



Electronic Arts Inc. Q1 FY 2013 Results

July 31, 2012

Safe Harbor Statement

Please review our risk factors on Form 10-K filed with the SEC.



- Some statements set forth in this document, including the information relating to EA's fiscal year 2013 guidance and title slate contain forward-looking statements that are subject to change. Statements including words such as "anticipate", "believe", "estimate" or "expect" and statements in the future tense are forward-looking statements. These forward-looking statements are preliminary estimates and expectations based on current information and are subject to business and economic risks and uncertainties that could cause actual events or actual future results to differ materially from the expectations set forth in the forward-looking statements. Some of the factors which could cause the Company's results to differ materially from its expectations include the following: sales of the Company's titles; the Company's ability to manage expenses; the competition in the interactive entertainment industry; the effectiveness of the Company's sales and marketing programs; timely development and release of Electronic Arts' products; the Company's ability to realize the anticipated benefits of acquisitions, including the PopCap acquisition; the consumer demand for, and the availability of an adequate supply of console hardware units; the Company's ability to predict consumer preferences among competing platforms; the Company's ability to service and support digital product offerings, including managing online security; general economic conditions; and other factors described in the Company's Annual Report on Form 10-K for the fiscal year ended March 31, 2012.
- These forward-looking statements are valid as of July 31, 2012 only.
- Electronic Arts assumes no obligation and does not intend to update these forward-looking statements. In addition, the preliminary financial results set forth in this document are estimates based on information currently available to Electronic Arts. While Electronic Arts believes these estimates are meaningful, they could differ from the actual amounts that Electronic Arts ultimately reports in its Quarterly Report on Form 10-Q for the fiscal quarter ended June 30, 2012. Electronic Arts assumes no obligation and does not intend to update these estimates prior to filing its Form 10-Q for the fiscal quarter ended June 30, 2012.

EA Strategic Objective



MISSION:

Become the leading pure-play digital entertainment company

KEY THREE STRATEGIC PILLARS:

BRANDS:

Develop the strongest collection of brands in the industry

PLATFORM:

Create the infrastructure to take our brands digital and direct to consumer

TALENT:

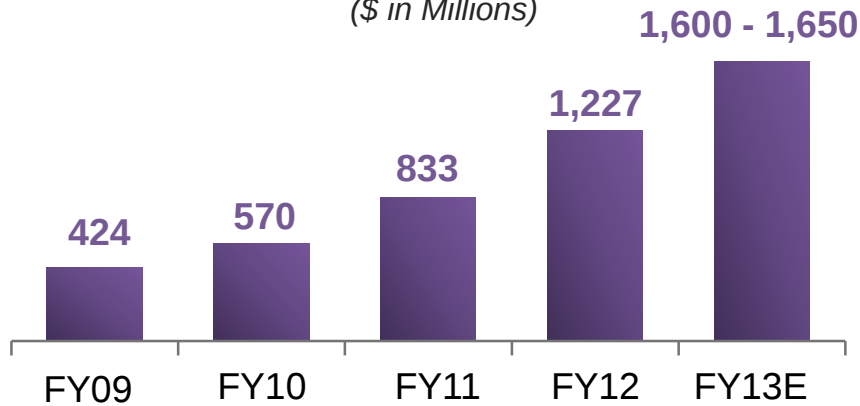
Hire and retain talent that can lead on the quant side of digital and create great entertainment

EA Growth Trends

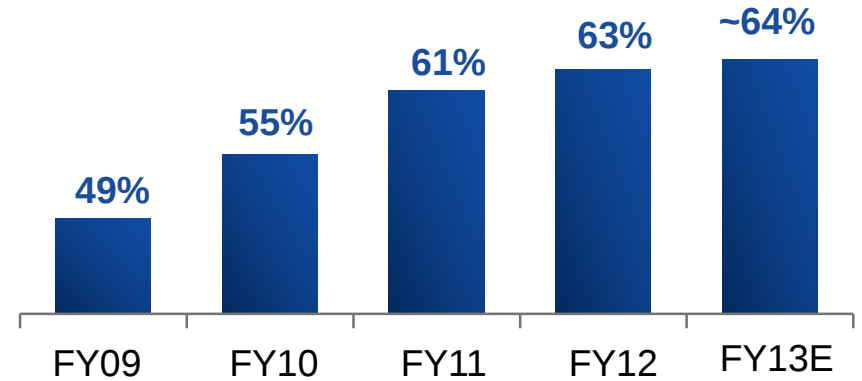


Digital Revenue

(\$ in Millions)

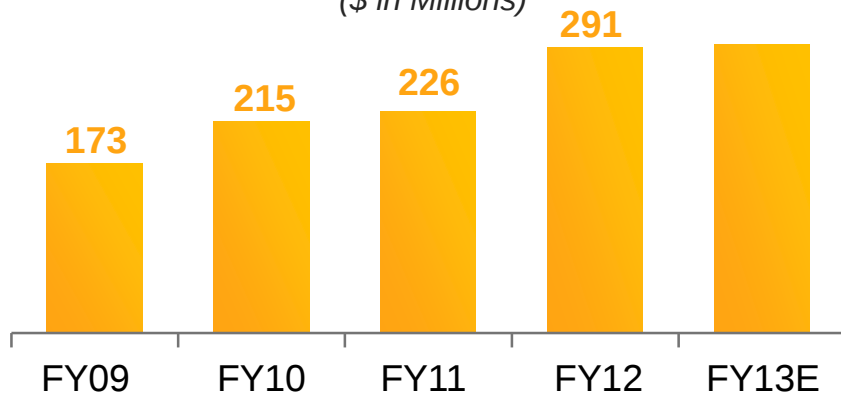


Gross Profit

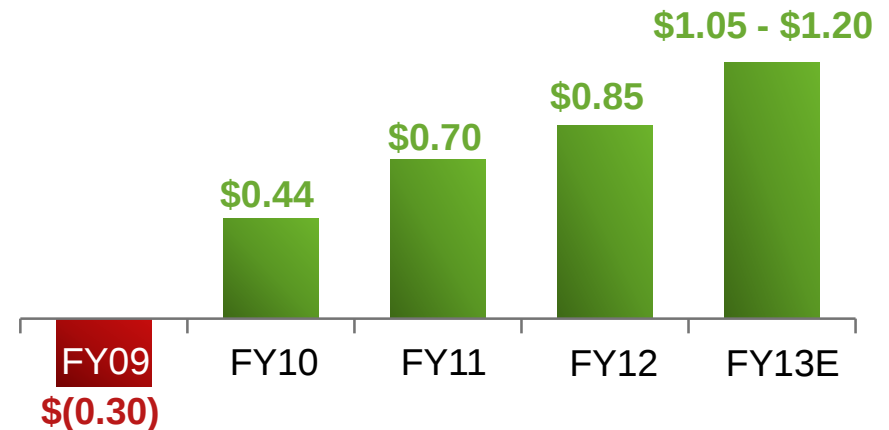


Avg. Revenue / Brand¹

(\$ in Millions)



EPS



On a non-GAAP basis.

¹ Based on average top ten iterative/sequel brands in each year.

EA Assets



> The best collection of brands in the industry:



> Platform investments are enabling new capabilities:



> Where brands and platform meet → EA succeeds

							
#1	#1	#2	Top 2	#1	#1	#3	#2
PC Retail	HD Console	PC Download Platform	PDLC Franchise	Mobile, Apple & Reader	Casual service	Social	Paying Subscription MMO

Q1 Update¹



Digital: \$324 million in Q1 and \$1.3 billion on a trailing twelve month basis

Catalog: Solid quarterly performance from *FIFA 12* and *Battlefield 3*

Gross Margin: Improved to 62% from 55% year-over-year

Op Expense: \$27 million below guidance due to operational efficiencies and phasing

EPS: In line with our May 7th guidance, and above consensus

BF3 Premium: \$37 million of sales was generated in the quarter but will be deferred to Q4

Buyback: Announced \$500 million share buyback program

¹ On a non-GAAP basis.

Q1 Financial Summary



	GAAP		Non-GAAP	
	Q1 FY12	Q1 FY13	Q1 FY12	Q1 FY13
Net revenue (\$, millions)	999	955	524	491
Gross profit margin	76.0%	78.5%	55.0%	61.5%
Operating Expense (\$, millions)	532	535	462	483
Operating Income (Loss) (\$, millions)	227	215	(174)	(181)
Operating Margin	22.7%	22.5%	(33.2%)	(36.9%)
Diluted EPS (LPS)	\$0.66	\$0.63	(\$0.37)	(\$0.41)
Operating cash flow (\$, millions)	(274)	(244)		
EBITDA (\$, millions)	306	304	(149)	(153)

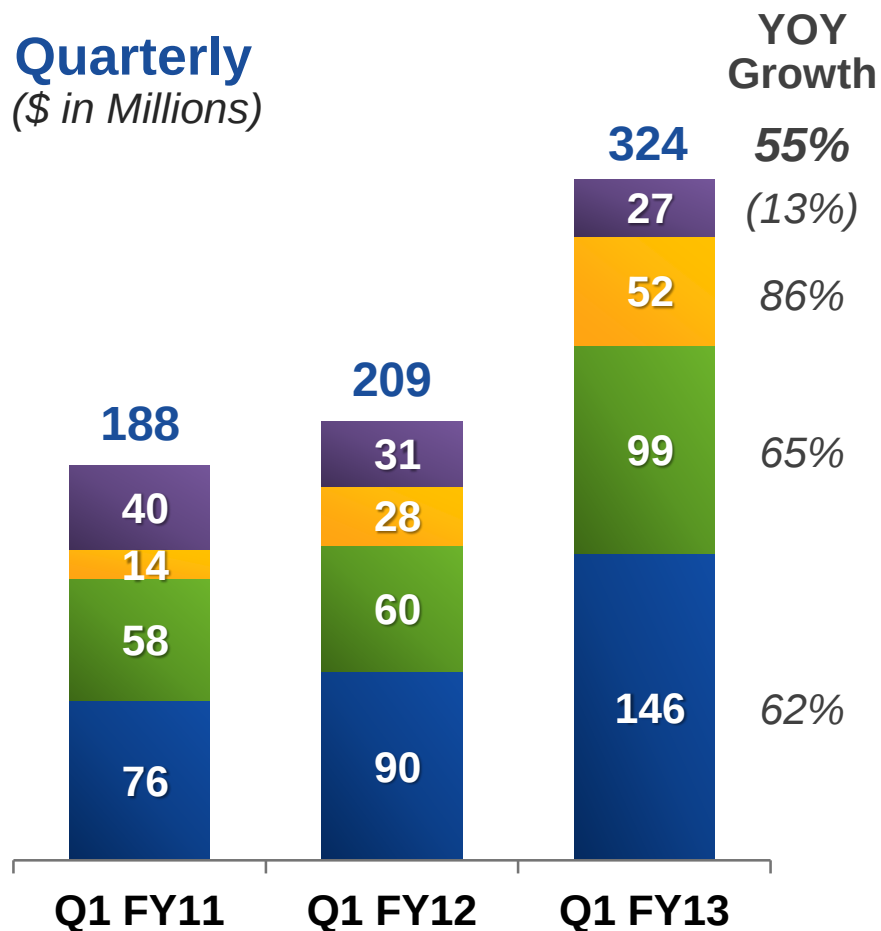
Q1 FY13 excludes \$37 million of revenue from *Battlefield 3 Premium* subscriptions, as the revenue is deferred until Q4FY13.

EA Digital Revenue¹ by Platform

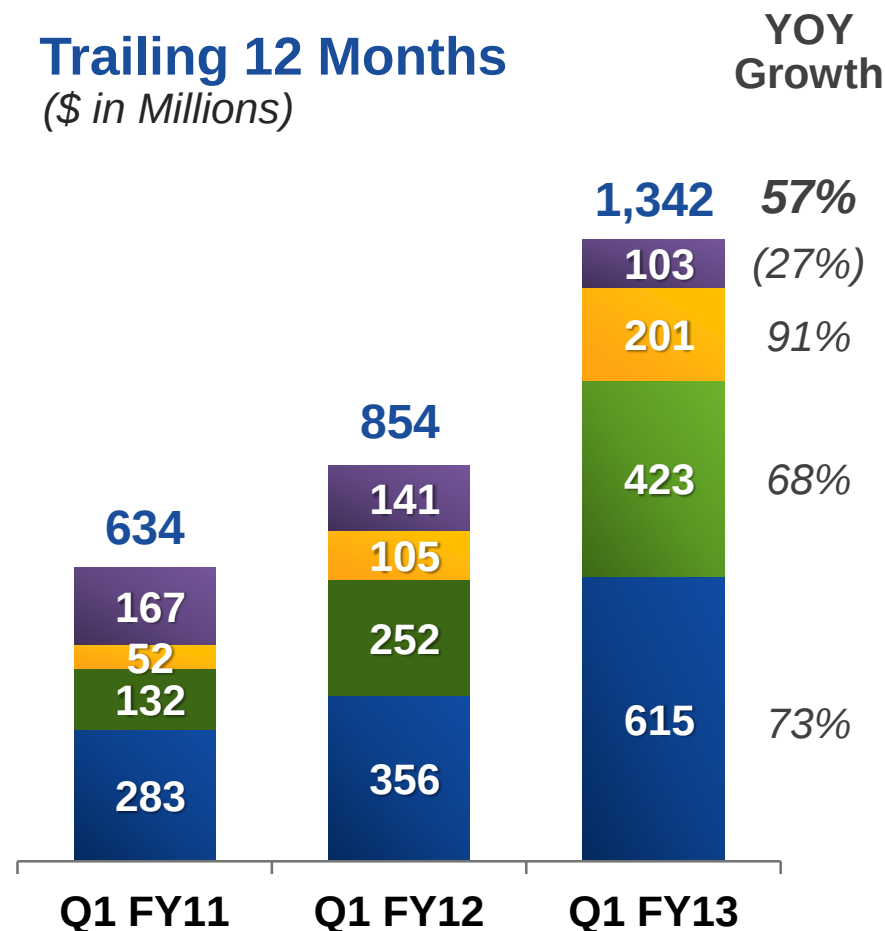


■ PC
 ■ Console
 ■ Smart Phones / Tablets
 ■ Feature Phones / Other

Quarterly (\$ in Millions)



Trailing 12 Months (\$ in Millions)



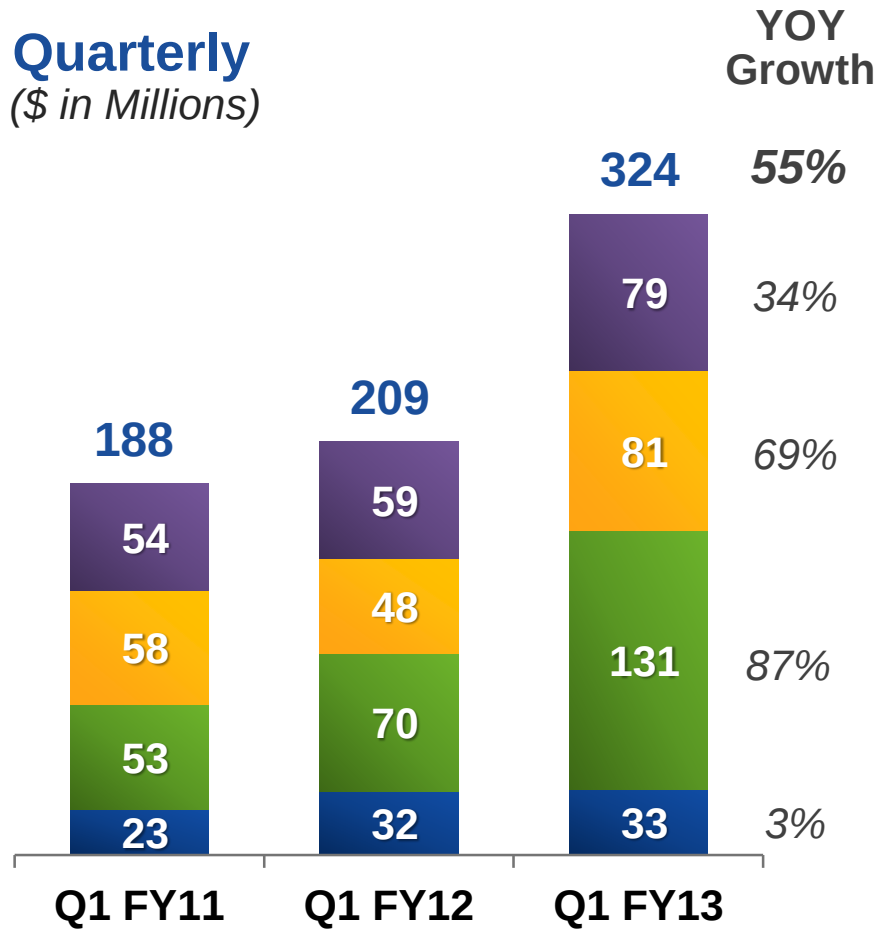
¹ In millions, on a non-GAAP basis. PC includes browser.

EA Digital Revenue¹ by Type

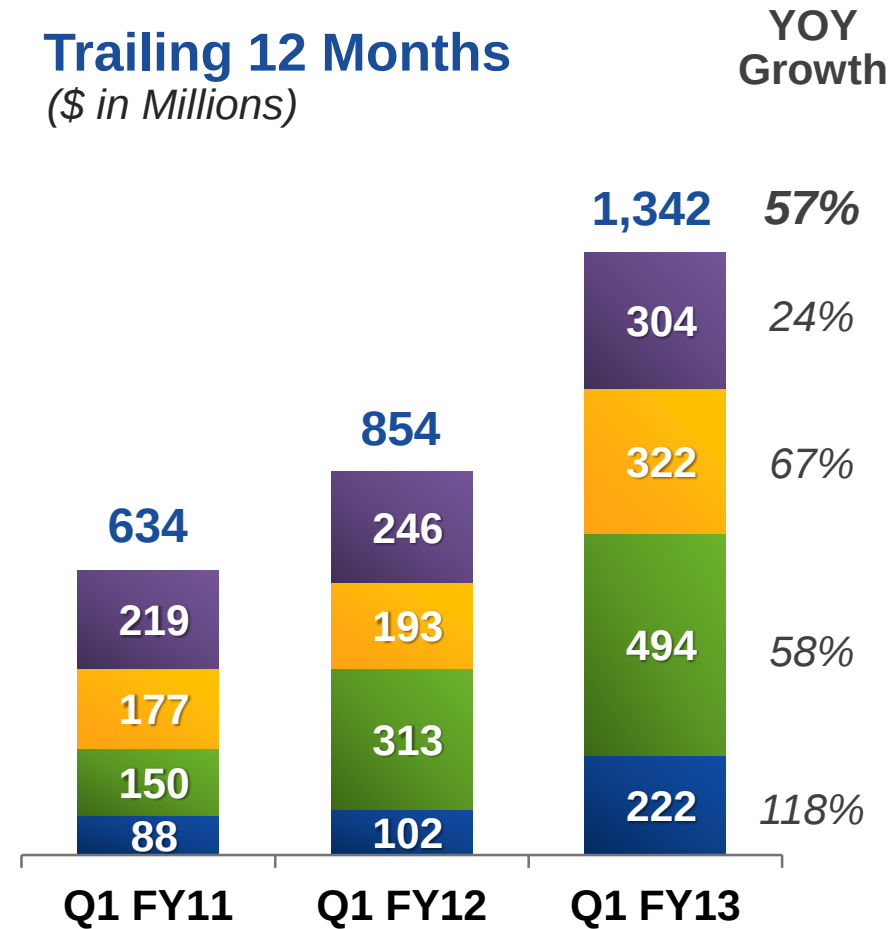


■ Full Game Downloads
 ■ Extra Content
 ■ Subs / Ads / Other
 ■ Mobile/HH

Quarterly (\$ in Millions)



Trailing 12 Months (\$ in Millions)



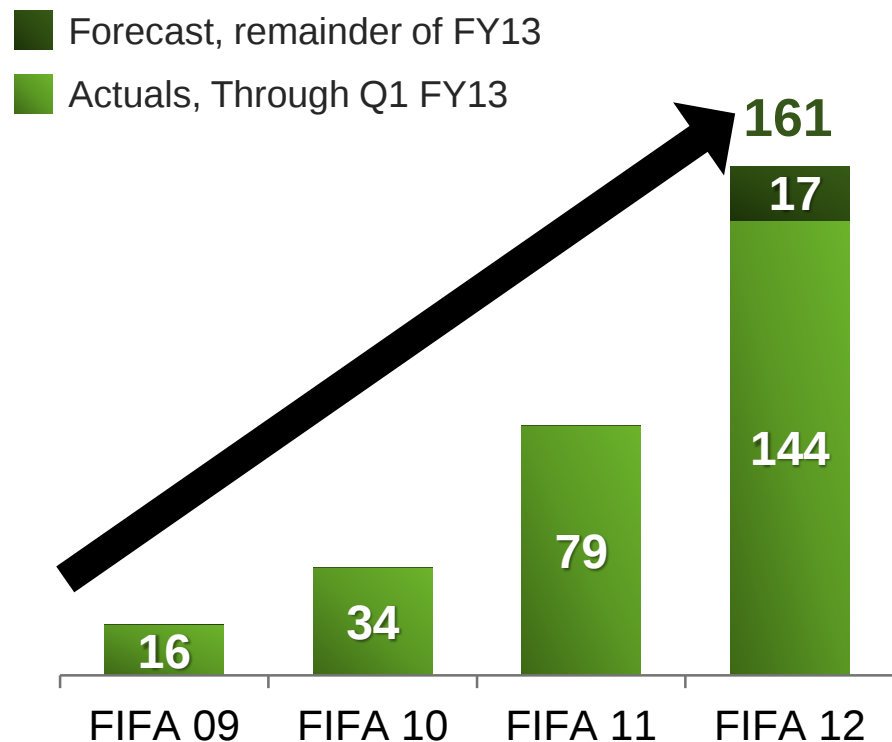
¹ In millions, on a non-GAAP basis.



Digital Growth Is Incremental

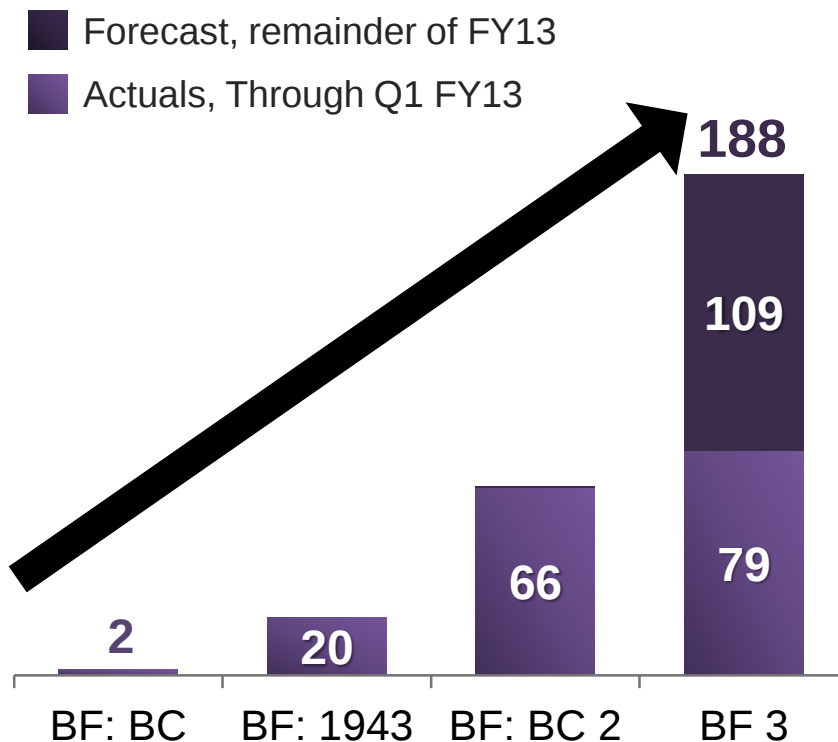
FIFA Digital Revenue

(\$ in millions)



Battlefield Digital Revenue

(\$ in millions)



Based on non-GAAP.

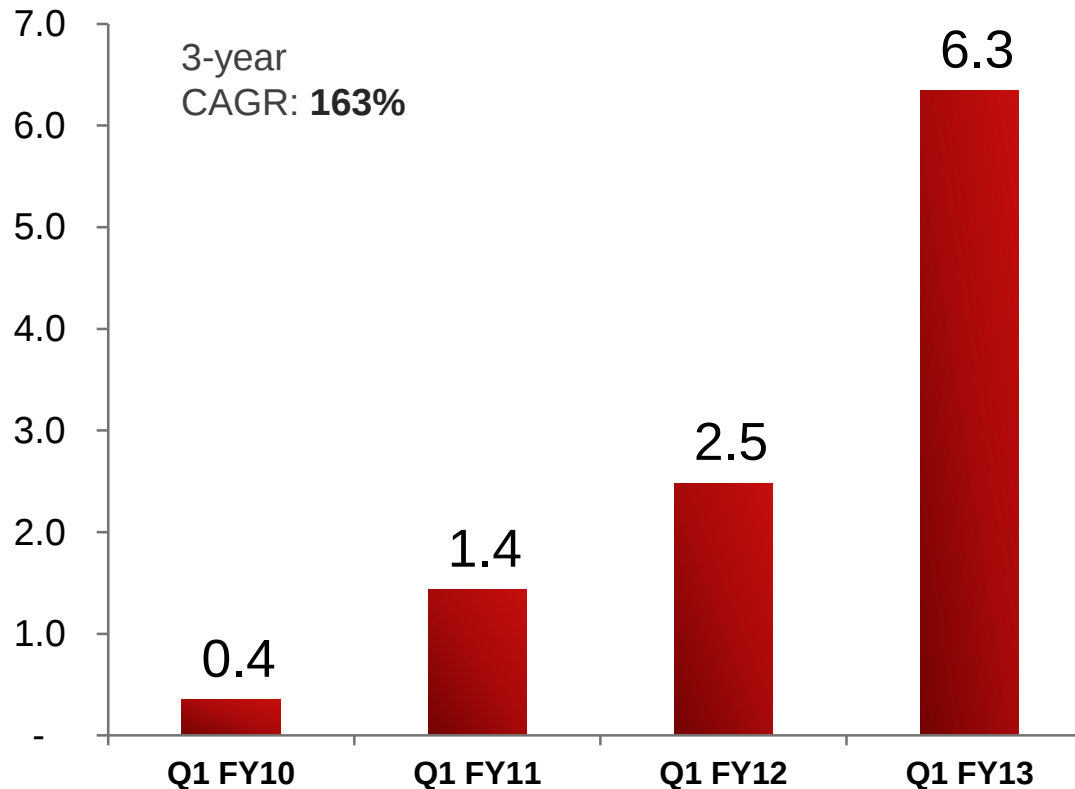
Digital includes extra content, free-to-play, full game downloads, mobile (includes handheld), subscriptions and ads.

Revenue from *Battlefield 3 Premium* deferred until Q4FY13.

EA's Free-To-Play¹ Growth Metrics



Average Weekly Revenue Trend (\$ in millions)



Revenue on a non-GAAP basis

¹ Free to Play includes all social titles, FIFA Online, free Mobile/Tablet games, and titles on Play4Free.com.

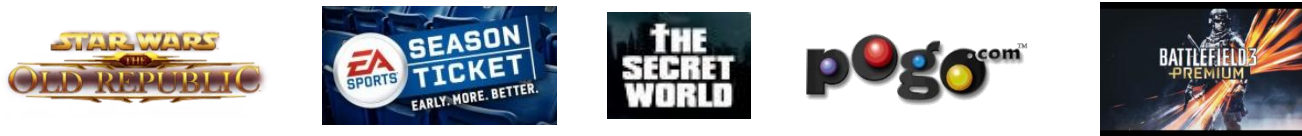
FY 13 Titles and Services



> HD Console/PC



> Subscription



> Play 4 Free Client/Browser



> Mobile/Tablet



> Social



Guidance – Q2 FY13

Ending September 30, 2012



	GAAP	Non-GAAP
Net Revenue	\$650 - \$700	\$1,050 - \$1,100
Gross Profit Margin	~33%	~59%
Operating Expense	~\$650	~\$600
Tax Expense	~\$15	\$8-13
Net Income (Loss)	(\$456) – (\$434)	\$21 – \$38
Earnings/(Loss) Per Share	(\$1.43) – (\$1.36)	\$0.07 – \$0.12
Basic/Diluted Shares (millions)	319	322

All dollars in millions, except Earnings Per Share.

These forward-looking statements are valid as of July 31, 2012 only.

Electronic Arts assumes no obligation and does not intend to update these forward-looking statements.

Guidance – Full Year FY13



Ending March 31, 2013

	GAAP	Non-GAAP
Revenue		
Publishing and Other Revenue	\$2,300 - \$2,400	\$2,400 - \$2,500
Digital Revenue	\$1,500 - \$1,550	\$1,600 - \$1,650
Distribution Revenue	~\$100	~\$100
Total Revenue	\$3,900 - \$4,050	\$4,100 - \$4,250
Gross Profit Margin	~61%	~64%
Operating Expense	~\$2,400	~\$2,200
Tax Expense	~\$50	\$131 – \$151
Net Income/ (Loss)	(\$55) – \$15	\$339 – \$389
Earnings Per Share/ (Loss Per Share)	(\$0.17) – \$0.05	\$1.05 – \$1.20
Diluted Shares (millions)	320 (Basic) / 323	323
Operating Cash Flow	At least \$400	

All dollars in millions, except Earnings Per Share.

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Guidance - Phasing

FY 13 Title Release Plan and Quarterly Revenue¹

Net Revenue	Q1A	Q2E	Q3E	Q4E
Non-GAAP	12%	26%	33%	29%
GAAP	24%	17%	25%	34%
Titles to be released:				
Console, PC	0	5	3	6
Social, Mobile, Free-to-Play	7	9	18	7

¹ These forward-looking statements are valid as of July 31, 2012 only. Electronic Arts assumes no obligation and does not intend to update these forward-looking statements. The difference in GAAP and non-GAAP quarterly phasing is due to the change in deferred revenue (packaged goods and digital content).

FY13 Announced Titles



Fiscal Year 2013 Announced Titles by Label and Platform

Q1					
Q2	Games	The Secret World ⁽¹⁾			PC
	Sports	FIFA 13	Console	Handheld	PC
		Madden NFL 13	Console	Handheld	
		NCAA Football 13	Console		
		NHL 13	Console		
Q3	Games	Need for Speed: Most Wanted	Console	Handheld	PC
		Medal of Honor Warfighter	Console		PC
		FIFA Manager 13			PC
Q4	Games	Dead Space 3	Console		PC
		Crysis 3 ⁽¹⁾	Console		PC
	Maxis	SimCity			PC

⁽¹⁾ Co-Published Title



Supplemental Financial Information



Guidance¹

Currency Assumptions

- **Exchange rates remain volatile**
- **Current guidance FX assumptions:**
 - \$1.21 USD/Euro
 - Revenue and EPS decreases if the Euro weakens v. USD
 - \$0.98 USD/Canadian Dollar
 - R&D costs increase if the Canadian Dollar strengthens v. USD
 - \$1.56 USD/British Pound Sterling
 - Revenue and EPS decreases if the British Pound Sterling weakens v. USD

¹ These forward-looking statements are valid as of July 23, 2012 only. Electronic Arts assumes no obligation and does not intend to update these forward-looking statements.

Non-GAAP Financial Measures



- To supplement the Company's unaudited condensed consolidated financial statements presented in accordance with GAAP, Electronic Arts uses certain non-GAAP measures of financial performance. The presentation of these non-GAAP financial measures is not intended to be considered in isolation from, as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP, and may be different from non-GAAP financial measures used by other companies. In addition, these non-GAAP measures have limitations in that they do not reflect all of the amounts associated with the Company's results of operations as determined in accordance with GAAP. The non-GAAP financial measures used by Electronic Arts include: non-GAAP net revenue, non-GAAP gross profit, non-GAAP operating income (loss), non-GAAP net income (loss) and historical and estimated non-GAAP diluted earnings (loss) per share. These non-GAAP financial measures exclude the following items, as applicable in a given reporting period, from the Company's unaudited condensed consolidated statements of operations:

- Acquisition-related expenses
- Amortization of debt discount
- Certain non-recurring litigation expenses
- Change in deferred net revenue (packaged goods and digital content)
- Loss (gain) on strategic investments
- Restructuring charges
- Stock-based compensation
- Income tax adjustments

The Company uses a fixed, long-term projected tax rate of 28 percent internally to evaluate its operating performance, to forecast, plan and analyze future periods, and to assess the performance of its management team. Accordingly, the Company has applied the same 28 percent tax rate to its non-GAAP financial results.

- Electronic Arts may consider whether other significant non-recurring items that arise in the future should also be excluded in calculating the non-GAAP financial measures it uses. Electronic Arts believes that these non-GAAP financial measures, when taken together with the corresponding GAAP financial measures, provide meaningful supplemental information regarding the Company's performance by excluding certain items that may not be indicative of the Company's core business, operating results or future outlook. Electronic Arts' management uses, and believes that investors benefit from referring to, these non-GAAP financial measures in assessing the Company's operating results both as a consolidated entity and at the business unit level, as well as when planning, forecasting and analyzing future periods. These non-GAAP financial measures also facilitate comparisons of the Company's performance to prior periods. In its earnings press release dated July 31, 2012, Electronic Arts has provided a reconciliation of the most comparable GAAP financial measure to the historical non-GAAP measures.

Q1 FY13 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Three Months Ended June 30, 2012

	GAAP Results	% of Revenue	Acquisition- related expenses	Amortization of debt discount	Change in deferred net revenue (packaged goods and digital content)	Restructuring and other	Stock-based compensation	Income tax adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 955		\$ -	\$ -	\$ (464)	\$ -	\$ -	\$ -	\$ 491	
Cost of revenue	205	21.5%	(15)	-	-	-	(1)	-	189	38.5%
Gross profit	750	78.5%	15	-	(464)	-	1	-	302	61.5%
Operating expenses:										
Marketing and sales	145	15.2%	-	-	-	-	(7)	-	138	28.1%
General and administrative	86	9.0%	-	-	-	-	(9)	-	77	15.7%
Research and development	290	30.4%	-	-	-	-	(22)	-	268	54.6%
Acquisition-related contingent consideration	(20)	-2.1%	20	-	-	-	-	-	-	-
Amortization of intangibles	7	0.7%	(7)	-	-	-	-	-	-	-
Restructuring and other	27	2.8%	-	-	-	(27)	-	-	-	-
Total operating expenses	535	56.0%	13	-	-	(27)	(38)	-	483	98.4%
Operating income (loss)	215	22.5%	2	-	(464)	27	39	-	(181)	-36.9%
Interest and other expense, net	(5)	-0.5%	-	5	-	-	-	-	-	-
Income (loss) before provision for (benefit from) income taxes	210	22.0%	2	5	(464)	27	39	-	(181)	-36.9%
Provision for (benefit from) income taxes	9	1.0%	-	-	-	-	-	(60)	(51)	-10.4%
Net income (loss)	\$ 201	21.0%	\$ 2	\$ 5	\$ (464)	\$ 27	\$ 39	\$ 60	\$ (130)	-26.5%
Earnings per share							Loss per share			
Basic	\$ 0.63						Basic and diluted		\$ (0.41)	
Diluted	\$ 0.63									
Number of shares used in computation							Number of shares used in computation			
Basic	317						Basic and diluted		317	
Diluted	320									

Q1 FY12 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Three Months Ended June 30, 2011

	GAAP Results	% of Revenue	Acquisition- related expenses	Change in deferred net revenue (packaged goods and digital content)	Restructuring and other	Stock-based compensation	Income tax adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 999		\$ -	\$ 475	\$ -	\$ -	\$ -	\$ 524	
Cost of revenue	240	24.0%	(3)	-	-	(1)	-	236	45.0%
Gross profit	759	76.0%	3	(475)	-	1	-	288	55.0%
Operating expenses:									
Marketing and sales	140	14.0%	-	-	-	(5)	-	135	25.8%
General and administrative	74	7.4%	-	-	-	(9)	-	65	12.4%
Research and development	285	28.6%	-	-	-	(23)	-	262	50.0%
Acquisition-related contingent consideration	2	0.2%	(2)	-	-	-	-	-	-
Amortization of intangibles	13	1.3%	(13)	-	-	-	-	-	-
Restructuring and other	18	1.8%	-	-	(18)	-	-	-	-
Total operating expenses	532	53.3%	(15)	-	(18)	(37)	-	462	88.2%
Operating income (loss)	227	22.7%	18	(475)	18	38	-	(174)	-33.2%
Interest and other income, net	3	0.3%	-	-	-	-	-	3	0.6%
Income (loss) before provision for (benefit from) income taxes	230	23.0%	18	(475)	18	38	-	(171)	-32.6%
Provision for (benefit from) income taxes	9	0.9%	-	-	-	-	(57)	(48)	-9.1%
Net income (loss)	\$ 221	22.1%	\$ 18	\$ (475)	\$ 18	\$ 38	\$ 57	\$ (123)	-23.5%
Earnings per share						Loss per share			
Basic	\$ 0.67					Basic and diluted		\$ (0.37)	
Diluted	\$ 0.66								
Number of shares used in computation						Number of shares used in computation			
Basic	331					Basic and diluted		331	
Diluted	337								

TTM Q1 FY13 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Trailing Twelve Months Ended June 30, 2012

	GAAP Results	% of Revenue	Acquisition- related expenses	Amortization of debt discount	Certain non- recurring litigation expenses	Change in deferred net revenue (packaged goods and digital content)	Restructuring and other	Stock-based compensation	Income tax adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 4,099		\$ -	\$ -	\$ -	\$ 54	\$ -	\$ -	\$ -	\$ 4,153	
Cost of revenue	1,563	38.1%	(64)	-	-	-	-	(2)	-	1,497	36.0%
Gross profit	2,536	61.9%	64	-	-	54	-	2	-	2,656	64.0%
Operating expenses:											
Marketing and sales	858	20.9%	-	-	-	-	-	(28)	-	830	20.0%
General and administrative	387	9.5%	-	-	(27)	-	-	(36)	-	324	7.8%
Research and development	1,217	29.7%	-	-	-	-	-	(105)	-	1,112	26.8%
Acquisition-related contingent consideration	(11)	-0.3%	11	-	-	-	-	-	-	-	-
Amortization of intangibles	37	0.9%	(37)	-	-	-	-	-	-	-	-
Restructuring and other	25	0.6%	-	-	-	-	(25)	-	-	-	-
Total operating expenses	2,513	61.3%	(26)	-	(27)	-	(25)	(169)	-	2,266	54.6%
Operating income	23	0.6%	90	-	27	54	25	171	-	390	9.4%
Interest and other expense, net	(25)	-0.6%	-	19	-	-	-	-	-	(6)	-0.1%
Income (loss) before provision for (benefit from) income taxes	(2)	-	90	19	27	54	25	171	-	384	9.3%
Provision for (benefit from) income taxes	(58)	-1.4%	-	-	-	-	-	-	165	107	2.6%
Net income	\$ 56	1.4%	\$ 90	\$ 19	\$ 27	\$ 54	\$ 25	\$ 171	\$ (165)	\$ 277	6.7%
Earnings per share								Earnings per share			
Diluted	\$ 0.18							Diluted		\$ 0.80	

TTM Q1 FY12 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Trailing Twelve Months Ended June 30, 2011

	GAAP Results	% of Revenue	Acquisition- related expenses	Change in deferred net revenue (packaged goods and digital content)	Loss on licensed intellectual property commitment (COGS)	Gain on strategic investments	Restructuring and other	Stock-based compensation	Income tax adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 3,773		\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,813	
Cost of revenue	1,517	40.2%	(12)	-	1	-	-	(2)	-	1,504	39.4%
Gross profit	2,256	59.8%	12	40	(1)	-	-	2	-	2,309	60.6%
Operating expenses:											
Marketing and sales	760	20.1%	-	-	-	-	-	(22)	-	738	19.4%
General and administrative	301	8.0%	-	-	-	-	-	(37)	-	264	6.9%
Research and development	1,163	30.8%	-	-	-	-	-	(104)	-	1,059	27.8%
Acquisition-related contingent consideration	(17)	-0.5%	17	-	-	-	-	-	-	-	-
Amortization of intangibles	55	1.5%	(55)	-	-	-	-	-	-	-	-
Restructuring and other	177	4.7%	-	-	-	-	(177)	-	-	-	-
Total operating expenses	2,439	64.6%	(38)	-	-	-	(177)	(163)	-	2,061	54.1%
Operating income (loss)	(183)	-4.8%	50	40	(1)	-	177	165	-	248	6.5%
Gain on strategic investments	28	0.7%	-	-	-	(28)	-	-	-	-	-
Interest and other income, net	13	0.3%	-	-	-	-	-	-	-	13	0.3%
Income (loss) before provision for income taxes	(142)	-3.8%	50	40	(1)	(28)	177	165	-	261	6.8%
Provision for income taxes	9	0.2%	-	-	-	-	-	-	64	73	1.9%
Net income (loss)	\$ (151)	-4.0%	\$ 50	\$ 40	\$ (1)	\$ (28)	\$ 177	\$ 165	\$ (64)	\$ 188	4.9%
Loss per share								Earnings per share			
Diluted	\$ (0.47)							Diluted		\$ 0.57	

Q2 FY13 Guidance Reconciliation



The following table provides a reconciliation of the non-GAAP financial measures regarding Electronic Arts' Q2 FY13 guidance to the nearest comparable GAAP financial measures. These are preliminary estimates and expectations based on current information as of July 31, 2012 and are subject to business and economic risks and uncertainties that could cause actual events or actual future results to differ materially from the expectations set forth herein. The reconciliation provided below reflects rounding and other approximations.

	GAAP Guidance	Acquisition- related expenses and Amortization	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Accretion	Restructuring	Stock-Based Compensation	Tax Adjustments	Non-GAAP Guidance
Low end of Q2 guidance range								
<i>Approximate Net Revenue</i>	650		400					1,050
<i>Approximate Gross Margin %</i>	33%	2%	24%					59%
<i>Approximate Operating Expense</i>	650	(5)			(5)	(40)		600
<i>Approximate Tax Expense (Benefit)</i>	15						(7)	8
Net Income (Loss)	(456)	20	400	5	5	40	7	21
Earnings (Loss) Per Share	\$ (1.43)							\$ 0.07
Diluted shares (Basic for Loss)	319							322

High end of Q2 guidance range

Net Revenue	700		400					1,100
<i>Approximate Gross Margin %</i>	33%	2%	24%					59%
<i>Approximate Operating Expense</i>	650	(5)			(5)	(40)		600
<i>Approximate Tax Expense (Benefit)</i>	15						(2)	13
Net Income (Loss)	(434)	20	400	5	5	40	2	38
Earnings (Loss) Per Share	\$ (1.36)							\$ 0.12
Diluted shares (Basic for Loss)	319							322

FY13 Guidance Reconciliation



The following table provides a reconciliation of the non-GAAP financial measures regarding Electronic Arts' FY13 guidance to the nearest comparable GAAP financial measures. These are preliminary estimates and expectations based on current information as of July 31, 2012 and are subject to business and economic risks and uncertainties that could cause actual events or actual future results to differ materially from the expectations set forth herein. The reconciliation provided below reflects rounding and other approximations.

	GAAP Guidance	Acquisition- related expenses and Amortization	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Accretion	Restructuring	Stock-Based Compensation	Tax Adjustments	Non-GAAP Guidance
Low end of FY13 guidance range								
<i>Approximate Net Revenue</i>	3,900		200					4,100
<i>Approximate Gross Margin %</i>	61%	1%	2%					64%
<i>Approximate Operating Expense</i>	2,400	(5)			(35)	(160)		2,200
<i>Approximate Tax Expense (Benefit)</i>	50						81	131
Net Income (Loss)	(55)	60	200	20	35	160	(81)	339
Earnings (Loss) Per Share	\$ (0.17)							\$ 1.05
Diluted shares (Basic for Loss)	320							323

High end of FY13 guidance range

<i>Approximate Net Revenue</i>	4,050		200					4,250
<i>Approximate Gross Margin %</i>	61%	1%	2%					64%
<i>Approximate Operating Expense</i>	2,400	(5)			(35)	(160)		2,200
<i>Approximate Tax Expense (Benefit)</i>	50						101	151
Net Income (Loss)	15	60	200	20	35	160	(101)	389
Earnings (Loss) Per Share	\$ 0.05							\$ 1.20
Diluted shares (Basic for Loss)	323							323

Q1 FY13 EBITDA Reconciliation



The following table provides a reconciliation of the non-GAAP financial measures regarding Electronic Arts' Earnings Before Interest, Taxes, Depreciation, Amortization and Stock-based Compensation ("EBITDA") to the nearest comparable GAAP financial measures.

Three Months Ended June 30, 2012						
	GAAP Results	Acquisition- related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Restructuring and other	Stock-Based compensation	Non-GAAP Results
Operating income (loss)	\$ 215	\$ 2	\$ (464)	\$ 27	\$ 39	\$ (181)
Adjustments:						
Stock-based compensation	39	-	-	-	(39)	-
Depreciation	28	-	-	-	-	28
Amortization of acquisition-related intangibles	22	(22)	-	-	-	-
Total adjustments	89	(22)	-	-	(39)	28
EBITDA	\$ 304	\$ (20)	\$ (464)	\$ 27	\$ -	\$ (153)

Q1 FY12 EBITDA Reconciliation



The following table provides a reconciliation of the non-GAAP financial measures regarding Electronic Arts' EBITDA to the nearest comparable GAAP financial measures.

Three Months Ended June 30 2011						
	GAAP Results	Acquisition- related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Restructuring and other	Stock-Based compensation	Non-GAAP Results
Operating income (loss)	\$ 227	\$ 18	\$ (475)	\$ 18	\$ 38	\$ (174)
Adjustments:						
Stock-based compensation	38	-	-	-	(38)	-
Depreciation	25	-	-	-	-	25
Amortization of acquisition-related intangibles	16	(16)	-	-	-	-
Total adjustments	79	(16)	-	-	(38)	25
EBITDA	\$ 306	\$ 2	\$ (475)	\$ 18	\$ -	\$ (149)