Raytheon

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SPOTLIGHT ON: ADVANCED TECHNOLOGIES

INTERNATIONAL AIR SHOW 2014

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New UK CEO for Raytheon

Raytheon appointed Richard Daniel (pictured above) as its new UK Chief Executive Officer on 1 April 2014. Daniel, who succeeded Robert Delorge, has a long track record in Raytheon and the defence industry which spans most of his working life. Having joined the company in 2001 he has a strong background in engineering and programme management and understands the business intimately. Prior to his appointment as CEO, Daniel led the Raytheon UK Defence business to renewed financial strength, gained a reputation for innovation and delivered outstanding programme performance which has become well recognised by our customer community.

Delorge maintains strong links to the UK with his new role as Vice-President of C4I at Raytheon Integrated Defense Systems, headquartered in Tewksbury, Massachusetts.

It's been a busy transition period for Daniel; his first 90 days has seen him host VIP visits from Phillip Dunne MP, the Minister for Defence Equipment Support & Technology, the Rt. Hon Michael Fallon MP, Minister of State for Business and Energy, as well as Raytheon Company's new CEO, Thomas Kennedy.

More recently, in early June, Daniel was invited to be a panellist at the opening of the International Business Festival in Liverpool along with other British business leaders that included Mark Elborne, President & CEO of GE UK & Ireland, Marcus Bryson, CEO of GKN Aerospace & Land Systems and ADS President, as well as Alistair Dormer, Global Rail Chief Executive for Hitachi Rail.

Attended by Prime Minister David Cameron and organised by UK Trade & Investment, he participated in the session entitled, *Partnering in the UK for Global Success*.

The discourse covered a wide range of issues, such as investment in infrastructure, financial support to British business, the skills agenda, exporting, local enterprise partnerships, UK competitiveness and shifts in global economic power.

NEWS IN BRIEF

Raytheon Showcases Advanced Weapons and Missile Technology at Farnborough International 2014

Precision weapons, advanced gunfire detectors, tiny jammers and a bussize radar that tracks missiles as they hurtle through space featured in Raytheon's technology showcase at the July 14-20 Farnborough International Airshow 2014.



Commenting on Raytheon's presence at the show, the company's CEO, Dr. Thomas A. Kennedy said: "Developing a common understanding of the complexity of the security challenges in today's global environment is the first step toward building a strong customer relationship."

Raytheon UK-Falck Schmidt Create Defence Power House

Raytheon UK and Falck Schmidt Defence Systems, a designer and manaufacturer of land based weapon systems, have signed a collaborative marketing agreement to explore joint power sub-systems and platform integration opportunities. Under the arrangement, Raytheon brings its capabilities in the design, manufacture, test and supply of integrated power solutions, leveraged by Falck Schmidt's extensive experience in the field of platform integration and auxiliary power systems.

The two companies will offer defence customers complete end-to-end power systems and integration services and products. They will also market their combined capabilities and products throughout Europe and North America.

Visit Raytheon's Media Room for full details: http://raytheon.mediaroom.com

Minister for DES&T Visits Raytheon's High-Tech Facility in Scotland

Raytheon UK welcomed Phillip Dunne MP, the Minister for Defence Equipment Support & Technology (pictured centre) on 24 June to the company's Glenrothes-based high-tech manufacturing facility, a world-class supplier of sub-systems within the market areas of guidance electronics, control actuation and power.



The Minister, accompanied by a team of colleagues from the Ministry of Defence responsible for strategy, was hosted by Raytheon UK CEO Richard Daniel and Managing Director of Power & Control Stephen Doran who reinforced Raytheon UK's indigenous capabilities.

The Minister and his team took the opportunity to tour the facility's key product areas that included briefings on the silicon carbide foundry, advanced manufacturing, Force Protection, as well as Tomahawk, Paveway[™] IV and Excalibur, SIFF and GAS production lines.

TECH UPDATE



TECH

Raytheon's Next-Generation BMS is Charged for Success



Raytheon's next-generation Battery Monitoring System (BMS) will provide military vehicle users with more reliable and more accurate State-of-Charge (SOC) and State-of-Health (SOH) information. This information can be used to help extend the life of batteries, reduce the number of unnecessary battery replacements and give greater confidence on how long engines can remain inactive during Silent Watch.

This next-generation model will be able to monitor up to eight 12V batteries – connected in series-parallel – simultaneously and it will interface to other vehicle systems via a MilCAN or J-Std-1939 interface. The BMS will also operate reliably down to 5.5V.

Raytheon's BMS also features an integrated Battery Equaliser, for improved on-platform battery availability, and does not require external current shunts which reduces installation and maintenance costs.

The new BMS also incorporates an operational feature whereby the equipment intelligently reverts to a

hibernation mode when the platform is not in use to minimise the platform power drain to 30mW per Battery Monitoring Unit (BMU).

The improved accuracy is the result of a number of refinements and developments made by Raytheon into battery measurement. Battery voltage measurement is now resolved to 0.25mV, with an error of $\pm 1\%$ over the range 0 to 16.6V.

Battery current is measured typically to $\pm 1\%$ or better. In addition, battery impedance measurements can now be resolved to $6.4\mu\Omega$, and battery temperature can be measured to a resolution of ± 0.5 oC

Neil Glachan, Business Development Executive for Raytheon's Integrated Power Systems, comments: "Other battery monitoring systems have had problems tracking the battery State-Of-Charge due to issues with complex calibration requirements at set-up, compounded with basic measurement accuracy shortcomings. When in Silent Watch, the crew needs to know battery condition with high confidence to avoid unnecessary engine running. Automatic BMS calibration and accurate current and voltage measurement are key to robust monitoring of the battery State-of-Charge and State-of-Health."

Currently, a number of prototype units are being evaluated by military customers and the feedback so far has been extremely encouraging.

PRODUCT MILESTONES



4,000th Paveway™ IV Delivered to MOD

Raytheon UK has manufactured and delivered the 4,000th Paveway[™] IV to the UK Ministry of Defence, as their freefall weapon of choice, which nearly completes the replenishment order for this customer. The facility also manufactures sub-systems for Tomahawk and other products used by the UK's armed forces.



9,000 GPS Units Delivered

Raytheon UK's weapons manufacturing facility in Glenrothes, Scotland has produced and delivered more than 9,000 GPS Aided Inertial Navigation System units across the whole Paveway™ family of precision weapons. This production milestone demonstrates that this facility continues to be a nationally important technology leader and export success story.

COVER STORY: ATM INNOVATION



GONE WITH THE WIND

Raytheon's continued investment in researching and developing wind farm mitigation technologies is eradicating the detrimental effect of wind turbines on air traffic control, thus providing improved safety for air transport systems and enabling future developments for sustainable wind energy.



Despite being one of mankind's more successful technological developments in sustainable energies, wind turbine farms have received widespread notoriety akin to an army of futuristic Triffids on the offensive, derided for their unsightly occupation of greenbelt and noisy, ground-based assault on airspace flight safety. Thanks to advancements in Raytheon's radar technology, this so-called menace is being successfully mitigated.

Under a three-year development programme (known as Project RM), National Air Traffic Services (NATS) has contracted Raytheon to deliver technical modifications to NATS en-route radars that will enhance the radar systems and lessen the effects caused by rotating wind turbine blades – interference to the communication, navigation aids and radar networks used to direct and identify aircraft.

Raytheon UK's Air Traffic Management Systems Customer Service & Support Manager, Matthew Jupp commented: "Raytheon has already implemented this technology for the Royal Netherlands Air Force (RNLAF) to resounding success – high detection probability and low false alarm rate – and the impact of windfarms on its operations has been successfully mitigated."

Sophisticated Solution

Raytheon's wind turbine mitigation solution comprises four key enhancements to the full primary surveillance radar signal data processing chain that assists the radar in deciphering valid aircraft signals from false turbine signals:

COVER STORY: ATM INNOVATION

One of the benefits relates to the simultaneous processing of data from multiple antenna beams (i.e. the beam for near-range processing and the beam for farrange processing) to improve the probability of detection; Raytheon has proved that by processing data from both beams throughout the instrumented range of the radar, and optimally combining detection information from the two data streams, significant performance gains can be achieved, especially in high-clutter areas.

Advances in the real-time characterisation of the local radar clutter environment has also enabled Raytheon to characterise this clutter from moving objects, such as wind turbine blades.



Another benefit relates to the calculation of better detection thresholds. The company is able to detect and suppress the influence of strong reflectors (in particular wind turbines) to significantly reduce the desensitisation of the radar in these areas.

Raytheon is now able to provide powerful mitigation effects at the back of the radar processing chain that forms a final line of defence against wind turbine interference. This has been achieved through the company developing an intelligent 'target tracker that identifies areas of high clutter and high wind turbine activity, and then modifies processing algorithms to maximise the likelihood of preserving real targets and rejecting false ones'. The tracker also simultaneously maintains multiple models of target characteristics for each tracked target in order to yield a more accurate estimate of target position and velocity than is possible with conventional tracking algorithms.

During the initial phase of the project, Raytheon will upgrade three NATS air traffic control (ATC) radars and associated infrastructure at a cost of £14 million.

Through-Life Support

Over the past 10 years, Raytheon has replaced all of NATS en-route radars; however, this is the first windfarm mitigation contract for Raytheon in the UK. It's also the first time that Raytheon's proven windfarm mitigation technology has been implemented on L band radar for operational use and follows on from the successful trial of the Raytheon solution at the NATS Lowther Hill site in 2012.

David Hawken, Engineering Director at NATS, explains: "When we buy any major asset, it's critical that we have support from the supplier for the life of the equipment, not just to keep the assets working but also to develop and improve them when necessary. This is exactly what has happened in this case – the new mitigation that is now available shows the commitment from Raytheon to support the systems provided."

Through working closely with one major customer, Raytheon has been able to reduce that customer's through-life support costs by £8 million. "With another Raytheon customer, we were able to propose a more efficient support proposal to improve repair turnaround times," Jupp reveals.

Sustainability and Safety

UK planning authorities must consult NATS on all wind turbine applications and Project RM does not change this requirement. However, NATS forecasts that Project RM could apply to 111 developments from 41 different developers, enabling it to release, or avoid raising planning objections on aviation safety and efficiency grounds related to around 1,200 turbines across southern Scotland and northern England – equating to more than 2.3GW of new wind farm energy. Hawken says: "NATS has always supported the UK Government's renewable energy strategy; however we also have a duty to safeguard the critical assets used to provide air traffic control.

"Our first priority is safety; we raise concerns about wind turbine developments only when we consider there to be an operational safety risk. We work closely with developers to identify mitigation options and to ensure that they see us as working with them to identify solutions."

Raytheon and NATS agree that industry partnerships and collaborative relationships that include Government are essential when developing, testing and implementing nextgeneration tools, systems and solutions designed to resolve aviation's largest challenges. "Working with the wind farm industry, the Government, and Raytheon to develop Project RM mitigation is evidence of the success we can achieve by all working together in an effective manner," affirms Hawken.

Raytheon's X Factor

R&D is a vital component to maintaining Raytheon's market position in its air traffic management (ATM) business area, as is the collaborative approach to technology development and customer focus.

Raytheon has developed a new active electronically scanned array (AESA) X-band radar system, ready to bring to market.

To date, Raytheon has invested more than US\$100 million in developing X-band technology to meet the needs of the U.S. Federal Aviation Administration's NextGen roadmap for multi-mission applications, including multi-mission phased array radar technology and other international markets. The solution has already been demonstrated by Raytheon in the U.S. and is proving to be very effective.

Jupp explains: "X-band is Raytheon's complimentary but next-generation wind farm mitigation solution, so, essentially, we will have two solutions to mitigate the effect of wind farm turbines."

COVER STORY: ATM INNOVATION

Innovation Investment

Raytheon and NATS have invested significant R&D resource into finding a long-term solution to wind farm interference, that is efficient, maintainable, cost-effective and meets Government 2020 renewables targets.

Asked whether aviation innovation can be safe, efficient and environmentally ethical, Hawken responds: "Yes it is possible. To some extent this is a typical 'messy' problem where there are many stakeholders with different needs and where there is no defined right answer. The solution is to find a way to bring the stakeholders together, respect their different drivers and constraints and then to work as one to find the best possible outcome. When this approach is adopted, we have found that there is almost always a 'win-win' solution available."

Jupp believes that the aviation industry has had to play catch-up with the drive for renewable energy: "Airspace utilisation is becoming more dynamic to meet the needs of the airlines, thus enabling more efficient routings for aircraft that is ultimately reducing fuel burn and associated emissions. The effect of wind farms not being successfully mitigated can attribute to aircraft, in some phases of flight, having to fly extended routings, thus increasing fuel burn, emissions and flight time – none of which is desirable. "However, at Raytheon, we are now at the point where credible and effective mitigation solutions are available enabling new wind farms to be developed in areas that are close to airports and were previously the subject of contention. Now, through the use of new engine technologies, flexible use of airspace and effective use of existing and new air traffic management technologies, the overall environmental impact can be reduced."

The challenge for Raytheon is to develop the next-generation of technology that can be used to prevent any wind farm problems while, for example, realising the dual benefit of the UK Emerging Technologies Spectrum Release. "Raytheon's X-band radar solution, which is now developed to an advanced state, is one such technology and enables windfarm impacts to be mitigated while enabling the release of traditional S-band frequencies (2.6-3.1Ghz) when the solution is deployed as a netted capability," says Jupp.

That is surely welcome news for NATS and wind farm owners. "Innovation is not just about coming up with new ideas," states Mark Flanigan, general manager of Strategy & Solutions at NATS. "It's also about grounding these ideas in reality and making them work alongside existing technology and infrastructure ... solutions can be created with collaborative teams that deliver real value for customers, whether this is in the form of cost savings, operational efficiencies, or reducing environmental impacts, and all whilst maintaining safety."





Secretary of State for Wales Visits Raytheon's Home of Airborne Solutions

"The British Aerospace industry is vitally important to the future economy of this country; it is the second biggest aerospace industry in

the world and is easily the biggest in Europe," said Secretary of State for Wales, the Rt Hon David Jones MP in an address to employees during his visit to Raytheon UK's facility at Broughton on 3 April 2014.

The UK Ministry of Defence's recent decision to extend the Sentinel R Mk1 programme beyond 2015 provided a strategic backdrop to the visit.

The Secretary of State took the opportunity to personally thank Raytheon employees for their hard work on the Sentinel R Mk1 and Shadow Mk 1 platforms which he described as "important assets for the UK Government". He further assured the company of the Government's commitment to both aerospace and defence citing government-funded initiatives such as the Aerospace Growth Partnerships to build upon the British Aerospace industry and emphasised the importance of manufacturing and export for Wales and the UK economy.



Raytheon's Aeronautical Apprentices pictured with the Secretary of State for Wales during his visit. (From Left): Will Hughes, Jack Lewis, Rt Hon David Jones MP, Joshua Gallagher, Luke Jones and Hayley Keeley.

AIR TRAFFIC MANAGEMENT

INNOVATION IN THE AIR.

Raytheon is a world leader in providing fully integrated Communication, Navigation, Surveillance and Air Traffic Management solutions throughout the world. With a sixty-year legacy, Raytheon designs, manufactures, and services a full line of modern Air Traffic Management systems and products for civil and military applications around the world.







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SME SUPPLY CHAIN

SME: Access All Areas

Raytheon UK Hosts supply chain investment event for Small- and Medium-Sized Enterprises (SME) in support of its UK and international business strategy



Cover Story Pictures (clockwise): Minister Fallon (left) receives a welcoming handshake from Richard Daniel before taking the podium; (from left) Richard Daniel, Ian Stopps, Philip Dunne and Richard Paniguian; SMEs engage with Raytheon UK technology experts during the networking sessions.

SMEs are the lynchpin of the technology business sectors as well as the wider business economy, and are essential if the UK is to keep ahead of the game in the global competitive age.

This was the overarching view expressed by the Rt. Hon Michael Fallon MP, Minister of State for Business and Energy, as he delivered a keynote speech to 63 UK-based defence and security small- and medium-sized enterprises (SMEs) at a supply chain forum organised by Raytheon UK in partnership with UK Trade & Investment (UKT&I).

The event held at the Government Department for Business, Innovation & Skills (BIS) on 29 April 2014 was also attended by Philip Dunne, Minister of Defence Equipment Support and Technology and SME champion for the Ministry of Defence (MOD).

SMEs were given the opportunity to present their technological capabilities to Raytheon with a view to identifying and discussing opportunities for investment, research and development, and facilitating potential export sales.

UK SMEs play a vital role in domestic and overseas defence and security sales, with around 10,000 companies serving those sectors. According to UKT&I, the overseas Defence and Security market is currently worth around £8 billion per year to UK industry and the MOD spends around £14 billion each year equipping the Armed Forces.

Raytheon plays a significant role in the country's supply chain, supporting more than 300 SMEs and some 1,000 suppliers. Over the past two years, the company has invested more than £100 million into this area and is currently actively engaged with seven universities in research and development (R&D) activities in the areas of advanced electronics, cyber security and defence intelligence.

SME SUPPLY CHAIN



The company believes that building a collaborative research and development R&D community with SMEs will help it to deliver new and innovative solutions across its defence, power electronics and national security markets in order to meet the evolving needs of its customers.

Richard Daniel, Raytheon UK's Chief Executive, says: "We are finding that a clear and early dialogue with SMEs is mutually beneficial; we get to see where niche capabilities reside and the SMEs learn how to work better with original equipment manufacturers (OEMs) and understand their long-term requirements."

Innovation

The SMEs invited to attend the forum were downselected from an initial pool of 100 applications and chosen by Raytheon for their innovative technologies which are relevant to the company's business areas.

More than 130 one-to-one meetings took place during the all-day event, hosted by technology experts from across Raytheon's UK and US businesses, including Martyn Dawkes, Technical Director for the UK. He explains: "We're looking to engage and build collaborative relationships with SMEs from across the board in terms of the different technology types. We hope that it will lead to developments that we can then use in support of our business strategy to grow our portfolio of capabilities that will underpin and deliver our future business lines, both to support our UK business and international opportunities."

The Evolving Threat

Underpinning Raytheon's corporate strategy is the rapidly evolving threat characterised in the global Defence market, and mounting customer expectations for industry primes to deliver more for less money when defence expenditure is shrinking. "The flexibility, adaptability, responsiveness and agility found in our SME supply chain continues to provide us with speed of introduction to deliver faster fixes and responses to these ever emerging threats," says David Morgan, Raytheon UK's Director of Commercial and Supply Chain Management.

Small Companies, Big Ideas

From Raytheon UK's experience, collaborating with SMEs and academia has enhanced its natural ability to innovate and secure critical niche capability areas in the UK.

Dawkes says: "We're working with SMEs because they can operate in a very agile and innovative manner; they develop new technology very quickly and they can get it to a level of maturity very quickly that is sometimes challenging for larger organisations."

Strategically, Raytheon has changed its approach to engagement by partnering with less traditional MOD suppliers: "Previously, one could spend two or three years looking at a problem, three or four years developing a partial solution and a number of years to actually produce it. In today's fast-moving defence market, this model and route is no longer fit for purpose, both for ourselves as an organisation and for the ongoing protection of our UK Armed Forces," says Morgan.

Building the Supply Chain

Raytheon UK has a strategic business need to create initiatives that support SME exporting and innovation. To this end, in 2013 Raytheon UK piloted a scheme for technology R&D through which SMEs were encouraged to propose innovative ideas against a set of business challenges aligned very closely with Raytheon's principle business areas. Designed to harness and foster innovation among UK SMEs, a number of high-quality proposals were received from those across the defence and cyber domains.

Dawkes says: "During the pilot we learned a lot about the engagement model, the dialogue required and options for working going forward. In 2014, we are expanding this pilot with a series of competitions and targeted projects in the areas of aviation power electronics, Cyber and Defence to deliver customers current and future solution challenges."

Plextek, an SME involved in the pilot scheme and one of the largest independent electronics design consultancies in Europe, welcomes the opportunity to collaborate with the defence industry earlier in the process. The company's Director of Defence & Security Nicholas Hill explains: "We feel that we can add a lot more value if we can help to influence and shape technology development at an earlier stage.

SME SUPPLY CHAIN

We hope that other companies follow the Raytheon route and provide the opportunities through which innovative SMEs can engage with projects at an earlier phase in the process."

Proactive R&D and Innovation

SMEs and academia are key to extending Raytheon UK's supply chain, assisting bringing new technology to market, opportunities for collaboration and potential future exploitation and growth.

"Innovation doesn't just come from the big players, so often it comes from smaller, cutting-edge companies," Rt. Hon Michael Fallon told guests. He added: "We in UK government are working alongside industry to ensure that we maximise the innovation, agility, specialist skills and capabilities that SMEs, like you, can bring to the table."

Reflecting on Raytheon's own heritage and "meteoric rise" in the UK from humble beginnings to its position as a major supplier to the MOD, a key exporter for UK plc and generating £300 million in annual sales, he added: "I think the reason why [the UK business] absolutely recognises the importance of SME business is that it used to be one, prior to its acquisition by Raytheon in 1961. "Some 100 years ago, Alfred Charles Cossor listed his small electronic firm as a private company and over the next Century the company became central to some of the most important advances in British history, including the chain home radar that helped protect the nation during the Battle of Britain in the 1940s."

Government Support

SMEs have not always found government financial support and the UK supply chain easy to access, conceded the Minister Mr. Fallon. However, he assured delegates that government is endeavouring to change this through a number of collaborative initiatives that include improved support within the areas of: supply chain; industry collaboration and innovation; public procurement; finance; and defence & security export marketing.

Facilitating Exporting

Part of Raytheon UK's strategic value to its U.S. parent company is that it acts as a hub or gateway through which Raytheon in the U.S. can deliver integrated solutions to customers around the globe, as well as import proven U.S. technology to the UK and Europe.

Says Daniel: "Raytheon UK has its own manufacturing capability and the ability to

research, design and develop products and manage UK programmes, many of which are 'UK eyes only'.

"Through our successful engagement model and global supply chain, we can provide greater technical and programme expertise and support in relation to global sourcing and a variety of other operational aspects more cost-effectively and ready for export.

"This approach is aligned to Raytheon's global growth objective and clearly provides opportunities for the SME supply chain in the UK, leveraging established products and skills from our parent company and SMEs."

Complex Skillset

To conclude, maintaining Raytheon's position as a technology leader, allied to that of a prime systems integrator, requires a very complex mix of skills, processes and ongoing development in order to succeed in the market.

In such an environment, the establishment of productive technology and development partnerships with SMEs and academia are key to the company's market success and to the ongoing delivery of advanced capabilities/solutions that will enhance and focus its customer's missions.



EVENTS

Annual Ballantyne Lecture grows Career Interest

Raytheon UK was delighted to sponsor the Ballantyne Lecture, an annual careers awareness event organised by the Royal Aeronautical Society (RAeS).



Held on 23 April, the theme of this year's lecture, was Diversity and specifically aimed towards inspiring 14-18 year olds, from a wide range of

backgrounds, to undertake careers in aerospace. Raytheon UK sponsored the event as part its long-term strategy to enhance the defence industry's skills and capabilities, through contributing to the STEM (Science Technology Engineering and Mathematics) agenda.

During the day, the school students were able to try their hand at pilot aptitude tests run by the Honorable Company of Air Pilots, as well as STEM-based challenges run by the RAeS and Raytheon .



Inspiring STEM at Cheltham Science Festival 2014

Raytheon proudly sponsored the Cheltenham Science Festival 2014 (5-6 June), globally recognised as one of the most important platforms for science communication and public engagement.

In addition to sponsoring the 2.0 Cyber Games, Raytheon UK showcased its new exhibition vehicle, a mobile demonstration facility that contained new technologies (including radar and silicon carbide), MathMovesU training laptop stations for schools and a flight simulator.

The event was also supported by the Innovation Champions Network (ICN) as part of its initiative to encourage children to take an interest in STEM (Science, Technology, Engineering and Maths) subjects in order to lead to careers in engineering.

2014 STEM Award for Raytheon UK



Raytheon UK was one of several companies recognised for its STEM (Science Technology Engineering and Maths) activities at a recent STEM programme celebration hosted by Essex County Council.

Suzanne Jude, Head of Strategy for Raytheon UK (pictured left), and chair of the Essex County Council's Employment and Skills Board was honoured to receive the Award on behalf of the company.

Commenting on the accolade, she said: "STEM is vitally important to Raytheon and our business because we need to ensure that we continually encourage the right talent and calibre of people through our doors in order to secure the skills our business will need for tomorrow."

Raytheon on Firm Footing at DVD 2014



For the second year, Raytheon presented its land systems technology at DVD 2014, held at Millbrook in late June.

The event was particularly well attended by the land systems community within the UK Ministry of Defence as well as international customers, and there were a number of senior-level visitors to the Raytheon stand.

Raytheon UK debuted its new mobile demonstration vehicle which housed a range of exhibits including ELCAN rifle sights, vehicular power switch nodes, the shot detection systems Warrior-X and Boomerang, as well as the Counter-IED system, Soteria.

Aimed at customer and stakeholder engagement, the vehicle will continue to be used throughout the summer at important public and trade shows such as Waddington, RIAT and Farnborough. It is also being used to support the company's Science, Technology, Engineering and Maths (STEM) agenda.

UPCOMING EVENTS

Jul 11-13	Royal International Air Tattoo
Jul 14-20	Farnborough International Airshow
Sep 4-5	NATO Summit
Sep 21-25	ESCRM
Oct 13-15	AUSA



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CYBER RESILIENCY



RAYTHEON MEANS RESILIENCE.

Raytheon delivers the talent, technology and partnership organisations need to ensure continued operations in the face of persistent threats. Our layered Cyber Resiliency strategy leverages over three decades of expertise to help you anticipate, withstand and recover from cyber attack — and to evolve as new threats emerge. Raytheon. Be ready. Be resilient.

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