



<RUN LPSURYHV LQ VHYHUDO FDWHJRULHV LQ 0DFOHQD¶V  
5DQLQJV

7KH UDRUWHQW WLOWV G RÀFDÀK W VHOV HpdÀK SRUWDQW DUHDV LQJD\ IHP` €

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&\$0386 1(:6

:KDWT¶V QHZ DW WKH 0DUNKDP  
&DPSXV"

\*RUGRQ %LQVWHG KDV EHHQ DSSRLQWHG  
'HSXW\ 3URYRVW RI 0DUNKDP &DPSXV IRU  
ILYH \HDUV EHJLQQLQJ LQ -DQXDU\  
&RQVWUXFWLRQ LV XQGHUZD\ IRU WKH PXFK  
DQWLFLSDWHG QHZ FDPSXV ZKLFK ZLOO RSHQ  
LWV GRRUV LQ IDOO /HDUQ PRUH DERXW  
WKH 0DUNKDP &DPSXV

\$/801, (9(176

&HOHEUDWH WKH <RUN 8 \$OX PQL  
\$ZDUGV RQ 1RY  
-RLQ XV IRU DQ HYHQLQJ RI HQWHUWDLQPHQW  
FHOHEUDWLRQ DQG QHWZRUNLQJ DV ZH  
KRQRXU WKLV \HDU V IRXU <RUN 8 \$OX PQL  
\$ZDUGV UHFSLHQWV DQG FKHHU RQ RXU  
WDOHQWHG VWXGHQW DQG DOXPQL SHUIRUPHU  
5HJLVWHU DQG OHDUQ PRUH

5(6(\$5&+

&KDQJHV WR SRODU EHDU GLHWV  
UHIOHFW FOLPDWH VKLIW  
+RZ DUH ZDUPLQJ WHPSHUDWXUHV DQG D  
ORVV RI VHD LFH DIIHFWLQJ SRODU EHDUV DQG  
WKHLU SUH\ LQ WKH \$UFWLF" \$ <RUN OHG  
UHVHDFK WHDP PRQLWRUHG ZKDW SRODU  
EHDUV HDW DFURVV 1XQDYXW DQG ZKHUH  
WKH\ DUH FDWFKLQJ WKHLU SUH\ WR ILQG RXW  
5HDG PRUH DERXW WKH UHVHDFK

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\*OREDO (QWUHSUHQHXUVKLS  
:HHN<RUN 8 \$OXPQL 'D\>  
-RLQ XV RQ 1RY IRU D SDQHO IHDWXULQJ  
WKUHH \RXQJ DOXPQL GLVFXVVLQJ WKHLU  
SDWKV WR HQWUHSUHQHXUVKLS DW SP (7  
DQG UHWXUQ IRU D VSHFLDO NH\QRWH IURP  
DOXPQXV \$ULR .KRVKELQ %&RP ¶ DW  
SP (5HJLVWHU DQG OHDUQ PRUH DERXW  
WKHVH HYHQWV

\$/801, (9(176

, QWURGXFLQJ OLG &DUHHU  
&RQYHUVDWLRQV  
(DFK HYHQW LQ WKLV QHZ YLUWXDO HYHQW  
VHULHV ZLOO IRFXV RQ D VSHFLILF PLG  
FDUHHU WUDQVLWLRQ DQG IHDWXUH DQ DOXPQ  
VWRU\WHOOSHU VKDULQJ WKHLU SHUVRQDO MRX  
DQG H[SHU\HDQJH\PRUH DERXW  
OLG &DUHHU &RQYHUVDWLRQV

\$/801, 6327/, \*+7

7KH SXUVXLW RI OLIHORQJ  
OHDUQLQJ  
2Q 1RY 9DUDWKDOHGFKXP\>  
6KDQPXJDQDWKDQ HDUQHG WKH GLVWLQFWLRQ  
RI EHFRPLQJ WKH ROGHVW SHUVRQ WR  
UHFHLYH D PDVWHU\NGHJUHH IURP  
8QLYHUUVLW\ DV SDUW RI KHU OLIHORQJ PLVVL  
WR FRQWLQXH DGYDQFLQJ KHU HGXFDWLRQ  
5HDG 9DUDWKD V VWRU\>

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7KH SHRSOH V GRFWRU  
(LOHHQ GH 9LOOD 0%\$ ¶ 7RURQWR V  
0HGLFDO 2IILFHU RI +HDOWK KDV FDOPOL

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1RY \_ SP~~OL~~<sup>Q</sup> &DUHHU &RQYHUVDWLRQV \_ %HFRPLQJ DQ DXWK  
-RLQ .HOO\ -DFNVRQ 0\$2XU &~~Q~~ QDX~~Q~~DKR~~Q~~ RHDU :LWK  
&DQXFN .LGV IRU D GLVFXXVLRQ RQ DOO WKDW JRHV LQWR ZU  
DQG PDUNHWLQJ D ERRN ZKLOH ZRUNLQJ IXOO WLPH



1RY \_ SP~~OL~~<sup>Q</sup> HIIHF~~WLYH~~ ZHDOWK DQG HVWDWH SODQQQLQJ  
-RLQ DOXPQXV ODUN +DOSHUQ %\$ ¶ WR OHDUQ KRZ WR HIIHF  
SUHVHUYH DQG JURZ \RXU HVWDWH XVH JRYHUQPHQW EHQHILW  
WD[HV FUHDWH JHQHURXV FKDULWDEOH JLIWV DQG OHDYH PR



1RY \_ SP~~OL~~<sup>Q</sup> UNKDP &RPPXQLW\ 2SHQ +RXVH  
0DUNKDP UHV~~LGHQWV~~ DUH LQYLWHG WR MRLQ XV IRU D YLUWXD  
GLVFRYHU PRUH DERXW RXU QHZ 0DUNKDP &DPSXV FRQVWUXFW  
DQG IXWXUH RSSRUWXQLWLHV ZKHQ RSHQ



1RY \_ SP~~OL~~<sup>Q</sup> KRODUV +XE # +RPH \_ ,QWLPDWH SDUWQHU  
YLROHQFH DQG DFFHVV WR MXVWLHF  
-RLQ 2VJRRGH 3URI -DQHW 0RVKHU IRU D WDON KLJKOLJKWLQJ  
FRPSOH[ FKDOOHQJHV WKDW DULVH IRU VXUYLYRUV RI LQWLPD  
DV WKH\ DWWHP~~SW~~ WR QDYLJDWH WZR RU PRUH OHJDO GRPDLQ  
IDPLO\ FULPLQDO FKLOG ZHOI~~DUH~~ DQG LPPLJUDWLRQ ODZ



1RY \_ SP~~OL~~<sup>Q</sup> LWXGH \_ <RXQJ DOXPQL VSHHG QHWZRUNLQJ  
/RRNLQJ WR JURZ \RXU SURIHVVL~~RQDO~~ QHWZRUN RU SUDFWLFH  
VNLOOV" -RLQ WKLV YLUWXDO VSHHG QHWZRUNLQJ VHVVLRQ KR  
DOXPQL DPEDVV~~DGRU~~ &U\vwdo +HLGDUL %6F -' ZKHUH  
KDYH WKH FKDQFH WR PHHW IHOORZ <RUN DOXPQL IURP DOO RY



1RY \_ DR~~OL~~<sup>Q</sup> &LUFOH \_ )UDQFRSKRQH LQ &DQDGD  
1HJRWL~~DWLQJ~~ PLQRULW\ DQG PDMRULW\ ULJKWV  
+RVWHG E\ 'U 5HEHFFD 3LOODL 5LGGHOO WKLV OHFWXUH ZLOC  
WKUHH OHDGLQJ IDFXOW\ PHPEHUV VKDULQJ WKH~~LU~~ UHVH~~DUFK~~  
WKRXJKW SURYRNLQJ FRQYHUVDWLRQ

7R ILQG RXW PRUH DERXW WKH HY~~H~~ FQW~~VNZ~~ RXUH R~~K~~ RUW WLQQJ WYKLO~~W~~ PRQWK  
OL~~V~~ WLQQJ

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\$OX~~PQL~~ )ULHQGV \_ 3U&RQFD~~F~~Q~~B~~REV~~F~~ULEH \_ &RPPXQLFDWLRQV 3UH~~I~~UHQFHV

<RUN 8QLYHUVLW\ \$OX~~PQL~~ (QJDJPHQW  
.HHOH 6WUHHW 8HU WKH HLQ• D[HLU 0