

April 25, 2018

HARRT Day of Learning
UCLA

Qualcomm

Working in Ambiguity: Stuff I Learned in the Middle of Business Challenges from World Headquarters to the White House

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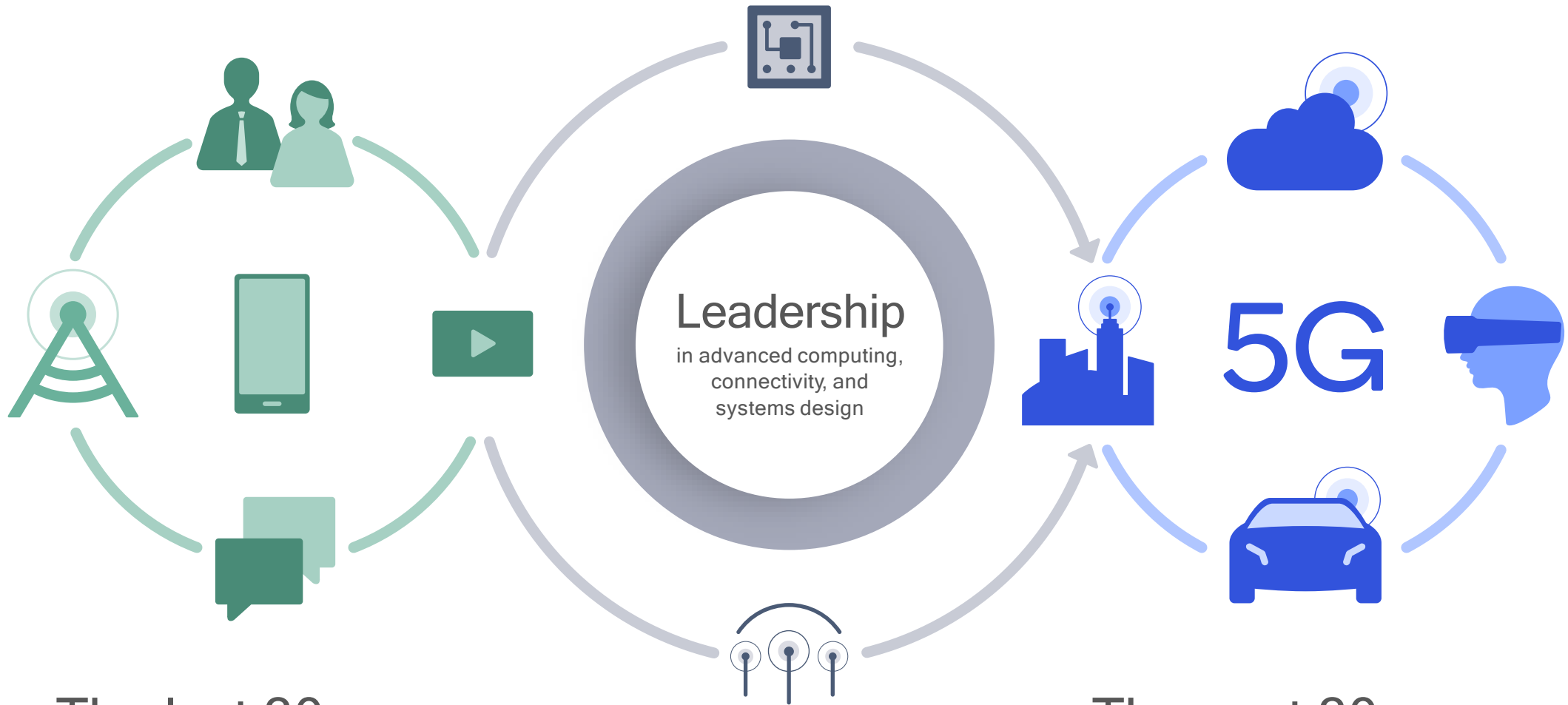




Qualcomm invents breakthrough technologies that transform how the world connects and communicates. When we connected the phone to the Internet, the mobile revolution was born. Today, our inventions are the foundation for life-changing products, experiences, and industries. As we lead the world to 5G, we envision this next big change in cellular technology spurring a new era of intelligent, connected devices and enabling new opportunities in connected cars, remote delivery of health care services, and the IoT - including smart cities, smart homes, and wearables.

Invention for what's next

in the increasingly smart and connected world



The last 30 years
Interconnecting people

The next 30 years
Interconnecting their worlds



Qualcomm

30+

Years of driving
the evolution of
wireless

#1

Fabless
semiconductor
company

#1

In 3G/4G LTE
modem

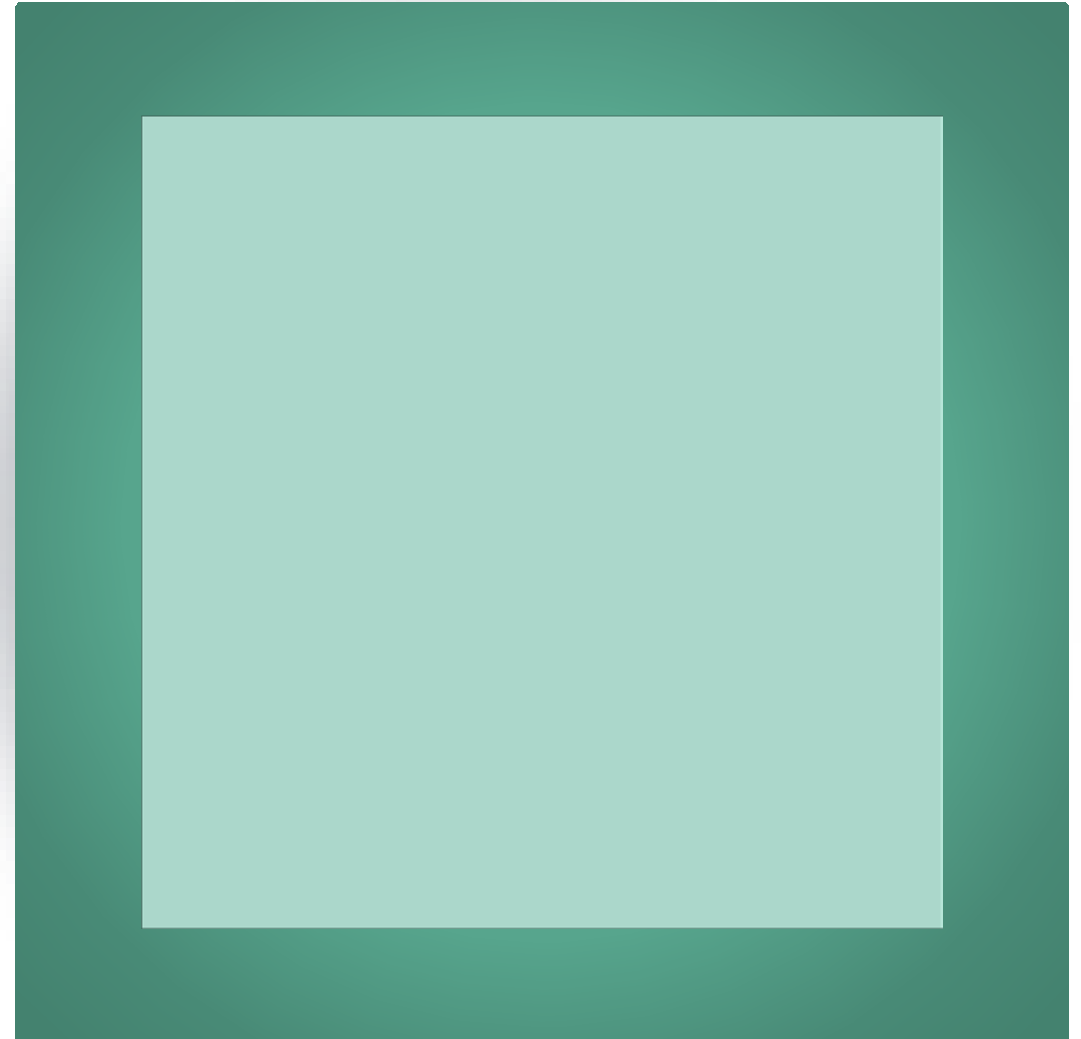
804M

MSM™ chipsets
shipped FY '17

Source: Qualcomm Incorporated data, as of Q4 FY17; IHS, Dec. '17;
Strategy Analytics, Jan. '18. MSM is a product of Qualcomm
Technologies, Inc. and/or its subsidiaries

October 27, 2016:

Qualcomm and NXP
announce definitive
agreement for Qualcomm
to acquire NXP for
\$110.00 per share in
cash in transaction
valued at \$47 billion



Qualcomm

+

The NXP logo consists of the letters 'N', 'X', and 'P' in a stylized, blocky font. The 'N' is orange, the 'X' is blue, and the 'P' is green. Each letter has a slight shadow or gradient effect.

Technology Leadership:

- Mobile
 - SoCs
 - 3G/4G Modems
 - Security
- Automotive
 - ADAS
 - Infotainment
- IOT and Security
- Networking

Qualcomm

+

The NXP logo consists of the letters 'N', 'X', and 'P' in a stylized, blocky font. The 'N' is orange, the 'X' is blue, and the 'P' is green. Each letter has a slight shadow or gradient effect.

Qualcomm:

- Predominantly US based
- Predominantly Engineers and Corporate Staff
- 30K + Employees

NXP:

- Global Footprint
- Significant number of factory workers
- 30K + Employees

December 2015: NXP acquires Freescale (\$11.8B, 17,000 employees)



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November 6, 2017:

Broadcom proposes to acquire Qualcomm for \$70.00 per share in cash and stock in transaction valued at \$130 billion







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A vibrant blue sky filled with soft, white, fluffy clouds. Numerous small, bright blue confetti pieces are scattered throughout the scene, appearing to fall from the top. The overall atmosphere is celebratory and bright.

*Happy New
Year!*
2018!!!



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Qualcomm's annual meeting March 6

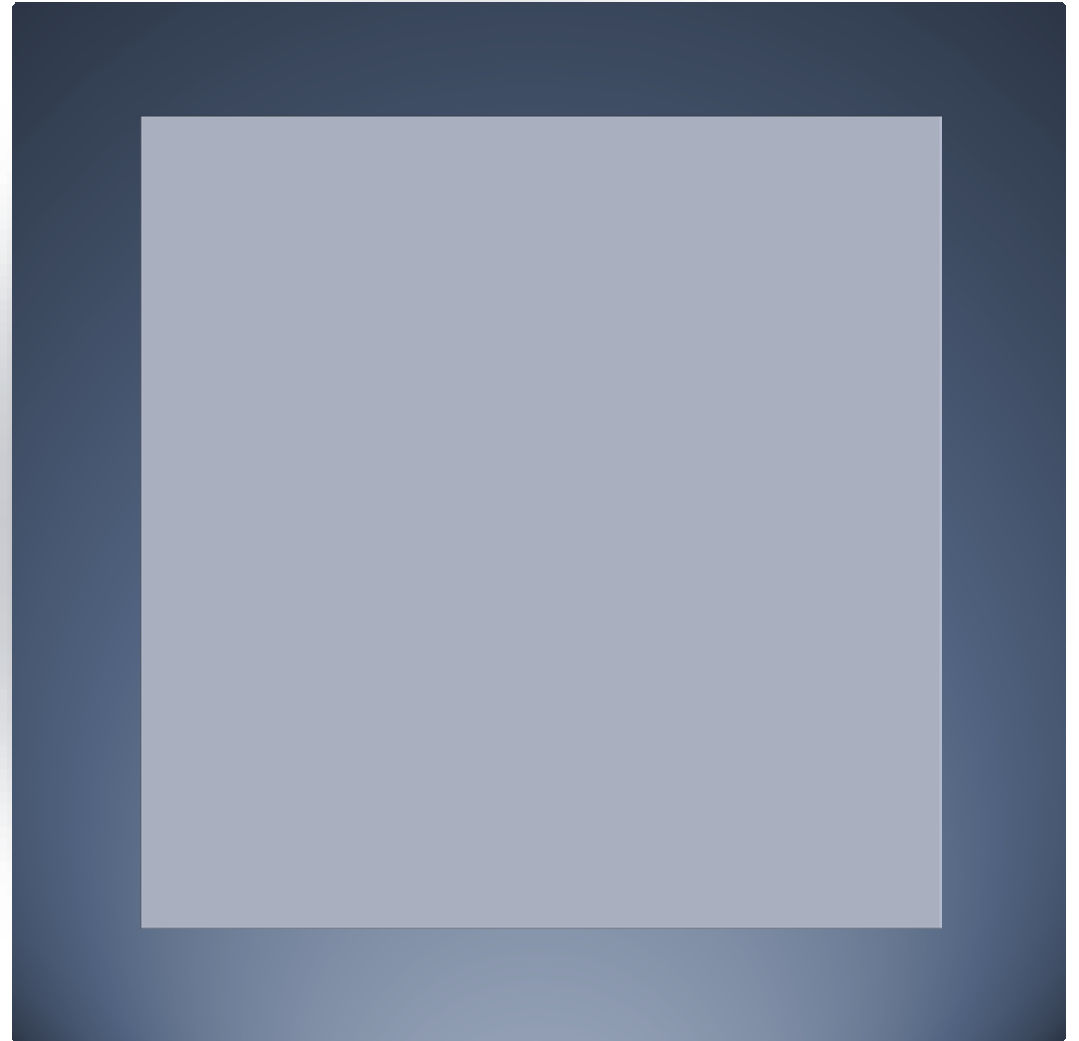
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Expect the unexpected!

March 4, 2018:

Committee on Foreign Investment in the United States (CFIUS) issues interim order; annual meeting adjourned to April 5



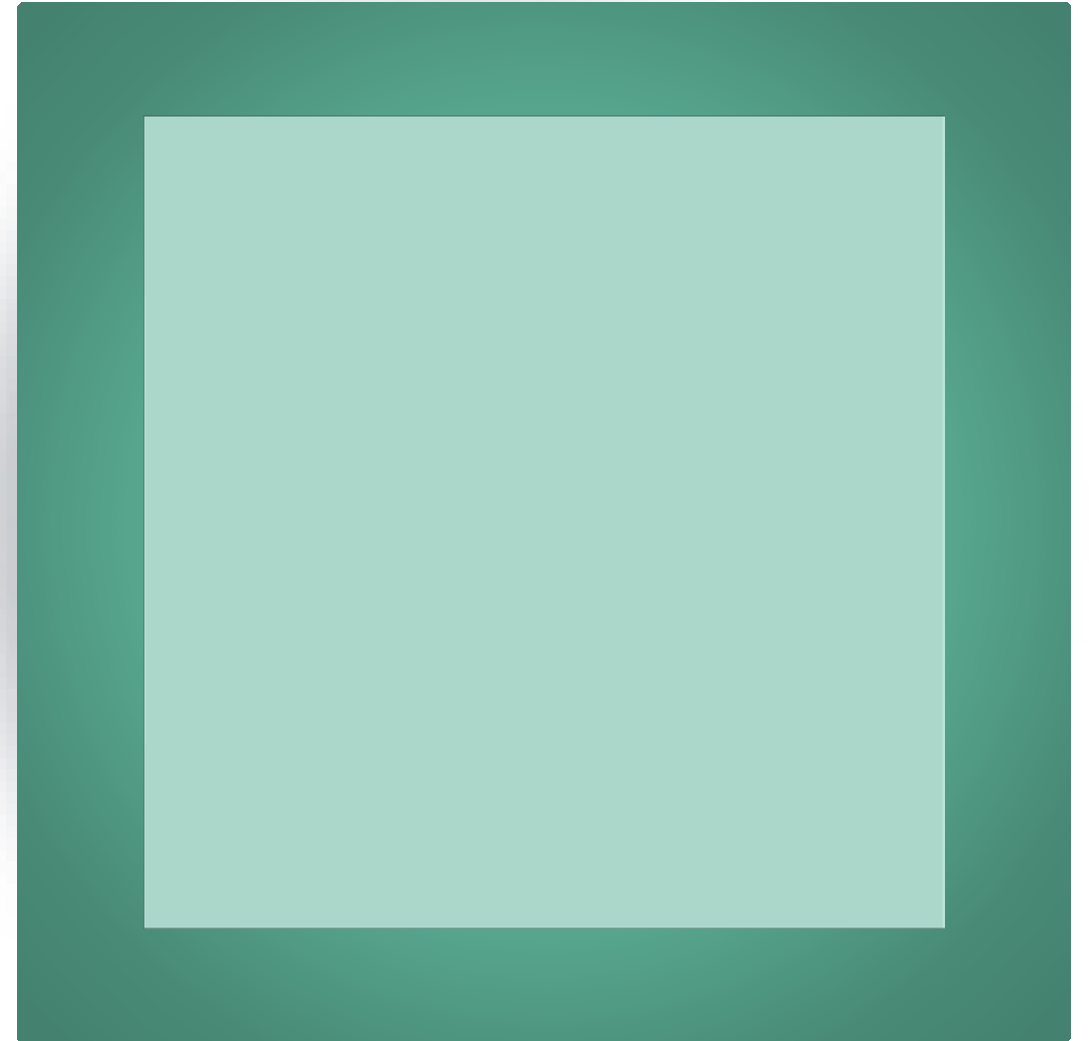
March 11, 2018:

CFIUS confirms national security concerns in letter to Qualcomm and Broadcom



March 12, 2018:

Presidential order issued mandating the immediate and permanent abandonment of Broadcom's proposed takeover; annual meeting reconvened for March 23









Lessons learned from the ride

1

Be ready for M&A
activity within your
HR teams

2

Be intentional about
information sharing
inside the company

3

Know that
information from
outside the
company looks like
it's intended for you,
but it's not

4

Intentionally craft
the culture of the
company you want
to be

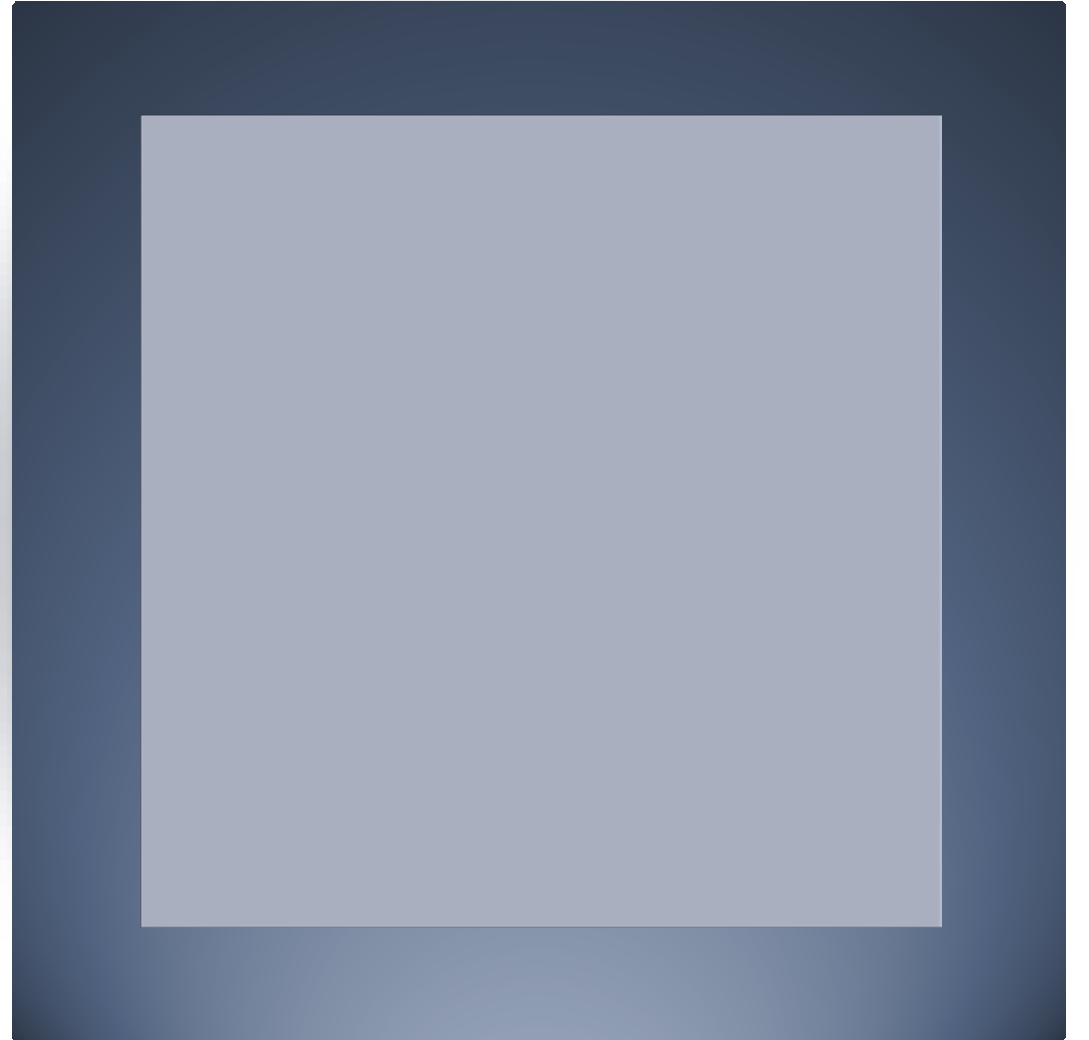
5

HR needs to lead
the way on positive
support for the
organization's
people

6

It ain't over 'til the fat
lady sings

Conclusion





Thank you!

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