THANK YOU.

CONTROL DATA IS ENJOYING HAPPIER DAYS THAN SOME OF THOSE OF THE PAST -- I'M SURE ALL OF YOU ARE AWARE OF THAT.

AND, BY THE WAY, THERE ACTUALLY IS QUITE A BIT OF INFORMATION IN THAT REGARD IN THIS YEAR'S ANNUAL REPORT -- MORE THAN USUAL, I BELIEVE, AND I ENCOURAGE YOU TO READ IT IF YOU HAVE NOT DONE SO.

I'M GOING TO TAKE A FEW MINUTES AND COVER SOME HIGHLIGHTS OF THE THREE MAJOR BUSINESS SEGMENTS: SERVICES, PERIPHERALS AND SYSTEMS.

I WON'T INDULGE IN A LOT OF PROGNOSTICATION BUT MENTION A FEW BASIC THINGS THAT AFFECT THE PRESENT AS WELL AS THE FUTURE OF OUR BUSINESS.

AND THERE WILL BE PLENTY OF TIME FOR QUESTIONS AT THE END.
BUT TO START

A FEW WORDS ON 1978 ITSELF.

THE FIRST QUARTER FOR THE COMPUTER GROUP WAS GOOD —
WE WERE AHEAD OF BUDGETED PROFIT,
REVENUES WERE UP 17.5% FROM LAST YEAR,
NET BEFORE TAX WAS UP 32.7%,
AND ASSETS UP 3% COMPARED TO A YEAR AGO.

WHILE ACHIEVING THAT
WE TOOK A FEW GOOD SOCKS IN STRIDE
LIKE THE WEATHER IN THE U.S. IN JANUARY AND FEBRUARY,
THE CANCELLATION OF THE VICTAB AUTOMATED WAGERING CONTRACT,
THE UNAVAILABILITY OF VOLUME PRODUCTION OF 3380’s
AND POOR PERFORMANCE ON SOME AEROSPACE PROJECTS,
OUR ABILITY TO ABSORB SUCH SHOCKS
IS REFLECTIVE OF GREATER BASIC FINANCIAL STRENGTH,
MORE CONSERVATIVE MANAGEMENT
AND ACCOUNTING FOR DEVELOPMENT PROJECTS
AND THE ESSENTIAL NATURE OF OUR PRODUCTS AND SERVICES —
ESPECIALLY DATA SERVICES —
TO BUSINESS AND INDUSTRY.
THE BUDGETED REVENUE FOR THE FULL YEAR

IS $1.7 BILLION

UP FROM $1.5 BILLION LAST YEAR

AND WE WILL BEAT THAT BUDGET.

IN 1977 NET BEFORE TAX FOR THE GROUP

ROSE 60% OVER 1976.

WE WON'T MATCH THAT KIND OF PROFIT GROWTH THIS YEAR

BUT WE SHOULD DO VERY WELL.

ASSETS ARE INCREASING NOW

AFTER TWO YEARS OF STEADY DECREASE --

INCREMENTALLY THE INCREASES DON'T LOOK TOO BAD.

THE PROBLEM IS THAT WE ARE STILL

FAR FROM GOOD ASSET EFFICIENCY OVERALL.

RECEIVABLES ARE PERHAPS THE MOST PLAGUING.

INVENTORY MANAGEMENT

IS EXCELLENT IN SOME AREAS CERTAINLY

BUT NOT CONSISTENTLY GOOD.
THE DEMANDS FOR CAPITAL EQUIPMENT

OF ALL KINDS

ARE INDICATIVE THAT

THERE IS ENOUGH CREATIVE THINKING GOING ON

WITH REGARD TO SHARING, BORROWING, SCROUNGING

AND JUST GENERALLY "MAKING DO".

OKAY -- THAT'S ONCE OVER LIGHTLY --

NOW LET'S LOOK AT THE INDIVIDUAL SEGMENTS.

THE GROWTH IN PERIPHERAL PRODUCTS' BUSINESS

OVER THE PAST 14 MONTHS OR SO

CAN REALLY ONLY BE DESCRIBED AS EXPLOSIVE.

I REALIZE THAT IS A DRAMATIC WORD

BUT THE STATISTICS BACK IT UP.

SHIPMENTS OF ROTATING MEMORY (DISK) UNITS

WERE UP 96% LAST YEAR.

OVER 63,000 ROTATING MEMORY DEVICES

OF ONE MODEL OR ANOTHER

WERE SHIPPED LAST YEAR.
• THE CUSTOMER BASE BROADENED AS WELL --

• MORE THAN 720 COMPUTER COMPANIES AND SYSTEM INTEGRATORS

• ARE NOW OEM CUSTOMERS OF CONTROL DATA.

• BEHIND THESE STATISTICS

• LIES THE GROWTH IN THE MINICOMPUTER INDUSTRY

• AND THE INVESTMENT OVER MANY YEARS

• CONTROL DATA HAS MADE

• IN ADVANCED PERIPHERAL TECHNOLOGY AND MANUFACTURING KNOW-HOW.

• SO WHEN THE MINICOMPUTER BOOM CAME,

• IT FOUND A NATURAL PARTNER

• IN CONTROL DATA’S PERIPHERAL PRODUCTS BUSINESS.

• A CONCOMITANT DEVELOPMENT HAS OCCURRED

• IN OUR SUPPLIES BUSINESS

• WHERE SHIPMENTS OF MEDIA PRODUCTS FOR DISK DRIVES

• RAISED REVENUES TO A RECORD HIGH.
ON A SOMEWHAT MORE CAUTIONARY NOTE,

WE KNOW FROM HISTORICAL DATA

THAT SALES OF PERIPHERAL PRODUCTS TO OEM CUSTOMERS

ARE SENSITIVE TO THE BUSINESS CYCLE

AND IN PARTICULAR TO CAPITAL EQUIPMENT INVESTMENT INDICATORS.

SO THE UNCERTAINTY OF CURRENT FORECASTS

CAN BE DISQUIETING.

ON THE OTHER HAND

DESCENDING FROM MACRO ECONOMICS TO MICRO

WE ALSO KNOW THAT OUR OEM SALES FORCE

HAD ACHIEVED 65% OF ITS TOTAL YEAR ORDER BUDGET

BY THE END OF APRIL

SO THERE IS GREAT COMFORT IN THAT STATISTIC.

THE REVENUES AND PROFITS OBTAINED FROM SALES TO OEM CUSTOMERS

AND SALES DIRECT TO END USERS

ARE IMPORTANT CONTRIBUTORS

TO OUR OVERALL REVENUES AND PROFITS.
BUT AN EQUALLY IMPORTANT FACT

IS THAT THE ECONOMIES OF SCALE ACHIEVED THROUGH THESE BUSINESSES

RESULT IN MORE PRODUCTS,

LOWER COST AND HIGHER QUALITY PERIPHERALS

FOR USE IN OUR COMPUTER SYSTEMS AND SERVICES BUSINESSES

THAN WE WOULD OTHERWISE AFFORD.

- COMPUTER SYSTEMS

A RECENT INDEPENDENT SURVEY OF THE COMPUTER INDUSTRY HIGHLIGHTED THE FOLLOWING STATEMENT:

"THE MOST DYNAMIC SECTOR IN THE MAINFRAMES SECTOR"

IS IN THE LARGE COMPUTER AREA,

INCLUDING PRODUCTS WHICH COST $4 MILLION AND UP."

WE ARE IN THE THICK OF THAT PARTICULAR TREND.

ORDERS FOR OUR LARGE CYBER 170 MODELS

HAVE EXCEEDED EXPECTATIONS IN RECENT MONTHS

AND, IN FACT, FOR THE MODEL 175,

PRODUCTION IS SOLD OUT FOR THIS YEAR

AND THE FIRST QUARTER OF NEXT YEAR AS WELL.

THERE IS A GROWING TREND

FOR LARGE CUSTOMERS

TO USE SEPARATE ENGINEERING COMPUTERS & ADMINISTRATIVE COMPUTERS,
FOR CONTROL DATA

THIS HAS BEEN AN EXCELLENT DEVELOPMENT

AND HAS MEANT THE ADDITION

OF COMPANIES LIKE FORD, THE BOEING COMPANY

AND NORTH AMERICAN ROCKWELL,

AS MAJOR CUSTOMERS.

OUR CUSTOMER BASE HAS ALSO GROWN --

IN 1976 37% OF COMPUTER ORDERS

CAME FROM NEW ACCOUNTS,

LAST YEAR, IT WAS 25%.

THE GROWING CUSTOMER BASE WAS ALSO REFLECTED

AT A RECENT CONTROL DATA USERS CONFERENCE

WHERE ONE-THIRD OF THE ATTENDEES

WERE NEW TO THE GROUP.

BEHIND ALL THIS

IS SOMETHING WE HAVE POINTED OUT BEFORE:

LARGE SCALE SCIENTIFIC COMPUTING

IS AN ESSENTIAL PART

OF SOLVING MAJOR WORLD PROBLEMS.
PROBLEMS SUCH AS ENERGY EXPLORATION AND RESEARCH,

REDUCING AUTOMOBILE GAS CONSUMPTION,

ENERGY CONSERVATION IN INDUSTRIAL PROCESSES,

MORE EFFICIENT ENERGY PRODUCTION

AND DISTRIBUTION BY UTILITY COMPANIES,

WEATHER FORECASTING,

AGRICULTURAL RESEARCH

AND AIRPLANE DESIGN

ARE IN THE PAPERS EVERY DAY.

ALL OF THESE INVOLVE MASSIVE AMOUNTS OF COMPUTING

OF THE TYPE CONTROL DATA IS FAMOUS FOR.

THIS SITUATION

IS IN GREAT CONTRAST TO THE SITUATION 10-15 YEARS AGO

WHEN LARGE-SCALE SCIENTIFIC COMPUTING

WAS PRIMARILY ASSOCIATED WITH MILITARY APPLICATIONS.

THERE IS ONE NEGATIVE FACTOR

IN THE LARGE COMPUTER BUSINESS

THAT DESERVES MENTION.
THIS HAS TO DO WITH THE LARGEST

MOST ADVANCED COMPUTERS --

BY THAT I MEAN

COMPUTERS 50-100 TIMES MORE POWERFUL THAN THE 176,

GOVERNMENT PROCUREMENTS ARE STILL

THE MOST IMPORTANT SOURCE OF MONEY AND INCENTIVE

FOR THESE ADVANCED TECHNOLOGY MACHINES.

AND THE GOVERNMENT

HAS NOT RECOGNIZED THE CHANGE IN OUR INDUSTRY

AND THE MARKETPLACE.

THEY ARE STILL BEHAVING

AS THOUGH WE WERE IN THE 1960’s.

THAT IS, THEY PROCURE SUCH MACHINES

AS THOUGH THEY WERE OFF-THE-SHELF STANDARD EQUIPMENT;

THIS PUTS THE ENTIRE DEVELOPMENT RISK

ON THE MANUFACTURER.

IN THE 1960’s WHEN CIRCUIT TECHNOLOGY ALONE

COULD IMPROVE PERFORMANCE 4 TIMES EVERY TWO OR THREE YEARS

AND SOFTWARE COMPATIBILITY WAS NOT AN OVERRIDING CONCERN,

INDUSTRY COULD AFFORD THAT RISK.
• This is obviously no longer the case

• And unless procurement practices change,

• The United States is in great danger of losing its lead

• In the most advanced computers.

• On the other hand

• In the main line computer segment,

• As I said,

• Things are very bright.

• I have little doubt

• That the Cyber 170

• Will become the most successful computer product line in our history.

• Moreover, new hardware and software technologies

• Give us the wherewithal

• To improve our computers over the next seven years.

• This can be done in an evolutionary manner

• So as to protect our customers' investment

• In applications software.

• But I certainly don't mean to imply

• Success is a foregone conclusion.

• It will take courage, determination

• And a clear view of our world as it is today

• And as it will be in the 1980's

• To execute a successful systems strategy.
• THERE IS ONE OTHER POINT

• THAT IS IMPORTANT TO UNDERSTANDING

• THE STATUS AND FUTURE OUTLOOK

• FOR OUR COMPUTER MAINFRAME BUSINESS, IN CONTROL DATA

• UP UNTIL 1973,

• COMPUTERS CARRIED ALMOST THE ENTIRE BURDEN

• OF OUR INVESTMENT IN DEVELOPING THE OTHER BUSINESSES.

• AND COMPUTER DEVELOPMENT WORK ITSELF

• HAD TO BE BOOTSTRAPPED --

• THAT IS,

• DONE UNDER FIXED PRICE CUSTOMER CONTRACTS.

• THUS IT WAS NECESSARY

• TO ASSUME FAR GREATER RISK

• THAN IS THE CASE TODAY

• WHEN BOTH PERIPHERALS AND SERVICES ARE PROFIT CONTRIBUTORS.

• THE BUSINESS IS AND CAN BE

• MORE TIGHTLY CONTROLLED AS TO GROWTH RATE AND PROFITABILITY.

• RECENT PERFORMANCE CLEARLY SHOWS THIS.
COMPUTER SYSTEMS,
LIKE PERIPHERAL PRODUCTS,
MAKES IMPORTANT CONTRIBUTIONS BEYOND ITS OWN REVENUE AND PROFITS.
ITS LARGEST COMMERCIAL CUSTOMER
IS OUR OWN DATA SERVICES BUSINESS
AND COMMERCIAL CREDIT USES CYBERS FOR CYBERLOAN NETWORK.
QUALITY AND PERFORMANCE
OF OUR COMPUTER SYSTEMS, THEN,
ARE BIG CONTRIBUTORS TO PROFITABILITY AND GROWTH
OF FINANCIAL AND DATA SERVICES.
LAST YEAR SERVICES AMOUNTED TO 39%
OF THE TOTAL $1.5 BILLION REVENUE OF THE COMPUTER GROUP.
DATA SERVICES IS THE LARGEST SERVICE BUSINESS AT $300 MILLION.
AND WITHIN THE NEXT FIVE YEARS
WE EXPECT SERVICES TO GROW
TO BE HALF OF TOTAL COMPUTER BUSINESS REVENUE.
UNDERPINNING THIS RAPID GROWTH

IS THE INCREDIBLE NEED FOR INFORMATION SERVICES

AS PEOPLE EVERYWHERE GRAPPLE WITH THE PROBLEMS OF FOOD,

JOBS, ENERGY, URBAN DECAY,

EDUCATION AND HEALTH CARE.

OUR DATA SERVICES BUSINESS TODAY

IS 12 TIMES THE SIZE IT WAS AT THE START OF THIS DECADE;

IT IS MORE THAN TWICE AS BIG

AS ONLY FOUR YEARS AGO.

REVENUES IN THE 1st QUARTER

WERE UP OVER \( \frac{18}{100} \) FROM LAST YEAR --

AND THAT IN THE FACE OF WEATHER IN JANUARY AND FEBRUARY

THAT PARALYZED MUCH OF U.S. INDUSTRY --

THAT ALONE SPEAKS VOLUMES

FOR THE ESSENTIAL NATURE OF THE SERVICES WE PROVIDE,

AND THAT IS JUST A START.

FOR WITHOUT QUESTION

THE MOST EXCITING PRODUCT IN CONTROL DATA'S HISTORY

IS COMPUTER BASED EDUCATION -- PLATO.

WE ARE ONLY AT THE BEGINNING

OF BRINGING PLATO TO THE MARKETPLACE

BUT THE PAST YEAR HAS SEEN A LOT OF DEVELOPMENT.
WE NOW SEE AMERICAN AND UNITED AIRLINES
USING PLATO AS AN INTEGRAL PART
OF THEIR PILOT TRAINING PROGRAMS.
PLATO OFFERS THEM SIGNIFICANT ADVANTAGES
IN TERMS OF COST
AND THE ABILITY TO EFFECTIVELY TRAIN PILOTS IN A SHORTER PERIOD OF TIME.
WE HAVE SEEN THE INSTALLATION
OF A DEDICATED PLATO SYSTEM
AT THE UNIVERSITY OF DELAWARE.
The university installed their first Plato terminal
in March of 1975
and during this period of time,
they have increased their usage
from three departments to twenty-five.
It is difficult to describe
how rapidly events unfold
and what enormous forces there are
Driving the need for information services in general
and computer based education in particular.
LET ME USE ONE EXAMPLE TO TRY.

LAST FALL

WE HAD A STRATEGY TEAM STUDYING THE HEALTH CARE FIELD.

COMPUTERS HAVE BEEN USED FOR MANY YEARS

IN ADMINISTRATIVE WORK FOR HOSPITALS

AND TO SOME DEGREE IN PATIENT CARE SYSTEMS.

BUT RISING HEALTH CARE COSTS

ARE MORE THAN JUST A TOPIC OF CONVERSATION,

A TAXPAYER CONCERN,

OR A POLITICAL RALLYING POINT.

THEY ARE GOING TO FORCE MAJOR CHANGES

IN THE FINANCING AND DELIVERY OF HEALTH CARE

OVER THE NEXT TEN YEARS.

Thus the strategy team --

AND THE OUTCOME WAS A RECOMMENDATION

TO FOCUS CONTROL DATA’S EFFORTS

IN THE AREA OF SELF HEALTH MANAGEMENT.

THIS WAS IN DECEMBER.
IN JANUARY, WE CREATED A SMALL GROUP OF PEOPLE

TO DEFINE THE PRODUCTS --

IN THIS CASE PLATO COURSEWARE --

AND BUSINESS PLAN.

LAST MONTH WE APPROACHED OUR OWN INSURANCE CARRIER

REGarding a pilot program for control data employees

With the objective of reducing our insurance costs.

We found not just interest

But enthusiasm and impatience to begin.

And here as elsewhere in today’s problems

An overriding belief

That government cannot solve basic problems --

And that indeed they represent business opportunities --

Particularly for computer services.

1978 has thus far seen a continuation of the basic trends

And overall progress of our computer business,

And an expectation for the year

Is for continued growth in revenue and profits

In all three segments of the computer business.
OUR OBJECTIVE REMAINS THE SAME AS IT HAS BEEN FOR SEVERAL YEARS
AND THAT IS TO STEADILY IMPROVE PROFITABILITY
WHILE CONTINUING TO INVEST IN THE FUTURE.

IT IS HARDLY NECESSARY TO REMIND YOU THAT WE ARE IN A HIGH TECHNOLOGY BUSINESS
AND LONG TERM SUCCESS

DEMANDS LARGE TECHNICAL INVESTMENTS.

IN ADDITION,

OUR BUSINESS IS PREDOMINATELY SERVICES.

I THINK IT IS FREQUENTLY OVERLOOKED
THAT EVEN THOUGH THE TOTAL SERVICES NUMBERS ARE LARGE AND IMPRESSIVE
THEY COMPRIZE LITERALLY DOZENS OF INDIVIDUAL INFORMATION SERVICES
ANY ONE OF WHICH IS QUITE SMALL --
A FEW MILLION FOR MOST,
10 - 30 MILLION FOR THE LARGEST.

GROWING MEANS DEVELOPING MANY NEW SUCH SERVICES
IN ADDITION TO MAINTAINING AND IMPROVING OLD ONES.

THIS IS A PROCESS WHICH TAKES YEARS.
REVENUES ARE ADDED LITERALLY A FEW HUNDERS --

OR AT BEST A FEW THOUSAND DOLLARS AT A TIME.

AND NOT EVERY NEW SERVICE IDEA OR APPLICATION

IS A SUCCESS AT ALL.

ALL THAT ADDS UP

TO INVESTMENT IN TECHNICAL EFFORT AND MARKETING.

THERE IS IN ADDITION

THE ON-GOING PROGRAM

OF IMPROVING OUR MANAGEMENT ADMINISTRATIVE SYSTEMS

AND A LARGE REQUIREMENT

FOR TRAINING OF MANAGEMENT AND TECHNICAL PEOPLE.

FOR THE PAST FEW YEARS

WE HAVE BEEN ABLE TO MEET THOSE REQUIREMENTS

AND IMPROVE FINANCIAL PERFORMANCE AS WELL.

WE ARE LOOKING FORWARD

TO MORE OF THE SAME FOR THE FUTURE.

LET ME TURN NOW TO THIS MEETING ITSELF,

AND TO TELL YOU THE TRUTH

I AM SOMEWHAT AMAZED AT WHAT IS TAKING PLACE.
A YEAR AGO

WHEN I TALKED TO BOB DUNCAN

ABOUT WHAT I PERCEIVED TO BE A SORRY STATE OF AFFAIRS,

I NEVER GUESSED THE DEPTH OF ISOLATION

THAT HAD BEEN ALLOWED TO BUILD UP BETWEEN TECHNICAL PEOPLE

IN VARIOUS PARTS OF CONTROL DATA.

IT WAS JUST SO AT ODDS WITH OUR HISTORY.

BUT THE ENTHUSIASTIC RESPONSE TO THESE GET TOGETHERS

IS STRONG EVIDENCE

THAT WE HAD LOST SOMETHING ALONG THE WAY.

I DON'T CONFUSE INTERCHANGE WITH HARMONY --

GOD KNOWS, IT WAS NEVER THAT --

THERE WAS COMPETITION, DISPARAGEMENT,

ARGUMENT AND ARM WAVING

BUT EVERYBODY SURELY INTERACTED.

PERHAPS WHAT HAPPENED

IS JUST PART OF GETTING BIG.

BUT SOMEHOW I SUSPECT IT IS MORE THAN THAT --
IT IS RATHER MORE STRONGLY RELATED TO THE CRYSTALIZING OF CONTROL DATA'S BUSINESS INTO THREE WELL DEFINED SEGMENTS AND THE BASIC ECONOMIC INDEPENDENCE THAT EACH HAS ACHIEVED, OR -- AT LEAST IN THE SOMETIMES LIMITED PERCEPTION OF ITS BUSINESS MANAGERS -- THINKS IT HAS ACHIEVED. TO A GREATER OR LESSER DEGREE THIS SYNDROME ALSO INFECTS THE VARIOUS SUB-BUSINESSES OF SYSTEMS, SERVICES & PERIPHERALS, WELL, A LOT OF THOSE EXECUTIVES ARE IN FOR SOME SURPRISES -- BECAUSE ADVANCING COMPUTER TECHNOLOGY IS BLURRING SOME TRADITIONAL "BOUNDARIES" VERY THOROUGHLY -- AND ITS ONLY JUST BEGUN. GOING BACK A WAYS DATA ENTRY AS OPPOSED TO DATA PREPARATION PLUS COMPUTER I/O IS A LIVING BREATHING EXAMPLE THAT IS THERE FOR ALL TO SEE AND LEARN FROM. IF THEY WILL BUT LOOK.
ELECTRONIC TECHNOLOGY

FOR "MAIN MEMORY",

ELECTROMECHANICAL TECHNOLOGY

FOR "AUXILIARY MEMORY"

IS ON THE VERGE OF BEING AN ANACHRONISM.

DIVISION OF FUNCTION

BETWEEN HARDWARE AND SOFTWARE

IS MOSTLY ACCIDENT TODAY --

THE TECHNOLOGY IS AVAILABLE

FOR QUITE DIFFERENT APPROACHES.

INCIDENTALLY, I WAS REALLY ENCOURAGED

TO SEE SOMEONE WITH THE CAPABILITY OF ROGER WAGNER

ADDRESSING THIS SUBJECT AS A BASIC RESEARCH PROJECT.

THE COMMUNICATIONS/COMPUTING ECONOMICS

OF THE PAST

ARE DICTATING SERVICE DELIVERY ARCHITECTURES.

ALL PEOPLE CAN SEE

IS THE RAPID REDUCTION OF COMPUTER COSTS

RELATIVE TO COMMUNICATION COSTS OF THE PAST --

NOT THE REVERSE SITUATION

THAT WILL BE WITH US IN THE 1980's.
• THOSE THINGS ARE FACTS --
• FUN TO SPECULATE OVER
• AND PLAY "NEW PRODUCT IDEAS" WITH --
• OR FOR LESS TECHNICAL TYPES
  • TO PLAY "ORGANIZATIONAL CHART" WITH:
• BUT THAT'S NOT MY POINT
• TO YOU PEOPLE HERE TODAY.
• MUCH MORE IMPORTANT
• IS THE FACT THAT SIMULATION
   • AND OTHER DESIGN TOOLS
   • THAT THE TOOLS OF DESIGN
• THE AVAILABLE TECHNOLOGIES
• TO SOLVE SPECIFIC KINDS OF PROBLEMS,
• THE KNOW-HOW OF SOFTWARE DESIGN METHODOLOGY --
• ALL OF THESE THINGS MUST BE SHARED
• TO A FAR GREATER EXTENT THAN EVER BEFORE.
• THE ALTERNATIVE IS WASTE MOTION,
• DUPLICATION, IGNORANCE
• AND FINALLY
• CONFUSION AND LOSS OF MOMENTUM FOR OUR BUSINESS.
• THE CORE OF TECHNICAL PEOPLE IN CONTROL DATA

• ARE ITS DRIVING FORCE.

• I DON’T GIVE A DAMN

• IF YOU AGREE WITH ONE ANOTHER OR NOT,

• BUT I SURE DON’T WANT YOU TO IGNORE ONE ANOTHER --

• AND I CERTAINLY EXPECT YOU TO EXCHANGE PEOPLE

• AND TO SHARE ALL THE HARD EARNED KNOWLEDGE YOU ARE ABLE TO GAIN.

• I AM ENCOURAGED THAT YOU MUST FEEL THAT WAY TOO

• OR YOU WOULDN’T HAVE BEEN HERE TODAY.

• THANK YOU.

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