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E-Systems - Archived 10/96

Headquarters

E-Systems Inc
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PO Box 660248
Dallas, TX 75266-0248
Telephone: (214) 661-1000

The current E-Systems was formed in 1972, although the company was incorporated in 1962 in Delaware. A unique company specializing in national defense system requirements, much of E-Systems' activities are highly classified. Although the company is not a major aircraft manufacturer, aircraft serve as the platform for a large portion of the its business and programs. E-Systems focuses more on the integration of electronics and avionics, including software development, than on the manufacture and production of the so-called black boxes. As a general rule, it does not make weapon systems; rather, it integrates them. Company reports describe its business as electronic warfare; command, control and communications; maintenance; modification; training; and simulation. Part of E-Systems' business is in high-

technology devices such as VHSIC, MIMIC, and signal processing applicable to surveillance and reconnaissance systems. The majority of the company's business is conducted in the US with international revenues accounting for less than nine percent of the company's total sales.

In early 1995, E-Systems and Raytheon agreed to combine the two companies, creating a strong electronics firm with over \$12 billion in annual revenues. Raytheon announced the successful completion of the tender offer to acquire the common stock of E-Systems at \$64.00 per share in May 1995. The transaction is valued at approximately \$2.3 billion. Following the successful transaction, E-Systems will now operated as a wholly owned subsidiary of Raytheon. The company will retain its name and its headquarters in Dallas, Texas.

As of the beginning of 1995, approximately 15,760 people are employed by E-Systems. The auditors for the company are Ernst & Young.

Structure And Personnel

A. Lowell Lawson
Chief Executive Officer and Chairman

Brian D. Cullen
Senior Vice President

Dr. Terry W. Heil
Senior Vice President

Peter A Marino
Senior Vice President

Dr. J.Robert Collins
Vice President, Strategic Planning and Development

John R. Copple

Vice President, Financial Operations

Alan J. Doshier
Vice President and General Manager, Greenville Division

Micael C. Eberhardt
Vice President, Secretary and General Counsel

Arthur E. Hobbs
Vice President, Corporate Relations and Administration

James W. Pope
Vice President, Finance and Chief Financial Officer

Harry L. Thurmon

Vice President, New Business Development

Marshall D. Williamson

Vice President and General Manager, Garland Division

Product Area

In addition to its hardware products and systems, E-Systems provides a management, integration and software content as added value to many of its programs. Accordingly, any one of the company's end systems may contain items, elements and services from several E-Systems divisions and most likely several subcontractors. E-Systems conducts its business in the following market segments:

1. Reconnaissance and Surveillance
 - 1.1 Remotely Controlled Collection Systems
 - 1.2 Airborne Collection Systems
 - 1.3 Land and Sea Based Collection Systems
 - 1.4 Image Processing Systems
2. Command, Control and Communications
 - 2.1 Communications Systems
 - 2.2 Communication Products
 - 2.3 Mass Storage Systems
 - 2.4 Aviation Systems
3. Aircraft Maintenance and Modification
 - 3.1 Maintenance and Repair
 - 3.2 Modification
 - 3.3 Operations Support
 - 3.4 Training Systems
 - 3.5 Simulation Systems
4. Navigation and Controls
 - 4.1 Flight Controls
 - 4.2 Navigation Systems
5. Technology
 - 5.1 Sensor Systems
 - 5.2 Image Processing Laboratory

5.3 Advanced Research

Reconnaissance and Surveillance. E-Systems' primary business segment involves the development and production of high-technology real-time systems that collect, analyze, process, display, and disseminate information for US and international customers. These systems include signal intelligence systems, intrusion detection systems, electronic support measures and automated, remotely controlled reconnaissance systems.

Command, Control and Communications. Through this segment, the company develops and produces a broad range of systems and products for instantaneous communications of messages via line of sight, satellites, and fiber optics or through integrated networks. Command and control systems manage complex computer-based digital data storage systems for information retrieval and rapid transmission to users. Products in this segment include communications equipment (both analog and digital), large-scale data processing, software, data link terminals, antennas, and display equipment.

Aircraft Maintenance and Modification. E-Systems has extensive, modern, highly specialized facilities for extensive modification of special-mission aircraft and quick turn around maintenance. The company performs special services such as facility operations, logistics support and electronics repair at worldwide locations.

Navigation and Controls. The company develops and manufactures automotive control products for aircraft, missile steering and tracking systems, and aircraft navigation aids. In addition, it also manufactures portable tactical air navigation systems for military use to assist pilots in landing at remote or unimproved locations.

Technology. E-Systems research and development activities concentrate on the application of advanced technology to meet customer needs. A substantial portion of the company's business consists of research and development oriented projects conducted under cost-reimbursable contracts, many of which result in the production of prototype hardware and systems.

Facilities

The firm's government business is conducted by its key divisions: Garland, Greenville, Montek, ECI, Melpar, Serv-Air Inc, Engineering Research Associates, the Communications Manufacturing Division, and HRB

Systems. A breakdown of these operations and their capabilities by major geographical area follows.

EASTERN REGION

ECI Division, PO Box 12248, St. Petersburg, FL 33733. Telephone (813) 381-2000. This unit specializes in the design, development and manufacture of jam-resistant military communications products and systems, including satellite communications and navigation equipment; space communications; tracking; control and telemetry equipment; advanced tactical and strategic communications networks; shipboard radio terminals; transmitters and receivers; advanced IFF antennas and transponders; modems; amplifiers; software; processors; packet transmission systems; and ground support equipment. The unit also provides data-handling systems, including telemetry transmission and reduction; military teleprinters; plotters; and modular, high-capacity broadband local area networks.

Melpar Division, 7700 Arlington Boulevard, Falls Church, VA 22046. Telephone (703) 560-5000. This division specializes in airborne remotely controlled reconnaissance systems, subsystems and receivers; airborne and ground-based collection systems spanning the entire RF spectrum; deployable automated signal-processing systems; electronic countermeasure systems; intrusion detection systems; communication products; and unmanned vehicle payloads and systems.

Engineering Research Associates, Inc, 1595 Springhill Road, Vienna, VA 22182-2235. Telephone (703) 734-8800. Acquired in 1989, ERA Inc is a technology leader in high-frequency surveillance systems and has an outstanding reputation in automatic training and related computer-based systems business.

Center for Advanced Planning and Analysis, 10530 Rosehaven Street, Suite 200, Fairfax, VA 22030-2886. Telephone (703) 352-0300. This unit provides long-range planning and analytical studies for high-technology national security programs, primarily in the fields of C3, sensor data processing and EW needs.

HRB Systems, 300 North Science Park Road, PO Box 60, State College, PA 16804. Telephone (814) 238-4311. HRB, acquired in 1990, specializes in the design and development of signal-processing and analysis systems. It is a part of the company's Electronic Warfare Group.

WESTERN REGION

Montek Division, 2268 South 3270 West, Salt Lake City, UT 84119. Telephone (801) 973-4300. Montek develops and manufactures ground-based navigational systems, automatic aircraft flight controls, shock suppressors and pipe clamps for power plants, and electronic flow controls for petrochemical and petroleum industries. This unit has the DME/MLS and the navigational aid programs.

Garland Division, PO Box 660023, Dallas, TX 75266-0023. Telephone (214) 272-0515. Garland specializes in EW systems and products for intelligence; and strike and defense suppression applications, including sophisticated receiver systems, direction finding, emitter location systems, special antennas, high-speed digital processing equipment, and special-purpose software. The unit possesses the operational and threat expertise necessary to integrate elements of the national defense system.

Greenville Division, PO Box 6056, Greenville, TX 75403-6056. Telephone (214) 455-3450. Greenville designs and installs highly complex airborne reconnaissance, surveillance and C3 systems. It specializes in data-gathering and reduction systems for domestic and international customers. The division has ground facilities to integrate and test systems on a wide variety of aircraft; it provides overhaul and maintenance services and installs custom interiors and electronics. It is one of 13 facilities in the US certified by the FAA to serve as design alteration stations. It provides special mission logistics and support services, and produces advanced VLSI boards for airborne satellite communications. In 1988, the USAF Defense Logistics Agency cited the Greenville Division as the nation's best contractor out of 30,000 for assisting small and disadvantaged businesses.

Serv-Air Inc, PO Box 6669, Greenville, TX 75403-6669. Telephone (903) 454-2000. Serv-Air Inc provides logistics support, usually overseas, for US Army and USAF special operations. The unit also provides installation, maintenance and support services to commercial and military communications systems overseas.

Corporate Overview

E-Systems is a prime contractor reporting 1994 sales of \$2 billion for an array of military electronic warfare; command, control and communications; and special operations programs. The company's business segments are: 56 percent reconnaissance & surveillance; 19 percent command, control and communications; 17 percent aircraft services; three percent navigation and guidance; and six percent in other businesses. Approximately 90 percent of the company's business is represented by

contracts with the US Government or from prime contractors on US Government programs. Another nine percent is for contracts with international customers, primarily governments. A substantial portion of the company's business is conducted under contracts with government security classifications, many of which prohibit the disclosure of any information concerning the nature of the work being done. E-Systems ranked 21st in terms of DoD prime contract awards for 1994.

New Products And Services

Flight Inspection Aircraft. In January 1993, E-Systems booked \$64 million on the \$400 million Flight Inspection Aircraft programs for the Federal Aviation Administration. The initial award will provide two LearJet 60 aircraft systems for the FAA's flight inspection mission. This contract was followed by a second one in September 1993, valued at \$70.5 million for two additional medium-size/medium-range and one large-size/long-range aircraft.

National Student Loan Data System. In February 1993, E-systems was awarded a \$16 million two-year, competitive contract by the Department of Education for the development and operation of the national database for student loan programs. The National Student Loan Data systems contract award includes three one-year options that are expected to extend the total value of the contract to more than \$50 million. The contract calls for the development of a state-of-the-art software system and database to prescreen requests for student loans and grants. Computer processing and network support for this program will be provided by E-Systems Greenville Division. Software design and development will take place in Virginia.

EMASS. The E-Systems Modular Automated Storage System (EMASS) was developed as an information storage and retrieval system for customers facing the problem of increasing data storage and management. EMASS integrates high-speed digital tape technology, sophisticated data management and the latest in robotic automation to meet high-performance requirements. This hierarchical data storage and retrieval system provides rapid access to disk and tape storage — access within seconds to any file in its multiterabyte libraries. In November 1993, E-Systems entered a joint marketing and reseller agreement with Cray Research for the EMASS system. Earlier, in April 1993, the company entered a reseller agreement with T-mass Mass Storage Solutions of Salt Lake City.

Plant Expansion/Modernization/Organization Update

New Mass Storage Subsidiary Formed. In September 1994, E-Systems announced that it would spin off its mass storage operations, which will become a wholly owned subsidiary, into EMASS Inc. The subsidiary, which will be headquartered in Dallas, Texas, will provide high-performance data storage and high-speed networking products to diverse environments.

E-Systems Delisted on London Exchange. In April 1994, E-Systems' board of directors decided to delist E-Systems common stock on the London Stock Exchange effective

May 10, 1994. The action, based on a relatively small UK shareholder base, is a cost-cutting measure.

Expansion into Medical Electronics. In October 1992, E-Systems announced the formation of a new subsidiary, E-Systems Medical Electronics, Inc. The new subsidiary has acquired Advanced Video Products (AVP), a privately held medical electronics company located in Littleton, MA. The company makes and markets high-end visualization systems and networks for medical diagnostic imaging, including teleradiology and picture archiving and communications systems. The firm also sells workstations for nondestructive testing markets and Megascan high-resolution monitors for image and text display.

Mergers/Acquisitions/Divestitures

Raytheon Acquires E-Systems. In May 1995, Raytheon Company announced the successful completion of the tender offer to acquire the common stock of E-Systems, Inc at \$64.00 per share. Approximately 33,027,200 shares of E-Systems common stock have been tendered pursuant to Raytheon's tender offer, according to a preliminary count by The First National Bank of Boston, the depository for the tender offer. This figure represents about 96.5 percent of E-Systems shares outstanding on a fully diluted basis. The transaction, which is valued at \$2.3 billion, is expected to provide a small increase in Raytheon's earnings per share in 1995 and an increasingly positive contribution to earnings per share thereafter. The merger of the two companies will result in a strong, successful diversified commercial company with a top tier defense business with significant growth potential. The combined company has \$12 billion in annualized sales.

Lowell Lawson, who will remain chairman and chief executive officer of E-Systems and will join Raytheon as an executive vice president and a member of its board of directors, said, "Our board and management team have endorsed the combination of E-Systems and Raytheon in order to provide our stockholders, employees, communities, customers and programs with the support necessary to continue to grow and prosper within the global defense electronics industry. Raytheon shares the values that we hold important and has made significant strides in transferring its defense technologies to non-defense areas just as we have. We are pleased that E-Systems, which will become a wholly owned subsidiary of Raytheon, will continue to be headquartered in Dallas, Texas, and will operate under the E-Systems name." The E-Systems board will become an advisory board with both E-Systems and Raytheon members.

"Raytheon will help support our efforts to effectively serve our unique customers, guarantee our position as a leader in the defense and government electronics business, and continue our longstanding strategy of expanding our

defense technologies into commercial markets. E-Systems businesses continue to find a strong customer base both within and beyond the defense electronics industry. Raytheon gives us an enhanced position for accomplishing our business objectives," Lawson concluded.

Image Data Acquired. In November 1994, E-Systems announced the acquisition of Image Data Corporation. Image Data develops, integrates and markets systems and components for electronically capturing, transmitting, displaying and storing high-quality video images. Image data provides teleradiology systems and in-hospital image distribution systems. The acquisition operates under E-Systems Medical Electronics subsidiary.

Fluid Controls Business Acquired. In September 1994, E-Systems acquired Fluid Control Operations BW/IP for an undisclosed sum. Fluid Controls builds control systems for tactical missiles and aircraft. The unit will enhance the company's Montek Division.

Teaming/Competition/Joint Ventures

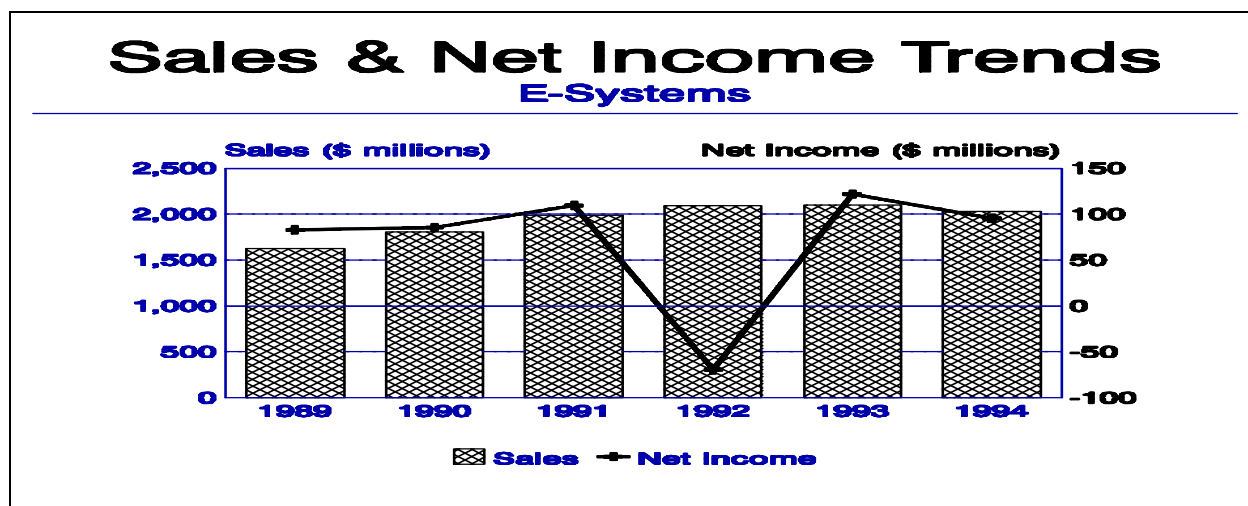
Ashtech. In September 1992, E-Systems signed a licensing agreement with Ashtech of Sunnyvale, CA, to develop and manufacture advanced global positioning satellite receivers for the US military market and other government customers. The agreement provides for the transfer of Ashtech's GPS technology to E-Systems for use in developing a family of receivers for multiple applications from space-based to hand-held units. This business arrangement is expected to complement E-Systems' established military GPS antenna product line.

TERMA. In 1990, E-Systems Communications Manufacturing Division and TERMA of Lystrup, Denmark, signed a teaming agreement identifying E-Systems as the exclusive US producer of TERMA's ALE-40 solid-state sequencer switch. The agreement recognizes future cooperative plans as TERMA introduces products into the US market.

Financial Results/Corporate Statistics

E-Systems posted net sales for 1994 of \$2.0 billion, down from 1993's \$2.1 billion. The company reported record income of \$95.6 million for 1994 compared to record income of \$121.8 million in 1993. Income dropped in 1994 due to \$24.5 million in special charges taken in the third quarter in the company's mass storage, medical technology and other businesses. These charges totaled \$15.6 million, \$7.1 million and \$1.8 million, respectively. The loss in 1992 was due to the adoption of accounting standard SFAS No. 106 which resulted in a nonrecurring charge of \$179 million. A comparison of selected financial statistics for the company during the past six years is provided below.

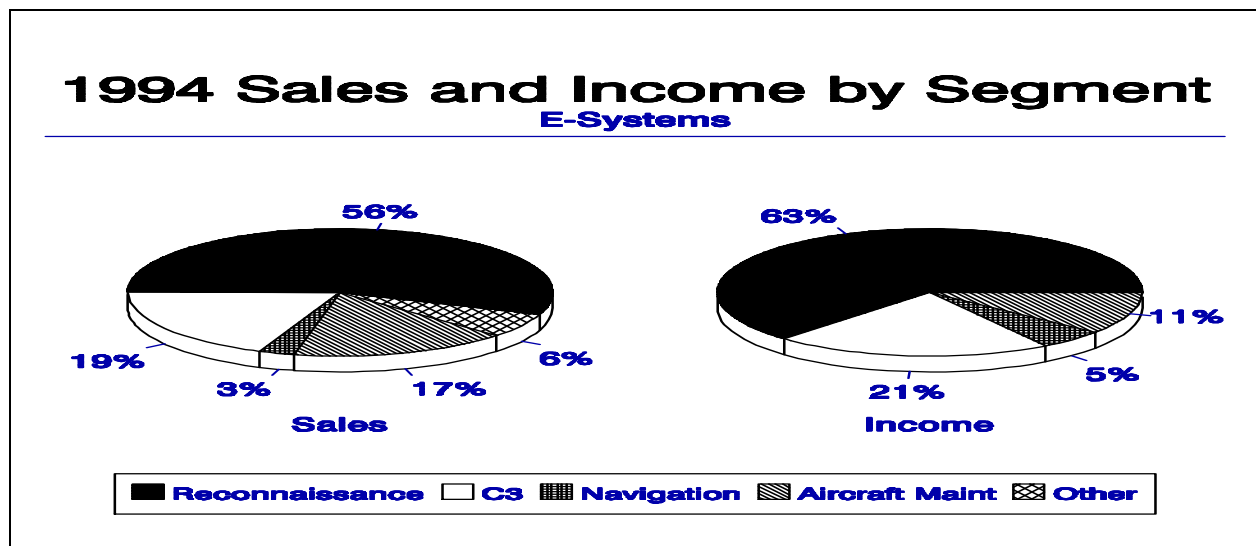
Y/E December 31	1989	1990	1991	1992	1993	1994
(\$ millions)						
Net Sales	1626.4	1810.2	1991.3	2094.9	2097.1	2028.3
Percent Govt	88.2	91.0	89.0	89.0	89.0	91.0
Net Income	83.0	85.6	109.5	(69.5)	121.8	95.6
Backlog	2505.5	2487.1	2509.2	2319.6	2133.0	2631.3



Industry Segments

A breakdown of the firm's sales and before-taxes operating income by business segment for the past five years is presented below. The company made some minor reclassification on a year-to-year basis. Totals may not add due to rounding. In 1994, the company removed the Other segment from the Aircraft Maintenance and Modification segment; accordingly, the segment information for 1992 and 1993 has been restated to conform to the 1994 presentation.

SALES	1990	1991	1992	1993	1994
(\$ millions)					
Reconnaissance & Surveillance	1143.8	1290.4	1379.0	1259.6	1125.0
Command, Control & Communications	326.7	315.4	340.6	389.8	385.6
Navigation & Controls	89.8	95.8	57.3	63.5	55.0
Aircraft Maintenance & Modification	250.0	289.5	252.8	300.6	335.5
Other	-	-	65.1	83.5	127.1
TOTAL	1810.3	1991.1	2094.8	2097.0	2028.2
OPERATING INCOME	1990	1991	1992	1993	1994
(\$ millions)					
Reconnaissance & Surveillance	99.8	108.6	114.3	110.6	110.1
Command, Control & Communications	18.2	19.3	26.7	32.8	37.0
Navigation & Controls	12.9	15.8	11.7	14.1	9.1
Aircraft Maintenance & Modification	15.3	23.3	14.7	21.1	18.8
Other	-	-	3.3	2.1	(21.6)
TOTAL	146.2	167.0	170.7	180.7	153.4



1995 Financial Reports

Recent quarterly results are detailed below.

1995 Quarters	1	2	3	4
(\$ millions)				
Net Sales	514.6	-	-	-
Net Income	29.4	-	-	-

1994 Quarters (\$ millions)	1	2	3	4
Net Sales	495.1	488.1	492.0	553.1
Net Income	28.1	29.4	8.2	29.9

Strategic Outlook

With the merger of E-Systems into Raytheon now under way, both companies have improved their positions for future growth. The strategic fit between the companies is especially good with very few redundancies. Raytheon is strong in missiles, naval systems, aircraft production and air traffic control. E-Systems is strong in reconnaissance and surveillance systems; network command, control, and communications; and aircraft maintenance, overhaul and support. With very little overlap between the companies, consolidation of operations, outside of administrative functions, is expected to be minimal. Organizationally, E-Systems will fall under Raytheon's Electronics business unit.

Prior to the merger, E-Systems was faced with a steadily declining revenue. To counter this, E-Systems initially began looking for acquisitions in an attempt to stop the slide in the company's backlog. In addition, the company began to diversify its defense-oriented strengths into commercial venues. Recently the company acquired several smaller companies aimed at growing E-Systems' medical technology and mass storage businesses. With almost 90 percent of the company's business targeted toward the US Government, E-Systems' diversification moves are an attempt to insulate itself from further defense cutbacks.

On other commercial fronts, the company has also been awarded a \$64 million contract and \$75 million option with the FAA for a total of five LearJet aircraft to be used for the FAA's flight inspection requirement. In addition, the formation of the Medical Electronics subsidiary is yet

another part of E-Systems' strategy to diversify into nondefense fields. With the company soon expected to be operating under Raytheon's excellent management team, these diversification efforts are likely to be increased substantially in the year ahead. Raytheon plans open E-Systems to more international markets through the use of its established sales and marketing base.

Unlike E-Systems, Raytheon only relies on defense for roughly half of its \$10 billion in annual revenue. The remainder of its sales come from such diversified areas as Amana and Speed Queen home appliances and Beech and Hawker civil aircraft. In the past few years, Raytheon's solid commercial base has provided the necessary revenue to keep the company growing through an era of lean defense budgets.

Raytheon will further strengthen its defense operations and its intentions to remain a defense contractor by concentrating on the electronics market. Aside from servicing its US customers, the new Raytheon/E-Systems company is expected to concentrate on overseas sales of its products for future growth. Raytheon, which already has sold numerous missile products overseas, most notably the Patriot, is expected to be an excellent "in" for E-Systems and its products. Previously, E-Systems' international sales accounted for only nine percent of sales. With Raytheon's established sales network, the new subsidiary should be able to reach 20 percent within two to three years. Overall, the merger is expected to create a more balanced company with substantially increased defense and commercial market opportunities.

Prime Award Summary

The following tables show E-Systems' history of prime government awards over a five-year period. Dashes indicate that the information is not available. Zeroes indicate awards, if any, less than \$50,000.

(\$ millions)	1990	1991	1992	1993	1994
AIR FORCE	101.9	142.6	134.6	178.7	99.8
ARMY	17.5	6.2	24.5	22.6	8.4
CORPS OF ENGINEERS	0.0	0.0	0.0	2.5	0.6
DARPA	1.7	2.6	4.8	5.8	4.0
DEF LOGISTICS AGENCY	0.2	0.1	0.0	0.2	0.2
DEF MAPPING AGENCY	0.0	0.0	0.0	0.0	1.0
DEPT OF EDUCATION	0.0	0.0	4.6	23.6	37.8
DEPT OF TRANSPORTATION	1.7	8.1	5.0	148.0	12.6
DEPT OF TREASURY	0.3	0.0	0.0	0.0	0.0
NASA	0.0	0.0	0.2	0.1	0.1

NAVY	57.6	72.7	53.6	126.2	99.6
TOTAL	180.9	232.3	227.3	507.7	264.1

A five-year summary of government awards by major geographical location and by customer is reported below. Dollars are in millions. Dashes indicate that the information is not available. Zeroes indicate awards, if any, less than \$50,000.

EASTERN REGION

St Petersburg, FL

(\$ millions)	1990	1991	1992	1993	1994
AIR FORCE	18.7	14.7	27.3	23.5	25.9
ARMY	0.9	0.6	0.0	16.8	2.1
DEF LOGISTICS AGENCY	0.2	0.1	0.0	0.2	0.2
DEPT OF TREASURY	0.3	0.0	0.0	0.0	0.0
NAVY	50.1	67.9	51.4	110.7	75.5
TOTAL	70.2	83.3	78.7	151.2	103.7

Falls Church, VA

(\$ millions)	1990	1991	1992	1993	1994
AIR FORCE	8.0	0.0	5.6	22.0	1.3
ARMY	10.2	1.4	13.5	2.7	(0.4)
NAVY	0.7	1.6	0.6	1.9	0.8
TOTAL	18.9	3.0	19.7	26.6	1.7

CENTRAL REGION

Greenville, TX

(\$ millions)	1990	1991	1992	1993	1994
AIR FORCE	71.1	119.4	97.8	123.4	65.4
ARMY	0.0	0.0	0.0	0.0	0.1
DARPA	0.2	2.0	2.7	3.0	0.0
DEPT OF EDUCATION	0.0	0.0	4.6	23.6	37.8
DEPT OF TRANSPORTATION	0.0	0.4	0.0	135.1	6.4
NASA	0.0	0.0	0.2	0.1	0.1
NAVY	0.0	0.0	0.0	0.0	21.3
TOTAL	71.3	121.8	105.3	285.2	131.1

Dallas, TX

(\$ millions)	1990	1991	1992	1993	1994
AIR FORCE	1.5	3.2	2.8	0.4	0.2
ARMY	0.0	0.0	8.7	4.0	0.0
DEF MAPPING AGENCY	0.0	0.0	0.0	0.0	1.0
DEPT OF TRANSPORTATION	1.6	7.7	5.0	12.9	6.2
NAVY	1.3	1.7	0.5	0.2	1.2
TOTAL	4.4	12.6	17.0	17.5	8.6

Program Activity

Some important aerospace and government programs currently under way at E-Systems are listed below. The briefs are intended to provide a listing of programs of major importance to the company. For detailed information or analysis of specific aerospace and defense programs or equipment, please refer to the appropriate FORECAST INTERNATIONAL binder (for example, AIRCRAFT, MILITARY VEHICLES, WARSHIPS, MISSILES, ELECTRONICS, and GAS TURBINES). The following is an outline of the company's business interests:

- .. **Aircraft**

- .. **Civil and Military Fixed-Wing Aircraft**

- .. **Defense Electronics**

- .. **Avionics**

- .. **C3I Systems**

- .. **Electronic Warfare**

- .. **Sensors**

- .. **Missiles**

- .. **Space Systems**

.. Systems Integration

Aircraft Programs

Egrett

The Egrett is a single-seat, very high-altitude, single-turboprop-powered reconnaissance/special-purpose aircraft. The aircraft is designed for high-altitude environmental research, earth resources survey, environmental monitoring and mapping, search and rescue, drug interdiction, border surveillance, commercial and military radio communications including microwave and conventional signals relay, signal intelligence and electronic intelligence gathering, tactical and strategic reconnaissance using infrared sensors, photographic equipment and radar, and disarmament verification. Egrett,

also known as LAPAS-1 in Germany, got the axe in February 1993 as the German Government terminated the program just ahead of contract signature.

Electronic Programs

Airborne Electronics

C3I

Electronic Systems

Land & Sea Based Electronics

Missile Programs

Space System Programs

US Contract Awards

Below is a listing of major contracts awarded to E-Systems from the United States government in the past year (contracts as of press date).

<u>Date</u>	<u>Award (\$ millions)</u>	<u>Contract #</u>	<u>Description</u>
6/23/94	\$12.9	N00024-92-C-5230	Two airborne CEC models and associated items in support of Theater Air Defense.
7/19/94	\$27.0	F84601-94-C-0560	Improvements to the mission communication system for the VC-25 aircraft.
8/10/94	\$7.4	F29601-94-C-0149	Development of Hybrid integrated laser absorption modulator technology.
9/19/94	\$21.4	N00019-94-C-0213	Fabrication and installation of sustained readiness program core and kits for P-3C.
9/29/94	\$45.0	F34601-91-C-0076	FY95 contractor logistics support for the C-20 aircraft.
9/30/94	\$5.5	F34601-94-C-0560	Mission communication system on two VC-25 aircraft.
10/5/94	\$19.0	N00024-92-C-5230	Cooperative engagement capability common equipment set units.
12/22/94	\$13.7	N00019-94-C-0213	Fabrication and installation of sustained readiness program core and kits for P-3C.
1995			
1/24/95	\$38.0	N00024-92-C-5230	Long lead materials in support of air defense cooperative engagement capability program.
5/5/95	\$16.4	N00019-94-C-0213	Fabrication of nine sustained readiness program core kits.
6/12/95	\$280.0	N00024-92-C-5230	Cooperative engagement capability common equipment sets.