

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

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



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

9]b 'K YhhVYk YfV ']gh'Ui W X 'Y]bY '6i \bY 'Z f 'XUg < UbXk Yf_ " 'K Ybb g]W X ']a 'GYdhYa VYf 'k]YXYf : 'Y]gW X Yf 'i bX : 'Y]gW X Yf]bbYb 'Ui g 'XYa =b! 'i bX '5i g 'UbX 'VY]a ' =b hYfb Uh]cbU 'Yb : UW X k YhhVYk YfV 'Z f : 'Y]gW X ! 'i bX 'K i fghk UfYb 'f : K E]b ? 'U[YbZ f'h'a YggYbž [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 X hVUf _Y]h Z f 'Y]b 'hfUX]h]cbgfY]W X Yg < UbXk Yf_ Z XUg 'HU['Z f 'HU['E i U]hUh dfcXi n]Yfh 'cZh 'i bhYf 'gW X k]Yf][Yb '6YX]b[i b[Yb " '9]b Yfž 'XYf X]YgYb 'K YhhVYk YfV 'gY]h 'J\ fnY\ bhYb 'a]h : UW X k]ggYb 'i bX

6Y[Y]ghYfi b['VY[`Y]hYhž]gh?ca a F"·K c`Z[Ub['GY]X"·8Yf
a Y\ fZUWX 'Ui g[YnY]WX bYhY : `Y]gWX Yfa Y]ghYf'Ui g'XYa
b]YXYfcghYffY]WX]gWX Yb 'B Yi b_]fWX Yb '\Uh'gY]bYb : Ua]]YbVYhf]YV
a]h'K Y]hV`]W_ i bX' b]bcj Uh]cbg[Y]gh'ni 'Y]bYa 'J cfnY][YVYhf]YV
[Ya UWX h_ i bX'Yb[U[]Yfh'g]WX '\Yi hY i bYfa i X]WX 'Z f'X]Y
5b`Y[Yb 'XYf'6fUbWX Y"
=a ' b]hYfj]Yk 'gdf]WX h'GY]X` i VYf'X]Y '6YXYi hi b['XYg' = : K ž'XYb
K Yfh'fY[]cbU'Yf'DfcXi _hYžX]Y ' b]h]Uh]j Y' : `Y]gWX !?cbbYf ' i bX
i VYf'dc ' b]h]gWX Y i bX'k]fhgWX UZh]WX Y'F U\ a YbVYX]b[i b[YbžX]Y
_Y]bYb '6Yhf]YVYb ni bY\ a YbX'XUg @YVYb 'YfgWX k YfYb"·GY]bY
nYbhfU'Y '6chgWX UZh' K]f'VfUi WX Yb'A i hž'Ni gUa a Yb\U'h_ i bX
YbX]WX 'Y]bY'Y\ f]WX Y'8]g_i gg]cb i VYf'X]Y 'F YU'jhUh'XYg
<UbXk Yf_g"

: `Y]gWX / '7c. 'K Ufi a 'gc ``hY 'a Ub 'Ua ' = : K
hY]bY\ a Yb 3

K c`Z[Ub['GY]X'. '9]bY'HY]bU\ a Y'Ua ' b]hYfbUh]cbU'Yb
: UWX k YhhVYk YfV']gh'Z f'YXYb '6Yhf]YV 'gdUb bYbXž'XYf'g]WX
k Y]hYfYbhk]W_UY'b'a cWX hY i bX'k]ggYb'k]` 'K c'ghY\Y']WX '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 WX '[Ub nY'GYf]Yb 'Y]bfY]WX Yb"·I V']WX 'g]bX'GYf]Yb 'a]h'Y'nk c'Z
DfcXi _hYb ' 'XUg']gh'e i Ug]GhUbXUfx"·9g'[Y\h'UVYf'b]WX h'XUfi a ž
k]Y'j]Y' a Ub 'Y]bfY]WX h' k]WX h[']ghž'i VYf\Ui dh'a]hni a UWX Yb"
; YfUXY'Z f' _Y]bYfY '6Yhf]YVY 'Ya dZY\`Y']WX . '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]gWX ghYb
i b hYfk Y[g"

&) "· b]hYfbUh]cbU'Yf': UWX k YhhVYk YfV'ZØf': `Y]gWX ! i bX
K i fghk UfYb'

: `Y]gWX / '7c. '8Yf'K YhhVYk YfV'k]fX'ni a '&)"
A U'Ui g[YhfU[Yb"·5i Z'k Y'WX Y'BYi Yfi b[Yb
Xi fZYb'k]f'[YgdUb b h'gY]b 3

K c`Z[Ub['GY]X` . 'BYi`]ghž'XUgg'k]f'XYb'K YhhVYk 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'Ybhgd fYW 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 Ub b']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'C fhgbUa Yb
XUj cfghY`h' 'Yhk U'Y]bY '@VVYf_UgY!GhUbXUfXfYnYdhi f'a]h'XYa
B Ua Yb' LM@VVYf_UgY ž'XUg'fY]W h'b]W h"FY[]cbU'']gh'Y]b 'DfcXi _h
bi f'XUbbž'k Ybb'Yg'Ybhk YXYf'a]h'Y]bYf'YI _`i gj] Yb'FYnYdhi f
\Yf[YghY`h'k]fXž'bUW k Y]g']W Fc\ghcZZY'Ui g'XYf'FY[]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
C f][]bU']hUh'i bX'XYb'6Yni ['ni f'FY[]cb"1 bX. 'A Ub'gc'`hY'XYf' fm
_Uf'a]hhY']Ybž'k Ug'XUg'6YgcbXYfY'Ub'XYa 'DfcXi _h']gh' 'bi f'XUbb
_Ubb'g]Y'Yg'f]W h]['Y]bcfXbYb"K]f'\UhhYb ``YhnhYg' \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' 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]ge i U']Z]n]YfYb"
8Ug']gh'gY\f'gW UXyž'k Y]`Yg'XUbb'cZh'[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]hhYbY'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'VYVYb'Ui W

Y]b 'HY]`XUj cbž'Y]b 'K YhhVYK YfV 'YVYb °

: `Y]gWX / '7c. 'gh'Yg'g]bbj c ``ž'Y]b 'DfcXi _h
Y]bni gWX]W_Ybž'XUg]WX 'bcWX
k Y]hYfYbhk]W_Y'b'k]`3

K c`Z[Ub['GY]X` '9g]gh'U'Y]b 'K YhhVYK YfVži bX '_Ufžj]Y'Y
bY\ a Yb 'hY]ži a 'g]WX 'a]h'UbXYfYb 'ni 'a YggYb "5VYf [YfUXY 'k Ybb
Ya UbX 'Y]b 'DfcXi _h'bcWX 'k Y]hYfYbhk]W_Y'b'k]`ž]gh'XUg 'Y]bY
_i [Y'9bhgWX Y]Xi b[ž'X]YgYg'Ui WX 'Y]bni fY]WX Yb "8Ybb 'Xi fWX 'X]Y
HY]bU\ a Y'VY_ca a h'a Ub 'Y]bY 'cVY _hj] Y'F i W_a Y'Xi b['j cb 'DfcZg
'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 '9l dYfh]gY '_Ubb 'a Ub
k]f_']WX 'j]Y' a]hbY\ a Yb 'i bX '[Yn]Y'h'Ub 'XYf'E i U']hUh
k Y]hYfUfVY]hYb "

<]Yf '_ObbYb 'G]Y 'X]fY_h =\ fY 'DfcXi _hY 'Y]bfY]WX Yb '

: `Y]gWX / '7c. 'G]Y 'g]bX '\Yi Yf'k]YXYf
Jcfg]hnYbXYf'XYf' fm' 'K Ug '[YbUi 'VYXYi hYh
XUgži bX 'k Y'WX Y'J YfUbhk cfhi b['hfU[Yb 'G]Y 3

K c`Z[Ub['GY]X` '8Ug '\Uh'Z f'a]WX 'fc »Y '6YXYi hi b["5'g
Jcfg]hnYbXYf'XYf' fm']gh'Yg'a Y]bY '5i Z[UVYž'XUZ f'ni 'gcf[Ybž
XUgg'g]WX 'U'Y' fm']h['YXYf'Ui ZX]Y 'k YgYbh]WX Yb
6Yk Yfhi b[g_f]hYf]Yb 'j YfghUbX][Yb "9g '[Y\h'i 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 WX 'k]f_']WX 'Y]bYb 'Bi hnYb 'XUfUi g'n]Y\Yb
_ccbYb "8Ug']gh'Z f'a]WX 'cVYfghY 'Df]cf]hUh "8Yg\U'V '[]Vh'Yg' a
JcfZY'X'Ui WX 'fcfYbgWX i 'i b[Yb "5'g ' fm' cfg]hnYb! 'XYf'hfU[Y
]WX 'Y]bY '\c\Y'J YfUbhk cfhi b[. 'WX 'V]b 'Yhnh]WX 'XUZ f'ni ghUbX][ž
VY]gWX k]Yf][Yb '9bhgWX 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']Zn]Yfh'k]fx "B'Uhi f']WX 'k]fX
U'Yg'[Ya Y]bgUa 'X]g_i h]Yfhž'UVYf']b 'gYbg]V'Yb ': U'Yb 'Vf]b[Y']WX
a Y]bY '9l dYfh]gY 'Y]b 'i bX 'hYfZZY 'X]Y 'Z]bU'Y '9bhgWX Y]Xi b[' 'a a Yf
UV[Ygh]a a h'a]h'XYb ?c'Y[]bbYb 'i bX ?c'Y[Yb ']b 'XYf' fm'

: `Y]gWX / '7c. 'K]Y 'gYhnh'g]WX 'X]Y 's fm'VY]
XYa ']bhYfbUh]cbU`Yb ': UWk YhhVYk YfV
ni gUa a Yb 3

K c`Z[Ub['GY]X'. '8]Y 's fm'VYghY\hUi ggWX `]WX 'Ui g
Y\fYbUa h]WX Yb ': UW`Yi hYb 'Ui g'XYf'6fUbWX Y 'j cf'U``Ya 'Ui g
YfZU\ fYbYb ': `Y]gWX Yfa Y]ghYfb 'i bX 'a Y]ghYf]bbYb"5i WX
: UWWX VYfUhYf]bbYb 'i bX ': UWWX VYfUhYf'gck]Y 'J YfhfYhYf 'j cb
; Yk i fnZ]fa Yb 'g]bX 'XUVY]z U'gc 'A YbgWX YbZ'X]Y 'hU[']WX 'a]h: `Y]gWX!
i bX 'K i fghk UfYb 'UfVY]hYb"1 bg']gh'Yg'k]WX h][z'XUgg' _Y]bY 'fY]bYb
H\YcfYh]_Yf 'XUVY]g]bXz'gcbXYfb 'DfU_h]_Yf'a]h'YWX hYa '6Yni ['ni a
DfcXi _h'; YbUi 'X]YgY 'B U\Y 'ni f'hU[']WX Yb '5fVY]h'Vf]b[h'X]Y
bchk YbX][Y ': UWWX_ca dYhYbn]b 'X]Y '6Yk Yfhi b['Y]b"

: `Y]gWX / '7c. 'K]Y 'ghY ``Yb 'G]Y 'g]WX YfZ'XUgg
X]Y 's 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 'U\fYb 'hYWX b]gWX
UV[Yg]WX Yfh"GWcb '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 ' ' [Ubn'c\ 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 's fm
gY\Yb 'Ui ggWX `]Y ']WX 'X]YgYb '7cXY 'Ui Zi bgYfYb 'HUV'Yhg' ' _Y]bY
B Ua YbZ'_Y]bY '@c[cgZ'_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 z'XUg'X]Y
9f[YVb]ggY 'Ubcbma]g]YfhgUa a Y'h'i bX 'Yfgh'gdUhYf 'k]YXYf
ni cfXbYh" '5``Yg'UbXYfY 'k UfY '6Yhfi [z'i bX 'XUg '\ Uh]b 'i bgYfYa
K YhhVYk YfV '_Y]bYb 'D'Uh"

: `Y]gWX / '7c. 'K Ug'gc ``hYb '6Yhf]YVY 'VY] 'XYf
5ba Y`Xi b['VYgc bXYfg 'VYUWX hYb ' 'i bX '[]Vh
Yg 'I b hYfghi hni b['VY] 'c ZZYb Yb ': fU[Yb 3

K c`Z[Ub['GY]X'. 'I bVYX]b[h'X]Y 'I b hYf'U[Yb ' [YbUi ' 'YgYb ' 'XU
g hY\h'U ``Yg'Xf]bZ'k Ug'k]WX h]['gh' 'I bX 'k Ybb 'hfc'hNXYa 'Yhk Ug

i b_`Uf]gh`9]bZUWX`Ubfi ZYb``8]Y`@VVYbga]hhY`U_UXYa]Y`i bX`Ui WX
]WX`gY`Vgh`ghY\Yb`[YfbY`Zi f`fU[Yb`ni f`J YfZ`[i b[``@]VVYf`Y]ba U`
a Y\ f`ZfU[Ybž`U`g`gdUhYf`Y]b`[i hYg`DfcXi _h`Ui ggWX`Y» Yb`a i ggYb`"

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

K` c`Z[Ub[`GY]X` . `K`]f`a` UWX`Yb`gY]h`i` VYf`%\$`&U`fYb`XUgž`k` cfi` VYf
\Yi` hY`]b`GUWX`Yb`B`UWX`U`h`[_Y]h`i` bX`FY[`cbU`]hUh`gc`j`]Y`
[YgdfcWX`Yb`k`]fX` bi`f`k`]fX`XUg`Y]XYf`j`]Y`ni`gY`hYb
k`U\f[Ybca` a`Yb``8]Y`K` YfhgWX`Uhni` b[`j`cb`cZZn]Y`Yf`GY]hY`]gh`cZh
b]WX`h`XUž`cV`k`]f`a`]h`i` bgYfYb`DfcXi`_hYb`Y]b`Yb`k` YgYbh`]WX`Yb
6Y]hfU[`ni`f`[Ygi`bXYb`J`Yfgcf`i`b[`]b`C`ghYffY]WX`Y]gh`Yb` i`bX`XUg
a`]h`YWX`hYf`J`]Y`ZU`h` ;` YbUi` X`Yg`U`V`]gh`Yg`gc`k`]WX`h`[ž`XUgg`k`]f
g]WX`h`V`Uf`V`Y]VYb``9]bY`5i`gnY]WX`bi`b[`VY]a` `K` YhhVYk` YfV`]gh`Ui`WX
Y]b`G`[bU`Ub`X]Y`?`cbgi`a`Ybh`bbYb`i`bX`?`cbgi`a`Ybh`Yb` .`GW`Ui`h
\Yfž`XUg`]gh`Y]b`fY`[`cbU`Ygž`\UbXk`Yf_`]WX`[Ya`UWX`h`Yg
Gd]hn`YbdfcXi`_h`

: `Y]gWX`/`7c. `?`Ub`b`Y]b`K` YhhVYk` YfV`XUVY]
\Y`ZYbž`b`Yi`Y`?`i`b`XYb`ni`[Yk`]bb`Yb`3

K` c`Z[Ub[`GY]X` . `&Už`Ui`Z`YXYb` : U```GY`Vgh`k` Ybb`Xi`fWX`Y]b`Y
5i`gnY]WX`bi`b[`bi`f`nY`b`b`Yi`Y`?`i`bX]bb`Yb`c`XYf`?`i`b`XYb
X`Uni`_ca`a`Ybž`\Uh`g]WX`X]Y`HY]`bU\`a`Y`gWX`cb`[Y`c`b`h`I`bX`Yg`]gh
Ui`WX`Y]b`Y` : cfa`XYf`C`ZZ`Yb`h`]WX`_Y]hg`Uf`VY]h`J`]Y`Y`6Yh`f`YVY`bi`hn`Yb
X]Y`5i`gnY]WX`bi`b[`U`_h`j`]b`XYf`?`ca`a`i`b`_Uh`cb` `Yhk`U`i`VYf
fY`[`cbU`Y`NY]h`i`b[`Yb`c`XYf`Gc`W]U`A`YX]U``K`]f`]a` < UbXk`Yf_` \UVYb
b]WX`h`X]Y`K` YfV`VY`i`X[`Yhg`[fc`Yf`?`cbn`Yfb`Y`5VYf`k`]f`_cbb`Yb`Xi`fWX
E`i`U`]hUh`i`bX`VY`gcb`XYf`@Y]ghi`b[`Yb`5i`za`Yf`_g`Ua`_Y]h`Yfn`Yi`[Yb`
i`bX`[`Yb`Ui`XUž`f`]gh`X]Yg`Yf`K` YhhVYk` YfV`Y]b`Y`[fc`Uf`h`[Y`
;`Y`Y`[`Yb`Y]h`

: `Y]gWX`/`7c. `!`bX`Yg`[Y\h`Ui`WX`i`a`XUg
=>a`U[Y`XYf`[Yg`Ua`h`Yb`6f`U`bWX`Y`3

K c`Z[Ub['GY]X` . K Y]`gc`WY K YhhVYk YfVY 'Ui W XUg
GY`Vghj YfhfUi Yb]b XYf'6fUbW Y`ghUf_Yb" J]Y`Y'6Yhf]YVY ``Y]ghYb
[fc» Ufh][Y'5fVY]hž hfUi Yb g]W UVYf`cZh'b]W hžXUa]h`g]W hVUf`ni
k YfXYb"8Yf": K 'V]YhYh`Y]bY'6i \bYž'i a '6Yhf]YVY j cf`XYb
Jcf\Ub['ni '\c`Ybž]\bYb`Y]b ; Yg]W h`ni '[YVYb`'Z f`X]Y'6fUbW Y
gY`Vgh`i bX`Ui W [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[`]W YffY]W h`k]fX"

: `Y]gW / '7c. 'G]Y`gd fY W Yb`g]W]b`U``Yb
= fYb`J cfhfU[Yb`i bX`b hYfj]Yk g`]a a Yf`Zi f
a Y\ f`K YfhgW Uhni b['[Y[Ybi VYf` : `Y]gW !
i bX`K i fghk UfYb`Ui g3

K c`Z[Ub['GY]X` . \ž`k Y]`k]f`i VYf`cW k Yfh][Y
; fi bXbU\fi b[ga]hY`gdfY W Yb": `Y]gW i bX`K i fgh`g]bX
YfbU\fi b[gd\mg]c`c[]gW k Yfhj c`ž`UVYf`g]Y`k YfXYb`]b`XYf
c ZYb`]W Yb`8YVUhY`cZh`j c`]['j YfnYffh`XUf[YghY``h`GhUh`Y W 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`_c b_fYhY`6Y`Y[Y"=W`Z]bXY`Yg
VYXYb`_]W ž`k Ybb`[Ygi bXY`@VYbga]hY`]XYc`c[]gW a]ggVfUI W h
k YfXYb`'K]f`VfUI W Yb`k]YXYf`a Y\ f`?`Uf\Y]h`i bX`Y\ f`]W Y
?ca a i b]Uh]cb`'Ui W XUg`]gh`Y]b`N]Y`ž`Z f`XUg`XYf`K YhhVYk YfV
ghY\h"

: `Y]gW / '7c. 'G]Y`g]bX`a]h`XYb` : `Y]gW !
?cbbYfb`BC`gY\ f`U_h]j ž`i a `X]Y
K YfhgW Uhni b['Zi f`XUg`<UbXk Yf`_ni
j YfVYggYfb`'K]Y`]gh`X]YgY`=b]h]Uh]j Y
Yb hghUb XYb 3

K c`Z[Ub['GY]X` . 5i g`Y]bYa`Y W hYb` : fi gha ca Ybh`=b`XYf
7cfcbU!NY]h`UVYb`k]f`[Ya Yf`hž`XUgg`XUg` : `Y]gW Yf\UbXk Yf_
j c`]['i b hYf`]b`['b`XYb`A YX]Yb`k i fXY`bi f`j cb`XYb`?cbnYfbYb
i bX`8]fY_hj Yfa Uf`hYfb`[YgdfcW Ybž`UVYf`i bgYfY`6Yhf]YVY`_Ua Yb
[Uf`b]W h`j cf``Ni`C ghYfb`k i fXYb`gW`]Y`][W`gc[Uf`6YghY``i b[Yb

ghcfb]Yfhž'k Y]`X]Y?i bXYb`XUW hYbž'k]f`\UhhYb`[YgW`cggYb`
XYbb`gc`ghUbX`Yg`U]b`XYb`A YX]Yb"8Ug`k Uf`Z f`i bg`XYf`Di b_hž`Ub
XYa`k]f`[YgU[h`\UVYb`Yhnh`fY]W h g`]; Ya Y]bgUa`a]h`8cf]g
GhY]bYf`i bX`U_cV`9``]b[Yf`\UVYb`k]f`VYgW`cggYbž`Yhk Ug`ni
j YfUbXYfb`gc`]gh`X]Y`YY`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`Z`XfY`9VYbYb
`a]h`Y]bYa`N]Y`a`Y\`f`K`YfhgW`Uhni`b[`i`bX`G]W`hV`Uf`_Y]h`Z`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`cccdYfUh]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`h`i`bX`gU[Yb`8Ug`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`cZh`i`VYfgY`Yb
k`f`X`i`bX`X]Y`Xf]hY`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`ghh`Z`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`c`b`fi`W`hY`

K c`Z[Ub[`GY]X`Užž`k`f`gY`Yb`YfghY`J`YfUbXYfi`b[Yb`j`cf`U`Y`Ya
Xi`fW`i`bgYfY`b]h]Uh]j`Y`i`bX`j`Y`Y`YgdfUW`Yž`Ui`W`]b`XYf`Dc`]h`_ž
K`f`\UVYb`a`]h`K`YfVYU`h]j`]hUhYb`VY`[`cbbYbž`Yhk`U`a`]h`Gdch`Ui`Z
?`fc`bY`]h`F`UX]c`c`XYf`i`bgYfY`5i`Zh]h`VY`:`G`j`]U`_c`W`h`ž`k`c`k`]f
X]Y`:`Y]gW!`cbbYf`i`bX`i`bgYfY`9l`dYfh]gY`j`cfghY`Yb`Xi`fZhYb`8Ug
k`Uf`k`f`_]W`Y]bY`h`Y`GUW`Y`i`bX`_]W`a`c`W`h`Y`Ui`W`bc`W`a`U`g`X]Y
Dfc`Z`gg]cb`U`]hUh]j`cb`G`j`]U`G`W`bY]XYf`VY`g`b`XYf`Y`f`j`cf`Y`VY`b`
a`]h`k`Y`W`Ya`GUW`j`YfghUbX`i`bX`Y]b[YZ`Y`g]Y`Ub`X]Y`GUW`Y
\YfUb[Y[Ub[Yb`]ghž`XUg`k`Uf`k`f`_]W`V`Y`Y]b`X`f`i`W`Yb`X`i`f`i`bg`k`Uf

XUg`Y]b`Y\hYg`9f`YYb]g``F]W\h][`[i h`Ub[Y_ca a Yb`g]bX`bUh f`]W\h
Ui W\h`X]Y`[fc»Yb`D`U_UhY`XYf`:`Y]gW\hYfa Y]ghYfž`X]YgY`ZU`Yb`gY\h
dcg]h]j`Ui Z`i bX`Vf]b[Yb`X]Y`:`Y]gW\hca dYhYbn`XYf`6Yhf]YVY
k`]YXYf`ni fi W\h`]b`XYb`c_i g`XYf`?cbgi a YbhYb"

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

K c`Z[Ub[`GY]X`8]Y`~]h]Uh]j`Y`]b`XYb`bUW\hYb`~]U`fYb`k`Y]hYf
Ui gni VUi Yb`i bX`a YX]U`bcW\h`g]W\hUfYf`ni`a UW\hYb`@Ub[Zf]gh][
K c`Yb`k`f`Y]bY`A Uf_Y`YhUV`]YfYbž`VY]`XYf`X]Y`?cbgi a Ybh]bbYb
i bX`?cbgi a YbhYb`gU[Yb. : `Y]gW\h!`?ccbYf3`8U`[Y\h`]W\h`[Yfb`~]b`
XUg`ghY\h`Z`f`E`i`U`]hUh`

: `Y]gW\h`/`7c.`K`]Y`_Ub`b`a`Ub`VY]`XYb`:`Y]gW\h`!
?ccbYfb`a`]ha`UW\hYb`i`bX`k`Ug`Yfk`UfhYh`X]Y
hY]`bY\h`a`Yb`XYb`6Yhf]YVY3

K c`Z[Ub[`GY]X`A`]ha`UW\hYb`_Ub`b`YXYf`b]YXYfc`ghYffY]W\h`gW\h`Y
<UbXk`Yf_gVYhf]YV`~`[Ubni`i`b_ca`d`n]Yfh`i`bX`_cghYb`cg`K`]W\h`[
]gh`XUVY].8]Y`~]bX]j`]Xi`U`]hUh`YXYg`6Yhf]YVg`V`Y]Vh`UVgc`i`h
Yf\U`hYb`B`Ya`UbX`a`i`gg`g]W\h`j`YfV]Y`[Yb`c`XYf`Y]b`VYgh`a`a`hYg
?cbnYdh`i`VYfbY\h`a`Ybž`i`a`XUVY]`ni`gY]b`K`]f`[YVYb`bi`f`XUg
K`Yf_nYi`[`]b`X]Y`<UbX`k`Ug`X]Y`6Yhf]YVY`XUfUi`g`a`UW\hYbž
YbhgW\hY]XYb`g]Y`gY`Vgh`A`UbW\hY`gW\h`]Y`Yb`g]W\h`ni`gUa`a`Ybž
_Ui`ZYb`[Ya`Y]bgUa`Y]b`c`XYf`Ybhk`]W\h`b`Y]`[Yb`Y`~]YYb`I`bX`k`]f
i`b`hYfghi`h`nYb`a`]h`B`Yh`k`Yf`i`bX`UW\h`k`]gg`Yb`Ni`a`6Y]gd]Y`a`]h
J`Yf`Ub`ghU`hi`b`[Yb`k`]Y`a`A`Ufn`]b`Gh`Dc`h`Ybž`k`c`j`]Y`Y`~]h`Yf`Ygg]Y`f`Y
XUVY]`k`Uf`Yb`i`bX`g]W\h`a`]h`9I`d`Yf`h]bb`Yb`i`bX`9I`d`Yf`h`Yb
Ui`gh`Ui`gW\hYb`_ccb`h`Yb`~9g`[Y\h`XUfi`a`ž`Y]b`Y`[Ya`Y]bgUa`Y
D`UhhZcfa`ni`V]Yh`Yb`c`b`Y`J`cf`UVYbž`UVYf`a`]h`j`]Y`~`F`i`W\h`U`h`

: `Y]gW\h`/`7c.`K`Ug`VYfi`~`fh`G]Y`d`Yf`g`c`b`]W\h`Ub`
XYf`~`b`]h]Uh]j`Y`XYf`:`Y]gW\h`!`?ccbYf3

K c`Z[Ub[`GY]X`A`]W\h`VYfi`~`fh`k`]Y`c`ZZ`Ybž`XUb`_VUf`i`bX
gc`]XUf`gW\h`X]Y`?c`Y`[]bb`Yb`i`bX`?c`Y`[Yb`VY]`i`bg`Yf`Yb`Hf`Y`ZZ`Yb

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

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

K c`Z[Ub[`GY]X` 8 UZ f`g]bX`k]f`cZZYb`UVYf`k]f`g]bX`a]hhYbXf]b
]b`Y]bYa ``Ui ZYbXYb`DfcnYgg" 8]Y`=b]h]Uh]j Y`Ybhk]W`Y`h`g]W\`Gw\`f]hh
Z`f`Gw\`f]hh`k Y]hYfži bX`k]f`\UVYb`Yhnh]b`B]YXYfcghYffY]W\`Y]bY
@b]Y`Ui Z[YVUi hžX]Y`k]f`k Y]hYfYbhk]W`Y`bžUVYf`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\h`bž`ZFYi h`i bg`XUg`gY\f`XUbb`_cbbhY`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`XUZ f`\UVYb`k]f`[Y`Y[hž
UVYf`XUg`_`UfY`_U`a i gg`XUbb`Yk Y]g`Ui g`XYf`@UbXYg]bbi b[
_ca a Yb" 8]Y`Hi fYb`ghY\Yb`cZZYb"

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

K c`Z[Ub[`GY]X` 8 W\`Z]bXYžk]f`a`i ggYb`i`bg`Y\f]W\`ZfU[Yb. `K Ug
]gh`i`bg`k]W\h`[Yf3`8Ug`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`B`UW\`U`h`[_Y]h`i`bX
[fi`bY`Dc`]h`_ž`_Ui`ZYb`XUbb`UVYf`@YVYbga]hhY`Ui`g`i`VYfgYY" 8 UVY]
gc``hY`Yg`b]W\h`bi`f`i`a`XYb`7C&!5i`gg`c`i`bgYfYg`5i`hcg`[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`B`UW\`5V`Ui`Z`XYg
A <8g`k`YfXYb`j`Y`Y`HcbbYb`k`Yfhj`c``Yf`B`U\`fi`b`[ga`]hhY`Yb`hgc`f`h`
`I`bX`]b`XYf`B`UW\`U`h`[_Y]h`a`I`a`[Ub`[`a`]h`F`c\`ghc`ZZYbž`XU`]gh`XUg
fY`[]cbU`Y`<UbXk`Yf`i`bgW\`U`VUF`K`Ug`a`]W\`k`f`_]W\`a`a`Yf
k`YXYf`b`UW\XYb`_]W\`a`UW\h`=b`; YgdfUW\Yb`c`f`Y`]W\`c`Zh`GUhnY
k`]Y`6Y`i`bg`[]Vh`g`U`_Y]b`Yb`:`Y]gW\Yf`a`Y\f`"`A`Y]b`Y`; Y[Yb`ZfU[Y
]gh`XUbb`]a`a`Yf`I`bX`k`]Y`c`Zh`Ugh`Xi`VY]`]\a`Y]b[Y`_Ui`Zh3`
GW\k`Y`[Yb`]; Yb`Ui`XU`Y`[h`XUg`DfcV`Ya`"K`Ybb`k`]f`k`c``Ybž`XUgg
fY`[]cbU`Y`6Yhf]VYVY`i`VYf`YVYbž`a`i`ggYb`k`]f`Ui`W\`VYk`i`ggh`VY]
]\bYb`Y]b`Ui`ZYb"

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

K c`Z[Ub['GY]X` . 'a '[UbXk Yf_k](#)]fX 'b]W\N hg'k Y[[YgW\N a]ggYb 'VY]
i bg'nU\`h`YXYf'Fc\ghcZ\Z`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\N 'UVgi fXY
[YgYhn`]W\N Y 'J cf[UVYb. 'K Ybb 'XUg'A]bXYgh\ U`hVUf_Y]hgXUhi a
UV[Y`Ui ZYb]ghZ'XUfZ'a Ub 'X]Y 'K UfY 'b]W\N h`Y]ba U`j YfgW\N Yb_Ybž
cVk c\ ``g]Y 'b cW\N '[i h']gh" '8Ug']ghZ f'a]W\N 'b]W\N h`bi f'i bj Yfb i bZh][ž
gcbXYfb 'Y]b Y`YW\N hY 'Gi bXY" '@YVYbga]hhY`g]bX ni 'k Yfhj c``ži a 'g]Y
ni 'j Yfb]W\N hYb"

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

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

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

K c`Z[Ub['GY]X` . 'A Y]bY Gc\ bY '\UVYb '&\$%+'X]Y
; YgW\N UZhZ \fi b['i VYfbca a Yb ' 'XUa]h'Z \fYb 'k]f'XYb '6Yhf]YV
Yhnh]b 'Xf]hhYf'; YbYfUh]cb " 'W\N '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\N h
`Y]W\N hž'UVYf 'X]Y '6Ug]g']gh'XUži bX 'g]Y 'VYk Y[Yb 'g]W\N 'a]h: 'Y]» 'i bX
6YXUW\N h]b 'X]Y 'f]W\N h] [Y 'F]W\N h] b["': i f'a]W\N 'k Uf'Yg'b]Y 'Y]b'; fi bX

ni f'Gcf[YžXYb'6Yhf]VV'ni 'i VYf[VVYb' 'a ' ; Y[YbhY]'.'=W'gY\Y
a Y]bY'5i Z[UVY'U'g'YfZ' ``h''=W' \UVY'XYb'GhZZY'ghUV
k Y]hYf[Y[VVYbž'i bX'Yhhh']Y[h'X]Y'J YfUbhk cfhi b['VY]XYf
bUWgYb' ; YbYfUh]cb"

: `Y]gW\Y\`7c. 'K Ug'gY\Yb'G]Y'a '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']a 'A ca Ybh'[Ubn'`Uf
XYf'; **fYYb'8YU'XYf'9i "9g'\Y»h'nk Ufž'X]Y'J cf[UVYb'[Y'hYb'bi f
Z'f'6Yhf]VVY'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]VV'\Ub[Yb'U'g'Ni ']YZYfYf']b
XYf'[YgUa hYb'@]YZYf_YhhY'a]h'Xf]b'i bX'g]bX'XU\Yf'VYhfcZZYb"8]Y
6i fc_fUh]Y'XU\]b hYf']gh[Yk U'h][''=W' \UVY'a UbW\ a U`XYb
9]bXfi Wž'Yg'[Y\h'Ui W\XUfi a ž`_Y]bY'6Yhf]VVY'cgni k YfXYb"8Ug
gU[Y']W\cZZYb' 'Ui W\']b'XYf'Dc']h]_`K Ybb'Yg'\]Yf'_Y]bY'`UfYb
FY[Y'b'i bX'5i gbU\ a Yb'Z'f'Ni ']YZYfYf'[]Vhž'XUbb'k YfXYb'bcW\j
]Y`Y'ni gdYffYb'a i ggYb"**

: `Y]gW\Y\`7c. 'A Y\ f'J YfghUbXb]g'Zi f'X]Y
FYU']hUh'`Y]bYf'<UbXk Yf_gVYhf]VVY3

K c`Z[Ub['GY]X'. '6i **fc_fUh]Y**ZY\`h'cZh'XYf'6']W\Zi f'XUg
; UbnY' 'i bX'j cf'U'Y a Z'f'X]Y'Ni gUa a Yb\Ub[Y''9g'k]fX'Y]bY
J cf[UVY'bUW'XYf'UbXYfYb'[Ya UW\h'c'bY'ni '\]b hYfZfU[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]VVYbž'k Ug'a]h'XYb'[fc»Yb3'K Ug
dUgg]Yfh'Ybh'Ub['XYf'[YgUa hYb'K YfhgW\cdZ b[g_YhhY3'8]YgY
J cf[UVYb'k YfXYb'cZh'j cb'A YbgW\Yb'VYgW\cggYbž'X]Y'b]Y]b
Y]bYa '6Yhf]VV'[YUfVY]hYh'i bX'j cb'XYf'hU[']W\Yb'DfUI]g'_Y]bY
5\bi b['\UVYb"=W'Z]bXYž'YXYf'<UbXk Yf_gVYhf]VVž'XYf'g]W\XU
YXYb'HU['Xi fW\Ua dZh'UhhY'Y]bYb'CgW\Uf'j YfX]Ybh'`I bX'[YbUi
XUg'k]fX'Xi fW\i VYfa U»][Yb' **6i fc_fUh]ga i g'nYfghcfh**
`Ub[gUa ž'UVYf'gmghYa Uh]gW\"

: ``Y]gW\N\Z\7c. 'K Ug'k UfY'Ui g'`fYf'G]W\N h'Y]b Y
dfU_h]_UV`Y '@c gi b[3

K c`Z[Ub['GY]X`.'8Ug'@YYbga]hhY`\UbXk Yf_``YVhFY[]cbU]hUh
i bX'BW\N\U'h][_Y]h'gY]hi VYf%\$`U\fYb`'XUg'gh'VY]i bg'_Y]b Y
A Uf_Yh]b[Zcg_Y'z'gcbXYfb'hU[`]W\N Y'DfUI]g'`K]f'dfcXi n]YfYb`]a
_`Y]b Yb`?fY]g`Ui Zz'_Ui ZYb`fY[]cbU`Y]b'j Yfk YfhYb`U`Yg"; YbUi
XUg'ZcfXYfb`j]Y`Y`Yhnh`U`g`Ni _i bZhga cXY```k]f'a UW\N Yb`Yg
`Ub[gh'`8Yg`U`V`j YfghY`Y`]W\N b]W\N h'k Ufi a`a Ub`[YfUXY`i bg`bcW\N
ni gUhn`W\N Y`6Yf]W\N hgdZ]W\N hYb`Ui Z`i 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`[YgYhn`W\N ZYgh[Y`Y`h'gY]b'z'XUgg`_`Y]b Y`<UbXk Yf_gVYhf]YVY
_Y]b Y`gc`W\N Y`6Yf]W\N hgdZ]W\N h`UVYb` i bX`XUgg`X]YgY`Ui W\N b]W\N h
Xi fW\N X]Y`<]bhYfh` f'z`Yh`k U`i VYf`XYb`<UbXY`z`Y]b[YZcfXYfh`k YfXYb
XUfZ`8Ybb`gcVU`X`Y]b`_`Y]b Yf`6Yhf]YV`Z`f`Y]b'z`nk Y`:]`U`Yb`]a
@YYbga]hhY`Y]bnY`\UbXY```]ZYfh`i bX`XUbb`6Yf]W\N hY`k`Y`Y]b
?cbnYfb`UV[YVYb`gc``z`]gh`Yf`XfUI`>Yb``8Ug`_Ubb`b]Ya`UbX`Y]ghYb
`i bX`XUg`XUfZ`a`Ub`b]W\N hni`UggYb"

: ``Y]gW\N\Z\7c. 'G]Y`j Yf[`Y]W\N Yb` : ``Y]gW\N`[Yfb
a]h`K`Y]b`_`k`]Y`a`Y]b`Yb`G]Y`XUg3

K c`Z[Ub['GY]X`.'K`Y]b`k`]fX`nY`YVf]Yfh`C`V`k`c`5`_c\c`Y]b
BYfj`Yb[`]Zh`gh`k`]fX`Yf`]b`_`c`W\N`gh`Yb`H`cb`Yb`[Y`c`V`h`Yg`[`]V`h
J`Yf`c`ghi`b[`Yb'z`<Yf`i`bZh`g`Ub[UVYb`z`Y][`Yb`Y` `Ug`Yf`z`F]hi`U`Y```I`bX
: ``Y]gW\N`3`8Ug`k`]fX`c`Zh`b`YVYb`VY`_`cbgi`a`]Yf`h`c`b`Y`K`Yfh`g`W\N`Uhni`b[z
i`bX`Yg`gc```a`c[`]W\N`gh`V`][`g`Y]b```8UVY`]`gh` ``Y]gW\N`Y]b`k`Yfh`j`c```Yg
@YYbga]hhY`z`XUg`i`bg`Yf`I`VYf`YVYb`g]W\N`Yfh`i`bg`Yf`Yb`?`fd`Yf
gh`Uf`h`i`bX`ni`f`i`Ygi`bX`Y]h`VY]`h`f`U[h`_`k`Ybb`Yg`j`Yf`U`h`k`c`f`hi`b[gj`c``
Yfn`Yi`[h`i`bX`_`cbgi`a`]Yfh`k`]fX```5VYf`[Yb`Ui`X]Yg`Yg`@YYbga]hhY`
k`]fX`Y`Yi`h`Y`Y`Ui`Z`[`][bcf]Yfh`c`XYf`gc`[Uf`d`Ui`g`W\N`U`UV[Yk`Yfh`Yh`8Ug
`U`h`Y`]W\N`Z`f`Y]b`Z`U`h`Yg`NY]W\N`Yb`i`bg`Yf`Yf`NY]h`

: ``Y]gW\N\Z\7c. `b`XYf` Ugh`fc`b`c`a`]Y`]gh`VY]a
K`Y]b`X]Y`<Yf`i`bZh`g`V`Y`n`Y]W\N`bi`b[```Ub[`gh
g`Y`V`gh`j`Yf`gh`U`b`X`]W\N```K`Uf`Y`gc`Y]b`Y

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

K c`Z[Ub['GY]X'. 'W V]b i VYfnYi [h 'YXYf'[i hY'; Ughfcba 'gc``hY
=b hYfYggY XUfUb '\UVYb'gY]bY '@YZYfUbhYb 'hfUbgdUfYbhni 'a UWYb
'j cf'U''Ya z k Ybb'g]Y'Ui g'XYf'FY[]cb '_ca a Yb" 8Ug'gW UZh
J YfhfUi Yb' \YVh'X]Y'E i U']hUh'i bX']gh'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['[]Vh'V'Y]Vh'Yg'Y]XYf'Y]bY'9bhgW Y]Xi b['XYf
6Yhf]YYV" 'I bX'XUg'Z \fh'ni 'K YhhVYk YfVgbUW hY]Yb. 'K Yf'Y\ f']W
a]h'cghYffY]W gW Y a : 'Y]gW 'UfVY]hYh']bj Ygh]Yfh'a Y\ f' 'k Yf
]b hYfbUh]cbU'Y'K UfY'j Yfk YbXYhi bX'XUg'b]W h'Ui gk Y]gYb'a i ggz
_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]YfYb'Yhk U'Ui ZXYa '@YZYfgW Y]b' 'XUg'k i fXY
a]h'fc» Ya '5i Zk UbX'i a [YgYhnh'i bX'Z b_h]cb]Yfh'\Yi hY'[i h"
K Ufi a 'X]YgYf'GhUbXUfX']b'XYf'; Ughfcba]Y' b]W h'k Y]hYf[Ync[Yb
k]fx'Z]gh'Z 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]cb 3

K c`Z[Ub['GY]X'. '8Ug'H\ Ya U'k]fX''Y]XYf'cZh']XYc'c[]gW 'Yz \fh
'XUVY]VfUi W h'Yg'Xf]b[YbX'Y]bY'gUW Y]W Y'5i gY]bUbXYfgYhni b["
=b 'XYb ''YhnhYb 'U\ fYb '\Uh'Yb 'k]f']b'Gi a a Y'&\$'V]g'&) 'DfcnYbh
@c\ bUb dUggi b["'; 'Y]W nY]h]['g]bX'j]Y''Y '@VVYbga]hY'dfcXi _hY
k]YXYf'[i bgh][Yf'[Yk cfXYb" 'B Uhi f']W 'gc''Yb'A]hUfVY]hYbXY'[i h
j YfX]YbYb'XUg'ghY\h'Ui » Yf': fU[Y' j]Y''Y'6Yhf]YYV'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 'a '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[h'ZdUggh'XUg'Y]bZUW 'b]W h'ni gUa a Yb" 5i W 'XUg
?cbgi a Uf[i a Ybh'gh]a a h'g'c'b]W h'a Y\ f' 'Yg'k]fX'b]W h'a Y\ f
Ui g[Y[YVYb'ZgcbXYfb '[YgdUfh'Z'XUg'nY][Yb'Ghi X]Yb'i bX

6Ub_XUhYb"·8]Y·6Yhf]YYVY·UVYf·a i ggYb·nU\`Yb"·9g·VfUi Wkh
Xf]b[YbX·Y]bYb·]XYc·c[]YZFY]Yb·8]g_i fg.·K]Y·gWx UZZYb·k]f·ZU]fY
6YX]b[i b[Yb·Z f·6Yhf]YYVY i bX·A]hUfVY]hYbXY··c\bY·XUg·GmghYa
ni i VYfZcfXYfb3

: `Y]gWx / ·7c. ·K Ug·VYXYi hYh·X]YgY
k]fhgWx UZh`]Wx Y·Gw]YZU[Y·_cb_fYh3

K c`Z[Ub['GY]X··9g·]gh·Y]bY·Y]bZUWx Y·F YWx bi b[.·K Ybb·X]Y·
@c\ bY·ghY][Yb·i bX·X]Y·DfcXi _hdFy]gY·[`Y]Wx nY]h][·[YXYW_Y·h
cXYf·[YXfi W_h·k YfXYbž·XUbb·[Y\h·g]Wx·XUg·]f[YbXk Ubb·b]Wx h
a Y\f·Ui g··XUg·Yfbh·a Ub·gWx cb·]b·XYf·Jc`_ggWx i·Y"·I bX·Yg·hf]Zzh
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·F i W_U[Yb·i bX·_Y]bY·]bhYfbUh]cbU·Yb
Ghfi _hi fYb·ni f·5Vg]Wx Yfi b[""·K]f·ghY\Yb·U·Y]b·XU··fY[]cbU·ž
Zua ·]Uf·i bX·cZhž gY\f·gdYn]U·g]Yfh"

: `Y]gWx / ·7c. ·=fY·@cgi b[·k UfY3

K c`Z[Ub['GY]X··9g·VfUi Wx h·YbX·]Wx·Yž
k YfhgWx Uh·YbXY·8]g_i gg]cb··a]h·_UfYb·NU\`Ybž·b]Wx h·a]h
Gw ·U[k c fhYfb"·K]f·a i ggYb·[Ya·Y]bgUa i VYf·Y[Ybž·k Ug
k]fhgWx UZh`]Wx·hfU[VUf·]ghž·Z f·6Yhf]YYVY i bX·A]hUfVY]hYbXY··W·V]b
i VYfnYi [h·K Ybb·a Ub·Z bZ·U\fY·Ub[·fi \][ž_cbgYe i Ybh·i bX
[Ya·Y]bgUa ·@cgi b[Yb·Ybhk]W_Y·h·i bX·i a gYhnhž·ca a h·a Ub
k]YXYf·Ui Z·Y]bY·ghUV]·Y·Gdi f": Ua ·]YbVYhf]YYVY·\UVYb·_Y]b
·bhYfYggY·XUfUbž·A]hUfVY]hYbXY·Ui gni bi hnYb··]a ·; Y[YbhY]·"·K]f
·\U·hYb·i bgYfY·@Yi hY·cZh·i VYf·\U\fnY\bhY"·K U\fYbX·]b
; fc»VYhf]YYVYb·VY]gWx·YWx hYf·E i UfhU·gV]Ub·hUi gYbXY·A YbgWx Yb
]\fYb·xv·j Yf]YfYbž·\U·hYb·k]f·ni gUa a Yb"·5VYf·X]YgY·gcn]U·Y
J YfUbhk cfhi b[·k]fX·ni ·k Yb][·[YgY\Yb··i bX·bcWx·k Yb][Yf
i b hYfghi hnh"

: `Y]gWx / ·7c. ·I bX·XYbbcWx ··Y]XYh·X]Y
6fUbWx Y i b hYf·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\hi W\h]["8Ufi 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"
šU\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]hi_Y]bY
Fc``Y'a Y\f'gd]Y`Yb'gc``'8UVY'][gh'XUg'Y]b'j c``][Yf'ffk Y["
<UbXk Yf'_]gh'b]W\hg'F i W_ghUbX][Yg'[ja ' ; Y[Yb\hY]'.'9g']gh_fYUh]j ž
dfcXi _h]j i bX'gW\UZh'Y\W\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\Uhni b['a i gg'k]YXYf'ni fi W_ca a Yb"

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

K c`Z[Ub['GY]X` . 'K Y]`Yg`gWX`]WX h`k]fhgWX UZh`]WX ` _Ui a `hfU[VUF
]gh"·9]b '@Y\f]b[`gh`ZUgh`gc `hYi Yf`k]Y `Y]b` : UWX UfVY]hYf"·9f`]gh`nY\b
K cWX Yb`]b`XYf`6Yfi ZggWX i `Yž\Uh`Z bZK cWX Yb`I f`Ui VžXUni
_ca a Yb` : Y]YfhU[Y`i bX`Yj Ybhi Y``?fUb_YbghUbXY"·5a ·9bXY
V`Y]Vh`Y]bY`XYi h]WX `fYXi n]YfhY dfcXi _h]j Y`NY]h` `i bX`X]Y`a`i gg
XYf`6Yhf]YV`hfU[Yb"·J]Y`Y`j Yf[YggYb. '@Y\f]b[gYb hgWX 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]WX `i VYf`XYa` B]j YUi`a`UbWX Yf
: UWX 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`b`Yfghi`hni`b[`ghY`a`a`Yb`gc`ž`]gh
Z`f`j`]Y`Y`gWX`]WX h`b]WX h`a`UWX VUF"

: `Y]gWX \ 7c. K Y`WX Y 7\ UbWXb \ gY\ Yb \ G]Y Zi f
XUg : `Y]gWX 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]hni '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 hni 'a UW\Yb`i bX`g]Y`]b`XYa`ni 'VYghUf`_Ybž`k Ug`g]Y
hi bž'XUbb`\UVYb`k]f`Y]bY`Y\hY`7\UbW\`Ui Z`Y]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\cbqž'i bX`X]Y`g]bX`X]Y`UfhYghYb" 5VYf`]W\`V]b

i VYfnYi [h 'J]Y`Y`k YfXYb`Yg`gWUZYb` j cf`U``Ya`'YbYzX]Y`gWcb
B UWZc`[Yf]bbYb`cXYf`B UWZc`[Yf`[YZ` bXYb`\UVYb"8Ug`[]Vh
<cZzoib["

GY]X`:`Y]gWYf\UbXk Yf_`E i U`]hUh`Ui g`XYa`GWbYYVYf[!
@UbX

HfUX]h]cbz`F Y[]cbU`]hUh`i bX`; Ybi gg`gY]h`%-) \$`a]h`@]YVY
[Ya UW h"

DfcXi _h]cbggUhhy`B Yi b_]fWYbzbZ(``f\$`&*>) #*&

`

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

6Ygi WYb`G]Y`i bg`Ui Z`Z`Y]gW i bXWc"Uh