;OL =PRPUN)VVRZ[VYL PZ WYVMLZZPVUHSS` THUH.LK I`)H
:[VYLZ HUK PZ SVJH[LK PU [OL >=* *HTW\Z *LU[LY ;OL IVVR
YLX\PYLK [L_[IVVRZ HUK Z\WWSPLZ HZ ^LSS HZ >=* PTWYPU
^HYL   VMM UH[PVUHSS JHTW\Z ILZ[ZLSSLYZ 5VVR WYVK\J
[PVU VM IL]LYHNL HUK ZUHJR P[LTZ >L VMMLY H Y\U[HS V
MVY Z\IZ[HU[PHS ZH]PUNZ [V V\Y Z[\KLU[Z H `LHY V\UK IV
[OL Z[VYL HUK LHZ` VUSPUL VYKLYPUN MVY WPJR \W VY KL
;V YLJLP]L UV[PJLZ VM V\Y SH[LZ[ZWLJPHS VMMLYZ .L]LU[Z
VU -HJLIVVR H:! MHJLIVVR JVT ^LZ[[HSSL`IVVRZ[VYL

3LHYUPUN 6\[JVTLZ
;OL Z[\KLU[^VYRLY ^PSS SLHYU!
‹ *HZOPLYPUN
‹ :OPWWPUN 9LJLP]PUN
‹ :[VJRPUN
‹ *\Z[VTLY ZLY]PJL
‹ 7LYZVUHS YLZWVUZPIPSP[`
‹ ;PTL THUHNLTLU[YLX\PYLK MVY Z\JJLZZM\S ^VYR
;OL HIV]L SPZ[LK ^Ê®Í(1MVY Z[\KLU[Z MHJ\S[` HUK PZP[VYY
H [Y\S` ZHML HUK ZLJ\YL JHTW\Z JHU VUS` IL HJOPL]LK ^P
TLTILYZ VM V\Y JVSSLNL JVTT\UP[` 7LHZL ZLL [OL ZJOLK
M\Y[OLY PUMVYTH[PVU VU JYPTL WYL]LU[PVU

;OL +PZ[YPJ[[HRLZ NYLH[WYPKL PU ILPUN HTVUN [OL ZH
:V\[O)H` HYLH  ( KL[HPSLK JHTW\Z ZHML[` IYVJO\YL PZ H]
VY H[THU` VU JHTW\Z Z[\KLU[ZLY]PJLZ SVJH[PVUZ ;OL >
*VSSLNL +PZ[YPJ[7VSPJL +LWHY[TLU[ZLTPSZ TV0OS` JY
+LWHY[TLU[VM 1\Z[PJL *\YYLU[Z[H[PZ[PJZ HYL H]HPSHIS
TLU[HUK PU [OL ZJOLK\SL VM JSHZZLZ

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^LZ[]HSSL` LK\ HKTPZZPVUZ
;OL (KTPZZPVUZ 9LJVYKZ 6MäJL ZOV\SK IL `V\Y ÄYZ[ Z[VW H[ >LZ[ =HSSL`
*VSSLNL 6Y PUMVYTH[P]L JVSSLNL Z[HMM JHU WYV]PKL HWWSPJH[PVU HZZPZ[HUJL HUK
PUMVYTH[PVU YLNPZ[LYPUJ` KL[LYTPUH[PVU WYVJLZZ VMäJPHS [YHUZJYPW[
YLX\LZ[Z L]HS\H[L KLNYLL HUK JLY[PÄJH[L YLX\LZ[Z JYLH[L Z[\KLU[PKLU[PÄH
[PVU JHYKZ HUK THU` V[OLY ZLY]PJLZ *OLJR V\[V\Y ^LIZP[L MVY TVYL PUMVYTH
[PVU ^LZ[]HSSL` LK\ HKTPZZPVUZ

3LHYUPUN 6\[JVTLZ
(M[LY HJJLZZPUN ZLY]PJLZ VM (KTPZZPVUZ HUK 9LJVYKZ H Z[\KLU[^PSS IL HISL
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‹ 7YVJLZZ HU HWWSPJH[PVU VUSPUL
‹ <ZL [OL >=*7VY[HS MVY WYVJLZZPUNLZZHUK YVWZ JOHUNL VM HKKY
  [YHUZJYPW[YLX\LZ[Z
‹ 3LHYU [OL (JHKLTPJ (WWLHS WYVJLZZ HUK WVSPJ`
‹ <UKLYZ[HUK [OL TLHUPUN VM (JHKLTPJ 9LZ[HYPJH[PVU+PZTPZZHS HUK WYVNYHT
  7YVIH[PVU +PZTPZZHS
‹ +L]LSVW H JSLHY HUK JVUJPZL ,K\JH[PVUHS 7SH1O3[V A\J*H [67405?`,V`HSZ
‹ 0KLU[PM` HUK \[PSPaL YLZWLJLZ\MVY HJHKLTPJ PTWY

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^LZ[]HSSL` LK\ JHTW\ZSPML
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LUOHUJLZ HUK LUYPJOLZ [OL Z[\KLU[»Z LK\JH[PVU
TLU[H[>LZ[=HSSL` *VSSLNL ^OPJO HU
Z[\KLU[ZLUH[VYZ HUK KPYLJ[VYZ ^OV HYL WYV]PKL
PUN HUK LK\JH[PVU PU [OL
(ZZVJPH[LK :[\KLU[ )VK` LSLJ[Z P[Z V^U Z[\KLU[[Y\Z[LL [V [OL +PZ[YPJ[ )VHYK VM
;Y\Z[LLZ ;OL :[\KLU[:LUH[L PZ HMMVYKLK H]VPJL` VM VWWVY[\UP[PLZ [V WHY[PJPWH[L
PU]HYPV\Z *VSSLNL ^PKL JVTTP[[LLZ HUK HZR MVYJLZ (SS [OLZL HJ[P]P[PLZ ZP0
[V WYV]PKL Z[\KLU[Z[€ SS [((QP \ °V `U\2KjV °°ÀK (QP000¹€ P¡VYZ AP0 P P•€€P°0°OL°00€PZ   V^UY[PJPWHPLZ[*iÒy662:;

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^LZ[]HSSL` LK\ JHYLLYZ
PU HYLLY 7YVNYHTZ *LU[LY SVJH[LK PU [OL *LSKLY   V
VU KLNYLL HUK JLY[PÄJH[L WYVNYHTZ ^P[O JHYLLY LTWOH
THQVYZOLLWZ MVY JHYLLY WYVNYHTZ HYL H]HPSHISL ;V Y
[PVU+V HU JHYLLY WYVNYHT JHSS VY JOLJR V\Y3^LI ZPL

^LZ[]HSSL` LK\ ZLY]PJLZ JOPSKJHYLU[LY
;OL *OPSK :[\KPLZ +LWHY[TLU[H[>LZ[=HSSL` *VSSLNL VMM
WYVNYHT MVY JOPSKYLU   [V   `OHV ²LSKLY¹HYPVPS]LLS
MYVT !   H T [V !   W T *OPSKYLU T\Z[IL [^V `LHYÝZ VSK ^
WYVNYHT   VY H]HPSHISL MVY SV^ PUJVTL

;OPZ WYVNYHT PZ HU PU[LNYHS WHY[VM ,HYS` *OPSKOVVK

OVVK ;LHJOLY ;YHPUPUN 7YVNYHT HUK WYV]PKLZ HU L_LTWSHY` VWWVY[\
*OPSK :[\KPLZ Z[\KLU[[V VIZLY]L HUK WHY[PJPWH[L PU H TVKLS LHYS` JOPSK
OVVK JSHZZYVVT ;OL *OPSK +L]LSVWTLU[*LU[LY JVYL Z[HMM HYL M\SS` X\HSPÄLK
[LHJOLYZ PU LHYS` JOPSKOVVK LK\JH[PVU -VY TVYL PUMVYTH[PVU VU H]HPSHIPSP[` HUK
OV\YZ JVU[HJ[[OL *OPSK +L]LSVWTLU[*LU[LY VMÄJL VY Z[VW I` 9VVT PU [OL
*SKLYL I\PSKPUN

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^LZ[]HSSL` LK\ ZLY]PJLZ JV\UZLSPUN
;OL *VSSLNL *V\UZLSPUN :LY]PJLZ PZ Z[HMMLK I` JVTWL[LU[ OPNOS` [YHPULK HUK
KP]LYZL L_WLYPLUJLK JV\UZLSVYZ ;OL WYPTHY` NVHS VM *V\UZLSPUN :LY]PJLZ
PZ [V WYV]PKL VWWVY[\UP[PLZ MVY Z[\KLU[Z [V JSHYPM` [OLPY WLYZVUHS HJHKLTPJ
JHYLLY NVHSZ" KL]LSVW ZLSM JVUÄKLUJL ZLSM LZ[LLT HUK ZLSM KPYLJ[PVU [V THRL
PUMVYTLK KLJPZPVUZ HUK \[PSPaL YLZV\YJLZ (KKP[PVUHS JV\UZLSVYZ HYL SVJH[LK
PU Z\WWVY[WYVNYHTZ +,:7 ,67: ;906 *HYLLY 7YVNYHTZ HUK =L[LYHU»Z
*LU[LY *V\UZLSPUN ZLY]PJLZ PUJS\KL [OL MVSSV^PUN!

(JHKLTPJ *V\UZLSPUN

(JHKLTPJ JV\UZLSPUN PUJS\KLZ LK\JH[PVUHS NVHS ZL[[PUN L_WSVYPUN LK\JH[PVUHS
VW[PVUZ HUK VWWVY[\UP[PLZ L]HS\H[PUN LK\JH[PVUHS WV[LU[PHS HUK WYV]PKPUN [OL
Z[\KLU[^P[O JSLHY JVUJPZL HUK \W [V KH[L LK\JH[PVUHS WSHUUPUN HUK [YHUZMLY
PUMVYTH[PVU

*HYLLY *V\UZLSPUN

^LZ[]HSSL` LK\ ZLY]PJLZ JHYLLYZ
*HYLLY JV\UZLSPUN WYV]PKLZ [OL Z[\KLU[^P[O HU VWWVY[\UP[` MVY JSHYPÄJH[PVU
HUK PU[LNYH[PVU VM JHYLLY HUK LK\JH[PVUHS NVHSZ Z[\K` VM JHYLLYZ HUK SPML
Z[`SLZ]VJH[PVUHS HUK JHYLLY PU]LU[VYPLZ HUK JHYLLY KLJPZPVU THRPUN JV\YZLZ

7LYZVUHS *V\UZLSPUN

7LYZVUHS JV\UZLSPUN PZ WYV]PKLK [V Z[\KLU[Z ^OV ZLLR HZZPZ[HUJL PU YLZVS]PUN
WLYZVUHS YLSH[PVUHS ZLSM PKLU[P[` VY OLHS[O YLSH[LK WYVISLTZ ^OPJO HYL SPTP[PUN
VY PU[LYMLYPUN ^P[O [OL Z[\KLU[»Z HIPSP[` [V Z\JJLZZM\SS` W\YZ\L H JVSSLNL LK\JH
[PVU

*V\UZLSPUN *V\YZLZ

*V\UZLSPUN (6YPLU[H[PVU TPUP JV\YZL VU JVSSLNL Z\Y]P]HS [VVSZ VYPLU[H[PVU
[V >=* HUK H ^V `LHY LK\JH[PVU WSHU ;OPZ JV\YZL PZ YLX\PYLK MVY WYPVYP[`
YLNPZ[YH[PVU Z[H[\Z

;OL MVSSV^PUN JV\YZLZ HYL [YHUZMLYHISL! *V\UZLSPUN ((JHKLTPJ HUK 7LYZVUHS
7SHUUPUN" *V\UZLSPUN *VSSLNL :\JJLZZ" *V\UZLSPUN *HYLLYZ HUK
3PMLZ[`SLZ" *V\UZLSPUN * *HYLLY HUK 3PMLZ[`SLZ" *V\UZLSPUN 7LYZVUHS
.YV^[O" *V\UZLSSPUN :\JJLZZM\S :[\K` :[YH[LNPLZ *V\UZLSPUN *YVZZ
*\S[\YHS 7LYZWLJ[P]LZ" *V\UZLSPUN ;YHUZMLY ^P[O :\JJLZZ

3LHYUPUN 6\[JVTLZ *V\YZLZ

(M[LY JVTWSL[PUN JV\YZLZ PU *V\UZLSPUN H Z[\KLU[^PSS IL HISL [V!
‹ 0KLU[PM` Z[YH[LNPLZ MVY THRPUN ^PZL JOVPJLZ NVHS ZL[[PUN [HRPUN YLZWVUZP
  IPSP[` HUK [OPURPUN JYP[PJHSS` HIV\[SPML JOVPJLZ"
‹ *YLH[L H WSHU ^P[O SVUN HUK ZOVY[[LYT NVHSZ [V HJOPL]L [OLPY WLYZVUHS

‹ 4\S[P J\S[\YHS H^HYLULZZ HUK ZVJPHS HJ[P]P[PLZ

:[\KLU[Z PU[LYLZ[LK PU M\Y[OLY PUMVYTH[PVU HYL LUJV\YHNLK [V]PZP[VY JHSS [OL
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(M[LY WHY[PJPWH[PUN PU HU ,67 : 5L^ :[\KLU[6YPLU[H[PVU H Z[\KLU[^PSS IL
HISL [V!

‹ +LTVUZ[YH[L ZVJPHS HUK WLYZVUHS YLZWVUZPIPSP[` I`! H[[LUKPUN JVUZLS
   PUN HWWVPU[TLU[Z Z\ITP[[PUNH[LKYLXWVK[P[WVVYNLSVWPUN
   LK\JH[PVUHS WSHU ^P[O H JV\UZLSVY

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^LZ[]HSSL` LK\ ÄUHUJPHSHPK
-PUHUJPHS (PK VWLUZ [OL KVVY [V WVZ[ZLJVUKHY` LK\JH[PVU MVY THU` ^OVT
JV\SK UV[V[OLY^PZL HMMVYK P[JVZZ -PUHUJPHS (PK THUHNLZ WYVNYHTZ KLZPNULK
[V OLSW Z[\KLU[Z WH` MVY LK\JH[PVUHS HUK SP]PUN L_WLUZLZ ^OPSL [OL` HYL PU
ZJOVVS >L L]HS\H[L Z[\KLU[JPYJ\TZ[HUJLZ HUK PKLU[PM` HSS VM [OL -LKLYHS :[H[L
HUK 0UZ[P[\[PVUHS WYVNYHTZ H]HPSHISL

/V^ [V (WWS`
:[\KLU[Z T\Z[JVTWSL[L [OL -YLL (WWSPJH[PVU MVY -LKLYHS :[\KLU[(PK -(-:(
VUSPUL H[! MHMZH LK NV] VY *HSPMVYUPH +YLHT (J[(WWSPJH[PVU *(+((H[!
KYLHT JZHJ JH NV] (KKP[PVUHS KVJ\TLU[Z TH` IL YLX\PYLK)L Z\YL [V
YLZWVUK PTTLKPH[LS` [V HU` YLX\LZZ THKL I` [OL ÄUHUJPHS HPK VMÄJL

3LHYUPUN 6\[JVTLZ
:[\KLU[Z ^OV WHY[PJPWH[L PU -LKLYHS >VYR :[\K` ->: ^PSS IL HISL [V!
‹ +L]LSVW HUK YLÄUL [PTL THUHNLTLU[ZRPSSZ I` IHSHUJPUN HUK WYPVYP[aPUN
   ^VYR HUK HJHKLTPJ KLTHUKZ"
‹ +L]LSVW HU \UKLYZ[HUKPUN VM :\WLY]PZVYZ ,TWSV`LL YLSH[PVUZOPWZ "
‹ (WWS` [OLVYL[PJHS JVUJLW[Z SLHYULK PU JSHZZ [V YLHS SPML YLHS [PTL ZP[\H[PVUZ"
   L N HJJV\U[PUN HUK JOPSKJHYL

-PUHUJPHS (PK 7YVNYHTZ
-LKLYHS 7YVNYHTZ
 -LKLYHS 7LSS .YHU[¶ (ZZPZ[Z Z[\KLU[Z V JV]LY ZJOVVS YLSH[LK L_WLUZLZ
 -LKLYHS :\WWSLTLU[HS ,K\JH[PVUHS 6WWVY[\UP[` 7YVNYHT -:,6 ¶ :[\KLU[
 T\Z[IL LSPNPISL MVY 7LVSSLKPHU HUILSPHLUY \UP[Z M\SS [PTL
 -LKLYHS >VYR :[\K` ¶ 7YV]PKLZ [OL VWWVY[\UP[` [V ^VYR VU JHTW\Z VY VM
 JHTW\Z
 -LKLYHS +PYLJ[:[\KLU[3VHUZ (ZZPZ[Z Z[\KLU[Z ^P[O \UTL[ULLK [V JV]LY
 ZJOVVSLSH[LK L_WLUZLZ

:[H[L 7YVNYHTZ
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,MMLJ[P]L 1HU\HY`       ()      Z[\KLU[Z HYL LSPNPISL [V HWWS` MVY [OL
*HSPMVYUPH *VSSLNL 7YVTPZL .YHU[MVYTLYS`)6.> HUK V[OLY Z[H[L WYVNYHTZ
*VTWSL[L HWWSPJH[PVU PUZ[Y\J[PVUZ HYL H]HPSHISL VUSPUL H[! KYLHT JZHJ JH NV]
*HSPMVYUPH *VSSLNL 7YVTPZL .YHU[**7.
;OL *HSPMVYUPH *VSSLNL 7YVTPZL .YHU[**7. ^HP]LZ LUYVSSTLU[MLLZ HUK
H WVY[PVU VM [OL WHYRPUN MLLZ (WWSPJH[PVUZ T\Z[TLL[LSPNPIPSP[` JYP[LYPH L N
OV\ZLOVSK ZPaL HUK PUJVTL SL]LSZ L[J   =PZP[! ^LZ[]HSSL` LK\ ÄUHUJPHSHPK [V ÄSS
V\[H **7. HWWSPJH[PVU PM [OL -(-:(VY *(+((OHZ UV[`L[ILLU JVTWSL[LK

*HSPMVYUPH .YHU[Z *HS .YHU[Z
*HS .YHU[ ) ¶ -VY KPZHK]HU[HNL VY SV^ PUJVTL Z[\KLU[Z *V]LYZ SP]PUN L_WLUZLZ
IVVRZ HUK Z\WWSPLZ 4PUPT\T .7(

*HS .YHU[* ¶ /LSWZ]VJH[PVUHSS` VYPLU[LK Z[\KLU[Z HJX\PYL THYRL[HISL QVI ZRPSSZ
^P[OPU H ZOVY[WLYPVK VM [PTL 0M LSPNPISL MVY H *HS .YHU[HZR [OL -PUHUJPHS (PK
6MÄJL MVY HKKP[PVUHS Z\WWSLTLU[HS NYHU[Z *pp0LSL MP H ðÀ(0 à •0 P°0ðÐ`•@ÇHPSH 0H 0H 0H 0H 0H 0HðV0HðV0Hð

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(M[LY HJJLZZPUN VUL VY TVYL /LHS[O :LY]PJLZ WYVNYHTZ ZLY]PJLZ HUK VY
HJ[P]P[PLZ H Z[\KLU[^PSS IL HISL [V!

‹ 3VJH[L HUK \[PSPaL [OL OLHS[O ZLY]PJLZ VMMLYLK VU JHTW\Z

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^LZ[]HSSL` LK\ SLHYUPUN JVTT\UP[PLZ OVUVYZ
;OL /VUVYZ 7YVNYHT PZ VUL VM >LZ[=HSSL` *VSSLNL»Z WYLTPLY ZLY]PJLZ [OH[
WYVTV[L HJHKLTPJ L_JLSSLUJL HUK JYP[PJHS [OPURPUN ;OL WYVNYHT»Z WYPTHY`
TPZZPVU PZ [V JYLH[L HUK THPU[HPU JV\YZL LUYPJOTLU[I` WYVTV[PUN PU[LSSLJ[\HS
HUK JYLH[P]L KL]LSVWTLU[;OYV\NO HU PU[LYKPZPWSPUHY` HJHKLTPJ HWWYVHJO
[OL /VUVYZ 7YVNYHT JVUJLU[YH[LZ VU [OYLL JV\YZL IHZLK [OLTLZ! *P]PSPaH[PVUZ
VM [OL >VYSK" :JPLUJL! 0UX\PY` HUK (WWSPJH[PVUZ HUK ;OV\NO[HUK 7VSP[PLZ
:[\KLU[Z OH]L [OL VW[PVU VM LUYVSSPUN PU VUL [^V VY [OYLL JV\YZLZ WLY ZLTLZ
[LY KLWLUKPUN VU WYLZHUK\UZVSVUN PZ HSZV WHY[VM [OL /VUVYZ
7YVNYHT ^OLYL Z[\KLU[Z HYL WYV]PKLK ^P[O HJHKLTPJ WSHUUPUN WLYZVUHS N\PK
HUJL HUK [YHUZMLY HWWSPJH[PVU Z\WWVY[

/VUVYZ Z[\KLU[Z ^OV [HRL HK]HU[HNL VM [OL ;YHUZMLY (SSPHUJL (NYLL
TLU[;(7 7YVNYHT [V <*3(HYL YLX\PYLK [V JVTWSL[L NLULYHS LK\JH[PVU
JV\YZLZ THQVY WYLWHYH[PVU YLX\PYLTLU[HUK JVTWL[P[P]L .7([V YLJLP]L
WYPVYP[` HKTPZZPVU JVUZPKLYH[PVU ;V X\HSPM` MVY [OL ;(7 7YVNYHT Z[\KLU[Z
T\Z[HSZV JVTWSL[L ZP_ VY TVYL /VUVYZ JV\YZLZ   \UP[Z I` [OL [PTL [OL`
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,UNSPZO (^P[O H NYHKL VM (VY) VY [HRL (JVUJ\YYLU[S` ^P[O `V\Y ÄYZ[
ZLTLZ[LY VM /VUVYZ JV\YZLZ HUK LHYU HU (VY) :JOLK\SL HU PU[LY]PL^ ^P[O
[OL /VUVYZ *VVYKPUH[VY ^OV ... Z[\KLU[Z JHU
HWWS` [V [OL WYVNYHT ^P[O H   /PNO :JOVVS .7(

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;OL *VSSLNL VMMLYZ TLU»Z HUK ^VTLU»Z ZWVY[Z H[[OL PU[LYJVSSLNPH[L SL]LS >LZ[
=HSSL` *VSSLNL PZ H TLTILY VM [OL *VHZ[*VUMLYLUJL HUK WHY[PJPWH[LZ PU ^H[LY
WVSV ZVJJLY IHZRL[IHSS [YHJR HUK ÄLSK IHZLIHSS ZVM[IHSS Z^PTTPUN HUK
]VSSL`IHSS  :[\KLU[Z PU[LYLZ[LK PU WHY[PJPWH[PVU HUK PU SLHYUPUN HIV\[ LSPNPIPSP[`
YLX\PYLTLU[Z TH` JVU[HJ[ [OL +LWHY[TLU[ VM 2PULZPVSVN` HUK ([OSL[PJZ H[
>LZ[=HSSL` *VSSLNL
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‹ +LTVUZ[YH[L HU \UKLYZ[HUKPUN VM [OL Y\SLZ HUK VY HZZPNUTLU[VM [OL
   ZWVY[VM WHY[PJPWH[PVU"

‹ +LTVUZ[YH[L PTWYV]LTLU[PU   ZRPSSZ ZWLJPÄJ [V [OL WHY[PJPWHU[Z ZWVY["

‹ +LTVUZ[YH[L [LHT JVTTP[TLU[HUK [LHT Z[YH[LNPLZ [V IL Z\JJLZZM\S

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^LZ[]HSSL` LK\ ZLY]PJLZ PU[LYUH[PVUHS
;OL 0U[LYUH[PVUHS :[\KLU[Z 6ÄJL MHJPSP[H[LZ [OL HWWSPJH[PVU WYVJLZZ HUK [OL
[YHUZP[PVU [V Z[\K`PUN PU [OL <UP[LK :[H[LZ ;V IL HKTP[[LK [V [OL JVSSLNL
H Z[\KLU[T\Z[HJOPL]L H TPUPT\T ;6,-3 ZJVYL!   WHWLY IHZLK
 JVTW\[LY IHZLK VY   PU[LYUL[IHZLK 0,3;: 0.,7 HUK :[LW ,PRLU HYL HSZV
HJJLW[LK PU SPL\ VM ;6,-3 7SLHZL JVU[HJ[KLWHY[TLU[MVY JYL ZJVYLZ ;OL
PU[LYUH[PVUHS Z[\KLU[HK]PZVYZ OVSK VYPLU[H[PVUZ H[[OL Z[HY[VM [OL ZLTLZ[LY [V
HJJSPTH[L [OL Z[\KLU[Z [V [OL (TLYPJHU ,K\JH[PVUHS Z`Z[LT HUK [V YL]PL^ HUK
HZZPZ[Z[\KLU[Z PU YLNPZ[YH[PVU 0U[LYUH[PVUHS Z[\KLU[HK]PZVYZ HZZPZ[J\YYLU[S`
LUYVSSLK PU[LYUH[PVUHS Z[\KLU[Z ^P[O Z\JO JVUJLYUZ HZ HJHKLTPJ TH[[LYZ
PTTPNYH[PVU YLN\SH[PVUZ HUK WLYZVUHS JVUJLYUZ
3LHYUPUN 6\[JVTLZ
(M[LY HJJLZZPUN [OL ZLY]PJLZ WYV]PKLK I` [OL 0U[LYUH[PVUHS :[\KLU[Z 6ÄJL HU
PU[LYUH[PVUHS Z[\KLU[^PSS!

‹

‹ :[\KLU[Z ^PSS IL HISL [V HJJLZZ HUK JVTWSL[L HSS Z[LWZ VM [OL HKTPZZPVU
  WYVJLZZ [V `LHY

;YHUZMLY *LU[LY 9LZV\YJLZ

‹ -YLL <* HUK *:< HWWSPJH[PVU ^VYRZOVWZ"

‹ (JJLZZ [V VUSPUL [VVSZ [OH[V\[SPUL[OLLJVLYZZHY` HUK YLX\PY
  [V [YHUZMLY"

‹ 0UMVYTH[RPVUNYLNHY2Z;YHUZMLY (KTPZZPVU .\HYHU[LLZ [V [OL <UP]LY
  ZP[` VM *HSPMVYUPH ZJOVVSZ"

‹ /HUKV\Z [OH[V\[SPUL [OL kTLU[Z" .E, YLX\PY

‹ (U HUU\HS ;YHUZMLY +H` [OH[ OVZZ YLWYLZLJVSSLNL HUK \UP]LYZP[` Y
  H[PLZ L]LY` MHSS ZLTLZ[LY"

‹ *HTW\Z]PZP[Z MYVT\UP]LYZP[PLZ PUJS\KPUN PUKP]PK\HS HWWVPU[TLU[
  ^P[O \UP]LYZP[` YLWYLZLU[H[P]LZ "

‹ *V\UZLSPUN HWWVPU[TLU[Z H]HPSHISL

*HYLLY *LU[LY 9LZV\YJLZ

;OL *LU[LY OVZ[Z H JHYLLY YLZV\YJL SPIYHY` ^OPJO PUJS\KLZ H JVSSLJ[PVU VM IVVRZ
HY[PJSLZ JH[HSVNZ HUK JVTW\[LY IHZLK TH[LYPHSZ [V HZZPZ[Z[\KLU[Z PU L_WSVYPUN
JHYLLY VW[PVUZ ;OL *LU[LY HSZV Z\IZJYPILZ [V ,<9,2(H JVTW\[LYPaLK \W [V
KH[L SPIYHY` VM VJJ\WH[PVUHS HUK LK\JH[PVUHS PUMVYTH[PVU