

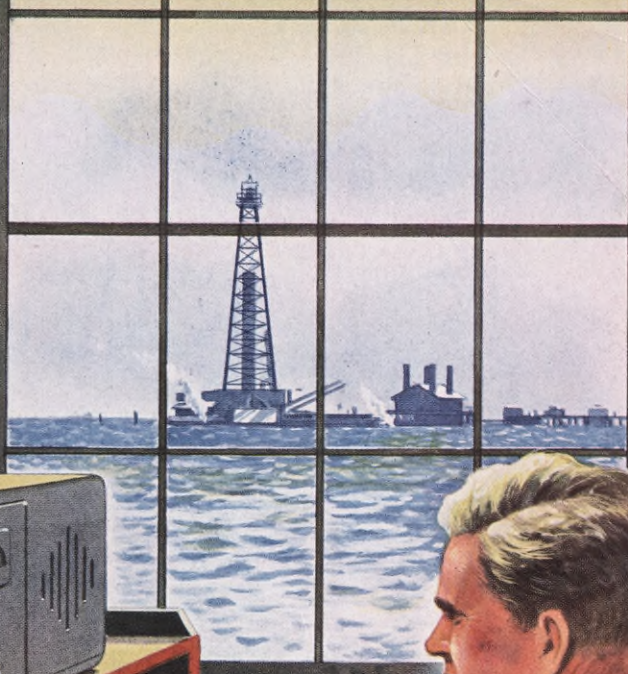


COMMONWEALTH INDUSTRIES

JULY 1949

24	25	26	27	28	29	30
3	4	5	6	7	8	9
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W. L. FARRIS



COMMUNICATION

THE TEXACO STAR  
SUMMER 1949





## *Hi, Neighbor!*

Self-expression begins at an early age, as these twins demonstrate. From prehistoric man to modern man, the need for self-expression has motivated the development of communication. Modern man has achieved remarkable success in communication techniques. If men will communicate in the friendly "Hi, Neighbor!" spirit which the twins symbolize, good will should prevail among nations. This issue of THE TEXACO STAR deals with the history of communication and its significance now.



# THE TEXACO STAR

Summer, 1949

VOLUME XXXVI

NUMBER 3

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## A PUBLICATION OF THE TEXAS COMPANY

For Stockholders and Employees

W. S. S. ROGERS, Chairman of the Board of Directors; HARRY T. KLEIN, President; M. HALPERN, B. E. HULL, J. S. LEACH, R. OGARRO, C. E. OLWIST, R. L. SAUNDERS, JAMES TANHAM, and TORREY H. WEBB, Vice Presidents; OSCAR JOHN DORWIN, General Counsel; W. G. ELICKER, Secretary; L. H. LINDEMAN, Treasurer; ERNEST C. BREEDING, Comptroller, 135 East 42nd Street, New York 17, New York . . . Published by the Public Relations Department, Philip C. Humphrey, Manager; Wilfred B. Talman, Editor, Company Publications Division; J. Lawrence Filson, Assistant Editor; Ellis Prudden, Martin T. Gengerke, Associate Editors.  
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# Brief AND TO THE POINT

**DAY AND NIGHT**—Today, news is swiftly transmitted all over the nation by automatic communication devices. Press associations use batteries of teletypewriters day and night to click off news reports for about 1,750 daily papers and 1,900 radio stations in the United States. The press services send their news over hundreds of thousands of miles of electrical communication lines. More than 8,700 teletypewriters are connected to these networks. Pictures are also sent by wire.

★

**AIRMAIL**—The airplane is a modern improvement of a very old technique of sending mail through the air. We are referring, of course, to the use of pigeons. The biblical legend of Noah and the Ark attests to the pigeon's ancient rôle as a message carrier. Pigeons have continued to be used as messengers up to this day. It seems that airmail actually preceded the airplane.

★

**"I'D RATHER BE TRITE . . ."**—In communicating with others, we often rely on ready-made expressions. Take the cliché, for example. It all started years ago with a bar of type. Printers in the days before type was set by machine recognized that certain phrases were used frequently and, as an expedient, made up into stereotype bars such phrases as “by the skin of my teeth,” “now, on the other hand,” “more or less,” and so on. They called the bars “clichés” (from the French verb *clicher*, meaning “to stereotype”). Just try to “pass the time of day” sometime with “a tried and true friend”—you’ll probably find that you need the often-scorned cliché “to get by.”

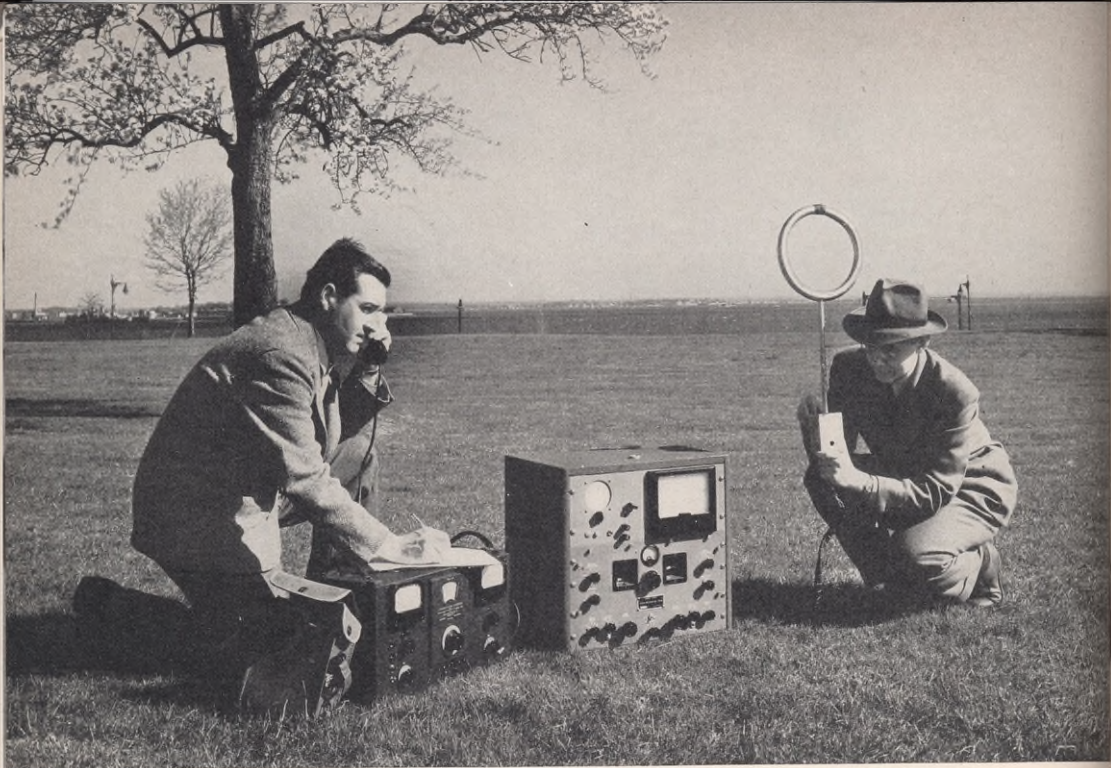
★

**NO THREAT**—Television does not threaten the future of “much organized entertainment” and its effects on many existing social habits are not as marked as many people have feared, according to a survey recently completed in the Psychological Department at Princeton University. Among other findings, the survey showed that the amount of reading done by a TV set owner showed little significant change. Guess we can stop worrying!

## ★ ★ ★ THE COVER ★ ★ ★

★ **RADIO COMMUNICATION** has an important function in modern oil industry operations. The cover painting is an artist's visualization of a field office serving an area where off-shore operations are under way in Texaco's Producing Department in Louisiana. In places like this, where it is impracticable to use telephone lines, radio is the answer to the communication problem. The transmission of oil field business messages, however, is secondary to the protection of life. In cases of accident, radio assures the dispatching of medical aid as soon as it is humanly possible.





No matter where he goes, modern man need not ever lose touch with his fellows. Electronic communication, such as that being field-tested here, easily leaps the barriers of space and time. Radio spans national boundaries and ferrets news from the remotest parts of the world. Today, when man speaks to man the world tunes in

## MAN TO MAN

### COMMUNICATION—PART I

*Nature spent freely of the years in its preparation of man for his great regency, and centuries ran prodigally down the glass of time*

**T**ODAY, we are conditioned to "miracles" of science and technology.

We can bounce radar pulses off the moon as casually as a boy bounces a rubber ball against a wall.

We can transmit the entire text of the Bible across the ocean in less than three minutes.

We can print books without ink; take and develop photographs in 60 seconds.

These devices and techniques represent development of a faculty possessed to some degree by all

living creatures—the faculty of communication. Because of his ability to improve his methods of communicating with his kind, man has won the dominance which he now holds on this planet.

Whatever advances he has made in his relatively brief time on earth have been made in harness with his progress in the art of exchanging ideas.

That progress was accelerated in the Nineteenth Century by an astounding series of inventions which enabled man to hurl his voice across oceans and continents.

The telegraph, the telephone, the wireless so stimulated man's onrush into the future that the habit of looking forward to "things to come" became a part of man's nature whether he liked it or not.

At this moment—midway in the Twentieth Century—we automatically expect fulfillment by science of all predictions of things to come.

This certitude has caused us to have a different



attitude toward the "future" than men had in the past. To us the "future" means new scientific achievements which will grant us almost immediate advances in comfort, health, and security. We look to the future and simply expect better things.

In this sense—the *future will be better*—ancient man had no "future." He had no reason to look ahead expectantly. He had not yet started to communicate his thoughts; the seeds of great accomplishments had yet to be planted in the fruitful mind of man.

Primeval man dwelt in the world for hundreds of thousands of years before he was succeeded—in the process of evolution—by the new and improved man who first drew pictures on the walls of his cave.

We know from their paintings, drawings, and carvings—principally of animals—that these early specimens of man were aware of the value of pictorial representation in the communication of ideas.

They had language, although it undoubtedly was limited to relatively few words.

They had fire, and they may have talked to one another from clearing to clearing with smoke signals.

They were craftsmen, and they may have made drums to send messages throbbing through the virgin forest of prehistoric Europe.

Seasonally, members of these ancient tribes would gather in large encampments to trade and barter their crude handwork and to exchange news and gossip.

Their language facilitated the transmission of experience—the results of trials and errors, what might happen, what to do. It implemented the passing on of tradition, liberated that product of the human brain that we call the stream of thought so that it could flow forward to the future.

Gradually, men drew together in larger social groups. Their affairs became increasingly complex. The body of detail that had to be retained by the group mind and by individuals grew too unwieldy for comfortable mental storage.

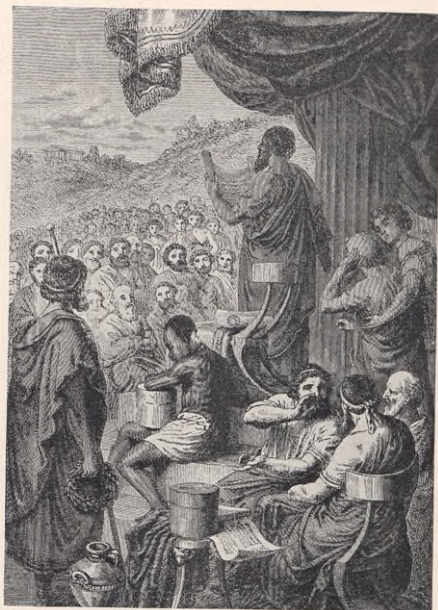
To form enduring records that would speak to distant readers and succeeding generations, man had to transcend all his previous accomplishments save only the conquest of fire and the invention of language itself.

He had to learn to write.

Writing, recognizable as such today, was developed in Egypt and Mesopotamia between 3,000 and 4,000 years before the Christian Era. The incubation of alphabetical writing took place sometime during that period and, wherever it may have origi-



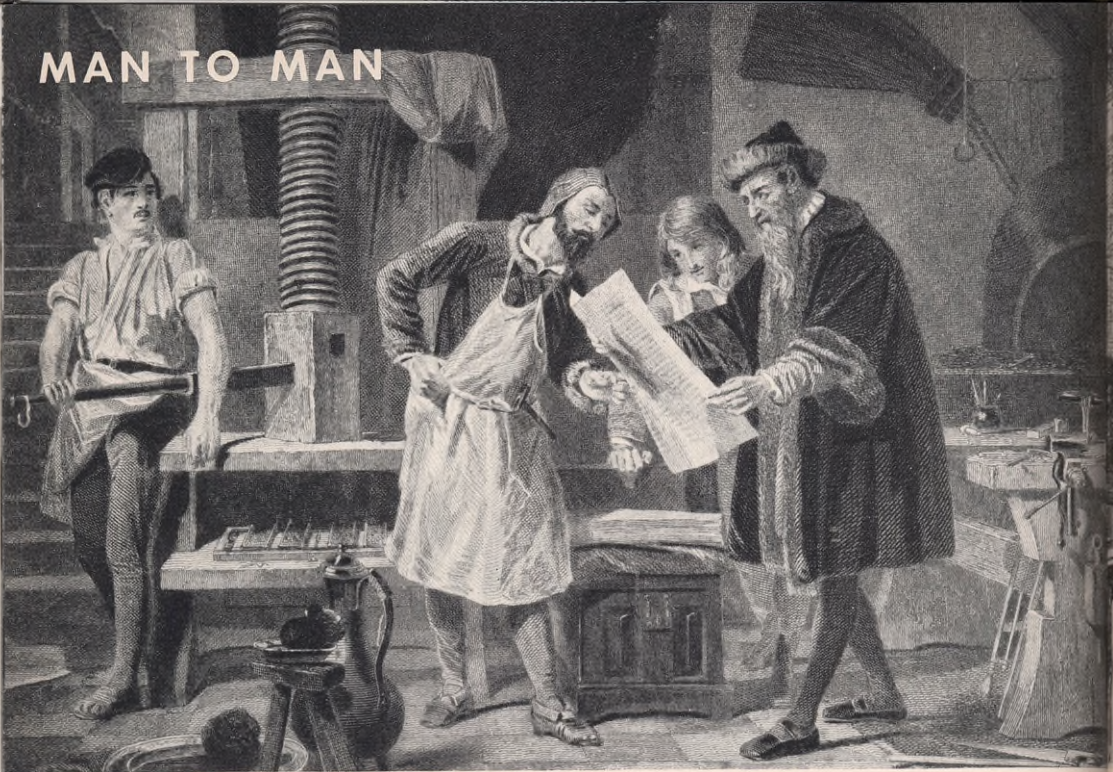
Man's slow ascent to civilization began with writing. At first, he drew simple pictures on cave walls. Long after, he evolved an alphabet from his picture-writing symbols



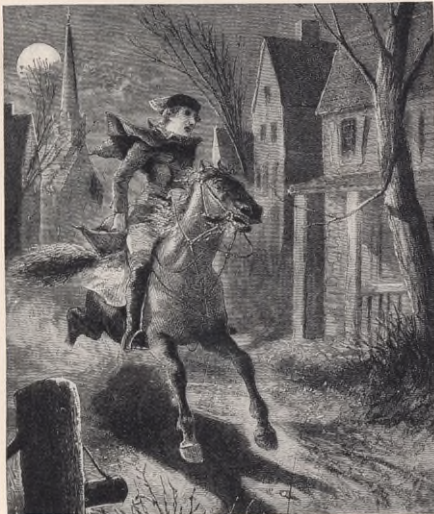
Myth and legend made up the first body of writing. In the Fifth Century B.C., Herodotus wrote the first "history." He read accounts of the past to fellow Athenians



# MAN TO MAN



For centuries, scribes hand-lettered the world's few books. Then Gutenberg and others gave wings to words by inventing printing. In 35 years the new art spread through Europe. It added impetus to the Renaissance, stimulated exchange of democratic ideas



Paul Revere symbolizes the critical part that the mounted couriers played in American Revolution communications. They carried mail, newspapers, warnings to colonists

nated, its first appearance in a form resembling modern alphabetical writing was among the seafaring Phoenicians.

The invention of the alphabet is said to have made possible the democratization of reading, and it was natural—when writing became a relatively simple exercise—that exclusiveness should cease to be one of reading's characteristics.

In following centuries there occurred times of cultural backsliding when writing of any kind was temporarily a lost skill among the people. In the Dark Ages, for instance, the tide of literacy receded so far that writing had few practitioners outside of court or monastery. It was a bad time for logic, for learning, and for progress.

The technique of printing with movable type, which Johannes Gutenberg introduced in Europe during the middle of the Fifteenth Century, was a tremendous gain of cultural yardage.

With a multiplicity of printed books and pamphlets, man could better consolidate his cultural advances. He could disseminate information and education over greater areas of population than ever





Bell's telephone hurdled two great communication obstacles: time and distance. First kidded as "lovers' telegraph," it revolutionized American business routines by close of Nineteenth Century. Today's phone network is the nerve system of competitive enterprise

before. He had reached a high-water mark in the improvement of communication which was not passed for a long, long time.

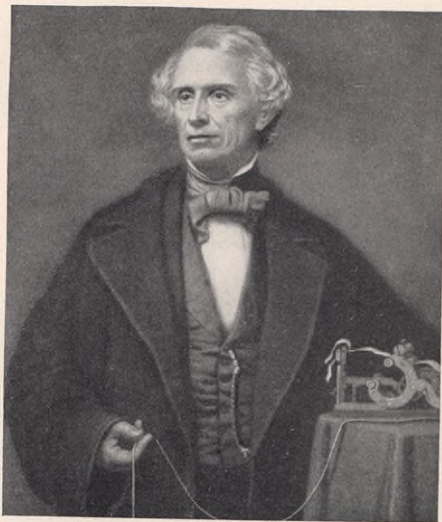
## COMMUNICATION—PART II

*People said, "What will they think of next?"—but men were learning that progress was something that benefited them as well as posterity*

**A**MERICA was discovered, colonized, and established as the home of a great democracy.

The United States of America, a new nation with a small population and a vast land area, needed new ways of communication. The problem was a scientific one and was solved scientifically by Americans.

Samuel Finley Breese Morse in 1837 sent messages over 1,700 feet of copper wire with his magnetic telegraph instrument. A few friends looked on. In 1844, the whole world marveled when Mr. Morse's telegraph successfully transmitted the first telegram,



The telegraph completely changed the newspaper. Disasters and elections were reported with dramatic speed. Morse's invention also spurred transcontinental railroads



# MAN TO MAN



Concerts, motion pictures, lectures, plays . . . all serve as links in mass communication. In crisis they have been geared to service. In peace they entertain and educate



Man's long dream of democracy was nurtured for centuries by poets, artists, and philosophers. From era to era they communicated their hopes for liberty for all. Today, in libraries and museums we meet the hearts and minds of the great masters, past and present. They record the hope and progress of the world for us



from Baltimore, Maryland, to Washington, D. C.

The telegraph wrought a revolution in communication. It gave the United States a responsive nerve system that could coordinate the nation's activities from coast to coast. It changed the whole process of reporting events, and made possible the *newspaper* as distinguished from the former political and literary organ.

People said, "Will wonders never cease?" and concluded that they probably would now that man had the telegraph. But Cyrus W. Field hardly gave people time to draw contented breath before he had demonstrated the feasibility of communicating with Europe telegraphically by way of a transatlantic cable.

That was in 1858. By 1866, Field had laid his cable and opened a continent-to-continent communication system for commercial and international relations.

In 1876, Alexander Graham Bell took his instrument out of wraps and rang up the world.

Two years before, in Bologna, Italy, the second son of Giuseppe and Annie Jameson Marconi was born and christened Guglielmo. He grew up using the telephone. In 1895, he was experimenting successfully with his own wireless telegraphy.

Men who had reached voting age when the Morse line was strung between Baltimore and the Capital were still present in goodly numbers when, in 1897, Marconi was negotiating with English interests for the formation of a commercial wireless company. Their lifetimes spanned Morse, Field, Bell, and Marconi. Not only did they live in a period that saw the birth of the great instrumentalities of communication created by these inventors—their lifetimes also brought forth the phonograph, the typewriter, the linotype machine, the camera, and the moving picture.

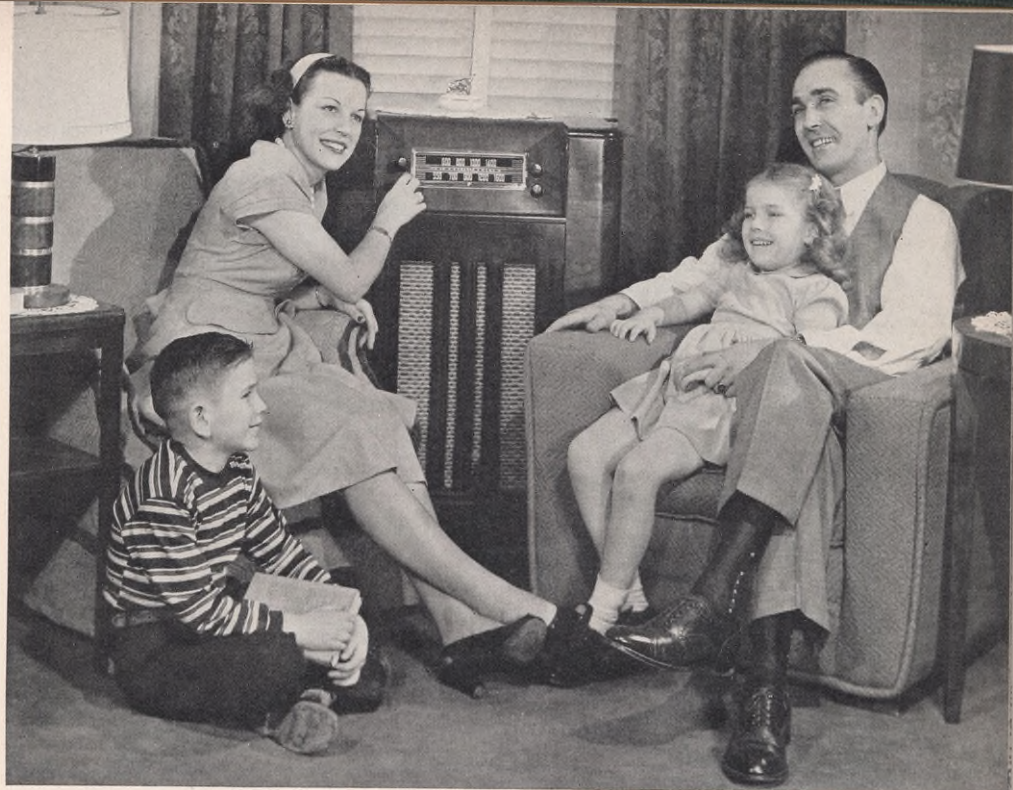
We of the Mid-Twentieth Century, in pursuit of the benefits of progress, hound the heels of the future as has no generation before us.

And, in the higher coordination that has come with improved communicative powers, we in America have found a source of developmental speed that makes our progress outstanding in the world today.

*We are great listeners.* In more than 94 per cent of all the homes in this country, there are radios. There are more than 38,000,000 telephones in a nation-wide network.

*We are great watchers.* One hundred million Americans, it is estimated, attend at least one movie (including newsreels) every week. Today there are





Radio has brought entertainment, news, education into the American home. From the first signals picked up on early headphone sets, radio has been a beloved parlor fixture. Today, television is rapidly growing in popularity as the center of family entertainment.

more than 1,500,000 television sets, with a regular audience estimated at four times that number. By the end of this year, it is expected that the number of television sets in the country will have increased to 3,000,000; by the end of next year, to 6,000,000 sets.

*We are great readers.* Tens of millions of Americans read newspapers, magazines, and books. If all the books circulated in one day from all the branches of the New York Public Library alone were piled one on top of another, they would make a stack two-and-one-half times as high as the Empire State Building.

It has been said that no freedom exists where men cannot freely convey their thoughts to one another. And surely, here in America, our free interchange of thought and opinion has been the very bedrock of our many freedoms.

It might also be said that the coöperative physical effort which keeps the many energies and forces of America's productivity coursing freely in their channels would be impossible without the lightning

transmission of guidance and direction through modern communication systems. Progress is impossible without communication.

Every division and branch of the petroleum industry—and of The Texas Company, which is a major unit of that industry—is sustained in operation by a continuous flow of communications.

Every day, Texaco employees dispatch large volumes of correspondence to other Company offices and to destinations outside the Company. Texaco telephone operators daily receive and relay thousands of business calls. Telegraph keys click and teletype machines pound in many Company offices across the country.

Through Texaco's communication facilities, producing operations are guided; movements of crude oil and refined products are directed along pipe line routes; manufacturing is expedited; distribution is coördinated.

Seagoing tankers are readily reached by radio. Radio telephones keep shore-station dispatchers in constant touch with harbor tugs shepherding petro-



## MAN TO MAN



Rapid transmission of facts has stimulated petroleum progress. Pipe line communication systems speed messages and enable accurate control of oil movements



By mail and telephone, the Texaco dealer, an independent business man, keeps a close tab on customers. Careful follow-up, good communication mean repeat business

leum barges or docking the Company's big tankships.

Motion pictures and slide films dealing with Company operations are circulated extensively throughout the organization to inform employees of Texaco activities. Employee training conferences are held in Company offices and plants.

Printed communications in a variety of forms are sent to Texaco employees, stockholders, dealers, and customers. Among them are instructional booklets for employees, dividend enclosures for stockholders, sales and service material for Texaco dealers, and magazines for stockholders, employees, dealers, motorists, and industrial users of oil products.

Texaco advertisements directed to industry and individual users of petroleum products appear in various media, and over the air—via radio and television—the Company sponsors a number of informational and entertainment programs.

Texaco salesmen stand in for the Company in its relations with service station dealers and industrial purchasing agents. They are hand-picked for their ability to promote accord and good feeling between the Company and those who purchase Texaco products.

In the service station field, there is the dealer himself. To most motorists driving into service stations bearing the Texaco designation, the dealer is The Texas Company—although actually Texaco dealers are independent business men.

The Texaco dealer is the most familiar representative of the Company, and by him the Company is judged by motorists. It is in the Company's interest that the dealer is assured an adequate supply of quality products to sell and is well trained in the application of these products and in the courteous performance of his duties. Communication between the Company and Texaco dealers is of prime importance in this business relationship.

It follows that, if the Texaco dealer is satisfied with his supplier, he will communicate his satisfaction to his customers and will stimulate their confidence in his ability to serve them well.

Communication of man to man is the enduring basis of all constructive action, whether a sale of goods or a treaty among nations.

Though we have touched the moon with sound and caught the falling echo, we have yet to surpass the accomplishment of the first man who spoke his mind to another human being.

Man to man, by word and hand signal, these oil workers converse. The oil industry has helped to develop communication to an art of phenomenal accomplishments







## STAR CLOSE-UPS



On press! It's the climax of weeks of work for the editors of *Texaco Topics*, 10-times-a-year employee magazine

# COMPANY PUBLICATIONS



Magazine production requires the many skills and techniques of expert photo-engraving and printing craftsmen

*Printing—the greatest single mode of communication in the world today—has many uses in business. The magazines produced by Texaco's Company Publications Division are just one of the means by which Texaco does its communication job*

**I**N Ohio, a schoolteacher pushes gently back and forth in a porch glider reading the latest issue of *THE TEXACO STAR*.

An employee of The Texas Company in Illinois thumbs the pages of *Texaco Topics* to learn the recent "doings" of his friends and his Company.

In California, a Texaco dealer takes a moment away from his lube bay and pump island to scan a newly-arrived copy of *The Texaco Dealer*.

Stockholder, employee, dealer—each is sharing in the modern concept of business communication.

Like other progressive business organizations, The Texas Company uses every mode of communication in carrying out efficiently its world-wide tasks.

A case in point is the *house magazine*.

*THE TEXACO STAR*, *Texaco Topics*, and *The Texaco Dealer* are house magazines. They are produced by the Company Publications Division of the Company's Public Relations Department, and they have a highly specialized job to do for Texaco.

Let's consider the schoolteacher in Ohio. As a stockholder and part owner of The Texas Company, she has a special interest in the Company's progress.

When Texaco expands its refining facilities, or builds a new pipe line, the savings she has invested in Texaco stock are affected. It is management's point of view that Texaco shareholders should be informed periodically of their Company's plans and activities.

Further, *THE TEXACO STAR* reports to stockholders matters of pertinent interest relating to the petroleum



Folding and cutting in the bindery will turn out a 48-page copy of *Texaco Topics* from press sheet like this





Deadlines ahead: Writers James T. Maher and Joseph A. Callanan pound out stories while Donald L. Tullsen gives his "copy" once-over; Associate Editor Martin T. Gengerke and Editorial Assistant Charlotte Duffy discuss feature for *Texaco Topics*; (foreground) Associate Editor Ellis Prudden talks to photoengraver's representative about layout for *THE STAR*

industry in general. And, in a day when free competitive enterprise stands up to constant attack, *THE STAR* assists in preserving our business way of life by defining the nature of the attack and pointing up the profound accomplishments of the American democratic way of life.

*THE STAR* appears four times a year and is mailed to Texaco employees as well as to stockholders.

Modern-minded management knows that the employees form one of the most important segments of a company's public.

Almost since its founding, Texaco has practiced good employee communications via the house magazine.

Texaco folks have long shown an avid interest in their Company, and Texaco management believes



Wayne Jordan, *Topics* correspondent in Denver Division Office, Sales Dept., interviews fellow worker Louise Ripp



Assistant Editor J. Lawrence Filson (right) gets story for *The Texaco Dealer* from Dealer Ralph Castle, Denver





## COMPANY PUBLICATIONS

(Continued from Page 11)

that the best employe is the well-informed employe.

*Texaco Topics*, which appears 10 times a year, is the employes' magazine in the strictest sense. Feature articles about the Company, its history, its facilities, and its plans are balanced with columns of personal news about Texaco folks. The latter are written in the field by employe-correspondents who perform a yeoman task of reporting.

*Topics* allows management a chance to chat with employes about "how we're doing" and "where we're going." It gives employes a chance to chat with one another and share common experiences: hobbies, weddings, births, deaths, promotions, and so on. It carries on the journalistic tradition of the small town paper.

Reader response is sometimes startling. For instance, last Fall an offer was made on the woman's page, which is called "Eve at Home," to send directions for making slip covers to anyone who'd write in for them. Not only did the women write, but many men (including two crew members from Texaco tankers) also asked for directions. Requests, thus far numbering about 130, are still being received.

That Texaco dealer out in California we mentioned is one of a group of vigorous, independent business men who earn their living selling Texaco products to motorists.

They strive to increase the income of their small, individual enterprises. None of them could afford to travel around the country and visit other Texaco dealers in each of the 43 states to find out the best methods of service station selling.

So, *The Texaco Dealer* performs just that mission for them. Published 11 times a year, it brings to every dealer the accumulated selling, service, and merchandising experience of all his fellow dealers.

*The Texaco Dealer* augments the Sales Department's communications with Texaco's many dealers and demonstrates, by "show-how" stories and pictures, proven sales methods.

Starting in 1950, Texaco through its Company Publications Division will communicate in a new way with another important public, the motorist.

At that time the Company Publications Division will begin producing, for the Sales Department, a friendly, entertaining, and instructive house magazine for the American motorist. The title is *Texaco Town Talk*, and the magazine will be just that—town talk that all kinds of folks indulge in about national parks, places to go on vacation, tips on motoring and car care, picnicking, and so on. Texaco dealers will mail it free six times a year to customers and prospects.

The Company Publications Division has the responsibility of originating, planning, writing, editing, and producing *THE STAR*, *Topics*, *Dealer*, and *Town Talk*.

Texaco believes in communicating with people by the best known methods. The Company's house magazines give Texaco a voice that speaks to many folks at once about their special interests in the Company, its products, its plans, its employes, and its important place in our democratic life.

"In your Easter bonnet. . . ."—George P. Rose, Representative (Dealer Service), Phoenix, Ariz., approves choice of his wife, Helen, who "got the idea" from *Topics*



*The Texaco Dealer* at work: Representative (Dealer Service) Denver Dealer B. McClellan and assistants a business

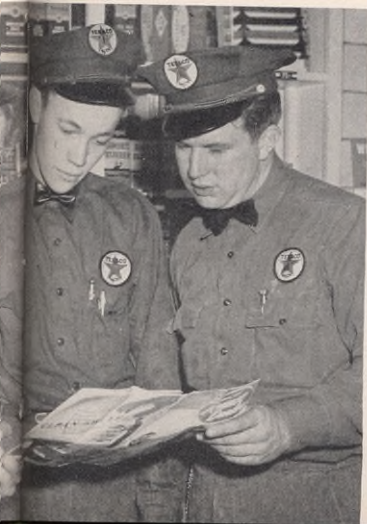






Texaco's "house magazines" are important lines of communication both within and without the Company. (Above) Next, and final, step is mailing *Texaco Topics* to employees' homes

(Dear Service) George C. Holtorf discusses with business-building service idea featured in *The Dealer*



Public Relations Manager Philip C. Humphrey (right) confers with Company Publications Editor Wilfred B. Talman (left) and H. E. Fennell, Assistant Manager (Admin.)





# BEFORE THE BOARD

**P**ICTURED on these pages are Texaco's Directors. They are the men who are responsible for the successful operation of The Texas Company. They were elected to their positions of responsibility by the more than 100,000 owners of The Texas Company at the Annual Meeting of stockholders on April 26, 1949.

By their collective experience and judgment, the members of the Board of Directors establish the broad, basic policies of The Texas Company. They decide major financial policies, and they select executive officers whose capabilities will assure the continuation of able management.

Seven of the Directors are executive officers of the Company; the other nine are men vitally interested in the welfare of the Company because they own substantial amounts of stock, or because they represent other shareholders with substantial amounts of stock. Each member of the Board has a background that enables him to make an important contribution to Board discussions and decisions.

The Board meets once a month to consider current matters and to review monthly reports of progress. Problems that cannot await the periodic Board meeting are handled by a six-man Executive Committee of the Board.

This smaller group, composed of both management and outside Directors, meets weekly. It is staffed by Chairman W. S. S. Rodgers, President Harry T. Klein, and Directors W. S. Gray, Henry U. Harris, J. H. Lapham, and L. J. Norris. In addition, the Committee has one rotating member by alternation of Board members who are not salaried officers.

The members of the Board of Directors, the men who appear on these pages, separately and in concert strive to maintain proper standards of management for the effective carrying out of the Company's responsibilities to shareholders, customers, and employees.







**TEXACO'S DIRECTORS**—(Above, l. to r.) Harry T. Klein, President; C. E. Olmsted, Vice President, in charge of Foreign Operations; R. C. Shields, director and officer, Fisher & Company, Detroit, Michigan; W. G. Elicker, Secretary, has official duties at Board meetings, although he is not a Director; W. S. S. Rodgers, Chairman of the Board; J. H. Lapham, industrialist, San Antonio, Texas; W. J. Cummings, chairman, Continental Illinois National Bank and Trust Company of Chicago, Illinois; C. L. McCune, president, The Union National Bank of Pittsburgh, Pennsylvania. (Left, l. to r.) W. S. Gray, president, Central Hanover Bank and Trust Company, New York; Henry U. Harris, member, Harris, Upham & Co., New York. (Below, l. to r.) W. H. Mitchell, member, Mitchell, Hutchins & Co., Chicago, Illinois; G. N. Aldredge, chairman, executive committee, First National Bank in Dallas, Texas; R. L. Saunders, Vice President, in charge of Domestic Sales; J. S. Leach, Vice President, in charge of Crude Oil Purchases and Sales; M. Halpern, Vice President, in charge of the Refining Department; L. J. Norris, chairman of the board, State Bank of St. Charles, Illinois; R. Ogarrio, Vice President, in charge of the Domestic Producing Department





# STOCKHOLDERS' ANNUAL MEETING



W. S. S. Rodgers, Chairman of the Board, reported on Company activities at the Annual Meeting

**A**T 11:00 a.m., April 26, 1949, the Annual Meeting of Texaco stockholders was convened at the office of The Texas Company in New York City. The 160 stockholders who attended in person represented 392,753 shares, and 8,849,194 shares were represented by proxy.

At this meeting, the stockholders elected a Board of 16 Directors, approved a resolution to amend the Certificate of Incorporation to increase the authorized Capital Stock from 14,000,000 shares to 20,000,000 shares, and approved the appointment by the Board of Arthur Andersen & Co. to audit the accounts of the Company and its subsidiaries for the fiscal year 1949.

Chairman W. S. S. Rodgers, who presided at the meeting, stated that in the past several years, due to prevailing conditions, stockholders have not received a fair proportion of earnings of industry generally. Pointing out that it was necessary for the oil industry, following the war, to expend several billions of dollars to meet unexpected large demands for its products, Mr. Rodgers expressed the opinion that most of the large capital expenditures in the industry will be substantially completed by the end of the year.

"I think we can agree," he said, "that as we pass from the emergency conditions under which the industry has been operating during the last few years, stockholders should receive a higher percentage of earnings in cash dividends."



Before the election of Directors, the nominees were introduced by Mr. Rodgers. (Above) J. S. Leach, a Vice President of The Texas Company since 1938, was one of the 16 men elected as Directors at the Annual Meeting, he for the first time. A native Texan, Mr. Leach has headquarters in Houston and has made his home in that city for many years. He has general supervision over the Company's operations in Texas and has been with Texaco for 33 years





Stockholders who wished to ask questions had an opportunity to do so. There was a capacity turnout at meeting



(Above, left) Secretary Elicker chats with Stockholder Sherman Ford, a retired employee. (Above, center) Mrs. Jessie Adler of Miami Beach, Florida, appreciated opportunity to vote on the appointment of auditors. (Above, right) Richard Sloan said, "I think we all should realize the significance of the tremendous accomplishment of this Company . . . in less than half a century. . . . Today's results reflect the splendid policies of the past"





# IS OUR FREEDOM IN DANGER?

Yes, says the author of this article, who believes Americans should appreciate the importance of their freedom and recognize the danger they face of losing it

By JAMES H. PIPKIN

Assistant to the President

EDITOR'S NOTE: *Is Our Freedom in Danger?* is adapted from a speech given by Mr. Pipkin at the annual banquet of the Abilene (Texas) Chamber of Commerce last March. Mr. Pipkin was the principal speaker at this gala affair, which was attended by more than 800 Abilenians and West Texans.

Texaco employees often are speakers at civic affairs such as the dinner at Abilene, and frequently the Company is represented by key men on the speakers' platform at petroleum industry meetings.

In this country today, 150,000,000 people live the most abundant, freest life ever known in the history of mankind.

The secret of how this has happened in America is found in two things: the quality and the character of the people who first settled a narrow fringe of the Atlantic Coast and then pushed westward, learning to call themselves Americans.

These "Americans" were men and women or the descendants of men and women who were not satisfied with what the future held for them in the old world.

For the most part, they might have remained in their native lands and there have lived in relative security. Yet they chose to abandon the security of a settled society, hazard the perils of the sea, and build new lives in a new land. They did this in the faith that in the new world opportunity was unlimited—that they could make their own way to the limits of their own capacity and industry, so long as they observed the rules of honesty and decency which underlie all human association.

They did not come in search of "security," except insofar as they looked upon security as the reward for personal effort. What they wanted was opportunity—opportunity to conquer the wilderness, to work for the rewards they sought, and to keep those rewards.

Today we speak of such people as "pioneers." But it is doubtful whether many of them ever thought of themselves as pioneers. They were too busy doing what they had to do, first to survive and then to expand the bridgehead they had created in a new land.

In the old world from which they came, not a day went by without their feeling, in some manner, the



James H. Pipkin

It's no secret that "Jim" Pipkin is from Texas. If he doesn't tell you himself, you'll realize—without being told—that undoubtedly no other state could produce such an enthusiastic citizen.

A native Texan—the son of Texas pioneers—James H. Pipkin is a hearty exponent of the Lone Star State. His years in New York have not diminished the Texas accent in his "Howdy, men" when he joins a group of business associates.

Jim Pipkin was born in Huntsville, Texas, and attended grade and high schools in Bryan, Texas. He prepared for a law degree at Texas A. & M. College and received his Bachelor of Laws degree from the law school of the University of Texas in 1931. On December 1, 1934, he became a member of the Legal Department of The Texas Company at Houston, Texas. He was transferred to New York in February, 1942, as Assistant to the Executive Vice President and on April 25, 1944, was appointed Assistant to the President.

Mr. Pipkin was married in 1932 to Miss Zenda Lewis of Lubbock, Texas. They have two sons. Collecting old books relating to Texas history is his hobby. He is a member of the Texas Bar Association, Pelham (N. Y.) Men's Club, Pelham Country Club, and the Cloud Club.





"They wanted opportunity to conquer the wilderness, to work for the rewards they sought, and to keep those rewards . . . It is doubtful if they thought of themselves as pioneers"

heavy and expensive hand of their government.

Those who came to America came with two firm resolves:

First, to get away from the kind of life they had known.

Second, to prevent the establishment, in their new world, of anything like what they had left behind in the old world.

As the original colonies grew, the regulatory power of the state, which had troubled them comparatively little at first, began to extend across the ocean. Had the colonists not resisted, they would eventually have found themselves members of the same kind of society from which they had escaped. Their resistance was instinctive and deep. They knew that not only their own fate, but that of their children and their children's children, depended upon the outcome. And when the Revolutionary War was won, and Americans no longer owed even a vague and shadowy allegiance to any foreign sovereign, they set up political institutions adapted to maintain and make secure their freedom.

To some people today, "freedom" is only a high-

sounding, pretentious word. But it was nothing of the sort to the men and women who first called themselves Americans. To them, freedom meant the difference between working for themselves, on the one hand, and working half for themselves and half for the insatiable octopus called government on the other. It meant the right to go where they wanted, make their own choices, run their own risks, suffer the results of their own errors and shortcomings, and gather their own rewards.

And gather those rewards they did.

They were not looking for handouts. They asked nobody but themselves for "social security." They pitted themselves against the sea, the wilderness, the Winter. They risked their lives and the lives of their families over and over again in the effort to get rewards the old world could not match.

They did not plan in advance the creation of a social fabric. But a great, free, dynamic society sprang naturally into being as the inevitable consequence of what they were and what they did.

Perhaps the outstanding quality of these pioneers was their passionate independence. They did not



want to be beholden to any man. They wanted to stand as free men on their own feet, and that is the essence of their greatness. To them, living together with others did not mean living upon the bounty or charity of others.

Our land is now pretty well settled from ocean to ocean, but there is still scope for the pioneer and the pioneering spirit. Wherever there are tasks to be done, risks to be taken, rewards to be earned—there you will find the pioneer of today. He will be striving to improve old ways of doing things, to devise ways of doing things that have never been done before; to perfect, invent, create new frontiers of opportunity in the expectation of greater rewards.

Yet there is one condition without which the pioneer cannot be himself. He must exist in an atmosphere of freedom.

Freedom is indivisible. You either have it *all*, or you do not have it at all.

There are no separate freedoms. There is only one freedom. If our economic freedom is taken away, we have no weapon left with which to fight for religious or political freedom. What we call a "free economy" is as necessary to our total freedom as the air we breathe is necessary to keep us alive. And we must remember that personal freedom is something we receive only in exchange for personal responsibility.

The America of our forefathers grew as it did because personal liberty released spiritual, mental, and physical energies such as had never been known before in any other land. For the first time in human history a highly intelligent, courageous people had become free. Everybody had a chance.

The *uncommon man* had his incentive. Mostly, he sprang from humble sources. It had not then become Government policy to try to make all men common.

Of course, there were those who tried to get ahead by grasping the fruits of other men's labor. Such individuals have always existed everywhere. They are not peculiar to America. It was necessary to set up means by which those who played the game fairly could restrain those who insisted upon interfering with the rights of others. That means was government—government viewed strictly as an umpire—as a device for preserving the liberty of all. Its basic and only function in American economics was to restrain evil-doers. This means that the only freedom Americans do not enjoy—and ought not to enjoy—is to interfere with the inalienable, God-given rights of others.

It is in this atmosphere of indivisible freedom that the pioneer spirit must live if it is to live at all. It is not laws, no matter how good, but the charac-

ter of a people that holds together the fabric of a free life.

Today, the basis upon which pioneers and their descendants built the American way of life is under attack. It is under attack from without. It is under attack from within. And often the very nature of the attack is hidden, concealed under words and phrases which sound noble and good, but which, if we consent to them, will rob us of our total freedom.

The external danger comes from international communism.

The internal danger is the danger we now face of having our own free society replaced by a socialistic society in the name of "social welfare."

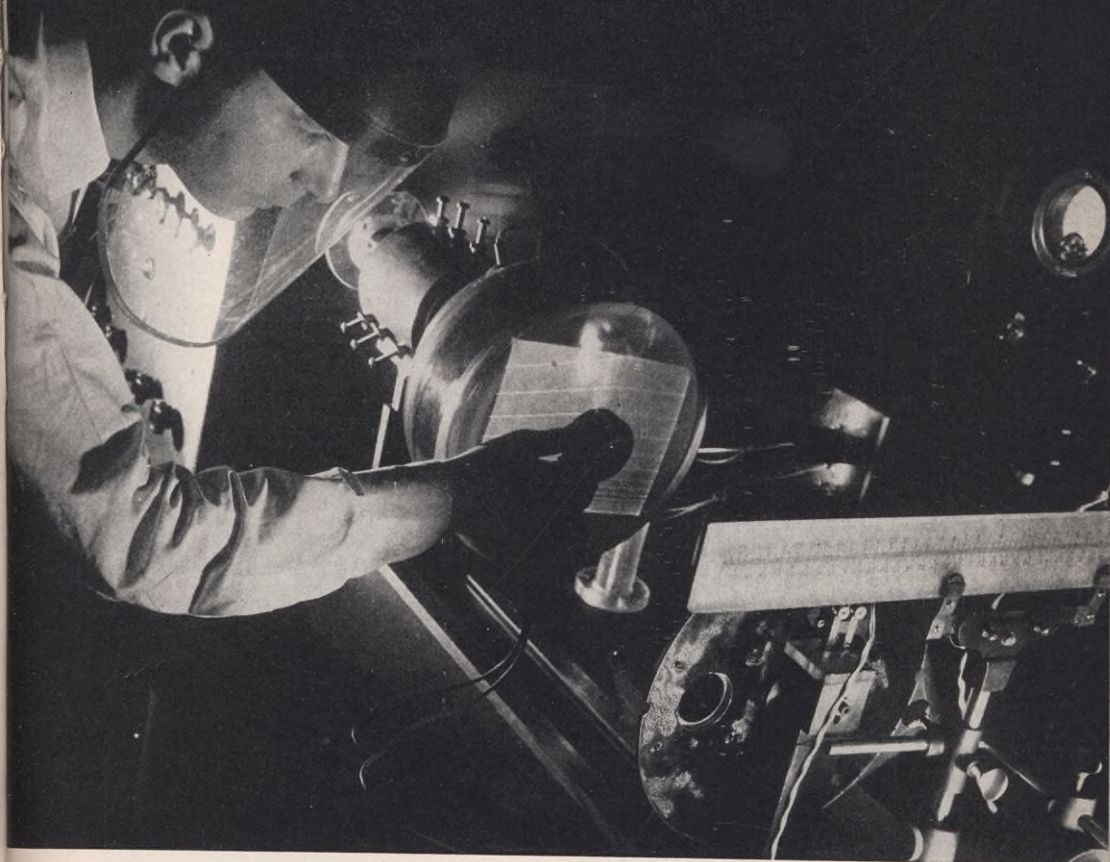
Socialism is a comparatively new name for something very old in human experience. It is the name for the system from which our first American pioneers escaped when they fled the shores of Europe. It is government taking over the direction and control of all individual and community life. If America should "go socialist," then the America of the pioneers, and their heritage, is gone—probably forever.

If we could march up to the ballot box and vote with a clear choice for "A Free America" or "A Socialist America," there is no doubt about the result. Americans would never vote for bondage if they knew they were choosing bondage.

But those who are trying to alter the fundamental basis of American life do not tell us of their design. They take us one step at a time, and for every step they give what seems a plausible and humanitarian reason. They say, "Government services must be expanded for all the people," and so they make bigger Government, with new hordes on the public payroll, higher taxes, and control over more people. They say, "We must protect those who work," and ask for iron-clad controls by the Government over the life and death of business. There are many other examples. Step by step, every step hailed as a "social gain" or advance towards "economic democracy," the erosive processes are at work to wear away the rock of liberty, of freedom.

Socialism and communism are essentially the same. The main difference is that Communists aim to make a socialistic world by force, if necessary, while Socialists (even those who do not call themselves by that title) aim to make a socialistic world by gradual transformation of existing societies. And while many Socialists are sincere, well-meaning folk, the kind of world they are trying to create would have no place in it for individual liberty. All power would be lodged in the state—the government—and once that power is lodged in a few human





"The pioneer of today . . . will be striving . . . to perfect, invent, create." (Above) A television viewing tube is tested in laboratory with colorimeter to assure white light

hands, freedom—as we have known it—is dead.

Americans should be aware of their freedom and of the danger of losing it in a "welfare state." *All that we have to do to lose our freedom is to do nothing.*

We should take part in the every-day operation of democracy; point the way for even greater achievement in the future if we adhere to the principles of the past.

Our way of life has been called the American dream. It is founded on the dreams of men whose minds were bold and whose faith in mankind was

unbounded. They envisioned a new society of men in which the individual human being, created in the image of God, would be free—the master of his own destiny. Out of their dreams came a mighty nation of free people.

God helping us, we shall meet the crisis facing us today and solve it. It is the danger in which the personal liberties and freedoms of all Americans now stand. Let "we, the people" resolve together that our republic, founded on faith, conscience, compassion, and law, shall continue in freedom, in dignity, in peace.





Be sure to keep crankcase oil at safe driving level. It pays to follow your Texaco dealer's recommendation to drain the old oil and refill the crankcase with fresh oil every 1,000 miles



# TESTS PROVE BEST "INSURANCE" IS OIL DRAIN EVERY 1,000 MILES

★ IN THE COMMUNICATION of ideas, there is infinite opportunity for constructive, as well as destructive, thought. For example, The Texas Company believes that the public recently has been misinformed by certain magazine articles with respect to the importance of changing crankcase oil every 1,000 miles. Texaco considers it has a responsibility to communicate facts to its employees, stockholders, customers, and the public in general. These are facts concerning the importance of changing crankcase oil every 1,000 miles.

THE VITAL IMPORTANCE of the 1,000 mile oil change interval in preserving the life of a car and in obtaining the most economical operation possible was made strikingly clear for the nation's motorists recently by the men who know the picture best—the lubrication specialists.

In two hard-hitting research reports, representing a total of four-and-one-half years of experiments and field study with cars engaged in normal driving, the lubrication men painted a graphic picture of the damaging effects of contaminated motor oil, and its relation to engine wear, repair bills, increased costs, and false economy.

The papers were the highlights of the May meeting of the Lubrication Committee of the American Petroleum Institute in Colorado Springs, Colorado. One study involved 18 months of research and more than a half-million miles of actual driving; the other study represented three years of testing.

In one test, the cars operated by a sales division of a leading oil firm were used as guinea pigs. The average engine age at the beginning of the test was 20,000 miles, and the cars were operated on 1,000 mile, 2,500 mile, and 5,000 mile drain intervals. In clinical fashion, the report said the studies proved these points:

... That contamination of motor oil increases after 1,000 miles. Samples taken at 2,500 miles showed an increase of 63 per cent in carbon and fuel soot, 56.4 per cent more oxidized fuel and oil products, and 55.6 per cent more metals, abrasives, and road dirt. Samples taken at 5,000 miles showed an increase of 148 per cent more carbon and fuel

soot, 174 per cent more oxidized fuel and oil products, and 114 per cent more metal, abrasives, and road dirt.

... That there can be as much as one pound of contaminants circulating with the oil when an extended drain interval is practiced, compared with slightly more than one ounce in engines using the 1,000 mile drain interval regularly.

... That the oxidized fuel and oil products, an insidious enemy because they are soluble in oil, appear to be one of the major causes of oil consumption because of their tendency to produce engine deposits, and simultaneously contribute to the plugging of oil screens and oil control rings.

... That the "savings" resulting from extending oil drain intervals are so minor that they are measured in pennies. Based upon 20,000 miles of actual driving, the over-all "savings" amounted to 43 cents a month for the cars using the 2,500 mile drain interval, and 65 cents a month for the 5,000 mile period. This, the paper emphasized, represents a total of \$5.16 a year for the 2,500 mile drain period, slightly more than one-fifth of what the average person spends each year for his cigarettes and smoking tobacco.

Another report, based on actual road tests with trucks, showed that engine lives are shortened tremendously by extending the oil drain intervals, that trucks using a 6,000 mile drain interval wore out almost two-and-one-half times as fast as those in which the crankcases were drained more frequently.

This study also showed that there is no appreciable plugging of an oil pump screen on 1,000 mile drain intervals in passenger cars, and that there is a 10 per cent plugging on 2,000 mile drains, 30 per cent on 4,000 miles, and 75 per cent at 6,000 miles.

The report stated that the effect of engine deposits, increased oil consumption, and high rates of cylinder wear raised operating costs about three cents for every gallon of fuel consumed at 4,000 miles, and nine cents at 6,000 miles—an increase roughly equivalent to 50 per cent in gasoline costs.

In summing up, the paper stressed this point:

"Oil drain periods of approximately 1,000 miles offer the greatest insurance to the motorist for reliable performance, low maintenance costs, and longer engine life. The premium on this 'insurance' policy is low, the coverage broad, and the dividends high."





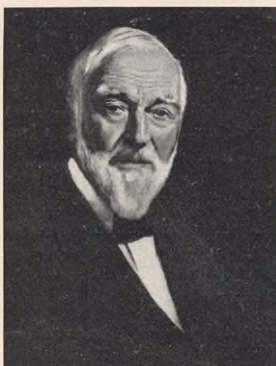
Kenneth G. Mackenzie (left), Assistant to Vice President-Chief Technologist, receiving A. P. I. Certificate of Appreciation from J. W. Newton, vice president, Magnolia Petroleum Company. It was one of the first three ever awarded

## K. G. Mackenzie Honored by A. P. I.

KENNETH G. MACKENZIE, Assistant to the Vice President-Chief Technologist, Refining Department, received one of the first three Certificates of Appreciation awarded by the Division of Refining of the American Petroleum Institute at a Division meeting in Houston, Texas, on April 6. Mr. Mackenzie has been active in oil industry and Institute affairs for many years.

The citation reads, in part, as follows:

"His natural and acquired endowments, among which are a brilliant mind, limitless vigor, extensive knowledge, keen foresight, scintillating wit, and prodigious memory, have been devoted without stint to the affairs of the refining branch of the petroleum industry before and since the American Petroleum Institute was organized. He has spearheaded many of the projects of the Division of Refining and has formulated many of its policies."



W. D. Brandon of Butler, Penna. (from an oil painting presented by the Butler Bar Association to the Law Library in honor of Mr. Brandon on his 100th anniversary)

## Centenarian Gives Shares to Sons

A STOCKHOLDER's age is strictly his—or her—business, as far as The Texas Company is concerned. Texaco's Treasury Department, therefore, was surprised to learn recently from correspondence concerning the transfer of his shares to his sons, that W. D. Bran-

dson of Butler, Pennsylvania, was almost two years past the century mark.

Born November 1, 1847, Mr. Brandon undoubtedly qualified as The Texas Company's oldest stockholder in point of age. Also, so far as American Bar Association records show, he is the oldest living lawyer in the United States.

A graduate of Washington and Jefferson College (Class of 1868), Washington, Pennsylvania, and recipient of a Doctor of Laws degree from W. & J., Mr. Brandon was admitted to the practice of law in the courts of Butler County, Pennsylvania, in 1871. He has been in active practice continuously since that time. Even now, in his 102nd year, he comes to his office occasionally and dictates letters and attends to private business matters.

On his 100th anniversary, Mr. Brandon was honored at a dinner given by the Butler Bar Association. Judges of the Supreme Court of Pennsylvania were guests.

Mr. Brandon followed the oil business in its early stages and represented many of the operating companies in the early Western Pennsylvania development. He was engaged in many cases in Pennsylvania that helped to clarify and establish laws relating to the oil and gas industry in Pennsylvania as well as in other parts of the country.

He follows with keen interest the current events in the world at large, and it was only because of his advanced age that Mr. Brandon felt he should turn over his stock in The Texas Company, which he had held since 1929, to other members of his family.

## New Cars Tested at Beacon "Labs"

WHEN 1949 models began to roll off the Detroit production lines, The Texas Company began its annual road tests on each new model—inside one of its Beacon, New York, research laboratories. A kind of revolving squirrel cage for new automobiles, the indoor speedway used in these tests is called a chassis dynamometer and can simulate every kind of driving condition.

Tests determine how fast each car will accelerate; how much gasoline it burns per mile; what octane rating works best; how well the car climbs hills with different fuels; cold weather starting and warm-up abilities; and which are the best gasolines and motor oils for the hottest Summers or coldest Winters for that car.

Looking toward tomorrow's cars, The Texas Company has already tested engines which they have "souped up" in numerous ways to give more power and economy of fuel than the average car on the road today, and fuels for these highly-experimental engines are being studied.

In addition to the studies at Beacon Laboratories, Texaco periodically sends fleets of new cars on road trials to test new developments in products and equipment.

Data gathered in the laboratory and on the road help Texaco to manufacture quality products for your car—whether it is new or old.





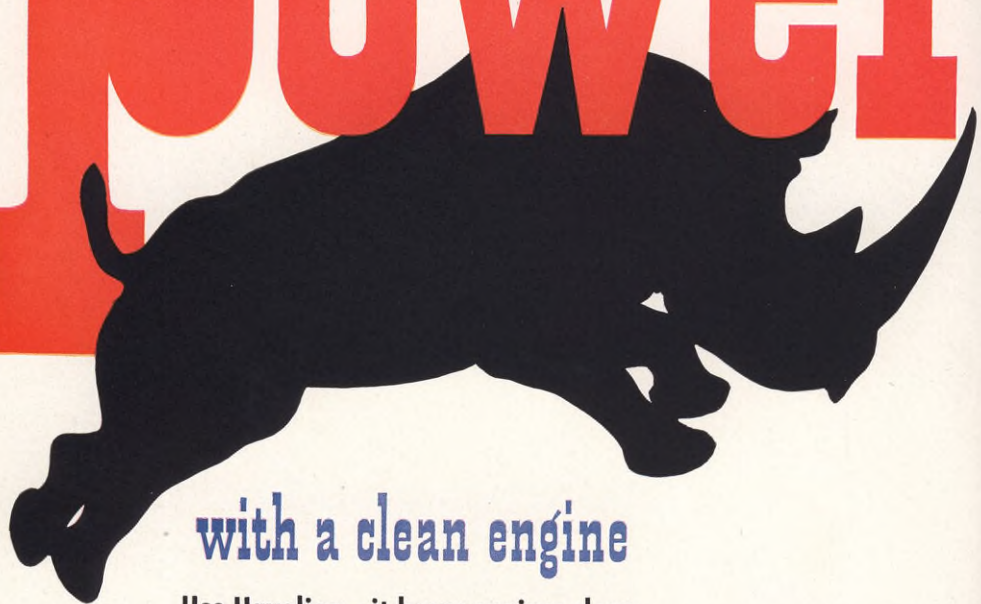
## **WE'RE GLAD TO BE OF SERVICE**

The Texaco dealer typifies the small, independent business man. His customer is his friend. He knows his customer's needs and has a real sympathy for his problems. His customer relations are based on genuine understanding—the only sound basis for good communications. Friendly dealer-customer communication has been one of the key factors in the success of The Texas Company.



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