



Last month marked a notable milestone for Motorola Solutions as we [announced](#) our new company narrative, "Solving for safer." Our executive leadership and company vice presidents joined a select group of our Foundation grant partners at the New York Stock Exchange (NYSE) on Nov. 15 to proudly ring the opening bell and celebrate our transformation centered on safety and security. It was an inspiring day bridging our storied history to our expectations for an even stronger future. Solving for safer embodies who we are, what we do and where we're going.



### Introducing "Solving for safer" at the NYSE

Watch Motorola Solutions leadership ring the NYSE opening bell to announce the company's new brand narrative.

[WATCH NOW](#)

### "Solving for safer" includes investor input

When developing the narrative, we reflected feedback from investors that our strong business could benefit from a framework that explains how we differentiate and are uniquely positioned to continue to grow. While our leadership in LMR has been developed over decades, our video security journey started just five years ago. "Solving for safer" clarifies for our existing and prospective investors who we are and what our company is focused on today. Everything we do revolves around safety and security.

We're "solving for safer" by striving to build the best possible technologies across every part of the safety and security ecosystem to help protect people, property and places. "Solving for safer" is foundational to our three technologies of mission-critical voice communications, video security and command center, as well as to our ability to integrate voice, video and data across these technologies.

We're "solving for safer" by connecting public safety agencies and enterprises, enabling the collaboration that's critical to connect those in need with those who can help.



### Enabling safer schools

Watch this short video on how our safety and security ecosystem helps automate critical workflows in school environments.

[WATCH NOW](#)

### Continued investment in our exciting vision

"Solving for safer" requires a purposeful human and financial capital deployment. Our engineering-focused culture, with more than 8,000 engineers, along with our strong and durable financial profile helps us consistently invest, both organically and inorganically, across all three of our technologies.

We expect to spend close to \$800M on research and development ("R&D") in 2023. In our land mobile radio (LMR) technology, we have continued to outpace our competitors by a wide margin in R&D investments, which makes state-of-the-art products like APX NEXT radios possible and helps us expand our services offerings into high-value areas, like cybersecurity. Our investments in advanced AI applications and cloud solutions position us well for continued strong growth in Video Security and Command Center, which when combined, represent approximately a quarter of our revenues<sup>1</sup>, but more than half of our \$60B TAM<sup>1</sup>. And finally, we continue to prioritize integration across our three technologies. Integration lies at the heart of "solving for safer".

Inorganic investments continue to be an important part of our capital allocation framework. The approximately \$6B we have invested across 35 companies since 2015 has helped in our transformation to higher software and services growth and included the foundation for our Video Security and Access Control technology starting with the acquisition of Avigilon in 2018. Our strong balance sheet that includes 1.7x Net Debt to Adjusted EBITDA Ratio<sup>1</sup> and a balanced long-term debt maturity profile positions us well.

I'm excited about our new narrative, what it means, how it defines opportunities ahead of us and how we are positioned to deliver. As I wrap-up the last newsletter of 2023, I wish you and your loved ones a safe and happy holiday season. I look forward to continuing to share new insights about our business next year.

Jason

<sup>1</sup> As of the third quarter of 2023

## In Case You Missed It

“We’re doubling down on all things public safety”



Motorola Solutions Chairman and CEO Greg Brown joined ‘Squawk on the Street’ on Nov. 15, 2023 to discuss the company’s new narrative, investments in security solutions, growth outlook and artificial intelligence.

WATCH NOW

## End of Year Survey

Which topic would you most like to learn more about in an upcoming newsletter?

A: Go-to-market strategy

B: Artificial intelligence in our technologies

C: Customer perspective

D: Cloud adoption

[View](#) important information about forward-looking statements. Net Debt to Adjusted EBITDA Ratio is a non-GAAP financial measure. A reconciliation of GAAP Net Earnings to EBITDA and Adjusted EBITDA, a calculation of Net Debt, and a calculation of Net Debt to Adjusted EBITDA can be accessed on slide 18 of our third quarter 2023 earnings presentation, available at <https://www.motorolasolutions.com/investors/earnings-and-sec-filings.html>.

To learn more, visit our [Investor Relations website](#) and find [previous editions](#) of our newsletter.

## DID YOU KNOW?

It’s estimated that as many **as 10,000 lives could be saved every year** by reducing 911 response times by just one minute.

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