出國報告(出國類別:研究)

法國TDA公司參訪報告

服務機關:國防部軍備局中山科學研究院系統製造中心

姓名職稱:上校副主任 鄧明華

中校技士 張繼禾

派赴國家: 法國

報告日期:98年7月24日

出國時間:98年6月21日至98年6月28日

國防部軍備局中山科學研究院出國報告建議事項處理表							
報告名稱	法國TDA公司參訪報告						
出國單位	中山科學研究院 系統製造中心	出國單位	中山科學研究院 系統製造中心				
公差地點	法國TDA公司	公差地點	法國TDA公司				
建議事項	中山科學研究院						
處理意見							

國防部軍備局中山科學研究院 九十八 年 度 出 國 報 告 審 査 表

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出國單位		L科學研究院 出國人員 上校副主任/鄧明華							
	系統	製造「	中心	級職姓名		中校技士/張繼禾		送 禾	
單 位	2	審	查	意	見		簽	章	
一級單位	合其 2. 此2	期望。	事項與計畫 資料有助於 。						
	12/	NIIC <u>—</u>							
計品會									
保防安全處									
企劃處									
	掛						示		

國外公差人員出國報告主官(管)審查意見表

爲探討國防專技之引信自毀模組關鍵技術,並配合本中心電子引信關鍵技術與模組獲得,作爲本次參訪法國的主要任務。

此次參訪的成果如下說明:一方面根據中心的實際研發需求,請法國協助技術資料的獲得與評估相關技術合作的可行性,另一方面則瞭解現在法國有那些先進的產品與技術,可供本中心學習或日後共同開發的可能性。其中針對本中心發展海軍快砲電子近發引信的關鍵元件與技術支援,法國 Thales 公司亦提出實質的合作方案供我們參考。

本次國外參訪人員出國確能把握此次出訪的的目的,與受訪單位達成初步合作的默契,並取得新型武器研發資訊,故其參訪成果符合期望。

出國報告審核表

出國	出國報告名稱:法國TDA公司參訪報告								
出國人姓名			職稱	服務單位					
鄧明華 張繼禾			上校副主任 國防部 中校技士 製造中		備局中山科學研究院系統				
出國	□考察 □進修 V 研究 □實習 □其他(例如國際會議、國際比賽、業務接洽等)								
出國	出國期間:98年6月21日至98年6月28日 報告繳交日期: 98年7月24日								
計畫主辦機關審核意見	■ □5.建議具參考價值 □6.送本機關參考或研辦 □7.送上級機關參考 □8.退回補正、原因:□不符原核定出國計畫 □以外文撰寫或僅以所蒐集外文 資料爲內容 □內容空洞簡略或未涵蓋規定要項 □抄襲相關出國報告之 全部或部分內容 □電子檔案未依格式辦理 □未於資訊網登錄提要資料 及傳送出國報告電子檔 □9.本報告除上傳至出國報告資訊網外,將採行之公開發表: □辦理本機關出國報告座談會(說明會),與同仁進行知識分享。 □於本機關業務會報提出報告 □其他 □其他 □								
<u>審核</u>	出國人員	<u>初審</u> 機關首長或其授							
人									

<u></u> 說明:

- 一、各機關可依需要自行增列審核項目內容,出國報告審核完畢本表請自行保存。
- 二、審核作業應儘速完成,以不影響出國人員上傳出國報告至「政府出版資料回應網公務出 國報告專區」爲原則。

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報告		資		料	頁			
1.報告編號	1.報告編號: 2.出國		類別: 3.完成日期]:	4.總頁數:		
		研究		98.7.24		56		
5.報告名稱	偁:法國	TD	A公司參訪	報告				
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文號部令文號			98.06.11 國備獲管字第 0980007870 號					
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9.公 差 地 點			法國					
10.公 差 機 構			THALES 集團之 TDA 公司					
11.附	記							

行政院及所屬各機關出國報告提要

出國報告名稱:法國TDA公司參訪報告

頁數 56 含附件:■是□否

出國計畫主辦機關/聯絡人/電話

國防部軍備局中山科學研究院系統製造中心/楊孝清/313125

出國人員姓名/服務機關/單位/職稱/電話

鄧明華/國防部軍備局中山科學研究院/系統製造中心/上校副主任/313003

張繼禾/國防部軍備局中山科學研究院/系統製造中心/中校技士/313710

出國類別: □1 考察□2 進修■3 研究□4 實習□5 其他

出國期間: 出國地區:

98年6月21日至98年6月28日法國

報告日期:

98年7月15日

分類號/目

關鍵詞: Destruct Fuze、Proximity Fuze、Timing Fuze, Multi-functions Fuze、FMCW

Sensor · Doppler Signal.

內容摘要:(二百至三百字)

本案係以國防專技之引信自毀模組關鍵技術項目之技術參訪爲需求,配合中科院系統製造中心電子引信關鍵的研發項目,作爲此次法國 TDA 公司(含 T2M 公司)參訪的主要任務。而參訪項目以各種類型的引信—包含機械自毀(定時)引信、碰炸延時引信、電子定時引信、電子近發引信與多功能引信爲討論參觀的標的,並同時參觀 120mm 迫砲系統與相關砲彈引信等。由 T2M 公司執行副總 Mr. MAX 與 TDA 公司業務經理 Mr. Pillippe 的產品原理說明與參觀其研發部門等,得知該兩公司均爲法國 Thales 集團下的 Defense 部門的分公司,專門針對各類火砲引信進行研發、生產、技轉與轉投資的相關企業,且該集團對本院此次參訪表熱切歡迎,並表示願意積極與我國技術合作與開發。

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報告名稱 法國TDA公司參訪報告

壹、目的

本次參訪主要的目的是為 97-99 年國防專技—『引信自毀模組關鍵技術』及中科院系製中心電子引信關鍵研發項目等,藉由訪問法國 TDA 公司進行相關技術與元件的引入、合作、技轉等可能性作分析研判,並蒐集機械、火工自毀引信與多功能引信及 120mm 迫砲的相關資料。

貳、過程

本案透過比利時 FZ 公司在臺灣代理商方文能先生聯絡法國 TDA 公司進行參訪協調, 因爲比利時 FZ 公司與法國 TDA 公司同屬法國 Thales 集團下的分公司,並請方先生將本中心 需求透過電郵與傳真告知法國 TDA 公司,以便該公司準備相關技術資料。

感謝本院企劃處的協助及本中心計管組、製管組與行管組的全力支援,使訪問法國TDA公司得以順利成行。自6月21日21:55到中正機場搭乘長榮航空BR87班機直飛法國巴黎戴高樂機場於6月22日07:25到達,稍作休息後即進行相關參訪行程(行程表如附件一),因配合該公司的現場產品與政策,原計畫內容略作修正,至6月27日12:10(航班延時40分)由法國巴黎戴高樂機場搭乘長榮航空BR88班機返抵中正機場於6月28日07:10完成參訪任務。

在訪問 TDA 公司時期間該公司業務經理(Area Sales Manager) Mr. Phillippe Roncayolo 負責接待我們,從機場接機、交通運輸工具安排、與工廠實際參訪均由 Mr. Phillippe 全力協助,Mr. Phillippe 同時是 FZ 公司亞太區域業務經理,故 FZ 公司在臺灣代理商方文能先生可請 Mr. Phillippe 促成中科院參訪 TDA 公司,在我們參訪的期間該公司為表達對我們的尊重,於法國奧爾良 Thales 總公司大門升起中華民國國旗(如圖一)。由於在 Thales 集團下,負責火砲引信研發與製造部門為法國 Thales 集團與德國 Diehl 機構共同出資的 Junghans T2M 與 Junghans Microtec 兩公司,其中 Junghans T2M 位於法國境內,以電子引信為主要產品;Junghans Microtec 位於德國境內,以機械引信為主要產品。而跟據本中心透過方文能先生電傳給 Mr. Phillippe 的需求資料,他委請 Junghans T2M/Microtec 公司的執行副總(Executive Vice-president) Mr. Max Perrin 為我們作火砲引信方面的專案簡報。而 Mr. Phillippe Roncayolo 則介紹新一代的 120mm

迫砲系統的設計與運用。兩位先生並帶領我們參觀 TDA 及 JunghansT2M 實驗室、生產廠房與展示間,使我們更加瞭解該公司的技術能量。

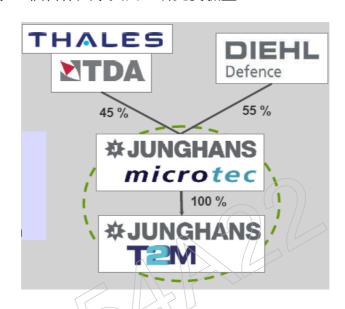


圖一、在法國奧爾良 Thales 集團總部懸掛中華民國國旗以表示歡迎本中心參訪

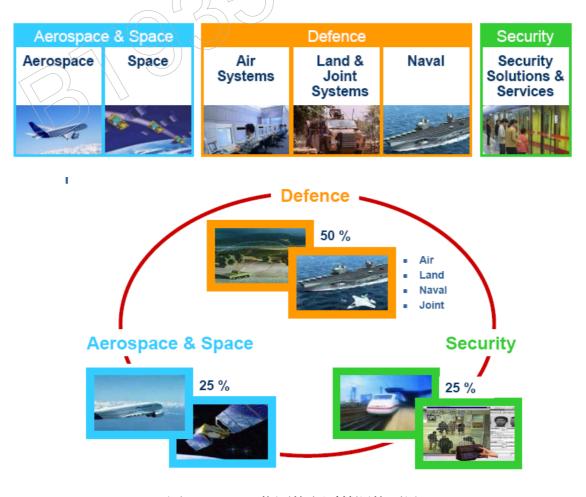
此次參訪的法國 TDA 公司即是 Thomson Daimler-Benz Aerospace 三家組合的公司,而 Thomson 公司即是海軍快砲電子引信的預儲式電池的生產公司。在前段文章中介紹在 Thales 集團下,將負責引信研發與製造部門轉由法國 Thales 集團與德國 Diehl 機構共同出資的 Junghans T2M 與 Junghans Microtec 兩公司,其公司組成架構圖如圖二所示。而 T2M 公司主導電子引信的研發生產,Microtec 公司負責機械及其它傳統火砲引信發展製造,因此此次在法國 Junghans T2M 公司參訪所見的引信樣品、實驗室與生產線多爲電子引信類的相關產品,而火工與機械自毀引信方面的資料,僅有少許樣品與相關參考文件,若是要參訪火工與機械自毀引信,則建議訪問德國境內的 Junghans Microtec 公司,方有較多的相關樣品與實驗室及生產線可供參觀與討論。

此行的接待單位之總公司為 Thales 集團,在此先介紹 Thales 集團的主要營運方式與項目,如圖二所示 Thales 集團所經營的項目,包含一、航空及太空;二、國防;三、安全等三大項目(如圖三),其全年總營收為 127 億歐元,其集團涵蓋所有 50 個國家,全世界共有 68000

位員工,而 50%的員工是在法國之外,其中在研發設計上投入全年總營收的 19%約 24 億歐元, 參與尖端科技的研究人員共有 25000 位,每年共產生 300 項發明,整個集團共有 15000 項專利, 在歐洲、美國及亞洲共有 30 個合作大學與公立研究實驗室。



圖二、Junghans T2M與 Junghans Microtec 兩公司的架構



圖三、Thales 集團的主要營運的項目

在此僅就Thales集團在國防項目中作一扼要說明,一、在空用作戰系統上包含:(一)武器、搜索與偵測系統,(二)雷達、命令、控制與戰場雷達對應方案,(三)空中交通管理方案。二、陸用及聯合作戰系統可提供:(一)全範圍的陸用作戰系統的方案,由最大聯合系統到單兵、車輛系統再到關鍵的裝備與支援等皆適用,(二)聯合情資、命令、點對點通訊等(C4ISR)系統與網路中心作戰的運作模式,(三)對陸、海、空三軍通訊與光設備的支援。三、海用作戰系統上包含:(一)負責系統整合,(二)水上武器系統與裝備支援,(三)水下武器系統與裝備支援,(四)支援(艦隊支援)。在以上Thales集團的支援項量中,最小可至火砲彈藥,因此各類的引信(含電子引信)均在該集團的供應支援範圍。

除了在國防運用上,Thales 集團最爲歐洲各國所稱道的是在安全驗證系統上的發展,即在(一) 道路交通系統的即時管理,即將 GPS 的導航系統結合交通實際路況供駕駛人員參考,(二) 關鍵性的公共建設的安全系統,如銀行、電廠的門禁安全管理,甚至到信用卡的設計發行,(三) 重要機關的安全系統,如國防單位與航空公司的安全管理。(四) 這些安全方案與系統的模擬分析等。

其後針對 Mr. Max Perrin 介紹的碰炸引信、延時引信、近發引信、碰撞延時引信與多功能引信作了扼要的說明,因在法國 Junghans T2M 公司以電子引信為設計研發為主要項目,而機械、火工自毀引信等在德國 Junghans Microtec 公司生產,故僅作資料的說明介紹。

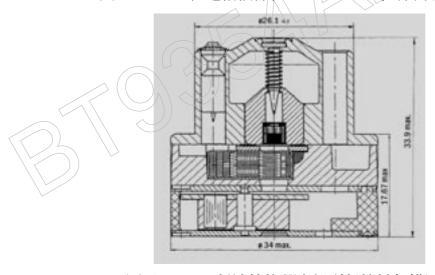
首先在火工自毀引信即介紹 40mm 低速槍榴彈(PDSD DM411A1)的自毀引信,其本體爲機械碰炸引信(如圖四),其利用轉子錯位的方式,作爲隔離引信火藥鏈與雷管間安全保險位置的控制機構,此轉子的安全備炸位置是由兩個實際獨立的安全元件直接控制,此兩個安全元件分別爲:1. 射控脈波系統(以暫態加速度與力啓動)。2. 離心安全元件(以轉速度啓動)。

爲了砲口安全設定,轉子備位延遲是由擒縱機構所控制(如圖五)。在碰炸功能失效時, 延時雷管會被啟動使自毀功能開始計時到達自毀引炸。

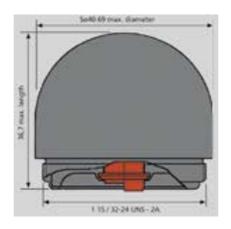
另一火工自毀引信即介紹 40mm 高速槍榴彈(PDSD DM431)的自毀引信,其本體亦爲機械碰炸引信(如圖六),與低速槍榴彈相同利用轉子錯位的方式,作爲隔離引信火藥鏈與雷管間安全保險位置的控制機構,此轉子的安全備炸位置是由兩個實際獨立的安全元件直接控制,此兩個安全元件分別爲:1. 加速度安全裝置。2.轉動安全裝置,此轉動安全裝置被附加另一個前置加速度安全裝置,作爲雙安全裝置。其火工自毀功能與低速槍榴彈(PDSD DM411A1)



圖四、40mm 低速槍榴彈(PDSD DM411A1)的自毀引信



圖五、40mm 低速槍榴彈自毀引信機械架構圖



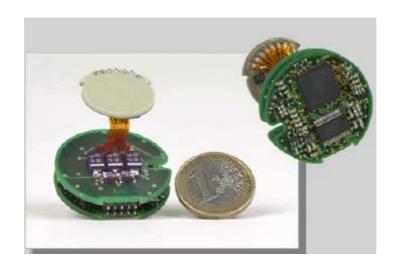
圖六、40mm 高速槍榴彈自毀引信機械架構圖

其次說明近發引信設計與應用,如圖七近發引信為一射頻感測器,故配合微波暗房作 爲射頻天線的量測與模擬動態空間都卜勒訊號量測與調校,此微波暗房在後續 Mr. Max 亦帶 我們親自參觀此暗房。



圖七、近發引信的微波暗房量測與調校

在近發引信設計上, Junghans T2M 公司在防空及海砲引信是採用 CW 雷達感測器架構, 在陸砲及迫砲引信是採用 FMCW 雷達感測器架構, 其後級訊號處理則採取全數位訊號的處理方式。其 FMCW 雷達感測器之天線與電路(左方)及數位處理晶片(右上)如圖八所示。

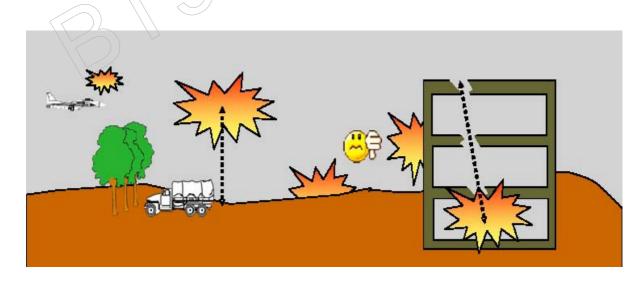


圖八、近發引信之雷達感測器天線與數位電路

其次爲碰炸延時引信設計與應用,此碰撞延時引信以電子式設定延遲時間,具有碰撞穿透後存活與最佳延時引炸兩項重要特性。如圖九在碰撞延時引信的電子式設定電路放在引信後端鋼體的位置,即淺藍色圓圈圍住的結構內,從圖九右側撞擊後的引信,前端風帽與機構已撞毀,後端結構與內部電路部份均爲功能正常。將其近發引信與碰撞延時引信以功能應用可由圖十說明。



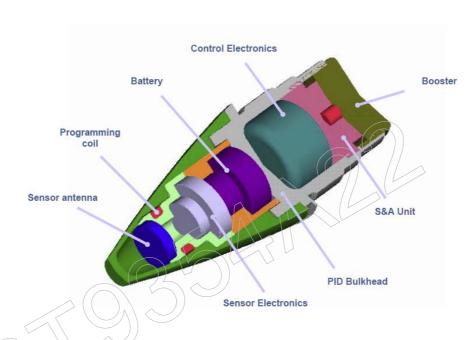
圖九、碰撞延時引信引信之外型示意圖



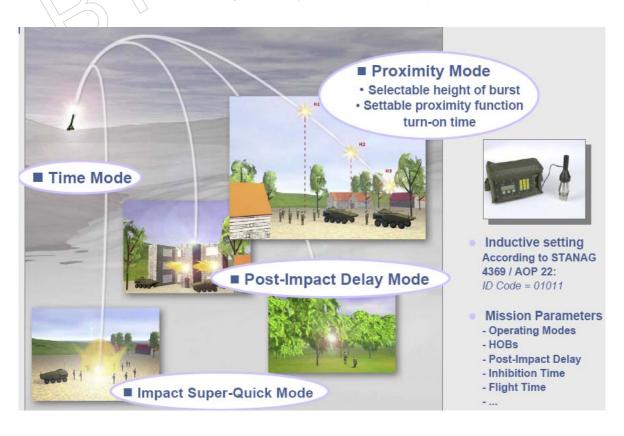
圖十、近發引信與碰撞延時引信功能應用圖

在圖十的左側是運用近發引信去攻擊路上移動的目標,而右側則是以碰撞延時引信攻擊碉堡與掩體下的目標。若將用近發引信與碰撞延時引信整合,再將線圈設定、定時功能與直接碰炸功能加入此引信,即成爲第三項的多功能引信。如圖十一得知多功能引信具有 1.感 測天線(Sensor antenna)與感測電路(Sensor Electronics)作爲近發功能設計, 2.可程式線圈

(Programming Coil)則作碰炸延時設定之用,3.電池(Battery)則供全體電路電源,4.控制電路 (Control Electronic)則有蓄電功能當前端撞毀時,仍可啓動延時電路作碰撞後的引炸,5.安全備炸模組(S&A Unit),6.傳爆裝置(Booster),7.耐撞擊結構(PID Bulkhead)作爲保護延時控制電路、安全備炸模組與傳爆裝置之用。



圖千一、多功能引信的各功能模組結構圖



圖十二、運用多功能引信之作戰場景系統應用功能圖

因此在多功能引信的設計上,可考慮各種作戰的場景,配合線圈設定器將碰撞延遲時間作設定,再由其控制電路關閉或開啟感測電路,即啟動或關閉近發功能。其系統應用功能圖,如圖十二所表示。

在 Mr. Max Perrin 針對各式引信介紹完畢後,再由 TDA 公司的業務經理 Mr. Phillippe Roncayolo 介紹新一代 120mm 迫砲系統,採用全面電腦的遠端控制系統支援聯合作戰,其名稱為 French TDA Dragon Fire,其即為 120mm 2R2M 的膛線迫擊砲(原發展在裝甲運兵車的應用),在 Dragon Fire 系統中,120mm 迫擊砲是被安裝在拖車上,帶到預先選定的位置後將迫擊砲分離留下,砲車先行離開,迫擊砲進行任務(如圖十三)。在任何時間所有的裝彈、再裝彈、瞄準與發射均由遠端控制系統執行控制。此最大的效益包含單一中央控制與對人員有良好的保護,其可控制數個 Dragon Fire 裝置,並且具有在很短的時間內切換一個目標物到另一個目標物的能力。最終的用途是將 120mm 迫砲系統安裝在裝甲車上(如圖十四),由一個 100發的旋轉裝置將迫砲彈送入迫砲系統中。在現在僅有 120mm 迫砲的砲塔被發展,以手動裝填至載具中,再自動裝填至砲膛中發射,即是半自動裝填彈藥方式。而 120mm 2R2M 的膛線迫擊砲的 2R2M 即表示一Recoiling(後作力) Rifled(膛線砲) Mounted(架裝) Mortar(迫擊砲)。



圖十三、可由遠端控制的 TDA 2R2M 120mm 迫擊砲(Dragon Fire)的架構



圖十四、一套 TDA 2R2M 120mm 迫擊砲系統安裝在 MOWAG Piranha 裝甲車上

此 TDA 2R2M 120mm 迫擊砲系統是利用右旋膛線的砲膛改進光膛砲的射程與準度,並安置在裝甲車上以減低發射的砲身的振動,以裝甲車承受的迫擊砲的後作力,再次強化其射擊的精準度。而前述此砲具有快速裝填砲彈,迅速移動作戰位置,其電子系統可配遠端控制的聯合作戰的機制。最後在 120mm 迫擊砲彈具有高爆彈(TNT)、練習彈(黑藥)、照明彈(亮光劑)與煙霧燒曳彈(白磷)等(如圖十五)。

結束產品介紹與技術說明後,Mr. Max Perrin 帶領我們參觀其 Junghans T2M 公司的實驗室與生產測試廠房,該公司爲電子研發部門,因此具備大型微波暗房(如圖七右上方圖示),作爲各類飛彈、引信天線設計開發的場地,並作電子引信 Doppler 訊號調整與 FMCW 距離訊號估測之用。在生產測試廠房具有各式近發引信之天線與電路設計軟體與相關測試的儀表設備,觀看電子系統的全自動測試系統的運作,並參觀其全自動灌膠設備與調配膠材的過程,方瞭解 T2M 公司是具有強大研發能量的電子引信的設計公司。



圖十五、120mm 迫擊砲運用的四種彈藥

Mr. Phillippe Roncayolo 也陪同我們參觀 TDA 公司所研發生產的迫砲的展示場,瞭解 TDA 公司自二戰以前就開始發展迫砲,直至現在以 2R2M 120mm 迫擊砲系統爲其公司推廣的 主要選項。

在參訪的最後一日,雙方進行產品技術的相關討論,我方針對(一) 高速槍榴彈自毀引信的功能與價格分析、(二) 海軍快砲電子近發引信技轉合作方式,(三) 機械與火工自毀引信技術資料與參考型錄的搜集,(四) 多功能引信技術資料搜集等四項請 Mr. Max Perrin 與 Mr. Phillippe Roncayolo 協助幫忙處理。既在會場上 Mr. Max Perrin 直接回答我們,(一)與(三) 因高速槍榴彈自毀引信與機械與火工自毀引信均為 Junghans Microtec 的產品,除部份自毀引信的功能分析,已於本章前段已概略說明,在細項功能與價格分析資料需待後續搜集完畢及詢問銷售部門後,再以 Email 回覆我們。(二) 海軍快砲電子近發引信技轉合作方面,若直接採購海軍全電子引信,在法國 JunghansT2M 公司已授權給新加坡特許公司下轄的 AOS 公司銷售,法國方面不直接介入其交易活動。其次在我方直接採購全電子引信,則其射頻頻率是公開且無法改變;若射頻頻率與我方的通訊雷達相互干擾,則會造成電子引信的功能完全失效。因此請求 T2M 公司協助關鍵元件一預儲式電池的獲得與安全備炸機構設計能量的引入,Mr. Max Perrin 針對我方需求提出三個方案供作合作參考(親手列在白板上,如附件二),此部份將放入『肆、建議事項』列出,進行合作案的可行性的評估建議。(四) 多功能引信技術資料搜集已於本章前段已概略說明(如附件三)。

參、 心得

此次參訪法國 TDA 公司(含 T2M 公司)與整個 Thales 集團的營運之主要心得,即有下列四大項特徵,可供本院及中心的參考與學習:

- 一、武器功能的多樣化與通用性:如前一章節所介紹碰炸、自毀、近發及碰炸後延遲的各個單一引信功能,也象徵每種引信原屬的公司,如法國的 TDA 公司與德國的 Diehl集團,當此兩家公司整合即產生了 Junghans T2M 與 Junghans Microtec 公司,於是雙方貢獻所長後,產生了如圖十的多功能的引信,將上述的碰炸、自毀、近發及碰炸後延遲等引信的優點整合,其應用的場景如圖十一包含原有各種引信功能用途,如此這多功能引信包含多種引信的單一功能,即成各軍種可共通使用的引信,因此多引信的設計研發是爲本院及本中心未來發展引信的重點,尤其在目前海軍5寸砲引信與陸軍105mm與155mm的榴砲引信均屬此類引信的設計概念。
- 二、武器系統的自動化與整合性:在 TDA 公司的 2R2M 120mm 迫擊砲系統上運用,除了該系統利用 2R2M 的技術增加 120mm 迫擊砲的射程與精準度外,其可配合戰場指揮系統並採用全面電腦的遠端控制系統支援聯合作戰,此與本院的光華計畫砲控與艦艇聯合作戰方式相似,即在任何時間所有的裝彈、再裝彈、瞄準與發射均由遠端控制系統執行自動化控制,亦是美軍在『沙漠風暴』行動中的網路中心作戰,因此本院除了砲控、砲令與聯合作戰外,更應參考 TDA 公司精準打擊的系統運用。
- 三、電子元件的微型化與模組化:以 Junghans T2M 公司所設計的近發引信,如圖七所示將數位訊號處理電路已用 ASIC 晶片所取代,且 Mr. Max 亦表示在他亦在魔法與雲母兩型的飛彈上的電路應用 ASIC 晶片設計相關電路,因此數位訊號處理電路的微型化已在 TDA 與 Junghans T2M 公司大量的運用。此外在多功能引信上,即利用電路模組化的設計,如圖十所示在各個功能電路的設計上,均是採用獨立模組的設計,尤其是耐撞擊結構與延時控制電路,不僅是獨立的電路模組,亦具有撞毀後的備份電源,使最終穿透掩體後的延遲時間不會產生誤動或失效。

四、組織集團的多元化與國際化:由第 10 頁得知法國 Thales 集團由原來的專業的電子公司(Thomson)發展起家並結合許多其他公司(如附件四),1970-1980 年 Thomson 公司切入了國防電子事業,1982 年後該公司進行多元化與國際化的發展,陸續合併了義大利 IRIFinmeccanica 集團與獲得荷蘭 Philips 集團的國防電子部門,1998 年該公司跨入航空及太空事業,2000 年後國防事業發展至南美、澳洲、南韓與新加坡,並併入英國 Racal 公司,此時 Thomson 公司三項重大事業,即為國防事業、航空事業與資訊的技術服務,2000 年 12 月 Thomson 事業群改名為 Thales 集團,2007 年更將安全驗證事業取代資訊的技術服務,而價值鏈是 Thales 集團追求的目標。由前一小段的敘述得知,無論是法國的 Thales 集團,美國的 ATK 公司或是新加坡特許公司等,皆是以多元化與國際化的營業方式,進行整體企業的生存發展,不必每種關鍵技術全部重新發展,以合作、結盟或合併方式進行產品發展,成熟且過期的技術可整廠輸出或技轉給其他國家,針對核心技術要不斷的精進,並將其發展應用到不同的領域與不同的產品,因此組織集團的多元化與國際化是本院及中心日後轉型為法人組織的參考方向。

其次如何運用國外參訪目的協助本院的研發工作,根據目前本院及本中心所發展任務 與 Thales 公司相關產品計有兩項:

- 一、海軍快砲近發引信研製:因本中心與電子所引信組合作開發的海軍快砲近發引信—CXA2引信,目前以電子段的各項功能作設計驗證,但是最重要的關鍵元件—引信用的『預儲式電池』無法獲得,即無任何廠商願意報價,即使 CXA2 引信研發完成,但是仍無法量產供軍種戰備使用,而 Thales 公司為原來的 Thomson 公司具有『預儲式電池』研發生產技術,因此在此次參訪行程與 JunghansT2M 公司執行副總 Mr. Max Perrin 討論此項合作案,相關討論內容如『肆、建議事項』說明,結合國外技術資源開發本院研發的能量,是本院參訪國外各國防科研單位的主要目的。
- 二、120mm 迫擊砲的精準化研發:根據軍備局要求本院發展「120公厘迫砲彈精準化」的 需求,本案可透過工業合作案與法方合作開發,運用 TDA 公司的 2R2M 的右旋膛線

彈道與減緩後作力震動等相關技術以發展本院的 120 公厘迫砲彈精準化需求,引入 TDA 公司的 120 公厘迫砲半自動化裝彈系統結合現有的戰甲車,配合陸軍現有的指管通資網,建立精準打擊、快速移動、聯合作戰的防衛網。

以本中心關鍵技術的發展,如引信、火箭的研發設計,以及小型飛彈系統的開發,其中關鍵的技術可透過與國外技術合作進行引入技轉,這技術合作案是最快能達成研發的方法,但需較高的投資與必需派出最適當的人選參與,如此才能獲得最大的成效。

肆、 建議事項

根據 98 年 06 月 25 日在法國奧爾良 Thales 集團總部的 JunghansT2M 公司辦公室,由 JunghansT2M 公司執行副總 Mr. Max Perrin 針對本院在海軍快砲引信的發展需求,擬定三項可能合作選擇的方案以供本院參考,Mr. Max Perrin 將方案寫上辦公室的白板上,並允許雙方照相存證(如附件二),其中文內容如下所示:

- 三項海軍快砲引信可能執行的技術合作方案如下:
- 一、Junghans 具有本產品的所有權、完整 TDP 與 MDP。

生產線選擇設於:(一)法國或(二)賣給合作夥伴(系製中心(SMC))。

由法國 Junghans 公司將技術轉移給系製中心(含引信電池的生產線),技轉的項次包括:

- (一) 產品更新。
- (二) 生產線的升級(含測試系統)
- (三) 協助生產相關事宜(
- 二、前題因系製中心要有屬於自己的產品且正在努力研發新的引信。

系製中心需要夥伴來完成此項研發 → Junghans 可能成為系製中心研發夥伴,即現在 Junghans 與系製中心一起發展此引信 → 兩者(Junghans/系製中心)共同開發一種 "新型共通(new common)"引信產品。其共同的合作方式如下:

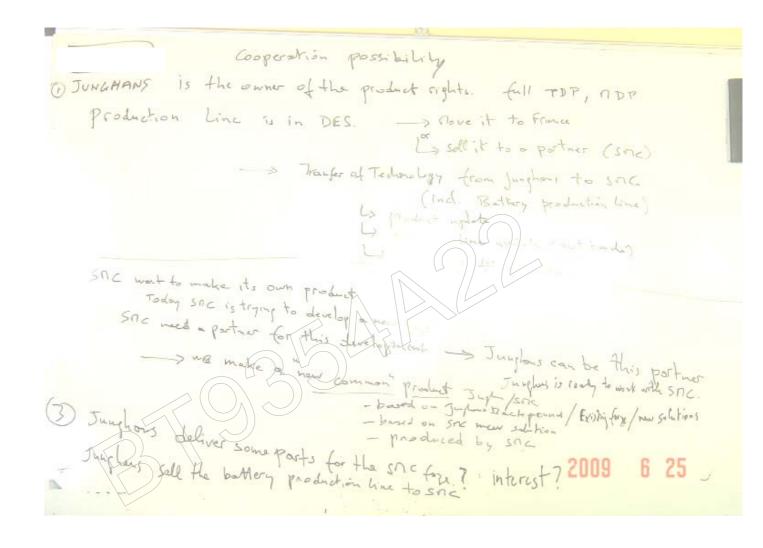
- (一) 此產品是基於 Jungians 的技術背景、現有引信能量與新的設計方案。
- (二) 此產品也可基於系製中心之新的設計方案。
- (三) 由系製中心進行生產。
- 三、以零件、組件買賣或生產線賣斷的方式。
 - (一) 由 Junghans 賣出一些引信相關的組件給系製中心。
 - (二) 由 Junghans 出售引信電池的生產線給系製中心。

分析此三項引信開發可能的合作方式,第一項合作方式即是新加坡 AOS 公司的模式,第二項較適合本院目前 CXA2 電子引信研發專案的進行,但預期費用較高且程序與介面較為複雜,第三項的預期費用必然較低且程序與介面較為簡單,但關鍵組件仍掌握於他人,隨著政經局勢的改變,又會面臨商源消失的問題。

附件一、法國參訪行程表

國防部軍備局中山科學研究院出國人員工作計畫表							
日期	星	行	程	公差	工 作 項 目備 考		
	期	出發	抵達	地點			
98.06.21	日	臺灣 桃園			搭機啓程。		
98.06.22	<u> </u>		法國 巴黎	法國 巴黎	抵達法國巴黎。 友信巴黎		
98.06.23	二			法國巴黎	赴TDA公司,聽取該公司產品及組織簡介,研討砲彈引信自毀模 組與電子定時引信之系統設計、測試技術。		
98.06.24				法國奧爾良	赴奧爾良 Tales 集團總部之 T2M 辦公室研討近發引信及多功能 電子引信之系統設計、測試技術 與參觀 T2M 公司生產廠房與研 發實驗室。		
98.06.25	四			法國 奧爾良	研討 120MM 迫砲精準打擊系統,最後進行參訪合作建議與結語,並到 TDA 公司展示陳列館, 整觀 120MM 迫砲系統及彈藥。 下午返回巴黎。		
98.06.26	五			法國 巴黎	進行參訪資料彙整與參訪心得 討論。		
98.06.27	六	法國 巴黎			搭機反程。 友宿機上		
98.06.28	日		臺灣 桃園		搭機反程。		

附件二、Junghans T2M 執行副總 Mr. Max Perrin 手擬合作稿件



⇔JUNGHANS microtec PDSD DM411A1 Point-Detonating Nose Fuze with Self-Destruction DM411A1 for 40 mm infantry granade, low velocity HE and dual purpose ammunition



PDSD DM411A1

The fuze DM411A1 is a mechanical point detonating fuze which is equipped with a pyrotechnic self-destruct mechanism.

In its safe position the firing train of the fuze is interrupted by the rotor with the detonator held in an out of line position.

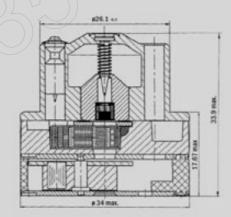
The safe position of the rotor is guaranteed by the implementation of two physically independent safety elements which directly keep the rotor in the safe position.

The two independent elements are:

- iaunch pulse system (using transitional acceleration/force)
- centrifugal safety device (using the rotation)

In order to realise the muzzle safety distance the arming of the rotor is delayed by an escapement mechanism. On impact the initiator which is mounted in the impact weight, is triggered. The output initiates the fuze detonator which initiates the grenade's main charge.

In case the impact function failed the delaydetonator which is activated during faunch initiates via the rotor the self-destruction of the fuze when the self-destruct time is reached.



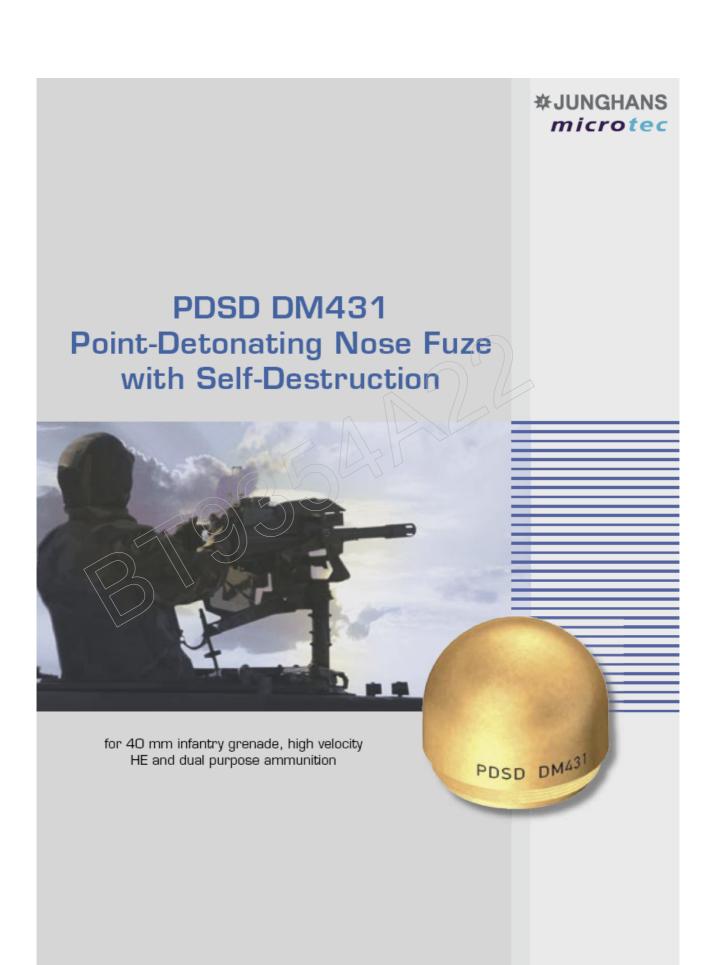
Technical Data DM411A1

Muzzle safety:	≥8 m
Required setback for arming:	≥ 2000 g
Required rotation for arming:	≥ 2300 rpm
Storage temperature range:	-54°C to +71°C
Operational temperature range:	-35°C to +50°C
Self destruct time:	7 – 15 s
Angular sensitivity:	60° NATO
Dimensions:	Ø 34 x 33,9 mm
Weight:	50,5 g
Shelf life:	10 years

Compliance with MIL-STD 1316C / STANAG 4187, MIL-STD 331B / STANAG 4157, STANAG 4187

A DIEHL and THALES company

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PDSD DM431

The PDSD DM431 is a mechanical impact fuze with a pyrotechnic self-destruction device.

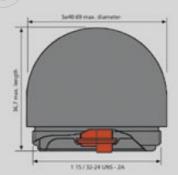
The safety of the rotor is guaranteed by two physically independent safety elements. These are an accelerationdependent safety element and a rotation-dependent safety element. The rotation safety element is additionally secured by another pre-acceleration-dependent safety element. To reach the specified muzzle safety, arming of the rotor is delayed by a mechanical escapement mechanism. Both independent safety elements give the fuze the required storage. transport, handling and muzzle safety.

When the projectile hits a target, the stab typedetonator in the rotor is ignited and initiates the booster, and this detonates the main charge. The delay-detonator which is activated upon firing, initiates the self-destruction via the rotor with the stab type-detonator if the fuze does not function in the impact mode after expiry of the self-destruct time (> 14 sec.).

The PDSD DM431 is useable on the high explosive

- fragmentation cartridge DM111 (similar M383 / M384). By using a corresponding booster (spitback booster) this fuze can also be used on the high explosive - dual purpose cartridge DM32 (similar M430A1). The fuze is triggered when fired at a 1 mm thick aluminium plate (AlCuMg 1 F40) from a distance of 100 m at 0° NATO. The fuze is also triggered in an angle range of 0° to 70° NATO on a 3 mm steel plate (St37) from a distance of 100 m.

The self-destruction time is \geq 14 sec. over the full temperature range, this corresponds to a combat distance of \geq 1800 m.



Technical Data DM93 / M776

Muzzle safety:	≥ 18 m
Required setback for arming:	≥ 22500 g
Required rotation for arming:	≥ 6000 rpm
Storage temperature range:	-54°C to +71°C
Operational temperature range:	-46°C to +63°C
Self destruct time:	> 14 s
Angular sensitivity:	70° NATO
Dimensions:	see drawing
Weight:	62 g
Shelf life:	10 years

Compliance with MIL-STD 331C / STANAG 4187 and MIL-STD 810C

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FRAPPE Artillery Multifunction Fuze







FRAPPE Artillery Multifunction Fuze

Product presentation

The FRAPPE fuze is a multi-option fuze designed for use on 105 to 203 calibre gun systems, to optimize the effectiveness of HE artillery rounds.

The FRAPPE fuze is particularly designed for use with any modern 155mm field artillery howitzer, fitted with 52 calibre gun and automatic loading system.

It is also designed to comply with IM requirements.

It provides proximity, point detonating, post-impact delay and time functions.

The various operational modes and related data can be selected by the user. The fuze is inductively set by fuze setters compliant with STANAG 4369 / AOP22.

The FRAPPE fuze provides enhanced fuzing performances to optimize strike terminal effect.

- It features a new state-of-the art radar microwave proximity sensor, for better detection performances and better countermeasure resistance. Several heights of burst can be selected by the user. - it is also specially designed to achieve effective post-impact delay function. Due to its reinforced body structure the fuze is able to survive and operate after ground and concrete wall penetration. The post-impact delay can be set by the user to various values with respect to the target and the required lethal effect.





DM84 Multi Option Fuze for HE-Projectiles









DM84 Multi Option Fuze for HE-Projectiles

The DM84 is an electronic artillery multi option fuze for use on 105 mm/ 155 mm high explosive artillery shells and has been developed for deployment with high explosive ammunition. In addition, the fuze is also qualified for the use in 120 mm rifled mortars which incorporates full electronic function already at charge 0

The DM84 is deriven from the proven and successful DM74 of which approximately 200.000 were produced for the German Armed Forces and other NATO countries. One of the improvements of the DM84 is a reserve battery which has its own safety and functioning mechanism. This mechanism which charges the battery is able to determine the different acceleration impulses detected between a 1.5 meter drop test and the acceleration

during projectile firing. A further feature is a second height of burst (HOB) that has been integrated into the DM84 so that it is possible to choose between a HOB of 4 m and

The fuze is flick-ramming safe and is intended for use with 39, 45 and 52 cal. weapons. It can also be used on extended range and base bleed ammunition.

Inductive programming is done by using a fuze setting device according to STANAG 4369 or AOP 22 respectively. The programmed fuze setting is stored for a minimum period of 20 minutes and is then automatically erased. An overriding programming is possible at any time. Fuze arming is initiated by transitional and rotational forces after firing. The rotor moves immediately in-line after the muzzle safety distance has elapsed (minimum150 m). Since the ignition circuit for functioning the fuze is only charged with energy shortly before "time on target". The fuze offers a high level of safety during its trajectory. (Three seconds before the set functioning time). As a result, the fuze is highly resistant against electronic counter-measures.

The main function is proximity. Other functions are the capability to inductively set time and impact function (SQ). As well as these features the fuze provides a mechanical impact function (delay: 15 ms) which works independently from the electronics or the electric power supply respectively. This added feature gives the fuze a PD back up.







MO 120 RT 120 mm Rifled Towed mortar





- >> Unmatched range and accuracy
- >> Highly mobile and transportable
- >> Compatible with a broad range of qualified munitions

120 mm Rifled Towed mortar

Fire support for rapid deployment

The M0 120 RT rifled towed mortar is designed to provide fire support for rapid action forces. It combines firepower with almost instant deployment in any theatre of operations:

- highly mobile and transportable
- quick in and out of action, rapid reaction time
- accurate and effective firing
- long range (13 km) and high rate of fire
- compatible with a broad range of munitions

The MO 120 RT is in service with the French Army and the armed forces of 24 other nations (including five NATO forces).

Mobility and effectiveness

In operational configuration, the MO 120 RT can be towed by almost any vehicle on all terrains, transported by aircraft or helicopter or parachuted down on a pallet. The MO 120 RT comprises the best-performing rifled mortar barrel in the world, a base plate and a carriage equipped with a fast accurate pointing system.

The barrel can fire all standard rifled munitions currently in service, as well as next-generation rounds and smart munitions in development.

The MO 120 RT can also fire 120 mm smooth ammunition without degrading the accuracy achieved when firing from a smooth mortar.

High mobility enables rapid relocation from initial firing position to avoid counter fire.

The MO 120 RT can be integrated with a digitised fire management system, further reducing the sensor-to-shooter loop.

Characteristics

Calibre : 120 mm
Maximum range : 8.1 km with standard projectile

13 km with rocket-assisted projectile

Rate of fire : up to 18 rds/min

Deployment time : < 3 min

Firing mechanism: gravity or lever

 Barrel length
 :
 2 m

 Total weight
 :
 622 kg

 - barrel
 :
 133 kg (including towing ring)

 - base plate
 :
 204 kg

 - carriage
 :
 285 kg

 Standard
 :
 STANAG 4110





Medication for anticipation of contractions







120 2R2M SYSTEM

120 mm Rifled Recoiled Mounted Mortar System





- >> Fire for effect at first round
- >> Extremely fast in and out of action
- >> Enhanced survivability and personnel protection
- >> Low political and logistic footprints

120 2R2M SYSTEM

120 mm Rifled Recoiled Mounted Mortar system

Latest-generation mortar system

The 120 2R2M rifled recoiled vehicle-mounted mortar system leads the way in the new world of advanced mortar systems. It meets all the requirements of the 21st-century airland battlespace:

- mobility consistant with the other assets of supported units
- responsiveness to evade counterbattery fire
- accuracy with capability to fire for effect at first round
- lethality through state-of-the-art ammunition with 13 km range
- extensive automation of firing sequence for reduced crewing
- reduced logistic footprint.

To achieve these high levels of performance, the 2R2M system incorporates:

- a fully automatic laying system and a semi-automatic loading system to reduce loader workload,
- a fire control system with inertial navigation system, integrated ballistic computation capability and fire unit management.

Based on the rifled mortar technology, the 2R2M uses the barrel and ammunition of TDA's 120 mm rifled towed mortar (120 RT) in service with the French Army and the armed forces of more than 25 other nations. The 2R2M is currently in mass production for the armed forces of many countries.

A new dimension in mortar systems

Extremely light and compact, the 2R2M can be mounted on all types of light armoured vehicles (wheeled or tracked) in the 10 to 15 tonne class. It can fire all types of conventional munitions currently in service, as well as next-generation rounds and smart munitions in development.

The inherent features of the system — mobility, fast into action, armour protection, etc. — ensure a high level of protection for operators. In addition, automated functions make it possible to operate the system with a crew of just four.

Characteristics

Range: 8.1 km (with standard rifled projectile), 13 km (with rocket-assisted projectile). Reaction time: fire for effect in less than 1 minute with instant pullback from firing position. Firing rate: up to 10 rounds per minute Crew: driver, vehicle commander, gunner, loader.

and 120 smooth ammunition.





TDA
Filiale Thales

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PLPN (PRAC-FR)

Practice Full Range projectile for 120 mm rifled mortars







- >> For 120 RT and 2R2M mortars
- >> Full range practice
- >> Ballistics identical to the HE Round
- In service with the French Army and the armed forces of 25 nations including 5 NATO members

PLPN (PRAC-FR)

Practice Full Range projectile for 120 mm rifled mortars

The PLPN (or PRAC-FR) projectile is used for impact marking and/or training and has the same ballistics as the HE projectile. The PLPN projectile can be fired from the 120 mm Rifled Towed (RT) Mortar and the Rifled Recoiled Mounted Mortar (2R2M). The propelling charge comprises one primary cartridge and eleven increments.

In standard configuration, a PDM 557 impact/delay fuze is fitted to the projectile. A payload of black powder is used for impact marking.

Characteristics

Length : 897 mm
Weight : 18.9 kg
Weight in flight: 15.7 kg
Payload : 0.45 kg of black powder

Artillery fuze: impact/delay (PDM 557 or equivalent)
Maximum range: 8,100 m
Probable in deflexion error (max. range): 6 m



Colta and illustrations not contractually binding







PR14 (HE) High Explosive projectile for 120 mm rifled mortar







- >> For 120 RT and 2R2M mortars
- >> Unmatched range and accuracy
- >> Very high effectiveness comparable to 155 mm artillery shell
- >> In service with the French Army and the armed forces of 25 nations including 5 NATO members

PR14 (HE)

High Explosive projectile for 120 mm rifled mortars

Long-range capability

The PR14 (or HE) projectile is ideal for long-range engagements (up to 8,100 m).

The PR14 projectile can be fired from the 120 mm Rifled Towed (RT) Mortar and the Rifled Recoiled Mounted Mortar (2R2M).

The propelling charge comprises one primary cartridge and eleven increments.

In standard configuration, a PDM 557 impact/delay fuze is fitted to the projectile. A multi-options fuses for artillery can be used to further improve effectiveness.

Terminal effect

With its unique pre-rifled technology, the PR14 projectile offers unmatched accuracy, reducing the number of rounds needed and the risk of collateral damage.

The specific design of the body combined with the high weight of explosive generates a very high number of lethal fragments, ensuring effectiveness comparable to a standard 155 mm artillery round.

Characteristics

Length
Weight: 18.9 kg
Weight in flight: 15.7 kg
Payload: 4.2 kg of TNT

Artillery fuze: impact/delay (PDM 557 or equivalent) MOFA multi-functions fuses for artillery, FRAPPE, DM 84 or equivalent

Maximum range: 8,100 m Probable error in deflexion (max. range): 6 m Lethal area: 1900 m²



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PRECLAIR (ILLUM) Illuminating projectile for 120 mm rifled mortar









- >> For 120 RT and 2R2M mortars
- >> Unmatched range
- >> Illuminating intensity: 1,500,000 cd for 65 s
- In service with the French Army and the armed forces of 25 nations including 5 NATO members

PRECLAIR (ILLUM)

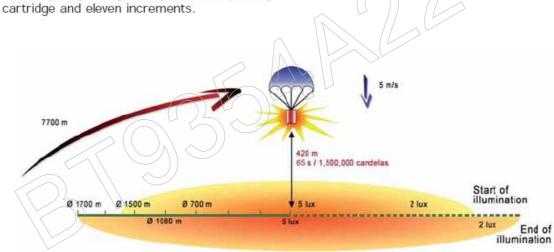
Illuminating projectile for 120 mm rifled mortars

The PRECLAIR (or ILLUM) is a pre-rifled projectile which payload is a parachute-suspended flare. It can be fired from the 120 mm Rifled Towed (RT) Mortar and the Rifled Recoiled Mounted Mortar (2R2M).

The propelling charge comprises one primary

The magnesium based flare gives unmatched performances as shown in the schematic below.

The PRECLAIR (ILLUM) projectile can be also delivered fitted with an IR (Infra-Red) flare.



Characteristics

 Length
 :
 890 mm

 Weight
 :
 18.5 kg

 Weight in flight
 :
 15.3 kg

 Payload
 :
 1.9 kg of illum. composition

(magnesium)

Artillery fuze: FR55B mechanical time fuze or

equivalent

Maximum range (ejection): 7,700 m Illuminating duration: 65 s Illuminating density: 1.5 Mcd



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PRFUM (SMK) Smoke projectile for 120 mm rifled mortars







- >> For 120 RT and 2R2M mortars
- >> Unmatched range and accuracy
- >> Ballistics identical to the HE Round
- >> In service with the French Army and the armed forces of 5 nations including 5 OTAN members

PRFUM (SMK)

Smoke projectile for 120 mm rifled mortars

The PRFUM (or SMK) projectile is used for marking and/or obscuring.

It can be fired from the 120 mm Rifled Towed (RT) Mortar and the Rifled Recoiled Mounted Mortar (2R2M).

The propelling charge comprises one primary cartridge and eleven increments.

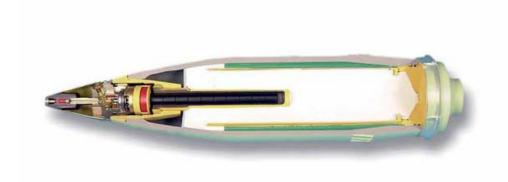
In standard configuration, a PDM 557 impact/delay fuze is fitted to the projectile.

The Smoke projectile uses the same firing tables as the PR14 (HE) projectile.

Characteristics

Length : 897 mm
Weight : 18,9 kg
Weight in flight: 15.7 kg
Payload : 2.8 kg of white phosphorous

Artillery fuze: impact/delay (PDM 557 or equivalent)
Maximum range: 8,100 m
Obscuring area: 100 m²
Smoke emission: up to 80 s



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PRPA (HE RAP)

High Explosive Rocket Assisted Projectile for 120 mm rifled mortars







- >> For 120 RT and 2R2M mortars
- >> Unmatched extended range
- >> As effective as 120 mm smooth mortar rounds
- In service with the French Army and the armed forces of 25 nations including 5 NATO members

PRPA (HE RAP)

High Explosive Rocket Assisted Projectile for 120 mm rifled mortars

The PRPA (or HE RAP) projectile is ideal for very long-range engagements (up to 13,000 m). It can be fired from the 120 mm Rifled Towed (RT) Mortar and the Rifled Recoiled Mounted Mortar (2R2M).

The propelling charge comprises one primary cartridge and eleven increments.

In standard configuration, a PDM 557 impact/delay fuze is fitted to the projectile. A multi-options fuse for artillery can be used to further improve effectiveness.

The use of RDX-TNT (50:50) high explosive ensures effectiveness on a par with standard 120 mm smooth mortar projectiles.

Characteristics

Length of round : 918-mm
Weight of round : 18.8 kg
Weight in flight : 15.6 kg
Payload : 2.7 kg of RDX/TNT

Artillery fuze: impact/delay (PDM 557 or equivalent) MOFA multi-functions fuse for artillery,

(FRAPPE, DM 84 or equivalent).

Maximum range: 13,000 m Probable error in deflexion (max. range): 23 m



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附件四、History of Thales

From the origins of the company in 1893 to 2009

Thales's rich history goes back well over a century. Built slowly and with careful planning, the Group boasts remarkable cohesion and strength, and has often proven its ability to adapt its structures to prevailing conditions. Here are some of the highlights from the story so far...

1968:

The professional electronics businesses of Thomson-Brandt (previously CFTH) merge with Compagnie Générale de Télégraphie Sans Fil (CSF) to form Thomson-CSF. Compagnie Française Thomson-Houston (CFTH) was formed in 1893 to operate the patents of the US Thomson-Houston Electric Corp. in the emerging market for power generation and transmission. CSF was founded in 1918 and became a pioneer in broadcasting. With its subsidiary Société Française Radioélectrique (SFR), acquired in 1957, CSF was a key player in the 1930s development of broadcasting, short wave, electro-acoustics and early radar and television systems.

1970 - 1980:

The company receives its first major export contracts in the Middle East, after the 1973 and 1979 oil crises. It diversifies into telephone switchgear, silicon semiconductors and medical imaging (CGR)

Strategic refocusing on professional and defence electronics

1982:

In February, the parent company Thomson SA is nationalised. Its financial situation is very weak, its portfolio of businesses highly diversified, and its market share in many areas too small to be profitable. Despite the inflow of revenues from the first major contracts with the Gulf States, debt remains high.

1983 - 1987:

The financial situation is turned round by refocusing on professional and defence electronics. The company divests heavily in civil telecommunications (1983 agreement with CGE) and medical imaging (sold to General Electric in 1987). The semiconductor businesses are merged with those of the Italian group IRIFinmeccanica in 1987 to form SGS-Thomson. Financial performance also benefits from the finance activities developed in-house from 1984 to manage cash flows from major export contracts. This finance business is progressively taken over by Crédit Lyonnais from 1990 to 1993, in exchange for a stake in the bank. Growth through mergers and acquisitions

1987 - 1996:

As early as 1987, Thomson-CSF anticipates the inevitable cutbacks in defence spending and, as its major ongoing export contracts draw to a close, starts to radically restructure its businesses in order to maintain margins. A proactive policy of external growth is adopted, mainly in Europe, with the acquisition of the defence electronics businesses of the Philips group in 1989. The other major operation is the acquisition of a controlling interest in Sextant Avionique (formed through the merger of the avionics businesses of Thomson-CSF and Aerospatiale). Numerous other acquisitions, large and small, significantly expand the Group's industrial base outside France, mainly in Europe. The non-French subsidiaries' share of consolidated revenues rises from 5% to 25%.

1996 and 1997:

Holdings in Crédit Lyonnais and SGSThomson (now ST Microelectronics) are divested. The capital gains are used to finance further international growth.

Privatisation

1998:

In April, Aerospatiale, Alcatel, Dassault Industries, Thomson-CSF and Thomson SA reach a cooperation agreement endorsed by the French government whereby (i) the professional and defence electronics businesses of Alcatel and Dassault Electronique are merged with Thomson-CSF, and (ii) the satellite businesses of Alcatel, Aerospatiale and Thomson-CSF are merged to form Alcatel Space, owned jointly by Alcatel and Thomson-CSF. This agreement enables Thomson-CSF to strengthen its scope of business, consolidate its market positions in defence and industrial electronics, and expand its industrial presence in Europe, particularly in Germany, Italy and Norway. Following these operations, finalised in June 1998, the majority of the capital of Thomson-CSF is under private ownership. The French State's interest is reduced from 58% to 40%, and Alcatel and Dassault Industries are shareholders.

From Thomson-CSF to Thales

1998 - 2000:

After privatisation, the Group's "multi-domestic" strategy in defence markets is pursued throughout the 1990s in Europe, and then extended to South Africa, Australia, South Korea and Singapore. After the friendly takeover in June 2000 of the British company Racal Electronics, the United Kingdom becomes the Group's second-largest "domestic" industrial base. Its defence, information technology and services businesses are expanded.

These acquisitions as well as internal growth radically alter the Group's portfolio of businesses. A strategic review stresses the increasing importance of civil applications, particularly mobile

telecommunications. In line with this strategic focus, a new organisation with three business areas - defence, aerospace and information technology and services (IT&S) - is introduced in July

2000. The new structure is designed above all to leverage the Group's "dual technology" expertise, focus its strategic development in civil markets on businesses with real synergies with the Group's proven defence and aerospace competencies, and enable the Group to gain leadership positions in those markets. Not all its civil businesses meet these criteria, and the Group embarks on a programme of divestment of non-strategic assets.

In December 2000, Thomson-CSF, recently renamed Thales, forms the first transatlantic joint venture in the defence sector, and the world leader in air defence, with the American company Raytheon.

From business areas to divisions: Security, a Thales core business

2001 - 2004:

Responding to the geopolitical and economic upheavals following 11 September 2001, Thales strengthens its focus on the most technology-intensive segments of the defence market, particularly networkcentric warfare and force interoperability. At the same time, it expands its role as prime contractor and service provider to meet the needs of client countries faced with the growing complexity of programmes and the increasing sophistication of defence equipment and systems.

Thales pursues its "multi-domestic" development policy, acquires full control of several defence and aerospace subsidiaries originally held through joint ventures. Thales UK, now Britain's second-largest defence contractor, is selected for a number of major Ministry of Defence programmes, including the CVF future aircraft carriers.

The Group continues to divest non-strategic civil businesses and to consolidate and structure its capabilities in the expanding civil security market, particularly through its Thales SHIELD initiative.

In 2004, with refocusing of the civil businesses almost complete, Thales announces a new organisation based on six divisions, each defined according to its respective markets, to facilitate implementation of common technologies.

The New Thales

2007 saw the opening of a new chapter in Thales's history, with the transfer of transport, security and space activities from longstanding partner Alcatel-Lucent. The New Thales is bigger and stronger than before with increased revenues, more employees and the arrival of new and complementary skills, making Thales a major world player with exceptional technological capabilities and leader in mission-critical information systems serving three markets: Defence, Aerospace, and Security.

In 2007, Thales also signed an agreement with French naval player DCNS, enabling Thales to gain a 25% stake in the company and become its industry stakeholder-partner. This alliance strengthens and secures Thales's naval credentials both on key European programme and on a number of major export contracts.

In 2009, Dassault Aviation acquired Alcatel-Lucent's stake in Thales and is now the Group's main private shareholder and industry partner. With a newly stable shareholder base, Thales is opening a new page in its history.

With a strategy firmly rooted on its presence along the "value chain" from equipment and systems to systems integration, prime contracting and services), a balanced portfolio between dual defence and civil technologies and businesses, and its multidomestic presence as a local player on local markets, Thales is looking forward to a bright future!