

Wolfgang Seidl: „Wir sind auf den letzten Kilometern eines Marathons“

Im diesem Interview spricht Seidl u?ber die Bedeutung des IFFW, den Wert regionaler Produkte, die Initiative „Fleisch-Ko?nner“ – und u?ber politische und wirtschaftliche Rahmenbedingungen, die kleinen Betrieben zunehmend das Leben erschweren.



Fu?r das Image der gesamten Branche: Fleischermeister und IFFW-Chefjuror Wolfgang Seidl ruft zur Teilnahme beim 25. Internationalen Fachwettbewerb fu?r Fleisch- und Wurstwaren auf. © Henry Gasselich

9]b`K YhhVYk YfV`]gh`Ui W\`Y]bY`6i \bY`Zi f`XUg`< UbXk Yf`"K Ybb
g]W\`ja`GYdhYa VYf`k]YXYf`:`Y]gW\Yf`i bX`:`Y]gW\Yf]bbYb`Ui g`XYa
=b`!`i bX`5i g`UbX`VY]a` =bhYfbUh]cbU`Yb`:`UW\k YhhVYk YfV`Zi f`
:`Y]gW\!`i bX`K i fghk UfYb`fl` : K`L`b`?`U[YbZi fh'a YggYbZ`[Y\h`Yg
i a`a`Y\f`U`g`A YXU]`Yb`"I a`j`]Y`Yg`a Y\f`9g`[Y\h`i a`G]W\hVUf`_Y]h
Zi f`Y]b`hfUX]h]cbgfY]W\Yg`< UbXk Yf`Z`XUg`HU[`Zi f`HU[`E`i`U`hUh
dfcXi n]Yfh` `cZhi bhYf`gW\k]Yf][Yb`6YX]b[i b[Yb`9]bYfZ`XYf
X]YgYb`K YhhVYk YfV`gY]h`J\fnY\bhYb`a`]h`:`UW\k]ggYb`i bX`

6Y[Y]ghYfi b['VY['Y]hYhž]gh?ca a F""K c`Z[Ub['GY]X`"8Yf
a Y\ fZUW\ 'Ui g[YnY]W\ bYhY': 'Y]gW\ Yfa Y]ghYf'Ui g'XYa
b]YXYfcghYffY]W\]gW\ Yb'BYi b_]fW\ Yb'\Uh'gY]bYb': Ua]YbVYhf]YV
a]h'K Y]hV`]W_`i bX'⊖bcj Uh]cbg[Y]gh'ni 'Y]bYa 'J cfnY][YVYhf]YV
[Ya UW\ h'`i bX'Yb[U[]Yfh'g]W\`Yi hY'i bYfa i X`W\`Z f'X]Y
5b`Y[Yb'XYf'6fUbW\Y"
⊖a '⊖hYfj]Yk 'gdf]W\h'GY]X`i VYf'X]Y'6YXYi hi b['XYg'⊖: K žXYb
K Yfh'fY[]cbU'Yf'DfcXi _hYž'X]Y'⊖]h]Uh]j Y': 'Y]gW\!?cbbYf'`i bX
i VYf'dc`]h]gW\Y'i bX'k]fhgW\UZh]W\Y'FU\ a YbVYX]b[i b[Ybž'X]Y
_Y]bYb'6Yhf]YVYb'ni bY\ a YbX'XUg'@YVYb'YfgW\k YfYb'"GY]bY
nYbhfU'Y'6chgW\UZh' K]f'VfUi W\Yb'A i hž'Ni gUa a Yb\U'h'`i bX
YbX`]W\`Y]bY'Y\ f`]W\Y'8]g_i gg]cb'i VYf'X]Y'FYU`]hUh'XYg
<UbXk Yf_g"

: 'Y]gW\ / '7c. 'K Ufi a 'gc`hY'a Ub'Ua '⊖: K
hY]'bY\ a Yb3

K c`Z[Ub['GY]X`. '9]bY'HY]'bU\ a Y'Ua '⊖hYfbUh]cbU'Yb
: UW\k YhhVYk YfV`]gh`Z f'YXYb'6Yhf]YV'gdUbbYbXžXYf'g]W\
k Y]hYfYbkh]W_`Y'b'a cW\hY'i bX'k]ggYb'k]`. 'K c'ghY\Y']W\`a]h'XYf
E i U`]hUh'a Y]bYf'DfcXi _hY3'8Yf'⊖: K 'V]YhYh'Y]bY`Z bX]YfhY
GhUbXcfhVYgh]a a i b["'A Ub'_Ubb'gck c\`Y]bnY'bY'9I dcbUhY'U`g
Ui W\`[Ubny'GYf]Yb'Y]bfY]W\Yb"'I V`]W\`g]bX'GYf]Yb'a]h'Y`nk c`Z
DfcXi _hYb'`XUg']gh'e i Ug]'GhUbXUfX""9g'[Y\h'UVYf'b]W\h'XUfi a ž
k]Y'j]Y`a Ub'Y]bfY]W\h'`k]W\h[]ghž'i VYf\Ui dh'a]hni a UW\Yb"
; YfUXY`Z f`_Y]bYfY'6Yhf]YVY'Ya dZY\`Y']W\.`BY\ a h'XUg'DfcXi _hž
XUg']\f'Ua '\Ui Z[ghYb'\YfghY`h'i bX'XUg]b'Yi fYf'FY[]cb
VYgcbXYfg'[i h'Ub_ca a h'8Ua]h'gY]X']\f'Ua 'Ui h\Ybh]gW\ghYb
i bhYfk Y[g"

&) "'⊖hYfbUh]cbU'Yf': UW\k YhhVYk YfV'ZØf': 'Y]gW\!'i bX
K i fghk UfYb'

: 'Y]gW\ / '7c. '8Yf'K YhhVYk YfV'k]fX'ni a '(&) "
A U`'Ui g[YhfU[Yb""5i Z'k Y`W\Y'BYi Yfi b[Yb
Xi fZYb'k]f'[YgdUbbh'gY]b3

K c`Z[Ub[`GY]X`. `BYi `]ghžXUgg`k]f`XYb`K YhVYk YfV`bi b`i a
gdYn]Y`Y`GYf]Yb`Yfk Y]hYfh`UVYb. `9g`[]Vh`Y]bY`K `]X!GYf]Yž`Y]bY
6]c!GYf]Y`i bX`Y]bY`fY[]cbU`Y`GYf]Y``6Y]`XYf`6]c!GYf]Y`]gh`Yg
k]W`h][ž`XUgg`ni `YXYa `DfcXi _h`Y]bY`YbhgdFYW`YbXY`6]c!
NYfh]Z]n]Yfi b[`cXYf`ni a]bXYgh`X]Y`6Yhf]YVgnYfh]Z]n]Yfi b[
VY][Y`Y[h`k]fX"

: `Y]gW` / `7c. `K Ubb`]gh`Y]b`DfcXi _h`Zi f`X]Y
fY[]cbU`Y`GYf]Y`fY[]cbU`3

K c`Z[Ub[`GY]X`. `8Ug`UVYb`k]f`_`Uf`XYZ]b]Yfh``9]b`DfcXi _h`]gh
b]W`h`Ui hca Uh]gW`fY[]cbU`ž`bi f`k Y]`a Ub`XYb`CfhgbUa Yb
XUj c fghY``h` `Yhk U`Y]bY`@YVYf_UgY!GhUbXUfXfYnYdhi f`a]h`XYa
BUa Yb` LM@YVYf_UgY ž`XUg`fY]W`h`b]W`h``F Y[]cbU`]gh`Y]b`DfcXi _h
bi f`XUbbž`k Ybb`Yg`Ybhk YXYf`a]h`Y]bYf`YI _`i g]j Yb`FYnYdhi f
`Yf[YghY``h`k]fXž`bUW`k Y]g]W`F c`ghcZZ`Ui g`XYf`F Y[]cb`cXYf
XYa `6i bXYg`UbX`j Yfk YbXYh`cXYf`Y]bY[YgW`i hnhY`K cfhV]`Xa Uf_Y
`Uhž`X]Y`Ui ZX]Y`<Yf_i bZh`]bk Y]gh``9g`[Y`h`U`gc`k]f`_]W`i a `X]Y
Cf][]bU`]hUh`i bX`XYb`6Yni [`ni f`F Y[]cb``i bX. `A Ub`gc``hY`XYf`ž fm
_`Uf`a]hhY]`Ybž`k Ug`XUg`6Ygc bXYfY`Ub`XYa `DfcXi _h`]gh` `bi f`XUbb
_Ubb`g]Y`Yg`f]W`h][`Y]bcfXbYb``K]f`UhhYb`YhnhYg`đ`f`ni a
6Y]gd]Y`Y]bYb`F Ui W`VfUhYbgW`b_Ybž`XYf`_]ghcf]gW`VY[fi bXYh
k Uf` `XUg`_Ua `UVYf`c`bY`9f`_Ufi b[`VY]`XYf`ž fm`b]W`h`k]f`_]W`
fi VYf"

: `Y]gW` / `7c. `K Ug`gc``hYb`6Yhf]YVY`VY]a
9]bgYbXYb`XYf`DfcXi _hY`VYUW`hYb3

K c`Z[Ub[`GY]X`. `Nk Y]`8]b[Y`g]bX`[Ub`n`k]W`h][. `9fghYbgž`X]Y
DfcXi _hY`Xi fZYb`_Y]bY`8Ufa Y`cXYf`J YfdUW_i b[Yb`a]h
:]fa Yb`c[cg`Ybh`U`hYb` `gcbgh`a i ggYb`k]f`g]Y`X]gei U`]Z]n]YfYb"
8Ug`]gh`gY`f`gW`UXYž`k Y]`Yg`XUbb`cZi[fc»Ufh][Y`DfcXi _hY`g]bXž
X]Y`k]f`gc`b]W`h`VYk YfhYb`Xi fZYb``Nk Y]hYbgž`Yg`XUfZ`_Y]bY`VYfY]hg
Ub[YgW`b]hYbY`K UfY`Y]b[YgW`]W`h`k YfXYb` `Ui W`X]Y`_cbbYb`k]f
b]W`h`†f]YfYb``5i »YfXYa `gd]Y`h`X]Y`Ui »YfY`6YgW`UZZYb`Y]h`Y]bY
Fc``Y` `k]Y`gUi VYf`XUg`DfcXi _h`UV[YW]dgh`]ghž`k]Y`Yg`dfUgYbh]Yfh
k]fX``8Ug`]gh`nk Uf`b]W`h`U`Ygž`k Ug`VYk YfhYh`k]fXž`UVYf`YVYb`Ui W`

Y]b`HY]`XUj cbžY]b`K YhVYk YfV`YVYb`

: `Y]gW\ / `7c. `=gh`Yg`g]bbj c``ž`Y]b`DfcXi _h
Y]bni gW\]W_Ybž`XUg`]W\ `bcW\
k Y]hYfYb`hk]W_Y`b`k]``3

K c`Z[Ub[`GY]X`. `9g`]gh`U`Y]b`K YhVYk YfVž`i bX`_`Ufž`j]Y`Y
bY\`a Yb`hY]`ž`i a `g]W\`a]h`UbXYfYb`ni`a YggYb``5VYf`[YfUXY`k Ybb
`Ya UbX`Y]b`DfcXi _h`bcW\`k Y]hYfYb`hk]W_Y`b`k]``ž`]gh`XUg`Y]bY
_`i [Y`9b`hgW\Y]Xi b[ž`X]YgYg`Ui W\`Y]bni fY]W\Yb``8Ybb`Xi fW\`X]Y
HY]`bU\`a Y`VY`_ca a`h`a Ub`Y]bY`cV`Y_h]j Y`F`i W_a Y`Xi b[`j cb`DfcZ]g
`i bX`XUg`ni`Y]bYa`gY\`f`ZU]fYb`DfY]g``8]Y`6YUbghUbXi b[Yb
k YfXYb`U[YbUi`hYI h]Yfh`i bX`Ui g`X]YgYf`9I dYfh]gY`_Ubb`a Ub
k]f_]W\`j]Y`a]hY\`a Yb`i bX`[Yn]Y`h`Ub`XYf`E`i U`]hUh
k Y]hYfUfVY]hYb`

<]Yf`_ÖbbYb`G]Y`X]fY`_h`=fY`DfcXi _hY`Y]bfY]W\Yb`

: `Y]gW\ / `7c. `G]Y`g]bX`\Yi Yf`k]YXYf
J cfg]hnYbXYf`XYf`ž`fm``K Ug[YbUi`VYXYi hYh
XUgž`i bX`k Y`W\Y`J YfUb`hk c`fhi b[`hfU[Yb`G]Y3

K c`Z[Ub[`GY]X`. `8Ug`\Uh`Ž`f`a]W\`[fc»Y`6YXYi hi b[``5`g
J cfg]hnYbXYf`XYf`ž`fm]gh`Yg`a Y]bY`5i Z[UVYž`XUŽ`f`ni`gc`f[Ybž
XUgg`g]W\`U`Y`ž`fma]h[`]YXYf`Ui Z`X]Y`k YgYb`h]W\Yb
6Yk Yfhi b[g_f]hYf]Yb`j YfghUbX][Yb``9g`[Y\`hi a`Y]bY
i bUV\Ub[][Yž`ZU]fY`6Yi fhY]`i b[`XYf`Y]b[YgUbXhYb`DfcXi _hY`
XUa]h`X]Y`6Yhf]YVY`Ui W\`k]f_]W\`Y]bYb`Bi hnYb`XUfUi g`n]Y\Yb
_cbbYb``8Ug`]gh`Ž`f`a]W\`cVYfghY`Df]c`f]hUh``8Yg\U`V`[]Vh`Yg`]a
J cfZY`X`Ui W\`ž`fcfYbgW\i`i b[Yb```5`g`ž`fmj cfg]hnYb!`XYf`hfU[Y
]W\`Y]bY`\c\Y`J YfUb`hk c`fhi b[`f`W\`V]b`Y`hnh]W\`XUŽ`f`ni ghUbX][ž
VY]`gW\k]Yf][Yb`9b`hgW\Y]Xi b[Yb`Y]bni [fY]ZYb`U`gc`Yhk U`cV`Y]b
DfcXi _h; c`X`VY`_ca a`h`cXYf`X]gei U`]Z]n]Yfh`k]fX``B`Uhi f`]W\`k]fX
U`Yg`[Ya`Y]bgUa`X]g_i h]Yfhž`UVYf`]b`gYbg]V`Yb`U`Yb`Vf]b[Y]W\
a`Y]bY`9I dYfh]gY`Y]b`i bX`hfYZZY`X]Y`Z]bU`Y`9b`hgW\Y]Xi b[``]a a`Yf
UV[Ygh]a a`h`a]h`XYb`?c``Y[]bbYb`i bX`?c``Y[Yb`]b`XYf`ž`fm`

:`Y]gW\ /`7c.`K]Y`gYhnh'g]W\`X]Y`đ fm'VY]
XYa`]bhYfbUh]cbU`Yb` : UW\k YhhVYk YfV
ni gUa a Yb3

K c`Z[Ub[`GY]X`. `8]Y`đ fm'VYghY\h'Ui ggW\`Y»`]W\`Ui g
Y\fYbUa h]W\Yb` : UW\`Yi hYb`Ui g'XYf`6fUbW\Y` `j cf`U`Ya`Ui g
YfZU\fYbYb` :`Y]gW\Yfa Y]ghYfb`i bX`!a Y]ghYf]bbYb`"5i W\
: UW\VYfUhYf]bbYb`i bX` : UW\VYfUhYf`gck]Y`J YfhfYhYf`j cb
; Yk i fnZ]fa Yb`g]bX`XUVY]ž`U`gc`A YbgW\Ybž`X]Y`hU[`]W\`a`]h` :`Y]gW\!
i bX`K i fghk UfYb`UfVY]hYb`"I bg`]gh`Yg`k]W\h[` ž`XUgg`_Y]bY`fY]bYb
H\YcfYh[_Yf`XUVY]`g]bXž`gcbXYfb`DfU_h[_Yf`a`]h`YW\hYa`6Yni [`ni a
DfcXi`_h` ; YbUi`X]YgY`B U\Y`ni f`hU[`]W\Yb`5fVY]h`Vf]b[`h`X]Y
bchk YbX][`Y` : UW_ca`dYhYbn`]b`X]Y`6Yk Yfhi b[`Y]b`"

:`Y]gW\ /`7c.`K]Y`ghY`Yb`G]Y`g]W\Yfž`XUgg
X]Y`đ fm'bYi hfU`i fhY]`h`i bX`_Y]bY`<]bk Y]gY
Ui Z`X]Y`< Yf`_i bZh`XYf`DfcXi`_hY`\Uh3

K c`Z[Ub[`GY]X`. `8Ug`]gh`VY`]i bg`gY]hj]Y`Yb`đ\`fYb`hYW\`b]gW\
UV[Yg]W\Yfh`GW\cb`VY]`XYf`I VYfbU\`a Y`XYf`DfcXi`_hY`k]fX`YXYg
9I dcbUh`a]h`Y]bYa`bYi hfU`Yb`7cXY`j YfgY\Yb` ` [Ubnc`bY
<]bk Y]g`Ui Z`XYb`6Yhf]YV`"8]YgYf`7cXY`VYghY\h`bi f`Ui g`NU\`Yb
i bX`N]ZZYfb`i bX`k]fX`Ui Z`XUg`DfcXi`_h[`Y`_YVh`"K]f`]b`XYf`đ fm
gY\Yb`Ui ggW\`Y»`]W\`X]YgYb`7cXY`Ui Z`i bgYfYb`HUV`Yhg` `_Y]bY
BUa Ybž`_Y]bY`@c[cgž`_Y]bY`<]bk Y]gY`Ui Z`X]Y`< Yf`_i bZh`8]Y
6Yk Yfhi b[`YfZc`[`h`XUbb`i VYf`XUg`98J!GmghYa`ž`XUg`X]Y
9f[YVb]ggY`Ubcbm`a]g]Yfh`gUa`a Y`h`i bX`Yfgh`gdUhYf`k]YXYf
ni cfXbYh`5`Yg`UbXYfY`k UfY`6Yhfi [ž`i bX`XUg`\Uh]b`i bgYfYa
K YhhVYk YfV`_Y]bYb`D`Uhn`"

:`Y]gW\ /`7c.`K Ug`gc`hYb`6Yhf]YVY`VY]`XYf
5ba Y`Xi b[`VYgcbXYfg`VYUW\hYb` `i bX`[]Vh
Yg`I bhYfghi hni b[`VY]`cZZYbYb` : fU[Yb3

K c`Z[Ub[`GY]X`. `I bVYX]b[`h`X]Y`I bhYf`U[Yb`[YbUi`YgYb` `XU
ghY\h`U`Yg`Xf]bž`k Ug`k]W\h[`]gh`I bX`k Ybb`hfcmXYa`Yhk Ug

i b_`Uf`]gh`9]bZUW\`Ubfi ZYb`8]Y`@YVYbga`]hY`U_UXYa`]Y`i bX`Ui W\`
]W\`gY`Vgh`ghY\`Yb`[YfbY`Zi f`fU[Yb`ni f`J YfZi [i b["`@YVYf`Y]ba`U`
a`Y\`f`ZfU[Yb`Z`U`g`gdUhYf`Y]b`[i hYg`DfcXi`_h`Ui ggW\`]Y»Yb`a`i ggYb`"

:`Y]gW\`/`7c.`K`Ufi a`_]gh`X]Y`HY]`bU\`a`Y`Ua`
K`YhhVYk`YfV`Zi f`XUg`<UbXk`Yf`_`gc`k`]W\`h][`3`

K`c`Z[Ub[`GY]X`.`K`]f`a`UW\`Yb`gY]h`i VYf`%\$`\$`J\`fYb`XUg`Z`k`cfi VYf`
\`Yi hY`]b`GUW\`Yb`BUW\`U`h][`_Y]h`i bX`FY[`]cbU`]hUh`gc`j`]Y`
[YgdfcW\`Yb`k`]fX`_`bi f`k`]fX`XUg`Y]XYf`j`]Y`ni`gY`hYb`
k`U\`f[Ybca`a`Yb`"8]Y`K`YfhgW\`U`ni b[`]cb`cZZ]n]Y`Yf`GY]hY`]gh`c`Zh`
b]W\`h`XU`Z`c`V`k`c`\`k`]f`a`]h`i bgYfYb`DfcXi`_hYb`Y]bYb`k`YgYb`h`]W\`Yb`
6Y]hfU[`]ni f`[Ygi bXYb`J Yfgcf[`]b[`]b`C`ghYffY]W\`Y]ghYb`_`i bX`XUg`
a`]h`YW\`hYf`J]Y`ZU`h";`YbUi`X`Yg\`U`V`]gh`Yg`gc`k`]W\`h][`Z`XUgg`k`]f`
g]W\`hV`Uf`V`Y]VYb`"9]bY`5i gnY]W\`bi b[`]VY]a`K`YhhVYk`YfV`]gh`Ui W\`
Y]b`G][`bU`U`b`X]Y`?cbgi a`Ybh]bbYb`i bX`?cbgi a`YbhYb.`GW\`Ui h`
\`Yf`Z`XUg`]gh`Y]b`fY[`]cbU`Yg`Z`\`UbXk`Yf`_]W\`[`Ya`UW\`hYg`
Gd]hYbdfcXi`_h`

:`Y]gW\`/`7c.`?`Ubb`Y]b`K`YhhVYk`YfV`XUVY]
\`Y`ZYb`Z`bYi`Y`?`i bXYb`ni`_`[Yk`]bbYb`3`

K`c`Z[Ub[`GY]X`.`J`Z`Ui Z`YXYb`:`U`""`GY`Vgh`k`Ybb`Xi fW\`Y]bY`
5i gnY]W\`bi b[`]bi f`nY\`b`bYi`Y`?`i bX]bbYb`cXYf`?`i bXYb`
XUni`_ca`a`Yb`Z`\`Uh`g]W\`X]Y`HY]`bU\`a`Y`gW\`cb`[`Y`c`\`bh`I`bX`Yg`]gh`
Ui W\`Y]bY`:`cfa`X`Yf`C`ZYb`h]W\`_Y]hgUfVY]h`J]Y`Y`6Yhf]YVY`bi hYb`
X]Y`5i gnY]W\`bi b[`]U`h]j`_]b`X`Yf`?ca`a`i b]_Uh]cb`_`Yhk`U`i VYf`
fY[`]cbU`Y`NY]hi b[`]Yb`cXYf`GcW]U`A`YX]U`K`]f`]a`_`<UbXk`Yf`_`\`UVYb`
b]W\`h`X]Y`K`YfVYVi`X[`Yhg`[`fc»Yf`?cbnYfbY`"5VYf`k`]f`_`cbbYb`Xi fW\`
E`i`U`]hUh`i bX`VYgcbXYfY`@Y]ghi b[`]Yb`5i Za`Yf`gUa`_Y]h`YfnYi [Yb`
i bX`[YbUi`XU`Z`f`]gh`X]YgYf`K`YhhVYk`YfV`Y]bY`[`fc»Ufh][`Y`
;`Y`Y[Yb\`Y]h`"

:`Y]gW\`/`7c.`I`bX`Yg`[Y\`h`Ui W\`i`a`XUg`
=a`U[Y`X`Yf`[YgUa`hYb`6fUbW\`Y`3`

K c`Z[Ub[`GY]X`. `K Y]`gc`WXY`K YhhVYk YfVY`Ui WX`XUg
GY`Vghj YfhfUi Yb`]b`XYf`6fUbWXY`ghUf_Yb"J]Y`Y`6Yhf]YVY`Y]ghYb
[fc»Ufh][Y`5fVY]hž`hfUi Yb`g]WX`UVYf`cZh`b]WXhžXUa`]h`g]WXhVUf`ni
k YfXYb"8Yf`÷: K`V]YhYh`Y]bY`6i`bYž`i a`6Yhf]YVY`j cf`XYb
J cf\Ub[`ni`c`Ybž`]\bYb`Y]b`Yg]WXh`ni`[YVYb``Z`f`X]Y`6fUbWXY
gY`Vgh`i bX`Ui WX`[Y[Ybi VYf`XYb`?cbgi a Ybh]bbYb`i bX
?cbgi a YbhYb"9g[Y\h`i a`Y]bY`dcg]hj Y`GY`VghXUfghY`i b[ž`X]Y
E i U`]hUh`ni`nY][Ybž`X]Y`hU[`]WX`YffY]WXh`k`j fX"

: `Y]gWX`/`7c.`G]Y`gdfYWX`Yb`g]WX`]b`U`Yb
⇒fYb`J cfhfU[Yb`i bX`⇒bYhfj`]Yk`g`]a`a Yf`Zi`f
a Y\`f`K YfhgWX`Uhni b[`Y[Ybi VYf`:`Y]gWX`!
i bX`K`i fghk`UfYb`Ui`g3

K c`Z[Ub[`GY]X`.`ž`k`Y]`k`j f`i VYf`\cWX`k`Yfh][Y
; fi bXbU\fi b[ga`]hhY`gdYfYWX`Yb":`Y]gWX`i bX`K`i fgh`g]bX
YfbU\fi b[gd\mg]c`c[]gWX`k`Yfhj`c`ž`UVYf`g]Y`k`YfXYb`]b`XYf
cZZYbh`]WX`Yb`8YVUhhY`cZh`j`c`][`j`YfnYffh`XUf[YghY`h`GhUhh`YWX`hYf
⇒Zcfa`Uh]cb`Xca`]b]YfYb`<U`Vk`U\`f`Y]hYb``5i`ggU[Yb`k`]Y`_cbbhY
_fYVgYffY[YbX`gY]b`g]bX`c`bY`_cb`fYhY`6Y`Y[Y"⇒WX`Z]bXY`Yg
VYXYb`_]WX`ž`k`Ybb`[Ygi`bXY`@VYbga`]hhY`]XYc`c[]gWX`a`]ggVfUi`WX`h
k`YfXYb"K`j f`VfUi`WX`Yb`k`]YXYf`a`Y\`f`?`Uf`Y]h`i bX`Y\`f`]WX`Y
?ca`a`i`b[_Uh]cb``Ui`WX`XUg`]gh`Y]b`N]Y`ž`Z`f`XUg`XYf`K`YhhVYk`YfV
ghY`h"

: `Y]gWX`/`7c.`G]Y`g]bX`a`]h`XYb`:`Y]gWX`!
?cbbYfb`B`C`gY\`f`U_h]j`ž`i`a`X]Y
K`YfhgWX`Uhni b[`Zi`f`XUg`<UbXk`Yf`_`ni
j`YfVYggYfb"K`]Y`]gh`X]YgY`⇒b]h]Uh]j`Y
YbhghUbXYb3

K c`Z[Ub[`GY]X`.`5i`g`Y]bYa`YWX`hYb`: fi gha`ca`Ybh`⇒b`XYf
7cfcbU!NY]h`\UVYb`k`j f[Ya`Yf`hž`XUgg`XUg:`Y]gWX`Yf\UbXk`Yf_
j`c`][`i`bhYf[]b[`]b`XYb`A`YX]Yb`k`i`fXY`bi`f`j`cb`XYb`?cbnYfbYb
i`bX`8]fY_h]Yfa`Uf_hYfb`[YgdfcWX`Ybž`UVYf`i`bgYfY`6Yhf]YVY`_Ua`Yb
[Uf`b]WX`h]cf"Ni`C`ghYfb`k`i`fXYb`gWX`]Y»`]WX`gc[Uf`6YghY`i`b[Yb

ghcfb]Yfhž'k Y]'X]Y'?i bXYb'XUW hYbž'k]f'\UhYb'[YgW\`cggYb'
XYbb'gc'ghUbX'Yg'U']b'XYb'A YX]Yb""8 Ug'k Uf'Zi f'i bg'XYf'Di b_hž'Ub
XYa 'k]f'[YgU[h'\UVYb.'XhnhfY]W.h g°'; Ya Y]bgUa 'a]h'8cf]g
GhY]bYf'i bX'X_cV'9''b[Yf'\UVYb'k]f'VYgW\`cggYbž'Yhk Ug'ni
j YfUbXYfb' 'gc']gh'X]Y'XYY'ni 'XYb': 'Y]gW\!? cbbYfb'YbhghUbXYb"

: 'Y]gW\ / '7c. 'K]Y']gh'X]Y'≠b]h]Uh]j Y
Ui Z[YVUi h3

K c`Z[Ub['GY]X\.'8]Y': 'Y]gW\!? cbbYf'UfVY]hYb'Ui ZXfY]'9VYbYb
'a]h'Y]bYa 'N]Y\.'a Y\ f'K YfhgW Umi b['i bX'G]W\hUf_Y]h'Zi fg
<UbXk Yf_'ni 'Yf'Ub[Yb""8]Y'YfghY'9VYbY'g]bX'X]Y': 'Y]gW\!? cbbYf
gY'Vgh' 'U'gc'XUg'GY'Vghj YfhfUi Yb'XYf': 'Y]gW\Yf]bbYb'i bX
: 'Y]gW\Yf'ni 'ghUf_Yb'°A]h'i bgYfYb'D'U_UhU_h]cbYb'i bX
A YX]Yb_ccdYfUh]cbYb'\c`Yb'k]f'g]Y'i bX']\fY'ZUW\`]W\Y
?ca dYhYbn'j cf'XYb'J cf\Ub[ž'nY][Yb'; Yg]W\hi bX'gU[Yb.'8 Ug']gh
i bgYf'6Yhf]YVž'XUg'g]bX'k]f"
8]Y'nk Y]hY'9VYbY'g]bX'X]Y': 'Y]gW\!? YbbYf' 'A YbgW\Yb']b'Dc`]h]_ž
A YX]Yb'i bX'; YgY`gW\Užž'X]Y'j YfghY\Yb'gc`Ybž'XUgg'XUg
: 'Y]gW\Yf\UbXk Yf_'Y]b'?i 'hi f[i h']ghž'XUg'j]Y''ni 'cZhi VYfgY\Yb
k]fX""i bX'X]Y'Xf]hhY'9VYbY'g]bX'X]Y': 'Y]gW\!; cbbYf' 'XUg'g]bX
i bgYfY'?i bX]bbYb'i bX'?i bXYbž'X]Y'g]W\`VYk i ggh'Zi f'E i U']hUh
YbhgW\Y]XYb'i bX'gU[Yb.'W\ [cbbY'a]f'k Ug'; i hYg' 'Ui g'XYf
FY[]cbž'j ca '@YVYbga]hY'\UbXk Yf_Yf'a Y]bYg'J YfhfUi Ybg"

: 'Y]gW\ / '7c. 'I bX'XYf'9]bgUhn'XYf': 'Y]gW\!
? cbbYf'hfU[h'Ui W\ 'gW\cb': fi W\ hY°

K c`Z[Ub['GY]X\.'Xž'k]f'gY\Yb'YfghY'J YfUbXYfi b[Yb' 'j cf'U`Ya
Xi fW\ 'i bgYfY'≠b]h]Uh]j Y'i bX'j]Y`Y'; YgdfUW\Yž'Ui W\']b'XYf'Dc`]h]_"
K]f'\UVYb'a]h'K YfVYU_h]j]hUhYb'VY[cbbYbž'Yhk U'a]h'Gdchg'Ui Z
?fcbY\]h'FUX]c'cXYf'i bgYfYa '5i Zhf]hh'VY]' G]'j]U'_cW\h ž'k c'k]f
X]Y': 'Y]gW\!? cbbYf'i bX'i bgYfY'9I dYfh]gY'j cfghY`Yb'Xi fZhYb""8 Ug
k Uf'k]f_]W\`Y]bY'hc`Y'GUW\Y""i bX']W\`a cW\hY'Ui W\`bcW\`a U'g'X]Y
DfcZYgg]cbU']hUh]j cb'G]'j]U'GW\`bY]XYf'VYgcbXYfg'\Yfj cf\YVYb'
a]h'k Y`W\Ya 'GUW\j YfghUbX'i bX': Y]b[YZi \`g]Y'Ub'X]Y'GUW\Y
\YfUb[Y[Ub[Yb']ghž'XUg'k Uf'k]f_]W\`VYY]bXfi W_YbX": i f'i bg'k Uf

XUg`Y]b`YW`hYg`9f`YVb]g" `F`JW`h][`[`i`h`Ub[`Y`_ca`a`Yb`g]bX`b`Uhi`f`]W`
Ui`W`X]Y`[`fc»Yb`D`U`_UhY`XYf`:`Y]gW`Yfa`Y]ghYfž`X]YgY`ZU``Yb`gY`f`
dcg]hj] `Ui`Zi`bX`Vf]b[`Yb`X]Y`:`Y]gW`_ca`dYhYbn`XYf`6Yhf]YVY`
k`JYXYf`ni`fi`W`_]b`XYb`:`c`_i`g`XYf`?cbgi`a`YbhYb"

:`Y]gW`/`7c.`8Ug`Ub[`Zf]gh][`Y`N]Y``]gh3

K`c`Z[`Ub[`GY]X`. `8]Y`b]h]Uh]j`Y`]b`XYb`b`UW`ghYb`d\`fYb`k`Y]hYf`
Ui`gni`VUi`Yb`i`bX`a`YX]U``bcW`g]W`hVUfYf`ni`a`UW`Yb"@Ub[`Zf]gh][`
k`c``Yb`k`]f`Y]bY`A`Uf`_Y`YhUV`Y]fYbž`VY]`XYf`X]Y`?cbgi`a`Ybh]bbYb`
i`bX`?cbgi`a`YbhYb`gU[`Yb.`:`Y]gW`!?cbbYf3`8U[`Y`\]W`[`Yfb`\]b`
XUg`ghY`\h`Zi`f`E`i`U`]hUh"

:`Y]gW`/`7c.`K`JY`_Ubb`a`Ub`VY]`XYb`:`Y]gW`!
?cbbYfb`a`]ha`UW`Yb`i`bX`k`Ug`Yfk`UfhYh`X]Y`
hY]`bY`a`YbXYb`6Yhf]YVY3

K`c`Z[`Ub[`GY]X`. `A`]ha`UW`Yb`_Ubb`Y`XYf`b]YXYfcghYffY]W`]gW`Y`
<UbXk`Yf`_gVYhf]YV`[`Ubn`i`b`_ca`d`]n]Yfh`i`bX`_cghYb`cg" `K`JW`h][`
]gh`XUVY]. `8]Y`b]X]j`]Xi`U`]hUh`Y`XYg`6Yhf]YVg`V`Y]Vh`UVgc`i`h`
Yf`\U`hYb"B]Ya`UbX`a`i`gg`g]W`]j`YfV]Y[`Yb`cXYf`Y]b`VYgh]a`a`hYg`
?cbnYdhi`VYfbY`a`Ybž`i`a`XUVY]`ni`gY]b" `K`]f[`YVYb`bi`f`XUg`
K`Yf`_nYi[`]b`X]Y`<UbX`i`k`Ug`X]Y`6Yhf]YVY`XUfUi`g`a`UW`Ybž`
YbhgW`X]YXYb`g]Y`gY`Vgh" `A`UbW`Y`gW`]Y»Yb`g]W`]ni`gUa`a`Ybž`
_Ui`ZYb`[`Ya`Y]bgUa`Y]b`cXYf`Ybhk`]W`_Y`b`Y][`YbY`XYYb" `I`bX`k`]f`
i`bhYfghi`hnYb`a`]h`BYh`k`Yf`_i`bX`:`UW`k`]ggYb.`Ni`a`6Y]gd]Y`a`]h`
J`YfUbghU`hi`b[`Yb`k`]Y`]a`A`Ufn`]b`Gh" `Dc`hYbž`k`c`]j`Y`Y`b`hYfYgg]YfhY`
XUVY]`k`UfYb`i`bX`g]W`]a`]h`9I`dYfh]bbYb`i`bX`9I`dYfhYb`
Ui`ghUi`gW`Yb`_cbbhYb" `9g[`Y`\h`XUfi`a`ž`Y]bY[`Ya`Y]bgUa`Y`
D`UhZcfa`ni`V]YhYb`c`bY`J`cf[`UVYbž`UVYf`a`]hj`]Y`Fi`W`\U`h"

:`Y]gW`/`7c.`K`Ug`VYfi`\fh`G]Y`dYfgcb`]W`Ub`
XYf`b]h]Uh]j`Y`XYf`:`Y]gW`!?cbbYf3

K`c`Z[`Ub[`GY]X`. `A`]W`VYfi`\fhž`k`]Y`cZZYbž`XUb`_VUf`i`bX`
gc`]XUf]gW`X]Y`?c``Y[`]bbYb`i`bX`?c``Y[`Yb`VY]`i`bgYfYb`HfYZZYb`

g]bX" A Ub'gdi fh'K]f'g]hnYb'U`Y'ja' gY`VYb'6cch"J]Y`Y'g]bX
9]bnY`_Ua`dZYf'`c\`bY'[fc»Y'6i X[Yhgž`c\`bY'NY]hfYggci fW`b"
; Y[Yb`X]Y'; fc»VYhf]YVY`_cbbYb`k]f`cZh`b]W`h'a]h\U`hYb"

: `Y]gW` / `7c. `9]bY'[fc»Ufh][Y`≠]h]Uh]j Y`
k Ufi a`b]W`h' : `Y]gW`!? cbbYf`C ghYffY]W` 3

K c`Z[Ub[`GY]X`. `8Už f'g]bX`k]f`cZYb` `UVYf`k]f'g]bX`a]hhYbXf]b
]b`Y]bYa` `Ui ZYbXYb`DfcnYgg"8]Y`≠]h]Uh]j Y`Yb`k]W`_Y`h'g]W`_GW`f]hh
ž f`GW`f]hh`k Y]hYfž`i bX`k]f`\UVYb`Y`hnh]b`B]YXYfcghYffY]W`_Y]bY
@]b]Y`Ui Z[YVUi hž`X]Y`k]f`k Y]hYfYb`k]W`_Y`bž`UVYf`b]W`h'a Y`f
[fi bX`Y[YbX`j YfUbXYfb`k c`Yb"K Ybb`g]W`_UbXYfY`6i bXYg`UbXYf
UbgW`_Y]»Yb`a cW`hYbž`žYi hi bg`XUg`gY`f` XUb`b`_cbb`hY`Yg
`Y]»Yb. : `Y]gW`!? cbbYf`6i f[Yb`UbXž: `Y]gW`!? cbbYf`K]Ybž
C VYfcghYffY]W`_i bX`gc`k Y]hYf"8]Y`6Ug]g`XUž f`\UVYb`k]f`[Y`Y[hž
UVYf`XUg`_`UfY`_U`a i gg`XUb`b`Y`k Y]`g`Ui g`XYf`@UbXYg]bbi b[
_ca`a`Yb"8]Y`Hi fYb`ghY`Yb`cZYb"

: `Y]gW` / `7c. `K]Y`gY`Yb`G]Y`XYb`GhY`Yb`k Yfh
j cb`@YVYbga]hhY`b`]b`i bgYfYf'; YgY`gW` UZh3

K c`Z[Ub[`GY]X`. `W`_Z]bXYž`k]f`a i ggYb`i bg`Y`f`]W`_žFU[Yb.`K Ug
]gh`i bg`k]W`h][Yf3`8 Ug`bYi YghY`D\cbY`cXYf`Y]b`[i hYg`Ghi W`
: `Y]gW`_Ui g`XYf`FY[]cb3`K]f`fYXYb`j]Y`i VYf`BUW`_U`h][_Y]h`i bX
[fi bY`Dc`h]_ž`_Ui ZYb`XUb`b`UVYf`@YVYbga]hhY`_Ui g`i VYfgYY"8UVY]
gc`hY`Yg`b]W`h`bi f`i a`XYb`7C&!5i gg`h»`i bgYfYg`5i hc`g`[Y`Ybž
gcbXYfb`Ui W`_i a`XYb`c`_c`c[]gW`Yb`i : i »UVXfi W`_XYf`DfcXi _hYž
X]Y`]b`XYb`; fc»ZUW`Yb`Ub[YVchYb`k YfXYb"BUW`_5V`Ui Z`XYg
A <8g`k YfXYb`j]Y`Y`HcbbYb`k Yfhj c`Yf`BU`fi b[ga]hhY`Yb`hgcf[h`
I bX`]b`XYf`BUW`_U`h][_Y]h]ja` I a`[Ub[`a]h`F`c\ghcZYbž`XU`]gh`XUg
fY[]cbU`Y`<UbXk Yf`_i bgW`_U[VUf"K Ug`a]W`_k]f`_]W`_ja`a`Yf
k]YXYf`bUW`_XYb`_]W`_a UW`h`≠; YgdfUW`Yb`\cfY]W`_cZh`GUhnY
k]Y`6Y]i bg`[]Vhg`U`_Y]bYb` : `Y]gW`Yf`a Y`f` "A Y]bY; Y[YbžFU[Y
]gh`XUb`b]ja`a`Yf. I bX`k]Y`cZh`\UghXi`VY]]\a`Y]b[Y`_Ui ž3`
GW`k Y][Yb"; YbUi`XU`]Y[h`XUg`DfcV`Ya` "K Ybb`k]f`k c`Ybž`XUgg
fY[]cbU`Y`6Yhf]YVY`i VYf`YVYbž`a i ggYb`k]f`Ui W`_VYk i ggh`VY]
]\bYb`Y]b`_Ui ZYb"

:`Y]gW\ / '7c.'K]Y`VYi fhY]`Yb`G]Y`XYb
l a [Ub['a]h`@YVYbga]hhY`b`]a`' < UbXY`
]bgVYgcbXYfY`]a`J Yf[`Y]W\`ni a`' < UbXk Yf_3

K c`Z[Ub['GY]X`. 'a`' < UbXk Yf_`k]fX`b]W\hg`k Y[[YgW\ a]ggYb`
VY]`i bg`nU\`h`YXYf`F c\ghc ZZ`YXYg`DfcXi _h`'b`[fc» Yb
< UbXY`g_YhhYb`UbXYh`Ui h`Ghi X]Yb`fi bX`Y]b`i bZhY`XYf
@YVYbga]hhY`]a`A i`""I bX`XUbb`\UVYb`k]f`bcW\`UVgi fXY
[YgYhn`]W\Y`J cf[UVYb.`K Ybb`XUg`A]bXYgh\U`hVUf_Y]hgXUhi a
UV[Y`Ui ZYb`]gh`XUfZ`a Ub`X]Y`K UfY`b]W\h`Y]ba U`j YfgW\Yb_Ybž
cVkc\`g]Y`bcW\`[i h]gh`8 Ug]gh`Zi f`a]W\`b]W\h`bi f`i bj Yfbi bZh][ž
gcbXYfb`Y]bY`YW\hY`Gi bXY`"@YVYbga]hhY`g]bX`ni`k Yfhj c`ž`i a`g]Y
ni`j Yfb]W\hYb`

:`Y]gW\ / '7c.'K i fXYb`G]Y`gU[Ybž`XUgg
; Ybi gg`gW\cb`VY]a`9]b_Ui Z`VY[]bbh3

K c`Z[Ub['GY]X`. ; YbUi`XU`VY[]bbhg`'cXYf`gc`hY`Yg`VY[]bbYb`
< Yi hY`k]fX`9ggYb`cZh`bi f`U`g`bchk YbX][Yg`l VY`[YgY\Yb`": fi \Yf
\UVYb`X]Y`@Yi hY`]a` ; YgW\UZh`a]hY]bUbXYf`[YgdfcW\Yb.`K Ug`_cW\
]W\`Yi hY3`K cfUi Z`\UV`]W\`@ gh3`9g[]b[`i a`g`i gh]YfYbž`i a`X]Y
J cfZfYi XY`< Yi hY`k]fX`gW\bY`Y]b[Y_Ui Zh`gW\bY`Y[Y[YggYb`
c\ bY`6Yni [ž`c\ bY`K YfhgW\Uhi b["`9]b[i hYg`9ggYb`UVYf`\U`h`@Y]V
i bX`GYY`Y`ni gUa`a Ybž`XUg`k i gghYb`gW\cb`i bgYfY` ; fc» Y`hYfb`

:`Y]gW\ / '7c.`G]Y`\UVYb`Y]bYb
: Ua]`Y]YbVYhf]YV`a]h`Zi bZ` :]`]U`Yb`" `= fY
Gc\ bY`A Uhh\]Ug`i bX`7`Ya Ybg`\UVYb`VYfY]hg
X]Y`B UW\Zc`[Y`Ub[YhfYhYb`

K c`Z[Ub['GY]X`. `A Y]bY`Gc\ bY`\UVYb`&\$%+`X]Y
; YgW\UZh`gZi \fi b[`i VYfbca`a Yb`XUa]h`Zi \fYb`k]f`XYb`6Yhf]YV
Y`hnh]b`Xf]hhYf` ; YbYfUh]cb`" `W\`V]b`gY\`f`Zfc\`ž`XUgg`VY]XY`VYfY]h
k UfYbž`X]YgY`[fc» Y`< YfUi gZcfXYfi b[`Ubni bY\`a Yb`"9g]gh`b]W\h
`Y]W\hž`UVYf`X]Y`6Ug]g]gh`XUž`i bX`g]Y`VYk Y[Yb`g]W\`a]h`:`Y]»`i bX
6YXUW\h]b`X]Y`f]W\h][Y`F]W\hi b["`i f`a]W\`k Uf`Yg`b]Y`Y]b` ; fi bX

ni f'Gcf[Yž'XYb'6Yhf]YV'ni 'i VYf[YVYb' 'ja ' ; Y[YbhY]'. ÆX'gY\Y
a Y]bY'5i Z[UVY'U'g'YfZi ``h" ÆX' \ UVY'XYb'GhUZZY`ghUV
k Y]hYf[Y[YVYbž'i bX'Yhnh`Y[h'X]Y'J YfUbhk c fhi b['VY]'XYf
bUW\ghYb' ; YbYfUh]cb"

: `Y]gW\ / '7c. 'K Ug'gY\Yb'G]Y'ja 'A ca Ybh'U`g
X]Y' [fc» hY' < YfUi gZcfXYfi b['Zi f'XUg
: `Y]gW\Yf\UbXk Yf_3

K c`Z[Ub['GY]X`. '5i g'a Y]bYf'G]W\h]gh'XUg'ja 'A ca Ybh[Ubn'_`Uf
XYf'; **fYYb'8YU'**XYf'9I "'9g`Y]» h'ink Ufž'X]Y'J cf[UVYb'[Y'hYb'bi f
Zi f'6Yhf]YVY'UV'&) \$'A]hUfVY]hYbXYb' 'UVYf'XUg'gh]a a h'gc'b]W\h"
5i W\k']f'U`g'_Y]bY' < UbXk Yf_gVYhf]YV'\Ub[Yb'U`g'Ni `Y]ZYfYf']b
XYf[YgUa hYb'@YZYf_YhY'a]h'Xf]b'i bX'g]bX'XU\Yf'VYhfcZZYb""8]Y
6i fc_fUh]Y'XU\]bhYf']gh[Yk U'h]["' ÆX' \ UVY'a UbW\ a U`XYb
9]bXfi W_ž'Yg'[Y\h'Ui W\XUfi a ž'_Y]bY'6Yhf]YVY'`cgni k YfXYb""8 Ug
gU[Y']W\cZZYb' 'Ui W\]b'XYf'Dc']h]_ "K Ybb'Yg'`Y]f'_Y]bY'_`UfYb
FY[Y'b'i bX'5i gbU\ a Yb'Zi f'Ni `Y]ZYfYf'[]Vhž'XUbb'k YfXYb'bcW\
j]Y'Y'ni gdYffYb'a i ggYb"

: `Y]gW\ / '7c. 'A Y\ f'J YfghUbXb]g'Zi f'X]Y
F YU`]hUh'_`Y]bYf' < UbXk Yf_gVYhf]YVY3

K c`Z[Ub['GY]X`. ' Æ'XYf'**6i fc_fUh]**Y'ZY'\h'cZh'XYf'6`]W_ Zi f'XUg
 ; UbnY' 'i bX'j cf'U`Ya 'Zi f'X]Y'Ni gUa a Yb\Ub[Y""9g'k]fX'Y]bY
J cf[UVY'bUW\XYf'UbXYfYb'[Ya UW\hž'c\ bY'ni '\]bhYfZfU[Ybž'k Ug
XUg']b'XYf'DfUI]g'VYXYi hYh""8]Y'E i Yfj YfV]bXi b['ZY'\h'j c`][. 'K Ug
a UW\h'XUg'a]h'_Y]bYb'6Yhf]YVYbž'k Ug'a]h'XYb'[fc» Yb3'K Ug
dUgg]Yfh'Ybh'Ub['XYf[YgUa hYb'K YfhgW\cdZi b[g_YhY3'8]YgY
J cf[UVYb'k YfXYb'cZh'j cb'A YbgW\Yb'VYgW\`cggYbž'X]Y'b]Y']b
Y]bYa '6Yhf]YV'[YUfVY]hYh'i bX'j cb'XYf'hU[`]W\Yb'DfUI]g'_Y]bY
5\bi b['\UVYb"" ÆX'Z]bXYž'YXYf' < UbXk Yf_gVYhf]YVž'XYf'g]W\XU
YXYb'HU['Xi fW\Ua dZhž'\Uhh'Y]Y]bYb'CGWf'j YfX]Ybh'"I bX'[YbUi
XUg'k]fX'Xi fW\i VYfa U»][Yb'**6i fc_fUh]****ga i g'**nYfg hcfh'
'Ub[gUa ž'UVYf'gmghYa Uh]gW\ "

:`Y]gW\ /`7c.`K Ug`k UfY`Ui g`≡fYf`G]W\ h`Y]bY
dfU_h]_UV`Y`@cgi b[3

K c`Z[Ub[`GY]X`. `8Ug`@VYbga]hhY`\UbXk Yf_`YVhFY[]cbU`]hUh
i bX`BUW\U`h][_Y]hgY]h`i VYf`%\$\$`↵\fYb` `XUg`]gh`VY]`i bg`_Y]bY
A Uf_Y]b[Zcg_Y`žgcbXYfb`hU[`]W\Y`DfUI]g``K]f`dfcXi`n]YfYb`]a
_Y]bYb`?fY]g`Ui Zž`_Ui ZYb`fY[]cbU`Y]bž`j Yfk YfhYb`U`Yg``; YbUi
XUg`ZcfXYfb`j]Y`Y`Yhnh`U`g`Ni _i bZhga`cXY```k]f`a UW\Yb`Yg
`Ub[gh``8Yg\U`V`j YfghY`Y`]W\`b]W\hž`k Ufi`a`a`Ub[YfUXY`i bg`bcW\
ni`gUm`]W\Y`6Yf]W\hgdZ]W\hYb`Ui ZVi`fXYb`k]``8]Y`; fYbnYb
a`i`ggYb`_`Uf`XYZ]b]Yfh`k YfXYb.`5V`k Ubb`[]h`k Ug`Z`f`k Yb3`I bX`Yg
a`i`gg[YgYh`]W\`ZYgh[Y`Y[h`gY]bž`XUgg`_`Y]bY`<UbXk Yf_gVYhf]YVY
_Y]bY`gc`W\Y`6Yf]W\hgdZ]W\h`\UVYb` `i bX`XUgg`X]YgY`Ui W\`b]W\h
Xi`fW\`X]Y`<]bhYfhi`fž`Yhk`U`i VYf`XYb`<UbXY`žY]b[YZcfXYfh`k YfXYb
XUfZ``8Ybb`gc`VU`X`Y]b`_Y]bYf`6Yhf]YV`Z`f`Y]bž`nk`Y]:`j]U`Yb`]a
@VYbga]hhY`Y]bnY`\UbXY``]YZYfh`i bX`XUbb`6Yf]W\hY`k]Y`Y]b
?cbnYfb`UV[YVYb`gc``ž]gh`Yf`XfUi »Yb``8Ug`_Ubb`b]Ya`UbX`Y]ghYb
`i bX`XUg`XUfZ`a`Ub`b]W\h`ni`UggYb`

:`Y]gW\ /`7c.`G]Y`j Yf[`Y]W\Yb`:`Y]gW\`[Yfb
a]h`K`Y]b` `k]Y`a`Y]bYb`G]Y`XUg3

K c`Z[Ub[`GY]X`. `K`Y]b`k]fX`nY`YVf]Yfh``CVk`c`\`5`_c`c`Y]b
BYfj`Yb[]Zh]ghž`k]fX`Yf`]b`\cW\ghYb`HcbYb`[Y`cVhž`Yg[]Vh
JYf_cghi`b[Ybž`<Yf`_i`bZhgUb[UVYbžY][YbY`; `UgYfž`F]hi`U`Y``I bX
:`Y]gW\3`8Ug`k]fX`cZh`bYVYbVY]_`cbgi`a`jYfhž`c`bY`K`YfhgW\Uhi`b[ž
i bX`Yg`gc```a`c[`]W\gh`V]``][`gY]b``8UVY][gh]:`Y]gW\`Y]b`k Yfhj`c``Yg
@VYbga]hhY`ž`XUg`i bgYf`I VYf`YVYb`g]W\Yfhž`i bgYfYb`?cfdYf
ghUf`_h`i bX`ni`f`; Ygi`bX`Y]h`VY]hfU[h` `k Ybb`Yg`j YfUbhk`cfhi`b[gj`c``
YfnYi [h`i bX`_cbgi`a`jYfh`k]fX``5VYf`[YbUi`X]YgYg`@VYbga]hhY`
k]fX`\Yi`hY`\Ui`Z][`][bcf]Yfh`cXYf`gc[Uf`dUi`gW\U`UV[Yk`YfhYh``8Ug
\U`hY`]W\`Z`f`Y]b`ZUhU`Yg`NY]W\Yb`i bgYfYf`NY]h`

:`Y]gW\ /`7c.`≡b`XYf`; Ughfcbca]Y`]gh`VY]a
K`Y]b`X]Y`<Yf`_i`bZhgVYnY]W\bi`b[``Ub[gh
gY`Vghj YfghUbX`]W\``K`UfY`gc`Y]bY

? YbbnY]W\ bi b['Ui W\ 'Zi f': `Y]gW\ 'a UW\ VUf`
cXYf'bi f'ni gUhn`]W\ Yf'Vi fc_fUh]gW\ Yf
5i Zk UbX3

K c`Z[Ub['GY]X`. 'W\ 'V]b'i VYfnYi [h`>XYf'[i hY'; Ughfcbca 'gc`hY
`hYfYggY 'XUfUb`\UVYbž'gY]bY '@]YZfUbhYb'hfUbgdUfYbh'ni 'a UW\Yb
'j cf'U`Ya žk Ybb'g]Y'Ui g'XYf'FY[]cb'_ca a Yb"'8 Ug'gW\ UZh
J YfhfUi Ybž`YVh'X]Y'E i U']hUi bX'jgh'Y]b'_UfYg'6Y_Ybbhb]g'ni
FY[]cbU']hUh"'5VYf'gc`Ub[Y'Yg'_Y]bY'J YfdZ]W\ hi b['ni f
? YbbnY]W\ bi b['[]Vhž'V`Y]Vh'Yg`Y]XYf'Y]bY'9bhgW\Y]Xi b['XYf
6Yhf]YVY"'I bX'XUg'Zi \fh'ni 'K YhVYk YfVgbUW\hY]Yb.'K Yf'Y\ f']W\
a]h'cghYfY]W\]gW\Ya ': `Y]gW\ 'UfVY]hYhž']bj Ygh]Yfh'a Y\ f' 'k Yf
]bhYfbUh]cbU'Y'K UfY'j Yfk YbXYh'i bX'XUg'b]W\ h'Ui gk Y]gYb'a i ggž
_Ubb'[i bgh][Yf'UbV]YhYb"'K]f'U'g': `Y]gW\Yf'a i ggYb'X]Y'<Yf_i bZh
'Ub[gh'Xc_i a Ybh]YfYbž'Yhk U'Ui ZXYa '@]YZfgW\Y]b' 'XUg'k i fXY
a]h[fc»Ya '5i Zk UbX'i a [YgYhnh'i bX'Zi b_h]cb]Yfh'\Yi hY'[i h"
K Ufi a 'X]YgYf'GhUbXUfX'j b'XYf'; Ughfcbca]Y'b]W\ h'k Y]hYf[Ync[Yb
k]fXž']gh'Zi f'a]W\ 'i bj YfghUbX`]W\ "'HfUbgdUfYbn'XUfZ'b]W\ h'bi f
VY]a 'DfcXi nYbhYb'YbXYb"

: `Y]gW\ / '7c. '9]b'k Y]hYfYg'[fc» Yg'H\Ya U
XYf'6fUbW\Y']gh'X]Y'HYi Yfi b["'K]Y
VYi fhY]'Yb'G]Y'X]Y'U_hi Y`Y'G]hi Uh]cb3

K c`Z[Ub['GY]X`. '8 Ug'H\Ya U'k]fX`Y]XYf'cZh]XYc`c[]gW\ '[YZi \fh
'XUVY]'VfUi W\ h'Yg'Xf]b[YbX'Y]bY'gUW\`W\Y'5i gY]bUbXYfgYhni b["
`h'XYb`YhnhYb`>\fYb`\UhhYb'k]f']b'Gi a a Y'&\$'V]g'&) 'DfcnYbh
@c\bUbdUggi b["; `Y]W\ nY]h]['g]bX'j]Y'Y '@VYbga]hhY'dfcXi _hY
k]YXYf'[i bgh][Yf'[Yk cfXYb"'BUhi f']W\ 'gc`Yb'A]hUfVY]hYbXY'[i h
j YfX]YbYbž'XUg'ghY'h'Ui » Yf': fU[Y' 'j]Y'Y'6Yhf]YVY'V]YhYb`Ub[gh
gY\ f'[i hY'6YX]b[i b[Yb"'5VYf'XUbb'a i gg'a Ub'Ui W\ 'Y\ f']W\
gU[Yb.'8]YgY'?cghYb'gW\`U[Yb'g]W\ 'ja 'DfY]g'b]YXYf"'I bX'k Ybb
a Ub'Y]bYfgY]hg'\c\YfY '@c\bY'ZcfXYfh'i bX'UbXYfYfgY]hg'X]Y
HYi Yfi b['VY_'U[hž'dUggh'XUg'Y]bZUW\ 'b]W\ h'ni gUa a Yb"'5i W\ 'XUg
?cbgi a Uf[i a Ybhgh]a a h'gc'b]W\ h'a Y\ f' 'Yg'k]fX'b]W\ h'a Y\ f
Ui g[Y[YVYbž'gcbXYfb'[YgdUfhž'XUg'nY][Yb'Ghi X]Yb'i bX

6Ub_XUhYb"8]Y6Yhf]YVYUVYf'a i ggYb'nU\`Yb"9gVfUi W\h
Xf]b[YbX`Y]bYb`]XYc`c[]YZfY]Yb8]g_i fg. `K]Y`gW\UZZYb`k]f`ZU]fY
6YX]b[i b[Yb`Z f6Yhf]YVY`i bX`A]hUfVY]hYbXY` `c\`bY`XUg`GmgHYa
ni `i VYfZcfXYfb3

: `Y]gW\ / `7c. `K Ug`VYXYi hYh`X]YgY
k]fhgW\ UZh`]W\ Y`GW\]YZ`U[Y`_cb_fYh3

K c`Z[Ub[`GY]X`. `9g`]gh`Y]bY`Y]bZUW\Y`FYW\bi b[. `K Ybb`X]Y`
@c\`bY`ghY][Yb`i bX`X]Y`DfcXi _hdfY]gY`[`Y]W\nY]h][`YXYW_Y`h
cXYf`[YXfi W_h`k YfXYbž`XUbb`[Y\`h`g]W\`XUg`]f[YbXk Ubb`b]W\h
a Y\`f`Ui g` `XUg`Yfbh`a Ub`gW\cb`]b`XYf`Jc`_ggW\i `Y``i bX`Yg`hf]Zhž
k]Y`gc`cZhž`X]Y`?`Y]bYb"8Ybb`k]f`\UVYb`_Y]bY`?Ud]hU`XYW_Y`k]Y
[fc»Y`?cbnYfbYž`_Y]bY`Fi W`_U[Yb`i bX`_Y]bY`]bhYfbUh]cbU`Yb
Ghfi _hi fYb`ni f5Vg]W\Yfi b[``K]f`ghY\Yb`U`Y]b`XU` `fY[]cbU`ž
ZUa]`]Uf`i bX`cZh`gY\`f`gdYn]U`]g]Yfh"

: `Y]gW\ / `7c. `≡fY`@cgi b[`k UfY3

K c`Z[Ub[`GY]X`. `9gVfUi W\h`YbX`]W\`Y]bY`gUW\`]W\Yž
k YfhgW\UhnYbXY`8]g_i gg]cb` `a]h`_UfYb`NU\`Ybž`b]W\h`a]h
GW\`U[k cfhYfb"K]f`a i ggYb`[Ya`Y]bgUa `i VYf`Y[Ybž`k Ug
k]fhgW\UZh`]W\`hfU[VUf`]ghž`Zi f6Yhf]YVY`i bX`A]hUfVY]hYbXY`"W\`V]b
i VYfnYi [h.`K Ybb`a Ub`Zi bZ`J\`fY`Ub[`fi`][ž`_cbgYei Ybh`i bX
[Ya`Y]bgUa `@cgi b[Yb`Yb`hk]W_Y`h`i bX`i a gYhnhž`_ca`a`h`a Ub
k]YXYf`Ui ZY]bY`ghUV]`Y`Gdi f": Ua]`YbVYhf]YVY`\UVYb`_Y]b
≡hYfYggY`XUfUbž`A]hUfVY]hYbXY`Ui gni bi hnYb` `]a `; Y[YbhY]``K]f
\U`hYb`i bgYfY`@Yi hY`cZh`i VYf`J\`fnY\`bhY"K U\`fYbX`]b
; fc»VYhf]YVYb`VY]`gW\`YW\hYf`E i UfhU`gV]`Ub`n`hUi gYbXY`A YbgW\Yb
]\`fYb`æV`j Yf`]YfYbž`\U`hYb`k]f`ni gUa`a`Yb"5VYf`X]YgY`gcniU`Y
JYfUb`hk cfhi b[`k]fX`ni `k Yb][`[YgY\Yb` `i bX`bcW\`k Yb][Yf
i bhYfghi`hnh"

: `Y]gW\ / `7c. `I bX`XYb`bcW\`Y]XYh`X]Y
6fUbW\Y`i bhYf`DYfgcbU`a Ub[Y`

K c`Z[Ub[`GY]X`. `K]f`\UVYb`XYfnY]h`XUg; `i W_ž`k]YXYf`@Y\`f`]b[Y

ni '\UVYb' i bX'X]Y'g]bX'k]f_]W\h'hi W\h]["'8 Ufi VYf'ZFYi Yb'k]f'i bg
gY\ f"'5VYf'XUg'UbXYfh'b]W\hg'XUfUbž'XUgg'XYf
5fVY]hg_fUZhYa Ub[Y''Y]b'f]Yg][Yg' [YgY''gW\UZh]W\Yg'DfcV'Ya ']gh"
»\fnY\bhY'Ub['\]Y» 'Yg.' A Y]b'?'bX'gc''Yg'VYggYf'\UVYb'U'g']W\"
I bX'XUg'k i fXY'cZh'gc'j YfghUbXYbž'XUgg'_cfdYf']W\Y'5fVY]h_Y]bY
Fc''Y'a Y\ f'gd]Y'Yb'gc''''8 UVY]']gh'XUg'Y]b'j c''[Yf'ffk Y["
<UbXk Yf_]gh'b]W\hg'Fi W_ghUbX][Yg' 'ja ' ; Y[YbhY]'.'9g']gh'_fYUhj ž
dfcXi _hj' i bX'gW\UZh'YW\hYb'K Yfh''9]bY' [i hY'K i fghž'Y]b'gW\cbYg
Ghi W_: 'Y]gW\ž'Y]b'_i bghj c''Yg'; YVUW_' 'XUg']gh'U''Yg'5fVY]h'a]h
Ghc'n''8]YgY'K YfhgW\Uhi b['a i gg'k]YXYf'ni fi W__ca a Yb"

: 'Y]gW\ / '7c. 'K Ufi a 'V]'XYb'j]Y'Y'6Yhf]YVY
hfc hn'XYg'6YXUfZg'_Y]bY '@Y\ f`]b[Y'a Y\ f
Ui g3

K c`Z[Ub['GY]X`. 'K Y]'Yg'gW\]W\h'k]fhgW\UZh]W\ '_Ui a 'hfU[VUf
]gh''9]b '@Y\ f`]b[']gh'ZUgh'gc'hYi Yf'k]Y'Y]b': UW\UfVY]hYf''9f']gh'nY\ b
K cW\Yb']b'XYf'6Yfi ZggW\i 'Yž'\Uh'Zi bZ'K cW\Yb'I f'Ui Vž'XUni
_ca a Yb': Y]YfhU[Y'i bX'Yj Ybhi Y''?fUb_YbghUbXY"'5a '9bXY
V'Y]Vh'Y]bY'XYi h']W\ 'fYXi n]YfhY'dfcXi _hj Y'NY]h' i bX'X]Y'a i gg
XYf'6Yhf]YV'hfU[Yb''J]Y'Y'j Yf[YggYb. '@Y\ f`]b[gYbhgW\UX][i b[Yb
k i fXYb']b'XYb''YhnhYb'»\fYb'ghUf_'Yf\c\h' 'hY]'k Y]gY'i a 'V]g'ni
' '\$'DfcnYbh' i bX'XUg'XYi h']W\ i VYf'XYa 'B]j YUi 'a UbW\Yf
: UW\UfVY]hYf'c\ bY''K]f'V]'XYb'Ui gž'k Y]'k]f'i VYfnYi [h'XUj cb
g]bX"'5VYf'XUgg'a Ub'XUg'c\ bY'I bhYfghi hni b['ghYa a Yb'gc''ž']gh
Zi f'j]Y'Y'gW\]W\h'b]W\h'a UW\VUf"

: 'Y]gW\ / '7c. 'K Y`W\ Y'7\ UbW\ b'gY\ Yb'G]Y'Zi f
XUg': 'Y]gW\ Yf\ UbXk Yf_3

K c`Z[Ub['GY]X`. '8]Y'A YbgW\Yb'VY[]bbYb'k]YXYfž'i VYf
FY[]cbU`]hUh'i bX'B UW\ \U`h][_Y]h'ni 'gdFYW\Yb' 'Yg'VfUi W\h'UVYf
NY]hž'V]g'Ui g'K cfhYb'HUhYb'k YfXYb''K Ybb'k]f'Yg'gW\UZZYbž'XYb
6Yhf]YVYb'A i h'ni 'a UW\Yb'i bX'g]Y']b'XYa 'ni 'VYghUf_Ybž'k Ug'g]Y
hi bž'XUbb'\UVYb'k]f'Y]bY'YW\hY'7\UbW\ 'Ui ZY]bY'F YbU]ggUbW\
XYg': 'Y]gW\Yf\UbXk Yf_g''K]f'g]bX'Ui Z'XYb''YhnhYb'?']ca YhYfb
Y]bYg'A UfUh\cbgž'i bX'X]Y'g]bX'X]Y'\UfhYghYb"'5VYf']W\ 'V]b

i VYfnYi [h`J]Y`Y`k YfXYb`Yg`gW\UZYb` `j cf`U`Ya` `YbYž`X]Y`gW\cb
BUW\Zc`[Yf]bbYb`cXYf`BUW\Zc`[Yf`[YZ bXYb`UVYb`"8Ug`[]Vh
<cZbi b["

GY]X``: `Y]gW\Yf\UbXk Yf_` `E i U`]hUh`Ui g`XYa` `GW\ bYYVYf[!
@UbX
HfUX]h]cbž`F Y[]cbU`]hUh`i bX`; Ybi gg` `gY]h`%-) \$`a]h`@]YVY
[Ya UW\h"
DfcXi _h]cbgghUhhY`BYi b_]fW\Yb.
Fc\ fVUW\Yfghf``) (ž`&* &\$`BYi b_]fW\Ybž`Ž (' `f\$Ł`&*`) #* &
*` ` *

k k k "gY]X`!Z`Y]gW\Yf\UbXk Yf_"Uh

6Ygi W\Yb`G]Y`i bg`Ui Z.`Z`Y]gW\i bXWŁ"Uh