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&RXUH' HMFUSMRQ

7KLVF RXUHLVG MJQHGVRE HDQLMARGXVIRQVRVKHVFHQMFVXG \RI KXP DQGHYHSP HQVZ LMK DQ
HP SKDMLVRQVRF DDF BQLVYH DQGCHXURE RQJLFDOSURFMMVXQG HDLQJ SHUFSVXDOFRJQVYH DQG
HP RMRQDOG MHBSP HQWURP LQ DQF \VR DG BMFHCFH

: KDVMLVFRXUHZ LOBRNQH

7KLVF RXUHLVG MJQHGVRE HF IR SOMGLQDQDX QFKURGRXV RQDCH P DQGHUZ LMK VRP HRSVRCDO
V\ QF KRQRXV QH=RRP VHMQRQ HOP HQVLMUJDMG

<RXZ LOQRMF HMDVMLV RXUHIRQZ VDP RG EDUWVFXUHLQZ KLFK \ RXZ LOQGHDFKZ HNRV VKH
F RXUH (DF KZ HNLV IR SOMMZ LMK UHG QV LQMDVYHFRXUHQRMV YLG RV QRQ JUDGHVHD FKFN
DF VLVHV DGGDWHWP HQW 7RJHMHUVMHMLQVVKFMRQDOP DMUDQ LOKHS \ RX RUNVURXJKNH
F RF BWDQGSURYLG HIRXZ LMK DP SORSSRUJQLW VR UHQH \ RXUNLO \$ VVKHVRRI HDFKZ HNR \ RX
Z LOQGVKHODPpMGEVRU ERX VR RE DLQVHIRXQG DRQD

NQRZ OG HMDVWUHT XUHGI RUMKF RXUHDQGLV FUMFDORUDODWHWP HQVFRP SRQHGW 3ODMHQRM
VKDVRX DUHQD UHSRQME IORUMKHS DJHQXP E HVQDMG RMKUP DMUDQZ LOQVEHDWHMHG
DOKRXJK \ RXF QF HMDRQD 0

,QMDVYH&RXUH1 RMV 7KHLQMDV VYHF RXUHQRMV DUHG MJQHGVFRYHUMKHG IZFXDQD
IP SRUDQVRSLE VRUMKHZ HNR DQGH VMOGXSROVMHFXUHQVZ HNE/P DMUDQ7KLVH VMOQRQZ LO
F RMLVRI GVE XVLQ RVMHUHMDUF KQGGQVUHDVGVVRVKHVRSE LH UHMDFK QRVFRYHJGLQW

3K'

\$ P HQG HQVVRVKHRLUJLQDF RXUHP DMUDQZ HUHP DG HA 0 LFKDIO RUQJWUJ3K' \$ VLVQW
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\$ VMUF IR SOMQJ 36<& VVG BMMKRXGE HDE IOR

' HMF LE HMKHJHQHDOF RLUHRI WSLF DG MHPSP HQWURP FRGF-SVRQVR DMIDGRMF-QFHlQVMH
F RQVMH QJXLWF HP RMRQDDGGVRFDDG R DQVVR UFRJQJ HMKHLUH I HVRQRQH DGRMKHU

&RP SDJHDQGF RMDWVMHP DWRUG MHPSP HQWVMH RUHM DQGG VEXVMH VMHQVMVDQG
Z HDNQHMHVRI HDF KMKRU

' LVF XVVMHG IILHUQVP HMKRG XVHGLQG MHPSP HQWDSV FKRBJA UHMDFK DQGHYDDMKRZ VMHM
UHMDF K HMKRG YUHG SHQG BVMKSRQVMHVMH RUHMFDSSURDFKRI UHMDFKHUGHMHSP HQWQJH
RI VMHSDUMF SDQVDQGUHMDF KT XMRQE IJQ DMSY-Kd€D 2 NY-Kd€D 2 NY-Kd€Øp V"0D €

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4 XHCE/8 QYHJLV UF BQJ HVVKDVKHYDQXHVRI HT XW DGGG YHJLV DUHYLVQVR DQGLQKDP RQ Z LMK
LVHG K MRQDP LMRQDQGWDQG DGURI H FHQGFH ,WDFNRZ OG HVVKDVLHFMLQGLHFWDQG
V WMP LF GVE LP LQMRQHJ LVWZ LMKLQRXULQMMVMRQDOWKFXUH/ SRCFLH/DQGSUDFVHFV/DQGLQRXU
F RP XQLW 7KHMHVNHHP DQ IRUP VDQZ RUNVR GILHJHQMDQ DG BQVJHDQGLVDGYDQVJHSHURQV
DF BAVRF DQG BMMHVXF KDVDF HMKQLFW GVE DV JHGG HLG BMM VJ XDRUHQMVRQ I LMK DQG
VRF BHF RRP LF WDXV DP RQJ RVMHJ DP S O , QMLVFDW , Z LOZ RUNVR SURP RMDQDQW
GVE LP LQMRU DQWUDF WDDQDF FXQVE KQYLURQ HQVZ KHJHYHJ RGH HHOZ HBRP H 6VXGHQWLQ
VMLVF DVDUHHQF RUDJHVR SDMF SDMLQG VEXMRQ/LQIRUXP VDQG=RRP VHMVRQ/ DQGVV XSSRUW
RKHJ/LQVKHUSDMF SDMRQ %HF BMMHFDWZ LQHSUHFQVGDG YHJLV RI LQGLGXDY EHOV
E D BURXQG VDQGH SHUHQF M HYHJ P HP E HJRI VMLVFDW/LDMHGVR VKRZ UHSHFWRUHJYHJ RKHJ
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,I\RXZ LKVR F BQJHKRZ \RXUQDP HDSSHJVLQRQ4 DQGRQFDWQW SODMHIRQZ VMMHVMV <RX
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3ODVHDOZ VR KRXVIRU RXUSUHJHJGDP HVRE HJVLVMUHGZ LMKLQVMHV WMP ,I\RXKDYH
IXVMHUT VMRQ/RUF RF HQ/SODVHFRQVFW76 DM XHCE/8 QYHJLV

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7KHIRQZ LQ P DMUDQV/DYDQDE KURP VMH4 XHQV&DP SXV%RRNVRUH

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6LJ VK&DQDGDQ(GLMRQ RBRVHDI YHJVRUHVM W3ODVHQ VM 7KH/ DXQ KSDGSURJUDP P HJLGRV
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30DVHDORQRMMKDVVKH HGMARQLVWUHTXUHGMI WRUMLVFDW ,QVHHYHQVRI H FH-SARQDO
FLUXP WQFH/VKH HGMARQP D EHXVHGDVDQDOMQDMYH VWRXJK MLV/LQRWVFRP P HQGHG +RZ HYHU
VXGHQVWKRXC127 SXUKDVVKH HGMARQ

,I\RXF RRMVHXVVKH VKHGMARQW VVKHSDJHQX E IVDWMSLQDFRQ RQX012 YHULHZ Z LQCRW
PDM VVKHSDJHQXPE H\RI \RXUM VZRRNDKDFUHRUHQWBN DQVWVWRH VKHGMARQ SODVH
UHHUHF VVKHSDJHQX DMVH B-DVGVH U K D UG WNDQVWR WVRX IXH YgVU QV K H L W

\$ WXP HVKHE NVRI RMHJ/DQGH SHF VKHE NVRI VKP

\$ F NRZ OG HVKHIP SDF V RSSUMLRQRQVHOMRI RMHUSHRSOIQGP DNHVUH\ RXUZ UMQJ LV
UHSF MDDGLQF XLYH

5 HF BQJ HDQGYDQXVHH SHUHCF M DE DMV DQGNRZ OG HVDFK SHURQEUQJV

3D F RVHDMQVRZ KDV RXUSHUVZ UME IHRUH\ RX UMSRQG 7 KLNKURXJK DQGUH UHG\ RXU
Z UMQJVE IHRUH\ RX SRWRUMHGVKHP VR RMHJ

,V/RNVRGVDJUHZ LKLG EV E XG RQVP DNHSHURQDDVFN

%HRSHVRE HQ F KQJHGRUF R URQMGRQ\ RXULG EVDQGVRFKDDQLQJ RMHJ/Z LKVKHLQMQV
RI IDF DMQJ JURZ VK ' RQVGF FHDQRUP E DUVRMHJ

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7KHUHP DA E HDMV HZ KHQ\ RXDUHXQDE DMR FRP SOMMDQDMLJQP HQVRUH DP IRUSHURQDDUHDVRQ/
7RE XGLQVRP HUH LE DMIRUDOMXG EV

- RQD\RXUE NWHMD RI ZLOF RQVRZ DUG VRXUQDDQJUDG HQVXHFRXUH
- GVE XMRQSRW RWJLQDQSRWDDGUHS DMV HMD V DQGVKHQDDH DP ZLOKDYHD GA JUDFH
SHURG 7KDMV\RXUDMLJQP HQVDUHG XIRQVXHG XIG DMD2 Q4 E XZ LOEHDFHSMG ZLVKRXW
SHQDOW XSVR KRXUVDMLZ DUG \$WJQP HQVG BS EIRVZ LOFVH KRXUVDMLUMKHSXEQKHG
G BGLQHDQGDMLJQP HQVQRVXE FLWGE\ KDMV HZ LOUHFHYHDÉ È
- \RXDUHSHUP LVMGVRZ UMDP DNH XSP LG MP U\RXFDQQRVZ UVMKHQJWP LGMUP RUKRSHVR
LP SURYH\RXWUDG IRQVXHQUW GMDZ L

KWSV ZZZT XHQA H

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30DVHQRWVMDVP RE 0IG MF MDUHQRWUFRP P HQG BIRUMKHFrxUHDVVKH FDXVHVHYHJDNQRZ Q
LWXHVLQRQ4

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