6DIHW\ &RPPLWWHH 0HHWLQJ 0LQXWHV
:HGQHVGD\ -DQXDU\
2OG %RDUG 5RRP

0HPEHUV 3UHVHQW %R\QWRQ 6XQ\ )URPSWRQ &DOODJKDLHUHOOH
0RUULVRQ 0DULDH6UDYLDHQWH *OHQQLHP 6WHYHQRV -HQQHV 9LD
6WHSKDQLH :DPVOH\ 'DYLG :RUOH\ DQG 5HEHFFD /\QFK

1DWKDQ)U\PDUNHFWDOOHGWRRUGHUDW SP
1DWKDQ UHDG WKH LQWURGXFWLRQ WR WKH FRPPLWWHH

7KH PLQXWHV IURP WKHZHUWRDEYHULODEO\HGIRRUOHHYLHZG D P
Q"WR `€0ZHøøÌÀH\@ 8UÒ\DHÒÀ`\DRKODQGÃÖÄSRDOLWPHQWK@XPEHHU RODLQWHQD
LHV 7KH RWKHU GHSDUWPHQW KDG VRPH LQMXULHV

RPPLWWHH UHFLWHZ GLWPWKHUGS7KUWKLRJHDWOQXPEHU RI ZRUNHU
FODLPV ZHUHVILVURRQPDOWKGHHSDEOHDHUQHWV 7KGLHSDVWPFKHHW LQ WKH GLVWULF
QFOXGHV WHDFKHU $SSUR[LPDWHO
DUH VWLVOHORWKHQNMXUKZLWLWKLQDXVHERROG VWXFN E

HDU LV WJKQ\GHDOJIWR ZRHUDGKHUERFVRPS\ :HQFXUHHDOPRVW GRXEOH WKLV
RPSDUHG WR 7KH GWVWKULUFWNLOGJHHRZRKDYHSUDREODVV $Q HPSOR\HH
UHSRUW WUKMXSHUVYDLWRXV DORGWLWKHVWKXSHFDOLVRV WR ZKHWKHU WKH\
KRXOG JR EDFNWKHRUZRUSURUEDVUHRPKWQH GRHFWDRFRPPRGDWLRQV WR
GH LQ PRVW FDVHV ZH DUH DFFRPPRGDWLQJ

QFHQWLYH SURJUDP WKDW WKHZDR\PWDWMVWHHWRH\HH&FDRELPLQPHQHOGHG LQ 2FWR
HW GLG QWRVWLGHOLDNHH&W\WKKHQWHPWRRKUHHHOVURZHHVQVHLRQGDOO SURFHVV &DELQHW
VWHG IHHGLOOQFJHSHQRWRRSYOHH :DHVFWXRKUHHGLQHQWWOWKLKDYHSUURZJUDPV JRLQJ RQ

XUUHQW JRHDOOXLPEE\ \HGDXOOGHSLWQWMXEOQH\DXSHLUOOLFDU\ GHSDUWPHQW E\
DVV RYHU WKH QH[W VHPHKRYXWOHGJ E&IDZPDSXWFKLVQDJQWGKGHHVSDOLUWSWPDOOHQWVV
YLGHR LQ DODQXFOJDURPSRXUV)RHUGUXYHSHDOJQRVPDHOQOOVWUKHDGDXFKHDG IDOO LQMXULHV
ZLOO EH SODFHG LQ D GUDZLWQOJH I-RLQ XODODEUJUHHEUDXDW\ :HHZZLGHOÖVGLRQ
DQG WKH 0DUFK $SULO UHYLHZV LQ 0D\

DIHW\ LQFHQWLYH SURJUDPKHVWRRVELGHODRFWLGRILQWQMUXHULRUV EU\HGXFH W
WKH SUHYLRXV \HDU 7KH EDVH

7KH FDPSXV GHSD U WR JHUQ DW PD ZL O D IH RV O QGR KHD UZ N L O K RVPHDQG DLW R
HPSOR\HH QHZVOHWWHU 7KH %RDUG ZLOO DOVR EH QRWLI

'LVWULFW IDFL O WLRQ VD XVK RV OLGQ VSHKFE R P'S'QHUHHPG EGHOD UZ ELOO E
RXW WR WKH OWDLGHMU &D Q\K DIFHDFOLERS H RLZDOO QHVSHFWLRQ
UHFRUGV

&LQG\ IURP (GZDUGV 5LVN 0DQDJHPHPHQW SR RQHHGW RV WKDWH ZFR
KDYH DQ LQFHQWLYH SURJUDP LQ (PSODFH HIRV FDOO ODXP LQ DWW
WKH GHSDUWPHQW HZZ R RKDUX XV HVK RWZRGH QDV SDUIRSWH UHOT\XILRSU DZD
ZKR UHFHLYH WKHO DJZLDFEOLGHV IR UOD FEHLU WHVUDSQGL]PHR QHDWDU\ DZD
&LQG\ WKHQ JDYWDLR SURHQVRQROHHUH[HUWLRQ
2YHUH[HUWLRQPLPRNXUQRZ DRUXHU FORL GLWM D W LERO@V SHLFPLWD