

ECHOES

THE OFFICIAL NEWSLETTER OF CHAMPION HILLS



JUNE 2026

championhills.com | [@ChampionHillsCommunity](https://www.instagram.com/ChampionHillsCommunity) | 828.696.1962

FROM THE GM'S DESK

GENERAL MANAGER



Dear Champion Hills Members,

Last week, Club leadership and the Board of Governors held a full-day Operational Alignment & Strategic Direction workshop focused on Champion Hills' future.

The purpose of this meeting was simple: to ensure that the management team, both new and existing, and the Board are fully aligned in our shared commitment to delivering an exceptional member experience while strengthening operational consistency, fiscal stewardship, and thoughtful long-term planning for the Club.

It was an exceptionally productive day and reflected the strong collaborative partnership between your Board and management team. Together, we reviewed operations across Golf, Food & Beverage, Wellness, staffing, capital planning, member services, and overall Club culture.

A great deal of positive momentum is already underway, and this workshop provided important direction and support for continuing that progress.

At the heart of these discussions was a shared commitment to three guiding principles:

- Delivering an exceptional experience for the broad membership
- Operating with thoughtful fiscal stewardship
- Making decisions that support Champion Hills not only today, but for years to come

As part of this alignment, members will begin to see greater consistency in several areas, including:

OPERATIONAL MODERNIZATION AND EFFICIENCY IMPROVEMENTS

From golf technology and web access enhancements and improved operational systems to refinements in Food & Beverage scheduling and service structure, many initiatives are already underway to improve consistency, efficiency, and overall execution.

PROACTIVE CAPITAL PLANNING

The Board and management spent meaningful time looking ahead at facility and infrastructure priorities to ensure Champion Hills continues evolving thoughtfully, preserving what makes this Club special while planning strategically for future enhancements.

A MORE THOUGHTFUL COMPLIMENTARY CULTURE

Champion Hills has long valued hospitality and generosity, and that spirit remains an important part of who we are. At the same time, complimentary offerings will be more intentionally tracked and managed to ensure these practices remain sustainable, equitable, and aligned with the best interests of the membership as a whole.

CLEARER OPERATIONAL CONSISTENCY

The Board and management aligned on consistent Clubhouse operating hours, event reservation expectations, and updated procedures designed to improve operational flow across dining, golf, and member service areas while remaining fiscally responsible.

CONSISTENT APPLICATION OF ESTABLISHED CLUB STANDARDS AND POLICIES

Members may also notice greater consistency in how existing Club policies and governing documents are applied. This includes areas such as account administration, established operational guidelines, legal compliance requirements, and standards already outlined within Club documents. This consistency is essential to ensuring fairness, transparency, and a positive experience for all members.

Perhaps most importantly, the day reinforced a shared philosophy that will guide decision-making moving forward: We are committed to creating a culture of “yes” whenever possible.

When something cannot be accommodated, the goal is not simply to say no, but rather to provide structure, clarity, and alternative solutions whenever appropriate. Warm hospitality and operational consistency are not opposing ideas. In fact, they work best when they support one another.

Champion Hills is a truly special Club, and continued progress depends on all of us working together.

Stay tuned for additional updates in the coming weeks as we share more detail around these initiatives and other exciting improvements underway across Champion Hills. We ask for your partnership and support as these improvements continue to take shape. Some changes may require adjustment, but each has been thoughtfully considered through the lens of fairness, fiscal responsibility, operational excellence, and the long-term good of the entire membership.

Thank you for your continued trust and engagement as we work together to make Champion Hills all that it can be.

Warmly,
Ellen Perkins
General Manager

POA & CLUB ANNUAL MEETING
JULY 20

POSITIONED TO THRIVE

CLUB BOARD NEWS

Fellow Members,

Champion Hills has always been more than a club – it is a community built on shared values, exceptional experiences, and a genuine pride of place. Protecting and advancing that legacy is the responsibility the Board of Governors holds on behalf of every member. That is why I want to speak directly to the work underway and offer the Board's full support for the direction General Manager, Ellen Perkins has outlined in the preceeding pages.

WHY CHANGE IS NECESSARY

Any organization that stands still risks falling behind. Our recent Operational Alignment & Strategic Direction workshop made clear that Champion Hills has tremendous strengths – and also real opportunities to sharpen how we operate. The Board spent a full day alongside Ellen and the management team reviewing every corner of our operations: Golf, Food & Beverage, Wellness, capital planning, staffing, and member services.

What emerged was not a picture of a club in trouble – quite the opposite. We saw a club with strong momentum and a management team deeply committed to excellence. But momentum must be channeled. Without clear structure, even well-intentioned practices can become inconsistent, inequitable, or unsustainable over time. That is the honest case for the changes Ellen has described.

CONFIDENCE IN OUR LEADERSHIP TEAM

The Board has full confidence in Ellen Perkins and the leadership team. Her approach to leading Champion Hills reflects exactly the kind of thoughtful, member-focused leadership this club deserves. The initiatives she has introduced – from operational modernization and proactive capital planning to greater consistency in Club standards – are not changes for their own sake. They are purposeful steps designed to make Champion Hills fairer, stronger, and better for everyone.

Ellen has grounded this work in three principles the Board wholeheartedly endorses: delivering an exceptional experience for our broad membership, exercising thoughtful fiscal stewardship, and making decisions that serve Champion Hills not only today but for years to come. These are not abstract ideals – they are the lens through which every operational decision will be evaluated.

WHAT MEMBERS CAN EXPECT

Some of what lies ahead will feel familiar; some may require adjustment. Greater consistency in how Club policies are applied, more intentional management of complimentary offerings, and clearer operating expectations are among the changes you may notice. Each reflects a commitment to treating all members equitably and ensuring our resources are directed where they deliver the greatest benefit.

I am especially encouraged by the guiding philosophy Ellen has articulated: a culture of “yes” whenever possible. This is not about saying no more often – it is about ensuring that when we say yes, we can deliver on it with consistency and care. That standard elevates the experience for every member.

A PARTNERSHIP WORTH INVESTING IN

The Board's relationship with management has never been stronger, and that partnership is the foundation upon which positive change is built. We have the right leader, the right plan, and the right team. What we need now is the patience and partnership of our membership as these improvements continue to take shape.

Champion Hills is a truly special place. The work ahead honors everything that makes it so – and positions us to be even better. On behalf of the entire Board of Governors, thank you for your trust, your engagement, and your continued commitment to this community.

Warmly,

Stu Holcombe

President, Board of Governors

MEMBER SPOTLIGHT: JOHN ROLLAND



WHERE ARE YOU FROM:

I moved to Champion Hills from San Jose, CA, in 2024. However, I first visited Champion Hills in 2001, and knew that I would live here at some future time. My first impression was the beauty and design of the Fazio golf course.

ARE YOU IN CHAMPION HILLS FULL-TIME OR SEASONALLY:

I live here full-time and enjoy the four seasons which are usually not extreme allowing members to play golf year-round.

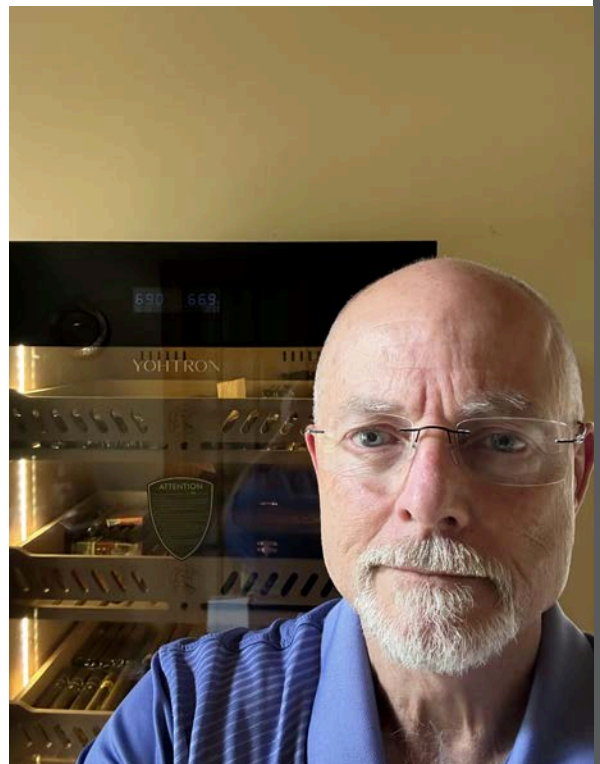
WHAT ARE YOUR FAVORITE ACTIVITIES/HOBBIES AT CHAMPION HILLS:

- Playing golf
- Cigars with friends on the Club patio
- Cooking (Including the cooking classes by CH chefs)
- Hiking
- Wellness Center (usually arriving at 5 AM)
- Thirsty Thursday
- Men's Night
- Fireside Dinners

WHAT IS ONE FUN/INTERESTING FACT ABOUT YOURSELF:

When I first visited in 2001, the airports had just opened after the 9/11 attacks. My second visit in 2020 was during the COVID outbreak and the clubhouse was closed. I purchased my home on Chattooga Run in 2024 and arrived at the Asheville Airport at 4 PM on September 26, 2024, just as Helene was also arriving. As luck would have it, a large tree fell on my house early the next morning on September 27, 2024.

Even with these experiences, I'm very happy in Champion Hills and glad I decided to make this my home. I believe that I am much like others who also love this neighborhood and area. Where I may differ, is that I love having the deer in my yard. Definitely not something that happened in San Jose. I may be the only one who is rooting for the deer and not the gardeners.



WHAT IS YOUR STORY? TELL US! WE ARE ACCEPTING 2026 MEMBER SPOTLIGHT SUBMISSIONS.

EMAIL JOSIE@CHAMPIONHILLS.COM FOR MORE DETAILS!



PET PROFILES

MEET SOPHIE NARET



BREED & AGE:

Sophie is a goldendoodle, and she is 16 months old!

FAVORITE TOYS:

Any squeaky toy or canvas ducks.

FAVORITE ACTIVITIES:

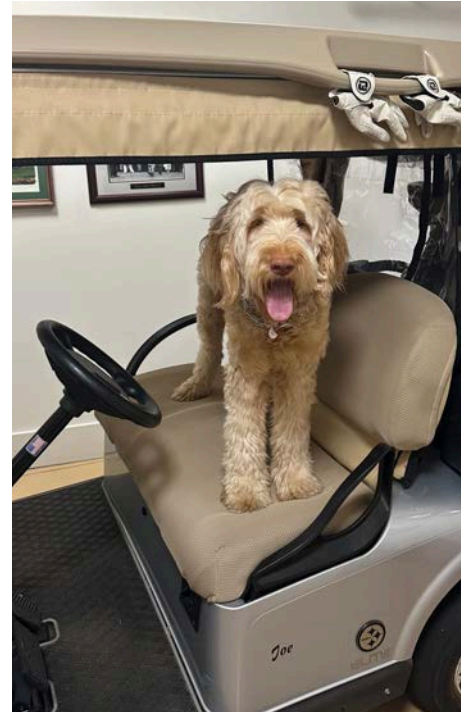
Sophie enjoys long walks, riding in the golf cart, and following us around the house.

COMMENTS ABOUT SOPHIE:

Apparently, Sophie was abandoned by her original owners. In December 2025, a woman in Asheville found her wandering the streets and took her in. Sophie's size (55 lbs. currently) and high energy proved to be too much for apartment living with 2 children, so she began looking for a family to take her in.

We heard about Sophie through another member at Champion Hills. After two meetings, we decided to adopt her. Since joining us, Sophie has been trained on a new Invisible Fence, allowing her to run, while staying safe.

She has also recently been spayed and chipped. After her recovery is complete, additional social training is in her future, hopefully allowing her to participate in dog events at Champion Hills!



HELP FILL THE NEED

Donate blood!  American Red Cross

CHAMPION HILLS BLOOD DRIVE

MONDAY, JUNE 22 | 12:30 PM - 5 PM
WELLNESS CENTER

For your appointment or questions, please contact Jodi Sundeen
847.421.9304 | jodisundeen@yahoo.com.



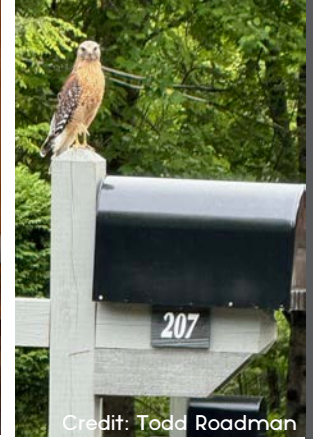
KICKS FOR KIDS

Help the children of Henderson County kick off the school year with a new pair of shoes!

SIGN UPS BEGIN JUNE 23!



Credit: Ed Kearns



Credit: Todd Roadman



Credit: Mackenzie Jones



Congratulations to Drew Halpin!
Class of 2026, Belmont University



Credit: Page Halpin



Credit: Carson Graham



Credit: Phil Croxford



Credit: Milan Turk



Credit: Todd Roadman

AROUND THE CLUB

SUMMER EVENTS AT CAMP CHAMP!

UPCOMING CLUB & DINING EVENTS

JUNE
2

TRIVIA | 5:30 PM*

Reserve your team's table with Shelly! If you don't have a team and are interested in playing trivia, Shelly is happy to help.

MAY'S WINNERS: NOT SMARTER THAN A 5TH GRADER

(LTR) Dung & Christina Phan | Heather North & Gary Rodberg
Marilee & Bill Welliver



JUNE
4

THIRSTY THURSDAY ON THE PATIO | 4 PM - 6 PM

Savor the beautiful weather with your friends at Thirsty Thursday on the Patio! Note: WEATHER PERMITTING

CELLAR SALE FIRST COME, FIRST SERVE WHILE SUPPLIES LAST!

JUNE
6

DONUT DAY | 9 AM - 11 AM

Enjoy COMPLIMENTARY donuts from HenDough Bakery & freshly brewed coffee!

COOKOUT ON THE PATIO | 11 AM - 3 PM

The Patio cookouts are back! Whether you are playing a round or needing a quick bite, enjoy a made-to-order meal.

Note: WEATHER PERMITTING

JUNE
9

A TOUR OF THE NAPA VALLEY WINE DINNER | 6 PM

WAITLIST AVAILABLE

Savor remarkable wine and cuisine for the ultimate Napa Valley wine country experience from Champion Hills!

JUNE
11

THIRSTY THURSDAY ON THE PATIO | 4 PM - 6 PM

Savor the beautiful weather with your friends at Thirsty Thursday on the Patio featuring live music from our very own Derek Cartwright!

Note: WEATHER PERMITTING

JUNE
16

MUSIC BINGO*

**5 PM COCKTAILS | 5:30 PM - 7:30 PM DINNER
BINGO STARTS AT 7 PM**

Don't miss a chart-topping evening of singing, laughing...and even some dancing.

JUNE
17

LADIES' NIGHT OUT | 5:30 PM*

We invite the ladies of Champion Hills Club to an evening of great food, libations, and conversation.

JUNE 18

THIRD THURSDAY WINE TASTING | 4 PM - 6 PM

While you mingle with friends at Third Thursday, sip on the latest wine selections from Winebow Distributors!

JUNE 20

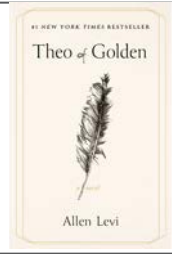
COOKOUT ON THE PATIO | 11 AM - 3 PM

Your favorite to-go food made fresh to order...whether you sit and enjoy the mountain scenery or grab & go from the 9th tee box. Everyone is welcome!
Note: WEATHER PERMITTING

JUNE 22

CHAMPION HILLS BOOK CLUB | 10:30 AM
THEO OF GOLDEN
BY ALLEN LEVI

For more information please contact:
Barb Morrison | 309.269.0010 or Susan Thomas | 210.834.8771



JUNE 23

SEAFOOD SPECTACULAR | 5 PM - 8 PM

Seafood lovers, bring your appetite to this spectacular evening!

JUNE 24

MEN'S NIGHT OUT | 5:30 PM*

Gentlemen, enjoy an evening of dinner and camaraderie with your favorite Champion Hills fellas!

JUNE 25

BRINING & GRILLING WITH CHEF ANTHONY | 2 PM

Transform your next backyard cookout by discovering exactly why brining is the secret to incredibly juicy, flavorful meats. Master specialized grilling techniques to guarantee your bbq comes out top notch every time!

CHIMNEY CROSSING THIRSTY THURSDAY | 4 PM - 6 PM

Enjoy a tour of the beautifully appointed model home. Transportation will be provided to and from the Clubhouse parking lot as well as complimentary refreshments at the model home.

Hosted by The Development Team: Pine Shadow Developers - Kurt Bagwell (Full Equity Member) & Amrax Construction of Asheville & Scott Barfield Realty

JUNE 26

MONET & CHARDONNAY WINE & PAINT:
PAINT YOUR PET | 1 PM - 4 PM (SUPPLIES INCLUDED)

In order for this event to take place, we must have 20 members signed up by June 22 or we will need to cancel the event.



JUNE 30

KARAOKE & BURGER NIGHT
BURGER NIGHT STATIONS | 5 PM & KARAOKE | 6 PM

Channel your inner rock star and sing your heart out at Karaoke Night-an evening of laughter and good tunes! Create your own burger with sides, wash it down with a craft beer, and indulge in a homemade milkshake.



July 4 Celebration

JULY 4 MIXED GOLF EVENT | 9:30 AM SHOTGUN* (LUNCH INCLUDED)


Register for entry & lunch via ForeTees

FAZIO PUB (FOR NON-GOLF PARTICIPANTS) | 11 AM - 2 PM (LUNCH MENU)

JULY 4 COOKOUT | 5 PM - 7 PM*



COOKOUT MENU

- | | |
|---|--|
| Cornbread & Parker Rolls ^V | Southern Fried Chicken |
| All American Salad Bar ^{GF / V} | NOLA BBQ Shrimp |
| Pasta Salad ^{GF} | <u>CARVING BOARD</u> |
| Potato Salad ^{GF} | Chopped Carolina BBQ |
| Broccoli Salad ^{GF} | NC Q Sauce NC Slaw Slider Buns Hush Puppies |
| Caprese Salad ^{GF / V} | <u>DESSERT</u> |
| Watermelon & Sliced Fruit Display ^{GF / V} | Assorted Cookies & Brownies |
| Chicharrones in BBQ Dust ^{GF} | Banana Pudding |
| House Smoked Salmon Display ^{GF} | Ice Cream Sundae Bar |
| Mac & Cheese |  |
| Baked Beans ^{GF / V} | |

BREVARD MUSIC CENTER
33RD ANNUAL
Champion Hills Gala



Join us for a lively evening of student performances to benefit scholarships and education

CHAMPION HILLS
Tuesday, July 7
Festive Libations at 6 Elegant Dinner at 6:45
For Info: [Tickets \\$175](#), [Sponsorships start at \\$750](#)

BREVARD MUSIC CENTER 90th ANNIVERSARY PROGRAM
Music that inspires

Questions? Contact
Kelly Land Ciso
828-862-2114
kland@brevardmusic.org

-SAVE THE DATE-

GROUP TRAVEL LUNCH & LEARN

July 15 | 12:30 PM

THE WONDERFUL WORLD OF TOMATOES

WITH CHEF ANTHONY

July 16 | 2 PM

LAND & WATER OF CHAMPION HILLS

WITH CHUCK DARNELL

July 17 | 3 PM

LADIES' HOLIDAY BOUTIQUE

July 24 | 11 AM

SECRET SUPPER SOCIETY

July 25 | 6 PM

WELLNESS WISDOM

In the market for a new Pickleball paddle? Check out the selection of paddles for sale in the Pro Shop!



G20

- A comfortable & balanced feel
- Accessible power
- An expanded sweet spot
- Beginner to Intermediate Player



VALKYRIE

- Perfect for those starting out
- Expanded sweet spot
- Easy to control while developing the basics

WHAT IS AN ELONGATED PICKLEBALL PADDLE?

If the goal is to find a pickleball paddle that closely resembles a tennis racket, the elongated shape is the best option. An elongated-shaped paddle has a “longer” face which feels similar to a tennis racquet because of the “higher” sweet spot.

Elongated paddles increase the length of the paddle face, which requires you to decrease the width to stay within the total surface area allowed by the USAPA rule book. This creates a slimmer paddle face than a “traditional” or “classic” paddle shape, but it increases your reach.

PICKLEBALL SCHOOL WAS A SMASHING SUCCESS!

Katie Nowicki invited guest Joel Alnes to Champion Hills. Joel is a USAP certified referee and Selkirk paddle representative. It was a fun and informative 2-hour pickleball event capped off with a play against the pros expo!



TENNIS IS IN FULL SWING!

WEEKLY CLINICS

MONDAY

8:30 AM - 10 AM | Intermediate/Advanced Clinic 3.0-3.5+

10 AM - 11:30 AM | Beginner/Intermediate Clinic 2.5-3.0

THURSDAY

9 AM - 10:30 AM | 2.5-3.5 Drill & Play Clinic

SATURDAY

8:30 AM - 9:30 AM | Social Saturday All Levels



Register for a tennis clinic by logging on to chmember.com click under "Register For:"
"Click Here to Register" to register for one of the weekly clinics, space is limited.
Contact Ty directly at 828-226-4449 to schedule a private or semi-private lesson.

COURT RESERVATION OPEN 7 DAYS IN ADVANCE AT 7 AM

As a courtesy to those that have reservations after you, please brush and line your courts after you play.

TO RESERVE A COURT:

Log on to chmember.com

Click Racquets & Wellness

Click Book A Court

Click your preferred time

Choose duration from the drop-down menu, max for singles is 60-minutes, max for doubles is 90-minutes

Add additional members to your reservation

Click the button "Create Reservation"

You will receive a confirmation email. If you do not receive an email, your reservation was not successful



INTERCLUB TENNIS

Join your Champion Hills tennis friends this season for some friendly competitive play against other clubs in our area. Ladies social interclub matches will be organized the second Wednesday of each month. The match location will rotate venues between Kenmure, Hendersonville Country Club, and Champion Hills. Players are also invited to stay for lunch at the hosting club. If you are interested in participating please contact Christina Phan.

TENNIS & TONIC JUNE 2 | 4PM - 6PM

A social round robin event followed by lite bites on the clubhouse patio.

Sign up today!

PRO SHOP NEWS

CHRISTIAN BRYANT'S PGA JOURNEY THE PGA EDUCATIONAL PROGRAM: LEVEL 1



While Christian Bryant may come across as quietly reserved behind the Pro Shop desk, his enthusiasm quickly shines through when talking about his recent PGA journey and passion for the game of golf.

A Hendersonville native, Christian grew up with a love for athletics and went on to play intercollegiate golf while earning a Bachelor of Science in Exercise Science from Appalachian State University. In April 2026, he successfully completed the PGA Playing Ability Test (PAT), an important milestone in the PGA Educational Program.

Christian has now begun PGA coursework focused on teaching, member relations, budgeting, swing mechanics, tournament operations, and more. He recently completed an intensive online PGA seminar consisting of five full days of Level I instruction, assignments, and professional development training.

He is currently preparing and submitting his teaching portfolio to the PGA, which includes giving a lesson on video, observing a professional lesson, and developing a player engagement program, followed by a final assessment. Upon approval, he will immediately begin Level II of the program.

Christian's long-term goal is to become a Teaching Professional and coach for players of all ages – and the good news for Champion Hills members is that he is now accepting lessons at the Club!

PRO SHOP NEWS

CONGRATULATIONS TO THE FOLLOWING CLUB MEMBERS ON THEIR HOLES-IN-ONE!



CURT MARKER

Hole #17 | 138 Yards | 6 Hybrid
May 13, 2026



MELINDA BRUMSEY

Hole #4 | 127 Yards | 7 Wood
May 14, 2026



MIKE CORBETT

Hole #9 | 116 Yards | Gap Wedge
May 22, 2026

LADIES' OPENING DAY

KAPALUA, MAUI, HI
MAY 1-4, 2026



MEN'S OPENING DAY



Pro Carole Clark, Dr. Manny Magno, Lisa Cadiz and Med Cadiz competed in the 2026 LPGA Teaching Pro Am in Kapalua, Maui taking 6th place. Lisa won closest to the pin for lady amateurs.



COUPLES' OPENING DAY
MAGGIE & DALE ANDERSON
ANNA & ALLEN BROWN

MEMORIAL DAY GOLF EVENT WINNERS
TAMARA & TOM SMITH
MARY KWOLEK & DAVE DOUDNA

UPCOMING EVENTS

LADIES' MEMBER-GUEST | JUNE 3 - 5

MEN'S MEMBER-MEMBER | JUNE 11 - 13

QUEEN BEE | JUNE 16 & 18

NINE & DINE | JUNE 20

MEN'S INDIVIDUAL MATCH PLAY | JUNE 20

MORE DETAILS ON FORETEES!



FOUR CLUBS ON THE 4TH

JULY 4

9:30 AM SHOTGUN

REGISTER FOR ENTRY & LUNCH
VIA FORETEES.

PLEASE REGISTER FOR THE JULY 4
COOKOUT SEPARATELY.





CHAMPION HILLS

Real Estate

161 CHATTOOGA RUN
LISTING PRICE | \$1,825,000

 4 BDRM

 4 BATH

 4,368 SQFT

Perched above Tom Fazio's signature 13th hole, 161 Chattooga Run captures the essence of mountain golf course living in Champion Hills. Crafted by respected builder Mike McDermott and thoughtfully enhanced by Paul Taylor, this home blends timeless craftsmanship with exceptional privacy, layered outdoor living, and exclusive views overlooking the famed Pro tee of hole #13 and portions of #12.



Set on a private homesite, the property features lush landscaping, multiple outdoor gathering spaces, and a remarkable 37-foot cascading waterfall designed and maintained by Water Dance. A double-sided fireplace creates warmth and ambiance both indoors and out, while the rear patio and side deck provide unforgettable spaces for entertaining, dining al fresco, or simply enjoying the peaceful mountain setting.

Inside, warm kitchen and dining spaces are complemented by custom built-ins, elegant details, and a temperature-controlled sunroom addition filled with natural light. The 2016 addition also created a spacious suite above the garage ideal for guests, a media room, office, or private retreat.



Designed for entertaining and relaxed mountain living, the lower level offers inviting spaces for game nights, wine tastings, and gatherings around the custom wine cellar with its beautifully arched handcrafted door. Guest suites, walkout access to the outdoors, and a golf cart garage complete this exceptional mountain retreat.



For more details or to experience
161 Chattooga Run firsthand, give us a call or
stop by the Champion Hills Real Estate office.



 AMBER SAXON (828) 699-0171

 LAUREN RIPPY (630) 234-8137

 CHAMPIONHILLS.TEAM@ALLENTATE.COM



**HOWARD
HANNA**
BEVERLY-HANKS REAL ESTATE

REAL ESTATE NEWS

June

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 Clubhouse Closed	2 Trivia	3 Ladies' Member-Guest	4 Ladies' Member-Guest Thirsty Thursday on the Patio	5 Ladies' Member-Guest	6 Donut Day Patio Cookout
7	8 Clubhouse Closed	9 Wine Dinner	10	11 Men's Mem-Mem Thirsty Thursday Music on the Patio	12 Men's Mem-Mem	13 Men's Mem-Mem
14	15 Clubhouse Closed	16 Queen Bee Tournament Music Bingo	17 Ladies' Night Out	18 Queen Bee Tournament Third Thursday Winebow Wine Tasting	19 Dink & Drink	20 Patio Cookout
21	22 Champion Hills Blood Drive Book Club Clubhouse Closed	23 Tennis & Tonic Seafood Spectacular	24 Men's Night Out	25 Brining & Grilling Demo Thirsty Thursday Chimney Crossing	26 Monet & Chardonnay "Paint Your Pet" Session	27 Private Member Event
28	29 Clubhouse Closed	30 Karaoke & Burger Night				

NOTES: