

) UGD 2 FWEHU



6HDFK WKHZHEVVM

Type keywords and hit e

- [+ RP H](#)
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- [* HWQYRQHG](#)
- [8 SFRP IQI \(YHQW](#)
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- [\\$ GYHWH](#)
- [, QYHWRU5 HDWRQV](#)

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- [\(YHQW](#)
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- [5 RXQG7 DEOH](#)
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6RXQG9 IQHV 3XJHW6RXQG YIQH DUGVKDYHEHHQ DURXQG IRURYHU \ HDUVDQG WKHUSRSXODUW IV JURZIQI

6HWP EHU E\ ' RXI) IØG XQGHU&XUHQWVXH



' UYIQI XS 1 (' D, 5 RDGRQ%DIQEUGFH, VØQG RQHVVHV VRP HMIQI QRWRIWQVHQIQ: HVMQ: DAKIQWRQ 9 IQH DUGV 2 QWKHZDIP RYHFDWGD ZHYVMWG %DIQEUGFH, VØQG: IQHU WKHURDGNIGHVHMVXGGHQ VØQHGWRURZ VRI JUDSHYIQHVZ KYNQI SDWRXRSHQ

ZIQCRZ V 3 XIQI XS VHGUYHVR VHZ IQHV SDWDP HQJ HUHRI IDUP HTXISP HQWZ HFRXG VHHIHQVRI
SXP SNQVDCG YHI HMEQNEHVZ HQSQRWRI JUDSHYQH 7 KHUHVVRP HMIQI DERXWYQH DUGVWDWQASIUHD
VQVHRI VHQHQRWQDID HYHQIRUVRVHZ KR KDYHQHYUEHQDURXQG JUDSHYQH 2 QHJHWDVQVHRI VHI
HDUK VHQHRI VHYIYHV VHIJURZ VKRI VHEHUIHV DQG VHWIOWKDKDVEHQ SRXUHG IQNR DORI VHNHVIQ V
7 KHYIQH DGIYVRP HMIQI VDW* HDUG%HQW Q RZ QHJDCGZ IQHP DNUIRU%DIQEUG H, VDCG9 IQH DGVDCG
:IQHV IYVHV SDWRQDM DERXW) RURYHV VHUHGFDGHV * HDUG KDVEHQ J URZ IQI JUDSHVRQ KIV%DIQEUG H
, VDCGIDUP DQGP DNQI ZIQHIQD VDCGVRQ KHGRYHV

7 KIVZ IQHP DNUIYVURP VHRG J XDG Z KHQZ IQHUVDCG YIQH DUGVZ HUHDXP HG VREHV QRQ P RXV DQG
ZIQHP DNQI UHSUHQWMP RUHVDCQIRUP DCHGFXDWRQ EXVQHWSQVDCGP DUNMIQI EXWDVQ XS VR
VQ CRZ QZ D RI QH 3: IQHIVDP HMKRUIRUQH' KHVRG P H DQKHP EUDFHV VHEHDXW DQGRP P XQIV
RI VHZ IQH FQWUFG QHWHQI * HDUG KDVDQI FRRUXXOKIYRU VDKDKVEURX KWKIP VRZ KHUKHIVWGD
' XUIQ VHZ DUIQ9 IEM DP 3 UMGHQW HQQH VNRNDQZ DSSURDFK VR VHGUDIWDQGHFIGH VDWVRQIHV
VHXG VHYHIQ SRVVRQV DSSURSUDMVR VHLUFYDQ VQVHW+ DMIQI ZRUNGIRU%HO DEVIRUDQXP EHURI
\ HDV Z KIDORI KYTUIHQGVZ HUHJ HMIQI VQWR VHIURQVQH * HDUGZ DVVQWR (XURSHVRZ RUNRQ+ DZ N
J XIGHG P IYQVZ KHQKHZ DVGDIWG : KIDVH H KHIOIQ GRVHZ IYK VHI (XURSHQ DQGFSDH DQZ IYK
(XURSHQZ IQHV

\$ IYUHVMIQI KRP H * HDUGP DFKHG IQDQWZ DUGHP RQVMDRQVIQ IXOXQIRUP Z IYK VHQNHVRI ' UO DMIQ
/ XKHU IQI -U, VZ DVDEXV WP HIRUKIP EXVHZ IQHEX QHYUQW, QVH V * HDUG VQWMP DNQI
ZIQH DQGHYQMDQ KHDQKIVZ IIL-R \$ QQERX KWWRP HQDGRQ%DIQEUG H, VDCGIRUDP HUH SHU
DFUH DHDQDGRZ VQVTRURYHU SHUDFUH + HFKRVH VHDUD EHFDXV KHCHMIP IQHG VDWV
ZRXGEHEHWWXMGIRU VHIJUDSHV KHZ DQMG VR J URZ VHI* HIP DQF ZIQVQNH6IHI HUEHQDQG0 QH
7 KXJDX

0 QH7 KXJDX IYDK EUGRI 5 IEMIQ DQGVH&KDVHDVURU6\ QDQHUJ UDSH : KIDKIDG JUDSH IYVZ IQH
VQGVREHP IQDQGVRIWVRP HMP HVQFNQI DFIGW , VVEHWURZ QIQFRQVURP DMV Z KIFKHQFRXDI H
DFIGW UDKHUKDQ VJ DU 6IHI HUEHIVVH* HIP DQ GRVFKGR 0 DGHDIQS QI HMIHQDQ* HZ XU WIP IQHV
%HFDXVHRI IYVHQ USHQI FKDUFMUWV IYVSHUHFWRUVHFRQVURP DMRI : HMMQ: DMIQ VRQ

6IHI HUEHZ DVQWYDQEQIYVH8 QVWG6VWVZ KHQ* HDUGZ DVJ HMIQI VQWMP DQGVXVVRP HRCGQZ V
IL IYVZ DQWQHDG KHUH KHFRXQVWEUIQ DQ IQ + HIIQDQ ZRUNGRXWDGDOZ IYK DUHDFKFKP IYWR
EX VRP HYIQVURP 9 DQFRXYH%& IRUVHDE 2 QHIQ VHOE IYV DVVFKQIEDQ IQVH8 6 VR* HDUGZ DV
DEQVREX VY IQVURP VHFVKP IYV+ HSDQMG VHP IQVURVURCHU DQGVQWMP VDUQI FXWQVZ IYK
HYHV RQKHFRXGFRQVURV V J URZ IQI IYV-R \$ QQ%HQW QI SURXG VR WQSHRSQVWDVHDKDQ KHU
KXVEDQZ HUVH IYVVR J URZ 6IHI HUEHIQ VH8 QVWG6VWV

* HDUG%HQW QI VDSXUWVR V VHOQDWS VHD GNFUEHGFUXP XGHRQ IYVNHVQVHSURYRFDWRQ VR JHW
KIP VR SRQWIFDM DERXWKIVSKGRVSK RI ZIQHP DNQI DQGVRII HUGDMEHVDERXVZ KDVVH: DMIQ VRQ
6VWVZ IQHIQGXWV KDVEFRP H (VHQMDQ VHG QP IF IQRYDWRQRI : DMIQ VRQZ IQHP DNQI H FOXGH
VHDIHRCQ SUDFVHVR VHSXUW3: IQHIVVR HDQGSQFHQ DERVQI' KHVD V DQ* HDUG IYVQRHRI VHI
GZ IQCQI QXP EHURI ZIQHP DNHVZ KR P DNHVKIVZ IQHVDVWYQH DUGVHRZ QV + H IYV IYK VHZ IQHIVR
VHWVR HRI SQDQI VR VHWVR HVKHERVQVMDUVRG 3 2 I FRXUH DZ IQHV IYVH EXWDYQH DGIYGRVH \$ V
JUDSH DQGHYQVRP HMP HVZIQH IYVQFUDMIQ VXRUFHGIURP DORYHUVH VVW * HDUG IYVVR SURXGRI
KIVRZ QHURUW DQGIUWVWGE VHYHXRQRRI VHIQGXWV) RUH DP SQI KHSRIQVRXVWV DQ ZIQHUV
IQFOXGHVHZ RUG3 (VVW RU3 9 IQH DGV IQVHLQCP HV VHXI K VHI CRQVRZ QDQ RI VHLURZ QH VVW
YIQH DGV + HSRIQVRXVWVZ IQHUVZ IQSXDQ DSSHQWRQ RQ VHOEHO SURGXFHVHZ IQHIQ DGIHIFQW
UHIRQ DQGIYHDZ IQHV DQGHVWVMIQ DQVHURQVFRQVURQ VQD \$ FFRIGQI VR KIP QEHV DUEHFRP IQI
P HDQIQV VHOZ IYVQRZ IQI IYV DQGFQVXP HVQHYHUH SHUHQFDQ FRQVFRQEHV HQVHZ IQHV
VHZ IQHP DNHV VHZ IQHUVDCG VHYIQH DGV * HDUG EHVH VVWVXRUIQI JUDSHVURP YIQH DGV IYV
DZ D IURP ZIQHUV3 IYVQNEHQI P DUEG EXWDMIQI VR RUVHUVH IYVQVGRQ VHVGH'



3 7 KHU|VVRP HMIQI DERXVZ IQF IQ VHKIWRU DQG VHK
P \ VMU² VKDWFVRP SOMQ QWZ KHQ \ RXEH IQ VR IROZ VHIQGXWMDOP RGH' KHVDG : KLOKHFRQFHGM
VHSRIQWWDWP DQ RI VHMZIQMUDHYHU JRRG KHEHDMHVFUHQWSUDFWHVDUHGMQI HQXRXY %DIQEUGI H
, VDDG9 IQH DUGVDG: IQH\ KDVEHQ VHD VWMQHG IRURYHUKLW \ HDV , VVQRWDKREE \ VVQRWDME VV
DOLH

, QKIVSKIQVRSKIEDORUWGH * HDUGP DNHVZ IQHVP DFKIQGLI HQRVIRRGV %HFDKXRI VHSUFRP IQDQH
RI IIX FUDE DQGRVHUVDIRRGIQ VHK3 DFLIF 1 RUKZ HMKLYZ IQMUDHP DGHVR SDUZ IAK VKDWRFDODUH / IJ KW
HDI DQWQXDQFHG DQG DFIGF VHZ IQMTURP %DIQEUGI H, VDDG9 IQH DUGVDG: IQH\ ZRQI WRYHLSRZ HU
VHK3 XJH6RXQG VDIRRG VKDWFVR XEITXVXV

3, VRSX KW FRXG VMDQH DP SOIRUSHSOIV CRZ KDW'P CRIQI EXVZ KDW GGOI VHI SHFVZ DVVHP HMRUE
UWHRI (DMMQ: DMIQI WQDQGEI UGV' * HDUGWGP H %II ERG KIK DORKROUFGZ IQHVKDYHJRWWQ
RYHZ KHQ IQI Q SRSXODURYHUVKHWGCFDCH GXHIQSDUWR VHSUHHUHQFHVRI VHP RWZ HONQRZ QZ IQH
FUMEV : IQHKDVEFRP HDFRFNMQUHSDFP HQWDMKHUKDQDP HODFRP SDQP HQW+ H|VYHU IUDQNZ KHQ
KHVQ V³, I \ RX|UHELI UFGZIQHGUQHU Z HGRQI WVDYHDQ ZIQHIRU \ RX'

+ RZHYHU VRP HDUHIRQZ IQI IQ* HDUGI VIRRWMSV (QMU+ RQZRRG+ I09 IQH DUGV Z KHU VKHUHDUHMM
YIQH DUGVFRXSOGZ IAK VHZ IQH\ RQ+ RQZRRG+ I0IQ: RRGQYQI 7 KRXK DQH 0 IFURVIRMMKIH 6WYH
6Q GHUVIRQZ IQI VHRGJ XDG WDCWRQ 6WUQI IQ Z IAK KIVTUHQG5 RQ1 HORQJURZ IQI 6IHI HUFEH
DQG0 QU7 KXU DX IQZ KDKHFDQDQ³ RYHEBZ QDP DMMU YHQXUHDW0 DXU , VDDG9 IQH DUG V\ \ HDV
QMMUKHZ DVUDG VR VVWVKIVRZ QJII \$ IVMUFRQGHUQI VRP HODQIQ2 UH RQ KH HMMQMKHG KIVZ IQH\ IQ
IQ: RRGQYQI Z IAK KIVZ IIH%FN

7 KDWVZ KHQ KHP HW* HDUG%HQW Q , QUHDFKIQI Z KIEKZ IQHVRJURZ KHFDP HIFURWDQRQIQHIRUXP RI
Z KIEK* HDUGZ DVDP HP EHU \$ IVMUWDQIQI HP DQV KHZ HQWRXWR %DIQEUGI H, VDDG: IQH\ VR VNHQRHRI
* HDUGI VFDWVHIQ VHYIQA DUGV KHU DQG VHW R EHDH HIUHQGV * HDUGZ DVDP IQSILDRQ VR 6WYH Z KR
NHSWVXUQIQI VR %DIQEUGI HVR QDQDQVZ RUNQI IQ VHYIQA DUGV KHU 7 KHVR KDYHUP DQHG FORVHYHU
VH \ HDV

\$ VDWHJ DDI DWH DOSURGFVRQI VGRQHRQ VHSURSHU DURXQG KIVKRP H + HJURZ V&KDCRQQD DQG3 IQRW
1 RLIQKIV(VMM9 IQH DUGV EXKHDOR FXUHQW VXRUFHVRP HJUDSHMURP (DMMQ: DMIQI WQ VFKDV
6\ UDKTURP . IRQD9 IQH DUGV RQ5 HG0 RXQMIQ DQGDQRVHU6\ UDKTURP 3RUWV9 IQH DUGVIQ=I0K
(YHQXQ) VRSXK 6WYHGUHP VRI SURGFQI DORI KIVZIQMTURP HMMYIQA DUGV + HSDQVWH SDQGIQ
VHQH W HDU DQGEHIQJURZIQI 6IHI HUFEHDQG0 QU7 KXU DX VHVFFHVRI Z KIEK KDVEHQ SURYHQE
ZIQHUFQNH%DIQEUGI H, VDDG: IQH\ DQZ IAK Z KIEK KHKDVH SHUHQFH

6WYH0YHVWKHYIQH DUGDVSFWRI ZIQP DNIQ + HSURXCO SRIQWRXVWKHFRORUFKDJ HIQ WKH3 IQRW0VWKH
Z RUN VKDWQHCGVREHGRQHDIWUVKHUHFHQWDLQV FD0XDXMVKHIQKIEVMG SURJ UHWRI VHEHUIHVGXHWK DQ
XQVDRQDEQ FRROXP P HU DQG SRIQWRV WKHYILIQS0RWRI JURXQGZ KHUKHJ0EHS0DQMJ QHZ YIQHVWIV
\ HDU/ INH* HDUG 6WYH0YHVWKHVXQ XS VR VXQ GRZ QZ IQH0LH

6WYH6Q GHU0NHVRP DNHZ IQHMIQD) UHQFK IQ0XHQFHG VV0H DEIVDI KMU P RUHQXDFHG IRRGZ IQH \$
IUIHQGR I KLVWRNDRW0IRI + RQZRRG+ I0&KDIGRQQD VR WKH) UQFRSKI0VDW [H3IEKHWQ](#) 6HDW0VWKH KDYH
WHP W IVDQG IQDE0QG VAWWKH Z HUH VXUHVZ DVD/ RIUH9 D0H &KDIGRQQD 7 KH Z HUH VKRFNHG VR KHU
IVZ DVJ URZ Q DQG SURGXFHG UI KVKHUIHQ: RRGIQY0H

+ RQZRRG+ I06\ UDKIVWHELI UFGZ IQH\ RXJGH SHFWURP (DVMQ: DAKIQ VRQJ UDSHV DQGH SURGXFHVIV
VR I0DGH P DQG &RWRI HQW IVDIDFWUIRUQHZ HUZ IQHUIV0NH+ RQZRRG+ I0V , VVHDMUIRUDZ IQP DNH
0NH* HDUG%HQW Q Z KR KDVRZ QHG KIV0DQGRUGHF0GHV VR VFN VR UIIG QDURZ SUQFIS0V %XWRU
VRP HRQH0QMUQI DKIJ KQ FRP SHW0YHP DUNHW0GZ IAKDKIJ K V0VXS FRWW XQ0VWKH DUHIQGHSHQGHQ0
Z HD0K Z IQP DNHV0NH6WYH6Q GHUKDYHV FRQNGHUZ KD0WKH FDQEHWWH0DQGZ RUN VKHUZ D VRZ DUG
VHDXWRQP \ RI SUQFIS0I) RUXQD0M + RQZRRG+ I0 IQH\ CRHVIWYHU Z H0

0 DQ KDYHVIG VKDWYIQLHDJ UDSHVW0GROJWURZ Z H0IQ: HVMQ: DAKIQ VRQ 7 KLVIVWKHIL RQH I VIGH DRI
TXD0V RQ0 IQFOXGHVKIJ K VJ DU KIJ KD0RKR00Z DFIGW DQGIQ0M0HI0DYRU , VP DNHV0QH VKDW0KHUHDUH VR
P DQ ZIQHUI0IQ: HVMQ: DAKIQ VRQ FRQNGHUIQI 0UHQXP EHVRI WHP V0OP RV0 IURP VKHURZ Q W0M0I
URRP VDQG VHSRSX0DWRQ GHQ0W HQXUHVFXWRP HUW0IIF , W0OR P DNHV0QH VKDWP RWRRI : DAKIQ VRQJ V
J UDSHV0UHJ URZ QIQ(DVMQ: DAKIQ VRQ Z KIEK SURGXFHZ IQH VV0V VKDWDUH YHU SRSX0DUUI KVQRZ

%XWVKHUIHDUHDJ URZ IQI QXP EHURI FRQXP HVDQGZ IQP DNHVZ KR DUH0RNQI VR WHP SUHMYHSRWQ0ND0
RI QRUKHIQ(XURSHQ VV0HZ KVMZ IQHMIQ: HVMQ: DAKIQ VRQ 0 INH/ DP SIHURI [3 HJQQID0 IQM0V](#)
FRQMXHVWKH SDQG KIVYIQH DUGVIQ%DIQEUGI H, VDQG DQG6WYH6Q GHUSRIQWRXVWKHDKHUIHDUHD0VRI
QHZ S0DQMJ VIQ6NDIY&RXQW

7KHZ IQHIQGXWV KDVSHUKDSVILUHYH0IEQ FDKQ HGRYHUVKH\ HDV DQG VRXJ K YIQ0HLV0NH* HDUG%HQW Q
DQG6WYH6Q GHUSUHUVK0R0FKRROZ IQP DNHJ V0LH VKHUIV0V0I UFD0RQ VR EH0MYH VKD0VZ I0HMYHU0M0Q
VR WKHZ D IVZ DVEH RUH : KKHUVK0V0UHI UHWE0IRUDFDXVRI FH0EUDWRQ IYVJ RRG VR VHV0R VKIQ V
) ILWVKD0W0D0M0RQ IVEHQI N0SW0DYHIQ VRP HIRUP E\ G0I HQVGHYRVMH0NH* HDUG%HQW Q DQG6WYH
6Q GHU DQG VFRQG VKDWP SUHMYHKRP HI URZ QZ IQH0FDQEHIRXQG RQ WKH: HWWIGH

7DJV

(QMU* RRJ0I\$ G6HQH&RGH+ HH

&RP P HQW

) H0I0UHVR0DYHD FRP P HQW
DQG RK II \ RXZDQVDSIF VR VRZ ZIVK\ RXUFRP P HQWJRJHVD [JUDYDMU](#)

< RXP XWEH [0J JGIQ](#) VR SRWDFRP P HQW

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