

SCCT NEWSLETTER



Newsletter of the Swiss Chamber of Commerce in Türkiye

January 2023

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RÉPUBLIQUE DE TÜRKİYE CONSULAT GÉNÉRAL DE
TÜRKİYE À GENÈVE

İpek Zeytinoğlu Özkan

Consul General of Türkiye in Geneva

Dear Members of the Swiss Chamber of Commerce in Türkiye,

As Türkiye's Consul General in Geneva since January 1st, 2022, I am delighted to share information on the work of our Consulate General, as well as some views on Türkiye-Switzerland relations. I thank the Swiss Chamber of Commerce in Türkiye (SCCT) for the opportunity to address its distinguished members, particularly at the beginning of 2023, a very special year in which we will mark the centenary of the founding of the Turkish Republic.

Together with our Embassy in Bern, our Consulate General in Zürich, our Permanent Missions to the UN Office in Geneva and the WTO, we are one of the five diplomatic representations of Türkiye in Switzerland. Our Consulate General, which dates back to 1898, covers five French-speaking cantons in Switzerland: Geneva, Vaud, Neuchatel, Fribourg and Valais.

During my first year as Türkiye's Consul General in Geneva, I was proud to find out that the approximately 30 thousand Turkish citizens and people with Turkish origin living in our area of jurisdiction are successfully integrated in Switzerland's economic and social life. They have made important contributions to Switzerland's economic development. I was happy to observe that this view is widely shared by all local authorities that I have met. Our citizens thrive as businesspeople, doctors, lawyers, artists, teachers, engineers...Having also preserved their Turkish heritage, the Turkish community contributes to multiculturalism in Switzerland and literally acts like a bridge between Türkiye and French-speaking Switzerland. I should also mention our brilliant students, studying in Switzerland's best higher education institutions and doing a tremendous job in the promotion of Türkiye.

Our Consulate General is intent on continuing to provide the best and fastest possible consular services to the Turkish community. Likewise, as we are entering an election year in Türkiye, we will work hard to ensure that all eligible Turkish citizens are able to cast their vote and thereby accomplish their civic democratic duty.

On the other hand, developing economic, commercial, scientific, cultural, social and human ties between Türkiye and our area of jurisdiction will continue to be one of my main priorities during my tenure in Geneva.

In the field of economy, trade and investment, the latest figures are really promising. Indeed, our total bilateral trade volume with Switzerland, which was 5 billion USD in 2021, reached 8,7 billion USD in the first 9 months of 2022. Also, while the level of Swiss investments in Türkiye was 540 million USD in 2021, we are happy to note that in the first 7 months of 2022 it stood at 601 million USD. We are pleased to observe that there is a reciprocal will to enhance cooperation in the fields of trade and investment. The revised EFTA Free Trade Agreement, which entered into force on October 1st, 2021, cleared the way for more contacts, including the 10th round of High Level Commercial and Economic Consultations which took place in June 2022 in Ankara.





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Tourism, which we believe is a great catalyst in promoting understanding between peoples and cultures, is another area where more can be achieved. Again, recent figures are encouraging: 237 thousand Swiss citizens visited Türkiye in the first 8 months of 2022, whereas the total number of tourists for 2021 was 219 thousand.

We believe that there is a great potential in the fields of science, education, research and innovation. In particular, in the field of innovation Türkiye is strengthening its innovation ecosystem each day while Switzerland, including in the cantons that lay in our area of jurisdiction, remains a leading country in this area.

In the period ahead, we are also eager to make our rich culture known in all its facets, both traditional and modern, including aspects such as gastronomy.

As we step into the year 2023, during which we will mark the centenary of the founding of the Republic of Türkiye, I am excited to be serving in Geneva, since our area of jurisdiction bears a special place in the history of the relations between the Republic of Türkiye and Switzerland.

Indeed, the Peace Treaty of Lausanne, signed in July 1923, constitutes one of the founding documents of the Republic of Türkiye. The Treaty is also a milestone in our relations with Switzerland. It is on the margins of the Lausanne Peace Conference that the first contact between the Governments of the Turkish Grand National Assembly and Switzerland took place.

Against this background, we hope that 2023 will also be a year to take stock of the historic ties between Türkiye and Switzerland. We also hope that 2023 will be a year where opportunities in many areas of cooperation will be brought to life.

To this end, our Consulate General remains ready to engage with the distinguished members of the SCCT. Please don't hesitate to contact me or my colleagues at our Consulate General in this regard.

I would also like to congratulate the SCCT, which together with the Consulate General of Switzerland in Istanbul, the Swiss Business Hub in Türkiye and Switzerland Global Enterprise has organized the successful "Swiss Days" last September.

With these thoughts, I convey to you my warmest regards, and best wishes for 2023.

İpek Zeytinoğlu Özkan

Consul General of Türkiye in Geneva





PHILIP MORRIS A.Ş.

Filiz Yavuz Diren

Managing Director, Philip Morris Türkiye

Ms. Filiz Yavuz Diren, tell us a little bit about your background.

I have been working at Philip Morris Türkiye for over 23 years. During my career in PM Türkiye, I held executive roles in different areas with different levels of responsibility, including Finance, Strategic Planning, Corporate Affairs, and Sales departments. I became the first female Managing Director of Philip Morris Türkiye, after being the first female Corporate Affairs Director and first female Sales Director. Certainly, my degrees in Industrial Engineering from Istanbul Technical University and MBA from the University of Hartford in the USA broadened my perspective and contributed to my development in all the different functions I have worked in.

I enjoy taking an active role in leading business associations such as TÜSİAD and YASED, being on the Executive Boards of TAİK and the National Tobacco Manufacturers' Association. I am also a member of the EU Region Advisory Board of the Catalyst Organization that aims to increase the representation of women at work and diversity in business life.

My focus has always been on our employees, which are our most valuable asset. I, therefore, have always sponsored and supported projects to increase our employees' well-being, and providing them with opportunities to learn, grow, and contribute.

What do you think about Turkish market potential and how is the PMI's experience with the Turkish market so far?

We are going through a period full of opportunities for a dynamic and powerful country like Türkiye. I believe that it is our primary duty to raise competent, high-digital capacity generations to turn these opportunities into an advantage in the best way possible. Every investment we make in digitalization, technology, and science brings us one step closer to the future.

Bearing this in mind, as Philip Morris Türkiye, we are

proud of achieving an advanced level of success in our digital transformation agenda and initiating a comprehensive transformation. We digitalize every part of our supply chain, which extends from the farmer to the retailer store and consists of hundreds of thousands of people.

Besides, Philip Morris Türkiye's breakthrough transformation in digitalization paved the way for PMI's decision to establish a Regional Commercial Business Solutions Hub in Türkiye which now serves 20+ countries within our region.

Moving forward, our ambition is to embrace further partnership opportunities with the vibrant Turkish start-up ecosystem and support international career growth together with higher young talent satisfaction.





Name us three extraordinary things about Philip Morris Türkiye?

I can start with our economic contributions to the Turkish economy.

Having started our operations in the early 1990s, we are one of the leading industrial establishments of our country, with an investment of over 1.5 billion dollars, employment of over 1500 people, annual exports of almost 150 million dollars, and generating about 12% of Special Consumption Tax revenues on its own. In addition to the foreign direct investment PM Türkiye has made in our country, PMI has been the largest tobacco buyer for its global demand, helping the tobacco agriculture further grow and develop in Türkiye.

Our plant in Torbalı, İzmir became one of the largest manufacturing facilities of PMI in the world with its investment and export capacity increase over the years. PM Türkiye produces hundreds of different varieties of products for both the Turkish market and more than 20 export markets. Our company has been honored by the Turkish Exporters Assembly (TİM), having been presented with the Export Champion Award in the tobacco industry 3 times in a row.

Our organizational strength and capabilities, ways of working, and corporate culture are clearly the most extraordinary hallmarks of this success.

One of the most important key factors is the adaptability for transformation and change, digitally engaged, practical and pragmatic problem-solving mindset. Through our journey towards transformation, our organization has shifted to a new working model SmartWork, announced in 2021, 90% of office employees work from wherever they want. Even more than 80% of our field team can work hybrid thanks to

our investment in digitalization. To adapt to the change, our teams have embraced technology and data, reinventing new processes and adopting new collaboration tools accordingly. I highly admire our people's motivation and upskilling abilities.

As PM Türkiye, we started our transformation journey years ago with the aim of "becoming a company that leads the change". Everyone in our organization is leading this change in every aspect of our supply chain, from production to the field, from human resources management to our business partners.

As we talk about our company's transformation journey, we need to highlight the importance of employees: Companies don't transform themselves; it's their people who transform them. Our success over the long term relies on our ability to recruit and retain talented people who work with a passion to achieve and a willingness to learn, grow and take on new challenges. Investing in our people is therefore fundamental to our success now and in the future. I'm grateful to be part of a company that believes in the power of employee-led change, nurturing small ideas and giving them the right conditions to flourish more. Thus, the extraordinary human-centric company culture of our company is one of the most significant elements that makes us Philip Morris Türkiye.



What are the biggest challenges Philip Morris is facing in Türkiye and what are the gains?

The COVID-19 pandemic has delivered a global economic shock of enormous magnitude, leading to a decline in global economic activity, increased costs, high inflation, and affordability problems, which affected almost all countries, including the most developed and advanced nations and the weakest economies worldwide. Moreover, today there are concerns related to the security of energy supply, rising prices, and scarcity of supplies. Therefore, the problems arose from the Pandemic on the one hand, and the pressure on the supply chain on the other adversely affected all sectors. Even in this challenging time, we, as a company, turned Türkiye's geopolitical position into an important advantage and made Türkiye an export base. Our flexible working structure and our ways of doing business in line with the needs of the turbulent era have also increased our exports.

Another challenge was digital literacy in our larger ecosystem. As you know, traditional retailers dominate Türkiye's FMCG universe, making their "ways of doing business" critical for all players. Yet, retailers have historically lagged in digitalization due to low digital literacy levels, long-established business practices with both suppliers and customers as well as their geographical dispersion. It was a challenge for us to pave the way for digital transformation. As PM Türkiye, we embarked on an ambitious yet challenging endeavor to transform our operating model with traditional retailers (~10K) and invested in a digital Route-to-Market model named "Advanced-Trade-Operating-Model" ("ATOM"), aiming to enhance effectiveness with digital, data-driven decision-support tools while increasing efficiency and Speed-to-Market with flexibility and customization. To overcome this challenge, our Digital Literacy Training, which was prepared with the support of TOBB University with a project implemented in 2019, has been offered to our retailers. Now, with 150,000 retailers operating in Türkiye, we carry out 95% of our commercial activities through digital platforms. Thanks to this data-oriented model, we developed Advanced Trade Operating Model with a Large Database" utilizing technologies such as artificial intelligence, image recognition, and cloud technologies is recognized as the "Best Use of Technology" in B2B category.

What future plans does Philip Morris Türkiye hold and what are the upcoming projects?

Our vision as PMI, is to change the society and deliver a better, smoke-free future. To make this vision a reality, we are transforming our business in all 180+ markets we operate in. In addition to this smoke-free vision, as a prominent PMI affiliate, PM Türkiye has three other focus areas which will be taking us a step further towards digital transformation in business operations, extending inclusion and diversity projects, and enhancing collaboration projects with the entrepreneurial ecosystem.

In the coming period, we will keep up our efforts to expand the start-up ecosystem that we have created in the past years and deepen collaborations. Two of the start-ups with which we embarked on the journey of digital transformation today serve on an international scale. Different start-ups that we can work with in Türkiye are followed through both university incubation centers and different local collaborations.

The complete digitalization of our business processes will also continue to be an important factor in our rapid attainment of an equitable and flexible structure in our remote working model. The data-centered working model developed in office positions will provide significant gains and flexibility regarding work-life balance.

Turning our inclusion and diversity policies into an advantage for all positions by offering this flexibility and hybrid working model to our field sales employees will also be one of our priorities in the upcoming period. In this context, well-being initiatives will be brought into the spotlight as a tool to support work-life balance at work.



Last but not least, our sustainability efforts will continue to be at the core of our business strategies. As a company with a multinational environmental footprint, we have a role to play in protecting our planet and are determined to remain at the forefront of the climate-neutral agenda. Currently, our programs to support our society and environment showcase our ambitious new sustainability targets and set the scene for how we will operate in the future. We are increasing the pace of our environmental initiatives and are bringing forward target dates for carbon neutrality. Our Low-Carbon Transition Plan (LCTP) consists of a detailed strategy to decarbonize the direct operations by 2025 and across our entire value chain by 2040. Moreover thanks to our water management model in accordance with international standards, we became the first company in Türkiye to be certified by the Alliance for Water Stewardship (AWS) and our efforts will continue.

Continuously improving our social impact within and beyond our operations is also essential for our sustainability targets. Thus within our operations, our commitment to equal opportunities which has been proved by receiving the equal salary certification from the independent non-profit Equal Salary Foundation in 2019 will continue to be at the core of our business strategy. We will also continue focusing on creating added value in society through various projects developed for, inter alia, women retailers.

What role does the Chamber of Commerce play in your business life?

With its young and dynamic population and huge economic potential, I believe Türkiye will hold an even bigger goal in international trade and business. The Swiss Chamber of Commerce will have a leading facilitating role in bringing stakeholders together and creating a common platform under the same umbrella. Acting as a trusted and credible bridge between Türkiye and Switzerland, you have a crucial role to pave the way forward for further improvement of bilateral trade and investments in a fruitful business environment and raising foreign direct investments. I would like to take this opportunity to express my gratitude for your invaluable support, guidance, and commitment to strengthening cooperation between Türkiye and Switzerland.



PHILIP MORRIS A.Ş.

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Past Events



29th November 2022, Swiss Residence Istanbul «International Chambers Meeting»

The Presidents and Board Members of the European Chambers of Commerce in Türkiye met yesterday at the Swiss Residence in Levent to discuss existing and contemplated synergies among chambers. Meeting was organised by the Swiss Chamber of Commerce in Türkiye and kindly hosted by the Consul General of Switzerland in Istanbul, Mr. Julien Thöni.



07th December 2022, Gide Loyrette Nouel Office «LATEST DEVELOPMENTS IN COMPETITION LAW»

The Swiss Chamber of Commerce in Türkiye in cooperation with Gide Loyrette Nouel organized a workshop on "LATEST DEVELOPMENTS IN COMPETITION LAW" which was held at Gide Loyrette Nouel with the valuable presentations of Ms. İklim Gülsün Aytekin, Admitted to the İstanbul Bar, Özdirekcan Dündar Şenocak Ak Attorney Partnership.



Past Events



12th December 2022, Chalet Restaurant, Swissôtel The Bosphorus «CHRISTMAS COCKTAIL RECEPTION»

The traditional Christmas Cocktail Reception of the Swiss Chamber of Commerce in Türkiye, jointly organised with Swiss Business Hub Türkiye, was held in the magnificent ambience of the Chalet Restaurant at Swissôtel The Bosphorus Istanbul, to celebrate the end of the year and connect with SCCT members and guests before the Christmas Holidays.

After a two-year break due to Covid, the reception was hosted by the Swiss Chamber of Commerce in Türkiye and the Swiss Business Hub Türkiye, with the participation of Mr. Julien Thöni, Consul General of Switzerland in Istanbul and Mr. Muammer Keskin, Mayor of Şişli Municipality Istanbul.

Inspired by this year's Swiss Days motto "Designing a Green Future", an eco-friendly sustainable Christmas tree has been set up. Guests have been asked to make a wish with the aim to fill this tree with life, sharing thoughts & feelings for a better and hopefully greener future.



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Swiss Business Hub Türkiye



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Since 1984

 **SWITZERLAND
GLOBAL
ENTERPRISE**
enabling new business

Merry Christmas & A Happy New Year 2023



Past Events



22nd December 2022, CarrefourSA Fulya Hiper Store «CHAMBER CORNER MEETING»

The bilateral Chambers of Commerce in Türkiye visited Carrefoursa Fulya Hiper Store. After the store tour where CarrefourSA team explained their products and services, possible collaborations for 2023 at the market restaurant «Lezzet Arası» was discussed.



Past Events



27th December 2022, Gide Loyrette Nouel
«EARTHQUAKE SEMINAR»



In cooperation with Gide Loyrette Nouel, IBB AKOM and AKUT Foundation, the Swiss Chamber of Commerce in Türkiye organised a "T.A.O. Gathering Areas Organisation" training for the members free of charge, within the scope of IBB DISASTER VOLUNTEERS project. After the training, certificates were presented to all participants.

Past Events



17th January 2023, Firmenich Türkiye Headquarters «SCCT BOARD MEETING»

The first SCCT Board Meeting of this year was held on 17th January at Firmenich Türkiye Head Office. The Board Meeting ended with a company presentation by Ms. Dilek Arvas Zengin (General Manager of Firmenich Türkiye and Board Member of Swiss Chamber of Commerce in Türkiye) and a mini fragrance workshop by Ms. Figen Kılıç Aktan (Fragrance Development Manager).



Past Events



18th January 2023, Swissôtel Gabbro Bar «CHAMBER CORNER»

This year's first event was "CHAMBER CORNER". It took place yesterday at the Swissôtel Gabbro Bar with its magnificent ambience and fabulous view of the Bosphorus. The Chamber Corner is the joint networking event of the leading bilateral Chambers of Commerce in Istanbul. It offers excellent opportunities to get in touch with international high-profile business people.





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Consulate General of Switzerland
Swiss Business Hub Türkiye



The Swiss Business Hub Türkiye (SBHTR) can look back on a very successful 2022. With a view to the growing cosmetics sector in Türkiye, the SBHTR organized the hybrid event "Test the Waters - Cosmetics in Türkiye" on March 23, 2022. The aim was to give selected Swiss cosmetics companies the opportunity to present their company and products to various Turkish target groups in order to gain an initial assessment of the market potential of their products in Türkiye.

After the Swiss Days Istanbul were postponed last year due to the pandemic, they took place last year from 23 – 25 September 2022. The aim was to further increase the visibility of Switzerland in Turkey. Under the motto "Designing a Green Future", this year's Swiss Days focused in particular on the interplay between innovation and sustainability. The Swiss Days were organized in cooperation with the Swiss Chamber of Commerce in Türkiye, the Swiss Consulate General in Istanbul, the Swiss Embassy in Ankara and various partners from Türkiye and Switzerland.

As part of "Business Opportunity Scouting" 2022, Switzerland Global Enterprise aims to proactively seek out local opportunities to contribute to the "Race to Net 0". The aim is to produce content on national initiatives/roadmaps to reduce carbon emissions and the projects required to achieve these goals, with a focus on the specific opportunities that arise for Swiss SMEs. In this context, the Swiss Business Hub Türkiye will compile relevant content to inform interested Swiss companies about business opportunities in the Turkish market.

With the end of the pandemic and as a result of our country consulting sessions in Switzerland, the SBHTR received numerous inquiries from Swiss SMEs with regard to establishing a market presence in Türkiye, especially the inquiries for potential suppliers increases. At the same time, the inquiries from Turkish SMEs who want to establish themselves in Switzerland are increasing.

We closed the year with our traditional Christmas Cocktail Reception – organized in cooperation with SCCT, at where we had the opportunity to express our gratitude to our members, partners and valuable friends with whom we cooperate.

Right now, SBHTR is working on a market study on "Textile Sector in Türkiye". The goal is to promote this study in 2023 among other things, in the context of a webinar and to organize a corresponding delegation trip. Other key topics in 2023 will be cleantech, transport & mobility as well as innovation.



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Since 1984

CONGRATULATIONS!

The Swiss Chamber of Commerce in Türkiye is very pleased to announce the appointment of **Melis Ertekin** as the new **Trade Officer of Swiss Business Hub Türkiye**, effective October 3, 2022.

Please join us in congratulating Ms Ertekin and wishing her continued success in her new role.



NEW APPOINTMENT



A Magical Valentine's Day at

Fairmont
QUASAR ISTANBUL

Revel in a romantic Valentine's Day at Aila or Ukiyo on 14 February along with enticing flavors and live DJ spinning the best love songs of all time.

20% discount will be applied to SCCT Members for Valentine's Day dinner.

For reservations: 0536 288 41 42



JOB DESCRIPTION

Title: Fundraising and Communication Responsible

Contract: Permanent

Hours: Full-time

Location: Gümüşsuyu – Beyoğlu

Deadline: 15.02.2023

If interested, please send your CV and cover letter to pinar.bastak@theodora.org

Responsibilities

- Be responsible for leading the Fundraising and Communication team and producing effective strategies to achieve income targets across the range of revenue streams.
- Identify new, potential income streams and produce action plans to secure these funds.
- Develop and maintain income and expenditure tracking and evaluation systems, ensuring the Fundraising Department is kept within budget and achieves income targets.
- Lead on the communication and social media communication programme, and production of effective, high quality awareness raising of our work via all communications routes
- Work with the CEO to develop and lead the achievement of a new Fundraising development plan for 2022 – 2025, which includes recruitment and development of new fundraisers, new donors and development of new funding and communication streams.
- Work closely with the Giggle Doctor Programme manager through the creation of case studies and compelling cases for support to retain existing donors and help identify new funders.
- Build relationships with new and existing partners, donors and parents to strengthen their connection to our charity.
- Daily use of the charity's CRM database to keep all records up to date and effectively progress supporter journeys.
- Deliver compelling and engaging information and presentations to potential sponsors.
- Represent the charity at external functions and conferences.

Essential Experience

- Minimum of 3 years' experience within a fundraising (or equivalent) team, managing a diverse portfolio of activities
- Experience of utilising the strength of an organisation brand for charity/business development
- Bringing innovative creative thinking and fresh ideas to an organisation and delivery of income
- Knowledge of the charity fundraising environment and of a range techniques and disciplines which will support the cost-effective generation of income, including through offline and online activities
- Exceptionally convincing and persuasive written and oral skills with the ability to present and convey complex ideas and issues clearly and coherently
- Demonstrable ability to evaluate the type of initiatives and programmes within the scope of the post and initiate, develop and deliver new initiatives that build on their successes
- Highly self-motivated and able to work autonomously, take initiative and make decisions
- Strong interpersonal skills with the ability to build relationships with Giggle Doctors, partners, charity team and supporters
- Excellent written and oral communication in Turkish and English, German or French would be an asset
- Budgetary skills

Personal Attributes and Other Requirements

- Motivational management style
- Energy, enthusiasm and flair to work hard and achieve ambitious targets
- A passion for our work
- Ability and willingness to attend events outside of normal office hours if required
- Ability to travel extensively within Turkey, with potential overnight stays, as well as to establish relationships with our Head Office of Theodora Switzerland.



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PHILIP MORRIS A.Ş.

Küçük Çamlıca, Ord. Prof. Dr. Fahrettin Kerim Gökay
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Phone: +90 216 544 30 00
www.pmi.com

Our company has been operating in Turkey since 1994. Together with its 500 employees, PMPS performs the distribution and sales of Philip Morris International brands across Turkey. Having one of the biggest sales organizations of Turkey with its distribution activities, our company has nearly 150,000 licensed points of sale in 81 provinces.

PMPS leads the digital transformation of fast-moving consumer goods sector and traditional retail sales channel. With its 150,000 retailers operating in Turkey, it carries out 95% of its commercial activities through digital platforms. Thanks to this data-oriented model, it brings commercial experience to the maximum level, preparing B2B traditional channel trade for future. "Advanced Trade Operating Model with Large Database" developed by means of technologies such as artificial intelligence, image recognition, etc. received an award in "Best Use of Technology" in B2B category at 2022 MarTech Awards.

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ABOUT THE COMPANY

Merti is a service company based in Istanbul, Turkey since 2020. The company works with several international companies, based in Switzerland, Gibraltar, United Arab Emirates and United-Kingdom. The team speaks Turkish, English, French and Dutch.

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Hulya Kurt **Business & Family Coach – Facilitator – Mentor**

I love to work with professionals and leaders to assist them in their career journey, equipping them with the tools and techniques they need to perform at their best.

Using my mentoring, coaching skills with powerful and results driven approach, gives the participants key take aways and practical & sustainable ways to add to their toolkit.

Adoption is achieved by thorough follow up sessions after a workshop. Either through personal journaling or 121 mentor&coaching sessions. (on demand basis).



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Richemont is a family-spirited Group, enabling its Maisons and businesses to grow while staying true to their heritage. Richemont is the owner of prestigious Maisons, recognised for their excellence in jewellery, watches, fashion and accessories, and distinguished by their craftsmanship and creativity

Our mission is to craft the future by nurturing the distinctive craftsmanship, innovative spirit and creative inspiration of our people. In this way, we aim to create long term value for all our stakeholders: customers, colleagues, investors, partners and wider society.

As a family-spirited Group, we aim to achieve this through the long term profitable and responsible growth of our Maisons and businesses, by supporting them in designing unique and timeless creations and memorable experiences, and by continuing to protect their heritage in quality and craftsmanship, while driving innovation.



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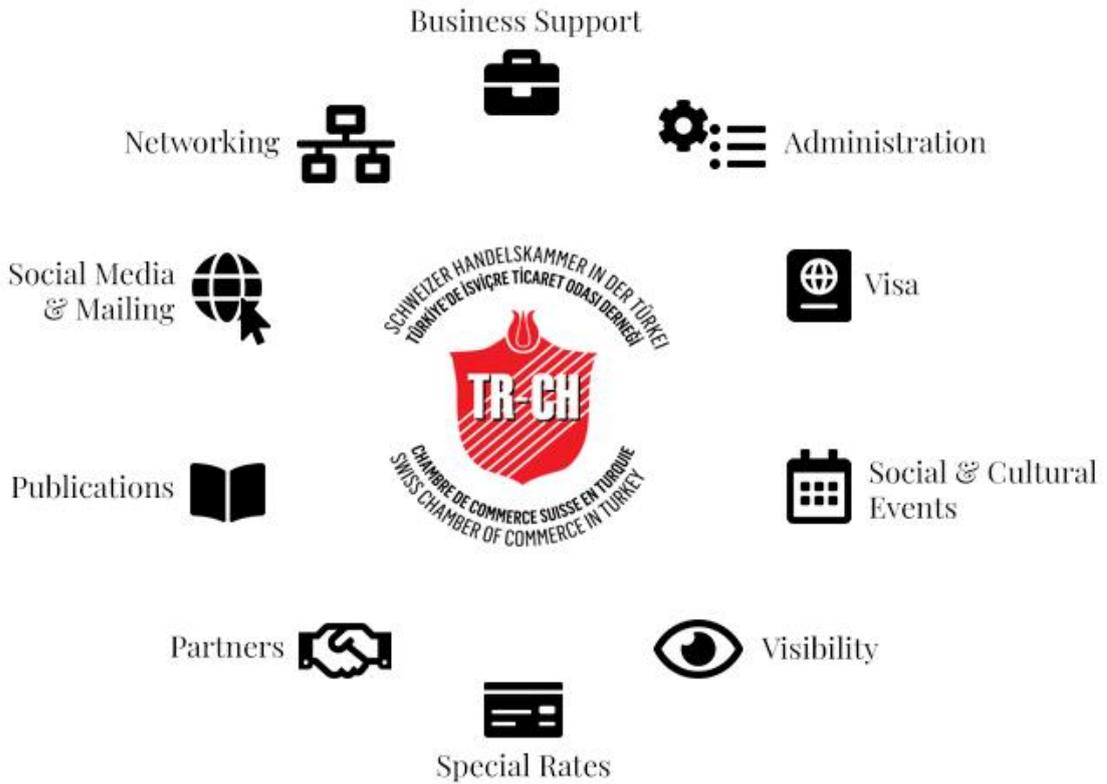
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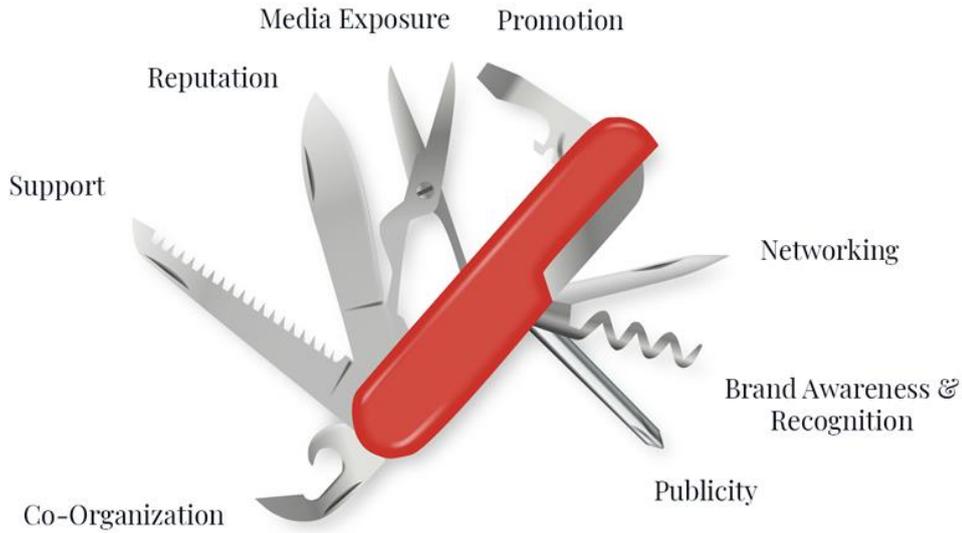




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