



Interoffice Communication

To Distribution for Sales Manual
From T. K. Peterson
Date November 1, 1980
Subject SECTION 11 - TERRITORY MANAGEMENT - REVISION FOR THE SALES
MANUAL AS OF 11/1/80

The territory management section of the Sales Manual, Section 11, has been expanded to include a new subsection entitled—Territory Planning and Control: COEDS Analysis. The COEDS analysis had previously been classified under the miscellaneous policies and procedures in Section 12 of the Sales Manual.

This reorganization is more logical as the COEDS reports are intended for territory planning and control purposes. Several changes have been made throughout the attached revision to make it current-to-date; however, these are all minor modifications that do not require your attention.

Delete the entire territory management section that is currently in your sales manual and replace it with the attached revision of the territory management section. Also, delete pages 12-38 through 12-46 located under Section 12—Policies and Procedures.

Future changes to Sections 11 and 12 will be issued not more than once a month and will be forwarded along with any other revisions to the Sales Manual that have occurred during the month.

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Marketing Trainee

TKP:dk

TERRITORY MANAGEMENT

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CUSTOMER DATA SHEET (FORM)

The Customer Data Sheet is used to record basic data on each account in a territory for which sales or calls have been forecast and for each prospect to be evaluated in the annual territory analysis. Each time a new prospect is called on during a year, a Customer Data Sheet is to be prepared. If sales activity with a customer ceases, their Customer Data Sheet is to be placed in an "inactive" book for future reference.

The Customer Data Sheet is generated by the Sales Representative and continually updated with new important information. At least annually, after sales results are available, updated Customer Data Sheets with the latest sales history are to be sent to the Regional Sales Office and a copy put in the Regional Customer Data Sheet Book, the original being returned to the Sales Representative. The date revised is entered by the Sales Representative in the place provided at the top of the form. This date serves as a reminder of the necessity for future updating. The reverse side of the form is used for call notes or additional information.

The updating of Customer Data Sheets early in the year is the first step in the annual planning cycle.

CUSTOMER/PROSPECT ANALYSIS AND PLAN (FORM)

(See Completed Example on Page 11-2)

The Customer/Prospect Analysis and Plan is prepared each year for customers or prospects for whom sales will be forecast and for all prospects of known potential. This form is kept behind the Customer Data Sheet and information from it is transferred to the Product Analysis and Plan (By Territory), which is used to complete the annual sales forecast.

When the Customer/Prospect Analysis and Plan has been completed the information on Calls and Contact hours are transferred to the Call Forecast and Control Form (as well as to the Product Analysis and Plan).

PRODUCT ANALYSIS AND PLAN (BY TERRITORY) (FORM)

(See Completed Example on Page 11-3)

The Product Analysis and Plan after completion is used by the Technical Sales Representative in completing the Annual Sales Forecast, by product, by customer and by ship-to location. The information on this form is the same appearing on the Customer/Prospect Analysis from which it has been directly transferred.

The Product Analysis and Plan is also the basis for allocation by the Regional Sales Manager of sales time to each profit center serviced by the selling unit.

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Replaces: 08/29/77

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CCR 000005202

Customer/Bill to STEPAN CHEMICAL CO. Northfield, ILL TRS/Primary Code John Jones / CBB Plan Yr. 1978

Plan yr. 1978

Product Name Ship-to location Product total Other totals	Sales (millions of lbs.)				Total Purchase Requirements		Purchase Reg.			Calls and Contact Hours			END USE Nomenclature End Use Code	
	Past Year	Current Forecast	Plan Yr. Forecast	Yr. 1978	Plan Yr. 1978	Mt \$	Mt lbs	Conoco Forecast 2nd Yr.	Mid Yr.	3rd Yr.	Contact Year	Plan Year		
	Yr: 1976	Yr: M77	Yr: 1978					Yr: '76	Yr: '80	Calls	Hrs	Calls		Hrs
Nalloyline 500														
Mult-Able, Dec	5.0	6.0	7.0		2.5	100		11.0	12.0					
Feldshoreo, N.J.	3.0	4.0	4.5		2.5	10.0		10.0	13.0					
Total N-500	8.0	10.0	11.5		5.0	20.0		21.0	25.0		(5)	0.5	(4)	0.5
Nalloyline 600-Mill	2.0	2.0	2.0		1.0	4.0		4.25	4.25		5	2.0	4	2.5
Total Nalloyline	10.0	12	13.5		6.0	24.0		25.25	29.5					
								16.25	18.5					
Enoco SA 597														
Mult-Able, Dec	1.0	1.25	1.0		.30	1.0		1.25	1.5		(5)	0.5	(4)	.5

Competitive Supplier's Share (List product/ship-to location to left. Show details on line. Continue on back.):

N-500, Millsdale - 3 mm lbs August 10 : Fieldbond S. 5 mm lbs W.C.C.

N-600. Wallace - 2 run 165 Manuscripts (50%)

5 - Cases 100% supplied

Profit Center: Detergent

Nachklausur

TSR/Primary Code

John Jones / CBS Plan Yr. 1978

Product Name	Customer	Ship-to Location	Product Total-Cust. (1)	Sales (millions of lbs.)			Total Purchase Requirements			Purchase Req.			Calls and			END USE	
				Part	Current	Plan Yr	Current	Plan Yr	Req. \$	Req. lbs	2nd Yr.	3rd Yr.	Yr: '79	Yr: '80	Contact Year		Plan Year
				Yr: '76	Yr: '77	Yr: '78											End Use Code
North Ave 500																	
Stepan Chem Co.																	
Mullins, Inc				5.0	6.0	7.0	*	2.5	10.0	11.0	12.0						
Fieldston, N.J				3.0	4.0	4.5		2.5	10.0	0.0	13.0						
N-500-STEPAN				8.0	10.0	11.5		5.0	20.0	2.0	25.0	(5)	0.5	(4)	0.5		
Packard Chemical Co.																	
Kennett, Ill.				4.0	4.0	5.0	*	1.25	10.0	1.0	12.0	4	2.0	5	2.5		
Total N-500				12.0	14.0	16.5		6.25	30.0	3.0	37.0						
Nalagene 600																	
Stepan Chem																	
Mullins, Inc				2.0	2.0	2.0	*	1.0	4.0	4.25	4.5	5	2.0	4	2.5		
Total N-600				2.0	2.0	2.0		1.0	4.0	4.25	4.5						
Total Nalagene				14.0	16.0	18.5	*	7.25	34.0	35.25	46.5						
										22.25	25.5						
TOTALS:	(Don't double-count calls which cover two products. Show call made relative to a product, but put in parentheses () any call not in totals.)																
(1) Subtotals may be entered as needed for each product (and product group).																	
				9	4.5	9	*	5.5									
	* Carry sums forward to reach a total by Profit Center																
	11-3																

ANNUAL SALES FORECAST

The Annual Sales Forecast is completed by the sales representative from the Product Analysis and Plan for the territory.

Computer loadsheets are provided which show the current years first quarter actual sales plus a forecast for the balance of the current year.

Space is provided for the insertion of monthly sales forecasts for the forthcoming year.

An instruction letter on preparing this forecast is issued annually.

FORMAT FOR ESTABLISHING CONTACT HOURS & OTHER STANDARDS FOR WEEKLY ACTIVITY REPORT

Following is a table with the format used to set Contact Hours for each territory (annually). This form helps to establish the parameters within which calls and contact hours can be forecast.

Additionally, a method has been developed to establish other weekly average standards for comparison. Since these are average standards (48 week basis), the comparison of actual hours will seldom be meaningful, except perhaps in the Total Contact Hour column of the Weekly Activity Report.

Once the Customer/Prospect Analysis and Plans have been finalized for a territory, including the number of calls and contact hours (which are transferred to the Call Forecast and Control), final standards may be established for the year.

The same weekly average standards are used throughout the year at the bottom of the Weekly Activity Report to provide a visual comparison.

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**FORMAT FOR ESTABLISHING CONTACT HOURS &
OTHER STANDARDS FOR WEEKLY ACTIVITY REPORT**

<u>Total Hours per Year</u> (52 wks. X 40 hrs.)		<u>Hours</u> 2080	<u>Weeks</u> 52
<u>Deductions:</u>			
		<u>Hours</u>	
<u>Holidays</u> (10 days)		80	
<u>Vacation</u> (10 days)		80	(4)
		(160)	(4)
		<u>1920</u>	<u>48</u>
<u>Administrative Hours - (Non-Controllable)</u>			
<u>Meetings</u>			
Prod. Sis. Group National Meetings with Business Areas (3 days)	24		
Regional (8 days)	64		
Territory Planning Review (2 days)	16		
National Sales Meeting (5 days)	<u>40</u>	144	
<u>Conventions & Industry Meetings (5 days)</u>		40	
<u>Training</u>			
Technical (3 days)	24		
Career Development (3 days)	<u>24</u>	48	
<u>Emergency Allowance (5 days)</u>		40	
			Weekly Standard Hrs. Hrs./48 wks.)
Total Administrative Hours - (Non-Controllable)	272	(272)	5.7
<u>Total Available Hours</u> (equivalent to 41 weeks)		1648	
<u>Administrative/Office (Controllable)</u>			
(1.5 days/wk.) 12 hrs. per week X 41 available weeks	492	(492)	10.25
<u>Total Applied Hours</u>		1156	
Total Contact Hours (Applied Hrs. X .5*)	578	(578)	12.0
(Hours in actual face-to-face contact with customer)			
<u>Other Applied Hours</u> (Travel, wait-to-see, telephone)		578	12.0
<u>Contact Hours as a Percent of Total Hours</u>		28%	

*The constant (.5) is to some extent dependent on the geographical nature of a territory and the travel time involved. Good travel planning and scheduling can keep this constant large. The regional sales manager and the technical sales representative will establish and revise this constant for given territories as experience is developed.

The above format will be used each year in territory planning to establish standards for the Weekly Activity Report.

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Replaces: 08/29/77

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CALL FORECAST AND CONTROL (FORM)

The Call Forecast and Control is used to record by customer the annual forecast of calls and contact hours. Additionally, it is used each week as a control form to which are transferred the calls and contact hours recorded weekly on the Weekly Activity Report.

The basic forecast data is taken from the Customer/Prospect Analysis and Plan when it has been completed.

CUSTOMER OR PRODUCT OBJECTIVE PLAN (FORM)

The Customer or Product Objective Plan is developed during the planning cycle and is completed by the Sales Representative toward the end of the planning cycle (October 1 - November 11) from objectives agreed to in conjunction with the final preparation of Customer/Prospect Analysis and Plan.

Specific sales objectives are recorded for each customer and strategy completion dates listed for each action step.

The form may be completed for a territory (with customers listed in succession); or for an individual customer; or for a product (when used by a product manager).

QUARTERLY OBJECTIVES/RESULTS (FORM)

At the beginning of each quarter, the technical sales representative extracts from his Customer Objective Plans those objectives timed for the coming quarter and lists them in the "Objectives" section of this form.

At the end of each quarter, the results are entered in the "Results" section and reviewed with the Regional Sales Manager. Adjustments are made as needed and the new Quarterly Objectives form is completed for the next quarter.

ITINERARY (FORM)

Each week, one copy of the Sales Representative's two-week Itinerary should be sent to the Regional Sales Office to arrive Monday morning. The other copy should be retained by the Sales Representative.

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Replaces: 08/29/77

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CCR 000005207

INTERPRETATION OF COEDS MARKETING REPORTS

There are approximately 80 reports generated by the Chemicals Order Entry Data System, but only 5 of these were designed specifically for use by our regional sales forces as aids for management of marketing activities. In order to achieve maximum utilization it is essential that all marketing personnel become thoroughly familiar with the information provided within a particular COED report and the method of interpretation. The following is a clarification of the information provided by COEDS.

Type of Reports (for field sales only)

1. Weekly Sales Analysis by Product #09-3005
2. Weekly Sales Analysis by Customer #09-3006
3. Monthly Sales Analysis by Salesman #09-3010
4. Monthly Sales Analysis by Product Sales Unit #09-3011
5. Monthly Sales Analysis by Products Sales Unit Summary #09-3012

Each regional office receives the above runs, with an additional copy of the Monthly Sales Analysis by Salesman run being directed to each member of the sales force.

Data Precision and Accuracy

Report data is rounded to the nearest thousand pounds or gallons except for products sold in tons which are reported to the nearest ton.

For all reports, each column of data is broken down into "A" and "B" categories. "A" representing Actual Sales and "B" Budgeted Sales.

Budgeted Sales represent original monthly budgeted projections of sales volumes for a 12 month period.

Actual Sales reflect invoiced volumes for the month, up to and including those volumes invoiced the second workday of the following month. This may also include shipments made in a month prior to the current report month, if such a shipment had not been invoiced during that prior month.

Definition of Shipment Type

This information is either given as a three letter code, or a brief descriptive phrase as found in headings and totals. The following are examples used frequently:

<u>Description</u>	<u>Code</u>
Public Sales Domestic	PSD
Public Sale Canada	PSC
Public Sale Export	PSX

(contd.)

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Replaces: 08/29/77

(contd.)

Interplant Transfer	IPT
Intracompany	ITC
Intercompany Export	ICX
Processors Domestic (Memo Bill)	PRD
Exchange Domestic	ECD
Sample	SAM
Other	OTH

Except for the weekly reports, all column headings are identical and therefore give the same type of information; thus one explanation of the column headings should suffice for reports #09-3010, #09-3011, #09-3012. Information or format changes in the various reports, are explained on the example reports in this section.

COED Monthly Sales Analysis Reports

Refer to Pages 11-11 -- 11-13 for reference when reading the following:

Column Title Information for Reports #09-3010, #09-3011, #09-3012:

<u>Column</u>	<u>Information (As Seen in Accompanying Run Examples)</u>
1.	First Quarter Sls information (Jan., Feb., Mar. total)*
2.	Second Quarter Sls information (Apr., May, June total)*
3.	July (1st Month of 3rd Quarter)*
4.	Aug. (2nd Month of 3rd Quarter)*
5.	Sep. (3rd or Current Month of 3rd Quarter)*
6.	Rolling Quarter (Current Month plus Previous two Months)*
7.	% Variance from Rolling Quarter Budget of Rolling Quarter Actual (A-B/B)
8.	Fourth Quarter

*Columns 1 - 8 will switch positions from month to month as the year progresses, so that a logical flow of events can follow. A month or quarter which has not occurred for the year yet, will show budgeted data only, as in Column 8.

9.	Cumulative Year to Date (Through report month - both actual & budget)
----	---

(contd.)

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Replaces: 08/29/77

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10. This column shows on line "A", the volume variance between year to date actual sales of last year and year to date actual sales through the current report month. (Not available for 1977 sales.) Line "B" shows the volume variance between year to date actual sales of current year and year to date budgeted sales of current year.
11. This column shows on line "A", last year's total sales. Line "B" shows the current year's total sales budgeted (forecast).
12. On the "A" line is shown the sales revenue* year to date. On the "B" line can be shown a budget (or forecast) for the year to date revenue.
13. On the "A" line is shown the actual revenue* per sales unit year to date.

On the "B" line can be shown the budget (or forecast) revenue per sales unit year to date.

*At this time it is not possible to show "net" revenue (net-back) since freight charges are not matched to individual shipments.

COED Weekly Sales Analysis Reports

Refer to Pages 11-14 and 11-15 for reference when reading the following:

The weekly sales analysis run by Product #09-3005 and Customer #09-3006 are accurate tools to keep abreast of current weekly and monthly sales activity plus pending data for the following month. All sales invoiced by Thursday at 2:00 P.M. Houston time, will appear in these reports; other sales data will be reflected in the following weekly reports. All column headings for the two, weekly runs are identical except for miscellaneous differences and columns #1 - #3. Differences are illustrated on the examples of these reports found in this section.

Column Title Information for Report #09-3005 and #09-3006.

Columns #4 - #10 cover the current month of the report. Sales invoiced the current month will show as shipments for that month.

<u>Column</u>	<u>Information (See example reports)</u>
4.	Actual shipped: total pounds <u>invoiced</u> to date of report in current month.
5.	Actual pending: total pounds pending shipment, not invoiced for remainder of month.
6.	Total of actual shipped plus actual pending for current month.

(contd.)

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Replaces: 08/29/77

11-9

CCR 000005210

- 7. Allocation: Not being used but is available for "latest" budget for current month.
- 8. Not being used, shows variance of apparent total for month (or "latest" budget).
- 9. Budget for current month.
- 10. Variance of apparent total (shipped and pending) for month from budget for month.

Columns #11 - #13 are all year to date.

- 11. Actual shipped plus pending year-to-date.
- 12. Allocation is not being used, should read zero at this time, but is available for "latest" budget.
- 13. Variance from allocation (or latest budget) of actual shipped plus pending year-to-date (not being used at this time).

Columns #14 - #16 are only for next month's data.

- 14. Pending order for next month as of the date of this report.
- 15. Allocation (or "latest" budget) for next month (not being used at this time).
- 16. Original budget (forecast) for next month.

Issued: 11/1/80
Replaces: 08/29/77

11-10

CCR 000005211

This report supplies user with a listing of all Products by Salesman Code and Customer

PAGE NO 3

SHIP TO-----		SALES (000) VOLUMES-----										YEAR TO DATE		
CITY	ST	1st QTR	2nd QTR	JLY	AVG	SEP	%QTR TOTAL	%QTR BUDGET	4TH QTR	%CUM YEAR TO DATE	%CUM YR BUDGET	TOTAL	NET REVENUE	C/UNIT
1st	2nd	JLY	AVG	SEP	%QTR TOTAL	%QTR BUDGET	4TH QTR	%CUM YEAR TO DATE	%CUM YR BUDGET	TOTAL	NET REVENUE	C/UNIT		

INTEGRON CHEMICAL CO.-----Customer Name

This report should be received on the 5th working day of each month, from Peace City.

Product Sales Unit Code (See Section 14 for Sales General Chemicals Marketing Sales Recording Codes)

This report supplies user with a listing of all Customers by Region, by Prod. Sls. Unit, by Product Group, by Product.

Product Sales Unit
Region
REPORT MO 09-1011
PRODUCT SALES UNIT

CONOCO CHEMICALS
MONTHLY SALES ANALYSIS - BY PRODUCT SALES UNIT
EASTERN-Region

SEPTEMBER 1980

PAGE NO 25

CUSTOMER NAME CITY	SLS ST CO	SALES (000) VOLUMES				ACUM VAR.				TOTAL		YEAR TO DATE	
		1ST QTR	2ND QTR	3RD QTR	4TH QTR	4QTR	4QTR	4QTR	4QTR	LAST TR	BUDGET	NET REVENUE	C/UNIT

MONTHLY SALE REPORT - CAN-Segment Type

SYNTHETIC CRESOLICS - Product Group

REICHOID CHEMICALS LTD - Customer Name

CRESOL 120 - Product Name

CANADA

EA	AAC	A	00	00	00	00	18	18	18	18	00	09	52.00
B	00	00	00	00	00	00	00	00	00	00	00	00	0.00

TOTAL REICHOID CHEMICALS

A	00	00	00	00	00	18	18	18	18	00	00	09	52.00
B	00	00	00	00	00	00	00	00	00	00	00	00	0.00

UNION CARBIDE CANADA LTD

EA	AAC	A	00	00	00	00	22	22	22	22	00	14	52.00
B	00	00	00	00	00	00	00	00	00	00	00	00	0.00

TOTAL UNION CARBIDE CANADA

A	00	00	00	00	00	22	22	22	22	00	00	14	52.00
B	00	00	00	00	00	00	00	00	00	00	00	00	0.00

TOTAL CRESOL 120

A	00	00	00	00	00	40	40	40	40	100	100	23	52.00
B	00	00	00	00	00	00	00	00	00	00	00	00	0.00

Total Product

1	2	3	4	5	6	7	8	9	10	11	12	13	
---	---	---	---	---	---	---	---	---	----	----	----	----	--

Total Customer by Product

Other totals not shown here!

Total Product Group (Sls. Vol. + Net Rev. Only)

Total Product Sales Unit (Net Rev. Only)

This report should be received on the 5th working day of each month, 11-12 from Ponca City.

Product Sales Unit Code (See Section 14 of Sales Manual, Chemicals Marketing, Sales Territory Code)

This report supplies user with a listing of all products by Region, by Product Sales Unit, by Product Group.

REPORT NO 09-3012

PRODUCT SALES UNIT BC

Product Sales Unit
Region

CONOCO CHEMICALS
MONTHLY SALES ANALYSIS - PRODUCT SALES UNIT SUMMARY
WESTERN--Region

SEPTEMBER 1980

PAGE NO 1

PRODUCT SALES DATA DC														
PRODUCT NAME ↓	SALES (000) VOLUMES										YEAR TO DATE NET REVENUE			
	1ST	2ND				*ROLLING QUARTER		4TH	*ACUM YEAR	*ACUM YEAR*	TOTAL			
	QTR	QTR	JUL	AUG	SEP	*QTR	1YR VS	QTR	*TO DATE	*LAST YR*	LAST YR	\$000	C/UNIT	
						*TOTAL	BUDGET			*BUDGET*	BUDGET			
PUBLIC SALE - DOMESTIC--Shipment Type														
RESIN---Product Group														
PVC RESIN 5185	A	00	00	00	00	00			00	00	00	04	0.00	
	B	12810	12810	4270	4270	4270	12810	100.0-	12810	38430	38430-	31240	00	0.00
PVC RESIN 5185	A	00	00	00	3345	4015	7360		7360	7360	00	1633	22.10	
	B	00	00	00	00	00	00	00	00	7360	00	00	0.00	
TOTAL RESIN	A	00	00	00	3345	4015	7360		7360	7360	00	1636		
	B	12810	12810	4270	4270	4270	12810	42.5-	12810	38430	31070-	31240	00	
TOTAL PUBLIC SALE - DOMESTIC	A	00	00	00	3345	4015	7360		7360	7360	00	1636		
	B	12810	12810	4270	4270	4270	12810	42.5-	12810	38430	31070-	31240	00	
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)

Total Shipment Type

Total Product Group

This report should be received on the 5th working day of each month from Penco City.

This report supplies user with a listing of all Customers by CSR Number and by Product associated with the CSR.

Customer Service Representative Code Number

REPORT NO 09-3005

① Product Name (Abbreviated)

CONOCO CHEMICALS

WEEKLY SALES ANALYSIS - BY PRODUCT
(000 VOLUMES)

DATE 10/10/80

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CSR 01

② Product Code
(Nonspecific 4 Digits)

③ Shipment Type

N-600

3104

Shipment City State

CUSTOMER NAME	SHIP-TO CITY-STATE	CUSTOMER NO SH TT	ACTUAL SHIPPED	ACTUAL PENDING	CURRENT MONTH		VAR FROM ALLOC.	BUDGET	VAR FROM BUDGET	YEAR TO DATE		VAR FROM ALLOC.	PENDING ORDERS	NEXT MONTH	
					TOTAL	ALLOC.				ACT SHIP + PEND.	ALLOC.			ALLOC	BUDGET
P & G HFC CO	ONTARIO	9715707-13 EX PSD	04	00	04	00	04	00	04	140	00	140	00	00	00
SAFEMART STORES	OAKLAND	9716010-00 CA PSD	333	00	333	00	333	380	47-	663	00	663	00	00	170
WITCO	CHICAGO	9713316-00 IL PSD	00	00	00	00	00	40	20-	00	00	000	00	00	30
TOTAL N-600 - PSD			1,336	3,460	5,336	00	5,336	2,175	2,341	13,503	00	13,503	930	00	2,175
			(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)

Total Product

Other Totals Not Shown

Total Product By Shipment Type

Distribution of this report is made each week from Ponca City.

This report supplies user with a listing of all products by Marketing Group and Region, by Customer Name and Number.

National Marketing Group			Region													
REPORT NO. 09-3006			CONOCO CHEMICALS WEEKLY SALES ANALYSIS - BY CUSTOMER (000 VOLUMES)					DATE 10/22/80				PAGE NO 36				
SURFACTANTS			- HIGHEST													
			CURRENT MONTH				YEAR TO DATE				NEXT MONTH					
PRODUCT NAME	PRODUCT CODE	PRY SLS	ACTUAL SHIPPED	ACTUAL PENDING	TOTAL	ALLOC.	VAN FROM ALLOC.	BUDGET	VAN FROM BUDGET	ACT SHIP + PEND.	ALLOC.	VAN FROM ALLOC.	PENDING ORDERS	ALLOC.	BUDGET	
NUCLEAR MATERIA LEECHBURG			PA		9715087-01											
					Shipping Number											
ALF 6	4010	CBR	00	00	00	00	00	00	00	00	00	00	00	00	00	
TOTAL 9715087-01			00	00	00	00	00	00	00	00	00	00	00	00	00	
TOTAL NUCLEAR MATERIA			00	00	00	00	00	00	00	00	00	00	00	00	00	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Customer Name			Ship to City		Customer Number											
Product Name, Product Code, Primary Salesman			See Section 14 of Sales Manual Chemicals (Marketing Sales Territory Codes)													

Distribution of this report is made each week from Ponce City.

CALL REPORT (FORM)

The Call Report has three basic uses: To communicate important information, to put important information on record at the Regional Sales Office and Headquarters, and to request action needed as a result of the call.

The Call Report is distributed as follows:

- White Original - To Regional Sales Office for duplication and distribution
- Yellow Copy - To appropriate Manager of Marketing (Marketing Customer Files)
- Blue Copy - To originator's file

The people from whom action is requested are to be listed in the box entitled "ACTION REQUIRED". Next, in the area "INFORMATION ONLY-", the initials of other persons to whom copies of the report are to be distributed are listed, always include a copy to the Product Manager involved. Note that the Call Report is not directed to a specific individual but copies sent to those indicated.

WEEKLY ACTIVITY REPORT (FORM)

The Weekly Activity Report is used to report the number of calls and the contact hours of each call.

In addition, two other categories of hours are to be recorded:

1. Other Applied Hours-
Travel
Waiting-to-see
Telephone
2. Administrative Hours-
Administrative/Office Hours (Controllable)
Meetings/Training Hours, etc. (Non-Controllable)

All of these hours are totaled at the bottom of the page and visually compared to the weekly standards established each year (see page 11-5).

It is most important to maintain as accurately as possible the hours spent in the activities categorized in the Weekly Activity Report. Our purpose, rather than comparison to standards, is to learn whether we are using realistic methods to determine Contact Hours.

Issued: 11/1/80
Replaces: 08/29/77

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CCR 000005217

The following definitions should be used in completing the Weekly Activity Report:

Contact Hours: Amount of time spent in face-to-face contact with a customer (see page 11-5).

Call: Each function called on within a company, e.g., Purchasing, R&D, Marketing, should be reported as a separate call.

The distribution of the Weekly Activity Report is shown at the bottom of each page. The first copy is mailed to the Regional office to arrive every Monday morning. The second copy is sent to the appropriate Manager of Marketing in Houston. The last copy is retained by the originator.

WEEKLY PROGRESS REPORT

Each Sales Representative is responsible for calling in to the Regional Office by Wednesday afternoon of each week a progress report for his territory. These reports are reviewed by the Regional Sales Manager and sent to Headquarters by noon Thursday. Progress reports are completed in Houston and distributed by noon Friday of each week. The Progress Report should include any significant changes in the market place, competitive activities, and major developments with customers.

Issued: 11/1/80
Replaces: 08/29/77

11-17

CCR 000005218

CONOCO CHEMICALS FORMS *

<u>FORM NO.</u>	<u>TITLE</u>
18-9 PB, 2-76	Call Forecast and Control
18-21x3, 1-78	Call Report
18-84x3, 3-78	Corrective Action Request
18-65 S, 2-78	Application For Credit
18-12 S, 3-76	Customer Data Sheet
18-18 PB, 1-76	Customer or Product Objective Plan
18-151 S, 3-77	Customer/Prospect Analysis and Plan
18-6 PB, 5-76	Itinerary
18-23x5, 7-77	Price Exception Request
18-1x7, 7-73	Problem Request
18-152 S, 3-77	Product Analysis and Plan (By Territory)
18-150 S, 4-76	Quarterly Objectives/Results
18-31 S, 6-77	Sales Agreement/Chemicals
18-30 S, 1-76	Sales Agreement/Pitt-Consol
18-68x5, 4-77	Sample Request
18-5 PB, 4-77	Weekly Activity Report Industrial Chemicals
18-32 PB, 4-77	Weekly Activity Report Plastics
18-20 PB, 4-77	Weekly Activity Report Surfactants

* Available from Marketing Administration, Houston or the Regional Sales Offices.

Issued: 11/1/80
Replaces: 08/29/77

11-18

CCR 000005219

POLICIES & PROCEDURES

<u>Date</u>	<u>Sales Proposals, Agreements & Related Authority Limitations</u>	<u>Page</u>
04/18/77	General Policy Sales Proposals	12-01
04/18/77	Authority Limitations	12-01
04/18/77	Procedures for Securing Higher Approval	12-02
04/18/77	Standard Sales Agreement Form	12-03
04/18/77	Procedures	12-03
04/18/77	Standard Terminology Used in Sales Agreements	12-04
11/15/77	Sample Standard Sales Agreement	12-05 - 12-08
12/29/77	Blanket Purchase Orders and Sample Acknowledgement Letter	12-09
 <u>Pricing Policies & Procedures</u>		
06/83	Price Approval Authority	12-10
06/83	Emergency Price Approval Authority	12-10
06/83	Legal Review	12-10
10/01/81	Internal Price Reports	12-11
10/01/81	Price Exception Request System	12-11 - 12-13
10/01/81	Proper Completion of Price Exception Requests	12-13
03/01/83	Approval of Claims, Issuance of Credits	12-13 - 12-14
 <u>Legal Policies & Procedures</u>		
10/15/81	Antitrust Compliance Policy	12-15, 12-15A
10/15/81	Conflicts of Interest; Political Contributions	12-15
10/15/81	Protection of Trademarks	12-16 - 12-17
10/15/81	Secrecy Agreements	12-17 - 12-18
 <u>Credit Policy & Procedures</u>		
05/08/80	Authority Limitations Credit Transactions	12-19
05/08/80	Application for Credit (Form)	12-19 - 12-19A
05/08/80	Procedures for Handling Credit Controlled Accounts	12-19A - 12-20

(Continued)

<u>Date</u>	<u>Policies & Procedures Transportation & Freight</u>	<u>Page</u>
10/07/83	Railcar Detention Policy	12-21
10/07/83	Procedure	12-22
10/07/83	Exceptions	12-22B
04/18/77	Minimum Freight Prepaid	12-23
04/18/77	Freight Allowances for Customer Pick-ups	12-23
04/18/77	Accessorial Charges - Common Carriers	12-23 - 12-23A
<u>Automotive Procedures</u>		
10/01/83	Procurement Procedures	12-24
10/01/83	Transfer of Automotive Equipment	12-25
10/01/83	Personal Use of Company Vehicles	12-25
10/01/83	Automotive Insurance	12-25 - 12-26
10/01/83	Accidents	12-26 - 12-28
10/01/83	Maintenance, Operation and Repair of Automotive Units	12-28 - 12-29
10/01/83	Automotive Reports	12-29 - 12-29A
10/01/83	Automotive Selector Form	12-29B
10/01/83	Used Unit Information	12-29C
<u>Miscellaneous Policies & Procedures</u>		
02/28/80	Specification Waivers	12-30
02/28/80	Sample Requests (Form)	12-30 - 12-31
03/01/83	Request for Corrective Action (Form)	12-32 - 12-35B
04/18/77	Customer Service Problem Requests (Form)	12-36
04/18/77	Check List for Customer Service Work	12-36 - 12-37
08/10/83	Customer Prospect Contact File	12-38 - 12-43

Issued: 10/07/83
Replaces: 03/01/83

CCR 000005222

SALES PROPOSALS, AGREEMENTS & RELATED AUTHORITY

LIMITATIONS

GENERAL POLICY SALES PROPOSALS

Whenever we make a sales proposal to a customer we must put a time limit on the offer. This applies to oral as well as written offers. We should allow a reasonable amount of time for the customer to act and should try to establish the time limit with his agreement. Do not agree to extended time limits. We can indicate to a customer that if necessary, we shall be happy to extend the offer if the conditions remain the same.

AUTHORITY LIMITATIONS

The offering of a Sales Agreement is restricted by the following authority limitations. The Regional Sales Manager must obtain prior approval before offering to a customer a Sales Agreement restricted by these limitations. (The original copy requesting approval is sent to the appropriate Manager of Marketing.)

The chairman or the deputy chairman approves those contracts and agreements:

1. Having a term of three years or longer and providing for commitments or obligations by or to the Company of \$8,000,000 or more in any one year thereof.
2. Without regard to term, providing for commitments or obligations by or to the Company in the aggregate of \$35,000,000 or more.

The executive vice president approves those contracts and agreements:

1. Having a term of two years or longer and providing for commitments or obligations by or to the Company of \$5,000,000 or more in any one year thereof.
2. Without regard to term, providing for commitments or obligations by or to the Company in the aggregate of \$10,000,000 or more.
3. Which represent the Company's first substantial dealing in a product, process or service, and which involve commitments or obligations of \$3,000,000 or more.
4. Which represent the Company's first business in a foreign country, either with the government agency or private company.

The vice presidents dually approve those contract and agreements:

1. Having a term of longer than one year, regardless of amount.
2. Without regard to term, providing for commitments or obligations by or to the Company of \$1,000,000 or more in any year thereof.

(contd.)

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(contd.)

The manager of Marketing, Chemicals approves other contracts to sell or exchange raw materials or products.

The appropriate headquarters manager approves or may delegate authority to approve all other contracts not limited above.

In determining the level of commitments or obligations for the above purposes, the maximum volumes of goods or services which the Company could be required to purchase or provide will be used for the dollar tests. All contracts and agreements should retain for Conoco the right to change prices as approved.

PROCEDURES FOR SECURING HIGHER APPROVAL

Marketing plans and programs for establishing written sales agreements with customers are developed with joint agreement by the Managers of Marketing and the Business Area Managers. The responsibility for the execution of such programs rests with the Managers of Marketing.

In certain situations the Limitations on Authority require that higher approval be obtained for such general programs or specific sales agreement initiatives. Higher approval requirements usually occur because of the period of time (term), the size of the commitment or for other reasons such as the first substantial sale of new products from new projects.

In all of the above situations the following procedures for obtaining higher approvals are to be followed:

1. The Manager of Marketing (I.C., Plastics, Surfactants) is responsible for starting the procedure to obtain higher approval.
 - a.) The agreement may be on our standard form submitted for higher approval by the regional sales manager (before being submitted to the customer) because of term or commitment size.
 - b.) The agreement may be non-standard and require a Manager of Marketing to work with the Legal department on its drafting and/or approval before submission for higher approval.
2. A Manager of Marketing in submitting for approval any of the above types of programs or sales agreements should prepare a cover letter justifying the action and requesting approval. Signature spaces should be provided for approvals to the level required by the Limitations on Authority (see Sales Manual, page 12-1): a space for joint submission by the Business Area Manager; and spaces for approvals by the Manager of Marketing (Chemicals), the Vice Presidents, the Executive Vice President, the Vice Chairman, etc.

(contd.)

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(contd.)

When the approval copy is sent to the business area for signature, advance copies should be sent to the Manager of Marketing, Chemicals, and the Vice Presidents, Houston.

The cover letter requesting approval may be sent to the product manager with a note requesting that he obtain the Business Area Manager's signature in the space provided for "joint submission". The product manager indicates his recommendation by initialling.

STANDARD SALES AGREEMENT FORM

This is a standard printed form approved by the Legal Department. Any Sales Agreement varying from the standard agreement in any major way must have prior approval of the Legal Department with approval of the particular Manager of Marketing responsible for executing the sales agreement.

1. Procedures

- a.) The Standard Sales Agreement is to be prepared by the Sales Representative. The original and five copies are generally required.
- b.) The Regional Sales Manager must approve and initial every contract before it is submitted to the customer.
- c.) After approval by the Regional Sales Manager, the original and two copies are submitted to the customer. A copy of the pending Sales Agreement with the customer transmittal letter is sent to the appropriate Manager of Marketing in Houston for logging in by Marketing Administration with an additional copy being sent to the Product Manager. The last copy is retained in the Regional Office.
- d.) The customer is to sign the original and one copy and return these to the Regional Office. The signed agreement and the copy are then sent to the appropriate Manager of Marketing for final execution. (The Business Area Manager must initial approval of each sales agreement.)
- e.) The completely executed, original agreement (with cover letters) goes to Marketing Administration for the contract files. The executed copy is returned to the Regional Office for transmittal back to the customer. The Regional Office should make additional photocopies as required for their files and the originator.

(A copy of the Conoco Chemicals Division Sales Agreement is included for reference pages 12-5 thru 12-8 when reading the following.

(contd.)
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(contd.)

2. Standard Terminology Used in Sales Agreements

In order to maintain uniformity of wording in our sales agreements, try to adhere fairly closely to the following terminology:

a.) Evergreen Agreements (for use in section "1. PERIOD:")

"Primary period to be from (date) to (date) continuing from (calendar or agreement) year to (calendar or agreement) year thereafter with either party having the right to terminate this agreement at the end of any (calendar or agreement) year by written notice to the other party given not less than (number of days or months) prior to the end of any (calendar or agreement) year."

b.) Section "2. PRODUCT/QUANTITY"

The following are examples of several ways to express PRODUCT/QUANTITY which varies according to the terms agreed to with the customer:

1. "Alfol" 10 alcohol: 1 MM lbs/yr.
2. "Alfol" 10 alcohol: 1 MM lbs/yr. minimum to 1.2 MM lbs/yr. maximum

Sometimes an additional sentence would be added as follows:

Quantities in excess of 1.2 MM lbs. require prior approval of the seller.

3. 50% of buyer's requirements for "Alfol" 10 alcohol estimated to be 5 MM lbs/yr.
4. Buyer's partial requirements for "Alfol" 10 alcohol estimated to be 6 MM lbs/yr.

c.) Section "3. PRICE"

It is particularly important that accurate and correct terminology is used in specifying price. We should refer to and stick as closely as possible to the terminology used in the Confidential Price Book.

d.) Refer to Sample Standard Sales Agreement following.

(contd.)

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Conoco Chemicals Company
A Division of Conoco Inc.
5 Greenway Plaza East
P.O. Box 2197
Houston, Texas 77001

Sales Agreement

This Agreement entered into this _____ day of _____, 19 _____ between Conoco Chemicals Company, hereinafter called Seller, and _____, hereinafter called Buyer.

WITNESSETH:

Seller agrees to sell and deliver and Buyer agrees to purchase and receive the Product upon the terms and conditions set forth below:

1. PRODUCT:

2. PERIOD:

3. QUANTITY:

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4. PRICE:

5. PAYMENT TERMS:

(a)

(b) All payments shall be made in United States dollars without discount or deduction, by wire transfer at Seller's option, to a bank account designated by Seller. Invoices not paid on due date will be subject to a delinquency finance charge of 1% per month.

(c) If in the opinion of Seller, the financial condition of Buyer so warrants, upon reasonable notice to the Buyer in writing, the terms of payment herein specified may be withdrawn and shipments withheld until such condition is corrected in a manner satisfactory to the Seller.

6. PRICE CHANGE:

The price specified in this Agreement may be changed by Seller on the first day of any calendar _____ by written notice sent to Buyer not less than _____ days prior to the effective date of change. Unless Buyer gives Seller written notice of objection to such change at least _____ days prior to the effective date of the change, Buyer shall be deemed to have accepted the change. If Buyer gives such notice of objection and Buyer and Seller fail to agree on such change prior to the effective date thereof, this Agreement and the obligations of Seller and Buyer hereunder shall terminate with respect to the unshipped portion of the Product covered by it. In the event of any governmental action or request which prevents Seller from making a price increase or continuing any price already in effect, Seller may terminate this Agreement by giving Buyer 30 days notice.

7. COMPETITIVE OFFERS:

If Buyer receives a bona fide offer to purchase Product of the same specifications as contained in this Agreement and of no greater quantity, at a price, including terms and conditions, lower than then applicable under this Agreement and if Buyer furnishes written evidence specifying the details of such offer to Seller, Seller will, within 15 days, either meet such price on the same quantity offered or allow Buyer to purchase the Product so offered. Buyer shall give Seller prompt notice of any quantity of Product purchased or to be purchased in accordance with the provisions of this paragraph. Such quantity shall be deducted from the quantity specified in this Agreement for the year in which it is so purchased. In addition, Seller at its option may also deduct such quantity for each year thereafter remaining under this Agreement. Election of such option by Seller shall be given to Buyer by written notice within 90 days after Seller receives Buyer's notice of purchase.

8. MEASUREMENTS:

Seller's determinations, unless proven to be erroneous, shall be accepted as conclusive evidence of the quantity of Product delivered hereunder. Credit will not be allowed for shortages of 1/2 of 1% or less of the quantity and overages of 1/2 of 1% or less of the quantity will be waived. The total amount of shortages or overages will be credited or billed when quantities are greater and such differences are substantiated.

In the case of volumetric determinations (or when calculating weights from volumetric determinations) volume shall be corrected for temperature to 60 degrees Fahrenheit in accordance with the appropriate correction table. A gallon shall mean a U.S. standard gallon of 231 cubic inches measured at 60 degrees Fahrenheit.

In the case of Product sold by weight, the quantity of Product delivered hereunder shall be:

(a) For barge shipments, the calculated weight derived from the volumetric content measured by the official gauge of the barge or by gauging or metering from Seller's shore tank, at Seller's election; for tank car or tank truck shipments, the calculated weight derived from the volumetric content measured by the certified capacity of the tank car or tank truck; or

(b) For hopper car, bulk truck, tank car, tank truck, box car or packaged truck load shipment, the scale weight determination as certified by Seller.

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9. SHIPMENTS AND DELIVERY:

Buyer shall give Seller annual or quarterly forecasts of its expected requirements as Seller may from time to time request. Buyer shall give Seller reasonable advance notice for each shipment which shall include date of delivery and shipping instructions. Seller may, from time to time, specify lead time requirements. Seller shall not be required to ship in any one month more than the monthly quantity herein specified, or if no monthly quantity is specified, more than a ~~pro-rata~~ amount of the maximum quantity herein specified, nor shall Seller be bound to ship any quantities for which Buyer has not given notice. In the event Buyer fails to take the quantity specified or the pro rata quantity in any month, Seller may, at its option, in addition to other rights and remedies, cancel such shipments or parts thereof.

Each delivery shall stand as a separate transaction and the failure of any delivery shall not be deemed to impair the value of nor to breach the Agreement as to other deliveries.

10. PURCHASE REQUIREMENTS:

- (a) If, during any consecutive three month period, Buyer for any reason, (but not, however, for reasons of force majeure as set forth in Section 12) takes less than 90 percent of the average monthly quantity specified or the prorated minimum monthly quantity then applicable to such period under Section 3, Seller may elect to reduce monthly quantities for the remaining period of this Agreement to the average monthly quantity taken by Buyer during such three month period.
- (b) If, during any consecutive 3 month period, Buyer for any reason, (but not, however, for reasons of force majeure as set forth in Section 12) takes Product in quantities less than that equal to at least one-half of the average monthly quantity specified or the prorated minimum monthly quantity originally applicable to such period under Section 3, Seller may elect to terminate this Agreement.
- (c) It is Seller's intent not to unreasonably exercise its rights under (a) or (b) above in the event of adverse economic and business conditions in general.
- (d) Notice of election by Seller under (a) or (b) above shall be given within 30 days after the end of the applicable 3 month period, and, in the event of notice of termination under (b), effective date of termination shall be 30 days after the date of said notice.
- (e) Seller's rights and remedies under this Section shall be in addition to such other rights and remedies as may be available to Seller in the event Buyer fails to perform in accordance with this Agreement.

11. DETENTION POLICY:

Seller's rail cars which are to be used to effect delivery to Buyer under this Agreement shall be trip leased to Buyer by Seller under a standard trip lease agreement.

Truck equipment owned by Seller will be allowed free time for unloading equal to that provided by the applicable bulk common carrier tariffs. Seller will bill Buyer for the time such equipment is held in excess of the allowed free time unless the time Buyer holds equipment in excess of free time is caused by fault of Seller.

Seller may, from time to time, specify free unloading time allowances and detention charges for its transportation equipment.

Demurrage charges resulting from the use of common carrier equipment will be charged to the Buyer by the common carrier (or by Seller if Seller is billed by carrier) if demurrage charges were incurred through the fault of Buyer.

12. FORCE MAJEURE:

Neither party shall be liable to the other for failure or delay in performance hereunder to the extent that such failure or delay is due to war, fire, flood, strike, lockout or other labor trouble, accident, breakdown of equipment or machinery, riot, act, request or suggestion of governmental authority, act of God, or other contingencies beyond the control of the affected party which interfere with the production or transportation of the material covered by this Agreement or with the supply of any raw material (whether or not the source of supply was in existence or contemplated at the time of this Agreement) or energy source used in connection therewith, or interfere with Buyer's consumption of such material, provided that in no event shall Buyer be relieved of the obligation to pay in full for material delivered hereunder. Without limitation on the foregoing, neither party shall be required to remove any cause listed above or replace the affected source of supply or facility if it shall involve additional expense or departure from its normal practices. If any of the events specified in this paragraph shall have occurred, Seller shall have the right to allocate in a fair and reasonable manner among its customers and Seller's own requirements any supplies of material Seller has available for delivery at the time or for the duration of the event.

13. RAW MATERIAL AND ENERGY SUPPLY:

Seller's ability to supply Product under this Agreement is dependent on continued availability of necessary raw materials and products from its usual and anticipated suppliers and continued availability of energy supplies. In the event that such raw materials, product, and energy supplies are not readily available in sufficient quantities to permit Seller to meet its total commitments for Product, Seller shall have the right to allocate in a fair and reasonable manner among its customers and Seller's own requirements such Product as is available.

14. DISCLAIMER:

SELLER WARRANTS THAT THE MATERIAL SOLD UNDER THIS AGREEMENT SHALL MEET THE SPECIFICATIONS SET FORTH HEREIN, OR, IF NO SPECIFICATIONS ARE SET FORTH, THAT THE MATERIAL SHALL MEET SELLER'S STANDARD SPECIFICATIONS. OTHER THAN THE FOREGOING, SELLER MAKES NO GUARANTEE OR WARRANTY, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THOSE OF INFRINGEMENT, MERCHANTABILITY, OR SUITABILITY OF THE MATERIAL FOR ANY SPECIFIC PURPOSE, EVEN IF THAT PURPOSE IS KNOWN TO SELLER. SELLER SHALL NOT BE LIABLE ON ANY CLAIM UNDER OR ARISING OUT OF OR FOR BREACH OF THIS AGREEMENT UNLESS ACTION THEREON SHALL BE BROUGHT WITHIN ONE YEAR FROM THE DATE OF SHIPMENT OR BREACH. SELLER'S LIABILITY UNDER THIS AGREEMENT SHALL BE LIMITED TO REPLACEMENT OF NON-SPECIFICATION MATERIAL OR REFUND OF THE PURCHASE PRICE THEREOF, AT SELLER'S OPTION. IN NO EVENT SHALL SELLER BE LIABLE FOR ANY INCIDENTAL OR CONSEQUENTIAL DAMAGES.

15. TAXES:

Any new tax or any increase in a present tax hereafter payable by Seller on or measured by the manufacture, production, processing, transportation or sale of material covered by this Agreement shall be paid by Buyer to Seller in addition to the price specified herein; provided, however, that if any such tax is hereafter imposed or increased, Buyer may, by written notice to Seller given within ten days after the imposition of any such new or additional tax, elect not to reimburse Seller therefore and in such event Seller may thereupon, by written notice to Buyer, terminate this Agreement; if Buyer does not promptly give such written notice of its election not to reimburse Seller, Buyer shall pay such new or additional tax to Seller in addition to the price specified herein and any other tax payable by Buyer to Seller hereunder.

16. ASSIGNMENT:

This Agreement shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors and assigns provided, however, any assignment by either party without the prior written consent of the other party shall be void.

CCR 00005229

17. WAIVER OF BREACH:

No waiver by Seller or Buyer of any breach of any of the terms and conditions contained in this Agreement shall be construed as a waiver of any subsequent breach of the same or any other term or condition.

18. TERMINATION:

If any provision of this Agreement is or becomes violative of any law, or any rule, order or regulation issued thereunder, Seller shall have the right, upon notice to Buyer, to terminate such provision, without affecting other provisions of the Agreement, or to terminate the Agreement in its entirety.

19. GOVERNING LAW:

This Agreement shall be governed by, and interpreted according to, the laws of the State of Texas.

20. NOTICES:

All notices required or contemplated under this Agreement shall be given by prepaid first class mail or telex, and addressed to Seller as follows:

Conoco Chemicals Company
A Division of Conoco Inc.
5 Greenway Plaza East
P.O. Box 2197
Houston, Texas 77001

Attention:

and addressed to Buyer as follows:

21. SPECIAL PROVISIONS:

22. ENTIRE AGREEMENT:

This Agreement constitutes and contains the entire agreement between Buyer and Seller; there are no oral promises, representations or warranties. No alteration or amendment of this Agreement will be effective unless it is in writing and signed by Buyer and Seller.

EXECUTED as of the date first above written.

Conoco Chemicals Company
A Division of Conoco Inc.

By _____

By _____

Title _____

Title _____

BLANKET PURCHASE ORDERS

Blanket Orders can constitute a sales agreement with customers if they are accepted (either by a signature or shipping). As long as procedures are followed exactly and an acknowledgement letter (see sample letter below) is sent to the customer, any person authorized to receive and enter orders has the authority to enter Blanket Purchase Orders. However, this authority carries the responsibility of seeing that the acknowledgement letter which frees us from the terms of the purchase order is sent to the customer. Copies must be provided for the Customer Correspondence Files, Marketing Administration, Conoco Chemicals, Houston; The Regional Sales Manager; and the Technical Sales Representative.

If there is not an existing sales agreement between the customer and Conoco, and it is necessary to agree to the terms and conditions specified in the Blanket Purchase Order, a written sales agreement is preferred. The acknowledgement letter only indicates our intent to supply during the period, subject to price change, and offers to negotiate a written sales agreement if so required.

Dear _____:

We acknowledge receipt of your blanket purchase order _____
covering the purchase of _____ for the period _____.

The acknowledgement copy accompanies this letter.

Our acknowledgement indicates our intent to supply this product during the period specified, subject to price change. We understand that it is your intent to purchase in like manner. We will use your blanket purchase order number as shown.

Our acceptance of this order, however, does not necessarily constitute an acceptance of all the terms, conditions, and instructions specified either on the front or the reverse side of your purchase order. If no sales agreement exists between us and if it is necessary to agree to the terms and conditions in the Blanket Purchase Order, we would prefer doing so by means of a written sales agreement.

Thank you very much for your business. We will do our best to serve your requirements.

Very truly yours,

CCR 000005231

cc: Conoco Chemicals, Marketing Administration, Room 1935
Technical Sales Representative
12/29/77 Regional Sales Manager

PRICING POLICIES & PROCEDURES

"Pricing" is defined as an activity through which is determined the total value to be received at a point in time, in exchange for the product to be supplied. This activity includes such aspects as unit cost (\$/lb., gal., ton, etc.), product and transportation differentials, freight terms and conditions, discounts, rebates, freight allowances, etc. The time duration of any pricing activity must always be specified. Payment terms and conditions are not considered a part of pricing per se; however, for obtaining approval for exceptions to standard payment terms and conditions follow the procedure outlined below.

Pricing for Chemicals' products, as defined in the internal price schedules, is established as follows:

PRICE APPROVAL AUTHORITY

All pricing actions, both domestic and export, must be jointly approved via a written instrument by the General Manager of the respective business area and the appropriate domestic Manager of Marketing, Manager Latin America, or Manager - Europe and Far East.

The Managers of Marketing, Manager - Latin America, Manager - Europe and Far East, and the General Manager of the respective business area review any significant pricing actions, general price changes, or major price exceptions with their supervisors before they are put into effect.

EMERGENCY PRICE APPROVAL AUTHORITY

Since all pricing actions are to be by written instrument, in emergency situations such written approval may be signed by one of the following:

General Manager - Surfactants, General Manager - Plastics, General Manager - Industrial Chemicals, Manager of Marketing, General Manager -Marketing, Manager - Latin America, Manager - Far East and Europe, Vice President - Commercial, any other Vice President, or the Executive Vice President. The Temporary Price Authorization may also be signed by the Marketing Assistant after verbal confirmation by the Marketing Manager (a reference to the Marketing Manager's verbal approval must be shown on the TPA).

Regular documentation and approval must follow to obtain the signature of the appropriate Marketing Manager and the General Manager of the respective business area.

LEGAL REVIEW

Before price approvals are finalized, the General Manager of the respective business area and Manager of Marketing will seek the guidance of the legal staff to insure compliance with all pertinent laws, regulations, executive orders, etc.

Approved: 6/83

12-10

CCR 000005232

INTERNAL PRICE REPORTS

The Internal Price Reports as defined below are to be used as the source for all pricing information needed to process an order for invoicing. The various Internal Price Reports are:

- a. Internal Price Schedule
- b. Current PER Status Report
- c. Interplant Transfer Schedule

1. Internal Price Schedule

The Internal Price Schedule lists by profit center, product code, and product description Conoco's list or TVA price for public sales. Prices are listed for bulk, car load, truck load, or less than truck load quantities. All pricing differentials due to weight, color, location (West Coast), etc., and all other terms and conditions related to the sale of product are listed in the footnotes of the schedule.

2. Current PER Status Report

The Current PER Status Report provides a uniform source of information on the status of price exception requests to all user groups.

3. Interplant Transfer Schedule

The Interplant Transfer Schedule was developed by Chemicals Accounting for pricing transfers of product from one Conoco location to another within the same profit center. An example is transfers of a product from a plant to a terminal location. Transfers of product between profit centers (VCM to Aberdeen or OKC) are to be transferred at current market price.

PRICE EXCEPTION REQUEST SYSTEM

The Internal Price Schedule is designed to provide the authorized price for a given sales situation.

If a customer is to be priced differently from established price schedules, the price must be initiated by the following procedures:

Responsibility

Function

TSR

- (1) Submits a Pricing Exception Request (PER) form detailing the competitive situation identified by our customer.

Request for an exception to regular payment terms should be processed by a PER as for any request dealing with price. The Treasury Manager - Chemicals will approve any exceptions to regular payment terms on a specific account basis. If disapproved by the Treasury Manager - Chemicals, the Vice President - Commercial can still approve the request after conferring with the Treasury Manager - Chemicals.

Regional
Word
Processing
Personnel

- (2) Transmits the PER via word processing communication system. If mailed for any reason, forward to Marketing Administration, Suite 384, for handling. Communication transmissions are to take place between 9:30 - 10:00 A.M. (CST) and 1:30 - 2:00 P.M. (CST) Monday - Friday unless notified to the contrary by headquarters personnel.

Headquarters equipment will be left on unattended reception after 4:30 P.M. to accept regional office transmission.

A copy of the PER is to be retained in the regional office to be signed by the Technical Sales Representative who is requesting the exception price and the corresponding Regional Sales Manager. All copies are to be batched and forwarded to the Houston office after the end of each month for inclusion in the historic price files.

Headquarters
Information
Processor

- (3) Enters the PER onto the Current PER Status Report upon arrival in Houston.

Headquarters
Information
Processor

- (4) Forwards the PER to the Marketing Assistant to obtain necessary management authorizations.

Marketing
Assistant

- (5) Obtains the Product Manager's approval of the PER and forwards it to the General Manager of the respective business area for signature.

Marketing
Assistant

- (6) Obtains approval of the PER via signature of the General Manager of the respective business area and corresponding Manager of Marketing. If neither person is available in an emergency situation and immediate action is required, refer to "Emergency Price Approval" authority to obtain proper authorization.

At least one signature must be obtained before an exception price can be entered into the Price File.

Senior Clerk

- (7) Upon obtaining a PER with the proper management authorizations, the exception price is entered into the Confidential Price File. The original fully executed copy of the PER is maintained on file in the Master Price File.

Senior Clerk

- (8) Makes daily updates to the Current PER Status Report to reflect changes in the status of a PER.

Senior Clerk

- (9) Follows up, auditing the system on a quarterly basis to insure that the headquarter price files are up-to-date and include the signature copies of the PER from the regional offices.

Headquarters
Information
Processor &
Senior Clerk

- (10) Revise and issue the Current PER Status Report to the Marketing Assistant, Customer Service Representatives, and Marketing Administration personnel on a daily basis.

Senior Clerk (11) Issues on a weekly basis the Current PER Status Report to the Regional Office, Controllers, MIS team, and Transportation departments in addition to the groups listed above. This will be mailed weekly (Thursday) to the Regional Offices. Distribution to Technical Sales Representatives will be coordinated from each regional office.

PROPER COMPLETION OF PRICE EXCEPTION REQUEST (PER)

When completing a PER, the following steps should be adhered to:

1. A PER should be initiated as soon as the competitive situation has been identified.
2. The price terminology should be the same as is used in our internal price schedule.
3. The wording of the PER should reflect exactly the way the computer will bill the product. In other words, it should be the actual price to be charged to the customer (actual invoice price).

Example:

The above price is a list price of \$0.35/lb, less a \$0.015/lb TVA and a \$0.015/lb TCA.

4. Any remarks to be shown on the invoice should be included in the Special Instructions Section and addressed to the CSR's attention. These remarks are included on the "Current PER Status Report" so when the order is placed, the CSR can include them when the order is placed.
5. Any internal instructions should also be included in the Special Instructions section. These may include rebate instructions to Controllers, special handling by S&T, information to Marketing Assistants.

APPROVAL OF CLAIMS, ISSUANCE OF CREDITS

1. Errors in billing require no approval. Notification of billing errors should be forwarded directly to the Staff Analyst (Controllers), Houston.
2. Weight discrepancies must be thoroughly checked out before the issuances of credits. Weight tickets should be obtained from the customer and particular attention should be given to comparing tare weights in an effort to determine if any product was left in T/T or T/C. It is the responsibility of the customer to unload all product. (In VCM sales, special arrangements are set up with the customers.) If indications are that product was left in the tank, this should be brought to the customer's attention and all efforts should be made to have the customer assume this responsibility. After complete examination of the situation, the Regional Sales Manager can approve or disapprove this credit. The approved credit request, including a description outlining the results of the check-out, should be sent to the Supervisor of Sales and Revenue Accounting, Houston, for the issuance of credit with copies to the Product Manager, the

Manager of Marketing, and the Manager of Supply & Transportation. If the weight discrepancy is disputed (not approved by the Regional Sales Manager), it should be handled as per authority for settlement of claims in para. 4.

3. All returns of product require the approval of the Regional Sales Manager and the notification of the Product Manager and the Manager of SUPPLY & TRANSPORTATION. A determination must be made as to the condition of the product. (Samples may have to be drawn for examination by the Customer Service Laboratory or by the plant.)

If the product is in good condition, then the customer must agree to return the product freight prepaid and to pay for any initial freight charges incurred by Conoco in the original shipment. A "restocking" charge must be paid by the customer as established by policy (generally 5%-10% of the value of the product). For surfactants restocking policy see the Internal Price Schedule. **THE PLANT MUST BE NOTIFIED BY SUPPLY & TRANSPORTATION OF THE RETURN OF PRODUCT.**

If the product is out of specification or contaminated through no fault of the customer, Conoco will pay the return freight and credit the customer for any original freight paid by the customer. A **CORRECTIVE ACTION REQUEST** must be written.

If the product is out of specification or contaminated because of action by the customer, the disputed claim must be handled as in para. 4.

When the return of product has been approved, a request for credit, approved by the Regional Sales Manager, must be submitted to the Staff Analyst (Controllers), Houston, so that credit may be issued to the customer. Copies of the approved credit request are sent to the Product Manager, the Manager of Marketing, and the Manager of Supply & Transportation, who must notify the plant to arrange for the return of the product.

4. Authority for settlement of claims (against the company). Claims against the company not covered above should, after approval by the Regional Sales Manager, be forwarded to the Manager of Marketing with a copy to the Product Manager.

If the claim is not disputed, it may be approved by the Manager of Marketing and passed to the Staff Analyst (Controllers), Houston, for issuance of credit. If the claim is disputed, the approval of the Manager of Marketing is required if the amount of claim is \$1,000 or less; the Vice President approves disputed claims of \$100,000 or less.

LEGAL POLICIES & PROCEDURES

ANTITRUST COMPLIANCE POLICY

It has been the policy of Conoco Inc. to comply strictly with the antitrust laws. The company has issued a booklet entitled, "Guide to Compliance with the Antitrust Laws," which provides each employee with a sufficiently clear understanding of the law to assist him/her in recognizing antitrust problems when they arise.

The Guide includes a section on "Contact with Competitors" concerning price-fixing, boycotts, communications, exchange of price information, etc. Another section entitled "Relationship with Customers" discusses resale prices, exclusive dealings, reciprocity, discrimination in pricing, etc.

It is the responsibility of each employee involved in the conduct of the company's business to be thoroughly familiar with these legal guidelines. Each such person should receive a copy of this booklet at the time of employment. If a copy has not been received, it is the responsibility of the individual to request a copy from his/her supervisor.

After thoroughly reading the booklet, each individual must review the subject with his/her supervisor and acknowledge in writing that he/she understands the circumstances which constitute violation of antitrust regulations, along with the penalties for violation. A sign-off sheet (see p. 12-15A for example), which should be attached to the booklet, is to be completed following the review with the supervisor and returned to Marketing Administration, Houston (suite 1925).

Each supervisor is responsible for his/her unit's compliance with the above-stated Antitrust Compliance Policy. If a supervisor becomes aware of a potential antitrust problem, the supervisor should not attempt to solve the problem, but should refer it to company counsel for handling. Also, he/she should make contact with company counsel for guidance before inquiring into the details of the problem.

CONFLICTS OF INTEREST; POLITICAL CONTRIBUTIONS

The company requires annual certification of employees' compliance with the corporate policies concerning conflicts of interest, political contributions, and all other applicable laws and regulations.

The corporate policies are clearly set forth within Conoco Inc.'s Policy Guide (see the Conoco Inc. Policy Guide Concerning Conflicts of Interest and Compliance with Laws, Political Contributions, and Questionable Corporate Payments).

A procedure to insure annual compliance is handled by the office of Employee Relations.



Interoffice Communication

TO Marketing Administration, Houston, Suite 1925

FROM

DATE

SUBJECT ANTITRUST COMPLIANCE - SIGN-OFF

I have read our booklet, "Guide to Compliance with the Antitrust Laws". I understand the basic circumstances which constitute violation of antitrust regulations, along with the penalties for violation, and I will conduct Conoco's business in accordance with the law.

Furthermore, this subject has been reviewed with my supervisor.

Signature of Employee

Signature of Supervisor

12-15A

CCR 000005238

PROTECTION OF TRADEMARKS

Conoco Inc. and its subsidiaries own over one hundred trademarks which have been adopted and are used to identify their products and services. Good will has been built up for many of these marks through extensive and expensive advertising. They have become extremely valuable assets. If we use our trademarks improperly, we are in danger of losing them. If lost, we no longer would have the exclusive right to use the trademarks--anyone could then use them. Also, we would have to start all over to develop a new trademark (with all the advertising expense involved) to distinguish our product from others.

The dangers of losing a trademark can be minimized by using the mark in all written communications (with company people as well as with others) in such a way as to make it obvious that the mark is in fact a trademark. The following are some specific procedures which should be followed to maximize our protection.

1. The trademark should never appear in all lower case letters. Using the trademark "NALKYLENE" as an example, it should be shown in one of the following forms: (a) "NALKYLENE", (b) "Nalkylene", (c) NALKYLENE, (d) Nalkylene; but never: nalkylene. If the trademark is to be used often on a page, then form (c) or (d) may be preferable since it makes better copy. If the trademark is to be used only once, then form (a) may be more appropriate, as it emphasizes Conoco's product.
2. Do not use the trademark as the name of the product. A trademark can be lost if the owner permits it to be used as the name for the product; i.e., as a noun. Do not use a trademark in pluralized form, e.g., "ALFOLS". This is, in effect, using the trademark as a noun or as the name of the product.

As an example of loss of a trademark, "ASPIRIN" at one time was a trademark of the Bayer Company for acetylsalicylic acid. It became public property because Bayer allowed others to use "aspirin" as the name of the product rather than as the trademark for the product.

3. Use the trademark as an adjective. Procedure 2 above is the corollary of Procedure 3. The trademark should not be used as a noun. Instead, it should be used as an adjective and followed with a generic or descriptive name for the product. For example, "Alfol" alcohol or "Nalkylene" alkylate. This applies to the use of the trademark with a specific product as well. For example, use "Alfol" 610 alcohol rather than "Alfol" 610. Sometimes people use the expression "'Alfol'-type alcohols". This is objectionable, since it erroneously indicates that "Alfol" is a type of alcohol rather than a trademark for alcohols.
4. In publications, follow the above procedures.
5. In conjunction with the product (e.g., on the product, container, or label) or in advertising copy, use all caps and the symbol TM if not registered or R if registered. Registration notices need not be used in every place that the registration mark appears. It is enough to use a notice once with the first or most prominent use of the mark.
6. Some marks, such as "Conoco", are both trademarks and tradenames and when used, it must be kept in mind how the word is being used. A trademark is used to

identify a product, e.g., "Conoco" DPA, and the above rules apply. A tradename is used to identify a company and should be treated as any other proper name, e.g., Conoco has announced a new thrift plan.

7. There are some instances on materials not printed by Conoco when there might be confusion as to WHO owns the Conoco trademark or design. In these situations, a clearly identifiable statement, such as: "Alfol' is a trademark of Conoco Inc." is recommended. These situations should be covered by a written agreement specifying how the other company will use our trademark.

While the essential information is outlined here, questions and information pertaining to trademark usage should be addressed to the Supervisor of Patents and Trademarks, Patent and Licensing Division, Ponca City, Oklahoma. A copy of such request should be sent to the attention of Conoco Chemicals' legal counsel in Houston.

The following list contains examples of the proper use of Conoco Chemicals' trademarks, both registered and unregistered, when used in publications, interoffice memos, etc. (Procedures 1-4, above). When used in conjunction with a product or in advertising copy (Procedure 5), the mark should appear in all caps, without quotes, with the TM or R symbol. Also listed is a description of the product or products for which the trademark is registered. If you have any questions of whether or not a trademark is in existence, contact Bill Brandt in Houston.

	TM or R	Description of Product
"Alfol" (2-22+) alcohol	R	Industrial alcohols, plasticizers
"Alfonic" 1412-40 ethoxylate	R	Ethoxylated alcohol
"Alfonic" 1412-A ether sulfate	R	Ether sulfate
"Catapal" SB alumina	R	Catalyst-grade alumina monohydrate
"CDR" drag reducer	TM	Drag reducer for pipeline
"Conoco"	R	Registered for many of Conoco's petroleum and chemical products
"Conoco AXS" ammonium xylene sulfonate	TM	Hydrotrope
"Conoco C-550" slurry	TM	LAS slurries
"Conoco LMR-5" feedstock	TM	Petroleum sulfonate feedstock
"Conoco LPA" solvent	TM	Solvent
"Conoco OFA-6" ore flotation agent	R	Ore flotation agent
"Conoco SA-597" sulfonic acid	TM	Sulfonic acid
"Conoco STXS" sodium toluene xylene sulfonate	TM	Hydrotrope
"Conoco SXS" sodium xylene sulfonate	TM	Hydrotrope
"Nalkylene" 500 alkylate	R	Detergent alkylate
"Pitt-Consol"	R	Cresylic acids, rubber peptizing aryl mercaptans
"Pitt-Consol 500" reclaiming compound	R	Rubber reclaiming compound
"Pitt-Consol 555" antioxidant	R	Rubber antioxidant

SECREC Y AGREEMENTS

Patents serve as a means of protecting Conoco's rights in proprietary information. However, to the extent that patent protection is unavailable, the only means of

protection is to maintain such information as trade secrets. A trade secret is any product formulation, manufacturing technique, research report, or compilation of special information which gives the firm developing it a differential advantage over competitors. A firm claiming a trade secret must be able to show that the technique or formulation is protected and treated as a secret within the firm.

It is mandatory that Conoco not disclose such information except in instances where it is essential for business purposes and then only pursuant to the terms of a suitable secrecy agreement. If a trade secret is disclosed to someone on a confidential basis, any breach of this confidence will constitute a wrongful misappropriation.

The following procedures should be followed:

1. If Conoco's business objectives can be accomplished without disclosure of proprietary information, that is the manner in which to proceed.
2. If, in your opinion, these business objectives cannot be accomplished without disclosures, then proceed as follows:
 - (a) Submit a request for permission to disclose Conoco proprietary information to the other company. The request should outline the nature of the information to be disclosed, potential benefits to Conoco, and the name and address of the person to whom the secrecy agreement will be mailed.
 - (b) This written request should be directed to the Product Manager with copies to the Director of Chemicals Research, the Business Area Manager, the Manager of Marketing, the Chemicals attorney in the Legal Department, and the Patent counsel.
 - (c) The Product Manager has the responsibility for securing approvals from the individuals listed in Step (b). After obtaining all approvals, he/she will so inform the Chemicals attorney in the Legal Department and the Patent counsel and request preparation of a secrecy agreement in the form needed as defined by the circumstances. The Product Manager will be responsible for the execution of the secrecy agreement.
 - (d) The request in Step (a) should be made a minimum of four weeks in advance of the desired date of disclosure, to allow time for approvals and preparation and execution of the secrecy agreement.

Remember, also, that you are not to accept proprietary information from other parties with the understanding (either expressed or which reasonably would be implied under the circumstances) that you will keep it confidential. This can prejudice Conoco's ability to develop and use similar information.

If you have more questions or want more information about secrecy agreements, contact the Patent counsel, Patent and Licensing Division, Ponca City, Oklahoma. A copy of the request should be sent to the attention of Conoco Chemicals' legal counsel in Houston.

CREDIT POLICY & PROCEDURES

AUTHORITY LIMITATIONS - CREDIT TRANSACTIONS:

The Vice President and Treasurer (Conoco Inc.) or his designee approves credit extension and credit terms to customers, compromise settlements of accounts or notes receivable when the amount of the reduction is more than \$5,000, and general revisions to regular credit terms with the exception of revisions and credit terms to specific individual accounts because of competitive conditions. If the amount of the reduction is \$5,000 or less, the functional manager* may approve.

The Senior Vice President approves credit limits in any amount after securing credit advice from the treasury manager, Supply and Transportation and Chemicals.

The Functional Manager, as defined in the Conoco Chemicals Company Authority Limitations, after securing credit advice from the Treasury Manager, S & T and Chemicals, approves credit limits of \$200,000 or less and exceptions to regular credit terms on specific individual accounts. If approval is not recommended by the Treasury Manager, S & T and Chemicals, final approval may be given by the Executive Vice-President after securing advice from the Senior Vice-President, Financial.

The Manager of Marketing and appropriate Business Area Manager, after securing credit advice from the Treasury Manager, S & T and Chemicals, approve credit limits of \$40,000 or less. If approval is not recommended by the Treasury Manager, S & T and Chemicals, the matter is to be referred to the next level of management.

*Vice President, Commercial
Vice President, International Operations
Vice President, Planning and Development
Vice President, Operations
Manager, Administration

APPLICATION FOR CREDIT (FORM):

The Sales Representative is responsible for initiating credit approval for all new accounts in advance of the first order and in advance of any prolonged sales solicitation (A new customer is defined as one with whom we have not done business within the last 12 months). This is accomplished by completing the Application for Credit form and forwarding it to the Treasury Department in Houston. Complete names, addresses, and zip codes are of first importance when completing this form.

Treasury Department personnel are assigned to the Chemical Division to furnish Credit and Treasury Services. In order to fully utilize their services it is important that they be apprised of prospective sales so that appropriate credit approval can be given in advance. This is particularly important in the case of contract sales; no contract should be executed without prior credit approval.

CCR 000005242

Credit Policy and Procedures (Continued)

A thorough credit investigation usually requires a minimum of 2 weeks from the receipt of the credit application. If you are unable to provide the information in advance, it is possible to expedite the investigation process by long distance phone calls. Because of the expense involved, we prefer to keep these exceptions to a minimum. Upon completion of the credit investigation, the Treasury Department will inform the Sales Representative, Regional Sales Manager, the Customer Service Representative (S & T), and Manager of Marketing of the approved credit limit and payment terms.

PROCEDURES FOR HANDLING CREDIT CONTROLLED ACCOUNTS:

a. When a customer reaches the approved limit or fails to pay according to credit terms, no further credit extension should be made without prior approval of the appropriate credit authority. It is the responsibility of Treasury to notify the appropriate Technical Sales Representative, Regional Sales Manager, Manager of Marketing, and CSR of any such changes in credit status. In such cases, it is necessary to closely control the account in order to limit our credit risk and separate approval is required on each individual order.

b. The CSR receiving such a "credit hold" order must clearly establish with the customer that the order has been accepted, but will not be shipped until credit has been cleared by Treasury. It is the responsibility of the CSR to promptly inform Treasury of any order placed by a customer with a "credit hold" status.

c. The order is then transmitted to the plant, clearly showing that it is on "credit hold." If it is a product requiring special preparation, the decision will be made between the plant and the marketing manager (or Regional Sales Manager) with advice from the business area as to the action taken on the order.

d. The Treasury Department, having resolved the credit problem with the customer, will notify the appropriate CSR, TSR, Regional Managers, and Marketing Managers. The CSR will be responsible for notifying the plant that the credit restriction has been removed. The CSR will be responsible for notifying the customer that the credit has been approved and the order can be processed. If the credit approval comes too late to meet the customer's desired shipping/delivery schedule, the CSR will advise the customer of the earliest possible shipping date. When a date of shipment has been agreed upon, the CSR will transmit the ship date to the plant.

CCR 000005243

Credit Policy and Procedures (Continued)

e. IT IS THE RESPONSIBILITY OF THE CSR TO FOLLOW A "CREDIT HOLD" ORDER JUST AS HE WOULD ANY OTHER DELAYED ORDER. HE SHOULD BE CONSTANTLY AWARE OF THE STATUS AND COMMUNICATE THIS TO MARKETING PERSONNEL.

f. If the Treasury Department refuses to allow shipment, the circumstances of this refusal will be immediately passed on to the CSR. The CSR will see that verbal contact is made with the customer by them or by the sales representative. The CSR is responsible for informing the plant that the order is still on hold unless the order is to be cancelled.

CCR 000005244

RAILCAR DETENTION POLICY & PROCEDURES

POLICY

It is CONOCO Chemical's policy to collect a fixed charge per day for all CONOCO railcars detained by the customer for more than a specified number of days. Furthermore, it is CONOCO Chemicals policy to trip-lease the cars to the customer for each shipment even though the customer may not have executed a Trip-Lease Agreement with CONOCO. (See paragraph 11 of the Sales Agreement).

Intent of the Policy

The intent of this policy of charging our customers for excessively detenting CONOCO's cars is, not to make money, but, is to reduce the number of cars needed in CONOCO's fleet by keeping the turnaround time to a competitive minimum. The automatic trip-lease provision relieves the customer of the obligation to pay the railroad demurrage charges while the car is on the customer's siding or storage track.

In the case of third party shipments made by CONOCO for the account of another company, the company CONOCO bills for the product will be billed for any detention charges incurred.

Application of the Policy

This policy does not apply to:

- Shipments in cars supplied by the customer
- Intercompany shipments to DuPont, CONOCO, Inc., Consolidation Coal, etc.
- Shipments made to plants, toll processors or terminals for CONOCO's account.
- Exchange shipments.

Issued: 10/07/83
Replaces: 11/15/77

12-21

Free Time Allowed and Charges to be Assessed

The free time allowed and the charges to be assessed are:

<u>Car Type/Product</u>	<u>Free Time Allowed*</u>	<u>Charges/Day for Each Day Retained Beyond Allowed Free Time</u>
Tank Cars	7 days	\$30.00 per day
Hopper Cars - PVC	14 days	\$20.00 per day
- Alumina	10 days	\$30.00 per day

* Free time starts the day the car is constructively placed by the delivering carrier or the day the carrier offers the car for constructive placement whichever is sooner.

Execution of the Policy

The basis for execution of the detention policy is the data supplied by RAILTRACK (a registered trademark of Tymshare). Individual responsibilities in the execution of the policy are as follows:

Transportation

Department

(CONOCO Inc.)

- Manages the Trip-Lease agreements.
- Advises on detention policies.
- Maintains the RAILTRACK data gathering system.
- Selects those shipments for which detention charges may apply.
- Adjusts RAILTRACK data based on information supplied by the customer on the Car Return Instructions.
- Manages the generation of the Rail Detention Source Documents through the use of the SABRE system.
- Provides Chemicals S&T with operating data needed to control the rail fleet.

S&T (Chemicals)

- Advises on detention policies and prepares recommended policies for Business Area and Marketing Area's Approval.
- Advises in the granting of long term exceptions to the detention policies through the PER approval process.
- Checks the Source Documents to assure that the proper shipments are covered.
- Notifies the appropriate Regional Office of all rail cars detained by a customer for more than 19 days.
- Prepares a properly annotated COEDS Invoice which incorporates only standard pre-invoice adjustments noted below.
- Returns to Transportation Department, for internal credit, a listing of all totally improper Source Documents, a listing of Source Documents not used in invoicing because of PER's and a listing of the value of Source Documents which were reduced because of PERs or for reasons listed below under Pre-invoice adjustments.
- Identifies to the TSR and Marketing Management those disputed invoices which require TSR involvement in the resolution.
- Manages and executes the properly approved adjustments for invoiced charges.
- Prepares for Marketing and Business Area Managers monthly, quarterly and annual reports which detail by product groups the:

Chargeable Detention
Write-offs due to PER's and policy
Invoiced charges
Write-offs after invoicing
Net collected

Marketing TSR

- Represents CONOCO's policies to the customer.
- Identifies for management approval (through a PER) long term exceptions to the detention policy covered by competitive situations.
- Resolves with the customer, within 90 days of invoice date, any disputes which are not covered by the standard exceptions.
- Prepares for Management approval the request to cancel any uninvoiced detention charges for a singular shipment.
- Prepares for Management approval any memo's requesting the write-off of invoiced charges.
- Assists Treasury as required in the collection of monies owed.

Marketing;
Regional Manager

- Approves requests for the cancellation of uninvoiced charges or the write-off (with a copy to the Marketing Manager) of invoiced one time charges and forwards to S&T for credit preparation.

Treasury

- Manages unpaid rail detention invoices in a manner similar to product invoices.

Standard Exceptions to Detention Charges

Normally, detention charges are based on information supplied by the delivering carrier. At times, this information is in error and the following standard adjustments can be made.

Before the CONOCO Invoice is issued:

- Before loading the data into SABRE for Source Document Generation, the Transportation Department of CONOCO, Inc. will adjust the delivery and release dates to agree with information the customer supplies on the copy of the Car Return Instructions the customer is supposed to send to the Transportation Department when the customer releases the car.

Issued: 10/07/83
Replaces: 11/15/77

12-22B

CCR 000005248

- The appropriate CONOCO Chemicals S&T supervisor will approve documented adjustments to the source documents which reflect:
 - An approved PER
 - The number of days CONOCO shipped early for CONOCO's convenience.
 - If CONOCO delayed the car and trucks were sent to keep the customer's plant running, an appropriate proportion (based on the customer's normal usage) of the normal free time allowed.
 - One trip exceptions approved by the Regional Marketing Manager.
 - Extra time a customer needs to consume extra material when for CONOCO's convenience a larger than requested tank car was shipped.

After the CONOCO invoice is issued:

- The appropriate S&T Supervisor can approve documented requests for credit which reflect:
 - A written request from the customer which disputes one day of detention on the delivery and on one day of detention on the release end of the detention period.
 - A written request from the customer requesting additional days credit and which is backed with independent, formal information which shows CONOCO's dates to be in error.
 - A written request, signed by the customer, or which apparently is presented in the customers' standard car tracking report format, which indicates CONOCO dates are incorrect.

Issued: 10/07/83
Replaces: 11/15/77

12-22C

CCR 000005249

- A request for a credit which is a standard pre-invoicing adjustment.
- A request for a credit which has been properly approved by the appropriate Commercial Managers.

Exceptions to the Assessed Charges

Long Term exceptions to the standard allowed free time policy will be approved through the standard PER procedure and are normally in response to defined competitive situations. These exceptions will not extend beyond December 31 of each year and each situation must be reviewed before renewal.

One trip exceptions to the policy are initiated by the TSR and are approved by the appropriate Regional Marketing Manager.

The write-off of multiple trip invoices follows the normal request for credit approval cycle.

Issued: 10/07/83
Replaces: 11/15/77

12-22D

CCR 000005250

MINIMUM FREIGHT PREPAID

Most Conoco products are sold on an F.O.B. origin basis meaning that title passes to the customer at the time the product is delivered on board the carrier.

Some products are priced on a Minimum Freight Prepaid basis. Minimum Freight Prepaid (MFP) means in such cases freight allowances are based upon standard minimum size shipments as follows:

Bulk Liquids:	Full 20,000 gallon tank car
Bulk Solid:	Full 5,820 cubic feet hopper car (usually 160 M lbs. min)
Truckload drums:	24,000 pounds
Truckload bags:	30,000 pounds (plastics)
Truckload Gaylord:	30,000 pounds

Bulk shipments made for less than above minimums, either by car or truck, will be charged for additional freight incurred above the standard rate, unless such shipments were made at the convenience of Conoco. (Additionally, increases in price may apply to shipments made in less than minimum purchase quantities which may be established for each price/shipment class, such as Bulk or CL & TL.)

When a competitive situation requires bulk delivery in some form other than the above, such as tank truck, then the policy and procedure for price exceptions is to be followed. Standard LTL quantity discounts are set forth in the Internal Price Schedule.

FREIGHT ALLOWANCES FOR CUSTOMER PICK-UPS

Any freight allowance made to customers for pick-ups must be processed and approved in the same manner as price exceptions if the pick-up idles company owned truck transportation equipment. Such individual approval is not required when there is a standard policy in a product area for pick-up allowances. If company truck transportation is not involved, pick-up freight allowances equivalent to the tariffs for standard shipping methods are generally allowed.

ACCESSORIAL CHARGES - COMMON CARRIERS

The objective of this procedure is to establish a policy for our customers with regards to Accessorial Charges of Common Carriers as well as enable us to eliminate the multitude of outstanding open items on our accounts receivable.

Policy

1. If a customer requests special equipment such as a drumming nozzle, pump charge, extra feet of hose, etc., he will be charged on the invoice when the order is placed.

(contd.)

2. If the pump is not requested by the customer, but is part of the truck tariff and charged to Conoco, we should absorb these costs as part of the charge for doing business. This is normally about \$7 per truck.
3. If there is demurrage at a customer's location and the carrier bills Conoco, we are legally bound to pay it. This should be charged back to the customer. In order to eliminate having a multitude of outstanding open items on our accounts receivables, a cut off point of \$25 has been established. Demurrage charges of \$25 or more should be billed to the customer. The Supply and Distribution group will be informed by the Transportation Department of all such charges, and the CSRs will initiate billings.

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CCR 000005252

AUTOMOTIVE PROCEDURES

PROCUREMENT PROCEDURES

Conoco utilizes Peterson, Howell and Heather (PHH) and Dart & Kraft as centralized dealers to both buy and sell our automotive units. New units will be delivered through a "courtesy dealer" in the location nearest to the unit's assignment. At the time of delivery, the old unit will be surrendered to the "courtesy dealers" for disposal.

Under this system it is mutually beneficial to us and to Fleet Administration to anticipate our needs on a monthly basis. This will provide greater efficiency through volume buying.

The following reflects responsibility and procedures to be followed.

<u>Responsibility</u>	<u>Function</u>
Surface Transportation	Furnish Marketing Administration with a list of passenger cars approved for company units.
General Mgr. of Mktg.	Approve any additions to or deviations from standard company-approved accessories.
Administrative Analyst	Supply regions with the approved automotive unit list.
TSR	Submit to Marketing Administration an Automotive Selector Form (see pp. 12-29B-C) specifying what type of unit is desired, including standard approved options. Both sides of the form are to be completed in detail. This enables the Fleet Representative to simultaneously order the appropriate unit and make arrangements for disposal of the old unit. <u>NOTE:</u> The "Deliver To" address (city and zip code) is extremely important, as dealer selection will be based on that information unless a specific dealer is requested by the TSR.
Administrative Analyst	Initiate Form 10-26S for any additional or replacement units previously budgeted. Four copies for replacements or three copies for additions are sent to Surface Transportation, along with the Automotive Selector Form. If the unit has not been budgeted, prior approval must be obtained from line management and subsequently from the Transportation Department.
TSR	Upon notification by the "courtesy dealer" that the unit is available for delivery, insure that the unit is the make, model and body type specified and that it has all the equipment that was ordered. If it does not conform to specifications, contact the Fleet Representative, Houston, immediately. At this time, the old unit is surrendered to the "courtesy dealer". The dealer will prepare a "Used Unit Condition Report". Insure that it is accurate and specific. The receiving driver will be requested to sign all pertinent papers.

TRANSFER OF AUTOMOTIVE EQUIPMENT

<u>Responsibility</u>	<u>Function</u>
Regional Manager	Inform Marketing Analyst of any changes in location, driver responsibility or departmental responsibility for any automotive equipment.
Administrative Analyst	Submit Automotive Request Form (10-26S) with appropriate changes in triplicate to the Fleet Representative, Houston. A signed copy is returned to Marketing Administration for the Automotive Unit file.

PERSONAL USE OF COMPANY VEHICLES

Company units may be used by the employee for personal business. The employee will reimburse the company at the rate of \$0.125 per mile (effective August 1, 1980) through the Expense and Mileage Report (EMR). Mileage use records are to be maintained from month to month on the reverse side of the EMR.

It will be permissible for an employee's spouse to drive the company vehicle under the following conditions:

1. Move the unit if it is blocking the driveway.
2. Drive unit locally in emergency situations or when safety considerations dictate.
3. Share the driving task with the employee on extended trips.

AUTOMOTIVE INSURANCE

1. Company Unit

- o Liability - The company carries insurance to protect itself against liability claims for bodily injury or property damage arising out of the operation of automotive equipment.

The original Certificate of Insurance is kept by Transportation, Houston. Copies are forwarded to the regional sales managers in January. A copy should be kept in the glove compartment of each automotive unit.

Certain states require special insurance identification cards. They can be obtained from:

Insurance Division
Conoco Inc.
P. O. Box 1267
Ponca City, OK 74601
(405) 767-3668

- o Comprehensive & Collision - The company's fire and extended coverage policy affords limited coverage for damage to company units.

2. Rental Cars

- o Liability - In addition to liability insurance carried by the rental agency for their own protection and for the protection of individuals renting their cars, Conoco employees are protected by the policy described under "State Insurance Requirements", p. 12-27.
- o Comprehensive & Collision - Conoco is given the option of purchasing "full" collision coverage. This additional collision coverage should be rejected.

ACCIDENTS

1. Report Filing Procedures

- o Serious accidents must be reported immediately to the Insurance Division, Ponca City, by telephone, (405) 767-3668, or telegraph.
- o Regardless of circumstances, observe the following:
 - Admit Nothing
 - Promise Nothing
 - Keep Calm
 - Remain Courteous and Businesslike
- o If there are injuries, property damage, or any suspicion that the other party is under the influence of intoxicants, notify the police or Highway Patrol immediately.
- o Obtain all information needed to complete the "Report of Automotive Accident" (Form 6-33). Get the names of all witnesses, all license numbers, all operator's permit numbers, and names of all persons involved. Also supply the other party with all information to which they are legally entitled.
- o Reports: All accidents involving company units, rented units, or personal units driven on company business must be reported immediately on Form 6-33, "Report of Automotive Accident". Distribution of this form is as follows:

3 copies	Insurance Division Conoco Inc. P. O. Box 1267 Ponca City, OK 74601 (405) 767-3668
1 copy	C. H. Klunick Safety Division, Rm. 2010 Conoco Inc. P. O. Box 2197 Houston, TX 77252
1 copy	Mktg. Administration Conoco Chemicals Co. P. O. Box 19029, Suite 367 Houston, TX 77224

- o Do not delay this report. If it is not possible to obtain your supervisor's signature within five days, forward it to the Insurance and Safety Divisions without the signature.

2. State Insurance Requirements

Some states permit the company to file a blanket "proof of financial responsibility" on all company-owned automotive units. This filing usually is referred to as Form SR-23; however, it sometimes is known under other names. If the state accident report form contains a question asking if a blanket filing has been made, the employee can answer the question with "yes".

The remaining states having financial responsibility laws require separate filings on each accident. This individual filing usually is referred to as Form SR-21. When a company-owned unit is involved in an accident and Form SR-21, or its equivalent, is required, the employee preparing the report will have to answer a number of questions pertaining to the company's automobile liability insurance coverage. The questions most frequently asked can be answered as follows:

- o Was a policy providing you with at least \$5,000/\$10,000 bodily injury and \$5,000 property damage liability insurance in effect on the date of the accident? Yes.
- o Name of insurance company which issued policy: Hartford Accident & Indemnity Company, 123 William Street, New York, NY 10038.
- o Policy number: 10CLR P12421E.
- o Policy period: January 1, 1983 to January 1, 1984.
- o Name of policyholder: Conoco Inc.
- o Address of policyholder: P. O. Box 1267, Ponca City, OK 74601.
- o Broker through whom policy was purchased: Marsh & McLennan, Inc., 1221 Avenue of the Americas, New York, NY 10020.

The Insurance Division should be contacted immediately in the event any questions arise concerning the reporting of accidents to state authorities.

3. Repairs (due to accidents)

Prior to any repairs, two estimates must be secured when feasible. Repairs to damaged company units will be handled in accordance with provisions under "Maintenance, Operation and Repair of Automotive Units", below.

4. Claims

If a claim is to be made on the other party and the Conoco employee expects reimbursement, send copies of two estimates of repair to:

Beverly Fallwell
R/W & Claims, Rm. 2050
Conoco Inc.
P. O. Box 2197
Houston, TX 77252

MAINTENANCE, OPERATION AND REPAIR OF AUTOMOTIVE UNITS

1. Preventative Maintenance

To maintain Conoco's automotive units in a safe operating condition the corporate automotive policy requires preventative maintenance check ups every 3 months or 6,000 miles, whichever comes first. Items to be serviced at the 3 month and 6 month intervals are listed on the Preventative Maintenance Schedule (Form 10114BB) which is to be kept with each unit. Information pertaining to the submission of the reports is provided on page 12-29A.

2. Approval

Repairs, up to \$500, necessary for the continued efficient operation of automotive units shall be authorized by regional managers. Repairs of over \$500 to \$1000 are approved by the appropriate Manager of Marketing. For repairs in excess of \$1000 consult the Conoco, Inc. fleet representative.

3. Payment

Repair invoices for \$150 or less shall ordinarily be paid by cash and reimbursement made through Form 4-2 PB, "Expense and Mileage Report", in accordance with current instructions for the preparation of that form.

Repair invoices (original and one copy) exceeding \$150 shall be approved by the supervisor who authorized the repair and shall then be submitted directly to Transportation Accounting in Ponca City unless the dealer requires payment at the time of repair. In this case, payment may be made in cash and reimbursement made through the Expense and Mileage Report. Also, one copy of the management authorization should be attached to the EMR and a second copy sent to the Automotive unit files at headquarters.

4. Replacement Batteries and Tires

Replacement batteries and tires for automotive units shall be standard quality except in cases of unusual or severe service, in which case special batteries or tires may be purchased with the prior approval of Transportation Automotive personnel.

"Tire and Battery Order", Form 14-30B, may be used for purchases at the following national accounts:

1. Firestone
2. Goodrich
3. Kelly Springfield
4. Michelin

To use the Tire and Battery order to purchase replacement tires and batteries the employee must insure that the dealer will invoice Conoco by sending the Tire and Battery Order to the manufacturer's central billing unit for processing. This insures proper billing under our national contract.

In preparing a Tire and Battery Order the dealer's name and address are inserted in the "Issued To" space. Additional information required is:

- o Date of purchase
- o Purchasing department
- o Vehicle No.
- o The quantity, make and description of the items being purchased.

When the work is completed and the TBO reflects the items purchased, the purchasing individual should sign the TBO and leave the white and yellow copy with the dealer. Billing instructions for the manufacturer's national billing office are provided on the TBO.

In cases where this procedure is not desirable, purchases may be made in cash and reported on the employee's EMR.

Miscellaneous interior and exterior maintenance, such as washing and cleaning of car, is performed as needed to maintain an acceptable appearance. Any expenses involved for miscellaneous maintenance are reported under the Company Vehicle Expense section of the employees EMR.

AUTOMOTIVE REPORTS

1. Expense and Mileage Report (Form 4-2 PB)

Expenses incurred for the operation of an assigned company vehicle are itemized on the back side of an EMR.

Personal mileage (approved vacation use, etc.) is to be calculated at \$0.125 per mile (effective August 1, 1980) and deducted from the total company vehicle expense before filling in the "Total Company Vehicle Expense" on the front of the EMR.

The reimbursement rate to an employee using a personal car for company business is set at \$0.20 per mile, which covers all expenses of operating the automobile. Bridge tolls and parking (but not storage) will be paid in addition to this rate. For personnel with assigned vehicles, personal car mileage will not be reimbursed unless the use period covers a time period in which the assigned vehicle was incapacitated.

2. Motor Vehicle Monthly Operating Report (Form 10-40 BA)*

All personnel assigned company vehicles must complete a "Motor Vehicle Monthly Operating Report". The number of miles driven each month must be reported to the Transportation Accounting division.

At the end of each month a mileage report must be completed in triplicate. Distribution instructions are:

White copy Mail directly to:
Transportation Accounting
Conoco Inc.
P. O. Box 1267
Ponca City, OK 74601

Pink copy Mail to your immediate supervisor.

Blue copy Remains in the book for record purposes.

3. Preventive Maintenance and Safety Inspection Schedule (Form 10114 BB, 11-70)*

The Transportation Department, in conjunction with the Safety Division, has developed a safety inspection guide for use by passenger car operators. The purpose of these controls is to insure that company units are maintained in a manner consistent with assuring your maximum safety and to minimize operating cost.

The log book consists of fifty two-part forms listing the items to be inspected:

- every 6,000 miles or three months and,
- every 12,000 miles or six months.

This log is to be kept in the glove compartment of the company unit.

White copy Mail directly to:
Mktg. Administration, Rm. 380A
Conoco Chemicals Co.
P. O. Box 19029
Houston, TX 77224

Yellow copy Remains in the log book, to be retained with the automotive unit for the life of the unit.

- A report will be issued on a monthly basis by Marketing Administration to assist management in monitoring the timely submission of this report and the monthly operating report noted above.

AUTOMOTIVE SELECTOR FORM

Year _____ Make _____ Model _____ Body Style _____

Doors _____ # Cylinders _____ Engine _____ in³ Trans. Type _____

Color
Exterior: 1st Choice _____ 2nd Choice _____

Color
Interior: 1st Choice _____ 2nd Choice _____

Upholstery: () Vinyl () Cloth

STANDARD EQUIPMENT: (Company-approved)

Air Conditioning
AM Radio
Body Side Moldings
BSW Radials

Power Disc Brakes
Power Steering
Remote Mirror
Tinted Glass - All

ADDITIONAL EQUIPMENT: (Please check)

Can be added at the option of the
requesting department when needed
for specific applications.

- () Cruise Control
(Approved for Chemicals)
() Rear Window Defogger
(Approved where state law requires)

DELIVER TO:

Department: _____

Division: _____

Location: _____

Driver's Name: _____

Street Address: _____

City, State, Zip: _____

Telephone No.: _____

Signature: _____

Issued: 10/01/83
Replaces: 01/01/83

CCR 000005260

USED UNIT INFORMATION

Year _____ Make _____ Model _____ Body
Style _____

Doors _____ # Cylinders _____ Engine _____ in³ Trans.
Type _____ Mileage _____

Color: Exterior _____ Interior _____

Upholstery: () Vinyl () Cloth

EQUIPMENT: (Please check those pertaining to this unit)

- | | |
|---------------------------|--------------------------|
| () Air Conditioning | () Power Disc Brakes |
| () AM Radio | () Power Steering |
| () Body Side Moldings | () Rear Window Defogger |
| () BSW Radials | () Remote Mirror |
| () Cruise Control | () Tilt Steering Wheel |
| () Heavy-duty Suspension | () Tinted Glass - All |

ADDITIONAL EQUIPMENT: (Please list)

CONDITION: (Please circle)

Excellent Good Average Fair Poor

DESCRIBE:

LOCATION: (If different from "deliver to" address)

Street Address: _____

City, State, Zip: _____

Telephone No.: _____

MISCELLANEOUS POLICIES AND PROCEDURES

SPECIFICATION WAIVERS

1. Background

The procedure on Waivers of Specification is designed to get the decisions made at the point where there is the most knowledge as to product suitability for the customer. Obviously, this point is the customer himself. The next best point of knowledge should be the Technical Sales Representative who is responsible for properly handling the account, or his Regional Manager. The Product Manager should approve a specification waiver jointly with Marketing.

2. Procedure

Whenever it becomes necessary to ship off-specification product either because material meeting specifications is not available to meet the customer's shipment deadline, or for some other reason suitable material is not available, a waiver is requested by the plant through the Customer Service Representative. The Customer Service Representative must then contact the Technical Sales Representative responsible for the customer.

The Technical Sales Representative should obtain the customer's approval to ship off-specification product. In doing this, it is advisable, depending on the circumstances, that the salesman use any knowledge available within the organization (Customer Service Laboratory, Research & Development, Product Management, etc.) as to the suitability of the product for the customer's use. The agreement of the Product Manager is necessary.

The Customer Service Representative is notified of the approval to release the off-specification shipment. He then transmits to the plant instructions to ship.

As a communications measure, after approval of off-specification shipment has been made, a Request for Corrective Action (RCA) should be issued to inform all parties concerned and to alert Product Management of the potential need for further corrective action.

SAMPLE REQUESTS (FORM)

Only products which have approved prices and specifications can be sampled to customers without prior clearance by the Product Manager. The standard Sample Request form is used for this purpose.

Distribution is as follows:

- | | |
|---|---|
| Action copy and Notification of Shipment copy | - Both to sampling location (refer to the Marketing Directory, Section 9, for proper sampling locations). |
| Sales Headquarters copy | - To Product Manager |
| Field Information copy | - To Regional Sales Manager |
| File copy | - To originator's file |

When requesting samples for new products or product blends which do not have approved prices and specifications, send the first three copies of the Sample Request to the proper Product Manager for approval and distribution. Should the Product Manager feel that the Sample Request should not be approved, he has the obligation to discuss this matter with the appropriate Manager of Marketing. Following this step, the Product Manager should inform the originator should the action be disapproved.

The Customer Service Laboratory is responsible for handling all Sample Requests for product not directly available from Conoco chemical plants. This includes the following:

ALFONIC 1412-A and -S and any special ether sulfates

Alcohol sulfates

Special ethoxylates

SA-697 and C-650 and all specialty alkylates, sulfonic acids and slurries

Flaked ALFOL 16 and 18 alcohols

Plasticizer esters

Aluminas

All new developmental products

The procedure for special requests is as follows:

1. All requests for samples must be accompanied by the standard Sample Request form properly filled out. They should either be sent to the attention of the Director, Customer Service (Chemical samples) or the Director, Plastics (Plastics samples).
2. Requests for non-standard samples which require four or more man hours to prepare will be assigned a CSL problem number and handled accordingly. In such cases, the Product or Business Area Manager should be informed. Should the Product Manager not approve, he has the obligation to discuss this matter with the appropriate Manager of Marketing and to inform the originator should the action be disapproved.
3. If, upon receipt of the request, the CSL estimates more than five days will be needed to ship the sample, the CSL will respond to the originator of the request with an estimated date of anticipated shipment (bottom portion of Notification of Shipment form).
4. When the sample is shipped, the completed Notification of Shipment form will be returned to the originator, showing sample number, date shipped, laboratory reference number, etc.

Issued: 02/28/80
Replaces: 04/18/77

CCR 000005263

REQUEST FOR CORRECTIVE ACTION PROCEDURE

The purpose of the Request for Corrective Action (RCA) is to provide a means of identifying, in writing, the specifics of a customer related problem so that steps to prevent its recurrence can be taken by the appropriate operating group. Emergency RCA's may be handled directly and verbally, but an RCA must be issued promptly thereafter. The form should be used to initiate corrective action in every instance of a product, shipping, or order entry related problem for which a preliminary investigation by the originator has indicated that Conoco is the probable source of the problem. Use of the RCA for internal system failures is discussed on page (12-34).

(1) RCA Document Flow

- (a) Distribution of the action copy of the RCA should be limited to those individuals directly responsible for taking the necessary action to resolve the problem.

Information copies are sent to various levels of personnel to insure: (a) that corrective action is taken; (b) to inform management that a problem exists; and (c) provide for proper reporting to administration of all RCA's.

Distribution of information copies should be minimally as follows:

<u>Product Problems</u>	<u>Shipping & Order Entry Problems</u>
General Manager of Manufacturing	
Manager of Marketing	
Manager of S&T	Manager of Marketing
Plant Manager	Manager of Supply & Transp.
Director - Technical	Plant Manager (if shipping)
Service (Plastics or Chemicals)	Product Manager
Product Manager	Regional Manager
Regional Manager	Director of Customer Service
TSR (if not originator)	TSR (if not originator)
Marketing Asst.	Marketing Asst.
Hq. Customer File	Hq. Customer File

Depending on the situation (seriousness of problem or customer), further distribution of information copies may be desired. This is left to the discretion of the originator.

- (b) If a second RCA is required to resolve the same problem, the above distribution should be expanded to include the next level of management and should be identified as the second occurrence for the specific problem.

(2) RCA Reports

The Marketing Assistants will keep a record of all RCA's by product. On a monthly basis, a report on the status of these requests will be issued to the attention of the appropriate Product Manager. Information copies of this report will be issued to:

General Managers - Surfactants, Plastics, Industrial Chemicals,
Marketing and Manufacturing
Managers of Marketing - Plastics, Industrial Chemicals, PVC,
Surfactants, Marketing Administration
Regional Managers
Manager - Supply and Transportation
Director - Administrative Systems
Director - Customer Service
Customer Service Supervisors - Plastics, Industrial Chemicals,
Surfactants
Plant Managers
Director - Technical Service - Plastics
Director - Technical Service - Chemicals

(3) Managerial Responsibility for Closing an RCA

It is the responsibility of the affected Plant Manager (or Manager - Supply and Transportation for Service RCA's) to promptly initiate an investigation into the causes for the RCA. At the completion of the investigation, it is that Manager's responsibility to issue a written report describing the source of the problem and the corrective action taken. This report will be given the same distribution as the original RCA.

- (a) It is the Product Manager's responsibility to review the above report and indicate concurrence by issuing a "closing report".
- (b) The Technical Sales Representative is then responsible for reviewing with the affected customer the findings and corrective action steps that resulted from the RCA.

Illustrative copies of the RCA form and RCA report are included for your reference on pages 12-35A and 12-35B.

(4) Numbering System for Requests for Corrective Action

For each RCA, a number is applied by the originator to be used as a reference number on all correspondence associated with that specific complaint.

For illustrative purposes, NECO receives a shipment of contaminated compounds on 5/22/81. The number would be:

ACP 05-22-81-NECO-1

- (a) The first letter indicates the plant location of the product produced. Letters identifying the various plant locations are:

A	-	Aberdeen
B	-	Baltimore
C	-	Chocolate Bayou
H	-	Hammond
K	-	Lake Charles LAB Plant
L	-	Lake Charles Chemical
M	-	Matagorda
N	-	Newark
O	-	Oklahoma City
V	-	Lake Charles VCM

- (b) The second letter indicates the product area referred to in the complaint letter. Letters used to distinguish the various product areas are:

A	-	Alumina
B	-	Cresylics
C	-	Compounds
D	-	Dry Blends
E	-	Ethylene
F	-	Heavy Bayou Products (PR resin, pyrolysis tar, pyrolysis gasoline, ethane)
G	-	Methyl Chloride
H	-	Detergent Alkylates
I	-	Bayou Olefins & Aromatics
J	-	PVC Resin
K	-	Conoco Drag Reducer
L	-	ALFOL Alcohols & Derivatives
M	-	Vinyl Chloride Monomer
N	-	HDPE
O	-	Misc Products - Baltimore
P	-	Detergent Alkylate Derivatives

- (c) The third letter represents the type of complaint. The letters to be used are:

P	-	Product
S	-	Service

- (d) The next six digits represent the date of the complaint with the first two digits representing the month, the next two the day of the month, and the last two digits specifying the year.

- (e) The name following these digits represents the customer involved in the RCA.

- (f) In the rare instance where we have two complaints for the same customer on the same date with the same type product, you should follow the above system and add a -1 and -2.

Recapping the above example, NECO receives a shipment of contaminated compounds on 5/22/81. The RCA would be numbered as follows:

ACP 05-22-82-NECo-1
123 (4) (5) 6

- (1) Plant location - Aberdeen
- (2) Product Group - Compound
- (3) Type of Complaint - Product
- (4) Date of Complaint
- (5) Name of Company
- (6) 1st of two complaints on the same day

5. Internal System Failures

- (a) In addition to resolving problems concerning product, shipping and order entry, the RCA form may be adopted to disclose system failures concerning internal operations. RCA's related to internal operations encompass problems such as: communication breakdowns between functional groups, deficiencies in policies and procedures, and failure to properly follow internal policies and procedures. All RCA's related to internal operations will be closed in writing by the Coordinator - Marketing Systems. The nature of the problem will determine the distribution of action copies of RCA's concerning internal system failures. Information copies are to be distributed minimally as follows:

Coordinator - Marketing Systems
Headquarters Subject Files
Marketing Assistant - (Plastics, Industrial Chemicals,
Surfactants)

If the problem occurs a second time, the above distribution should be expanded to include the next level of management.

- (b) Internal complaints generally dealing with procedures will be numbered as follows:

An internal complaint is received on the handling of a PER for Onyx on 6/13/81. The complaint would be numbered:

I-06-13-81-Onyx
1(2) 3

- 1 - Type of complaint - Internal (I)
- 2 - Date of complaint
- 3 - Customer affected (if applicable)

REQUEST FOR CORRECTIVE ACTION (RCA)

☐ **PRODUCT RCA**

☐ **SERVICE RCA**

☐ **INTERNAL RCA**

DISTRIBUTION: Action Copies: _____

Information Copies: _____

Date _____

Reference _____

Distributed by _____
Initials & Date

1 - CUSTOMER NAME/ADDRESS

2 - GENERAL DESCRIPTION OF COMPLAINT

Customer Order No. _____

Conoco Order No. _____

3 - DETAILS NECESSARY TO PROCESS COMPLAINT (Dates, Origin & Destination of Shipment, Car Numbers, Carrier, Location of Shipment, Product, Customer Contacts, etc.)

4 - ACTION TAKEN OR STATUS (Samples to Whom, How Taken, Identification No., Instructions Given, Intra Company Contacts)

5 - RECOMMENDED ACTION STEPS

SIGNED: _____

Issued: 03/01/83
Replaces: 08/08/82

12-35A

CCR 000005268

REQUEST FOR CORRECTIVE ACTION FOR: _____

DATE/CODE OF RCA	CUSTOMER LOCATION	PRODUCT	BRIEF DESCRIPTION
------------------------	-------------------	---------	----------------------

***APPARENT RESPONSIBILITY** - Unit responsible for taking action is shown.

If not readily apparent, Product Manager must initiate action.

Issued: 03/01/83
Replaces: 08/08/82

12-35B

CCR 000005269

CUSTOMER SERVICE PROBLEM REQUESTS (FORM)

A CSL Problem Request Form is to be completed by the originator of every customer service problem request. Even if a problem is transmitted to the CSL by telephone, a written request must be entered for every problem by the originator.

Responsibility for action and proper distribution of the CSL Problem Request Sheet is as follows:

1. The Sales Representative prepares the problem request and sends the white, pink, and green and goldenrod copies to the Director Customer Service, Ponca City (chemicals) or to the Director of Plastics, Ponca City (plastics). The blue copy (originator's copy) is retained by the Sales Representative.
2. The canary copy (follow-up copy) is sent direct to the appropriate Product Manager.
3. The CSL completes its portion of the form and returns the pink copy (return to originator) to the Sales Representative, the goldenrod copy to the Region Sales Office, and the green copy to the Product Manager.
4. The final report from the CSL is sent to the Sales Representative (originator) with copies to the Regional Sales Manager, Product Manager and appropriate Manager of Marketing.
5. Final Action is completed after the Sales Representative presents the results of the CSL work to the customer. The customer response to the CSL work should be recorded by the Sales Representative and reported back to the CSL.

A problem status sheet will be issued monthly summarizing the status of all active projects.

CHECK LIST FOR CUSTOMER SERVICE WORK

In order to use the Customer Service Laboratory to your best advantage in working with your customers, please be sure to include the following information (where applicable) in your Request for Customer Service Work:

1. Customer — Name and Address
2. CONOCO Product(s)
3. Sales Potential for each CONOCO product
4. Detailed description of product application, e.g. secondary plasticizer in vinyl plastisol for fabric coating.

(contd.)
4/18/77

12-36

CCR 000005270

(contd.)

5. Customer's formulation -- in as much detail as possible.
6. Manufacturing process -- e.g. extrusion, injection molding, costing, etc.
7. Most critical test on property which must be met -- e.g., light stability, uniform color, etc.
8. Detailed description of problem and information desired from Laboratory.
9. Samples sent to Laboratory? -- Identify samples in Work Request.
10. Competitive products, prices and, if possible volume.
11. Indicate priority desired. (using following numbers).

Without rapid completion of requested work:

- #1 -- Major account will be lost.
- #2 -- Major account will not be gained.
- #3 -- Minor account will be lost.
- #4 -- Minor account will not be gained.

and,

- #5 -- Work is required to provide information for sales tool.

List any additional information to justify requested priority.

12. Requested completion date.
13. Should the Laboratory contact your customer?
14. Any other comments you feel are pertinent.

CUSTOMER/PROSPECT CONTACT FILE

Definition

The Customer/Prospect Contact File is a data record which lists various personnel working for our customers, prospective customers or past customers. The record for each person is annotated to show that person's position in the company, his involvement in buying decisions, the products and end uses of interest and special organization meeting mailing lists on which that person is to be included.

Who is to be Listed

Anyone whose receipt of information about CONOCO or CONOCO's products would be beneficial to CONOCO's business. In special cases, competitors (i.e., S&DA mailing list) can be included, but they must be accurately identified as competitors so that product information is not sent to them.

Definitely, everyone on the price mailing list should be in the Customer/Prospect Contact File. However, entry into the Price Notification File does not automatically place the customer on the Customer/Prospect Contact File. The TSR must complete the Customer/Prospect Contact File Update form to have these people included in the file.

Purpose of the Customer/Prospect Contact File

The purpose of the Customer/Prospect Contact File is to provide a list of contacts to receive direct mailings of advertising materials, specification sheets, data sheets, magazine article reprints, etc. The purposes of these mailings are to keep CONOCO's name in front of the customer (even at job levels and job functions which either would not justify frequent TSR calls or which are sufficiently elevated to prevent frequent TSR contact). The Customer/Prospect Contact File can be used to keep track of special mailing lists, such as people holding product data books, people who attend special meetings, etc.

Who May Use?

The major user of the Customer/Prospect Contact File is expected to be Marketing Communications. They will use the list, and the parameters noted for each entry, to select those persons who will be sent specific direct mail advertising and promotional material, newly issued data sheets, technical reports, public relations materials, etc.

A second use is by the person responsible for contacting persons we expect to attend specific meetings or CONOCO open houses, etc. Lists of attendees can be extracted from the records.

A third use is at the Regional level for any mailings to Regional or Territory level customers the TSR or Regional Manager may elect to have made. To prevent duplication of efforts, these mailings should be coordinated with the Director of Marketing Communications.

How to Use

<u>Function</u>	<u>Responsible Person</u>
1. Identify Project, i.e. mail magazine article reprint to surfactants customers and prospects.	Anyone in Marketing
2. * Approve Project for Implementation	• Marketing Manager
3. • Identify selection criteria for mailing list.	*Marketing Manager and Marketing Communications
4. Prepare mailing lists and labels	Information Processors and Senior Clerk, Surfactants
5. * Coordinate obtaining of materials to be mailed, TSR's tip-on, and processing by Premier Company.	• Marketing Communications
6. Issue memo describing the mailing and specific mailing list used	Marketing Communications

*If the mailing is to be done by the Regional office, regional personnel would fulfill these functions and the Regional Office staff would be used rather than Premier Company.

Maintenance Responsibilities for the Customer/Prospect Contact File

<u>Function</u>	<u>Responsible Person</u>
Identifying Customers/Prospects to be placed on record along with description parameters.	Technical Sales Representative

Issued: 08/10/83
Replaces: 04/01/82

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CCR 000005273

Maintenance Responsibilities for the Customer/Prospect Contact File

<u>Function</u>	<u>Responsible Person</u>
Identifying all changes to be made to the file.	Technical Sales Representative
Reviewing input from TSR's for completeness and obtaining Manager's approval for additions to NPRA, S&DA, CSMA, DCAT and CMA mailing lists.	Marketing Assistant
Approving additions to NPRA, S&DA, CSMA, DCAT and CMA mailing lists.	Manager of Marketing
Maintain updated machine record	Information Processing
Provide semi-annual report on record listings and a mailing list for distribution to TSR's after each mailing.	Information Processing

Methods for Identifying Changes to the Customer/Prospect Contact File

- Additions:**
1. Use "Customer/Prospect Contact File Update Request" on page 12-42 and 12-43. (Please complete backside)
- or
2. Complete all applicable fields on semi-annual "Customer Contact File Report".

ADDITIONS WILL NOT BE MADE BASED ON NOTES WRITTEN ON COPIES OF MAILING LISTS USED FOR CUSTOMER MAILINGS.

- Changes:**
1. Names, spelling, address, etc.
 - a. Change on any mailing list or "Customer Contact File Report".
- or
- b. Submit "Customer/Prospect Contact File Update Request".

Issued: 08/10/83
Replaces: 04/01/82

12-40

Methods for Identifying Changes to the Customer/Prospect Contact File
(Cont'd.)

2. Selection parameters (product, job function, etc.)
 - a. Submit "Customer/Prospect Contact File Update Request".
 - or b. Note on the semi-annual "Customer Contact File Report".

- Deletions:**
1. "X" out name and address on any mailing list or report listing the contact file record.
 - or 2. Complete *'d items on "Customer/Prospect Contact File Update Request".

Issued: 08/10/83
Replaces: 04/01/82

12-41



Interoffice Communication

To _____ Marketing Assistant, Timberway

From _____, Territory# _____

Date _____

Subject **CUSTOMER/PROSPECT CONTACT FILE UPDATE REQUEST**

- () ADD - Complete all items including back of sheet
() CHANGE - *'d items mandatory, mark only specific items to be changed
() DELETE - *'d items only

*Name _____ Job Title _____

*Company _____ Dept. _____

Street Address _____

City _____ State _____ Zip _____

Country _____ Telephone (A/C) () _____

*Required for changes or deletions

If you wish to change the Name, Company, or Territory from that currently listed, indicate the former Name, Company and/or Territory below:

Name _____ Company _____

Territory Code _____

Customer/Prospect should be classified as follows (check Yes or No for each category shown). Additions to ** mailing list categories must be approved by Marketing Manager.

***If Competitor only an association mailing list can be selected.

Price Notification	() ()	Executive Mgmt.	() ()	ANTEC Member	() ()
Contract Customer	() ()	Operating Mgmt.	() ()	**NPRA Member	() ()
Customer	() ()	Direct Line Mgmt.	() ()	**S&DA Member	() ()
Prospect	() ()	Purchasing	() ()	**CSMA Member	() ()
Past Customer	() ()	Technical	() ()	**DCAT Member	() ()
Product Book	() ()	Buying Decision	() ()	**CMA Member	() ()
Competitor***	() ()	Buying Influence	() ()		

**Additions to lists approved

Manager of Marketing

NOTE: If changing current contact file, please mark only those categories you wish changed. Others will remain as previously listed.

IMPORTANT: PLEASE MARK APPROPRIATE PRODUCT AND SPECIFIC END USE CATEGORIES LISTED ON BACK OF THIS PAGE.

MARK ALL APPLICABLE ITEMS

I N D U S T R I A L C H E M I C A L S

<u>PRODUCTS</u>	<u>END USES</u>	
() Alumina	() Catalysts	() Construction Materials
() CDR	() Abrasives	() Packaging
() Propylene	() Consumer Goods	() Textiles
() Ethylene	() Pipeline Additive	() Rubber(s)
() Methyl Chloride	() Herbicides/Insecticides	() Plasticizers
() Butylenes/Butadiene	() Pharmaceuticals	() Caulks/Adhesives
() VCM/EDC	() Industrial Resins	() Other Industrial
() Aromatics	() Solvents/Cleaning Compounds	Products
() Other O&A	() Gasoline Additives	_____
	() Plastics	_____

P L A S T I C S

<u>PRODUCTS</u>	<u>END USES</u>	
() Flexible Compounds	() Automotive/Transp.	() Siding
() Dryblends	() Construc. Materials	() Windows
() Plasticizers	() Furniture	() Wire & Cable
() PVC Resins Flexible Grade	() Injection Molding	() Bottles
() PVC Resins Rigid Grade	() Calendered Goods	() Other
	() Pipe & Fittings	_____
	() Compound Sales	_____

S U R F A C T A N T S

<u>PRODUCTS</u>	<u>END USES</u>	
() ALFOL Alcohols	() Agricultural	() Personal Care Products
() ALFONIC Ether Sulfates	() Automotive	() Mining
() ALFONIC Ethoxylates	() Biocides	() Plastics & Plasticizers
() Detergent Alkylates	() Detergents	() Textiles
() LPA Solvents	() Industrial Cleaners	() Solvents
	() Oilfield Additives	() Other
	(Includes Enhanced	_____
	Oil Recovery uses)	_____

Issued: 08/10/83
Replaces: 04/01/82

12-43

CCR 000005277

13. TRAINING PROGRAM
FOR MARKETING TRAINEES

CCR 000005278

VISTA CHEMICAL COMPANY*

BUSINESS CAREER DEVELOPMENT PROGRAM

In-depth Summary for the Benefit
of College Recruits

* An Equal Opportunity Employer, M/F.

Issued: 10/07/85
Replaces: 04/10/85

13-1

CCR 000005279

VISTA CHEMICAL COMPANY
OUTLINE FOR BUSINESS CAREER DEVELOPMENT PROGRAM

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I. <u>INTRODUCTION</u>	4 - 6
A. OBJECTIVES	
B. EMPLOYEES	
C. ENTRY LEVEL POSITIONS	
D. DURATION OF ENTRY LEVEL POSITIONS	
D. CAREER PATH	
E. THE MENTOR PROGRAM	
II. <u>REPORTING TO WORK</u>	6 - 7
A. THE FIRST DAY "ON-THE-JOB"	
B. THE FIRST WEEK "ON-THE-JOB"	
C. YOUR ENTRY LEVEL POSITION	
III. <u>PRODUCT AND TECHNICAL TRAINING</u>	7
A. TECHNICAL OVERVIEW	
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A. HEAD OFFICE	
B. PLANT TRAINING	
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A. PRESENTATION SKILLS	
B. EFFECTIVE WRITING	
C. INTERPERSONAL SKILLS MANAGEMENT	
D. IN-DEPTH TECHNICAL TRAINING	
E. PERSONAL COMPUTER	
F. ON-THE-JOB	

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<u>ATTACHMENTS</u>	10-14

JOB DESCRIPTIONS - CUSTOMER SERVICE REPRESENTATIVE (CSR)
AND ANALYST

EXCEPTIONAL PRESENTATIONS

EFFECTIVE WRITING

INTERPERSONAL SKILLS MANAGEMENT

Issued: 10/07/85
Replaces: 04/10/85

13-3

CCR 000005281

VISTA CHEMICAL COMPANY'S
BUSINESS CAREER DEVELOPMENT PROGRAM

I. INTRODUCTION

A. OBJECTIVE: Recruit and develop technically qualified individuals for professional business careers in Vista Chemical.

B. EMPLOYEES: We seek individuals who desire to use their technical undergraduate education as a tool, as they begin their career in a business environment.

We believe that the individuals we seek make a difference in the success of the company. They:

- o share with us a common vision of excellence,
- o have high personal standards of honesty, integrity and accomplishment,
- o approach their work with enthusiasm and view it with satisfaction.
- o are action oriented and have a "can-do" spirit,
- o are committed, innovative and willing to take prudent business risks,
- o are open to and supportive of the ideas of others so as to enhance team effectiveness.

C. ENTRY LEVEL POSITION(S): Initial assignments are within the Supply and Transportation (S&T) function as a Customer Service Representative (CSR) or Analyst (see JOB DESCRIPTIONS, page 13.10).

Some other features of the assignment are:

- o On-going coaching and counseling with formal performance evaluations every six (6) months including Career Path discussions.
- o Presentations by CSR's and Analysts to ensure development of presentation skills (in-house program) and wide exposure within Vista.
- o Weekly operational meetings with Business Areas/Marketing Management.

Positions in the S&T function for new employees provide a unique opportunity to work with the many functions involved with the operations of the company's business - Manufacturing, Logistics, Transportation, the Profit Centers, Marketing, Marketing Administration, Treasury, Accounting, Tax, Legal and the Customer. It is a "cross-roads" function that enables the new employee to quickly develop the necessary skills to effectively interface with the company network. The learning experience provides ideal preparation for moving into the many career path possibilities indicated below.

- D. DURATION OF ENTRY LEVEL POSITION(S): Approximately two years, possibly longer, depending on the individual's progress and timing of openings in the desired career path. The coaching and counseling available to the new employee during this period maximizes the opportunity for successful transition from the academic to the business world of Vista Chemical.
- E. CAREER PATH OPPORTUNITIES: After initial assignment(s) there exist a number of possible avenues. One would be into Marketing for eventual assignment as a Technical Sales Representative (TSR). Entry into Marketing could be through Marketing Administration, assistant to one of the Managers of Marketing or a Regional Office assignment. Further assignments in S&T, Planning, Employee Relations or Employee Training, would be other possibilities. There have been positions in Treasury for which S&T personnel have qualified. Project-oriented assignments in the Business Areas (Profit Centers) could be considered. Career broadening assignments in Manufacturing, Engineering or Research Development could be explored.
- F. THE MENTOR PROGRAM: The Mentor Program has been designed to provide a supportive, nurturing environment during the first year or so of employment and, thus, assist the new employee in becoming oriented to the business world. The program assists in validating the correctness of information being transferred and perceptions being formed, in providing alternatives in the decision making process, and in encouraging prudent risk taking among new hires. This is accomplished by matching an older, experienced employee (mentor) with a new college hire (protege). The mentors and proteges are encouraged to meet informally to discuss the Company, the business world in general, Vista Chemical's business and problems or questions the protege may have. An atmosphere of trust is encouraged by the fact the the matched mentors and proteges are from different functional areas. It is expected that the relationship will continue through the new hire's first year or so of employment; however, a lasting relationship certainly may develop.

Thus, the objectives of the program may be summarized as follows:

- o Ease the transition from the college campus into the working world.
- o Provide informal career counseling by encouraging new hires to discuss career questions and problems.
- o Provide motivation to the new hire to make decisions and take action.
- o Provide a supportive, nurturing environment during the first critical year of employment.
- o Improve morale of and enhance career success for the new employee.

II. REPORTING TO WORK: Prior arrangements for hotel accommodations, transportation and a cash advance, if necessary, are handled through the office of the Director, Personnel Development. Arrangements for the shipping of personal effects are similarly handled.

A. THE FIRST DAY "ON-THE-JOB"

1. Director Customer Service: You will meet with the Director of Customer Service at the start of business on your first day of employment. He will provide the following orientation on various administrative matters:
 - a. Handling of transferred expenses for the new employee.
 - b. Expense Philosophy.
 - c. Handling of business expenses via the Expense and Mileage Report (EMR) and cash advances.
 - d. Anti-trust Compliance.
 - e. Business Cards.
 - f. List of names and phone numbers of employees hired over the previous year who can be of help to you in "settling in".
 - g. Salary Administration - a meritorious system.
 - h. Our Performance Evaluation System.

- i. Identification of your entry level position and introduction to your supervisor.
 - j. Introduction to your Mentor.
2. Employee Relations Department: The completion of all necessary personnel matters, such as:
 - a. Employment application
 - b. Medical/Dental Programs
 - c. Investment/Benefit Programs
 - d. Invention Agreement
- B. THE FIRST WEEK "ON-THE-JOB": With the completion of the activities scheduled for the first day on-the-job, time will be available during the first week for locating and arranging your living accommodations. A packet of information pertaining to living conditions and resources in the Houston area is sent to you approximately one month in advance of your arrival.
- C. YOUR ENTRY LEVEL POSITION: Assignment to your entry level position literally occurs on the first day of your employment. You will be assigned to a supervisor the first day on the job. You discuss your plans with your supervisor for apartment hunting and time off required for such activities during the first week.
 1. Keep your supervisor informed.
 2. Discuss job goals, objectives, expectations (yours and those of the company) with your supervisor. The supervisor works with the new employee in achieving written goals, objectives and plan of implementation which are reviewed regularly.

III. PRODUCT AND TECHNICAL TRAINING: This training is given by the Customer Technical Service Laboratory of our Research and Development function at Ponca City, Oklahoma. The training occurs in two phases as follows:

- A. TECHNICAL OVERVIEW: A one week program is held usually twice a year (August and January) to familiarize our new technical/professional personnel with the major products/businesses and markets of Vista Chemical.

- B. IN-DEPTH TECHNICAL TRAINING: Up to three weeks are involved with technical training in each of our major areas of business. The new employees will attend that in-depth training based on the nature of the positions to which they are assigned, namely, Surfactants, Industrial Chemicals or Polymers. The in-depth training also occurs twice a year.

Before the commencement of product and technical training, you will receive the detailed course outlines, advance work to be completed and other instructions.

- IV. BUSINESS ORIENTATION PROGRAM: The purpose of this program is to provide the new employee an opportunity to develop a broad perspective of the many functions involved in operating a major business such as Vista Chemical, meet the people involved, with emphasis on how to interface with the network to "get the job done".

- A. HEAD OFFICE PRESENTATIONS: These consist of a series of presentations to new employees over a prearranged time frame (2-3 days/week for 4 weeks) by the professional personnel involved in the various operations of the company, such as the following:

Legal	Business Areas/Marketing Management
Controllers	Marketing Administration
Treasury	Marketing Communications
Supply & Transportation	Employee Communications
Manufacturing	Employee Relations
Planning	Environmental/Biomedical

- B. PLANT TRAINING: This aspect of the program embraces time at our Lake Charles, Louisiana, Chemical complex. This activity involves:

- o The Ethylene Plant
- o Linear Alkyl Benzene Plant
- o The Normal Paraffin Plant
- o Methyl Chloride Plant
- o Ethoxylation Facility
- o Vinyl Chloride Monomer Plant
- o Dock Operations
- o Rail Car Loading/Unloading

Special training programs and/or visits are arranged at other plants and terminals as needed, under the direction of your supervisor.

- V. PROFESSIONAL TRAINING: During your entry level position you may be involved in all or some of the following training programs:
- A. PRESENTATION SKILLS: A two day comprehensive skill development program to help professional individuals become more effective and more persuasive business communicators (see write-up of Exceptional Presentations, page 13.11)
 - B. EFFECTIVE WRITING: This two day program represents an outstanding opportunity for professionals who desire to sharpen their focus of upon the principles of business and technical writing and learn basic strategies for effective written communication. (See page 13.13)
 - C. INTERPERSONAL SKILLS MANAGEMENT: The ability to develop interpersonal skills/competencies that foster the development of productive relationships with co-workers is essential to success in the Vista Chemical environment. For an in-depth write-up of this program, see page 13.14.
 - D. IN-DEPTH TECHNICAL TRAINING: The initial training and refresher courses are conducted by the Customer Technical Service Laboratory of our R&D function at Ponca City, Oklahoma.
 - E. PERSONAL COMPUTER TRAINING: Both in-house and external workshops as appropriate.
 - F. ON-THE-JOB goals, objectives, strategic implementation, coaching, counseling, formalized performance evaluations.

VISTA CHEMICAL COMPANY
BUSINESS CAREER DEVELOPMENT PROGRAM

JOB DESCRIPTION: Customer Service Representative (CSR) and Analyst.

THE CUSTOMER SERVICE REPRESENTATIVE (CSR) is the primary source for receipt of customer orders. The CSR is responsible for coordinating all internal and external communications related to the order. Knowledge of business and chemistry are assets in developing a broad range of skills necessary to ensure accurate and efficient completion of the orders. CSR's are expected to analyze and solve complex service issues such as logistical concerns, product availability, method of transportation and cost optimization. The CSR is a key source of information for management on market conditions and is involved in developing business plans and market strategies. The CSR plays a key role in fostering good customer relations.

ANALYSTS may be assigned to any of several key areas in Logistics, Traffic, Rail Operations or Transport Operations. Analysts play important roles as consulting professionals in the assigned area, and are responsible for internal and external communications on their projects. In all areas the opportunity to demonstrate analytical, planning, organizational and communication skills is present. Analysts have a high degree of internal visibility by interfacing with Marketing, Business Management, Treasury, Plant Operations and Marketing Administration in conducting and optimizing the company's business.

QUALIFICATIONS: Candidates for these positions should have a degree in Chemistry, Chemical Engineering, Chem-Business or related fields. We seek individuals who seek to use their education as a tool to develop a business career. We desire people who possess initiative, creativity and a high degree of motivation.

EXCEPTIONAL PRESENTATIONS - CORE PROGRAM

TIME: Two Days

AUDIENCE LEVEL: Technical/Professional Personnel

INSTRUCTOR: Baker Communications, Inc.

COURSE CONTENT
AND RATIONALE:

Learning to persuade, educate or inform an audience of the value of your ideas by presenting a confident professional image is a key to business success.

This two day comprehensive skill development program, helps participants become more effective, more persuasive business communicators.

The program focuses on basic methods of:

- ° Preparation
- ° Delivery Skills
- ° Strategy
- ° Illustration Techniques

The preparation segment analyzes presentation situations, including the presenter's objectives, audience concerns and methods for organizing material.

During the delivery skills, the instructor presents tips and techniques to enhance verbal communications (voice projection, articulation, pacing and fluency) as well as nonverbal communications (body language, eye contact, gesturing). These skills are practiced by the attendees through numerous exercises.

The strategy segment focuses on determining the audience's attitudes and offsetting or enhancing these attitudes in the presentation itself using persuasive communication techniques.

In addition, this segment reviews methods for overcoming nervousness and acquiring confidence, for effective listening, for maintaining control of the audience, and for identifying and handling various types of audience questions.

EXCEPTIONAL PRESENTATIONS - CORE PROGRAM

Page 2

The program shows the effective use of slides, overheads, flip charts and other presentation media, and how to structure the content to reinforce key points.

COURSE CONTENT
AND RATIONALE:

Extensive videotaping and playback review allow participants to evaluate their own progress and critique the performance of other participants thus ensuring skill transfer. Having participants see and hear themselves in action appreciably shortens their learning cycle and increases their ability to refine their presentation skills.

EFFECTIVE WRITING

We use an outstanding program - namely Organizing Ideas - The Key to Effective Writing, by Lewis Spence and Company.

This two-day workshop focuses on the essential principles of business and technical writing to enable participants to present information in the clearest and most effective manner. The objective is to insure that the writer's message gets read and is totally understood by the receiver by using standards of organization and clear writing.

The program is designed for professional, administrative, operating and support staff whose duties include writing and/or editing in-company letters, memos and reports on a regular basis.

The topics covered include:

- ° Organization of Written Communications
- ° Determination of Needed Data
- ° Logical Sequence
- ° Report Format and Style
- ° Sentence and Paragraph Construction
- ° Editing for Clarity and Conciseness
- ° Summary Letter, Tables and Attachments

This program is intended for people who have some capability but who can refine their writing skills by attending this workshop. It is not a remedial program, thus, it is not a suitable program for the individual who is basically deficient in writing ability.

INTERPERSONAL SKILLS MANAGEMENT (IPSM)

The purpose of this two day workshop is to provide an opportunity for participants to learn alternative ways of dealing effectively with co-workers to achieve mutual goals.

This workshop is based on a Social Styles Model. Social style is a particular pattern of actions that others can observe and agree upon for describing a person's usual behavior. It is a pattern of actions - a pattern of behavioral incidents, those observable actions, either verbal or nonverbal - that reveals a person's behavior or style.

A good working relationship with another person frequently depends upon an accurate and objective interpretation of that person's behavioral style. Once participants understand a person's "style," they are better prepared to relate to and communicate with that person and thereby develop more productive relationships with co-workers.

Of the four basic styles identified, no one style is to be viewed as "good" or "bad," "proper" or "improper," "best" or "worst". Outstandingly successful people have had any one of the four basic styles. Without changing style, successful individuals have the versatility to interface effectively with different social styles.

Participants will:

- o receive a confidential composite profile based on feedback from significant co-workers
- o learn how to observe others more skillfully; interpret another's style with increased effectiveness - thus decreasing misjudgments
- o learn how to achieve an information gathering posture
- o develop motivational skill in working with people through multiple tension and stress levels
- o increase effectiveness with people by learning to identify and deal with differing social styles.

The workshops are appropriate for those interested in studying and improving team and managerial performance regardless of level in the organization or length of service. This would include supervisors, managers, professionals, administrative and support people at all levels in the organization, normally salary group 7 and above. Effective use can be achieved through the attendance at the same workshops of individuals from various functions who come together on the job as a team.

14. ORGANIZATION AND
RESPONSIBILITIES

CCR 000005293

ORGANIZATION AND RESPONSIBILITIES

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BUSINESS AREAS

PRODUCT MANAGEMENT AND PROFIT CENTER RESPONSIBILITIES

Profit centers and the appropriate product managers responsible for each profit center are listed below. When product management responsibilities are assigned to a product manager not responsible for the profit center, the profit center the product belongs to is indicated by the number in parentheses.

<u>SURFACTANT CHEMICALS - W.J.B. Vogel, Vice-President</u>	(713) 531-3540
<u>Detergent Alkylates & Derivatives</u>	P. L. Jernigan
NALKYLENE Detergent Alkylate, Sulfonic Acids, Sodium	Product Manager
Sulfonate, Slurries, Hydrotropes, Muriatic Acid,	(713) 531-3545
Aluminum Chloride Liquor, Paraffins, Speciality Alkylates.	D. T. Plummer
	Product Supervisor
	(713) 531-3544
 <u>ALFOL Alcohols & Derivatives</u>	 C. J. Matson
ALFOL Alcohols, ALFONIC Ethoxylates, ALFONIC Ether	Product Manager
Sulfates, NOVEL Ethoxylates	(713) 531-3542
	J. P. Stokes
	Product Supervisor
	(713) 531-3543
 <u>POLYMERS - H. R. Flamner, Vice-President</u>	 (713) 531-3520
 <u>Resins</u>	 E. L. Kieschnick
	Product Manager
	(713) 531-3522
 <u>Resins - New Technology</u>	 J. F. Nelson
	Product Supervisor
	(713) 531-3529
 <u>Dryblends, Rigid Compounds</u>	 D. F. Harmon
	Product Supervisor
	(713) 531-3524
 <u>Flexible Compounds, Plasticizers</u>	 S. K. Saborsky
ALFOL Alcohol Plasticizer Esters (toll processed for	Product Manager
outside sale), ALFOL Alcohol Plasticizer Esters	(713) 531-3523
(produced by Aberdeen plant for outside sale)	

INDUSTRIAL CHEMICALS - R. J. Andersen, Vice-President

Methyl Chloride
Methyl Chloride, Methanol Planning

(713) 531-3530

M. R. Sweet
Product Manager
(713) 531-3533

VCM/EDC
VCM, EDC, VCM By-Products, Chlorine Planning

C. R. Miller
Product Manager
(713) 531-3442

Alumina & "Other" Miscellaneous Products
Alumina

M. R. Sweet
Product Manager
(713) 531-3533

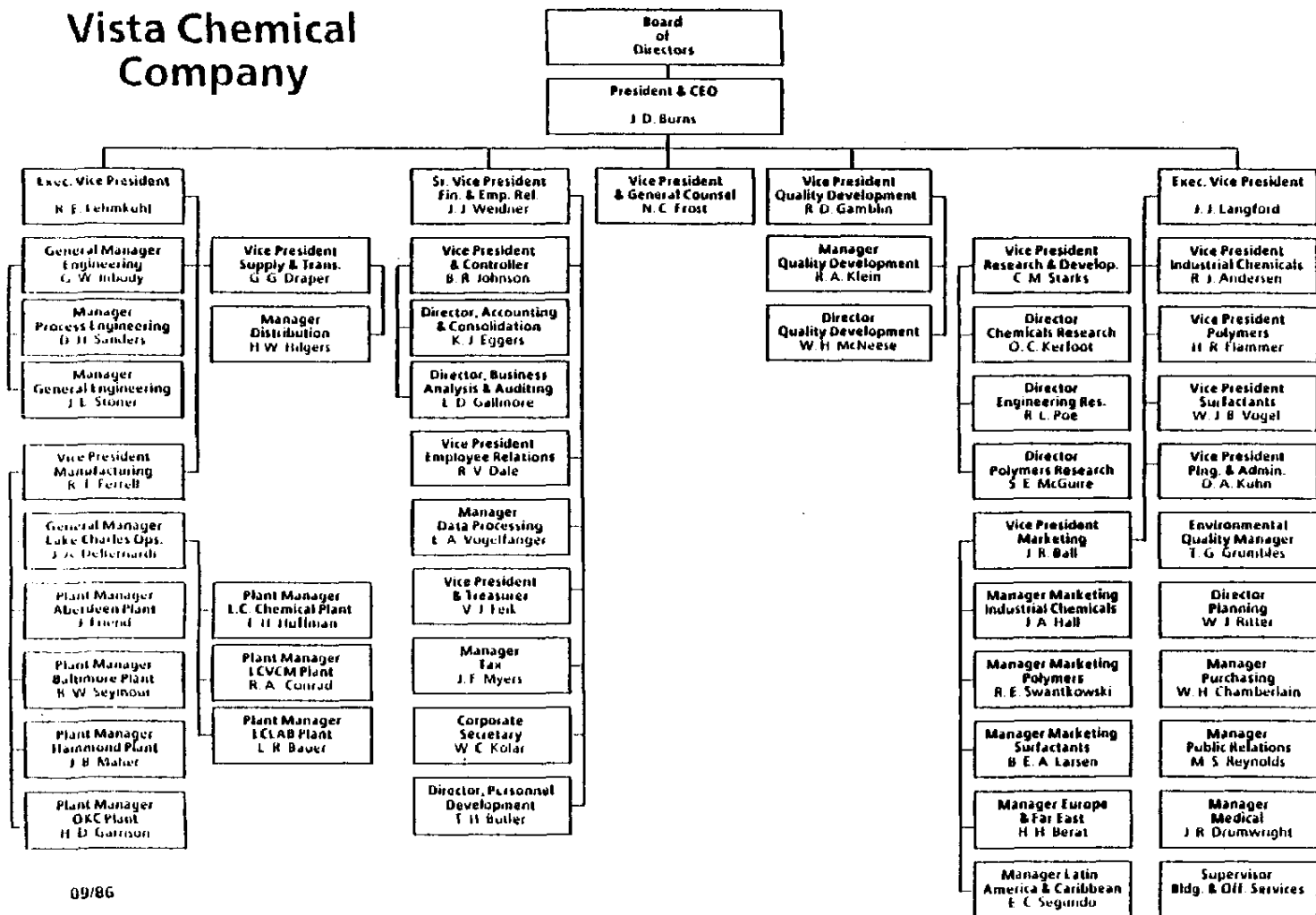
Ethylene and Ethylene By-Products
Ethylene, Propylene/Propane, Ethane, Butylenes

P. Quinlan
Product Supervisor
(713) 531-3572

Solvents
LPA, ODC, MR Solvent

P. Quinlan
Product Supervisor
(713) 531-3572

Vista Chemical Company

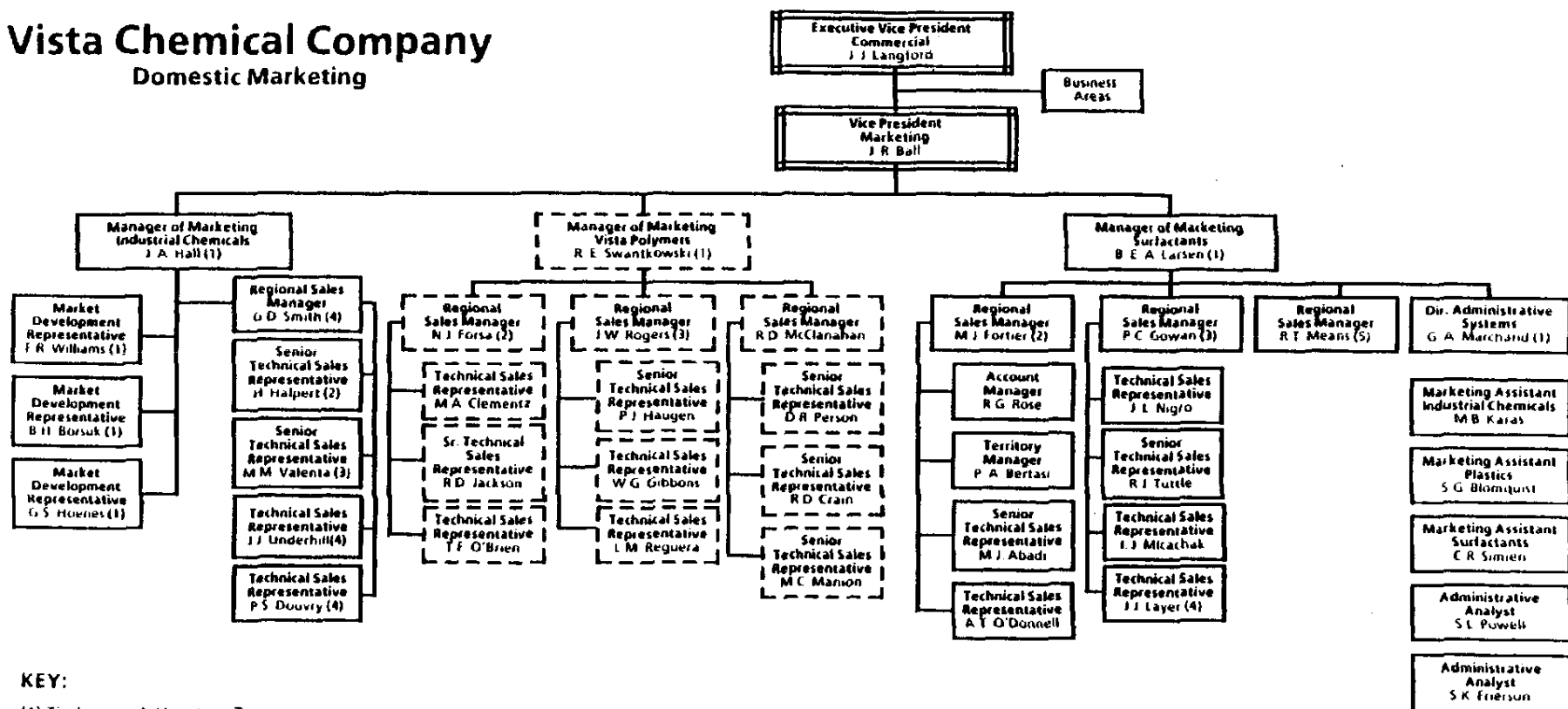


CCR 000005297

09/86

Vista Chemical Company

Domestic Marketing



KEY:

- (1) Timberway I, Houston, Texas
- (2) Saddle Brook, New Jersey
- (3) Oak Brook, Illinois
- (4) Timberway II, Houston, Texas
- (5) Santa Ana, California

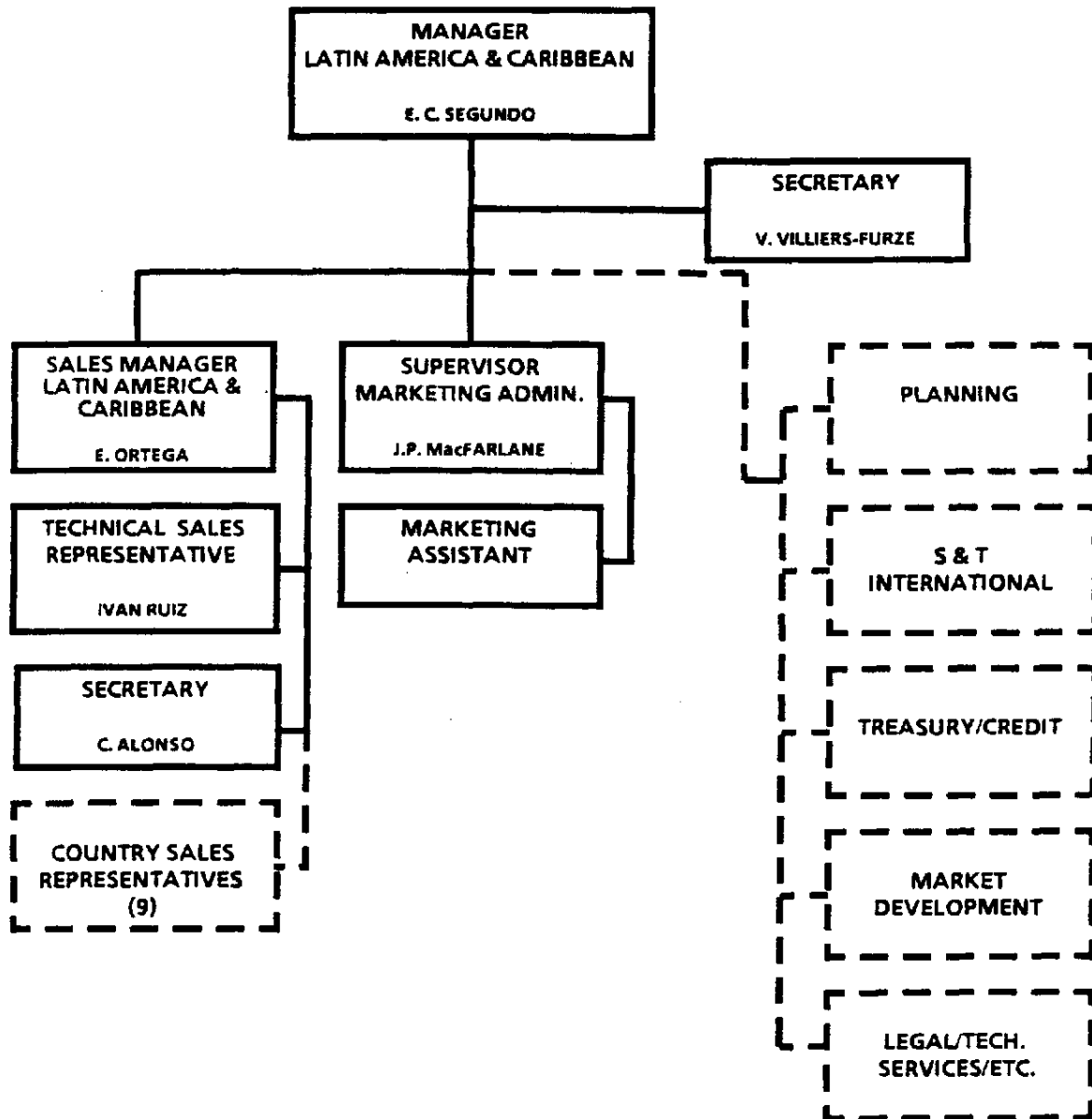
Indicates position
with Vista Polymers Inc.

Indicates position with
both Vista Chemical and
Vista Polymers Inc.

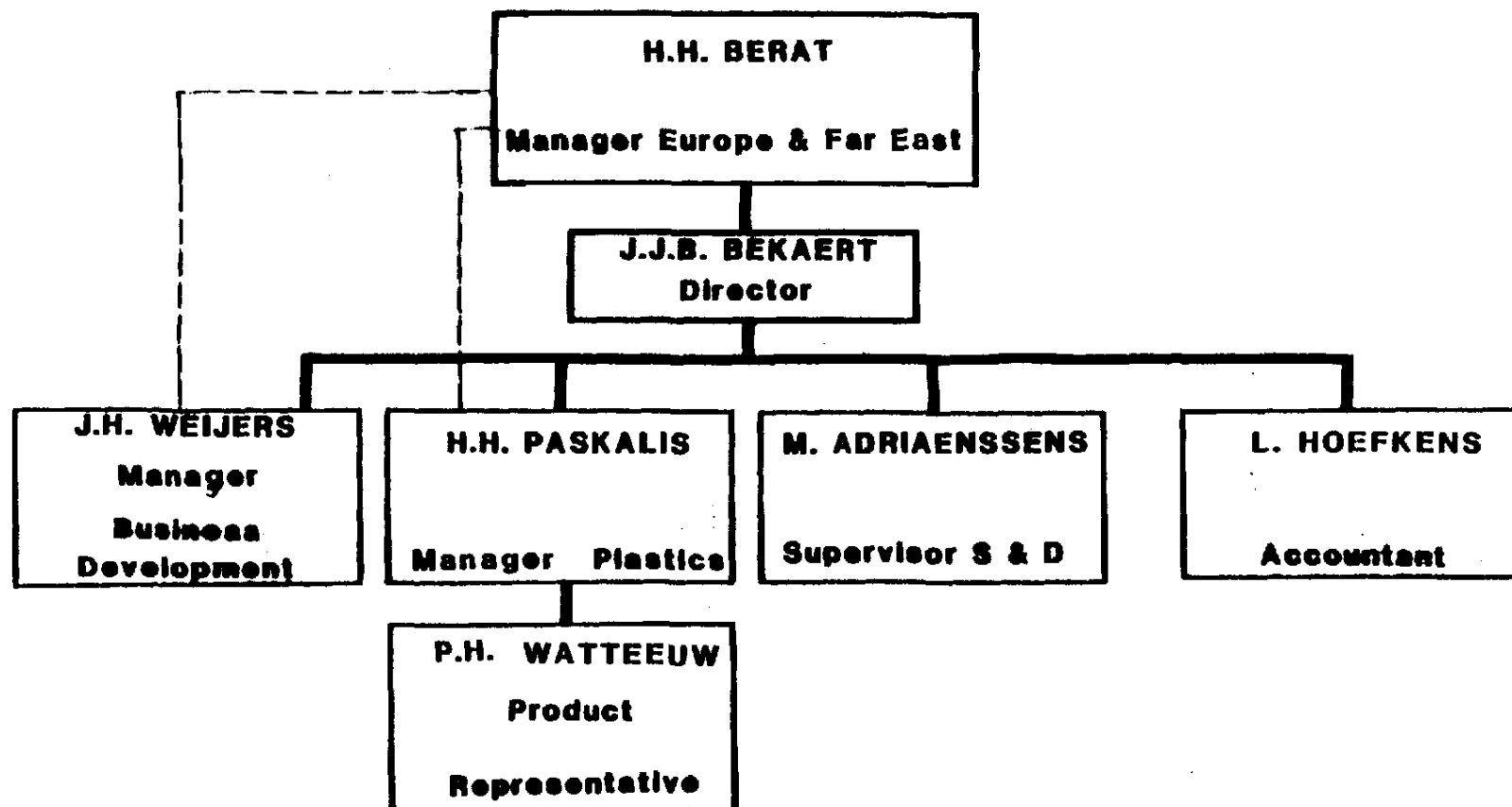
ISSUED: 11/01/86
REPLACES: 08/01/86

CCR 000005298

Vista Chemical Company



ORGANIZATION CHART VISTA CHEMICAL EUROPE



3 Secretaries

(Dotted lines indicate functional reporting)

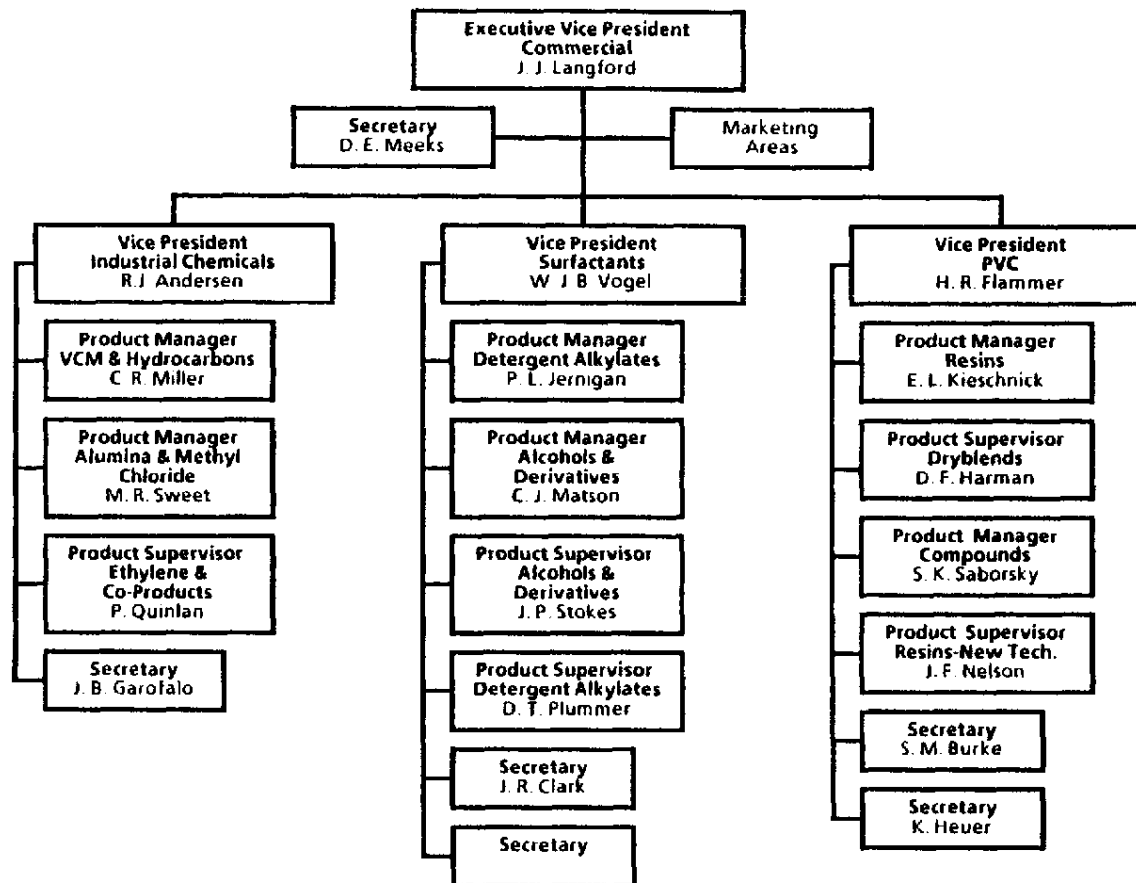
10/1/86

14-6

CCR 000005300

Vista Chemical Company

Business Areas



CCR 000005301

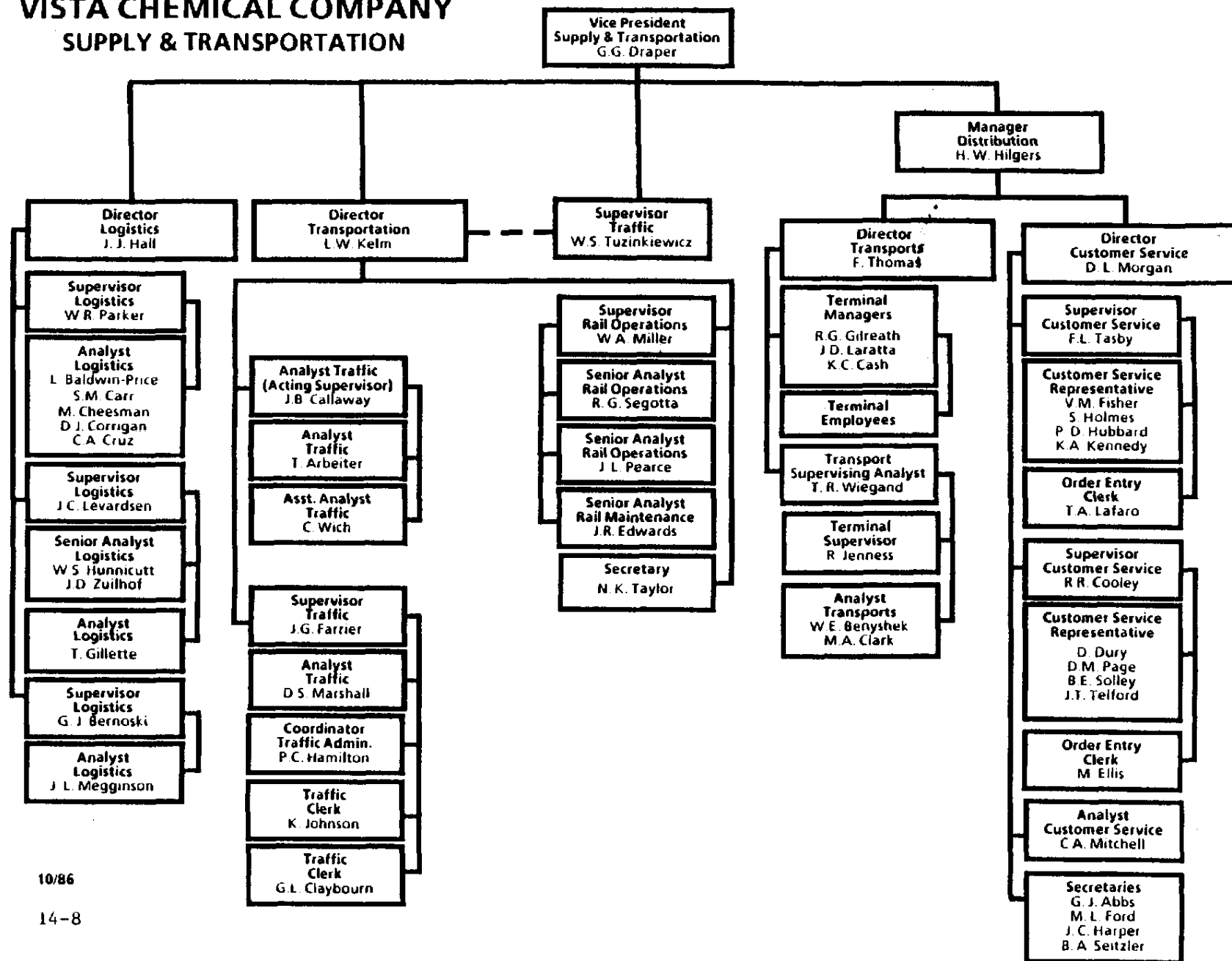
ISSUED: 10/01/86

REPLACES: 09/01/86

14-7

VISTA CHEMICAL COMPANY

SUPPLY & TRANSPORTATION

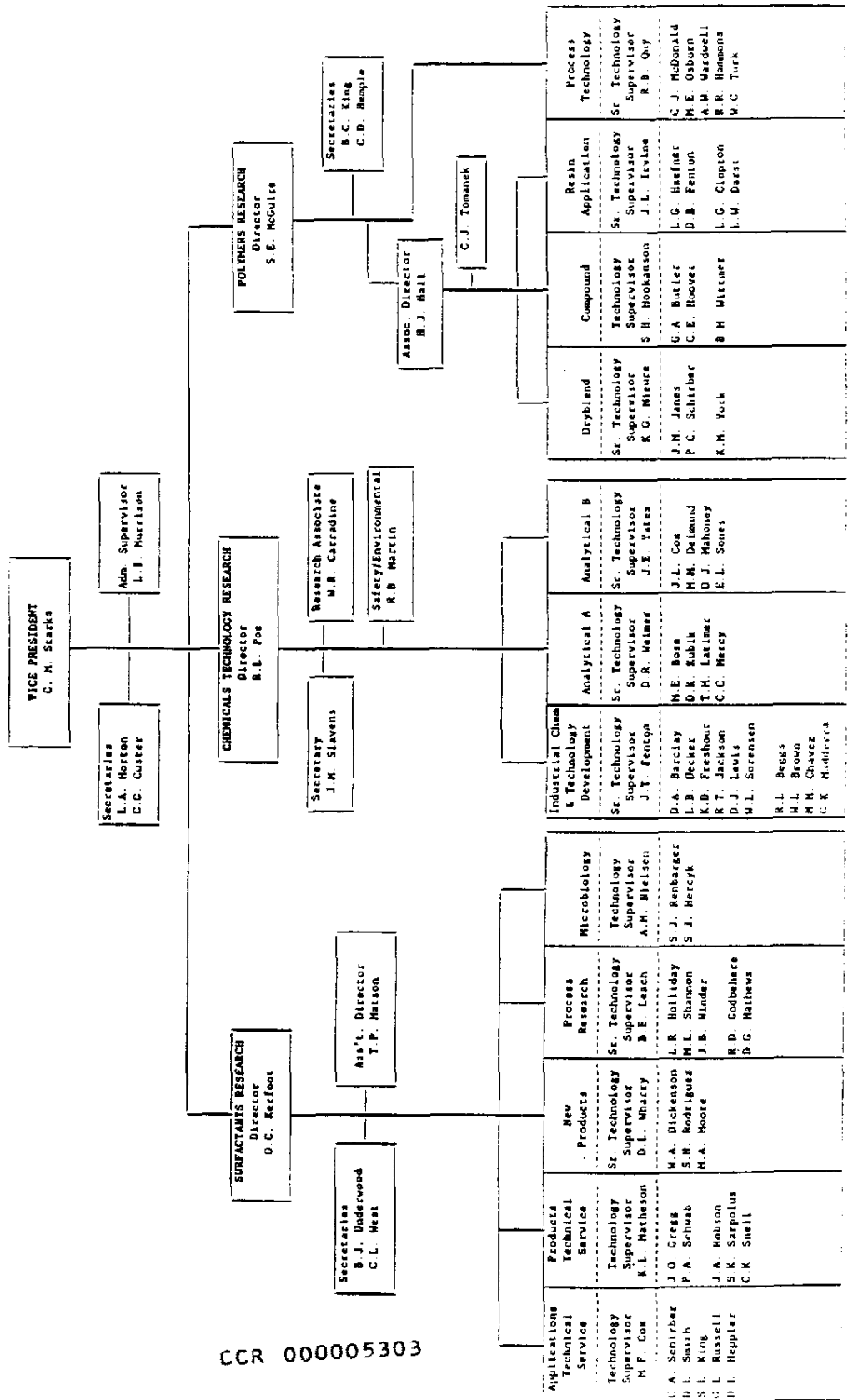


CCR 000005302

10/86

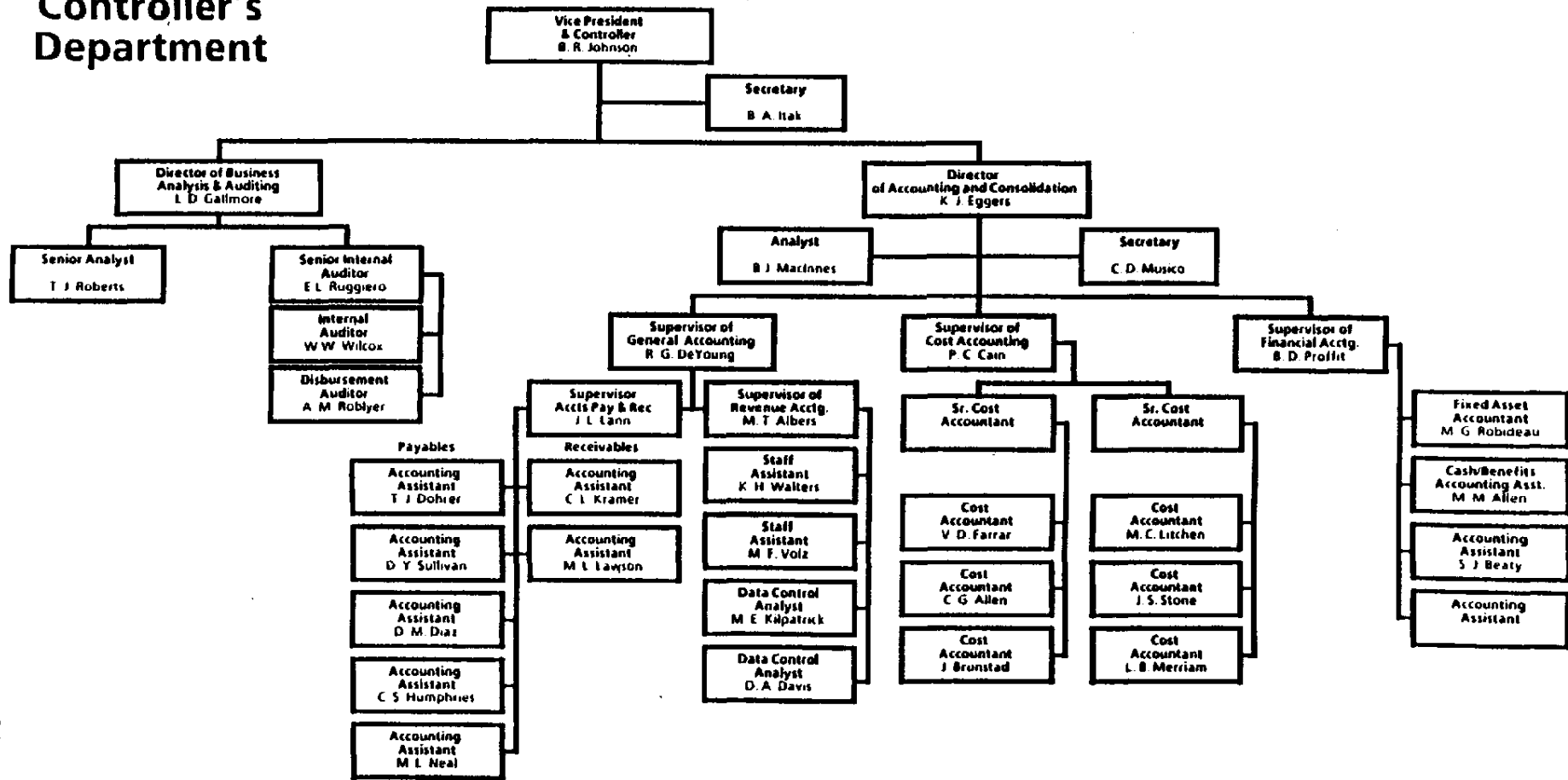
14-8

VISTA RESEARCH AND DEVELOPMENT



CCR 000005303

Controller's Department

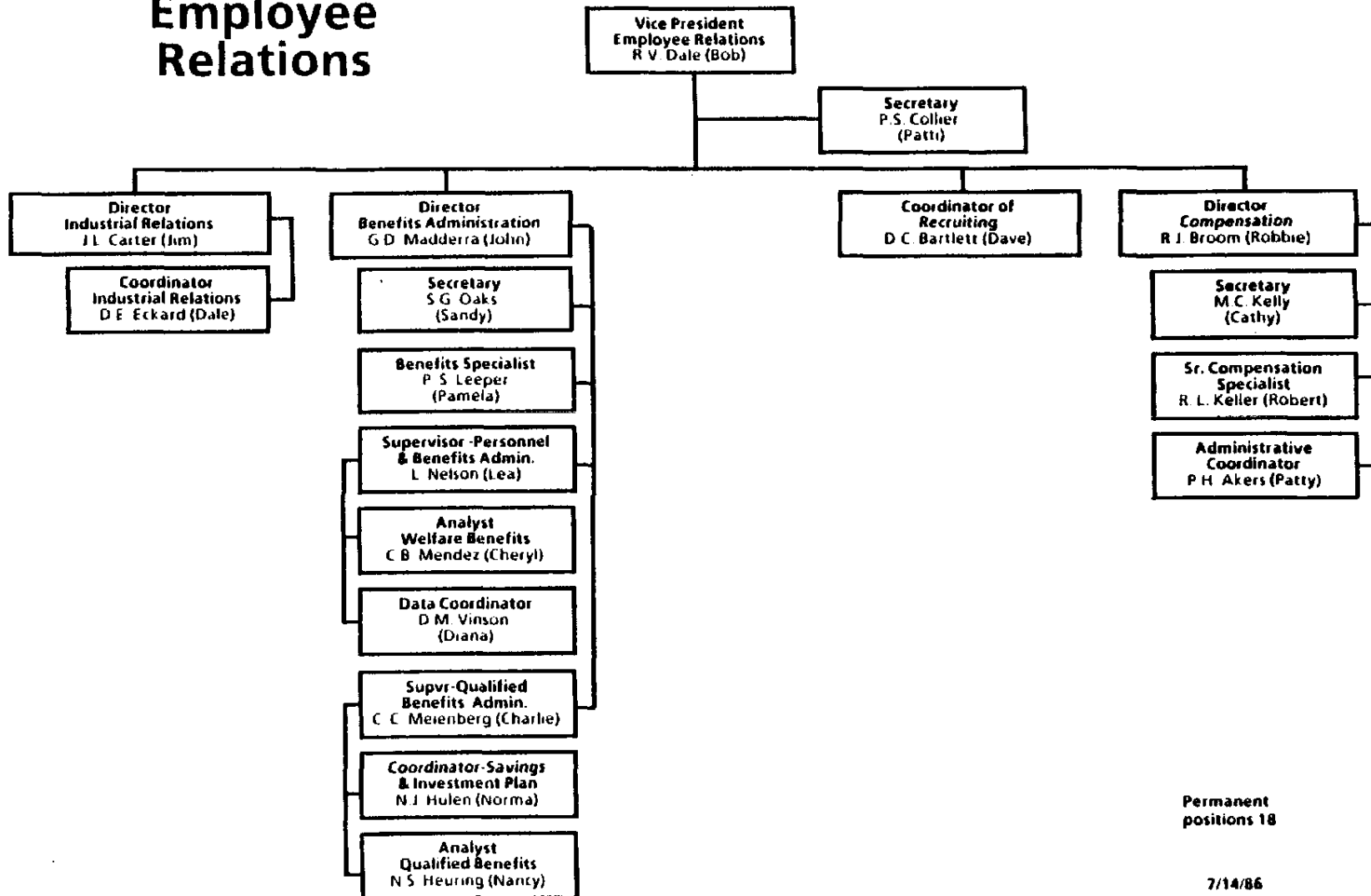


CCR 000005304

8/7/86

14-10

Employee Relations



Permanent
positions 18

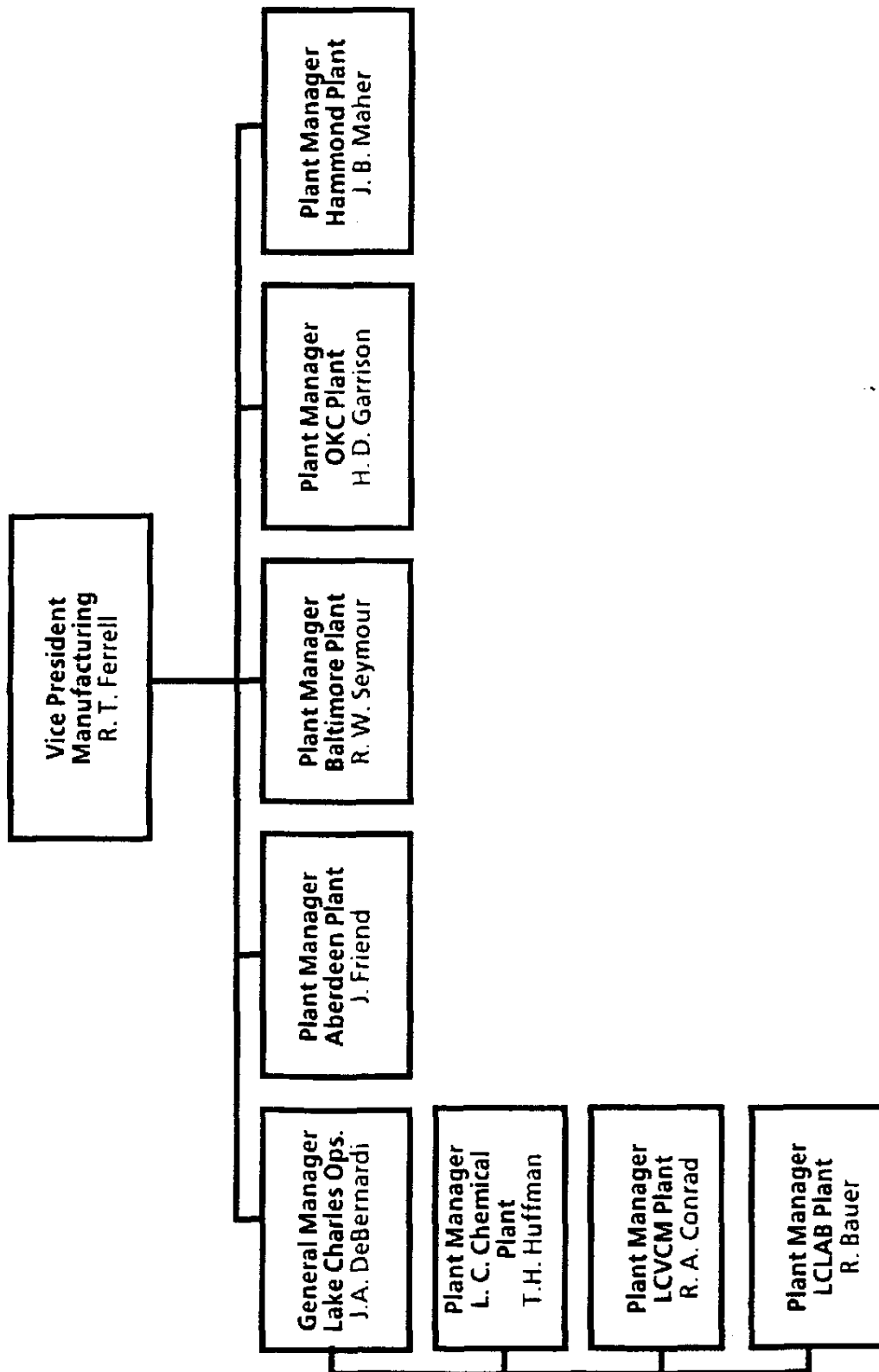
7/14/86

14-11

CCR 000005305

VISTA CHEMICAL COMPANY

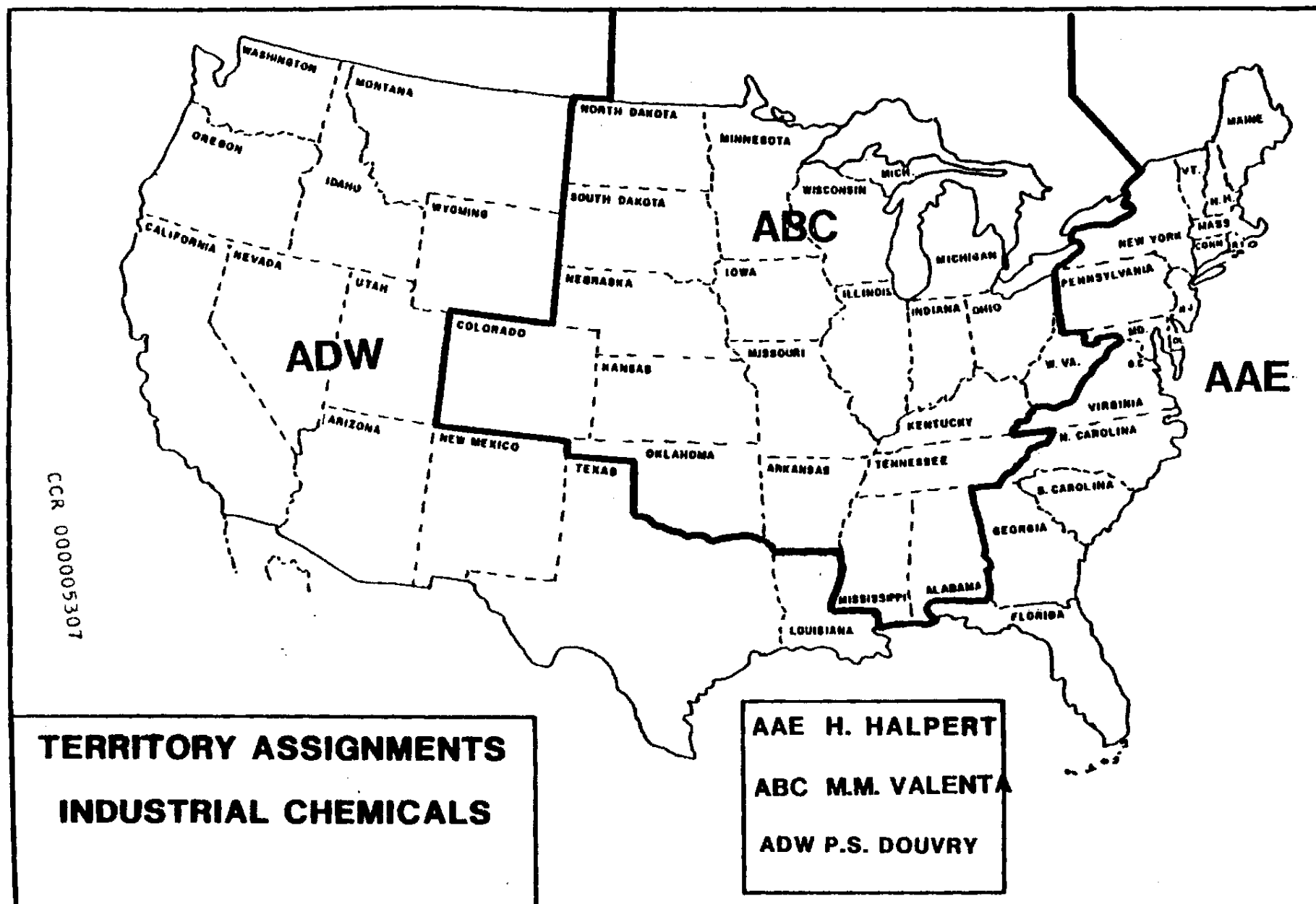
MANUFACTURING

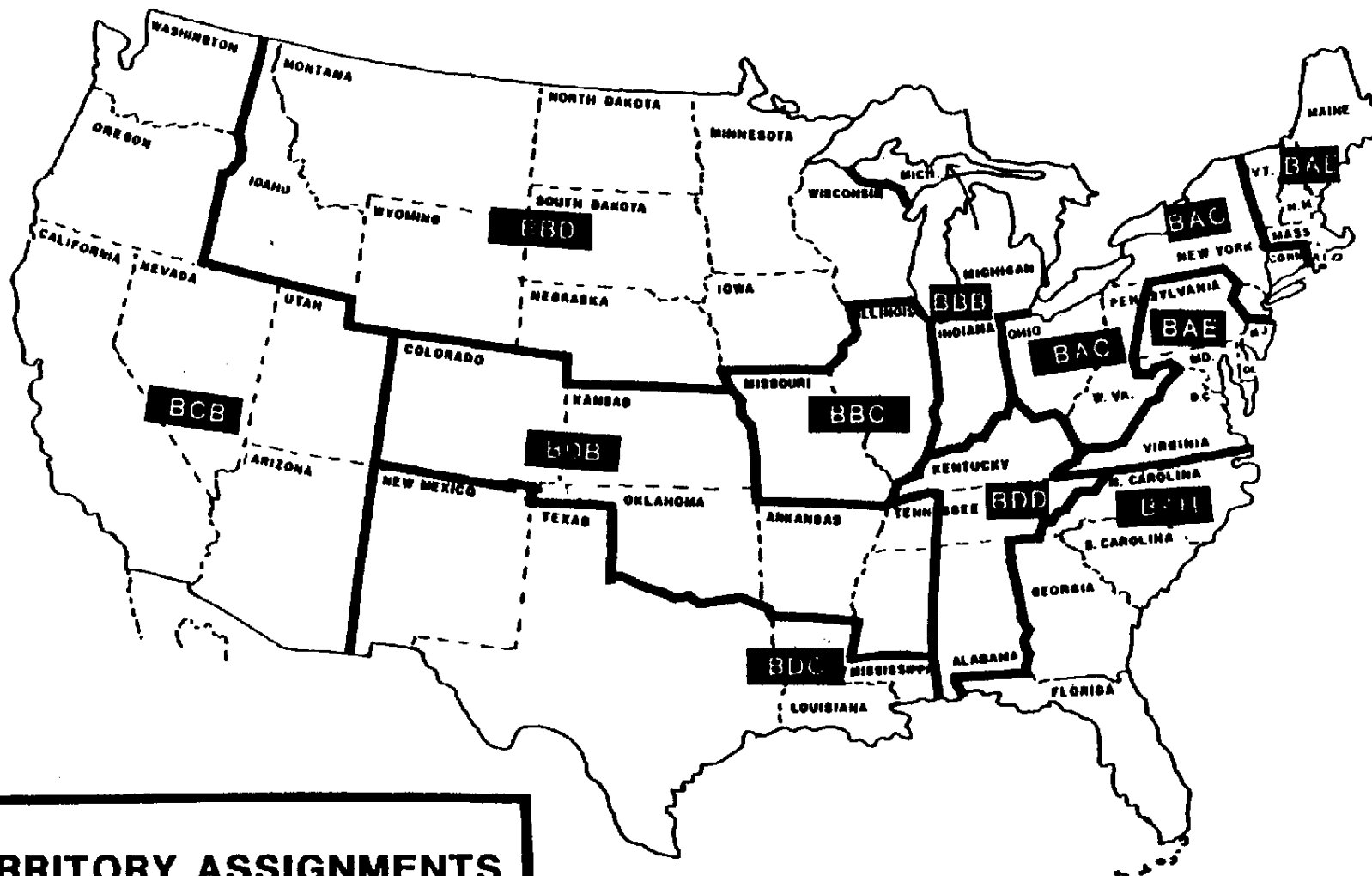


7/86

14-12

CCR 000005306

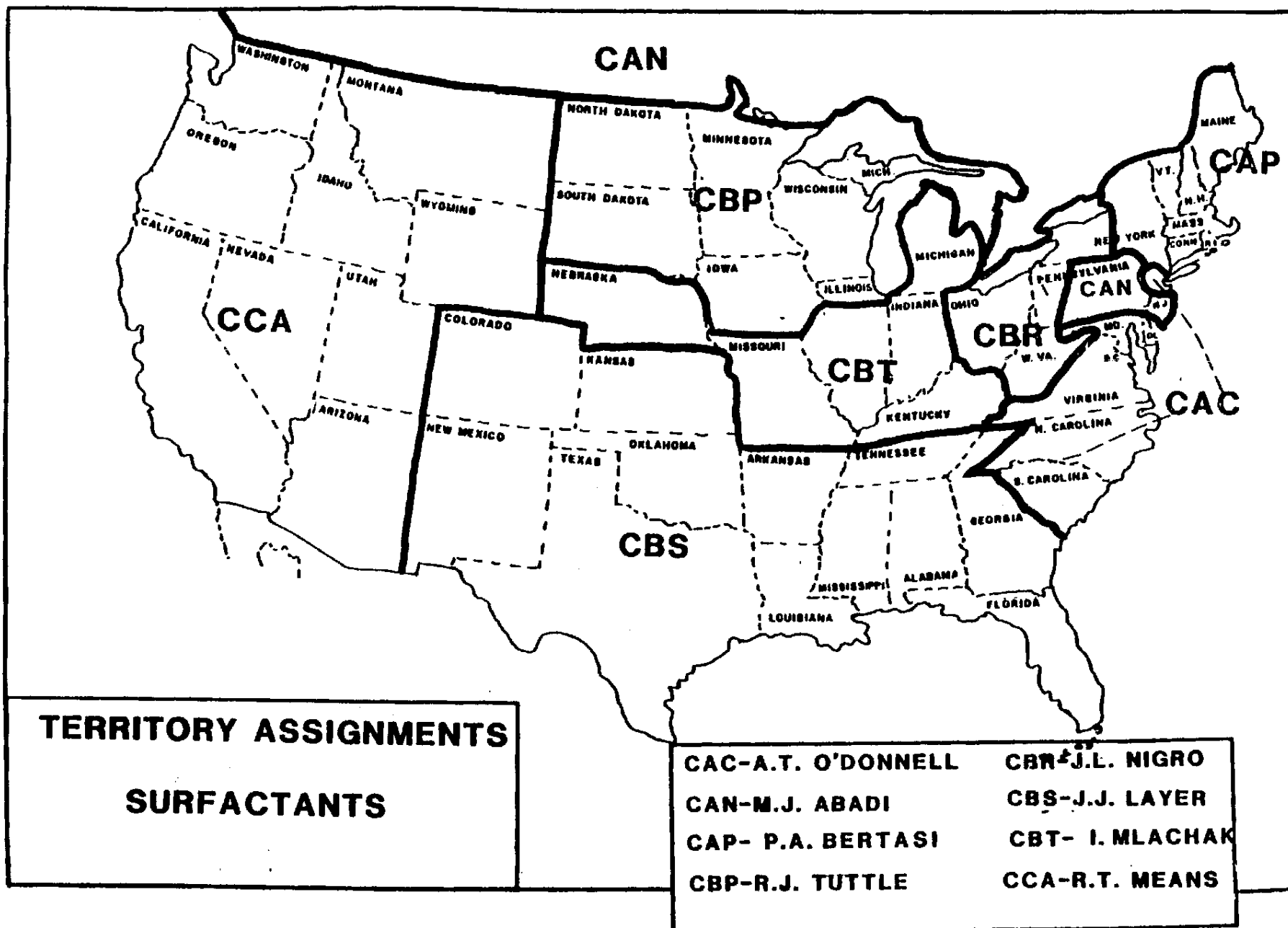


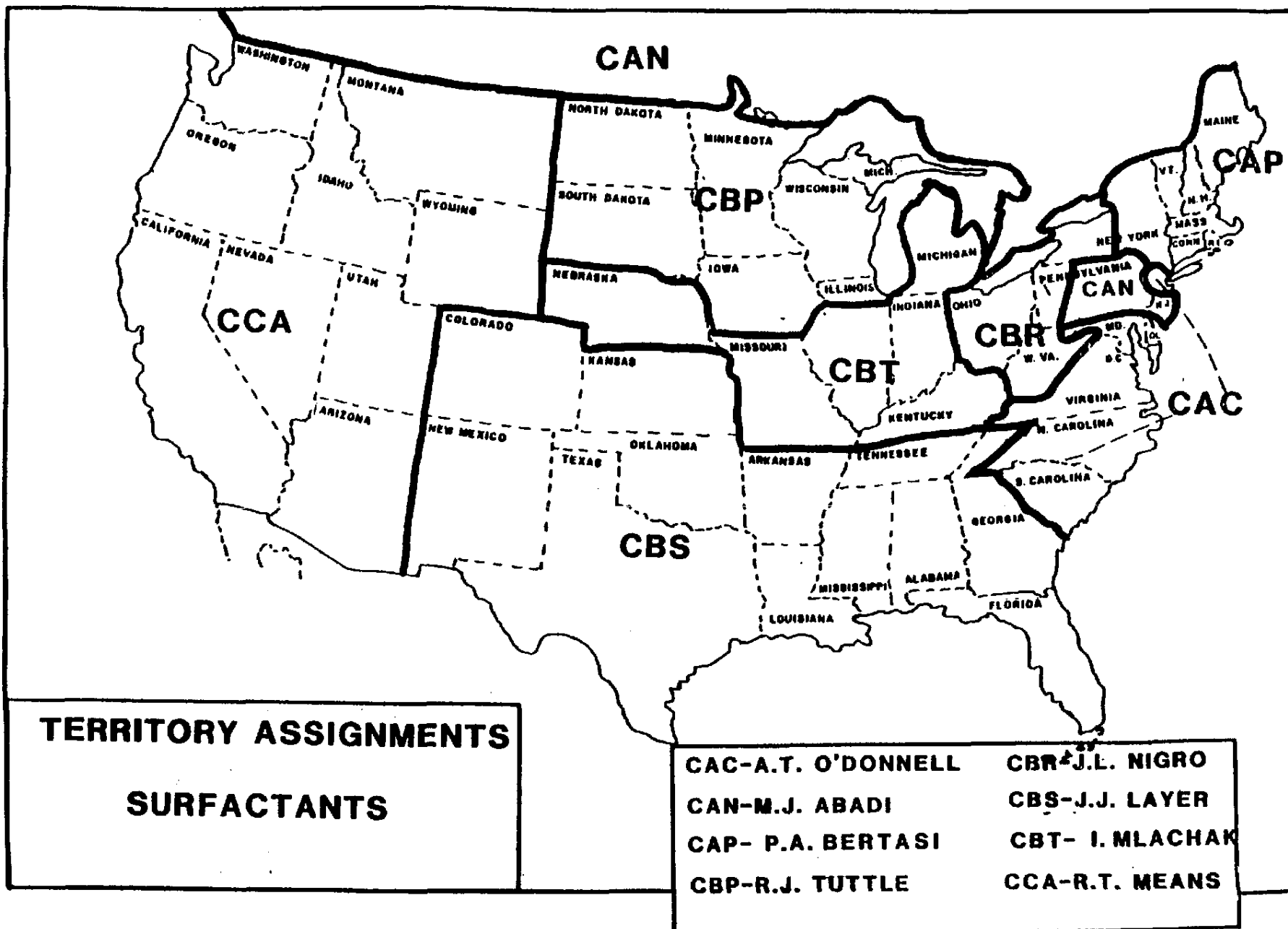


TERRITORY ASSIGNMENTS **PLASTICS-PVC**

BAC-R.D. JACKSON
BAE-T.O'BRIEN
BAH-M. CLEMENTZ
BBB-P.J. HAUGEN
BBC-L. REGUERA

BBD-W.G. GIBBONS
BDB-R.D. CRAIN
BDC-D.R. PERSON
BDD-M.C. MANION
BCB-RT. MEANS





REGIONAL OFFICE LOCATION	INDUSTRIAL CHEMICALS		PLASTICS - PVC		SURFACTANTS	
	Salesman	Code	Salesman	Code	Salesman	Code
INTERNATIONAL (Cont.)						
Latin America						
<u>South</u>						
Argentina, Bolivia, Brazil, Chile, Paraguay, Peru, Uruguay		AEB		BEB		CEB
Europe	H. H. Berat	AEM	H. H. Berat	BEM	H. H. Berat	CEM
Far East	M. Schneider	AEN	M. Schneider	BEN	M. Schneider	CEN
=====						
HOUSE	Marketing Manager	ACA	Marketing Manager	BGA	Marketing Manager	CGA
	Product Managers:		Product Managers:		Product Managers:	
*First Letter-Product Unit	PQ-Ethylene & Coprod.	ACB	ELK - Resin	BGB	PLJ - Detergent	CGB
Second Letter-Region	CRM-VCM/EDC	ACC	SKS - Compounds	BGC	Alkylates	
Third Letter-Salesman	MRS-Alumina	ACD	DFH - Dryblends	BGD	CJM - Alcohols & Derivatives	CGC
	PQ-Solvents	ACE				
	MRS-Methyl Chloride	ACF				
=====						
	Market Development Mgr.	AMA				
	Market Development Reps:					
	FRW-Solvents	AMB	BHB - Plastics	BMB		
	GSH-Alumina	AMC				
=====						
DIVISIONS			Premiere Polymers	BFA		

CCR 000005311

RESPONSIBILITIES ASSIGNED TO THE CHEMICALS TECHNICAL SERVICE (CTS)
AND POLYMERS TECHNICAL SERVICE (PTS)

The following is a list of the duties and responsibilities of CTS and PTS. CTS is responsible for all products except plastics. PTS is responsible for plastic.

Technical Service Problems (see Operating Procedures section)

Sample Requests (see Operating Procedures section)

Specification Books and Specification Committee Procedures

CTS/PTS is responsible for issuing all approved specifications (new or revised) on Vista Chemicals products and maintenance of the specification Book. The CTS/PTS Director (or designee) serves as secretary for specification committee.

Procedures governing the operation of specification committees and specification numbering system are to be found in the front of each Vista Chemicals Specification Book.

Corrective Action Requests (see Operating Procedures section)

Shipping, Storage, and Handling Manual

CTS/PTS is responsible for publishing and maintaining and up-to-date manual for all Vista Chemicals products providing information on recommended procedures for shipping, storage, and handling.

Occupational Safety

CTS/PTS will assist Vista Chemical Environmental Group, as needed, to provide required information on the safety or safe handling of Vista products.

Chemicals Analytical Methods

CTS/PTS is responsible for seeing that suitable analytical specification methods for all Vista Chemical products are written and are available for distribution.

Sales Training Manual and Training Programs

CTS/PTS will maintain up-to-date product technical training manuals and, when requested, will provide organized training programs for new sales trainees.

Commercial Detergent Analyses Book

CTS will maintain an up-to-date analysis book of major commercial detergent products. Copies of the book will be held by CTS, R&D Analytical Section and General Manager, Surfactants.

Technical Data Sheets and Technical Service Bulletins

CTS/PTS will issue periodic Technical Service Bulletins and informational publications on various subjects of interest or importance to the Marketing Department. Requests for such will be sent to Director CTS/PTS.

Federal Register Monitor Service

CTS/PTS will follow and report on any Federal Regulatory activities, legislation, etc., of interest to Vista Chemical Company.

CTS/PTS Reporting

CTS/PTS activities will be reported in the following manner:

1. Weekly progress summaries to General Managers of the Business Areas and to Managers of Marketing.
2. Monthly progress summaries to Manager, Chemicals Research Division R&D.
 - a. Progress and status of all projects.
 - b. Quality complaint summary.
3. Problem Reports.

All formal technical service problems (assigned numbers) upon completion will be reported in a standard format and cover suitable for presentation to customers.

Technical Seminars

The CTS/PTS will be available to present technical seminars to interested parties on new and existing Vista Chemical Company products.

PRODUCTION OF PRODUCT

1. 4/15/88 TO:DISTRIBUTION
FROM:R. C. TEBO - HOUSTON, TX.
RE:ADDENDUM TO THE RVCM STUDY
2. 11/23/87 TO:DISTRIBUTION
FROM:R. C. TEBO - HOUSTON
RE:RVCM STUDY
3. 8/17/87 TO:R. R. SMITH, BA-PLASTICS, HOUSTON
FROM:J.L. COX, R&D, PONCA CITY
RE:YOUR MEMO DATED 7/27/87 (changing to BASF technology)
4. 8/10/87 TO:L.Z. KARDOS, PED, HOUSTON
FROM:R.J. LAHIERE AND C.J. MCDONALD, R&D, PONCA CITY
RE:PROJECTS RECOMMENDED BY RVCM TEAM
5. 7/30/87 TO:LARRY KARDOS
FROM:CATHY BONSAANTI, ABERDEEN, MS
REQUEST FOR FACSIMILE TRANSPORTATION (2 copies)
6. 7/7/87 TO:JOINT COMMITTEE ON PLASTICS LISTED COMPANIES
- STANDARD 14
FROM:JAMES J. KENYON
RE:RESIDUAL VINYL CHLORIDE MONOMER (2 copies)
7. 6/25/87 TO:DISTRIBUTION
FROM:D. S. COX
RE:RESULTS OF TCLP EXTRACTS
8. 6/22/87 TO:POLYMERS STEERING COMMITTEE
FROM:RVCM TEAM
RE:RVCM TEAM STATUS ON NSF AND TCLP
9. 6/19/87 TO:LARRY KARDOS
FROM:KATHY, ABERDEEN, MS
REQUEST FOR FACSIMILE TRANSMISSION - TIMBERWAY II (2 copies)
10. 6/19/87 MADE BY:LZK
CALCULATION SHEET (2 copies)
11. 5/21/87 TO:R.J. LAHIERE, R&D, PONCA CITY
FROM:W.C. TURK, POLYMERS RESEARCH
RE:BENCH-SCALE SILO STUDIES--DATA LETTER
12. 2/87 BAR CHART RE:RVCM FEBRUARY 1987 (FREQUENCY %)
13. JANUARY-AUGUST 5265 DATA (COMPUTER PRINTOUT)

14. 12/23/86 TO:W. L. MCCLAIN
FROM:R. W. TAYLOR
RE:VCM DATA
15. 10/30/86 TO:NIKKI KAHN-SMITH, ESQ.
FROM:R. PHILIP CAREY
RE:SALES REPORT FOR CHRYSLER
16. 10/29/86 TO:RAY DEYOUNG
FROM:NICKY SMITH
RE:PVC LAWSUITS - WALLACE AND DENDINGER V.
CHRYSLER
17. 1976-86 SHIPPING INVOICES - SALES BY CUSTOMER
18. 10/23/85 TO:NICKY KAHN
FROM:R. PHILIP CAREY
RE:DENDINGER ET AL. V. CHRYSLER PLASTIC PRODUCTS
WALLACE, ET AL. V. CHRYSLER PLASTIC PRODUCTS
ATTACHED ARE RECORDS ON PVC SALES TO THE ABOVE
CAPTIONED COMPANY
19. 10/20/85 TO:BILL
FROM:SUE BURK
RE:STAUFFER'S PURCHASES
20. 10/16/85 TO:PHILIP CAREY
FROM:WINTON GIBBONS
RE:SALES INFORMATION FOR CHRYSLER PLASTIC
PRODUCTS
21. 10/9/85 TO:NICKY KAHN
FROM:PHIL CAREY
RE:INFORMATION RELATING TO AMOUNTS OF PVC AND
CRESYLIC ACID SOLD TO CHICAGO MAGNET WIRE
22. 12/80 CONOCO MONTHLY SALES BY ANALYSIS - BY CUSTOMER
CHRYSLER PLASTIC PRODUCTS EXCHANGE - DOMESTIC (2
copies)
23. 12/79 CONOCO MONTHLY SALES ANALYSIS - BY CUSTOMER
CHRYSLER CORPORATION PUBLIC SALE - DOMESTIC
24. 12/78 CONOCO MONTHLY SALES ANALYSIS - BY CUSTOMER
CHRYSLER PLASTIC PRODUCTS PUBLIC SALE - DOMESTIC
(2 copies)
25. 12/77 CONOCO CHEMICALS MONTHLY SALES ANALYSIS - BY
PRODUCT CENTER (RESIN & COMPOUNDS)
26. 12/77 CONOCO CHEMICALS MONTHLY SALES ANALYSIS - BY
PROFIT CENTER (RESIN & COMPOUND)

- 27. 1976 CONTINENTAL OIL COMPANY - CONOCO CHEMICALS
(REPEAT ORDER COEDS)
- 28. 1975 CONTINENTAL OIL COMPANY - CONOCO CHEMICALS
ORDER/SHIPPING FORMS INCLUDES ORDERS FROM
4/17/75 TO 11/21/75 SHIPPED TO CHRYSLER PLASTIC
PRODUCTS CORP.
- 29. 1968-85 VISTA AND CONOCO CHEMICALS DATA (INDUSTRY DATA
AND SALES)
- 30. 1966-81 REPORT ON POUNDS, YEAR AND COMPANY SOLD TO
- 31. 7/27/84 TO:DISTRIBUTION
FROM:J.K. MCCRARY, PONCA CITY, OKLAHOMA
RE:VCM COST PROFILES REPORT - REVIEW ISSUE
- 32. 1987 Polaroid Diskette 5 1/4" re: Aberdeen RVCM

