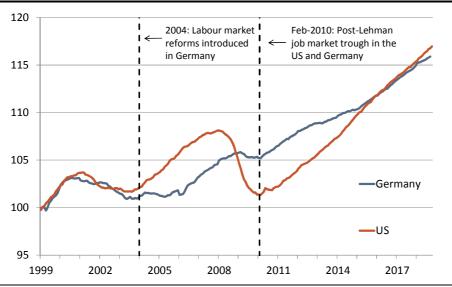
Economics



7 December 2018

The jobs market: advantage US - or Germany?

US and German employment over the last 20 years



Total domestic employment, indexed at January 1999=100. Sources: Deutsche Bundesbank, BLS.

- Making the jobs market great again: Ahead of the publication of the US November jobs data later today, we compare the progress that the US and German labour markets have made since the post-Lehman trough in February 2010. In that time, the US economy has created 20m new jobs, equivalent to an average monthly gain of 190k. Over the same period, German employment has expanded at a rate of 40k for a total gain of more than 4m. In relative terms, the US has outpaced Germany. Since early 2010, employment has increased by 1.5% yoy on average in the US compared to 1.1% in Germany. Is it fair to say that the US has done a much better job? Not quite.
- The bigger picture: Looking only at the almost nine years of the post-Lehman recovery gives an incomplete picture. The US labour market is more cyclical than Germany's. After moving broadly in tandem from 1999 to 2003, the US surged ahead from 2004 to 2007 while Germany lagged behind. Since the 2003-05 reforms, German labour demand has increased strongly. In the 2008-09 crisis, German businesses largely held on to their workers. Employment fell by a mere 250k. However, as the US had built up excesses during the prior boom, especially in construction, it had to adjust much more in the recession: US employment plummeted by 8.7m in 2008-09. As fewer German jobs were lost during the crisis, the country had less need to re-hire workers during the recovery. Taking the long view, we find that employment has increased by 0.8% annually in both countries since 1999.
- **Population dynamics:** Germany and the US achieved comparable gains in employment despite very different rates of population growth of 0.9% yoy on average in the US versus 0.1% in Germany since 1999. The gap shows up in the employment rate. In the US, the employment-to-population ratio dropped from 60% in 2007 to 55% in 2009, and has recovered only mildly to 58% since then. Meanwhile, the ratio edged up in Germany even during the 2008-09 crisis, from 58% to 59%, and has risen further to 63.5% now. As a higher employment rate tends to make it more difficult to fill vacancies, it is quite natural that today's job growth in Germany is not quite as dynamic as it is in the US.
- Cost to public finances: Over the previous 12 months, both US and German jobs growth accelerated to average monthly increases of 210k and 50k, respectively. In Germany, this is likely to slow as economic growth has moderated over the course of 2018. In the US we expect strong employment gains to continue into 2019 after the growth spurt in 2018. However, the US is paying a price for stronger jobs growth with a widening deficit and more general concerns about fiscal sustainability. At the same time, the German government has run fiscal surpluses since 2014.
- The German lesson is clear: Countries with structural rigidities and fiscal problems need to be better at creating jobs. Germany continues to reap the rewards of its 2003-05 reforms. Strong demand for labour allows it to bring more Germans as well as EU and non-EU migrants into work. However, success breeds complacency. Instead of boosting productivity, Germany has started to reverse some of its reforms.
- The US lesson is different: The Trump administration has rolled back some regulations, raised the incentive for businesses to invest and drawn workers on the sidelines back into the labour market. Beyond augmenting supply, the US would be well advised to refrain from unnecessary and costly stimuli to demand.

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Tom Burlton	+44 20 3207 7855	Chris Turner	+44 20 3753 3019	METALS & MINING	144 20 0/00 0000	Saravana Bala	+4
		INSURANCE	+44 20 3/33 30 13	Charlie Clark	+44 20 2207 2122	Carl-Oscar Brendengen	
	+44 20 3207 7852				+44 20 3207 3133		+-
LEISURE		Charles Bendit	+44 20 3465 2729	Richard Hatch	+44 20 3753 3070	Marta Bruska	+
Roberta Ciaccia	+44 20 3207 7805	Trevor Moss	+44 20 3207 7893	Laurent Kimman	+44 20 3465 2675	Martin Comtesse	+4
Jack Cummings	+44 20 3753 3161	Emanuele Musio	+44 20 3207 7916	Michael Stoner	+44 20 3465 2643	Charlotte Friedrichs	+4
Najet El Kassir	+44 20 3207 7836	Philip Ross	+44 20 3465 2726	OIL & GAS		Gustav Fröberg	+4
Stuart Gordon	+44 20 3207 7858	REAL ESTATE		John Gleeson	+44 20 3465 2716	James Letten	+
Annabel Hay-Jahans	+44 20 3465 2720	Kai Klose	+44 20 3207 7888	Ilkin Karimli	+44 20 3465 2684	Alexander O'Donoghue	+4
TRANSPORT & LOGISTICS				Henry Tarr	+44 20 3207 7827	Gerhard Orgonas	+4
William Fitzalan Howard	+44 20 3465 2640	HEALTHCARE		UTILITIES		Henrik Paganetty	+4
Joel Spungin	+44 20 3207 7867	Scott Bardo	+44 20 3207 7869	Oliver Brown	+44 20 3207 7922	Benjamin Pfannes-Varrow	+4
Adrian Yanoshik	+44 20 3753 3073	Alistair Campbell	+44 20 3207 7876	Andrew Fisher	+44 20 3207 7937	Alexandra Schwetje	+4
		Klara Fernandes	+44 20 3465 2718	Lawson Steele	+44 20 3207 7887	MID CAP - EU core	
CONSUMER		Tom Jones	+44 20 3207 7877			Beatrice Allen	+4
BEVERAGES		Samantha Osborne	+44 20 3207 7882	TMT		Fraser Donlon	+4
Javier Gonzalez Lastra	+44 20 3465 2719	Michael Ruzic-Gauthier	+44 20 3753 3128	TECHNOLOGY		Christoph Greulich	+
Matt Reid	+44 20 3753 3075	Laura Sutcliffe	+44 20 3465 2669	Josep Bori	+44 20 3753 3058	Andreas Markou	+4
FOOD MANUFACTURING	AND H&PC	Charles Weston	+44 20 3465 2746	Georgios Kertsos	+44 20 3465 2715	Anna Patrice	+4
Rosie Edwards	+44 20 3207 7880			Tammy Qiu	+44 20 3465 2673	Trion Reid	+
Fintan Ryan	+44 20 3465 2748	INDUSTRIALS		Tej Sthankiya	+44 20 3753 3099	Jan Richard	+4
James Targett	+44 20 3207 7873	AEROSPACE & DEFENCE		Lou Ann Yong	+44 20 3753 3159	MID CAP - UK	
FOOD RETAIL		Ryan Booker	+44 20 3753 3074	MEDIA		Joseph Barron	+4
Dusan Milosavljevic	+44 20 3753 3123	Andrew Gollan	+44 20 3207 7891	Robert Berg	+44 20 3465 2680	Calum Battersby	+
GENERAL RETAIL		Ross Law	+44 20 3465 2692	Keisi Hysa	+44 20 3207 7817	Joeseph Bloomfield	+4
Michael Benedict	+44 20 3753 3175	George McWhirter	+44 20 3753 3163	Laura Janssens	+44 20 3465 2639	Robert Chantry	+-
Thomas Davies	+44 20 3753 3104	AUTOMOTIVES		Alastair Reid	+44 20 3207 7841	Sam Cullen	+
Graham Renwick	+44 20 3207 7851	Cristian Dirpes	+44 20 3465 2721	Sarah Simon	+44 20 3207 7830	Ned Hammond	+
Michelle Wilson	+44 20 3465 2663	Alexander Haissl	+44 20 3465 2749	TELECOMMUNICATIONS	20 0207 7000	Omar Ismail	+
LUXURY GOODS	20 0400 2000	Viktoria Oushatova	+44 20 3207 7890	David Burns	+44 20 3753 3059	Edward James	+4
Mariana Horn	+44 20 3753 3044	Fei Teng	+44 20 3753 3049	Nicolas Didio	+44 20 3753 3039	Lush Mahendrarajah	+4
Mariana Horn Lauren Molyneux	+44 20 3/53 3044	CAPITAL GOODS	20 3/03 3049	Usman Ghazi	+44 20 3/53 3091	Eusn Manendrarajan Benjamin May	
Zuzanna Pusz	+44 20 3207 7892	Jonathan Coubrough	+44 20 3465 2699	Laura Janssens	+44 20 3207 7824	lain Pearce	+4
	+44 20 3207 7612						
TOBACCO		Nicholas Housden	+44 20 3753 3050	Abhilash Mohapatra	+44 20 3465 2644	Anthony Plom	+4
Jonathan Leinster	+44 20 3465 2645	Philippe Lorrain	+44 20 3207 7823	Carl Murdock-Smith	+44 20 3207 7918	Eoghan Reid	+4
		Rizk Maidi	+44 20 3207 7806			Owen Shirley	+
FINANCIALS		Jaroslaw Pominkiewicz	+44 20 3753 3035	THEMATIC RESEARCH		Donald Tait	+
BANKS		Simon Toennessen	+44 20 3207 7819	Nick Anderson	+44 20 3207 7838	Sean Thapar	+4
Adam Barrass	+44 20 3207 7923	Ethan Zhang	+44 20 3465 2634	Oyvind Bjerke	+44 20 3753 3082		
Frederick Brennan	+44 20 3753 3171			Steven Bowen	+44 20 3753 3057		
Michael Christodoulou	+44 20 3207 7920	MATERIALS		Asad Farid	+44 20 3207 7932	ECONOMICS	
Andrew Lowe	+44 20 3465 2743	CHEMICALS		Robert Lamb	+44 20 3465 2623	Florian Hense	+4
Eoin Mullany	+44 20 3207 7854	Sebastian Bray	+44 20 3753 3011	Paul Marsch	+44 20 3207 7857	Carsten Hesse	+4
Peter Richardson	+44 20 3465 2681	Xian Deng	+44 20 3753 3014	Saliha Shariff	+44 20 3753 3097	Kallum Pickering	+4
		Anthony Manning	+44 20 3753 3092	Julia Schrameier	+44 20 3753 3172	Holger Schmieding	+4
EQUITY SALES							
SPECIALIST SALES		BENELUX		UK (cont'd)		CRM	
AEROSPACE & DEFENCE &	CAPITAL GOODS	Miel Bakker	+44 20 3207 7808	Richard Payman	+44 20 3207 7825	Megan Connolly	+4
Cara Luciano	+44 20 3753 3146	Bram van Hijfte	+44 20 3753 3000	Christopher Pyle	+44 20 3753 3076	Laura Cooper	+4
				Adam Robertson	+44 20 3753 3095		
AUTOS & TECHNOLOGY						Beau Dibbs	+4
AUTOS & TECHNOLOGY	+44 20 3207 7815	SCANDINAVIA					+4
AUTOS & TECHNOLOGY Edward Wales	+44 20 3207 7815	SCANDINAVIA Donata Leonova	+44 20 3753 3156	Joanna Sanders	+44 20 3207 7925	Jessica Jarmyn	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA	ANCIALS & INSURANCE	Donata Leonova	+44 20 3753 3156 +44 20 3207 7818	Joanna Sanders Mark Sheridan	+44 20 3207 7925 +44 20 3207 7802	Jessica Jarmyn Madeleine Lockwood	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris	+44 20 3753 3040	Donata Leonova Mikko Vanhala	+44 20 3207 7818	Joanna Sanders Mark Sheridan George Smibert	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911	Jessica Jarmyn Madeleine Lockwood Vikram Nayar	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst	+44 20 3753 3040 +44 20 3753 3047	Donata Leonova		Joanna Sanders Mark Sheridan George Smibert Sam Stannah	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157	Jessica Jarmyn Madeleine Lockwood	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS	+44 20 3753 3040 +44 20 3753 3047 5URE & TRANSPORT	Donata Leonova Mikko Vanhala Marco Weiss	+44 20 3207 7818	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley	+44 20 3753 3040 +44 20 3753 3047 +44 20 3753 3047 SURE & TRANSPORT +44 20 3207 7930	Donata Leonova Mikko Vanhala Marco Weiss UK	+44 20 3207 7818 +49 40 3506 0719	Joanna Sanders Mark Sheridan George Smibert Sam Stannah	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA	**ANCIALS & INSURANCE** +44 20 3753 3040 +44 20 3753 3047 **SURE & TRANSPORT** +44 20 3207 7930 **ARY**	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold	+4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot	+44 20 3753 3040 +44 20 3753 3047 +44 20 3753 3047 SURE & TRANSPORT +44 20 3207 7930	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7807	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick	+4+++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES	**ANCIALS & INSURANCE	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7807 +44 20 3207 7810	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile	+4+++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa	**ANCIALS & INSURANCE** +44 20 3753 3040 +44 20 3753 3047 **SURE & TRANSPORT** +44 20 3207 7930 **ARY**	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7807 +44 20 3207 7810 +44 20 3753 3098	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers	+4+++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE	+44 20 3753 3040 +44 20 3753 3040 +44 20 3753 3047 5URE & TRANSPORT +44 20 3207 7930 URY +44 20 3753 3010 +44 20 3753 3064	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7807 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3260	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 325 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 735	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani	+4+++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA VIctoria Maigrot CONSUMER STAPLES Raminique Sroa HEALTHCARE David Hogg	**ANCIALS & INSURANCE	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3260 +44 20 3753 3041	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay	+4 +4 +2 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS	NCIALS & INSURANCE +44 20 3753 3040 +44 20 3753 3047 5URE & TRANSPORT +44 20 3207 7930 RY +44 20 3753 3010 +44 20 3753 3064 +44 20 3465 2628	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7807 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3061 +44 20 3753 3041 +44 20 3753 3018	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7811 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 743	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins	+4 +4 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith	+44 20 3753 3040 +44 20 3753 3040 +44 20 3753 3047 5URE & TRANSPORT +44 20 3207 7930 URY +44 20 3753 3010 +44 20 3753 3064	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3753 308 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 734 +49 69 91 30 90 734 +49 69 91 30 90 743	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens	+4 +4 +2 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS	NACIAIS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3207.7930 ARY +44.20.3753.3010 +44.20.3753.3064 +44.20.3465.2628 +44.20.3207.7842	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3061 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7811 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 743	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins	+4 +4 +2 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David HOgg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh	NCIALS & INSURANCE +44 20 3753 3040 +44 20 3753 3047 5URE & TRANSPORT +44 20 3207 7930 RY +44 20 3753 3010 +44 20 3753 3064 +44 20 3465 2628	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2747	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA	+44 20 3207 7925 +44 20 3207 7920 +44 20 3207 7911 +44 20 3405 7951 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens	+4 +4 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith	NACIAIS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3207.7930 ARY +44.20.3753.3010 +44.20.3753.3064 +44.20.3465.2628 +44.20.3207.7842	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3061 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 734 +49 69 91 30 90 743	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens	+4 +4 +2 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David HOgg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh	NACIAIS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3207.7930 ARY +44.20.3753.3010 +44.20.3753.3064 +44.20.3465.2628 +44.20.3207.7842	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2747	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari	+44 20 3207 7925 +44 20 3207 7920 +44 20 3207 7911 +44 20 3405 7951 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens	+4 +4 +2 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS	**A 20 3753 3040 + 4.4 20 3753 3040 + 4.4 20 3753 3047 * 5000 * 5	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 465 2646	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7901 +44 20 3307 7911 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 743 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2038	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart	+4 +4 +2 +4 +4 +4 +4 +4 +4 +4
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS	**A 20 3753 3040 + 4.4 20 3753 3040 + 4.4 20 3753 3047 * 5000 * 5	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3080 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3465 2742 +44 20 3465 2742	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7911 +44 20 3405 7911 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 743 6 ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2026	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sros HEALTHCARE David HOgg MEDIA & TELECOMS Jonathan Smith METALS & MININO Sanam Nourbakhsh THEMATICS Chris Armstrong	**A 20 3753 3040 + 4.4 20 3753 3040 + 4.4 20 3753 3047 * 5000 * 5	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James Hunt James McRae	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3465 2742 +44 20 3753 303	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 283 2026	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David HOgg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES	**A 20 3753 3040 + 4.4 20 3753 3040 + 4.4 20 3753 3047 ** **SURE & TRANSPORT + 4.4 20 3207 7930 ** **A 40 3753 3010 + 4.4 20 3753 3010 + 4.4 20 3753 3064 + 4.4 20 3465 2628 + 4.4 20 3207 7842 + 4.4 20 3207 7924	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3753 3007 +44 20 3753 3007	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 283 2026	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE	NCIALS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3207.7930 NRY +44.20.3753.3010 +44.20.3753.3064 +44.20.3465.2628 +44.20.3207.7842 +44.20.3207.7842 +44.20.3207.7849	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel	+44. 20. 3207 7818 +49. 40. 3506 0719 +44. 20. 3753 3062 +44. 20. 3207 7810 +44. 20. 3207 7810 +44. 20. 3753 3098 +44. 20. 3753 308 +44. 20. 3753 308 +44. 20. 3456 2747 +44. 20. 3465 2747 +44. 20. 3465 2742 +44. 20. 3465 2846 +44. 20. 3453 3007 +44. 20. 3207 7850 +44. 20. 3207 7850 +44. 20. 3753 3194	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 283 2026	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech	+44++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA VICTORIA MIGRISTO CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule	NACIAIS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3753.3047 +44.20.3753.3010 +44.20.3753.3010 +44.20.3753.3064 +44.20.3207.7842 +44.20.3207.7842 +44.20.3207.7809	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3753 3007 +44 20 3753 306 +44 20 3753 307 +44 20 3753 3754 +44 20 3753 3755	Joanna Sanders Mark Sheriidan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2038 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 293 2024 +44 42 93 2024	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski	+44+++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Cetward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique S70a HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalilla Farigoule Kevin Nor	HACIALS & INSURANCE +44.20 3753 3040 +44.20 3753 3047 +44.20 3753 3047 +44.20 3207 7930 HACE +44.20 3207 7930 +44.20 3753 3010 +44.20 3753 3064 +44.20 3465 2628 +44.20 3207 7842 +44.20 3207 7842 +44.20 3207 7809 +33 1 5844 9512 +33 1 5844 9515 +33 1 5844 9515	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3068 +44 20 3753 3068 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2747 +44 20 3465 2742 +44 20 3465 2742 +44 20 3465 3743 3078 +44 20 3465 3743 3078 +44 20 3465 3743 3078 +44 20 3465 3743 3078 +44 20 3465 3743 3078	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 734 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2028 +41 44 283 2028 +41 44 283 2029 +41 44 283 2029 +41 44 283 2029	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe	+44+++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINIO Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret	NACIAIS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3753.3047 +44.20.3753.3010 +44.20.3753.3010 +44.20.3753.3064 +44.20.3207.7842 +44.20.3207.7842 +44.20.3207.7809	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3753 3007 +44 20 3753 306 +44 20 3753 307 +44 20 3753 3754 +44 20 3753 3755	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2038 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 293 2024 +44 42 93 2024	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski	+44+++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Cédward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret	HACIALS & INSURANCE +44.20 3753 3040 +44.20 3753 3047 +44.20 3753 3047 +44.20 3207 7930 HACE +44.20 3207 7930 +44.20 3753 3010 +44.20 3753 3064 +44.20 3465 2628 +44.20 3207 7842 +44.20 3207 7842 +44.20 3207 7809 +33 1 5844 9512 +33 1 5844 9515 +33 1 5844 9515	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3753 3007 +44 20 3753 306 +44 20 3753 307 +44 20 3753 3754 +44 20 3753 3755	Joanna Sanders Mark Sheriidan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2038 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 293 2024 +44 42 93 2024	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski	+44+++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramaique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dailia Farigoule Kevin Nor Guillaume Viret SALES TRADING	HACIALS & INSURANCE +44.20 3753 3040 +44.20 3753 3047 +44.20 3753 3047 +44.20 3207 7930 HACE +44.20 3207 7930 +44.20 3753 3010 +44.20 3753 3064 +44.20 3465 2628 +44.20 3207 7842 +44.20 3207 7842 +44.20 3207 7809 +33 1 5844 9512 +33 1 5844 9515 +33 1 5844 9515	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3753 3007 +44 20 3753 306 +44 20 3753 307 +44 20 3753 3754 +44 20 3753 3754 +4	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2038 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 293 2024 +44 42 93 2024	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman	+44+++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA VICTORIA MAIGNEY CONSUMER STAPLES Ramique Sroa HEALTHCARE David HOgg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE LAES GUIllaure Viret SALES TRADING LONDON	HACIALS & INSURANCE +44.20 3753 3040 +44.20 3753 3047 +44.20 3753 3047 +44.20 3207 7930 HACE +44.20 3207 7930 +44.20 3753 3010 +44.20 3753 3064 +44.20 3465 2628 +44.20 3207 7842 +44.20 3207 7842 +44.20 3207 7809 +33 1 5844 9512 +33 1 5844 9515 +33 1 5844 9515	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2747 +44 20 3465 2742 +44 20 3753 3007 +44 20 3753 306 +44 20 3753 307 +44 20 3753 3754 +44 20 3753 3754 +4	Joanne Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrae Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7911 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2038 +41 44 283 2020 +41 44 283 2026 +41 44 283 2026 +41 44 293 2024 +44 42 93 2024	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINIO Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret SALES TRADING LONDON Charles Beddow	NCIALS & INSURANCE +44.20.3753.3040 +44.20.3753.3047 +44.20.3753.3047 +44.20.3753.3047 +44.20.3753.3010 +44.20.3753.3010 +44.20.3753.3064 +44.20.3465.2628 +44.20.3207.7842 +44.20.3207.7842 +44.20.3207.7809 +33.15844.9510 +33.15844.9510 +33.15844.9505 +33.15844.9507	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3260 +44 20 3753 3260 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 365 2747 +44 20 365 2742 +44 20 3753 3007 +44 20 3753 3008 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3098	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow EQUITY TRADING HAMBURG	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7901 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 S ITALY +41 22 317 1062 +41 42 283 2020 +41 44 283 2020 +41 44 283 2020 +41 44 293 2024 +44 42 0 3207 7868 +44 20 3207 7868 +44 20 3207 7868	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman LONDON (cont'd) Jack Clayton	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith MEDIA & TELECOMS Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret SALES TRADING LONDON Charles Beddow Mike Berry	HACLAS & INSURANCE +44 20 3753 3040 +44 20 3753 3047 +44 20 3753 3047 +44 20 3753 3047 +44 20 3753 3010 +44 20 3753 3010 +44 20 3753 3010 +44 20 3753 3064 +44 20 3465 2628 +44 20 3207 7842 +44 20 3207 7842 +44 20 3207 7899 +33 1 5844 9510 +33 1 5844 9510 +33 1 5844 9505 +331 5844 9507	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel LONDON (cont'd) AJ Pulleyn Michael Schumacher	+44. 20 3207 7818 +49. 40 3506 0719 +44. 20 3753 3062 +44. 20 3207 7810 +44. 20 3207 7810 +42. 20 3753 3098 +44. 20 3753 3098 +44. 20 3753 3018 +44. 20 3753 3018 +44. 20 3456 2742 +44. 20 3456 2742 +44. 20 3456 2846 +44. 20 3753 3007 +44. 20 3753 3038 +44. 20 3753 3038	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow EQUITY TRADING HAMBURG David Hohn	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7901 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 734 +49 69 91 30 90 743 & ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2020 +41 44 283 2020 +41 44 283 2020 +41 44 293 2024 +44 40 3207 7868 +44 20 3207 7868 +44 40 3207 7868 +44 40 3207 7868	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman LONDON (cont'd) Jack Clayton Will Kain Richard Kenny	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS ROBECT LANGING CONSUMER DISCRETIONA VICTORIA MIGHT VICTORIA MIGHT VICTORIA MIGHT VICTORIA MIGHT VICTORIA MIGHT VICTORIA MIGHT METALS & MINING Sanan Nourbakhs THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret SALES TRADING LONDON Charles Beddow Mike Berry Joseph Chappell	HACLAS & INSURANCE +44 20 3753 3040 +44 20 3753 3040 +44 20 3753 3047 +44 20 3753 3047 +44 20 3207 7930 HAY +44 20 3753 3010 +44 20 3753 3010 +44 20 3753 3064 +44 20 3207 7842 +44 20 3207 7842 +44 20 3207 7809 +33 1 5844 9510 +33 1 5844 9510 +33 1 5844 9505 +33 1 5844 9507	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2742 +44 20 3753 3038 +44 20 3465 2742 +44 20 3753 3038 +44 20 3465 2742 +44 20 3753 3038 +44 20 3753 3038	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow EQUITY TRADING HAMBURG David Hohn Lukas Niehoff Lennart Pleus	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7801 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2670 +44 969 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2020 +41 44 283 2020 +41 44 283 2020 +41 44 283 2020 +41 44 293 2027 +41 44 293 2027 +41 44 293 2027 +41 44 293 2028 +41 44 293 2029 +41 44 293 2029	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman LONDON (cont'd) Jack Clayton Will Kain	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dailia Farigoule Kevin Nor Guillaume Viret SALES TRADING LONDON Charles Beddow Mike Berry Joseph Chappell Stewart Cook	NCIALS & INSURANCE +44 20 3753 3040 +44 20 3753 3040 +44 20 3753 3047 +44 20 3753 3047 +44 20 3207 7930 NRY +44 20 3753 3010 +44 20 3753 3010 +44 20 3465 2628 +44 20 3207 7842 +44 20 3207 7842 +44 20 3207 7809 +33 1 5844 9510 +33 1 5844 9510 +33 1 5844 9505 +331 5844 9507	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel LONDON (cont'd) AJ Pulleyn Michael Schumacher Paul Somers	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2742 +44 20 3753 3038 +44 20 3465 2742 +44 20 3753 3038 +44 20 3465 2742 +44 20 3753 3038 +44 20 3753 3038	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow EQUITY TRADING HAMBURG David Hohn Lukas Niehoff Lenart Pleus Marvin Schweden	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7801 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 734 +49 69 91 30 90 743 6 ITALY +41 22 317 1062 +41 42 283 2026 +41 44 293 2027 +41 44 203 2027 7868 +44 20 3207 7868 +44 20 3207 7868 +49 40 350 60 761 +49 40 350 60 761 +49 40 350 60 596 +49 40 350 60 596	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman LONDON (cont'd) Jack Clayton Will Kain Richard Kenny Chris McKeand Ross Tobias	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramique Sroa HEALTHCARE David HOgg MEDIA & TELECOMS Jonathan Smith METALS & MININO Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret SALES TRADING LONDON Charles Beddow Mike Berry Joseph Chappell Stewart Cook Mark Edwards	**************************************	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel LONDON (cont'd) AJ Pulleyn Michael Schumacher Paul Somers	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3098 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2742 +44 20 3465 2742 +44 20 3753 3036 +44 20 3753 3036 +44 20 3753 3038 +44 20 3753 3038	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow EQUITY TRADING HAMBURG David Hohn Lukas Niehoff Lenart Pleus Marvin Schweden Philipp Wiechmann	+44 20 3207 7925 +44 20 3207 7802 +44 20 3207 7801 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 743 +49 69 91 30 90 743 E ITALY +41 22 317 1062 +41 44 283 2026 +41 44 283 2026 +41 44 283 2026 +41 44 293 2026 +41 49 3207 7868 +44 20 3207 7868 +44 40 350 60 761 +49 40 350 60 788 +49 40 350 60 788 +49 40 350 60 576 +49 40 350 60 576 +49 40 350 60 576	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman LONDON (cont'd) Jack Clayton Will Kain Richard Kenny Chris McKeand	+4++++++++++++++++++++++++++++++++++++
AUTOS & TECHNOLOGY Edward Wales BANKS, DIVERSIFIED FINA Calum Marris Alex Medhurst BUSINESS SERVICES, LEIS Rebecca Langley CONSUMER DISCRETIONA Victoria Maigrot CONSUMER STAPLES Ramnique Sroa HEALTHCARE David Hogg MEDIA & TELECOMS Jonathan Smith METALS & MINING Sanam Nourbakhsh THEMATICS Chris Armstrong SALES FRANCE Alexandre Chevassus Dalila Farigoule Kevin Nor Guillaume Viret SALES TRADING LONDON Charles Beddow Mike Berry Joseph Chappell Stewart Cook Mark Edwards Tom Floyd	HACLAS & INSURANCE +44 20 3753 3040 +44 20 3753 3040 +44 20 3753 3047 +44 20 3753 3047 +44 20 3207 7930 HAY +44 20 3753 3010 +44 20 3753 3010 +44 20 3753 3064 +44 20 3465 2628 +44 20 3207 7842 +44 20 3207 7842 +44 20 3207 7809 +33 1 5844 9510 +33 1 5844 9510 +33 1 5844 9505 +33 1 5844 9505 +33 1 5844 9507 +44 20 3465 2755 +44 20 3465 2755 +44 20 3753 3004 +44 20 3753 3004	Donata Leonova Mikko Vanhala Marco Weiss UK Thomas Baker James Burt Fabian De Smet Marta De-Sousa Fialho Jules Emmet Katie Ferry Robert Floyd David Franklin Karl Hancock Sean Heath Stuart Holt James Hunt James McRae David Mortlock Jacqueline Nestel Eleni Papoula Bhavin Patel Kushal Patel LONDON (cont'd) AJ Pulleyn Michael Schumacher Paul Somers	+44 20 3207 7818 +49 40 3506 0719 +44 20 3753 3062 +44 20 3207 7810 +44 20 3207 7810 +44 20 3753 3098 +44 20 3753 3018 +44 20 3753 3018 +44 20 3753 3018 +44 20 3465 2742 +44 20 3753 3038 +44 20 3465 2742 +44 20 3753 3038 +44 20 3465 2742 +44 20 3753 3038 +44 20 3753 3038	Joanna Sanders Mark Sheridan George Smibert Sam Stannah Alexander Wace Paul Walker GERMANY Michael Brauburger Nina Buechs André Grosskurth Joerg Wenzel SWITZERLAND, AUSTRIA Duncan Downes Andrea Ferrari Gianni Lavigna Jamie Nettleton Yeannie Rath Mirco Tieppo COO Office Fenella Neill Greg Swallow EQUITY TRADING HAMBURG David Hohn Lukas Niehoff Lenart Pleus Marvin Schweden	+44 20 3207 7905 +44 20 3207 7802 +44 20 3207 7801 +44 20 3753 3157 +44 20 3465 2670 +44 20 3465 2632 +49 69 91 30 90 741 +49 69 91 30 90 735 +49 69 91 30 90 734 +49 69 91 30 90 734 +49 69 91 30 90 743 6 ITALY +41 22 317 1062 +41 42 283 2026 +41 44 293 2027 +41 44 203 2027 7868 +44 20 3207 7868 +44 20 3207 7868 +49 40 350 60 761 +49 40 350 60 761 +49 40 350 60 596 +49 40 350 60 596	Jessica Jarmyn Madeleine Lockwood Vikram Nayar Rita Pilar CORPORATE ACCESS Lindsay Arnold Sally Fitzpatrick Maz Gentile Robyn Gowers Dipti Jethwani Ross Mackay Stella Siggins Lucy Stevens Abbie Stewart EVENTS Charlotte David Suzy Khan Natalie Meech Eleanor Metcalfe Rebecca Mikowski Sarah Weyman LONDON (cont'd) Jack Clayton Will Kain Richard Kenny Chris McKeand Ross Tobias Robert Towers	+4 +4 +2 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4
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