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4VCTUBOUJWF *TTVF *EFOUJGJDBUJPO

ÌµAF0ÿÁ~ 1"µ Â•ä0;ÒÇ^'Y'wÉïØ(81"6»;•O-U3~ 1"µ l¥;
0ë¸cÌµAF òMÊëX J'w ëX J -l¥Í

5ISPVHI MPOH UFSN FGGFDUJWF DPNNVOJDBUJPO XJUI TUBLFIPMEFST XJUI SFGFSFODF U
%FWFMPQNFOU 3FQPSU (VJEF (0SJFOUBM :VIPOH JEFOUJGJFT UIF UPQJDT GPS EJTDV
DPOGJSNJOH UIF TVCTUBOUJWF JTTVFS PG UIF TPDJBM SFTQPOTJCJMJUZ PG UIF $PS
:VIPOH

,•7,•O-U3~ 1"µ l¥ *EFOUJGZ *EFOUJGZ *TTVFT 'SPN /VNFSPVT 4UBLFIPMEFST	l¥ *TTVF *EFOUJGJDBUJPO 'PS %JTDVTT
ÌµAF-µtñ< ¯ 4FMG NFEJB QMBUGPSN JOUFSBDUJP	Cõ1 $PSQPSBUF HPWFSOBODF
Z &à $VTUPNFS GFFECBDL	ì_S &OFSHZ DPOTFSWBUJPO BOE FNJTTJPO SFE
ëXµt™K 4PDJBM NFEJB DIBOOFMT	CC¹õ1 $PNQBOZ PQFSBUJPO NBOBHFNFOU
†+è œÁä0 *OWFTUPSýT JORVJSZ BOE DPNN	€º" !fò) &NQMPZFF SFMBUJPOT QFSTPOOFM USBJO
ëÝ Á $PNNVOJUZ QBSUJDJQBUJPO	ñL1 !±t 'BJS BOE SFBTPOBCMF DPNQFOTBUJPO TZTU
‹ 1"ŠÃ V. 3FMFWBOU HPWFSONFOU EFQBSUN	_¹Wò &OFSHZ DPOTVNQUJPO
áÊéX º{XI *OEVTUSZ BTTPDJBUJPO XPSLJOH	'Ì† 4IBSFIPMEFS T EJWJEFOE
áÊ'YV¹ ¼' 3FTFBSDI PG JOEVTUSJBM EFWFM	.¯´• -BCPS QSPUFDUJPO
€ºL1Ñ%l 4UBGG SBUJPOBMJ[BUJPO QS	™ W®1 4VQQMZ DIBJO NBOBHFNFOU
'Ìæ#Á3½ä0 4IBSFIPMEFST JOTQFDUJPO BOE POM	.º!? -BCPS SJHIUT
	L *0 -FHBM UBY
	ìQrŽÁ)¬ "GUFS TBMFT USBDLJOH BOE TFSWJDFT
	™ ø‹–ƒÇ 4VQQMJFSýT QPMJDZ TVQQPSU
	¨ áÊ'Y 1SPNPUF JOEVTUSZ EFWFMPQNFOU

ÌµAFV ¶#)¬•j¡ øX#áÊéXŽñ< c;;?¾Þ òÌµAF[•j ŠIfX&B I

#Z WJSUVF PG FYDFMMFOU QSPEVDUT BOE TFSWJDFT 0SJFOUBM :VIPOH IBT XPO UIF SFD
BTTPDJBUJPOT 4PNF IPOPST XPO CZ 0SJFOUBM :VIPOH JO BSF BT GPMMPXT

áÊc; *OEVTUSZ SFDPHOJUJPO	fX&B)POPS
ùÌ5¡ øX (VBOEPOH 3FBM &TUBUF $IBNCFS PG $PNNFSDðF×Ž]¡ þÛ¡™ ø ªÜ] /FUFBTF 3BM &TUBUF	"OOVBM þ(PMEFO 4VQQMJFSÿ PG $IJOFTF SFBM FTUB
×Ž¡Û * $IJOB 3FBM &TUBUF 'JOBODF %FWFMPONFOU "TTPDJBUJPO	×Ž]¡ ë%™ ø¶¡ 1SFGFSSFE TVQQMJFS CSBOE GPS $IJOFTF SFBM FT
×Ž]¡ 'CX $IJOB 3FBM &TUBUF 3FTFBSDI "TTPDJBUJPO ×Ž]¡ ÊéX $IJOB 3FBM &TUBUF "TTPDJBUJPO ×Ž]¡ >€×w $IJOB 3FBM &TUBUF &WBMVBUJPO $FOUFS	×Ž]¡ BùµF¨Ý¶¡ë% ë7ÌµAF8 /P PG QSFGFSSFE CSBOET PG 5PQ $IJOFTF SFBM F 0SJFOUBM :VIPOH ×Ž]¡ B´žF¨Ý¶¡ë% ë7ú¦c8 /P PG QSFGFSSFE UIFSNBM JOTVMBUJPO NBUFSJBM $IJOFTF SFBM FTUBUF EFWFMPQFST 8POJVTIBO ×Ž]¡ B('øë%1+U¨™ ø„ P7t–•8 /P PG QSFGFSSFE GPSFJHO JOWFTUFE DPBU TVQQMJF SFBM FTUBUF EFWFMPQFST $BQBSPM ×Ž]¡ B('øë%l'[™ ø„~P7è‹8 /P PG QSFGFSSFE UJMF HMVF TVQQMJFST PG 5PQ EFWFMPQFST 7"4" ×Ž]¡ B('øë%™ ø²• ¶Ý7ÌµAF%“¾›8 4QFDJBM QSPEVDU PG QSFGFSSFE TVQQMJFST PG 5PQ EFWFMPQFST 0SJFOUBM :VIPOH #VJMEJOH 3FOPW
×â *oä¡ $63" HSFFO SFBM FTUBUF	Â0L{Wg -POH UFSN QBSUOFS ´ðL{Wg /FX QBSUOFS

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*O 0SJFOUBM :VIPOH FTUBCMJTIFE MPOH UFSN BOE TUBCMF TUSBUFHJD DPPQF
&TUBUF 1PMZ 3FBM &TUBUF BOE 3 ' (SPVQ 4PNF IPOPST XPO CZ 0SJFOUBM :V
QSPGFTTJPOBM TFSWJDFT BSF BT GPMMPXT

)¬ Z 4FSWJDF $VTUPNFS	fX&B)POPS
½8¡ 7„ &WFSHSBOEF 3FBM &TUBUF (SPVQ	ò V ™ ø 0VUTUBOEJOH 4VQQMJFS
—Ù7„) $IBOHF (SPVQ	V M•L{Wg &YDFMMFOU TUSBUFHJD QBSUOFS
Ë°‡ $PVOUSZ (BSEFO	ò ìU™ øR "OOVBM FYDFMMFOU TVQQMJFS BXBSE
È ´~¡ +JBOHTV 1PMZ 3FBM &TUBUF	V 7Ô™ ø &YDFMMFOU DFOUSBMJ[FE TVQQMJFS
´~ëÌ 1PMZ :VFEPOH	V º.¡L™ ø &YDFMMFOU FOHJOFFSJOH DPPQFSBUJPO TVQQM
‡¢º 4IFO[IFO 7BOLF	ò V)¬R &YDFMMFOU 4FSWJDF "XBSE
×%5Š%z $IJOB 8FTU $POTUSVDUJPO (SPVQ	V ™ ø 0VUTUBOEJOH 4VQQMJFS
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ÌÝ7„ 9VIVJ (SPVQ	ò $ˆL{R "OOVBM #FTU $PPQFSBUJPO "XBSE
¿ ¡ 7„ .JEFB 3FBM &TUBUF (SPVQ	7„M•™ ø (SPVQ TUSBUFHJD TVQQMJFS
º 7„ 7BOLF (SPVQ	" ™ øÌÇ^— R $MBTT " TVQQMJFS $POUJOVPVT -FBEJOH "XBSE
³º7„)0/(,6/ (SPVQ	V M•L{ío &YDFMMFOU TUSBUFHJD QBSUOFS
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6Pí¡ "HJMF 3FBM &TUBUF	V ™ ø 0VUTUBOEJOH 4VQQMJFS
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*7 4USJDU 2VBMJUZ $POUSPM

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²Çþ Ú„·ÿþ w Þ Z)¬ÿ;y4¶ ¶—)¬RC^0ÀÍ¡¶•ù Ú „ R;0 ¶ z
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Ôÿ.©60ÿÑ« ÄÊ€ — g } ¶w Ì-_ÌŽy ;e-Qf_ 7w Í

2VBMJUZ JT BMXBZT QVU CZ 0SJFOUBM :VIPOH POUP UIF GJSTU QPTJUJPO 4JODF 0SJFO
NPEF JO JU IBT FTUBCMJTIFE B VOJRVF 0SJFOUBM :VIPOH &YDFMMFOU 1FSGPSNBOD
'JSTU BOE 4FSWF $VTUPNFST 8IPMFIFBSUFEMZ 0SJFOUBM :VIPOH JT EFWPUFE UP D
QSPEVDUT BOE TFSWJDFT 0SJFOUBM :VIPOH IBT FTUBCMJTIFE B QSFWFOUJWF RVBMJU
EFTJHO BOE EFWFMPQNFOU JU IBT FTUBCMJTIFE B TUSJDU NBOBHFNFOU TZTUFN GSPN
QSPKFDU MBCPSBUPSZ UFTU QJMPU QSPEVDUJPO JO EFQUI BQQMJDBUJPO SFTFBSDI
1SPEVDUJPO DBOOPU TUBSU VOMFTT FBDI QSPDFEVSF QBTTFT TUSJDU QSPGFTTJPOBM
QFSGPSNBODF BOE SFMJBCJMJUZ

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0SJFOUBM :VIPOH TUSJDUMZ DBSSJFT PVU RVBMJUZ DPOUSPM SFRVJSFNFOUT GPS UIF Q
QSPEVDUJPO FRVJQNFOU BT UIF CBTJD HVBSBOUFF TFUT LFZ QSPDFTT DPOUSPM QPJO
UP JOEJWJEVBMT DBSSJFT PVU TUBOEBSEJ[FE KPC PQFSBUJPO TP BT UP SFEVDF B
FTUBCMJTIFE B DPNQSFIFOTJWF RVBMJUZ NPOJUPSJOH TZTUFN JO UIF PQFSBUJPO
JOTQFDUJPO TQFDJBM JOTQFDUJPO QBUSPM JOTQFDUJPO BOE SBOEPN JOTQFDUJPO P
RVBMJUZ TUBCJMJUZ JO UIF QSPEVDUJPO QSPDFTT *O PSEFS UP HVBSBOUFF UIF PCKFDU
0SJFOUBM :VIPOH IBT FTUBCMJTIFE QFSGFDU NPOJUPSJOH BOE NBOBHFNFOU NFDIBO
IBT QBTTFE $/"4 BOE $." DFSUJGJDBUJPO BOE IBT FTUBCMJTIFE B QSPEVDU RVBMJ
JOEFQFOEFOU GSPN 3 % EFQBSUNFOU BOE QSPEVDUJPO EFQBSUNFOU TP BT UP TF
EFQBSUNFOU BOE UFTUJOH EFQBSUNFOU BOE FOTVSF UIF XIPMF RVBMJUZ NBOBHFNFOU
GVODUJPOT "MM SPVOE RVBMJUZ DPOUSPM JT FOTVSFE GSPN UIF JODPNJOH EFMJWFSZ
PVUCPVOE EFMJWFSZ PG QSPEVDUT TP BT UP QSFWFOU NBKPS GMVDUVBUJPO PG QSPEV

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#Z WJSUVF PG QSFWFOUJWF RVBMJUZ DPOUSPM TZTUFN BOE UIJSE QBSUZ JOTQFDUJ
BDIJFWFE RVBMJUZ DPOUSPM PWFS UIF XIPMF QSPEVDUJPO QSPDFTT BOE HVBSBOUF
DVTUPNFST EFNBOE 'PDVTJOH PO UIF UFOFU %FTJHO JT UIF 1SFNJTF .BUFSJBM J
.BJOUFOBODF JT UIF (VBSBOUFF 0SJFOUBM :VIPOH IBT QSPNPUFE UIF DPOTUSVDUJ
DPNQSFIFOTJWF DPOTUSVDUJPO TUBOEBSEJ[FE TFSWJDF TZTUFN CVJMU DPOTUSVDUJ
TIPXO QPXFSGVM DPNQSFIFOTJWF TUSFOHUI BT B XBUFSQSPPGJOH TZTUFN TFSWJDF
QVSTVF GPS FYDFMMFOU BT UIF CFHJOOJOH QPJOU PG BMM XPSL DPOUJOVPVTMZ JNC
TUSJDUMZ DPOUSPMMFE RVBMJUZ TP BT UP CFUUFS BEBQU UP UIF EFWFMPQNFOU US
BOE HJWF CBDL UP UIF TPDJFUZ XJUI IJHI RVBMJUZ 8IJMF DPOUJOVPVTMZ JNQSPWJOH
EFFQFOJOH RVBMJUZ NBOBHFNFOU BOE DPOUSPM *U IBT BDUJWFMZ EJTDMPTFE UIF SFK
QSPEVDUT UP BDIJFWF PQFOOFTT BOE USBOTQBSFODZ BOE UP BDIJFWF QFSGFDU RVB
WBMVF BOE FTUFFN

Example:

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Ç•J¡ MÊC¹®1è— ÚÄÊ!# 3! XÍÌµ
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Ê=ël ÌµAF Ú®1C Í

"U ". PG +VOF UIF OE &VSPQFBO 2VBMJUZ $POHSFTT XBT IFME JO 1BSJT
XBT 'FFM UIF OFX 2VBMJUZ XBZ .PSF UIBO CVTJOFTT FYFDVUJWFT BOE RVBMJU
BSPVOE UIF XPSME BUUFOEFE UIF DPOGFSFODF -JV #JO 7JDF 1SFTJEFOU PG 0SJF
EFMJWFSFE B TQFFDI BT B SFQSFTFOUBUJWF PG RVBMJUZ EFWFMPQNFOU BOE NBOBH
RVBMJUZ NBOBHFNFOU FYQFSJFODFT PG 0SJFOUBM :VIPOH

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7 *OUFSOBUJPOBM #VTJOFTT 0QFSBUJPO

ò; CY^,R1Ê¤{ÞŽ ÑM• •½ Ø6· ;>dGÞ TÇ• ÌµAFÍªöR1Ê¤
À*ÑËM; „ÀO 1#—/wM•ÍšR1%a''ñ<;,UOU3 Ž 7ÁL{;3, `-´Õ
¯—*,6:Ìy)ëŽŽ1ß7µt " ;$L±3Ž Ñá À¡ ·;ÌµAFšŽ Ê¤½ &Ú÷š
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*O 0SJFOUBM :VIPOH DPOUJOVFE UP WJFX PWFSTFBT NBSLFU BT BO JNQPSUBOU Q
IBSE UP NBSDI JOUP UIF XPSME NBSLFU "DDPSEJOH UP UIF EJGGFSFOUJBUFE MBZPVU
EJGGFSFOU FYUFSOBM BOE JOUFSOBM EFWFMPQNFOU TUSBUFHJFT 0SJFOUBM :VIPOH
NPSF BOE NPSF JOUFSOBUJPOBM FYDIBOHF BOE DPPQFSBUJPO 4P GBS JUT OFXT IBT
NFEJB TVDI BT :BIPP BOE 3FVUFST 'PMMPXJOH UIF JNQMFNFOUBUJPO PG NBOZ JOUFSO
FYQBOEFE JUT JOGMVFODF JO UIF JOUFSOBUJPOBM NBSLFU

$LÌµAFŽ ÑM• g ·; Cw V ¶ YtŽÌÅ5Ì 8~ Ì¿ŽÌ«Æ8Ì©-³Ì
Æ5Ì´«¹Ì~ŽÌ×dÌïdŽTÿ ÔŽ —¡ÝÍ

8JUI UIF JNQMFNFOUBUJPO PG 0SJFOUBM :VIPOH T JOUFSOBUJPOBM TUSBUFHZ UIF QSF
DPVOUSJFT BOE SFHJPOT TVDI BT (FSNBOZ #SB[JM "VTUSBMJB UIF 6OJUFE 4UBU
4PVUI ,PSFB $FOUSBM "GSJDB BOE 4PVUI "GSJDB

› &YBNQMF

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5IF GPMMPXJOH BSF TPNF PG UIF NBKPS JOUFSOBUJPOBM QSPKFDUT VOEFSUBLF

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N B O B H F N F O U T B W J O H U I F F O F S H Z B O E J O D S F B T J O H U I F R V B M J U Z B O E F G G J D J F O D Z P G
X F B Q P O P G B O F O U F S Q S J T F U P C F J O E V T U S J P V T B O E U I S J G U Z J O N B O B H F N F O U 4 V C
U S B J O J O H B O E Q S B D U J D F T S F M B U F E U P I B S E X P S L J O H U I S J G U Z B O E T U V E Z U P D V M U J W E

1 Example 1:

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Ì µ A F ! Ô !) ; ´ Ç 7 t § Š ú Á T ½ Í

5 I F D P N Q B O Z D B S S J F E P O # F " / P C M F B O E 1 P M J U F & N Q M P Z F F P G 0 S J F O U B M : V I P O H B D U
F O W J S P O N F O U B M Q S P U F D U J P O U I S P V H I P V U U I F D P N Q B O Z B O E U I S P V H I F N Q M P Z F F T T F
U I F Q F S T P O B M R V B M J U Z P G F N Q M P Z F F T P G 0 S J F O U B M : V I P O H B O E N B J O U B J O B T V O
B U N P T Q I F S F

2 Example 2:

C (Y þ â ä 3 § A F ! ÿ 3 ¯ ; š C 5 Š / " Ï ² Ç
Ú ¯ Ì ä ® 1 t Ø Ì I n O ; 0 ÿ € º - H L ; C
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5 I F D P N Q B O Z M B V O D I F E U I F B D U J W J U Z P G # F I F B M U I Z B O E M J W F M Z 0 S J F O U B M
: V I P O H Q F S T P O T * U B E W P D B U F T B E F R V B U F F Y F S D J T F I F B M U I Z X F J H I U
N B O B H F N F O U H J W J O H V Q T N P L J O H 5 I F D P N Q B O Z X P V M E H J W F D F S U B J O B X B S E
U P F N Q M P Z F F T X I P T V D D F F E F E J O I F B M U I N B O B H F N F O U X J U I T F M G E J T D J Q M J O F

3 Example 3:

C (Y þ â Ä Ê í æ A F ! ÿ 3 ¯ ; š C 5 Š / " Ï Ä Ê í æ ; € º - ¶ 6 » f ; " ä Ì µ A F ! Ô
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0 S J F O U B M : V I P O H D B S S J F E P V U # F 0 S J F O U B M : V I P O H Q F S T P O T F B H F S U P M F B S O * U B
U I F X I P M F D P N Q B O Z J O P S E F S U P J N Q S P W F F N Q M P Z F F T L O P X M F E H F B O E R V B M J U Z &
N B L F Q S P H S F T T X P V M E C F H J W F O B D F S U B J O B X B S E

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/1ŠÄø•ä0™K;Jc+@¹Æt ? ´•;«B÷ Ì ´Ì Êä ®1JOÑ;^%3eat €º"
–t ;·á3 Ñ€º µ‹–;Š0 € Êwn'Y0K;À² €º GÂÁ'Y;À²"ä€º Ø ;
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UIF MFHJUJNBUF SJHIUT BOE JOUFSFTUT PG JUT FNQMPZFFT *O UIF DPNQBOZ
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DIBOOFMT DPOUJOVPVTMZ QSPNPUFE UIFJS HSPXUI BOE EFWFMPQNFOU DPOUJOVBMM
FGGPSUT UP HVBSBOUFF UIF SFBMJ[BUJPO PG SJHIUT BOE JOUFSFTUT PG UIF FNQMPZF
TPDJFUZ XIPMFIFBSUFEMZ

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fóPG^;!¨MÊ'YóÊÂ_Í

0SJFOUBM :VIPOH QVUT UIF QFPQMF DFOUFSFE EFWFMPQNFOU QIJMPTPQIZ JOUP QSBDU
HSBEVBUFT FBDI ZFBS JOUSPEVDFT "NFSJDBO TDJFOUJTUT FYUFOTJWFMZ BCTPSCT FY
BOE XPO UIF OBUJPOBM BOE QSPWJODJBM 5IPVTBOE 5BMFOUT 1SPHSBN BXBSE 5IF DP
UBMFOU UISPVHI UIF DBVTF UISPVHI CFOFGJUT UISPVHI UIF FOWJSPONFOU BOE UI
UBMFOU UFBN TUSVDUVSF BOE KPJOUMZ QSPNPUFT UIF MBTUJOH GPVOEBUJPO PG FOUF

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5IF DPNQBOZ DPNQMJFT XJUI UIF JOUFSOBUJPOBM DPOWFOUJPO PO MBCPS BOE IVNBO
1FPQMF T 3FQVCMJD PG $IJOB -BCPS $POUSBDU -BX PG UIF 1FPQMF T 3FQVCMJD PG
1FPQMF T 3FQVCMJD PG $IJOB *U BEWPDBUFT SFDSVJUNFOU QPMJDZ PG FRVBMJUZ B
EJTDSJNJOBUJPO JO SFDSVJUNFOU DPNQFOTBUJPO CFOFGJUT BOE QSPNPUJPO HJV
OBUJPOBMJUZ SBDF BOE DVMUVSBM CBDLHSPVOE GVMMZ SFTQFDUT UIF IBCJUT BOE D
FNQMPZFF T SJHIUT UP GSFFEPN PG SFMJHJPVT CFMJFG GPDVTFT PO QSPNPUJOH
DPOUJOVBMMZ DSFBUFT GPS FNQMPZFFT B KVTU GBJS IBSNPOJPVT BOE IVNBOJTUJD X
IBT NJOPSJUZ FNQMPZFFT BDDPVOUJOH GPS

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8PNFO T SJHIUT BSF POF PG UIF JNQPSUBOU SJHIUT PG UIF IVNBO SJHIUT 5IF DPNQE
EFWFMPQNFOU QSBDUJDFT FRVBM QBZ XJUI FRVBM QPTU GPS CPUI NFO BOE XPNFO
DPNQMFUFMZ FRVBM QPMJUJDBM SJHIUT BOE VOEFS FRVBM DPOEJUJPOT QSPNPUJPO
UIF UPUBM OVNCFS PG GFNBMF FNQMPZFFT SFBDIFE BDDPVOUJOH GPS P
FNQMPZFFT JO LFZ EFDJTJPO NBLJOH NFFUJOHT TVDI BT USBEF VOJPO NBOBHFNFOU N
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5IF DPNQBOZ DBSFT GPS XPNFO FNQMPZFFT QIZTJDBM BOE NFOUBM IFBMUI TUSJDUMZ
HVBSBOUFFT GFNBMF FNQMPZFFT QFSJPE IPMJEBZT TUSJDUMZ QSPIJCJUT GFNBMF
IFBWZ NBOVBM XPSLT TUSJDUMZ QSPIJCJUT GFNBMF FNQMPZFFT GSPN DPME XBUFS BOE
QFSJPE $POTJEFSJOH UIF TQFDJBM OFFET PG GFNBMF FNQMPZFFT JO DPOOFDUJPO XJ
TUBHFT PG QSFHOBODZ PG GFNBMF FNQMPZFFT TVQQMFNFOUT UIFN XJUI BEEJUJPOBM
UIF QPTU SFUVSO SBUF PG GFNBMF FNQMPZFFT XJMM SFBDI %VSJOH .BSDI UI *O
DPNQBOZ QSFQBSFT DBSFGVMMZ QFSTPOBMJ[FE HJGU GPS FWFSZ GFNBMF FNQMPZFF BO

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5IF DPNQBOZ QSPUFDUT QSBDUJDBMMZ UIF MFHJUJNBUF SJHIUT BOE JOUFSFTUT PG U
DPNQBOZ BMTP QBSUJDJQBUFT JO SFDSVJUNFOU GBJS TQFDJBMMZ QSFQBSFE GPS UIF E
NBOZ QPTUT PG FNQMPZNFOU PQQPSUVOJUJFT TVDI BT TBMFT SFQSFTFOUBUJWF DPOTU

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*O 0SJFOUBM :VIPOH TFU VQ :VIPOH $BSF 'PVOEBUJPO JO JUT OFX N
QSPNVMHBUFE XIJDI IBE CSPBEFOFE JUT BQQMJDBUJPO DPOEJUJPOT JO UIF DE
FNQMPZFFT NBZ BQQMZ PO JUT PXO CBTFE PO JUT BDUVBM DPOEJUJPOT BOE UIF DIBOO
0SJFOUBM :VIPOH $BSF 'VOE JT NBJOMZ UP IFMQ FNQMPZFFT BOE UIFJS DIJMESFO XIP M
BOE OBUVSBM EJTBTUFS FYQSFTT DBSF BOE SFHBSET UP FYDFMMFOU FNQMPZFFT *O
BTTJTUFE GBNJMJFT BOE UIF TVCTJEZ SFBDIFE 3.# *O UIF DPNQBOZ DPOU
MJGF BOE UIF TVCTJEZ BEEFE VQ UP 3.# *O UIF GVOE QVU FNQIBTJT PO UIF I
QIZTJDBM JOTQFDUJPO UIF DPNQBOZ HBWF 3.# TVCTJEZ UP GBNJMJFT XIP MJWF
DPNQBOZ QVU FNQIBTJT PO FNQMPZFFT XIP MJWF IBSE GPS EJTFBTF BOE PUIFS SFBTPO

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SFDSVJUNFOU PG BOZ GPSN PG DIJME MBCPS TUSJDUMZ BWPJEJOH UIF PDDVSSFODF
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5IF DPNQBOZ BEWPDBUFT CPSEFS MFTT DPNNVOJDBUJPO DPODFQU BOE BDUJWFMZ C
DPNNVOJDBUJPO DIBOOFM &NQMPZFFT NBZ SFQPSU BMM LJOET PG IVNBO SJHIUT JTTVF
PS NBZ QPTTJCMZ PDDVS BDSPTT EFQBSUNFOUT DSPTT QPTUT DSPTT SFHJPOBM WJB
SFQPSU CPY BOE PUIFS LJOET PG POMJOF BOE PGGMJOF DIBOOFMT 5P UIF JNQFBDINF
XJMM JOWFTUJHBUF BOE EFBM XJUI JO UJNF BOE FBDI JOWFTUJHBUJPO XJMM SFBDI JU
OP OPU FWFO POF SFQPSU PG B DBTF PG WJPMBUJPO PG IVNBO SJHIUT PS QFUJUJPO I

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5IF DPNQBOZ IBT TFU VQ 5SBEF 6OJPO PSHBOJ[BUJPO JO BDDPSEBODF XJUI SFMFWBOU
IBT TFU VQ CVTJOFTT DPNNJUUFF UP FODPVSBHF FNQMPZFFT UP BDUJWFMZ QBSU
NBOBHFNFOU UP MJTUFO UP UIF WPJDF PG UIF PQFSBUJPO GSPOU MJOF BOE SFTQFD
HSBTT SPPUT MFWFM

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5IF 5SBEF 6OJPO IBT TFU VQ MBCPS EJTQVUF NFEJBUJPO DPNNJUUFF BOE MBCPS EJTQV
PG EFFQ FOHBHFNFOU XJUI FNQMPZFFT MJTUFOT UP UIFJS WPJDFT UISPVHI WBSJPVT D
GPDVT JTTVFT PG UIFJS DPODFSO 5P UIF NBKPS JTTVFT PS QSPCMFNT SFGMFDUFE CZ
QSJODJQMF UIBU DPOTVMUJOH NVTU CF SFQMJFE DPNQMBJOUT NVTU CF EFBMU XJUI B

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&NQMPZFFT MBCPS SFMBUJPO TBMBSZ CFOFGJU MBCPS QSPUFDUJPO XPSL UJNF IP
SFMBUJPO XJUI FNQMPZFFT JOUFSFTUT BSF EJTDVTTFE CZ FNQMPZFF SFQSFTFOUBU
SFMBUFE QPMJDJFT BOE SFHVMBUJPOT 5IF DPOGFSFODF GVMMZ MJTUFOFE UP PQJOJ
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0SJFOUBM :VIPOH DPOUJOVPVTMZ JOUSPEVDFT DPOTVMUJOH BHFODJFT UP NBLF JOWFT
DFOUFSJOH PO LFZ GBDUPST JOGMVFODJOH FNQMPZFFT TBUJTGBDUJPO JODMVEJC
BUNPTQIFSF TBMBSZ CFOFGJU 0SJFOUBM :VIPOH NBEF UIF JOWFTUJHBUJPO PO UIF
FNQMPZFFT WJB PGGJDF TZTUFN BOE 8FDIBU "11 5IF JOWFTUJHBUJPO JEFOUJGJFE LFZ
TQFDJGJFE EFUBJMFE JNQSPWFNFOU NFBTVSFT BOE QSBDUJDBMMZ JODSFBTFE FNQMPZ

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0SJFOUBM :VIPOH FTUBCMJTIFE BOE JNQSPWFE MBCPS TZTUFN BOE TUBOEBSEJ[FE FNQ
TJHOFE MBCPS DPOUSBDUT 5IF DPNQBOZ JNQSPWFE UIF TZTUFN PG QPTUT UP NFFU NB
EFNBOET DPOUJOVPVTMZ *U BMTP FTUBCMJTIFE DPNQFUJUJWF FNQMPZNFOU TZTUF
TUSVDUVSF UP BWPJE PWFSVTF PG QBSU UJNF MBCPSFST BOE HVBSBOUFF FNQMPZFFT

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** 1SPNPUF -PDBM &NQMPZNFOU

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*O UIF OVNCFS PG OFU JODSFBTF PG FNQMPZFFT JO 0SJFOUBM :VIPOH XBT UIBU PQQPSUVOJUJFT 5IF DPNQBOZ JOTJTUFE PO MPDBMJ[BUJPO SFDSVJUNFOU QPMJDZ VO IJSJOH PG MPDBM TUBGG XIJDI SFMZJOH PO UIF SBQJE MPDBM CVTJOFTT EFWFMPQNFO FNQMPZNFOU SBUF 8JUI JUT DPOUJOVPVT TUSBUFHJD NBQ FYQBOTJPO UIF DPNQBOZ #FJKJOH (VBOH[IPV 4IFO[IFO 5JBOKJO 4JDIVBO ,VONJOH /BOKJOH 4IBOEPOH BOE + QSPEVDUJPO 3 % MPHJTUJDT CBTFT JO #FJKJOH 4IBOHIBJ)VOBO -JBPOJOH (VBOHEP 4IBOYJ "OIVJ ;IFKJBOH)FOBO)VCFJ +JBOHYJ (VBOHYJ FUD XIJDI IBE HSFBUMZ JO FDPOPNJD WPMVNF QSPNPUFE UIF FNQMPZNFOU PG MPDBM SFTJEFOUT BOE QMBZFE B JOEVTUSJBM TUSVDUVSF BOE FOSJDIJOH JOEVTUSJBM DBUFHPSJFT

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*O 0SJFOUBM :VIPOH DBSSJFE PVU QSPNPUJPO BOE QVCMJDJUZ BDUJWJUJFT JO PSHBOJ[FE B UPUBM PG MBSHF TDBMF DBNQVT UBMLT QBSUJDJQBUFE JO UXP XE DVSSFOU ZFBSýT HSBEVBUFT

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5IF DPNQBOZ CPBTUT B QFSGFDU DPNQFOTBUJPO JODFOUJWF TZTUFN #BTFE PO JUT
PG SFNVOFSBUJPO MFWFM NBSLFUJ[BUJPO UIF DPNQBOZ EFGJOFT JUT TBMBSZ BD
SFNVOFSBUJPO XJMM BEKVTU BDDPSEJOHMZ HJWFT QSJPSJUZ UP FGGJDJFODZ SFOEF
DPVOU PG KVTUJDF BOE BU UIF TBNF UJNF DPOEVDUT SFHVMBS TBMBSZ SFWJFX B
PG NFEJVN BOE MPOH UFSN JODFOUJWFT TUSJWFT UP QSPWJEF FNQMPZFFT XJUI TUB
DPNQFOTBUJPO TZTUFN BOE FOKPZT UPHFUIFS UIF BDIJFWFNFOU PG FOUFSQSJTF EFWF

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&WFO JO FDPOPNJD EPXOUVSO JO 0SJFOUBM :VIPOH TUJMM SBJTFE UIF TBMBSJFT
XBT BCPVU BOE UIF TBMBSZ JODSFBTF JODMJOFE UPXBSE HSBTTSPPUT FNQMPZFFT
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UFDIOJDJBOT 8IFO JODFOUJWF UBSHFUT NFFU SFRVJSFNFOUT UXP QFSJPE FRVJUZ JOI
GPVS IVOESFE QFSTPOT XFSF BXBSEFE UIF JODFOUJWF *O UIFSF XFSF UXP UJNFT
FRVJUZ SF QVSDIBTF BOE DBODFMMBUJPO &RVJUZ XBT HJWFO UP UIF FNQMPZFFT XIP X

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FNQMPZFFT FOEPXNFOU NFEJDBM USFBUNFOU VOFNQMPZNFOU FNQMPZNFOU JOKVSZ
XJUI DPWFSBHF GPS BMM UIF FNQMPZFFT .FBOXIJMF UIF DPNQBOZ TQFDJBMMZ CPVHI
XFOU PO CVTJOFTT USJQ UISPVHIPVU UIF ZFBS *U BMTP CPVHIU BDDJEFOU BOE DPNNFS
CVTJOFTT USJQ PG USBJOJOH PS HSPVQ BDUJWJUZ .BLF FNQMPZFFT XPSL DPNGPSUBCM

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TVQQMFNFOUFE UIF DBUFHPSZ PG RVBSUFSMZ TUBS DPNNFOEBUJPO BDDPSEJOH UP X
XJUI PVUTUBOEJOH QFSGPSNBODF BOE GBTU HSPXUI JO UFSNT PG FOHJOFFSJOH UFDIO
XPVME CF DPNNFOEFE BOE UIF BXBSET XFSF DPOGFSSFE FTQFDJBMMZ UP UIBU GSPOU
MFWFM BOE PSEJOBSZ TBMFT QFSTPOOFM XIP IBE BMXBZT TFU OFX SFDPSET

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BTTJTUBODF IFBMUI TBGFUZ FOUFSUBJONFOU DBSE UPVSJTU IPMJEBZ FUD 'PS F
USJFT UP BDIJFWF MPWF OP NJTT 0O TUBGG CJSUIEBZ PS XFEEJOH EBZ UIF DPNQB
HJGU NPOFZ BU UIF FBSMJFTU UJNF QPTTJCMF EVSJOH .JE "VUVNO 'FTUJWBM UIF %SB
USBEJUJPOBM GFTUJWBMT UIF DPNQBOZ IPMET BMM LJOET PG FNQMPZFF BDUJWJUJF
FWFSZ ZFBS UIF DPNQBOZ BMTP XJUI GVMM HSBUJUVEF FYUFOET JUT TJODFSF HSF
FNQMPZFFT 5IF DPNQBOZ HJWFT SFXBSET UP FNQMPZFFT XIPTF DIJMESFO BSF BENJUUF

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5IF DPNQBOZ QBZT BUUFOUJPO UP CBMBODJOH UIF XPSL BOE MJGF PG FNQMPZFFT BE
TUSJWFT UP DSFBUF DPOEJUJPOT UP FOSJDI FNQMPZFF T MJGF PVUTJEF PG UIF FJHIU
UIFJS XPSL 4USJDUMZ DBSSJFT PVU FNQMPZFF QBJE MFBWF TZTUFN TVQQPSUT UIF
GBDJMJUBUFT FNQMPZFF T GSFF USBWFM XJUI MFJTVSF *O UIF DPSQPSBUJPO SF
FNQMPZFFT *U MFOHUIFOFE FNQMPZFFT BOOVBM WBDBUJPO UP EBZT IJHIFS UIBO

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GFMMPXTIJQ BDUJWJUJFT XJUI TUSBUFHJD QBSUOFST UP QSPNPUF FNQMPZFF DSPTT C
.BOBHFNFOU #BTLFUCBMM -FBHVF XIJMF IBWJOH QIZTJDBM FYFSDJTF TUSFOHUIFOFE
UIF MFBEFSTIJQ BOE JNQSPWFE JUT UFBN DPIFTJPO BOE DFOUSJQFUBM GPSDF

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** -BCPS 1SPUFDUJPO

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'–NÑr{;.Ìd¸Žyù•z,—Ô!·¯ù•y¶; B€º -Hù••_Í