



HOUSTON OFFICES

THE TEXACO STAR
TEXACO TODAY 1—SOUTHWEST



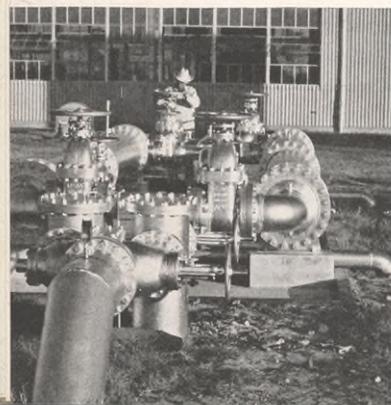
Texaco Today

THIS IS THE FIRST of several numbers intended to show in a broad way what The Texas Company is like from one end of the country to the other. The titles given to each are definite only of a region; this one covers parts of petroleum's Southwest, which embraces areas known to the industry as The Gulf Coast and The Mid-Continent.

What is here is neither history nor prophecy. To those who know the past, comparisons will be obvious. The discerning will readily envision the future.

From these pages, readers may obtain a new point of view—a realization that wages and dividends come as well from the acquisition of experience, the application of skill, and the use of inventive genius as from the sale of barrels of crude oil or gallons of gasoline.

An oil company's worth cannot be expressed by figures alone. Figures show the worth of its material endowment and how much it produces. Here we picture some of that endowment, and also attempt to show how the non-material endowment of skill and experience has a vital part to play in making Texaco what it is.



THE TEXACO STAR



VOLUME XXXII

NUMBER 2

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A PUBLICATION OF THE TEXAS COMPANY

W. S. S. RODGERS, Chairman of the Board of Directors; HARRY T. KLEIN, President; H. W. DODGE, M. HALPERN, J. S. LEACH, R. OGARRIO, C. E. OLMSTED, JAMES TANHAM, and TORREY H. WEBB, Vice Presidents; R. L. SAUNDERS, Vice President and Secretary; L. H. LINDEMANN, Treasurer; OSCAR J. DORWIN, General Counsel; ERNEST C. BREEDING, Comptroller, 135 East 42nd Street, New York 17, New York

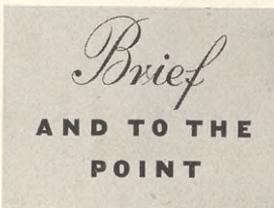
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★ Special fuels and lubricants are being supplied for jet-propelled fighter craft by The Texas Company. The fuel is between gasoline and kerosine in nature. Only one grade of the new lubricant is required for all atmospheric conditions. It works equally well in the Arctic or the tropics.



★ One-eighth of an inch of rubber may burn off an airplane's tires in landing, *National Petroleum News* says. Many plane tires are ruined the first time the plane lands, but most are good for 150 to 200 landings.

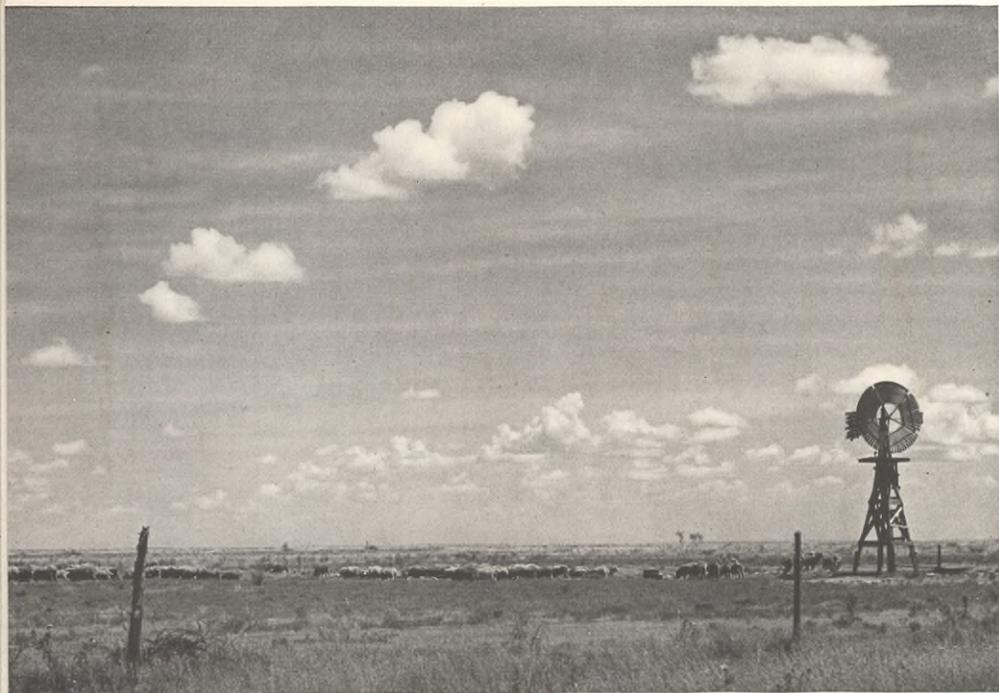
★ Inter-city buses now carry three passengers to every one carried before the war.

★ To reduce traffic accidents, thus saving passenger cars from the scrap heap and insuring adequate transportation of war workers, the International Association of Chiefs of Police is now conducting a nation-wide check of passenger car brakes.

★ More than 6,500,000 persons in the United States make their peacetime living directly or indirectly from highway transportation.

★ From THE TEXACO STAR, May, 1921, quoting *The Nashville (Tenn.) Banner*: "The people of Japan and America will talk war for 20 years, and then when it comes lay it on the statesmen."

★ About 75 vital railroad tank cars are lost each month because of excessive wear and tear, fires, wrecks, and breakdowns, according to *National Petroleum News*. Several thousand constantly await the manpower necessary to repair them.



THE SOUTHWEST is a region of vast distances, of high, arching skies, farms, grazing lands—and oil. Most people, though, think of it in terms of prairies and prairie towns. Motion pictures and romantic fiction

have obscured the Southwest's growth. Its cities are alive with industry. Its schools flourish from the wealth of petroleum. Its wide-streeted villages personify ample room for men's minds and bodies to look and move ahead

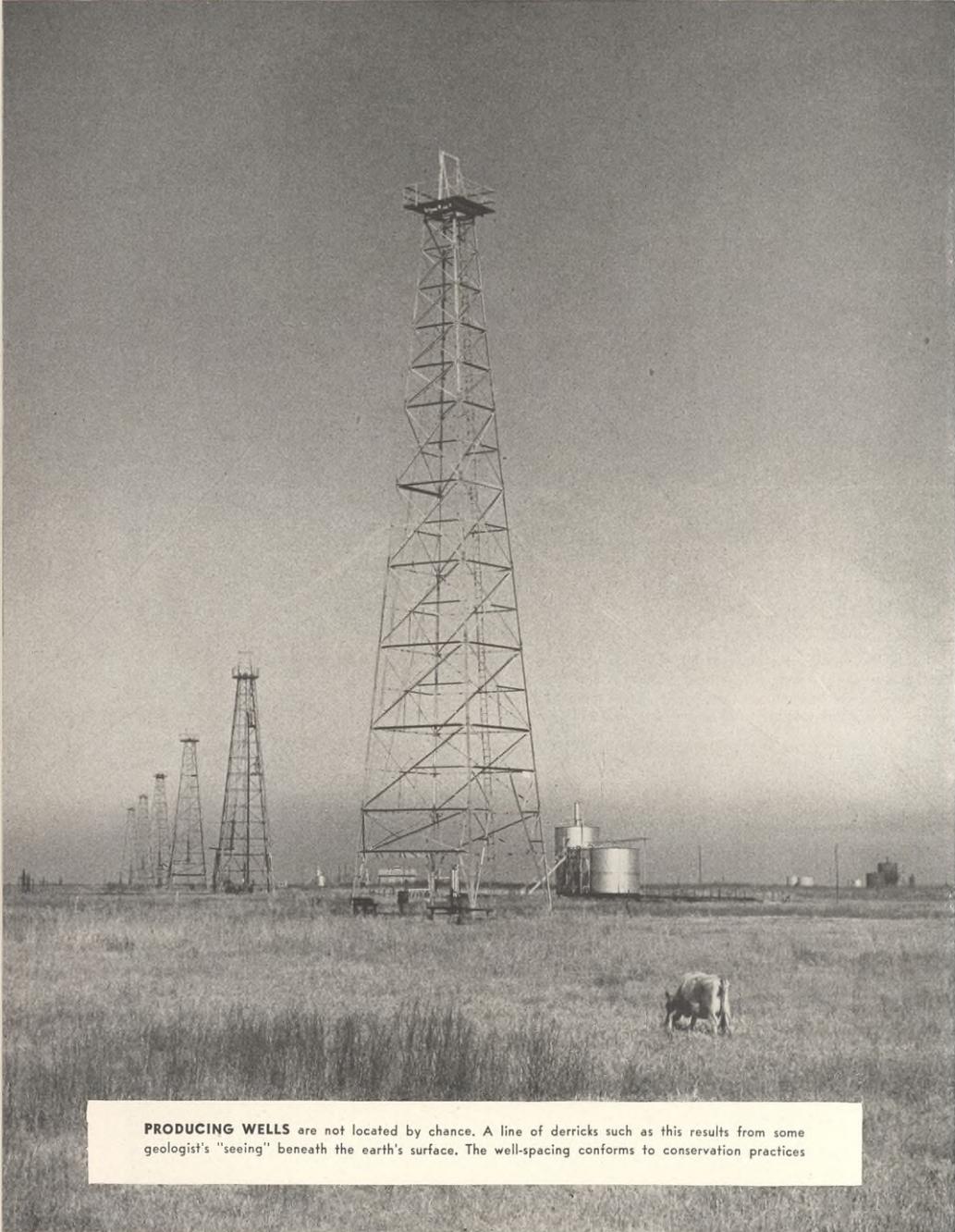




Oil fields dot the Southwest. Marking them, slim derricks and the massive beams of pumping wells loom on the horizon. Enterprise put them there—enterprise and science and the perseverance to drill thousands of feet

into the earth in search of a commodity the whole nation needs. The Southwest is the great region of pipe lines, too. Mile after mile they carry a tide of black gold into refineries to be made into myriad products



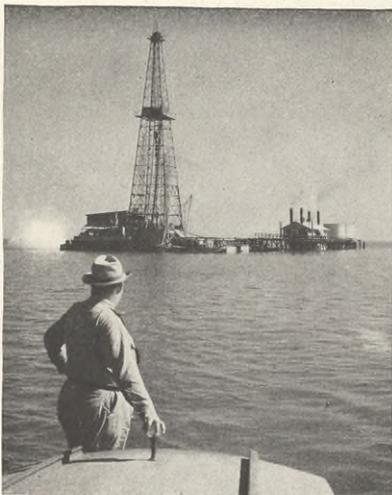


PRODUCING WELLS are not located by chance. A line of derricks such as this results from some geologist's "seeing" beneath the earth's surface. The well-spacing conforms to conservation practices

DRILLING A WELL IS A MAJOR OPERATION

LAST YEAR the United States produced as much oil as the whole world did in 1935. The Texas Company, from wells such as these in Texas and Louisiana—where Texaco has 60 per cent of its production—was a very large producer.

A well costs multiple thousands of dollars. Men of science with delicate instruments locate the most likely spot to drill. The average well is more than 3,000 feet deep; some go down three miles. Derricks are usually 136 feet high, and many are left standing after the well is "brought in" for later servicing purposes. Some wells flow, with gas pressure or water drive underground responsible. If pressure is lost, they "go on the pump."



Oil is beneath submerged as well as dry land. Texaco developed this type of drilling barge



The derrick supports the drill pipe and well casing while going in and out of the hole. Drilling crews work hard and their job is important. This well is being drilled on Jefferson Island, Louisiana

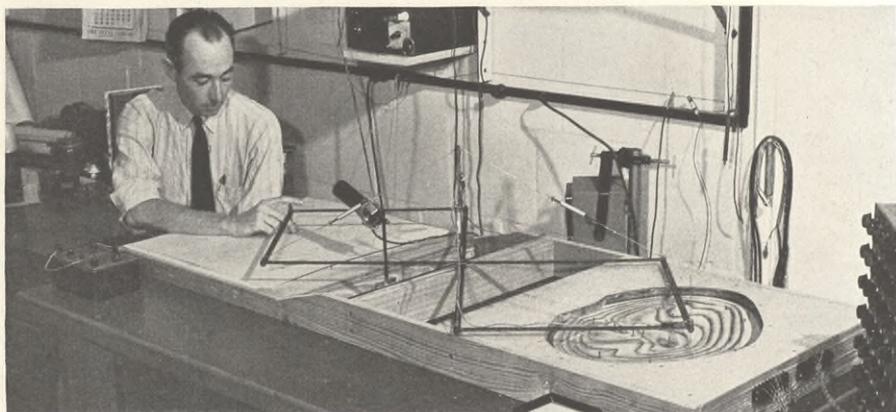


SCIENCE SHOWS WHERE TO DRILL



Geology, geophysics, paleontology, chemistry, and careful comparison with wells that have been drilled before help find the most likely location. Nothing depends on intuition

(Left) Sound waves reflected through earth from explosion set off at the "shot hole" are recorded. (Below) A physicist experiments with an electronic device which he is developing





Seismic crew about to "shoot" sound waves through the earth to indicate its nature



Drilling mud is carefully tested to make sure it meets certain exacting standards



Laboratory tests of core samples forecast the productivity of an oil formation



Paleontologists compare wells by studying microscopic organisms in core samples

Results of testing likely locations govern decisions at conferences to determine quarterly drilling program



PRODUCING DOESN'T END WITH A WELL

Some activities of the Producing Department look like refining, some like pipelining. That's just the result of doing things efficiently in a large, well-knit, progressive organization

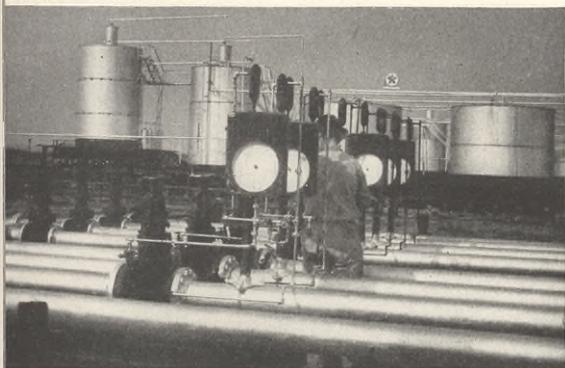


(Right) Checking construction of gathering tanks and lines in a new producing area in Louisiana



MOST crude oil comes to the surface mixed with gases. These gases contain "natural gasoline," which can be removed most readily in the field. The product is a blending agent much in demand for certain fuels. The gases which force oil from flowing wells also contain other desirable elements which can be sepa-

rated. Some of them are marketed in liquefied form. Accepted conservation methods call for the repressuring of some fields; that is, for pumping gas back into the ground to prolong the period of profitable production of flowing wells. Plants for all these operations come within the scope of producing operations.



Gasoline fractions are removed from gas from oil wells in this plant at Lafitte, Louisiana



This is a Company-owned natural gasoline plant in the Glenn Pool District in Oklahoma

THE HOUSE OF COMPETENCE

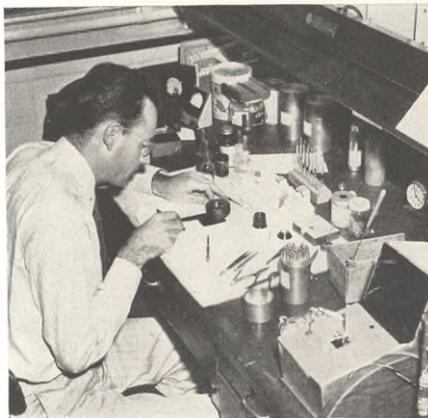
A LABORATORY is usually thought of as a place where products destined for the consumer are invented, tested, and improved. Near Houston is the Producing Department's Geophysical Laboratory, where highly competent technicians work to develop new phases of the most modern methods for finding oil.

In the realm of geophysics, Texaco owns or controls valuable patents which are made available to the industry through licensing agreements.

Geophysics is, of course, a contraction of the words "geology" and "physics." The most widely used geophysical method is based on passing artificially-produced sound waves through the subsurface and measuring their travel time on a very sensitive seismographic recording instrument at another point, as shown on preceding pages.



The Geophysical Laboratory occupies this modern building at Bellaire, a Houston suburb. Pictures below show ingenuity at work — what they don't have, they make. (Left) Assembling galvanometer coils for use in seismic exploration. (Right) Machinist working on other instruments in "The House of Competence"





ALTHOUGH The Texas Company markets at retail in every state of the United States and was the first petroleum company to do so, it has always had a sentimental feeling toward the Southwest, the area where it was born. Generally speaking, you will find more service stations there than elsewhere bearing the trademark of the Red Star with the Green T. You will find that trademark on storage tanks, bulk stations, warehouses, refinery gates, derricks, and pipe line pumping stations.

The Texas Company was young when the industrial Southwest was young, and grew up with it. Many of those Texaco trademarks above the establishments of independent merchants can be interpreted as service stars denoting a long period of satisfied dealings between the merchant as buyer and The Texas Company as seller. Countless instances can also be cited where The Texas Company has been the buyer over a long period of years with equal satisfaction to both parties.

Houston was the Company's General Headquarters before the General Offices moved to New York. This move was the inevitable consequence of expansion. The building shown on the front cover of this issue was erected in 1914 to house the home offices of all departments. The

Comptroller's and main Accounting and Auditing offices are still there, and the active work of some departments whose largest operations are in the Southwest is carried on in Houston. In Houston, with Tulsa a close second, is centered the administration work of the pipe line companies subsidiary to or associated with The Texas Company. Nearly all departments with a national scope of operations have representatives in Houston. Administration there is correlated by the Houston Committee, of which J. S. Leach, resident Vice President, is chairman.

Crude Oil Purchases and Sales Division, located at Houston with representatives in Tulsa, has no counterpart elsewhere in the Company. Although The Texas Company produces more than 250,000 barrels of oil daily, this is not enough to supply the demands of its refineries, and some quantities must

be obtained from other producers. In certain localities, oil beyond the need of Texaco refineries in the area, or oil of a different grade than required by nearby refineries at the time, may be produced. This is sold to other refiners who need it, and crude of the desired grade is purchased and run through pipe lines to the Texaco refinery that lacks it.

In New Orleans the District Sales group has
(Continued on p. 15)



Texaco has numerous sales warehouses, strategically located. This solidly-built one is at Galveston

STAR CLOSE-UPS

COMMUNICATIONS



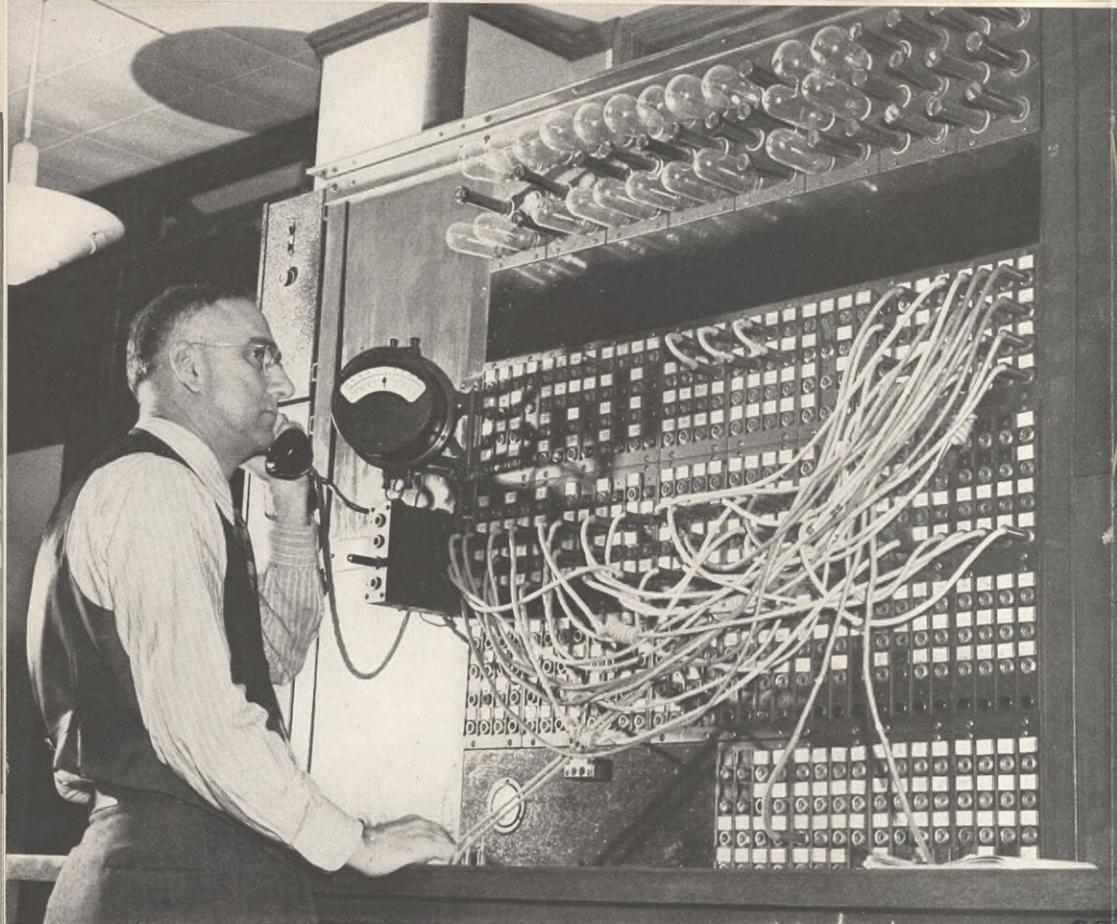
R. T. Lockhart is Assistant Chief Dispatcher in the pipe line office in Houston. The "check sheet" before him

tells how much of each kind of crude oil is moving through the system in accordance with refiners' requirements



So commonplace is a pipe line company's communication system that its members scarcely realize that it is comparable in itself to a good-sized company. One system is owned by The Texas Pipe Line Company and other affiliated pipe line companies. It blankets the Southwest as far East as New Orleans. It has its own wires, in some places its own poles, and its own maintenance men. The system ties in with Texaco's leased wires to Chicago and New York.

Pipeliners sometimes know two months in advance what crude oil stocks refineries require. Normally movements are scheduled at least two weeks ahead. Based on refiners' knowledge of the Sales Department's need for products, crude is tendered to the pipe line companies for shipment, and as it originates in the system it is followed to its destination by records of movements in the check sheet. Twenty-four hours a day "batches" of oil, retaining their identity in pipe lines, are followed by wire from producing fields to their refinery destinations.



This test board at Houston, with Wire Chief E. G. Studhalter on duty, is Texaco's communications nerve center. All lines fan out from here

ST
CLOS

Chief Pipe Line Dispatcher G. R. Maddox (right) dictates pumping orders, which are transcribed on the "check sheet" by R. T. Lockhart

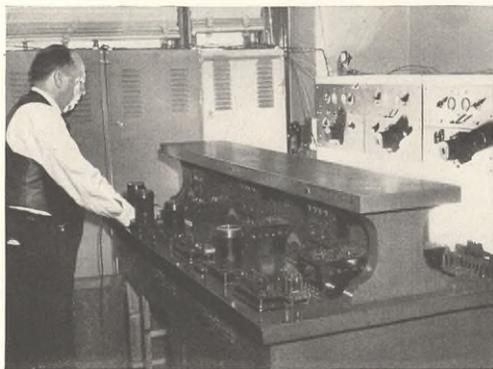
One of three shifts of pipe line dispatchers that are on active duty around the clock in the Houston office





This well-staffed telegraph office in Houston handles The Texas Pipe Line Company's communications that go by wire. The big test board

in the picture at the left stands just beyond the upper right-hand edge of this page



Chief Telegrapher Leo J. LaRue with duplex equipment. This device permits a single wire to serve two circuits of the system



The Producing Department in New Orleans uses telephone, telegraph, and teletype

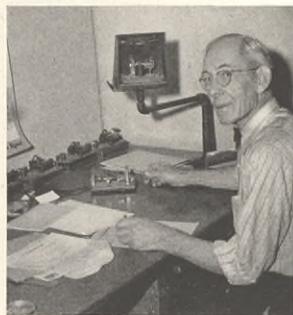
AR
E-UPS

COMMUNICATIONS

A telephone message comes over the system to Kiefer Pumping Station, Oklahoma. Head phone leaves operator's hands free

Field phones along pipe line rights of way permit quick communications when needed



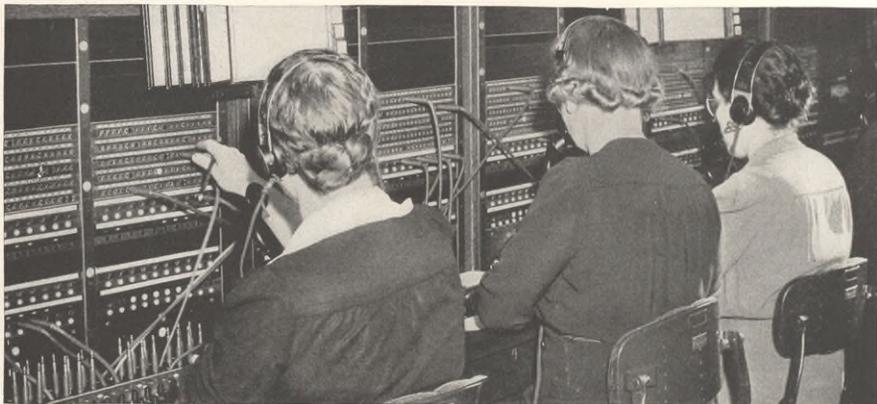


Pipe line telegrapher on the job at Dallas, and (above, left) telephone operator at the Dallas District Sales office



STAR
CLOSE-UPS
COMMUNICATIONS

(Left) Stock reports, pumping orders go from Houston throughout South Texas Divn., The Texas Pipe Line Company



The main telephone switchboard for the Houston Office adjoins the telegraph room



Salary-operated service stations are few. This one in Dallas is in Southwest Mission architecture

(Continued from page 10)

a small building of its own, while the Producing Department, Louisiana-Arkansas Division, occupies office space elsewhere. Four office floors in Tulsa house the Oklahoma-Kansas Division of the Producing Department and also the local personnel of the pipe line companies. Dallas District Sales has its own building in that city. In Fort Worth are the offices of the Producing Department, West Texas Division.

This is Texaco's representation in the larger cities of the Southwest. The large Texaco refinery at Port Arthur and one at Port Neches are the most conspicuous units in the belt of refineries reaching from The Gulf Coast to The Mid-Continent, and which are named on pages 16 and 17.

Unlike many industries with centralized plants and offices, petroleum does a lot of its work in the field. Texaco's lands and structures dot the map. Bulk plants and warehouses, refineries, and homes for personnel at refineries, producing fields, and pipe line pumping stations are all part of a vast operating program.

The maintenance question Texaco solves by the simple expedient of doing it and doing it well. The Company has always been proud of its good house-keeping, and has tried to impress this policy upon its employes and to urge it upon its non-employes, such as Texaco dealers. The sincere effort to provide the public with clean facilities at service stations—the widely-advertised Registered Rest Room plan "Clean Across the Country" before the war—stemmed from sources that recognized the dollars-and-cents value of neatness and sound maintenance.

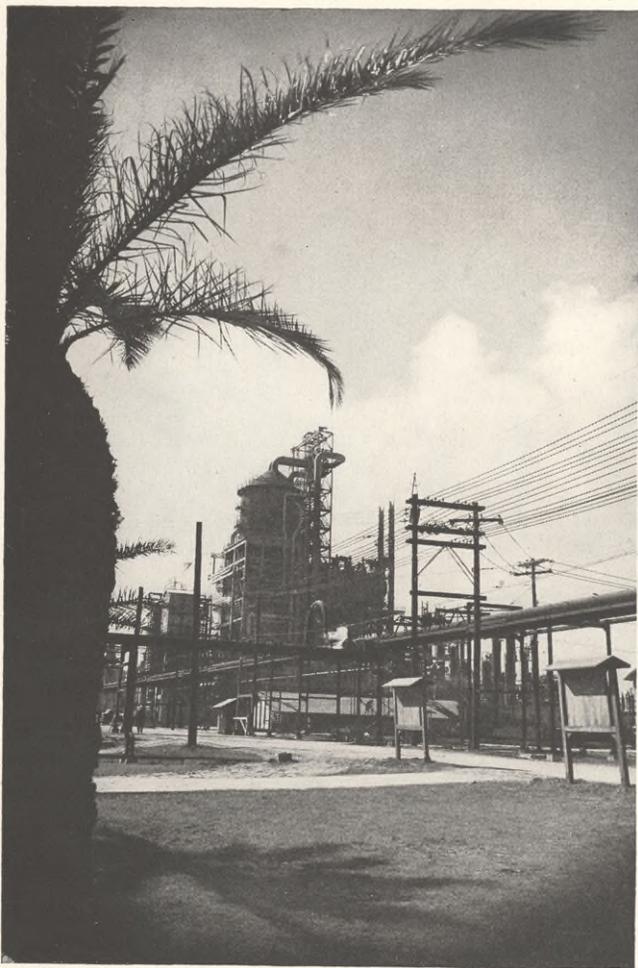
Maintenance takes a lot of paint and building materials, but beyond the restrictions that war has placed on these and on manpower, Texaco has not let its properties deteriorate during the recent trying years. Not all of them are new, as the picture of the Galveston warehouse on page 10 shows, but they are well-kept in the best condition possible.

Those who work in the Houston office building boast of it as "the best-maintained building in Houston." Its appearance helps bear out the general truth of the statement. When the front cover picture was taken in January, workmen on scaffolds were painting and caulking the exterior. These were removed by retouching to improve the picture's appearance, but otherwise the building glistens in actuality as it does in the reproduction.

Perhaps it is logical that an organization that takes pride in its products will also take pride in its properties. The reverse may also be true. It is not, however, always self-evident. Therefore this issue of THE TEXACO STAR has tried to make this basic policy of The Texas Company plain. Employes and stockholders both can be proud of it. For all it pays dividends.



Neatness is apparent even in service stations that are sidelines to small village stores



To operate giant plants such as this, Port Arthur Works generates 750 million pounds of steam a month, enough electricity for a city

WAR ALTERS REFINERIES' SILHOUETTES

★

New processes in refining are of immeasurable value in helping the Allies toward Victory. The industry's production of 100-octane is 10 times greater than it was before Pearl Harbor

★

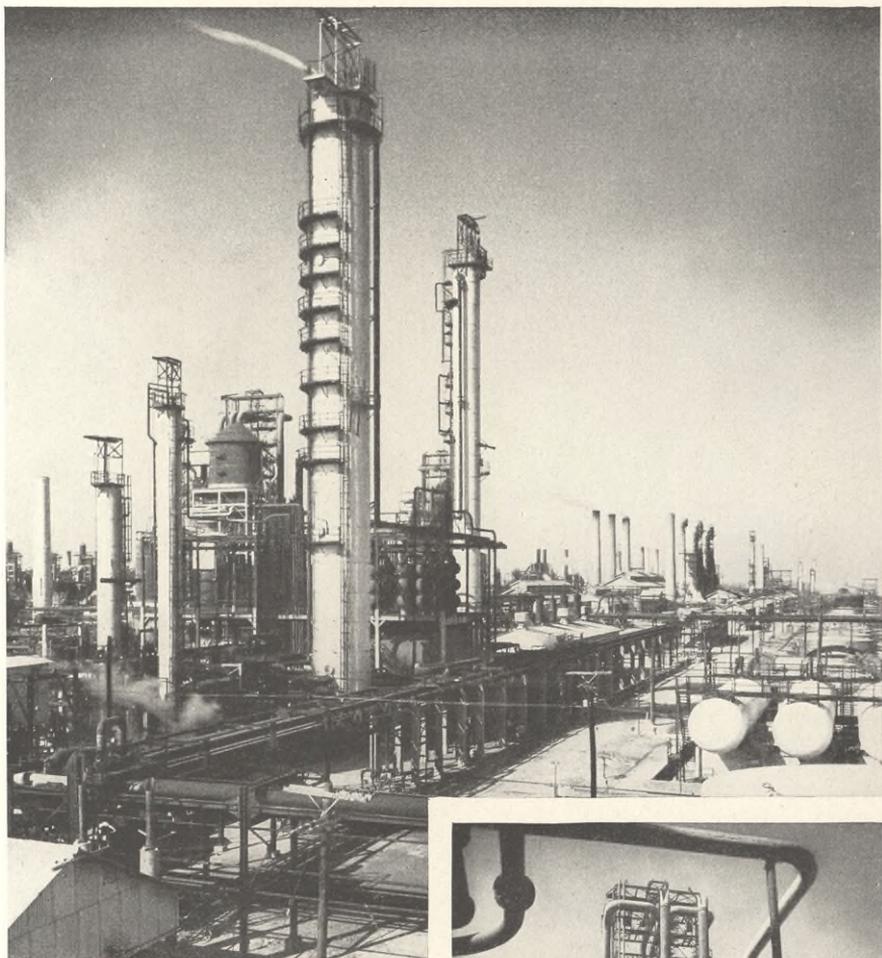
TODAY'S FUEL for combat warplanes is a long way ahead of the gasoline you bought at your neighborhood service station shortly before the war. That gasoline was chiefly a blend of gasolines made by two methods—straight run and thermal cracking—with tetraethyl lead added.

By today's methods, notably catalytic cracking and alkylation, crude oil is literally taken apart into fluids and gases known as blending agents. From them are created fuels formerly almost beyond conception. These fuels are responsible for our warplanes' load-

carrying capacities, rate of climb, and maneuverability.

From today's refining processes come also the components that help make synthetic rubber and explosives.

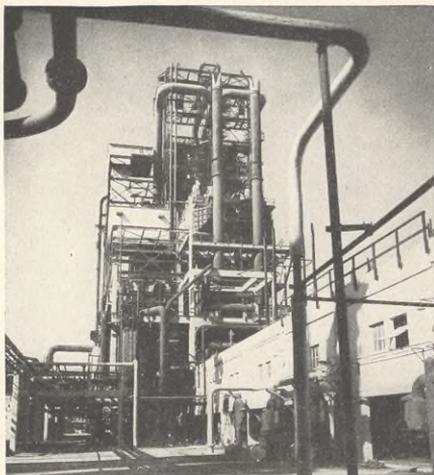
The towers of "cat crackers" and "alky units" therefore dominate the skylines of the nation's larger refineries, such as The Texas Company's largest works at Port Arthur, Texas. The Texas Company alone is turning out more 100-octane gasoline than the country produced before Pearl Harbor. South-



Refining capacity as far as the eye can see. Port Arthur Works is about 20 miles in circumference

western Texaco refineries at Houston, El Paso, Amarillo, Port Neches, San Antonio, and West Dallas, Texas, and West Tulsa, Oklahoma, are also doing their part in the war program.

To get an idea of the larger units' size, mentally transpose the Houston Office building from the front cover to one of the pictures on this page. The tops of the taller towers here would be about on a level with its roof. From them you could see Port Neches Works and Neches Butane Products Company, largest synthetic rubber plant in the world, in which Texaco has a 30 per cent interest.



Curving pipe frames this view of Port Arthur Works

PIPE LINES ARE WATCHED; SELDOM SEEN

Pipe line trouble is not frequent, but line walkers, like the one shown at right on a small gathering line, have eyes open for anything amiss that might hinder operations



Soon after crude oil is produced from the earth, it goes back into the earth again to be transported. Pipe lines are a convenient means for moving petroleum. They receive oil from gathering lines at the wells, and both oil and pipe line are out of sight except where the latter cross rivers and low areas. They also provide an appreciable amount of storage. Oil moves through them at about the same rate a man can walk, usually propelled by pumps. Pipe line rights-of-way are

well-kept and a credit to the surrounding landscape.

Pipe lines of The Texas Company's subsidiaries and affiliates are most numerous in the Southwest. Some of them reach far North. During this war the direction of flow of many has been reversed and many non-essential lines have been salvaged and re-laid. The know-how of Texaco's pipeliners was employed extensively when the "Big Inch" pipe line from Texas to the East Coast was constructed.



This is a pipe line pumping station in New Mexico. Any break in the pipe line will be indicated by a drop in pressure visible on the dials of the pumping machinery



An unusual minor pipe line break or leak has occurred where a line passes under this highway in Oklahoma. A hurry call will bring repairmen promptly to the spot



In response to the emergency call, a welding truck is loaded with supplies



(Right) Workmen board a truck bound for the scene



The oil spot is first drained from the road. In mere minutes the pipe will be unearthed



Once the pipe is exposed, welding will complete the repair



Consignee Ernest Wehman's place of business, Pleasanton, Texas, is conservatively rural

THE FARMER MAKES A CHOICE

WHEN you speak of the Southwest, you're including Texas as a large part of it, and when you include Texas you include a greater number of farms than are contained in any other state of the Union.

On land from three feet to one mile above sea level,

with snowfall from nothing to 24 inches, with rainfall from 10 to 50 inches annually, Texas is prize farm country and produces everything from lumber to spinach, turkeys to mules, cotton to citrus fruits, pecans to watermelons, and from sheep to beef cattle.



Consignee Wehman (left) gives some information on machinery to his farmer customer, Henry Schorsch



Wehman's helpful printed matter comes from Texaco's sales promotion man (left), who explains its use

And the surrounding states of petroleum's Southwest aren't far behind.

It is small wonder, therefore, that Texaco's Farm Market Program originated in the Dallas Sales District and spread from there. All over the United States The Texas Company's selling forces are out for the farm business, but nowhere are they more aggressive than in the Southwest, where large-scale farming operations make large-scale selling possible.

The farmer is making his choice, and more often than not it's for Texaco products, a line that offers him everything from gasoline and oil for his tractor to roofing for his barns. Distributors for farm machinery find Texaco products valuable adjuncts to their other lines, too, and Texaco finds the distributors valuable allies. With so large a market, when these distributors or Texaco consignees invite their farm customers to an evening's entertainment in which Texaco's sales promotion representatives cooperate by showing motion pictures, they achieve audiences that crowd local school auditoriums and grange halls.

Henry Schorsch of Jourdanton, Texas, who is featured in some of the pictures on these pages, a few years ago received the single Master Farmer Award for the State of Texas offered by the magazine *Progressive Farmer* in cooperation with the United States Department of Agriculture. An immigrant to this continent shortly after the turn of the century, Schorsch managed a coffee plantation in Mexico and then farmed successfully in Canada before coming to his 1,200-acre farm in Texas. He operates this farm with scientific efficiency, using mechanical equipment fueled and lubricated with Texaco products.



On Schorsch's vast farm in Texas, Consignee Wehman observes operations at first hand, approves of Schorsch's pride in his herd



Wehman's tank truck delivers gasoline into barrels at a field location on another farm, using the truck's auxiliary pumping unit

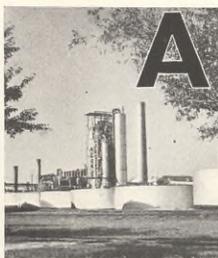


Consignee S. K. Seymour at Columbus, Texas, takes pardonable pride in handling Texaco farm products



Texaco sales promotion man and consignee learn details about farming

TEXACO COVERS ROADS AND ROOFS



ASPHALT, the heaviest component left after innumerable products have been recovered from crude petroleum, is one of the most useful. Its tough, adhesive, and cohesive qualities make it an ideal building material and an excellent surface for roads and

airports, for it resists both wear and weather. It is playing a notable part in the war.

The Texas Company has produced large quantities of asphalt from its earliest days. It was the first product advertised with the word "Texaco."

A small portion of the Company's 1,000-acre plant at Port Neches, Texas, is shown above. A large part of the famous Texaco Roofing Products are manufactured there. So extensive are sales activities for both asphalt and roofing that both have separate, large sales organizations.

Hundreds of warehouses, country-wide, give The Texas Company an advantage over other manufacturers in marketing roll roofing, shingles, and other roofing products



Texaco Asphalt laid in 1913 on Houston's busy Main Street is still in good condition today. (Below) Laying an asphaltic highway with Texaco Asphalt in Texas



IT'S THEIR BUSINESS

THE Texaco dealer is his own boss, an independent business man save at a very few Company-owned-and-operated service stations.

Serving Texaco dealers in the Southwest, except where dealers receive their products direct from Company bulk plants, is likely to be a consignee, also an independent merchant who owns or leases a bulk plant and sells Texaco products on commission. A distributor buys Texaco merchandise at wholesale and sells it for his own account. A peddler owns or leases his truck and sells usually to small local or rural customers. In each case, in addition to the wide preference for Texaco products, business is created and held by individual enterprise.



Bob Richardson (above), Texaco dealer in Houston, is a successful business man in his own right. Motorists like his pleasant personality



T. W. Bradfield (left) is a peddler of petroleum products and gets them from The Texas Company's own bulk plant at Houston





Troops entering San Carlos, Luzon, cheered at sight of a Caltex service station and found it the biggest morale builder in three years overseas, wrote Sgt. Henry McLemore, Army combat correspondent. This one was photographed in Manila only minutes after the Japs had left

The Photographs in This Issue

★ Except as noted below, all photographs were made by Robert I. Nesmith, including the front cover picture of the office building at Houston, Texas, built by The Texas Company in 1914.

The lower left picture on the inside front cover, and the one of the pipe line pumping station on page 18 are the work of John Hatlem. Wendell MacRae made the photographs on pages 2 and 3. Aeme furnished the photo reproduced on this page.

Synonyms: Peace, Home, and Texaco

Just as United States soldiers and war correspondents found a Caltex service station in the Philippines a reminder of home, so a Texaco employe found the Texaco trademark in another war theater a heart-gripping sight, and the letters from his home plant a bond with the life to which he wants to return.

The following letter was written last Christmas Eve to President Harry T. Klein in thanks for the \$100 War Bond the Company sent to every employe on military leave of absence. It expresses so well what other less articulate employes now in uniform have tried to say that it is published here anonymously, perhaps as a composite of the feelings all Texaco employes on the world's war fronts have for The Texas Company:

"I'm taking advantage of a slight lull in operations to try, in my humble way, to express my appreciation to you, and through you, to The Texas Company, for making this Christmas so much more bearable. It isn't for the gift alone, even though that in itself is enough to warm one's heart, but the thought that you are still thinking of us. Take it from me, we all appreciate that more than anything else in the world. I've seen the eyes of the other boys in the barracks light up with envy when I received my monthly letters from 'my' plant in Port Neches, written by Mr. John Keith. We are on the eve of our third Christmas overseas, and nine out of 10 of them have never had even the first letter from their employer!

"It's quite common, in this war-torn world, to see

the products of The Texas Company in every theater of operations, but I was never so greatly warmed inside by anything as I was when I suddenly came face to face with a big Texaco sign just outside Constantine, in North Africa. It was just like meeting someone from home. Since then, I've seen them all over this theater of operations, and I have yet to see one without feeling a tightening of the throat!

"This Bond makes my goal just that much nearer! I'm looking forward to returning, when this thing is over, and taking my place with you. That goal also includes a little home, with my wife and child. Nancy is now 23 months old, and, when asked where Daddy is, promptly locates Italy on the globe and says 'Italy.' Until recently she always thought I was just a picture on the piano. I'm sure there is nothing in this world I wouldn't give to see the two of them now. I've never seen Nancy! Again, thanks from all of us, and the best of everything to you."

100-Octane Unit for Lockport; Kentucky Properties Sold

At its Lockport Works at Lockport, Illinois, the Company began in March the construction of a fluid catalytic cracking unit, alkylation unit, and auxiliary equipment for the production of 100-octane gasoline. The new units will provide permanent work for about 250 employes after their completion by the year's end.

Properties of The Texas Company in eastern Kentucky, including the refinery at Pryse and a production and pipe line system in three counties, were sold as of March 1 to the Ashland Oil & Refining Company of Ashland, Kentucky.

13,000,000 men and women will wear this



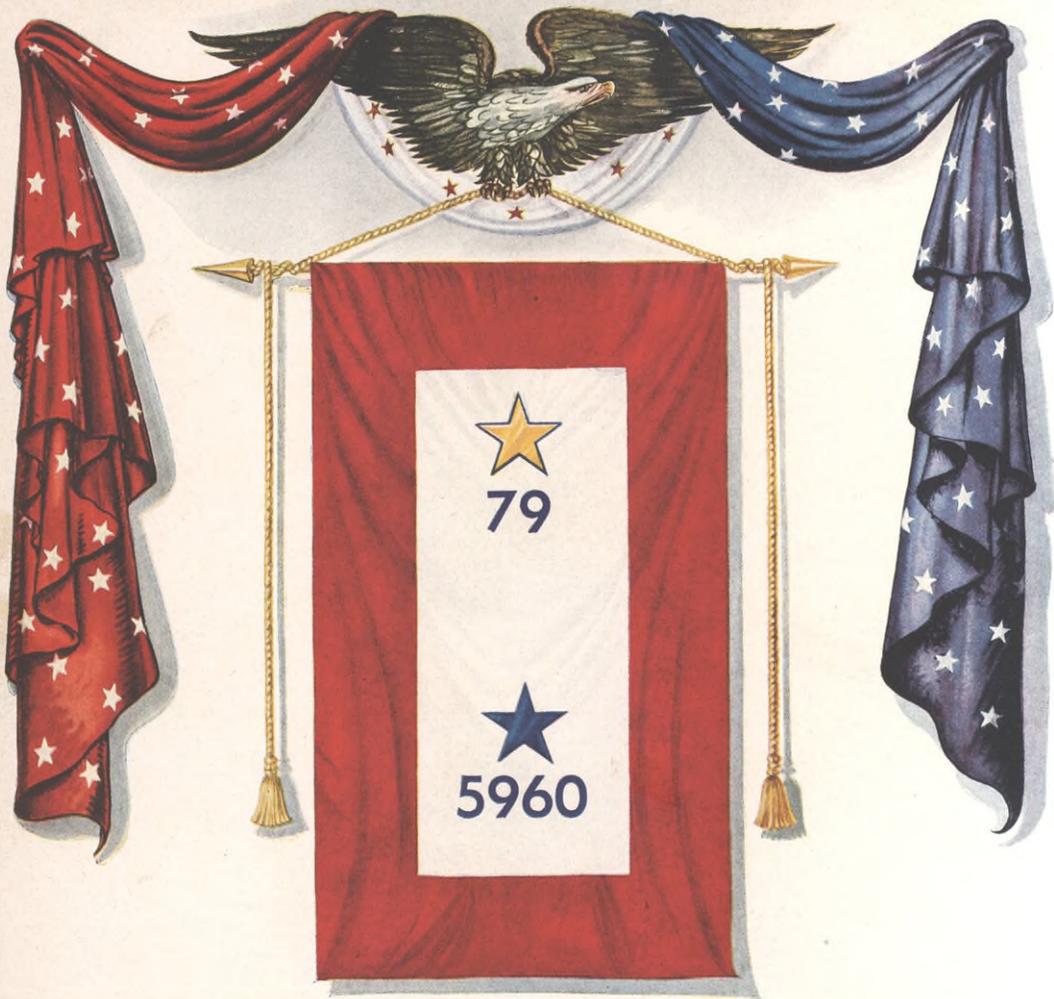
It stands for honorable service to our Country



*A*LL men and women who are honorably discharged from the armed forces will wear this button.

Remember, they have served America well. And so helped protect the things you love . . . your home, your family, your freedom. Join in saying to them, "Well done and welcome home!" **THE TEXAS COMPANY**





The Texas Company (including wholly owned subsidiaries operating in the United States)	5,558
Foreign Subsidiaries (operating outside the United States)	66

Affiliated Companies—Domestic

Texas-New Mexico Pipe Line Company	65
The Texas Empire Pipe Line Company	33
Kaw Pipe Line Company	75

Affiliated Companies—Foreign

The Bahrein Petroleum Company Limited, and California Texas Oil Company, Limited	127
Arabian American Oil Company	13
N. V. Nederlandsche Pacific Petroleum Maatschappij	5
Colombian Petroleum Company and South American Gulf Oil Company	18

THIS SERVICE FLAG of The Texas Company with its subsidiaries and affiliates shows all employees who have been granted military leaves of absence as of early March. It is a combined total, and includes more than 400 employees who have already returned to Company service. Those in the armed forces of other Allied nations number 760 additional, and 39 more, including some civilians, are known to have lost their lives under the flags of Allied nations other than the United States