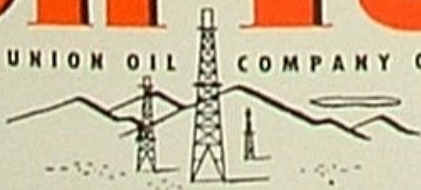




On Tour

WITH UNION OIL COMPANY OF CALIFORNIA



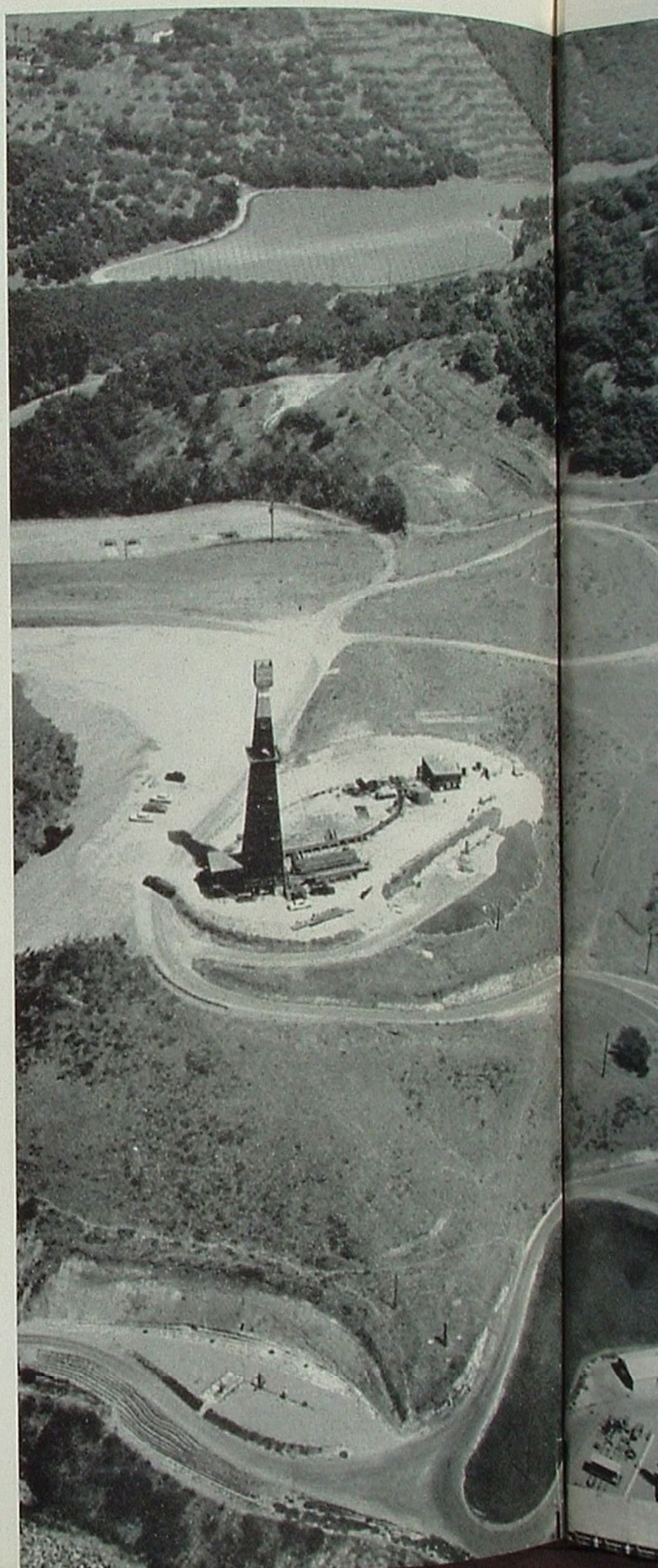
**MANAGEMENT
ORGANIZATION**

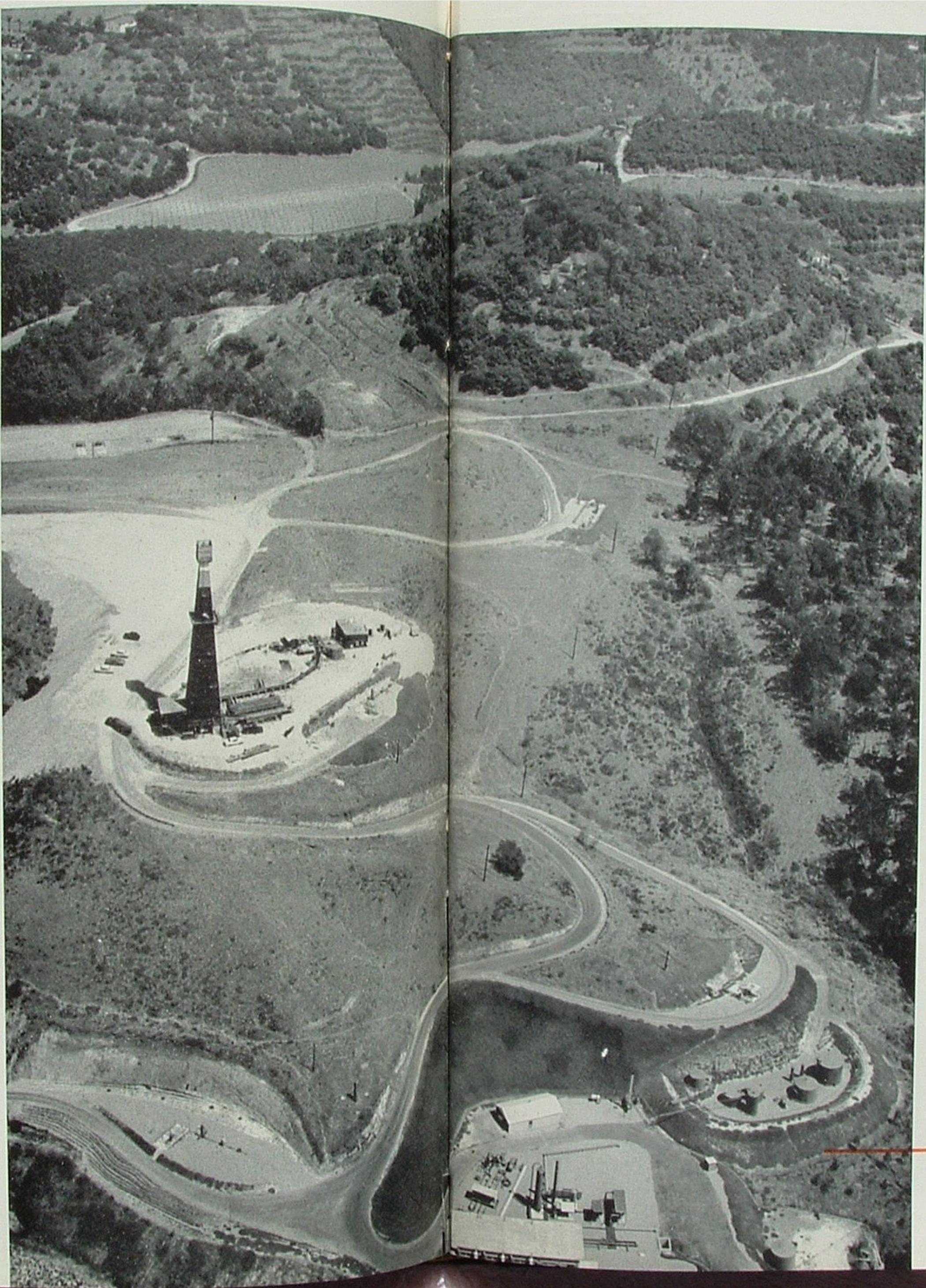
September 1, 1955

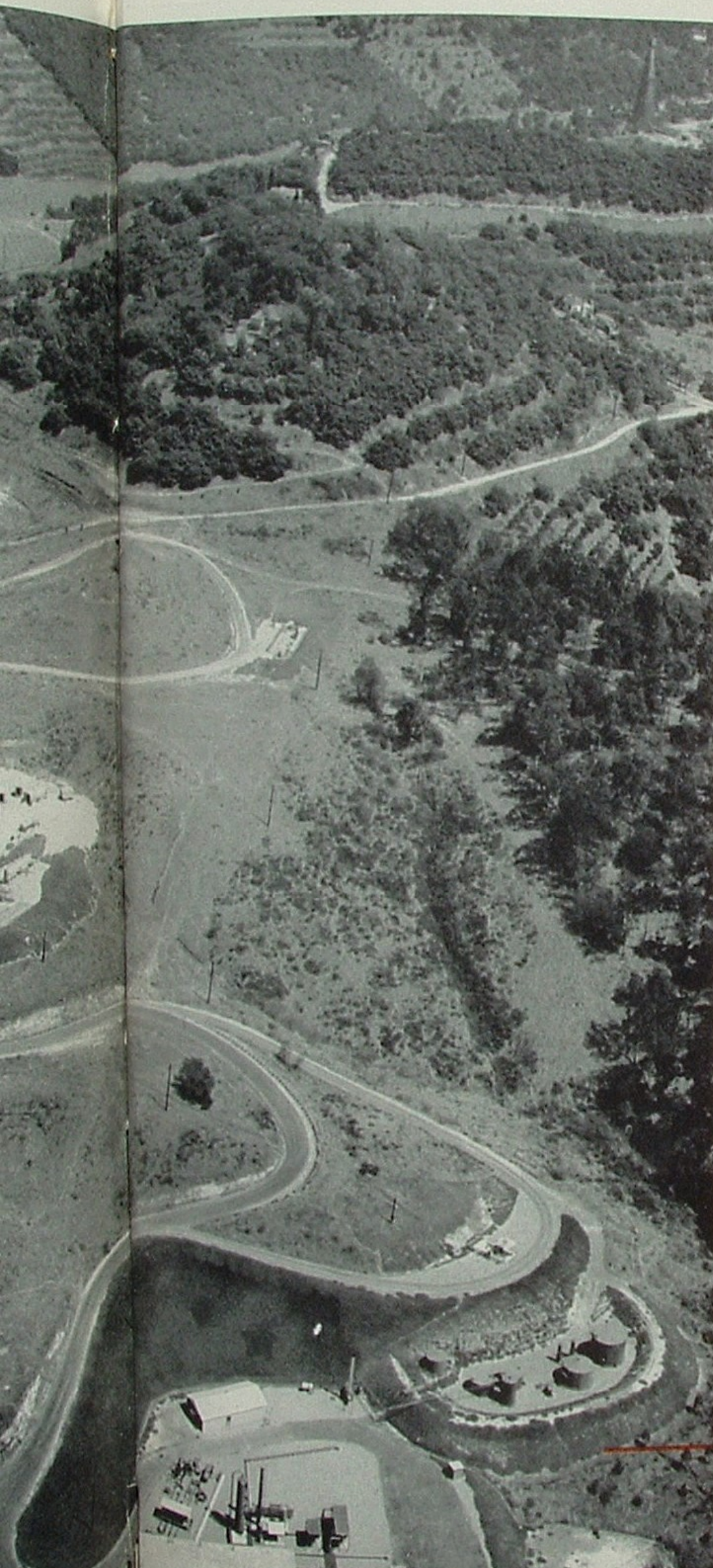
in this issue

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	<i>national & refinery sales</i>
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	<i>industrial relations</i>
page 54	<i>treasurer</i>
page 58	<i>brea chemicals, inc.</i>

the cover reveals two Union Oil tankships moored to the wharf of our marine cargo facilities in Los Angeles Harbor. Los Angeles Refinery, the Company's largest, appears in background. Other aerial photographs appearing in this issue are representative of Union Oil's widespread services and operations.







foreword

THE publishing in ON TOUR of Union Oil Company's Management Organization at intervals of approximately two years has developed into a far more valuable service than envisioned when our first such presentation was made in 1950. Employees everywhere—new and experienced, supervisory and non-supervisory—have found the carefully drawn charts not only informative but extremely useful as guides to efficient corporate communication. In response to hundreds of requests, we have prepared the current Organization issue.

As expressed on previous occasions, the accompanying alignment of officials and managers should not be interpreted as a full classification of Company management. There are many others within Union Oil whose supervisory responsibilities, skills, knowledge and services are of paramount importance to the Company's well being. But limitations of the printed page afford us the opportunity of introducing only top-level management in major fields of Union Oil activity.

We trust that employees and friends of the Company will find herein much of interest and value in furthering their understanding and progress. For those who best comprehend American industrial organizations of today will be their leaders of tomorrow.

from The Industrial Relations Department

Suisun Field, California

**UNION OIL COMPANY
OF CALIFORNIA
BOARD OF DIRECTORS —
EXECUTIVE COMMITTEE —
SEPTEMBER 1, 1955**



*REESE H. TAYLOR



FRANCIS S. BAER



LEIGH M. BATTSON



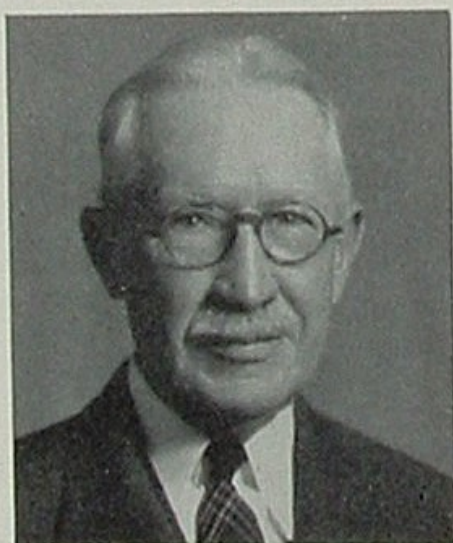
FREDERIC H. BRANDI



WILLIAM H. DOHENY



F. D. FAGG, JR.



JOHN EARLE JARDINE



ALAN J. LOWREY



S. W. MORSHEAD



JAMES R. PAGE



GEORGE M. WALLACE



DWIGHT WHITING



*W. L. STEWART, JR.



*A. C. RUBEL



*A. C. STEWART



*H. W. SANDERS

board of directors

Union Oil Company of California and its wholly owned subsidiary corporations are owned by more than 45,000 shareholders, among them being approximately 5,500 Company employees.

Since it is impractical for so many owners to take an active part in the management of their Company, they annually elect a Board of Directors, who are fully responsible to the shareholders. The corporate powers are exercised, the corporate business is conducted, and the corporate property is controlled by the Board of Directors.

Union's Board, composed of 16 men, is elected at the Annual Shareholders' Meeting. It has been the Company's experience that more than 82 per cent of its shareholders, representing over 88 per cent of its outstanding stock, vote for and elect the directors nominated by management.

Union's directors are men of exceptionally high standing and ability. Several are representatives of large shareholder interests; others qualify as experts in their fields of business management; and one is a university president. Five of the directors are Company officers and together comprise the Board's Executive Committee. To them the Board has delegated broad responsibilities and authority.

Although the Board generally relies on 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

Board considers fiscal policy from a long-range standpoint, gauges the Company's financial structure, and measures its development and expansion possibilities in the light of economic conditions and needs. The Board considers appropriations for sizeable projects, determines dividend policies and sets the salaries of officers. In addition they are concerned with the selection of officers and in the development of qualified leadership within the organization. They individually and frequently consult with and advise the Company's officers in furtherance of the Company's interests. In fact, they do a great deal more 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 and every shareholder.

**executive committee*

For day-to-day problems of Company management the Board delegates broad responsibility and authority to 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.



officers

THE OFFICERS of Union Oil Company include the Executive Committee and such other department heads and executive assistants who have intimate control or knowledge of the Company's wide-spread operations and properties. All Officers are appointed annually by the Board of Directors.

The President presides at meetings of the shareholders, 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 contact 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. By virtue of his office he is a member of all Board committees. The other Executive Committee members report to him.

Other Officers, of vice presidential or similarly high status, keep top management in closest possible relationship 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.

Oleum Refinery and new wharf, San Francisco Bay area



OFFICERS



REESE H. TAYLOR
President



A. C. RUBEL
Vice President



A. C. STEWART
Vice President



SAM GRINSFELDER
Vice President



DUDLEY TOWER
Vice President



ROY LINDEN
Vice President



E. H. WEAVER
Vice President



L. A. GIBBONS
Vice President

EXPLORATION
Continued Page 16

PRODUCTION
Continued Page 20

MARKETING
Continued Page 36

**PROCUREMENT
& CONTRACTS**
Continued Page 32

LEGAL
Continued Page 52

**PROPERTIES
ADMINISTRATION**
Continued Page 16

**NATIONAL & REFINERY SALES
CENTRAL & SOUTH AMERICA TERRITORY**
Continued Page 32



R. D. SMITH
Assistant to President

GLACIER DIVISION
Continued Pages 28, 36



W. L. STEWART, JR.
Senior Vice President

RESEARCH
Continued Page 12



H. W. SANDERS
Vice President

**FINANCE, PUBLIC RELATIONS
& ADVERTISING**
Continued on Page 52



IRVING J. HANCOCK
Treasurer

TREASURER
Continued Page 54



E. L. HIATT
Vice President

**TRANSPORTATION
& DISTRIBUTION**
Continued Page 24



K. E. KINGMAN
Vice President

MANUFACTURING
Continued Page 28



M. LORIMORE
Comptroller

COMPTROLLER
Continued Page 50



R. F. NIVEN
Secretary

SECRETARY
Continued Page 53



W. C. STEVENSON
Vice President

**INDUSTRIAL
RELATIONS**
Continued Page 53



research

THE RESEARCH DEPARTMENT is responsible for maintaining and improving the Company's competitive position in oil production and processing techniques and in product quality. The department provides technological guidance to management for future planning, technical service and engineering assistance to other departments as needed, and protects and exploits the Company's patent assets. To accomplish this, Research is subdivided into eight functional divisions with a total of 395 employees:

ENGINEERING DIVISION integrates long-range process schemes to provide optimum manufacturing techniques for the future processing of our raw material supply; provides economic and engineering evaluations to help guide the over-all research effort; and performs such process and engineering services as may be requested by any Company department.

REFINING RESEARCH DIVISION is concerned with new, and improvements to existing, products and refining processes; maintains a continuing surveillance of product quality; provides technical assistance to the Manufacturing and Marketing Departments; and predicts future product quality and refining trends.

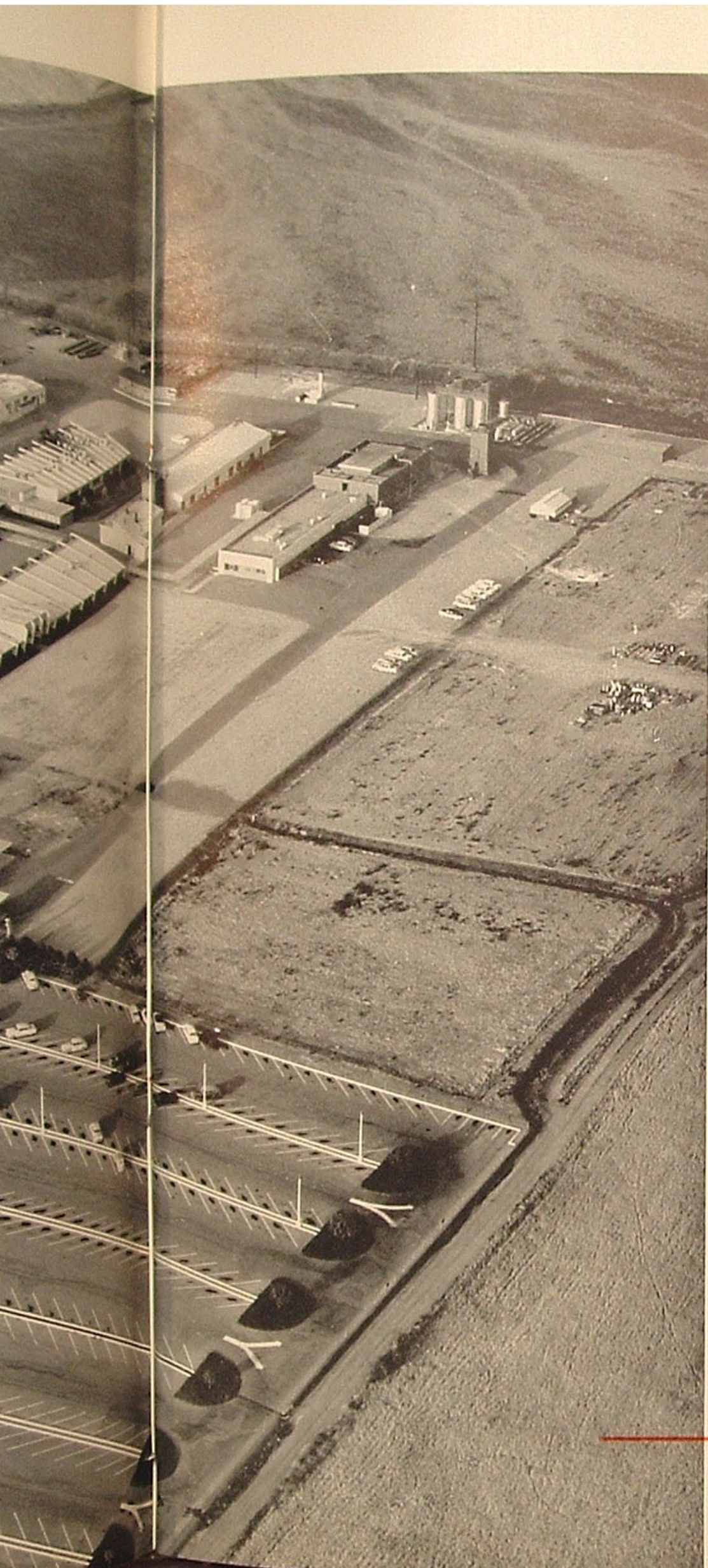
DESIGN DIVISION designs and operates pilot plants to prove up new mechanical techniques and to provide process data and demonstrations of new processes.

PRODUCTION RESEARCH DIVISION is concerned primarily with increasing the recovery of crude oil from the ground through development of new or improved production and recovery techniques and providing technical assistance in connection with problems arising in production.

GENERAL SERVICES DIVISION maintains and plans Research Center facilities and experimental test equipment; and coordinates the over-all non-technical business, service and industrial-relations activities of the Research Department.

(Continued on Next Page)

Research Center, Brea, California



RESEARCH
Directed by W. L. Stewart, Jr.
Senior Vice President



F. L. HARTLEY
General Manager
Research Department



G. H. HEMMEN
Chief Engineer
Engineering Division



W. E. BRADLEY
Manager
Refining Research Division



CLYDE BERG
Manager
Design Division



J. E. SHERBORNE
Manager
Production Research Division



B. T. ANDERSON
Manager
General Services Division

PATENT DIVISION is responsible for the procurement of patents on Company inventions, the handling and filing of Union Oil trade-marks, the protection of each of these types of Company assets, and the negotiation of license and patent agreements.

COMMERCIAL DEVELOPMENT DIVISION exploits processing "know-how" and patented process and product developments through industry licensing.

CHEMICAL RESEARCH DIVISION devotes its effort to the discovery of chemical processes and products of immediate and potential future interest to our subsidiary, Brea Chemicals, Inc., and provides assistance as needed to Brea Chemicals on current technical problems.

RESEARCH



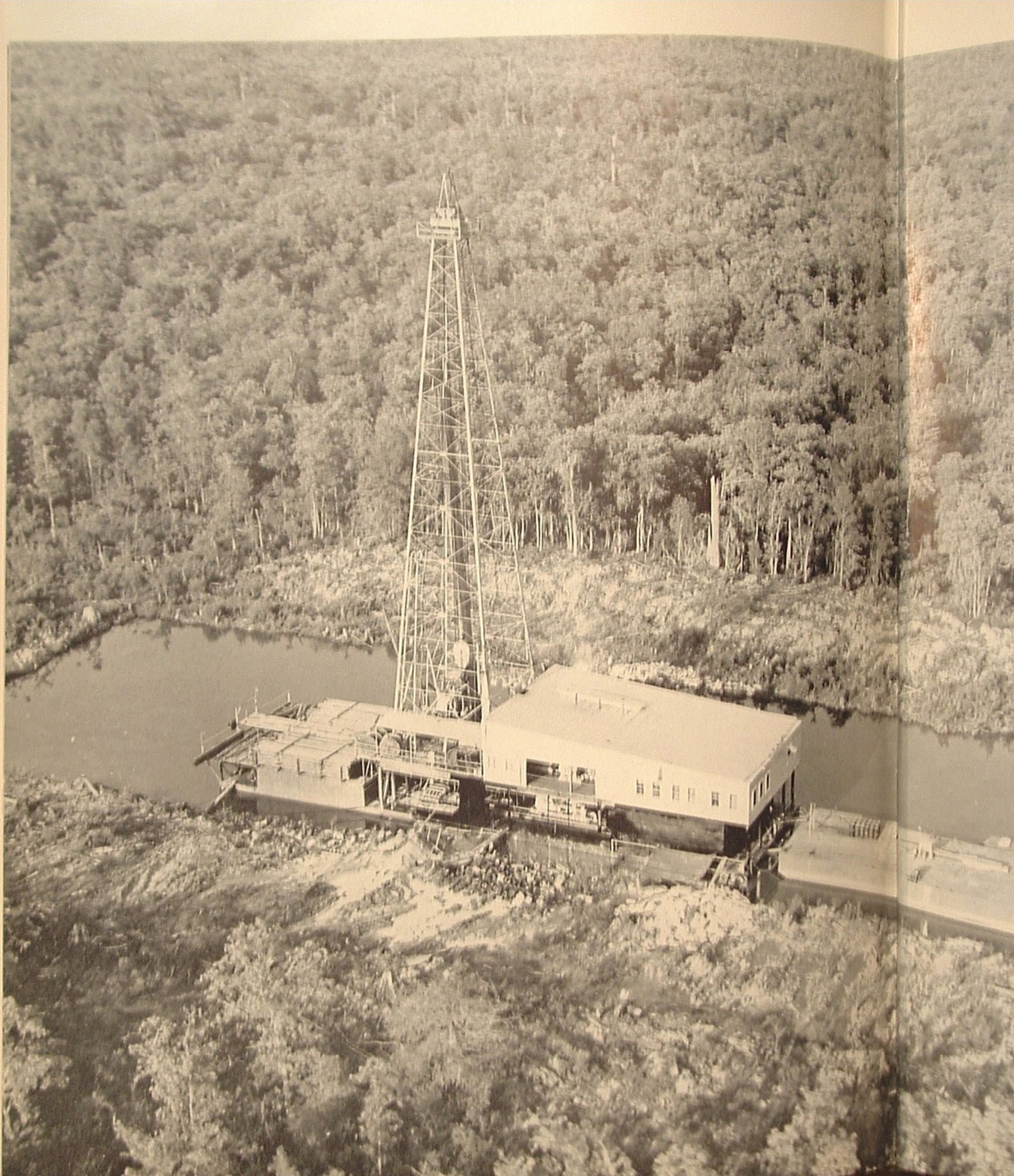
R. J. GAROFALO
Patent Counsel



V. N. JENKINS
Manager Commercial
Development Division



G. S. SCHAFFEL
Manager
Chemical Research Division





exploration

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

Because of the department's widespread activities and resulting decentralization, much of the responsibility for exploration has been placed under the division managers. However, reporting to Vice President Sam Grinsfelder, who heads Domestic Exploration, is Manager of Exploration for Western Area R. G. Greene, who supervises exploration activities of the Pacific Coast, Canada, Rocky Mountains and unassigned areas. Also reporting to Mr. Grinsfelder is Geological Co-ordinator E. W. Scott, who co-ordinates exploration activities for the Gulf Coast, West Texas and Oklahoma areas.

There are approximately 500 Company employees in the department.

East Lake Palourde Field, Louisiana

EXPLORATION & PROPERTIES ADMINISTRATION
Directed by A. C. Rubel, Vice President



SAM GRINSFELDER
Vice President
Domestic Exploration



R. G. GREENE
Manager of Exploration
Western Area



W. E. MORGAN
Manager of Operations
Rocky Mountain Division



E. C. BABSON
Manager of Operations
Canadian Division



BASIL KANTZER
Manager of Operations
Gulf Division



J. R. SLOAT
Staff Geophysicist



C. F. MANLOVE
Staff Geologist



E. W. SCOTT
Geological Coordinator



J. E. KILKENNY
Chief Geologist
Pacific Coast Division



F. W. BUSH
Manager of Lands
Pacific Coast Division



H. DRUMMOND
Chief Geologist
Rocky Mountain Division



R. W. BURNS
Manager of Exploration
Canadian Division



J. E. SUTTLES
Manager of Lands
Gulf Division



R. A. BURKE
Chief Geologist
Gulf Division

EXPLORATION & PROPERTIES ADMINISTRATION



R. C. HARRIS
 Manager
 Foreign Operations



H. C. FERRY
 Assistant to
 Vice President
 Manager
 Properties Administration



E. R. ATWILL
 Manager of Operations
 West Texas Division



NEWELL WILLIAMS
 Assistant Manager
 Foreign Operations



E. W. SCOTT
 Geological Coordinator



J. J. LLOYD
 Resident Manager
 Costa Rica



J. A. GRANT
 Assistant Manager
 Properties Administration



R. A. BURKE
 Chief Geologist
 Gulf Division



R. L. CLARKE
 Chief Geologist
 West Texas Division



E. S. KEEFE
 Manager of Lands
 West Texas Division



L. E. FITTS, JR.
 Manager of Exploration
 Oklahoma





production

THE PRODUCTION DEPARTMENT is responsible for the development of all oil and gas properties of the Company. These operations include the drilling of wells, production of crude oil and gas, processing of gas for the extraction of natural gasoline, etc., and all related activities. The Department operates in California, Texas, New Mexico, Louisiana, Oklahoma, Wyoming, Colorado and Montana; also in the provinces of Alberta, British Columbia, Manitoba and Saskatchewan, Canada; also in offshore areas of the Texas-Louisiana Gulf Coast and California. Increasing constantly in volume and scope of operations, the Production Department now operates 3,133 oil and gas wells, which have an average daily production of 155,000 barrels of crude and 275 million cubic feet of gas. There are 1,350 employees in the Department.

Torrey Field and Pump Station, California

PRODUCTION — PRODUCTION ECONOMICS
Directed by A. C. Rubel, Vice President



DUDLEY TOWER
Vice President
Production



BASIL KANTZER
Manager of Operations
Gulf Division



E. R. ATWILL
Manager of Operations
West Texas Division



E. C. BABSON
Manager of Operations
Canadian Division



W. E. MORGAN
Manager of Operations
Rocky Mountain Division



W. O. BUTLER
Manager Field Operations
Pacific Coast Division



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



J. S. McNULTY
Division Superintendent
West Texas Division



W. W. HEATHMAN
Manager Field Operations
Canadian Division



FRANK BALL
Division Superintendent
Rocky Mountain Division



J. R. FRASER
Division Superintendent
Valley Division



J. T. LEDBETTER
Division Superintendent
Los Angeles Basin Division

PRODUCTION & PRODUCTION ECONOMICS



C. F. BOWDEN
Chief Petroleum Engineer



H. D. AGGERS
Manager
Secondary Recovery Operations



K. C. VAUGHAN
Manager
Natural Gas & Gasoline



W. S. EGGLESTON
Manager
Production Economics



C. E. SMITH
Assistant Manager
Natural Gas & Gasoline



J. L. STAIR
Division Superintendent
Coast Division



C. W. FROOME
Division Superintendent
Ventura Division



C. D. GARD
Process Engineer





transportation and distribution

Within this organization are the Automotive, Distribution & Traffic, Marine, and Pipeline & Communications Departments. A branch of the organization makes purchases of crude oil from other producing companies and negotiates exchanges of petroleum to effect transportation savings.

THE AUTOMOTIVE DEPARTMENT, employing 130 people, selects, designs when necessary, and maintains approximately 2,200 automotive units required by the Company's various operating departments. This Department also provides maintenance service on 2,500 stationary engines.

THE DISTRIBUTION & TRAFFIC DEPARTMENT, staffed by 20 people in Home Office and maintaining liaison with the Distribution organizations in our Marketing Territories, is responsible for the verification of freight charges on all shipments by for-hire carriers, the negotiation of freight rate adjustments, the maintenance of bulk stocks at marine terminals, and the operation of a leased fleet of 550 tankcars.

THE MARINE DEPARTMENT, with a total of approximately 300 shore and sea-going personnel, operates the six ocean-going tankships which the Company has under bareboat charter. This Department also negotiates voyage charters for additional tonnage required to augment the Company-operated fleet. The total volume handled by our tankships in 1954 was 55 million barrels.

THE PIPELINE & COMMUNICATIONS DEPARTMENT, employing 330 people, maintains and operates 30 pump stations and 1,200 miles of pipeline, which handled 95 million barrels of oil during 1954. The Communications Division operates 7,000 channel miles of voice circuits, utilizing 1,350 telephone instruments, to provide a private communication network throughout our principal operating areas in Southern California.

Rosecrans Terminal and (background) new Los Angeles marketing facilities under construction

TRANSPORTATION & DISTRIBUTION



E. L. HIATT
Vice President
Transportation & Distribution



N. T. UGRIN
Manager
Transportation & Distribution



L. C. MONROE
Manager
Distribution & Traffic



J. H. ROBINSON
Manager
Pipelines & Communications



J. B. PATE
Superintendent
Southern Division Pipelines



W. M. CONLEY
Superintendent
Northern Division Pipelines



R. A. NEVENS
Supervisor Distribution



C. R. HAND
Supervisor Traffic

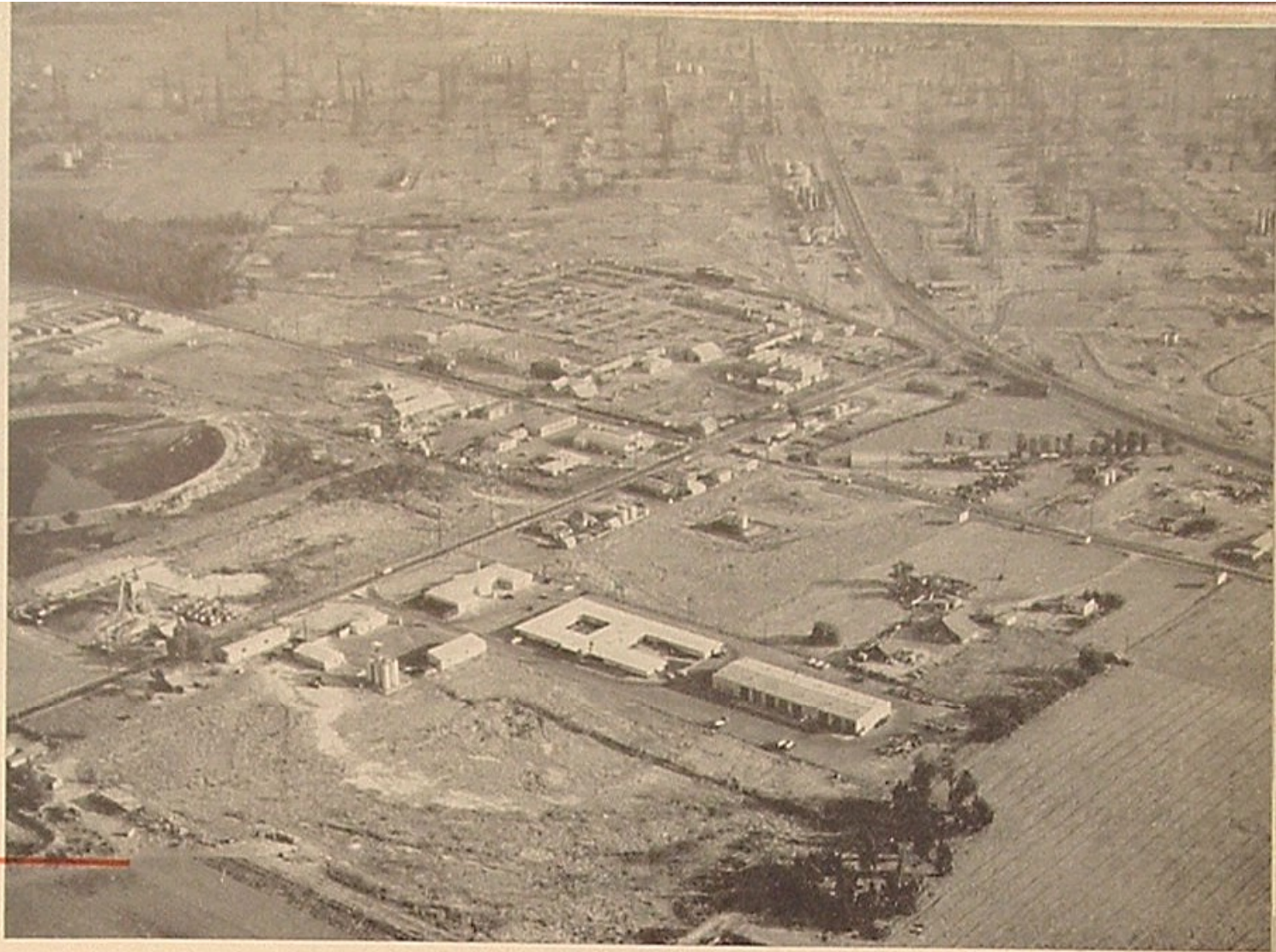


A. L. QUAKENBOSS
Crude Oil
Purchasing Agent



W. J. DILL
Supervisor Oil Exchanges

Santa Fe Springs, California



J. B. STENE
Manager
Marine Operations



J. W. SINCLAIR
Manager
Automotive



D. L. POVEY
Marine Superintendent
Los Angeles



C. E. MARKEY
Port Engineer
Los Angeles



R. H. CYRUS
Port Engineer
Los Angeles



L. L. LISHMAN
Port Captain
San Francisco



O. WEIDEMANN
Port Captain
Seattle



R. F. LABORY
Assistant to Manager
Automotive



manufacturing

The Manufacturing Department, employing about 2,300 people, is responsible for the operation of Union Oil's seven refineries.

Manufacturing's Home Office group of 32 employees is composed of three divisions: The **ECONOMICS DIVISION** is responsible for determining the most efficient utilization of crude oil moving to the various refineries, and for economic evaluations pertaining to the entire Department. Major engineering and construction projects for the refineries are the concern of our **ENGINEERING & CONSTRUCTION DIVISION**. The **OPERATIONS DIVISION** acts as a coordinating and liaison group between the refineries and other Company departments.

LOS ANGELES REFINERY has a crude oil distillation capacity of about 101,000 barrels per day, and manufactures all grades of aviation gasoline, jet fuels, motor gasolines, solvents, kerosene, diesel fuel, residual fuel and asphalts; also several by-product chemicals such as ethyl and methyl mercaptans, sulfur and ammonium sulfate. It is located on 438 acres of land within the extreme southern limits of the city of Los Angeles and has deep water facilities for handling tankship cargoes. There are 1,100 employees at this refinery.

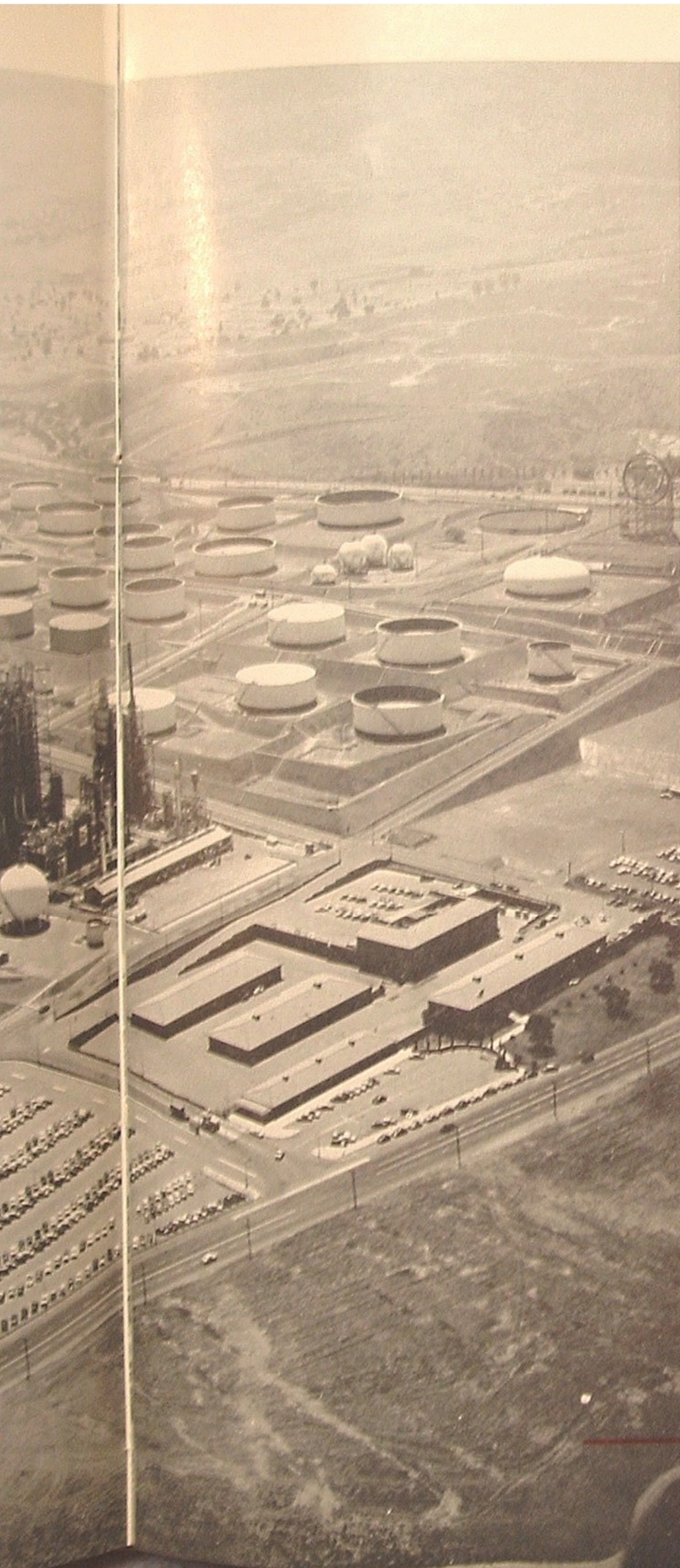
OLEUM REFINERY has a crude oil distillation capacity of 62,000 barrels per day, and manufactures motor gasolines, jet fuels, diesel fuels, residual fuels, asphalts, coke, sulfur, lubricating oils, greases and waxes. There are modern facilities here for packaging petroleum products and for reconditioning returnable-type containers. A recently completed Marine Terminal at Oleum is equipped to handle the modern super-tankers. The refinery occupies 1,163 acres of land adjoining San Pablo Bay of the San Francisco Bay area. There are 950 employees working at Oleum Refinery.

MALTHIA REFINERY, located on 23 acres of land near Bakersfield, California, is staffed with 33 employees. With a crude oil distillation capacity of 8,000 barrels per day, it produces jet fuels, motor gasoline, diesel fuel, residual fuel oils and asphalts.

CUT BANK REFINERY, located on a 240-acre site near Cut Bank, Montana, has 54 employees. With a crude oil distillation capacity of 3,600 barrels per day, it produces jet fuels, motor gasolines, diesel fuels, burner oils and residual fuels.

(Continued on Page 29)

Los Angeles Refinery



MANUFACTURING



K. E. KINGMAN
Vice President
Manufacturing



R. D. SMITH
Assistant to President
Glacier Division



E. B. PALMER
Assistant to Vice President



J. W. TOWLER
Manager
Oleum Refinery



H. C. MEINERS
Manager
Los Angeles Refinery



R. H. BUNGAY
Manager
Engineering & Construction



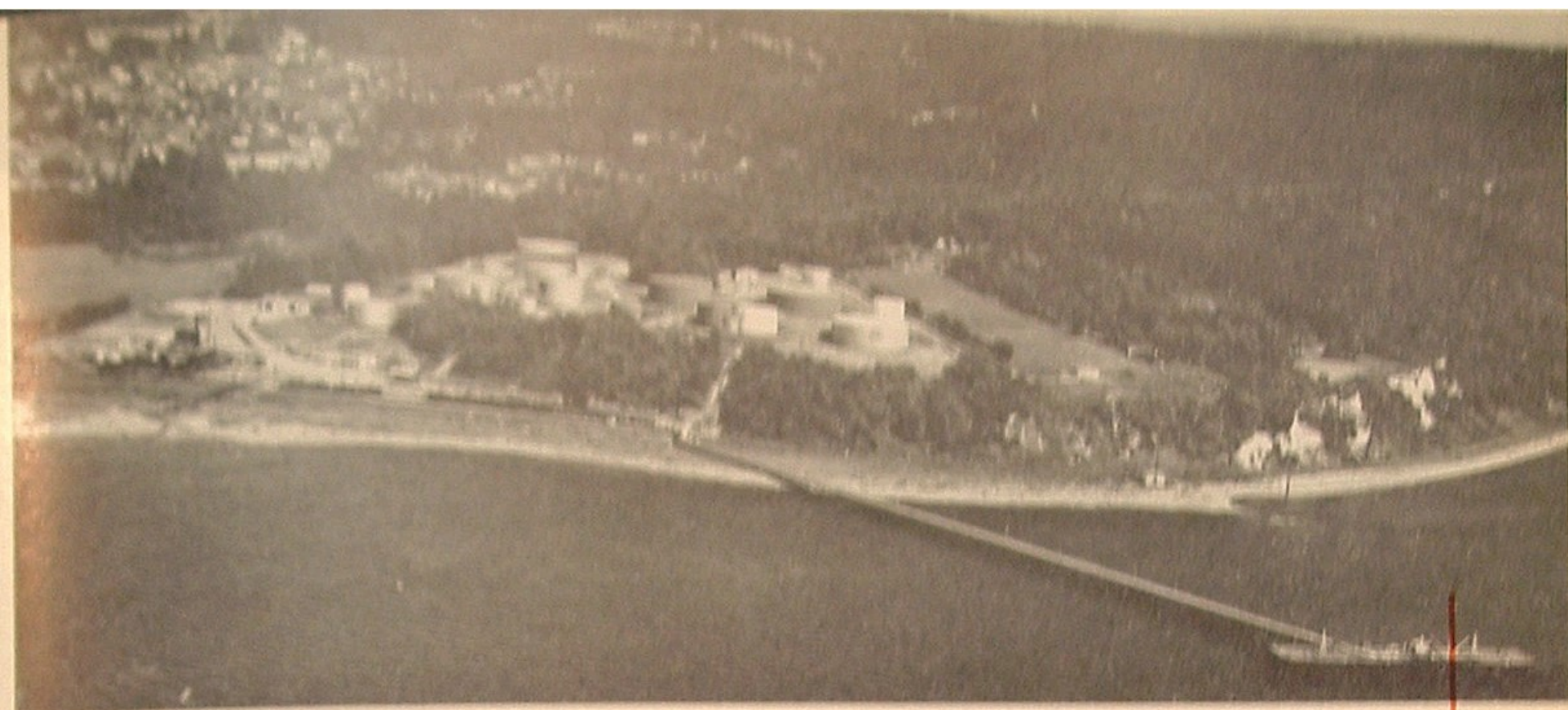
M. A. REAUGH
Manager
Manufacturing Economics



J. M. HOPKINS
Coordinator
Manufacturing Department



F. N. LAMMERMAN
Superintendent of Plants
(Refinery & Gas Plant)



Edmonds Refinery, Northwest Territory

EDMONDS REFINERY AND TERMINAL is located near Seattle, Washington. It has a crude oil distillation capacity of 4,000 barrels per day, and produces various types of asphalts and residual fuel oil. The Terminal has tankage for gasoline and other products, and is adjacent to deep water facilities for handling tankship cargoes. The plant and its 20 employees are under supervision of the Marketing Department.

ORCUTT REFINERY is located on 26 acres of land adjacent to Santa Maria, California. Here, some 5,000 barrels of crude oil can be processed daily into gasoline, residual fuels and various types of asphalt. The plant is staffed with 36 employees.

SANTA MARIA REFINERY occupies a 3,260-acre site about 14 miles south of Port San Luis, California. This refinery processes 19,000 barrels of crude oil daily, producing gasoline stocks, gas oil stocks, coke and sulfur. The gasoline and gas oil stocks are shipped to Oleum Refinery for further processing. These new Santa Maria refining facilities, completed in 1955, are operated by 85 employees.



G. S. BAUMGARTNER
Superintendent
Malibu Refinery



W. T. JAMESON
Superintendent
Santa Maria Refinery



R. L. HARSIN
Superintendent
Orcutt Refinery



G. A. WOODS
Administrative Assistant



J. W. HASTINGS
Superintendent
Edmonds Refinery & Terminal

purchasing

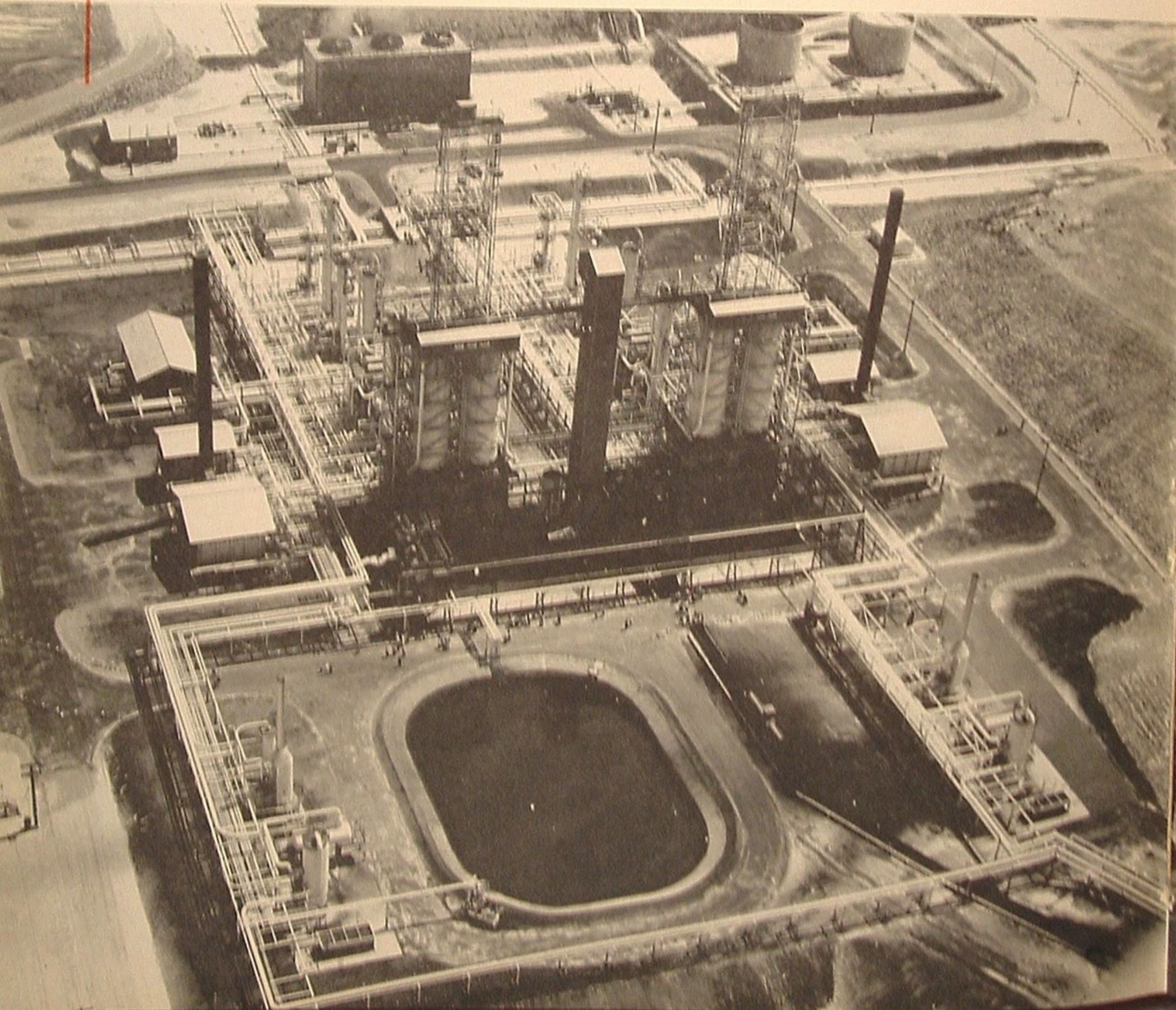
national &

PURCHASING, with 80 employees, is responsible for the buying and safeguarding of materials and supplies secured by Union Oil from outside vendors, which purchases now amount to over \$75,000,000 annually. Other departmental functions include the investigation of new materials, standardization of equipment and supplies, maintenance of inventories at levels commensurate with good operations, and the disposal of scrap metals, now amounting to more than 10,000 tons and having a valua-

tion in excess of \$500,000 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.

NATIONAL & REFINERY SALES, headquartered at Home Office, has representatives in New York City, San Francisco and Seattle. The department directs the sale

Santa Maria Refinery, California

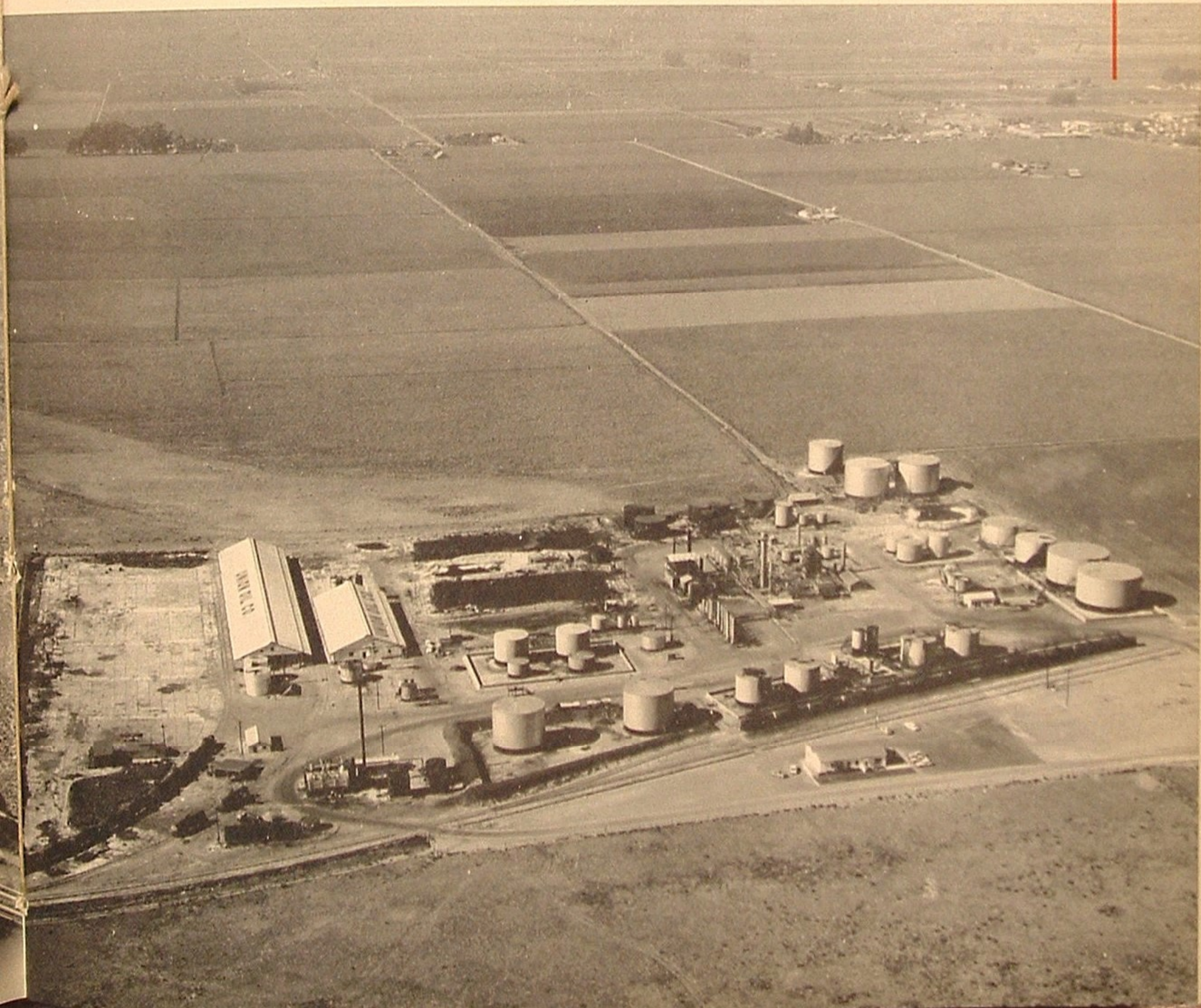


of all unbranded products to jobbers, refiners, brokers, exporters and agencies of the Federal Government; directs the sale of branded products to overseas distributors; and is responsible for sales to national accounts, railroads, airlines and steamship companies.

CENTRAL & SOUTH AMERICA TERRITORY comprises the countries of Latin America and the Caribbean, excepting Cuba. Territory headquarters are main-

tained at Panama in the Republic of Panama. With six marine terminals—located at Balboa and Cristobal in the Canal Zone, Puntarenas in Costa Rica, and Antofagasta, Taltal and Valparaiso in Chile—the Territory provides a total terminal storage capacity of 960,000 barrels. Wholesale marketing is conducted through seven Company-operated marketing stations and six consignee-operated marketing stations. There are approximately 125 Company employees and 21 distributors so engaged.

Orcutt Refinery, Santa Maria, California



**PURCHASING — NATIONAL & REFINERY SALES
— CENTRAL AND SOUTH AMERICA TERRITORY**
Directed by A. C. Stewart, Vice President



E. H. WEAVER
Vice President
Procurement & Contracts



J. W. GRAHAM
Territory Manager
Central and South America



C. S. PERKINS
Manager
Purchases



R. C. ZELL
Assistant Manager
Purchases



H. ZEHNER
District Sales Manager
Peru



H. A. DIKE, JR.
District Sales Manager
Costa Rica



G. NAVARRETE
Manager Operations & Distribution
Central and South America



D. G. MAVOR
District Sales Manager
Panama Canal Zone

MARKETING, DISTRIBUTION & PURCHASING



W. L. SPENCER
Manager
National Refinery Sales



PHILIP FELL
Manager
Export Sales



A. R. OUSDAHL
Manager
National & Bunker Sales



A. D. GRAY
Manager
Refiners & Jobbers Sales



R. D. DAVIS
Executive Representative
New York



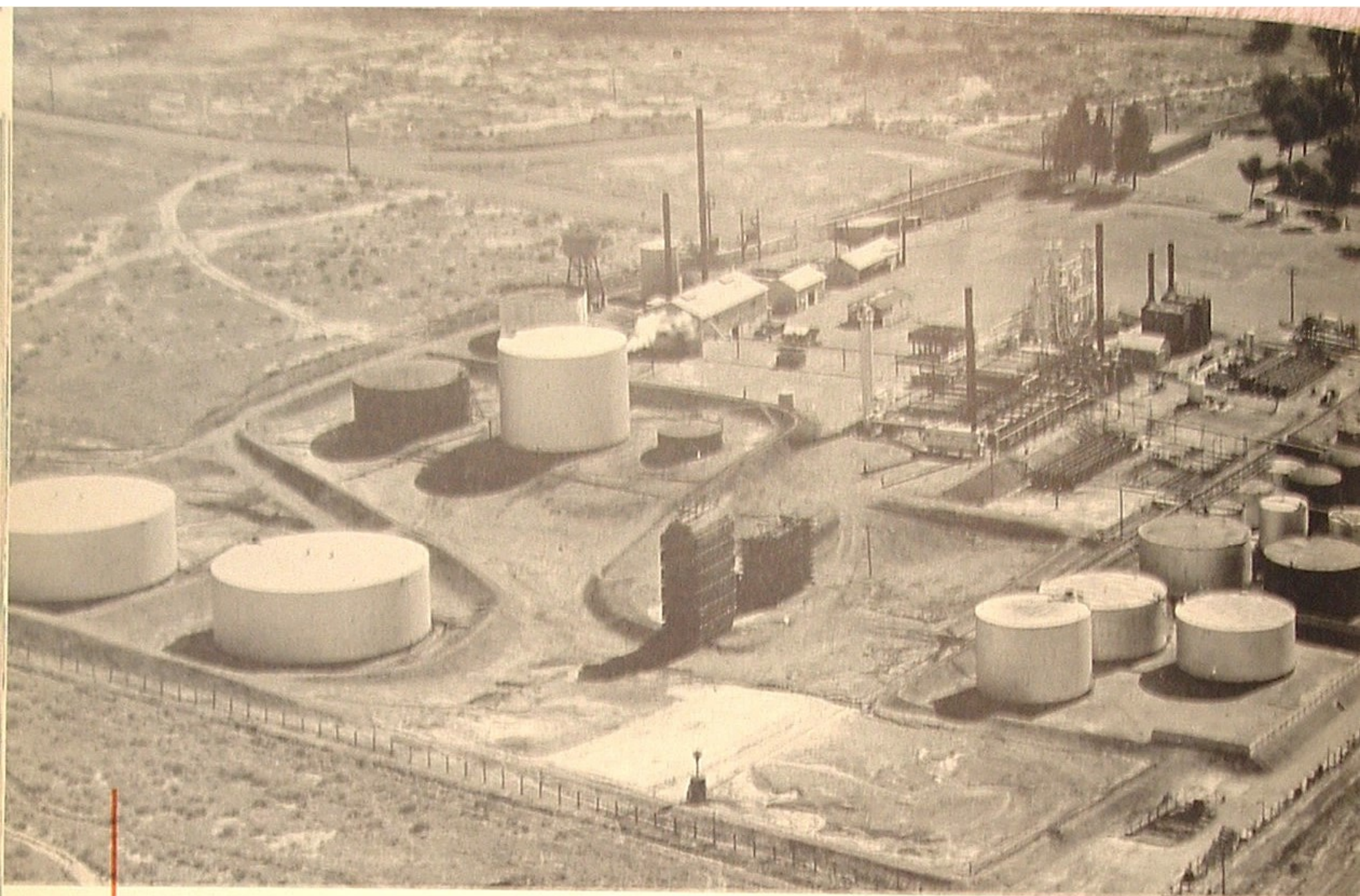
E. KEIGHTLEY
Manager
Aviation Sales



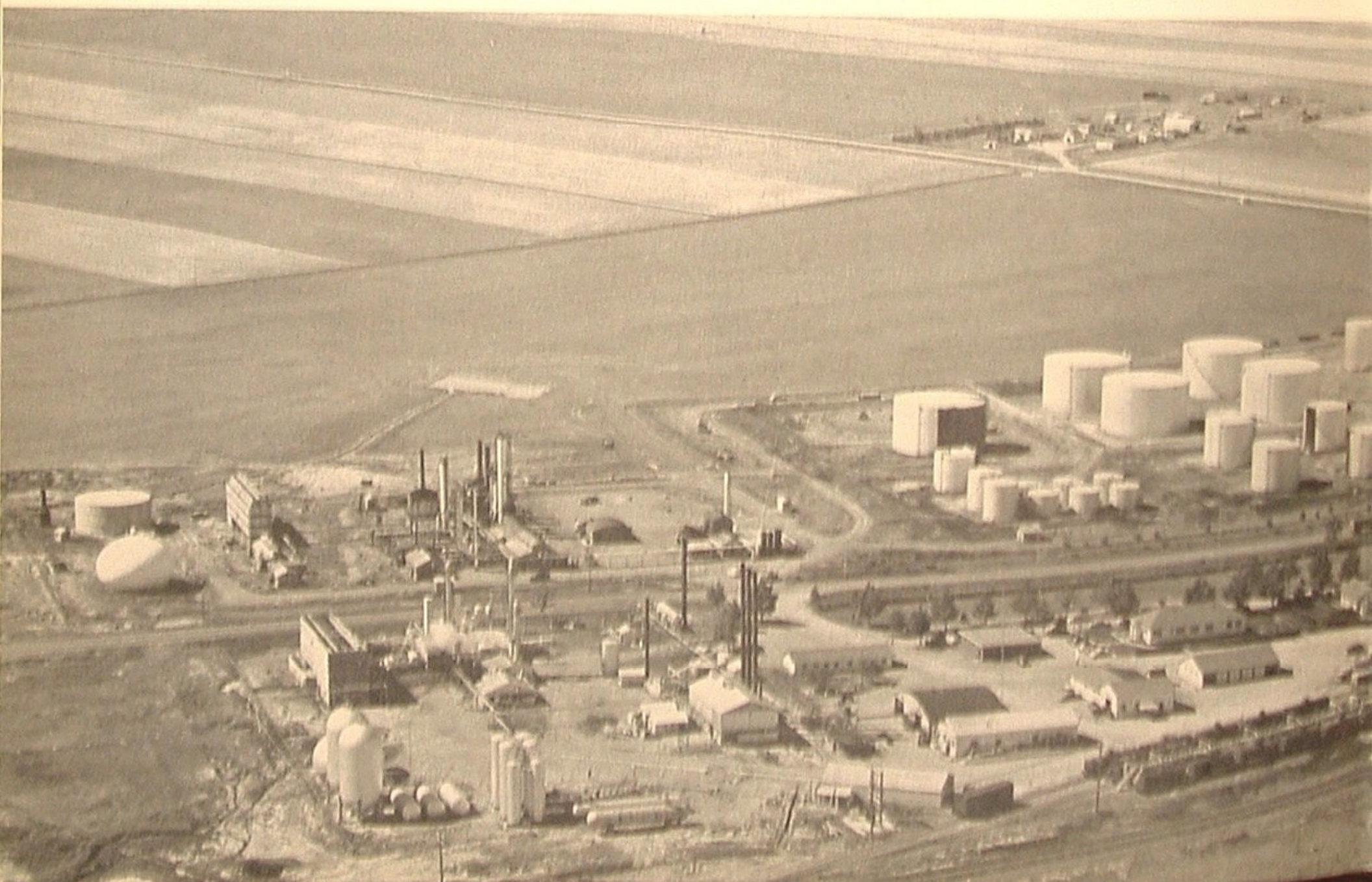
J. L. BROUGHTEN
Manager
Railroad Sales & Engineering



E. E. MAHONEY
Assistant to Manager



Mattha Refinery, Bakersfield, California





Cut Bank Refinery, Montana



sales services

SALES SERVICES personnel at Home Office, numbering about 50 employees, are responsible for planning the Company's marketing operations and sales programs; for market research and analysis; for price and policy schedules; for designing and standardizing marketing facilities; for developing training programs for sales personnel; for providing dealer aids and training, including the Company's dealer magazine, *THE MINUTE MAN*; for dissemination of product information and point-of-sale promotional displays; for manuals and administrative assistance—all designed to aid the Marketing Department's line management in expanding the Union Oil sales position.

eastern continental territory

EASTERN CONTINENTAL TERRITORY markets certain branded lubricating oils and greases in 38 states east of the Rocky Mountains and in Washington, D.C.; also in eastern Canadian provinces, the Bahamas and Cuba. Distribution of our products is handled mainly through independent distributors.

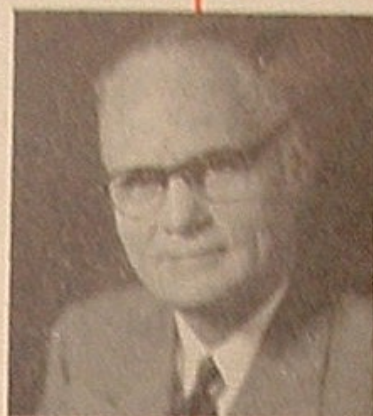
This extensive marketing area, controlled through Territory headquarters in Los Angeles, is divided into five regions. There are 32 employee sales representatives in the five regions who report to their respective regional sales managers in Atlanta, Chicago, Kansas City, Missouri, New Orleans and New York.

Since October 18, 1954, lubricating oil compounding and packaging has been done by our Union Oil Company Terminal at Philadelphia, which serves distributors in 15 eastern states. The General American Terminals at Good Hope, Louisiana, similarly serve our distributors in 22 southern and mid-western states.

glacier division

GLACIER DIVISION comprises the entire state of Montana, the Williston Basin area of North Dakota, the northern portion of Wyoming, the Salmon area of Idaho, and the provinces of Alberta and Saskatchewan in Canada. Wholesale marketing is conducted through 32 consignee marketing stations, 19 distributors and four jobbers. Retail sales are handled through 202 retail outlets, 36 of which are lessee operated. Nineteen Company employees in the Division are engaged in marketing and distribution. Refinery and absorption plant functions of the Glacier Division are described on Page 27.

EASTERN CONTINENTAL SALES — SALES SERVICES
— GLACIER DIVISION
Directed by A. C. Stewart, Vice President



ROY LINDEN
Vice President
(Sales Manager)



G. S. SMITH
Manager
Sales Services



H. G. COOPER
Supervisor
Marketing Facilities



W. S. PENN, JR.
Supervisor
Market Research



F. H. OTT
Supervisor
Lubricating Oils
& Grease Sales



H. I. HOLBROOK
Supervisor
Retail



W. M. SOPHER
Supervisor
Sales Promotion & Training



D. L. NIELSEN
Supervisor
Residual Oil Sales



H. D. SEELEY
Administrative Supervisor

MARKETING & DISTRIBUTION



C. H. FINNELL
Manager
Eastern Continental Territory



R. D. SMITH
Assistant to President
Glacier Division



J. C. GARVEY
Regional Sales Manager
Kansas City, Kansas



T. S. ELLIS
Regional Sales Manager
New York



T. D. ORECCHIO
Regional Sales Manager
Atlanta



T. J. KILLEEN
Regional Sales Manager
Chicago



J. A. HATTRICK
Regional Sales Manager
New Orleans



R. R. BLAKESLEE
Sales Manager
Glacier Division





southwest territory

SOUTHWEST TERRITORY comprises southern California, southern Nevada, Arizona, New Mexico and Baja California in Mexico. Territory offices are located in the Petroleum Building, Los Angeles. District offices are maintained at Los Angeles, Hollywood, Long Beach, Pasadena, San Diego, Riverside, Phoenix, Santa Barbara and Bakersfield. Wholesale marketing is conducted through 24 Company-operated marketing stations, 65 consignee-operated marketing stations and 18 distributors. Retail sales are handled through 29 Company-operated service stations, 971 lessee-operated units and 569 dealers not under lease. The Territory has four distribution terminals, located at Los Angeles, Rosecrans, San Diego and Ventura, with total storage capacity of 448,922 barrels. There are approximately 940 Company employees in the Territory engaged in marketing and distribution.

1. Site of new Union Oil Center, Los Angeles
 2. Present Home Office Building
-

SOUTHWEST TERRITORY
Directed by Roy Linden, Vice President

SOUTHWEST TERRITORY



F. K. CADWELL
Manager
Southwest Territory

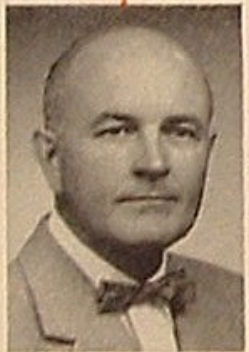


H. W. BRAGG
Manager
Wholesale Sales

WHOLESALE



E. R. McCLOUD
District Sales Manager
Long Beach



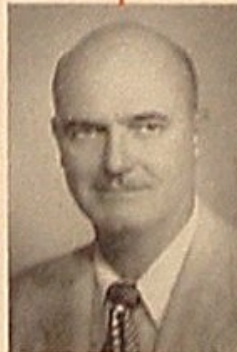
P. H. BOYD
District Sales Manager
Los Angeles



D. KIMMELL
District Sales Manager
Pasadena



C. E. DENTON
District Sales Manager
Arizona



C. A. GOUGHNOUR
District Sales Manager
Bakersfield



J. S. FOSTER
District Sales Manager
Riverside



FRANK CULLING
District Sales Manager
San Diego



W. A. COLE
District Sales Manager
Santa Barbara



H. D. McCARTHY
Manager
Retail Sales

RETAIL



W. TUFTS
District Sales Manager
Hollywood



D. R. HEPBURN
District Sales Manager
Long Beach



T. R. MCGILLIARD
District Sales Manager
Los Angeles



R. H. ROCKWELL
District Sales Manager
Pasadena



T. W. PROUDFOOT
Manager
Sales Service



H. M. SCHAFER
Manager
Distribution



F. S. FIEDLER
Supervisor
Construction



H. KING
Personnel
Representative



J. S. SWANSON
Territory
Accountant



F. B. BREMER
Credit Manager





central territory

CENTRAL TERRITORY comprises the central and northern portions of California, southern Idaho, northern Nevada, Utah, the extreme western portion of Wyoming, and the Territory of Hawaii. Territory offices are located in San Francisco. District offices are maintained at San Francisco, Oakland, Sacramento, Fresno, Eureka, Santa Maria, Reno, Salt Lake City and Honolulu. Wholesale marketing is conducted through 20 Company-operated marketing stations, 123 consignee-operated marketing stations and 14 distributors. Retail sales are handled through four Company-operated service stations, 685 lessee-operated units and 775 dealers not under lease. The Territory has eight distribution terminals, located at Colusa, Monterey, Petaluma, Redwood City, Sacramento, Stockton, Eureka and Honolulu, with total storage capacity of 176,573 barrels. Storage is also provided at several terminals for Aqua Ammonia, marketed by Brea Chemicals, Inc. There are approximately 550 Company employees in the Territory engaged in marketing and distribution. An additional 150 employees staff the Company's centralized Credit Card Accounting office in San Francisco.

Central Territory Offices, San Francisco

CENTRAL TERRITORY
 Directed by Roy Linden, Vice President

CENTRAL TERRITORY



R. H. RATH
 Manager
 Central Territory

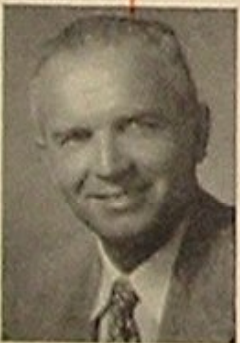


J. J. GRUNEWALD
 Manager
 Wholesale Sales

WHOLESALE



E. ETHRIDGE
 Sales Manager
 Fresno



W. M. McCLURE
 District Sales Manager
 Sacramento



J. H. FISHER
 District Sales Manager
 Oakland



J. H. McGEE
 District Sales Manager
 San Francisco



T. S. ARGYLE
 District Sales Manager
 Eureka



L. C. LEONARD
 District Sales Manager
 Reno



O. G. GILBERT
 District Sales Manager
 Salt Lake City



J. W. CHAPMAN
 District Sales Manager
 Santa Maria



C. E. BATHBONE
 District Sales Manager
 Honolulu



E. KENDALL, Jr.
Manager
Retail Sales

RETAIL



A. E. HEALIFFE
District Sales Manager
Fresno



R. C. GLASS
District Sales Manager
Oakland



R. BRENCHLEY
District Sales Manager
Sacramento



W. S. CHRISTOPHER
District Sales Manager
San Francisco



G. F. HERRMAN, Jr.
District Sales Manager
San Jose



W. V. CRIDDLE
Manager
Sales Services



F. K. LORD
Manager
Distribution



H. G. PARKER
Supervisor
Construction



F. C. BARR
Personnel
Representative



S. BIEHN
Territory
Accountant



R. M. SHAFFSTALL
Credit Manager
Sacramento



T. J. FAHAY
Credit Manager
San Francisco





northwest territory

NORTHWEST TERRITORY comprises the states of Oregon, Washington, Idaho (north of the Salmon River), Territory of Alaska, Province of British Columbia and Yukon Territory. Territory offices are located in Seattle. District offices are maintained at Anchorage, Bend, Eugene, Medford, Portland, Seattle, Spokane, Tacoma, Walla Walla and Yakima. The Territory has 12 distribution terminals, located at Edmonds, Hoquiam, Pasco, Seattle, Spokane and Tacoma in Washington; Astoria, Coos Bay, Umatilla and Willbridge (Portland) in Oregon; and Juneau and Whittier in Alaska—with total storage capacity of 2,231,793 barrels. Functions of the Edmonds Refinery, which is managed through Northwest Territory are described on Page 27. Wholesale marketing is conducted through 20 Company-operated marketing stations, 171 consignee-operated marketing stations and six distributors. Retail sales are handled through eight Company-operated service stations, 612 lessee operated units and 824 dealers not under lease. There are approximately 577 Company employees in the Territory engaged in marketing and distribution.

Northwest Territory Offices and Terminal, Seattle (arrow)

NORTHWEST TERRITORY
 Directed by Roy Linden, Vice President

NORTHWEST TERRITORY



W. I. MARTIN
 Manager
 Northwest Territory



R. T. CARRINGTON
 Sales Manager

WHOLESALE

WHOLESALE AND RETAIL



C. BURKLUND
 District Sales Manager
 Seattle



L. B. TRELUE
 District Sales Manager
 Portland



R. M. CLARK
 District Sales Manager
 Medford



F. J. KERTH
 District Sales Manager
 Alaska



D. R. JESSUP
 District Sales Manager
 Bend



M. E. NICHOLS
 District Sales Manager
 Spokane



J. T. BROGAN
 District Sales Manager
 Tacoma



W. E. WOLDSTETTER
 District Sales Manager
 Walla Walla

RETAIL



C. J. DALZELL
District Sales Manager
Yakima



D. C. CRAIG
District Sales Manager
Eugene



J. T. RAABE
District Sales Manager
Portland



J. E. McCAFFREY
District Sales Manager
Seattle



J. W. WHITE
Manager
Sales Services



W. I. HAYLAND
Manager
Distribution



R. S. BOND
Supervisor
Construction



J. W. HASTINGS
Superintendent
Edmonds Refinery
and Terminal



H. R. WEBB
Personnel
Representative



R. H. CLARK
Territory
Accountant



W. W. WORKMAN
Credit Manager
Seattle



W. S. NEWTON
Credit Manager
Portland

COMPTROLLER



MAX LORIMORE
Comptroller



C. M. GJERDE
Assistant Comptroller



H. A. LAPHAM
Assistant Comptroller



R. E. DALBECK
Supervisor
Financial Accounts



A. L. REED
Supervisor
Payroll & Disbursements



H. A. SKINNER
Chief Field & Refinery Auditor



R. L. CAIN
Supervisor
Systems & Procedures



H. O. CRAWFORD
Supervisor
Machine Accounting Unit



O. D. HOUX
Chief Territory Auditor
Southwest Territory



H. A. TOBEY
Chief Territory Auditor
Central Territory



T. O. MACKEY
Chief Territory Auditor
Northwest Territory

THE COMPTROLLER'S DEPARTMENT, principal accounting organization of the Company, is responsible for the design and maintenance of the accounting system, controls, methods, printed forms, audit procedures, and form of documentation of accounting records with respect to all business transactions, properties, oil stocks and material supplies owned, and other relationships involving value rights. The department is responsible for assuring that monies disbursed are properly authorized

and that assets and services contracted for are received and properly accounted for. All financial, operating and statistical statements submitted to shareholders, management and governmental agencies are prepared from records maintained under the Comptroller's direction. His staff is responsible for the administration of, and records required for, all Company benefit plans. Of the 454 employees who assist in the Company-wide responsibility, 88 are located outside of Home Office.



E. C. ROGERS
Assistant Comptroller



G. H. ANDERSON
Supervisor
Marketing Accounts



W. C. NERO
Supervisor
Manufacturing Accounts



R. F. STINE
Supervisor
Production & Transportation
Accounts



L. L. SWEET
Supervisor
Training & Development



DEREK S. POYAH
Acting Supervisor
Compensation & Benefits



R. M. TEAL
Supervisor
Office Services



JAMES I. BELL
Division Accountant
Calgary



C. A. HENDERSON
Division Accountant
Denver



JOHN H. EUSTON
Division Accountant
Midland



PAUL K. NOLAND
Division Accountant
Houston

FINANCE, PUBLIC RELATIONS & ADVERTISING



H. W. SANDERS
Vice President



J. LUBOVISKI
Manager
Public Relations & Advertising



EARL WELTY
Manager
Press Relations



A. M. WOODWARD
Supervisor
Public Relations

LEGAL



L. A. GIBBONS
Vice President
(General Counsel)



A. A. HAUK
Assistant Counsel



D. C. GREGG
Assistant Counsel



D. L. SHEPHERD
Manager of Taxes

FINANCE 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.

The **PUBLIC RELATIONS** department initiates and co-ordinates information and activities that reflect the progress of the Company to customers, owners, employees and the public generally. Quarterly and annual reports to shareholders are prepared. Contacts with the press, radio and television are maintained.

The **ADVERTISING** department, assisted by an outside advertising agency, is responsible for the preparation of trade, product and institutional advertisements; also the selection of print, radio and television media.

LEGAL 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 or assists in the negotiation and preparation of contracts, leases and agree-

SECRETARY



R. F. NIVEN
Secretary



L. B. HOUGHTON
Assistant Secretary



E. W. CAIRNS
Assistant Secretary



J. E. SUTTLES
Assistant Secretary
Gulf Division

INDUSTRIAL RELATIONS



W. C. STEVENSON
Vice President
Industrial Relations



C. M. HARNOIS
Manager
Industrial Relations

ments 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 12 people and by a tax staff of 28 people.

THE SECRETARY, with a staff of 11 employees to assist him, has numerous administrative responsibilities. He notifies other officers and department heads of Board and Executive Committee authorizations; verifies that the terms of contracts, leases, etc. are in conformance with such authorizations; and is responsible for the preparation and recording of minutes of shareholder, Board of Directors and Executive Committee meetings both for the parent company and its subsidiaries. With designated officers he executes contracts, deeds, leases, etc., and has custody of the corporate seals as well as the Company's official documents and securities representing investments. The Secretary is responsible for preparation and solicitation of proxies for annual shareholders' meetings. He fulfills requirements of the corporate calendar, involving the preparation and filing of numerous documents with financial institutions and the several governments and 48 states in which the Company and its subsidiaries must maintain their qualification to

do business. The department acts as a clearing house for many types of inquiries from shareholders, employees and others; accepts service of legal papers; supervises the activities of stock transfer agents and registrars; procures clearances of key employees from the Federal Government; and performs numerous other administrative functions as well as special assignments for other Officers. The Secretary is responsible for the supervision of Union's present Home Office Building and for allocation of space in the new Union Oil Center now under construction.

INDUSTRIAL RELATIONS has been delegated the responsibility of serving all departments of Union Oil Company principally in regard to the employment, development and safeguarding of Union Oil people. 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 departmental responsibilities requires 32 employees.

TREASURER



IRVING J. HANCOCK
Treasurer



C. F. PARKER
Assistant Treasurer



L. B. HOUGHTON
Assistant Treasurer



W. H. BUELL
Supervisor
Economics & Financial Research



W. R. CRAIG
Supervisor
Banking Operations



R. D. ROBERTS
General Credit Manager



MYRON E. SMITH
Credit Attorney



A. E. MORRISON
Insurance Representative



H. H. HANSEN
Cashier



C. C. BRUNK
Assistant
General Credit Manager



R. W. PUTNAM
Assistant Credit Attorney

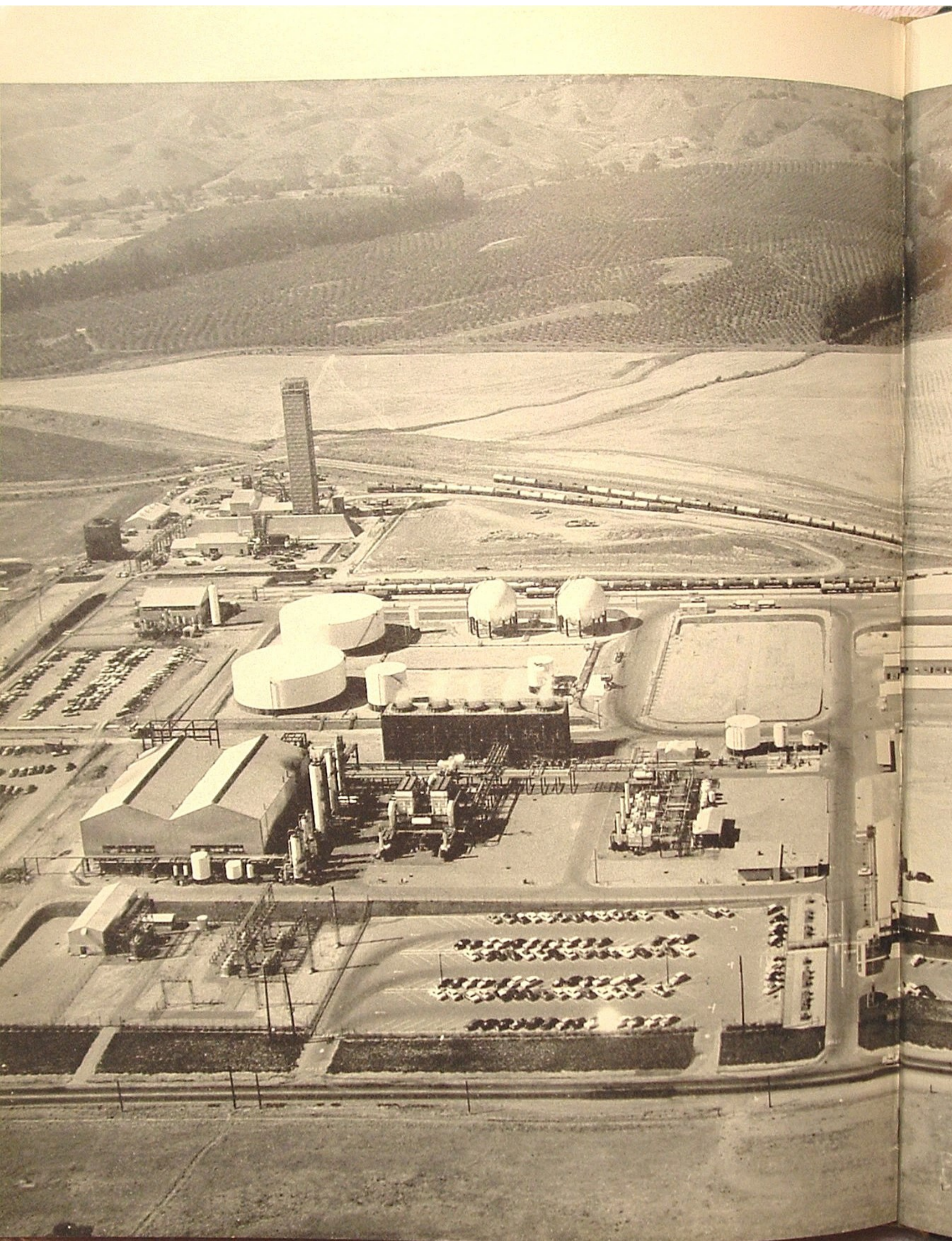
**MARKETING TERRITORY
CREDIT MANAGERS**

THE TREASURER is custodian of all Company funds. These may be represented by bank deposits, accounts receivable, negotiable instruments, bills receivable and securities. His department controls and is responsible for all banking arrangements, collections and other transactions involving the flow of capital. The Treasurer maintains a record of all receipts and disbursements; assists in planning financial policies; services the funded debt; makes purchases and sales of securities; supervises

and arranges for proper procedure in connection with foreign exchange.³ In addition to banking and fiscal operations, the department also includes the Division of Economics and Financial Research, the Head Office Credit Division, and the Insurance Division. In general, the Treasurer with a staff of 47 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.

Sanshena Field, California





brea chemicals, inc.

BREA CHEMICALS, INC. is a wholly-owned subsidiary of Union Oil Company of California, incorporated under the laws of California on October 28, 1952 for the purposes of manufacturing, distributing and marketing chemicals and chemical products. Brea is fully integrated and operates independently of Union Oil Company.

The Company's manufacturing facilities at Brea, California currently produce daily 235 tons of anhydrous ammonia, 80 tons of dry ice and liquid carbon dioxide, 150 tons of "prilled" ammonium nitrate, and substantial volumes of nitric acid and aqua solutions of ammonia, ammonium nitrate and ammonium phosphate. The Company also distributes and markets methyl and ethyl mercaptan, dry ice, ammonium sulfate and elemental sulfur purchased from Union Oil Company and others.

Brea markets its "aqua ammonia" and other fertilizer solutions through a system of 13 distribution terminals located in the western United States and in Hawaii. A substantial research program is in progress for the development of improved and new products in the agricultural chemicals and polymer fields.

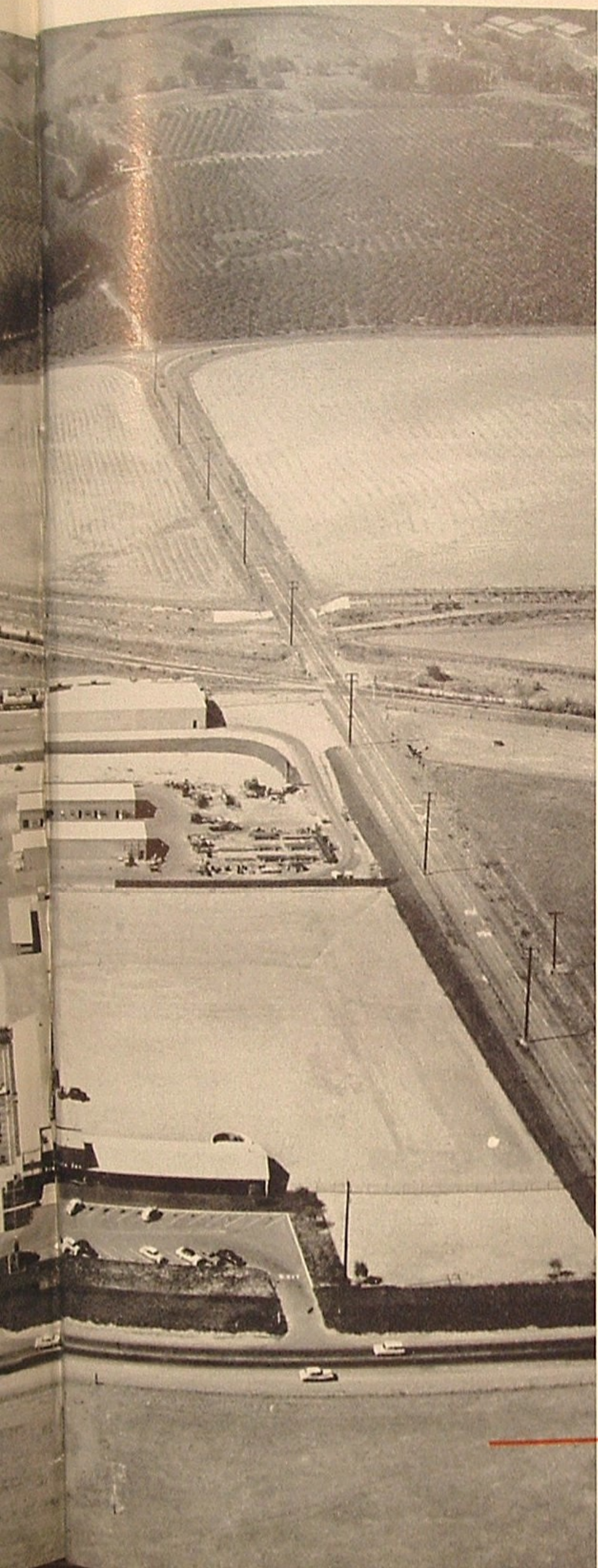
All corporate powers of Brea Chemicals, Inc. are exercised by or under the authority of its Board of Directors, composed of 11 members elected for a term of one year at an Annual Meeting of Shareholders. Regular meetings of the Board are held on the last Thursday preceding the last Monday of each month. Special meetings may be scheduled as required.

The Executive Committee of the Board exercises, during intervals between Board meetings, all powers and authority of the Board except dividend declarations, changes in the corporate by-laws, and matters pertaining to its own membership. The Executive Committee consists of the Chairman of the Board, the President, and such other Directors as may be appointed annually by the Board. The Committee meets each Tuesday.

The Chairman of the Board of Directors is the chief executive officer of Brea Chemicals, Inc. He presides at all meetings of the shareholders and Board of Directors, and has general supervision, direction and control of the business and affairs of the Company and its officers. He is chairman of the Executive Committee and an ex-officio member of all other committees.

The President of Brea Chemicals, Inc. provides active supervision, direction and control of the business and affairs of Brea and its officers, subject to supervision of the Chairman. He also succeeds the Chairman in the latter's absence.

Brea Chemicals, Inc., California



BREA CHEMICALS, INC.



W. L. STEWART, JR.
Chairman of the Board



HOMER REED
President



J. W. MILLER
Executive Vice President



J. TIELROOY
Manager of Development



R. S. RAY
Manager of Manufacturing



H. R. FIFER
Vice President
Marketing & Distribution



G. S. SCHAFFEL
Manager of Research



P. M. FOREMAN
Secretary & Manager of Staff

BOARD OF DIRECTORS

L. M. BATTSON
WM. H. DOHENY
L. A. GIBBONS
K. E. KINGMAN
ALAN J. LOWREY
*J. W. MILLER

*HOMER REED
H. W. SANDERS
*A. C. STEWART
*W. L. STEWART, JR.
REESE H. TAYLOR
*EXECUTIVE COMMITTEE



MAX LORIMORE
Comptroller



H. W. SANDERS
Vice President



I. J. HANCOCK
Treasurer

Merle Wolverton

From the good earth, the good life

"SEEMS to me one of the reasons we live so much better in this country is because we farm so much better.

"In Russia, I read somewhere recently, 60% of the population has to farm to feed the country.

"In America only about 14% of us are farmers. But that 14% grows more than all of us can eat, and we eat mighty high on the hog.

"Now I'm sure one big reason for the farmer's efficiency in this country is the help he gets from industry. Take my case.

"I farm 1200 acres out here in Orange County, California. I've got them in

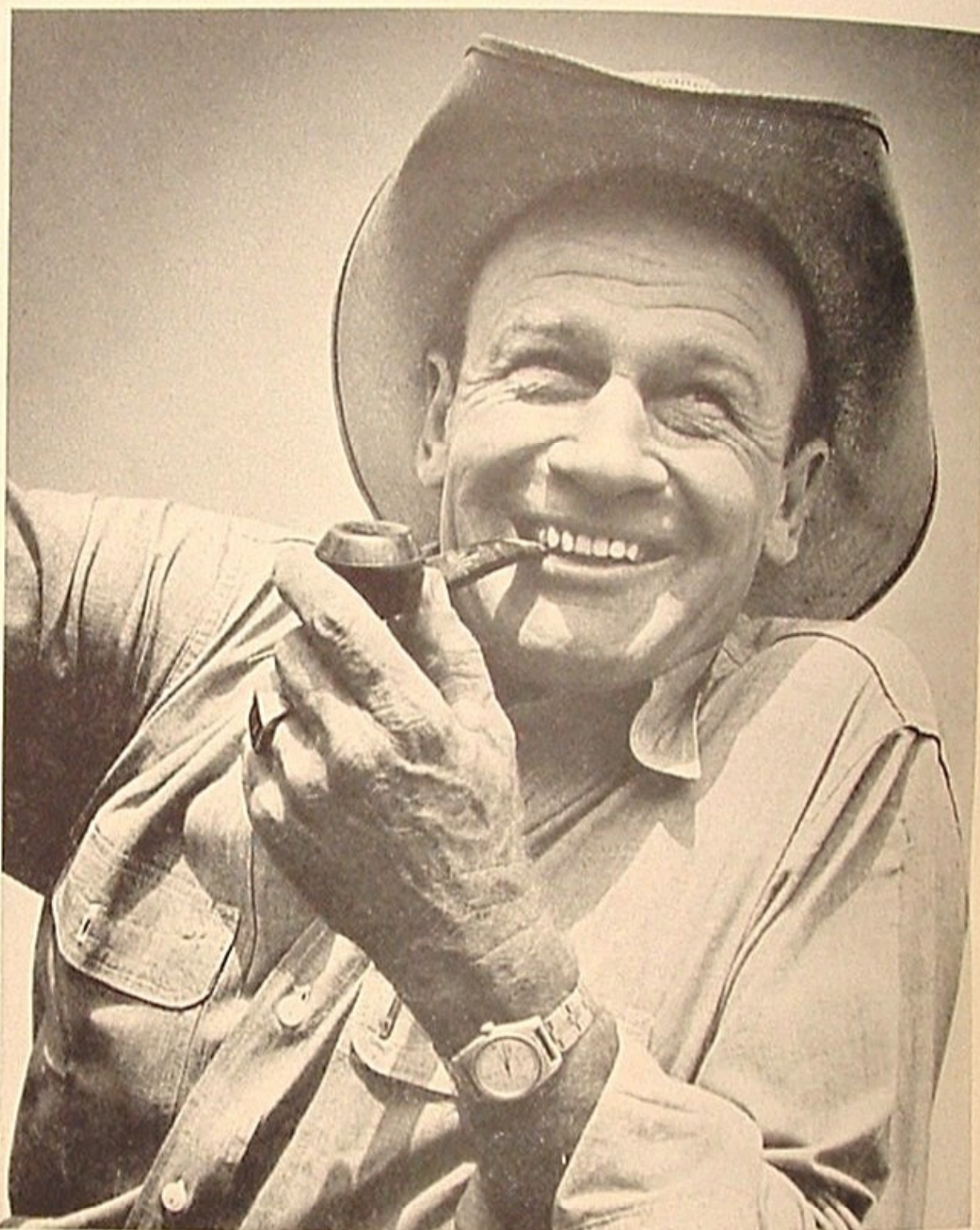


limas, sugar beets, tomatoes and alfalfa. I buy my plant fertilizer—aqua ammonia—from Brea Chemicals, a subsidiary of the company where I get all my gasolines and greases, Union Oil.

"Now you think the boys from Brea are content just to sell me the aqua



ammonia? No sir. Right now, at their own expense, they're testing four different plant foods on five acres of my beets just to find out which will give me best yield.



"14% OF THE POPULATION GROWS MORE THAN ALL OF US CAN EAT!"

"As a result of help like this, my beet crop's on the way to being the biggest and healthiest yet. As a result of help like this, farming's a good business and a good life—and you and I continue to eat high on the hog!"

* * * *

Mr. Wolverton's enthusiasm for Brea's service pleases us very much. Because helping America grow is the big job of our subsidiary, Brea Chemicals.

Modern synthetic ammonia is not only increasing crop yields; it is also

rejuvenating soil that was literally "worn out." As a result, one acre today produces what two acres did 15 years ago.

Economists and farm experts rank this accomplishment—along with modern farm tools—as the foremost answer to the world's food supply problem.

This is another example of how free men, freely competing, can do the job better.

YOUR COMMENTS ARE INVITED. Write: The President, Union Oil Company, Union Oil Building, Los Angeles 17, California.

Union Oil Company OF CALIFORNIA

MANUFACTURERS OF ROYAL TRITON, THE AMAZING PURPLE MOTOR OIL