

7KHPH 8PEUHOOD 7RSLFV

7UDQVSRUWDWLRQ DQG 6DIHW\

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK H K K P G L Q J & R D CBL RW \LRN Q Y H I RPUX O K Q W D S O L Q Y D M R I S Y H F V K H P H L R \Q R W
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV 5HVS RQVH OLVWHG LQ FROXPQ %
3OHDVH GHVFULEH

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H KMPGLQJ & RD CBLRW\LRNQ YH\IRUX 5HVS RQVH	SHQWDSVOLY DMRISYHF V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	KH PH LR\QRW
6FKRRO LV DERXW FRPPXQLW\ %\ UHPRYLQJ WKH FKLOGUHQ ZHDNHQ WKHLU HGXF DWLRQ DQG ZDQW WR H[FHO 3OHDVH UHFRQVLGHU	&BRP XQKLMU Q HILHUKEVILUYKR ISB FSRRPQVHQ LW\ WKLV	ZLOO	
, ZDQW %ULGJHU WR EHFRPH D QHLJKERUKRRG VF KRRRO LI L , WLQH NLGV GHVHUYH VRPH KHDGV XS DQG VWDELOLW\ IR EH JLYHQ WKH RSWLRQ WR VWD\ LQ WKH VF KRRROV WKH\ VWDUW LQ , NQRZ DQG UXVKHG DS SURDFK WD NHQ KHUH LV RQO\ JRLQJ WR OH DG WR D VWHDG\ VVUHDP RI GLVUXSWLYH HYHQWV IRU PDQ\ NLGV	W&RDBF XQQR WF K DQ BHR\DLWW D YDIO 5H SRQVH		6WDWHPHQV
7KH WUDQVSRUWDWLRQ VDIHW\ IRU NLGV ULGLQJ ELNHV DFURVV WRZQ DOVR QHHGV WR EH VHULRXVO\ FRQVLGHUHG KHUH			
E H U\pSÀSH RO•DÀsDP0P XxRR R` €S F M XH RR`GR b R R` V ELNHQ EÀ RVRSHQ IADQWDOORGBDGE PVAKC EOUÀHÀDÀB`€IHDOP RT@GLU HLWLKGPO6'QWL@RpBOQHHDOP QÀO @P UH~DH R`KRRpOVFL SSLVS° HDG @` PTD AUÐ\NÀVAHWHD\WÀH`G @ ðoÀ•oÀp0°@`6, ;DP Àp<€€ PGR LT Q0Y,HFDð0°°°PÇ<0	PC U\pSÀSH K`U\p\G0 @ •u & (05pD 6 \€L P R S 3] ÀHD\WÀH WàC		
U H ~PE\ D TÐ` AH			

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK| H K M P G L Q J & R D | OBL RW \LRN Q Y H I RPUX | O K W D S V O L Q Y D M R L S Y H F V | K H P H L H 7€ 0 \$ O €
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV | 5HVS RQVH

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVS RQVH	G R Q D S O L Q Y H W R I S Y H F V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
, KDYH JUDQGF KLOGUHQ DW WKLV VF KRRO /DWLQR DQG EHHQ LQFOXVLYH DQG VXSSRUWV D ZLGH UDUQLQJ VW\OHV DV KDV SURYHQ WR EH D VXFHV VIXO VF KRRO IRU RYHU VXFFHVV DQG EHORQJLQJ 3OHDVH FRQVLGHU WKH PDQ\ \HDUV RI RXU UHF RUG DQG FRQWLQXH WR VXSSRUW & 66 VWD\LQJ D . IRFXV VF KRRO	R Q R P ZKQRL W RI I3RRV\IJ\ULDQHW5 S D IURP PDQ\ ZDQNV RI OLIH D IHOLQJ RI	S R Q W H 7KLV VF KDV FXOWXUHV & 66	
'R QRW PRYH H\LVWLQJ SURJUDPV UHGUDZ ERXQGDULHV VR KRPH LW V \RXU QHLJKERUKRRG VF KRRO	& R R R X Q F D Q V \V H H1H K D W U Y W K S H	V S R Q R Q IURP \RXU	
, VLQFHUHO\ KRSH WKH FRDOLWLRQ ZLOO ORRN DW WKH TXDOLW\ RI & 66 SKLORVR SK\ DQG VWUXFWXUH DQG LQVWHDG RI GLVPDQWOLQJ LW XVH LW DV D GHYHORSPHQWDOO\ ULFK DQG IRUZDUG WK LQNLQJ SXEOLF VF KRRO IURP ZKLFK WR OH DUQ DQG PRGHO IURP & 66 LV VXFK D VSHFLDO FRPPXQLW\ ZLWK D ULFK DQG HYLGHQFHG EDVHG FXUULFXOXP , ZRXOG ORYH WR VHH LW JURZ RU RWKHU VF KRROV WR DSSUHFLDWH DQG OH DUQ IURP LW \TV VXFFHVVHV , WKLQN & 66 LV RS HQ PLQGHG HQJDJHG LQ FRPPXQLW\ GLVFXVVL RQ DQG DFWLRQ DERXW WKH LVVXHV PRVW FULWLFDO WR RXU FRPPXQLW\ LQFOXGLQJ UDFLDO MXVWL FH DQG LQFOXVLRQ DQG ZLOO FRQWLQXH WR EH RSHQ WR UHIOHF WLRQ DQG LQSXW FKDQJH LQ ZD\W KDW DUH QHFHVVDU\ WR PDNH VXUH WKH VXSHUE HGXF DWLRQDO FRPPXQLW\ LW SURYLG HV LV DFFHVVLEOH & 66 LV D YDOXH FHQWHUHG DQG DFWLRQ GULYHQ FRPPXQLW\ DQG P\ KRSH LV WKDW WKLV ZLOO EH DFNQRZOHGJHG DQG XQGHUVWRRG DV FKDQJHG DUH PDGH DP VDG GHQHG DQG VXUSULVHG WR VHH & 66 EHLQJ D VLGH QRWH WR WKH SLFWXUH RI FKDQJH ZKHQ IRU P\VHOI & 66 KDV EHHQ LQWHJUDO WR QRW RQO\ P\ FKLOG\ \V HGXF DWLRQ EXW WKH KH DOWK KDG ZHOO EHLQJ RI RXU ZKROH VPDOO WZR SHUVRQ IDPLO\ +DYLQJ FDPSILUH SUHVHQW DW WKH KDVFKPJ R p RSH[V À: R p RS @ 0!@À:p			

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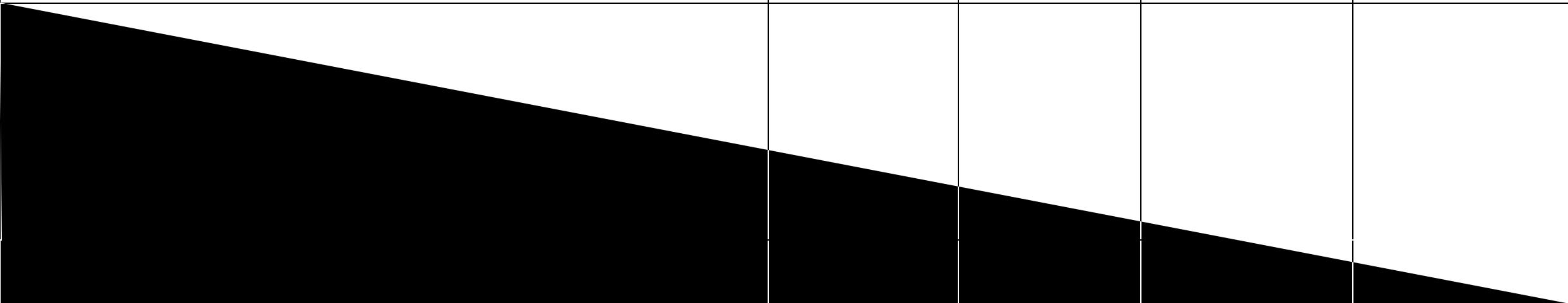
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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII\ PXOWLSOH WKHPHV	H KMPGLQJ & RD CBLRWLRQ YH IRUX 5HVS RQVH	SHQWDSQHOLYI DMRISYHF V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	KH PH LR QRW
, W\ V KDUG KDYLQJ \RXU NLG\ V HGXF DWLRQ LPSDFWHG LQ W WR EH PDGH WR ZKDW LV EHVW IRU DOO VWXGHQWV EXW HV DQG RU LQFRPH OHYHO	KHR YPLG GOH RI W\ KHDW HY SHUJLHV HSQFQHV H\ XW WKH	W\ KHDW HY SHUJLHV HSQFQHV H\ XW WKH	GHFLVLRQV QHHG UDFH HWKQLFLW
, DP FRQFHUQHG ZLWK D SURFHVV WKDW SLWV SURJUDPV DV LI WKLV LV D JHUR VXP JDPH	DQ\ LGRPPXQLW U\ H\ DD\ QLGY H\ P5KHR	RSORVQ VD\ DLQVW HD FK RWKHU	
, DP FRQFHUQHG WKDW DV , UHFHQWO\ UHDG WKH SDQGHPLF GHOLYHUV WULSOH EORZ WR ZRPHQ 'RQ W \RX UHDOLJH WKDW ZRPHQ DUH EHDULQJ WKH EUXQW RI FRPSUHKHQVLYH GLVWDQFH OHDUQLQJ HFRQRPLF KDUGVKLS DQG IXWXUH XQFHUWDLQW\ " \$1' ZRPHQ PRWKHUV DUH WKH RQHV PRVW OLNHO\ WR EH WU\ LQJ WR XQGHUVWDQG WKLV FRQIXVLQJ SURFHVV DQG DGYRFDWH IUR WKHLU FKLOGUHQ , W V WRR PXFK RQ WRS RI WKH SDQGHPLF DQG ULJKW EHIRUH 7KDQNVJLYLQJ DQG ZLQWHU EUHDN	W\ V WRR PXFK RQ WRS RI WKH SDQGHPLF DQG ULJKW		
7KLV LV D SDQGHPLF)DPLOLHV DUH DOUHDG\ VWUXJJOLQJ \$WWHQG WR ILOOLQJ .HOORJJ WKLV LV WKH LPPHGLDWH FRQFHUQ 3OHDVH WD NH PRUH WLPH ZLWK WKH RWKHU GHFLVLRQ \$OORZ IRU PRUH FRPPXQLW\ LQYROYHPHQW , ZDV RQ D =RRP RSHQ KR XVH :H NH SW JHW WLQJ ERRWHG RI EHFDXVH WKHUH ZHUH VR PDQ\ SHR SOH ZKR ZDQWHG WR MRLQ EXW QRW HQ RXJK EUHDN RXW URRPV &OHDUO\ SHRSOH ZDQW WR SURYLGH IHHGEDFN 3OHDVH VXSSRUW FRPPXQLW\ HQJDJHPHQW KHOS XV RZQ WKH SURFHVV 1RZ PRUH WKDQ LQ WKH PLGVW RI D SDQGHPLF ZH ZDQW VRPH DJHQF\ RQ GHFLVLRQ PDNLQJ WKDW GLUHF\ O\ LQYROYHV RXU FKLOGUHQ RXU IDPLOLHV 7KDQN \RX	&KR YULGVK DQG \$K\ KDWK\ V\ R X5JHV\ RSQMFHVV DW WKLV WLPH FRQFHUQ 3OHDVH WD NH PRUH WLPH ZLWK WKH RWKHU GHFLVLRQ :H NH SW JHW WLQJ ERRWHG RI		
3OHDVH UHFRQVLGHU WKLV PDVVLYH FKDQJH GXULQJ D SDQ ZLWK WKH %,32& IDPLOLHV ZKR ZLOO EH DGYHUVHO\ HIIHFHWG E\ WKLV 3OHDVH FKDQJH WKRVH RQ FKDUJH RI WKHVH SURSRVDOV WR DF WXDOO\ EH PRUH SHR SOH RI FRORU 3OHDVH KDYH VRPH UHVSHFW IRU WKH DPD\ LQJ DPRXQW RI ZRUN DQG GHGLFDWLRQ WKDW WKH VWXGHQWV WHDFKHUV DQG IDPLOLHV RI WKH :RRGVWRFN +RVIRUG &OHYHODQG 0,3 SURJUDP KDYH GRQH RYHU WKH ODVW WKUHH GHFDGHV WR PDNH WKLV SURJUDP VXFK D VXFHV	GHRPYLLFG 3OHDVH H\ QJDW HY\ P\ R5JHV\ S\ R\ Q\ N\ H\ O\ DQG FORVHO\ 3OHDVH FKDQJH WKRVH RQ FKDUJH RI		
7KLV LV VKRFNLQJ DQG YHU\ XS VHW WLQJ QHZV IRU IDPLOLHV &RYLG, :H KDY H\ R\ Q\ O\ L\ Y\ R\ X\ S\ H\ G\ V\ B\ R\ Q\ V\ W\ K\ D\ W\ Z\ H\ Z\ O\ O\ E\ H DIIHFHWG OHVV WKDQ D ZHNN DJR :H KDYH QRW KDG WLPH WR SUHSDUH DV D FRPPXQLW\ 6R PDQ\ WKLQJV DERXW WKLV DUH XQIDLU \$IWU WKH PRVW WXPXOWXRXV \HDU RXU FRPPXQLW\ DQG NLGV KDYH KDG FDQ WKLV ZDLW" :K\ GRHV VR PXFK WXUEXOHQFH DQG GLVWXUEDQFH QHHG WR K DSSHQ LQ WKH PLGGOH RI D JOREDO SDQGHPLF ZKHQ NLGV KDYH QRW EHHQ DEOH WR JR WR VFKRRO IRU PRQWKV	:H KDY H\ R\ Q\ O\ L\ Y\ R\ X\ S\ H\ G\ V\ B\ R\ Q\ V\ W\ K\ D\ W\ Z\ H\ Z\ O\ O\ E\ H 6R PDQ\ WKLQJV		
, WKLQN \RX QHHG WR PDNH WKH QHFHVVDU\ FKDQJHV WR R UHFRPPHQGDWLRQV XQWLO \RX YH KDG WLPH WR ORRN DW WKH GLVWULFW DV D ZKROH DQG EH VXUH WKDW \RX DUH PDNLQJ WKH EHVW GHFLVLRQV WR DFFRPSOLVK \RXU JRDOV 7KLV LV D YHU\ VVUHVVIXO WLPH IRU SDUHQWV WHDFKHUV DQG VWXGHQWV VR LI \RX FDQ ZDLW XQWLO DIWHU WKH SDQGHPLF LV XQGHU FRQWURO , WKLQN ZH FDQ DOO ORRN DW LW PRUH UDWLRQDOO\ DQG OHVV HPRWLRQDOO\ 7KLV LV D YHU\ WRXJK LVVXH DQG , DSSUHFLDWH DOO \RXU WLPH DQG ZRUN	S\ H\ Q\ L\ H\ O\ O\ R\ J\ L\ Q\ 1\ W\ K\ D\ W\ I\ D\ Y\ O\ D\ 5\ H\ E\ V\ S\ R\ Q\ R\ E\ G\ R\ I\ I\ R\ Q\ D\ Q\ R\ W\ K\ H\ U\		

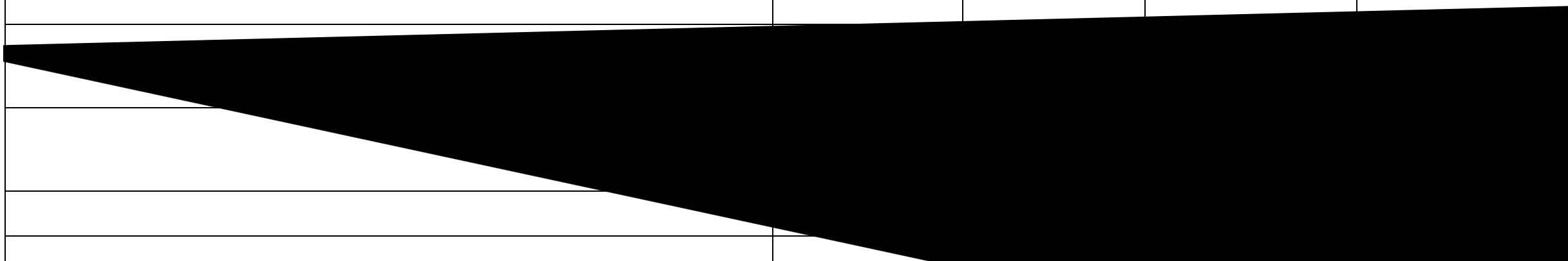
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*LYHQ WKH EXUGHQ RQ SDUHQWV ULJKW QRZ RI WHDFKLQJ N SOHDVH SURSRVH GHOD\LQJ \RXU GHFLVLRQ PDNLQJ DW OHDVW XQWLO KDYH WLPH WR ORRN LQWR WKH SURSRVDO DQG XQGHUVWDQG LW	& QYLQJ P KRP 1GHJ\IDQJYB SD\QSRHOPVLH DIWHU WKH KRC KDYH OLPLWHG WLPH DQG WKHUH V QR ZD\ ZH	SOHDVH VR SDUHQWV FDQ UHDOO\	
3OHDVH DOVR FRQVLGHU FRQGHQVLQJ LQIRUPDWLRQ LQWR D UHDG DEOH ZD\ 7KHUH LV VR PXFK LQIRUPDWLRQ RQ WKLV ZHE VLWH DQG LW V VWLOO QRW FOHDU ZKDW \RX UH SURSRVLQJ :H KDYH OLPLWHG WLPH DQG WKHUH V QR ZD\ ZH FDQ VLIW WKURXJK DOO RI WKLV LQIRUPDWLRQ	D\ 7KHUH LV VR PXFK LQIRUPDWLRQ RQ KDYH OLPLWHG WLPH DQG WKHUH V QR ZD\ ZH		
7KH XQFHUWDLQW\ IURP OLYLQJ WKURXJK WKH SDQGHPLF LV &R[KIDQVWLQJ WKH SURVSHFW RI VZLWFKLQJ VFKRRQV LQWR D ZRUUVH VLWXDWLRQ LV DGGGLQJ XQQHFHV KDV MXVW ZDVWHG D WRQ RI PRQH\ DW WKH .HOORJ 06 UHQRYDWLRQ ZLWKRXW D FOHDU H\HG SODQ IRU KRZ WKLV VFKRRQ ILWV LQWR WKH 336 HDVWVLGH HFRV\VWHP DQG LV QRZ WU\LQJ WR UHWURILW WKH GLVVULFW WR ILW WKH VFKRRQ	21QHQIDQW\YHFKRIRGRKOWHEHHQ VWUHVVIXO DQG VWUHVV ,WIHHOV OLNH 336		
:H KDYH EHHQ WROG WKDW 336 KDV FHUWDLQ JRD OV WKDW WKH\ DUH DWWHPSWLQJ WR VROYH ZLWK WKHVH FKDQJHV :H KDYH QRW EHHQ JLYHQ DQ\ GDWD WKDW VXJJHVW WKDW WKH FXUUHQW LVVXHV ZLOO LPSURYH DV D UHVXOW RI WKHVH FKDQJHV 7KHVH JRD OV DOVR VHHP WR EH FRQWUDGLFWRU\>KRXVLQJ IRFXV SURJUDPV ZLWKLQ D QHLJKERUKRRG VFKRRQ FDGVHV MHDORXV\ DQG KRXVLQJ IRFXV SURJUDPV RQ WKH LU RZQ FDGVHV LQHTXLW\@ RU UHODWLYHO\ XQLPSRUWDQW >UHPRYLQJ SRUWDEOHV LV D KLJK SULRULW\ HYHQ WKURXJK LW ZDV WKH OHDVW LPSRUWDQW LVVXH WR WK SDUHQWV LQ WKH SKRQH VXUYH\@			
, ZRXOG PXFK UDWKHU VHH WKH *XLGLQJ & RDOLWLRQ WDNLQJ OHVVRQV IURP ZKDW GRHV LPSOHPHQW WKRVH EULJKW VSRWV DFURVV WKH GLVWULFW)RU H[DPSOH HYHQ WKURXJK RQOLQH SDQGHPLF VFKRRQOLQJ KDV EHHQ GLIILFXOW DQG VWUHVVIXO WKHUH KDYH EHHQ VRPH WKLQJV WKDW DUH EHWWHU RQOLQH ,QVWHDG RI DGGGLWLRQDO GLVUXSWLRQV FRXOG ZH XVH RXU QHZ RQOLQH LQIUDVWUXFWXUH WR PDNH PRUH RSWLRQV DYDLODEOH WR PRUH VWXGHQWV" :H KDYH RSSRUWXQLWLHV ERUQ RI WKLV WUDJHG\ LI ZH DUH ZLOOLQJ WR ORRN IRU WKH	ZRUN ZHOO DQG KHOSLQJ XV RQOLQH SDQGHPLF VFKRRQOLQJ ,QVWHDG RI PRUH RSWLRQV DYDLODEOH WR		
'DWD QHHGV WR EH SURYLGHG DV WR ZK\ 0DGLVRQ HQURQOP\HDQW\ LV ORZ D WR EH SURYLGHG DV WR EDODQFLQJ RXWFRPHV LI VWXGHQWV IURP DUHDV FORVHU WR 0DGLVRQ DUH LQFOXGHG LQ UH EDODQFLQJ DV RSSRVHG WR EXVLQJ VWXGHQWV IURP IDUWKHU RXW	QHJ\JDQ\GLHMHS\H\W\RSURQVQH 'DWD DOVR QHHGV FORVHU WR 0DGLVRQ DUH LQFOXGHG LQ UH		
\$OVR GRQ W WHOO SDUHQWV WR VHDUFK WKURXJK D EXQFK RI OLQNV WR LQG ZKDWYHU GDWD WKH & RDOLWLRQ FRQVLGHUHG RU UHOLHG XSRQ 3OHDVH SXW DOO LQIRUPDWLRQ LQ D VLQJOH UHSRUW WKDW ZH FDQ DFFHVV (YHQ LI LWV OHQJWK\ KDYLQJ \$// WKH LQIRUPDWLRQ LQ RQH GRFXPHQW LV QHFHVVDU\			
)LQDOO\ LI WKH & RDOLWLRQ ZDQWV WR EH VXFFHVIXO LQ LWV PLVVLQRQ WUDQVSDUHQF\ LV NH\ 5LJKW QRZ WKH ODFN RI WUDQVSDUHQF\ LV ZKDW PDNHV VR PDQ\ SDUHQWV IHHO XQFRPIRUWDEOH OHIW RXW DQG IUXVWUDWHG 7KDW KDV WR EH UHPHGLHG LPPHGLDWHO\			
\$IWHU ORRLQJ DW WKH FRDOLWLRQ V GRFXPHQWV DQG OL\W\H\QJ WR WKH LU FRPPHQWV LW DSSHUV WKDW \RX GLG QR KDYH D UHDO WLPH GDWD DQDO\VV DW WKH LU PHHWLQJ\ \$ VLPSOH VSUHDGVKHHW FRXOG KDYH DQVZHUHG PDQ\ TXHVVWLRQV EHIRUH FRPPLWWLQJ WR IXOO RSWLPL]DWLRQ UXQV P\ H[SHULHQFH GLIIHUHQW VHFWRU XVH LV WKDW FRQYHUJHQFH LV UHODWLYHO\ HDV\ ZKHQ WKHUH DUH IHZHU FRQVWUDLQWV SODFHG RQ D UXQ			

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK | H K M P G L Q J & R D | OBL RW \LRN Q Y H I R P U X | O H Q W D S O L Q Y D M W R I S Y H F V | K H P H LI QRW
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII\ PXO WLSOH WKHPHV | 5HVS RQVH | OLVWHG LQ FROXPQ %

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV
7KMPGLQJ & RD CBLRWLRQ YHIRUX
5HVS RQVH
OLVWHG LQ FROXPQ %
3OHDVH GHVFULEH



6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WKH KMPGLQJ & RDQBLRWLQYH, IRPUXQHOLWDQHQDWRSLYHFV KHPH LRQRW
SOHDVH EUHDNRXW VWDWPHQWV VR ZH FDQ LGHQWLIL PXOWLSOH WKHPHV 5HVSQRQVH OLVWHG LQ FROXPQ %
3OHDVH GHVFULEH



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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK|**H**K**M**P**G**LQJ & RD|**O**BLRW\LRNQ YH\IRUX|**O**H**M**J**D**S\O**I**HY WRSLFV
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV| 5HVS RQVH`

6XUYH\ 5HVSRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WKH *XLGLQJ &RDOLWLRQ ,I PXOWLSOH WRSLFV

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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII\ PXOWLSOH WKHPHV	H7KMPGLQJ & RD CBLRW\LRNQ YH\IRUX 5HVS RQVH	OKHJDWOLYI\WRLSYHF V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	KHPH LR\QRW
, ZDV MXVW LQ WKH RSHQ KR XVH PHH WLQJ , KHDUG D ORW 0RXQW 7DERU HWF DGYRFDWLQJ IRU WKHLU NLGV , MXVW ZDQW WR PDNH WKRVH NLGV ZLOO EH ILQH 7KR VH SDUHQW VSHDNLQJ XS DQG PDNLQJ VX DOVR DGYRFDWLQJ IRU WKHLU NLGV LQ DOO DVSHFW RI OLIH \$QG WKDW ZD\ DERXW P\ NLGV %XW ZH DUH DW D VF KRR O W KDW PDNH KDYH WKLV , DP WU\LQJ WR UHPHPEHU LQ WKLV SURFHV V KDW P\ NLGV WKDW VRPH RI WKHVH XQGHUVHUYHG SRSXODWLRQV FDQ JHW LV D JRRG HGXF DW ORXGHVW YRLFHV 3OHDVH WD NH LQWR DFFRXQW WKH VF KRR O V DQG NLGV NLGV WKLV SODQ VKRXOG EH ORRNLQJ DW DQG ZRUNLQJ IRU 0\ ZKLWH PLGG OH FODVV DOO RI WKH SDUHQWV , KHDUG LQ WKRVH JURXSV WRQLJKW WKDW IDOO LQWR WKH VDPH WKLQN DERXW WKH RWKHU NLGV	RIT\DW HQWV IU R3PR\QWQFRH5H\\$ VXUH WKDW \RX UHPHPEHU WKDW LQ JHQHUDO UH WKHLU NLGV JHW WKH EH VFW VF KRR O DUH WRWDOO\ XQGHUVWDQGDEOH , IHHO WKH VDF IRUJHW WKDW QRW DOO NLGV DW WKH PRVW LPSRUWDQW WKLQJ GRQ W OLVWHQ WR WKH WKDW ZHUHQ W WKH WRQLJKW 7KR VH DUH W WKDW ZHUHQ W WKH WRQLJKW 7KR VH DUH W LGW DQG WKH NLGV RI DOPRVW DUH RN 3OHDVH	WSIRIQQVHR Q 5LFKP RQG VSRQW 5LFP RQG VSRQW 5LFP RQG	
<HW DJDLQ WKH ULFK QHLJKERUKRRGV DURXQG *UDQW DUH VDFULILFH V , W LV JHUU\PDQGHULQJ WR DQ LQVDQH OHYHO	XTKQDLM\FWHG \$OIOJBWKH\QHNSRKQRHKRRGV KD	YH WR PDNH	
, P DJDLQVW DQ\ IHHGHU VF KRR O FKDQJLQJ WR D PLGG OH V DZD\ WKDW LW V FXUUhQW DVVRFLDW HG VF KRR O	F(KTRR O\RU KLJK VHFJKR\DYW K5DW	SLR/Q\\$IK\VLFD O O\	IDUWKHU
&ODLPLQJ WKH ', SURJUDPV DUH VHUYLQJ RXU XQGHUUHSUH VHQWHG SRSXODWLRQV PD\ E H SDUWLDOO\ WUXH ZLWK 6SDQLVK EXW QRW HQWLUHO\ DQG WKH RWKHU SURJUDPV K DUGO\ DW DOO , Q WKH 6SDQLVK LPPHUVLRQ SURJUDP DW 0W 7DERU RYHU DUH QRW QDWLYH ODQJXDJH VSHDNHUV DQG DSSUR[LPDWHO\ DUH QRW UHFHLYLQJ IUHH PHDOV 7KH -DSDQHVH SURJUDP DW 0W 7DERU IRU H[DPSOH KDV EODFN /DWLQR ZKLOH ZKLWH VWXGHQWV (YHQ VRFLRHFRQRPLFDOO\ WKH -DSDQHVH SURJUDP KDV IUHH PHDOV ZKLOH WKH QHLJKERUKRRG DW ODUJH LV DW)XUWKHUPRUH WKH QDWLYH VSHDNHUV RQO\ QXPEHU 7KH PRVW QHHG\ FKLOGUHQ DUH W\SLFDOO\ WKH QHLJKERUKRRG VWXGHQWV QRW WKH ', VWXGHQWV	VHFJKR\DYW K5DW	SLR/Q\\$IK\VLFD O O\	IDUWKHU
6\VWHPLF UDFLVP LV ZKHQ SULYLOHJHG ZKLWH SHR SOH GHFLGH ZKD W LV EH VHW IRU PLQRULW\ SRSXODWLRQV DQG WKUXVW WKHVH GHFLVLRQV XSRQ WKH PLQRULW\ SRSXODWLRQ ZLWKRXW WDNLQJ LQWR FRQVLGHUDWLRQ ZKDW WKDW SRSXODWLRQ DFWXDOO\ ZDQWV ZH NQRZ DOO DERXW \RX \RX NQRZ QRWK LQJ DERXW XV -DPHV %DOGZLQ			
:K\ LV LGHQWLILFDWLRQ RI RQH V UDFH DQ DEVROXWH UHTXU\WQW RI WKLWJ\DXVLYHH\ "5H: WR DQVZHU RSWLRQ ZKLFK LV GLIIHUVHQW WKDW RWKHU "	C\WQW RI WKLWJ\DXVLYHH\ "5H:	WSRQW DGG D SUHIHU QRW	
'RLQJ WKLV GXULQJ D SDQGHPLF DIIHFW RXU FKLOGUHQ 7KHUH LV VWXGHQWV RQ WKLV EHHQ D EHHW P€@ 0@0HD "•PW RXU LWH HAP€€ PF0@€0`02p°@€€0p€ p •WKCDHSRS XOD`0 G D XUQ		FRDOLWLRQ WKDW KDYH \"	

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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVS RQVH	Q H Q D S O L Q Y D M R I S Y H F V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
7KHUH DUH PRUH WKDQ IDPLOLHV DW & 66 WKDW \RX DUH SRVVLEOH VROXWLRQ UHFRPPHQGDWLRQ DV WR ZKHUH WK RI WKLV OLJKWO\ DQG KDYH D ORQJHU DQG IRFXVHG HIRUW	R X W U W Q W O\ S X W W L Q W I R Y Q H D 5 I O V H V IDPLOLHV ZLOO PRYH Q H WR KDYH VROXWLRQV	X S U F Q V Z L W K R X W R W \H D U 3 OHDVH GRQ\W WKLQN	I I H U L Q J D Q \
\$ V D UHPLQGHU DQG VRPHWKLQJ WR FRQVLGHU (TXLW\ DV D OHQV IRU \RX KRZHYHU SOHDVH UHPHPEHU WKDW V\W HPLF LQHTXLW\ FDQQRW EH UHVROYHG RYHUQLJKW & DUHIXO VWXG\ DQG UHVHDUFK QHHG WR EH FRQVLGHUHG WR KDYH D GHVLUHG HIIHFVLYH UHVXOWV , Q DGG LWLRQ SOHDVH FRQVLGHU ZK\ IRFXV DQG '/, VF KRR O V DUH YH U\ SR SXODU DQG VX	W R P D N H G H F V L R Q V L V J U H D W V X F F H V V I X O	V L R Q V W R + D U U L V R Q 3 D U N D V	
, DP DQ HGXF DW RU LQ DQRWKHU 3RUWODQG DUHD VF KRR O G L T X M U W L F W D Q G ZHOO KDYLQJ VWXGHQWV LQ RWKHU HDVW VLGH 3RUWODQG VF KRR O V , E H O L H Y H V R F L D O M X V W L F H L Q H G X F D W L R Q I R U \$/ QHHGV WR EH WKH GULYLQJ IRUFH EHKLQG DQ\ UHGHVLJQ , W V Q R W W K H U H L Q W K L V S O D Q	K D Y H F R Q Q H F W L R Q V W R + D U U L V R Q 3 D U N D V		

6XUYH\ 5HVSQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII\ PXOWLSOH WKHPHV	H7KMPGLQJ & RD 5HVSQVH	OBLRW\LRQ YH\IRUX OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	QHOUWSQVH DMRISYHF V KHPH LR\QRW
'HDU 336 (QUROOPHQW %DODQFLQJ & RDOLWLRQ /DVW QLJKW DW WKH 2SHQ +RXVH , ZDV VWUXFN E\ D IHZ WKLQJV LQ RXU EUHDNRXW URRP , Q RXU JURXS WKHUH ZDV QR RQH DGYRFDWLQJ IRU WKH NLQG RI VZHHSQJ FKDQJHV WR WKH '/, DQG RWKHU SURJUDPV WKDW ZHUH EHLQJ SURSRVHG E\ WKH FRDOLWLRQ , EHOLHYH HYHU\RQH VHHV WKDW .HOORJJ LV UHDG\ WR RSHQ QH[W IDOO DQG WKDW WKH GLVWULFW ZDQWV WR XWLOLJH WKH EXLOGLQJ DQG PRYH WRZDUG WKH JRDO R FRPSUHKHQVLYH PLGGOH VFKRROV +RZHYHU ZKDW LV QRW FOHDU LV ZK\ WKH '/', IRFXV RSWLRQV DUH EHLQJ URXQGHG XS LQ WKLV SURFHVV DQG UHPRYHG IURP WKHLU VLWHV HVSHFLDOO\ ZKHQ WKH\ DUH GHHSO\ HPEHGGHG LQ PDQ\ RI WKHVH ORFDWLRQV DQG WKULYLQJ ,V LW WUXO\ QHFHVVDU\ WR RYHUKDXO VR PDQ\ SURJUDPV DW WKLV WLPH" 7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO	7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO	7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO	7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO
7KH SURSRVHG FKDQJHV GR QRW DSSHDU WR DFFRPSOLVK WKH JRDOV RI HTXLW\ UDFLDO GLYHUVLW\ RU HYHQ WKH SULPDU\ JRDO RI PD[LXPXP XWLOL]DWLRQ RI VFKRRO EXLOGLQJV ,Q IDFW UHPRYLGQJ WKH PLGGOH VFKRROV IURP VHYHUDO . FRPPXQLWLHV ZLOO OHDYH WKRVH EXLOGLQJV XQGHUXWLQJHG DQG OHDYH &UHDWLYH 6FLHQFH ZLWKRXW D EXLOGLQJ DW DOO 0\ JXHVW LV WKDW PRVW IDPLOLHV ZRXOG SUIHU RYHU FURZGLQJ WR GLIILFXOW WUDQVSRUWDWLRQ 7KH PDLQ FRQFHUQ IRU VFKRRO IDPLOLHV UHDOO\ VHHPV WR EH SUR[LPLW\ WR WKHLU VFKRRO :KLOH DOO VFKRROV PD\ QRW EH ZRUNLQJ SHUIHFWO\ , ZRXOG EHW PRVW SHRSOH ZRXOG UDWKHU LQYHVW WKHLU WLPH DQG HQHUUJ\ LQWR PDNLQJ WKHLU FXUUHQW FRPPXQLWLHV ZRUN DQG LPSURYLGQJ WKHP UDWKHU WKDQ RYHUKDXOLQJ DQG UHPRYLGQJ FRPPXQLWLHV IURP EXLOGLQJV DQG HVSHFLDOO\ IURP QHLJKERUKRRGV 7UDQVSRUWDWLRQ LV D PDMRU	7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO	7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO	7KHUH LV FRQVLGHUDEOH FRQFHUQ DERXW PDNLQJ VZLIW FKDQJHV HVSHFLDOO\ ZLWK WKH VVUHVW RI WKLV SDQGHPLF ZKHQ VR PDQ\ FKLOGUHQ DQG IDPLOLHV ZDQW WKH UHDVXUDQFH RI UHWXUQLQJ WR D IDPLOLDU FRPPXQLW\ DQG VFKRRO

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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK	H K M P G L Q J & R D	OBL RW\LRQ Y H I RPU X	SHQW DSDQ H Y DMR SYLHF V	K H P H LR QR W
SOHD VH EUHDN RXW VWDWHPHQW V VR ZH FDQ LGHQWL I\ PXOWLS OH WKHP HV	5HVS RQVH	OLVWHG LQ FROXPQ %	3OHD VH GHVFULE H	
3OHD VH UHFRQVLGHU \RXU SURSRVDO WR HQVXUH WKDW * U	DQXW O WILSKO B F / R F F	DOV IDRQG 'LW V 1H	JFDKWL L YHW 5RHU M SURHOP	DHL Q V L Q W KH
-' / , . HHS WKH ' / , ZKHUH LW ZDV LI QRW EURNHQ ZKLOH ZK\ IL[L	WXOWLS OH / RF	DWLRQ ' / , 1H	JDWLYH 5HVS RQVH	

6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK	H K M P G L Q J & RD	OBLR WILR Q Y H I R P UX	Q H D V S Q U Q Y D W R L S Y L H F V K H P H L R Q R W
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII PXOWLSOH WKHPHV	5HVSQRQVH	OLVWHG LQ FROXPQ %	3OHDVH GHVFULEH
+DYLQJ PXOWLSOH JHRJUDSKLF ORFDWLRQV IRU '/', SURJUDPV PDNHV LW PRUH OLNHO\ WKH\ FDQ VHUYH QDWLYH	ODQJXDJH VSHDNHUV DURXQG WKH 6('/, SURJUDPV VKRXOG EH H[SDQGHG QRW VHJUHJDWHG ,I DGGLWLRQDO 6SDQLVK '/', FD\$DFLW\ LV QHHGH G WR	VHUYH WKH /HQW FRPPXQLW\ WKHQ WKDW SURJUDP VKRXOG EH H[SDQGHG
, VXSSRUW '/', WHDFKHUV KDYLQJ PRUH VXSSRUW DQG RSSRUWXQLW\ IRU FROODERUDWL RQ 6LPSO\ PDVKLQJ '/',	SURJUDPV LQWR WKH VDPH VFKRRO RQ LWV RZQ LV QRW VXSSRUWLYH RI D FROODERUDWL YH HQYLURQPHQW 7KH 'LVWULFW	VKRXOG LQYHVW LQ LWV '/', WHDFKHUV E\ SURYLGLQJ PRUH SDLG DQG VWUXFWXUHG RSSR UWXQLWLHV IRU FROODERUDWL RQ	ZKHWKHU RU QRW WHDFKHUV DUH LQ WKH VDPH VFKRRO
&RQVLGHU FRPELQLQJ \$WNLQVRQ DQG %ULGJHU ERXQGDULHV WR DGGUHV V RYHU DQG X QGHU HQURROOPHQW LVVXHV	'R QRW SXW PRUH WKDQ WZR VWUDQGV DW %ULGJHU LI WKDW V WKH PRVW WKH EXLOGLQJ FDQ KROG	IURP D . VFKRRO ,I LW LV FXUUHQWO\ IXQFWLRQLQJ ZHOO IRU WKH FRPPXQLW\ DQG DW LGHDO HQURROOPHQW DQG LV	FKDOOHQJLQJ JHRJUDSKLFDOO\ WR ILOO HQURROOPHQW DV D PLGGOH VFKRRO WKHQ ZK\ LW VKRXOGQ W VWD\ DV LV
/DQH 06 DSSHUV WR FRQWLQXH WR EH XQGHU HQURROOHG LQ WKLV SURSRVDO :K\ QRW VHQG DQ DGGLWLRQDO	HOHPHQWDU\ VFKRRO IURP VRXWK RI 3RZHOO WR /DQH DQG VHQG WKH IXOO FXUUHQW \$WNLQVRQ FDWFKP HQW WR	.HOORJJ"	.
,W DSSHUV WKDW RYHUDOO 336 GRHV QRW KDYH VXIILFLHQW KLJK VFKRRO FDSDFLW\	I RU DOO WKUHH 6(KLJK	VFKRROV WR EH LQ WKH JUHHQ]RQH ,V WKLV FRUUHFW" , VR FDQ &OHYHODQG V FDSDFLW\	EH LQFUDVHG VLQFH LW
KDV QRW \HW EHHQ FRQWUXFWHG"	KLJ K V FK R RO FD SD FLW\	EH LQFUDVHG VLQFH LW	
,V LW SRVVLEOH WR SKDVH WKHVH FKDQJHV WR OHVVHQ WKH SHUVRQDO QDWXUH RI FRPPXQLW\ LPSDFW" , IHHO WKDW			
FKDQJHV FRXOG EH PDGH PFK PRUH REMHFPLYHO\ LI SKDVHG \H DU E\ \H DU DQG GLG QRW DIIHFW FXUUHQW			
VWXGHQWV WUDFNV			
\$ERYH DUH P\ FRPPHQWV RQ WKH SURSRVHG VFHQDULR , ZRXOG DOVR OLNH WR FRPPHQW RQ WKH SURFHVV			
ZKLFK LV MXVW DV LPSRUWDQW DV WKH RXWFRPH			
QMDSS+SPRIPLDEWIV@DOOWG@P@P0 HRW\ RQMDH0VR OLNH PPHQW RQLR AA@ Px0@ø p00W W` 0ø €ÀpÀop À@ø p€p0D€OLDL€P@p0``€ ° p			

6XUYH\ 5HVSQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV	H K K P G L Q J & R D OBLRW\LRNQ Y H I RUX 5HVSQVH	Q K W D S O L Q Y M W R S Y H F V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
7KLV LV D KDSS\ ZHOO IXQFWLRQLQJ DQG VXFFHVVIXO DUU UXLQ , ZLOO DOVR QRWH WKDW LI DQ\ RI WKHVH SURSRVHG VRQ V HQUROOPHQW LQ WKH SURJUDP DQG , NQRZ VHYHUDO RWKHU IDPL EH OHIW ZLWK D UHORFDWHG DQG PRVWO\ FKLOGOHVV SURJUDP	Q X O W H Q Q W H R B D S S U R Y H G Z H L H V W K D W I H H O W K H V D P H <R X Z L O O O L N H O \	W W Y H B N V Q R Q W R E U L Q J W R Z L O O O L N H O \ G V F R Q W L Q X H R X U W K H V D P H <R X Z L O O O L N H O \	E U L Q J W R
+DYLQJ PXOWLSOH IHHGHU VFKRROV IRU WKH \, SURJUDPV IDPLOLHV DURXQG WKH FLW\ DQG UHGXFH WKH ELWWHU ORWWHU\ SURFHVV WKDW UHVWU FKLOGUHQ LQWR WKH SURJUDP EHFDXVH RQO\ WKH ZHDOWK SDUHQW ZLOO EH DEOH WR GULYH WKHLU NLGV DURXQG WKH FLW\ WZLFH D GD\ RQ 336 V	Z R X O W B L S O O S / R M F D W D R Q W K H P H Q W H U L Q J , Q V W H D G W K L V S U R S R V D O H [D F H U E D W H V W K H G L I I L F X O W L H V L H V W Z L W K O R Z G H P D Q G M R E V R U Z L W K D V W D \ D W K R P H	D Y D L O D E O H W R P R U H L F W V V R P D Q \ V W X G H Q W V I U R P V R U Z L W K D V W D \ D W K R P H V F K H G X O H	P R U H
/HDYH WKH 0,3 SURJUDPV DV WKH\ DUH 7KH\ DUH WKULYLQJ , W LV HDV\ WR EODPH WKH 0,3 SURJUDPV IRU SHR SOH QRW EHLQJ DEOH WR JHW LQWR WK EXW WKH UH DUH IDU PRUH UHDVRQV WKDW MXVW WKDW 7KH SHR SOH FODPLQJ WKLV VKRXOG ORRN DW ZK\ WKH\ DUH FKRRVLQJ WR EODPH WKH 0,3 IRU WKHLU ZRHV \$OORZ WKH &KLQHVH 0,3 WR FRQWLQXH WR IHHG IURP :R RGVWRFN WR +RVIRUG WR &OHYHODQG :H DUH QRW DJDLQVW .HOORJJ RSHQLQJ EXW ZH IDLO WR VHH KRZ PRYLQJ XV DURXQG KHOSV WKDW VFKRRO RSHQ VLQFH VR PDQ\ LQ WKDW QHLJKERUKRRG QHHG WKH VFKRRO	Q X Q G W J L S O O H L Q R J F D W D R Q W L R Q L Q W K H V F K R R O V W K H \ D U H O L Q W K H V F K R R O V W K H \ D U H O L Q W K H V F K R R O V W K H \ D U H O L Q	W K H V F K R R O V W K H \ D U H O L Q W K H V F K R R O V W K H \ D U H O L Q W K H V F K R R O V W K H \ D U H O L Q W K H V F K R R O V W K H \ D U H O L Q	
, DSSUHFLDWH DOO RI WKH KRXUV RI HIRUW WKDW ZHQW LQ W K R O W K S O H / R F Q W Z I H R Q Q U , R O O R G L R X U H F K I L H Q S B R Q C H Q W R W K H ODQJXDJH LPPHUVLRQ SURJUDP LW ZDV ZLWK WKH XQGHUV WDQGLQJ WKDW WKH WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H DFDGHPLF ULJRUW WKH\ ZRXOG XQGHUJR 7KH DGGHG VWUHVV RI VHQGLQJ RXU FKLOG PLQXWHV L Q W K H RSSRVLWH GLUHFWRQ RI HLWKHU SDUHQWV MRE DQG DZD\ IURP QHLJKERUKRRG FRQQHFWL R Q V O H D G V X V T X H V W L R Q L Q J RXU SDUWLFSDWLRQ	W K R O W K S O H / R F Q W Z I H R Q Q U , R O O R G L R X U H F K I L H Q S B R Q C H Q W R W K H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H	W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H	
:H ZHUU DVNHG DV SDUHQWV WR FRPPLW WR VHQGLQJ RXU FKLOGUHQ WR WKH HQWLUH GXUDWLRQ RI WKH LPPHUVLRQ SURJUDP DV WKH ORQJ WHUP SDUWQHUVKLS RI QHLJKERUKRRG VVXGHQWV ZLWK WKHLU IRUHLJQ ODQJXDJH SHHUV UHTXLUHG ORQJHYLW\ ZLWKLQ WKH SURJUDP \$1' EHFDXVH WKH VXFFHVV RI WKH SURJUDP LV PHDXUHG WKURXJK ORQJHYLW\ VWXGLHV :KHQ ZH PDGH WKDW FRPPLWPHQW ZH GLGQ W H [SHFW WKDW RXU FKLOGUHQ ZRXOG EH GLYHUVHG DFURVV WRZQ DQG DZD\ IURP WKH QHLJKERUKRRG , GRQ W WKLQN WKH PDM RULW\ RI RXU SHHUV GLG HLWKHU DQG , H[SHFW DW OHDVW RI WKH QHLJKERUKRRG VWXGHQWV WR ZLWKGDZ 7KH ODQJXDJH LPPHUVLRQ SURJUDPV KDYH EHHQ LPPHQVHO\ VXFFHVVIXO XS WR WKLV SRLQW DQG , G K DW H WR VHH WKH VXFFHVV VWDWLVWLFV GURS SUHFLSLWRXVO\ EHFDXVH 336 QHHGHG WR ILQG D FRQYHQLHQW EORFN RI NLGV WR VKXII OH	W K R O W K S O H / R F Q W Z I H R Q Q U , R O O R G L R X U H F K I L H Q S B R Q C H Q W R W K H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H	W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H W K H WUDGHR II ZRXOG RQO\ EH W K H L Q W H Q V H	
6HHPV OLNH WKH EDODQFLQJ SURJUDP LV DQ\WKLQJ EXW W SURJUDP	Q X Q W D S O M I U R F D W W I K R Q R ' W , L J L Q H W Q W H H G W V B R Q W K H L P P H U V L R Q	W Q W H H G W V B R Q W K H L P P H U V L R Q	

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6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV	H K M P G L Q J & R D CBLRW\LRNQ Y H I R P U X 5HVSQRQVH	Q K W D S O L Q Y D M R I S Y H F V O L V W H G L Q F R O X P Q % 3 O H D V H G H V F U L E H	K H P H L R Q R W
, DWWHQGHG WKH RSHQ KRXVH PHHWLQJ WRQLJKW DQG ZLWQHVVHG KXQGUHGV DQG KXQGUHGV LQ WKH FRPPXQLW\ TXLWH DQJU\ Z WK WKLV RQH ODFN RI WUDQVSDUHQF\ WKH ODFN RI UHSUHVHQWDWLRQ IURP VFKRROV DQG PLQRULW\ JURXSV WKH LQDELOLW\ RI WKH FRPPLWWHH WR DQVZHU QRW HYHQ RI WKH TXHVWLRQV WKDW ZHUH SRVHG HWF 4XHV WLRQV IURP WKH FRPPXQLW\ ZHUH FRPLQJ IURP HYHU\ DQJOH LPDJLQDEOH KLJKOLJKWLQJ HQGOHVV IODZV DQG KROHV LQ ZKDW KDV EHHQ SURSRVHG %DVHG RQ DOO WKLV JODULQJ IHHGEDFN ,I WKHUH LV QRW SDXVH IRU UHIOHFWLRQ ZLWK QHZ SURSRVDOV GUDZQ XS EDVHG RQ ZKDW \RX YH KHDUG IURP DOO RI XV WKLV ZLOO PRVW OLNHO\ EH VHHQ DV D KLJKO\ FRUUWSW DJHQGD	S U R I S W M Q O R I WIKHJD R R V R P Y H R F T K W S R I Q R / * I S V D Q G	D Q G R Q O\ SURSRVDO WKH JURXSV WKH LQDELOLW\ RI WKH WLRQV IURP WKH D Q G K R O H V L Q Z K D W I R U U H I O H F W L R Q Z L W K Q H Z O L N H O\ E H V H H Q D V D K L J K O\	
7KDQN \RX IRU \RXU SDUWLFLSDWLRQ LQ WKLV SURFHVV , D B U M R X S U R H D \ K D V DSSUHFLDWH \RXU ZRUN RQ D SURSRVDO 3OHDVH GR QRW PDNH ERXQGDU\ FKDQJHV ,W LV FOHDU WKDW WKH ID R I S O M I H R Q DQG VWXGHQWV GR QRW ZDQW LW 2U DW OHDVW SURYLGH RSWLRQV IRU ID PLOLHV WR FRQVLGHU DQG QRW MXVW RQH SURSRVDO	1 E H J B Q V I F K H G E M Q R I Q Q J H D Q G F R P S O S H V [N L Q J I R U P R U		
7KDQNV IRU \RXU ZRUN 7KH FXUUHQW SURSRVDO LV PXF K P R3WHR \$ I R V D \ O V K D Q 7KDQNV IRU \RXU ZRUN 7KH FXUUHQW SURSRVDO LV PXF K P R3WHR \$ I R V D \ O V K D Q	1 D H W D M W K L H Y H V W S B U S V R Q V H 3 D R W L W M K L H Y H V W S B U S V R Q V H		7KL V F R P P H Q W H [D F W Z R U G L Q J V X U Y H \ P X O W L :
7KDQNV IRU \RXU ZRUN 7KH FXUUHQW SURSRVDO LV PXF K P R3WHR \$ I R V D \ O V K D Q 7KDQN \RX IRU WKH WLPH DQG HQHUJ\ WKDW * X L G L Q J & R D O L	3 D R W L W M K L H Y H V W S B U S V R Q V H B U L R S Q R V D S X W W B Q V L W M R Z D H U S H V I S Q Q X U L Q J W K H E H V W		
\$ ORW RI WKH IHHGEDFN , YH SURYLGHG KHUH DQG WKDW , WKH VFRSH RI WKLV FRDOLWLRQ V ZRUN 7KL V LV D ZHDNQH PDNH FKDQJHV RI WKLV W\SH LQ SKDVHV RU E\ JHRJUDSKL WKURXJKRXW WKH FLW\ 3OHDVH WDNH WKLV IHHGEDFN WR LQFUHGLEO\ FKDOOHQJLQJ EXW XOWLPDWHO\ PRUH HIIHFWL RIWHQ HQGV XS PDNLQJ FUHDWLQJ SDLQIXO GLYLVLRQV EH NQRZ LV WKH RSSRVLWH RI WKH KRSHG IRU HIIHFWL	3 U R S R V D O 1 H J D W L Y H 5 H V S R Q V H		
\$ O V R P\ J U D W L W X G H W R W K H P H E H U V R I W K H F R D O L W L R Q G X U L Q J D Q L Q F U H G L E O\ G L I I L F X O W \ H D U , N Q R Z \ R X U H J H W E X W , U H F R J Q L J H W K D W W K H U H Z D V Q H Y H U J R L Q J W R E H D V J L Y H Q D O R W R I S H U V R Q D O W L P H D Q G H Q H U J \ W R W K L V P R Q			

6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII PXOWLSOH WKHPHV	H KMPGLQJ & RD 5HVSQRQVH	OBLRVLRLQYH, IRUX 5HVSQRQVH	SHQWVQH DWRSLYHF V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	KHPH LR\QRW
, UHDOL]H WKH *XLGLQJ & RDOLWLRQ KDV D KXJH WDVN LQ IUDQWRSRVWDOKHP ORVHUV LQ WKLV SURFHVV DQG WKDW PDQ\ RI XV PD\ KDYH WR PDNH VDFULILFHV WR DG GLVWULFW +RZHYHU WKLV SURFHVV VHHPV YHUI IODZHG DQG UXVKHG DQG LV FUHDWLQJ GHHS VWUDLQV RXU FRPPXQLW\ LV DOUHDG\ XQGHU ,W LV QRW FOHDU LI WKHUH DUH DQ\ ZLQQHUV DW DOO RSHQ KRXVH]RRP URRPV LW DSSHUV WKH FRPPXQLW\ LV QRW KDSS\ DERXW ZKDW LV EHLQJ SURSRVHG DW DOO :KR LV WKLV SODQ UHDOO\ EHQHILWWLQJ" 1R RQH VSRNH LQ LWV IDYRU ,Q RUGHU WR DG VHHPV FOHDU WKDW 336 QHHGV WR VORZ GRZQ DQG EXLOG WUXVW DQG WUXH FRQVHQVXV PRUH WLPH DQG VSDFH WR IDPLOLHV WR SURFHVV WKHVH FKDQJHV DQG FRPPHQW RQ WKHP ,I 1(VFKRRQV DUH VROXWLRQV WR 6(IV ³UHEDODQFLQJ' HIRUWV WKHQ DOO (DVWVLGH VFKRRQV VKRXOG EH SDUW RI WKH FRQYHUVWDWLRQ :K\ DUH /DXUHOKXUVW %HDXPRQW \$ODPHGD 6XQQ\VLGH &OHYHODQG *UDQW HWF LPPXQH" (TXLW\ LVVXHV FDQ W EH DGGUHVVHG LQ D YDFXXP , WKLQN 336 DQG WKH FRDOLWLRQ KDYH EHHQ H[WUHPHO\ VKRUW VLJKWHG DQG IDLOHG XV LQ WKLV SURFHVV HQWLUHO\ :H DSSUHFLDWH WKH ZRUN \RX DUH GRLQJ DQG WKDW ZH DU	H UDRESRHW\Q SURYRGLHWLQ\\$H5HVS VSRQVH			
, ZRXOG OLNH WR VHH D EROGHU DSSURDFK WKDW D GRHV IDYRUV ORQJ WHUP EHQHILWV RYHU VKRUW WHUP FRQWHQW PHQW E\ WKRVH KDSS\ ZLWK SRWHQWLDO IXWXUH ', VWXGHQWV DQG ZKHUH WKH OLYH DW OHDVW DV LPSRUWDQW DV)RFXV RSWLRQ UHYLHZ VKRXOG KDYH EHHQ FRPSOHWHG EHIRUH WKLV SURFHVV EHJDQ 7KH FRQWLQXHG H[LVWHQFH RI IRFXV RSWLRQ VFKRRQV VKRXOG QRW EH D JLYHQ EXW MXVWLILHG DQG ZHLJKHG DJDLQVW WKHLU HIIHFW RQ QHLJKERUKRRG VFKRRQV	QIRRSRVWD\SO\ WUHW\RW\LYQH\BH\HSRQDQJH RU GLVUXSWLRQ E W\KRVH KDSS\ ZLWK WKH VWDWXV TXR F FRQVLGHUV WKRVH FXUUHQWO\ HQUROOHG			
, ORYH &66 DQG WKLQN DPD]LQJ WKLQJV KDSSHQ WKHUH EX 336 WR SD\ DWWHQWLRQ WR ZK\ VR PDQ\ SDUHQWV RSW IRU WKH\ UHWLUH &RQVWUXFWLYLVP VWXGHQW YRLFH HJDOLW XS 'RQ W WHDU GRZQ WKHVH SURJUDPV OLIW WKHP XS DV 3OHDVH OHDYH &66 DORQH	WUWRSBWD\ODQ EHIUJDS\OLLYFI\W\HGSIROQ\\$H< VFKRRQ , ZDQW WKDW SURJUDP DQG ZK\ WHDFKHUV VWD\ WKHUH XQWLO DULDQLVP DUH DOO EHVVW SUDFWLHV DQG ZD\V WR OLIW DOO PRGHO VFKRRQV			
7KDQN \RX IRU \RXU HIRUWV WR VHUYH WKH QHHGV IRU DOO3E\RSQGD\OQ RI VWDWXV 7KDQN \RX IRU WDNLQJ WKLV RQ GXULQJ WLPHV RI XQFHUWDLQW\ GXULQJ D SD OHDUQLQJ , WKLQN PDQ\ RI WKH UHFHQW FKDQJHV DUH VKRFNLQJ WR SDUHQWV RI WKH KHOSOHVV WR WKH FKDQJHV WKDW RFFXU VR RIWHQ DW WKH GLVWULFW OHYHO	BRORWLU\HJD\HGSORQWHRI VRFLRH FRQRPLF QGHPLF DQG GLVWDQFH GLVWULFW WKDW RIWHQ IHHO			

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK H K K P G L Q J & R D CBL RW \LRN Q Y H I R P U X O K Q W D S O L Q Y D M R I S Y H F V K H P H L R \Q R W
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV 5HVS RQVH OLVWHG LQ FROXPQ %
3OHDVH GHVFULEH

6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVSQRQVH	SHQWDSVOLYIWRISYLHF V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H LR\QRW
'RQ W EH DIUDLG WR DVN IDPLOLHV IURP DOO SDUWV RI WKH IRU WKH JUHDWHU JRRG .QRZ WKDW HYHU\RQH LV JRLQQ WR KDYH D FRPSODLQW DQG QR \RX KDYH VHHQ LQ WKH RSHQ KRXVH DQG HYHQ ZLWKLQ WKH FRDOLWLRQ LQ WKH FKDQJH DQG EH DVNHG WR FRQVLGHU WKH QHHGV RI DOO VWXGHQWV QRW MXVW WKHLU RZQ	3DJRISRWBG DUH BRW RWLDYHH5W %XW HYHU\RQH VKRXOG EH DEOH WR VKDUH WKHLU RZQ	S Q Q VFKDQJHV RU RQH ZDQWV FKDQJH DV WKHLU RZQ	VDFULILFHV
:KLOH , NQRZ WKDW WKH QHHG WR ILOO .HOORJJ LV SUHVVL IRU RXU FKLOGUHQ LV DW WKH FRUH RI WKHVH SURSRVHG FKDQJHV	QBJ B Q R G V D Q L W L F D Q J D L W L M H D 5 O H S B Q M M Q W V H H P	O L N H Z K D W L V E	
7KDQN \RX IRU GRQDWLQJ HQGOHVV WLPH DQG WKRXJKW WR YROXQWHHUV	3WIRLSR S D Q F H V V3RMLZRLXOHG5H WSIRQVDQ\ZKHUH ZLWKRXW		
, VXSSRUW WKH SURSRVDO 0\ NLGV DUH LQ WKH -DSDQHVH SURJUDP IHHGLQJ LQWR 0DGLVRQ	'XIDROS/FDQDJX DJH S B R U W D P H , 5 D I R S B Q W H L W K W K L V		
'RQ W GR WKLV	3URSRVDO 1HJDWLYH 5HVSQRQVH		
0\ IDPLO\ LV IRUWXQDWH WR ZLQ D ORWWHU\ IRU 5LFKPRQG WKURXJK 0W 7DERU DQG *UDQW :H KDYH JRQH WR *UDQW V H[SHFWDWLRQ WKDW WKLV ZRXOG EH KHU KLJK VFKRRO :LWK WKH -DSDQHVH LPPHUVRQ LW VKRXOG VWD\ DW *UDQW	3WIRLSR D Q O \ S U HYHUDO WLPHV ZLWK RXU GD LWK WKH -DSDQHVH LPPHUVRQ	RHULDWLI M B 5W XJKWHU DQG VHW WKH SURJUDP GDWLQJ EDFN WR	FRQWLQXDWL RQ
<RX PLJKW KDYH PRUH VXFFHVV LI \RX WKURZ RXW WKH FXU \RXUVHOYHV WR ILQG WKH PLQLPXP DFWLRQ QHHGHG WR JHW <RX KDYH RQO\ \RXUVHOYHV WR EODPH IRU WKH FRPSOHWH KRXVH DQG WKH QH DU XQDQLPRXV UHMHFWRQ E\ WKH FRPPXQLW\	3WIRLSR/UDROS R V D LQWR .HOORJJ LQDGHTXDF\ RI	0HDQ @/LXMH 5M W IS R\QLVPH \RX YH OHIW DQG WKHQ LWHUDWH IURP WKHUH VHWQWHG DW WKH RSHQ	
:H KDYH EHHQ DW FVV IRU \HDUV WZR FKLOGUHQ ,W LV D E\ VR PDQ\ :H ZRXOG GLVKH DUWHQHG WR VHH LW GLVEDQGHG RU VSOLW XS	3QIDRSRIVQOFRQ VWUJXFWLILYHL & W	SIRQVRHO D Q G L V VR ORYHG	
:K\ GHWHUPLQH WKH ORFDWLRQ RI WKH -', SURJUDP XQWLO +RZ WKURXJK GRHV 336 FKHFN WKH DGGUHVVHV RI VWXGHQWV WR PDNH V QHLJKERUKRRG VFKRRO" ,I 336 DGGUHVVHV WKH HTXLW\ DW DOO KLJK VFKRROV WKHQ SD OHVV OLNHO\ WR DYRLG WKHLU QHLJKERUKRRG VFKRROV 7KH -', SURJUDP KDV EHHQ DW - ', SURJUDP LV DOVR DGGLQJ P X F K QHHGHG GLYHUVLW\ WR *UDQW +6	3RJX SURHEEDQ D Q F J3 RDVLOV IRYHW 5KHH JRLQJ WR WKH SURSHU DUH QWV VWXGHQWV ZRXOG EH *UDQW +LJK 6FKRRO IRU VWLFV VKRZ WKDW WKH 7KH 6*& VWDWL	S R I Q W K H D V W , K L J K V F K R R O V " JRLQJ WR WKH SURSHU DUH QWV VWXGHQWV ZRXOG EH *UDQW +LJK 6FKRRO IRU VWLFV VKRZ WKDW WKH 7KH 6*& VWDWL	

6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV	H K K P G L Q J & R D OBLRW\LRQ Y H I R U X 5HVSQRQVH	O K W D S O L Q Y D M R I S Y H F V O L V W H G L Q F R O X P Q % 3 O H D V H G H V F U L E H	K H P H L R Q R W
+DV WKH FRDOLWLRQ FRQVLGHUHG FKDQJLQJ WKH DJH UDQJH WKH FRQFHUV LV WR QRW RYHU FURZG WKH KLJK VFKRROV	I R U H D F K V F K R R O W \ S H W R W K H Q F R X O G O H V V E H V H Q W	.	" , I R Q H R I
\$ V D I R U P H U 336 V W X G H Q W D Q G Q R Z D P R W K H U R I I R X U W K U H H Z K R D U H D W W H Q G L Q J D Q G R Q H Z K R K D V J U D G X D W H G , V H H W K D W W K H V H D J H U D Q J H V D U H P R U H L Q O L Q H Z K H U H K X P D Q V D U H G H Y H O R S L Q J D W) R U H [D P S O H P \ V R Q L V Q L Q H D Q G K L V Q H L J K E R U K R R G I U L H Q G L V L Q Z D W F K L Q J W K H L U L Q W H U D F W L R Q V W K H \ D U H L Q D V L P L O D U ³ J U R Z W K ' D U H D % X W Q H L W K H U R I W K H P Q R Z L Q W H U D F W Z L W K D Q R W K H U Q H L J K E R U K R R G U L H Q G Z K R K D V U H F H Q W O) W X U Q H G , D V N H G Z K \ W K H \ K D G Q \ W E H H Q V H H L Q J W K H R W K H U I U L H Q G D Q G W K H R W K H U I U L H Q G L V Z L W K ³ R O G H U ' N L G V Q R Z) R U P \ V H O I Z K H Q , Z D V , Z D V Q R W U H D G \ I R U 0 D G L V R Q K L J K V F K R R O , Z D V Q R W U H D G \ I R U \ H D U R O G V W R H Q J D J H L Q F R Q Y H U V D W L R Q W K D W , F R X O G Q \ W X Q G H U V W D Q G , Q H H G H G P R U H W L P H R Q H D U W K I R U O L I H S U D F W L F H E H I R U H W K H U H V S R Q V L E L O L W \ R I K L J K V F K R R O 0 \ Q R Z \ H D U R O G Z K R D O V R J U D G X D W H G I U R P 0 D G L V R Q Z D V Q R W U H D G \ D V L I R Q H F D Q E H U H D G \ I R U K H U I L U V W O R F N G R Z Q D W Z K L F K Z D V G X U L Q J W K H I L U V W Z H H N		
& U H D W L Y H 6 F L H Q F H I R F X V L V F U H D W L Q J F U L W L F D O W K L Q N H U V D Q G W K L V \ H D U , K D Y H V H H Q Z K D W W K D W P H D Q V I L U V W K D Q D V , K H D U W K H R Q O L Q H F O D V V H V 7 K H V H W H D F K H U V D U H I R F X V L Q J R Q H T X L W \ D Q G G L Y H U V L W \ W K U R X J K H D F K O H V V R Q , W L V W K H K D U P R Q \ W K H L V & U H D W L Y H 6 F L H Q F H			
: K H Q W K H V H W \ S H V R I E L J F K D Q J H V K D S S H Q Z H F R O O H F W L Y H O \ V H H P W R W K L Q N Z H P X V W W D N H D Z D \ L Q V W H D G R I O R R N L Q J P R U H L Q W R Z K \ W K H U H L V D & U H D W L Y H 6 F L H Q F H V F K R R O : K \ L V V L P X O D W L R Q Q R W V X U H L I W K H F R U U H F W W H U P R I W U D G L W L R Q D O V F K R R O V F R Q V L G H U H G H T X L W \ I R U W K H K X P D Q V D W W H Q G L Q J W K H V F K R R O : K \ D U H Z H Q R W I O L S S L Q J V F K R R O L Q J R Q L W V K H D G D Q G H Q U L F K L Q J D O O V F K R R O V Z L W K Z K D W H D F K G R H V E H V W " , P V X U H W K H U H D U H O H D U Q L Q J V I U R P R W K H U V F K R R O V & U H D W L Y H 6 F L H Q F H Z R X O G E H Q H I L W I U R P : K \ Z R X O G Z H Q R W Z D Q W D O O 336 V W X G H Q W V W R E H F U L W L F D O W K L Q N H U V H V S H F L D O O \ L Q W K L V W L P H D F F H V V W R V R P X F K L Q D F F X U D W H R U R I W H Q P D Q L S X O D W L Y H L Q I R U P D W L R Q			
, P Q R W L Q W H U H V W H G L Q P \ F K L O G N Q R Z L Q J D O O W K H I D F W V D W H D F K H U F R X O G W H D F K W K H P , Z D Q W D W H D F K H U W K D W J X L G H V P \ F K L O G W R K R Z W K H \ Z D Q W W R H [S H U L H Q F H W K H L U O L I H \$ Q G K R Z W R I L Q G L Q I R U P D W L R Q W K H \ Q H H G Z K H Q W K H \ Q H H G L W D V Z H K D Y H V H H Q W K L V \ H D U D V „ è 0 p ° K H U ` € € 0 ` ` A f ` Q OK H Z F P H Q Q L S R X R O D L R I Q L O G W @ Q S Q B I @ O S 3 £ Z D P D H U V # £ Z G H V P ; P H P H L O G X P X F K O H H D U H W @ H R }			
L Q P D Q B W F L Q R A R V O V H & F U H K L W W D Q M L O G X W W W P R Q E @ S P 0 A H N I L Q G L			

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6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII\ PXOWLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVSQRQVH	Q H Q D S O L Q Y H D M R I S Y H F V O L V W H G L Q F R O X P Q % 3 O H D V H G H V F U L E H	K H P H L R Q R W
O\ IDPLO\ LV QRW ZKDW PRVW SHR SOH PLJKW WKLQN RI ZKH :KHQ ZH ILUVW DSSOLHG IRU WKH ORW WHU\ WR JHW LQWR & 66 ZH ZHUH OL DFURVV WKH VVUHHW IURP WKH VFKRRO DFWXDOO\ LQ D UHDVRQDEO\ SULFHG DSDUWPH ROGHVW WR JHW UHDG\ IRU NLQGHUJDUWHQ ZH DWW HQGHG WKH SDUHQWV NLQGHUJDUWHQ WHDFKHUV DQG DGPLQLVWUDWRUV	Q3 W R K S I R W D K O L Q N R I I H I D P W O Y H V 5 I Z K S R F Q V R R V H I R F X V Y L Q J L Q W K H * O H Q F R H Q H L J K E R U K R R G W K H S D U H Q W V Q L J K W D Q G J R W W R V L W D Q G W D O N Z L W K W K H	R S W L R Q V R Q H Q F R H Q H L J K E R U K R R G W K H L W Z D V W L P H I R U R X U W D O N Z L W K W K H	R S W L R Q V R Q H Q F R H Q H L J K E R U K R R G W K H L W Z D V W L P H I R U R X U W D O N Z L W K W K H
* O H Q F R H L V U H S X W H G W R E H R Q H R I W K H E H V W H O H P H Q W D U\ V F K R R O V L Q W K H F L W \ D V D Q G S D U H Q W D O L Q Y R O Y H P H Q W L V F R Q F H U Q H G E X W Z H T X L F N O \ U H D O L] H G W K U R X J K V R P H Y H U\ G L I I L F X O W W L P H V D Q G K D G W U R X E O H Z L W K D Q [L H W \ D Q G V \ P S W R P V 2+3 D Q G K D G K L P Y L V L W L Q J G R F W R U V D Q G W K H U D S L V W V L Q Y D U L R X V P H G L F D O F H Q W H U V \$ W W K H W L P H Z H G L G Q W K D Y H D G L D J Q R V L V R I D Q \ W K L Q J E X W Z H N Q H Z W K D W * O H Q F R H Z R X O G O L N H O\ E H D Y H U\ G L I I L F X O W H [S H U L H Q F H I R U R X U N L G 7 K H W H D F K H U V F D P H R I I D V V W U L F W D Q G X Q \ L H O G L Q J W K H S U R J U D P V Z H U H W L J K W O\ U H J L P H Q W H G D Q G W L P H W D E O H G D Q G W K H F O D V V U R R P V Z H W R X U H G Z H U H F U D P S H G D Q G F O X W W H U H G Z L W K G R J H Q V R I V L J Q V D Q G O H D U Q L Q J P D W H U L D O V S L Q Q H G W R W K H Z D O O V , W V H H P H G O L N H D Q R Y H U Z K H O P L Q J H Q Y L U R Q P H Q W I R U D Q D Q [L R X V N L G O L N H R X U V	I D U D V V W X G H Q W D F K L H Y H P H Q W L W Z D V Q R W I R U X V 2 X U F K L O G Z D V J R L Q J D Q G V \ P S W R P V R I \$ '+' : H Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H
: H W R X U H G & 66 V K R U W O\ D I W H U D Q G W K H G L I I H U H Q F H Z D V L Q F U H G L E O\ F O H D U 7 K H N L Q G H U J D U W H Q F O D V V U R R P V Z H U H F D O P L Q J D Q G F R P I R U W D E O H D Q G W K H W H D F K H U V Z H U H N L Q G D Q G D \$ S U R D F K D E O H 7 K H \ W R O G X V D E R X W W K H F R Q V W U X F W L Y L V W S H G D J R J \ W K D W U H F R J Q L J H G H Y H U\ N L G R U Z K R W K H \ D U H D V D S D U W R I D F R P P X Q L W \ D Q G P H W N L G V Z K H U H W K H \ Z H U H D W Q R W V K X Q W L Q J W K R V H Z K R F R X O G Q W N H H S X S R I I W R W K H V L G H : H H Q W H U H G W K H O R W W H U\ I R U & 66 D Q G E H F D X V H Z H Z H U H L Q F R P H T X D O L I L H G Z H Z H U H D F F H S W H G	I D U D V V W X G H Q W D F K L H Y H P H Q W L W Z D V Q R W I R U X V 2 X U F K L O G Z D V J R L Q J D Q G V \ P S W R P V R I \$ '+' : H Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H
: H Z H U H Q W ^ D Q G D U H Q W ^ Z H D O W K \ S H R S O H Z K R Z D Q W W K H L U N L G W R K D Y H D S U L Y L O H J H G V F K R R O H [S H U L H Q F H : H D U H D V W U X J J O L Q J P L G G O H F O D V V I D P L O\ Z K R G L G Q W V H H D S O D F H I R U R X U N L G R X W V L G H D V S H F L D O H G F O D V V U R R P D W W K H Q H L J K E R U K R R G V F K R R O D Q G I R X Q G D S O D F H Z K H U H Z H F R X O G I H H O D F F H S W H G \$ I W H U Z H Z H U H D F F H S W H G W R & 66 Z H P D G H W K H G H F L V L R Q W R P R Y H W R D U H Q W D O K R X V H Q H D U W K H & O D U N V F K R R O E X L O G L Q J 7 K H K R X V H Z H H Q G H G X S L Q L V V P D O O H U W K D Q R X U R O G D S D U W P H Q W D Q G T X L W H D E L W P R U H H [S H Q V L Y H E X W Z H G L G L W V R W K D W Z H F R X O G E H D S D U W R I W K H F R P P X Q L W \	I D U D V V W X G H Q W D F K L H Y H P H Q W L W Z D V Q R W I R U X V 2 X U F K L O G Z D V J R L Q J D Q G V \ P S W R P V R I \$ '+' : H Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H
, Q W K H \ H D U V V L Q F H R X U R O G H V W V W D U W H G D W & 66 K H U H F H L Y H G D G L D J Q R V L V R I J H Q H U D O L] H G D Q [L H W \ G L V R U G H U \$ '+' D Q G 2 & \$ W & 66 K H K D V D S O D Q Z L W K D F F R P P R G D W L R Q V W R K H O S N H H S K L P L Q W K H F O D V V U R R P D Q G S D U W L F L S D W L Q J Z L W K K L V F O D V V , Q D Q R W K H U V F K R R O Z H Z R U U\ W K D W K H G H Q G X S Z L W K D Q , (3 W K D W N H H S V K L P R X W V L G H R I W K H Q R U P D O F X U U L F X O X P D Q G R X W V L G H R I W K H V R F L D O H Q Y L U R Q P H Q W R I W K H V F K R R O	I D U D V V W X G H Q W D F K L H Y H P H Q W L W Z D V Q R W I R U X V 2 X U F K L O G Z D V J R L Q J D Q G V \ P S W R P V R I \$ '+' : H Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H
\$ O O Z H Z D Q W L V D V F K R R O W K D W O H W V R X U N L G E H D S D U W R I W K H F R P P X Q L W \ D Q G P H H W V K L P Z K H U H K H L V D O O R Z L Q J K L P W R F R Q W U L E X W H W R W K D W F R P P X Q L W \ D Q G J U R Z D Q G O H D U Q Z L W K K L V S H H U V : H I R X Q G W K D W L Q & 66 D Q G I U R P Z K D W Z H Y H K H D U G I U R P R W K H U S D U H Q W I U L H Q G V Z K R K D Y H W K H L U N L G V D W R W K H U 3 3 6 V F K R R O V R U S D U H Q W V R I N L G V O L N H R X U V Z K R K D Y H W U D Q V I H U U H G W R & 66 D I W H U V W U X J J O L Q J H O V H Z K H U H L Q 3 3 6 R X U I H D U V D U H Q R W X Q I R X Q G H G : H Y D O X H G L Y H U V L W \ R I H [S H U L H Q F H F X O W X U H D Q G O D Q J X D J H D Q G Z H U H K D S S \ W R E H D S D U W R I W K H & 66 F R P P X Q L W \ Z K L F K V K D U H V W K R V H Y D O X H V	I D U D V V W X G H Q W D F K L H Y H P H Q W L W Z D V Q R W I R U X V 2 X U F K L O G Z D V J R L Q J D Q G V \ P S W R P V R I \$ '+' : H Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H
, I \ R X I H D U W K D W N L G V L Q I R F X V R S W L R Q V F K R R O V O L N H R X U V D U H J H W W L Q J V S H F L D O W U H D W P H Q W S H U K D S V \ R X V K R X O G E H P R U H F R Q F H U Q H G W K D W W K H G R P L Q D Q W V F K R R O F X O W X U H L Q W K L V V \ V W H P G R H V Q W D O O R Z I R U N L G V O L N H P L Q H W R W K U L Y H L Q Q H L J K E R U K R R G S U R J U D P V 7 K H U H D U H P D Q \ N L G V O L N H P L Q H D W & 66 7 D N L Q J D Z D \ W K L V S U R J U D P V E X L O G L Q J D Q G X S H Q G L Q J W K H O L Y H V R I L W V V W X G H Q W V I R U W K H I R U H V H H D E O H I X W X U H L V Q R W D R I W K H & 66 F R P P X Q L W \ Z K L F K V K D U H V W K R V H Y D O X H V	I D U D V V W X G H Q W D F K L H Y H P H Q W L W Z D V Q R W I R U X V 2 X U F K L O G Z D V J R L Q J D Q G V \ P S W R P V R I \$ '+' : H Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H	D F K L H Y H P H Q W F Z H U H R Q D U R X Q G W K H F L W \ I R U \ H D U V Z R X O G O L N H O\ E H D Y H U\ W K H F U D P S H G D Q G F O X W W H U H G Z L W K V L G H : H H Q W H U H G W K H

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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHP HV	H K M P G L Q J & R D CBLR W\LRNQ Y H I RUX 5HVS RQVH	G R Q D S O L Q Y D W R I S Y H F V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
<RX DUH VD\LQJ WKH PRWLYDWLRQ LV HTXLW\ EXW \RX KDYH SODQ \RX DUH SURSRVLQJ PHHWV \RXU HTXLW\ REMHFWLHYH FRPPXQLW\ , VHH SRRU DWWHPSWV DW UDFLDO EDODQFLQJ SURSRVLQJ <RX QHHG WR ORRN DW DOO VFKRRQV ZLWK ORZ /LQFROQ ,I \RX DUH DFWXDOO\ WDONLQJ DERXW 1(VFKRRQV LQWR WKH SLFWXUH	6QH RI WHQ B W\LRQH OG DQG DFWXDOO GLYHUVLW\ LQFOXGLQJ & OHYHODQG DQG :LOVRQ DQG OLNH 0DGLVRQ \RX QHHG WR SXOO LQ DOO 1(VFKRRQV	Z K D D W W K H D V H D SURYLGH WKH GDWD RQ WKLV WR WKH VHJUHJDWLQZ LWK WKH FKDQJHV \RX DUH OLNH 0DGLVRQ \RX QHHG WR SXOO LQ DOO 1(VFKRRQV	D Q G K R Z W K H WR WKH D Q G :LOVRQ DQG OLNH 0DGLVRQ \RX QHHG WR SXOO LQ DOO 1(VFKRRQV
:K\ DUH \RX PDNLQJ .HOORJJ DQG)UDQNOLQ D PRVWO\ %52 QHLJKERUKRRGV 1257+ RI 3RZHOO RU 'LYLVLRQ" <RX DUH SXVKLQJ HYHU\WKLQJ HDVW DQG FUHDWLQJ PRUH VHJUHJDWLQJ LQ VFKRRQV :RRGZDUG 6W VKRXOG 1(9(5 EH D ERXQGDU\ 3HRSOH KDYH NLGV KDYH D ULJKW WR JR WR WKH VDPH VFKRRQ 'HFLVLRQV QHHG WR EH PDGH VWXGHQW FHQWHUHG 1RW 336 /DVWO\ KDYH \RX FRQGXFWHG D VXUYH\ WR WHDFKHUV DQG	6M H V B K R B W\LRQ D VWURQJ VHQVH RI FRPPXQLW\ WKHUH DQG WKH 6D GPLQ FHQWHUHG 6D GPLQLVWUDWRUV" 7KH\ DUH WKH H[SHUWV ULJKW" \$VN WKHP	K H D D W M Q Y W 5R IX SDRCQGMHQJ W\LRQ W\LRQ W\LRQ	
%HLQJ WRWDOO\ KRQHVW KHUH %DVHG RQ WKH 4 \$ VHVVLR OLS VHUYLH & RQFHUQV DUH GLVPLVVHG RXW RI KDQG VLQFH WKLV LV FRQVLGHUHG D GRQH GHDO , RU WKRXJKW WKDW SHUKDSV WKHUH ZDV URRP IRU FRQVLGHUDWLQJ RI ZKD W ZRUNV IRU WKH IDPLOLHV ZLWK FKLOGUHQ DFWXDOO\ DWWHQGLQJ WKH VFKRRQ ,W LV GLVDSRQLWQJ WKDW WKLV ZRXOG EH DSSURDFKHG ZLWKRXW FRQVLGHUDWLR WKH FRQVWLWXHQWV :RRGVWRFN IDPLOLHV GRQ W ZDQW WR PRYH WR %ULGJHU DQG DQG %ULGJHU IDPLOLHV GRQ W ZDQW WR EH GLVSODFHG VR LW LV ORVH ORVH \$OVR ', KDV DQ HWKQLF FRPSRQHQW DV PDQ\ VVXGHQWV UHIOHFW WKH HWKQLF EDFNJURXQG V DVRFLDWHG ZLWK WKH ODQJXDJH VR PRYLQJ WKHP LQWR VHSDUDWH VFKRRQV ZRUNV RXW DV GH IDFWR VHJUHJDWLQ +DUG WUXWK WR IDFH EXW LW LV WUXH	Q6H J UFDQW H R I Q W K I D J D W R P P I X 5 H L W S R I Q Q J H D J H P H Q W L V R Q O \ W\LRQ W\LRQ W\LRQ		

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H K M P G L Q J & R D CBLRW\LRNQ Y H I R P U X 5HVS RQVH	SHQWDSVOLQY DMRISYHF V K H P H L R Q R W OLVWHG L Q F R O X P Q % 3OHDVH GHVFULEH
7KH SURSRVHG SODQ RI FUHDWLQJ WZR DOO ,PPHU VLRQ . DQG SURPRWHV JHQWULILFDWLRQ RI LQQHU HDVW VLGH DIO VSHDNLQJ DQG PLQRULW\ VVXGHQWV IURP WKHLU QHLJKERU VFKRROV FUHDWHV WKLV GLVFULPLQDWLRQ 7KLV EHFDPH FOHDU ODVW QLJKW ZKHQ FRPPXQLW\ PHPEHU WUDQVSDUHQF\ DQG UHSUHVHQWDWLRQ LQ WKH ZKROH SUR DQG OFDPRVWV OHQHVVLOH ARIHU RY BODQ WLFRQ @Q SORUBEV@FML SURFHDOEG	DIY • KH @@@ •Ã A DA °D€ PIP •@	

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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVS RQVH	Q K Q D S O L Q Y D M R I S Y H F V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
, W LV DQ RYHUVLPSOLILFDWLRQ WR HTXDWH '/, SURJUDPV Z DGYDQWDJHV WR VWXGHQWV LQ ', SURJUDPV 7KH -DSDQHV KLJKHU LQFRPHV DQG SURJUDPDWLF DGYDQWDJHV WKDQ WKH QHLJKERUKE RG VWXGHQWV %ODFN VWXGHQWV DW 0706 LV VPDOO WKH VFKRRO LV ZRUNLQJ RQ WDUJH WHG VXSSRUW VWXGHQW DFKLHYHPHQW +DYLQJ WKH %ODFN VWXGHQWV DW 0706 IHHG WR 0DGLVRQ GRHV QRW UHFRJQLJH WKH VWURQJ FRQQHFWLRQV WKH\ KDYH EXLOW ZLWKLQ WKHLU DILQLW\ JURXSV DQG WKURXJK)UDQNOLQ \$WKOHWLFV 2XU VWXGHQWV DUH DOUHDG\ VWUXJJOLQJ ZLWK &'/ WR DGG WKLV RQ WRS RI LW FRXOG EH GHYDVWDWLQJ IRU PDQ\ VWXGHQWV PRYLQJ IURP WK JUDGH WR WK JUDGH LQ LQFOXGLQJ P\ RZQ FKLOG ZKRVH EHVW IULHQG DQG VWXG\ SDUWQHU LV LQ WKH \$WNLQVRQ DUHD	G R K F I U R D F P B \ L H R V Q K D O O L R K H G D Q W K V W J D D Q G H W D H M J S R Q D I O S H U F H L Y H C H , P P H U V L R Q V W X G H Q W V D W O W 7 D E R U 0 6 K D Y H \$ O W K R X J K W K H Q X P E H U R I V W X G H Q W D F K L H Y H P H Q W + D Y L Q J W K H % O D F N V W X G H Q W V D W 0 7 0 6 I H H G W R 0 D G L V R Q G R H V Q R W U H F R J Q L J H W K H V W U R Q J F R Q Q H F W L R Q V W K H \ K D Y H E X L O W Z L W K L Q W K H L U D I L Q L W \ J U R X S V D Q G W K U R X J K) U D Q N O L Q \$ W K O H W L F V 2 X U V W X G H Q W V D U H D O U H D G \ V W U X J J O L Q J Z L W K & / W R D G G W K L V R Q W R S R I L W F R X O G E H G H Y D V W D W L Q J I R U P D Q \ V W X G H Q W V P R Y L Q J I U R P W K J U D G H W R W K J U D G H L Q L Q F O X G L Q J P \ R Z Q F K L O G Z K R V H E H V W I U L H Q G D Q G V W X G \ S D U W Q H U L V L Q W K H \$ W N L Q V R Q D U H D	W J D D Q G H W D H M J S R Q D I O S H U F H L Y H C H , P P H U V L R Q V W X G H Q W V D W O W 7 D E R U 0 6 K D Y H \$ O W K R X J K W K H Q X P E H U R I V W X G H Q W D F K L H Y H P H Q W + D Y L Q J W K H % O D F N V W X G H Q W V D W 0 7 0 6 I H H G W R 0 D G L V R Q G R H V Q R W U H F R J Q L J H W K H V W U R Q J F R Q Q H F W L R Q V W K H \ K D Y H E X L O W Z L W K L Q W K H L U D I L Q L W \ J U R X S V D Q G W K U R X J K) U D Q N O L Q \$ W K O H W L F V 2 X U V W X G H Q W V D U H D O U H D G \ V W U X J J O L Q J Z L W K & / W R D G G W K L V R Q W R S R I L W F R X O G E H G H Y D V W D W L Q J I R U P D Q \ V W X G H Q W V P R Y L Q J I U R P W K J U D G H W R W K J U D G H L Q L Q F O X G L Q J P \ R Z Q F K L O G Z K R V H E H V W I U L H Q G D Q G V W X G \ S D U W Q H U L V L Q W K H \$ W N L Q V R Q D U H D	W J D D Q G H W D H M J S R Q D I O S H U F H L Y H C H , P P H U V L R Q V W X G H Q W V D W O W 7 D E R U 0 6 K D Y H \$ O W K R X J K W K H Q X P E H U R I V W X G H Q W D F K L H Y H P H Q W + D Y L Q J W K H % O D F N V W X G H Q W V D W 0 7 0 6 I H H G W R 0 D G L V R Q G R H V Q R W U H F R J Q L J H W K H V W U R Q J F R Q Q H F W L R Q V W K H \ K D Y H E X L O W Z L W K L Q W K H L U D I L Q L W \ J U R X S V D Q G W K U R X J K) U D Q N O L Q \$ W K O H W L F V 2 X U V W X G H Q W V D U H D O U H D G \ V W U X J J O L Q J Z L W K & / W R D G G W K L V R Q W R S R I L W F R X O G E H G H Y D V W D W L Q J I R U P D Q \ V W X G H Q W V P R Y L Q J I U R P W K J U D G H W R W K J U D G H L Q L Q F O X G L Q J P \ R Z Q F K L O G Z K R V H E H V W I U L H Q G D Q G V W X G \ S D U W Q H U L V L Q W K H \$ W N L Q V R Q D U H D
, W VHHPV OLNH WKLV \HDU ZDV FKDOOHQJLQJ HQRXJK DQG PDNLQJ GUDVWLW FKDQJHV	Z B R V F K R X (P Q V O L H R Q D W Q L K Q H D O J W R K E D F N D W R L Y Q H R B I R D S R E Q H V I R U H		
+L , OLYH EHORZ WKH SRYHUW\ OHYHO DQG DP D VLQJOH PRWKHU +DYLQJ WKHQ KDYH WR VZLWFK WR DQRWKHU ZRXOG PDNH LW LPSRVLEOH IRU WKH WR FUHDWH FRPPXQLW\ ZLWK WHDFKHUV IULHQGV DQG DWKOHWLFV \$OVR LW ZRXOG EH WRR PXFK IRU PH WR QDYLJDWH 3ULYLOHJHG SDUHQWV DUH PRUH DEOH WR KHOS WKHLU VWXGHQWV ZLWK WKH WUDQVLWLRQ DQG PRYLQJ NLGV EH IRUH WKH\ JUDGXDWZLQO RQO\ KXUW SRRU	VWXGHQWV DWWHQG RQH KLJK VFKRRO DQG VWXGHQWV DWWHQG RQH KLJK VFKRRO DQG VWXGHQWV DWWHQG RQH KLJK VFKRRO DQG VWXGHQWV DWWHQG RQH KLJK VFKRRO DQG		

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6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII PXOWLSOH WKHPHV	H K M P G L Q J & R D 5HVSQRQVH	OBLR WILR Q Y H I R P U X 5HVSQRQVH	Q H D V S Q U Q Y D W R L S Y H F V O L V W H G L Q F R O X P Q % 3 O H D V H G H V F U L E H	K H P H L R Q R W	
, SURSRVH ZH VORZ WKLV SURFHVV GRZQ DGGUHVV WKH LP P H B L Q J W H . H O O R H J J D Q M I H G H V 5 D Q H QHHGHG WLPH WR FUHDWH D PRUH FRPSUHKHQVLYH SLFWXUH DQG ORQJHU WHUP YLVLRLQ VFKRROV VXFK DV *UDQW DQG RWKHU TXDGUDQWV 7KLV WKLV LV D FKDOO HQJLQJ XQGH DQG IRU PDQ\ HVVHQWLDO UHDVRQV	G S R N Q K W H Q W D N H W K H R I 3 3 6 Z K L F K L Q F O X G H V 1(U W D N L Q J Z L W K P D Q \ P H U L W V	R H J J D Q M I H G H V 5 D Q H U W D N L Q J Z L W K P D Q \ P H U L W V	S D U W D N H D V I X O O \ G X H W R F R P S U H K H Q V L Y H D Q G	X Q G H U V W D Q G W K D W W K L V SURFHVV Z D V G H O D \ H G D Q G W K D W W K H F R P P X Q L W \ G L G Q R W F R Y L G / H W V K R Q R U D Q G D F N Q R Z O H G J H W K D W E \ V O R Z L Q J G R Z Q D Q G F U H D W L Q J D P R U H F R P S D V V L R Q D W H Y L V L R Q I R U 3 3 6 7 K D Q N \ R X I R U W K H R S S R U W X Q L W \ W R Z U L W H D Q G I R U I D P L O L H V H V S H F L D O O \ W K H V H O D V W P R Q W K V	\ R X U G H G L F D W L R Q W R R X U
3 O H D V H G R Q R W P R Y H I R U Z D U G Z L W K W K H F K R V H Q S U R S R A V I D P L V Q J 7 K H \ D U H H U D W K H M G D I Q V W K H G H V L U H V D Q G Q H H G V R I W K H F R P P X Q L W \ W K D W \$ W N L Q V R Q D Q G L W V ', S U R J U D P V H U Y H	G S Q R Q V H R W I X O O \ U H I O H F W	D U H H U D W K H M G D I Q V	G S Q R Q V H R W I X O O \ U H I O H F W		
7 K H 7 D E R U - ', 6 S D Q L V K 1(F R P P X Q L W \ K D V Q R W K D G H Q R X J K 7 W B P Q J W R S U R F 1 H M V D W W I K Y H W S J H H F 2 W K H U V W D N H K R O G H U V K D Y H E H H Q S D U W R I W K L V G L V F X V V L R Q I R U P R Q W K V D Q G Z H D U H V L J Q L I L F D Q W F K D Q J H ' X U L Q J D S D Q G H P L F G X U L Q J D V W U H V V I X O H O H F W L R Q F R P L Q J X S	F S R P Q W H Q G D W L R Q M X V W O H D U Q L Q J D E R X W W K L V R Q W K H K R O L G D V	F 1 H M V D W W I K Y H W S J H H F M X V W O H D U Q L Q J D E R X W W K L V R Q W K H K R O L G D V	F S R P Q W H Q G D W L R Q M X V W O H D U Q L Q J D E R X W W K L V R Q W K H K R O L G D V		
: R X O G O L N H 3 3 6 W R U H F R Q V L G H U W K H W L P L Q J V F R S H D Q G G H R J U Q J H R I W K H 1 S U B S R V H G 5 I F K W L P H Z K H Q V W X G H Q W V D U H Q R W L Q V F K R R O D Q G S D U H Q W V D U H V W U X J J O L Q J W R E R W K V X S S R U W Y L U W X D O V F K R R O D Q G S D W K H E L O O V L Q W K L V W R X J K H F R Q R P L F V L W X D W L R Q , U H F R P P H Q G K R O G L Q J R I I R Q D Q \ U H F R P P H Q G D W L R Q V U H J D U G L Q J *UDQW DQG 0 D G L V R Q K L J K V F K R R O V X Q W L O W K H G L V W U L F W F D Q F R Q G X F W D I X O O V W X G \ R I 1 R U W K H D V W H Q U R O O P H Q W D Q G S U R J U D P V D G G U H V V K L J K V F K R R O E R X Q G D U L H V W K U R X J K R X W W K H G L V W U L F W D Q G H Q V X U H D O O Y R L F H V D U H K H D U G	S D U W L F X O D U O \ L Q D V F K R R O D Q G S D U W L F X O D U O \ L Q D V F K R R O D Q G S D U W L F X O D U O \ L Q D	G H R J U Q J H R I W K H 1 S U B S R V H G 5 I F K D U H V W U X J J O L Q J W R E R W K V X S S R U W Y L U W X D O V F K R R O D Q G S D F R P P H Q G D W L R Q V U H J D U G L Q J R I 1 R U W K H D V W H Q U R O O P H Q W D Q G	S D U W L F X O D U O \ L Q D V F K R R O D Q G S D U W L F X O D U O \ L Q D V F K R R O D Q G S D U W L F X O D U O \ L Q D		
7 K L V D O O V H H P V V R U X V K H G , I H H O D S U R M H F W W K L V E L J V K R R D Q J W D N H \ H D H V D W W I R Y B H Y H V R Q H R S S R U W X Q L W \ I R U D S X E O L F I R U X P 7 K H P X F K Q H H G H G X S G D W H W R W K H H Q U R O O P H Q F R P H V M X V W G D \ V E H I R U H W K H R S H Q K R X V H 0 D Q \ I D P L O L H V D U H M X J J O L Q J Z R U N L Q J I U R P O H D U Q H U V D Q G F D U L Q J I R U V P D O O H U F K L O G U H Q 1 R Z Z H P X V W G L J H V W D O O W K H L Q I R U P S U H S D U H G W R P D N H R X U Y R L F H V K H D U G L Q G D \ V , W L V X Q U H D O L V W L F D Q G X Q I D L U W R W K H H Q W L U H 6(F R \$ G G L W L R Q D O O \ , Z R X O G O L N H W R V W D W H W K H % U L G J H U F R P P X Q L W \ Z L O O E H P R V W D I I H F W H G E \ D O O W K H S U R S R V D O V Z K L F K K D Y H E H H Q S X W R X W 7 K L V F R P P X Q L W \ K D V D O U H D G \ P D G H V D F U L I L F H V L Q E X L O G L Q J V S D F H X V L Q J P R G X O D U V D Q G P R Y L Q J . L Q G H U W R W K H D Q Q H [1 R Z W K H O D W H V W S U R S R V D O Z L O O E H G L Y L G H W K H F R P P X Q L W \ L Q W K U H H Z D \ V	C S R R S Q V D Q G D O O R Z W E D O D Q F L Q J Z H E V L W H D V V L V W L Q J R Q O L Q H	H 1 D H V D W W I R Y B H Y H V C S R R S Q V D Q G D O O R Z W E D O D Q F L Q J Z H E V L W H D V V L V W L Q J R Q O L Q H	C S R R S Q V D Q G D O O R Z W E D O D Q F L Q J Z H E V L W H D V V L V W L Q J R Q O L Q H	I R U P R U H W K H	
3 O H D V H G R Q R W P D N H V X F K K X J H F K D Q J H V Z L W K R X W W K H D S S L U P R S Q U L D W H S X 1 E Q J L D F W L Q S I X S H V 6 W D U W Z L W K Z K D W L V Q H F H V V D U \ V X F K D V P L G G O H V F K R R O F K D Q J H V E X W Z D L W I R U W K H H O H P H Q W D U \ D Q G H V S H F L D O O \ I R U ' , V O R F D W L R Q F K D Q J H V Q R Q H F H V V D U \ \ H W	V S R R Q W H K H F R P P X Q L W \ D Q G	S X 1 E Q J L D F W L Q S I X S H V W E D O D Q F L Q J Z H E V L W H	V S R R Q W H K H F R P P X Q L W \ D Q G		
7 K L V Q H H G V W R L Q F O X G H 1(3 R U W O D Q G H O H P H Q W D U \ D Q G P I Z G E D Q J V F K R R O V H J D W L Y H 5 H V S R Q V H	V H J D W L Y H 5 H V S R Q V H				
3 O H D V H Z L W K H Y H U \ W K L Q J V R G L Y L G H G U L J K W Q R Z G R Q R W F D P N I H Q W K H P L V M D I N E B W R U Y P H R S H V W X G H Q W V W R O H W V Z H F D Q Q R W H [S H F W W K H W R D G R S W W K H V D P H F X O W X U D O Y D O X H V	Q S R R Q X U H L P P H U V L R Q W K D W D W N L Q V R Q V K D V G H Y H O R S H				

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6XUYH\ 5HVSQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H K M P G L Q J & R D CBLRW\LRNQ Y H I R P U X 5HVSQVH	SHR SOH DOLY DMRISYHF V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
7KH VFRSH RI WKLV SURMHFW LV WRR ELJ DQG WRR IDVW VRPHWKLQJ WKLV FRPSOH[GXULQJ D SDQGHPLF LV MXVW SURSRVDO GLG QRW GHPRQVVUDWH WKDW WKH\ KDYH WKH LPSOPHQW D SODQ RI WKLV FRPSOH[LW\ 7KH\ DOVR IDLOH SURFHVV IRU VRPHWKLQJ WKLV ELJ WKDW LPSDFWV VR PDQ \$V D UHVXOW PRVW SHR SOH FDPH DZD\ IURP WKH 1RY PH WU\LQJ WR VQHDN D KXJH UHRUJDQL]DWLRQ RI 6(SDVW SHR JRRG \$OVR GLVWXUELQJ ZDV WKH LQDELOLW\ RI DQ\RQH IURP WKH H[SODLQ KRZ WKH SURSRVDO ZRXOG DFWXDOO\ LPSURYH HT PDQ\ ZDV WKDW WKH SURSRVDO ZLOO LQFUHDVH UDFLDO DQ FRPPXQLW\ FRKHVLQR \$Q LPSRUWDQW SLHFH RI WKLV ZDV WKH IDFW WKDW *UDQW SURFHVV DQG WKH LQFUHDVLQJ GLYHUVLW\ RI WKH FLW\ HY SDVV XQ QRWLFHG ZKHQ)UDQNOLQ +6 LV DOUHDG\ DW FDSD :KHQ VWXGHQWV IURP \$WNLQVRQ (OHPHQWDU\ VXGGHQO\ KD 3DUN PLOHV DZD\ DQG DFURVV PDQ\ ODUJH DQG EXV\ WKRU VXGGHQO\ KDV QR KRPH \RX QHHG WR UHWKLQN 7KLV LV C KDYH EHHQ SXW RXW IRU SXEOLF FRQVXPSWLRQ 7KH SUREOHPV DQG PLG VWHSV DUH WRR PDQ\ WR LQQXPHU , DP UHPLQGHG RI WKH SXEOLF PHHWLQJV GXULQJ WKH . FF UHDVRQHG FULHG DQG GLG HYHU\WKLQJ SRVVLEOH WR VW KHUH ZH DUH WU\LQJ WR PLQLPLJH WKH GDPDJH WR RXU FR VKRXOG KDYH EHHQ GRQH LQ WKH ILUVW SODFH 2QO\ QRZ GLVWDQFH DQG XQDEOH WR UHDOO\ HQJDJH 336 QHHGV WR VWRS WKLV IDLOLQJ SURFHVV WDNH D IHZ V LPSDFWHG E\ WKLV SODQ LQ D PRUH UHDO DQG JHQXLQH ID \$IWHU WKH SDQGHPLF ZRXOG EH LGHDO	7LPLQJ	1HJDWLYH 5HVSQVH	
3OHDVH UHFRQVLGHU \RXU WLPLQJ DQG JRDOV IRU FRPPXQL WKDW JRDO GXULQJ D SDQGHPLF DQG , GR QRW VHH HYLGHQFH WKDW DSSURSULDWH EDO YHU\ UHDO LPSDFWV RQ SHR SOH OLYHV ZHUUH FRQVLGHUHG	W\PLQJUDJH P H P Q W H J D X W I F D I Q 5 Q R WSRQHWHS R Q V L E O\ P H H W		
7KDQN \RX IRU WDNLQJ WKLV RQ EXW , KRSW WKDW LW FDQ MXVW 6(3RUWODQG	E7L RGLRQJH L Q D P R H U J D W R R Y S I U S H K HSQRVQLVHH Z D\ L Q V W H D G R I		

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6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK H K K P G L Q J & R D CBL RW \LRN Q Y H I RPUX O K Q W D S O L Q Y D M R I S Y H F V K H P H L R \Q R W
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV 5HVS RQVH OLVWHG LQ FROXPQ %
3OHDVH GHVFULEH

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H7KMPGLQJ & RD 5HVS RQVH	OBLRW\LRNQ YH\IRUX OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	QHOUWSQLOY DMRISYHF V KHPH LR\QRW
7KH *XLGLQJ & RDOLWLRQ LV GRLQJ ZKDW WRR PXFK ZD\ WRR RI WKH FRPPXQLWLHV LPSDFWHG 7KH FRPPXQLWLHV LPSDFWHG DUH PRUH VFKRRO WKDW LV VXSSRVHGO\ UHSUHVHQWLG LQ WKH FRDOLWLRQ 7KHUH RQ KRZ WKH\ DUULYHG DW WKHLU SURSRVDOV	7IILPVLQJ <RX QH WKDQ RQH VHW RI SDUHQWV IURP HDFK QHHGV WR EH PRUH GDWD IURP)OR\$QDO\WLFV	HIGJ\DRV DYLW\SH PRUH GDWD IURP)OR\$QDO\WLFV	DQG QHHGV
, XQGHUVWDQG WKDW VWXGHQWV QHHG WR PRYH VFKRRQV LQ ZKR OLYH FORVH WR WKH VFKRRO DQG FKDQJH VRPH ERXQGDULHV LQVWDHG RI PRYLQJ D PRYLQJ WKH SURJUDPV VWXGHQWV PD\ GURS LW RII WKH SURJUDPV DQG WKHQ \RXU SUR RII ,W VHHPV OLNH DQ DZIXO WLPH WR XSURRW VR PDQ\ VWXGHQWV , WKLQN WKH EHVV DPRXQW RI VWXGHQWV DQG VWLOO EH DEOH WR RSHQ .HOORJJ EXW LW VHHPV OLNH WKLV VWXGHQWV WKDQ QHHGHG	LQRLUQJHU WR IL DULHV LQVWDHG RI PRYLQJ D WRQ RI SURJUDPV %\ M MHFWHG QXPEHUV ZLOO EH SODQ LV WR DIIHFW WKH OHDVW SURSRVDO XSURRWV PRUH	QI\J\DH\OLO\RHJ\SH SWQZ\K QRW PRYH VWXGHQWV WRQ RI SURJUDPV %\ M MHFWHG QXPEHUV ZLOO EH SODQ LV WR DIIHFW WKH OHDVW SURSRVDO XSURRWV PRUH	VWXGHQWV

6XUYH\ 5HVSRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WKH *XLGLQJ &RDOLWLRQ ,I PXOWLSOH WRSLFV

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXO WLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVS RQVH	G R Q D S O L Q Y H W R I S Y H F V OLVWHG LQ FROXPQ % 3OHDVH GHVFULEH	K H P H L R Q R W
(YHU\ FKLOG VKRXOG EH DEOH WR ZDON WR VFKRRO RU DW EH PLQXWH GULYH 0\ IDPLO\ RQO\ KDV RQH FDU DQG WKH	O7HDDVQ\W SARDUNWHD\W EXV V\VWHP L V LQ VDIH QRZ	VIKJRDJW\ T E M V 5 U S R Q V K L V Q H Z S U GXH	R S R V D O Z R X O G
+RZ ZLOO WKLV LPSDFW FOLPDWH FKDQJH FRQJHVWLRQ" 7L DOUHDG\ KDYH OLPLWHG WLPH DQG IDPLOLHV ZLWK FKLOGU FRPPXQLW\ FRPPLWPHQW WR D VFKRRO WKDW LVQ\W DFWXDOO\ LQ \RXU FRPPXQLW\ DQG OLNHO\ WR ZDQW WR JHW LQYROYHG LQ D VFKRRO VR IDU IURP KRPH	P7H U B Q P B R W W H D Q M H R D W F L R Y H P X M V HQ DW RWKHU VFKRROV FORV DFURVV WRZQ 3DUHQWV OHVV	HS RRQV H 6 V V X G H Q W V Z K R H U W R K R P H + D U G W R I H H O D	
, ZRXOG OLNH WR NQRZ ZK\ WKH 336 FRPPXQLFDWLRQV GLG VFKRROV LQ WKHLU HPDLOV" <RX PLJKW FRQVLGHU WKDW QRW GRLQJ VR L V DQ HIRUW WR QRW GUDZ DWWHQWLRQ WR WKH VZHHSLOQJ FKDQJHV 7KH ODFN RI WUDQVSDUHQF\ LV IUXVWUDWLQJ DQG PDNHV LW IHHO OLNH WKH SURFHVV LV VHFUHWLYH DQG KDV DJHQGDV WKDW DUH QRW EHLQJ FRPPXQLFDWLG ,W LV GLVUHVSHFWIXO WR IDPLOLHV ,W ZRXOG EH JRRG WR NQRZ WKH WKLQNLQJ EHKLQG ZK\ \RX WKLQN LW V D UHDVRQDEOH LGHD WR PRYH D PLGGGOH VFKRRO WKDW LV VR FORVH WR)UDQNOLOQ WR D KLJK VFKRRO ZHOO RYHU GRXE OH WKH GLVWDQFH DZD\ WR DQ HQWLUHO\ GLIIHUHQW QHLJKERUKRRG \$UH WKHUH QRW FORVHU PLGGGOH VFKRROV' \$UH \RX FRQVLGHULQJ WKH HQYLURQPHQWDO LPSDFW" 3DUWLFXODUO\ GXULQJ D SDQGHPLF PDQ\ SDUHQWV PDI QRW EH FRPIRUWDEOH KDYLQJ WKHLU NLGV JHW RQ WKH EXV HYHU\ GD\ LI LW FDQ EH DYRLGHG ZD\ ZRXOG \RX QRW ZDQW NLGV WR EH DEOH WR VLPSO\ ZDON RU ELNH WR VFKRRO"	QRW GLUHFWO FDOORXW WKH IXOO LPSDFW WR VSHFLILF W DQ HIRUW WR QRW GUDZ DWWHQWLRQ WR WKH W UHDVRQDEOH LGHD WR PRYH D PLGGGOH VFKRRO WKDW LV W DQ HQWLUHO\ GLIIHUHQW W DZD\ WR DQ HQWLUHO\ GLIIHUHQW W DQ HQWLUHO\ GLIIHUHQW W DQ HQWLUHO\ GLIIHUHQW		

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK H K K P G L Q J & R D CBL RW \LRN Q Y H I R P U X O K Q W D S O L Q Y D M R I S Y H F V K H P H L R \Q R W
SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV 5HVS RQVH OLVWHG LQ FROXPQ %
3OHDVH GHVFULEH

6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWL\ PXOWLSOH WKHPHV	H K M P G L Q J & R D CBLRW\LRNQ Y H I RPUX 5HVSQRQVH	Q H Q W S O L Q Y D W R I S Y H F V O L V W H G L Q F R O X P Q % 3 O H D V H G H V F U L E H	K H P H L R Q R W
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, OLYH LQ 6RXWK 7DERU 7KH QHLJKERUKRRG LWVHOI LV ZH DVVRFLDWLRQ KWWS VRXWKWDERU RUJ DERXW E\ WKUH EHWZHHQ 3RZHOO WR WKH 6RXWK DQG 'LYLVLRQ WR WKH 1R KDYH QHLJKERUKRRG VFKRRROV EHLQJ IHG WR IURP P\ QHLJ WKH QRUWKHDVWHUQ TXDGUDQW RI WKH UHFWDQJXODU VKD %RWK \$WNLQVRQ DQG &ODUN ZLOO IHHG WR +DUULVRQ 3DUN WKH SURSRVDO WKDW ELIXUFDW HV WKH 1(TXDGUDQW RI 6R DQG D XWLOL]DWLRQ UDWH IRU &ODUN" 7KLV VHHPV OL \$WNLQVRQ FDWFKPHQW .HHS DOO KRXVHV LQ WKH DIRUH P JRQH WR &ODUN DW \$WNLQVRQ <RX UHGXFH WKH QXPEHU F 7KLV ZLOO DOVR JLYH WKH DGGHG EHQHILW RI DOORZLQJ ID DUWHULD OV RU GRXE OH \HOORZ OLQHG VWUHHWV VDIHW\ Z 6FKRRO HQUROOPHQW HLWKHU VLQFH ERWK IHHG WR +DUUL \$WNLQVRQ DQG &ODUN DQG LPSURYHV VDIHW\			
, VHH WKDW WKH SURSRVDO FUHDWHV WZR KLJK VFKRRROV Z LQWHUHVWLQJ FRQFH SW 0\ IDPL O\ SDUWLFLSDWHV LQ WKH RQH RI RXU FKDOOHQJHV LV WKDW ZH VHH ZLWQHV V DQG U DPRQJ '/', SURJUDPV :KDW LV RIIHUHG LQ WKH - '/', SURJUDP FDSVWRQHV DORQJ ZLWK LQWHUQ SURJUDPV KRP HVWD\ V IRU WKH SURJUDP DQG WKH OLVW JRHV RQ DQG RQ LV QRW WKRVH LWHPV WKDW - '/', KDV & '/', ZKLOH DOVR RIIHULQJ P LQ WKHLU RIIHULQJ +RXVLQJ PXOWLSOH '/', SURJUDPV WRJ (TXLWDEOH RIIHULQJV PRUH DSSDUH QW , EHOLHYH WKLV FRPPLQJOLQJ RI '/', SURJUDPV WKDW KDYH GUDVWLFD O\ GL HGXFDWLRQDO RIIHULQJ EDU UDLVHG IRU 9 '/', LI LW ZH UH WF , DOVR QRWLFHG LQ WKH &RDOLWLRQ V SURSRVDO WKDW 0 ZLOO UHVXOW LQ D XWLOL]DWLRQ UDWH 7KLV LV D HJUHJLRXV HVSHFLDOO\ LI WKH 'LVWULFW LV EXLOGLQJ QHZ XQGHUVWDQG WKDW RQH RI WKH HDUOLHU SURSRVDOV KDG , W PDGH VHQVH EHFDXVH +DUULVRQ 3DUN FXUUHQWO\ IHHG QRW KDYH D '/', 0DGLVRQ +LJK 6FKRRO ZLWK 9 '/', 6 '/', - '/', D QRDKRKDR@DUOGsWH V QRW QWOU WV •/HFZ`äQWOO UKRKDYR WKD OG JRDQs\ QG ñD UXdYU8 EqGG RRO ZLW`R `G ñQG W LOD\G DOQ XWLOL]DWLR QRO v0QG@R WOLV WLW			

6XUYH\ 5HVSQRQVH :KDW GLG \RX ZDQW WR VKDUH ZLWK WK SOHDVH EUHDNRXW VWDWHPHQWV VR ZH FDQ LGHQWLII\ PXOWLSOH WKHPHV	H K K P G L Q J & R D CBLRW\LRNQ YH\IRUX 5HVSQRQVH	Q H Q W D S O L Q Y D M R I S Y H F V O L V W H G L Q F R O X P Q % 3 O H D V H G H V U L E H	K H P H L R Q R W
, KRSH WKH UHVXOW SURYLGHV D PRUH HTXLWDEOH GLVWUL	B X W L I O R Q D D W P L R R Q J	E RWK PLGGOH	D Q G K L J K V F K R R O V
, I WKH FHQWUDO LVVXH KHUH LV EDODQFLQJ VWXGHQW SRS WKLV WKDW ZRXOGQ W UHVXOW LQ WKH WUDXP D RI UHPRYLQJ PDQ\ VWXGHQWV IURP VFKRR O FRPPXQLWLH"	X Q D D L W L R Q Q W L R Q Y H H J R D X W E R Q V S I G H T S U R H Q V R W K H U Z D \ V R I G R L Q J		
:K\ DUH VRPH VFKRR O V Y H U H Q U R O O H G " :K\ DUH RWKHUV X Q G H U H Q U R O O H G " +RZ FDQ \R X P D N H V F K R R O V Q H L J K E R U K R R G V D S S H D O L Q J E\ G R L Q J Z K D W L W W D N H V W R J D L V H W H V W V F R U H V D Q G Q R W E\ X V L Q J R X U F K L O G U H Q W R V R O Y H \R X U S U R E O H P V "			
7KLV IHHOV OLNH D Y H U \ U X V K H G Q R Q K R O L V W L F D S S U R D F K 8 W W R C R L Q D W D R R Q N 1 B I W D F M K D Y Q J S H V R Q O \ 6 R X W K H D V W 3 / 8 6 0 D G L V R Q \$ V , X Q G H U V W D Q G L W * U D Q W + L J K 6 F K R R O K D V V L P L O D U R Y H U F U R Z G L Q J W R) U D Q N O L Q D Q G L W V H H P V V K R U W V L J K W H G W R Q R W H Y H Q F R Q V L G H U L W D V S D U W R I W K L V S U R S R V D O L Q F U H D V H H Q U R O O P H Q W D W 0 D G L V R Q * U D Q W V H H P V O L N H D P X F K O H V V G L V U X S W L Y H V F K R R O W R S X O O I U R P P L O H V D Z D \ D V R S S R V H G W R R Q V D P H V L G H R I ,) U H H Z D \ D Q G S D U W R I W K H 1 R U W K H D V W F R P P X Q L W \			D V W R U U D W K H U L V V X H V , I J R D O L V W R P L O H V
2SHQ ODUVKDOO	8 W L O L] D W L R Q	3 R V L W L Y H 5 H V S R Q V H	
& X U U H Q W % U L G J H U X W L O L] D W L R Q I L J X U H V D U H P L V O H D G L Q J U R R P R X U U H D G L Q J U R R P H W F	8 D W W C E I H \ D W W L V R Q F 1 H Z B I W K D Y H 5 O I R V S R Q V H U D U W U R R P R X U P X V L F		
0 D M R U V F K R R O G L V W U L F W V Q D W L R Q Z L G H P D Q D J H W R D G M X V W H Q U R O O P H Q W E R X Q G D U L H V R Q D Q R Q J R L Q J E D V L V 3 3 6 V K R X O G W R X J K H Q X S D Q G P D N H E R X Q G D U \ D G M X V W P H Q W D Q H T X L W D E O H W U D Q V S D U H Q W D Q G 2 1 * 2 , 1 * S U R F H V V			
, D P D O V R D W H D F K H U L Q W K H G L V W U L F W % R X Q G D U \ F K D Q J H B W D O I H \ D G W L I R Q X O H M I R Q L N Y H G 5 H D Q B Q W K R V H N L G V M X V W S L F N X S D Q G P R Y H W R V W D \ Z L W K S H H U V D U H P R V W L P S D F W H G 7 K D W E H L Q J V D L G W K H 0 D G L V R Q E R X Q G D U \ U L J K W Q R Z L V D W U D Y H V W \ 7 K H N L G V O L Y H D O O R Y H U W K H F L W \ V R L W L V Q R Z R Q G H U W K D W P D Q \ F K R R V H W R W U \ W R J R H O V H Z K H U H : H O L Y H L Q W K H F H Q W H U U L J K W Z K H U H D O O W K H E R X Q G D U L H V D U H F K D Q J L Q J Z L W K L Q E O R F N V R I F X U U H Q W E R X Q G D U L H V I R U * U D Q W 0 D G L V R Q D Q G) U D Q N O L Q D Q G M X V W E O R F N V G R Z Q 6 D Q G \ L W L V & O H Y H O D Q G 3 O H D V H P D N H S U R [L P L W \ W R V F K R R O V D S U L R U L W \ V R Z H G R Q W N H H S F R P L Q J E D F N W R W K H E R X Q G D U L H V G H E D W H			Z K R F D Q Q R W E R X Q G D U \ W R U J R V H W R W U \ W R J R E O R F N V R I G H E D W H
, W L V Q W D J R R G L G H D W R W U D Q V I H U W K H 0 D Q G D U L Q , P P H U V S V R L Q O B J D R W U R Q W R J D M D L Q M H O B Q V S R Q V I H W H U U L E O \ R Y H U F U R Z G H G 7 K H P D M R U L W \ R I W K H 0 D Q G D U L Q , P P H U V L R Q F R P P X Q L W \ O L Y H V L Q W K H & O H Y H O D Q G D U H D 7 K L V P R Y H M X V W X Q G R H V W K H Q X P H U L F D O G H F U H D V H I U R P W U D Q V I H U U L Q J 6 X Q Q \ V L G H W R & O H Y H O D Q G D Q G R Y H U E X U G H Q V) + 6 Z L W K W K U H H L P P H U V L R Q S U R J U D P V			
: R Q G H U L Q J L I W K H S U R S R V D O U H D O O \ U H O L H Y H V W K H F U R Z G & Q L Q R U] D M D L Q R Q W D I Q G D W D Q H N G H Q S R Q V H			
7 K H G L V W U L F W V K X W G R Z Q O D U V K D O O D Q G P R Y H G W K R V H N G W L O R I] D M D L Q R Q O I Q J E D H W I D Y H V I S H V S R Q V H R O V Z H U H X Q G H U X W L O L] H G 1 R Z W K D W R Y H U F U R Z G L Q J L V D Q L V V X H D W) U D Q N O L Q D Q G W K H R W K H U 6 (K L J K V F K R R O V S H U K D S V W K H G L V W U L F W V K R X O G F R Q V L G H U W K H I H D V L E L O L W \ R I X S J U D G Q J D Q G U H R S H Q L Q J O D U V K D O O U D W K H U W K D Q P R Y L Q J 6 (F R P P X Q L W L H V W R D 1 (V F K R R O			

6XUYH\ 5HVS RQVH : KDW GLG \RX ZDQW WR VKDUH ZLWK WK H K M P G L Q J & R D CBL RW\LRNQ Y H I R P U X O H M J L D S O I H Y W R S L F V
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O\ UHTXHVW LV IRU 336 WR ORRN PRUH FORVHO\ DW UHILQLQJ 6FHQDULR ZHO O ZKHQ FRPSDUHG WR 6FHQDULR LQ PHHWLQJ 336¶ RXWFRPH JRDOV (TXLWDEOH 3URJUDPPLQJ D %\ K D Y L Q J % U L G J H U \$ W N L Q V R Q V K D U H E R X Q G D U L H V Z L W K R Q H E H L Q J D O O '/, D Q G W K H R W K H U D O O Q H L J K E R U K R R G 6F H Q D U L R D O O R Z V Q D W L Y H 6S D Q L V K V S H D N L Q J V W X G H Q W V W R E H V H U Y H G D W D P R U H F H Q W U D O O R F D W L R Q 7K L V P L Q L P L] H V W U D Q V S R U W D W L R Q L P S D F W V D Q G D Y R L G V W K H V H J U H J D W L R Q R I Q D W L Y H V S H D N L Q J %, 32 & V W X G H Q W V W R W K H R X W V N L U W V R I 6(3R U W O D Q G E :K L O H D V L Q J O H V W U D Q G '/, Q H L J K E R U K R R G F R O R F D W L R Q L V O H V V G H V L U D E O H 6F H Q D U L R D O O R Z V / H Q W W R P D L Q W D L Q L W V Q H L J K E R U K R R G S U R J U D P 1R W H , W L V L P S R U W D Q W W R F R Q V L G H U L I / H Q W Z L O O O R V H L W V 7L W O H H O L J L E L I L W E H F R P H V D Z K R O H V F K R R O V W U D Q G '/, S U R J U D P 2S W L P L] L Q J) D F L O L W L H V D 6F H Q D U L R R S W L P L] H V W K H X V H R I I D F L O L W L H V E \ P L Q L P L] L Q J W K H X V H R I S R U W D E O H V D Q G N H H S V X W L O L] D W L R Q D W W K H G H V L U H G U D Q J H Z L W K R X W W K H X V H R I S R U W D E O H V I R U % U L G J H U / H Q W * O H Q F R H 9 H V W D O E %\ F U H D W L Q J D Z K R O H V F K R R O D W / H Q W Z L W K V W U D Q G V R I '/, 6F H Q D U L R Z L O O F U H D W H D E X L O G L Q J X W L O L] D W L R Q U D W H Z L W K R X W S R U W D E O H V Z H O O D E R Y H W K H G H V L U H G X W L O L] D W L R Q U D W H 0L Q L P L] H V 3URJUDP & R O R F D W L R Q V D 6F H Q D U L R H O L P L Q D W H V W K H X Q E D O D Q F H G F R O R F D W L R Q D W % U L G J H U Z K L O H D O V R D O O R Z L Q J W K H % U L G J H U Q H L J K E R U K R R G S U R J U D P Z K L F K K D V K L V W R U L F D O O \ V W U X J J O H G D V D V L Q J O H V W U D Q G F R O R F D W H G Z L W K V W U D Q G '/, W R V W U H Q J W K H Q L W V L G H Q W L W \ D V D I X O O Q H L J K E R U K R R G R Q O \ V F K R R O E 6F H Q D U L R H O L P L Q D W H V W K H V L Q J O H V W U D Q G F R O R F D W L R Q D W \$ W N L Q V R Q Z L W K W K H F U H D W L R Q R I D Z K R O H V F K R R O '/, S U R J U D P	H V S H F L D O O \ V L Q F H L W S H U I R U P V T X L W H	
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, W K L Q N , V K D U H H Q R X J K D E R Y H 7KDQNV D J D L Q I R U \R X U Z R U N		
7KDQN \RX I R U W D N L Q J W K H W L P H W R Z R U N R Q 6 W K • @ ð ð 0 p ð ð B R A W L W W W K H H 5 S H D V S R Q W T H G K G U S S D S _ R Y H D U p U L R S P ! • 3 R V L W L Y H 5 H V S R Q V H		