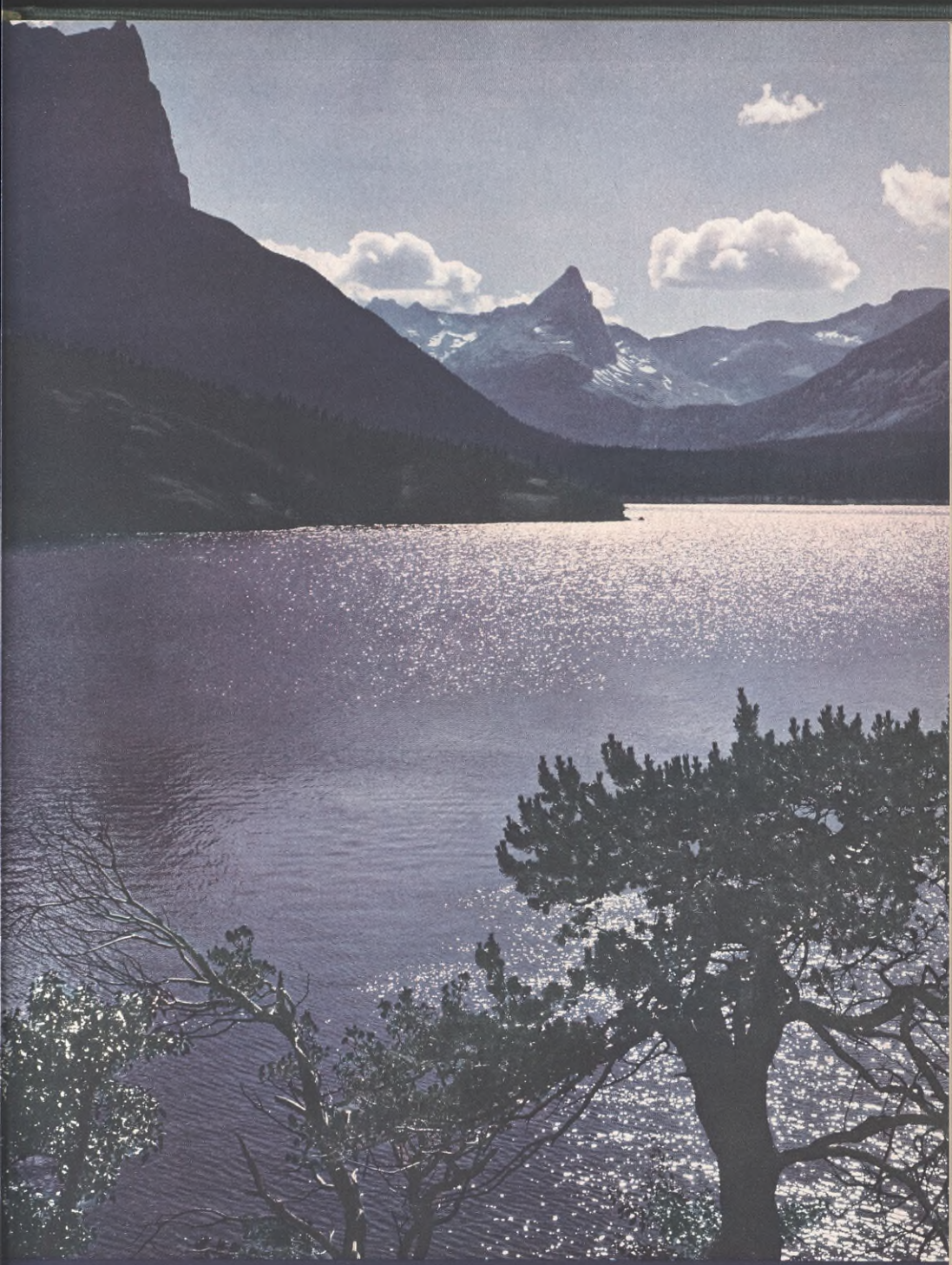
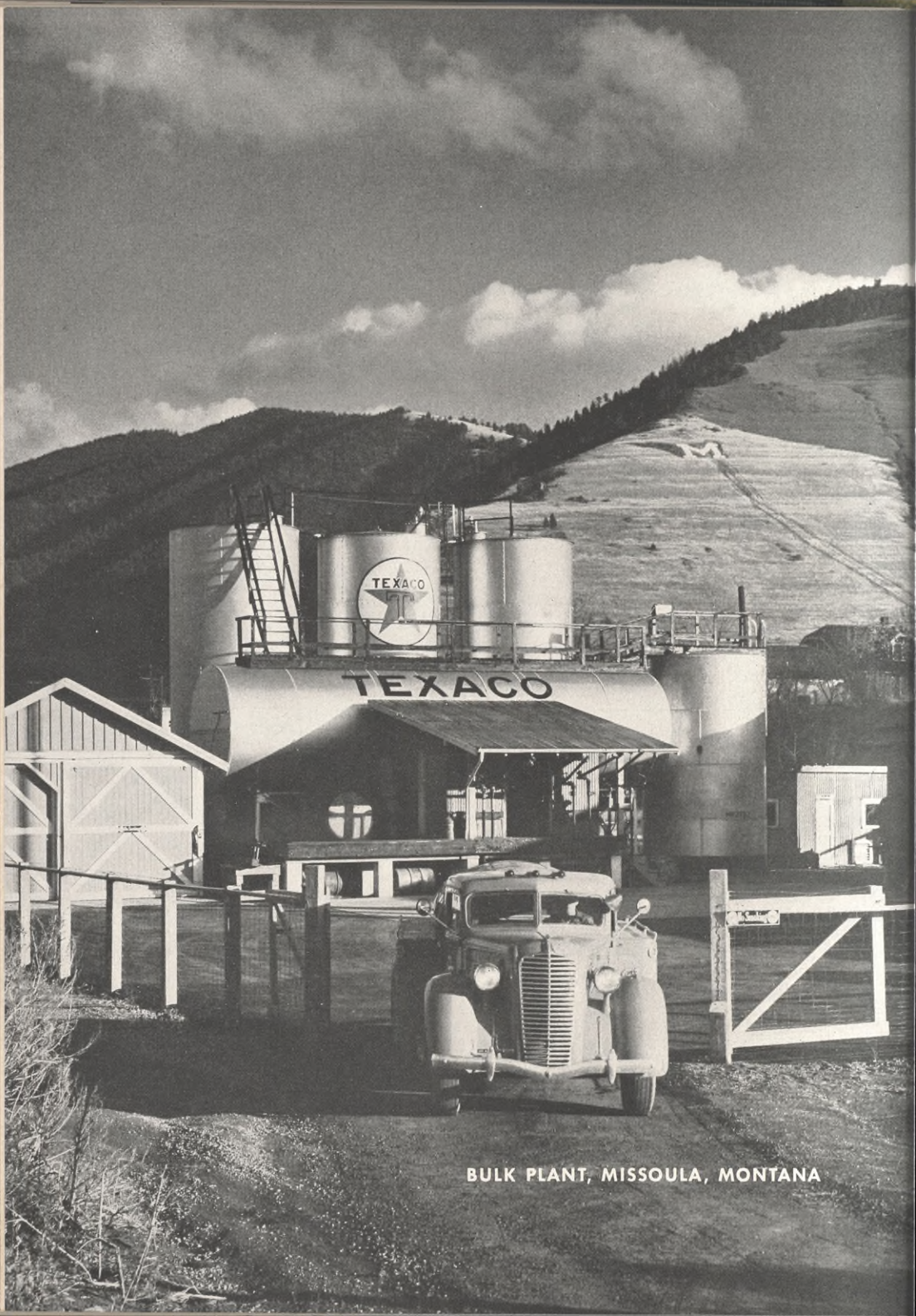




BULK PLANT, MISSOULA, MONTANA

THE TEXACO STAR

VOLUME XXXIII NUMBER 2

TEXACO TODAY—4

The front cover, a Kodachrome by John Kabel, is of Upper St. Mary Lake in Glacier National Park

A PUBLICATION OF THE TEXAS COMPANY

W. S. S. Rodgers, Chairman of the Board of Directors; Harry T. Klein, President; M. Halpern, J. S. Leach, R. Ogarrio, C. E. Olmsted, R. L. Saunders, James Tanham, and Torrey H. Webb, Vice Presidents; W. G. Elicker, Secretary; L. H. Lindeman, Treasurer; Oscar J. Dorwin, General Counsel; Ernest C. Breeding, Comptroller, 135 East 42nd Street, New York 17, New York

MEMBER, THE HOUSE MAGAZINE INSTITUTE, NATIONAL COUNCIL OF INDUSTRIAL EDITORS

Direct all Communications to the Editor of The Texaco Star
135 East 42nd Street, New York 17, New York

★ This is the last of four issues of The Texaco Star which attempt to show in a broad way what The Texas Company is like from one end of the country to the other; that a great company's worth can be expressed to a large extent in terms of experience, skill, and the infinite capacity for taking pains.

Brief AND TO THE POINT

★ The Texas Company this Spring will begin a $6,000,000 modernization program at its refinery in Casper, Wyoming, to be completed in 1947. Additional facilities will consist of a fluid catalytic cracking and gas recovery unit, a new crude still and vacuum unit, and equipment for making road oils and asphalt products.

★ A "mechanical brain" for traffic lights has been developed by General Electric to change automatically the "stop-and-go" periods as traffic flow varies at different periods of the day. It can be set as far as 12 weeks in advance to take into account traffic on holidays or during special events.

★ Transposition of digits in a Brief and to the Point item in the previous issue of The Texaco Star caused the paragraph to indicate that the United States has produced 46 per cent of more than 46,000,000,000 barrels of oil thus far produced in the world. Actually, the United States has produced 64 per cent of that amount.

★ Oil requirements for national defense are estimated at "not less than two billion barrels a year of sustained production" by a naval authority. Last year 5,400,000 barrels a day were consumed for military and essential war uses.

★ A Twentieth Century fund survey says that factory payrolls rose from an index of 100 in 1939 to 330 by January, 1945, while total income payments rose to an index of 230.

★ What we call "natural gas" is in reality four gases: methane, ethane, propane, and butane. It is 90 per cent methane.

Michael Halpern

Richard L. Saunders

HALPERN AND SAUNDERS ARE NEW DIRECTORS

Two Vice Presidents of The Texas Company, who together have served the Company for more than 67 years, were elected to the Board of Directors at a meeting of the Board on February 8. They are:

Michael Halpern, Vice President in charge of the Refining Department since September, 1940, and Richard L. Saunders, Vice President in charge of the Domestic Sales Departments since August, 1945.

Mr. Halpern joined The Texas Company in 1916 as a Civil Engineer at the Bayonne Terminal. A native of New York City, he had been graduated from New York University with a degree in civil engineering.

His career in refining includes service at many Texaco terminals and refineries. To employes and industry associates alike, his words bear the mark of respected authority.

While working as second Assistant Superintendent at the Port Arthur Works, Mr. Halpern was transferred in 1930 to New York as Assistant Manager of the Refining Department. He then became, successively, Manager of Manufacturing and General Manager of the Refining Department before being elected Vice President. Mr. Halpern is now in his 30th year as a Texaco employe. Both he and Mr. Saunders are 53 years old.

Seven years after The Texas Company was founded, Richard L. Saunders, then a lad of 17 fresh from the classrooms of Jersey City High School, came to work for the Company. He was born in Jersey City, New Jersey, and his soft speech bears the distinct note of what is called a New York accent.

Even a casual glance at his record of long service with the Company—more than 37 years—has a way of making him sound rather ancient. However, this impression would hardly square with the man. When Mr. Saunders was elected to his present Vice Presidency, a prominent oil journal pertinently remarked:

"'Dick' Saunders, though an old-timer with The Texas Company, is neither old in years nor modern business management ideas."

His ease of manner and ability to cut quickly through the clutter of difficult problems are well known to his associates.

Until business pressure forced him to withdraw, Mr. Saunders was very active in community affairs.

Charles A. McCulloch

CHARLES A. MCCULLOCH, a member of the Board of Directors of The Texas Company since 1934 and a member of the Company's Executive Committee since 1940, died in Miami Beach, Florida, on January 24 at 70 years of age.

A native of Chicago, Mr. McCulloch was active for nearly half a century in the business affairs of that city and New York, particularly in the field of transportation. Between 1903 and the time of his death, he was associated with more than 17 business organizations as an officer or director.

After 1936, Mr. McCulloch confined his active business interests to his directorships in The Texas Company, the First National Bank of Chicago, and the Commonwealth Edison Company, Chicago.

At a meeting of The Texas Company Board of Directors on February 8 a memorial resolution was adopted which states in part:

"Mr. McCulloch . . . has generously and unstintingly devoted his energies and abilities to the interests of the Company. His business sagacity and vision, his honesty and fairness, and his forceful and courageous counsel contributed in an outstanding way to the welfare of The Texas Company."

Mr. McCulloch was born on December 2, 1875, and was educated in the Chicago public schools.

He entered the transportation business as general manager of the Frank Parmelee Company in 1903. In 1919 he became president of the company and assumed control. Between 1918 and 1926, Mr. McCulloch's activities included the vice-presidency of the Yellow Cab Manufacturing Company.

In 1923, Mr. McCulloch concluded many years as a director and treasurer of the John R. Thompson Company. He was a leading figure in the establishment of The Omnibus Corporation and in the organization of a comprehensive bus service in Chicago. During that period, with a group of associates, he secured control of the Fifth Avenue Coach Company, New York, a subsidiary of The Omnibus Corporation. In addition, he became chairman of the Chicago Yellow Cab Company.

The great variety of his successful business interests is clearly revealed by his directorships in the following organizations: New York Railways Corporation, Fifth Avenue Coach Company, Arlington Park Race Track, New York Transportation Company, Chicago Corporation, Balaban and Katz Corporation, Paramount Publix Corporation, The Omnibus Corporation, Chicago Motor Coach Company, Chicago National League Baseball Club, and the Chicago Great Western Railroad Company.

Mr. McCulloch was named co-receiver in 1931, and later sole receiver, of the Insull properties. He served as a trustee of the Field Museum of Natural History in Chicago, and as a Northwestern University associate.

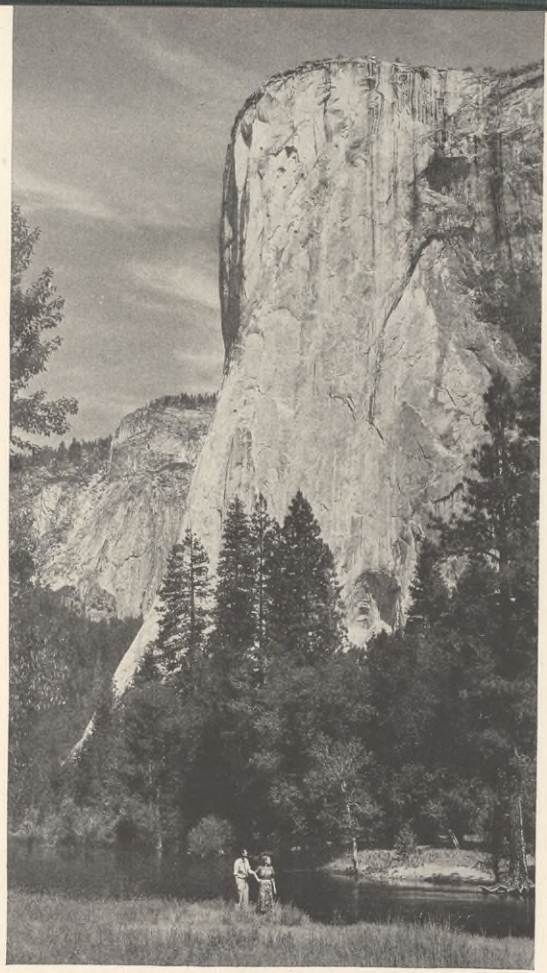
Mr. McCulloch is survived by his wife.

Winds from the Pacific, warmed by the sun and tempered by the evenness of ocean currents, carved these ripples in the sands of Malibu Beach on the coast of California

THE WEST is a region you think about entirely in terms of where you live. When the frontier vanished and improved transportation and communication made the United States a recognizable entity, anything beyond Pennsylvania was colloquially "*out* West" to the crowded easterner. To most westerners, whose ancestral roots were pulled up from the East and who had become accustomed to what was known by cliché as "the great open spaces," there were mainly two parts to the country: their own West and "*back* East," which might mean the East Coast or anywhere eastward beyond the Mississippi.

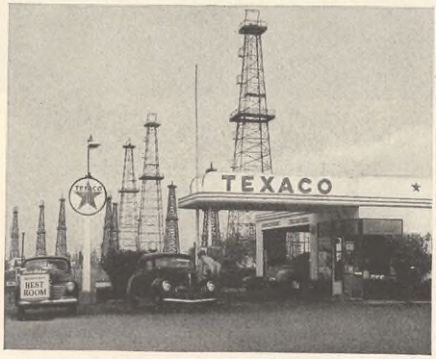
The perils of the Oregon Trail helped shift our frontier from the Northwest Territory and establish the Pacific Northwest in its place. The new Middle West absorbed the earlier frontier entirely.

To describe the West, it is necessary merely to catalog the well-publicized grandeur of the National Parks in the Rockies, the illimitable distances of trans-Mississippian plains, Hollywood's bespangled glamour, San Francisco's exotic charm, citrus groves in Southern California, orchards of other fruits in Washington and Oregon, Montana copper, Nevada silver, oil wells of the Pacific region . . . snow-capped mountain peaks . . . sunshine . . . space. That is the West today. Westerners love it; easterners enjoy it—hence transcontinental highways, transcontinental trains, transcontinental airplanes. From the easterners' points of view, they go West because they like the region. Westerners, for their part, often go "back East" because they have business there.

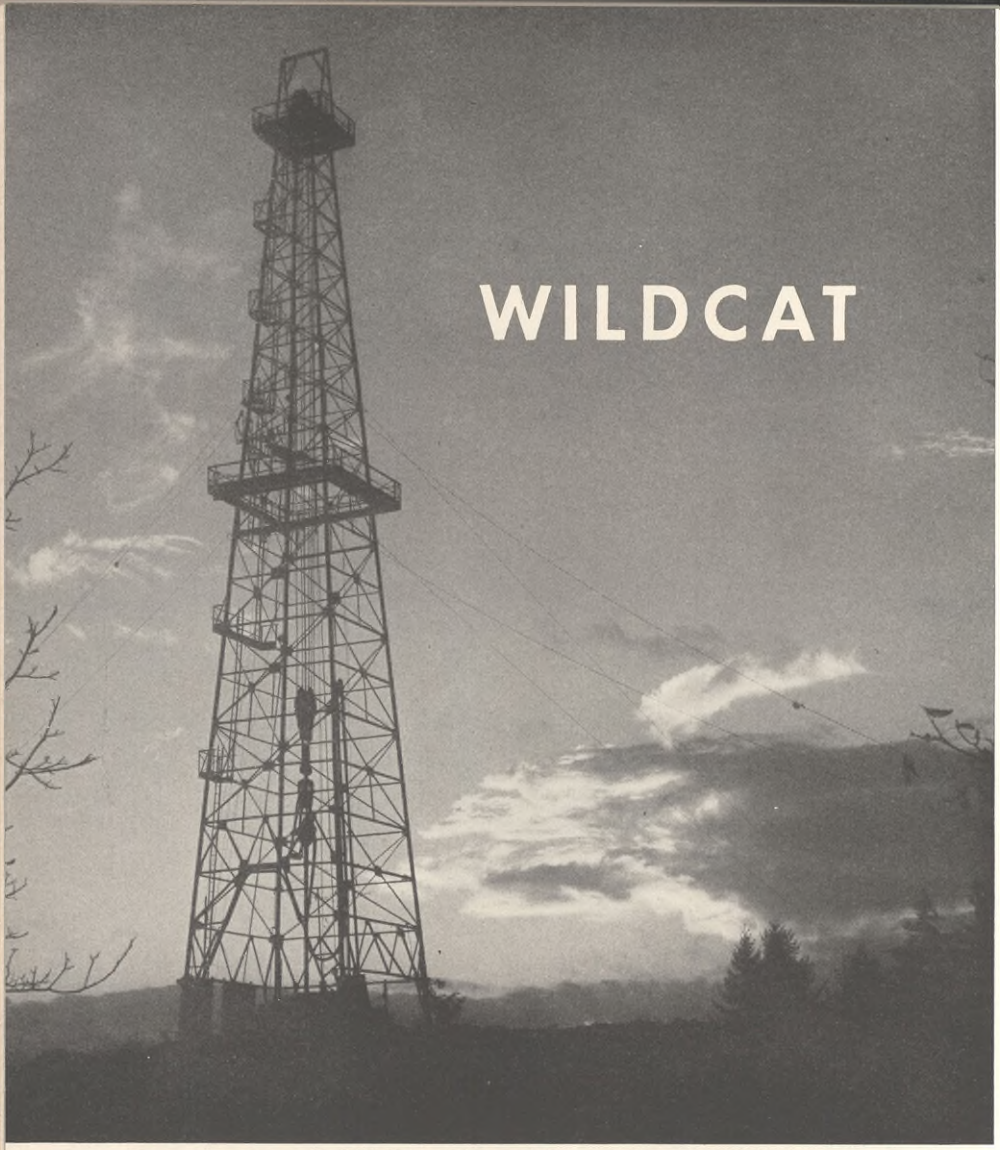


El Capitan, which rises 3,604 feet above the entrance to the Yosemite Valley, is the world's largest known granite monolith

These are alkylation units at Texaco's Los Angeles Works, as seen through the curve of a steam pipe



Texaco service station on Signal Hill, California, sells what the motorist needs in the very shadow of derricks

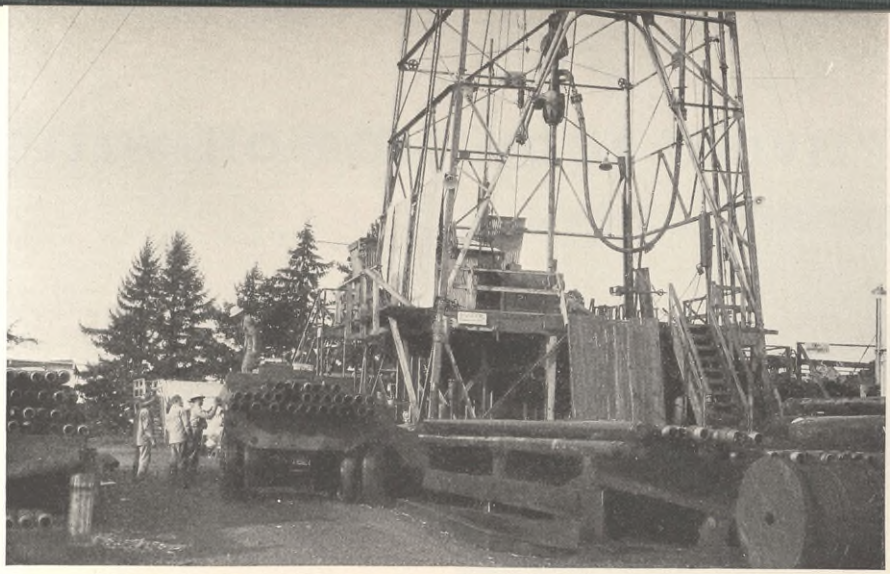


This "wildcat" is called The Texas Company's Cooper Mountain No. 1

DRILLING a wildcat well is no longer as wild a gamble as it used to be back when the term originated. Thanks to today's scientific methods of geological and geophysical exploration, the careful wildcatter is said to have one chance in five of finding what he's after. Years ago, when an oil man drilled in unproved territory on a hunch or on what then passed for scientific prospecting, about 99 tries in 100 ended as "dry holes."

The Texas Company is wildcatting in Oregon, but not on a hunch. In some promising areas Texaco has leased acreage running well into six figures.

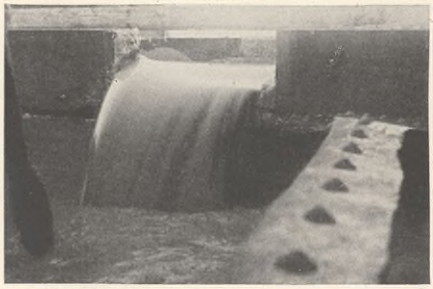
The wildcat well on these pages is on Cooper Mountain, a few miles from Portland. An earlier wildcat several miles away proved unsuccessful. For that matter, sporadic attempts for two decades to find oil or gas in Oregon have resulted in dry holes. Nevertheless, geologists are hopeful, will soon know whether they've finally found oil in Oregon.



Drill pipe is brought by truck from Texaco's Producing Department supply depot in Long Beach, Cal.

Tongs hold drill pipe, which is unscrewed by means of the rotary table. Another length will be added

Drill bits waiting to be used or to be resharpened



Chemically-treated "mud" washes out the cuttings

"LIVING ROOM" FOR OIL WELLS

THE modern way of developing an oil field is better than the old, when producers punched the earth full of innumerable holes, let the gas blow off, and got the oil out willy-nilly. This made the Signal Hill field, on the brink of California's coast, a forest of derricks crowding one another like saplings in second-growth timber.

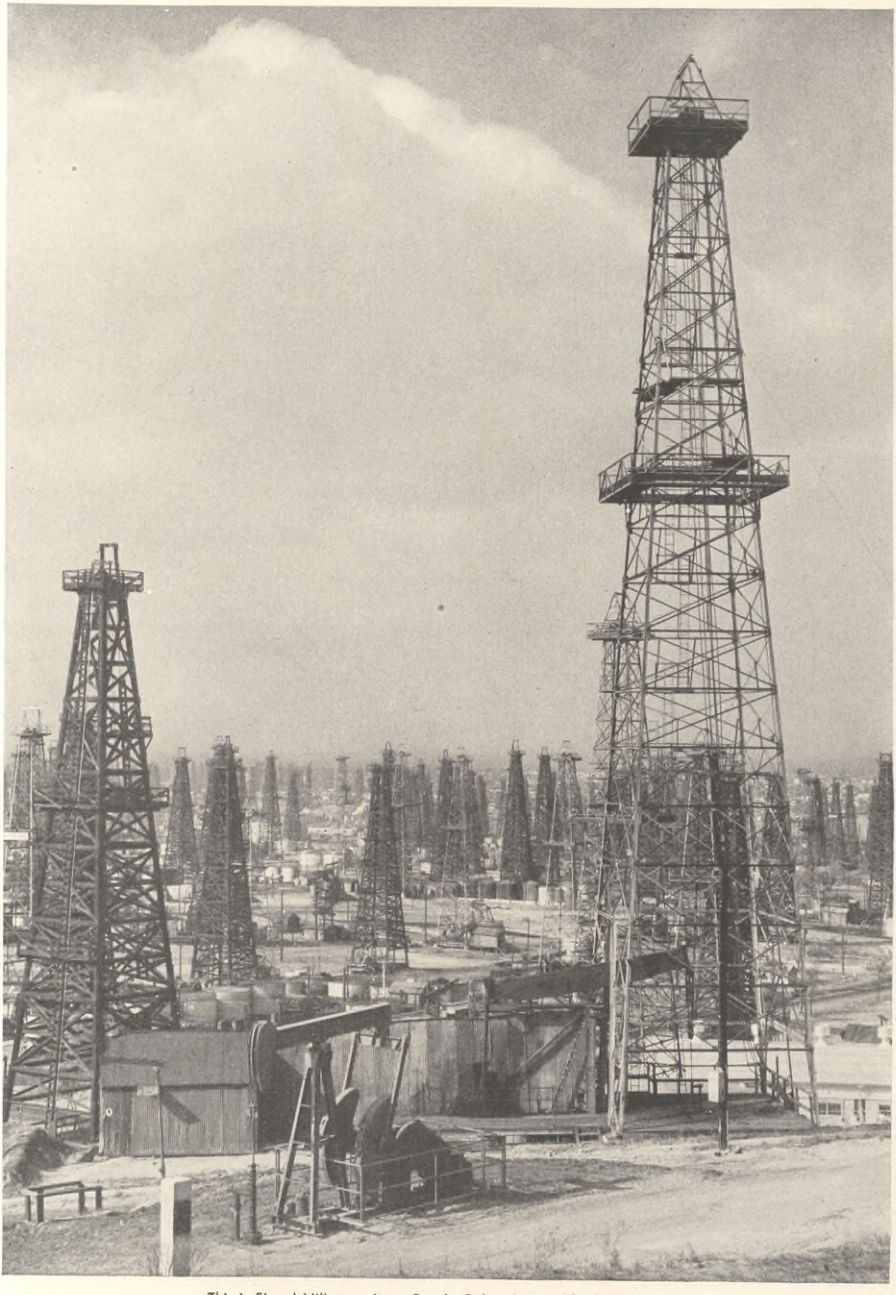
Nowadays producers prefer to let unneeded oil stay in its best storage place, underground. It's easier, cheaper, and the field has a longer economic life expectancy. Proration and well-spacing are modern contributions to a stabilized industry.

In contrast to Signal Hill, shown opposite, is the Wilson Creek field in Colorado, "highest oil field in the world," pictured below. The sensational Rangely field, also in Colorado, was born in midwar, but after three years has less than 75 wells on a possible productive area of 20,000 acres. Texaco is a major producer in all these and many other fields.

(Above, left) Driller, watching the tell-tale dials, sinks the drill bit through hard rock and soft sand as much by the "feel" of the bucking control lever in his hand as by eye and instruments

★

This well of The Texas Company-California Company, 8,370 feet above sea level in the Wilson Creek field, indicates modern oil fields are not crowded. The weather is a problem



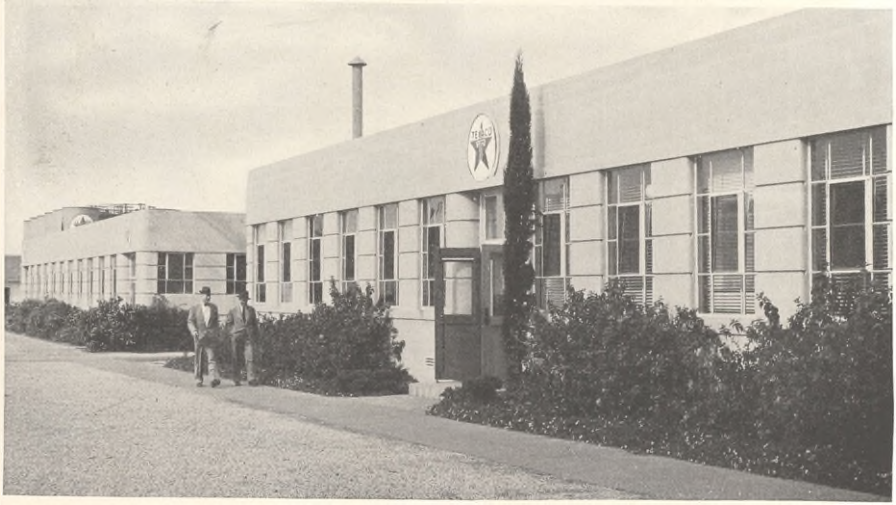
This is Signal Hill, near Long Beach, Cal.—victim of haste and waste.
The pumping jacks early crowned most of its thousands of rich wells

The Los Angeles Package Terminal is a specialized facility devoted to packaging refined products

THE HOUSE IS OURS

LESS publicized than refining, transportation, and selling skill in a large petroleum company is the special professional knowledge needed to design, build, and maintain the dozens of different types of structures that house the other skills and trades. Real estate experts, insurance men, people with a specialized knowledge of construction are concerned with these. They range from towering skyscrapers and sprawling tank farms to lonely pipe line pumping stations. Here is part of Texaco's investment on the West Coast.

Texaco owns and uses this Los Angeles office building (left). Below are offices at Los Angeles Works



STAR CLOSE-UPS

THEY SERVE THE WATERFRONT

Texaco marine engineer (left) keeps contact, in Los Angeles yard of Consolidated Steel Corporation, Ltd., with U. S. Maritime Commission's head machinery inspector there

THE DIFFERENCE between marine salesmen and other salesmen is not only one of working environment. Most matters connected with the sea have long since acquired marked differences from those on dry land. Like maritime law, marine lubrication is a profession apart, with a language and many products all its own. Specialists, in the persons of marine engineers and marine representatives, understand the particular products required for machinery that operates in the corrosive atmosphere of salt air and salt water.

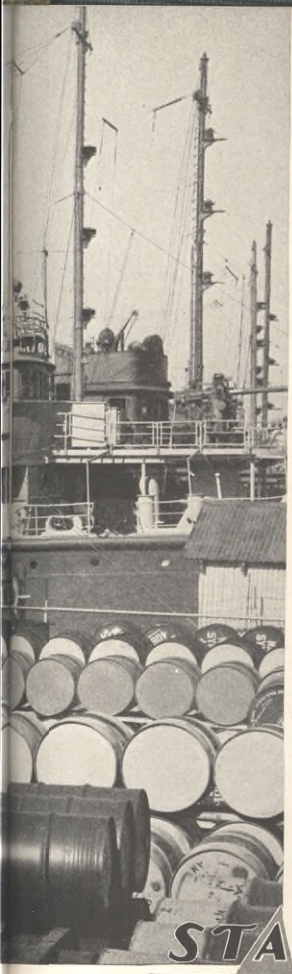
San Francisco marine representative talks oil with chief engineer (right) and oil filter service company man

"Runs like a top," the Moran Towing Company's assistant port engineer tells Texaco marine engineer

Demand and supply meet. In foreground, oil drums at Texaco's Oakland, Cal., terminal; in background, Navy tugs operated by the Moran Towing and Transportation Company

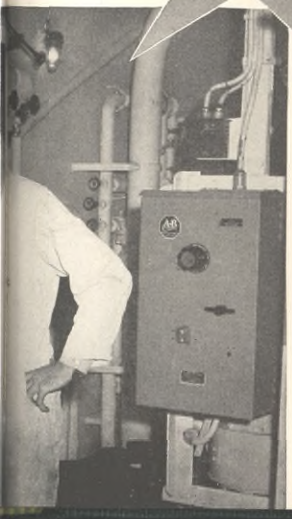
(Below) First engineer of tug chats with a Texaco marine engineer and a representative

(Below) Senior inspector, Maritime Commission, inspects lubrication chart for new ship



STAR CLOSE-UPS

Aboard vessel still being built, ship's master asks Texaco marine engineer questions about lubrication



THEY SERVE THE WATERFRONT

TEXACO Marine Engineer H. W. Salbador at Los Angeles, shown above and at left, lays claim to being the first man to place a lubrication chart aboard a ship. Experience with vessels and their lubrication over a long period enabled him to specify accurately what kind of lubricant each mechanical point on a ship required, and how often it should be serviced. Even after formal lubrication charts were popular, Salbador typed individual charts himself, framed them, and gave them to ships' chief engineers. This helped them do away with guesswork, assured proper maintenance with the proper product, and helped selling forces make friends with the men below decks on whom rests the responsibility for the ship's operation.

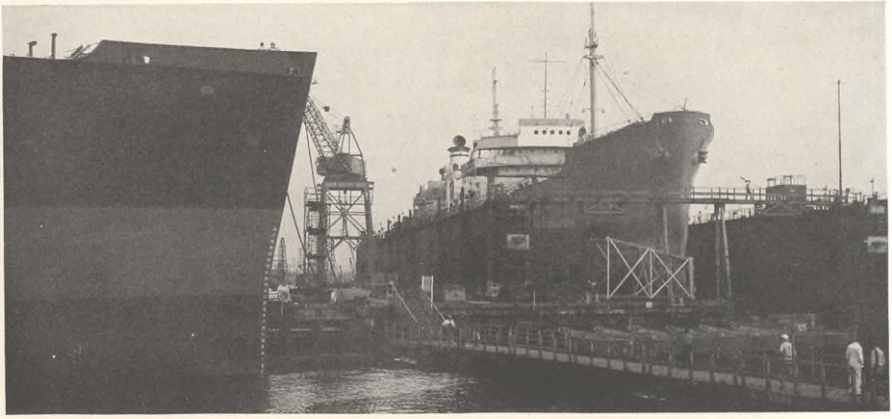
Port captain in street clothes and tug captain appear pleased after a Texaco marine representative has made a business call

STAR CLOSE-UPS

THEY SERVE THE WATERFRONT

Texaco marine engineer maintains touch with shipbuilder's purchasing man (left)

Plan for a day's marine selling in San Francisco unfolds in the morning mail



Potential customers, giant ships for peacetime commerce are built in Consolidated's Los Angeles shipyards

SCHOOL KEEPS ALL YEAR LONG

On common ground: Denver dealer and salesman speak each other's language, thanks to parallel instruction courses

EVEN casual observers know that salesmanship went into a tailspin during the war years. With the final surrender of Germany and Japan, the fellow who had become adept at talking a customer out of buying something had to reverse his thinking and his talking. There was the salesman who had been in the armed forces who needed retraining, too.

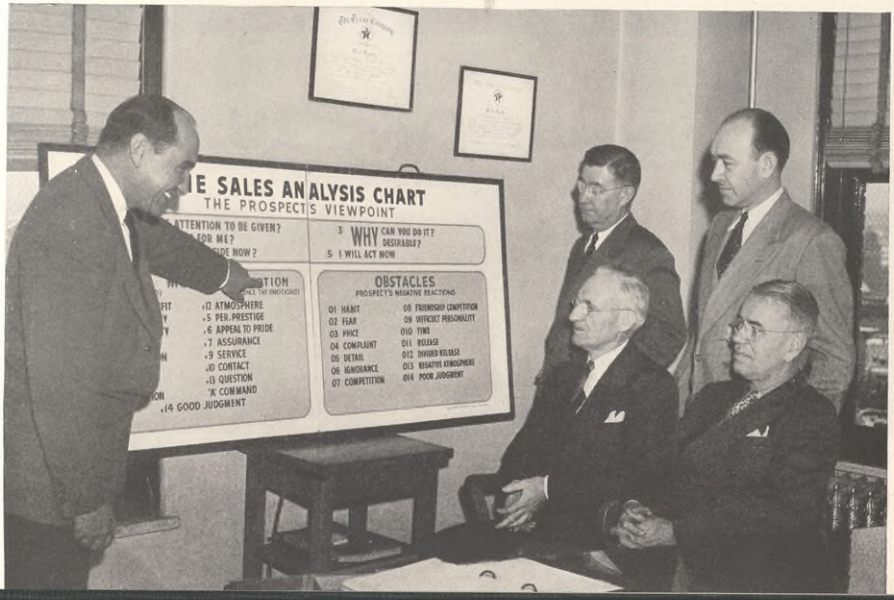
Texaco foresaw this, and its plans to reconvert from order-taking to selling were in motion even before the shooting ceased. Not alone the sales forces, but an entire cross-section of employes in all departments receive continual training.

Actually, Texaco people have gone to training conferences almost since the oldest employe can remember. Managers, supervisors, and foremen learn or re-learn new jobs or old ones; they find out new things about safety, first aid, and how to get along with people. Dealers, who are seldom employes, get sales advice from experts when they open a service station. They gladly drive long distances when invited to meetings where they can find out what's new. Consignees and distributors are given an opportunity to learn about the products they handle and how to sell them. Employes in offices come together and are shown films illustrating how their individual tasks relate to Company operations as a whole.

Some of the background of knowledge the employe thus acquires comes to him almost painlessly, in entertainment form. Other learning comes from thought-provoking group meetings.

Learning new things keeps all in tune with the times.

Denver Division sales employes receive training in the new Texaco Selling Method. Note certificates on the wall which bear witness to successful completion of other conferences



Air-borne fire-fighters prevent forest holocausts like this

'Chutist snags a perfect landing

SMOKE JUMPERS

By DALE WHITE

FIRE, faithful servant of man when under control, is a scourge to be feared when it gets out of hand. The core of defense against forest fires in the Rocky Mountain Northwest is the Johnson Flying Service at Missoula, Montana, one of Texaco's oldest aviation accounts and the oldest in the Butte Sales Division.

From the Johnson headquarters at Hale Field, Missoula, go the smoke jumpers, those parachuting fire-fighters who leap in special jumping suits from altitudes sometimes barely high enough for their 'chutes to open. They slam against tree trunks, plow down through stout limbs and sharp twigs, and sometimes jolt into the

Problem for pilots: Land a heavily-loaded plane on the 1,100-foot air strip shown in lower center, 5,000 feet below a canyon's edge—and beware of tricky cross-currents

jagged sides of cliffs. Thanks to experience and rigid training they are seldom hurt, and to date no smoke jumper has been killed.

Twenty to 45 minutes after a lookout in an isolated fire tower reports the first wisps of smoke, a plane loaded with completely outfitted jumpers takes off. It circles the fire while a spotter computes wind velocity and drift. He then signals a pair of men when and where to jump. Once they have purposely tangled their 'chutes in treetops and lowered themselves by ropes, the smoke jumpers are ready to conquer a remote forest fire before it gains headway.

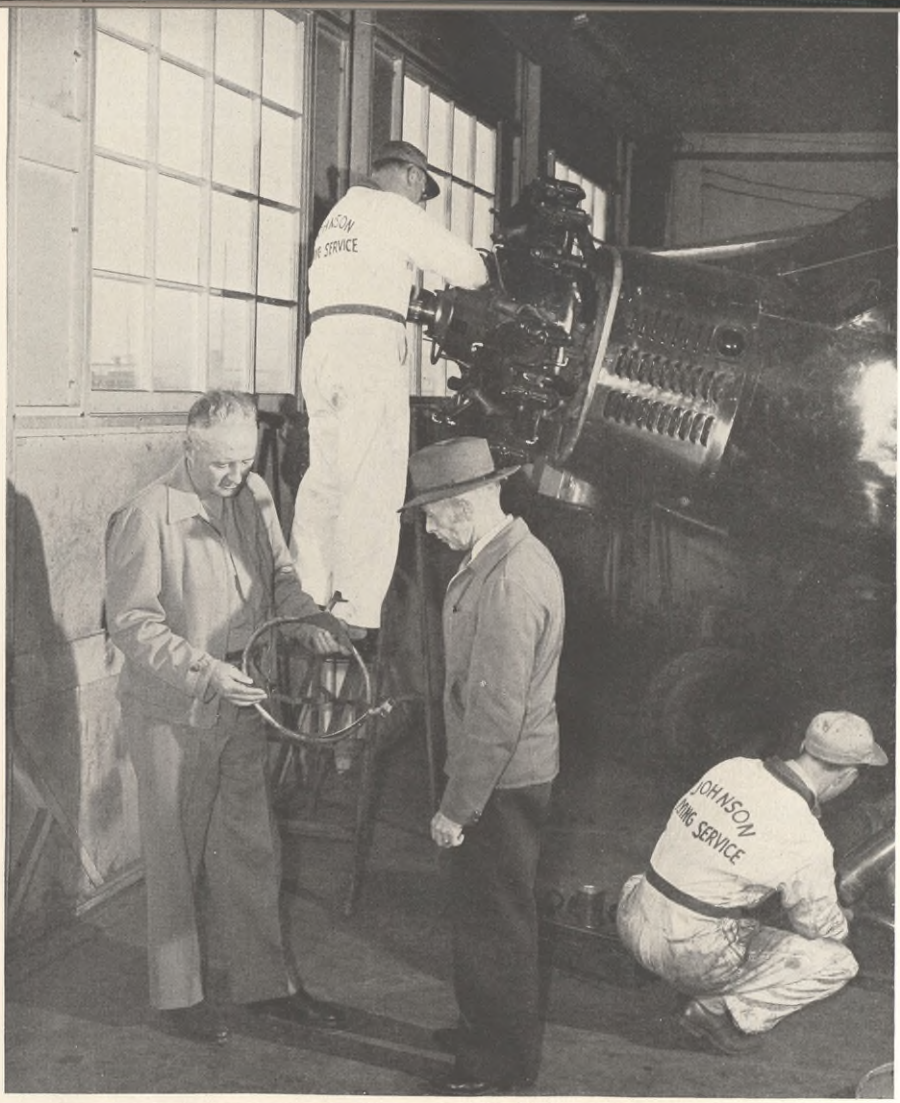
The plane does not leave the area until the men have signaled an okay from the ground. If trouble develops, the spotter or a third jumper goes down with a two-way portable radio and conducts operations as needed. Extra food, bedding, equipment, or medical supplies can be 'chuted down if they are required.

So outstanding was the technique of these U. S. Forest Service men in precision parachuting that the Army Air Forces and the Coast Guard early in the war sent doctors and first aid men to take the same type of special training preparatory to establishing air-search and rescue squadrons.

Johnson's pilots are as well-trained as the smoke jumpers. Each of them must have two years experience as a Johnson co-pilot and 2,000 hours of mountain flying before he can fly a smoke-jumping squad. Bob Johnson also leases his planes for aerial game counts and for freight runs into isolated settlements or mining camps. He flies many mercy rescue missions, also.

These pilots must be able to take a Ford Trimotor or a Beech Travelair loaded with freight or jumpers,

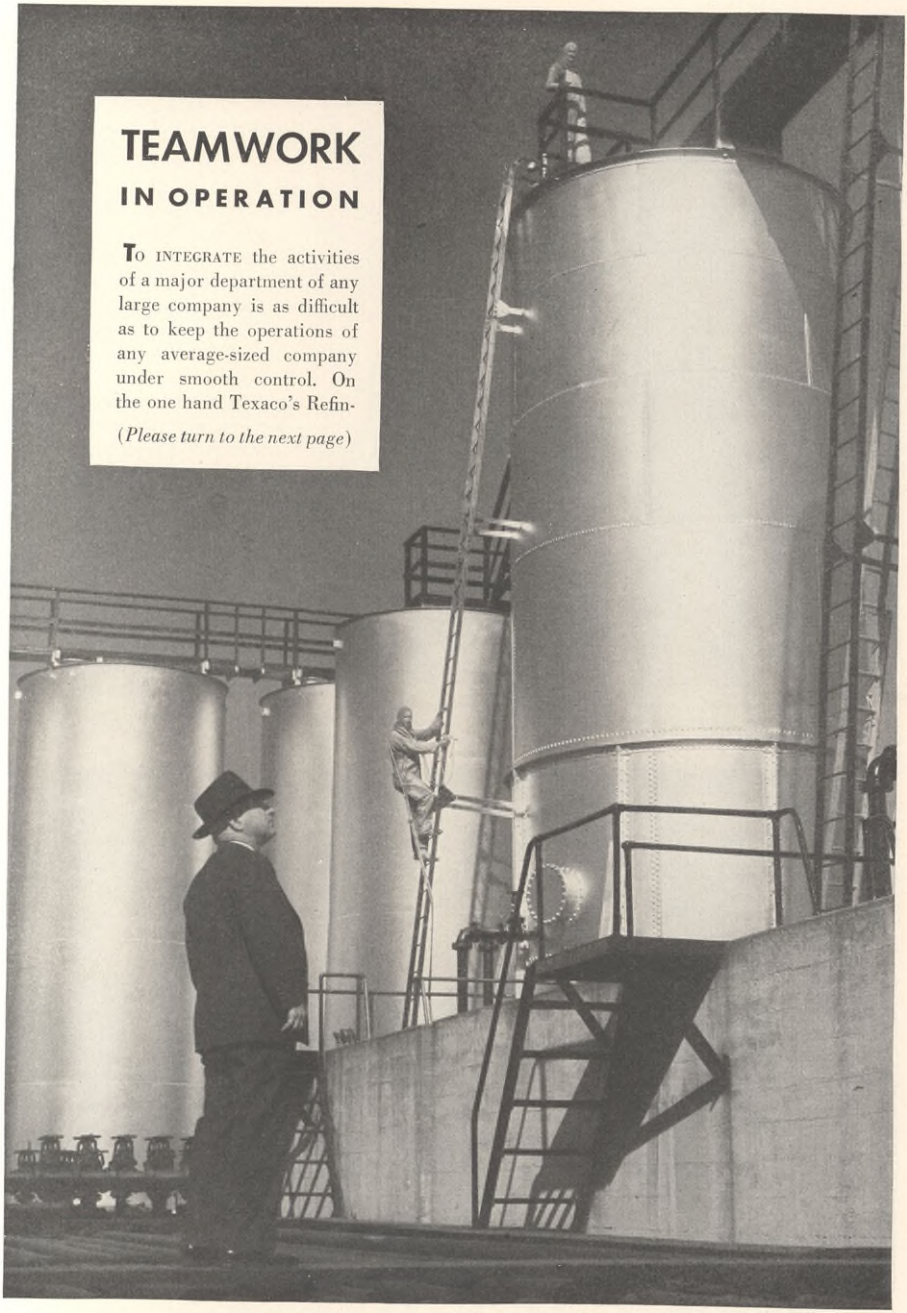
Smoke jumper's suit, besides protecting him, contains supplies and food enough to sustain him for two days



Consignee L. A. Dixon (right) visited Missoula after World War I and stayed. Bob Johnson (left) was his first customer. Inside front cover shows Dixon's bulk plant

off a small landing strip in fair weather or foul. They must know how to fight terrific and tricky downdrafts, smoke, and the heated air currents over a blaze. One of the most difficult landing feats anywhere in the world is routine to them: coming in on a blind approach with a Ford Trimotor loaded with 3,000 pounds of equipment and landing on a 1,100-foot air strip 5,000 feet straight down in the bottom of the tortuous Salmon River Canyon. They come right to the edge of this mile-deep canyon in almost a complete stall and then mush in, bucking the cross currents of wind at a point where a fork of the Salmon joins the main stream. There's no overshooting this strip or coming in for a second try. It's the first time or never, and the plane usually stops with the brakes smoking.

Nearly 30 years ago, L. A. Dixon stepped off a train at Missoula for a brief visit. In a few days he began selling Texaco products, first to Bob Johnson, a young garageman. Now Consignee Dixon supplies all Johnson's 20 planes. The U. S. Forest Service buys Texaco, too, under the famed Navy contract.

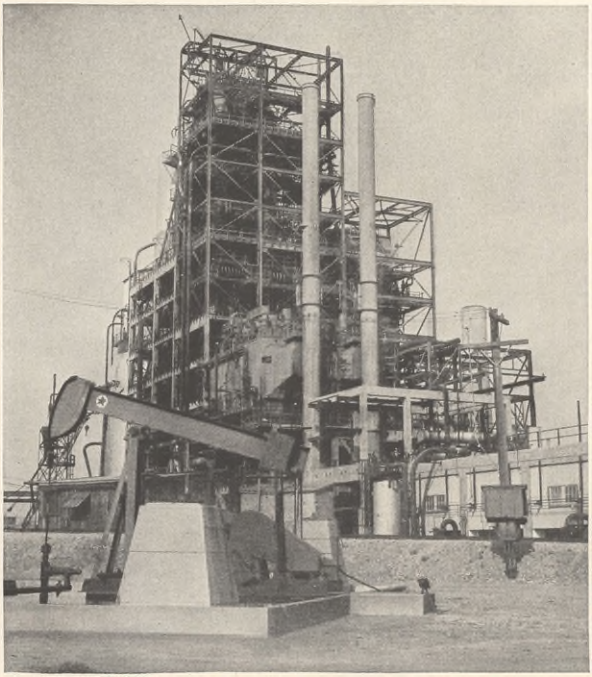


TEAMWORK
IN OPERATION

TO INTEGRATE the activities of a major department of any large company is as difficult as to keep the operations of any average-sized company under smooth control. On the one hand Texaco's Refin-

(*Please turn to the next page*)

While Terminal Superintendent at San Francisco observes the operation, workers spray-paint storage tanks



Producing and refining interests overlap: This well within Los Angeles Works pumps crude in shadow of "cat cracker's" recovery unit

TEAMWORK IN OPERATION

(*Continued from Page 19*)

ing Department must efficiently process the raw material it receives from the Producing Department; on the other it must supply the Sales Departments, as wanted, with the products the consumer demands. Management's success depends upon dovetailing the teamwork of employes and machines into the schedule.

The laboratory workers who devise new products or improve old ones and the terminal men who eventually load them into trains or tankers may be separated by miles, but they all work on the same team and are mutually dependent. So, too, are the men who paint the storage tanks; also the foremen, the superintendents, and the managers, each of whom is responsible for averting bottlenecks within and between departments.

Technician and Acting Chief Chemist at Los Angeles Works laboratory operate a Stedman tower, which fractionates gasoline into narrow-range cuts and is useful in developing high-octane aviation gasoline

At Los Angeles Package Terminal, grease drums are filled to a specified weight, thus insuring uniformity

Each drum is moved automatically by conveyor, inspected inside and out, weighed for tare before it is filled

Empty cans are placed manually on conveyor belt; machines transport them in line, fill, and seal them

Cartons to hold cans come folded flat, are flipped open, stitched by machine to be made ready for packing

Refining Department bids farewell to products on Seattle Terminal loading platform. Piled on pallet boards, they are handled in quantity by fork truck, loaded in box cars for delivery to seller or consumer

—FOR DISTINGUISHED SERVICE

President Truman congratulates Deputy Petroleum Administrator for War Ralph K. Davies after presenting him with the Civilian Legion of Merit's Medal for ". . . rare vision . . . and deep sense of public service"

FOR DISTINGUISHED SERVICE to the country during the war as administrator and deputy administrator of the Petroleum Administration for War, Harold L. Ickes and Ralph K. Davies recently received the grateful plaudits of the industry and the nation. At a testimonial dinner given by the Petroleum Industry War Council in Washington on December 11, 1945, Chairman William R. Boyd, Jr., presented a plaque from the industry to Mr. Ickes, then Secretary of the Interior, commemorating his leadership during a period which saw unprecedented demands upon oil technology and productivity. The Medal for Merit of the Civilian Legion of Merit was presented to Mr. Davies by President Truman at the White House on December 12, 1945, with a citation which praised Mr. Davies' ". . . profound oil knowledge . . . rare vision . . . and deep sense of public service."

The late President Roosevelt established the PAW in December, 1942, and appointed Secretary Ickes and Mr. Davies to run it. The teamwork between Government and industry stimulated by these PAW officials set the pace for the highest level of production ever achieved in oil. Mr. Davies was formerly senior vice president of Standard Oil Company of California.

On behalf of the oil industry, PIWC Chairman William R. Boyd, Jr., presents a plaque to Harold L. Ickes commemorating his leadership as Petroleum Administrator for War

UNITED STATES NAVY

Certificate of Achievement

AWARDED TO

The Texas Company

IN RECOGNITION OF EXCEPTIONAL ACCOMPLISHMENT IN BEHALF OF THE UNITED STATES NAVY AND OF MERITORIOUS CONTRIBUTION TO THE NATIONAL WAR EFFORT.

ASSISTANT SECRETARY OF THE NAVY

12 DECEMBER 1945

TEXACO AWARDED NAVY CERTIFICATE

THE TEXAS COMPANY recently received the United States Navy Certificate of Achievement signalizing the ". . . exceptional accomplishment . . . and meritorious contribution to the national war effort" of Texaco men and women. During the war, Texaco research laboratories and refineries did an outstanding job of developing and manufacturing fuels and lubricants for Navy use. In addition to high-octane aviation gasolines, a number of very specialized products were developed such as the solid fuels utilized in rocket units on jet-assisted take-off operations. These operations were known to the Navy as JATO.

These two advertisements in national magazines caught the eyes of many and won an award

Texaco Receives Praise For War Advertising

Originally a Texaco plant poster, this was a widely-distributed booster of war morale

FOR two of the nation's 100 most remarkable wartime advertisements that appeared during 1945, The Texas Company and one of its advertising agencies, Newell-Emmett Company, received the acclaim of the Wartime Advertising Awards Jury. One advertisement, among the first to promote recognition of the honorable discharge emblem, was highly praised.

For outstanding skill in conceiving and issuing printed matter to bolster home-front morale, the Company also received an award from The Martin Cantine Company, paper manufacturers, for its so-called "Jap poster," which was widely used outside the Company and by Government services.

The Photographs in This Issue

★ Page 2, (left) Ira L. Hill, (right) Fabian Bachrach; page 3, J. D. Toloff; page 4, John Kabel; page 5, (top) R. I. Nesmith & Associates; page 7, (center and bottom) STAR staff photos; page 8, (bottom) Caterpillar Tractor Co.; page 10, (center) Arts photo; page 16, (top) Ewing Galloway, (bottom) W. E. Nafzinger; page 17, (top) from Dale White, (bottom) U. S. Forest Service; page 22, (top) Harris & Ewing, (bottom) Del Ankers. Back cover design by Howard Sloane Zoll.

All photographs not credited above were taken by Robert I. Nesmith for The Texas Company.

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THE TEXAS COMPANY

The Texas Company (including wholly owned subsidiaries operating in the United States)	5,710
Foreign Subsidiaries (operating outside the United States)	73

Affiliated Companies—Domestic

Texas-New Mexico Pipe Line Company	68
The Texas-Empire Pipe Line Company	36
Kaw Pipe Line Company	78

Affiliated Companies—Foreign

The Bahrein Petroleum Company Limited, and California Texas Oil Company, Limited	142
Arabian American Oil Company	14
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, in the center, all employes who have been granted military leaves of absence as of early January to serve in the armed forces of the United States. Those in the armed forces of other Allied nations number 760 additional. Thirty-nine, including some civilians, are known to have lost their lives under the flags of Allied nations other than the United States. The bottom figure indicates the number who have returned to Company service

★ ★ ★ ★ ★ ★ ★ ★