

\$33(1',; -
7HFKQLFDO 6WDQGDUGV
3ULQFLSOHV 7HFKQLFDO 6WDQGDUGV DQG 'LVDE
IRU \$GPLVLRQ DQG 5HWHQWLRQ
5HYLVHG \$XJXVW

3ULQFLSOHV

7KH SULPDU\ UROMWRILWWRSSURJUDPLVH\ DHD DQG FDIUHFWR WK
VHUYHG 3DWLHQWV WDGHW H XLQV WFN FDHOLRQV ER Q VDXGH QW S
7KH SURIHVVLRQDOR SWRHUDPWRUD B H B KDDUG DFO LG HB UOLW\ IR
SKDUPDFLVW OLFHQVXUH UHTXLWYV RU B DUDVQD QV B FK Q OF B D
DELOLW\ LQKHUHQ W G L Q F D V L R Q H V I Q B G D S D U Q Q F U S O H K R O G I R U
SURJUHVVLRQ R P S W H H Q W B R Q R D Q K H SURJUDP

\$V ZHOO WKH &ROOHJH RI 3KDUPDF\ D K D V D D H U B Q S H Q W I L E R Q P
SRVVLEOH IRU LWSUVDW W G F I Q W H V D Q G Q W F K H Q H Z K G F X F D W K L R Q 6 V
SKDUPDFLVWV P X V V X W H D W R Q D E V D I W F X Q W Q W R Q P X I Q W T X D O L I \
DEOH WR PDLQWDQQOD FSKDUPDF\ KURLQW DMSURUHDGXFDWL

\$OO VWXGHQWV DUH H[SHFWHG WRGXFBFLRQ D O C U H I X X U U G B H
VWXGHQWV ZKR JURDGDUPDWHU HU R D L W K B I O S U D V F R V E H F Z E W K S R X W U
RQ WKHLU SUDFWLFH WKH FXUUX D D O X F R P S H Q W W H H D V O W F R G U H Q
RI WKH SURJUDP

&DQGLGDWHV IRU WKH 'RFWRU RI 3KIDUPDFWK B H J M H H Q P X D W I
HDFK RI WKH IROORZELQJUYDWWHLRQULRPPUX Q L Q F D H W Q Q F W X D O
%HKDYLRUDO 6RFLWDOH FRKH D F I F K L Q H F D X D G W D Q G L V U G R ' G H Y H O
FRPSHWHQF\ UHLSRUVDGGHSLFRMQGH UHVRXUFHV

(DFK LQFRPLQJ SKDUPDFEHVWHTGXH QW G Z W R V W I D M L D J V W B M H K D Y
XQGHUVDQG WKH G7HFKQWLEQD B W H D Q G B Z L H D D U E M W U X G X L U H G
WKDW WKH\ KDYH W H H G 7 H F K Q L Q F D H W W B D Q G D W G W B K J R W K H
3URIHVVLRQDORPPLWPHQW &HUHPRQ\

\$Q\ IDFXOW\ RU DGPLQLVWUDWLYH W H D P V W F S H Q W D V T X H F D
DGPLVLRQ DELOLW\ WR PHHW D Q D B F K Q L H D W L G W D Q B Q U R G
RI 3KDUPDF\ 7HFKQUDF D O S M F L Q G F U G H B L G X D Q Z X M W W L Q J W R
RIILFH GHWDLOLQJ WKH UH D V R Q Q Z K H W X D F K \ D Q H Y D O X D W L F

7KH 'LUHFWRU RI 3KDUPDF\ 6WXGHQW \$UBJUNVZLORQ R R Q P P H
ZKLFK ZLOO WKHQ HYDOXDWH WKB B D V I F M R Q G H W K D W L Q H H G
RU LI WKH PDWQRU WKH &R B B D R W W K R L D O B R Q G X F R W (YDO
FDVH PD\ LQFOXGHKHLFRS B D R Q D Q W W D Q D R U R V D X G L R Q RI W
(WKLFDO DQG 3URLVVLGRQW D I B R Q G W K H W B M H & B I G H Q M SURFH
7HFKQLFDO 6WDQGDUG W G M G W I L L E H G B A D K N M G X G R Q W E P D W E G R F X

RI VHHNLQJ DVVILV WDRQFB OLL FH QO H GSSUHRPHIGVLDRAQLR Q SODQ
VSHFLILF GHILFDHWHFG ZL ONK B HV FVNH W/Q3U B DUGH WKLR Q W&RG P LV
UHPHGLDWLRQ SODQ TXKID VOIR Q FHSORR S DULLDRVQHEO LDFH Q VHG S

)DLOXUH WR PHH WGW HFDKQLH D DOVWRD Q B EYDLYIH D F VRLRQV DV
UHPHGLDWLRQ SODQ EXW PD\ XOKWL B B OI OJ H R V X O WUIPO FGL
FDVH RI D GLVPL PDD O SVK B OV W R B R I O H H J D Q R R I 3 W D U P D F \ Z L W
FODVV GDFV VRLRQ R W L I G L V P L V D O

, QFLGHQWV QHHGLQO BHPHGLDWLH G QV B OI XOV D Q G D Q G W H B Q G V
FRQIXVHG ZLWK V H I Z R G N D R U L O B F R O W H

7HFKQLFDO 6WDQGDUGV

, 2EVHUYDWLRQ 6NLOOV
\$OO FDQGLGDWHV IRU WKH 'RFWRUR B O B K B URID3FK DGJHPDJFH HP
DEOH WR REVHUYH
/HFWXUHV
5HFLWDWLRQ 6HPLQDU SUHVHQWDWLRQV
([SHULPHQWV
3UDFWLFH EDVHG DFWLYLWLHV DQG
3DWLHQWV DW WY DURLPH G V G H V F D Q G F L G D W H

, , &RPPXQLFDWLRQ 6NLOOV
\$OO FDQGLGDWHV IRU WKH 'RFWRUR B O B K B URID3FK DGJHPDJFH HP
DEOH WR
(IIFWLYHO\ DQGP KQLFDW H Q W L O A R B D Q V K Q G Z U L W W H Q (Q
(IIFWLYHO\ FRPP XQLFD W F D Z I H W K Y S I D W E D I Q V G K B I O K H B O F E K H
WHDP
&RPPXQLFDWH ZLWK FRPSDVVLRQ DQG HPSDWK\
&RPPXQLFDWH HIIWFLX F O W R O V Z D Q G H F R M O V J D Q J Z B I Q G D V
HPSOR\LQJ QRQ YHUEDO FRPPXQLFDWLRQ FXHV
8QGHUVWDQG W R H Q D B O F R R P X S O L F I D W D B Q R Z L S W K I L L Q P D V K H D I
5DSLGO\ HOLFLW LQIRUPDWLRQ I L H R F W S D W L F H R Q W X Q L V L D Q V

3URYLGH LQUMHPWXGQJVDWLRQ
8WLOLJH FRPSRXQGLQJ WHFKQLTXHV DQG HTXLSPHQW
6DIHO\ DQG HIIHFQGLKBOGSHHSHDHRSPFDG/XISWMLFDQG
WHFKQLTXHV
'LVSHQVH SKDUPDFHXWLFDO FRPSRXQGVLDHQGWPRQLWR

, 9, QWHOOHFWXDO D&RLQYHHBQWIDYKH\$B/WQW/LH
\$OO FDQGLGDWHV IRU WKH 'RFWRURBOBKBURFD3FKDGJHPJUFHHP
DEOH WR

6ROYH SUREOHHBVVXVLCOOVYDQEOXGLQJ

- o 0HDVXUHPHQW
- o 0DWKHDPDWLFDO FDOFXODWLRQV
- o 5HDVRQLQJ
- o \$QDO\VLV
- o 6\QWKHVLV
- o (YDOXDWLRQ

, QFRUSRUDWH QHQZFDQGWKBRQJREWDLFQHWGIBXUSLQWLDHQW
HQFRXQWHU DQG NHRGALK'DSOLDQVUPWWDWRQ LQWR DFFRX
, GHQWL\ DQG FRPPXQLFDWH WKH CSLPRLSWLDRWRQHJV N
&RQVLVWHQWO\ TXLFNO\ DQG DFFXFXDLWHG\EL\QZ\KHJMHY
VHQVH V HPSOR\HG
/HDUQ LQWHJUDQGHV\QWV\H]H GDWD DQG
3HUIRUP WKH DERYH DELOLWLHV ILQVHQHWZBQBEVKH DV
KDQG

9 %HKDYLRUDO \$WWULEXWHV
\$OO FDQGLGDWHV IRU WKH 'RFWRURBOBKBURFD3FKDGJHPJUFHHP
DEOH WR

5HDG XQGHUVWDQGBDQGVLRQHOE&SVMHRSUWRQBXFWKH
&ROOHJH RI 3KDUPDF\
([HUFLVH JRRG MXG\KFDVLRQVQLDQWGLQWREXWOQBW O
FRPPXQLFDWLRQV
/HDUQ WR FRPSHOHWQWUOHVIXQGWLFRQDQGLRQGD SM IWR[E
3RVVHV LQWHJUKW\FBQFMURQDQHPNLDWNUSHUVRQDO
([KLELW HWRQFDONGBFIDQGEHKDYLRU
&UHDWH PDWXUHWLQGVKILFSWZLWKUSIDVLDHQWV DQG
+DYH JRRG PRUDO FKDUDFWHU GHFMHBMHWDVXHVHDKG
VWDQGDUGV VHW IRUWK E\ WKH SKDUPDF\ SURIHVVLRQ