

„Abschiedsinterview“ mit KommRat Willibald Mandl

„Abschiedsinterview“ mit KommRat Willibald Mandl. KommRat Willibald Mandl ist ein erfolgreicher Fleischermeister mit Leib und Seele. Er lebt fu?r das Lebensmittel- handwerk wie kaum ein anderer und unterstu?zt seit vielen Jahren als einflussreicher Ka?mpfer in der Wirtschafts- kammer das Gewerbe und seine Betriebe.

2024 tritt der engagierte Pra?sident der LMAk, Landes- und Bundesinnungsmeister in den wohlverdienten Ruhestand. Fleisch & Co bat ihn zum großen Interview.



Willibald Mandl ist Bundesinnungsmeister der Lebensmittelgewerbe. © Beigestellt

: `Y]gWX \ . 7c. < Yff`A UbX`ž`k]Y '\ UVYb `G]Y
ΔfY `? Uff]YfY `[YghUfhYh3

K]`]VU`X`A UbX` . . =WX '\ UVY `]a . . \ f`%-, ' . XYb `6Yhf]YV `a Y]bYg
J UhYfg`a]h`nk Y]`A]hUfVY]hYfb`i VYfbca a Yb``Ni `X]YgYf`NY]h
\ UbXY`hY `Yg`g]WX `i a `Y]bY `Yf_ca a `]WX Y` : `Y]gWX YfY]ž`Yg`[UV `bcWX
_Y]bY `Gi dYfa Uf_hY`i bX` : `Y]gWX YfY]Yb `'\ UVYb `Y]bZUWX `YbY` : `Y]gWX
i bX`K i fghk UfYb `Ub[YVchYbž`X]Y`j YfZ`[VUF`k UfYb ``A]h`j]Y`
9bh\i g]Uga i g`\UVY `]WX `XYb `6Yhf]YV `i VYfbca a Yb`i bX`U_h]j

k Y]hYfYbhk]W_Y`h``K]f`VY[UbbYb`a]h`XYf`J YfYXY`i b[ž`VchYb`Ui W
?i WXYbZYfh][Yg`Ub`i bX`k U[hYb`i bg`Ub`nU\`fY]WXY`bYi Y`GYfj]WYg"
Ni `X]YgYf`NY]h`VY[Ubb`Ui WXYf`HfYbX`XYg` f]`Ybg`]b`CghYffY]WXY
X]Y`?UgY_fU]bYf`k i fXYb`YfZ bXYb`i bX`Ui WXY`]b`X]YgYa`6YfY]WXY
UVYb`k]f`i bg`j c`Yf`6Y[Y]ghYfi b[`Yb[U[]Yfh`

: `Y]gWXY`7c. `i bX`fUgWXY`Yfk Y]hYfh`

K]``]VU`X`A UbX` .` =WXY`UVY`XYb`6Yhf]YV`gWXY`hYf`Y]hYfhž
]bXYa` .`]WXY`ni gUhñ`]WXY` ; YgWXY`UZhY`YfcZZbYhYž`Y]bYb`Y][YbYb
GWXY`UWXY`hVYhf]YV`Ui VUI hYž`@c\bj YfUfVY]hi b[`i bX` ; f]`gYfj]WXY
i VYfbU\`a ``8Ufi VYf` \`bUi g`g]bX`Y]b][Y`YfZc`[fY]WXY
?cccdYfUh]cbYb`a]h`XYf`@UbXk]fhgWXY`UZh`YbhghUbXYb`k]Y`ni a
6Y]gd]Y`XUg` ; f]`m?fUi hYfZYf`Y`"

<Yi hY`fi \h`i bgYf`6Yhf]YV`Ui Z`j YfgWXY`YXYb`Yb`GhUbXVY]bYb`
8YbbcWXY`gh`Yg`k]WXY`h][ž`ni `VYhc`bYbž`XUgg`hfc hn`X]YgYf`J]Y`ZU`h`Ub
5_hjj`]hUhYb`X]Y` ; fi bX`U[Y`i bgYfYg`l`bhYfbY`a`Ybg`]a a`Yf`bcWXY
X]Y` ; `Y]gWXY`YfY`]gh` .` =WXY`UVY`gh`Yhg`XUfUi Z`[YUWXY`hYhž`XUgg`k]f`nk`Uf
X]j`YfgY`GhUbXVY]bY`UbV]YhYbž`YXcWXY`b]WXY`h`Ui Z`YXY`A c[`]WXY`Y]h
Ui Zgdf]b[Yb``9g`]gh`Yb`hgWXY]XYbXž`XYb`6Yhf]YV`fY[Y`a`U»][`ni
UbU`mg]YfYb`i bX`_f]h]gWXY`ni ` \`b`hYfZfU[Yb`K`Ug`_cbbYb`k]f`hi`b3
K`Ug`_cbbYb`k]f`Y]gh`Ybž`c`bY`i`bg`ni`i`VYfZcfXYfb3`9g`[Y\h
XUfi a ž`XYb`6Yhf]YV`_c`b`h]bi]Yf`]WXY`ni`cdh]a`]YfYbž`c`bY`g]WXY`XUVY]
ni`nYfZYXXYfb`

: `Y]gWXY`7c. `K`]Y`ghY`h`=f`6Yhf]YV`Yi`hY
XU3

K]``]VU`X`A UbX` .` <Yi hY`UVYb`k]f`XfY` ; YgWXY`UZhYž`Y]bYb`A`Uf_h
a`]h`Y]b`cgh`i`bX`]bg[YgUa`h`&`A`]hUfVY]hYf`A`]h`Yfk`Y`Y`Uh`a`Y]b
Gc`b`i`VYfbca`a`Yb`i`bX`a`UWXY`h`Yg`gY`f`[i`h`9g`]gh`[YbUi`gc
]b`hYfYgg]Yfh`Ub`XYf`K`Y]hYfYb`h`]WXY`i`b[`j`c`Dfc`Xi`_hYb``8cWXY`Yf
a`i`gg`gWXY`cb`[i`h`f`YWXY`b`Ybž`Xi`fWXY`X]Y`j`]Y`Yb`@c`b`Yf`c`i`b[Ybž`X]Y
[Yf`YWXY`h`Yfh`[h`g]b`Xž`U`h`g]WXY`X]Y`DfY]ggd]fU`Y`cf`XY`bh`]WXY`[YXfY`h`

<Yi hY`[`h`a`Y\`f`U`g`Y`ni`j`cf`K`Uf`Yb`Y]b`g`Uhnž`D`Y`f`g`c`b`U`_c`gh`Yb`i`b`X

E i U`]hUh'g]bX'X]Y'XfY]`GUI`YbžUi Z'X]Y'Y]b`:`Y]gWYfY]VYhf]YV
VUg]Yfh` i bX`i VYf'9fZc`[`cXYf'A]ggYfZc`[`YbhgWY]XYb"

: `Y]gWY` 7c. 'K]Y`\Uh'Yg'XUb b'a]h'XYf
=b b i b['VY[c b b Yb 3

K]`]VU`X'A UbX`.' J YfUbhk cfh]W XUž f'k Uf'XYf'XUa U`][Y
@UbXYg]bbi b[ga Y]ghYf'G]Y[Zf]YX'NY\YhbYf'gYb"9f'XfUb[hY
a]W XUni`i bX'U'g'a Y]b[Gc\ b'gW]Y»`]W b'XYb'6Yhf]YV'Y]b hfUhž
VY[Ub b']W a`&U\ f'&\$`'U'g'6Yn]f_g]bbi b[ga Y]ghYf'`B UW nk Y]
=&U\ fYb'k i fXY`]W XUbb`@UbXYg]bbi b[ga Y]ghYf'XYf`:`Y]gWYf"
B Uh`f`]W YfZc`[hY'U``X]Yg`]b'5VgdfUW Y'a]h'a Y]bYf` Ua `]Yž'XU
]W _Y]bY'DfcV`Ya Y'\`]Yf`j cf'C fh'\UVYb'k c``hYž]bgVYgc bXYfYž
k Ybb`]W j`]Y`i b hYfk Y[g'gY]b'a i gghY"=&W`UVY'Yg'XUa U'g
[YbcggYb/]W bU\ a 'Ub'G]hni b[Yb`]b'XYf'6i bXYg]bbi b['hY`i bX
k Uf'U_hj`XUVY"]

: `Y]gWY` 7c. '9g`\Uh'gc'GdU»`[Ya UW hž'XUgg
G]Y'gWY`]Y»`]W k Y]hYfY` : i b_h]cb Yb
i VYfbU\ a Yb`

K]`]VU`X'A UbX`.' =&`&U\ f'&\$%`k i fXYb'gW]Y»`]W X]Y'Z bZ
=b b[Yb`ni`Y]bYf`=b b['XYf`@VVYbga]hhY`[Yk YfVY
ni gUa a Yb[Y`Y[h`=&`YfghYb'GWf]hh`k i fXY`@Yc`]bXfU_`XYf
cVYfcghYffY]W gW Y`@UbXYg]bbi b[ga Y]ghYf'XYf
@VVYbga]hhY`[Yk YfVY`'Yf`\Uh'g]W XUbb'UVYf'VU`X`]bbYf\U`V`XYf
K ?'UbXYfg`cf]Yb h]Yfh`B UW 9]bVYfi Z b['Y]bYf'bYi Yf`]W Yb
: Ua `]Ybg]hni b['k i fXY`]W gW`]Y»`]W @UbXYg]bbi b[ga Y]ghYf'XYf
@VVYbga]hhY`[Yk YfVY`]b'CVYfcghYffY]W ``=&`8YnYa VYf'&\$%`hfuUh
]W XUbb`X]Y'B UW Zc`[Y`j cb`?ca a F'DfcZ`8f"DUi`i g'Ghi ``Yf'Ub
i bX`V]b'gY]h`Yf'6i bXYg]bbi b[ga Y]ghYf'XYf
@VVYbga]hhY`[Yk YfVY"

: `Y]gWY` 7c. `; Y\cfh'Ui W`X]Y`@A 5_`ni
=&fYb`5i Z[UVYb 3

K]``]VU`X`A UbX`.. 8]Y @YYbga]hhY`U_UXYa]Y `k i fXY
gY]bYfnY]hj cb` : fUbn`@Ui gg`i bX`DfcZ`8f"FY]b\UfX`?U]bn`]b]h]Yfh"
5``YfX]b[g`k i fXY`g]Y`UbZUb[g`b]W hgc`[i h`Ub[Ybca a Yb" `W`ZUbX
X]Y`XY`]a a Yf`[i h`gU\`XUf]b`Y]bY`[fc`Y`<]ZY`Z f`X]Y`6Yhf]YYV
i bX`k i fXY`gW`]Y`]W`XYf`DfUg]XYbh`XYf`@A 5_` `W`\UVY`U`Yg
i a ghfi _hi f]Yfh`i bX`]b`Ni gUa a YbUfVY]h`a]h`XYb`@UbXYg]bbi b[Yb
XUg`5b[YVch`cdh]a]Yfh"

hnk]gW`Yb`\UVYb`k]f`j]Yf`A]hUfVY]hYf]bbYb`i bX`gW`fY]VYb
gW`k UfnY`NU`Yb` `XUg`gh`Y]b`gW`cbYg`9fZc`[gdfc`Y_h`8Ug
bYi YghY`Dfc`Y_h`XYf`@A 5_`]gh`X]Y`<77D!5ddZ`Ub`XYf`a]h`Yfk`Y]Y
[Ubn`CghYffY]W`hY`]b]a a h`8]Y`6Yhf]YYV`UVYb`\]Yf`X]Y
A c[`]W`_Y]h`]\fY`A]hUfVY]hYf`i VYf`XUg`<UbXm`U`gc`i VYf`X]YgY
5ddZ`b`6Yni [`Ui Z`<m[]YbY`ni`gW`i`Yb"

:`Y]gW`/`7c.`5i Z`k Y`W`Y`Dfc`Y_hY`g]bX`G]Y
VYgc`bXYfg`ghc`n3

K]``]VU`X`A UbX`.. 5i Z`U`Y`Y][Ybh`W`"GY\`f`YfZfYi`]W`[gh`Z`f
a]W`UVYf`XUgg`k]f`X]Y`A Y]ghY`fd`fi` Zi`b[`YfZc`[fY]W`]b`XYb`B E F!
FU\`a Yb`Ui Z`@Yj Y`gYW`g`]b`hY`f`Yfh`UVYb`k`cVY]`X]Y`:`Y]gW`Yf
XUg`D`chdfc`Y_h`k`UfYb`9g`[UV]a a Yf`k`]YXYf`Gh`a a Yb`Z`f`X]Y
5VgW`UZZ`b[`XYg`A Y]ghY`fg`X]Y`c`hc`[fUZYb`\UVYb`XYb`A Y]ghY`fh]hY`
gc`[Uf`UV`YgW`UZh`]; YfUXY`]a`@YYbga]hhY`VYfY]W`k`UfY`XUg
UVYf`Y]b`VYXXYb`_]W`Yf`K`Y[``8]Y`bhY`fUh`cb`]b`XYb`B E F!FU\`a`Yb
V]YhYh`Y]bY`G]W`Yf`Y]h`XU`a`Ub`b]W`h`gc`Y]W`h`Ui`g`X]YgYa
FU\`a`Yb`Ui`g`[YgW`cggyb`k`YfXYb`_Ubb`_]W`XYb`Yz`XUg`]gh`Y]b
Yb`hgW`Y]XYb`XYf`A Y]Yb`ghY]b`Z`f`X]Y`Ni`_i`b`Zh`
=a`Ni`[Y`X]YgYf`B`Yi`Yfi`b[`k`i`fXYb`b`Uhi`f`]W`Ui`W`X]Y`?`i`fgY`i`bX
Dfi`Z`b[`Yb`[fi`bX`Y`[YbX`i`VYfUfVY]hYh`8YfnY]h`VYz`b`XYb`k`]f`i`bg`]b
XYf`YfghYb`9j`U`i`]Yfi`b[gd\`UgYz`k`f`g`]bX`VYfY]h`g`Y]h`Z`b`Z`U`fY
U_hj`i`bX`a`i`ggYb`]bg`VYgcb`XYfY`]a`6YfY]W`8][`hU`g]Yfi`b[
5bdUggi`b[`Yb`j`cfbY\`a`Yb`9g`YfZ`h`a`]W`a`]h`Ghc`n`z`XUgg`k`f`]b
C`ghYffY]W`bi`b`Y]bY`VYfU`gfU`[YbXY`5i`gV`Xi`b[`UbV]YhYb
_ccb`Yb`K`f`\UVYb`\]YfZ`f`U`Y`[Ya`Y]bgUa`Ub`Y]b`Ya`GhfUb`[
[Ync`[Yb`i`bX`X]Y`A`Y]ghY`fd`fi`Z`b[`j`cb`fi`bX`Ui`Z`b`Yi`[YghU`hYh`
F`U]a`i`bX`D`Ui`h`Z`F`i`Xc`ZA`Ybn`Z`5b`U`@cfYbW`K`c`Z`[Ub`[`GY]X`
Z`F`U]b\UfX`?`U]b`n`Z`]W`i`bX`j`]Y`Y`Ub`XYfY`\UVYb`i`bgYfY`[YgUa`hY

9fZU\ fi b['i bX'K]ggYb'gck]Y'gY\ f'j]Y'`5fVY]h]b'X]YgYg'Dfc`Y_h
[YghYW_h"

K]f'\UVYb'gc[Uf'YffY]W\ h\z XUgg'a Ub'XYb'H]hY`žA Y]ghYf`Z \fYb
i bX']b'XYb'DUgg'Y]bhFU[Yb'XUfZ'5``YfX]b[g'k UfbY']W\ XUj cf\z XYbb
Ub'XYf'; fYbnY'k Y]»'b]Ya UbX'gc'fYW\ h\z k Ug'XUg'XYbb'VYXYi hYb
gc```'l Vf][Ybg.'K Ybb'X]Y'Dfi Z b['b'8Yi hgW\`UbX'[Ya UW\h'k]fXž
XUfZ'a Ub'XYb'H]hY`žA Y]ghYf'b]W\h'Z \fYb"

: `Y]gW\`7c. 'Ni gUhñ`]W\`k i fXY'Ui W\`XYf
Gca a Y`]Yf'Ub[YdUggh3

K]``]VU`X'A UbX`.'\JžUi W\`XYb': `Y]gW\gca a Y`]Yf'\UVYb'k]f
j c``]['i VYfUfVY]hYh''Nk Uf'\Uh'X]Y'5A 5'Y]ba U`a Y\f'Y]bYb
; Y[Yb_i fg'dcg]h]cb]Yfh\z UVYf'i bgYf': `Y]gW\gca a Y`]Yf']gh
Ui ggW\`Y]»']W\`Z f'A Y]ghYf'cXYf'?i W\Yba Y]ghYf'i bX'V]YhYh'Y]bY
Yfgh_\Ugg][Y'i bX'Z bX]YfhY'5i gV]`Xi b["

: `Y]gW\`7c. 'K]Y'g]Y\h'Yg'a]h'XYf
B UW\k i W\gUfVY]h'Ui g3

K]``]VU`X'A UbX`.'6Y]XYb'@Y\f`b[Yb'g]bX'k]f'gY\ f'U_hj`hUh]["GY]h'Y]b][Yf'NY]h'f]W\hYb'k]f'X]Y'@UbXYg`Y\f`b[gk YhhVYk YfVY'Z f
XUg'[YgUa hY'@YYVbga]hhY'\UbXk Yf'_[Ya Y]bgUa 'Ui g"8]YgY
k YfXYb'bi b'i b\hYf'XYa 'BUa Yb'`b]cfG_]`g'Xi fW\ [YZ \fh"
Ni gUhñ`]W\`[]Vh'Yg'X]Y'GhUUhga Y]ghYfgW\UZh\z X]Y'5i ghf]UbG_]`gž
XUg'g]bX'X]Y'6i bXYg`Y\f`b[gk YhhVYk YfVY'`K]f'\UVYb'VYfY]hg
YffY]W\h\z XUgg'X]Y': `Y]gW\Yf'Ui W\`Y]b'HY]'`XYf'9i fcG_]`g'g]bX"
<]Yf'\UVY']W\`X]Y'Dfc[fUa a Y'i bX'A UhYf]U`]ghYb'YfghY`h'XUg
k Uf'Y]bY'A Yb[Y'5fVY]h\z UVYf'Yg'`Ui Zh'[i h'i bX'XUfi VYf'ZfYi Y']W\
a]W\`gY\f'`K Ug'Yhnh'bcW\`Ui gghY\h\z]gh\z XUgg'XYf'6Yfi Z'XYg
: `Y]gW\Yfg'Ui W\`VY]XYb'K cf'XG_]`g'j YfhfYhYb']gh"

: `Y]gW\`7c. 'K Ug'k UfYb'X]Y'[fc» hYb
<YfUi gZcfXYfi b[Yb'k U\fYbX'`A fYf
5a hgnY]h3

K]``]VU`X`A UbX` . 8]Y`DUbXYa]Y`ghY``hY`i bg`k c\``j cf`X]Y`[fc»hY
<YfUi gZcfXYfi b[``9]bYfgY]hg`XYf`U``[Ya Y]bY`5i gbU\`a Yni ghUbXž
UbXYfYfgY]hg`a i gghYb`k]f`U``Y`J YfcfXbi b[Yb`i bX
: cfXYfa c [`]W\`Y]hYb`i VYfdfl ZYb`i bX`X]YgY`=bZcfa Uh]cbYb`XUbb
nY]hbU\`i bX`_`Uf`Ub`i bgYfY`6Yhf]YVY`_ca a i b]n]YfYb"

9]b`[fc»Yg`DfcV`Ya`k Ufž`XUgg`Ui ggW\`Y]`]W\`j cb`Gi dYfa Uf_hYb
U`g`gmghY`a fY`Yj UbhY`J Yfgcf[Yf`[YgdfcW\`Yb`k i fXYž`k U\`fYbX`k`]f
: `Y]gW\`Yf`b]W\`h`Y]ba U``Yfk U\`bh`k i fXYb``=a`<]bhYf!`i bX`]a
J cfXYf[fi bX`\UVYb`k`]f`]bhYbg]j`XUfUb`[YUfVY]hYhž`XUgg`X]Y`Dc`]h]_
i bg`b]W\`h`j Yf[]ggh`K`]f`_cbbYb`7cfcbU`bi b`YXcW\`U`g
i VYfghUbXYb`VYhfUW\`hYb``K`]f` : `Y]gW\`Yf`a i ggYb`Y\`f`]W\`gY]b. K`]f
g]bX`[i h`Xi fW\`X]Y`7cfcbU!NY]h`[Y_ca a Yb``B`Uhi f`]W\`k`Uf`XYf
K`Y`[ZU``XYf` ; Ughfcbc a]Y`gW\`a Yfn\`Užž`UVYf`[fi bXgUh\`]W\`\\Uh
g]W\`X]Y`G]hi Uh]cb`a]hh`Yfk Y]Y`ghUV`]g]Yfh"

: `Y]gW\`/`7c. K`]Y`gY\`Yb`G]Y`X]Y`U_hi`Y``Y
G]hi`Uh]cb`3

K]``]VU`X`A UbX` . 8]Y`U_hi`Y``Yb`DfY]gYf\`c\`i`b[Yb`ghY``Yb`Y]bY
[fc»Y`<YfUi gZcfXYfi b[`Z`f`i`bgYfY`6Yhf]YVY`XUf``=b`XYb
j`Yf`[Ub`[Yb`Yb`A`cbUhYb`\UVYb`k`]f`j`Yfgi`W\`hž`cfXYfi`b[Yb`Z`f
9b`Yf`[]Y`i`bX`UbXYfY` : cfa`Yb`XYf`l`bhYfghi`hni`b[`Ui`ZXYb`K`Y`[`ni
Vf]b[Yb``B`Uhi`f`]W\`_Ub`a`Ub`Ui`W\`6fi`ggY``U`g`<YfUi`gZcfXYfi`b[
Z`f`i`bgYfY`5fVY]h`]b`XYf`=bbi`b[`VYhfUW\`hYb``9g`[`]Vh
J`YfcfXbi`b[Yb`cXYf`9bh`k`i`fZYž`X]Y`i`bgYfYb`6Yhf]YVYb`i`bX`XYf
DfcXi`_hg]W\`Yf\`Y]h`i`bX`!j`]Y`ZU`h`Yf\`YV`]W\`gW\`UXYb`_cbbhYb"

8]Y`↑`b[ghY`5b[Y`Y`[Yb\`Y]h`a`]h`B`h]h`]gh`bi`f`X]Y`Gd]hnY`XYg
9]gVYf`[g``<]Yf`a`i`ggYb`k`]f`]bhYbg]j`@cVVmUfVY]h`Y]ghYbž`i`a`X]YgY
ž=XYb`ni`a`]bXYgh`Yhk`Ug`ni`YbhgW\`UfZYb`J`cf`U``Y`a`5b_U`@cfYbW\`
gYhnh`g]W\`a`]h`j`]Y``9b`[U`[Ya`Ybh`XUž`f`Y]bž`XUgg`k`]f`\`]Yf`Y]bYb
j`Yfb`bZh`[Yb`K`Y`[`Y]bgW\`U`[Yb`_cbbYb`5VYf`XUg`[Y\`cfh`ni`a`
[Ubn`bcfa`U`Yb`K`U\`bg]bb`i`bgYfYf`5fVY]h"

: `Y]gW\`/`7c. <Uh`g]W\`]b`XYb`YhnhYb`(`\$
`U\`fYb`j`]Y`j`YfUb`XYf`h3

K]``]VU`X`A UbX` . A Y]bYf`A Y]bi b[`bUWX`g]bX`X]Y
J YfUbXYfi b[Yb`[fUj]YfYbX``K]f`\UVYb`Y]bY`I VYfa UWX h`XYf`
Gi dYfa Uf_hi i bX`A Uf_h_YhhYbžXYfYb`J Yf_Ui ZgZUWX Y`]b
C ghYffY]WX`Ybcfa`]gh"

K]f` : `Y]gWX Yf`a UWX Yb ``YX][`WX` , ž(`i XYg`J Yf_Ui Zgj c`i a Ybg`Ui g
`i bX`XUg`hY`Yb`k]f`i bg`Ui WX`bcWX`a]h`XYf`8]fY_hj Yfa Uf_hi b["
?`Ufž`XUg`gWX a Yfnh`i bg`Yf\YV`]WX ``5`g`]WX` , \$Yf! \$U\fYb
VY[Ubhž[UV`Yg`X]YgY`Gi dYfa Uf_hY`b]WX h`5`g`X]Y`YfghYb`XUbb
YfcZZbYhYbž`XUWX hYb`k]f`b]WX h`j]Y``XUVY]ž`XYbb`k Ug`gc`hYb`X]YgY
A Uf_hY`gWX cb`a]h` : `Y]gWX`a UWX Yb3`8cWX`VU`X`k i fXYb`k]f`Y]bYg
6YggYfYb`VY`Y\fh"

: `Y]gWX` / 7c. K`Ug`_Ub b`a Ub`hi`b3

K]``]VU`X`A UbX` . 8]Y`Gi dYfa Uf_hY`g]bX`XUž`XU`[]Vh`Yg`b]WX hq
a Y\ f`ni`hi`b``8Ug`9]bn][Y`]ghž`X]Y`? **c`b`gi`a`Yb`h`Yb`bcWX`U_hj`Yf**
XUfUi Z`Ui Za Yf_gUa`ni`a UWX Ybž`XUgg`g]Y`a]h`YXYa`9]b`Ui Z`Y]bY
9bhgWX Y]Xi b[`hfYZYb``8]Y`6chgWX Už`a`i gg`gY]b. ?Ui Z`fY[]cbU`ž
XUa]h`\]Zgh`Xi`XYf`@UbXk`]fhgWX Už`XYf`@UbXgWX Už`XYb
@YVYbga`]hhY`!<UbXk`Yfbž`XYf`K`YfhgWX cdž`b[`i bX
i bhhYfghi`hh`Ui`WX`XUg`H]Yfk`c\`ž`XY]bY` ;`Ygi`bX\Y]h`i`bX`b]WX h`ni
j`Yf`[`YggYb`XYb` ;`Ybi`gg`"

K]f` : `Y]gWX Yf`_cbbYb`nY][Ybž`k`c\`Yf`XUg` : `Y]gWX`ghUa`a`hž`k`]Y`Yg
Ui`Z[Ync`[Yb`k`i`fXYž`i`bX`V]YhYb`Y]bY`\\UbXk`Yf`_]WX`Y
DfcXi`_hj`]Y`ZU`hj`ca`5``YfZY]bghYb`` ;`i`f`i`bg`]gh`Y]bY`<U`hi`b[`g!`i`bX
<Yf_i`bZhg`YbbnY]WX`bi`b[`gWX`cb`Ub[`Y`[`Y`YVhYf`5``hU[` "

: `Y]gWX` / 7c. K`]Y`ghY`h`Yg`a`]h`XYf
8]fY_hj`Yfa`Uf_hi`b[3

K]``]VU`X`A UbX` . =WX`V]b`[fc`Yf`Ub`XYf`8]fY_hj`Yfa`Uf_hi`b[ž
k`]f`\UVYb`Ui`WX`nU\`fY]WX`Y`?cccdYfUh]cbYb`a`]h`XYf
@UbXk`]fhgWX Už`8Ug`DfcV`Y`a`]gh`8Ug` ;`Yk`YfVY`a`i`gg`U``Y
fYWX`h]WX`Yb`6YX]b[`i`b[`Yb`Yfž`Ybž`i`bhYf`]Y[`h`5i`ZU[`Yb`]b`6Yni`[
Ui`Z`

@UbXk]fh'a` ; fi bXY'XUggY`VY'dfcXi n]Yfhž'UVYf'i bhyf'k YgYbh]WX
[i bgh][YfYb'F U\ a YbVYX]b[i b[Yb"8Ug'ghY`h'bUhi f]WX`Y]bY
Yf\YV`]WX Y'K YhhVYk YfVgj YfnYffi b['XUF"

W a c W h Y Y X c W X Y b @ U b X k] f h Y b b] W h g k Y [b Y \ a Y b z a
; Y [Y b h Y] " G Y] h \ U f Y b g Y h n Y] W a] W X U Z f Y] b z X U g g X Y
F U a Y b V Y X] b [i b [Y b Z f X U g < U b X k Y f _ j Y f V Y g g Y f h k Y f X Y b " 9] b Y
J Y f V Y g g Y f i b [V Y X Y i h Y h z X U g g X] Y : c f X Y f i b [Y b Y f \ c \ h k Y f X Y b z
X U g g X] Y D U i g W W U] Y f i b [Y b U b [Y \ c V Y b k Y f X Y b i b X g c k Y] h Y f "
5 _ h i Y `` V] b] W W j] Y `` i b h Y f k Y [g z j c b X Y b @ U b X Y g f Y [] Y f i b [Y b V g n i
X Y b A] b] g h Y f] Y b z i a X] Y g Y 5 b] Y [Y b j c f U b n i h f Y] V Y b " C g h Y f f Y] W W
j Y f Z [h i V Y f Y] b Y V Y Y] b X f i W Y b X Y @ U b X k] f h g W W U Z h z i b X k] f g] b X
X U b _ V U f z X U g g Y g b c W W 6 U i Y f b [] V h " 8 Y f Y b 5 f V Y] h a i g g n k Y] Z Y `` c g
U b Y f _ U b b h k Y f X Y b " ; Y] W W n Y] h [X U f Z a U b Y X c W W X U g ; Y k Y f V Y
b] W W h U i g X Y b 5 i [Y b j Y f] Y f Y b " I b g Y f Y D c] h] a i g g X U g
@ V V Y b g a] h h Y \ U b X k Y f _] b] \ f Y I V Y f Y [i b [Y b a] h Y] b V Y n] Y \ Y b "
B] W W h b i f k U \ f Y b X X Y f D U b X Y a] Y \ U V Y b k] f [Y n Y] [h z X U g g k] f U g
; Y k Y f V Y n i j Y f U g g] [g] b X

: `Y]gWX \ 7c. 'K Ug'g]bX \ fY 6chgWX UZhYb 'Ub
X]Y 'Dc`]h]_3

9g`[]Vh'nk Uf'b cWX 'Y]b][Y`[i hY'6Yhf]YVYž'UVYf'j]Y`Y`_`Y]bYfY
6Yhf]YVY'ghY\Yb'a]h'XYa 'F i W_Yb'ni f'K UbX'8]Y
9][Yb_Ud]hU`e i chY`]Y[h'VY]`bi ```V]g'a]bi gž'i bX'X]Y'5i gg]WX hYb
g]bX'b]WX h'fcg]["

: ``Y]gW\N/ 7c. 'K i b gW\N Y'Ub'X]Y'Ni _i bZh3

K]``]VU`X`A UbX`.' 8Ugg`g]W\N `X]Y'F U\ a YbVYX]b[i b[Yb`Z f`XUg
; Yk YfVY`j YfVYggYfb\Z`XUa]h`g]W\N `X]Y'6Yhf]YVY`Yb\k]W\N`b`_cbbYb"
8Ugg`X]Y'6Yhf]YVY`b]W\N h`j Yf[YggYb`ni `U`i`]YfYb\Z`VYgcbXYfg`]b
NY]hYb`k]Y`X]YgYb"Jcf`U`Ya`k i bgW\N Y]W\N a]f`UVYf\Z`XUgg`Yg
Ui gfY]W\N YbX`B UW\N k i W\N g`Z f`i bgYfY`YfUi gfU[YbXYb`6Yhf]YVY
[]Vh"

: ``Y]gW\N/ 7c. 'A]h`Ub b Yf`&\$&(` hfYhYb`G]Y`j c b
=fYb`5a hYfb`ni fi W\N`k]Y`k]fX`Yg
k Y]hYf[Y\Yb3

K]``]VU`X`A UbX`.' =W\N`k YfXY`]a`5df]``* - ``=W\N`V]b`gW\N cb`j]Y`ni
`Ub[Y`]b`XYb`i b_h]cbYb\Z`UVYf`Yg`k Uf`gW\N k]Yf][Z`B UW\N Zc`[Yf`ni
Z]bXYb`B`b`UVYb`k]f`UVYf`Y]bY`dYfZY`hY`A Ub\bgW\N UZh`b`K`]Yb
k]fX`a`Y]b`B UW\N Zc`[Yf`@Yc`]bXfU`_Z`XYf`Ui W\N`X]Y`@A 5_
i VYfbY\ a`Yb`k]fX\Z`gY]bY`GhY`j Yf\hYhYf`k YfXYb`>gYZ`GW\N fchh`i bX
F U]a i bX`D`Ui hn`@UbXYg]bbi b[ga`Y]ghYf`k]fX`F Y]b\UfX`>gYZ
<cbYXYf`i bX`F i Xc`Z`K`Y[gW\N U]XYf`k]fX`: UW\N [fi ddYbgdfYW\N Yf"
; i f`X]Y`UbXYfYb`i b_h]cbYb`a`i ggYb`bcW\N`YgdfUW\N Y`[YZ`fh
k YfXYb"

: ``Y]gW\N/ 7c. 'D`ch\h`]W\N`DYbg]cb]gh`'k`Ug
k`YfXYb`G]Y`hi`b3

K]``]VU`X`A UbX`.' =W\N`k YfXY`g]W\N Yf`]W\N`k`Y]hYf\`]b`a`Y]b`Ya`Gc\`b
]a`6Yhf]YV`Y`Z`Yb\Z`k`Y`a`]f`X]Y`5fVY]h`Y]bZUW\N`GdU`a`UW\N h`5VYf
]W\N`fYXY`a`Y]b`Ya`Gc\`b`b]W\N hg`XfY]b`9f`Z`fh`XYb`6Yhf]YV
[fUbX]cg"

=W\N`UVY`gY]h`&\$`>U`fYb`Y]b`k`i`bXYfgW\N cbYg`K`cW\N`Yb`YbX`Ui`g`i`bX
k`Uf`V]g`Yf`j`]Y`Y]W\N h`\$`A`U`Xcfh`<]Yf`k`YfXY`]W\N`a`Y]b`Y`DYbg]cb
[`Yb]Y`Yb\Z`Y]b`V]ggYf`k`UbXYfb`i`bX`g]W\N`Yf`]W\N`Ui`W\N`a`]h`a`Y]b`Yf
; fUi`Ui`Z`f`Ui`V`ZU`fYb`i`bX`bUhi`f]W\N`UVY`]W\N`Ui`W\N`bcW\N
a`Y]b`Y`9b`_Y`_]bXYf`@Ub[k`Y`][`k`]fX`a`]f`b]W\N h`G]W\N`Yf`b]W\N h`

6Ygi W Yb 'G]Y i bg]Ui Z 'ZY]gW i bXW "Uh