

„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?tzt 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 gro?en Interview.



Willibald Mandl ist Bundesinnungsmeister der Lebensmittelgewerbe. © Beigestellt

:`Y]gW\ / '7c.' < Yff`A UbX`ž`k]Y` \ UVYb`G]Y
=>fY`? Uff]YfY`[YghUfhYh3

K]``]VU`X`A UbX`. ' =>W\ \ UVY`ja `>U\ 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]W\`i a `Y]bY`\Yf_ca a `]WXY`:`Y]gWYfY]žYg`[UV`bcW\
_Y]bY`Gi dYfa Uf_hY`i bX`:`Y]gWYfY]Yb`\ UVYb`Y]bZUW\`YbY`:`Y]gW\
i bX`K i fghk UfYb`Ub[YVchYbž`X]Y`j YfZi [VUf`k UfYb``A]h`j]Y`
9bh\i g]Uga i g`\ UVY`]W\`XYb`6Yhf]YV`i VYfbca a Yb`i bX`U_hj

k Y]hYfYb h k]W_Y`h"K]f`VY[Ub bYb`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]Wg"
Ni`X]YgYf`NY]h`VY[Ub b`Ui W`XYf`HfYbX`XYg`; f]`Ybg`]b`C ghYffY]W ž
X]Y`? UgY`fU]bYf`k i fXYb`YfZ bXYb`i bX`Ui W`]b`X]YgYa`6YfY]W
\UVYb`k]f`i bg`j c`Yf`6Y[Y]ghYfi b[`Yb[U[]Yfh"

: `Y]gW / `7c.` `i bX`fUgW`Yfk Y]hYfh`

K]`]VU`X`A UbX`. `≡W` \UVY`XYb`6Yhf]YV`gWf]h h k Y]gY`Yfk Y]hYfhž
]bXYa`]W`ni gUhn`]WY`; YgW UZhY`Yfc ZbYhYž`Y]bYb`Y][YbYb
GW`UW hVYhf]YV`Ui VUi hYž`@c`bj YfUfVY]hi b[`i bX`; f]`gYfj]W
i VYfbU`a ``8Ufi VYf`\]bUi g`g]bX`Y]b][Y`YfZc`[fY]WY
?ccdYfUh]cbYb`a]h`XYf`@UbXk]fhgW UZh`Yb hghUbXYb`k]Y`ni a
6Y]gd]Y`XUg`; f]`m`? fUi hYfZYf_Y`"

<Yi hY`fi \h`i bgYf`6Yhf]YV`Ui Zj YfgW]YXYbYb`GhUbXVY]bYb"
8Yb b cW`]gh`Yg`k]W h][ž`ni`VYhcbYbž`XUgg`hfch`X]YgYf`J]Y`ZU`h`Ub
5_hj]]hUhYb`X]Y`; fi bX`U[Y`i bgYfYg`l bhYfbY`a Ybg`]a a Yf`bcW
X]Y`:`Y]gWYfY]`]gh"≡W` \UVY`ghYhg`XUfUi Z[YUW hYhž`XUgg`k]f`nk Uf
X]j YfgY`GhUbXVY]bY`UbV]YhYbž`YXcW`b]W h`Ui Z`YXY`A c[`]W_Y]h
Ui Zgdf]b[Yb``9g`]gh`Yb h gWY]XYbXž`XYb`6Yhf]YV`fY[Y`a U»][`ni
UbU`mg]YfYb`i bX`_f]h]gW`ni` \]bhYfZfU[Yb.`K Ug`_cbbYb`k]f`hi b3
K Ug`_cbbYb`k]f`Y]ghYbž`c`bY`i bg`ni`i VYfZcfXYfb3`9g`[Y`h
XUfi a ž`XYb`6Yhf]YV`_cbh]bi]Yf`]W`ni`cdh]a]YfYbž`c`bY`g]W`XUVY]
ni`nYfZYXXYfb"

: `Y]gW / `7c.`K]Y`ghY`h`≡f`6Yhf]YV` \Yi hY
XU3

K]`]VU`X`A UbX`. `<Yi hY`\UVYb`k]f`XfY]; YgW UZhYž`Y]bYb`A Uf_h
a]h`Y]b`cgh`i bX`]bg[YgUa`h`&, `A]hUfVY]hYf``A]h`Yfk Y]Y`U`h`a Y]b
Gc`b`i VYfbca`a Yb`i bX`a UW h`Yg`gY`f[i h``9f`]gh[YbUi gc
]bhYfYgg]Yfh`Ub`XYf`K Y]hYfYb h k]W`i b[`j cb`DfcXi`_hYb``8cW`Yf
a i gg`gWcb`[i h`fYW bYbž`Xi fW`X]Y`j]Y`Yb`@c`bYf`\c`i b[Ybž`X]Y
[YfYW hZYfh][h`g]bXž`\Uh`g]W`X]Y`DfY]ggd]fU`Y`cfXYbh]W`[YXfY`\h"

<Yi hY`[]`h`a Y`f`U`g`Y`ni j cf.`K UfYbY]bgUhnž`DYfgcbU`_cghYb`i bX

E i U`j hUhg] bX`X] Y`XfY]`GUi`Ybž`Ui`Z`X] Y`Y] b`:`Y] gW`X`YfY] VYhf] YV
VUg] Yfh`i`bX`i`VYf`9fZc`[`cXYf`A`] ggYfZc`[`Yb hgW`X] XYb"

:`Y] gW`X`/`7c.`K`jY`\\Uh`Yg`XUbb`a`] h`XYf`
=bbi`b[`VY[`cbbYb3

K`j`jVU`X`A`UbX`.`jYfUbhk`cfh] W`XUz`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`X`Uni`i`bX`U`g`a`Y] b`Gc`\\b`gW`X] Y»`jW`X] b`XYb`6Yhf] YV`Y] b hfUhž`
VY[`Ubb`jW`X] a`j`\\f`&\$`\$`U`g`6Yn] f_g] bbi`b[`ga`Y] ghYf`"BUW`X`nk`Y]`
j\\fYb`k`i`fXY`jW`X`Ubb`@UbXYg] bbi`b[`ga`Y] ghYf`XYf`:`Y] gW`X`Yf`
BUh`i`f`jW`X`YfZc`[`hY`U`X] Yg] b`5VgdfUW`X`Y`a`] h`a`Y] bYf`:`Ua`j`Yž`XU`
jW`X`_Y] bY`DfcV`Y`a`Y`\\Yf`j`cf`Cfh`\\UVYb`k`c`hYž`jbgVYgc bXYfYž`
k`Ybb`jW`X] j`Y`i`bhYfk`Y[`g`gY] b`a`i`gghY`"W`X`\\UVY`Yg`XUa`U`g`
[`YbcggYb`/`jW`X`bU`a`U`b`G] hni`b[`Yb`j`b`XYf`6i`bXYg] bbi`b[`hY]`i`bX`
k`Uf`U_hj]`XUVY]"

:`Y] gW`X`/`7c.`9g`\\Uh`gc`GdU»`[`Ya`UW`X`hž`XUgg`
G] Y`gW`X`jY»`jW`X`k`Y] hYfY`:`i`b_h] cbYb`
i`VYfbU`a`Yb`

K`j`jVU`X`A`UbX`.`a`j`\\f`&\$`\$`k`i`fXYb`gW`X] Y»`jW`X] Y`Z`bZ`
=bbi`b[`Yb`ni`Y] bYf`=bbi`b[`XYf`@YVYbga`] hhY`[`Yk`YfVY`
ni`gUa`a`Yb[`Y`Y[`h`a`YfghYb`GW`X] f] hh`k`i`fXY`@Yc`j`bXfU`_`XYf`
cVYfcghYffY] W`X] gW`X`Y`@UbXYg] bbi`b[`ga`Y] ghYf`XYf`
@YVYbga`] hhY`[`Yk`YfVY`Yf`\\Uh] g] W`X`Ubb`UVYf`VU`X] bYbYf`U`V`XYf`
K`?`UbXYfg`cf] Ybh] Yfh`BUW`X`9] bVYfi`Z`b[`Y] bYf`bYi`Yf`jW`X`Yb`
:`Ua`j`Ybg] hni`b[`k`i`fXY`jW`X`gW`X] Y»`jW`X`@UbXYg] bbi`b[`ga`Y] ghYf`XYf`
@YVYbga`] hhY`[`Yk`YfVY] b`C`VYfcghYffY] W`X`"a`8YnYa`VYf`&\$`\$`*`hfUh`
jW`X`Ubb`X] Y`BUW`X`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`
@YVYbga`] hhY`[`Yk`YfVY"

:`Y] gW`X`/`7c.`;`Y`\\cfh`Ui`W`X`X] Y`@A`5`_`ni`
=fYb`5i`Z[`UVYb3

K j`jVU`X`A UbX`. 8jY`@VYbga]hhY`U_UXYa]Y`k i fXY
gY]bYfnY]hj cb` fUbn`@Ui gg`i bX`DfcZ`8f`F Y]b\UfX`? U]bn`b]h]]Yfh"
5`YfX]b[g`k i fXY`g]Y`UbZUb[g`b]W`h`gc`[i h`Ub[Ybca`a Yb`"W`ZUbX
X]Y`XYY`ja`a Yf`[i h`gU\`XUf]b`Y]bY`[fc»Y`<]ZY`Z f`X]Y`6Yhf]YVY
i bX`k i fXY`gW`]Y»`]W`XYf`DfUg]XYbhXYf`@A 5_`"W`UVY`U`Yg
i a ghfi`_hi f]Yfhi bX`]b`Ni gUa`a YbUfVY]hia`]hXYb`@UbXYg]bbi b[Yb
XUg`5b[YVch`cdh]a`]Yfh"

bnk]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!5ddž`Ub`XYf`a`]hYfk`Y`Y
[Ubn`C ghYffY]W`hY`]b]a`a h`8]Y`6Yhf]YVY`\UVYb`\]Yf`X]Y
A c[`]W`_Y]hž`]\fY`A]hUfVY]hYf`i VYf`XUg`<UbXmž`U`gc`i VYf`X]YgY
5ddž`]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 j`jVU`X`A UbX`. 5i`Z`U`Y`Y][Ybh]W`"GY`f`YfZfYi`]W`]gh`Z`f
a`]W`UVYfž`XUgg`k]f`X]Y`A Y]ghYfdfi Zi b[`YfZc`[fY]W`]b`XYb`BE F!
F U\`a`Yb`Ui`Z`@Yj`Y`gYW`g`]bhY[f]Yfh`\UVYbž`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]ghYfgž`X]Y`:`chc[fUZb`\UVYb`XYb`A`Y]ghYfh]hY`
gc[Uf`UV[YgW`UZZh`"; YfUXY`]a`@VYbga`]hhY`VYfY]W`k`UfY`XUg
UVYf`Y]b`VYXYb`]W`Yf`K`Y[``8]Y`bnhY[fUh]cb`]b`XYb`BE F!F U\`a`Yb
V]YhYh`Y]bY`G]W`Yf\Y]hž`XU`a`Ub`b]W`h`gc`Y]W`h`Ui`g`X]YgYa
F U\`a`Yb`Ui`g[YgW`cggYb`k`YfXYb`_Ubb``]W`XYb`_Yž`XUg`]gh`Y]b
YbhgW`Y]XYbXYf`A`Y]YbghY]b`Z`f`X]Y`Ni`_i`bZi"
a`Ni [Y`X]YgYf`BYi`Yfi`b[`k`i`fXYb`bUhi`f]W`Ui`W`X]Y`?i`fgY`i`bX
Dfi`Z`b[Yb`[fi`bX`Y[YbX`i`VYfUfVY]hYh`8YfnY]h`VYZ]bXYb`k`]f`i`bg`]b
XYf`YfghYb`9j`U`i`]Yfi`b[gd`UgYž`k`]f`g]bX`VYfY]hg`gY]h`Z`bZ`U\`fY
U`_h]j`i`bX`a`i`ggYb`]bgVYgc bXYfY`]a`6YfY]W`8][]hU`]g]Yfi`b[
5bdUggi`b[Yb`]c`fbY\`a`Yb`"9g`YfZ`h`a`]W`a`]h`Ghc`nž`XUgg`k`]f`]b
C ghYffY]W`bi`b`Y]bY`\YfUi`gfU[YbXY`5i`gV`]Xi`b[`UbV]YhYb
_cbbYb`"K`]f`\UVYb`\]YfZ`f`U`Y`[Ya`Y]bgUa`Ub`Y]bYa`GhfUb[
[Ync[Yb`i`bX`X]Y`A`Y]ghYfdfi`Z`b[`j`cb`; fi`bX`Ui`Z`bYi`[YghU`hYh`
F U]a`i`bX`D`Ui`hnž`Fi`Xc`Z`A`Ybn`ž`5b`U`@cfYbW`hž`K`c`Z[Ub[`GY]X`
ž`F U]b\UfX`? U]bnž`]W`i`bX`]Y`Y`UbXYfY`\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\hž`XUgg`a Ub`XYb`H]hY``žA Y]ghYf`Ž \fYb
i bX`b`XYb`DUgg`Y]bhfU[Yb`XUfZ`5``YfX]b[g`k UfbY`]W\`XUj cfž`XYbb
Ub`XYf`; fYbnY`k Y]» `b]Ya UbX`gc`fYW\hž`k Ug`XUg`XYbb`VYXYi hYb
gc``"i Vf][Ybg.`K Ybb`X]Y`Dfi Ž b[`]b`8Yi hgW\`UbX`[Ya UW\h`k]fXž
XUfZ`a Ub`XYb`H]hY``žA Y]ghYf`b]W\h`Ž \fYb"

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

K]``VU`X`A UbX`.` ǂž`Ui 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_] fg`dcg]h]cb]Yfhž`UVYf`i bgYf`: `Y]gW\gca`a Y`]Yf`]gh
Ui ggW\`Y]» `]W\`Ž f`A Y]ghYf`cXYf`?i W\Yba Y]ghYf`i bX`V]YhYh`Y]bY
Yfgh`Ugg][Y`i bX`Ž 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_h]j`hUh]["
GY]h`Y]b][Yf`NY]h`f]W\hYb`k]f`X]Y`@UbXYg`Y\`f`]b[gk YhVYk YfVY`Ž f
XUg`[YgUa hY`@YVYbga]hY`\UbXk Yf_`[Ya Y]bgUa`Ui g``8]YgY
k YfXYb`bi b`i bhYf`XYa`BUa Yb`ž b]cfG_]``g`Xi fW\`[YŽ \fh"
Ni gUhn`]W\`[]Vh`Yg`X]Y`GhUUhga Y]ghYfgW\Užž`X]Y`5i ghf]UbG_]``gž
XUg`g]bX`X]Y`6i bXYg`Y\`f`]b[gk YhVYk YfVY"K]f`\UVYb`VYfY]hg
YffY]W\hž`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]hž`UVYf`Yg`Ui Žh[i h`i bX`XUfi VYf`ŽfYi Y`]W\
a]W\`gY\`f"K Ug`Ymh`bcW\`Ui gghY\hž`]ghž`XUgg`XYf`6Yfi ZXyg
: `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`⇒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_X]hYb`i VYfdfi 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_X]Y»`]W_X]j cb`Gi dYfa Uf`hYb
U`g`gmghYa fY`Yj UbhY`J Yfgcf[Yf`[YgdfcW_XYb`k i fXYž`k U\`fYbX`k]f
: `Y]gW_XYf`b]W_Xh`Y]ba U`Yfk U\`bh`k i fXYb" `a `<]bhYf!`i bX`ja
J cfXYf[fi bX`\UVYb`k]f`b]hYbg]j `XUfUb`[YUfVY]hYhž`XUgg`X]Y`Dc`h]_
i bg`b]W_Xh`j Yf[]ggh"K]f`_cbbYb`7cfcbU`bi b`YXcW_X`U`g
i VYfghUbXYb`VYhfUW_XhYb"K]f`:`Y]gW_XYf`a i ggYb`Y\`f`]W_X`gY]b.`K]f
g]bX`[i h`Xi fW_X`X]Y`7cfcbU!NY]h[Y`_ca a Yb"BUhi f`]W_X`k Uf`XYf
K Y[ZU`X`XYf`; Ughfcbca]Y`gW_Xa Yfn`U`Zž`UVYf`[fi bXgUhn`]W_X`\Uh
g]W_X`X]Y`G]hi Uh]cb`a]hYfk Y]Y`ghUV`]g]Yfh"

: `Y]gW_X / `7c.`K]Y`gY\`Yb`G]Y`X]Y`U`_hi Y`Y
G]hi Uh]cb3

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[`Zi f`i bgYfY`6Yhf]YVY`XUf" `b`XYb
j Yf[Ub[YbYb`A cbUhYb`\UVYb`k]f`j Yfgi W_Xhž: cfXYfi b[Yb`Zi f
9bYf[]Y`i bX`UbXYfY`: cfa Yb`XYf`i bhYfghi hni b[`Ui ZXYb`K Y[`ni
Vf]b[Yb"BUhi f`]W_X`_Ubb`a Ub`Ui W_X`6fi ggY`U`g`<YfUi gZcfXYfi b[
Zi f`i bgYfY`5fVY]h]b`XYf`b`bi b[`VYhfUW_XhYb"9g`[]Vh
J YfcfXbi b[Yb`cXYf`9bhk i fZYž`X]Y`i bgYfYb`6Yhf]YVYb`i bX`XYf
DfcXi _hg]W_XYf\`Y]hi bX`!j]Y`ZU`h`Yf\`YV`]W_X`gW_XUYb`_cbbhYb"

8]Y`4 b[ghY`5b[Y`Y[Yb\`Y]h`a]h`B]hf]h`]gh`bi f`X]Y`Gd]hY`XYg
9]gVYf[g" <]Yf`a i ggYb`k]f`b]hYbg]j `@cVVmUfVY]h`Y]ghYbž`i a `X]YgY
ž`XYb`ni a]bXYgh`Yhk Ug`ni `YbhgW_XUfZYb"J cf`U`Ya `5b_U`@cfYbW_X
gYhnh]g]W_X`a]h`j]Y`9b[U[Ya Ybh`XUZi f`Y]bž`XUgg`k]f`\]Yf`Y]bYb
j Yfbi bZh[]Yb`K Y[`Y]bgW_X`U[Yb`_cbbYb"5VYf`XUg`[Y\`cfh`ni a
[Ubn`bcfa U`Yb`K U\`bg]bb`i bgYfYf`5fVY]h"

: `Y]gW_X / `7c.`<Uh`g]W_X`]b`XYb`Y`hnhYb`(\$
>U\`fYb`j]Y`j YfUbXYfh3

K j`jVU`X`A UbX`. . A Y]bYf`A Y]bi b[`bUW`g]bX`X]Y
J YfUbXYfi b[Yb`[fUj]YfYbX"K jf`\UVYb`Y]bY`i VYfa UW`h`XYf`
Gi dYfa Uf_hY`i bX`A Uf_h_YhhYbž`XYfYb`J Yf_Ui ZgZUW`Y`]b
C ghYffY]W`Ybcfa`]gh"

K jf`:`Y]gW`Yf`a UW`Yb`YX][`]W` , ž(`i`XYg`J Yf_Ui Zgj c`i a Ybg`Ui g
`i bX`XUg`hY]Yb`k jf`i bg`Ui W`bcW`a]h`XYf`8]fY_hj Yfa Uf_hi b["
?`Ufž`XUg`gW`a Yfnh`i bg`Yf`YV`]W`"5`g`]W`]b`XYb` , \$Yf!đ\`fYb
VY[Ubbž[UV`Yg`X]YgY`Gi dYfa Uf_hY`b]W`h"5`g`X]Y`YfghYb`XUbb
YfcZbYhYbž`XUW`hYb`k jf`b]W`hj]Y`XUVY]ž`XYbb`k Ug`gc`hYb`X]YgY
A Uf_hY`gW`cb`a]h`:`Y]gW`a UW`Yb3`8cW`VU`X`k i fXYb`k jf`Y]bYg
6YggYfYb`VY`Y`fh"

: `Y]gW` / `7c. `K Ug`_Ubb`a Ub`hi b3

K j`jVU`X`A UbX`. . 8]Y`Gi dYfa Uf_hY`g]bX`XUž`XU`[]Vh`Yg`b]W`hg
a Y`f`ni`hi b"8Ug`9]bn][`Y`]ghž`X]Y`?cbgi a YbhYb`bcW`U_hj] Yf
XUfUi Z`Ui Za Yf_gUa`ni`a UW`Ybž`XUgg`g]Y`a]h`YXYa`9]b_Ui Z`Y]bY
9bhgW`Y]Xi b[`hfYZZYb"8]Y`6chgW`UZh`a i gg`gY]b. ?Ui Z`fY[]cbU`ž
XUa]h`\]ZghXi`XYf`@UbXk]fhgW`UZhž`XYf`@UbXgW`UZhž`XYb
@VYbga]hhY`!<UbXk Yf_Yfbž`XYf`K YfhgW`cdŽ b[`i bX
i bhYfghi hnh`Ui W`XUg`H]Yfk c`\ž`XY]bY` ; Ygi bX`Y]h`i bX`b]W`hni
j Yf[YggYb`XYb` ; Ybi gg"

K jf`:`Y]gW`Yf`_cbbYb`nY][`Ybž`k c`Yf`XUg`:`Y]gW`ghUa`a hž`k]Y`Yg
Ui Z[Ync[Yb`k i fXYž`i bX`V]YhYb`Y]bY`\UbXk Yf`_]W`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]W`bi b[`gW`cb`Ub[Y`[Y`YVhYf`5`hU["

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

K j`jVU`X`A UbX`. . ÆW`V]b`[fc»Yf`:`Ub`XYf`8]fY_hj Yfa Uf_hi b[ž
k jf`\UVYb`Ui W`nU`\fY]W`Y?ccdYfUh]cbYb`a]h`XYf
@UbXk]fhgW`UZh"8Ug`DfcV`Ya`]gh`8Ug` ; Yk YfVY`a i gg`U`Y
fYW`h]W`Yb`6YX]b[i b[Yb`YfŽ`Ybž`i bhYf`Y[h`5i ZU[Yb`]b`6Yni [
Ui Z`<m[]YbY`i bX`j]Y`Yb`UbXYfYb`5gdY_hYb``k U`fYbX`XYf

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

≠W`a cW`hY`YXcW`XYb`@UbXk]fhYb`b]W`hg`k Y[bY\`a Ybž`]a
; Y[YbhY]`"GY]h`J\`fYb`gYhY`]W`a]W`XUŽ f`Y]bž`XUgg`X]Y
F Ua YbVYX]b[i b[Yb`Ž f`XUg`< UbXk Yf`_j YfVYggYfh`k YfXYb`"9]bY
J YfVYggYfi b[`VYXYi hYhž`XUgg`X]Y : cfXYfi b[Yb`Yf\`c\`h`k YfXYbž
XUgg`X]Y`DUi gW`U`]Yfi b[Yb`Ub[Y\`cVYb`k YfXYb`i bX`gc`k Y]hYf"
5_hi Y`V]b`]W`j]Y`i bhYfk Y[gž] cb`XYb`@UbXYgfY[]Yfi b[Yb`V]g`ni
XYb`A]b]ghYf]Ybž`i a`X]YgY`5b`]Y[Yb`j cfUbni hfY]VYb`"C ghYffY]W
j YfŽ [h`i VYf`Y]bY`VY]bXfi W_YbXY`@UbXk]fhgW`UZhž`i bX`k]f`g]bX
XUb`_VUfž`XUgg`Yg`bcW`6Ui Yfb`[]Vh`8 YfYb`5fVY]h`a i gg`nk Y]ZY`cg
UbYf`_Ubbh`k YfXYb`"; `Y]W`nY]h][`XUfZ`a Ub`YXcW`XUg`; Yk YfVY
b]W`h`Ui g`XYb`5i [Yb`j Yf`]YfYb`"I bgYfY`Dc`]h]_`a i gg`XUg
@VYVbga]hhY`\UbXk Yf`_]b`]fY`I VYf`Y[i b[Yb`a]hY]bVYn]Y\Yb"
B]W`h`bi f`k U\`fYbX`XYf`DUbXYa]Y`\UVYb`k]f`[YnY][hž`XUgg`k]f`U`g
; Yk YfVY`ni j Yf`Ugg][`g]bX`

: `Y]gW` / `7c.`K Ug`g]bX`≠ fY`6c hgW`UZhYb`Ub
X]Y`Dc`]h]_3

K]`]VU`X`A UbX`.` ≠C ghYffY]W`j Yf`]YfYb`k]f`U\`f`]W`nk]gW`Yb
* \$`i bX`+\$`6Yhf]YVY`]bg[YgUa h`@YX][`]W`VY`]XYb`?cbX]hcYb`i bX
XYb`BU\fi b[gl`i bX`; Ybi gga]hhY`dfcXi nYbhYb`]gh`Y]b`Y]W`hYf
5bgh]Y[`ni`j YfnY]W`bYbž] cf`U`Ya`Ui Ž[fi bX`XYf`9]b!DYfgcbYb!
I bhYfbY\`a Yb`f9DI gŁ`]b`X]YgYb`6fUbW`Yb`"K]f`a i ggYb`ghUbX][
XUfUi Z`\]bk Y]gYb`i bX`XUfUb`UfVY]hYbž`XYf`Dc`]h]_`_Ufni a UW`Ybž
XUgg`Yg`i bhYf`XYb`XYfnY]h][Yb`k]fhgW`UZh`]W`Yb`6YX]b[i b[Yb
bU\Yni`i ba c[`]W`]ghž`]b`XYf`5fh`i bX`K Y]gY`ni`k]fhgW`UZhYbž`k]Y
k]f`Yg`hi b`a i ggYb"

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

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

K j``VU`X`A UbX`. 8Ugg`g]W\`X]Y`F U\`a YbVYX]b[i b[Yb`Zi f`XUg
; Yk YfVY`j YfVYggYfbž`XUa`h]g]W\`X]Y`6Yhf]YVY`Yb`k`jW_Y`b`_cbbYb"
8Ugg`X]Y`6Yhf]YVY`b]W\`h] Yf[YggYb`ni`_U`_i`_]YfYbž`VYgcbXYfg`]b
NY]hYb`k`jY`X]YgYb"Jcf`U`Y`a`k i bgW\Y`jW\`a`j f`UVYfž`XUgg`Yg
Ui gfY]W\YbX`BUW\k i W\g`Zi f`i bgYfY`YfUi gfU[YbXYb`6Yhf]YVY
[]Vh"

:`Y]gW\ /`7c.`A]h`UbbYf`&\$&(`hfYhYb`G]Y`j cb
=fYb`5a hYfb`ni fi W_`k`jY`k`j fX`Yg
k Y]hYf[Y\Yb3

K j``VU`X`A UbX`. =W\`k YfXY`ja`5df]`* - "`=W\`V]b`gW\cb`j`jY`ni
`Ub[Y`]b`XYb`i b_h]cbYbž`UVYf`Yg`k Uf`gW\k`jYf[ž`BUW\Zc`[Yf`ni
Z]bXYb"Bi b`\UVYb`k`j f`UVYf`Y]bY`dYfZY`hY`A UbbgW\UZh`b`K`jYb
k`j fX`a`Y]b`BUW\Zc`[Yf`@Yc`>]bXfU`ž`XYf`Ui W\`X]Y`@A 5_
i VYfbY\`a`Yb`k`j fXž`gY]bY`GhY`j YfhfYhYf`k YfXYb`ægYZ`GW\fc`h`i bX
FU]a`i bX`D`Ui`h`"@UbXYg]bbi b[ga`Y]ghYf`k`j fX`F`Y]b`UfX`ægYZ
<cbYXYf`i bX`Fi Xc`Z`K`Y[gW\U]XYf`k`j fX`i UW\`[fi ddYbgdfYW\Yf"
i f`X]Y`UbXYfYb`i b_h]cbYb`a`i ggYb`bcW\`i YgdfUW\Y`[YZi \fh
k YfXYb"

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

K j``VU`X`A UbX`. =W\`k YfXY`g]W\Yf`jW\`k Y]hYf\]b`a`Y]bYa`Gc\b
ja`6Yhf]YV`\Y`ZYbž`k`Y]`a`j f`X]Y`5fVY]h`Y]bZUW\`GdU»`a`UW\h`5VYf
]W\`fYXY`a`Y]bYa`Gc\b`b]W\hg`XfY]b`9f`Zi \fh`XYb`6Yhf]YV
[fUbX]cg"

=W\`UVY`gY]h`&\$`U\`fYb`Y]b`k i bXYfgW\cbYg`K`cW\YbYbX\Ui`g`i bX
k Uf`V]g\Yf`j`jY`Y]W\h`) \$`A`U`Xcfh`<]Yf`k YfXY`jW\`a`Y]bY`DYbg]cb
[Yb]Y»Ybž`Y]b`V]ggYf`k UbXYfb`i bX`g]W\Yf`jW\`Ui W\`a`j h`a`Y]bYf
: fUi`Ui`Zi`f`Ui`V`ZU\`fYb`i bX`bUhi`f`jW\`UVY`jW\`Ui W\`bcW\
a`Y]bY`9b_Y`_]bXYf"@Ub[k`Y]]`[`k`j fX`a`j f`b]W\h`G]W\Yf`b]W\h`

6Ygi W\Yb'GjY'i bg'Ui Z.'ZY]gW'i bXWc"Uh