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|---|---|---|---|---|
|  |  |  |  |  |

# 7ci fgY 8YHU]`g

## 7fYX]h Dc]bhg *

## Gi a a Ufm cZ h\Y 7ci fgY

Gi V´YWh5fYU. EbS` [eZ S` V >Sf[ 3_ Wd[US` EfgV[¥e
H\g Wci fgY WUb U gc VY ghiX]YX ]b h\Y c``ck ]b[ gdYW]U]gUh]cb. 7gdabW S` EfgV[¥e

K \Uh a_Ygg ]cbhYa dcfUfm GdU]b gi WX U ZUgW]bUh]b[ d`UWY ]g h\Y ]a a YbgY UbX ZYbYh]WWX]Ub[ Y h\Ug
i bXYf[ cbY UbX h\Uh\Ug ža UbmUf[ i Yž dfcXi W U bYk Wci bhfm ß¨ Ygg h\Ub \U ZU´WY bhi fmžU
dfYXca ]bUbhmifi fU žU[ f]W hi fU gcW]Yhm\Ug VYYb hUbgžcfa YX ]bhc U a U]b´mi fVUb UbX hYWbc`c[ ]WU`
cbY "5 ( $!mYUfX]VUWhcfg]d h\Ug VYWca Y U XYa cWfUWh"CbY cZ h\Y k cf Xfgi a cgh WYbhU`]gYX ghUhYg \Ug
VYYb´a UXY ]bhc cbY cZ h\Y a cghXYWYbhU`]gYX "5 gcW]Yhmh\Uh k Ug ]bhYbgY´mgYj Yi U`mf YdfYggYX \Ug
VYWca Y U´bcUV´mdYfa ]gg]j Y cbY"H\YfY \Ug VYYb U fYj c`i h]cb ]b h\Y fc`Yg cZa Yb UbX k ca Yb"5bXž
GdU]b \Ug Y]dYf]YbWYX U gi f[Y]b ]a a ][fUh]cb h\Uh\Ug h]fbYX ]hž h\Y gdUWW`cZ ↑ gh U Zk ´mYUfgž]bhc U
a i ´h]!Yh\]b]WgcW]Yhm´ h\g Wcbh´Y hcZ`WUb[Yžh\Y hcd]Wg Yl d´cfYX ]b h\Y Wci fgY]bWi XY´bUh]cbU´]ga UbX
bUh]cbU´]XYbh]hmž´]h\YfUfm dfcXi W h\Wcbžh\Y Ufhgža YX]Už YbXYf´UbX gYl i U`´]hmž9i fcdYUb]gUh]cbž`Ub[ i U[ Yg
UbX fY[ ]cbU´]ga žfY`][ ]cbžUbX Z]YghUg"

H\g Wci fgY]g hUi [ \h ]b 9b[`]g\ UbX k ]h´fUX]cb[ g]b 9b[`]g\"

## 7ci fgY @YUfb]b[ Ci hWca Yg

%" X]gWi gg h\Y X]ZZfYbhhmdYg cZW` h fU dfUW]WYgžhfYbXg UbX ]ggi Yg ]b a cXYfb GdU]b
&" UddfU]gY h\Y ]a dcfhUbWY cZW` h fU dfUW]WYgžhfYbXg UbX ]ggi Yg ]b a cXYfb GdU]b
'" ]bj Ygh[ UhYU dUfh] WU´Wi fU dfUW]WYžhfYbX UbX#cf]ggi Y ]b h\Y WcbhYl hcZWcbhYa dcfUfm GdU]b

## HYUWX]b[ GhfUhY[]Yg

H\g´Yj Y´ Wci fgY]g WcbXi WhYX h\fci [ \``YWhifYg UbX hi hcf]U`g ]b k \]W U Wh]j Y dUfh] W]dUh]cbž dUfh[ ]dUhcb
UbX Yb[ U[ Ya Ybh]g Yl dYWhYX "9UW k YY_ UgdYWhž Whcp]Wk ] ``VY h\Y ZcW gcZ h\Y Wci fgY´a YYh]b[ g"H\Y
Z`UWW hc ZUWW \ci fg UfY gi dd`Ya Ybh´X k ]h`cb`]bY UWh]j ]h]Yg fY`UhYX hc h\Y fUX]b[ g"H\Y Wci fgY]g
cf[ Ub]zYX Ufci bX WcfY UbX gi dd`Ya Ybh UfmfYUX]b[ g"Gh XYbhg UfY Yl dYWhYX hc \Uj Y fUX h\Y WcfY
fYUX]b[ ]bUXj UbWW UhU ]b]a i a "H\Y WcfY fUX]b[ g fYei ]fYgh XYbh\hc UhhU]b U bYWWggUfm Yj Y cZ
_bck ´YX[ YUgfYei ]fYX Zcf h´ fU Wca dYhYbWW UbX ]fh\Yf ghi Xm´H\Y gi dd´Ya YbhUfmfYUX]b[ g Yfj Y
dUfh[ UgUb U]X hc h\Y d ghi XYbhg [ Yhghfhd k ]h`]XYbh]Zm]b[ ´chY´gci fWYg ´cf h\Y fYgUfW`YggUm"

H\Y fUX]b[ g dfcj ]XYh\Y VUg]g ´cf X]gW gg]cb"H\fci [ \X]gW gg]cbk Yk ]``Yb[ U[ Yh\Y gWX]c`Ufg]d cZ h\Y
Z]Y X"

: fca `h\Y ; i ]XY]bYg cb @YUfb]b[ h\Uh±bžcfa HYUWX]b[ gh XYbhg Wca a i b]UhY´b]žcfa Uh]cb ]XYUg UbX
Uf[ i a Ybhg Vch\ cfU´mUbX]b k f]h]b[ " H\Ym[ Uh\Yf UbX dfcWYgg]bžcfa Uh]cb Zca U j Uf]YhmcZdUdYfžUi X]c!
j ]gi U` UbX Y´YWfcb]Wgci fWg"H\Ymi gY =HYZZY

# 5ggYgga Ybh

5gg][ba Ybhg a igh\Uj Y U dfcdYf m Wca d YhYX GWXcc 5ggYgga Ybh 7cjYfg\YYh k ]h Y XYWUfUh]cb g][bYX UbX XUhYX Vm \UbX" H\Y 7cjYfg\YYh Ub VY Xck b cUXYX fca \hhdg.##\U "Ufhg "i bgk "YXi #ghiXYbhg#Wci fgYg#Wci fgY!ci h]bYg#

## 5ggYgga Ybh HUg_g

| 5ggYgga Ybh HUg_ | KY][\h | 8iY 8UhY | GhiXYbh @YUfb]b[ CihWca Yg 5ggYggYX |
|---|---|---|---|
| :]bU `9ggUm | ()ı | &*#$(#&\$%- \$(.\$\$ DA | %ž&ž |
| Hi hcf]U `Dcfhzc`]c | &)ı | Bch 5dd`]WUV`Y | & |
| 7 `Ugg DfYgYbhUh]cb UbX 5bbchUhYX 6]V`]c[fUd\m | '\$ı | Bch 5dd`]WUV`Y | &ž |

## 5ggYgga Ybh 8YhU]`g

5ggYgga Ybh % :]bU `9ggUm

GhUfh XUhY. Bch 5dd`]WUV`Y

@Yb[h\. &)\$\$ k cfXg ]bWiX]b[ V]V`]c[fUd\m

8YhU]`g. Mci bYYX hc k f]hY U &)\$\$!k cfX YggUm cb U hcd]WUbX ]bWiXY U V]V`]c[fUd\m cfUhYUghhhYb UWUXYa ]Wgci fWWg Wcbgi `hYX ]b XYjY`cd]b[ h\Y YggUmi g]b[ <5FJ5F8 fYZYfYbW]b[ `ghmY" H\Y Z]bU `YggUm bYYXg hc VY i d`cUXYX h\fci [\ HIFB=H=B UbX ]g ]bX]j]XiU `"Mci k ]``fYW]j Y k ]h\Yb ZYYXVUW_"+k ]``VY []jYb ]b Vf]WWg k ]h\ ]bX]j]XiU `Wca a Ybhg"

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

±b Zcfa i `Uh]b[ U hcd]W mci a igh dcgY h\Y h\YhY Ug U ei Ygh]cb" H\fci [\ h\Y YggUmž mci k ]``Ubgk Yf h\Y ei Ygh]cb"

Mci bYYX hc fYgYUfWX U hcd]WfY`YjUbh hc GdUb]g\ dcpi `Uf Wi`hifY Vi hX Z YfYbhf Zca h\Y cbY WXcgYb Zcf h\Y [ cci p dfYgYbhUh]cb" Mci bYYX hc ]bWiXY U V]V`]c[fUd\mi g]b[ <5FJ5F8 fYZYfYbW]b[ `ghmY" \hhdg.#ghiXYbh i bgk "YXi `Ui #Ufj UfX!fYZYfYbW]b[

±b Zcfa i `Uh]b[ U hcd]Wž mci a igh dcgY h\Y h\YhY Ug U ei Ygh]cb" H\fci [\ h\Y YggUmž mci k ]``Ubgk Yf h\Y ei Ygh]cb"

8UhY gi Va ]gg]cb K YY_ %\$ž &*#(#%- Uh (da

Gi Va ]gg]cb bchYg.Mci bYYX hc i gY < 5F J 5F 8 fYZYfYbW]b[ ghmY" \hdg.##ghXYbh i bgk "YXi "Ui #UfjUfX! fYZYfYbW]b[

Hi fb]h]b gYh]b[ . H\]g Ugg][ba Ybh]g gi Va ]hYX h\ fci [ \ Hi fb]h]b UbX ghXYbg Xc bch gYY Hi fb]h]b g]a ]Uf]hm fYdcfhg"

5ggYgga Ybh &. Hi hcf]U DcfhZc ]c

GhUfh XUhY. Bch 5dd]WUV Y

@Yb[ h\.%) $$

8YHU]`g.

UXXfYgg UWUXYa ]Wgci fW g cb`mi g]b[ `< 5 F J 5 F 8 `fYZYfYbW]b[ `ghmY"

Mci `k ]`` HU_ ž B C H F 958" Mci `k ]`` \Uj Y `hc i d ¨ cUX`mci f`k cf_`hc i f`cb`]bY `YUfb]b[ `d Uh Zcfa `A ccXY cb h\Y XUm cZ h\Y dfYgYbh Uh]cb UbX VYZcfY W Ugg" H\Y [ fci d bYYXg hc VY dfYdUfYX hc fYgdcbX ei Yghcbg Zfca `h\Y WUgg UbX ]bghfi Whcf"

5 `]ghc Z hcd]Wg hc W ccgY Zfca `k ]`` VY [ ]j Yb Vm h\Y `YWi fY cf h\Y [ fci d WUb WcgY h\Y]f ck b"

## 5 ttYbXUbWY! F Yei ]fYa Ybhg

5 ttYbXUbWY cZ YWhi fYg UbX hi hcf]U`g ]g a UbXUhcf]`b h\]g Wci fgY" I bYl W gYX UVgYbWY Zca a cfY h\Ub &\$ı cZ hi hcf]U`g k ]``fYgi `h ]b h\Y Uk UfX cZ U ZU]` [ fUXY"

±b YWhi fYg UbX hi hcf]U`g mci k ]``UWh]jY`mYb[ U[ Yk ]h\ WcfY Wci fgY WcbhYbhž YbUV`]b[ mci hc UhhU]b 7 @C `%"

## 7 ci fgY GWXYXi `Y

### H]a YHUV`Y

| 8 UhY | HmdY | 7 cbhYbh |
|---|---|---|
| K YY_ `%`, `%, : YVfi Ufm! `&( : YVfi Ufm | @YWhi fY | GdUb]g\ B Uh]cbU`]XYbh]hmž U a mh\ 3 |
| K YY_ `&, `) : YVfi Ufm! A UfWX | @YWhi fY | : fUbWcž `* mYUfg cZ X]WhUhcfg\]d" 9 `; i Yfb]WU" |
| K YY_ `' . `( A UfWX ! `%\$ A UfWX | @YWhi fY | A cbUfWXmUbX XYa cWfUWmž 5 `` fX F Ydi V`]W3 |
| K YY_ `( . `%% A UfWX ! `%+ A UfWX | @YWhi fY | B Yk ZUa ]`mž U i Yg UbX [ YbXYr fYdfYgYbhUh]cbg" H\Y WUgY cZ 5 `a cXï j Uf" |
| K YY_ `) . `% A UfWX ! `&( A UfWX | @YWhi fY | 6 Ugei Yg UbX 7 UhU`Ubg ž k \c UfY h\Ym UbX k \Uh Xc h\Ym k Ubh3 |
| K YY_ `* . `&) A UfWX ! `' % A UfWX | @YWhi fY | Hci f]ga UbX ghYfYchmdYg" H\Y V]fh\ cZ Hci f]ga d\cV]U" |
| K YY_ `+ . `%5 df]` ! `+ 5 df]` | @YWhi fY | E i Ygh]cbg cb A ][ fUh]cb UbX h\Y bYYX hc VY`cb[ " |
| K YY_ `, . `', 5 df]` ! `%( 5 df]` | @YWhi fY | : ]bUbW]U` 7 f]g]g UbX Dc`]h]WU` 7 cffi dh]cb" |
| K YY_ `- . `%) 5 df]` ! `&% 5 df]` | @YWhi fY | GdUb]g\ gYbgY cZ \i a ci f" |

# F Ygci fWYg

## DfYgWf]VYX F Ygci fWYg

H]hY H\Y B Yk GdUb]UfXg

5i h\cf >c\b < ccdYf

Di V`]g\Yf DYb[ i ]b 5Xi `h &$$*

€6B $%( %$%* $-( ž-+, $%( %$%* $-&

@Yb[ h\ (), dU[ Yg

GY YWhYX UX UdhYfg k ] VY ]bX]WUhYX k YY_ m

## F YWca a YbXYX F Ygci fWYg

5XX]h]cbU` gWc Uf`m Ufh]WYg k ] VY dcghYX cb A ccX`Y k YY_ m

: @A G F 9E I F 98 : CF H< G 7CI F G9

H\Y g_]b = ]j Y]b VmDYXfc 5`a cXcj Uf

< c`m 7Ua d Vm >" 5a Vfcg]UbX 7Ujc

CZZ 7ci fgY Vm BUW\c ; "J Y]`U"

5``]a g Uj U`UV`Y B 9H: @L

## 7ci fgY 9j U`i Uh]cb UbX 8Yj Y`cda Ybh

7ci fgYg UfY dYf]cX]WU`mfYj ]Yk YX, UbX ghi XYbhg' ZYYXVUW_ ]g i gYX hc ]a dfcj Y h\Ya "  : YYXVUW_ ]g [ Uh\YfYX i g]b[ j Uf]ci g a YUbg ]bW`i X]b[ I BGK 'g 7ci fgY UbX HYUW\]b[ 9j U`i Uh]cb UbX =a dfcj Ya Ybh fl7 5H9 = dfcWYgg"

Gi Va ]gg]cb cŽ 5ggYgga Ybh HUg_g

## Gi Va ]gg]cb cŽ 5ggYgga Ybh HUg_g

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

Žmci YbWci bh Yf U dfcV Ya k \Yb UhhYa dh]b[ hc gi Va ]hmci f Ugg][ba Ybh h\fci [ \ Hi fb]h]b bž d YUgY hY Yd\cbY 9I h YfbU `Gi ddcfhicb - ', ) '' ' ' %cf Ya U]` hY cb YI h YfbU hY hgi ddcfh4 i bgk "YXi "Ui "" Gi ddcfh \ci fg UfY ', . $$Ua – %$. $$da cb k YY_XUmg UbX -. $$Ua – ) . $$da cb k YY_YbXg f] *) XUmg U mYUfŁ" Žmci UfY i bUV Y hc gi Va ]hmci f Ugg][ba Ybh XiY hc U ŽUi `hk ]h\ Hi fb]h]b mci a UmUdd`mŽcf Ub YI hYbg]cbž Vi h mci a i ghfYHU]b mci f ]W_Yhbi a VYf Žca 9I h YfbU `Gi ddcfhfU`cb[ k ]h\ Ubmci h\Yf fY`Yj UbhXcWa YbhgŁ hc ]bWi XY Ug Yj ]XYbW hc gi ddcfhmci f YI hYbg]cb Udd`]WUh]cb" Žmci Ya U]` 9I h YfbU `Gi ddcfhmci k ]` Ui hca Uh]WU`mfYWj Y U h]W_Yhbi a VYfž Vi h]Žmci hY Yd\cbY mci k ]` bYYX hc gdYW]ŽWU`mUg_ Žcf cbY" Hi fb]h]b U`gc dfcj ]XYg i dXUhYg cb h\Y]f gmghYa `ghUhi g cb Hk ]hhYf"

; YbYfU `mž UggYgga Ybh HUg_g a i ghVY gi Va ]hhYX Y YWfcb]WU`mj ]U Y]h\Yf Hi fb]h]b cf U A ccX Y Ugg][ba Ybh ±b]bghUbWg k \YfY h\]g ]g bchdcgg]V Yž h]k ]` VY ghUhYX cb mci f Wci fgY Y'g A ccX Y g]hY k ]h\ U`hYfbUh]j Y gi Va ]gg]cb XYhU]`g"

: cf ]bŽ cfa Uh]cb cb \ck hc gi Va ]h Ugg][ba Ybhg cb`bY j ]U A ccX Y. \hhdg.##ghi XYbh i bgk "YXi "Ui #\ck ! gi Va ]h Ugg][ba Ybh a ccX Y

5WUXYa ]W< cbYghmiUbX D`U[ ]Ufga

D`U[ ]Ufga ]g ig]b[ h\Y kcfXg cf ]XYUg cZ ch\Yfg UbX dfYgYbh]b[ h\Ya Ug mci f ckb"·h\Ub h\U_Y a Ubm
Zcfa gž Zca XY`VYfUhY WXYUh]b[ hc UWW]XYbhU`mWcdm]b[ Zca U gci fWY k ]h\ci h UW_bck `YX[Ya Ybh"

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

7cdm]b[.ig]b[ h\Y gUa Y cfj Yfmg]a ]Uf kcfXg hc h\Y cf][ bU`hYI hcf]XYU k ]h\ci h UW_bck `YX[ b[ h\Y
gci fWY cf ig]b[ eichUh]cb a Uf_g"H\]g U`gc Udd`]Yg hc a U[Ygž UfhUbX XYg][ b dfcZYWhgž Ug k Y``Ug
dfYgYbhUh]cbg k \YfY cca YcbY dfYgYbhg Ubch\Yf'g ]XYUg cf k cfXg ]h\ci h WfYX]h"

]bUddfcdf]UhY dUfUd\fUg]b[.·7\Ub[]b[ U ZYk k cfXg UbX d\fUgYg k ]\]Y a cgh]mfYhU]b]b[ h\Y cf][ bU`
ghfi Wi fY UbX#cf dfc[ fYgg]cb cZ]XYUg cZ h\Y cf][ bU`ž UbX ]bZca Uh]cb k ]h\ci h UW_bck `YX[Ya Ybh"H\]g U`gc
Udd`]Yg ]b dfYgYbhUh]cbg k \YfY cca YcdUfUd\fUgYg Ubch\Yf'g ]XYUg cf kcfXg ]h\ci h WfYX]h"UbX hc
d]WU]b[ hc[ Yh\Yf ei chYg UbX dUfUd\fUgYg ]bhc U bYk k \c`Yž k ]h\ci h Uddfcdf]UhY fYZYfYbW]b["

7c``ig]cb. k cf_]b[ k ]h\ ch\Yfg Vi hdUgg]b[ cZZ h\Y k cf_ Ug U dYfgcb'g ]bX]j]Xi U` k cf_"7c``ig]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 ghi XYbh Uhl BGK
- VY Uk UfY cZ d`U[ ]Uf]ga žW dmf][\hž I BGK Ghi XYbh 7cXY cZ 7cbXi Wh UbX 5W/XYdhUV`Y I gY cZ I BGK =H F Ygci fWYg Dc`]Wm
- VY Uk UfY cZ h\Y ghUbXUfXg cZ VY\Uj]ci f YldYWhYX cZ Yj Yfmcb Y ]b h\Y I BGK Wca a i b]hm
- `cWUhY gYfj]WYg UbX ]bZcfa Uh]cb UVci h I BGK UbX I BGK @]VfUfm

Gca Y cZ h\YgY UfYUg k ]`` VY Za ]`]Uf hc mci ž c\\Yfg k ]`` VY bYk "; U]b]b[ `U`gc\X ]i bXYfghUbX]b[ cZ U``h\Y fY`UhYX UgdYWhg cZ9@G9 k ]`` \Y`d mci `a U_Y h\Y a cgh cZ mci f ghi XYg Uhl BGK "`
\hhd.##gi V/YW[ i ]XYg"`VfUfm i` bgk "YXi "Ui #`]gY#UVci hY`]gY

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By Natalia Ortiz

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