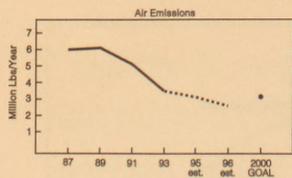


Shell GREAT MA

THE
DEER PARK

SPRING '96



REPORT CARD

Good marks for 1995 in safety and environmental....PG 2

WHY WELLNESS

Lifestyles and stress can make you a health risk. Here are some cures.....PG 4



QUALITY CHAMPION

Richard Rodriquez reduces Olefins flaring and scores the ultimate quality award.....PG 6



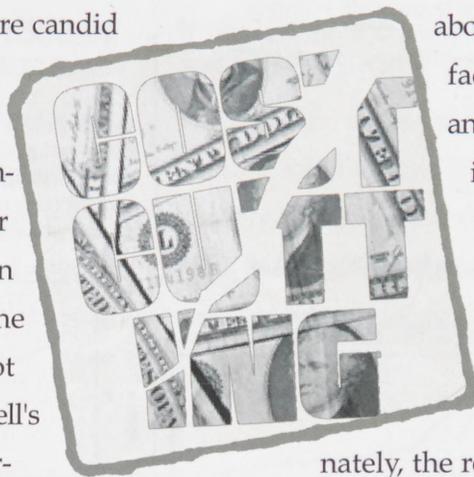
Employees share ideas REDEFINING FOR PROFITABILITY

Over the last several months, every employee has had a chance to tell Shell Deer Park Chemical and Refinery how it could change its business to be more competitive in the global marketplace.

Through open, voluntary dialogues, both facilities have begun the process of restructuring for cost reductions, a process that is designed to ultimately make the two organizations more efficient and more profitable.

The first goal of the talks within both facilities have been to get everyone's nod for the need to make fundamental changes. In outlining Shell Deer Park's financial condition, both plant managers were candid about the performance of the facilities, its position of the and its future.

While Chemical to show a year of record profitability in profits over the last 10 years have not been acceptable to Shell's shareholders. Alter-



nately, the refinery has been losing money for the past seven years, becoming a burden on the Shell Oil Products business.

"We must change in order to assure our futures and our security," says J.D. JOHNSON, Chemical plant manager. "The key is recognizing that we're all in this together, that it's going to be a very participatory process both in terms of ideas and implementation."

The message was similar at the Refinery. "We as managers can't go out there and mandate profitability," says STEVE REEVES, Refinery plant manager. "It's got to be understood, accepted and bought-into by all the people out in the field, and the engineers, the accountants and the support staff--they're the ones that are going to make us profitable."

Rather than take a "cut and cope" fix-it approach, the

continued on page 3

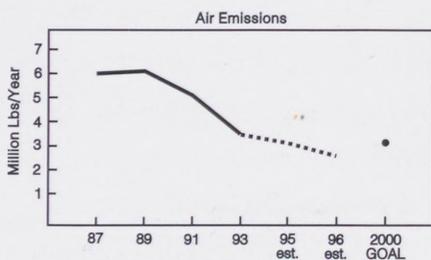
At a glance, how did Shell Deer Park fare last year in safety and environmental performance? The *Shellegram* again compiles its yearly "report

card" for you and our neighbors. These charts were repeated in a recent *Community Shellegram* sent to residents and businesses in Deer Park.

Environmental & Safety Report Card

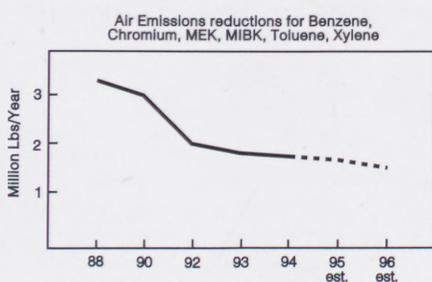
ENVIRONMENTAL PERFORMANCE

CLEAN INDUSTRIES 2000



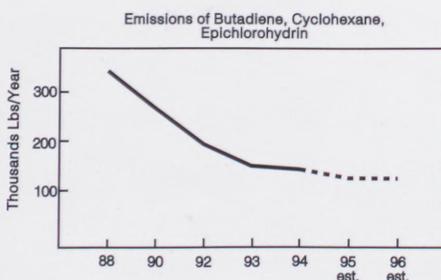
The voluntary Clean Industries 2000 initiative of the Texas Natural Resource Conservation Commission requires participating manufacturing locations to set goals to reduce emissions by the year 2000 as measured by the EPA's Toxics Release Inventory (TRI).

EPA 33/50 PROGRAM

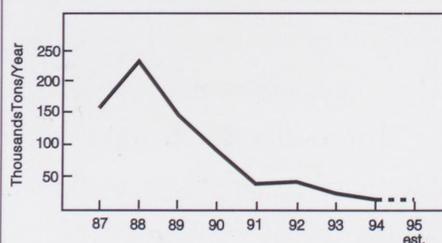


HIGH PRIORITY CHEMICALS

Shell has voluntarily targeted additional chemicals for emissions reduction.

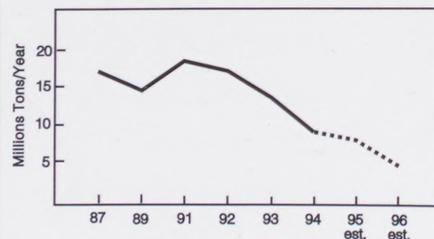


REDUCTION IN HAZARDOUS WASTE GENERATION (EXCLUDING WASTEWATER)



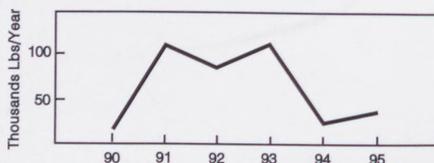
REDUCTION IN HAZARDOUS WASTEWATER GENERATION

Generation of low toxicity wastewater is being reduced, as shown below. Additionally, the wastewater is treated biologically to reduce contaminant levels far below discharge permit requirements.

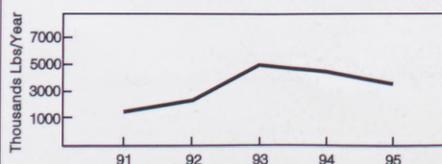


OFFICE PAPER RECYCLING

The reduction in office paper recycling reflects Shell Deer Park's continuing efforts to use less office paper.



ALUMINUM CAN RECYCLING

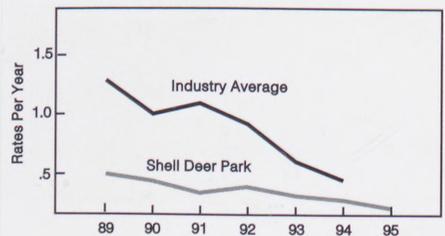


SAFETY PERFORMANCE

The two primary measurements of safety performance are the OSHA "days away incident rate" and the OSHA "total recordable incident rate."

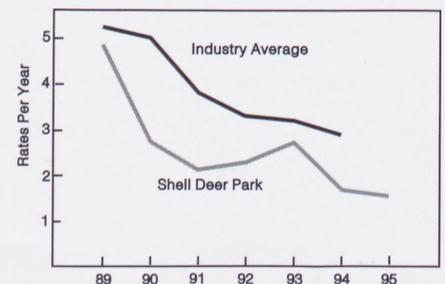
OSHA "DAYS AWAY" INCIDENT RATE

Rate of incidents of lost work days due to occupational injury/illness, per 200,000 hours worked.

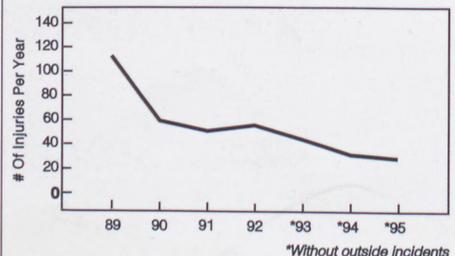


OSHA "TOTAL RECORDABLE" INCIDENT RATE

Rate of occupational injury/illness, beyond first aid treatment, per 200,000 hours worked.



OSHA INJURY/ILLNESS HISTORY



*Without outside incidents

REDEFINING FOR PROFITABILITY

(continued from front page)

organizations are gearing up for cost reductions that include workforce reductions, as well as fundamental changes in the workforce--both in job performance and job roles. It's called Chemical Manufacturing Process Redesign (CMPR) at the Chemical plant, and Operational Performance Improvement (OPI) at the Refinery.

The CMPR and OPI dialogues have been well attended, and ideas have been plentiful within

both facilities, report the two plant managers. Both organizations have also been pleased with the participation of UNION leadership.

"We've approached this from the standpoint that there are no sacred cows. Give us your ideas on anything and we'll look at it as openly as the suggestions from anybody else," says Johnson.

"Historically the thought processes on how we move forward are limited to a certain few people," says Reeves. "This process is intended to open up much further to all of us."

The thousands of ideas that have poured in since talks opened last year are being analyzed, assessed and used to create a series of action plans-- the

"It's got to be understood, accepted and bought-into by all the people out in the field, and the engineers, the accountants and the support staff--they're the ones that are going to make us profitable."

STEVE REEVES

implementation phases of the two organizations are expected to begin in the first quarter of 1996.

From an employee perspective, CMPR and OPI are expected to result in a major culture change. The leaner organizations will see employees approach work differently than they have before. They will be in more decision-making roles, and with a reduced workforce, will perform multiple roles in an efficiency-based, high-performance work environment.

"The key is recognizing that we're all in this together, that it's going to be a very participatory process both in terms of ideas and implementation."

J.D. JOHNSON



Chemical managers went back to the main gate for a second time last year to say thanks for a new OSHA recordable record on Dec. 6. Employees enjoyed a soft drink on Shell courtesy of the "Going for the Gold" safety incentive program. The plant reached 93 continuous OSHA-free days in December last year, a new Chemical record. Pictured are Mike Rudnicki and Amy Suhl, Chemical Administration, as they pass a soft drink to James Littles, Major Resins.

A Healthy Workplace

WHY IS WELLNESS IMPORTANT TO CORPORATIONS?

by Melissa Smith, Control Systems



As health care costs continue to rise, the profitability of our company continues to be adversely affected. We can improve profitability by improving our health. One study of employee health costs proves what was only before a hunch: if enough "high health risk" employees improve their health habits, a company's health care costs can plummet.

A large Michigan manufacturing company began a 10-year study in 1985, looking at the relationship between employee medical costs and their lifestyle choices. The Michigan study is the longest running evaluation of its kind in the country, according to D.W. Edington, director of the University of Michigan Fitness Research Center and Division of Kinesiology.

The average employee age in the study is 44, and 75 percent of the total number of employees are male. The 4,000 employees were grouped into a high risk category if their lifestyles included two or more of these items:

LIFESTYLE HABITS

- Current smoker
- Rarely or never exercise
- Sometimes or frequently use medication or drugs
- Absent more than 5 days a year for illness
- More than 14 alcoholic drinks a week

- Use a seat belt less than 25 percent of the time

PSYCHOLOGICAL PERCEPTIONS

- Only somewhat or not very satisfied with life;
- Dissatisfied or very dissatisfied with job;
- Rate their physical health as "fair" or "poor";
- Under high stress

HEALTH RISKS

- Systolic blood pressure above 140 mm Hg (millimeters of mercury);
- Diastolic blood pressure above 90 mm Hg;
- Cholesterol of 240 mg/dl (milligrams per deci-liter) or more;
- More than 20 percent overweight

Twelve of the above factors were self-reported, three were clinically measured and three were based on a computerized health risk appraisal.

The study found that the average medical claim for a high risk employee in 1985 was \$1,155 per year and \$655 per year for a non-high risk employee. Employees that were high risk in 1985 but shifted to low risk by 1988 saw their medical claims drop from \$1,155 to \$537— a savings of \$618 per year. Employees that were high risk in 1985 and remained so in 1988 saw their claims go up from

\$1,155 to \$1,677 per year.

Medical claims for low risk employees in 1985 who stayed low risk in 1988 remained about the same, dropping from \$655 to \$638 per year. Also, employees who were low risk in 1985 and then became high risk in 1988 saw their claims more than double from \$655 in 1985 to \$1,513 in 1988. (Claim costs are in 1993 dollars.)

The study concluded that 10 percent of the total population was responsible for 80 percent of the company's annual health care costs. The researchers also found that many employees improved their habits during the course of the study. The percentage of employees with high cholesterol dropped from 20 percent in 1985 to 13 percent in 1990.

Unfortunately the weight trends were not as positive. Twenty-seven percent were overweight in 1985 versus 30 percent in 1988.

In the Michigan company, if all high risk employees adopted low risk lifestyles, the savings would amount to roughly \$20 million over three years.

Let's bring this closer to home. Shell Deer Park has about the same size and demographics as the company in this study. We are also fighting the same battle of rising health care costs—the more Shell spends on health care, the lower the profits for all of us. We all need to take a good look at our habits—good and bad—and make a positive change for ourselves.

DEER PARK, CHEMICAL MAKES SAFETY STEP CHANGE IN '95



A hearty lunch and a hearty thanks went to Chemical employees for breaking the OSHA safety barrier early this year (top photo).

Chemical witnessed the results of a "step change" in safety performance the last half of 1995 with a significant drop in the OSHA Recordable rate.

The rate for the first six months was 1.5, but for the last half of the year the rate dropped to 0.7. Chemical finished the year with a 1.1 rate, which also included a record 93 continuous days worked without an OSHA Recordable.

To celebrate, the Chemical Leadership Team, Shell Chemical Safety Council and the Chemical Prevention and Awareness Team helped plant managers serve up a barbecue to some 1100 employees on Jan. 23 and 24. The celebration also kicked off a new motto for improved health and safety performance: "Clear the 0.8 hurdle to world class performance in 1996."



Electronic Ergonomics

CHANGING THE WAY WE WORK WITH COMPUTERS

by Mario J. Vasquez, Health & Safety,
Senior Industrial Hygienist, Certified Indus. Hygienist

Today, we access and process information light years quicker than our parents ever could. While sitting at our desks, we control remote sites from an office located miles or oceans away, and like magic, we replace inventory the moment items are sold.

The typewriter, with its single-copy restraints and correction headaches, has been replaced by a computer that can revise documents in seconds and print or electronically disseminate hundreds of letters in minutes. Computer technology has led to mind-boggling changes in

the way we work.

The computer is virtually an extension of our body, but sometimes our computer and our body don't work well in unison. The design of a computer may not fit with the human design.

We are designed to stand more

continued on next page

ELECTRONIC ERGONOMICS

(continued)

than sit. Our hands and arms would prefer to hang naturally from our sides or do a variety of tasks rather than the same tasks over and over. Our hunting-gathering, low-tech bodies weren't designed with the endurance of high tech computers.

Ask people who work continuously on a computer for more than two hours a day. They all share similar complaints: fatigue and possibly soreness of the neck, shoulders, lower back, hands and wrists. Those who spend most of the day working on a computer may experience more serious problems over time, including carpal tunnel syndrome, a painful chronic disorder of the wrist, or chronic lower back pain.

These common complaints have five primary causes: awkward posture, excessive pressure, repetition, lack of rest, and lack of regular exercise. Ergonomics or human factors engineering provides us ways to adapt our bodies to these new high tech conditions and reduce or eliminate the stresses they impose.

Here are some ways you can help reduce the stresses associ-

ated with working two hours or more a day on a computer:

- Awkward sitting posture is the primary cause of low back pain experienced by computer workers. Remember what your mother said about sitting up straight in your chair? She was partially correct. Lean back and



get comfortable. Let the chair carry your body weight, not your back bone. If you find you cannot sit fully against the back of the chair, try a foot rest. Foam back supports or lumbar rolls should not be used unless the chair does not provide adequate back or lumbar support.

- Watch your hands. Your hands are making the same movements over and over. In many cases they are not in a neutral position. They should be in a straight

line with your arm. Your forearm and upper arm should form a 90° angle at the elbow for the correct keyboard position.

- Give your hands and wrists a rest. Remove your hands from the keyboard and place them on your lap or let them dangle alongside the chair when you are not keying the board. When using a mouse, make sure your wrist stays straight and in line with your forearm. Place the mouse close to you during use and prevent bending the wrist. To summarize, work in neutral and rest your hands and wrists.
- Do you experience a worn-out feeling after a hard day in front of your PC? Your muscles are working but your heart isn't supplying sufficient blood flow to feed them. Take short breaks during the day. Stand up, do some stretching exercises. That will reduce that feeling. Good nutrition and regular exercise will help you reduce those computer blues.

Later this year Shell Deer Park will introduce an office ergonomics program to give you more ways to reduce those office and computer stresses. We'll also publish other articles on general ergonomics and how to work smarter.

If you have any questions in the meantime, contact MARIO VASQUEZ by PROFS at MARIO1.

Champions of Quality

OLEFINS ENGINEER CLAIMS CHAMPIONS OF QUALITY AWARD



Richard Rodriguez, staff engineer, Deer Park Chemical Plant (DPCP), Base Chemicals & Elastomers, exemplified the use of quality principles in this OL-III Flaring Reduction Project last

year, winning Champions of Quality status in the process.

Rodriguez was one of eight 1995 Champions of Quality winners out of the 58 nominations that came from a variety of locations including Wood River, Norco, Belpre,

Taft, Head Office, and Westhollow. His accomplishments contribute to several businesses: Elastomers, Resins, Base Chemicals, Additives and Polybutylene.

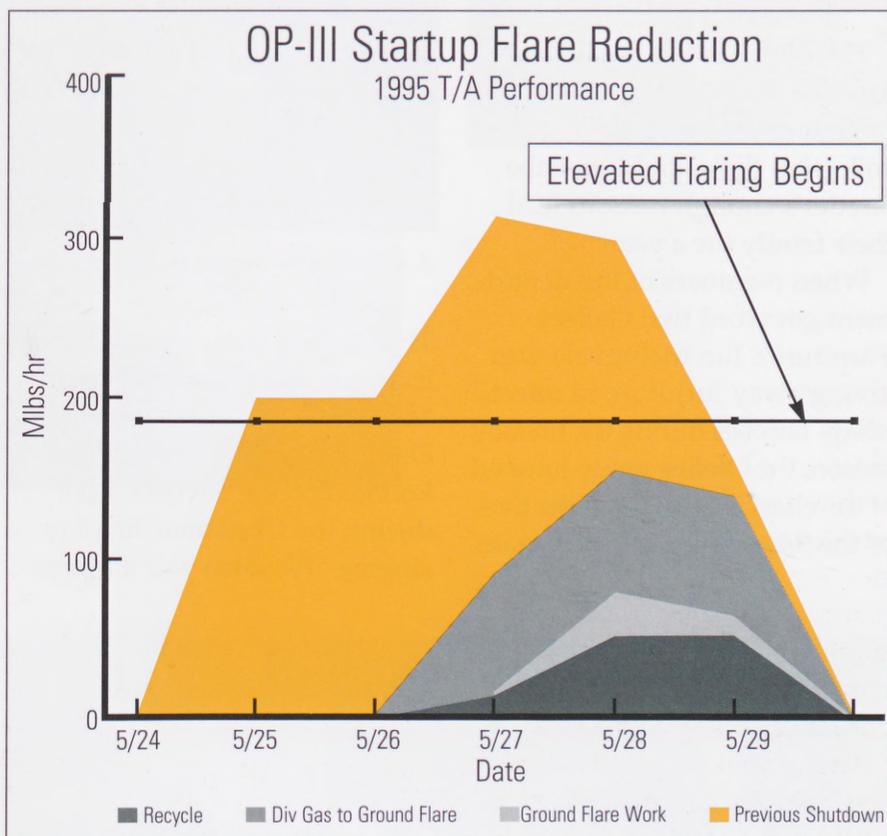
Challenging himself and the OL-III operating team to reduce

heavy flaring that traditionally occurs during turnaround periods, Rodriguez recognized this was a time when Shell Deer Park has the largest impact on the surrounding community. His driving force was the belief that, if Shell could not reduce flaring, it might risk damaging its good relationship and image with the community.

Gathering data from other Shell locations and other industry producers, Rodriguez, with help from the OL-III operating department, developed a plan that included procedural changes, improved maintenance practices and installation of minor capital facilities that allowed for significant reductions in elevated flaring. His plan was executed successfully during Olefin's 1995 turnaround shutdown and startup was virtually invisible to the community.

Among his successes were:

- Reducing total flaring by over 11 million pounds during shutdown and 10 million pounds during startup;
- No material reached the elevated flare stack during shutdown;
- Light & noise were minimized; no smoke was visible;
- A significant cost savings. The total value of material recovered was over \$750,000.



SHELL IS AWARD- WINNING FOR INNOVATION

Shell Oil Company received a 1995 Innovation Award from the Houston Business Council for its efforts in minority and women supplier development.

The award, presented at the Houston Business Council EXPO 95 Luncheon, recognized Shell's continued involvement in minority and women businesses. The total of \$220 million in expenditures last year was the most ever for the program, which began in the early 1970s.

Helping People

OLEFINS CORPORATE ANGELS TO PASADENA FAMILY



In the spirit of Christmas giving, members of Olefins played Santa Claus this past holiday season to a Pasadena family who had fallen onto hard times.

For its very first community service project as a department, Olefins opened its arms to Freida Snyder and her five children after learning the family had recently lost Mr. Snyder and a five-month

old child in a fire that destroyed their home and most of the family's personal belongings.

Employees brought gifts and a tree for the family and set in motion other offerings, including food donations and a house full of furniture.

"My office looked like Santa's workshop," recalls VINCE SLOTERDIJK, who helped lead the community service effort.

continued on next page

OLEFINS CORPORATE ANGELS

(continued)

The appreciative family also touched the hearts of Olefins operators who took up a collection that would give the Snyder's enough meat to feed their family for a year.

When members of the department got word that Gallery Furniture's Jim McIngvale was giving away furniture to select needy families during the holiday season, the Olefins group jumped at the chance to brighten the lives of the Snyder family once again.



A member of the Snyder family enjoys Christmas gifts delivered by Olefins

The Olefin's letter touched the furniture store owner's heart. McIngvale and a group of Dobie High School students knocked on the Snyders' door during the Christmas holiday, singing "We wish you a Merry

Christmas." Parked behind them was a truck of furniture.

"Mrs. Snyder was overwhelmed," said Sloterdijk. If nothing else happened for Christmas, I would have been satisfied."



Walk-A-Thon

Shell employees, family and friends joined sprinter Carl Lewis in the annual College Fund-UNCF'S Walk-A-Thon Sept. 23 which culminated in record contributions from Shell. The Deer Park walking team, led by Ron Coverson (left), Control Systems, collected \$7,440 which was matched with Shell corporate funds. Together, the Shell locations raised \$44,700 in donations and matching funds, making Shell number one in the matching gift category for the fund-raiser this year. Coverson was the top individual Houston fund-raiser for the third year. Joining him in presenting an official Walk-A-Thon T-shirt to the Refinery Plant Manager Steve Reeves (2nd right) are Maxine Jones, Control Systems (2nd left); and Verna Rae Carter, Utilities Systems, (right).

Distribution/Customer Service adopted their own family for Thanksgiving. These items went to a family of five in Deer Park. Pictured are: (top row, l-r) Joe Jimenez, Kim Fitzgerald; (middle row) Aimee Barnett, Laura Freisinger, Cynthia Lusk, Barbara Stanley; (bottom) Christa Wells, Teresa Mills, Alma Reyes and Glenn Conard. Not pictured were: Nellwyn Petter, Andy Eidson, Jeff Holck and Keith Southard.



Sharing



Giving

Hot meals and friendly visits went to 125 homebound seniors in Deer Park, Pasadena and La Porte this past Christmas. SERVE volunteers took up the project en masse.



Caring



M i l e s t o n e s

C H E M I C A L

25 YEARS JANUARY	J.W. SMITH BPA4	L.D. LAMBERT Procurement
R.L. FIGLEY Central Maint.	F.D. LASKIE Resins Maint.	G.R. WILLIAMS Phenol Acetone
R.L. SAPP Central Maint.	20 YEARS JANUARY	R. TAFOLLA A/G Dept.
C.A. CAMPWELL Control Systems-- Resins	E.A. LATHAM Resin Maint.	D.J. PINGER Solvents Maint.
D.G. ROBERTS Control Systems	R. BARRAZA BPA Flaking & Dist.	15 YEARS JANUARY
25 YEARS FEBRUARY	J.F. HOLMES A/G Dept.	A. MUZERIE Solvents
J.V. ZAVALA Central Maint.	G. NUNEZ BPA Flaking & Dist.	15 YEARS FEBRUARY
K.R. JONES BPA Flaking & Dist.	J.T. GONZALES Olefins	M.T. CASTILLO Health & Safety
J. RIOS BPA Flaking & Dist.	D.L. BAKER E Oprns/ Aromatics	R.M. DEMASI BPA4
L.B. CURLEY Major Resins	20 YEARS FEBRUARY	S.E. SHROYER QA Process Chem.
J.E. KENNEDY Heavy Olefins Dist.	A.W. CRADDOCK Qual. Assur-Ev.	G. GEISLER, JR. Central Maint.
25 YEARS MARCH	J.A. ROMERO BPA4	R.A. SANDOVAL A/G Dept.
M.A. REDDING Learn. & Develop.	20 YEARS MARCH	15 YEARS MARCH
B.M. GRENWELGE, JR. Central Maint.	J.E. SHEA Security	D.E. WINKLER Community Relations
F.F. RANGEL Solvents Maint.	J.L. MATTOX Solvents	
	M.J. KRIEGEL Heavy Olefins Dist.	

M E M O R I U M

Woodrow Harold Hayes, retiree, died Oct. 8, 1995 in Livingston, TX

R E F I N E R Y

30 YEARS MARCH	20 YEARS FEBRUARY	J.F. WEBBER Coker/GOHT Oprns.
P.A. BEZDEK Eng/Maint/ Admin.	J. BROUSSARD, JR. Operator	15 YEARS JANUARY
25 YEARS JANUARY	F.D. KIEFER Central Maint.	P.D. GABBARD Hydroprocessing
J.H. BRADSHAW Utilities	B.J. SCHAEFFER Central Maint.	15 YEARS FEBRUARY
25 YEARS FEBRUARY	P.A. MURPHY Eng/Maint./ Machin.	M.L. DICKSON HS&E Admin.
J.M. BARNETT Pressure Equip.	J.J. RODRIGUEZ TAP	R.E. FRANK Cat Crack/Gas
K.D. YIELDING TAP	D. RIVERA TAP	L.W. FURY Cat Crack/Gas
J.A. LUMMUS Log/Util/Env	J.E. JAMES Utilities Sys.	J.C. GARCIA Hydroprocessing
R.L. HARRISON Util. Systems	F.L. RATTLER Utilities Sys.	R.L. HARLAN Hydroprocessing
25 YEARS MARCH	J.G. NEWMAN Alky/MTBE	F.M. MINOR Quality Assur.
O.F. GIBSON Mat. Controller	20 YEARS MARCH	B.P. DUER Distilling
L.Q. BLACK, JR. TAP	R.E. JIMENEZ Central Maint.	J.G. RAMOS, JR. Coker/GOHT
20 YEARS JANUARY	L.E. CLARK Coker Maint/Elec.	15 YEARS MARCH
B.S. MENARD Lube Manufac.	G.J. SOSNIK Log/Util/Env.	R.L. MORRISON Quality Assur.
K.F. HUDSON Utilities	L.O. SECREASE Dispatching	J.T. TERRELL Quality Assur.
J.Y. MYERS Dispatching	J.A. MORALES Alky/MTBE	10 YEARS FEBRUARY
G.T. DYESS Utilities Sys.	D.S. HENDRICK Coker/GOHT Oprns.	R. SCHOENBORN Control Systems

13 IS LUCKY NUMBER FOR SAFETY

13

Congratulations to
Odessa Refinery
for reaching 13
years without a Shell employee

Lost Time (Days Away) injury
or illness. Odessa extends the
all-time best record for Shell
manufacturing locations within

Shell Oil
Products
Company
and Shell Chemical Company.

THE NEW YEAR IN REVIEW

The new year starts for SCORA April 1, after a March membership drive. Membership is a great deal at \$20 for the year (can be payroll deducted). Sign up by calling the SCORA ticket window at x6-6975.

You can look forward to these upcoming events: crawfish boil (May 4); softball, bowling, golf and basketball leagues; the

SCORA annual picnic at Astroworld (Sept. 7); Christmas Dance and breakfast with Santa in December. Many more events are being planned now. Call for updates. And for your convenience, purchase tickets for these activities and more at the ticket window room: movies, Astroworld, Splashtown, Sea World, Fiesta Texas, and Imax.

ATTENTION CAMPERS

SCORA kicks off the year with a weekend outing March 22, 23 and 24 at Wolf Creek Park on Lake Livingston. Make plans early. If you have questions, beep "Wagonmaster" JERRY MCDANIEL at 549-9628.

SHELL GOLF CLUB TOURNEY SCHEDULE

March 16	Glennbrook	Aug 16	South Shore
April 27	Bay Forest		Harbor
May 25	Longwood	Sept. 21	Wedgewood
June 22	Newport	Oct. 11	Atascocita
July 20	Clear Creek	Nov. 8 & 9	Battleground (final-2-days)

If you're interested in playing on the Shell Golf Club, PROFS GRANT FABACHER at GUF, or call him during normal working hours at 470-8204.



A visit to the museum, lunch and a tour were the activities of a group from the Shell Retirees Club earlier this year. Hosted by Community Relations, the retirees were welcomed by Lee Patterson, Human Resources and Chemical Plant Manager J. D. Johnson.

THE SHELL DEER PARK GOLF COURSE



Editor's Note: Shell Deer Park supports these initiatives: Responsible Care, through the Chemical Manufacturer's Association, is a continuing effort to improve the industry's responsible management of chemicals; STEP, through the American Petroleum Institute, addresses public concerns by improving our industry's environmental health and safety performance.



SHELL DEER PARK: FUTURE IN PROGRESS

Shell Deer Park
Published quarterly by Shell Chemical Company and Shell Oil Products Company for employees and pensioners. All inquiries should be addressed to SHELEGRAM, Shell Deer Park, P.O. Box 100, Deer Park, Texas 77536

Editor:
Alayne Merenstein



Welcome Neighbor

VOLUNTEERS REFURBISH HISTORICAL BRIDGE FOR DEER PARK

Shell Deer Park Metals Craft group and carpenters used their expertise to refurbish an historical landmark for the City of Deer Park. The city's new golf course, scheduled to open this Spring, will have a handsome centerpiece for area golfers: a century-old bridge.

Through a joint effort between Shell Deer Park and the city, the old steel truss bridge--the last of its kind in existence--was transported in from Coryell County, an area about 200 miles north of Harris County. Crews painted and prepared it for golf course traffic.

The bridge has particular significance to the city since the bridge and the city share the same 1892 birth date.

The golf course opens on San Jacinto Day, April 21.



Crafts and carpenter volunteers stand before the Deer Park golf course historical bridge they helped refurbish. Pictured are (top row, l-r) Liz Latham, Jimmy Burke, Randy Sapp, Mike Kolb, Jug Bennett, J. W. Schnieder, Tim Lively; (bottom row, l-r) Libby Escobedo, Russell Adams, Larry Albanese.

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