

1995 SUMMARY ANNUAL REPORT

Motorola is one of the world's leading providers of wireless communications, semiconductors and advanced electronic systems, components and services. Major equipment businesses include cellular telephone, two-way radio, paging and data communications, personal communications, automotive, defense and space electronics and computers. Motorola semiconductors power communication devices, computers and millions of other products.

This report is in a summary format. It is a new format for Motorola and is intended to present 1995 results in a simple, readable style. The more detailed operational and financial material included in previous annual reports is now part of the Proxy Statement, which was distributed to stockholders along with this report. A copy may be obtained from the Motorola Investor Relations department. See inside back cover for details.

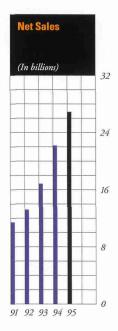
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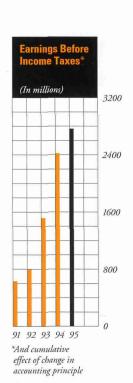
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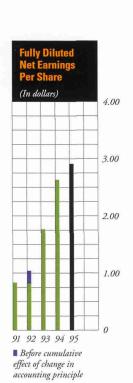
### FINANCIAL HIGHLIGHTS

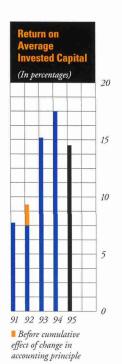
| (In millions, except as noted)   | Motorola, Inc. and Consolida | ted Subsidiaries |
|--|------------------------------|------------------|
| Years ended December 31  | 1995                         | 1994             |
| Net sales  | \$27,037                     | \$22,245         |
| Earnings before income taxes   | 2,782                        | 2,437            |
| % to sales   | 10.3%                        | 11.0%            |
| Net earnings   | 1,781                        | 1,560            |
| % to sales   | 6.6%                         | 7.0%             |
| Primary net earnings per common and common equivalent share (in dollars)       | 2.93                         | 2.66             |
| Fully diluted net earnings per common and common equivalent share (in dollars) | 2.93                         | 2.65             |
| Research and development expenditures  | 2,197                        | 1,860            |
| Fixed asset expenditures   | 4,225                        | 3,322            |
| Working capital  | 2,717                        | 3,008            |
| Current ratio  | 1.35                         | 1.51             |
| Return on average invested capital <sup>1</sup>                                | 14.7%                        | 17.5%            |
| % of net debt to net debt plus equity <sup>2</sup>                             | 19.8%                        | 12.1%            |
| Book value per common share (in dollars)                                       | 18.68                        | 15.47            |
| Year-end employment (in thousands)   | 142                          | 132              |

Average invested capital is defined as stockholders' equity plus long and short-term debt less short-term investments (includes short-term investments categorized as cash equivalents).









<sup>&</sup>lt;sup>2</sup>Includes short-term investments categorized as cash equivalents.

We have tremendous confidence
in the future of our
global communications and electronic businesses.

Motorola in 1995 invested as never before in technology platforms that promise to improve the way people live and work. This investment included research and development, as well as plant and equipment to serve our customers more effectively. These expenditures went into semiconductor, telecommunications and other electronic products and facilities throughout the world.

Sales and earnings again set records, although the rate of growth was lower than in the previous two years. Concern over this slower growth rate was reflected in the price of Motorola common stock. While 1995 was disappointing in this respect, the five-year cumulative total return continues well above the Standard & Poor's 500 Index, with a compound annual growth rate of 35%. We remain optimistic about the long-term growth potential of our businesses, and in this year's summary annual report, we will examine Motorola's core strategies for building on our strengths in some of the fastest-growing arenas in the world.

**Financial Results** Sales in 1995 increased 22% to \$27.0 billion from \$22.2 billion in 1994. Earnings were \$1.78 billion, or \$2.93 per fully diluted common and common equivalent share, compared with \$1.56 billion, or \$2.65 per share, a year ago. Net margin on sales was 6.6% in 1995 and 7.0% in 1994.

The increases were broad-based throughout the company's major businesses, and growth was highest in international markets. Summary operating and financial results of our various business segments appear on page 22. Detailed results appear in the Proxy Statement, as well as on the Internet at http://www.mot.com.

**Board of Directors** Judy C. Lewent, senior vice president and chief financial officer, Merck & Co., and John A. White, dean of engineering, Georgia Institute of Technology, were elected to Motorola's Board of Directors in 1995. David R. Clare, John T. Hickey and Gardiner L. Tucker are not standing for reelection to the board, in line with our policy on age and tenure of directors. We acknowledge with appreciation their many contributions to Motorola.



Gary L. Tooker

Christopher B. Galvin

**The Future** In the following pages, we will share with you our strategic vision, beginning with where we are today, the core competencies on which we are building and the cornerstones that define the corporation. These create exciting opportunities for sustained growth in a global market-place where technology continually enhances the way people live and work.

In recent years, we have become increasingly global, and we expect that trend to continue. In 1995, 63% of our sales were outside the United States. Leading this growth is capital investment in communications infrastructure, especially in emerging economies that are anxious to become part of the global economy as soon as possible. This growth is expected to continue to be the highest in Asia, as well as in Latin America. Economic expansion is also likely to accelerate in Japan, while the U.S. and European economies should advance more slowly. Wireless markets in the more-developed economies continue to experience pricing pressures, which had a negative impact on net earnings in 1995. These conditions may continue to result in lower sales growth and difficult earnings comparisons for the next few quarters. Our major investments in technology and production capacity have also had a negative impact on net earnings, but we believe they are setting the stage for sustained long-term growth.

In terms of global penetration, wireless communications is still in its early stages of development, especially in consumer markets. As we have seen in cellular and other electronics industries, more-developed markets continue to be stimulated by exciting products and semiconductor applications such as the ones featured in this report. We expect demand for communications equipment to continue to be stimulated by new technologies, new radio frequency spectrum licensed by governments around the world and an increase in the number of service providers. We have tremendous confidence in the future of our global communications and electronics businesses.

Lang L. Joseph

Gary L. Tooker

Vice Chairman and Chief Executive Officer

Christopher B. John

Christopher B. Galvin
President and Chief Operating Officer

We are No. 1 in the world in cellular telephone, paging and two-way radio. We are the world leader in many key segments of the semiconductor

industry.

wireless communications equipment in the world, and our semiconductor business leads the world in many of the markets it serves. Building on technology platforms such as these, we create new markets for our products, as well as new industry segments.

Our philosophy is to manage for long-term growth and profitability, while consistently and appropriately investing in technology to maintain competitive leadership. We are No. 1 in the world in cellular telephone, paging and two-way radio. These wireless businesses account for about 60% of our total sales. We are the world leader in many key segments of the semiconductor industry. Our semiconductor business accounts for 29% of our sales. The remainder of our sales come from advanced electronic systems and components. Motorola's compound annual sales growth rate of 24% over the last five years reflects the explosive growth of communications and electronics in the global marketplace, especially in emerging economies. The most rapid rate of growth was outside the United States.

The largest portion of our communications portfolio is cellular telephone. This market has grown rapidly, from 23 million subscribers in 1992 to an estimated 85 million at the end of 1995, but the industry is still in its early stages. Many people in the world have never used a telephone, and wireless systems are the fastest and often most cost-effective way to establish service. Global market penetration is still less than 2%. Motorola offers a broad range of infrastructure products and telephones for many major signaling formats in all regions of the world.

The paging market has grown from 36 million users in 1992 to an estimated 95 million at the end of 1995. About half the world's population is only now being introduced to paging services. In countries such as China and India, paging often functions as a basic communica-





tions tool. In more-developed markets, paging is becoming a service for consumers as well as for businesses as costs come down. New Motorola technologies have set the stage for two-way paging, voice paging and advanced messaging.



### NEW DIMENSIONS IN WIRELESS COMMUNICATIONS

Above: The new Tango™ pager makes two-way wireless messaging a reality. It enables users to reply to messages instantaneously by selecting one of many preprogrammed, stored responses. It operates on newly allocated narrowband Personal Communications Services (PCS) spectrum. Below: The new StarTAC™ wearable cellular phone brings the Space Age to ancient Rome. Soon to be available in Italy, the StarTAC is the world's smallest and, at 3.1 ounces, the world's lightest cellular phone. The first wearable cellular phone, it was introduced in January 1996.



and paging are built on Motorola's core technical competencies, including software, semiconductor and radio frequency design.

Technology has transformed our original two-way land mobile radio business. This market has grown from 33 million subscribers in 1992 to about 45 million at the end of 1995. Astro™ digital technology has renewed markets such as public safety, while Radius® two-way radios have penetrated consumer markets. In shared systems, Integrated Dispatch Enhanced Network technology combines dispatch and telephone interconnect, voice and data. IDEN™ systems are targeted for workgroups on the move.

Communications also is one of the fastest-growing segments of the semiconductor market. That's one reason that our Semiconductor Products Sector has achieved a compound annual growth rate of 23% since 1991. Motorola has a breadth and scope of products that is unmatched in the industry. In addition to wireless, we are No. 1 in several of the fastest-growing markets, including energy/environment and industrial; automotive; multimedia set-top boxes; personal computer printers; and interactive, microcontroller-based smartcards.

As technologies and markets converge, the PowerPC™ microprocessor is becoming more attractive. The PowerPC scales the full range of applications, from computing to embedded control. More than 40 companies have selected the PowerPC as their desktop, laptop, workstation or server processor, while hundreds will use the PowerPC for embedded applications.

The PowerPC platform is at the heart of a full range of offerings from the Motorola Computer Group.

The semiconductor content of the products shipped by our customers was about 2% in the 1960s and is expected to approach 30% by the end of this decade. We expect the world

semiconductor industry to grow from \$150 billion at the end of 1995 to more than \$300 billion by the end of the decade. Our expansion program is designed to enable us to achieve and maintain leadership in our key markets.

We expect the
world semiconductor industry to grow
from \$150 billion at
the end of 1995 to
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lion by the end of

the decade.

The Power Macintosh™
computer is at the
head of the class when
it comes to speed and
performance. It uses
the advanced RISC
technology of the
Motorola PowerPC
603™ Microprocessor.



### MAKING LIFE MORE EFFICIENT—AND CONVENIENT

Above: Motorola two-way radios help athletes and coaches stay in touch at the U.S. Olympic Training Center in Colorado Springs, Colo. As a Centennial Olympic Games Partner-level sponsor and U.S. Olympic Team sponsor, Motorola is providing the largest two-way radio communication network ever to be deployed at an athletic event, utilizing its Astro™ and iDEN™ digital technologies.

Below: Smartcards make it more convenient to pay the bill in this Paris restaurant. Motorola microcontrollers bring the "smart" to smartcards by storing, computing and protecting data. Smartcard chips serve applications such as banking, transportation, health care and digital mobile phones.

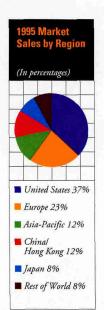


Our strategy is to build on the strengths of new and existing businesses to create major new global industry segments. tencies, we create an exciting future. We apply our resources, in a timely, effective manner, to the process of renewal. Our strategy is to build on the strengths of new and existing businesses to create major new global industry segments.

For example, in our Messaging, Information and Media Sector, our new FLEX™ family of protocols has emerged as the worldwide standard. The FLEX protocol has been adopted by seven of the world's 10 largest paging markets. The ReFLEX™ protocol is for data messaging and two-way wireless messaging, while the InFLEXion™ protocol enables voice technology as well as high-speed data. Messaging also includes wireless devices such as the Envoy® personal communicator, which enables people to exchange electronic mail messages or access information wherever they are.

We also expect to create new industry segments that combine wired and wireless communications. High-speed modems from our Information Systems Group provide access to the Internet. Our CableComm technology is being used in a test system that offers telephone service on the same coaxial cable that carries television programs. Several cable TV operators have ordered CyberSURFR™ modems that provide high-speed access to the Internet. CableComm technology is designed to provide full-motion videoconferencing.

We also have built on our strength in satellite communications to create the IRIDIUM® global wireless communications network, designed to serve handheld telephones



and permit voice, data, fax or paging messages to reach their destinations almost anywhere on the surface of the earth. The network will be operated by Iridium, Inc., a private international consortium of leading telecommunications and industrial companies, and is expected to begin initial operation in 1998. The system is designed to track the location of the handheld telephones, so a call can be directed almost anywhere on earth, even if the subscriber's location is unknown. The potential market ranges from international business travelers to developing nations. The system also should be ideal for rescue, relief and supply efforts during natural disasters.



### THE WORLD AT YOUR FINGERTIPS

Above: This engineering facility in Chandler, Ariz., will be the control center during the initial build-up of the first 40 IRIDIUM® satellites in the constellation. The orbiting network also will be monitored from facilities in Virginia and in Italy.

Below: Motorola's CableComm technology enables telephone and cable companies to offer telephony, high-speed data, video phone and other Internet and interactive multimedia services over cable systems. The new CyberSURFR™ cable modem can receive information at speeds hundreds of times faster than today's conventional modems.



is grounded in unchanging key beliefs coupled with a dynamic balance of customer-focused initiatives and strategies. They combine to create a unique set of competitive strengths.

Our management philosophy begins with two key beliefs—respect for the dignity of the individual and uncompromising integrity in everything we do. This helps to create an environment of empowerment for all in a culture of participation. It encourages us to manage for long-term growth and invest in technology to maintain competitive leadership.

Motorola's Six Sigma quality initiative has been one of the driving forces in achieving this leadership. In the last nine years, it has enabled us to reduce in-process defect levels 250-fold. At the same time, productivity, measured in sales per employee, has increased 13.2% per year. Our quality, cycle-time reduction and software initiatives are designed to give our customers what they want, when they want it, with superb quality at an affordable price.

A measure of this competitive strength is our portfolio of intellectual property rights. The number of U.S. patents issued to Motorola in the last five years has risen from 613 in 1991 to 1,016 in 1995. We rank No. 3 in the United States. As the software content of our products increases and the cost of computing drops, sophisticated products become easier to use and less expensive. This creates enormous new global market opportunities and spurs our investments in the skills of our people, in software development, and in our ability to manufacture efficiently, anywhere in the world. We have embarked on the largest world-

(In percentages) ■ General Systems Products 36% Semiconductor Products 29% ■ Messaging, Information & Media Products12% I and Mobile Products 12% Other Products 11%

wide expansion in semiconductor capacity in our history. We are also reshaping customer-supplier relationships as systems-level integration and combinational technologies revolutionize the industry.

One of the most striking examples of the power of technology is our fixed Wireless Local Loop telephone systems. Will® systems can be installed more quickly and often at a lower cost than wired systems in places where phone service does not exist or where existing service is inadequate. Will telephone systems can play a key role in transforming emerging economies.

Our management

based on respect

for the dignity of

the individual and

uncompromising

integrity in every-

thing we do.

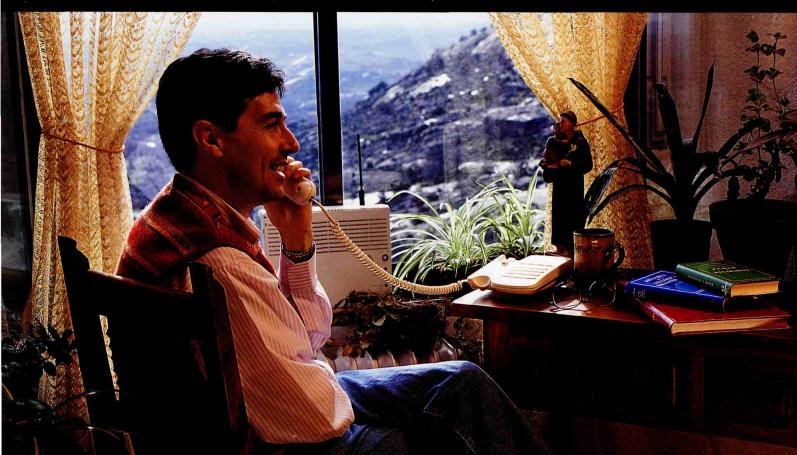
philosophy is



### THE LATEST TECHNOLOGY—ANYWHERE

Above: Motorola's investment in semiconductor wafer fabrication enables it to maintain manufacturing leadership. In this new facility at Chandler, Ariz., named "Fab of the Year" in 1995 by Semiconductor International magazine, highly trained employees use automated equipment to inspect 8-inch wafers and track measurements during the manufacturing process.

Below: People in rural Spain are keeping in touch through a new Motorola wireless local loop telephone system. This fixed system produced by our Cellular Infrastructure Group serves 350,000 users.



### "Motorola. What You Never Thought Possible"™

New technolo-

Motorola creates
innovative products
and technologies to
make the world a
better place to live.

gies—many of them created by Motorola—are combining with global geopolitical forces to create an exciting new kind of world. This is a result of digital technology that lowers cost and adds functionality; the expanding availability of radio frequency spectrum; deregulation; and the creation of standards that enable a variety of systems to connect with each other.

"Motorola. What You Never Thought Possible"™ is a theme that will be featured in our messages throughout the world. People who buy a Motorola product know they have made a wise investment, because it has been built on a heritage of quality.

We at Motorola are helping to create a world where: • You could take a phone out of your purse or your pocket, unfold it and reach the person you need, wherever that person is, almost anywhere in the world • You could write a message in longhand, or in Chinese characters, and have the message printed on a computer, anywhere in the world • You could keep in touch with your child in a day-care center—both visually and by voice—wherever you are. These are only a few small examples of what we envision.

We are creating the kinds of products and systems that enable emerging economies to develop a modern communications infrastructure and leapfrog into the 21st century.

At the personal level, **our products make life easier, more productive—and more fun.** People have more time to do the things they want to do. They have access to entertainment wherever they are, at home or while traveling. Our communications products make people feel more secure, because they can get help and stay in touch with people they need. For example, our global positioning system (GPS) receiver is used in the car pictured on the opposite page.

We look forward with tremendous confidence as we create innovative products

Lexicus LexiPen™ is the world's first highly accurate cursive Chinese character recognizer. Chinese writers can input 13,000 Chinese characters into standard desktop and notebook computers.



and technologies that make the world a better place to live. We generate exciting new ways for people to communicate, work and play.

PowerPC™ is a trademark of IBM Corporation. Macintosh™ is a trademark of Apple Computer, Inc. IRIDIUM® is a registered trademark and service mark of Iridium, Inc.



### EXPANDING THE WAY WE STAY IN TOUCH

Above: Motorola's GP68 portable two-way radio, designed for commercial and industrial markets in Asia, helps construction workers coordinate

work activities and the flow of materials in the construction of a new railway station in Beijing, China.

Below: Activated by the push of a button, the new Lincoln RESCU system (Remote Emergency Satellite Cellular Unit) sends a vehicle's location to an operator who puts the driver in touch with a public safety agency or roadside assistance program. The system, available on 1996 Lincoln Continentals, was developed in partnership with Ford Motor Co. and Westinghouse Electric Corp. and is manufactured by Motorola.



#### **General Systems Sector**

#### **Semiconductor Products Sector**

#### Messaging, Information and Media Sector

### **Business Activities**

Designs, manufactures and distributes RF-based cellular radiotelephones and systems, personal communications systems, computers and microcomputer boards.

Designs, produces and distributes a broad line of discrete semiconductors and integrated circuits, including microprocessors, RF devices, microcontrollers, digital signal processors, memories and sensors.

Designs, manufactures and distributes a variety of messaging products, including pagers and paging systems, wireless and wireline data communications products, handwriting recognition software, infrastructure equipment, systems and services.

### **Organization**

Cellular Infrastructure Group Cellular Subscriber Group Computer Group Network Ventures Division Asia-Pacific Semiconductor Group
Communications, Power and
Signal Technologies Group
European Semiconductor Group
Logic and Analog Technologies Group
Microcontroller Technologies Group
Microprocessor and Memory
Technologies Group
Semiconductor Products Division,
Nippon Motorola Limited

Information Systems Group Multimedia Group Paging Products Group Wireless Data Group International Networks Division Lexicus Division



#### **Land Mobile Products Sector**

### **Automotive, Energy and Controls Group**

### **Government and Space Technology Group**

Designs, manufactures and distributes analog and digital two-way radio products and systems for applications worldwide, from on-site to wide-area communications.

Designs and manufactures a broad range of electronic components, modules and integrated electronic systems and products for automotive, industrial, transportation, navigation, communication, energy systems, consumer and lighting markets.

Specializes in research, development and production of electronic systems and products for U.S. government projects and commercial business. The group's Satellite Communications Division is developing the IRIDIUM® satellite-based communication system.



Motorola, Inc. and Consolidated Subsidiaries

Management is responsible for the preparation, integrity and objectivity of the consolidated financial statements and other financial information presented in this report. The accompanying condensed consolidated financial statements were prepared in accordance with generally accepted accounting principles, applying certain estimates and judgments as required.

Motorola's internal controls are designed to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability of assets. Such controls are based on established written policies and procedures, are implemented by trained, skilled personnel with an appropriate segregation of duties and are monitored through a comprehensive internal audit program. These policies and procedures prescribe that the Company and all its employees are to maintain the highest ethical standards and that its business practices throughout the world are to be conducted in a manner which is above reproach.

KPMG Peat Marwick LLP, independent auditors, are retained to audit Motorola's financial statements. Their accompanying report is based on

audits conducted in accordance with generally accepted auditing standards, which includes the consideration of the Company's internal controls to establish a basis for reliance thereon in determining the nature, timing and extent of audit tests to be applied.

The Board of Directors exercises its responsibility for these financial statements through its Audit Committee, which consists entirely of independent non-management Board members. The Audit Committee meets periodically with the independent auditors and with the Company's internal auditors, both privately and with management present, to review accounting, auditing, internal controls and financial reporting matters.

Gary L. Tooker

Gary L. Tooker Vice Chairman and Chief Executive Officer

Carl F. Koenemann Executive Vice President and Chief Financial Officer

Carl 7 Koenemann

#### INDEPENDENT AUDITORS' REPORT

The Board of Directors and Stockholders of Motorola, Inc.:

We have audited, in accordance with generally accepted auditing standards, the consolidated balance sheets of Motorola, Inc. and consolidated subsidiaries as of December 31, 1995 and 1994, and the related statements of consolidated earnings, stockholders' equity, and cash flows for each of the years in the three-year period ended December 31, 1995, appearing in the appendix to the proxy statement for the 1996 Annual Meeting of Shareholders of the Corporation (not presented herein); and in our report dated January 9, 1996, except for Note 6, which is as of February 16, 1996, also appearing in that proxy statement appendix, we expressed an unqualified opinion on those consolidated financial statements. In our

opinion, the information set forth in the accompanying condensed consolidated financial statements is fairly presented, in all material respects, in relation to the consolidated financial statements from which it has been derived.

KPMG Poot Marwick LLP

KPMG Peat Marwick LLP Chicago, Illinois

February 16, 1996

### STATEMENTS OF CONSOLIDATED EARNINGS

| (In millions, except per share amounts)  |          | Motorola, Inc. and Consolid | lated Subsidiaries |
|--|----------|-----------------------------|--------------------|
| Years ended December 31  | 1995     | 1994                        | 1993               |
| Net sales  | \$27,037 | \$22,245                    | \$16,963           |
| Costs and expenses   |          | \                           |                    |
| Manufacturing and other costs of sales   | 17,545   | 13,760                      | 10,351             |
| Selling, general and administrative expenses                                     | 4,642    | 4,381                       | 3,776              |
| Depreciation expense   | 1,919    | 1,525                       | 1,170              |
| Interest expense, net  | 149      | 142                         | 141                |
| Total costs and expenses   | 24,255   | 19,808                      | 15,438             |
| Earnings before income taxes   | 2,782    | 2,437                       | 1,525              |
| Income taxes provided on earnings  | 1,001    | 877                         | 503                |
| Net earnings   | \$ 1,781 | \$ 1,560                    | \$ 1,022           |
| Fully diluted net earnings per common and common equivalent share <sup>1,2</sup> | \$ 2.93  | \$ 2.65                     | \$ 1.78            |
| Fully diluted average common and common equivalent shares outstanding 1.2        | 609.8    | 592.7                       | 583.7              |

Primary earnings per common and common equivalent share were the same as fully diluted for all years shown, except in 1994 when they were one cent higher than fully diluted. Average primary common and common equivalent shares outstanding for 1995, 1994 and 1993 were 609.7, 591.7 and 582.6, respectively (which includes the dilutive effects of the convertible zero coupon notes and the outstanding stock options).

### STATEMENTS OF CONSOLIDATED STOCKHOLDERS' EQUITY

|  | Co           | mmon Stock   | k and   |                   |         |         |
|--|--------------|--------------|---------|-------------------|---------|---------|
| (In millions, except per share amounts)  | Additi       | onal Paid-in | Re      | Retained Earnings |         |         |
| Years ended December 31  | 1995         | 1994         | 1993    | 1995              | 1994    | 1993    |
| Balances at January 1  | \$3,179      | \$1,875      | \$1,510 | \$5,917           | \$4,534 | \$3,634 |
| Net earnings   | <del>-</del> | (N1)         | -       | 1,781             | 1,560   | 1,022   |
| Conversion of zero coupon notes  | 23           | 251          | 216     | -                 | -       | _       |
| Stock issuance <sup>2</sup>  | -            | 973          | -       | _                 | -       | -       |
| Unrealized net gain (loss) on certain investments                                | 328          | (8)          | _       | _                 | -       | _       |
| Stock options exercised and other  | 57           | 88           | 149     | <del>-</del> -    | -       | -       |
| Dividends declared (\$.40 per share in 1995,<br>\$.31 in 1994 and \$.22 in 1993) | _            | _            | -       | (237)             | (177)   | (122)   |
| Balances at December 31  | \$3,587      | \$3,179      | \$1,875 | \$7,461           | \$5,917 | \$4,534 |

<sup>&</sup>lt;sup>1</sup>1994 Stock Split: An amount equal to the par value of the additional shares issued has been transferred from additional paid-in capital to common stock due to the two-for-one stock split effected in the form of a 100 percent stock dividend. All references to shares outstanding, dividends and per share amounts during 1994 and 1993 have been adjusted on a retroactive basis.

<sup>2</sup>During November 1994, the Company completed a public equity offering of 17.1 million shares of common stock.

See accompanying condensed notes to consolidated financial statements.

<sup>&</sup>lt;sup>2</sup>Includes adjustments for the 1994 two-for-one stock split effected in the form of a 100 percent stock dividend.

### CONSOLIDATED BALANCE SHEETS

| (In millions, except per share amounts)   | Motorola, Inc. and Consolid | ated Subsidiaries |
|---|-----------------------------|-------------------|
| December 31   | 1995                        | 1994              |
| Assets  |                             |                   |
| Current assets  |                             |                   |
| Cash and cash equivalents   | \$ 725                      | \$ 741            |
| Short-term investments  | 350                         | 318               |
| Accounts receivable, less allowance for doubtful accounts (1995, \$123; 1994, \$118)  | 4,081                       | 3,421             |
| Inventories   | 3,528                       | 2,670             |
| Future income tax benefits  | 1,222                       | 928               |
| Other current assets  | 604                         | 847               |
| Total current assets  | 10,510                      | 8,925             |
| Property, plant and equipment, less accumulated depreciation (1995, \$8,110; 1994, \$6,657)                                       | 9,356                       | 7,073             |
| Other assets  | 2,935                       | 1,538             |
| Total assets  | \$22,801                    | \$17,536          |
| Liabilities and Stockholders' Equity  |                             |                   |
| Current liabilities   |                             |                   |
| Notes payable and current portion of long-term debt   | \$ 1,605                    | \$ 916            |
| Accounts payable  | 2,018                       | 1,678             |
| Accrued liabilities   | 4,170                       | 3,323             |
| Total current liabilities   | 7,793                       | 5,917             |
| Long-term debt  | 1,949                       | 1,127             |
| Deferred income taxes   | 968                         | 509               |
| Other liabilities   | 1,043                       | 887               |
| Stockholders' equity  |                             |                   |
| Common stock, \$3 par value<br>Authorized shares: 1995 and 1994, 1,400<br>Issued and outstanding shares: 1995, 591.4; 1994, 588.0 | 1,774                       | 1,764             |
| Preferred stock, \$100 par value issuable in series<br>Authorized shares: 0.5 (none issued)                                       | .=                          | =                 |
| Additional paid-in capital  | 1,813                       | 1,415             |
| Retained earnings   | 7,461                       | 5,917             |
| Total stockholders' equity  | 11,048                      | 9,096             |
| Total liabilities and stockholders' equity  | \$22,801                    | \$17,536          |

See accompanying condensed notes to consolidated financial statements.

### STATEMENTS OF CONSOLIDATED CASH FLOWS

| (In millions)   | Moto     | rola, Inc. and Consolida | ited Subsidiaries |
|---|----------|--------------------------|-------------------|
| Years ended December 31   | 1995     | 1994                     | 1993              |
| Operating   |          | \                        |                   |
| Net earnings  | \$ 1,781 | \$ 1,560                 | \$ 1,022          |
| Add (deduct) non-cash items   |          |                          |                   |
| Depreciation  | 1,919    | 1,525                    | 1,170             |
| Deferred income taxes   | (55)     | (177)                    | 50                |
| Amortization of debt discount and issue costs                                     | 12       | 22                       | 26                |
| Gain on disposition of investments in affiliated companies                        | (111)    | (9)                      | (9)               |
| Change in assets and liabilities, net of effects of acquisitions and dispositions |          |                          |                   |
| Accounts receivable, net  | (653)    | (945)                    | (439)             |
| Inventories   | (856)    | (806)                    | (539)             |
| Other current assets  | (100)    | (328)                    | (44)              |
| Accounts payable and accrued liabilities  | 1,172    | 1,134                    | 927               |
| Other assets  | 30       | 595                      | (95)              |
| Other liabilities   | 148      | (19)                     | 245               |
| Net cash provided by operations   | 3,287    | 2,552                    | 2,314             |
| Investing   |          |                          |                   |
| Acquisitions and advances to affiliated companies                                 | (563)    | (894)                    | (408)             |
| Dispositions of investments in affiliated companies                               | 252      | 23                       | 67                |
| Payments for property, plant and equipment  | (4,225)  | (3,320)                  | (2,187)           |
| Other changes to property, plant and equipment, net                               | (11)     | 183                      | 126               |
| (Increase) decrease in short-term investments                                     | (32)     | 40                       | (105)             |
| Net cash used for investing activities  | (4,579)  | (3,968)                  | (2,507)           |
| Financing   |          |                          |                   |
| Net increase (decrease) in commercial paper and short-term borrowings             |          |                          |                   |
| less than 90 days   | 686      | 517                      | (38)              |
| Proceeds from issuance of debt  | 851      | 32                       | 521               |
| Repayment of debt   | (74)     | (190)                    | (74)              |
| Issuance of common stock  | 49       | 1,061                    | 113               |
| Payment of dividends  | (236)    | (149)                    | (120)             |
| Net cash provided by financing activities   | 1,276    | 1,271                    | 402               |
| Net increase (decrease) in cash and cash equivalents                              | \$ (16)  | \$ (145)                 | \$ 209            |
| Cash and cash equivalents, beginning of year                                      | \$ 741   | \$ 886                   | \$ 677            |
| Cash and cash equivalents, end of year  | \$ 725   | \$ 741                   | \$ 886            |
|   |          |                          |                   |

## **Supplemental Cash Flow Information**

| (In millions)                                       | Motorola, Inc. and Consolidated Sub- |        |       |  |  |  |
|---|--------------------------------------|--------|-------|--|--|--|
| Years ended December 31                             | 1995                                 | 1994   | 1993  |  |  |  |
| Non-Cash Activities                                 | *                                    |        |       |  |  |  |
| Conversion of zero coupon notes                     | \$ 23                                | \$251  | \$216 |  |  |  |
| Unrealized net gain (loss) on certain investments   | \$336                                | \$ (8) | _     |  |  |  |
| Issuance of common stock for investment acquisition | \$ -                                 | \$ -   | \$ 36 |  |  |  |

See accompanying condensed notes to consolidated financial statements.

### 1. Summary of Significant Accounting Policies

Consolidation: The consolidated financial statements include the accounts of the Company and those majority-owned subsidiaries where the Company has control. All significant intercompany accounts and transactions are eliminated in consolidation.

*Cash Equivalents:* The Company considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents.

Marketable Securities: Effective January 1, 1994, the Company adopted Statement of Financial Accounting Standards (SFAS) No. 115, "Accounting for Certain Investments in Debt and Equity Securities." SFAS No. 115 requires that the carrying value of certain investments be adjusted to their fair value. As of December 31, 1995, the Company recorded an increase to stockholders' equity, other assets and deferred taxes of \$328 million, \$543 million and \$215 million, respectively, primarily due to the fair value recognition of the Nextel investment which was completed during July of 1995. As of December 31, 1994, the effects of SFAS No. 115 were immaterial.

Revenue Recognition: The Company uses the percentage-of-completion method to recognize revenues and costs associated with most long-term contracts. For contracts involving certain technologies, revenues and profits, or parts thereof, are deferred until technological feasibility is established and customer acceptance is obtained. For other product sales, revenue is recognized at the time of shipment, and reserves are established for price protection and cooperative marketing programs with distributors.

*Inventories:* Inventories are valued at the lower of average cost (which approximates computation on a first-in, first-out basis) or market (i.e., net realizable value or replacement cost), less progress payments on long-term contracts.

Property, Plant and Equipment: Property, plant and equipment are stated at cost less accumulated depreciation. Depreciation is recorded principally using the declining-balance method, based on the estimated useful lives of the assets (buildings and building equipment, 5-50 years; machinery and equipment, 2-12 years).

Foreign Currency Translation: The Company's European and Japanese operations use the respective local currencies, instead of the U.S. dollar, as the functional currency. For all other operations, the Company uses the U.S. dollar as the functional currency. The effects of translating the financial position and results of operations of local functional currency operations are included in stockholders' equity. The effects of foreign currency transactions are included in the statement of earnings.

The Company uses financial instruments to hedge, and therefore attempt to reduce, its overall exposure to the effects of currency fluctuations on cash flows of foreign operations and investments in foreign countries. The Company's strategy is to offset the gains or losses of the financial instruments against losses or gains on the underlying operational cash flows or investments based on the operating business units' assessment of risk. Gains and losses on hedges of existing assets or liabilities are marked to

market on a monthly basis. Other gains or losses on financial instruments that do not qualify as hedges are recognized immediately as income or expense. Gains and losses on financial instruments which hedge firm future commitments are deferred until such time as the underlying transactions are recognized or immediately when the transaction is no longer expected to occur. The Company does not speculate in these financial instruments for profit on the exchange rate price fluctuation alone. The Company does not trade in currencies for which there are no underlying exposures, nor enter into trades for any currency to intentionally increase the underlying exposure.

Many of the Company's non-functional currency receivables and payables denominated in major currencies which can be traded on open markets are hedged. Some of the Company's exposure is to currencies which are not traded on open markets, such as those in Latin America and China, and these are addressed, to the extent reasonably possible, through managing net asset positions, product pricing, and other means, such as component sourcing. Currently, the Company primarily hedges firm commitments. The Company expects that there could be hedges of anticipated transactions in the future.

Stock Options: The Company has evaluated the effects of the recent accounting pronouncement, SFAS No. 123, "Accounting for Stock-Based Compensation," which will be effective for the Company's fiscal year 1996. Based on an initial evaluation, the effects are not expected to have a material effect on the Company's consolidated financial position, liquidity or results of operations.

Disclosure of Certain Significant Risks and Uncertainties: The preparation of financial statements in conformity with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. The Company's periodic filings with the Securities and Exchange Commission include, where applicable, disclosures of estimates, assumptions, uncertainties and concentrations in products, sources of supply and markets which could affect the financial statements and future operations of the Company.

Reclassifications: Certain amounts in prior years' financial statements and related notes have been reclassified to conform to the 1995 presentation.

#### 2. Commitments and Contingencies

Financial: In July 1995, the Company completed the sale of its 800 megahertz specialized mobile radio businesses, systems and licenses in the continental United States to Nextel Communications, Inc. for approximately 59 million shares of Nextel stock. The transaction was accounted for as an exchange of productive assets with no gain realized in the Statement of Consolidated Earnings. Nextel agreed to purchase, subject to specified conditions, substantial quantities of equipment from Motorola over a five-year period which began in 1994 for use on its specialized mobile radio systems. Motorola has agreed to provide up to \$685 million of secured vendor financing for such equipment and related services to Nextel and

certain of its subsidiaries, subject to certain lending conditions. As of December 31, 1995, Nextel had drawn \$225 million of such financing commitments. Nextel will require financing in addition to Motorola's vendor financing to complete its currently planned networks and acquisitions. Nextel's failure to obtain additional financing or to meet the conditions for any financing could adversely affect future sales and orders of the Company's iDEN® equipment. There can be no assurances that such additional financing will be obtained or such conditions met.

The Company further advanced its strategic investment in the IRIDIUM® global communications system. At December 31, 1995, the Company's equity investment in and commitments to make equity investments in Iridium, Inc. was approximately \$400 million; additionally, it has committed, subject to action by the Iridium, Inc. Board of Directors, to additional equity investments totaling approximately \$60 million. In February 1996, the Company has committed to purchase approximately \$160 million of securities to be issued by Iridium, Inc. during 1996. Iridium, Inc. will require additional funding and, quite possibly, other financial support from various sources in order to complete the global communications system, which is expected to take place over the next three years. There can be no assurance that Motorola or any other person will provide such funding or financial support. Motorola is the largest investor in Iridium, Inc. and a failure of Iridium, Inc. to obtain additional funding or financial support would materially adversely affect Motorola's investment in Iridium, Inc. and in ancillary products. The Company's investment in Iridium, Inc. is included in the Consolidated Balance Sheet category "Other Assets."

The Company has executed three contracts with Iridium, Inc. for the construction and operation of the global communications system, providing for approximately \$6.5 billion in payments by Iridium, Inc. over a ten-year period which began in 1993. The Company has in turn entered into significant subcontracts for portions of the system, for which it will generally remain obligated even if Iridium, Inc. is unable to satisfy the terms of the contracts with the Company, including funding. Separately, the Company is making significant investments to produce ancillary products for the system, such as subscriber units. The Federal Communications Commission (FCC) has issued a license to a Motorola subsidiary to construct, operate and launch the IRIDIUM system. However, other authorizations are still required for the IRIDIUM system to begin commercial service in the U.S. and in other countries in which service will be provided. Except as noted above, the Company had no significant concentrations of credit risk as of December 31, 1995.

The Company has entered into arrangements with non-consolidated affiliates whereby the Company may increase, for an amount up to approximately \$250 million, its percentage interest in these affiliates at the option of each respective affiliate or Motorola at various dates which are not to extend beyond June 1997.

Other off-balance-sheet commitments to extend or guarantee financing and recourse obligations under receivable sales arrangements which represent firm obligations at December 31, 1995 and 1994, aggregated approximately \$173 million and \$273 million, respectively. Commitments to extend or guarantee financing include commitments for customer financing and for the financing of non-consolidated affiliates. Customer financing commitments require the customer to meet certain conditions established in the

financing arrangements. Commitments represent the maximum amounts available under these arrangements and may not be completely utilized.

Environmental and Legal: Under the Comprehensive Environmental Response Compensation and Liability Act of 1980, as amended (CERCLA, or Superfund), the Company has been designated as a potentially responsible party by the United States Environmental Protection Agency with respect to certain waste sites with which the Company may have had direct or indirect involvement. Such designations are made regardless of the extent of the Company's involvement. These claims are in various stages of administrative or judicial proceedings. They include demands for recovery of past governmental costs and for future investigations or remedial actions. In many cases, the dollar amounts of the claims have not been specified, and have been asserted against a number of other entities for the same cost recovery or other relief as was asserted against the Company. The Company accrues costs associated with environmental matters when they become probable and reasonably estimable, which totaled \$86 million and \$70 million as of December 31, 1995 and 1994, respectively. The amount of such charges to earnings was \$24 million, \$20 million and \$36 million in 1995, 1994 and 1993, respectively. However, due to their uncertain nature, the amounts accrued could differ, perhaps significantly, from the actual costs that will be incurred. These amounts assume no substantial recovery of costs from any insurer. The remedial efforts include environmental cleanup costs and communication programs. These liabilities represent only the Company's share of any possible costs incurred in environmental cleanup sites, since in most cases, potentially responsible parties other than the Company may exist.

The Company is a defendant in various suits, including environmental and product-related suits, and is subject to various claims which arise in the normal course of business. In the opinion of management, the ultimate disposition of these matters will not have a material adverse effect on the consolidated financial position, liquidity or results of operations of the Company. IRIDIUM® is a registered trademark and service mark of Iridium, Inc.

#### 3. Information by Industry Segment and Geographic Region

Information for 1994 and 1993 has been reclassified to reflect the realignment of various business units. Messaging, Information and Media Products segment includes the Paging Products and Wireless Data Groups (formerly reported as part of the Communications segment) and the Information Systems Group (formerly reported as part of the Other Products segment). Land Mobile Products (formerly reported as part of the Communications segment) is a separate reportable segment. The Government and Space Technology Group is reported as part of the Other Products segment.

Operating profit (revenues less operating expenses) excludes general corporate expenses, net interest and income taxes. Intersegment and intergeographic transfers are accounted for on an arm's length pricing basis.

Identifiable assets (excluding intersegment receivables) are the Company's assets that are identified with classes of similar products or operations in each geographic area. Corporate assets primarily include cash, marketable securities, equity investments and the administrative headquarters of the Company.

(In millions, except as noted)

Motorola, Inc. and Consolidated Subsidiaries

| Industry | segment | 111 | formation |
|----------|---------|-----|-----------|

|   | Net Sales |          |          | Operating Profit |       |         |       |         |       |
|---|-----------|----------|----------|------------------|-------|---------|-------|---------|-------|
| Years ended December 31                   | 1995      | 1994     | 1993     | 19               | 95    | 19      | 94    | 1993    |       |
| General Systems Products                  | \$10,660  | \$ 8,613 | \$ 5,236 | \$1,266          | 11.9% | \$1,214 | 14.1% | \$ 718  | 13.7% |
| Semiconductor Products                    | 8,539     | 6,936    | 5,707    | 1,218            | 14.3% | 996     | 14.4% | 801     | 14.0% |
| Messaging, Information and Media Products | 3,681     | 2,981    | 2,574    | 310              | 8.4%  | 282     | 9.5%  | 219     | 8.5%  |
| Land Mobile Products                      | 3,598     | 3,399    | 2,882    | 324              | 9.0%  | 311     | 9.1%  | 150     | 5.2%  |
| Other Products                            | 3,346     | 2,660    | 2,009    | 131              | 3.9%  | 97      | 3.6%  | 63      | 3.1%  |
| Adjustments and eliminations              | (2,787)   | (2,344)  | (1,445)  | (48)             | -     | (29)    | -     | (11)    | -     |
| Industry segment totals                   | \$27,037  | \$22,245 | \$16,963 | 3,201            | 11.8% | 2,871   | 12.9% | 1,940   | 11.4% |
| General corporate expenses                | -         |          |          | (270)            |       | (292)   |       | (274)   |       |
| Interest expense, net                     |           |          |          | (149)            |       | (142)   |       | (141)   |       |
| Earnings before income taxes              |           |          |          | \$2,782          | 10.3% | \$2,437 | 11.0% | \$1,525 | 9.0%  |

|   |          | Assets   |          |         | Fixed Asset Expenditures |         |         | Depreciation Expense |         |  |
|---|----------|----------|----------|---------|--------------------------|---------|---------|----------------------|---------|--|
| Years ended December 31                   | 1995     | 1994     | 1993     | 1995    | 1994                     | 1993    | 1995    | 1994                 | 1993    |  |
| General Systems Products                  | \$ 6,181 | \$ 4,740 | \$ 3,223 | \$ 762  | \$ 621                   | \$ 453  | \$ 450  | \$ 327               | \$ 227  |  |
| Semiconductor Products                    | 7,938    | 5,886    | 4,507    | 2,530   | 1,640                    | 1,120   | 909     | 683                  | 529     |  |
| Messaging, Information and Media Products | 2,527    | 2,087    | 985      | 357     | 270                      | 237     | 204     | 167                  | 72      |  |
| Land Mobile Products                      | 2,097    | 2,232    | 2,673    | 169     | 217                      | 141     | 155     | 142                  | 225     |  |
| Other Products                            | 1,839    | 1,470    | 805      | 285     | 320                      | 136     | 154     | 143                  | 63      |  |
| Adjustments and eliminations              | (224)    | (72)     | (24)     | =       | -                        | _       | _       |                      | 2-      |  |
| Industry segment totals                   | 20,358   | 16,343   | 12,169   | 4,103   | 3,068                    | 2,087   | 1,872   | 1,462                | 1,116   |  |
| General corporate                         | 2,443    | 1,193    | 1,329    | 122     | 254                      | 100     | 47      | 63                   | 54      |  |
| Consolidated totals                       | \$22,801 | \$17,536 | \$13,498 | \$4,225 | \$3,322                  | \$2,187 | \$1,919 | \$1,525              | \$1,170 |  |

### Geographic area information

|                              |          | Net Sales |          |         | Operating Profit |         |       |         |       |  |
|------------------------------|----------|-----------|----------|---------|------------------|---------|-------|---------|-------|--|
| Years ended December 31      | 1995     | 1994      | 1993     | 19      | 95               | 19      | 94    | 1993    |       |  |
| United States                | \$19,187 | \$16,297  | \$12,924 | \$1,681 | 8.8%             | \$1,932 | 11.9% | \$ 970  | 7.5%  |  |
| Other nations                | 16,954   | 12,758    | 10,066   | 1,901   | 11.2%            | 1,292   | 10.1% | 1,164   | 11.6% |  |
| Adjustments and eliminations | (9,104)  | (6,810)   | (6,027)  | (381)   | -                | (353)   | -     | (194)   | -     |  |
| Geographic totals            | \$27,037 | \$22,245  | \$16,963 | 3,201   | 11.8%            | 2,871   | 12.9% | 1,940   | 11.4% |  |
| General corporate expenses   | -        |           |          | (270)   |                  | (292)   |       | (274)   |       |  |
| Interest expense, net        |          |           |          | (149)   |                  | (142)   |       | (141)   |       |  |
| Earnings before income taxes |          |           |          | \$2,782 | 10.3%            | \$2,437 | 11.0% | \$1,525 | 9.0%  |  |

|                              |          | Assets   |          |
|------------------------------|----------|----------|----------|
| December 31                  | 1995     | 1994     | 1993     |
| United States                | \$12,552 | \$10,750 | \$ 7,731 |
| Other nations                | 8,260    | 5,943    | 4,674    |
| Adjustments and eliminations | (454)    | (350)    | (236)    |
| Geographic totals            | 20,358   | 16,343   | 12,169   |
| General corporate assets     | 2,443    | 1,193    | 1,329    |
| Consolidated totals          | \$22,801 | \$17,536 | \$13,498 |

<sup>&</sup>lt;sup>1</sup>As measured by the locale of the revenue-producing operations.

<sup>1994</sup> and 1993 have been reclassified to reflect the realignment of various business units.

### FIVE YEAR FINANCIAL SUMMARY

| (In millions, except per share amounts and other data) Years ended December 31                    | 1995     | 1994     | 1993     | and Consolidated<br>1992 | 1991     |
|---|----------|----------|----------|--------------------------|----------|
|   | 1990     | 1334     | 1993     | 1332                     |          |
| Operating Results   | *        | 000 045  | 440.000  | 040.000                  | 444.044  |
| Net sales   | \$27,037 | \$22,245 | \$16,963 | \$13,303                 | \$11,341 |
| Manufacturing and other costs of sales  | 17,545   | 13,760   | 10,351   | 8,395                    | 7,134    |
| Selling, general and administrative expenses  | 4,642    | 4,381    | 3,776    | 2,951                    | 2,579    |
| Depreciation expense  | 1,919    | 1,525    | 1,170    | 1,000                    | 886      |
| Interest expense, net   | 149      | 142      | 141      | 157                      | 129      |
| Total costs and expenses  | 24,255   | 19,808   | 15,438   | 12,503                   | 10,728   |
| Earnings before income taxes and cumulative effect of change in accounting principle              | 2,782    | 2,437    | 1,525    | 800                      | 613      |
| Income taxes provided on earnings   | 1,001    | 877      | 503      | 224                      | 159      |
| Net earnings before cumulative effect of change in accounting principle                           | \$ 1,781 | \$ 1,560 | \$ 1,022 | \$ 576                   | \$ 454   |
| Net earnings  | \$ 1,781 | \$ 1,560 | \$ 1,022 | \$ 453                   | \$ 454   |
| Net earnings before cumulative effect of change in accounting principle as a percent of sales     | 6.6%     | 7.0%     | 6.0%     | 4.3%                     | 4.0%     |
| Net earnings as a percent of sales  | 6.6%     | 7.0%     | 6.0%     | 3.4%                     | 4.0%     |
| Per Share Data (in dollars) <sup>1,2</sup>  |          |          |          |                          |          |
| Fully diluted   |          |          |          |                          |          |
| Net earnings before cumulative effect of change   |          |          |          |                          |          |
| in accounting principle   | \$ 2.93  | \$ 2.65  | \$ 1.78  | \$ 1.05                  | \$ 0.84  |
| Cumulative effect of change in accounting principle   | -        | -        | _        | (0.22)                   | _        |
| Net earnings  | \$ 2.93  | \$ 2.65  | \$ 1.78  | \$ 0.83                  | \$ 0.84  |
| Average common and common equivalent shares outstanding   | 609.8    | 592.7    | 583.7    | 567.1                    | 558.5    |
| Dividends declared  | \$ 0.400 | \$ 0.310 | \$ 0.220 | \$ 0.198                 | \$ 0.190 |
| Balance Sheet   |          |          |          |                          |          |
| Total assets  | \$22,801 | \$17,536 | \$13,498 | \$10,629                 | \$ 9,375 |
| Working capital   | 2,717    | 3,008    | 2,324    | 1,883                    | 1,424    |
| Long-term debt  | 1,949    | 1,127    | 1,360    | 1,258                    | 954      |
| Total debt  | 3,554    | 2,043    | 1,915    | 1,695                    | 1,806    |
| Total stockholders' equity  | \$11,048 | \$ 9,096 | \$ 6,409 | \$ 5,144                 | \$ 4,630 |
| Other Data  |          |          |          |                          |          |
| Current ratio   | 1.35     | 1.51     | 1.53     | 1.56                     | 1.46     |
| Return on average invested capital before cumulative effect of change in accounting principle     | 14.7%    | 17.5%    | 15.3%    | 9.4%                     | 7.8%     |
| Return on average invested capital  | 14.7%    | 17.5%    | 15.3%    | 7.5%                     | 7.8%     |
| Return on average stockholders' equity before cumulative effect of change in accounting principle | 17.7%    | 21.0%    | 17.8%    | 11.7%                    | 10.2%    |
| Return on average stockholders' equity  | 17.7%    | 21.0%    | 17.8%    | 9.4%                     | 10.2%    |
| Fixed asset expenditures  | \$ 4,225 | \$ 3,322 | \$ 2,187 | \$ 1,442                 | \$ 1,387 |
| % to sales  | 15.6%    | 14.9%    | 12.9%    | 10.8%                    | 12.2%    |
| Research and development expenditures   | \$ 2,197 | \$ 1,860 | \$ 1,521 | \$ 1,306                 | \$ 1,133 |
| % to sales  | 8.1%     | 8.4%     | 9.0%     | 9.8%                     | 10.0%    |
| Year-end employment (in thousands)  | 142      | 132      | 120      | 107                      | 102      |

All earnings per share, dividends and outstanding shares data have been restated to reflect the 1994 and 1992 two-for-one stock splits.

Primary earnings per common and common equivalent share were the same as fully diluted for all years shown except in 1994 and 1991 when primary earnings per share were one cent higher than fully diluted. Average primary common and common equivalent shares outstanding for 1995, 1994, 1993, 1992 and 1991 were 609.7, 591.7, 582.6, 565.6 and 555.6, respectively.

#### **Directors**

William J. Weisz
Chairman of the Board;
formerly Vice Chairman of the Board
and CEO, Motorola, Inc.

David R. Clare
Retired; formerly President,
Johnson & Johnson

H. Laurance Fuller Chairman of the Board, President and CEO, Amoco Corporation

Christopher B. Galvin
President and Chief Operating Officer,
Motorola, Inc.

Robert W. Galvin
Chairman of the Executive Committee of the Board, Motorola, Inc.

John T. Hickey Retired; formerly Executive Vice President and Chief Financial Officer, Motorola, Inc.

Anne P. Jones
Consultant; formerly member of the
Federal Communications Commission

Donald R. Jones
Retired; formerly Executive Vice
President and Chief Financial Officer,
Motorola, Inc.

Judy C. Lewent
Senior Vice President and Chief Financial
Officer, Merck & Co., Inc.

Walter E. Massey President, Morehouse College

John F. Mitchell
Vice Chairman of the Board
Motorola, Inc.

Thomas J. Murrin
Dean of Duquesne University's
School of Business Administration

John E. Pepper, Jr. Chairman of the Board and Chief Executive, Procter & Gamble Company

Samuel C. Scott III
Corporate Vice President,
CPC International, Inc.

Gary L. Tooker
Vice Chairman of the Board
and Chief Executive Officer,
Motorola, Inc.

Gardiner L. Tucker Retired; formerly Vice President for Science and Technology, International Paper Company

B. Kenneth West
Senior Consultant for Corporate
Governance to Teachers Insurance
and Annuity Association, College
Retirement Equities Fund;
Former Chairman of the Board
and Chief Executive Officer,
Harris Bankcorp, Inc.

Dr. John A. White
Dean of Engineering,
Georgia Institute of Technology

#### **Director Emeritus**

Elmer H. Wavering
Formerly Vice Chairman and
Chief Operating Officer,
Motorola, Inc.

#### **Management Board**

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Executive Vice President,
Chief Corporate Staff Officer

Arnold S. Brenner Executive Vice President, General Manager, Japan Group

Glenn A. Gienko Senior Vice President, Motorola Director of Human Resources

Robert W. Galvin
Chairman of the Executive Committee
of the Motorola Board of Directors

\*\* Christopher B. Galvin
President and Chief Operating Officer

Thomas D. George
Executive Vice President, Motorola, Inc.,
President and General Manager,
Semiconductor Products Sector

Merle L. Gilmore
Executive Vice President, Motorola, Inc.,
President and General Manager,
Land Mobile Products Sector

Robert L. Growney
Executive Vice President, Motorola, Inc.,
President and General Manager, Messaging,
Information and Media Sector

Carl F. Koenemann Executive Vice President and Chief Financial Officer

James A. Norling
Executive Vice President, Motorola, Inc.,
President, Motorola Europe,
Middle East and Africa

Edward F. Staiano
Executive Vice President, Motorola Inc.,
President and General Manager,
General Systems Sector

\*Gary L. Tooker Vice Chairman of the Board and Chief Executive Officer

Frederick T. Tucker
Executive Vice President, Motorola, Inc.,
General Manager, Automotive, Energy
and Controls Group

Richard H. Weise Senior Vice President and Secretary

Richard W. Younts
Executive Vice President,
Corporate Executive Director,
International—Asia and Americas

\*Chairman

\*\*Vice Chairman

### CEO QUALITY AWARDS AND DAN NOBLE FELLOWS

The Chief Executive Office Quality Award is Motorola's highest award for quality performance. Winners in 1995 were:

### Corporate

Human Resources Team Easter Inch, Scotland

#### **Cross Sector Award**

Information Systems Group Mansfield, Mass., USA Nippon Motorola Ltd., Information Systems Operation Tokyo, Japan

### **General Systems Sector**

Cellular Analog Software Organizations Cork, Ireland; Tel Aviv, Israel; Osaka, Japan; Arlington Heights, III. and Ft. Worth, Texas, USA

#### Government and Space Technology Group

Government Electronics Division Scottsdale, Ariz., USA

#### Land Mobile Products Sector

Radius Design Team Schaumburg, III. and Mt. Pleasant, Iowa, USA

# Messaging, Information and Media Sector

China Paging Operation Tianjin, China

The Dan Noble Fellow is the highest honorary award that can be made to a technologist within Motorola. It recognizes outstanding technical creativity, innovative ability and productive achievements. It is named for Dan Noble, a visionary technological pioneer, former Vice Chairman of Motorola and Chairman of its Science Advisory Board.

Herb Goronkin
Corporate
Steve Goode
General Systems Sector
Raymond Leopold
Government and Space Technology Group
Jim Mitzlaff
General Systems Sector
Morris Moore
Messaging, Information and Media Sector
Anthony Suppelsa
Land Mobile Products Sector

Fellows chosen in 1995 were:

### STOCKHOLDER REFERENCE INFORMATION

| Transfer Agent,<br>Registrar, Dividend<br>Disbursing Agent<br>and Dividend<br>Reinvestment Agent | Harris Trust and Savings Bank<br>Corporate Trust Operations Division<br>P.O. Box 755<br>311 West Monroe Street<br>14th Floor  |   |   |
|--|---|---|---|
|  | Chicago, IL 60690 USA<br>(312) 461-2339   |   |   |
| Investor Relations   | Security analysts, investment professionals and shareholders should direct their business-related inquiries to:   | Investor Relations, Motorola, Inc.<br>Corporate Offices<br>1303 East Algonquin Road<br>Schaumburg, IL 60196 USA   | Or call: (800) 262-8509<br>Internet address: http://www.mot.com   |
| Common Stock   | Motorola common stock is listed on<br>the New York, Chicago, London and<br>Tokyo Stock Exchanges.   |   |   |
| Annual Meeting<br>of Stockholders  | The annual meeting will be held on May 7, 1996. A notice of the meeting, together with a form of proxy and a proxy statement, will be mailed to   | stockholders on or about March 22,<br>1996, at which time proxies will be<br>solicited by the Board of Directors.   |   |
| Proxy Statement  | A copy of the Proxy Statement may be obtained without charge. Contact the Investor Relations Dept. as listed above.   |   |   |
| Form 10-K  | After the close of each fiscal year,<br>Motorola submits a report on Form<br>10-K to the Securities and Exchange<br>Commission containing certain addi-   | tional information concerning its business. A copy of this report may also be obtained without charge from Investor Relations.  |   |
| Auditors   | KPMG Peat Marwick LLP<br>303 East Wacker Drive<br>Chicago, IL 60601 USA   |   |   |
| Safe Harbor<br>Statement   | Statements which are not historical facts, including statements about our confidence and strategies and our expectations about new and existing products, technologies and opportunities, market and industry segment growth, demand and acceptance of new and existing products, and return on investments | the iDEN business; the effects on Motorola's semiconductor business and Automotive, Energy and Controls Group of changes in the growth of the Company's equipment businesses; the impact of competitive products and pricing, including continued pressure on average selling prices for wireless and semi- | IRIDIUM project; capacity and supply con-<br>straints or difficulties, including underutilization<br>of new or existing facilities, such as semicon-<br>ductor facilities; the results of financing efforts;<br>actual purchases under agreements and the<br>loss of any significant customers of any busi-<br>ness; the effect of the Company's accounting |

commercialization and technological delays or

difficulties, including delays or difficulties in

products and technologies, such as two-way

and voice paging, wireless local loop, tele-

phony and high-speed data products and

various market acceptance, software, tech-

nological and financing risks related to the

developing, producing, testing and selling new

and trade, legal, social, and economic risks,

such as import, licensing, and trade restric-

China and other emerging nations, and other

tions, including those affecting trade with

risks detailed in the Company's Securities

and Exchange Commission filings, including

its Proxy Statement and Form 10-K for the

year ended 1995.

statements that involve risks and uncertain-

product demand and market acceptance risks,

ties. These include, but are not limited to,

including a moderating growth rate in the

and, to some extent, Europe and market

cellular subscriber base in the United States

acceptance difficulties and other difficulties

experienced by some current customers of

Motorola, Inc. Corporate Offices 1303 East Algonquin Road Schaumburg, IL 60196 USA Phone: (847) 576-5000

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