

. " / 6" - %& 130 \$ &%*. *&/ 50

+VOUB \$ PN VOBMEF 4 BO +PT'

(V XQD RUJ DQJ DFlyQ TXH DFWD FRP R P HGLR GH LQMURFXFlyQ FRQ HO* REIHQR 0 XQFLSDQ
TXH P XHMMD LQMUPV HP @ FUDFlyQ GH HMSDFLRV GH SDUMFLSDFlyQ TXH SURP XHYDQ HO
GHMURQR \ IRUMDFILHQR GH @ FDDGD GH YLGD GH @V KDELVDQMVGHO&RUJHJLPHQR GH
6DQ-RVp ' LVMR GH &DxDJ DV

&TUSV/DU/SB EF NB +VOUB \$ PN VOBMEF 4 BO +PT'

/D -XQD &RP XQDQGH 6DQ-RVp HMDGFH VX GLUHFVMD EDVDGD HQHQ XQGDH QR GH/H
GH GH RFVXEUH GH GH @ VJXLHQM P DQHJ

3&13&4/ 5" / 5& 13&4*%/ 5&%& - " +6/ 5" \$0. 6/ " - %&4" / +04s

5HSUHQMD @ HJ SUHlyQ SRSXDU GH &RUJHJLPHQR HV TXHQ SUHGH \
UHSUHQMD @ DQ HQM D @ -XQD &RP XQD

' VODPOFT

- 3UHMGLUD -XQD FRP XQD @YDUVX UHSUHQMDFlyQ @J DO
- ' HMLQDU @V FXDWR P LHP EURV GH @ -XQD &RP XQD @ FXDOHMDJ
FRQRUP DGD SRUXQ SUHMGHQM TXH HV HOUHSUHQMDQM GH FRUJHJLPHQR
XQVHFUHMUR XQVMRUJUR XQILVFDQ XQYRFDO
- 2 LGHQDU@V J DWRV DSUREDGRV SRUD -XQD &RP XQD
- 3UHSUDUDHQBUR HFVR GH 3UHXSXHMR \ SUHQMDUD @ -XQD &RP XQD
- 5HFRP HGGDU DO SHURQDOTXH @ERUH FRQ @ -XQD &RP XQD \ @V RMDV
LQMD@FLRQH GH FRUJHJLPHQR FXDQGR pVM VHD UHPXQHJGR SRU HO
P XQFLSIR UHSHFWR
- 1 RP EUDUR FRQMDJHOSHURQDOQHFDUR FXDQGR VXV HP R@P HQRV VHDQ
SDJ DGRV SRUD -XQD &RP XQD
- 3DUMFLSDUHQHOB&RQFHVR 3URYLQFLDQFRQYRJ \ YRVR
- 5HSUHQMDU D @ -XQD &RP XQD DQM @V DXVRUGDGHV QDFLRQ@V \
P XQFLSD@V
- ' HMLUQDU @V QHFHMGDGHV GH FRUJHJLPHQR SDUD VX HYD@DFlyQ \
VR@FlyQ
- 6XSHUJLDU@V IRQGRV DMJQDGRV
- (MFXMDU @V UHVR@FLRQHV DSUREDGDV SRU @ -XQD \ @V \$FXHGRV
0 XQFLSD@V
- 9H@USRU@V FXWRGLD GHOSDMP RQR GH @ -XQD &RP XQD
- /DV GHPi VIXQFLRQHVTXH @ DMJQH @ &RQMMFlyQ 3R@MFD GH @ 5HS-E@FD
@V @ HV DFXHGRVP XQFLSD@V \ VX UJ @P HQR

4&\$ 3&5" 3*0 %&- " +6/ 5" \$0. 6/ " - %&4" / +0 4s

%WGGD HODSR R @JtWFR QFHMDUR SDUD TXH @V GHP i V GHSHQGHCFLDV FXP S@Q FRQ HORENMMR VRFLO
HCFRP HQGDGR

' VODUPOFT

& RQYRFDUD @VP LHP EURV D @V UHXQRQHV
(@ERUDUHQ FRQYQVR FRQ HOSUHMGHQM HORLGHQ GHOGD GH @V UHXQRQHV
3DUWFISDUHQ @V UHXQRQHV GH @ MQM FRP XQDCFRQ GHUHFKR D YRJ \ YRVR
/HYDQDUXQDFVD GH FDGD UHXQyQ\ @YDUHOEUR GH HMDV
([MQGHU@V FRSLDV GH @V GRFXP HQRV TXH VHDQ UHTXHUIGRV SRUQMUHMDGRV
& HUVLFDU@V GRFXP HQRV TXH H SLGD @ MQM FRP XQCD VRFVXG GH SDUM
3URFXUDU @ GLYXQDFly Q GH @V UHVRFIRQHV DGRSMGDV SRU @ MQM FRP XQCD
5HGDFVUA UHP L@V @V GRMVA GHP i V GRFXP HQRV DSUREDGRV SRU @ -XQM & RP XQCD
5HFLEU DUFKYDU @ FRUHSRQGHQFLD \ GHP i V GRFXP HQRV GH @ -XQM & RP XQCD
) L@V DUFQYQMP HQM FRQ HOSUHMGHQM @V UHVRFIRQHV
5HDQ DUFXD@MTXHUD RMDV IXQIRQHV TXH @ VHD DVJ QGD SRU HOSUHMGHQM GH @ -XQM & RP XQCD

5&40 3&30 %&- " +6/ 5" \$0. 6/ " -

& RRLGQ \ VSHU@V @V DFV@GDGHV GH
UHFDXGDFlyQ PDQHR \ FRQVRO GH @V
IRGRV TXH PDQHV @ -XQM & RP XQCD \ D
VHDQ SRUGHSy VVR GH@ REIHQR & HQMCR
\$XVRJHMM/Q

' VODUPOFT

3UHM@VU GHF@UDFyQ MUGD GH V@
HMDGR SDMP RQDODQLQFLR \ I@DQGH
VXVIXQFIRQHV
/ @YDU @V @EURV GH FRQV@L@GDG \
P RYLP L@V I@DQFIRURV
\$SHU@VU @V FXHQMV EDQFUDV FRQ
HOSUHMGHQM GH @ -XQM & RP XQCD
) L@V DU @V FKHTXHV TXH JLV @ MQM
& RP XQCD HQ FRQYQVR FRQ HO
SUHMGHQM
3UHM@VU IQRUPHV I@DQFIRURV
PHQX@DV D @ GLUHFMYD GH @ -XQM
& RP XQCD
& XP S@V FRQ @V SURFHGLP L@V
H L@V IGRV SRU @ & RQMDRUD * H@H@D
SDUD HOXV GH @V IRGRV GH @ -XQM
& RP XQCD HQ D@MDFlyQ D @
FRQF@DFlyQ EDQFUD H L@V IGD
PHQX@DV HQM
& X@VIXHURMD TXH GHMMUP L@V @ -XQM
& RP XQCD

' *4\$ " - %&- " +6/ 5" \$0. 6/ " -

/ @YD HOFRQVRO\ YL@DQFLD GH V@GDV
@V DFV@GDGHV SURJUDP DV SURHFVRV
TXH VH UH@FHQ HQ @ FRP XQGDG SRU
SDUM GH @ -XQM & RP XQCD

' VODUPOFT

9H@V SRU TXH VH PDQMQJD HO
RUGHQ \ @ DJHGD GHG@ HQ
V@GDV @V UHXQRQHV GH @ -XQM
& RP XQCD
3URFXUDU HOHMM@V FXP S@V L@V
GHU@V @V HQV L@V GH @ -XQM
& RP XQCD
5HFLEU H L@V HMDU @V TXH@V
IRUPXQGDV HQ FRQMD GH DQ-Q
P LHP EUR GH @ -XQM & RP XQCD H
L@V RUP DUHQ @V UHXQRQHV
,QMDU DO SUHMGHQM GH @ -XQM
& RP XQCD SDUD TXH SUHM@V @V
GHQXQFLDV DQM @V DXVRUGDGHV
FRP SHMQMV SRUH@V DOXV GH @V
UHF@V@V GH @ -XQM & RP XQCD

70 \$" - 70 \$&30 %&-" +6/ 5" \$0. 6/ " -

3RVH GHUHKR GH YRJ \ YRVR \ DFWD FRP R HQDFH HQMH @ -XQM & RP XQDO -XQMV GH' HMDUR@ / RFDO
& RP L@V2 UJ DQJ DGRV GHQMR GH @V @ LMV J HRSR@MFRV/GH@ RUHJ LP LHQR

' VCDPOFT

,Q RUP D D @V FRP LMRQH GH WDEDNR VREUH @V GHFLMRQH TXH VRP HQ @V P LHP EURV GH @ GLHFWD GH
@V DXQ@RV DMEXLGRV D @ -XQM & RP XQDO
5HSUHVHQDUD @ -XQM & RP XQDFXDQGR DM @ VHD DMJ QDGR
6HUYLUGH HQDFH HQMH @V P LHP EURV GH @ -XQM & RP XQDO @ FRP XQLGDG \ @V FRP LMRQH GH WDEDNR

+VOUBT EF %FTBSSPWP - PDBM

3HUP LMQ D VRGRV ØV KDELVDQM/ GHOFRUHU LP LHQR VX SDUWFLSDFlyQ DFWYD HQ Ø VRP D GH
GHFLyQ SDUD Ø RUJ DQJ DflyQ FRRUGLQDFlyQ SØQLLDFlyQ \ HMFxFlyQ GH GHMDURØ
LQMU UDOGH VXV FRP XQLGDGHV\ GHOFRUHU LP LHQR (Ø&RUHU LP LHQR GH Ø 6DQ-RVp FXHQD
FRQXHYH -XQDVGH' HMDURØ /RFDOHQMH HQDV /D 0 LVHUFRLGD (Ø&RQHVR (Ø&DVMØ
3DØ 9HUGH 9LUXD

' VODUPOFT

3DUWFLSDUHQHOGDU Qy WFR \ Ø HMFxFlyQ GHØØQ(VMDVJ LFR GHØ&RUHU LP LHQR
3DUWFLSDUREQJ DMRUDP HQM FRQ ØV RUJ DQJ DFLRQHV S-ØFDVR SUDGDV HQ Ø HMFxFlyQ
GH ØV REUDV GH GHMDURØ TXH VH UHØFHQHQ Ø FRP XQLGDG
3URP RYHU Ø SDUWFLSDFlyQ GH ØV FRP XQLGDGHV HQ Ø GHILQFlyQ GH SURUGDGHV GH
SUR HFVRV DM FRP R Ø FRQMEXFlyQ FLXGDGDQ HQ Ø HMFxFlyQ GH ØV SURJ UDP DV
3URP RYHU HOP HMRUDP LHQR GH Ø FDØGDG GH YLGD GH Ø VRFLHGDG FLYO\ GHØi UH
VMURUDO
5HDQ DU SRU Ø PHQRV GRV YFHV DØDxR DMDPEØDV GH YHFLRV SDUD FRRUGLQDU \
DSUREDUVXV SØGHV GH WDEDVR
&RQMEXLHQ Ø RUJ DQJ DflyQ GH ØV YHFLRV D WYpV GHØVRFIDVMVLP R FRRSHUDVMVLP R
\ RMDVIRUP DV DXWFRQDV GH YLGD FRØFMYD FRP XQMDUD
' HMDURØDUSURJ UDP DV GH JHMV QDP ELHQDØ
2 UJ DQJ DU HQMH ØV P LHP EURV GH Ø FRP XQLGDG ØV DFWYGDGHV GHFHMDUDV SDUD TXH
SDUWFLSHQMQRV HQ Ø VRØFlyQ GH ØV SUREØP DV GH Ø FRP XQLGDG
3DUWFLSDU\ UHQLUFXHQDV HQ ØV FDELQRV DELHURV FRQHVRV FRQXQVRV\ UHQLFlyQ GH
FXHQDV TXH UHØFHQØ -XQD &RP XQDOHØ XQLFLSR \ Ø * REHUCDFlyQ
\$SR DUSURJ UDP DV GH HGXFDFlyQ SRSXØUTXH HUJGTXHQ HØDQDØEHMVP R \ HØVR GH
GURJ DV LQFLMDV HQHQ UHØ \ SURP XHYDQ Ø FXQMD GHP RFU WFD
2 UJ DQJ DUDFWYGDGHV TXH SHUP LMQ UHFDXGDU IRQGRV SDUD SDUWFLSDUHFRQyP LFDP HQM
HQ ØV SUREØP DV GH Ø FRP XQLGDG
&RQMEXLHQ Ø UHØQ DflyQ GH ØV FRQXQDV FLXGDGDQV FRQ HØ XQLFLSR \ Ø -XQD
&RP XQDO
\$EULFXHQDV EDQFDUDV HQ XQ EDQFR RILFDO FRQ DXVRUJ DflyQ GH Ø -XQD &RP XQDØ
SUFHQDØH LQRUP HVILQDQFLHURV PHQXDØV
/RVIRQGRV GSRVLQGRV HQ GLFKDV FXHQDV VRØ SRGUJ QVHUXMQ DGRV SDUD REUDV GH Ø
FRP XQLGDG SUHYD DXVRUJ DflyQ GH Ø -XQD' WHFMYD
(ØU LU HQMH ØV P LHP EURV D XQ UHSUFHQDQMF DUFHGMØGR TXH FRQRUP DU Ø -XQD GH
' HMDURØ 0 XQLFLSDØ DVMVJ FRQGHUFRK D YRj D ØV VMRQHV GHØ&RQHVR 0 XQLFLSDØ
/ØYDUØV DFWV GH ØV UHXQRQV RUGLQUDV\ H WDRUGLQUDV TXH UHØFHQ
3UHQDUXQLQRUP H WIP HMDØGH VX JHMV QDØBUHMLGHQM GH Ø -XQD &RP XQDO
\$SR DUSURJ UDP DV GH SURMFFlyQLQMU UDOGH Ø QxHj
3DUWFLSDUHQØV &RQHVRV &RQXQVRV\ GH UHQLFlyQ GH FXHQDV GLVMØDØV

