



- **How does the ADM Working Group work?**

The working group is formed by various industry actors, and our representatives are from various roles and responsibilities in the area of ticketing, revenue accounting and auditing. From time to time we need to ask individual subject matter experts to provide their expertise and help us facilitate our discussions.

The group discussions should always refrain from finger pointing, blaming and emotions- our moto is to "Let the Data Talk".

The group usually discusses issues based on a certain topic, and each topic would be open for volunteered participation. Which means you can still be part of the group even if you cannot participate in all of the topic meetings. Data or relevant information would be sent out to all registered participants in advance with time to research or study internally before attending. These meetings take place in the format of conference calls.

We meet face-to-face twice a year, to follow up on current issues and have open discussions about them, as well as for the project team to provide updates and insights to the current ADM trends. Wherever possible, we invite guest speakers from other initiatives that have interdependencies with ADMs to come and explain how we impact each other and their progress in order to have a rounded view on all impacting factors.

On an adhoc basis, the project team may have one-on-one calls with participants in order to discuss issues that may be sensitive to raise to the whole working group directly, where it may involve specific transactions or named examples. Such discussions are not shared with any third parties and are strictly for the purpose of demonstrating an issue or aids to identify solutions.