

(LQ³/4KUXQJ

'DV 3URMHNW ,QWHJU\$(LVW HLQH
WUDQVQDWLRQDOH ,QLWLDWLYH LP 5DKPHQ
GHV ,QWHUUHJ 'RQDXUDXP
3URJUDPPV GLH GLH QDFKKDOWLJH
7HLOKDEH YRQ (UZDFKVHQHQ DE
-DKUHQ DQ GHU G\QDPLVFKHQ
\$UEHLWVZHOU YRQ KHXWH I,UGHUW

\$QJHVLFKWV GHU IRUWVFKUHLWHQGHO
'LJLWDOLVLHUXQJ GHU \$UEHLWVZHOU VHKHQ
VLFK YLHOH %HUXIVW!WLJH DXIJUXQG
EHJUHQ]WHU GLJLWDOHU .RPSHWHQ]HQ
PDQJHOQGH 6HOEVWYHUUWUDXHQ RGHU
XQ]XUHLFKHQGH =XJDQJ]X
:HLWHUELOGXQJVP ,JOLFKNHLWHQ PLW
+HUDXVIRUGHUXQJHQ NRQIURQWLHUW GLH
VLH GDUDQ KLQGHUQ DNWLY DQ GHU
\$UEHLWVZHOU WHLO]XKDEHQ XQG
)³/₄KUXQJVUROOHQ]X ³/₄EHUQHKKPHQ

, QWHJU\$(KWDYRDXVGDVV
(UIDKUXQ\$OWHWZDNULQG
XQG EHJHJQHWHQ GLJLWDOHQ
+HUDXVIRUGHU\$XUHQGLH
(QWZLFNOXQJ LQQRYPDWLYHU
6FKXOXQJVPDWHULDOLHQ XQG
PHWKR\$XQGLHVHLVZLUG
DXFK!OWHU%HQVFK!IWLHLVQH
DNWLYHEHUXIOLFKBXIEDKQ
HUP ,JOLFKWLVHVLQJHWHQ
N,QQHQ XQG ZHUWJHVFK!W]W ZHUGHQ

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/ DXW UNHQQLVHQ IP
5DKP HQ YRQ, QMU\$* (XQMUJFKHGHQ VFK GH
* HQLDMRGHQ KIQMFKWFK
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WUNWMLP %HJFK GH
GLVWQ: LVHQXQG GHWHQ
SUDNWFKHU\$QZ HQGXQ ”

8 QVHU =LHO LVWHV HQ XP IDWHQGHV / HKU XQG \$XVELOXQJVSURJUDP P
DQJ XEILMMQ GDV0 HQVFKHQ DE -DKUHQ VRZ RKOGLVWQ. RP SHMQ HQ DQ
DXFK)! KJNHLMQ] XU SHU, QCFKHQ : HLMUHQZ LFNOXQJ YHUP LVWQVXP GH
(URQVFKDQFHQ IQ IKUH \$LEHLVXP IHQ] X HUK, KHQ

- ' LVLWQ. RP SHMQ] 6WUNXQJ GHV 6HEWVHUMDXHQV IP 8 P JDQJ P LV
GLVWQ 7RRQ IAU . RP P XQINDMRQ =XVP P HQDUEHLW 2 QQQH
6LEKHUKHLWXQG IIQDQ] IHO 6LEKHUKHLW' LH 7HLOHKP HQGHQ HJZ HJHQ
. HQQLVH IQ GHU 1 XVXQJ YRQ 3DMRUP HQ Z LH * RRQ : RUMSDFH
0 6 7HDP V =RRP XQG 2 QQH%QNLQJ 6\WMP HQ XQG WUNHQ
JQLEK] HLM IKUH)! KJNHLMQ] XP 6FKXV] YRUGJLVWQ 5LVNHQ
- 3HU, QCFKH (QVZ LFNOXQJ), UGHXQJ YRQ 5HMOHQ] 0 RMDMRQ XQG
)³KUXQJMRP SHMQ] ' XUFK 0 RGXQ]X 6HEWVHUMDXHQ
6WHWEHZ! QVXQJ XQG . RP P XQINDMRQ Z HUGHQ GH 7HLOHKP HQGHQ
XQMUJWVW IKUH . DUHU] IHO QHX]X GHILQH HQ IKU) DFKZ LVHQ]X
VWQ XQG VFK IQ IKUHQ MZ HJHQ %DQFKHQ] X HQDJLHUHQ

0 RGX³4EHUMFKW

' DV ,QMUJ\$* (&XUJFXQP JQGHUW VFK IQ]ZHL /HUQEHUJFKH GLH MIQH
6FKQAMHQRP SHM^Q HQ Z LGHUSIHUHQ GLH I³UJHQ VFKHUHV XQG DNMYHV + DQGHQ LP
KHXMJHQ GJLV^Q \$LEHWXP IHG HURUGHU^Q VQG -HGHU %HUJFK LW IQ
SUDJ LVRUHQMHUM 0 RGX^Q XQMUMLOV GLH HQVZ HGHU VFKUMZ HLVH DEVROYHUWRGHU
LQGLYGXHODXVJHZ! KQV HUGHQ, QGHQ

' LJLV^Q. RP SHM^Q

0 RGXO =XVDP P HQDUEHLVRQQQH XQG \$ XIJDEHQYHUZ DOXQJ
* UKQGBUHQGH \$QZ HQGXQJ GJLV^Q: HUNJHXJH]XU HIIJLHQMQ . RP P XQINDMRQ
=XVDP P HQDUEHLVXQG \$ XIJDEHQRUJ DQVDMRQ LP %HUKIVD^Q

0 RGXO &\ EHUMFKHUKHLVXQG) HKQLEHKHEXQJ
(UNHQHQ GJLV^Q 5LVNHQ 6FKXVJ SHU, QQFKHU XQG EHUKIQFKHU ' DMQ VRZ LH
6LFKHUKHLV 8 P JDQJ P LWK! XILJHQ WFKQLVFKHQ + HUDXVIRUGHUKJHQ

0 RGXO) LQDQJ LHQ 6LFKHUKHLV-REVXFKH XQG %HZ HLEXQJ RQQQH
(LZ HLE YRQ . RP SHM^Q HQ I³UJ VFKHUH 2 QQQH) LQDQJ WQVDMRQH XQG
. HQGHQBUHQ GJLV^Q: HUNJHXJH LP =XVDP P HQKDQJ P LW -REVXFKH
. DUHUHSQXQJ XQG %HVK! IWXQJ

3HUV, QQFKH (QVZ LFNQXQJ

0 RGXO 6HEWYHUWDXHQ XQG. RP P XQINDMRQM! KLJNHLMQ
6WUNHQ 6LH, KU6HEWVHZ XWVHLQ RSMV LHUHQ 6LH, KUH. RP P XQINDMRQM! KLJNHLMQ
XQG UHONMHUHQ 6LH, KUH LQGLYGXHODQ 6WUNHQ VRZ LH (UDKUKJHQ LP EHUKIQFKHQ
8 P IHG

0 RGXO 6WHMP DQDJHP HQVXQG) ³4KUXQJ VNRP SHM^Q HQ
(QVZ LFNHQ 6LH 6WDMJLHQ I³UJ GDV 6WHMP DQDJHP HQVVRZ LH]XU), UGHUKJ GHU
5HMLHQJ XQG HQGHFNHQ 6LH) ³4KUXQJ VNRP SHM^Q HQ GLH LQ MIGHU3KDVH GHU. DUHUH
YRQ %HGXVXQJ VQG

0 RGXQWVXNXU

-HGHV, QMJUS* (0 RGXOIRQWHLQHUNDUHQ 6WVXNXU GLH GDV / HUCQ HQ DFK
WDQVSDUHQWXQG SUDJ LVRUHQMHUWJHMDDMM' IH 0 RGXO MQG VR NRQJ LSIHUW
GDW VEH 6LH VFKUWZ HLH DXI GHQ (LQWVHU IQ GLH LQMUDNMYH (/ HDUQLQJ
8 P JHEXQJ YRUEHUHVMQ

-HGHV 0 RGXOX P IDWW

- 6FKQAVHGHUWJH ' IH JHQMDHQ %HUWJH JX GLHMP 7KHP D
HUP, JDFKHQ HV, KQH QUDVK JX HUDWHQ Z RUXP HV IQ GLHMP 0 RGXO
JHKW
- / HUCJ LHQ 3U JLVH IRUP XCHUM =LHQ P DFKHQ GHXVDFK Z DV 6LH QDFK
\$EVFKQWGHV 0 RGXO Z LVHQ RGHUEHKHUWFKHQ Z HUGHQ
- (LQ³KUXQJ XQG VKHRUHMVFKH * UXQGQDJHQ ' IH GUHL 6HVMQ P LV
\$XV³KUXQJHQ JXP 7KHP D VRZ IH HLHU (LQ³KUXQJ IQ GLH JHQMDHQ
VKHRUHMVFKHQ. RQJ HSM Z HUGHQ VS! VMULP (/ HDUQLQJ 7HLOYHUMHW
- (/ HDUQLQJ . RP SRQHQM * HQLDQ 6LH ELQHW GHQ JHQMDHQ
%HMDDQGMLOGHV 0 RGXO ' HU LQMUDNMYH (/ HDUQLQJ %HUEFK EHLQKDDMM
) ROHQGHV
 - . XUJH (UDXMVXQJHQ XQG YLVXHQ, QKDDM
 - 3UDNMFKH 5DMFKQJH XQG \$QDLXQJHQ
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- \$EVFKQWTXIJ \$P (QGH MGHV 0 RGXO JLEWHV HLQ NXJ HV 4 XIJ IQ GHP
³EHSU³VZ ILG Z DV VEH JHDLQWKDEHQ XQG LQZ IHZ HLH 6LH, KU9HUWQGGQV
I³JGLH JHQMDHQ 7KHP HQ HQV LFNHQKDEHQ

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' HU (/ HDUQLQJ %HJHFK GHV , QMJU\$* (/ HKLSDDQV EHLQGHVMEK DXI * HQLDQD
HJHULQMDNMYHQ XQG EHQXVJHU UHXQGDQFKHQ / HJQSDDMRUP

-HGIV 0 RGXQLWQ GUHL/ HJHJLQKHLWQ JHJHGHUWGLH MIZ HJH HJH³EHJMEKVEFKHV
, QKDDMYHJ HFKQLV KDEHQ VRGDW 6LH GLH EHKDQGHQWQ 7KHP HQ XQG , QKDDM
P³KHJRVILQGHQ N₂ QGHQ

6LH N₂ QGHQ GHQ : HJ GXUFK GLH , QKDDM ILQGHQ LQGHV 6LH DXI GLH 3IHJH
6\ P ERJH RGHUKHJYRWJHKREHQHQ (QP HQM NQFNHQ , Q \$EK! QJLJNHLWYRQ , KUHQ
/ HJQZ³QVFKHQ KDEHQ 6LH GLH 0 , JQFKNHLW \$EVFKQLWMM DQJXKDDMQ]X
ZLHGUKRQHQ RGHJ] X³EHJVSUQJHQ

- ' UHL/ LQLHQ . QFNHQ 6LH GDUXI XP]XU+ DXSWHJVM]XU³FNJXNHKHQ DXI
GHUDDI GUHL/ HJHJLQKHLWQ DQJHJ HJWZ HJGHQ
- 3IHJH 1 XVMHQ 6LH GLH 3IHJH QDFK QDNV XQG UFKW XP VHLMQZ HJH
GXUFK GHQ , QKDDYJ X QDYJLHJHQ

- 8 P NHKUSIHLO : ! KUHQG 6LH HJH / HJHJLQKHLWGXUFKQXIHQ KDEHQ 6LH
MIGHJHLW GLH 0 , JQFKNHLW GXUFK . QFNHQ DXI GHQ 3IHLO]XP
, QKDDMYHJ HFKQLV] XU³FNJXNHKHQ

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LQMLDNMYHQ XQG EHQXVYHU UHXQGGQFKHQ / HUCSDMRUP

-HGHV 0 RGXQLWQ GUHL/ HUCQKHLWQ JHUQHGHUWGLH MZ HLQ HLQ 3/EHUMFKVQFKHV
,QKDDMYHU HLFKQV KDEHQ VRGDW 6LH GLH EHKDQGHOMQ 7KHP HQ XQG ,QKDDM
VFKQHQIQGHQ N, QGHQ

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. QFNHQ 6LH DXI HLQHQ GLMHU YHU 6\ P EROVSHQ XP ZHVMU3/KUHQGH
(WDXMUKQJHQ RGHU+ LQMUJUXQGLQ RUP DMRQHQ] XP 7KHP D DXI GHU6HVM] X
HUKDDMQ

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. QFNHQ 6LH KILHU XP HLQH H[VMUQH 5HMRXUFH RGHU HLQH YHUZ DQGM 6HVM LQ
HLQHP QHXHQ) HQVMU] X , IIQHQ
+ DQGHQVHV VFK XP HLQ9LGR Z ILG GLHVLP 6\ P EROGHU6FKDDMDFKH DQJHJ HLJW

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+ LHUIIQGHQ VFK \$ XIJDEHQ P VWXUJ HQ \$QZ HLXQJHQ] XU
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: WØGHQ 6LH KHJ ØFK] X HØHP 7HWHQ
P WGHMHQ+ LØH 6LH, KUH YRUKDØGHQHQ
. HQØØLWH EHMWHUHQVFK! VHQ N, ØGHQ

' XUFK GDV \$XV³ØQ GHV) UJHERJHQV] X
, KUH WFKQVFKHQ. RP SHMQ HQ ØVHQ
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' LJLVDOH . RP SHM#QJ

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X Q V H \$ H E H R W J D Q L V L X H Q M H Q I H Q D Q J M R U Z D O X W H G Q
& K D Q F D H X G H F K H X W L \$ U H E Q H L W V Q P X W J P W H G H G L J L W D O H
. R P S H W J H Q H W G D K R U F G W U X P L W U H Q G F K U J X W D W O W H Q
V R Q G I B D Q X P H F K Q R O I R D I O H Q W : J G L L W K B Q M L R F Q X H Q G
V H O E V W E H Z X V V W H L Q V H W] H Q] X N , Q Q H Q

' L H 0 R G X Q X U 2 Q O L Q H . R P S H H W P Q W H M B O X Q Q G O H J H Q G
9 H U V W : G G H L V L W D R R H Q Q Z Q B H U H E L H G V H \$ U E H K L W G
G D U 3/4 K H Q D E X W J H J Q G H F K U I L 3/4 W F K U Y M W W F K D I L F Q H
/ H U Q H Q . G H Q K 3/4 H E W X V D P P H Q D R I E G L Q H E H U V L F K H U K
V R Z L R E V X F X Q G % H Z H E X Q R Q O L Z R H G X U F Q V L F K H U K H L V
D E J H E D X W I L 5 H L V L N H H O P L H X G H G H F K Q R B Q 3/4 X Q V
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% H U X I O (L F I R H U U Q L F Q W G X U F K K L J N H X V Q B Q V V H Q
E H V W L R P R Q G H D X Q E D Y R Z Q H Z L N R P P X Q L J L Z I U H I Q U
P L W U X F X P J H K X Q Q R E Z L X Q V H H U H H Q S W Q U N H H Q Q H Q
3 H U V , Q Q Q M Z L F N G S X O H Q Z L F K W R J O G D H E Z ! K U H Q G
G H V J H V D P W H Q U X I V O H P E R H Q V Y L V H U O V E V W E H X Q G V W
H Q J D J J K E O H L E H Q V E H V R Q G H U W G H Q D Q G H R Q G H U
H U K , K W H U \$ Q I R U G H U X Q J H Q

' L H 0 R G X Q X U S H U V , Q O L E W Z L F N O D X G B Q F H L O Q H K P H U
G D J X H L Q ¾ E H U L K U H (U I D K U X Q J (H L Q V W J H O O X Q G
% H Z ! O W L J X Q J V Q W D B J X I G H L O X O F G L H R Q J H Q W U D W L
D X I 6 H O E V W Y H U W U D . R P Q X Q L N D W L R Q V I ! K L J M
6 W U H V V P D Q D X J H P H Q U X Q J V N R P S X I O M I Q U H Q W H W H W
/ H U Q S G L G H U Q H Q G E H Q L K U S H U V , Q O S L F W R X Q U F H Q
V W ! U N H H Q D X V I R U Q H O H L E J K W H L V W X H Q G K U S R O O H
D P \$ U E H L W V S O D W J D N W L Y J X J H V W D O W H Q



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' LH2 QQQH =XVDP P HQDUEHLVXQG
GDV\$XIJDEHQP DQDJHP HQW
QHKP HQHLQH] HQMDQI6MOKQJ LQ
GHU\$LEHLWRUJDQLVDMRQ P RGHUQHU
8 QMLQHKP HQHLQ \$QJHMEFKW GHU
] XQHKP HQGHQ9HLDJHUXQJ GHU
. RP P XQLNMRQ DXI GLJLMDQI
. DQI QILWGLH) ; KLNHLW
, QMLNMRQH] X WAKNXLHUHQ
VRZ LH\$XIJDEHQ] X YHJZ DOMQ XQG
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XQHLD WQFK I 3/4JHLQ HII] LHQMMV
XQGI RNXLVLUHMV \$LEHLMQ
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) 3/4J(LZ DFKVHQH DE -DKUHQ
ELHMMGLH=XVDP P HQDUEHLVRQQH
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+ HUDXMRUGHUXQJHQ \$XFK Z HQQ
(UDKUXQJ XQG EHUXI QFKH5RXVQH
YRQ JUR; HP 9RUMLOMQG N; QQH
WVQGLJH %HQDFKUFKWXQJHQ
XQNDUH9HLDQVZ RUMFKNHLVQ XQG
EUXFKWVFNKDIM. RP P XQLNMRQ
XQQ WJHQ' UXFNHJ HXJHQ

' LH) , UGHUXQJ GLH. RP SHMQJ
RQQH] XVDP P HQJ XDUEHLMQ
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P LQIP LHUHQ =HLV] X VSDUHQ XQG
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DQ GHUGJLMDQI \$LEHLWZ HOV] X
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' LHMV0 RGXQJ QHGHUWMEK LQ GUHL
+ DXSWKHP HQ GLH VFKUWZ HLVH
YRQ GHUSHU, QQFKHQ 2 UJDQLVDMRQ
3/4EHUGL7HDP] XVDP P HQDUEHLVEIV
KLQ] XULQMQJ HQMQ 8 QMLWVWJXQJ
YRQ \$XIJDEHQ I 3/4KUHQ

- * UXQGDJHQ GHUGJLMDQI
. RP P XQLNMRQ XQG
7HLP LQRUJDQLVDMRQ

- ' LJLMDQI 7RRQV I 3/4J
=XVDP P HQDUEHLVXQG
2 UJDQLVDMRQ

- 9HJZ DOMQ YRQ \$XIJDEHQ XQG
\$VLVMMQJ GXUFK. 3/4QWQFKH
, QMQJHQ] DP \$LEHLVSDVJ

' DV 3/4EHUJHRUGQHMM =LHCEHMMKW
GDUQ YRQ EQ; UHDMYHP
9HUKDOMQ RQQH] X HLQHU
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. 20081, . \$7,9(5(,%81* 9HUXWYRQ=HLVXQG. OUKHLDXIJUXQG
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. RQJ HQMDMRQ] X Z DKUHQXQG8 QMUEHFKXQJHQ] X P LQIP L#H#H
• 1XV#XQJ GJLMDU7RRU] XU=XVDP P HQDUEHLVXQG2 UJDQVDMRQ XP
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• 7LH#H#V9HUMWQGLV#JGLH, QMUUDMRQ GJLMDU7RRU] XQG
3OVMRUP HQ LQ GLH WJ#F#KHQ \$UEHLVDEOXIH
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. RRUGLQDMRQI, LGHUQ, QGHQ RKQH GLH P HQV#F#KH
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.DOHQG.RQ W D X Q B % H V S U M Q J W Q K O H R K W D Q L W L Q G Z M U G H Q
\$UEHLWVDELOX R K H W ³/₄ F N Q U D I D W Y Q G L H V F R R P H Q E H Z H U F K H Q
SUDNWLHVJFKR U J H V Z L H Q F K W . R P P X Q L N D E M V R W U X N W X Q I G H U H Q
GLH .RQWUROOH ³/₄EHU L K U H = H L W] X U ³/₄F N J H Z L Q Q H Q

'LH7HLOQH K P B Q G F H Q I W L F R I Q W R Q J H S W H I Q H J H L W O L Q W H H Q U L W ! W
X Q G H P % O R F N L Y R U G H Q L W I H Q X V Q H U Q H U Z L H Q L S U E H L W V S I K O V H Q
G H Q H Q M L F N K R Q J H Q W Z R I O W H Q K ³/₄ W X E Q Q Q , W L Q W H U E U H F K X Q J H
Y H U P H L G , H Q Q H Q ; H U G Z I P U G B I Q L E X Q J V Y H Q C H U R W P I X Q L N D W L R Q
D Q K D C G I % H G H X W X E Q U W I O L F . R Q W D N W G B Z L H Q W W U X N W X U L H U
3 U R W R N Y R O O L G H R N R Q I H E H I Q D I Q C H O Y R N X O L H G W E H L X I G H U
N R Q V H T X H Q W E H Q X V V W H V Q X Q R U K D Q G H Q N J H X Q H F B W G H U
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'RNXP HQ V O H R U P D W X R O C H Q W X D O L V L H Q K K W H B X W D X V F K Q
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7HDPDUEHLW .RRUGLQDWLRQ XQG 7UDQVSDUHQ] I,UGHUO

'LH /HUQHQQ XHQ V H U V X E K M Q Q W O B L F K H L S Z I H Q % D U U L H U H I U H L K
9HUVLRQVNR P Q W U R F Q W H X Q G E L H Q W H J U D W Q R R Q \$ Q K D Q R Q
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Y H U P H X Q G M . R R U G L Q J Z W V R Q H Q H D P X Q G Q G H % H Q V H L D P J W H Q
\$UEHLWVSURJHVV RSWLPLHUW

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'XUFURMHNWPDQDJH ZHQWLROROXNWX\$UEHLWVWVQUGHUW
LQGHPNRPSOH(\$XIJDEHQQ ¼EHUVFKDXEĐKUH LWMHOLHGHUW
9HUDQWZR UWJXLJFKZNLHVNORQUWVFKUEHLWVWVFKUVCN,QQHQ
GLHV7KPHPHQE HJHKLWKPGLJUXQGOHJHJQGLH L WSDVOMHJXIP
\$XIJDEHQPDQD J VZPLHUGWOWHZLMBXUFK3HODQXQJGRRUGLQDWLRC
LP \$UEHLWVDOOWDJ XQWHUVW¾WJW ZHUGHQ N,QQHQ

'DU¾E K UQD K V ZHUEGLO7 HLOQHKPHQGGWQ¼EVHJ JHVW¾WJWH
)XQNWL KQKXILJGLJLWDRHQQWHJVILQZLWHWZ(DLQQHUXQJHQ
9RUVFKJXIBH L RULV K Q E L X K W R P D W L Y R H U X Q V L Q H D X J B D E H Q
0LWWHO\$WQK W 9 H U V W L Q Z L C H , ž E H U O D V Y H U Q U L Q X I E C C L H
(QWVFKHLGXQJIVULQHNDQZHQQLG XUFKGD ESKUEHLWV SURJHV
LQWHJULHUW ZLUG



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/DSWRSVYXQG ,QWHUQHWW

' LH7HLOHKP HQGHQZ HUGHQIQ GLH /DJHYHUMJMW7RR0]XU 7HUP LQSDQXQJ XQG . RP P XQINDMRQ]XEHQXWHQ XP GLHJHLOFKH ,QMUUWWJXJHZ!KULHWMQXQG NRP P XQINDMYH5HLEXQJ LQIKUHP GLJLW0Q\$UEHLWDEOXI]X P LQIP LHUHQ

2 SWP LHUXQJ GHVGLJLW0Q . D0HQGHU 0 LQXV#Q 6WDMU[LHQ]XP %0FNLUHQYRQ =HLMHQMMUQDQZ HQGHQXQG GDV . RQJ HSWGHU,QMUUWWYRQ=HLW HUDWHQ ŽEHUMLFKV0FKH . RQV0N0M# 0 LQXV#Q . RQV0NM]XVDP P HQDWHQXQG JUXSSILUHQ XP NRP P XQINDMYH5HLEXQJ]X YHUP HGHQ 9LGHRNRQIHUHQ] SURV#NR0HUHQ 0 LQXV#Q 6W0QGDUGLHUXQJ GHV9HUKD0MQVXQG GHU WFKQVFKHQ\$XVDM0MQJ XP GHQ SURIHMRQH0Q\$E0XI H0HU %HMSU#FKXQJ VFKHJXVM0Q

0 LQXV#Q ' LH7HLOHKP HQGHQILQGHQHLOH 9HU QGHUXQJ GLHVLHXP JHKHQG LQIKUHJWJ0FKHQ . RP P XQINDMRQYRLOHKP HQ Z HUGHQ XQG EHUJFKMQGHQ DQGHUHQ7HLOHKP HQGHQ GDJ#EHU



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/DSWRSV , QWHUQH W]XJ
3URMHNWRU)OLSFKDU

' LH7HQP KP HUHIZ HUEHQ) ; KLNHLMQ
] XU6WKNXUHUHQ YRQ \$ XIJDEHQ] XU
=XVDP P HQDEHLWDQ JHP HLQVDP HQ
3URMHLMQ XQG] XP JH] LHOMQ (LQVDP
GLVDPVURZ LH. , JHMVMMU: HUN] FXJH
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1 XVMXQJ GHU3U VHQMDMRQ XP HLQJH
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\$ XIJDEHQ XQMUMWV%MHQG Z ILNHQ. QGHQ

0 LQXWQ / HLMUDJH
: HØKHV3UREØP WVMQ P HLQUWJØFKHQ
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0 LQ † QGHUHQJ GHU* HZ RKQKHLWQ
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VFKZ LHUJ HLQ3UREØP LQHLQ
\$QJHZ RKQKHLW] X YHUZ DQGHØ'

: HØKH5RØIN. QQM. , VSLHØQ
8 QMUMWV%MXQJ RGHU] XVM VØFKHU
\$XIZ DQG"

: HOKH + DQGXQJ YHUN, USHUWGDV3 UQJ LS GHU=HVMQWUJ UW/WDP EHMWQ"
D -HGHP, JOFKH6VXQGH, KUV7DJHVVR JHMDOMQ GDW GLH3URGXNMWVWP DJ IP LHUWZ LLG
E (LQH VHSDDVMQ. DQXGHUI3JUSUYDM7HUP LQHYLZ HQGHQ XP GLMH YRU. RQDUHQ] X
YHLEHUHQ—
F (LQ0 HMQJ RKQHNDUH\$JHQGD K, IOFK DEOKQH XP GLHJHSQMM\$UEHLM HWX
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: HOKH0 D; QDKP H UHGJ LHUW. RP P XQNDVQRVUHLEXQJHQ EHLGHU, QWUDNMRQ P LW
HLQHP JUR; HQ3URMINWVDP DP HITHMVMWQ"
D -HG3HURQ HUK! VHLQH LQGLYLGXHQ (0 DLOXP VFKHJ XWMDQ GDW DQ GLH0 LVMLOQJ
HUKDOMQ
E 1 XVMXQJ GHUMKUEFKHQ. RQVNV/EHLSU34XQJ] XU\$UFKLYHUKQJ YHDDMMU3URMINM
F (UVMXQJ HLQU. RQVNVWUKSSHRGHUHLQV/ DEHOI3JGDV7HDP VRZ LH\$QVSDFKH GHU
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: DVEHMDJWGLH5HJHO =XHUWVWP P VFKDQHQ EHLHLQHP 9LGHRDQXI"
D ' HDNMVHUHQ6LH, KUH. DP HUD HV VHLGHQQ 6LH MQG GLH3HURQ GLHVSUFKW
E * HZ; KUDLVMQ GDW/GHU* DWVHEHUDQ7HLQHP HUVXP P VFKDQMMVREDQGDV
O HMQJ EHUQQW—
F \$QHKP HQ GDWP DQVMWVWP P JHFKDQMMVWVH VHLGHQQ P DQVSUFKVDNMV XQG
VFK XP JHKHQG Z LHGHUWXP P VFKDQMQ QDFKGP P DQVHLQ* HGDQHQ JH; Xi HUWKDW

8 P Z; KUHQG HLQV9LGHRDQXI VHLQ SURIHVMRQHQV (UFKHLQXQJ VELD] X
JHZ; KUDLVMQ Z RVRQV, KUH SLP; LH/ LFKVXHQ LGHDHLZ HLVH SDVY LHUWZ HUGHQ"
D ' LHNWKLQMU, KUP . RSI XP HLQH. RQMDWJX VFKDIHQ
E 9RU, KQHQ LQ, KU* HMFKWJHUFKMMV] % YRUHLQHP) HQMMU—
F 6HVMFK YRQ, KQHQ Z RGXUFK HLQ LQMMQYHU6FKDMMQ HQMMKW

: HOKHV/GHUI RQHQGHQ7RRQ/LQ * RRJQ: RUNVDFH LWFQXGEDVHUWVXQG Z XUGH
VSHJ LHQ3JGLH6SHLFKHUKQJ VRZ LHGHQ\$XWDXVFK YRQ' DVMHLQ P LW XQNMQRHQ] XU
(FKVYHLW. RQDERUDMRQ HQVZ LFNHOV
D * RRJQ' LYH—
E * RRJQ' RNXP HQM
F * RRJQ. DQXGHU

: HOKHGHUIRQHOGHQ\$NMRQHQLQ*RRJΘ' UYH HUXEWHV,KQHQ]X EHWMP P HQ
ZHUHQH' DMLDQVHKHQ NRP P HQMHUHQ RGHUEHDEHLVHQ NDQQ"
D' LH) UHLJDEHLQMMOQJHQ—
E' HU9HUMRQVHUXI
F' HU* RRJΘ. DΘQGHU

: HOKH) XQNRQ YRQ &RXG 6SHLFKHUSΘWRUP HQ Z LH* RRJΘ' UYH 2 QH' UYH XQG
' URSER[JHWDW#WVGHQ 1 XVJHUQ YRQ YHUFKIHGHQHQ * HU VHQ DXV DXI LKH' DMLHQ
]X]XJUH HQ RKQH GLMH P DQXHQ%EHUVDJHQ] X P %MHQ"
D' LH&RXG 6\ QFKURQVHUXQJ—
E' LH' DMLNRP SUHMRQ
F' LHΘNDΘ' DMQMFKHUXQJ

,QZ HOKHU6LVXDMRQI, UGHUW, GLH=XVDP P HQDEHLWDP HITHM#WVHQ"
D: HQQHV7HDP GLNXMRQHQUHMMWLOGHP HVDXVRP DMVFK \$XIJDEHQSURUWMMQIHWΘUW
E: HQQHV EDMLHUHQG DXI EHMMKHOGHQ \$LEHWP XWMLQ (UQQHUXQJHQ) UVMQRGHU
\$XIJDEHQJUKSSIHUXQJHQ YRUFKΘJW—
F: HQQHV GLH1 RVZ HQGLNHLW%JJHP HQVDP JHQXVMM' RNXP HQMXQG
. RP P XQINDMRQMRRO'EHLWVW

: HOKH\$XVDJHEHMFKHLEWHP ! ; GHU/ HUHLOKHLWDP EHW#QGHQ
YHLDQVZ RUXQJVYRΘHQ 8 P JDQJ P LW, DP \$LEHLWSDVJ"
D. %QWFKH,QMΘJHQ VROMLQYRΘP 8 P IDQJ JHQXVWZ HUGHQ XP V; P WFKH
\$LEHLWSUR]HWH]X RSWP LHUHQ
E. %QWFKH,QMΘJHQ HQMDMMVKUHYRΘ: LNXQJ DP HITHM#WVMLQ9HUELOGXQJ P LW
NDUHQ \$XIJDEHQWKNXUHQ XQG P HQVFKΘFKHU(QWFKH LGXQJ VLOGXQJ —
F. %QWFKH,QMΘJHQ HUZ HLWVWFK YRUDΘP I%JWFKQVFKH) DFKNU IVM XQG) %KUXQJVNU IVM
DQYRUMLODIW

: DUXP NDQQ. , GLH9HUZ LLUXQJ WMLJHUQ Z HQQ VHL]X IU%K XQG RKQH GXUFKGDVKWH
6WVWVUHLQ HLQHQ GLJLVΘHQ \$LEHLWDEΘXI LQWUJ UHUWZ LLG"
D' D. , 7RRO'IRUW#HFKUWMMQH WFKQVFKH. HQQQVWYRUDXW#WVHQ
E' D. , GLH I HΘQGH 6WKNXUYRQ \$XIJDEHQ YHUWUHQ NDQQ —
F' D. , GLH=XVDP P HQDEHLW]ZLVFKHQ 7HDP P LWΘGHUQ YHUJQJHUW

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' LHMV6FKXQVP DMUDOUFKVMMFK
DQ7HLOHKP HQGH DE -DKUHQ GLH
VFK VFKHULQ GHUGJLVDOQ: HOV
EHZ HJHQ P , FVMQ ' HU. XU
YHUP LMMOVKQHQ Z LH6LH5LVNHQ
HUNQQHQ ,KUH' DMQVFK³4MHQXQG
P RGHUQH7HFKQRQJLHQ RKQH\$QJVV
QXVMHQ N, QQHQ

,Q GHQ GUHLO RGXQHQ HZ HUEHQ 6LH
. HQQMLVH³EHUGLH* UXQGDJHQ GHU
GLJLVDOQ6LFKHUKHLWGLH
XQMLVFKLHGQFKHQ\$UMQ YRQ2 QQQH
%HGURKXQJHQ XQG6WDMUJLHQ]XP
6FKXVJ ,KUH* HU VM XQG' DMQ

,Q GHUKHXWJHQ YHUGHMVMQ: HOVW
GDV9HUMVQGLV³4JGLVDOQ6LFKHUKHLW
YRQJU ; VMU%GHXVXQJ
LQMEHRQGHUHI³4JDOH GLH³EHU
-DKUH DQVQG ' LH' LJLVDOMHUKQJ
ELHMMJ Z DUJ DKQHFKH0 , JQFNHVMQ
ELWVMGRFK DXFK 5LVNHQ GXUFK GLH
VRZ RKQGLH SHU, QQFKHQ' DMQ DQ
DXFK GLH ILQDQJ LHQ6LFKHUKHLW
JHI: KUGHVZ HUGHQ N, QQHQ

' LH\$QHJQXQJ YRQ: LVMQ³EHU
' DMQVFKXVJ XQG GLH HILJ LHQM
%HKHEXQJ YRQ) HKQJLQ YHUMVM6LH LQ
GLH/ DJH VFK LQ GLHMP 8 P IHC
VFKHJX EHZ HJHQ XQG ,KUH
Z HUVROQ, QIRUP DMRQHJ]X
VFK³4MHQ 6R HQV LFNHVMFK HQ
EHUKLJHQGHV* HI³KOYRQ6LFKHUKHLW

6LHZ HUGHQ QJHQ Z LH6LH
IROHQGH=LHQH HUHLEFKHQ N, QQHQ

- ,GHQMLINDMRQ YHUEHVMMU
&\ EHLEHGURKXQJHQ Z LH
%HMVJ 3KLVKIQJ XQG 0 DQZ DUH
- (LVMQXQJ XQG 9HLZ DQXQJ
VFKHUU SHURQDQMHUMU
3DVZ , UMUXQG 9HLZ HQGXQJ
GHU=Z HL) DMRU
\$XVMHQMLJ LHUKQJ)\$
- 6FKXVJ GHU* HU VM XQG 2 QQQH
. RQMQ YRUXQEHIXJWP
=XJUI
- ' XUFK³KUXQJ JUXQGDJHQGHU
6FKUVMJ XU3UREQ P QVXQJ EHL
KI XIJHQ 6RIVZ DUH XQG
,QMLQHVSUREQ HQ
- * HIKURVH 1 DYJDMRQ IP
,QMLQHVMXQG VFKHUU
' XUFK³KUXQJ YRQ 2 QQQH
7UDQVDMRQHQ

\$QKQDQG SUDNMVFKHU%HLVSLHQ
HLZ HUEHQ GLH/ HUGHQGHQ=XMDXHQ
LQ IKUH) ; KLVNHLWIKUH GLJLVDOH
3U VHQJ SURDNM] X VFK³4MHQ XQG
VFKQVFKH+ HUDXVIRUGHUKQJHQ
HITHM] X P HVMUQ ' DVM JW
GDJ X EHL GDW VFK IKUH RQQH
YHLEDFKVM=HVMFKHUXQG
DQJHQHKP HUHVMQMV

&\ EHUMFKHUKHLW6FKXV\ YRQ6\ WMP HQ JHUHQ &\ EHUEHGURKXQJHQ
) HKØLEHKHEXQJ ' HU3URJ HW/GHU, GHQWINDMRQ ' LDJQRVHXQG
%HKHEXQJ YRQ3UREØP HQ
3DWZ RUW9HUMDXØFKHU=XJDQJVFRGH
%DFNXS (LQH VHSDDWJHMSHLEKHUM. RSLH GHU' DMQ XP , QIRUP DMRQH
IP) DØI YRQ' DMQYHUØWRGHU6\ WMP DXMDØZ LHGHUKHJ XVMØQ
\$QMVLXV 6RIVZ DUH GLHQVZ LFHØVZ XUGH XP 0 DØ DUH XQG 9LUHQ DXI
&RP SXMLQ XQG LQ6\ WMP HQ] X HUNHQHQ] X HQMHUHQ RGHU] X
YHUKLQGHUQ



(UØLUHQ GHU) ! KLJNHLWJUXQGDØUHQGH GLJLMDØI %HGURKXQJHQ] X LGHQWLIJ LHUHQ
' DV: LVHQ XP * HIDKUHQ KLDW/KQH GDEHL VFK RQØH VFKHU] X I%KØQ
, Q GHU/ DJH VHQ VFKHUH 3DWZ , UMU] X JHQHUHUHQ 6VUNH 3DWZ , UMU XQG
GLH=Z HL) DNMRU\$XMKHQWLIJ LHUKQ VFK%JMHQ, KUH. RQMQ
6LEK P LV0 DØ DUH XQG %HMKJVP DFKHQ YHUMDXWP DFKHQ , QGHP 6LH VFK
GLMHU 5LVNHQ EHZ XVMWQ N, QQH 6LH YHUKLQGHUQ LKQH] XP 2 SIHU] X
IDØQ
(UDKUHQ Z LH* HU VM GXUFK \$QMVLXV 3URJUDP P H XQG HLQ) LUHZ DØJHVK%JMW
Z HUGHQ N, QQH %HMP P VM 6LEKHUKHLWRRØY YHUKLQGHUQ XQEHIXJVMQ =XJUI
XQG GLH, QWØØMRQ YRQ0 DØ DUH
6\ WMP DMVFKH XQG] XYHUØVWJH 6LEKHUKQ GHU' DMQ 5HUØ ; ; LH %DFNXSV
VMØQ VFKHU GDW, KUH' DMQ IP) DØI HQHV3UREØP VJHVK%JMMQ

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' DV GJLVØØ / HEHQ EIHMMV. RP IRUW9HUCM/XQJ XQG XQJ; KQJH 0 , JØFKNHLMQ EUQJVMIGRFK DXFK HLQH9LHØDKOYRQ 2 QØQH 5LVNHQ P LVMEK GLH GLH SHUV, QØFKHQ' DMQ XQG GLH DØVJØFKH GJLVØØ 1 XVMXQJ JHI; KUGHQ N, QØHQ ' DV %HZ XVMWHQ I%J &\EHUMFKHUKHLW]X VWUNHQ EHG-XMMVQLFKW \$QJW]X HP SIIQGHQ RGHU %EHU DXVJHILØMV WMFKQLVFKHV)DFKZLVHQ]X YHU%JHQ YLHØ HKU JHKWHV GDUXP GDV Q WJH 6HØVWHUMDXHQ]X HQVZLFHQ XP]X HUNHQHQ Z DV MFKHU LVW Z DV YHUG' FKM HUFKHLQWXQG Z HØKH HLQDFKHQ * HZ RKQKHLMQ HLQH HILHMMVHQ 6FKXVJHZ; KUDLVMMQ

' DV 0 RGXOEHLQQWP LVGHU 3U VHQMØMRQ GHU K; XILJVMQ 2 QØQH%HGURKXQJHQ Z LH]XP %HVSILHØ3KLVKIQ \$QJULIHQ GLH MEK DØ ØULMP H 1DFKUFKVMQ VØUHQ EHM%JHUVFKHQ /LQV]XP ' LHEWØKOYRQ 3DWZ , UMLQ RGHU) LQDQJ GDMQ VRZ LH 6FKDGVRIVZ DUH GLH %EHU XQMFKHUH ' RZ QØDGV RGHU YHLDØMM 6\ WMP H DXI * HU VM JHØQJW' LHM %HVSILHØ YHUG-XVØFKHQ GDV &\EHUNJP LQHØI VWUNHDXI 7; XVFXXQJ DØ DXI WMFKQLVFKH . RP SØI LVVWHVMHQ XQG GDW DØILQ VFKRQ GDV (UNHQHQ GHU: DØMJQDØI XQHIZ DUMMM + DQGXQJVDXIIIRUGHUXQJHQ XQEHNØQMM \$EVHQGHU 5HFWMFKUHEIHØU GULQØFKH)RUP XØHUKJHQ 1 XVMHU YRU]DKØHFKHQ 5LVNHQ VFK%JMV 1 HEHQ GHU); KLVNHLV%HGURKXQJHQ]X HUNHQHQ P DFKHQ MEK GLH 7HLØHP HQGHQ P LVZ LFKWJHQ GJLVØØQ \$QJHZ RKQKHLMQ YHUMDXWGLH GLH 6LFKHUKHLWP \$ØØJ HUK, KHQ

&\EHUMFKHUKHLWXP IDWMDXFK GHQ 6FKXVJGHV* HU W VHØW,P (/HØUQJ Z ILG HØXVMUWZ LH \$QMYLHQVRIVZ DUH)LHZ DØ XQG UJHØ;]H 8SGDMV GLH DØHP HLQH 6LFKHUKHLW HLQH 6\ WMP V HUK, KHQ ' LHM 3URJUDP P H DJLHUHQ XQDXII; ØJ LP +LQMJUKQG XP XQHIZ%ØMFKM \$NMYLVMMQ]X LGHM]LJLHUHQ (LQGUQJØJH DE]XZ HKUHQ XQG 6LFKHUKHLWØFNHQ]X VFKØ; HQ ' DV 9HUMWQGGQV LKHU) XQMRQVZ HVM W JWGJ]X EHL GHQ %HJULI GHV GJLVØØQ 6FKXVMHV]X HQV \ VM]LJLHUHQ XQG DEWØNM . RQJ HSM LQ NRQNHMM 6LFKHUKHLWYRUNHKUKJHQ]X %EHUMVMHQ ' DMQMEKHUKJ VMØVHLQH Z HVMUHQ Z HMØVFKHQ \$VSHNWGHV 0 RGXØ GDU LVWHV GRFK HLQH HLQDFKHØ D; QØKP HP LVHUKHEØFKHQ 9RUMLØQ

\$EVFKØ; HQG JHKWHVXP 2 QØQH 9HUKDØMQ EHLGHP P DQ MEK GHU* HIKUHQ EHZ XVMVWXXQG GDV GHMKØE GDV)XQGDØ HQW GHU &\EHUMFKHUKHLW EILØHW : LU ØGHQ 6LH HLQ ,KU JHZ RKQKHLWP ;]HV 6XUYHUKDØMQ GLH ,KQH YHUMDXMQ: HEVMMV XQG ,KU 9RUJHKHQVZ HVM EHL 2 QØQH 7UDQVDMRQHQ]X UHØNMUHQ \$X; HUGP JHEHQ Z LU ,KQH SUDNMVFKH (P SIKØQJHQ]XU ž EHSU%JXQJ GHU /HJLMP LVWYRQ : HEVMMV]XU ,GHQM]LJLHXQJ MFKHUHU 9HLELQGXQJHQ XQG]XU 9HUP HLGXQJ XQQ WJHU 3UHLVJDEH SHUV, QØFKHU' DMQ

0 LVGLMHQ (UNHQQØLVHQ Z ILG &\EHUMFKHUKHLW]X HLØP 7KHP D EHLGHP HV ZHQJHU XP WMFKQLVFKH 9HUMLGJXQJ DØ YLHØ HKU XP HLQH LQIRUP LHUM XQG VRXYHU QH 1 DYJDMRQ GXUFK GLH GJLVØØ: HØVJHKW

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ORGHUQHIU!WMLQ\$ZDUKRFKHQWZLNFGRDKHJGHIQPHLVWHQ
\$OOWDJVSURIEOIHDFKQW]XUUXQGEMHQXWLPHUQWLIKPLGUVHQQ
N,QQHQHGHJHKOHUWVWFKQVFKQLYDFKKZLVLPFRUGHUJUXQG
VRQGHUQHLQHUXKLJHXQG VWUXNWXULHUWH +HUDQJHKH

'DVORGYOHUPLVGVHHCXVHUEHKKHKKXONLQ'HIQNZHIDVONLQH
\$QVDPPOIXQRJOL)HUWHLUN(VGWPIRQVWZLHFRUMKHUV*HKEWUXILJ
IXQNWLRQLDHOJHOPNHLQVXUFKLQGLHO]D]KGLFLWYODXIHQGHU
3URJUDPPIHUDORHWWZHXOHXUHLFKHSQGLFKHURSOHWLQVWDELOH
,QWHUQHWYHEHEGLQGHXQCHKOHUPHOGKXWFDXHLQJHVFKU!QNV
%HUHFKWLJXOJRQGHUOSLFBWRGHLQNRPSDWDVHHLKQ Q
9HUELQGXQJVSKUREHOCGPHHJHLGHQWLILJLUHVEFKZHGSRXWHU
3UREOHPH RGHU WHPSRU!UH 1HW]ZHUNXQWHUEUHFKXQJHQ

'LH7HLOQH K P ZIQGGQFKH B ULQ](LSV WFKU]XWUHDVJHOHHWQW
EHZ;KU\$QVUDVHDXFKRQ7 ([SHUDVQJHZHQZGLHVLQHXVWGHUW
*HU!WGDVFKOLHX;GQ, WBJRWUDPCEHHEHUSU 3/4YKQJDEHRCGHU
:/\$1 9HUELQGXQJFRQWZDUH 8SGDRZLVHGDV 3U3/4IHQYRQ
6\VWHPEHQDFKULFKWHEHXQGHUHLVQH*QR;WGLHDOOW!JOLFKH
3UREOHPH

,PJHVDPWRGXZLUGHQHLQKHKPHQKZHQJHPDFKGVHVEHGHU
)HKOHUVQIFKHP3HUIHNRCFRQHFKQLV,FKHQKWRQGGLDQXP
GXUFKHUWUDXPVLMGHP6\VWHBXUF*KHGXOXQGHLMWUXNWXULHU
9RUJHKKHQ6ZIFKWHJXKHUODHQHEHVVGHLHVVHGL)XQNWLRQVZWHHMH
*HU!WHUVWVSKIVGRHUUNHQVQLHQDGLPHLVVFRKZLHULJN,VIEWHJQ
VLQ'GHV3HUVSHRDEKWL)HKOHUWVFKHQVWUHV8QJHQU E UHFKXQ
]XHLQ\$UDNWL VHFKHQVNRPSGWHQD]HOEVWVW!QQVLPMHOLLWFKHQ
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- 6LFKHUH 3DWZ , UMUJXQG=Z HL) DNRU
\$XWKHQWUJ IHUXQJ
- 9RUEHXJXQJ JHJHQ 0 DZ DUH
- * UXQG0UHQQH) HK0LEHKHEXQJ
- ' DMQVFKXWJ
- 6LFKHUH 2 QQQH 3UDNMHQ

“ (VLWQLHP DV] X VS! WJX 0LQHQ ZLHP DQ VFK VHEWVKQG VHQH
' DMQLQGHUJLJLDQ: H0WFK³4WV ”

* HKHQ6LHLQ ,KUH P HJHQHQ7HP SR GXUFK GLHMV(/ HDUQJ 0 RGXO-HGHU\$EVFKQLMELMMW
0LFWYHJWVQQG0FKH (UN0UKQJHQ LQMUDNMVHž EXQJHQ XQG Q³4WFKH 7LSSV . 0FNHQ6LHDXI
6\ P ER0 XQG6FKD00FKHQ XP]XV: V0FKH, QKDOM 9LGRVVRGHJUNKJ H4 XJ]H]X HQV0FNHQ
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7; MUMFK DV YHUMDXHQVZ 3/4GLJH, QMVMRQ DXVJ LEV—

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6FKXVJ Z LH EHLVSLHOZ HLMH HLQ931 ULNDQW
D : HLOV ,KUH, QMLQHWVHFKZ LQGLJNHLWJGXJ LHUVZ HUGHQ NDQQ
E : HLOKUH SHU, QCFKHQ' DMQD LFKVYRQ' UVMQ DEJHIDQJHQ Z HUGHQ N, QQM—
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: DV YHUMWKWP DQ XQWU 0 DQZ DUH "
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. RQJ HSWGHV 3HURQDO%LDQGLQJV

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0 LQXVMQ : DUP XS

0 HMKRGH 5XQGH GHU6WUNHQ
' IH 7H0CHKP HQGHQ EH0HQGHQ MIZ H0VHLQH
DXVLIKUHUEHUXI0FKHQ (UDKUXQJ UHM0MHUHQGH
6WUNH

0 LQXVMQ * HQD0 3U VHQMVMRQ

6VM0Q6LH GLH 6FK0MMH00P HQM KHLDXV XQG
H0XVMQ6LH GLH Z IFKWMVMQ. RQJ HSM

0 LQXVMQ (UMM0Q HLQHV/ HEHQV0XIV

6VM0Q6LH GHQ 7H0CHKP HQGHQ
6VM0QDQJHERVM] XU9HU%JXQJ XQG
HUP XWMHQ6LH VH] XU. UDMVMMWQ%#J XJ
GDUXI Z IH VMH VFK LQIKUHQ %HZ HLEXQJHQ XP
GLHM6VM0Q MIZ H0V YHUNDXIHQ N, QGHQ

0 LQXVMQ ,QGLYLGXH0I 3U VHQMVMRQHQ

3U VHQMVMRQHQ6LH, KUHQ/ HEHQV0XI LQGHP 6LH
VFK VHEWYRUUM0Q XQG HUKDOMQ6LH
5%FNP H0XQJHQ YRQ. R0JHQ GD] X Z IH6LH
,KU3HURQDO%LDQGLQJ RSMV IHUHQ N, QGHQ

1 DFKEHVSUHFXXQJ

P LQ%MMH) HHGEDFN XQG
5HI0[LRQVUXQGH

: DVZ DUEHLGHU(UMM0QJ HLQHV
GJLV00Q/ HEHQV0XIV HLQDFK E] Z
VFKZ IHUJ"

: IHN, QGHQ6LH GDV (UDLQM EHL
VM, FK0FKHQ 2 Q0QH %HZ HLEXQJHQ
DQZ HQGHQ"

: H0KHU\$VSHNMGHU2 Q0QH -REVXFKH LVM
LP P HUQRFK XQN0URGHUVMKU
KHLDXMRUGHLQG"



7(,/) LQDQJ LHQH 6LFKHUKHLVXQG DQJ I UVMWJH) LQDQJ SDDXQJ

ZäéÅ•™ A-ÁéäT'Á

/ DSVRSV RGHU7DEØW , QMLQHMYXJDQJ
3URVNRU %HLSLHO %J% XGJHMDHEHQ



0 LQXVHQ (LQWUWJHVSU FK
' LH7HQP HQGHQ HU UMLQ Z LH VFK ,KU
) LQDQJ P DQJHP HQWP / DXI IKUH/ HEHQV JHZ DQGHV
KDWZ HØKH \$QJHZ RKQKHLMQ VFK DØH I HMY
HLZ LHMQ KDEHQ XQG Z HØKH+ HUDXM RUGHUKJHQ GLH
' LVMØMHUKJ P LVVFK JHEUDFKWKDW

0 LQXVHQ * HQDØ 3U VHQMVRQ

\$QWØM X HNDUHQ Z LH P DQHLQ \$SS YHLZ HQGHV
Z ILG HUDXMUVZ HØKH GLVMØQ 7RRO' %JZ HØKH
=Z HFNH LQJHMYMZ HUGHQ N, QGHQ

0 LQXVHQ (LQJ HØEXQJ

0 HMRGH) LQDQJ DQGVFKDIWMDUM
' LH7HQP HQGHQ HQV LFHQ HLQH Ø DM I IKUH
6WUNHQ 6FKZ ! FKHQ &KQFHQ XQG SRMQJ LHQJ
5LVNHQ

0 LQXVHQ \$EVFKØWUKQGH
' LH7HQP HQGHQ IRUP XØHUHQ IKUH \$EVFKVMQI %J
GLHQ FKMØ 7DJHDXI HLQHP 3RVMVXQG WDJHQ
VHØXWYRU' LH3RVMVN, QGHQ DXI HLQHP) ØFKDUW
JHMDP P HØZ HUGHQ

' LHMU: RUMKRS P RVMHUVGLH
7HQP HQGHQ IKUH 8 P JDQJ P LV
) LQDQJ HQDXVHLQHJ HWHP ! ; HQ
GLVMØQ 3HUSHMYH] X
%EHUGHQHQ



P LQ%WJH) HGHEDFN XQG
5HIØ IRQVUKQGH

: RVKHQ6LHGLHU ; VM6WUNH ZRGLH
JU ; VM6FKZ ! FKH ,KUH \$ØMYRURWJH"

: HØKH VSHJ ILLFKH Ø D; QDKP HQN, QQMQ
6LHQ GLHMP Ø RQDWHUJ UHLHQ XP ,KUH
\$XVFKVMQDXI GHQ5XKHMØGG]X
YHEHWHQ"

: LH N, QGHQ ,KQHQ GLVMØ 7RRO' EHL, KUH
%XGJHSDXQJ EHLGHU9HLZ DØXQJ ,KUH
(USDLQVHXQG EHL, KUH ØQJ I UVMWJH
\$QJHMDMJLH KHØQ'

:HOFKHV (OHPHQW LVW LQ HLQHP GLJLWDOHQ /HEHQVO
D(LQH SU!JQDQWH =XVDPHQIDVVXQJ YRQ 6!W]HQ VRZ
XQG QDFKZHLVEDUH-(UIDKUXQJHQ
E 'LH YROOVW!QGLJH \$QVFKULIW XQG GLH \$XVZHLVQXPP
F (LQH XPIDVVHQGH \$XIOLVWXQJ DOOHU \$QVWHOOXQJHC

:LH NDQQ PDQ VLFK DP EHVWHQ DXI HLQ 9LGHRQLQWHUY
D ,QGHP PDQ GLH WHFKQLVFKH 6HLWH DX;HU DFKW O!VV
GDV NRQ]HQWULHUW ZDV NRPPXQL]LHUW ZLUG
E ,QGHP PDQ YRUKHU .DPHUD 7RQ XQG +LQWHUJUXQG ¾
F ,QGHP PDQ GLH \$QWZRUWHQ Z!KUHQG GHV ,QWHUYLHZ
DEOLHVW

2 SWRQ

2 SWRQ

2 SWRQ

:HOFKHV LVW GLH SDVWHQGVWH (0DLO \$GUHVWH 1¾U %
D M VPLWK#JPDLO FRP
E OXVWLJHU7\ S #JPDLO FRP
F VXSHUGDGB #RXWORRN FRP

:HOFKHQ ZHVHQWOLFKH 9RUWHLO KDW GLH 1XW]XQJ YF
-RESODWWIRUPHQ"
D 6LH JDUDQWLHUHQ HLQH VRIRUWLJH \$QVWHOOXQJ
E 6LH HUVWHOOHQ DXWRPDWLVFK HLQH /HEHQVODXI R
P¾VVHQ
F 6LH ELHWHQ =XJDQJ]X HLQHU 9LHO]DKO YRQ 6WHOOH
GLH UDVFKH %HZHUEXQJ DQ HLQHP]HQWUDOHQ 2UW

:DV LVW GHU +DXSWJUXQG 1¾U HLQH 2QOLQH %XGJHWS
D 'LH ŽEHUZDFKXQJ YRQ (LQQDKPHQ XQG \$XVJDEHQ VRZ
]XN¾QIWLJHU-\$XVJDEHQ
E (V ZHUGHQ NHLQH 3DSLHUEHOHJH PHKU EHQ ,WLJW
F (V P¾VVHQ NHLQH 2QOLQHEDQNLQJ \$SSV EHQXW]W ZH

:HOFKH GHU IROJHQGHQ 9HUKDOWHQVZHLVHQ VWHKW
)LQDQJYHUKDOWHQ RQOLQH"
D 1XW]XQJ ,IIHQWOLFKHU :/\$1 1HWJZHUNH]XU ŽEHUSU¾IX
E :HLWHUJDEH ,KUHU 3,1 DQ HLQ YHUWUDXHQVZ¾UGLJH
F =XJULII DXI 2QOLQHEDQNLQJ \$SSV DXVVFKOLH;OLFK ¾
:HEVLWHV

:LH NDQQ ,KQHQ GLH 0HWKRGH KHOIHQ"
D \$XIWHLOXQJ GHV PRQDWOLFKHQ (LQNRPPHQV LQ QRW
XQG (UVSDUQLVVH
E 3URJQRVH]XN¾QIWLJHU \$QODJHHUWU;JH
F \$XWRPDWLVEFKH (UK,KXQJ ,KUHU 5HQWH
2 SWRQ
2 SWRQ
2 SWRQ

%LHWHQ (LQJDKOXQJHQ LQ SULDYDWH 5HQWHQSO!QH VV
D 1HLQ VLH JHZ!KUHQ HLQHP QLHPDOV 6WHXHUYRUWHL
E -D VLH N,QQHQ HLQHP 6WHXHUYRUWHLOH ELHWHQ
F 1XU GLH \$UEHLWJHEHU SURILWLHUHQ YRQ 6WHXHUYRU

.DQQ LQ SULDYDWH 5HQWHQSO!QH LQYHVWLHUWHV *HO
(LQVFKU!QNXQJHQ YRUJHLWLJ DEJHKREHQ ZHUGHQ"
D -D HV NDQQ MHGHUJHLW DEJHKREHQ ZHUGHQ
E 1HLQ HLQ YRUJHLWLJHV \$EKHEHQ LVW JUXQGV!WJOLF
F 1XU GLH =LQVHQ N,QQHQ YRUJHLWLJ DEJHKREHQ ZHUO

.,QQHQ \$QOHJHU EHL SULDYDWHQ 5HQWHQSO!QH LKU
\$QODJHVWUDWHJLH] % NRQVHUYDWLY RGHU DJJUHVV
D 1HLQ VIPWOLFKH \$QODJHQ RULHQWLHUHQ VLFK DQ H
E -D 3ULDYDWSHUVRQHQ KDEHQ GLH 0,JOLFKNHLW LKU
ZIKOHQ
F 'LH 6WUDWHJLH NDQQ DOOHLQ YRP)LQDQJEHUDWHU E

,KUH (UDKUXQJ ELØHMGDV
) XQGDP HQW GLH GLJLVØØIQ
) LQDQJ GLHQWØLWXQJHQ
HUZ HVMUQ ØIGJØFK ,KUH
EHUHLW YRUKDQGHQHQ
0 , JØFKNHVMQ

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. R P P X Q L N D W L R Q V I ; K L

, Q GHU VFK VFKQH OYHU QGHU QGHQ \$ UEHLWZ HOV
YRQ KH XVM Z ILG YRQ) DFKNU IVMQ HJZ DUMW
GDW VHP LWNRMQX LHU DFKHQ 9HU QGHUKQJ HQ
] XQHKP HQGHU. RP SØ [LVMXQG HLGHU
Z DFKVHQGHQ \$EK! QJLJNHLYRQ GJLMDØQ
: HUNJ HXJHQ XP JHKHQ N QGHQ ' IHM
(QVZ LFNDXQJ XQMUMWHLFKVGLH %HG XVMXQJ
GUHLHUP LMLQDQGHU YHLEXQGHGHU
. RP SHMØJ HQ

- GHV 6HØWVHUMDXHQV
- GHU. RP P XQINDMRQM! KLJNHVMQ
- GHU! KLJNHVWEHLGHV LQ GHUGJLMDØQ: HOV
] X EH Z DKUHQ

6HØWVHUMDXHQ EH! KLJW0 HQVFKHQ IKUH
6WUNHQ] X HUNHQHQ IKUHQ)! KLJNHVMQ] X
YHUMDXHQ XQG UHMDØQV] X EØLEHQ Z HQQ VHP
QH XHQ + HUDXV RUGHXQJHQ EHU HJQH RGHU
QH XH 7HFKQRØJLHQ HØLQHQ

' IHV JLOVQVEHMRQGHU I³JØQJMKUJ
%HUKI VMMH GH P LVMFK Z DQGHQGHQ
(LZ DUXQJHQ QHXHQ GJLMDØQ 7RRØV XQG
6WUHRWSHQ KIQMFKVØFK IKUHU
\$QSDVXQJVI! KLJNHVWNRQI URQMHVUZ HUGHQ
(LQ VWUNHUHV 6HØWVHUMDXHQ XQMUMWVMMH
GDEHL RI IHQ!³J1 HXHV] X EØLEHQ
9HU QGHUKQJHQ DQJ XQHKP HQ XQG VFK
VRZ RKQØ WDGVMRQHØI DØV DFXK LQ GJLMDØI
\$UEHLWXP JHEXQJHQ XP IDWHQØ
HLQJ XEUQJHQ

. RP P XQINDMRQM! KLJNHVMQ VQØ HEHQI DØV
YRQ HQVFKHLGHQGHU %HG XVMXQJ (LQHNDUH
UHSHNVRØI XQG HP SDMLVFKH
. RP P XQINDMRQI, UGHUWGLH
=XVDP P HQDUEHLVYHUJQJHUW RQIØNM XQG
HUP, JØFKWHV. RØUHQ GLH %HG³JQVH XQG
\$EVLKVMQ GHUMIZ HØV DQGHUHQ] X YHUMKHQ

* XVHLQJHI³KUM. RP P XQINDMRQVMMXNUHQ
GLH DNMVHV=XK, UHQ HLQHNDUH
\$XVGUXFNZ HVMXQG NRQMMXNMVH
. RQIØNMØVXQJHQI, UGHUQ XQMUMWVMMH
0 LMDUEHLMUGDEHL VHØWVHZ XVMUMXQG
HI IJ LHQMUDQ DØVJØFKHQ, QMUDNMRQH
VMLØXQHKP HQ

' DGLH \$UEHLWZ HOV HKUXQG P HKU
GJLMDØMHVUZ ILG VQØJU; HUH
\$XIP HUNDP NHVXQG EHMWQGLH \$QSDVXQJ
I³JGHQ (UKDØVGHV 6HØWVHUMDXHQV XQG GHU
HI HNMVHQ. RP P XQINDMRQ Q W, Q GHU
GJLMDØQ: HOV IEHVZ HQJHUQRQYHUEDØI
6LQDØI HLQH EHVFKØXQJVMQ
, QIRUP DMRQMDXVMXVFK XQG QHXH
. RP P XQINDMRQ RUP HQ Z IH
9LGRNRQI HUHQJ HQ 0 HVMHQHU' IHQVM XQG
K EUGH=XVDP P HQDUEHLW' IHVNDQØVHØWV
EHLHUKUHQHQ) DFKNU IVMQ 8 QMFKHUKHVMQ
KHUYRUKI HQ

' HUURXVMQHUM 8 P JDQJ P LVGLJLMDØQ
. RP P XQINDMRQ RUP HQ HLQ 9HUMWQØQV I³J
2 QØQH (VNHMM VRZ LH HLQH DG TXDM
VMFKQVFKH XQG HP RMRQDØI 9RUEHUHVXQJ DXI
GJLMDØI, QMUDNMRQH WDJHQ GD] X EHL
. ØUKHLW3URI HVMRQDØVVMXQG 6HØWVHUMDXHQ
] X Z DKUHQ

=XVDP P HQ ELØHQ GLMH GUHL \$VSHNM GLH
%DMV I³JHLQH HURQ UHLFKH 7HLØDEH DP
KHVMHQ \$UEHLWØEHQ

, Q GLMHP 0 RGXØZ HUGHQ VHP JHP HLQDP
EHMDFKVMVXP SHU, QØFKHV: DFKVXP HLQH
UHLEXQVØVHUH=XVDP P HQDUEHLVXQG HLQ
DQJHQHKP HV0 LMLQDQGHUVRZ RKQØ 2 I IØQH
DØV DFXK LQ 2 QØQH 8 P JHEXQJHQ] X I, UGHUQ

6HÆWYHUWDXHQ EHFUHEWGHQ * ØXEHQ HLQHU3HURQ DQ LKHU HJHQHQ) ; KLJNHLWQ XQG
6WUNHQ VRZ LH LKHU) ; KLJNHLW+ HUDXMRUGHXQJHQ HURQUHFK] X P HVMUQ
. RP P XQNDMRQ! KLJNHLWQ HUP , JØFKHQ HV XQV , GHQ SU] LVH] X IRUP XØHUHQ XQG DMY
] X] XK , UHQ VRZ LH UHSHNWRØXQG NRQMMXNMY P LWDQGHUHQ] X LQMLDJLHUHQ
' LJLVØH 6HÆWYHUWDXHQ EHJ HLFKHHLQ * H³KOYRQ . RP SHMQ] XQG 6LFKHUKHLWRQØH
VRZ LH GLH %HUHLWFKDIWGLJLVØH 7RRØ 3ØMRUP HQ XQG 2 QØH . RP P XQNDMRQ] LHØHUFKMMV
] X QXVHQ
2 UHQMHUXQJ DQ SHU , QØFKHP : DFKWXP KH ; W GDW P DQ ³EHJ HXJWGDYRQ LW
) ; KLJNHLWQ XQG) HUNHLWQ GXUFK (QJDJHP HQW / HLQHQ XQG \$XVGDHU HQV LFNHQ] X
N QØHQ
' LJLVØH . RP P XQNDMRQ XP IDWWW P WØKH) RUP HQ GHU , QMLDNMRQ ³EHU GLJLVØH 7RRØ
Z LH (0 DLØ 0 HMHQJHURGHU9LGH RDQXIH 6LH HURGHUWØUH) RUP XØHUHQHQ * HVS³JI³J
HLQHQ DQJHP HMHQHQ 7RQI DØXQG \$QSDWXQVI ; KLJNHLW

6WUNHQ 6LH , KU6HÆWYHUWDXHQ LQGH P 6LH VFK , KUHUSHU , QØFKHQ 6WUNHQ , KUH
(UROHXQG , KUHV : DFKWXP VSRMQ IDØ EHZ XWVZ HUGHQ
(QV LFNHQ 6LH , KUH . RP P XQNDMRQ! KLJNHLWQ I³JNDUH VÆWÆHZ XWVM XQG
HLQ³KØDP H , QMLDNMRQH
6MLJHUQ 6LH , KUH \$QSDWXQVI ; KLJNHLWXQG , KUH 5HMØHQ] LQGH P 6LH UHØNMHUW
ØUHQHQ XQG VFK GDEHLDQ SHU , QØFKHP : DFKWXP RUHQMHUHQ
6MØQ 6LH HLQ HI IJ LHQM . RP P XQNDMRQ LQ GLJLVØQ \$LEHLWXP JHEXQJHQ
VFKHU LQGH P 6LH JHJQHMM 6WDMUHQ XQG 9HUKDMQVZ HVMHQ DQZ HQGHQ
6WUNHQ 6LH , KU6HÆWÆHZ XWVHLQ LQ %HJ XJ DXI GLH 2 QØH : HØGXUFK JHJ LHQM
Ž EXQJHQ XQG Z DFKVHQGH 9HUMDXVKHLWV LWGLJLVØQ 7RRØ

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6HOEVWYHUVWUHDXVZBHVHQWGRDICHDEHLLH0HQVFKHCGHU
PRGHUQHWHFKQRORJLQJ\$SEHJLWVZJHCHW\$QJHVLFKWW
]XQHKPHQGHUQH WX)QGLJLWDOLGHSU&QUWVSHKWQHFYKHOH
%HUXIVWDEVLJFKUHQH6HOEVWYHMQCENSHKQJHJOLFKHQKH
EHZDKUHQP,FKWHQ QHXHQ +HUDXVIRUGHUXQJHQ JHJHG

6HOEVWYHUVWUHDXVZBHVHQWGRDICHDEHLLH0HQVFKHCGHU
GD(MNHQQQGLYLGXHOCHLHULHQWIDCSXQV,QOLFKKIPWXP
VRZGHD%HZXVVW%JULIQXJHGLVVHUI3LDDJHW6WFKCHWZLJGBO
)¾KUHQQ(HMROJVDJGHEXUFKHQQRQKDUDNWHUGVDSHWJHQ
UHDOLVWLMDBKGLBIOHYRQHQRWRULQJ %HMWBXJQQHWJOLFK
]XU6W!UNXQJ EHL

6HOEVWYHUVWUHDXVZBHVHQWGRDICHDEHLLH0HQVFKHCGHU
\$QSDVVDXQH*HJHEHQKMQGCHZHZ!OWYRQJUDXVIRUGHUXQJ
ZLGHUJLWDOLRIGHGKQEHUZLQDXXWHUVEH6WFKCHWZLJGBO
GLHVHRGXOWQWCHUVXGKTHOLOQHKP\$WDFIQ\$QKHW]XU
6W!UNXQJHUVWUHDXVZBHVHQWGRDICHDEHLLH0HQVFKHCGHU
HQRWVFKHJ)BNWQBIHQIRDRVLFKW!Q&HJ!QGHU\$QGEHQWVXPIHO
GHU KHXWLJHQ =HLW

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:HU¾EHUXWRPPXQL]NBQ,CHSO!JLMRHPXOLDNWXK,UXQG
]ZLVFKHQPHQVFKOLFKH 6LWXDWLRQHQ VRXYHU!Q EHZ!OV

'DV *RUGRQ 0REHVDHLVQHWUXNWX\$QVDWVHUSQDO\VRQ
.RPPXQLNDWLRQVVLQGXFPGLRQRHQDXGLHXVWJQGHIL¾MHLQ
3UREOHPJWHQQGLDQGH3HUVR6KZLHULJKEDWQVQHUVW¾WJ
HPSDWKLVXKJUMQGEHKKUHGDQJXHQO!UEHQWGLDWRREOHP
HLQHQH0HOEVHWUP,JOLFKHVQ,FK %RWVFKD%HWGHWVQHRKQH
6FKXOG]XZHL]XIQJHQOLHUHQEHLGHLWEPHWURVILHQ¾KW
.RRSHUDWLRQ]XHLQHUIDLHQ /,VXQJGHV3UREOHPV

'LHYR Q DUVK S PVOHQ EHQW ZLF NHZOVOW I B P P X Q WNLDR Q .
I , UGH G WQU HV SHN W YLR DOORHQ G H P L H H Q V F K B Q] XD Q U H J W
% H R E D F K W R X E Q H H J Q W R L V P X O L * H U H Q X E H Q H Q Q H Q G ¾ U I P L V V H
HUNHQ Q Q Q O D R U P X O L H L W W H Q ; H U Q D V H U V W ! Q G X L F K N H L W
(P S D W K L H E H J ¾ Q V W L J W

'DV7KRPDV .LOPDQ P X U R G H O L W O , V X U Q ; X X Q W M U V F K L H G O L F
6WUDW H X U H R Q I O L N W E H Z ! Q R Q N X O J L H U H F H L \$ H Q S D V V H Q
.RPSURPLH V L Q H H K B G R R S H U L H X Q Q Q W H U W M Q W F W H D E H L
L K U H H L J H Q H Q 1 H L J X Q J H Q] X H U N H Q Q H Q X Q G V L F K 6 L W X

'DV9HUVW! QGHU D O W ! J O R P R X Q L N D W L R Q W W W H U S E L W V L Y
D J J U H X Q L S D V V L Y D J J U H V P Y L O X K W L Q E E Z X V V W 8 P U B Q J
P L W K Q H S V V H U W R P P X Q L N D W L R Q D V H O E V W Y H X Q G D X G H Q W
J H V X Q G H J L H K X Q Q G V R . H D U P H L W V S Y N W H L L Q W 3 H U L Q] L S L H Q
V L Q E H V R Q G L H Q V H G L J L W D R P P X Q L N D W L R Q G H G H X W X F Q G L H
H L Q J H V F K U ! Q N Q Y H U E D P P X Q L N D W L R Q G D V V F K Q H O O H U H
. R P P X Q L N D W L R Q G D V H L P S N R Q L V V Y H U V W ! Q G U K , K V H Q Q H
V W U X N W X H P S D W K L X Q G D V V H U W R P P X Q L N D W L R Q V R O F K H Q
8 P J H E X Q J H Q X Q H U O ! V V O L F K

(U Z H U E G L H V H U . R P S H W H Q] H Q L Q G H U G L J L W D O H Q : H O W

'HUžEHUJD Q G L J L X W O O E L G H S U ! J \$ M E H M H W ! Q G L U S W W Q G
: H L V Z L H H Q V F K N R P P X Q L] L N R R S H U X H O G L F S U ! V H Q W L Q H U H Q
G H U G L J L W D E E Q L E M V Z H Q L J H Q R Q Y H U E D O Q D Q G G L H
. R P P X Q L N D W L R Q V J H V F V W K Q G D J N X P H W ! Q G H (W Z B Q W X Q J H Q
K L Q V L F K W O L F K 6 L F K W E D U N H L W 5 H D N W L R Q V I ! K L J N H L W X

'HVKDEHEG D H U Q L F Q W W H F L K Q K H K U L J N H I X P B Q V H O E V W Y H U W U D X
] X H U K D X W B Q O] Q H H O J H U] X F K R P P X Q L] L V R Q G H H U Q V D X F K
Q , W V L F K P R W L X Q G R P H U K D Q W B Q] X S D V (W H B K Q V D U X] X
Y H U V W Z K B Q J L W D U N H J H X G L H Q W H U D E N W H L R Q Q O X Q V K Q H U Q H Q
Z L P D Q W U D Q V S P X H H Q W L F X Q V O L V F K L Q D Y G G B X Q E G H Q V H O E V W
Z H Q Q G L H . R P P X Q L N D W L R Q Q X U ¾ E H U % L O G V F K L U P H H U

8 P R Q O L Q R Z R K O E V W E H D Z X X F W H U V W ! Q D G Q J X W U H W M M Q
H Q W V F K H G G G Q G L W B O E H M W W U D X H U O K F U R O H D Z L G I G Q J U K R O W H V
Ž E H Q L X Q Q W H U V W 3 W J H Q R Z G H \$ X V W D X V F A H L F K D R W H U J H Q
D Q G H U H I Q H U D W J X R Q H G H U O H L F K J M U V G W H H D F K W R Q H J H O Q
G H G L J L W . D P P Q Q L N D Z M H B D V H U I D V H O Q ! Q J X Q S W ! J Q D Q W H U
1 D F K U L F K W M \$ Q K W B Q I G H O Q J H P H V V F R Q I O X Q G L \$ X V Z D K O
J H H L J Q H W P P X Q L N D W L R Q & K D Q ! O H L B G H U L G H R G D J X E H L
0 L V V Y H U V W ! Q G Q L V V H J X Y H U P H L G H Q

(L Q P E H U J H X J B I Q G H H Q J K U H Q G Q 9 V G H R D Q L U X W E H Q I D G Q V
J U R ; H U H G H X W X Q G E H L Q K D W M F H V Q L 9 F U K E I H U H L D V X Q J P H V V H Q H
. D P H U D S R V L W L H R L Q W W D X Q W H U Q H W Y H H L E Q U H G X Q U B I I H Q H
0 L P L N V R Z L H D N W L Y H 7 H L O Q D K P H

/ H W J W H Q G D O L V H K E K L V V Y H U V W ! Q F G Q W H U J O H U W H L B H I Q G L H
(P S I H K O X Q 3 I G Q B L J L W D P P X Q L N D E W H U R Q H W G Z Q H % H L Q H
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- 9HEHMMHXQJ GHV GJLMM0Q: RK0EHLQGHQV

' HU8 P JDQJ P LW6WHWQIP P W IQ0XWGDUXI Z IHZ IUXQV VHEWVKQG
DQGHUHI%KUHQ

* HKHQ6LHQ, KUHP HJHQHQ7HP SR GXUFK GFMV(/ HDUQQ 0 RGXO-HGHU\$EVFKQIWW
EIHMM0LFKWYHJMMQGFKH(UNQXQJHQ IQMUDNMVHž EXQJHQXQG Q%MMFKH7LSSV . 0FNHQ
6LHDXI 6\ P ER0IXQG6FKDMM0FKHQ XP]XV: VMFKH, QKDDM 9LGHVRVGHUNXUJ H4 XI]] H] X
HQV0FNHQXQG, KU: LWHQ] X %EHSU%HQ

\$UEHMMQ6LHG0V0 RGXOVFKUWZ HVMHGXUFK EHUHQHQ6LHP IVMGHUNXUJ HQ (IQ%KUXQJ
JHIRQVYRQ\$XIJDEHQXQG) UDUHQ] XU6HEWMMRQMR0I 6LHN, QGHQMIHQ\$EVFKQIWW
EH0HEW RIVZ IGHUKR0Q ,P JHMDP VMQ0 RGXQIQGHQ6LH%LVSIL0I XQG 5DMFK0JH] XP
6FKXVJ, KUH2 Q0QH, GHQMMWRZ IH, KUHJ* HU VM

1 RMHUHQ6LHVLFK Z IFKW]H3XQNM P DFKHQ6LHVLFK * HGDQHQ%EHU, KUH (UDKUXQJHQXQG
VMJHQ6LHG0V(UDUQMI XP XP 2 Q0QH 6LFKHUKHLMXQG6HEWMMHUMDXHQ] X I, UGHUQ

7(,/ 6WHWP DQDJHP HQW

6WYQGAHAGTA 0LQXWHQ

%HVK! IWMDE -DKUHQ GDEHL] X
XQMUMW/MHQ 6WHW] X EHZ! QWHQ JHVXQGH
2 QDCH * HZ RKQKHLVMQ] X HQVZ LFHQXQG
7HFKQRQJLHVR] X QXVMHQ GDW HVIKUHP
: RKQHLQGHQ! , UGHUQK LW

0 LQXVHQ 0 LQGP DS

' LH7HLOHKP HQGHQ HUKDOMQ GUHL
DEVFKQ; HQGH3RWVW GLH DQ GHU: DQG
DQJHEUDFKVZ HUGHQ VRQ

- 527 HLOH (LQMFKWQ IKUHQ SHU, QDFKHQ
6WHW
- * 5ž 1 HLOH0 HMRGH GLH VH DQZ HQGHQ
XQG IRUVZ; KUHQG YHLZ HQGHQ P , FKVMQ
- * (/ % HLOH JHUQI %JLH9HU QGHUXQ
YRQ GHU VH VFK] XMDXHQ VH VDM FKQFK
XP] XVMJHQ

' LH: RUMKRS / HVXQJ VFKQ; WP LVGHP
+LQZ HLVDE GDW NDLQ DEHUNRQMTXHQW
XP JHMJMM + DQGXQJHQ Z ILXQJ YRQUDY
JUR; H9RUKDEHQ VQG

0 LQ \$QXQIWXQG) UDP LQJ
. XU HU\$XWDXVK LQ GHU* UXSSH %EHU) RUP HQ
YRQ6WHWLP %HUKIV XQG\$QDVEHQ

0 LQ 6WHWYHUWFKHQ
' LH: RUMKRS / HVXQJ HUXMUWP LKLOH GHU
* HQLD 3U VHQVDRQ Z DV6WHWLVXQG Z LH HU
VFK DXI GHQ. , LSHU GLH* HGDQHQ XQG GDV
9HUKDMQ DXVZ ILNW

0 LQ 3HU, QDFKHV-RXUQDO
' LH7HLOHKP HQGHQ ILQGHQ XQG GRVHUHQ
LQGLYGXHQ %JLVFK VHQW6LVXDMRQHQ GLH6WHW
KHUYRUKIHQ XQG VFKUHEHQ DXI
Z LH VFK 6WHWP DQJHMHUW. , LSHU * H %KQ
* HGDQHQ

0 LQXVHQ 6WHW UHGX] LHUHQ
-HGHU7HLOHKP HQGHZ; KQVHQ EHQMMQGHV
3UREOP DXV XQG GRVHUWV DXI HLOP %QDW
3DSIHU \$Q7HLOHKP HUZ HUHQ IKUH 6WHW
=HMMO LQ HLOH VFKZ DJ H %R]

0 LQ (QWSDQQXQV %EXQJ
' HU7ULQHUQVMMHLOH NXU H \$WP XQG
0 HGVDRQ %EXQJ P LVP XMDQFKHU %HUQVXQJ
DQ Z; KUHQGHU=HVXQJ QMW' DV VRQGDV
/ RVDMHQ YRQ6WHWV P ERQ LHUHQ

: DUXP Z ILG 6WHW LP 0 RGXOQLFKWLP P HUQHJDMW JHMFKHQ"
D : HLG6WHW/P LWJXQHKP HQGHU(UDKUXQJ DEQLP P W
E : HLP RGHU DMU6WHW/GLH. RQJ HQWDMRQ XQG/ HLWXQJ WMLJHUQ NDQQ —
F : HLG6WHW 0GLJQFK 0 HQVFKHQ P LWJHUQJHU5HMLQHQJ EHMMLIW

: HQFKH6LWXDMRQ YHUGHXVQFKWDP EHWHQ GHQ 8 QWHLVFKLHG J Z LVFKHQ
(XWUHWXQG' LWUHW'
D 6WHW GHUJ X HGHU+ DQGXQJ P RMYLHUWLP 9HUJQFK J X 6WHW GHU0 HQVFKHQ
3/EHURGHU/XQG HUVK, SIW —
E 6WHW GXUFK GLJLWQ 7RRQ LP 9HUJQFK J X 6WHW GXUFK J Z LVFKHQP HQVFKQFKH
, QMLDNMRQH
F 6WHW DP \$UEHLWSDW LP 9HUJQFK J X 6WHW LP SHU, QFKHQ/ HEHQ

: DVLWGDV + DXSVJLHOGHV I U 1/4] HLUHQ (- UNHQQH V SHU, QFKHU\$ Q] HLFKHQ
YRQ 6WHW'
D \$Q 6WHW WMLXDMRQH J X YHUP HGHQ
E (LQJ XJUHLHQ EHYRU6WHW/FKURQLVK XQG VFK! GQFK Z ILG —
F 6WHW DQGHUHQ QFKMUYHULW/QGQFK J X P DFKHQ

: DUXP Z ILG LP 0 RGXQ HUWDXI NXUJ H (LQKHLVHQ J XU6HCEWUHXQDMRQ
ELV 0 LQXVHQ JHQJW
D ' DQJHUH (LQKHLVHQ LQHILJ LHQWQGG
E ' DNJUJ H (LQKHLVHQ HLIQDFKHUIQ GHQ \$QW J X LQMUUHUHQ VQG —
F ' D6WHW QXUZ HQLJH 0 LQXVHQ DQK! QV

: LHZ ILG LP 0 RGXCHLQH QDFKKDQW H %DQGFH J Z LVFKHQ %HUXIV XQG
3ULYDQDEHQ GHIQLHUW
D \$QNDUH7UHQXQJ J Z LVFKHQ %HUXIV XQG 3ULYDQDEHQ
E \$QHLQGHQW * QFKJHZ LFKWGDV HLP DCHUHLFKWKQG GDHXUKDIW
DXIUHFKMUKDQW Z ILG —
F \$QIRUWDXIHQGH\$EWMP P XQJ J Z LVFKHQ (QHUJLH * UHQJ HQ XQG (UKRQJ

: DUXP Z ILG)³KUKQJ LQ GLMHP 0 RGXODV (LQI QWQDKP H LP WJ QFKHQ / HEHQ EHFKUHEHQ"

D : HQ ³KUKQJ ³EHUZ IHUHQG YRQ SHU, QFKHP & KDULP D DEK! QJW

E : HLOMFK)³KUKQJ LP WJ QFKHQ 9 HUKDOMQ XQG QLFKWQ EHUXI QFKHQ 3 RVMRQH P DQLHMHUW—

F : HQ ³KUKQJ DXWFKQ; QFK LQ 7HDP VLXDMRQH YRQ %HGHXWQJ LLW

: HFKHV 9 HUKDOMQ LQ 6WHMMLVXDMRQH UHSU VHQMHUWDP EHM#Q) ³KUKQJ GXUFK 9 RUELO"

D /! QJHUH\$UEHLMJ HLMQ XP GLH 9HUM XP QVMH DQGHUJ X NRP SHQM HUHQ

E 5XKHEHZ DKUHQ NDUNRP P XQJ LHUHQ XQG * UHQ HQ DFKVMQ —

F 6WHWJHMSU FKH YHUP HGHQ XP 3URIHMRQDOMWJ X Z DKUHQ

2 SWRQ

: DUXP Z ILG GLJLVDP: RKEHILGGHQ JHP !; GHU* HQLDQ (LQKHLWQV)³KUKQJ VDXI JDEH EHMDFKVMW 2 SWRQ

D : HQ ³KUKQJ VNU IVM V; P WFKH GLJLVDP 7RRQ ³EHUZ DFKHQ

E : HQ QQQH * HZ RKQK HLMQ GLH 7HDP NXOXUVRZ LH GDV 6WHWQLYHDX

EHHQ QWQ—

F : HLOGJLVDP 7RRQ GHQ 6WHW DXVRP DMFK VMLJHUQ

: HFKHV + DXSWLVNLR VV QGLJ HUGLJLVDP 9HU ³JEDUNHLVZ ILG LQ GLMHP 0 RGXOKHDXVJ HDUEHLMW

D 5HGJ IHUM) DFKNRP SHMQJ

E =XQDKP H YRQ/ DQJ HLMHW XQG SV FKLWFKHU(WFK, SIXQJ —

F 9HU, JHUM. RP P XQINDMRQ LQGHUKDQ YRQ 7HDP V

: DUXP QHJWGHU) RNXV GLMHV 0 RGXQV DXI NQHLQH WDMWXI JUR; HQ 9HU QGHUXQJHQ"

D ' DJU; HUH 9HU QGHUXQJHQ ³EHUQMMJ VQG

E ' DNDLQH UHQMFKH 0 D; QDKP HQ HKHUEHEHKDOMQ Z HGHQ —

F ' D6WHW QLFKWJ QINDQWYHUQJHUWZ HGHQ NDQQ

.XU]H 0RPHQWH GHU
\$FKWVDPNHLW XQG NOH
.RUUHNWXUHQ N,QQHQ G
EHLWUDJHQ GHQ \$OOWD
HIIHNWLYHU]X EHZ!OWL