

Willibald Mandl: „Wir müssen zusammenhalten!“

Bundesinnungsmeister KommR und Fleischermeister Willibald Mandl ist erschüttert über die Ignoranz der Politik und will nach Corona den Fokus wieder auf die Nahversorger rücken. Wie er das bewerkstelligen will, erzählt er im großen Interview.



Willibald Mandl, Bundesinnungsmeister der Lebensmittelgewerbe in der Wirtschaftskammer Österreich (© WKÖ).

8]Y`7cfcbU!?f]gY`]gh`

K]`]VU`X`A UbX`. `Y]bY`?UhUghfcd\Y`i bX`Y]bY`[fc»Y

<YfUi gZcfXYfi b["': Øf'U`Y[Yk YfV`]WXYb'6Yhf]YVY'`VYgcbXYfg
bUhØf`]WXY'Ui WXY'ZØf'X]Y'@YVYbga`jhY`VYhf]YVY"
≠WXY'dYfgØb`]WXY'Z]bXY'X]Y'A U» bU\ a Yb'XYf'FY[]Yfi b['gY\ f[i h'i bX
[`Ui VY'Ui WXY'XUgg'g]Y'n]Y'ZØ\ fYbX'g]bX" F]WXYh['Àf[Yf`WXY']gh'UVYf.
8]Y'Gi dYfa Àf_hY'k YfXYb']b'XYb'<]a a Y`[Y'cVh'`i bX'Ui Z'X]Y
; Yk YfVYž'X]Y'B U\j Yfgcf[Yfž'k]fX'XUVY]'Y]XYf'j c``_ca a Yb
j Yf[YggYb"5`g`]WXY'X]Y'YfghY'DfYggY_cbZYfYbn'[Y\Øfh'\UVYž
XUWXYhY`]WXY'bcWXY'X]Y'Dc`h]_Yf'\ÀhYb'Y]bZUWXY'bi f'j Yf[YggYb'`i bX
Ub[Ybca a Ybž'XUgg'Yg'VY]a`b'ÀWXYghYb'A U`gWXYcb'[YgU[h'k]fX"
8 Ug']gh'UVYf']bHYfYggUbHYfk Y]gY'b]Y'dUgg]Yfhž'cVkc\`']WXY'[`Y]WXY
U[]Yfh'\UVYb"K]f'\UVYb'XUbb'gc[Uf'j Yfgi WXY'hYg'ØVYf'XYb'6i bX
ni`gd]Y'Ybž'i bg'XU']b'9f]bbYfi b['ni`fi ZYb'`UVYf'X]Y'Dc`h]_`Uh
Y]bZUWXY'b]WXY'hfYU[]Yfh`

K]Y' _ØbbhY'a Ub'XYb': c_i g'Ui Z'X]Y
B U\j Yfgcf[Yf'f]WXYhYb3

K]`]VU`X'A UbX`. ' ≠Zcfa Uh]cbž'≠Zcfa Uh]cbž'≠Zcfa Uh]cb"8U\Yf
\UVYb'k]f']b'C VYfØghYffY]WXY'Yhnh'Ui WXY'; Y'X']b'X]Y'< UbX
[Ybca a Yb'i bX'nU\`fY]WXY'?Ua`dU[bYb'[YghUfhYhž'X]Y'U`Y'gY\ f
[i h'Ub[Y'Ui ZYb'g]bX"K]f'\UVYb'`]b'?ccdYfUh]cb'a`h'XYa
@UbXYgfUhZØf'@UbXk]fhgWXYUZh'`ØVYf'XUg'FUX]c'fh"6"5fUVY`Uk
i bX']b'gÀa`h]WXYb'HU[YgnY]hi b[Yb'j Yfgi WXY'h'i bg'k]YXYf']b
9f]bbYfi b['ni`fi ZYb"K]f'\UVYb'Ui WXY'j]Y'Y'≠hYfj]Yk g[Y[VVYbž
XUa`h'k]f'XU'_fÀZh][`Ybh[Y[YbghYi Yfb'_ØbbYb"8 Ug'\Uh'i bg'j]Y`
; Y'X'[Y_cghYh'`gWXYXY']ghg'\U'hž'XUg'\ÀhY'U`Yg'b]WXY'h'gc'gY]b
a ØggYbž'k Ybb'a Ub'žcVYb'Y]b'V]ggYf'UbXYfg'U[]Yfh'\ÀhY"

K]Y'g]Y\h'Yg']b']\fYa`6Yhf]YV']b'HYfbVYf[
Ui g3

K]`]VU`X'A UbX`. ' K]f'a UWXYb'ni a`6Y]gd]Y`Ni ghY`i b[]bg
6YhfYi hY'K c\ bYb'`i bX'ni a`FchYb'?fYi n`'XU`]YZYfb'k]f'j cf
X]Y'HØfY"K]f'\UVYb'\]Yf']b'HYfbVYf['[Ya Y]bgUa`a`h'XYa`5XY[
Ui WXY'Y]bYb'_ca`d`YhYb'@]YZYfgYfj]WXY'Ui Z[YVUi h'`XYf'Z]b_h]cb]Yfh
gY\ f[i h"8]YgY'<Ui gni ghY`i b[Yb'_ca a Yb'VY]'i bgYfYb'?i bXYb
]b'XYf'FY[]cb'k]f_]WXY'Yi hfYa`[i h'Ub"i bg'žfYi h'bUhØf`]WXY'Ui WXYž

XUgg'k]f']b'X]YgYf'5i gbU\ a Yg]hi Uh]cb'\Y`ZYb' _ÖbbYb' ' '?`Uf']gh
XU'j]Y`dYfgÖb`]WXYf'9]bgUhn' bchk YbX][žUVYf'XUg'a UWXYb'k]f'U`Y
[YfbYž'XYbb'X]Y'?i bXYb' _ca a Yb'`U`XUg[Ubny`đ\ f'Ui WX'ni 'i bg"

HfchmXYa 'VfYWXyb'j]Y`Y'; YgW\ÄZhY'k Y[.`X]Y`đi gYb[YgW\ÄZhY
Yhk U'i bX' bUhøf`]W\X]Y' [Ubny'; Ughfcbca]Y" `B]W\h'ni 'j Yf[YggYb
bUhøf`]W\Ui W\X]Y`ZY\`YbXYb'J YfUbghU`hi b[Yb'k]Y`Yhk U`U`X]Y
: Yi Yfk Y\ fZYghYž'XU'g]bX'k]f']a a Yf'gY\ f' [i h'i bhYfk Y[g[Yk YgYb"
A]h'XYb'J YfY]bYbž'UVYf'Ui W\`a]h'XYb'; Yk YfVYhfY]VYbXYb' `U`
XUg']gh'Ui ZY]bYb'GW\`U[`k Y["

< UVYb'G]Y`@]YZYfgW\k]Yf][_Y]hYb3

K]`]VU`X`A UbX`. ' BY]bž'k]f'g]bX'`U`b]W\h'UV\Äb[][" `6Y]'i bg']b
HYfbVYf[` \UVYb'k]f'U`Yg. 'j ca `CVghVUi Yfb'V]g'ni a
; Ya ØgYVUi Yf' `k]f' bUhøf`]W\X]Y': `Y]gW\!DfcXi nYbhYb"

K]Y'j]Y`; YgW\ÄZhgfØW_[Ub[` \UVYb'G]Y3

K]`]VU`X`A UbX`. ' BU`Už'WfW\X]Y`< Ä`ZhY"J]Y`Y]W\h'\UVYb'k]f
X]Y`7\UbW\ž'Xi fW\X]Y'?f]gY'ni `hUi WXYb" `W\` \cZY`Yg'gY\ f" `a
A ca Ybh'UVYf']gh'Yg'gW\k]Yf]['i bX'k]f'a i gghYb'j cb']bg[YgUa h'%&
?c`Y[Yb'VYfY]hg'XfY]'@Yi hY']b'?i fnUfVY]h'gW\]W_Yb" `I bX'k Ybb'X]Y
J YfUbghU`hi b[Yb'bcW\`Äb[Yf'Ui g'V`Y]VYbž'XUbb'a ØgghYb'k]f
bcW\Y]b'dUUf'K Y]hYfY']b'X]Y'?i fnUfVY]h'ghY`Yb"

? Y]bY'? f]gY`c\ bY`7\UbW\` °` =gh'Yg'b]W\h'8 ⇒
7\UbW\`ZØf'fY[]cbU`Y`BU\j Yfgcf[Yf3

K]`]VU`X`A UbX`. ' 8U`a i gg'a Ub' bUhøf`]W\UVk UfhYb" `W\` [`Ui VY
b]W\hž'XUgg'bUW\`7cfcbU`U`Yg'k]YXYf'ni f'HU[YgcfXbi b[
ni fØW__Y\ fYb'k]fX" `W\`XYb_Y'i bX'\cZYž'XUgg'X]YgY'?f]gY'i bg
U`Y`Yhk Ug'a Y\ f'ni gUa a YbgW\k Y]» Yb'k]fX' `i bX' bUhøf`]W\X]Y
?cbgi a YbhYb'k]YXYf'X]Y`J cfhY]'Y`XYf'BU\j Yfgcf[Yf'gY\Yb'i bX
X]Y`fY[]cbU`Yb'@YVYbga]hY`\ÄbX`Yf'k]YXYf'a Y\ f'ni `gW\ÄhnYb
`YfbYb" `8Ybb'hfchm`U`Ya ž'k]f' _ca a Yb'Y]bZUW\`VYggYf'k Y[`U`g'X]Y

Gi dYfa Äf_hY. '8JY'BU\j Yfgcf[Yf'g]bX'b]W\h'Ub[Yk]YgYb'Ui Z
gW\by''Y'; fYbn_cbhfc''Yb'i bX'Ub[Y'@]YZYfk Y[Y''K Y]'k Ybb'\Yi hY
X]Y'; fYbnYb'[YgdYffh'g]bXž'\Uh'XYf'Gi dYfa Uf_h'a cf[Yb'_Y]bYb
GU'Uh'a Y\fi bX'XYf'A Uf_h']gh'ni f'<Ä`ZhY''YYf"

I bg'BU\j Yfgcf[Yf'_Øa a Yfh'XUg'b]W\h''8Yf'Øfh']W\Y'6ÄW_Yfž'XYf
Øfh']W\Y': 'Y]gW\Yf'i bX'XYf'@YVYbga]hhY'Y]bnY'\ÄbX'Yf'_ØbbYb'
bUhØf']W\]b'Ni gUa a YbUfVY]h'a]h'XYf'@UbXk]fhgW\UZhž'XYbb'XU
[]Vh'Yg'gW\cb''Ub[Y'NY]h'gY\f'[i hY'?ccdYfUh]cbYb' 'X]Y'fY[]cbU'Y
BU\j Yfgcf[i b[' [UfUbh]YfYbž'Ui W\k Ä\fybX'?f]gYb''K]f'_ØbbYb
i bgYfY'fY[]cb'j Yfgcf[Ybž'gY'Vgh'k Ybb'X]Y'; fYbnYb'ZØf'Äb[YfY
NY]h[YgdYffh'g]bX''8U\Yf' ['Ui VY'W\gW\cbž'XUgg'7cfcbU'i bg
BU\j Yfgcf[Yfb']a '9bXYZY_h'bØhnYb'k]fX"

K]Y'k c''Yb'G]Y'X]YgY'HfYbXk YbXY
i bhYfghØhnYb3

K]''VU'X'A UbX'. ' A Y]bY'<Ui dhUi Z[UVY'bUW\XYf'7cfcbU!?f]gY
k]fX'X]Y'5i Z_Äfi b[gUfVY]h'gY]bž'i a 'X]Y'BU\j Yfgcf[i b['bcW\j]Y'
k Y]hYf'U'g'V]g\Yf']b'XYb': cW'g'ghY''Yb''K]f'\UVYb'gY\f'j]Y'Y
GhUbXVY]bY'i bX'XU\Yf'hi b'k]f'i bg']b'XYf'?f]gYbnY]h'Ui W\Y'hk Ug
'Y]W\hYf''K]f'\UVYb'U'j]Y'Y'?ccdYfUh]cbYb'a]h'XYf
@UbXk]fhgW\UZhž'k]f'\UVYb'Y]bY'6]cj YfUfVY]hi b['ZØf'X]Y
@UbXk]fhgW\UZhž' 'K]f'k UfYb'gW\cb']a 'JcfZY'X'gY\f'[i h
i bhYfk Y[gž'gc'a i gg'Yg'UVYf'Ui W\k Y]hYf[Y\Ybž'k]f'XØfZYb'XU
Y'hnh'b]W\h'bUW\UggYb"

ÄW'gY\Y'XUg'A]hY]bUbXYf'U'g'[fc»Y'7\UbW\ 'k Y]'Yg'\U'h'bi f'gc
[Y\h''8]Y'@UbXk]fhgW\UZhž'X]Y'8]fY_hj Yfa Uf_hi b['i bX'X]Y
: 'Y]gW\Yf'XYW_Yb'[Ya Y]bgUa 'Ua ': 'Y]gW\VYfY]W\ja '\Äi g']W\Yb
; YVfUi W\bi f'a Y\fi ni ', 'DfcnYbh'UV''K Ybb'a Ub'XUg'\Øfhž'XU
gW\f]''Yb'XcW\k]f_]W\X]Y'5'Ufa ['cW_Yb''i bX'k Ybb'k]f'a]h
i bgYfYb', 'i 'b]W\h'ni gUa a Yb\U'hYb'i bX'i bg[Y[Yb'XYb
ØVYfa ÄW'h][Yb'<UbXY''k Y\fyb' 'XUbb'k]fX'Yg'i bg'Ui W\b']W\h
a Y\f''Ub[Y[YVYb''i bX'XUbb'hi h'XYf'<UbXY''k Ug'Yf'k]'''8Ufi a
V]b']W\gc'XUZØfž'XUgg'a Ub'XU'a]hY]bUbXYf'UfVY]hYh"

K c']W\bcW\b]W\h[Ubn'gc'YfZc'[fY]W\k Ufž'k]Y']W\Yg'[YfbY

k c`hYž']ghž'X]Y`5bdUggi b[`XYf'; Yk YfVYVYhf]YVY`Ub`X]Y
8]fY_hj Yfa Uf_hYf"K Y]'X]Y`F U\ a YbVYX]b[i b[Yb`g]bX`\]Yf
_ca d`Yhhj YfgW\]YXYb`i bX`XU\Yf`Zi b_h]cb]Yfh`X]Y
Ni gUa a YbUfVY]h`Ui W\`b]W\h'gcž`k]Y`g]Y`Y][Ybh]W\`gc`hY`i bX
_ÖbbhY"5VYf`k Ybb`a Ub`\]Yf`Y]bYb`?cbgYbg`Z]bXYhž`_ÖbbhY`a Ub
bcW\`a Y\f`?ccdYfUh]cbYb`a UWYb`i bX`Y]bY`bcW\`_ca dU_hYfY
9]b\Y]h`k YfXYb"K]f`g]hYb`XcW\`U`Y`]a`gY`VYb`6cch"

G]Y`g]bX`^U`gW\cb`Ub[Y`i a`Y]bYb
GW\i`hYfgW\`i gg`]a`@YVYbga]hhY`!< UbXk Yf_
VYa Ø\h`

K]``]VU`X`A UbX`.` @Ub[Y`VYj cf`k]f`7cfc bU`ØVYf\Ui dh[Y_Ubbh
\UVYbž`k UfYb`k]f`gW\cb`ØVYf`X]Y`6i bXYg!`i bX`X]Y`@UbXYg]bbi b[
]a` BYhmk Yf`_?i`]bUf]_`i bhYfghØhYbX`XUVY]`XU`k Uf`]W\`Ui W\
6Y]fUh"<]Yf[Y\h`Yg`Ub`g]W\`i a`XYb`GW\i`hYfgW\`i gg`XYg
@YVYbga]hhY`!< UbXk Yf_g`i bX`8]fY_hj Yfa Uf_hYf`i bX`@UbXk]fhY"
8UVY]`\UVYb`k]f`gW\cb`hc`Y`?cbnYdhY`Ui g[YUfVY]hYhž`n"6" `g]bX
Y]b\Y]h]W\Y`G]Y[Y`YbghUbXYbž`Yhk U`XUg`8]fY_hj Yfa Uf_hYf!
G]Y[Y`ž`XUg`; Ughfc!G]Y[Y`i bX`XUg`A Ubi ZU_hi fYb!G]Y[Y`"K]f
\UVYb`XUg`gY\fdfcXi _h]j`[YUfVY]hYh`Y`hnh`]gh`i bg`\U`h`X]Y
7cfc bU_f]gY`XUnk]gW\Yb`[Y_ca a Yb"

Ð`C VYfÖghYffY]W\`\UVYb`k]f`Ui W\`Y]b`BYhmk Yf_ž`\]Yf`V]b`]W\`XYf
GhYi Yfi b[g[fi ddY`i bX`XU[Y\h`Yg`XUfi a ž`X]Y`@UbXk]fhgW\UZhž
Hci f]ga i g`i bX`@YVYbga]hhY`!; Yk YfVYVYhf]YVY`ni`j YfbYhYbž`i a
X]Y`BU\j Yfgcf[i b[`ni`ghÄf_Yb"

K Ybb`X]Y`?f]gY`XUbb`YbX`]W\`k]YXYf`j cfVY]`]gh`i bX`k]f`]b`XYf
Ðbi b[`k]YXYf`f]W\h][`UbX`i b[gŽ\][`g]bXž`k]fX`UVYf`g]W\Yf`]W\
a Y]bY`<Ui dhUi Z[UVY`gY]bž`XYb`BU\j Yfgcf[Yf`YbYb`GhY`Ybk Yfh
ni _ca a Yb`ni`UggYbž`XYb`g]Y`Y][Ybh]W\`\UVYb`k Ug`U`]b`X]YgYf
?f]gY`Yhnhk]f_]W\`_ca d`Yhh`XUbYVYb`[Y[Ub[Yb`]gh"

K]fX`\]Yf`Ui W\`j cb`GY]hYb`XYf
K]fhgW\UZhg_Ua a Yf`XYf`dc`]h]gW\Y`9]bZ`i gg

[Y`hYbX`[Ya UW h`k YfXYb`_Ubb"8Ugg
j]Y`Y]W h`gc[Uf`Y]ba U`6i bXYg_Ubn`Yf`? i fn
Ui W X]Y`B U\j Yfgcf[Yf`Yfk A\b h3

K]`]VU`X`A UbX`. 9g`k]fX`Ui ZU`Yb`9VYbYb`]b`XYf`Dc`]h]_
XUfØVYf`[YgdfcWYbžXUgg`k]f`U`gc`k]W h][`g]bX"- \$`i`XYf
ØghYffY]W]gWYb`6Yhf]YVY`g]bX`_`Y]bY`i bX`a]h`YfY`6Yhf]YVY`i bX
? A I gž`X]Y`g]bX`XUg`F ØW_[fUh`i bgYfYf`K]fhgW UZhž`i gk "9\`gW Øbž
XUgg`Yg`gc`]gh`i bXžXUgg`XUfØVYf`[YgdfcWYb`k]fX"≠W`k Uf`]a
J cfZY`X`Ui W`VY[Y]ghYfhYf`i b_h]cbÅfž`X]Y`Ym][Y`G]hi Uh]cb`\Uh
a]W`UVYf`gWcb`Y]b`k Yb][`]b`a Y]bYb`; fi bXZYghYb`YfgW ØhYfh"
8]YgY`≠ bcfUbn`j cb`XYf`Dc`]h]_ni`YfZU`fYb`]gh`gWcb`gW`]a a "≠W
\ØfY`bi f`a Y`f`Gi dYfa Uf_h`\]Yfž`Gi dYfa Uf_h`Xcfhž`Gi dYfa Uf_h
gi dYf"8Ubb`gW]W_Yb`g]Y`Ui W`bcW`XUg`A`]hÅf`ni a`Gi dYfa Uf_h
`XU`XYb_h`a Ub`]bg[Y\Y]a`gWcbž`g]Y`gc`hYb`XUg`A`]hÅf`]YVYf
ni a`GdUf[Y`ghYWYb`gW]W_Ybž`XYbb`X]Y`g]bX`Xcfh`k]f_]W`]b`XYf
6fYXci]`Y"

8U`a i gg`a Ub`gWcb`UfVY]hYb`XfUb` `XUg`gY\Y`]W`U`g`a Y]bY
5i Z[UVY`i bX`k YfXY`Yg`Ui W`Ub`\ØW ghYf`GhY`Y`XYdcb]YfYb"K Y]
gc`[Y`h`XUg`b]W hž`k]Y`XUg`Ymnh`UV[Y`Ui ZYb`]gh" GcbXYfZU``\]bž
?f]gY`\Yf` `XUg`]gh`a]f`gWcb`_`Uf"K Ybb`X]Y`\c\Y`Dc`]h]_
k Yb][ghYbg`gU[Yb`k ØfXYž`Gi dYfa Åf_hY`I B8`X]Y`B U\j Yfgcf[Yf
g]bX` `Bi f`a]h`X]YgYa`Y]bYb`GUh`k ÅfY`]W`gWcb`ni Zf]YXYb
[Yk YgYb`i bX`Yg`\ÅhY`X]YgY[Ubnyb`GW`k]Yf][_Y]hYb`b]W h
[Y[YVYb"

5VYf`k]f`k YfXYb`Ui W`X]Y`6YhfcZZYbYb` `U`gc`X]Y`6ÅW_Yfž
: `Y]gWYf`i bX`?cbX]hcfYb` `]bg`6cch`\c`Ybž`\c`Yb`a ØggYb"8Ug
j Yfgi WYb`k]f`U`Y][Ybh]W`gWcb`gY]h`%\$`J\`fYbžXUgg`k]f`\]Yf
Y]bY`_ca dU_hY`; fi ddY`k YfXYb` `bi f`Vf]b[Yb`k]f`Yg`b]W h
ni gUa`a Ybž`k Y`]_Y]bYf`a Y`f`Ui ZY]bY`G]hni b[`[Y\Yb`k]`cXYf
k Ug`Ui W`]a a Yf`XU[Y[Yb`\Uh"5VYf`j]Y`Y]W h`ØZbYh`X]YgY`?f]gY
Ymnh`X]Y`5i [Yb`U`Yf`i bX`Åggh`Yg[Ya Y]bgUa`bcW`a U`g
dfcV]YfYb"8Ybb`U`g`9]b\Y]h_ØbbYb`k]f`a Y`f`VYk Y[Ybž`U`g`k Ybb
YXYf`Y]bnY`b`gY]b`GØddWYb`_cW`h"

K]Y`g]Y\h`Yg`a]h`XYf`8][]hU`]g]Yfi b[`Ui g3

K]`]VU`X`A UbX`.` 8]YgYb`HfYbX`_Ubb`a Ub`b]W\h`a Y\`f
Ui Z\U`hYb``9g`[]Vh`U`gW\cb`Y]b][Y`:`Y]gW\Yfž`X]Y`cb`]bY`j Yf_Ui ZYb
`VY]`GhUb[Ybk UfY`i bX`; YgY`W\hYa `Zi b_h]cb]Yfh`XUg`gi dYf``6Y]
: `Y]gW\`]gh`Yg`bcW\`gc`Y]bY`GUW\YžUVYf`[Y\`hUi W\`gW\cb`n]Ya `]W\
[i h"

⇒W\`dYfg`Òb`]W\`V]b`UVYf`bcW\`Y\`Yf`Y]b`VcXYbghAbX][Yf`A YbgW\`"
⇒W\`gW\Ui Y`XYf`?i bXgW\UZh[Yfb`]b`X]Y`5i [YbžfYX`Y]b`V]ggYf`ž
X]g_i h]YfY`Y]b`k Yb][`i bX`XUg`Vf]b[Y`]W\`gc`gW\cb`VYggYf`fØVYf
gcž`U`g`]W\`Yg`ja `C b`]bY!G\cd`_Òb`bhY"

K Ug`a]W\`UVYf`VY]`XYf`?f]gY`ZUgh`Y]b`k Yb][`ZUgn]b]Yfh``9g`k]fX
i bX`k i fXY`U`X]Y`8][]hU`]g]Yfi b[`]b`XYb``Yh`hYb`đ\`fYb`Yi hfYa
j cfUb[Yhf]YVYbž`U``Yfcfhg[`cVU`]g]Yfh`i bX`YXYf`k c``hY`]a a Yf
a Y\`fž`gW\`bY``Yf`i bX`[fÒ»Yf`gY]b`i bX`ei Ug]ØVYf`BUW\h`_Ua`XYf
Gh]`ghUbX``Ni fØW`_Ub`XYb`GhUfh`i bX`nk Uf`U``Y`K Ug`a]f`XUVY]
b]W\h`gc`hUi [hž]gh`5a Uncbž`X]Y`k Yf_Y`b`XU`k]Y`k]`XžUVYf`j cb`XYf
K YfhgW\`ÒdZi b[`V`Y]Vh`b]W\hg`]b`² ghYffY]W\``8 Ug`]gh`b]W\h`c`_Um`
I bX`k Ug`]W\`a]W\`Ui W\`ZfU[Y.`6Y]`XYf`6Ub_Yb_f]gY`k i fXYb
A]`]UfXYb`Ub`I bhYfghØmi b[`[Y[YVYb`i`k Ufi a`hfU[Yb`Yh`h`b]W\h
X]Y`6Ub_Yb`ni f`F`Yh`i b[`j cb`² ghYffY]W\g`K]fhgW\UZh`VY]3

⇒f`GW\`i ggk cfh`Ub`X]Y`:`Y]gW\Yf3

K]`]VU`X`A UbX`.` ⇒W\`V]hhY`U``Y`:`Y]gW\Yf`Xi fW\`ni \U`hYb`i bX`a]h
U``Yb`A]hhY`b`X]YgY`?f]gY`Xi fW\`ni ghY`Yb``⇒a`BUW\`]bY]b`k YfXYb
k]f`U``Yg`5bU`mg]YfYb`i bX`[Ya Y]bgUa Y`GW\f]hhY`gYh`hYbž`XUa]h`X]Y
BU\j Yfgcf[i b[`YbYb`GhY``Ybk Yfh`VY_ca a hž`XYb`g]Y`j YfX]Yb`h`

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