

Confidential Filing

Meeting with Chairman of Wang,
Dr An Wang on 7 October 1983

PRIME MINISTER

August 1983

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
7.10.83						<div data-bbox="1221 868 1383 1039" data-label="Text"> <p>\$ 3000</p> </div>	
2.11.83							
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Be JD

CDT

10 DOWNING STREET

From the Private Secretary

31 January 1986

Thank you for your letter to Michael Alison requesting a meeting between Dr. An Wang and the Prime Minister during his visit to London.

As you will appreciate the Prime Minister has an extremely full diary, and very much regrets that she will not be able to meet Dr. Wang during his visit. However, Mr. Paul Channon, Secretary of State at the Department of Trade and Industry would be very pleased to meet Dr. Wang.

If this is agreeable to Dr. An Wang you should contact the Secretary of State's Office (01-215 5147) to make the necessary arrangements. Could I also ask you to pass on to Dr. An Wang the Prime Minister's warm appreciation for the significant contribution your company is making to the UK economy.

Mark Addison

Ian Diery, Esq.

JD

MR. POWELL

I agree with Mr. Addison's advice.
CDP 29/11

PRIME MINISTER

Dr. An Wang, founder of Wang Laboratories, would like to meet you when he is in London during the week beginning 7 April. A letter of invitation from Mr. Ian Diery is attached.

You met Dr. Wang when he visited London in October 1983, and when he presented you with a business computer. DTI believe that the reason Dr. Wang would like to see you ^{again} is probably because he has not been as successful as he hoped in selling his equipment to the Government and the public sector generally. He has also asked to see Mr. Pattie, and DTI recommend that you should decline the invitation and that Mr. Pattie should take it up.

Content?

I think it would have to be

a July SFS
=

Mark Addison

(MARK ADDISON)

29 January 1986

mb



Secretary of State for Trade and Industry

DEPARTMENT OF TRADE AND INDUSTRY

1-19 VICTORIA STREET

LONDON SW1H 0ET

Telephone (Direct dialling) 01-215 5422

GTN 215

(Switchboard) 01-215 7877

29 January 1986

Mark Addison Esq
Private Secretary to the
Prime Minister
10 Downing Street
LONDON
SW1

Dear Mark,

Mr Ian Diery's letter of 16 January asks whether Dr An Wang could meet the Prime Minister to discuss "the progress of the UK Information Technology and the role of WANG within this industry". A similar request has also been made to this Department by Mr Alan Davies, MD of Wang (UK) Limited, to hold discussions with Mr Pattie on the same topics.

2 A significant factor in attracting WANG to invest in the UK was the belief that this would significantly increase their share of Government and Public Sector purchases of IT equipment. These sales have not materialised, as anticipated by the company, and it is believed the invitations are set against this background in conjunction with the current down-turn in the fortunes of many IT sector companies and the market as a whole.

3 Given this background it is suggested the Prime Minister should not renew her acquaintance with Dr An Wang at this time and Mr Pattie is best suited to deal with the issues involved.

... 4 I enclose a draft reply on these lines.

Yours sincerely,

C Bradley

CATHERINE BRADLEY
Private Secretary

Encl

JF2AUA

17
19
86
BOARD OF TRADE
BICENTENARY

76

DRAFT REPLY FOR PS/PRIME MINISTER TO SEND TO:

Ian W Diery Esq
Senior Vice President
Wang Laboratories Inc
Wang House
661 London Road
ISLEWORTH
Middlesex
TW7 4EH

Copy type

Thank you for your letter to Michael Alison MP requesting a meeting between Dr An Wang and the Prime Minister during his visit to London.

As you will appreciate the Prime Minister has an extremely full diary and very much regrets that she will not be able to meet Dr Wang during his visit. However, ~~Mr Geoffrey~~ ^{Mr Paul Chamberlain} Pattie, ~~Minister~~ ^{Secretary} of State at the Department of Trade and Industry who has special responsibility for Information Technology would be very pleased to meet Dr Wang.

John office

If this is agreeable to Dr An Wang you should contact ~~Mr~~ ^{the Secretary of} Pattie's office (01-215 5147) to make the necessary arrangements. Could I also ask you to pass on to Dr An Wang the Prime Minister's warm appreciation for the significant contribution your company is making to the UK economy.

JF2AUC

pm; meetings with Wang; 8/83



LB

10 DOWNING STREET

From the Private Secretary

21 January 1986

Thank you for your letter of 16 January addressed to Mr. Alison, M.P., which has been passed to me for action.

Your letter is receiving attention and a reply will be sent to you as soon as possible.

MARK ADDISON

Ian W. Diery, Esq.



Handwritten initials

10 DOWNING STREET

From the Private Secretary

21 January 1986

I enclose a copy of a letter which the Prime Minister has received from the Senior Vice-President of the European Division of Wang Laboratories.

I should be grateful for your early advice as to whether or not the Prime Minister should renew her acquaintance with Dr. An Wang whom she met in 1983.

MARK ADDISON

Michael Gilbertson, Esq.,
Department of Trade and Industry.

Handwritten initials

WANG

I.W. DIERY

SENIOR VICE-PRESIDENT — EUROPE, MIDDLE EAST & AFRICA

Our Ref: HMS/1451

16th January, 1986

Rt. Hon. Michael Alison, M.P.,
10 Downing Street,
LONDON,
SW1A 2AS

Dear Mr Alison,

In October 1983, Dr. An Wang, founder of Wang Laboratories, met the Prime Minister at Downing Street to discuss the expansion of the company in the U.K. and the Information Technology industry generally. The meeting took place shortly after Wang's decision to invest up to £38 million in a manufacturing facility in Stirling, Scotland.

The factory was opened by His Royal Highness The Prince of Wales on 18th December, 1984, and now employs nearly 200 people. Stirling has been designed with expansion in mind to cope with the growing European demand for our products. Currently over 80% of the output, worth approximately £50 million in 1985, is exported to mainland Europe, the remainder is destined for our many customers in the U.K., which include several Government Departments. This export figure is expected to increase significantly.

Local sourcing of the components used in the manufacturing process has progressed rapidly with over 80% procured in the E.E.C. and over 50% in the U.K. Over 30% of Wang Europe's total procurement expenditure is now satisfied by U.K. vendors.

Dr. Wang is planning to visit London during the week beginning 7th April and he has expressed a desire to renew his acquaintance with the Prime Minister in order to discuss the progress of the U.K. Information Technology industry and the role of WANG within this industry.

Dr. Wang and I very much hope that such a meeting is possible, and we look forward to receiving your response.

Yours sincerely,

Ian W. Diery

IAN W. DIERY,
Senior Vice President,
Europe, Middle East and Africa

PM 8/83

MEETING WITH CHAIRMAN OF WPNR

NBPM AT 6/12

DR. AN WANG
CHAIRMAN OF THE BOARD
CHIEF EXECUTIVE OFFICER



4 December 1984

The Right Honourable Margaret Thatcher MP
10 Downing Street
London SW1
England

Dear Prime Minister:

7/10/83

It is a little over one year since I had the honour and pleasure of meeting you at 10 Downing Street. Since that time, the company's business activities have continued to prosper and demand for our products remains strong, nowhere more so than in the United Kingdom and Europe. In this context, the forthcoming official opening of our manufacturing plant in Stirling is another step forward and your letter of 26 November to our Mr. Knight is much appreciated.

Mr. Ian Diery, our Vice President of European Operations, has advised me of the proposals advanced in the Inland Revenue Consultative Document on dual resident companies that was published on 15 November 1984. He has written to Mr. John Moore, Financial Secretary to the Treasury, to express his concern over these proposals. I share his concern to the extent that these proposals, if implemented, will increase the cost of investment into the United Kingdom by companies such as Wang. This would occur without any corresponding increase in tax revenues to the United Kingdom as I understand it.

I regret that I shall be unable to attend the Stirling opening myself but I am pleased that the President of our company, Mr. John F. Cunningham, will be attending. He looks forward to meeting Mr. John Redwood of your Policy Unit.

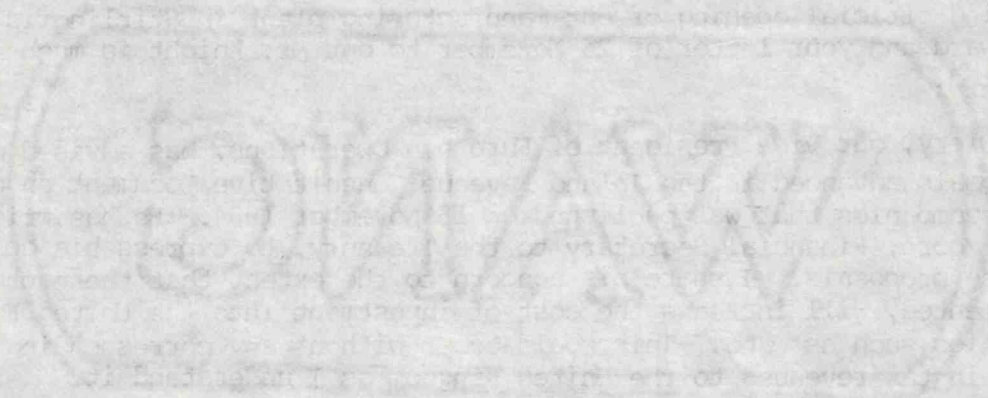
Thank you for your continued interest in our company.

Very truly yours,

An Wang

Am: Mtg with Wang

Aug 83





10 DOWNING STREET

THE PRIME MINISTER

26 November 1984

Dear Mr. Knight

Thank you for your letter of 19 November. I am delighted to hear that your Stirling plant is to be officially opened next month by His Royal Highness, the Prince of Wales. The speed with which this facility has been developed has been most impressive.

I was interested to learn of the degree of UK sourcing of components. British firms will, of course, have to compete on price and quality for Wang business. Nevertheless, I hope the company will do all within its power to encourage local suppliers. In this way the benefits of inward investment such as the Wang facility can be spread more widely through the economy.

Yours sincerely

Margaret Thatcher

Stanley J. Knight, Esq.

[Handwritten mark]

cc P.W.

WANG (UK) LIMITED
Wang House
661 London Road
Isleworth
Middlesex TW7 4EH
Telephone: 01-560 4151
Telex: 8954121



19th November 1984

The Right Honourable Margaret Thatcher MP
10 Downing Street
London S.W.1

En c/f PWS

Dear Prime Minister,

In October 1982 Wang had the pleasure of announcing the intention to build a manufacturing plant in Stirling. You were kind enough to write to us congratulating us on our investment.

In October 1983 Dr. An Wang had a meeting with you at 10 Downing Street at which, I believe, a number of related topics were discussed ranging from productivity to the necessity to adapt technology to the needs of customers.

I am pleased to be able to tell you that the Stirling plant is to be opened officially on 18th December 1984 by His Royal Highness, The Prince of Wales. Mr. John Redwood of your Policy Unit has accepted an invitation to attend the opening ceremony. Although the plant is not yet operating at full capacity its construction is ahead of schedule. In our financial year ended 30th June 1984 the plant produced approximately £28M worth of computers of which £16M worth were exported to other countries in Europe. The current financial year's goal is a production level of £135M and £80M in exports.

Of the components used at Stirling some 23% by value are sourced from within the United Kingdom and a total of 30% from within the E.E.C. British suppliers are on track to increase their share to 40% of the total by mid 1985. Our manufacturing planners expect that 80% by value of our component requirements will eventually come from within the E.E.C., all of that amount being available for British firms' bids. Sourcing for the remaining 20% has currently been identified as being available only from outside Great Britain and the other European countries.

I thought that you might be interested to know the current state of our progress in Scotland.

Yours faithfully,

Stan Knight

Stanley J. Knight
Director,
Business Planning, Europe

Registered and Head Office:
Wang House
661 London Road
Isleworth
Middlesex TW7 4EH
Company Registration No. 935937 England

Branches:
London - City
London - West
Birmingham
Stockport
Leeds

Directors:
C. Masi (U.S.A.)
G. Bullis (U.S.A.)
I. Diery (Australia)

Pm: My note Dr Wang
Aug 83



CLASSIC

PRIME MINISTER

Wang Labs

I have followed up Wang's claim that their UK subsidiary has the highest productivity of any subsidiary in the Wang Labs Group worldwide. Wang trade in about 85 countries and have subsidiaries in approximately 50 of them, including all the main European countries. They have production facilities only in the US, Taiwan and Ireland, to which will shortly be added the facility at Sterling.

Wang produced the following figures for their most recent financial year:

- (i) orders per sales staff - \$731,000
- (ii) revenue per employee - \$162,000

These figures are substantially higher than for any other subsidiary being 44% and 26% higher respectively than the average for Europe.

It should be noted however that the figures are for sales and orders not production. To a degree they measure the effectiveness of the sales force but maybe telling us just as much about Wang's market share in the UK.

While Wang's figures are perfectly genuine they do not really bear the construction we are putting upon them. They do not provide a counter example to the numerous stories of low output in UK production units which are using identical equipment to that in units abroad.

I think therefore that you should not deploy this material in your speech.

It was not used

AT

ms.

Andrew Turnbull

11 October 1983

Prime Minister ④

AT
12/10

DR. AN WANG
CHAIRMAN OF THE BOARD
CHIEF EXECUTIVE OFFICER

WANG

10 October 1983

MT

The Prime Minister
Right Honourable Margaret Thatcher FRS MP
10 Downing Street
London SW1

Dear Prime Minister,

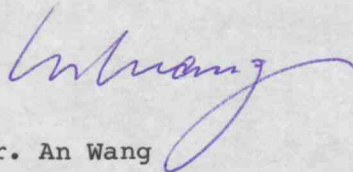
On behalf of my wife and myself, may I thank you most sincerely for a thoroughly pleasant meeting on Friday, 7 October. The meeting was informative and stimulating and I know that my colleagues, Mr. Dodge Chu, Mr. Carl Masi and Mr. Ian Diery, were, and still are, thoroughly invigorated by your achievements, your proposals, and by the conversation at large.

It was gracious of you to accept the first Wang PC to be produced at your Stirling Plant and Wang UK is excited by the prospect of training your staff to achieve the productivity increases normally enjoyed by our customers. I also hope that you will be able to take advantage of the Wang PC yourself.

It was very generous of you to spare so much of your time for my party when you are, I know, extremely busy.

Once again, Prime Minister, my sincere thanks for a warm and encouraging meeting.

Yours sincerely,



Dr. An Wang



10 DOWNING STREET

THE PRIME MINISTER

7 October 1983

Dear Mr. Wang,

It was a great pleasure to meet you and your wife and to accept, on behalf of the Government, the first model of your new business computer to come from the pre-production facility at Stirling. I congratulate you on the speed with which the facility has been developed at Stirling and I was most heartened to learn that, of all subsidiaries of Wang Laboratories worldwide, the UK operation has the highest productivity.

I was most interested to hear of your business philosophy, in particular the importance of adapting technology to the needs of customers. I wish you and your company well both in Britain and abroad.

Yours sincerely
Margaret Thatcher

Dr. An Wang

FCS

HC

cc: DTI

ST

Subject

Mr. Major

file

CF



CC CO
CCTA

10 DOWNING STREET

From the Private Secretary

7 October 1983

The Prime Minister today received a visit from Dr. An Wang of Wang Laboratories Inc. Your Secretary of State was also present. Dr. Wang presented the Prime Minister with the first model of the new business computer to come from Wang's pre-production facility at Stirling.

The Prime Minister began by congratulating Dr. Wang on the speed with which their Stirling operation had been constructed, with the decision to go ahead having been announced only a year ago. Dr. Wang explained the choice of location. Wang Laboratories preferred to recruit graduates direct rather than from competitors. As a result there were advantages in being close to a university.

Dr. Wang said that the turn-over of the UK operation had grown from £3 million five years ago to £55 million in the year just ending and next year it might reach £75 million. He said the UK subsidiary had the highest output per employee of any of Wang's worldwide operations. The Prime Minister received Dr. Wang's consent to quote this publicly.

Dr. Wang explained the importance of adapting technology to the market. His company made special efforts to receive feed-back from its sales efforts on where opportunities lay. He also explained that Wang did not attempt to compete head on with IBM in the main frame area but concentrated on the periphery which now accounted for the larger proportion of the market.

The Prime Minister accepted Dr. Wang's gift on behalf of the Government for use in the public service. CCTA are being asked to evaluate the computer to see where it can best be put to use.

The Wang representatives expressed interest in participating in the Alvey programme, without being specific.

I am copying this letter to Richard Hatfield (Cabinet Office) and to Dr. Freeman (CCTA).

ANDREW TURNBULL

Jonathan Spencer, Esq.,
Department of Trade and Industry.

Handwritten initials



10 DOWNING STREET

Prime Minister

Visit of Dr An Wang

This meeting will take place in the Blue Room. The new business computer has been installed in the Pillared Room. You might like to talk to Dr Wang for say 15 minutes before moving into the Pillared Room for the presentation. Dr Wang's staff can then spend a few minutes demonstrating applications of the computer. COI photographers

is on hand to make private record for Dr Wang.

AT

7/10

P.S. David Wolfson would like 5 mins at 12.55 after you have seen Chris Butler.

PRIME MINISTER

Wang Laboratories

I attach a brief by DTI for your meeting tomorrow with Dr. Wang.

The purpose is to have a serious discussion of future directions in Information Technology, and to reinforce current successful co-operation between the Government and Wang Laboratories.

In the course of the meeting, Wang will present you with the first model of their new business computer to come from their pre-production facility. Cabinet Office are content for you to accept this on behalf of the Government for use in the public service.

Wang will hope that the machine will be used at No. 10, but without knowing more about its capabilities, we cannot promise this. If you agree, we will seek CCTA advice on the most appropriate way of putting Wang's gift to work.

DB

6 October, 1983



DEPARTMENT OF TRADE AND INDUSTRY
1-19 VICTORIA STREET
LONDON SW1H 0ET

TELEPHONE DIRECT LINE 01-215 5422
SWITCHBOARD 01-215 7877

JU637
Secretary of State for Trade and Industry

6 October 1983

Timothy Flesher Esq
Private Secretary to the
Prime Minister
10 Downing Street
London SW1

Dear Tim

In your letter of 26 August you noted that the Prime Minister would be delighted to see Dr An Wang and to receive the first business computer assembled on Wang's pre-production facility at 1215 hours on 7 October.

... 2 I attach briefing and confirm that Mr Parkinson will accompany Dr Wang, his wife and their three colleagues.

*Yours es
Steve Nicklen*

STEPHEN NICKLEN
Private Secretary



VISIT OF DR AN WANG FRIDAY 7 OCTOBER

AGENDA FOR MEETING WITH SECRETARY OF STATE AT 11.30 AM

ITEM 1 : Introductions

ITEM 2 : An overview of Wang's worldwide operations

ITEM 3 : Wang in the UK

ITEM 4 : Future areas for co-operation and in particular R & D

AGENDA FOR 12.15 MEETING WITH PRIME MINISTER

ITEM 1 : Introductions

ITEM 2 : Brief summary of items covered in meeting with
Secretary of State

ITEM 3 : Dr Wang's perception of world developments in the IT
industry and future prospects for Wang development
work in the UK.



COMMERCIAL IN CONFIDENCE

MEETING WITH DR AN WANG FRIDAY 7 OCTOBER

PURPOSE OF MEETING

The meeting provides an opportunity for Dr An Wang and his colleagues to review developments in Information Technology, note the direction Wang Labs is taking and explore areas for further developments in the UK - particularly in R & D. Dr An Wang is a great innovator with clear thoughts on the strategic direction of his company and of the IT Industry. He will be accompanied by his wife and fellow director, Lorraine Wang, Carl Masi (Senior VP International Operations), Dodge Chu (Director of Wang Communications) and Ian Diery (UK Managing Director). Biographical notes are attached.



VISIT OF DR AN WANG FRIDAY 7 OCTOBER

LINE TO TAKE

Welcome Dr and Mrs Wang and their three colleagues :

- 33% growth
- . pleased to hear company continues to grow at such dramatic rates (33% in 1982/3);
 - . note UK operation is growing even faster (58% in 1982/3); 582
 - . suggest Government's
 - commitment to IT,
 - its support for innovation programmes and
 - its raising the climate of awareness of what IT has to offer

... has helped stimulate the market and made Britain an exciting place from which to do business;

- . understand Stirling manufacturing plant is ahead of schedule;

[Prime Minister to receive first model from pre-production facility]

- . state that government looks forward to continued successful co-operation with Wang Labs; in particular UK has substantial R & D strengths and is embarking on a £350m collaborative research programme in advanced information technology (ALVEY). Government would welcome Wang Labs establishing European R & D base in the UK.

ONLY IF RAISED AS ALVEY IS PRIMARILY A UK NATIONAL PROGRAMME

Possibility of participating in Alvey programme with UK partners; suggest dialogue pursued with the Department of Trade and Industry's Alvey Directorate;



- . Prime Minister to ask Dr Wang and his colleagues to state their views on world developments in the IT industry and future prospects for Wang in the UK.



THE COMPANY AND ITS PHILOSOPHY

Wang Labs is a leading world wide supplier of computer based office automation equipment. It was founded in 1951 by Dr An Wang who remains President and Chairman of the Board.

Dr Wang's innovations led to the introduction of self-adjusting typesetters and the first programmable cassette based calculators before he refocused the company onto word processing, office automation and business computers in 1976. Since then the company has experienced explosive growth. In the 1982/3 financial year the corporation achieved a 33% increase in sales to \$1,538m. The UK subsidiary is the largest in the world outside of the US and 1982/3 saw a 58% sales growth to £55 million.

On October 13 last year the company announced its decision to build a £38m production plant at the Stirling University Campus site in Scotland. The plant will employ about 700 people when completed, export about 60% of output and source major components from within the UK. Despite a very tight production schedule, construction is currently about 3 weeks ahead of schedule and a pre-production assembly facility has just started operation. Dr Wang will present the first model from the line to the Prime Minister.

One of Wang Labs' major strengths is the user friendly nature of its products and the integration into a total system. The company has defined office automation as being "people using technology to manage and communicate information more effectively". Wang believes that office personnel acquire and communicate information in 4 principal forms: words, numbers, images and voice. To work effectively in an office environment the company considers that people must have access to information systems that integrate the technologies necessary to handle these forms of information. These technologies are: data processing, word processing, image processing and audio processing.

Because of its successful product strategy and growth potential, the Department of Trade and Industry wants Wang to expand its operations and in particular develop R & D, perhaps using the computer science resources at Stirling University. The company is willing to consider this. Involvement in the £350m Alvey programme is a possible carrot provided :

- . the company could contribute a research capability vital to the programme;
- . they would make the results available to the benefit of UK industry without the results leaking abroad;



- . they identified a specific area of interest to the Alvey Directorate and found a UK industrial partner also interested in pursuing that subject.

A way forward would be for Wang to discuss any proposals they have in outline with the appropriate member of the Alvey Directorate so as to gain a clear understanding of the underlying strategy and of areas where Wang might have some particular expertise to contribute.



DR. AN WANG
Chairman of the Board
Chief Executive Officer
Wang Laboratories, Inc.

RESPONSIBILITIES

Dr. An Wang is chairman of the board and chief executive officer of Wang Laboratories, Inc., a research and development-based manufacturer of office automation systems, including both data processing and word processing equipment, with headquarters in Lowell, Massachusetts.

BACKGROUND

In 1940, Dr. Wang received a Bachelor of Science degree from Chiao Tung University, Shanghai, China. He came to the United States in 1945 to begin graduate studies at Harvard University, where, in 1948, he earned a Ph.D. in applied physics. In 1951, Dr. Wang began his computer manufacturing company, Wang Laboratories, in Boston.

Dr. Wang's recognition in the scientific community came in the early 1950s after his invention of the magnetic pulse controlling device known as magnetic core memory. Increasing business at Wang Laboratories necessitated his moving the company to Cambridge in 1954, Natick in 1959, and Tewksbury, Massachusetts in 1964. In addition to the Tewksbury facility, which is now devoted to manufacturing, Wang Laboratories expanded to several locations in the Merrimack Valley, establishing its headquarters in Lowell, Massachusetts in 1976.

Dr. Wang introduced a desktop computer named LOCI in 1965. This forerunner of the Wang electronic desk calculators used a keyboard resembling that of an adding machine but offered the user the unique feature of generating logarithms with a single keystroke. Every year since the production of the first LOCI, Dr. Wang and his staff of engineers have conceived and designed electronic instruments and systems, maintaining a steady progression of innovations in the office automation field. Wang Laboratories, now ranked 264th on the *Fortune 500* industrial listing, employs more than 23,000 people all over the world. The company's stock is publicly traded and is listed on the American Stock Exchange.

BUSINESS AND COMMUNITY AFFILIATIONS

Dr. Wang serves on the boards of the Bank of Boston and the Massachusetts Board of Regents. He is a trustee of Northeastern University and The Museum of Science, Boston. In 1980, Dr. Wang was elected an overseer of Harvard University. He is also the president and a trustee of the Wang Institute of Graduate Studies, which he founded in 1979.

MRS AN WANG



Mrs An Wang (Lorraine C) was born in Shanghai, China in 1920. She received her BA degree from St John's University, Shanghai, China in 1941 and spent two years starting in 1947 at Wellesley College, Wellesley, Massachusetts conducting graduate studies in English Literature.

Dr & Mrs Wang were married in 1949 and Mrs Wang was one of the original Directors of Wang Laboratories when it was incorporated in 1955. She is currently a member of the Board of Directors of Wang Laboratories Inc.

The Wang's have three children, their son Frederick is Executive Vice President, Development Operations for Wang Laboratories, son Courtney is General Manager for Wang Communications and their daughter Juliette is a University student.

Mrs Wang played a key role in rescuing the former Metropolitan Centre of Boston (now renamed the Wang Centre for the Performing Arts in recognition of the Wang's assistance), and is an Honorary Chairman of the Centre's Board of Directors.

J CARL MASICurrent Responsibilities at Wang Laboratories Inc
4 May 1983 to Present

Senior Vice President, International Operations; responsible for all subsidiaries distributor operations.

Projected Sales 1984	\$700 million
Employees	5862

Previous Responsibilities at Wang
January 1974 to May 1983

- Vice President of Europe, Africa and Middle East Operations 1983
Sales \$320 million
Employees 2431
- Vice President of Marketing Support including all corporate marketing, support, advertising, training and third party distributor channels.
Budget \$30 million
Employees 550
- Director of Computer Marketing - June 1976 to January 1978
- Director of Word Processing Marketing - April 1974 to June 1976

In above capacities, released and promoted all Wang products including WPS, OIS, VS and current office automation products. Formulated and implemented corporate marketing strategies for small business computes, word processing and office automation, and produced all corporate advertising, promotion and marketing programmes to reinforce these products and strategies.

Before Wang

1969-1974 Product Line Manager for Sanders Data Systems (Now Harris Communications), Nashua, NH

Responsible for product planning, product management and marketing of Sanders' line of intelligent terminal systems and communication processes. \$12 million sales.

1965-1969 Data Communications Consultant, Marketing Specialist, Programmer, Systems Designer, Trainee - Honeywell Information Systems, Wellesley/Waltham

1963-1965 Lieutenant, United States Navy, Electronics Officer

1959-1963 Baccalaureat Degree, Political Science, Tufts University.

Personal Data

Date of Birth	31 May 1944 Age 42
Married	Wife Susan, Two Children - Sarah 9, Kate 7
Office Address	One Industrial Avenue, Lowell, Mass 01851, USA
Office Telephone No.	0101 617 459-5000 x 4400

DODGE CHU

Current Responsibilities

Dodge Chu is Vice President for Pacific Operations. He is responsible for overall operations in Japan, Hong Kong, Singapore, Taiwan, China and all other Southeast Asian countries. He also oversees overall operations in Hawaii, New Zealand and Australia.

Mr Chu is on the Board of Directors of all these subsidiary countries of Wang Laboratories, as well as the Company's International Advisory Board. He is also the Director of Wang Communications Inc, a subsidiary company based in Denver, Colorado.

Wang Experience

Mr Chu started as a sales representative with Wang in 1969. Since then, he has held several positions including Hawaii Branch Manager, Hawaii District Manager, Asia Area Manager and Area Director for Asia/Pacific Operations. He was promoted to Company Vice President in 1980.

Personal Data

Mr Chu is married and has one daughter. He has a home in Honolulu, Hawaii. He is also a member of the Advisory Board for the Governor of the State of Hawaii.

Office Address One Industrial Avenue, Lowell, Mass 01851, USA

BIOGRAPHY

Ian Diery - Managing Director of WANG UK Limited

Mr Ian Diery joined WANG UK in August 1978. He became Managing Director in March 1981, having previously been District Manager of WANG's South East of England District.

Ian Diery studied engineering at the University of New South Wales, Australia. Following university, he joined a company providing closed circuit TV and videotape recorders for industrial use where he became Sales and Marketing Manager for the State of Victoria. He then formed his own company marketing similar products before moving to the UK.

For further information, please contact:

Richard Sutcliffe-Smith
HHCC
Tel: 01-499-8321

David Mills
WANG
Tel: 01-560-4151

INVOICE
CUSTOMER

*OK CF
pa (Wang file) done
12/10*

WANG (UK) LIMITED

WANG HOUSE
661 LONDON ROAD
ISLEWORTH
MIDDLESEX TW7 4EH
TELEPHONE 01-560 4151

WANG

INVOICE TO:

MARGARET THATCHER
10 DOWNING STREET
LONDON
SW1

DELIVER TO:

MARGARET THATCHER
10 DOWNING STREET
LONDON
SW1

INVOICE No. 503859

WANG REF. 104217

PAGE 1
A/C No. 525501
DATE 6/10/83

CUSTOMER REF. M. THATCHER

CUSTOMER NA/BPA NUMBER

PRODUCT	DESCRIPTION	ORDERED	DESPATCHED	OUTSTANDING	BACK ORDER	PRICE	AMOUNT	VAT RATE	VAT AMOUNT
177-0080-1	5 1/4" DISKETTE (DSDD) BOX OF 10	2	2	0		0.00	0.00	15.00	0.000
279-5204-6	WANG MULTI-STRIKE RIBBON BLACK. BOX OF 6.	1	1	0		0.00	0.00	15.00	0.000
279-5240-6	WANG MULTI-STRIKE RIBBON BLUE. BOX OF 6.	1	1	0		0.00	0.00	15.00	0.000
690-0429	DISKETTE LIBRARY CASE 5 1/4" PLASTIC. EACH.	2	2	0		0.00	0.00	15.00	0.000
719-6125	WANG PLASTIC PRINTWHEEL STANDARD 10/12 PITCH	1	1	0		0.00	0.00	15.00	0.000
719-6156	PR. ELITE 12(SP'L) PLASTIC P/W	1	1	0		0.00	0.00	15.00	0.000
690-0115	DUST COVER - ERGO 3 PACK (SCREEN AND KEYBOARD)	1	1	0		0.00	0.00	15.00	0.000
615-0260-P	PLAIN CONT. PAPER-REG/ONE-TIME 11 X 14.5" -1 PART (2000/BX)	1	1	0		0.00	0.00	15.00	0.000

REGISTERED IN ENGLAND No. 93593
VAT REG. No. 222 8753 63

COMMENTS
WITH THE COMPLIMENTS OF
WANG CONSUMER PRODUCTS DIV.

CUSTOMER DISCOUNT @ 0.00%

	0.00		0.000
SUB TOTAL	0.00		0.000
VAT	0.00		
TOTAL	0.00		

FULL PAYMENT — NET 30 DAYS FROM DATE OF INVOICE

010107 MOORE PARAGON MCP

341961

5/10

file

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10 DOWNING STREET

From the Private Secretary

26 August 1983

The Prime Minister has seen your letter of 10 August about the forthcoming visit of Dr. An Wang. She would be delighted to see Dr. Wang and to receive the first business computer assembled on Wang's pre-production facility and I have arranged for a meeting at 1215 hours on 7 October. I should be grateful if you could arrange for briefing to arrive here by Wednesday 5 October.

(Timothy Flesher)

Andrew Coop, Esq.,
Department of Trade and Industry

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DEPARTMENT OF TRADE AND INDUSTRY
1-19 VICTORIA STREET
LONDON SW1H 0ET

TELEPHONE DIRECT LINE 01-215 5422
SWITCHBOARD 01-215 7877

PS/ Secretary of State for Trade and Industry

10 August 1983

Tim Flesher Esq
Private Secretary to the
Prime Minister
10 Downing Street
London SW1

Prime Minister:

Will see him

*7 October is the last
working day before the Party Conference
and is already getting filled up. But
do you want to see Dr An Wang?*

Dear Tim

TF 15/8

WANG LABS

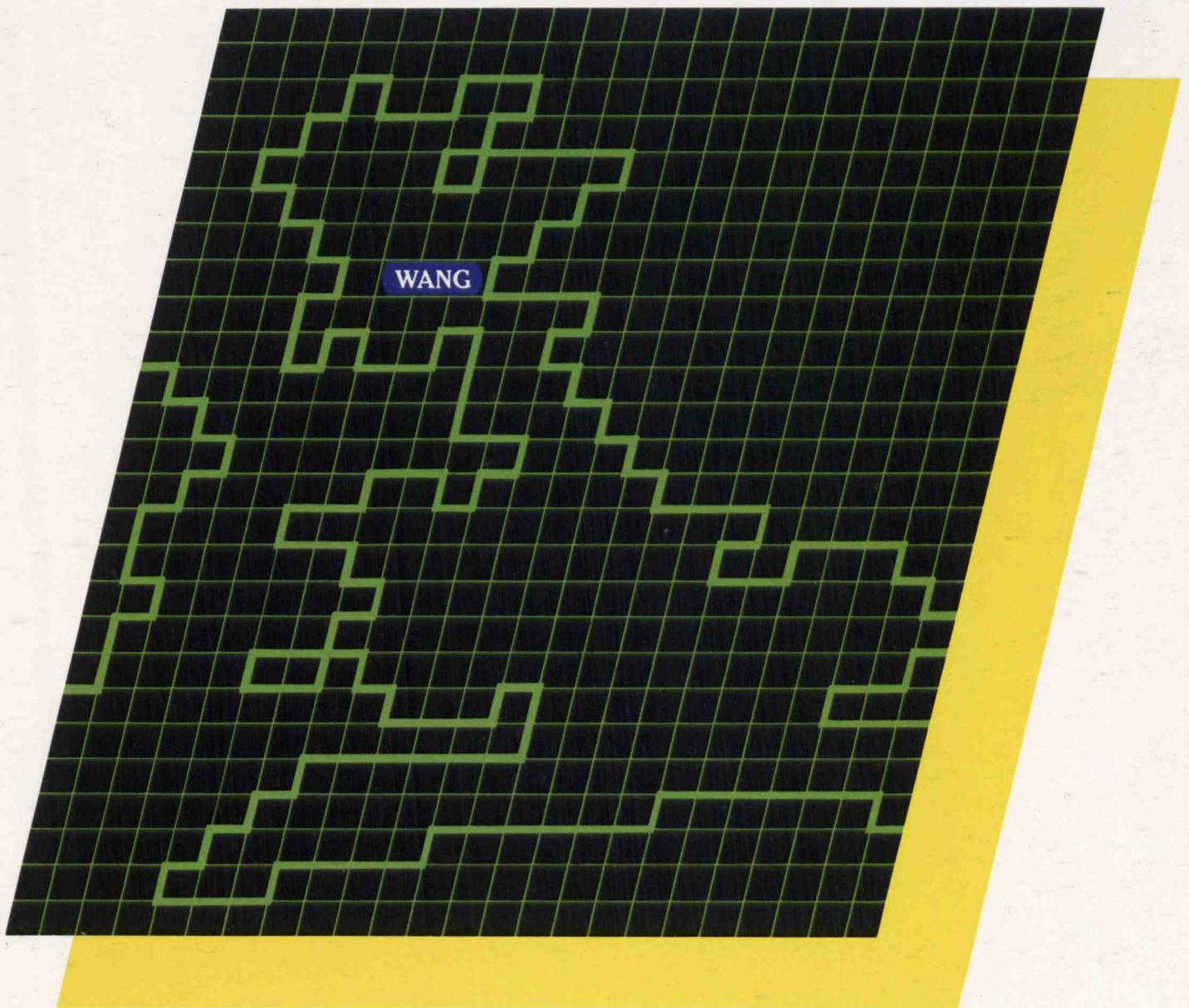
My Secretary of State has asked me to enquire whether the Prime Minister would be available for a short meeting on or about Friday 7 October to see Doctor An Wang the founder and president of Wang Labs - the US office equipment manufacturer. The Prime Minister may recall that on 13 October last year the company announced its decision to locate its main European manufacturing plant at Stirling University in Scotland. The £38 million investment will generate substantial exports and create at least 700 new jobs. Construction of the plant is ahead of schedule and the first business computer to be assembled on a pre-production facility will be produced in the week of 3 October. Doctor Wang would like to present that machine to the Prime Minister.

2 Wang is a very rapidly growing company (the UK operations are expanding at over 40% a year) and is likely to embark on further European expansion including in R&D. Considerable goodwill was generated through Ministerial involvement last year. Whilst realising that the Prime Minister does not normally see visiting Chairmen of US companies, a short goodwill meeting would be much appreciated and is, in our opinion, warranted by the scale of Wang's recent commitment to the UK and the potential for future investment.

Yours ever
Andrew Coop

ANDREW COOP
Private Secretary

THE BRITISH GOVERNMENT AND WANG



PROVIDING A NEW PLANT FOR A GROWTH INDUSTRY

A NEW SUCCESS STORY FOR BRITAIN

Wang Laboratories, a world leader in computers and office automation products has chosen to set up a major European manufacturing facility in Britain.

This decision, falling in Information Technology year, demonstrates the success of the Government's initiatives. Not only in creating a climate in which high technology industries prosper and expand. But also in developing the economic conditions to attract major investment.

The U.K. attaches a high priority to information technology, and is unique in having created a Minister with special responsibilities for IT.

The prestige development area for Wang, at Stirling Science Park in Scotland, was one of many visited throughout the U.K. But the University campus site held special attractions for the company.

Here, Wang could play a full part in the local community and relate to a University with special expertise in the field of electronics and computing.

Britain, with access to a tariff-free European market of 360 million people and strong trading links with the Commonwealth and other countries, provides Wang with a natural base for growth and expansion.

A NEW CHAPTER OF EXPANSION FOR WANG

Since its foundation in 1951, Wang has grown dramatically to assume a leadership position in the field of office automation.

Wang pioneered the first, programmable cassette-based calculator.

In 1976, Wang entered the word processing marketplace and soon became one of the world's leading suppliers.

Then Wang revolutionised computers with Integrated Information Systems. Which offered data processing power and word processing on one system.

From this rapid technological advance, it was just a short step to the exciting concept of office automation.

Today, Wang is the only company with products to handle all forms of business information—words, data, voice and images—and the possibility of combining them on one, resource-sharing network—WangNet.

Wang U.K. is one of the company's most dynamic subsidiaries. This year, turnover increased 65%, the volume of new orders grew to over £40 million, and the company is set to join the elite, 'Times' top 1000.

The facility in Scotland, representing

a £38m. investment, will be utilised for the majority of Wang products. There will be two stages of development. The first 70,000 sq.ft. factory is scheduled for completion in 1983 and will concentrate on final manufacture and systems testing. By 1985, an estimated 200,000 sq.ft. will be producing finished products from raw materials. It's expected that black and white tubes will be the only imported component.

In Stirling, where unemployment is currently running at around 15%, the factory will bring a wide range of new opportunities.

Opportunities for graduates from the University. Opportunities for local mechanical, construction and engineering skills.

The establishment of local management for this project is also a priority with Wang.

To date, Wang has successfully installed some 2,000 systems in the U.K. For clients as diverse as British Airways, Segas, the G.L.C. and Lloyds Bank International.

Their new plant will provide a major contribution to exports, with over 80% of its production destined for markets outside the U.K.



BRITAIN. THE LOCATION FOR THE FRONTIERS OF TECHNOLOGY.

For high technology products, the U.K. market is one of the largest and most sophisticated in Europe.

As a measure of its strength, it's already host to the largest representation of the world's top 50 information technology companies.

Their performance in the U.K. has been more than impressive. Product sales doubled from 1975 to 1979. And it's forecast that the computer

and office equipment sector alone will double again by 1985. Much of this growth has been stimulated by the efforts of a progressive and imaginative Government.

The liberalising of Britain's telecommunications monopoly and the licensing of a new private system has laid the foundation for the modern network information technology needs.

There are plans for Satellite and Cable Television. At the same time, the Department of Industry has allocated over £150m. to help firms develop new IT products and processes.

Government Departments are actively promoting the awareness of this new technology. Projects include putting microcomputers into every single primary and secondary school. While IT year is increasing awareness through systems

demonstrations and advice centres countrywide.

Naturally, the British Government welcomes investment from overseas companies who will expand the country's technology base.

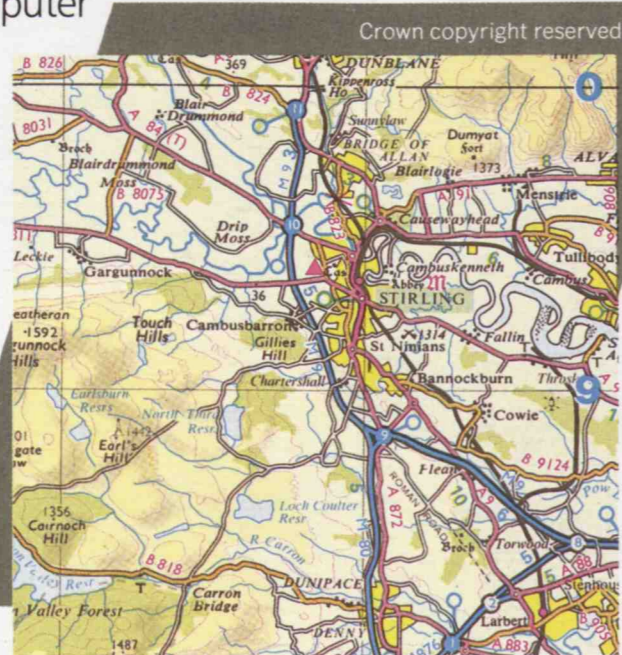
Already, over 2,000 overseas firms have found the U.K. an ideal location. A significant market in itself, Britain affords access to Europe – the world's largest trading area.

Productivity in Britain can be as high as anywhere in Europe, while total labour costs, including employment and social contributions, are amongst the lowest. Through the Invest in Britain Bureau, companies locating anywhere in the U.K. can get advice and financial support.

The IBB, together with its partner agency, Locate in Scotland, helped Wang finally determine its preferred site in the U.K.

Commented IBB's Richard Brown, 'In 1980, nearly 60% of American manufacturing investment in Europe took place in Britain and recent independent surveys confirm that this trend is likely to continue.'

The decision by Wang to join those already here is further proof that Britain is the natural European base for American companies.'





THERE'S A LOT TO BE SAID FOR INVESTING IN BRITAIN

"The location of Wang Laboratories new European plant in the U.K. is a vote of confidence in the Britain of today, confirming the view that this country offers an ideal climate for growth industries.

The U.K.'s technology base will be strengthened by having a company which is at the forefront of technological advance.

This Government has always attached a high priority to the development of information technology, and it's particularly rewarding that this important announcement should be made in IT year."

Patrick Jenkin
Patrick Jenkin
Secretary of State for Industry



"I am delighted by Wang's decision to locate a new manufacturing facility in Stirling. This decision strengthens Scotland's position as a major European electronics centre.

Wang's philosophy of developing close personal involvement with its customers, its workforce and the local community will find ready acceptance in Scotland.

In return we offer a skilled and readily trainable workforce, an unsurpassed educational system increasingly geared to the needs of industry, good communications and an unreserved welcome from Central and Local Government to this development."

George Younger

George Younger,
Secretary of State for Scotland.

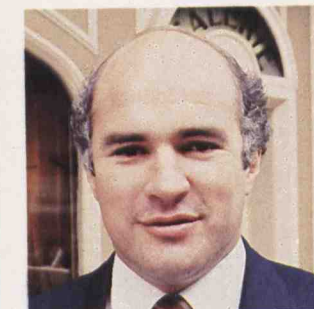


"British businessmen have proved that they can adapt to the new technology of office automation with an enthusiasm which has set the U.K. at the top of demand for Wang systems outside of the United States.

Stirling provided us with the many resources we'll need for this project, and we've had tremendous support from the Department of Industry and Locate in Scotland. The expansion in Scotland implies much more than broadening our

base in the U.K. It's Britain and Wang, in partnership, working to become a major force in the world of technology."

Ian Diery, Managing Director, Wang U.K. Ltd.



"We see the opening of our plant in Stirling as an important part of our long term commitment to the United Kingdom, which has contributed significantly to our growth in Europe.

We are especially proud of our achievements in 1982 having reached two important milestones: our revenues exceeded 1 billion dollars and our net earnings 100 million dollars.

The announcement of the Scottish plant is yet another milestone of which Wang and the British Government can both be proud. I look forward to a happy association with the United Kingdom and with those people whom we will employ in Scotland."

An Wang

Dr. An Wang, President and
Chairman of the Board,
Wang Laboratories, Inc.



INVEST IN BRITAIN BUREAU
Department of Industry
Kingsgate House
66-74 Victoria Street
London SW1E 6SJ

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Grey Scale #13



A 1 2 3 4 5 6 **M** 8 9 10 11 12 13 14 15 **B** 17 18 19



Inches 1 2 3
Centimetres 1 2 3 4 5 6 7 8

Colour Chart #13

Blue Cyan Green Yellow

