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[PVU VM IL]LYHNL HUK ZUHJR P[LTZ >L VMMLY H YU[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 VMMLY L]LU[
VU -HJLIVVR H! MHJLIVVR JVT ^LZ[ ]HSSL` IVVRZ[VY
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;OL Z[\KLU[ ^VYRLY ^PSS SLHYU!
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< ;PTL THUHNLTLU[ YLX\PYLK MVY Z\JLZZM\S ^VYR
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TLTILYZ VM V\Y JVSSLNL JVT\UP[` 7SLHZL ZLL [O] ZJOLK
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;OL +PZ[YPJ] [HRLZ NYLH[ WYPKL PU ILPUN HTVUN [OL ZH
:V\O ]H` HYLH ( KL[HPSLK JHTW\Z ZHML[` IYVJO\YL PZ H]
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*VSSLNL +PZ[YPJ] 7VSPJL +LWHY[TLU[ Z\ITP[Z TV\OS` JY
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*VSSLNL 6\Y PUMVYTH[P]L JVSSLNL Z[HMM JHU WYV]PKL HWWSPJH[PVU HZZPZ[HUJL HUK
PUMVYTH[PVU YLZPKLUJ` KL[LYTPUH[PVU WYVJLZZ VMÄJPHS HUK \UVMÄJPHS [YHUZJYPW[
YLX\ LZ[Z L]HS\H[L KLYLL HUK JLY[PÄJH[L YLX\LZ[Z JYLH[L Z[\KLU[ PKLU[PÄJH
[PVU JHYKZ HUK THU` V[OLY ZLY]PJLZ *OLJR V\ [V\Y ^LIZP[L MVY TVYL PUMVYTH
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VU KLYLL HUK JLY[PÄJH[L WYVNYHTZ ^P[O JHYLLY LTWOH

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< <UKLYZ[HUK [OL TLHUPUN VM (JHKLTPJ ZZZIH[PVU +PZTPZZHS JHSS VY JOLJR V\Y ^LI ZP[L
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TLU[ H[ >LZ[ =HSSL` *VSSLNL ^OPJO URHSSMASLYZ LBLZ TAULKHTZLPZ W\ MHTPS` ZPaL NYVZZ TVU[OS` PUJVTL
Z[\KLU[ ZLUH[VYZ HUK KPYLJ[VYZ ^OV HYL WYV]PKLU[AP]O WSH JPHYS SLHKLYZOPW [YHPU

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;Y\Z[LLZ` ;OL :[\KLU[ :LUH[L PZ HMMVYKLK H ]HYPL[` VM VWWVY[UP[PLZ [V WHY[PJPWH[L
PU ]HYPVIZ *VSSLNL ^PKL JVTTP[LLZ HUK [HZR MVYJLZ (SS [OLZL HJ[P]P[PLZ ZLPO
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OVVK ;LHJOLY ;YHPUPUN 7YVNYHT HUKUPYVJPKYZ HU L_LTWSHY` VWWVY[\
*OPSK :[\KPLZ Z[\KLU[Z [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
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KP]LYZLS` L_WLYPLUJLK JV\UZLSVYZ ;OL WYPHY` NVHS VM *V\UZLSPUN :LY]PJLZ
PZ [V WYV]PKL VWWVY[\UP[PLZ M VY Z[\KLU[Z [V JSHYPM` [OLPY WLYZVUHS HJKLTPJ
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\WVVY[WYVNYHTZ +, :7 ,67: ;906 *HYLLY 7YVNYHTZ +, =L[LYHU»Z
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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 JVUJZL HUK \W [V KH[L LK\JH[PVUHS WSHUUPUN HUK [YHUZMLY
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HUK PU[LNHYH[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\JLZZM\SS` W\YZ\L H JVSSLNL LK\JH
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3PMLZ[`SLZ" *V\UZLSPUN * *HYLLY HUK 3PMLZ[`SLZ" *V\UZLSPUN 7LYZVUHS
.YV^ [O" *V\UZLSSPUN : \JLZZM\S : [\K` : [YH[LNPLZ *V\UZLSPUN *YVZZ
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< OKLU[PM` Z[YH[LNPLZ M VY THRPUN ^PZL JOVPJLZ NVHS ZL[[PUN [HRPUN YLZVWUZP
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(M[LY HJJLZZPUN VUL VY TVYL /LHS[O :LY]PJLZ WYVNYHTZ ZLY]PJLZ HUK VY
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^LZ[]HSSL` LK\ SLHYUPUN JVT\UP[PLZ OVUVYZ
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WYVTV[L HJHKLTPJ L_JLSSLUJL HUK JYP[PJHS [OPURPUN :OL WYVNYHT»Z WYPHY`
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[LYKPZJPWSPUHY` HJHKLTPJ HWVYVHJO
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[LY KLWLKUPUN VU W[P]LZHU\UZYSRUN PZ H SZV 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\WVWVY]
/VUVYZ Z[\KLU[Z ^OV ^HU[[V [HRL HK]HU[HNL VM [OL ;YHUZMLY (SSPHUJL (NYLL
TLU[;(7 7YVNYHT [V <*3(HYL YLX\PYLK [V JVTWSL[L NLULYHS LK\JH[PVU
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PTTPNYH[PVU YLN\SH[PVUZ HUK WLYZVUHS JVUJLYUZ
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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