

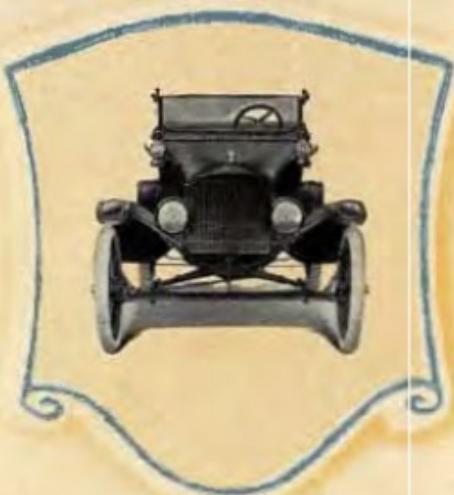
# Ford

THE UNIVERSAL CAR



# Ford

THE UNIVERSAL CAR



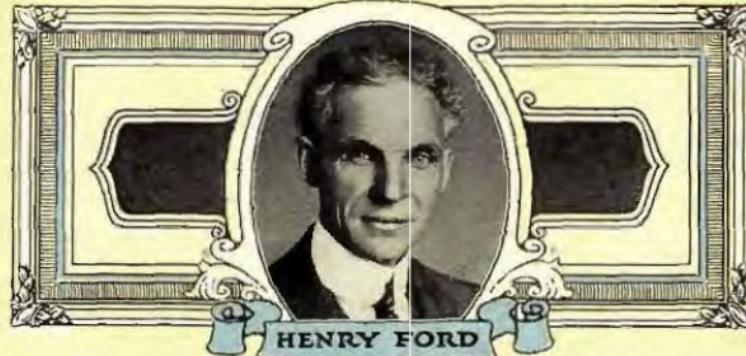
Ford Motor Company  
Detroit, Michigan

1916 ~ 1917

*Ford*  
THE UNIVERSAL



Ford Touring Car  
5-Passenger—4-Cylinder—20 Horsepower—streamline hood, large radiator and enclosed fan, crown fenders, black finish, nickel trimmings—fully equipped, except speedometer. Price \$160 f. o. b. Detroit



In the beginning was the Ford car and the Ford car was right. Right in design and right in construction—a motor car to satisfactorily meet all the demands of the people for service and pleasure—the car for the multitudes. With that keen far-sightedness that reads the call of future years, Henry Ford foresaw that the motor car was the coming utility and designed and builded accordingly: a motor car so simple in mechanical construction that anybody and everybody could successfully operate it; so strong in construction that it would traverse all sorts of road conditions; so flexible that it would meet with satisfactory service the many and various demands of all lines of human activity—to be in very fact the Universal Car. Ford cars have been, are now, and will continue to be constructed of the highest quality of Vanadium Steel—specifically Ford heat-treated—the Ford Chassis being beyond all question the highest quality motor car in the world. If proof is asked, the answer is made by more than 1,750,000 satisfied Ford users throughout the world.

\* \* \* \* \*  
There are more than 1,750,000 Ford cars now in service.

\* \* \* \* \*  
One-half of all the cars on American roads are Ford cars.

\* \* \* \* \*  
And while there are nearly two hundred different makers of motor cars in America, the Ford factory produces more than one-half of the entire aggregate output.

\* \* \* \* \*  
Thus while all the other motor car factories combined are each producing one motor car, the great Ford organization alone of itself, in the same length of time, turns out one completed car.

\* \* \* \* \*  
The ratio of production is better than one to one comparing the Ford output with the aggregate production of the nearly two hundred other factories, one to one against nearly two hundred.

*Ford*  
THE UNIVERSAL CAR



Ford Runabout

2-Passenger—4-Cylinder—20 Horsepower—streamline hood, large radiator and enclosed fan, crown fenders, black finish, nickel trimmings—fully equipped, except speedometer. Price \$345 (o. b. Detroit)



On this traveling assembly line, moving 8 feet per minute, the Ford chassis grows, unit by unit, into a completed motor car

These few facts most fully establish the superior practical merits of the Ford car. It wouldn't be so universally in demand if it were not so universally good.

\* \* \* \* \*

The biggest shoe factory in the United States produces less than one-fortieth of the entire shoe product of this country.

\* \* \* \* \*

The greatest American flour mill turns out less than one-twentieth of the flour used by our people.

\* \* \* \* \*

The largest manufacturer of clothing in the United States does not make one-tenth of the clothing required by the people of America.

\* \* \* \* \*

But the Ford factory builds more than one-half of all the motor cars used on this continent.

\* \* \* \* \*

This is a business condition absolutely without precedent or parallel anywhere.

\* \* \* \* \*

This would not be so, could not be so, if the Ford car had not proven, by all the tests that time and the greatest number and variety of uses and abuses can impose, its superior worth. It has delivered to users what they demanded in a motor car.

*Ford*  
THE UNIVERSAL CAR



Ford Coupelet

2-Passenger—4 Cylinders—20 Horsepower—streamline hood, enclosed fan, crown fenders, black finish, nickel trimmings—fully equipped, except speedometer. Inviting trimmings of appearance with the highest degree of utility. Top raised or lowered in two minutes. Price \$505 f.o.b. Detroit

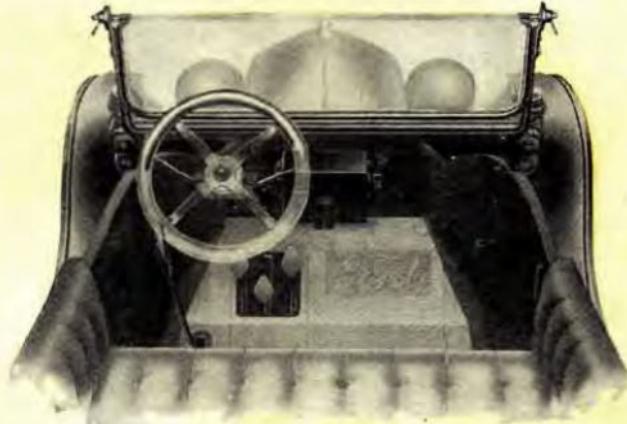
*Ford*  
THE UNIVERSAL CAR

It has established its superior merits in the most practical manner—not by any exceptional schemes of selling nor by extravagant advertising nor any sort of commercial combinations.

\* \* \* \* \*  
The demand is unprecedented because the value is unequalled.

\* \* \* \* \*  
To sum it up, from any and every angle, there is only one reason why the Ford car so far outsells all other cars:

*IT IS A BETTER CAR*



Simplicity in Operation

The Ford car must be judged independently of its price. It is astonishingly low in price—and surprisingly high in value—because it is produced upon a scale so gigantic, so efficient and so economic, as to reduce the cost of manufacturing and distributing to the minimum.

\* \* \* \* \*  
When we were building only a few thousand cars yearly, our costs of production and distribution were nearly twice what they are now.

\* \* \* \* \*  
With our present volume exceeding the combined production of all other automobile concerns in America, we are able to produce a better car at practically half the cost.

\* \* \* \* \*  
It was only a few years ago that we bought but a few thousand tons of steel. Today the Ford Motor Company is one of the largest consumers of steel in the world—considerably over 250,000 tons—and don't forget, we buy at bottom prices.

\* \* \* \* \*  
And by this same big buying power has the cost of the entire range of materials that go into the construction of Ford cars been correspondingly reduced.

*Ford*  
THE UNIVERSAL CAR



Ford Sedan  
5-Passenger—4-Cylinder—20 H.P.—streamline hood, large radiator and enclosed fan, crown fenders, black finish, nickel trimmings—fully equipped, except a speedometer. An all-season car of style and convenience—for social functions, shopping and general uses. Price \$645 f. o. b. Detroit

*Ford*  
THE UNIVERSAL CAR

By reason of our immense volume of production we have been enabled to so organize our factory, our branch assembly plants, our entire construction methods, and have made possible the specialization of labor and the use of labor-saving machines to such an extent, that our producing costs have been brought down to the lowest possible figures.

In factories where only a small number of cars are produced, or simply assembled, many operations cost from three to four times that of similar operations in our Ford factories.

In addition to these unequaled economies, let it be remembered that our entire efforts are concentrated upon the making of just one car, the world-famous Model T.

The chassis of all Ford cars are the same—only the bodies are different. This concentrated effort produces only the few hundred parts of one model and so escapes the costly mistakes and expenses which inevitably follow the scattering of efforts in the production of thousands of parts for many or yearly models. We thus effect a tremendous economy—in buying, manufacturing and selling—besides in the after service that follows the sales.

Large production makes our selling prices small.

And because of this fact, you must not, you cannot, judge the Ford car by its low price—but rather by its exceptionally high merit and the position it occupies with 1,750,000 owners.

Commonplace simplicity marks the greatness of the Ford. Simple in design—anyone can quickly understand it. Simple in construction—and every part a bulwark of strength. Simple in operation—anyone can operate it. Simple to maintain—anyone can care for it.

There is nothing incorporated in its construction that is not absolutely necessary for safety, comfort, durability and economy.

Built with four simple units; power plant (motor), frame, the front running gear, and the rear running gear—each of which may be easily removed and replaced, separately—and all the parts of which are easily accessible for cleaning and repairing.

The one great distinctive feature of the Ford car is its marvelous motor—surely one, if not the greatest of triumphs mechanical genius has won—and the triumph lies in its wonderful power and



Ford Town Car  
6-Passenger—4-Cylinder—20 Horsepower—streamline hood, large radiator and enclosed front crown fenders, black finish, nickel trimmings—fully equipped, except speedometer. Price \$795 f.o.b. Detroit.



simplicity. This Model T Ford motor has no equal for reliability, as most forcibly illustrated in the fact that on December 10, 1915, the million mark was passed and not an important change had been made since the first one was built in 1908—more than 1,500,000 motors consecutively and coming through every day in thousands without a single mechanical change. Ford Model T motor is a practically perfect motor.

\* \* \* \* \*

While its four cylinders are rated to produce twenty horsepower, the fact is that the Ford has more power per pound of car and piston displacement than any other automobile made. In climbing hills, the Ford holds the world's record, made at Algonquin, Illinois, June 12, 1912.

\* \* \* \* \*

The magneto of the Ford car is unique, no other motor car having similar equipment. It is an integral part of the motor, being attached to and made a part of the flywheel. It is simplicity itself—no brushes, no commutators, no batteries, no dry cells and yet its action is positive and reliable. It is a certain factor in the ease of operation and an economy in the maintenance of the car.

\* \* \* \* \*

The Ford carries a double brake system, making the assurance of safety doubly sure, and like every other part of the Ford, it is simple to understand and sure in operation. A foot pedal controls the service brake, while the emergency brake which acts upon the rear wheel drums is controlled by a lever.

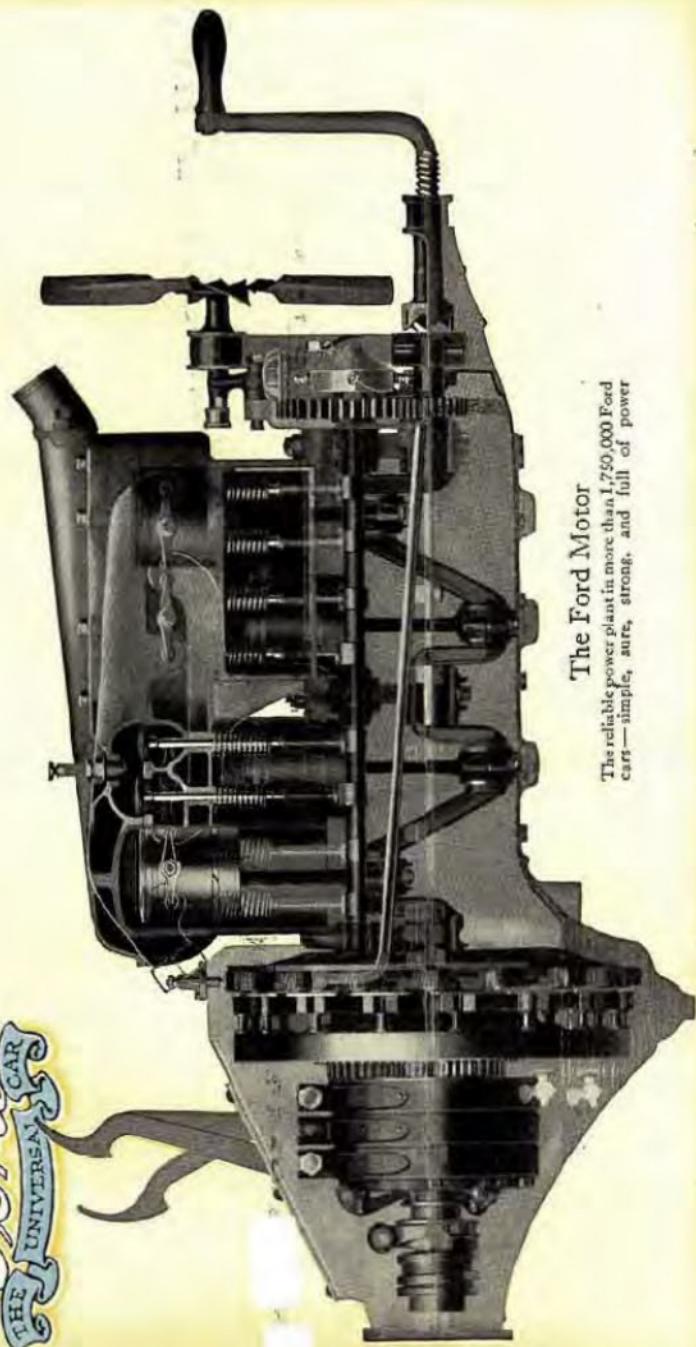
\* \* \* \* \*

Ford springs are another feature of special merit, combining the strongest practical value in construction and securing the easiest possible riding qualities, affording a marked contrast, a striking advantage by comparison with the cumbersome, heavy and complicated spring construction of most other cars.

Here's another practical merit in the Ford favor—it is the lightest weight car built, considering its power—and you know that light weight is an essential both for economy to manufacture, in maintenance and comfort in riding. The Ford weighs several hundred pounds less than the ordinary car of equal power and carrying capacity. It puts more tire surface on the ground per pound of car. Then too, its light weight is a big safety factor.

Light weight reduces the cost of up-keep because it reduces the wear and tear on tires, by giving more miles per gallon of gasoline—and by lessening the strain upon the car itself. Again, tires for Ford cars are comparatively inexpensive, because large size is not required—they give the maximum service because the car is light. The owners of Ford cars have the least troubles with tire and other expenses—something worth thinking about in buying a motor car.

*Ford*  
THE UNIVERSAL CAR



The Ford Motor

The reliable power plant in more than 1,750,000 Ford cars—simple, sure, strong, and full of power

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THE UNIVERSAL CAR

The Ford car is made light in weight by being scientifically designed and built of Ford heat-treated Vanadium Steel. Vanadium Steel is steel that has been treated with Vanadium—a semi-rare mineral, which washes the molten steel of its impurities, bringing the molecules closer together, giving them greater adhesiveness and making the resultant product infinitely tougher and stronger. Although Vanadium is the highest-priced steel used in automobile construction, it does not increase the cost of the Ford car materially, because on account of its extreme strength we use proportionately less of it and the car is also made lighter.

At the expense of several hundred thousand dollars, and a great deal of valuable time, Mr. Ford worked out the formulas by which Ford Vanadium Steel is produced and heat-treated. Certain kinds of Vanadium steel are used in a limited way by other makers of motor cars—but Ford Vanadium is Ford Steel. And in the process of heat-treatment it is tempered by formulas and processes entirely our own to the degree of toughness or hardness needed for each particular part.

Vanadium steel has been a big factor in making the Ford "The Universal Car."

By all counts the Ford is most economical. It costs less to operate than any other car. Individual experiences vary, according to the temperament of the person who drives it, and the conditions under which it is maintained. Many of our owners drive their cars at a cost of less than two cents a mile—and all agree that the Ford's cost of maintenance is lowest.

The responsibility and integrity of the concern that makes a car should be no small factor in its purchase.

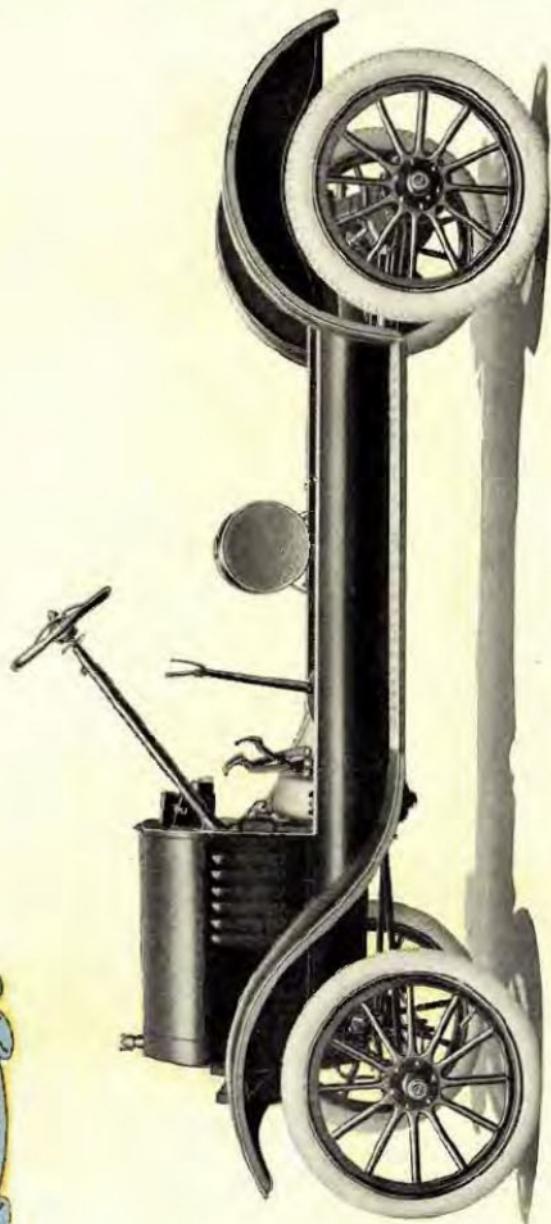
A guarantee of a car's worth is of value only insofar as the maker is financially and morally responsible—based on past reputation and the likelihood of continuing successfully in business.

The Ford Motor Company this year will do a business of considerably over \$250,000,000.00—entirely upon its own resources—no notes, no bond issues, no mortgages, no combinations, no watered stock, no monopoly.

The Ford car has back of it the biggest financial responsibility in the automobile world.

And in the matter of service Ford leads. Ford repairs are to be had in practically every town or city in the country. More than 9,000 Ford agents are required, under their contracts with the company, to carry a complete assortment of Ford repair parts. The dollar value of these agency parts stocks at the present time is considerably more than \$12,000,000.00.

You can never get very far away from Ford service. And you will find it quick, economical and courteous.



Ford Chassis

4-Cylinder—20 Horsepower. Chassis equipment includes hood for motor, fenders, fender shields, running boards, two side lights, two head lights, one tail light, horn and set of tools. Price \$325 f. o. b. Detroit

With your car will come two booklets, one the Ford Manual, describing all the parts of the car and how to operate and care for it, and the other a Ford Parts Price List, in which are priced in plain figures all the parts of the Ford car. These prices are based upon the cost of each part in the completed car—so that you might buy it part by part at nearly the actual cost of the assembled machine. The price list protects you against excessive repair charges, which in all cases are kept down to the lowest point. Ford service spells economy and time-saving for Ford owners.

\* \* \* \* \*

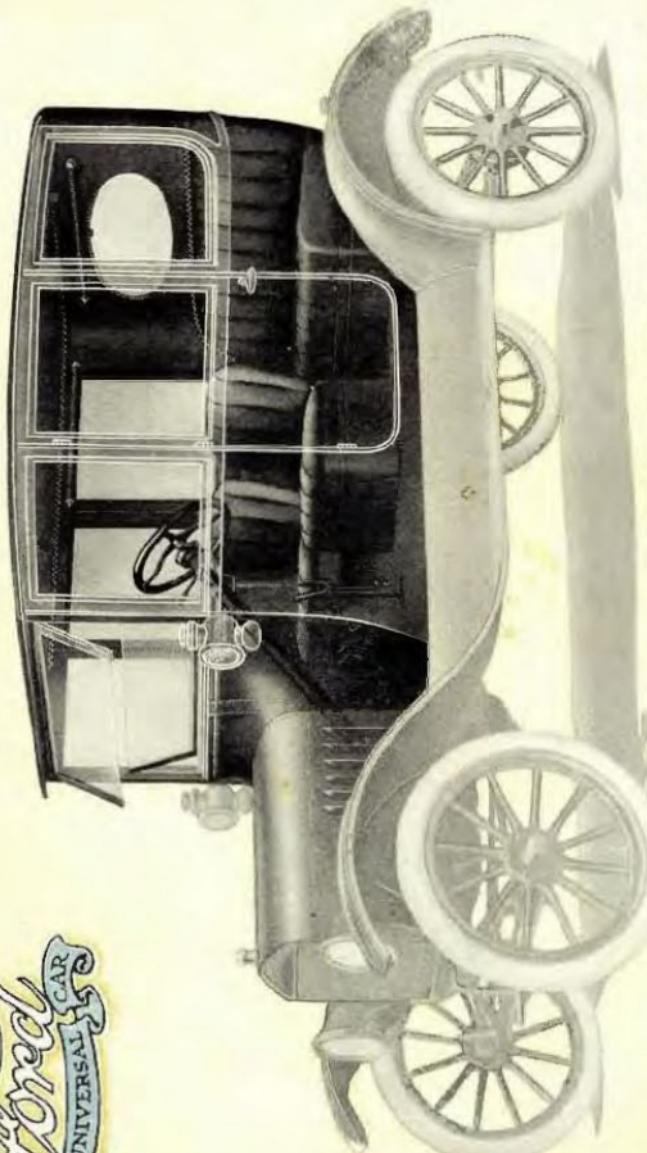
### The Enclosed Ford Cars

THE SEDAN is a very handsome enclosed car. It is splendidly upholstered with a fine quality of heavy whipcord cloth in the latest of plait folds, a vast improvement over the old style "tuft" upholstering. Large plate glass windows, with silk curtains in rear and rear sides. The back seat accommodates three persons most comfortably. The seat for the driver is stationary, the other front seat is hinged so that it can be thrown forward out of the way when necessary. Heavy plate glass sliding windows in the doors with the latest air and water protectors, so that when the car is closed it is both dust- and water-proof; with windows lowered it is as airy as an open car. Latest type ventilating windshield. A most dependable family car—for shopping, the theatre, social functions of all sorts, taking the children to school, or general touring—the Sedan fills the demand in all sorts of weather. The car that delights women who drive, having the luxury and exclusiveness of the electric. *Illustrated pages 8 and 16.*

THE COUPELET is an up-to-date de luxe car for two—with room for three. A big seat with a high back, deeply upholstered. A luxury for long drives—a delightful car every hour. Ventilating windshield of the latest type. Big doors with sliding plate glass windows equipped with dust- and water-proof flaps. Splendid top lined with high quality felt. A car that meets the desires of today in appearance, style, comfort. The conveniences of an electric with the assurance of the regular Ford economy in maintenance and operation. Very popular with women who like a car of their own. The Ford Vanadium steel chassis, of course, which means durability, reliable service, simplicity in operation and economy in maintenance. *Illustrated pages 6 and 17.*

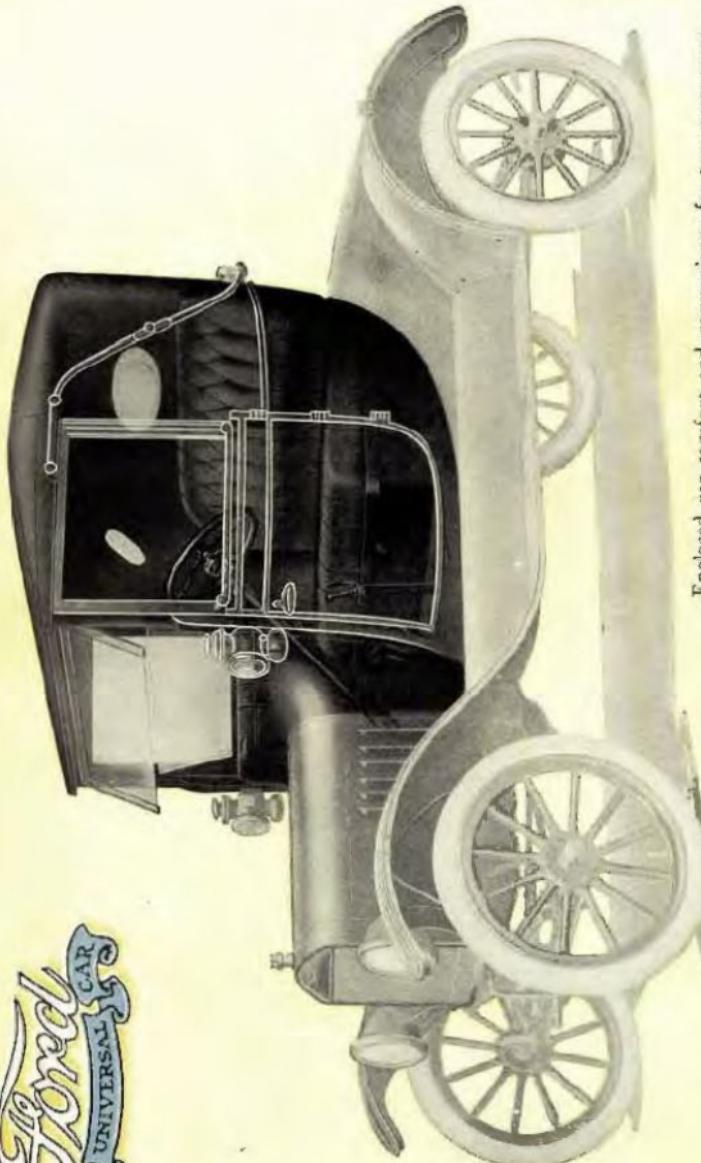
THE TOWN CAR. Six passengers, four in the rear and one can be seated with the driver. Landau top folding back, giving the four passengers in the rear all the delights of the open car when the weather is fine, all the protection of the finest enclosed car in inclement seasons. Finely upholstered throughout. Glass partition separates driver from the occupants of the car. A popular family car and the ideal car for taxi service. The reliable Ford chassis—just a different body, that's all. Ford service, simplicity, economy, all combine in the Town Car. *Illustrated page 10.*

*Ford*  
THE UNIVERSAL CAR



The charm of the new Ford Sedan as a family car and for all social purposes is apparent in this phantom photograph

*Ford*  
THE UNIVERSAL CAR



Enclosed car comfort and convenience for two passengers are disclosed in every feature of the new Ford Coupe!

## Some Interesting Figures

The production record of the Ford Motor Company since its organization June 16, 1903, is one of phenomenal growth eclipsing all achievements of the industrial world. Surely such figures could only be made possible through a product so valuable and widely serviceable as to be an almost common necessity:—

In 1903-4, to Sept. 30, there were made and sold 1,708 Ford cars;  
 In 1905 the Company built and sold . . . . . 1,695 Ford cars;  
 In 1906, there were made and sold a total of . . . . . 1,599 Ford cars;  
 In 1907, the total of cars made and sold was . . . . . 8,423 Ford cars;  
 In 1908, the production and sales reached . . . . . 6,398 Ford cars;  
 In 1909, the phenomenal growth began with . . . . . 10,607 Ford cars;  
 In 1910, the production jumped to a total of . . . . . 18,664 Ford cars;  
 In 1911, there were made and sold a total of . . . . . 34,528 Ford cars;  
 In 1912, production more than doubled, with . . . . . 78,440 Ford cars;  
 In 1913, a new high mark was reached with . . . . . 168,220 Ford cars;  
 1914 saw an even greater triumph achieved by . . . . . 248,307 Ford cars;  
 While 1915 crowned all efforts with a total of . . . . . 308,213 Ford cars;  
 In 1916 the volume of production reached . . . . . 533,921 Ford cars;  
 In 1917 the estimated production is . . . . . 700,000 Ford cars.

As a more practical illustration of what it means to produce 533,921 Ford cars in one year, and also as an evidence of the buying power of the Ford Motor Company with its "spot cash" payments, the following items speak for economy in manufacturing:—

Two carloads of spark plugs were used every month.  
 225,000 tons of steel were needed in the cars.  
 12,267,450 pounds of hair were used in the cushions.  
 57,722,500 square feet of rubber cloth material in the tops.  
 2,135,684 each of wheels and tires.  
 2,669,605 lamps.  
 4,435,200 feet of Vanadium steel shafting and axles.  
 2,085,600 feet of exhaust pipe.  
 2,875,000 square feet of plate glass in windshields.  
 10,000,000 pounds of brass in Ford radiators.  
 60,000,000 feet of copper tubing in these radiators.  
 7,000,000 pounds of steel in Ford magnetos.  
 17,718 miles of wiring used in magnetos.  
 2,179,500 pounds of solder entered into Ford cars.  
 4,470,000 square feet galvanized metal in gasoline tanks.  
 45,000 horse power developed by new engines and generators.  
 42,470,000 square feet of sheet metal for guards and fenders.  
 16,051,200 feet of tubular radius rods.  
 56,218 freight cars were needed to handle material and product.  
 A loaded 50-car train left the yards every three hours.  
 And, approximately \$10,000,000 profits are shared annually with employees.  
 Average number of persons engaged in making and selling Ford cars in 1916 totaled about 100,000—supporting a city of half a million people counting five to the family.

## Performance Tells the Story

Up, up, up to 100,000 miles and now 10,000 miles beyond is the record of a Ford car owned by Edward Jacobs, of Cincinnati, Ohio. And the fine dependability of the car for that 110,000 miles is evident in this owner's statement:

"I have had no trouble whatever, although I use the car every day in all kinds of weather. If I was asked for any complaints I would not know where to begin as I haven't any."

Mr. J. W. Berryman, of Ashland, Kas., owns large lumber yard properties in his vicinity and has bought twenty Ford cars in the last two years for use in these activities. His statement shows Ford utility and service:

"Every Ford car I purchased has paid for itself over and over again. I also installed Ford cars on a 70,000-acre ranch in Oklahoma and my manager now covers many times the ground he formerly did and doubles his efficiency."

This record of T. B. Orr, Bakersfield, Cal., doesn't require any comment because it tells the whole story of why every second motor car in use today is a Ford:

"I bought the Ford I am now driving in January, 1911, and recently made a trip of 2,160 miles in eleven days, after the car had been driven 200,000 miles. Am I a satisfied Ford owner? I guess yes. I am very proud of the record and do not expect to stop at 250,000 miles."

A 1912 Ford which has been driven more than 71,000 miles by M. E. Isley, Waterloo, Iowa, is giving the fullest measure of satisfaction. Mr. Isley writes:

"In June, 1912, I purchased a Ford touring car and have driven this car 71,135 miles. The motor works better today than the day I bought it."

In the case of B. J. Potter, manager of the Okemos Independent Telephone Company, Okemos, Mich., Ford performance has been combined with a record for economy. He reports:

"I have driven 12,657 miles since May 3, 1915, at an expense for repairs of 10 cents and that was my fault."



This Cedar Vale, Kas., veterinarian, Mr. Geo. I. Smith, has driven his Ford car more than 93,000 miles over country roads

There are seventy-nine Ford wholesale branches and twenty-eight branch factories in the United States, which can assemble daily an average of seventy-five to two hundred and fifty Ford cars. Each branch factory and wholesale branch carries continually a full stock of parts to equip Ford agents, to completely rebuild a Ford car so that Ford owners can always receive the same attention to their cars as the parent factory could extend. Furthering this organization, the Company is represented by more than nine thousand agents in this country alone. In any emergency, there is a Ford agent not far away—and where the Ford agent is, there is also a goodly stock of Ford supplies, which his contract requires him to maintain, so Ford service for Ford owners is as universal as the car.

We illustrate with photographic reproductions the twenty-eight branch factories and the branch buildings at St. Paul, Minn., and Washington, D. C.



Atlanta



Buffalo



Cambridge



Chicago



Cincinnati



Cleveland



Columbus



Dallas



Denver



Detroit



Fargo



Houston



Indianapolis



Kansas City



Long Island City



Los Angeles



Louisville



Memphis



Milwaukee



Minneapolis



Oklahoma City



Omaha



Philadelphia



Pittsburgh



Portland, Ore.



St. Louis



St. Paul



San Francisco



Seattle



Washington



## Specifications

**Axles**—Front axle of I-beam construction, especially drop-forged from a single ingot of Vanadium Steel, insuring the highest quality of axle strength obtainable. Rear axle also of Vanadium Steel and enclosed in a tubular steel housing. The Ford differential is of the three-pinion bevel type; all gears are drop forgings made of Vanadium Steel.

**Bodies and Capacities**—Ford cars are furnished with five styles of bodies—Runabout, for two passengers; Touring Car, capable of carrying five passengers; Coupelet, two passengers; Town Car, six passengers; Sedan, five passengers.

**Brakes**—Dual system on all Ford cars. Service brake operates on the transmission and is controlled by foot pedal. Expanding brake in rear wheel drums serves as emergency brake. It is controlled by hand lever on left side of car.

**Carburetor**—Float feed automatic with dash adjustment. Special-ly designed to give maximum power, flexibility and easy starting, with economy of fuel consumption.

**Clutch**—Multiple steel disc, operating in oil.

**Control**—On the left side of car. Three foot-pedal controls, low and high speeds, reverse, and brake on the transmission. Hand lever for neutral and emergency brake on left side of car. Spark and throttle levers directly under steering wheel.

**Cooling**—By Thermo-Syphon water system. Extra large water jackets and a special Ford vertical tube radiator permit of a continuous flow of water and prevent excessive heating. A belt-driven fan, enclosed to give the highest cooling efficiency, is also used in connection with the cooling system.

**Equipment**—All Ford cars are sold completely equipped, except speedometer—no cars will be sold unequipped.

**Final Drive**—Ford triangular drive system with all shafts, universal joint and driving gears enclosed in dust-proof and oil-proof housing. Direct shaft drive to the center of the chassis; only one universal joint is necessary. All shafts revolve on roller bearings; a ball and socket arrangement in the universal joint relieves the passengers of all shocks and strains caused by the unevenness of the road. The final drive of the Ford car is patented in all countries.

**Gasoline Capacity**—All Ford cars have gasoline tanks of 10 gallons capacity mounted directly on frame under front seat. Lubri-cation—Combination gravity and splash system. Oil is poured into the crank case through the breather pipe on the front cylinder cover. All moving parts of motor work in oil and distribute it to all parts of the power plant.

**Magneto**—Special Ford design built in and made a part of the motor. Only two parts to the Ford Magneto, a rotary part attached to the flywheel and a stationary part attached to the



## Specifications—Continued

cylinder casting. No brushes, no commutators, no moving wires to cause annoyance on the Ford Magneto.

**Motor**—Four-cylinder, four cycle. Cylinders are cast en bloc with water jackets and upper half of crank case integral. Cylinder bore is three and three-quarters inches; piston stroke is four inches. The Ford motor develops full twenty horsepower. Special Ford removable cylinder head permits easy access to pistons, cylinders and valves. Lower half of crank case, one-piece pressed steel extended so as to form bottom housing for entire power plant—air proof, oil proof, dust proof. All interior parts of motor may be reached by removing plate on bottom of crank case—no “tearing down” of motor to reach crank shaft, cam shaft, pistons, connecting rods, etc. Ford Vanadium Steel is used on all Ford crank and cam shafts and connecting rods.

**Springs**—Both front and rear springs are semi-elliptical transverse, all made of specially Ford heat-treated Vanadium Steel. Ford springs are the strongest and most flexible that can be made.

**Steering**—By Ford planetary reduction gear system. Steering knuckles and spindles are forged from special Ford heat-treated Vanadium Steel, and are placed behind front axle.

**Three-Point Suspension**—Each of the Ford units is suspended at three points of the chassis. This method of suspension insures absolute freedom from strain on the parts and permits the most comfortable riding of the car body.

**Transmission**—Special Ford spur planetary type, combining ease of operation and smooth, silent running qualities. Clutch is so designed as to grip smoothly and positively, and when disengaged to spring clear away from the drums, thus assuring positive action and maximum power.

**Unit Construction**—There are four complete units in the construction of a Ford car—the power plant, the front running gear, the rear running gear and the frame.

**Valves**—Extra large, all on right side of motor and enclosed by two small steel plates.

**Wheel Base**—One hundred inches; Standard tread, fifty-six inches. All Ford cars will turn in a twenty-eight foot circle. This feature is of great advantage while operating in crowded thoroughfares.

**Wheels and Tires**—Wooden wheels of the artillery type with extra heavy hubs. Only tires of the highest grade are used on Ford cars. Front, thirty by three inches; rear, thirty by three and one-half inches.

Runabout . . . . . \$345	Touring Car . . . . . \$360	Coupelet . . . . . \$505
Town Car . . . . . \$595	Sedan . . . . . \$645	Chassis . . . . . \$325
Prices, f. o. b. Detroit		



## Ford Factories and Branches

Ford Factory, Detroit—*Parent Plant*—Capacity 750,000 cars annually

Ford Factory, Ford, Ontario, Canada—Capacity 50,000 cars annually

Ford Factory, Manchester, England—Capacity 25,000 cars annually

### American Wholesale Branches

Akron—71 Bowery St.  
Albany—346 Broadway  
Atlanta—465 Ponce de Leon Ave.  
Baltimore—19 East North Ave.  
Birmingham—1620 Third Ave.  
Boston—567 Boylston St.  
Buffalo—2495 Main St.  
Cambridge—Brookline St. and Charles River Parkway  
Charlotte—212 East Sixth St.  
Chicago—3915 Wabash Ave.  
Cincinnati—660 Lincoln Ave.  
Cleveland—11610 Euclid Ave.  
Columbus—427 Cleveland Ave.  
Dallas—2000 Williams St.  
Davenport—324 West 4th St.  
Denver—920 S. Broadway  
Des Moines—121 S. E. 5th St.  
Detroit—1550 Woodward Ave.  
Duluth—102 W. Michigan St.  
Erie—112 E. 12th St.  
Fargo—509 Broadway  
Fort Worth—200 Commerce St.  
Fresno—1501 1<sup>st</sup> St.  
Grand Rapids—53 N. Division Ave.  
Houston—4006 Harrisburg Road  
Indianapolis—1315 E. Washington St.  
Jacksonville—16 East Ashley St.  
Kansas City, Mo.—1025 Winchester Ave.  
Long Island City—564 Jackson Ave.  
Los Angeles—2060 East Seventh St.  
Louisville—2400 South Third St.  
Memphis—495 Union Ave.  
Milwaukee—411 Prospect Ave.  
Minneapolis—420 North 5th St.  
Nashville—1214 Broadway

Newark—Central Ave. and 4th St.  
New Orleans—2120 Canal St.  
New York—1723 Broadway  
Norfolk—751 Granby St.  
Oklahoma City—900 W. Main St.  
Omaha—1502 Cuming St.  
Peoria—2010 Main St.  
Philadelphia—2700 N. Broad St.  
Pittsburgh—5000 Baum Blvd.  
Portland—481 East 11th St.  
Reading—36 South 4th St.  
Richmond—1217 West Broad St.  
Rochester—196 East Ave.  
Sacramento—1906 "M" St.  
St. Joseph—1224 Frederick Ave.  
St. Louis—4100 Forest Park Blvd.  
St. Paul—117 West University Ave.  
Salt Lake City—West Temple and Pierpoint St.  
San Antonio—221 W. Commerce St.  
San Diego—1040 First St.  
San Francisco—2905 21st St.  
Scranton—323 N. Seventh Ave.  
Seattle—724 Fairview Ave.  
Sioux City—515 Sixth St.  
Spokane—1801 W. Third Ave.  
Springfield, Mass.—95 Liberty St.  
Syracuse—428 E. Jefferson  
Tacoma—702 Broadway  
Toledo—723 Adams St.  
Trenton—128 N. Warren St.  
Utica—331 Bleecker St.  
Washington—Pennsylvania Ave. at John Marshall Pl.  
Wichita—218 W. Douglas Ave.  
Worcester—109 Grafton St.  
Youngstown—Glenoven & Market St.

### Foreign Branches and Service Stations

Bordeaux, France—63 Rue de la Fondaude  
Buenos Aires, Argentina—752 Peru  
Calgary, Alta.—127 E. 11th Ave.  
Hamilton, Ont.—74 John St.  
London, Eng.—55 Shaftesbury Ave.  
London, Ont.—680 Waterloo St.  
Manchester, Eng.—Trafford Park

Melbourne, Aus.—153 Williams St.  
Montreal, Que.—119 Laurier Ave., E.  
Paris, France—61 Rue de Cormeilles  
Saskatoon, Sask.—1st and 25th Sts.  
St. John, N. B.—Rothsay Ave.  
Toronto, Ont.—672 Dupont St.  
Vancouver, B. C.—1531 W. 15th Ave.  
Winnipeg, Manitoba—Portage Ave. at Wall St.

### Foreign Department

1136 Whitehall Bldg., 17 Battery Place, New York

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