

7KH 8QLYHUVLW\ RI &KLFKHVWHU
,QWHJUDWHG \$QSRUDW DLGGDQFLDO 6WDWHPHQWV I
WKH \HDU HQGHG -XO\

3DJHV

\$ERXWH 8QLYHUVLW\ RI &KLFKHVWHU

'LUHWRUV *RYHUQRUV DQG \$GYLVHUV

6WUDWHJLF UHSRUW

9DOXH IRU 06310LDUUV2RYSHU 05&71DUHSRUW

6WDWHPHQW RI WKH UHVSQVLELOLWLHV RI WKH %RDUG RI *RY

,QGHSHQGHQW \$XGLWRUV UHSRUW

&RQVROLDWHG VWDWHPHQW RQFRPHUHQGH[SHQGLWXUH

&RQVROLDWHG DQGHSHQGHQWURVLFKDVWDWLQ UHVHUYHV

&RQVROLDWHG 8QLYHUVLW\ EDODQFH VKHHW

&RQVROLDWHG VWDWHPHQW RI FDK IORZV

6WDWHPHQWFRXQVLQJ SROLFLHV

1RWHV WR WKH DFRXQWV

7KH 8QLYHUVLW\ RI &KLFKHVWHU
\$E~~R~~W 7KH 8QLYHUVLW\ RI &KLFKHVWHU

7KH 8QLYHUVLW\ RI &KLFKHVWHU
\$E~~R~~W 7KH 8QLYHUVLW\ RI &KLFKHVWHU

7KH 8QLYHUVLW\ RI &KLFKHVWHU
\$E W 7KH 8QLYHUVLW\ RI &KLFKHVWHU

6WXGHQW QXPEHUV

7RWDO VWXGHQW QXPEHUV XQGHU JUDGXDMHS DQG SVS VWUJG ØDWIHPH H
KDV UHPDLQHG MXVW EHORZ 6LQFH QXPEHUV IRIPVH DRIVSDUW WLPH
VWXGHQWV KDV UHPDLQHG IDLUO\ FRQVWDQW ZKHUH KLVWRULFDOO\
VWXG\LWJ VS DPH 8QLYHUVLW\ KDV QG QJURZLQYLQJ FDGHPLF SRUWIROLR
LQVWLWXWLRQDO JURZWK

&KLFKHVWHU KDV LGMHHUHQW DQWLF UHDVLQJO\ FRPSWUHQWV WHDRIQJ
TXDOLW\ UHQWEPHV *RRG 8QLYHUVLW\ QG XRGHVWXGHQW VDWLVEKKH!

7KH 8QLYHUVLW\ RI &KLFKHWWHU
\$E~~R~~W 7KH 8QLYHUVLW\ RI &KLFKHWWHU

QXPEHUV WR EH FRQILUPHG RQFH +(6\$ UHWXUQ FRPSOHWHV

5HVHDUFK

KH 8 pH RH @Q

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
'LUHFWRUV *RYHUQRUV DQG \$GYLVHUV

0DQDJHPHQW 6WUXFWXUH DQG *RYHUQDQFH

7KH *RYHUQLQJ ERG\ RI WKH 8QLYHUVLW\ LV WKH %RDUG RI *RYHUQRUV
DQG WZHUHQPHPEHUVWZHUHQWOGHU WKH 8QLYHUVLW\ TV \$UWLFOHV R
PXVW FRQVLVW RI

‡ 7KH 9&KH QFHOOHU

‡ ,QGSHQGHW *RYHUQRUV WKH QXPEHU RI ZKLFK PXVW QRW E
JRYHUQRUV

‡)RXUHQW\ D&E,EG *RYHUQRUV RQH VWXGHQW QrupDOO\ WKHUAQDO

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
'LHFWRUV *RYHUQRUV DQG \$GYLVHUV

DQG HQWIRUSWKVH8QDVFZHMLOWDV OHDGLQJ SQR FDEHHDLVXVVD-CLG V R Q
MRLQHG &KLFKHWVWHU IURP &UDQILHOG KDYLQJ VHUYHG WHUPV
%LRVFLHQFHV DQG KHDG RI WKH &UDQILHOG %LRWHFKQRORJ\ &
+LJVRQ EULQJV WR WKLV SHURUMHFW [SRWLHWHKHQR EULQJLQJ IXQG
WKURXJK WR SUDFWLFDO LPSOHPHQW EDVRG BQGWIKHQRORJHV
IURP ELRPHGLFDO ELRVHQVRUV WKURXJK WR VPDUW ZRXQG GUF
ZDWHU LQGXVWULDRQPHQWDO PRQLWRULQJ

‡ 'U 0DUN 0DVRQ &KDRPHLORU 6WXGHQW ([SHULHQFH

'U 0DUN 0DVRQ DVFRXJKDORH OORU 6WXGHQW ([SHULHQFH DQG K
H[SHULHQFH LQ KLJKHU HGXFDWLRQ LQFOXGEBODTXEDULWIDYHXSU
DQG GHYHORSPHQW RI WKH DFDGHPLF SRUWIROLR +LV UROH FR
DFURVV WKH 8QLYHUVLW\ LQFOXGLQJ OHDUQLQJ DQGWDFKVLQJ
WKH 1DWLRQDO 6WXGHQW 6XUYH\

7KH &KDRPHLORU IV *URXS LV VXSSRUWHG E\ NH\ VHQLUi` `0AXSh=`00e

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
 'LHFWRUV *RYHUQRUV DQG \$GYLVHUV

7KH IROORZLQJ JRYHUQRUV KDYH VHUYHG GXULQJ WKH ILQDQFL
 RI IRUPDO DSSURYDO RI WKH ILQDQFLDO VWDWHPHQWV E\ WKH %RD
 FDSWXUHG LQ WKH PLGGOH FRJYH\ QZRWKURV KHHV VLKQZL RDO WKH ULJK
 LQGLYLGXDO JRYHUQRUV LQFOXGLQJ D SKRWR DQG VKRUW ELRJUDSK\
 KWWS ZZZ FKL ~~DF ZNDER XER D VIG~~ UQRUV

3URIHVVRU - 0 \C		&KDLU RI *RYHUQRUV 1RPLQD (IHFVLYHQHV &RPPLWWHH D &RPPLWWHH
3URIHVVRU 6 %D\)URP -DQXDU\	6WDII H ORVFWUQRU
3URIHVVRU & %HK	7R 0D\	&KDLU RI \$FDGHPLF %RDUG

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
6WUDWHJLIRUHSRHWHDU HQGHG -XO\

9DOXH IRUDQGH 8QLYHUVLW\ ,PSDFW

7KH 8QLYHUVLW\ VWULYHV WR XVH LWV IXQGV DQG UHVRXUFHV WR D
VWDNKHROGHUV RI WKH 8QLYHUVLW\ DUH D EURDG FRPPXQLW\ ZKLFK
IXQGHUV VWDII DQG VWXGHQFRQRQDQGH 8QLYHUVLW\ UKDVLDDW\ WR DOO
GHPRQVWUDWH LWV YDOXH IRU PRQH\ DQGV SXE DQF EUHQHGL ZLWKHLOH
\$VVXUDQFH DQG \$FFRXQWDELOLW\ ZLWK WKH +LJKHU (GXFDWHRQ)X
8QLYHUVLW\ DOVR VHHNV WR UHDVVXUH VWXGHQV WKDW WKH WXLW
WR WKH 8QLYHUVLW\ LV XVHG HIIHFWLYHO\ DQG HILFLHQWO\

+()&(FLUFXODU OHWWHU SURYLGHV D FRPSUHSDOYXH XSGDWH
ORQH\ LQFOXGLQJ XSGDWHG GHILQLWLRQV DQG VXJJHVWHG FRQWHQW

+()&(GHILQH 9DOXH IRU ORQH\ XQGHU FDWHJRULHV
x (FRQRPLLQLPLVLQJ WKH FRVW RI UHVRXUFHV XVHG RU UHTXLUHG
x (IILFLHOLW\ UHODWLRQV KLS EHPWZHHQ DQGH XUSLWHIV DQG WKH U
SURGXFH WKHP VSHQGLQJ ZHOO
x (IIFWLYHOLW\ UHODWLRQV KLS EHWZHHQ WKH LQWHQGHG DQG DFW
ZLVHO\
x (TXLWV WKH H[WHQW WR ZKLFK VHUULFHV DUH DYDLODEOH WR D0

7KH 8QLYHUVLW\ RI &KLFKHVWHU
6WUDWHJLIRUHSRUWH DU HQGHG -XO\

PHHWV RQ D UHJXODU EDVLV DQG W

7KH 8QLYHUVLW\ RI &KLFKHWHU

7KH 8QLYHUVLW\ RI &KLFKHVWHU
6WUDWHJLIRUHSRUWH DU HQGHG -XO\

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
6WUDWHJLIRUHSRHWHDU HQGHG -XO\

(IIHFWLYH FDVK PDQDJHPHQW

7KH 8QLYHUVLW\ XHV LWV FSLRJDOPHH SRIQVLRQ ZLWK PDMRU LQYHVWPHWV
)XQGLQJ IRU WKH QRZ FRPSOHWHG DFDGHPLF EXLOGGLQJ DQG PXVLF E
\$ QZ ERUURZLQJLWVWKH 7HFKQRORJ\ EXHOSQULQJDEOHVHW5D) DQG DW
ORDH OHYHO RI FRPPLWVWHVZLWVIRZLQJW ORVMQILWVWKHDOQVVLW\
EDFNHG XS E\ D GHWDLOHG ILQDQFLDO S5€0GHUG I

7KH 8QLYHUVLW\ RI &KLFKHVWHU
6WUDWHJLIR UHWRUWH DU HQGHG -XO\

(QYLURQPHQWDO 6XVWDLQDELOLW\

7KH 8QLYHUVLW\ KDV DQ DFWLYH (*ORLXSRZIRLHQW DOP 6XVWDLQDELOLW\ NHHQ DFDGHPLF FKDPSLRQW) DQG WKHUH UHQXG HQW 57 8HHV UHQWSDWH WH WKURXJKRXV QG ZTM @ZTM TMmDV ¶

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
6WUDWHJLIRUHSRHWHDU HQGHG -XO\

7KH 8QLYHUVLW\ &DUERQ 0DQDJHPHQW 3ODQ ZDV LPSOHPHQWHG LG
UHGXFWRUPLQVLRQV EHWZHOORU ZHOO DV D ORQJHU WHUP V
D UHGXFWRUPLQVLRQV EKH JUDSKLF LOOXVWZDWRUHQDEOHPLVVRQ
WKH GRZQZDUG WUHQG RI WKH WDUJHW HPLVVRQV OLQH VKRZQ LQ
QDUURZO\ DERYH WKH WDUJHW HPLVVRQV VKRZQ RQ WKH JUHHQ OLQ

&DUERQ HPLVVRQV LPSDFW RI WKH &DUERQ 0DQDJHPHQW 3

7KH GDUN EOXH OLQH VKRZV WKH SUHGLFWHG HPLVVRQV ZKHQ QHZ E

7KH 8QLYHUVLW\ RI &KLFKHVWHU
6WUDWHJLIR UHWRUWHDU HQGHG -XO\

7KH 8QLYHUVLW\ VXSSRUW WKH GHYHORSPHQW RI %RJQRU 5HJLV W
PDQDJHU % DVHJUHFWLQJ 8QLYHUVLW\ 6FKR% WKH WRZQ FHOXLWH RUDJHQ
UHJHQHUDWLRQ RI WKH VHDVLGH

7KH 8QLYHUVLW\ RI &KLFKHVWHU
6WUDWHJLIR UHVRUWH DU HQGHG -XO\

8QLYHUVLW\ RIV WKLGHQW WHU ZHOO DV PDQ\ RSSRUWXQLWLHV WR HQ
DFDGHPLF GLVFLSOLQHV 7KH 8QLYHUVLW\ FRQWLQXHV WR ZRUN ZLW
DZDUGHG 7HDFKLQJ 6FKRRO VWDWXV LQ RUGHUWRHFRQWRQ XWKWRVSD
SURYLVLRQ

7KH 8QLYHUVLW\ V VWUDWHJ\ HQYLVDJHV PRGHV JURZWK LQ LQWHU
IURP XQGHUJUDGXDW DQG SRVWJUDGXDW LQWHUQDWLRQDO VWXGH
E\ FRPSDUHG ZLWK +RYHUQWHUQDWLRQDO VWXGHQV UHFUXL
LQFUHDVLQJO\ FKDOOHQJLQJ DV JRYHUQPHQW SROLF\ WLJKWHQV YLV
WR OHDYH WKH (XURSHDQ 8QLRQ DORQJVLGH PRUH JHQHUDOP ZRUOG
HYHQWKH ,QWHUQDWLRQDO 6WUDWHJ\ LQFOXGHV SDUWQHUVKLS ZRUN
D VXFFHVVIXO WUDFN UHFRUG LQ WKLV DUHD DQG ZKR DUH DEOH WR
SURILOH LQ NH\ PDUNRZVWZHUWHODSRLQMOIRO WKH 8QLYHUVLW\ UHG
ULVN DQG WKUHIRUH WKH UHFUXLWPHQW RI LQWHUQDWLRQDO VWXGH

*RYHUQPHQW SROLF\

\$ ZHDNHQGHV HUYDWLYH UHJDLQHGH SWZHU IROOR

7KH 8QLYHUVLW\ RI &KLFKHVWHU
6WUDWHJLIRUHSRUWHDU HQGHG -XO\

7KH JUDSK DERYH VKRZV WKDW WKH HTXLYDOHQW WXLWLRQ IHH LQ
WKH ... IHH IRU 7KH WRS RI WKH OLJKW JUHHQ VHFWRQ VKRZV

7KH 8QLYHUVLW\ RI &KLFKHVWHU
&RUSRURWHUQDQFH DQG LQWHUQDO FRQWUROV V

7KH 8QLYHUVLW\ RI &KLFKHWVWHU

&RUSRUDWH JRYHQJLQDWHU QDO FRQWUROV VWDWH

7R DSSRLQW & WKH ILFHRU DV &KLHI ([HFXWLYH DQG WR SXW LQ S
PRQLWRULQJ KLV KHU SHUIRUPDQFH

7R DSSRLQW D 6HFUHWDU\ WR WKH %RDUG RI *RYHUQRUV DQG WR
PDQDJHULDO UMVISRQWKH 8QLYHUVLW\ WKHUH LV DQ DSSURSULD
DFFRXQWDELOLW\

7R DSSRLQW D 3ULQFLSDO &KDSODLQ LQ DFFRUGDQFH ZLWK WKH
LQVWLWXWLRQ RI WKH &KXUFK RI (QJODXG WKH GHDOGHFWLRQ (GX
\$FW

7R HPSOR\ DOO VWDII LQ WKH LQVWLWXWLRQ DQG WR EH UHVSR
VWUDWHJ\

7R EH UHVSQRVLEOH IRU WKH ILQDQFLDO DQG EXVLQHVV DIIDL
ERRNV RI DFFRXQW DUH NHSW WR DSSURYH WKH DQQXDO EXGJHV
WKH 8QLYHUVLW\¶V DVVHWV SURSHUW\ DQG HVWDWH

7R HQVXUH WKH WHPV DUH LQ SODFH IRU PHHWLQJ DOO WKH LQV
WKR VH DULVLQJ IURP FRQWUDFWV DQG RWKHU OHJDO FRPPLWPH

7R PDNH VXFK SURYLVLRLQ DV LW WKLQN VWLQ LF RYKH OHVWLRQ
8QLYHUVLW\¶V \$FDGHPLF %RDUG

7R DSSRLQW VXFK 7UXVWHHV DV LW PD\ WKLQN ILW IRU DQ\ SUR
LQ VXSSRUW RI WKH ZRUN DQG ZHOIDUH RI WKH 8QLYHUVLW\ RI &

7R HQVXUH WKH WHPV IRU WKH 8QLYHUVLW\ RI &KLFKHWVWHU LV I

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
&RUSRUDWH JRYHUQDO FRQWUROV VWDWH

,QWHUQDO DXGLW VHUFLFHV DUH FRQWUDFWHG RXW DQG DUH FXUUH
\HUV IURP \$XJXVW 7KH \$XGLW &RPPLWWHH DJUHLW WKH SURJU
DQG WKLV ZDV DSSURYHG E\ WKH %RDUG RQ 1RYHPEHU \$ SURJ
WKH \$XGLW &RPPLWWHH RQ 6HSWHPEHU

([WHUQDO DXGLWRUV DUH DSSRLQWHG LQ DFFRUGDQFH ZLWK WKH UH

*RYHUQRUV¶ 6WUDWHJ\ &RPPLWWHH

7KH *RYHUQRUV¶ 6WUDWHJ\ 5HVRXUFHV &RPPLWWHH HFWYHG UHSR
FRQFHUQLQJ ILQDQFH HVWDWHV KHDOWK VDIHW\ DQG VXVWDLQDEL
ZLWK WKH H\FHSWLRQ RQ WKH &RPPLWWHH RI WKH UHFRUGLQJ LQ
RI \$VVRFLDWLRQ LQJQDWHG VWDQGDUGV WKH UHFRUGLQJ LQ
&KDQFHORU 6XVWDLQDELOLW\ &DQFHORU USUWQHGH QURKPSHUV
6HFUWV DQG WKH 3ULQFHSUWQHGH QURKPSHUV WKH W
GHVLJQDWHG VWDII RQ WKH DGYLFH RI WKH *RYHUQRUV¶ 5HPXQHUV

7KH 6WUDWHJ\ DQG 5HVRXUFHV &RPPLWWHH HFWYHG UHFRUGLQJ
DFFRXQLQJ SROLFLHV DQG UHFRPPHGGV WKH DQQXDO EXGJHW DQG
,W DOVR UHFHLYHV UHSRUWV RQ WKH SURJUHVV RI PDMRU FDSLWDO S
PLQWHV RI WKH *RYHUQRUV¶ 6WUDWHJ\ DQG 5HVRXUFHV &RPPLWWHH
UHSRUWV UHYLHZHG E\ WKH FRPPLWWHH

1RPLQDWLRQV DQG (IHFWLYHQHV &RPPLWWHH

7KH 1RPLQDWLRQV DQG (IHFWLYHQHV &RPPLWWHH SISRUWV RQ
UHQHZDO RI WHUPV RI RIIHQWV RQ WKH UHFRUGLQJ LQ
LGHQWLILHV WKH VNLOOV UHTXLUHG RQ WKH %RDUG DQG DVVHVVHV
EH DGGH LQ WKH H\FHSWLRQ RQ WKH %RDUG UHFRJQLVHV WKH QHGH WR HQVX
RI WKH %RDUG LV UHIOHFWLYH RI UHFRUGLQJ LQ WKH UHFRUGLQJ LQ
DSSRLQWPHQWV DUH WKHUHIRUH DGYHUWLVHGZZLWK WKH UHFRUGLQJ LQ
SHUVRQ

5HPXQHUVLQ &RPPLWWHH

7KH 5HPXQHUVLQ &RPPLWWHH LV FKDLUH E\ WKH &KDLU RI *RYHU
%RDUG RQ WKH WRWDO HPROXPHQWV DQG FRQGLWLRQV FRILWV WKH
\$UWLFQHV RI \$VVRFLDWLRQ 7KH 5HPXQHUVLQ &RPPLWWHH DOVR F
LQGLYLGXDO SHUIRUPDQFH UHYLHZ IRU WKH GHVLJQDWHG SRVW 7KH
RQ VDODULHV DQG RWKHU UHFRUGLQJ LQ WKH UHFRUGLQJ LQ WKH UHFRUGLQJ LQ
(PSOR\HUV¶ \$VVRFLDWLRQ 8&(\$ DQG WKH &RPPLWWHH RI 8QLYHUVLW

5HVSQRVLELOLW\ &KDLU RQ WKH UHFRUGLQJ LQ

7KH 9&KDLU QFHORU LV WKH &KLHI ([HFXWLYH RI WKH 8QLYHUVLW\ I-

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
&RUSRUDWH JRYHQJLQDWHU QDO FRQWUROV VWDWH

\$FDGHPLF %RDUG

7KH \$FDGHPLF %RDUG LV &KDDQFHG ERWK DQG GLFIRXSUJPMFZHUZHQW OI RI Z
DUH LQGLYLGXDOV ZLWK SULPDULO\ H[HFXYLYH DQG PDQDJHULDO UH
QRQ[HFXYLYH VWDII RU VWXGHQWV

7KH \$FDGHPLF %RDUG LV WKH VHQLRU FRPPLWWHH RI WKH 8QLYHUVLW\ DQ
%RDUG DUH VHW RXW LQ WKH \$UWLFOHV RI \$VVRFLDWLRQ DV IROORZV

- ‡ LVVXHV UHODWLQJ WR UHVHDFK VFKRODUVKLS WHDFKLQJ DQG
IRU WKH DGPLVLRQ RI VWXGHQWV
- ‡ WKH DSSRLQWPHQW DQG UHPRYDO RI LQWHUQDO DQG H[WHUQDO
- ‡ SROLFLHV DQG SURFHGXUHV IRU WKH DVVHVVPHQW DQG H[DPLQD
- ‡ WKH FRQWHQW RI WKH FXUULFXXP
- ‡ DFDGHPLF VWDQGDUGV DQG WKH YDOLGDLWRQ DQG UHYLHZ RI FR
- ‡ SURFHGXUHV IRU WKH DZDUG RI TXDOLILFDWLRQV DQG KRQRUDU
- ‡ WKH SURFHGXUHV IRU WKH H[SXOVLWRQ RI VWXGHQWV IRU DFDGHP
- ‡ DGYLFH UHODWLQJ WR GHYHORSPHQW RI DFDGHPLF DFWLYLWLHV

6WDWHPHQW RI ,QWHUQDO &RQWU

7KH %RDUG RI *RYHUQRUV LV UHVSQVLEOH IRU PDLQWDLQLQJ D VRX
WKH DFKLHYHPHQW RI SROLFLHV DLPV DQG REMHFWLYHV ZKLOVW VDI
IRU ZKLFK LW LV UHVSQVLEOH

7KH NH\ HOHPHQWV RI WKLV V\VWHP RI LQWHUQDO ILQDQFLDO FRQWU
RXW DERYH DUH

- ‡ FOHDU GHILQLWLRQ RI WKH UHVSQVLELEOLWLHV DQG GHOHJDV
DGPLQLVWUDWLYH JURXS
- ‡ D PHGLXPVHQW WHUP SODQQLQJ SU ¼ • CWL

7KH 8QLYHUVLW\ RI &KLFKHWVWHU

&RUSRUDWH JRYHUQLQJ ERG\ WKH %RDUG RI *RYHUQRUV KDV UHVSRQVLE

SURFHVV)RU WKLV SXUSRVH WKH *RYHUQRUV \$XGLW &RPPLWWHH
RSHUDWLRQ RI WKH IUDPHZRUN

7KH %RDUG RI WRFRORWHLG WR WKH FRQWLQXR XV GHYHORSPHQW R
LGHQWL\LQJ HYDOXDWLQJ DQG PDQDJLQJ WKH 8QLYHUVLW\ V VLJQL
FRRUGLQDWHG E\ WKH 5LVN ODQDJHPHQW D\WK\RXV RRI SWKHV &L
WKDW \$FDGHPLF DQG 3URIHVVLQRDO 6HUYLFH GHSDUWPHQWV UHYLHZ
5LVN 5HJLVWHU IRU WKH 8QLYHUVLW\

(DFK 5LVN LGHQWLILHG RQ WKH 5LVN UHJLVWHUV KDV QD\XOR RQJQRW D\W
DGHTXDWH FRQWUROV DUH LQ SODFH DQG RU PLWLJDWLQJ DFWLRQ
SUREDELWLW\ RU LPSDFW

5LVN PDQDJHPHQW LV DOVR HPEHGGHG ZLWK LQVWLWXUV RSRUDWHV VS &D
8QLYHUVLW\ D\O VLJQLILFDQW SURMHFWV DQG DVVRFLDWHG EXVLQHV
DQG DSSURSULDWH FRQWUROV RU PLWLJDWLQJ DFWLRQV KDYH EHHQ
WKH PLWLJDWLQJ DFWLRQ LV WKH D\WK\RXV RRI SWKHV RRI SWKHV RRI SWKHV
SURFHVV RI LGHQWL\LQJ DQG PDQDJLQJ 5LVNV LV DQ RQJRLQJ SURFH

7KH 8QLYHUVLW\ RI &KLFKHWWHU

*RYHUQRUV† UHSRUW IRU WKH \HDU HQGHG -XC

2EMHFWLYHV DQG \$FWLYLWLHV

7KH SULQFLSDO REMHFWLYHV RI WKH 8QLYHUVLW\ DUH FRQFHUQH

7KH 8QLYHUVLW\ RI &KLFKHVWHU

6WDWHPHQWHSRQWLELOR I WKH %RDUG RI *RYHU

‡ 3UHSDUDWLRQ DQG WUDLQLQJ IRU *RQH'DD 'DMDDGURWLFFSOLRPH
LQ 0D\

‡ 3RFRPLD WLRQ RI D VWDWHPHQW XQGHU 5050YS#0169
HUUQ 6ODYHU\ \$F

7KH 8QLYHUVLW\ RI &KLFKHVWHU

,QGHSHQGHQW \$XGLWRUV¶ 5HSRUW 8QLYHUV DWR ER

&KLFKHVWHU

7KH 8QLYHUVLW\ RI &KLFKHWVWHU

,QGHSHQGHQW \$XGLWRUV¶ 5HSRUKW 8QLYHUV DWRP R
&KLFKHWVWHU

LQIRUPDWLRQ ,I EDVHG RQ WKH ZRUN ZH KDYH SHUIRUPHG ZH FRQF
RI WKLW RWKHU ~~DOIR UHDTWL B G ZWR~~ UHSRUW WKDW IDFW

:H KDYH QRWKLQJ WR UHSRUW LQ WKLW UHJDUG

2SLQLRQV RQ RWKHU PDWWHUV SUHVFULEHG E\ WKH &RPSDQLHV \$FW

,Q RXU RSLQLRQ EDVHG RQ WKH ZRUN XQGHUWDNHQ LQ WKH FRXUVH

‡ WKH LQIRUPDWLRQ JLYHQ W\ D QV KVRIMWUHS ~~FRUWV~~ HSR QDQFLDO \HD
ZKLFK WKH ILQDQFLDO VWDWHPHQWV DUH SUHSDUHG LV FRQVLV

‡ WKH VWUDWHJLF UHSRUKH ~~EDWKEH H GSRUHS~~ DUHG LQ DFRUGDQF
OHJ ~~DXU~~ UHPPHQWV

2SLQLRQ RQ RWKHU PDWWHUV UHTXLUHG E\ WKH +LJKHU³ ~~(G)~~ &R
\$XGLW &RGH RI 3UDFWLFH

,Q RXU RSLQLRQ LQ DOO PDWHULDO UHVSHFWV

x)XQGV IURP ZKDWHYHU VRXUB ~~Q DYG PULW VHHU~~ HGES XWISR VHV KDYH
SURSHUO\ DSSOLHG WR WKRVH SXUSRVHV DQG G ¼!ÉÉ2Hij SURSHUO

7KH 8QLYHUVLW\ RI &KLFKHWVWHU

&RQVROLGDWHG 7RPSUHFKHQW LYM LQFRPH DRUG H[S

WKH \HDU HQGHG -XO\

7KH 8QLYHUVLW\ RI &KLFKHVWHU

&RQVROLDGDW8QLYHUVLW\ VWDWHPHQW RI FKDQJH

7KH 8QLYHUVLW\ RI &KLFKHVWHU

&RQVROLVGDMMGPHQW RI FDK IORZV IRU WKH \HD

7KH 8QLYHUVLW\ &KLFKHVWHU

6WDWHPHQW RI DFFRXQWLQJ SROLFLHV IRU WKH

7KH 8QLYHUVLW\ RI &KLFKHVWHU LV D FRPSDQ\ LQFRUSRUDWHG LQ (QJODQG

%DVLV RI SUHSDUDWLRQ

7KHVH ILQDQFLDO VEHUSLWV DUH FRDUGDQFH ZLWKRWKHFRWDEHQWUDFWLFH \$F
DQGLJKHU (GXSURSDUQDA

%DVLV RI FRQVROLGDWLRQ

,QFRPH UHFRJQLWLRQ

,QYHVWPHQW LQFRPH LV FUHGLWHG WR WKH VWDWHPHQW RI LQFRPH DQG H[S
)XQGV WKH 8QLYHUVLW\ UHFRJQLVHV WKHLUFRDWHFRIBSMQVDWH ZRIFUKRVSUHQW EIC
H[SHQG WKH 8QLYHUVLW\ ZKHUHSRFBRLQEDDWHQMR\V PLQLPDO HFRQRPRW
WUDQVDFWLRQ

*UDQW IXQGLQJ

*RYHUQPHQW UHYHQXH JUDQWV LQFOXGLQGHXGGUEKBBEQFLVDEFRPHFRSDUHWG
ZKLFK WKH 8QLYHUVLW\ UHFRJQLVHV WKHLUFRDWHFRIBSMQVDWH ZRIFUKRVSUHQW EIC
GHIHUVLWFRJQLVHG UHG LQFRPH ZLWKQRFRFDWHGLV RHWG XIBHQFRIBSDDQFUGXHW HU
WKDQ RQH \HDU DV DSSURSULDWH

*UDQWV LQFOXGLQJ UHVHDFKJUDQWV VRRRFRHVLQQRFRPHFRSDUHWG
LQFRPHSHUIRUPDQFH UHODWHEHFRQGLQFRQVH KDNHYDGHSHUIRUPDQFH UHOE WHEH
LV UHFRJQLVHG DV GHIHUHG LQFRPH ZLWKLQ FUHGLWRUV RQ WKH EDODQFH

'RQDWLRQV

1RQ H[FKDQJH WUDQVDFWLRQV ZLWKRXW SHUIRUPDQFH UHOFRQFRSDUHWG WLRQ
UHFRJQLVHGFRPH ZKHQ WKHFRWDEHQWUDFWLFH LQFRPHFRSDUHWG ZLWKLQ WKH UHVWULFV
LV XWLQLVHG LQ OLQH ZLWK VXFUHVWULFWLRQV DW ZKLFK SRLQW WKH LQF

'RQDWLRQV ZLWK QR UHVWULFWLRQV DUH UHFRJQLVHG LQ LQFRPH ZKHQ WKH

7KH 8QLYHUVLW\ RI &KLFKHWVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \H DU HQGHG

&RQVROLGD~~8QLG~~HUV&RQVROLGD~~8QLG~~H
... ..

7XLWLRQ IHHV DQG HGXFDWLRQ FRQWUDFWV

)XOO WLPK KRPK DQG (8 VWXGHQWV
)XOO WLPK LQWHUQDWLRQDO VWXGHQWV
3DUW WLPK VWXGHQWV

)XQGLQJ ERG\ JUDQW

5HFXUUHQW JUDQW
+LJKHU (GXFDFWLRQ)XQGLQJ &RXQFLO
1DWLRQDO &ROOHJH IRU 7HDFKLQJ DQG /HDGHUVKLS

6SHFLILF JUDQW
+LJKHU (GXFDFWLRQ)XQGLQJ &RXQFLO &DWDQ\ VW)XQG

7KH 8QLYHUVLW\ RI &KLFKHWHU

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

)L[HG \$VVHWV

)UHHK)L[WX \$VVHWV
/DQG)LWWLQ &RXUV
%XLOC (TXLSP &RQVWU 7RW
... ..

&RQVROLGDWHG

&RVW RU YDOXDWLRQ
\$W \$XJXVW
\$GGLWLRQV

! P uó—0Â •x°! - ...Â _'yX0 XJC•uë•0@ pDð ▲

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

&RQVROLGDWHG 8RQVROLGDWHG

1RQ &XUUHQW ,QYHVPHQWV

,QYHVPHQW LQ VXEVLGLDU\ FRPSDQLHV

7KH 8QLYHUVLW\ RI &KLFKHWHU

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

3HQVLRQ VFKHPHV

7KH 8QLYHUVLW\ RI &KLFKHVWHU (PSOR\HU V FRQWULEXWLRQV SDLG QFLSDO SHQVLRQ VFKHPHV WKH 7HDQGE 08 866

7RWDO SHQVLRQ FRVW IRU WKH \HI

...

...

(PSOR\HU V FRQWULEXWLRQV SDLG

)56 FKDUJH

/*36 FXUUHQW VHUFLH FRVW

/*36 HPSOR\HU FRQWULEXWLRQV

866 FKDJH LQ H[SHFWHG FRQWULEXWLRQV

866 HPSOR\HU GHILFLW FRQWULEXWLRQV

)56 FKDUJH

/*36 QHW LQWHUHVW RQ GHILQHG OLDELWLW\

866 LQWHUHVW FRVW

(QKQFHG SHQVLRQV LQWHUHVW FRVW

1HW FKDUJH RQ SHQVLRQ VFKHPHV ZLWKLQ RWKHU ILQDQFH FRVWV QRWH

7RWDO SHQVLRQ FRVW IRU \HDU UHFRJQLVHG LQ &RPSUHKKHVLYH ,QFRPH

)56 FKDUJH

/*36 DFWXDULDO JDLQ ORVV

(QKQFHG SHQVLRQV DFWXDULDO JDLQ

7RWDO SHQVLRQ JDLQ FRVW IRU \HDU UHFRJQLVHG LQ 2WKHU &RPSUHKKHVLYH

7HDFKHUV† 3HQVLRQ 6FKHPH

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

3HQVLRQ VFKHPHV FRQWLQXH

-XO\
...¶

-XO\
...¶

([SHULHQFH JDLQV DULVLQJ RQ GHILQH EHQHILW REOLJDWLRQV
&KDQJHV LQ DVVXPSWLRQV XQGHUO\LQJ WKH SUHVHQW YDOXH RI SODQ OLDEL

7KH 8QLYHUVLW\ RI &KLFKHVWHU
1RWHV WR WKH DFFRXQWV IRU WKH \HDU HQGHG

7KH 8QLYHUVLW\ RI &KLFKHVWHU