

HYbb]ghfU]b]b['i bX'?'cbX]h]cbgh]ddg

HYbb]ghfU]b]b['i bX'!_cbX]h]cb]Yfi b['_ÖbbYb'ZØf
 HYbb]ggd]Y`Yfž'X]Y`]\f'j c`Yg'DchYbn]U`YbhZU`hYb'a ÖW`hYbž
 b]W`h'a Y`f'[YhfYbbh'k YfXYb"~XXY'[i hY'9]bf]W`hi b[ž'X]Y
 HYbb]g'i bhYff]W`hYhž'j YfZØ[h'Yhnh'ØVYf'Y]bYb'?'fUZh'i bX
 ?cbX]h]cbghfU]bYfž'i a 'XUg'HfU]b]b['gc'k Y]h'k]Y'a Ö['j]W`ni
 cdh]a]YfYb"~HYbb]ghfU]b]b['i bX'?'cbX]h]cb]Yfi b['a ØggYb']b
 X]Y', Vi b[gnY]h']bhY[f]Yfh'k YfXYbž'k Ybb'G]Y'X]Y`VYghYb
 9f[YVb]ggY`Ui g'ÄfYa 'HfU]b]b['Yfn]Y`Yb'a ÖW`hYb": Øf
 5bZÄb[Yf'gc`hYb'&) i 'XYf', Vi b[gnY]h'_cbX]h]cb]Yfh'gY]b'i bX
 Ui Z\Ö\YfYa 'B]j YUi ']gh'%# 'XYf'; YgUa ha Yb[Y'b]W`h'ni
 j]Y`"'?cbX]h]cbghfU]b]b['i a ZUggh'U`Yg'j cb'?'ccfX]bUh]cb'i bX
 ; `Y]W`[Yk]W`h'V]g'\]b'ni '?'fUZhfU]b]b["'8]Y`VYghYb
 HYbb]ggd]Y`Yf'g]bX'X]Y`Yb][Ybž'X]Y`_ca d`YhhY'5h\`YhYb'g]bX"
 l a 'Ui Z'Y]bYa '\c\Yb' / Ua d^Y`]d/



HYbb]ghfU]b]b['i bX'!_cbX]h]cb]Yfi b['_ÖbbYb'ZØf'HYbb]ggd]Y`Yfž
 X]Y`]\f'j c`Yg'DchYbn]U`YbhZU`hYb'a ÖW`hYbž'b]W`h'a Y`f'[YhfYbbh

k YfXYb" 'XXY[i hY'9]bf]W\hi b[žX]Y'HYbb]g'i bhYff]W\hYhž'j YfZØ[h
YhnhØVYf'Y]bYb' ?fUZhl' i bX' ?cbX]h]cbghfU]bYfž' i a 'XUg'HfU]b]b['gc
k Y]h'k]Y'a Ø['j]W\ 'ni 'cdh]a]YfYb"

HYbb]ghfU]b]b['i bX' ?cbX]h]cb]Yfi b['a ØggYb']b'X]Y' , Vi b[gnY]h
]bhY[f]Yfh'k YfXYbž'k Ybb'G]Y'X]Y'VYghYb'9f[YVb]ggY'Ui g' ÆfYa
HfU]b]b['Yfn]Y'Yb'a ØW\hYb"': Øf'5bZÅb[Yf'gc'hYb'&) i 'XYf
, Vi b[gnY]h'cbX]h]cb]Yfh'gY]b' i bX'Ui Z'\Ø\YfYa 'B]j YUi 'j]gh'%#
XYf'; YgUa hā Yb[Y'b]W\h'ni 'j]Y"

?cbX]h]cbghfU]b]b['i a ZUggh'U'Yg'j cb' ?ccfX]bUh]cb' i bX
; 'Y]W\ [Yk]W\h'V]g'\]b'ni ' ?fUZhfU]b]b["'8]Y'VYghYb'HYbb]ggd]Y'Yf
g]bX'X]Y'Yb][Ybž'X]Y' _ca d'YhY'5h\ 'YhYb'g]bX"'I a 'Ui Z'Y]bYa
\c\Yb'B]j YUi 'ni 'VYghY\Ybž'a ØggYb'X]Y'Gd]Y'Yf'gW\ bY'ž'gW\ bY'ž
ghUf_ž'_fUZj c'ž'YI d'cg]j žZYI]VY'gY]b' i bX'bUhØf']W\ 'Y]bY'[i hY
UYfcVY' ?UdUn]hÅh"

Gd]Y'Yfž'X]Y'Y]b'[i hYg' ?cbX]h]cbghfU]b]b['UVgc'j]YfYbž'_ØbbYb'Ui Z
XYa 'HYbb]gd'Uhn'j]Y'YZZ[n]YbhYf'gY]bž'k Å\ fYbX'g]Y'ØVYb'cXYf
Gd]Y'Y'gd]Y'Yb"'8]Y'VYghYb'HYbb]ggd]Y'Yf'g]bX'X]Y'Yb][Ybž'X]Y'X]Y
[fØ» hYb'GW\`Å[Y'\UVYbž'UVYf'g]Y'g]bX'Ui W\ 'X]Y'Yb][Ybž'X]Y'Ua
VYghYb'Ui Z'XYa 'D'Uhn'dUggYb"

?cbX]h]cbghfU]b]b['_Ubb'Ui Z'XYa 'D'Uhn'cXYf'Ui »Yf\U'V'XYg
D'UhnYg'Xi fW\ [YZØ\fh'k YfXYb"'9g'a i gg'j c'ghÅbX]['j]b'XUg
HYbb]ghfU]b]b['j]bhY[f]Yfh'k YfXYb"'6Yk Y['j]W\ _Y]hgØVi b[Yb
_ØbbYb'hÅ['j]W\ 'Ui Z'XYa 'D'Uhnž'k Å\ fYbXž'j cf'cXYf'bUW\ 'XYa
HfU]b]b['Xi fW\ [YZØ\fh'k YfXYb"'8]Yg'k]fX'XYb'Gd]Y'Yfb'\Y'ZYbž
]\fY'6Y]bUfVY]hghYW\ b]_ 'ni 'j YfVYggYfb' i bX'XUbb'Ui Z'XYa 'D'Uhn
j]Y'gW\ bY'Yf'ni 'k YfXYb"'GcVU'X'g]W\ 'X]Y'Gd]Y'Yf'[i h'VYk Y[Ybž
\UVYb'g]Y'a Y\ f'NY]hž'g]W\ 'Ui Z']\fY'GW\`Å[Y'j cfni VYfY]hYbž' i bX
g]bX'XUbb'j]Y'YZZ[n]YbhYf"' ; i hY'GW\`Å[Y'ni '\UVYbž'UVYf'b]W\ h'j b
XYf'@U[Y'ni 'gY]bž'g]W\ '[i h'ni 'VYk Y[Yb'cXYf'g]W\ '[i h
Y]bni f]W\hYbž'\]Zh'Y]bYa 'HYbb]ggd]Y'Yf'b]W\hž'k Ybb'Yf'g]W\ 'j b
Y]bYf'Gd]Y'g]hi Uh]cb'VYZ]bXYh"'5i g'X]YgYa ' ; fi bX'_Ubb
?cbX]h]cbghfU]b]b['Ui Z'XYa 'D'Uhn'a]h'6Yk Y['j]W\ _Y]hgØVi b[Yb'ZØf
HYbb]ggd]Y'Yf'gY\ f'\]ZfY]W\ 'gY]b"

5i » Yf\U`V`XYg`Gd]Y`ZY`Xg\`]\ZhY]b`cXYf`nk Y]`A U`d`fc`K`cWXY`Y]b
7UfX]c!HfU]b]b[`XYb`Gd]Y`Yfbž`Z]h`ni `V`Y]VYb``9]b[`i`hYg`UYfcVYg
B]j`YUi`Yfa`Ò[`]W`h`Yg`XYb`Gd]Y`Yfbž`]bhYbg]]Yf`ni`gY]bž`k`À\fybX
g]Y`ØVYb`cXYf`Gd]Y`Y`gd]Y`Yb``HYbb]g`]gh`Y]bY`gY\`f`]bhYbg]]Y
5_h]]h`h`i`bX`k`]f`gY\Yb`ni`c`Zh`Gd]Y`Yfž`X]Y`ni`gW`bY``a`ØXY
k`YfXYb`cXYf`g]W`b]W`h[`i`hYf\`c`Yb``9]b`_cbgYei`YbhYg`7UfX]c!
HfU]b]b[`k`Y```\$`A`]bi`hYb`F`UXZU\fyb`cXYf`@Ui`ZYb`\`]\Zh`VYfY]hg
gY\`fž`X]YgY`G]hi`Uh]cb`ni`j`Yfa`Y]XYb``

9]b`k`Y]hYfYf`gY\`f`k`]W`h[]Yf`HY]``XYf`?`cbX]h]cb]Yfi`b[`]gh`XUg
?`fUZ`h`fU]b]b[``?`fUZ`h`fU]b]b[`a`i`gg`j`c``gh`À`bX][`]b`XUg`D`fc[`fUa`a
]bhY[`f]Yfh`k`YfXYbž`XU`X]Y`Gd]Y`Yf`]a`a`Yf`a`À`W`h[]Yf`k`YfXYb`i`bX
i`a`a`]h`À`fyb`;`Y[`bYfb`G`W`f]h`h`ni`U`hYbž`a`ØggYb`G]Y`gc`ghUf_
gY]b`k`]Y`g]Y``?`fUZ`h`fU]b]b[`]gh`Ui`W`X`Yf`VYghY`K`Y[ž`i`a
J`Yf`Y`h`ni`b[`Yb`j`c`f`ni`VYi[`Ybž`X]Y`HYbb]ggd]Y`Yfb`\`Ài`Z[`d`Ugg]YfYb``

:`YI`]V]`]h`h`i]gh`Ui`W`k`]W`h[ž`i`a`J`Yf`Y`h`ni`b[`Yb`j`c`f`ni`VYi[`Yb`
8Yg\U`V`]gh`Y]bY[`i`hY`h`À[`]W`X`Y`8Y\bi`b[`g`f`ci`h]bY`Z`Ø`f`Y]bYb
HYbb]ggd]Y`Yf`gY\`f`\`]ZFY]W`

8Ug`G`W`\ØggY`k`c`fh]a`?`cbX]h]cb`ghfU]b]b[`]gh`a`]bXYghYbg
k`Ø`W`Ybh`]W`\?`cbg]ghYbn``K`Ybb`Y]b`Gd]Y`Yf``K`cWXYb``Ub[`]bg
:]hbYggghi`X]c[`Y\`h`i`bX`XUbb`Y]b][`Y`K`cWXYb``Ub[`j`c``gh`À`bX][
ghY\Yb`V`Y]Vhž`b]a`a`h`gY]b`_Ø`f`d`Yf`]W`X`Yg`B]j`YUi`UV``9g`]gh`gY\`f
k`]W`h[]ž`k`Y]hYf\]b`_cbX]h]cb]Yfh`ni`gY]bž`i`a`ni`a`]bXYgh`XUg
:]hbYggb]j`YUi`X`Yf`Gd]Y`Yf`Ui`ZFYW`h`ni`Yf\U`hYb``K`Ybb`Y]b`Gd]Y`Yf
b]W`h`ni``Ub[`Y`6`À``Y`gW`À[`hž`]gh`Yg`gW`k`]Yf][ž`k`]YXYf`ni`gY]bYa
j`c`f\Yf][`Yb`@Y]Y``ni`[`Y`Ub[`Yb``;`YbUi`XUg[`Y]W`X`Y`d`Ugg]Yfh`VY]a
?`cbX]h]cb`ghfU]b]b[``

HYbb]ghfU]b]b[`i`bX`?`cbX]h]cb]Yfi`b[`a`ØggYb`ni`gUa`a`Yb`i`bX
_cbgYei`Ybh`Xi`fW[`YZ`Ø\`fh`k`YfXYb``8]Yg`]gh`XYf`G`W`\ØggY`ž`i`a`Y]b
[`fc»`Ufh[]Yf`HYbb]ggd]Y`Yf`ni`k`YfXYbž`i`bX`XYg\U`V`]gh`Yg`gc
gW`k`]Yf][ž`X]Y`c`VYfghY`G`hi`ZY`]b`X]YgYa`G`d`c`fh`ni`Y`ffY]W`X`Yb``
D`fc`ZY`gg]cbY``Y`HYbb]ggd]Y`Yf`g]bX`_ca`d`Y`h`Y`5`h\`Y`hYbž`X]Y`Ui`Z`i`bX
bYVYb`XYa`D`U`h`\U`fh`U`fVY]hYbž`]bXYa`g]Y`gd`Yn]Y``Y
?`cbX]h]cb]Yfi`b[`g`d`fc[`fUa`a`Y`Z`Ø`f`HYbb]g`VY`Zc[`Yb``8]Yg`gc``hY`]b
YXYa`5`hYf`i`bX`Ui`Z`YXYa`B]j`YUi`YfZc[`Ybž`XUa`]h`Y]b`Gd]Y`Yf`

gY]b`j c``Yg`DchYbn]U``YbhZU`hYb`_Ubb"

⌘gd]f]Yfh] cb`DUhf]W_`A i ``Yf

8YhU]`g

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