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$@4(5@+334, =41(. 4(;+54(;%&(3#D#, =($%=4$@4&(%, (+(3#*#$4''(F3+, 4$(+&4(4D4, (* %&4(6&=4, $0(
C@#34($@4(4dF+, 1#%, (+, "($@4("44F4, #, =(%;("4*%5&+$#$+$#%, (. +1($+74, (;%&(=&+, $4"(+$($@4(
$6&, (%;($@4(\tau \)#334, , \#6 \times \]("\4 \times \)5&+51(@+1(<44, (+\$(1\$+74(\#, (+, (\#, 5\&4+1\#, =(, 6 \times <4\&(\%;(5\%6, \$\&#41)(
. @#34(#$1(741(5% * F%, 4, $(165@(+1("#D4&1#$1(+, "(4K6+3(&41F45$(;%&(+33(5#$#$4, 1(+&4($@&4+$4, 4")(
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* #=&+$#%, 1(+, ''(&#1#, =(#, 4K6+3#$#41(@+D4(;+''4''0())$(@+1(, %. (<45% * 4(534+&($@+$($%(;+54(=3%<+3(
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$\%-4@4&(%, (+(3#* #$4"(F3+, 4$f(M+, "(+, "(;%%"(@+D4(<45%* 4(+=+#, (* +\%&(%<\45$1(%;(1$&6==3410(
!, D#&%, * 4, $+3(+, ''(1%5#%Y$4&&#$%&#+3(5%, ;3#5$1(@+D4(* 63$#F3#4''(+=+#, 1$(4d$&+5$#D#1$(#, ''61$&#410(
C@\%(+84(\$@4(+5\$\%\&1(. @\%(<\&\#, =(\#, , \%D+\$\#D4(1\%36\$\#\%, 1(\$\%(744F(\%6\&(1\%5\#4\$\#41(\$@\&\#D\#, =(. #\$@\#, (\$@4(. \#)))))))))))))
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. %&3''(+, ''(%6&(''#15#F3#, 4f(
), 4K6+3#$#41(@+D4(5%, 1#"4&+<3I(#, 5&4+14"(1#, 54($@4($6&, (%;($@4(\tau #334, , #6 * 0(\tau 4(5+, (, %. (
5%6, $($. 4, $1Y1#d(F4&1%, 1(. @%(%. , (* %&4(. 4+3$@($@+, ($@4(F%%&41$(@+3;(%;(@6*+, #$10(V@#1(
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"4<+$4($@4(F%3#$#5+3(+;;%8"+,541(%;(,%,Y,4=%$#+$#%,0(>%.(+&4(165@("#14,=+=4*4,$1(
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M+*\#+(T\%=@,\#4@(/!ET!(c433\%.(\%;(\$@4(c\&\#\$S(V@1114,(c\%6,"+\$\#\%,(9]HWY9]))))
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&4;%&\*1J(+, ''(@%. (\$@4#&(&4#\* +=#, #, =(%;(\$@4(&%34(%;(\$@4(1\$+\$4(@+1(34''(\$%("#;;4&#, =(34D431(%;(F%F63+&(&41#1\$+,540(c#,+331))(+&=64(\$@+\$(6, ''4&(\$@4(F&414, \$(+''\*#,#1\$&+\$#%, J(F%3#\$#5+3(43#\$41(#,5&4+1#,=31(+&4(%&#4,\$4''(\$%.+&''(1\$&4,=\$@4,#,=(\$@4(1\$+\$4(+,''(1447#,=(\$%(3#\*#\$(%FF%1#\$#%,(\$%(\$@4(F%3#5#410(>%. 4D4&J(\$@4(+<14,54(%;(,4%3#<4&+3(@4=4\*%,1(#,0&+,(\*4+,1(\$@+\$(=&%.#,=(\*\*%<#3#5+\$#%,(%,(1%5#%45%,%\*#5(#11641(#1(5@+334,=#,=(\$@414(F%3#5#410(V@4(?#=@\$(#,0&+,#+,(F%3#\$#51(

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A(. \#'' 4(+, ''(+==&411\#D4(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$@(+$(34+1$(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1$(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1$(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1$(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1$(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1)(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1)(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1)(HJW)W(F4\%F34(1. 44F(<I(1456\&\#SI(;%&541(5%, $\#, 641)I(. <math>\#$)@(+$(34+1)(HJW)W(F4\%F34(1. 44F((44+1)(HJW)W(F4\%F34(1. 44F(4. 
+&&41$4"(+1(%;(4+&31(V@6&1"+1(* %&, #, =J(+55%&"#, =($%($@4(!=1F$#+, (: 4, $4&(;%&(!5%, %* #5(+, "(
N%5#+3(?#=@$10(V@#1(+&&41$(5+*F+#=, J(. @#5@(<4=+, (+;$4&(+, $#\&4=#*4(F&%$41$1(4&6F$4''(3+1$(
. 4474, "J(#1($@4(3+&=41$(1#, 54(0&41#"4, $(A<"43(C+$$+@(+3\N\#1\#(;%&*+3\)I($\%7(F\%. 4&(\%, (+(
5%6, $4&Y$4&&%&#1 * (* +, "+$4(#, (9]HL0((
%6&, +3#1$J(;%&* 4&(-%1$%6&(O+&$1(34+"4&J(+, "(14, #%&(* 4 * <4&(%;($@4(: #D#3(-4 * %5&+$#5(
>+11+, (B+;++J(<%$@(F&%;411%&1(+$(: +#&%(E, #D4&1#$1a1(c+563$1(%;(! 5%, %* #51(+, ''(0%3#$#5+3(
N5#4, 54J(. 4&4(+31%(+&&41$4"0(A33($@&44(@+D4(+FF4+&4"(<4; %&4(N$+$4(N456&#$1(O&%1456$#%, J(
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T4"#+(#, 5#$4 * 4, $(
B+;++a1(+&&41\$(5+*4(+("+1(+;\$4\&(\$434D#1#%, (F&414, \$4&(C+43(+3Y!<&+1@1(+#&4"(+(34+74"(+1)))))))))
&45%&"#, =(%, (@#1(1@%. (X%3(q%6 * (%;(+(F@%, 4(5+33(<4$. 44, (B+;++(+, "(+(\%6&, +3#1$)(. @%(. +1(
+17#, =(@#* ($%(+FF4+&(#, (+("%56*4, $+&I (F&%"654"(#, (5%%F4&+$#%, (. #$@(A3Y_+$44&+0(A3YA@&+*J(
A3Y[+. +<+(B4. 1(+, "(N+"+(+3Y[+3+"(+, "(%$@4&(F+F4&1(F6<3#1@4"(F#4541(+<%6$($@4(&45%&"#, =(
. \#\%(@4+"3\#, 41(+5561\#, =(B+;++(\%;(\$\&4+1\%, 0(
V@4(\%6&, +3#1$(1F4+7#, =(. #$@(B+;++(#, ($@4(&45%&''#, =(#''4, $#;#41(@#* 143;(+1(T%1$+;+(+3YA1+&J(
. @%(@+1(<44, (#, (F&4$&#+3(''4$4, $#%, (1#, 54(c4<&6+&1(9]HU(%, (5@+&=41(%;(\%#, #, =(+($4&&%&#1$(
%&=+, #$+$#%, (+, "'(F6<3#1@#, =(;+74(, 4. 1(+1(F+&$(%;(5+14(LLHn9]HU)(V@#1(16==41$1($@+$($@4(
&45%&"#, =(#1(+$(34+1$(+(14+&(+, "(+(@+3;(%3")0(!<&+1@1("#"(, %$(* 4, $#%, ($@4(1%6&54(%;($@4(
&45%&"#, =0((
M+. I4&(N+*#&(N+<&IJ(7, %. , (;%&(3#$#=#%61, 411(%, (<4@+3;(%;($@4(1$+$4J(;#34"(+(5%*F3+#, $($%($@4(1))))))))))))))
F6<3#5(F&%1456$%&(+, ''(N6F&4 * 4(N$+$4(N456&#$1(O&%1456$#%, J(+5561#, =(B+;++(%;(F6<3#1@#, =(;+74(
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N4F$4 * < 4\&(9Q^{@}J(9)HW(
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* %%, 3#=@$1(+1(+("43#D4&I("&#D4&(%6$1#"4(@#1(15@%%3&%%*(@%6&1($%(16FF34*4, $(@#1(#, 5%*40(A, (
A&+<#5($4+5@4&(. %&71(#, (+(=&%54&I(1@%F0(b$@4&1("&#D4($+d#1(%&(=#D4(F&#D+$4($6#$#%, (%, ($@4(1#"40(
), (1@%&$J(* %1$($4+5@4&1(#, ($@4(15@%%3(@+D4(+(145%, ''(%&(4D4, ($@#&''(\%<(#, ($@4(#, ;%&* +3(145$%&0(
j)(* +74("43#D4&#41($%(4+&, (1% * 4(4d$&+(* %, 41Jj($@4(* +$@1($4+5@4&J(. @%(1F%74($%(A3( +S44&+(
%, (5\%, "#\$#\%, (\%; (+, \%, I * #\$10(j))(@+D4(<44, (\$4+5@#, =(;\%&(H)(I4+&1(<6\$()(\%, 3I(4+&, (L9)(_\%&"+, #+, (
N#, 54(N4F$4 * <4&(UJ(+$(34+1$(URJ]]]](F6<3#5(15@%%3($4+5@4&1(@+D4(<44, (%, (1$&#74(#, ( %&''+, ($%(
"4*+, "(+(P](F4&54, $(1+3+&I(#, 5&4+140((
V@4(F&%$41$(4, $4&4''(#$1($@#&''(. 447(+;$4&(, 4=%$#+$#%, 1(@43''(<4$. 44, ($@4($4+5@4&1^(6, #%, (+, ''(
$@4(=%D4&, * 4, $(;+#34''($%(&4+5@(+(&41%36$#%, 0((
A$(H] + * (%, (+(. %&7#, =("+1(#, ($@4(15@%%3)($@4&4(+&4(, %(1$6"4, $1(#, ($@4(53+11&%% * )(\V@4(
$4+5@4&1(+&4(1$#33(5%*#,=($%(15@%%3("6&#,=($@4#&(&4=63+&(. %&7#,=(@%6&1)(<6$(&4;61#,=($%($4+5@0((
  "'+&'-$\#$*.&'/!O$#$\\
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F%#$#51(%;($@4(&4=#%, 0(V@4(F&%=&+ * (#1(#, $4, "4"(;%&(1$6"4, $1(. @%(. #1@($%(F6&164(5+&44&1(165@(
+1(#, (+5+"4*#+J("#F3%*+51J(%$@4&(=%D4&, *4, $(14&D#54J(5#D#3(1%5#4$1(%&=+, #S+$#%, 1(/: Nb18J(
 "4D43%F * 4, $J(<61#, 411J(;#, +, 54J(\%6&, +3#1 * J(F6<3#5(&43+$#%, 1(+, "(563$6&+3(+;;+#&10(
 : +, ''#''+$41(;%&($@4(F%1#$#%, (+&4(4dF45$4''($%(34+''($@#1(. 433Y41$+<3#1@4''(54, $4&(%;(+5+''4*#5(
4d54334, 540(V@4I(1@%63"(+31%("4D43%F(&%<61$(&414+&5@(+, "(F%3#5I(F&%=&+*10(: %, $&#<6$#%, ($%(
F%3#51("4<+$41(#, (+, "(+<%6$($@4(&4=#%, (#1(+, (+""#$#%, +3(4dF45$+$#%, 0(
 :+,''#''+$41(1@%63''(<4(K6+3#;#4''(+1(#, 1$&65$%&1(1%(+1($%($4+5@(5%6&141($@+$(+3&4+'' I (4d#1$(+$(
T!N: (%&($%("4D43%F(, 4. (%, 41(&43+$4"($%($@4(+<%D4(#116410(
:+,"#"+$41(. #33(+31%(<4(4dF45$4"($%(<6#3"(+,(%6$&4+5@(F&%=&+*(;%&($@4(:4,$4&($@+$(#,536"41(
+5$#D#$#41J("4<+$41J(11 * F%1#+J(. %&71@%F(+, "(5%, ;4&4, 5410(: +, "#"+$41(1@%63"(1@%. ($@4(+<#$#$1(
$%(;6, ''(&+#14(;%&($@4(54, $4&)(#, $4&, +$#%, +331J(&4=#%, +331(+, ''(3%5+331(. %&7#, =(#, (53%14(
5%33+<%&+$#%, (. #$@($@4("41#=, +$4"(%;;#541(%, (5+* F610(V@41(1@%63"(+31%(@43F(#, (&45&6#$#, =(
#, $4&, +$#%, +3(1$6"4, $1(;%&($@4(: 4, $4&^1(6, "4&=&+"6+$4(+, "(* +1$4&^1(F&%=&+ * 10((
?4K6&4*4,$1'(
41$+<$#1@4"(+, "(4d$4, "4"(4dF4&#4, 54(#, (F%3#51 * +7#, =(+, "(#* F34 * 4, $+$#%, (&43+$4"($%($@4(
T#""34(! +1$0(
 : +, ''#''+$41(1@%63''(@+D4(&414+&5@(+, ''(F6<3#5+$#%, 1(&45%&''1(1@%. #, =(#, $4&41$(+, ''(
5%, $&#<6$#%, 1($%($@4(;#43"(%;(T#""34(!+1$(1$6"#410(V@4I(*+I(+31%(<&#, =(4D#"4, 54($%(
5%, $&#<6$#%, 1($%(, 4=%$#+$#%, 1J(F%3#51 * +7#, =(%&(F%3#51(+"D#54(#, ($@4(T#""34(!+1$(+$(+(@#=@(34D43(
#, (=%D4&, * 4, $J(#, $4&, +$#%, +3(%&=+, #$+$#%, 1(+, "n%&($@#, 7($+, 710((A33(5+, "#"+$41(
1@%63"("4*%, 1$&+$4($@4(+<#$$1($%(. %&7(+1(+($4+*(. #$@(%$@4&(&434D+, $(54, $4&1(+, "(
"4F+&$ * 4, $1(#, (ZAOO(+, "($@4(4, $#&4(AE: (5% * * 6, #$10(: +, "#"+$41(1@%63"(+31%(<4(+<34($%(
<6#3"(, 4$. %&71(%;(5%3+<%&+$#%, (+, "'(5%%F4&+$#%, (. #$@(&434D+, $(+5+"4*#5J(F%3#51J(5#D#3(1%5#4$1(
 +, ''(<61#, 411(#, 1$#$6$#%, 1J(&4=#%, +331(+, ''(#, $4&, +$#%, +3310((
 ! "#$%&'("#) *+&"'\%*'.\%*112&3*+&"' here
 !''#$%&'%&'(%
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 -4+"3#, 4'(-454* < 4&(GH^{1})(9)HW(
V@4(O&%\45$(%, (T#""34(!+1$(O%3#$#5+3(N5#4, 54(/ObT!ON8(+, "($@4(T!BA(O%3#$#51(N45$#%, (%;($@4(
A * 48#5+, (0%3#$#5+3(N5#4, 54(A11%5#+$#%, (#, D#$4(, % * #, +$#%, 1(+, ''(143;Y, % * #, +$#%, 1(;%&($@4(
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<4(4dF45$4''($%(F&%D#''4(4D#''4, 54(%;($@4#&($4+5@#, =(K6+3#;#5+$#%, 1(+, ''(* 4$@%''%3%=IJ(#, (
744F#, =(. #$@($@4(F&%;#$4(%;($@4(E, #D4&1#$1(%;(-6#1<6&=Y! 114, 0((
F%1#$#%, 0()$(#1(+31%(4dF45$4''($@+$($@4(5+, "#"+$41(. #33(;6331(4, =+=4(#, ("4F+&$*4, $+3(F&%\45$1(
+, ''(#, #$#+$#D41J(+, ''(5+&&I (%6$(&4K6#1#$4(+'' * #, #1$&+$#D4(''6$#410((
! "#$%&'("#) *+&"'\%*'.\%*112&3*+&"' <u>here</u>
!''#$%&'%&'(%
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         A
                                         F
-4+"3#, 4'(b5$%<4&(HJ(9]HW(
((
V@4(A5+''4*I(N5@%3+&1(O&%=&+*(#''4, $#;#41(+, ''(16FF%&$1(%6$1$+, ''#, =(15@%3+&1(+$($@4(1$+&$(%;(
```

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"%1%F/%,!\X!69;:0((B%$#;#5+$#%, (%;(15@%3+&1@#F1(. #33(<4(* + "4(#, (3+$4(" %1%F/%,!69;:0((
! "#$%&'("#) *+&"'\%*'.\\*112&3*+&"' <u>here</u>
!''#$%&'%&'(%
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                               \mathbf{C}
                                                                                  Carnegie
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