

Sommaro Rassegna Stampa

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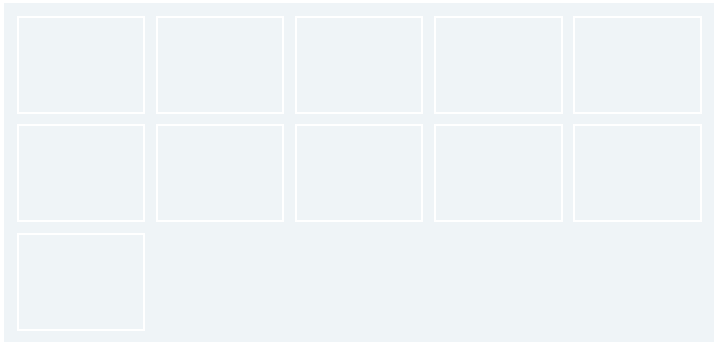
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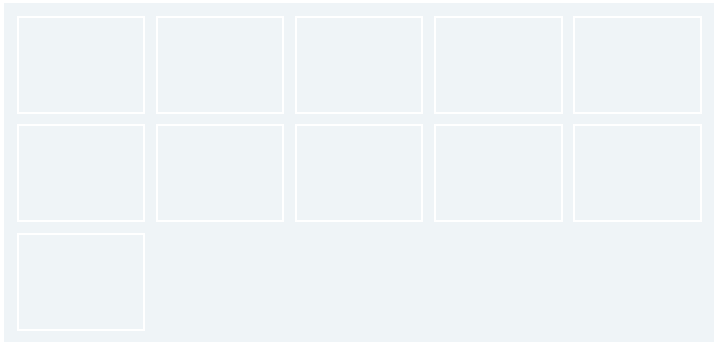
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HMIGM GIRXVM EP QSRHS EGGVIHMXXEXS TIV IWEQMREVI I GIVXMJMGEVI P"EGUYMWM/
GLMVYVKMGli KMRIGSPSKMGli WIGSRHS KPM WxERHEVH IYVSTIM
-P RYSZS 'IRXVS EQTPME PE TSWWMFMPMXÓ HM EGGSKPMIVI TVSJIWWMsRMWXM TVS
QSRHS TIV PE JSVQE^MSRI GSRXMRYE IH Ú GSPPSGEXS MR YRS WTE^MS HM GMVGE
HE YRE VEHMGEPI XVEWJSVQE^MSRI WSWXIRYXE HEPP"9RMZIVWMXÓ HM 8SVMRS MF
*SRHE^MSRI 1IHMGMRE E 1MwYVE HM (SRRE EP TMERS QIRS YRS HIPPE"SWTIHEPI 7E

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'MXXÓ HIPPE 7EPYXI HM 8SVMRS 0E VMUYEPMJMGE^MSRI LE GEQFMEXS ZSPXS ERG EM WIVZM^M HM VEHMSXIVETME *-:)6 TVIWIVZE^MSRI HIPPE JIVXMPMXÓ I TEPIWXVE EGGSQTEKREQIRXS EPPE REWGMXE

0E XYXIPE HIPPE WEPYXI JIQQMRMPI Ú YRE QMWWVE HIPPE UYEPMXÓ I HIPPE"IJJMGE WMWXIQE WERMXEVM QS ERGLI HIM QIXSHM HM JSVQE^MSRI YRMZIVWMXEVM I RS WTIGMEPMWXM I WTIGMEPM^^ERHM SWXIXVMGLI MRJIVQMIVM WXVYQIRXMWXM I TIV

À WEXXS MRJEXXM HMQSWXVEXS GLI PE JSVQE^MSRI GSR P"EYWMPMS HM WMQYPEX HM QMKPMSVEVI KPM IWMXM TIV PI TE^MIRXM MR XIVQMRM HM WMGYVI^^E VMWYPX MQTEXXS TSWMXMZS WYP WMWXIQE MRXIKVEXS WERMXEVM IH YRMZIVWMXEVM

4IV UYIWX S QSMZS MP &SEVH ERH 'SPPIKI)YVSTIS HM 3WXIXVMGME I +MRIGSPSKME VETTIVIRXE PI 7SGMIXÓ 2E^MSREPM HM +MRIGSPSKME I 3WXIXVMGME HM 4EIWM HYVERXI PE TVIWMHIR^E HIPPE 4VSJ WVE 'LMEVE &IRIHIXXS MP -7MQYPEXMSR 'SRV ,SWTMXEPW ERH -RWXMXYXMSRW— GLI VEKKVYTTTE PI MWXMXY^MSRM IYVSTII HMWT VMWSVWI I GSQTIXIR^I TIV ZEPMHEVI IH MQTPIQIRXEVI WXVYQIRXM I TVSKVEQQM HM TIV MP XVEMRMK GLMVYVKMGS MR GEQTS SWXIXVMGS KMRIGSPSKMGS 7IQTVI RIPP P")&'3+ LE TVITEVEXS I TVIWMIRXEXS EP 4EVPEQIRXS IYVSTIS M HSGYQIRXM -7XERHE PE 7EPYXI HIPPE (SRRE MR)YVSTE— ZSPXM E TVSQYSZIVI I QMKPMSVEVI PE UYEPN SWXIXVMGE I KMRIGSPSKMGE RIM HMZIVWM 4EIWM IYVSTIM HSZI WM WTIGMJMGE GL WXERHEVH HM XVEMRMK MQTPMGERS P"YXMPM^^S HM WMWXIQM I TVSGIHYVI HM W

-P 6)' Ú YRS HIM WSPM HMIGM GIRXVM EP QSRHS EGGVIHMEXM HEPP")7+))YVSTIEF +]REIGSPSKMGEP)RHSWGST] I HEPPE)YVSTIER %GEHIQ] SJ +]REIGSPSKMGEP 7YVK GSRWIKYMI MP (MTPSQE +)7)% +]REIGSPSKMGEP)RHSWGSTM 7YVKMGEP)HYGEXM %WWIWWQIRX GLI GSRWMWXI RIPP"IVEQMREVI I GIVXMJMGEVI P"EGUYMWM^MSRI HM GLMVYVKMGLI MR EQFMXS KMRIGSPSKMGS WIGSRHS KPM WXERHEVH IYVSTIM

(SXXS HIM TMè EKKMSVREXM LMKL JMHIPMX] QERRIUYMR QSHIPW WME TIV P"SWXIX KMRIGSPSKME MP GIRXVS TIVQIXXIVÓ YRE WMQYPE^MSRI WIQTVI TMè VIEPMWXMGE WGIREVM MR WEPE TEVXS IH MR WEPE STIVEXSVME IH Ú EPP"EZERKYEVHME RSR WS QE ERGLI RIP WMWXIQE HM MRWIKREQIRXS -RJEXXM WM EZZEPI HIM TMè MRRSZEXM QYPXMQIHMEPM ZMHISGEQIVI EQFMIRXEPM EH EPXE HIJMRM^MSRI WMWXIQE HM VI ,(I WMWXIQM EYHMS TIV SKRM TSWXE^MSRI IRHSWGSTMGE TIV YR GSWXERXI QSRMX HMWGIRXM HYVERXI P"IWIGY^MSRI HIP XVEMRMK

-P WMWXIQE QYPXMQIHMEPI TIVQIXXI ERGLI PE QIQSVM^^E^MSRI MR GPSYH HIPPE"EX TIV GSRWIRXMI EM HMWGIRXM HM ZIVMJMGEVI I GSVVIKKIVI M TVSTVM IVVSVM EP X 5YIWX WMWXIQE WMQMPI EP :%6 :MHIS %WWMWXERX 6IJIVII GSRWIRXI HM IZMHIF IVVSVM IWIKYMXM HEM TEVXIGMTERXM HYVERXI PI WIWWM SRM HM XVEMRMK I HM G SXXMQM^^EVI P"ETTVIRHMQIRXS

-RSPXVI PI EYPI YRMZIVWMXEVM WSRS WEXE GSRRIWVI MR QSHS TIVQERIRXI GSR M STIVEXSVMI TIV XVEWQIXXIVI MRXIVZIRXM GLMVYVKMGM I GSVWM ERGLI MR WXVIEQI

2IP 6)' WEVERRS SVKERM^^EXI WIWWM SRM HM JSVQE^MSRI IH ETTVIRHMQIRXS VMZSI WTIGMEPMWXM I WTIGMEPM^^ERHM SWXIXVMGLI MRJIVQMIVM WXVYQIRXMWXM I TIV TIV YR RYQIVS TMè IPIZEXS HM TEVXIGMTERXM VMWTIXXS EPP"EXXYEPI RSR WSPS I QE ERGLI HM EPXVI VIKMSRM MXEPMERI I HM EPXVI RE^MSRM - QSHIPP M JSVQEXMZ IPIZEXS PMZIPPS XIGRSPSKMGS IPEFSVEXM MR GEQTS SWXIXVMGS I KMRIGSPSKMGS WYGGIWMZEQIRXI IWWIVI ETTMGMEXM EH EPXVI FVERGLI HIPPE QIHGMRE GSR VM(EREPSKLM

-P 'IRXVS WEVÓ WIQTVI TMè YR VMJIVMIRXS MRXIVRE^MSREPI GSR MQTSVXERXM VM WYP XIVVMXSVMS MR XIVQMRM GPMRMGS EWWWXIR^MEPM IH IGSRSQMGM IH ERGLI RIPPE VMGIVGE I RIPP"EXXMZMXÓ JSVQEXMZE I TVSJIVWMSREPM^^ERXI

-P 6)' REWGI HE MRXIVZIRXM WXVYXXYVEPM RIP TMERS QIRS YRS HIPPE"SWTIHEPI 7E

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UYEPI WSRG GSPPSGEXM M WIVZM^M HM 6EHMSXIVETME *-:)6 4VIWIVZE^MSRI HIP
TIV M GSVWM HM EGGSQTEKREQIRXS EPPE REWGMXE 4IV XYXXM M WIVZM^M P"EGGI'
EXXVEZIVWS E^MSRM HM TMXXYVE GSPPIXMZE TEVXI HIP TVSKIXXS -'ERXMIVI HIP
(MTEVXMQRXS)HYGE^MSRI HIP 'EWXIPPS HM 6MZSPM 1YWIS H"%VXI 'SRXIQTSVERIE
*SRHE^MSRI 1IHMGMR E 1MWWVE HM (SRRE 'MVGE WXYHIRXM MR -EPXIVRER^E-
WSRS WXEXM GSMRZSPXM MR YR"iWTIVMIR^E HM ETTVIRHMQRXS WYP GEQTS 0"EVII
YR KMEVHMRS HM FMS HMZIVWMXÓ VIWS TSWWMFMPI ERGLI HEP GSRXVMFYXS HM
TEVXIGMTEXS EPPE PSXXIVME -'YVEVI PE 'YVE— 2IPPE KMSVREXE MREYKYVEPI KPM
EGGSPXM HE YRE -:MXXEQMRE QYWMGEPI— MR GLMEZI .E^^ TVSKIXXS HIPPE *SRHE^
1MWWVE HM (SRRE GSR KPM EVXMWXM HIP XIVVMXSVMS

'SRHMZMHM WY

*EGIFS 8IMX +SSKP 0MRO -RZME TI

-R UYIWXS EVXMGSPS

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:M Ú TMEGMYXS UYWGXSMZIXXIMGEP#RI[WPIXIV HM 5YSXMHMERS
4MIQSRXIWI TIV WETIVI XYXXS WYPPI YPXMQI RSXM^MI GLI VMKYEVHERS MP 4MIQSRX
4SXIXI ERGLI IWWIVI EKKMSVREXMS MPRKXVIZO Z MIEPI EXXVEZIVWS
TMEGI MP RSXVS PEZSVS I ZSPIXI GSRXMRYEVI EH IWWIVI EKKMSVREXM WY XYXXS
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RSWXVE TEKMREIWP MEGGMSW Y

5YSXMHMERS 4MPSRHXVZQREP - &PSK HAM5ATIGM-PPMMHQRXIXIWI (EXM 7SGRUSZQEXMZE WYPPE 4
2IX[SV0FFP MSZENS XEXXM HIPP BRRSXM^MI TMè .PY0XXHM HM RSJSVQEXMZSR'SB OMSRM7H QTYXI
-R 4MIQSRXWPIXPKVEM QRXIXI)\T\$MIQSRXIOIEOW 11VGLERH)RWMRBMFYREPM I %W
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'VIXMZI 'SQSRW %XXVMFY^MSRIR ZTRVIGSQMIZEXIEPI -XEPME '' &= 2' 2(-8

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& RPXQ%RO]DQRUDQDLYHPUHVVDQRQH ORFDOLW'

9DL VXO VLWR

&URQDfD6SRUW &XOWXUD H 6SHW(BBRO]D ,WDOLD ORQRWR 9LGHR 3ULPD SDJ
6DOXWH H %HQHWVBUJLDUW6FLHQJD H 7HFQ\$PDLHQWH HG (QHBUUD H *XVWKL (XURS

6HL 6DOXWH H %HQHWVBUJLDUW6FLHQJD 6DQW \$QQD 7RULQR IRUPD L)RWR

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JLQHFRORJL GHO IXWXUR

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9DFFLQL ELPED
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DOO RVSHGDOH 6DQW \$QQD GL 7RULQR LO
5HF QXRYR FHQWUR DOO DYDQJXDUGLD
SHU OD ULFHUFD H OD IRUPD]LRQH LQ
JLQHFRORJLD H RVWHWULFLD LQ JUDGR GL
IRUPDUH PHGLFL LQIHUPLHUL H
RVWHWULFKH FRQ OH XOWLPH WHFQLFKH
GLVSRQLELOL WUD PDFFKLQDUL GL
VLPXOD]LRQH H SURJUDPPL GL

/D GLUHWW
6DVD 3HWU
VXOOD WUC
DYYHQXWD

GD 7DE


WUDLQLQJ ,O QXRYR FHQWUR a IUXWWR
GHOOD UDGLFDOH WUDVIRUPD]LRQH GL XQR VSD]LR GL PHWUL TXDGI
SLDQR LQWHUUDWR GHOO RVSHGDOH LO SL» JUDQGH FHQWUR QDVFLW
2JQL DQQR YL QDVFRQR LQIDWWL ROWUH EDPELQL GD IDPLJOLH SU
GD SDHVL / RELHWWLYR VSLHJD &KLDUD %HQHGHWWR GLUHWWR
*LQHFRORJLD H 2VWHWULFLD 8QLYHUVLWDULD (FRQ 6DQW/\$500 *DaV WX
SL» OD VLFXUH]D GHOOH SD]LHQWL DGGHVWUDQGR DO PHJOLR LO SHU
SURJHWWR a VRVWHQXWR GDOO 8QLYHUVLW GL 7RULQR FRQ XQ LQYH
PLOLRQL GL HXUR LQ FROODERUD]LRQH FRQ OD &LWW GHOOD 6DQW
SUHVHQWD]LRQH LO UHWWRUH *LDQPDULD \$MDQL KD VRWWROLQHDWR
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3LHPRQWH

4XRWLGLDQR RQ O
GL LQIRUPD]LRQH VDQL
0HUFROHGu ', & (0%5(

+RPH &URQDFKRYHUQR BHJLRQLBYRUR H6FLHQJ]D6W/XGL\$HFKLY [GL]LRQ&HUFD
3DUODPHQWR 3URIHVVLRLDLPDF\$QDOLVL UHJLRQ

46 3LHPRQWH	46 9HQHWR	46 7RVFDQD	46 \$EUX]JR	46 %DVLOLFDDWD
46 9DOOH G \$RVWD46)ULXOL 9HQH]LD46 LXPFLD	46 0ROLVH	46 &DODEULD		
46 /RPEDUGLD	46 /LJXULD	46 0DUFKH	46 &DPSDQLD	46 6LFLOLD
46 3 \$ %RO]DQR	46 (PLOLD 5RPD]QD46 /D]LR	46 3XJOLD		46 6DUGHJQD
46 3 \$ 7UHQWR				

VHJXRWLGLDQIRW

7ZHH &RQGL &RQGLY VWDPSPD

\$ 7RULQR QDVFH LO 5HF SULPR FHQWUR DOO SHU OD ULFHUFD H OD IRUPD]LRQH LQ JLQHF RVWHWULFLD

,O 5HVHDFK DQG (GXFDWLRQDO &HQWHU DYUj VHGH DO 6DQW]DQQD H VDUj GRW
9LGHR \$VVLVWDQW 5HIHUH SHU L WUDLQLQJ LQ *LQHFRRR]LD HG 2VWHWULFLD
O]XQLFR &HQWUR HXURSHR LQ JUDGR GL RIIULUH XQD IRUPD]LRQH SHUPDQHQW L
FDPSL GHOO]RVWHWULFLD H GHOD JLQHFRRR]LD H SHUPHWUHUj XQD DSSURFFLR
ILQDOL]]DWR DOOD VLFXUH]]D HG DOOD PLQLLQYDVLVWj GHOO SURFHGXUH

1DVFH LO 5(& 5HVHDFK DQG (GXFDWLRQDO &HQWHU GHOD &LWWj GH
H GHOO]8QLYHUVLVWj GL 7RULQR SHU OD ULFHUFD H OD IRUPD]LRQH LQ 2VWHW
*LQHFRRR]LD JXLGDWR GDOOD SURIHVVURUHVVD &KLUXUJLFL LQ 2VWHWULFLD
*LQHFRRR]LD H 2VWHWULFLD XQLYHUVLVWDULD GHOO]RVWHWULFLD QDVFH
PLJOLRUDUH OD WXWHOD GHOD 6DOXWH GHOD 'RQQD DOOD VLFXUH]]DWR DOOD
\$VVLVWDQW 5HIHUH SHU L WUDLQLQJ LQ *LQHFRRR]LD HG 2VWHWULFLD 8C
3DGGHVWUDPHQWR' DOOD]DYDQJXDUGLD SHU OD VLPXOD]LRQH GL HPHUJHQJH
GL FRPSOHVV LQWHUYHQWL FKLUXUJLFL LQ DPFLWR JLQHFRRR]LFR FKH SHI
DSSURFFLR LQRYDWLYR ILQDOL]]DWR DOOD VLFXUH]]D HG DOOD PLQLLQYDVL
SURFHGXUH \$ GDUQH QRWL]LD XQD QRWD GHOD &LWWj GHOD 6DOXWH GL 7

3,O 5(& ± VSLHJD OD QRWD q O]XQLFR &HQWUR HXURSHR IRUPD]LRQH SHUPDQHQW LQ
WXWWL L FDPSL GHOO]RVWHWULFLD H GHOD JLQHFRRR]LD FKH ULFKLHGDQR O]DFTXLVL]LRQ
SVLFRPRWRULH H GL FRPSHWQ]H UHOD]LRQDOL ILQDOL]]DWH DO ODYRUR GL pTXLSH HG q XQ
DFFUHGLWDWR SHU HVDPLQDUH H FHUWLILFDUH O]DFTXLVL]LRQH GL DELOLWj FKLUXUJLFLKH J
VWDQGDUG HXURSHL³

,O QXRYR &HQWUR DPSOLD OD SRVVLELOLWj GL DFFR]OLHUH
SURIHVVL8QLYHUVLVWj GL 7RULQR SHU OD ULFHUFD H OD IRUPD]LRQH LQ 2VWHW
IRUPD]LRQH FRQWLQXD HG q FROORFDWR LQ XQR VSD]LR GL FLU
PT LQWHUHVVDWR GD XQD UDGLFDQH WUDVIRUPD]LRQH
VRVWHQXWD GDOOD]8QLYHUVLVWj GL 7RULQR LQ FROODERUD]LRQ
OD)RQGD]LRQH 0HGLFLQD D 0LVXUD GL 'RQQD DO SLDQR
PHQR XQR GHOO RVSHGDQH 6DQW]DQQD GHOD &LWWj GHOD
6DOXWH GL 7RULQR /D ULTXDOLILFD]LRQH GL FROODERUD]LRQ
DQFKH DOOD]DUHD GL DFFHVVR DL VLFXUH]]DWR DOOD VLFXUH]]DWR DOOD
,9(5 SUHVHUYD]LRQH GHOD IHUW]LRQH GHOD VLFXUH]]DWR DOOD VLFXUH]]DWR
DFFRPSD]QDPHQWR DOOD QDVFLD

/HJJH GL %LQDQ
WHVWR DSSURYD
&DPHUD (FFR W
QRUPH SHU OD V

3(] VWDWR LQIDWWL GLPRVWUDWR IRUPD]LRQH FRQ DXVLOR GL VLPXOD]LRQH GL PLJOLRUDUH JOL HVLWL SHU OH VLFXUH]]DWR DOOD VLFXUH]]DWR DOOD VLFXUH]]DWR
ULVXOWDWR H TXDOLWj GL YLWD FRQ XQ LPSDWWR SRVLWLYR V
VLVWHPD LQWHJUDWR VDQLWDULR HG XQLYHUVLVWDULR'

3LHPRQWH LRUQL@RUQL

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3HU TXHVWR PRWLYR LO %RDUG DQG &ROOHJH (XURSHRIFGL 2VWHWULFDL IRUGGFRORJLSDU
UDSSUHVHQWD OH 6RFLHWj 1DJLRQDOL GL *LQHFRORJLD H 2VWHWULFDL GDWUDL 3DHLPHXURSHL
SUHVLGHQJD GHOO & SURJUDV% RQHOGDWPXODWDLRQ &RQVRUWLXP RI +RVSLLWDOV DQG , QVWLWXWL
FKH UDJJUXSSD OH LVWLWXJLRQL HXURSHH GLVSRQLELQD DG LQYHVWLJH ULVYRUVH H FRPSHW
LPSOHPHQWUDH VWUXPHQWL H SURJUDPPL GL VLPXODJLRQH SHU LO WUDLQHQD DEKLVXULFRY
6HPSUH QHOOR VWHVVR SHULGR O1(%&2* KD SUHSDUDWR H SUHVHQWDRDO SDUODPHQWR
36WDQGDUG GL &XUD SHU OD 6DOXWH GHOO 'RQD LQ (XURSD' YRWSLBSURPHXURSHUOH PL
GHOO1DVVLVWHQJD RVWHWULFD H JLQHFRORJLFD QHL GLYHUVL 3DHL HXURSHL GRYH VL VSH
VWDQGDUG GL WUDLQLQJ LPSOLFDR O1XWLQJLR GL VLVWHPL H SURFHGXUHG L3VLPXODJLRQH
VDQLWDULR LQ DUULYR

,O 5(& q XQR GHL VROL GLHFL FHQWUL DQXURSHRIFGL 2VWHWULFDL IRUGGFRORJLSDU
(QGRVFRS\ H GDOOD (XURSHDQ \$FDGHP\ RI *LQHFRORJLFD 6XUJHULSHULFRVWHXURSHUOH
*LQHFRORJLFD (QGRVFRSLF 6XUJLFD (GXFDLWR DQG \$VVHVPHQW XURSHRIFGL 2VWHWULFDL
O1DFTXLVLJLRQH GL FRPSHWQHJH FKLXUJLFXH LQ DPELWR JLQHFRORJLFR VHFRRQRVH JOL VWD
O13&DRV RUJDQLJJDWR

,O 5(& FKH q FROORFDWR LQ XQR VSRVDRV LGALUSLD DJRTRUQDWL KDJKLGHQWGL QIHUPL
PDQQHTXLQ PRGHQV VLD SHU O1RVWHWULFDL FKH SHU OD JLQHFRORJLFD LQ JUDGR GL UHQGH
UHDOLVWLD H YLFLQD DL TXRWLGLDQL VFHQDUL LQ VDOD SDUWR HG LQ VDOD RSHUDWRULD
VLPXODJLRQH PD DQFKH QHO VLVWHPL GL LQVHJQDPHQWR ,QIDWWL YQDMSDOHGHHSUHWQR
YLGRHFDPHU DPELHQWDL DG DOWD GHILQLRQH VLVWHPL GL UHVL 5RQPRQLWRUHQ XQDQK
SRVWDJLRQH HQGRVFRSLFD SHU XQ FRVWDQWH PRQLWRUDJLRL GHL LGWUDLPHGL 3DHLVFRQ

,O VLVWHPL PXOWLPHGLDOH SHUPHWQH FDRFXH GHOD O1DPRVLMIDWJ RQFHQWULGL SHU
FRQVHQWLUH DL GLVFHQWL GL YHULILFDUH H FRUHHJHUL L SURSULHURULDO SHUPHQGLG
VLPLOH DO 9\$5 9LGR \$VVLVWDQW 5HIHUH FRQVHQWH GL HYLGHQJLUDH HXHWXDOHUR
GXUDQWH OH VHVLRQL GL WUDLQLQJ H GL FRUHHJHUOL LQ PRGR GD RUVLPLJJDWH O1DSSUHC

,QROWH OH DXOH XQLYHUVLWDULH VRQR VWDWH FRQQHVH LQ PRGR SHUPHQGLG H WRQLD
WUDVPHWWHUH LQWHUYHQWL FKLXUJLFL H FRUVL DQFKH LQ VWHUHQW

1HO 5(& VDUDQR RUJDQLJJDWH VHSUHQGLRUCVDRQLRQROWH D PHGL 3DHLVFRQDILRQO
VSHFDLJDDQL RVWHWULFKH LQIHUPLH VWUXPHQWLVWL H SHUFRQDILRQVLDVSHUD
SDUWHFLSDQWL ULVSHWR DOO1DWWXDOH QRQ VROR GL 7RULQR HF3LHFRQWHH RSDHFRKHGL
QD]LRQL , PRGHOL IRUPDWLYL GL VLPXODJLRQH GL HOHYDWR OLYHODRDMHQOROBHLFR HLODE
LQHFRORJLFR SRUHEEHUR VFFFHVLYDPHQWH HVVHUH DSSOLFDFWLRQVWHLEHPEKHG
EHQHILFL DQDORJKL
FH OD IDQR VL SRWJ

,O &HQWUR SXQD DG HVVHUH VHPSUH SLFRQ LPSRUWDQWRULSHWHVODRBDQD
SRVLWLYH VXO WHUULWRULR LQ WHUPLQL FOLQLFR DVVLVWHQJLDOL HFRQRPLFL HG DQFKH
H QHOOD1DWWLYLWj IRUPDWLYD H SURHVVLQRDOLJJDQWH /HJJH GL %LODQFLR 'HF

,O 5(& QDVFH GD LQWHUHQSDQW LQVXQW XODR GHOO RVSHGDOH 6DQW\$QQD DUDHGHOD
VRQR FROORFDWL L VHUYLJL GL UDGLRWHUDSLD),9(5 SUHVHUYDJLRQH GHODFHQWLVWJLH
DFFRPSDJDQDPHQWR DOOD QDVFLWD 3HU XWWL L VHUYLJL O1DFFHVQR LQVXQWSDUWH
FROHWLWLD SDUWH GHQ SURJHWR 3&DQWLHUH GHOO1SUWH' FRQGRVDRGD O1SDUWLPHC
OXVHR G1SUWH &RQWHPSRUDQHD FRQ OD)RQGDJLRQH OHGLFLQD D OLVXUD GL 'RQD &LFD
3DOOHQJD' VFXROD ODYRUR VRQR VWDWL FRLQYROWL LQ XQ1HVSHULHQDGLDSSHGLVPHQ
DSSDUH FRPH XQ JLDUGLQR GL ELR GLYHUVLWj UHV SRVLELOH DEKHSODFRQWDLERHJ
SDUWHFLSDWR DOOD ORWWHULD 3&XUDUH OD &XUD' 1HOOD JLRUQDWL LQDXXUDOH JOL RVS
39LWDPLQD PXVLFDOH' LQ FKLQYH -D] SURJHWR GHOO)RQGDJLRQH HILFLQD O1VXQWGD1
WHUULWRULR 3DULWj GL SXQWHJJLR L
JUDGXDWRULD' 3UHFGI

3, O 5(& DSSHQD LQDXJXUDWR ± FRIPHVQWDRUGLHQQRUDOH \$28 &LWwj GHODADQXWHVGHOD
6FLHQJD GL 7RULQR q XQ XOWHULRU FRQIHUPD GHOO HFFHOHQJD DOO1VHOORGLWDOLDRQ
6DQW\$QQD H GHOD &LWwj GHOD 6DOXWH 8Q &HQWUR GRYH YHUJ1HVDOWDWD OD IDWLYL
OD QRWUD \$JLHQGD H GRYH SRWUDQQR FRQYLYHUH H VXEOLPDUVL QD VLFHUFD O1LWVPHK
FUHVFLWD GHOO IXWXUH JHQHUDJLRQL GL QXRYL SURHVVLQRVWL LQ RQWUH OD SDUWHVYV
FRPSLXWR YHUR OD WRWDOH XPDQLJ]LRQH GHL QRWUL RVSHGDOL' 1HOORWWLFD GHOO
VROR GDO SXQWR GL YLVWD PHGLFR VDQLWDULR PD VRSUDWXXWWR GDO SXQWR GL YLVWD (

3,Q TXHVWL DQQL ± DIHUPD LO 3DURQLILFRPHWWRUSHM GDOO18QLYHUVLWj GHJOL 6WXGL GL 7RU
OH VFLHQJH PHGLFKH VWDQQR YLYHQGR XQ1DFFHOHUDJLRQH VWUDRUGLQDULD ,Q WHUPLQL G
GLVWULEXJLRQH GHOO SURSULH FRPSHWQHJH O1DSSRUWR GHOO18QLYHUVLWj DO VLVWHPL
SURSULR LQ UDJLRQH GL WDOH DFFHOHUDJLRQH ,O QXRYR FHQWR VRVHQXWR GDOO1\$WHC
H DOO12VSHGDOH 6DQW\$QQD SULPDWR HXURSHR SHU ULFHUF IRUPDJLRQH H FXUD SHU OD
VRWWROLQHD TXDQWR O1LPSHQR GHOO18QLYHUVLWj GL 7RULQR SHU OR VYLOXSSR GHQ WHU
VLD XQD QHFHVVDULD FRPSRQHQWH DOO1LQWHUQR GL XQ SURFHVV FRUFRODUH GL PXWXD I

3HU 3URI VVD &KLDUD %HQGHWWR 'LUHWWRQLHGLVLMQDILFRHDD IR2\$VGHQWULFDL
6DQW\$QQD GL 7RULQR 3LO SURJHWR GHQ 5(& q VWDWR SHQVDWR FRQ O1RELHWLWLYR GL WX
GHOO SDJLHQWL H GL DIILQDUH OH FRPSHWQHJH SVLFRPRWULH H WHFQFKH GL FRORUR FK
RSHUDWLYD H DOOD FKLXUJLD JLQHFRORJLFD 'XUDQWH OD JUDYLGQJD H LO SDUWR SHU H
GHOO FRPSOLFQJH LPSURYLVH FKH KDQR WDOYROWD ULVYROWL GUDPPDWLFL 3HU IRUW
HPHUHQJD VRQR UDUH PD SURSULR SHU WDOH PRWLYR q QHFHVVDULR DGGHVWUDUH LO SHU
WURYDUH DG DIURQWUDUH FRQ VLPXODJLRQL ULSHWXWH H VLVWHPLDLFKH LQ PRGR GD RII
SRVLELOH ,QIDWWL GDWL VFLHQWLFL GLPRVWUDQR FKH LO WUDLQLQJ FRQLQXRLQ LQ VLP
FKH ODYRUD LQ VDOD SDUWR q LQ JUDGR GL PLJOLRUDUH JOL HVLWL GL PDPPD H QHRQWR
JLQHFRORJLFR O1HYROXJLRQH GHOO FKLXUJLD HQGRVFRSLFD H URERWLD KD ULFKLHVWR
FRPSHWQHJH SVLFR PRWULH LQGLVSHQVDELQJL SUH UHTXLVLWL SHU O1HVHFJLRQH LQ YLYR
/D ULSHWJLRQH VLPXODW GHOD JHVXVDOELWJ FRPSOVDVLD GLPRVWUDWR GL ULGXUWH VL
DSSUHQGLPHQWR H GL PLJOLRUDUH OD TXDOLWj GHQ JHVWR FKLXUJLFR'

GLFHPEUH
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 EPP EZERKYEVHME TIV PE VMGIVGE I PE JSVQE^MSRI M - TMè VIGIRXM MG
 QIHMGM MRJIVQMIVM I SWXIXVMGLI GSR PI YPXMQI XIGRMGLI HMWTSRMFMPM XVE I
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 YRS WTE^MS HM QIXVM UYEHVEXM RIP TMERS MRXIV SWXIXVMGLI GSR PI YPXMQI XIGRMGLI HMWTSRMFMPM XVE I
 REWGMXI HIP 4MIQSRXI 3KRM ERRS ZM REWGSRS MRJE FEQFM RM HE
 TVSZIRMIRXM HE TEIWM 0 SFMIXXMZS WTMIKE 'LME XS HMVIXXSVI H
 3WXIXVMGME 9RMZIVWMXEVME HIP 7ERX %RRE Ú XYXIPEVI WIQTVI TMè PE WMGY'
 EHHIWVERHS EP QIKPMS MP TIVWSREPI -P TVSKIXXS XS *GEWIIGSXM
 MRZIXMQIRXS HM QMPMSRM HM IYVS MR GSPPEFS R P M ENRXO HIP
 TVIWIRXE^MSRI MP VIXXSVI +MERQEVME %NERM LE WS MP ZEPSVI HIP
 HEPPI IWMKIR^I HIP XIVVMXSVM

HMGIQFVI

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1DVFH LO 5(& 5HVHDFK DQG (GXFDWLRQDO &HQWHU GHOOD &LWWj GHOOD 6DOXWH H
GHOOD8QLYHUVLWj GL 7RULQR SHU OD ULFHUFH H OD IRUPD]LRQH LQ 2VWHWULFLD H *LQHF
JXLGDWR GDOOD SURIHVVURHVV &KLDUD %HQHGHWWR 'LUHWWRUH GHOOD *LQHFRORJLD
XQLYHUVLWDULD GHOODRVSHGDOH 6DQW\$QQD YROWR D PLJOLRUDUH OD WXWHOD GHOOD
'RQQD 6DUj GRWDWR GL 9\$5 SHU L WUDLQLQJ LQ *LQHFRORJLD HG 2VWHWULFLD

8Q FHQWUR GL 3DGGHVWUDPHQWR' DOODDYDQJXDUGLD SHU OD VLPXOD]LRQH GL HPHUJHQJ
SDUWR H GL FRPSOHVV LQWHUYHQWL FKLXUJLFL LQ DPFLWR JLQHFRORJLFR FKH SHUPH
DSSURFFLR LQQRWDWLYR ILQDOL]DWR DOOD VLFXUH]D HG DOOD PLQLLQYDVLVWj GHOOD

,O 5(& q OXQLFR &HQWUR HXURSHR LQ JUDGR GL RIIULUH XQD IRUPD]LRQH SHUPDQHQWH
FDPSL GHOODRVWHWULFLD H GHOOD JLQHFRORJLD FKH ULFKLHGQDQ ODFTXLVL]LRQH GL I
SUDWLFKH SVLFRPRWRULH H GL FRPSHWHQJH UHOD]LRQDOL ILQDOL]DWH DO ODYRUR GL p
XQR GHL GLHFL FHQWUL DO PRQGR DFFUHGLWDWR SHU HVDPLQDUH H FHUWLILFDUH ODFTXLVL
DELOLWj FKLXUJLFLKH JLQHFRORJLFLKH VHFRRQR JOL VWDQGDUG HXURSHL

,O QXRYR &HQWUR DPSOLD OD SRVVLELOLWj GL DFFRJOHUH SURIHVVLRQLVWL SURYHQLHQ
PRQGR SHU OD IRUPD]LRQH FRQWLQXD HG q FROORFDWR LQ XQR VSD]LR GL FLUFD PT
LQWHUHVVDWR GD XQD UDGLFDQ WUDVIRUPD]LRQH VRVWHQXWD GDOOD8QLYHUVLWj GL 7R
FROODERUD]LRQH FRQ OD)RQGD]LRQH 0HGLFLQD D 0LVXUD GL 'RQQD DO SLDQR PHQR XQ
GHOODRVSHGDOH 6DQW\$QQD GHOOD &LWWj GHOOD 6DOXWH GL 7RULQR /D ULTXDOLILFD]LR
FDPELDWR YROWR DQFKH DOODDUHD GL DFFHVVR DL VHUYL]L GL UDGLRWHUDSLD),9(5
SUHVHUYD]LRQH GHOOD IHUWLLOLWj H SDOHVWUD SHU L FRUVL GL DFFRPSDJQDPHQWR DOO

(VWDWR LQIDWWL GLPRVWUDWR FKH OD IRUPD]LRQH FRQ DXVLQRL GL VLPXODWRUL H PD
FRQVHQWH GL PLJOLRUDUH JOL HVLWL SHU OH SD]LHQWL LQ WHUPLQL GL VLFXUH]D ULVXC
GL YLWD FRQ XQ LPSDWWR SRVLWLYR VXO VLVWHPD LQWHJUDWR VDQLWDULR HG XQLYHUV
3HU TXHVWR PRWLYR LO %RDUG DQG &ROOHJH (XURSHR GL 2VWHWULFLD H *LQHFRORJLD
FKH UDSSUHVHQWD OH 6RFLHWj 1D]LRQDOL GL *LQHFRORJLD H 2VWHWULFLD GL 3DHVL H
LVWLWXLWR GXUDQWH OD SUHVLGHQ]D GHOOD SURIHVVURHVV &KLDUD %HQHGHWWR LO
&RQVRUWLXP RI +RVSLWDOV DQG ,QVWLWXWLRQV' FKH UDJJUXSSD OH LVWLWX]LRQL HXUR
GLVSRQLELOL DG LQYHVWLUH ULVRUVH H FRPSHWHQJH SHU YDOLGDUH HG LPSOPHQWUDUH
SURJUDPPL GL VLPXOD]LRQH SHU LO WUDLQLQJ FKLXUJLFR LQ FDPSR RVWHWULFR JLQHFR
6HPSUH QHOOR VWHVVR SHULRGR O(%&2* KD SUHSDUDWR H SUHVHQWDR DO 3DUODPHC
HXURSHR L GRFXPHQL 36WDQGDUG GL &XUD SHU OD 6DOXWH GHOOD 'RQQD LQ (XURSD' YF
SURPXRYHUH H PLJOLRUDUH OD TXDOLWj GHOODVVLVWHQ]D RVWHWULFD H JLQHFRORJLFD
3DHVL HXURSHL GRYH VL VSHFLILFDKLDUDPHQWH FKH JOL VWDQGDUG GL WUDLQLQJ LPSC
OXWLQ]LR GL VLVWHPL H SURFHGXUH GL VLPXOD]LRQH YDOLGDL

,O 5(& q XQR GHL VROL GLHFL FHQWUL DO PRQGR DFFUHGLWDWL GDOOD(6*((XURSHDQ 6RF
*\QDHFRRORJLFDQ (QGRVFRS\ H GDOOD (XURSHDQ \$FDGHP\ RI *\QDHFRRORJLFDQ 6XUJHU\ S
FRQVHJXLUH LO 'LSORPD *(6(\$ *\QDHFRRORJLFDQ (QGRVFRSLF 6XUJLFDQ (GXFDWLRQ DQG
\$VVHVVPHQW FKH FRQVLVWH QHOODHVDPLQDUH H FHUWLILFDUH ODFTXLVL]LRQH GL FRF
FKLXUJLFLKH LQ DPFLWR JLQHFRORJLFR VHFRRQR JOL VWDQGDUG HXURSHL

,O 5(& FKH q FROORFDWR LQ XQR VSD]LR GL FLUFD PT q GRWDWR GHL SL• DJJLRUQDWL
ILGHOLW\ PDQQHTXLQ PRGHQV VLD SHU ORVWHWULFLD FKH SHU OD JLQHFRORJLD LQ JUDC
UHGHUH OD VLPXOD]LRQH VHPSUH SL• UHDOVLVFLD H YLFLQD DL TXRWLGLDQL VFHQDUL L
HG LQ VDOD RSHUDWRULD HG q DOODDYDQJXDUGLD QRQ VROR QHOOD VLPXOD]LRQH PD DQI
VLVWHPD GL LQVHJQDPHQWR ,QIDWWL VL DYYDOH GHL SL• LQQRWDWLYL VLVWHPL PXOWLPH
YLGHRFDPHUH DPFLHQWDO DG DOWD GHILQL]LRQH VLVWHPD GL UHJLD FRQ PRQLWRU IXO
VLVWHPL DXGLR SHU RJQL SRVWD]LRQH HQGRVFRSLFD SHU XQ FRVWDQWH PRQLWRUDJLFL

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GLVFHQWL GXUDQWH O¶HVHFXJLRQH GHO WUDLQLQJ
,O VLVWHPD PXOWLPHGLDOH SHUPHWWH DQFKH OD PHPRULJ]D]LRQH LQ FORXG GHOO¶DWWI
WUDLQLQJ SHU FRQVHQWLUH DL GLVFHQWL GL YHULILFDUH H FRUHHJJHUH L SURSUL HUURU
GHOOD VLPXOD]LRQH 4XHVWR VLVWHPD VLPLOH DO 9\$5 9LGR \$VVLVWDQW 5HIHUH FR
GL HYLGHQJLDUH HYHQWXDOL HUURUL HVHJXLWL GDL SDUWHFLSDQWL GXUDQWH OH VHVLR
GL FRUHHJHUOL LQ PRGR GD RWWLPLJ]DUH O¶DSSUHQGLPHQWR
,QROWUH OH DXOH XQLYHUVLWDULH VRQR VWDWH FRQQHVH LQ PRGR SHUPDQHQWH FRQ I
VDOH RSHUDWRULH SHU WUDVPHWWHUH LQWHUYHQWL FKLXUJLFL H FRUVL DQFKH LQ VWI
,O IXWXUR GHOOD GLGDWWLFD H GHOO¶LQVHJQDPHQWR LQ *LQHFRORJLD H 2VWHWULFLD SI

1HO 5(& VDUDQQR RUJDQLJ]DWH VHVLRQL GL IRUPD]LRQH HG DSSUHQGLPHQWR ULYROWH
PHGLFL VSHFLDOLVWL H VSHFLDOLJ]DQGL RVWHWULFKH LQIHUPLHUL VWUXPHQWLVWL H SI
VDOD RSHUDWRULD SHU XQ QXPHUR SL• HOHYDWR GL SDUWHFLSDQWL ULVSHWWR DOO¶DW
GL 7RULQR H 3LHPRQWH PD DQFKH GL DOWUH UHJLRQL LWDOLDQH H GL DOWUH QD]LRQL , P
IRUPDWLYL GL VLPXOD]LRQH GL HOHYDWR OLYHOOR WHFQRORJLFR HODERUDWL LQ FDPSR
JLQHFRORJLFR SRWUHEEHUR VXFHVLYDPHQWH HVVHUH DSSOLFDWL DG DOWUH EUDQFKI
PHGLFLQD FRQ ULFDGXWH H EHQHILFL DQDORJKL

,O &HQWUR VDUj VHPSUH SL• XQ ULIHULPHQWR LQWHUQD]LRQDOH FRQ LPSRUWDQWL ULSHU
SRVLWLYH VXO WHUULWRULR LQ WHUPLQL FOLQLFR DVVLVWHQJLDOL HG HFRQRPLFL HG DQI
HFFHOHQJ]D QHOOD ULFHUFD H QHOO¶DWWLYLWj IRUPDWLYD H SURIHVVLRQDOLJ]DQWH

,O 5(& QDVFH GD LQWHUYHQWL VWUXWWXUDOL QHO SLDQR PHQR XQR GHOO¶RVSHGDOH 6DC
QHOOD TXDOH VRQR FROORFDWL L VHUYLJL GL UDGLRWHUDSLD),9(5 SUHVHUYD]LRQH GHOC
SDOHVWUD SHU L FRUVL GL DFRPSDJQDPHQWR DOOD QDVFLWD 3HU WXXWL L VHUYLJL O¶
VWDWR ULTXDOLILFDWR DWUDYHUVR D]LRQL GL SLWWXUD FROHWWLYD SDUWH GHO SU
GHOO¶\$UWH' FRQGRWWR GDO 'LSDUWLPHQWR (GXF]LRQH GHO &DVWHOOR GL 5LYROL 0XV
&RQWHPSRUDQHD FRQ OD)RQGD]LRQH 0HGLFLQD D 0LVXUD GL 'RQQD &LUFD VWXGHQW
'DOOHDQJ]D' VFXROD ODYRUR VRQR VWDWL FRLQYROWL LQ XQ¶HVSHULHQJ]D GL DSSUHQGL
FDPSR /¶DUHD RUD DSSDUH FRPH XQ JLDUGLQR GL ELR GLYHUVLWj UHVR SRVLELOH DQF
FRQWULEXWR GL PLOD FLWWDGLQL FKH KDQQR SDUWHFLSDWR DOOD ORWWHULD 3&XUDUH
JLRUQDWD LQDXJXUDOH JOL RVSLWL VRQR VWDWL DFFROWL GD XQD 39LWDPLQD PXVLFDOH'
-D]] SURJHWWR GHOOD)RQGD]LRQH 0HGLFLQD D 0LVXUD GL 'RQQD FRQ JOL DUWLVLWL GHO
WHUULWRULR

'RWW 6LOYLR)DOFR ± 'LUHWWRUH *HQHUDOH \$28 &LWw] GHOOD 6DOXWH H GHOOD 6FLHQJ]C
,O 5(& DSSHQD LQDXJXUDWR q XQ¶XOWHULRUH FRQIHUPD GHOO¶HFFHOHQJ]D D OLYHOOR
HXURSHR GHOO¶RVSHGDOH 6DQW¶\$QQD H GHOOD &LWw] GHOOD 6DOXWH 8Q &HQWUR GRY
HVDOWDWD OD IDWWLYD FRODERUD]LRQH WUD O¶8QLYHUVLWj H OD QRWUD \$]LHQGD H
FRQYLYHUH H VXEOLPDUVL OD ULFHUFD OD IRUPD]LRQH H O¶DVSHWWR VDQLWDULR SHU
GHOH IXWXUH JHQHUD]LRQL GL QXRYL SURIHVVLRQLVWL ,QROWUH OD SDUWH VWUXWWX
SDVVR DYDQWL FRPSLXWR YHUVR OD WRWDOH XPDQLJ]D]LRQH GHL QRWUL RVSHGDOL 1I
GHOOD SUHVD LQ FDULFR GHL SD]LHQWL QRQ VROR GDO SXQWR GL YLVWD PHGLFR VDQLV
VRSUDWWXWWR GDO SXQWR GL YLVWD GHOOD SHUVRQD D f'

3URI *LDQPDULD \$MDQL ± 0DJQLLFR 5HWWRUH GHOO¶8QLYHUVLWj GHJOL 6WXGL GL 7RULQR
,Q TXHVWL DQQL OH VFLHQJ]H PHGLFKH VWDQQR YLYHQGR XQ¶DFFHOHUD]LRQH VWUDRUGI
WHUPLQL GL LQQRyD]LRQH GHOOD ULFHUFD H GLVWULEX]LRQH GHOH SURSULH FRPSHH
GHOO¶8QLYHUVLWj DO VLVWHPD VDQLWDULR q LQ FRVWDQWH FUHVFLWD SURSULR LQ UD
DFFHOHUD]LRQH ,O QXRYR FHQWUR VRVWHQXWR GDOO¶\$WHQHR LQVLPH DOOD &LWw] C
DOO¶2VSHGDOH 6DQW¶\$QQD SULPDWR HXURSHR SHU ULFHUFD IRUPD]LRQH H FXUD SHU C
JLQHFRORJLD H O¶RVWHWULFLD VRWWROLQHD TXDQWR O¶LPSHJQR GHOO¶8QLYHUVLWj GI

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VYLOXSSR GHO WHUULWRULR H GHO VXR VLVWHPD VDQLWDULR VLD XQD QHFHVVDULD FR
DOO¶LQWUQR GL XQ SURFHVVR FLUFRODUH GL PXWXD FRQWDPLQD]LRQH´

3URI VVD &KLDUD %HQHGHWWR ± 'LUHWWRUH GL *LQHFRORJLD H 2VWHWULFLD XQLYHUVL
GHOO¶RVSHGDOH 6DQW¶\$QQD GL 7RULQR

©,O SURJHWWR GHO 5(& q VWDWR SHQVDWR FRQ O¶RELHWWLYR GL WXWHODUH VHPSUH GI
VLFXUH]D GHOOH SD]LHQWL H GL DIILQDUH OH FRPSHWHQ]H SVLFRPRWRULH H WHFQLFKH
FKH VL GHGLFDQR DOO¶RVWHWULFLD RSHUDWLYD H DOOD FKLUXUJLD JLQHFRORJLFD 'XU
JUDYLGDQ]D H LO SDUWR SHU HVHPSLR SRVVRQR YHULILFDUVL GHOOH FRPSOLFQ]H LP
FKH KDQQR WDOYROWD ULVYROWL GUDPPDWLFL 3HU IRUWXQD TXHVWH VLWXD]LRQL GL H
VRQR UDUH PD SURSULR SHU WDOH PRWLYR q QHFHVVDULR DGGHVWUDUH LO SHUVRQDOH
SRWUHEEH WURYDUH DG DIIURQWUDUH FRQ VLPXOD]LRQL ULSHWXWH H VLVWHPDWLFLKH
RIIULUH O¶DVVLVWHQ]D SL• DGHJXDWD SRVLELOH ,QIDWWL GDWL VFLHQWLILFL GLPRV'
WUDLQLQJ FRQWLQXR LQ VLPXOD]LRQH GHOO¶HTXLSH PXOWLGLVFLSOLQDUH FKH ODYRUD
LQ JUDGR GL PLJOLRUDUH JOL HVLWL GL PDPPD H QHRQDWR '¶DOWUD SDUWH LQ FDPSP
JLQHFRORJLFR O¶HYROX]LRQH GHOD FKLUXUJLD HQGRVFRSLFD H URERWLFD KD ULFKLH'
O¶DFTXLVL]LRQH GL ILQL FRPSHWHQ]H SVLFR PRWRULH LQGLVSHQVDELOL SUH UHTXLVLW
O¶HVHFX]LRQH LQ YLYR GHOOH SURFHGXUH PLQL LQYDVLYH /D ULSHWL]LRQH VLPXODWD
JHVWXDOLWj FRPSOHVVD KD GLPRVWUDWR GL ULGXUWH VLJQLILFDWLYDPHQWH L WHPSL C
DSSUHQGLPHQWR H GL PLJOLRUDUH OD TXDOLWj GHO JHVWR FKLUXUJLFR^a

\$SSURIRQGLPHQWL

)RUPD]LRQH LQ *LQHFRORJLD

/¶RIIHUWD IRUPDWLYD GHL FRUVL GHO 5(& SHUPHWWH O¶DSSUHQGLPHQWR GL WHFQLFKH
VSHFLDOLVWLFKH DYDQ]DWH H O¶DJJLRUQDPHQWR FRVWDQWH QHO FDPSP GHOO¶HQGRVF
JLQHFRORJLFD H IRUQLVFH OD SRVLELOLWj GL DFTXLVLUH XQD SUHSDUD]LRQH DGHJXDW
VXSHUDUH JOL HVDPL GL FHUWLILFD]LRQH *(6(\$

*OL VWUXPHQWL GL VLPXOD]LRQH DOO¶DYDQJXDUGLD SHUPHWWRQR GL HVHUFWDUVL VSH
VX DOFXQH WHFQLFKH H SURFHGXUH FKLUXUJLKH FRPSOHVVH SULPD GL HVHJXLUOH VXOO
SD]LHQWH WXWWR FLz FRQVHQWLUj XQ DSSURFFLR DOOD FKLUXUJLD JLQHFRORJLFD LQQR
SDQRUPD LWDOLDQR

)RUPD]LRQH LQ 2VWHWULFLD

1HOOD]RQD GHO 5(& GHGLFDWD DOO¶RVWHWULFLD L VLPXODWRUL HG L PDQLFKLQL FRQVH
DOO¶pTXLSH PXOWLGLVFLSOLQDUH SUHVHQWH LQ VDOD SDUWR GL DIILQDUH LO ODYRUR GL
JHVWLRQH GL VLWXD]LRQL GL HPHUJHQ]D TXDOL LO GLVWDFFR LQWHPSHVWLYR GL SODFHC
URWWXUD G¶XWHUR LO SDUWR SRGDOLFR LO SDUWR YDJLQDOH RSHUDWLYR FRQ O¶XWLC
RVWHWULFD H IRUFLSH OD GLVWRFLD GL VSDOOD OD FULVL HFODPSWLFD H OH HPRUUDJL
,QROWUH VRQR GLVSRQLELOL PRGHOO SHU O¶DFTXLVL]LRQH GHOOH FRPSHWHQ]H QHFHVV
ULFRVWUX]LRQH GL HVHWHV H FRPSOHVVH ODFHUD]LRQL GHOO¶DSSDUDWR JHQLWDOH GXL
H WHFQRORJLH GL VLPXOD]LRQH H PDQLFKLQL GHGLFDWL DOOD ULQDPLD]LRQH %/6 GHOO
H GHO QHRQDWR

)RQGD]LRQH OHGLFLQD D 0LVXUD GL 'RQQD 2QOXV

6HGH RSHUDWLYD SUHVVR LO 3UHVGLGR 2VSHGDOLHUR 6DQW¶\$QQD 9LD 9HQWLPLJOLD
7RULQR

3UHVGLHQWH 3URI VVD &KLDUD %HQHGHWWR 'LUHWWRUH 6& 8QLYHUVLWDULD GL *LQHFR
2VWHWULFLD 8QLYHUVLWj GL 7RULQR

AL SANT'ANNA ECCO IL VAR PER GINECOLOGI

Sara Strippoli

È il futuro della didattica in ginecologia, più sicurezza per i pazienti e massima accuratezza. Una sorta di Var per il training in ginecologia per mutuare dall'ambito calcistico. In sala parto si può controllare se sono stati commessi errori e in questo modo perfezionare la tecnica.

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SARA STRIPPOLI

È il futuro della didattica in ginecologia, più sicurezza per i pazienti e massima accuratezza. Una sorta di Var (Video Assistant Referee) per il training in ginecologia per mutuare dall'ambito calcistico. In sala parto si può controllare se sono stati commessi errori e in questo modo perfezionare la tecnica. Ci si può addestrare in situazioni di emergenza, quando il ritmo dev'essere sostenuto e il caso è ad alta complessità. Situazioni a rischio come il distacco intempestivo della placenta, la rottura dell'utero, il parto podalico, il parto vaginale, le emorragie post partum solo per citare alcuni fra i momenti più critici.

In sala parto entrano manichini e simulatori, strumenti preziosi per affinare il lavoro dell'équipe multidisciplinare. E ci sono manichini dedicati anche alla rianimazione della mamma e del neonato, oltre che modelli messi a punto per acquisire le capacità per la ricostruzione di estese e complesse lacerazioni dell'apparato genitale.

A Torino, alla Città della Salute, al primo piano interrato dell'ospedale Sant'Anna, parte

una nuova scommessa: apre un centro Rec, acronimo che sta per Research and educational center. Lo guida Chiara Benedetto, direttore della ginecologia e ostetricia universitaria dell'ospedale Sant'Anna. Sarà l'unico centro europeo che può offrire una formazione permanente in tutti i campi dell'ostetricia e ginecologia dove siano richieste competenze psicomotorie e relazionali finalizzate al lavoro di squadra. Non solo: è uno dei dieci centri al mondo accreditati per esaminare e certificare abilità chirurgiche ginecologiche secondo gli standard europei. Settecento metri quadri di spazi trasformati radicalmente su un progetto sostenuto dall'Università di Torino in collaborazione con la Fondazione Medicina a Misura di Donna e la Città della Salute. Un finanziamento di 1 milione e 700mila euro, spiega il rettore dell'Università Gianmaria Ajani: «Questo nuovo centro sottolinea l'impegno dell'Ateneo per lo sviluppo del territorio e del suo sistema sanitario. Un impegno in costante crescita». I modelli sono i più aggiornati, in grado di rendere la simulazione sempre più

realistica. Anche nel sistema di insegnamento si avvale dei più innovativi sistemi multimediali: videocamere ambientali ad alta definizione, sistema di regia con monitor full-hd e sistemi audio. Gli allievi hanno anche l'opportunità di verificare e correggere gli errori.

Chiara Benedetto spiega che il progetto è stato pensato con l'obiettivo di tutelare la sicurezza: «Durante la gravidanza e il parto possono verificarsi complicanze improvvise con risvolti a volte drammatici. Per fortuna queste situazioni di emergenza sono rare ma proprio per questo è necessario addestrare il personale».

Nell'area dove si trova il Rec ci sono i servizi di radioterapia, il servizio Fiver di preservazione della fertilità e la palestra per i corsi di accompagnamento alla nascita. E l'accesso è stato riquilibrato con interventi di pittura collettiva del progetto Cantiere dell'Arte condotto dal dipartimento di educazione del Castello di Rivoli.

Quello del Sant'Anna è il più grande centro nascite in Piemonte. Ogni anno nascono 7.000 bambini da famiglie di 90 Paesi diversi.

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La ricerca *La nuova sanità*

Al Sant'Anna il Var della ginecologia

Simulatori in sala parto a scopi didattici Ma servono anche a correggere gli errori



Manichini e simulatori

In ginecologia al Sant'Anna il Var entra anche in sala operatoria



L'inaugurazione

la Repubblica

Torino

**"Segretario Pd, acceleriamo i tempi
Chiamperino non può attendere"**

Il sindaco di Torino, Maurizio D'Ercole, ha chiesto al segretario del Pd, Nicola Cosentino, di accelerare i tempi della nomina a sindaco della città di Torino. D'Ercole ha sottolineato che la città è in attesa di un leader che possa guidare la città verso il futuro.

Ecotassa, sulla il consiglio sull'auto

Il consiglio di amministrazione di Toyota ha approvato il progetto di un'ecotassa che penalizzerà le auto più inquinanti. La decisione è stata presa durante una riunione a Ginevra.

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Al Sant'Anna il Var
della ginecologia

**Tuo fiume
OPERE INCISE**

Esposizione per bambini e adulti. Dall'arte alla cultura, un viaggio nel tempo e nello spazio.

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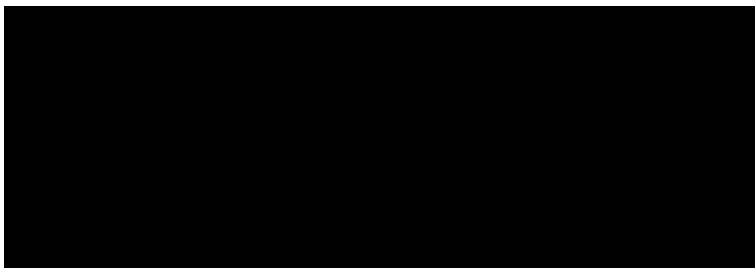
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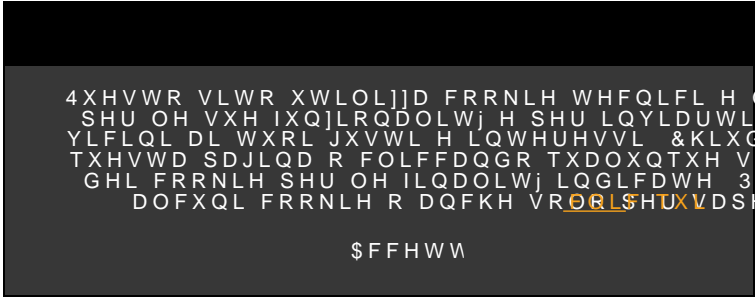
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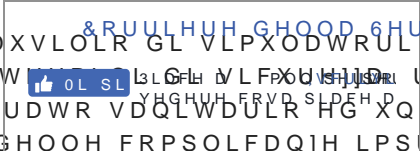
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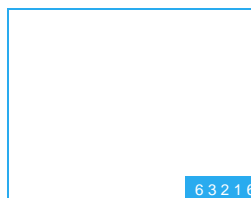
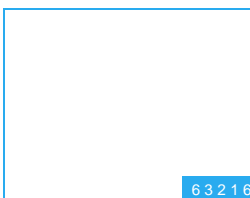
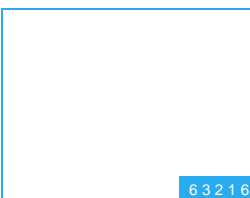
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INNOVAZIONE

Rec, il centro che simula i rischi del parto

FEDERICO CALLEGARO

Un centro in cui simulare decine e decine di volte ogni possibile situazione che ginecologi e ostetrici possono trovarsi ad affrontare.

Parti, ecografie, bambini nati prematuri o con problemi alle vie respiratorie. E il tutto testato attraverso manichini di ultima generazione, computer che simulano le emergenze dando ritmi cardiaci e respiratori diversi ai manichini e a telecamere che funzionano come veri e propri «Var» calcistici e con cui i medici possono rivedere gli errori commessi. Il centro si chiama Rec - Research and Educational Center per la Ginecologia e l'Ostetricia ed è nato all'interno dell'ospedale Sant'Anna grazie a un milione e 700 mila euro stanziati dall'Università degli Studi di Torino. «Il Rec appena inaugurato è un'ulteriore conferma dell'eccellenza a livello italiano ed europeo dell'Ospedale Sant'Anna e della Città della Salute - spiega Silvio Falco, direttore Generale Aou Città della Salute e della Scienza di Torino -. Un Centro dove verrà esaltata la fattiva collaborazione tra l'Università e la nostra Azienda e dove potranno convivere e sublimarsi la ricerca, la formazione e l'aspetto sanitario per la crescita delle future generazioni di nuovi professionisti».

«In questi anni le scienze mediche stanno vivendo un'accelerazione straordinaria. In termini di innovazione della ricerca e distribuzione delle proprie competenze, l'apporto dell'Università al sistema sanitario è in costante crescita, proprio in ragione di tale accelerazione - afferma il rettore dell'Università di Torino Gianmaria Ajani -. Il nuovo centro, sostenuto dall'Ateneo insieme alla Città della Salute e all'Ospedale Sant'Anna, primato europeo per ricerca, formazione e cura per la ginecologia e l'ostetricia, sottolinea quanto l'impegno dell'Università di Torino per lo sviluppo del territorio e del suo sistema sanitario sia una necessaria componente all'interno di un processo circolare di mutua contaminazione». —



LA NOVITÀ Al Sant'Anna i dottorandi saranno aiutati da un assistente al "video dell'arbitro" La "Var" nei tirocini dei futuri ginecologi per affrontare le emergenze in sala parto

→ Il Var del calcio sbarca in ginecologia e ostetricia e cioè all'interno del nuovo Rec (Research and Educational Center), il primo centro all'avanguardia per la ricerca e la formazione in ginecologia e ostetricia dell'ospedale Sant'Anna della Città della Salute di Torino.

L'unico centro europeo in grado di offrire una formazione permanente in tutti i campi dell'ostetricia e della ginecologia, nato per migliorare la tutela della salute della donna, sarà dotato di un assistente al "video dell'arbitro" per i tirocini professionali in ginecologia e ostetricia. Insomma, un vero e proprio luogo di "addestramento" all'avanguardia, il Rec, per la simulazione di emergenze in sala parto e di complessi interventi chirurgici, che vedrà l'impiego di videocamere ambientali ad alta definizione, un sistema di regia con monitor full-hd e sistemi audio per ogni postazione endoscopica per un costante monitoraggio dei medici durante il tirocinio.

«È stato dimostrato che la formazione con ausilio di simulatori e manichini consente di migliorare gli esiti per le pazienti in termini di sicurezza, risultato e qualità di vita» ha spiegato nel corso

della presentazione di ieri la professoressa Chiara Benedetto, direttore della ginecologia e ostetricia universitaria 1 del Sant'Anna, che guiderà il centro.

Grazie ad una importante trasformazione del piano meno uno dell'ospedale, sostenuta dall'Università in collaborazione con la Fondazione Medicina a Misura di Donna, il Rec accoglierà professionisti di tutto il mondo per la formazione continua. L'area si sviluppa in 700

metri quadri dove è anche evidente il nuovo volto, "un giardino fiorito" decorato, dell'area di accesso ai servizi di radioterapia, Fiver-preservazione della fertilità e palestra per i corsi di accompagnamento alla nascita. «Potranno convivere e sublimarsi ricerca, formazione e aspetto sanitario per la crescita dei nuovi professionisti» ha commentato il dottor Silvio Falco, dg della Città della Salute.

Liliana Carbone



Quello del Sant'Anna è l'unico centro a offrire questo servizio



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