

TCFD REPORT

Task Force on Climate-Related Financial Disclosures

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MESSAGE FROM THE CEO

At Motorola Solutions, our purpose is to help people be their best in the moments that matter, and we do so by supporting and protecting our employees, customers, communities and the planet we all share. We're committed to doing our part to address the effects of climate change – from working hand-in-hand with first responders after natural disasters and providing support where and when it's needed most, to continuously reviewing our products, processes and activities to identify opportunities to reduce our environmental impact.

As part of this commitment, we report annually on climate-related metrics in our corporate responsibility reports (including our Scope 1, 2, and 3 greenhouse gas emissions), regularly implement improvements to achieve our Scope 1 and 2 emissions reduction targets, and consistently strive to strengthen our governance practices around climate-related risks and opportunities. In addition, we have established an internal process to evaluate and disclose our climate-related risks and opportunities to enhance alignment with the initial recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD).

Our inaugural TCFD report addresses the TCFD's four core pillars: governance, strategy, risk management, and metrics and targets, as well as information about our business in the face of the long-term challenges of climate change. We're proud of the work we're doing and welcome your feedback.

We're steadfast in our commitment to our purpose. We will continue investing in our people, processes and systems to ensure we're well-positioned for continued long-term success and remain agile to evolve and adapt to the needs of climate change.

We will continue to share our progress towards building a sustainable future – it's not just our responsibility, it's the right thing to do.



Greg Brown

Chairman & CEO

Motorola Solutions, Inc.

ABOUT

About Motorola Solutions

Motorola Solutions is a global leader in public safety and enterprise security. Our technologies in land mobile radio communications, video security and access control and command center software, bolstered by managed and support services, create an integrated technology ecosystem to help make communities safer and businesses stay productive and secure. At Motorola Solutions, we're ushering in a new era in public safety and security.

About This Report

This is our inaugural standalone report, intended to align with the recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD), an international, multi-industry-led initiative launched to develop recommendations for voluntary disclosure of climate-related risk. This report follows the framework outlined in the TCFD recommendations and includes the core elements – including governance, strategy, risk management, metrics and targets – while addressing each of the 11 TCFD disclosure recommendations.

This report was prepared in alignment with TCFD guidance in effect prior to October 2021. Updates to TCFD guidance after that date will be evaluated for future reports. We retained a third-party consultant to facilitate our TCFD process, conduct the scenario analysis included herein and support the alignment of our disclosures with the TCFD framework.

Statements in this report which are not historical in nature are forward-looking statements, which are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, as amended, and generally include words such as “expect,” “may,” “could,” “believe,” “would,” “might,” “anticipates” or similar words. The principal forward-looking statements in this report include: (1) our goals, commitments and programs; (2) our business plans, strategies, initiatives and objectives; (3) our assumptions and expectations; (4) the scope and impact of our climate risks and opportunities; and (5) standards and expectations of third parties. Although we believe there is a reasonable basis for the forward-looking statements, our actual results could be materially different. The most important factors that could cause our actual results to differ from our forward-looking statements are set forth in our description of risk factors included in Part I, Item 1A, “Risk Factors” of our Annual Report on Form 10-K for the year ended December 31, 2021, which should be read in conjunction with the forward-looking statements in this report and is accessible on the SEC’s website at www.sec.gov and on our website at <https://investors.motorolasolutions.com>. Forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update any forward-looking statement.

In addition, historical, current, and forward-looking climate-related statements, including non-financial climate-related metrics presented herein, may be based on standards measuring progress that are still developing, internal controls and processes that continue to evolve, assumptions that are subject to change in the future, and measurements that contain uncertainties resulting from limitations inherent in the nature and methods used for determining such data. We reserve the right to update our measurement techniques and methodologies in the future.

Publication Date: May 2022



GOVERNANCE

At Motorola Solutions, we are committed to responsible and effective corporate governance to promote the integrity and efficiency of our business and to maximize shareholder value. The Governance and Compliance pillar of our Environmental, Social, and Governance (ESG) Framework keeps us focused on striving to always act lawfully and ethically as we provide value to our customers, communities and the world at large.

One of Motorola Solutions' guiding principles is to consider our company's impact on the environment, and one of the ways we act on this principle is by addressing climate-related risks and opportunities. As part of this, and to sustain our stakeholders' trust, we have reported on climate metrics in our corporate responsibility reports (such as our Scope 1, 2 and 3 greenhouse gas emissions) since 2016, implemented changes and improvements to continue working towards our Scope 1 and 2 reduction targets, and continued to strengthen governance practices around climate risks and opportunities, including the implementation of our first TCFD analysis process.

ESG Governance and Management Overview

The Board of Directors (the "board") and management team at Motorola Solutions play an active role in oversight and management of enterprise risks and opportunities. Our governance practices for ESG, including climate-related risks and opportunities, are:

- Board oversight of ESG-related risks
- Executive-level management
- An executive management ESG governance team ("ESG governance team"), which includes our vice president, legal and ESG, to develop and implement our ESG-related strategies and programs across our global organization
- Centralized corporate data collection for GHG management
- Corporate environmental, health and safety (EHS) leadership
- Active supplier engagement

Board Oversight

At the highest level, our board oversees ESG-related matters and their related risks. Since 2018, the board's governance and nominating committee has been responsible for reviewing and guiding the company's ESG strategy, initiatives and policies, as well as monitoring implementation and performance. Our vice president, legal and ESG, updates this committee at least semi-annually on a number of ESG-related matters, including significant climate issues such as our greenhouse gas emissions targets. These climate-related updates are available to all board members. To carry out its enterprise risk oversight role, the board's audit committee receives updates on ESG-related risks, including climate-related risks and opportunities, as part of its overall risk oversight role. The audit committee receives these updates on ESG-related risks at least semi-annually. The governance and nominating committee and the audit committee also review our corporate responsibility report each year (along with the full board).

Executive Leadership

At the executive level, the formation of the ESG governance team in 2020 significantly enhanced senior-level management engagement in ESG and climate-related issues at Motorola Solutions. The team drives decision-making, accountability and ownership of specific ESG strategies and initiatives, including our climate impact strategy. The ESG governance team is led by two executive vice presidents who are on our management executive committee (our executive vice president, general counsel and chief administrative officer, and executive vice president and chief financial officer) and includes other vice presidents with oversight into and responsibility for corporate governance and ESG-related areas. The ESG governance team meets no less than four (4) times per year to discuss ESG strategy including the review and progress on metrics and reporting of our climate-related goals. The vice president, legal and ESG was appointed in 2021 to further elevate the importance of ESG and climate-related issues within the company.

The environmental, health and safety (EHS) director, who reports to the vice president, chief ethics and compliance officer, provides EHS expertise and guidance for field services, product design, supply chain corporate social responsibility, operations and other key functions. In this role, the EHS director oversees EHS professionals who support the maintenance of the company's ISO management system and any corporate or site-level projects related to EHS and climate. The EHS director also oversees our sustainability initiatives including calculating environmental metrics and implementing our carbon emissions reduction management strategy as developed through our sustainability manager. Climate-related issues are discussed as needed at weekly meetings of the EHS director and EHS managers, and environmental metrics, including energy use, are reviewed by this team at least annually.

Discussions about climate change extend beyond our scheduled board committee meetings. For example, our EHS director and chief ethics and compliance officer regularly brief the executive vice president, general counsel and chief administrative officer, the executive vice president and chief financial officer, the rest of the ESG governance team, and other senior company leaders on climate change activities and issues. Climate-related engagements with investors and other external stakeholders are tracked to help ensure we are communicating clearly about our strategy to address the relevant risks and opportunities.

STRATEGY

Business Strategy Overview

We manage our business organizationally through two segments: “Products and Systems Integration” and “Software and Services.” Within these segments, we have principal product lines that also follow our three major technologies: Land Mobile Radio (LMR) Communications, Video Security and Access Control and Command Center Software.

- LMR Communications: Infrastructure, devices (two-way radio and broadband, including both for public safety and Professional Commercial Radio (“PCR”)) and software that enable communications, inclusive of installation and integration, backed by services, to assure availability, security and resiliency.
- Video Security and Access Control: Cameras (fixed, body-worn, in-vehicle), access control, infrastructure, video management, software and artificial intelligence (“AI”)-enabled analytics that enable visibility “on scene” and bring attention to what’s important.
- Command Center Software: Software suite that enables collaboration and shares information throughout the public safety workflow from “911 call to case closure.”

We have invested across these three technologies, evolving our LMR focus to purposefully integrate software, video security and access control solutions for public safety and enterprise customers globally.

Our strategy is to generate value through the integration of each technology into our ecosystem, uniting voice, software, video security, access control and analytics to interoperate. While each technology individually strives to make users safer and more productive, we believe we can enable better outcomes for individuals, businesses and agencies when we unite these technologies as one connected system. With our technology ecosystem, our goal is to help remove silos between systems, unify data, streamline workflows, simplify management and support evolving technologies. Across all three technologies, we offer cloud-based solutions, cybersecurity services and managed and support services

Climate Change: Our Strategic Commitments

- Proactively, manage enterprise level risks, including those that map to TCFD-defined physical and transition risks:
 - Business Continuity
 - Changing Regulatory Environment
 - Changing Market Dynamics
- Utilize the TCFD process to build awareness and fluency in the language of climate-related risks and opportunities throughout key functions of the organization
- Build long-term supply chain resilience through culture, processes, and systems
- Continuously improve our approach to product innovation, energy efficiency and GHG management
- Continue to invest in advanced analytics and digitalization to inform business strategy and execution
- Improve the quality and reliability of our Scopes 1, 2 and 3 emissions data using digital tools
- Continuously evaluate opportunities to make additional progress on GHG footprint reduction

Our Approach to Climate Strategy

Extreme weather events, loss of biodiversity and resource scarcity are just some of the devastating and long-lasting consequences of climate change, causing increasing physical risks to living beings and economic systems. Recognizing the need to protect our livelihoods by addressing the issue at the source, private and public sector parties are investing more than ever to speed up the reduction of global carbon emissions. In response to this we chose to conduct a comprehensive TCFD analysis process beginning in July 2021. As a part of this process, we took the following concrete steps:

1. Involved senior leaders and subject matter experts across functions in the TCFD process
2. Conducted our first climate scenario analysis
3. Evaluated overall enterprise risks against the TCFD framework
4. Enhanced disclosure of board oversight of ESG-related (including climate-related) risks in our 2022 proxy statement
5. Began to better attune our business capabilities to address emerging climate risks and opportunities, including climate adaptation needs

We believe that our TCFD analysis process will allow us to build on our corporate strengths in an informed manner regarding climate-related risks and opportunities.

Effective Supply Chain Management Is Business Risk Management

Due to the nature of our business, effective supply chain management is one of our highest priorities. Our ability to manage our supply chain ties directly to our ability to mitigate climate-related risks. We operate our supply chain by focusing on four critical elements:

1. **People.** Having the right people in the right roles with the right training is critical, both within our business and in our value chain; supplier enablement is a priority.
2. **Processes.** As part of our risk mitigation effort, we consider redesigning products, regionalization and multi-sourcing to optimize our processes.
3. **Systems.** We are investing heavily in the digitalization of our supply chain management systems, including machine learning and predictive analytics tools, in order to improve decision-making with real-time data.
4. **Structures.** Continual reassessment of structures, including through the use of strategic planning tools, is an important component of our optimization effort.

For additional detail on supply chain and business continuity, see page 11.

Greenhouse Gas Reduction Time Horizons

We consider a five-year span as a short-term horizon for our greenhouse gas reduction goals due to the ever-evolving nature of our business, and five to ten years as a medium-term and 10+ years as the long-term time horizon for target setting in line with the Science-Based Targets Initiative (SBTi) methodology.

5 Year
Short Term
5-10 Years
Medium Term
10+ Years
Long Term

Climate Scenario Analysis: Understanding Potential Impacts

Use of Climate Scenario Analysis & Methodology

In line with the TCFD recommendations, Motorola Solutions views scenario analysis as a critical tool to evaluate climate-related risks and uncertainties and understand how they can impact its performance in different hypothetical futures. The TCFD recommends that companies “describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2C degree or lower scenario.” Companies are recommended to use a range of scenarios when conducting risk assessments and evaluating how possible risks can impact business and operational performance.

The TCFD framework identifies two major categories for climate-related risks: physical and transition risks. Physical risks relate to potential physical impacts of climate, both as acute events (e.g., extreme weather events) and long-term shifts in climate patterns and physical environment (e.g., prolonged periods of drought or sea-level rise). Transition risks to a company arise from the transition to a lower-carbon energy system. These risks may include changes in policies and regulations, technological advances, changing consumer preferences, or stakeholders’ perceptions of a company.

In our scenario analysis, we selected publicly available scenarios – the Representative Concentration Pathways developed by the Intergovernmental Panel on Climate Change (IPCC)¹ – to evaluate the implications of climate-related physical risks. We used the Inevitable Policy Response 2021: Policy Forecasts commissioned by the Principles for Responsible Investment (PRI)² to assess climate-related transition risks.

Scenario selection was informed by a pre-workshop survey of internal stakeholders, third-party consultant analysis, and a third-party-led workshop with internal stakeholders and company leaders. The ESG governance team was informed of the scenario analysis results and received a briefing on the TCFD process shortly afterward. Interviews were conducted with high-level leaders and subject matter experts across the business units, and the results were used to complete the analysis disclosed below and prepare this report.

Physical Risk Scenario Analysis

We applied the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCPs) scenarios to evaluate hypothetical uncertainties and alternative future implications of different speeds and magnitudes of climate change and associated physical risks. RCP 2.6 and RCP 6.0 scenarios were used to qualitatively analyze potential climate-related physical impacts on our future operations, including access to raw materials, supply chain, manufacturing sites, product delivery and logistics.

¹ The RCPs were first described in the IPCC’s fifth assessment report.

IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp. https://www.ipcc.ch/site/assets/uploads/2018/02/SYR_AR5_FINAL_full.pdf

² TPRI, 17 Mar 2021: Inevitable Policy Response 2021: Policy Forecasts. PRI Association, London, United Kingdom. <https://www.unpri.org/inevitable-policy-response/the-inevitable-policy-response-2021-policy-forecasts/7344.article>

³ Radiative forcing is the extra heat the lower atmosphere will retain due to additional greenhouse gasses, measured in Watts per square meter.

⁴ McKinsey Global Institute. Could climate become the weak link in your supply chain? <https://www.mckinsey.com/business-functions/sustainability/our-insights/could-climate-become-the-weak-link-in-your-supply-chain>

About the Scenarios

Representative Concentration Pathways (RCPs) describe varying levels of radiative forcing³ at the end of the 21st century, due to greenhouse gas emissions concentration. The RCPs combine factors including greenhouse gas emissions, land use changes, and differing mitigation measures to describe potential effects.

RCP 2.6 is the most ambitious pathway, is aligned with the Paris Agreement goals, and requires a decline in emissions beginning in 2020 to zero emissions by 2100. Such a pathway would be likely to keep warming to 1.8 degrees Celsius by 2100. In RCP 2.6, the physical risk is mitigated by policy and regulation, therefore physical risk in this scenario does not affect Motorola Solutions very differently than today’s baseline. However, there is increased transition risk, since more stringent policies are required to achieve RCP 2.6 assumptions. Therefore, we employed the Inevitable Policy Response Scenario to assess transition risk. See the Transition Risk Scenarios section for more.

In RCP 6.0, GHG emissions peak around 2080 while global temperatures rise by between 2.0-3.7 degrees Celsius by 2100 from the pre-industrial level. In the RCP 6.0 scenario, climate-related physical risks to the company’s operations are expected to become more acute due to the increasing likelihood of more frequent and severe extreme weather events that can directly or indirectly impact a company’s ability to operate. Such weather events may include high-intensity rainfall, increased flood risks, or extremely high temperature and water scarcity. Sea level rise is also a concern, particularly for coastal and low-lying areas.

Some geographic locations, including the countries in the western Pacific region such as South Korea, Japan and Taiwan, which are the major semiconductor manufacturing hubs, can become especially vulnerable to extreme weather events, particularly hurricanes. According to an analysis by McKinsey Global Institute, a leading private sector think tank, hurricanes sufficient to disrupt semiconductor manufacturing and cause direct damage to critical infrastructure can become two to four times more likely in the western Pacific region by 2040.⁴

Physical Risk Scenario Analysis: RCP 6.0

Normal Course of Business with Current Weather Patterns e.g. typical typhoon		Hypothetical RCP 6.0 – Global Warming Ongoing, repetitive disruptive events, sea level rise
Manufacturing	<ul style="list-style-type: none"> • Temporary, days-long impact • Quick recovery times • Standard inventory redundancy requirements 	<ul style="list-style-type: none"> • Chronic physical impact, including sea level rise, in specific locations • Temporary impact on a more frequent basis • More severe impact due to more severe events • Structural changes may be required for resiliency • Additional inventory redundancy requirements • Additional expenses
Transportation	<ul style="list-style-type: none"> • Temporary, days- to weeks-long impact on trade lanes • High utilization of least expensive modes of transportation 	<ul style="list-style-type: none"> • Limited ability to use established trade lanes • Increased reliance on alternative more expensive modes of transportation and complexity of logistics management • Significantly higher overall cost of transportation

The result of the scenario analysis assessment helps Motorola Solutions evaluate the resiliency of its supply chain to ensure preparedness for future extreme weather events. It supports the usefulness of several new strategies we have implemented in response to the COVID-19 pandemic. See TCFD-Related Climate Risks and Opportunities section for more.

Transition Risk Scenario Analysis: Inevitable Policy Response

We used the Inevitable Policy Response (IPR) 2021: Policy Forecasts to analyze potential climate-related transition risks and opportunities. The IPR Policy Forecasts outline major climate policies that are likely to be implemented by governments and necessary to achieve the Paris agreement aligned GHG emissions reduction pathway to limit the temperature increase to well below 2 degrees. The IPR Policy Forecasts anticipate rapid policy acceleration and potentially sweeping policy changes in the next decade. The forecast focuses on several policy levers such as carbon price, coal phase-out, 100% clean power, zero-emission vehicles, low carbon buildings, and a clean energy industry. The IPR Policy Forecasts predict that all major economies will have carbon pricing schemes covering emissions in power and industry by 2030, and all countries are expected to implement new building and product standards targeting an end to the sale of fossil-based appliances and put energy-intensive industries on a clear decarbonization pathway.

Under this hypothetical scenario, the most significant impact on our business would likely be increased compliance costs with potential new regulations and energy-efficiency requirements for our operations and products. In particular, our expenses related to energy use and GHG emission reduction, and energy efficiency improvement programs would likely increase. We could also require additional investments in product development to ensure that our products meet more stringent energy efficiency standards. Under this scenario, a slow response to the changing regulatory landscape could result in losing market share and revenue.

Conversely, we also see opportunities under this scenario. With our time-tested ability to quickly pivot and innovate, resilient supply chain, diversified portfolio of products, and strong relationships with customers, we believe at present that we are well-positioned to adapt to regulatory changes.

Summary

Upon reviewing both the transition and physical risks to our business using the aforementioned climate scenario analyses, we believe we are prepared to continue addressing both categories of risk while continuously improving processes, systems and structures that support long-term resilience.

Our strategy for managing business continuity risk directly supports the mitigation of physical risk, including our phased implementation of the ISO 22301 Business Continuity Management (BCM) standard and the employment of advanced analytics across the company.

With respect to transition risk, the nature of our products and services is such that we do not anticipate that the demand for such products and services—particularly those related to emergency response and security—will be materially negatively impacted in future climate-related scenarios. By contrast, we anticipate that our products and services will continue to play a role in how our customers address various climate adaptation needs. Our goal to meet the increasing expectations from our customers and stakeholders for our products and services to continue to become more environmentally sustainable also enables our readiness to stave off transition risks. We will continue to monitor transition risks, with an eye toward enhancing coordination across geographies.

Finally, we recognize that taking action to reduce our own carbon footprint is an important tool to mitigate both physical and transition risks. Please see the Metrics and Targets section for more.

TCFD Climate-Related Risks and Opportunities Overview

Climate-Related Risks Disclosures and Mitigations Summary Table

TCFD Risk Category	TCFD Climate-Related Risk	Enterprise Risk	Mitigation Levers
Physical	Extreme Weather Sea Level Rise	Business Continuity	<ul style="list-style-type: none"> • Phased implementation of ISO 22301 - Business Continuity Management (BCM) Standard at sites worldwide • Digitalization, including the use of machine learning, predictive analytics, and AI to predict and respond to disruptions • Dual and multi-sourcing • Build inventory redundancy • Regionalization • Reduce own carbon footprint • Product innovation*
Transition	Government Regulations	Changing Regulatory Environment	<ul style="list-style-type: none"> • Energy demand management & energy efficiency • Reduce real estate footprint, business travel • Design to value • Product innovation*

*Product innovation is also an opportunity.

Our company purpose supports the global efforts towards climate adaptation

Motorola Solutions has an important role to play in a carbon-constrained future due to the nature of the company's products and services, which are important for adaptation to increased physical risk. The technology we create – and the work we do – enables people everywhere to be their best in the moments that matter most to them. Climate-related events are just one of the many moments that impact our customers and communities. Our integrated platform for public and enterprise safety – uniting voice, video, software and analytics enables individuals, businesses and communities to work together in more powerful ways, ultimately helping people prevail in the moments that matter. As the world continues to change rapidly, we continue to innovate and adapt with a focus on creating positive change for everyone.

Physical Risks, Mitigations, and Opportunities

Risk Description

Climate-related physical risks are generally divided into acute and chronic risks. Acute physical risks arise from extreme weather events such as hurricanes, flooding, wildfire, and droughts. Chronic risks are long-term changes such as increased frequency and severity of extreme weather events, rising sea level, and enduring water stress. Higher frequency and severity of weather events are likely to increase the probability of extended periods of supply chain disruption affecting manufacturing plants and transportation lanes. Potential impacts of climate-related physical risks on the company can be increased cost of operations and reduced corporate revenues.

Mitigation Description

We partner with our key suppliers to encourage them to adopt risk management best practices. To continuously optimize our business, we manage physical risks by implementing a high standard business continuity management system, continuously evaluating our supply chain strategy, and actively engaging our supply chain.

We approach supply chain management as business risk management. Redundancy and resiliency are the heart of our supply chain management philosophy. We continuously assess our supply chain footprint for a single point of failure in supply, manufacturing, transportation, and distribution to proactively mitigate risk and minimize the impact of disruptive events.

Risk Mitigation Strategies We Employ for a Resilient Supply Chain

- Rollout of ISO 22301 - Business Continuity Standard at sites worldwide
- Digitalization, including the use of machine learning, predictive analytics, and AI to predict and respond to disruptions
- Dual and multi-sourcing
- Build inventory redundancy
- Regionalization

Our Business Continuity Plan (BCP) program, which uses the industry-standard ISO 22301, is currently being rolled out in phases at sites across the world. As part of this program, certified sites assess threat risks, including potential climate change-related chronic and acute physical risks. We develop strategies and plans to mitigate the identified risks to reduce their likelihood and impact. We take a proactive approach to engaging our critical global suppliers and have robust business continuity plans and programs. We proactively engage our suppliers to assess their business continuity plans, identify gaps, and work closely with them to help bring their plans up to the standard and ensure that they have de-risked their supplies. We constantly evaluate opportunities to optimize our manufacturing locations to bring them closer to our key markets.

Reducing our own carbon footprint is another way to mitigate this risk, see Metrics and Targets for more.

Product innovation.

With the potential increased severity of future extreme weather events, more technology solutions will be required to ensure the resilience of emergency response systems while addressing consumers' preferences related to energy efficiency and sustainability. Motorola Solutions is in a strong position to be responsive to emerging market trends by developing more energy-efficient products that meet extreme always-on performance requirements. This competitive positioning could increase demand for our existing products and services.

Transition Risks, Mitigations, and Opportunities

Risk Description

With concerns about the risks of climate change and the need to mitigate GHG emissions rising, customers expect companies to offer products and services that can help reduce energy consumption, improve efficiency, and minimize their GHG footprint from using these products and services. In the long-term, our ability to maintain our marketplace position will depend on how effectively we innovate and develop new products and services with a reduced environmental footprint that meets customers' expectations. The uncertainty is whether we can correctly anticipate the timing and direction of the shift in customer preferences, invest in appropriate owned or outsourced R&D effort, and identify the right companies for acquisition or combination. Failure to anticipate customer preference and the inability to develop the right products and services may result in loss of market share, decreased revenues and possible write-off in the case of ill-conceived R&D investments or acquisitions.

Mitigation Description

Mergers and Acquisitions. Our M&A team works with our business units to understand technology needs and explores appropriate, targeted acquisitions to expand our product and solutions portfolio.

Design to Value (DTV). This cross-functional, data-driven approach to product development utilizes advanced analytics to better understand market trends and customer willingness to pay in order to improve product design decisions. We are in the process of rolling out DTV throughout all of our business units.

Financial Scenario Planning. We utilize financial scenario planning to assess potential exogenous shocks. We will continue to use this tool going forward to prepare for unexpected situations of all levels of severity.

Opportunities

Product innovation for a low carbon economy. As the world transitions to a lower carbon global economy, our products will need to adapt to continue to operate under new energy use and efficiency standards. With changes in the availability of natural resources and fossil fuels, Motorola Solutions has the opportunity to provide alternatives to customers in how they power their communication systems. As communication systems are expanding to remote locations in an effort to connect the world, using renewable energy sources is an opportunity for product development. This could create more demand for Motorola Solutions products. Motorola Solutions engineers continue to evaluate the effectiveness of renewable energy for powering communication systems. By evaluating current technology and its capabilities, Motorola Solutions engineers have the ability to determine how renewable energy sources could be implemented to power various designs of communication systems. Motorola Solutions also markets these innovations by publishing case studies highlighting partnerships where renewable energy sources have successfully powered communication systems in remote areas providing communication, cost savings, and GHG emission reductions.

Risk Description

Existing regulatory requirements and future legislative proposals addressing climate change issues may introduce a set of measures that could increase the cost of compliance and could have a material adverse effect on the company's financial condition. Such measures may include pricing of and caps on GHG emissions, renewable energy use requirements, and product energy efficiency standards. Investing in projects to ensure compliance with possible new regulations may increase our operational costs, impacting the bottom line.

Mitigation Description

Monitoring. Motorola Solutions continuously monitors current and proposed regulations in order to remain ahead of any pending regulation, typically through participation in industry associations.

Energy demand management & energy efficiency. We set goals for our energy use, emission reductions, recycling, and waste reduction to minimize our environmental footprint and mitigate regulatory and policy risks.

For most of our operations, we rely on electricity, which comes from various sources with a significant share of fossil fuel-powered generation. To reduce GHG emissions associated with our electricity use, we focus on increasing our renewable energy use and improving energy efficiency in our operations. In 2020, we used nearly 2.2 million kilowatt hours of power for our environmental remediation work entirely from renewable sources.

Reduce real estate footprint, business travel. Our corporate real estate department has undertaken several renovations across our portfolio of sites, including installation of energy efficient technology, which helps reduce the amount of energy used at our sites, therefore reducing associated emissions and reducing our operating costs. Further, we have taken steps to optimize our real estate footprint as a result of increased work-from-home instigated during COVID-19 and to reduce business travel. Beginning in 2018 a Motorola Solutions facility management partner employed an energy manager to explore and lead various projects and initiatives to reduce energy use and increase energy efficiency in our operations.

Opportunities

New product development. Our R&D and engineering teams strive to continue to design innovative products to meet or exceed current and potential future regulations. Our investments in R&D and engineering help us turn risk into opportunity.

RISK MANAGEMENT

Motorola Solutions has a mature multi-disciplinary enterprise risk management (ERM) process to identify, assess, prioritize, mitigate and monitor our principal risks. Management is responsible for day-to-day risk management activities, with informed risk oversight from the board and its audit committee. The audit committee reviews risks with management and reports on these risks to the full board. The governance and nominating committee has oversight responsibility for ESG matters, including climate-related actions such as GHG reduction commitments.

On our management team, our chief ethics and compliance officer is responsible for assessing climate-related risks and opportunities that are identified internally through our EHS organization and the ESG governance team, and externally through investor and other stakeholder engagements.

We have undertaken an initiative to integrate ESG and climate-related topics into our enterprise risk management (ERM) process by beginning to map specific topics to the risk universe. Currently, climate-related topics generally map to business continuity risks. The risks identified as material for the next two- to three-year timeframe, including business continuity, receive prioritization for audit assurance activities. See “TCFD Climate-related Risks and Opportunities Overview” section for more.

Motorola Solutions considers implementing new policies and procedures, targets and other improvement activities to mitigate risks with potentially significant impacts. One example of a mitigation activity is investment in a risk management tool to monitor global supply chain events, including climate- and weather-related events that could impact the delivery of our supplies or products. In addition, Motorola Solutions sites across the globe are in the process of earning certification to ISO 22301, the recognized international standard for business continuity management systems, published by the International Organization for Standardization (ISO). See TCFD Climate-related Risks and Opportunities Overview section for more.

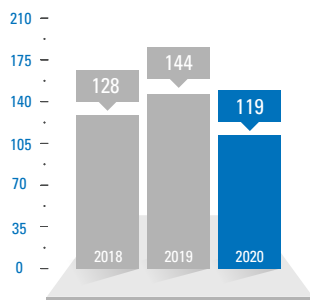
METRICS AND TARGETS

Metrics

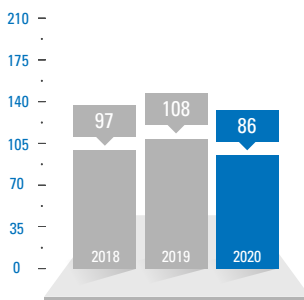
Over the last several years, we have been focused on understanding what contributes to our carbon footprint and our overall emissions trends as related to Scope 1, 2, and 3 emissions. In 2021, we began the implementation of a new GHG data management tool to improve the quality of our data. Our Scope 3 emissions data reporting is currently in its third year. We are in the process of integrating a new digital environmental measurement tool to further automate data collection, increase the quality of our data and assist us in creating actionable goals. We continue to expand our supply chain environmental performance evaluations through tools developed by the Responsible Business Alliance (RBA), of which we are a member.

The metrics reported here are current as of the June 2021 publication date of our 2020 Corporate Responsibility report. Updated metrics will be included in our 2021 Corporate Responsibility Report, which we expect to publish in 2022.

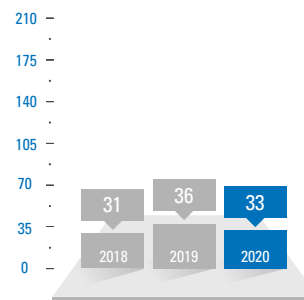
Global Total Energy Use : Electricity & Fossil Fuel (Normalized in Million KWH)



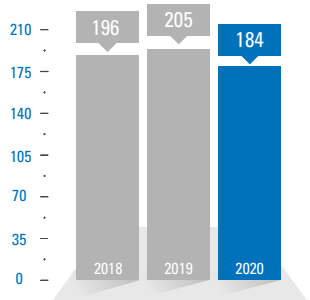
Measured Energy Use



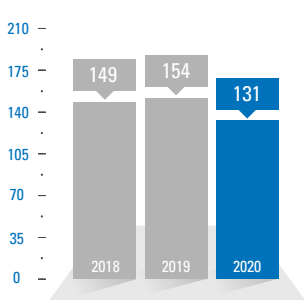
Measured Electricity



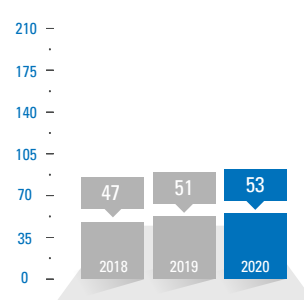
Measured Fossil Fuel Combustion



Total Estimated Energy Use

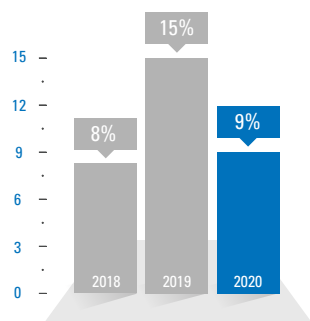


Estimated Electricity

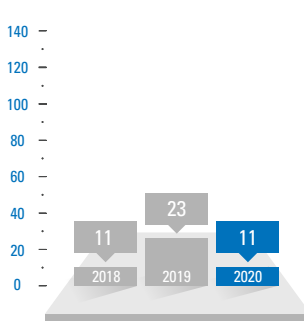


Estimated Fossil Fuel Combustion

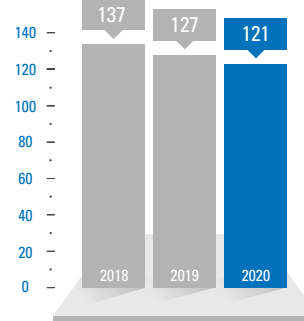
Renewable Energy Use as a Percent of Total Energy Use



Gross Total Electricity Used From Renewable & Non Renewable Energy Sources (Normalized in Million KWH)

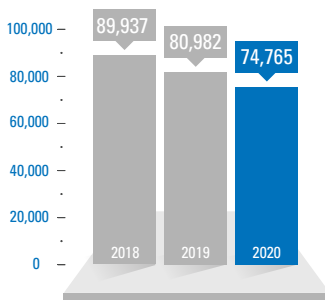


Renewable



Non-Renewable

Carbon Footprint- Scope 1 & 2 (Tonnes CO2E)



Carbon Footprint- Scope 3 (Tonnes CO2E)



Targets

The previous reduction target set in 2017 as part of our ISO 14001 environmental management system requirements (Reduce GHG emissions 7.5% from 2016 levels by 2021 - 1.5% year over year) was revised to take into account our new emission tracking protocol and GHG calculation tool as well as any organizational trends from acquisitions and divestitures during the goal period. The reduction target was modified to be more aggressive (31% reduction vs. 7.5%) and mirror suggested decarbonization trends promoted by the Science Based Targets Initiative (SBTi). Finally, we are evaluating more stringent GHG reduction targets and prioritizing our individual businesses subject to regulatory requirements, such as in the United Kingdom.

APPENDIX

TCFD INDEX

For additional climate-related information, please see our most recent:

- Corporate Responsibility Report
- Annual Report on Form 10-K
- CDP – Climate Response
- Proxy Statement

CATEGORY	DISCLOSURES	REFERENCE
<p>Governance</p> <p>Disclose the organization's governance around climate-related risks and opportunities.</p>	<p>a. Describe the board's oversight of climate-related risks and opportunities.</p>	Board Oversight, p. 05
	<p>b. Describe management's role in assessing and managing climate-related risks and opportunities.</p>	Executive Leadership, p. 05 Risk Management, p. 14
<p>Strategy</p> <p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</p>	<p>a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	TCFD Climate-Related Risks and Opportunities Overview, p. 10-13
	<p>b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	Business Strategy Overview, Our Approach to Climate Strategy, p. 06-07 TCFD Climate-Related Risks and Opportunities Overview, p. 10-13
	<p>c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	Climate Scenario Analysis: Understanding Potential Impacts, p. 08-09
<p>Risk Management</p> <p>Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	<p>a. Describe the organization's processes for identifying and assessing climate-related risks.</p>	Governance, p. 05 Risk Management, p.14
	<p>b. Describe the organization's processes for managing climate-related risks.</p>	Governance, p. 05 TCFD Climate-Related Risks and Opportunities Overview, p. 10-13 Risk Management, p.14
	<p>c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	Risk Management, p. 14
<p>Metrics and Targets</p> <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>a. Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.</p>	Metrics, p. 15, 16
	<p>b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p>	Metrics, p. 15, 16
	<p>c. Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.</p>	Our Approach to Climate Strategy, p. 07 Targets, p. 16

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