

)ULGD\ 1RYHPEHU

7KHDWUH 8\$)·V XQFRQYHQWLQRDO

E\ 6FRWW OF&UHD&DQH3DNDHV WKH %DQLPDEHWIKH\$OOHQ -HQQD :HLV]
5HYLHZ :LWK WKH H[FHSWLQHQ %DQLQD QRQDNH D00 WDONLQJ
)\$,5%\$1.6 2 7KHDWUH PLQRU ZD\ RR YBOD HD QIR QRWKHU (YHQWXDOO\
8\$)¶V SURGXFWLRQ WKH 3WDQW WKHH DFDWWRIRUWU XQQRQG V DQG WKHQ MXV
&DQ 3OD\V WKH %WDUDFWLQH XQLTZXKHQ WR XGHWKLQNRUW LV RYHU LW
ERDVWV VRPH RI WRHFLDO TIIHEWVXWRR QIKDQJFHLQVKHW¶V D KLJKO\
SROLVKHG DFWLQWKH RXTQOG SURIQXFWULVRQDQ LQ LQHJUH SHUIRUPDQFH
WKH *ROGHQ +HDW &LW EDFN WRWKRDUUEHOLFXV DDEH[HFXWHG E\ WKH
RQO\ E\ WKH FRQ3XWWKHWDFWWRHWRKQNMWBSJHU DRQG KOUHWDQG ZLWK PH
ZRUN FKXUQHG RXWTHD DWHU PWDUEFORXVO\ WLPHG OLJKWLQJ WUD
\HDU E\)DLUEDQNV³&DQ N&HDQSHDQE 3V6WLRQPRFRXUWHV\ RI OLJKWERDU
7KHDWUH SULVH WKH ;UVW RSHYDRW WK\$QGUHZ&DQVWHDQV WKH %
,I \RX GRQ\W PLQGFRPK SODIV UHIOH %SRQWH[LFIPDNRXQGRURDIQ H
FHSWLQRQDOO\ WLWIKGI &QDIOREJWV WDRQSGHQW LARWKZHRQ
PDNH WKHP VXXFFHWWVWQDQG&IDQV WKH RPPRWHKHF RYQYRHZQ
&DQ' LV D SRLJQDQVWQDQG VVHRCQADQQG RRXWKIKHWDKWHRIU
WDOH PDGH XS RILQRMLQLOQDJSSLGQ LQ QNLISW OEDXWV R X VZL
VROLORTXLHV LQ ³ZKLEFK IDQYRJOYHV JDUHDXWQG HDKOH RIH W
&KLRNH %XFNOH\ODUHFLRDQOQVSKRVDQLQJLRDWHVWKEHDQW
EULHI ORYH DIIDLQDQDILMQKV DQDUH1QFRKYDNVN PHDGDVVVDK
6DOLVEXU\ 7KHDWUH 3*&DQ&DQF&D1UHOKVRQZKZLQWVK KHU&DQ&DQ3ODV
3OD\ WKH %D\ DW1LPHVLYDQWUWKRSKHOLI&R G%LQXUN1LFHUYXQV DQWKR
RI RQH DFW SOD\GX 3*&DQ&DQF&DQVWU PMRJHOPR [RHIG WLQHWRHGW ZLQFOXGULQ
ZULWWHQ E\ 5RPXWVQDQHQRQG VVWIKHHDWQWIKHWRQW DQDWLRQURGDQD
³3OD\ E\ 6DPXHBOCHHFRXQWU\ ZDQDQWLQWV\ DQDQDQWLQWV\ DQDQDQWLQWV
DQG ³7KH %D\ DW 3DQH E\ 7KRXJK WWKUH WZRQRRQH DFWYH PRUH DQDQDQWLQWV
YLG +DUH \$V GLUHPSWLOHWHUHDQWVHJQQLRQYHWKOHRYH
*ROX[WROG WKH MRLVYEDQWVWDQWVWKHVBXWSHWRVYDULRXV SORWV
1HZV 0LQHU WKHWWKWDNH SOD\VRQ LQ ³&DQH&DQW LQO FLUFOHV EDFN
DOO KDYH YHUI TXJWHRQWV DQG WUWKA\ FRSWDXWVWU RI 9DOHQ
VWUXFWXUHV DQGDUH WKHPDWLPDQDQHWWKDWVWKGXHV LQ ODUJH SDU
VLPLodu ORYH WKDW FDQQRWFKHDG SRZHUIXO SHUIRUPDQFH
³7KHUH ZDV D ZD\QWKH PDPDVH RIE³10HDQV RVQKHZKRVH FRPPDQG
WKLV D WKHDWULPSHREOHQWLWQWQIQRHVWIDUHOSUHRYHQFH GRPLQDWHV
DERXW WKH QDWXWUDWLRQ FWDQORW EHVWQDGSUURGQMFVOLRQH 1HOVRQ KDV
VHOI ' KH VDLG ³WKDWQDQWZDQWDQWVKA DQWDISUREHDHQD WRSUDWH SHU
H[SHULHQFH RI SHRSOHOPLQD YHIBRQHQKDG&PQ€0À0€€ÀP€0•@`À
WR ZDWFK LW ZLOOQRW:DLWXQWLNQWKHDFWEHJLQV
JRLQJ WR D VKRUPQGOPXHWRQHWRQH DWHG WR WKUHH
ZKHUH \RX DUH DEOHWRQJHWDGV' ZLWK JKDVWO
VPDOO ELWH VDPSOHWRQHWRQHDFHV HDFK RQH FRP
LV PRUH DERXW IRUPWKDQFROXUQ -XVW DV \RX
WHQW' DUH WU\LQJWRFRPSUHKHQGZKDW
LW LV \RX DUH VHHLQJ WKH UDSLG
7KH QDWXUH RI WKHGDORJWHDQW DUWV VRPHWLPHV
W¶V D JRRG ZD\ WRGHWKHEHWWKH SHUIRUPHUV
WULIHWD RIIHULQJ WKDW LV ³&DQ