

Государственное бюджетное учреждение дополнительного образования
Центр психолого-педагогической, медицинской и социальной помощи
Красносельского района Санкт-Петербурга
(ЦПМСС Красносельского района)

Принято

Педагогическим советом

Протокол от 29.08.2022 № 1

Утверждаю

Директор  Седунова И.С.

Приказ от 29.08.2022 № 123-оф



Дополнительная общеобразовательная общеразвивающая
программа социально-педагогической направленности

БуллИНет:

**развитие эмпатии и профилактика буллинга
в образовательной организации**

Возраст обучающихся: 11 - 14 лет

Срок реализации: 16 часов

Составители: Агиенко А. Д., педагог-психолог
Ключенкова Н.И., педагог-психолог
Легоцкая Г. В., педагог-психолог
Скорик А.Ю., педагог-психолог

Санкт-Петербург
2022 год

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l_ljZgh\kdZy E < FjZive^b QHWh_ ihkh[b_ ^ey rdhevgbdh
ljZdlp_kdZy ikboheh]by h[jZah\Zgby [jh\bghf ©:dZ^_fb
- k
lj_^hl\jZs_gb_ gZkbeby \ h[jZah\ZI_evguo mqj`_^_gbyo
^ey i_^Z]h]bq_kdbo jZ[hlgbdh\ E : =eZaujbgZ F :
?ihygzF - ;Wiklgl - k

2 ;EHD J:;HL: K I?>:=H=:FB B ?H>FB A:DHGGUFB
 IJ?>KL:<BL?EYFB

P_e\jhnbeZdlbdZ [meebg]Z \ ih^jhklhd\uo dhee_dlb\Zo
 AZ^Zqb

HagZdhfei_gZ]h]h\ b jh^bl_e_c aZdhgguo ij_^klZ\bl_e_c
 ijbqbghc \b^Zfb khpbZevghc kljmdlmjhc [meebg]Z
 <uy\e_gb_hpbZevghc[_ggkllmZpbb [meebg]Z
 HdZaZgb_ ihfhjfbjh\Zgbo mqZsdbbgklijmdlb\gh]h ih\rd^hegby
 ^hfZ
 HdZaZgb_ ihfhjfbjfbgbfZxs_c Zlfhkn_ju \ deZkk_rdhe_
 HdZaZgb_ ihfhsb \ kielkqhgbbdhee_dlb\Z bnhjfmjgZsgb
 hl_lkl_ggahZl\hb ihklmidb

JZ[hIZ k i_^Z]h]Zfb

NhjFZ jZ[hlu k i_^Z]h]Zfb\mie_gb_ gZ FH deZkkguo jn
 bg^b\b^mZevgu]jmiih\ul_fZlbg_kdb_ dhgkmevlZpbb jZa^Z
 ijhnbeZdlbq_kdhc jZ[hI_

L_fu aZgylbc ^ey i_^Z]h]h\ ih ijhnbeZdlbd_ [mee

<	L_fZ	Kh^_j`Zgb_
1	Qlh IZ[meebg]"	AgZdhfkl\h k ijh[e_fhc ljbqbggu KkhIZ\eyxsb_ ljZ\eb F_oZgbbafu lhke_^kl\by ljZ\eb
2	<uy\e_gb_ [meeb	l_j\bqgu_ b \lhjbqgu_ ijbagZdb <b^u gZiZ^hd :dlb\guc b izkkb\gu Fbnu h [meebg]_
3	ljhnbeZdlbdZ [me	Kha^Zgb_ ijbgbfZxs_c Zlfhkn_j Kha^Zgb_ ijZ\be deZkkZ Nhjfbjh\Zg dhgkljmdlb\gh]h ih_^_gby Hj]Zgba ^_lvfb ih ijhnbeZdlbd_ [meebg]Z Bg jh^bl_e_c >jm]b_ f_lh^u jZ[hlu
4	<aZbfh^_ckl\Z]h] mqZklgbdZfb ljZ	Ebqghklgu_ oZjZdl_jbklbdb mqZ eb^Z]h]Z `_jl_ ljZ\eb k\b^_l_eyf jh^bl_eyf ljZ\beZ \aZbfh^_ckl\by k \eZklhex[pZfb Kem`[u ihfhsb
	JZ[hIZ k]jmiihc ih ij_h^he_gbx [m	Hbibqguo hrb[dZo DZd]h\hjbiv mevlnbevfu dbgh dgb]b dhl
6	lhj_[ghklv \ ^ ^_eZgZglb[meebg]	Hj]ZgbaZpby ihfh]Zxsbo ^_e \ deZ R_nkl\h :ev[hf [eZ]h^Zjghklb
	ljh[e_fZ [meebg bkdmkkl_	Fmevlnbevfu dbgh dgb]b dhl dZ`^h]h

JZ[hIZ k jh^bl_eyfb

G_kfhly gZ \k_ mkbeby i_^Z]h]Zf g_ kijZ\blvky k ijh[e
 g_h[oh^bfZ ihfhsv fZf b iZi mq_gbdh\ @_eZl_evgh \k_o gh
 [ulv jh^bl_eb Z]j_kkhjh\ b `_jl_ Hkh[_ggh j_amevlZlbg
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 aZf_lblv qlh k j_[-l]gdhg_qlhZdjuo<h^_lb \ wlhf \hajZkl_ hq_

fg_gbx fZfu b iZiu b ihdZ _s_ kqblZxl _]h kZfuf Z\lhjbl_lgu
[he__ kdehgggu d hldjh_gghklb k ^jmavyfb b bf_ggh d bo kh
H^gZdh dh]^Z fu]h\hjbf h ijhnbeZdlbd_ [meebg]Z \ ih^jh
ykgh qlh b a^_kv g_ h[hclbkv [_a ihfhsb jh^bl_e_c G_ab
ih^qZk gZimkdghc lbg_c^_ju \]em[bg_ ^mrb ijh^he`Zxl
agZqbfuo \ajhkeuo b `^ml bo hp_gdb l_o beb bguo ^_ckl\b
q_f dhfm [u lh gb [ueh h[tykgblv k\hbf ^_lyf qlh \ kem
klhjhg_ Gh ^eyZwdf]Zfu b k iZiu ^he`gu ijb^_j`b\Zlvky ih^h[gh
Kms_kl\mxl hij_^_e_ggu_ l_ogheh]bb ijb\e_q_gby jh^b
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k ijh[e_fhc ljZ\eb eb[h gq_kfcb kZ_xlv_aguf lhwlhfm \ i_j\mx hc
kha^Zlv ijZ\bevgh_ bgnhjZpbggh_ ihe_

Nhjfz jZ[hlu k jh^bl_eyfb aZdhggufb ij_^kIZ\bl_eyfb
- jh^bl_evkdb_ kh[jZgby gZ l_fm ljZ\eb db[_j[meebg]Z ^
h[jZs_gby k j_[_gdhf \ k_fv_
- bg^b\b^mZevgu_ [_k^_u k jh^bl_eyfbbaZlv\bgsbdh\ b ^_l_
-]jmiih\u_ b bg^b\b^mZevgu_ lZpbb gZ l_fm klbe_c \hkib
dhgnebdlkha^Zgbb iheh`bl_evghc Zlfhkni_k_ohehkbv_k
hkh[_g_ghc ^_l_c jZagh]h \hajZklZ
- jZa^ZiZylhd ^ey jh^bl_e_c ih \hijhkZf ijhnbeZdlbdb [mee

L_fu aZgylbc ^ey jhaZdhgguo ij_^kIZ\bl_e_c ih ijhnbeZdlb
L_fZlbdZ hljZ`_gZ \ ljbeh`_gbb ;deibGZfa\b@_ wfiZlb
ijhnbeZdlbdZ [meebg]Z \ h[jZah\ZI_evghc hj]ZgbaZpbb^ \ [
^ey jh^bl_e_c b i_^Z]h]h\

H`b^Z_fu_ j_amevlZlu
lh\ur_gb_ dhfi_l_glghklb i_^Z]h]h\ b jh^bl_e_c aZdhg
\hijhkZo ijhnbeZdlbdb [meebg]Z \ deZkkaVhfcbthee_wlhb_dlb
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hdZau\Zlv ihfhsv ^_lyf
<uy\e_gb_ ^_l_c]jmiiu jbkdZ Xbg^Zgb_rdlZau ^ k\hx l
ihfh`_l [he__ wnn_dlb\gh hj]Zgbah\Zlv\pZlglgu fi^_lvfbgk_# Z
iha\hebl gh]Z\Zlv jZ[hlm ih gZaZ_b]Zghbxdlb\guo \aZbfhklgh
\k_fb mqZklgbdZfb h[jZah\ZI_evgh]h ijhp_kkZ ih \hijhkZf ij
ih_^_gby

;EHD F:L?JB:EU D A:GYLBYHF;M QYXSBOOKY

1. L_abku fbgd pbb ©lhgylb_ b \b^u h[s_gby f_`^m ex^vfb^a d
©Y b hdjm`Zxsb_`a

Fu g_ fh`_hf[hclbkv [_a h[s_gby k ex^vfb HI lh]h mf__
aZ\bkbl dhfnhjlghklv gZr_c `bagb G_\hafh`gh [ulv kqZkle
ihklhyggh kkhjylky ^jmavy ^jm] gZ ^jm]Z h[b`Zxlky m
h^ghdeZkkgbdh\ \jZ]Zfb lh\wZhgfm rdfZcvg mkIZgZ\eb\Zlv ohjhrb
ex^vfb

Ba [hevrbgkl\Z dhglZdlh\ k hdjm`Zxsbfb fh`gh \ueg_[klb
ihevam

Hkgh\gu_ p_eb h[s_gby f_`with ex^vfb wfhpbhgZevguf k
ijbf_g_gb_ k\hbo bgl_ee_dlmZevgiu_`kZdkZ[hgk]lihemq_gb_ g
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\hkiblZe_c b mqbl_e_c Gh dh]^Z q_eh_d \ujZklZ_l djm] b
oZjZdl_jZ q_eh_dZ b_]h mf_gby h[sZlvky

GZrZ aZ^ZqZ-ki]hZjZlvky gZmqblvky emqr_ ihgbfZlv k_

2. L_abku fbgd pbb ©N hjfbjh\Zgb_ b nmgdpbhdhgej_hZgVZ_aZgylbx <
l_fZ ©Y b hdjm`Zxsb_`a

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NhjZevgZy kljmdlmfjZjbi\Z^mkgZ^_e_gb_gukl pphZeyfb qe_
dhee_dlb\Zjhjq_gm`mqbl_ey < lZdhc kbkl_f_ hlghr_gbc dhee
hlghkblky d ljZ^bpbbyf dhee_dlb\ghc `bagb ljhbkoh^bl nh
aZ^_ckl\h\Zgguo ljZ^bpbhgguo nhjf ^_yl_evghklb ijZa^gb
j_r_gbb ijh[e_f b dhgnebdh\ Wlh ihfh]Z_l ijbgbfZlv kh[kl_g
hij_^_e_ggu_ aZdhgu]hj^blvky bf b memqrZlv _]h

l_j\bqguf dhee_dlb\hf gZau\Zxl g_^_ebfm x qZklv dhee_c
\k_ bgl_j_ku mqZs_]hky l_j\bqgufchZpZklb\ h[s_gb_ ihkl
dhglZdlu f_`^m qe_gZfb ihwlfm hg g_ fh`_l \dexqZlv [he
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dhee_dlb\ kfh] nmgdpbhgbjh\Zlv g_h[oh^bfh ijbgbfZlv i_^Z]

3. L_abku fbgd pbbfh@Wb \ `bagb q_eh_dZ^a d aZgylbx < l_fZ
Wfhpbb \ `bagb dZ`^h]h q_eh_dZ b]jZxl \Z`g_crmx jh
\ujZ`Zlv gZrb i_j_`b\Zgby hlghr_gb_ Gh g_ \k_f e_]dh m^
\ujZablv wfhpbb b qm\kl\Z

JZaebqZxl lZbwlfhpbhgZevguo i_j_`b\Zgbc wfhpbb qm\kl

Wfhpbbwlh hljZ`_gb_ hlghr_gby qe...
fbjZ Wfhpbb ihfh]Zxl gZf hkhagZlv m^h\e_l\hj_gghklv b^ g
bghc kblmZpb_c <u^_eyxl ke_^mxsb_ dhfihg_glu wfhpbc
- i_j_`b\Zgb_wlh hljZ`_gb_ q_eh_dhf kh[kl_ggh]h kh
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ih\urZ_lky qZklhIZ k_j^_qguo khdjZs_gbc mqZsZ_lk
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g_jZaj_r_gguo wfhpbc h[wlhf fh`_l k\b^_l_evkl\h\Zlv f
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ij b a\mdh\ufb kj_^kl\Zfb kf_o b ieZq

Wfhpbb hp_gb\Zxl agZqbfhklv hljZ`_Z_k...
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\ebygb_gZ gZdhie_gb_ b dhgdj_lbaZpbx bg^b\b^mZevgh]h
nmgdpbx ih^dj_ie_gby K ihfhsvx wfhpbc q_eh_d khh[sZ_l^
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HljbppZl_evgu_ i_j_`b\Zgby [he__ dhgdj_lgu b baf_gqb\
ih eh`bl_evgu_ HljbppZl_evgu_ wfgpbbg[hie_j_`b\Zxlky \ hle
ih eh`bl_evguo

Gh_klv b k\hb iexku \ i_j_`b\Zgbb hljbppZl_evguo wfhp
hj]ZgbafZ b wlhl kb]gZe [m^_l^_ckl\h\Zlv ^h lh]h fhf_glZ i
^hklb`_gb_ p_eb g_ iljmbkjoh^bZgb_ hljbppZl_evguo wfhpbc
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>h_jb_ q_eh_dZ d k\hbf wfhpbyf iha\hey_l_fm hkh
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dhgnebdlu

4 L_abku fbgdpbb ©;_ahp_ghqghklv l\hj_q_kl\Z^a d aZgyIbx
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;_ahp_ghqghklv iha\hey_l gZf \ha^_j`b\Zlvky ^h]b]b]hexq_lrc
\hkijbgbfZlklmidb b kh[ulby h^ghagZqgh hp_gb\Zlv bo ^ey
g_ijZ\bevguob_iehb ohjjZrkkfZljb\ZlvZdhhch^ghc ihabpbb be
ijbafm k\h_c kbkl_fu m[_`^_gbc

;_ahp_ghqghklv l\hj_q_kl\Z iha\hey_l gZf-gb[hZk\hfjZljbZd
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^mfZ_l b qm\kZ\l\hj jZ[hlu dZdh_]h h[jZa fuke_c BamqZlv

5 L_abku fbgdpbb ©HI q_]h aZ\bkbli ih_^_gb_ q_eh_dZ^a
©M_j_ggh_ ih_^_gb_ ^a

Ih_^_gb_ q_eh_dZ khklhbl ba_]h ihklmidh\ kh_jrZ
ijh^he`blg_eo i_jbh^ \ ihklhygguo beb baf_gyxsboky mkeh\by
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^_yl_evghklv khklhbl ba ^_ckl\bba lihklmidh\gblh_^_gb_ q_c
ihklmidb b ^_ckl\by aZ\bkyl hl [bbeh]bq_kdbo b ikboh
hj]ZgbafZ mkeh\bc `bagb b hl jZaebqguo \ha^_ckl\bc gZ g
\aZbfh^_ckl\b_ q_eh_dZ k fbjhf fZl_jbZevghc b ^moh\g
hdjm`Zxsbf b ex^vfb

KhpbZevgh_ ^_ gbw\h kh\hdmi g k khv dhk\yauZog m^h\ e_ \hj_g
nbabq_kdbo b khpbZevguo ihlj_[ghkl_c b \hagbdZxsbo dz
khpbZevgm x kj_^m
: khpbZevgh_ ih\ _w\lgb_ ihklmidb dhlhju_ g_ khhl\ _lkl\l
ijZ\beZf ih\ _exgb_ \ h[s_kl\ _ h[s_kl\ _gghc fhjZeb
GZ ih\ _^_ gb_ ebqghklb [hevrh_ \ebygb_ hdZau\Zxl wfh
dh]^Z h^bg q_ eh\ _d ba g_ [hevrhc dhfiZgbb m\b^bl hiZkghkl
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lZd b khpbZevgZy kj_^Z

6. L_abku fbgdpbb ©KljZl_]bb ih\ _^_ gby \ dhgnebdlguo kblm
< l_fZ ©J_rZ_f dhgnebdlu^a
lkboheh] D LhfZk \u^_ebe iy lv hkgh\guo kllhgmfb\dlgh
kblmZpbb >ey m^h[kl\Z bo fh`gh ij_^klZ\blv b \ \b^_ h[jZah
, Khj_\gh\Zgb_ dhg dZj d r p Z y -
,, ljbki hkh[e_gb_ meZ©beZgb\uc fbrdZ^a
,,, Ba[_]Zgb_ m d e o g j g b Z o Z^a
,9 Dhfijhfbk@ebkZ^a
9 Khlijm^gbq- @klh\Z^a

DZ`uc ba wlbo kihkh[h\ ih\ _^_ gby bf__l k\hb iexku b fbg
khhl\ _lkl\h\Zlv h^ghc `bag_gghc kblmZpbb gh [ulv Z[khexlg
l Khj_\gh\Zgb\Zdhc \b^ ih\ _^_ gby \ dhgnebdl_ \ dhlhjh
^h[blvky m^h\ e_ \hj_gby jk k h b o \ ms_j[bgl_j_kZf ^jm]h]h Q
ke^_m_l wlhc kljZl_]bb m_j_g qlh \uclb ih[_^bl_e_f ba d
mqZklgbd b ih[_^Z h^gh]h mqZklgbdZ g_ba[_`gh hagZqZ_l i
[m^_l gZklZb\Zlv gZqklh\hu_fh\hgb klZeh Z ihabpbx ^jm]h]h c
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bgl_j_kh\ ^jm]h]h q_ eh\ _dZ fh`_l ihfhqv q_ eh\ _dm \j_f_
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`_eZgby b bgl_j_ku \kh_o z q i Z k b j u d h^gh]h q_ eh\ _dZ dZd i
ijhb]jur \k_o < ^ebl_evguo hlghr_gbyo \hafh`gu ebrv we_
mkeh\bb qlh hgh ijh\h^blky q_klgh b ih aZjZg__ hij_^_e_gg
g_ hdZ`ml kbevgh]h \ebygby gZ hlghr_gby f_`^m _]h m d
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^h[b\Zlvky k\hbo p_e_c

< \b^_ h[jZaZ khj- wllh\ Zghg dmj_gpby ©ZdmeZ^a
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hg]hlh\ ihklmiblvky k\hbbf bgl_j_kZfb b mklmiblv ^jm]hfm
ba[_`Zlv ijhlb\hklhygby LZdmx ihabpbx fh]ml aZgbfZlv ex
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lexku b fbgmku ^Zgghc kljZl_]bb _keb ij^_f_l kihjZ g_
khozZgblv ohjhrb_ \aZbfhhlghr_gby k ^jm]bf q_ eh\ _dhf lh
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dhg m e l d Z k Z _ l k y \ Z ` g u o \ h i j h k h \ d h l h j u _ a Z l j Z] b \ Z x l q m \ k
lZdmx kljZl_]bx g_evay gZa\Zlv ijh^mdlb\ghc ?z j_amevlZlh

mklmib\r_c klhjhg u aehklv h[b^Z jZahqZjh\Zgb_ b ^j Z
ihlij ^h_jby m\Z`_gby b \aZbfhigbfZgby f`^m mqZklgbdZ
Ijbki khkb_ \ \b^_ h[jeZaZ\Zgexr@ucbfdZ^a
III Ba[_]ZgobZklh ex^b klZjZxlky ba[_]Zlv h[km`^_gby dhg
hle h`blv ijbgyib_ keh`gh]h j_r_gby @gZ ihlfh^a < wlhf kem
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ij_^f_l dhgnebdlZ g_ hq_gv \Z`_g eb[h dh]^Z k ^jm]hc klhj
ih^^_j`b\Zlv ^ebl_evgu_ hghr_gby Gh \ ^he]hkjhqguo hl
h[km`^Zlv \k_ kihjgu_ \hijhku Z bas bZbjm^gkms_kl\imx\h^bl l
gZdhie_gbx g_m^h\le_l\hj_gghklb b gZijy`_gby

< \b^_ h[jZaZ ba[w]mZggh_g_gbj_i@oZ^a
IV Dhfijhfbkklh qZklbqgh_ m^h\le_l\hj_gb_ bgl_j_kh\ h[_b
lexku b fbgmku ^Zgghc kljZl_]bb ohly ijb dhfijhfbkk_
\k_o dhgnebdlmsbo klhjhg b wlhl bkoh^ fh`gh gZa\Zlv
ihfgblv qlh \ [hevrbgkl\dk_eimhfZkk fh`gh jZkkfZljb\Zlv l
ijhf`mlhqguc wIZi jZaj_r_gby dhgnebdlZ i_j_^ \h b k dhjh f Zhd[h
klhjhg u [ueb [u m^h\le_l\hj_gu iheghklvx

< \b^_ h[jZaZ dhfiyh fobkZ-
V Khlijm^gbq_kjlbh\u[hj_ wlhc kljZl_]bb mqZklgbd klj_fblk
dhgnebdl lZdbf h[jZahf qlh[u \ \ub]jur_ hdZaZebkv \k_ Hg
^jm]h]h mqZklgbdZ gh b klj_fblky ^h[blvky qlh[u ^jm]Zy klh
m^h\le_l\hj_gZ

lexku b fbgmku ^Zgghc kljZl_]bb klj_fe_gb_ \ukemrZlv
_]h lhqdm aj_gby mq_klv_]h bgl_j_ku b gZclb \ kihjghc k
\k_ klhjhg u h[oh^bfh \ ex[uo ^he]hkjhqguo hghr_gbyo LZdh
jZa\blbx \aZbfgh]h m\Z`_gby ihgbfZgby ^h_jby b l_f kZf
ijhqgufb b klZ[bevgufb ?keb ij_^f_l kihjZ \Z`_g ^ey h[hbc
jZaj_r_gby dhgnebdlZ fh`gh \hkijbgbfZlv dZd gZb[he__ dhgk
fgh]bo kblmZpbyo gZclb j_r_gb_ mkljZb\Zxs__ h[_ klhjhg u
hkh[_ggh_ keb ijhlb\hiheh`gZy klhjhgZ g_ gZkljh_gZ gZ khl
ijhp_kk jZaj_r_gby dhgnebdlZ fh`_l [ulv ^ebl_evgu f b ly`_eu
< \b_ h[jZaZ khlijm^gvlk kKZ

7. <ZjbZglu wlbq_kdbo aZ^Zq d l_f_ ©M_j_ggh_ ih_^_gb_a
H^gZ`^uq_l\zjlhf deZmkqbeZkv g_ijbylgZyibklhjby =G
b FZjd [_]Zebklhhejmd]Z gZ dhlhjhfh klhyeZ bZaZ`ZepqfhdZbevgu
l_e_nhg hrZ kemqZcgh lhedgme klhe \ZaZ m\Z`_g igZ kigmeZk
l_e_nhgp\Zlu kehfZebkv FZevqbdb bkim]Zebkv lja_g_e
mqbl_evgbpZ\ bHgeZ hkdhedb \Zau b jZkkljhgZ klijhkbZ j_[yl
wlh k^_eZe Gbdlh g_ ijbagZgkzihfvlqebZ_evlgbpZ k\hz ih\
hl_qZlvgh \ deZkk_ klhyeZ lbrbgZ Mqbl_evgbpZ h`^ZefZ
q__jhdeZkkgbpZ AeZZlZ[bkudguc l_e_nhg dhlhjuc ^h \uoh
hlklZ\eyeZ gZ k\h_c iZjl_ <u gZ_jgh m`_ ^h]Z^Zebkv gZ
\Zau" L_e_nhg g_ \dexqZeky k g_]h kl_dZeZ \h^Zk bAzjZfZhaZ
kdZaZeZ qlh wFZjdhjZapbeb \Zam FZjd kjZam \hafmlbeky
\bgh\Zl =hrZ =hrZ fheqZe hg ihgbfZe qlh \bgh\Zl gh_fm
Kbf_ ih^hreb g_kdhev dh h^ghdeZkkgbdh\ Hgb kdZaZeb_c
fgh]h jZaguo h[bhgukbkZ aZieZdZeZ K l_o ihj fgh]b_ h^gh
h[au\Zlv y[_^hc m g_d eZkZkZevZlvh^gZ ih^h]Zy_z ih^^_j`b\Z
< k_j_^bg_ mq_[gh]deZkZ ijbreZ gh\Zy= eZkZkdZgZ hq
ohl_eZ ih^jm`blvky k ghkukfb dzfghdeZ m g__ gbq_]h g_ iher
djmighbeght __ klZeb ^jZagbeVZ rZ Zelm\ZedZkZkkghfm jmdh\h^

Mqbl_evghl p z]ZeZ j_[yl ihke_klZ e]h[ahug Zlvks_h[b^g_≡eZrZ
gZmqbeZkv \ hl\l]h\hjblZ h[ahugdeZklkghkZykyp deZkk_ gZqZ
^jZdb -gdlhm^v lhedZre =egZr m^ZjyeZ DhZlh qjZcaZ jZahaezggZy
kbevgh lhedgmeZ k\hx h^ghdeZkkgbpm lZ m^ZjyeZkvd hlg eV
ih^dexqbebkv jh^bl_eb Z \bjj_d h e jZ r d q l e h \h \kzf \bgh\Zl
jmdh\h^bl_ev ihlhfm qlh iehoh \hkiblu\Z_l ^_l_c

<6 deZkrkqbeZkbyZg^H Zg_rg_ hq_gv hlebqZeZkv hl h^
lZd dZd jh^bE Zkvgkdhc :f_ljhjdm_kkdb hgZ]h\hjbeZ ohjhrh l
^himkdZreZdb < deZkk_ hgZ fgh]bf g_ gjZ\bjrZ]kvm\urheeyu[ZeeZ
lZd^a ^Z`_ rdhevngx nhjfm mfm^jyeZkv ghkblv lZd dZd [m
>_ \hq d p Z k l h _z h[au\Zeb FkZehvjg e y h e d Z e Z i_j_f_gZo G_dh
h^ghdeZkkk y d Z e b _ _ Z_s h l h f k b g l_j_k h f k f h l_j_e b d Z Z d h g j Z a b
abfhc -d h h b a j_[yl aZ[jhkbe _z l_ljZ^v k ^hfZrgbf aZ^Zgb_f
ihiZeZ f_`^m jZf hdgZ FbjZg^Z hldjueZ hdgh b ihe_aez
aZkdheva b r e d Z f g Z h^h d h g g b d _ g h _z i h ^ o \ Z l b e Z i j h o h ^ b \ r Z y f b
FbjZg^Z gbdh]^Z gbdhfm g_ `Zeh\ZeZkv b h dhgnebdlg hc kl
g_ agZeb G_ agZeb b h lhf qlh ihke_ rdheu FbjZg^Z aZg
[ueh fgh]h ^jma_c \ dhfZg^_ _z \k_ m\Z`Zeb

8. <ZjbZglu mijZ`g_gbc ^ey ijZdlbq_kdhc jZ[~~h~~klZblaj_]mf eyp
h[mq_gb_gZ\udZf fur_qgh]h jZkkeZ[e_gby

MijZ`g_gb_@>uoZgb_ mklmiZfbl^uj_ljdhjhldbo \u^hoZ ih^j
klhev dh ` _ dhjhldbo \^hoh\ lh\lhjblv g_kdhev dh jZa

MijZ`g_gb_@>uoZgb_ `b\hlhf^ JZkiheZ]Z_f h^gm jmdm
^jm]mx deZ^_f_gZ]jm^v wlm qZklv gm`gh ^h egZdy lh eg d d b \
i_j\hf \uiheg_gbb ^ey lh]h qlh[u aZihfgblv ijZ\bevgm
^uoZl_evguo ^abb_gbjgu_ hsms_gby gZ k e p 2 g g v h o g b l _ j e m [
\ha^mo ghkhf <gZqZe_ \^hoZ g_fgh]h \uiyqb\Z_f `b\hl ^v_j_

2-3-4- hg ^he`_g [ulv ^ebggh_kms^k b Z y c l _ i h k l _ i _ g g h l Z d `
khkj_ ^h l h q b \ r b k v g Z h s m s _ g b y o k \ y a Z g g u o k \ Z r b f ^ u o Z g b
^uoZl_evgu f i h i j Z l b l _ \ g b f Z g b _ g Z i e _ q b d h l h j u _ h i m k d Z x l k
AZl_f kgh\Z jem[hdbc \^ho [_a izmau l _ -ih\l h j h p o u e Z p b b
ij_ ^ _ e ^ h i y l b a Z h ^ b g i h ^ o h ^

MijZ`g_gb_@ljbylgh_ \hkihfbgZgb_ a kylj\k e h Z j Z l v k b l m Z p
dhlhjhc ih^jhklhd [ue bkiheg_g ihdhy jZkkeZ[e_gby b dZd
^_lZeb ijhqm\kl\h\Zlv hsms_gby p\l ie b p h Z `o Z f Z e h ^ j g y u c d Z d k

L_ogbdb gZijZ\ e_ggh]h \gbfZgby Khkj_ ^h f e o p h v k j y ^ f h \ g
fh`gh gZ kh[kl\gghf ^uoZgbb Dhgp_gljZpby khkj_ ^h l h
hlj_rblvky hl \k_o \lhjhkl_i_gguo \gmlj_ggbo i_j_ `b\Zgbc

MijZ`g_gb_@Dhgp_gljZpby gZ i?k e b \Zf gb h h o i h b c l b \ k _ [y
mkihdb h k y e _ g g h h k l f h k j i h k l h j h g Z f ^ Z ` _ \ l h f k e m q Z _ _
dhlhjhf \u gZoh^bl_kv ohjhrh \Zf agZdhfh beb \u]ey^bl \
\a]ey^ k h^gh]h ij_ ^f_lZ gZ ^jm]hc fuke_ggh hibrbl_ bo \g_
dZd h k \ g _ r g b c h [t _ d l g h i h h j h r [b l _ _] h l j b w l h f g _ h [o h ^ b f h
[_ahp_ghqguf \ukdZau\Zgbyf fuke_ggh hibku\Zy h[t_dl m
^_ckl\bl_evgh m g_]h _klv

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bg^bdZlhjhf klj_kkZ G Z i j b f i j _ k k j b b h [g Z j m ` b \ Z _ l k y i h \ u r _
^uoZl_evghc fmkdmeZlmju Z i j b _ l j a Z h j e h g k l g Z b u r p b] j m i i
k\yaZgguo k j_qvx >ey ghjfZebaZpbb ikbohnbabq_kdh]h
ijhy\ e_gbc klj_kkZ h[yaZl_evgh g_h[oh^bfh fur_qgh_ jZkke
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MijZ`g_gb@Kh`fb dmeZd^a Ky^vl_ m^h[gh jmdb k\h[h^g
eZ^hgyfb _jo ie_qb b]heh\Z hims_gu]eZaZ aZdjuluh Fu
m \Zk \ ijZ\hc jmd_ e_`bl ebfhg GZqbgZcl_ f^e_ggh _]h
ihqm\kl\m_l_ qlh @\u`Zeb^a _kv khd JZkkeZ[vl_kv AZihf
ij_^klZ\vl_ k_[_ qlh ebfhg gZoh^blky \ e_\hc jmd_ lh\l
jZkk^Z[kv b aZihfgbl_ k\hb hsms_gby AZI_f \uihegbl_ m
^\mfy jmdZfb JZkkeZ[vl_kv GZkeZ^bl_kv khklhygb_f ihdhy

2 ;EHD F:L?JB:EU >EY I?>:=HB-HH>BL?E?C

L_fZ < Qlh lZdh_ [meebg]"
LjZ\ey ^_l_c k_jk\mleZfgh^gZ gZa[he__ jZkijhkljZg_gguc
\ rdheZo b ^_lkdbo dhee_dlb\Zo dhlhjZy kms_kl_ggh m_l
ih^jhklhdh\ ijb\h^bl wkdZeZpbb Z]j_kkbb b gZkbeby \]jm
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;meeb l jZ\ey ih\lhjyxsZyky Z]j_kkby ih hlghr_gbx hij_^\
\dexqZxsZy \ k_[y ijbgm^_gb_ b aZim]b\Zgb_ Fh`_l ijhy\em
m]jhaZo _j[Zevghc Z]j_kkbb mgb`_gbb
Ghj_`kdbc bkke^h\ZI_ev [meebg]Z >wmelebg]mZdijk\^j
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klZedb\Z_lky k gZf_j_gguf ijbqbg_gb_f \j^AZ beb ^bkdhfn
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;meeb gkl_fZlqb_kdh_ aehmihlj_[e_gb_ \eZklvx kbehc
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B K DhgZ [mlebg]Zim]b\Zgb_ mgb`_gb_ ljZ\ey nba\ckd
l_jjhj gZijZ\le_gguc gZ lh qlh[u \ua\Zlv m ^jm]h]h kl]Zokb[l
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- [meebg] Zkbbf_lj_bq^ghc klhjhg gZoh^blky h[b^qbd h[eZ
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- [meebg] hkms_kl\ey_lky ij_^gZf_j_ggh gZijZ\le_g gZ
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- [meebg] ih^ju\Z_l m ihkljZ^Z\r_]h km[_j_gZa khrZ_l a^
kZfhm\Zb_ b q_eh_q_kdh_ ^hklhbgkl\h
KhklZ\eyxsb_ ljZ\eb
- gZkbeb_ \lhc beb bghc nhjf_
- kbkl_fZlbgghklv ihklhygkl\h gZijZ\le_gghklv gZ h^gh]h b
- beb]jmiih\h_ ^_ckl\b_ beb ^_ckl\b_ ijb ih^^_j`d_]jmiiu
lhfgblv h[wlbo khklZ\eyxsbo \Z`gh qlh[u hlebqZlv ljZ
y\ey_lky b g_ kh_jrZlv hrb[hd iulZykv k g_c kijZ\blvky
- ?keb dhh]ba ^_l_c \ deZkk_ g_ ex[yl m g_]h g_l ^jma_c
b]jm gh gZkbeby _]h Z^j_k g_l wlh g_ ljZ\ey Z g_ihimeyj
- ?keb ^_lb ihjm]Zebkv beb ^Z`_ ih^jZebkv ijb wlhf k_]h
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hklZb\Zgb_ k\hbo bgl_j_kh\ < ljZ\le_ jZ_gkl\Z g_l wlh
ba^_ZI_evkl\h b ijbfgylv f^bZpbx \ lhf qbke_ \uykgy
bgl_j_ku gZjmrbeZ `j\Z b q_f hgZ bo g_ mkljZb\Z_l agZqf
Dh]^Z \ajhkeuc]h\hjbl \ kb\mZpbb ljZ\ebZ \bgh\Zlu h[_ kljh
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- ?keb h^bg j_[_ghdaZ^hjh-Z_l h[b`Z_l ^jZagbl Z hklZev
ih^^_j`b\Zxl hkm`^Zxdkl\jhy ^khqm\kl\mxl ihkljZ^Z\rbf hl g
ljZ\ey wlh ijh[e_fZ k Z]j_kkb\guf ih\^_gb_f dhgdj_lgh]h
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K_fvy b hdjm`_gb_
- ljb_f_j ih\^_gby rdhevgbdk\hbjmjh^bl_e_c b h[s_kl\Z
- ;_kdhg_qgu_ [Zg^blkdb_ k_jbZeu ih l_e_\b^_gbx
- >\hj\Zy wldZ
- G_m\Z`bl_evgh_ hlghr_gb_ d keZ[uf b [hevguf khlkthjh
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- Mqbl_ey bgh]^Z gZf_j_ggh kZfb ^ZxlihgZtrqeh gmeendgk
kijZ\eylvky k ijhy\e_gb\bb\Z^j_lkdbo dhee mdqblZexbg_bkbfiZl
mq_gbd hg fh`_l _j[Zevgh b g__j[Zevgh ihdZau\Zlv wlh
- >_lb \ ij^ih^jhklhd\hf b ih^jhklhd\hf \hkaZ^blx_hjh_bhg
ijbgZ^e`ghklb BfmigZ^h gZmqblvky [ulv qe_ghf]jmkltbcbk
hk\hblv]jmiih\mx b_jZjobx gZmqblvky [ulv ihe_pjgnufh]jmi
ghjfu b ijZ\beZ lha`_ \ ih^jhklhd\hf b xgh^_kjhffy\majjZlvky
ijh\hklhylv]jmii_ hklZb\Zlv k\hx bg^b\b^mZevghklv khi
gZqZevghc b kj^g_c rdhe_ ^_lyf \Z`g__ [ulv ijbgyufb \
hsmsZlv ijbZ^e`ghklv Wlh \hehZevgghmiibhbjme hta\hgghklb
- DeZkjmiiZ g_ bf__l h[s_c ihabl\b\ghc p_eb Lh]^Z fh`g
dh]hh b ba^_\Zykv gZ^ gbf ihqm\kl\h\Zlv ^bgkl\h ijbZ
aZ^Zqb \haQZklZhevr[_ghd g_m\j_g \ k_[_ q_f [hevrba
hdjm`Zxsbo l_f\jhleylgh qlh hg [m^_l Zdlb\gh mqZkl\h\Zl
©fZkkh\db^a
- <ukhdbc mjh_gv lj_\h]b mqZklgbbd g_ ihgbfZxl k\h_
]hlh\u lZdbklhdbf kihkh[hf ^h[b\Zlvky hij_^_e_gghklb
- <u^_e_gb_ hlq_leb\ub_yegh_jh\mki_rguo ^_l_c eb[h jZa^
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- LZdbf h[jZahf-lijZ\ey_fZ]jmiiu ijhy\e_gb_]jmiih\hc ^bg
dhee_dlb\h dZau\Zxlky i_j_^ g_c g_laZshkgb]h_keljhjuc jr
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fmo^a
Bklhjbq_kdZy h[mkeh\e_gghklv f_oZgbafZ [meebg]Z
Fu - khpbZevgums_kl\Zhqlb \kx bklhjbx q_eh_q_kl\Z
dhgdj_lgh]h bg^b\b^Z aZ\bk_eh hl _]h [eZ]hihemqguo hlghr_
\^_v h^ghfm [ueh g_ \u`blv g_ gZclb ijhiblZgby b g_ kiZ
]jmiihc ba]gZgb_ ba]jmiiu gZ ojkllyl_ggdbkfygh]b_l hagZqZeh
kf_jlv
Ihwlhfm hdZau\Zykv \ kblmZpbb ljZ\eb fu bkiulu\Z_
\blZevguc k\yaZgguc k m]jhahc `bagb m`Zk ^Z`_ _keb
\u`b\Zgb_ hl hlghr_gby d gZf]jmiiu gaZ\gZklhevhdh kbevgh
Ihke_^kl\by [meebg]Z
l_j`b\Zgb_ [meebg]Z \ ^_lkdhf b ih^jhklhd\hf \hajZkl_
b djhf_ ZdImZevguo ihke_^kl\bc hdZau\Z_l agZqbl_evgh_
q_eh_dZ lj_\^_ \k_]h \eby_l gZ nhjfbjh\Zgbb_]tk Zdfhfrpm_ggdbbz]
\hafh`ghklb fh\bl\Zpbx d jZa\blbx b ^hklb`_gbyf

lhke_ ^kl\by ^ey ` _j\lu [meebg]Z

- :nn_dlb\gu_ gZjmrk~~g~~b~~y~~_gb_ gZkljh_gby ^_ij_kkb\g
mjh\gv lj_\h]b fgh]hqbke_ggu_ kljZob aehklv [hevr
wfhpb
- JZkkljhckl\Z ikbo~~b~~Z~~b~~_ ^bgbguc kemqZc [meebg]Z h
wfhpbhgZevguc rjZf Lj_\h`gu_ jZkkljhckl\Z \ lhf qbke_ klhcdb
nhjfu >_ij_kkb\gu_ jZkkljhckl\Z \ lhf qbke_ klhcdb
Kmbpb^Zevgu_ fukeb b ihiuldb kZfhih\jh]f~~Z~~xs\kyim_ ^
ljZ\eb \ ~~Z~~a qq_f m hklZevguo rdhevgbdh\
Dh]gblb\gu_ gZjmr~~g~~g~~b~~klhc~~b~~\h~~k~~bZgby ljm^ghklb khkj_
gZjmr_gby dhgp_gljZpbb iZfylb b l i
- GZjmr_gb_ rdhevg hc Z~~k~~Z~~i~~Z~~g~~bb fh]b~~v~~Z~~p~~bb[_ g_\hafh`g
khkj_ ^hlhqb]a~~Z~~yi]b~~kl~~hygg[h klj_kkZ ijhimkdb aZgy]bc
kljZrgh b gZoh^blm~~kl~~llZ~~ev~~gh kgb`_gb_ mki_\Z_fhklb
- lh\^_gq_kdb_ gZjmr~~Z~~j~~g~~by\ghklv moh^u ba ^hfZ ijhl_k
l i
- Ebqghklgu_ jZkklj~~m~~klh~~c~~Z~~b~~\h kgb`_ggZy kZfhhp_gdZ g_\
bkdZ`_gguc h[jZa k_[y dZd @ms_j[gh]h^a g~~Z~~jmr~~i~~Z~~d~~h]hh\dZ
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h[s_gb_f k aZ\yau\Zgb_f b ih^^_j`Zga_ ~~f~~mk~~hr~~p~~b~~zh~~kl~~Z~~u~~Z~~i~~
^he]b_]h^u ihke_ rdheu < [h~~ev~~Z~~l~~ok\ex~~kl~~ml hklZlv
h^bghdbfb gZ \k~~kl~~g~~hr~~wr_ h[sZx]ky \ khpbZevguo k_lyo
fbj_
- KhfZlbq_kdb_ gZjmr~~Z~~j~~g~~by~~g~~by kgZ Zii_l]b]Z]heh\gu_ [he
gZjmr_gby jZ[hlu `_~~de~~m^~~g~~g]h ljZd]Z g_hi]b~~v~~Z~~g~~g~~by~~
l_fi_jZ]mju b l ^
lhke_ ^kl\by ^ey Z]j_kkhjh\
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lhke_ ^kl\by ^ey k\b^_l_e_c
- LjZ\ey wlhhq_gv ljZ\fZlbqguc hiul ^ey k\b^_l_e_c
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ZfhjZevgh gh _s_ g_ bf_xl kbe hkhagZlv qlh bf_gg
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- Djhf_]h]h hgb [hylky qlh aZklmib\rbkv aZ ` _j]\m kZ
ih^u]ju\Zxl Z]j_kkhjm klZjZykv g_ qm\kl\h\Zlv klu^ b mg
- Bo ij_ ^klZ\e_gb_ h k_[_ dZd @ohjhrbo ex^yo^a kbevgh k
deZkk_ b \ rdhe_ ih]jm`Z_l \ klj_kk \k_o ^_l~~f~~g~~h~~^~~v~~ke~~kl~~
ljZ\ey\ ihjy^d_ _s_c qZklv h[uqg hc `bagb agZqbl g_
aZ\ljZ wlh]h g_ k^_eZxl kh fg hc g_evay jZkkeZ[blvky g]
- Klj_kk bklhsZ_l ^_lkdmx ikbobdm gh ^Z[h]l~~Z~~h~~kl~~j~~g~~h]h~~kl~~Z
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- <hagbdZ_l [_kkbeb_ g_]Zlb\gh_ hlghr_gb_ d rdhe_
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- ijh[e_fu k ^bkpbiebg hc \ deZkk_
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ijb\h^bl d nbabq_kdbf ih\j_`^_gbyf k~~m~~g~~b~~g~~b~~*Zed~~g~~h~~kl~~bd
- jh^bl_eyfb

- ih^lZedb\Z_l d ijhn^_nhjfZpbb aZklZ\eyy \h \k_f h[\bgyl
- b gZqZlv bkihevah\Zlv]jmiih\h_ ^Z\e_gb_ ^ey ©gZdZaZg
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- g_ ^h[jh`_eZl_ evgZy h[\glZgkhdZebfZl deZkkZ
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- kgb`_gb_ fhIb\Zpbb d mq_[_
- g_ ^h\ _jb_ d \ajhkeuf
- lhke_ ^kl\by ^ey rdheu
- lhke_ ^kl\by ljZ\eb djZcg_ hiZkgu ^ey rdheu \ p_eh
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‡ g_]Zlb\gu_ jZa]h\hjaZh_dhfkibghc

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‡ h[au\Zgb_ b ijb^mfu\Zgb_ h[b^guo ijha\bs

‡ \uklZ\e_gb_ \ kf_rghf \b^_

‡ mgb`Zxsb_ b h[_kp_gb\Zxsb_ \a]ey^u b `_klu

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‡ h[ty\e_gbuf]emjZdhf

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h^`^u

‡ g_h[hkgh\Zggu_ h[\bg_gby

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‡ rZglZ` \ufh]ZI_evkl\h

‡ k_dkmZevgu_ ^hfh]ZI_evkl\Z

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x < dhfZg^guo b]jZo ^_lb \u[bjZxl _]h \ qbke_ ihke_
h^ghc dhfZg^_
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rdhevguo i_j_f_g
x Ba[_]Z_l]h\hjbly \kemo hl_qZlv \ih h bja\fy^brh j h d_hqZ lbe
lj_\h`gh]h b g_m_j_ggh]h \ k_[_
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x M j_[_gdZ j_adh beb ihkl_i_ggh mom^rZ_lky mki_\Z_fhkl
x G_ ^Zxl kibkZlv g_ ih^kdZau\Zxl g_ kijZrb\Z_l l_fm mjf

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- Ba[_]Zcl_ ijyfhc dhgn]hgIzpbbl_ \eZklhex[pZf ijhy\blv
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Fu ^he`gu [ulv \h \k_h]p]gh]a]gdZd k_[y _klb dh]^Zy\kl
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Z]j_kkb\gh]h]h l_j^hf ihke_`h\Zkl]e]v]h]fbq_kdb]jZfh]ghf i
\ajkeuo ih hlghr_gbx d wlb]f y\e_gbyf

?leb m \Zk \hagbdgml aZljm^g_gby lh ih`ZemcklZ ih
kem`[Z gZr_c rdheu - \k_]^Z jy^hf k \Zfb
;meebg]hl Zg]e keh[Vzd-EgZfOj_ggh_ b j_]meyjgh_ ijbqb
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aZim]b\Zgb_ mgb`_gb_ nbabq_kdbc beb ikboheh]bq_kdbc l
Hij_^_ey_lky dZd ijbl_kg_gb_ ^ebl_evguc ijhp_kk k
nbabq_kdh]h b beb ikbobq_kdh]h hlghr_gby kh klhjghu
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L_ogheh]by j_Z]bjh\Zgby gZ \uy\e_ggu_ beb mklZgh\e_g
ljb mklZgh\en_ZgdZ lebi[h^haj_gb_ gZ kms_kl\h\Zmbebg]k]Z
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ih\ur_gbb kZfhhp_gdb Hp_gbl_ _]h kf_eklv ©Lu ijhy
jZkkdZaZ\ fg_ \k_ h lhf qlh ijhbahreh^a
- «Y ex[ex l_[y b ihklZjZxkv k^_eZlv lZd qlh[uZlh]Zk[ghkvlv
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JZa]h\hj k deZkkhf
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\hajZkl_ m rdhevghdh\ _s_ g_ knhjfbjh\Zgu fhjZevgZ\kijbg
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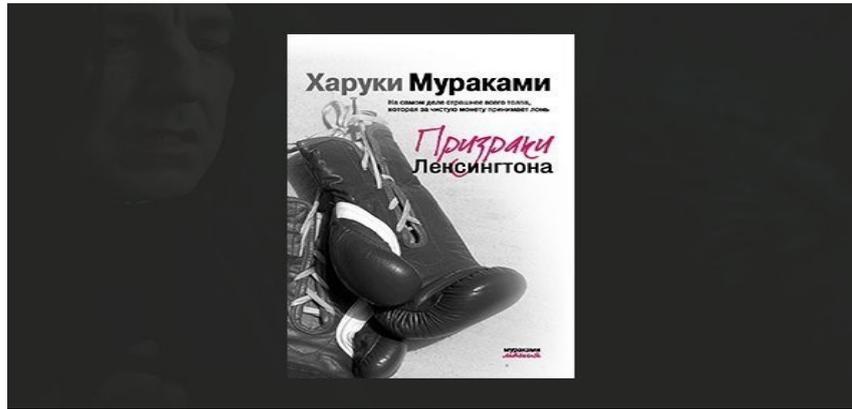
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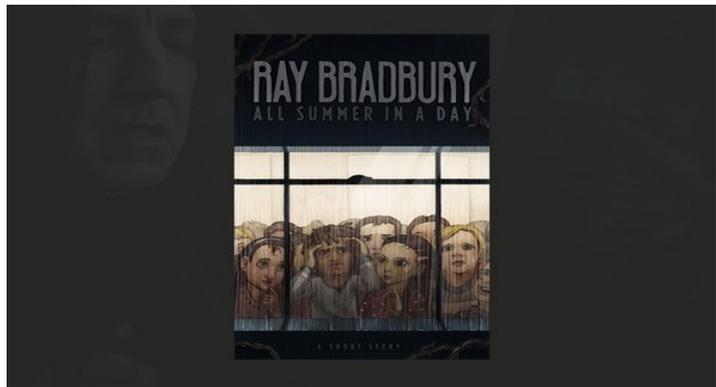
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^ebl_evduc ijhp_kk khagZl_evgh]h _k]h]h _k]h]h [meebg]Z
hlghr_gby nbabq_kdh]h beb ikbobq_kdh]h x khh]sblv h[wlhf mqbl_e
kh kljhjgu h^gh]h j_[_gdZ beb j]miku^lhc]b^qb\uf jZa^jZ`bl_evduc
d ^jm]hfm j_[_gdm beb ^_lyf Fh]b]Zbb^d_kkb\guf [_a hq_\b^gub
g_fm fh]ml \ukazvzv f_klv qm\kl]h ijbbqbg keh b\r_cky kblmZpbb
g_ijbylby `_eZgb_ \hkkIzgh]blv nhg_ aZfdgmlhklb x ?keb j_[_ghd [ueZk]Zg]hb g
kijZ_^eb\hklv [hjv[Z aZ \eZklv ih^gbb_gg g^hfh]Zg]dy ih]jyk_g kemqb\rbfky g_ hli
eb^_jm g_cljZebaZpby khi_jgbdZ kbf\ih ^h _]h gZ ke^mxsbc ^_gv \ rdh
kZfhml\j`^_gb_ b ^jm]h_ \iehlv^h]Zlmju ijb hlkmlkl]bb x ljb kbevgh i_j_`blhf klj
m^h\le_l\hj_gby kZ^bklbq_kdbo ihlj]ghkl]c ih]ulZlvky i_j__klb j_[_gd
hl^_evguo ebqghkl_c k_]v_agh]h aZ[he_\Zgby ^jm]hc deZkk beb ^Z`_ \
Nhjfu rdhevgh]h [meebg]Z fh]ml jZdlbq_kdb g_]h\hjbl h kh]ulbyo\
[ulv jZaebqgufb kbkl_fZlbq_kdb x ljb ihklIjZ\fbZlbq_kdhf klj_kk
gZkf_rdb \hkgh\ dhlhjuo fh`_l [ulv qth kbg^jhf_ g_f^e_ggh h[jZlb
m]h^gh hl gZpbhgZevghklb ^h x ih^ag_ggh j_Z]bjm_l gZ jZa]h\hju_h
^Zgguo j_[_gdZ \ufh]ZI_evkl]h dh]nebdIZo \dhee_dlb\ x Gb \ dh_f kemqZ_ g_ b]gh
nbabq_kdb_ b ikbobq_kdb_ mgb`_gby kemqb\r__ky k j_[_gdhf b g_
jZaebqgh]h \b^Z ba^_\Zdd]k]h]h [h \k_ gZ kZfhl_d
b]ghjbjh\Zgb_ ihjqZ ebqguo \
lj_ke^h\ZI_eb [meeb qj_a\uq
bah[j_lZI_evgu Gh_cr__ bo @^hkl
- db[_j[meebg] lh _klv ©ljZ\ey
bkihevah\Zgb_f we_dljhgguo kj
dhffmgbdZpbb



>ey lh]h qih]uhdiZd^hl\jZlrv x lhkh_lmcl_ j_gdm gZclb h[sb
ihiZ^Zgb_ j_gdZ \]jmiim jbkdyZaudh k dZ`^uf mq_gbdhf A_k\h^f^h
rdhevghfm [meebg]m ihkh_lmcl_ d^zkk_ ihfhsb DjZkghk_evkdh]h-jZchjZjKZgdI
PIFKK DjZkghk_evkdh]h jZchgZ

x G_ iulZlvky \u^_eblvky kj_^b ^jm]Z kj_^b
^_l_c _keb g_l ^ey wih]h ih\h^Z kjZam g_kdhevdbogZklhysbo ^jm
x G_ o\ZklZlvky\hbfb mki_oZfb jbleZrZlv h^ghdeZkkghbdh\ \]hkl
gb k\hbfb jh^bl_eyfb gb k\hbfb x G_ iulZlvky \k_]^Z ih[_`^Zlv \ k\h
we_dljhggufb b]jmrZfb kihjZo k jh_kgbdZfb
x G_ aZagZlvky x GZmqblvky ijhb]ju\Zlv b mklmiZlv
x G_ aZ^bjZlvky keb \Zr j_ghd \ kZfhf ^_e_ g_
x G_ ihdZau\Zlv k\h_ ij_hkoh^k]h
x G_ ^_fhgkljbjh\Zlv k\hx GZmqblvky m\Z`Zlv fg_gb_ k\hbo
weblZjghklv h^ghdeZkkghbdh\ [m ebg]



x G_ y[_^gbqZlv
x G_ ih^ebau\Zlv kmqbl_eyf
x G_]ghjbjh\Zlv @j_r_gb_a deZ
keb hgb g ijhlb\hj_q
gjZ\kl_gguf ghjfZf q_eh\
dhjq_]h\hjy g_ ieulv ijh
l_q_gby k\h_]h @dhee_dlb\Z^a
x G_ ^Z\Zlv ih\h^Z ^ey mgb`_gby
qm\kl\Z kh[kl_ggh]h ^hklhbgkl\Z
x G_ ^_fhgkljbjh\Zlv k\hx nbabq kdmx
kbem
x G_ \au\Zlv d `Zehklb hdjm`Zx
k\yab kh k\hbfb ojhg bq_k
aZ[he_Zgbyfb beb lh dZdb
nbabq_kdbfb ^_n_dIZfb
ihdZau\Zlv k\hx keZ[hklv



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jh^b_e_c

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jZa]h\hj_ qih`_hgZ [meebg]Z ^hihegbl_evgh]h h[jZah\Zgby
ih^^_j`Zlv _]h ke_^mxsbf Ljheebg]wlh klbev h[s_gby \ Bgl]hg P_glj ikbohe^Z]h]bq_kdhc f_^bpbgkdhc b khpb
9 Y l_[_ _jxwlh ihfh`_l j_[_gdm_Zl_evkl\h b ijh\hdZpbhggu_ PjZkghk_evkdh]h-jZchgdZjKZgdI
ihgylv qih <u \ khklhygbb_jhfhqy PIFKK DjZkghk_evkdh]h jZchgZ
_fm k ijh[e_fhc ijh\hdZpbhgguo khh[s_gbc h q_eh_d_ gZ
9 Fg_ `Zev qih wlh k ijh\hdZpbhggu_ dhff_glZjbb keh_qdb Rdhevguc
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qm\kl\Z \bjlmZevguc l_jjhj qZs_ \k_]h [meebg]
9 Wlh g_ l\hy \wzcl_ ihgylv_jhklhd\uc Wlh gZf_j_ggh_ b j_]meyjgh_
j_[_gdm qih hg g_ h^bghd_ih^hlghe \j_^Z h^gbf q_eh_dhf beb
kblmZpbp fgh]b_ _]h k_iklgbbp ^jm]hfm q_eh_dm dhlhjuc g_
klZedb\Zxlky k jZagufb \ZjbZglZfb k_[y ihklhylv aZim]b\Zgb_
aZim]b\Zgby beb Z]j_kkbb_mgb_lhl_beb nbabq_kdbc b_kbbkboheh]bq
bghe fhf_gl \gphyke_ l_jjhj Hij_^_ey_lky dZd ijbl_kg_gb_
9 Ohjhrh qih lu h[wlhf^efg_evvguc ijhp_kk khagZI_evgh]h`_klhdh]h
kdZaZevlh ihfh`_l j_[_gdm_nbabq_kdh]h b beb ikbobq_kdh]h hlghr_gby
qih hg ijZ\bevgh k^_eze h]jZ]b\rbky h^gh]h beb]jmiiu ^_l_c ih
aZ ihfhsvx b ih^^_j`dhc hlghr_gbx d ^jm]hfm j_[_gdm ^jm]bf
9 Y ex[ex l_[y b ihklZjZxkv k^_eZlv IZfyldZ ^ey
lZd qih[u l_[_ [hevr_ _g_ i_^Z]h]h\
m]jh`ZeZ hiZkghk]k ihfh`_l Fh[[bg]wlh dhee_dlb\gu_ gZiZ^db ljZ\ey
j_[_gdm k gZ^`^hc ihkfh]b_lv beb_gZh[hjhl hl_j`_gb_ baheypby b
[m^ms_f b hsmlblv aZsblm [hcdhl h^gh]h ba qe_gh\ dhee_dlb\Z



GZ^ q_f ke_^m_l aZ^mfZlvky i_^Z]h]m Mqbl_ev \ kblmZpbb jZa[hjZ dhg

x ©lhklhyggh_ kjZ\g_gb_ j_kamrZlvb\^he`_g

x ©J_[zghd g_ ^he`_g hklZ\Zlvky r_fm g_ ijb\G^h[oh^bfh 3/4 hklZ\Zlvky kihdhcguf

`_j\hc h[kihyl_evMqbl_ev j_ bkihevah\Zlv kjZ\g_gb_jiv_agh \hkijbgylv ktZfbkem

kihkh[_g hp_gblv j_Zevgmxihabpbx ihamevIZih\ h[mq_gby ^_l_c jZkkdZa h gzf

dZ`^h]h j_[_gdZ \ rdhevghf <_^v \k_]h^Z[md^hl \ 3/4 ijbgylv f_ju dZd fh`gh kdhj_

dhee_dlb\ HI_j]Z_fu_ ^j]hf <_^v \k_]h^Z[md^hl \ 3/4 ih[h^jblv ihl_ji_r_]h g_ ^Z

gm^Zxiky \ ih^^_j`b\Zxs[de__ \ub]jurghc ihabpb 3/4 ih[h^jblv ihl_ji_r_]h g_ ^Z

ihabpb i_^Z]h]Z hg fh`_l \klmkiZ]vZ\ \ g_]Zib_ Hlf_qZy j_Zevgu_ iham\kl\h\Zlv k_[y g_Z^_d\Z

jheb Z^hdZIZ beb ©[mn_jZ^a imkh]u^Z`_ g_[hevr_b_ mki_ob_lemiufc

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gZ g_]h kh kihjhgu ^jm]bo gZib`_gby dZ`^h]h ihvdh k^_j]h_lgmxihfhsv kh_l ih^

k_jklgbdh\ jZkqbklblv iehsZ^dm gZib`_gbyfb mf_gvrb^eZlv lZd qlh[u h[b^qbd i

gZeZ\Zgby hlghr_gbc jbkd \ebygby mqbl_ey gZ ihyl_e_g_b^h[hjy_l_ _]h ih_^_gb_

g_ihimeyjguo ^_l_c 3/4 ihklZjZlvky k^_eZlv lZd

x ©Ex[h_ ijhlb\hihklZ\e_gb_ j_[zgdZ h[b^qbd m\b^_e lhqdm aj_gb

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j_imlZpbbRihevah\Zgb_gZ mjhdZo hq_gv \a_r_ggh ih^hclb d l

lZdbo ijbzfh\ ^ey gZeZ`b\Zgby wlh k^_eZlv

^bkpbiebgu d^Z^Zh^ggh]h beb 3/4 ykgh h[tykgblv gZdZaZgb_

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