

Shell Chemical Company

One Shell Plaza
P. O. Box 2463
Houston, Texas 77252-2463

Lane Everett Sloan
President and
Chief Executive Officer

December 9, 1997

Mr. John Connelly
Director Member Relations
Chemical Manufacturers Association
1300 Wilson Blvd.
Arlington, VA 22209

Dear John:

This is to inform you that Mr. Walter (Walt) Heitz has been named Manager HSE, Shell Chemical Americas and will be assuming Rand Shulman's HSE responsibilities for Shell Chemical as of January 1, 1998. I would appreciate it if you would handle the formalities necessary for Walt to assume Mr. Shulman's remaining term as a member of the Environment, Health, Safety and Operations Committee (EHSOC).

Sincerely,



cc: Mr. Walt Heitz, Shell Chemical Company
Mr. Don Helin, CMA (EHSOC Staff Director)
Mr. Charles Seay, Exxon Chemical Americas (EHSOC Chair)

CMA 175092

Restructuring

Shell's Reorganization Will Focus Chemicals Strategy

SHELL CHEMICALS LTD. (LONDON), THE new entity that will run Shell's global chemicals business following its planned management reorganization (*CW*, Sept. 17, p. 9), will be more than a strategic think tank and will have executive management responsibility for the company's activities worldwide, Shell says.

The new company's strategy will be decided by its executive committee, headed by CEO Evert Henkes and including three v.p.s responsible for global product business units and three presidents in charge of geographical regions. The regional presidents will then implement the strategy. "The idea is that strategy will be formulated globally and implemented locally," says a Shell spokesperson.

Shell chemical businesses in individual countries will report to the regional presidents. That applies to Shell Chemical (Houston) and Shell Chemicals Canada (Calgary, AB), which will report directly to Lane Sloan, president-designate for the Americas and current CEO of Shell Chemical. The other designated regional presidents are Graham Ferris (Europe and

Africa), current president of Shell Chemicals Europe; and George Lefroy (Asia/Pacific and Middle East), current head of senior management resourcing and remuneration at Shell International.



Sloan: Heading up the Americas.



Henkes: In a better position.

The future relationship between Shell Oil (Houston), of which Shell Chemical is a subsidiary, and the new company is not yet clear. However, one London-based analyst expects the new entity "will have more group head office control over Shell Chemical."

"For the first time, Shell will have a single CEO worldwide, but the structure underneath, at least for North America, is still a work in progress," says W. John Wills, president of Shell Chemicals Canada. "Customers are demanding that Shell behave on a global basis, and there is clearly an internal need for it to coordinate its strategic planning."

The v.p.s-designate for product business units are Jerry Golden (performance products, including alpha-olefins), current general manager/business transformation at Shell Oil; Gus Noojin (differentiated products and specialties, including epoxies and

thermoplastic elastomers), current v.p./transportation for Shell Oil Products; and Rein Willems (base chemicals and intermediates), current director for petrochemicals outside Europe for Shell International Chemicals. They "will be responsible for the bottom-line performance of all businesses engaged in their product area," Shell says. The units will be "the main driver for setting strategy and providing advice."

As expected, Montell will be a stand-alone subsidiary within the new company with its own CEO, Peter Vogtländer, and board. Catalyst maker CRI International will have similar status. Shell recently announced it would become 100% owner of Montell by acquiring Montedison's 50% stake. "We'll be in a better position to optimize our strategies, assets, and investment decisions worldwide and continue the restructuring of our portfolio," says Henkes. Henkes insists that globalization "doesn't mean centralization" and that Shell "aims to build on our traditional strengths as local operators."

Observers are not convinced, however. "It's clearly a centralization," says BZW (London) analyst Colin Smith. "Shell is taking the view that in petrochemicals you have to take a global perspective. You can't do that with lots of different businesses in different countries."

Nor are analysts persuaded that the new structure alone will turn around the performance of Shell's chemical business, where second-quarter profits dropped 2%, to £182 million, on flat sales of £2.3 billion (\$3.7 billion; *CW*, Aug. 13, p. 8). Dresdner Kleinwort Benson's (London) Paul Spedding calls the reorganization a "tidying up exercise." He expects no major cost cuts to result.

—IAN YOUNG

VINYL

Dow Seeks PVC Investor

DOW CHEMICAL IS COURTING POTENTIAL INVESTORS TO BUILD a polyvinyl chloride (PVC) plant downstream of its vinyl chloride monomer (VCM) plant at Fort Saskatchewan, AB. Sources say the most likely candidate is Japanese trader Itochu, which is interested in a world-scale unit in North America to supply customers in Asia rather than in entering the North American market.

"It would be hard to break into the market here with a single startup plant," says Bruce Lawson, marketing manager/vinyls with Exxon Chemicals Canada, which produces PVC in Sarnia, ON. "[Itochu] would probably target its PVC

customers in Asia." Exxon says it was also approached by Itochu last year, although a possible venture was not discussed.

Dow's 550,000-m.t./year VCM plant was recently expanded. The company's chief local customer is Geon; excess output is exported to Asia and the U.S. Gulf. Sources say Dow could be trying to place some of that product locally. "It should not come as a surprise that we like getting new customers," says a Dow source, although the company would not comment on any potential PVC projects in the works.

Dow says it is not interested in entering the PVC business and has traditionally contracted most of its VCM production to a local PVC producer. Much of the output of its Freeport, TX VCM plant is sold to Shintech.

—STEVEN VAMES

August 4, 1997

Shell Working File
FORTUNE

Why Is the World's Most Profitable Company

*Royal Dutch/Shell
looked at the
future and didn't
like the view. Now
it is changing
everything from
the way its manag-
ers act to the way it
does business.*

By Janet Guyon

REPORTER ASSOCIATE Wilton Woods

By all the usual measures, Royal Dutch/Shell should be sitting on top of the world. For the third year in a row it leads the Global 500 in total profits, having earned a staggering \$8.9 billion in 1996. The company's stock has been shining too. Since 1992 Shell has pumped out a 20% average annual total return. All of which makes it surprising to learn that this prosperous behemoth is, in fact, suffering a soul-shattering midlife crisis.

Like all such crises, this one isn't just about money. Sure, Shell's return on invested capital—a key measurement in the oil industry—has been lackluster. Says Shawn Reynolds, oil analyst at Lehman Brothers in London: "They aren't generating the profits to justify the stock price." And yes, the oil giant is sitting on \$12.4 billion in cash, which it has no clue how to invest. But the real issue is that this \$128-billion-a-year company is dissatisfied with what it has been—and no longer sure what it wants to be.

*The New Shell
The company is investing in Escapade restaurants, like this one in Paris, because they deliver better margins than selling gasoline.*

What Shell indisputably is, of course, is big. It operates in 130 countries around the world and controls every aspect of oil production from the ground to the gas

Turning Itself Inside Out?

pump. With headquarters in both London and The Hague, the company oversees 101,000 employees, 54 refineries, and 47,000 gas stations. (Shell is one group but two publicly traded companies: Royal Dutch Petroleum in The Hague owns 60% of the group, while London-based Shell Transport & Trading controls 40%.)

Shell is also an insular company, saddled with introverted control freaks, a byzantine organizational structure, and a controversial public image. Many of its managers rarely talk to the rank and file. The top brass at headquarters constantly

wrestle for power with the 100 or so influential country CEOs who run local operations. And then there's the bad press. The company's association a few years back with the Nigerian dictatorship that executed environmental activist Ken Saro-Wiwa sparked a global uproar that continues to haunt it.

That's the personality Shell Chairman Cornelius Herkströter says he would like to shed. The stolid Calvinist, who allowed his company to open up to FORTUNE in a rare series of top-level interviews, is leading his company through its most dramatic overhaul since 1959. That was when McKinsey designed the "matrix" structure that catapulted Shell to the head of the oil pack. A most unlikely revolutionary, Herkströter wants to create a fast, flexible, environmentally aware organization that runs more efficiently, is more innovative, and is capable of moving Shell into profitable new businesses.

To get there, Herkströter, aided by an army of American consultants, is, in effect, putting his executives on the psychiatrist's couch. He's asked scores of Shell employees to run the gamut of New Age consulting. They've helped each other climb walls in the freezing Dutch rain. They've dug dirt at low-in-

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(continued on next page)

Balanced budget agreement bodes ill for science

Despite proposals by prominent members of Congress to significantly increase R&D spending over the coming years, the recent balanced budget agreement between Congress and the White House will almost certainly put a severe squeeze on science funding.

Under the new plan, more than half of the money needed to balance the budget by FY 2002 would come from discretionary spending, which funds defense and all nonentitlement domestic programs, including federal support for R&D. Because spending on entitlement programs is expected to continue to grow rapidly, discretionary spending, which now accounts for a third of the federal budget, would dip below 30 percent by FY 2002.

The budget resolution approved by Congress would cut defense R&D by 18 percent between FY 1998 and FY 2002. The resolution set nondefense discretionary spending at \$261 billion in FY 2002, a cut of nearly 6 percent from this year's level after adjusting for inflation.

Here is a rundown on key non-defense spending areas under the balanced budget plan:

General science, space, and technology: This area includes the National Science Foundation (NSF), most of the National Aeronautics and Space Administration (NASA), and the physics programs in the Department of Energy (DOE). Most of the spending in this general area, except for the space shuttle and NSF's education

activities, is classified as R&D. An American Association for the Advancement of Science (AAAS) analysis of President Clinton's proposed budget projected cuts in R&D in NASA (down 11.9 percent), NSF (down 7.5 percent), and DOE Physics (down 11.2 percent) by FY 2002 after inflation. The cuts would be even steeper under the budget resolution, because it allocates \$2 billion less over five years than the president had proposed. The resolution calls for a FY 1998 allocation of \$16.2 billion, which is \$240 million less than the president's request. This leaves little room for the 7 percent increase for NSF that House authorizers and many in the scientific community have called for.

Commerce: The Department of Commerce's National Institute of Standards and Technology (NIST) is the only R&D program singled out as a "protected domestic discretionary priority" in the budget agreement and funded at the president's requested level. The AAAS analysis of the president's budget projects that NIST's laboratory program would be cut by 5.4 percent by FY 2002 but the Advanced Technology Program would get a 63 percent increase.

Health: The budget resolution would spend \$2.8 billion less over five years in this area than the president had requested, resulting in a 15 percent cut in real terms by FY 2002. Because the National Institutes of Health (NIH) budget accounts for more than half of the discretionary

spending (\$13 billion out of \$25 billion in FY 1997) in this area, the resolution leaves no room for any additions to the NIH budget unless there are unprecedented cuts in non-NIH programs, such as the Centers for Disease Control and HIV programs. The FY 1998 allocation for this function is \$150 million below the FY 1997 level, leaving no room even for the president's requested 2.7 percent increase for NIH, much less the 7 percent or greater increases called for by key members of Congress. Although the Senate approved (by a vote of 98 to 0) a "sense of the Senate" amendment that federal investment in biomedical research should be doubled over the next five years, the amendment allocated no additional funds.

It is impossible to project total federal R&D spending based on an analysis of the budget resolution. However, the current numbers indicate that, if the resolution remains in place, the cuts would be significantly greater than the 14 percent decrease in federal R&D funds by FY 2002 projected from analyzing the president's budget.

Although the budget resolution is important as a guide for appropriations committees in dividing up the total pool of discretionary spending, its functional allocations are binding only for FY 1998. Even in FY 1998, appropriators will have some freedom to shift funds between functions if programs serving different functions are in the same appropriations bill.

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come housing projects and made videotapes of themselves walking around blindfolded. They've tracked their time to figure out whether they're adding any value. They've even taken Myers-Briggs personality tests to see who fits in at the new Shell and who doesn't.

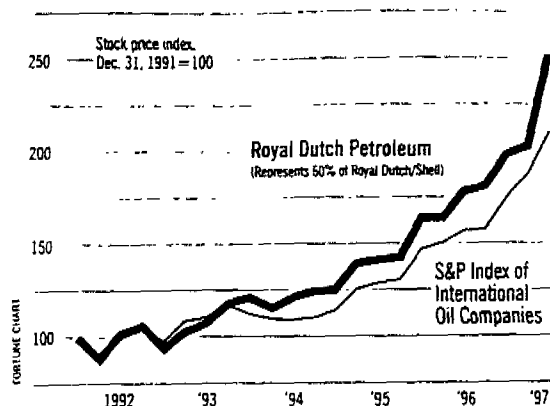
If this grand experiment works, Shell executives say they can double profits to more than \$17 billion by 2001. But getting there won't be easy. It means that everything—even the most hallowed of Shell's practices, beliefs, and traditions—is up for grabs. "I don't think any idea or thought right now is untouchable," says Maarten van den Bergh, a member of Shell's six-man committee of managing directors, or CMD. Adds Mac McDonald, who runs Shell's in-house bevy of change agents called LEAP (for Leadership and Performance Operations): "Transformation is messy. We don't have this wonderful plan. The company has put growth and profitability numbers on the table. If we don't change our leadership style, our behaviors and mindsets, we aren't going to be able to get the results."

It certainly won't get them soon. This kind of monumental reinvention takes time—lots of time. It's only human nature to resist change, and from executives to oil riggers many Shell employees will do just that. Noel Tichy, one of the first American consultants to arrive on the scene, says Shell is only at the beginning of the second act of a three-act play. "Act 1 is recognizing the need for change, Act

2 is crafting the vision, and Act 3 is reactivating the organization," says Tichy, who teaches organizational behavior at the University of Michigan. "The transformation of a large entity like this is a five- to ten-year journey." This is IBM before Gerstner, GE before Welch, Coke before Goizueta.

Shell Spans the Globe

The oil giant's tentacles stretch far. From left: gas stations in the Amazon and Scotland; refineries in the Caribbean and the Sudan.



Shelling Out Returns Shell's stock has more than doubled since 1992, outperforming the rest of the major integrated oil companies.

A NEW CULTURE. The ground began to shift in May 1994, when Herkströter, who had taken over as chairman the year before, called an unprecedented gathering of his top 50 men. (And yes, they were all men.) Assembled at a 17th-century English manor called Hartwell House in Buckinghamshire, these global executives knew one another but had never before met as a group. Herkströter, an accountant

FORTUNE

among Shell's sea of engineers, wanted to know why the company's return on average capital employed—the main measure of financial success in the oil business—had dropped to 7.9%, far below Shell's cost of capital and well behind the 9.3% returns being generated on average by the other major oil companies. He was also disturbed that for the past ten years, Shell chairmen had merely expressed regret in their letters to shareholders about missing financial targets.

At Hartwell House, Herkströter discovered that Shell's mediocre financial performance was directly related to its inbred corporate culture. "We were bureaucratic, inward looking, complacent, self-satisfied, arrogant," says Sir John Jennings, a Shell director and former vice chairman: "We tolerated our own underperformance. We were technocentric and insufficiently entrepreneurial."

Two public events that occurred a year after the Hartwell meeting silenced any lingering doubts about the need to change. Shell's efforts to sink Brent Spar, an abandoned offshore oil-storage buoy, got derailed by Greenpeace in Germany, which mounted such a well-orchestrated public relations blitz that Shell's gasoline sales plunged by 50% at some German stations. A few months later the Nigerians executed Ken Saro-Wiwa, a prominent Nigerian author who had protested Shell's poor environmental record in his country. As a partner with the military dictatorship in Nigeria that props itself up with oil revenues, Shell took lots of heat.

"We had to look deeply at ourselves and say, 'Have we got everything right?'" says Mark Moody-Stuart, a managing director who is in line to succeed Herkströter when he retires next year. "Previously, if you went to your golf club or church and said, 'I work for Shell,' you'd get a warm glow. In some parts of the world that changed a bit." In a radical departure from its past, Shell decided to publicly report its environmental record and defend human rights wherever it operates. "That is extremely significant," says Anne Simpson, director of Britain's Pensions and Investment Research Consultants. "They are now going to have to figure out what that means in practice" (see box).

Shell's peculiar governance structure makes it particularly hard for Herkströter to drive change. Technically, he isn't chairman of the corporation but of the CMD, Shell's top committee—a first among equals. "Herkströter is not in command in the sense that [AlliedSignal's] Larry Bossidy is in command," says Steve Miller, an American who is the only non-Anglo-Dutch member of the CMD. The Dutchman must cajole by force of personality—and charismatic he isn't. "He is one of the most courageous and intelligent people that I know," says Robert Walvis, head of planning, environment, and external affairs. "But if you had to choose between Tom Peters and Herkströter to address a group of sales people, I'd choose Tom Peters."

Herkströter wasn't available to be interviewed for this article; he was hospitalized in May for pneumonia and is still recovering. Other CMD members and executives describe him as a private, Old World personality who likes to communicate by document and is deeply committed to making Shell more open to outside ideas. "He's Shell's Gorbachev," says Philip H. Mirvis, an organizational consultant working with Tichy.

What kind of company chooses a Herkströter? One with a long history in Europe, where men with too much power have caused

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Alarmed at the grab for power from the Centre, the country CEOs revolted. The so-called barons of Europe, who run some of Shell's biggest operations, would in no way be reduced to cocktail chairmen who glad-hand government officials. "The McKinsey study was interpreted by some that from now on we'll run the business from the Centre," says Jan Slechte, the president of Shell Netherlands who retired this July. "That concept to me would subtract value rather than add value."

Maybe so. But Shell is getting new efficiencies from looking at its businesses globally. It's paying lower prices by buying stuff like gasoline additives as a single giant instead of a bunch of little firms. The Centre's full control over chemicals, for instance, led Shell to put a new polymer plant closer to customers in Geismar, La., instead of near the existing plant in Britain. Two years ago that plant automatically would have been added to the U.K. fiefdom. Some of this is showing up in the company's financials. Return on capital has increased to 11.9% from that anemic 7.9% four years ago.

A NEW STRATEGY. Now that the efficiency drive is well under way, Shell must turn its attention to its most pressing problem: growth. In June, Herkströter exhorted the troops to come up with investment ideas for the company's \$12.4 billion cash hoard. "The growing 'cash mountain' is an indictment of our collective failure to bring forward sufficient investment or acquisition opportunities," reads an internal memo from Herkströter. With that kind of money, Shell acknowledges it can buy nearly any oil company save Exxon. And as Union Pacific Resources' recent bid for Pennzoil suggests, the takeover market in oil is hot.

But if Shell is to meet its ambitious growth targets it will need to do more than buy another oil company. That's because the downstream business isn't a route to prosperity. In the first quarter, refining and marketing outside the U.S. had returns on capital of only 9.5%. In Europe, where Shell has a third of its downstream assets, it's worse: Returns on average capital employed last year were just 3%. A tour of France illustrates the perils of selling gasoline. The French hypermarkets sell gas as a loss leader, with prices 8% to 10% lower than at Shell stations. The hypermarkets now have 60% of the motor gas market in France. Things are not so bad in newer markets such as Asia and Latin America. But with the Koreans, among others, building refineries,

Miller believes those markets will eventually resemble France.

So Shell needs a fresh strategy. One new plan: selling hot dogs and T-shirts. In France, Shell's Escapade restaurants enjoy gross margins of over 70%, compared with 10% for gasoline. Different countries are doing this differently: Shell's Argentine stations sell \$11,000 worth of croissants a month, while Australia is the master franchisee for Burger King. Over the next few years Miller plans a global rollout of Shell's Select brand convenience stores, which usually are attached to a gas station. In June the oil company opened its first Helsinki Select, which doesn't even sell motor gas. Miller is creating separate retail groups headed by newly hired retailing executives to test the idea of becoming a global convenience retailer.

Reinventing the drive-in food store is a laudably radical thought for a company that's based its identity on the glamorous oil business. What's far from obvious is whether Shell really brings anything special to the business of selling hamburgers, toothpaste, and coffee. Clearly Shell is still struggling to answer the all-important question: how to grow? What it has so far is merely a work in progress, a frenzy of activity whose end remains uncertain. As Shell's Sprague puts it, "We are moving forward briskly into the fog." ■

FORTUNE

The \$12.4 Billion Problem

Shell is cash-rich and inspiration-poor. With \$12.4 billion burning a hole in Shell's pocket, Chairman Cornelius Herkströter has appealed to his employees for ideas on how to spend it. Here's what some people outside the company advise:

Anita Roddick, CEO of the Body Shop and a vocal Shell critic: "Shell should use it to clean up the mess it has made in certain countries."

Ron Freeman, global co-head of investment banking at Salomon Brothers, London: "You don't go out and buy Microsoft or Dow Jones. There are so many opportunities in Shell's own business in the emerging markets. Shell's downstream business has a huge opportunity in the rapidly opening markets of Central Asia."

Peter Nicol, Goldman Sachs oil analyst in London: "Share buybacks don't really work for them. I think they should pay it back to the shareholders, either with a special dividend or increase the payout."

Anne Simpson, director, Pensions and Investment Research Consultants, London: "They've got to make a major investment in renewable energy from nuclear to wave, to wind, to solar and biomass."

A Barrel of Cash

Cash and Marketable Securities 12/31/95

Royal Dutch/Shell	\$12.4 billion
Exxon	\$3.0
Elf Aquitaine	\$2.1
Mobil	\$0.8
Texaco	\$0.6
BP	\$0.3

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Groups or Lists that people wanted to be added to but couldn't because there is no CMA equivalent

Company	Name	Group/List seeking addition to	pg. in profile
Shell Oil Company	Mr. Jack L. McClure	Title V WG	Pt. 1 pg. 6
	Ms. Carolyn F. Phillips	Existing Chemical Testing TG	7
		NIOSH Liaison Com. Rep	
	Dr. John P. Sepesi	RBCA Ad Hoc WG	8
	Mr. Larry L. Lockner	RBCA Ad Hoc WG	9
	Mr. Elvis Green	EOIC IHTG	10
	Mr. Jeff Conklin	Olefins Product Stewardship TG	15
	Ms. Shari Keller	Prevention Code Stewardship	Pt.2 pg. 3

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Chemical Manufacturers Association
Member Company Profile

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(A)

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Shell Chemical Company, A
Division of Shell Oil Company
P.O. Box 2463
Houston, TX 77252

The list below describes your company's interaction with CMA. It is organized into major program and issue areas.
Subsectors of each area are: company designated contacts, committee and task group participants, and mail list recipients. A key to the codes is listed on the back page. To make changes, contact CMA Member Relations: 703/741-5122.

EXECUTIVE CONTACT

Mr. Jeroen van der Veer
President and CEO
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252

Board of Directors

BD Formulates policy and oversees the operations of the Association.
The list is used for information and action items coinciding with each Board meeting. 20 times per year.

APC Board of Directors

BD Provides strategic direction and general oversight for the APC program-- membership recruitment and retention, funding, outreach and harmonization activities. The list is used for information and action items coinciding with each Board meeting. 15 times per year.

Mr. Peter W. DeLeeuw
VP, Performance Products
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252

APC Board of Directors

BD Provides strategic direction and general oversight for the APC program-- membership recruitment and retention, funding, outreach and harmonization activities. The list is used for information and action items coinciding with each Board meeting. 15 times per year.

FEDERAL LEGISLATIVE ADVOCACY

Ms. Sarah J. Colletti
Sr. Rep./Public Affairs Dept
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252

FGRC Trade TG

TG Track, monitor and report on trade issues for the FGRC. Used for meeting notices, leg. action alerts, general information. Frequency of use depends on Congressional schedule.

Ms. Carolyn Phillips

FGRC OSHA TG

~~Mr. John L. Rivers~~
~~Mr. C. J. S. Smith~~
Shell Oil Company
One Shell Plaza, Room 1880
P.O. Box 2463
Houston, TX 77002

Advisor- Health Safety & Support

TG To carry-out CMA approved policy, develop legislative strategy, and conduct legislative advocacy programs regarding TSCA.

APR-28-'97 MON 14:27 ID: SOC PUBLIC AFFAIRS FAX NO: 713-241-2909

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Chemical Manufacturers Association
Member Company Profile

Page 2

Mr. William Scarborough
Mgr., Communic. & Ext. Affrs
Shell Chemical Company
One Shell Plaza, Rm 1860
P.O. Box 2463
Houston, TX 77252

FGRC Energy TG

TG Works with the Special energy Advisory Group on legislative issues that may affect the cost of supply of energy, such as oil, natural gas, and electricity, for the chemical industry. Used for meeting notices, leg. action alerts, general information. Frequency of use depends on Congressional schedule.

FGRC Grassroot TG

TG Member company representatives who serve on the FGRC Grassroots Task Group. Used to provide information and request action. 12 times per year.

FGRC Product Liability TG

TG To support passage of comprehensive federal product liability legislation. Used for meeting notices, legislative action requests. Use depends on Congressional schedule.

Mr. Steve Ward
Vice President, Government Affairs
Shell Oil Company
1401 Eye St. NW
81030
Washington, DC 20005

FGRC Energy TG

TG Works with the Special energy Advisory Group on legislative issues that may affect the cost of supply of energy, such as oil, natural gas, and electricity, for the chemical industry. Used for meeting notices, leg. action alerts, general information. Frequency of use depends on Congressional schedule.

Mr. John C. Willeit, Jr.
Mgr, Prod Sfty & Compliance
Shell Oil Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210-4320

FGRC OSHA TG

TG To carry-out CMA approved policy, develop legislative strategy, and conduct legislative advocacy programs regarding TSCA.

LEGAL

Ms. Sue Jean White
General Counsel
Shell Chemical Company
900 Louisiana
Houston, TX 77002

General Counsel's Advisory Group

CG Senior legal staff of companies serving on the CMA Executive and Finance Committees and selected Council of 100 companies. Used for meeting materials, action items and information. 20 mailings per year

Mr. Jack L. McClure
Sr. Environmental Specialist
Shell Oil Company
One Shell Plaza, Room 1440
P.O. Box 4320
Houston, TX 77002

Potential to Emit Issue Group

MG To address potential emit issues as they arise; 12 times per year

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Chemical Manufacturers Association
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Ms. Kathleen C. Gillmore
Shell Oil Company
1 Shell Plaza
910 Louisiana Street
Houston, TX 77002

Enforcement TG

TG Members of the CMA task group under the EMSOC charged with sharing information and managing issues related to environmental and health enforcement. 15 times per year.

Mr. Brynn F. Aurelius
Senior Attorney
Shell Oil Company
Legal Department
P.O. Box 2463
Houston, TX 77252-2463

Health & Safety Enforcement Work

WG Serves to develop CMA policy regarding occupational safety and health related enforcement and compliance issues. The Work Group will also provide a forum in which group members will be able to learn about significant health and safety enforcement developments and share relevant experience. 3 times a year.

Burt Ballantant
Shell Oil Company
P.O. Box 2463
Houston, TX 77252

CMA Tort Litigation Group

WG Inside counsel who defend toxic tort claims for their companies, meet approximately three times a year to discuss tort litigation trends, cases and techniques; listen to litigation experts; and improve litigation skills. Used to inform them of the meetings and on occasion requesting their assistance in identifying precedent cases. 8 times per year.

Mr. Randy Haldt
Shell Oil Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252

CMA Tort Litigation Group

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Mr. T. A. Miller
Shell Oil Company
P.O. Box 2463 (OSP 4854)
Houston, TX 77252

CMA Tort Litigation Group

WG Inside counsel who defend toxic tort claims for their companies, meet approximately three times a year to discuss tort litigation trends, cases and techniques; listen to litigation experts; and improve litigation skills. Used to inform them of the meetings and on occasion requesting their assistance in identifying precedent cases. 8 times per year.

Mr. Edward G. Pickle
Shell Oil Company
Post Office Box 2463
Houston, TX 77252

CMA Tort Litigation Group

WG Inside counsel who defend toxic tort claims for their companies, meet approximately three times a year to discuss tort litigation trends, cases and techniques; listen to litigation experts; and improve litigation skills. Used to inform them of the meetings and on occasion requesting their assistance in identifying precedent cases. 8 times per year.

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Chemical Manufacturers Association
Member Company Profile

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Chuck McHugh
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252-2463

Global Distribution Regulatory Task

TG To identify, monitor, and advocate regulatory issues related to international and domestic distribution. Part of Group Distribution Committee. Activity will run six times per year.

Mr. Tom Stanford
~~Mr. Chemical Control Team~~
Shell Chemical Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252

Terminal Protocol Work Group
Warehouse/Terminal Assessment Work

TG Meets six times per year
WG To develop a warehouse protocol. 4 times a year.

Mr. Bob Conn, Jr.
Marine Technical
Shell Oil Company
1 Shell Plaza, Rm. 2602A
900 Louisiana St.
Houston, TX 77252-2463

Oil Pollution Act of 1990 Ad Hoc

WG To develop and provide the chemical industry expertise to the US Coast Guard for the implementation of the hazardous substance provisions of OPA '90. 20 times per year.

Mr. Ed Bayersdorfer
~~Mr. Kevin G. Bree~~
~~Mr. Warehouse/Terminals~~
Shell Chemical Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252-2463

Warehouse/Terminal Assessment Work
Warehouse Assessment Protocol W.G.

WG To develop a warehouse protocol. 4 times a year.
WG To develop a warehouse section of Warehouse/Terminal Protocol. 4 times a year.

ENVIRONMENT/HEALTH/SAFETY/OPER

Mr. R. Michael Schwartz 25
Advisor
Shell Chemical Company
910 Louisiana St.
Houston, TX 77002

Safety & Health Programs Ad Hoc G

TG Responds to OSHA's upcoming proposal for a safety and health program standard. Meeting approximately 14 times per year.

Mr. J. Henry Blunt (see att.) Process Safety Code Stewardship
Dr. Stuart Z. Egan
Shell Oil Company
910 Louisiana Street
P.O. Box 4320
Houston, TX 77210

Process Safety Task Group

TG Members of the Process Safety Task Group. Used for meeting mailings, information, and alerts. 20 times per year.

Science & Technical Subgroup

TG

WG The Science & Technical Committee in support of the Endocrine Group (a coalition of industry organizations) which addresses scientific issues related to substances in the environment that potentially may modulate the endocrine system.

Endocrine Issues & Science WG

WG Disseminate information throughout chemical industry about key scientific developments relating to endocrine modulation; identify priority areas for research on endocrine issues and serve as focal point for development of CMA positions on pivotal issues affecting endocrine modulation.

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Mr. J. Henry Blunt
Senior Staff Engineer
910 Louisiana Street
One Shell Plaza, Room 1478
Houston, TX 77002

CMA 175105

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Chemical Manufacturers Association
Member Company Profile

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Jeff Conklin
Technologist
Shell Oil Company
P.O. Box 4320
910 Louisiana St.
Houston, TX 77210

MSDS Work Group

WG The purpose of the work group is to review and revise the ANSI z400.1 standard, "Material Safety Data Sheet Preparation."

Dr. Thomas Gardiner
Shell Chemical Company
910 Louisiana St.
Houston, TX 77002

Science & Technical Subgroup

WG The Science & Technical Committee in support of the Endocrine Group (a coalition of industry organizations) which addresses scientific issues related to substances in the environment that potentially may modulate the endocrine system.

Regulatory Issues WG

WG Respond to or prepare to respond to any EPA regulation related to the endocrine modulation issue. Identify and track other U.S. regulatory activities or international regulation that may impact on EPA regulatory development in the endocrine area.

Ad Hoc Joint Chemicals & Testing
Ad Hoc Joint ECTTS/EXTG Testing W
Endocrine Issues Task Group

WG
WG
TG Provide focal point within CMA for addressing concerns of man-made chemicals that may disrupt endocrine system. 24 times a year.

Mr. Jack L. McClure
Sr. Environmental Specialist
Shell Oil Company
One Shell Plaza, Room 1440
P.O. Box 4320
Houston, TX 77002

ICCR Issue Group

WG To advocate for reasonable, cost effective and scientifically sound non-hazardous combustion regulations

General Provisions 112(j)

WG The goal of the General Provisions/112j issue group is to favorably impact the EPA's implementation of these clean air act provisions as well as track the current CMA litigation to a favorable conclusion

112(g)

WG The purpose of this group is to favorably impact the EPA's implementation of the section 112g requirements of the Clean Air Act.

Clean Air TG

TG Member company representatives working directly on advocacy issues under the Clean air Act. The CATG actively influence the outcome of various prominent issues through compilation of comments and testimony, and meeting with key contacts at regulatory agencies. Used to update the members on meetings and materials 36 times per year.

Enhanced Monitoring Work Group

WG Advocate for reasonable, cost-effective and flexible enhanced monitoring provisions that acknowledge existing techniques, target major sources and that do not increase the stringency of underlying requirements. 60 times a year.

Non-Attainment Issue Group

WG Advocate for reasonable, cost-effective and flexible National Ambient Air Quality Standards that are based on sound science and risk assessment. 32 times a year.

SARA Title V WG
Mon WG

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NON NON HACT

Ozone Depleting Substances WG

WG To proactively advocate for streamlined, cost effective and sound HACT standards and NSPS.

WG Member company representatives working with Title V of the Clean Air Act. The group actively participates in EPA's regulatory implementation of the stratospheric ozone regulations by providing comments during the proposal of the rules. ODSWG assists member companies in the implementation of the Title VI final regulations. 48 times per month.

Ms. Carolyn F. Phillips
~~Industrial Hygiene Advisor~~
Shell Chemical Company
986 Louisiana Street
Room 1080
Houston, TX 77001

PELS

Medical Surveillance WG

Industrial Hygiene Issues Task Gr

Existing Chemical Testing TG

Risk Assessment TG

NIOSH Liaison Com. Rep CMA Co

WG Advocate exposure issues

WG Develop guidance document on medical surveillance.

TG The IHITG provides industrial hygiene and health-related expertise in developing and advocating CMA positions on issues related to occupational health. Used 10-12 times a year.

TG The Risk Assessment Task Group is under the EHSOC and addresses risk assessment issues. Used for meeting information and requests for comments and action. 25 times per year.

Mr. Rand N. Shulman
V.P., Health, Safety & Environment
Shell Chemical Company
1 Shell Plaza
910 Louisiana St., Suite 1335A
Houston, TX 77002

Envmtl, Hlth, Sfty & Operations Cmt

Environmental Alternatives TG

CO Used to send meeting materials, work in progress and advocacy requests to the EHSOC. 65 times per year.

TG Individuals appointed by the EHSOC to recommend a course of action to improve the next generation of environmental regulations. Used to distribute meeting materials to the group. 12 times per year.

Rami van Compernelle
Shell Development Center
Wastewater Technology Center
P.O. Box 1380
Houston, TX 77251

Secondary Emission WG

WG Member company representatives working directly with issues regarding air emissions from wastewater collection and treatment. They interact with EPA to develop appropriate regulations and models through comments, technical submission and testimony. Used to update the group and disseminate information. 50 times per year.

Mr. Dan Baker
Shell Development Company
3333 Highway 6 South, Rm EC673
P.O. Box 1380
Houston, TX 77251-1380

Air Dispersion Modeling WG

WG Member company representatives working directly with issues regarding the use and development of dispersion models required under the Clean Air Act. Influences the development of models through comments and testimony to EPA. This list is used to update the group and distribute information. 25 times per year.

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Chemical Manufacturers Association
Member Company Profile

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Dr.
✓ ~~Mr. John P. Sepesi~~
Manager, Regulatory Issues
Shell Oil Company
910 Louisiana
Houston, TX 77001

✓ ~~Mr. Phil Synder~~
Shell Oil Company
P.O. Box 4320
Houston, TX 77210

✓ ~~Mr. Bill Hall~~
Senior Staff Engineer
Shell Chemical Company
One Shell Plaza-1414
P.O. Box 4320
Houston, TX 77210

Mr. Michael Fuson
Shell Oil Company
910 Louisiana
Houston, TX 77007

Non-Attainment Issue Group

WG Advocate for reasonable, cost-effective and flexible National Ambient Air Quality Standards that are based on sound science and risk assessment. 52 times a year.

Risk Management & Assessment Focus

TG The Risk Management and Assessment Focus Area is under the EHSOC and addresses risk assessment and management issues. 4 times per year.

Risk Assessment TG

TG The Risk Assessment Task Group is under the EHSOC and addresses risk assessment issues. Used for meeting information and requests for comments and action. 25 times per year.

Risk Policy TG

TG Subordinate to the EHSOC and addresses risk policy issues. Used for meeting mailings. 12 times per year.

RBCA Ad Hoc WG

Ozone Depleting Substances WG

WG Member company representatives working with Title V of the Clean Air Act. The group actively participates in EPA's regulatory implementation of the stratospheric ozone regulations by providing comments during the proposal of the rules. ODSWG assists member companies in the implementation of the Title VI final regulations. 46 times per month.

Surface Water Issues TG

Leg. Issues & Pol. Prevention WG

TG Members who follow & influence activities on water & waste water issues as well as monitoring & reviewing state surface water initiatives. Keeps CMA members informed on relevant issues & updates other CMA groups. 25 times per year.

Permitting & Industrial Discharge

WG Members who conduct advocacy on permitting and discharge. 70 times per year.

RCRA TG

TG Purpose: Oversight Task Group for CMA's RCRA Work Groups & advocacy. Mailings for monthly meetings and information. 20 times per year.

RCRA Legislative Issues WG

WG Work Group directing CMA's RCRA legislative advocacy, report to RCRA Task Group/EHSOC. Mailings for meetings and information. 20 times per year.

Ad Hoc Waste Minimization WG

WG To direct CMA policy development and advocacy on RCRA waste minimization issues. To develop advice for member companies and inform the RCRA and Pollution Prevention Task Group. 12 times per year.

RCRA Remediation WG

WG To monitor and influence EPA's RCRA corrective action program. 25 times per year.

RCRA Technology WG

WG To review pretreatment standards and treatment capacity data for land disposal regulations. 25 times per year.

RCRA Tank WG

WG To follow regulatory development for underground storage tanks; prepares comments as appropriate. Used 25 times per year.

✓ Definition of Solid Waste

WG

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	RCRA Subtitle D WG	WG To provide support to RCRA Task Group on RCRA Subtitle D issues. 25 times per year.
Mr. Larry L. Lockner Sr Staff Specialist, Publ Affs Shell Chemical Company One Shell Plaza, Room 1416B P.O. Box 2463 Houston, TX 77252	Superfund TG	TG Member company representatives who are involved in developing policy and reviewing legislation related to Superfund. Used for agendas, minutes and other material or action by the work group. 36 times per year.
	Natural Resource Damage (NRD) WG	WG To examine natural resource damage issues. 12 times a year.
	Superfund Liability/Settlement WG	WG Member company representatives involved in developing policy related to Superfund liability issues. Used to update the group and disseminate information. 25 times per year.
	Superfund Remedy Selection WG	WG Member company representatives involved in developing policy and commenting on government regulations on site remediation issues related to Superfund. Used for agendas, minutes and other materials for distributing information to the members. 36 times per year.
	RBCA Ad Hoc WG	
Dr. Gary Van Gelder Manager, Toxicology Shell Oil Company 910 Louisiana St. Houston, TX 77002	Superfund TG	TG Member company representatives who are involved in developing policy and reviewing legislation related to Superfund. Used for agendas, minutes and other material or action by the work group. 36 times per year.
	Superfund Health Risk Asses. TG	TG The Superfund Health Risk Assessment Task Group will develop risk-related positions for CMA to use in its reauthorization advocacy. The group will also act as liaison for CMA risk activities to the Superfund Task Group. 25 times per year.
	Risk Management & Assessment Focus	TG The Risk Management and Assessment Focus Area is under the EMSOC and addresses risk assessment and management issues. 4 times per year.
Mr. John Reynolds Shell Oil Products Company West Hallow Tech. Center P.O. Box 1380 Houston, TX 77251-1380	Inspection & Maintenance T/G	TG General interest in i/n issues affecting the operations and safety of chemical company facilities and equipment. Used 48 times per year.
Mr. Brian L. Remaker Shell Oil Company P.O. Box 1380 Houston, TX 77251-1380	Tech. and Mfg. Competitiveness TG	TG General interest in technology and policy affecting the competitiveness of the U.S. chemical industry. Used 48 times per year.
	Info. Systems/Computer Utilization	WG To develop a vision statement and roadmap of technical priorities to include information systems, electronic communication, process control and automation, process and statistical information and process management systems.

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Mr. Roger W. Rolke
Shell Development Company
P.O. Box 1380
Houston, TX 77251-1380

TMCTG Executive Steering Committee

WG To act as a management committee for the Ad Hoc Tech. and Mfg. Competitiveness Task Group. 12 times a year.

Tech. and Mfg. Competitiveness TG

TG General interest in technology and policy affecting the competitiveness of the U.S. chemical industry. Used 48 times per year.

~~Manufacturing & Operations Work G~~

~~WG To develop a vision statement and roadmap of technical priorities to include the areas of manufacturing practices, process reliability, quality, material balances, process safety and process improvement. 24 times a year.~~

Mr. C.J. Shearer
~~General Manager~~
Shell Chemical Company
P.O. Box 1380
Houston, TX 77251-1380

Tech. and Mfg. Competitiveness TG

TG General interest in technology and policy affecting the competitiveness of the U.S. chemical industry. Used 48 times per year.

Mr. John L. Rivard
Mgr., Sfty & Envir. Support
Shell Oil Company
One Shell Plaza, Room 1080
P.O. Box 2463
Houston, TX 77002

HES Standards Contact List

WG Interest in ASTM health, safety, environmental and operations standards impacting the workers and operations of chemical industry facilities. Used 12 times per year.

Mr. John Prepat
Senior Staff Engineer
Shell Development Company
Wasthollow Research Center
P.O. Box 1380
Houston, TX 77251-1380

Electrical Codes & Standards TG

TG Task group that addresses standards and codes affecting electrical systems of chemical industry facilities and equipment. Used 36 times per year.

Mr. Frank Stone
Shell Deepwater Development
P.O. Box 61933
New Orleans, LA 70161

Electrical Codes & Standards TG

TG Task group that addresses standards and codes affecting electrical systems of chemical industry facilities and equipment. Used 36 times per year.

Mr. Elvis Green
Health Safety & Support
Shell Chemical Company
910 Louisiana Street
Houston, TX 77002

EOIC INTG

TG

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Member Company Profile

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Ms. Ileana Rhodes
Shell Chemical Company
P.O. Box 1380
Houston, TX 77251-1380

Environmental Monitoring TG

TG The EMTG list contains member company representatives who conduct advocacy on issues related to testing and monitoring requirements for all media sources, i.e., air, water, waste. The list is used to update and alert members on issues and upcoming events. 6 times per year.

Mr. David C. Andrews
Engineer/Sfty & Indus. Hygiene
Shell Oil Company
910 Louisiana Street
Houston, TX 77002

Ad Hoc Risk Mgmt & Communication

WG Addresses the technical and communications aspects surrounding the worst case scenario issue. Used to send meeting materials and other information. 10 times per year.

Hazard Assessment Subgroup

WG Subgroup of the Ad Hoc Risk Management & Communications Work Group works on technical worst case scenario issues. Used to send meeting materials and other information. 12 times per year.

Mr. William Scarborough
Mgr., Communic. & Ext. Affrs
Shell Chemical Company
One Shell Plaza, Rm 1860
P.O. Box 2463
Houston, TX 77252

Ad Hoc Risk Mgmt & Communication

WG Addresses the technical and communications aspects surrounding the worst case scenario issue. Used to send meeting materials and other information. 10 times per year.

Risk Communications Subgroup

WG Subgroup of the Ad Hoc Risk Management & Communication Work Group addresses worst case scenario communications issues. Used to send meeting materials and other information. 12 times per year.

Ms. Barbara A. Stevens
Director, Product Stewardship
Shell Oil Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210

Product Stewardship TG

TG Focus is the implementation and support of Product Stewardship programs. Used for meeting materials and other information 12-14 times a year.

Prod. Risk Mgmt. Advocacy TG

WG Partner with EPA and other stakeholders to improve the product risk management regulatory process under TSCA; and related Federal statutes. 25 times per year.

MSDS Guidance WG

WG Working to develop guidance on completing the ecological and disposal sections of the MSDS. Used for meeting materials and other information 12-14 times a year.

Ms. Mary M. Cubillas
Sr. Techno., Prod Sfty & Compliance
Shell Chemical Company
980 Louisiana Street
P.O. Box 4320
Houston, TX 77002

MSDS Guidance WG

WG Working to develop guidance on completing the ecological and disposal sections of the MSDS. Used for meeting materials and other information 12-14 times a year.

LCA Contact List

WG Provides member company with Life Cycle Analysis (LCA) contacts; notice about significant LCA developments, as well as the opportunity to comment on CMA positions. 4 times per year.

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Dr. Kenneth Darmer, Jr.
Director, Reg/ Affairs, Oil Prod.
Shell Oil Company
One Shell Plaza
910 Louisiana St, P.O. Box 4320
Houston, TX 77210

Prod. Risk Mgmt. Advocacy TG

WG Partner with EPA and other stakeholders to improve the product risk management regulatory process under TSCA; and related Federal statutes. 25 times per year.

Jan Farmer
Shell Oil Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210

Labeling WG

WG Hazard communication labeling experts, who receive information regarding the precautionary labeling of hazardous industrial chemicals, and they are responsible for the ANSI Z129.1 standard on precautionary labeling. Used for meeting materials and other information 20 times a year.

Mr. V. Wayne Roush
Mgr. Env. - External Affairs
Shell Oil Company
One Shell Plaza
910 Louisiana RM1335 C.
Houston, TX 77002

DISBANDED / SUNSET
~~TUR TOXIC USE REDUCTION GROUP~~
Pollution Prevention Task Group

TG To work with Toxic Use Reduction (TUR) issues and strategies. 25 times per year.

WG To conduct CMA's regulatory advocacy, support CMA's legislative advocacy, and provide assistance to CMA member companies on CERCLA and SARA environmental reporting issues. 25 times per year.

Mr. Michael Hulse
Product Safety and Compliance
Shell Chemical Company
910 Louisiana Street
P.O. Box 4320
Houston, TX 77210

Chemical Reporting TG

TG Develops and advocates strategies and positions on TSCA reporting. The group meets at least 12 times per year. 20 times per year.

INTERNATIONAL AFFAIRS

Mr. Bruce Mahan
Shell Chemical Co.
P.O. Box 4320
Houston, TX 77210

IAC International Regulation TG

TG To monitor and develop policy recommendations and advocacy strategies regarding international regulatory developments affecting chemical substances and products. Used for newsletters, issues relating to chemicals substances mailing, meeting notices and minutes. 25 times per year.

IRTG Asia/Pacific WG

WG To eliminate & minimize the adverse impact of regulations on commerce in chemicals. Establish contacts with other interested parties. 8 times per year.

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INTERNATIONAL TRADE

Ms. Sarah J. Colletti
Sr. Rep./Public Affairs Dept
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252

Chemical Diversion TG

TG Used primarily when a change in the Chemical Division and Trafficking Act occurs. 1 time per year.

TAX

Mr James D. Brown
General Tax Counsel
Shell Chemical Company
Shell Oil Company
P.O. Box 2463 Room 4202
Houston, TX 77252

Capital Formation & Tax Accountin

TG To monitor and analyze various capitol formation proposals that receive attention in Congress; develop and recommend an association position on capitol formation legislation when congressional hearings are held.

Ms. Mela Brown
~~Br. Counsel Legal Organization~~
Shell Oil Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252

TPC-Federal Tax & Budget Issues

TG Monitor Federal Tax & Budget Issues and Developments and how they might affect other Tax Policy Committee and CMA initiatives. 6 times a year.

State Excise & Misc. Tax Task Gro

TG Responsible for advising tax policy on all excise tax issues, including consumption, Superfund, and energy taxes.

Federal Excise & Environment Tax

TG Subordinate to Tax Policy Committee. Information and action requests about environmental taxes. 6 times per year.

Capital Formation & Tax Accountin

TG To monitor and analyze various capitol formation proposals that receive attention in Congress; develop and recommend an association position on capitol formation legislation when congressional hearings are held.

TPC Alternative Minimum Tax WG

TG To prepare materials on problems raised by alternative minimum tax provision of Tax Reform Act of 1986 and to seek appropriate solution with Treasury Department and Congressional tax staff members.

John A. Hoffman
Mr. Steven Killworth
Shell Oil Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252

Capital Formation & Tax Accountin

TG To monitor and analyze various capitol formation proposals that receive attention in Congress; develop and recommend an association position on capitol formation legislation when congressional hearings are held.

TPC Alternative Minimum Tax WG

TG To prepare materials on problems raised by alternative minimum tax provision of Tax Reform Act of 1986 and to seek appropriate solution with Treasury Department and Congressional tax staff members.

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Ms. Shirley Neff
Senior Washington Representative
Shell Oil Company
1401 Eye St., N.W.
Suite 1030
Washington, DC 20005

FGRC Tax TG

Add Nela Brown

TG To provide continuing liaison between the Tax Policy Committee and the Government Relations Committee; to maintain contacts with legislative and administrative tax staff and to provide early warning of the tax issues. 12 times per year.

Mr. James Rich
Washington Counsel
Shell Oil Company
Franklin Tower
1401 Eye St., NW Suite 1030
Washington, DC 20005

FGRC Tax TG

TG To provide continuing liaison between the Tax Policy Committee and the Government Relations Committee; to maintain contacts with legislative and administrative tax staff and to provide early warning of the tax issues. 12 times per year.

Mr. David Rubin
Manager, Tax Analysis
Shell Oil Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252-2463

Capital Formation & Tax Accountin

TG To monitor and analyze various capitol formation proposals that receive attention in Congress; develop and recommend an association position on capitol formation legislation when congressional hearings are held.

TPC Alternative Minimum Tax WG

TG To prepare materials on problems raised by alternative minimum tax provision of Tax Reform Act of 1986 and to seek appropriate solution with Treasury Department and Congressional tax staff members.

Mr. Thomas G. Singley
Gen. Mgr., Tax Operations
Shell Oil Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252

TPC-Federal Tax & Budget Issues

TG Monitor Federal Tax & Budget Issues and Developments and how they might affect other Tax Policy Committee and CMA initiatives. 4 times a year.

State Excise & Misc. Tax Task Gro

TG Responsible for advising tax policy on all excise tax issues, including consumption, Superfund, and energy taxes.

TPC Foreign Tax TG

TG To review and advise the Tax Policy Committee with respect to regulatory and legislative issues pertaining to the taxation of foreign income.

Federal Excise & Environment Tax

TG Subordinate to Tax Policy Committee. Information and action requests about environmental taxes. 6 times per year.

State Tax TG

TG This task group is subordinate to Tax Policy Committee provides information and action requests, on state tax issues. 6 times per year.

Capital Formation & Tax Accountin

TG To monitor and analyze various capitol formation proposals that receive attention in Congress; develop and recommend an association position on capitol formation legislation when congressional hearings are held.

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TPC Alternative Minimum Tax WG

TG To prepare materials on problems raised by alternative minimum tax provision of Tax Reform Act of 1986 and to seek appropriate solution with Treasury Department and Congressional tax staff members.

TPC Tax Legislation Implementation

TG To identify key problems arising under the Tax Reform Act of 1986 and to coordinate development of CMA response to these problems. 6 times per year.

Superfund WG

WG To review and to advise the Tax Policy Committee on legislative and regulatory issues arising under the Superfund excise taxes on chemicals and petroleum feedstocks and legislative alternatives to these taxes. 6 times per year.

CHEMSTAR

ORI National Steering Committee

CO Overseas development and implementation of the Operation Respond Emergency Information System

Mr. Fred W. Hill, P.E.
Mgr., Trans. Safety & Reg.
Shell Chemical Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252-2463

*Shell will no longer
participate on this
committee.*

Mercy Banton, DVM, Ph.D.
Toxicologist
Shell Chemical Company
900 Louisiana Street
P.O. Box 4320
Houston, TX 77210

Hydrocarbon Solvents Panel TRTG
Acetone Panel TRTG
Isopropanol Panel TRTG
Ketones Panel TRTG
Oxo-Process Panel TRTG

TG To understand and advise panel of toxicology related issues with hydrocarbon solvents. Will meet approx. six times per year.

Ms. Susan Estridge
Technologist
Shell Chemical Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210

Solvents Council Exposure Ass. TG
Panel
OXO Process ~~Exposure~~ TG
Solvents Council Education Task G
IPA Panel
Hydrocarbons Panel

TG Exposure Assessment Task Group will develop procedures to assess exposure to solvents. Est. meetings per year - 12.

TG To address exposure issues on behalf of the OXO Process Panel

TG To address health, safety and environmental issues related to oxygenated and hydrocarbon solvents. 24 times a year.

Dr. Thomas Gardner
Shell Chemical Company
910 Louisiana St.
Mr. Jeff Cooklin
Shell Chemical Company
One Shell Plaza, Room OSP 1338
Houston, TX 77002

Phenol Burn Treatment TG

TG The purpose of this group is to address projects and issues arising from burn treatment studies as it pertains to Phenol.

*Phenol Regulatory Panel
Cumene Panel
Nefins Product Stewardship TG*

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Ms. Carolyn Ann Matula
Technologist
Shell Oil Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210

Solvents Council ARTG

Acetone Panel
Ketones Panel

TG To address atmospheric reactivity issues on behalf of solvents mfrs.
Contact 24 times per year.

Mr. Dan Baker
Shell Development Company
3335 Highway 6 South, Rm EC673
P.O. Box 1380
Houston, TX 77251-1380

EG Environmental Effects WG

EGE/PGE/VOC Task Group

WG To address environmental issues affecting ethylene glycol. Use approx.
6 times per year.

TG Work Group formed to address VOC issues with regard to ethylene and
propylene glycol ethers.

Ms. Mary M. Cubillas
Sr. Technol., Prod Sfty & Compliance
Shell Chemical Company
900 Louisiana Street
P.O. Box 4320
Houston, TX 77002

Panel
~~EGE Communications WG~~

EG Panel
EO Industry Panel

WG To proactively develop a communication strategy on the benefits and us
es of EGE.

Rolph Gingell, Ph.D.
Staff Toxicologist
Shell Chemical Company
900 Louisiana St.
P.O. Box 4320
Houston, TX 77210

Ethylene Oxide - TRTG
~~NAAQS Health and Risk Issue Group~~

TG
WG To advocate for a scientifically sound ozone and particulate matter;
National Ambient Air Quality Standard (NAAQS)

Chuck McHugh
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252-2463

~~EGE CMA Delisting WG~~

Phenol - TRTG
Ethylene Glycol - TRTG
Ethylene Glycol Ethers - TRTG
Cumene - TRTG
Higher Olefins - TRTG
EGE DOT Work Group

WG To get EGE delisted from the Clean Air Act.

TG

TG

TG

TG

TG

WG To look at any transportation issues.

Committee work
is finished.

Ms. Carolyn F. Phillips
~~Industrial Hygiene Advisor~~
Shell Chemical Company
900 Louisiana Street
Room 1680
Houston, TX 77001

Olefins Industrial Hygiene

Health Safety & Support

WG To evaluate exposure information and plan conduct and analyze exposure
studies as requested by Panel

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Shan Tsai, Ph.D.
Shell Oil Company
1 Shell Plaza
Room 1020, P.O. Box 2463
Houston, TX 77252-2463

Olefins Epidemiology Work Group

WG To evaluate epidemiology data on butadiene; To assist in the development of the butadiene risk assessment using human data; To assist in the integration of animal and human data and to recommend, design and conduct studies, as appropriate. 12 times/year

Dr. Gary Van Galder
Manager, Toxicology
Shell Oil Company
910 Louisiana St.
Houston, TX 77002

NAAQS Health and Risk Issue Group
Lower Olefins Panel
Risk Assessment and
Epidemiology - Lower
Olefins WG

WG To advocate for a scientifically sound ozone and particulate matter; National Ambient Air Quality Standard (NAAQS)

Mr. Don Sullivan
Sr. Research Chemist, Tech Serv.
Shell Chem Co./Shell Oil Prod
West Hallow Technology Center
3333 Hwy 4 South
Houston, TX 77251-1380

Solvents Council Education Task G

TG To address health, safety and environmental issues related to oxygenated and hydrocarbon solvents. 24 times a year.

Dr. Stuart Z. Cagen
Shell Oil Company
910 Louisiana Street
P.O. Box 4320
Houston, TX 77210

Scientific Work Group

WG To interpret existing research results in the context of science, educate EIT-Gen meaning of the science and monitor findings

CHEMTREC

Mr. John C. Willett, Jr.
Mgr, Prod Sfty & Compliance
Shell Oil Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210-4320

~~Disbanded/Sunset~~
~~CHEMTREC Special Committee~~

~~CO The CHEMTREC Special Committee meeting list comprises of 6 member company representatives and is used primarily to send information and to request action related to CMA's chemical emergency & non-emergency response and information processes under CHEMTREC. 8 times per year.~~
~~TG Advisors who provide continuous review of the CHEMTREC programs & advise CMA of recommended changes in the operating policies & practices of the center. 10 times per year.~~

~~Disbanded/Sunset~~
~~CHEMTREC Advisory Panel~~

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CMA ADMINISTRATION

George J. Schmidt
Manager, Human Resources
Shell Chemical Company
P.O. Box 2463
Room 1984
Houston, TX 77252

Senior Human Resources Execs

WG Human Resource Executives Forum that will operate as a council for the chemical industry on HR issues. Aprx. once a month

Activity Type Legend

Type	Description
AR	Topic Area
BC	Board Committee
BD	Board of Directors
CO	Committee
CT	Contact
EC	Executive Contact
IL	Information List
NL	Newsletter List
PC	CHEMSTAR Panel/Council
PT	CHEMSTAR Task Group
PW	CHEMSTAR Work Group
TG	Task Group
WG	Work Group
WS	Workshop

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Chemical Manufacturers Association
Member Company Profile

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Shell Chemical Company, A
Division of Shell Oil Company
P.O. Box 2463
Houston, TX 77252

The list below describes your company's interaction with CMA. It is organized into major program and issue areas.

Subsectors of each area are: company designated contacts, committee and task group participants, and mail list recipients. A key to the codes is listed on the back page. To make changes, contact CMA Member Relations: 703/741-5122.

Mr. Jeroen van der Veer
President and CEO
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252

EXECUTIVE CONTACT

Executive Contact-Key

CT The Executive Contact is the senior executive (typically chairman, president, or CEO) who serves as the members' principal contact for official dealings with CMA. Typically receives 40 mailings per year, of which approximately ten are requests for action on advocacy matters. Responsible for designating all other contacts and financial matters with CMA.

Ms. Nels Brown

TAX

Taxation Contact

~~Gen. Counsel Legal Organization~~
Shell Oil Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252

*Manager, State Government Relations
and Federal Tax Legislation*

CT Member company designated source for CMA to seek input, assistance and to communicate important developments to the full membership on CMA's taxation program which addresses key tax reform issues affecting the chemical industry. Mailings 15 times per year.

Mr. Thomas H. Buller
Mgr. Eng. & Util. Planning
Shell Chemical Company
One Shell Plaza
P.O. Box 2463
Houston, TX 77252-2463

ENERGY

Energy & Petrochemical Feedsto

CT Energy Contacts for CMA members. Used to provide information such as the Energy Newsletter and action requests like the Energy Efficiency and CO2 Emissions Survey. Mailings 20 times per year.

Ms. Sarah J. Colletti
Sr. Rep./Public Affairs Dept
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252

PUBLIC OUTREACH

Education Contact

CT Coordinate inputs to CMA Education Programs. Mailings 5 times per year.

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Chemical Manufacturers Association
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INTERNATIONAL AFFAIRS

International Regulatory Issue

CT The designated source for CMA to seek input, assistance and to communicate important developments on international regulatory issues (health, safety and environment). Mailings 15 times per year.

INTERNATIONAL TRADE

International Trade Contact

CT Member company designated source for CMA to seek input, assistance and to communicate important developments to the full membership on the international trade and competitiveness program which advocates the industry's positions on remaining competitive with other chemical industries. Mailings 15 times per year.

GT. MOREHEAD
SHELL CHEMICAL CO
P.O. BOX 4320
HOUSTON, TX. 77210

R W. Rolke

Mr. W.I. Doty
Mgr., Eng. & Construction
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252-2463

ENVIRONMENT/HEALTH/SAFETY/OPER

Plant and Operations Contact

CT The Engineering Contact should be a senior person directly responsible for engineering activities. Mailings are technical engineering standards and design issues. As a senior policy maker, the Engineering contact is eligible for nomination to the EHSOC. Mailings 30 times per year.

SHELL DEVELOPMENT CO.
P.O. BOX 1380
HOUSTON, TX 77251-1380

Mr. Roger D. Fowler
Mgr, Mfg & Distribution-Cheml
Shell Chemical Company
P.O. Box 2463
Houston, TX 77252-2463

RESPONSIBLE CARE

Responsible Care Coordinator

CT The Responsible Care Coordinators work as the key contact at each member company for all Responsible Care related issues. Information mailings and requests for action about 90 times per year.

ENVIRONMENT/HEALTH/SAFETY/OPER

CAER Coordinator

CT Designated member company CAER Contact. Used to send informational items about operating community advisory panels and other items of interest. Mailings 10 times per year.

M.S. (Buddy) Medley, Jr.
Manager, Land Transportation
Shell Chemical Company
One Shell Plaza 23
P.O. Box 2463
Houston, TX 77252-2463

DISTRIBUTION

Distribution Contact

CT Member company designated source for CMA to seek input, assistance and to communicate important developments on rail, truck, barge and other distribution matters. Mailings 20 times per year.

Mr. Bob Conn, Jr.
Marine Operations
Shell Oil Company
P. O. Box 2463
Houston, TX 77252-2463

DISTRIBUTION

Marine Transportation Contact

Member company designated source for CMA to seek input, assistance and to communicate important developments on all marine transportation related matters.

Task Group

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Chemical Manufacturers Association
Member Company Profile

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Mr. L.P. (Len) Miller
Shell Chemical Company
1130 One Shell Plaza
P.O. Box 2463
Houston, TX 77252

LEGAL

Intellectual Property Protecti

CT Receives periodic action alerts and information on Intellectual Property developments affecting the chemical industry. Mailings 10 times per year.

Mr. William Scarborough
Mgr., Commun. & Ext. Affs
Shell Chemical Company
One Shell Plaza, Rm 1860
P.O. Box 2462
Houston, TX 77252

FEDERAL LEGISLATIVE ADVOCACY

Federal Legis. Advocacy Contac

CT Member company designated source for CMA to seek input, assistance and to communicate important developments to the full membership on federal lobbying activities. Includes legislative monitoring of key issues, advice during the policymaking process, legislative strategy development & political analysis, etc. Used for legislative action alerts. Mailings about 45 times per year.

STATE AFFAIRS

State Contin. Fund Administrat

CT Member company representatives whose companies have pledged to the CMA State Initiatives Contingency Fund. The administrators have the responsibility for processing company checks when the contingency fund is activated. The list is used on an annual basis to request pledge renewals and on an as-needed basis for activation. Mailings 2 times per year.

COMMUNICATIONS

Communication Contact

CT The Communications Contact should be the company's most senior person charged with external and internal communication of corporate policy, positions and activities. Receives 30 mailings a year, of which five are requests for action to further distribute materials, provide assistance to plant management or prepare the company to respond to public inquiry.

Mr. R. Michael Schwartz 25
Advisor
Shell Chemical Company
910 Louisiana St.
Houston, TX 77002

RESPONSIBLE CARE

Responsible Care Coordinator

CT The Responsible Care Coordinators work as the key contact at each member company for all Responsible Care related issues. Information mailings and requests for action about 90 times per year.

Ms. Shari Keller
Shell Chemical Company
910 Louisiana Street
Houston, TX 77002

RESPONSIBLE CARE

Prevention Code Stewardship

CT

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Chemical Manufacturers Association
Member Company Profile

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PUBLIC OUTREACH

Responsible Care Comms Contact

CT This list will have all the member companies' designated Responsible Care Communications contact. These individuals coordinate member company public outreach efforts. Mailings 50 times per year. (Not to be confused with the Responsible Care Coordinator.)

Mr. James R. Thurman
Manager, State Gov't Relations
Shell Chemical Company
P.O. Box 2463
Rm 4720
Houston, TX 77252

STATE AFFAIRS

State Legis. & Regulatory Cont

add Nela Brown

CT Contact person for state legislative and regulatory activities. Used to provide information and request action. Mailings 35 times per year

Mr. Steve Ward
Vice President, Government Affairs
Shell Oil Company
1401 Eye St. NW
N1050
Washington, DC 20005

FEDERAL LEGISLATIVE ADVOCACY

Washington Representatives

CT Member company representatives located in Washington. Designated source for CMA to seek input, assistance and to communicate important developments to the full membership on lobbying efforts of key legislative issues by member company Washington representatives. Used for legislative action alerts, meet & greets, fund-raisers, chemical forums and briefing breakfast notices. Mailings 100 times per year.

Ms. Sue Jean White
General Counsel
Shell Chemical Company
900 Louisiana
Houston, TX 77002

LEGAL

Legal Matters Contact

CT The legal contact of a CMA member company. This list is used for advice requests and informational purposes. Mailings 12 times per year.

Mr. John C. Willett, Jr.
Mgr, Prod Sfty & Compliance
Shell Oil Company
One Shell Plaza
P.O. Box 4320
Houston, TX 77210-4320

ENVIRONMENT/HEALTH/SAFETY/OPER

Health and Safety Contact

CT Member company designated source for CMA to seek input, assistance and to communicate important developments to the full membership on the (1) regulation of chemicals, (2) public compensation (risk, health & related issues) and (3) occupational and public safety programs. Mailings 25 times per year.

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Chemical Manufacturers Association
Member Company Profile

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CHEMSTAR

CHEMSTAR Contact

CT The CHEMSTAR contact serves as the focal point for specific chemical issues and for specific business area interests for the company. The contact can respond to or direct inquiries from CMA about the company's interest in pressing specific issues. Ideally, the CHEMSTAR contact should be a senior level company representative with responsibility for health, safety, & enviro. issues. 18 times per year.

FEDERAL LEGISLATIVE ADVOCACY

Federal Legis. Grassroots Contact

CT Designated Grassroots Manager for each member company. The list is used to provide information and to request action. Faxes 12 times per year.

Ms. Norma ^{E.} Williams
Administrator, Grassroots
~~Shell Oil Company~~
Shell Constituency Action Program
P.O. Box ~~2465~~ 4434
Houston, TX ~~77252~~ 77210

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WS	Workshop

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Chemical Manufacturers Association
Member Company Profile

Shell Chemical Company, A
Division of Shell Oil Company
P.O. Box 2463
Houston, TX 77252

CMA 175124

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Me. Robert (Bob) D. Roesch

~~J.O. Botsen~~ Botsen

Plant Manager
Shell Chemical Company
2525 South Combee Rd.
Lakeland, FL 33801

FACILITIES

Facility Managers List

No. of
Employees

70

II Those facilities that manufacture products contributing to the member's CMA dues base. Very limited mailings from CMA. 5 times per year.

Mr. Annie D. Dittmer

Plant Manager
Shell Oil Company Chemical
Belpre Chemical Plant
P.O. Box 235
Belpre, OH 45714

FACILITIES

Facility Managers List

445

II Those facilities that manufacture products contributing to the member's CMA dues base. Very limited mailings from CMA. 5 times per year.

Mr. Walter L. Heitz

Plant Manager
Shell Oil Company Chemical
Taft Chemical Plant Polybutylene
P.O. Box 180 473 Highway 3142
Hahnville, LA 70457 Taft, LA 70057

FACILITIES

Facility Managers List

60

II Those facilities that manufacture products contributing to the member's CMA dues base. Very limited mailings from CMA. 5 times per year.

J.W. Love Robert (Bob) E. Bowen

Plant Manager
Shell Chemical Company
Point Pleasant Plant
Route 2 Polyester
Apple Grove, WV 25502

FACILITIES

Facility Managers List

534

II Those facilities that manufacture products contributing to the member's CMA dues base. Very limited mailings from CMA. 5 times per year.

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ID: SOC PUBLIC AFFAIRS
FAX NO: 713-241-2909

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