

8 ]Y': Y\`Yfž`X]Y`G]Y`a Ò[ `]W\ Yfk Y]gY`]b  
 Æ fYb'; fi ddYbZ]hbYgg\_i fgYb`a UW\ Yb

K Ybb`G]Y'; fi ddYbZ]hbYgg\_i fgY`]YVYbž`\_YbbYb`G]Y  
 k U\fgW\Y]b`]W\`VYfY]hg`Y]b][ Y`XYf`[ c`XYbYb`FY[ Y`bž`i a`Y]b  
 [ i hYf`GW\Ø`Yf`ni`gY]bž`n`"6`"dØb`h`]W\`ni a`I bhYff]W\h`ni  
 \_ca a Yb`i bX`Æ fY`5i gfØghi b[ `k Y[ ni`Y[ Ybž`k Ybb`G]Y`ZYfh][  
 g]bX`"9g`[ ]Vh`YXcW\`Y]b][ Y`ni gÅh`]W\Y`, VYf`Y[ i b[ Ybž`a ]h  
 XYbYb`G]Y`Æ fY`9f[ YVb]ggY`a Ul ]a ]YfYb`\_ØbbYb`"J ]Yf`XYf  
 VYghYb'; fi ddYb!: ]hbYgghfU]bYf`XYg`@UbXYg`hY`]Yb`X]Y  
 : Y\`Yfž`X]Y`GW\Ø`Yf`\Ài Z[ `]b`j YfgW\]YXYbYb'; fi ddYb!  
 : ]hbYgg\_i fgYb`a UW\ Ybž`i bX`[ YVYb`H]ddgž`XUa ]h`G]Y`Æ fY  
 bÅW\ghY`GW\k Y]» g]hni b[ `VYggYf`bi hnYb`\_ØbbYb`"5ei Uh]gW\Y  
 : ]hbYgg`8Yf': Y\`Yf.`Ni`h]YZ`\]bY]b[ Y\Yb`9]bYf`XYf`[ fc» Yb  
 J cfhY`]Y`Y]bYg': `UW\k UggYf!K UggYfZ]hbYgg\_i fgYg`]gh`Y]b  
 [ Y`Yb\_ZfYi bX`]W\Yg': ]hbYggYf`YVb]g`"9]bY`ni`h]YZ  
 Dcg]h]cb]Yfi b[ `Æ fYg`? ØfdYfg`]a`K UggYf`\_Ubb`YXcW\  
 / Ua d^Y`]d/





K Ybb`G]Y'; fi ddYbZ]hbYgg\_i fgY`]YVYbž`\_YbbYb`G]Y  
k U\fgWXY]b`]W\`VYfY]hg`Y]b][ Y`XYf`[ c`XYbYb`FY[ Y`bž`i a`Y]b`[ i hYf  
GWØ`Yf`ni`gY]bž`n`6`dØb`h]W\`ni a`l bhYff]W\h`ni`\_ca a`Yb`i bX  
ÀfY`5i gfØghi b[ `k Y[ ni`Y[ Ybž`k Ybb`G]Y`ZYfh[ `g]bX`9g[ ]Vh`YXcW  
Y]b][ Y`ni gÅm`]W\Y`, VYf`Y[ i b[ Ybž`a`]h`XYbYb`G]Y`ÀfY`9f[ YVb]ggY  
a`U]Ja`]YfYb`\_ØbbYb`"J`]Yf`XYf`VYghYb`; fi ddYb!: ]hbYggfhU]bYf`XYg  
@UbXYg`hY]`Yb`X]Y': Y\`Yfž`X]Y`GWØ`Yf`\Åi`Z[ `]b`j`YfgW\]YXYbYb  
; fi ddYb!: ]hbYgg\_i fgYb`a`UWXYbž`i bX`[ YVYb`H]ddgž`XUa`]h`G]Y`ÀfY  
bÅW\ghY`GW\k`Y]»g]hni b[ `VYggYf`bi`hYb`\_ØbbYb`"

5ei Uh]gWXY': ]hbYgg

8Yf': Y\`Yf.`Ni`h]YZ`\]bY]b[ Y\Yb

9]bYf`XYf`[ fc»Yb`J`cfhY]`Y`Y]bYg':`UW\k`UggYf!K`UggYfZ]hbYgg\_i fgYg  
]gh`Y]b`[ Y`Yb`\_ZfYi`bX`]W\Yg': ]hbYggYf`YVb]g`9]bY`ni`h]YZ  
Dcg]h]cb]Yfi b[ `ÀfYg`? ØfdYfg]Ja`K`UggYf`\_Ubb`YXcW\`ni`Y]bYa  
k Yb][ Yf`YZZ`\_h]`Yb`HfU]b]b[ `ZØ\`fYbž`hY]`h`GhYd\Ub]Y`H\]Y`Ybž  
nYfh]Z]n]YfhY`K`UggYf`Y\`fYf]b`i bX`HfU]b]b[`ggdYn]U`]gh]bž`XYf`5ei Uh]W  
9l`YfW]gY`5ggcW]Uh]cb`a`]h`9g`]gh`gY\`f`ØV`]W\ž`HY]`bY\`a`Yf`]b  
GW\i`hYfh]YZ`Ja`K`UggYf`ni`gY\`Yb`9]b`? ØfdYfž`XYf`]b`X]Y`HU]`Y  
Y]b[ YhUi`W\h`]ghž`hfÅ[ h`i b[ YZÅ\`f`) \$`DfcnYbh`gY]bYg  
? ØfdYf[ Yk`]W\hgž`k`Å\`fYbX`Y]b`? ØfdYfž`XYf`]b`X]Y`6fi`gh

Y]b[ YhUi W\h]ghž'i b[ YZ\ f' &) 'V]g' ) 'Dfc nYbh'gY]bYg  
? ÒfdYf[ Yk ]W\hg'hfÀ[ h'' '8Yf'B UW\hY]'VY]'XYf'8i fW\Z\ fi b[ 'j cb  
, Vi b[ Yb']b'GW\i 'hYfh]YZY'VYghY'h'XUf]bž'XUgg'XYf'? ÒfdYf'X]Y  
j Yfh]\_U'Y'5i gf]W\hi b[ 'b]W\h'Ui ZfYW\hYf\U'hYb'\_Ubbž'k Ug  
VYXYi hYhž'XUgg'X]Y'\_fUZhVUg]YfhYb'J cfhY]'Y'U''a Å\`jW\`bUW\`UggYb"

8]Y'F YdUfUhi f. 'H\]Y'Yb'Ya dZ]Y\`hž'g]W\`j b'\ØZh'V]g'Vfi gh]YZYa  
K UggYf'ni 'dcg]h]cb]YfYbž'i a 'X]Y'9ZY\_h]j ]hÅh'ni 'a Ui ]a ]YfYb"  
8]Yg'k ]fX'XUni 'VY]hfU[ Ybž'XUgg'G]Y'? cbhfc``Y'i bX'? fUZh'\UVYbž  
i a ', Vi b[ Yb']b'a Å»][ Ya 'HYa dc'Xi fW\ni Z\ fYbž'i bX'XUgg'X]Y  
5i Zhf]YVgY][ YbgW\UZhYb'XYg'K UggYfg'b]W\h'ØVYfbca a Yb'k YfXYbž  
gcXUgg'G]Y'X]Y'J cfhY]'Y'XYf'A i g\_Y'\_fUZh'Yf'YVYb'\_ØbbYbž'X]Y  
K UggYfØVi b[ g\_i fgY'V]YhYb"

## Mc[ U

8Yf': Y\`Yf. 'K UfhYb'Ui Z'5bk Y]gi b[ Ybž'i a 'UW\hgUa 'ni 'k YfXYb

A ]h'Y]bYf'J ]Y'nU\`j cb'Zc fgW\i b[ gi bhYfghØhnhYb'd\mg]c`c[ ]gW\Yb  
i bX'dgmW\c`c[ ]gW\Yb'J cfhY]'Yb'j cb'; Y]gh'? ÒfdYf!  
, Vi b[ gZcfa UhYb'k ]Y'Mc[ U]gh'\_Ufž'XUgg'Ui g'Y]bYf  
?'UggYbYfZ\ fi b[ 'j ]Y'[ Yk cbbYb'k YfXYb'\_Ubb"'K UfhYb'G]Y  
'YXcW\`b]W\h'Ui ZY]bY'9]b'UXi b[ 'XYg'@Y\ fYfgž'i a 'Ui Za Yf\_gUa Yf  
ni 'k YfXYbž'cXYf'j Yf'UggYb'G]Y'g]W\`Ui Z'Gd]Y[ Y'ž'i a 'ni 'gY\Ybž'k c  
G]Y'g]W\`VYZ]bXYb'@Uk fYbW\`6]gW\`b h]b]ž'UW\hgUa Yf  
6Yk Y[ i b[ ggdYn]U]gh'i bX'dfY]g[ Y\_fØbhYf']bhYfbUh]cbU'Yf  
: ]hbYggdÅXU[ c[ Y'a ]h'G]h'j'b'A m\_cbcgž; f]YW\Yb'UbX"

8]Y'F YdUfUhi f. 'I a 'a Y\ f'NY]h'Ui Z'≡fYf'A UhhY'ni 'j YfVf]b[ Ybž  
Ya dZ]Y\`h'6]gW\`b h]b]ž'k Å\ fYbX'≡fYf'[ YgUa hYb'Mc[ U!DfU] ]g'XUg  
GW\`jY»Yb'≡fYf'5i [ Yb'bUW\`6Y]'YVYb'ni 'ØVYbž'i a '≡fYb'Y][ YbYb  
\_]bÅgh\Yh]gW\Yb'G]bb'ni 'ghÅf\_Ybž'c\ bY'Ui Z'5bk Y]gi b[ Yb'k UfhYb  
ni 'a ØggYb"' 8]Yg'j YfVYggYfh'XUg'; `Y]W\ [ Yk ]W\hž'\`Zh'≡bYb  
VY]a '5fVY]hYb' i bX'Yf\Ø\h']bg[ YgUa h'≡f'GY'VghVYk i gghgY]b']b  
6Yni [ 'Ui Z'NY]h'i bX'FUi a "'Gc'\_ØbbYb'G]Y'Yf\_YbbYbž'k c'G]Y'g]W\  
VYZ]bXYbž']bXYa 'G]Y'Z\`Ybž'k c'G]Y'g]W\`VYZ]bXYbž'UbghUhh'ni  
gY\Ybž'k c'G]Y'g]W\`VYZ]bXYb"' 8]Yg']gh'Y]bYg'XYf'k U\ fYb'N]Y'Y  
UW\hgUa Yf'8]gn]d`]bYb"

7fcgg: ]h

8Yf': Y\`Yf. 5b[ Ybca a YbžXYf`Y]bn][ Y`5bgUhn`ni a `5i Zk Āfa Yb  
]gh`XYfž`XYb`XYf`5i gV]`XYf`V]YhYh

Gc`k ]Y`Yg`\_Y]bYb`Y]b\Y]h]WXYb`HfU]b]b[ gUbgUhn`[ ]Vhž[ ]Vh`Yg`Ui W  
\_Y]b`dYfZY\_hYg`5i Zk Āfa Yb`ZØf`U``Y`?i fghY]`bY\`a Yfž`]bgVYgcbXYfY  
k Ybb`Yg`i a `7fcgg: ]h[ Y\`h`GUVfYbU`A Yff]``ž`579!A Y]ghYfhfU]bYf]b  
i bX`7fcgg: ]h!HfU]bYf]b`]b`? UbguG`7]hmž`A ]ggci f]ž`gU[ hž`XUgg`Yg  
k ]W h][ `]ghž`XUgg`9]bnY`dYfgcbYb`NY]h`XUa ]h] YfVf]b[ Ybž`]fY  
Y][ YbYb`dYfgØb`]WXYb`6YXØfZb]ggY`ni `VYŽ]YX][ Yb`l a `]b`Y]bYa  
K Ufa !i d`Ui Z`X]Y`6YXØfZb]ggY`U``Yf`Y]bni [ Y\`Ybž`a ØggYb`Y]b][ Y  
HY]`bY\`a Yf`a Ø[ `]WXYfk Y]gY`Ui ZdUggYb`i bX`a Y\`f`NY]h`XUa ]h  
j YfVf]b[ Ybž`Y]bYb`6YfY]W`ni `a cV][`g]YfYbž`U`g`j cf[ YgY\`Yb`]gh``b  
X]YgYb`: Å``Yb`a ØW hY`]W ž`XUgg`X]Y`HY]`bY\`a Yf`b]W h]a a Yf  
[ YbUi `XUg`hi bž`k Ug`]W `VY]a `5i Zk Āfa Yb`gU[ Yž`gcbXYfb  
ghUhhXYggYb`XUg`5i Zk Āfa Yb`ĀbXYfb`i bX`NY]h`XUa ]h] YfVf]b[ Ybž  
Ui Z]\fY`]bX]j ]Xi Y``Yb`6YXØfZb]ggY`Y]bni [ Y\`Yb`

8]Y`F YdUfUhi f. : Ø\`Yb`G]Y`g]W`b]W h]j YfdZ]W hYhž`XUg  
5i Zk Āfa Yb`XYg`HfU]bYfg[ YbUi `ni `j YfZc`[ Yb``GhUhhXYggYb  
Ya dZ]Y\`h`A Yff]``ž`AfY`9]bn][ Ufh][ \_Y]h`ni `fYgdY\_h]YfYb`i bX`g]W  
XYa `K Ufa !i d`i bX`XYa `[ YgUa hYb`K C8` `YbhgdFYWXYbX`ni  
b\`Yfbž`XU`X]Yg`XUni `VY]hfĀ[ hž`Y]b`g]WXYfYg`i bX`YZZ`\_h]j Yg  
7fcgg: ]h!9f`YVb]g`ni `[ Yk Ā\`f`Y]ghYb`` Ni a `6Y]gd]Y``a i gg`Ya UbX  
a ]hghY]ZYb`?bØWXYb`a Ø[ `]WXYfk Y]gY`a Y\`f`NY]h`XUa ]h  
j YfVf]b[ Ybž`GWUi a `ni `fc``Yb`i bX`gY]bY`K UXYb`ni `XY\`bYb`  
K Ybb`XUg`VYXYi hYhž`XUgg`XYf`HY]`bY\`a Yf`k Yb][ Yf`NY]h`a ]h`XYb  
UbXYfYb`A cV][`hĀhgØVi b[ Yb`j YfVf]b[ hž`X]Y`ja `K Ufa !i d  
dfc[ fUa a ]Yfh`k YfXYbž`XUbb`gc``Yg`gc`gY]b``

xbXccf`7mW]b[

8Yf': Y\`Yf. Ni `gWbY``Yg`HfYhYb`c\`bY`Ui gfY]WXYbXYb  
K ]XYfghUbX

9]bYf`XYf`\Āi Z[ ghYb : Y\`Yfž`XYb`A YbgWXYb`ja `GUhhY``a UWXYbž`]gh  
ni `gWbY``Yg`HfYhYb`a ]h`k Yb][ `V]g[ Uf`\_Y]bYa `K ]XYfghUbX``J ]Y`Y

A YbgWXYb`YbhgWXY]XYb`g]W\`Z0f`Y]b` : U\`fYb`c\`bY`K` ]XYfghUbXž`k`Y]`  
g]Y`ZÀ`gW\`]WXYfk`Y]gY`[``Ui`VYbž`XUgg`ni`j` ]Y``K` ]XYfghUbX`ni  
[`fc»`Ybž`gdYff][`Yb`6Y]bYb`Z0\`fhž`k`Ug`Ui`h`?Y`]`F`cVYfhgž`GW`k` ]bb!  
A`Y]ghYf`]a` `⌘Xccf!F`UXgdcfhi`bX`K`Yhh`Ua`dZfUXZU\`fYfž`j`Ò`][  
ZU`gW\`]gh``K`Ybb`G]Y`a` ]h`Ui`gfY]WXYbXYa` `K` ]XYfghUbX`ZU\`fYbž`  
k`]fX`Y]bY`\`Ò\`YfY`@Y]ghi`b[` `Yfn]Y`h``8`U`X]Y`@Y]ghi`b[` `Ua` `Y\`YghYb`  
a` ]h`XYa` `?`U`cf]Ybj`YfVfUi`W\`0VYfY]bgh]a`a`hž`\_Ubb`XUg`<`]bni`Z0[`Yb`  
j`cb`K` ]XYfghUbX`XUni` `VY]hfU[`Ybž`XUgg`≡`fY`6Y]bY`\_`Y]bYfž`ghÅf`\_Yf`  
i`bX`\_`UfYf`k`YfXYb`"

8]Y`F`YdUfUhi`f.`l`a` `X]Y`J`cfhY]`Y`X]YgYg`?`UggYbZcfa`Uhg`ni`  
a`Ul`]a` ]YfYbž`Ya`dZ]Y\`h`F`cVYfhgž`a` ]h`Y]bYa` `Ub[`Ya`YggYbYb`  
K` ]XYfghUbX`nk` ]gWXYb`+`\$`i`bX`%\$`\$`l` `#`a` ]b`fl`a`XfY\`i`b[`Yb`dfc`  
A`]bi`hYŁ`ni` `hfYhYb``8]Yg`Ybhgd]W\`h`XYf`<`Ài`Z[`\_Y]hž`a` ]h`XYf`Y]bYg`  
≡`fYf`6Y]bY`Y]bYb`j`c``ghÅbX][`Yb`DYXU`nm`\_`i`g`dfc`A` ]bi`hY`Ui`gZ0\`fh`  
`8i`fW\`X]Y`J`Yfk`YbXi`b[` `Y]bYg`[`YY][`bYhYb`K` ]XYfghUbXg`Yf`\`Ò\`Yb`  
G]Y`X]Y`@Y]ghi`b[` `ž`Yf`\_`Åfh`F`cVYfhgž` `k`Ug`VYXYi`hYhž`XUgg`G]Y`a`Y\`f`  
;`YgUa`h`\_`U`cf]Yb`j`YfVfYbbYb`" `

...

⌘gd]f]Yfh]j`cb`579

8YhU]`g

6Ygi`W\`Yb`G]Y`i`bg`Ui`Z.`a`Y]b!Z]hbYgg"bYh`