



# MOTOROLA SOLUTIONS

Presentation at the  
Morgan Stanley Technology, Media & Telecom Conference  
Monday, March 2, 2026

## PARTICIPANTS

### **Motorola Solutions, Inc. Executive Participant**

---

**Jason J. Winkler** – Executive Vice President & Chief Financial Officer

### **Barclays Participant**

---

**Meta A. Marshall** – Analyst, Morgan Stanley Investment Research (U.S.)

## FIRESIDE CHAT DISCUSSION

**Meta Marshall (Morgan Stanley):** All right. In those last minute before we get started, I will read the disclosures, the super boring part. For important disclosures, please see the Morgan Stanley Research Disclosure on our website at [morganstanley.com/researchdisclosures](http://morganstanley.com/researchdisclosures). If you have any questions, please reach out to your Morgan Stanley sales representative. For those who don't know me, I'm Meta Marshall. I cover networking and cybersecurity here at Morgan Stanley. We're delighted to have Motorola Solutions, have Jason Winkler, CFO, with us here today.

---

**Jason Winkler (Motorola Solutions):** Thanks, Meta, and it's a pleasure to be here. And looks like it's a well-attended conference, so congrats on that.

---

**Meta Marshall (Morgan Stanley):** Yes. Even the 4:50 slot.

---

**Jason Winkler (Motorola Solutions):** Yeah. No, I'm right in front of drinks...

---

**Meta Marshall (Morgan Stanley):** Yeah. Exactly. Yeah. So, you know, over the last year, there had been a lot of consternation just around backlog and tough comps that had weighed on the stock. As we emerged from that period and, you know, the stock has rebounded as well, what do you think that that discussion missed about the underlying fundamentals of the Motorola story?

---

**Jason Winkler (Motorola Solutions):** I think, well, as you said, we completed a strong Q4, wrapped up a very good year, achieved record operating margins of 30% despite some tariff headwinds. So, you know, what people missed... and not everybody missed it, by the way...I think you upgraded us, I mean, mid-quarter. But I think there was some – there's a lot of focus on backlog. We're in a record backlog position of \$15.7 billion. And even products backlog is very strong at \$3.8 billion.

And what – what we focus on in terms of demand and how the business comes together is about orders, what our orders look like. And beginning in Q2, we saw an acceleration in orders growth to be double digits, same in Q3 and Q4, not only for the company but for products.

And with that strong growth in orders and now that we're in a supply chain environment where we're far beyond not having the available supply, we're able to turn and get things out the door in revenue. So, the pipeline that informs the orders that Molloy and team get, our supply chain is then able to deliver. So maybe people missed that. But we didn't or we were, I think, pretty clear that the year we put out a year ago was going to be accelerating growth in orders and more revenue growth in the second half. And that expectation continues. When we guided this year and we guided it to another \$1 billion of growth with 100 bps and operating margin expansion again for 26, that too will be informed by strong orders and orders, when we're able to receive an order and get it out the door timely, that's revenue growth.

And that's how the company worked for years. I mean, you followed us for a while. But for the supply chain crisis when, frankly, backlog was stuck, we've always been a quick turn focused business and it's supported by a pipeline that our sales team knows when deals are going to close, when they can be delivered. And that informs our forecasting and that's where we ended up on – for the year and for the year we're now in.

---

**Meta Marshall (Morgan Stanley):** Yeah. Perfect. As we look at the LMR business, you know, still kind of the majority of the revenue. Where are we in terms of kind of APX NEXT upgrades? And overall, just how do you look at that growth profile or what kind of drives the growth of the LMR business going forward?

---

**Jason Winkler (Motorola Solutions):** Yeah. So, it's – you know, it's – we think of it as a mid-single-digit growing business inclusive of both products, software and services... ..and that's before Silvus. We'll probably talk about that. But, you know, the fundamentals of how that business grows are consistent, right? It's – you said APX NEXT, which is a device that customers really like that are – is increasingly selected by customers. It has more features. It has applications that are differentiating it. And that's a better sale for us and a better solution for customers.

In LMR, the infrastructure, these are mission-critical networks. There's nearly a couple thousand of them in the US and North – in Canada. They need upgrades over time. So, we're now launching our D-Series infrastructure. The prior infrastructure for these LMR networks, which we designed and implemented is over a decade old. So, we're seeing customers like State of Tennessee, Colorado, a region in the Midwest starting to refresh the infrastructure or hardware that goes with the networks. And together with that, they're signing up for more software content, more services content, and long duration services agreements because they believe in the future of LMR.

We – LMR is as living and breathing and innovative as it's ever been, we continue to differentiate around it. So, for example, the D-Series, not only does it consume less power, more channels and coverage out of it, it also has yet another form of backhaul redundancy. It incorporates LEO. So instead of using microwave or whatever else the customer may use for backhaul, now you have one more opportunity to connect these sites. And resiliency is really important.

So, having the right product at the right time with a refresh cycle ahead of us for infrastructure, it's about a \$2 billion a year business for us. We see that as an opportunity for sustaining the LMR growth that we expect.

---

**Meta Marshall (Morgan Stanley):** Yeah. An area that you guys have been talking more about, I think you focused on at the IACP this year is kind of noting that you have this kind of \$300 per year subscription tied to the radio. What it is most often include and just what are some of the newest areas you're introducing here?

---

**Jason Winkler (Motorola Solutions):** So, the APX NEXT radio is not just an LMR mission-critical radio, it also has an LTE network embedded in its chipset. You can – the customers choose whichever carrier they want to use. But what that allows, remember, mission-critical voice is a narrow band application. It does voice exceptionally well. It doesn't do data. So, we've put those two together in a device that's mission-critical voice first and has an additional network in it, you can then through that pipeline deliver over the air programming, the kinds of things we're used to like getting an iOS update. We don't even think of it. Before this technology that we innovated around on this platform, you have to bring an LMR radio back into the shop when you want to reprogram it or you're going to add a user.

It's really laborious. So, that's a pretty big app. LMR networks are defined by coverage areas. So, for example, the city of Chicago has a defined coverage area and the network covers exceptionally well. But if an officer leaves and goes to a lake in Minneapolis, this is an extension of that range where they could go to a LTE and still communicate back with the home LMR range... does better other improvements like better location and, of course, it can ingest video. It's got a screen.

So that applications platform which we've offered first a few years ago has grown to where 200,000 subscribers, a little over that are now on the platform. It's very sticky. And we see that platform count of users going to 300,000 by year's end. So, APX NEXT is a better device solving a customer pain point that we benefit from, both a better sale as well as an application stream that comes along with it. So – and just to size it, dimensionally, there's – we think about 2 million users in public safety and we're at 300,000. So, long opportunity ahead of us to continue to have apps in that base.

---

**Meta Marshall (Morgan Stanley):** Okay. But the two vectors kind of pretty interesting there. All right. You know, Silvus, which I think we'll talk about more just given kind of the news over the weekend. But the Silvus acquisition has certainly outperformed expectations, at least that you gave to the street in the first few quarters, allowing you to raise expectations for 2026 to \$675 million from \$600 million previously. You know, can you just give a little bit of background about Silvus and just where you're seeing some of that upside?

---

**Jason Winkler (Motorola Solutions):** Yeah. So, Silvus is a leader in mobile ad hoc networks that... a very strong use case is in empowering drones. So, if you want to have a technology that empowers drones and allows them to communicate that the enemy cannot intercept, destroy, redirect, take down... an impenetrable network, which is what these use cases require, that's what Silvus does. And so, the expanding use cases and demand for drones, unmanned systems is part of the growth drivers for why we think that the business will grow to this year...we said \$675 million, over last year's annual calendar basis of \$570 million.

And the position that Silvus has both in the technology leadership augmented by the things that we can help them with, going deeper into some federal or international accounts where we serve them today with voice, we can now serve them with data, is an area of opportunity. They have a great portfolio and we think that together we can continue to grow and perform. And they have a very strong EBITDA margin to start. So, it's been a very good acquisition and one that we're excited about. And I think people are starting to understand it better. And, you know, it's not LMR substitutive, it does something totally different than LMR. LMR does narrow band voice and it uses a different form of spectrum. MANET uses infrastructure-less, high-band networking to do data and video, very different use cases. Now, the commonality is they use RF and they have very good RF engineers that are patented around MANET. We have exceptional R&D engineers that are patented around TETRA, P25 and DMR. So, they're happy with... their founder and their team likes being a part of Motorola and we like them to be part of Motorola too.

---

**Meta Marshall (Morgan Stanley):** Yeah. I mean, just – you mentioned kind of these opportunities for cross-sell. Just where do you think you are in terms of MSI either being able to sell to existing Silvus customers or Silvus being able to sell to kind of existing MSI customers?

---

**Jason Winkler (Motorola Solutions):** Yeah. So, Silvus for us is a – is deeper into defense. So, the demand that's in front of them, we think it's a \$3 billion TAM and growing nicely, maybe doubling in the next four or five years. And that's really focused around areas where they're strong in defense. So, we have a defense business. We sell to the German military, we sell to the U.S. military. We sell them voice communications. Now, we can sell them data. So, extending them and going deeper into certain accounts is part of the acquisition thesis. And we also think that at a very good sales team was 50 people. And with the right investments that we can make and add into that sales coverage, we can help with their growth, help diversify their growth and go deeper into federal defense accounts. There are some use cases in public safety for a MANET network. It's not an area of focus for us.

---

**Meta Marshall (Morgan Stanley):** Yeah. Okay. Maybe just in terms of, you know, I know maybe to stop on Silvus for one more second. Just, you know, Ukraine had maybe – you had been expecting when you initially made that acquisition that you were kind of winding down that revenue or at least taking it out of the expectations. That obviously seems not to be the case now. Just what can you give us a sense for kind of Ukraine as a piece of the opportunity or just expectations, not financial, but just how you see the Ukraine piece of the business?

---

**Jason Winkler (Motorola Solutions):** Ukraine was a reason why they outperformed our expectations last year and continues to be an area where there's a lot of innovation, development and demand. But at the same time, we're going into a broader base of accounts, including the U.S. federal, including other international. So, we see the growth opportunity for them being broader. But make no doubt about it, the innovation that's happening in Ukraine and how Silvus is getting better because of the adaptability and the features that are being developed for that that they're making the product better and they're coming with demand, of course.

But – and the NATO ally and the support that's been given to them is only making the ally countries more interested in their own drone and communications needs. So, I think a proving ground/area of opportunity for everybody else to learn from is how we see that theater.

---

**Meta Marshall (Morgan Stanley):** Another area that you guys have talked about with Silvus is just kind of the border defense area. You know, and this kind of being one of those areas where we might see those OBBBA funds. Just where are we in terms of kind of how that opportunity could develop?

---

**Jason Winkler (Motorola Solutions):** So, OBBBA funds, new and incremental, Meta. The DHS and DOD are both getting roughly \$150 billion, which is to be spent over four years. There are two areas where we are, I think maybe three where we're really well aligned with that new and incremental funding for our customers. One, you mentioned, is the border. And it's not just that Silvus networking could be an interesting use case for the border, but also, we have a long-range thermal camera platform on Silent Sentinels in fixed video. That's also a very important solution there.

In terms of other areas of increased resources around the border, mission-critical voice communications is an area that we – they continue to look for more. And we just recently got our entire platform of APX and the related video and audio accompaniment FedRAMP high certified. What that means is we can now sell the full portfolio into the federal government and serve their needs. And yes, the funding is we're seeing some activity to start with those funds.

---

**Meta Marshall (Morgan Stanley):** Okay. Turning to the video business, you know, this largely kind of started with Avigilon acquisition. It's expanded from there. You know, it's continuing to grow double digits. Just where are you seeing kind of the biggest incremental opportunities on the video side?

---

**Jason Winkler (Motorola Solutions):** It did start in 2018 with Avigilon. They were \$450 million in revenue, about that. And, you know, at that point, it was probably the – that was the beginning of the third leg of our technology, right? Before that, there was LMR and command center 911. We've grown it, we've grown it organically. We've added a dozen or more acquisitions to where last year was over \$2 billion in revenue. And it's really – we decipher the business in two ways. One, fixed video. That's Avigilon. It's cameras... domed and long-range cameras. It's the software and AI that powers them. And it's some storage. That's about 70% of that or \$2.1 billion. The other 30% is body-worn cameras, the cameras in cars and license plate recognition and information around those. Those tend to be – that 30% tends to be more public safety derived.

But to have guided another year of 10% to 11% for the overall video technology, and there are parts that are growing faster. Cloud is growing faster. Body-worn is growing faster. So, there are a number of significant improvements happening in the overall portfolio. But together, when we step back, it's a 10% to 11% grower effort over double digits last year. And the total TAM to dimensionalize it, \$2.1 billion in revenue for us last year, \$37 billion TAM.

So, a lot of opportunity. It's pretty fragmented. We like our portfolio. We like being in – on fixed video, cloud as well as on-

prem. Customers want a choice. Some customers want the on-prem and some want cloud. We offer an indifference to either model. In fact, we offer a path where if you want to do prem today and you want to migrate to cloud tomorrow, the sure path. So, we like the overall market dynamics. We've been taking share for a number of years.

---

**Meta Marshall (Morgan Stanley):** Yeah. Okay. You mentioned kind of the body cameras. You know, just what has been the response to the SVX and kind of the coupling of the radio and the body camera?

---

**Jason Winkler (Motorola Solutions):** The response has been very good. In terms of the unit count, last year we deployed 15,000 units of the SVX, which just to remind everybody is not only a voice and body-worn assistant, but it's also fully featured video capabilities along with the digital evidence backend that we have as well. So, when fully enabled, it can do everything a body-worn camera can do along with mission-critical voice. So, happy with the deployments thus far. Day 1, most have come out of the box in audio capability. And by the way, it can do translation, which is a pretty important feature for law enforcement, immediate translation in the field at the edge. And then, every one of them represents an opportunity to not have to need for another body-worn camera.

That's an additional sales opportunity for us and one that we're actively working on.

---

**Meta Marshall (Morgan Stanley):** Got it. And, you know, you mentioned kind of being agnostic to whether customer wants a subscription or premise, but you've noted kind of this headwind at least from kind of the subscription transition on the video piece, but maybe a showing up kind of in a higher software backlog number. And so, just how should investors think about those kind of subscription impact on the video side?

---

**Jason Winkler (Motorola Solutions):** So, we report the business in two financial segments, Products and SI and Software and Services. And Software and Services has been growing generally over a multi-year view faster than that of products. That's where the more and more of the value and innovation is. So, to the point where last year, 38% of revenues were from Software and Services. Within there, that's a proxy for our recurring revenue, is cloud, is cloud applications for video, fixed, mobile, the apps that we talked about around APX NEXT. The future of SVX monetization is all there. And so, as that business continues to grow and by the way, the backlog shapes around that same dimension too. The \$15.7 billion of backlog, almost \$12 billion of it is in Software and Services. That's a multiyear strength indicator complemented by the strong product orders growth that I mentioned earlier. That's how we put together our year's outlook. So, continued business model transformation towards more and more Software and Services. But it really does start with a differentiated device portfolio, too.

---

**Meta Marshall (Morgan Stanley):** Yeah. Okay. Perfect. Maybe moving on to the Command Center business. You know, this is an area where we're starting to see a little bit more AI come into. You recently introduced some product extensions here. Just how does that change kind of the TAM of the market that you see? Or, just how does that change how you see

the market opportunity?

---

**Jason Winkler (Motorola Solutions):** So, Command Center for us is about a 20 – had been a \$20 billion TAM. And with the introduction of these role-based suites that we've introduced for the first responder to help them write a report and as well as for the dispatcher to do their job faster and better, that's added about another \$2 billion of TAM.

So, TAM got better. The opportunity increased. And Command Center for us is a full – we're deeply embedded in the Command Center. It's call taking and call routing. There are 6,000 911 centers in the US. We're in over 60% of them with one or more parts of our portfolio increasingly more. There's applications that I mentioned earlier. And then, there's also computer-aided dispatch or dispatch, getting the right resources there quickly. And the records of what happened during a given call that goes and flows through the judicial system.

Being in all three of those is really a differentiator. And in the nervous system of a 911 center, it's CAD. And to be there and to have these platforms and trusted customers trusting us and doing more puts us in a position where we're this year we think will grow another 15%, which is the growth that we printed last year. So, in a market that isn't growing 15%, it's more like mid-single. So, good customer engagement, strong integrated portfolio. And I like where we're at with the addition of now SVX. Increasingly the edge devices, the body worn-cameras, the audio device, mission-critical audio devices, all of that is being – is converging towards the central nervous system of CAD records and the 911 software center, which is really integral to 911.

---

**Meta Marshall (Morgan Stanley):** Got it. You know, more on that AI discussion, you've noted kind of a version of your report writing software where it's an already drafted report versus kind of some alternatives, which take a first draft of the report. Just why do you feel like this was the direction to go in?

---

**Jason Winkler (Motorola Solutions):** Well, for us, we think human in the loop is the way to go around enabling this technology. That's been that way since we started with AI differentiation in Video. And so, having AI assist or add perspective we think is the right way to go. And keep in mind, the report writing assist for us isn't just helping decipher what happened in the video clip. That's one mode. What happened in the audio channel? What happened – what did the dispatcher hear or say?

What happened in the video that was being streamed from the command center to the device? We view those multiple modes which this device and our solution ingests and helps write a report. We think that's a better way of approaching and making the officer more efficient. And that's our – that's our differentiator on how we're enabling ultimately what officers want, which is a little bit of helping in automating the mundane and doing it accurately.

---

**Meta Marshall (Morgan Stanley):** Got it. Okay. Memory pricing, obviously, has been a topic of discussion here today, you know, a big concern with any hardware company. You know, I think one of the biggest pushbacks that I got when we

upgraded you guys was, you know, well, what about memory? I think, you know, what do investors need to understand just kind of about what your guys' memory exposure is?

---

**Jason Winkler (Motorola Solutions):** Well, first of all, I think we dimensionalized last year's direct material input. We used – I mean, most of our printed circuit boards have DRAM and flash, right, and that enables mission-critical audio, video cameras and the likes. So, last year we spent about \$50 million enabling our portfolio last year. We are planning for an increase. Just like last year when we set together, set our financial plan, we knew there would be tariff impacts. So, there's certain things you can control and there's things you can't.

And so, we're planning for in-year cost reductions elsewhere in our \$6 billion of COGS to mitigate the risk around paying more for memory to mitigate the risk that we still have around tariffs in the first half of this year. But there's opportunity elsewhere. And together, with the envelope we put together in our guide, we expect to grow operating margins this year 100 basis points. We'll face headwinds from tariffs, we know that. We'll face headwinds from memory. But there are a number of areas in the portfolio that with engineering help and vendor consolidation and doing designs differently that we can create cost offsets to mitigate the impact of those things.

And we also... to with the growth profile we mentioned, Software and Services growing faster than Products and SI has a margin accretiveness to it. That's been with us and we expect that to continue. Devices, customers trending towards a more feature-rich device, gives a little bit of an ASP tailwind as well. And we'll continue to mitigate memory like we did semiconductor crisis, right? It's, how much are we using? Are we using it in the right way?

There may even be some opportunities in certain parts of the portfolio to pass it on through price, which we've done before, too.

---

**Meta Marshall (Morgan Stanley):** Yeah. Okay. Public safety and defense is maybe seeing this whole host of kind of new companies come to market. How do you view the competitive landscape and just the opportunities kind of leverage your balance sheet or be more active kind of within the market?

---

**Jason Winkler (Motorola Solutions):** We like our position. We like the competitive differentiation. You know, it's a – it's a tough market to enter and sustain the leadership position in. Part of that's enabled through our over \$900 million of R&D per year, part of it is us continuing to be M&A, mindful of things that can make us better and companies that strengthen our portfolio.

So, having the balance sheet to do the M&A part, having the discipline to do the R&D part and do R&D with the highest yield. For example, half of our R&D now goes to our fastest growing businesses, which is we talked about video and we talked about 911 center. Those are areas where we're making more R&D investments. LMR, we still invest sizable amount in LMR. And with our leadership position, when we bring to market a D-Series, that can lead to growth. When we bring to market an APX NEXT and customers like it, that can help with growth.

So, I think it's about the staying power of R&D, the balance sheet and having discipline around staying in areas where we can differentiate ourselves and be strong. If you think about our Chairman and CEO, he's built a great company with a lot

of our being on the team of getting out of some really bad businesses; differentiating around where we could win, public safety; later, acquiring around video and now Silvus. Sustainable competitive advantage and good margins, cash and growth are how we try and make decisions.

---

**Meta Marshall (Morgan Stanley):** And then, just maybe a question on kind of capital structure and just kind of optimizing capital structure and how you're thinking around that, you know, just given that you're continuing to kind of crank out more margin out of the business.

---

**Jason Winkler (Motorola Solutions):** Yeah. So, you know, our – the model has been with us for how we use our cash flow. Our growing cash flow is for about 60% of it to be available for either M&A and buyback – M&A or buyback. We've done both. 30% goes to support the dividend and the remaining 10-ish percent is for capital, which is – and even within that, we can step up from there. For example, last year with Silvus, it went bigger in one direction. The balance sheet can sustain it. We're still at a net debt to EBITDA of just over 2. Again, the strong cash flow of the company gives us a great position to be in with our credit rating and the ability to flex up when we find something like it, like a Silvus.

But the opportunities where we now have in front of us for M&A are in areas like video and software, and we'll continue to look for things that make the overall portfolio rounded out better and also integrated better. The convergence that I mentioned earlier is one where we want to lead. You want a video solution that's well integrated with all the other things that we do, we want to lead in that.

---

**Meta Marshall (Morgan Stanley):** Got it. Got it. Maybe just the last question for me. You know, just given news over the weekend, just any – like should we think of kind of opportunities for Silvus nearer term and some of these kind of new markets in which we're seeing kind of activity?

---

**Jason Winkler (Motorola Solutions):** Yeah. So, I think we're all seeing the footage on CNN and the likes around just how important drones would be to whatever's happening. And I think the demand for drones, some of our strongest, largest customers for Silvus include the largest drone manufacturers whose demand is very strong. I think those are just reminders and the geopolitical environment is one that it's challenging. And safety, security, border, defense, these are areas where our portfolio helps.

---

**Meta Marshall (Morgan Stanley):** Okay. Perfect. Any last questions from the audience? I think we're between now and the end of the day. So, Jason, thanks so much for being here.

---

**Jason Winkler (Motorola Solutions):** Yeah. Thanks, Meta, for having us. Good conference. Thank you.

---