

Up To Speed Live
Thursday, January, 7th 2021

>> HEY, THERE THANK YOU SO MUCH FOR JOINING US ON THIS THURSDAY, FOR A VERY SPECIAL UP TO SPEED LIVE. I KNOW THAT YOU ARE JUST WITH US ON MONDAY, WITH THE KICK' OFF, AND HANS WAS AS WELL. WE WILL GET TO HANS. HANS, IT FEELS LIKE IT WAS JUST THIS WEEK WE WERE AT THE KICK OFF TOGETHER. I UNDERSTOOD YOU WANTED TO BE WITH US, YOU FELT IT WAS IMPORTANT TO BE ON TODAY, TELL US WHAT IS ON YOUR MIND.

>>HANS: HA, THANK YOU ANDY.

YES FIRST OF ALL, I WANTED TO CONDUCT UP TO SPEED TODAY TO SPEAK TO THE V TEAMERS ABOUT THE SITUATION THAT UNFOLDED YESTERDAY. I THINK WE ALL FOLLOWED THAT CAREFULLY, AND ALSO FELT REALLY SAD ABOUT WHAT'S HAPPENING. AND I WOULD LIKE TO START BY TALKING ABOUT HOW WE RESPONDED. I AM GOING TO -- SAFETY IS THE MOST IMPORTANT FOR THE V TEAMERS, THAT'S THE NUMBER ONE PRIORITY. WE ARE TALKING ABOUT, WHETHER IT IS COVID, THE IMPACT IT WILL HAVE, OR YESTERDAY'S SITUATION, WHEN WE LEARNED ABOUT THIS POSSIBLE RIOT, WHAT IS HAPPENING, WE ALERTED THE POLICE AND WE CLOSED DOWN OUR STORES SO ALL THE V TEAMERS IN THE DC AREA WAS HEALTHY AND SAFE, WHICH WAS IMPORTANT FOR EMERGENCY TEAMS. AND WE NEEDED TO ACKNOWLEDGE THAT THE NETWORK TEAM WAS WORKING 24/7 TO MAKE SURE THAT COMMUNICATION WAS WORKING AND WE HAD JOURNALISTS FROM VERIZON FACEBOOK GROUP COVERING IT.

SO THAT IS WHAT IS HAPPENING, AND WE ALL THE TIME, THE EMERGENCY, THE GLOBAL EMERGENCY OPERATIONS CENTER WAS OF COURSE COVERING AND FOLLOWING IT. AND, FIRST OF ALL, WE WERE VERY THOUGHTFUL ABOUT THE HEALTH AND SAFETY OF OUR EMPLOYEES AND THE V TEAMERS, AND TODAY, WE ARE BACK.

AND THE STORES ARE OPEN, AND WE ARE BACK.

SO THAT IS HOW WE ARE DEALING WITH IT, AND WE ARE VERY, VERY -- FOLLOWING IT

VERY CLOSELY, OF COURSE. AND TALKING ABOUT WHAT IS HAPPENING YESTERDAY, I THINK IT IS CLEAR THAT WE CONDEMN THEM, ANY TYPE OF VIOLENCE AND RIOTING THAT WE SAW YESTERDAY, IT IS UNACCEPTABLE.

AND I THINK THAT'S NOTHING THAT WE ARE SUPPORTING. WE SUPPORT, OF COURSE, PEACEFUL DEMONSTRATIONS. THAT IS POSSIBLE WITHIN DEMOCRACY, BUT WHAT WE SAW YESTERDAY IS NOT THE CASE. IT IS IMPORTANT FOR US TO SAY THAT, AND I THINK -- THE COUNTRY AND MANY PLACES ON EARTH ARE GRAPPLING WITH LARGE CHALLENGES AND ISSUES CURRENTLY. AND THAT IS AN OPPORTUNITY FOR US, OF COURSE, WITH THE COVID AND ECONOMIC DOWNTURN AND THE THINGS WE SAW YESTERDAY, AND OF COURSE, PEOPLE HAVE DIFFERENT OPINIONS AND PRIORITIES, ETC.

AND I THINK THAT -- FOR US, COMING BACK AS V TEAMERS, WHAT IS THE CORE VALUE IN DIVERSITY. AND I WANTED TO COMBAT THAT SENTIMENT, DIVERSITY OF MIND AND EXPERIENCES ARE IMPORTANT FOR SUCCESS OF THE COMPANY, AND THAT WE RESPECT EACH OTHER.

AND FOR NOW, THIS IS AN IMPORTANT PERSPECTIVE IN ALL OF THESE TIMES. BUT ALSO, WE NEED TO BE VERY CLEAR THAT WE CONDEMN AND WE DON'T ACCEPT THE WAY WE SAW THINGS HAPPENING YESTERDAY, THAT IS NOT HOW DEMOCRACIES WORK.

SO -- BUT IT COMES BACK TO OUR CORE VALUES, THAT IS WHAT WE WANTED TO COME BACK TO, THIS IS WHAT WE HAVE BEEN WORKING OVER THE YEAR, WE HAVE BEEN IN THIS CHALLENGE FOR MORE THAN A YEAR. WE HAVE A PRIORITY, THE EXECUTIVE TEAM -- WE ARE DISCUSSING THE PRIORITIES OF THE PANDEMIC, AND THAT IS SO IMPORTANT, THAT COMMUNICATION CONTINUES.

AND THAT WE ARE DOING THE RIGHT THING IN SOCIETY, AND FOR SHAREHOLDERS, AND WE ARE FACING THESE MULTIPLE CRISES AND EVENTS THAT ARE HAPPENING.

AND SO, UP TO SPEED IS USUALLY ONCE A WEEK. BUT I THOUGHT, GIVEN WHAT HAPPENED YESTERDAY, I WANTED TO COME TOGETHER AS A COMPANY, TALK ABOUT HOW WE WILL RESPOND TO THIS, TALK ABOUT CORE VALUES, HOW WE RESPECT EACH OTHER, DIVERSITY IS

IMPORTANT TO OUR SUCCESS, BUT NOT ACCEPTING THE THINGS THAT WE SAW YESTERDAY. SO THAT IS A LITTLE BIT OF WHERE WE ARE, AND WE WILL CONTINUE TO MONITOR AND HAVE CLEAR AND TRANSPARENT COMMUNICATION WITH ALL THE V TEAMERS, WHAT IS HAPPENING, AND WE HAVE A GLOBAL EMERGENCY CENTER UP RUNNING, CHRIS AND TEAM ARE, OF COURSE, COVERING THIS AND ALL THE OTHER CHALLENGES WE ARE HAVING. AND I NEED TO REMIND YOU, IN MANY PLACES, WE HAVE THE RESEARCH OF THE COVID-19 AND WE JUST NEED TO BE CAREFUL -- WE SEE THE LIGHT THAT IS COMING WITH THE VACCINE. BUT IT IS NOT HERE. DON'T RELAX, FOLLOW THE PROCEDURES AND PROCESS. TAKE CARE OF YOURSELF, AND SEE THAT YOU ARE RESPECTING YOUR FRIENDS, COLLEAGUES, FAMILY, NEIGHBORS, AND SOCIETY AT LARGE IN THESE TIMES, DOING ALL THE PRECAUTIONS THAT IS EXPECTED OF YOU. SO THAT IS IT. IT IS A TOUGH SITUATION, GIVEN WE HAVE ALL OF THESE THINGS HAPPENING, BUT THIS IS WHAT WE FOUGHT FOR. WE SHOULD HAVE MULTIPLE CHALLENGES, THANK GOD. IT GOES DOWN TO WHAT WE STAND FOR, HOW WE DO THAT, AND THAT IS GOING TO BE THE SUCCESS FOR US, INDIVIDUALLY, AND AS A COMPANY.

>> SUCH A POWERFUL MESSAGE FOR ALL OF US TO REMEMBER, AND HANS, ON BEHALF OF THE ENTIRE V TEAM, THANK YOU, NOT ONLY FOR YOUR LETTER LAST NIGHT, BUT FOR THIS MESSAGE TODAY. AND REALLY, YOU KNOW, MAKING SURE THAT WE CONTINUE TO THINK ABOUT ALL OF OUR STAKEHOLDERS, WHICH INCLUDES SOCIETY AND IT IS ONE OF THE REASONS WE NEED TO THINK ABOUT THAT. I KNOW THAT PEOPLE HAVE THOUGHT A LOT ABOUT, YOU KNOW, WHAT THIS MEANS FOR THEIR LIVES, AND THEIR CHILDREN ARE ASKING QUESTIONS ABOUT WHAT THEY SAW YESTERDAY.

BUT, IN MANY WAYS, WE HAVE TO UNDERSTAND THAT WE ARE -- WE ARE TOGETHER AND WE CAN CONTINUE MOVING FORWARD TOGETHER.

SO, WITH THAT IN MIND, YOU KNOW, I WANTED TO MAKE SURE -- NUMBER ONE, HANS, YOU ARE INVITED ANYTIME, NOT JUST ONCE A WEEK --

>>HANS: HAHA.

>>ANDY: -- AS WE MOVE TOWARDS THE BUSINESS, AND MOVING FORWARD. I UNDERSTAND,

YOU KNOW, WE HAVE SOME BREAKING NEWS ON 5G, WITH HOME AND MOBILE CITIES. TELL US A LITTLE BIT MORE ABOUT WHAT -- WHAT 5G ACCESS FOR EVERYONE MEANS, AND WHAT CAN YOU TELL US ABOUT THIS BREAKING NEWS.

>>HANS: YEAH, WE HAVE THE BREAKING NEWS. AND I JUST WANTED TO COMMENT A LITTLE BIT ON WHAT YOU SAID.

I THINK THAT MANY OF US, WE GET VERY EMOTIONAL IN THESE TIMES.

AND I GET EMOTIONAL, BECAUSE IT IS -- IN SITUATIONS THAT WE HAVE NEVER SEEN BEFORE. SO I GET EMOTIONAL, AND AGAIN, I AM TRYING TO COME BACK TO WHAT WE HAVE DONE, WHAT WE DO. AND I GOT A LOT OF FEEDBACK FROM V TEAMERS, OVER THE LAST 24 HOURS, AND SUPPORTING WHAT WE ARE DOING, HOW WHY WE ARE DOING IT, THAT IS HELPFUL IN TIMES FOR US, OF UNCERTAINTY AND CHALLENGES.

BUT WE KNOW WHERE WE ARE GOING, AND WE KNOW WHAT WE SHOULD DO.

SO YEAH!

WE ARE ANNOUNCING TODAY, THE NETWORK TEAM IS OUTSTANDING, THEY CONTINUE TO WORK TIRELESSLY, AND THE 5G HOME THAT WE JUST ANNOUNCED LAST YEAR, THEY ARE KICKING OFF THIS YEAR BY OPENING UP 7 NEW MARKETS, ALL THE WAY FROM -- THEY ARE RELEASING SO MANY MARKETS, I NEED TO READ.

MIAMI, ANAHEIM, PHOENIX, SAN FRANCISCO, THOSE ARE THE 5G HOME CITIES.

1, 2, 3, 4, 5 -- FIVE CITIES MORE THAT WE ANNOUNCED TODAY THAT WILL GO LIVE ON THE 14TH OF JANUARY.

SO WE ARE CONTINUING TO BUILD AND USE THE MULTIPURPOSE NETWORK, THE INTELLIGENT NETWORK THAT FUELS THIS GROWTH, VECTORS, AND ONE OF THEM, OF COURSE, IS 5G HOME. AND WE ALSO ARE GOING TO SOON ANNOUNCE MORE CITIES FOR ULTRAWIND BAND, COLORADO SPRINGS, AND WE ARE CONTINUING IN THAT, AND TOWARDS THE END OF THE YEAR, WE WILL REACH \$230 MILLION POPULATION, AND 2,700 CITIES.

SO A LOT OF WORK, AND I JUST WANTED TO PIVOT TO ANOTHER THING, FROM ALL OF US, WE ARE ALSO ANNOUNCING FIOS FORWARD EARLIER THIS WEEK.

WHICH IS OUR WAY OF SEEING HOW WE CAN SUPPORT BROADBAND FOR UNDERSERVED COMMUNITIES, WITH A NEW OFFERING, WHICH I THINK THAT THE TEAM HAS BROUGHT FORWARD FOR EVERYTHING FOR REMOTE LEARNING TO BE CONNECTED, WORK FROM HOME, AND FOR FAMILIES THAT HAVE A CHALLENGING TIME RIGHT NOW.

SO I THINK IT IS A REALLY GOOD OFFERING THAT WE ARE HAVING GOING FORWARD. SO I THINK WE WILL CONTINUE ON OUR PURPOSE TO CONNECT, TO CREATE THE NETWORK, TO CONNECT THE WORK, AND SEEING THAT WE ARE BRINGING OUR PURPOSE FORWARD EARLIER IN THE YEAR.

AS I ASKED IN THE KICKOFF, WE NEED TO START NOW. AND THERE ARE A LOT OF THE ANNOUNCEMENTS THAT WILL COME UP LATER IN THE DAY THAT THE TEAM IS CONTINUING WITH US.

SO GREAT NEWS ON THAT SIDE. WE CONTINUE ON THAT NEWS, AND THIS IS THE CONVERSATION WE NEED TO HAVE. WE HAVE A RESPONSIBILITY AS A COMPANY TO RUN BUSINESS AS USUAL. AT THE SAME TIME, WE ARE FEELING SAD ABOUT THE SITUATION HAPPENING. THAT IS WHAT I LIVE WITH EVERY DAY, AND WHAT THE V TEAMERS LIVE WITH EVERY DAY. WE NEED TO MANAGE THAT BECAUSE THESE ARE CHALLENGING TIMES IN OUR SOCIETY.

WE HAVE A HUGE RESPONSIBILITY IN THAT TIME TO CONTINUE TO DO THE RIGHT THINGS. >>ANDY: AND HANS, IT IS INTERESTING BECAUSE THAT BALANCE IS SO KEY TO OUR SUCCESS. WE TALKED ABOUT IT BEFORE, THE AMBITION TO SUCCEED AND THE HUMILITY TO KNOW IT IS NOT IN OUR CONTROL. AND TO WATCH YOU REALLY IN REALTIME, BALANCE THAT, FOR US AND, YOU KNOW, EXPRESS YOUR HEART AND YOUR VULNERABILITY AND CELEBRATE OUR WINS IS TRULY A WONDERFUL AND INSPIRING THING THAT WE CAN ALL, I AM SURE WE ARE ALL DEALING WITH IN TERMS OF BALANCING. SO THANK YOU FOR THAT. AND SO, AGAIN, ALL THAT INFORMATION, WE JUST BROKE NEWS ON 5G, AS HANS MENTIONED, A TON OF CITIES THERE. YOU WILL SEE ANNOUNCEMENTS COMING OUT ON V WEB AND THE WEB AS WELL, AND OBVIOUSLY OUR MEDIA PARTNERS ARE INTERESTED IN SPREADING THE

NEWS ON THAT. AND THIS IS THE WHOLE POINT HERE IS TO CONTINUE CONNECTING AND UNIFYING NOT ONLY OURSELVES, BUT OUR CUSTOMERS. WITH THAT IN MIND, YOU ARE GETTING READY FOR C.E.S. ANOTHER PLACE WHERE OUR MESSAGE CAN REALLY BRING UNIFICATION TO THE FOREFRONT THERE.

SO I KNOW THAT THERE'S A LOT OF MOVING PARTS FOR CES NEXT WEEK, AND IT IS GOING TO BE VIRTUAL.

BUT ANYTHING, AS THE KEYNOTE SPEAKER, THAT WE CAN EXPECT FROM YOU, HANS?

>>HANS: OH, YEAH, THIS IS MY DAILY LIFE, HA.

I AM GOING BETWEEN DIFFERENT THINGS, AND OF COURSE I AM VERY PROUD TO BE THE OPENING KEYNOTE SPEAKER, THE LARGEST CONSUMER SHOW IN THE WORLD. SO THAT IS GOING TO HAPPEN THE BEGINNING OF NEXT WEEK. IT IS GOING TO BE A VIRTUAL -- I THINK -- I AM NOT ALLOWED TO TELL YOU MUCH WHAT IS GOING TO HAPPEN. IT WILL BE ABOUT 5G.

>>ANDY: I HAD TO ASK, I HAD TO PRY.

>>HANS: IF YOU HAD BEEN GUESSING, I THINK -- SO IT IS GOING TO BE 5G. WE ARE GOING TO HAVE PARTNERS, I WANTED TO CONTINUE THE JOURNEY IN WHAT WE ARE TALKING ABOUT 5G, WHAT WE ARE DOING, THE PARTNERS WE ARE HAVING, THE POTENTIAL OF 5G. SO I AM -- I AM GEARING UP FOR THAT RIGHT NOW, AND WE HAVE GOOD SUPPORT AS USUAL FROM MY TEAM.

SO USUALLY THE TEAM IS DOING ALL THE HARD WORK, AND I AM JUST DELIVERING THE MESSAGES.

SO WE ARE READY FOR THAT, AND HOPEFULLY WE WILL BE ABLE TO SEE WHAT WE HAVE TO SAY ABOUT 5G WITH ALL OUR PARTNERS.

>>ANDY: SO MONDAY IS A MUST-WATCH FOR C.E.S. AND WE WILL RECAP IT ON UP TO SPEED, AND ON MONDAY, AS HANS MENTIONED, COVID IS SOMETHING THAT SHOULD BE ON THE FOREFRONT OF OUR MINDS. SO CHRISTY WILL JOIN US LIVE MONDAY AT NOON FOR ALL OF THAT. AS WE WRAP THINGS UP HERE WITH HANS, A QUICK MENTION, MONDAY, JANUARY

18TH, IT MARKS MARTIN LUTHER KING, JR. DAY. IT IS A NATIONAL DAY OF SERVICE IN THE U.S., AND ON THE EPISODE, CHRISTY WILL HIGHLIGHT THE VOLUNTEER OPPORTUNITIES AS WELL THAT ARE AVAILABLE THROUGH OUR VOLUNTEER PORTAL AND WE WILL GIVE A SNEAK PEEK OF HOW WE ARE COMMEMORATING THE HOLIDAY NEXT WEEK. WITH THAT IN MIND, AS WE TURN TO HANS FOR FINAL THOUGHTS, I SAW EVERYBODY ON THE KICK OFF CALL WEARING THEIR CITIZEN VERIZON SHIRT. I WAS KICKING MYSELF, I DIDN'T HAVE IT ON. AND HAVING IT ON TODAY, HANS, IT BRINGS A NEW MEANING, ABOUT CITIZEN VERIZON AND MOVING THE WORLD FORWARD. YOU THINK ABOUT WHAT HAPPENED YESTERDAY AND THE BALANCING THAT YOU MENTIONED, HANS, AND THE -- YOU KNOW, BALANCING THE EMOTIONS WITH WHAT WE NEED TO DO TO CONTINUE SUCCEEDING HERE, AND TRULY, LIKE, AS A CITIZEN, NOT JUST THE VERIZON, BUT OF THE COUNTRY AND THE WORLD, THERE IS JUST SO MUCH MORE MEANING BEHIND OUR BRAND AND WHO WE ARE. SO, AS WE TURN TO YOU FOR FINAL THOUGHTS, WHAT IS ON YOUR MIND, WHAT SHOULD BE THE LASTING IMPRESSION, NOT ONLY OF YESTERDAY, BUT AGAIN, ANOTHER REMINDER OF 2021 AND THE KICK OFF MESSAGE WE HAD ON MONDAY?

>>HANS: YEAH, ANDY, YOU ARE DESCRIBING THIS VERY WELL. WE HAVE A VERY SERIOUS SITUATION, AS I SAID.

THERE IS -- IT IS SENSITIVE, WE GET EMOTIONAL. AT THE SAME TIME, YOU NEED TO BE PROFESSIONAL AROUND THE COMPANY, MOVING FORWARD.

AND I THINK THAT MANY OF US TEAMS THAT -- THAT SEE THE SITUATION RIGHT NOW, IT MIGHT BE AROUND THE COVID, IT COULD BE -- AT THE SAME TIME, IT IS RUNNING AND JUST CONTINUING SEEING THAT WE WILL DELIVER OUR SERVICES, EITHER VERIZON OR FRIENDS AND FAMILY. IT IS A UNIQUE SITUATION, A FEW TIMES IN MY LIFE THAT I HAVE BEEN HAVING THAT -- AS OF TODAY, IF I LOOK TO MY DAY, OF COURSE, THE SERIOUSNESS OF THE SITUATION HAPPENING IN D.C. YESTERDAY, SEEING THAT WE ARE SAFE AND HEALTHY, CONNECTING THAT TO WHAT WE ARE DOING, AND TELLING WHAT WE ARE REALLY STANDING FOR, AT THE SAME TIME, AND SEEING THAT WE ARE JUST DEPLOYING

5G AND -- IT IS A BANNER.

THIS IS REALLY WHAT THE STAKEHOLDER MANAGEMENT IS ALL ABOUT. WE SHOULD BE ABLE TO MANAGE SOCIETY, THE EMPLOYEES, THE V TEAMERS, AND THE SHAREHOLDERS, AND THE CUSTOMERS AT THE SAME TIME.

AND IT IS HARDER THAN EVER TO MAKE THIS BALANCE RIGHT. BUT IT HAS NEVER BEEN BETTER OR MORE CORRECT FOR US TO HAVE FOUR STAKEHOLDERS. SO WE THINK, IS THIS POSITIVELY LONG TERM IMPACTING OF THE STAKEHOLDER IF I TAKE THE POSITION OF ONE. AND THAT IS GOING THROUGH MY MIND ALL THE TIME, IF WE MOVE ALL FOUR STAKEHOLDERS FORWARD, IN THE POSITIVE POSITION WITH A LONG TERM IMPACT, WE ARE DOING THE RIGHT THING FOR THIS COMPANY, FOR OUR SOCIETY, FOR THE WORLD, FOR OUR CUSTOMERS, FOR OUR SHAREHOLDERS AND V TEAMERS AND FOR EVERYONE.

AND I THINK THAT IS WHAT IS DRIVING ME FORWARD, EVEN THOUGH THERE ARE TOUGH MOMENTS AND MOMENTS THAT THINGS ARE REALLY, REALLY TOUGH. AND YOU JUST WANT TO FOCUS ON ONE THING, AND WE NEED TO SOLVE THIS, WE NEED TO HELP WITH THIS. AND THAT IS NOT THE RIGHT WAY FOR US.

WE SHOULD BE V TEAMERS. WE SHOULD BE ABLE TO MANAGE THAT.

AND I HAVE A LOT OF COMPASSION FOR ALL THE V TEAMERS, WHAT THEY ARE GOING THROUGH. AND THIS IS -- THIS IS NOT AN EASY SITUATION, FOR NO ONE.

SO THANK YOU. AND I ASK ALL THE V TEAMERS TO CONTINUE TO STAY SAFE AND HEALTHY. I TOLD YOU ABOUT ALL THE RULES AND REGULATIONS, WHICH THERE ARE MANY. I KNOW YOU ARE GROWING TIRED OF IT, BUT THAT IS PART OF IT. THAT IS -- REPEAT, REPEAT. AND EVERYTHING ELSE IS BUSINESS.

WE ARE HERE, WE HAVE CHALLENGES, BUT ALSO WE HAVE OPPORTUNITIES, IN THE STRUCTURE, IN OUR PEOPLE, IN OUR STRATEGY, TO EXECUTE FOR GROWTH.

AND I AM EXCITED FOR THAT, AT THE SAME TIME, SENSITIVE ABOUT THE THINGS HAPPENING AROUND US. THAT IS WHAT WE NEED TO MANAGE, AND THAT IS WHAT WE NEED TO COMMUNICATE WITH PEOPLE AROUND US: POLICE, FAMILY, FRIENDS. IT IS AN

UNPRECEDENTED SITUATION, WHERE WE ARE MEETING OUR COLLEAGUES.

SO PLEASE CONTINUE TO HAVE THAT COMMUNICATION, THAT RELATION, AND THAT CONNECTIVITY WITH EVERYONE AROUND YOU TO SEE THAT YOU CONTINUE TO STAY STRONG THROUGH THIS. THANK YOU, ANDY.

>>ANDY: THANK YOU, HANS, AND THANK YOU FOR STRENGTHENING THOSE CONNECTIVE TISSUES ALL AMONG US, AND CHALLENGE ACCEPTED AS WE BALANCE, YOU KNOW, NOT ONLY THE EMOTIONS OF YESTERDAY, AND REALLY THE ENTIRE YEAR OF 2020, WITH OUR GOALS FOR 2021. SO WITH THAT, YOU KNOW, THANK YOU AGAIN FOR JOINING US, HANS, AND THANK YOU TO OUR VIEWERS, ONCE AGAIN. WE WILL BE BACK ON UP TO SPEED TOMORROW WITH DIANA ALVIAR WITH NEWS ROUND UP AND MONDAY WITH CHRISTY AS WELL. THANK YOU AGAIN. AND FOLKS, A REMINDER, IF YOU ARE STRUGGLING WITH WHAT YOU ARE WATCHING AND PROCESSING IS TOUGH, PLEASE KNOW THAT WE HAVE EAP AND WE HAVE SO MANY DIFFERENT WAYS THAT WE CAN FIND THAT HELP, AND PART OF IT IS ASKING FOR IT, AND ALSO V TEAM, IF YOU HAVE, YOU KNOW, COLLEAGUES AROUND YOU THAT YOU FEEL COULD USE A SHOULDER, PLEASE REACH OUT. AS HANS MENTIONED, WE HAVE TO STAY CONNECTED HERE.

SO WITH THAT, THANK YOU FOR CONNECTING WITH US TODAY.

WE ARE WISHING YOU A PEACEFUL AND JOYFUL WEEK. AND, OF COURSE, I STILL BELIEVE 2021, WE ARE GOING TO DO THIS. WE ARE GOING TO GROW, AND GROW WITH COMPASSION. THANK YOU EVERYBODY. UNTIL NEXT TIME, YOU ARE UP TO SPEED.