



*Pat Keene  
& Jean Jones  
at the  
Bristol Lunch*

## COMMEMORATIVE DIARY

2013 will be the tenth year of the new NCR Retirement Fellowship, and I am pleased to announce that in order to mark this important milestone the committee members have decided to issue a commemorative diary for 2013.

The diary will be sent with the first PostScript in 2013 which will be issued in January. We are making this announcement now so that you are aware that it is coming and that you will not need to buy one.

Some of our longer standing members will remember that we used to issue diaries every year, however please note that this is a one off just for the special occasion.

We thank you all for your continued support and hope that it will enable us to achieve another milestone in the future.

Very best wishes

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## NEWS FROM THE REGIONS

### Region 1 – Jack Whyte

There were 27 of us at the annual gathering on 26th October for Region 1 at La Pulcinella in the centre of Glasgow – this is the third time we have used this venue as it is so central, very accessible and the staff are extremely patient despite our large noisy crowd. After lunch a few of us repaired to the Pot Still, which is well known in Glasgow for a fine selection of almost 500 malt whiskies. The staff there were also very welcoming; indeed when the first kitty was almost exhausted they brought us a tray of glasses of a new whisky to try – on the house!

It was a good turnout from far and wide and there was some discussion of the cost of travel from all parts – I think 50 pence booking fee for the day's travel from Strathpeffer and Inverness was the best deal but I imagine the Edinburgh colleagues will have bussed through free.

It was good to see **Bill Ferguson** again, he missed last year. Bill may well be the eldest of our group but you wouldn't know it from looking at him would you? **George Brown** was celebrating another birthday and the group was pleased to welcome a few newcomers – to the lunch that is – including

**Graham Nesbit, Con Dailly and George Benson. Ron Gammie** gave us a brief news update on the Pension Fund and **John Mackay** made sure we had a good set of photographs of the proceedings. The next annual lunch in Glasgow will probably be at the end of October. We are pleased that the number of members attending is increasing and hope that others who would like to join us will email, phone or write to me so that I can forward details.

(Please note Jack's fairly recent change of address which will be found on the back page.)

**Ian Lamb** organised a Spring Lunch in Edinburgh on Wednesday 9th May and there are pictures below to prove it! It was held at a new Wetherspoon establishment called The White Lady in Corstorphine. He did not say how many attended but, from the photos, would appear to be a goodly number. In his joining instructions he gave travel details adding that "There is wheel chair access so that, if you drink too much, or Hamish gives one of his Xmas talks, we can get you back to the bus or car without waking you up! **Jack Whyte** was unable to attend but asked that this little report be put in **PostScript**.



THE GLASGOW LUNCH



THE EDINBURGH LUNCH



Region 2E – Pat Keogh

May 2011

We held our May 2011 lunch at Otley Golf Club and once again the 33 attendees had a very enjoyable day, the banter running on to late in the afternoon as normal.

The day was saddened by the news that one of our regulars, **Harry Bramall**, had passed away on Friday 21st January after a fall in the snow on Christmas Eve. We also paid tribute to **George Laurence** of Liverpool, well known by most, who passed away on the 7th January just a couple of months before his 100th birthday.

We had apologies from 18 of our group, some on holiday and some with other commitments. **Dave Collins**, who now lives in Spain, complained bitterly about the terrible weather he was having and wished he was here. If only we could get a date that suited everyone we could have a right do.

I read out the report from **Stephen Swinbank** which was followed by a general discussion on that and other points of interest before we returned to our banter session.

**November 2011**

During our discussions at the May lunch we set the date for our second 2011 lunch at 9th November. Our second lunch



*(Region 2E cont.)*

in 2010, at our normal date of mid October, was down to 17 attendees with over 20 on holiday. The good news is that October seems to be a good month for the holiday deals. The better news is that our members are making good use of it.

This was an improvement as we had 26 attendees at our November lunch which was better than 2010 but still short of our recent normal of around 40. Still a good time was had by all at our excellent venue at Otley Golf Club.

In our general discussion after the meal it was suggested that

some people now chose to attend one of the lunches each year and that travel costs were now a factor. We decided however to continue with two lunches per year which would give people an opportunity to attend at least one and the core group would enjoy both.

Our May 2012 lunch will be later than normal on 31st May due to a clash of bookings at the club. At our May lunch we will further discuss and set the date for our second 2012 lunch.

**Pat Keogh**



*Region 2W at The Grange Country Club*

### Region 2W – Ian Ormerod

The region 2W Spring Lunch was held at our usual venue, The Grange Country Club, Thornton Hough on the Wirral on the 24th April.

There were 28 of our members and guests able to attend but as in the past several members were unable to join us due to illness, prior appointments or holidays.

Shortly after the Autumn Lunch last year we were sad to hear of the death of **Liam Walsh** who worked out of the Manchester Office. Although I only worked officially from Manchester Office for two weeks in 1965 I always remember being taken out by Liam on a customer visit on my very first day of work with NCR.

At the beginning of this year we heard of the deaths of **Alice Hutchins** and **Tony Marten**.

Those who attended, and on the photograph, were **Syd Barnish, Phil & Denise Bickerton, Joyce & David Bielby, Malcolm Borrows, Ray & Daphne Chaloner, John Clayton, Peter Cole, Peter & Ellen Cooke, David & Dianne Cooper, Fred Duckworth, Ronald & Vera Farrelly, Fred Fazackerley, John Foote, Mike Heaslip, Rex & Brenda Keating, Terry O' Garr, Ian & Sheila Ormerod, W & P. Rodberd, Charles Southall, Arthur Southall.**

Only a week after our lunch we were shocked to hear that **Brenda Keating**, who appears at the front of our group photograph had collapsed and died. Brenda was always great fun to talk to at the lunches with stories of her interest in Jewellery and antique sales; she along with **Alice, Tony** and **Liam** will be greatly missed.

### Region 3 – Eric Grace

Once again The Fellowship Lunch was held at The George Hotel in Lichfield on 13th October 2011 and was yet another happy occasion.

There were 27 Members and guests who enjoyed the usual good three course Carvery meal.

After which, as we were fortunate to get **Dennis Pearce**, one of the Trustees attending, he addressed the meeting regarding the reports from both the Pension and the situation within the corporation.

As is usual several members were unable to attend for various reasons

As follows:

**John Stone** will not be attending any further meetings but did not say why.



(Region 3 cont.)

**Anita Nolan** suggested I leave her off the list because she always seems to be busy at this time but, I will invite her a few more times in case she changes her mind.

**Jill Mcphail** still having problems with her eyes, **Paul Glynn** seems to have run into health problems and is undergoing chemotherapy, **Sue Maskell** is awaiting a new knee, **Doreen Butterfield** is on Granny duty (school term), **Mrs Allbutt** is unable to travel this time, **Harry Hardacre** is feeling better but not yet up to coming, **Martin Apperley** wrote to say his health is not too good and finds it difficult to get away from his four walls!



Another pleasant get together lunch was held at the **GEORGE HOTEL** Lichfield on the 12th April 2012 ,this time there were twenty members and friends and this made a nice group which fits in nicely in the restaurant.

Firstly, I had to apologise for moving the date from the 19th, this was for my own personal reasons and is the result of trying to set dates too far ahead at this time of life !!! This did cause some confusion and as a result several members were unable to attend.

As a consequence I have made a provisional date for October 11th with the understanding that it may be the 18th!!!

We gave a warm welcome to new members **Ian Davidson** and his wife and **Mr Jim McHugh** who are here today



Unfortunately **Harry Hardacre** phoned me yesterday to say that **Nation-tellery** had passed away last week.

Harry also sends his best wishes to all as he will not be here himself.

The following members all apologised for their absence ,

**Malcolm Alliband** sends regards but is unable to be here.

**Harry Ridge** had to pull out due to getting the pleasure of hospital dinners from this Tuesday as he had to go in to hospital for an op.

**Martin Apperley** sends best wishes

**Paul Glynn** tells me that he is much better but still having so many hospital visits he does not have a lot of time to spare but keeping in good spirits



**Doreen Butterfield** is on Granny Duty

**Vic Etheridge** is in Cornwall having a fine holiday I hope

**David Green, John Latty, Alistair Gilmour, K Ford, Ray Swingler**, all send regards.

**Tom Aubrey** sent best wishes and tells me that he is no longer in a position to be able to attend any more luncheons.

**Noel Shaw** had a previous engagement with a National Trust Photographic Workshop



And last but not least **Jill Mc Phail** has also got another engagement.

Finally we were fortunate to have **Don McQueen** join our little gathering and here he is to update us all.



**Don McQueen**

### Region 4 – Roger Whelan

The annual lunch for members of the London Region was held on 5th October 2011. Once again the venue was the Corus Hotel in Lancaster Gate close to Hyde Park and Kensington Gardens.

A good crowd of 88 people came, an increase on the previous year, and it was great to see several newcomers joining the group. There were a few absentees who couldn't make it which, surprisingly, included our Fellowship Secretary, **John Atkins**, who has been whisked off by his family to enjoy a holiday in Turkey!

We were delighted to welcome **Ben Gale**, NCR's recently appointed Vice-President for Western Europe who found time in his very busy schedule to join us for lunch and treat us to a fascinating and energetic report on how NCR is faring following the separation from Teradata. He told us that NCR is seizing new market opportunities with new technologies with particular emphasis on self service products. Revenue and earnings growth have been very strong in the past year indicating an exciting and prosperous future for the Company.

Ben also paid tribute to the enthusiasm shown by so many former employees by joining the Fellowship and coming to these annual lunches in order to stay in contact with old colleagues. He gave us the welcome news that he has persuaded NCR to make a contribution towards the expenses of administering the Fellowship.

**Donald McQueen** followed by giving us an update on the health of the Pension Fund. After receiving the back-dated increases that came through earlier in the year there was a mood of relief among the guests which lightened the tone of the questions put to Donald after his talk.

To sum up, it was a great opportunity for old cronies to have an enjoyable get together. I am looking forward to the next occasion on Wednesday 3rd October at the same venue.

After a request to the hotel management they have agreed to improve the cramped layout we experienced last time, due to inadequate briefing of new members of the hotel's staff. I will do what I can to make sure this is put right for next October.

### Region 5 – Derek Seamon

#### Autumn 2011 Lunch



The date of this lunch was changed so that members could also attend the London Lunch and our own. It was also my first lunch as Regional Organiser. The 28th September was another glorious sunny day when we all met in the bar of the George and Dragon in Pluckley for pre-lunch drinks.

We sat down at 1pm in a newly decorated restaurant which had only been completed the previous week and were the first party booked. It now has a much less cluttered look and greater comfort with new chairs. The meal was up to its usual standard with five menu variations, I only made one mistake, ordering potatoes instead of chips for one unlucky diner!



A vote of thanks was given to **Peter Bodley** when it was revealed that he had supplied wine with lunch from his own pocket for all the past lunches he had organised and, indeed, had even donated wine for the current lunch! (Thanks Peter but I am afraid the current organiser is not in a position to continue this).





We had an extra guest this year in the form of **Dot Roberts** who was invited by **Ray Howes**. Dot used to work out of Croydon as a demonstrator/installer and has been invited to join the Fellowship – which she has now done. See you next time Dot!

Those present were: **Neville Hurriion, Don Boyton, Doug Checksfield, Tom and Wendt Elliott, Ray and Carol Howes, Rod Nash, Jenny Tiley, Eddie Upcroft, Roy Wilkins, Peter Witney, Tony and Faye Welch, Peter Shipp, Don Ladd, Estelle Sillett, Dot Roberts** and yours truly with Muriel.



Unfortunately, we lost two of our number in the year, **Harry Redington** and **Rod Crapper**.



### Region 6 – Alan Hutchins

Alan says that he has little to report following the most recent lunch held last October. He is now looking for a new venue for the Region's next lunch as he does not think that the current one is suitable any more. He will be in touch with members as soon as he has achieved this and wishes all members a happy and sunny summer.

### Did You Know number 4 by Ken Carr

#### DID YOU KNOW...

...the big swimming pool at Old River Park wasn't the first NCR pool for employees? In the summer of 1915, a wading pool was opened not only for the use of NCR kids but for the neighbourhood kids as well. The pool was circular in shape and about 100 feet across. It appears that the depth ranged from about 6 inches around the edge and reached about two feet deep in the centre. In the centre of the pool, built of large rocks, was a four feet high dome with a small water fountain in the middle of the dome. The pool was located on land which 24 years later in 1939 was to become Old River Park. A picture accompanying the article in the August, 1915 NCR News shows the location as north of the current tennis courts and east of the site of the 1939 Old River swimming pool. The article praises the wading pool as another example of the Company's effort to expand the benefits provided to its employees.

Nearly all of you are familiar with the code breaking project (the bombe) that took place at NCR during the Second World War. That project, which was ranked second in national security importance right behind the Atomic Bomb development at Oak Ridge, TN, was later to become the most publicized NCR war effort. But did you know NCR was involved in a number of projects and programs during that time as all commercial production of cash registers and accounting machines gave way to "war work". The Company manufactured large bore shells, carburetors for the B-24 Liberator and the Martin B-26 Marauder as well the Boeing B-29 Super Fortress. Bomb sights, rocket motors, bomb fuses, and magazines for anti-aircraft guns were also assembled.

One of the more successful programs initiated by NCR, "Retailers for Victory", was the printing of stickers that were to be put on cash registers. The stickers, which were distributed

to retailers around the country, urged customers to support the war effort by accepting their change in Defence Stamps. Acceptance by customers and merchants alike made the program successful beyond expectations. Accompanying the sticker program, the Company printed 13,000 booklets a month and distributed them to major retailers nationwide. The booklets included means and methods for promoting the sale of Defence Stamps and War Bonds through the retail stores. It was another successful program.

NCR hosted the crew of the famous B-17, Memphis Bell, during their nationwide "Buy War Bonds" tour. The crew offered high praise when they referred to the NCR employees as their "team mates" in the war effort. The Navy "E" award was given by the federal government to companies who were deemed to have gone above and beyond the call of duty during the war. Only 4 percent of the nation's companies were so honoured. NCR is believed to have received the first Navy "E" award in Dayton and by the end of the war the Company had been awarded the "E" five times. No other company in the United States received more Navy "E" awards.

With the 48 hour work week and with the shops, offices and banks closed in the evening and on Sunday, employees found it difficult to take care of everyday family business. Therefore, NCR began to offer personal services. For instance, employees could pay light, gas and telephone bills at the local Credit Union office. Gas and tire ration requirements for the employees were handled by the Company. Auto and driver licenses could be obtained as well as the transfer of automobile titles. Employees could ask for and receive help with filling out income tax forms and having person/legal papers notarized. These were all first for the Company.

NCR was one of the trial sites for the city wide air raid system and was one of the 25 locations around the city of Dayton with a permanent siren site.



## Region 7 – John Jones



*Region Seven Group Photo (Correct caption!!)*

*Foreground Left to Right: Ken Bloxham, Jim Kembery, Seated:- Pat Keene, Jean Jones, Molly Bloxham and Rita Keitch  
Standing Rear: Maurice Keene, Dave Calford, Dicky Keitch, Peter Bodley, Mary Leader, Bill Hudson, Jessie Wallace, Ian Omerod, Roy Back, Dave Jones, Wayne Edmond and John Jones*

The Report of Region Seven's 16<sup>th</sup> May 2012 Get Together.

Of the 26 invitations sent out only 3 failed to reply by some means or other and of a further 8 sent out by email only two failed to respond,

It was a bit short notice but I wanted to avoid Olympic Torches, Royal Visits, Jubilee and half term holidays.

At one point 28 of us were going to gather at the Carvery Company for lunch however a few last minute cancellations resulted in only 19 of us making it. Holidays, health and travel problems coupled with family commitments were the main reasons for being unable to attend.

**Bob Kirkham** had just got back from Spain where he seems to spend 4 or 5 month's every year **Bill Hudson** made it this time and acted as chauffeur to **Jim Kembery**. **Dickie and Rita Keitch** also made it this time along with **Ken and Molly Bloxham**. **Keith Middleton** and **Annie Cunningham (Weekes)** were unable to make it and **Bill Park** didn't feel well enough to attend.

**Maurice Chivers** was otherwise detained as were **David and Jan Robinson**.

**Alan Wall, Geoff Batcup, Maurice Davis** and **Dorothy Davies** have transport problems that we are unable to resolve.

**Keith and Margaret Ponting** had just returned from holiday in Antigua but were having to stay in on child minding duties. **Paul and Angela Bryant** had to cancel at the last minute. **Bob Fairbairn**, (who's only just retired) had difficulty juggling his diary, Another one of us who has discovered that retiring means less free time not more.

**John Cooper, Peter Roderick** and **John Shadbolt** were unable to join us but hope to do so on a future occasion.

**Mary Leader** managed to dash over from work and join us.

Of the Welsh contingent **Wayne Edmond** and **Dave Calford**

made it but **Elwyn Daviies** and **Johnny Watts** had last minute hospital calls. Nothing too serious we hope.

The regulars **Dave and Jean Jones, Roy Back, Maurice and Pat Keene, Peter Bodley**, and **Jessie Wallace** were all in good spirits but sober as always.

**Ian Omerod** joined us and we were able to get a quick viewing of his dvd of a recent visit to Dayton and a reunion of retired NCR Employees.

**Geoff Jackson** attended making certain that everyone who had their photos taken was facing the right way. Unfortunately he couldn't stay long enough for the group photo.

**Chris Mumford** couldn't make it this time and **Graham Watt** apologised for the senior moment of forgetting last time, but remembered he was in France this time.

**Colin and Hazel Easterbrook** had to go to a funeral and **Barry and June Avery** together with **Fred Macey** failed to respond which is unusual perhaps my email system is on the blink again.

**Betty Vickery** rang me to say sorry she could not come but told me a very refreshing story of how she had met up with an old colleague because her name had appeared in Postscript. Apparently **Irene White nee Hales** had borrowed a copy of Postscript from a friend and somehow managed to contact Betty and a happy reunion was had. It's nice to know that these reports do some good.

One of the topics of conversation was of a get together to be held in the Principality (i.e. Wales) later in the year. Several people are interested and it would give a chance for those members who have travel problems to get to one of our meetings.

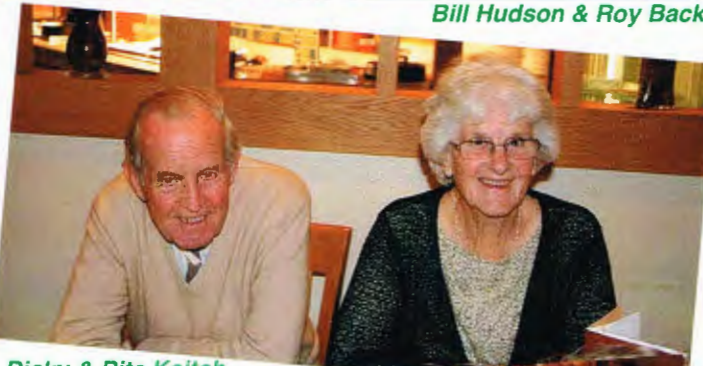
As usual we all had a good time, a good natter and we were able to organise a group photo. Which we hope will have the correct caption on it this time.



## MORE REGION 7 PICTURES



Bill Hudson & Roy Back



Dicky & Rita Keltch



Ken & Molly Bloxham

## Region 8 – Richard Craigie

We had a small but enjoyable lunch again at The Rosery just 14 of us. **Des** and **Beryl Woodall** and **John Limm** all sent their best wishes but said they would no longer be able to come, Tempus Fugit stops for no one, they will surely be missed. As it was close to Easter that was another factor, together with a clash of dates with the CMS luncheon, that dropped the number of guests as did the awful chest infection that was going around. **Brian Bourdon** was over from Alicante. **Denis** and **Hazel Gill** were unable to attend this time but are hopeful they will make it in October. Our guests were **Dave Debenham**, **Frank** and **Gladys Bellamy**, **Ted** and **Deborah Miller**, **Ted Long**, **Derek** and **Pat Buck**, **Dennis Pearce** and **Enid Crowther**, **John O'Connor**, **Brian Bourdon** and **Gloria** and myself.

The next lunch is booked for Thursday the 4th October at The Rosery.

## Region 9 – Jessie Wallace

A meeting scheduled for 11th June at the Mount Pleasant Hotel, Dawlish Warren – a full report next issue.

## THE HOMECOMING

The USA Retired Employees Association holds an annual meeting and every few years a 'Homecoming', where retired employees from around the United States get together for meetings and various events.

In 2010 the members were asked if they wanted the Homecoming to be in Duluth or Dayton; I don't think the answer was in any doubt, the event was to be held in Dayton.

Having received my invitation I combined the reunion with three days with the staff from Dayton Heritage, the museum service tasked with looking after the NCR Archives and some work for clients in Dayton, Detroit, Baltimore and Washington D.C.



Dayton Heritage NCR Archive

My first few days were spent at the 5 floor downtown Dayton warehouse where the NCR archives are stored and visiting the newly extended Carillon Park museum where a new NCR exhibition had just been opened to the public. The new exhibits include a display of over 100 NCR cash registers many models of which never appeared in Europe, the pre-war electronic calculators invented by Joe Desch (the first computers) and the NCR 304 and Cram Random Access Memory Unit. (See also the 315 article on page 14)



Cash Register Merry-go-round



A modern merry-go-round with seats representing icons of Dayton such as the NCR smokeless engine "Dayton", a "Wright Flyer", Orville Wright's dog "Scipio" and John H. Patterson's horse; you can even take a ride on a cash register!

More modern machines from the Class 32 accounting machine, the 280, 2000 and the DMV personal computer lead to the ATM and self-service checkout terminals.



*Cash Register Display*

The barn where NCR's chief engineer, and later President of NCR Col. Edward E Deeds, and NCR inventor Charles Kettering developed the coil & battery ignition system and the self-starter for automobiles forms the central part of the new extension to the museum having been relocated from Henry Ford's museum at Dearborn, Michigan where it had been on display for many years.

In the nearby animatronic theatre, John H. Patterson, Orville Wright, Charles F. Kettering, Col Edward A Deeds and Wilbur Wright tell the story of NCR and Dayton's Inventors in an 18 minute audio visual presentation..

In the 65 acre park are many of the old Dayton buildings including the NCR power house with its 1902 Corliss cross compound engine which supplied the factory with steam and electricity from 1902 until 1948 and the NCR engine shed with its preserved 'smokeless engine' Rubicon which, along with two others of the same type, ran transport services around the NCR factories between 1902 and 1961.



*Rubicon Smokeless Engine*

Next to the Powerhouse is a Sugar Camp cabin one of 60 erected on the Patterson farm as a replacement for the tents which formed the original salesmen's training school. This cabin housed members of the 'Waves' (Women accepted for Volunteer Emergency Service) as they worked on the classified 'Bombe' project at NCR during WW2. The cabin was relocated and dedicated on 6th June 2004 the 60th anniversary of the D-Day invasion of Europe.



*Sugar Camp Cabin*

Carillon Park is well worth a visit for anyone visiting the Midwest. I have DVDs of the Fellowship Reunion, the Carillon Park Museum and Dayton which I will be happy to supply at no cost.

**Ian Ormerod**



*Carillon Park*



*The NCR Carillon*



## BILL ANDERSON

Many years ago, while I was in Hong Kong, I was contacted by Bill Anderson who had learnt of my interest in NCR History. Since then we have corresponded regularly and I have sent him copies of our Postscript magazine as they are published.

He invited me to visit him if ever I was in California and, as my work in March took me to Silicon Valley, I took the opportunity to meet him and to get his story of how he learnt to be a Salesman in England in 1945. The following is an extract from our conversation and a DVD of some of the discussions we had is available on request.



*Bill Anderson with Ian Ormerod*

Let me tell you how I joined the company; George Haynes and I were Prisoners of War in Hong Kong and then Japan and of course we were all worried about what we were going to do when we came out of camp, well George was OK because he was working for the National Cash Register Company in Shanghai and Hong Kong pre WW11 and he knew he was going to get back into the company. I was working for a firm of chartered accountants in Hong Kong the senior partners had been killed during the war and another partner was in our camp as well, he assured me that after the war he was going to go back to start up the firm again and that I would be welcome to join the firm again.

In the POW camp, in the early days before we were starved and sick, we tried to do things to keep our minds occupied and George and I thought it would be a good idea to talk about accounting machines well I didn't know what a cash register was, there were so few of them in Hong Kong and Shanghai, where I went to school, and I didn't know what an accounting machine was so George would tell me about what they did, the 3000 and the 2000 savings machines were being sold in China, they were the only two machines that George sold. He told me what they did but he didn't know about accounting so we set up discussion groups with the POWs that were interested in exercising their minds and I talked about the accounting side and George talked about how a machine could handle the accounting problems.

He said you ought to look at the company when you come back after the war; I didn't know we were going to be sent

back to England, I thought after the war we would be sent back to Hong Kong where we were captured. After the war lo and behold we were shipped back to England but there were a couple of things that convinced me to go with NCR, one was when we arrived in Honolulu on the aircraft carrier "Implacable", only a few people were allowed ashore, George was one of them, the NCR manager of Hawaii, Don Hazelton, knew the Admiral in charge and a Lieutenant Commander came on board and requested that Mr Haynes be allowed to go ashore. I thought....boy that's some pull this company must have to get him off the ship and when he went ashore Hazelton asked him how much money he wanted and advanced him what he wanted for shopping. I thought that was great...

When we landed and went across Canada we ended up in Nova Scotia getting ready to board the "Isle de France", a converted troop ship when a man called Vic Brett our branch manager in Halifax came to meet us and asked George how much money he needed and gave him \$500 which was a lot of money in those days. Brett bought lots of gifts for George's wife and I thought that's a wonderful company.

After we settled in England we made an appointment to meet at the Marylebone Road office. Arriving at this magnificent building with this magnificent showroom I thought this is quite a company, I didn't realize this company was so important and so big. I met with George Marshall, who was a Canadian and in charge of the entire overseas business of NCR which was run from London my interview with him was really perfunctory as George Haynes had already decided he wanted me to go out to Hong Kong after the war, he was going back to Shanghai.

Marshall was a very impressive guy and like many of the management of NCR in those days they were really evangelists who believed in the company and thought NCR was a kind of religion, they believed in the company, they believed in what the company was doing it was not selling machines it was selling systems and selling aids to retailers and whoever they were dealing with to help them in their business so they were really like doctors of business, that's the way they felt.

Marshall asked why I wanted to go back to Hong Kong, I said my mother is there and I know the territory having lived there for four years. He said the reports they had were that it would take five to ten years to recover from the effects of the war, there would be no businesses there: who are you going to sell to? I said no I want to go back so he said OK, OK.

How was I going to get training, they didn't have any formal training schools in those days right after the war; the first course they were going to have was mainly for returning military people, former NCR people and their training was basically, this is the price list ...this is what you can sell...this is what we don't have. We were very short of machines and they had a buyer program, you were paid to buy for us to fix up and sell as rebuilt machines: that was when we had a quota for selling and a quota for buying. It was a one week course and I attended that and met a guy called Bruce from Sunderland. I was living at the Union Jack club but for the period of the course I was told I could live in the auditorium at NCR, it had a stage and the stage was converted into a dormitory they had six camp beds and people from out of town, you couldn't get hotels in those days, lived there.



After that what was I going to do? Well the best way to learn if you don't have a formal school is to find some guy who is successful and who knew the business and was willing to take the time to train you. The best cash register guy in the country was Ronnie Bilton and I was told to go work with him for a while so Bruce and I went to Nottingham. Bilton was a very serious guy, he never took us out to the pub, we never had a meal with him, it was all business. He turned up in the morning and spent an hour or two with you going through demonstrations, practicing how to make a proposal, going through notes and then he would say "you go out and canvas". Well my goodness, his idea of canvassing was you leave no door unopened, you went down one side of the street and call on every shop and every business, this was mainly for cash registers, and then you come back on the other side of the street calling on every shop there. Well this was December 1945... cold oh it was cold, it was miserable, it was foggy at night, it was damp, it was snowy but every day we went. Every day we had to fill out the daily report, every name whether they were using a machine, what the situation was, did you get to meet the proprietor etc. Each of us averaged forty calls a day, that made Bilton happy, anything less and he wanted to know why.

So I learnt a lot about canvassing and a lot about human nature, there were some stores you never got through the front door, you got thrown out and other stores you would talk to the guy and he would say don't want any today and that kind of thing..

After about a month I came back to London and was still applying to the Board of Trade for transportation back to Hong Kong all the boats were under their control and you have to have a permit depending on priority. In the meant time I thought what do I do? Well accounting machines, George Haynes said that's the new NCR, the future, so I was attached to the accounting machine division. All this time I don't know who paid me I was not an employee of the British organisation but they treated me royally, they treated me as a visiting friend.

Before I went into AMD I needed more cash register training so George Haynes put me in touch with Harry Byford and Bill Poil, both rather famous names in the British Company. They both took me under their wings, took me around, showed me their territories, I met with their big customers and how they managed their territories, how they managed their salesmen and their quotas; I worked with them for a month or two.

The Accounting Machine Division was a powerful group; they had one big room where all the salesmen sat. I will give you some of their names; AMD at that time was headed up by W.R (Bill) Hart, the people I worked with were all wonderful guys, all very successful there was a man called Walker who was from the banks, there was a man called Pat O'Hara a gregarious Irish man, others called Gerry Marsh, George de Denny, Henry Letheridge, there was a woman, only one woman, called Nobby Clarke. During the war when the men were away we had women as salesmen and she was one of the top salesmen; a tough little blond who smoked cigarettes constantly and drank with the men, quite a successful character. There was a man called Steve Conway who later became chairman of the British Company. There were two men called Roads, one we called 'Insurance' Roads and the other we called 'Rail' Roads as he handled the rail companies.

They were all very nice to me, so how did I learn from them, I just walked around with them. In the morning I would say to them "where are you going today"? He would say "I'm going to the British Linen Bank", can I come with you? And I would walk along they would introduce me and while they were installing machines, selling machines I would just listen to them and just tag along; that's how I learnt: there was no school, no school at all.

Lethridge was an interesting man, he had a commercial territory and taught me something else; he said you know you sell an accounting machine you make so much commission but I try to sell everything to go with it; I would sell them forms, chairs, a lamp, a filing cabinet anything to add on to the sale and he made more money selling the other stuff than he did selling machines; he was a very sharp guy.



Every evening they would all repair to the pub at Marylebone Station, we would go and have a drink, some of them their wives were living in the Midlands, they would spend the week in town and go home for the weekend so they were always available at night to go out to dinner. Every night we would gather at the pub, the same old gang maybe five or six and they were all very nice to me and took good care of me because I was young and didn't know anything about London.

Who else can I mention the names of in case anyone can remember them; the head man was Donald who was the chairman, under him was W.B. Woods who I think was head of the accounting machine side, and then on cash registers a man called Brown who was a tough old character and in one of your Postscript magazines you mention a man called Gaspar well he was around, he spent time up North somewhere and I met him a couple of times, he was one of the original men from the accounting machine division. Another top man in the accounting machine division was Briscow.

What else did I do to learn, OK, there was a woman in the office who was the head demonstrator, a fabulous woman called Elsa Buckner, she was the 'grande dame' of the AMD, nobody stepped on her toes. She handled all the demonstrators; they would bring a customer in to demonstrate the class 3000,



some of the salesmen especially Conway, I used to tease him about it when he was Chairman of the British Company, I used to say "you were the biggest idiot in setting form bars, how the hell did you sell machines"? He said "Buckey did it for me" everybody knew her as Buckey, she was wonderful with customers who when they arrived in the office would say "where's Buckey" she drank with the men and she was very nice. She took me under her wing and I'd say let me see some of the proposals you have, do you have a proposal for current accounts for banks? So she would dig up various proposals; 'this is your present system', 'these are the weaknesses of your present system', 'this is what I propose' and I would ask for a copy of that. The heart of the accounting machine business was the design of the forms, each customer wanted a different style of form for each application: I collected copies of all the forms and proposals to customers including billing machines the class 2000. Anytime she had a demonstration I would say "hey can I come?" so I would watch her, the salesman would say very little, she did all the talking and she did most of the selling.

When I became CEO and I visited London she had retired and was living somewhere near Brighton, I went down there with George Haynes and took her out to dinner, a wonderful woman. I would say that 50% of the success of AMD in Britain after the war was due to Elsa Buckner.

I collect all the manuals all the different forms all the proposals piled them into boxes and took them to Hong Kong and used those for my marketing.

It was what you could call training by apprenticeship, that was my training in England.

## PORTRAIT GALLERY

MRS. ELSA BUCKNER,  
Senior Demonstrator, A.M.D.

A SHORT time ago, Americans were asked to vote for the most glamorous grandmother. By almost unanimous decision, Marlene Dietrich was chosen.

If a similar poll were to be taken in this Company, there is no doubt who would be the most popular choice—MRS. ELSA BUCKNER.

In the soft-carpeted Accounting Machine main showroom on the second floor of the Head Office building is Mrs. Buckner's desk. On it lies a "Quota-Getters" ash-tray with which she was presented in recognition of the help she gave accounting machine salesmen on territory.

From this desk, she supervises demonstration and installation work in London. In conjunction with other senior members of the demonstration staff she arranges the curriculum for future "dem" schools, and interviews applicants for installation operator staff for London and the provinces.

Elsa Buckner was born in Fulham but has lived in Woodford Green, Essex for most of the time.

In May of 1928, she became demonstrator for the Ellis and Sterling Book-Keeping Machines Company, but came to N.C.R. when we took over the machine known now as the National 3000 Class.

For many years she travelled the provinces, tackling every type of accounting machine work. At times she was away from her home for weeks at a stretch. And then, in 1940, she became one of the first three saleswomen to be employed by the Company for specialised work. Her territory stretched



N.C.R.

out into East Anglia. She achieved quota in each of the four years she was out on territory.

At the end of 1944, she returned to showroom work in Head Office and since she has played an active, important part in demonstrations and installations of all kinds.

Elsa Buckner has always been socially minded; she loves to meet and talk with people. She has a knowledge of French and German, loves to play Chopin on the piano but only for her own relaxation, and collects the music scores of the old masters.

"Buckie" has two daughters, VALERIE and AUDREY. Audrey, who is the eldest, is married and living in Canada. Her four-year-old son has, of course, given Elsa Buckner that respected status of "Grannie."

## THE PRE-RETIREMENT PROGRAMME

Many years ago the Company saw fit to provide each employee with a week's course to prepare her/him for their retirement in two years time. Noted below is the programme of one of these courses to remind those who partook and those who missed out!

### COURSE PROGRAMME

#### First Day

- 9.00 - 9.45 Arrival
- 10.00 - 11.00 Lecture on screwing the Social Security System
- 11.00 - 12.00 Pensions and Tax Avoidance.
- 1.00 - 1.55 Memories of Libido
- 2.00 - 3.55 Bath Chairs – their uses and abuses.
- 4.00 - 5.00 PE (five aside football).

#### Second Day

- 9.00 - 10.15 Dexterity with Surgical Stockings (demo).
- 10.30 - 12.00 The Art of Pottering.
- 2.00 - 2.05 Sex After 60.
- 2.05 - 3.55 Yesterday's Men (The Concept)
- 4.00 - 5.00 PE – Cross country run

#### Third Day

- 9.00 - 10.30 Crutch Control (initial steps)
- 10.45 - 12.00 Yoga for tired limbs.
- 2.00 - 3.55 Geriatric can be fun (illustrated lecture)
- 4.00 - 5.00 PE – Squash competition

#### Fourth Day

- 9.00 - 9.55 Grey Areas in Retirement (Visitor from Grecian 2000)
- 10.00 - 12.00 Film - Confessions of a Derby and Joan Club.
- 2.00 - 3.00 Disposal of Working Clothes.
- 3.05 - 3.55 Nepotism and Council House Availability (lecture)
- 4.00 - 5.00 PE (for survivors of earlier PE lessons)

#### Fifth Day

- 9.00 - 10.30 Suggested Holidays – Dover for the Continent Eastbourne for the Incontinent.
- 10.30 - 12.00 The Male Menopause (Reflections)
- 2.00 - 3.55 Modes of Transport:
  - (i) Short film – Your Bike and You
  - (ii) Lecture – Bus Passes
  - (iii) Changing your car (Visitor from Rolls Royce)
- 4.00 Course closes but Retirement Shop will remain Open until 5.30 for sale of:
  - Pension Book Covers – £1
  - Fur Slippers – £3
  - Fur Slippers with Zips – £3.50
  - Park Bench Cushions – 50p

ON REFLECTION, IT WAS, PERHAPS, WISE OF THE COMPANY TO DISCONTINUE THESE COURSES.

## THE ORIGINAL SIN!

"I've decided to teach her to talk, what harm can it do"





**Contented people at the Region 9 lunch held at the Mount Pleasant Hotel, Dawlish Warren on June 11th**



## CHANGING TECHNOLOGY

The change in tape recorders has over the last 25 years been remarkable. The old Phillips, well made and recorded on a small cassette tape: it gave 15 minutes each side. A second cassette made the recorder useful to use at any meeting or assemble some notes for the future. Power was from a 9 volt battery: I used mine to compile notes prior to completing a report; and looking back I was often asked 'Give me a report on that'. My Phillips together with a stop watch came in very useful in carrying out the 'Overhead Value Analysis' exercise which I was involved with after decimalisation.



Recently whilst in a Comet store I found the latest version of a Phillips recorder. Very different to the old one; smaller with features thought impossible years ago. The printed circuits with I C s now produce a very useful recorder with 5 formats each with 12 files; each file gives 6 hours recording time; it also has an MP3 player. Charged from a Laptop and where files can be transferred to disc. The new version of the Phillips is very useful.

**Jim Kemberv**

*Culled from the Augusta Times newspaper:*

## ASSAILANT SUFFERS INJURIES FROM FALL

Orville Smith, a store manager with BEST BUY in Augusta, Georgia, told police that he had observed a male customer, later identified as Tyrone Jackson of Augusta, on surveillance cameras putting a laptop computer under his jacket. When confronted the man became irate, knocked down an employee, drew a knife and ran for the door.

Outside on the sidewalk were four Marines collecting toys for the Toys For Tots programme. Smith said the Marines stopped the man, but he stabbed Marine Cpl. Phillip Duggan in the back. The injury was not severe.

After Police and ambulance crew arrived at the scene Cpl Duggan was transported for treatment.

"The subject was also transported to the local hospital with two broken arms, a broken ankle, a broken leg, possible broken ribs, multiple contusions, assorted lacerations, a broken nose and a broken jaw...injuries he sustained when he slipped and fell off the kerb after stabbing the Marine." according to a police report.



*"In the AROUND THE PROVINCES section of PostScript mention was made of Dennis Cash. This jogged my memory as I remember Dennis as a wizard NCR 315 computer engineer working in our computer centre at St Alphage House, London Wall, in the 60's when I was programming 315's. This prompted the attached diatribe, I enjoyed the nostalgia of putting it together. Dave O'Connell.*

*(It also awakened similar memories for your Editor who was doing the same job working on Honeywell Series 200 mainframes at that time!)*

## NCR 315

Sperber and Eddie Burton (also 315 programmers). I believe the department we worked for then was called the Technical Support Unit, based in Eagle Star house, Mike Wormald was a team leader also based there at the time. We worked with the salesforce pre-sale, writing 'demonstration' programs for their potential customers. This was in the days before timesheets and cost centres, all pre-sale costs then were bundled in with the sale of the computer. Then if you visited a different department the first question: was can I help you? But that changed to: have you got a cost code?

There was another programmer around at the time called Stephan Racovski, not sure of the spelling of his name, but he was a very clever programmer, who foresaw the introduction and spread of PC's



St Alphage 1965

The data centre in St Alphage House, included the computer suite which contained two NCR 315's, both of which were run 24/7, one for in-house work, and the other for customer demonstrations, program development etc. The latter was alongside the viewing room, of which one wall was a one way mirror facing into the computer room. This allowed the salesmen to make their presentations to clients in peace and quiet whilst viewing the kit without being observed.

One customer that springs to mind that we (Gabor, Eddie & I) worked on was Charringtons (the brewers), the salesman was John Gross. In those days computer time was hard to come by as there was only one mainframe for both customer presentations and program development. Consequently as programmers we often worked late into the night and frequently all through the night. It was not unusual to go to work in the morning and return home the following morning. We often slept in the viewing room while a job was running and the operators would bang on the window to waken us when the job had finished or bombed out. We were often starving as the late night/overnight stay was invariably unplanned and in those days the city was dead after 6.00pm and so we could not buy any food. In these cases we had to

sweet talk the night shift operators into sharing some of the food the company had supplied for them.

Many times my wife awoke to find our living room floor awash with sleeping colleagues who had missed the last train home and dosed down in our place. At the time we lived in Islington which is not far from London Wall. This was my main motivation to install our first telephone, in order to let my wife know when/if and with whom I would be coming home with that day; I was around 23/4 years old then.

As I recall Alan Bromley was chief operator for 'our' 315 at the time, and Chris Cooper was also an operator around this time, I certainly remember Chris being on our team when we were writing programs to read 'tally rolls'. These were rolls produced by tills that had been specially developed to print a stylised font that could be machine read, in order to produce a variety of cash, sales and stock reports. Programming the 'tally roll' reader was a 'challenge' or in NCR parlance 'an opportunity' to write a program that would successfully and accurately read good rolls and deal with any reject/missing transactions.

When I joined NCR in 1964, the 315 training centre was stationed in Eagle Star House, shortly after I joined it was re-located to HO 6th floor. On completion of training, the first department I was assigned to, TSU was located in Eagle Star House. There was a small tea point with tables and chairs on one of the floors and at 10.00am and 3.00pm we all converged on it. Everyone was talking and exchanging information, there was such a buzz and air of excitement and camaraderie about, which refreshed as much as the tea. One thing you had to be wary of was the positioning of the toilets; Men and Women's toilets were on alternate floors, so if you weren't careful you could walk into the wrong loo! Which I did on one occasion, luckily no one was about at the time.

On the corner opposite Eagle Star building in Baker Street, the Beatles opened their Apple shop (nothing to do with iPhones, they weren't even a twinkle in someone's eye then). I remember they had all the external walls decorated with psychedelic paintings, but the local council objected and they had to be removed. There was also the 'Two Bays' café run by two fellas, who made to order super, but expensive, sandwiches, if we were feeling flush we would treat ourselves to one.

The original training course for programmers lasted for 6 months, (I was on the second and think last 6 month course) and covered the NCR Elliot 803B, as well as the 315 and language H and COBOL, plus the machine logic such as AND/OR GATES, FLIP/FLOP switches etc and class 32 accounting machines, indeed all aspects of the business. Some other members (about 20 in all) on my course in 1964 were: Eddie Burton, Mike Nott and Ron Wiltshire. Parts of the training were basically induction training and included trips to various parts of the company. One I recall was a trip to the NCR/Elliot factory where among other things we watched



women making core memory, all by hand. They each had a steel slab with indents arranged in a diamond shape for the 256 tiny cores (like miniature ring doughnuts). They first had to get the cores standing upright in the indents, then they threaded fine wires, through the cores both horizontally and vertically, thus individual cores could be charged or discharged independently. Good eyesight was needed and a lot of patience, allegedly lace makers were best for the job. It was a laborious and costly process and as a result memory was hugely expensive, (a typical 315 had 20,000 slabs of memory for both operating system and programs. (A 'slab' is twelve bits, which would hold one alpha character or two digits). I believe IBM eventually developed a machine that could 'knit' memory, how successful that was I do not know. The two instructors assigned for our programming training were David Lingard and Yvonne Doret. Norman Beasley was another instructor around about this time.

Phillip Maylor was in charge of 315 training when I joined and his boss was Stan Scorer. Stan later joined Sean Dixon-Child's FSD sales team based in St Alphege House and, was a very successful salesman for that vocation.

Because memory was so limited, and they could, some programmers would manipulate commands in memory, (and the operating system), in real time to save on memory. But they got their come uppance with successive releases of the operating software (originally called PACE but changed due to copywrite reasons), as well as improvements in facilities, bug fixes etc loopholes and anomalies were also dealt with. Thus a program that had been working fine for a period of time all of a sudden stopped working. 315 programmers who had arrived acquired a small plastic credit card sized card, which listed among other things, the machine code and format of all the available 315 commands, which they would whip out with a flourish at the appropriate moment to confirm command code or format, usually during testing.

## NCR 315

Produced specifically for all kinds of business data processing

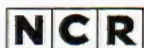
### THE COMPUTER WITH CRAM

(Card Random Access Memory)



The NCR 315 is the most "business-minded" computer that money can buy. Not only because of its impressive, overall capability, its speed, its infinite versatility, its sophisticated circuitry and its advanced engineering, but also because the powerful 315 is the only computer with CRAM. CRAM gives you random and/or serial processing facilities, exactly as required, for optimum programming techniques. And, what is more, just two CRAMs will do the work of a whole battery of conventional magnetic tape units—at a fraction of the capital and running costs!

WITH EVERY INSTALLATION: the User receives the full support of NCR's services including: ■ Systems Analysis ■ Program Development ■ Complete Staff Education (including advanced programming techniques) ■ Site Planning and Physical Installation Services ■ On-site Technical Maintenance ■ Installation Supervision ■ Systems Development Consultancy



THE NATIONAL CASH REGISTER COMPANY LIMITED

OVER 7750 CONSULTANT REPRESENTATIVES IN 151 COUNTRIES

The 315 is made in England to NCR specifications by Elliot Brothers (London) Limited

ENQUIRES TO NCR ELECTRONICS, 308 MARLBORNE ROAD LONDON NW1 TELEPHONE PADINGTON 7070



CRAM is cartridge loaded and each interchangeable cartridge has a storage capacity in excess of 80,000 80-column punched cards. Thus, sixteen CRAMs, working together, would provide on-demand access to well over 80,000,000 characters.

CRAM I was our main method of random access storage then. A CRAM cartridge consisted of 256 long magnetic flexible cards; each containing 7 tracks of 1550 slabs. Probably in the order of 20 – 30 Mbytes capacity, but in this case the unit of storage for the 315 was a 'slab' which is 12 bits, whereas the Byte is 8 bits so you can work it out for yourself. Each card was held on a series of rods and had a series of tabs cut to a specific binary configuration. So when the rods were turned to a particular configuration the appropriate card was dropped down a chute and wrapped around a drum and retained so it could be read or written. As you can imagine it was a very noisy unit in operation.

Occasionally there would be a double drop (two cards dropped at the same time), due to wear on the card tabs or some other mechanical glitches, and it made one hell of a noise which galvanised everyone into action as we dived for the on/off switch of the unit to switch it off before too much damage was done.

Programs on the 315 were compiled, that is there was a source code i.e. the code the programmer wrote, and the object code that resulted from the compilation process and actually ran on the computer. Fortunately they were both on Punched Paper Tape; this would fit into your pocket and was much more transportable than a bulky deck of cards.

The process of updating files that we used at the time was called:

Grandfather - Father - Son, a non destructive update process.

This procedure refers to at least three generations of backup master files. Thus, the most recent backup is the son; the oldest backup is the grandfather. It was commonly used for batch transaction processing systems at the time. If the system fails during a batch run, the master file is recreated by using the son backup and then restarting the batch. However if the son backup fails, is corrupted or destroyed, then the next generation up backup (father) is required. Likewise, if that fails, then the next generation up backup (grandfather) is required. Organizations could have up to twenty generations of backup.

Most PC's these days have oodles more power, speed, memory, storage than the roomfuls of kit of the mainframes of yesteryear. And they don't require their own personal engineer.

## GENERAL ELECTION

The General Election 1966 gave us the opportunity of repeating our success of 1964. For twenty-four hours, the NCR 315 at St. Alphege House worked non-stop to provide the Press Association with statistical analyses and forecasts of the Election results.

During the early hours of the morning, results were being received and processed and the statistical information phoned back to the Press Association every twenty seconds. This high pressure, which continued for over two hours, tested to the limit the high standard of teamwork displayed by the computer staff.



St Alphege 1966



## UP, UP and AWAY

by  
Mike Hughes



It was my 80th birthday and my son gave me a marvellous present - a demonstration flight in a Cessna at the Wellington Aero Club.

We turned up at the club offices and were taken on a tour of the facilities. We stopped at a notice board covered with photographs of smiling people standing by aircraft. The secretary explained the pictures were of students who had done their first solo. She started to explain what a first solo was but I stopped her by saying that I too had gone solo whilst in the RAF. I was asked what aircraft, I told them it was an RAF Provost over 50 years ago and explained that there was one in a nearby aircraft museum which caused a few laughs. I told them that I had flown Provosts and Vampire jet aircraft.

I was introduced to the instructor, Colin, who would fly with me. He gave the Cessna a really thorough pre-flight inspection. I think that this was as much for my benefit as his, as I felt that it was a bit over the top. That exhaustive an inspection would normally be done at the start of the day before the first flight.

I was shown into the left hand seat which was a bit of a surprise because that is where the first pilot sits. Once the engine was started, we were strapped in, and the cockpit check done, he called up the tower for taxi permission and be cleared for takeoff. Wellington is an international airport and all aircraft movements are managed by the air traffic controller in the tower. Besides, when Boeing and Airbus aircraft take off and land, they leave disturbed air behind them which is very dangerous for light aircraft. We had to wait for the air to settle down. When we were instructed, Colin lined the Cessna up on the runway and gave me control.

I did not know what the take off speed was, so I held it straight on the runway until I felt the aircraft come alive, then eased the yoke back. We left the ground, ascending to 2,500 feet and levelled out. We flew a short distance over Cook Strait and then turned starboard.

While we were over the sea, I used the horizon to keep the aircraft straight and level but when we turned over land I had to use the instruments. I was surprised how quickly I remembered how to fly by the instruments. I now had all the elements I needed to fly accurately, keeping the wings level by the artificial horizon, the climb and descent needle on zero and the speed and altitude correct. I felt complemented when Colin said that flying was like riding a bicycle, it all comes back to you. I worried about falling off!

At one point, we had to descend to 500 feet to fly under a commercial air corridor. I remembered flying a low level cross country whilst in the RAF. I lost my way and, on coming across a railway line, I descended to about 50 feet to read a station sign so I could know where I was. It must have given a bit of a thrill to the people on the platform.

As soon as we were clear of the air corridor, I climbed to 2,500 feet again under the control of airfield radar. I was a bit disappointed because I had always enjoyed low flying.

All too soon, there was the airfield, and with the assistance of Colin and the tower's permission, we landed.

I decided that I would dearly love to fly again, getting a pilot's license but with diabetic damage to my left eye and at my age, I wouldn't pass the medical or be accepted.

The best I can do is to go on about my experiences – and bore everyone stupid!

## Q1 2012 Earnings Results are in!

- Total revenue for Q1 up 18% Y/Y, totaling \$1.24B
- Hardware, Software and PS all grew revenue by double digits
- Funnel up 14% Y/Y, with annuity funnel up 35% - reaching all-time company high
- Margins reach a Q1 high of 26.2%

Read the full press release here :

<http://www.ncr.com/newsroom/resources/ncr-announces-strong-first-quarter-results>

We are all on this journey together and for the **10th consecutive quarter**, we have EXCEEDED the expectations of our shareholders – thank you for your commitment, dedication and hard work.

Today, we reported total revenue for Q1 of \$1.24 billion, up 18% Y/Y. Hardware, Software and PS all grew revenue by double digits. Our funnel, which is our greatest predictor of future orders, is up 14% Y/Y, with our annuity funnel up 35% - reaching its all-time company high. Our margins also reached a Q1 record high of 26.2%.

With each consecutive quarter, I continue to get more excited about the performance we are driving across the organization as we grow across industries and geographies. Those that deserve special recognition this quarter are:

- Financial Services – growing both orders and revenue 17% Y/Y, with U.S. national banks contributing 97% order growth and 210% revenue growth.
- Hospitality – achieving its Q1 plan and exiting the quarter with strong momentum.
- Travel – growing orders 345% Y/Y, leading to 14% overall revenue growth.
- Americas - growing revenue 37% and expanding gross margin 580 basis points.



Business model innovation is happening in all industries and all geographies. **One of our strategic keys to success is attacking these markets as they evolve – as a hardware-enabled, software driven company** - driving our revenue mix to higher margin and more profitable software and services solutions. And the numbers again prove **we are on track:**

- Combined Software, Software Maintenance, and SaaS revenue was more than \$120 million, up 65% Y/Y, driven largely by the Financial, Retail and Hospitality industries. We have set the goal of achieving in excess of \$500 million in software revenues this year.

**However, it's about more than just the numbers - there are stories and people behind these numbers that are driving our success, our opportunities and our reinvention:**

This is a great quote from Peter Wilhelm, chief financial officer for the Los Angeles Dodgers, after implementing our Quest venue management solution at Dodger Stadium: "The innovative multichannel integration of loaded tickets, loyalty programs and business intelligence will enable us to streamline our operations and make more insightful business decisions as we provide better service to our fans in every area of the stadium."

Our job is to not just provide our customers with a product, but **to provide them with solutions that will drive their business success. We are doing exactly that and we are standing out.**

This quarter, NCR and Copa Airlines were awarded with the "Best Mobile Technology Deployment" award at Digital Screenmedia Association's annual Industry Excellence Awards, honoring companies behind innovative customer experience deployments for our implementation of their comprehensive mobile self-service solution. And I have every confidence that we will continue to rise above the competition with new solutions such as NCR Silver, APTRA Interactive Teller, NCR SelfServ 14 and SelfServ 14CE and more.

The steps we have taken to grow this company are the result of our laser focus and relentless commitment to executing against our strategy. As we continue to reinvent NCR, we are organized more efficiently with an excellent balance of innovation and talent.

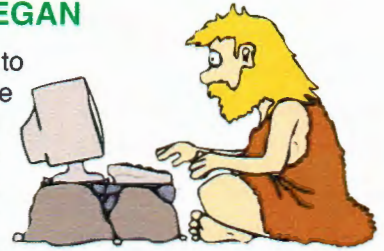
**Ultimately, YOU drive our success.** In 2010 and 2011, we asked you to 'tell us what you think' about working at NCR and I want to hear your candid opinions again. The 2012 Employee Engagement survey runs **Monday, April 23 through Friday, May 11** and I am counting on each of you to complete the survey to help shape the strategies and actions that will continue to transform NCR. Together, we will reinvent the NCR of tomorrow; a company of Truly Loyal employees building Truly Loyal customers.

Keep up the good work in Q2 –**and let's get off to a fast start in April!**

**Bill Nuti**  
**CEO NCR Corporation**

## WHERE IT ALL BEGAN

In ancient Israel, it came to pass that a trader by the name of Abraham Com did take unto himself a young wife by the name of Dot. And Dot Com was a comely woman, broad of shoulder and long of leg. Indeed, she was often called Amazon Dot Com.



And she said unto Abraham, her husband, "Why dost thou travel so far from town to town with thy goods when thou can trade without ever leaving the tent?"

And Abraham did look at her as though she were several saddle bags short of a camel load, but simply said, "How, dear?"

And Dot replied "I will place drums in all towns and drums in between to send messages saying what you have for sale, and they will reply telling you who hath the best price, And the sale can be made on the drums and delivery made by Uriah's Pony Stable (UPS)."

Abraham thought long and decided he would let Dot have her way with the drums. And the drums rang out and were an immediate success.

Abraham sold all the goods he had at the top price, without ever having to move from his tent. To prevent neighbouring countries from overhearing what the drums were saying, Dot devised a system that only she and the drummers knew. It was known as Must Send Drum Over Sound (MSDOS), and she also developed a language to transmit ideas and pictures – Hebrew To The People (HTTP).

And the young men did take to Dot Com's trading as doth the greedy horsefly take to camel dung. They were called Nomadic Ecclesiastical Rich Dominican Sybarites, or NERDS.

And lo, the land was so feverish with joy at the new riches and deafening sound of drums that no one noticed that the real riches were going to that enterprising drum dealer, Brother William of Gates, who bought off every drum maker in the land. And indeed did insist on drums to be made that would work only with Brother Gates' drumheads and drumsticks.



And Dot did say, "Oh, Abraham, what we have started is being taken over by others." And Abraham looked out over the Bay of Ezekiel, or EBay as it became known. He said "We need a name that reflects what we are." And Dot replied, "Young Ambitious Hebrew Owner Operators." "YAHOO," said Abraham. And because it was Dot's idea, they named it YAHOO Dot Com. Abraham's cousin, Joshua, being the young Gregarious Energetic Educated Kid (GEEK) that he was, soon started using Dot's drums to locate things around the countryside.

It soon became known as God's Own Official Guide to Locating Everything (GOOGLE).

That is how it all began.



## OBITUARIES

We extend our sympathy to the family and friends of the following late employees:

### Fellowship members

Mr Dennis	Batterbury	08/01/12	Region 6
Ms Monica	Bedford	25/01/12	Region 4
Mr G W	Carter	30/03/12	Region 3
Mrs Betty	Campbell	13/02/12	
(our 1st Fellowship Secretary)			
Mr G L	Nation-Tellery	07/04/12	Region 3
Mr Gordon	Newberry	21/12/11	Region 9
Mr Fred	Newman	15/05/12	Region 8
Mr John	Prior	21/02/12	Region 9
Mr Peter	Reed	31/11/11	Region 4
Mr William	Southwood	07/11/11	Region 4
Mr Donald	Webb	12/12/11	Region 5

### Other employees

Mr W	Anyon	15/04/12
Mr T D	Ball	28/11/11
Mr H A	Brien	10/12/11
Mr J A	Berry	24/01/12
Miss M	Crooks	24/02/12
Mr S G	Hinks	07/12/11
Mrs A M	Hutchins	28/12/11
Mr J H	Gross	04/03/12
Mrs G E	James	25/03/12
Mr E D	Jones	30/03/12
Mr E A	Laurenti	05/03/12
Mr A R	Marten	23/12/11
Mr G H	Parrott	02/01/12
Mr G D	Remington	26/03/12
Mr A	Sutcliffe	19/01/12
Mr A	Vickerstaff	16/02/12
Mr D W P	Wadsworth	20/04/12
Mrs F E	Whitfield	29/02/12
Mrs I M	Willmoth	13/03/12

## FRED NEWMAN

Fred Newman transferred from the Computer Department, where he was a Computer Operator, to Payroll Department and became a valuable addition to the Payroll Team. The Computer Room was opposite the Payroll Department when we were housed at Brent on the North Circular Road. Fred would often run the Payroll Updates to assist the Computer Operatives. This was especially useful at Salary Increase time when the Payroll Staff would come in on a Saturday, when it was quiet with no phone disturbances, and run several updates which Fred would oversee and this made sure that by the end of the day all increases would have been input and balanced. Also, when we were ready to run the Payroll, Fred would oversee the running of the Payslips to keep away any prying eyes!! Many of you may have spoken to him with queries which I know he handled in a competent manner. This helped maintain the efficiency of the Payroll Department.

*Basil Garsed contributed the following tribute to:*

## Betty Campbell

There is so much to say – Wonderful Secretary, PA, Carer, Great sense of humour and amazing loyalty. Fully conversant with how the Company “ticked” and the people who made it TICK – and those who sometimes stopped the pendulum from TICKING!

Betty was Secretary to TUDOR HALL when he was Director of the “Supplies Division” and held many other positions from the time that she joined NCR as a youngster – she was never to lose her “youngster” outlook on life.

I was lucky to have her as my Secretary during my years as Director of Systemedia and Micrographics. We all loved her and sometimes a little daunted by her efficiency and accuracy – she knew exactly where every piece of paper was filed and produced it when asked, with a smile and a hint of triumph.

When Betty was approaching 60 and her consequent retirement I appealed to our then Chairman, FRED NEWELL, to allow her to stay on until I retired. I am forever grateful that he managed to arrange this, to preserve our team and make my life possible.

Betty and her husband were very close, he was the company chauffeur, responsible for transporting both our senior officers and those of our clients. They loved their flat in Paddington Green, perhaps loved even more their allotment near Welsh Harp.

When the Fellowship was founded Betty worked hard and with great enthusiasm to help set it up and ensure that it could prosper, we are all indebted to her for that.

Betty was a lady of great faith and stoicism – housebound in later years she never complained, saying what wonderful love and support she received from her son Lawrence and his family and how proud she was of her grandchildren. Her voice on the phone was a great tonic right to the end.

God bless you Betty.



*Betty at the time she retired as Fellowship Secretary with Tony Poil, our late Chairman*



## NCR RETIREMENT FELLOWSHIP

### CHAIRMAN'S REPORT FOR THE YEAR 2011

2011 has been another good year for the Fellowship. After a sad start following the death of our President, Harry Redington,, we were delighted to welcome Rex Fleet as his successor. Rex is known to many of our members and has long been a strong supporter of the Fellowship. We are very grateful to him for agreeing to take on this role.

2011 has also been a year of stability as far as the organising committee is concerned. I would like to thank them all on behalf of the members for their time and effort and for their continuing commitment to organising lunches which are very much enjoyed. I had the pleasure of attending three of the lunches during the year and hope to get to some of the others during 2012. It was a pleasure to meet everyone and to see how eager everybody still is to meet up with friends and ex colleagues. 2011 also saw a welcome increase in new members joining the Fellowship, 44 in total, taking us back over the 500 level, and a lower number of members who decided not to renew. Some of the new members were as a direct result of the 'advert' for the Fellowship which was included in the Pension Plan newsletter and we thank Keith Pyle, Pensions Manager and the Trustees for including the article and hosting the receipt of the replies. We also now have some 160 members paying by standing order which reduces the time spent on administration and the cost of distributing renewal forms and reminders.

Whilst in recent years we have had concerns regarding our ability to protect the current membership fee, especially due to reducing membership numbers, 2011 witnessed two activities which will remove this concern for the foreseeable future. The first of these was a return of some funding from NCR, no funds having been received since 2004.

One of our Regional Organisers, Ian Ormerod, was asked to help a newly appointed member of the NCR Senior Management team, Ben Gale. Ben is the VP for Western Europe and is based in Head Office and as a direct result of these discussions and activities Ben authorised a significant financial donation to be made to the Fellowship which funded the magazine for 2011. He also provided some long outstanding information re NCR's latest business activities and products, an update on NCR's business plan and committed to provide updates for each edition of PostScript. It was also a pleasure to welcome Ben to our lunch in October in London. On behalf of the Fellowship I would like to formally record our sincere thanks to Ben for his support.

Thanks must also go to our Editor, Geoff Jackson and to our printers Busi-Print, who spent a considerable amount of time assessing different weights of paper in order to maintain the quality of our magazine whilst being able to reduce the production and distribution costs. Together they achieved a reduction of some £500 and a message of thanks has been sent to Busi-Print for their support. As a result of both these items we are able to maintain the membership fee for 2012 and 2013 at £10.

From a Pension perspective March saw the payment of the long awaited backdated increases and also the prompt

payment of the 2010 based discretionary increase in April. The timeliness of the latter was as a result of the newly defined pension increase formula agreed between the Trustees and NCR Corporate Management. Both the increases and the agreement came as a result of significant effort by all parties and we thank them for their commitment to achieving the end result. Whilst, pension increases remain discretionary and not a right of the Trust Deed we hope that the agreement will continue to be effective when reviewing increases in the future.

Whilst difficult economic conditions continue the value of the Pension Fund increased by £20 million (April 2011 compared with April 2010) as a result of some diligent investment changes implemented by the Trustees. The closed nature of the plan means that the liabilities which it must be funded to support are more easily defined, and therefore an investment strategy which contains less risk can be followed. As a result more of the funds were transferred from equities to other less volatile offerings which has protected the fund from some of the negative impacts.

Finally my thanks, as ever, to all our members for their continued support, and especially for the generous donations which we have received.

**Lin Sandell Chairman**

### NCR Retirement Fellowship January 2011 – December 2011

#### Membership summary:

UK members	490
2011 New members	44
<b>Total membership 2011</b>	<b>534</b>
Deceased members	15
Duplicates and non renewals	15
<b>Starting membership 2012</b>	<b>504</b>

*For Membership Distribution see back page*

#### Financial Summary:

<b>Income</b>	
Total b/f 2010	993.86
Membership fees	4620.00
New members	330.00
Donation	2985.00
Early payments 11	50.00
<b>Total</b>	<b>7985.00</b>
<b>Outgoings</b>	
Expenses (includes o/s 2010 expenses)	1705.48
Postscript	3418.85
<b>Total</b>	<b>5124.33</b>
<b>Balance c/f</b>	<b>3854.53</b>

NB. Subject to audit planned June 2012  
Expenses covers all administrative costs (eg. postage, copying, annual meeting)



# The NCR Retirement Fellowship

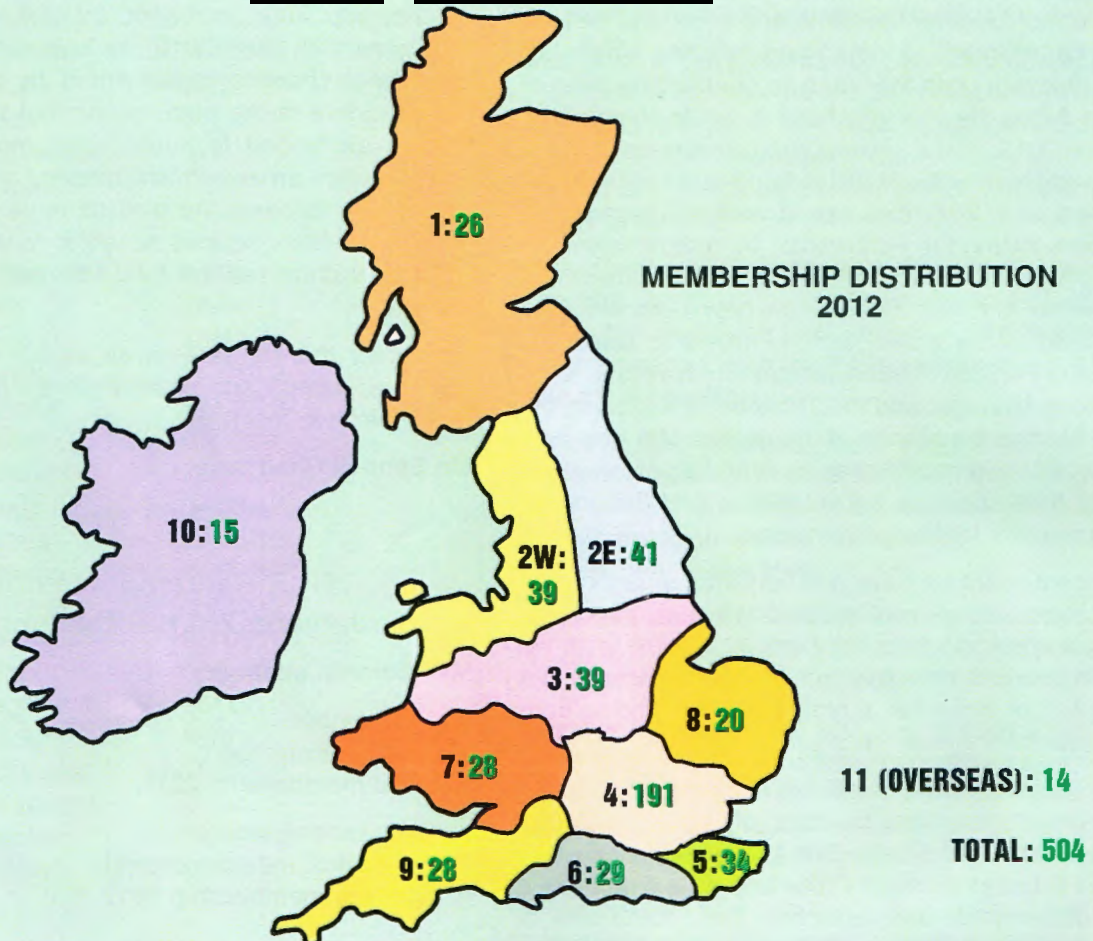
**PRESIDENT:**  
Rex Fleet

## ORGANISING COMMITTEE

**CHAIRMAN & TREASURER:** Lin Sandell

**SECRETARY:** John Atkins

**EDITOR "POSTSCRIPT":** Geoff Jackson



## REGIONAL ORGANISERS

Region 1: Jack Whyte

Region 6: Alan Hutchins

Region 2E: Pat Keogh

Region 7: John Jones

Region 2W: Ian Ormerod

Region 8: Richard Craigie

Region 3: Eric Grace

Region 9: Jessie Wallace

Region 4: Roger Whelan

Region 10: Ken Carson

Region 5: Derek Seamon