

7XVNHJHH 8QLYHUVLW\
&ROOHJH RI (QJLQHHULQJ
'HSDUWPHQW RI &KHPLFDO (QJLQHHULQJ

6SULQJ

&RXU&(H * &KHPLFDO (QJLQHHULQJ 3ODQW 'HVLJQ
/HFWXUH 7+XRHVUG/D\ DQG 7KXUVGD\ \$0 30
/RFDW/LXRMQKHU +)RVWHU +DOO 5RRP
,QVWU \$KWRW\DU -DIDULQHMDG 3K'
(PDL\OM DIDULQHMDG#WXVNHJHH HGX
2IILFH\W WKHU +)RVWHU +DOO 5RRP %
3KRQH
2IILFH +RXHUVGD\ 3030 :HGQHV G\$D\ 30HURWK
E\ DSSRLQWPHQW
&UHGLW +RXUV
3UHUHTX&ML*WHV &(1* DQG &(1*
&RUHTX&YL*WH
7H[WEQR6N 3HWHUV . ' 7LPPHUKDXV 5 (:IRVFW BPOUDQW '
&KHPLFDO (QJLQHHUV)LIWK (GLWLRQ OF*UDZ +LOO

&RXUVH 2EMHFWLHYH
6WXGHQWV ZLOO
2EMHFWLHYH 'HVLJQ D FRPSOHWH FKHPLFDO SURFHVV
2EMHFWLHYH 3HFUDQDPO HFLRQ RPD SURFHVV
2EMHFWLHYHQ G8SQGRHIIWWW DDFQDOUBIQGRQWIKIEHPLMLOH HQJLQHH
2EMHFWLHYH 'HYHIDQRWSHRQJ DFQ PDPQXQ LZF DWLRQ VNLOOV

&RXUVH OHYHO VWXGHQW OHDUQLQJ RXWFRPHV
2XWFRPHV
2EMHFWLHYH ; ; ;
2EMHFWLHYH ;
2EMHFWLHYH ;
RI HQJLQHHH2EMHFWEYHQFH DQG; PDWKHPDWLFV

DQ DELOLW\ WR GHYHORS DQG FRQQXDW HD SQCRISQWDWW B UHH[& HQD W

JHW H[WUD WLPH LI \RX DUULYH OKRAXHW ØQ XRH IQFWLØC
H[FXVH ZLOO UHFHLYH D]HUR IRU WKDW ZRUN
¾ 1R VKDULQJ RI BHQJ PØWØEJXØDWRU GXULQJ H[DPV
¾ 1R PDNH XS DVVLJQPHQWV WHVWV ØTØLØHH VL YDHQG G
([FHSWLRQV
¾ 8QLYHUVLW\ DOORZHG H[FXVHV ZLWK :5,77(1 3522)
¾ 0HGLFDO UHDVRQV ZLWK :5,77(1 3522)
¾ ,Q WKH HYHQW RI D PHGLFDO HPHUKJLHQ F\ KSRUXURV/ RPIX V
WKH VWXGHQW ¶V WØHØKNDQHWIRU RØP RGSRXFWIRW ¶V FDUH
¾ ,Q WKH HYHQW RI DQ H[FXVHG DEVH ØGRHQ HP B N HVXIS D
QH[W FODVV PHHWLQJ IROORZLQJ QØKHI VG/D WFHK IRG XØKHH
ZLWK WKH LQVWUXFLWR UH V7SKRHQ WLW ØEQH QRUV VKHQ KHU
DVVLJQPHQWV
¾ \$ VWXGHQW ZKR KDV D PHGLFDO H[RXVTHX DLOH ILQBW
KHDOWK FDUH IDFLOLW\ IRU PLVVLHQJ ØIQ VH\ B PV KZRDZLV
XS DW WKH H[DP DVQIGH EHH[DLRQ V\$ WPRD NHQØRSW HØP PJ IZYIØO
¾ ,W LV OLNHO\ WKDW DQ\ PDNHXS ZIRQJN VZKØOL QW H GLY
SHULRG 7KXV D ØWØGHØIQXW HZ LØVØHØRØHDF HQ YWA KDH JURDXGJ
XQWLO WKH ZRUN LV PDGH XS 7KØLH\ VFIHQS VZIRRQJN LGR HM
QRW LPSDFW WKH ILQDO OHWWHULJQØPGIQW, QLØVØKØL ØH
JLYHQ 5HJDUGLQJ H[DPV WKH ILUVLØCH [FHKWØQWDIEQHM
VXEVWLWXWLRQ RI WKH ILQDO H[DPV VØDRNUHHK \$RSURVØKØD
DSSO\ IRU VXEVHTXHQW H[FXVHG DEVHQFH V IURP H[DPV
¾ (IIHFWLH 6SULQJ WKH WXVN HJHH BIQHQX KI UHPLDNL\OLV
UHTXLUHG IRU DQØLQQLWWWWXØFVRLQHQ DIØKXØQW WWDII D
¾ (IIHFWLH 6SULQJWLRQDOODGQVØLWØMUDWBRQG VØWØXØQH
DUH UHTXLUHG WR XVH & \$19\$6 DQG 1DYLJDWH (\$%
¾ \$FDGHPLF GLVKRQHVW\ SROLFLHV RØKRMON QZHLQ OLQE HWK
VWULFWO\ HQIRUFHG

* UDGLQJ & ULWHULD

& D W H J R U \

3HUFHQWDJH

([D P V

'HVLJQ 3URMHFW

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+RPHZRUN 4XL]]HV

) LQDO * UDGLQJ 6FDOH

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7XHVGDI DQG 7KXUVGDI \$0 S0H V(HDQ KV VDW XGHRQ
UHSRUW RQ KLV KHU SURMHFW
'HVLJQ SURMHFWV DUH GXH GD\VKHEVHIRWIKR XWOKGI EIHQ DOL
DQG W\SHG LQGHSHQIGRHXQSWGLVKRZHQ LV HQFRXUDJH

'HVLJQ SURMHFW

&DWHJRU\ 3HUFHQWDJH
:HHNO\ SURJUHVV UHSRUWV
2UDO SUHVHQWDWLRQ
)LQDO UHSRUW

)LQDO 5HSRUW

&DWHJRU\ 3HUFHQWDJH
&RQWHQW
6XPDU\ ,QWURGXFWLRQ DQG WKHRU\ +DJDUG FRQWURO DQG DQDO\VLV
5HVXOWV 'LVFXVVLRQ &RQFOXVLRQ
5HIHUGHFHV 'HVLJQ FDOFXODWLRQV

&RXUVH &RQWHQW DQG 5HDGLQJ \$VVLJQPHQW 6FKHGXOH
7RSLFV 6HVVLRQ

&KDSWHU ,QWURGXFWLRQ
&KDSWHU :ULWWHQ DQG RUDO GHVLJQ UHSRUWV
&KDSWHU *HQHUDO GHVLJQ FRQVLGHUDWLRQV
&KDSWHU 0DWHU\ 3URFHVV GHVLJQ GHYHORSPHQW
&KDSWHU 5HDFWRU HTXLSPHQW GHVLJQ DQG FRVWV
7HVW 1R
&KDSWHU)ORZVKHHW V\QWKHVLV DQG GHYHORSPHQW
&KDSWHU +RWSRWHOO\ VGHVLHQ DQG FRVWV
&KDSWHU 6RIWZDUH XVH LQ SURFHVV GHVLJQ
&KDSWHU 6HSDUDWLRQ HTXLSPHQW GHVLJQ DQG FRV
&KDSWHU \$QDO\VLV RI FRVW HVWLPDWLRQ
'HVLJQ RI SURFHVV FRQWURO V\VWHPV
&KDSWHU ,QWHRUIHPVRAQ HWL\WHD [YHD/OPHDHQG IL[H G FKDU
&KDSWHU 3URD\WHDQYH\WHDQW HD\WHDQW H D\QGO RU\CSQ Y` @ UP

/LVW RI GHVLJQ ERRNV LQ WKH UHUDUQFH VHFWLRQ RI H

V K H G			
+DQGERRN RI 3URFHVVLQJ	&K <u>H</u> KPLFDO 3 (&KHSIPHPQWLQRII)	%XWWHU +HLQHPDQQ	ZRUWKRQ
&KHPLFDO (Q &RQGHQVHG (QF\FORSHGL 3URFHVV (TXLSPHQW	JLIQFHHRUDV 3 &KHUHPLVLQRII	*XOI 3XEOL+VRKXLQJ R Q &RPSDQ\	
&KHPLFDO 5H +D]DUGV 6HF (GLWLRQ	DRWQR%QDUWRQD BQGKDUG 5RJHUV	QG* XOI 3XEOL+VRKXLQJ R Q &RPSDQ\	
+DQGERRN RI &RPSRXQG 'D 3URFHVV 6DIHW\	&K <u>H</u> \L/FD ZV	*XOI+RXXEOLR\CLQJ &RPSDQ\	
\$SSOLHG 3URF <u>H</u> QWVW 'HVLJQ IRU &K/H <u>R</u> GZFLDJO DQG 3HWURFKHPLFDO 3ODQWV 9ROXPH 7KLUG (GLWLRQ	(%XWWHU +HLQHPDQQ	ZRUWKRQ
\$SSOLHG 3URF <u>H</u> QWVW 'HVLJQ IRU &K/H <u>R</u> GZFLDJO DQG 3HWURFKHPLFDO 3ODQWV 9ROXPH 7KLUG (GLWLRQ	(*XOI 3XEOL+VRKXLQJ R Q &RPSDQ\	
\$SSOLHG 3URF <u>H</u> QWVW 'HVLJQ IRU &K/H <u>R</u> GZFLDJO DQG 3HWURFKHPLFDO 3ODQWV 9ROXPH 7KLUG (GLWLRQ	(*XOI 3URIHVVA/RVRQDQ 3XEOLVKLQJDQ LPSULQWRI %XWWHUZRUWK +HLQHPDQQ	

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([F X V H V U H O D W H M G L R M Q R D F V R Y I H Q D Q K E D M H S H M F R H L Y H G I U R P W K H
R I 6 W X G H Q W V R I I L F G I U G M T X G M Q W W K V A F R I X A V R R M R K U H D E H D I Q F
6 W X G H Q W V R I I L F H D V V R R Q D V W K H R U E H H F & R M X D J Z H D U G H W R G H
P D \ U H T X H V W D F O D E / V F R Q P W L B Y F Z W I C G R H M R R D Q R I 6 W X G H Q W V
6 W X G H Q W & R Q G X F W Y L D R I U P B L O R W Q D U L S Q H W R # W
R I I L F H O R F D W H G L Q V X L W H 7 R P S N L Q V + D O O