



2021 INVESTOR DAY

Transforming for Growth

Happy Customers

PATRICK SCHWIND

HEAD OF CUSTOMER EXPERIENCE

A woman with long dark hair is shown in profile, looking down at a smartphone she is holding in her right hand. She is wearing a light-colored denim jacket and a dark wristwatch. The background is a bright, hazy sunset or sunrise over a city skyline, with the sun low on the horizon creating a strong lens flare effect.

We're for consumers

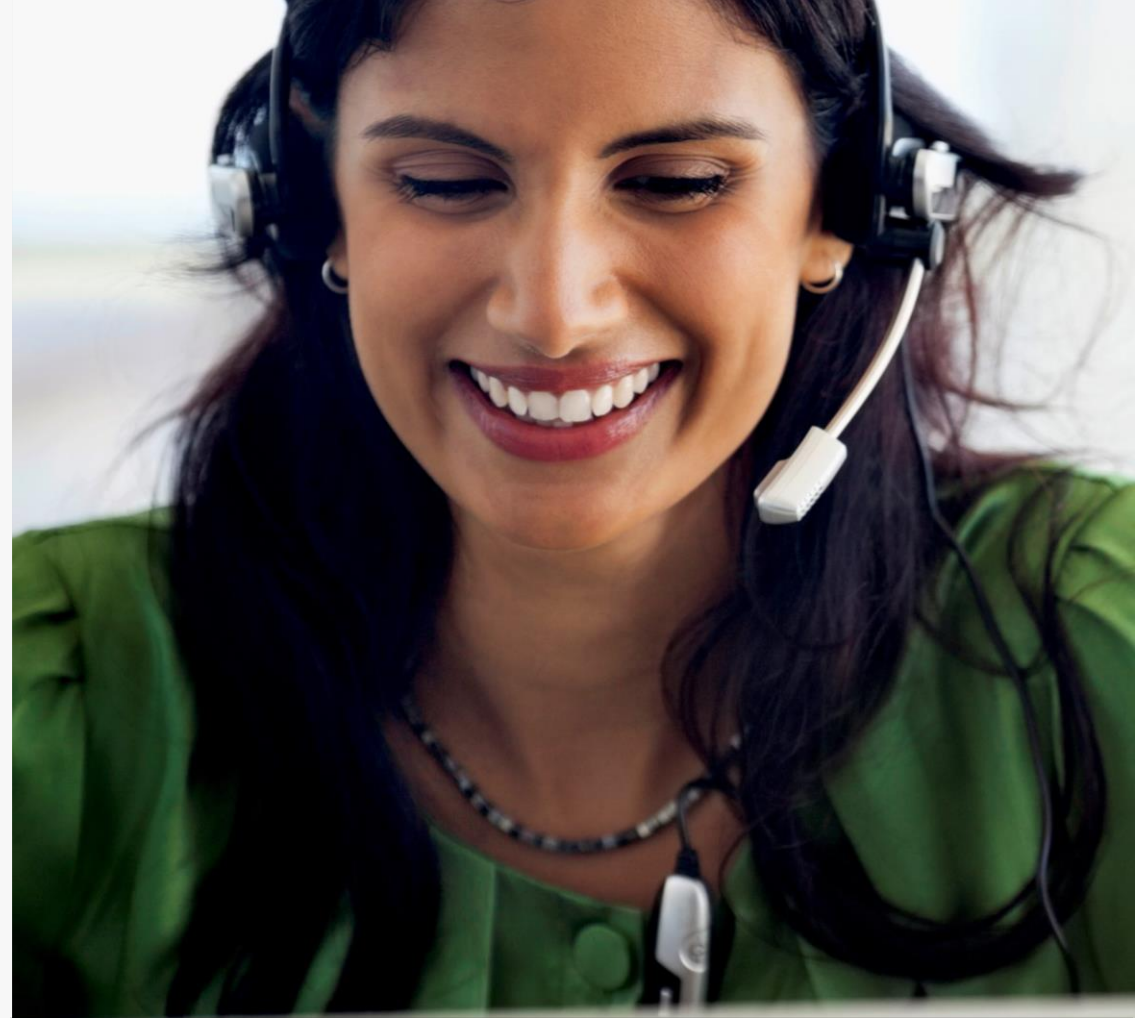
We ensure the voice of the customer is heard

Award-winning service

Largest global consumer Cyber Safety services department



GLOBAL
FOOTPRINT



Achievement in
Sales Generation



Customer
Service Team
of the Year



Achievement
in Backend
Operations



Brazilian
Customer
Experience
Award

Powered by
Agnostic & Agile
Technologies

9M

chats/calls
annually

30M

online self-help
sessions
annually

3K

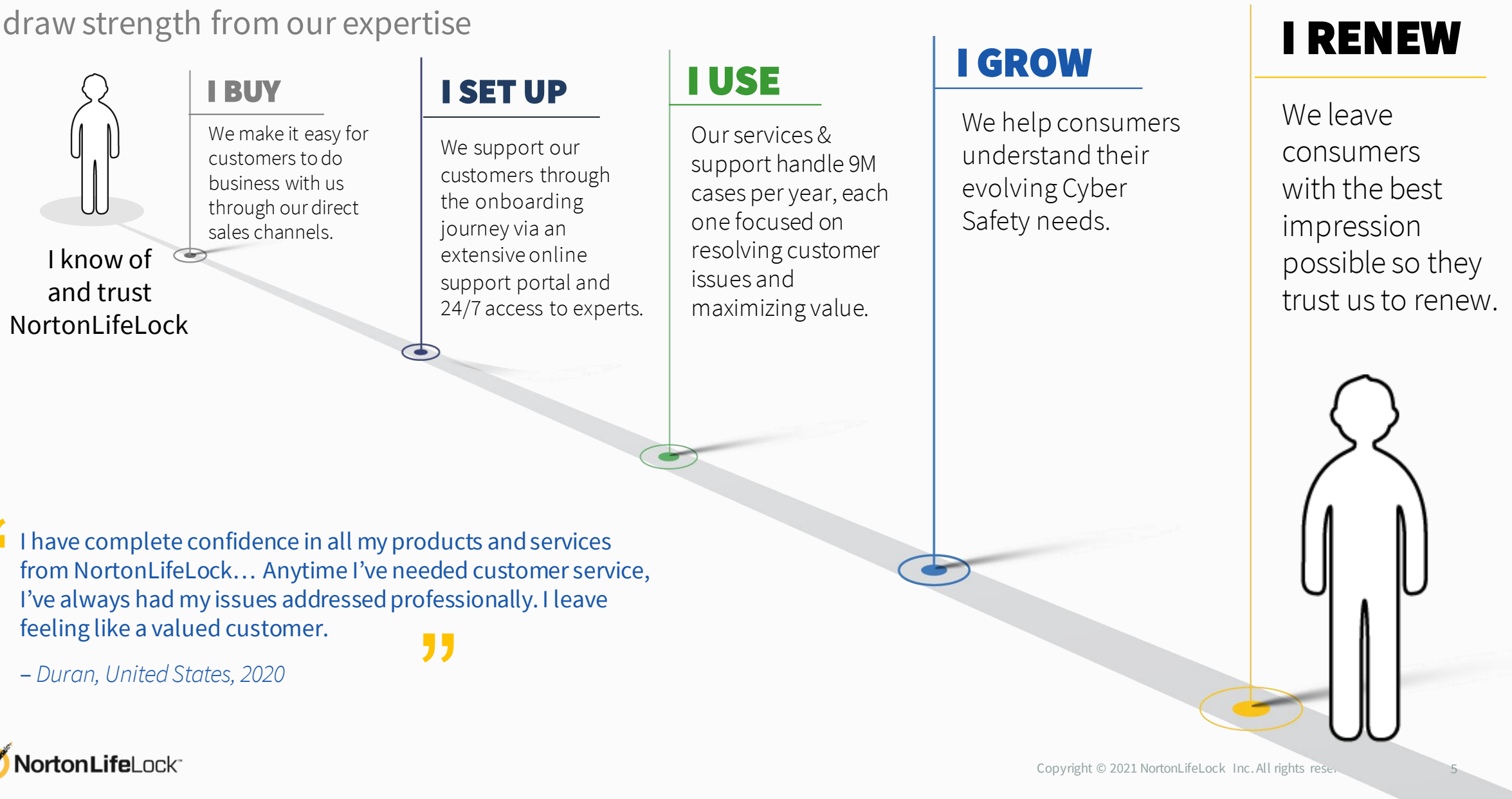
Service
agents

24/7

availability

The customer journey

We draw strength from our expertise



We're for upholding TRUST

Our Customer Service Teams are...

Empowered and enabled
through technology to
resolve customer issues

Empathetic
to customers and their
vulnerability

Resolution

83%*

+

Empathy

80%**

“I trust NortonLifeLock to
provide me with the
protection and
information I need...”

— McKay, United States, 2020

Growing customer relationships
through every interaction

*All services score - resolution % , post contact survey, 2020

**All services score – empathy (% of 8,9,10 scores), post contact survey, 2020

We're for consumers

We ensure the voice of the consumer is heard



We listen. We act. We create value.

SUCCESS STORIES

01

Domestic Support Japan

“Most companies provide non-native support... I was relieved that Norton provided native Japanese speaking support.”
– Sato, Japan, 2020 ★★★★★

02

Computer Tune-Up

“My computer was running slow, I contacted Norton and spoke with a tech support who spent at least an hour going through my computer cleaning and fixing. My computer was like new again!”
– Little, United States, 2020 ★★★★★

03

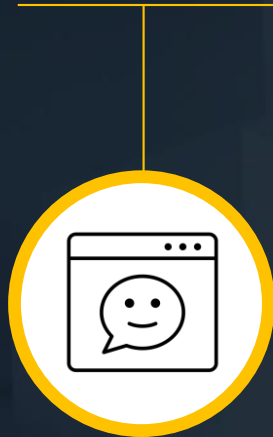
Privacy Monitor Assistant

“Having NortonLifeLock always there helping protect my privacy, it's so trustworthy.”
– Zeller, United States, 2020 ★★★★★

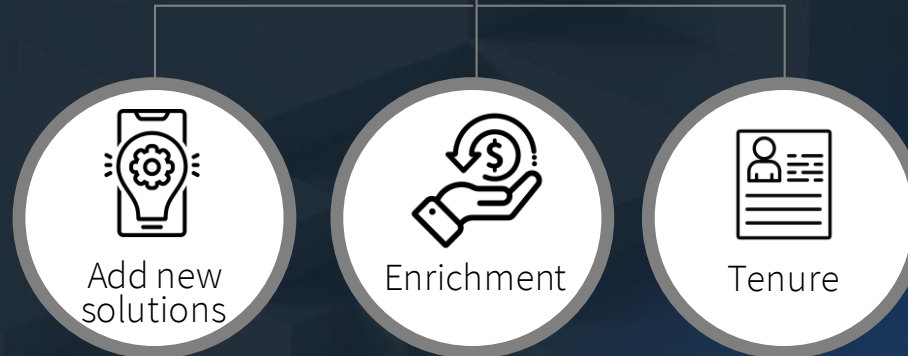
We're for experience

We embrace end-to-end customer experience

CUSTOMER EXPERIENCE



USE THE PRODUCT



BUSINESS GROWTH



NPS SCORE BENCHMARKS



We are...



a company that
LISTENS, ACTS, and
puts customers first



the **BRAND** you
TRUST and remain
with through the
entire Cyber Safety
journey



scalable to layer in
new products and
new markets
quickly, using
**LEADING
TECHNOLOGY**



a **WORLD-CLASS**
support business that is
award-winning
and a true
difference-maker
to our customers



the **PIONEERS**. We know the threat landscape.
We **KNOW CYBER SAFETY**.

Forward-looking statements

This presentation contains statements which may be considered forward-looking within the meaning of the U.S. federal securities laws. In some cases, you can identify these forward-looking statements by the use of terms such as “expect,” “will,” “continue,” or similar expressions, and variations or negatives of these words, but the absence of these words does not mean that a statement is not forward-looking. All statements other than statements of historical fact are statements that could be deemed forward-looking statements, including, but not limited to: expectations relating to future Company performance, revenue growth, EPS and customer count; statements related to the acquisition of Avira and NortonLifeLock’s products and services and growth strategies; any other statements of expectation or belief; and any statements of assumptions underlying any of the foregoing. These statements are subject to known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to differ materially from results expressed or implied in this supplemental information. Such risk factors include, but are not limited to, those related to: the current and future impact of the COVID-19 pandemic on the Company’s business and industry; the effect of the sale of substantially all of the Enterprise Security assets on NortonLifeLock’s retained businesses and products; retention of executive leadership team members; difficulties in improving sales and product development during leadership transitions; difficulties in executing the operating model for the consumer cyber safety business; lower than anticipated returns from the Company’s investments in direct customer acquisition; difficulties and delays in reducing run rate expenses and monetizing underutilized assets; general business and economic conditions; matters arising out of our completed Audit Committee investigation and the ongoing U.S. Securities and Exchange Commission investigation; fluctuations and volatility in NortonLifeLock’s stock price; the ability of NortonLifeLock to successfully execute strategic plans; the ability to maintain customer and partner relationships; the ability of NortonLifeLock to achieve its cost and operating efficiency goals; the anticipated growth of certain market segments; NortonLifeLock’s sales and business strategy; fluctuations in tax rates and foreign currency exchange rates; the timing and market acceptance of new product releases and upgrades; and the successful development of new products and the degree to which these products gain market acceptance. Additional information concerning these and other risk factors is contained in the Risk Factors sections of NortonLifeLock’s most recent reports on Form 10-K and Form 10-Q. NortonLifeLock assumes no obligation, and does not intend, to update these forward-looking statements as a result of future events or developments.