Regen HAUS | La Fontaine



KReGen Haus @ Edge CityPatagonia

7 Oct 18 – Nov 15, 2025 | S Application form

Regenerate. Innovate. Decentralize — Together in Patagonia.

Welcome to the Argentine Republic: A land of abundance, peace, and liberty. Inspired by our national motto, 'In Union and Liberty,' and the call for 'Freedom, Freedom, Freedom' in our anthem, we believe that anyone who feels, embraces, and cares for this land is an Argentine.

For one month, the ReGen Hub Residents will call La Fontaine home

— a beautiful riverside boutique hotel in San Martín, a family business that has been running La Fontaine for 22 years, currently looking for energy and sustainable solutions. A hotel that offers experiences that allow you to disconnect from the big city and connect with yourself and the culture of Los Andes. They are just four blocks from the main Edge hub. It's the perfect space to co-live and co-work in comfort and joy, with our focus fully aligned on what matters.

<u>Residency Overview & Amenities</u>

AVAILABLE ROOMS

<u>Double Superior (for 2 people)</u> <u>Apartment (for 3 people)</u>



Residency Overview & Amenities

Item	Details	
Duration	29 days	
Location	San Martín de los Andes, Argentina La Fontaine Hotel & Apart 400 m from main avenue.	
Capacity	25 participants	
Accommodation	Rooms for 2 & 3 people (shared basis, ask for another setup available)	
Included Services	 American breakfast. Green park with creekside. Enclosed BBQ pavilion with industrial kitchen. Heated pool. Free parking. Housekeeping. Fiber-optic Wi-Fi. 	
Special Discounts	 + 50% discount on all Extra activities we organise. + 20% for ReGen Hub Residents that get the Edge City Pass. (Use NetX State Code) + 50% for locals that get the Edge City Pass. (Use NetX State Code) 	

Ideal Participants

- Regens & ReFi Community
- Web3 builders & devs
- Network State pioneers
- SolarPunk visionaries
- Artists, eco activists
- Cosmo-Local impact leaders.

This is more than a program. It's a pulse for our collective evolution, an invitation to join the tribe that is changing the way we inhabit the world in the present, looking for a better future.



Apply now to be part of the ReGen Hub experience.

AVAILABLE ROOMS

Note: These are the standard options, but if you're coming with friends or need something different, don't hesitate to reach out — we're happy to find the best fit for each resident.

Double Superior (for 2 people)

Habitación

DOBLE SUPERIOR

Un lugar ideal si buscas combinar UN ALOJAMIENTO CÉNTRICO, CONECTAR CON LA NATURALEZA Y PASAR UNA ESTADIA INOLVIDABLE.

- SOMMIERES KING SIZE Y BLANQUERÍA DE PRIMERA CALIDAD
- SMART TV 42"
- AIRE ACONDICIONADO
- BAÑO COMPLETO
- DECORACIÓN ESTILO **BOUTIQUE**



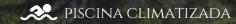






SERVICIOS







Desayuno estilo americano





ATENCION PERSONALIZADA



QUINCHO CERRADO CON PARRILLA Y COCINA INDUSTRIAL



® ESTACIONAMIENTO SIN CARGO



SERVICIO DE LIMPIEZA DIARIO



WI-FI POR FIBRA ÓPTICA



DESCUENTOS EXCLUSIVOS









Apartment (for 3 people)



Apart familiar

- 1 DORMITORIO CON SOMMIER KING SIZE Y BLANQUERÍA DE PRIMERA CALIDAD, **SMART TV Y AIRE** ACONDICIONADO
- AMPLIO LIVING CON SMART TV Y DOS CAMAS CARRO
- COCINA TOTALMENTE EQUIPADA
- BAÑO COMPLETO



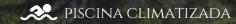






SERVICIOS

UBICACIÓN CENTRICA A 400 MTS DE LA AVENIDA PRINCIPAL



DESAYUNO ESTILO AMERICANO





ATENCION PERSONALIZADA



QUINCHO CERRADO CON PARRILLA Y COCINA INDUSTRIAL



ESTACIONAMIENTO SIN CARGO



SERVICIO DE LIMPIEZA DIARIO



TIPOR FIBRA ÓPTICA



DESCUENTOS EXCLUSIVOS











This is more than a program. It's a pulse for our collective evolution, an invitation to join the tribe that is changing the way we inhabit the world in the present, looking for a better future.

ReGen Track | Regenerate, Innovate, Descentralize



ReGen Track @ Edge City Patagonia

7 Oct 18 – Nov 15, 2025 | S Application Form

Regenerate. Innovate. Decentralize — Together in Patagonia.

Welcome to the ReGen Track: a living lab for collective evolution. Designed to weave together the energy of ReGen Hub residents, Edge City netizens, and the local and indigenous communities of the divine Patagonian bioregion. This is not a conference. It's a transformational experience where each person is invited to be and to live their own process of evolution, aligning the personal with the collective pulse of regeneration, innovation, and decentralization that our times urgently demand, and we all want to see (and be) in the New World.

Our Core Mission

A DAILY RHYTHM @ ReGen Hub

Weekend Experiences

Public Experiences

* Our Core Mission

The ReGen Track centers around a core challenge Web3 natives recognize: how to foster true adoption that leads to real collective transformation. We aim to harness the professional and human talent that pop-up cities like Edge naturally attract, working together to make a meaningful difference that benefits local communities and creates replicable models for each future pop-up city. Creating spaces to question and rethink our way of being and existing in the world, and transforming regeneration into action. Starting with the regeneration of the self, we carry out collective regenerative missions that endure over time.

Our approach is clear:

- Week 1 kicks off with a Regen Day, featuring talks and panels with NetX State, Edge, ReFi DAOs, and local leaders to shine light on three key pillars: regeneration, governance, and decentralization.
- Weeks 2 and 3 focus on collaborative prototyping sessions to co-design solutions that foster Web3 adoption among non-native communities.
- Week 4 concludes with a **final community showcase**, launching the prototype and establishing continuity, planting the seed for a living node of ongoing innovation and connection.

Throughout, our aim is to **create a functioning local node** deeply linked to Edge City's global network and facilitate to you the space to regenerate yourself and expand your project, actively contributing to the regenerative of the present and the future.



DAILY RHYTHM A Day in the Life at the @

ReGen Hub

While fully flexible and free, our suggested rhythm encourages an integral lifestyle, honoring body, soul, and spirit. Through microsolidarity and stigmergy, we will propose activities aligned to this rhythm and

everyone can propose as well. The community takes care of you, and you take care of the community.

06:00 - 10:00 | Awakening the Senses

A slow, sacred start: activities such as yoga, meditation, circles of gratitude, breathwork, capoeira movements, writing circles, cold river immersion, or simply lying in the grass listening to the birds. No rush. Just presence.

10:00 – 13:00 | Building the Future Together

Collaborative work blocks with Edge City's program circles under the sky, coworking side by side, merging Web3 tools with real-world needs. Always guided by the question: How can we regenerate ourselves, our community, our planet starting in the present moment?

13:00 - 14:30 | Nourishment & Connection

Meals as conversations. Local gastronomy curated with Patagonian partners, each dish telling a story of the land.

14:30 – 18:00 | Open Flow

Coworking, 1:1 mentoring, circles of reflection, regenerative missions, spontaneous collaborations, or joining Edge City's vibrant programming.

18:00 – 21:00 | Movement, Music & Magic

As the sun sets, we close the day with sports, themed dinners, music, creative circles, art, and integration circles.

Each beginning and end of the week, we will propose moments of intention for all participants' projects!

Weekend Experiences

Every weekend, we'll host a special curated experience, such as:

- 🙎 Bioregional hikes
- Y Visits to regenerative local projects

- 👳 Encounters with indigenous wisdom keepers
- Exploration of the town and its culture

Public Experiences

Note: Some of these activities, especially those involving local professionals or specialized settings, will be confirmed in the weeks leading up to Edge City. They may carry an additional cost, with a **50%** discount for ReGen Hub residents.

- Opening & Closing Asados
- Regen Day (Keynote day)
- 🐹 Bioregional Hikes
- Wellness Sessions
- **Q** Culinary Workshops
- Y Seed Swap
- Local Project Showcases
- Movie & Game Nights
- Bonfires & Storytelling
- Music Parties
- Green & Mystical Walks
- Visits to Local Regenerative Initiatives
- Deep Prototyping Labs (Web3 x Territory)

This is more than a program. It's a pulse for our collective evolution, an invitation to join the tribe that is changing the way we inhabit the world in the present, looking for a better future.

Let's enjoy the ride together.

Weekly Program:



Weekly Program:

OPERIOR SET : To co-create a regenerative settlement model in Patagonia that connects land, community, and technology, laying the foundations for future nodes of regenerative civilization.

Program Summary at a Glance

Period	Focus / Theme	Key Activities
Week 1	Slowing Down & Adaptation	 Unstructured time for organic connection and adaptation to Patagonia. Daily wellness activities (Yoga, journaling, etc.).
Weekend 1	Community Kick-Off	 Sat, Oct 25: Kick-Off Asado at La Fontaine to build community.
Week 2	Getting to Know the Bioregion	 Mon, Oct 27: Workshop: "Understanding Argentina." Tue, Oct 28: Workshop: "Getting to Know Local Organizations."
Weekend 2	Territorial Design	 Sat, Nov 1: Bioregional Walk & "Charter City Plan" Workshop with a site visit.

Week 3	Cosmo-Local Coordination	 Mon, Nov 3: Panel: "WTF Are Network States?" Wed, Nov 5: Workshop: "Regenerative Nodes Development."
Weekend 3	Community & Celebration	 Sat, Nov 8 (AM): Bioregional Walk to connect with local communities. Sat, Nov 8 (PM): "SolarPunks of the World Unite" Party.
Week 4	Designing the Future	 Mon, Nov 10: "Regen Recap" session to synthesize learnings. Wed, Nov 12: "Shoutcast & Next Steps" project fair and closing circle.

The full detailed Program



Week 1 – Slowing Down & Adaptation

Focus: The focus is to slow down, chill, and adapt to Patagonia while getting to know each other. Beyond the wellness activities offered by Ana Paula, we have no scheduled events, allowing for organic connections and activities to emerge.

Weekend

🗂 Saturday, October 25 – Kick-Off Asado

P Time: 12:00 - 17:00

Venue: La Fontaine

Description: All are invited to share in the sacred ritual of the Argentine fire. This is an opportunity to get to know each other while enjoying a core regional tradition and kicking off the reGen haus experience.

Week 2 - Getting to Know the Bioregion and Its People

Focus: Regenerative prototyping and territorial design.

Monday, October 27 – Pre-Lunch Workshop

• **Time:** 12:30 – 13:30

• Duration: 1 hour

Yenue: BitCotesma (after de Pomodoro)

- Workshop: Understanding Argentina Past, Present, and Future
 - Topics: History, society, and culture of Argentina; Future scenarios in Patagonia: a "Planetary Safe Space"?; Discussion on bioregional regenerative development policies.
 - - Internal: Convey the narrative of Argentina as a reservoir of humanity, spark interest in regenerative territorial development, and create opportunities to attract members, investors, and clients.
 - External: Foster a deep cultural understanding of Argentina.

Tuesday, October 28 – Round Table

Round Table Title: Getting to Know Local Organizations

Guiding Question: How can we map local challenges and co-create collaborative solutions for the short, medium, and long term?

General Information:

• Date: Tuesday, October 28

• **Duration:** 1 hour 30 minutes

• **E** Time: 18:30

• **Venue:** To Be Confirmed (TBC). (Note: Arrangements for the "Gunther CCC Hall" are in progress).

Objective & Description: This workshop, organized by NetX State and the ReGen Hub as part of the Edge City Patagonia event, is an invitation to build a bridge between local organizations working on regeneration and the Edge City community. The objective is to use a collective and participatory mapping methodology to identify key actors in the region, understand their challenges, and explore opportunities for collaboration.

Questions such as: Which organizations and individuals are working on regeneration? What challenges do they face? and How can we collaborate on horizons of 1 month, 1 year, and 10 years? will be addressed. Each organization will have 5 minutes to present (visual support is suggested). The goal is to create a living map, strengthen the local network, and define common missions.

Participants:

- Facilitators:
 - NetX State | ReGen Hub
- Invited Participants:
 - Mariano Roman | BitCotesma (Confirmed)
 - Luis Rodriguez | Puentes de Luz (Confirmed)
 - REPRESENTATIVE | Fundación Somos (Confirmed)
 - REPRESENTATIVE | Barrio Intercultural (? To be confirmed)
 - o (Open call, please RSVP to confirm attendance).

* Week 2 Outcomes:

- Living map of local actors, issues, and opportunities.
- Network of local contacts (communities, NGOs, municipality).
- Shared mission among participants.
- Distribution of roles and teams based on interests and skills.

Weekend

- Saturday, November 1 Bioregional Walk & Workshop: Charter City Plan
 - **Yenue**: La Fontaine + Site visit

• **Chedule:** 10:30–15:30

Sponsored by: Coldwell Banker

• Agenda:

- 10:30–11:30: Breakfast and intro talk at La Fontaine (30-min) presentation + networking).
- o 11:30–12:00: Transfer to selected land sites.
- o 12:30–15:00: Observation and territorial analysis, Solarpunk brainstorming design, evaluation and scenario architectural, ecological, and economic potential.
- Topics to Explore: Regenerative architecture and design, demographic and economic data, lifestyles in Patagonia, types of investments and investor profiles, climate, quality of life, and market prices.
- * Outcome: Solarpunk design brief for regenerative neighborhoods in Patagonia, initial design guidelines and territorial narrative, identification of allies and next steps.

Week 3 – Cosmo-Local Coordination & Network States

Focus: Global integration of regenerative communities and sovereign network design.

Monday, November 3 – Panel & Workshop

Panel Title: WTF Are Network States?

Guiding Question: How are people and organizations reshaping society?

General Information:

Date: Monday, November 3

Duration: 1.5 hours

• Time: To Be Confirmed (TBC). (Note: Scheduling outside of standard working hours is being considered to allow for greater attendance). 18:30 a 20:00

↑ Venue: To Be Confirmed (TBC). (Note: Arrangements for the "Gunther CCC Hall" are in progress).

Objective & Description:

This panel aims to explore the emerging concept of "Network States." Acknowledging the strong reactions and debates the term generates, the main objective is to create a space for an open exchange of ideas, visions, and constructive criticism.

Through a series of flash talks and a moderated discussion, panelists will address fundamental questions: What exactly are Network States? How can they be built? What existing models serve as references for governance, funding, infrastructure, and culture?

Using the broader question "How are people and organizations reshaping society?" as a guide, the panel aims to connect theory with practice and to ground concepts that are still in the realm of ideas, fostering a dialogue that brings value and clarity to all attendees.

Participants:

Moderator: Franz | NetX State (✓ Confirmed)

Panelists:

Chance | Plumia (Confirmed)

Michel Bauwens | p2p* (? Awaiting Confirmation)

Anastasia Kalinina | reState (? Awaiting Confirmation)

Timour or Telamon | Edge City (? Awaiting Confirmation)

Eric Miki | Ipe City (? Awaiting Confirmation)

Representative | Cardano (? Awaiting Confirmation)

Representative | Próspera (? Awaiting Confirmation)

Monty | ReFi Coordi-Nation (✓ Confirmed)

Tails | Infinita (? Awaiting Confirmation)

Paul Murphy | Researcher (? Awaiting Confirmation)



- * Workshop: Regenerative Nodes Development
- Facilitators: Joaquín + Monty
- Schedule: 12:30–14:00
 Cost: To be confirmed
- **Yenue:** La Fontaine
- **Content:** Presentation of the Integrated Structure for Regenerative Urban-Territorial Development Plans, collective co-design of the operational framework, discussion of inter-node governance and coordination mechanisms.

* Week 3 Outcomes:

- Official recording (by Violeta).
- Draft of the Manifesto for Future Cosmological Coordination.

Weekend - Cultural & Community Activities

- 🚞 Saturday, November 8 Morning: Bioregional Walk
 - @ Schedule: 10:30-14:00
 - **Cost:** To be confirmed

 - **Objective:** Connect with the land and local communities; identify spaces for collaboration and shared learning.

Saturday, November 8 - Night: SolarPunks of the World Unite Party

- **Time:** 22:30 onwards
- **Yenue:** La Fontaine
- 🎶 **DJ Set:** Viole 333 from Córdoba
- Purpose: Celebrate the end of Week 3 by strengthening community bonds and shared culture.

Focus: Synthesis, projection, and institutionalization of the San Martín Node.

🧰 Monday, November 10 – Regen Recap

• **P** Time: 12:30 – 14:00

• **Objective:** Recap key learnings from the month, review organizations, mappings, and shared vision, and prepare final presentations and collective synthesis.

Wednesday, November 12 – Shoutcast & Next Steps

• Format: Project fair and collective circle

• **(1) Time:** 17:30 – 19:00

• Activities: Project Showcase (presentation of prototypes and learnings), Collective Circle (commitments for continuity and new alliances), Open Gathering (dialogue with the local community for feedback), and the Symbolic Launch of the San Martín Node.

Final Outcomes:

- Public prototypes ready for iteration or investment.
- Strengthened ties with local and international actors.
- Collective declaration of shared vision and next steps.
- First milestone toward the institutionalization of the San Martín Node.

A note on costs: Where "Cost: To be confirmed" is indicated, this covers operational expenses and includes a donation to a local impact fund. This fund will be shared with local organizations in a mutual commitment to generate long-term impact.

Wellness Activities

! WELLNESS ACTIVITIES

First Week: Wellness activities aimed at group integration!

Yoga & Sound Healing

 Hatha Yoga sessions fused with Kundalini Breathwork and Sound Healing to harmonize mind and body.

Journaling & Collective Circles

 Engage in presentation circles and collective writing exercises, reflecting on what we see and feel during this shared experience.

Music Circles

 Co-create the "Regen Haus Song" and explore the rich sounds of Argentine music together.

• Movement & Nature Immersion

- Capoeira Sessions: Explore dynamic and expressive movements.
- Forest Bathing: Guided walks with sensory activation, introspection, and group reflection.
- Cold River Immersion: A revitalizing experience in the river, guided by breathwork techniques.

• Community & Play

- Outdoor Games: Fun integration games in the garden to connect and unwind.
- Community Movie Night: A cozy documentary or movie screening, complete with popcorn.

Regenerative Living

- Conscious Consumption Meeting: A circle to rethink our impact and way of being in Patagonia. We'll explore questions like:
 - Where do we want to go? What is the purpose of regeneration?
 - Can what I'm consuming be regenerated?
 - How am I conserving water? Who am I supporting with my purchases?
 - How can I regenerate my present?

- Regenerative Missions: Take collective action with hands-on projects:
 - Clean up trash in the forest.
 - Create a compost system at the hotel.
 - Measure and reduce our collective plastic consumption.
 - Promote and adopt regenerative habits in our daily routines

• Evening Relaxation

 Sound Meditations: Wind down before sleep with a relaxing session featuring vibrating instruments to calm the nervous system.

Residency



ReGen Hub Playbook @ Edge City Patagonia

7 Oct 18 – Nov 15, 2025 | S Application form

Regenerate. Innovate. Decentralize — Together in Patagonia.

At Edge City, we're going to live a unique and vibrant experiment — co-living, co-creating, and regenerating together in the heart of the Andean Patagonia bioregion. For one full month, ReGen Hub residents will share a beautiful riverside home (La Fontaine), just four blocks from the main Edge hub.

We're launching a *ReGen Track*, a curated journey of activities designed to spark personal transformation, strengthen collective governance, and **create real impact in the local territory**.

This is about questioning our way of being and living in the world, creating new habits, regenerating the being to expand it to the earth, enjoying the land, getting to know the bioregion and its people, and co-building bridges between Web3 and real-world communities, to regenerate.



Because our world needs new ways of living, working, and organizing. Because we believe we need more than we really need to live well. True luxury isn't material; it's belonging and finding your tribe. ReGen Hub is a prototype for the future: human, joyful, and aligned with what the Earth needs.

Why Patagonia?

San Martín de los Andes lies in the Andean-Patagonian forest, a bioregion of crystal-clear lakes, snow-capped peaks, and biodiversity-rich forests.

Here, regeneration has a strong impact and isn't theory, it's a daily practice. A town on the edge of the world, where everything is close, with lakes and mountains all around, with many agricultural producers, permaculture and regeneration projects and hikes in the forest.

It's easy to get around; you don't need a car; you can rent bicycles or walk. October is the low season, so there aren't many tourists, and the town promises to welcome us with open arms with a warm spring. Patagonia is a living territory where natural beauty meets the opportunity to prototype possible present and futures.

X What's Included?

ReGen Haus surrounded by lakes, mountains and nature.

- <u>Living:</u> Comfortables rooms (shared for 2 or 3 people) with Patagonian breakfast included
- Spaces to relax: heated pool, fiber-optic Wi-Fi, fully equipped kitchen, barbecue pavilion, green park.
- Regeneration of the being: Optional meditations, yoga classes, activities in the nature, art circles, writing circles and regen thinking meetings.
- **Regenerative missions:** We will carry out regenerative missions that remain local and positively impact the land we walk on. By doing it for the land as a community, we do it for ourselves.



By living and feeling it. Through co-living, co-designing and co-regenerating with others in a beautiful, intentional setting. Where regeneration isn't just a theory, where the community takes care of you, and you take care of the community. A place to explore how life feels when the ecosystem, technology, body, mind, and community regenerate together.

® ReGen Track

We create a curated program of activities for every week and weekend, open to co-creation among all residents, workshops, wellness, and hands-on prototyping sessions. Open agenda!

- **Bioregional Immersion**: We will discover local ecosystems, indigenous wisdom, and regenerative initiatives in San Martin de Los Andes. To nourish ourselves from those who are already regenerating and to be able to support them.
- **Public Gatherings**: Community asados, open-air talks, open ceremonies, and cultural events.

š Economic Exchange

Type Tull residency (28 nights):

- **Includes**: The lodging at the <u>Regen Haus</u> and all of it's infrastructure, breakfast and the curated program of the <u>ReGen</u> Track.
 - NOTE: Some of these activities, especially those involving local professionals or specialized settings, will be confirmed in the weeks leading up to Edge City. They may carry an additional cost, we will offer a discount for ReGen Hub residents (full for locals and edge city residents).

🔥 Does not include:

 Meals but we are planing to create a shop inside the Regen Haus with local agroecological products, supporting local producers, and doing good for nature and ourselves! General <u>Edge City Patagonia</u> pass but we can offer a <u>20%</u> <u>discount with "ECP25-REGEN20"</u> code and 50% for LATAM residents. - <u>Apply for your Edge spot here</u>.

Payment terms

- Payment via crypto, bank transfer (USD or ARS), ACH or WIRE.
- Payments are non-refundable. NOTE: However, we understand that unexpected situations may arise. If you let us kdisnow in advance and help find a replacement, we're open to discussing a fair and personal solution together.

This is more than a program. It's a pulse for our collective evolution!

Apply now to be part of the ReGen Hub experience.

Any other questions? Talk to us: @elchanguitoeth

Let's enjoy the ride — together.

Output Join the HUB!



Join us!



Economic Exchange

Type Full residency (28 nights):

- Includes: The lodging at the <u>Regen Haus</u> and all of it's infrastructure, breakfast and the curated program of the <u>ReGen</u> Track.
 - **NOTE:** Some of these activities, especially those involving local professionals or specialized settings, will be confirmed in the weeks leading up to Edge City PATAGONIA. They may carry an additional cost, we will offer a 50% discount for ReGen Hub residents (full for locals and edge city residents).

Does not include:

- Meals.
- General Edge City pass but we can offer a <u>20% discount</u> with "ECP25-REGEN20" code and 50% for LATAM residents.

Payment terms

 Payment via crypto, bank transfer (USD or ARS), ACH or WIRE. Payments are non-refundable. NOTE: However, we understand that unexpected situations may arise. If you let us know in advance and help find a replacement, we're open to discussing a fair and personal solution together.

Application form

To join, you must complete the official <u>application form with care and intention</u>. Since space is limited and interest is high, we will only consider those who apply through this form.

If your application resonates with the vision, we'll contact you by email with the next steps — including payment details (bank or crypto) to confirm your spot.

? Other questions?

http://t.me/elchanguitoeth | changuito@netxstate.com

Looking forward to meeting you!

What's Netx? Check the Regen Pathway



Regen Pathway

TO BE CONTINUED: Seeding the Future from San Martín to all Latin America

This experience is a pulse in a broader <u>ReGen pathway</u> — one that continues with a Genesis Node of Regeneration in San Martín, ongoing collaborations, and new gatherings to deepen and expand the outcomes born here.

Up next: <u>Devconnect in Buenos Aires</u>, followed by Ipe City 2 in Florianópolis and a historic <u>pop-up island in Próspera</u> (Q1 2026). Edge City is our launchpad — a first step in a Latin American wave of regeneration, innovation, and decentralization.