

ýOiQHN ,,
3 HGP W VPORXY\

8]DY HQtP WpWR VPORXY\ VH SRVN\WRYDWHO]DYD]XMH
Y REODVWL QDNOiGiQt V NRPXQiOQtP RGSDGHP QD ~]H
S HGSLV\ D WHFKQLFNêPL QRUPDPL NWHUp VH WêNDMt
D PDQLSXODFH YêV\ S VYR] D OLNyLGDFHXWp VGOpKR R
RGSDGRYêFK QiGRE R REMHPX O O D NRQ
ARGSDGRYê Q]D RMHKRå S\$YRGFH VH SRYDåXMH P VWR
6E .DWDORJX RGSDG\$ VH MHGQi R RGSDG NDWHJRU
E GRGiQt D SURQiMHP RGSDGRYêFKP Q]D VEWYt SURQDMt
QiGRE MVRX VSHFLILNRYiQ\ Y S tOR]H VPORXY\
F]DMLãW Qt XSODWQ Qt W tGtFt VOHY\ YH VPWMOX]DK/W
NRPXQiOQtKR RGSDGX VSO XMtFtKR SRGptQN\ GOH X
V YêMLPNRX QHEH]SHpQêFK RGSDG\$ MHKRå S\$YRGFH
XNOiGiQt NRPXQiOQtKR RGSDGX QD VNOiGNX QDPtVW
Y\XåLWHOQêFK RGSDG\$ NH NWHUpPX WR EXGH Y VRX
WR YãH]D SRGptQHN WRXWR VPORXY\VOX3E0H VWDQRYH
2EMHGQDWHO VH]DYD]XMH]D SRVN\WQXWp VOXåE\]DS
2EMHGQDWHO MH RSUiYQ Q SRåDGRYDW]P QX UR]VDKX
QiGRE XYHGHQêFK Y S tORKiFK WpWR VPORXY\ D WR
REMHGQDWHO 6WHMQ WDN MH REMHGQDWHO RSUiY
OLNYLGDFH VP VQpKR NRPXQiOQtKR RGSDGX GiOH MHQ

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'RED SOQ Qt

7DWR VPORXYD QDEêYi SODWQRVWL GQHP VYpKR X]DY
VPOXY 8YH HMQ Qt Y 5HJLVWUX VPOXY]DMLVWt REMHG
6PORXYD VH X]DYtUi QD GRêX XUþLWRX RG
6POXYQt VWUDQ\ VL XMHGQiYDMt åH SR XSO\QXWt OK\$
RERX VPOXYQtFK VWUDQ O]H ~pLQQRVW VPORXY\ SURG
GYDQiFW P VtF\$ 7DNWR O]H ~pLQQRVW VPORXY\ SU
]iNODG Y\$OH RERX VPOXYQtFK VWUDQ

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0tVWR SOQ Qt

0tVWHP SOQ Qt MH NDWDVWUiOQt ~]HPt %ORYLFH

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3RYLQQRVWL SRVN\WRYDWHO

3RVN\WRYDWHO MH SRYLQH Q MHGQRWOLYp pLQQRVWL X
WHUpTQHFK D]D SRGptQHN VWDQRYHQêFK WRXWR VPC
V SRN\Q\ D SRåDGDYN\ REMHGQDWHO D WR YþHWQ SF
PX E\O\ R]QiPHQ\ YH VMHGQDQpP S HGVWLKX SRVN\W
Y VRXODGX VH]iNRQHP R RGSDGHFK D RVWDWQtPL RE
SUiYQtPL S HGSLV\ WêNDMtFtPL VH]DMLãW Qt EH]SHpQ
WHFKQLFNêFK]D t]HQt SRåiUQt RfKUDQ\ DSRG D SRV
D V RKOHGHP QD SRN\Q\ D]iMP\ REMHGQDWHO
3RVN\WRYDWHO MH SRYLQH Q S HGDW REMHGQDWHOL QH
VPORXY\ VDPROHStFt VYR]RYp]QiPN\ VORXåtFt N R]Q
S HGP WHP SURYiG Qt VOXåHE GOH WpWR VPORXY\ D

QiGRE\ D pHWQRVWL VYR] \$ WDN MDN MVRX W\WRY R]SRHfL
jQiPN\ 3UR REGREt NDâGpKR GDOãtKR NDOHQGi QtKR U
WRXWR VPORXYRX MH SRVN\WRYDWHO SRYLQHQ S HGDW
S HGFKi]HMtFtKR NDOHQGi QtKR URNX
3RVN\WRYDWHO MH SRYLQHQ jFHOD Y\SUDjG RYDW YâH
RGSDGX Y QLFK D YUDFHW Y\SUIjGQ Qp RGSDGRYp QiGR
EH]SHpQRVWQt VWUiQFH PRâQp
3RVN\WRYDWHO MH GiOH SRYLQHQ SRVN\WQRXW REMHG
VYRjX pL MLQp VOXâE\ XYHGHQp Y pO ,, WpWR VPORXY
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SR]HPQt NRPXQLNDFH S L PDQLSXODFL V RGSDGRYRX
SRYLQHQ WRWR jQHpLâW Qt QHSURGOHQ RGVWUDQLW
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Y RNROt VE UQêFK PtVW WM SORFK\ Y\PHjHQp YjGiOH
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GUXKHP RGSDGX
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D QHGRVWDWFtFK jMLâW QêFK S L VE UX D VYRjX jQ
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QHER RSDNRYDQpP jQHpLâW Qt NRQWHMQHURYêFK VWD
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jiNRQD R RGSDGHFK S LpHPâ jD RNDPâLN S HYjHWt RGS
VH SRYDâXMH QDORâHQQt RGSDGX QD VYRjRYê SURVW HC
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SRVN\WRYDWHO RSUIYQ Q VYRj RGSDGX SURYiG W SR S
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S tSDGQp jSORGLQ\ D EORNDFL SURVWRU Y RNROt NRQ
GRFKi]t N PDQLSXODFL V RGSDGHP QHER RGSDGRYêPL C
3RVN\WRYDWHO MH SRYLQHQ SURYiG W VYRj VP VQpKR
NWHUp EXGRX GRKRGQXW\ SR XjDY HQt WpWR VPORXY\
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RGVWDYFL YêãH WHQWR SRâDGDYHN MH SRVN\WRYDWH
R]QiPHQ H PDLOHP GDWRYRX VFKUiQNRX QHER Y OLVW
S HGHP .RQNUpWQt SOiQ VYRj \$ WM S HVQê URjSLV X
XYHGHQtP jHMPpQD ptVHO SRSLVQêFK HYLGHQpQtFK
SURYHGHQ R]QiPt REMHGQDWHO SRVN\WRYDWHOL StV
Y OLVWLQQp SRGRE QHMSRjG ML GR GHVHWL SUDF
MH RSUIYQ Q SOiQ VYRj \$ jP QLW S LpHPâ WHQWR SRâ
SDNOLâH PX EXGH StVHPQ R]QiPHQ H PDLOHP GDWR
DOHVSr W L SUDFRYQt GQ\ S HGHP
3RVN\WRYDWHO MH SRYLQHQ SRXâtYDW WDNRYRX VYRjR
SUIYQt S HGSLV\ D QRUP\ YpHWQ jiNRQD R RGSDGHFK
XGUâRYDW VYRjRYRX WHFKQLNX Y EHjYDGQpP WHFKQ
NH jQHpLâ"RYiQt NRPXQLNDFt ~NDS\ SURYR]QtFK NDSDO

3RVN\WRYDWHO RGSRYtGi jD ãNRG\ YJQLNOp S L MHKR
SRãNR]HQ t YR]LGHO RGSDGRYêFK QiGRE QHER QHPRY
VYR]X SRãNR]HQ t åLYRWQtKR SURVW HGt QDS ~QLN
NRPXQLNDFt YpHWQ NDQDOL]DpQtFK YSXVWt DSRG D
YHãNHUp QiNODG\ VSRMHQp V QiKUDGRX W FKWR ãNRG
RVRE MH SRVN\WRYDWHO QHSURGOHQ QHMSR]G ML GR
E\OD]MLãW QD StVHPQ R]QiPLW H PDLOHP GDWRY
REMHGQDWHOL

2 FKDUDNWHUX D UR]VDKX S tSDGQp ãNRG\ PXVt EêW Xp
L SRVN\WRYDWHO H HYHQW L W HWt RVRE\ NWHUp E\O
]MLãW Qt ãNRG\ 9 S tSDG åH S L SURYiG Qt VOXåHE
RGSDGRYp QiGRE\ YH YODVWQLFWYt W HWt RVRE\ MH S
GREX QH]E\WQ QXWQRX WM GR GRE\ SURYHGHQt RSI
QDKUD]HQ t ãNRG\]S\$VREHQp W HWt RVRE EH]SODWQ
XNOiGiQt D VYR]X RGSDGX

3RVN\WRYDWHO MH SRYLQHQ SR FHORX GREX WUYiQt
QDNOiGiQt V RGSDG\ VWDQRYHQRX Y XVW † RGVW]i
EêW SULPiUQ S LSUDYRYiQ N RS WRYQpPX SRXåLWt U
YpHWQ HQUHJHWLNFNpKR Y\XåLWt D QHQt OL PRåQp DQL

3RVN\WRYDWHO MH SRYLQHQ XVWDQRYLW GLVSHpLQN
V S HGP WHP WpWR VPORXY\ 'LVSHpLQN V REVOXKRX P
RG GR KRGLQ

1D âiGRVW REMHGQDWHO H MH SRVN\WRYDWHO Y REM
S HGORåLW GRNODG\ R]S\$VREX QDNOiGiQt V RGSDGH
RGSDGX DM D S tSDGQi SRYROHQ t QHER VRXKODV\ SF
QH]E\WQp SUR SOQ Qt WpWR VPORXY\ Y VRXODGX V SOD

1HQ t OL Y WpWR VPORXY XYHGHQR MLQDN QHQt SRVN\
]P QX XMHGQDQêFK VOXåHE EH] StVHPQp GRKRG\ V REM

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3RVN\WRYDWHO QHQt SRYLQHQ SURYpVW VYR] RGSD
N RGSDGRYêP QiGREiP]DEUiQt S tMH]GX VE UQêFK YR]LQ
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6E R SRGUREQRVWHFK QDNOiGiQt V RGSDG\ YH]Q Q
S HGiYiQD REMHGQDWHOL QHMSR]G ML GR GQH QiV
EH]SURVW HGQ S HGFKi]HMtFtKR NDOHQGi QtKR pWYU
NDOHQGi QtKR URNX]D REGREt S HGFKR]tKR NDOHQGi Q
V\]VWpPX SUR SOQ Qt RKODãRYDFtFK SRYLQQRVWt ,6323
9 NDåGpP NDOHQGi QtP URFH ~pLQQRVWL]iYD]NX SRVN
SRYLQHQ X MDNpKRNROLY SURYR]RYDWHO H YKRGQp VI
VPOXYQt Y]WDK XSODW RYDW W tGtFt VOHYX YH VP\VOX
PRåQp YêãL D YH Y]WDKX N YHãNHUpPX PRåQpPX RGSDG

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3UiYD D SRYLQQRVWL REMHGQDWHO H

2EMHGQDWHO SRVN\WQH SRVN\WRYDWHOL YãHFKQ\ SR
XYHGHQêFK Y pO ,, WpWR VPORXY\ D URYQ å QH]E\WQF
iGQp SURYiG Qt

%XGH OL REMHGQDWHO SRâDGRYDW SRVN\WQXWt VOXâH
WpWR VPORXY\ pL SURYHGHQt PLPR iGQpKR VE UX VY
RGSDGX MH SRYLQHq WXWR VNXWHpQRVW StVHPQ R]Q
Y OLVWLQQp SRGRE D WR DOHVSr KRGLQ S HG ~pLQ
SRâDGRYDQpKR PLPR iGQpKR VE UX VYR]X D RGVWUDQ
RGSDGX XORâHQpKR Y EH]SURVW HGQt EOt]NRVWL RGS
SRVN\WRYDWHO SRYLQHq SURYpVW EXGH OL R WR SR
VYR]X Y S tVOXãQê VYR]RYê GHQ 3RVN\WRYDWHO MH Y
DNFHSWRYDW

=D ~pHOHP]DMLãW Qt iGQpKR XSODWQ Qt W tGtFt VOHY
SOQRX PRF 6WHMQ WDN MH REMHGQDWHO SRYLQHq
N iGQpPX XSODWQ Qt W tGtFt VOHY\

9 S tSDG S HNiâHN NWHUp E\ PRKO\ PtW YOLY QD SURY
pLQQRVW DSRG MH REMHGQDWHO SRYLQHq LQIRUPRY
GQ\ S HG MHMLFK UHDOL]Dft MH OL WR Y]KOHGHP N RM
QiKUDGQt HãHQt VYR]X Y GDQpP PtVW

2EMHGQDWHO MH SRYLQHq]DMLVWLW R]QDpHQt RGSDG
WpWR VPORXY\ VYR]RYêPL]QiPNDPL 2EMHGQDWHO EH
QHEXGH R]QDpHQD VYR]RYRX]QiPNRX QHQt SRVN\WRYD

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&HQD VOXâHE D SODWHEQt SRGPtQN\

&HQD VOXâHE MH VWDQRYHQD Y FHQtNX NWHUê WYR t
. FHQ VOXâHE EH] '3+ EXGH S LSRpWHQD '3+ Y DNWXiOC
SOQ Qt 3RVN\WRYDWHO RGSRYtGi]D WR âH VD]ED GDG
GRNODGHFK EXGH VWDQRYHQD Y VRXODGX V SODWQêPL
6POXYQt VWUDQ\ VMHGQiYDMt âH MHGQRWNRYP FHQ\ G
LQIODFL D WR YâG\ Y OHGQX Dâ ~QRUX S tVOXãQpKR U
VPOXYQt VWUDQ\ Y\FKi]Hmt] ~GDM\$ R SU\$P UQp URpQt
XYH HMQ QêFK ýHVNêP VWDWLVLWLFNêP ~ DGHP =YêãHQ
R LQIODFL MH SRVN\WRYDWHO SRYLQHq REMHGQDWHO
NDOHQGi QtKR URNX 3RNxG QHEXGH]P QD QDKoiãHQD
URNX SUIYR QDYêãLW MHGQRWNRYP FHQ\ Y S tVOXãQpP
6POXYQt VWUDQ\ VMHGQiYDMt âH MHGQRWNRYP FHQ\ G
QD]P Q\ VD]HE W]Y VNOiGNRYDFtKR SRSODWNX SRSO
XYHGHQp Y S tOR]H WpWR VPORXY\]DKUQXmt YHãNHU
XMHGQDQêFK VOXâHE D]RKOHG Xmt WDNp YãHFKQ\ SR
S HGSLV\ YpHWQ VNOiGNRYDFtKR SRSODWNX =P QD X
XYHGHQêFK Y WpWR VPORXY QHER QD]iNODG StVHPQp
=iORKRYp SODWE\ VH QHVMHGQiYDMt

ÒKUDGD FHQ\ VOXâHE EXGH UHDOL]RYiQD QD]iNODG
XSO\QXOê NDOHQGi Qt P VtF GR GQH QiVOHGXMtFtKR
6SODWQRVW IDNWXU MH VWDQRYHQD GRKRGRX VPOXYQt
D GRUXpHQt REMHGQDWHOL 6WHMQê WHUPtQ VSODWQR
MLQêFK SODWHE ~URN\] SURGOHQQt VPOXYQt SRNXW\
)DNWXUD MH XKUD]HQD GQHP RGHSViQt S tVOXãQp piVW
QD ~pHW SRVN\WRYDWHOH XYHGHQê QD IDNWX H
)DNWXUD Y\VWDYHQi SRVN\WRYDWHOHP PXVt PtW QiOH
R GDQL] S LGDQp KRGQRW\

9 S tSDG åH IDNWXUD EXGH REVDKRYDW QHVSUIYQp C
IDNWXUX GR NDOHQGi QtFK GQ\$ RG MHMtKR GRUXpH
3RVN\WRYDWHO SRGOH FKDUDNWHUX QHGRVWDWN\$ IDN
S HVWiYi E åHW S\$YRGQt OK\$WD VSODWQRVWL 1RYi
Y\VWDYHQt D GRUXpHQt RSUDYHQp QHER QRYp IDNWXU\
'RUXpHQt IDNWXU REMHGQDWHOL O]H SURYpVW H PDLOH
VWUDQD 6PORXY\ RVREQ GRSRUXpHQ SRãWRX QHE

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5HNODPDFH

2EMHGQDWHO MH RSUIYQ Q UHNODPRYDW MDNpNROLY
PDLOHP GDWRYRX VFKUiQNRX QHER Y OLVWLQQp SR
ORNDOL]RYiQD D S tSDGQ IRWRJUDILFN\]GRNXPHQWRY
5HNODPRYDQRX YDGX MH SRVN\WRYDWHO SRYLQHQ RGV
GR KRGLQ RG R]QiPHQt 1HQt OL WR PRåQp WDN Y
Y]iYLVORVWL QD FKDUDNWHUX D UR]VDKX YDG\

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6POXYQt SRNXW\

3UR S tSDG SURGOHQt REMHGQDWHO V ~KUDGRX IDN
REMHGQDWHOL]DSODFHQt VPOXYQt SRNXW\ YH YêãL
SURGOHQt 2EMHGQDWHO QHQt SRYLQHQ WXWR VPOXYC
IDNWXU\ NWHUp QH]DYLQLO 3RVN\WRYDWHO QHEXGH
SRNXW\ QiURN QD ~URN\] SURGOHQt

9 S tSDG åH SRVN\WRYDWHO QHSURYHGH Y\SUI]GQ Q
VP VQpKR NRPXQiOQtKR RGSDGX XORåHQpKR Y EH]SURV
Y S LORåHQêFK S\WOfK DQL GR KRGLQ RG WHUPTQX
SURYHGHQD iGQi UHNODPDFH WRKRWR VYR]X MH REM
]DSODFHQt VPOXYQt SRNXW\ YH YêãL .p]D NDåGê]D
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MHGQp RGSDGRYp QiGRE\ SRS Y S LORåHQêFK S\WOfK

9 S tSDG åH SRVN\WRYDWHO X VOXåHE XYHGHQêFK Y p
VYR] DQL GR KRGLQ RG WHUPTQX VYR]X NG\å QHSUR
UR]XPt Y\SUI]GQ Qt PpQ QHå VMHGQDQpKR SRpWX RC
SRåDGRYDW SR SRVN\WRYDWHOL]DSODFHQt VPOXYQt S
SURGOHQt V SURYHGHQtP VYR]X

3UR S tSDG SURGOHQt SRVN\WRYDWHO V S HGiQtP VY
REMHGQDWHOL MH REMHGQDWHO RSUIYQ Q SRåDGRYDW
.p]D NDåGê]DSRpdWê GHQ SURGOHQt

3UR S tSDG SURGOHQt SRVN\WRYDWHO V XPtVW QtP SU
XUpHQp VWDQRYLãW MH REMHGQDWHO RSUIYQ Q SRåD
NDåGê]DSRpdWê GHQ SURGOHQt V XPtVW QtP MHGQRWC

9 S tSDG åH Q NWHUi]H VOXåHE XYHGHQêFK Y pO ,
SRVN\WQXWD Y WHUPTQX GR pW\ NDOHQGi QtFK GQ\$ RG
VL SOQ Qt S tVOXãQp VOXåE\ MLQêP]S\$VREHP D Y]QLNO
3RVN\WRYDWHO MH SRYLQHQ XKUDGLW REMHGQDWHOL V
† RGVW]iNRQD R RGSDGHFK D WR]D NDåGp MHGQR
3RNxG SRVN\WRYDWHO SRUXãt VYRX SRYLQQRVW EêW
WRXWR VPORXYRX]DSODWt REMHGQDWHOL VPOXYQt SF

SRYLQQRVWL EHJ RKOHGX QD WR NG\ E\OR SRUXãHQ t R
SRMLVWQp VPORXY\ NWHUi RGSRYtGi SRãDGDYN\$P REM
6POXYQt SRNXW\ VH QH]DSRptWiYDMt QD QiKUDGX S tSD
QHQt VPOXYQt SRNXWRX GRWpHQ
6POXYQt SRNXW\ MH REMHGQDWHO RSUiYQ Q]DSRptWDV
6POXYQt SRNXWX O]H XORãLW RSDNRYDQ]D NDãGê MHC
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6POXYQt SRNXW\ EXGRX KUD]HQ\ QD]iNODG IDNWXU \
6SODWQRVW IDNWXU pLQt NDOHQGi QtFK GQ\$ RG MHM

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3RMLãW Qt SRVN\WRYDWHO

3RVN\WRYDWHO MH SRYLQHQ EêW SR FHORX GREX SOQ Qt
SRVN\WRYDWHO MH SRMLãW Qt RGSRY GQRVWL]D ãNRG
SRMLVWQp piVWN\ SUR WHQWR GUXK SRMLãW Qt MH Y PL
pHVNêFK 3RVN\WRYDWHO S HGORãLO REMHGQDWHOL NR
3RVN\WRYDWHO MH SRYLQHQ S HGORãLW REMHGQDWHOL
VPOXYQtKR Y]WDKX]DORãHQpKR WRXWR VPORXYRX EXGH
SRMLãW Qt 1iNODG\ QD WRWR SRMLãW Qt QHVH Y SOQpP

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9\ããt PRF

=D Y\ããt PRF VH SRYDãXMH S HNiãND MHã QDVWDOD Q
VSOQ Qt MHMt SRYLQQRVWL MHVWOLãH QHO]H UR]XPQ
QHER MHMt QiVOHGN\ RGYUiWLQD QHER S HNRQDOD D
S HGYtGDOD D]DKUQXMH]HMPpQD
D YiONX YiOHpQê VWDY LQYD]L]iVDK FL]tKR QHS tWHC
E SRYVWiQt UHYROXFL UHEHOLL Y]SRXUX XFKYiFHQ
QH SRNRMH REpDQVNRX QHSRVOXãQRVW D WHURULVW
F VWiYNX VDERWiã EORNiGX HPEDUJR GRYP]RYi RPH]
G S tURGQt NDWDVWURIX QHER I\]LFNRX SRKURPX
3UR Y\ORXpHQ t SRFK\EQRVWt VH XYiGt ãH XGiORVW Y\ã
VXEGRGDYDWHO\$ SRVN\WRYDWHO D GiOH QH]DKUQXMH
MVRX PLPR iGQ QHS t]QLYêPL D NWHUp VH]D S tSDG Y\

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8NRQpHQ t VPORXY\

6POXYQt Y]WDK]DORãHQê WRXWR VPORXYRX VNRQpt XS
6POXYQt Y]WDK]DORãHQê WRXWR VPORXYRX O]H WDNW
D StVHPQêP RGVWRXSHQtP RG VPORXY\]D SRGptQHN X
]iNRQtNX Y S tSDG SRGVWDWQpKR SRUXãHQ t VPORXY
E StVHPQRX GRKRGRX VPOXYQtFK VWUDQ NH VMHGQDQp
=D SRGVWDWQp SRUXãHQ t VPORXY\ S L NWHUpP MH GU
VH SRYDãXMH]HMPpQD
D YDGQRVW VOXãHE MLã Y SU\$E KX MHMLFK SURYiG Q
REMHGQDWHO YDG\ QHRGVWUDQt YH VWDQRYHQp OK
E SURGOHQ t SRVN\WRYDWHO V SRVN\WQXWtP VOXãHE
F ~SDGHN SRVN\WRYDWHO YH VP\VOX]iNRQD p

ÔpLQN\ RGVWRXSHQt RG VPORXY\ QDVWiYDMt GQHP GRU
VWUDQ 2GVWRXSHQtP RG VPORXY\ QHQt GRWpHQ S tSD
2EMHGQDWHO GiOH MH RSUiYQ Q RG VPORXY\ RGVWRXS
R JDGiYiQt YH HMQêFK JDNiJHN

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.RPXQLNDFH PHJL VPOXYQtPL VWUDQDPL
1HQt OL WRXWR 6PORXYRX VWDQRYHQR MLQDN YHãNHU
PtW StVHPQRX IRUPX D EXGRX VH SRYDãRYDW JD iG
RSUiYQ QêP JiVWXSFP VPOXYQt VWUDQ\ XYHGHQêP
SURVW HGQLFWYtP GUãLWHO SRãWRYQt OLFHQFH D QH
S tSDGQ Wpã RVREQtP GRUXpHQTP GUXKp VPOXYQt VWU
-DNiNROLY NRPXQLNDFH GOH WpWR VPORXY\ D Y VRXYL

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2VWDWQt XMHGQiQt

3RVN\WRYDWHO MH S L SOQ Qt WpWR VPORXY\ SRYLQH
D WHFKQLFNêFK JD tJHQt JHMPpQD JiNRQD p 6E
EH]SHpQRVWL D RFKUDQ\ JGUDYt S L SUIFL Y SUDFRYQ
RFKUDQ\ JGUDYt S L pLQQRVWL QHER SRVN\WRYiQt VO
JDMLãW Qt GDOãtFK SRGpTQHNEH]SHpQRVWL D RFKUDQ
6E R EOLããtFK SRãDGDYFtFK QD EH]SHpQRVW D RFKUD
SiGX J YêãN\ QHER GR KORXEN\ 3RVN\WRYDWHO S HMt
SRVWXSX SUDFt D JD EH]SHpQRVW D RFKUDQX JGUDYt R
3RVN\WRYDWHO MH S L SOQ Qt WpWR VPORXY\ SRYLQH
JiNRQ p 6E JiNRQtN SUIFH D WR VH JYOiãWQ
SUDFRYQt GRE\ GRE\ RGSRpLQNX PHJL VP QDPL DWS
WR VH JYOiãWQtP J HWHOHP QD UHJXODFL JDP VWQiYiQt
SOQ Qt WpWR VPORXY\ SRGtOHMt D EH] RKOHGX QD WR
EH]SURVW HGQ SRVN\WRYDWHOHP pL MHKR SRGGRGDYD
3RVN\WRYDWHO VH XJDY HQtP WpWR VPORXY\ JDYD]XMH
VMHGQiQt D GRGUãRYiQt VPOXYQtFK SRGpTQHNEH]SHpQRVWL
VPORXY D WR YpHWQ VPOXYQtFK SRNXW VMHGQDQêFK
SRYDãXMt JD VURYQDWHOQp EXGH OL YêãH VPOXYQtFK
YpDVQp SOQ Qt ILQDQpQtFK JiYD]N\$ Y\$ pL SRGGRGDYDW
SOQ Qt VH SRYDãXMH SOQp XKUD]HQt SRGGRGDYDWHO
N SOQ Qt JDNi]N\ D WR YãG\ QHMSR]G ML GR SUDFR
REMHGQDWHOHD JD NRQNUpWQt SOQ Qt

ýOiQHN ;9

=iY UHpQi XVWDQRYHQt

7DWR VPORXYD VH tGt pHVNêP SUIYQtP iGHP 2E VWU
SO\QRXFt J WpWR VPORXY\ SODWt S tVOXãQi XVWDQRYH
6WDQH OL VH Q NWHUp XVWDQRYHQt WpWR VPORXY\ QH
SODWQRVW FHOp VPORXY\ OHGDãH E\ WDWR QHSODWQ
6POXYQt VWUDQ\ VH JDYD]XMt QDKUDGLW WDNRYp XV
S\$YRGQtKR XVWDQRYHQt SRNXG VH QHGRKRGQRX MLQD
7XWR VPORXYX O]H P QLW D GRSO RYDW SRX]H GRGDW
VWDWXWiUQtPL JiVWXSFL RERX VPOXYQtFK VWUDQ pL RV
XJDY HQt

3 tORKD p &HQtN

2EMHP RGSDGRYP QiG	&HQD]D RGVWUDQ Qt D S VP VQpKR NRPXQiOQtKR RG Y]WDKX N MHGQp RGSDGRY Y .p EH] '3+
O [WêGQ	
O NRPEL OpWR	
O NRPEL]LPD	
O []D GQt	
O [WêGQ	
O NRPEL OpWR	
O NRPEL]LPD	
O []D GQt	
O [WêGQ	
O []D GQt	
O NRPEL OpWR	NRPEL]LPD
O [P VtpQ	
O MHGQRUi]RY	

3 tORKD p 3RGPtQN\ SURQiMPX RGSDGRYêFK QiGRE
 3RpTQDMH ~pLQQRVWt]iYD]NX SRVN\WRYDWHO SURYiG W
 REMHGQDWHOL RGSDGRYP QiGRE\ GOH QtâH XYHGHQp VSH

2EMHP RGSDGRYP QiG	3RpHW	&HQD SURQiMPX P V Y .p EH] '3+
O		
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3URQDMDWp RGSDGRYP QiGRE\ PXVt EêW YKRGQp SUR SU
 RGSDGX 3RVN\WRYDWHO MH SRYLQH QPtVWLW SURQD
 REMHGQDWHOHP 9H Y]WDKX N YêãH XYHGHQêP RGSDGRY
 VSHFLILNDFL VWDQRYLã" QD NWHUp PDMt EêW SURQDMDV
 QHER Y OLVWLQQp SRGRE QHMSR]G ML GR W t SUDFRYQt
 9 VRXODGX VH VPORXYRX MH REMHGQDWHO RSUiYQ Q SR
 QiGRE 9 WDNRYpP S tSDG REMHGQDWHO VSHFLILNXMH
 RGSDGRYP QiGRE\ XPtVW Q\