SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549-1004
$F O R M 10-Q$



Pitney Bowes Inc. - Form 10-Q
Nine Months Ended September 30, 1995
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> Pitney Bowes Inc. Consolidated Balance Sheet (Unaudited)

(Dollars in thousands) $\quad$ September 30, | December 31, |
| ---: |
| 1995 |

Assets
Current assets:
Cash and cash equivalents
Short-term investments, at cost which approximates market
Accounts receivable, less allowances: 9/95, \$14,640; 12/94, \$16,909
$\$ 135,157 \quad \$ \quad 75,106$
$1,661 \quad 639$
$372,020 \quad 422,276$
Finance receivables, less allowances:
9/95, \$37,972; 12/94, \$36,224
Inventories (Note 2)
$1,128,816 \quad 1,050,090$
331,021 430,641
Other current assets and prepayments
97,276 104,992

Total current assets
$2,065,951 \quad 2,083,744$
$508,193 \quad 578,650$
Property, plant and equipment, net (Note 3)
Rental equipment and related
inventories, net (Note 3) 750,575 695,343
Property leased under capital
leases, net (Note 3)
$9,561 \quad 12,633$
Long-term finance receivables, less allowances: 9/95, \$79,725; 12/94, \$76,867
Investment in leveraged leases
Goodwill, net of amortization:
9/95, \$28,803; 12/94, \$40,984
Other assets
$3,320,318 \quad 3,086,401$
$538,059 \quad 481,308$
209,579 222,445
287,239 239,196

Total assets
$\$ 7,689,475 \quad \$ 7,399,720$

Liabilities and stockholders' equity
Current liabilities:
Accounts payable and accrued liabilities
Income taxes payable
$\$ \quad 754,246 \quad \$ \quad 828,396$
Notes payable and current portion of

| long-term obligations | 2,008,464 | 2,626,231 |
| :---: | :---: | :---: |
| Advance billings | 299,930 | 329,415 |
| Total current liabilities | 3,411,156 | 3,978,469 |
| Deferred taxes on income | 520,318 | 453,438 |
| Long-term debt | 1,051,016 | 779,217 |
| Other noncurrent liabilities | 423,854 | 443,527 |
| Total liabilities | 5,406,344 | $5,654,651$ |
| Preferred stockholders' equity in a subsidiary company | 200,000 | - |
| Stockholders' equity: |  |  |
| Cumulative preferred stock, $\$ 50$ par value, 4\% convertible | 47 | 48 |
| Cumulative preference stock, no par value, $\$ 2.12$ convertible | 2,602 | 2,790 |
| Common stock, \$2 par value | 323,338 | 323,338 |


| Capital in excess of par value | 31,515 | 35,200 |
| :--- | ---: | ---: |
| Retained earnings | $2,119,766$ | $1,785,513$ |
| Cumulative translation adjustments | $(45,521)$ | $(41,617)$ |
| Treasury stock, at cost | $(348,616)$ | $(360,203)$ |
| Total stockholders' equity | $2,083,131$ | $1,745,069$ |
| Total liabilities and stockholders' equity | $\$ 7,689,475$ | $\$ 7,399,720$ |

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Pitney Bowes Inc.<br>Consolidated Statement of Cash Flows<br>(Unaudited)



Proceeds from preferred stock issued by a


Note 2:

Inventories are comprised of the following:

| (Dollars in thousands) | September 30, | December 31, |
| :--- | ---: | ---: |
|  | 1995 | 1994 |
| Raw materials and work in process | $\$$ | 62,124 |
| Supplies and service parts | 86,626 | 111,051 |
| Finished products | 182,271 | 114,429 |
| Total | $\$ 305,161$ |  |

Note 3:

Fixed assets are comprised of the following:
(Dollars in thousands) September 30, December 31,

Property, plant and equipment
Accumulated depreciation

|  | 1,077,656 |  |
| :---: | :---: | :---: |
|  | (569,463) |  |
| \$ | 508,193 | \$ |

Rental equipment and related inventories
$\left.\begin{array}{ccc}\$ 1,570,950 \\ (820,375)\end{array} \quad \begin{array}{r}\$ 1,484,698 \\ (789,355)\end{array}\right)$

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Note 4:
The company has refined its strategic focus with the intent to capitalize on its strengths and competitive position. Based on an extensive review, the company decided to concentrate its energies and resources on products and services which facilitate the preparation, organization, movement, delivery, tracking, storage and retrieval of documents, packages, letters and other materials, in hard copy and digital form for its customers. Accordingly, the company announced in 1994 its intent to seek buyers for its Dictaphone Corporation (Dictaphone) and Monarch Marking Systems, Inc. (Monarch) subsidiaries.

On August 11, 1995, the company sold Dictaphone for approximately $\$ 450$ million in cash, subject to post-closing adjustments, to an affiliate of stonington Partners, Inc. On June 29, 1995, the company sold Monarch for approximately $\$ 127$ million in cash, subject to post-closing adjustments, to a new company jointly formed by Paxar Corporation and Odyssey Partners, L.P. The sales resulted in gains approximating $\$ 150$ million net of approximately $\$ 130$ million of income taxes.

Dictaphone and Monarch have been classified in the Consolidated Statement of Income as discontinued operations. Summary results of the Dictaphone and Monarch operations prior to their sales, which have been classified separately, were as follows (results included for Dictaphone in 1995 are through August 11, 1995 and for Monarch in 1995 are through June 29, 1995):

| (Dollars in thousands) | Three Months Ended Nine Months Ended    <br> September 30, September 30,   <br> 1995 1994 1995 1994 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | \$ 28,981 | \$144,526 | \$306,462 |  | 12,501 |
| Income before income taxes | \$ 1,290 | \$ 17,751 | \$ 36,007 | \$ | 53,666 |
| Provision for income taxes | 569 | 7,045 | 14,524 |  | 21,174 |
| Income from discontinued operations | \$ 721 | \$ 10,706 | \$ 21,483 | \$ | 32,492 |

Note 5:
In June 1995, a subsidiary of the company issued $\$ 200$ million of variable term voting preferred stock to outside institutional investors in a private placement. The preferred stock, $\$ .01$ par value, is entitled to cumulative dividends at rates set at auction, generally for 49 day intervals. The stock issuance, which appears on the consolidated balance sheet as "Preferred stockholders' equity in a subsidiary company", is designed to enable the company to better manage its international cash and investments. The consolidated statement of income reflects the dividends as a minority interest in "Selling, service and administrative" expense.

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Note 6:
During 1994, the company adopted a formal plan designed to address the impact of technology on work force requirements and to further refine its strategic focus on core businesses worldwide. Current and future product offerings require a smaller, but more highly skilled engineering, manufacturing and service work force to take full advantage of design, production, diagnostic and service strategies. As of September 30, 1995, the company has made severance and benefit payments of approximately $\$ 35.9$ million to nearly 1,300 employees separated under the strategic focus initiatives. Approximately 250 employees with the requisite enhanced skills have been hired to produce and service advanced product offerings. It is currently anticipated that upon completion of the actions contemplated under the strategic initiatives, approximately 1,700 employees will have been separated from the company at a cost approximating \$5.0 million in excess of that initially provided in 1994. This excess has been recorded in "Selling, service \& administrative" expense.

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Pitney Bowes Inc.
Management's Discussion and Analysis of Financial Condition and Results of Operations

Results of Continuing Operations - third quarter of 1995 vs. third quarter of 1994.

Revenue increased nine percent to $\$ 876.1$ million in 1995 compared to $\$ 806.4$ million in the third quarter of 1994. Income from continuing operations increased 18 percent to $\$ 100.7$ million in 1995 from $\$ 85.3$ million in the third quarter of 1994.

Sales revenue increased nine percent in 1995 primarily as a result of volume growth with only minor favorable effects from both price and foreign currency exchange rate changes. The facilities management business recorded strong sales growth as it continued to expand its facilities management contract base, especially in the commercial and industrial market segment. Sales revenue comparisons were also enhanced by strong growth in the international mailing operations especially in Europe, driven principally by new products and the acquisition in 1995 of a former Japanese joint venture. In addition, copier equipment sales and to a lesser extent facsimile systems sales favorably impacted sales growth. These increases were offset by a slight decline in U.S. Mailing equipment sales.

Rentals and financing revenue increased 10 percent from the prior year. Rental revenue growth reflected a higher number of postage meters on rental, especially higher yielding Postage By Phone(r) and electronic meters, as well as a higher number of plain paper facsimile systems in service. The increase in financing revenue is principally due to a higher base of small-ticket equipment under lease as well as an increased contribution from fee-based or non-interest sensitive revenue sources, offset in part, by a greater contribution from sales of finance assets last year than in the third quarter of 1995. In the third quarter of 1994 , approximately $\$ 55$ million of net finance assets were sold which produced approximately $\$ 8.7$ million in revenue. Financing revenue growth in 1995 continues to be negatively affected by the company's 1993 decision to phase out the business of financing non-Pitney Bowes equipment outside of the United States.

Support services revenue rose two percent from the prior year. The revenue
growth was attributable to price increases and expansion of the service bases in the U.S. mailing and shipping businesses.

The cost of sales to sales revenue ratio increased to 61.8 percent in the third quarter of 1995 from 59.1 percent in the third quarter of 1994 . The increased ratio reflects higher U.S. mailing product costs which were driven, in part, by increased volume and larger production runs in 1994 relating to the final build of the model 6100 mailing machine. In addition, the ratio increase continues to be affected by the increased significance of the company's facilities management business which includes most of its expenses in cost of sales and, to a lesser extent, to a stronger yen.

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The ratio of cost of rentals and financing to rentals and financing revenue decreased to 29.6 percent in 1995 from 30.6 percent in 1994 primarily due to the third quarter 1994 asset sale. This improvement was also impacted by reduced credit loss requirements at the financial services businesses and, consistent with the first half of 1995, by the change in the postage meter estimated service lives which are based, in part, on technological content.

Selling, service and administrative expenses were 35.1 percent of revenue in the third quarter 1995 compared to 36.9 percent in third quarter 1994 . This ratio benefited as the actions taken as part of the plan adopted in the third quarter of 1994 to refine the strategic focus on the core businesses are being realized. In addition, this ratio was favorably impacted by continuing cost containment programs throughout the company and by a gain on the sale of an investment.

Research and development expenses decreased five percent to $\$ 19.0$ million in the third quarter of 1995 from $\$ 20.0$ million in the third quarter 1994. This decrease reflected higher 1994 expenditures for new products approaching the end of their development cycle, offset to a degree, by increased engineering support for recently introduced products the costs of which are included in cost of sales. In addition, the company has maintained its cost containment programs while continuing to significantly invest in advanced product development with emphasis on electronic technology and software development.

Net interest expense increased to $\$ 51.5$ million in the third quarter 1995 from $\$ 47.9$ million in 1994. This increase is due to higher short-term interest rates and higher average borrowing levels in 1995 at financial services to support the funding of equipment purchases.

The third quarter effective tax rate was 33.2 percent in 1995 compared to 44.9 percent in 1994. The 1994 effective tax rate was negatively impacted by a series of strategic actions taken in the third quarter of 1994 totaling $\$ 28$ million in countries where the company could not realize associated tax benefits. In addition, the 1995 effective rate was favorably affected by tax benefits associated with a company owned life insurance program, as well as a higher level of tax-exempt income.

Income from continuing operations increased 18 percent to $\$ 100.7$ million in 1995 from $\$ 85.3$ million in the third quarter of 1994 . Excluding the effect of a nonrecurring net credit in 1994, income from continuing operations would have been 23 percent above the prior year. The credit is the result of a $\$ 118.6$ million credit to income due to changes made in certain postemployment benefits offset, in part, by the establishment of a $\$ 93.2$ million reserve covering strategic actions designed to address the impact of technology on work force requirements and the continued refinement of the company's strategic focus outlined in Note 6 to the consolidated financial statements. This net credit added only $\$ 3.5$ million, or two cents per share to net income primarily because some of the strategic actions were planned in countries where the company was unable to recognize associated tax benefits.

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Results of Continuing Operations - nine months of 1995 vs. nine months of 1994.

For the first nine months of 1995 compared with the same period of 1994 , revenue increased nine percent while income from continuing operations increased 16 percent to $\$ 295.1$ million. The factors that affected revenue and earnings performance included those cited for the third quarter 1995 versus 1994 . In addition, in the first quarter of 1995, revenue was favorably affected by approximately $\$ 30$ million of increased PROM (memory chip) sales attributable to the January 1, 1995 United States postal rate change.

As part of the company's review of the impacts of technology on its core businesses and the desire of worldwide postal services to transition to all electronic postage meters, the estimated service lives of postage meters was revised effective January 1,1995 . The meter base has been segregated according to technological content. Mechanical meters, which constitute approximately 60 percent of the meter base, had their depreciable lives shortened while electronic meters had their depreciable lives lengthened due to improved security, functionality and limited risk of technological obsolescence. These changes have been accounted for as changes in accounting estimates and did not have a material effect on the 1995 results.

The second quarter of 1994 included the sale of operating lease assets which produced approximately $\$ 27$ million in revenue, but which increased the cost of rentals and financing to rentals and financing revenue ratio due to inclusion of $\$ 25.2$ million of related costs.

Nonrecurring Item

During 1994, the company adopted a formal plan designed to address the impact of technology on work force requirements and to further refine its strategic focus on core businesses worldwide. Current and future product offerings require a smaller, but more highly skilled engineering, manufacturing and service work force to take full advantage of design, production, diagnostic and service strategies. As of September 30, 1995, the company has made severance and benefit payments of approximately $\$ 35.9$ million to nearly 1,300 employees separated under the strategic focus initiatives. Approximately 250 employees with the requisite enhanced skills have been hired to produce and service advanced product offerings. It is currently anticipated that upon completion of the actions contemplated under the strategic initiatives, approximately 1,700 employees will have been separated from the company at a cost approximating \$5.0 million in excess of that initially provided in 1994. This excess has been recorded in "Selling, service and administrative" expense.

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Discontinued Operations

On August 11, 1995, the company sold its Dictaphone Corporation subsidiary and related worldwide operations (Dictaphone) for approximately $\$ 450$ million in cash, subject to post-closing adjustments, to an affiliate of Stonington Partners, Inc. On June 29, 1995, the company sold Monarch Marking Systems, Inc. (Monarch) for approximately $\$ 127$ million in cash, subject to post-closing adjustments, to a new company jointly formed by Paxar Corporation and Odyssey Partners, L.P. These sales resulted in net after-tax gains approximating $\$ 150$ million.

The company adopted Statement of Financial Accounting Standards No. 112, "Employers' Accounting for Postemployment Benefits" (FAS 112), as of January 1, 1994. FAS 112 required that postemployment benefits be recognized on the accrual basis of accounting. Postemployment benefits include primarily company-provided medical benefits to disabled employees and company provided life insurance as well as other disability- and death-related benefits to former or inactive employees, their beneficiaries and covered dependents. The one-time effect on first quarter 1994 earnings of adopting FAS 112 was a non-cash, after-tax charge of $\$ 119.5$ million (net of approximately $\$ 80.5$ million of income taxes), or 75 cents per share.

Liquidity and Capital Resources
Working capital has increased since year-end 1994 due to proceeds received from the sales of Dictaphone and Monarch, decreases in short-term borrowings resulting from the issuance of long-term debt by Pitney Bowes Credit Corporation (PBCC), and the issuance in the second quarter of 1995 of preferred stock in a subsidiary company. The current ratio as of September 30, 1995 was .61 to 1 and as of December 31, 1994, was .52 to 1.

As part of the company's non-financial services shelf registrations, a mediumterm note facility exists permitting issuance of up to $\$ 100$ million in debt securities with maturities ranging from more than one year up to 30 years of which $\$ 32$ million remain available at September 30, 1995. The company also has an additional $\$ 300$ million remaining on its non-financial services shelf registrations filed with the Securities and Exchange Commission (SEC). Amounts available under credit agreements, shelf registrations and commercial paper and medium-term note programs, in addition to cash generated internally and by the sales of Monarch and Dictaphone, are expected to be sufficient to provide for financing needs in the next several years.

In May 1995, PBCC issued $\$ 100$ million of 6.250 percent notes due in June, 1998 and $\$ 100$ million of 6.625 percent notes due in June, 2002. In June 1995, PBCC also issued $\$ 75$ million of medium term notes due in

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June, 1998 and June, 2000 with a weighted average coupon rate of 6.014 percent.
PBCC has $\$ 125$ million of unissued debt securities available from a $\$ 500$ million shelf registration statement filed with the SEC in October 1992. In September 1995, PBCC filed another registration statement for an additional $\$ 625$ million of debt securities. In November 1995, PBCC commenced a $\$ 500$ million medium-term note offering. The $\$ 500$ million medium-term note offering and the remaining $\$ 250$ million of unissued debt securities should meet PBCC's long-term financing needs for the next several years.

In June 1995, a subsidiary of the company issued $\$ 200$ million of variable term voting preferred stock to outside institutional investors in a private placement. The preferred stock, $\$ .01$ par value, is entitled to cumulative dividends at rates set at auction, generally for 49 day intervals. The stock issuance, which appears on the consolidated balance sheet as "Preferred stockholders' equity in a subsidiary company", is designed to enable the company to better manage its international cash and investments. The proceeds of the issuance were used to pay down short-term borrowings. The consolidated statement of income reflects the dividends as a minority interest in "Selling, service, and administrative" expense.

The ratio of total debt to total debt and stockholders' equity including the preferred stockholders' equity in a subsidiary company in total debt was 61.2\% at September 30,1995 compared to $66.3 \%$ at December 31, 1994. This ratio was favorably affected by the proceeds from the sales of Dictaphone and Monarch which were used primarily to repay short-term debt. This ratio is expected to be unfavorably impacted by the anticipated repurchase of common shares in the
future. Book value per common share increased to $\$ 13.72$ at September 30, 1995 from $\$ 11.52$ at year-end 1994 principally due to year-to-date income. This was offset, in part, by the repurchase of approximately 450,000 common shares for $\$ 14.9$ million in the first quarter of 1995. These repurchases were made in anticipation of the proceeds from the sales of Dictaphone and Monarch.

During the period October 31, to November 10, 1995, the company repurchased approximately 390,000 additional shares of its common stock at a total cost approximating $\$ 17$ million.

The company enters into interest rate swap agreements principally through its financial services business. It has been the practice and objective of the company to use a balanced mix of debt maturities, variable- and fixed-rate debt and interest rate swap agreements to control the company's sensitivity to interest rate volatility. The company utilizes interest rate swap agreements when it considers the economic benefits to be favorable. Swap agreements, as noted above, have been principally utilized to fix interest rates on commercial paper and/or obtain a lower cost on debt than would otherwise be available absent the swap.

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## Capital investments

In the first nine months of 1995, net investments in fixed assets included \$83.7 million in net additions to property, plant and equipment and $\$ 165.7$ million in net additions to rental equipment and related inventories compared with $\$ 82.5$ million and $\$ 140.8$ million during the same period in 1994 , respectively. These additions included expenditures for a new facility the company is building in Shelton, Connecticut, as well as normal plant and manufacturing equipment. In the case of rental equipment, the additions included the production of postage meters and purchase of facsimile equipment for both new placement and upgrade programs.

At September 30, 1995, commitments for the acquisition of property, plant and equipment included plant and manufacturing equipment improvements, as well as rental equipment for new and replacement programs.

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Part II - Other Information

## Item 1: Legal Proceedings

The company is a defendant in a number of lawsuits, none of which should have, in the opinion of management and legal counsel, a material adverse effect on the company's financial position or results of operations.

The company has been advised that the Antitrust Division of the United States Department of Justice is conducting a civil investigation of its postage equipment business to determine whether there is, has been, or may be a violation of the surviving provisions of the 1959 consent decree between the company and the U.S. Department of Justice, and or the antitrust laws. The company intends to cooperate with the Department's investigation.

Item 5: Other Information.

On November 13, 1995 the board of directors of Pitney Bowes Inc. elected Michael I. Roth, Chairman and Chief Executive Officer, Mutual of New York, to the board effective as of the meeting of the board scheduled for December 11, 1995; and, expanded the total number of directors to twelve.

Item 6: Exhibits and Reports on Form 8-K.
(a) Exhibits (numbered in accordance with Item 601 of Regulation $S-K$ )
Reg. S-K Status or Incorporation

Exhibits Description by Reference
(11) Computation of earnings See Exhibit (i) per share. on page 17.
(12) Computation of ratio of See Exhibit (ii) earnings to fixed charges. on page 18.
(b) Reports on Form 8-K.

No reports on Form $8-K$ were filed for the three months ended September 30, 1995.

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Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

PITNEY BOWES INC.

November 14, 1995

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/s/ C. F. Adimando
C. F. Adimando
Vice President - Finance and
Administration, and Treasurer
(Principal Financial Officer)
/s/ S. J. Green
S. J. Green
Vice President - Controller
(Principal Accounting Officer)
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<ARTICLE> 5
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THIS SCHEDULE CONTAINS FINANCIAL INFORMATION EXTRACTED FROM PITNEY BOWES INC.
CONSOLIDATED BALANCE SHEET, CONSOLIDATED STATEMENT OF INCOME, CORRESPONDING
FOOTNOTE #3 FIXED ASSETS AND STATEMENT RE COMPUTATION OF PER SHARE EARNINGS
AND IS QUALIFIED IN ITS ENTIRETY BY REFERENCE TO SUCH FINANCIAL STATEMENTS.
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