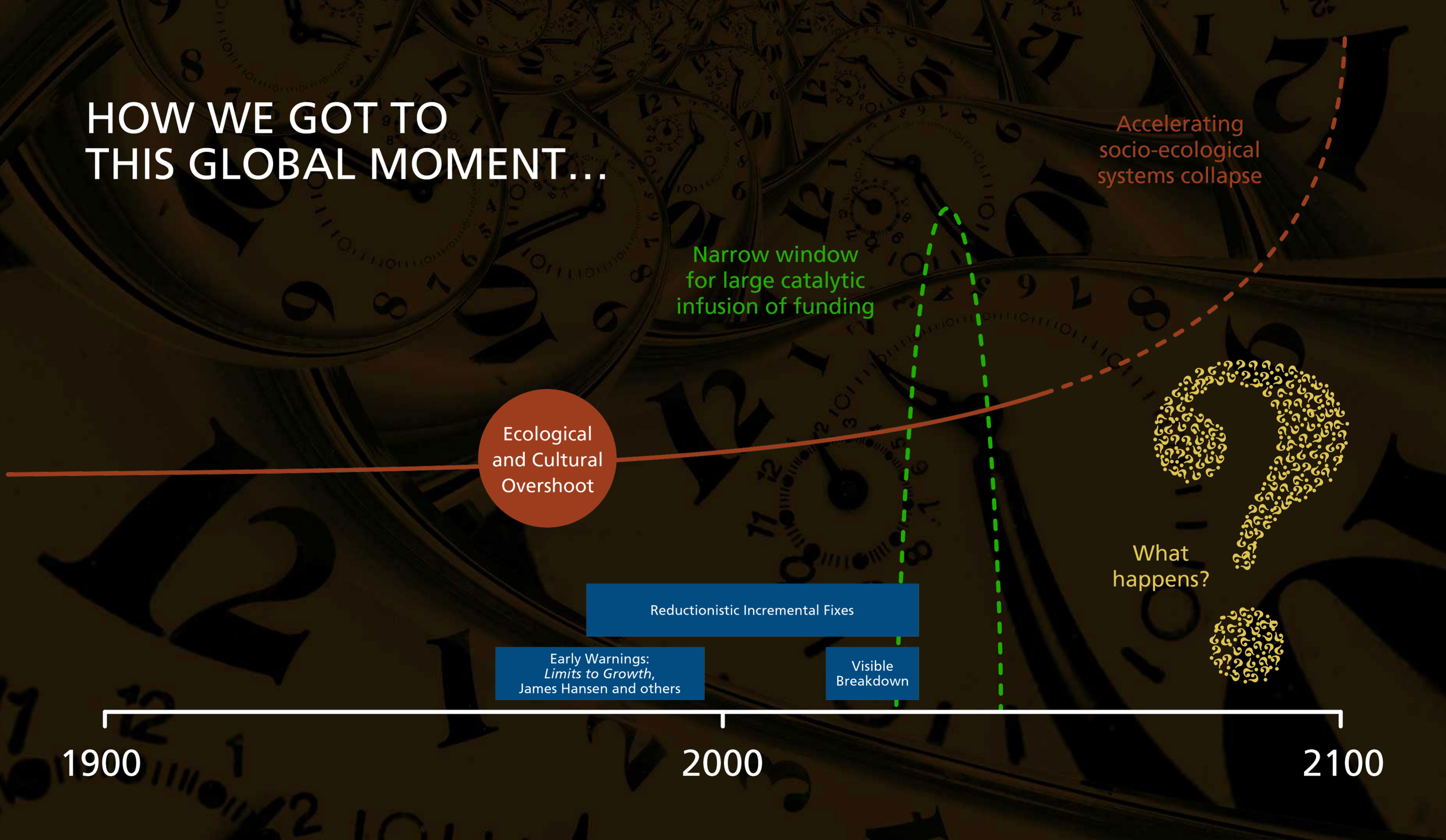HOW WE GOT TO THIS GLOBAL MOMENT…