G]l hYYb ˙@cWU` ˙Ghi XYbhg ˙5k UfXYX ˙&$&)
⊁ a d ˙GhUfh ˙GWc`Ufg\]dg˚

G]l hYYb ˙[fUXi UhYg ˙Zfca ˙Gi a hYf ˙GWcc`g ˙fYWj Y ˙&$&) ˙⊁ a d
GhUfh ˙GWc`Ufg\]dgž ˙gi ddcfh]b[˙WUfYYfg ˙]b ˙\][\!XYa UbX
Z]Y˙Xg ˙h\fci [\ ˙a Ybhcf]b["

7U``U\Ubž ˙: ˙cf]XUž ˙I G5 ˙!˙H\Y ˙Gi a hYf ˙GWcc`g ˙9b\UbWa Ybt
: ci bXUh]cb ˙UbX ˙K]˙Xk ccX ˙K]˙XWUhg ˙6ccghYf ˙7i V ˙\Uj Y
Ubbci bWYX ˙k]bbYfg ˙cZ˙h\Y ˙\][\ ˙˙m UWWU]a YX ˙&$&) ˙⊁ a d ˙GhUfh
GWc`Ufg\]dg" ˙5 ˙hchU` ˙cZ˙g]x hYYb ˙[fUXi UhYg ˙\Uj Y ˙YUfbYX ˙U
˙ $!WfYX]h˙hi]h]cb ˙UbX ˙ZYY ˙gWc`Ufg\]dž ˙dUj]b[˙h\Y ˙k Um ˙Zcf ˙h\Y]f
YXi WUh]cbU``˙ci fbYmg ˙]b ˙: ˙cf]XU ˙g ˙Wc``Y[Yg ˙i b]j Yfg]h]Ygž ˙UbX
hYW\b]WU` ˙gWc``g" ˙H\YgY ˙mci b[˙gWc`Ufg\Uj Y ˙X]gh]b[i ˙g\YX
h\Ym gY`j Yg ˙h\fci [ \ ˙U˙f][ cfci g ˙ ˙!˙MYUf ˙⊁ a d ˙GhUfh ˙D`Ub ˙h\Uh
i bXYfgWcfYg ˙h\Y ˙Wca a]ha Ybt ˙bYYXYX ˙hc ˙gi WWYYX ˙]b ˙\][\Yf
YXi WUh]cb "

5g ˙XYhU]`YX ˙Vm ˙**J]``U[Yg ˙BYk g**ž ˙fYW]d]Ybhg ˙cZ˙h\]g ˙gWc`Ufg\]d
\Uj Y ˙[cbY ˙UVcj Y ˙UbX ˙VYmcbXž ˙Wca d`Yh]b[˙Zc\ gYX ˙]b ˙\ ˙gWc``

Wci fgYk cf_žXYX]WUh]b[˙cj Yf˙&) ˙\ci fg˙hc˙Wca a i b]hm˙gYfj]W˙cf
k cf_˙Yl dYf]YbWŽžUbX˙a U]bhU]b]b[˙Zi ``!ghUbX]b[˙UWWf dhUbWŽ˙]bhc
j Uf]ci g˙dcghgYWcbXUfm]bgh]hi h]cbg"H\]g˙Yj Y˙cZ˙XYX]WUh]cb
Yl Ya d`]ZJYg˙h\Y˙jU`i Yg˙cZ˙\UfX˙k cf_˙UbX˙W]j]WfYgdcbg]V]`]hm˙h\Uh
h\Y˙ɫa d˙GhUfh˙dfc[fUa ˙WXUa d]cbg"

A YYh]h\Y˙GWXc`Ufg

5a cb[˙h\]g˙mYUf g˙]a dfYgg]j Y˙Wc\cfh˙UfY.

- <Ufa cbm 6YjYˁ`Y˙ ˙6i g]bYgg˙Uh˙@U_Y˙Gi a a hYf˙GhUhY
  7c``Y[Y
- BUf YWU˙6fck b˙ ˙9Xi WUh]cb˙Uh˙I b]j Yfg]hm cZ˙Bcfh\˙: `cf]XU
- 5bXfYU˙:]hn[YfU`X˙ ˙6i g]bYgg˙Uh˙@U_Y˙Gi a a hYf˙GhUhY
  7c``Y[Y
- GUj UbbU\˙: `mhY˙ ˙<]ghcfm Uh˙@U_Y˙Gi a a hYf˙GhUhY˙7c``Y[Y
- 5 8Yf]U˙: fYYa Ub˙ ˙<YU`h\˙GW]YbWŽ˙Uh˙7YbhfU`˙: `cf]XU
  7c``Y[Y
- ɪYfYa]U\˙<Ufj UfX˙ ˙@]bYa Ub˙hfU]b]b[˙Uh˙@U_Y˙Gi a a hYf
  GhUhY˙7c``Y[Y
- Hf]b]Xm <Uff]g˙ ˙Gdcfhg˙A YX]W]bY˙Uh˙Gh"DYhYfgVi f[˙7c``Y[Y
- GcZJU˙<Yfg\VYf[Yf ˙6i g]bYgg˙Uh˙@U_Y˙Gi a a hYf˙GhUhY
  7c``Y[Y
- 5_Y]ffU˙ɪUW_gcb˙ ˙I b]j Yfg]hm cZ˙Bcfh\˙: `cf]XU
- ?Y bm U\˙@Uff]g˙ ˙Bi fg]b[˙Uh˙@U_Y˙Gi a a hYf˙GhUhY˙7c``Y[Y
- 7\YmYbbY˙@YU˙ ˙DgmW\c`c[m Uh˙@U_Y˙Gi a a hYf˙GhUhY
  7c``Y[Y
- 5`Yl]U˙A W7fUm˙ ˙9l YfWg]gY˙GW]YbWŽ˙Uh˙Gh"H\ca Ug˙7c``Y[Y
- 8U]gYm A]fUbXU!5`Y ˁc ˙ ɫbhYfbUh]cbU`˙6i g]bYgg˙Uh
  I b]j Yfg]hm cZ˙Bcfh\˙: `cf]XU
- F Um A cg Ym ˙9`YWhf]W]hm Uh˙K ]h\UWccXXYY˙HYW\b]WU`
  7c``Y[Y
- 5Xf]UbbU˙DYfYn˙ ˙9Xi WUh]cb˙Uh˙I b]j Yfg]hm cZ˙Bcfh\˙: `cf]XU
- G\Ui b h]U˙K]``]Ua g˙ ˙Bi fg]b[ ˙Uh˙@U_Y˙HYW\b]WU`˙7c``Y[Y

H\Y˙ZJY˙Xg˙h\YgY˙ghi XYbhg˙UfY˙YbhYf]b[žž]bWi X]b[˙bi fg]b[ž
YXi WUh]cbžUbX˙j Uf]ci g˙hYW\b]WU`˙hfUXYgžUfY˙]b˙\][\˙XYa UbXž
g][bU`]b[ ˙U˙dfca ]g]b[ ˙ɫi hi fY˙bch˙ɼ gh˙Zcf˙h\Ya žVi h˙Zcf˙: `cf]XU g

k cf_ZcfWY Ug k Y``" H\Y ¬ì a d GhUfh dfc[fUa ža YUbk \]`Yž]g
UWh]j Y m gYY_]b[jc i bhYYf WcUW\Yg hc [i]XY a cfY ghi XYbhg
h\fci [\ h\Yf dUh\g hc gi WWYgg"

H\Y Fc`Y cZ 7ca a i b]hm GYfj]WY

9b[U[Ya Ybh]b Wca a i b]hm gYfj]WY]g a cfY h\Ub ↑ ghU
fYei]fYa Ybh Zcf U gW\c`Ufg\]d / ]h d`Umg U g][b]ZWUbh fc`Y]b
g\Ud]b[k Y``!fci bXYX]bX]j]Xi U`g" 5g \][ \`][\hYX Vm: `cf]XU g
7ca a i b]hm GYfj]WY ; i]XY`]bYgža Ubm UWUXYa ]WgW\c`Ufg\]dgž
]bW`i X]b[ h\Y : `cf]XU 6f][\h: i hi fYg GW\c`Ufg\]d Dfc[fUa ž
bYWgg]hUhY Wca d`Yh]cb cZ U a]b]a i a cZ +) Wca a i b]hm gYfj]WY
\ci fg" H\YgY Yl dYf]YbWYg U``ck ghi XYbhg hc Udd`m k \Uh h\Ymj Y
`YUfbYX ]b h\Y WUggfcca UbX Zi `Z]`` h\]f WYj]WXi h]Yg"

Ghi XYbhg UfY YbWci fU[YX hc gY`YWh jc`i bhYYf UWh]j]h]Yg h\Uh
fYgcbUhY k]h\ h\Y]f]bhYfYghgž k \Yh\Yf]hg k cf_]b[k]h\ mci h\ž
U]X]b[h\Y Y`XYf`mž cf gi ddcfh]b[`cWU` `]VfUf]Yg" Gi W\
Wca a]ha Ybhg bch cb`m Yb\UbWY Wc`Y[Y Udd`]WUh]cbg Vi h U`gc
ZcghYf U `]ZY`cb[dUgg]cb Zcf \Y`d]b[ch\Yfg"

A Ybhcf]b[UbX Gi ddcfh =b]h]Uh]j Yg

H\Y di g\ Zcf Yb\UbWYX a Ybhcf]b[ ]b : `cf]XU g YXi WUh]cbU`
`UbXgWUdY U`][bg k]h\ h\Y ghUhY g VfcUXYf [cU`g hc]a dfcj Y h\Y
dYfZcfa UbWY cZ Uh!f]g_ ghi XYbhg" 5WWcfX]b[hc h\Y : `cf]XU
8YdUfha Ybh cZ 9Xi WUh]cbžjUf]ci g]b]h]Uh]j Yg UfY U`fYUXm]b
d`UWYž gi W\ Ug h\Y 6][6fch\Yfg 6][G]ghYfg dfc[fUa UbX h\Y
MA 75 F 958 G]b]h]Uh]j žU]a]b[hc dfcj]XY j]hU` gi ddcfh Zcf
ghi XYbhg bUj][Uh]b[h\Y]f UWUXYa]WWUfYYfg"

H\YgY dfc[fUa g Zc WI g cb YbWci fU[ ]b[Wca a i b]hm]bjc`j Ya Ybh
UbX cZZYf ghfi Whi fYX UWUXYa]WUggg]ghUbWY hc ghi XYbhg k \c bYYX
]h a cgh" Jc i bhYYf WcUW\Yg k]h\ h\Y ¬ì a d GhUfh dfc[fUa WUb
Wcbhf]Vi hY g]a]`Uf`mž[i]X]b[ghi XYbhg h\fci [\ h\Y Wca d`Yl]h]Yg
cZ Wc``Y[Y Udd`]WUh]cbgža cW ]bhYfj ]Yk gž UbX WUfYYf Yl d`cfUh]cb"

5g k Y k]hbYgg h\Y ghfYb[h\ UbX XYhYfm]bUh]cb cZ h\YgY gW\c`Ufgž

]h`VYW`ca Yg`WYUf`h\Uh`Wca a i b]hm`gi ddcfh`d`Umg`U`d]j chU`fc`Y`]b
g\Ud]b[': `cf]XU g Zi hi fY" K \Yh\Yf h\fci [\ XcbUh]cbg cf
jc`i bhYYf]b[ ž ]bX]j]Xi U`g`cc_]b[hc a U_Y U X]ZZYfYbWW WUb
WfhU]b`m ZbX U fYk UfX]b[Uj Ybi Y hc Xc gc"

8 YhU]`g	
C fh	7U``U\Ub ž: `cf]XU ž I G5
E i Y``Yb	• k k k "j]``U[Yg!bYk g"Wca • k k k "ghUhYcZZ`cf]XU"Wca • k k k "Z`XcY"cf[

6Ygi WX Yb G]Y i bg Ui Z a Yb!k]Yb bYh