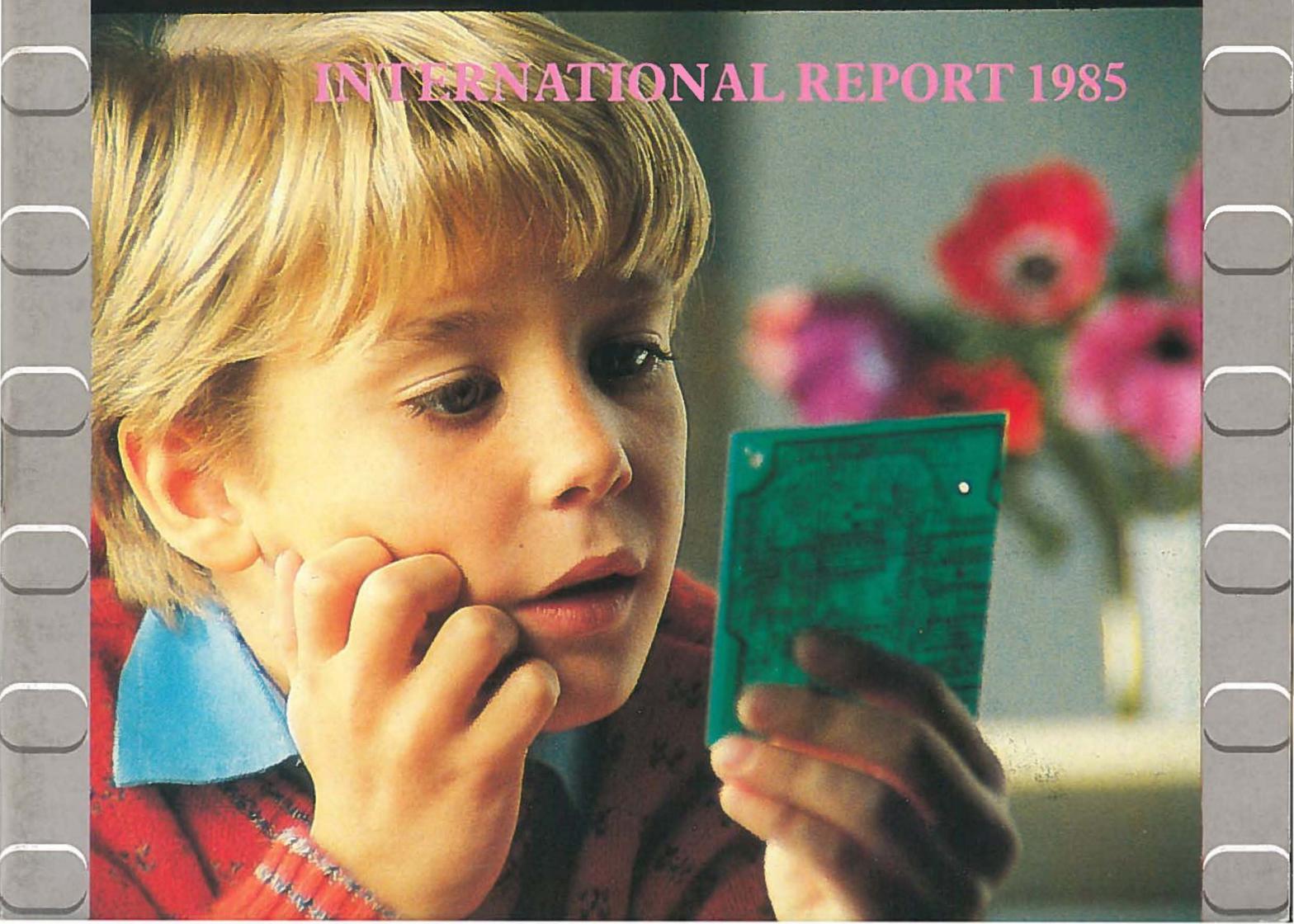




RANK XEROX



INTERNATIONAL REPORT 1985

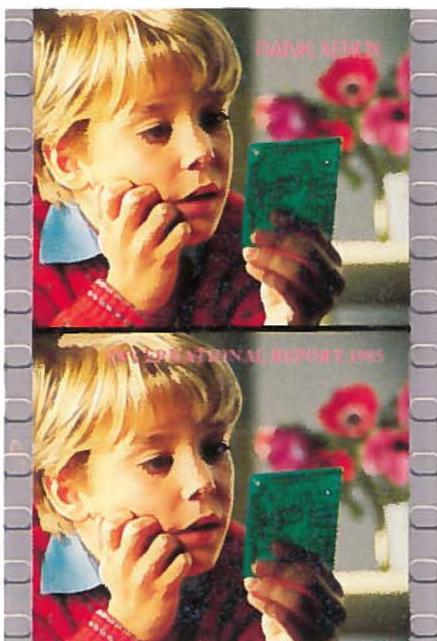
RANK XEROX

INTERNATIONAL REPORT 1985

Rank Xerox is a leading supplier of office equipment in over 80 countries in the Eastern Hemisphere. Five factories in Europe and four factories in Japan produce the widest range of copiers and duplicators in the industry.

A comprehensive range of office information products – ranging from electronic typewriters to laser printers and integrated communications systems – is developed by our parent company, Xerox Corporation, in the US, and manufactured in Europe, the US and Japan. Rank Xerox has one of the largest sales and service organisations in any industry, operating in 24 marketing subsidiaries and complemented by numerous distributors, agents and dealers.

The wonder of the microchip, as featured in the new corporate advertising campaign on television showing the total capability of Rank Xerox. (See P18).



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QUALITY PAYS OFF IN THE UK

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Our marketing company in the UK has set up a network of joint venture dealers known as Xerox Business Centres and initiated a major information technology programme. The factory at Mitcheldean was the winner of the first British Quality Award.

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Our joint venture in India, Modi Xerox, was successfully launched on the stock market ahead of the factory's first commercial production of Xerox 1045s. This section also looks at distribution in East and Central Africa and the biggest worldwide installation of Ethernet in Australia.

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About 60 per cent of the time we spend at training school is spent acquiring knowledge – the rest is spent acquiring skills. Rank Xerox is introducing an Active Learning Process to help us acquire knowledge on our own.

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A major corporate identity advertising campaign is being launched internationally to promote Team Xerox – the full panoply of our capability.

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Rank Xerox donated £1.4 million in 1984 as part of its portfolio of social actions in which substantial support is provided to local communities and international projects.

A YEAR OF CHANGE AND PROGRESS

In the year ended October 31 1984 Rank Xerox placed a record number of copiers and duplicators, increased its market share significantly in the crucial mid-volume sector, reinforced its leadership position in the office information systems market, and increased profits before taxation, for the first time in five years.

1984 may well be recorded as a watershed in the company's history. The tide has turned, after several years of declining profits and market share. But there still is a great deal to do to ensure that the recovery continues.

1984 was the first full year of the 10 Series, the third generation of xerographic copiers and duplicators that has set new industry standards of copy quality, reliability, features and value for money. All of our expectations have been met, and more. No less than 75 per cent of total gross installations were 10 Series machines. In particular, the Xerox 1045, designed in the UK and manufactured in the Netherlands, has been a success all over the world, including North America with over 100,000 placements in the mid-volume sector. Further successes can be expected with the recent launches of other products in this sector.

At the same time, our drive into the low-volume sector, with the Xerox 1020 and Xerox 1030 family, is producing encouraging results, particularly through the additional distribution channels described in this report. The Xerox 1075 and Xerox 9000 Printing Series are maintaining our stronghold in the high speed duplicating sectors. These successes are reflected in an 18 per cent rise in total copier net placements during the year.

Our Systems Business Division, responsible for marketing the fullest range of office information systems available from any company, including laser printers and multi-function workstations, achieved a revenue increase of 54 per cent. Placements of electronic typewriters made in France more than doubled, as did revenues from electronic printing systems. SBD accounted for over 10 per cent of the company's total revenue and is well on its target of providing half the total turnover by 1990.

Our financial results show revenues of £1,765 million,

up by 15 per cent, and profits before taxation (and before our share of Xerox research and development and central overhead costs) of £202 million, up by 22 per cent.

These results were achieved in an environment of slow economic growth in many of the Eastern Hemisphere countries, our copy volume growth of 7 per cent, and higher costs of components and machines sourced in the US and Japan resulting from the strength of the dollar and the yen.

However, despite these encouraging results, we have no grounds for complacency. Rank Xerox is facing strong competition, depressed industry price levels, adverse currency influences and an uncertain economic environment. The key to our continued success is to establish even higher levels of activity at the same time as continuing to reduce costs.

During 1984 the number of our employees fell by 805 to 30,986 as we retrained a significant number of our people to meet the changing skills base needed by the company, and allowed attrition to reduce overall numbers. We are re-organising International Headquarters. The new structure shown on the next page will result in fewer management layers, faster decisions, more line accountability, and lower central costs. In addition, we have made plans to move Headquarters out of London to Marlow in late 1986 at a substantial cost saving.

Rank Xerox has had considerable success in reducing its costs and these efforts will continue in order to retain our competitiveness. At the same time, we expect an even higher level of net placements in both areas of the business in 1985. Whilst continuing to expand, SBD is expected to contribute profits for the first time, after eight years of investments. These factors make us confident in predicting higher profits in 1985, subject to exchange rate effects.


H. Orr-Ewing
Chairman (shown left)


R. E. G. Magnin
Managing Director



THE NEW MANAGEMENT STRUCTURE

During 1984 a major reorganisation of the structure of our International Headquarters was carried out with the aims of establishing clearer accountability, implementing decisions more rapidly, and cutting costs.

New Operational Team

The responsibilities of the Regional Directors were redefined in order to clarify accountability. Each is now directly accountable not only for the results of the Operating Companies which report to them but also for their staff support teams in International Headquarters.

In addition, to assist in reducing the number of layers involved in decision making, the General Managers of our three largest Operating Companies now report directly to the Group Managing Director.

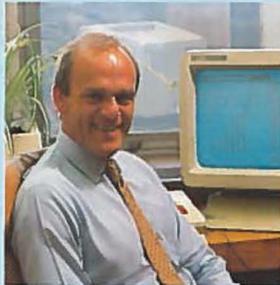
As a result of these changes there is now an operational team with clear and direct accountability for the achievement of business results.

Changes in International Headquarters

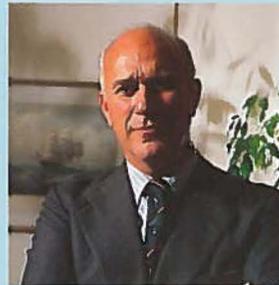
Changes were also made in all of the functions in International Headquarters in order to support this new emphasis. Wherever possible the number of management layers is being reduced and accountabilities are being clarified.

A significant development was the establishment of a new Rank Xerox Services Group which will be responsible for the provision and co-ordination of all central services for the UK operating company, Manufacturing and Engineering and for Headquarters, including external relations in the UK and social responsibility programmes, and for shared development, logistics, and Bushey computer operations, which are

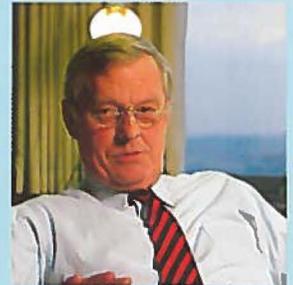
The people responsible for our operations



JOHN DUERDEN
Regional Director responsible for Greece, Australia, New Zealand, South and East Asia, China, South Africa, Nigeria, Ivory Coast, East and Central Africa.



LUIS CAMINO
Regional Director responsible for Spain, Portugal, Sweden, Holland, Switzerland, Austria, Belgium, Denmark, Norway and Finland.



DAVID THOMPSON
Regional Director responsible for Italy, Middle East, North Africa, India and Eastern Europe.



BERNARD FOURNIER
General Manager France.



DON WILSON
General Manager UK and Ireland.



MICHEL ODELGA
General Manager Germany.

supporting many of the operating companies.

The Head Office move to Marlow planned for late 1986, will also be one of the key accountabilities of this Group.

These fundamental changes in our organisation should ensure that

authority is devolved to the most appropriate level and that decisions are made and implemented as speedily as possible.

Model of the new International Headquarters being built at Marlow

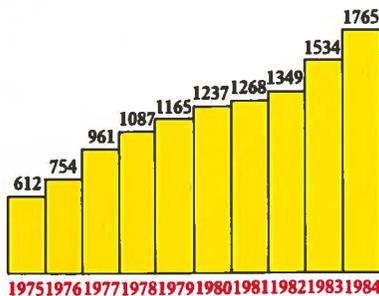


HIGHLIGHTS OF 1984 PERFORMANCE

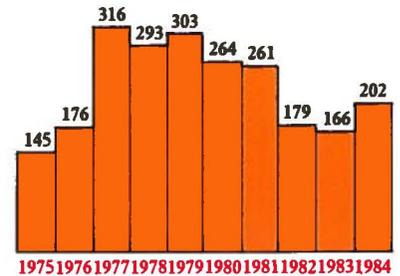
FINANCIAL PERFORMANCE

- Revenues £1,765 million, up by 15 per cent
- Profits, before tax and Xerox recharges, increased by 22 per cent to £202 million

REVENUES (£ms)

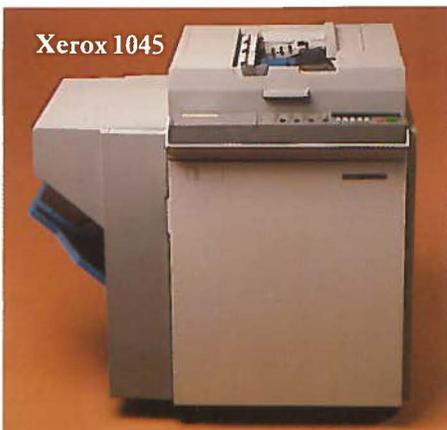


PROFITS (£ms) before tax and Xerox recharges



PRODUCTS

- 10 Series products well received by customers and provided 75 per cent of gross installations
- Over 100,000 worldwide placements of Xerox 1045s
- Xerox 9000 Printing Series re-launched
- Doubled placements of electronic typewriters

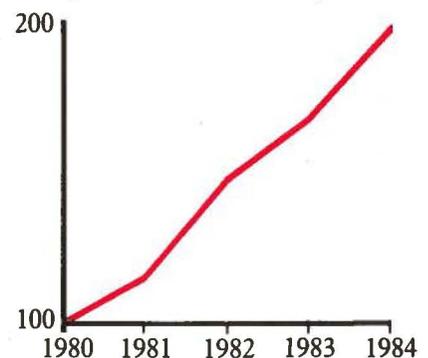


OPERATIONS

- Record net placement of copiers and duplicators (18 per cent up on 1983)
- Market share improved
- Copy volume increased by 7 per cent
- New marketing channels established for low volume products
- Service and Distribution revenues grew by 16 per cent
- Record placements of SBD products with revenues up by 54 per cent
- More than doubled revenues from electronic printing, typewriters and office systems

- Quality improved by 89 per cent in Manufacturing
- Mitcheldean won British Quality Award

Net placements of copiers and duplicators 1980-1984. (On base of 100 in 1980)



SOCIAL RESPONSIBILITY

- £1.4 million provided by International Headquarters and Operating Companies to support local communities and international projects
- Job creation programme sponsored in the Netherlands
- Mitcheldean Enterprise Workshops opened in November
- Chair in International Management established at INSEAD in Fontainebleau, France
- Bryan Nicholson appointed chairman, Manpower Services Commission in UK

EMPLOYMENT

- Group employees 30,986, a reduction of 805
- International Headquarters restructured and to move to Marlow in late 1986
- Active Learning Process launched

OPERATIONAL REVIEW

In placing a record number of copiers and duplicators in the market place during the year ended October 31, 1984 Rank Xerox increased market shares in most sectors, thus strengthening its leadership position. Net placements of machines rose by 18 per cent over the previous year, backed by vigorous marketing and advertising. Despite some supply constraint, no fewer than 75 per cent of gross installations were 10 Series machines, reflecting strong customer acceptance of what is widely regarded as the industry's state-of-the-art products. The four basic models making up the third generation of xerographic products and launched in April 1983 exceeded expectations and achieved a turnaround in the company's market share. The four products straddle the entire range of the market, up to high speed duplicating. Their modular construction allows customers to mix-and-match to get the right model to meet their exact copying needs. Two more 10 Series products were introduced during 1984, and further product introductions are planned for 1985.

Copy volume on all Rank Xerox reprographic machines, including laser printers, recovered following several years of low growth reflecting lower economic activity in the Eastern Hemisphere. The increase in copy volume during the year was 7 per cent.

As part of the vigorous marketing drive, there was a major move to establish new distribution channels and concentrate the efforts of the direct sales force. In addition to the appointment of many new dealers, two exciting new marketing developments during the year were the setting up of joint ventures and concessionaire systems in the UK and France. Other types of alternative distribution channels have also been initiated, such as the sales agent networks.

Xerox 9000 Printing Series

The Centralised Business Area (CBA) has shown continuous success with a strong performance from the lead product, the Xerox 9500.

The series was successfully re-launched as the 9000 Printing Series, with the aim of repositioning these products into high-volume, centralised environments. The launch included special salesforce training, a customer seminar programme and a customer satisfaction drive. The Xerox 1075 was especially well placed in the medium to high volume decentralised areas.



Assembly of Xerox 1075s at Lille.

Improved Results from Service and Distribution

In achieving a revenue increase of 16 per cent, Service and Distribution accounted for nearly a fifth of total revenues, reflecting the growing importance of this side of the business.

There was a major effort in 1984 to devolve decision making within TSD to a level nearer to the customer. By simultaneously measuring customer satisfaction and service profit margins, TSD staff have been encouraged to make their own business judgements. The greater flexibility and responsibility which has been placed at local levels has resulted in improved customer satisfaction, service profitability and job satisfaction.

Systems Business Booms

The Systems Business Division achieved a revenue increase of 54 per cent during 1984. Most sectors reported an encouraging growth rate, with electronic printing, electronic typewriters and office systems more than doubling revenues. However, results for the Xerox 16/8 micro-computer were not up to expectations.

The Systems Business Division is the major growth area in the company. In 1984 it produced over 10 per cent of the total revenue, and by 1986 the percentage is expected to almost double, in line with the target to contribute half total group revenues by 1990.

SBD Director Carlos Pascual says, "We are now in a much better position, with a strong organisation, a better understanding of the business, and a more integrated strategy in document management. By the end of this decade, we intend to be a fully integrated systems company. The investments in Systems Business Division are beginning to pay off, with the first profit expected in 1985"

Xerox Office Systems designed to improve productivity in the office and technical environments, will be launched in 1985. It offers a wider range of facilities and services than any other system on the market.

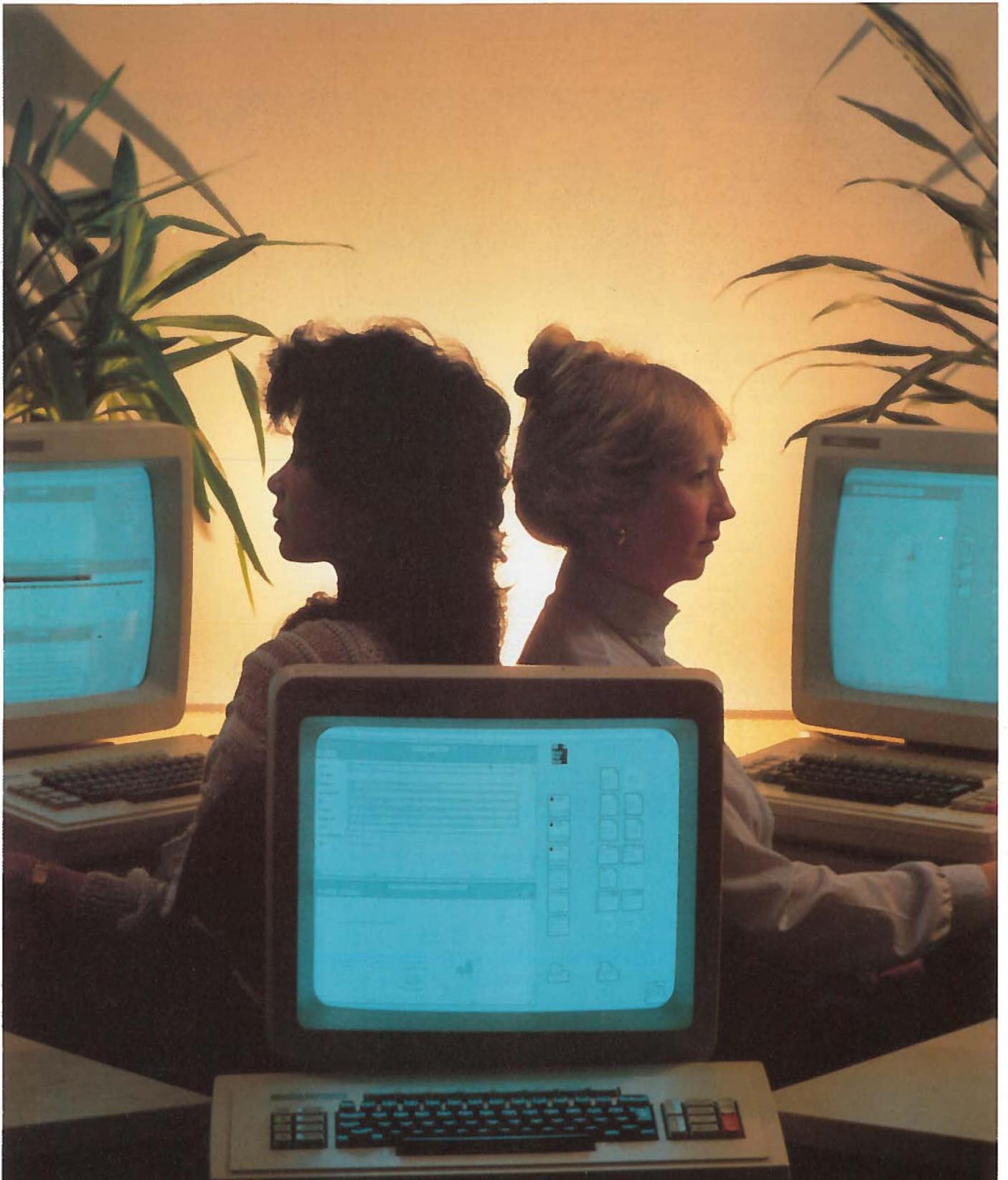
Based on the Ethernet local area network, Xerox Office Systems integrates a whole range of Xerox workstations, including personal computers, word processors, multifunctional workstations such as the Xerox 8010 and laser printers. IBM PC's and DEC VAX minicomputers can also be attached directly to the network, and use the services that the system provides. These services include:

- filing and mailing for bulk information storage and distribution
- data capture and printing, for converting information into electronic form, and obtaining high quality output
- communications, for linking to other networks and existing data processing facilities.

By applying modern technology to document creation and management, Xerox Office Systems provides customers with specific facilities in the document management area that can result in tangible financial benefits. A department involved with publications such as technical manuals or training handbooks no longer needs to get involved with re-typing material, cutting and pasting, typesetting, photography and platemaking. The whole development and production process can now be managed electronically, with dramatic cost savings and productivity benefits.

Placements of electronic printing systems have increased from 13 in 1981 to many hundreds in 1984, and a significant profits increase is anticipated in 1985. To keep up with expansion, the sales force has increased sevenfold in three years. Training staff at International Headquarters in London are fully occupied every working day of the year training the sales and service force from throughout the world. Four new electronic printers will be introduced in 1985 - two for centralised and two for decentralised locations. With the introduction of these new products, Rank Xerox will have reinforced its leadership position.

Rank Xerox is beginning to capitalise on the vast printing industry. An increasing number of manuscripts and manuals are now printed on electronic systems. As we know, printing is only one part of the publishing exercise, accounting for perhaps only one-tenth of the total cost. The preparation of the



The Xerox 8010 workstations (shown above with Jane Slade, right, and Brenda Cathan), are part of the range of products making up Xerox Office Systems – to be launched in 1985 – designed to improve productivity in the office.

8000

8000

manuscript accounts for most of the cost and the use of sophisticated software packages in conjunction with electronic printing systems can help to reduce time, cost, and improve efficiency.

Large corporations, government departments, local government and service industries all have wide varieties of documents which are required urgently, on time and to a high standard of quality.

Xerox software, such as the Xerox Integrated Composition System (XICS), together with the Xerox 150 scanner, is able to create text and graphics which are then reproduced by a high volume laser printer. In Europe a number of high technology companies are currently using these combinations to produce, for example, technical manuals. These types of installations will continue to grow at a high rate.

Supplies – The Diamond Standard

Office Supplies Division increased profits by 17 per cent, with particularly impressive results from the copy shops. Rank Xerox is being established as a major name in the office supplies business and is selling supplies for competitors' machines too. The division's products are being marketed under the concept of the Diamond Standard, to emphasise their high quality.

In 1985 OSD will be consolidating the aim of becoming a known supplier of office equipment outside Rank Xerox. There will be particular emphasis on developing sales of new applications materials, such as optical character recognition paper, security paper and envelopes for use with electronic printers.

Productivity in Manufacturing

In 1984, the European Manufacturing and Supply Division met its production schedule, in total and by line, at all of its plants in Welwyn Garden City, Mitcheldean, Lille, Venray and Coslada – and with an overall quality improvement of 89 per cent, as measured by the number of defects per 100 machines.

This increase in quality was achieved by continuing emphasis on training, parts control (including closer liaison with parts vendors) and a general insistence on quality from top management to shop floor.

In all plants, the principle of contract labour has been adopted to achieve the maximum degree of flexibility. As our production efficiency continues to improve, we are also investigating the possibility of carrying out production



For the office of the future: Xerox ribbons and printwheels.

contracts for other companies in electronics, photo-receptor production, machining and related fields.

The Director of EMSD, Dick Holmes, says, "Our plan for 1985 and 1986 was enthusiastically received. However, subsequent events, including the continued strengthening of the US dollar, have increased future difficulties. The job for 1985 will be very hard, but I am confident that based on the last six years' record of success, we will find our way through it".

Leadership Through Quality

"Xerox is a quality company. Quality is the basic business principle for Xerox. Quality means providing our external and internal customers with innovative products and services that fully satisfy their requirements. Quality improvement is the job of every Xerox employee."

In 1984 we began to implement a total quality process for Rank Xerox, the strategy for which was developed during 1983 by a senior management team

drawn from all the major units of Xerox. "Leadership Through Quality" is a long-term process aimed at changing the way we make decisions, the way we interact with one another, and the way we satisfy our customers.

The implementation of Leadership Through Quality commences with training; over the next three years, each and every person in Rank Xerox will receive formal training in the processes and tools of Leadership Through Quality. The training has started at the top of the organisation and is being cascaded in "family groups".

Directors of Quality have already been appointed in all units. They will provide quality improvement through training in, and application of, new skills and processes, and also by supporting the development of improved communication processes, increased employee involvement activities, and modifications to the way we recognize and reward people.

FINANCIAL REPORT: Profits Up

Rank Xerox revenues for the year to October 31, 1984 rose by 15 per cent to £1,765 million. Profits before tax and before Xerox corporate charges, amounted to £202 million against £166 million for 1983, an increase of 22 per cent.

Fuji Xerox contributed £55 million to our profits before tax, an increase of 35 per cent, helped by the strength in the value of the yen.

The Rank Xerox contribution to the research and development and central costs of Xerox was £81 million.

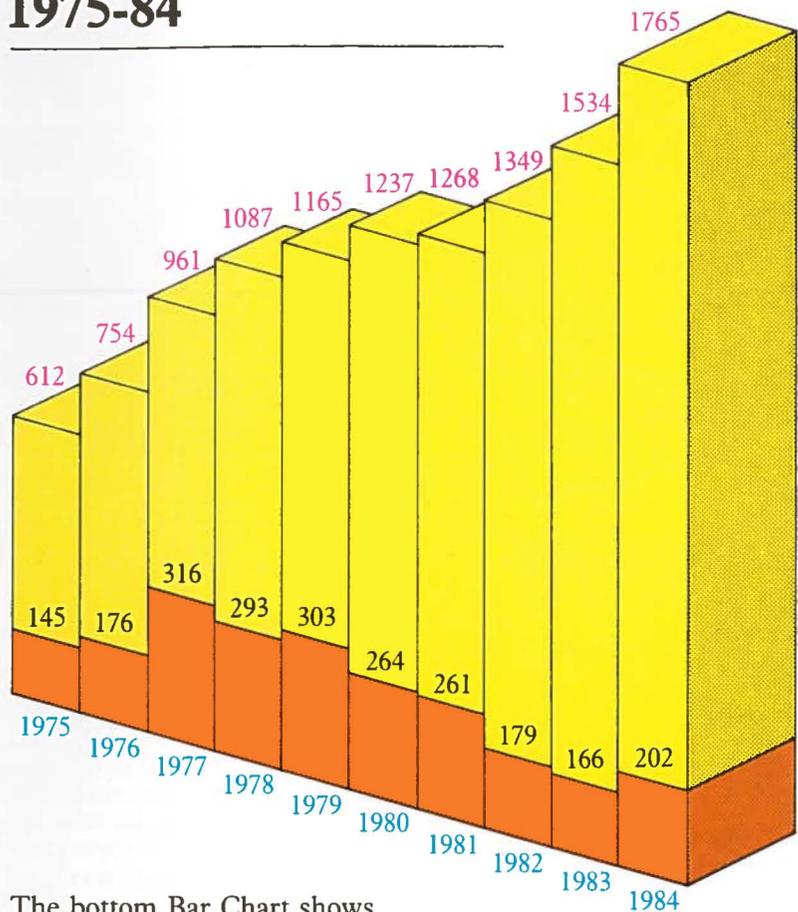
After this charge, profits before tax were £121 million. Income taxes payable to governments amounted to £37 million. We are paying dividends to our shareholders, Xerox and the Rank Organisation of nearly £19 million. Outside shareholders are allocated £1 million. This has left £64 million retained in the business for investment.

Our contribution to profits before tax of The Rank Organisation amounted to £64 million.

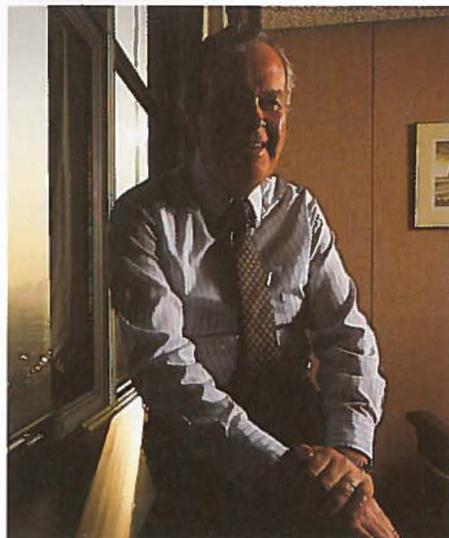
While The Rank Organisation consolidates approximately one-third of our profits, Xerox Corporation, which owns 51.2 per cent of Rank Xerox companies, includes the balance of our profits calculated in dollars in their results.

The 1984 Rank Xerox results in dollars were adversely affected by the strengthening of the dollar against other currencies. This is reflected in revenues of \$2,432 million, up by 3 per cent, and profits before taxes and before our contribution to Xerox research and development costs and central overheads, of \$271 million, down by 3 per cent.

RANK XEROX REVENUES AND PROFITS IN £ STERLING (MILLIONS) 1975-84



The bottom Bar Chart shows Rank Xerox profits before tax and before our share of Xerox research and development and central overhead costs.



Jack Milligan, Director of Finance and Control at International Headquarters, London.

RESEAU INDIRECT – LA FRANCE OUVRE LA VOIE

“Dix-neuf cent quatre-vingt-quatre a été une bonne année commerciale pour Rank Xerox France,” affirme Bernard Fournier, Président Directeur Général, “avec un accroissement de 25% des placements machines par rapport à l’année précédente, et une augmentation du revenu de 17%. Notre part de marché copieur s’est accrue de façon significative, en raison du succès de la Série 10, qui nous a permis pour la première fois de reconquérir des parts de marché sur nos concurrents japonais.

Cependant, malgré l’augmentation du revenu, le profit a été moins important qu’en 1983 dans un contexte (cours des monnaies, développement de la concurrence, contrôle des prix . . .) qui ne nous a pas permis de protéger nos marges.”

En 1984 un des faits marquants pour RXF a été la mise en place un réseau de vente indirect, concessions et boutiques. L’idée de distribution par des concessionnaires avait été testée en 1983. Il s’agit d’encourager des collaborateurs à créer leur propre entreprise, en agent exclusif, dans des zones mal couvertes par la force de vente directe. Celle-ci est recentralisé sur des zones à très fort potentiel.

Les 60 concessionnaires actuellement installés ont des résultats supérieurs de 50% aux prévisions. Le réseau des boutiques, qui a également démarré en France en 1983, est une seconde réussite. 17 boutiques sont ouvertes en fin 1984. Elles proposent au public des produits Xerox, petits copieurs et machines à écrire, et une gamme de micro-ordinateurs Xerox et non Xerox. Les boutiques sont également des copies-service.

La filiale française a été la première à intégrer la distribution de produits tels que les machines à écrire dans les objectifs des vendeurs copieurs. C’est également désormais le cas des micro-ordinateurs pour les Ventes Directes. Depuis le lancement de la Série Xerox 600 en 1982, la part de marché de la machine à écrire a atteint 17% pour RXF, et continue à s’accroître. Les ventes sont impactées du fait que c’est la seule machine à écrire actuellement fabriquée en France.

Un Centre Technique a été ouvert à Paris pour réparer les copieurs bas-gamme et les machines à écrire. Le dépannage est fait sur place chez le client, ou au Centre Technique où le matériel peut être apporté. Grâce à une meilleure organisation et à une bonne formation, les techniciens ont augmenté leur productivité de 50%.



Concessionnaires. **Photo en haut:** Vincent Nys (à droite) à l’Isle-Adam.

En bas: Pierre Poitreau, Seine-et-Marne Bureau, Montereau.

La Division des Systèmes de Bureautique et Informatique a eu de bons résultats ces cinq dernières années, et un atout supplémentaire va venir les renforcer. Rank Xerox France a signé un accord avec la Société TECSI pour la commercialisation des programmes d’intelligence artificielle, qui ouvrent de nombreuses perspectives d’applications dans les domaines scientifiques et d’affaires.

Pour renforcer ces activités, Rank

Xerox France consacre du temps aux relations publiques et investit dans la publicité. Citons une opération tout à fait remarquable cette année: l’exposition d’affiches politiques, de la Renaissance à nos jours, dans les locaux de la Conciergerie à Paris.

Le pronostic pour 1985 est optimiste. “Nous nous sommes donné pour objectif une augmentation de 20% de nos placements machines,” dit Bernard Fournier. “Nous pensons accroître notre profit de 50% et continuer à développer de nouveaux canaux de distribution. Nous avons également un objectif d’amélioration d’encaisse, et de gain de part de marché face à la concurrence.”

la S.I.R.X.: seule usine produisant des machines à écrire en France.

L’usine de Lille, qui produit les machines à écrire de la Série Xerox 600 est idéalement située pour desservir le marché européen. La fabrication des machines à écrire électroniques a plus que doublé pendant l’année et constitue maintenant l’activité majeure de l’usine.

La part du reconditionnement diminue. La remise en état de la Xerox 9200 a été transférée à Mitcheldean en 1984, pour que la SIRX puisse accueillir la chaîne d’assemblage du copieur/duplicateur Xerox 1075, transféré de Venray. On y produit également des modules de finition pour les Xerox 1045 et Xerox 1048. Le concept Qualité a été introduit à l’usine en 1981. Il a entraîné une réduction des coûts et une augmentation de la satisfaction client. La participation du personnel n’est pas un vain mot, 10 cercles de Qualité en témoignent.

ALTERNATIVE DISTRIBUTION – FRANCE LEADS THE WAY

Rank Xerox in France is leading the way in establishing alternative distribution channels. Its pioneering activities contributed to a 25 per cent increase in net placements, resulting in a revenue rise of 17 per cent – but profits were held back by official price controls. The popularity of the 10 Series resulted in the first gain in market share against Japanese copier producers. The concessionaire system (see pictures on this page) – helping employees set up as exclusive agents in rural areas – raised sales productivity by 50 per cent in those areas. The company also operates 17 FIXL outlets, where copiers and typewriters are sold over the counter next to copy services and local salesforce activities. There was substantial progress towards integrating the salesforce, now selling copiers, typewriters and micro-computers. Assembly of the Xerox 600 typewriters at Lille helped raise market share to 17 per cent. Lille also set up assembly operations for the Xerox 1075 and is responsible for producing finishers for the Xerox 1045 and 1048 as well as continuing its refurbishing activities. The operating company is planning a 50 per cent increase in 1985 profits. The picture opposite shows Arianespace, the fiftieth customer for Ethernet in France.



Arianespace était le 50ème client français pour le réseau Ethernét.

NEDERLAND – 100,000 SUCCESSEN

Wat onze verkoopmaatschappij, Rank Xerox (Nederland) B.V. betreft, is 1984 een succesvol jaar geweest. Met de omzet is ook de winst weer gestegen; de verkoop van kopieer-en duplicerapparatuur steeg met meer dan 30 procent.

Hoewel Rank Xerox in Nederland – als doorgangland voor de rest van Europa – veel concurrentie ondervindt en het prijs-niveau relatief laag ligt, behoort RX Nederland tot een van de sterkste RX verkoopmaatschappijen in Europa. Als belangrijke redenen voor dit succes kunnen worden genoemd een efficiënte verkoop en service-organisatie, alsmede het handhaven van hoge kopieer-volumes. Deze aspecten in combinatie met een effectieve kosten-beheersing hebben geleid tot een gunstig winst-resultaat.

De verkoop-organisatie is uiterst succesvol geweest met het verkopen van de 10-Serie. De Xerox 1045 en Xerox 1048 zijn bijzonder populair bij de klanten; dat heeft wellicht ook te maken met het feit dat deze produkten in Venray worden vervaardigd en het dus om echt nederlands fabrikaat gaat. Ook op het gebied van Electronic Printing is het afgelopen jaar veel gebeurd: orders van toonaangevende bedrijven als Philips, de KLM en Shell. Er mag dan ook gesproken worden van een duidelijke doorbraak van de positie van RX Nederland op het terrein van Electronic Printing.

Sinds begin 1984 zijn de verkopers van kopieer-apparatuur ook verantwoordelijk voor de Xerox 600-schrijfmachine Serie. Dit is later dan de meeste andere RX verkoopmaatschappijen, maar na een aarzelend begin kan gekonstateerd worden dat de markt Rank Xerox percipieert als een belangrijke leverancier van elektronische schrijfmachines.

Er zijn in 1984 niet alleen meer RX produkten dan ooit tevoren geïnstalleerd, maar wat belangrijker is, ook de Customer Satisfaction is toegenomen.

Hoewel de verkoop van apparatuur een steeds groter deel uitmaakt van de totale omzet en deze ontwikkeling zich naar verwachting zal blijven voortzetten, is verhuur van kopieerapparatuur nog steeds belangrijk. In 1984 werd met de overheid een nieuw kontrakt gesloten konden met verscheidene andere grote klanten bestaande contracten worden verlengd met de voor Nederland gebruikelijke periode van 3 jaar of meer. Dit mede dank zij het succes van de 10 Serie.

Tijdens de tweejaarlijkse Efficiency



Peter Crawford-Taylor, Algemeen Directeur, Rank Xerox (Nederland) B.V.

Beurs te Amsterdam die in oktober 1984 plaatsvond demonstreerde Rank Xerox opnieuw haar superioriteit op het terrein van wat genoemd wordt "Document Management". Ons bedrijf was vertegenwoordigd met een indrukwekkende stand. Mede dankzij deze presentatie zijn er meer orders afgesloten dan ooit te voren. De bezoeker kon heel wat zien en leren, zoals het 8000 Systeem in directe verbinding met Venray. Ook kon de klant kennis maken met het Field Support Systeem dat betere service-verlening mogelijk maakt.

De ervaringen in 1984 geven RX Nederland de zekerheid dat ook 1985 een uiterst succesvol jaar zal worden.

XEROX 1045 PRODUKTIE – honderdduizend maal succes!

De fabriek in Venray vervaardigt de Xerox 1045 en 1048 kopieer-apparatuur en heeft tot november 1984 ook de Xerox 1075 geproduceerd. (De produktie van de laatste vindt sinds november plaats in de franse vestiging te Lille.) Het afgelopen jaar vierde de fabriek de produktie van de 100.000 ste Xerox 1045, een kopieer apparaat dat overal ter wereld (ook in Amerika) wordt verkocht. Naast de machines vervaardigt

Venray ook toner.

In 1984 werden zo goed als alle doelstellingen gerealiseerd, zowel in kwantitatief als kwalitatief opzicht: o.a. het AMACS Systeem werd met succes geïntroduceerd. Met dit systeem vindt de kwaliteitskontrolle van het materiaal niet in onze fabriek, maar al bij de leverancier plaats, zodat het materiaal direkt voor produktie kan worden aangewend. Daarmee heeft de fabriek de voorraad onderdelen – ondanks de verhoogde produktie – kunnen reduceren en daarmee ook de kosten, verbonden aan voorraden, aanzienlijk kunnen terugbrengen.

De Minister van Sociale Zaken en Werkgelegenheid heeft gedurende het jaar het Trainingscentrum voor Kantoor-automatisering te Venray geopend. Dit Trainingscentrum kwam tot stand op gekombineerd initiatief van de burgemeester van Venray en wijlen de heer Len Stierman, voormalig Director of Manufacturing voor onze fabrieken in Europa. Op dit trainingscentrum worden werkelozen vertrouwd gemaakt met tekstverwerkers en micro-computers, wat de kans op het vinden van een nieuwe baan vergroot. Ter nagedachtenis van de heer Stierman zal jaarlijks tevens een prijs worden uitgereikt aan de beste student in de Computer Wetenschappen.

In 1985 zullen er in Venray drie nieuwe kopieer-apparaten vervaardigd worden en men gaat van start met de produktie van elektronische componenten voor een nieuwe reeks schrijfmachines met geheugen. Daarnaast blijft de fabriek nog steeds het belangrijkste Supply Centre van Europa.

THE NETHERLANDS – 100,000 SUCCESSES

Revenues of Rank Xerox (Netherlands) B.V. rose in 1984, following two years of stagnation, and profits grew, reversing the trend of recent years. Net placements of copiers and duplicators rose by a third to a new record.

One of the company's major strengths is its technical service and distribution organization which has been at the forefront of innovations in service efficiency.

The Xerox 1045 and 1048 copiers, which have the advantage of being manufactured in Venray, were particularly popular with customers. Placements of electronic printing systems accelerated during the year and the Xerox 600 typewriter series was introduced in the Netherlands.

Our Venray plant produces Xerox 1045 and 1048 copiers, and until November 1984 also manufactured the Xerox 1075. During 1984, the plant produced its 100,000th Xerox 1045 copier. Quality and quantity targets were met in almost every area of the plant's operations, and an automated materials control system was introduced, resulting in the lowest number of parts ever held in stock, and the more efficient deployment of staff. Automatic cranes, shuttles and guided robot vehicles were also introduced.

A Vocational Training Centre for Office Automation, a joint venture with Venray's Burgomaster, was opened to train unemployed people to use word processors and micro-computers.

During 1985 three new copier models will be assembled at the plant and it will also become the major European Supply Centre for Rank Xerox.



QUALITY PAYS OFF IN THE UK

In November 1984, the Rank Xerox factory at Mitcheldean became one of three winners of the first British Quality Award. The Award was made under the British Quality Award Scheme, by the British Quality Association, in support of the National Quality Campaign. The object of the scheme is to encourage quality improvement in industry and commerce throughout the United Kingdom, and awards are made to those individuals or groups considered to have achieved the most notable successes in improving the quality of a British product, service, process or technique.

Open to all British companies, some 200 initial applications were made to produce a short list of 24 major organisations.

The Mitcheldean submission was based on a wide ranging programme of activities geared to building in quality during the manufacturing process rather than the traditional method of inspecting products for quality at the finished stage. The whole organisation was involved, including shop floor and administration, with the emphasis on team work to achieve quality in every aspect of the operations. With the objectives of improving customer satisfaction, increasing competitiveness and reducing the costs, the Mitcheldean programme concentrated on engineering design, materials from suppliers, the production process, quality awareness and training.

During the same month of November 1984, Mitcheldean was awarded the Sword of Honour, the most prestigious safety award in the world. Each year the British Safety Council selects only 30 organisations from hundreds of applications received from around the world, for the Awards.

The plant mission at Mitcheldean is the highly automated assembly of small copiers in the 10 Series range, as well as the high-volume Xerox 9000 Printing Series. Mitcheldean also produces processors for the Xerox 9700 electronic printers.

Production Trebled at Welwyn Garden City

At Welwyn Garden City, Rank Xerox has one of the largest manufacturing operations for printed wire board assemblies (PWBA's) in the UK. Since the beginning of 1984, the plant has trebled its production and has capability for a further 75 per cent increase. The boards are produced mainly for the 10 Series copiers for Venray and the North American Manufacturing Division.



Top: Bill Pinkney (right), one of the Rank Xerox (UK) Government Branch management team, with a customer from the House of Commons, Michael Griffith-Jones.



Bottom: Alan Buckle, Managing Director of Oakley Office Systems, one of the new joint ventures in the Rank Xerox dealer network known as Xerox Business Centres.

of computer aided design equipment which is leading to improvements in both design quality and efficiency.

Xerox Business Centres

Rank Xerox (UK) Limited net placements of copier and duplicators rose by 14 per cent to a record level reflecting the success of the 10 Series. In addition, the company increased placements of SBD products significantly. Rank Xerox (UK) announced a major exhibition, conference and university programme to promote excellence in the understanding and application of Information Technology and tackle the skills gap which is emerging as an inhibiting factor in Britain's economic recovery.

In order to widen its coverage of the small business sector, the company set up a network of joint venture dealers known as Xerox Business Centres. In appointing a sole agency to market Rank Xerox copiers and electronic typewriters, the company takes an equity stake and provides financial and management resources. Several of these centres were set up in 1984 and more are planned for 1985.

The company is confident of improving its performance in 1985 in both its machine placements and its financial results and substantial efforts are being made to reduce its costs. General Manager Don Wilson says, "We must reduce our costs to survive in a marketplace where competitive machine prices are falling, but we are having to pay more, due to the weakness of the pound, for the equipment we buy. We must strive for increased revenue growth from a stable or decreasing cost base".

Electronic PWBA's are also produced for the CBA group of products and the plant is actively pursuing business for other companies.

Welwyn Manufacturing Operations and Engineering Group are ahead of the market in research and application into new ways of mounting integrated circuits. Developments currently underway will mean smaller integrated circuits and smaller boards, leading to more compact copiers, which will cost less and take up less space in the office. Another field in which Welwyn is a leader is in the production of rigid and flexible belt photoreceptors for copiers and duplicators, and the plant has begun to develop the former for some of our competitors.

Quality is number one priority and is at a very high level in the plant, with the current rejection rate of less than 0.5 per cent and a target to reduce this to 0.3 per cent in 1985. Employees are responsible for their own quality control with a Quality Assurance audit routine in place, and meetings are held daily to discuss the quality of the previous day's output and to resolve any problems.

The Rank Xerox Engineering Group at Welwyn was responsible for designing and developing the highly successful Xerox 1045. Work continued on the development of follow-on products for introduction in 1985 and 1986 which specifically address the challenges of high quality and reduced unit costs. 1984 saw a significant increase in the use



Tops in quality and safety: during 1984, our Mitcheldean plant was one of three companies to win the first British Quality Award, and it also received the most prestigious safety award in the world, the Sword of Honour.

INTERNATIONAL SUCCESSES

The developed and developing countries in Africa, Asia, the Far East and Australasia are of growing importance to Rank Xerox, accounting for 13 per cent of total revenues. The current recession in many of these territories has interrupted a trend of faster growth than in Europe. But the trend could be re-established in 1985 as economic growth recovers. Moreover, the opportunity for gaining new markets is exciting, particularly in countries with the vast population of India and China. In this feature, we focus on the developing world in India and East and Central Africa, and the progress being made in Australia with Ethernet.

Modi Xerox goes Public

During 1984 Rank Xerox claimed another first. Our joint venture company in India, Modi Xerox, became the first Xerox operation outside North America to offer its shares to the public. Modi Xerox was incorporated in September 1983 as a joint venture between Rank Xerox Ltd, with 40 per cent of the shares and the Modi group, which also owns 40 per cent. The remaining 20 per cent was offered to the Indian public.

Modi Xerox's plant is located in Rampur, Uttar Pradesh, approximately 140 miles from Delhi. It is scheduled to start commercial production of Xerox 1045 in March 1985. This will enable the company to offer state-of-the-art xerographic products to the Indian market. The plant will contribute towards the establishment of ancillary industries through local sourcing of some parts.

Rank Xerox will provide technical training and assistance, supported by a number of Rank Xerox expatriates.

This exciting joint venture builds on the already successful creation of Indian Xerographic Systems which was established in 1982. In May 1984 IXS received the Certificate of Export Excellence from the Indian Export Promotion Council.

Alternative Distribution in Africa

Rank Xerox sales in 18 countries in East and Central Africa are controlled from Nairobi. The logistics of selling to such a vast area and in so many different countries are formidable but, by careful use of alternative channels of distribution, this part of our business has shown outstanding growth.

All sales in this region through sales and service agents, dealers, and distributors are coordinated through Africa Direct Sales (ADS) by George Abonyo, ADS Manager.



In 1981 an economic slump hit most African countries. Importing machines and spare parts became very difficult because of foreign exchange controls. But it is since that time that alternative channels have flourished, selling only in convertible currencies.

Indeed the consistent increase in activity since 1981 has now resulted in ADS contributing more net placements in 1984 than sales through traditional channels. This led to a growth of copier/duplicator net placements of 17 per cent in 1983 and 48 per cent in 1984. This has enabled East and Central Africa to grow its revenues by 17 per cent in 1984.

Ethernet in Australia – The Biggest Order

Rank Xerox (Australia) has been making considerable progress in installing Ethernet Systems. The level of recent sales has been such that the company has

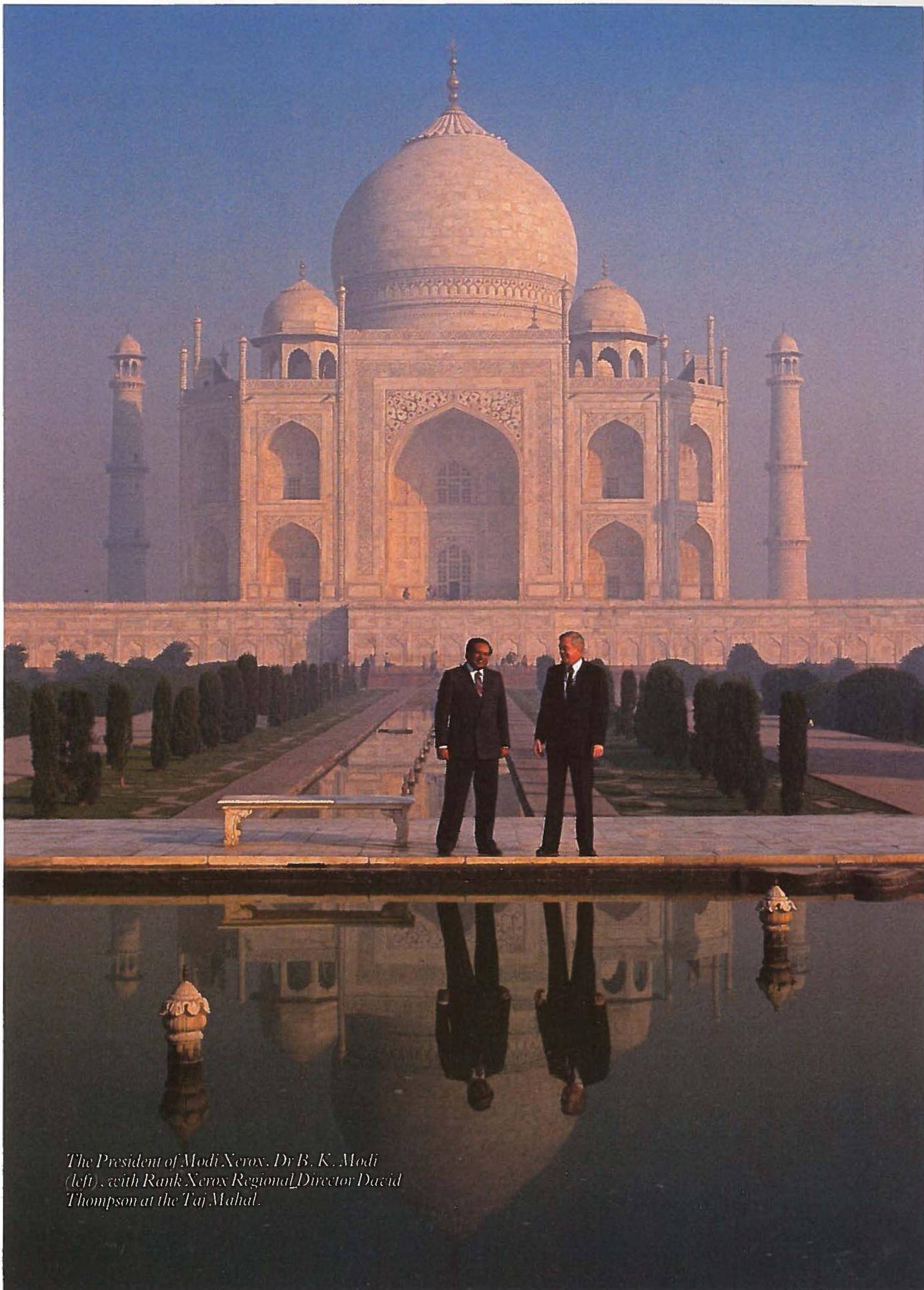
Top: To cover the vast areas of East and Central Africa, Rank Xerox has appointed dealers and agents, whose total placements of copiers rose by 48 per cent in 1984.

Bottom: The new 'open door' policy in China represents a potentially vast market for Rank Xerox, which has begun to sell its products in the world's most populated country.

achieved the largest single Ethernet order to date in Rank Xerox worldwide.

The massive installation at the department of Administrative Services, Federal Government, Canberra will link five separate buildings in the Canberra area and will interface a number of Federal Government mainframe computers. Some 60 Rank Xerox products will be used initially.

Such is the growth and level of interest in the Ethernet products that a separate Advanced Systems Unit is now being located in Canberra to further develop Ethernet utilisation.



The President of Modi Xerox, Dr B. K. Modi (left), with Rank Xerox Regional Director David Thompson at the Taj Mahal.

富士ゼロックス、その調和のとれた成長

富士ゼロックス株式会社は、日本の富士写真フィルムと、英国のランク・ゼロックス社の合併により、1962年に設立された。そのめざましい成長は、日本国内および東南アジアにおける複写機のレンタル販売によるものであるが、1970年代には、日本の国内市場向けに特にデザインされた広範な商品群を開発生産するまでに成長を遂げている。現在では、複写機をはじめ、ファクシミリ、電子プリンティング・システム、ビジネス用パーソナル・コンピューター、ワード・プロセッサ、さらにローカルエリア・ネットワーク・システムにまで拡大しており、これらの一部は、韓国、台湾、フィリピン、タイ、インドネシアの関連会社をとおして、東南アジアに輸出されている。

富士ゼロックスの1984年度の売上高は、9億4,500万ポンド（'83年度7億1,100万ポンド）。ランク・ゼロックス社への利益貢献は5,500万ポンド（対前年度比35%増）と、グループ全体の利益の27%に達している。日本国内の販売拠点は、180カ所にのぼる直販網に加え、地元有力資本との合併による販売会社や代理店・特約店を擁する。



富士ゼロックスの急成長を支えたひとつの鍵は、TQCであり、これにより最も効率的でよくマネージされた企業のひとつに数えられるようになった。TQCによって生産性は大幅に向上し、これがマーケットシェア増大につながっている。商品開発にも極めて大きな力を入れており、ミッチェルデザインで組み立てられているゼロックス1035およびゼロックス1020の開発を手がけたのも富士ゼロックスである。

過去5年間に、年平均にして、販売は16.5%以上、利益は12.9%の伸長を示している。

将来の目標は、生産とマーケティングカの増強であり、営業ネットワークの拡充である。今後の販売活動の中心に位置する商品は、創造的な仕事により多くの時間をふり向けられるようにという設計思想に基づく8000INS（インフォメーション・ネットワーク・システム）である。

FUJI XEROX - CONSISTENT GROWTH

Fuji Xerox was founded in 1962 as a joint venture between Fuji Photo Film Company Ltd and Rank Xerox Ltd. The company's early growth was based on the rental of copiers in Japan and South East Asia, but since the early 1970s, Fuji Xerox has expanded into the development and manufacture of a wide range of products designed in the first place specifically for the Japanese market. As well as copiers, these now include facsimile transceivers, electronic printing systems, small business computers, word processors and local area network systems. Fuji Xerox exports to South East Asia through operating companies in Korea, Taiwan, the Philippines, Thailand and Indonesia.

Fuji Xerox's total operating revenue

for 1984 was £945 million, compared with £711 million in 1983. Its profit contribution to Rank Xerox amounted to £55 million (up 35 per cent), accounting for 27 per cent of total group profits. The Company has a nationwide network of over 180 branches in addition to a group of subsidiaries which are joint ventures with regional companies.

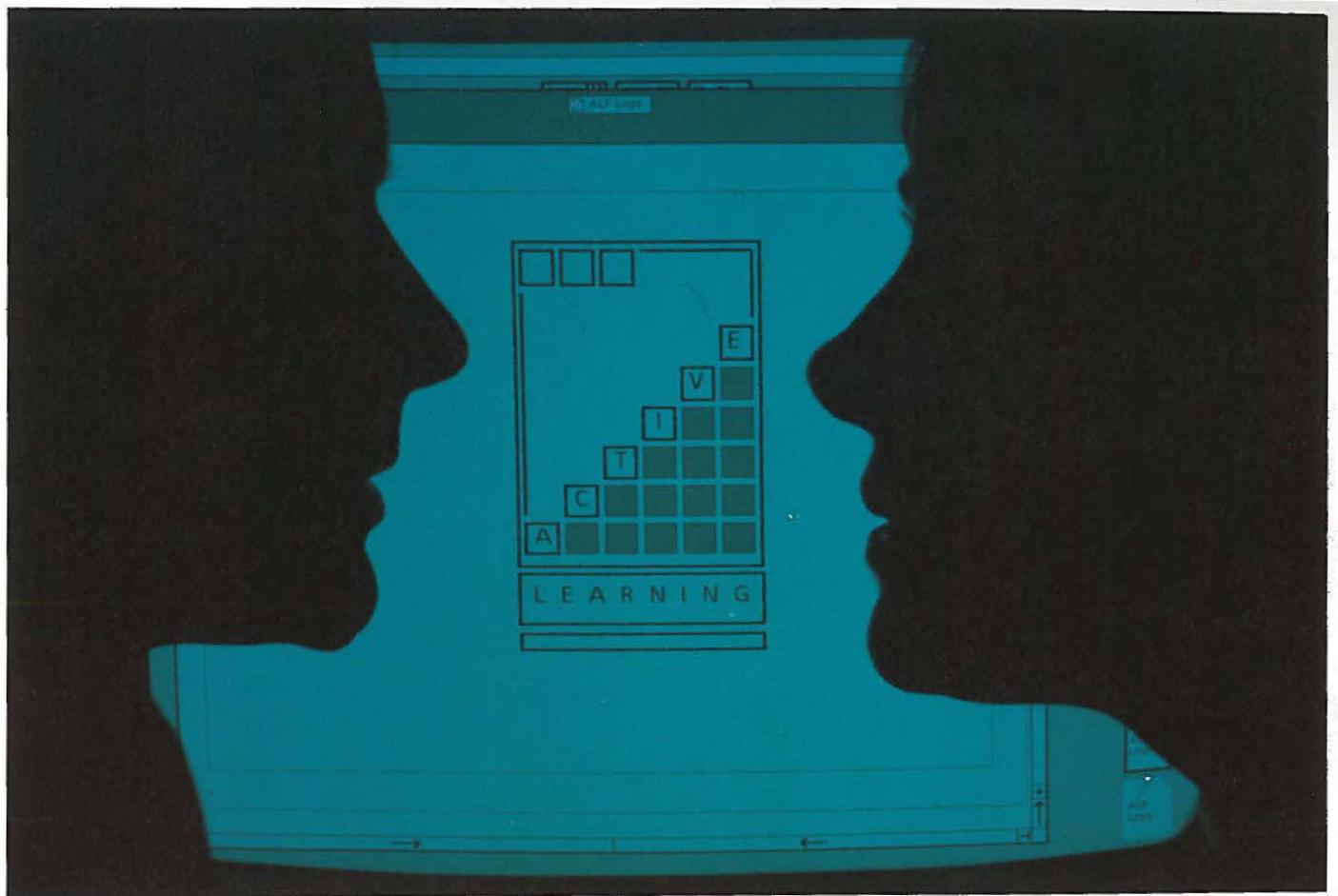
Total Quality Control (TQC) has been one key to the rapid growth of Fuji Xerox, and has helped make the company one of the most efficient and well-managed companies in Japan. The TQC programme has resulted in a substantial increase in productivity, which has also helped Fuji Xerox to increase its market share. Fuji Xerox also places great emphasis on product development and was responsible for designing the Xerox

1035 and 1020 copiers assembled at Mitcheldean.

In the past five years, sales have grown at a compound rate of over 16.5 per cent, and earnings have climbed 12.9 per cent annually.

Future objectives will focus on the expansion and improvement of the company's production and marketing capabilities, and the extension of the network of sales branches and subsidiaries. At the centre of the new marketing activities will be the promotion of the FX 8000 INS (Information Network System), an integrated office systems concept designed to allow the user more time for the creative process.

The picture above shows a Fuji Xerox Information Network System showroom in Tokyo.



LEARNING IS BETTER THAN TRAINING A NEW APPROACH AT RANK XEROX

During 1984 Rank Xerox continued its commitment to training and embarked on an ambitious new strategy for the future. Rank Xerox makes a significant commitment of cost and manpower to training because its importance for the future of the business is fully recognised. Training is now a multi-million pounds business within the company. As our activity continues to grow, more and more time is being spent by employees attending training courses. The continuing development of the company makes it vital that our people are kept up to date with the appropriate knowledge and skills. For example, sales integration and the increasing array of products have created an enormous training load.

The man years spent at training school during 1985 would make "training" the equivalent of the sixth largest Operating Company.

If we continue to provide our training only by traditional methods it is clear that the time required from our employees will become excessive.

In order to ensure that neither the quantity nor quality of our training suffer in the future a major new invest-

ment in training was approved during 1984: the Active Learning Process.

Studies show that approximately 60 per cent of time at training school is spent acquiring knowledge. The remaining 40 per cent is spent acquiring skills.

Acquiring new skills requires practice and feedback. This means spending time in the classroom working with others. But knowledge can be gained differently. Much information can be assimilated while working by oneself and by using a variety of media such as books, audio or visual aids, and micro-computers.

These alternative methods can therefore provide more training at less cost because they require less money on accommodation and travel and less trainer time.

Over the next few years the Active Learning Process will provide all major Rank Xerox locations with a range of training materials in various forms: books, films, manuals, audio-visuals and ultimately computer-based learning. It is intended that much of the company's basic knowledge training will be provided on this basis, enabling trainees to work at their own pace and in their own way.



International training team. Left to right: Jane Le Surf, John Agate, Maja Schoefer, Mike Ratcliffe, Graham Green.

This will not simply be a passive process. Active learning will be a fully integrated part of the normal training schedule. And participants will be encouraged to test and challenge how much they have learned.

This method of training is starting to be used by a number of the leading business corporations. By introducing Active Learning Rank Xerox will continue to be at the forefront of training technology.

THE MAKING OF AN IMAGE

Towards the end of 1984 a new Rank Xerox corporate identity advertising campaign was launched in the UK by the advertising agency Young and Rubicam, with a budget of nearly £1 million in the first month alone. During 1985 the campaign will be extended to France, Spain, Italy, Portugal and Finland. The campaign has already been running for a year in Sweden.

The new corporate identity campaign results from market research surveys into the image of Xerox in the USA and of Rank Xerox in France, Germany and the UK.

The campaign will convey the concept of "Team Xerox", with an unmatched product array and a combination of people and machines working together, and is aimed at strengthening our total capability.

The customer benefits conveyed by the new advertising can be defined as, "Whatever your business or organisation, you can depend on Rank Xerox to solve your document management problems cost-effectively and to go on doing so as you grow".

The campaign has been designed so it can be extended over at least three years and be capable of incorporating range and product advertising under its thematic umbrella.

The approach is cross-cultural and cross-linguistic. TV is being used in the UK, Italy and Spain, and all six

countries will have press advertising.

A major part of the promotional money will be spent in the UK, where there is the largest profit opportunity. Spain is a highly profitable country and also an important one for systems and keyboards. In Italy, an extensive image building programme is needed to counter the influence of Olivetti and to build a keyboard base.

We will be building on our successful image in France, and as it is a prime keyboard and systems country, the corporate image will be presented through a press campaign. In Finland, we are up against an intensely competitive systems market.

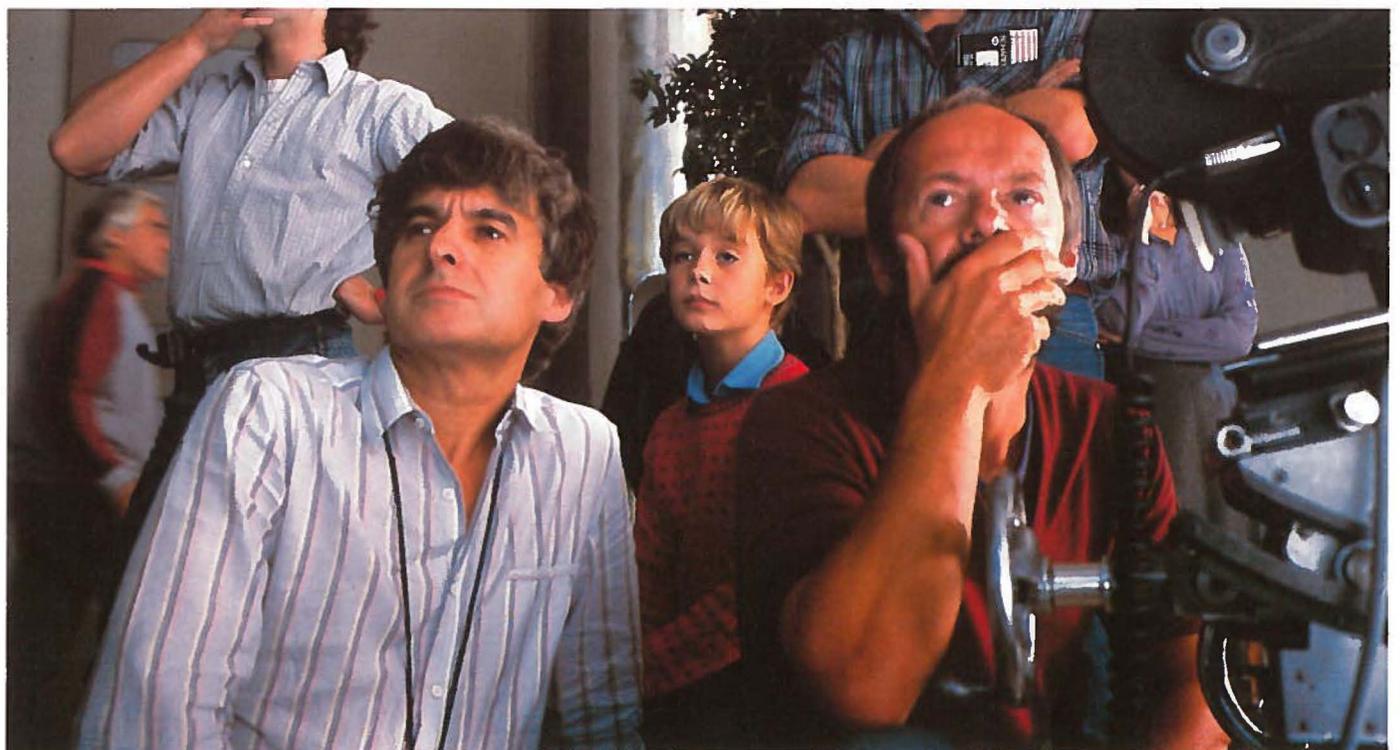
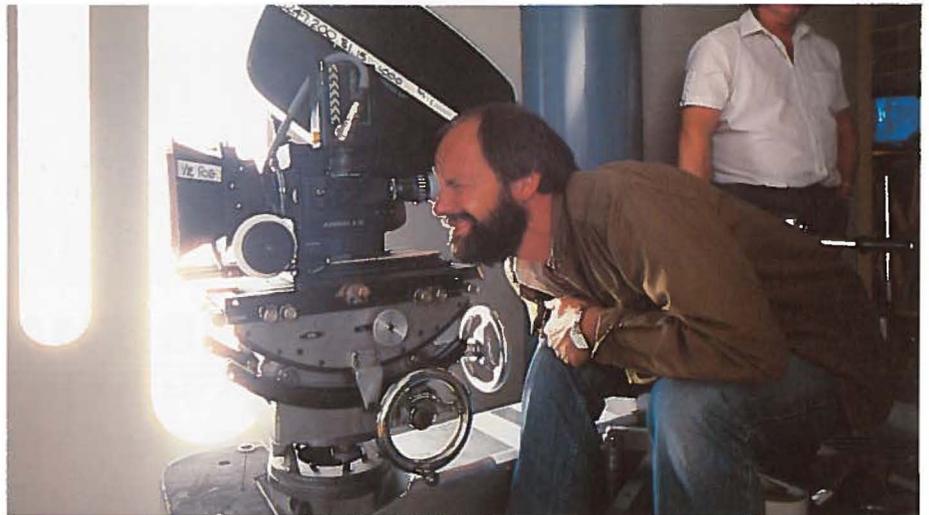
The campaign will fall into two dis-

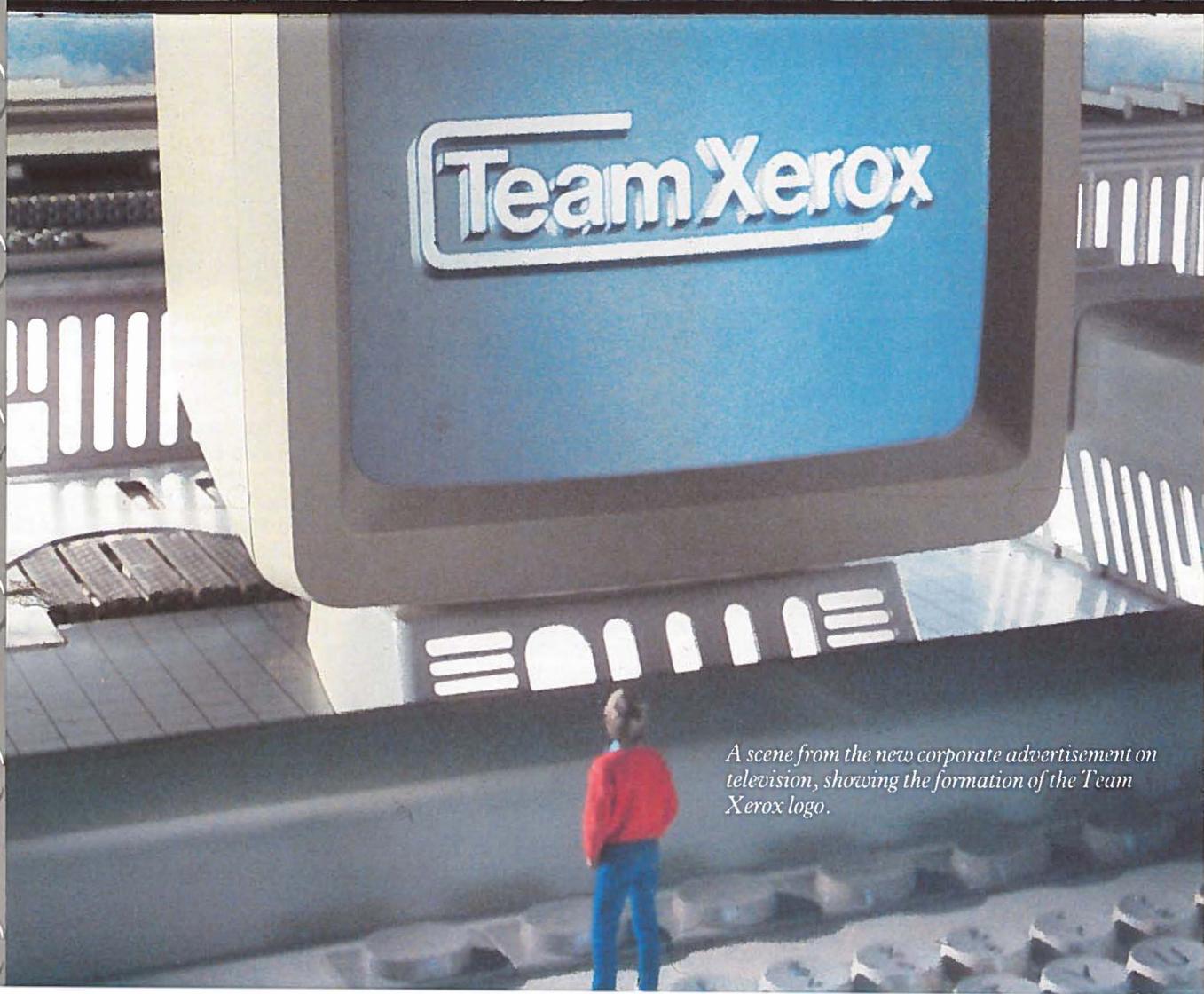
tinct parts. The first will establish Rank Xerox across the office equipment spectrum, and will also outline the meaning and significance of "Team Xerox".

The second phase of the campaign will move on to emphasise the strength of Team Xerox and our ability to solve problems. It will also link the campaign to product series advertising. Sweden has already reached the second phase.

The new corporate identity advertising campaign will clearly help enhance our image and stress the total capability of our product range.

Team Xerox





A scene from the new corporate advertisement on television, showing the formation of the Team Xerox logo.

RANK XEROX IN THE COMMUNITY

Rank Xerox continues to place a high priority on social responsibility. Our Portfolio of Social Actions covers three main areas: research into work and society, emphasising jobs, education and social values; schemes to bridge the gap between school and adulthood for the young unemployed; and industrial/educational liaison. The Portfolio also embraces participation in the arts, particularly where young people are involved, such as our sponsorship of the Royal Court Theatre's Young Writers' Festival in the UK.

During the year, particular emphasis was placed on job creation schemes. The major UK event was the opening of the ITeC (Information Technology Centre) at Colnbrook, Berkshire. The ITeC trains 16 to 18 year olds in skills such as computer programming, computer applications and data bases, analogue and digital electronics, computer maintenance, control system practices, keyboard use, word processing, telecommunications use and modern office practice. The centre is run by a seconded Rank Xerox manager on Rank Xerox premises, and takes our involvement in information technology a stage further than in the other ITeCs we have co-sponsored.

During the year, Rank Xerox agreed to support a major job creation programme in the Netherlands. The programme, which is being run by the City of Amsterdam, is expected to create 1,000 new jobs within the next three years. Funding is shared between Rank Xerox Holland and the Rank Xerox Trust.

At Mitcheldean, where manpower had been reduced since 1980, we have embarked on a number of projects to resettle redundant employees and to provide stimulus for the development of new business in the area. An independent organisation, FOCUS, has helped resettle over 50 per cent of the ex-employees since 1982. We have also been actively engaged in establishing two local organisations offering help to small businesses – the Gloucestershire Enterprise Agency and the Gloucester City Enterprise Workshop. A subsidiary company, the Mitcheldean Enterprise Workshops Ltd, was set up in 1984 to convert certain buildings on the 67 acre site into a workshop complex for small businesses. The workshops were officially opened on 15 November, 1984.

We allocate a percentage of our pre-tax profits each year for charitable donations. During 1984, £1.4 million



Left: Mitcheldean Enterprise Workshops. **Right:** Rank Xerox Regional Director Bryan Nicholson was appointed Chairman of the Manpower Services Commission.
Bottom: Students being trained at the Information Technology Centre at Colnbrook.

was donated for this purpose. Most of the company's charitable funds are allocated to the operating companies, who are able to donate it to the national, social, educational and cultural programmes which they consider most worthwhile.

In addition, selected international causes are supported by the Rank Xerox Trust. In the UK the Trust assisted the Inter-Action Trust's community computer camps, which teach disadvantaged young people computer literacy and programming skills. The Trust is also supporting Inter-Action's occupation preparation systems, which train young unemployed people in the skills needed to get a job.

Other projects assisted by the Rank Xerox Trust in 1984 included:

- Fondo per l'Ambiente Italiano's cultural heritage exhibition in Italy
- the Research Centre for International Law at Cambridge University
- part funding of a Chair in International Management at INSEAD in Fontainebleu, France
- part funding of a Chair in Communications at Victoria University in Wellington, New Zealand
- the Royal Shakespeare Company's European tour

In October 1984, Rank Xerox Regional Director Bryan ("Nick") Nicholson was appointed on secondment for three years as Chairman of the Manpower Services Commission in the UK, the Government body dealing with national employment and training programmes.

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