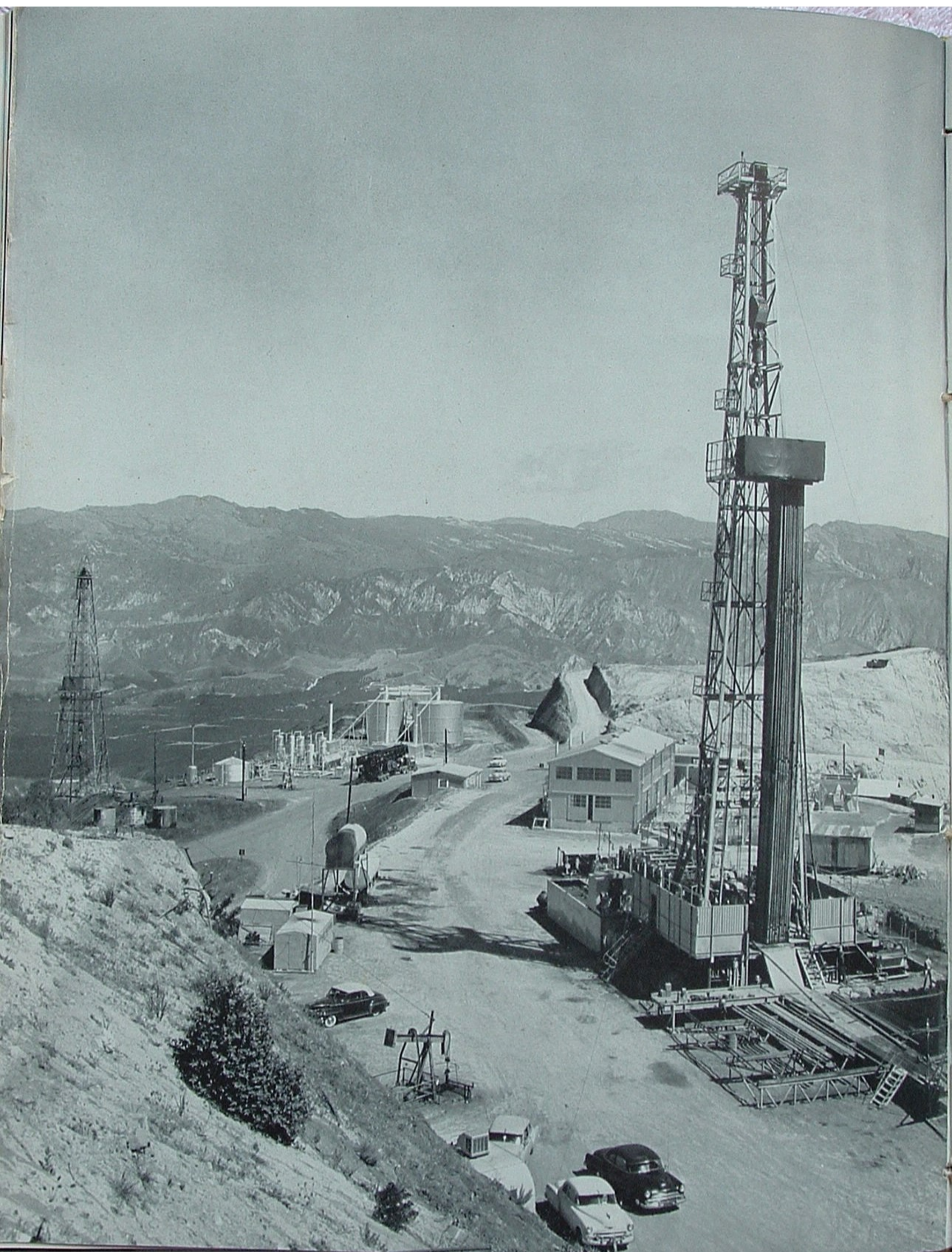


MANAGEMENT
ORGANIZATION
JULY 15, 1953

On Tour

WITH UNION OIL COMPANY OF CALIFORNIA





Foreword

AS an informative service to Union Oil people, the Industrial Relations Department has used the pages of this publication on several occasions to describe the organization and functions of Company management. Each such presentation has met with wide and sustained approval.

Due largely to this Company-wide acceptance and to hundreds of requests for information on current management alignments, we are again devoting an entire issue of ON TOUR to organization.

It is an indication of Company soundness that so many Union Oil managers and supervisors are carrying on in the assignments they occupied two years ago. Changes that did occur can be traced in most cases to promotions, transfers, corporate expansion, or the ungovernable demands of Time. Such stability in top ranks speaks well of the merit system regulating Company appointments and bodes a future of great promise.

Due entirely to limitations of the printed page, a few of the management organization appearing in the issue of July 1951 are omitted from this presentation. Moreover, it is acknowledged that scores of other supervisors are quite as important to the Company as many pictured here. And the same might be said of all 8,886 employees, whose coordinated skills, energy, intelligence and loyalty are tantamount to the success—past, present and future—of Union Oil Company.

THE COVER and photo at left portray Torrey Canyon Field, California, scene of important new oil discoveries.

UNION OIL COMPANY OF CALIFORNIA BOARD OF DIRECTORS



FRANCIS S. BAER



LEIGH M. BATTSON



FREDERIC H. BRANDT



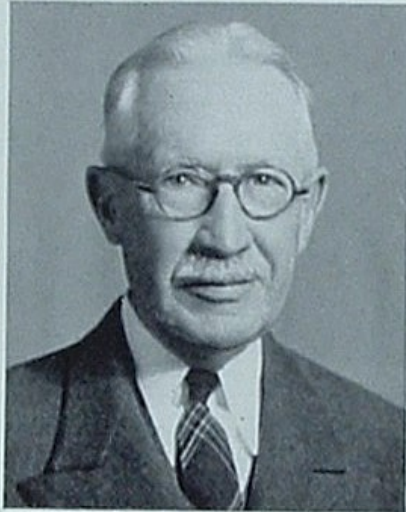
* REESE H. TAYLOR



* W. L. S.



HERBERT HOOVER, JR.



JOHN EARLE JARDINE



S. W. MORSHEAD



GURNEY E. NEWLIN



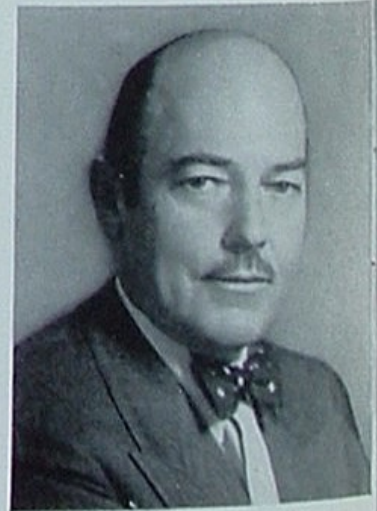
JAMES R. PAGE



W. W. VALENTINE



GEORGE M. WALLACE



DWIGHT WHITING

UNI
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ON TO

BOARD OF DIRECTORS — EXECUTIVE COMMITTEE — JULY 1, 1953



TAYLOR



*W. L. STEWART JR.



*A. C. STEWART



*H. W. SANDERS



*A. C. RUBEL

Board of Directors

UNION OIL COMPANY OF CALIFORNIA and its wholly owned subsidiary corporations are owned by more than 40,000 share owners, among them being a considerable number of Company employees.

It being impractical for so many thousands of owners to take active part in managing their cooperative enterprise, the corporate plan provides for the election of well-qualified managers, known as a Board of Directors.

Our Board of Directors, composed of 16 men, is elected at annual meetings by the holders of common shares. Prior to such meetings, the Board authorizes the mailing to each share owner of a proxy statement. Printed on the statement, along with the other corporation data required by Federal Securities and Exchange Commission regulations, are the names of 16 nominees whom the Board proposes for election or re-election at the annual meeting. Accompanying the proxy statement is a proxy card, or power-of-attorney form, which when signed and returned to the Company authorizes a Proxy Committee, also appointed by the Board, to vote the shares of the signatory share owner in behalf of the Board's nominees for Directors.

Although encouraged to do so, no share owner is required to sign a proxy. Instead, he may assign power-of-attorney to someone else; or personally may attend the annual share owners' meeting and vote as he chooses. However, it has been the Company's experience that approximately 81 per cent of its share owners, representing about 88 per cent of its outstanding common stock, delegate their voting power to the Proxy Committee.

The Union Oil Board reflects a high degree of balance. Five of the Directors are Company officers and together comprise the Board's Executive Committee. Several are representative of large share owner inter-

ests. All qualify as experts in their fields of business management.

Although Directors generally rely upon the recommendations of their Executive Committee and other officers, the making of final decisions on over-all policy is a well-guarded Board responsibility. Specifically, the Directors view fiscal policy from the long-range standpoint, gauge the Company's financial structure, measure its development and expansion possibilities in the light of economic conditions and needs. They are watchful of appropriations on sizeable projects, and determine dividend policy. They are concerned with the selection of good officers and in the development of qualified leadership within the organization. They determine the salaries of officers. They continually consult with and advise the Company's officers and further the Company's interests. In fact, they do a great deal more for Union Oil Company than simply attend monthly and special Board meetings. In every sense they are trustees for the owners, and the soundness of their decisions affects the welfare of every employee.

*Executive Committee

For day-to-day problems of Company management the Board delegates the broadest responsibility and authority to the five officers comprising the previously mentioned Executive Committee. During intervals between Board meetings, this Committee has full authority to act for the owners and Directors on all matters pertaining to Company operations and business affairs. The Committee, however, cannot declare dividends or amend the Company's by-laws. They meet daily at Home Office except on occasions when several of the Committee are elsewhere attending to other management responsibilities.



NEWLIN



HITING



REESE H. TAYLOR
President

OFFICERS



W. L. STEWART, JR.
Executive Vice President



A. C. STEWART
Vice President



K. E. KINGMAN
Vice President



C. E. SWIFT
Vice President



W. C. STEVENSON
Vice President



ROY LINDEN
Vice President



ALAN J. LOWREY
Vice President



SAM G.
Vice

MANUFACTURING
Continued on page 11

RESEARCH AND PROCESS
Continued on page 12

INDUSTRIAL RELATIONS
Continued on page 13

MARKETING
Continued on page 30

FIELD C

PURCHASING
Continued on page 13

TRANSPORTATION & DISTRIBUTION
Continued on page 14

THE OFFICERS of Union Oil Company include the Executive Committee and such other department heads and executive assistants as are needed in planning the work and working the plan. All Officers are appointed annually by the Board.

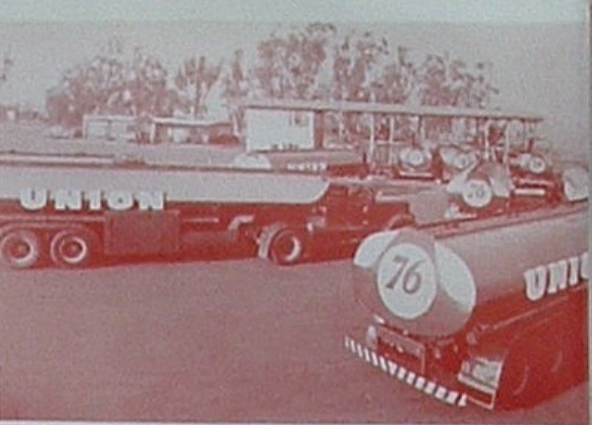
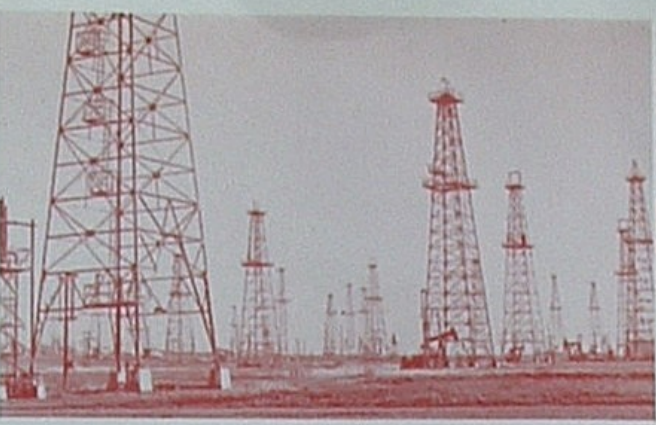
THE PRESIDENT, Reese H. Taylor, presides at meetings of the share owners, the Board, and the Executive Committee. He actively supervises the Company's business affairs and is its chief executive. He is the official avenue through whom other employees normally con-

tact Board members on Company business. He keeps the Directors informed, consults with them when necessary, and sees that their resolutions are carried into effect. He has the authority to sign and execute bonds, contracts, deeds, checks and other instruments in the name of the Company. He is by virtue of his office a member of all Board committees. The other Executive Committee members report to him.

THE EXECUTIVE VICE PRESIDENT, W. L. Stewart, Jr., is second in command to the President and is author-



TAYLOR
nt



A. C. RUBEL
Vice President

EXPLORATION & PRODUCTION
Continued on pages 24, 28



H. W. SANDERS
Vice President

PUBLIC RELATIONS & ADVERTISING
Continued on page 17



LOWREY
sident



SAM GRINSFELDER
Vice President

FIELD OPERATIONS



DUDLEY TOWER
Vice President

GULF DIVISION



IRVING J. HANCOCK
Comptroller-Treasurer

COMPTROLLER - TREASURER
Continued on pages 16, 20



R. F. NIVEN
Secretary

SECRETARY
Continued on page 16



L. A. GIBBONS
Vice President

GENERAL COUNSEL
Continued on page 17

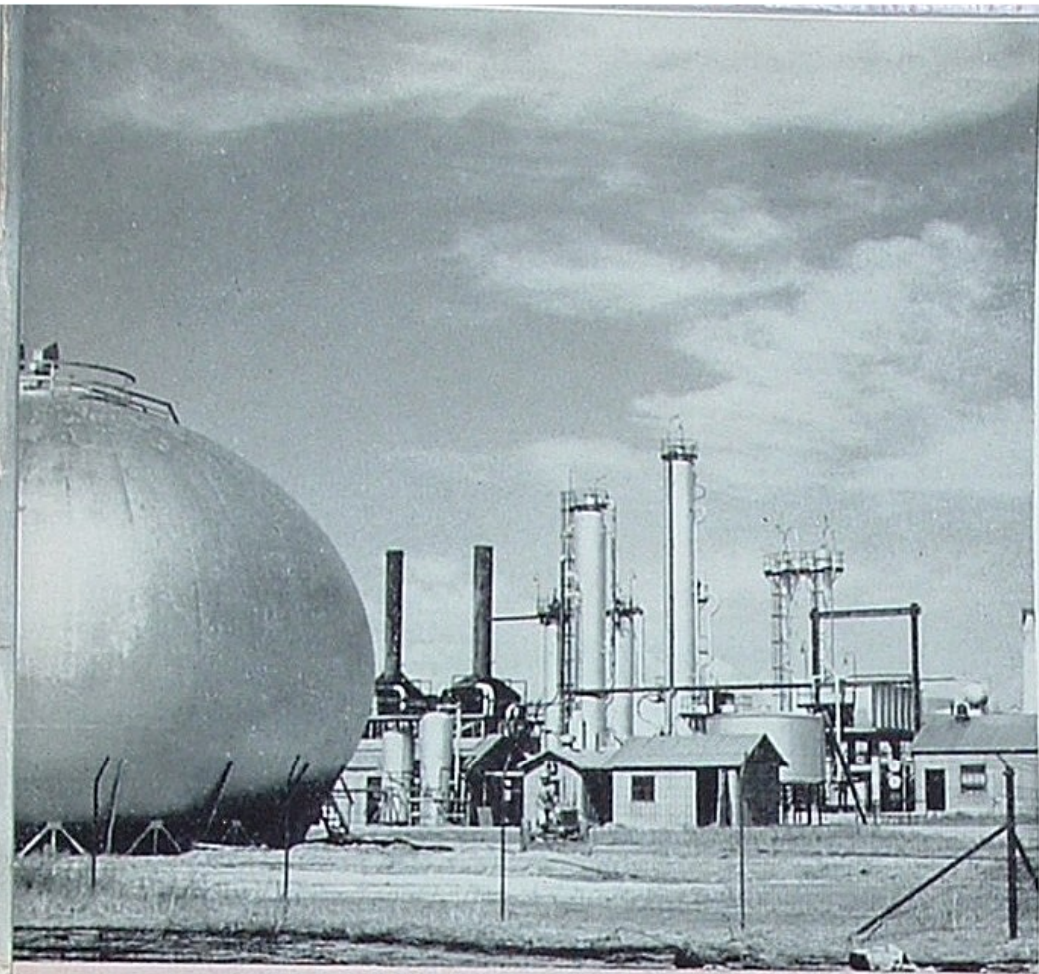
ized to perform all acts and duties of the President when the latter is absent. Mr. Stewart also actively heads five of the Company's major departments.

OTHER OFFICERS, of vice presidential or similarly high status, keep top management in closest possible relationships with Union Oil's divergent operations and widely scattered properties. Those residing in key centers remote from Home Office serve the President and other executives as official representatives to whom executive power can be delegated.

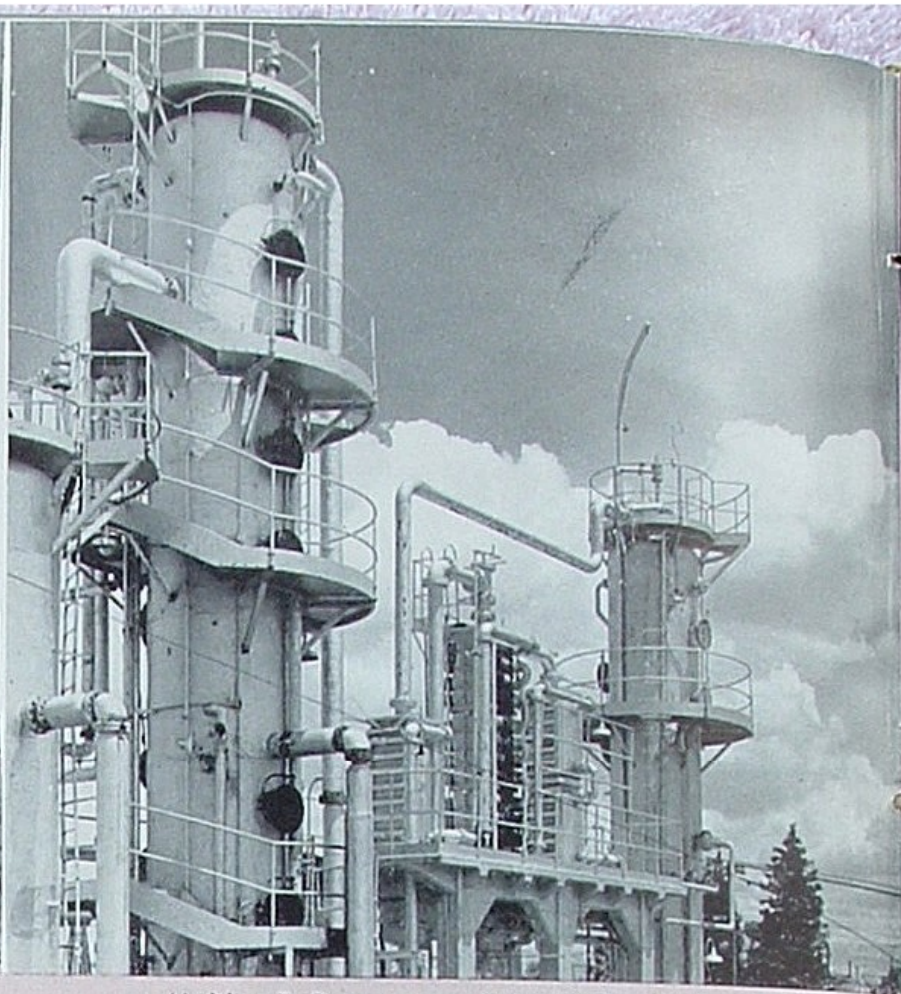


R. D. SMITH
Assistant to President

GLACIER DIVISION



Cut Bank Refinery near Cut Bank, Montana.



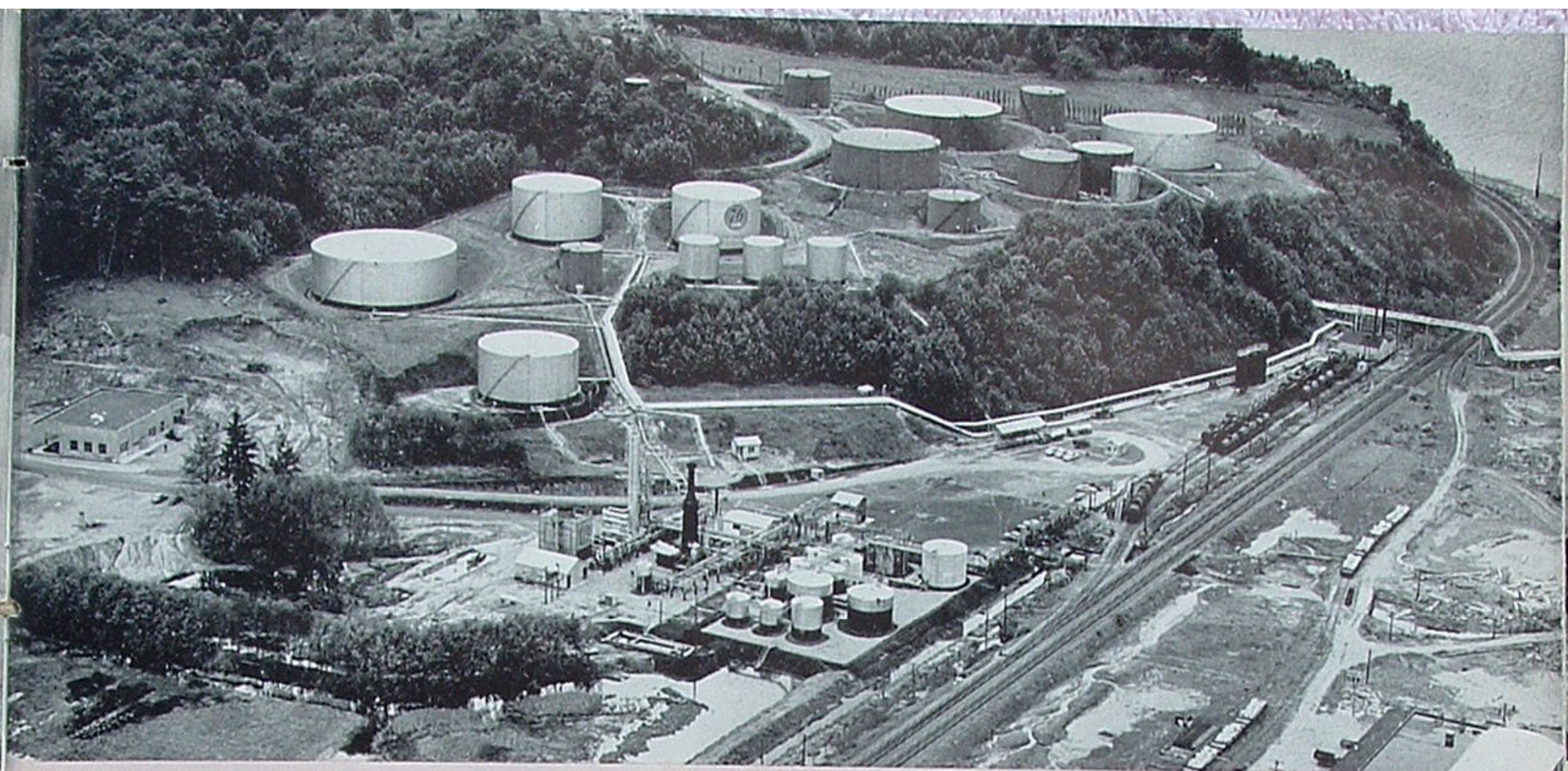
Maltha Refinery near Bakersfield, California.

Oleum Refinery in San Francisco Bay area.



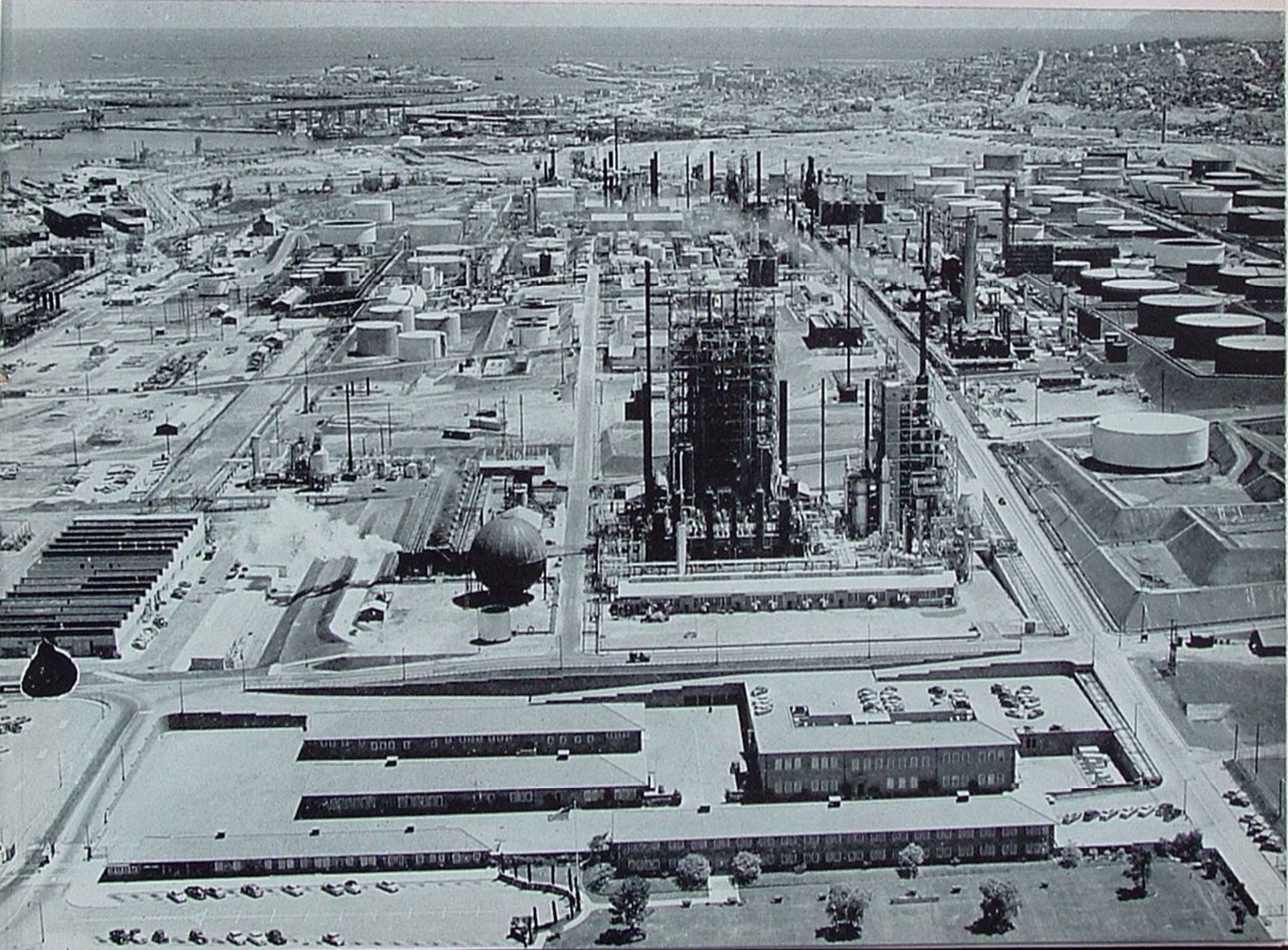
Edm

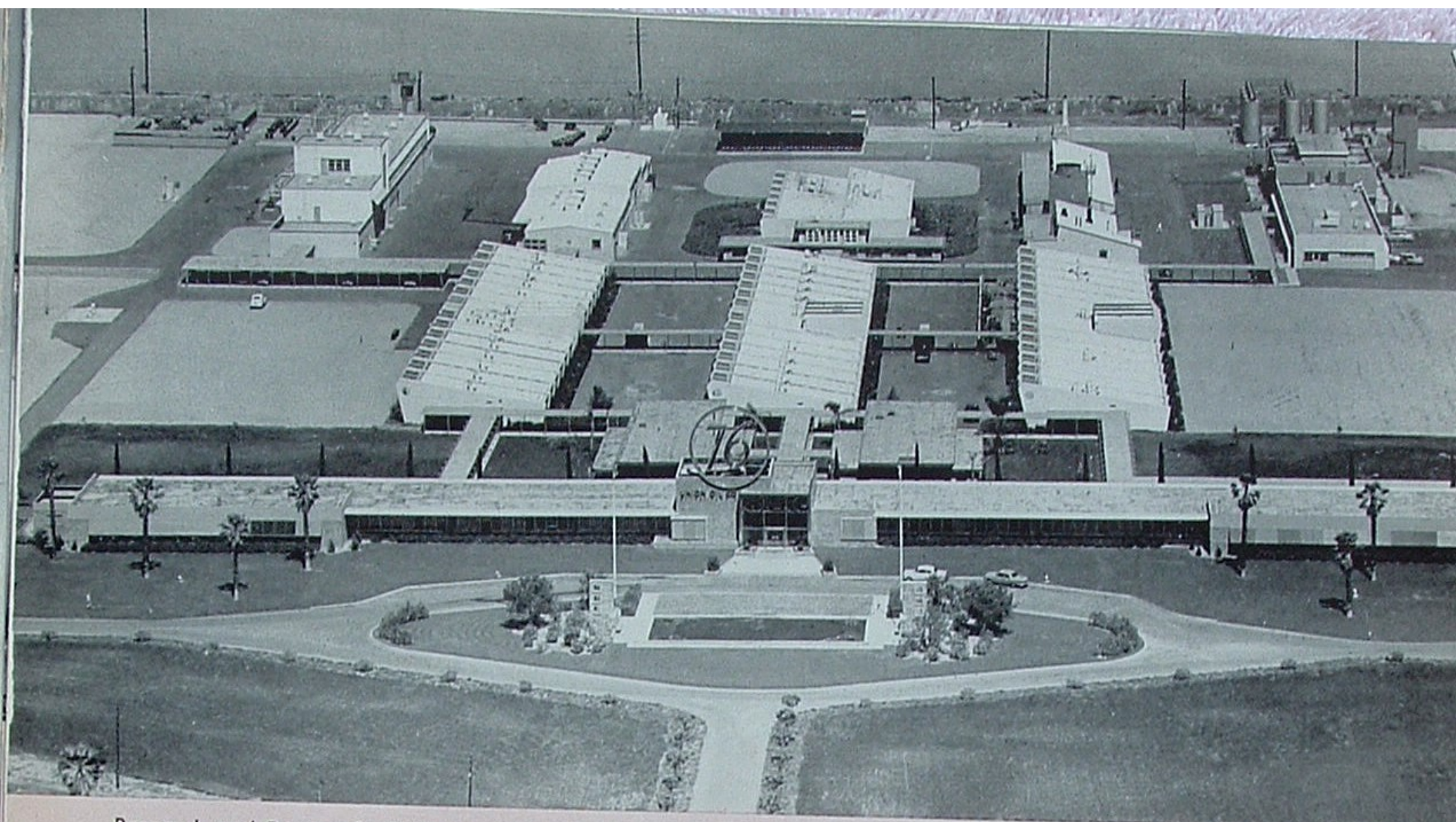




Edmonds Refinery near Seattle.

Los Angeles Refinery near Wilmington, California.





Research and Process facilities near Brea, California.

MANUFACTURING This department, one of the Company's largest, employs about 2,000 people and is responsible for the operation of our five refineries.

Manufacturing's Home Office Group of 36 employees is composed of three divisions. The Operations Division acts as a coordinating and liaison group between the refineries and other Union Oil Company departments. The Economics Division is responsible for economic evaluations, operating plans and projections. Major engineering and construction projects throughout the refineries are a responsibility of the Engineering and Construction Division.

LOS ANGELES REFINERY has a crude oil distillation capacity of 110,000 barrels per day and is equipped to manufacture all grades of aviation gasoline, jet fuels, motor gasoline, solvents, kerosene, diesel fuel, residual fuel oil and asphalts. This refinery also manufactures several by-product chemicals such as ethyl and methyl mercaptans, sulfur and ammonium sulfate. Located on 423 acres of land within the extreme southern limits of Los Angeles, the plant is close to deep water facilities for handling tank ship cargoes. Nearly 1,000 employees are required.

OLEUM REFINERY has a crude oil distillation capacity of 83,000 barrels per day and is equipped to manufacture motor gasolines, diesel fuels, residual fuel oils, asphalts, coke, and many varieties of petroleum waxes, lubricating oils and greases. Here also are modern facilities for packaging these petroleum products and for reconditioning returnable types of containers. The

plant occupies 436 acres of land adjoining San Pablo Bay of the San Francisco Bay area. There are about 850 Company employees at this refinery.

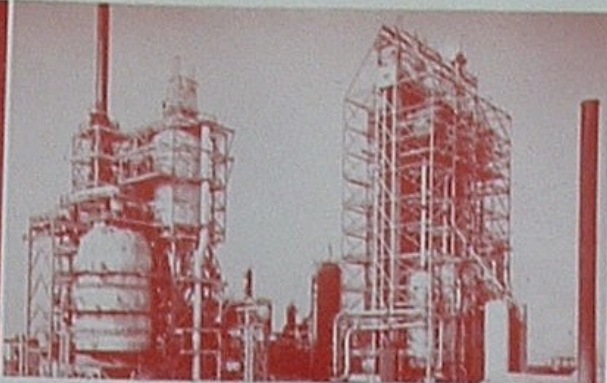
MALTHA REFINERY, staffed by some 30 employees and located near Bakersfield, has a crude oil distillation capacity of 8,000 barrels per day and manufactures motor gasoline, diesel fuel, residual fuel oil and asphalts.

CUT BANK REFINERY, staffed by some 40 employees and located near Cut Bank, Montana, has a crude oil distillation capacity of 3,600 barrels per day and manufactures motor gasolines, diesel fuels, burner oils and residual fuels.

EDMONDS REFINERY, staffed by some 20 employees and located near Seattle, has a crude oil distillation capacity of 4,000 barrels per day and supplies the Northwest Territory with asphalts and residual fuel oils. This refinery also has deep water facilities for handling tank ship cargoes.

RESEARCH & PROCESS employs a total of 385 Union Oil employees in their excellent laboratories and offices near Brea, California. There are three divisions within the department.

RESEARCH DIVISION aims to maintain the Company's position of leadership with respect to quality of products manufactured. To accomplish this, its various specialized groups are concerned with technical advancements in the production of crude oil, the development of new processes and products in anticipation of customer needs, and increasing the efficiency and economy of operating units. This Division is also responsible



MANUFACTURING



K. E. KINGMAN
Vice President
Manufacturing



R. D. SMITH
Assistant to President
Glacier Division



E. B. PALMER
Manager
Los Angeles Refinery



H. C. MEINERS
Manager
Oleum Refinery



JOHN SALMOND
Supervisor
Refinery Operations



R. H. BUNGAY
Manager
Engineering-Construction



M. A. REA
Manager
Manufacturing

CUT BANK PLANTS

LOS ANGELES REFINERY

OLEUM REFINERY

EDMONDS REFINERY

MALTA REFINERY



F. N. LAMMERMAN
Superintendent of Plants
Refinery-Gas Plant



J. W. HASTINGS
Superintendent



G. S. BAUMGARTNER
Superintendent



RESEARCH & PROCESS



C. E. SWIFT
Vice President
Research-Process



G. H. HEMMEN
Chief Engineer



J. B. BUNGAY
Manager
Engineering-Construction



M. A. REAUGH
Manager
Manufacturing Economics



R. J. GAROFALO
Patent Counsel



W. E. BRADLEY
Manager
Research



CLYDE BERG
Manager
Process Development



B. T. ANDERSON
Assistant Manager
Research



J. E. SHERBORNE
Assistant Manager
Research



W. L. STEWART, JR.
Executive Vice President



EXECUTIVE VICE PRESIDENT



INDUSTRIAL RELATIONS



W. C. STEVENSON
Vice President
Industrial Relations

PURCHASING



E. H. WEAVER
Manager
Purchases



C. M. HARNOIS
Manager
Industrial Relations



J. W. SINCLAIR
Manager
Automotive



C. S. PERKINS
Assistant Manager
Purchases



R. C. ZELL
Assistant Manager
Purchases



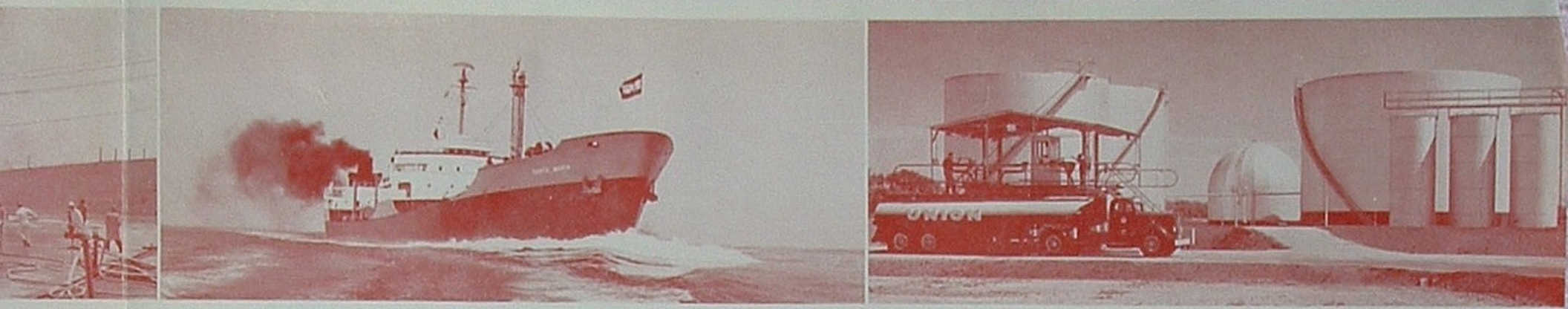
A. L. QUACKENBOSS
Crude Oil
Purchasing Agent



R. F. LABORY
Assistant to Manager



R. H. PORT
Los



**TRANSPORTATION
& DISTRIBUTION**



E. L. HIATT
Manager
Transportation-Distribution



N. T. UGRIN
Assistant Manager
Transportation-Distribution



L. C. MONROE
Manager
Distribution-Traffic



J. B. STENE
Manager
Marine Operations



J. H. ROBINSON
Manager
Pipe Lines-Communications



D. L. POVEY
Marine Superintendent
Los Angeles



W. M. CONLEY
Superintendent
Northern Division Pipe Lines



J. B. PATE
Superintendent
Southern Division Pipe Lines



J. SINCLAIR
Manager
 motive



J. LABORY
t to Manager



R. H. CYRUS
Port Engineer
Los Angeles



C. E. MARKEY
Port Engineer
Los Angeles



L. L. LISHMAN
Port Captain
San Francisco



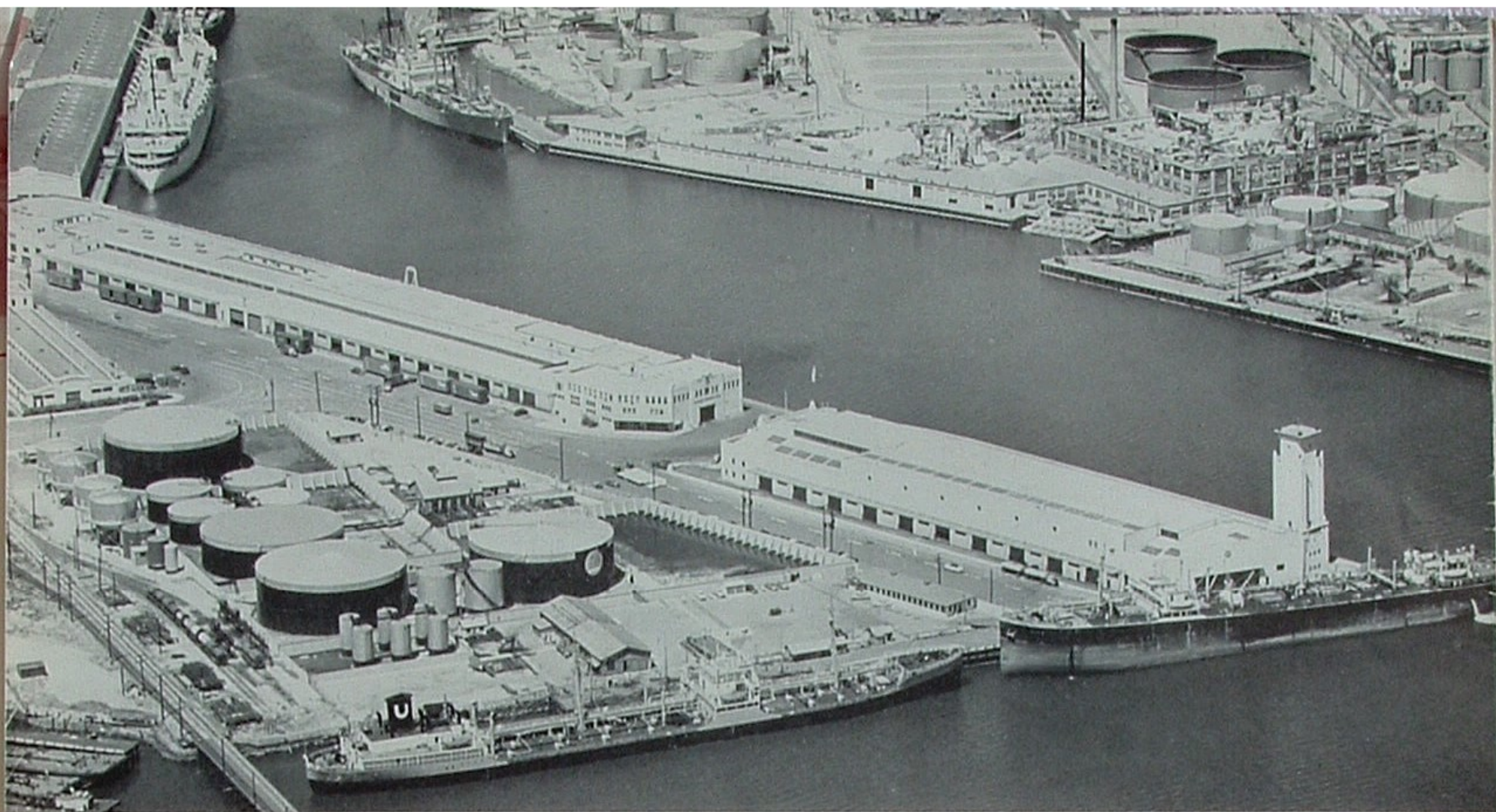
OTTO WEIDEMANN
Port Captain
Seattle



R. A. NEVENS
Supervisor
Distribution



C. R. HAND
Supervisor
Traffic



Marine Terminal, lower left, Wilmington, California.

for developing new processes and products in behalf of our recently formed Brea Chemicals, Inc.

PROCESS DIVISION is concerned with large scale development of the new processes originating in Research—making extended engineering studies of processes developed both within and outside the Company—and determining their commercial and economic feasibility. The best processes for a specific problem are recommended to the operating departments concerned and detailed process designs are prepared. Process also assists the operating departments in start-up and performance tests of new units installed.

PATENT 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 trade-marks used throughout the world.

PURCHASING, with 75 employees, is responsible for the buying and safeguarding of materials and supplies secured by the Company from outside vendors, now amounting to more than 60 million dollars annually. Other activities include the investigation of new materials—standardization of equipment and supplies—maintenance of inventories at lowest levels commensurate with good operations—and the disposal of scrap metals now amounting to more than 10 thousand tons and having a valuation in excess of half a million dollars each year. District offices are maintained at Los Angeles, San Francisco and Seattle, together with Field offices at Santa Fe Springs, Bakersfield and Orcutt. Advisory assistance is

also given to purchasing offices in Montana, Texas and Canada.

INDUSTRIAL RELATIONS is delegated the responsibility for matters, mostly involving people, which are common to all departments. To accomplish its assignment, the Department gathers facts about wages and working conditions and applies scientific methods to formulate recommendations in the primary areas of policies, wages and salaries, benefits, training, fire and safety engineering, and labor relations. The Department assists in administering the Company's personnel policies, programs and labor contracts. It recruits technical and Home Office personnel, and publishes the employee magazine *ON TOUR*. To handle all departmental responsibilities requires 32 employees.

TRANSPORTATION & DISTRIBUTION Within this one organization are included the Marine, Automotve, Distribution & Traffic, and Pipe Line & Communications departments. A branch of the organization makes purchases of petroleum from other companies and handles exchanges of petroleum to effect transportation savings. Staffed by 824 Union Oil people, these departments operate seven ocean-going tank ships, 1225 miles of pipe line, 31 pump stations, 600 tank cars, and maintain 2500 circuit miles of telephone line, 1500 telephone instruments, 2000 motor vehicles and 2100 stationary engines. Their transportation job in 1952 involved shipping and trans-shipping several times an 85-million-barrel volume of oil.

TREASURER



IRVING J. HANCOCK
Treasurer

SECRETARY



R. F. NIVEN
Secretary



C. F. PARKER
Assistant Treasurer



L. B. HOUGHTON
Assistant Treasurer
& Assistant Secretary



J. E. SUTTLES
Assistant Secretary
Gulf Division



J. E. ARENS
Supervisor
Economics & Financial Research



J. C. GRIERSON
Cashier



W. M. SHELTON
General Credit Manager



HJALMER H. HANSEN
Assistant Cashier



C. C. BRUNK
Assistant General
Credit Manager



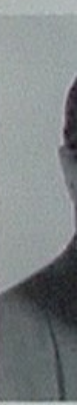
MYRON E. SMITH
Credit Attorney

**MARKETING TERRITORY
CREDIT MANAGERS**

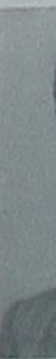
**PUBLIC
AND AD**



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Assist



**PUBLIC RELATIONS
AND ADVERTISING**



H. W. SANDERS
Financial Vice President
Director of Public
Relations and Advertising

GENERAL COUNSEL



L. A. GIBBONS
Vice President &
General Counsel



EARL M. WELTY
Assistant to Vice President



A. A. HAUK
Assistant Counsel



J. H. POWELL
Assistant Counsel



D. C. GREGG
Assistant Counsel

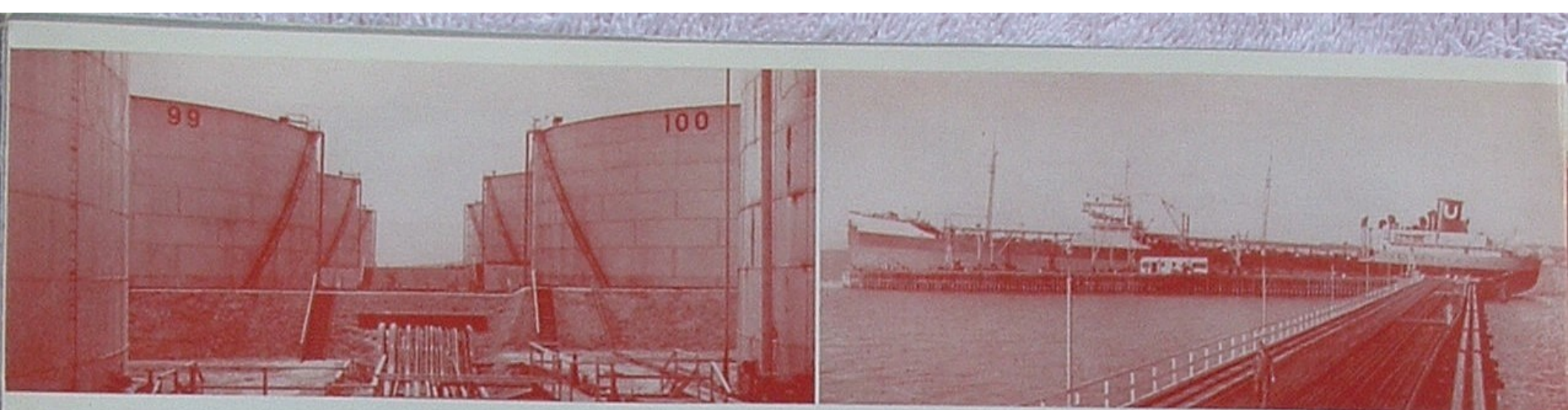


D. L. SHEPHERD
Manager of Taxes

(For outline of departmental functions please turn to next page.)



A. G. NORRIS
Supervisor
Public Relations



THE SECRETARY is responsible for the preparation and recording of minutes of meetings of share owners, the Board of Directors and the Executive Committee. He notifies interested department heads of Board and Committee authorizations, and verifies that terms of contracts, leases, etc., conform to such authorizations. He has custody of the various corporate seals and, with the President or a Vice President, signs all deeds, contracts, leases, etc. The Company's official documents and share-owner records are in his charge. The Secretary also is responsible for the solicitation of proxies in connection with the annual meetings of share owners, and fulfills the requirements of the corporate calendar, which involves preparation and filing of the numerous reports and other documents necessary for keeping the Company in good standing with governmental agencies and financial institutions. He accepts service of legal papers such as subpoenas, writs, etc., and acts as a clearing house for many types of inquiries from share owners and others. He is also responsible for the supervision of Union Oil's Home Office building and the communications therein. A staff of 17 people is required to assist the Secretary with these and other duties.

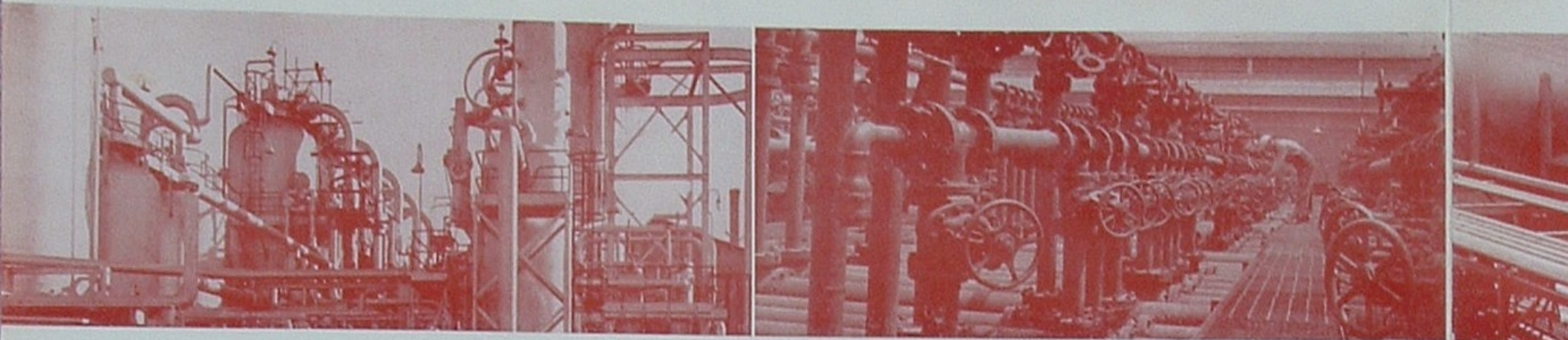
THE TREASURER The Treasurer is custodian of all Company funds. These may be represented by bank deposits, accounts receivable, negotiable instruments, bills receivable and securities. He controls and is responsible for all banking arrangements, collections and other transactions involving the flow of capital. He maintains a record of all receipts and disbursements—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. His department includes the Division of Economics and Financial Research. 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.

FINANCE - ADVERTISING AND PUBLIC RELATIONS The Financial Vice President assists the President and Executive Committee in the over-all financial planning of the Company and its numerous

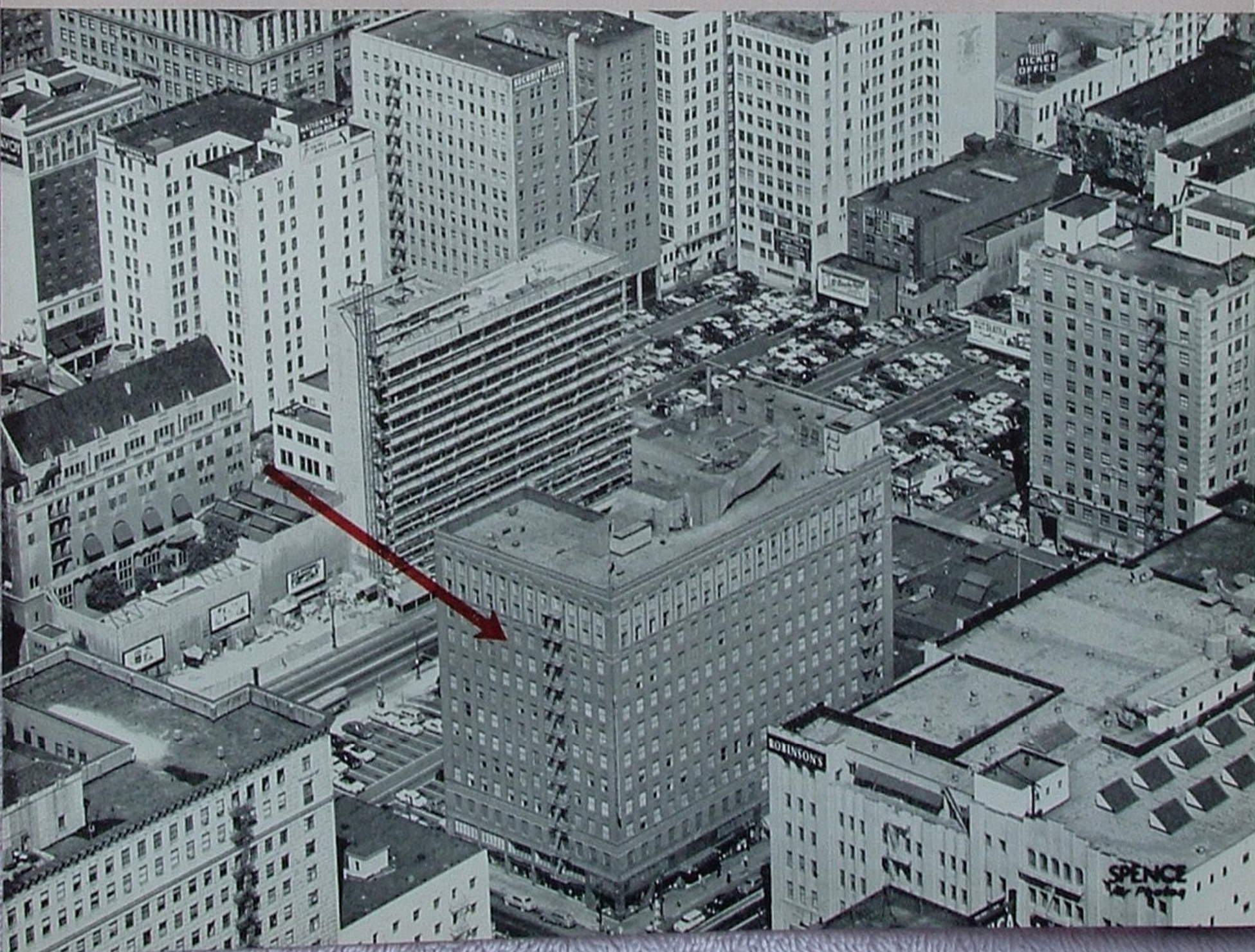
subsidiaries and affiliates. Public Relations-wise, his department assists in keeping owners, employees, and investors generally, informed regarding the progress of our Company—through personal appearances, reports and the press. Advertising responsibilities consist of maintaining contacts with publishers, editors and members of the press; also of cooperating with the advertising agency in keeping the name of Union Oil Company and its products before the public through institutional, product and other forms of advertising.

THE GENERAL COUNSEL'S Department has general supervision and control of the Company's legal affairs, including litigation and tax matters, the latter being handled directly by the Department's 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. The General Counsel is assisted by a legal staff of 11 people and by a tax staff of 27 people.

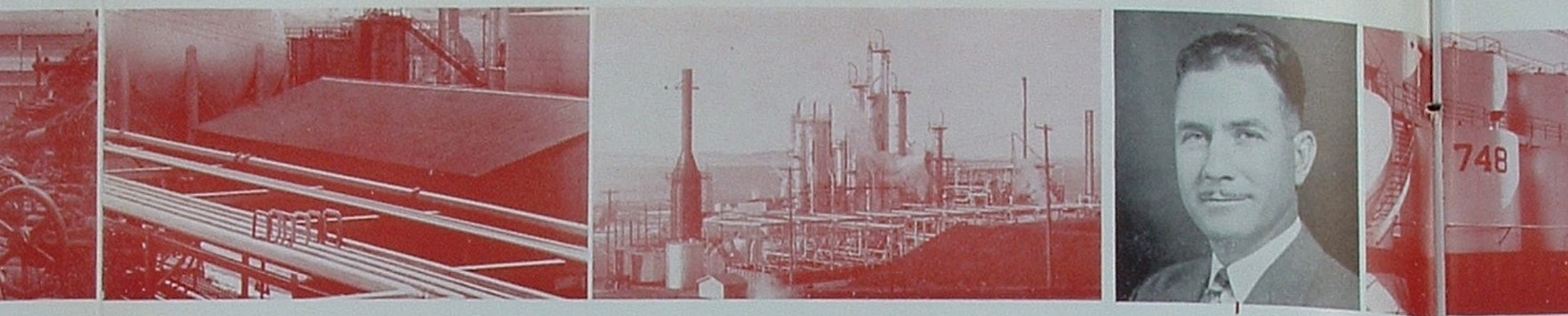
THE COMPTROLLER As the principal accounting officer of the Company, the Comptroller is responsible for the installation and maintenance of various records and related accounting systems, controls and audit procedures, required to account properly for all the Company's properties and business transactions. All financial, operating and statistical statements submitted to share holders, management and governmental agencies are prepared from such records under the Department'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. He is responsible for the maintenance of proper records relating to all employee benefit plans. The Department's other duties include maintenance of budget records and control of printed forms. Of the 414 employees who assist in this Company-wide responsibility, 92 are located outside of Home Office.



Home Office Building, in central foreground, occupies the Seventh and Hope Streets corner of Los Angeles.



T. A. Division



IRVING J. HANCOCK
Comptroller



MAX LORIMORE
Assistant Comptroller



E. C. ROGERS
Assistant Comptroller



A. L. REED
Supervisor
Financial Accounts



G. H. ANDERSON
Supervisor
Marketing Accounts



R. F. STINE
Supervisor Production &
Transportation Accounts



L. L. SWEET
Supervisor
Manufacturing Accounts



C. M.
Supervi
ments



T. M. RAGLAND
Division Accountant
Bismarck



JOHN H. EUSTON
Division Accountant
Calgary



PAUL K. NOLAND
Division Accountant
Great Falls



H. R. McLAURIN
Division Accountant
Denver



C. C. SHAMBLIN
Division Accountant
Midland



R. E. DALBECK
Division Accountant
Houston



H. O. C.
Chief of



COMPTROLLER



H. A. LAPHAM
Assistant Comptroller



C. M. GJERDE
Supervisor Disbursements & Payrolls



R. L. CAIN
Systems Auditor



O. D. HOUX
Chief Territory Auditor
Southwest Territory



H. A. TOBEY
Chief Territory Auditor
Central Territory



H. A. SKINNER
Chief Territory Auditor
Northwest Territory



W. C. NERO
Chief Field &
Refinery Auditor



H. O. CRAWFORD
Chief of IBM Unit



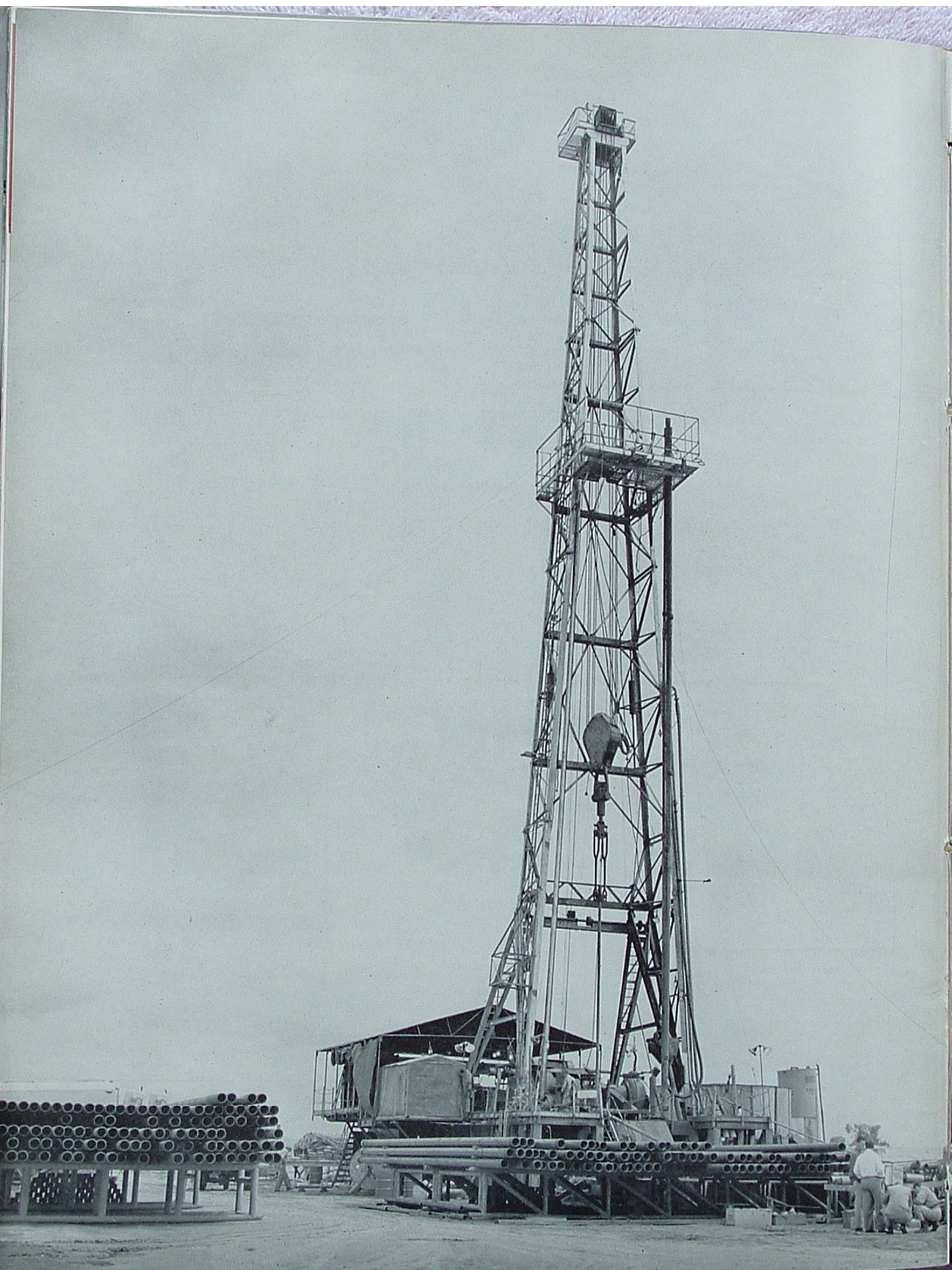
H. G. JOHNSON
Supervisor
Compensation & Benefits



A. E. MORRISON
Insurance Representative



R. M. TEAL
Chief of Office Services

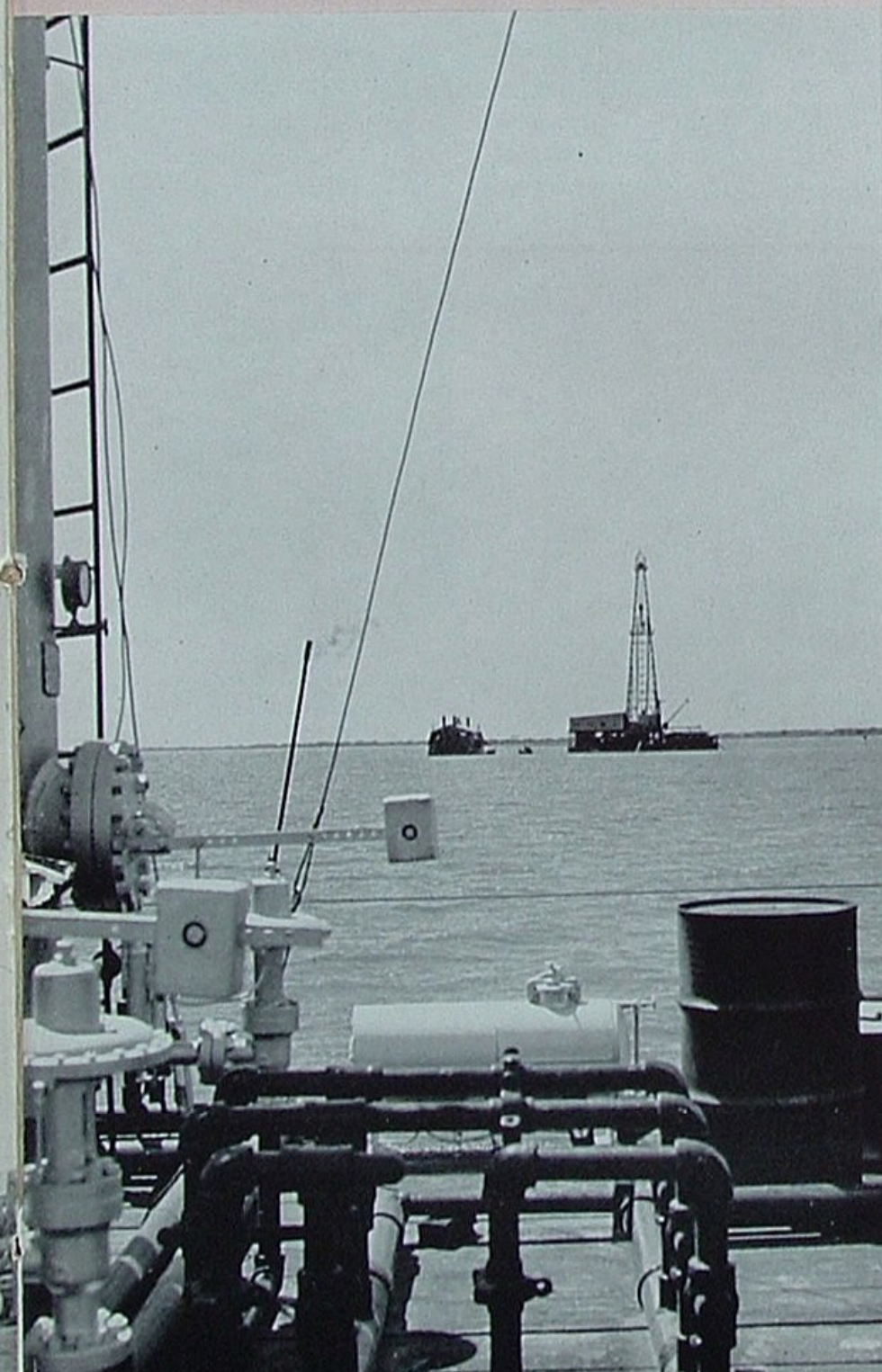




Deep test, above and at left, in Rio Bravo Field.

Offshore exploration near Santa Barbara, California.

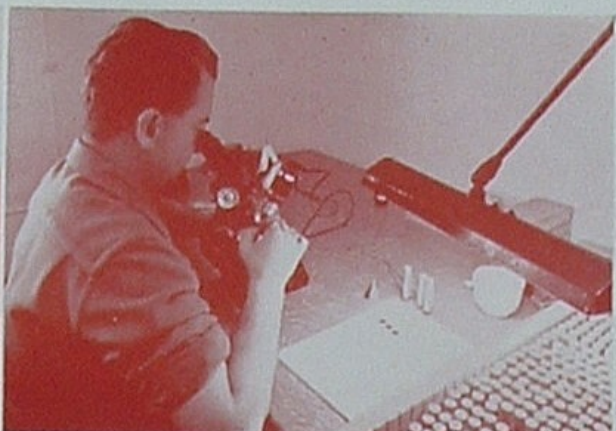
Offshore drilling test at White Lake, Louisiana.



EXPLORATION

This Department, whose activities and personnel are closely affiliated with the Production phases of oil field activity, is responsible for the exploration and acquisition of prospective oil lands. Exploration is in progress in California, Texas, New Mexico, Louisiana, Wyoming, Montana, as well as in other states of the United States, and in Central and South America and Canada.

Because of its widespread activities, the Department is divided into three areas: Exploration in the Texas-Gulf, West Texas and Williston Basin areas is managed by Lon D. Cartwright, Jr.; in the Pacific Coast, Rocky Mountain and Canada areas by R. G. Greene; and in Central and South America areas by R. C. Harris. Geophysical work in all areas is done by United Geophysical Company, Inc. under the direction of the respective Division Geologists.



A. C. RUBEL
Vice President



R. C. HARRIS
Manager
Foreign Operations



R. G. GREENE
Manager Exploration
Western Area



J. R. SLOAT
Manager Exploration
Pacific Coast Division



W. E. MORGAN
Acting Manager Operations
Rocky Mountain Division



E. C. BABSON
Manager Operations
Canadian Division



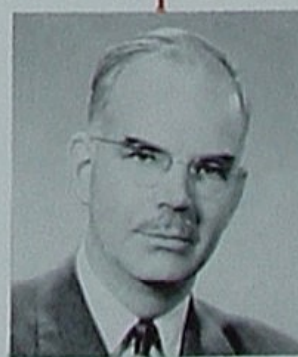
NEWELL WILLIAMS
Resident Manager
Costa Rica



H. K. SAID
Manager Lands
Pacific Coast Division



J. H. McCOURT
Chief Geologist
Rocky Mountain Division



W. P. TAYLOR
Manager Lands
Western Canada



R. W. BURNS
Chief Geologist
Western Canada



J. E. SUTT
Manager L
Gulf Divis



EXPLORATION



DUDLEY TOWER
Vice President
Manager Gulf Division



L. D. CARTWRIGHT, JR.
Manager Exploration
Eastern Area



E. R. ATWILL
Manager Operations
West Texas Division



J. E. SUTTLES
Manager Lands
Gulf Division



W. Z. BURKHEAD
Chief Geologist
Gulf Division



LEON E. FITTS, JR.
Manager Exploration
Oklahoma



F. W. BUSH
Manager Exploration
Williston Basin



S. C. GIESEY
Chief Geologist
West Texas Division



EDGAR S. KEEFE
Manager Lands
West Texas Division



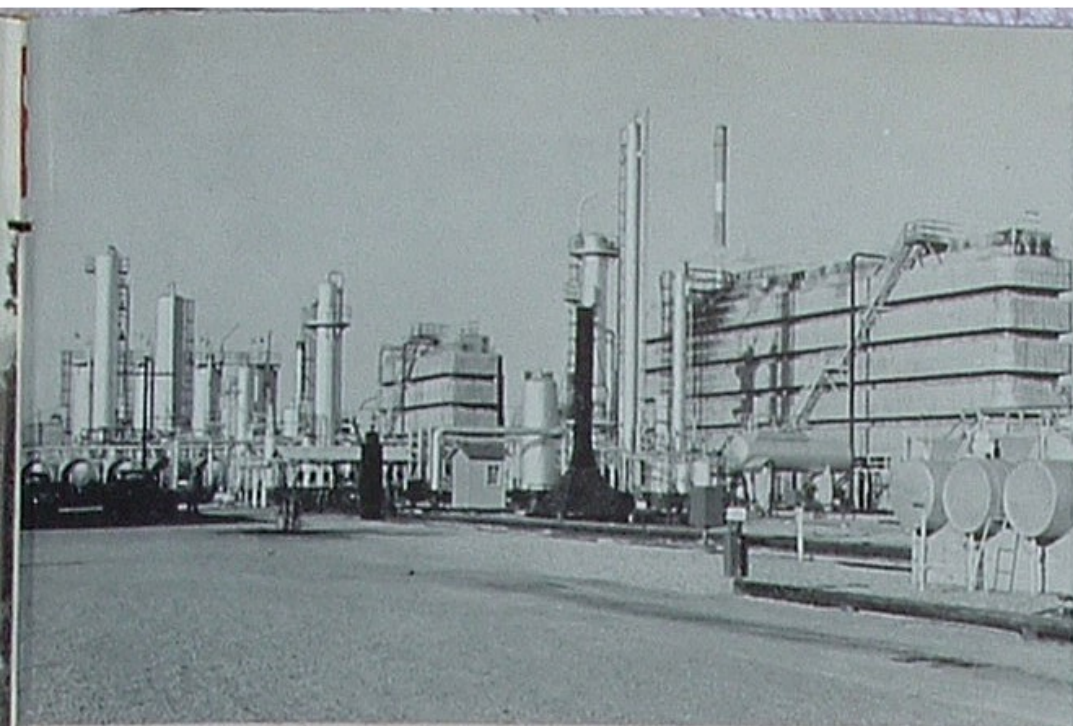
Office entrance at Bakersfield, California.



Oil field near Orcutt, California



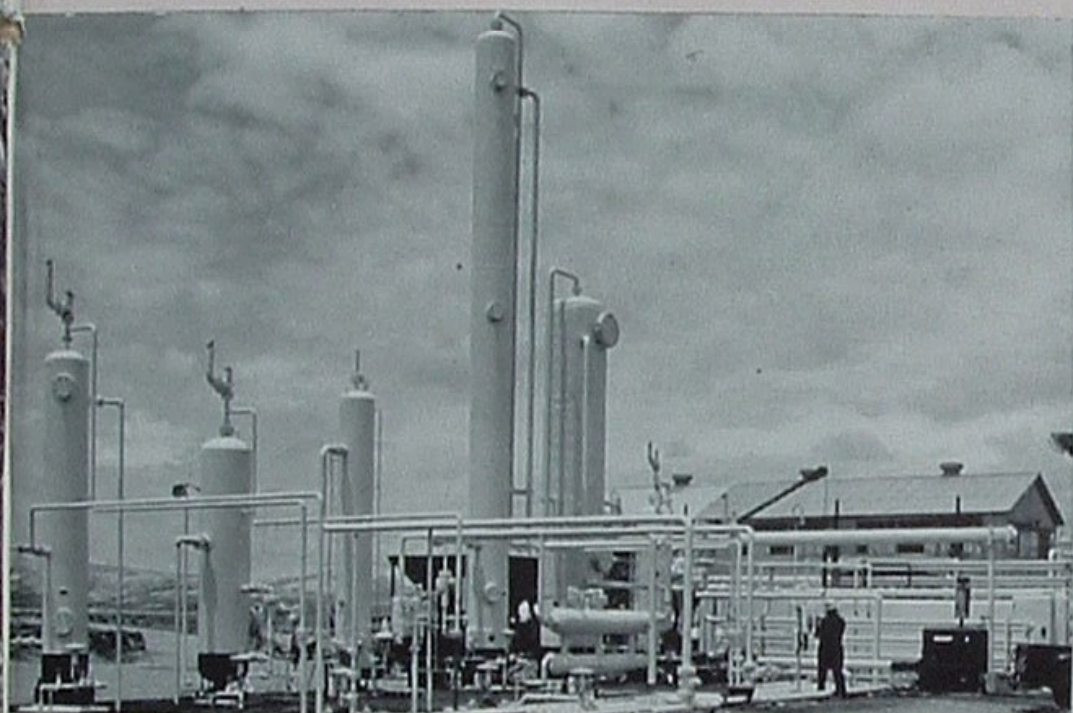
Offices and garage at Santa Fe Springs, California.



Field treating facilities near Santa Maria, California.



Well pumping units near Whittier, California.



Gas processing plant near McKittrick, California.



Production units in marshes of Louisiana.

Coast Division office at Orcutt, California.



PRODUCTION

This Department, which is actually inter-organized with the Exploration Department, is responsible for the production and extraction of oil, gas and natural gasoline from Company fields. Producing operations are carried on in California, Texas, New Mexico, Louisiana, Wyoming, Montana and Alberta, Canada.

Administrative responsibilities for drilling and production in all areas have been delegated to Vice President Sam Grinsfelder.

The Company operates 2,742 producing wells with a current daily production of 137,500 barrels.

In the combined Exploration and Production Department there are 1,566 Company employees.



PRODUCTION



BASIL KANTZER
 Manager
 Natural Gas-Gasoline



SAM GRINSFELDER
 Vice President
 Field Operations



E. R. ATWILL
 Manager Operations
 West Texas Division



E. C. BABSON
 Manager Operations
 Canadian Division



W. E. MORGAN
 Acting Manager Operations
 Rocky Mountain Division



K. C. VAUGHAN
 Manager Field Operations
 Pacific Coast Division



C. D. GARD
 Process Engineer



J. S. McNULTY
 Division Superintendent
 West Texas Division



W. W. HEATHMAN
 Division Superintendent
 Canadian Division



FRANK BALL
 Division Superintendent
 Rocky Mountain Division



W. O. BUTLER
 Division Superintendent
 Coast Division



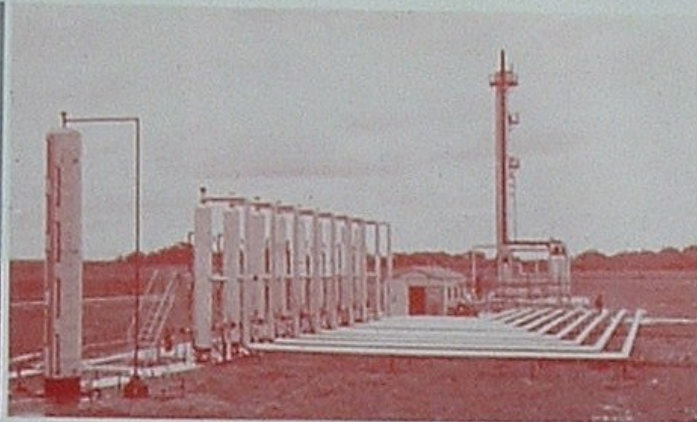
J. T. LEDBETTER
 Division Superintendent
 Los Angeles Basin Division



J. R. F.
 Division Super
 Valley D



A. C. RUBEL
Vice President



DUDLEY TOWER
Vice President
Manager Gulf Division



H. D. AGGERS
Manager
Secondary Recovery Operations



W. S. EGGLESTON
Chief Petroleum Engineer



ETTER
ntendent
in Division



J. R. FRASER
Division Superintendent
Valley Division



C. W. FROOME
Division Superintendent
Ventura Division



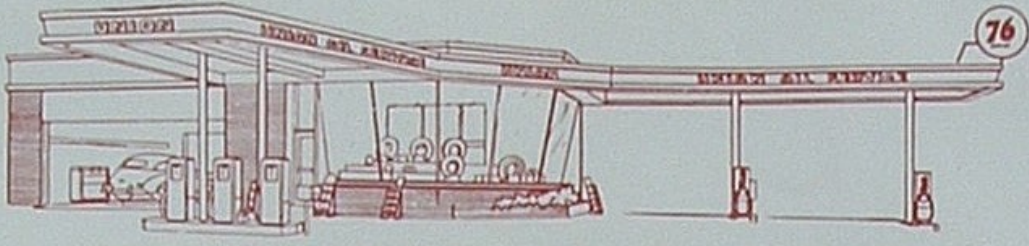
MILAN ARTHUR
Assistant Chief
Petroleum Engineer



E. E. SANDS, JR.
Division Superintendent
Gulf Division



H. C. FERRY
Assistant to Vice President



A. C. STEWART
Vice President



ROY LINDEN
Vice President
Sales Manager



HAINES FINNELL
Manager Market
Research and Development



L. WOLFF
Executive Assistant



W. I. MARTIN
Manager
Northwest Territory

NORTHWEST TERRITORY
Continued on page 34



F. K. CADWELL
Manager
Central Territory

CENTRAL TERRITORY
Continued on page 38



J. W. MILLER
Manager
Southwest Territory

SOUTHWEST TERRITORY
Continued on page 42



G. S. SMITH
Manager
Sales Services



F. H. OTT
Supervisor Lubricating
Oil and Grease Sales



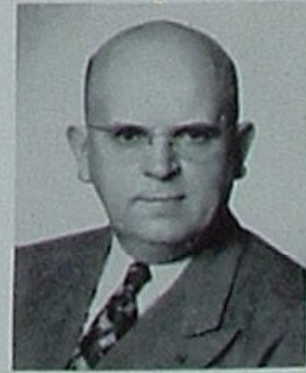
H. L. HOLBROOK
Supervisor
Retail



T. H. LUCKHAM
Supervisor Credit Card
Accounting, San Francisco



W. M. SOPHER
Supervisor
Sales Training



H. D. SEELEY
Administrative
Supervisor

MARKETING AND DISTRIBUTION



W. L. SPENCER
 Manager
 Refinery & Foreign Sales



J. W. GRAHAM
 Manager Central and
 South America Territory



R. D. SMITH
 Assistant to President



L. B. TRELUE
 Eastern Division Sales Manager
 New York



F. T. HOLT
 Executive Representative
 New York



T. S. ARGYLE
 Regional Sales Manager
 Cincinnati



PHILIP SHEA
 Regional Sales Manager
 New York



T. J. KILLEEN
 Regional Sales Manager
 Chicago



T. S. ELLIS
 Regional Sales Manager
 New Orleans



S. J. MEARES
 Manager
 Operations & Distribution
 Central and South America



D. B. HAYES
 Division Sales Manager
 Glacier Division

MARKETING DEPARTMENT activities

are directed primarily toward the distribution and sale of Union Oil Company's refined petroleum products along with many related goods and services. The Company's sales volume reached an all-time high in 1952 of 61,619,000 barrels, having a money value of \$269,811,000.

To market this large volume throughout the Company's wide-spread domestic and foreign sales fields, the Marketing Department is subdivided into six geographical divisions. Three of these—Northwest, Central and Southwest Territories—are described on following pages. The remaining three are defined briefly as follows:

CENTRAL AND SOUTH AMERICAN TERRITORY, newly named and reorganized, comprises the Latin American countries. Territory headquarters are maintained at Balboa in Panama. The Territory's four distribution terminals—located at Balboa and Cristobal in Panama, Puntarenas in Costa Rica and Antofagasta in Chile—provide a total storage capacity of 740,000 barrels. Wholesale marketing is conducted through seven Company operated marketing stations and six consignee operated marketing stations. There are approximately 110 Company employees engaged in marketing and distribution within the Territory.

REFINERY SALES, headquartered at Home Office in Los Angeles and with a division office in New York and regional offices in New York, Chicago, Cincinnati and New Orleans, directs marketing activities east of the

Rocky Mountains; also in Canada, the Far East, South America, Europe and other foreign areas through numerous overseas distributors. Sales to exporters, jobbers, refiners and agencies of the Federal Government are also handled by Refinery Sales. About 60 Company employees are so engaged.

GLACIER DIVISION comprises the state of Montana and the Williston area of North Dakota. Division headquarters are in Great Falls, Montana. Wholesale marketing is conducted through 30 consignee operated marketing stations and 16 distributors. Retail sales are handled through 33 lessee operated units and 167 dealers not under lease. Seventeen Company employees in the Division are engaged in marketing and distribution.

SALES SERVICES group at Home Office, numbering about 35 employees, is responsible for Company-wide sales and operations planning and programs, for price and policy schedules, for manuals and administrative assistance designed to aid the Marketing Department's line management in expanding the Union Oil sales position, and for training personnel in various phases of marketing skill.

MARKET RESEARCH & DEVELOPMENT, located in Home Office, assists the Marketing Department by developing information concerning market potentials and penetration. This group of about 12 employees also develops sales programs, dealer aids and training, product information, point-of-sale advertising and trade advertising; and publishes the Company's dealer magazine, **THE MINUTE MAN**.



Modern type of service station in Arcadia, California.

Warehousing of refined lubricants at Oleum Refinery.





W. I. MARTIN
 Manager
 Northwest Territory



G. F. HERRMAN, Jr.
 Manager
 Retail Sales



E. R. McCLOUD
 District Sales Manager
 Seattle



R. T. CARRINGTON
 District Sales Manager
 Portland



M. E. NICHOLS
 District Sales Manager
 Tacoma



W. S. CHRISTOPHER
 District Sales Manager
 Salem



W. J. VOLLMER
 District Sales Manager
 Spokane



R. M. CLARK
 District Sales Manager
 Medford



H. R. WEBB
 Personnel Representative



R. H. CLARK
 Territory Accountant



L. L. FARMER
 Credit Manager
 Seattle

NORTHWEST TERRITORY



ARK
Manager
d



E. C. ENGEN
District Sales Manager
Yakima



R. C. GLASS
District Sales Manager
Everett



D. C. CRAIG
District Sales Manager
Walla Walla



C. E. LEITHOFF
District Sales Manager
Klamath Falls



R. S. BOND
Construction
Superintendent



L. C. BURKLUND
Manager
Sales Services



W. I. HAYLAND
Distribution
Manager



MER
nager



C. L. CAMPBELL
Credit Manager
Spokane



W. S. NEWTON
Credit Manager
Portland





W. I. HAVLAND
Distribution
Manager



Seattle, location of Northwest Territory headquarters.

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

Northwest Territory has eight distribution terminals, located at Edmonds, Hoquiam, Seattle and Tacoma in Washington; Coos Bay, Umatilla and Willbridge (Port-

land) in Oregon; and Whittier in Alaska—providing a total storage capacity of 1,622,441 barrels.

Wholesale marketing is conducted through 24 Company operated marketing stations, 166 consignee operated marketing stations and seven distributors. Retail sales are handled through three Company operated service stations, 582 lessee operated units, and 789 dealers not under lease.

There are approximately 533 Company employees in the Territory engaged in marketing and distribution.



F. K. CADWELL
Manager
Central Territory



R. H. RATH
Manager
Retail Sales



J. H. McGEE
District Sales Manager
San Francisco



J. H. FISHER
District Sales Manager
Oakland



D. P. HUNTER
District Sales Manager
Sacramento



P. E. ETHRIDGE
District Sales Manager
Fresno



W. M. McCLURE
District Sales Manager
Stockton



C. E. RATHBONE
District Sales Manager
Honolulu



F. C. BARR
Personnel Representative



S. BIEHN
Territory Accountant



T. J. FAHAY
Credit Manager
San Francisco



W. W. WORKMAN
Credit Manager
Sacramento

CENTRAL TERRITORY



RE
nager



C. E. RATHBONE
District Sales Manager
Honolulu



R. BRENCHLEY
District Sales Manager
San Jose



O. G. GILBERT
District Sales Manager
Santa Rosa



R. D. DAVIS
District Sales Manager
Salt Lake City



L. C. LEONARD
District Sales Manager
Reno



J. W. CHAPMAN
District Sales Manager
Santa Maria



J. J. GRUNEWALD
Manager
Sales Service



J. FAHAY
dit Manager
n Francisco



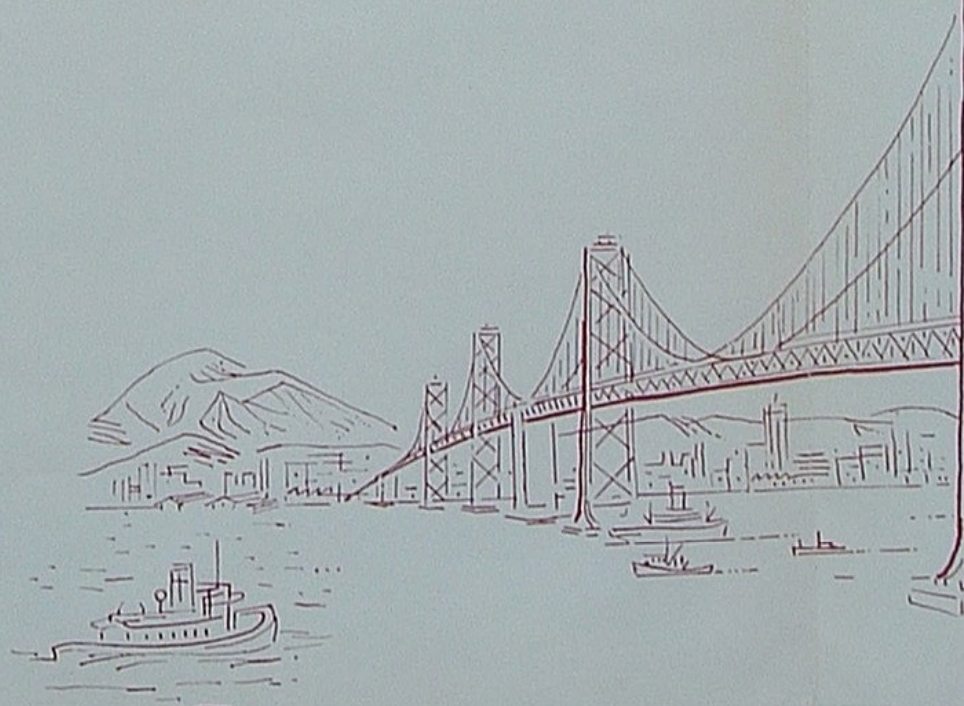
W. W. WORKMAN
Credit Manager
Sacramento

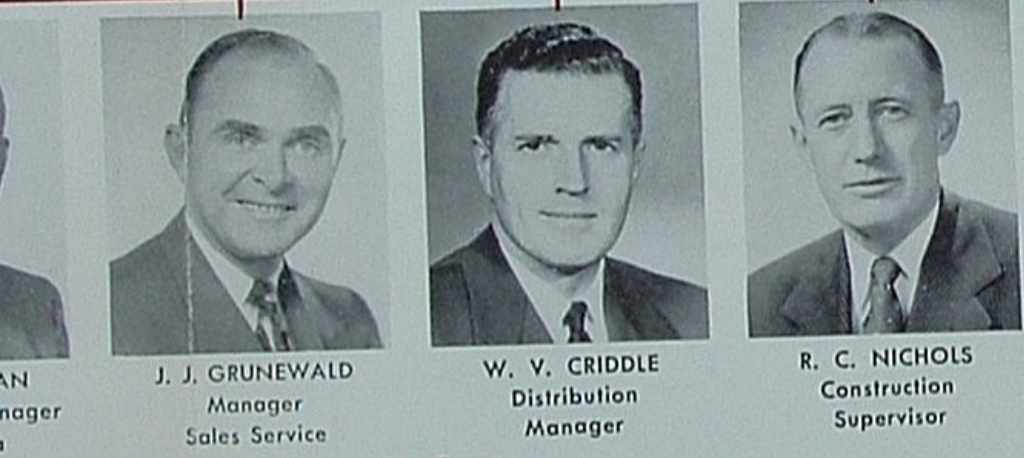
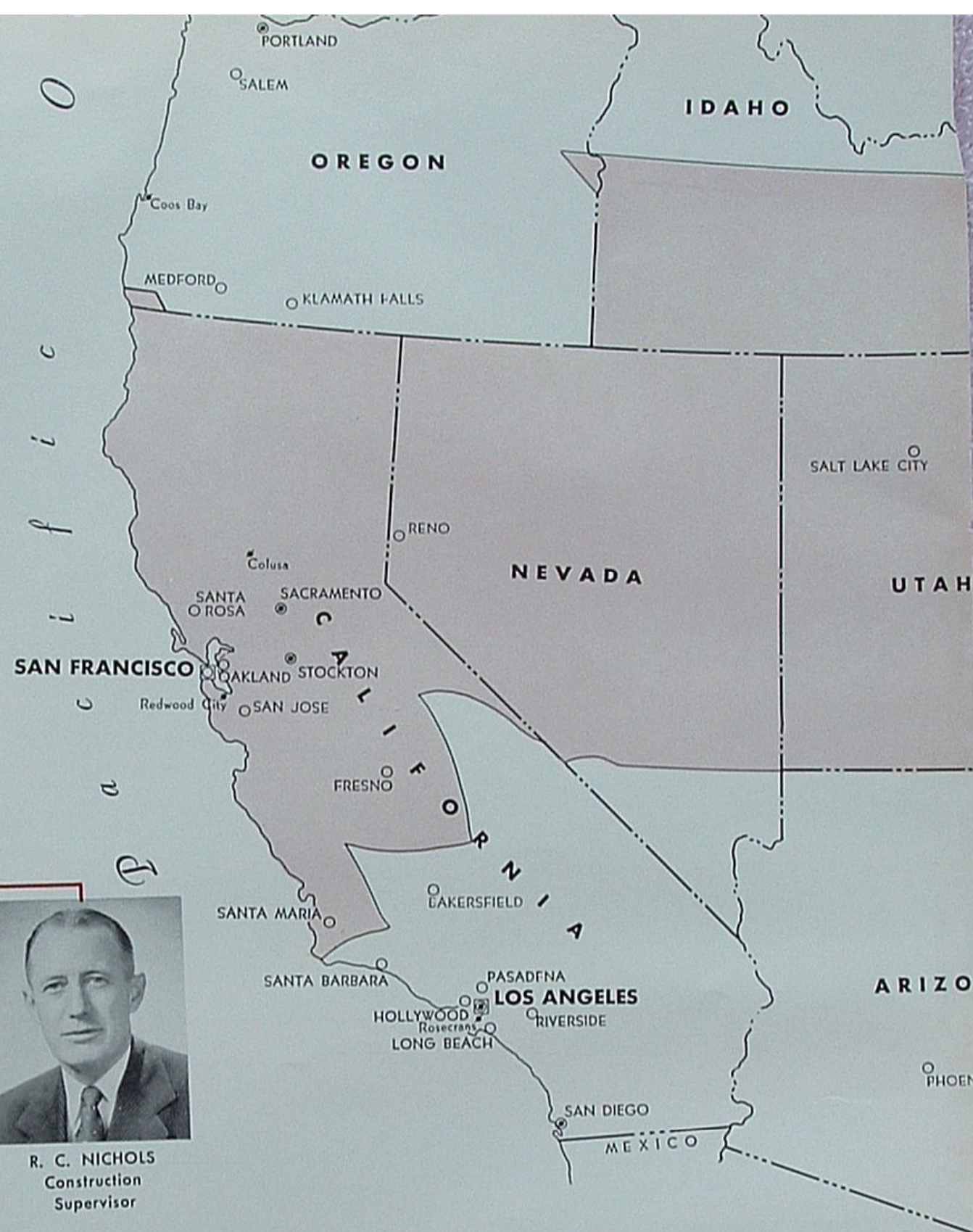


E. A. COX
Credit Manager
Fresno



A. E. HOLROYDE
Credit Manager
Honolulu

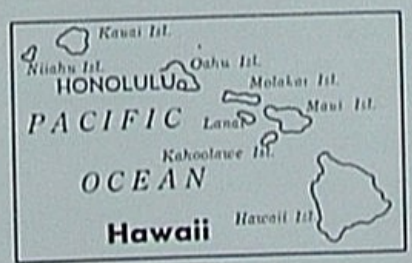
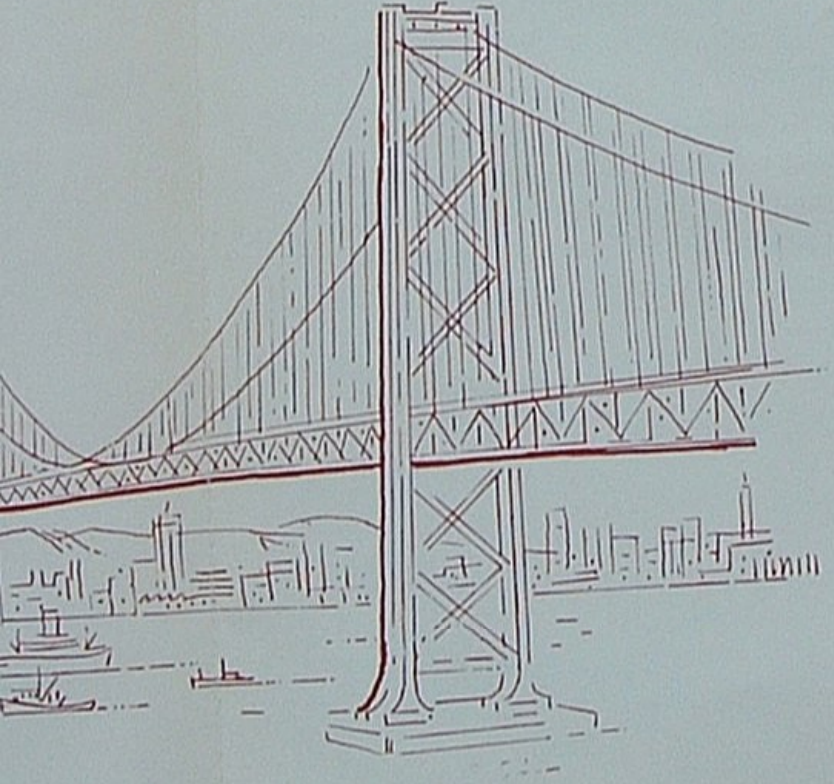




J. J. GRUNEWALD
Manager
Sales Service

W. V. CRIDDLE
Distribution
Manager

R. C. NICHOLS
Construction
Supervisor



LEGEND	
TERRITORY BOUNDARY	—
TERRITORY OFFICE	□
DISTRICT OFFICE	○
MARKETING TERMINAL	▲



San Francisco, location of Central Territory headquarters.

CENTRAL TERRITORY comprises the central and northern portion of California, southern Idaho, northern Nevada, Utah and the Territory of Hawaii. Territory offices are located in San Francisco, where the founders of Union Oil Company made some of their earliest sales of petroleum products in about 1885. District headquarters are maintained at San Francisco, Oakland, Sacramento, Fresno, Stockton, Honolulu, San Jose, Santa Rosa, Salt Lake City, Reno and Santa Maria.

Central Territory has six distribution terminals, located at Colusa, Monterey, Petaluma, Redwood City,

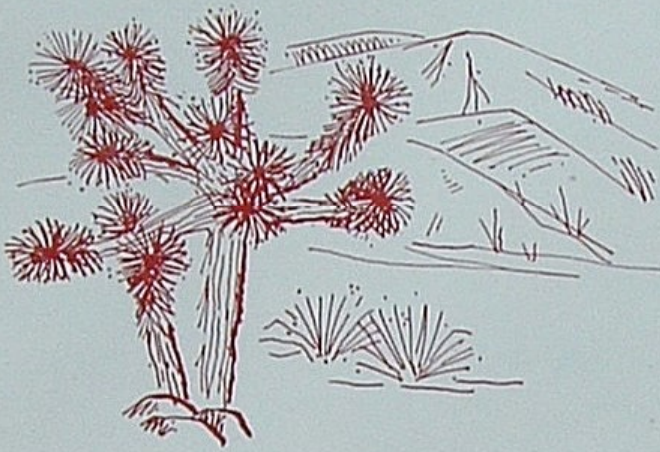
Sacramento and Stockton—providing a total storage capacity of 176,573 barrels.

Wholesale marketing is conducted through 22 Company operated marketing stations, 101 consignee operated marketing stations, and 11 distributors. Retail sales are handled through four Company operated service stations, 570 lessee operated units, and 791 dealers not under lease.

There are approximately 500 Company employees in the Territory engaged in marketing and distribution.



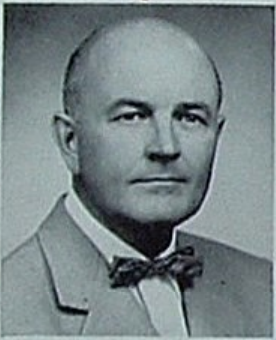
J. W. MILLER
Manager
Southwest Territory



H. W. BRAGG
Assistant Territory
Manager (Wholesale)



H. D. McCARTHY
Assistant Territory
Manager (Retail)



P. H. BOYD
District Sales Manager
Los Angeles



R. H. ROCKWELL
District Sales Manager
Hollywood



A. R. OUSDAHL
District Sales Manager
Long Beach



A. E. GROGAN
District Sales Manager
Pasadena



F. A. CULLING
District Sales Manager
San Diego



J. S. FO
District Sales
Rivers



DUMONT KIMMELL
Personnel Representative



J. S. SWANSON
Territory Accountant



R. M. SHAFFSTALL
Credit Manager
Arizona



R. D. ROE
Credit Ma
Los Ang

SOUTHWEST TERRITORY



J. S. CULLING
Sales Manager
San Diego



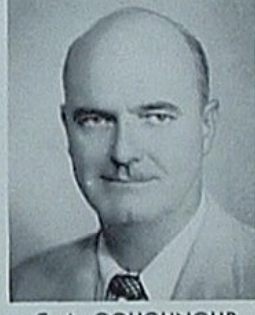
J. S. FOSTER
District Sales Manager
Riverside



C. E. DENTON
District Sales Manager
Arizona



W. A. COLE
District Sales Manager
Santa Barbara



C. A. GOUGHNOUR
District Sales Manager
Bakersfield



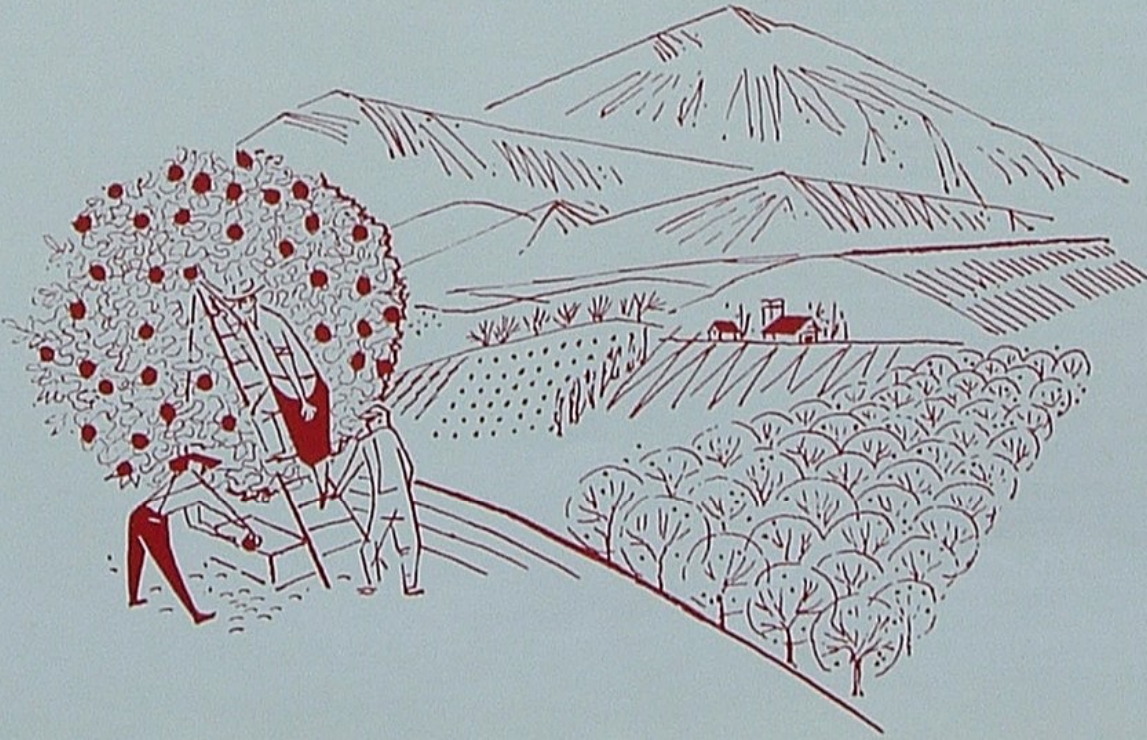
H. M. SCHAFER
Assistant Territory Manager
Operations



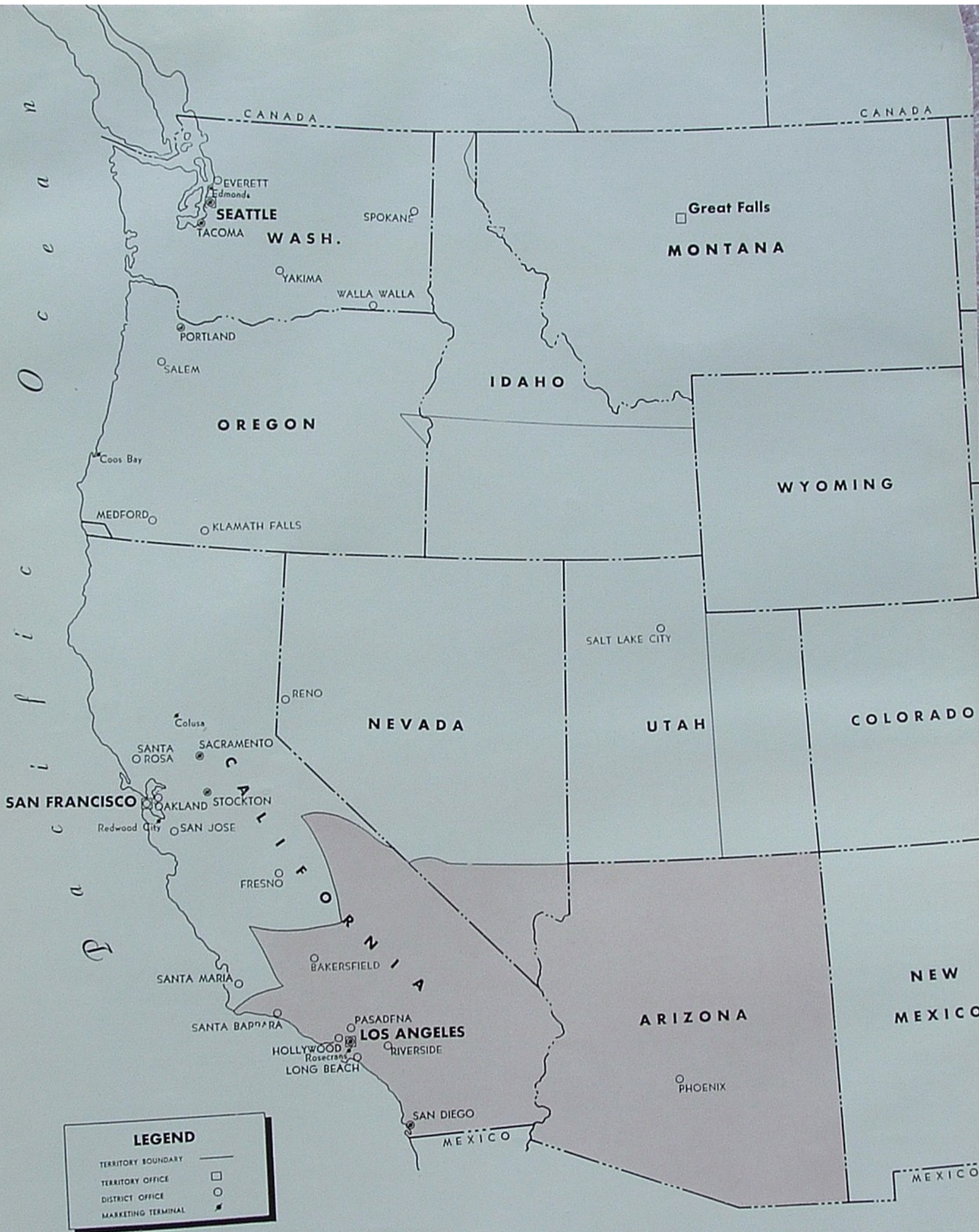
R. D. SHAFFSTALL
Credit Manager
Arizona



R. D. ROBERTS
Credit Manager
Los Angeles



SAN FRAN



Pacific Ocean

CANADA

CANADA

EVERETT
Edmonds
SEATTLE
TACOMA
WASH.

SPOKANE

Great Falls
MONTANA

YAKIMA
WALLA WALLA

PORTLAND

IDAHO

SALEM

OREGON

WYOMING

Coos Bay

MEDFORD

KLAMATH FALLS

SALT LAKE CITY

UTAH

COLORADO

NEVADA

RENO

Colusa
SANTA ROSA
SACRAMENTO

SAN FRANCISCO
Redwood City
OAKLAND
STOCKTON
SAN JOSE

FRESNO

BAKERSFIELD

SANTA MARIA

SANTA BARBARA

PASADENA
LOS ANGELES
HOLLYWOOD
Rosecrans
LONG BEACH
RIVERSIDE

ARIZONA

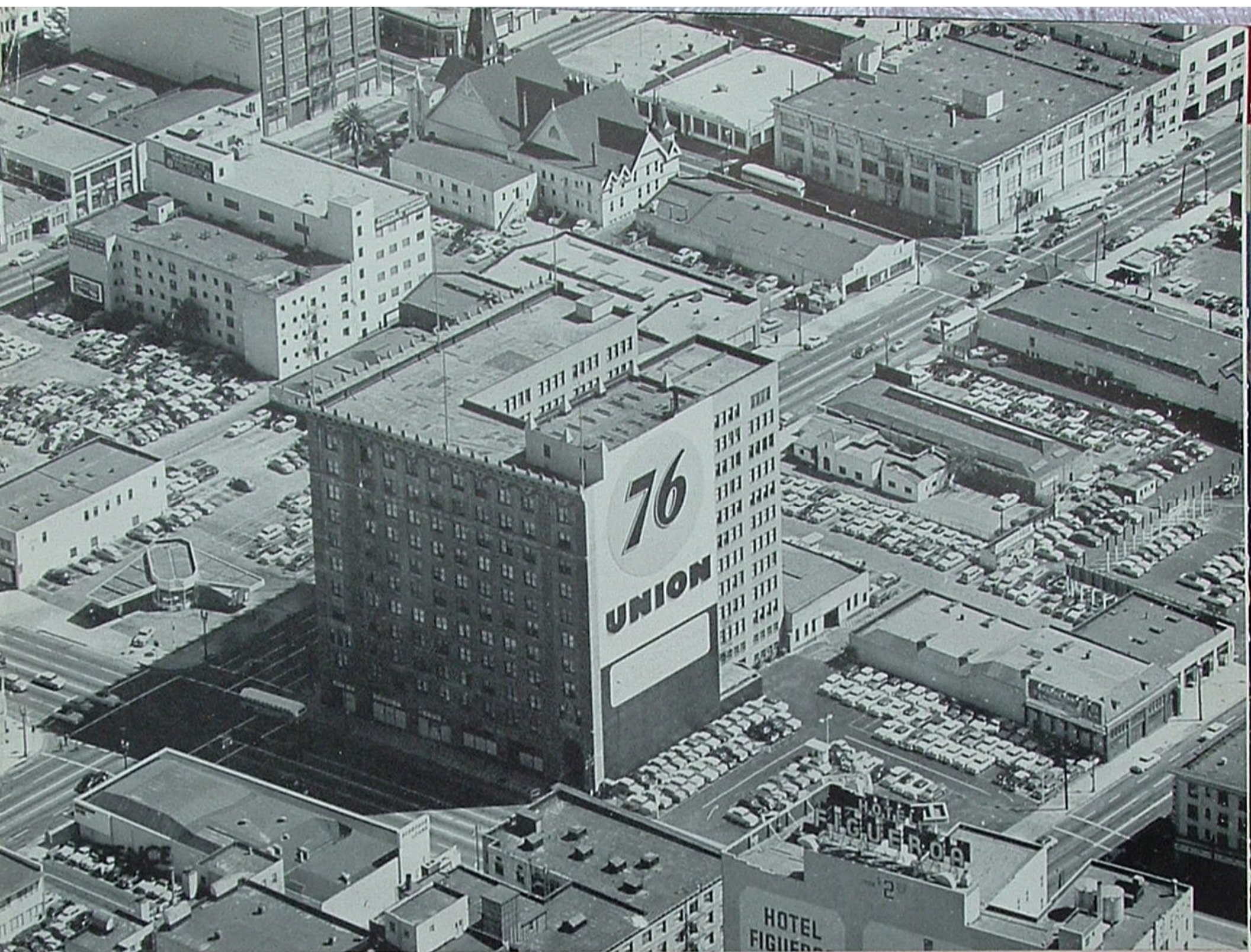
NEW MEXICO

PHOENIX

SAN DIEGO

MEXICO

MEXICO



Petroleum Building, Los Angeles, location of Southwest Territory Headquarters.

SOUTHWEST TERRITORY comprises southern California, southern Nevada, Arizona and New Mexico. Territory offices are located in the Petroleum Building, Los Angeles. District headquarters are maintained at Los Angeles, Hollywood, Long Beach, Pasadena, San Diego, Riverside, Phoenix, Santa Barbara and Bakersfield.

Southwest Territory has five distribution terminals, located at Los Angeles, Malibu, Rosecrans (Los Angeles), San Diego and Ventura, providing a total storage

capacity of 412,042 barrels.

Wholesale marketing is conducted through 21 Company operated marketing stations, 70 consignee operated marketing stations and 10 distributors. Retail sales are handled through 20 Company operated service stations, 872 lessee operated units, and 560 dealers not under lease.

There are approximately 863 Company employees in the Territory engaged in marketing and distribution.

What happens if we do away with profits?

With his bare hands the average American can't produce any more than any other person in the world. Yet his standard of living is much higher. He owns a home, a car and enjoys such luxuries as a telephone, refrigerator and television set.

The American lives well because of the "tools" he has to work with. They multiply the labor of his hands. Thus, he is able to produce more useful goods with his day's work.

A good example is the Union Oil employee. Today each man working for the company has \$70,691 worth of "tools" at his disposal, 3½ times as much as he had in 1927. Because of this, his production of goods has increased 2½ times. His wages (including retirement, vacation and other benefits) have climbed from \$168 to \$484 a month—almost 3 times—yet he works far shorter hours than he did 25 years ago.

The "tools" that make such gains possible are paid for by the shareowners of a business. For putting up their money, these people are offered the opportunity of being rewarded for their investment. So when a company makes a profit, they share it. Last year, the 40,302 owners of Union Oil common shares received an average of \$261 in dividends.

Now if you destroy the profit incentive, as continued high taxes could eventually do, you kill the goose that lays the golden egg. The "tool providers" couldn't be expected to risk their money. Without new "tools," employees couldn't continue to produce more. The flow of new and better products would dry up. There would be less wealth to share and a lower standard of living for America. So an economic climate that encourages profit and success is vital to all of us.

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 Bldg., Los Angeles 17, California.



MANUFACTURERS OF ROYAL TRITON, THE AMAZING PURPLE MOTOR OIL