

* O R E D O & D U E R Q 3 U R M H F W

* & 3 % R V W R Q



& R R U G L Q D W L Q J / H D G \$ X W K R U

+ D Q T L Q 7 L D Q , Q D X J X I U D O - L U H F W R U D Q G % > .
, Q V W L W X W H 3 U R I H V V R U R I - * O R E D O > { g w » . ^ -
6 X V W D L Q D E L O L W \ " r g " 0 5 : ± ± { ± ± š { } . r Ç " % š g
% - g " % . % > í T 5 > Ä % - > š { } .

\$ F W L Y L W \ + L J K O L J K W V



7 L D Q + / H I W D Q G 4 X ' 5 L J K W



7 L D Q + / H I W D Q G = D K



* OREDO & DUERQ & H Q W R M H R W (DUWK 6
 * & 3 % RVWRQ QG * OREDO 6XVWDL

:RUNVKRS RQ WKH 6WDWH RI *+* DQG
 &OLPDWH \$FWLRQ

'U 3KLOLSSH &LDLV D VHQLRU UHVHDFKHU D
 /DERUDWRU\ IRU &OLPDWH DQG (QYLURQPHQWDO
 ,36/)UDQFH DQG IRUPHU * & 3 & R & KDLU GHOLYHU
 .H\QRWH 6SHHFK WLWOHG æ5LVNV RI 'HVWDELQ]D
 WKH &DUERQ &\FOH ç 7KLV HYHQW ZDV RUJDQL]HG
 * & 3 %RVWRQ DQG KHOG DW %RVWRQ &ROOHJH RQ
 'HFHPEHU 1LQH RWKHU 6SHDNHUV IURP
 %RVWRQ &ROOHJH 3URIV 'DYSCHNHHV DQJ =KDOJ DQJ 7
 3DQ +DQTLQ 7LDQ 7RQ\ :DQJ %RVWRQ 8QLYHUV
 3URI 0LNH 'LHW]H 0,7 'U \$QJHOR *XUJHO
 1RUWKHDVWHUQ 8QLYHUVLVW\ 3URI <DQJ =KDQJ
 <DOH 8QLYHUVLVW\ 3URI 6SDUNOH / 0DORQH JDY
 SUHVHQWDWLRQV RQ YDULRXV WRSLFV FRYHULQJ
 RI *+*V & 2 & + DQG 1 2 DQG FOLPDWH DFWLRQ
 'U /DXUD - 6WHLQEHUJ ([HFXWLYH 'LUHFWRU RI
 ,QVWLWXWH IRU ,QWHJUDWHG 6FLHQFH DQG 6RFLH
 LQWURGXFHG 'U 3KLOLSSH &LDLV DQG H[WHQG
 ZHOFRPH WR WKH RWKHU VSHDNHUV 3 /HIW DQG 7LDQ

* & 3 %RVWRQ 7DON

,Q FROODERUDWLRQ ZLWK %RVWRQ &ROOHJH äV
 'HSDUWPHQW RI (DUWK DQG (QYLURQPHQWDO 6FLH
 VLJQLILFDQW DG D D Q F H P H O W F V D S P I O R G P P E G F J F S M Z
 OFY D Q G FOLPDWH DFWLRQ ZLWKLQ DQG EH\RQG W



7KH VW * & 3 7DON æ'HFRGLQJ 2XU &DUE
 IRU 1HW =HUR (PLVLRQV JLYHQ E\ 'U
 DQG &6,52 &KLHI 5HVHDFK 6FLHQWLWV

7KH QG * & 3 7DON æ'HHS /HDUQLQJ WR 0RQLWR
 WR *OREH JLYHQ E\ 'U 3KLOLSSH &LDLV)RU
 5HVHDFKHU DW /6&()UDQFH RQ 'HI



'U <RQJID <RX D 3RVWGRFWRUDO)HOORZ L
DVVLVWDQW SURIHVVRU SRVLWLRQ DW 9LUJ
DIILOLDWLQJ ZLWK *&3 %RVWRQ BOE XPSLJOI

'U +DQTLQ 7LDQ 'LUHFWRU RI °* &13 0%ER @WRpQÀ

,PSURYHG DJULFXOWXUDO
SUDFWLFHV DQG UHGXFHG
QLWURJHQ LQ SXWV FDQ EH QHILW
ERWK WKH HQYLURQPHQW DQG
FOLPDWH EXW WDFNOLQJ
JUHHQKRXVH JDVHV UHPDLQV
HVVHQWLDORU HIIHFWLYH
FOLPDWH FKDQJH PLWLJDWLRQ
)RU IXUWKHU GHWDLOV SOHDVH
UHIHU WR WKH DFFRPSDQLQJ
03, 3UHV 5HOHDVH

+RZ &DQ 6RLO %H 3DUW RI &OLPDWH 6ROXWLRQ"
\$JULFXOWXUDO VRLOV SOD\ D GXDO UROH LQ UH
GLR[LGH @`JF0;P< UHLO %H VDQY5DUW RI &OLL I 3





+XDQJ 0 < =KRX + 7LDQ 6 3DQ ; <DQJ 4 *DF
HPLVLRQV E\ 3DFLILF ZKLWH VKULPS DTXDFXOWXU
&KLQTXDFXOWXUH

+XDQJ < : 5HQ / (/LQGVH\ / :DQJ ' +XL %
IDUPLQJ HQKDQFHV ZLGHVSUH(DQY LQLRQFDHQH\ D @ D57KML

/DXHUZDOG 5 \$ %DVWRV 0 - 0F*UFWBMSDWEFQ
JUHHQKRXVH JDV EXGJHWV RI (XURSH WUHQBFDOO
%LRJHRFKHPLFDOH&IFOV

/L / & /X : :LQLZDUWHU + 7LDQ - * &DQDGH
+6KL 4 6XQ 1 9XLFKDUG 6 <H 6 =DHKOH DQG 4
WR FOLPDWH FKDQJH LQFUHDVH W.K*HPEWQJ&KVLQJH
H

2ä6XOOLYDQ 0 6 6LWFK 3)ULHGOLQJVWHLQ ,
&@ÂjQ G•DV €) "p&XHayà@ΘLH @ ð ð € &(L D LñV 6)DON /)HO

