

## EXECUTIVE SUMMARY

### A Collaborative Working Project between Bristol-Myers Squibb Pharmaceutical Limited (“BMS”) and Macmillan Cancer Support (“Macmillan”)

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| Name of project  | Demonstrating the Value of Prehabilitation (the “Project”) through Service and Workforce Efficiencies  |
| Project Overview | <p>Macmillan Cancer Support (an organisation through which one or more health professionals or other relevant decision makers provides services) and BMS are seeking to formalise a strategic partnership. The aim of the partnership is to work collaboratively with the NHS to review established wrap around support services that keep pace with the changing needs of cancer patients accessing innovative cancer treatments.</p> <p>The partnership will achieve this aim by co-producing a tested value proposition, which demonstrates the role of prehabilitation in:</p> <ul style="list-style-type: none"><li>• Optimising a patient’s ability to take up and benefit, more holistically, from an innovative cancer treatment (e.g., wrap around support that considers exercise, dietary, psycho-social and supported self-management interventions and which are proactively delivered at a pre-treatment stage)</li><li>• Better preparing the NHS to align its support, services, and workforce with the evolving paradigm shift in the treatment and management of cancer</li><li>• Reducing frequent exacerbations of unplanned care downstream in the healthcare system</li></ul> <p>The strength and value of this partnership is underpinned by a shared commitment and interest in supporting the NHS redesign cancer services and build workforce capacity and skills to improve access to innovative cancer treatments and support.</p> <p>This is evident in the varied and innovative support both organisations have individually provided to the NHS. The Macmillan CNS role and BMS’s recent investment in the development a of peer to peer clinically led service development forum further demonstrate this synergy.</p> <p>However, both organisations are also acutely aware of the ongoing capacity constraints and variability in patient outcomes and service delivery, which continue to have a deleterious effect on the UK’s progress in achieving its ambitions of delivering world class outcomes for cancer patients. It is within this context that Macmillan and BMS have developed the scope of this project and in recognising the value of a strategic partnership.</p> <p><b>Communication and Stakeholder engagement plan (Phase 1)</b></p> <p>Macmillan and BMS to map stakeholders and agree outreach plan for: pilot phase; engaging national stakeholders in supporting the partnership findings; and broader engagement activity aligned to the plan (e.g., media engagement)</p> <p><b>Contracting/commissioning expert analysis, support, and evaluation (Phases 1 &amp; 2)</b></p> <p>Macmillan and BMS to agree on vendor to support economic analysis for prehabilitation and baseline indicators to measure the success of the pilots.</p> <p><b>Partnership planning and engagement meetings (Phases 1 &amp; 2)</b></p> |

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|  | <p>Fortnightly meetings between Macmillan and BMS to review Project deliverables, KPIs, budget, communication plans.</p> <p><b>Resourcing the services to support the evaluation of the pilot phase</b></p> <p>The Project will allow Macmillan and BMS to discuss and agree criteria, geographical spread, and service that will be involved in the pilot phase, including a robust exit plan and resourcing split (e.g., ensuring parity between Macmillan reach and expertise and BMS funds)</p>  |   |
| <p>Project Purpose/<br/>Objectives</p> | <p>The partnership will leverage economic analysis, stakeholder engagement and policy development to position prehabilitation and its targeted interventions as one of THE critical success factors in supporting the NHS routinely provide access to innovative treatments such as immunotherapy.</p> <p>The following approach will underpin the partnership objectives/aims:</p> <ul style="list-style-type: none"> <li>• Patient centred: <ul style="list-style-type: none"> <li>○ the patient journey/pathway will be at the heart of how the partnership evidences the vital role of prehabilitation support in achieving a broader set of service outcomes, and the importance of this focus in supporting patients fully benefit from the advancements, innovation, and evolution of the treatment pathway (the treatment pathway and the patient’s care journey are more closely pulled together);</li> </ul> </li> <li>• Partnership focused: <ul style="list-style-type: none"> <li>○ BMS and Macmillan will work in partnership with the NHS to test and implement an economic and service efficiency model to ensure it has value add in the commissioning, delivery, and evaluation of new wrap around support and holistic care/services (e.g., psycho-social support, supported self-management etc), and in doing so ensures its service and workforce approach does not lag behind <ul style="list-style-type: none"> <li>▪ (a) an evolving and complex set of new patient needs and support, which</li> <li>▪ (b) are the result of new treatment innovations that it will need to be fully prepared for;</li> </ul> </li> </ul> </li> <li>• Co-creation: <ul style="list-style-type: none"> <li>○ The partnership will co-create a new cancer story that seeks to reinforce an ambitious strategy for cancer care in the UK and which aligns the Government’s future focus on Lifesciences with an NHS that acts on patient level insight to rationalise resource and fully prepare itself for innovation; and</li> </ul> </li> <li>• Insight driven: <ul style="list-style-type: none"> <li>○ The partnership will seek to develop a deeper understanding of the patient experience in the context of an evolving treatment pathway and how this is influenced by variation in access and health inequalities which impact on all critical touch points (screening, routes to diagnosis, active treatment, follow up care etc.) and the outcome this has on patient preferences, values, and assessments of what matters most to them.</li> </ul> </li> </ul> |   |
| <p>Patient, NHS,<br/>BMS Benefits</p>  | <p><b>For the Patient</b></p>  | <ul style="list-style-type: none"> <li>• The patients will feel more informed and empowered about their care and they will access a more patient centric pathway of care.</li> </ul>  |
|  | <p><b>For Macmillan</b></p>  | <ul style="list-style-type: none"> <li>• Help to improve Macmillan’s understanding of the role that prehabilitation can play in improving patient experience, drug and treatment adherence and outcomes.</li> <li>• Demonstrate the holistic benefits to people living with cancer that can be provided by prehabilitation.</li> <li>• Demonstrate the economic benefits to the wider healthcare economy of prehabilitation to improve outcomes, adherence, and patient experience.</li> <li>• Build a case for the adoption of prehabilitation as an integral part of cancer care pathways.</li> </ul> |

|                           |   | <ul style="list-style-type: none"> <li>• Provide a test case for Macmillan and BMS to demonstrate the benefits of collaborative working under the auspices of its strategic partnership.</li> </ul>  |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
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|                           | <b>For BMS</b>  | <ul style="list-style-type: none"> <li>• To collaborate with one of the UK’s most respected and admired cancer charities to test and develop services that optimise treatment outcomes.</li> <li>• To support the NHS, redesign the services of today to better prepare itself for the innovative treatments of tomorrow. The partnership will support this aim by using its collective insight, knowledge of the cancer pathway, and engagement with the cancer workforce to support the NHS better predict and plan for new patient demand.</li> </ul> |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Stakeholders              | <ul style="list-style-type: none"> <li>• Macmillan Cancer Support (“Macmillan”)</li> <li>• Bristol-Myers Squibb Pharmaceuticals Limited (“BMS”)</li> </ul>  |  |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Timelines                 | <table border="1"> <thead> <tr> <th></th> <th>Jan-22</th> <th>Feb-22</th> <th>Mar-22</th> <th>Apr-22</th> <th>May-22</th> <th>Jun-22</th> <th>Jul-22</th> <th>Aug-22</th> <th>Sep-22</th> <th>Oct-22</th> <th>Nov-22</th> <th>Dec-22</th> <th>Jan-23</th> <th>Feb-23</th> <th>Mar-23</th> <th>Apr-23</th> <th>May-23</th> <th>Jun-23</th> </tr> </thead> <tbody> <tr> <td>Partnership Documentation</td> <td>■</td> <td>■</td> <td>■</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Phase 1</td> <td></td> <td></td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> </tr> <tr> <td>Phase 2 Delivery</td> <td></td> <td></td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> </tr> <tr> <td>Phase 2 Evaluation</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>■</td> <td>■</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Phase 3 Delivery</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> </tr> <tr> <td>Phase 3 Evaluation</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>■</td> <td>■</td> <td>■</td> <td>■</td> </tr> <tr> <td>Final Project Report</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>■</td> <td>■</td> <td>■</td> </tr> <tr> <td>Project Close</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>■</td> <td>■</td> </tr> </tbody> </table> |  |        |        | Jan-22 | Feb-22 | Mar-22 | Apr-22 | May-22 | Jun-22 | Jul-22 | Aug-22 | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Partnership Documentation | ■ | ■ | ■ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Phase 1 |  |  | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Phase 2 Delivery |  |  | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Phase 2 Evaluation |  |  |  |  |  |  |  |  |  |  |  | ■ | ■ |  |  |  |  |  |  | Phase 3 Delivery |  |  |  |  |  |  |  |  |  |  |  |  |  | ■ | ■ | ■ | ■ | ■ | ■ | Phase 3 Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ■ | ■ | ■ | ■ | Final Project Report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ■ | ■ | ■ | Project Close |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ■ | ■ |
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| Partnership Documentation | ■   | ■  | ■      |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Phase 1                   |   |  | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Phase 2 Delivery          |   |  | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      | ■      |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Phase 2 Evaluation        |   |  |        |        |        |        |        |        |        |        |        | ■      | ■      |        |        |        |        |        |        |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Phase 3 Delivery          |   |  |        |        |        |        |        |        |        |        |        |        |        | ■      | ■      | ■      | ■      | ■      | ■      |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Phase 3 Evaluation        |   |  |        |        |        |        |        |        |        |        |        |        |        |        |        | ■      | ■      | ■      | ■      |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Final Project Report      |   |  |        |        |        |        |        |        |        |        |        |        |        |        |        |        | ■      | ■      | ■      |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Project Close             |   |  |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | ■      | ■      |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |
| Agreed Arrangements:      | <p>Throughout this Project BMS will contribute finances and manpower, Macmillan’s contribution as part of the pooling of resources with its vast expertise and skills within this arena, and its reach and its subject matter expertise in the delivery, review, and commissioning of prehabilitation support (which will include but not limited to drawing on the expertise of Macmillan Head Office roles to support the design and review of each pilot site.</p>   |  |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |                           |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |  |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |  |  |  |                  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |   |   |                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |   |                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |   |               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |   |

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