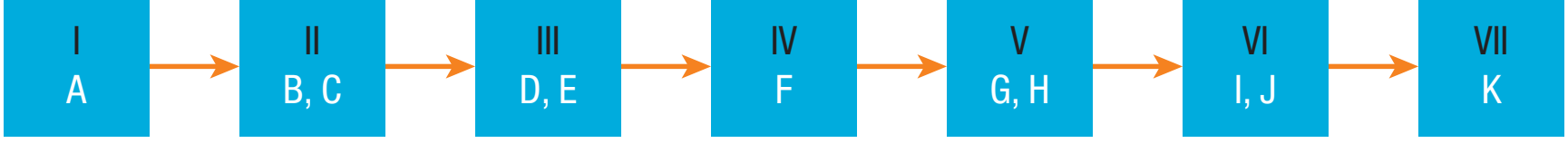FIGURE 9S.9: Balanced Layout