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/ D UHWH GHQ QXRYR SDUWLWR (PLOLDQR SURI G

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5HSXEEOLFD S / H EULJDWLNVH LUULGXFLELOL
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OR 6WDWR 7UD GL ORUR FRQWLQXDQR D FKLDPDU
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5HSXEEOLFD 5RPD SULPD 5LVWRUDQWL FVDH \D
ILVFDOL 1HOOR VWHVVR DQQR LQ FXL FRPSUD O 1
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DUULYHUD 1 DO PD TXDVL WXWWL YRJOLRQR Y
IDOO LUH OR VSUHDG WRUQD D VDOLUH OD 8H FL
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/ LEHUR S ' 1 \$ OHPD IRQGR XQD OLVWD GD 5HC
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SHU EORFFDUH JOL LQJUHVV L GDL 3DHVL FDQDJOL

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FRQYHUWLWR DO SHUGRQR H DOOH SROWURQH /D
ODVFLDWD OD WRJD KD DYXWR LQXPHUHYROL UX
FRQWUR LO FDUFHUH /D UHWURPDUFLD VX 7DQJH
RJQXQR UXED SHU VH¶ 1HJOL DQQL 1RYDQWD IDF
JOL HFFHVVL GHQ FROOHJD H FRQFRUGDYD FRQIH
FRQWUR OH SHQH GHWHQWLYH FL VDUHEEH \$/(66\$
FKH H¶ VWDWD SHU DQQL JLXGLFH PLQRULOH 'D S
QHO 6ROH RUH (¶ VWDWR LQ %30 5DL H &RPXQH
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/D9HULWD¶ S 5HQ]L FRSLD GD 0DVVLP R G¶\$]HJO
/¶H[SUHPLHU GLIHQGH OD OHJJH &LULQD¶ SHUF
DOOD PHQWH OD VWUDWHJLD GHOD OHJJH SHU D
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/D9HULWD¶ S , FDYLOOL FKH LPSHGLVFRQR GL
(PLOLDQR H TXHOOR GHOD 7RVFDQD 5RVVL OD
SDUWLWR OD LO FDSR YLQH HOHWWR FRQ OH SU
OD FRUVD 5HQ]L GRYUHEEH GLPHWWHUVL R HVVH

/D9HULWD¶ S %XFKL JXDL VSUHFKL GHOD VDC
UHJQR GL 5RVVL FRQVXOHQ]H DOOHJUH QRPLQH S
IDUPDFLD QRQ DUULYDQR OH PHGLFLQH

/D9HULWD¶ S 6FULWWR FRVL LO UHWWR GL WRU
ULQQRYDWR O¶LPSHJQR D FRQFOXGHUH O¶LWHU G
QRUPD H¶ XQ REEOLJR DWWHVR GD GHFHQQL PD
ULVFKLD GL URYLQDUH OD YLWD DOJL DJHQWL (C
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VFRQWDQR OD SHQD PDQFD LO SHUVRQDOH

,O)DWRR SULPD /RPEDUGL DL SP 0DUUD GLHWUR
FKH IDYRUL OD FDQGLGDWXUD 5DJLL

,O)DWRR S \$ 1DSROL PLOD SUHJLXGLFDWL QRQ
PDJLVWUDWL H SHUVRQDOH DPPLQLVWUDWLYR H C

,O)DWRR S 3RFKL WDJOL FRVL LO 4XLULQDOH F

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,O)DWRR S \$RVWD DL GRPLFLOLDUL LO SURFX
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)DFFLDPR SUHVWR LO FRQJUHVV

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OR VSUHDG 7UXPS" 8VD O¶,QJKLOWHUUD FRQWUR
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DEEUDDFFLDYDPR

&RUVHUD S *ULOR PLQDFFLD XQ¶DOWUD HVXC
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/D 3HOLQR YLYDQGLHUD QRQ SDQH PD FRUQHWV
6H 6FKLIDQL VL FRQWHQWD GL LPSXJQDUH LO JH
,O FDQH H¶ GL '¶\$OHPD GLYRU]LR SLX¶ IDFLOH
\$VFDQL ID O¶DPD]]RQH H PLFD VROR LQ ,WDOLD

*LRUQDOH S %HUOXVFRQL GHWWD OD OLQHD 5L
4Q S ,QWHUYLVWD D /877:\$&. L PXUL" 3URPHVVD
GHOO¶DQWLSROLWLFD

4Q S ,QWHUYLVWD D *,\$&+(77, 0DVVLPRL GLVWU
3DUODPHQR /D VLQLVWUD KD XQ VROR QHPLFR
(PLOLDQR VDUHEEH LO JLRYDQH 3URGL" &HUWDPH
0HVVDJJHUR S %RUVL JLX¶ GHO YROD OR VSL
0HVVDJJHUR S)LOORQ GDL PDJLVWUDWL OD GH
6WDPSD SULPD '¶\$OHPD VH 5HQ]L IRU]D SURQWL
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,/ 7(032 SULPD ,QWHUYLVWD D %2&&,\$ 3G VROR
1RQ ULFRQRVFR SLX¶ LO PLR VHJUHWDULR 6ROR
VFKHPL LO PRGHOR SXJOLHVH H¶ XQD UHDOWD¶
YROWD HUD O¶XRPR GHOOD SDUWHFLSD]LRQH)LQ
FRPSRUWDPHQR

,/ 7(032 S 6DOYLQL DSUH D 6WRUDFH H \$OHPDQ
OHGDU OHJKLVWD SURQWR DO GLDORJR

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FHQWULVWL (JOL DOIDQLDQDL VL LQIXULDQR

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3RFKL FDPELDPHQWL VHPSUH SLX¶ LQ FULVL LO U
1HO XVFLYD LO OLEUR GL 6WHOOD H 5L]]R 1H
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,/ 7(032 S \$/%(572 ', 0\$-2 7DJOLDWL DIILWWL H
VSHQGLDPR SLX¶ GL PLOLDUGR 6ROR SHU OD &D

,/ 7(032 S ,QWHUYLVWD D 6(5*,2 5,==2 QXOOD H¶
SRSXOLVPR QRQ QDVFH GDO QRVWUR OLEUR

,/ 7(032 S ,QWHUYLVWD D *,\$1)5\$1&2 52721', LO
VRQR PHGLRFUL *LXVWL L YDQWDJL GDWL GDL 3I
DPPRUWL]]DWRUH VRFLDOH

,/ 7(032 S 5DGLFDOL LO VPH GHOOD GLVREEHG
OD WHVVHUH DOO¶LVFULWWR DUULYD XQ VHPLQR

,/ 7(032 S 3LUR]]L FRQWUR 'L ODLR %DVWD WRX
DWWDDFD LO GHSXWDWR 0 6 6SHFXOD]LRQL SROL

,/ 7(032 S /D UDEELD GHO SULPR FLWWDGLQR GL
EROOHWWLQR PHWR'

,/ 7(032 S &DUFHUH SHU FKL LPEUDWWD L PXUL
GL OHJJH SHU L UHDWL FRQWUR OD ³VLFXUH]]D XU
GHFLGHUH LO IHUPR GHL FROSHYROL ILQR D JL

,/ 7(032 S (FFR SHUFKH¶ JOL LWDOLDQL VSHQGR
8QR VWXGLR (XURVWDW ULYHOD FKH FLEDUVL LO
&ROGLUHWL FROSD GL SROLWLFKH DJULFROH F

,/ 7(032 S)5\$1&(6&\$ 086\$&&+,2 6WUDJH LQ XQD
/¶DWWHQWDWRUH KD VSDUDWR VXOOD IROOD XFFI
XQR VWXGHQWH GL 4XHEHF &LW\ 3HU O¶LQWHOOL

,/ 7(032 S /¶,VLV HVXOWD SHU LO GLYLHWR GL 7
 JLRLD GRSR OR VWRS DOO¶LQJUHVVVR GH L PXVXOP
 QXRYD GLFKLDUD]LRQH GL JXHUUD DOO¶2FFLGHQV
 ,/ 7(032 S /¶2QX LO ³PXUR´ DPHULFDQR H¶ LOOH
 PRVVD
 ,/ 7(032 S 0DWXULWD¶ HVFRQR OH PDWHULH ³V
 PDWHPDWLFD DOOR VFLHQWLILFR 6L FRPLQFLD L
 HFFR O¶HOHQFR GHOOH VHFRRGH SURYH VFULWV
 ,/ 7(032 S &RVL)LQL KD FRQRVFLXWR &RUDOOR
 PRWLYD]LRQL GH 5LHVDPH FKH KDQQR VFDFHU
 UDSSRUWL WUD LO UH GHOOH VORW PDFKLQH H OI
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 ,/ 7(032 S /HJLWWLPR VRVSHWWR ³7UDVIHULUH
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 6LWXD]LRQH DQFRUD SLX¶ JUDYH DO 6XG \$ 1DSR
 ,/ 7(032 S &\$9\$ /\$52 &LVDO SLX¶ LVFULWWL D
 YHULILFD
 ,/ 7(032 S \$VVH LQWHOO LJHQFH XQLYHUVLWD¶
 ,/ 7(032 S 6FRQWULQR JDWH ULSURFHVVVDWH OI
 O¶DVVROX]LRQH GHOO¶H[VLQGDFR GHOOH &DSLW
 LQ JL RUQL IHVWLYL R SUHIHVWLYL

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f 0L SL 3LDFH D PLODVSHUHGHHU FRVD SLDFH

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6 R Q R W U D J O L D O W U L V H W W R U L S U H P L Q H Q W L G L X Q D H F R Q R P L D P H V V D L Q J L C
G D O O L Q F D S D F L W G L P H W W H U H L Q S L H G L X Q S U R J H W W R F K H L P S H G L V F D D L Q R V W U L J
H P L J U D U H S H U W U R Y D U H R F F X S D J L R Q H D O W U R Y H

5 H V W R F R Q Y L Q W R F K H D Q F R U R J J L Q R Q F L V L a U H V L F R Q W R G H O O D S H U L F R O R V L V
U L I R U P D G H O O D Y R U R O H J D W D O - R E V \$ F W S H U F X L O D & L V D O K D G H F L V R G L L Q Y H
L P S H J Q R F R Q V L G H U H Y R O H Q H O O D P H V V D L Q D W W R G L Q X R Y H V W U D W H J L H X W L O L D I D

& DODEULD LO SHUFRUVR SL» LGHDOH SHU XQD SL» SLHQD ULSUHVD HFRQ
RFFXSDJLRQDOH

0DU *HQQDLR
' XH DQQ L GL
* RYHUQR 2O LYHULR
VHJUHWHULD 3G \$WWR GL
JUDQGH WUDVSDUHQJD
YHUVR HPDQFLSDJLRQH
& DODEULD

0DU *HQQDLR
0HOLWR 3RUWR
6DOYR 5& PLQRUDQJD
V X UR W W D P DJLRQH
FDUWHOOH (TXLWDOLD
\$OWUD RFFDVLRRH SHUVD

0DU *HQQDLR
/ LPSUHQGLWRUH
% UXQL & K LXGHUH
DHURSRUWL KBOHQJH GHPRFUDJLD HFR
JUDYH HUURH QWULEXWR XQD YHUD DO

0DU *HQQDLR
3URWHVW D DOB
VWDJLRQH GL QLYDWRH OD FRUUXJLRQH
5& EORFFDWD OLQHD
5HJJLR 3DROD

0DU *HQQDLR
& DWDQJD
G R P H Q L F D O D
GRQJLRQH GL 8QLYHUVR
OLQRUL SHU JURWWD GRH
YHUUJ ULSRVWD VWDVXD
GHOOD ODGRQDD GL
OHGMXRUMH JAFDWLYD VSLHJDQGR FK

0DU *HQQDLR
5HJJLR LO
IHEUDLR UHSRUW LYXOH
DWWLYLWJ GHOORSHGHOORQH
3RVHLGRQ JDQLJJDJLRQL VLQGD FDO

0DU *HQQDLR
5HJJLR LO
IHEUDLR UHSRUW LYXOH
DWWLYLWJ GHOORSHUDJLRQH
3RVHLGRQ

0DU *HQQDLR
5RVVDQR
OD UHSOLFGL (FRURVV DO
FRQLJOLHUH 6WDVL

0DU *HQQDLR
)HVWHJJLDWL
GL YLWD GL GLVFLVLL
& DODEULD

0DU *HQQDLR
,O FRQLVJOLHUH
UHJLRQDOH (VSDWRQ SUHVH
3ORYLPHQWR GHUQR VLVWHPD GL UHOD
& DWDQJDUR GD 9LYHUH
ODYRUD SR OR FLYLFR
PRGHUDWR' DWL FRSWDWL QHO & R

0DU *HQQDLR
& RVHQWLR
HQQH VFRPSDUVR LQ
& RVWD SLFD

0DU *HQQDLR
& DYDOODUR
& LVDO DQXQFLD WRXU
FRQWR LO -REV \$FW VL
SDUWH GD 9LER

6DUHEEH LQIDWWL EDVWDWR WHQHUH FRQWR
H GHPRFUDJLD VLQGD FDOH SHU LQWXLUH TXDO
WUD SDUL DYUHEEH áQDOPHQWH SRWXWR G
O DOWUR OH VXH WDQWH JUDYL H RGLRVI
O HYDVLRRH ILVFDH H FRQWULEXWLYD OD PD

,QLJLHUHPR GD 9LER 9DOHQWLD HG LQ JLUR S
O DOWUR LO OHDGHU QDJLRQDOH GHOOD &LVDO
GL OLEHUDH L ODYRUDWRUL GDOOH áQWH WXV
UHVSRQVDELOL

3ULPD DQFRUD GL FRQFOXGHUH L ODYRUL FRQ
&LVDO KD ODQFLDWR XQD EDWXXWD IXOPLQD
QRVWUR VLQGD FDOH QRQ HVLVWRQR RUWL
DWWHQJLRQH DL WHUULWRUL H DJJLXQJHQGR
SUREOHPD GHOOD UDSSUHVHQWDQJD H GHOOD U
GHO /DYRUR H GHOOH 3ROLWLFKH 6RFLDOL XQD
VRSUDWXXWR GHOOH VHGL WHUULWRULDO
3DHVH

3HU &DYDOODUR VRPPDQGR LO QXPHUR GHJO
VRQR SL» LVFULWWL DO VLQGD FDOH FKH LWDO

/ RFFDVLRRH VL á UHVD XWLOH DQFKH SHU G
VLQGD FDOH GLFKLDUDWH DO 0LQLVWHUR PD
UHVLGHQJD GHL SURSUL GLULJHQWL

6H QRQ VL FDPELD UHJLVWUR È WXRQD SURYI
GHOOD & ,6\$/ È O DQQR SURVVLPR GLFKLDUHU
FRQWUROOD H YLQFH FKL OD VSDUD SL» JURVVI

1HO FRUVR GHL ODYRUL GHOOD PDVLPD DVVL
VWDWR DSSURYDWR LO ELODQFLR FRQV
GDOO HFRQRPLVD (QR 0RUHOOL LQ XQD DUWL

,QáQH VX SURSRVWD GL)UDQFR &DYDOODU
1DJLRQDOH L YLERQHVL)UDQFHVFR *UHF DWV
H &RQVXOHQJH H \$QWRQ /R %LDQFR QHZ HQWU

 0L SLD RFRQGLXLG 7ZHHW

6KDU

&UHDWR 0DUWHGU *HQQDLR

9LER 9DOHQWLD

5HJJLR & D & D E U L O] D R V H Q & D R W | 9 L E R 9 D O H Q W L D

+ R P H & X O W X U B S R : U W) L U P H ' R V V - L H U H W W H & R Q W D W W L

& H U I

-REV \$FW SDUWH GD 9LER FDPDSDJQD
SURWHVWD &LVDO FRQWUR L IDOOLPHQWL GHOOD
ULIRUPD

 0L SLD & R Q G L < L G 7ZHHW

6KDUH

3DUWH GD 9LER 9DOHQWLD OD FDPDSDJQD SURPRVVD GDOOD &LVDO &RQIHGHUD]
LWDOLDQD VLQGGDFDWL DXWRQRPL ODYRUDWRUL VXO IDOOLPHQWR GHOOD ULIRUPD G
TXDQWR VL UHQGH QRWR LQ XQ FRPXQLFDWR GHO VLQGGDFDWL \$G XQ DQQR H PH
GHOOD VXD DSSURYD]LRQH ^a GHWRR QHO FRPXQLFDWR VRQR GHYDVWDQWL JOL I
SURGRWWL GDOO DSSOLFD]LRQH GHO -REV \$FW XQ SURYYHGLPHQWR FKH QRL DE
FRQWHVVDWR SULPD DQFRUD FKH YHGHVVH OD OXFH LQ TXDQWR KD LJQRUDWR JOL
H GHOOD &RVWLWX]LRQH OHJDWL DOOD SDUWHFLSD]LRQH GHL ODYRUDWRUL DOOD
GHO LPSUHV

/ LQLJLDWLYD GHOOD &LVDO ^a VWDWD ODQFLDWD GD 6DOHUQR GRYH VL VRQR WHQXWL
&RQVLJOLR QD]LRQDOH GHO RUJDQL]D]LRQH 5HVWR FRQYLQWR DIIHUPD LO VHJU
JHQHUDOH GHO VLQGGDFDWL)UDQFR &DYDOODUR FKH DQFRU RJJL QRQ FL VL ^a UHVL
GHOOD SHULFRORVLW & GHOOD ULIRUPD GHO ODYRUR OHJDWD DO -REV \$FW SHU FXL
GHFLVR GL LQYHVWLWH XQ LPSHJQR FRQVLGHUHYROH QHOOD PHVVD LQ DWRR GI
VWUDWHJLH XWLLO D IDYRULUH LQ &DODEULD LO SHUFURVR SL» LGHDOH SHU XQE
ULSUHV DFRQRPLFR RFFXSD]LRQDOH ,QL]LHUFR GD 9LER 9DOHQWLD HG LQ JLUR
WXWD OD UHJLRQH DJJLXQJH &DYDOODUR SRUWHUFR OD QRVWUD LGHD VXOOD Q
GL OLEHUDUH L ODYRUDWRUL GDOOH &QWH WXWHOH ULWHQHQR VLD JLXQWD O RUD
UHVSQRVDELOL

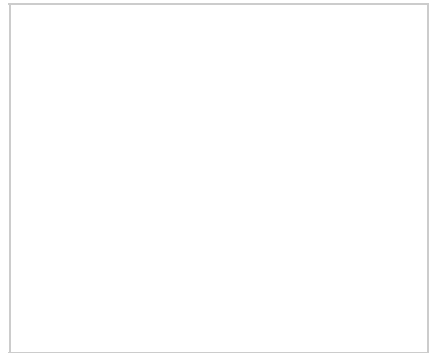
0DU *HQQDLR
\$ *URWWHULD 5&

+2d(&217|S 077(2&\$7\$/2*2)272*5\$),&2/\$92\$58&755%2,706\$\$ '(,|*,29\$1, \$57,67,

\$778 (67(32/,7&8\$785\$ (663(8,763& 5\$66(*1\$

*,251\$/(./)\$772./7(032 0\$77,12 1(:6

&HUF D



\$778\$/7\$!,1 5./,(92!5\$66(*1\$ 67\$03\$

5DVVHJQD VWDPSS GHO *HQQDLR

,/ 7(032 SULPD ,QWHUYLVWD D %2&&,\$ 3G VROR (PLOLDQR SXR¶ XQLUH OD 6LQLVWUD 1RQ U
PLR VHJUHWDULR 6ROR LO FRQJUHVVVR FL SXR¶ VDOYDUH &L VRQR WDQWL VFKHPL LO PRGH
GLQDPLFD YLQFHQWH 5HQJL H¶ FDPELDWR XQD YROWD HUD O¶XRPR GHOD SDUWHFLSDJLRQ
LQLJLDWR D FDPELDUH FRPSRUWDPHQWR ,/ 7(032 S 6DOYLQL : 3KRWRJD

JHQDLR

&RPPH@WL

5HSRUWDJH GDJOL 6WDWHV
JLRUQDWH GL :DVKLQJWRQ

,/ 7(032 SULPD ,QWHUYLVWD D %2&&,\$ 3G VROR (PLOLDQR SXR¶ XQLUH OD 6LQLVWUD 1RQ
LO PLR VHJUHWDULR 6ROR LO FRQJUHVVVR FL SXR¶ VDOYDUH &L VRQR WDQWL VFKHPL LO P
UHDOWD¶ GLQDPLFD YLQFHQWH 5HQJL H¶ FDPELDWR XQD YROWD HUD O¶XRPR GHOD SDUW
2UILQL KD LQLJLDWR D FDPELDUH FRPSRUWDPHQWR

,/ 7(032 S 6DOYLQL DSUH D 6WRUDFH H \$OHPDQQR)RQGDWR 3KRWRJD R PRYLPHQWR ,O OH
SURQWR DO GLDORJR

7HUUHPWR OH IRWR VLF

,/ 7(032 S 6FLQWLOOH 1&' '(0 VXOOH DOOHDQJH 5RVDWR HVFOXGH O¶DFFRUGR FRL FHQWU
DOIDQLDQDL VL LQIXULDQR

,/ 7(032 S 0\$66,0./,\$12 /(1=, 3ULYLOHJL H LQFKLVVH DQQL GL &DVWD 3RFKL FDPELDPR
VHPSUH SLX¶ LQ FULVL LO UDSSRUWR WUD FODVVH SROLWLFD H FLWWDGLQL 1HO XVFLY
1HOOR VWHVVR DQQR FL IX LO 9 GD\ RUJDQLJJDWR GD %HSSH *ULOOD 6SHVH H ULPERUVL

3KRWRJD

,/ 7(032 S \$/%(572 ', 0\$-2 7DJOLDWL DIILWWL H TXDOFKH EHOHLW OD VSHOCLDPR SLX¶ GL
PLOLDUGR 6ROR SHU OD &DPHUD PLOLRQL O¶DQQR LO 6HC /LEDQR OD SROLJLD OLEDQ
GDL FDUDELQLHUL GL 81,)/

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,/ 7(032 S ,QWHUYLVWD D 6(5*,2 5,==2 QXOOD H¶ FDPELDWR LQ TXHVWL DQQL ,O SRSXOLVP GDO QRVWUR OLEUR

,/ 7(032 S ,QWHUYLVWD D *,\$1)5\$1&2 52721', LO GLIHWWR GHL SROLWLFL H¶ FKH VRQR PHC *LXVWL L YDQWDJL GDWL GDL 3DGUL &RVWLWXHQWL 2JJL LO 3DUODPHQWR H¶ XQ DPPRUWLJ

,/ 7(032 S 5DGLFDOL LO VHPH GHOD GLVREEHGLHQJD ,QLJLDWLYD SURYREDWRUID FRO C DUULYD XQ VHPLQR GL FDQQDELV

3 KRWRJD
7HUHPRWR /1STXLOD \$SU
VHWWH DQQL GDOOD WUDJH

,/ 7(032 S 3LURJL FRQWUR 'L 0DLR %DVWD WRXU H VFLDFDOOL ,O VLQGDFR GL \$PDWULFH GHSXWDWR 0 6 6SHFXODJLRQL SROLWLFLKH VXOOD SHOOH GHL WHUHPRWDL

,/ 7(032 S /D UDEELD GHO SULPR FLWWDGLQR GL)DULQGROD ³1RQ FL H¶ DUULYDWR DOFXQ

,/ 7(032 S &DUFHUH SHU FKL LPEUDWWD L PXUL \$UULYD LQ 3DUODPHQWR OD SRSRVWD GL FRQWUR OD ³VLFXUHJJD XUEDQD´ ,O JLXGLFH GL SDFH SHQDO, GHFLGHUH LO IHUPF JLRUQL

3 KRWRJD
1HZ <RUN ,QWHUQDWLRQDO
LPPDJLQL SL• EHOH

,/ 7(032 S (FFR SHUFKH¶ JOL LWDOLDQL VSHQGRQR FRVL WDQW OHVHWHU H DQW DDUH 8C ULYHOD FKH FLEDUVL LO LQ SLX¶ FKH QHJOL DOWUL 3DHVL HXURSHU &POGLUHWWL FROD KDQQR VYXRWDWR OH FDPDQJH

SL{ OHWWL
SHU &POGLUHWWL FROD
1DWDOH GL *HV•
f

,/ 7(032 S)5\$1&(6&\$ 086\$&&+,2 6WUDJH LQ XQD PRVFKHD FDQDGHV¶ /D WWHQWWRUH KD VSDUDWR VXOOD IROOD XFFLGHQGR SHUVRQH WUD FXL O¶L PDP ,O NLOOHU H¶ XQR VWXGH O¶LQWHOOLJHQFH XQ IDQ GL 7UXPS

Q.PRYWUDWU 8 SLDQHWDF
DEULDQR D 3UDJD
1RGXOR WLURLGRH SHU SU
ULFRQRV FHUH DUULYD O¶L\$

,/ 7(032 S /¶,VLV HVXOWD SHU LO GLYLHWR GL 7UXPS 6X 7HOHJUDP L PHVVDJL GL JLRLD DOO¶LQJUHVVH GHL PXVOPDQL 3HU L WHUURULVWL H¶ LO SUHWHVVR SHU XQD O¶RYD SLFK DOO¶L2FFLGHQWH

QYDVLROH DOLHOD HWDK
PLWLDWD GHOD 7HUUD
VSHFLH (7 O¶DUHQD GHL JL
LQWHUVWHOODUL q VRWWR

,/ 7(032 S /¶2QX LO ³PXUR´ DPHULFDQR H¶ LOOHJDOH /D UHSOLFDF H¶ VROR OD SULPD PRV \$OOD ULFHUFD GL %DEER 1 YHUD VWRULD GL 6DQWD & 1LFROD 8HVFRYR

f
\$OOD ULFHUFD GL %DEER 1
YHUD VWRULD GL 6DQWD &
1LFROD 8HVFRYR

,/ 7(032 S 0DWXULWD¶ HVFRQR OH PDWHULH ³VSHUDWH´ /D WLRQ DO FODVVLFR PDWHPDW 6L FRPLQFLD LO JLXJQR 7HFQLFL H LVWLWXWL SURIHVVLRQDOL HFFR O¶HOHQFR GHOOH V

1 RW)RXQG
7KH UHTXHVWHG 85/ EDQ
ZDV QRW IRXQG RQ WKLV

,/ 7(032 S &RVL)LQL KD FRQRVFLXWR &RUDOOR DL &DUDLEL /H LQWHU H FFR OH RRYLJL FKH KDQQR VDFUFHWDWR /DERFFHWWD H FKH ULFRVWUXLVFRQR L UDSSRUWL WUD LO UH GH IDPLJOLD 7XOOLDQL

,/ 7(032 S &EHUVSLRQL 2FFKLRQHUR ³HFFR SHUFKH¶ GHYH XVFLUH´

,/ 7(032 S /HJLWWLPR VRVSHWWR ³7UDVIHULUH LO SURFHVVR ODILD &DSLWDOH D 3HUXJLD GHOO¶DYRFDWR 3ODFDQLFD GLIHQVRUH GL XQ FRODERUDWRUH GL %XJL

,/ 7(032 S (FFR O¶,WDOLD FKH QRQ FH OD ID 0HWD¶ GHJOL DIILWXXDUL QRQ SDJD 6LWXD JUDYH DO 6XG \$ 1DSROL PRURVL VX

,/ 7(032 S &\$9\$//52 &LVDO SLX¶ LVFULWWL DL VLQGDFDWL FKH LWDOLDQL 6HUYH OD YH

,/ 7(032 S \$VVH LQWHOOLJHQFH XQLYHUVLWD¶ FRQWUR OD PLQDFFLD FLEHUQHWF

,/ 7(032 S 6FRQWULQR JDWH ULSURFHVVDDWH 0DULQR /D SURFXUD KD LPSXJQDWR O¶DVVR VLQGDFR GHOD &DSLWDOH , PDJLVWUDWL YROWH KD SDJDWR OH FHQH LQ JLRUQL IHVV

/LEHUR SULPD 5(1\$72)\$5,1\$ +DQQR IUHWWD GL SHUGHUH /D IROOH FRUVD GHL SROLWLFL SLX¶ OHDGHU H OHDGHULQL FKH HOHWWRUL H¶ FHUWR FKH QHVXQR DUULYHUD¶ DO PD

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YRWUDH ,QWDQWR OH EDQFKH VWDQQR SHU IDOOLUH OR VSUHDG WRUQD D VDOLUH OD 8H
SDUOD GL DOJDUH O¶,YD 6H '¶\$OHPD KD GRUPLWR PDOH IRQGD XQ SDUWLWR FKH VHFRRGR
/LEHUR SULPD 9,7725,2)(/75, 6L YD LQ JDOHUD SHU WXWWR 3XUH SHU OH IRWR
/LEHUR S)L FRFFROD 'HO 'HEELR (OLWLJD FRO 3G VXO 0DWWDUHOXP
/LEHUR S '¶\$OHPD IRQGR XQD OLVWD GD 5HQ]L VHL 'UDFXOD ,SRWHVL HOH]LRQL LO
/LEHUR S %DQNLWDOLD OR DPPHWWH QRQ FL FDSLDPR QLHQWH ,O GLUHWWRUH JHQHUDO
SROLWLFDPHQWH H SHUVRQDOPHQWH IRUVH FL VLDPR UHVL FRQR XQ SR¶ LQ ULWDUGR FKH
VWDYDQR FDPDLQGR
/LEHUR S 6XLFLGLR 3DGRD ULVFKLR DXPHQR ,YD
/LEHUR S)5\$1&2 %(&+,6 6H PROODQR OD 5DJJL L JULOOLQL VL VXLFLGDQR 9LUJLQLD ILQRU
OD DWWDFFDQR SHU SHFFDWL YHQDLQ VROWDQR SHUFKH¶ FRQ LO 1R DOOH 2OLPSLDGL KD
/LEHUR S),/,332)\$&&, /¶2QX FRFFROD L GLWWDWRUL SRL VSXWD VHQWHQ]H VX 'RQDOG ,O
H¶ QRWR SHU VSUHFKL VFDQGDOL H VXGGLWDQ]D QHL FRQIURQWL GHL WLUDQQL OD RUD VE
PXVOPDQL H¶ LOOHJDOH H PHVFKLQR
/D9HULWD¶ SULPD 0\$85,=,2 %(/3,(752 7XWWH OH EDOOH FKH FL UDFFRQDQR VX 7UXPS ,O
OHVVLFR IX LQL]LDWR GD &OLQWRQ /H HVXOVLRQL VL IDFHYDQR D PLQRLQL DQFKH FRQ 2ED
GHOO¶XOWLPR SUHVLGHQWH GHPRFUDWLFR LO SLDQR SHU EORFFDUH JOL LQJUHVV L GDL 3DH
/D9HULWD¶ S , 5,75\$77, ', 3(51\$ *+(5\$5'2 &2/20%2 /¶H[SP FRQYHUWLWR DO SHUGRQR H DO
SROWURQH /D VWDU GHO SRRO 0DQL 3XOLWH GHWR 5LFFLR ODVFLDWD OD WRJD KD DYX
SUHVWLJLRVL H VL H¶ VFRSHUR JDUDQWLVD H FRQR LO FDUFHU /D UHWURPDUFLD VX
FRUUX]LRQH H¶ SHJJLRUDWD RUD RJXQR UXED SHU VH¶ 1HJOL DQQL 1RYDQWD IDFHYD FR
)UHQDYD JOL HFFHVVL GHO FROHJD H FRQFRUGDYD FRQHVVLRL H SDWWHJJLDPHQL 'LH
SHQH GHWHQWLYH FL VDUHEH \$/(66\$1'5\$ '\$/ 0252 OD VHFRRGD PRJOLH FKH H¶ VWDWD SHU
PLQRULOH 'D SRFR QRPLQDWR DO FRQVLJOLR GL YLJLQDQ]D QHO 6ROH RUH (¶ VWDWR LQ %
0LQDQR 5LYROWD FRQRUR OD VFHOWD GL DILGDUJOL OD FDVD HGLWULFH *DU]DQL
/D9HULWD¶ S 5HQ]L FRSLD GD 0DVVLR G¶\$]HJOLR LO PDVVRQH FKH VSDFFR¶ L FDWWROL
GLHQGH OD OHJJH &LULQD¶ SHUFKH¶ YRWWD DQFKH GDL FUGHQWL 5LWRUQD DOOD PHQ
SHU DEEDWWHUH OR 6WDWR SRQLLFLR H UHDLQ]DUH O¶XQLWD¶ G¶,WDOLD GLYLGHUH L I
/D9HULWD¶ S , FDYLOOL FKH LPSHGLVFRQR GL SUHQGHUVL LO 3G ,O JRYHUQDWRUH SXJOL
GHOD 7RVFDQD 5RVVL ODQFLDQR OD VILGD SHU OD VHJUHWHULD GHO SDUWLWR OD LO FD
SULPDULH QRQ GDO FRQJUHVV 3HU DQWLFLSDUH OD FRUVD 5HQ]L GRUHEEH GLPHWWHU
GDOO¶DVVHPEOD
/D9HULWD¶ S %XFKL JXDL VSUHFKL GHOD VDQLWD¶ WRVFDQD 3RL SDJDQR L PDODWL 1H
FRQVXOHQ]H DOOHJH QRPLQH SHU VDOYDUH DPLFL WUDVSDUHQ]D]HUR (LQ IDUPFLD QR
PHGLFLQH
/D9HULWD¶ S 6FULWWR FRVL LO UHWR GL WRUWXUD H¶ VEDJOLDWR ,O PLQLVWR 2UOD
D FRQFOXGHU O¶LWHU GHOD OHJJH RUD LQ GLVFXVLRQH DO 6HQDWR /D QRUPD H¶ XQ R
PD QHOD IRUPXOD]LRQH DWXDOH LO WHVWR ULVFKLD GL LRYLQDUH OD YLWD DOJL DJHQW
EXRQVHQVR
,O)DWR SULPD PLQD FRQGDQDWL LQ OLEHUWD¶ 3UHJLXGLFDWL SHU GHOLWWL JUDYLVV
PDQFD LO SHUVRQDOH
,O)DWR SULPD /RPEDUGL DL SP 0DUUD GLHWUR O¶DFFXVD D '(9,72 3DUOD GHO GRVVLHU

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FDQGLGDWXUD 5DJLL

,O)DWWR S \$ 1DSROL PLOD SUHJLXGLFDWL QRQ VWDQQR VFRQWDQGR OD SHQD 0DQFDQR SHUVRQDOH DPPLQLVWUDWLYR H OH FRQGDQGH QRQ VRQR HVHJXLWH

,O)DWWR S 3RFKL WDJOL FRVL LO 4XLULQDOH FRVWD DQFRUD SLX GHG GRSSLR GHOOD 5

,O)DWWR S ,QWHUYLVWD D 0\$5&+(77, ELVRJQD ULSDUWLH GDOOD VFXROD VHOHWWLYD

,O)DWWR S \$RVWD DL GRPLFLOLDUL LO SURFXUDWRUH FDSR *XDUGLD GL)LQDQJD /RQJD LQGXLQGH LQGHELWD GDL FROOHJKL GL 0LODQR

8QLWD S ,QWHUYLVWD D 3,(52)\$66,12 8UQH D JLXJQR GLVFXWLDPR PD FRQ VSLULWR XQL FOLPD FKH QRQ EHQH ELVRJQD FDPDLUH LO PRGR GL VWDUH GHQWR TXHVWR SDUWLWR

8QLWD S ,QWHUYLVWD D *,\$11, &83(5/2 /D VLQLVWD GLYLVD SHUGH VHPSUH)DFFLDPR S FRQJUHVV

8QLWD S ,QWHUYLVWD D (15,&2 5266, DVVLVWH VHELWR H OHJJH HOHWWRUDOH SULPD GH

5HSXEEOLFD SULPD /\$PHULFD VL ULEHOOD D 7UXPS 2EDPD LQ SHULFROR L QRVWUL YDOR

5HSXEEOLFD S ,QWHUYLVWD D 0\$5& /\$=\$5 ODYRUR HG HFRORJLD FRQ +DPRQ YLQFH XQD Q

5HSXEEOLFD S ,QFHUWH]]D QHL VRQGDJLL PD /H 3HQ UHVWD LQ WHVWD

5HSXEEOLFD S 5LDSUH LO FDQDOH &JLO GHP YRFXKHU SHU JLDUGLQDJLLR H ULSHWL]LRQ

5HSXEEOLFD S (FFR OD OLVWD '\$OHPD YDOH LO 0D %HUVLQL VL VILOD EDWWDJOLD ULODQFLD LQ WY VH QRQ ID LO FRQJUHVV H 5HQ]L FKH VSDFFKHUD WXWR /D UHWH GH SURI GHG 1R H['V &RUWH D %DVVROLQR

5HSXEEOLFD S 67()\$12)2//, /\$WDOLD VWUHWWD WUD PRQLWL GHOOD 8H H VSLQWH WDWWD DQWLFLSDWR /H QRUPH XVFLWH GDOOD &RQXOWD VRQR FRPH XQ PRVDFR GLVRUGLQDWR XQD LQWHVD 0D LO 3G QRQ YXRO HVVHUH DFFXVDWR GL IDUH PHOLQD

5HSXEEOLFD S %HUOXVFRQL FRQ 6DOYLQL H 0HORQL FHUDQR VROR TXDWWR JDWWL QH ,WDOLD IRUWH GHV VRQGDJLL IUHQD JOL DOOHDWL VXOOD OLVWD XQLFD VL VROR DOO]DOO SHU VFULYHUH LO SURJUDPPD

5HSXEEOLFD S /H EULJDVLVWH LUULGXFLLELOL FKH QRQ YRJORQR XVFLUH GDO FDUFHUH TXDVL DQQL D /DWLQD 5LILXWDQR GL DYHUH TXDOVLDVL UDSSRUWR FRQ OR 6WDWR 7UD GFKLDPDUVL FRPSDJQH H QRQ KDQQR PDL ULQHQJDWR OD ORWWD DUPDWD

5HSXEEOLFD 5RPD SULPD 5LVWRUDQWL FDVH \DFKW OH VRFLHWD GHV 0DUUD QHL SDUD DQQR LQ FXL FRPSUD O]DSSDUWDPHQWR LQ FLWWD OD PRJOLH GL 5DIIDHOH QH DFTXLVWD &DWHOOR JHVWLVFH OH DWLWLWD GL IDPLJOLD

5HSXEEOLFD S 0DUUD QRQ VL DUHQGH ULFRUVR LQ &DVVD]LRQH SHU WRUQDUH LQ OLEHU

&RUVHUD SULPD /8,*)(\$5\$//\$ 'DO FVDR &RQH DOO]DUHVWR FDGXWD GL XQ SP ,O SUR \$RVWD DL GRPLFLOLDUL SUHVLRQL VX XQ LQGDJDWR SHU IDYRULUH XQ DPLFR

&RUVHUD S ,QWHUYLVWD D 3,77(//\$ FRQL LQ UHJROD VXJUHDOH XQD JXHUUD VXOOR SUHVLGHQWH GHV 6RFLDOLVWL H GHPRFUDWLFL HXURSHL QRQ H GHFLVLYR SHU OR VSUHD O],QKLOWHUUD FRQWR OD 8H 1HVXQR YRUHEEH OD SURFHGXUD G]LQIUD]LRQH OD FRQ

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VDUHEEH QXOOD GL GUDPPDWLFR

&RUVHUD S '¶\$OHPD SHVD OD VFLVLRQH XQD QXRYD IRUJD H¶ ROWUH LO 5HQJL EDVW

&RUVHUD S ,QWHUYLVWD GL 7200\$62 /\$%\$7(D %581(77\$ KR SUHVR ILVFKL LQ SLDJJD IRU HUDQR SHU PH 8QLWL FRQ 6LOYLR DO YHUWLFH ,QVLPH YLQFHUHPR 6DOYLQL H¶ LQWOOO GL 7UXPS" (¶ OXL FKH VWD FRSLDQGR QRL ,R H '¶\$WWRUHH L VROL D HVVHUH VLFXUL GDOO 1R \$OOD EXYHWWH FL DEEUDDFLDYDPR

&RUVHUD S *ULOOD PLQDFFLD XQ¶DOWUD HVSXOVLQRH 3URQWR LO WHVW GL IHGHOWD¶ S

*LRUQDOH SULPD (FFR FRVD VXFFHGH VH VL YRWD RJLL *OL VFLVLRQLVWL GHO 3G DO

*LRUQDOH &+,\$&&+,(5('\$ &\$0(5\$ GL 520\$1\$ /,8==2
 0RUUD 0DUWUOOL 5DJLL H TXHOO¶RGRUH GHOOD '&
 /D 3HOLQR YLYDQGLHUD QRQ SDQH PD FRUQHWWL
 6H 6FKLIDQL VL FRQWHQWD GL LPSXJQDUH LO JHODWR
 ,O FDQH H¶ GL '¶\$OHPD GLYRUJLR SLX¶ IDFLOH
 \$VFDQL ID O¶DPD]JRQH H PLFD VROR LQ ,WDOLD

*LRUQDOH S %HUOXVFRQL GHWWD OD OLQHD 5LWUQD LO GLDORJR WUD)RUJD ,WDOLD H /H

4Q S ,QWHUYLVWD D /877:\$&. L PXUL" 3URPHVVD PDQWHQXWD 'RQDOG UH GHOO¶DQWLSRO

4Q S ,QWHUYLVWD D *,\$&+(77, 0DVVLPRL GLVWUXJJH WXWR 9XROH VROR XQ SRVWR LQ 3 VLQLVWUD KD XQ VROR QHPLFR 5HQJL /D VFLVLRQH" 3UREOHPD ORUR (PLOLDQR VDUHEEH &HUWDPHQWH QRQ PL VHPEUD JLRYDQH

0HVVDJJHUR S %RUVJ JLX¶ GHO YROD OR VSUHDG

0HVVDJJHUR S)LOORQ GDL PDJLVWUDWL OD GHVWUD IUDGFHVH SUHSDUD XQ SLDQR %

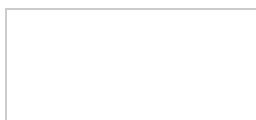
6WDPSD SULPD '¶\$OHPD VH 5HQJL IRUJD SURQWL D IDUH XQD OLVWD

6WDPSD S 7RWR¶ 5LLQD ULVSRQGHU¶ DL SP VXOOD WUDWWDWLYD 6WDWR PDILD

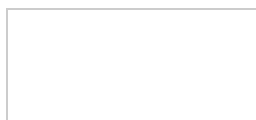
ORQLFD 0DFFKLRQL 'LUH

7\$**251\$/(/)\$772/ 7(032\$77,12(-6 127,=,22/,7,&5\$66(**1\$ 67\$03338%/,&\$

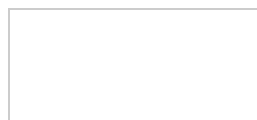
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5DVVHJQD VWDP:
*LXJQR



5DVVHJQD VWDP:
1RYHPEUH



5DVVHJQD VWDP:
*LXJQR

ORVWUD

&RPPHQWL,PSURQWD

\$FFHG

&RQVLJOLD&RQGLYLGL

2UGLQD GDO SL


&HUF 0

&HUF 0

\$FFHC

0DL

+RPH 1R ,WI 0RQI 3ROL)LQD &LQF ,1',9,6,9 ...

6HJXLFL   

7XWWL L YLGHR GL <DK

&DYDOODUR &LVDO
SUHYHQ]LRQH H VH
\$VNDQHZV

0HUNHO FRQWUR 7
GHFUHR q DQWL
\$VNDQHZV

2OWUH PLOLRQH
YLVLD GL 7UXPS
\$VNDQHZV

6JRPLQDWD XQD E
G LPPLJUDWL FRQ
\$VNDQHZV

&LVDO ILUPDWR L
ODYRUDWRUL HOV
\$VNDQHZV

&DYDOODUR &LVDO DO 3D SUHYHQ]LRQH H VHPSOLILF

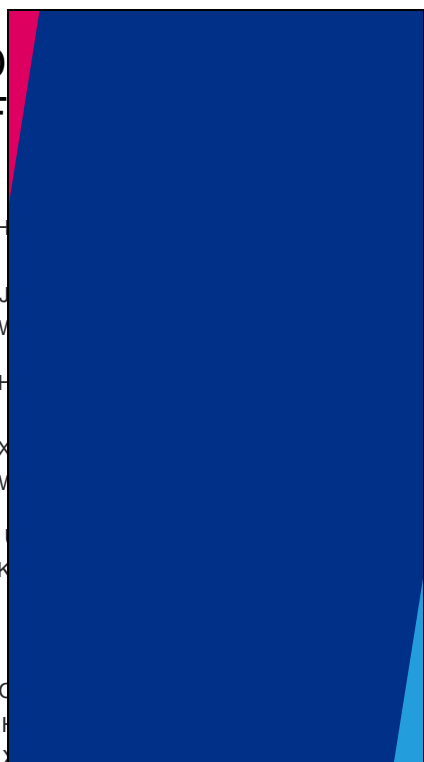
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ODYRUDWRUL PD DQFKH VHPSOLILFD]LRQH H SUHYHQ]LRQH
GHYH HVVHUH PXOWLIRUPH È TXDQR HPHUVR GDO FRQVL
&RQIHGHUD]LRQH ,WDOLDQD 6LQGDFDWL \$XWRQRPL /DYRUDV

/ ,WDOLD YLYH GDO PHVH GL DJRVWR XQD JUDYH HPHUJH
HYHQWL VLVPLFL FKH KD FROSLWR LO FHQWUR GHO 3DHVH
VLD SHU O HFFH]LRQDOH RQGDWD GL QHYH H PDOWHPSR FX
GHOO KRWHO 5LJRSLDQR GL)DULQGROD QHO 3HVFDUHVH V

1HO ODYRUR GL SUHYHQ]LRQH SHU HYLWDUH FKH VLVPLW
GRYUHEEHUR VYROJHUH XQ UXROR GL SULPR SLDQR FRPH K
&LVDO)UDQFHVFR &DYDOODUR

,O UXROR GHO VLQGDQDWR SXZ HVVHUH LPSRUWDQWH KD
VXOOD EDVH GHOD FRQRVFDQ]D GHO WHUULWRULR H GHOC
QRQ FL PHWWH VROGL SHU IDU Vu FKH TXHVWR DYYHQJD VH
SURWH]LRQH FLYLOH SDUOLDPR GL DULD IULWWD SHUFKp TX



LQ JUDGR GL

LQWHUYHQLUH (SRL FL VRQR VSHVH FKH L FRPXQL GD VROE QRQ SKVVRQR DTHQRWDUI
WDJOLR GL ULVRUVH VL WURYDQR VHQJD VROGL H QRQ KDO
SHUVRQDOH IRUPDWR DG KRF 4XHVWD q XQD GHXQFLD FK
DFFRUJHUH VROR TXDQGR VXFFHGH XQD WUDJHGLD

&DYDOODUR SRL KD ULFKLDPDWR O DWWHQJLRQH VXOOD QH
VHPSOLILFDJLRQH GHOOD PDFFKLQD DPPLQLVWUDWLYD H XQ

6H XQ VLQGDFR GLFH D XQ WHFQLFR FRPXQDOH FKH KD QH
VSLHJDWR H LO WHFQLFR QRQ ILUPD LO SURJHWWR SHUFKOHUNHO FRQWUR 7UXPS LO VXY
FDXVD GL QRUPH QRQ FKLDUH LO ODYRUR FKH XQ DPPLQLV
PXXOPDQL
SVNDQHZV

&RPH EDVH SHU UHGLJHUH XQ EXRQ SLDQR GL SURWHJLRQH FLYLOH LO VHJUHWDULR GHO
SURSRVWR WUD OH DOWUH FRVH GL SDUWLUH GD XQ DFFX
3BWBHFEHLEQWHUHVLDV
VWUXWWXUH SXEOLFKH QHL FRPXQL LWDOLDQL



 ,QLJLD OD FRQYHUVDJLRQH

, YLJLOL GHO IXRFR LWDOLDQ
PRQR
<DKRR 1RWJLH

\$FFHGL SHU SXEOLFDUH XQ PHVVDJJLR

1RWJLHNDQHZV

2JJL ULXQLRQH XUJHQWH 2QX
,UDQ FKLHVWD GD 8VD
6X VROOHFLWDJLRQH GHO DPEDVFLD



6SRQVRUDJ]DMDQGR 3ULYp

7KH 1RUWK)DFH ILQR D
\$EELJOLDPHQR VSRUWLYR SHU DPDQ
ILQR D GL VFRQR 5HJLVWUDWKL

,O JLRFR DPPD]D QRLD SHI
6WRUPIDOO \$JFRBIVFDU]DWR

1RWJLHNDQHZV

1HO PLODQHVH QDVFH LO SUI
\$OO 2VWHULD VRFLDOH /D 7HOD GL 5F



3ROLWRORJL UXVVL 7UXPS LF
FKH QRQ VD FRVD YXROH
SVNDQHZV

1RWJLHNDQHZV

5RPD %DOHVWUD 5DJJL QRQ
QHOO DEELJOLDPHQR
9RUUHL YHVWLUOD LR



1RWJLHNDQHZV

0LVV 8QLYHUVR YLQFH XQD IL
DQQL
,ULV 0LWVHQDQHUH DQQL VWXGLD



0DJLUXV \$ZDUG L YLJLOL GH
PLJOLRUH VTXDGUD
SVNDQHZV

6SRQVRUDJ]DMDFRHW 5HVWDXUDQWŠ

%XRQL SDVWR L YDQWDJJL S
+DL XQ DJLHQGD R XGFR SDUWLYDQV
EXRQL SDVWR H ULVSDUPLD VXL FRV

-REV DFW &LVDO LQ &DODEULD LQLJLDWLYH VX IDOOLPHQWR ULIR

‡ 3XEEOLFDVHQDQLR

3DUWH GD 9LER 9DOHQWLD OD FD PSDJQD SURPR
LWDOLDQD VLQGDFDWL DXWRQRPL ODYRUDWRUL
ODYRUR (TXDQWR VL UHQGH QRWR LQ XQ FRP)
H PHJJR GHOOD VXD DSSURYD]LRQH H GHWR
JOL HIIHWL SURGRWWL GDOO DSSOLFD]LRQH G
DEELDPR FRQWHVVDWR SULPD DQFRUD FKH YHG
JOL DUWLFROL H GHOOD &RVWLWX]LRQH OH
DOOD JHVWLRQH GHOO LPSUHVD / LQLJLDWLYD
GRYH VL VRQR WHQXWL L ODYRUL GHO &RQVLJO
5HVWR FRQYLQWR DIIHUPD LO VHJUHWDULR JH
&DYDOODUR FKH DQFRU RJJL QRQ FL VL H UHV
ULIRUPD GHO ODYRUR OHJDWD DO -REV \$FW SHU
LPSHJQR FRQVLGHUHYROH QHOOD PHVVD LQ DW
LQ &DODEULD LO SHUFRUVR SLX LGHDOH SHU XC
RFFXSD]LRQDOH ,QLJLHUHPR GD 9LER 9DOHQW
DJJLXQJH &DYDOODUR SRUWHUHPR OD QRWUD
ODYRUDWRUL GDOOH ILQWH WXWHOH ULWHQHGH
UHVSQRVDELOL

)ODVK ,Q (YLG

&26(1=\$,Q &RQILC RQII
GRPDQL VL GDUj DYYL;HOC
ODWXDLGHDGLPSUHVD FFW
5(**,2 %XUURQH RQR
ULPRGXOD]LRQH 'HFUH YH
PLOLRQL SHU LO SLDQ
ILQDOPHQWH VL SDUW DQW
-REV DFW &LVDO 3DJL
LQLJLDWLYH VX IDOOLPHQWR
/2&5, 5& \$SUH R RUJI
GHOOD JLRVHQW• LQ X FFWI
FRQILVFDWR DOOD QG _FRC
9,//\$ 6 *,29\$11, 6 FLV
IHEEUDLR LQFRQWUR HJLH
' \$VFROD H VLQGDFL \$ VD F
6WUHWWR XWV
526\$512 \$FTXD S /LWI
VX ELQDUL EORFFDWR GHG
0\$5=,\$/(*DUDQWH
,QIDQJLD KD LQVHGLD
VFRODVWLFD GHO SUR
5(*,21(,O IHEEU
ULXQLRQH &RPPLVLR
5(3257 1XFHUD /D
6LQLVWUD ELODQFLR
TXDOLWD
1,&2/2), JRYHU
UHJLRQDOH LQHUWH L
5(**,2 ,O &LV SUR
'D VROLWXGLQH GHO
JOREDOPμ
5(**,2 ,O *UXSSR
a'HOHJD DOOD PDQXWH
VWUDGDOD DO &RQVLJ
ULQQRYD LO QRWUR
UHVSQRVDELOLWj YHU
5(**,2 6L q WHQXV
PDQLHVVD]LRQH FRQF
SURJHWR 6SRUW q S
5(**,2 5LWRUQD =
\$UWH 5HJROH LO FRQ
VXOO•LPSRUWDQJD GH
5HJROH
5(**,2 &RUVR GL (
'LJLWDOH 2 JLRVHG u LC
DSSXQWDPHQWR
5(**,2 2JJL D 3DO
&DPSDQHOOD SUHVHQV

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Autostrade i sindacati «Stazioni senza presidi»

distuggere la dignità e precarizzare, con il job act, il lavoro stabile».

St.Cas.

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LO SCIOPERO

Mentre oggi si svolge lo sciopero nazionale per il rinnovo del contratto di lavoro delle telecomunicazioni, indetto dalle segreterie nazionali di Slc-Cgil, Fistel-Cisl e Uilcom-Uil, gli altri comparti dei rappresentanti dei lavoratori Filt-Cgil, Reti-Cisl, Uil-Trasporti, Ugl, **Cisal** e Rsa hanno inviato una lettera ai Prefetti di Roma, L'Aquila, Pescara, Teramo, Chieti e Rieti, ai presidenti della Regione e del Lazio e ai responsabili delle vigilanza sulle concessioni autostradali per denunciare «il mancato presidio delle stazioni autostradali A24 e A25». I sindacati ricordano che la concessionaria Strada dei Parchi «può creare criticità all'utenza. I disservizi sono quelli derivanti dai malfunzionamenti di apparecchiature automatiche, mancanza di informazione, possibili gravi limitazioni al transito ed alla circolazione per effetto di guasti e tutte le altre per le quali l'utente trova normalmente un servizio puntuale attraverso la presenza dell'addetto di stazione». Per i rappresentanti delle maestranze «nessuna diversa organizzazione del lavoro o potenziamento dei sistemi automatici e remoti di sorveglianza del traffico potrà sopperire alla mancata presenza del personale addetto». I sindacati concludono: «Insomma Strada dei Parchi depotenzia, con il servizio non commisurato al livello della tariffa». E così i sindacati ricordano alle autorità «i riflessi sulla libera circolazione dei cittadini e sulla loro sicurezza e quindi valutare gli obblighi della concessionaria».

Passando allo sciopero delle telecomunicazioni, in città si sono svolte assemblee unitarie nella sede della Uil, con i lavoratori dei call center di Ecare, C2C, Nethex e Transcom. Per lo sciopero di oggi «i lavoratori saranno compatti - dice Piero Francazio della Uilcom-Uil - e con questa prima iniziativa, che prevede presidio a Pescara, dimostreranno, a chi vuole



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Trasporti Licenziamenti Seac, salta l'accordo coi sindacati

SERVIZIO A PAGINA 7

Si è tenuto nel pomeriggio di ieri un incontro tra le associazioni sindacali Filt Cgil, Uil Trasporti, Faisa Ugl Autoferrotranviari, Fit Cisl Molise e la società Seac, presso la sede dell'azienda. L'oggetto della riunione è stato l'esame congiunto richiesto dalle organizzazioni sindacali in merito ai licenziamenti degli autisti di autobus posti in essere dalla società in seguito al taglio chilometrico, determinato dal taglio delle risorse deciso dalla Regione Molise. Il dottor Potenza della Seac ha richiamato integralmente il contenuto della comunicazione di

avvio della procedura ex art 4 L. 223/1991 e le motivazioni in essa richiamate. Ha ribadito, inoltre, la sussistenza di un esubero di personale nei termini indicati nella comunicazione di avvio della procedura. Le organizzazioni sindacali presenti hanno ritenuto illegittima la posizione del comune di Campobasso in relazione al taglio dei chilometri corrispondenti al taglio delle risorse deciso dalla Regione Molise. I sindacati hanno evidenziato comunque che non sono stati consegnati i turni di servizio che permettano di valutare

ziato che, per effetto dei provvedimenti comunali indicati nella comunicazione di avvio della procedura di licenziamento collettivo, l'esubero di personale è determinato, quanto al numero ed alle qualifiche, nella nota di avvio della procedura di riduzione del personale. La riduzione operata dall'Amministrazione determina un effetto immediato e diretto sul personale di esercizio ed il taglio chilometrico può essere contrastato solo con l'adozione di misure strutturali. Le parti, infine, hanno concluso la riunione con un mancato accordo.



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