
CALCOMP

25

1959 1984



A Message from the President

Unlike a man or woman of the same age, a company that achieves the age of twenty-five is a seasoned veteran; polished and sharp. If the company has prospered, it has become an organization that leads its field, and its members have become a tightly-knit family. That is a description of CalComp today.

In reaching our twenty-fifth year we have survived more problems than most families endure in a lifetime. We've known rapid growth, phenomenal success, sudden decline, and insufficient capital. And we have become a strong, proud member of the larger family of Sanders Associates.

Through all these experiences, some factors have remained constant: CalComp employees have always possessed talents, skills, and pride of accomplishment in the highest degrees. CalComp products have consistently reflected those qualities and it is those qualities that created CalComp's history of success.

CalComp has always been deeply involved in the technological revolution sparked by the invention of the computer. We've made products that computer users need, and we've made them more efficiently and of better quality than any other company in the world.

When the founders of CalComp worked for endless hours to produce the plotter that began our product line, they shared a powerful vision of the future of computer graphics, a vision that helped to shape the electronic world in which we live today.

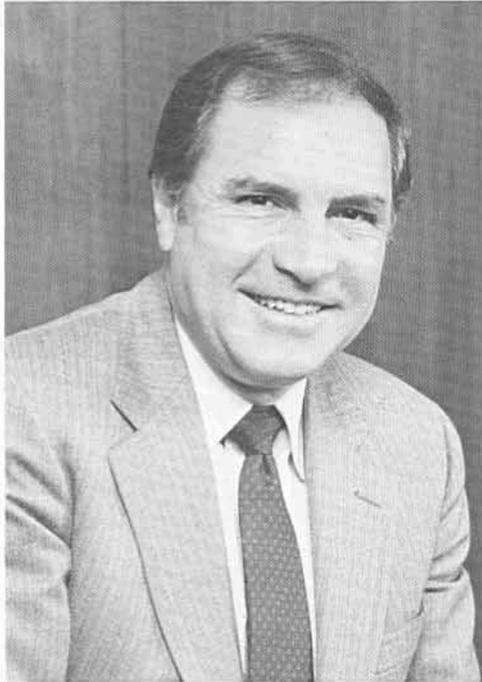
This vision must persist among us to guide and inspire CalComp in 1984 as it did in 1959. The opportunities before us, to discover new technologies and produce new products, are virtually limitless, and our success in grasping these opportunities will assure our leadership in the computer graphics industry.

It is fitting that, in the landmark year of our silver anniversary, we have made a significant philosophical and organizational change, a change that reflects the pioneering spirit of CalComp. In the era to come, we will no longer simply sell our products; we will provide our customers with complete technological solutions that increase efficiency and productivity. We will do this as a team, and we will do it with the same spirit, skill, and commitment to excellence that have characterized the operations of this company for 25 years.

With you, I look forward to meeting our golden anniversary with the enthusiasm and success that now marks our twenty-fifth.

Bill Conlin

William P. Conlin
President



A QUARTER CENTURY OF COMPUTER GRAPHICS LEADERSHIP

Twenty-five years ago, the founders of CalComp were agonizing over whether or not to quit their jobs at North American to found a company of their own. Even their ambitious dreams couldn't conceive that a quarter of a century later, the company they put together would be a world leader in its field.

The current achievements of CalComp include development and manufacture of families of plotters, digitizers, computer-aided design systems and graphic displays. These products were developed to meet a wide variety of commercial and



CalComp began humbly here in Bob Morton's garage in L.A., 1953.

industrial needs for translating, refining and displaying computerized data.

In the beginning, the founders set out to build a new company around the knowledge they had gained in a decade of pioneering the use of digital computer techniques. They founded CalComp with skill, experience and a conviction that the need for their products would grow and grow.

It wasn't a choice time to launch a new business. The United States was beginning to get mired in Vietnam, a domestic recession appeared to be on its way, and industry was slumping. Lester Kilpatrick, principle founder of CalComp, stated at the time, "We had confidence in our technical ability in a new area that was uncluttered with competition."

Their confidence was severely strained a few times—but never broken. For several years before the start-up of CalComp, Kilpatrick met periodically with two other engineers,

Gene Seid and Ron Cone, with whom he worked at Autonetics. They dreamed aloud about starting a company of their own. Seid had tried to organize a company five years earlier with an engineer named Bob Morton. They put all hopes in a digital plotter contract bid that they didn't receive—but in the process, they developed a plotter that worked.

Seid left the partnership to join Autonetics, while Morton kept plugging away alone in a tiny Los Angeles shop. Morton called his business California Computer Products Inc., and his friends—Kilpatrick, Seid and Cone—used his shop for freelance engineering work. So, when the three Autonetics engineers decided to strike out on their own, it made sense that they join with Bob Morton and his floundering shop and adapt the name of the company to CalComp.

"Bob Morton was a very good mechanical engineer who did the job right" said Kilpatrick. "But, his idea of selling was that if anybody wanted one of his plotters, they could come and ask. When we joined up with him, he was quite lonely; nobody had asked recently."

When CalComp was formed in 1959, a lawyer from Autonetics, Gene Beckman, joined the group, and the five partners set up shop in a garage behind a converted house in Downey. Total resources consisted of a lathe, a mill and a few other machine tools, a Tektronix scope, and \$20,000 in financing. The employee-stockholders often worked a 12-hour day, seven days a week. At first, they worked almost



Converted Firestone store in Los Angeles.

exclusively on military research and development.

"The plotter was something we worked on during weekends," recalled Gene Brewer, the first engineer to join CalComp after its founding. "Nobody ever thought about making a living selling plotters."

Beckman wanted to set up a five-year plan for the new company, but Kilpatrick said he'd settle for a "one-week plan." Even that looked dubious until CalComp landed a \$100,000 cost-plus program from the federal government.

CalComp was able to underbid other companies because of its low overhead and high technical skills. Every time the company needed more help, it would pay the new employee partly in shares of stock in order to overcome the constant, nagging lack of capital. CalComp beat all the odds, surviving without outside capital. But it

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CalComp's first "plant" at 8641 Clea St. in Downey

V.P. Gene Brewer

Highlights of the Past Visions of the Future

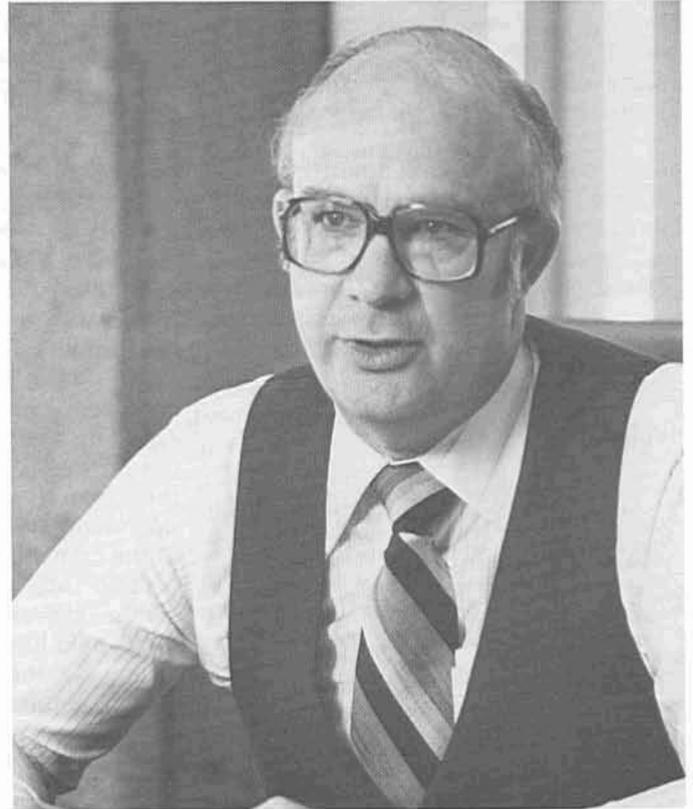
Like the company to which he tied his future 25 years ago, CalComp's Executive Vice President of Operations Gene Brewer has grown professionally over the years. As CalComp celebrates its 25th anniversary, he is CalComp's senior employee in terms of service.

Gene has done a great deal more than grow with CalComp for he has consistently provided inspiration and leadership. He has not only kept his own determination, confidence and hopes alive over this quarter century, but he has passed these same feelings along to his working associates. In the process, he has grown personally within the company—from an engineer to Vice President of Engineering, Vice President and General Manager of Graphics Products Division and finally to the post he holds today, from which he directs all of the product divisions.

When Gene left Autonetics to come to work for CalComp in the summer of 1959, there were no divisions to direct—only a handful of moonlighting engineers from Autonetics who decided to have a go on their own at making a new device called a "drum plotter." Gene recalls that the plotter market was virtually unknown when the Company was formed. Two of the founding partners—Bob Morton and Gene Seid—who started making the plotters in 1955, "believed they had filled the universe with drum plotters." As a result, the new company survived its birth pains by researching and supplying military hardware needs.

Recalling the Company's first successful bid proposal, Gene says, "It was for a field artillery fire direction system. As a preface to the proposal, we noted: 'We can marshal our full resources to this task because we are relatively unencumbered with work'. Actually, we were **very** unencumbered with work at that time."

CalComp kept afloat on such government contracts until a new and growing demand for plotters put the company solidly in business. Gene recalls, "Those early years were filled with all the excitement and sense of achievement that is normal to a start-up venture. Nobody ever thought we could actually make a living selling plotters—but from the beginning it was the personal goal of all of us to see CalComp succeed."



Through diversification, mergers, and changes in top management, Gene remained a stable reference point in the operations of the Company. Those close to him in CalComp have always seen him as a people-oriented man who suffered a great deal of personal pain during the drastic, but necessary actions taken in the last few years to keep CalComp competitive.

Says his secretary, Sharon Lugo: "There's a new excitement and vigor around Mr. Brewer's office today. He's a dynamo now that the company he's worked so long and hard to build is on the upswing—both in the marketplace and as an employer offering exciting opportunities to its people."

In his company's 25th anniversary year, Gene would prefer to look ahead rather than behind. "I've been asked many times," he says, "what period in CalComp's history I enjoyed the most. I enjoy the CalComp of today. I can no longer do anything about the past, but I can influence the future."

— A QUARTER CENTURY OF —

Veteran CalComp Employees Recall Company's Early Days



Kelsay Begins 25th Year with CalComp

For Keith Kelsay, joining CalComp just six months after the company was incorporated 25 years ago meant taking a pay cut and accepting part of his salary in stock options that he wasn't sure would ever be worth anything.

He was betting on the success of the innovative plotter CalComp was preparing to market, and once he got going, he never had to look back.

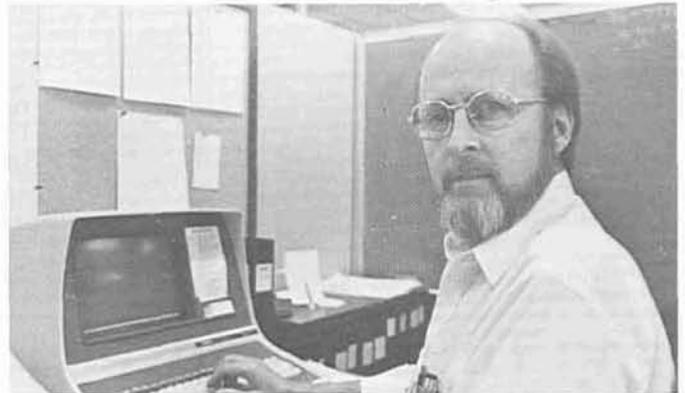
But today, as he observes his 25th anniversary year with the company, he still has vivid memories of the excitement of those early days.

Keith came to CalComp from North American Rockwell, where he had worked for two of CalComp's founders—Lester Kilpatrick and Ron Cone.

When Keith joined CalComp, the company was relying heavily on military projects to sustain it through the development of plotters. Keith's duties included engineering, purchasing and other functions supporting the manufacture and quality control of CalComp products. In addition to his experience at Rockwell, he brought a B.S. degree in Electrical Engineering from Carnegie Tech in Pittsburgh to his demanding new job at CalComp.

The team that launched the company worked long, odd hours. Many times, Bob Morton, mechanical engineer and founder, would finish making a plotter late at night. Then Keith would perform quality assurance tests on the unit the next day and personally deliver it in CalComp's station wagon.

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NIMBUS; Engineering; Sports Highlights of Maples' Career

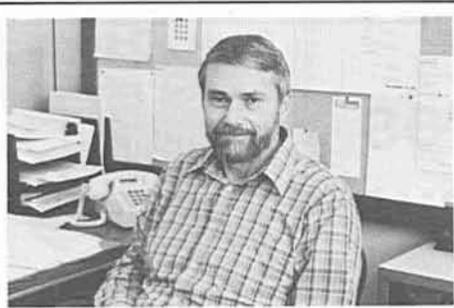
CalComp's first big government contract had just been landed, and the company president, Lester Kilpatrick, was so elated that he bought a truckload of champagne for his staff of 15 employees. Jess Maples was so elated that the company had to buy two more cases. The contract brought in less than \$10,000, but that was big money in those days, recalls Jess, one of the few employees still at CalComp who was with the company in those days.

Jess joined CalComp 24 years ago — at the age of 26 — when the company was headquartered in a converted Firestone store in Downey. He was the first electronic technician to be hired. Now a technical information specialist for the Systems Division, he has watched — and helped — the company grow from a small garage operation to a world leader in computer graphics.

Highlights of Jess' career with CalComp include his work as a test engineer on the NIMBUS Satellite, which took him to Valley Forge, Pennsylvania, 10 or 15 times to install the first system. He also was involved in the development of the first COM System Model 835, which eventually led to the 1630 and 21XX models. Jess was test engineer for 11 years, and by the time he left engineering, CalComp had about 1,000 employees. It was during this time that he became a supervisor and discovered that he preferred the challenge of management and emerged as a leader on the job.

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Walt Reed/Systems Engineering/Hired 1-9-61: *I had the good fortune to be working at Autonetics when a group of people left to start CalComp. I was hired in early 1961 by Gene Brewer, my former supervisor at Autonetics. I was pleased to be asked to join this elite team of engineers. I think the most important thing I can say is that CalComp has provided me the opportunity to learn and to grow. I am just as excited today about our new IGSX system as I was 20 years ago with the 770 plotting system. CalComp gave me the opportunity to build an exciting career.*

Norm Nishioka/Quality Assurance/Hired 1-16-61: *After being exposed to the environment of a large aerospace company for a few years, the allure, challenge and excitement of a small, commercial start-up company enticed me to join CalComp. What I like best about CalComp is that we're a people-oriented company. The warm, personal atmosphere makes working here an enjoyable and gratifying experience.*



Don Miller/Graphics Development/Hired 1-23-61: *A very good friend of mine had started working here about six months before I did and he talked me into coming here for an interview to work on the Nimbus Command Clock. In those days you not only did the design but followed it up by selecting foundries for castings, machine shop and plating companies. The most enjoyable things about CalComp are the friendly people, excellent facilities. It's an enjoyable place to work.*

Long-Time Employees Recall Early Days

While CalComp celebrates its silver anniversary, many employees are celebrating 20 or more years of service with the Company. We asked some of these senior service employees what brought them to CalComp initially and what they like best about CalComp. Here are their responses.

Pernie Westley/Graphics Development/Hired 4-17-61: *I was interested in working for a small company after working for Douglas Aircraft and Autonetics. When CalComp made an offer, I accepted with mixed emotions. After 20 years I still have mixed emotions, but I have enjoyed the other employees and feel the administration has treated me as a person, not only as a number.*



Dick Manis/Quality Assurance/Hired 7-3-61: *I had worked for some of the company's founders for nearly six years while at Autonetics. When the opportunity came to rejoin them at this new little company called CalComp, I jumped at the chance. The things I like most about CalComp are the people, the products, and the spirit of cooperation which still prevails.*

Happy Silver Anniversary CalComp!



"Lefty" Miyahara/Graphics Development/Hired 10-2-61: *I found my job through a friend here at CalComp. Over the years, I have enjoyed my job and my co-workers.*

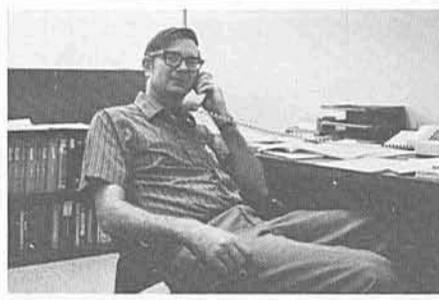
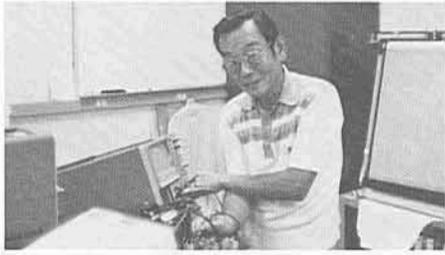


Neil Koigawachi/Graphics Development/Hired 5-14-61: *I took my job at CalComp to get away from the paperwork on my previous job. I have enjoyed the many unique challenges that I encounter on my job.*



Loyd "Red" Blakely/International/Hired 10-23-61: *I came to CalComp initially because I knew many of the people who started the company when they worked at Autonetics. It was a small company (about 60 people) and everyone seemed to feel much personal involvement. I like the fact that CalComp is a dynamic and progressive company, staying at the leading edge of many technologies. Despite growth, a small company atmosphere has been maintained better than most large companies. Over the years, the company has pretty much remained people, or employee, oriented.*

Mike Tatsuta/Graphics Development/Hired 11-6-61: I found out about this job through a friend while I was working at Autonetics. I like CalComp and the people I work with.



Paul Owings/Graphics Development/Hired 5-21-62: I came to work for CalComp because I knew several people who worked here and it was the kind of company I wanted to work for at that time.

Relda Taylor/Graphics Development/Hired 12-3-62: I had just been laid off. I put in an application and they put me to work, and I've been working for 21 years. I like the challenge of working in engineering. The people I work with and for, the company has good benefits and working conditions, and I guess a lot more — I'm still here!



Harry Diamond/Production Operations/Hired 11-5-62: I was at a crossroads in my business life. It was time for a change. I had heard about CalComp as an up and coming "THINK" company, ready to go into production and possibly needing somebody with my background. I sent my resume, met with Gene Brewer, was hired and it has been a continuous "love affair" for over 21 years. What I like most about CalComp is that through the years of growth the company policies have always been people oriented. Fairness towards all levels of personnel, sincerity, recognition, trust and the ability to compete and win in a very aggressive world are just a few of the positives. Happy 25th, CalComp!

Frank Zastrow/Graphics Development/Hired 12-6-62: I came to CalComp initially to work on a new program called "Nimbus." It was the beginning of the weather satellites. I have always liked the personnel and also the working conditions here at CalComp.

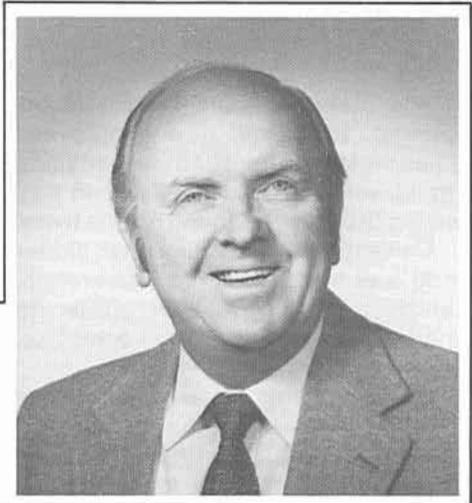


Ordy Avalos/Product Operations/Hired 2-11-63: Having a second income became very necessary to our family and that is what brought me to CalComp. Some of the things I like about CalComp are: the people I work with, my co-workers whose cooperation and hard working efforts make it

possible to maintain our schedules. Mr. Harry Diamond — our director who talked me out of leaving CalComp twenty years ago, Paul Garrett — our manager who is always ready to take care of our problems, the improvements in our working environment which has made our working conditions more comfortable and pleasant to work in, and the benefits, especially the pension and thrift plans. CalComp is a company I'm very happy to be a part of.



and I appreciate that Sanders continues to advocate this style. I feel more comfortable with the fringe benefit package the company has provided in recent years, particularly with the inclusion of the retirement and thrift plans. I think the work facilities are excellent and that CalComp/Sanders remains one of the better places of employment on either coast.



Don Rehrman/Field Service/Hired 10-28-63: I responded to an ad in the L.A. Times on October 18, 1963, for Field Engineers to work as co-contractors with NASA and G.E. to assist in the integration and launch phases of the Nimbus Weather Satellites in King of Prussia, PA. Some of the things I like most about CalComp are the people; they have always treated me well. I've had some great experiences, especially when travelling for CalComp.

Mary Jo Hobart/Electrical Assembly/Hired 1-14-63: It was a small and new company and I had been laid off by the company I had been working for due to lack of work. I told management the second day I was on the job that the only way they could get rid of me was to fire me because I really liked the company and the people. I have seen many changes and many new faces through the years and still feel the same way I did on my second day here.



Tom Strack/Graphics Administration/Hired 6-10-63: I came to CalComp from the defense industry. I was looking for a growth company that had a balanced product line, a product line that was not totally military or commercial. It appeared that CalComp's commercial plotter products had excellent growth potential and that the company had a corner on the marketplace for these products. I felt these attributes would allow for company and individual growth. I like the management style the corporation selected

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Charlet Brink/Cashier/Hired 8-19-63: *I answered a newspaper ad in 1963 for temporary employment just to supplement my husband's military pay! There were so many wonderful people at CalComp that it became more like family and I felt I belonged. So here I am, 20½ years later — still part of the family. A great place to work.*



Tom Hardy/Industrial Relations/Hired 1-6-64: *Opportunity to join a start-up growth company with an interesting and promising product line. When I joined CalComp 20 years ago the plotter was still in the development stage and employment was about 100 employees. I was hired because the company planned to go into the plotter business on a full scale and were going to need all different kinds of people — some of whom they had few or none of; like programmers and salesmen. Some people later told me that I was hired because the founding fathers had run out of friends to recruit from Autonetics. The good pay, benefits and working conditions are things I like most about CalComp. What else can I say in my position?*

Edith Shibla/Graphics Support/Hired 7-27-64: *I got my job at CalComp through an employment agency. The job description was similar to a previous job I had. I liked the small company and over the years have enjoyed the people.*



Norbert DeConnick/Machine Shop/Hired 1-13-64: *I came to CalComp over 20 years ago. A friend of mine told me about the job and I was hired. I live close to CalComp which makes it very convenient. I've worked here so long that this place just seems like another family to me.*



Hal Doyle/Systems Programming/Hired 10-19-64: *I came to CalComp to get involved in the development of commercial/industrial products based on digital computer technology. Computer graphics is such a product. In spite of many crises over the years, CalComp has come out right-side-up, and is a more impressive factor in its product marketplace than ever. I'm glad to have had a contributing part in CalComp's growth and success.*



Kelsay

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The flexible hours were disconcerting to some new employees — especially the first purchasing agent, who arrived eagerly at 7:45 a.m. on his first day and found no one there.

CalComp's first commercial plotter sale was made to Bendix Corporation, which wanted a 12-inch plotter to market with their desk-size computer, Keith recalls.

As Director of Material for Plotter Products Division, Keith now manages the operation that identifies the material requirements for a product from the time the first drawing is completed until the last unit is produced.

His organization tracks the material necessary for the ongoing manufacture of current products, adapting to the shifts and flow of customer orders.

Keith, whose innovations at CalComp include the use of microcomputers for production planning, sees CalComp as the inventor of the plotter business. "At first, the plotter was being shown as a curiosity," he said. "But time and CalComp have proven the plotter's value in the marketplace and created a business that has become a technological wonder."

Maples

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Jess has been a CalComp leader on the playing field as well as on the job. He managed the softball team for five years, facing the toughest challenge ever when he had to decide between two outstanding pitchers: Pernie Westley, who led the league in strikeouts and scoreless innings, and Gene Brewer, his boss. Jess added that this was the season he first began to notice his hair loss. He resolved the situation by taking up golf, and is still active with the Company golf league in his spare time.

The kind of dedication Jess Maples has demonstrated in his 24 years with CalComp has been a key factor in the company's growth and success.

Journey to the Top

25 Years of Progress

- 1959 • CalComp is incorporated under the leadership of President Lester Kilpatrick. Founders and officers include Ronald Cone, Eugene Seid, Robert Morton and Gene Beckman.
- CalComp moves from a converted store in Los Angeles to its first plant on Cleeta Street in Downey.
- 1961 • CalComp develops and markets the world's first drum plotter.
- CalComp goes public with a Regulation-A stock issue that raises \$300,000.
- The Company's first commercial plotter sale is made to the Bendix Corporation.
- CalComp develops and manufactures a spaceborne command clock for the NIMBUS weather satellite.
- 1962 • The Company is moved to a larger plant at 305 N. Muller St. in Anaheim.
- A wholly owned subsidiary is established in the Netherlands to serve the European market.
- 1964 • CalComp enjoys a banner year as sales increase 68% over the previous year.
- 1965 • CalComp enters a joint venture with Catalina Inc. to develop the use of a computer and CalComp's plotter to perform automatic sizing and grading of patterns for the garment industry.
- CalComp is formally listed on the American and Pacific Coast Stock Exchanges.
- 1966 • CalComp installs its first in-house computer center with a GE model 425.
- ZIP MODE plotting is introduced, increasing the speed of all previously available devices.
- A high performance drafting system, Model 748 plotter, is introduced on the market.
- 1967 • The Company completes a major transition from independent sales representatives to a Company sales and service organization. Sales offices increase from four to 22 during the year.
- CalComp stock price at the end of the year stands at \$77 per share, compared to \$18.45 per share the previous year.
- Building five constructed at La Palma site and first employees move into new facility.
- 1968 • The Company embarks on a planned diversification program by gaining control of or acquiring ownership of industry related companies. Acquisitions include Airform, Inc., Century Data Systems (CDS), Input Controls, Inc. and Transmask, Inc.
- Two new divisions are established: Pattern Technology Division which operated as a service center for apparel manufacturers utilizing CalComp plotters, and the Consumer Products Division, which manufactured and marketed home light controls.
- 1969 • The current "campus" at La Palma and Gilbert St. in Anaheim becomes fully occupied as the Company's new home.
- Revenues exceed \$20,000,000 for the first time.
- 1970 • Sales and service subsidiaries now have been established in Holland, France, Germany, England and Japan.
- 1971 • CalComp acquires 100% of stock of Century Data Systems and merges the two companies.
- The Company now has 42 sales and service offices located throughout the United States.
- Consolidated revenues exceed 44 million dollars.
- 1972 • CalComp becomes the leading independent supplier of disk memory equipment. OEM customer base includes Burroughs, Univac and BASF.
- 1973 • CalComp files anti-trust lawsuit against IBM.
- 1974 • CalComp acquires Xytex Corporation, a manufacturer of unique automated library systems and Braegan Corporation, a computer terminal manufacturer.
- Consolidated sales approach 130 million dollars.
- Consolidated employment peaks at 4,017.
- 1975 • Divestitures began of Breagan Corporation and Consumer Products Division. CalComp experiences a significant downturn in business.
- 1976 • Major reorganization results in realignment of the Company into four divisions: Graphics Products, Memory Products, International and Data Processing Products and Services.
- 1977 • Venture Team established for the development and introduction of a new line of interactive graphics products and systems.
- George Canova becomes President of CalComp.
- 1978 • Major new plotter products are introduced: the 103X, 105X, and 1012, all representing significant advancements in the state of the art.
- 1979 • CalComp sells its Memory Products Division to Xerox. Other divestitures include the sale of Transmask Inc., Airform, Inc., Data Processing Products and Services Division.
- Introduction of first electrostatic plotter.
- 1980 • CalComp becomes a wholly-owned subsidiary of Sanders Associates.
- M. Joel Kosheff becomes President of CalComp.
- Company acquires Talos Systems (now Digitizer Products Division).
- 1981 • The 95X plotter controller family is introduced representing a breakthrough in controller technology, making them the most cost-effective controllers on the market.
- 1982 • Sanders' Display division becomes part of CalComp.
- Groundbreaking ceremony conducted for Building Nine—a 200,000 square foot manufacturing and engineering building at the La Palma facility.
- 1983 • The first occupants move into Building Nine.
- New Demonstration and Training Facility completed to provide showcase for all CalComp products.
- New plotters introduced, including the 945/965 and the desktop Model 84. The first dual-mode plotters, the 1070 Series, are introduced.
- CalComp Group is formed.
- W. P. Conlin becomes President of CalComp.
- 1984 • CalComp celebrates its 25th Anniversary.

Quarter Century

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paid a high price in another way — lack of balance within the company.

Kilpatrick explained, "We were, in essence, a partnership of men with largely similar backgrounds. This went pretty well as long as we were so hungry and busy that we had nothing to fight over and no time to fight."

This held true until August of 1961 when CalComp — by this time boasting an excellent track record — went to the public with a Regulation-A stock issue that raised \$300,000. Four subsequent stock issues raised almost \$11 million more, diluting the original ownership, but providing both the capital and management balance that CalComp sorely needed. The successful stock sales also provided a dramatic confirmation of the strength the public saw in this fledgling company.

The first CalComp plotter, which had been relegated to weekends in the company's first year, was one big reason for the public confidence. By the time CalComp went public in 1961, it had developed the world's first drum plotter, and the success of this product forced the company to move from Downey to a larger new plant on Muller Street in Anaheim. By 1962, a complete line of plotters had been developed to go with the company's first commercial success — the Model 565 drum plotter. Two years later, CalComp's income from plotters caught up with military research and development for the first time — a trend that accelerated rapidly over the next several years.

This period marked a decline in military spending and an explosion in graphics. In 1965, CalComp was listed on the American and Pacific Coast Stock Exchanges. And, the company launched a period of product innovation that kept it constantly ahead of the burgeoning demand for computer graphics.

By mid-1968, CalComp reached sales of \$16.5 million, had 10,000 shareholders, and had become a major producer in the field of providing pictures, charts and graphs from digital computer outputs. At this time CalComp established several overseas sales offices in Europe, a move that opened up world wide markets. Today, CalComp products are serviced not only from these European subsidiaries

but also in Canada and Japan. There is a network of more than 30 distributors in Africa, the Middle East, Australia, South America, Mexico and Asia.

In 1969, Kilpatrick said, "We expect to work very hard trying to improve and expand our graphic output from computers and the software that makes such things possible. We're also doing a number of things in diversification, still more or less in the same technology area."



One of these diversification ventures was the financing of a new company called Century Data Systems, founded by a dynamic young engineer named George Canova. The move was immediately and smashingly successful. In 1969, CalComp revenue exceeded \$20 million for the first time, aided both by the investment in Century Data and by the growth in plotter sales. All this success prompted a move to the site of the present corporate headquarters in Anaheim. It also enabled CalComp to purchase the remaining shares of Century Data in 1972.

The following year marked the peak of CalComp's early growth — the culmination of a steady, often spectacular, period of success. Everything changed in the mid-1970s. The reasons could be found both in the economic times and in the difficulty of selling CalComp's plug-compatible memory products in a market increasingly dominated by IBM.

After three consecutive years of losses, CalComp's first upheaval in top management took place in 1976. George Canova was named the new president, and he pledged — along with a fresh management team — to bring the company back to profitability.

It took Canova two years. First, he reorganized the company by product lines into four operating divisions. Then, he discontinued manufacture of IBM plug-compatible products and

began, instead, to distribute IBM plug-compatible peripherals from other manufacturers through CalComp's established, efficient sales network. In 1978, the company reported sales of \$120 million and a net profit of \$1.5 million. After five years of losses, CalComp was firmly established on a new and profitable road.

From this position of strength, CalComp elbowed its way into the growing market for computer-based interactive graphics systems. It introduced such major new products as a desk-top plotter, plotter controllers and a new drum plotter — all representing significant technical progress in the computer graphics field. Spearheading the progress was the IGS 500, a system that permitted a draftsman to compose complex engineering drawings on a video screen, then reproduce them automatically on paper. This product was the first offering of CalComp's newly created Systems Division.

But reaching into new markets required capital. CalComp — as so often happened during the years of its rapid growth — needed to generate fresh resources. The quickest, easiest and fastest means of generating funds was to sell a piece of the company, so that the remaining divisions could enter the marketplace more aggressively. It was a difficult choice, because all of the divisions of CalComp showed plenty of promise for growth and success. But, the alternative was to keep the company intact and funnel profits into bank interest.

And so, three weeks before CalComp's 20th birthday, the company sold its Memory Products Division to Xerox. Before this move, CalComp had changed in only one direction: growth. But, said President Canova in a farewell speech to the 800 CalComp employees affected by the sale, "It was the right thing for CalComp and the right thing for the division. Overall, I feel this sale has created new, exciting growth opportunities for the employees of both areas."

The sale of Memory Products did not solve the capital problem, though. CalComp found itself in the midst of one of the most volatile technological revolutions in history: the explosion of the computer. And, in order to take full advantage of the two decades experience and skill of its 2,000 remaining employees, CalComp needed

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Pen Plotter Progression

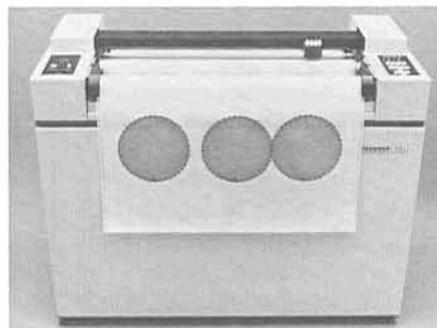
Space limitations preclude showing a complete pictorial history of CalComp plotter development but these photos show some of the exciting story. Increasing needs for additional plotting applications have bred increasingly imaginative output from CalComp engineers. Comparing the very basic Model 565 plotter with the sophisticated Model 1077 plotter readily shows how much that imagination has been stretched during the past twenty-five years. The creative excitement can only grow as CalComp anticipates the future!



715 System — Our first large flatbed (718) with 915 controller. My how we've grown!



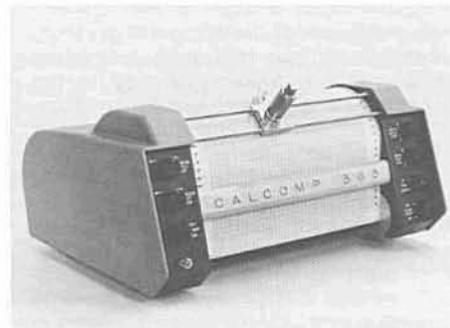
Model 1136 — Introduced first plotter with paper servo rather than stepping motor for faster, smoother plotting (1970).



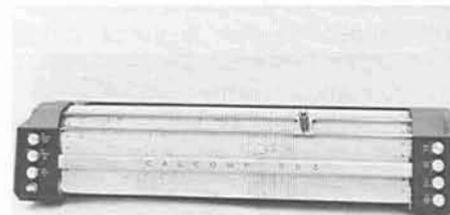
Model 1051 — New family member... four pen drum plotter arrives (1977).



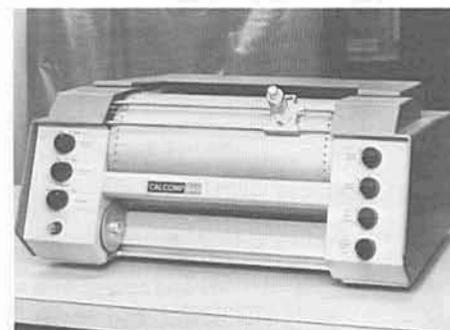
Model 1077 — Our very well received newest plotter offers dual mode media, speed of 52 ips, many "intelligent" features (1983).



Model 565 — Our start! Note engraved identification on tear bar. Single pen; twelve inch wide plot.



Model 563 — Thirty inch incremental step plotting; cabinet was brown until 1964 brought the birth of CalComp blue.



Model 665 — Hybrid of 565 and 765. Ran in two formats; half step plotting introduced (1967).

Quarter Century

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a major infusion of working capital to go after this burgeoning market. So, in February 1980, CalComp accepted the opportunity to merge with Sanders Associates, one of the world's leading developers and manufacturers of advanced-technology electronic systems and products. By acquiring CalComp, Sanders also became a leading supplier of advanced computer graphics systems and products for commercial and government markets.

Jack Bowers, then president and CEO of Sanders, said this about the acquisition of CalComp: "It fits our key objectives of increasing our participation in the computer graphic market and building further our leadership position in the market segments we address."

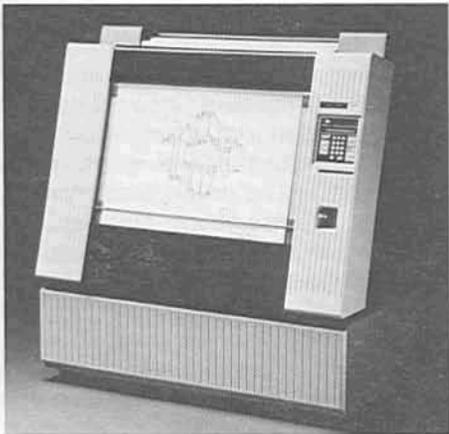
The marriage to Sanders sparked a new period of growth for CalComp that is still very evident in its 25th anniversary year. Sanders' net sales of \$436 million in 1982 jumped to \$578 million in 1983 — with two-thirds of sales in government systems and defense electronics and the remainder in graphic systems and products.

CalComp, meanwhile — under new President M. Joel Kosheff — was reorganized into six divisions, four in the Anaheim headquarters, the other two in Scottsdale, Arizona (Digitizer Products), and Nashua, New Hampshire (Display Products). Today, more than 15,000 graphics users in nearly every country in the world have become part of CalComp's growing family of customers.

Late in 1983 President William P. Conlin came aboard. Conlin's goal is to effectively hold CalComp's position as a leader in what Conlin defines as a "solutions-oriented" industry. "Customers want to buy solutions to their problems," said Conlin. "We will accomplish our goal by concentrating on the systems solution."

His program to meet the changing needs of the customer includes organizational changes and the introduction of new departments designed to analyze the industry's future and CalComp's role in that future. Conlin stated that he is confident that all CalComp employees will combine their total dedication to making the company the best in the world of Computer Graphic Systems.

CALCOMP TODAY

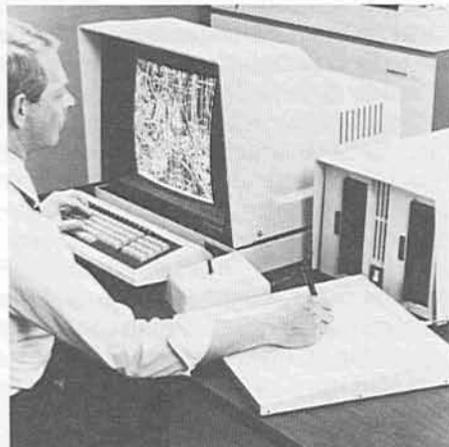


Model 1077 dual-mode plotter

Plotter Products Division

Our plotter line is the broadest in the industry—we offer more than twenty-five pen and electrostatic units.

The plotter is the cornerstone of the graphics industry, translating computer output into drawings, charts, graphs and maps for virtually every industry—in a fraction of the time it takes to do it by hand.



CalComp display/workstation center

Display Products Division

In the rapidly expanding graphic display field, CalComp has established solid positions in the training, simulation, CAD/CAM and mapping markets.

A graphic display is an extremely cost-efficient tool for an engineer or designer. With it, the hours he/she used to spend at a desk reproducing and modifying complex designs can be spent more creatively and productively.

At about the same time that small satellites were first launched into space, CalComp launched its first product, an electronic plotter that produced drawings and charts from computer data. As manned space flights became more and more commonplace, CalComp grew into a driving force in the vast, dynamic world of computer graphics.

Today, CalComp's product line ranges from plotters, digitizers and displays to sophisticated interactive design systems, covering the entire spectrum of computer graphics equipment. Many of these products represent significant technological achievements; all of them receive the meticulous attention that has earned CalComp products a worldwide reputation for superior quality.

CalComp has grown into a multifaceted organization with corporate headquarters located in Anaheim, California. Two of the product divisions, Plotter and Systems are located here. The Digitizer Products Division is located in Scottsdale, Arizona; Display Products are manufactured in Hudson, New Hampshire.

CalComp plotters, displays, digitizers and systems are found in every corner of the world, completing tasks as diverse as their locations. In order to service such a widespread clientele, CalComp maintains a complex network of sales and service offices, subsidiaries, affiliates and distributors in more than 40 countries and that employs more than 2,500 people.

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Interactive graphic design system

Systems Division

Computer-aided design is the fastest-growing segment of the computer graphics market. CalComp Interactive Graphic Systems, already well-established in the architectural, engineering and construction market, are finding applications in new markets such as manufacturing, plant and piping design, electrical schematic work, mapping, analysis, and others.

With a CalComp IGS system a customer can design and develop products in a fraction of the time it takes with more traditional methods. Design changes that would take weeks to do by hand can be done in minutes with a CalComp IGS, and productivity improvements can be as high as 20:1. We supply multistation IGS systems to large firms, as well as single-station systems for small companies with as few as six or eight users.



A CalComp digitizer

Digitizer Products Division

CalComp digitizers allow a designer to communicate a concept to a computer by converting the points, lines and curves of a drawing to digital impulses that can be understood by a computer.

CalComp

Continued from Page 12

All offices are staffed with local management, sales and technical personnel who are specially trained at CalComp training centers in the United States, the United Kingdom, Japan and Germany. Advanced instruction techniques are used at these centers to educate CalComp employees thoroughly in the markets that CalComp products serve, the technology behind the products, sales techniques and other pertinent topics. These training centers also give CalComp customers hands-on training and offer seminars in such practical matters as operator instruction, cost-efficiency improvement and productivity enhancement.

CalComp products can be purchased, installed and serviced virtually anywhere in the world. CalComp's extensive service organization maintains parts depots and is organized to respond quickly to requests for assistance from its customers.

Such corporate commitment to the needs of an international market is a major reason that CalComp equipment is present wherever computer graphics are employed.

The philosophy that guided CalComp through the early days remains the backbone of our business policy today. It is a philosophy that equates success with quality products sold through a strong sales network, backed by superior service and technical support. It is one that emphasizes the development of innovative solutions for our customer's computer graphic needs. It is one that brings competitive value to the marketplace. It is a philosophy that has made the CalComp name synonymous with quality, reliability and versatility in computer graphics equipment.

The *CalComp News* is published by the Industrial Relations Department for the employees of CalComp.

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A Sanders Company