



**=bhfcXiW]b[ 'c i f' bYk' JDz' 5XjUbWY a Ybh**

-RLQ XV LQ H[WHQGLQJ D ZDUP ZHOFRPH WR 6XVDQD \*DMLF %UX\  
LQLWLDO ILYH \HDU WHUP DV WKH YLFH SUHVLGHQW DGYDQFHPPH  
KDV \HDUV¶ H[SHULHQFH LQ KLJKHU HGXFDWLRQ DGYDQFHPPHQ  
DVVRFLDWH YLFH SUHVLGHQW RI DOXPOLVWHUHQW DQW DQW GLYH  
/RQGRQ 2QWDULR 5HDG 3UHVLGHQW DQG 9LFH &KDQFHOOHU 5K  
6XVDQD V DSSRLQWPHQW

**Hcd' % \$ ' a c a Ybhg' cZ' & \$ & %**

)URP DQQRXQFLQJ <RUN¶V ILUVW HYH  
&KDQJHPDNHUV 8QGHU OLVW WR  
H[SDQGLQJ RXU YLUWXDO DOXPQL HY  
SURJUDPV DQG FHOHEUDWLQJ JLIWV  
KHOS WKH XQLYHUVLW\ FRQWLQXH WF  
SRVLWLYH FKDQJH LQ RXU FRPPXQLW  
DURXQG WKH ZRUOG ± ZDV RQFH  
DJDLQ D \HDU RI JURZWK DQG FKDQJH  
5HDG PRUH DERXW ODVW \HDU V KLJK

**F][\h]b[ 'h\Y' : ihifY. '&\$&%**

**DfYg]XYbhfig'FYdcfh**

7KH UHSRUW KLJKOLJKWV KRZ <RUN K  
FRQWLQXHG WR DGYDQFH WKH XQLYH  
SULRULWLHV VHW RXW E\ WKH 8QLYH  
\$FDGHPLF 3ODQ ,W VKRZFDVHV  
KRZ ZH UH VWUHQJWKHQQLQJ RXU LPS  
WKH 8QLWHG 1DWLRQV 6XVWDLQDEOH  
'HYHORSPHQW \*RDOV DQG GULYLQJ S  
FKDQJH ORFDOO 5 DQG WCR EDOO\  
IXOO UHSRUW

**6fU]b' [U]b**

<RUN DOXPQD SURIHVVRU DWKOHWL  
WKHUDSLVW DQG NLQHVLRORJLVW 'DO  
'REQH\ %\$ ¶ KDV EHHQ UHVHDFKL  
FRQFXVLRQ PDQDJHPHQW IRU RYHU  
GHFDGH 6KH V QRZ ZRUNLQJ WR PDN  
DHURELF H[HUFLVH D PRUH ZLGHO\ XY  
WKHUDS\ IRU \RXQJ SDWLHQWV ZKR D  
WR UHFRYHU IURP FRQFXVLRQV 5HD  
IXOO VWRU\ LQ 7KH <RUN 8 0DJJ]LQH

**@cc\_]b[ 'hc'fYUX' a cfY'Vcc\_g**

**h\]g'mYUf3**

-RLQ IHOORZ DOXPQL LQ OHDUQLQJ K  
QDYLDJWH FKDQJH ZUHVVOH ZLWK ID  
DQG OLYH DQ LQWHQWLRQDO OLIH DV  
WKURXJK 1HLO 3DVULFKD¶V EHVWVHO  
<RX \$UH \$ZHVRPH ZLWK WKH <RUN 8  
\$OXPQL %RRN &OXE /H DUQ PRUH DER  
WKH ERRN FOXE

**6YWcaY'U'bYhkcf\_ "YUXYf**

,V YROXQWHHULQJ PRUH RQH RI \RXU  
<H DU V UHVROXWLRQV" \$OXPQL QHWZ  
YROXQWHHUV RUJDQL]H VRFLDO DFWL  
SURYLGH SURIHVVRQDO QHWZRUNLQ  
RSSREQÂ@ SHV  
RFL,EQÂ@QF RROIRUHO.../HDš  
uJD• 0p

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5@IAB:69B9:HG

6`iY`AcibhU]b`X]gWcibh 7UfYYf`giddcfh`VYbYZ]hg :fYg\`7]hm:Ufag`cZYZf  
+LW WKH VORSHV \*W`KHV\`ZXQ`V`BU`HHU`Q`M`E`R`R`W`K`W`L`Q`Q`W`U`R`G`X`F`W`R`U`\`  
DQG VDYH SHU FHQZLWQ <RUN V FBU`H`R`W`N`D`O`X`P`Q`L`D`Q`G`V`D`Y`H`  
GDLO\ OLIW WLFNM`W`S`S`B`U`F`L`Q`H`U`Y`K`L`F`H`V`R`Q`F`X`G`L`Q`J`V`W`W`K`U`H`H`  
HDUOLHU \RX SODR`D`Q`G`E`X`L`R`N`H`G`X`R`D`V`G`H`R`Q`R`I`R`U`J`D`Q`L`F`  
\RXU VNL GD\W`G`H`V`F`R`U`K`Q`W`V`H`[`F`O`X`K`L`W`H`D`W`G`D`E`O`H`D`Q`G`V`H`D`V`R`Q`D`  
\RX OO VDYH /HDDQ`X`P`Q`L`H`/H`D`U`Q`P`E`U`R`F`H`U`L`D`H`U`Q`P`R`U`H`

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5@IAB:9J9BHG

>Ub"%"-`p`%&da`p`GW\c`Ufgfi`<iV`4`<caY`p`9Uh]b[`Ug`Ub`Ufh`cZ  
WcbbYWh]cb  
<RUN /\$ 36 3URIHVVRU `DYL`G`%`\*`R`O`G`V`W`H`L`Q`Z`L`O`O`G`L`V`  
W`R`I`R`R`G`D`Q`G`W`K`H`L`P`S`R`U`W`D`Q`W`U`R`O`H`W`K`D`W`H`D`W`L`Q`J`S`  
D`Q`G`S`O`H`D`V`X`U`H`



>Ub"+"&`p`&.`\$da`p`J]Wc`@YWh`i`fY`GYf]Yg`p`AUfI`/`J]Wc.`7c`a`dUf]b[  
hkc`]bhYfdYhUh]cbg`cZ`\]ghcfm  
<RUN /\$ 36 3URIHVVRU 0DUFHOOR 0XVWR ZLOO JLYH D  
9LFR DQG .DUO 0DU[ V FRQFHSWLRQV RI KLVWRU\ DQ  
FRQWULEXWLRQV WR VRFLDO VFLHQFHV

>Ub"+"&`p`+da`p`A]X!7UfYYf`7cbjYfgUh]cbg`p`6YWca]b[`Ub  
YIYWh]jY  
&KULVWD `LFNHQVRQ`0)\$`¶`ZLOO`VKDUH`KHU`FDUHH  
EHFRPLQJ`WKH`&(2`RI`7HOHILOP`&DQDGD`KHU`OHDGHU  
PRWLYDWH`RWKHUV`DORQJ`ZLWK`VNLOOV`DQG`VWUDW  
FDUHHU`VXFFHV



:YV"+"&`p`%&da`p`GW\c`Ufgfi`<iV`4`<caY`p`8UbW]bi`:Yyh.`<Uf`Ya`UbX  
VUg\_YhVU``]b`h`Y`%`-&\$!`\$g  
<RUN \$03' 3URIHVVRU `DQL`HOOH`+RZDUG`ZLOO`KLJKOL

EDVNHWEDOO SOD\HUV ZKR XVHG WKHLU ERGLHV WR I  
IUHHGRP DQG VHFUXH D FXOWXUDO OHJDF\

:YV'' 'p%&da 'p:Ac j]b[':cfkUfX'GYf]Yg'p'<ck'@5/DG'U' i ab]'UfY  
ghfYb[h\Yb]b[ '6`UW\_`Wca a i b]h]Yg

-RLQ /\$ 36 IRU D WDON ZLWK <RUN JUDGXDWHV ZKR D  
LQLWLDWLYHV DGGUHVVLQJ DQWL %ODFN UDFLVP DQG  
%ODFN FRPPXQLWLHV IDPLOLHV DQG VWXGHQWV

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\$OXPQL )ULHQGV \_3U&RQWDFRQKKEV\_FULEH \_ &RPPXQLFDWLRQV 3UHIHUHQFHV

<RUN 8QLYHUVLW\ \$OXPQL (QJDJHPHQW  
.HHOH 6WUHHW

7RURQWR 2QWDULR 0 - 3

W RU \_ H DOXPQL#\RUNX FD

&KDULWDEOH 5HJLVWUDWLRQ 1R 55