>9. >340 O  
5E0;0 87 >A:2K=0 M;5:B@8G:5, C2845;0:@5AB, :>B>@K9  
1;5AB5;7>;>B><=0 A>;=F5, 8 345-B>2:>=F5 A5=BO1@O <K

? @85E0;8 : E @0<C =0 25;>A8?540E, GB>1K @072540BL  
>1AB0=>2:C. 2 A;54CNI55 2>A:@5A5=85 C65 1K;8 =0  
A;C615. >A;5 0AE0;L=>3> 1>3>A;C65=8O C <5=O  
1K;> 65;0=85 A?CAB8BLAO 2=87 : ? @074=8G=><C AB>;C,  
1K;> 8=B5 @5A=>, E>B5;>AL ?>45;8BLAO A> 2A5<8 A2>59  
@04>ABLN, ?>>1I0BLAO, => <K B>340 5IQ =8:>3> =5 7=0;8  
8 ?>AB5A=O;8AL. =5 2A5340 :070;>AL, GB> A;C610 =5  
<>65B 70:0=G820BLAO B5<, GB> BK ? @>AB> 84QHL 4><>9,  
E>B5;>AL ? @>4>;65=8O >1I5=8O. > O 2AQ @02=>  
=0E>48;0 AB> BKAOG ?>2>4>2 =5 A?CA:0BLAO, <=5 1K;>  
>G5=L 8=B5 @5A=>, => O AB5A=O;0AL, 0 =0 A0<>< 45;5  
1>O;0AL. "5?5@L O 286C ? @8G8=C A2>53> AB@0E0.  
<>Q< 2>A? @8OB88 A2OI5==8: 1K; G5<-B> =54>AO305<K<, O  
2>72>48;0 A2OI5==8:0 =0 ?L545AB0; 8 =5 E>B5;0 2845BL  
=8G53> 4@C3>3>. / 1>O;0AL AB>;:=CBLAO A 4@C38<. CABL  
;CGH5 2AQ 1C45B :@0A82>, E>BL 8 8;;N7>@=>. :>340 BK  
A?CA:05HLAO 2=87, B> AB0;:8205HLAO A ;N4L<8 A>25@H5==>  
? @8 4@C38E >1AB>OB5;LAB20E, BK 2AB@5G05HLAO A =8<8  
;8F>< : ;8FC. 4@C3 2848HL, GB> ;N48 B0:85 65, :0: 8 BK.  
>=8<05HL, GB> =5B 1>;LH5 8;;N789, 0 5ABL =5:0O  
@50;L=>ABL, 8 >=0 <>65B 1KBL A0<>9 @07=>9. "K 5Q  
<>65HL ? @8=OBL, 0 <>65HL 8 @07>G0@>20BLAO 2 =59. ABL  
B0:0O O?>=A:0O ?>A;>28F0: « 5B 8;;N789 =5B 8  
@07>G0@>20=89». @07>G0@>2K20BLAO MB> B0: 1>;L=>,  
B0: =5? @8OB=>. !=0G0;0 ? @>?>2548 >. 235=8O O =5  
?>=8<0;0. : =86:0E =0?8A0=>: <>;8B20, ?>AB, ?>:0O=85.  
10BNH:0 3>2> @8B > ;N128, A2>1>45, > % @8AB5. 'B> B0:>5? 0:  
MB> 2>A? @8=8<0BL? > A> 2 @5<5=5< 8<5==> 1;03>40@O  
>1I5=8N A> A2OI5==8:0<8 2=5 A;C61K O A;KHC 4@C3>9  
273;O4 =0 <8@, A;KHC B>, GB> =5 G8B0N =8 2 >4=>9 : =835. 0  
A;C615 284=0 ;8HL 25@ECH:0 09A15@30, => AB>8B =K@=CBL  
?>4 2>4C, GB>1K C2845BL 53> 3;C18==CN G0ABL, :0:  
>B: @K205BAO GB>-B>=>2>5 8 =5872540==>5. =5  
=5>1E>48<> MB> >1I5=85, <=5 =C6=0 ? @>?>254L,  
:>B>@0O ?>@>9 <5=O5B <>Q A>7=0=85, <>8 ? @54AB02;5=8O  
> <8@5. / 4>@>6C MB8< >1I5=85<. !59G0A 4;O <5=O E @0<  
MB> A5<LO, B0:0O « @07=>HQ@AB=0O», => 2AQ 65 A5<LO.  
07=K5 ;N48, :>B>@K5 A>18@0NBAO 2 >4=>< <5AB5 8 :0:-B>  
4@C3 A 4@C3>< C6820NBAO, C :064>3> A2>9 E0@0:B5@, A2>8

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