

Personnel 1995	Change	Sales per Employee (\$)		Year End	Previous ranking	Comment
		1995	Change			
				Jan-96	31	
77,813	-8%	80,912	16%	Dec-95	26	Defense & Electronics sold to Northrop Grumman 1995
11,861	0%	195,940	-8%	Dec-95	27	Merger talks underway with Aerospatiale for completion mid-1997.
43,622	7%	254,868	-6%	Dec-95	29	
4,310	-14%	186,516	2%			Missiles business merged with BAe Dynamics 1996
4,401	39%	308,699	-19%			Matra-Marconi Space joint venture with GEC.
24,266	1%	469,255	-1%	Mar-95	28	
59,574	6%	220,365	20%	Dec-95	33	
29,100	0%	114,079	-4%	Jul-95	32	Acquired Teledyne Electronics Systems Jan 1995.
59,000	2%	150,576	13%	Dec-95	24	ITT Industries demerged from ITT in 1995 Ruid Technology not included
50,100	-1%	134,357	13%	Dec-95	35	
				Dec-95	41	
13,100		110,687		Dec-95	34	Division sales figures are from 1994
15,903		684,472		Mar-95	36	
319	5%	4,413,167	46%	Dec-95	48	
32,861	1%	158,723	6%	Dec-95	71	
						Aerospace includes first full year of Westland
12,287	-8%	201,888	23%	Dec-95	38	
4,600	0%	226,416	16%	Dec-95		Public offering launched in August 1996. Employees estimated.
26,600	-6%	129,477	9%	Jun-95	37	
						Harris Computer Systems was spun-off in 1994
8,426	7%	131,788	53%	Dec-95	59	1994 results deconsolidated to reflect split of Scania in 1994
3,492	2%	102,200	34%			
810	7%	109,327	-28%			
241	9%	422,683	36%			
1,759	9%	270,121	129%			
18,000	0%	142,611	7%	Dec-95	39	
						Teledyne Electronic Systems sold to Litton Industries Jan 1995.
12,680	-7%	140,392	7%	Dec-95	43	
7,448	-6%	89,850	1%			
3,981	-7%	75,486	29%			
17,455	-4%	175,073	6%	Dec-95	52	
3,006	-18%	225,786	-4%			
1,077	6%	269,519	74%			
7,200	-10%	132,889	2%	Jun-95	42	Acquired Howmet in joint venture with Carlyle Group Dec 1995. Thiokol has rights to acquire all of Howmet within three years.
376,100	-3%	164,820	8%	Sep-95	46	
5,500	10%	165,068	-16%			
9,400	-3%	94,353	32%	Dec-95	56	
8,182	-1%	105,916	-6%	Dec-95	45	CASA is held by the state-owned Teneo holding company.
142,000	8%	190,401	13%	Dec-95	49	
						Defence figures not separated. Estimate based on 1994.
4,000	-18%	201,250	7%	Jul-95	44	
				Jul-95	50	
						Acquired Hercules Aerospace
8,200		96,227				
8,700	-5%	162,540	5%	Dec-95	47	
				Dec-95	53	
				Dec-95	54	
				Dec-95	58	
9,200	0%	160,109	7%	Dec-95	55	
				Dec-95	40	
22,400	-1%	120,014	21%	Dec-95	72	Includes 90% profit-share from Messier-Dowty joint venture.

## ANALYSIS BY SECTOR - 1995

### COMMERCIAL AIRCRAFT PRIMES

Company/Consortia	Aircraft/division	Sales
1 Boeing	Commercial aircraft	13,900
2 Airbus Industrie	Airbus	9,500
3 McDonnell Douglas	Commercial aircraft	3,900
4 Bombardier	Learjet/Canadair/de Havilland	2,400
5 Raytheon Aircraft	Beech/Hawker	2,000
6 Textron	Cessna	e1,300
7 Al(R)	Avro/ATR/Jetstream	e1,200
8 Gulfstream	Gulfstream	1,000
9 Dassault Aviation	Falcon	800
10 Dornier Luftfahrt	(sold to Fairchild)	690
11 Saab Aircraft	Saab	475
12 Embraer	Embraer	243

NOTE: Estimate given for Al(R). Cessna estimate based on around \$1 billion of aircraft sales.

Fokker had \$2,300 million in sales but has since entered bankruptcy.

### ENGINES

1 United Technologies	Pratt & Whitney	6,200
2 General Electric	GE/CFM International	6,100
3 Rolls-Royce	R-R/Allison	3,800
4 Snecma	Snecma/CFM Int/Hispano-Suiza	2,200
5 Daimler-Benz Aerospace MTU		1,200

### DEFENCE PRIMES\*\*

1 Lockheed Martin	Aeronautics/missiles/electronics	18,000
2 McDonnell Douglas	Military ac/missiles/space	10,000
3 British Aerospace	Defence	6,700
4 Northrop Grumman	Military/electronics/missiles	6,200
5 GM Hughes	Aerospace & Defense	5,900
6 Boeing	Defense & Space	5,600
7 Raytheon	electronics	5,300
8 Thomson-CSF	Missiles/C&C/aerospace	5,000
9 GEC	GEC Marconi	4,000
10 Rockwell	Defense/aerospace	3,000

NOTES: Estimated defence sales from main divisions. Note that most include space.

ing the Airbus Industrie consortium as an independent company. That in itself would create a group with sales of around \$10 billion and growing fast. A similar merger of French, German and UK defence interests would build a military giant on an even larger scale.

As the prime contractors continue to grow, Godden believes that scale is also being redefined for the first tier of equipment suppliers. After its recent spate of acquisitions (and a few disposals of non-core units), AlliedSignal is already on course to top the \$5 billion mark, and Godden argues that others will begin to follow.

Even among the smallest suppliers, there appears to be a drift upward in size. A couple of years ago the entry level to appear in the Top 100 ranking was not much more than \$100 million. Today is twice that much.

### NEW SCALE

Perhaps a third identifiable trend is for a new scale to apply among the regional and corporate aircraft producers of around \$2 billion or more. The likes of Bombardier are already there, and the coming together of ATR and BAe's regional-aircraft businesses into the Aero International (Regional) consortium has added another sizeable player.

If this consolidation is no longer being driven by weak markets, then Godden argues that it ►