

INVESTOR DAY



FEBRUARY 23, 2021



STAN KOVLER



VP, CORPORATE STRATEGY AND
INVESTOR RELATIONS



Cautionary Statement on Financial Measures

Non-GAAP Measures

In preparing the accompanying information, the Company has excluded, where applicable, the impact of certain Non-GAAP costs as listed at the end of this presentation. The Company believes these Non-GAAP measures provide both management and investors with additional insight into its current operations, the trends affecting the Company and the Company's marketplace performance. Management believes these items allow readers to better correlate the Company's operating activities with the Company's ability to generate cash from operations. Accordingly, management uses these Non-GAAP measures along with comparable GAAP information when evaluating the Company's historical performance and future business activities. The Company's Non-GAAP measures may be different than those used by other companies and should be considered in conjunction with, and not as a substitute for, the Company's financial information presented in accordance with GAAP. Please refer to our most recent earnings press release dated February 9, 2021, which is posted under SEC Filings on the "Investor Relations" section of our website for the required reconciliation to the most comparable GAAP financial measures. A reconciliation of non-GAAP guidance measures to the corresponding GAAP measures is not available on a forward-looking basis due to the uncertainty regarding, and potential variability of, many of the costs and expenses that may be incurred in the future.

Forward-Looking Statements

This presentation contains forward-looking statements concerning the expected financial performance of the Company. These forward-looking statements involve a number of risks and uncertainties which could cause actual results to differ materially from those anticipated by these statements. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We undertake no obligation to update these statements. For a detailed description of these risks and uncertainties please refer to our most recent reports on Form 10-K, Form 10-Q, and Form 8-K filed with the SEC.



Agenda

Presentation	Speaker	Role
Opening Remarks	Stan Kovler	VP, Corporate Strategy and Investor Relations
Company Overview	Ed Meyercord	President and CEO
Major League Baseball	Norman Rice	Chief Operating Officer
Technology Vision	Nabil Bukhari	Chief Product Officer and Chief Technology Officer
<i>Break</i>		
CSR Initiatives	Katy Motiey	Chief Administrative and Sustainability Officer
Go-to-Market Strategy	Joe Vitalone and Wes Durow	Chief Revenue Officer Chief Marketing Officer
Partner Testimonial	Joe Vitalone and Ed Walton	Chief Revenue Officer CEO at Step CG
Financials	Rémi Thomas	Chief Financial Officer
<i>Group Q&A</i>	<i>Moderator: Stan Kovler</i>	<i>Extreme Executive Team</i>



ED MEYERCORD



PRESIDENT AND CEO



Extreme Networks

25 YEARS
OF INNOVATION



BUSINESS LOOKS
DIFFERENT TODAY
**FLEXIBLE WORK
ENVIRONMENTS**



\$1B
*In Annual
Revenue*



COVID
The New Normal

**EXTREME
ACADEMY**
THE DIGITAL DIVIDE

1.5 MILLION
*CLOUD-MANAGED
DEVICES*

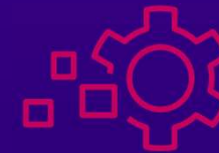


GARTNER MQ
*LEADER IN WIRED
AND WIRELESS
INFRASTRUCTURE*



**FASTEST
GROWING***

Cloud-Managed Network Solution



DX

*Channel Engine,
New Products, As A Service*

**Source: Omdia*

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Investing for Growth in the Cloud Networking Era

SDN Solutions
\$180M investment

Fabric Networking
\$79M investment

Cloud Networking
\$210M Investment

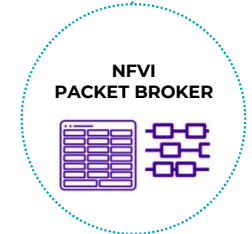
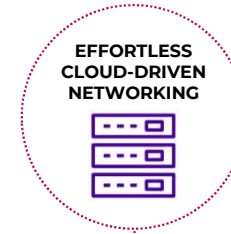
Simplify, Cloudify,
Universal Hardware

2013

2017

2019

2021



2016

2017

2020

2021

Mobile Networking
\$55M Investment

Data Center Networking
\$103M Investment

Refreshed 70% of portfolio and invested
~\$200M in R&D focused on Cloud

5G Service Provider
Opportunity

*Note: acquisition investments reflect public filings, excluding cash

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Building Blocks of Our Networking Vision



Cloud

Simplicity, flexibility, and new capabilities



Data

The new currency in the cloud world



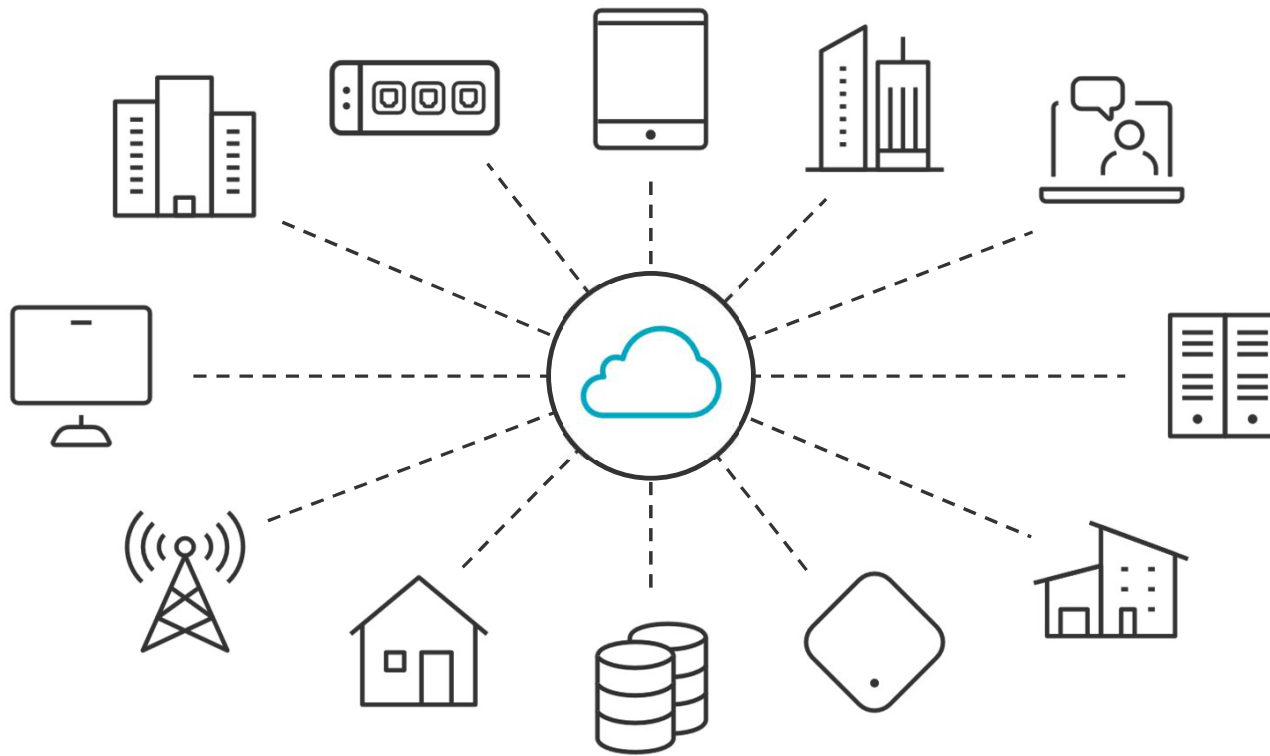
Mobility

Any device on any network



Infinite Enterprise

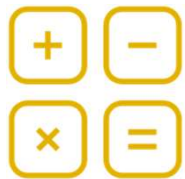
The Cloud has enabled the edge of the network to be infinitely distributed



Aldine School District – Education



82 Campuses with 70,000 Students
67,000 Devices (Daily), 9,000 APs (1,000 Outdoor)
Compressed 3-Year DX Plan to 10 Months
Wireless, Switching, Analytics, Premiere Services



K-12
Education



Bridging the
Digital Divide



NAVER – Internet Search Engine

NAVER

Leading Search Engine in South Korea
Handle 75% of Web Searches
200M User Base, \$6.6B Revenue
Needed Transformational Network for New HQ



IT Software and
Services



Automated
Campus



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PNC Bank – Finance



2,300 Branches and Growing
Needed Scalable Cloud Solution
ISO 27001 Certified, Managed Service
Private RDC Running on AWS



Financial
Institution



Cloud as a
Service



Cordaan – Long-Term Care



Largest Healthcare Provider in Netherlands
Serves 20,000 Patients Across 100 Locations
6,000 Staff + 2,500 Volunteers
ExtremeCloud IQ, Wireless, Fabric, Switching



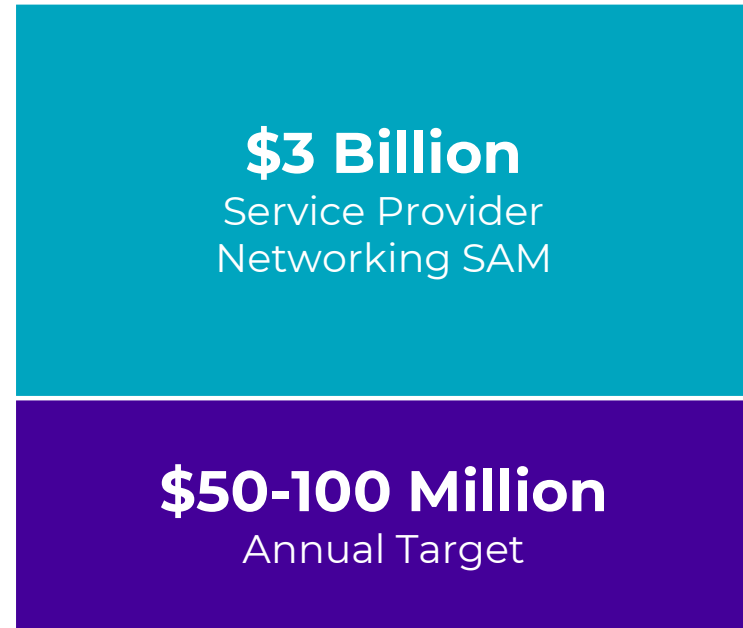
Healthcare



Flexible
Networking



Large and Growing Addressable Market



Source: 650 Group, Gartner, IDC, Omdia, Company Reports



ExtremeCloud IQ SaaS Platform Addressable Market

\$7B TAM by 2023 in Cloud-Based Networking



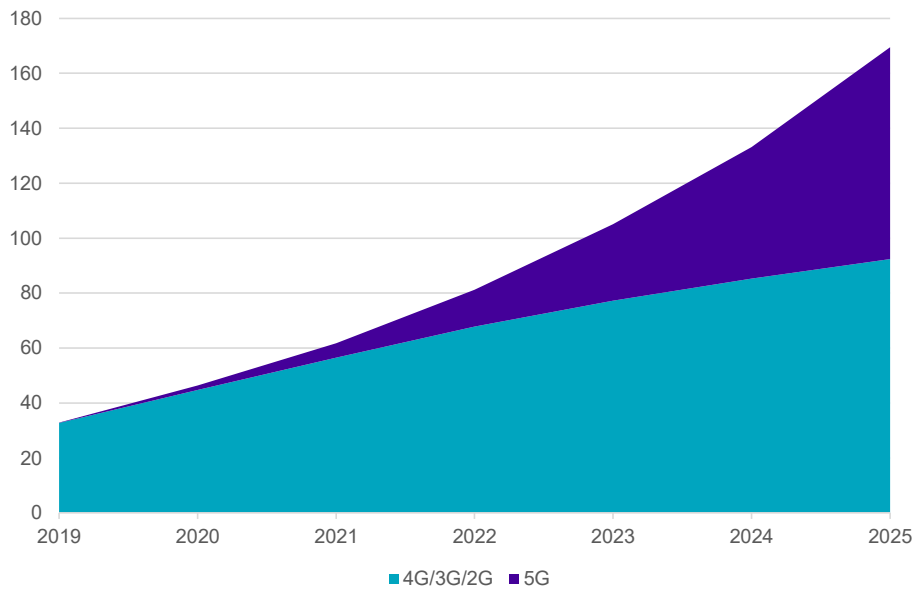
Source: 650 Group, Gartner, IDC, Omdia, Company Reports



Early Stages of Long-term 5G Growth Opportunity

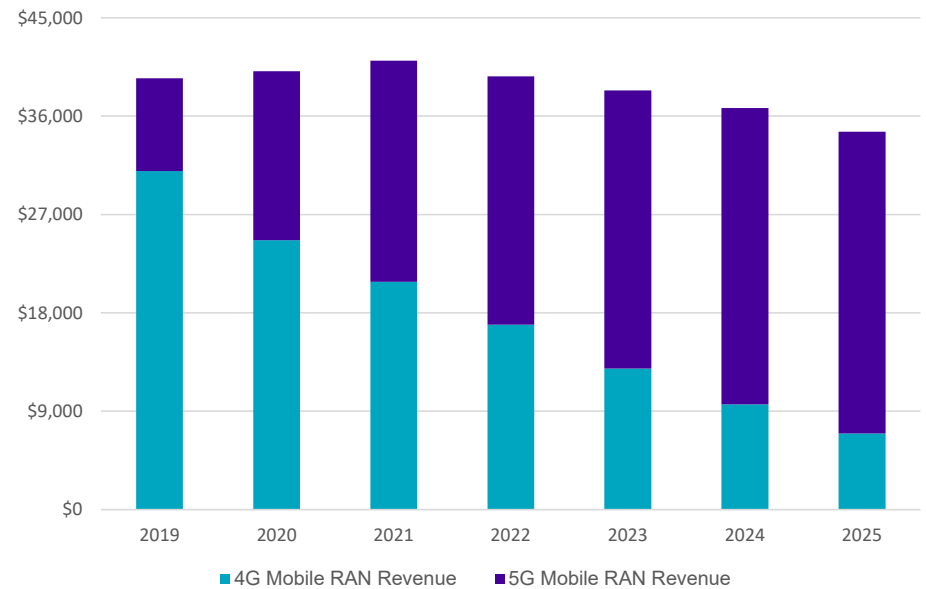
5G Will Account for 80% of Mobile RAN Spending by 2025

Mobile Data Traffic*
(EB/Month)



*Source: Ericsson Mobility Report

Mobile RAN Revenue Outlook**
(\$ Millions)



**Source: 650 Group – Mobile Radio Access Network (RAN) Quarterly Market and Forecast Report



Pivoting Towards Growth and Innovation

Transformational Changes Driving Improved Execution



Revamped Sales Motions



Digital Marketing and Lead Automation



Channel Self Service

FY21 Demand Drivers in Existing Markets



Taking Share in High Growth Segments of Networking



Cross Sell and Cloud Adoption / Migration



New Product Introductions – Universal Platform / Co-Pilot AI

Longer-Term Growth Opportunities



Infinite Enterprise



5G Related Growth Opportunities



Acceleration of Network-as-a-Service

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THANK YOU



INVESTOR DAY 2021





NORMAN RICE



CHIEF OPERATING OFFICER
EXTREME NETWORKS



TRUMAN BOYES



SVP INFRASTRUCTURE
MAJOR LEAGUE BASEBALL



OFFICIAL WI-FI SOLUTIONS PROVIDER OF MAJOR LEAGUE BASEBALL

NABIL BUKHARI



CHIEF PRODUCT OFFICER
CHIEF TECHNOLOGY OFFICER



A NEW WORLD





ENTERPRISE





INFINITE ENTERPRISE

INFINITELY DISTRIBUTED CONNECTIVITY

INFINITELY SCALABLE CLOUD

EFFORTLESS EXPERIENCE



Building Blocks of Infinite Enterprise



Mobility

Any User on any network



Cloud

Scalability, Simplicity,
Flexibility



Data

“The new currency”



MOBILITY



*“enterprise grade trust with consumer centric experience –
anywhere, everywhere”*



5G: The Big Spend Cycle



“5G will enable a new generation of use cases”



Building Blocks of Infinite Enterprise



Mobility



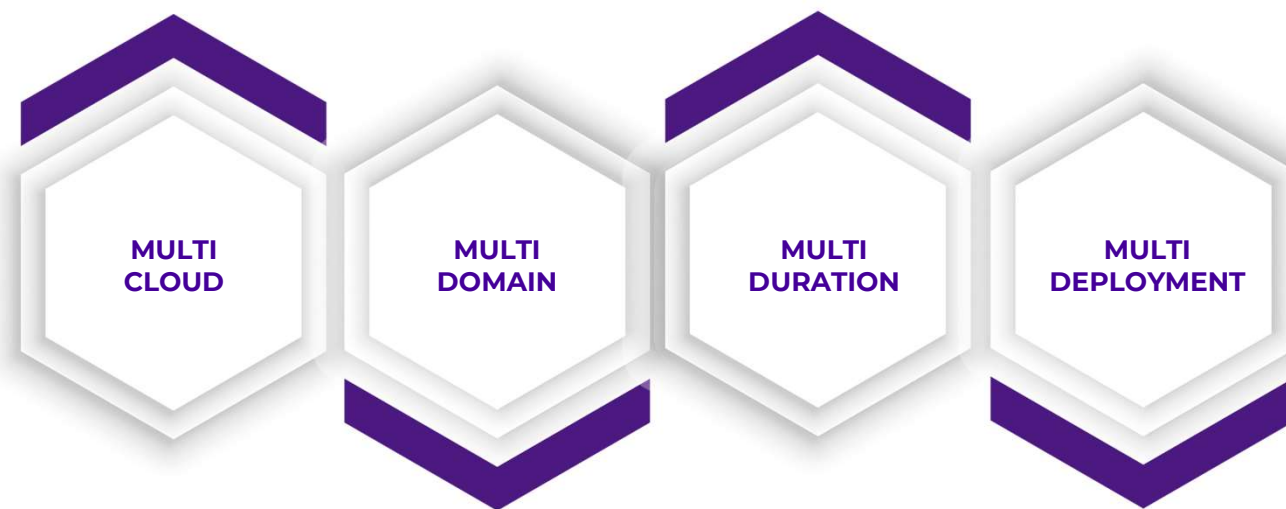
Cloud



Data



Cloud



*“Cloud is synonymous with simplicity and scalability,
now we have entered the age of flexibility”*



ExtremeCloud Edge

At launch:
ExtremeCloud IQ
ExtremeCloud IQ-SE
ExtremeCloud IQ-WLC
ExtremeCloud IQ AirDefense

FULLY
CONTAINERIZED
ISO CERTIFIED
CLOUD EDGE

AS-A-
SERVICE

TURNKEY
OFFERING

ANY
MARKETPLACE
APPLICATION



“we will bring the cloud to you - simplicity, scalability, flexibility”



Building Blocks of Infinite Enterprise



Mobility



Cloud

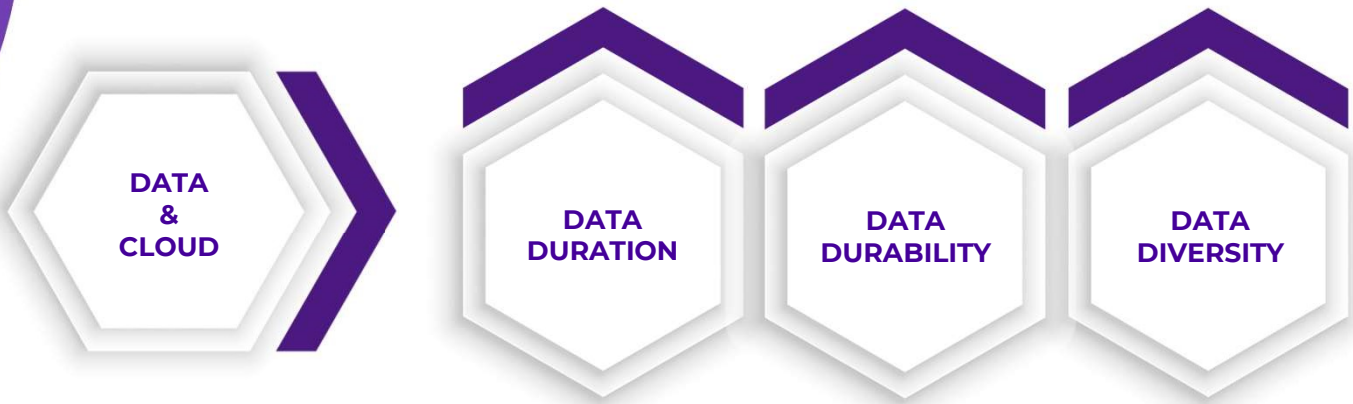


Data





DATA



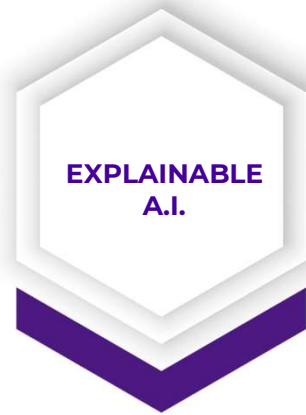
“all data is not created equal, all data is not treated equal”



DATA



**REDUCES
COMPLEXIBILITY**

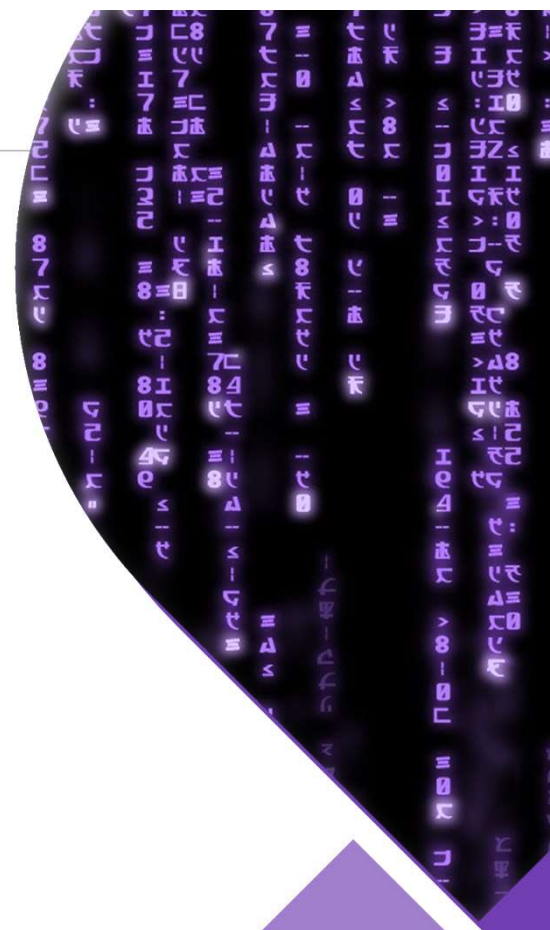


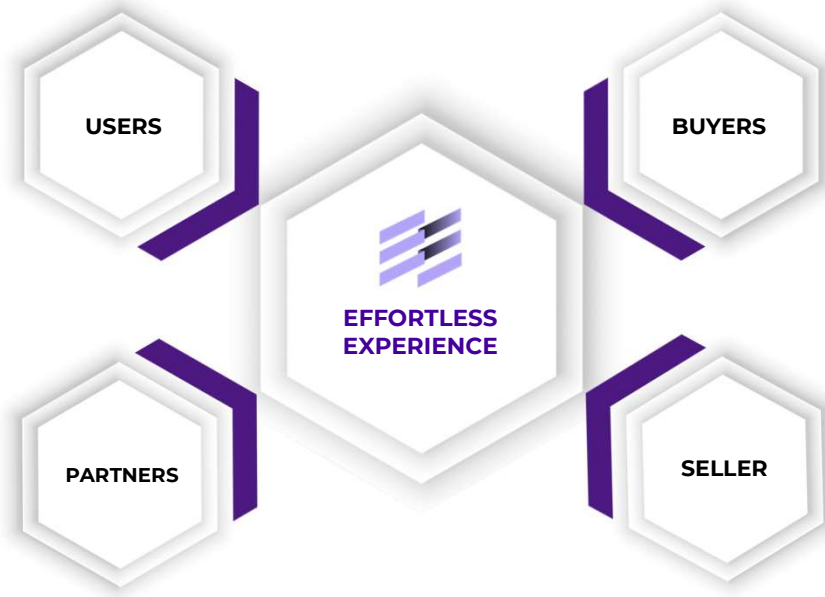
REDUCES COST



**REDUCES
RISK**

“data unused, is data wasted”





“simple, intuitive, and consistent”

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INFINITE ENTERPRISE

INFINITELY DISTRIBUTED CONNECTIVITY

INFINITELY SCALABLE CLOUD

EFFORTLESS EXPERIENCE



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APPENDIX



How Does Extreme Deliver Effortless?

Through our platforms, cloud, and services...

Financial Flexibility

Trusted Support
Universal Warranty

Advanced Services
Fueled by Data

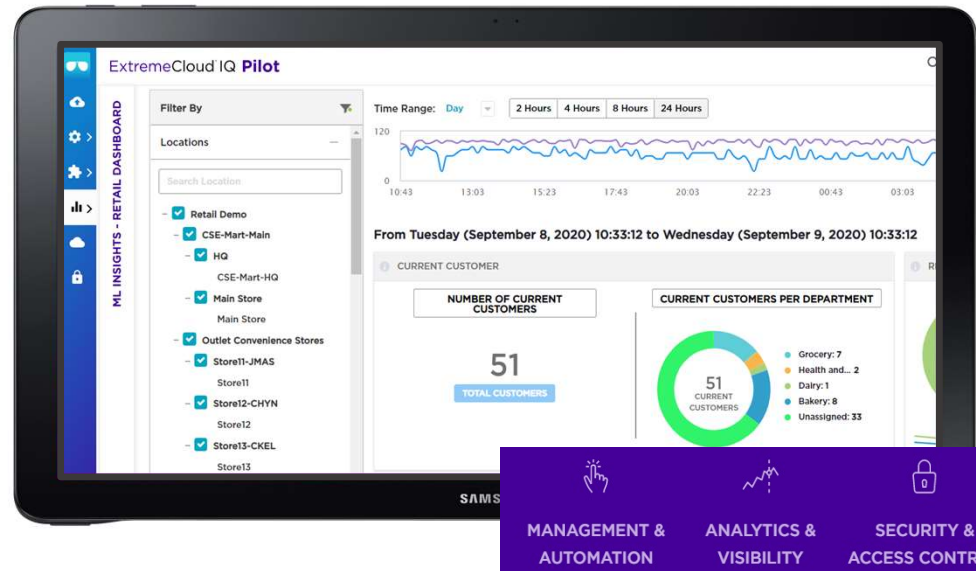
Simplified Licensing
Pool-able, Portable, Device Agnostic

Flexible Management
Single control plane;
Management Choice

Universal Platforms




Multi-Persona Hardware
Investment Protection



... in a single dashboard for users, devices, and applications

Effortless Experiences Help Organizations Advance



DRIVE TOPLINE

COLRUYT GROUP

CHALLENGE: With exponential growth, the company faced a network capacity crunch and needed a reliable network to maximize productivity and enhance user experience.

“Retail businesses like ours must be able to **seamlessly and effectively adapt to dynamic market conditions**... By deploying ExtremeCloud IQ we’re able to ensure service continuity — and deliver a digital-first, customer-centric experience.”

— WIM DERYNCK, MANAGER, NETWORK SOLUTIONS, COLRUYT GROUP



IMPROVE EFFICIENCY

ŠKODA

CHALLENGE: Condense multiple networks into one. Reduce costs; continuous uptime to power staff and vehicle manufacturing.

“Working with Extreme means that we now have the infrastructure in place to **optimize performance across all areas of our business**, readying us for further future growth.”

— MARTIN POLAK, COORDINATOR FOR NETWORK PLANNING, SKODA AUTO




REDUCE RISK

NJ TRANSIT
The Way To Go.

CHALLENGE: Securely provide networking and connect 6,000 video cameras throughout the transit system

“Our business relies on being functional at all times. The ability to automate certain functions while keeping the **secure segmentation** intact is something that **offers us a great deal of operational simplicity and control**.”

— ASIF CHATTA, SR DIRECTOR, UC, NJ TRANSIT



ENHANCE EXPERIENCE

BOWEN CENTER

CHALLENGE: Ensure a superior doctor/patient experience during interactive video sessions with insights from network data.

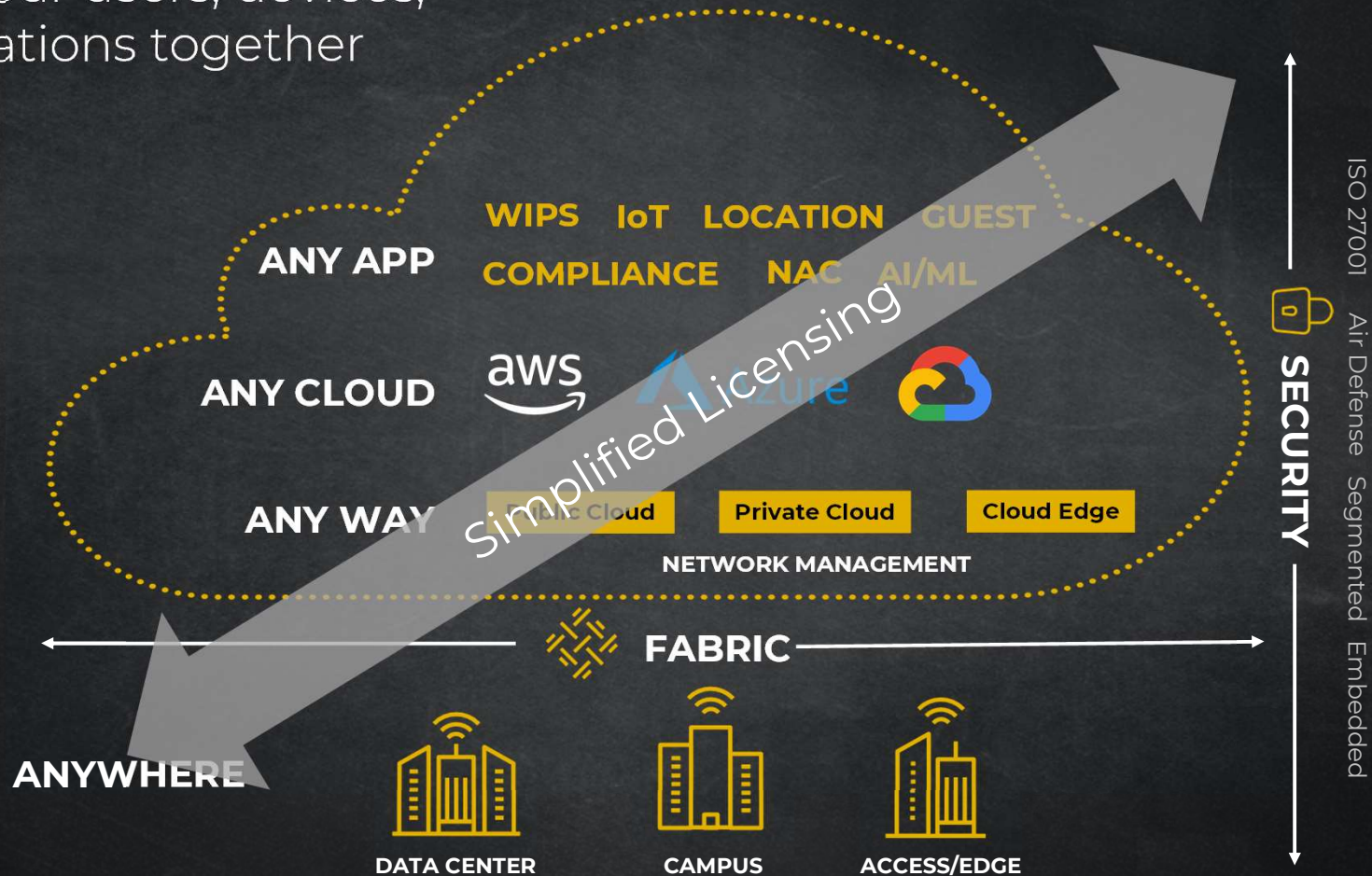
“Bowen is realizing positive outcomes in network stability and performance that has taken us from trailing edge to the leading edge in a very short window of time.”

— ANDREW GRIMM, VICE PRESIDENT OF INFORMATION TECHNOLOGY, BOWEN CENTER



Your Path to Making Every Connection Feel Effortless



Bringing your users, devices,
and applications together



Not All Cloud Architectures Are Created Equal. Choose Wisely.

	 Meraki	 Aruba <small>a Hewlett Packard Enterprise company</small>	 Juniper NETWORKS Mist	 Extreme networks
Global Footprint	✓	✓	✓	✓
Microservices Architecture		✓	✓	✓
High Velocity Updates	✓		✓	✓
Unlimited Data Duration				✓
Public Cloud, Private Cloud, or Cloud Edge				✓
AWS, GCP, Azure Capable				✓
Manage and Migrate Legacy On-Premise Solutions				✓
Manage 3 rd Party Devices				✓
Wi-Fi & BLE Security Features Standard				✓

There has never been a better time to choose
The Fastest Growing Cloud Managed Network Provider*.

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MOBILITY

EFFORTLESS WIRELESS



LEADING WI-FI 6

High efficiency, high capacity Wi-Fi that utilizes the latest technologies to optimize and protect bandwidth in all environments



CLOUD-DRIVEN

Combine the leading Wi-Fi hardware with next-generation Extreme cloud management to simplify every aspect of IT operations from deployment to support

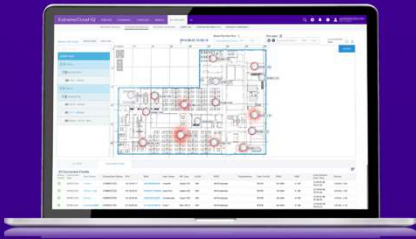


MACHINE LEARNING

Make the network work for you instead of the other way around with self-driving Wi-Fi powered by millions of actionable insights to continually adapt and adjust performance.

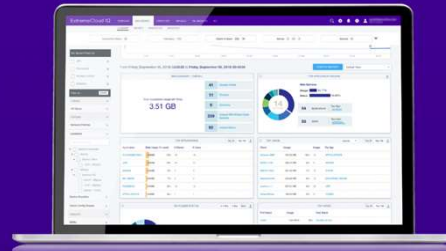


WIRELESS BENEFITS



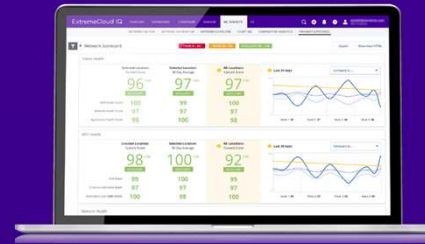
High Speed & Efficiency

- ✓ Latest Wi-Fi technologies including OFDMA, MU-MIMO, and software-defined dual 5 GHz radios,
- ✓ Uncompromising performance in the most demanding environments



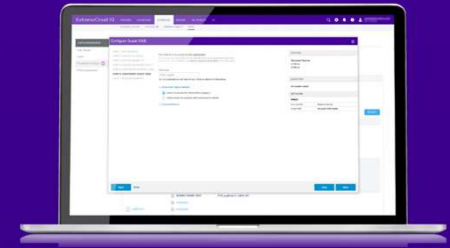
Visibility & Control

- ✓ Meaningful performance and security insights about associated clients
- ✓ Assists administrators in both optimizing and protecting their network and organization.



Context-based Optimization

- ✓ APs identify associated users, devices, and applications
- ✓ Applies contextualized network policies to prioritize, restrict, or limit n/w performance




Secure Access for all

- ✓ Secure corporate, guest, BYOD, and IoT devices
- ✓ Range of authentication options and granular network policies that can be applied globally or customized for local access.



WI-FI 6 PORTFOLIO

- **Indoor, outdoor**
- **2x2, 4x4**
- **Integrated Antennas**
- **External Antennas**
- **BLE, Zigbee**
- **Hardened APs**
 - Cold Storage
 - Wet, dusty & harsh environments
- **Stadium APs**
 - Pole mounted & under seat options

4x4		2x2	
Dual-Radio	Tri-Radio	Dual-Radio	
AP510e 	AP410e 	AP310e 	
AP505i 	AP410i 	AP310i 	
AP510i 	AP460e (Outdoors) 	AP360i (Outdoors) 	
AP560i (Outdoors) 	AP460i (Outdoors) 	AP360e (Outdoors) 	
AP560h (Outdoors) 			
Cloud-Managed			
AP510C (aka AP650/x) 	AP410C 	AP305C 	
AP510CX (aka AP650/x) 	AP460C/ AP460S6C/ AP460S12C (Outdoors) 	AP305CX 	

EFFORTLESS SWITCHING



SECURE

Through a combination of role-based policies, secure link encryption, and hyper-segmentation, we help protect your network from the threat of cyber-attacks and breaches.



CLOUD-DRIVEN

Combine industry-leading edge to core switches with fourth-generation cloud management to streamline and simplify every aspect of network operations from deployment to support.



AUTOMATION

Do more with less with a network that simplifies on-onboarding of users and devices; accelerates and optimizes scaling and updating; and couples end-to-end provisioning to your business-driven workflows.



SWITCHING BENEFITS



Fabric-Enabled

As a leader in fabric networking, Extreme offers a flexible portfolio of Ethernet and IP fabric solutions. Whether you are transforming your campus, data center, metro, or WAN, our fabric technologies ensure a faster, more flexible, and more secure foundation for your business.



Application Hosting

Extreme Switches can run onboard applications alongside the switch OS – all without impacting performance. This can help provide network insight through on-board analytics applications and even enable new network applications without the need for a separate hardware device.



Secure Link Encryption

Extreme switches help secure your traffic with support for IEEE 802.1AE MACsec across our various switch platforms. MACsec is a hop-by-hop security capability which encrypts/ decrypts packets between connected switches or devices.



Dynamic Role-based Policies

Extreme Switches support a common highly-scalable policy mechanism across wired and wireless devices. These policies are centrally defined but locally enforced at the switch. These policies travel with the user, device, and application as they move through the network.



Rich Telemetry and Analytics

Rich application telemetry combined with ExtremeAnalytics provide comprehensive network and application analytics. Eliminate shadow IT, improve security, and enable faster, more efficient network remediation with full layer 2-7 visibility.



Extended Edge Switching

Extended Edge Switching enables you to scale out your campus access ports in a simple and cost-effective way. Using a combination of controller bridges with low cost access devices, a single logical switch architecture can be created to simplify both deployment and operations.



What Really Makes Extreme Feel Effortless

We're the first to bring one cloud and one fabric together



ExtremeCloud™

- ✓ Provider, deployment, and device agnostic
- ✓ Unlimited data duration
- ✓ 100% uptime
- ✓ 11 x 9s of data durability
- ✓ Most certified cloud for security



Extreme Fabric

- ✓ End-to-end
- ✓ Industry-leading footprint
- ✓ Plug and play in any topology
- ✓ Never compromised
- ✓ Faster MTTR and time to service



Simplified Licensing

- ✓ Most flexible licensing model
- ✓ Finance, lease or subscription options
- ✓ Tiers make it easy to grow



INDUSTRY PROVEN FABRIC

A new simplified way to design, build and manage networks

All the network services you need with just a single technology
Multiple independent L2/3 virtualized networks deployed with ease and scale
Field proven across the globe, in every vertical industry

Reduces
Operations Costs

Enhances
Agility

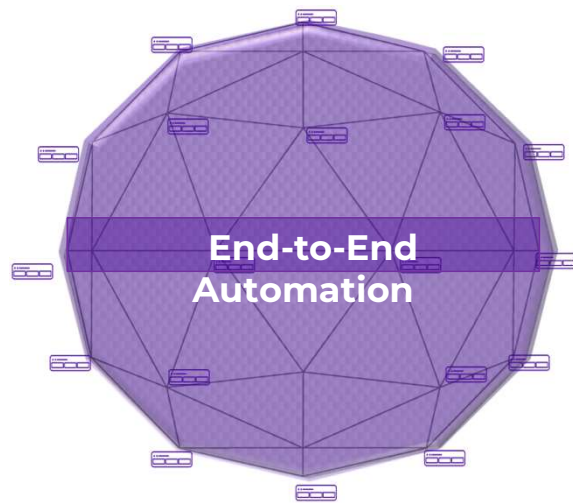
Improved Stability
and Security



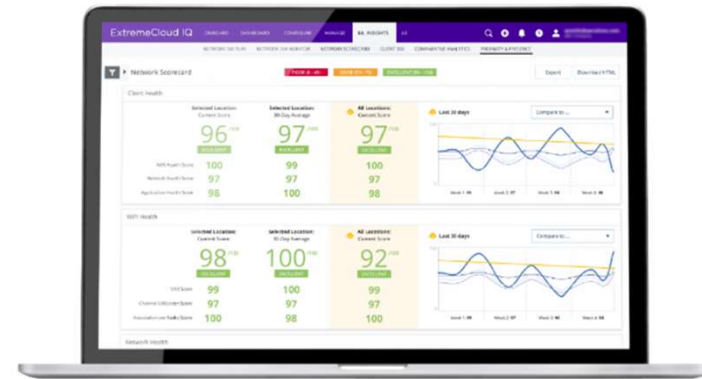
Effortless is When Fabric Meets Cloud

A more agile and secure network for campus and branch environments

Fabric Simple, Automated Network



Effortless Operation and Intelligence



- **Single pane of glass**
- **AI/ML driven insights**
- **Intuitive workflows**
- **Remote management**

Combining the Simplest Network and Smartest Cloud





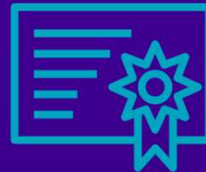
CLOUD

WHY CLOUD-DRIVEN NETWORKING?



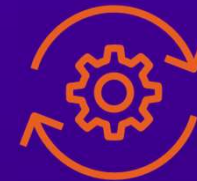
SIMPLICITY

From provisioning to support, cloud networking data intelligence makes all of your network operations effortless



SPEED

Continuous innovation and delivery ensures that your network is equipped with the latest technology and solution enhancements



SERVICE

With API-accessible data insights and actions, integrate your network with business, partner, and technology provider ecosystems



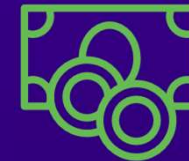
SCALE

Unlimited growth scaling from a single device to millions supported by multiple-tier, multi-tenant network management



SECURITY

Protected from the client to the cloud, our platform ensures the highest levels of regulation, compliance, and data privacy

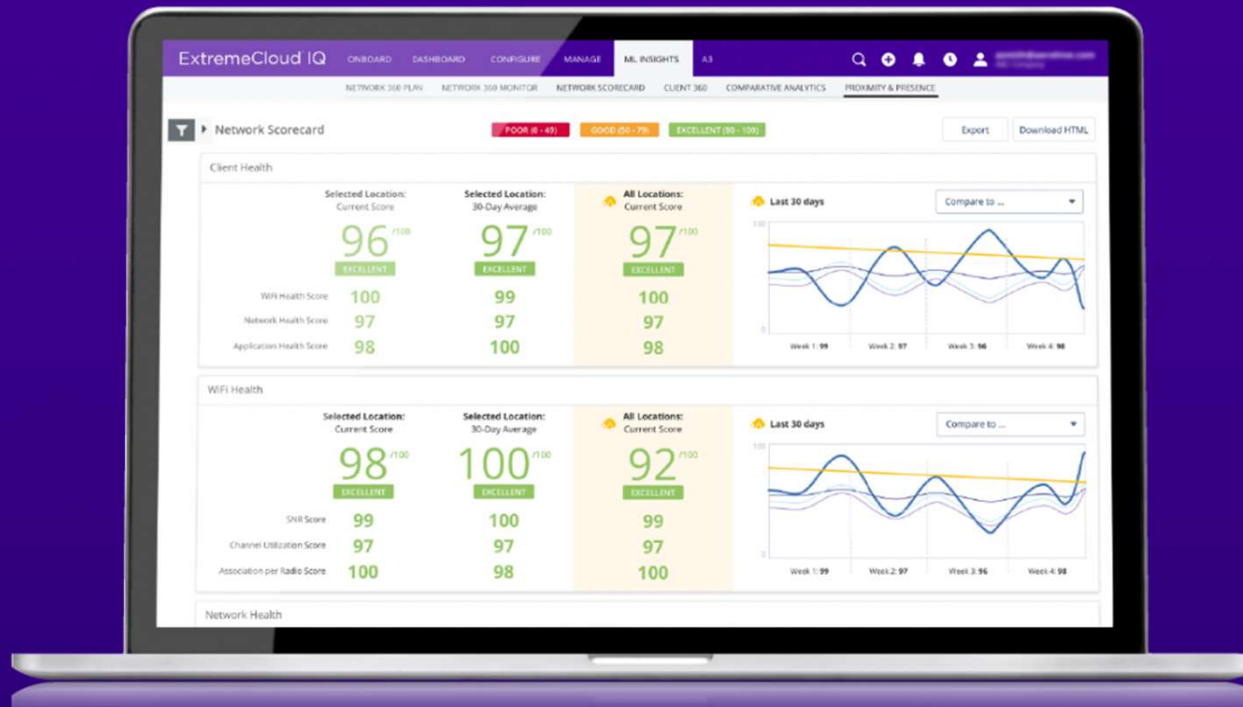


SAVINGS

Flexible public and private cloud offerings reduce capital and operational expenditure



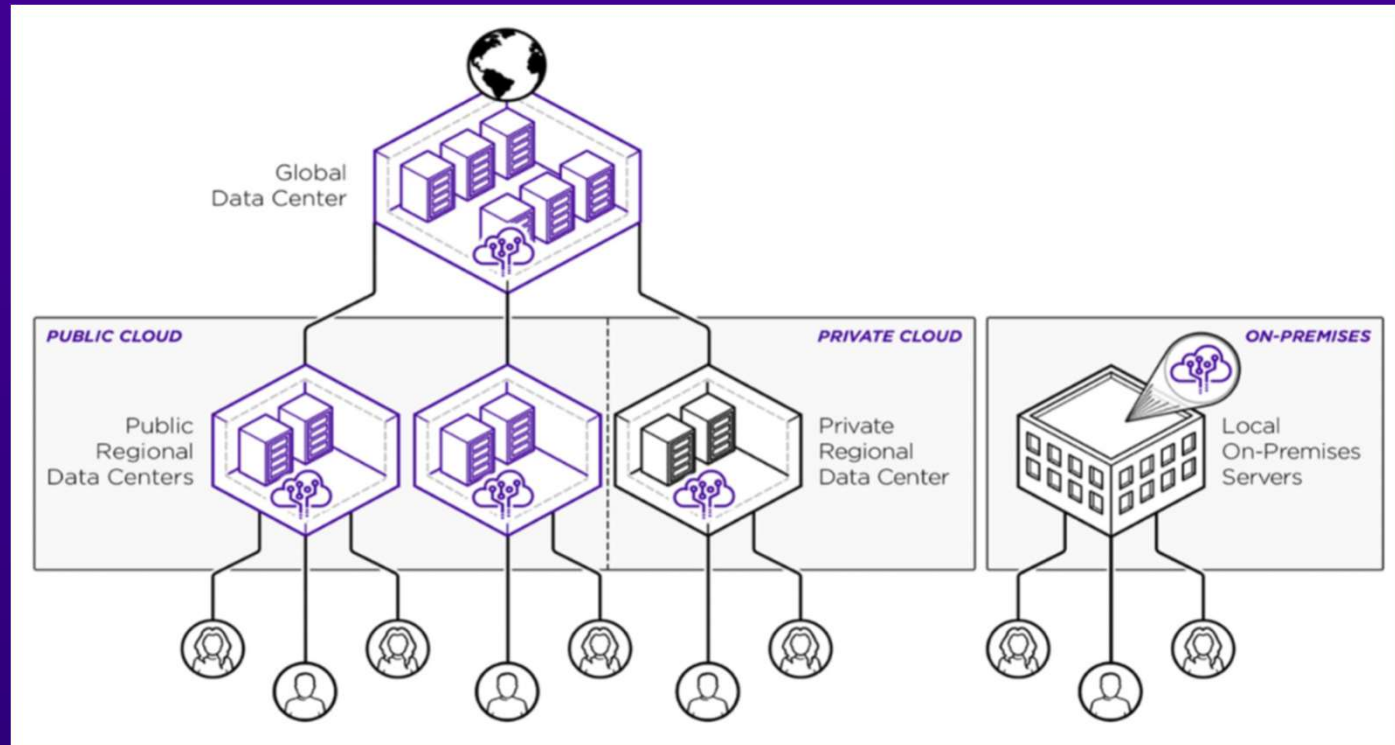
END-TO-END SOLUTION



Full visibility of network and traffic, from the Edge to the Data Center































CLOUD CHOICE



Public Cloud, Private Cloud, Local

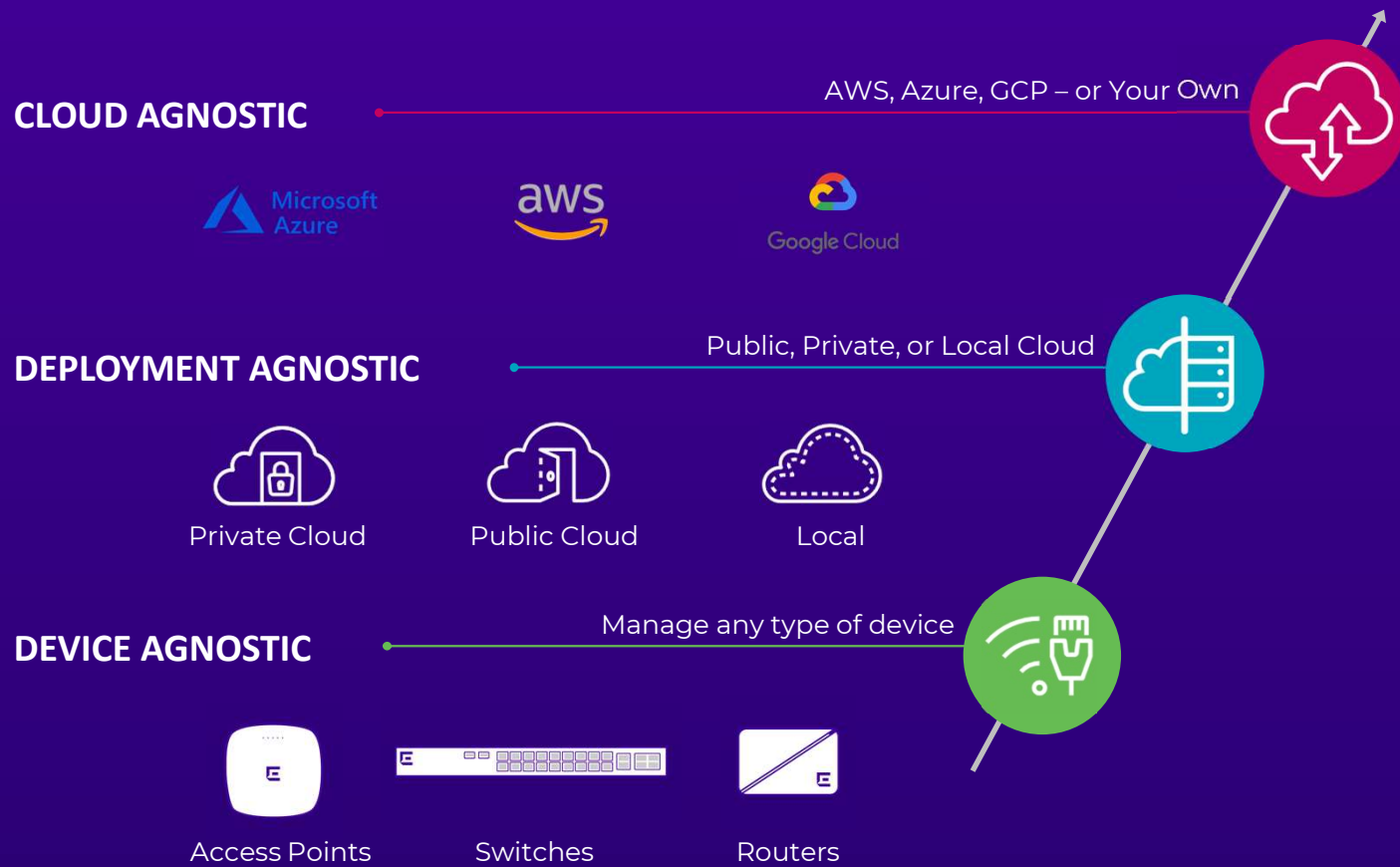


DEPTH OF CAPABILITY

<p>Extreme Auto-Pilot</p>	<p>Everything in Co-Pilot + Advanced Actionable AI</p>	 Public / Private / Local Cloud	 AI Configuration  AI Segmentation	 AI Optimization  AI Anomaly Detection	 AI-Drive Quarantine  AI WIPS
<p>Extreme Co-Pilot</p>	<p>Everything in Pilot + Machine Learning Derived Insights and Intelligence</p>	 Public / Private / Local Cloud	 Supervised ML Insights and Tuning  Automated RMA	 Automated Big Fixes  Advanced NAC Integration	 ML Issue Resolution  Multi-Cloud Support
<p>Extreme Pilot</p>	<p>Everything in Connect + Advanced Infrastructure Management, Reporting, and Remediation Tools</p>	 Public / Private / Local Cloud	 Advanced Topology View  Role-Based Profiling	 Troubleshooting Heuristics  Advanced 360° Reporting	 Contextualized Optimization  Comparative Analytics
<p>Extreme Connect</p>	<p>Free Device Management for Wi-Fi, Edge, and Campus Switches</p>	 Public Cloud	 Device Onboarding  Wi-Fi Planner	 Guided Configuration  Basic Monitoring Tools	 Centralized Management  Essential Security



UNIVERSAL CLOUD





DATA

HIGHEST QUALITY DATA



AVAILABILITY

100% uptime with rapid feature and bug fix availability using CI/CD



DURABILITY

With over 1 million bits of data stored per day, we might lose one every 659,000 years. You are about 411 times more likely to get hit by a meteor



DURATION

90 days of visibility delivers the longest data perspective in the industry





THANK YOU



INVESTOR DAY 2021



KATY MOTIEY



CHIEF ADMINISTRATIVE AND
SUSTAINABILITY OFFICER



DOING THE RIGHT THING FOR OUR STAKEHOLDERS



Partners



Distributors



Customers



Suppliers



Employees



Communities



Shareholders





- Diversity and Inclusion
- Philanthropy
- Environmental and Sustainability
- Data Privacy
- Business Ethics
- CSR 2025 Goals





Women's Leadership Council

Gender Diversity

Increased from 18% to 24% over the last three years



Racial/Ethnic Diversity

ERGs, employee referrals, speaker series



Sustainability

Environment

Moving freight from air to sea, installed Bloom fuel cells



CLOUD CERTIFICATIONS

We are the only
Cloud Networking
company with:

- ISO 27001
- ISO 27017*
- ISO 27701*



*We have been recommended by our Certification Body DQS Inc. for
ISO 27701 and ISO 27017 certifications.





ADVANCE
YOUR FUTURE.





THANK YOU



INVESTOR DAY 2021





JOE VITALONE



CHIEF REVENUE OFFICER



WES DUROW



CHIEF MARKETING OFFICER





THANK YOU



INVESTOR DAY 2021



PARTNER TESTIMONIAL



JOE VITALONE



CHIEF REVENUE OFFICER
EXTREME NETWORKS



ED WALTON



CHIEF EXECUTIVE OFFICER
STEP CG



RÉMI THOMAS



CHIEF FINANCIAL OFFICER



Progress to Date

	FY18 Actuals	FY19 Actuals	FY20 Actuals	2019 LT Target	FY21 Consensus
Revenue	\$983M	\$996M	\$948M	>5%	\$976M +3% Y/Y
Recurring Revenue % of Total Revenue	22%	25%	31%	35%-40%	31% Q2'21 actuals
Non GAAP Gross Profit % of Revenue	57.9%	58.2%	59.1%	60-62%	61.3%
Non GAAP Operating Income % of Revenue	9.6%	6.1%	4.3%	>15%	10.0%
Cash Conversion Cycle	66 days	62 days	63 days	45-55 days	44 days Q2'21 actuals

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Strong Execution and Momentum Since COVID Hit

	Q3'20	Q2'21	Change B/(W)
Revenue	\$209.5M	\$242.1M	+15.5%
Non GAAP Gross Margin %	56.7%	61.0%	+4.3 pp
Non GAAP OPEX %	62%	51%	+11 pp
Non GAAP OP%	-5.1%	10.2%	+15.3 pp
Non GAAP EPS	(\$0.09)	\$0.13	+\$0.22
Free Cash Flow	\$2M	\$33M	+\$31M
Net Debt	\$229M	\$172M	Reduced by \$57M
Cash Conversion Cycle	59 days	44 days	15-day improvement
Cloud Devices	1.05M	1.47M	+40%

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Long Term (3 to 5-Year Horizon) Revenue Drivers

Enterprise Networking	Market Growth Rate — 3%-5%
Incremental Service Provider Opportunities	\$20M in FY22, ramping to ~\$50M-\$100M annually
Subscription Booking CAGR	25%-30%
Subscription Renewal Rate	85%-90%
Maintenance Attach	7%-10% of Product Revenue
Maintenance Renewal Rate	75%-85%



Strong Growth Outlook for ExtremeCloud IQ

Bookings



Revenue

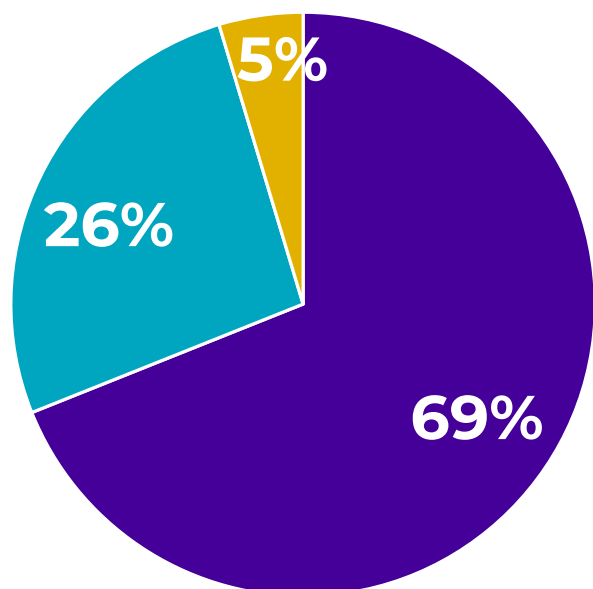


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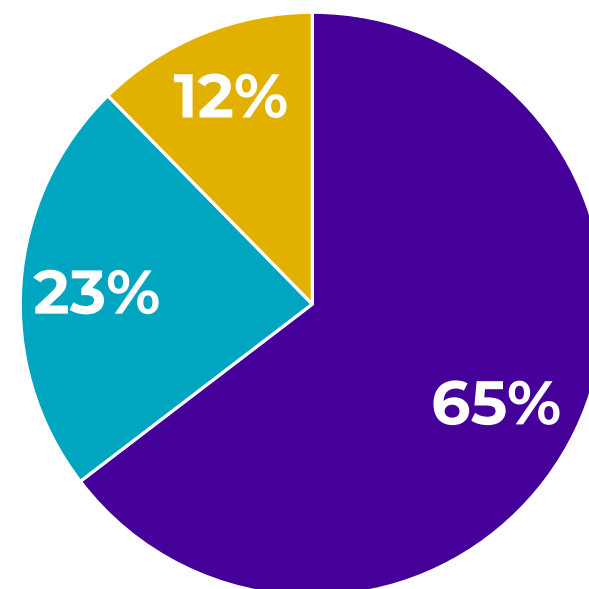
Company Revenue Growth and Mix Outlook

FY20



■ Product ■ Services ■ Subscription

Long-Term Target



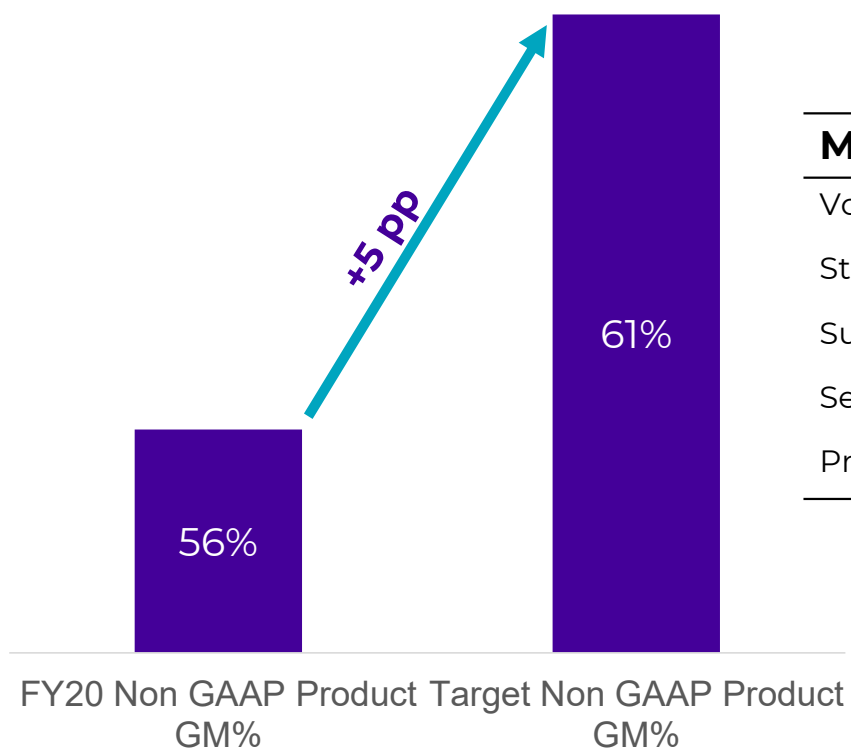
■ Product ■ Services ■ Subscription

Revenue Type	Target CAGR
Product	4%-6%
Services	3%-5%
Subscription	25%-35%
Total	5%-9%

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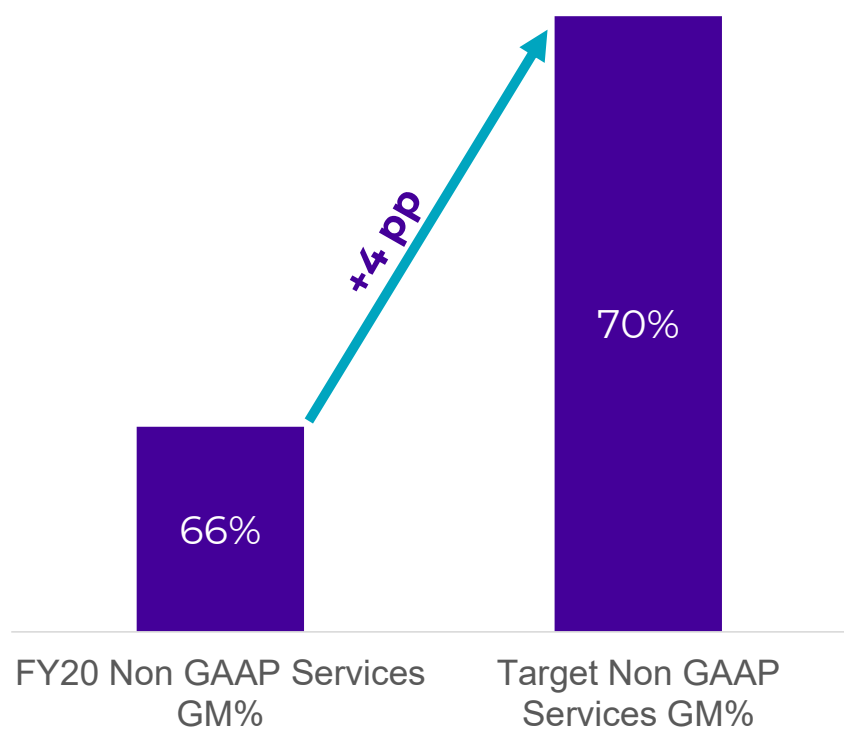
Product Non GAAP Gross Margin Expansion



Margin Drivers	GM% Impact
Volume	+2%
Standard Cost – Including Universal Hardware	+2%
Supply Chain – Distribution Costs, Freight, Tariffs	+2%
Service Provider Growth in Mix	-1%
Pricing and Discounting	neutral



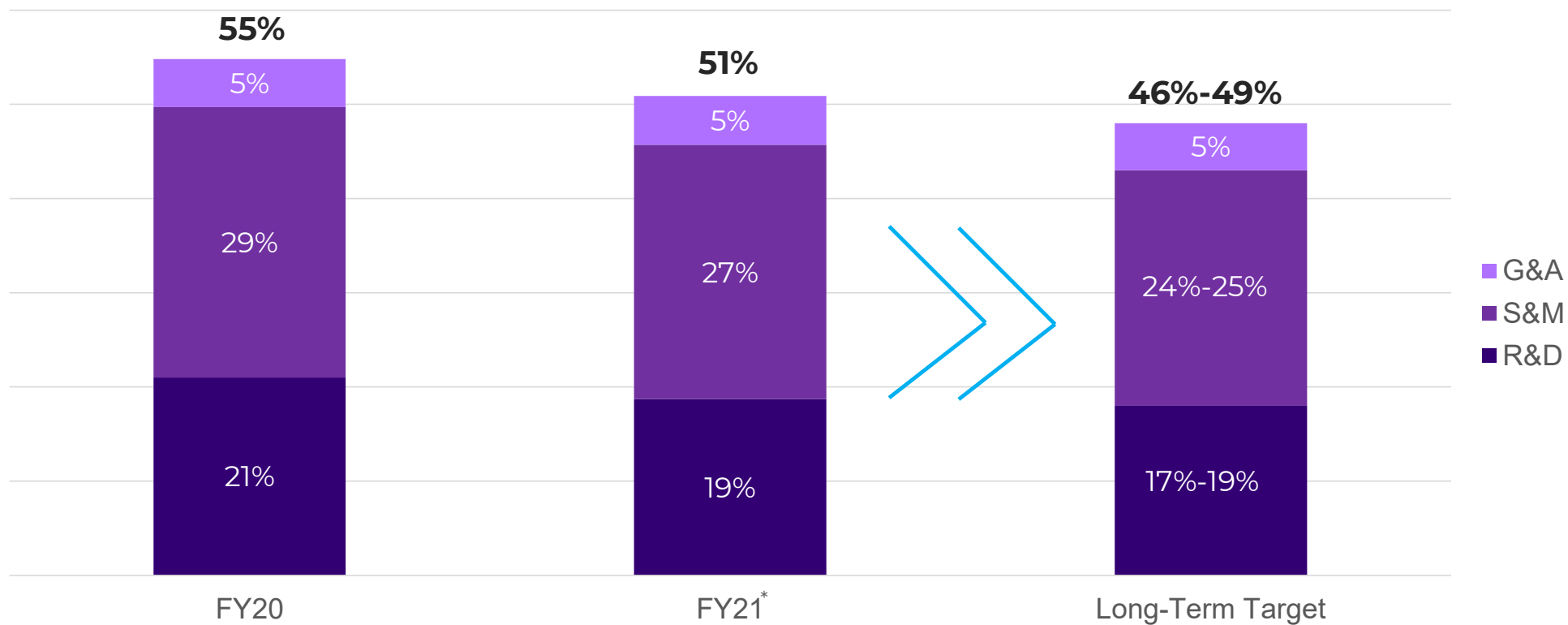
Services and Subscription Non GAAP Gross Margin Expansion



Margin Drivers	GM% Impact
Increased Subscription Revenue in mx	+5%
Support volume growth	+1%
Professional Services mix	-2%



Non GAAP Operating Expenses



*Based on consensus



Target Operating Model

P&L Drivers (Non GAAP)

FY21 Consensus

Gross Margin	OPEX % of Rev	OP Margin
61%	51%	10%

Cash Drivers

FY21 YTD

FCF % of Rev*	CCC (Days)	CAPEX % of Rev
11.4%	44	1.7%

Long-Term Targets

63%-65%	46%-49%	15%-18%
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Long-Term Targets

11%-13%	35-45	1.5%-2%
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*FCF: Free Cash Flow as defined in our external communications (i.e. cash flow from operations less CAPEX)



Capital Allocation

Deleveraging Remains Our Top Priority

- *Current interest rate: Libor + 4.50 = 4.62%*
- *Original covenants (leverage < 3.25x): Libor + 3.25%*
- *Further leverage reduction (< 2.75x): Libor + 2.75%*

Support Organic Investment to Drive Innovation

- *Simplify, Cloudify*
- *Universal Hardware*
- *5G*

Potential M&A

- *Tuck-in*

Share Buyback

- *Board authorized \$100M in share buyback with \$55M remaining*
- *\$30M limit per calendar year*
- *Subject to bank covenants*



Key Takeaways



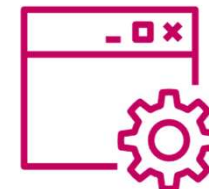
5-9%

L-T Revenue Growth CAGR



25-35%

L-T Cloud Subscription
Revenue CAGR



35%

Target Software and Services
Recurring Revenue



63-65%

L-T Gross Margin
Expansion



15-18%

Non GAAP Operating
Margin Target



11-13%

Target Free Cash
Flow % of Revenue



APPENDIX



GAAP RECONCILIATIONS



Progress to Date - GAAP

	FY18 Actuals	FY19 Actuals	FY20 Actuals
Revenue	\$983M	\$996M	\$948M
Recurring Revenue % of Total Revenue	22%	25%	31%
GAAP Gross Profit % of Revenue	54.4%	55.4%	54.6%
GAAP Operating Income % of Revenue	-3.9%	-1.5%	-10.4%
Cash Conversion Cycle	66 days	62 days	63 days

*Note: A reconciliation of non-GAAP guidance measures to the corresponding GAAP measures is not available on a forward-looking basis due to the uncertainty regarding, and potential variability of, many of the costs and expenses that may be incurred in the future.

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Strong Execution and Momentum Since COVID Hit - GAAP

	Q3'20	Q2'21	Change B/(W)
Revenue	\$209.5M	\$242.1M	+15.5%
GAAP Gross Margin %	53.1%	57.9%	+4.8 pp
GAAP OPEX %	71%	56%	+15 pp
GAAP OP%	-18.3%	2.4%	+20.7 pp
GAAP EPS	(\$0.37)	(\$0.02)	+\$0.35
Free Cash Flow	\$2M	\$33M	+\$31M
Net Debt	\$229M	\$172M	Reduced by \$57M
Cash Conversion Cycle	59 days	44 days	15-day improvement
Cloud Devices	1.05M	1.47M	+40%

*Note: A reconciliation of non-GAAP guidance measures to the corresponding GAAP measures is not available on a forward-looking basis due to the uncertainty regarding, and potential variability of, many of the costs and expenses that may be incurred in the future.

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THANK YOU



INVESTOR DAY 2021



Q&A SESSION



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