

From the effective date, the below protocol (this "Protocol") will apply to all group social activities, including but not limited to lunches, dinners, cycling outings, gastronomy classes, musical events, yoga classes and drinking sessions (each an "Activity").

From the effective date of this Protocol, any group member (hereinafter, the "Relevant Member" and collectively, "Relevant Members") who is late (by reference to the indicated time of arrival, "ITA" or, if an ITA was not specified by the Relevant Member, the specified start time of the Activity such as the reservation time) shall be required to pay a bigger contribution (the "Punctuality Surcharge") to the costs of the Activity (including but not limited to, dining bill for the Activity but excluding transportation and accommodation costs, "Activity Costs") determined in accordance with the below formula unless such lateness was due to circumstances not contemplated by or beyond the control of the Relevant Member (which circumstances include an act of God or a *force majeure* but exclude, without limitation, failure to leave in sufficient time, traffic, went back to pick up forgotten things, unexpected office assignment or sudden workload increase, extended phone call):

- (A) for more than 15 minutes but less than 30 minutes ("Zone One"), 10% of the Activity Costs
- (B) for more than 30 minutes but less than 60 minutes ("Zone Two"), 20% of the Activity Costs
- (C) for 60 minutes or more ("Zone Three" and each of Zone One, Zone Two and Zone Three, a "Time Zone"), 30% of the Activity Costs

If there is more than one Relevant Member with respect to a Time Zone, the Punctuality Surcharge for the Time Zone shall be shared equally by the Relevant Members and if there are three Relevant Members or more for a Time Zone, the Punctuality Surcharge for the Time Zone shall be increased by 5% of the Activity Costs (and shared equally by such Relevant Members).

The Activity Costs, less the Punctuality Surcharge, shall then be shared by all group members (including the Relevant Members) attending the Activity in the usual manner.

The Relevant Members' obligation (moral or otherwise) is fully and finally discharged by payment of the Punctuality Surcharge determined in accordance with provisions above and apologies, though still desirable, are not mandatory.

This Protocol takes effect ~~ive~~ immediately.