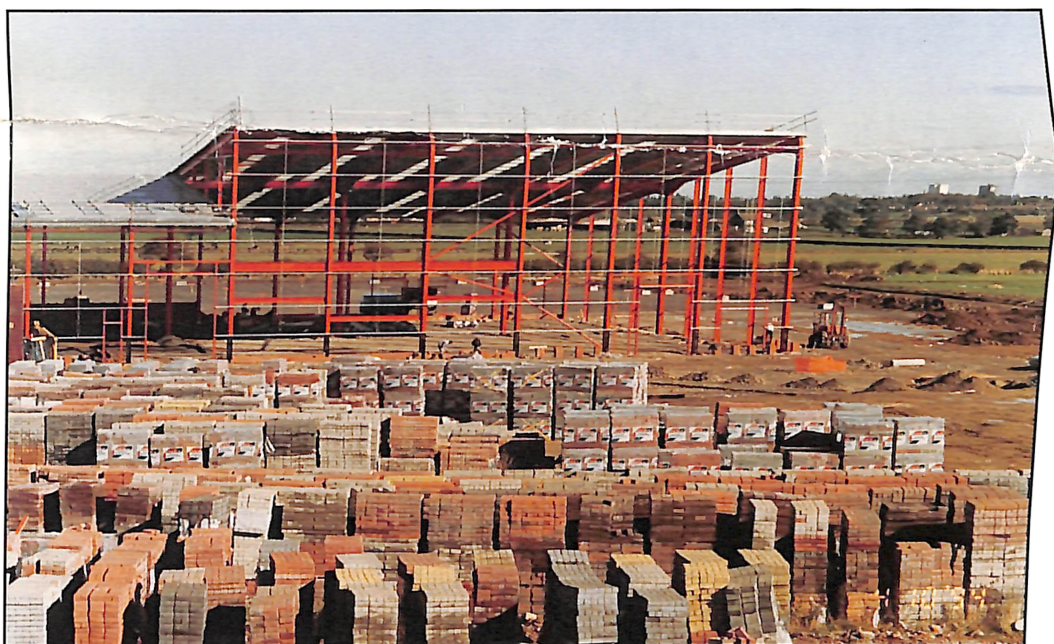


Marshall's Mail

£20m capital investment programme



Work underway at Eaglescliffe.

With a gradual upturn in the markets served by group companies, Marshalls is looking to take advantage of increased demand with a £20 million capital investment programme in this financial year.

Three Marshalls' sites benefiting from such investment are Llay in Wrexham, Accrington in the North West and Eaglescliffe in the North East.

At Marshalls Mono's Llay works a new block paving plant has just been installed to complement its existing flag and kerb making capabilities.

A new block paving plant is also in the process of being constructed at Marshalls Mono's Eaglescliffe site which also specialises in pressed paving. Installation will be completed by April of next year.

Meanwhile, at Marshalls Clay Products' Accrington site, production capacity will be boosted by 50 per cent when an additional clay paver plant goes on-line in August 1995.

The Accrington site is also increasing its presence in the specials market with the installation of a new extruder and pressing plant.

ISSUE NO. 3

DECEMBER 1994

Chairman's Report

It pleases me greatly to be able to report another good performance by the company over the six months to 30 September 1994.

During the period we achieved a pre-tax profit of £15.86m (1993 £11.32m) - a 40 per cent increase - on turnover of £124.8m (1993 £102.2m).

As a result, the Board has approved an increased interim dividend of 1.5p per ordinary share (1993 1.25p).



This performance is a reflection of our ability to grow our market share whilst maintaining margins.

Although higher selling prices, particularly in clay bricks, proved helpful, several of our most important product lines were subject to severe price competition.

Improvements have come from all our divisions. UK Concrete & Stone increased sales by 20 per cent and profits by 30 per cent, despite price levels held back by competition and margins under threat from increasing raw materials costs.

Our substantial capital expenditure programme will continue for the medium term while market conditions remain encouraging.

In America, Florida-based Paver Systems grew both sales and profits and the Tennessee and Georgia operations - though still loss-making - increased sales and are expected to steadily improve performance.

At Clay Products, sales volumes have been consistently ahead of production bringing brick stocks to acceptable levels.

The Stairfoot works made an excellent contribution and production capacity is to be increased to maximum as speedily as possible.

In Engineering, our rock drilling companies showed much improved margins and Marshalls Hard Metals returned to profit. The outlook for the engineering operations is encouraging.

Looking forward, building and construction activity remains higher than 12 months ago. We expect this, subject to unforeseeable circumstances, to continue throughout the winter. And for 1995 we believe activity levels will continue to grow, though at a more modest rate.

I leave till last my thanks to each and every one of you for your contribution in achieving these excellent results. Your efforts are greatly appreciated.

And, I ask you to join the Board and myself in thanking Keith Marshall for his 43 years' service to the company.

His retirement next year will mark the end of an era in which Marshalls has developed from a private, family business to a respected, market-leading public company.

Keith Marshall has played a significant and highly valued role in our evolution. We wish him well.

Andrew Marshall

SEE BACK PAGE

If you are looking at this photo and think that it is simply corporate entertainment gone mad, think again...



Marshall's



In this issue...
Focus on Falkirk

New Chief Executive for Marshall's

Chief executive Keith Marshall will retire from the company at the end of February next year.

He will be succeeded as chief executive, on 1 March 1995, by Philip Marshall, 34, currently production director of Marshall's core



Philip Marshall.

business activity, concrete and stone products.

Joining the company in 1982, after graduating with a business studies degree, Philip Marshall has had significant responsibilities in production, product development,



Keith Marshall.

marketing and general management.

"We owe Keith Marshall a debt of thanks and now look forward to the company's continued growth under Philip Marshall's leadership," says chairman Andrew Marshall.

Double act serves up award-winning tucker

Canteen staff from Marshall's Mono in Sandy, Barbara Prentice and Debbie Cropper, have cooked up something more than breakfasts and lunches recently.

For they beat off the challenge of 148 canteens in the South - owned and run by catering company, Compass - to take the food firm's top award for menu and sales improvements.

Barbara, who took on the role of 'head chef' and manager only a year ago, has improved the look of the canteen and its offer considerably.

"When I first arrived the canteen was in need of a lick of paint and a good tidy-up so Debbie and I set to work straight away," said Barbara.

"We decorated, bought some tablecloths and pictures, and made the menus more interesting."



Jilly Goolden (left) with Barbara Prentice.

The hundred or so staff who eat at the canteen everyday can now tickle their taste buds with a whole host of new dishes ranging from bubble and squeak to a selection of different flavoured sausages.

There's also a new ice cream and Coke vending machine which proved popular during the long, hot summer.

For their efforts, Barbara and Debbie were presented with a cheque for £1,200 and a commemorative certificate by Jilly Goolden, wine expert on BBC2's Food and Drink programme.

The champion chefs now plan to celebrate their win with all the Sandy staff at the canteen's annual Christmas lunch.

"As a thank you to all of those who eat in the canteen everyday we're going to run a free Christmas raffle and buy a load of prizes with some of the money we won," said Barbara.

The power of the press

The power of the super, soaraway Sun was amply illustrated recently when its 'Let's Grow' gardening column made mention of Marshall's Hints and Ideas magazine - written by Maurice Brown of the marketing department.

The publication, which offers advice on matters such as building a barbecue, patio, raised pool or garden seat, was so in demand from readers that Marshall's Hotline did not stop ringing for days!

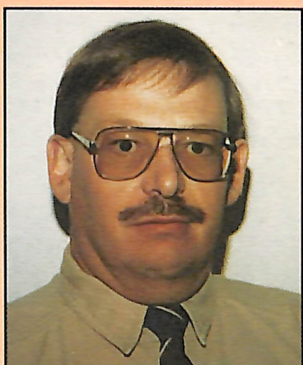
In total over 2,000 copies of the magazine were requested - one of the highest response rates the company has ever seen in relation to a single item of press coverage.

Retirements

This month sees the retirement of several notable Marshall's employees.

- Dick Wood, was manager at Marshall's Mono in Mansfield.
- Walter Dennis, research and development accounts administrator with Marshall's, Halifax.
- Derek Ellis spent 22 years at Halifax Tool Co. and Marshall's Plc.
- Gerry Haigh, a part marker in the joiners department at Marshall's Mono, Halifax.

Marshall's Mail wishes them all the best in their retirement.



Garry Evans.

New Senior Executives

Congratulations to the seven Marshall's employees who have been made senior executives in recognition of their contributions to the company's success.

Four work in the concrete and stone products division: John P. Duffy, sales manager flooring; David A. Morrell, product manager drainage; Andrew Teasdale, Hovingham's production manager and Alan Woods, works manager at Ramsbottom.

The three other new senior executives are clay products' manager for paving, Steve Hook, Jeff Warren, works manager at Stairfoot, plus Stephen Grimwood, part of the management accounts team at Hall Ings.

Graduation

Congratulations to Ian Wilson, 24, who has graduated with a BA in Business Studies from Napier University in Edinburgh.

Ian, transport co-ordinator at Marshall's Mono, Falkirk, now has his eye on obtaining diplomas from the Institute of Marketing plus the Institute of Purchasing and Supply.

Product Manager for Halco

Garry Evans has joined Halifax Tool Company as product manager for specialised products.

He will have responsibility for promoting sales of continuous drilling and casing systems, reverse circulation chip sampling equipment and the full range of Halco down-the-hole and multiple drilling products, both in the UK and overseas.

Garry, 41, lives in Halifax and enjoys Rugby Union and computer programming.

Breaking new ground



The election of South Africa's new president Nelson Mandela and the end of the country's oppressive apartheid system has created new business opportunities for firms around the world.

On the back of the new government's comprehensive investment programme the country's aspirations are high. A redundant, repressed population will be put back to work and firms globally have the opportunity to give them the tools.

One company which has been exploring these opportunities, particularly since South Africa has one of the biggest mining industries in the world, is Marshall's Hard Metals of Sheffield.

Encouraged by some speculative enquiries, director Norman Hughes jumped on a plane and flew 6,000 miles to Johannesburg, and on his subsequent return signed up to visit again as part of an 18-strong trade delegation organised by Sheffield's Chamber of Commerce - a decision that was

to lead to Norman becoming a media star.

For when BBC TV got wind of the Chamber of Commerce trip they were keen to speak to one of the delegates and the Chamber suggested Marshall's Hard Metals.

Says Norman: "A film crew from the parliamentary affairs programme North of Westminster descended on the works and spent a day collecting footage for the show."

The result was a five minute piece featuring Marshall's Hard Metals and an interview with Norman about the opportunities for UK firms in South Africa.

Zimbabwean connection



On-site training in Zimbabwe.

Aside from Marshall's Hard Metals, another Marshall's company developing business links on the African continent is Halifax Tool Company.

It has just signed up Zimbabwe's Amazon Mining & Engineering Supplies (Pvt. Ltd.) as agents for the full range of Halco DTH products.

In addition to support of the Water Development Programme, currently being undertaken by the Ministry of Water & Ministry

of Rural Development in Zimbabwe, Halco and its Zimbabwean partner are jointly conducting on-site training across the country.

The training is designed to enable users of Halco products to obtain maximum benefit from a large order of drilling equipment which has been placed with the Halifax based company.

There are also plans to conduct a similar programme in nearby Zambia.

Doubling up

Marshall's Mono's Falkirk site has doubled in size in just 12 months.

Last year the company bought the Grahamston Iron Company foundry - which adjoined the Falkirk works - from the receiver and increased overall site size to 24 acres at a stroke.

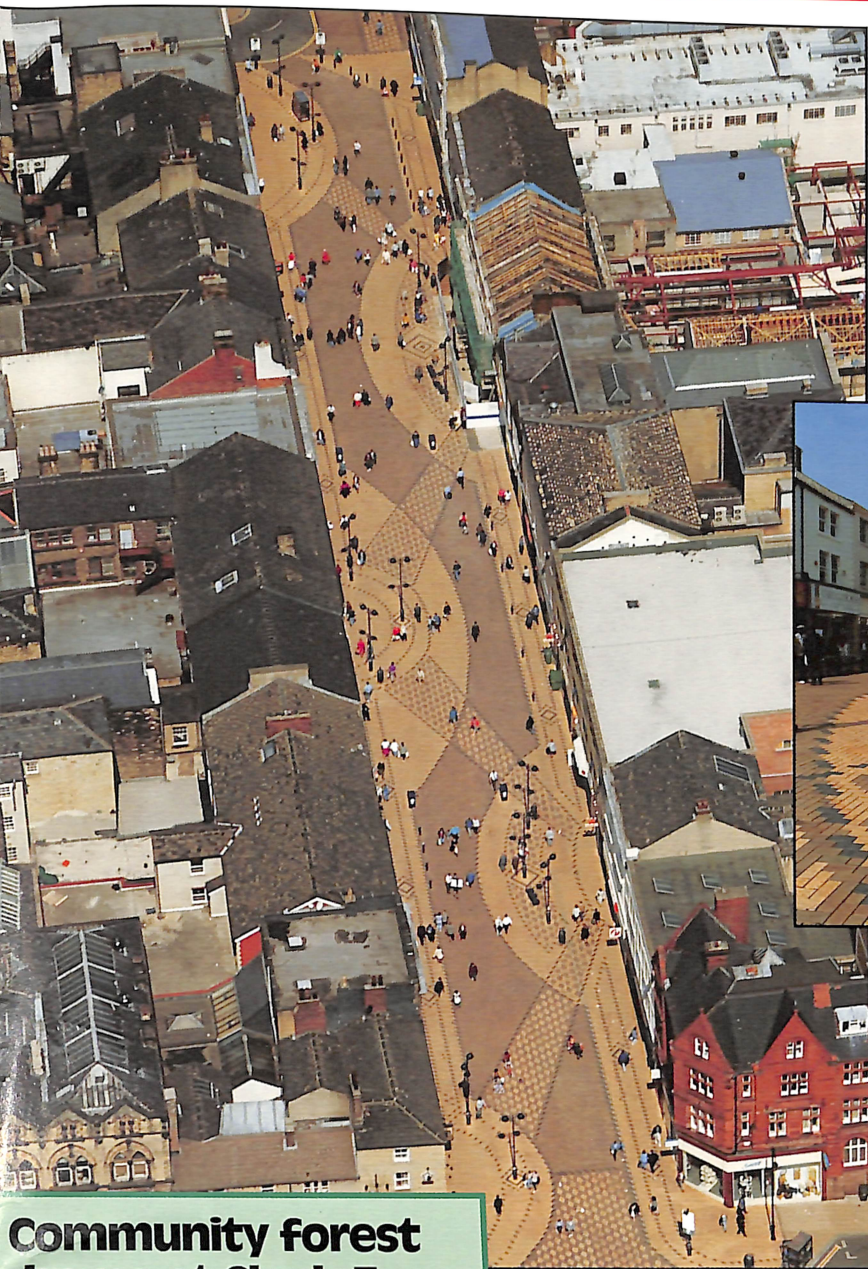
Five acres of the new land have already been developed and new plant installed so that the works can now produce both Tegula and Tescina paving. The works is also hoping to start manufacturing shot-blasted slabs as well.

Plans are in the process of being finalised for the remaining seven acres of newly-acquired land.

Falkirk's new Tegula and Tescina paving plant.



Paving patterns in Huddersfield



Huddersfield's New Street, the town's main shopping area, has received a boost thanks to the introduction of an imaginative pedestrianisation scheme featuring Marshalls' clay pavers.

The elaborate design includes 3,500 square metres of Marshalls' products in three different colours - Allendale Gold, Badgemoor Ochre Multi and Ketley Blue.



New Street at street level.

The £400,000 scheme, the second phase of the Kirklees highway department's plan to make the town centre more shopper-friendly, also incorporates improved seating and lighting.

Pictured are views of the scheme from on high and also at street level.

Huddersfield's New Street from above.

Community forest scheme at Clock Face

Marshalls, working with Yorkshire Water and Kirklees Council, is turning its Clock Face quarry near Greetland into an attractive walking area for the public.

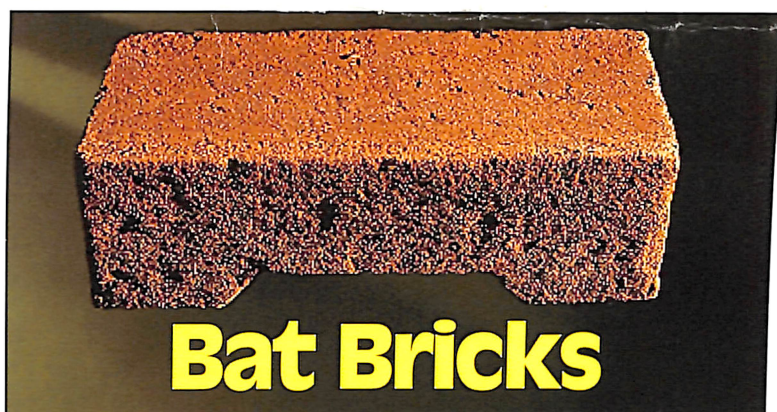
The first phase has involved planting over 10,000 trees in a circular belt covering 12 acres. This belt of oak, beech, birch, alder and Scots pine also incorporates a number of paths which Marshalls is presently repaving.

Path restoration at Clock Face quarry.



The company is also introducing route signposting and a number of dog holes which save owners having to lift their pets over walls and gates.

Future plans include the introduction of seating so that visitors can take time to marvel at the excellent views, plus wildlife boards explaining the area's natural inhabitants and geology.



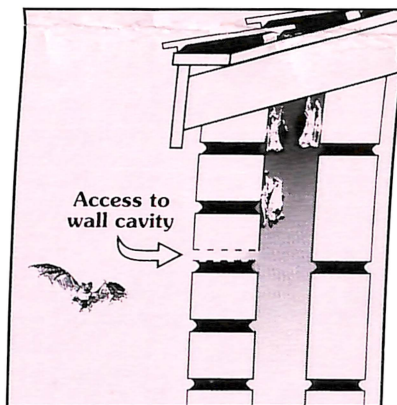
Bat Bricks

The new Bat Brick.

Rumour has it that the guardian of Gotham City, Batman, is extremely interested in the latest offering from Marshalls Clay Products.

They're called Bat Bricks and are designed to encourage real-life bats to roost in wall cavities and roof spaces.

A Bat Brick is a traditional brick with a longitudinal section removed, leaving a gap through which bats can fly. The new bricks should be placed as close as possible to the gable apex to attract passing Bat-traffic (see above).



Contrary to popular opinion, bats do not make nests or damage buildings and roof timbers. Most colonies will use a house for only a few weeks in the summer and disperse by autumn, and while in residence the bats like nothing better than a diet of woodworm, beetles and other insects.

Training awards

Ten Marshalls' employees have successfully completed their National Examining Board for Supervisory Management (NEBSM) Introductory Award.

To recognise their achievements a special presentation was held at the company's Ramsbottom site where they received certificates from Alan Seddon, director at Marshalls, Ramsbottom.

Pictured above with their awards are Ramsbottom's Tony Allan, Stuart Brown, David Chatterley, Brian Hunt, Colin Hunter and Garry Maddock, Tony Faulkner (Sandy) and Kevin Hoole (Howley Park).

Also pictured above is Ramsbottom's Sean Butler who recently received his Higher National Certificate (HNC) in Transport Management. Unable to attend the presentation were Hoveringham's John Bentley and



Award winners.

Halifax's John France who also gained the NEBSM Introductory Award.

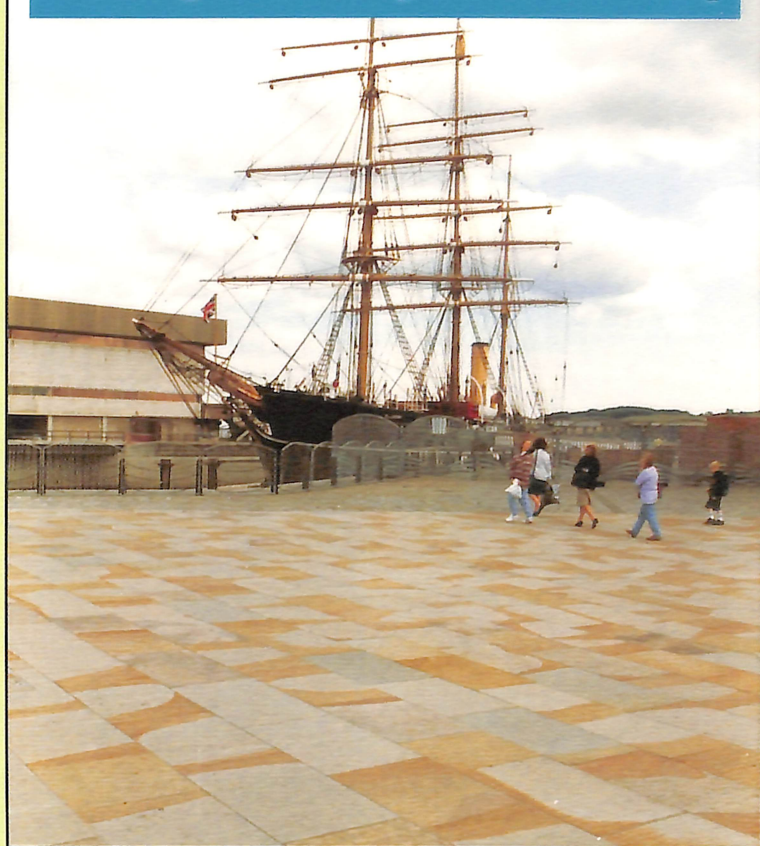
Says Neil Etherington, Marshalls' employee development manager: "The ten NEBSM graduates are the first within the company to complete the award through open-learning. This study route means investing a considerable amount of their own time in order to complete the programme and they have reaped the reward."

"Hopefully others will now follow in their footsteps and sign up for the course."

The successful NEBSM group are all planning to continue with the Certificate programme, the next stage offered by the training organisation.

Anyone wanting to find out more about the NEBSM Introductory Award can contact Neil Etherington on (0422) 366666.

Paving the way to Discovery



Discovery Point, Dundee.

Marshalls' Greenmoor Rustic paving is taking a pounding from over 160,000 tourists who every year visit Dundee's £6M Discovery Point, the home of HMS Discovery and its visitor centre.

Discovery Point is situated on the River Tay and over 800 sq. m. of the paving product was specified to provide an attractive and long lasting surface.

Built in 1902, Captain Scott's Discovery was the first ship to be designed and built specifically for scientific research and Antarctic exploration.

She was built in Dundee because the city had all the skills required to construct, fit out and power a massively strong vessel which could withstand the rigours of Antarctic ice and conditions.

DC Murdoch

Marshalls Mono's Falkirk works supervisor, Bill Murdoch, recently attended an international Scout Jamboree in Dronthon, Holland.

Bill was invited to Europe's first ever Scout Jamboree - attended by 12,000 scouts, pack leaders and administrators - because he is district commissioner for the West Lothian area Scouts movement.

As part of the jamboree, representatives from each of the 18 countries were required to organise a half-day celebration of their individual country's heritage to which all administrators and pack leaders were invited.

Bill's event involved plenty of Scottish dancing and guests were fed haggis, washed down with either whisky or Irn-Bru.

According to Bill his hospitality was greatly appreciated, which is more than can be said of the Swedish delegation's efforts.

Says Bill: "Sweden's traditional dish is raw herrings which are consumed in a rather peculiar manner. First you snort some salt and then you tilt your head back and swallow the fish in one."

"Not wishing to insult our hosts we all dutifully followed their lead. Unfortunately, such diplomacy led to several people spending the next day laid low after sampling this Swedish delicacy."

Meet Marshalls' Flintstones

If you thought that the only place you could find the Flintstones was in Bedrock, then think again.

For two teams of Ramsbottom employees recently adopted the stone-age surname for a Krypton Factor charity challenge held at nearby Holcombe Park.

Flintstones 1 contained staff from the quarry while Flintstones 2 drew its members from the offices. Both teams successfully negotiated the infamous death slide and a host of other perilous obstacles to raise a very respectable £600 which will go towards the general running of the Booth Hall Children's Hospital in Manchester.

Pictured right: Back row (left to right) Steve Watt, (Krypton Factor charity challenge organiser), Andrea Bridge, Mick O'Keefe, James Bagshaw and Brian Morgan. Front row (left to right) Darren Tomlins, Kenny Whitworth, Peter Mitchell and Carl Duckworth.



Ruby anniversary for Jim



Jim Carroll.

In 1954 Bill Haley rocked around the clock for the very first time, Roger Bannister broke the four minute mile, the fax machine was invented and meat rationing ended.

It was also the year Jim Carroll joined Mono Concrete, now Marshalls Mono.

Just one day after stepping off the bus to make his way in England, Jim began work loading paving slabs, pipes and soakaways onto lorries.

Three months later he moved into production helping to manufacture beams, slabs and cladding before transferring to Sandy in 1972.

The work then was a far cry from the job Jim does today as a supervisor at Sandy.

"The biggest change over the past 40 years has to be the automation of the works," said Jim.

"We used to do a lot of shovelling in the early days. Luckily we don't do much of that now!"

But time hasn't changed the way Jim gets to work each day. For forty years he's either walked or cycled there and back - an incredible 10,000 trips.

"I've covered a fair few miles in my time," said Jim.

Congratulations to Jim on his 40 years' service and daily exercise regime.

Rambling along



Raffle prizes on the hardwood seat donated by Allan.

Allan Winson of Sawley works recently raised the princely sum of £464 for Derby's MacMillan Continuing Care Unit when he organised the annual Long Eaton Rambling Club's charity barbecue.

The event, attended by a number of his Sawley colleagues, started with a three mile ramble and was rounded off with a barbecue and raffle. With

over 160 people to cater for it was no picnic for Allan who claims he was sick of the sight of sausages by the end of the day.

As well as the cash raised for the MacMillan Continuing Care Unit, the club also donated an 8ft hardwood seat which is pictured above along with a number of the raffle prizes.

Mr President

Douglas Woodburn, general manager of Marshalls Clay Products in Accrington, has been appointed president of the Institute of Clay Technology.

He has been an active member of the Institute for 24 years and was previously chairman and before that deputy chairman.

Established in 1926, it has over 1,000 members and 13 branches throughout the UK. The organisation has thrived under his chairmanship and he has been responsible for establishing initiatives such as The Institute of Clay Technology's education trust which provides sponsorship for students on clay technology related courses.

Most recently Douglas organised the Institute's annual three-day conference which took place at Peebles, Scotland, and was attended by 300 delegates.



Douglas Woodburn.

Julie got your help

In the last issue of Marshalls Mail, Julie Robb, office manager at Accrington's Marshalls Clay Products, appealed for help from other Marshalls' employees in her fund-raising efforts for a planned children's hospital at Mayak in the Ukraine.

We're pleased to say that employees from Accrington and other sites such as Robin Hood, answered her call.

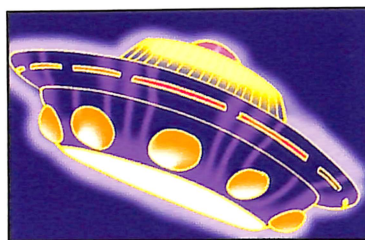
This team effort resulted in Julie and other Marshalls' employees raising £2,000 through a collection in

Accrington town centre plus a raffle at the local Conservative club.

The town centre collection was a real spectacle with a Caribbean band and mini-circus, and the enthusiasm of some employees knew no bounds.

Says Julie: "Accrington's Warwick Gaskill and Adrian Codd were so keen to collect money from the public that they flagged down a bus and would not let it continue on its journey until they had obtained donations from its passengers."

UFO'S land in Falkirk



If you've ever wanted to see a UFO then get up to Falkirk.

For space experts claim the area has the highest number of sightings anywhere in the UK.

Indeed, the town is so notorious for its visitors from outerspace that UFO enthusiasts from around the globe recently held a conference there.

With locals keen to jump on the UFO bandwagon there have been a handful of unconfirmed reports of Marshalls' employees scouring the countryside around Falkirk, torches and binoculars in hand.

All aboard for the Continuous Improvement Programme

The front page canoeing picture is not corporate entertainment gone mad, rather it's part of Marshalls' Continuous Improvement Programme. The initiative is designed to:

- reduce inefficiency and waste
- improve the product and services the company can offer
- encourage communication and team building among employees

This final objective is where the canoes come in. Led by Olympic rowing coach, David Train, two



Gordon (left) with Jane Frankie (right), general knowledge quiz and was unlucky not to make the final.

Says Gordon: "On the last question I called out the correct answer but presenter Jane Frankie did not hear me and another contestant claimed the point by repeating what I had just said!"

"If she had heard me then I would have tied with the eventual winner, a lawyer from the Isle of Skye."

pilot teams from Marshalls had a go at messing about on the water, followed by a team-building session with David.

He calls the boats "schools on water" and that is exactly what they aim to be. By removing employees from their familiar workplace surroundings and throwing them in together with "co-workers" they may rarely meet or even talk to, David hopes to encourage communication and help people understand and appreciate the differences in others. For it is exactly the ability to understand variation and differences that is the key to successful working relationships and, ultimately, a successful business.

Look out for more information on Marshalls' Continuous Improvement Programme in the next issue of Marshalls Mail.

Focus on Falkirk

In this issue of Marshalls Mail the focus is on Marshalls Mono's Falkirk works, Scotland.

The site is keen to maintain some of Scotland's best known traditions and visitors rarely leave without trying canteen supervisor Shona Ross's haggis.

Flanking Shona are the Falkirk works' two pipers, pre-cast concrete operatives Gordon McMurtrie (left) and Scott Callan (right).

Gordon plays with the Torfichen

Marshalls



Band, Bathgate, which this year finished eighth in the World Piping Championships held in Glasgow, while Scott is a member of the local Camelon Pipe Band.