


Seventy
FALL
1993 *Six*


BEYOND 2001

Dynamic business strategies
launch Unocal toward a new
era of growth.



Our
M I S S I O N

Unocal produces and sells a broad array of essential energy resources, petroleum products, chemical fertilizers, and specialty minerals that help improve the quality of life for people around the world. Our primary mission is to maximize — ethically and responsibly — the total long-term returns to the owners of the company, our stockholders.



Our
V I S I O N

- To be recognized leaders in creating value by identifying, developing, and producing crude oil, natural gas, and geothermal energy resources.
 - To manufacture, transport, and market high-quality petroleum and chemical products safely and efficiently.
 - To combine the strengths of a large company with the speed and agility of a small business.
 - To achieve excellence in all staff functions, providing cost-effective, value-added services to company operations.
 - To be innovators who find creative and cost-effective ways to produce new energy resources, develop needed technologies, and protect the environment.

Our
V A L U E S

- Achieve continuous improvement in all of our business activities through teamwork, accountability, and sharing of ideas.
- Meet our customers' requirements by providing quality products and services.
- Act quickly to solve problems and seize opportunities.
- Spend wisely and safeguard every company asset as if it were our own.
- Create a work environment in which employees can develop their full potential.
- Take appropriate business risks, encourage creativity, and reward results.
- Treat everyone fairly and with respect.
- Communicate openly and honestly.
- Meet the highest ethical standards in all of our business activities.
- Maintain a safe and healthful workplace.
- Protect the environment.
- Obey the law and comply with all regulations.
- Improve the quality of life in all of the communities where we do business.

Unocal 1993-2003: Strategies

Unocal is embarking on a new era of growth, the company's senior executives told more than 120 security analysts and investment managers in New York City last October. They had traveled east to brief the financial community on Unocal's basic strategies for increasing cash flow and profitability during the next 10 years. Chairman and Chief Executive Officer Richard J. Stegemeier and President and Chief Operating Officer Roger C. Beach explained how Unocal has strengthened its balance sheet, improved operating efficiency, and laid a foundation for sustained future growth.

Ongoing business goals

Stegemeier began by describing Unocal's three key business objectives. "These three goals guide all of our strategies and actions," he said.

First, the company intends to consistently achieve total stockholder returns that rank Unocal in the top quartile relative to its oil industry peer companies.

"We are absolutely committed to improving total return to our stockholders, now and in the future," Stegemeier explained. "After years of debt reduction and asset restructuring, Unocal can now focus on cash-flow growth."

Second, the company's financial structure will be strengthened so that Unocal can eventually obtain "A" and "A1/P1" credit ratings. Upgraded creditworthiness "will increase our financial flexibility and reduce interest expense," he said.

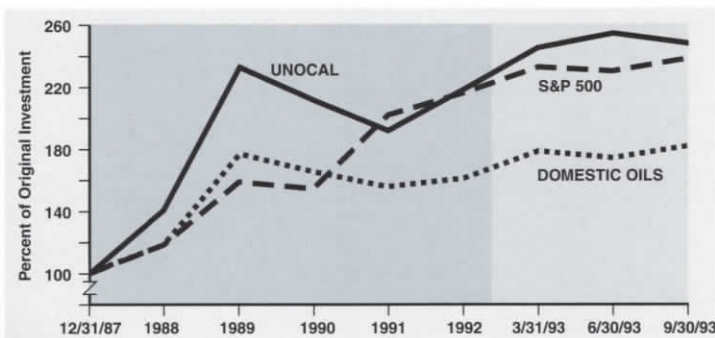
Third, the company is committed to continuously improving the performance of every business unit and staff group. "This," Stegemeier added, "will help us increase revenues, reduce operating costs, and improve cash flow."

Unocal's competitive advantages

The company's chief executive also outlined the characteristics of Unocal that set it apart from the competition. First, Unocal is a proven low-cost producer of crude oil and natural gas. "We typically rank first among the 14 largest publicly owned oil companies in this critical performance measure," Stegemeier said.

Second, Unocal is projecting a 25 to 30 percent hike in its worldwide natural gas production over the next three years — from 1,600 million cubic feet daily in 1993, to more than 2,000 million cubic feet per day in 1996.

Cumulative Return to Shareholders



Since 1987, Unocal has consistently outperformed a peer group of 11 domestic oil companies.

What Differentiates Unocal?

Top Quartile Low-Cost Producer

Worldwide Gas Production to Grow 25-30% ('93-'96)

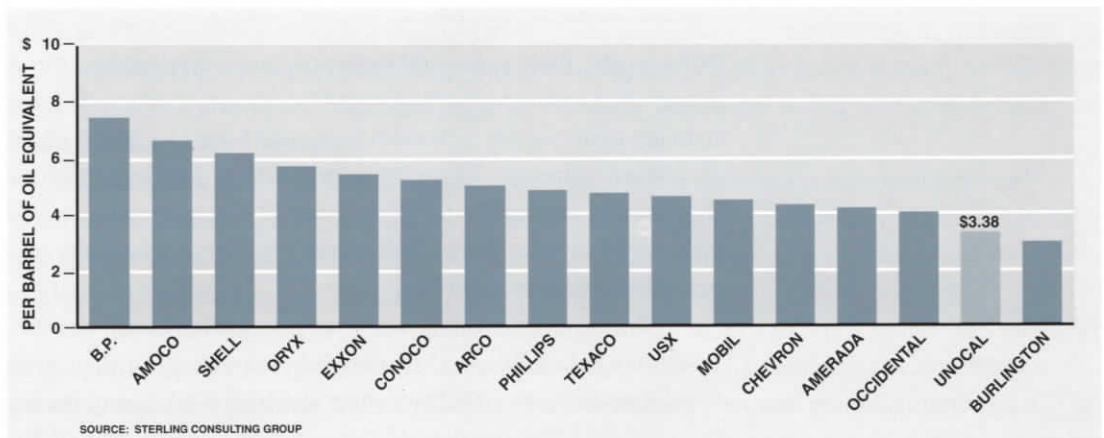
Worldwide Oil Production to Grow 13-15% ('93-'96)

Diverse Opportunities for Long-Term Cash Flow Growth

Unocal can increase shareholder returns by making full use of its competitive advantages.

For Growth

Lease Operating Expense



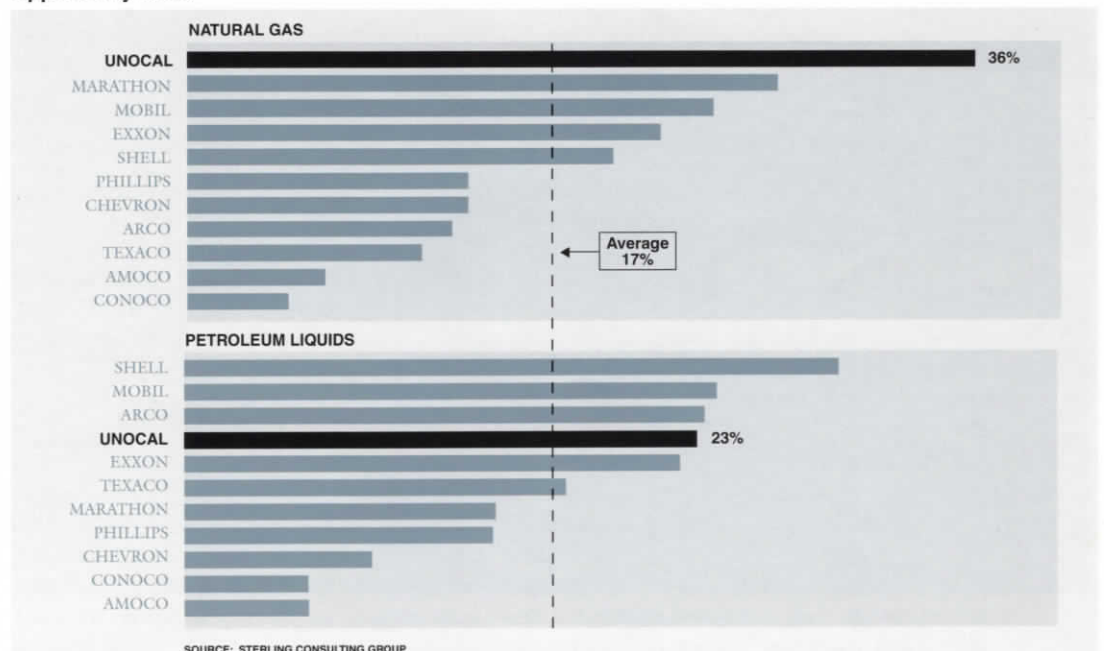
Unocal is a recognized low-cost producer of oil and gas. Here's how the company stacks up against the competition.

Also, Unocal expects its worldwide crude oil and condensate production to rise by 13 to 15 percent over the same time frame. That means today's production of 245,000 barrels per day should increase to about 280,000 barrels daily in 1996.

"We don't require significant new discoveries to increase production immediately," Stegemeier explained. "We already have the undeveloped reserves in place and we have the capital necessary to develop them."

These proved, undeveloped reserves give Unocal a relatively low-risk opportunity to increase cash flow quickly and substantially.

Opportunity Index



A significant percentage of Unocal's total reserves are undeveloped. The company views accelerated development of these reserves as a low-risk opportunity to increase cash flow.

Strategies For Growth *(continued)*

How the stage was set for future growth

“Obviously, every successful enterprise must continually strengthen and renew itself,” said Stegemeier, referring to the company’s recent restructuring initiatives. “The employees and management team at Unocal have worked hard to get to where we are today.”

Seven years ago, Unocal was made up of 34 distinct business units, each of varying profitability and strategic value. Since then, 11 non-strategic, non-essential businesses have been either sold or shut down. The remaining 23 business units compose the core assets that will generate cash-flow growth.

“During the next few years, our primary focus is to ensure that these core businesses are as profitable as possible, and that we fully capture all of their growth potential,” Stegemeier said.

Unocal’s financial balance sheet also improved during the restructuring years. Total debt has been reduced by more than 45 percent from its 1985 peak of \$6.1 billion. Annual interest expense has fallen over the same period from \$546 million to a projected \$287 million by year-end 1993. Also, since 1985 the company’s equity has nearly doubled from \$1.6 billion to \$3.1 billion.

Stegemeier contrasted the old Unocal with the new. In the 1980s, for example, Unocal focused on accumulating large oil and gas reserves. Today, the company is aggressively developing these resources.

Unocal’s Strategies: Then and Now

| 1986 - 1992 | 1993 and Beyond |
|--|--|
| Reducing debt | Strengthening the financial structure |
| Accumulating undeveloped oil and gas reserves | Aggressively developing oil and gas reserves |
| Domestic geothermal resource development | International geothermal power development |
| Broad and dispersed exploration program | Tightly focused exploration program |
| Domestic business development | International business development |
| National refiner and marketer | Regional refiner and marketer |
| Broad chemical manufacturer with national distribution | Integrated fertilizer manufacturer |

Unocal, a very different company in 1993 compared with 1986, is now focused on increasing profitability and growth.

Previously, the company emphasized geothermal development in the United States. Today, Unocal is focused on international geothermal power generation — particularly in Indonesia.

The broad oil and gas exploration program of the past, which included as many as 150 geologic trends at a given time, has been pared down to the 20 prospects that best complement Unocal's competitive strengths.

Business development, which Stegemeier defined as the acquisition and production of known energy resources, has shifted from a domestic strategy to an international one. This, he said, would allow Unocal to "take advantage of the unprecedented opportunities that are now available in Eastern Europe, Asia, and South America."

On the downstream side, Unocal has transformed itself from a national refiner and marketer to a regional operator focused on the U.S. West Coast, where the company already enjoys a strong competitive position. In the past, Unocal was a broad chemical manufacturer with a nationwide distribution system. Today, the company operates as an integrated fertilizer manufacturer with primary markets in the Western United States and Pacific Rim.

Key drivers of increased cash flow

President and Chief Operating Officer Roger Beach detailed specific sources of cash flow for the company during the next ten years. From 1993 to 1996, the focus will be on increased worldwide oil and gas production. Much of this production increase will come from the accelerated North American development drilling program already under way.

Key Drivers of Cash-Flow Growth

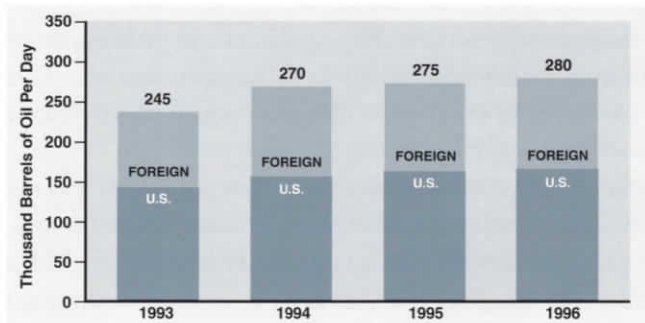
| 1993 - 1996 | 1996 - 1998 | 1998 and Beyond |
|---|---|--|
| Worldwide Production Growth - Gas up 25-30% - Oil up 13-15% | Thailand Growth - Increase to 900 million cubic feet of gas per day | Geothermal Potential - Sarulla |
| Cost Control | Geothermal Growth - Increase to 330 megawatts electrical generating capacity | Exploration Potential - Yemen - Trinidad - Southeast Asia |
| | Return on Reformulated Gasoline Investment | Development Potential - Azerbaijan - Myanmar |

Unocal is relying on a broad base of opportunities and competitive strengths to fuel company growth in the years ahead. "There are no sharp boundaries between these time periods," says Roger Beach. "The drivers of cash-flow growth will have a continuous impact."

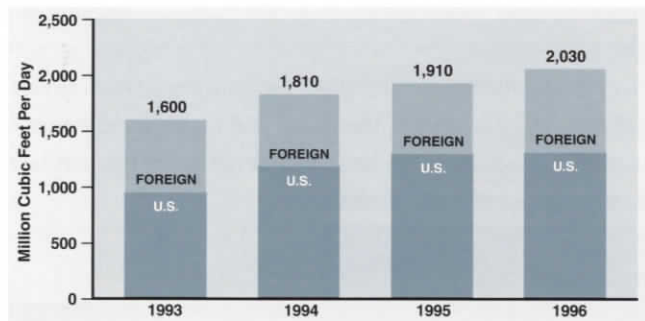
Strategies For Growth (continued)

“Our primary focus is on our extensive inventory of proved, undeveloped oil and gas reserves in the United States — especially in the Gulf Coast region,” Beach explained. “We have an exciting opportunity in front of us, and we’re reinvesting capital to take full advantage of it.”

Net Oil Production Forecast



Net Gas Production Forecast



Unocal expects to boost its worldwide oil production 13 to 15 percent by 1996 (top). The company also projects a 25 to 30 percent increase in its worldwide natural gas production over the same period.

The company will spend about \$885 million on worldwide oil and gas development in 1993 — an increase of 60 percent over the previous year. These funds will pay for the drilling of 430 development wells, he said. Two-hundred and seventy of these wells are slated for development of Unocal’s North American reserves.

In 1994, the company plans to spend about \$1 billion on development, a 13 percent increase over 1993. Unocal expects to drill about 535 development wells worldwide in 1994 — more than 400 of them in North America.

As a result, the company’s net crude oil and condensate production is projected to increase 10 percent in 1994 to roughly 270,000 barrels daily.

“Most of that increase will come from operations in the U.S., Indonesia, and The Netherlands,” Beach noted. “With continued increases in 1995 and 1996, net production could reach 280,000 barrels per day.”

Beach estimated that Unocal’s total net natural gas production in 1994 will reach 1,810 million cubic feet per day, an increase of 13 percent over 1993 levels. “We think that our gas production in the Gulf of Mexico will grow 20 percent in 1994 alone,” he said. “Few companies can equal our experience and expertise in this still prolific area.”

Another key driver of increased cash flow during the 1993 through 1996 period will be performance improvement

and cost control. “To remain competitive in our industry, it’s imperative that our efforts to contain costs and improve performance are relentless,” Beach emphasized.

During the next three years, Unocal will work to “focus the creativity and experience of front-line personnel on developing new ways to improve operations and reduce costs,” Beach said. At least 50 “breakthrough” teams will be formed, pooling employees’ expertise to solve specific operating problems. If these teams can identify \$2 million in savings each, he continued, they will contribute \$100 million to cash flow.

As an integral part of the improvement process, employees will benchmark their performance against internal and external standards. Once benchmarks are defined, employees will be held accountable for improving on accepted standards of performance. Those who meet their targets and achieve results will be recognized and rewarded.

“Our philosophy is to link an increasing proportion of employee compensation to performance — both the company’s performance overall and the individual employee’s own unique contributions,” said Beach, referring to possible future implementation of new pay-for-performance compensation options. “Our goal is to more closely tie employee actions to improving performance and increasing cash flow.”

The company’s downstream business, including refining, marketing, and chemicals, is not expected to be a major contributor to Unocal’s growth over the next three years.

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Since 1988, the company’s downstream business units have been fundamentally reorganized. In all, nine were sold or restructured. “We generated \$1.3 billion from asset sales and operations, after meeting all capital requirements,” Beach said.

Also during this period, Unocal acquired a nitrogen fertilizer plant in Kennewick, Washington, and part of Shell Oil’s refinery in Carson, California. The fertilizer plant solidifies Unocal’s competitive position as the West Coast’s largest manufacturer of nitrogen fertilizer products. The refinery acquisition substantially improves Unocal’s cash margins by reducing raw material costs, and has allowed the company to increase its production of higher-value products from lower-cost, heavy California crudes.

“As a result of these steps, the downstream’s financial results have improved significantly,” Beach explained. “Excluding unusual items, after-tax earnings for our refining, marketing, and chemicals businesses went from \$90 million in 1991 to \$151 million in 1992. Results for the first six months of 1993 show earnings of \$109 million.”

Though the fundamentals of the West Coast retail gasoline market have improved, the company still faces difficult operating circumstances in California. This, Beach said, is due primarily to the increasingly stringent environmental requirements imposed by government regulators.

The financial impact of these regulations will be considerable. For instance, Unocal expects to spend roughly \$500 million over the next three years on refinery modifications necessary to produce the reformulated gasolines required by the California Air Resources Board (CARB) and the 1990 Federal Clean Air Act Amendments. Although the company anticipates that it will recover its costs for producing reformulated fuels, the high costs of doing business in California are prompting Unocal to minimize its downstream capital investment over the next three years. The goal for the company’s refining and marketing business units is to maintain their current competitive positions, Beach said.

Strategies For Growth (continued)

“We are examining a full range of options on the downstream side,” he added, “including developing alternative sources of capital through strategic alliances, joint ventures, or other arrangements.”

Upstream Growth: 1996 through 1998

Unocal’s growth is expected to continue during the 1996 through 1998 period. The company’s upstream focus will be primarily international throughout this period, Beach said. A major

source of cash-flow growth will be Unocal’s natural gas operations in Thailand.

“Our history of success in Thailand is a clear example of the benefits of early entry into an unexplored, high-potential country,” he explained. “We’ve seen strong growth there since natural gas production first began in 1981.”

Limitations on pipeline usage to transport gas production in the Gulf of Thailand onshore will constrain Unocal’s production rates for the next two years. When an additional pipeline (to be constructed) comes on stream during 1996, Unocal’s average daily gas production in Thailand should increase to 850 million cubic feet, and condensate production to 33,000 barrels per day. “In 1997,” Beach added, “we expect to be producing 900 million cubic feet of gas and 35,000 barrels of condensate per day.”

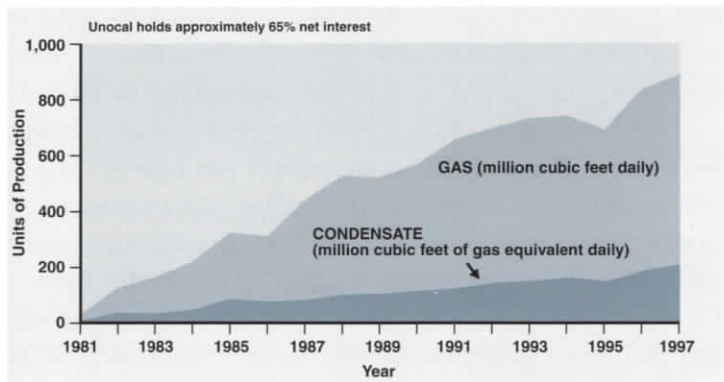
On the geothermal front, Beach identified two Indonesian prospects — the Sarulla block in northern Sumatra and the Salak field on the island of Java — as high-potential areas that Unocal will develop for electrical power generation. The pace of growth in this business unit is already picking up.

The company has a contract with PLN, Indonesia’s state power company, to build three 110 megawatt power plants at Salak between 1994 and 2000. Currently, PLN is negotiating with Unocal to accelerate construction of these plants.

On Sumatra, Unocal has signed an agreement with Pertamina, the Indonesian state oil company, to appraise and develop geothermal resources in Sarulla. Resource production could begin before the year 2000. Unocal will be responsible

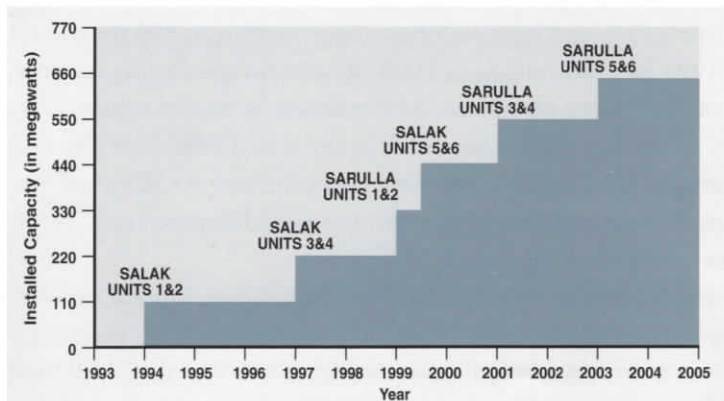
for all aspects of development, including the construction and operation of power plants. The Sarulla prospects could support the generation of more than 1,000 megawatts of electricity.

Thailand Gross Production Forecast



Increasing natural gas and condensate production should be a key contributor to the company’s future upstream growth.

Indonesia Geothermal Forecast of Installed Generating Capacity



At Indonesia’s Salak and Sarulla geothermal fields, Unocal will construct and operate geothermal-fired power plants in addition to producing steam.

“Combine our projects at Sarulla and Salak — on a crude equivalent basis — and we’re talking about a potential 400 million barrel geothermal business in Indonesia,” Beach said.

After 1995, the focus of Unocal’s oil and gas exploration effort will be on high-potential prospects in North America, the Greater Middle East, and Asia. North American areas of interest include offshore Trinidad, Alaska’s North Slope, and the Gulf of Mexico.

In the Greater Middle East region, Unocal is now exploring in Syria and Yemen. Three wildcat wells recently drilled in Yemen’s East Shabwa Block tested at daily rates ranging from 3,450 to 12,000 barrels per day of high-quality crude, Beach said.

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In Southeast Asia, the company plans to drill wildcat wells in high-potential areas both onshore and offshore Thailand, as well as in the East Kalimantan region of Indonesia.

Overseas business development will also provide upstream growth opportunities after 1995. “We see two ways to expand our resource base. One is through exploration,” Beach said. “The second is through participation in the development and production of known oil and gas reserves.”

The former Soviet republic of Azerbaijan is among the overseas opportunities that figure prominently in Unocal’s business development plans. At the time of the October analyst presentation, Unocal was part of a consortium of Western oil companies working with the Azeri government on terms for the development of three giant oil fields in the Caspian Sea.

Since then, Unocal and the consortium have signed an agreement in principle for development of the Azeri and Chirag fields in the Caspian Sea. The third field, Guneshli, was withdrawn from the deal pending further negotiations.

The existing agreement covers matters including production sharing, profit split, and a timetable for development.

The draft production-sharing contract must be ratified by the Azeri government, and approved by the boards of all consortium members, before the project may begin.

Taken together, Unocal’s long-range growth opportunities — in crude oil, natural gas, and geothermal energy — could yield the equivalent of more than 700 million barrels of oil.

“Unocal is highly focused,” Stegemeier said. “We know which levers to pull to generate cash-flow growth, and we have the management team who can get the job done.” 76

NET NATURAL GAS
PRODUCTION IN 1994
WILL REACH 1,810 MILLION
CUBIC FEET PER DAY,
AN INCREASE OF 13 PERCENT
OVER 1993 LEVELS.

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The Process Behind The Plan

Teamwork. Creativity. Communication. At Unocal, such terms are more than corporate buzzwords. They are key ingredients in the company's effort to improve performance and grow. In fact, each of these elements will play a pivotal role in developing Unocal's basic objectives and strategies for the next 10 years.

Between February and August, the company's senior executives convened five times for the sole purpose of mapping out Unocal's future direction. From the start, it was clear that these would be no ordinary meetings.

"We wanted a free flow of ideas and an atmosphere where people could feel at liberty to challenge conventional wisdom," says Chairman and Chief Executive Officer Dick Stegemeier. "So we deliberately set out to create a level playing field. There was no boss-subordinate relationship. We all tore off our badges of office and simply became planners."

The two-day strategy sessions were held in either Ojai or Santa Barbara, California, about 100 miles from Unocal's Los Angeles headquarters. Freed from the distractions of the office environment, executive committee (EC) members immersed themselves in candid day-long discussions of Unocal's strengths, weaknesses, and opportunities.

"Unocal has changed and accomplished a lot in the last six or seven years — this is a totally different company now," says Roger Beach, president and chief operating officer. "I felt, and the rest of the executive committee agreed, that we had come to a crossroads. It was time for us to take a fresh look at Unocal and decide exactly where we wanted go with the company."

Typically, two adjoining rooms were booked for each meeting. One was reserved for deliberations. The other, dubbed "the War Room," was outfitted with telephones, fax machine, photocopier, two computers, and reams of financial data on the company.

Stationed in the War Room were Corporate Planning staffers who, in the weeks leading up to the strategy sessions, had spent hundreds of hours assembling a computer-based economic model of Unocal. Whenever the EC needed to verify facts about the company, or

chart out the implications of a specific strategy, the group simply sent a request to the War Room. The appropriate information came back in short order.

"These were informal, yet intensive sessions," says Gary Sproule, senior vice president of Administration & Planning. "There was a lot of debate and difference of opinion on many topics. Above all, we were committed to forming a consensus on what the long-range objectives and operating strategies should be for each of the company's business units."

| SHAPES OF THINGS TO COME? | | | |
|--|--|--|--|
| Unocal's senior executives examined a variety of social, political and economic trends to infer how they might impact the company's future. The chart below shows how each of four potential scenarios could influence energy production and consumption during the next 10 years. | | | |
| Golden Decade | Middle East Turmoil | The Pits | Global Recession |
| SCENARIO International cooperation and interdependence. World economic growth steady or rising. Free trade, low interest rates. | SCENARIO Increased fundamentalism, cartel restrictions on oil supply. Moderate global economic growth gradually decreases. Energy conservation encouraged. | SCENARIO Civil wars in former communist countries, Middle East unstable. Sluggish world economy slowly stagnates. Increased military spending, price controls. | SCENARIO Western isolationism, former communist world in chaos, unrest in Middle East. Global economic growth plunges, remains flat. |
| ENERGY TRENDS Increased gas use. Oil prices low. Strong demand growth. | ENERGY TRENDS Middle East oil supply tightened. Russia becomes major gas supplier. Lower demand, alternative energies substituted for oil. | ENERGY TRENDS Slowed oil and gas production. Domestic sources developed. Oil remains predominant fuel. Weak demand growth. | ENERGY TRENDS Development capital shortage. Persistent oil use. Conservation, fuel efficiency slowed. No new nuclear power sources. |

Initial offsite meetings were focused primarily on scenario planning. As part of that process, Unocal's senior executives identified a varied range of social, economic, and political trends that could impact the company's future. Once they agreed on the four most likely global scenarios, the EC outlined financial and operational strategies designed to provide Unocal with the flexibility to prosper — or at least survive — under almost any set of circumstances.

John Imle, executive vice president and president of the Energy Resources Division, described scenario planning as a rather intuitive process. "We asked ourselves a lot of 'what ifs,'" he says. "What if there's another conflict in the Middle East? What would certain global mechanisms, in recession or recovery, do to our business? How would those things impact the price and supply of oil?"

"It's not so much that we're betting on any one scenario happening," adds Neal Schmale, senior vice president and president of the Petroleum Products & Chemicals Division. "The idea was to adopt a strategy that will allow Unocal to deal with a number of potential scenarios ranging anywhere between the extremes of significant global economic growth or serious economic collapse."

With scenario planning complete, the EC turned its attention to formulating strategies for the company's 23 business units. "Going into these meetings, I expected that we'd agree on some broad strategic goals," says Tom Sleeman, senior vice president and chief financial officer.

"But we ultimately came away with something far more detailed and definitive than that.

"What we have isn't just an operating strategy, it's a financial strategy and a people strategy as well," he continues. "It's something you can really put your hands around."

As comprehensive as it is, Unocal's new 10-year strategy is not etched in stone. In fact, the EC will repeat the strategizing process as often as necessary to keep it up to date and on target.

"In these first offsite meetings, we did a fairly thorough job of considering all our strategic options," says Beach. "But I expect that we are going to get even better at it in the future. We'll probably revisit this process at least once a year to address the changing scenarios, opportunities, and threats."

In the end, the offsite meetings generated no major surprises. "All down the line, we challenged our preconceptions of what we thought Unocal ought to be," says Imle. "But there were no lightning bolts, no startling revelations that told us we needed to reconsider where we were taking the company.

"I think we all found it very reassuring to know that our general direction, and all the initiatives we've undertaken over the last few years, still make good sense."

"This experience has made us all better managers and better leaders," added Stegemeier. "I think the result of our off-

site meetings will be a stronger company, with increased opportunities and improved job security for everyone at Unocal." 76



Top and middle, Unocal's senior executives debate the company's strategic direction at the August offsite meeting. Above, Corporate Planning staffers Aman Sogomonian (seated) and Ryan Isherwood crunch numbers in the "War Room."

In an increasing number of development projects, Unocal drilling crews are demonstrating that the shortest route to improved performance isn't necessarily a straight line.

That's due largely to the company's expanding use of high-angle drilling technology. A high-angle well, like the traditional variety, is initially drilled on a vertical bearing. But that's where the directional similarity ends. At a predetermined depth, often comparatively shallow, the high-angle well is "kicked out" along a horizontal plane and aimed at a hydrocarbon reservoir that may be more than two miles away.

Since the late 1980s, Unocal has pioneered the development of high-angle technology to drill extended-reach and horizontal wells. This sideways approach to drilling is advantageous for several reasons. First among these is the technology's capacity for improving production rates. So far, the company has used the high-angle technique to good advantage offshore California, in Alaska's Cook Inlet, in the Gulf of Mexico, and in the North Sea.

FORGING AHEAD BY DRILLING

The subsurface geology of such areas is characterized by petroleum-bearing bands of sedimentary rock called "pay" zones. High-angle technology allows a drilling crew to direct a well bore through the horizontal length of the pay zone. This exposes a much greater area of the reservoir to production than would be possible by drilling conventionally through the zone's vertical width.

At Unocal's Granite Point offshore platform in Cook Inlet, extended-reach drilling has more than doubled oil production. With the recent completion of four high-angle wells, the recovery rate at Platform Granite Point has increased from 2,300 barrels of oil per day to 5,200. Extended-reach drilling will play an important role in the ongoing development of the company's Chakachatna properties in the central Cook Inlet region.

The situation is much the same at Unocal's Horizon field offshore The Netherlands. Long considered a marginal development opportunity due to poor reservoir quality, the Horizon field is now being developed successfully, and economically, thanks to horizontal drilling. The project, which utilizes

SIDEWAYS

high-angle techniques exclusively, calls for four wells. The first of these went into production in August, with a flow rate of 3,800 barrels of oil per day.

The technology has also been applied with great success at the Unocal-operated Point Pedernales and Dos Cuadras fields offshore California.

Several years ago, Dos Cuadras was considered a fully developed field. No new drilling had been undertaken since the late 1970s, and crude oil production was declining at a rate of about 8 percent annually.

A high-angle drilling program launched in 1990 changed all that. To date Unocal has drilled 11 horizontal

wells from its Dos Cuadras platforms, tapping shallow oil deposits that were previously considered unrecoverable. It is estimated that utilization of high-angle technology has added as much as 10 million barrels to the field's reserves.

In the spirit of performance improvement, company drilling crews are also making a habit of pushing high-angle drilling technology to new limits. In fact, Unocal personnel offshore California are setting petroleum industry records for the length and angle of many of their wells.

One record well drilled from Platform Irene in the Point Pedernales field off the central California coast stretches 14,671 feet horizontally, the longest lateral reach of any well drilled in the United States. This same well set another U.S. record by horizontally penetrating a hydrocarbon pay zone for nearly 5,600 feet. The well, which is currently producing 2,800 barrels of oil per day, has a vertical depth of 5,033 feet.

Another well, drilled from Platform C in the Dos Cuadras field, established the world's best ratio of horizontal to vertical distance. At an average angle of 79 degrees, it extends outward more than five feet for every foot drilled vertically.

This record-breaking horizontal well was one of seven completed as part of Unocal's 1991-1992 Dos Cuadras drilling program. This past summer, the Dos Cuadras project garnered the "Best New Technology" award from *Pacific Oil and Gas World* magazine.

"We were pleased that we could advance the technology a step further," says Dave Payne, a senior drilling engineer who worked on the Dos Cuadras project. "Our success has generated new excitement in an oil field that had been considered past the development stage."



Raj Upadhyay (above), general manager of Production and Development Technology, and Dave Payne, senior drilling engineer on the Dos Cuadras horizontal drilling project offshore California.



Along with increased production, high-angle drilling technology has also yielded significant cost benefits to the company. For example, extended-reach wells drilled from Platform Irene have eliminated the need for a second platform that otherwise would have been required to fully develop the 22-million-barrel Point Pedernales field.

“Extended-reach drilling allows us to reduce the number of platforms necessary to develop an offshore field,” says Raj Upadhyay, Unocal’s general manager of Production and Development Technology. “If we do without just one additional platform, the company can save tens of millions of dollars.”

And, with the advances the company has made in the technology, Unocal can now drill more wells from fewer locations. All in all, not a bad record of achievement for a technology that was originally developed to address an altogether different set of circumstances.

In 1987, the company drilled its first horizontal well at the Helder field in the Dutch sector of the North Sea. The goal was to reduce the amount of water that the company had been producing from conventional wells. “Water cuts,” a term referring to the proportion of water in a given volume of oil, were as high as 95 percent at Helder. This occurred because water from a vast aquifer below the reservoir was seeping into the well bore much faster than the unusually thick crude.

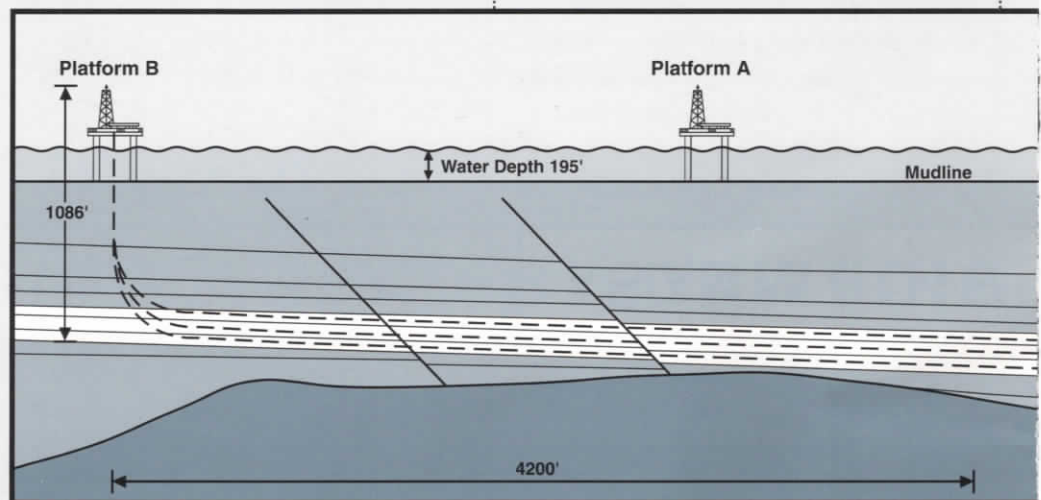
At the time, the strategy was to drill conventionally to nearly the depth of the oil. Then the drillers kicked the well out at an angle of about 85 degrees and penetrated the top 10 feet of the reservoir. This allowed them to tap a much greater section of the pay zone and thereby reduce the water cut.

High-angle drilling was largely uncharted territory back then, not only for Unocal but for the entire petroleum industry. According to Craig Stewart, who at the time served as a drilling engineer for Unocal Netherlands, equipment for such a purpose did not even exist.

“So we went to our service companies and asked them to design tools for our wells,” recalls Stewart, now production superintendent for Unocal Thailand.

The result was a down-hole motor to drive the drill. The device was engi-

Dos Cuadras Drilling Project



The trilateral approach to directional drilling has proven successful at Platform B in the Dos Cuadras field. A trilateral well features a well bore that branches out horizontally, from three nearly parallel prongs, to penetrate individual pay zones. On average, they are 10 times more productive than conventional oil wells.

neered to turn a corner deep underground and build high angles quickly. Unocal was the first oil company to put this specialized tool to use.

High-angle drilling offshore California is allowing Unocal to develop shallow oil deposits previously considered unrecoverable. Below, drilling equipment on the deck of Dos Cuadras Platform B.

“It was designed bent — yellow in color, about 35 feet long with a 6⁵/₈-inch diameter,” Stewart says. “It looked like a big banana.”

Unocal improved oil recovery rates at Helder by drilling seven wells that year. Although the directionally drilled wells were 10 percent more expensive than conventional wells, each paid for itself — through improved production — within a few months. High-angle wells drilled since then have coaxed more than one million barrels of oil out of the field.



Perhaps the biggest gain from the Helder experience was the impetus it provided for greatly extending the reach of wells at relatively shallow vertical depths. This was key to the success Unocal is currently enjoying at Point Pedernales, Dos Cuadras, Cook Inlet, and the Gulf of Mexico.

“We developed our extended-reach drilling technique as we went along by modifying a lot of the equipment we’d already proven at Helder,” Upadhyay

explains. “We’ve come up with a lot of new inventions offshore California that have allowed us to go far out to produce shallow deposits that we couldn’t reach before.”

About 10 of those inventions have resulted in patents or patents pending. Today, Unocal offers the technology for license to other companies in the oil industry. One company, using Unocal-licensed technology, plans to drill extended-reach wells to develop a field off the southern coast of England from a site on shore. Similar approaches have been proposed for waters offshore California.

In the meantime, the record-setting drilling team at Dos Cuadras is already pursuing a new wrinkle in high-angle technology: the trilateral horizontal well.

Featuring a well bore that branches out horizontally from three nearly parallel prongs, these trilateral wells produce petroleum at more than 10 times the rate of a conventional well. And each trilateral well does the work of three separate horizontal wells at two-thirds the expense.

So far, four trilateral wells have gone on-stream at Dos Cuadras. Together they are yielding about 2,200 barrels of oil daily.

Throughout the world, Unocal employees are relying on creativity and innovation to do their jobs better, faster, and more cost effectively. And given the company’s past successes in advancing high-angle technology, it appears likely that Unocal will continue to forge ahead by drilling sideways. 76

To Keep You Better Informed

We asked. You told us. Now, there'll be some changes made.

In Your Own Words

Comments from the employee communications survey

"The more information I receive, the more I know about the company, the more I feel part of a team."

"Press releases are notoriously tardy in arriving at non-Los Angeles locations, e.g. 2nd quarter earnings report (dateline 7/26) arrived 8/2 in Sugar Land."

"I feel Unocal employees need to know the company's future objectives and goals to understand completely how their business unit fits into corporate strategy."

"Information is a resource which should be shared by all."

In August and September, the Corporate Communications Department mailed a survey to 2,500 Unocal employees, chosen at random. We wanted to find out what your priorities are for employee communications at Unocal and assess how well our current efforts serve your needs.

We received more than 800 replies to the survey, enough to give us an accurate sampling of opinion. Several messages came through loud and clear:

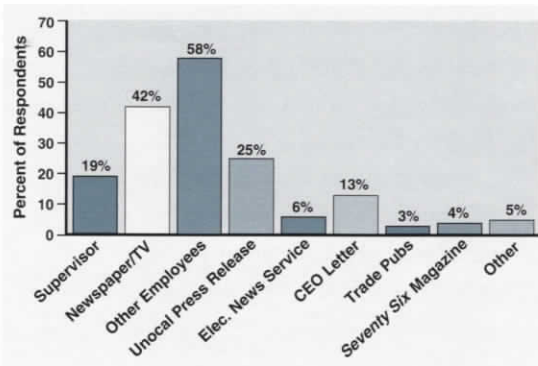
You want...

- prompt reports of newsworthy Unocal events through official company channels.
- more detailed reports about events, policies, and issues, and their consequences for the company.
- opportunities to express your ideas about the company and get answers to your questions.
- more information about career development at Unocal.

Employees' Sources For Unocal News

When Unocal is in the news, how do employees learn about it?

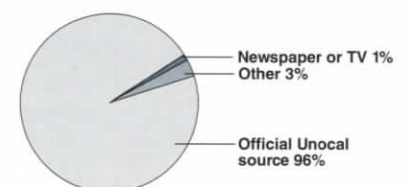
Most hear about significant company news from the grapevine or the news media.



Employees' Preferred News Sources

When Unocal is in the news, how would employees prefer to learn about it?

Ninety-six percent of employees want an official Unocal source for news — their supervisors or a company news bulletin.



**New plans for
employee communications**

In response, Corporate Communications is setting up a system for letting you know about breaking news and Unocal press releases promptly. The system will use E-mail for those of you who regularly access it, and Fax broadcast to all company locations for distribution or posting on bulletin boards. We'll also create distribution points for news bulletins in our Los Angeles headquarters building. We expect to have the system in place before year end.

We're also planning to make *Seventy Six* a more focused and timely publication. We're developing a new, monthly format to replace the magazine and allow us to carry shorter, newsier stories. We'll address the topics you as employees, have identified as high priority. Look for the first issue of the new *Seventy Six* in January 1994.

Not every question you raised can be answered by Corporate Communications. The survey results have been shared with the company's top executives and other departments. For example, Corporate Human Resources is addressing the issue of career development through the companywide performance appraisal program, which includes a section on career planning objectives. There are also several pilot programs designed to develop career paths in various organizations in the company.

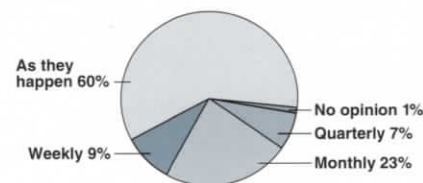
Summary of survey results

The survey results suggest that you are very interested in the information you receive in company publications — but you want more. Readership of employee publications is fairly strong. Eighty-six percent of you read all or half of Chairman and CEO Dick Stegemeier's regular letter to employees. Seventy-three percent read all or about half of *Seventy Six* magazine.

**Employee Preferences For
News Updates**

How often do employees want to be updated about Unocal news events?

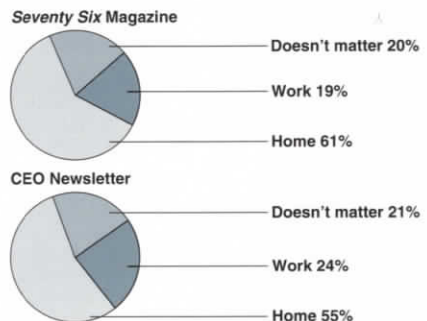
Sixty-eight percent want rapid notification of events that put Unocal in the news.



Home Versus Work Delivery

Do employees prefer to receive Unocal publications at home or at work?

More than half prefer home delivery, but many suggested that one way to cut costs would be to deliver publications and other corporate mailings at work.



To Keep You Better Informed (continued)

•
 “I would like the means to make comments and suggestions, i.e. a feedback loop.”

•
 “I would like to hear more about the success (or failure) of Unocal’s ongoing projects, both upstream and downstream. Example: What is the status of Unocal’s domestic drilling and appraisal program where hundreds of millions of dollars are being invested?”

•
 I hate to have a neighbor ask me about a newspaper article he/she has read concerning Unocal – and I know nothing about the event.”

•
 “Seems to me the company could save considerable postage by distributing corporate communications by company mail.”

More than 70 percent of the respondents to the survey agreed that both publications usually present complete and balanced information about the topics they cover. More than 50 percent of the respondents indicated that they would like to receive these publications more often (*Seventy Six* was issued three times both this year and last; the CEO letter averages eight to ten issues per year). Eighty percent of you regularly review the service awards in *Seventy Six* magazine.

More than half of you prefer getting both the magazine and the newsletter at home rather than at work. One of the primary reasons for sending such publications home is to include the family in readership — and survey

results show that readership by family members is low. Fewer than 25 percent of you report that family members look at *Seventy Six* magazine or the CEO letter.

We can cut costs significantly by using the company mailing system for distribution to most employees. We can also deliver your copy of *Seventy Six* several days earlier through internal distribution. As a result, we are reviewing costs and distribution options for 1994.

What you really want to know

Your top priority for communications at Unocal is to describe company goals, values and business strategies. You want to know

Readership of Corporate Publications

How strong is employee readership of Unocal’s corporate publications?

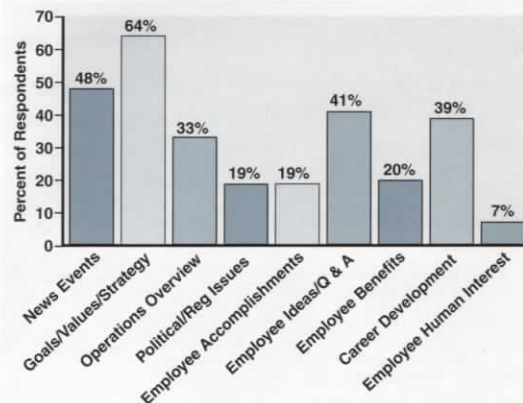
Most employees read half or more of each issue of Seventy Six magazine and the CEO Letter to Employees.




Key Employee Communications Objectives

What communications objectives are most important to Unocal employees?

Employees believe that the key objective of Unocal communications should be to explain the company’s goals, values and business strategies. Employees also want better news reporting, a forum for employee ideas and questions, and information about career development.



how your individual and team efforts fit into the overall plan for Unocal's future. You also want more information about news events involving Unocal, and most of you want this news promptly.

The charts on these pages and representative comments from the surveys provide an overview of the survey results. Those of you who participated will help shape future communications programs. Corporate Communications plans to regularly sample opinion to assure that employee communications is doing its job. 

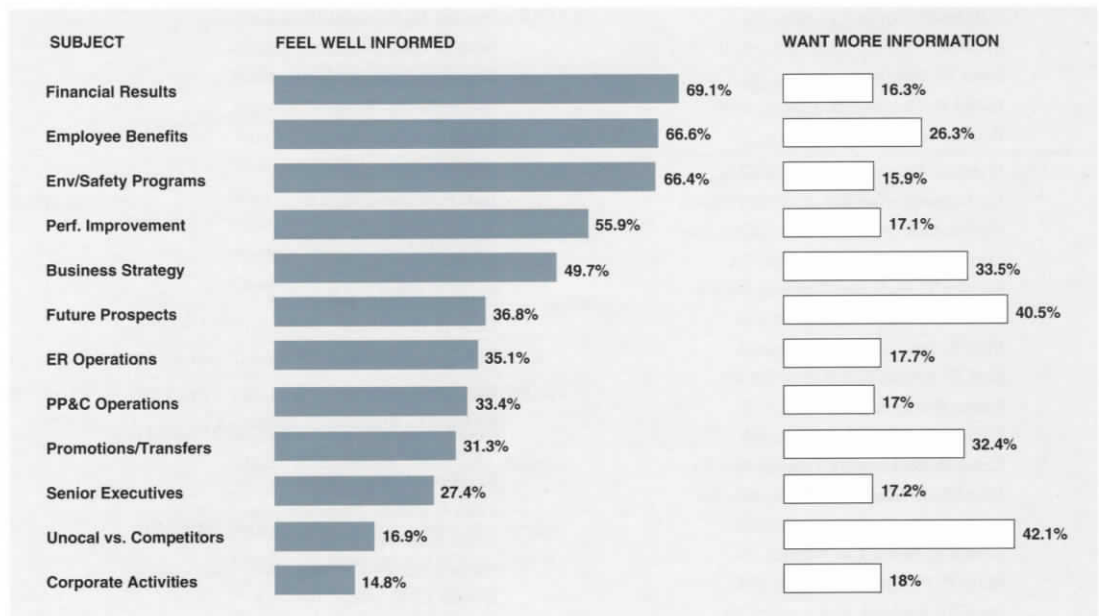
“
 WE'RE MAKING
 SEVENTY SIX
 A MORE TIMELY
 AND FOCUSED
 PUBLICATION.

”

**How Much Do Employees Know?
 What More Do They Want To Know?**

How well informed are employees about Unocal, and what subjects do they want to know more about?

Employees believe they are adequately informed on a number of subjects. Their two top priorities for more information are Unocal's position versus its competitors and the company's future prospects.



UNOCAL 76

CORPORATE

- 30 YEARS Gale A. Becker, Sugar Land, Tx.
David E. Carpenter, Los Angeles, Ca.
Lloyd E. Erickson, Los Angeles, Ca.
Janice M. Locke, Los Angeles, Ca.
Jesse E. Murph, Brea, Ca.
Lino E. Poli, Los Angeles, Ca.
- 25 YEARS Adelina Ayala, Los Angeles, Ca.
Thomas R. Brunet, Los Angeles, Ca.
Arturo Canales, Houston, Tx.
John O. Edwards, Houston, Tx.
Mark L. Garrett, Anaheim, Ca.
Clyde W. Hines, Los Angeles, Ca.
Sally A. King, Los Angeles, Ca.
Nestor H. Llerena, Los Angeles, Ca.
Fernando E. Martinez, Questa, N.M.
Silverio J. Mattero, Los Angeles, Ca.
O'Neil McGilbery, Sugar Land, Tx.
Richard D. Myers, Orcutt, Ca.
Betty A. Quinn, Los Angeles, Ca.
John T. Rountree, Anaheim, Ca.
Gilbert P. Walsh, Jr., Schaumburg, Il.
Philip L. Wolfe, Burbank, Ca.
- 20 YEARS Edmund W. Bluth, Los Angeles, Ca.
Richard L. Fishman, Los Angeles, Ca.
Thomas L. Funk, Los Angeles, Ca.
Barbara G. Heppner, Anaheim, Ca.
Nora Lira, Los Angeles, Ca.
William E. Loper, Houston, Tx.
Marilyn J. Miloch, Schaumburg, Il.
Scott W. Moulton, Los Angeles, Ca.
David R. Shoemaker, Questa, N.M.
Patricia M. Tripoli, Houston, Tx.
- 15 YEARS Hylajeane Barnett, Los Angeles, Ca.
Christina G. Cardoza, Los Angeles, Ca.
Daniel A. French, San Luis Obispo, Ca.
Lupe R. Guerra, Los Angeles, Ca.
Stanley Y. Hanaoka, Los Angeles, Ca.
James L. Johnson, Anaheim, Ca.
Paul R. Jones, III, Anaheim, Ca.
Karl K. Kasca, II, Los Angeles, Ca.
Karen K. Keating, Brea, Ca.
Lilian Koldre, Los Angeles, Ca.
Kenneth D. Longley, Los Angeles, Ca.
Magdalena Morales, Los Angeles, Ca.
Linda J. Marshall, Sugar Land, Tx.
Londa S. Parks, Los Angeles, Ca.
Mary F. Phelps, Washington, DC
Alice M. Rendon, Los Angeles, Ca.
Philip C. Stern, San Ramon, Ca.
David G. Whitehurst, Los Angeles, Ca.

- 10 YEARS Barry S. Andrews, Los Angeles, Ca.
Sandra J. Arvanitakis, Schaumburg, Il.
Clemente Sagastegui, Brea, Ca.
James L. Cook, Los Angeles, Ca.
Stan Dolinski, Burbank, Ca.
Yolanda H. Fuentes, Los Angeles, Ca.
Linda C. Hernandez, Brea, Ca.
Ryan C. Isherwood, Los Angeles, Ca.
Lawrence H. Johnson, Los Angeles, Ca.
Barbara Pederson, Los Angeles, Ca.
Paul M. Quick, Los Angeles, Ca.
Fred R. Rippy, Denver, Co.
Carol Scott, Bangkok, Thailand
Howard Simon, Anaheim, Ca.
David M. Slone, Los Angeles, Ca.
Mary F. Smith, Los Angeles, Ca.
Gary H. Spivey, Los Angeles, Ca.
Norma A. Teran, Los Angeles, Ca.
Daniel R. Vasquez, Los Angeles, Ca.

Real Estate

- 25 YEARS Mary K. Brown, Los Angeles, Ca.
Jerome E. Mason, Los Angeles, Ca.
- 15 YEARS Mona D. Hebert, Los Angeles, Ca.
Aurora N. Legaspi, Los Angeles, Ca.

Fred L. Hartley Research Center

- 30 YEARS Beverly J. Reinke, Brea, Ca.
John W. Ward, Brea, Ca.
- 25 YEARS Donald B. Ackelson, Brea, Ca.
Alan L. Allmendinger, Brea, Ca.
Dennis L. Saunders, Brea, Ca.
Olivia Wong, Brea, Ca.
- 20 YEARS Hugh W. Gowdy, Brea, Ca.
Jeff H. Parsons, Brea, Ca.
Jack P. Witte, Brea, Ca.
- 15 YEARS David A. Lindsay, Brea, Ca.
Gordon G. Low, Brea, Ca.
Mark S. Schilling, Brea, Ca.
Charles H. Shugar, Brea, Ca.
Daniel B. Thomas, Brea, Ca.
- 10 YEARS Romulo D. Alquisola, Brea, Ca.
Richard L. Brammer, Parachute, Co.
Dechene V. Cecil, Brea, Ca.
Katheryn L. Costello, Brea, Ca.
Leon F. Pahler, Parachute, Co.
Julius Scherzer, Brea, Ca.
Chien-Cheng John Shin, Brea, Ca.
Russell L. Shipman, Brea, Ca.
John C. Teets, Brea, Ca.

ENERGY RESOURCES

- 35 YEARS John E. Mack, Los Angeles, Ca.
Bobby J. Ragland, Lovington, N.M.
- 30 YEARS Robert E. Amenda, Coalinga, Ca.
Jay L. Axtell, Lisbon, Ut.
Walter L. Barrett, Clay City, Il.
Thomas E. Bloom, West Liberty, Il.
Paul R. Boroff, Taft, Ca.
Timothy M. Creswell, Abbeville, La.
Daniel Ferguson, Lompoc, Ca.
Gary M. Green, Orcutt, Ca.
Hugh H. Herndon, Ventura, Ca.
John C. Lackie, Taft, Ca.
Nancy A. Mundorf, Los Angeles, Ca.
Russell R. Noble, Taft, Ca.
Jimmie D. Patterson, West Liberty, Il.
Bernard G. Pottorff, Bakersfield, Ca.
Robert A. Waldron, Brea, Ca.
Cleve W. Werner, Coalinga, Ca.
- 25 YEARS Iris K. Agar, Brea, Ca.
Vernon R. Brewer, Farnsworth, Tx.
Matt Brown, Piru, Ca.
John M. Crawford, Hominy, Ok.
Carbett J. Duhon, Jr., Sugar Land, Tx.
Ramon D. Evans, Brea, Ca.
Thomas E. Fordan, Brea, Ca.
Ronnie E. Hartman, Kaplan, La.
David J. Kinzelman, Midland, Tx.
Willard J. Lasseigne, Lafayette, La.
Charles L. McCaleb, Coalinga, Ca.
Gerald R. Stites, Cloverdale, Ca.
James M. Tabet, Farmington, N.M.
Donna S. Treadway, Lafayette, La.
Rajendra N. Upadhyay, Brea, Ca.
- 20 YEARS Guadalupe D. Barberena, Orcutt, Ca.
Timothy L. Barnes, Brea, Ca.
Rickie M. Bergeron, Dulac, La.
Douglas W. Blaskowsky, Sugar Land, Tx.
Kenneth Bradley, Trinidad
Philip C. Carlos, Lafayette, La.
Edward L. Collier, Lafayette, La.
Gerald J. Comeaux, Lafayette, La.
Sherry J. Duhon, Lafayette, La.
George C. Dunn, Lafayette, La.
Albert Estrada, Los Angeles, Ca.
Francis D. Faulk, Lafayette, La.
Daniel R. Frederick, Kaplan, La.
Philip A. Grove, Singapore
Robert H. Haggard, Healdton, Ok.
Steven M. Harman, Santa Fe Springs, Ca.

SERVICE AWARDS



Larry D. Harper, Andrews, Tx.
Edward H. Harris, Indonesia
Jose S. Hernandez, Placentia, Ca.
Daniel B. Hughes, Abbeville, La.
Norris L. Laird, Clay City, Il.
Victor J. W. Lane, Thailand
Amador A. Olea, Brea, Ca.
Gregory P. Ouellette, Brea, Ca.
Michael C. Petrov, Kenai, Ak.
Christopher D. Pettis, Brea, Ca.
Mario A. Rubio, Orcutt, Ca.
Beth E. Shelton, Santa Rosa, Ca.
Steven M. Smith, Kaplan, La.
Roderic D. Spaulding, Santa Maria, Ca.
Arthur C. Theriot, Houma, La.
Donald R. Valentine, Dulac, La.
Gerald P. Veazey, Lafayette, La.
Larry S. Warfield, Brea, Ca.
Ralph E. Yates, Clay City, Il.

15 YEARS Raymond P. Allbritton, Cloverdale, Ca.
Gerald C. Arceneaux, Lafayette, La.
Timothy J. Bennett, Lafayette, La.
Deborah L. Bruce, Lafayette, La.
Joseph J. Clemens, Brea, Ca.
Graham P. Cowley, Thailand
Charles D. Cox, Grayling, Mi.
Michael J. Craig, Lafayette, La.
Barbara H. Cruitt, Mobile, Al.
Thomas W. Daniel, Sugar Land, Tx.
Richard L. Davis, Taft, Ca.
Kenneth D. Doty, Clay City, Il.
John V. Doucet, Dulac, La.
Kirby R. Dubois, Abbeville, La.
Robert L. Ellis, Santa Maria, Ca.
Steven L. Fox, Dulac, La.
Jarrell L. Franks, Midland, Tx.
Robert T. Gamble, Cloverdale, Ca.
Michael J. Hartley, Brea, Ca.
William Hering, Lafayette, La.
Alexander Johnson, Jr., Dulac, La.
Randy J. Koliba, Casper, Wy.
Jonathan T. Kwan, Sugar Land, Tx.
Frederick E. Lauenroth, Cloverdale, Ca.
Charles E. Maize, Dulac, La.
Steven D. Mitchel, Los Angeles, Ca.
Matthew A. Norris, Taft, Ca.
Ronald D. Ohls, Brea, Ca.
Anthony L. Petty, Los Angeles, Ca.
Thomas S. Powell, Santa Rosa, Ca.

Ronald K. Richardson, Coalinga, Ca.
Joseph A. Schwab, Sugar Land, Tx.
Robert D. Shriner, Orcutt, Ca.
Darrell L. Smith, Hominy, Ok.
David Sperling, Cloverdale, Ca.
David A. Stangor, Santa Fe Springs, Ca.
Joseph J. Tellez, Cloverdale, Ca.
Robert M. Todor, Midland, Tx.
Dan R. Tucker, Carpinteria, Ca.
Oscar Walker, Abbeville, La.
William S. Welton, Midland, Tx.
Keith H. Wrolstad, Anaheim, Ca.
Robert Wynhamer, Cloverdale, Ca.

10 YEARS Michael M. Anderson, Sugar Land, Tx.
Trevor T. Antill, Cloverdale, Ca.
Eddie R. Barrett, Anchorage, Ak.
Paul D. Bartolowits, Kenai, Ak.
Magda Burgos, Brea, Ca.
Elias R. Callahan, III, Sugar Land, Tx.
Kathleen F. Ciallella, Lafayette, La.
Richard J. Dowhower, III, Ventura, Ca.
Glen G. Edwards, Sugar Land, Tx.
Byron J. Everist, Lompoc, Ca.
Victor M. Hayes, Santa Fe Springs, Ca.
Maxwell L. Hightower, Sugar Land, Tx.
Roger D. Horner, Cloverdale, Ca.
Linda J. Horton, Midland, Tx.
Gregory S. Kohler, Kenai, Ak.
Monte M. Kotrous, Midland, Tx.
Scott J. Latka, Mills, Wy.
Douglas R. Lucas, Moab, Ut.
Joanna M. Lutman, Santa Rosa, Ca.
David H. McDonald, Worland, Wy.
Philip A. Molling, Santa Rosa, Ca.
Gilbert L. Montoya, Moab, Ut.
Christopher S. Myers, Kenai, Ak.
Kalvin J. Packett, Lompoc, Ca.
Ernesto Palacios, Coalinga, Ca.
Gerald R. Penny, Lompoc, Ca.
Mitchell F. Perkins, Moab, Ut.
Charles A. Pierce, III, Netherlands
Carl E. Prater, Hominy, Ok.
Mary E. Revoir, Lafayette, La.
Cline C. Shroyer, Sugar Land, Tx.
Delbert A. Van Sickel, Taft, Ca.
Raymond K. Walker, Anchorage, Ak.
John G. Weihe, Sugar Land, Tx.
Tina Weiss, Los Angeles, Ca.
Steven A. Whitt, Cloverdale, Ca.
Gary L. Williams, Taft, Ca.
Steven D. Wood, Santa Maria, Ca.
Nelda A. Woolsey, Coalinga, Ca.
Charles W. Young, Jr., Cloverdale, Ca.

Unocal Canada, Ltd.

30 YEARS Donald N. Gardiner, Calgary, Alberta
20 YEARS James F. Dunn, Calgary, Alberta
15 YEARS K. James Good, Calgary, Alberta
Albert J. St. Martin, Slave Lake, Alberta
Brian J. Zacher, Calgary, Alberta

10 YEARS Nelda J. Armstrong, Slave Lake, Alberta
Gordon C. Goodman, Calgary, Alberta
H. Ross Pitman, Calgary, Alberta
T. Richard Shenton, Calgary, Alberta

Unocal Thailand, Ltd.

30 YEARS Somjitr Munkong

10 YEARS Nipath Apirathvorakij
Chusak Areechon
Pradit Billateh
Iskandar Bin-Yoh
Sirisak Boonpitak
Somkid Boonying
Manit Chairajsumphan
Satit Chareonkun
Wattana Chintayawoot
Kiattisak Chirachaisakdacha
Sornnarong Choosung
Wirun Chunchalomsan
Wijit Congsomjit
Weerachat Funggratoke
Nirundon Homkajon
Surasie Ittireogmongkon
Tawach Jaidumrong
Pinyo Jobratana
Rachai Kaewnavy
Vichan Kamaut
Pavit Katananon
Thuanchai Kiwanon
Samnao Kleebeek
Sarance Lekcharoen
Kamon Mamark
Wichai Maneelok
Wundee Mangkang
Sakorn Manorum
Thavorn Moonchinda
Teerayuth Mudvhun
Sombut Panyapas
Winit Patcharapisutisin
Puntorn Pengkaw
Sompong Pitayatanakarn
Pattana Polnara
Kraiyong Poovarut
Thongchai Prachyananda
Padet Pradubsarn
Varavout Prommin
Winit Puttagoon
Sophon Ragtinderm
Takon Rasanonda
Kaukiat Sagsuwong
Suchol Sangvalthong
Panutchai Sornin
Pitak Srikaokhong
Virat Sriphun
Ratchada Suwannashote
Chachawan Tangsiriatian
Chanamporn Tephaval
Pipat Thipangkul
Chakrapanh Thiphayamontol
Quanta Tripitak
Chartchai Tubsang
Kumpone Tudunchuleegoon
Wimonwan Udomphorn
Somkait Vunapuseracum
Somboon Wongsa

SERVICE AWARDS



Unocal Indonesia, Ltd.

20 YEARS Darmansyag
Djamil
Harsoyo
Iriansyah
Lasiran
Nasir
Soekarno
Soemadi
Soemarsono
Soewandijatmi
Sudjono
Sumitro
Suprijadi
Suroso
Tarik
Taufik Mursidi Abdullah
Sudarmadji Adiwidjoyo
Mochamad Bach
Gusti Basuni
Agustinus Harsono
Ruddin Hutagalung
Hindartono Darsan Iroec
Muhammad Kaseng
T. S. Kurdi
Sunarjo Kusuma
Fransiscus L. Murbanun
Mohamad Asyikin Noor
Mohammad Yusran Noor
Soeparno Herman S.
Yahaman Sinaga
Sochartuti Soenardi
Soesanto Soepirman
Soebagio Soeradi
Herry Sudarto
B. I. Suradi
Endang Widyaningsih
Eddie Kees Wontas

15 YEARS Arief
Kamdi
Kansa
Nurhadi
Nurwachid
Paimo
Rudjito
Rusmadi
Rusmin
Sinang
Sudirman
Sukarni

Sumardi
Supardji
Syamsudin
Waridi
Wartono
Yusuf Abdulla
Hadji Rusmadi Ahmad
Syaiful Amin
Anwar Ardi
Jabonggas Aritonang
Sonda Baddu
Usman Bakri
Ruslie Baktiar
Abraham Bara
Rusdi Barthelemy
Joni Baso
Henry Julius Dengah
Ansyah H. Durasid
Widyawan S. H.
Asnan Ibrahim
Anang Imansyah
Sarmin Ismanto
Tiro Kanto
Johanis T. Layuk
Muslimin A. Maning
Satriano T. Migang
Achmad Munir
Jetro Thamrin Munthe
Sodata Muslim
F. X. Pramono
Eddy K. S. Purwanto
Achmad Ramli
Slamet Riyadi
Yunus Salamba
Markus Sampe
Haryono Santoso
Wayan Senang
Sumilan Setiawan
Marodjahan Silalahi
Fonger Simamora
Ferry Binzar Sinaga
Muchtar Sinambela
Simon Sipayung
Agus Suhadi
Herry Sukamto
Unang Sunarko
Epen Suwono
Abdul Hamid Syarifuddin
Muhammad Tang
Thomas Tarigan
I. Ketut Widhi

10 YEARS Arfandi
Arifun
Casrudin
Djasmanto
Kasijanto
Laudfy
Misnar
Mujianto
Norwansyah
Romli
Semiyanto
Subiyanto
Sumardiyono

Sunarko
Sunarno
Suparmin
Sutanto
Sutaryono
Suyatno
Taryono
Topandi
Wijayanto
Roemansyah Asmuni
A. Syaiful Bachri
Bernard B. Botha
Moch. Daimi
I Gusti Made Dharmawidjay
Suyaskhan Fakhri
Ida Haryani
Andrias Nangonn Korobu
Sudjoko Kuswadji
Marthin Luther Marau
Agung Martani
Bambang Mulyono
Jhonny B. Nababan
Pudji Narno
Safrin Nurianto
Johnny Panda
Pahala Pardosi
Indra Prijono
Blasius Sabno
Jimmy Salim
Abdul Samad
Supomo H. Sanjoyo
Djoko Sardjono
Robinson Sembiring
Gumberi Soleman
Mamat Sudaryanto
Kunkun Sudaryat
Bambang Sudibyo
Tatang Sukandar
Nanang Supendi.
Ninik Suwartini
Ramadhin Syarif
Syahbirin Syarkowi
Slamet Waluyo
Donny Worang

Unocal Britain, Ltd.

20 YEARS John Mitchell, Sunbury, England

15 YEARS Len Adamiak, Aberdeen, Scotland
James Aikman, Aberdeen, Scotland
Stuart Alder, Aberdeen, Scotland
Robert Banks, Aberdeen, Scotland
Pat Buckman, Aberdeen, Scotland
John Clark, Aberdeen, Scotland
Phillip Coutts, Aberdeen, Scotland
Daniel Cowie, Aberdeen, Scotland
Ian Denst, Aberdeen, Scotland
Derrick Dimpleby, Aberdeen, Scotland
Terry Ewing, Aberdeen, Scotland
Thomas Finnerty, Aberdeen, Scotland
James Gall, Aberdeen, Scotland
Robert Gillespie, Aberdeen, Scotland
James Heatley, Aberdeen, Scotland
Christopher Hewson-Smith, Aberdeen, Scotland
Alexander Junnier, Aberdeen, Scotland
Robert Kirkcaldy, Aberdeen, Scotland

SERVICE AWARDS



Ronald Kydd, Aberdeen, Scotland
William McCrory, Aberdeen, Scotland
Kevin McIver, Aberdeen, Scotland
Brian McKenzie, Aberdeen, Scotland
Stirling McLagan, Aberdeen, Scotland
James McLaren, Aberdeen, Scotland
Alan Mitchell, Aberdeen, Scotland
David Moore, Aberdeen, Scotland
Ian Munro, Aberdeen, Scotland
William Paisley, Aberdeen, Scotland
David Raitt, Aberdeen, Scotland
Robert Riddell, Aberdeen, Scotland
Steven Robinson, Aberdeen, Scotland
Kenneth Shepherd, Aberdeen, Scotland
Brian Smith, Aberdeen, Scotland
Robert Walsh, Aberdeen, Scotland
Peter Watts, Aberdeen, Scotland

10 YEARS Derek Cooper, Aberdeen, Scotland

Unocal Netherlands, B.V.

10 YEARS Marja De Busser-Smit

Frank L. Tigges
Theo L. W. Van Wijk
Herman J. Wezenberg

PETROLEUM PRODUCTS & CHEMICALS

40 YEARS James A. Fisher, Kennewick, Wa.

Billy L. Gregory, Los Angeles, Ca.
Briane T. Grisco, San Ramon, Ca.
Frances M. McKee, Atlanta, Ga.

35 YEARS Jean H. Chung, Los Angeles, Ca.

William R. Heinrich, Schaumburg, Il.
Robert C. Jones, Charlotte, NC
James W. Leech, L. A. Refinery-Wilmington

30 YEARS Homer L. Ballard, Nederland, Tx.

Uwe C. Bruhn, L. A. Refinery-Carson
Joann Cronk, Portland, Or.
Melvin L. Dubois, Nederland, Tx.
James L. Durham, Nederland, Tx.
Arthur L. Felderman, Los Angeles, Ca.
Clinton W. Griffin, Kennewick, Wa.
Jerry A. Hall, Kennewick, Wa.
Vernon J. Hipwell, Schaumburg, Il.
Marran E. Lewis, San Francisco, Ca.
John C. Maher, Schaumburg, Il.
Victoria J. McDonald, San Francisco, Ca.
Kenneth R. Morgan, S. F. Refinery
T. T. Rutledge, Brea, Ca.
J. M. Sobolewski, Portland, Or.
Ronald E. Thompson, Santa Maria Refinery

25 YEARS Darryl F. Allen, Richmond, Ca.

David W. Allred, Portland, Or.
Michael J. Block, Brea, Ca.
George A. Bobo, L. A. Refinery-Wilmington
Jesus Padron, Brea, Ca.
Frank C. Brune, Jr., L. A. Refinery-Wilmington
Warren G. Capers, San Francisco Refinery
Charles E. Carey, San Francisco, Ca.
Jacob A. Davis, L. A. Refinery-Carson
James M. Davis, Rock Hill, SC
Joseph Digiovanni, San Francisco Refinery
Harry H. Dobashi, Brea, Ca.
Barry D. Emenegger, Santa Fe Springs, Ca.
Francis R. Enbysk, Portland, Or.
Freddie English, Torrance, Ca.
Stephen L. Gray, L. A. Refinery-Carson
Lenwood Harris, L. A. Refinery-Carson
Eleanor T. Hastings, Los Angeles, Ca.
LeRoy J. Heinrich, Kenai, Ak.
Clifford A. Heus, Jr., Kenai, Ak.
Keith T. Howard, McKittrick, Ca.
John M. Hunter, Los Angeles, Ca.
Michael L. Jaramillo, Portland, Or.
Richard H. Jefferson, Schaumburg, Il.
Cecelia John, Los Angeles, Ca.
Hearl S. Johnson, L. A. Refinery-Wilmington
Don Ellis Jones, L. A. Refinery-Wilmington
Silas F. Jones, Los Angeles Refinery-Carson
Allen K. Kepaa, Honolulu, Hi.
David H. Larson, Seattle, Wa.
William J. Lindsay, Los Angeles, Ca.
Benjamin J. Luther, Avila Beach, Ca.
Edilberto P. Mandani, San Francisco, Ca.
M. T. McKillip, Kennewick, Wa.
Charles J. Mooney, Los Angeles, Ca.
Rufus C. Nelson, L. A. Refinery-Wilmington
Warnest H. Pierce, L. A. Refinery-Wilmington
Keith S. Powell, San Jose, Ca.
Carlene S. Riggs, Los Angeles, Ca.
Frank L. Roulst, Portland, Or.
Jimmy Y. Sabino, Los Angeles, Ca.
Kenneth C. Sadoian, San Francisco Refinery
Linwood Scott, L. A. Refinery-Wilmington
Roman Serda, San Francisco Refinery
Dennis T. Sasaki, Los Angeles, Ca.
Larry C. Shoemaker, Nederland, Tx.
Dennis N. Smith, Los Angeles, Ca.
Lloyd K. Smith, L. A. Refinery-Wilmington
William R. Switzer, Brea, Ca.
Martin W. Thomen, Jr., Houston, Tx.
Richard E. Thompson, S. F. Refinery
Rodolfo P. Tidalgo, Los Angeles, Ca.
Timothy J. Tomasso, San Ramon, Ca.
Steve W. Vanwinkle, Santa Paula, Ca.
John E. Wickham, Los Angeles, Ca.
James E. Wilson, San Ramon, Ca.
Joseph Zimmermann, Anchorage, Ak.

20 YEARS Jerry Aguado, Brea, Ca.

Carmen Bally, Richmond, Ca.
Suzanne D. Baumbach, Schaumburg, Il.
Andrew G. Beaucar, City of Industry, Ca.
Louis J. Bible, Decatur, Tx.
Bruce E. Borman, Lemont, Il.
Carol J. Bryant, Schaumburg, Il.

Helmy L. Burtman, Schaumburg, Il.

James L. Carlson, Los Angeles, Ca.
Richard A. Castleman, Portland, Or.
Robert L. Cheary, San Francisco Refinery
Charles E. Clerkley, San Francisco, Ca.
Sylvia A. Costello, Schaumburg, Il.
Cathleen M. Daley, Schaumburg, Il.
Rivers Dalton, Wildwood, Fl.
Eleanor C. Elliott, Schaumburg, Il.
Joseph Foglia, Kenai, Ak.
Steven W. Fox, Los Angeles, Ca.
Willie L. Graham, San Francisco Refinery
James E. Hedberg, Kenai, Ak.
Nancy H. Heffernan, Anaheim, Ca.
Linda D. Hettel, Schaumburg, Il.
Jacqueline D. Jakaitis, Schaumburg, Il.
Thomas W. Jatis, Schaumburg, Il.
Arthur J. Jones, Jr., San Francisco Refinery
Jerry R. Kachelmeyer, San Pedro, Ca.
Gary N. Komure, San Ramon, Ca.
Judith G. Kryca, Schaumburg, Il.
Kenton L. Kunkel, Los Angeles, Ca.
James A. Lamb, Los Angeles, Ca.
Deborah L. Larsen, Schaumburg, Il.
Dante L. Macapinlac, San Francisco, Ca.
Patricia Mack, Schaumburg, Il.
David J. Maier, Cypress, Ca.
William J. Martinez, L. A. Refinery-Wilmington
Annie R. McGruder, San Francisco, Ca.
Joanne L. Menard, Schaumburg, Il.
Julius A. Mendelsohn, Schaumburg, Il.
Carol L. Nelson, Schaumburg, Il.
Danny L. Nelson, Los Angeles, Ca.
Tanis C. Nelson, L. A. Refinery-Wilmington
James G. Overstreet, Andrews, Tx.
James V. Rodriguez, Arroyo Grande, Ca.
Ronald E. Scherer, West Sacramento, Ca.
David W. Schoen, Richmond, Ca.
Michael L. Schroeder, Schaumburg, Il.
Emma L. Simmons, Richmond, Ca.
Harold S. Singer, Fresno, Ca.
Catherine M. Skapura, San Francisco Refinery
Kenneth A. Smith, L. A. Refinery-Wilmington
Grace D. Smolen, Schaumburg, Il.
JoAnn L. Squeo, Schaumburg, Il.
Deborah L. Stoiber, Schaumburg, Il.
Loismae M. Strachan, Schaumburg, Il.
Frank B. Townsend, Kenai, Ak.
Tyrone J. Vickers, Los Angeles, Ca.
Emma R. Weatherby, Richmond, Ca.
Luis N. Weiss, Los Angeles, Ca.
Michael C. Wilson, San Francisco Refinery
Kingsley W. G. Wong, City of Industry, Ca.
S. Jay Yost, Los Angeles, Ca.
Belus Youkhannch, Schaumburg, Il.
Donald J. Young, San Francisco Refinery
David J. Young, Honolulu, Hi.

15 YEARS Richard S. Alvarez, Brea, Ca.

Robert W. Babb, Nederland, Tx.
Willis J. Body, L. A. Refinery-Wilmington
Ahmend D. Brooks, Portland, Or.
Paul A. Bruno, Los Angeles, Ca.
Angelina Buckle, Pasadena, Ca.
William E. Bunch, Kenai, Ak.

SERVICE AWARDS



Frank M. Chang, L. A. Refinery-Wilmington
 Kenneth J. Cissell, Kenai, Ak.
 Bruce W. Clark, Sacramento, Ca.
 Dean S. Craft, San Francisco Refinery
 Gene M. Cudworth, L. A. Refinery-Wilmington
 Michael D. Cunningham, Kenai, Ak.
 Louise M. Davis, San Francisco Refinery
 Charles R. Dempsey, Decatur, Tx.
 Robert O. Duncan, City of Industry, Ca.
 Lyle E. Eckman, Kennewick, Wa.
 Leo E. Escovedo, Torrance, Ca.
 Terry N. Evans, San Francisco, Ca.
 Robert A. Flippen, Sacramento, Ca.
 Howard V. Francis, Los Angeles, Ca.
 Kenneth R. Fuller, Santa Paula, Ca.
 William F. Geeraerts, Schaumburg, Il.
 Richard E. Gonzalez, Los Angeles, Ca.
 Arturo Guzman, L. A. Refinery-Wilmington
 Craig W. Haile, Sacramento, Ca.
 Victoria N. Hall, Los Angeles, Ca.
 David L. Hauck, Portland, Or.
 Joseph K. Headley, Los Angeles, Ca.
 Dan R. Hendrix, Los Angeles, Ca.
 Becky E. Higgins, Schaumburg, Il.
 Stanford Huff, Kennewick, Wa.
 Howard R. Jackson, Kenai, Ak.
 Michael A. Jones, L. A. Refinery-Wilmington
 Kenneth B. Kearns, Schaumburg, Il.
 Coy W. Kelly, Savannah, Ga.
 Donald R. Knabe, Colton, Ca.
 Robert A. Lane, Portland, Or.
 David Lang, Schaumburg, Il.
 Jerry L. Lessner, Kennewick, Wa.
 Robert G. Martin, L. A. Refinery-Wilmington
 John W. Martsolf, Jr., Richmond, Ca.
 Lloyd K. Matsumoto, L. A. Refinery-Wilmington
 Jackie D. McClure, Richmond, Ca.
 Roger W. McGowne, Portland, Or.
 Dennis K. McLachlan, Vancouver, Wa.
 Joseph M. Monroe, Los Angeles, Ca.
 Michelle D. Moran, Mountain Pass, Ca.
 Ellen Morton-Hamil, Mountain Pass, Ca.
 Kenneth M. Newton, Kennewick, Wa.
 David N. Price, L. A. Refinery-Wilmington
 Mark A. Psilopoulos, L. A. Refinery-Carson
 Bowie Roosevelt, L. A. Refinery-Wilmington
 Samuel J. Rucker, L. A. Refinery-Wilmington
 Martin Salaiz, Santa Maria Refinery
 Astrid Semen, Schaumburg, Il.
 Bruce L. Schenk, Kennewick, Wa.
 Patricia C. Schlacks, Schaumburg, Il.

10 YEARS Victor M. Artache, San Francisco Refinery
 Matthew M. Belanger, L. A. Refinery-Wilmington
 Deanna L. Bell, City of Industry, Ca.
 Arthur O. Bertz, San Francisco Refinery
 Charles R. Brown, La Mirada, Ca.
 Charles A. Bushnell, Torrance, Ca.
 Rosalia Campos, Los Angeles, Ca.
 Jeff M. Cecil, L. A. Refinery-Wilmington
 Scott W. Charles, Mountain Pass, Ca.
 Raymond D. Cherniske, Los Angeles, Ca.
 Long B. Chung, Los Angeles, Ca.
 Jerry L. Compton, Decatur, Tx.
 Robert E. Darrell, Avenal, Ca.
 Donald E. Dartnell, Arroyo Grande, Ca.
 Wendell E. Dawes, Mountain Pass, Ca.
 Michael A. Di Costanzo, Los Angeles, Ca.
 Karl D. Dixon, San Ramon, Ca.
 Teresa H. Ellison, City of Industry, Ca.
 Kevin B. Elwell, San Francisco Refinery
 Ronald W. Ford, Brea, Ca.
 Timothy J. Fournier, Houma, La.
 Sergio Galindo, Decatur, Tx.
 Donald L. Gordon, Schaumburg, Il.
 Thomas I. Gramata, San Francisco Refinery
 Terry H. Green, Kennewick, Wa.
 Gary T. Greving, Eugene, Or.
 Brian J. Hamilton, San Francisco, Ca.
 Cathy E. Harris, Wildwood, Fl.
 Thomas J. Hawkins, L. A. Refinery-Wilmington
 John M. Johnson, Hilo, Hi.
 Karen A. Johnson, Schaumburg, Il.
 Jane E. Keafer, Portland, Or.
 Jeffrey R. Kleber, L. A. Refinery-Wilmington
 Jesse L. Latham, L. A. Refinery-Wilmington
 Dawn J. Lussow, Schaumburg, Il.
 Guillermo Martinez, Torrance, Ca.
 Robert B. Mathien, Schaumburg, Il.
 Thomas J. McCauley, Jr., L. A. Refinery-Wilmington
 Hilton E. Miller, Kenai, Ak.
 Mohammed M. Moinuddin, Schaumburg, Il.
 Karen F. Nelson, Richmond, Ca.
 Luther J. Nolan, San Francisco Refinery
 Charles W. Ogea, San Francisco Refinery
 Dennis L. Pease, Mountain Pass, Ca.
 Terry C. Prokuski, Schaumburg, Il.
 Mahmoud Ramadan, L. A. Refinery-Carson
 Freddie A. Real, Kennewick, Wa.
 Randolph L. Recchi, San Francisco Refinery

Bernard A. Richard, Jr., Decatur, Tx.
 Charles H. Riley, Decatur, Tx.
 Damian A. Rivera, Los Angeles, Ca.
 Frances G. Rogers, Savannah, Ga.
 Victor L. Ruzette, Los Angeles, Ca.
 Josephine L. Santiago, San Francisco, Ca.
 Cathy L. Scolari, City of Industry, Ca.
 Michael W. Sexauer, San Francisco Refinery
 Mary Smith, Vancouver, Wa.
 Donald A. Stephens, Arroyo Grande, Ca.
 Alan D. Tsuyuki, Los Angeles, Ca.
 Robert G. Tymusz, Arroyo Grande, Ca.
 Louis Vasquez, L. A. Refinery-Wilmington
 John C. Ward, Santa Maria Refinery
 Steven F. Wolski, Schaumburg, Il.
 Albert D. Wood, Arroyo Grande, Ca.

Molycorp, Inc.

20 YEARS Alex R. Gonzales, Jr., Mountain Pass, Ca.
 Robert A. Segal, Mountain Pass, Ca.

15 YEARS Henry E. Sandoz, Mountain Pass, Ca.

Poco Graphite Inc.

15 YEARS Harry Brinkley, Decatur, Tx.
 William H. Brixius, Decatur, Tx.
 Leslie R. Hale, Decatur, Tx.
 Franklin D. Jackson, Decatur, Tx.
 William D. Newton, Decatur, Tx.
 Sharon G. Sloan, Decatur, Tx.

10 YEARS Jerry L. Atkins, Decatur, Tx.
 Curtis C. Lemoine, Decatur, Tx.
 Jeffrey L. Kopel, Decatur, Tx.
 Rex G. Sheppard, Decatur, Tx.

Marketers & Distributors

60 YEARS Cooper Oil Company, Inc., Boaz, Al.

55 YEARS Beaty Oil Company, Abbeville, SC

45 YEARS Hance Oil Company, West Stayton, Or.

40 YEARS Mt. Hood Oil, Estacada, Or.
 Mt. Hood Oil, Gresham, Or.
 J. C. Stanley, Mettler, Ca.
 Taku Oil Sales, Inc., Juneau, Ak.

35 YEARS A. C. Lawrence, St. Helens, Or.
 Moore Oil Company, Manning, SC

30 YEARS Goco, Inc., Charlottesville, Va.
 Pine State, Inc., Archdale, NC
 Spruill Oil Co., Inc., Windsor, NC

25 YEARS Horn Oil Company, Inc., Mocksville, NC
 Pioneer Oil Co., Bradenton, Fl.
 Suffolk Oil Co., Inc., Suffolk, Va.
 Taucher & Hutchings, Inc., Roseburg, Or.

20 YEARS Kern River Distributors, Wofford Heights, Ca.
 Stohlman & Rogers, Marysville, Ca.
 Wetherby Oil Company, Inc., Columbus, Ga.

15 YEARS M. Domingues Petroleum, San Luis Obispo, Ca.
 South Central Oil Co., Inc., Albemarle, NC

10 YEARS Clay Oil Corp., Doctors Inlet, Fl.
 Fair Oil Co., Inc., Louisville, Ms.
 Fornell Oil Company, Inc., Holly Hill, Fl.
 Kerb's Oil Company, Burley, Id.
 Sellers Petroleum Products, Inc., El Centro, Ca.
 Sutherland Oil Co., Grass Valley, Ca.
 Whitehead Oil Co., Inc., Memphis, Tn.
 Woodfin Heating, Inc., Powhatan, Va.

SERVICE AWARDS



RETIREMENTS

Corporate

Wellman E. Branstrom, August 3, 1956
Richard Lindwall, October 23, 1968
Alex E. Miller, June 17, 1968

Energy Resources

Yvonne B. Biliardi, February 2, 1981
Robert M. Gammel, March 9, 1965
Gilbert J. Gonzales, September 6, 1966
John F. Hojnacki, November 19, 1965
Harry C. Lee, May 15, 1959
H D Maxwell, July 1, 1960
Anthony J. Testa, January 6, 1964

Petroleum Products & Chemicals

Joseph Foglia, August 22, 1973
Harold G. Bloodworth, March 13, 1972
Duane D. Brimley, April 5, 1965
Larry P. Champagne, May 8, 1967
John L. Dealy, August 7, 1961
Jimmy B. Deering, June 12, 1961
Harry C. Engelhardt, November 2, 1948
Charles H. Erikson, Jr., July 1, 1960
Webblee Gautreaux, October 21, 1968
McKinley Gilliam, Jr., August 3, 1971
Carole Lou Glen, September 22, 1976
Paul J. Grasch, March 23, 1959
Rial N. Greenman, December 11, 1967
Lawrence F. Harper, April 3, 1978
Julius C. Herklotz, August 1, 1961
Joann M. Hodoval, June 22, 1966
Robert D. King, June 16, 1949
Glenn E. Kline, July 8, 1956
Charles W. Lennon, May 29, 1967
Veronica M. Lozinski, February 7, 1983
Gerald S. Lyons, March 6, 1962
Jack L. McDaniel, June 16, 1956
Richard P. Nielsen, June 16, 1966
Clarence E. Oskroba, October 15, 1969
Richard R. Robinson, October 19, 1959
Wilfred Ronellenfitch, August 16, 1977
Lawrence D. Smith, July 6, 1955
Liu S. Tong, December 1, 1971
Byron F. Townsend, September 17, 1973
Gordon D. Tripp, March 22, 1965
Jim J. Uribe, July 28, 1950

IN MEMORIAM

EMPLOYEES

Energy Resources

Herman M. de Graaff, July 16, 1993
Bobby Franklin, April 18, 1993
Jacqueline Holmes, May 14, 1993
Gaylord Richmond, April 25, 1993

Petroleum Products & Chemicals

Aldis Eliskalns, June 3, 1993
Erik Frederiksen, April 12, 1993
Mark Van Draanen, March 23, 1993

RETIREES

Corporate

Conrad Denton, May 13, 1993
Clark Elliott, July 15, 1993
Arah Ferry, July 28, 1993
Douglas Gregg, April 12, 1993
James Sinclair, March 16, 1993
Charles Skillman, August 8, 1993
Clarence Wagenknecht, April 6, 1993
Donald Walker, July 27, 1993

Energy Resources

Earle Atkins, July 19, 1993
Charles Campbell, March 31, 1993
J. Newton Cassel, April 17, 1993
Alma Davidson, August 2, 1993
Lewis Delano, July 12, 1993
Heldey Eacock, June 15, 1993
Harold Finney, June 4, 1993
Harry Gove, July 6, 1993
Howard Grabow, April 7, 1993
Otis Hodges, March 27, 1993
Wanda Hutchinson, May 10, 1993
Edward James, August 2, 1993
Raymond Klosterman, June 9, 1993
William Lebold, June 13, 1993
Bernice Lichtenwagner, May 18, 1993
Carl Lomenick, June 16, 1993
Don McFadden, August 3, 1993
Richard McIntosh, June 2, 1993
Lewis Mehl, May 10, 1993
George Middendorf, May 24, 1993
Edmond Richard, June 9, 1993
James Rose, April 22, 1993
Henry Russell, August 5, 1993
Victor Sleyko, April 14, 1993
Thomas Smith, July 30, 1993
Paul Trayck, May 5, 1993
Joe Wilson, July 7, 1993
Gordon Witt, May 10, 1993

Fred L. Hartley Research Center

William Bradley, August 5, 1993
Harold Lasley, August 12, 1993
Donald Samuelson, June 7, 1993

Petroleum Products & Chemicals

Dorothy Arendale, August 4, 1993
Manuel Arruda, July 20, 1993
David Baird, March 27, 1993
Hugh Baker, April 5, 1993
Richard Barker, May 27, 1993
Kenneth Barry, August 1, 1993
Thomas Bartlett, June 18, 1993
Calvin Bascom, August 1, 1993
Wallace Blaylock, June 11, 1993
Clarence Bohland, April 7, 1993
R. V. Bryant, July 15, 1993
Kenneth Calland, June 10, 1993
Dorothy Cassel, May 19, 1993
Richard Cook, April 21, 1993
Jack Cowie, July 7, 1993
Ernest DaCruz, July 1, 1993
Alonzo Danley, June 16, 1993
Paul Degnan, July 10, 1993
James Drainie, March 11, 1993
Patricia Faler, June 6, 1993
Bernard Fitzgerald, July 28, 1993
Frank Galatocky, June 6, 1993
Lawrence Gaudette, July 10, 1993
Norman Good, July 3, 1993
Raymond Greenstone, June 29, 1993
Otto Guntzel, July 14, 1993
Harry Hill, July 13, 1993
Robert Humbert, July 1, 1993
Stephen Janovyak, June 28, 1993
Charles Johnson, July 20, 1993
Howard Jordan, July 27, 1993
Ike Kelley, April 21, 1993
Floyd Kozlowski, May 24, 1993
William Leach, March 26, 1993
Frances Ludington, March 25, 1993
George Lunde, July 6, 1993
William Marquam, August 9, 1993
Wallace Mathis, May 12, 1993
William Nehls, August 2, 1993
Carroll Norris, March 21, 1993
Alexander Parker, June 14, 1993
Robert Pierce, May 29, 1993
Albert Powell, March 24, 1993
John W. Shastid, April 10, 1993
Bertha Sherwood, June 25, 1993
Walter Simmons, July 28, 1993
Jessie Smith, July 10, 1993
Ralph Steadman, April 13, 1993
Carl Stross, August 11, 1993
Wayne Taylor, March 20, 1993
Wilfred Tidland, April 23, 1993
Nevelle Wheeler, May 25, 1993

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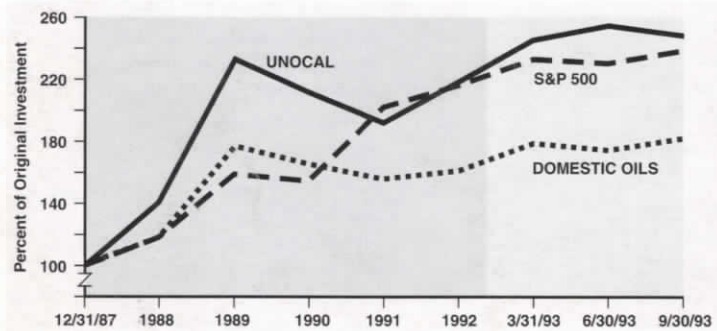
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