



REESE H. TAYLOR, *President*

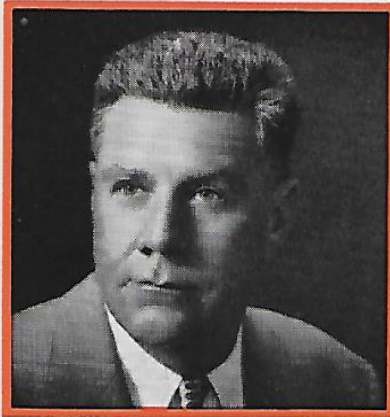
**UNION OIL COMPANY
OF CALIFORNIA**

**MANAGEMENT
ORGANIZATION**

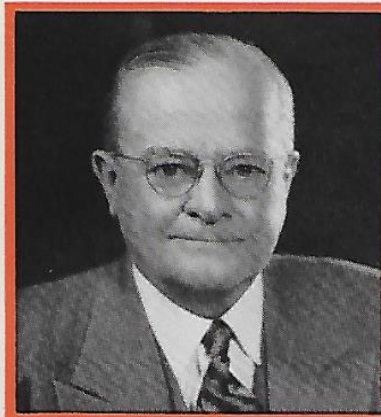
July 1, 1951

“On Tour”

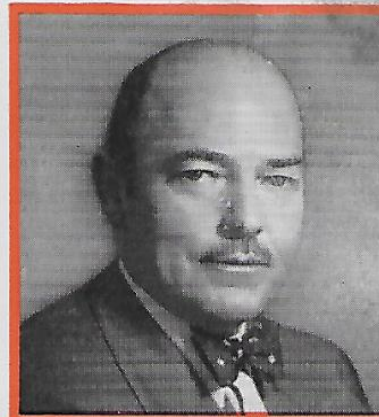
W. W. VALENTINE



GEORGE M. WALLACE



DWIGHT WHITING



*REESE H. TAYLOR



*W. L. STEWART, JR.

BOARD OF DIRECTORS

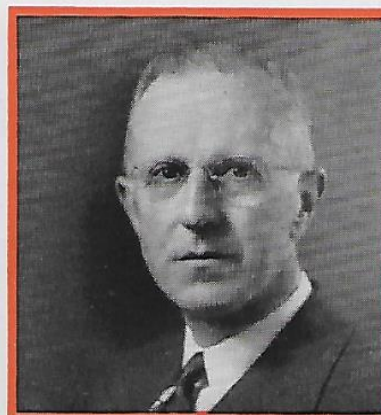
All corporate powers of Union Oil Company of California are exercised by or under the authority of its Board of Directors, and the business and the affairs of the Company are controlled by the Board, except for specific powers reserved to the stockholders.

Directors are elected at the annual meeting of stockholders. Vacancies occurring between such meetings may be filled by the directors in office. Regular meetings of the Board are held monthly, usually on the last Monday of each month at Home Office in Los Angeles. Special meetings are called as required.

The Board of Directors consists of sixteen members, of whom five at present are officers of the Company. Directors are men chosen because of their wide industrial experience, knowledge of corporate affairs and business acumen. They are obliged to act in good faith, with



*A. C. STEWART



*H. W. SANDERS



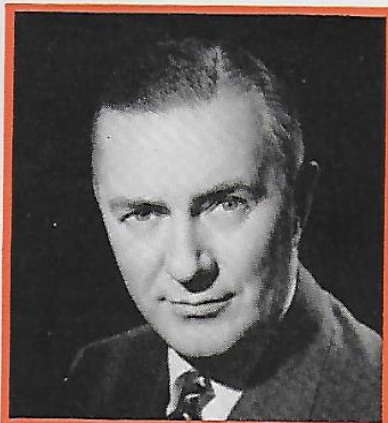
*A. C. RUBEL

DIRECTORS — EXECUTIVE COMMITTEE — JULY 1, 1951

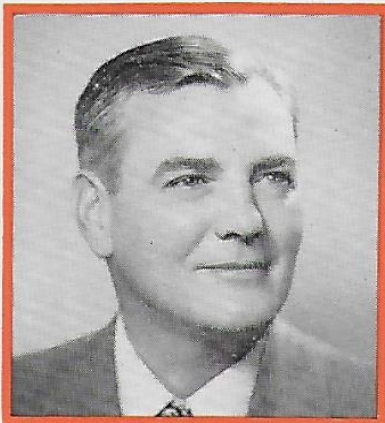
FRANCIS S. BAER



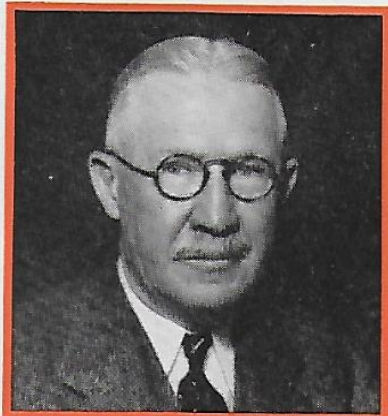
LEIGH M. BATTSON



HERBERT HOOVER, JR.



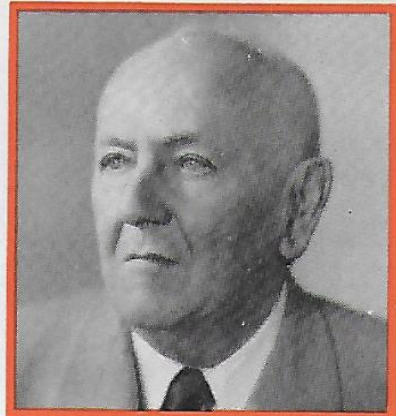
JOHN EARLE JARDINE



prudence and reasonable care, and to give conscientious attention to the Company's interests. In their positions of trust, they use their powers for the benefit of all shareholders, not for the benefit of any group.

*EXECUTIVE COMMITTEE

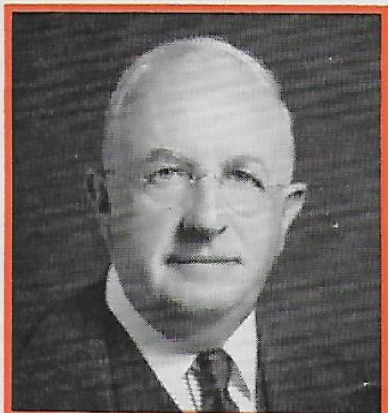
The Executive Committee of the Board of Directors is appointed annually by the Board. It consists of the President and four other officers of the Company who are also members of the Board. During intervals between meetings of the directors, the Executive Committee meets daily, providing a majority of its members is present. To it is delegated full authority to act for the Board of Directors, except for certain powers, such as dividend declarations and changes to the by-laws. It is directly responsible to the Board of Directors, and its actions are reviewed by that Board.



S. W. MORSHEAD



HERMAN PHELEGER



JAMES R. PAGE



GURNEY E. NEWLIN

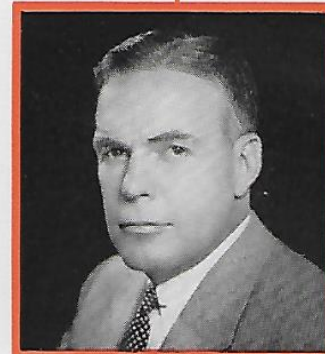
OFFICERS



REESE H. TAYLOR
President



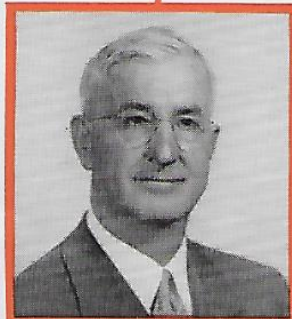
W. L. STEWART, JR.
Executive Vice President



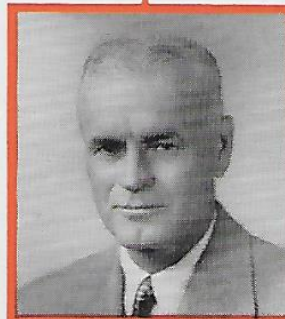
A. C. STEWART
Vice President



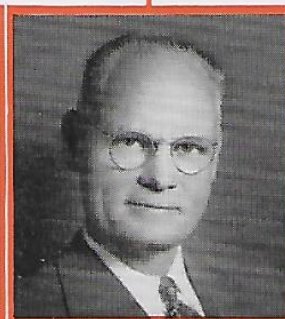
K. E. KINGMAN
Vice President



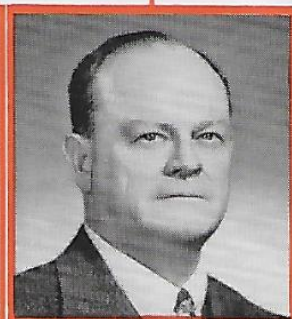
C. E. SWIFT
Vice President



R. D. GIBBS
Vice President



ROY LINDEN
Vice President



ALAN J. LOWREY
Vice President

INDUSTRIAL
RELATIONS -
Cont. on page 12

PURCHASES
-Cont. on page 12

MANUFACTURING
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RESEARCH
& PATENTS
Cont. on page 11

TRANSPORTATION
& DISTRIBUTION
Cont. on page 10

MARKETING
Cont. on page 22

OFFICERS

of Union Oil Company, appointed annually by the Board, include the President, the Executive Vice President, all Vice Presidents, the Comptroller and the Secretary.

The President presides at all meetings of the stockholders and the Board of Directors. Subject to the Board and Executive Committee, he actively supervises the Company's business affairs and is its chief executive officer. He keeps the Directors and Executive Committee fully informed, consults with them concerning business problems, and sees to it that their resolutions are carried into effect. He and other properly authorized Officers may sign and execute bonds, contracts, deeds,

checks and other instruments in the name of the Company. He is ex-officio a member of all Union Oil committees and performs many other duties assigned to him in the Company's by-laws or by the Board or Executive Committee.

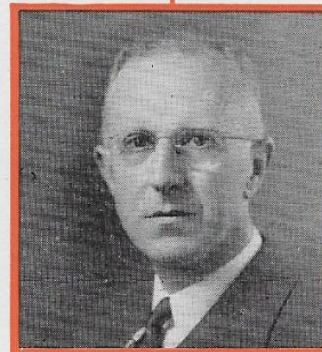
In the absence of the President, the Executive Vice President is authorized to perform all acts and duties of the President. In addition, the heads of several Company departments report to the Executive Vice President.

The Vice Presidents head their respective departments and/or are charged with special duties and powers by the Board of Directors, Executive Committee or President.



A. C. RUBEL
Vice President

**EXPLORATION
& PRODUCTION**
Cont. on page 17



H. W. SANDERS
Vice President

TREASURER
Cont. on page 36



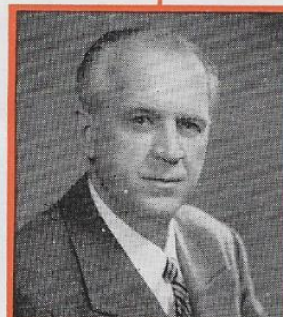
SAM GRINSFELDER
Vice President

FIELD OPERATIONS
Cont. on page 17



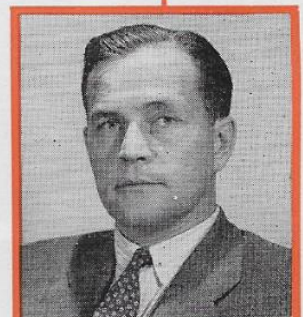
IRVING J. HANCOCK
Comptroller

COMPTROLLER
Cont. on page 37



L. A. GIBBONS
Vice President

GENERAL COUNSEL
Cont. on page 36



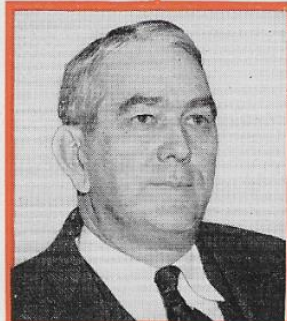
R. F. NIVEN
Secretary

SECRETARY
Cont. on page 36

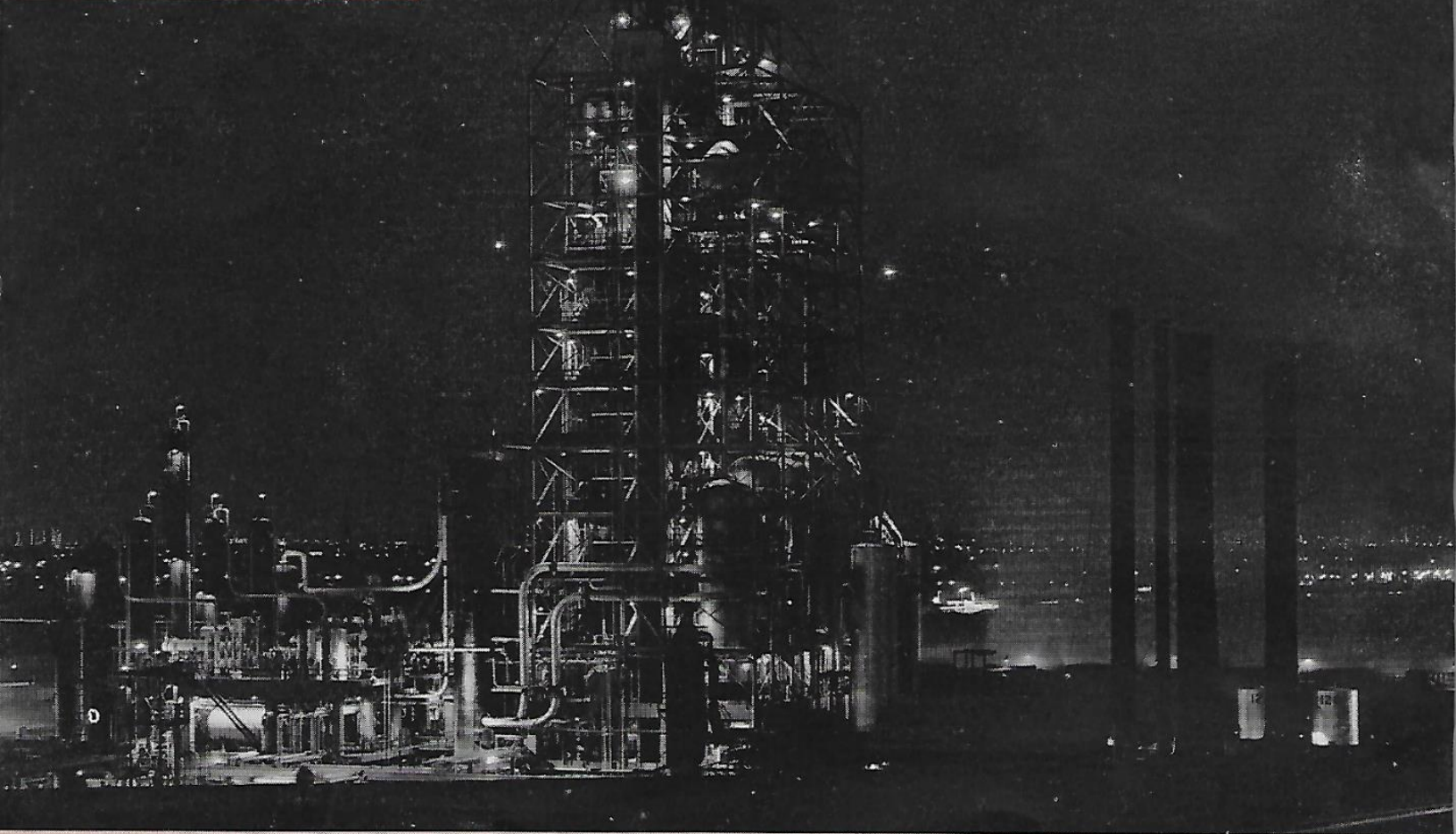


C. HAINES FINNELL
Director Advertising
and Public Relations

SALES PROMOTION
Cont. on page 23



R. D. SMITH
Assistant to President
Glacier Division



TCC UNIT, LOS ANGELES REFINERY, FOR MANUFACTURING GASOLINES

DUO-SOL UNIT, OLEUM, FOR PROCESSING LUBRICATING OILS



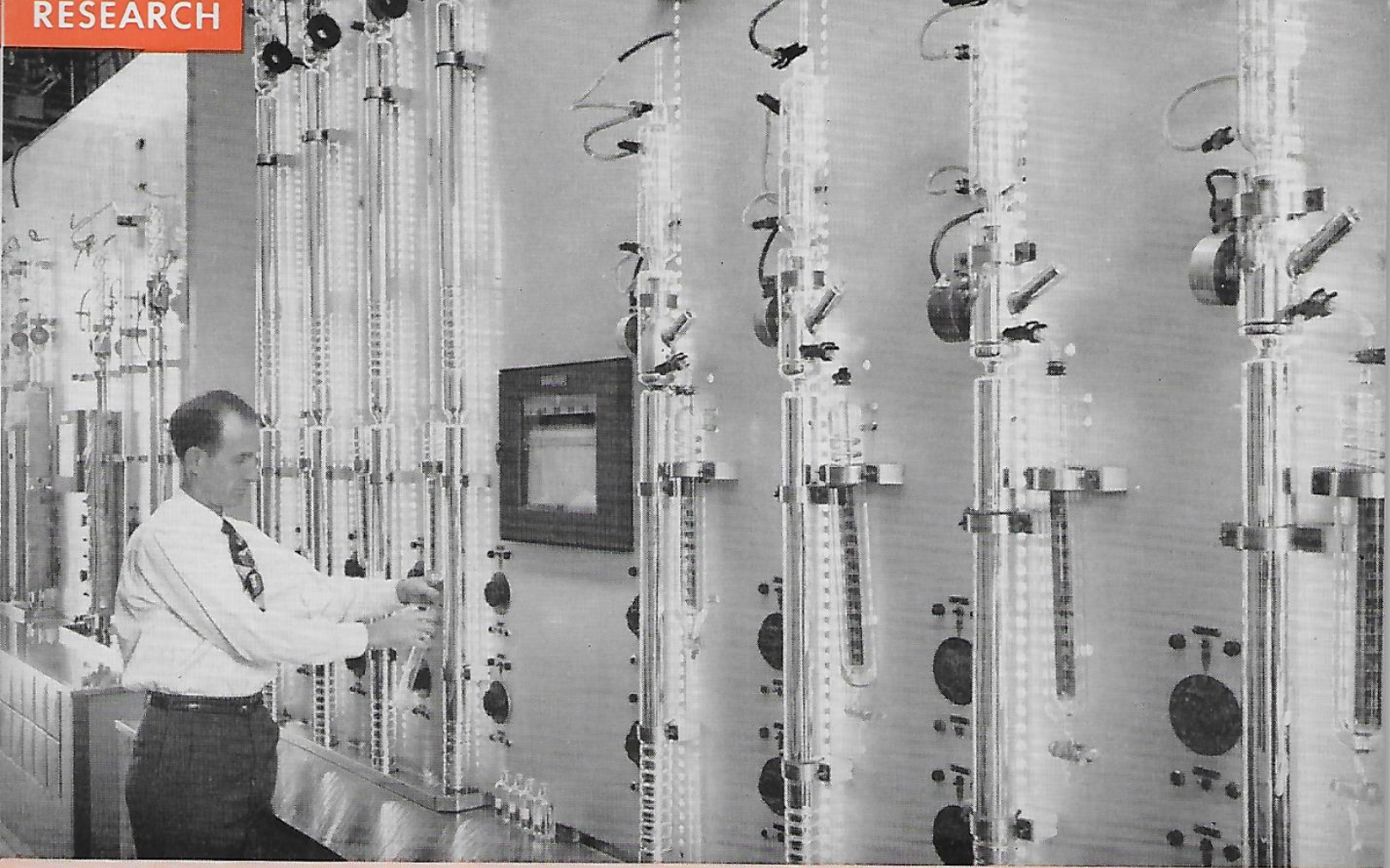


TANKSHIP S. S. LOMPOC DISCHARGING AT OLEUM REFINERY

AVILA PUMP STATION OVERLOOKING PORT SAN LUIS, CALIFORNIA



RESEARCH



FRACTIONATION EQUIPMENT, RESEARCH LABORATORIES

SHALE OIL RETORT PATENTED BY UNION OIL COMPANY



PATENTS

MANUFACTURING DEPARTMENT

employing 1,850 people, operates five refineries. The major units, Los Angeles Refinery and Oleum Refinery, are described on Pages 14-15.

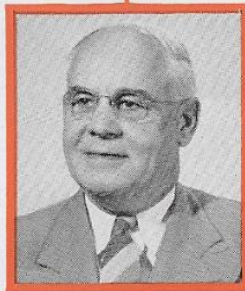
Maltha Refinery near Bakersfield has a crude oil capacity of 8,000 barrels per day and manufactures some grades of motor gasolines, diesel fuels, fuel oils and asphalts.

Cut Bank Refinery near Cut Bank, Montana, has a crude oil capacity of about 4,500 barrels per day and manufactures several grades of gasoline, diesel fuels and fuel oils.

Edmonds Asphalt Plant near Seattle, recently completed to provide the Northwest with asphalts and road oils, has a crude oil capacity of 3,000 barrels per day.



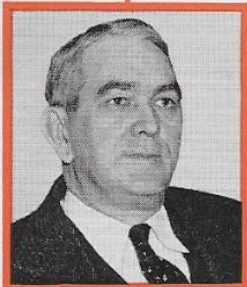
K. E. KINGMAN
Vice President



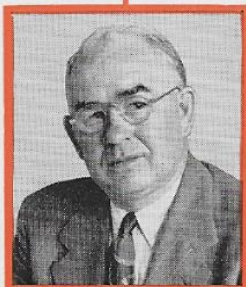
JOHN SALMOND
Supervisor
Refinery Operations



HOMER REED
Chief Engineer



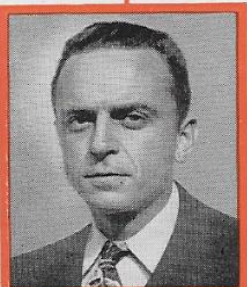
R. D. SMITH
Assistant to President
Glacier Division



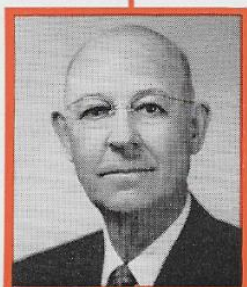
E. B. PALMER
Manager



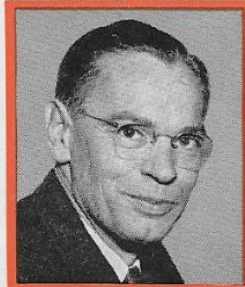
G. H. HEMMEN
Manager



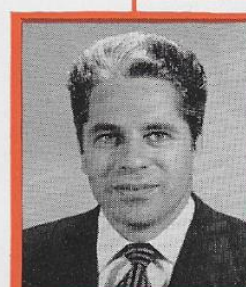
F. N. LAMMERMAN
Superintendent of Plants



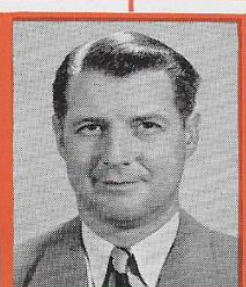
H. AMBROSIER
Superintendent



J. W. HASTINGS
Superintendent



A. E. KELLEY
Supervisor Process



R. H. BUNGAY
Supervisor Engineering
and Construction

LOS ANGELES REFINERY
Cont. on page 14

OLEUM REFINERY
Cont. on page 15

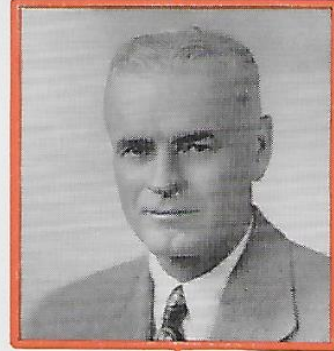
CUT BANK PLANTS

MALTHA REFINERY

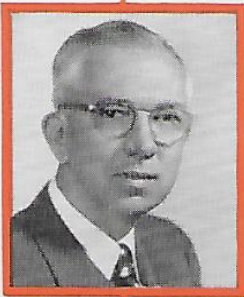
EDMONDS ASPHALT PLANT

EXECUTIVE VICE PRESIDENT

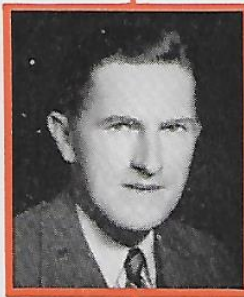
MANUFACTURING — TRANSPORTATION & DISTRIBUTION
RESEARCH & PATENTS — PURCHASES — INDUSTRIAL RELATIONS



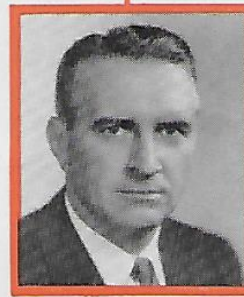
R. D. GIBBS
Vice President



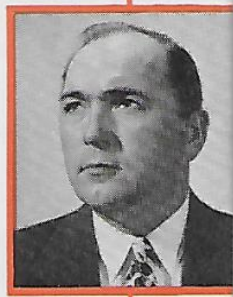
J. H. ROBINSON
Manager Pipe Lines
and Communications



J. W. SINCLAIR
Manager Automotive



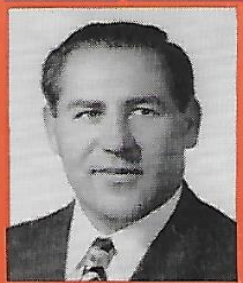
E. L. HIATT
Assistant to
Vice President



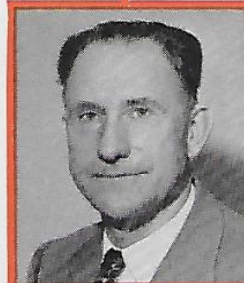
J. B. STENE
Manager Marine
Operations



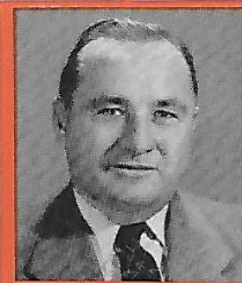
J. B. PATE
Sup't Southern
Div. Pipe Lines



N. T. UGRIN
Sup't Northern
Div. Pipe Lines



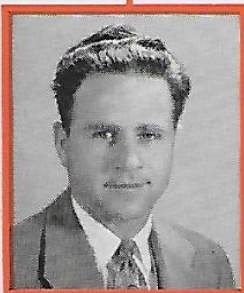
L. L. LISHMAN
Port Captain
Los Angeles Harbor



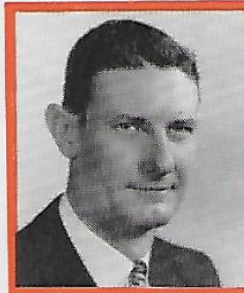
R. H. CYRUS
Port Engineer
Los Angeles



D. L. POVEY
Port Captain
San Francisco



M. A. REAUGH
Supervisor Economics

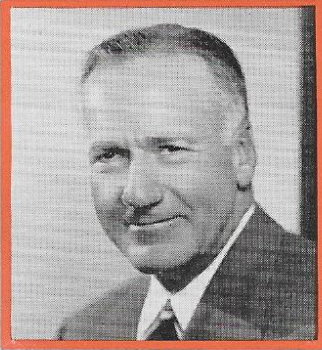


R. F. LABORY
Assistant to
Manager Automotive

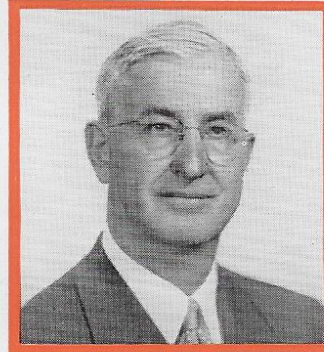
TRANSPORTATION AND DISTRIBUTION

includes the Marine, Pipe Line, Automotive and Distribution Departments. A branch of the organization makes purchases of petroleum from other companies, and handles exchanges of petroleum to effect transportation savings.

Staffed by 815 Union Oil people, these Departments operate 8 ocean-going tankships, 1,200 miles of pipe line, 29 pump stations, 631 tank cars; and maintain over 1,500 motor vehicles and 1,900 stationary engines. Their transportation job in 1950 involved shipping and trans-shipping several times a 72-million-barrel volume of oil.



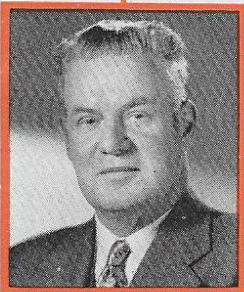
W. L. STEWART, JR.
Executive Vice President



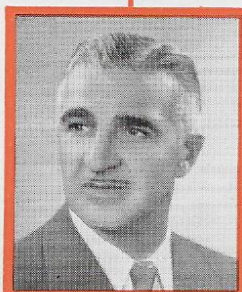
C. E. SWIFT
Vice President



L. C. MONROE
Manager Distribution
and Traffic



OTTO WEIDEMANN
Port Captain
Seattle



R. J. GAROFALO
Assistant
Patent Counsel



W. E. BRADLEY
Assistant to Vice President
Research



J. E. SHERBORNE
Assistant to Vice President
Field Research



CLYDE BERG
Assistant to Vice President
Processes



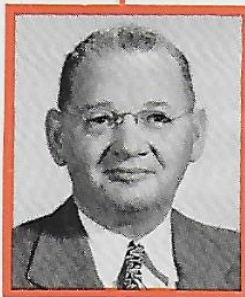
C. R. HAND
Assistant to
the Manager

RESEARCH

strives to maintain the Company's position of leadership with respect to processes employed and the quality of products manufactured. Its various specialized groups are concerned with technical advancements in field and refinery operations, improvements in Company products, ways of increasing the efficiency and economy of various operating units, and the development of new products in anticipation of industrial needs.

PATENTS

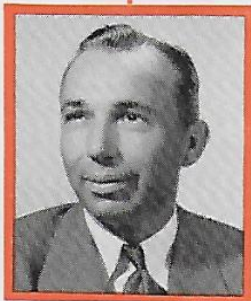
division obtains patents on all Company inventions, contracts for the use of inventions patented by the Company and others, and handles the filing of Union Oil trademarks used throughout the world.



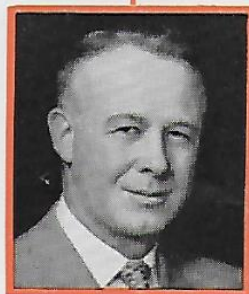
E. H. WEAVER
Manager of Purchases



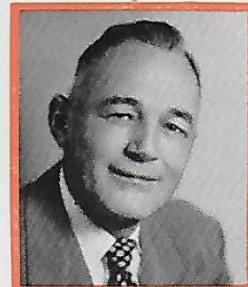
W. C. STEVENSON
Assistant to Executive
Vice President



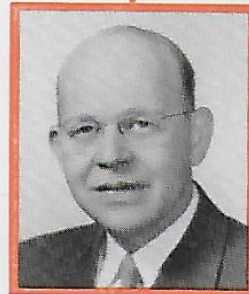
C. S. PERKINS
Assistant Manager
of Purchases



R. C. ZELL
Assistant Manager
of Purchases



J. P. ROCKFELLOW
Manager Employee
Relations



J. M. OWSLEY
Manager Wage and
Salary Administration

PURCHASES with 65 employees, is responsible for the buying and safeguarding of materials and supplies required by the Company from outside suppliers. Such purchases currently approximate \$50,000,000 a year. In addition, the Department disposes of scrap and obsolete items, at present exceeding 500 tons a month. District offices are established at Los Angeles, Santa Fe Springs, San Francisco and Seattle, and a Purchases representative serves the Company in Washington, D. C. Advisory assistance is also given to purchasing offices in Montana and Texas.

INDUSTRIAL RELATIONS serves the Company by studying human relations trends in industry, developing improved plans and programs for Union Oil people, and presenting recommendations to executive management relative to the training of employees, employee benefits, wage and hour adjustments, relations with labor organizations, fire prevention and safety practices.

Within the Department, recruiting of technical and Home Office employees is handled, as well as publication of the employee magazine, "On Tour."

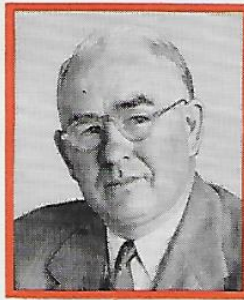


PURCHASING DEPARTMENT, HOME OFFICE

OFFICE OF WAGE AND SALARY ADMINISTRATION, HOME OFFICE



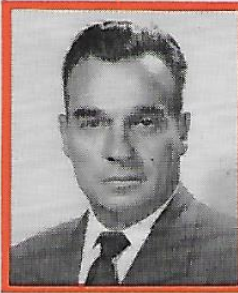
LOS ANGELES REFINERY



E. B. PALMER
 Manager
 Los Angeles Refinery

LOS ANGELES REFINERY has a crude oil capacity of 75,000 barrels per day and is equipped to manufacture all grades of aviation fuels, motor gasolines, solvents, kerosene, diesel fuels, fuel oils, asphalts and several petroleum chemicals. Adjacent to the plant, at Wilmington, are deep water facilities for handling tank ship cargoes. The 423-acre refinery is within the extreme southern limits of the city of Los Angeles. About half, 300,000 barrels, of motor gasolines produced here monthly moves via products pipe line to Rosecrans Terminal for distribution.

OLEUM REFINERY has a crude oil capacity of 75,000 barrels per day and is equipped to manufacture motor gasolines, diesel fuels, fuel oils and asphalts. In addition, this refinery manufactures high melting point waxes, all types of lubricating oils and greases, and coke. In operation here are complete facilities for the packaging of all petroleum products and equipment to recondition returnable types of packages. This 436-acre refinery is located on San Pablo Bay, opposite Mare Island Navy Yard, and has deep water accommodations for tank ship cargoes.



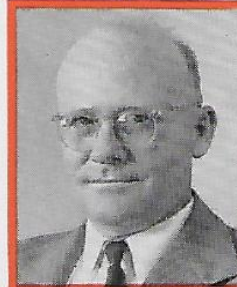
L. A. SMITH
 Superintendent
 Personnel



J. W. TOWLER
 Chief Refinery
 Engineer



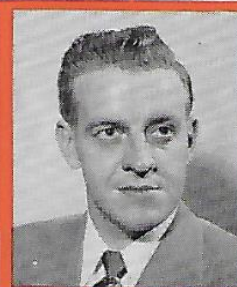
FRED L. HARTLEY
 Gen. Supt. Operations



P. J. FRYAR
 Superintendent
 Distillation and Alkylation



E. R. FRIESS
 Superintendent
 Operating and Treating



M. S. THOMSON
 Superintendent
 Cracking



L. E. McVEY
 Laboratory
 Supervisor



H. M. CAMERON
 Chief Clerk



P. N. FAWCETT
 Process Supervisor

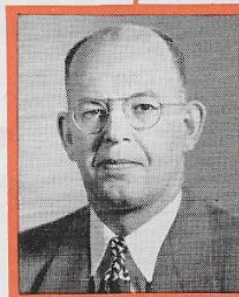
OLEUM REFINERY



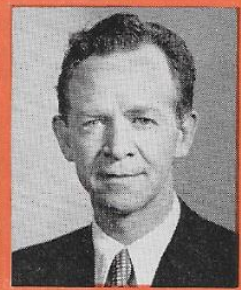
G. H. HEMMEN
Manager
Oleum Refinery



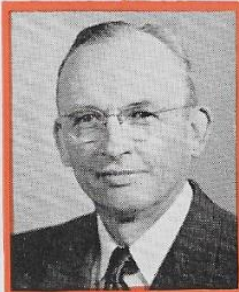
H. C. MEINERS
Assistant Manager



J. H. BROOKS
Chief Refinery
Engineer



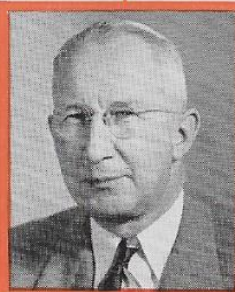
E. N. FAGG
Superintendent
Personnel



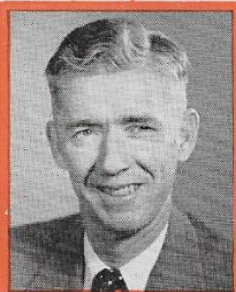
G. J. CULP
Superintendent
Bulk Operations



HARVEY FIFER
Superintendent
Lube Treating



V. H. TAYLOR
Superintendent
Distillation



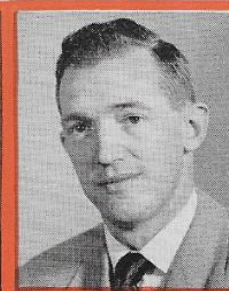
R. C. DIEHL
Superintendent Compound-
Shipping and Asphalt



H. G. CLARK
Laboratory
Supervisor



C. E. PEDERSEN
Chief Clerk



R. G. FAIRFIELD
Process Supervisor



DRILLING OPERATIONS ON WEST WHITE LAKE, LOUISIANA

EXPLORATION AND PRODUCTION

This Department is responsible for the acquisition and development of prospective and proven oil lands; for the production of crude oil and gas from Company controlled properties; and for the extraction of natural gasoline and liquefied petroleum gases.

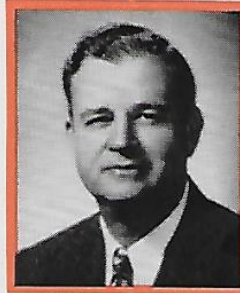
Production of crude oil and natural gas is being carried on in California, Louisiana, Montana, Texas, Wyoming, and Alberta, Canada. Exploration activities are taking place in the foregoing areas as well as in Colorado, Florida, Mississippi, New Mexico, Nevada, North Dakota, South Dakota, Utah, Oklahoma, and Washington.

The Company operates some 2,513 oil and gas wells and currently is producing approximately 132,736 barrels per day from these wells.

There are 1,425 Company employees in the Exploration and Production departments, including those out of California.



A. C. RUBEL
Vice President



L. D. CARTWRIGHT
Chief Geologist



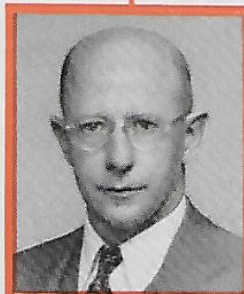
R. G. GREENE
Manager Exploration
Pacific Coast Div.



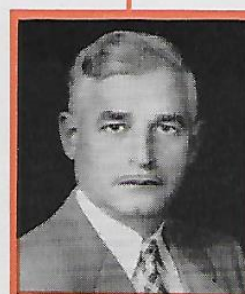
STANLEY WISSLER
Research Geologist
Pacific Coast Div.



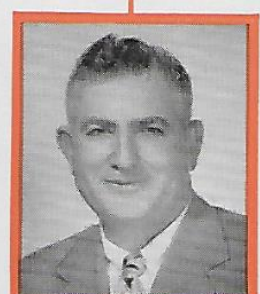
F. W. BUSH
Manager of Lands
Pacific Coast Div.



CHESTER CASSELL
Senior Geologist
Unassigned Areas



JOHN HAZZARD
Senior Geologist
Unassigned Areas



J. E. SUTTLES
Div. Landman
Gulf Div.



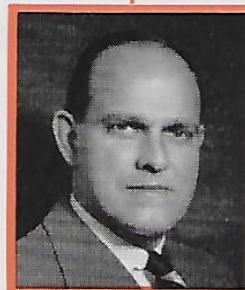
UNATTENDED DEHYDRATING UNIT ON STEARNS LEASE, CALIFORNIA

NOTE:—Because of this Department's numerous and widespread functions, Vice President A. C. Rubel has delegated production and operating responsibilities to Sam Grinsfelder, and the direct management of natural gas and gasoline activities to Basil Kantzer. Mr. Rubel, with the assistance of Lon D. Cartwright, is directly supervising all exploration activities throughout the entire Company.

All Union Oil geophysical work is conducted by United Geophysical Company, Inc. Division geophysicists, working in cooperation with division geologists, are responsible for division geophysical operations. Over-all direction and coordination of geophysical and geological exploration is conducted by Edward G. Schempf, executive vice president of United, and Lon D. Cartwright.



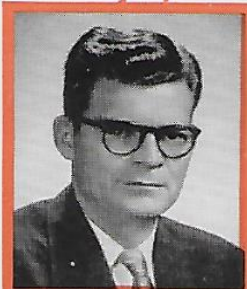
DUDLEY TOWER
Manager Operations
Gulf Division



E. R. ATWILL
Manager Operations
West Texas Div.



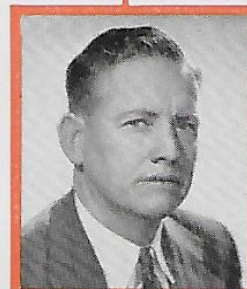
R. J. MEERS
Div. Superintendent
Gulf Div.



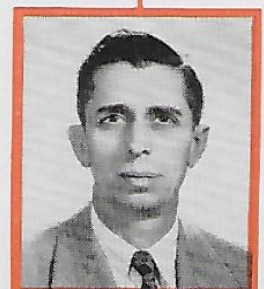
W. Z. BURKHEAD
Chief Geologist
Gulf Div.



S. C. GIESEY
Div. Geologist
West Texas

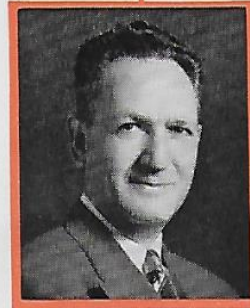
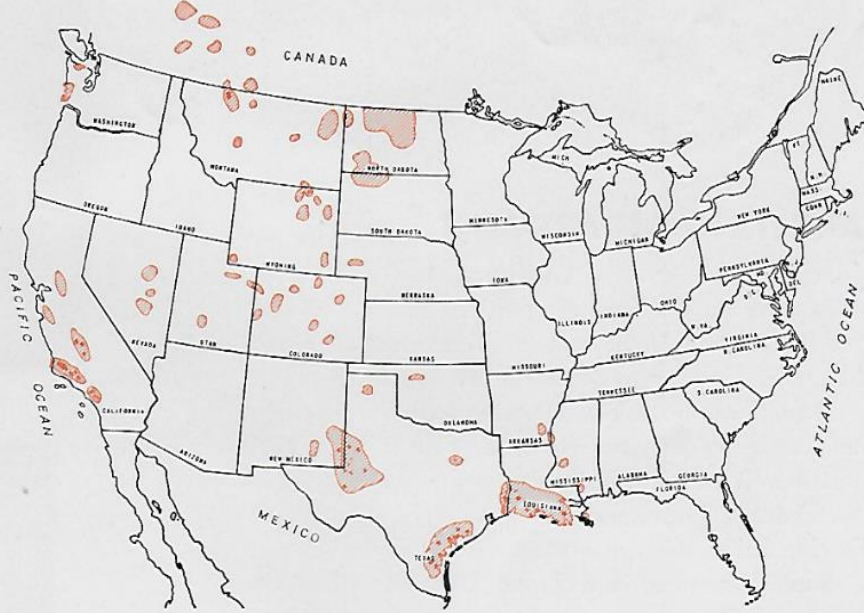


J. S. McNULTY
Div. Superintendent
West Texas Div.



C. L. SHERWOOD
Div. Landman
West Texas Div.

**COLORED AREAS REPRESENT
UNION OIL FIELD ACTIVITY**



SAM GRINSFELDER
Vice President



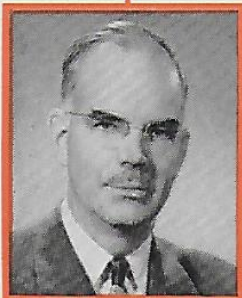
W. W. HEATHMAN
Acting Manager
Western Canada



E. P. TALLANT
Manager Field Operations
Rocky Mountain Div.



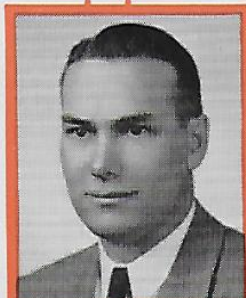
K. C. VAUGHAN
Manager Field Operations
Pacific Coast Div.



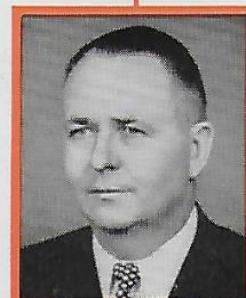
W. P. TAYLOR
Manager Lands
Western Canada



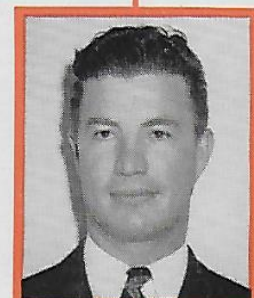
R. W. BURNS
Chief Geologist
Western Canada



HORACE GOODELL
Chief Geologist
Rocky Mountain Div.



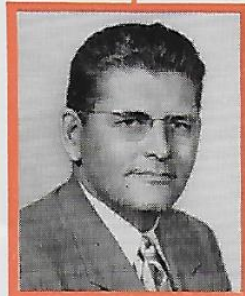
W. O. BUTLER
Superintendent
Coast Div.



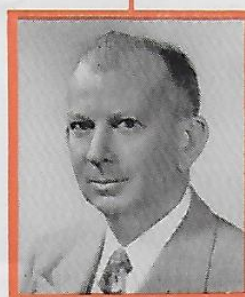
J. T. LEDBETTER
Superintendent
Los Angeles Basin Div.



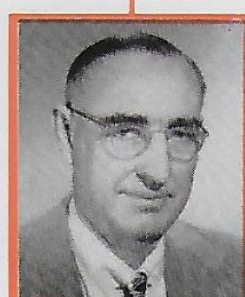
RIO BRAVO ABSORPTION PLANT NEAR BAKERSFIELD, CALIFORNIA



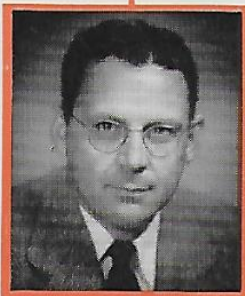
BASIL KANTZER
Manager Natural
Gas and Gasoline



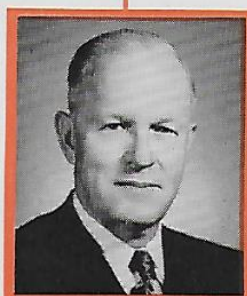
W. S. EGGLESTON
Chief Petroleum
Engineer



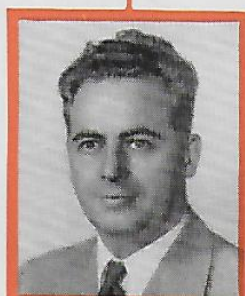
J. C. RECTOR
Asst. Manager Natural
Gas and Gasoline



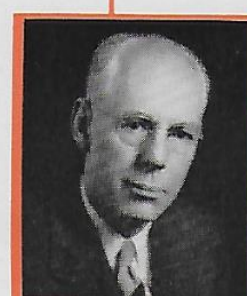
H. D. AGGERS
Superintendent
Valley Div.



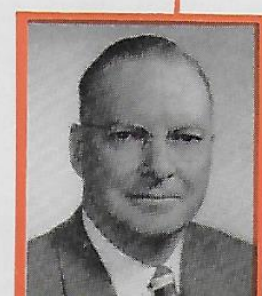
C. W. FROOME
Superintendent
Ventura Div.



MILAN ARTHUR
Assistant Chief
Petroleum Engineer



C. D. GARD
Process Engineer



H. C. FERRY
Assistant to
Vice President



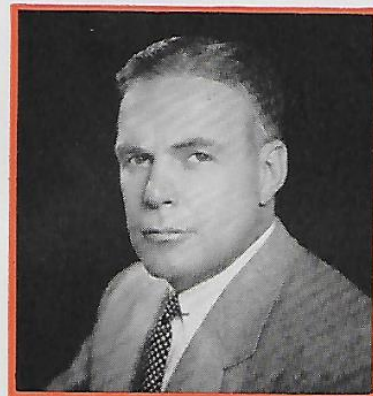
DRILLING OPERATIONS NEAR WHITTIER, CALIFORNIA

MARKETING DEPARTMENT activity on the West Coast covers the States of Arizona, California, Idaho, Montana, Nevada, Oregon, Washington; portions of New Mexico, North Dakota and Utah; and the Territories of Alaska and Hawaii. This is the responsibility of the Northwest, Central and Southwest Territories and Glacier Division.

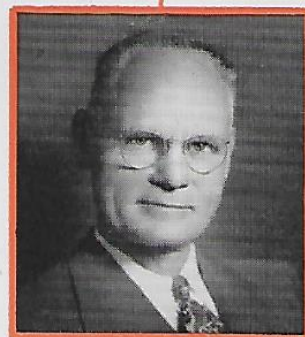
Refinery Sales activities cover the rest of the United States as well as sales to jobbers, refiners and agencies of the Federal Government.

Foreign Sales covers operations in the Central American, South American and Japan Divisions, the sales activities of 30 overseas distributors of our products, and cargo sales to foreign destinations.

Annual sales approximate 55,000,000 barrels of petroleum products with a total revenue of \$209,000,000.



A. C. STEWART
Vice President



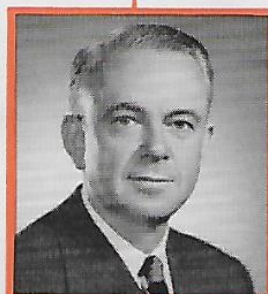
ROY LINDEN
Vice President
& Sales Manager



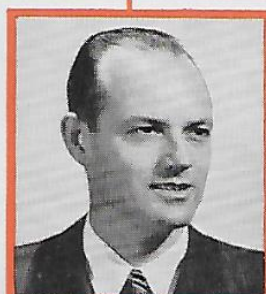
T. G. WISE
Manager



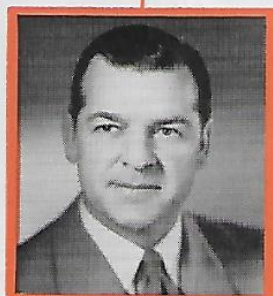
F. K. CADWELL
Manager



J. W. MILLER
Manager



W. L. SPENCER
Manager
Refinery Sales



J. S. FOSTER
Manager
Sales Services

NORTHWEST TERRITORY
Cont. on page 24

CENTRAL TERRITORY
Cont. on page 28

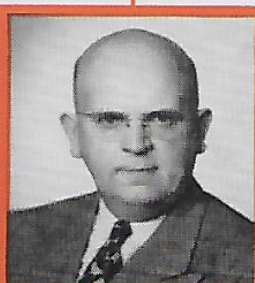
SOUTHWEST TERRITORY
Cont. on page 32



A. R. OUSDAHL
Supervisor Lubricating
Oil and Grease Sales



F. A. CULLING
Supervisor Refined,
Burner Oil and Asphalt Sales



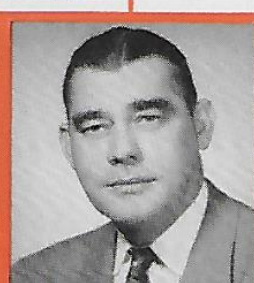
H. D. SEELEY
Administrative
Supervisor



F. T. HOLT
Special Representative
New York

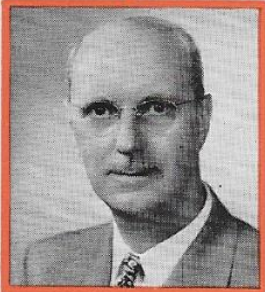


S. A. WATERS
Special Representative
Chicago

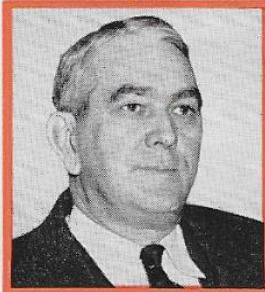


L. B. TRELUE
Special Representative
New Orleans

MARKETING AND DISTRIBUTION



J. W. GRAHAM
Manager
Foreign Sales



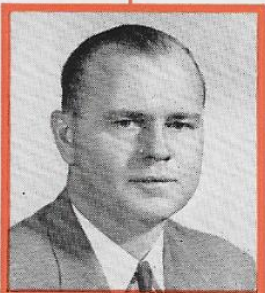
R. D. SMITH
Assistant to President
Glacier Div.



L. WOLFF
Executive
Assistant



HAINES FINNELL
Director Advertising
and Sales Promotion



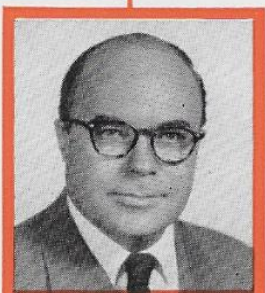
S. J. MEARES
Div. Manager
Central America



G. S. SMITH
Sales Manager
Glacier Div.



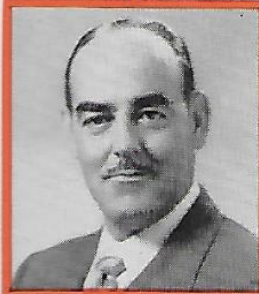
W. M. SOPHER
Assistant Manager
Sales Promotion



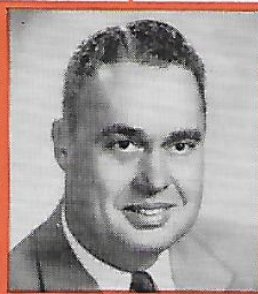
EARL M. WELTY
Supervisor Press
and Public Relations



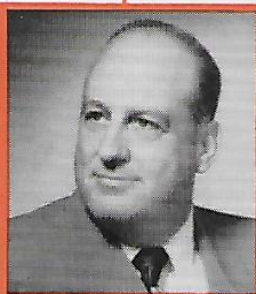
T. G. WISE
Manager



W. I. MARTIN
District Sales Manager
Seattle



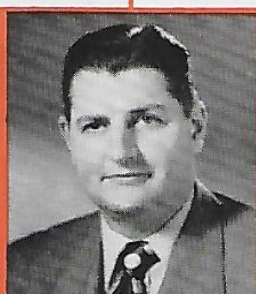
H. W. BRAGG
District Sales Manager
Portland



M. E. NICHOLS
District Sales Manager
Tacoma



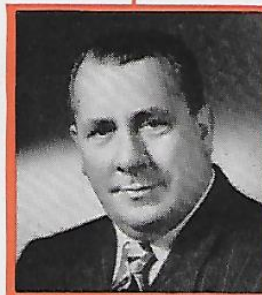
G. D. CARTER
District Sales Manager
Salem



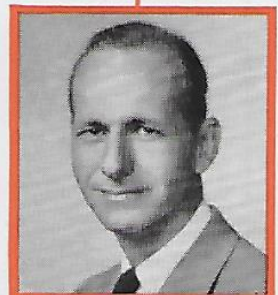
R. R. SPIRO
District Sales Manager
Spokane



E. C. ENGEN
District Sales Manager
Yakima



H. R. WEBB
Personnel
Representative



R. H. CLARK
Territory
Accountant

NORTHWEST TERRITORY

NORTHWEST TERRITORY comprises the states of Oregon and Washington, the northern portions of Idaho and California, and the southeastern and western portions of Alaska. District headquarters are maintained at Everett, Portland, Salem, Seattle, Spokane, Tacoma, Klamath Falls, Walla Walla, and Yakima. Territory offices are located at Western and Broad Streets in Seattle, adjacent to storage tank and terminal facilities that have aided and kept pace with the Northwest's growth since 1909.

Northwest Territory has 6 distribution terminals, located at Whittier in Alaska, at Edmonds, Seattle, Tacoma and Hoquiam in Washington, and at Willbridge in Oregon—providing a total storage capacity of 1,557,085 barrels.

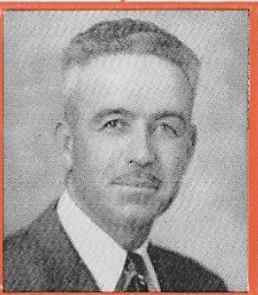
Wholesale marketing is conducted through 25 Company-operated marketing stations, 162 consignee-operated marketing stations, and 6 distributors. Retail sales are handled through 4 Company-operated service stations, 611 lessee-operated units, and 767 dealers not under lease. There are approximately 650 Company employees in the Territory engaged in marketing and distribution.



R. C. GLASS
District Sales Manager
Everett



A. ZENGER
District Sales Manager
Walla Walla



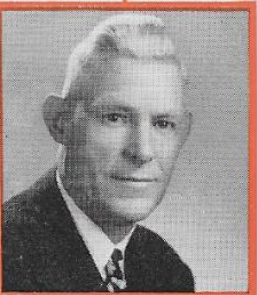
D. B. HAYES
District Sales Manager
Klamath Falls



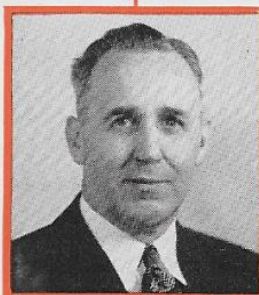
R. S. BOND
Construction
Superintendent



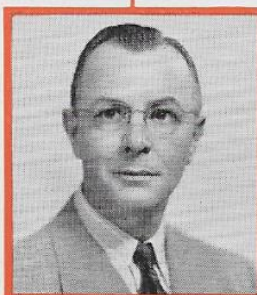
L. C. BURKLUND
Manager
Sales Services



W. E. DAVENPORT
Distribution
Manager



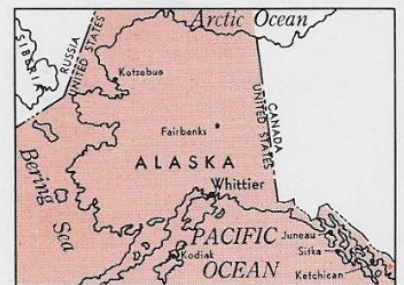
L. L. FARMER
Credit Manager
Seattle



T. J. FAHAY
Credit Manager
Spokane



W. S. NEWTON
Credit Manager
Portland





LEGEND

- TERRITORY BOUNDARY ———
- DISTRICT BOUNDARY - - - - -
- TERRITORY OFFICE □
- DISTRICT OFFICE ○
- MARKETING TERMINAL *

NORTHWEST TERRITORY



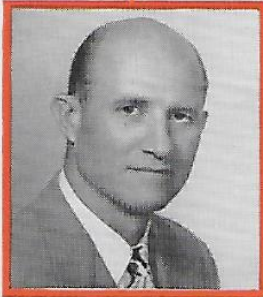
SEATTLE FROM OBSERVATION POINT ON PUGET SOUND

MECHANIZED HARVESTING OF GRAIN, NORTHWEST TERRITORY





F. K. CADWELL
Manager



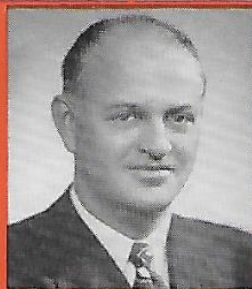
C. E. RATHBONE
Manager Retail Sales



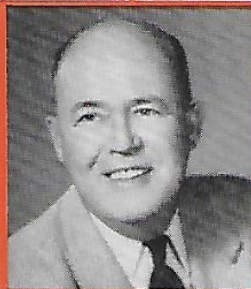
R. T. CARRINGTON
District Sales Manager
San Francisco



J. H. FISHER
District Sales Manager
Oakland



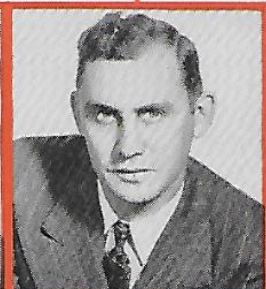
D. P. HUNTER
District Sales Manager
Sacramento



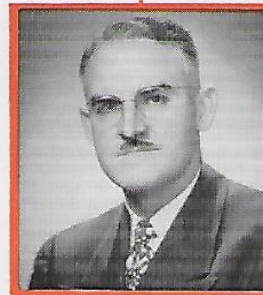
W. S. CHRISTOPHER
District Sales Manager
Fresno



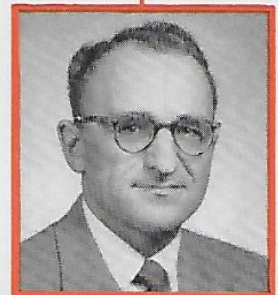
R. D. DAVIS
District Sales Manager
Stockton



R. H. RATH
District Sales Manager
Honolulu



F. C. BARR
Personnel
Representative



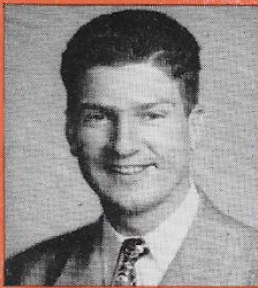
S. BIEHN
Territory
Accountant

CENTRAL TERRITORY

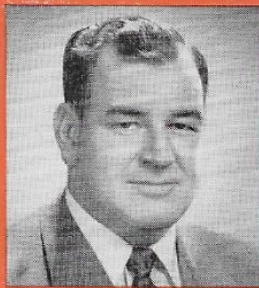
CENTRAL TERRITORY comprises the central and most of the northern portions of California, a coastal section of southern Oregon, southern Idaho, most of Nevada and Utah, and the Territory of Hawaii. District headquarters are maintained at San Francisco, Oakland, Sacramento, Fresno, Stockton, Honolulu, Medford, San Jose, Santa Rosa, Salt Lake City, Reno and Santa Maria. Territory offices are located at 425 First Street in San Francisco, in which city the founders of Union Oil made some of their earliest sales of petroleum products in about 1885.

Central Territory has 5 distribution terminals, located at Colusa, Petaluma, Redwood City, Sacramento and Stockton—providing a total storage capacity of 150,485 barrels.

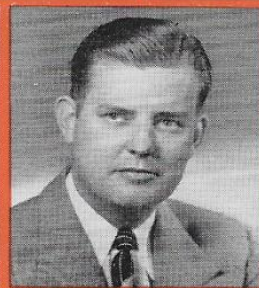
Wholesale marketing is conducted through 17 Company-operated marketing stations, 115 consignee-operated marketing stations, and 7 distributors. Retail sales are handled through 6 Company-operated service stations, 709 lessee-operated units, and 686 dealers not under lease. There are approximately 575 Company employees in the Territory engaged in marketing and distribution.



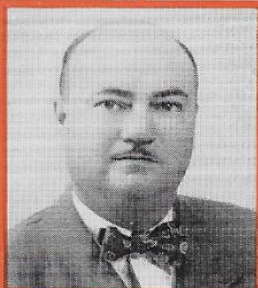
R. M. CLARK
District Sales Manager
Medford



R. BRENCHLEY
District Sales Manager
San Jose



J. H. MCGEE
District Sales Manager
Santa Rosa



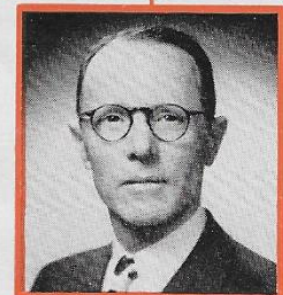
S. J. CONNOLLY
District Sales Manager
Salt Lake



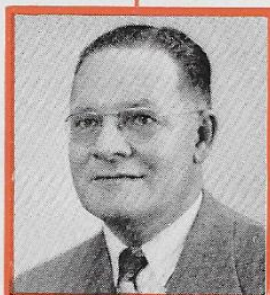
L. C. LEONARD
District Sales Manager
Reno



D. C. CRAIG
District Sales Manager
Santa Maria



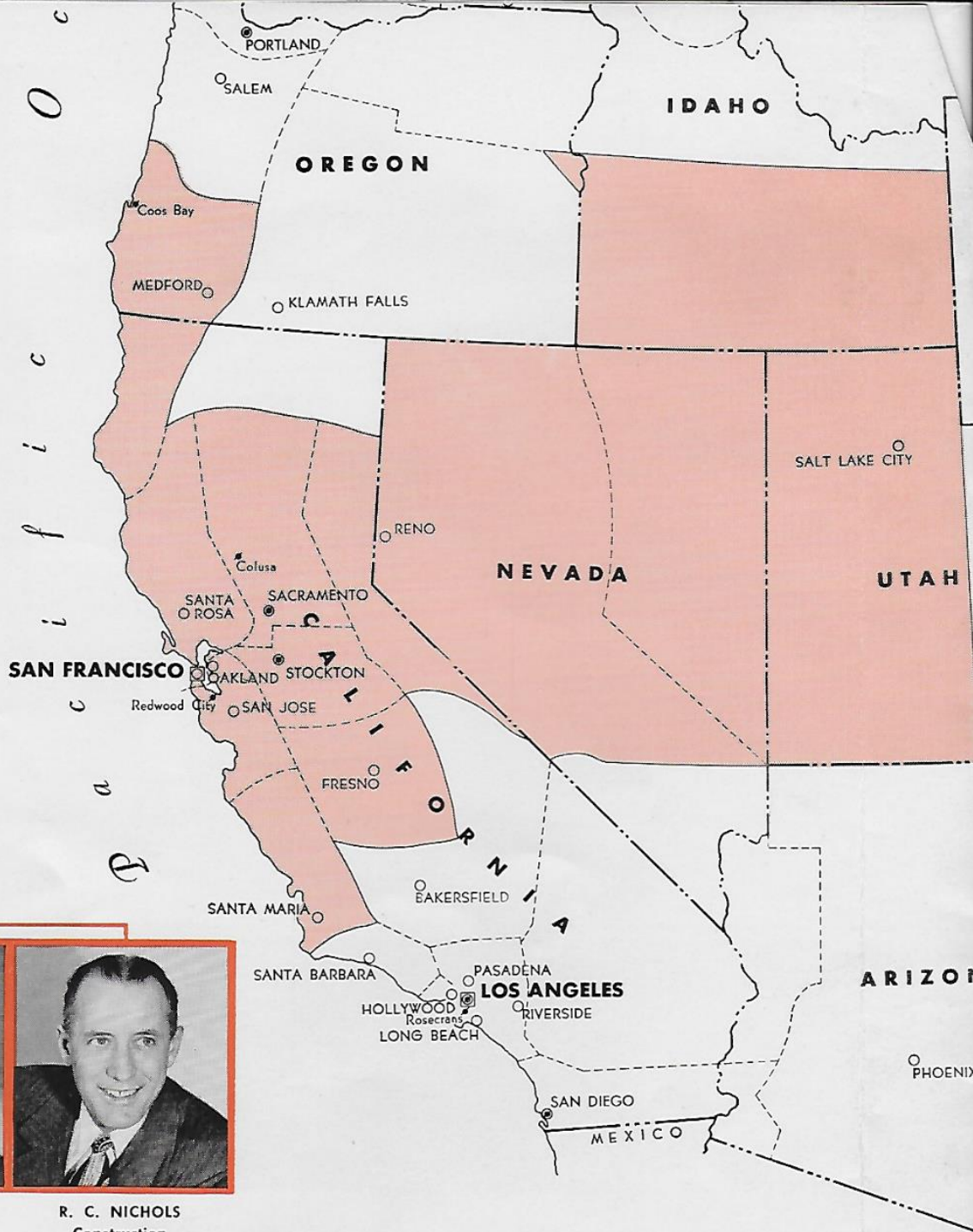
C. H. MANN
Credit Manager
San Francisco



W. W. WORKMAN
Credit Manager
Sacramento



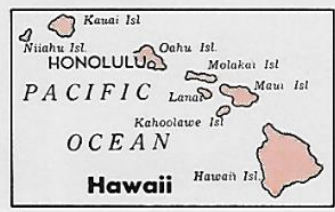
E. A. COX
Credit Manager
Fresno



J. J. GRUNEWALD
 Manager
 Sales Services

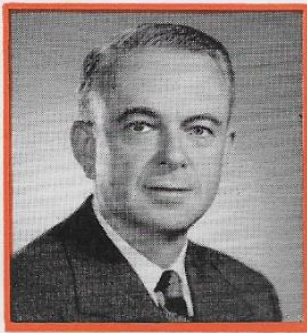
W. V. CRIDDLE
 Distribution
 Manager

R. C. NICHOLS
 Construction
 Supervisor

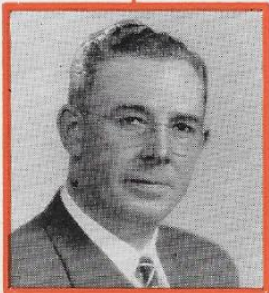


LEGEND	
TERRITORY BOUNDARY	—————
DISTRICT BOUNDARY	- - - - -
TERRITORY OFFICE	□
DISTRICT OFFICE	○
MARKETING TERMINAL	■

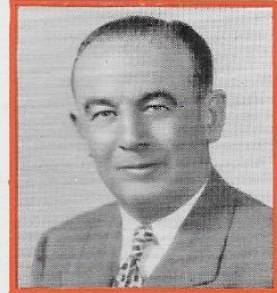




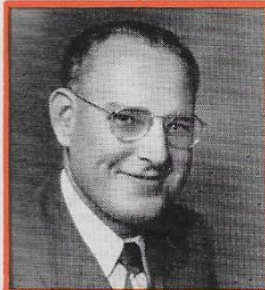
J. W. MILLER
Manager
Southwest Territory



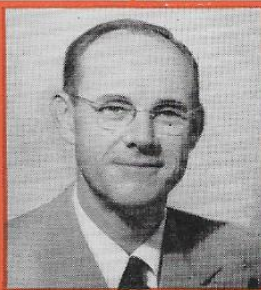
C. E. DENTON
Assistant Territory
Manager (Wholesale)



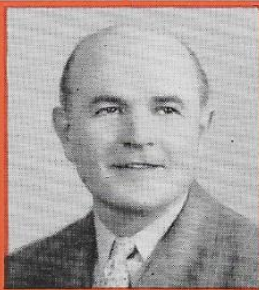
H. D. McCARTHY
Assistant Territory
Manager (Retail)



P. E. ETHRIDGE
District Sales Manager
Los Angeles



R. H. ROCKWELL
District Sales Manager
Hollywood



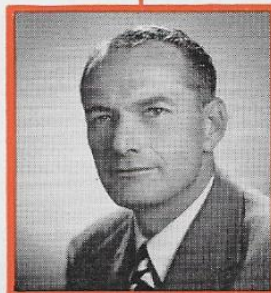
P. H. BOYD
District Sales Manager
Long Beach



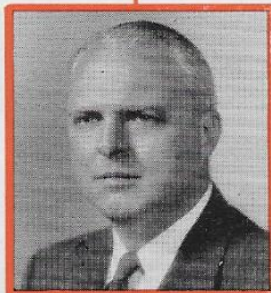
A. E. GROGAN
District Sales Manager
Pasadena



E. R. McCLOUD
District Sales Manager
San Diego



DUMONT KIMMELL
Personnel
Representative



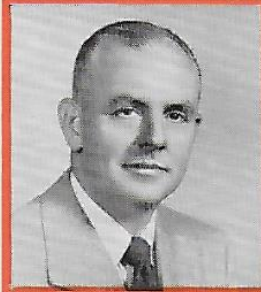
J. S. SWANSON
Territory
Accountant

SOUTHWEST TERRITORY

SOUTHWEST TERRITORY comprises southern California, southern Nevada and the state of Arizona. District headquarters are maintained at Los Angeles, Hollywood, Long Beach, Pasadena, San Diego, Riverside, Phoenix, Santa Barbara and Bakersfield. Territory offices are located in the Home Office Building at 617 West Seventh Street in Los Angeles.

Southwest Territory has 3 distribution terminals, located at Los Angeles, Rosecrans and San Diego—providing a total storage capacity of 334,944 barrels.

Wholesale marketing is conducted through 37 Company-operated marketing stations, 67 consignee-operated marketing stations, and 9 distributors. Retail sales are handled through 31 Company-operated service stations, 967 lessee-operated units, and 510 dealers not under lease. There are approximately 1,000 Company employees in the Territory engaged in marketing and distribution.



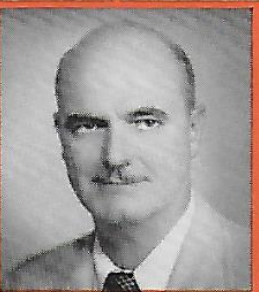
J. W. CHAPMAN
District Sales Manager
Riverside



W. J. VOLLMER
District Sales Manager
Arizona



W. A. COLE
District Sales Manager
Santa Barbara



C. A. GOUGHNOUR
District Sales Manager
Bakersfield



H. M. SCHAFER
Assistant Territory
Manager (Operations)



R. M. SHAFFSTALL
Credit Manager
Arizona



R. D. ROBERTS
Credit Manager
Los Angeles

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SOUTHWEST TERRITORY



TRANSPORT FLEET AT ROSECRANS TERMINAL NEAR LOS ANGELES

CAHUENGA FREEWAY APPROACHING HOLLYWOOD, CALIFORNIA



TREASURER

SECRETARY

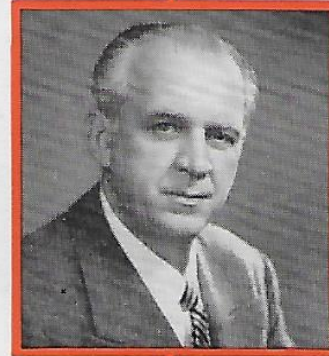
GENERAL COUNSEL



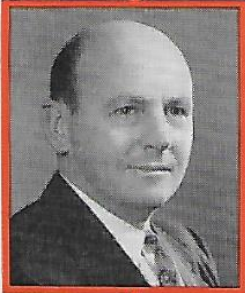
H. W. SANDERS
Vice President



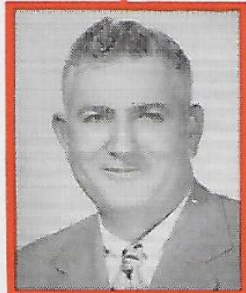
R. F. NIVEN
Secretary



L. A. GIBBONS
Vice President



L. B. HOUGHTON
Assistant Treasurer
& Assistant Secretary



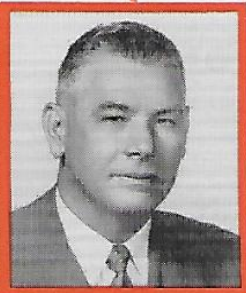
J. E. SUTTLES
Assistant Secretary
Texas - Gulf Div.



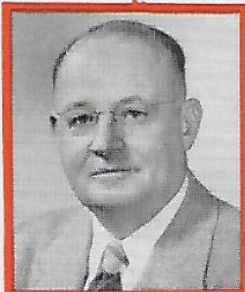
J. H. POWELL
Assistant Counsel



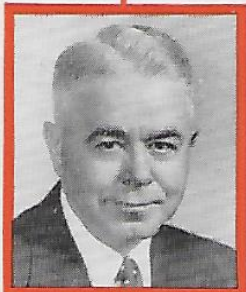
D. C. GREGG
Assistant Counsel



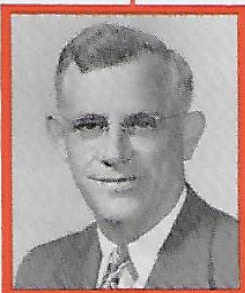
D. L. SHEPHERD
Manager of Taxes



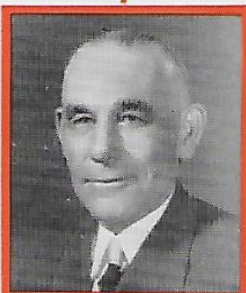
J. C. GRIERSON
Cashier



W. M. SHELTON
General Credit
Manager



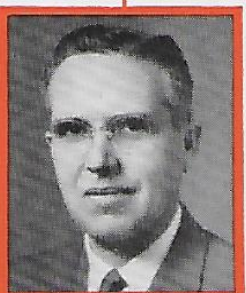
F. J. MALONEY
Assistant Cashier



A. B. SIMPSON
Assistant General
Credit Manager

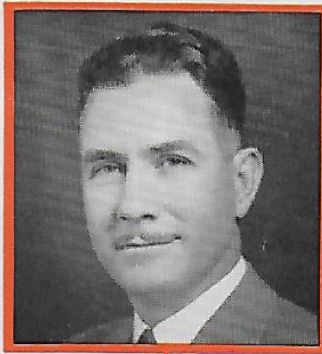


C. C. BRUNK
Assistant General
Credit Manager

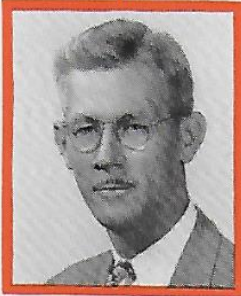


MYRON E. SMITH
Credit Attorney

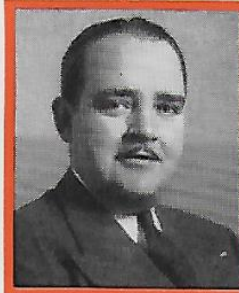
MARKETING TERRITORY
Credit Managers



IRVING J. HANCOCK
Comptroller



MAX LORIMORE
Assistant Comptroller



E. C. ROGERS
Assistant Comptroller



C. F. PARKER
Supervisor Economics

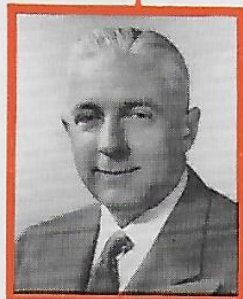
A. L. REED
Supervisor
Financial Accounts



G. H. ANDERSON
Supervisor
Marketing Accounts

R. F. STINE
Supervisor Production
and Transportation Accounts

L. L. SWEET
Supervisor
Manufacturing Accounts



H. O. CRAWFORD
Chief I.B.M. Unit



H. G. JOHNSON
Supervisor
Compensation and Benefits

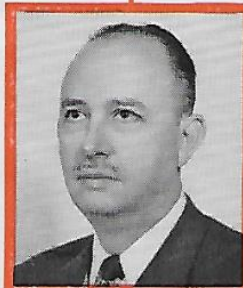
COMPTROLLER



H. A. LAPHAM
Assistant Comptroller



C. M. GJERDE
Supervisor
Disbursements and Payrolls



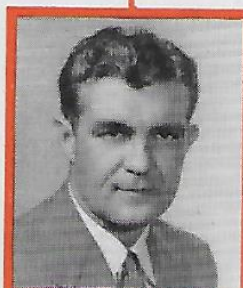
R. L. CAIN
Chief Territory Auditor



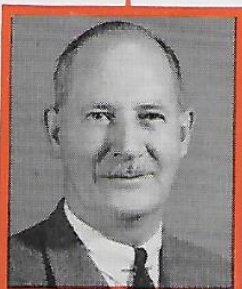
O. D. HOUX
Chief Territory Auditor



H. A. TOBEY
Chief Territory Auditor



W. C. NERO
Chief Field and
Refinery Auditor



A. E. MORRISON
Insurance Representative

THE COMPTROLLER

As the principal accounting officer of the Company, the Comptroller is responsible for the installation and maintenance of the various records and related accounting systems, controls and audit procedures required to properly account for all the Company's properties and business transactions. All financial, operating and statistical statements submitted to stockholders, management and governmental agencies are prepared from such records under the Comptroller's direction.

The Comptroller is responsible for assuring that moneys disbursed are properly authorized and that assets and services contracted for are received. He supervises the acquisition of insurance to adequately protect the Company against property losses and against liability to others. The Comptroller is responsible for the financial and accounting phases of all employee benefit plans. The Department's other duties include maintenance of budget records, control of printed forms, and economic studies of Company operations.



R. M. TEAL
Chief of Office Services



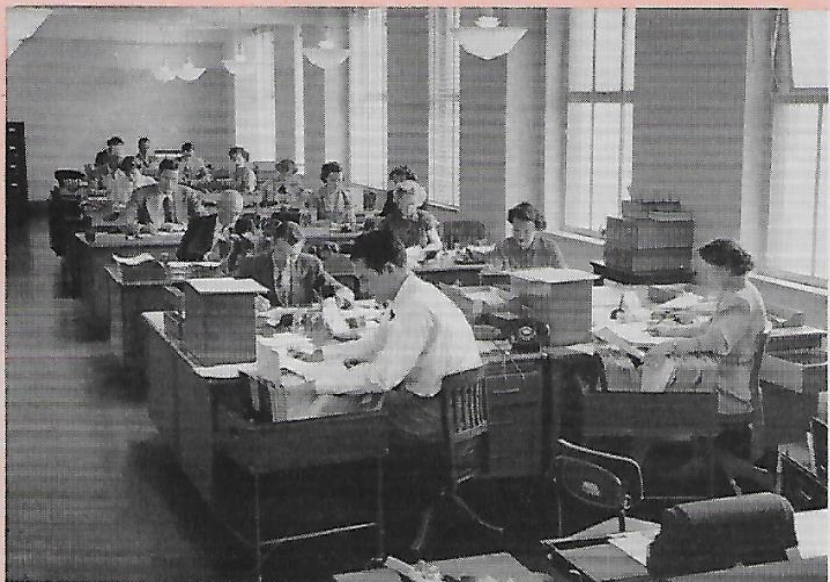
PRODUCTION AND TRANSPORTATION ACCOUNTS DIVISION

FINANCIAL ACCOUNTS DIVISION



I. B. M. ACCOUNTING—HOME OFFICE

DISBURSEMENTS DIVISION



THE TREASURER is custodian of all Company funds. These may be represented by bank deposits, accounts receivable, negotiable instruments, bills receivable and securities. He controls and is responsible for all banking arrangements, collections, and other transactions involving the flow of capital. He maintains a record of all receipts and disbursements with supporting approvals; assists in planning financial policies; services the funded debt; makes purchases and sales of securities; and supervises and arranges for proper procedure in connection with foreign exchange. In general, the Treasurer performs any and all acts pertinent to the position of a financial officer; and receives and acts on instructions issued by the President, the Executive Committee and the Board of Directors.

THE SECRETARY supervises the keeping of minutes of all meetings of stockholders, the Board of Directors, the Executive Committee and special committees, and is custodian of all such records. He has custody of the corporate seal and, with the President or a Vice President, signs all deeds, contracts, notes, etc., authorized by the Board or Executive

Committee. He has charge of these Company documents, also of stock certificate books, transfer books and stock ledgers.

On the Company's behalf, the Secretary accepts service of legal papers such as subpoenas, writs, etc. He is responsible for the supervision of Union Oil's major office buildings in Los Angeles and of Home Office communications.

THE GENERAL COUNSEL'S office has general supervision and control of the Company's legal affairs, including litigation and tax matters, the latter being handled directly by the Tax Division. The Department advises with management and with the various operating departments with respect to all legal matters, laws and regulations pertaining to their operations, and negotiates and prepares and assists in the negotiation and preparation of contracts, leases and agreements of all kinds. Through its Tax Division, the Department has the responsibility of computing, preparing and filing all tax reports and returns which the Company is required to file in conformity with laws and regulations.

How to tax ourselves into a gasoline shortage

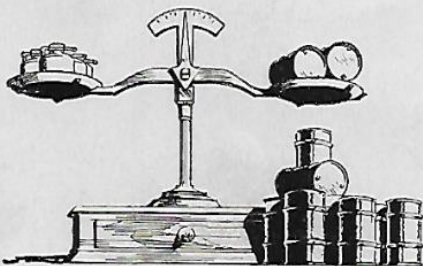
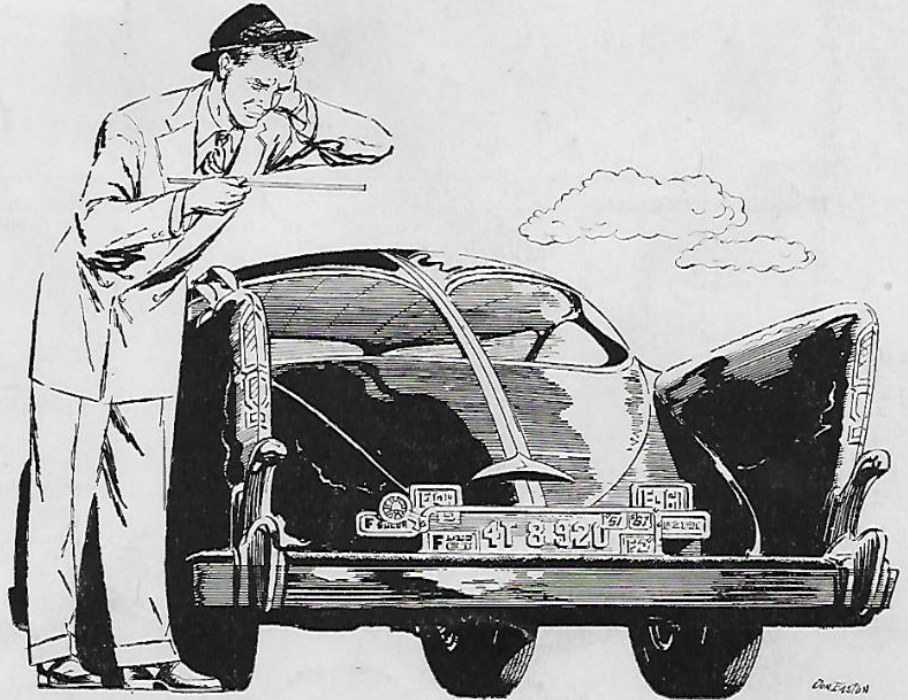


1. If this country continues to grow in the next 10 years as it has since 1940, the American people are going to require 6 gallons of petroleum products in 1960 for every 5 gallons they use today.

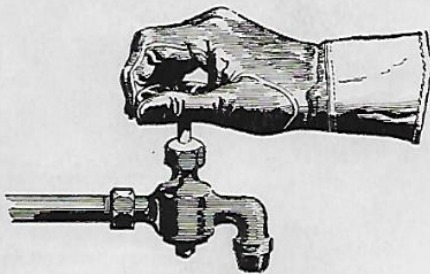
	+23%		
	1950	1960	
Gasoline	40%	46%	Gasoline
Stove oil Diesel	14%	15%	Stove oil Diesel
Fuel oil	34%	26%	Fuel oil
Asphalts Lube oils, etc.	12%	13%	Asphalts Lube oils, etc.
1950		1960	

WEST COAST PETROLEUM PRODUCTS REQUIREMENTS

2. In addition to this 23% increase in the amount of petroleum products, the people in Union Oil's marketing territory will need a different *proportion* of petroleum products in 1960—principally less fuel oil and more gasoline. That means Union Oil is going to have to build additional refining facilities.



3. With our present facilities, we can't get a 46% yield of gasoline from each barrel of crude we process (see chart). If we were forced to process enough crude today to meet the public's 1960 need for gasoline, we'd have a tremendous surplus of fuel oil.



4. The reason for this is that you can't turn the products of a refinery on and off with a spigot. For every barrel of gasoline you make with a given set of facilities, you get a certain amount of fuel oil and other products along with it.



5. Consequently, we have laid out a \$60,000,000 refinery improvement program that will increase our yield of gasoline to a point where it will meet your 1960 requirements. Construction on the first stage began in March. Hopefully, we'll have the new facilities completed by 1955. But whether we can or not depends on how much money we can retain after paying taxes.



6. Traditionally, about 80% of our American oil companies' expansion has been financed out of profits. As long as corporation taxes don't get completely confiscatory this expansion can continue. But if we tax away substantially all profits it will have to stop. That's why we say it is literally possible for this country to tax itself into a gasoline shortage. Whether we do or not is largely up to you.

UNION OIL COMPANY OF CALIFORNIA

INCORPORATED IN CALIFORNIA, OCTOBER 17, 1890

This series, sponsored by the people of Union Oil Company, is dedicated to a discussion of how and why American business functions. We hope you'll feel free to send in any suggestions or criticisms you have to offer. Write: The President, Union Oil Company, Union Oil Building, Los Angeles 17, Calif.

Manufacturers of Royal Triton, the amazing purple oil.