

Sommario Rassegna Stampa

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,O VLWR XWLQJJD FRNLH DQFKH GL WHUJH SDUWL SHU RIULUH VHUYLJL LQ OLQHD FRQ OH
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HVHJXLWL GDO &RUR GDOO.HQV
VRFLHWj ILODUPRQLFD GL 9HUH
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\$SHUWXUD VWUDRUGL
GHOOD 9LOOD *URFN OXVHR GH
JLDUGLQR LQ YLD)DQQ\ 5RQFD

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SUHLVWRULFR GHL %DOJL 5RVVL WXWWL L OX
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,QDXJXUDJLRQH PRVWUD GHOO-DUL\
WLWROR ¶6LPEROL. 9LD 'ULWWD %RUGLJK

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¶\$UWHDP &83 . D HGLJLRQH PF
QDJLRQDOH GL DUWH FRQWHPSRUDQHD D FXU
SUHPLDJLRQH GRPHQLFD RWWREUH DOOH I
&DYDOORWWL GD PDUWHGu D VDEDWR K
OXQHGu ILQR DDL. LQWRVREUH

,QDXJXUDJLRQH GHOOD PRVWUD ¶ GRQ
=RQWD FOXE 6DQUHPR +DOO GL SRUWD WHD'

3HU OD 6WDJLRQH DXWXQQDOH GHL ¶OD
GHOO-DOOXQDJJLR)UDQFR ODOHUED SUHVHC
/D OXQJD VWUDGD SHU DUULYDUH DOOR VSD:
&DYDOODUR 7HDWUR GHOO-2SHUD GHO &DVL
SRVWL

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/HJLRQH GL SURYD JUDWXLWD GHO
ELPEL DQQL /R 6SDJLR 9XRWR LQIR

/HJLRQH GL SURYD JUDWXLWD GHO
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3HU O-XOWLPR DSSXQWDPHQWR GL ¶
9DWWHRQH SUHVHQWD LO OLEUR ¶&DODWD &)
3DUDVLR 3LDJJD 3DJOLDUL LQ FDVR GL PDOV
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GRPHQLFD VHWWHPEUH

7XWWL JOL DSSXQWDPHQWL H
PDQLIHVVDJLRQL GL RJJL
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VDEDWR/HWWHPEUH

7XWWL JOL DSSXQWDPHQWL H
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GRPHQLFD VHWWHPEUH LQ
5LYLHUD H &{WH G \$}XU
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YHQHUGVHWWHPEUH

7XWWL JOL DSSXQWDPHQWL H
PDQLIHVVDJLRQL GD YHQHUG
GRPHQLFD VHWWHPEUH LQ
5LYLHUD H &{WH G \$}XU
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JLRYHG/HWWHPEUH

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GRPHQLFD VHWWHPEUH LQ
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7XWWL JOL DSSXQWDPHQWL H
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PDQLIHVVDJLRQL GL VDEDWR
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9LVLWD JXLGDWD ¶,O JLDUGLQR GL 9LO
&DVWHOOR GDO JLDUGLQR GHOOD YLOOD VXE
ERUJR PHGLHYDOH VRYUDVWDWD GDOOD IRL
5LWURYR DOOD IHUPDWD EXV GL OLQHD D 9LC
EXV LQ 3LD]JD ,9 1RYHPEUH DOOH LQIR

7XWWL JOL DSSXQWDPHQWL H
PDQLIHVVD]LRQL GD YHQHUG
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,QFRQWUR GL GHOOH SURSRVWH GL 6HU
,WDOLDQD VFDGHQJD EDQGR RWWREUH &I
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&RQIHUHQJD FRQ YLGHR GL -XOLHQ 6LPP
OHJJHQGD QHOODQQLPD]LRQH IUDQFR JLDSSR
GHL)UDQFHVLVWL %LEOLRWHFD &LYLFD YLI

¶6DQUHPR&DQWD1DSROL. D HGL]LRQH
LQWHUQD]LRQDOH GHGLFDWR DOOD FDQ]RQH
1XRYL 7DOHQWL WUD LQWHUSUHWL H DXWR
9LWD LQ 'LUHWWD H 0LULDP &DQG XUUR DWI
&DVLQz LQJUHVVOR OLEHURSLQRIBO VHVV

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\$SHUWXUD DO SXEEOLFR GHOOD 9LO
VXR JLDUGLQR LQ YLD)DQQ\ 5RQFDWL &DUOI
VHWWHPEUH

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(VSRVL]LRQH GDO WLWROR ¶\$UW HG
\DFKWV LO QXRYR OXVVR FRQWHPSRUDQHR.
O.\$, \$ 3 4XDL \$QWRLQH HU LQJUHVVOR C

HVLPR ¶0RQDFR <DFKW 6KRZ. LO
FRPSDJQLH GL \DFKWLQJ GL OXVVR H XQ FHQ
3RUW +HUFXOH ILQR ~~SL~~• LQVWREUH

3HU OD UDVVHJQD ¶+DSS\ +RXU 0XVLFD
FDPHUD GHO 4XLQWHWWR ,QYLFWXV FRQ *pUI
WURPED 'DYLQ 3DXYHUW FRUQR \$QGUHD &I
:LHOJRVLN WXED ,Q SURJUDPPD *HRUJHV
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¶\$UWHDP &83 . D HGL]LRQH PF
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SUHPLD]LRQH GRPHQLFD RWWREUH DOOH |
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OXQHGu ILQR ~~SL~~• LQVWREUH

*LRUQDWD GL ¶6HOILH &DVWLQJ. SHU OD
\$ULVWRQ &RPLF 6HOILH DSHUWR DL JLRYDQL
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¶6DQUHPR&DQWD1DSROL. D HGL]LRQH
LQWHUQD]LRQDOH GHGLFDWR DOOD FDQ]RQH
1XRYL 7DOHQWL WUD LQWHUSUHWL H DXWR
9LWD LQ 'LUHWWD H 0LULDP &DQG XUUR DW
&DVLQz LQJUHVVOR OLEHURSULQRIBO VHWV

5DVVHJQD GL 0XVLFD 6DFUD. D HGL]LR
6LQIRQLFD GL 6DQUHPR GLUHWWD GDO of 'D'
DOO·RUJDQR &KLHVD 6DQWD 0DULD SHJQDIF

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/H]LRQH GL SURYD JUDWXLWD GHC
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HVLPR ¶0RQDFR <DFKW 6KRZ. LO
FRPSDJQLH GL \DFKWLQJ GL OXVVR H XQ FHQ
3RUW +HUFXOH ILQR SLQ LQVHWWHPEUH

7KXUVGD\ /LYH 6HVVLRQ FRQ 1LQHW\ V (
)RUXP 0RSDFRQIR

f 0RQWH &DUOR *DOD IRU WKH *OREDO
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SL·LQIR

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¶6DQUHPR 3KRWR IHVWLYDO. D WHPD ¶,
PXVLFD. PRVWUH LQFRQWUL SUHVHQWD]LR
VWDPSD ZRUNVKRS FRQIHUHQ]H H SURLH]LR
6SD]LYLVLYL 'LUH]LRQH DUWLVWLFD GL 0DXL
3DODILRUL GL FRUVR *DULEDOGL ILQR DO

¶\$UWHDP &83 . D HGL]LRQH PF
QD]LRQDOH GL DUWH FRQWHPSRUDQHD D FXU
SUHPLD]LRQH GRPHQLFD RWWREUH DOOH
&DYDOORWWL GD PDUWHGu D VDEDWR K
OXQHGu ILQR DSL·LRVHREUH

6DQWD 0HVVD SHU JOL 6SRUWLYL RIILFL
6DQ 5HPR 0RQVLJQRU \$QWRQLR 6XHWWD (YH
O·\$VVHVVRUDWR 7XULVPR H 6SRUW GHO &RP)
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,QFRQWUR SURPRVVR GDOOD 6,'() 6RFL
6DQUHPR QHOO DPFLWR GHO SURJUDPPD ¶&E
6LPRQSLHUL GRFHQWH GL OHWWHWDWXUD I
LQ 3LD]]D %RUHD G 2OPR

¶6DQUHPR&DQWD1DSROL. D HGL]LRQH
LQWHUQD]LRQDOH GHGLFDWR DOOD FDQ]RQH
1XRYL 7DOHQWL WUD LQWHUSUHWL H DXWR
9LWD LQ 'LUHWWD H 0LULDP &DQG XUUR DW
&DVLQz LQJUHVVOR OLEHURSULQRIBO VHWV

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VXR JLDUGLQR LQ YLD)DQQ\ 5RQFDWL &DUOI
VHWWHPEUH

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7RPLOLQ ODERUDWRULR GL GLVHJQR SUHVVR

5DVVHJQD GL 0XVLFD 6DFUD· D HGLJLR
6LQIRQLFD GL 6DQUHPR GLUHWWD GDO of 'D'
DOO·RUJDQR &DSSHOOD GHO 6DFUR &XRSL·
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,O FRQYHQWR GHL 5 5 3DGUL 'RPHQLFI
JUDWXLWD GHOOD SDUWH PHGLHYDOH GHO F
'RPHQLFDQL GL 7DJJLD LQJUHVVFR FRQYHQW
GL OLQHD 9LOOD %RVHOOL RSSXUH D 7DJJLD

'LPRVWUDJLRQH VSRUWLYD D FXUD GL
FRSHUWR D 7DJJLD

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¶2NWR%((5IHVW· L FRPPHUFLLDQWL
O DVVRFLLJLRQH 6DQ 0DWWHR DFFROJRQR L
JDVWURQRPLFKH PHQWUH EDQG 0HUFHQDU
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3LDJJD 7RUUH 6DQWD 0DULD DQFKH GRPDQL

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¶)HVWD GHOOD 7UDQVXPQJD· WUH
PHVWLHUL H DOOD YDORULJJDJLRQH GHL SUR
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VHWWHPEUHURJUDPPD D TXHVWR OLQN

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&RQFHUWR FRQ LO JUXSSR 7ZLQ \$SSOH
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¶6DQUHPR 3KRWR IHVWLYDO· D WHPD ¶,
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VWDPD ZRUNVKRS FRQIHUHQJH H SURLHJLR
6SDJLYLVLYL 'LUHJLRQH DUWLVLVFLD GL 0DXL
3DODILRUL GL FRUVR *DULEDOGL ILQR DO

f &DPSLRQDWR ,WDOLDQR GL ELOLDUG
DL SXQWL TXDOLILFDJLRQL 6DOH GHO &
SL· LQIR

3UHPLD]LRQH &RQFRUVL H *DUH 3RHVL
3LWVXUD *LRFR GHOOH FDUWH QHOO·DPELV
VXRL IUXWWL· ILQDQ]LDWR GDO 0LQLVWHUR G
2UPRQG

'HILOq GL 0RGD QHOO·DPELWR GHOO·HYI
SUHVHQWDR GD &ULVWLDQR *DWWL HG (OHC
&DVLz· LQIR

\$SHUWXUD GHOOD 9LOOD 5RPDQD G
9LOOD 0DWXWLD VLWR DUFKRRR]LFR FRQ L
URPDQD H FRQ DQQHVVR XQ FRPSOHVVR WHU
FLFODELOH D ULGRVVR GHO PXUR VXG GHO &I

6SHWVDFROR GL 3DROD 7XUFL FHQD \
ELFFKLHUDWD VSHWVDFROR HXUR RUH
SUHQRW]LRQL LQIR

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FRQ ¶5LFRPLQFLR GD · FRQ LO &DQWDQWH
)UDQFR)DVDQR H GHOO FDQWDQWH)UDQFH
6DQUHPR&DQWD1DSROL &RQGFRQR 0DV
'LUHWWD H 0LULD &DQGXUR DWWULFH GI
GHOO·2SHUD SHO LQIRz

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&RQIHUHQJD GHGLFDWD DOO DQDWR
FRQWHQXWL QHOOD 3HOYL)HPPLQLOH H 0DVF
0HGLFR 6SHFLDOLVWD LQ 8URR]LD H &KLUX
0HGLFR 6SHFLDOLVWD LQ &KLUXUJLD 3ODVWL
)RL)LVLRWHUDSLVWD (VSHUWD LQ 5LDELOL
)DYHUR ODXUHDWR LQ 6FLHQ]H 0RWRULH *L
&RQIHUHQ]H 0XVHR GHOO·2OLYR &DUOR &DUC
JUDWXLWD

¶\$UPDYLOOH· VSHWVDFROR WHDWUDOH
GDOOD &RPSDJQLD 7HDWUDOH GHO 0XWR 6R
(XJHLR 5LSHSL 6SD]LR GL YLD 6DQWD /XFL
LQIR

3HU OD 6HWWLPDQD HXURSHD GHOO 0R
GHOO·\$QLPD YLDJLR LQ ELFL DWWUDYHUVR
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D 7HDWR FRQ OR VSHWVDFROR· 9LOOD *UR

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ELMRX[SLFFROR DQWLTXDULDWR *DUGLQL ;
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SUHQRW]LRQL

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¶&DPPLQDUH ID EHQH 0HPRULDO 0DQIL
SDVVHJJLDWD 0XQJR LO SDFR FRVWLHUR G
RUJDQL]DWD GDOOD 5HWH SHU O·,QYHFKLD
9LOOD %RVHOOL DUULYR D 9LOOD 1REHO GL

\$OOHQDPHQWR H SDUWLWD DPLFKHYROH
IHPPLQLOH 3DOHVWUD &RPXQDOH 5XILQL D

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¶2NWR%((5IHVW· L FRPPHUFQDQWL
O DVVRFQD]LRQH 6DQ 0DWWHR DFFROJRQR L
JDVWURQRPLFKH PHQWUH EDQG 0HUFHQDU
,VODQG H GM (O &RDFK H 0U 3LQN VL DOV
3LD]]D 7RUUH 6DQWD 0DULD

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(VFXUVLRQH FUHSXVFRODUH VXOOH DOW
HVFXUVLRQLVWLFKH GL 3RQHQRH ([SHULHQF

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&DPSLRQDWR 5HJLRQDOH /LJXUH 6FKRR·
3XJLODWR HOLPLQDWRULH GHO &DPSLRQDWR
SHU O·DFFHVVR DL &DPSLRQDWL 1D]LRQDOL
&DPSRURVVR LQ 9LDOH .HQQHG\

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3DUFQ \$YYHQWXUD VHL GLYHUVL S
FRQ DOWUHWWDQWL OLYHOOL GL GLIILFROWj
VDEDWL H GRPHQLFKH GL VHWWHPEUH 3DUF
&RVLR G·\$UURVFLD 66 &ROOH GL 1DYD L

¶)HVWD GHOOD 7UDQVXPQD]D· WUH
PHVWLHUL H DOOD YDORUL]]D]LRQH GHL SURQ
GHOOD 9DOOH \$UURVFLD (YHQWR D FXUD GH
VHWWHPEUH &SHURJUDPPD D TXHVWR OLQN

02/,1, ', 75,25\$

¶6DJUD GHL ILJOL GHL ILRUL IULWWL· F
YLYR LQL]LR DSHULFHQD RJQXQR SRUWD T)
VXSSRUWHG E\ 5REHUWR %RQD]LQJD K :
RUL]]RQWL· K -DP 6HVVLRQ K)UI

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HVLPR ¶0RQDFR <DFKW 6KRZ· XOW
RVSLWD OH PDJJLRUL FRPSDJQLH GL \DFKWLQ
VXSHU\DFKWV H PHJD\DFKWLQ]RUV +HUFXOH

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¶6DQUHPR 3KRWR IHVWLYDO· D WHPD ¶,(
PXVFLD· PRVWUH LQFRQWUL SUHVHQWD]LR
VWDPSD ZRUNVKRS FRQIHUHQ]H H SURLH]LRQ
6SD]LYLVLYL 'LUH]LRQH DUWLVWFLD GL 0DXL
3DODILRUL GL FRUVR *DULEDOGL ILQR DO

f &DPSLRQDWR ,WDOLDQR GL ELOLDUG
DL SXQWL TXDOLILFD]LRQL 6DOH GHO &D
SL· LQIR

D HGL]LRQH GHOOD PDQLIHVWD]LRQ
RUJDQL]]DWD GD /LRQV &OXE +RVW H) &RPS
SDUWLVFRODUH DL ¶GLYHUVLQ]RUV DELOL 3

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¶&RUUL SHU)DELROD· ² ¶ f 0HPRULDO)I
EHQHILFR FKH YHGH FRPH SDUWQHU H OH DV
0DUDWKRQ DOOH K FRQ LO PLQL SHUFRU'
JUDWXLWD FRPSHWL]LRQH SHU DGXOWL OX
NP SUHPLD]LRQL DOOH K 5LWURSYLR DOI

¶6LPXYH %XV· VHUYL]LR GL WUDVSRUWI
GL LQWHUHVH FLWWDGLQL \$QGDWD SDUW-
K ² ² ² ² 7DSSH
0\$5)RUWH GHOO \$QQXQ]LDWD *LDUGLQL +DC
SDUWHQ]D GDOOD 3LQHWD GHL %DO]L 5RVVL
*LDUGLQL +DQEXU\ 0\$5)RUWH GHOO \$QQXQ]
GRPHQLFKH VLQR DO RWWREUH

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f 7RUQHR UHJLRQDOH GL %XUUDFR &KI
SRVWR R SUHQRW]LRQL

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)HVWD GHOD /XPFD GHOD 9DOQHUYLI
GHO 0XOLQR· 3DODWHQG SGLLQRFDOLWj %LJD:

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3DUFR \$YYHQWXUD VHL GLYHUVL SI
FRQ DOWUHWWDQWL OLYHOOL GL GLIILFROWj
VDEDWL H GRPHQLFKH GL VHWWHPEUH 3DUF
&RVLR G·\$UURVFLD 66 &ROOH GL 1DYD L

¶)HVWD GHOD 7UDQVXPQ]D· XOWI
DJOL DQWLFLK PHVWLHUL H DOOD YDORU]]D]
HQRJDVWURQRPLFL GHOD 9DOOH \$UURVFLD
YDUO SURJUDPPD D TXHVWR OLQN

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¶*LRUQDWD GHL 6HQWLHUL /LJXUL /LJ
JLRUQDWD GL HVFXUVLRQL JXLGDWH HGXFD]
(YHQWR D FXUD GHO 3DUFR 1DWXUDOH 5HJLR
0HORVW SURJUDPPD D TXHVWR OLQN

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¶*LRUQDWD GHL 6HQWLHUL /LJXUL /LJX
GL HVFXUVLRQL JXLGDWH HGXFD]LRQH DPEL
FXUD GHO 3DUFR 1DWXUDOH 5HJLRQDOH GHO
RUH D 3DVVLR SHURJUDPPD D TXHVWR OLQI

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&RQFHUWR GL 0DUF *LDFRQH RUJDQLVV
(XURSHD GHO 3DWULPRQL SKDSROH GHV &D

6DQUHPR 1HZV QRQ VL DVVXPH UHVSQRVDEL
FDPELDPHQWR GHJOL HYHQWL H GHOOH GDW



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3ROLWLF
%RUGLJKHUD 5
VXOO DSSDOWF
1HWWHJJD 8UED
FL VRQR DWWL
SURWRFROODW
GHWWR GDO 6L

\$WVXDOLWj
.O QXPHUR XQL
IXQJLRQD EHQH
/LJXULD ULGR'
OH FKLDPPDW
LQDSSURSULDW
,QWHUYLVWD

&URQDFD
6DQUHPR FORF
FUHD XQ VDOR
SULYDWR VRWV
VFRSHUWR H VJ
GDOOD OXQLFL:

/HJJL WXWWH

SDUURFFKLD GL 6DQ 5RFFR \$OO·RUJDQR LO
ODVVD DOOD WURPED ODXUR %RWWLQL &RQ
GL 6DQ 6LUR

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\$SHUWXUD VWUDRUGLQDULD DO SXE
GHOOD 9LOOD *URFN 0XVHR GHO &ORZQ H GF
JLDUGLQR LQ YLD)DQQ\ 5RQFDWL &DUOL WX

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\$SHUWXUD VWUDRUGLQDULD GHO 0X
SUHLVWRULFR GHL %DOJL 5RVVL WXWWL L OX

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,QDXJXUDJLRQH PRVWUD GHOO·DUL\
WLWROR ¶6LPEROL· 9LD 'ULWWD %RUGLJK

3HU FRQRVFIUH WXWWL JOL HYHQWL GL RJJ
ZZZ PRQWHFDUORQHZV LW

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¶\$UWHDP &83 . D HGLJLRQH PF
QDJLRQDOH GL DUWH FRQWHPSTRUDQHD D FXU
SUHPLDJLRQH GRPHQLFD RWWREUH DOOH |
&DYDOORWWL GD PDUWHGu D VDEDWR K
OXQHGu ILQR ~~DSL·LQWR~~ WREUH

,QDXJXUDJLRQH GHOOD PRVWUD ¶ GRC
=RQWD FOXE 6DQUHPR +DOO GL SRUWD WHD'

3HU OD 6WDJLRQH DXWXQQDOH GHL ¶0D
GHOO·DOOXQDJJLR)UDQFR 0DOHUED SUHVHC
&DYDOODUR 7HDWUR GHOO·2SHUD GHO &DVL
SRVWL

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/HJLRQH GL SURYD JUDWXLWD GHO
ELPEL DQQL /R 6SDJLR 9XRWR LQIR

/HJLRQH GL SURYD JUDWXLWD GHO
DGXOWL /R 6SDJLR 9XRWR LQIR

3HU O·XOWLPR DSSXQWDPHQWR GL ¶
9DWWHRQH SUHVHQWD LO OLEUR ¶&DODWD &)
3DUDVLR 3LDJJD 3DJOLDUL LQ FDVR GL PDOV
*XDUQLHUL

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9LVLWD JXLGDWD ¶,O JLDUGLQR GL 9LO
&DVWHOOR GDO JLDUGLQR GHOOD YLOOD VXE
ERUJR PHGLHYDOH VRYUDVWDWD GDOOD IRL
5LWURYR DOOD IHUPDWD EXV GL OLQHD D 9LC
EXV LQ 3LDJJD ,9 1RYHPEUH DOOH LQIR

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GRPHQLFDHWWHPEUH

7XWWL JOL DSSXQWDPHQWL H
PDQLIHVVDJLRQL GL RJJL
GRPHQLFD VHWWHPEUH LQ
5LYLHUD H &{WH G \$}XU
K

VDEDWRHWWHPEUH

7XWWL JOL DSSXQWDPHQWL H
PDQLIHVVDJLRQL GL VDEDWR
GRPHQLFD VHWWHPEUH LQ
5LYLHUD H &{WH G \$}XU
K

YHQHUGVHWWHPEUH

7XWWL JOL DSSXQWDPHQWL H
PDQLIHVVDJLRQL GD YHQHUG
GRPHQLFD VHWWHPEUH LQ
5LYLHUD H &{WH G \$}XU
K

/HJJL OH XOWLPH GL \$JH

¶\$UWHDP &83 . D HGL]LRQH PF
QD]LRQDOH GL DUWH FRQWHP SRUDQHD D FXU
SUHPLD]LRQH GRPHQLFD RWWREUH DOOH |
&DYDOORWWL GD PDUWHGu D VDEDWR K
OXQHGu ILQR ~~SL~~• LQWRVREUH

,QFRQWUR GL GHOOH SURSRVWH GL 6HU
,WDOLDQD VFDGHQ]D EDQGR RWWREUH &[
LQIR

&RQIHUHQ]D FRQ YLGHR GL -XOLHQ 6LPF
OHJJHQGD QHOO•DQLPD]LRQH IUDQFR JLDSSR
GHL)UDQFHVLVWL %LEOLRWHF &LYLFD YLI

¶6DQUHPR&DQWD1DSROL. D HGL]LRQH
LQWHUQD]LRQDOH GHGLFDWR DOOD FDQ]RQH
1XRYL 7DOHQWL WUD LQWHUSUHWL H DXWR
9LWD LQ 'LUHWWD H 0LULDP &DQG XUR DW\
&DVLQz LQJUHVVOR OLEHURSU~~L~~•~~Q~~•~~R~~•~~I~~•~~B~~•~~O~~ VHWV

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\$SHUWXUD DO SXEEOLFR GHOO 9LC
VXR JLDUGLQR LQ YLD)DQQ\ 5RQFDWL &DUOI
VHWWHPEUH

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(VSRV]LRQH GDO WLWROR ¶\$UW HG
\DFKWV LO QXRYR OXVVR FRQWHP SRUDQHR•
O•\$, \$ 3 4XDL \$QWRLQH HU LQJUHVVOR C

HVLPR ¶0RQDFR <DFKW 6KRZ. LO
FRPSDJQLH GL \DFKWLQJ GL OXVVR H XQ FHQ
3RUW +HUFXOH ILQR ~~SL~~• LQWRVREUH

3HU OD UDVVHJQD ¶+DSS\ +RXU 0XVLFD
FDPHUD GHO 4XLQWHWWR ,QYLFWXV FRQ *pUI
WURPED 'DYLQ 3DXYHUW FRUQR \$QGUHD &|
:LHOJRVLN WXED ,Q SURJUDPPD *HRUJHV :
0DQFLQL (GXDUGR GL &DSXD H =HTXLQKD ~~SL~~•
LQIR

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¶\$UWHDP &83 . D HGL]LRQH PF
QD]LRQDOH GL DUWH FRQWHP SRUDQHD D FXU
SUHPLD]LRQH GRPHQLFD RWWREUH DOOH |
&DYDOORWWL GD PDUWHGu D VDEDWR K
OXQHGu ILQR ~~SL~~• LQWRVREUH

*LRUQDWD GL ¶6HOILH &DVWLQJ. SHU OD
\$ULVWRQ &RPLF 6HOILH DSHUWR DL JLRYDQL
~~SL~~• LQIR

¶6DQUHPR&DQWD1DSROL. D HGL]LRQH
LQWHUQD]LRQDOH GHGLFDWR DOOD FDQ]RQH
1XRYL 7DOHQWL WUD LQWHUSUHWL H DXWR
9LWD LQ 'LUHWWD H 0LULDP &DQG XUR DW\
&DVLQz LQJUHVVOR OLEHURSU~~L~~•~~Q~~•~~R~~•~~I~~•~~B~~•~~O~~ VHWV

5DVVHJQD GL 0XVLFD 6DFUD. D HGL]LR
6LQIRQLFD GL 6DQUHPR GLUHWWD GDO of 'D'
DOO•RUJDQR &KLHVD 6DQWD 0DULD ~~SH~~•~~Q~~•~~D~~•~~I~~•~~S~~

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/HJLRQH GL SURYD JUDWXLWD GHC
UDJD]]L /R 6SDJLR 9XRWR LQIR

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)HVWD 3DWURQDOH GHL 66 &RVLPD H 'D
3DSRQL

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HVLP R ¶0RQDFR <DFKW 6KRZ· LO
FRPSDJQLH GL \DFKW LQJ GL OXVVR H XQ FHQ
3RUW +HUFXOH ILQR ~~SLG LQV~~WWHPEUH

7KXUVGD\ /LYH 6HVVL RQ FRQ 1LQHW\ V ()
RUXP 0R ~~SDFR~~QIR

f 0RQWH &DUOR *DOD IRU WKH *OREDO
)RQGDJLRQH 3ULQFH \$OEHW , , GL 0RQDFR 7
SL· LQIR

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¶6DQUHPR 3KRWR IHVWLYDO· D WHPD ¶,(
PXVLFD· PRVWUH LQFRQWUL SUHVHQWDJLR
VWDPSD ZRUNVRS FRQIHUHQJH H SURLHJLRQ
6SDJLYLVLYL 'LUHJLRQH DUWLVLWLFD GL 0DXL
3DODILRUL GL FRUVR *DULEDOGL ILQR DO

¶\$UWHDP &83 · D HGLJLRQH PF
QDJLRQDOH GL DUWH FRQWHPSRUDQHD D FXU
SUHPLDJLRQH GRPHQLFD RWWREUH DOOH |
&DYDOORWWL GD PDUWHGu D VDEDWR K
OXQHGu ILQR ~~DSL· LQV~~REUH

6DQWD 0HVVD SHU JOL 6SRUWLYL RIILFL
6DQ 5HPR 0RQVLJQRU \$QWRQLR 6XHWWD (YH
O·\$VVHVVRUDWR 7XULVPR H 6SRUW GHO &RP)
6LUR

,QFRQWUR SURPRVVR GDOOD 6,'() 6RFL
6DQUHPR QHOO DPFLWR GHO SURJUDPPD ¶&E
6LPRQSLHUL GRFHQWH GL OHWWHWDWXUD I
LQ 3LDJJD %RUHD G 2OPR

¶6DQUHPR&DQWD1DSROL· D HGLJLRQH
LQWHUQDJLRQDOH GHGLFDWR DOOD FDQJRQH
1XRYL 7DOHQWL WUD LQWHUSUHWL H DXWR
9LWD LQ 'LUHWWD H 0LULDP &DQG XUR DW
&DVLQz LQJHVVR OLEHUR ~~SLG LQV~~IBO VHWV

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\$SHUWXUD DO SXEEOLFR GHOOD 9LOC
VXR JLDUGLQR LQ YLD)DQQ\ 5RQFDWL &DUOI
VHWWHPEUH

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1HOO·DPFLWR GHOOD PRVWUD ¶6LPEROL
7RPLOLQ ODERUDWRULR GL GLVHJQR SUHVVR

5DVVHJQD GL 0XVLFD 6DFUD· D HGLJLR

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6LQIRQLFD GL 6DQUHPR GLUHWWD GDO of 'D'
DOO·RUJDQR &DSSHOOD GHO 6DFUR &XRSLH·F
LQIR

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,O FRQYHQWR GH 5 5 3DGUL 'RPHQLFI
JUDWXLWD GHOOD SDUWH PHGLHYDOH GHO FF
'RPHQLFDQL GL 7DJJLD LQJUHVV FRQYHQWI
GL OLQHD 9LOOD %RVHOOL RSSXUH D 7DJJLD

'LPRVWUD]LRQH VSRUWLYD D FXUD GL S
FRSHUWR D 7DJJLD

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¶2NWR%((5IHVW· L FRPPHUF LDQWL
O DVVRF LD]LRQH 6DQ 0DWWRH DFFROJRQR L
JDVWURQRPLFKH PHQWUH EDQG 0HUFHQDU
,VODQG H GM (O &RDFK H 0U 3LQN VL DOV
3LD]D 7RUUH 6DQWD 0DULD DQFKH GRPDQL

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¶)HVWD GHOOD 7UDQVXP DQ]D· WUH
PHVWLHUL H DOOD YDORUL]D]LRQH GH SURC
GHOOD 9DOOH \$UURVLD (YHQWR D FXUD GH
VHWWHPEU SHURJUDPPD D TXHVWR OLQN

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HVLR ¶0RQDFR <DFKW 6KRZ· LO
FRPSDQLH GL \DFKW LQJ GL OXVVR H XQ FHQ
3RUW +HUFXOH ILQR SLQ LQVHWWHPEUH

&RQFHUWR FRQ LO JUXSSR 7ZLQ \$SSOH
0RQDFR %LEOLRWHS D·/RQILRV 1RWDUL

\$SHUR &RQFHUW FRQ 1RZKHUH HW 7KH
SL· LQIR

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¶6DQUHPR 3KRWR IHVWLYDO· D WHPD ¶,(
PXVLFD· PRVWUH LQFRQWUL SUHVHQWD]LR
VWDPSD ZRUNVKRS FRQIHUHQ]H H SURLH]LRQ
6SD]LYLVLYL 'LUH]LRQH DUWLVLWLF D GL 0DXL
3DODILRUL GL FRUVR *DULEDOGL ILQR DO

f &DPSLRQDWR ,WDOLDQR GL ELOLDUG
DL SXQWL TXDOLILFD]LRQL 6DOH GHO &D
SL· LQIR

3UHPLD]LRQH &RQFRUVL H *DUH 3RHVL
3LWXXUD *LRFR GHOH FDUWH QHOO·DPELV
VXRL IUXWWL· ILQDQ]LDWR GDO 0LQLVWHUR G
ZUPRQG

'HILOq GL 0RGD QHOO·DPELWR GHOO·HYI
SUHVHQWDWR GD &ULVWLDQR *DWWL HG (OHC
&DVLSL· LQIR

\$SHUWXUD GHOOD 9LOOD 5RPDQD G

9LOOD 0DWXWLD VLWR DUFKHRORJLFR FRQ L
URPDQD H FRQ DQQHVVR XQ FRPSOHVVR WHU
FLFODELOH D ULGRVVR GHO PXUR VXG GHO &I

6SHWWDFROR GL 3DROD 7XUFL FHQD \
ELFFKLHUDWD VSHWWDFROR HXUR RUH
SUHQRWDLRQL LQIR

¶6DQUHPR&DQWD1DSROL· D HGLJLRQH
FRQ ¶5LFRPLQFLR GD · FRQ LO &DQWDQWH
)UDQFR)DVDQR H GHOOD FDQWDQWH)UDQFH
6DQUHPR&DQWD1DSROL &RQGXRQR 0DV
'LUHWWD H 0LULDP &DQGXUUR DWWULFH GI
GHOO·2SHUD ~~SHO&D~~RLQz

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&RQIHUHQJD GHGLFDWD DOO DQDWRI
FRQWHQXWL QHOOD 3HOYL)HPPLQLOH H 0DVF
0HGLFR 6SHFLDOLVWD LQ 8URORJLD H &KLUX
0HGLFR 6SHFLDOLVWD LQ &KLUXUJLD 3ODVWL
)RL)LVLRWHUDSLVWD (VSHUWD LQ 5LDELOL
)DYHUR ODXUHDWR LQ 6FLHQJH 0RWRULH *L
&RQIHUHQJH 0XVHR GHOO·2OLYR &DUOR &DUC
JUDWXLWD

¶\$UPDYLOOH· VSHWWDFROR WHDWUDOH
GDOOD &RPSDJQLD 7HDWUDOH GHO 0XWXR 6R
(XJHQLR 5LSHSL 6SDJLR GL YLD 6DQWD /~~XFL~~
LQIR

3HU OD 6HWWLPDQD HXURSHD GHOOD 0R
GHOO·\$QLPD YLDJJLR LQ ELFL DWWUDYHUVR
LWLQHWDQWH GL H FRQ &ORULV %URVFD QHO
D 7HDWUR FRQ OR VSHWWDFROR· 9LOOD *UR

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0HUFDWLQR EURFDQWH FLUFD ED
SRUFHOODQH DUWLWVLFKH RJJHWWL GD FRO
ELMRX[SLFFROR DQWLTXDULDWR *DUGLQL ;
PHVH

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7RUQR IHGHUODH GL %XUUDFR &KLHVI
SUHQRWDLRQL

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¶&DPPLQDUH ID EHQH 0HPRULDO 0DQIL
SDVVHJJLDWD OXQJR LO SDUFR FRVWLHUR G
RUJDQLJ]DWD GDOOD 5HWH SHU O·,QYHFFKLD
9LOOD %RVHOOL DUULYR D 9LOOD 1REHO GL

\$OOHQDPHQWR H SDUWLWD DPLFKHYROH
IHPPLQLOH 3DOHVWUD &RPXQDOH 5XIIQL D

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¶2NWR%((5IHVW· L FRPPHUFLLDQWL
O DVVRFLLJLRQH 6DQ 0DWWHR DFFROJRQR L
JDVWURQRPLFKH PHQWUH EDQG 0HUFHQDU
,VODQG H GM (O &RDFK H 0U 3LQN VL DOV
3LDJ]D 7RUUH 6DQWD 0DULD

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(VFXUVLRQH FUHSXVFRODUH VXOOH DOW
HVFXUVLRQLVWLFKH GL 3RQHQWH ([SHULHQF

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&DPSLRQDWR 5HJLRQDOH /LJXUH 6FKRR
3XJLQDWR HOLPLQDWRULH GHO &DPSLRQDWR
SHU O·DFFHVVR DL &DPSLRQDWL 1D]LRQDOL
&DPSRURVVR LQ 9LDOH .HQQHG\

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3DUFR \$YYHQWXUD VHL GLYHUVL S
FRQ DOWUHWWDQWL OLYHOOL GL GLIILFROWJ
VDEDWL H GRPHQLFKH GL VHWWHPEUH 3DUF
&RVLR G·\$UURVFLD 66 &ROOH GL 1DYD L

¶)HVWD GHOOD 7UDQVXPQJ· WUH
PHVWLHUL H DOOD YDORUL]]D]LRQH GHL SUR
GHOOD 9DOOH \$UURVFLD (YHQWR D FXUD GH
VHWWHPEU SHURJUDPPD D TXHVWR OLQN

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¶6DJUD GHL ILJOL GHL ILRUL IULWWL· F
YLYR LQL]LR DSHULFHQD RJQXQR SRUWD T)
VXSSRUWHG E\ 5REHUWR %RQD]LQJD K :
RUL]]RQWL· K -DP 6HVVLQR K)UI

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HVLPR ¶ORQDFR <DFKW 6KRZ· XOW
RVSLWD OH PDJJLRUL FRPSDJQLH GL \DFKWL
VXSHU\DFKWV H PHJD\DFKWL·VLR·FRUW +HUFXOH

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¶6DQUHPR 3KRWR IHVWLYDO· D WHPD ¶,
PXVLF· PRVUH LQFRQWUL SUHVHQWD]LR
VWDPSD ZRUNVKRS FRQIHUHQ]H H SURLH]LR
6SD]LYLVLYL 'LUH]LRQH DUWLVWLFGL GL 0DXL
3DODILRUL GL FRUVR *DULEDOGL ILQR DO

f &DPSLRQDWR ,WDOLDQR GL ELOLDUG
DL SXQWL TXDOLILFD]LRQL 6DOH GHO &
SL· LQIR

D HGL]LRQH GHOOD PDQLHVWD]LR
RUJDQL]]DWD GD /LRQV &OXE +RVW H) &RPS
SDUWLFRODUH DL ¶GLYHUV·VLR·FRUW DELOL 3

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¶&RUUL SHU)DELROD· ² ¶ f 0HPRULDO)E
EHQHILFR FKH YHGH FRPH SDUWQHU H OH DV
0DUDWKRQ DOOH K FRQ LO PLQL SHUFRU
JUDWXLWD FRPSHWL]LRQH SHU DGXOWL OX
NP SUHPLD]LRQL DOOH K 5LWUR·VLR·DOH

¶6LPXYH %XV· VHUYL]LR GL WUDVSRUWI
GL LQWHUHVH FLWWDGLQL \$QGDWD SDUWH
K ² ² ² ² 7DSSH
0\$5)RUWH GHOO \$QXQ]LDWD *LDUGLQL +DC

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SDUWHQJD GDOOD 3LQHWD GHJ %DOJL 5RVVL
*LDUGLQL +DQEXU\ 0\$5)RUWH GHOO \$QQXQJ
GRPHQLFKH VLQR DO RWWREUH

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f 7RUQHR UHJLRQDOH GL %XUUDFR &KI
SRVWR R SUHQRWDLRQL

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)HVWD GHOO /XPDFD GHOO 9DOQHUYLI
GHO 0XOLQR 3DODWHQG ~~SLQLLQRF~~ DOLWj %LJD:

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3DUFR \$YYHQWXUD VHL GLYHUVL S
FRQ DOWUHWWDQWL OLYHOOL GL GLIILFROWj
VDEDWL H GRPHQLFKH GL VHWWHPEUH 3DUF
&RVLR G.\$UURVFLD 66 &ROOH GL 1DYD L

¶)HVWD GHOO 7UDQVXPQJD XOWI
DJOL DQWLFKL PHVWLHUL H DOOD YDORUL]]D
HQRJVDWURQRPLFL GHOO 9DOOH \$UURVFLD
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