



DJUHHPHQW GHVLJQHG IRU WKH IDVWHVW GHYHORS
 QRORJ\ \$JUHHPHQW ,7\$ LQ WKH :RUOG 7UDGH 2UJDQL]DWLR
 RI WKH ,7\$ FRQFOXGHG LQ GXH WR D ORQJVWDQGLQJ
 HFRQRPL\ KDV EHHQ HVWDEOLVKHG DQG VHYHUDO SURGXFW
 OHWH RU WXUQH G LQWR VHUYL@` ...µ Lœ`6I W0W0Tõ` ...À L`i`eÍ%R XW

FRQWLQXH G



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:RUOG 7UDGH 2UJDQL]DWLRQ ,QIRUPDWLRQ 7
 LQIRUPDWLRQ WHFKQRORJ\ FXVWRPV FODVVLÀFDW

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DJUHHPHQWV KDYH KDG WKH LPSDFW RI V
\$JUHHPHQW ,7\$ QHJRWLDWHG XQGHU WKH :RUOG 7UDG
DJUHHG DQG VLJQHG GXULQJ WKH :72 0LQLVWHULDO &R
KDV SURYLGHG IRU RQH RI WKH PRVW DPELWLRXV DQG
FXVWRP GXWLHV IRU HOHFWURQLF JRSGLVRSQHDKPRSWW
PRVW VLJQLILFDQW WUDGH OLEHUDOLVDWLRQ WKDW KD
DQG RQO\ VHFRQG WR WKH 8UXJXD\ 5RXQG LQ WKH VFDC

)ROORZLQJ WKH ,7\$ WKH WUDGH LQ LQIRUPDWLRQ WHFK
WHFKQRORJ\ ,&7 JRRGV KDV PRUH WKDQ GRXEOHG ZKL
KDV IDFLOLWDWHG DQG FRQWULEXWHG WR WKH UDSLGS
DOVR KHOSHG WR VSXU WKH LQFOXVLRQ RI PRUH GHYHO
DOORZLQJ IRU VSHFLDOLVDWLRQ DFFRUGLQJ WR WKHLU
QRORJLHV EHRPLQJ DIIRUGDEOH WR PDQ\ PRUH SHRSO
DUH XVHG V\QRQ\PRXVO\ VHFWRU FRQWULEXWHV VLJQL
DQG WR WKH ZRUOG HFRQRP\ DV D ZKROH

8QOLNH SOXULODWHUDO DJUHHPHQWV VXFK DV WKH :72
WKDW UHVWULFWV WKH EHQHILWV WR LWV VLJQDWRULH
PHQW ZKHUH WKH IRXQGLQJ PHPEHUV DJUHHG WR HOLPL
ZDV H[WHQGHG WR DOO PHPEHUV RI WKH :72 LQFOXGLQ
PHQW DFFRUGLQJ WR WKH SULQFLSOH RI PRVW IDYRXUH
]HUR WDULIIV VKRXOG DSSO\ WR DOO ,7 SURGXFWV LQFC
LV VXEMHFW WR D PRUDO KD]DUG SUREOHP JLYHQ WKH

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 &DQDGD WKH
 UHVV RI WKH GH
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 KQRORJLFDQ XS
 QJ JRRGV IRU H[S
 DG H[SRUWV RI , 7

6HFRQG VLQFH WKH ,7\$ ZDV LQWURGXFHG WKH ZRUOG
 UHYROXWLRQ QDPHO\ WKH ,QWHUQHW DQG WKH HVWDEC
 VSXUUHG JOREDOLVDWLRQ DQG KDG D FUXFLDO LPSDFW
 WDNHV SODFH LQ WKH ZRUOG :LWK LW FDPH DQ XQSUHF
 FRPSRVLWLRQ RI ,&7RI VH\`\$pđ

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VWLSXODWHG LQ WKH FXUUHQW ,7\$ WH[W LV
ZKHUH WKH +6 FRGHV RI WKH LQFOXGHG SURGXFWV DUH
HUHG E\ WKH DJUHHPHQW EXW ZKLFK HDFK SDUWLFLSDU
FDWHJRU\ 7KH VXEMHFWLYH DVVHVVPHQW LQ WKH ODWV
ZRUN ² E\ GHVFULSWLYH LOOXVWUDWLRQV RI SURGXFWV
SURGXFWV)RU H[DPSOH IXUQDFHV DUH QRW JHQHUDOO
WRU PDQXIDFWXULQJ RXJKW WR EH FRYHUHG \$V PHQW
LQ WKH PDNLQJ DW WKH :RUOG &XVWRPV 2UJDQL]DWLRQ
1HYHUWKHOHVV VXFK DPELJXLW\ FUHDWHV URRP IRU LQ
LV URRP IRU LQWHUSUHWDWLRQ WKHUH LV URRP IRU GL
JRRGV RXJKW WR EH FRYHUHG LQ D IXWXUH ,7\$ RU D ,Q

7R VWDUW WHOHRORJLFDO LQWHUSUHWDWLRQ RI ZKD
SUREDEO\ KDYH YHU\ OLWWOH UHOHYDQFH \HDUV ODW
DQG FRQVXPHU SURGXFW LV DOVR LQFUHDVLQJO\ LQGLV
SURFHVVRU VSHHG PHPRU\ FDSDFLW\ RU KDQGOLQJ RI
FDSWXUH LQ D WDULII OLQH GHVFULSWLRQ 5HSHDWHG
FRQVXPHU PDUNHWV ZLWKLQ D IHZ \HDUV RU HYHQ MXV
RU ,&7 SURGXFW LV ² WKHWHG GHVVRHIXO@ WKH DVXQFW
DQG FRPPXQLFDWLRQ E\ HOHFWURQLF PHDQV LQFOXGLQ
GHWHFW PHDVXUH DQG RU UHFRUG SK\VLFDO SKHQRP

6LPLODU EXW VLPSOHU SKUDVLQJ ZRXOG EH WR VLPSO
OHWWHUµ L H DV LQIRUPDWLRQ DQG WHFKQRORJ\ ILU
WHQGHG IRU PDQDJLQJ LQIRUPDWLRQ ZKLFK PHDQV WK
FRPPXQLFDWH RU UHQGHU LQIRUPDWLRQ ² RU DUH SDUV
ZRXOG H[SDQG WKH FRYHUDJH IURP SURIHVVLRQDO DQG
LFV ² ZKLOH H[FOXGLQJ D ZLGH UDQJH RI JRRGV WKDW F
,7 SURGXFWV SHU VH VXFK DV PLFURZDYH RYHQV ZDVK
IROORZLQJ WKLV SULQFLSOH VRIWZDUH DSSOLFDWLRQ
GLJLWDO LPDJHU\ DQG PXVLFDO UHFRUGLQJV ZRXOG EH

6HFRQG LQWHUFRUGLQJ XVW EH DVVXPHG WR EH WHFKQR
WR PHFKDQLFDO RU SURGXFWV EDVHG RQ DQDORJ SURF
QRW FRQWDLQ LQWHJUDWHG VHPLFRQGXFWRUV ² IRU H
WR D GLJLWDO VWLOO RU YLGHF FDPHUD ,Q VXFK0@H A

: & 2 DV D WHFKQLFDO IRUXP LV EHWWHU HTXLSSHG WR K
QHJRWLDWLRQ GULYHQ : 72 7KLUG D QHJDWLYH OLVWLO
HFRQRPLF JDLQV EXW ZRXOG DOVR FUHDWH VWUXFWXUD
UHYLHZ WKH FRYHUDJH RQ D UHJXODU EDVLV RU DV RIV
: 72 PHPEHUV IDFH DXWRPDWLF LQFOXVLRQ RI VXFK SUR
OLEHUDOLVDWLRQ UDWKHU WKDQ WRZDUGV WKH VWDWX

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%UD]LO &KLOH 0H[LFR DQG 6RXWK \$IULFD 7RJHWKHU Z
QHJRWLDWLQJ LWV DFFHVVLQR WR WKH :72 WKHVH QRQ
SRUW YROXPV ZKLOH WKH UHPDLQLQJ YROXPV E\ QRQ

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ZLWK RWKHU WUDGH EORFV DV WKH (8 &DULFRP DQG \$Q
LV RQH RI WKH PRVW SUROLILF HFRQRPLHV LQ WKH ZRU
ZLWK WKH 86 &DQDGD WKH (8 ()7\$ \$XVWUDOLD .RUHD
RQH RI WKH IHZ HFRQRPLHV WKDW VLJQHG RQH ZLWK &P

WKLV EULQJV IXQGDPHQWDO FKDQJH WR IXWXUH QHJRW
YROXPHV RI WUDGH WKH SOXULODWHUDO ,7\$ UXQV WKH
LQJ VLPLODU IODZV WKDW EORFN WKH 'RKD 5RXQG IURP
OLEHUDOLVDWLRQ LV VRXJKW WKH DFFHGLQJ PHPEHUV
VLJQLQJ RQ WR IXWXUH QHJRWLDWLRQ RQ WKH FRYHUDJ
YDULDEOH JHRPHWU\ LV D FRDOLWLRQ RI WKH ZLOOLQJ
IRU IXWXUH GHSHQLQJ UHYLVLRQV QHHG WR EH WDNHG
)LQDOO\ RQH VKRXOG QRW XQGHUHVWLPDWH WKH YDOX
PRUH WKDQ WUDGH YROXPHV HYHQ LQ WKH FDVH RI 0H[L

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 GHFLVLRQ RU SHUKDSV HYHQ D QHFHVVLW\ ZLWKRXW ZI
 :KLOH WKH (8 ZDV D VWURQJ DGYRFDWH RI LQFOXGLQJ
 DQG LQ SDUWLFXODU WKH \$VLDQ HFRQRPLHV ZHUH VWU
 17%V DUH E\ IDU ELJJHU REWDFOHV WR ,&7 WUDGH WR
 WLRQ RI ELODWHUDO)7\$V DV WKH\ DUH WKH RQO\ WUDG
 WLRQV RQ 17%V 'HVSLWH WKH HPHUJHQFH RI JOREDO S
 ,7 JRRGV KDYH DOVR EHHQ VXEMHFW WR VLJQLILFDQW

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17%V LQ WKH UHPDLQLQJ ,7\$ PHPEHUV ZHUH]HUR WKH

,Q SDUWLFXODU WKHUH LV D VWURQJ FDUH IRU DFFHSW
6WDQGDUG SURWHFWLRQLVP E\ QRW UHFRJQLVLQJ WHV
HUV. KRPH FRXQWULHV DQG GHPDQGLQJ GXSOLFDWH WH
EHFRPH VWDQGDUG SUDFWLFH WR GLVFRXUDJH LPSRUW
VLJQLILFDQWO\ GHOD\ QHZ SURGXFW LQWURGXFWRQ E
DVVHVPHQW ERGLHV DQG HYHQ VWRS LPSRUWV HQWLU
IRU GXSOLFDWH WHVWLQJ ZRXOG VLJQLILFDQWO\ UHGXF
WLRQLVW GRXEOR WHVWLQJ UHTXLUHPHQWV UHGXQGDQ
HQIRUFH WKHLU RZQ UHJXODWLRQ 7KLV LV D WHFKQLTX
PDQGDWRU\ WKLUG SDUW\ FHUWLILFDWLRQ IRU H[DPSO
WULHV KRZHYHU RSSRVH 6'R&V DV WKH\ ORVH WKHLU P
RI D SRVW PDUNHW VXUYHLOODQFH V\VWHP DV WKH\ GR
JRRGV :KLOH VXFK FODLPV DUH MXVWLILHG LW LV LPSR
JOREDOR² LW LV TXLWH XQOLNHO\ WKDW WKHUH DUH OR
RQH FRXQWU\ DQG XQVDIH LQ DQRWKHU OXFK RI WKH (0

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LPSRUWDQFH RI ZRUOG WUDGH LQ VHUYLFHV
LW KDV VR IDU QHYHU EHHQ D SDUW RI WKH ,7\$ QHJRWLI
QHJRWLDWLRQV DERXW WDULII UHGXFWRQV VHUYLFHV
FRPSOLFDWHG E\ H[HPSWLRQV GRPHVWLF UHJXODWLRQV
YHULI\ \$V PHQWLRQH G LQ WKH LQWURGXFWRQ ,7\$ LV
LQWURGXFWRQ RI WKH ,QWHUQH -XVW WR LOOXVWUD
PRQ PHGLXP IRU PXVLF ZKHQ WKH ,7\$ FDPH LQWR IRUFH
'9'V GLG QRW \HW H[LVW DQG 9+6 WDSHV ZHUH VWLOO WI
ODUJHVW YHQGRU RI PXVLF & KLOO KOOLOO HVRZDWRURDZLQ
ZRUOG V ODUJHVW ,QWHUQH SR-XVODWLRQV DZGMKLQ HPL
JUHDWO\ EHQHILWWHG WKH GHYHORSRQJ FRXQWULHV W
WKH ELJJHVW WXUQRYHU LQ ZRUOG WUDGH LQ FRPSXWH
JURZWK LV WKH IDVWHVW JURZLQJ WUDGH FDWHJRUV\

7KH *HQHUDO \$JUHHPHQW RQ 7UDGH LQ VHUYLFHV *\$76
5RXQG DQG VXEVTXHQW OLEHUDOLVDWLRQV WKURXJK
KHUR RI WKLW GHYHORSRPHQW 7KH *\$76 DQQH[RQ WHOH
DUH DFFRUGHG RSHQ DFFHVV WR DQG XVH RI SXEOLF W
QRQ GLVFULP \$QWHVSDUW WHUPHPRUDQGXP WKH 5HIHUFH
WLRQ GHSHQHG WKH FRPLWPHQW RQ XQLYHUVDO V
LQWHUFRQQHFWRQ UHJXODWRQ H[ODFWLRQ RQ SUR
ZDV SLRWDO LQ FUHDWLRQ RI WKH GLJLWDO HFRQRPV
FLDOO\ LQ WKH DUHD RI WHOHFRPPXQLFDWLRQ VHUYLFH
VHQVLYLWLYLWLHV DQG H[FHSWLRQV ² DQG H[SDQGLQJ WK
WXUQ WKH DJUHHPHQW LQWR DQ DOO HQFRPSDVVLQJ DJ

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:KLOH WKHUH LV QR XQLYHUVDOO\ DJUHHG GHILQLWLRQ
VKRXOG DW OHDVW LQFOXGH FRPSXWHU DQG UHODWHG
LQGXVWU\ WHUPV LW LPSOLHV DW OHDVW QHWZRUN DF
FRQVXOWLQJ DQG VXSSRUW VHUYLFHV SURYLVLRQ RI D
DVSHFWV RI RQOLQH FRQWHQW SURYLVLRQ

\$QG DUJXPHQWV IRU ZK\ ,&7 VHUYLFHV RXJKW WR EH LQ
)LUVW² WKH ,&7 LQGXVWU\ KDV EHFRPH LQFUHDVLRQO\ C
EXVLQHVV DFWLYLWLHV DUH VHUYLFHV)HZ ,&7 JRRGV F
H[DPSON PRELOH SKRQH DQG WDEOHV KDYH EHFRPH
WR QHWZRUNV RU FRQWHQW VHUYLFHV VXFK DV JHR SI
RU EXVLQHVV DSSOLFDWLRQV FDQQRW GHOLYHU WKHLU
DSSOLFDWLRQV DUH KRVWHG FHQWUDOO\ 7KLV SKHQRP
VHUYLFHV FRPSOHPHQWU\ DQG XQDEOH WR IXQFWLRQ I
VHHQ ZLWK WKH H[DPSON RI &'V DQG YLGR JRRGV DUH
DOVR WDNLQJ SODFH RXWVLGH FRQVXPHU PDUNHWV DQ
QHWZRUNV DUH LQFUHDVLRQO\ SURYLGHG ZKROHVDOH D
QLFDWLRQ RSH YKLF+WÄ`K

VWUXFWXUH , W HQDEOHV FRQVXPHUV DQG EXVLQHVV W
DQG WHOHYLVLRQ E\ RQH VLQJOH VHUYLFH SURYLGHU
6HFRQG QHZ HPHUJLQJ VWDQGDUGV DUH NH\ WR , & 7 JU
H[DPSOH RQ PRELOH WHFKQRORJ\)RXUWK JHQHUDWLR
VHUYLFHV EXW LW DOVR FRQYHUUHV WRZDUGV QHZ LQW
RXV QDWLRQDO RU UHJLRQDO SURWRFROV 7KLV JUHDW

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WKH DVVHPEO\ VHHP WRGD\ HYHQ RXW RI WRXFK ²:72 PH
WRULXP WKDW UHIUDLQV WKHP IURP WDULIIV RQ ↑RQOLC
DIIHFWHG E\ WDULIIV WKDW DUH LPSRV ~~BBPQQGRXGV~~ \$
IRU IXUWKHU RSHQLQJ RI &56 LQ WKH 'RKD 5RXQG KDYH
FRYHUDJH RI &3& .

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XVH LQ HOHFWURQLFV

3ULQWLQJ PDFKLQHU\ XVHG IRU SULQWLQJ E\ PHDQV
SRQHQQWV RI KHDGLQJ RWKHU SULQWHUV FRS\LQJ
QRW FRPELQHG SDUWV DQG DFFHVVRULHV WKHUHI

0DFKLQH WRROV IRU ZRUNLQJ DQ\ PDWHULDO E\ UH
SKRWRQ EHDP XOWUDVRQLF HOHFWUR GLVFKDUJH HO
SODVPD DUF SURFHVVHV

0DFKLQH WRROV IRU ZRUNLQJ VWRQH FHUPLFV F
IRU FROG ZRUNLQJ JODVV

7\SHZULWHUV RWKHU WKDQ SULQWHUV RI KHDGLQJ

&DOFXODWLQJ PDFKLQHV DQG SRFNHW VL]H GDWD U
ZLWK FDOFXODWLQJ IXQFWLRQV DFFRXQWLQJ PDFKLQH
FKLQHV DQG VLPLODU PDFKLQHV LQFRUSRUDWLQJ D FD

\$XWRPDWLF GDWD SURFHVVWLQJ PDFKLQHV DQG XQL
FKLQHV IRU WUDQVFULELQJ GDWD RQWR GDWD PHGLD L
GDWD QHVRL

2WKHU RIILFH PDFKLQHV IRU H[KHFWRJUDSK RU V
PDFKLQHV DXWRPDWLF EDQNQRWH GLVSHQVHUV FRLQ
PDFKLQHV SHQFLO VKDUSHQLQJ PDFKLQHV SHUIRUDWL

3DUWV DQG DFFHVVRULHV RWKHU WKDQ FRYHUV F
RU SULQFLSDOO\ ZLWK PDFKLQHV RI KHDGLQJ WR

PDFKLQHV DQG DSSDUDWXV RI D NLQG XVHG VROHO
FRQGXFWRU ERXOH SU Qì L UKHDp°€@ G€0SG€7 G÷ U†i t’@ 1U

VSHFLILHG RU LQFOXGHG HOVHZKHUH LQ WKLV FKDSWHU
 &RPSRXQG RSWLFDO PLFURVFRSHV LQFOXGLQJ WKR
 OLFURVFRSHV RWKHU WKDQ RSWLFDO PLFURVFRSHV
 'UDZLQJ PDUNLQJ RXW RU PDWKHPDWLFDO FDOFXO
 PDFKLQHV SDQWRJUDSKV SURWUDFWRUV GUDZLQJ VHV
 PHDVXULQJ OHQJWK IRU XVH LQ WKH KDQG IRU H[DPSO
 ,QVWUXPHQWV DQG DSSDUDWXV IRU PHDVXULQJ RU
 YDULDEOHV RI OLTXLGV RU JDVHV IRU H[DPSOH IORZ P
 H[FOXGLQJ LQVWUXPHQWV DQG DSSDUDWXV RI KHDGLQJ
 ,QVWUXPHQWV DQG DSSDUDWXV IRU SK\VLFD RU FK
 WRPWHUV JDV RU VPRNH DQDO\VLV DSSDUDWXV LQVW
 YLVFRVLW\ SRURVLW\ H[SDQVLRQ VXUIDFH WHQVLRQ
 5HYROXWLRQ FRXQWHUV SURGXFWLRQ FRXQWHUV
 OLNH VSHHG LQGLFDWRUV DQG WDFKRPHWHUV RWKHU
 2VFLOORVFRSHV VSHFWUXP DQDO\WHUV DQG RWKHU
 FKHFNLQJ HOHFWULFDO TXDQWLWLHV H[FOXGLQJ PHWH

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/DERUDWRU\ JODVVZDUH ZKHWKHU QRW JUDGXDWH
 VLOLFDF
 ODFKLQHU\ SODQW HTXLSPHQW QRW HOVHZKHUH
 PDNLQJ KRW GULQNV IRU FRRNLQJ KHDWLQJ IRRG ZKHW
 3DUWV RI PDFKLQHU\ SODQW ODERUDWRU\ HTXLSP
 FOXGLQJ IXUQDFHV RYHQV RWKHU HTXLSPHQW RI KHD
 2WKHU FHQWULIXJHV LQFOXGLQJ FHQWULIXJDO GU
 GU\HUV
 2WKHU PHFKDQLFDO DSSOLDQFHV ZKHWKHU QRW K
 VSUD\LQJ OLTXLGV SRZGHUV H[FOXGLQJ
 3DUWV RI PHFKDQLFDO DSSOLDQFHV ZKHWKHU QRW
 VSUD\LQJ OLTXLGV SRZGHUV ILUH H[WLQJXLVKHUV ZKH
 DQFHV VWHDP VDQG EODVWLQJ PDFKLQHV VLPLODU MI
 3DUWV DFFHVVRULHV IRU PDFKLQHV RI KHDGLQJ
 3DUWV DFFHVVRULHV IRU PDFKLQHV RI KHDGLQJ
 ,QMHWLRQ PRXOGLQJ PDFKLQHV
 3DUWV RI PDFKLQHU\ IRU ZRUNLQJ UXEEHU SODVW
 WKHVH PDWHULDOV QRW VSHFLILHG LQFOXGHG HOVHZK

,QGxvwuldo urerwv qrw hovhzkhuH vshflilHG
2WKHU PDFKLQHV PHFKDQLFDO DSSOLDQFHV RWK
IRU WUHDWLQJ PHWDO

3DUWV RI PDFKLQHV PHFKDQLFDO DSSOLDQFHV K
LQFOXGHG HOVHZKHUH LQ WKLV &KDSWHU

ORXOGV IRU UXEEHU SODVWLFV LQMhfwlrq FRPSU

3ULPDU\ FHOOV SULPDU\ EDWWHULHV OLWKLXP

,QGLFDWRU SDQHov LQFRUSRUDWLQJ OLTXLG FU\V
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3DUWV RI WKH DSSDUDWXV RI

2SWLFDO LQVWUXPHQWV DSSOLDQFHV IRU LQVSH
VSHFWLQJ SKRWRPDVNV UHWLFOHV XVHG LQ PDQXIDFWX

2WKHU RSWLFDO LQVWUXPHQWV DSSOLDQFHV RW

3DUWV DFFHVVRULHV RI WKH LQVWUXPHQWV DSS

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:RUOG %DQN ¶%H\RQG WKH ,QIRUPDWLRQ 7HFKQRORJ\ \$
7UDGH LQ (OHFWURQLFV. :% 'HYHORSPHQW 5HVHDFK *U
3DSHU \$SULO
:RUOG &XVWRPV 2UJDQLJDWLRQ ¶ \$PHQGPHQWV. -XQ
:RUOG 7UDGH 2UJDQLJDWLRQ ,QIRUPDWLRQ 7HFKQRORJ\
:72 *HQHUDO \$JUHHPHQW RQ 7UDGH LQ 6HUYLEFHV *\$76
:72 1HJRWLDWLRQ *URXS RQ %DVLF 7HOFRPPXQLFDWLR
:72 `&RPSXWHU DQG UHODWHG VHUYLEFHV %DFNJURXQG
:72 8QLWHG 6WDWHV ² 0HDVXUHV DIIHFWLQJ WKH FURVV
LFHV :7 '6 \$% 5
:72 &KLQD ² 0HDVXUHV DIIHFWLQJ WUDGLQJ ULJKWV DQG
DQG DXGLRYLVXDO HQWHUWDLQPHQW SURGXFWV :7 '6
:72 (XURSHDQ &RPPXQLWLHV DQG LWV 0HEHU 6WDWHV
7HFKQRORJ\ 3URGXFWV '6 '6 '6

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