

TRA's
No Name

GAZETTE

For Northrop Grumman & TRW Legacy Retirees

VOL. XXXVI NO. 2

Our 36th Year

March/April 2024

Make Your Reservations for the TRA Spring Fling

It's time to make your reservations for our annual Spring luncheon. The Spring Fling is a great way to reconnect with former co-workers and see what they've been up to in retirement! This year we will be at:

Lido di Manhattan
1550 Rosecrans Avenue
Manhattan Beach, CA 90266
Thursday, May 2, 2024, 11:00AM to 1:30PM

Doors will open at 11:00AM, so no need to arrive early. There will be plenty of time to mingle before lunch.

The Lido di Manhattan, located in the Manhattan Market Place off of Rosecrans Avenue, is a classy and contemporary wine bar and restaurant serving Italian, California-fresh cuisine. There is plenty of free parking available.

Your entrée choices for the Spring Fling are: **Grilled Salmon Salad** with Tomato Soup; **Vegetarian Vodka Pasta** with Caesar Salad; **Bacon, Lettuce, and Tomato Sandwich** with Fries; and **Avocado, Lettuce, and Tomato Sandwich** with Fries. For dessert, we will have homemade cookies.

Your choice of iced tea or lemonade is included with the meal. In addition, a no-host bar with beer, wine, cocktails, and soft drinks will be available. If you have a dietary restriction, email us at tra@tra-spacepark.org, and we will make arrangements with the restaurant.

The price for the Spring Fling is \$40.00 per person, which in-

cludes tax and all service charges. Please invite your friends and co-workers to join us to welcome spring.

To reserve your spot at the luncheon, go to www.tra-spacepark.org (if you're not already registered for access to the web site it takes just a few minutes to register), specify entrée and pay online with credit card or PayPal (both through PayPal processing). Or, you can mail in your reservation with your payment using the form below.

Please be sure to postmark by **April 15th**. Reservations are required and we won't be able to take walk-ins the day of the event. This event has limited space so be sure to make your reservations early. We hope to see you there!

New TRA Members

Geraldine Appleton	Green Valley, AZ
Kim Brooks	Long Beach, CA
George Grena	Redondo Beach, CA
Stephen McFadden	Bethesda, MD
Michael Palmer	Torrance, CA
Katherine Poehlmann	Torrance, CA
Corrinne Reese	Lake Lure, NC
John van de Wouw	Redondo Beach, CA

We hope these new members will send a note to us at mailpouch@tra-spacepark.org telling us a little about themselves and where they worked at Northrop Grumman/TRW.

SPRING FLING RESERVATION FORM

Mail-In Reservation Deadline: Postmark by April 15, 2024

Member Name: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Membership No. (from mailing label): _____ Phone: _____

Email: _____ Member Entrée Selection: Salmon ___; Pasta ___; BLT ___; ALT ___

Guest Name: _____ Entrée Selection: Salmon ___; Pasta ___; BLT ___; ALT ___

Guest Name: _____ Entrée Selection: Salmon ___; Pasta ___; BLT ___; ALT ___

Guest Name: _____ Entrée Selection: Salmon ___; Pasta ___; BLT ___; ALT ___

Total Attending: _____ at \$40 each = \$ _____

Go on-line to www.tra-spacepark.org and make your reservations and pay using Paypal.

Or, mail with a check payable to "TRA" to the following address: TRA, P.O. Box 1276, Redondo Beach, CA 90278

TRA for Northrop Grumman Retirees

The Retirees Association (TRA) welcomes the retirees and the spouses of retirees of Northrop Grumman and TRW.

2024 Officers

Mary Ann Chory	President
Dena Bouskos	Vice President
Janis MacRae	Secretary
Joyce Komatsu	Treasurer

2024 Directors-at-Large

Charles Clendening, Marcy Morrison,
Jim Nelson, Pam Overton, Carol Schamp, Debra Simmons,
Steve Smith, Stephanie Sundius, Jack Trost

Email Coordinator: Jim Nelson

Membership/Facebook Coordinator: Stephanie Sundius

Website Coordinator: Steve Smith

The No Name Gazette is the official publication of TRA. It is published six times a year.

Publication Staff

Editor: Michael Narigon

Contributors: Pam Overton, Carol Schamp, Stephanie Sundius

Copy Editors: Kim Lewis, Carol Schamp

Contacting TRA

By Email:

TRA@tra-spacepark.org - Your email questions will be routed to the appropriate source. Also, if we have your e-mail address, we can notify you of information of interest to our TRA members. Send us an email to get added to the TRA email list.

By Web:

Our website is at www.tra-spacepark.org. It is an excellent source for the latest news, lists of the new retirees, travel details, party photos (more than get into the NNG), forms of all sorts, personal photographs, and much more.

By Mail:

TRA, P.O. Box 1276, Redondo Beach, CA 90278

By Phone:

If you need to phone, call 310-813-7745 to reach our voice mail. Our office hours are 10 AM to 2 PM on each non-board meeting Wednesday.

For Membership:

TRA Membership is open to Northrop Grumman and TRW-legacy retirees at \$10 per calendar year. New members receive two years membership for their first dues payment. The application is available on the website.

TRW/NG Retirees Meetings Around the U.S.

E-mail or call the contact to make sure the event is occurring before you go. Changes from last issue are marked in **bold**.

If you have a group that you would like to have listed here, please contact us by email at tra@tra-spacepark.org.

GROUP	MEETING LOCATION	DATE & TIME	OTHER INFO	CONTACT
TRA Board Meeting	Zoom	3rd Wednesday, 9:30 AM, Monthly except December	Decisions, planning and actions on archives, events, NNG, coordination with NG	All members welcome. Contact TRA to receive meeting link
ATD Friends & Colleagues	Lido di Manhattan, 1550 Rosecrans Ave, MB, CA	TBD November 2024, 11:00 AM - 1:00 PM	Social, Nostalgia, Lunch	Jack Trost, Dena Bouskos, Cindy McCully 310-377-2194 cschamp@aol.com
Beach Cities Get-together	Grunions Restaurant, 1501 N Sepulveda Blvd, MB, CA	Last Monday, Even months, 11 AM to 2 PM	Social	Allen Parker 310-780-0712 777allendsp@gmail.com
Central Coast Chapter	Various Locations in the Central Coast Area	Various days: contact Zaiser for details	Social	George Zaiser 805-473-2105 gzais34@icloud.com
Controls Systems (& Friends) Breakfast	Mimi's Cafe, 25343 Crenshaw Blvd, Torrance, CA	1st Wednesday, 8:50AM	Social	Michael Narigon 424-200-2971 mnarigon@gmail.com
Houston Chapter	Baybrook Denny's, 19212 Gulf Fwy, Friendswood, TX	3rd Tuesday, 8:30 AM	Social	Gary Dinsmore 281-461-6270 samngary@att.net
Huntsville Chapter	Various Locations	2nd Tuesday, 11:30 AM	Lunch and Social	Jim Troy 850-797-0044 jtroy28x@gmail.com
Northern Virginia	Zoom	2nd Friday, 11:30AM	Social	Jim Miller 703-483-5448 jmiller158@gmail.com
Utah	Layton Cracker Barrel	1st Thursday, 8:30 AM	Breakfast Social	Charles Vono 801-745-5879 charlesvono@comcast.net
Temecula Valley	Various Locations	2nd Wednesday, 11:30 AM	Social	Judy Lebovitz 951-461-0065 judylebovitz@gmail.com
The Mountain Folks	On hold due to COVID-19		"We do have fun!"	Carl Winkelman 303-693-0034 winkelman@att.net
TRIN	Zoom	2nd Thursday, 1:00 PM	Investment info based on monthly newsletter reviews	Bob Eshbaugh 310-376-5880 eshonnet@yahoo.com

TRA On-line Resources

by *Stephanie Sundius*

Did you know that TRA on-line resources include a website and a Facebook group?

The website, www.tra-spacepark.org, is a great place to learn about TRA. You can use the website to join TRA, renew your membership by credit card or PayPal, update your membership information, and register and pay for TRA social events.

TRA members with website accounts can also view and download from our archive of No Name Gazette newsletters and photos of TRA social events. We have pages on TRW history and recent news as well as information from our TRA chapters and meet-ups around the country.

You need to register for a website account as we do not automatically create one for you with your TRA membership. On the web site home page under the "Welcome to the TRA Website" banner, click on the "Online Account" link to create your on-line account. Once registered, if your paid membership is current, you will be able to access all of the resources on the site.

The Facebook group, **NG/TRW** (<https://www.facebook.com/groups/1785434901701597/>), is a closed membership group. It currently has over 3,100 members who currently work at or are retired from Northrop Grumman and/or TRW.

The purpose of this Facebook group is to support social connection primarily among people who were legacy TRW employees. Posts for selling products or services are not allowed, and we stay away from politics, religion, and negative comments about TRW or Northrop Grumman. Of course, we don't allow any proprietary or protected information to be posted.

The Facebook group started out in 2016 as primarily a retiree group, and has evolved to include people still working at the company. The "TRW"-shared experience is still the primary theme, but as time passes, it also includes post-acquisition connections.

There have been some interesting conversations and postings about shared history and memories, and life approaching or in retirement. It is a fun way to stay in touch with people via social media. Conversation threads that generated a lot of involvement included: moving out of California (over 100 responses), unexpected work opportunities, career game changers, and lessons learned from some of the retirement inflection points (before, at, after).

Membership in the group is controlled. Content is viewable only by group members. You can be added to the group in one of three ways: First, existing group members can add people with whom they are already Facebook friends (we ask that existing group members only add people who meet the group criteria).

Or, anyone with a Facebook account can go to the group and request to be added. On Facebook search for "NG/TRW" to find the page, or go to the group URL shown above. A group administrator then approves the join request after having a group member vouch for the applicant. Many thanks to the group members who help in vouching for people. Mention that you are a TRA member to get approved by the administrator.

Or finally, a group administrator can add a person if they know the email account associated with that person's Facebook account and know that they worked at the company. Send a request to tra@tra-spacepark.org to get started.

Benefit Contacts for Retirees

The Northrop Grumman Benefit Center (NGBC) is where you can report a change of address, report a death, or apply for a pension. See the "myRetirement" menu item on the NGBC home page for retiree services.

Northrop Grumman Benefits Center (NGBC)

www.benefits.northropgrumman.com

Phone: 800-894-4194

Fidelity administers pension payments and the Northrop Grumman savings plan.

Fidelity NetBenefits

www.netbenefits.com/northropgrumman

Via Benefits handles Medicare supplemental insurance and open enrollment.

Via Benefits (a Tower Watson Company)

www.viabenefits.com

Phone: 855-832-0976 (M-F 8AM-9PM Eastern)

A small number of TRW retirees receive their medical benefits through the Northrop Grumman Benefits *Service* Center. This center is staffed by Benefits Outsourcing Solutions, Inc. Their number is 800-410-6605.

Metlife administers your life insurance if, after you retired, you continued your coverage under the Northrop Grumman group plan.

If you were employed by TRW and retired before January 1, 2006, you may be eligible for an insurance benefit, payable on your death. Metlife also administers this benefit.

Metlife

www.metlife.com

Phone: 800-638-6420

HAPPENINGS AT NORTHROP GRUMMAN

Sentinel ICBM Incurs 'Critical' Cost Breach, at Risk of Cancellation without SECDEF Certification

The Air Force's replacement for its nuclear-tipped Minuteman III ballistic missile fleet has suffered a "critical" cost breach and could be delayed by as much as two years, a setback for the program that officials have long warned could run into trouble.

The service notified Congress that the LGM-35A Sentinel has exceeded its initial cost projections, prompting what's known as a Nunn-McCurdy breach. The Sentinel program's 2020 baseline program acquisition unit cost of \$118 million per missile - the sum of development, construction and procurement - increased by at least 37 percent to approximately \$162 million in 2020 dollars, prompting a critical breach that requires Defense Secretary Lloyd Austin to certify the program to stave off its cancellation.

Work on Sentinel is continuing as Austin's review proceeds.

The \$96 billion Sentinel program is now estimated at about \$131.5 billion in current dollars, a hefty sum driven by unforeseen complications with silo and launch center construction. The pro-

gram's current objective for initial operational capability (IOC) is June 2029, which the Air Force said could be delayed by as much as two years as a result of the issues.

The Air Force originally planned to acquire 659 new Sentinel ballistic missiles alongside refurbishing 450 existing launch facilities, which would house 400 of the missiles. IOC is currently expected to reflect 20 Sentinel missiles on alert, and a longer time to field them could result in greater sustainment costs to keep its Minuteman III predecessor operational.

A top modernization effort for the Defense Department, the Sentinel program's issues have already drawn congressional scrutiny. With strong backing from lawmakers, it seems unlikely the program will be terminated.

"Sentinel is absolutely necessary for the future of our nuclear deterrent. I'm committed to conducting vigorous oversight of the program and ensuring the Air Force follows through on making the necessary changes to address the cost overruns while continuing to advance the program," House Armed Services Committee Chairman Mike Rogers, R-Ala., said in a statement.

"The Department must ensure that Sentinel is ready in time to replace the current ICBMs before they reach the end of their lives. Failure is not an option," he added.

Northrop Grumman, which won the Sentinel contract in 2020, has struggled with supply chain woes, workforce shortages and clearance issues, the Government Accountability Office warned in June 2023. Officials recently have also been vexed by the program's challenges, with Air Force Secretary Frank Kendall lamenting its "unknown unknowns."

"Northrop Grumman is the prime contractor for the engineering and manufacturing development (EMD) phase for the Sentinel program, and in partnership with the Air Force, we continue to make significant progress on this highly complex program, achieving key milestones to mature the design and reduce risk," Northrop Grumman said in a statement.

"As part of our work on the EMD contract, our team is committed to supporting the Air Force as it assesses and updates acquisition cost forecasts for the future phases of the program, to include construction projects, production, and deployment of the weapon system. We are focused on continuing to perform and meet our commitments under the EMD contract as we move toward delivery of this essential national security capability," the company added.

US Space Force Cancels Multibillion-Dollar Military Communications Satellite Program

The US Space Force has decided to forgo a multibillion-dollar program to develop a new communications satellite for the military. The highly classified program, which was awarded to Northrop Grumman in January 2020, was called off due to increased costs and schedule delays.

People familiar with the decision said that there have been recurring difficulties in developing the satellite's payloads, hence the program's termination.

Currently, Northrop has a space segment backlog of \$40.4 billion, which is expected to be reduced by about \$2 billion with the cancellation of the satellite contract. A company representative refused to comment on the decision, saying the program is "in the restricted domain."

The decision to cancel the program was spearheaded by US Air Force Assistant Secretary for Space Acquisition Frank Calvelli.

He reportedly notified congressional committees as early as last year about his intention to seek termination of the program as he prepared the US Space Force budget for 2025. As a result, funding for the program under the "Space Force Special Space Activities" was slashed in the final defense policy bill.

Northrop Grumman Warns Space Sector Employees of Potential Layoffs

Northrop Grumman warned its California-based employees who work on space programs of potential layoffs. A company spokesperson confirmed that the company has filed a WARN notice with the California Employment Development Department, "and shared information with our employees about potential workforce reductions."

WARN (Worker Adjustment and Retraining Notification) notices are notifications sent by employers to employees regarding potential layoffs or business closures. By state law, large employers have to notify employees in the event of business closings or layoffs.

The company would not confirm how many employees would be affected. Sources estimated about 1,000 employees based at Northrop Grumman's Space Park in Redondo Beach, California, would be impacted. "We are working to match impacted employees with existing job openings and opportunities across Northrop Grumman," the spokesperson said. "This is ongoing, and a higher number of employees will receive WARN notices than may ultimately be impacted."

Northrop Grumman has approximately 100,000 employees nationwide, with more than 550 facilities in 50 U.S. states and in over 25 countries worldwide. The Space Park campus in Redondo Beach is a historic site that has been integral to major space achievements since opening in 1961. The campus has 47 buildings where about 7,000 employees work on space systems.

Northrop Grumman has not specified what is driving the job cuts. During the company's fourth-quarter earnings call, executives reported double-digit top-line growth in its \$14 billion space portfolio, with sales up approximately 14% for the year. However, chief financial officer Dave Keffer noted some shifts in space budget priorities by government agencies. "A lot of our customers are having to address budget prioritization, particularly as it relates to 2025 and beyond," he said.

Northrop Grumman Charges on Lunar Gateway Module Program Reach \$100 Million

Northrop Grumman has taken another charge on its contract to build a module for NASA's Lunar Gateway, bringing its losses for the year on that program to \$100 million.

In its fourth quarter and full year 2023 earnings release Jan. 25, the company disclosed a \$42 million "unfavorable estimate at completion adjustment" on its contract to build the Habitation and Logistics Outpost (HALO) module for the Gateway. The company recorded a similar \$36 million charge in the second quarter and said the overall charge for the year on the contract reached \$100 million.

The company blamed the latest charge primarily on "cost growth stemming from evolving Lunar Gateway architecture and mission requirements combined with macroeconomic challenges." The company offered the same explanation when it reported the charge in the second quarter.

Please Check Your Membership

Please take a moment and check your mailing label. If it says "Paid Thru 2023" this means that unless you have renewed this is the last newsletter you will receive. If you have already sent in your renewal, thank you and don't worry. We will get your membership information updated for the next newsletter.

To renew on line, go to our web site, www.tra-spacepark.org, and follow the prompts. **Please include a note for the Mail Pouch about what you are doing.** And don't forget to spread the word about TRA to new retirees and encourage them to join. Thank you for your support!

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Northrop Grumman received a \$935 million fixed-price contract from NASA in July 2021 to build the module, which is based on the company's Cygnus cargo spacecraft. HALO will provide initial living accommodations on the Gateway and includes several docking ports for visiting Orion spacecraft and lunar landers as well as additional modules provided by international partners. It will launch together with the Maxar-built Power and Propulsion Element (PPE) on a Falcon Heavy.

In July, when Northrop Grumman reported the second-quarter charge, company executives said they thought they had mitigated the risk of design changes by doing initial work on HALO under cost-plus contracts before accepting a fixed-price contract to produce it.

"As it's turning out on the HALO program, the requirements are not as stable as we or the government anticipated, and we're working with them to address that change management as we go forward," Kathy Warden, chief executive of Northrop Grumman, said in the July earnings call. "We have programs like HALO on which we have certainly learned some additional lessons and are applying those as we move forward," she said.

Northrop Grumman, she said, was taking a more cautious approach bidding on fixed-price contracts in general. "We have taken a different approach in looking at firm fixed price, where we've either declined to bid if the customer chose to go fixed price, or we've offered a price that we thought was fair and reasonable and the customer decided not to further negotiate with us."

NASA had been working towards an October 2025 launch of HALO and PPE, but during the agency's announcement Jan. 9 that it was delaying the next two Artemis missions by nearly a year, the agency said that first Gateway launch could separately be delayed.

"We're now working with our industry partners at Maxar and Northrop Grumman to review the schedule of when it makes sense to launch that before Artemis 4," which remains scheduled for no earlier than September 2028, said Amit Kshatriya, NASA deputy associate administrator for the Moon to Mars Program, in a call with reporters to announce the delay. "We believe they have a great path to get it there to support that mission, but we will be updating that schedule."

Northrop Grumman's 20th Cargo Resupply Mission Successfully Launches to the International Space Station for NASA

Northrop Grumman's Cygnus cargo delivery spacecraft was successfully launched to the International Space Station by SpaceX's Falcon 9 rocket from Space Launch Complex 40 at Cape Canaveral Space Force Station in Florida. This is the company's 20th resupply mission.

IN MEMORIAM

Chuck Amos, 80, January 25, 2024. He was a Director of Finance at Space Park and retired in the late 1990's.

David T. Appleton, September 17, 2023. He joined Space technology Laboratory in 1962. In 1967, he joined the NASA Apollo Program for mission planning in Houston, TX. He retired from TRW in 1991.

Robert "Bob" Bains, 99, October 22, 2023. After completing a master's degree in 1968, Bob began working for TRW, assigned to the Apollo Program at NASA in Clear Lake City, TX. During that time, he particularly enjoyed working on the design and implementation of the communications antennae for both the Lunar Module Descent Stage and the Lunar Rover. At the end of the Apollo Program, he transferred to Redondo Beach, CA, where he retired in 1988 as a research scientist. He then worked for the Aerospace Corporation as a research scientist, permanently retiring in 1991.

Raul Elenes, 69, January 9, 2024. While at TRW, Raul was a Material Acquisition/Warehouse employee.

Ron Haky, January 4, 2024. Ron was an engineer in the Spacecraft Thermal Design & Analysis Department from 1965 until his retirement in 1992.

Rosalie Lout, 94, January 29, 2024. Rosalie worked at Space Park and San Clemente along with her (deceased) husband, Jack Lout.

Karl F. Poehlmann, Jr., 86, February 3, 2024. He joined TRW/DSSG in 1962 and retired in 1992. Karl was a Systems Architect for high performance ADPE/EGSE systems and supported many projects, including the Orbiting Geophysical Observatory, Pioneer 1, EROS Digital Image Processing System, LM Descent Engine, B2 Bomber, and the Space Operations Ground Station.

Kent Vandenberg, January 18, 2024. Kent was APM on the DCP project.

John Vehrencamp, January 22, 2024. John worked in the Spacecraft Thermal Design & Analysis Department.

The first step in notifying Northrop Grumman of a retiree's death is to call the Northrop Grumman Benefits Center. If the deceased was a member of TRA, please notify TRA whether you want the NNG continued or you want to be removed from future mailings.

If you know of a person that should be included in the "In Memoriam" column, please inform us by either email or mail to the TRA office. As a minimum, we request the name of the deceased, date of death, and the name of the person submitting the information. If more information is available and desired, include age, position and years at NG/TRW, any notable programs, and special skills.

Under NASA's Commercial Resupply Service-2 (CRS-2) contract, Cygnus is carrying more than 8,200 pounds of critical supplies, equipment and science experiments for astronauts on the station. After its rendezvous with the International Space Station, Cygnus will remain attached to the station for up to six months. The spacecraft may perform additional services such as reboosting the station's orbit to counteract atmospheric drag. Northrop Grumman's Cygnus provides the only U.S. spacecraft reboost capability for the International Space Station.



P.O. Box 1276
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The next NNG will be
mailed in May.

THE MAIL POUCH

By Pam Overton

◆◆◆ From **Dale Hoffman** - Fellow TRAers - This year marks the 23rd since my retirement from TRW. I have always looked forward to getting the newsletter and the section with the Mailbox News notes from others as they join the ranks of the retired. After spending 50 years in our South Bay home, **Marilyn** and I made the decision to relocate into a retirement community a couple years ago. We found a place to our liking, sold our PV house, and have been Orange County residents ever since. Still keeping involved with the activities of the Western Museum of Flight at the Torrance Airport and try to make it to the monthly Control's Breakfast at Mimi's on occasion. I am signing up for another 4-year subscription to the Gazette so that I can keep up with the NGC corporate going's-on and occasional updates on the lives of business cohorts. Keep up the good, and interesting reporting!! ◆◆◆ **Pat** and **Mike Roberts** are still enjoying the desert life in Henderson, Nevada. Mike has taken on volunteering once a week at Desert Willow Golf Course, leading to much more playing the game, his happy place. Pat continues her weekly volunteer gig at the Clark County Museum. Having not traveled last year, they are looking at opportunities for 2024. ◆◆◆ From **Dick Sparks**, Lake Havasu, AZ - Hello to my fellow TRW retirees! I am still living an active life after a rough 2022 when **Carol** passed on after fighting dementia for 15 years and our oldest daughter suffered a fatal heart attack. Two months later, I began passing out for no apparent reason. First time while driving followed by several episodes with falls

and ambulance trips to the hospital over the next 4 months. Doctors were unable to find the cause of my losing consciousness and asked me to give up driving. I decided it was time for me to use my TRW systems engineering and research background to help myself. After interviewing several doctors and pharmacists, I concluded that my problem might be caused by diet or medications. I researched recent changes in both and found a medication dosage change within a month preceding my car accident. A search of medical data bases for severe drug interactions between my drugs identified a severe interaction between the recently changed drug and my AFIB medication that can cause dangerous abnormal heartbeat changes. After stopping using the drug with the dosage change, and several months of water aerobics and physical therapy, I am back playing bocce ball, golfing, playing bridge, traveling and enjoying living in a four generation household with a 2 year old who loves her 88 year old great grandpa. Yes! I still have my lab work! I do the grocery shopping and cooking too! And I sure miss driving!!" ◆◆◆ From **Thomas Coffey**, Palos Verdes Estates CA - Between 3 trips to Europe and a month or so in Mammoth Lakes, I have been gone about 4 months this year. When I am home I keep busy with classes in German, painting, and writing my life story. I hope everyone has a great 2024! P.S. I also meet monthly for breakfast with TRW Control Systems retirees at Mimi's in Torrance. ◆◆◆