ARTS3243

F Ya U_]b[˙B Uh fY. ˙H\Y ˙Dc`]h]Wg ˙cZ 6]ch YW\bc`c[m

HYfa ˙C bY ˙ ˙## ˙&\$%-

7ci fgY Cj Yfj]Yk

GHUZZ 7cbHUWh 8YHU]`g

7cbjYbcfg

BUaY	9aU]`	5jU]`UV]`]hm	@cWUh]cb	D\cbY
B]Wc`Ug FUgaiggYb	B"FUgaiggYb4ibgk"YXi"Ui	dcghYX cb AccXY	AcfjYb 6fckb ' %(	-',) '&' *% YaU]`]Zbc Ubgk Yf

GWXcc` 7cbHUWh =bZcfa Uh]cb

GWXcc` cZ <ia Ub]hYg UbX @Ub[iU[Yg

@cWh]cb. GWXcc` CZ   Ub]h

7ci fgY 8YHU]`g

7fYX]h Dc]bhg *

Gi a a Ufm cZ h\Y 7ci fgY

Gi V YWh 5fYU 7 h[da _ W fS^ g_ S [f]We

H\g Wci fgY Yl Ua]bYg k \Uh a Ubm\Uj Y WU YX h\Y WVbhi fm cZ h\Y [YbY UbX]hg dch YbhU Zcf fYg\Ud]b[h\Y Ybj fcba YbhUbX i a Ubm 6 chYWbc c mWUb VYi bXYfgccX Ug U gcWU ždc]W\U UbX W i fU dfc Ywi Ug a i WUg U h YWb]WU `bY h 4b h\g Wci fgY k Y Wcbg]XYf h\YgY ]ggi Yg h\ fci [ h\Y df[ ga cZ WcbhYa dcfUfm Ybj fcba YbhU h\ b\_[žXfUk ]b[ cb U a i h]X]g]W]d]bUfmhcc `_h fca `gWWY bW ghi X Yg fGHGLž W h fU UbX dc]h]WU h\Y cfmžUbX gc c m W c `W U Y fYbfUW h\Y Ya Yf[YbW cZ V]chYWbc c mfca `hg YUfm a U []b[h\fci [h\g Ya Yf[YbW Ug U fUU dfc Ywi]b h\Y k YbhYh\ WYbhi fmžUbX Yl d cfU fUb[Y cZWcbhYa dcfUfm WUgY!ghi X Yg i WX Ug A ¿ccXž [YbY h\YfUdmžV]c!dfcgdYWh]b[žUbchYWbc c mUbX gmbh\Yh\VWžc c m Mci k]``\Uj Y h\Y cddcfhi b]hmhc gY YWh]ggi Yg i WU Ug h\YgY Zcf XYYdYf Yl d cfUhcb]b] fci fdfc YWhg]bj c j Yb [`bXYdYbXYbhfYgYUfW\ UbX UbU `mg]g"

7ci fgY @YUfb]b[Ci hWca Yg

1. 9l d U]b h\Y \]ghcfm]WU ždc]`h\WU UbX W i fU Wcbhl l hg h\Uh\Uj Y g\UdYX h\Y Ya Yf[YbW cZ V]chYWbc c mUbX h\Y V]cgW]YbWg
2. 5bU mgY h\Y]bhfgYWh]cbg VYk YYb [YbYh]Wg fYgYUfW\ UbX g\]Zg]b VcbhYa dcfUfm dc]h\WU cf[Ub]gUh]cb UbX Ybj]fcba YbhU `dfUWh]VY
3. 5dd mgY YWhYX Wg]W U Wcbfym Uddfcl WUYg UbX WbWdhi U `hcc `g hc i bXYfghUbX]b[h\Y gcW]U UbX Ybj]fcba YbhU `UgdYWhg cZ V]chYWbc c mUbX h\Y V]cgW]YbWg
4. 5dd mg _]g cZ Wfh]WU `UbU `mg]gždfcVYa gc j]b[`UbX]bhYfdfYhUh]cb]b Vch\ k f]hhYb cf UbX ! WUgg X]gWi gg]cbg
5. 7cbXi W]bXYdYbXYbhfYgYUfW UbX XYa cbghfUhY U WU dUVU]]hmhc UggYa V Yž gmbh\YggYgY UbX Wca a i b]WUhY fYgYUfW ž]bX]b[g UbX UbU `mh]WU `]bh Yfdf h UhUcbg

HYUWX]b[GhfUhY[ ]Yg

H\g Wci fgY fYei]fYg ghi XYbhg hc Yb[U[Y k]h\ \] [\ ! Yj Y `UbU `mg]g] WU WbWdg]b h\Y Wcbhla dcfUfmV]cgWYbWg"]k `fYei ]fY fYZYYWh]j Y UbX gY Z fY\]jYWh]cbž WU `UUfbl]b[hc `Yh h\Y Uf k ]h\ `U WUdUWbym hc UggYa V Y UbX gmbh\Yg]gY `b]Zca `UHcb fca U `fUb[ Y cZgci fWg UbX X]gW]d]bUfmUWUi\_[ fci bXg" H\Y Wci fgY U `gc]b] fYei]fY ghi XYbhg hc Udd `mh\YgY ]bg][\g ]b U `fWU!k cf X Yl Ua d Y UbX hc Wca d YhY U Ų cf d]YWW cZUggYgga Ybh h\Uh\Uj Yl Ua]bYg h\Yf WUdUV]]`]h]Yg hc Xc h\g" H\YgY cV YWh]j Yg k]``VY UWX]Yj YX h\fci [ \YWi fYgž]b!XYdh\ ]h hcf]U `X]gWi gg]cbgž]bXYdYbXYbhfYgYUfW UbX h\Y dfYdUfUh]cb cZUggYgga Ybh h\Uh\Ug g" ]k `cfYfXž cf ghi XYbhg hc XYj Y `cd h\Y `fca g cZ f]h\ b] WU `fYZYYWh]cb bYWYggUfmZcf h\]g Wci fgYž dUfh]Wi dUh]cb ]b h\ hcf]U X]gW]gg]cb k ]``VY Ya d\Ug]gYX UbX g fYZYWhYX]b h\Y UggYgga Ybh g WYXi Y"

5ggYgga Ybh

H\Y¨]ghcZWcifgYfYUX]b[gUbXhYgWXYi Y cZk\Uhmci k]``VYYldYWYXhcfYUXžcfYUWXkYY_fjVinn[fci d`XgW`ggcbžg`dcghYX`cb`hYWcifgYA ccX`Y`g`hYffYUX]b[g`j`U`@Y[Ubhc`dcfhU`Ł"

5ggYgga YbhHUg_g

5ggYgga YbhHUg_	K Y][\h	8i Y8UhY	Ghi XYbh@YUfb]b[CihWca Yg5ggYggYX
6i nn`[ fci d`fei]nfi	%$ı	K YY_`m]b`Hi hcf]U`	%ž&ž(
F YgYUfWX`Dfc YWh/ `9ggUm	)$ı	' A Um&$%- /(.$$DA	%ž&ž ž(ž)
7 cbWYgg`YggUmg	($ı	k YY_`mžUh( da `+XUmg`UZhYf hYXUhY`k\Yb`hcd]Wk Ug cZZYfYX	%ž&ž

5ggYgga Ybh8YHU]`g

5ggYgga Ybh%`6i nn`[fci d`fei]nfi

GHUfhXUhY.`Bch5dd`]WUV`Y

8YHU]`g.`Ghi XYbhgfidUfh]W]dUh]cb`]b`hi hcf]U`X]gWi gg]cbg`k]``VY`UggYggYX`hfci [\ci h`h\Y`Wci fgY`cb`U DUgg# U]`VUg]g`UWWcfX]b[`hc`k \Yh\Yf`h\Y]fX]gWi gg]cb`[ fci d`]bhY``[YbhmaUXXfYggYX`U`gYhei Ygh]cb`Zcf X]gWi gg]cbžUbX`h\Y`]bX]j]Xi U``ghi XYbh`Ug`cVgYfj YX`hc`UWh]jY`midUfh]W]dUhY"`9UWX`k YY_`h\]`h hcf]U` X]gWi gg]cb`ei Ygh]cb`dfYdUfY`ghi XYbhg`hc`k f]h`i i d`h\Y`cdh]cbU``k YY_`mYggUmhcd]W`fYVY`ck `Ł"`: YYXVUW_`Vm dfca dh`]bX]j]Xi U``Ya U]``]b`h\Y`Yj YbhU`ghi XYbhX]X`bchDUgg`]b`U`k YY_"

Gi Vm]gg]cb`bchYg.bc`k]h\Yb`gi Vm ]gg]cb`]g`bjc`j YX

Hi fb]h]b`gYhh]b[ .`H\]g`]g`bchU`Hi fb]h]b`Ugg][ba Ybh

5ggYgga Ybh&`F YgYUfWX`Dfc YWh/ `9ggUm

GHUfhXUhY.`Bch5dd`]WUV`Y

@Yb[h\.`&*$$`a]bž`&$$`a UI

8YHU]`g.`F YgYUfWX`dfc YWhžk \]WX`a UmVY`WcbXi WhYX`Vm`[ fci dg`cZi d`hc`h\fYY`ghi XYbhgžk ]b`U``$$$`k cfX YggUmUg`h\Y`UggYggYX`ci hWca Y"`5``ghi XYbhg`]b`U`[ fci d`gi a `]hgUa Y`YggUmUbX`fYWY]j Y`gUa Y`a Uf_`` Ghi XYbhg`k ]`\Uj Y`U`WX`WY`cZ`hcd]Wgžk \]WX`k ]``U``Yb`[ Y`hYa `hc`Wcbg]XYfWcfflWbhfU``Wci fgY`h\Ya Yg" Ghi XYbhg`k]``VY`Yl dYWhYX`hc`a U_Y`i gY`cZWci fgY`fYUX]b[ g`UbX`Wcbi Wh]bXYdYbXYbhfYgYUfWX" K f]hhYb`ZYYXVUW_"`H\]g`]g`h\Y`Z]bU``UggYgga Ybhžcf`UhYbXUbWYd`i fdcgYg"

5XX]h]cbU``XYHU]`g.

Ghi XYbhg`k]``VY`YbWci fU[ YX`hc`dfcdcgY`h\Y]f`ck b`hcd]Wg`Vm`K YY_`)"`5`ghUbXUfX`hcd]Wk ]``U`gc`VY`]ggi YX Vm`K YY_`)žk \]WX`a i ghVY`XcbY`VmUbmcbY`k \cgY`dfcdcgYX`fYgYUfWX`dfc YWhhcd]Wk]g`bchUddfcj YX"`5`` YggUmg`Wc!Ui       ggUmg`cgY`dfcdcgYX`fYgYUfWX`dfc YWhhcd]Wk ]g`bchUddfcj YX"`5``

Gi Va]gg]cb cZ 5ggYgga Ybh HUg_g

Hi fb]h]b Gi Va]gg]cb

Zmci YbWci bh Yf U dfcV Ya k \Yb Uhh Ya dh]b[hc gi Va]hmci f Ugg][ba Ybh h fci [\ Hi fb]h]bž d YUgY
h Yd\cbY 9I h YfbU Gi ddcfh cb -' ,) ' ' ' %cf Ya U]`h Ya cb Yl h YfbU h hgi ddcfh4 i bgk "YXi "Ui " Gi ddcfh
\ci fg UfY , .$$Ua – %$.$$da cb k YY_XUmg UbX - .$$Ua –) .$$da cb k YY_YbXg f1 *) XUmg U mYUfŁ" Zmci
UfY i bUV Y hc gi Va]hmci f Ugg][ba Ybh Xi Y hc U Zi h]k h\ Hi fb]h]b mci a UmUdd`mZcf Ub Yl h Ybg]cbž Vi hmci
a i ghfYHU]b mci f]]W_Yhbi a VYf Zcma 9I h YfbU Gi ddcfhfU cb[k h\ Ubmch Yf fY Yj Ubh XcW a Ybhgž hc
]bWi XY Ug Yj]XYbW hc gi ddcfhmci f Yl h Ybg]cb Udd`WUh]cb" Zmci Ya U]` 9I h YfbU Gi ddcfhmci k]``

5WUXYa]W<cbYghmUbX D`U[ ]Uf]ga

D`U[ ]Uf]ga]g i g]b[h\Y k cfXg cf]XYUg cZ ch\Yfg UbX dfYgYbh]b[h\Ya Ug mci f ck b"˙h\Ub h_Ya Ubm
Zcfa gž Zca XY`VYfUhY WXYUh]b[ hc UWW]XYbhU`mW cdm]b[Zca U gci fWY k]h ci hUW_bck `YX[Ya Ybh

I BGK [fci dg d`U[ ]Uf]ga]bhc h\Y Zc``ck]b[WUhY[cf]Yg.

7cdm]b[. i g]b[h\Y gUa Y cfj Yfmg]a]Uf k cfXg hc h\Y cf][ ]bU`hYl hcf ]XYU k ]h ci hUW_bck `YX]b[h\Y
gci fWY cf i g]b[ei chUh]cb a Uf_g"H\]g U`gc Udd`]Yg hc a U[Yg žUfhUbX XYg][b dfcYWUg ž Ug k Y``Ug
dfYgYbhUh]cbg k \YfY ca YcbY dfYgYbhg Ubch\Yf g]XYUg cf k cfXg]h ci hWfYX]h

ĐUddfcdf]UhY dUfUd\fUg]b[. 7\Ub[]b[U ZYk k cfXg UbX d\fUgYg k \]`Y a cghmfYhU]b]b[ h\Y cf][ ]bU`
ghfi Whi fY UbX#cf dfc[fYgg]cb cZ]XYUg cZ h\Y cf][ ]bU`ž UbX ]bZca Uh]cb k ]h ci hUW_bck `YX[Ya Ybh H\]g U`gc
Udd`]Yg]b dfYgYbhUh]cbg k \YfY ca Ycb Y dUfUd\fUgYg Ubch\Yfg]XYU cf k cfXg k]h ci hWfYX]hUbX hc
d]Wh]c[Yh\Yf ei chYg UbX dUfUd\fUgYg]bhc U bYk k \c`ž k]h ci hUddfcdf]UhY fYZYfYbW]b[

7c``i g]cb. k cf_]b[ k ]h ch\Yfg Vi hdUgg]b[ cZZ h\Y k cf_Ug U dfYgcb’g ]bX]j]Xi U`k cf_"7c``i g]cb U`gc
]bWi XYg dfcj]X]b[mci f k cf_ hc Ubch\Yf ghi XYbhVYZcfY h\Y Xi Y XUhYž cf Zcf h\Y di fdcgY cZ h\Ya

- i bXYfghUbX`mci f`f][`\hg`UbX`fYgdcbg]V]`]h]Yg`Ug`U`gh`XYbh`UhI BGK

- VY`Uk UfY`cZd`U[ ]Uf]ga žW`dmf][`\h]žI BGK `Gh`XYbh`7cXY`cZ7cbXi Wh`UbX`5WWYdhUV`Y`I gY`cZ I BGK `=7H`F Ygci fW`Yg`Dc`]Wh

- VY`Uk UfY`cZh`Y`gh`UbXUfXg`cZVY\Uj]ci f`Yl dYWh]YX`cZYj Yfmcb`Y`]b`h`Y`I BGK `Wca a i b]hm

- `cWW`h`Y`gYfj]W]g`UbX`]b]cfa Uh]cb`UVci h`I BGK `UbX`I BGK `@]VfUfm

Gca Y`cZh`Y`gY`UfY`Ug`k]``VY`Za ]]]Uf`hc`mci žch`Yfg`k ]``VY`bYk "; U]b]b[ `U`gc`]X`i bXYfghUbX]b[ `cZU``h`Y fY`UhYX`UgdYWh`g`cZ9@G9`k ]``\Y`d`mci `a U_Y`h`Y`a cgh`cZmci f`gh]XYg`UhI BGK "`
\h]d.##gi V`YWh[ i ]XYg"`]VfUfm`i bgk "YXi "Ui #`Y`]gY#UVci h`Y`]gY

5WUXYa]W=bZcfa Uh]cb

: cf YggYbh]U`ghi XYbh]b Zcfa Uh]cb fY`Uh]b[`hc.

- fYei Yghg Zcf YlhYbg]cb/
- `UhY gi Va ]gg]cbg [ i]XY`]bYg/
- fYj]Yk cZa Uf_g/
- I B GK `<YU`h\ `UbX GUZYhmidc`]W]Yg/