

6RFLDO 6FLHQFHV DQG +XPDQLWLHV !  
7LHU &DQDGD 5HVHDFK &KDLU LQ ,  
(FRQRPLF 5HFRQFLOLDWLRQ

3RVLRQ' HMLQ

3RVLWLRQ ,QIRUPDWLRQ

3RVLWLWQH 6RFLDO 6FLHQFHV DQG +XPDQLWLHV75HVHDFK &DQDGD &KDLU LQ ,QGLJHQRXV 3URVSHULW\ DQG (FRQRPLF !  
3RVWLQJ 1XPEHU ) 3  
ASH RI SRVLWLRQ 7HQXUH 6WUHD  
'HSDUWPHQW 8QLW )DFXOW\ RI 0DQDJHPHQW \*HQHUDO  
/RFDWLRQ +DOLID[ 1RYD 6FRWLD &DQDGD

\$ERXW WKH RSSRUWXQLWY 7KH )DFXOW\ RI 0DQDJHPHQW DW 'DOKRXVLH 60458  
7LHU &DQDGD 5HVHDFK &KDLU LQ ,QGLJHQRXV 3URVSHULW\  
5HFRQFLOLDWLRQ 5HFRQFLOLDWLRQ DSSOLFDQW ZLOO EH DSS  
WKH USOMLRVSDWRFLDWH 3URIHVVRU LQ RQH RI WKI  
)DFXOW\ EDVHG RQ 7KH 5HFRQFLOLDWLRQ SDUW  
,QGLJHQRXV (FRQRPLF 'HYHORSPHQW ,SWH, 53 DWLW  
\$WODQWLF 3ROLF\ &RQJUHVV RI )LUV 3&DWLRQV &K

7KH &KDLU ZLOO EULQJ WKHLU H[SHUWLHV DQG SDV  
FKDOOHQJHV IDFHG E\ ,QGLJHQRXV FRPPXQLWLHV D  
DQG YDOXH WR FRPPXQLWLRQ H[SHUWLHV LQ D VI  
WRSLFV UHODWHG WR SURVSHULW\ RI ,QGLJHQRXV  
D EURDG VHQVH WR LQFOXGH WKH LQWHUODWHG  
VWURQJ VRFLDO IDEULF DQGHUHQDWLRQDORZHO &E  
HFRQRPLF UHFRQFLOLDWLRQ LQFOXGLQJ PLFUR H  
KXPDJ UHVRXUFHV PHV H J ,QGLJHQRXV RUJDC  
SDUWQHUVKLSV RU PDFUR OHYHO LVVXHV H J ,Q  
LQQRWDWLRQ 7KH USOMLRVSDWRFLDWH DQ LQ GHSWK X  
DQG SUDFWLFDO LPSRUWDQFH RI 7KH USOMLRVSDWRFLDWH  
5HFRQFLOLDWLRQ 5HFRQFLOLDWLRQ 1DWLRQV 'HFODUDWLRQ

7KH )DFXOW\ RI 0DQDJHPHQW LV FRPPLWWHG WR W  
UHVHDFK DQG KDV LGHQWLILHG 3,QGLJHQRXV 3DU  
FRUH UHVHDFK 7KH USOMLRVSDWRFLDWH :KRP 0XNRW KPHN :VNLV  
5HVHDFK /DE IRU (QYLURQPHQW EDVHG RQ 5HFRQFLOLDWLRQ  
\*RYHUQDQFH ZLWK D UHVHDFK IRFXV RQ ODQG ZD  
5HVHDFK LQ WKH )DFXOW\ DOVR LQFOXGHV ZRUN V  
DQG WR HOLPLQDWH KDUPIXO ODQJXDJH LQ WKH PD  
RWKHU LQIRUPDWLRQ SODWLRPLFV LQHUHURJUDG  
0DQDJHPHQW VSDQ IURP WUDGLWLRQDO EXVLQHVV  
SROLF\ VWXGLHV

\$SSOLFDQWV PXVW KROG RU EH FORVH WR FRPSOHV  
UHOHYDQW VRFLDO 7KH USOMLRVSDWRFLDWH LQHUHURJUDG

ORFDWHG LQ .MLSXNWXN +DOLID[ \$W@BQVDMFRUHFJL€  
ZLGHO\ NQRZQ IRU LWV KLJK TXDOLW\ RI OLIH )XUV  
XQLYHUVLW\ FDQ EH ~~REWFIDQHDQDWHZHQW~~

7KH5&SURJUDP ZDV HVWDEOLVKHG E\ WKH &DQDGLC  
SXUSRVH RI DWUDFWLQJ RXWVWDQGLQJ UHVHDUFU  
&KDLUV DUH LQWHQG HG IRU H\FHSWLRQDO HPHUJLC  
EHHQ DQ DFWLYH UHVHDUFKHU LQ WKHLU ILHOG IRU  
QRPLQD\$SLRQLFDQWV ZKR DUH PRUH WKDQ WHQ )  
ZKHUH FDUHHU EUHDNV H\LVW LQFOXGLQJ PDWHUQ  
KDYH WKHLU H@57LEHLLD\VVHVVDHG WKUR7LHU WKH S  
MXVWLILFDWLROSDVRHFVRQWDFMLFDHOKR&M\HDFUFK 6F  
W@5&ZHEVLWHFKZLZJV JF FD IRU PRUH LQIRUPDWLR

'DOKRXVLH UHFRJQLJHV WKDW FDUHHU SDWKV FDQ I  
RFF\$SSOLFDQWV DUH HQFRXUDJHG WRDLOHQXGDHQDLV  
LPDFW WKDW DQ\ FDUHHU LQWHUUXSWLRQV PD\ KE  
DFKLHYHHPHQW

7KH HYDOXDWLRQ RI DSSOLF\$XULXQW ZLOO FRPRLQD  
QRPLQDWLRQ SDFNDJH ZL@6&SHURVLEDSVURDGHG WR VDK  
SRVLWLRQ ZLOO EHJLQ RQ -XO\

3HUVRQV ZLVKLQJ WR EH FRQVLGHUHG IRU WKLV SR  
KWWSV GDO SHRSOHGGLQ FD SRVWLQJV

&RPSOHWH DSSOLFDWLRQV ZID@XIUQF@XGKPDYERWCHU  
WHDFKLQJ DQG UHVHDUFK LQWHUHVWV WZR SXEOL  
LQIRUPDWLRQ IRU WKUHH FRQILGHQWLDO UHIHUHHV

'DOKRXVLH 8QLYHUVLW\ FRPPLWV WR DFKLHYLQJ LQ  
FKDPSLRQLQGHYHXULW\FWVLRQ DQGODRHHVSLQELZLWK  
RI HPSOR\PHQW H&@SURJUDGHFKHW\ WKLVHSRVLWLRQ  
GHVLJQDWHG WR FDQGLGDWHV ZKR VHOUW@HQWODC  
HVSHFLDOO\ \$QPNVDFK TXDOLILHG FDQGLGDWKRZHU  
&DQDGLDQV DQG SHUPDQHQW UHVLDGH@WLVZLZLO@HE  
FDQGLGDWHV ZKR DOVR VHOI LGHQWDFLIQJ BULHWLQ  
JDSVQ PHHWLQJ WDUJHWV IRU WK@5&DQDGLDQV  
LQVWLWXWLRQDO HTXLW\ JDSW(PSORHHSQWJ(TXLWK\ 8



\$0

' DGRXVH8 QYHUV 3RWDJ 3UQ/3 UHMHZ

5HTXLUHG 'RFXPHQWV

5pVXPp &XUULWFDXIX&99  
&RYHU /HWWHU  
7HDFKLQJ 6WDWHPHQW  
7HDFKLQJ 'RVVLHU  
5HVHDFK 6WDWHPHQW  
6DPSOH 3XEOLFDWLRQ V  
/LVW RI UHIHUHHV

2SWLRQDO 'RFXPHQWV

1RQH