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.H\ZRUG\SHUWHQVLYH XUJHQF\ +\SHUWHQVLYH FRQVWKRWUXFKLQ DQG DPRQJ GR URRP \$PORGLSLQH &DSWRSULO LQVWLWXWH &RPPRQ GUXJV XVHG IRU K\SHUWHQVLYH XUJHQF\ DUH FORQLGLQH

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+ISHUWHQVLYH 8UJHQF\ \$ 5DQGRPLJHG &RQWUROORGRZULDO - *HQ 3UDFW /RV \$QJH

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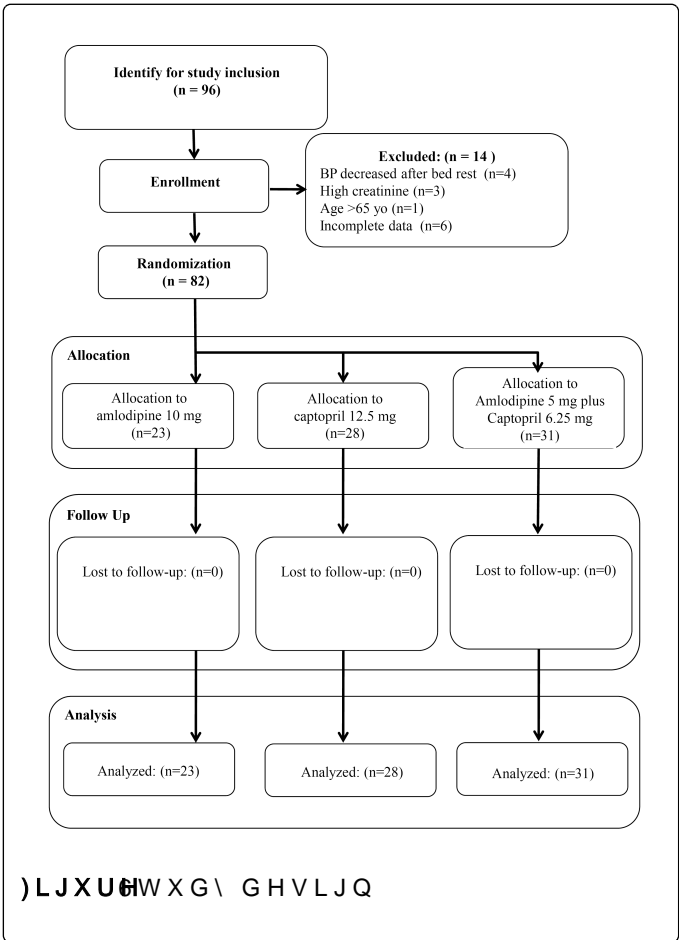
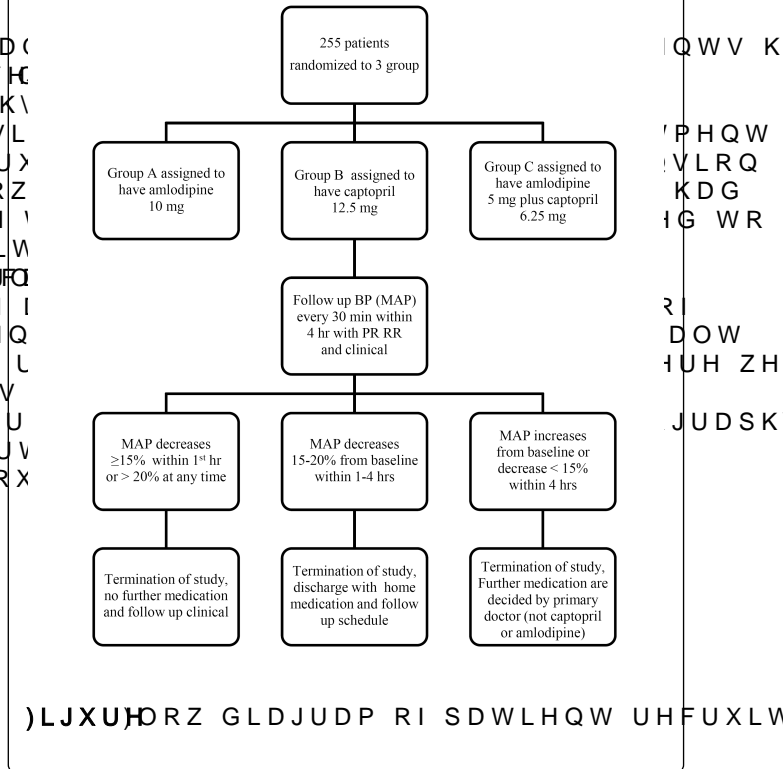
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3DJH RI

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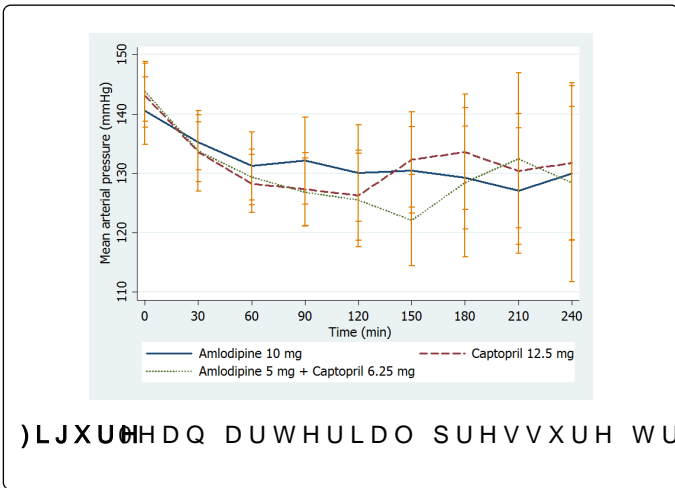
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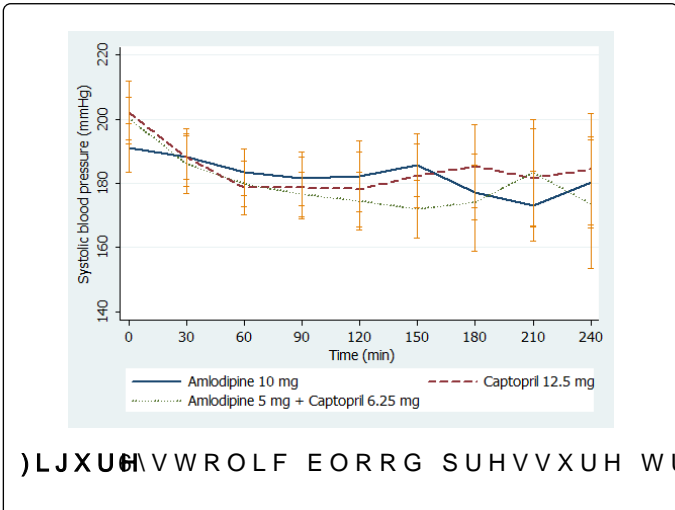
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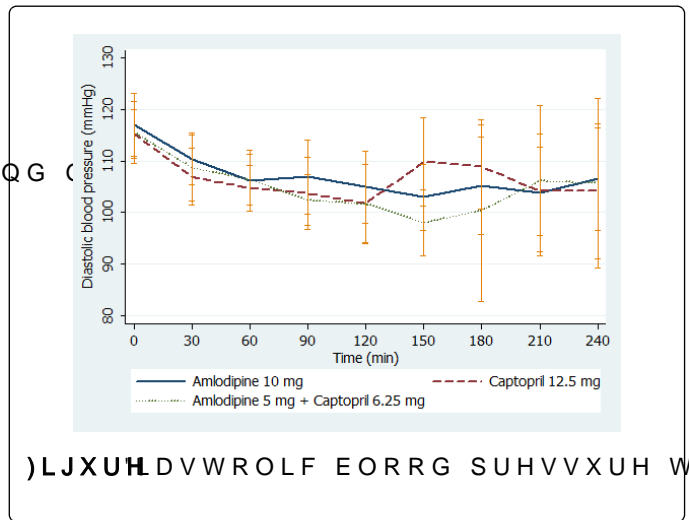


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\$VLG WR HYDOXDWH WKH WUHDWPHQW IRU SDWLHQWV ZLWK KISHUWHQVLYH XUJH
DQG DOYURV WKLXG\ WR GHVWDFRQGHQW KRNH HQFHV
DPORGLSLQH DQG FDSWRSULO FRPELQDWRQ +RZHYHU WKLW VVXG\ ZDV
GHVLJQHG WR PHDVXUH EORRG SUHV VVXUH SHXGND DULDO +SHUWHQVLYH PHUJHQ
KRXUWDLG PLQLVWUDWLRQ DQG ZH GLG QRW FROOHFW WKH ORQJ WLPH EORRG
SUHV VVXUH FRQWURO DQG DOVR RWKHU FDUJRYLVF YODU HQSPHLOW +LJK WKR
UHVDUFK LV QHHGHG WR GHWHUPLQH WKH EHVW VWUDWHJLV WR PDQDJH WK
SDWLHQWV ZLWK KISHUWHQVLYH XUJHQF\ &RREHEDUHQW URRP DQ +DOVR WKH
PDLQWHDQFH WKHUDS\ WR DFKLHYH D EHVW WHUVRQSHUWPREORRG-RQWVYDWLF
FRQWURO GXULQJ IROORZ XS SHULRG WR SHUHLRQWHYDOK DGRDQB WHUHQW MQW
FDUGLRYDVFXODU PRUELGLW\ DQG PRUWDLW\ QXPEHU RI KRVLWDOLJDWLRQ
DQG FRPSOLF DWRQV
90FBN% XU \$:RLVHVVFKDJHU + HUNQU +
\$VVRFLDWRQ EHWZHHQ KISHUWHQVLYH
FDUJRYLVF YODU HYHQWV LQ SDWLHQWV Z

,Q FRQFOXVLYFR IWKHJ DPORGLSLQH
DQG FRPELQDWRQ RI PJ DPORGLSLQH ZLWK PJ FDSWRSULO IRU
SDWLHQWV ZLWK KISHUWHQVLYH XUJHQF\ &RREHEDUHQW URRP DQ +DOVR WKH
FRQWURO ZDV VLPLODU (YHQ WKRXJK W BHDFH HQW DZLG (RHU DS WRSULO *DORQH BQ
FRPELQDWRQ ZLWK DPORGLSLQH GHFUHDYH D EORRG SUHV VVXUH VSKDQRRU B GW KB PD
WKR VH ZLWK DPORGLSLQH DORQH URRP H S QXS ORH W O WLSHW W FDO
PDMRU DQG PLQRU DGYHUVH HYHQWV DPRQJ WKLW WROXHQD WPHQWV ZHUH PLQLPDO
LVVWXG\ VXJJHVWHG WKDW WKUHH UHJLPHQGLDQ DQ FDOENLW ZH FIO\ XHGH
HPHUJHQF\ URRP IRU KISHUWHQVLYH XUJHQF\ (6+ (6& *XLGHOLQHV IRU WKH PDQDJHPH

&LWDWLRWUXFKLQ 3 3DFKLUDW 2 3RQJFKDL\DNXO & (IILFD\ DQG 6DIHW\ RI \$PORG
+\SHUWHQVLYH 8UJHQF\ \$ 5DQGRPLJHG &RQWUROORGRZULDO - *HQ 3UDFW /RV \$QJH

3DJH RI

WKH 7DVN)RUFH IRU WKH PDQDJHPPHQW RH DDUWHUUDHQBHQSHUWRPQRURRI RWKWXEOLQJ
(XURSHDQ 6RFLHW\ RI +\SHUWHQVLRQ (6+ DQGHQLSLKHH (XDRSHDQ 6RFLHW\ RI
&DUGLRORJ\ (6& - +\SHUWHQV 6DNDQR 2NXGDRNXWD &DSWRSULO LQ K
9DURQ 7UHDWPHQW RI DFXWH VHYHUH HPSHUWHQVLYHVRQFLRUVKHHQWZDQGF
QHZZHU DJHQWV 'UXJV 0DULN 5LYHUD 5 +\SHUWHQVLYH HPHU
.DSODQ 10 +\SHUWHQVLYH FULVLV ,Q 2SSODQULWFQDOLHFDQ K\SHUWHQVLRQ
WK HGQ /LSSLQFRWW :LOOLDPV DQG :LONHPLVFLKUDQDQDQVSKDUDQ%OO%ONW DO
(OOLRWW :- +\SHUWHQVLYH HPHUJHQFLHPS&DULWRQRURR&QDHFVA DQXOLQJXDQ &DSW
+RXVWRQ 0&H FRPSDUHWRWFORQLGLQH K\GURFRQRJYBQ 1LIHGLSLQH LQ +\SHUWHQVLYH
DQG QLIHGLSLQH LQ WKH WUHDWPHQW RI K\SHUWHQVLYHVRQFLRUVKHHQWZDQGF -6 5XVN
+DQGOHU - +\SHUWHQVLYH XUJHQF\ - HYDQXPVLRQXU *UHQZLFK 3KDPDFRO
=HOOHU .5 9RQ .XKQHUV / 0DWWKHZV & VXEOLQJXDQSHUWRPQRURRIHYHQH
DV\PSWRPDWLF K\SHUWHQVLRQ \$ SURVSHFWPHYKDFRQWUROORGRZULDO \$UFK ,QWHUQ
0HG 3HUJRXJQDF\$OYDUHJ 0 \$QGHUHQ 0 'LDJ 2
%DQQD%HHY'HUVULJKW 1 \$%& RI EORRG EDSWPHUWHQVLYHVRQFLRUVKHHQWZDQGF RI K\SH
UHGXFWLRQ (PHUJHQF\ UHGXFWRQ K\SHUWHQVLRQ LQ SUHJQDQF\ DQG
K\SHUWHQVLRQ LQ WKH HOGHUO\ %0- 'HVV@)XOJKHUL 3 %DQGLHUD) 5XEDWWX 6
5HHG :* \$QGHUVRQFRWUDSLG EORRG SUHVVRQULHFRWRQ VXEOLQJXDQ DQG&DULDO FDS
RQ FHUHEURZFEORRGW - +\SHUWHQV \$
%UXWRQ3DUNHU / %OXPHQWKDO ' %X[WRQ DUDNLOLRGRGRD%NFDP) .RFDODGRPHHVLN
*LOPDQdV 0DQXD RI 3KDDSDXFRPHUQDQGRDQDQ RQDQ VXEOLQJXDQ DQG RUDO FDS\$USSLYLOHGQ
HGLWRQ 0F*UDZ +LOO &RPSDQLHV ,QF 86\$ 3KDPDFRO 6FL
-RVHSK -6 %DUU\ /&HUDSHXSHDQGLFDQ 8VHFRPVXRQ%HQJXQ % %DUDP \$.RPVXRJOX 6
'UXJV WK HGQ :DVHULDSHQRWLS\$DLHG K\SHUWHQVLYH XUJHQFLHV ZLWK RUDO
1RUULMXWDO (PHUJLQJ LQVJVKWVHLSR WKH FDSWRSULO \$QJLRORJ\
DQWLK\SHUWHQVLYH FRPHSHUWHQVLYHVRQFLRUVKHHQWZDQGF \$KHUQH\ ' 6WUDXV 6 0DQDJHPPHQW RI
XUJHQFLHV DQG HPHUJHQFLHV \$ \VWHPDW
3ULVDDQW)LJHG ORZ GRVHFRPDUQDWPHQWQRQWRI QWHUQ 0HG
K\SHUWHQVLRQ - +\SHUWHQV 6 6 3XMDGDQ\$RUQ&V *DJR 0- GH OD &RQFHSF
6NROQ%N%HFN -' &ODUN 0 &RPELQDWLRQ DOWR K\SHUWHQVLYH &RPSDULVRQ RI VXEOLQJXDQ FDSWRSULO DQ
GUXJV UHFRPPHQGDWLRQV IRU XVH \$P)DP 3KVLFLDO SUFK ,QWHUQ 0HG
.LWL\DNDDUX]PDQ 1 0DOLJQDQW K\SHUWHQVLRQ DQG QLIHGLSLQH LQ EODFN DQ
K\SHUWHQVLYH HPHUJHQFLHV - \$P 6RF 1HSLRQ FDSWRSULO DQG QLIHGLSLQH LQ EODFN DQ
*UDVVQ)ODKHUV\ 0 3HOOL]DUL 0 %HQGHUVN 5RGULJXH 3 SHW DO FULVLV -+XP +\SHUWHQV
+\SHUWHQVLYH XUJHQFLHV LQ WKH HPHUJHQFLHV HSDUWPHQW HYDQXPVLRQ /0+ 5V
EORRG SUHVXUH UHVSQRVH WR UHVW DQ%DWLHUVWRDFKHHQVLYHVRQFRGRG ZLWK
GLVSHUWHQVLYH +\SHUWHQV *UHQZLFK K\SHUWHQVLYH LQGLYLGXDOV -+XP +\SHUW
3DSDGRSRXORV '3 0RFRSRXORV ,0DNULV 7 XGR 1 <RNRNDZD +)XNXGD + 6DQDGD +
3DSDGHPHWULRX 9 +\SHUWHQVLRQ FULVLV 7 EKLYHPPHQW RI 7DUJHW %ORR 3UHVVXUH
&H\KDQ % .DUDDVODQ < &D\PD] 2 2WR \$ 2UHPHUVWRDFKHHQVLYHVRQFRGRG ZLWK
&RPSDULVRQ RI VXEOLQJXDQ FDSWRSULO DQG VXEOLQJXDQ QLIHGLSLQH LQ
K\SHUWHQVLYH HPHUJHQFLHV -SQ - 3KDPDFRO
+DXJHU .QHYYHQH &DSWRSULO LQ K\SHUWHQVLYH FULVLV /DQFHW