

# INTERCOM

A Newsmagazine for Memorex Employees  
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## Organizational Profile: Equipment Manufacturing

THE COMPUTER HISTORY MUSEUM



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To Assume Position May 15

# Robert Wilson Elected President, Board Chairman And Chief Executive Officer By Board Of Directors

The Board of Directors has announced that **Robert C. Wilson** has been elected to the positions of Chairman of the Board, President and Chief Executive Officer of Memorex. He will replace **Laurence L. Spitters**, who submitted his resignation in February, effective April 26.

Wilson has agreed to serve as president and chief executive officer on the condition of approval of a new qualified stock option plan by the Company's shareholders, and pursuant to an employment contract. He will assume his new position May 15, 1974.

Wilson, who was President, Chief Executive Officer and member of the Board of Directors of Collins Radio Company (now merged with Rockwell International Corporation) since 1971, attracted international recognition for his executive leadership in the dramatic turnaround of Collins Radio. After a series of annual losses which peaked at \$29.6 million in 1972, Collins Radio moved to an operating profit of \$13.3 million in 1973.

In an industrial career spanning more than 30 years, Wilson has had executive responsibilities in all major functional activities, such as marketing, engineering, manufacturing, and industrial relations. Product responsibilities have ranged from transistor radios to turbine generators, and geographic responsibilities from Singapore to Spain.

In 1969, Wilson joined Rockwell International (then North American Rockwell) as president of its billion-dollar Commercial Products Group. He was elected to the board of directors and to membership on the executive committee in November 1969.

Wilson was named executive vice president of Rockwell International, responsible for the Electronic and Industrial Products Group, in February 1971.

Product responsibilities included electronic and electro-mechanical systems for space vehicles, missiles and military aircraft; printing presses; textile machinery; truck and automotive components; business airplanes; yachts, and various industrial parts. He is credited with effectively bringing aerospace technology to Rockwell's commercial businesses, expanding their international activities, and initiating a successful plan for managerial development.



**Robert C. Wilson**

Prior to joining Rockwell International, Wilson has been a corporate vice president of General Electric Company. His experience with GE included general management assignments in industrial automation and consumer electronics, and responsibility for foreign operations in Spain, Ireland, Germany, Italy, Hong Kong, and Taiwan. These businesses ranged in size from less than \$1 million in annual sales to nearly one-half billion dollars. Wilson joined General Electric as a test engineer in 1941 through its Engineering Test Program.

From 1943 to 1946, Wilson served in the U.S. Navy, entering as an apprentice seaman, and rising to the rank of Lieutenant. Following World War II, Wilson returned to General Electric as an applications engineer for Industrial Power Systems.

After co-authoring a book on industrial capacitors, he moved to the Trumbull Electric Company, an affiliate of General Electric. There he is credited with developing products that have become industry leaders and are still in production. He reorganized and restructured the multipant organization to sharply reduce costs and improve productivity.

In 1959 Wilson was promoted to general manager of the Radio Receiver department. Under his leadership costs of transistor radios were reduced by over 70 percent in three

years and many new products were introduced. He is credited with leading GE's radio business in competing effectively with the Japanese.

Plants were established in Ireland, Hong Kong, and Singapore. The Irish company made significant socio-economic contributions to the development of the Shannon-Limerick area and helped to stem a serious outflow of technical talent from Ireland at that time.

In 1963 Wilson became head of the radio and television division at GE. During the next three years, the scope of this division was expanded through the addition of Audio Products, the General Electric Cable TV Company, two television stations, a color tube facility, television station equipment manufacture, and a large consumer electronics company in Germany.

Also, during this period, Wilson participated in a top-level study aimed at providing General Electric with a new multinational focus. In 1966 he was named a vice president of General Electric, and the following year, as head of the Industrial Drives division, Wilson was responsible for the electrical and electronic automation of such industries as steel, aluminum, paper, and rubber.

In 1972 Wilson was selected by the Gallagher Presidents' Report as one of the top 10 business leaders of the year. The GPR editors' selections are based on the candidates' personal integrity, corporate accomplishments and dedication to the private enterprise system.

Other awards received by Wilson include the Gold Medal of the Armed Forces Communications and Electronics Association for service to country, and the Golden Plate Award presented in 1973 by the American Academy of Achievement.

Wilson was born in Hazelton, Idaho, on January 9, 1920, and was raised in Long Beach, California. He earned a B.S. degree in mechanical engineering from the University of California at Berkeley in 1941. Wilson is a member of Tau Beta Pi, and a director of the Machinery and Allied Products Institute and the Armed Forces Communications and Electronics Association.

## Provides New \$35 Million Credit Line

# New Agreement In Principle With Lenders To Assist Memorex's Efforts To Restore Positive Net Worth

The Company's Board of Directors announced an agreement in principle with senior lenders which will significantly assist Memorex in its efforts to restore a positive net worth and aid in establishing a sound capitalization base for present and future operations. Among the key provisions of the agreement is the conversion of \$40 million of Memorex's present debt to a new preferred stock, a new \$35 million line of credit, and other beneficial adjustments in the remaining debt.

The execution of documents affecting the agreement requires that **Robert C. Wilson** be Chairman of the Board, President and Chief Executive Officer of Memorex. He will assume these positions on May 15, but his continued service is contingent upon approval by Memorex Shareholders of stock options granted to him by the Memorex Board of Directors.

The accounting treatment of the agreement to reflect the timing and form of the transaction, including the amounts of interest and dividends charged against earnings, has not yet been determined.

If the agreement is ratified, Memorex's principal creditor, Bank of America, will immediately convert \$30 million of debt into the new preferred stock, and lenders to ILC,

Memorex's wholly-owned subsidiary, also will convert \$10 million of their debt into the new preferred stock. And, if requested by Memorex, Bank of America and the ILC lenders will convert up to an additional \$25 million of their senior debt to preferred stock prior to December 31, 1977.

This additional conversion would be in the amount of 75 percent of any equity which might be created by conversion of Memorex's 5¼ percent convertible subordinated debentures into equity securities junior to those of the Lenders, or by purchase of the debentures by the Company for cash at less than face value. The Converting Lenders will receive 800,000 warrants to buy Memorex common stock at \$10 per share, with an additional 500,000 warrants if the additional \$25 million is converted.

A new \$35 million credit line will be provided by Bank of America through 1978 to finance at the prime interest rate new equipment placed on lease by Memorex to the extent that present obligations to the Bank are repaid. If borrowed, these additional funds would improve the Company's cash position. In addition to these loan funds, the Bank will provide, if requested by September 1974, up to \$3 million in advance payments for Memorex equipment to be sold to the Bank in 1975.

Other beneficial adjustments in the remaining debt include a reduction in the interest rate of senior loan obligations and a reduction in principal repayments.

The interest rate on the remaining senior debt to Bank of America and the ILC lenders, approximately \$169 million, will be reduced from 7¾ percent to 4 percent, retroactive to July 31, 1973. This 4 percent rate will continue in effect through December 31, 1977, changing to the prime rate thereafter. All presently accrued and future interest payments required through December 31, 1977, may be satisfied through issuance of a new Memorex Preferred Stock to lenders.

Principal payments for all senior obligations will be reduced from the current rate of \$3 million monthly to \$1 million a month in April, May and June of 1974, and \$2.25 million a month thereafter until the obligations are paid in full. This adjustment will reduce the annual loan repayments by \$10.5 million in 1974 and \$9 million thereafter.

Once finalized, the loan agreement should significantly reduce the burden of debt Memorex must carry, make the Company more competitive and improve the overall financial condition of the organization.

## Company's 1973 Revenues Increase \$31.5 Million – 22% Over 1972; \$119.1 Million Net Loss Reported

While Memorex reported a large loss for 1973, revenues increased \$31.5 million, or a 22 percent improvement over 1972. Revenues were \$176,923,000, compared to 1972 revenues of \$145,422,000. Equipment operations generated revenues of \$92,678,000, compared to

\$71,993,000 in 1972. Media operations had a revenue increase to \$84,245,000, compared to 1972's \$73,429,000.

The Company reported a 1973 net loss after taxes of \$119,090,000, or \$27.63 per share.

The net loss in 1973 compares to a net profit after taxes of \$1,193,000, or 30¢ per share, in 1972.

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## INTERCOM

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### On The Cover:

Highlighted this month is the Equipment Manufacturing Organization—the group that “puts it all together.” The group works as a team in the production of equipment products within the guidelines of cost, quality and schedule. (See story on page 6.)

# Manufacturing: The Group That 'Puts It All Together'

The very detailed assembly of a small magnetic head with more than 300 different production steps from raw chemicals to its final electrical test, the analysis of new product cost estimates and operating plans, and the building of test equipment to assure product quality and reliability, are just a few of the diversified activities of the Equipment Manufacturing Organization, the group that "puts it all together."

This dynamic organization, headed by **E. Douglas Larson**, Vice President, works as a team in the production of equipment products within the guidelines of cost, quality and schedule. The organization includes the following groups: Planning, Assembly/Test, Material Operations, Manufacturing Support, Printed Circuit Board Assembly, and Satellite Operations.

Manufacturing Planning, directed by **Robert Higgins**, is the cost planning services group and includes the following departments: Cost Engineering, Budgetary Control, and Labor Cost Analysis.

Cost Engineering and Budgetary Control, managed by **Chuck McCue**, sets product cost standards, provides marketing with phase estimates, and coordinates manufacturing budget analysis. A Labor Cost Analysis Department, managed by **Dale Hoover**, plans and measures all labor activities by providing direct and indirect labor forecasts, direct labor work measurements and standards.

Responsibility for manufacturing engineering, assembly, testing, and shipping is that of the

Assembly and Test Operations, directed by **James Ferenz**. The group includes the following departments: Manufacturing Engineering, Manufacturing, Recon, Flexible Disc File Manufacturing, Magnetic Head Production, and Final Test Operations. **Rudy Kuhn**, Staff Assistant, assists in preparing budgets, and controlling costs. This is accomplished through management tools such as budget reporting, work measurement programs, operating procedures and training.

A primary technical interface between Manufacturing and Development is Manufacturing Engineering, managed by **Al Nelson**. The department reviews engineering documentation prior to its release and recommends changes to reduce costs and minimize product problems. After release of the documentation, decisions regarding the buying or making of parts, the establishing of manufacturing areas, and the providing of tooling and equipment are determined and resolved.

In charge of Sub-Assembly, Final Assembly, Fabrication and Shipping is Manufacturing Manager **Doug Campbell**. The responsibility consists of meeting schedule at a pre-determined cost and quality and achieving these tasks within the framework of a budget.

Also included in the Assembly and Test Operations Group is Recon, managed by **Merle Hackett**, which updates and repairs all equipment returned from the field to make them available for lease or sale at a minimum cost. Flexible Disc File Manufacturing manager **Wayne Lettiere** has charge of our 651

and 652 Disc File Production group. Head Manufacturing, of which **Ken Lowe** is the manager, is responsible for the assembly of the magnetic head, from a mixing of raw chemicals, testing, ferrite production, etc., to the final electrical testing—300 different operations.

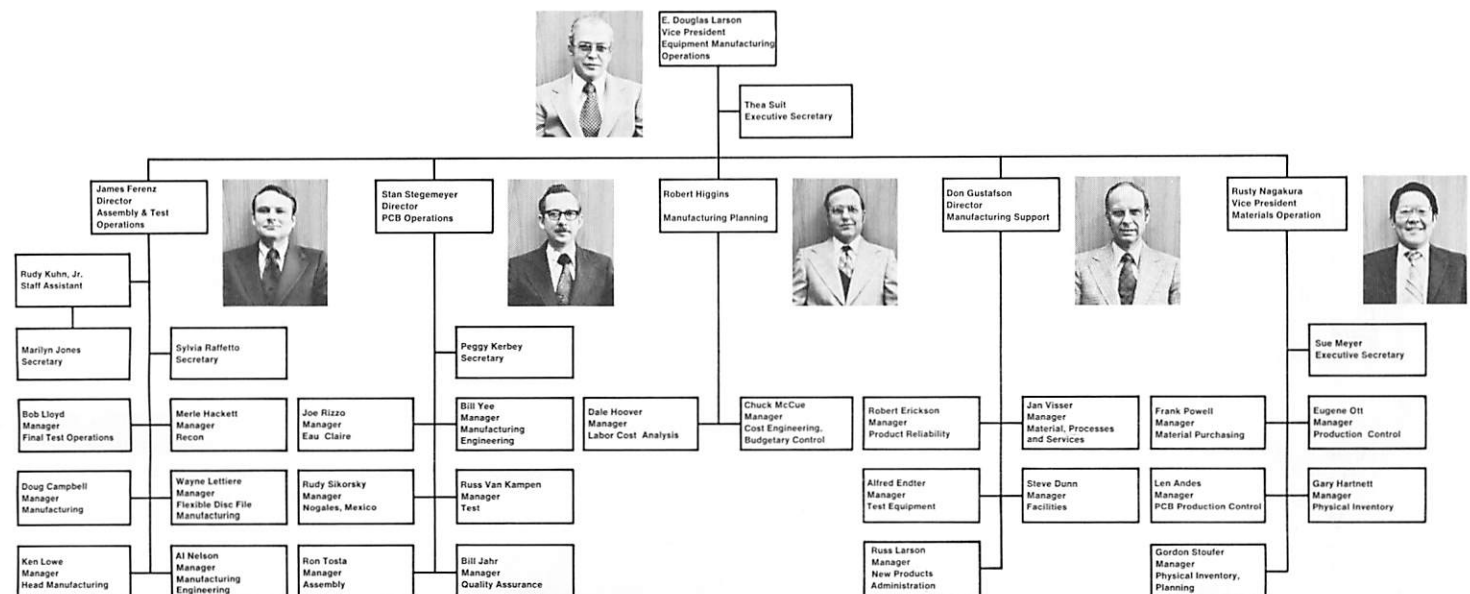
Final Test Operations, managed by **Bob Lloyd**, tests equipment before being shipped, assuring customers receive products of the highest quality and reliability.

Essential to the success of manufacturing operations is the availability of materials. This responsibility is handled by the Materials Operations Group, headed by Vice President **Rusty Nagakura**. The group not only works to provide for the availability of materials, but on a timely and cost effective basis.

Keeping tabs on production control is **Eugene Ott**, who translates product output schedules into input needs, ensuring that materials are available on time. This also includes planning and phasing into the Manufacturing Process Engineering Changes and production control at our plant in Nogales, Mexico.

**Len Andes** has responsibility for the production control of printed circuit boards and compares output schedules with input requirements for materials.

Controlling Physical Inventory and Planning is **Gordon Stoufer** which entails the translation of Marketing's needs into Manufacturing output schedules and keeps Marketing informed on the commitment status.



# Warren King Appointed Business Products General Manager; Robert Brown Named Product Manager

The appointments of **Warren King** as General Manager of the Business Products Division, and **Robert Brown** as the division's Product Manager, were announced by **Philippe Yaconelli**, Vice President for Media Marketing.

King joined Memorex in 1970 as Cost Accounting Manager. He soon moved to Nogales, Arizona, where he was Controller and Personnel Manager of the Memorex satellite operation in Nogales, Mexico. His most recent position was Financial Analyst for Media Operations and Planning.

He is a 1965 graduate of California State University, San Jose, where he earned his Bachelor of Arts degree in Accounting and Finance.



**Warren King**



**Robert Brown**

Brown joined Memorex in 1971 as a marketing representative for the San Francisco Bay Area. A year later he became Regional Manager for the 11 Northwestern States, and was Business Products Division's top Regional Manager for the United States in 1972 and 1973. He is a 1965 graduate of University of California, Davis, where he majored in Economics.

Brown replaces **Barry Carpenter** who has assumed the position as Manager of Marketing Administration, Customer Service Sales Manager/Phone Power.

## Employees Presented Tenth Anniversary Awards

Two employees have recently reached their 10th anniversary with Memorex. Each was honored with an engraved clock in appreciation of his or her contributions to the Company.

**Sue Sheeley**, Accounting Associate, is presented her 10-year award by Memorex President **Laurence L. Spitters**.

**Lewis Brescia**, Manager of Disc Pack Test and Assembly accepts the award from **Don Mattson (l)**, General Manager for Disc Pack Operations, and **Warren Kisling (r)**, Director of Disc Pack Production.



## Promotions

**Linda Boucke** to Secretary A  
**Joseph Carioggia** to Staff Engineer  
**June Casey** to Personnel Administrator  
**Joseph Cernac** to Electronic Tech A  
**Donell Deffina** to Supervisor-Assembly  
**Robert Edrington** to Associate Accountant  
**William Etheredge Jr.** to Engineering Tech A  
**Mary Jo Greenley** to Engineering Tech A  
**David Guerico** to Analyst Control  
**Alan Hall** to Supervisor Product Engineering

**Edelia Hernandez** to Commission Specialist  
**Siv Hoffman** to Supervisor-Assembly Q.C.  
**Rogelio Holder** to Territory Supervisor  
**Maurice Iverson** to Senior Engineer  
**Eloise Jiskra** to Senior Inspector  
**Noble Jones** to Toner Process Operator  
**Allen King** to Supervisor-Test Final Assembly  
**Tharan Lanier** to Manager-Accounting  
**Vincent Licon** to Toner Process Operator  
**Fred Locario** to Returns Administrator  
**Nickolas Lonchor** to Warehouseman A  
**William Lucitt** to Traffic Analyst  
**Anna Maddon** to Reclaim Operator B  
**Martin Mapes** to Engineering Tech A  
**Stephen Marcus** to Business Products Sales Representative  
**Vincent Mastropietro** to Technical Manager

**Dottie Monahan** to Field Communication Coordinator  
**Glenn Panella** to Toner Process Operator  
**Heather Putnam** to Keypunch Operator A  
**Ruth Rease** to Electro-Mechanical Maintenance Tech B  
**Douglas Revis** to Electronic Tech A  
**Tom Royster** to Senior Offset Press Operator  
**Paul Schomberg** to Tech Programmer  
**Suzanne Shepard** to Regional Sales Administrator  
**Michael Studulski** to Assembly-Test & Final Assembly Q.C.  
**Lynn Swidersky** to Territory Supervisor  
**Barbara Sundin** to Special Bid Administrator  
**Martin Thomas** to Offset Press Operator B  
**Arthur Withop** to Staff Engineer

# News In Brief

## Buckley Named Professional Media Salesman For 1973

Walter "Bucky" Buckley, Computer Media District Manager for the Southern Region, has been named the "Professional Salesman of the Year for 1973." Buckley was presented an award in Dallas, Texas, by Marketing Vice President **Philippe Yaconelli**. Buckley achieved 170 percent of quota. He joined Memorex in 1968.



## Bike Racks To Be Installed

In response to employee suggestion, and the fuel situation, bicycle racks are being installed at San Tomas and Memorex Drive complexes. At San Tomas, two racks will be located near the East employee entrance of Building 10, and one near the cafeteria entrance. At Memorex Drive, two racks will be set up at the Tape Plant, and one each at the Consumer Products and Disc Pack Plant.

## Disc Pack Plant Milestone: 2,000 Mark X Disc Packs Produced In Single Month

For the first time, more than 2,000 Mark X Disc Packs were manufactured in a single month, according to **Don Mattson**, General Manager of Disc Pack Operations. "March was our biggest production month in our history, and it was accomplished with little overtime," said Mattson. "The contributions of employees to this milestone have been tremendous, and as the result, the plant's production has attained higher levels than had previously been forecasted. In fact, the Disc Pack Plant has tripled its production levels in the past year and has become one of the Company's most profitable groups."

## Memorex Sells CMX Systems

CMX Systems, the Memorex-CBS joint venture which makes computerized systems for video-tape editing, has been sold to Orrox Company. Orrox owns a plant which makes ferric oxides for recording tape and subsidiaries involved in special video tape drive systems. Memorex and CBS each owned 50 percent of CMX, and the company had its own board of directors.

## Lueders Named Manager For Equipment Development

**Donald Lueders** has been appointed Manager, Development and Planning Administration, announced **Robert Stender**, Vice President for Equipment Development and Planning. Lueders will be responsible for establishing and maintaining operational procedures, administrative planning relating to organization operations and coordination of patent activity. He has held key positions in Development and Development Support, the most recent being Manager of Equipment Products Standards.

## New PCB Tester For 651 Disc File To Provide \$10,000 Savings In 1974

**Charles Felkins** of Test Engineering has developed and built a semi-automatic tester for the read/write printed circuit board used in the Memorex 651 Flexible Disc File. The tester not only improves the quality of the circuit board, but also reduces the time required to test and align it, which will provide a savings of more than \$10,000 during 1974.

## Frank Chester Rejoins Field Support Education As Technical Instructor

**Frank Chester** has rejoined the Field Support Education Department with a promotion to Technical Instructor. In his new position, Chester will be responsible for Associate FSR training. His most recent position was Senior FSR for the San Francisco Branch Office.

## Employees To Receive Copies of Medical Insurance Payments

All medical insurance payments that are made directly to Memorex employees will now include the original draft and a non-negotiable copy of that draft, according to **Robbie Walker**, Benefits Specialist. "Since our insurance company does not keep a running total of expenses received and paid to employees, the copies will assist them in keeping more accurate records," said Mrs. Walker.

## Berry Appointed Manager Spare Parts Logistics

**Bob Berry** has been appointed Manager of Spare Parts Logistics, announced **Jack Kelly**, Vice President for Product and Marketing Support. Berry will be responsible for worldwide parts support, including warehousing and order processing. He joined Memorex in 1969 as Field Support Regional Manager, and his most recent assignment has been International Marketing Support.

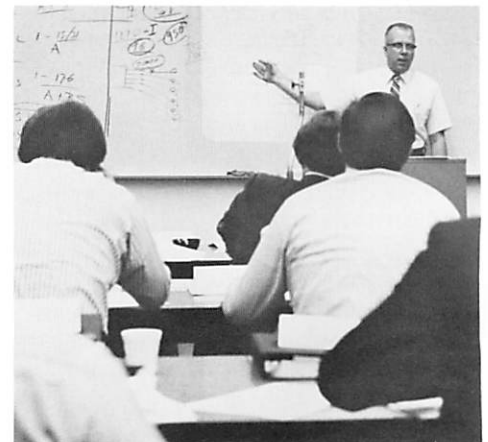
## 17 Employees Celebrate Their Fifth Anniversary

The following 17 employees have recently marked their fifth anniversary with Memorex and will receive five year awards in recognition of their contributions to the Company.

<b>Mitchell Anderson</b>	<b>Armin Liedtke</b>
<b>Leon Arnold</b>	<b>Agostinho Marquez</b>
<b>Mattie Benton</b>	<b>David Noltemeyer</b>
<b>Rachel Damalerio</b>	<b>Amnon Rosen</b>
<b>Richard DeLaCruz</b>	<b>Orlena Sanders</b>
<b>Rudolph De Leeuw</b>	<b>Durwood Smith</b>
<b>Stella Hernandez</b>	<b>Donald Stoye</b>
<b>James LaPlante</b>	<b>Opal Wells</b>
<b>Thomas Lee</b>	

## 1st Equipment Sales Training Class For 1974 Concludes

The first sales training class of 1974 for 20 equipment products salesmen has concluded. Memorex training classes, which first began in 1969, introduce newly hired salesmen to all aspects of Memorex products, the competition and sales skills. According to **Howard Rathbun**, Education Manager, each class is conducted by headquarters marketing support people. "Through our training program and personal development in the field, I feel our sales personnel are the best in the industry," said Rathbun.



Discussing communication concepts with sales personnel during a Memorex training class is **Ev Rogers**, Product Development Instructor.

**Frank Powell** is responsible for Purchasing. This means satisfying the Production Control requirements on a timely and cost effective basis.

**Gary Hartnett** is responsible for the physical inventory. This includes receipt, storage, control and issuance of material into the production process on a timely basis.

Providing valuable assistance to the Equipment Manufacturing Organization is the Manufacturing Support function, directed by **Don Gustafson**.

The Product Reliability Group, managed by **Robert Erickson**, includes Test Engineering, Quality Control, Quality Assurance, and Receiving Inspection. These groups assure that material received and the product shipped meet both mechanical and electrical specifications.

The Material, Processes and Services Group under **Jan Visser**, manager, supports Equipment Manufacturing with process and service assistance, which includes Chemical Analysis, Material Support, Process Support, Shipping and Packaging, Tool Design and Tool Manufacturing.

The Test Equipment service group, managed by **Alfred Endter**, maintains, repairs and cali-

brates test equipment, monitors calibration of equipment, and maintains a test equipment pool for short-term inter-departmental requirements.

New Products Administration, a manufacturing activity under **Russ Larson**, provides project administration for all MFI machines and features handed off by Development to Manufacturing.

The San Tomas Facilities Department, managed by **Steve Dunn**, is responsible for Plant Engineering, Plant Maintenance, Telephones and Communications and Office Services. Janitorial Services and ground maintenance are provided by contractual arrangement with vendors from specifications generated by the department.

Printed Circuit Board (PCB) Operations, headed by director **Stan Stegemeyer**, produces all of the printed circuit board and cable/harness assemblies. The PCB group has satellite manufacturing facilities in Eau Claire, Wisconsin, and Nogales, Mexico, in addition to the PCB assembly operations in Santa Clara.

The Eau Claire Facility, managed by **Joe Rizzo**, provides the etching, drilling, laminating and plating of PCB's, and contributes

significantly to the company's ability to stay cost competitive in printed circuit board fabrication.

**Rudy Sikorsky** manages the Nogales Facility, which is responsible for cable/harness assemblies. This facility is provided with material, English assembly aids and schedules from Santa Clara. Nogales translates these aids into Spanish, and then assembles and tests the cables and harnesses.

In Santa Clara, the PCB Assembly department, managed by **Ron Tosta**, performs electrical components which are inserted on fab boards and soldered. Once completed, they are checked by the Test Department, managed by **Russ Van Kampen**. Monitoring and controlling the overall quality of the PCB assemblies is the responsibility of the quality assurance department headed by **Bill Jahr**.

PCB Manufacturing Engineering Department, under the management of **Bill Yee**, provides routing sheets, assembly aids, tooling and process instructions necessary for PCB, cable and harness production. They also provide prototype service for Development Engineering, and are responsible for Field Spares Return Program.

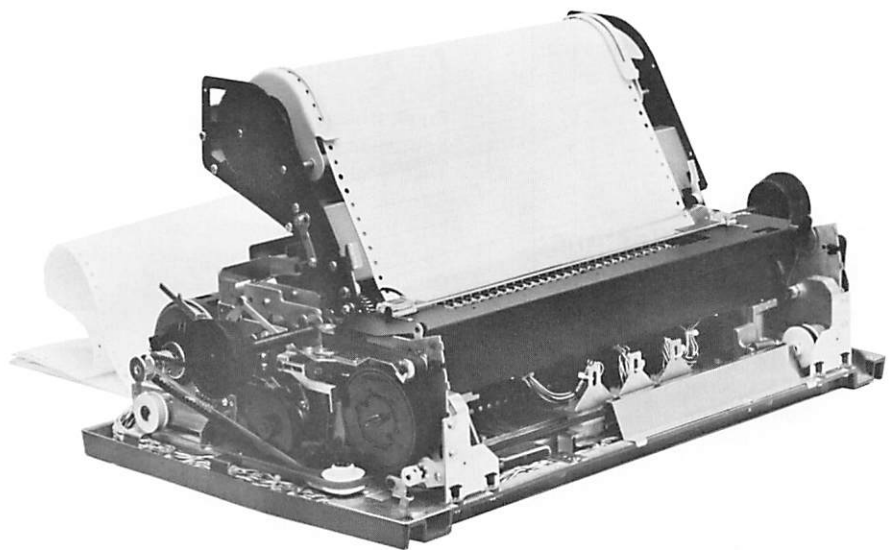
## Company Offers 1249 Printer To OEM Market

The Company's OEM Equipment Group has announced it will offer a 120-characters-per-second (CPS), ASCII impact printer mechanism to the OEM market. To OEM a product means to sell it to a customer who in turn incorporates it into his own product for remarketing.

The device, the Model 1249, is the same printer mechanism used in our line of data communications terminals.

"There are great opportunities for the 1249 in the OEM market," said **Don Reichel**, Manager of OEM Technical Support. "The printer business is growing very rapidly, with thousands of units being shipped each year."

Reichel said the greatest OEM demand for printers is for the high speed type. "The demand has actually been created because of the successful entry of printers, such as Memorex's, which have increased capabilities," he said.



The Memorex 1249 can be used in a variety of OEM equipment including as an output printer for minicomputers and CRT devices, a communications terminal and in association with

specialized measurement and evaluation equipment, particularly in scientific and educational applications.

# INTERCOM

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### Company's 1973 Revenues (cont.)

Included in the 1973 loss were charges against income totalling \$99,808,000. These were \$38,716,000 in net write-off of the Company's computer system program; \$37,373,000 relating to changes in accounting policy for

research and development expenses and lease acquisition costs; \$20,858,000 in asset revaluation and accelerated depreciation charges; and \$2,861,000 in other charges.

The remaining 1973 loss of \$19,192,000, including a provision for taxes of \$4,925,000 primarily on the income of foreign subsidiaries, occurred principally in worldwide equipment operations.

The gross margin contribution from equipment operations in 1973 was lower than expected due primarily to a higher percentage of

equipment off-rent, and adjustments to the cost of equipment-for-lease that would more properly align the costs associated with equipment leasing with anticipated future revenues.

The auditor's report on Memorex's financial statements was issued subject to the effect of any adjustments that may result from litigation. Such litigation consists of Memorex's suit against IBM, the private federal securities suit based substantially on the allegations of the SEC's complaint filed on June 24, 1971, and several other private suits.

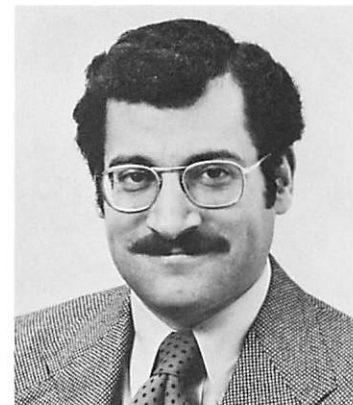
### Cutler Named Ad Director For Company's Audio-Video Group

Ted Cutler has been appointed Director of Market Planning, Advertising and Promotion for the Company's Audio-Video Group, announced Robert Jaunich, Group Vice President and General Manager.

Cutler formerly was Brand Manager on two brands for the Clorox Company, Oakland, where he was also involved in merger and acquisition work.

Prior to Clorox, he was associated with Procter & Gamble Co. from 1965 to 1972 as Brand Manager and Advertising Copy Supervisor on several of the company's key products.

Cutler earned a Master of Business Administration degree at the University of California at Berkeley in 1965 and was graduated from Dartmouth College as a Bachelor of Arts in 1963.



### 'Gleap' Contest To Promote Team Work And Spirit

The Memorex Equipment Group has started a Gleap-of-the-Month Contest to promote an attitude of kinsmanship, spirit and teamwork within its organization.

The terms Gleap and Glump are used to describe people with a positive or negative attitude toward our objectives. For example: A Gleap is a person who says, "We can do it, I can do it. I'll do everything I can to help Memorex make plan. Together we can make 1974 a great year." On the other hand, a Glump is a person who says, "No, can't, shouldn't, wouldn't"—in other words, a very negative person.

The contest works as follows: Once a month in Santa Clara every Equipment Group Department Manager will select one individual either from his department or anywhere in the Company whom he considers to have done an outstanding job in promoting the "can do" attitude. As a bonafide Gleap, his or her name will be entered into a lottery. Next January, two Gleaps will be drawn to

win a one week all expense paid vacation for two in Acapulco.

In the field, salesmen who make quota for any given month may nominate two people whom he believes helped him the most to make quota. These people may be Field Support Representatives, System Engineers—anyone either in the field or in Santa Clara headquarters.

One of the first people to be nominated "Gleap-of-the-month" is Gene Crouch. Crouch, a guard for the Tape Plant, received a phone call on a holiday from a customer who had a question regarding his equipment operation. Even though the plant was closed for the day, Crouch made a gallant effort to locate someone who could answer the customer's question. When the customer was called back, he stated how impressed he was with the guard's cooperation and enthusiasm.



Gene Crouch (r) is presented a Gleap ball in recognition of his positive attitude by George Dashiell, Vice President of Equipment Marketing. Dashiell nominated Crouch "Gleap-of-the-month" for the enthusiastic and professional way he handled a customer's call.