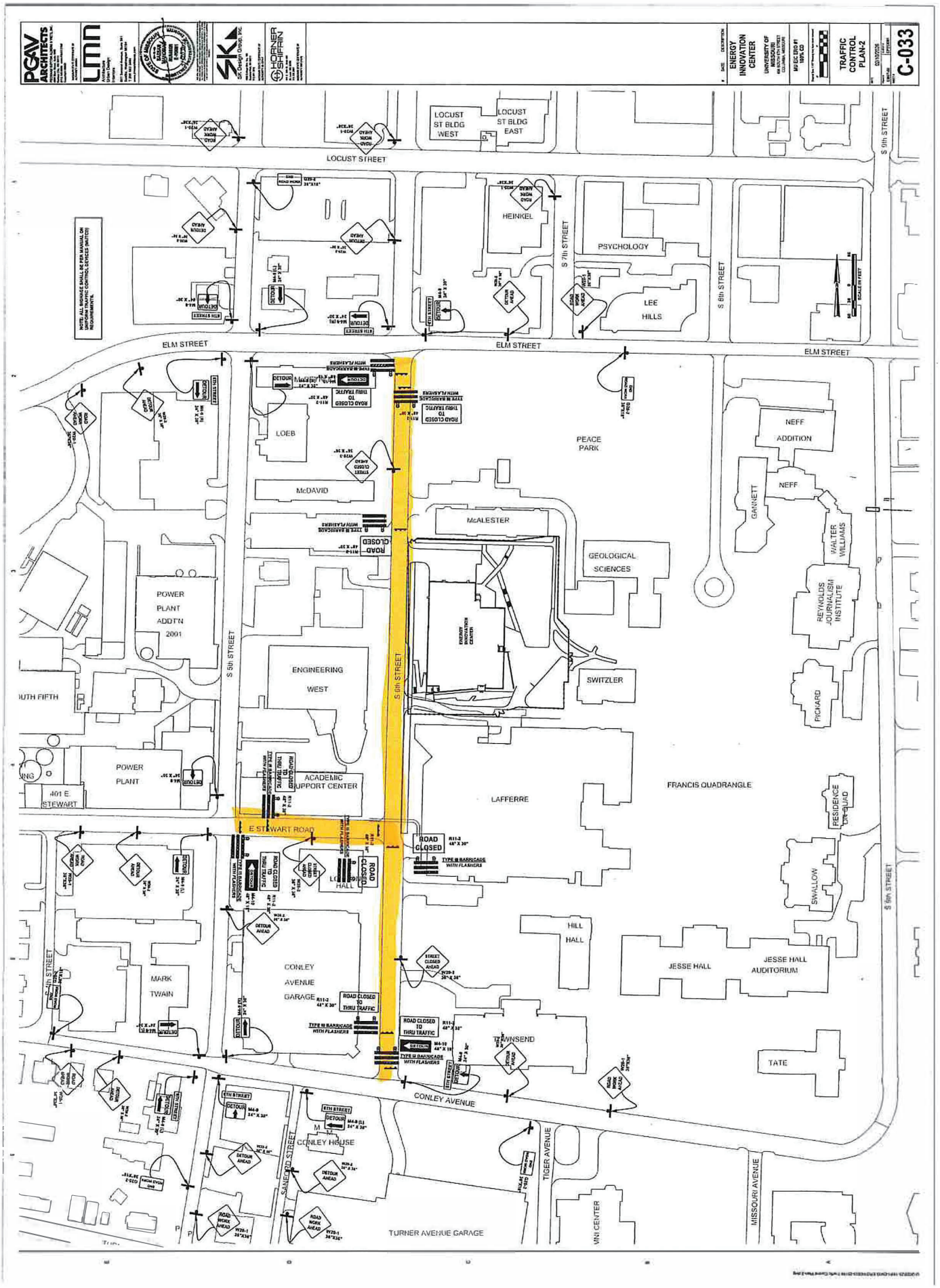Exhibit A
Phase 1