



EARNINGS PRESENTATION

Q2 2022 RESULTS | August 4, 2022

SAFE HARBOR

A number of forward-looking statements will be made during this presentation. Forward-looking statements are any statements that are not historical facts. These forward-looking statements are based on the current expectations of Motorola Solutions, and we can give no assurance that any future results or events discussed in these statements will be achieved. Any forward-looking statements represent our views only as of today and should not be relied upon as representing our views as of any subsequent date. Forward-looking statements are subject to a variety of risks and uncertainties that could cause our actual results to differ materially from the statements contained in this presentation.

Risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied in the forward-looking statements include, without limitation: (i) the impact, including increased costs and potential liabilities, associated with changes in laws and regulations regarding privacy, data protection and information security; (ii) challenges relating to existing or future legislation and regulations pertaining to artificial intelligence (“AI”), AI-enabled products and the use of biometrics and other video analytics; (iii) the impact of government regulation of radio frequencies; (iv) audits and regulations and laws applicable to our U.S. government customer contracts and grants; (v) the impact, including additional compliance obligations, associated with existing or future telecommunications-related laws and regulations; (vi) the evolving state of environmental regulation relating to climate change, and the physical risks of climate change; (vii) impact of product regulatory and safety, consumer, worker safety and environmental laws; (viii) impact of tax matters; (ix) the continuing and future impact of the COVID-19 pandemic on our business; (x) additional compliance obligations and increased risk and competition associated with the expansion of our technologies within our Products and Systems Integration and Software and Services segments; (xi) the effectiveness of our investments in new products and technologies; (xii) the effectiveness of our strategic acquisitions, including the integrations of such acquired businesses; (xiii) increased cybersecurity threats, a security breach or other significant disruption of our IT systems or those of our outsource partners, suppliers or customers; (xiv) our inability to protect our intellectual property or potential infringement of intellectual property rights of third parties; (xv) our license of the MOTOROLA, MOTO, MOTOROLA SOLUTIONS and the Stylized M logo and all derivatives and formatives thereof from Motorola Trademark Holdings, LLC; (xvi) the global nature of our employees, customers, suppliers and outsource partners; (xvii) our use of third-parties to develop, design and/or manufacture many of our components and some of our products, and to perform portions of our business operations; (xviii) the inability of our subcontractors to perform in a timely and compliant manner or adhere to our Human Rights Policy; (xix) our inability to purchase at acceptable prices a sufficient amount of materials, parts, and components, as well as software and services, to meet the demands of our customers, and any disruption to our suppliers or significant increase in the price of supplies; (xx) risks related to our large, multi-year system and services contracts; (xxi) the inability of our products to meet our customers’ expectations or regulatory or industry standards; (xxii) impact of current global economic and political conditions in the markets in which we operate (including the Russia-Ukraine conflict and inflation); (xxiii) impact of returns on pension and retirement plan assets and interest rate changes; (xxiv) inability to access the capital markets for financing on acceptable terms and conditions; (xxv) inability to attract and retain senior management and key employees; (xxvi) impact of the ARPA on our business; and (xxvii) the return of capital to shareholders through dividends and/or repurchasing shares. Motorola Solutions undertakes no obligation to publicly update any forward-looking statement or risk factor, whether as a result of new information, future events or otherwise. For additional information on identifying factors that may cause actual results to vary materially from those stated in forward-looking statements, see our reports on Forms 10-K, 10-Q and 8-K filed with or furnished to the SEC from time to time available for free on the SEC’s website at www.sec.gov, and on Motorola Solutions’ website at www.motorolasolutions.com/investor

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HIGHLIGHTS

Q2 2022



- **Sales of \$2.1B, up 9% vs. the prior year**
 - Products and Systems Integration up 7%
 - Software and Services up 11%
 - Growth in all technologies
 - Land Mobile Radio (“LMR”) up 5%
 - Video security and access control (“Video”) up 21%
 - Command center software up 21%
- **GAAP EPS of \$1.33**
- **Non-GAAP EPS¹ of \$2.07**
- **Record Q2 ending backlog of \$13.4B, up 19% from a year ago**
- **Repurchased \$162M of shares and paid \$132M in dividends**
- **Invested \$62M² in our Video portfolio with the acquisitions of Calipsa (\$40M) and Videotec (\$22M)**
- **Issued \$600M of long-term debt; repaid \$275M of outstanding long-term debt**

¹ Non-GAAP measures exclude highlighted items, including share-based compensation expenses and intangible assets amortization expense

² Net of cash acquired

FINANCIAL RESULTS

	Q2 21	Q2 22	CHANGE
REVENUE	\$1,971	\$2,140	9%
NON-GAAP OPERATING EARNINGS*	\$482	\$497	3%
NON-GAAP OPERATING MARGIN*	24.4%	23.2%	(120 bps)
NON-GAAP EARNINGS PER SHARE*	\$2.07	\$2.07	—

(\$M) excluding per share amounts

* Non-GAAP measures exclude highlighted items, including share-based compensation expenses and intangible assets amortization expense.

CASH FLOW

(M\$)	Q2 21 YTD	Q2 22 YTD	CHANGE	FY 21	FY 22E	CHANGE
OPERATING CASH FLOW	\$758	\$162	(\$596)	\$1,837	\$1,875	\$38
CAPITAL EXPENDITURES	(\$114)	(\$113)	\$1	(\$243)	(\$275)	(\$32)
FREE CASH FLOW*	\$644	\$49	(\$595)	\$1,594	\$1,600	\$6

YTD Cash Flow includes:

- Planned inventory build
- \$75M higher employee incentive payout related to 2021 (paid Q2 '22)

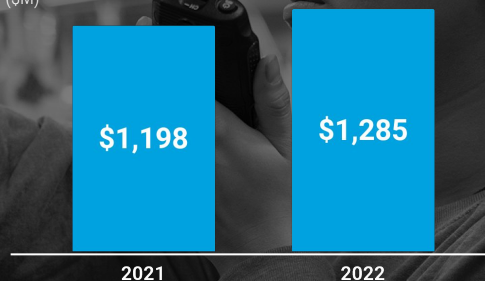
* Free Cash Flow is a non-GAAP financial measure and is calculated as Net cash provided by operating activities - Capital Expenditures.

PRODUCTS & SI

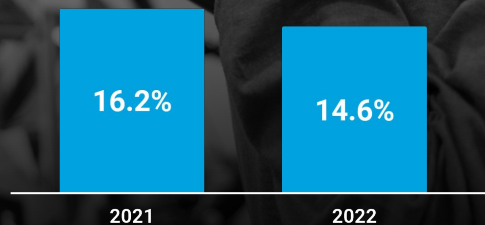
Q2 2022

Revenue

(\$M)



Non-GAAP Operating Margin %*



* Non-GAAP measures exclude highlighted items, including share-based compensation expenses and intangible assets amortization expense.

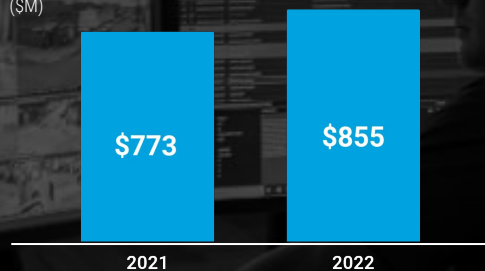
- Revenue up 7%, driven by growth in LMR and Video
- Non-GAAP operating margin* down 160 bps driven by increased direct material costs, partially offset by higher sales
- Notable wins and achievements:
 - \$32M P25 order for a state of California agency
 - \$27M P25 upgrade order for Dutchess County, NY
 - \$26M P25 and LTE order for an International customer
 - \$22M P25 upgrade order for the Georgia Department of Corrections
 - \$15M TETRA order for a customer in Argentina
 - \$9M Fixed video order for a customer in the healthcare vertical
 - \$8M Fixed video order for a large retail customer

SOFTWARE & SERVICES

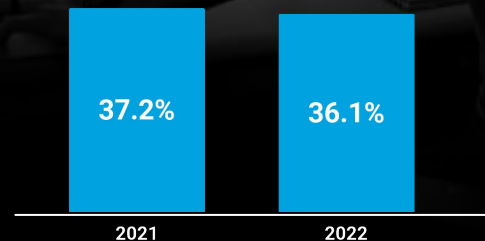
Q2 2022

Revenue

(\$M)



Non-GAAP Operating Margin %*



* Non-GAAP measures exclude highlighted items, including share-based compensation expenses and intangible assets amortization expense.

- Revenue up 11%, driven by growth in Video, command center software and LMR services
- Non-GAAP operating margin* down 110 bps driven by mix and higher M&A operating expenses, partially offset by higher sales
- Notable multi-year wins and achievements:
 - \$43M managed services renewal for the state of South Australia
 - \$35M command center software orders for a large U.S. city
 - \$35M services agreement with the state of Mississippi
 - \$14M command center software order for Los Angeles Police Department
 - \$11M command center software order for Frederick County, MD
 - \$8M body-worn camera order for the city of Detroit, MI police department

REGIONAL REVENUE

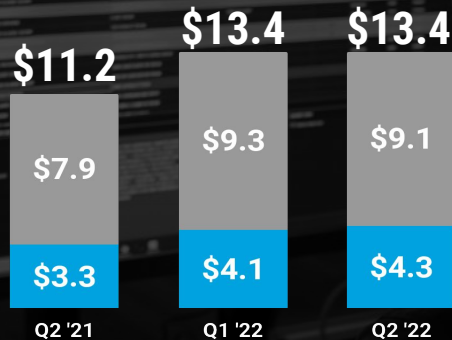
Q2 2022

(\$M)	Q2 21	Q2 22	CHANGE
NORTH AMERICA	\$1,312	\$1,484	13%
INTERNATIONAL	\$659	\$656	–
TOTAL	\$1,971	\$2,140	9%

- **North America** growth driven by LMR, Video and command center software
- **International** flat with growth in all three technologies, offset by FX

BACKLOG TREND

(\$B)



■ Products and SI ■ Software and Services

Software and Services

- Y/Y up \$1.2B primarily driven by the extension of the Airwave contract in Q4'21 and growth in North America, partially offset by FX
- Q/Q down \$227M primarily driven by FX and revenue recognition for Airwave and ESN, partially offset by growth in North America software contracts
- Unfavorable FX \$436M Y/Y and \$351M Q/Q

Products and Systems Integration

- Y/Y up \$1.0B driven by strong LMR and Video demand
- Q/Q up \$206M driven by strong LMR and Video demand

OUTLOOK

(NON-GAAP)*



Q3 2022

Revenue Growth	Approx. 10%
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Non-GAAP EPS	\$2.85 - \$2.90
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PRIOR FULL-YEAR 2022

Revenue Growth	Approx. 7%
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Non-GAAP EPS	\$9.80 - \$9.95
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FULL-YEAR 2022

Revenue Growth	Approx. 8%
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Non-GAAP EPS	\$10.03 - \$10.13
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Q3 Details

- Effective tax rate of approx. 20%
- Fully diluted share count of approx. 172M shares
- Approx. \$60M FX headwind

Full-Year Details

- Effective tax rate 21% to 21.5%
- Fully diluted share count approx. 172M shares
- Approx. \$170M FX headwind

*FY outlook assumes current FX rates as of August 4, 2022

Q&A PARTICIPANTS

GREG BROWN

Chairman and CEO

JASON WINKLER

Executive Vice President and CFO

TIM YOCUM

Vice President, Investor Relations

JACK MOLLOY

Executive Vice President and COO

MAHESH SAPTHARISHI

Executive Vice President and CTO

USE OF NON-GAAP MEASURES

In addition to the results presented in accordance with accounting principles generally accepted in the U.S. ("GAAP") included in this presentation, Motorola Solutions, Inc. (the "Company") also has included non-GAAP measurements of results, including free cash flow, non-GAAP operating earnings, non-GAAP EPS, non-GAAP operating margin, EBITDA, adjusted EBITDA, Net Debt and Net Debt to adjusted EBITDA ratio. The Company has provided these non-GAAP measurements to help investors better understand its core operating performance, enhance comparisons of core operating performance from period-to-period and allow better comparisons of its operating performance to that of its competitors. Among other things, management uses these operating results, excluding the identified items, to evaluate the performance of its businesses and to evaluate results relative to certain incentive compensation targets. Management uses operating results excluding these items because it believes these measurements enable it to make better period-to-period evaluations of the financial performance of its core business operations. The non-GAAP measurements are intended only as a supplement to the comparable GAAP measurements and the Company compensates for the limitations inherent in the use of non-GAAP measurements by using GAAP measures in conjunction with the non-GAAP measurements. As a result, investors should consider these non-GAAP measurements in addition to, and not in substitution for or as superior to, GAAP measurements.

Details of these items and reconciliations of the non-GAAP measurements provided during this presentation to GAAP measurements can be found in this appendix to this presentation and on Motorola Solutions' website at investors.motorolasolutions.com.

The Company has not quantitatively reconciled its guidance for forward-looking non-GAAP metrics to their most comparable GAAP measures because the Company does not provide specific guidance for the various reconciling items as certain items that impact these measures have not occurred, are out of the Company's control, or cannot be reasonably predicted. Accordingly, a reconciliation to the most comparable GAAP financial metric is not available without unreasonable effort. Please note that the unavailable reconciling items could significantly impact the Company's results.

Free Cash Flow - Represents net cash provided by operating activities ("operating cash flow") less capital expenditures. The Company believes that free cash flow is useful to investors as the basis for comparing its performance and coverage ratios with other companies in the Company's industries, although the Company's measure of free cash flow may not be directly comparable to similar measures used by other companies. This measure is also used as a component of incentive compensation.

EBITDA - Represents net income before interest expense, interest income, income taxes, depreciation, and amortization.

Adjusted EBITDA - Represents EBITDA adjusted for net other income, income from discontinued operations, share based compensation expense, U.S. Pension settlement loss, and special items including charges or income related to reorganization and other charges, acquisition related charges, impairment charges, and other income or charges, if any. The Company believes Adjusted EBITDA provides improved period-to-period comparability for decision making because it better measures the ongoing earnings results of the Company's strategic and operating decisions by excluding the earnings effects of reorganization activities.

Net Debt and Net Debt to Adj. EBITDA Ratio - Net Debt is calculated as Long-term Debt, including the Current Portion of Long-term Debt, less Cash and Cash Equivalents. Net Debt to Adj. EBITDA Ratio is calculated by dividing Net Debt by Trailing 12 month Adjusted EBITDA.

Constant Currency - We evaluate our results of operations on both an as reported and a constant currency basis. The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates. We calculate constant currency percentages by converting our current period local currency results using prior-period exchange rates, and then comparing these adjusted values to prior period reported results.

SUPPLEMENTAL DISAGGREGATION OF REVENUE

Motorola Solutions, Inc. Disaggregation of Revenues

Below is an updated presentation of the disaggregation of revenues for the Company's major products and services for the three months ended July 3, 2021 and July 2, 2022 to provide a more comprehensive view of the Company's technologies within our reporting segments, Products & Systems Integration and Software & Services:

Land Mobile Radio Communications ("LMR Communications") - Includes revenues from infrastructure, devices (two-way radio and broadband, including both for public safety and Professional Commercial Radio) and software that enable communications, inclusive of installation and integration, backed by services, to assure availability, security and resiliency.

Video Security and Access Control - Includes revenues from cameras (fixed, body-worn, in-vehicle), access control, infrastructure, video management, software and artificial intelligence-enabled analytics that enable visibility "on scene" and bring attention to what's important.

Command Center Software - Includes revenues from our Software suite that enables collaboration and seamless information sharing through the public safety workflow from "911 call to case closure."

	Three Months Ended						Growth % by Total Technology
	July 3, 2021			July 2, 2022			
	Products and Systems Integration	Software and Services	Total	Products and Systems Integration	Software and Services	Total	
<i>(In millions)</i>							
LMR Communications	\$ 986	\$ 545	\$ 1,531	\$ 1,038	\$ 570	\$ 1,608	5 %
Video Security and Access Control	212	94	306	247	123	370	21 %
Command Center Software	—	134	134	—	162	162	21 %
Total	\$ 1,198	\$ 773	\$ 1,971	\$ 1,285	\$ 855	\$ 2,140	9 %

SUPPLEMENTAL NON-GAAP MEASURES

Motorola Solutions, Inc. and Subsidiaries Non-GAAP Trend
(In millions, except for per share amounts)

Motorola Solutions, Inc. and Subsidiaries Non-GAAP Trends
(In millions, except for per share amounts)

	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	Q1 '22	Q2 '22
Net sales	\$ 1,655	\$ 1,618	\$ 1,868	\$ 2,273	\$ 1,773	\$ 1,971	\$ 2,107	\$ 2,320	\$ 1,892	\$ 2,140
GAAP gross margin	787	766	909	1,146	860	952	1,045	1,183	857	990
Non-GAAP gross margin adjustments:										
Pelco purchase accounting adjustment	—	—	3	4	—	—	—	—	—	—
Share-based compensation expenses	5	4	3	4	4	4	4	4	6	7
Reorganization of business charges	6	15	3	5	2	3	2	1	3	2
Non-GAAP gross margin	798	785	918	1,159	866	959	1,051	1,188	866	999
GAAP Operating earnings ("OE")	259	218	352	555	298	370	451	549	239	358
Non-GAAP OE Adjustments:										
Share-based compensation expenses	33	27	28	25	25	27	30	31	31	37
Reorganization of business charges	12	26	10	9	14	6	2	2	7	5
Intangible assets amortization expense	53	51	54	57	58	58	56	64	66	65
Other highlighted items*	(21)	18	10	8	10	14	10	19	22	23
Non-GAAP OE	\$ 347	\$ 359	\$ 463	\$ 667	\$ 411	\$ 482	\$ 555	\$ 670	\$ 374	\$ 497
GAAP OE %	15.6 %	13.5 %	18.9 %	24.4 %	16.8 %	18.8 %	21.4 %	23.7 %	12.6 %	16.7 %
Non-GAAP Adj %	5.4 %	8.7 %	5.9 %	4.9 %	6.4 %	5.6 %	4.9 %	5.2 %	7.2 %	6.5 %
Non-GAAP OE %	21.0 %	22.2 %	24.8 %	29.3 %	23.2 %	24.4 %	26.3 %	28.9 %	19.8 %	23.2 %
GAAP Other income (expense)	(35)	(42)	(101)	(33)	(9)	(30)	(46)	(31)	(20)	(58)
Non-GAAP below OE highlighted items*	1	4	(61)	3	6	(1)	(19)	(2)	6	(18)
Non-GAAP Other income (expense)	(36)	(46)	(40)	(36)	(15)	(29)	(27)	(29)	(26)	(40)
GAAP Net earnings attributable to Motorola Solutions, Inc.	197	135	205	412	244	293	307	401	267	228
Non-GAAP above OE highlighted items*	88	141	111	112	113	112	104	121	135	139
Non-GAAP below OE highlighted items*	(1)	(4)	61	(3)	(6)	1	19	2	(6)	18
Non-GAAP tax adjustments and effect	(21)	(31)	(38)	(24)	(27)	(47)	(21)	(27)	(102)	(31)
TOTAL Non-GAAP Earnings attributable to Motorola Solutions, Inc.	\$ 263	\$ 241	\$ 339	\$ 497	\$ 324	\$ 359	\$ 409	\$ 497	\$ 294	\$ 354
GAAP attributable to Motorola Solutions, Inc. earnings per share ("EPS")	\$ 1.12	\$ 0.78	\$ 1.18	\$ 2.37	\$ 1.41	\$ 1.69	\$ 1.76	\$ 2.30	\$ 1.54	\$ 1.33
Non-GAAP attributable to Motorola Solutions, Inc. EPS adjustments*	0.37	0.61	0.77	0.49	0.46	0.38	0.59	0.55	0.16	0.74
Non-GAAP attributable to Motorola Solutions, Inc. EPS	\$ 1.49	\$ 1.39	\$ 1.95	\$ 2.86	\$ 1.87	\$ 2.07	\$ 2.35	\$ 2.85	\$ 1.70	\$ 2.07
Diluted weighted average shares outstanding	175.9	173.6	173.5	173.5	173.2	173.1	174.1	174.2	173.1	170.9

*Highlighted items: The company has excluded the effects of highlighted items including, but not limited to, acquisition-related transaction fees, tangible and intangible asset impairments, certain non-cash pension adjustments, legal settlements and other contingencies, gains and losses on investments and businesses, Hytera-related legal expenses, gains and losses on the extinguishment of debt and the income tax effects of significant tax matters, from its non-GAAP operating expenses and net income measurements because the company believes that these historical items do not reflect expected future operating earnings or expenses and do not contribute to a meaningful evaluation of the company's current operating performance or comparisons to the company's past operating performance. For the purposes of management's internal analysis over operating performance, the company uses financial statements that exclude highlighted items, as these charges do not contribute to a meaningful evaluation of the company's current operating performance or comparisons to the company's past operating performance.

SUPPLEMENTAL NON-GAAP MEASURES

Motorola Solutions, Inc. and Subsidiaries Reconciliation of GAAP EPS to Non-GAAP EPS

<i>(per diluted common share)</i>	Q2 2021	Q2 2022
GAAP EPS	1.69	1.33
Highlighted Items:		
Intangible assets amortization expense	\$ 0.34	\$ 0.38
Share-based compensation expenses	0.18	0.25
Fair value adjustments to equity investments	(0.05)	0.07
Hytera-related legal expenses	0.05	0.05
Fixed asset impairments	—	0.05
Reorganization of business charges	0.05	0.04
Loss from extinguishment of long-term debt	0.09	0.04
Acquisition-related transaction fees	0.02	0.02
Operating lease asset impairments	—	0.02
Legal Settlements	0.02	—
Investment impairments	—	—
Gain on sales of investments	—	—
Adjustments to uncertain tax positions	(0.05)	—
Gain on Hytera legal settlement	—	—
Gain on TETRA Ireland equity method investment	—	—
Income tax expense on Non-GAAP adjustments	(0.27)	(0.18)
Non-GAAP EPS	\$ 2.07	\$ 2.07

SUPPLEMENTAL NON-GAAP MEASURES

Motorola Solutions, Inc. and Subsidiaries

Reconciliations of Operating Earnings to Non-GAAP Operating Earnings and Operating Margin to Non-GAAP Operating Margin (In millions)

	Three Months Ended					
	July 2, 2022			July 3, 2021		
	Products and Systems Integration	Software and Services	Total	Products and Systems Integration	Software and Services	Total
Net sales	\$ 1,285	\$ 855	\$ 2,140	\$ 1,198	\$ 773	\$ 1,971
Operating earnings ("OE")	\$ 118	\$ 240	\$ 358	\$ 139	\$ 231	\$ 370
Above-OE non-GAAP adjustments:						
Intangible assets amortization expense	15	50	65	13	45	58
Share-based compensation expenses	32	12	44	24	7	31
Hytera-related legal expenses	8	—	8	8	—	8
Fixed asset impairment	6	2	8	—	—	—
Reorganization of business charges	6	1	7	7	2	9
Acquisition-related transaction fees	1	3	4	1	2	3
Operating lease asset impairment	2	1	3	—	—	—
Legal settlements	—	—	—	2	1	3
Total above-OE non-GAAP adjustments	70	69	139	55	57	112
Operating earnings after non-GAAP adjustments	\$ 188	\$ 309	\$ 497	\$ 194	\$ 288	\$ 482
Operating earnings as a percentage of net sales - GAAP						
	9.2 %	28.1 %	16.7 %	11.6 %	29.9 %	18.8 %
Operating earnings as a percentage of net sales - after non-GAAP adjustments						
	14.6 %	36.1 %	23.2 %	16.2 %	37.2 %	24.4 %

SUPPLEMENTAL NON-GAAP MEASURES

Reconciliation of Net cash provided by operating activities to Free cash flow

	Three Months Ended	
	July 2, 2022	July 3, 2021
Net cash provided by operating activities	\$ 10	\$ 388
Capital expenditures	(59)	(62)
Free cash flow*	<u>\$ (49)</u>	<u>\$ 326</u>

* Free Cash Flow is a non-GAAP financial measure and is calculated as Net cash provided by operating activities - Capital Expenditures.

SUPPLEMENTAL NON-GAAP MEASURES

RECONCILIATION OF GAAP NET EARNINGS TO EBITDA AND ADJUSTED EBITDA

(\$ in millions)	Q3 2021	Q4 2021	Q1 2022	Q2 2022	TTM
GAAP Net earnings attributable to Motorola Solutions, Inc.	\$ 307	\$ 401	\$ 267	\$ 228	\$ 1,203
Interest Expense, Net	56	54	56	56	222
Income Tax Expense	97	116	(49)	71	235
Depreciation Expense	49	49	45	47	190
Intangible Amortization Expense	56	64	66	65	251
EBITDA	\$ 565	\$ 684	\$ 385	\$ 467	\$ 2,101
Share-based Compensation Expense	34	35	37	44	150
Reorganization of Business Charges	4	3	10	7	24
Loss from the Extinguishment of Debt	—	—	—	6	6
Other Above OE Highlighted Items***	10	19	22	23	74
Below OE Highlighted Items***	19	2	(6)	12	27
Adjusted EBITDA	\$ 632	\$ 743	\$ 448	\$ 559	\$ 2,382

NET DEBT CALCULATION

	Q2 2022
Long-term Debt	\$ 6,011
Current Portion of Long-term Debt	2
Less Cash and Cash Equivalents	717
Net Debt	\$ 5,296

NET DEBT TO ADJUSTED EBITDA CALCULATION

	Q2 2022
Net Debt	\$ 5,296
Trailing Twelve Months ("TTM") Adjusted EBITDA	2,382
Net Debt to TTM Adjusted EBITDA	2.2

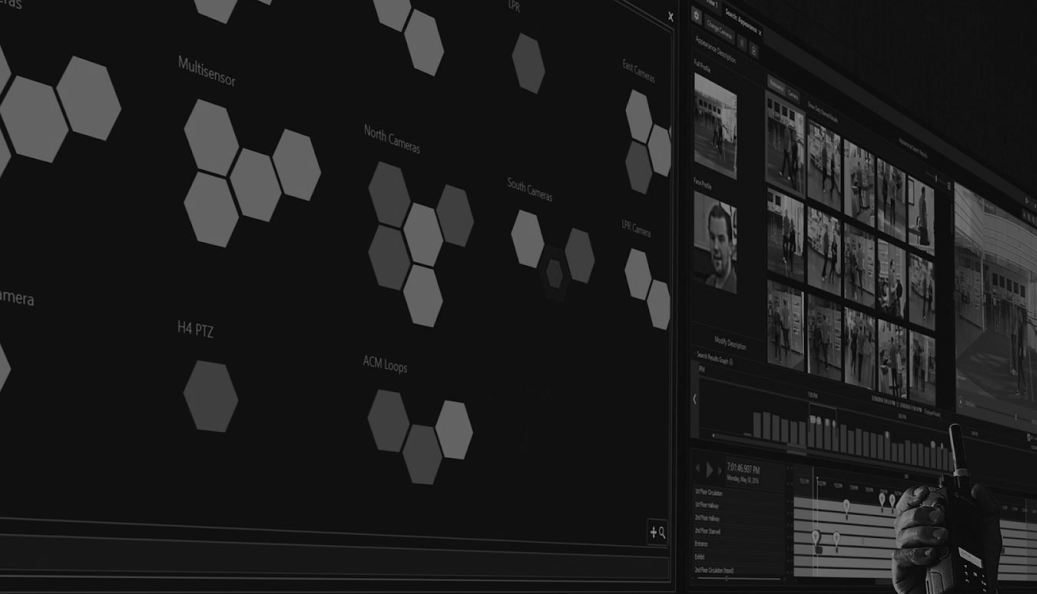
*** Refer to slide 14 for details of highlighted items

SUPPLEMENTAL NON-GAAP MEASURES

RECONCILIATION OF GAAP NET EARNINGS TO EBITDA AND ADJUSTED EBITDA

	(\$ in millions)						
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
GAAP Net Earnings (Loss) from Continuing Operations	\$ 640	\$ 560	\$ (155)	\$ 966	\$ 868	\$ 949	\$ 1,245
Interest Expense, Net	173	205	201	222	220	220	208
Income Tax Expense	274	282	1,227	133	130	221	302
Depreciation Expense	142	182	192	172	186	194	202
Intangible Amortization Expense	8	113	151	188	208	215	236
EBITDA	\$ 1,237	\$ 1,342	\$ 1,616	\$ 1,681	\$ 1,612	\$ 1,799	\$ 2,193
US Pension Settlement Loss	—	—	—	—	359	—	—
Share-based Compensation Expenses	78	68	66	73	118	129	129
Reorganization of Business Charges	87	138	42	120	57	86	32
Loss from the Extinguishment of Debt	—	—	—	—	50	57	18
Other Above OE Highlighted Items***	31	15	(37)	104	11	15	53
Below OE Highlighted Items***	(117)	62	46	(12)	1	3	8
Adjusted EBITDA	\$ 1,316	\$ 1,625	\$ 1,733	\$ 1,966	\$ 2,210	\$ 2,091	\$ 2,433

*** Refer to slide 14 for details of highlighted items



THANK YOU
