

## PERFORMANCE REVIEW 1984

THIS is the second special issue of ECHO, intended to indicate the key features of Marconi Radar business performance in the same way as the performance of the whole GEC Group is illustrated within TOPIC.

Once again we have shown the performance of our individual sites and the Divisions of the Company to give an indication of the relative

health of the different parts of our business.

The key features of the last year have been a major effort to grow a new and exciting range of products to ensure that we can become fully competitive in the international market place.

You will find in this special edition of ECHO a report on the large number of new equipments, which we are

showing for the first time at the forthcoming SBAC Show at Farnborough.

While we will continue to modernise and widen our product range, our success now depends on our ability to achieve sales for these exciting new products. This means we must continue to improve both our price competitiveness and our sales efforts.

**K. A. CHITTENDEN**  
*Managing Director*



## FINANCIAL PERFORMANCE

THIS year's review presents figures for the Chelmsford, Gateshead and Norwich operations of Marconi Radar, representing the Company as restructured from April 1, 1984. The figures shown for previous years have excluded the Leicester content to permit a true comparison.

The graphs displayed inside this special review issue still demonstrate the impact of naval programme cancellations in 1981 on the Company's recent business. Prospects for recovery have been

enhanced through substantial investment in research and development programmes as well as by a rising spend on capital assets, both intended to meet the needs of the Company's business in the future.

While our investment in research and development and capital is rising, we must continue to ensure that we spend this money wisely and selectively to support those business areas which are likely to be most rewarding.

The change in our business

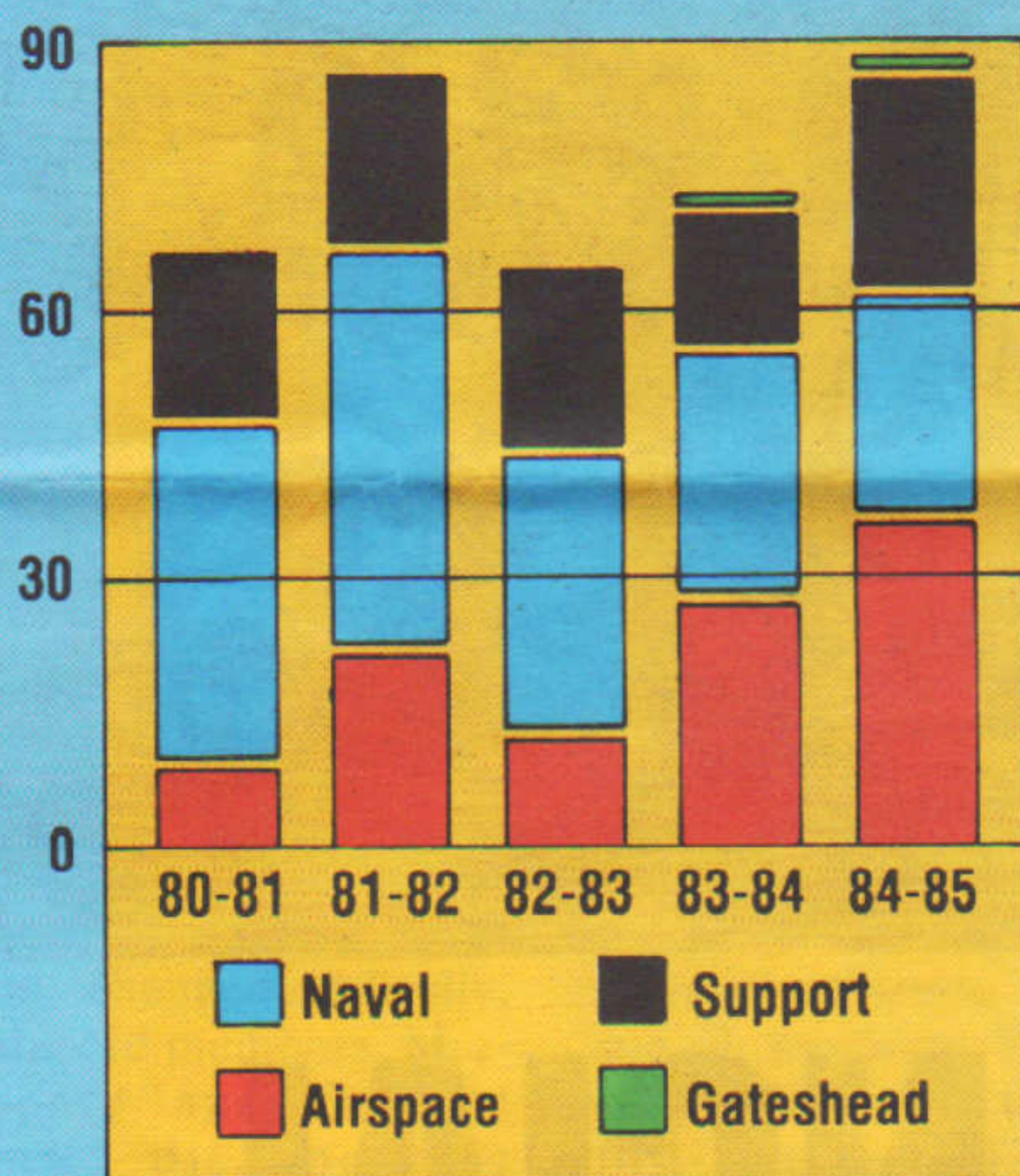
is summarised by the order intake figures. The decline in our home market needs to be offset by a keen competitive edge in the export business. Our export order target for 1984/85 at nearly £85m is higher than the total of the preceding 4 years. To meet this challenge the Company will require a heavier investment in people, equipment and stock than ever in the past, but this investment will need to be tailored to reflect the different mix of skills and technologies anticipated in our future business.

# Marconi

## Radar Systems

# Financial Report 1984

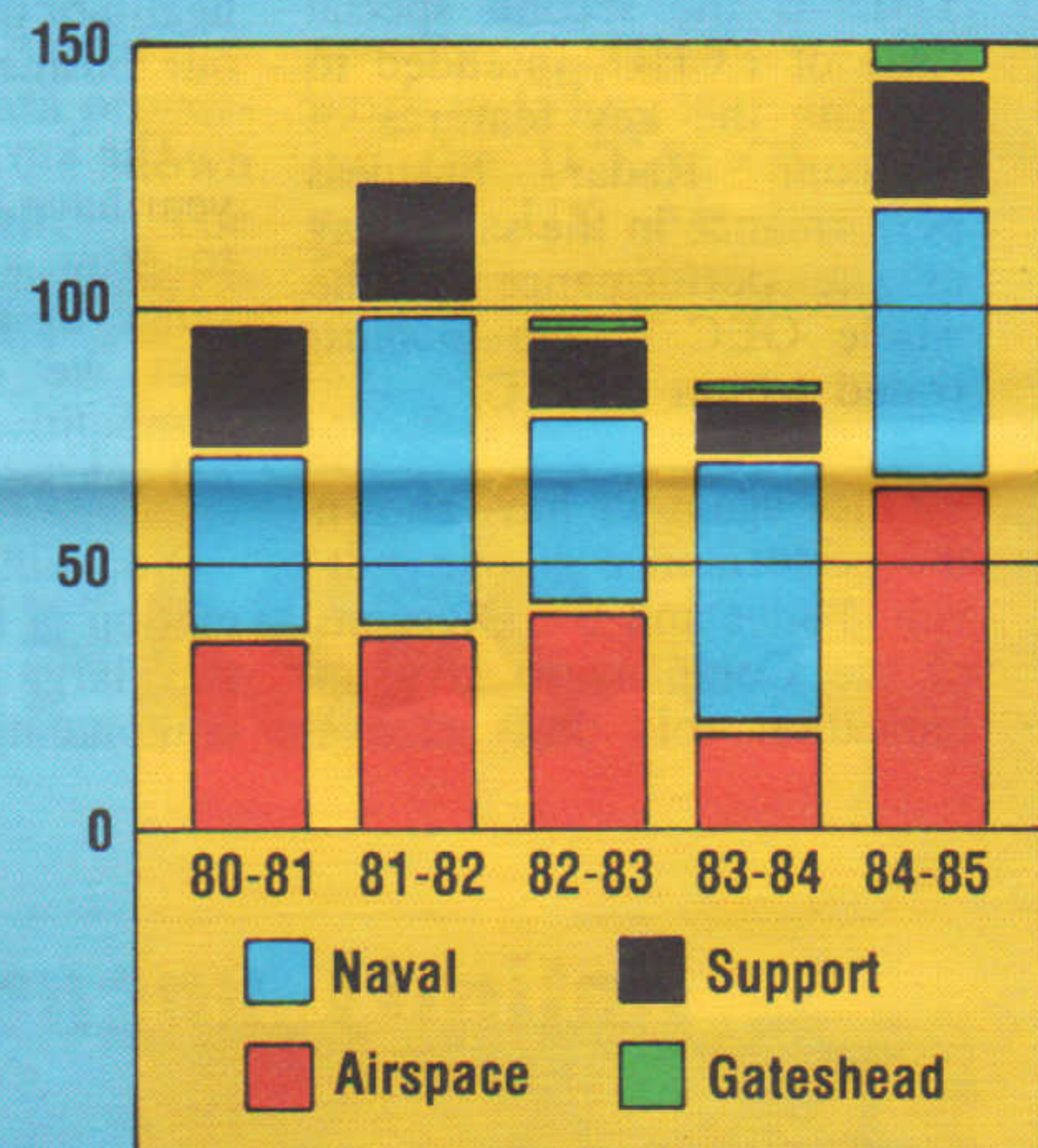
### SALES in millions



### ORDERS

- ★ Naval Division continued to receive additional orders for the 805 SEAWOLF radar, including its application to other ships.
- ★ Airspace Control Division received the first batch of orders for their ASR S511 equipment which included radars for the Airports in Amman, Bombay and Newcastle.
- ★ Support orders continued to fall in 1983/84, but this trend has recently reversed with the receipt in 1984 of a large OMAN support contract.
- ★ Gateshead Division have succeeded in establishing a new business unit and now intend to add specialised cabins to their product range.
- ★ Export orders having declined over the period shown in the review are expected to show significant growth in 1984/85 as a result of investment in new products and sales and marketing activities.

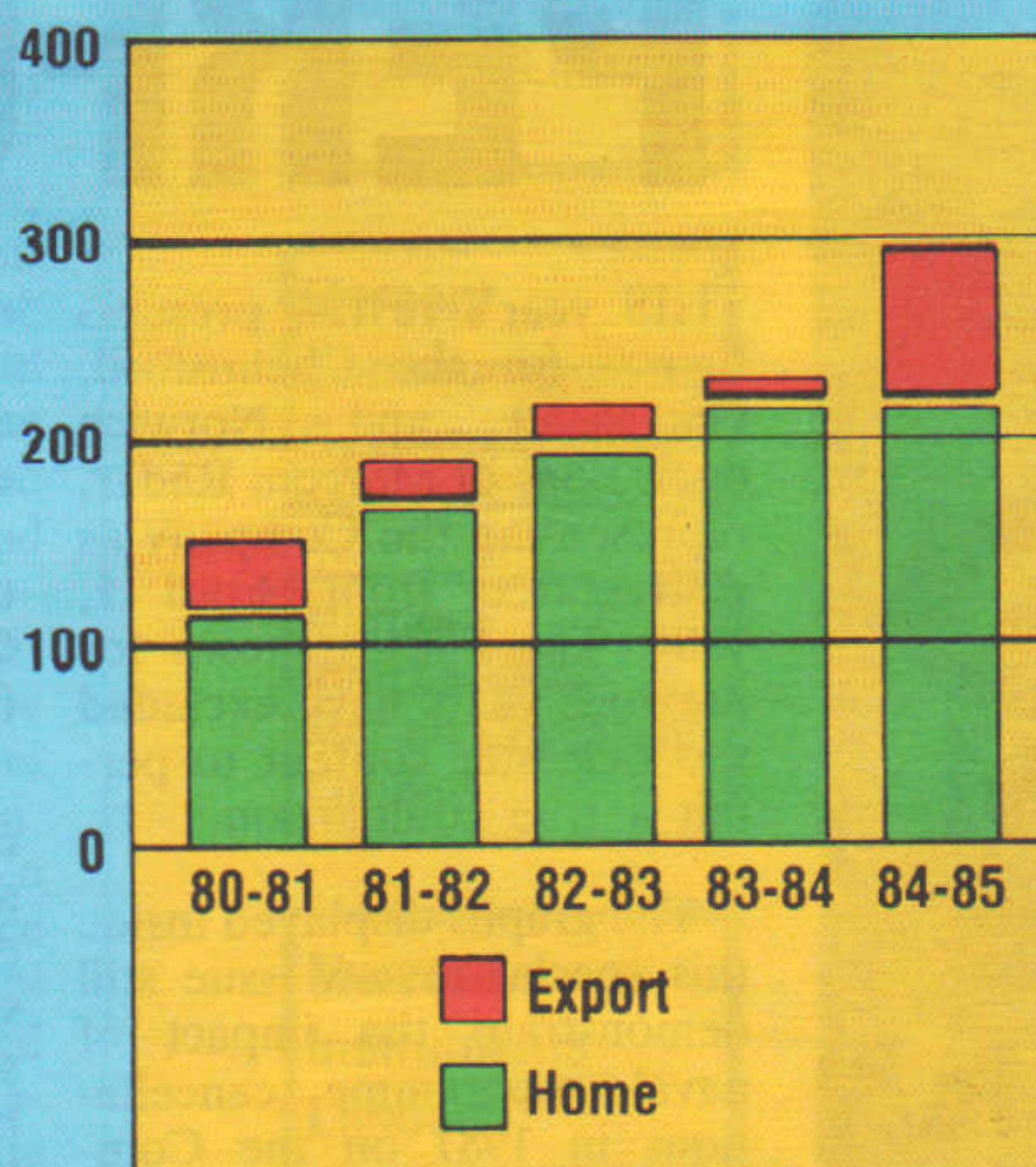
### ORDERS in millions



### SALES

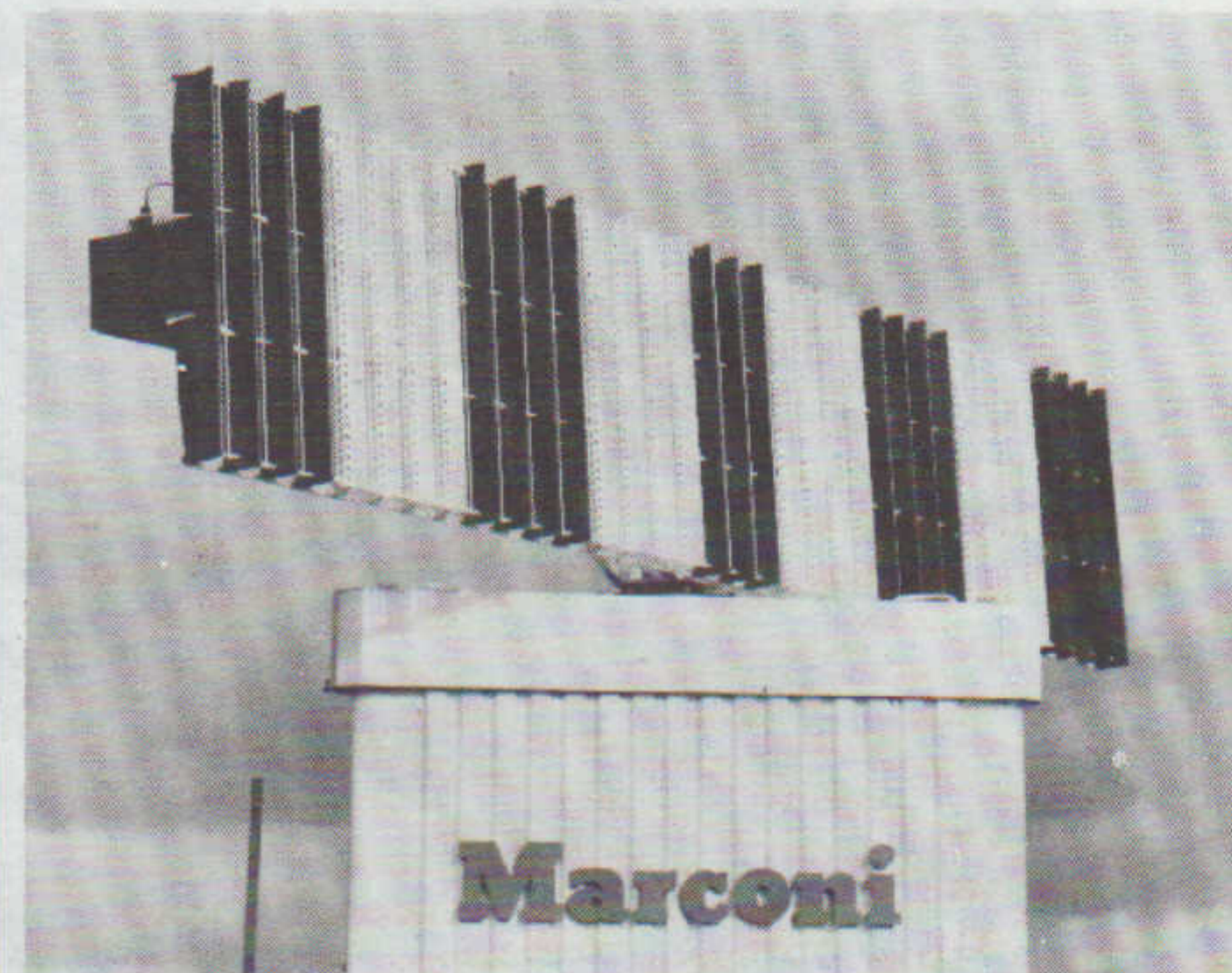
- ★ Naval Division sales are still affected by the cancellations in 1981/82. The last major trading of GWS25 took place in 1983/84 while 1984/85 sees the first trading of the new Naval products, such as the 805SW and 967M.
- ★ Airspace Control Division sales grew as a number of longterm contracts became deliverable. These include MARTELLO 713.
- ★ The earlier lack of orders in Support is reflected in a decline in sales. An improvement is expected from 1984/85 onwards and the new OMAN support contract will make a major contribution.
- ★ Gateshead gained their first sales as a unit with the delivery of satellite communications antenna to British Telecom, Mercury and the Falkland Islands.

### ORDER BOOK in millions

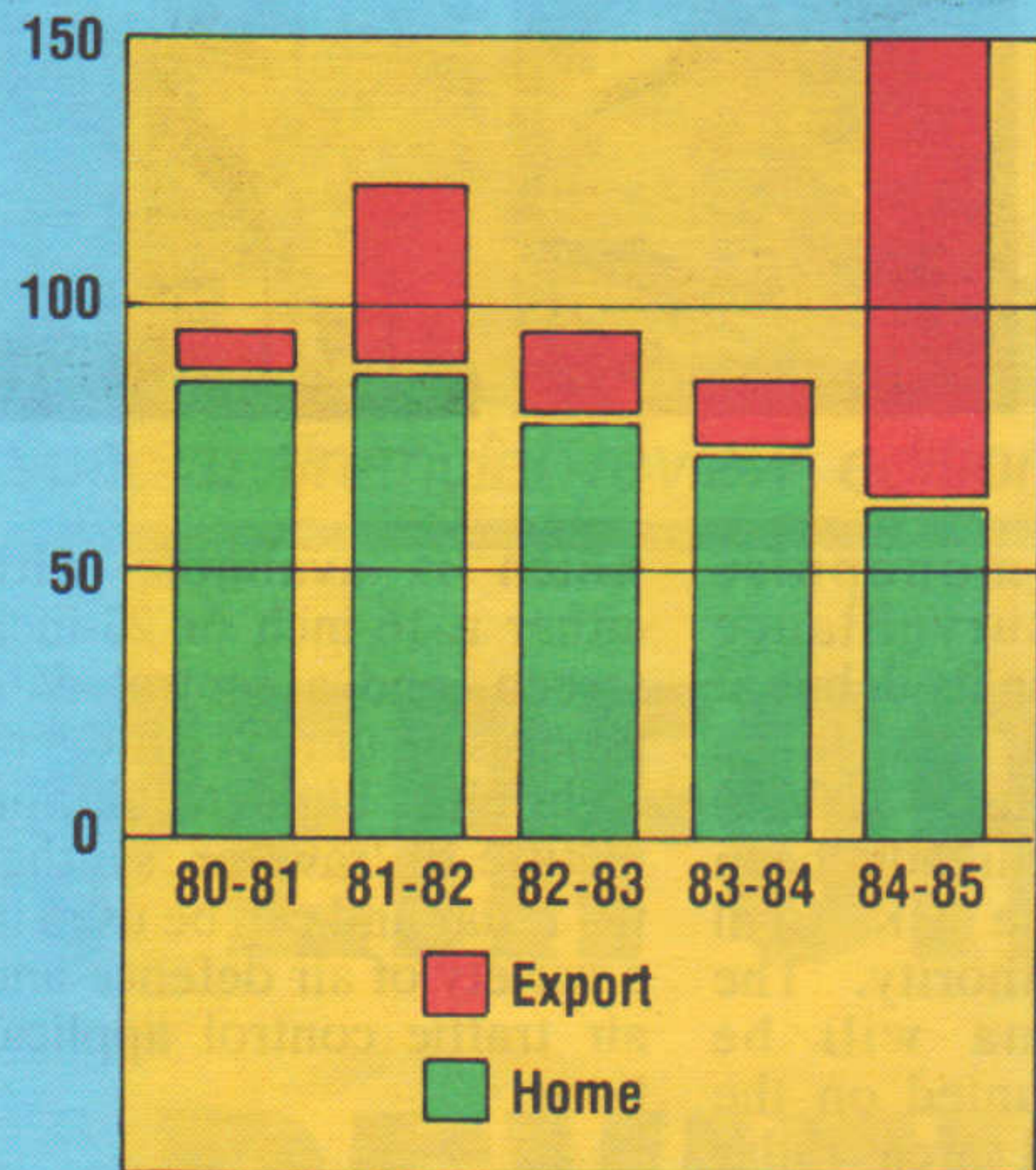


### ORDER BOOK

Growth in the level continued but has necessitated a continuing investment as the change is to longer-term contracts. 1984/85 will see a growth in the export order book, a trend we need to maintain to grow our business.



## ORDERS in millions

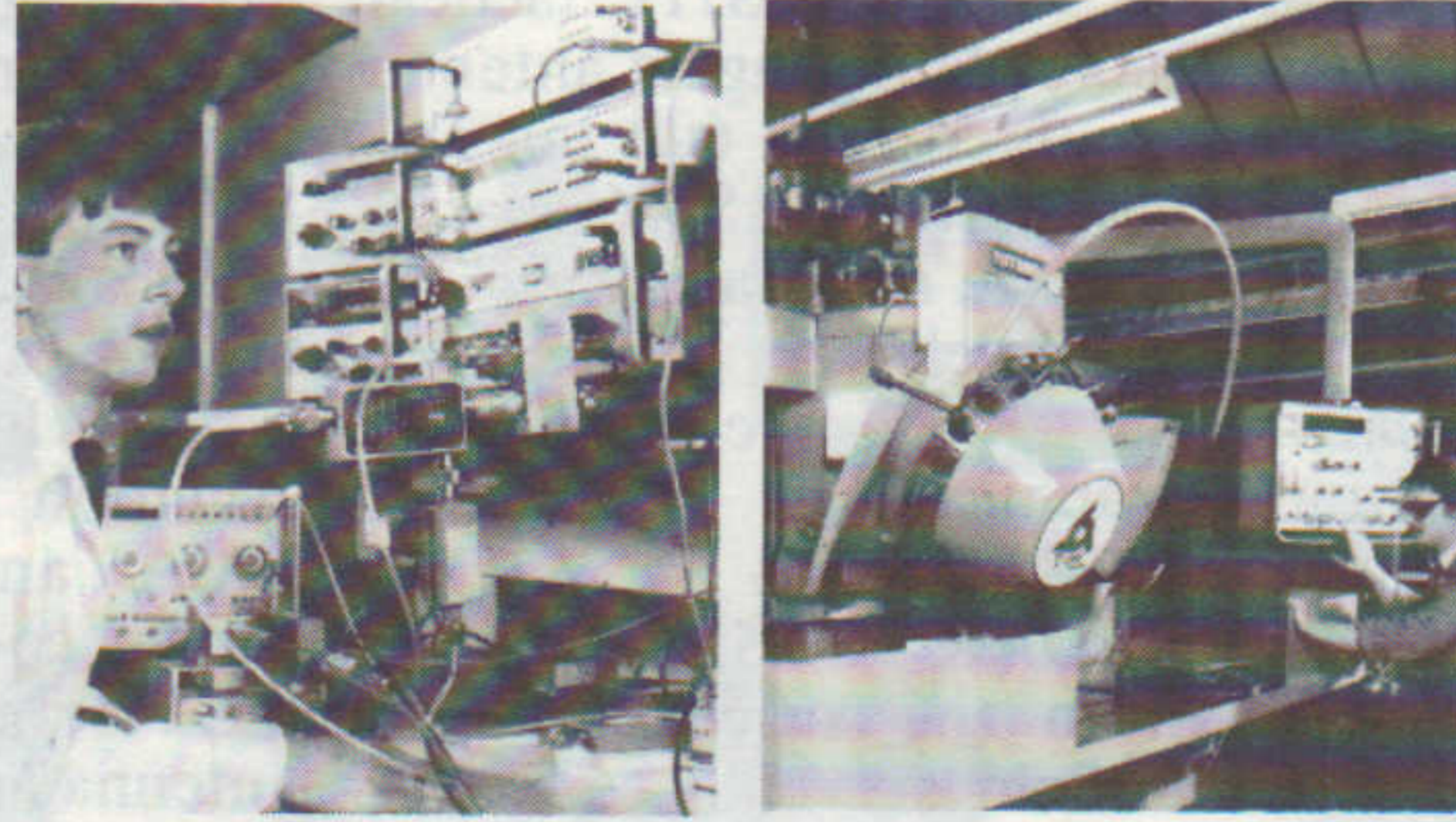


## CAPITAL EXPENDITURE

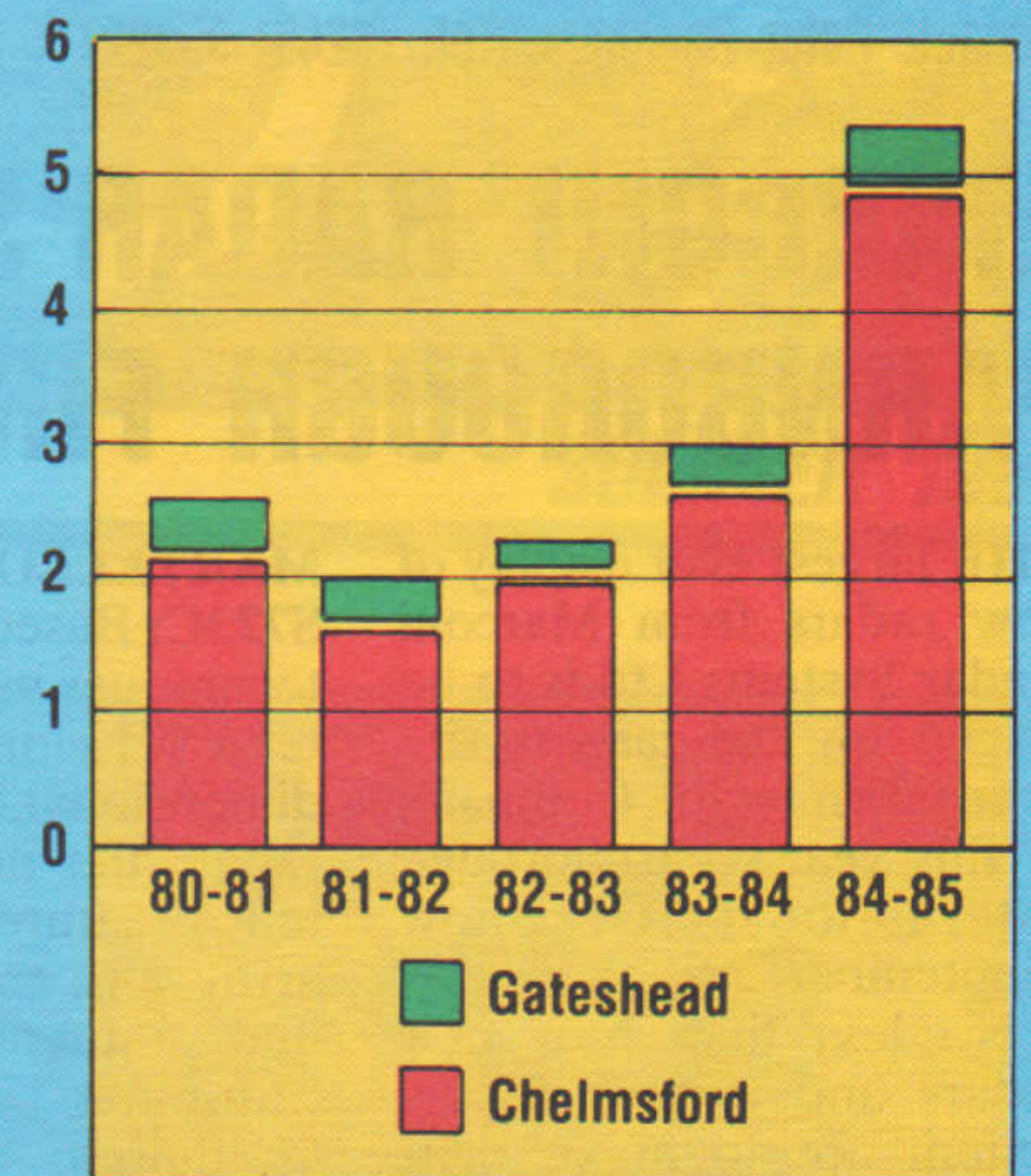
Well considered capital projects are investment for our future. Spend in 1983/84 was higher than in any previous year.

The proposal for 1984/85 demonstrates our intention to continue this investment in modern factory equipment, new test equipment, more computer power and better facilities.

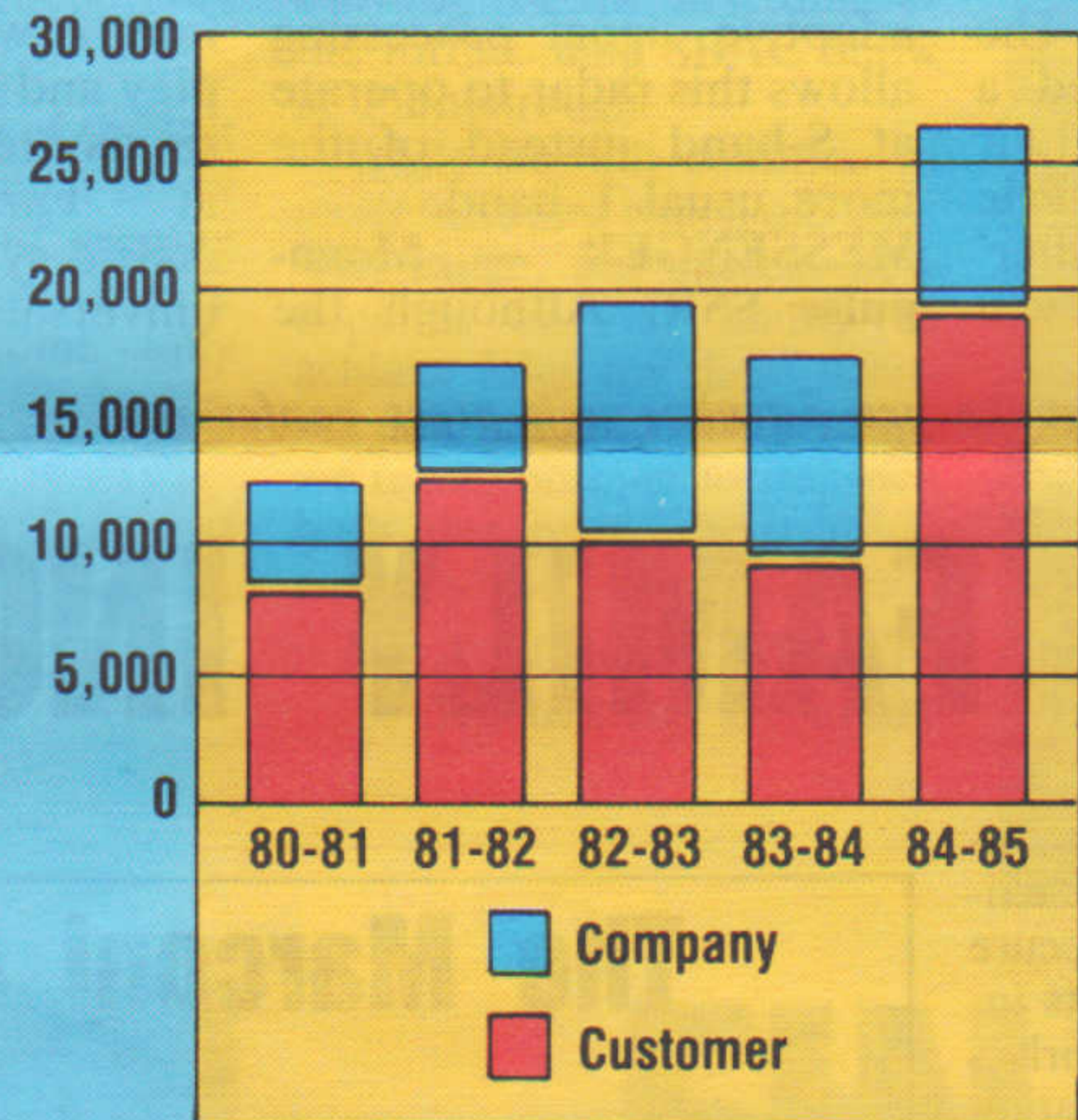
Each new capital project must however be carefully considered to ensure that we make the right investment decisions.



## CAPITAL SPEND in millions

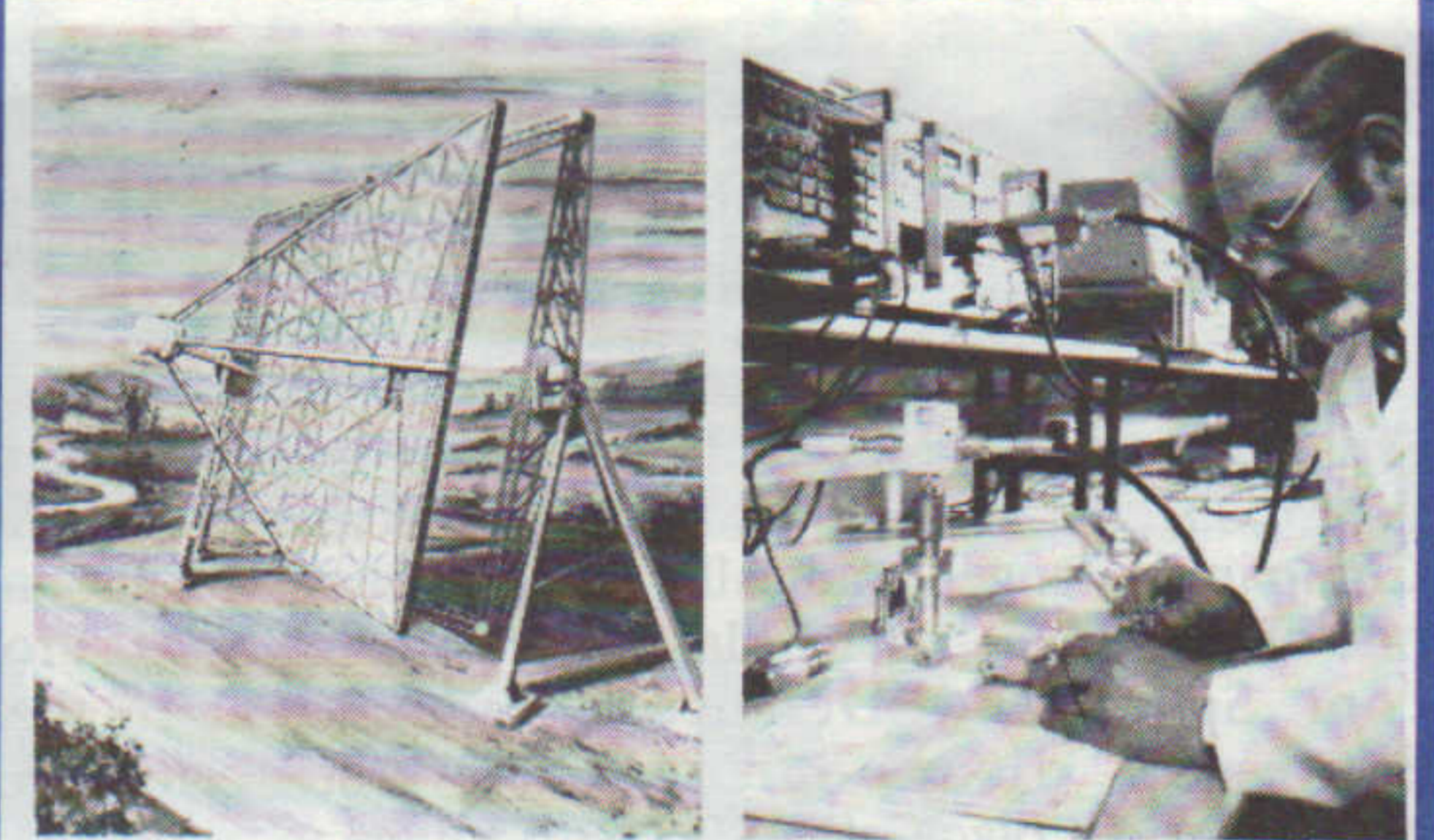


## RESEARCH & DEVELOPMENT in thousands

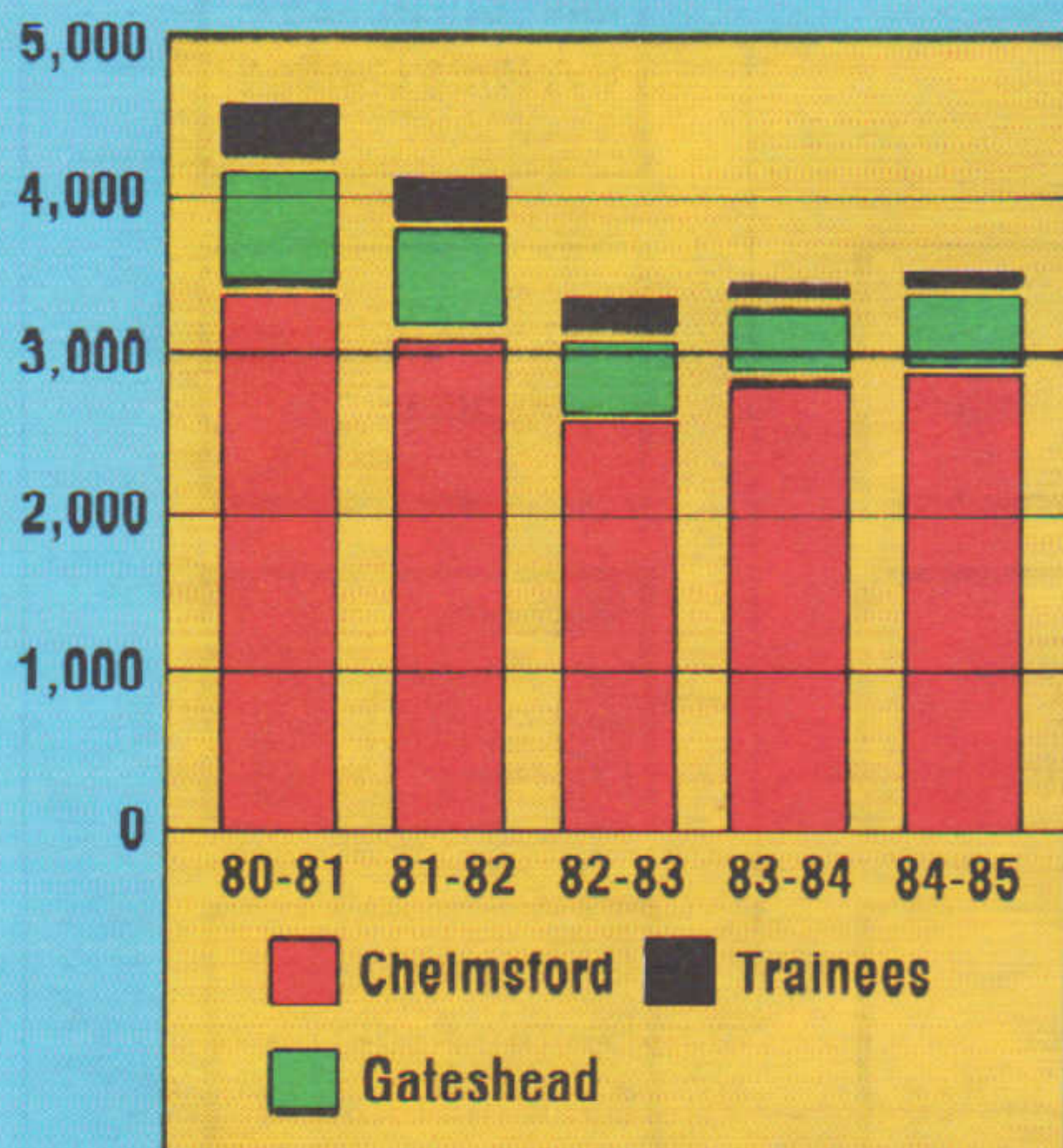


## RESEARCH AND DEVELOPMENT

This continues to be the major element of our investment for the future. The levels proposed for 1984/85 are of course dependent, both on our continuing to receive orders and also in our ability to have the right mix of people for new product development.



## NUMBERS EMPLOYED average



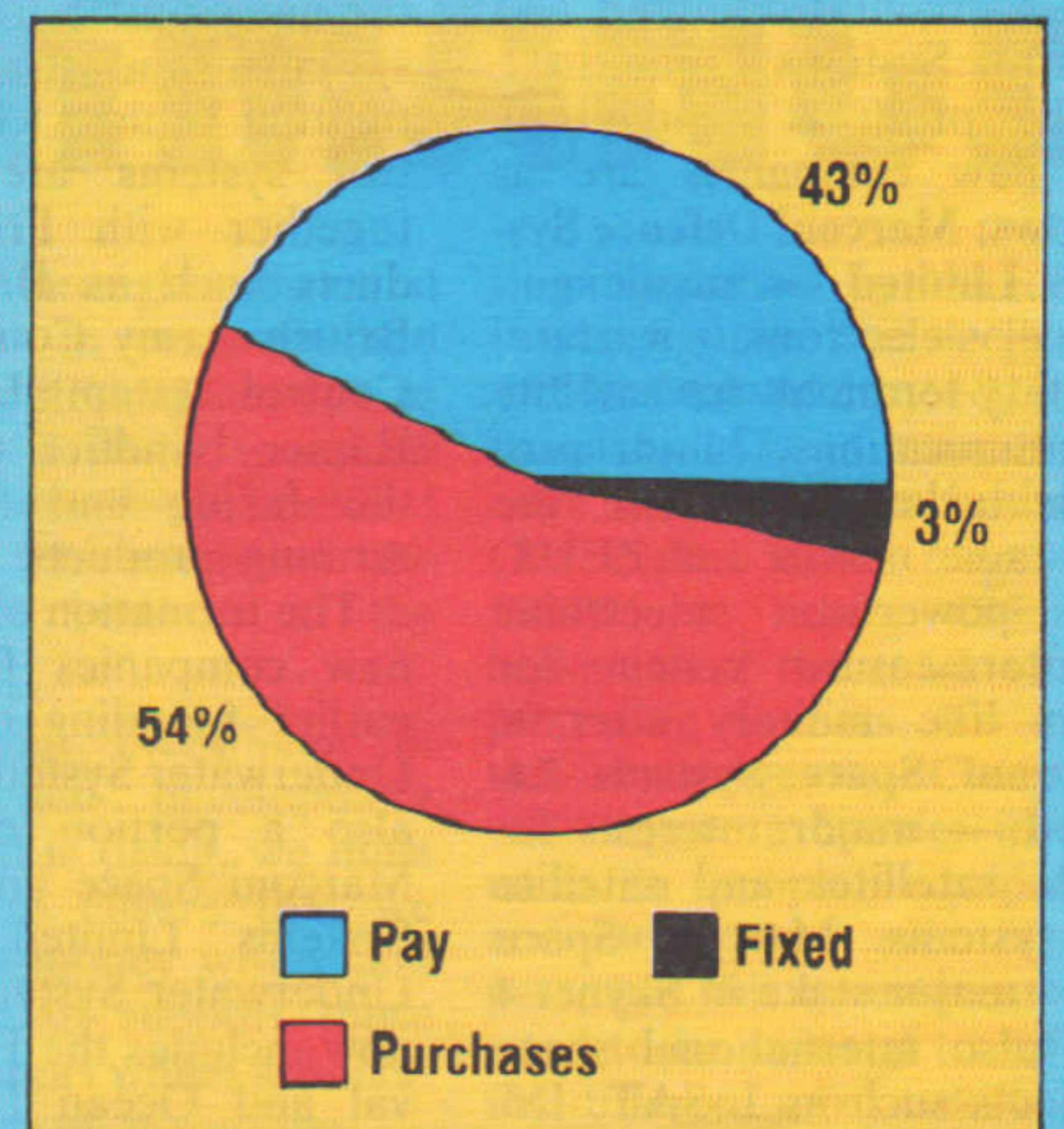
## NUMBERS EMPLOYED

The dramatic reductions of 1981/82 have been offset by a steady increase in our numbers over the last two years.

The increases represent a change to a higher level of specialisation and skills. This changing requirement is reflected in the lower level of traditional craft apprentices which is partially offset by a growth of trainees in the new skill areas.



## COST OF PRODUCTION 1983-84



# Marconi

## PRESS INFORMATION

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# MARCONI RADAR'S FARNBOROUGH FIRSTS

THE largest ever display of new radars from Marconi Radar Systems Ltd is to be staged on the largest site ever taken by the Company at this year's Farnborough International Air Show (September 2-9).

No less than four new radars and a new display system are to make their first public appearance at the show.

In addition, the Company will be presenting details of two more new radars; demonstrating its capability in naval radar; and illustrating its long-standing involvement in C<sup>3</sup>I (Command, Control, Communications and Intelligence).

**MARTELLO — S723A and S723C:** Based on the design techniques used in the Martello S713 long range, three dimensional, air defence radar, the new S723 Martellos feature a new planar array antenna, incorporating integral solid-state transmitters and receivers. Optimised for the control of modern fighter aircraft, S723s are being supplied to NATO and the Royal Air Force.

**LOW LEVEL RADARS — S711, S712 and S706:** The Company has designed a new family of low level air defence radars for strategic and tactical 'gap-filler' applications. On show will

be the new S711 tactical radar, featuring an antenna mounted on a 60ft telescopic mast. The S706 coastal defence radar and the S712 battlefield air surveillance radar will be presented graphically.

**TERMINAL AREA RADAR — S512:** Derived from the successful S511 airfield surveillance radar, the new S512 terminal area radar uses a travelling wave tube amplifier to give a range of 100 nautical miles. The use of sophisticated adaptive signal processing allows this radar to operate at S-band instead of the more usual L-band.

**MESSENGER — Monopulse SSR:** Although the

Messenger monopulse secondary surveillance radar is making its debut at Farnborough, its large vertical aperture (LVA) antenna has already been bought by the UK Civil Aviation Authority. The LVA antenna will be shown co-mounted on the S512 terminal area radar antenna and the Messenger electronics will be rack mounted in a large container nearby.

**ASTRID — Display System:** A working Astrid display and radar data processing system is to be shown at Farnborough. The Astrid system consists of a universal display unit,

which is available with either a 16-inch or 23-inch screen, and a central data processing unit. It produces a bright, high resolution picture of 'raw' or 'synthetic' radar and can be used in a variety of air defence and air traffic control applications.

In support of the display of new products, the Company is showing a production model of the new 805SW Lightweight Seawolf radar and will be presenting, graphically, its work in C<sup>3</sup>I systems including the IUKADGE (Improved UK Air Defence Group Environment) project.



The above text is a copy of the press release issued at the pre-Farnborough press conference.

# THE MARCONI FAMILY INCREASES...

AT THE end of March this year the shape of the Marconi Company changed radically, one of the old members, Marconi Space and Defence Systems, disappearing altogether. In place of MSDS there are now four new companies, Marconi Defence Systems Limited, Marconi Space Systems Limited, Marconi Secure Radio Systems Limited and Marconi Command and Control Systems Limited.

The products handled by the new companies are as follows: **Marconi Defence Systems Limited** — missile guidance, electronic warfare, military terminals for satellite communications. Major products include ALARM, the anti-radar missile and ZEUS, a powerful electronic countermeasure system for front line military aircraft. **Marconi Space Systems Limited** — major interests include satellites and satellite sub-systems. Marconi Space has a major stake in Skynet 4 and also international space projects such as L-SAT, IN-MARSAT and ERS-1. **Marconi Secure Radio Systems**

**Limited** — their main interests are strategic and tactical radio systems and secure speech methods. Products include Scimitar, the world's first true second generation frequency hopping radio.

**Marconi Command and Control Systems Limited** — the Leicester group of products such as TEPIGEN, IVR-Met, the naval and military control systems, and the armoured fighting vehicle weapon control systems are retained, together with Frimley products such as BATES, the British Army Command and Control system, DN181, the Rapier blindfire radar, and the fuzing and Safety and Arming products.

The formation of these four new companies follows the earlier founding of Marconi Underwater Systems Limited, also a portion of the old Marconi Space and Defence Systems Limited. Marconi Underwater Systems Limited now includes the Frimley Naval and Ocean Engineering Division and also Sonar Division of McMichael.

## The Marconi Company Limited

