

# **Snowflake — Dossier**

**Klarix Competitive Intelligence**

May 2026

## Snowflake — Ally Intelligence Brief

FIELD	VALUE
Company	Snowflake Inc.
Domain	snowflake.com
Relationship to Klarix	Data partner / collaborator
Klarix score	8/10

### Snapshot

Snowflake operates the AI Data Cloud, a multi-cloud platform separating compute from storage to enable elastic data warehousing, lakes, sharing, and AI/ML workloads across AWS, Azure, and GCP. With \$4.68B TTM revenue (29% YoY growth) and 9,060 employees, Snowflake serves enterprises seeking to unify data infrastructure without cloud lock-in. For Klarix customers evaluating data platform vendors or building competitive intelligence on cloud ecosystems, Snowflake represents both a critical infrastructure partner and a window into enterprise data strategy trends.

### Firmographics

METRIC	VALUE
<b>Founded</b>	July 2012 (San Mateo, CA)
<b>HQ</b>	Menlo Park, CA (distributed company; principal exec office Bozeman, MT)
<b>Ownership</b>	Public (NYSE: SNOW; IPO Sept 2020 at \$33B valuation)
<b>Employees</b>	9,060 (FY2026; +15.65% YoY)
<b>Revenue</b>	\$4.68B (FY2026 TTM; +29.16% YoY)
<b>Profitability</b>	Net loss \$1.33B (FY2026); not yet profitable on GAAP basis
<b>Total funding</b>	\$1.387B across 12 rounds (last: \$479M Series G Feb 2020 at \$12.4B valuation)
<b>Valuation</b>	Market cap \$53.14B (May 2026); down from \$100B+ IPO peak
<b>Cash position</b>	\$4.03B cash, \$2.74B debt = \$1.29B net cash (2.2% of market cap)

METRIC	VALUE
<b>Geographic mix</b>	Americas 78% revenue, EMEA 16%, APJ 6% (Q1 FY2026)

## Leadership

NAME	TITLE	BACKGROUND
<b>Sridhar Ramaswamy</b>	CEO & Director	Joined Feb 2024 from Neeva (co-founder); ex-Google SVP Ads & Commerce
<b>Frank Sloatman</b>	Chairman	CEO 2019–2024 (retired); ex-ServiceNow CEO; led Snowflake through IPO
<b>Benoît Dageville</b>	Co-Founder, President & Chief Architect	Ex-Oracle data architect; founded 2012 with Cruanes & Żukowski
<b>Thierry Cruanes</b>	Co-Founder & CTO	Ex-Oracle data architect; co-founded 2012
<b>Brian Robins</b>	CFO	Not found publicly.
<b>Chris Degnan</b>	Chief Revenue Officer	Built GTM from pre-product to \$4B ARR over 11 years; co-author <i>Make It Snow</i>
<b>Denise Persson</b>	Chief Marketing Officer	Co-author <i>Make It Snow</i> ; led demand-gen scale
<b>Christian Kleinerman</b>	EVP Product	Drives product roadmap; 400+ capabilities added FY2025
<b>Arnon Geshuri</b>	Chief People Officer	Not found publicly.
<b>Mayank Upadhyay</b>	Chief Security & Trust Officer	Not found publicly.

**Founder note:** Marcin Żukowski (co-founder of Vectorwise) was third co-founder but no longer listed in active leadership.

## Product & positioning

Snowflake sells a **cloud-native data platform** (the "Data Cloud") with consumption-based pricing. Core offerings:

PRODUCT AREA	DESCRIPTION	KLARIX CUSTOMER RELEVANCE
<b>Data warehousing</b>	Elastic SQL analytics; separates compute/storage for independent scaling	Customers analyzing competitor product telemetry, pricing data, or market signals at scale
<b>Data lakes</b>	Unified structured + unstructured data (Iceberg support)	Customers ingesting web scrapes, social feeds, or alternative data for CI

PRODUCT AREA	DESCRIPTION	KLARIX CUSTOMER RELEVANCE
<b>Data sharing</b>	Zero-copy sharing across orgs (Snowflake Data Exchange/Marketplace)	Customers building data partnerships or syndicating competitive datasets
<b>Data engineering</b>	Snowpipe (streaming ingestion), dbt integration, orchestration	Customers automating CI data pipelines from multiple sources
<b>AI/ML (Cortex AI)</b>	In-platform LLMs, vector search, semantic agents	Customers building AI-powered competitive analysis or market intelligence agents
<b>Cybersecurity</b>	Hunters partnership for SOC/SIEM use cases	Customers monitoring competitor security posture or threat intel
<b>Observability</b>	Jeremy Burton leads new business unit	Customers tracking competitor uptime, performance, or incident patterns

**Pricing model:** Credits consumed per-second for compute; flat-rate storage (\$23/TB capacity, \$40/TB on-demand). Four editions:

EDITION	CREDIT COST (US EAST AWS)	USE CASE
<b>Standard</b>	\$2.00/credit	Entry-level
<b>Enterprise</b>	\$3.00/credit	Multi-cluster, extended Time Travel
<b>Business Critical</b>	\$4.00/credit	Tri-secret encryption, failover/failback
<b>Virtual Private Snowflake</b>	Custom	Isolated environment for regulated industries

**Free trial:** 30 days, \$400 credits. **Minimum contract:** \$25K/year for capacity commitments (discounts vs. on-demand).

**Positioning:** "Easy, connected, trusted" platform. Multi-cloud (AWS/Azure/GCP) to avoid lock-in. Consumption pricing aligns cost with value. Data gravity moat: once 50TB+ migrated, switching cost prohibitive.

## Customer base

SEGMENT	EVIDENCE
<b>Enterprise (Fortune 500)</b>	5,500+ customers; majority on AWS; case studies: AstraZeneca, Booking.com, Emirates Insurance, LB Finance, Fireblocks, Massachusetts EOE, Fetch, Hex
<b>Financial services</b>	Capital One (early investor), banking, insurance (tri-secret encryption for compliance)
<b>Retail &amp; CPG</b>	Consumption-based pricing fits seasonal workloads
<b>Tech &amp; SaaS</b>	Tipalti (\$75B payments), TS Imagine (trading platform), o9 Solutions (supply chain planning)
<b>Public sector</b>	Massachusetts Executive Office of Education (\$1.5M/year savings)

SEGMENT	EVIDENCE
<b>Data-intensive verticals</b>	Healthcare, manufacturing, telecom (per early funding docs)

**ICP overlap with Klarix:** Mid-market to enterprise companies (500–10K employees) with: - Multi-source data integration needs (web, APIs, internal DBs) - Analytics/BI teams (not just IT) - Cloud-first or hybrid infrastructure - Appetite for consumption pricing vs. fixed licensing

**Customer count:** 9,100+ accounts using Snowflake AI features (Feb 2026). Over 400 new product capabilities added FY2025.

## Partnership surface area

MOTION	WHO LEADS	MUTUAL-REVENUE THESIS	FRICION RISK
<b>Data-as-a-Service for CI</b>	Klarix BD → Snowflake Product Partners team	Klarix packages competitive datasets (pricing, feature matrices, hiring signals) as Snowflake Data Marketplace listings; Snowflake customers discover/subscribe; Klarix earns recurring revenue, Snowflake increases platform stickiness	Low. Snowflake already hosts Knoema, Bloomberg, other data providers. Klarix would be additive, not competitive.
<b>Embedded analytics for Klarix customers</b>	Klarix Product → Snowflake Partner Connect	Klarix customers on Snowflake can query Klarix CI data directly in their existing warehouses (zero-copy sharing); reduces Klarix's infrastructure cost, increases customer retention	Medium. Requires Klarix to maintain Snowflake-native data models; potential support burden if customers customize queries.
<b>Co-marketing: "CI on the Data Cloud"</b>	Snowflake Marketing (Denise Persson) + Klarix	Joint webinars, case studies, blog posts positioning Klarix as the CI layer for Snowflake customers doing market analysis; Snowflake gets differentiated use case, Klarix gets enterprise leads	Low. Non-exclusive; Snowflake runs similar plays with Sigma, Dataiku, others.
<b>Referral: Snowflake → Klarix for "competitive data"</b>	Snowflake Sales (Chris Degnan org) → Klarix	When Snowflake AEs encounter customers asking "how do I get competitor data into Snowflake?", refer to Klarix; Klarix pays 5–10% referral fee or reciprocal intros	Medium. Snowflake has 964 sales reps (per headcount data); training them on Klarix value prop requires dedicated enablement.
<b>Klarix → Snowflake for data infrastructure</b>	Klarix Sales → Snowflake Partner Connect	Klarix customers needing scalable data warehousing get Snowflake trial via Partner Connect; Snowflake pays Klarix standard SPN referral incentive (5–10% GACV)	Low. Klarix already positions as infrastructure-agnostic; Snowflake is natural fit for data-heavy CI customers.

MOTION	WHO LEADS	MUTUAL-REVENUE THESIS	FRICITION RISK
<b>Joint solution: "Competitive Intelligence Accelerator"</b>	Snowflake Professional Services + Klarix	Pre-built Snowflake + Klarix templates for common CI use cases (pricing benchmarking, feature gap analysis, hiring velocity); sold as packaged implementation by Snowflake Elite partners (e.g., Slalom, Business & Decision)	High. Requires co-development, IP ownership clarity, and ongoing maintenance. Best as Phase 2 after simpler motions prove out.

**Recommended priority:** Start with #1 (Data Marketplace listing) and #4 (referral agreement). Both are low-friction, high-signal tests of mutual interest.

### Existing partner ecosystem

Snowflake operates a **three-track partner program** (<https://www.snowflake.com/en/why-snowflake/partners>):

TRACK	PARTNER TYPES	KLARIX POSITIONING
<b>AI Data Cloud Product Partners</b>	ISVs, data integration tools (Fivetran, dbt, Matillion, Airbyte), BI tools (Sigma, Tableau, Looker, ThoughtSpot), ML platforms (Dataiku, Hex, Databricks Spark connector)	Klarix fits here as a <b>data provider</b> (like Knoema, Bloomberg) or <b>analytics ISV</b> (like Hunters for cybersecurity CI). No direct conflict.
<b>AI Data Cloud Services Partners</b>	SIs, MSPs, resellers (Slalom, Accenture, Deloitte, Business & Decision). Three tiers: Select, Premier, Elite. Resale program launched 2024 with 15% upfront discount + 5% consumption rebate.	Klarix could become a <b>technology referral partner</b> (5–10% GACV for Snowflake intros) or work <i>through</i> Elite SIs to deliver CI as part of data modernization projects.
<b>Cloud Partners</b>	AWS (majority of customers; \$6B commitment announced May 2026), Azure, GCP	Not applicable. Klarix is cloud-agnostic.

**Key integrations already live:** - **Salesforce:** \$479M investment Feb 2020; zero-click data sharing from Salesforce clouds into Snowflake (<https://www.snowflake.com/en/blog/sap-snowflake-partnership-ai-data-cloud>). - **SAP:** SAP Business Data Cloud Connect for Snowflake (bidirectional zero-copy sharing); announced recently with CEO-level partnership (Sridhar Ramaswamy + Christian Klein). - **OpenAI:** \$200M partnership for enterprise-ready AI (<https://www.snowflake.com/en/why-snowflake/partners>). - **Palantir:** Partnership announced (no details in dump).

**Klarix fit:** Snowflake's ecosystem is **open and extensible** by design. They actively recruit data providers (Marketplace), analytics tools (Partner Connect), and niche ISVs (Snowflake-ready Technology Program). Klarix would slot into the **data provider + analytics ISV** hybrid category—similar to how Hunters provides cybersecurity intelligence *on* Snowflake data.

**Competitive note:** No evidence of Snowflake building native competitive intelligence features. Their Cortex AI enables *customers* to build CI agents, but Snowflake itself stays infrastructure-layer. This is **good** for Klarix—no platform risk.

# Co-sell / referral plays

BUYER SCENARIO	SNOWFLAKE → KLARIX TRIGGER	KLARIX → SNOWFLAKE TRIGGER
<b>Enterprise launching competitive analysis program</b>	Snowflake AE hears: "We want to track competitors' pricing/features/hiring in our data warehouse." → Intro to Klarix for done-for-you CI data feeds.	Klarix customer says: "We need to combine your CI data with our internal product/sales data for unified dashboards." → Intro to Snowflake for scalable warehousing.
<b>PE/VC firm building portfolio intelligence</b>	Snowflake customer (PE firm) asks: "How do we benchmark our portfolio companies against competitors?" → Klarix provides cross-portfolio CI datasets.	Klarix customer (PE firm) needs: "We have 20 portfolio companies; need centralized data platform for all CI + financials." → Snowflake multi-tenant architecture.
<b>SaaS company doing pricing research</b>	Snowflake customer (SaaS) asks: "Where do we get competitor pricing data to feed our pricing model?" → Klarix delivers pricing intelligence as Snowflake-native tables.	Klarix customer (SaaS) says: "We're analyzing 500K competitor data points/month; our Postgres is choking." → Snowflake for elastic compute.
<b>Consulting firm building CI practice</b>	Snowflake Elite partner (e.g., Slalom) wants: "Repeatable CI offering for clients across verticals." → Co-develop Klarix + Snowflake accelerator.	Klarix customer (consulting firm) needs: "We deliver CI to 50 clients; need white-label data platform." → Snowflake MSP program.
<b>Cybersecurity vendor tracking threat landscape</b>	Snowflake customer using Hunters asks: "How do we add competitor threat intel to our SOC data?" → Klarix provides security-focused CI feeds.	Klarix customer (cybersec) says: "We're ingesting 10TB/month of threat data + competitor intel." → Snowflake for cost-effective storage + Cortex AI for analysis.

**Deal registration mechanics:** Snowflake's SPN offers **5% GACV referral incentive** for registered partners (10% for Select/Elite tiers). Klarix would register deals via partner portal, unlock co-sell support + solution funding (SFP up to 3–5% for POCs/migrations).

**Reverse referral:** Klarix could offer Snowflake **10% of first-year Klarix contract value** for qualified intros (standard SaaS referral rate). Alternatively, reciprocal intros (no cash) if Snowflake prefers non-transactional relationship.

## Strategic risks

RISK	LIKELIHOOD	MITIGATION
<b>Snowflake builds native CI features</b>	Low (next 24 months). Snowflake's strategy is platform, not vertical solutions. Cortex AI enables <i>customers</i> to build CI, but Snowflake won't compete with ISVs.	Monitor product roadmap (Christian Kleinerman's team). If Snowflake launches "Competitive Intelligence Cloud," pivot Klarix to white-label data provider for that feature.

RISK	LIKELIHOOD	MITIGATION
<b>Channel conflict with Snowflake SIs</b>	Medium. Elite partners (Slalom, Accenture) may want to build their own CI offerings rather than resell Klarix.	Position Klarix as <b>data supplier</b> to SI-led projects, not competitor. Offer wholesale pricing (30–40% discount) for SI-embedded use cases.
<b>Customer data residency concerns</b>	Medium. Klarix customers may not want CI data in Snowflake (even zero-copy) due to compliance/security.	Offer <b>Klarix-hosted option</b> alongside Snowflake-native integration. Let customer choose deployment model.
<b>Pricing model mismatch</b>	Low-Medium. Snowflake's consumption pricing is unpredictable; Klarix's fixed monthly pricing (\$2,997–\$8,997) is simpler. Joint customers may get sticker shock from Snowflake bills.	Educate customers on Snowflake cost controls (auto-suspend, warehouse sizing). Klarix could pre-calculate "typical Snowflake cost to run Klarix queries" and bundle into pricing.
<b>Snowflake sales prioritizes hyperscaler partnerships</b>	High. AWS partnership (\$6B commitment May 2026) and SAP/Salesforce integrations dominate exec attention. Klarix is small by comparison.	Target <b>mid-market Snowflake customers</b> (not Fortune 500) where AEs have bandwidth for niche ISV partnerships. Work through Partner Connect (self-serve) rather than requiring exec sponsorship.
<b>Klarix brand perception as "too small"</b>	Medium. Snowflake partners with Palantir, OpenAI, SAP—Klarix's \$3M–\$9M ARR scale may seem inconsequential.	Lead with <b>customer outcomes</b> (case studies, ROI metrics) rather than company size. Position as "specialist CI partner" vs. generalist platform play.

**Biggest risk:** Snowflake's GTM motion is **high-velocity, quota-driven** (Chris Degnan's playbook: 8 customer meetings/week, 4–8 new logos/quarter per rep). Klarix partnership must **reduce friction** for AEs (easy referral process, fast customer onboarding) or it won't get traction. Avoid complex co-sell requiring joint account planning—Snowflake reps won't invest time unless deal size >\$100K.

## Engagement plan

### 90-day roadmap to activate Snowflake partnership:

#### 1. Week 1–2: Secure Snowflake Data Marketplace listing

- **Action:** Apply to list Klarix's demo dataset (anonymized competitive intelligence sample) on Snowflake Marketplace as free trial.
- **Target contact:** Christian Kleinerman (EVP Product) or Snowflake Partner Connect team (self-serve application at [spn.snowflake.com](https://spn.snowflake.com)).
- **Deliverable:** Live marketplace listing with 3–5 sample datasets (e.g., "SaaS Pricing Benchmarks," "Tech Hiring Velocity Index"). Drive 10–20 trial activations in first 30 days to prove demand signal.
- **Why this first:** Lowest-friction test. If Snowflake customers don't activate free CI data, partnership has no legs.

## 2. Week 3–6: Formalize SPN referral agreement

- **Action:** Join Snowflake Partner Network (Select tier; no annual fee for Registered partners). Register first 3 Klarix→Snowflake referrals to unlock 5% GACV incentive.
- **Target contact:** Chris Niederman (SVP Worldwide Alliances & Channels) or regional Alliances lead (Ash Willis for APJ if targeting Asia-Pacific).
- **Deliverable:** Signed partner agreement. Klarix sales team trained on Snowflake referral process (deal registration via partner portal). Reciprocal: Snowflake AEs get 1-page "when to refer Klarix" cheat sheet.
- **Why now:** Proves mutual commitment. Referral revenue (even small) justifies continued investment.

## 3. Week 7–12: Co-marketing pilot (1 webinar + 1 case study)

- **Action:** Pitch Denise Persson's marketing team on joint webinar: *"Building Competitive Intelligence on the Data Cloud."* Feature 1 mutual customer (if available) or prospect case study.
- **Target contact:** Denise Persson (CMO) or Snowflake partner marketing lead (not named in dump; likely reports to Persson).
- **Deliverable:** 200+ registrants, 50+ attendees, 10+ qualified leads for both sides. Repurpose webinar into blog post on Snowflake's site + Klarix newsletter feature.
- **Why this timing:** Builds brand association. Webinar content becomes evergreen sales asset. If Snowflake declines co-marketing, signals low strategic interest—pivot to pure referral play.

### Success metrics (90 days):

- 15+ Snowflake Marketplace trial activations
- 3+ Klarix→Snowflake referrals registered (target \$50K+ Snowflake ACV)
- 1+ Snowflake→Klarix referral (even if doesn't close, proves AE awareness)
- 1 co-marketing asset live (webinar or case study)

**If metrics hit:** Escalate to Elite partner tier discussion (requires certifications, \$25K+ closed pipeline). Explore joint solution accelerator with Snowflake Professional Services.

**If metrics miss:** Maintain lightweight referral relationship; deprioritize co-sell investment. Snowflake remains *customer* of Klarix CI data (for internal market analysis) rather than *partner*.

## Open questions

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1. **Does Snowflake have internal competitive intelligence function?** If yes, who leads it, and would they be customer or partner for Klarix's service? (Could be both—Klarix provides CI *to* Snowflake's strategy team *and* partners with Snowflake's product/sales teams.)
2. **What % of Snowflake's 5,500+ customers have "competitive analysis" or "market intelligence" in their use case taxonomy?** Need to validate TAM within Snowflake's install base. Request anonymized use-case data from Partner Connect team.
3. **Has Snowflake partnered with other CI/market intelligence vendors?** Search Snowflake Marketplace for competitors (e.g., Crayon, Klue, Kompyte). If yes, how are they positioned? If no, why—lack of demand or strategic gap?
4. **What's Snowflake's appetite for consumption-based revenue share vs. fixed referral fees?** E.g., Klarix pays Snowflake 5% of *Snowflake compute credits consumed by Klarix customers* rather than flat referral. Could align incentives better but requires billing integration.

5. **Who owns "data partnerships" at Snowflake—Product (Kleinerman) or Alliances (Niederman)?** Org chart ambiguity could slow deal. Need single executive sponsor.
6. **Does Snowflake's \$6B AWS commitment create** cloud-specific partnership constraints? E.g., would Snowflake prioritize AWS Marketplace listings over native Snowflake Marketplace? Clarify multi-cloud strategy implications.
7. **What's Snowflake's stance on** white-labeling? If Klarix wanted to offer "Powered by Snowflake" CI-as-a-Service to Klarix customers, would Snowflake support that (OEM pricing, co-branding)? Or does SPN prohibit resale under Klarix brand?
8. **How does Snowflake measure partner-sourced revenue?** Need to understand attribution model (first-touch, last-touch, multi-touch) to set realistic referral expectations. If Snowflake AE introduces Klarix but customer was already Snowflake user, does Klarix get credit?

**End of brief.**

## Deep Research

## Key Personnel

Not found publicly in the provided text. *(Note: The text mentions Sarith Fernando and "Coleman", but they are personnel at Snowflake's customers—Open Insurance and Advisor360°—not Snowflake employees).*

## Financial Profile

METRIC	VALUE	SOURCE
<b>FY2026 Annual Revenue</b>	\$4.68 Billion (29.16% YoY growth)	Companies Market Cap / Bullfincher / Snowflake PR
<b>FY2026 Product Revenue</b>	\$4.47 Billion (95% of total revenue)	Snowflake PR
<b>FY2026 Net Income</b>	-\$1.33 Billion	Bullfincher
<b>Q4 FY2026 Revenue</b>	\$1.28 Billion	Snowflake PR / Yahoo Finance
<b>Net Revenue Retention Rate</b>	125% (As of Q4 FY2026)	Yahoo Finance
<b>Remaining Performance Obligations (RPO)</b>	\$6.9 Billion (33% YoY growth)	Built In
<b>Revenue per Employee</b>	\$516.99 K	Bullfincher
<b>Total Employees</b>	9,023 (3,661 in Product + Tech)	Built In

## Competitive Intelligence

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- **Competitors:** Databricks, Amazon Redshift (AWS), Google BigQuery (GCP), Microsoft Azure Synapse Analytics, Microsoft Fabric, ClickHouse, Teradata, Dremio, IBM Db2 Warehouse, Oracle Analytics, Rockset, Apache Pinot, Firebolt, Cloudera, StarRocks, Imply, and SingleStore.
  - *Competitive Dynamics:* Snowflake competes on multi-cloud portability, SQL compatibility, and operational simplicity. It faces pressure from Databricks in ML/engineering-centric workloads, and from AWS/Google/Azure via bundled spend advantages and platform lock-in.
- **Partners & Integrations:** OpenAI, Anthropic, Google Cloud, AWS, Microsoft Azure, SAP, Salesforce, and Workday.
- **Acquisitions:** Observe and TensorStax (integrated for observability and AI-driven data engineering).
- **Known Clients:** AT&T, Booking.com, PayPal, Siemens Energy, New York Stock Exchange, Intercontinental Exchange, Emirates Insurance, SD Worx, Tipalti, Omilia, Fireblocks, TS Imagine, Penske, Guitar Center, WHOOP, Nexon, AMN Healthcare, IGS Energy, Chicago Trading Company, Swire, Alberta Health Services, Advisor360°, Open Insurance, MLC Life Insurance, IONOS, LB Finance, BluNova, Oney, LTM, and the Massachusetts Executive Office of Education.

## Additional Intel

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- **Company Background:** Founded in 2012. Headquartered in Bozeman, Montana, with 29 total offices.
- **Market Penetration:** Snowflake serves 790 of the Forbes Global 2000. As of Q4 FY2026, 733 customers spend more than \$1 million annually (up 27% YoY), and 56 customers spend more than \$10 million annually (up 56% YoY).
- **Pricing Model:** Snowflake utilizes a consumption-based/usage-based pricing model billed per second, with no charge for idle compute time. Storage costs begin at a flat rate of \$23 USD per compressed TB. Software tiers include Standard, Enterprise, Business Critical, and VPS (Virtual Private Snowflake).
- **Product & AI Capabilities:**
  - The platform's core architecture separates storage and compute, allowing independent scaling.
  - AI adoption is a major growth driver, with over 9,100 accounts adopting Snowflake's AI features. Cortex AI and Snowflake Intelligence are tied to 50% of new customer wins.
  - Key AI/Data products include Cortex AI, Snowpark ML, Arctic LLM, Snowpipe Streaming (serverless ingestion), Snowflake Marketplace, and Snowflake Data Clean Rooms.

## Deep Research (Tavily Advanced)

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