



Zorzor City, Lofa, Republic of Liberia
Cell#:0880515146/0775320055/0880037475
Email:alternativeradio989@gmail.com
Website:www.ayrlib.com



2022 ANNUAL REPORT



LETTER FROM THE AYR'S FAMILY

Dear Friends and Partners:

We must agree that the year 2022 has been a fruitful one in our pursuit for youth development through the Alternative Youth Radio. This was due to the fact that it was the first year of our five-year strategic plan implementation. The balanced scorecard technique was used to produce this Strategic Plan, which spans the years 2022-2026, and it reflects a balanced view of financial, learning and growth, internal AYR operations, and the perspective of the beneficiaries, who are our dear listeners.

Our 2022 Work Plan was established and implemented with four aims in mind; on which this annual report is based:

Goal 1: Enhance Alternative Youth Radio Capacity to lead and Sustain in Innovation and Services

Goal 2: Ensure that the lives of Rural Youths are transformed through engagement, outreach and advocacies

Goal 3: Enhance the provision of Hands on Media Training for rural community youths

Goal 4: Enhance Access to Information

We are quite happy for the accomplishments made by the Alternative Youth Radio (AYR) Board of Directors and Management team in 2022 in respect to these goals. We are even more excited by the selection of AYR as a partner radio station by the vetting committee of the five-year Media Activity Project being executed by INTERNEWS-Liberia with funding from USAID. This is timely and highly helpful, and we consider it as one of our team's biggest accomplishments in 2022. Furthermore, as stated in this report, our excitement stems from the fact that we have been able to finish the construction of our cutting-edge multipurpose media complex in Zorzor, Lofa County.

Recognizing the importance of planning and reporting as core responsible leadership styles we have implemented in our work at AYR, we have developed this annual report to provide information about the activities conducted in 2022, as well as our accomplishments, challenges, and possibilities for 2023. This report also includes additional information about our partners and team members. It prioritizes strategic goals and objectives that are directly related to our mission and vision.

In 2023, we are certain that our operations will be carried out in accordance with the framework for a strong AYR that is more accountable to our community, partners, stakeholders, and beneficiaries.

We wish you all a Merry Christmas and a Happy New Year as we look forward to an exciting 2023!

Sincerely,

James P. Kwabo, Jr.



Chief Executive Officer (CEO)

0880037475/0770615847

Mr. Zarbelee K. Woiwor



Chairman, Board of Directors

0776227620/0886828628

MISION

Our mission is to recruit, train, empower through employment and transform the lives of rural young people by providing access to information, hands-on media training, employment opportunities, and at the same time, serving as a platform for credible local content.

VISION

Our vision is to create a one-stop-shop media center for the total transformation of rural youths through capacity building, education, access to information and empowerment.

SLOGAN/MOTTO:

The Passion Youth and Community Transformation Through Innovation

ABOUT AYR

Alternative Youth Radio (AYR) is Liberia's first community youth radio station, based in Zorzor, Lofa County, that employs creativity and technology to transform youths and communities. James Papy Kwabo, Jr., a 2019 US State



Department Mandela Washington Fellow, launched it in June 2016. AYR has helped over thirty (30) community adolescents in Zorzor, Lofa County (rural Liberia) throughout the years through trainings in news collection and reporting, program production and presentations, media advocacy, community volunteerism, and other important areas of Mass Communications.

AYR broadcasts a wide range of programming, including current events and news, human interest programs, public service programs, youth and children's rights advocacy (especially for girls' rights), and so on. All of these projects aim to combat and eliminate all forms of violence against young women, including child marriage and abuse, child labor, and human trafficking. Furthermore, AYR programs emphasize youth economic empowerment, governance, and decision-making participation, as well as advocating for an inclusive society and the well-being of young people through the dissemination of useful information in the areas of health and sanitation, as well as malaria prevention.

To date, AYR has educated and employed over fifteen (15) young people from Zorzor, Lofa County. We have successfully completed the construction of a state-of-the-art youth media complex thanks to the support of the rural communities in which we operate. This complex will not only serve as a facility for radio broadcasting, but also as a hub for training other young people in advocacy, community empowerment, and development

OUR PROGRAMS/PROGRESS IN 2022 IN KEEPING WITH OUR FIVE YEARS STRATEGIC PLAN/GOALS

Goal#1: Enhancing AYR's capacity to lead and sustain in innovation

In order to have realized this goal in 2022, the station undertook three key activities.

A. *Trainings (In-service and out service):*

Following the involvement of the majority of our team members in out-service trainings offered by partners, including INTERNEWS-Liberia, we held two in service trainings for all of our workforce in 2022.

- Junior Kesselee, the station's program director and current acting station manager, attended the Peter Quaqua School of Journalism for nine months on the station's expense and graduated with a diploma. Prior to finishing his studies in September 2022, he received three days of training from VOSEDA on how to apply the Freedom of Information (FOI) Law in Gbarnga, Bong County. He received gender sensitive reporting training from the Center for Media Studies and Peacebuilding (CEMPS) in the same September and Gbarnga. Additionally, in September, James P. Kwabo Jr., the CEO, attended a three-day workshop on digital readiness in Monrovia. With assistance from USAID's Media Activity project, INTERNEWS carried out the training.

- In addition, Howa Woyea, a member of our team, finished a three-day journalism basics training in August 2022 that was sponsored by the Female Journalist Association (FEJAL), INTERNEWS, and USAID through its five-year Media Activity Project. The training took place in Nimba County's Gompa City. Our technician and presenter, Sumo I. Jacskon, and studio coordinator and announcer, Anthony B. Sumo, took part in a three-day training program in the same month of August to hone their technical and maintenance skills. With funding from USAID provided by the Media Activity Project, INTERNEWS planned and delivered the training.

- In addition, in July, the Chief Executive Officer (CEO), James P. Kwabo, Jr., and the Acting Finance Assistant, Morris Beyan, attended a three-day workshop in Gompa, Nimba County, on business management and financial governance. With financing from USAID, INTERNEWS offered training as part of its Media Activity project.

- In June 2022, the Cuttington University School of Graduates and Professional Studies conferred our Chief Executive Officer a Master of Public Administration (MPA) degree in Public Sector Administration. James K. Weefar, the assistant program director and head of local languages, received two days of training in Margibi County's Kakata in local language production and presentation. INTERNEWS planned and carried out the training with financing from USAID. Six (6) of AYR's chosen staff members had a three-day in-media house training in the same month of June 2022. Through INTERNEWS and with assistance from USAID, the training was delivered by the Center for Media Studies and Peacebuilding (CEMPS). Wallace T. Lavaleh, Senior Reporter for AYR, attended a three-day anti-Human Trafficking training in Gompa, Nimba County, also in June. Additionally, it was planned and carried out by INTERNEWS with assistance from the Ministry of Labour and financing provided by USAID as part of the Media Activity project.

- The Director of News, Benjamin S. Labalah, was trained in conflict-sensitive reporting during elections in March 2022. With assistance from USAID, INTERNEWS organized the training in Voinjama in collaboration with the National Elections Commission.

B. Media Complex project:



Midway through 2021, AYR commenced on the development of a state-of-the-art media complex on its own 1.5 lot of land located in the Kailifala Dulleh community of Zorzor City, Lofa County. The structure is 55 feet by 40 feet and comprises, among other things, two studios (broadcast and production), a conference room, two bathrooms, four offices, a lobby, and entry and exit doors.

The **Broadcast Studio** measures 15 feet by 15 feet and can seat up to eight guests, three hosts, and three television or livestreaming crew members simultaneously. The **Production Studio** is 8 feet x 11 feet and can accommodate up to four people/producers simultaneously. The **Multipurpose Conference Hall** is 20 feet by 20 feet and can accommodate up to 65 persons at one time.

The entire structure was constructed utilizing concrete bricks for the elevations, Plaster of Paris (POP) for the ceiling, and manufactured glass for the doors and windows. To properly dedicate this project, many efforts were made in 2022, and the building is now ready for dedication on March 25, 2023. The 2022 efforts included the installation of door and window glasses, air conditioners, and the construction of a septic tank, studio furniture, soundproofing, and landscaping, among other things.

When dedicated, this complex will not only function as a radio broadcasting facility, but also as a training center for advocacy, community empowerment, and development for young people. This project's current value is assessed to be **forty thousand dollars (\$40,000.00 USD)**.

C. FUNDING RAISING/ REVENUE GENERATIONS.

For AYR to have maintained its innovative leadership position in 2022, financial viability and revenue growth were required:

- L\$1,500,000.00 was received through a Bank Loan from the Zorlayea Community Bank in Zorzor, Lofa County.
- L\$500,000.00 was generated through air time sales, including talk programs, PSA, jingles, OB, etc.
- L \$398,000.00 was generated through others means including, the sales of depreciated asserts
- Mr. Jessie Koiboi a son of Lofa County, donated L\$105,000.00
- L\$90,000.00 was generated through contributions from AYR's Board of Directors.
- L\$80,000.00 was raised through contributions from the AYR's CEO

- L\$ 17,400.00 was also raised through a community envelope customization rally.
- L\$10,000.00 generated by the Outside Broadcast Team's market rallies (Radio to the People).
- Mr. Jessie Koiboi also contributed two brand-new Infinite Note 11 cell phones and two tripods.
- Mr. Pepsi Yekeh a citizen of Lofa County, donated two solar-powered street lamps.

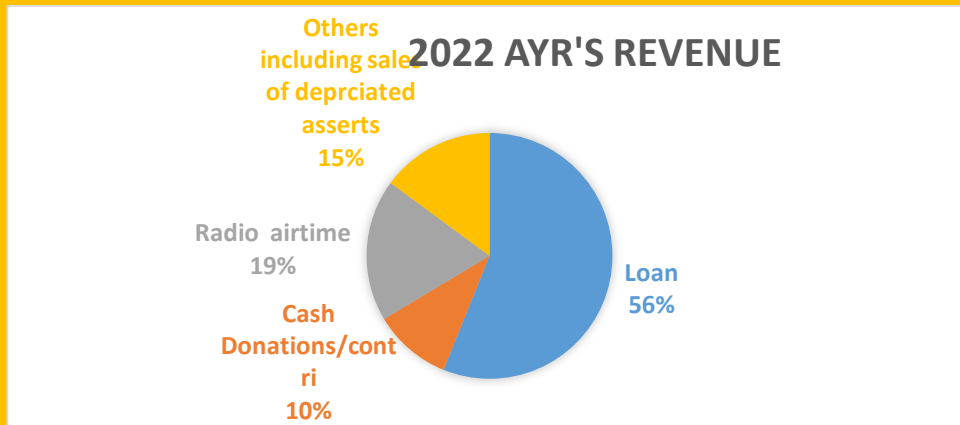
SUMMARY OF REVENUE AND EXPENDITURE

A. REVENUE

The total revenue in 2022 as indicated above is being summarized in the followings categories:

- a. Loan from the Zorlayea Community Bank-----L \$1,500,000.00
- b. Cash Donations/contributions-----L\$275,000.00
- c. Radio airtime including talk shows and other paid for programs-----L \$500,000.00
- d. Others including sales of depreciated asserts-----L \$398,000.00

Total Revenue during 2022 amounted to **L\$2,673,000.00**



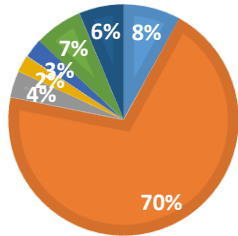
B. EXPENDITURE

Total expenditure covering the period between January –December ,2022 amounted to **L\$2,354,305.00**

- A. Salaries and stipend -----L\$188,820.00
- B. Project-----L\$1,650,000.00
- C. Communications/Internet-----L\$87,515.00
- D. Transportation/gasoline-----L\$55,430.00
- E. Operational cost-----L\$65,000.00
- F. Previous (2021) Loan repayments-----L\$159,140.00
- G. Maintenance/repairs-----L\$148,400

EXPENDITURE

- Salaries and stipend
- Project
- Communications/Internet
- Transportation
- Operations
- Previous Loan repayment
- Maintenance/repairs
-



BANK BALANCES AS OF DECEMBER 30, 2022 = L\$318,697.00

BELOW IS THE BANK STATEMENT

EXTRACT FROM ACCOUNT 01/10/2022 To 29/12/2022
User: MORR
DEC-30-22 15:07:10

Branch: 0008 MC2 ZORLAYEA
Account N°: 00080118111-06 LRD
RADIO ALTERNATIVE YOUTH
ZORZOR CITY

Operation date	Label	Debit	Credit	Balance
	Balance at 01/10/2022		5,085.16	
28/11/22	TRANSFER MADE FOR AYR STAFF SAL		20,000.00	25,085.
28/11/22	AYR STAFF SALARY FOR SEPT. 2022	11,259.00		13,826.
28/11/22	AYR STAFF SALARY FOR SEPT. 2022		3,728.00	17,554.
28/11/22	AYR STAFF SALARY FOR SEPT. 2022	11,634.00		5,920.
28/11/22	DEPOSIT, MORRIS BEYAN/088135160		4,000.00	9,920.
02/12/22	REV AYR STAFF SALARY FOR OCT. 202	3,728.00		6,192.
08/12/22	DEPOSIT, MORRIS BEYAN/088138160		230,000.00	236,192.
09/12/22	AYR STAFF SALARY FOR NOV. 2022	14,004.00		222,188.
09/12/22	AYR STAFF SALARY FOR DEC. 2022	13,891.00		208,297.
09/12/22	AYR STAFF BACK PAY FOR SEPT. & OC	4,600.00		203,697.
14/12/22	DEPOSIT, JUNIOR B. KESELEE/08814524		10,500.00	214,197.
19/12/22	DEPOSIT, JAMES PAPY KWABO/		25,600.00	239,797.
23/12/22	DEPOSIT, ANTHONY B. SUMO/088072960		32,500.00	272,297.
23/12/22	DEPOSIT, JAMES PAPY KWABO/		35,400.00	307,697.
29/12/22	DEPOSIT, JUNIOR B. KESELEE/		11,000.00	318,697.
Total		59,116.00	377,813.16	
Balance at 29/12/2022		0.00	318,697.16	

GOAL#2: ENSURING THAT THE LIVES OF RURAL YOUTHS ARE TRANSFORMED THROUGH ENGAGEMENTS, OUTREACH AND ADVOCACIES



In 2022, we engaged in two crucial actions to directly engage our listeners and the younger population.

A. *Remodeling and incorporating new radio programs about thematic areas.*

Five new live radio talk shows have been introduced and are now being aired on a regular basis. They are, "Aba Organic Farm Show," an agriculture program that promotes food production and methods to combat hunger. "Back in the Day," a look back at the past through historical entertainment and information. "The Truth Talk," a public discourse and audience engagement on key local and national issues. "Lovers Spot" is a social and relationship therapy that helps people handle problems in their existing relationships. "Friday Night Jokes" is a comedy and entertainment show that helps people de-stress via laughter.

Furthermore, our crew went to areas to directly interview residents about democracy, elections, and the topics that are important to them.

B. *Hire additional station staffs to meet up with the expansion of the station*

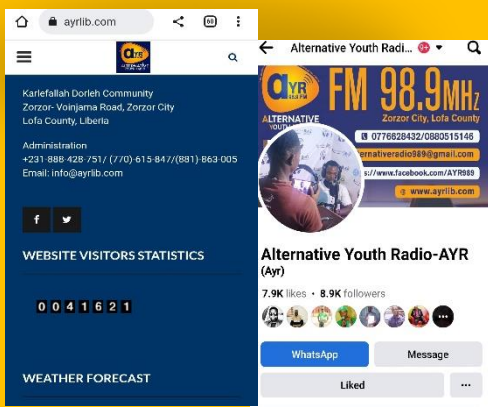
Three (3) new employees were recruited and included as volunteers at AYR. Following their good performances, some of them will be promoted to regular staff/employees at AYR in 2023.

GOAL #3: ENHANCE THE PROVISION OF HANDS-ON MEDIA TRAINING FOR RURAL COMMUNITY YOUTHS

Press Club members received two days of introductory journalism training at Salayea Central High and the Seventh Day Adventist School in Salayea, Lofa County. Twelve students from Salayea Central High School and eight secondary students from the Salayea SDA attended the training sessions led by AYR's Head of Outside Broadcast, Mr. J. Boimah Johnson, and News Director Benjamin S. Labalah.

GOAL #4: ENHANCE ACCESS TO INFORMATION

With the assistance of INTERNEWS, we renewed our website, www.ayrilib.com, granting us access to our domain name and all content after it expired. The website currently has a total of **41,621** followers. In addition, the number of followers and likes on our Facebook page have climbed from **5,000** in 2021 to **8,900** and **7,700**, respectively. We have been extremely active on a number of different social media platforms, including LinkedIn, Twitter, WhatsApp, and Instagram, in order to expand our global audience.



CURRENT CHALLENGES

Despite the fact that the station management and the Board worked extremely hard to overcome some of the obstacles it faced in 2022, there are still some significant obstacles that must be addressed in 2023 to assure consistency in the station's broadcast activities. The just-completed Media complex's lack of sustainable electricity poses difficulties. The station will need to build a **15-kilowatt solar power** system in order to provide continuous electricity for the complex operations. Also, when the station is eventually relocated to the complex on March 25, 2023, it will rely on an STL connection system to send signals to its primary transmitter in the short term. This is not tenable because it poses a significant risk to the transmitting equipment on the telecommunications tower during the station's opening and closing hours and during the rainy season, when lightning strikes are particularly intense. To address this, the institution intends to construct an 80-meter telecoms tower at its media complex location, where it will relocate all of its equipment to a single location.

In addition, the station's current studio equipment has depreciated and some pieces are even malfunctioning. It has been determined that new studio equipment is required if the station is to remain on the air for a longer period in 2023.

PROSPECTS FOR 2023

There is a larger possibility that the station's revenue will increase in 2023. Once the media complex is dedicated, the conference room will be rented out to the public for a minimal fee to generate additional cash. In addition, the demand for radio airtime by political parties and non-governmental organizations will increase as general elections approach in the country.

OUR BOARD OF DIRECTORS



On August 20, 2022, after many meetings convened by the interim leadership of the Board of Directors, chaired by Mr. David K. Mulbah, the Board members in attendance elected a new leadership that will steer the Board's operations for the following three years, commencing in August 2022 and ending in August 2024. Mr. Zarbelee K. Woiwor, Chairman, Mrs. Williamai Geniyan, Co. Chairman, and Mr. Jackson Wolobah, Treasurer, are the elected members. In accordance with the policies of the station, the Chief Executive Officer (James Kwabo) was maintained as Secretary of the Board. Other Board members are, Cllr. Peter Howard, Legal Representative and Board Member, Mr. Armah K. Sheriff, Ms. Siah Thomas, and Mr. David K. Mulbah.

In addition, the Board has had four meetings and made significant decisions, such as enabling the management team to get a loan of 1.5 million Liberian dollars to be repaid over sixteen months. The Board also approved Program Director Junior Kesselee's appointment as Interim Station Manager.

In addition, it authorized the chief executive officer to proceed with preparations and the formation of a steering group for the dedication of the Alternative Youth Radio Media Complex.

OUR CEO AND MANAGEMENT 2022 TEAM



At the start of 2022, AYR had two (2) young broadcasters, five (5) volunteers, and eleven (11) staff members. The CEO, who was not paid during the time period, was one of the eleven personnel. Additionally, at this time, MS. Gbolu Beyan, the station manager, left since she could no longer afford to hold the position owing to a change in location. In accordance with the station's ZERO TOLERANCE against sexual and gender-based violence rules, Mr. Saysay Freeman was also suspended for an extended period of time after being accused of raping and impregnating a 14-year-old minor in Zorzor, Lofa County.

Five more volunteers were recruited in order to fill the voids left by these circumstances. All of these volunteers are now on probation, and the station has covered the costs of their secondary school tuition while they were station volunteers.

After the station manager left, Mr. Junior Kesselee, the program director, was appointed as acting station manager with

<i>Name</i>	<i>Sex</i>	<i>Current Position</i>	<i>Department</i>
James P. Kwabo, Jr	Male	Chief Executive office	Administration
Junior B. Kesselee	Male	Acting station Manager	Management
James K. Weefar	Male	Asst. Program Director	Program
Benjamin S. Lablah	Male	News Director	NEWS
Morris Beyan	Male	Finance and Admin. Asst.	Finance and Adm
Sumo I. Jackson	Male	Program Producer/Technician	Program/Technical
Anthony B. Sumo	Male	Reporter	News
Wallace T. Lavela	Male	Senior Reporter	NEWS
J. Boimah Johnson	Male	Head of Outside Broadcast	Program
Siah Tamba	Female	Announcer	Program
Hawa Woyea	Female	Reporter	News
Peter Kollie	Male	Reporter	News
Nyanpee Darziah	Male	Reporter	News
Jacob Y, Yarkpawolo	Male	Intern	Program
Alasane Kamara	Male	Intern	Program

the Board of Directors' approval while negotiations were proceeding to find a program director with extensive expertise in both news and programming. Mr. Kesselee will be designated as the official Station Manager, subject to the Board of Directors' approval, and the new Program Director will be selected to serve as the head of programming.

Additionally, a Business Director with strong financial and marketing credentials will be hired in 2023 to assist AYR in its resource mobilization efforts. Also, two security guards will be needed to provide services at the transmitting site, which is ten minutes' walk from the media complex, as well as the media complex.

OUR PARTNERS AND AFFILIATES

CURRENT



AYR is one of thirty (30) partner radio stations chosen by INTERNEWS-Liberia and other implementing partners in the USAID-funded Media Activity project. The United States Agency for International Development (USAID) launched this five-year media activity project in Liberia on March 17, 2022, in Monrovia, with the objective of enhancing the capacity of the Liberian media, including AYR, to serve as a conduit for citizen voices and government response. The project also intends to enhance the human and institutional capacity of the media, while pushing for and preserving current media freedoms to reliably conduct responsible journalism, promote reforms, and boost revenue. Prior to the selection of AYR as partner for this project, through the INTERNEWS Liberia Media Development and Inspire projects the station implemented various short-term contracts for INETREWS-Liberia from 2020 until late 2021 in the fields of media awareness and education in the fight against COVID-19.

THE CARTER CENTER



Since July 4, 2020, Alternative Youth Radio (AYR) has been offering media support for the Carter Center Liberia project. AYR has successfully carried out a number of initiatives for the Carter Center, including the ACELJS-COVID 19 Domestic Violence Project and the broadcasting of radio jingles on access to justice.



In exchange for radio airtime and advertising, Lone Star/MTN provides Alternative Youth Radio (AYR) with five (5) ahm electricity to support its present transmission. This collaboration has been essential to the station's ongoing broadcast operations since 2020, despite the power being insufficient to meet the station's electrical needs of about thirty (30) ahm.



As the only commercial bank in Zorzor District, Lofa County that is owned and operated by community shareholders, including the Alternative Youth Radio, the Zorlayea Community Bank offers AYR with easy access to loans and other financial services that enable the station to carry out our operations. This bank handles all salaries and AYR financial transactions at the community level. The station also provides airtime services to the bank so that its customers and the community have access to commercial information.



As a youth-led Liberian business, ANZUCS Images offers Alternative Youth Radio low-cost corporate branding and marketing services. This company, which is owned and operated by two young Liberians, Alexander Samuels and Ambrose Sali, has provided the station with studio backdrops, ID cards, and other promotional materials at a discounted rate.



In June 2016, AYR created its first international partnership with the West Africa Democracy Radio (WADR) in Dakar, Senegal, in an effort to increase understanding of electoral processes and governance in West Africa. This media partnership has involved the exchange of news and information as well as the transmission of programs between the two institutions.

During the height of the COVID-19 outbreak, AYR participated in a number of WADR media projects, including the broadcast of COVID-19 messages and the "We Need To Talk" radio show, which aimed to put light on the daily difficulties in West Africa. Current informative radio programs from WADR include "Well Body" (Health program), "Take the Lead" (Youth Advocacy), "News Link" (News and current affairs), "Educscope" (education and educational-related), "Enviroscope" (environment-related activities), and "Fifty-fifty" (Gender advocacy).



AYR is currently affiliated with Voice of America and transmits some of its public affairs programs, including "Daybreak Africa," "Africa News Tonight," "NightLine Africa," "Health Chat," and "Music Time in Africa," among others.



Alternative Youth Radio (AYR) is a member of the Press Union of Liberia (PUL), and its personnel who meet the PUL's constitutional conditions are members. Liberia's PUL is an independent advocacy group that represents all media institutions and individual journalists. The CEO of AYR appointed the station to the starring committee for the 57th Anniversary of the Union in Voinjama, Lofa County, and the station worked assiduously and participated in all event activities.



AYR has teamed with OK FM to broadcast its early morning news, known as "News Net," at 6:00 a.m., Monday through Friday, in order to offer Monrovia-based news and information to its listeners. Due to the acknowledgment, OK FM identified AYR as an Affiliate radio station in its newscast.



As with OK FM, AYR broadcasts all of the major newscasts from ELBC, including the transmission of key national events from Monrovia, to keep its listeners informed of the country's daily activities. ELBC is the national radio station of Liberia.



As a youth medium in the country, AYR affiliates with the Federation of Liberian Youth (FLY) to support its efforts in promoting its programs and events throughout Liberia and to connect its young audiences with the federation.



Similar to what AYR does for FLY, it also undertakes similar operations for the Liberia National Students Union(LINSU), which serves as the umbrella organization for all Liberian students and is one of AYR's key constituents.

PREVIOUS PARTNERS



As part of the Government of Liberia's reaction to ongoing learning during the COVID-19 epidemic, the Ministry of Education engaged Alternative Youth Radio to conduct a nine-week radio program titled and branded Teaching by Radio in 2020. Throughout the duration of the program, the station provided thirty (30) minutes of air time and six (6) daily airings of their prerecorded programs.



In June 2020, the Alternative Youth Radio (AYR) received a **US\$3,000.00** grant from INTERNEWS –Europe to support the broadcast of a public awareness program titled Facts About COVID-19. This one-hour thirty-minute radio presentation helped the station's listeners understand the basic means of preventing and containing the global pandemic that claimed the lives of several citizens, threatened the growth and stability of a country, and threatened the growth and stability of the world.

In accordance with protocols established by the Ministry of Health (MoH), the World Health Organization (WHO), the National Public Health Institute of Liberia (NPHIL), and the Centers for Disease Control and Prevention (CDC), the program's activities included educating community members about the dangers of the virus as well as prevention and containment methods. Approximately two hundred thousand Liberians and Guineans benefited from this program. To perform similar health-awareness programs, we are still seeking donations or funding.



The station carried out a three-month radio contract with Bridge Liberia as part of its educational advancement in Liberia and the improvement of qualified and affordable secondary education in rural Liberia, including Lofa. This contract entrusted AYR with efficiently playing Bridge Liberia radio jingles in a timely way between October 1 and December 31, 2021.

Pictorials from previous look of AYR in 2016 to current status including the Youth Media Complex to be dedicated



BEFORE



NOW



FUTURE HOME (MEDIA COMPLEX)