

2010 ANNUAL MEETING OF STOCKHOLDERS

Symantec Corporation

September 20, 2010

11:00 AM PT / 2:00 PM ET

John Thompson:

Good morning. I'm John W. Thompson, Chairman of the Board of Symantec Corporation. On behalf of our Board of Directors, our management team, and the employees of Symantec, I would like to welcome you to our 2010 Annual Meeting of Stockholders. I'm pleased to announce that this is our first completely virtual annual meeting, which is being conducted via a live webcast. By holding a virtual meeting, we are enabling stockholders from around the globe the opportunity to participate in our annual meeting live, which allows for increased participation and access to management.

In addition, it increases our communications, interactions, and transparency with stockholders. Today's meeting agenda includes an introduction of the Board members and the senior management team of Symantec. Next, I will turn the meeting to Mr. Scott Taylor, who will conduct the formal business of the meeting and record the minutes. Upon conclusion of the formal portion of this meeting, Mr. Salem will present an overview of the Company's corporate strategy. Finally, we will address your questions.

To submit a question, simply type your question in the box under Ask a Question then hit Submit. We will read the questions aloud, then address them during the question and answer portion of the meeting. And now I'd like to introduce the Board of Directors. We have nine independent directors on our board. Each of the board members has served in senior management positions and brings a diverse perspective to the company. Their bios are available in our proxy. We're joined today by several of the board members either here in Mountain View or online live with all of us.

I would also like to introduce our senior management team. They bring decades of diverse experience and a history of success. Combining business acumen with technical savvy, these executives guide our company to create innovative products and solutions to enable our customers around the world to have confidence in their connected world. Joining us today are Mr. Enrique Salem, President and Chief Executive Officer and a member of the board, Mr. Scott Taylor, Executive Vice President, General Counsel and Secretary, Mr. James Beer, Executive Vice President and Chief Financial Officer, Ms. Rebecca Ranninger, Executive Vice President and Chief Human Resources Officer, Mr. David Thompson, Group President and CIO, Services, Mr. Deepak Mohan, Senior Vice President, Information Management Group, Ms. Janice Chaffin, Group President, Consumer Business Unit, and Helyn Corcos, Vice President, Investor Relations.

Also with us this morning are Lynn DeVaughn and Jana Barsten of KPMG, our independent and registered public accounting firm, who will be available along with Mr. Beer during our Q&A portion of the meeting to address any audit or financial questions you may have. In addition, Dan Winnike and Bill Hughes from Fenwick & West, our outside counsel, are with us this morning.

And now, I will turn the meeting to Mr. Taylor, who has been appointed as the Inspector of Election and has taken the oath of office.

Scott Taylor:

Thank you, Mr. Chairman. We have an affidavit from Broadridge certifying that the stockholders of record as of July 26, 2010 were mailed a notice of internet availability of proxy materials on or about August 11, 2010. The affidavit of mailing and notice will be filed with the minutes of this meeting. I confirm that we have present in person or by proxy a sufficient number of shares to constitute a quorum. Accordingly, the meeting is duly constituted and we may proceed with business.

It's 11:07 a.m. on September 20 and the polls are now open for voting. They will close at the conclusion of the business portion of this meeting. Until the poll is closed, any stockholder may revoke or change his or her vote on any matter. However, once the polls close, no further ballots, proxies, or votes, or any revocations or changes will be accepted. If you previously voted via the internet, telephone, or mail, you don't need to take any further actions. If you didn't previously vote or wish to change your vote, you may do so by clicking the Vote Here button on your screen. Then follow the prompts. Upon the conclusion of the business portion of this meeting, I will announce that the polls are officially closed, then announce the preliminary results of the voting at the end of the meeting.

Now, moving on to the four proposals on today's agenda. The first proposal is to elect 11 directors to Symantec's Board of Directors, each to hold office until the next annual meeting of stockholders and until his or her successor is elected and qualified or until his or her earlier resignation or removal. The nominees for election to the Board of Directors are John W. Thompson, Steven M. Bennett, Michael A. Brown, William T. Coleman, III, Frank E. Dangeard, Geraldine B. Laybourne, David L. Mahoney, Robert S. Miller, Enrique Salem, Daniel H. Schulman, and V. Paul Unruh.

The second proposal is to ratify the appointment of KPMG LLP to serve as Symantec's independent, registered public accounting firm for the 2011 fiscal year.

The third proposal is to approve an amendment to our 2004 equity incentive plan as amended to increase the number of authorized shares issuable there under by 55 million shares.

The fourth proposal is to approve an amendment to our 2008 employee stock purchase plan to increase the number of authorized shares issuable there under by 20 million shares. Symantec's Board of Directors recommends a vote for each of these proposals. Stockholders who are voting live should now have voted on proposals one, two, three, and four.

It is now 11:10 a.m. on September 20 and the polls are now closed. No additional votes, changes, or revocations will be accepted. The following are the preliminary results of the election. Proposal one, each of the board's 11 nominees has been elected to the Board of Directors. Each nominee has received at least a majority of the votes casted.

Proposal two, the proposal to ratify the appointment of KPMG to certify as Symantec's independent registered public accounting firm for the 2011 fiscal year has been approved by the affirmative vote of holders of at least a majority of the shares of the company's common stock.

Proposal three, the proposal to approve the amendment to our 2004 equity incentive plan as amended to increase the number of authorized shares issuable there under by 55 million shares has been approved by the affirmative vote of holders of at least a majority of the votes casted.

And proposal four, the proposal to approve the amendment to our 2008 employee stock purchase plan to increase the number of authorized shares issuable there under by 20

million shares has been approved by the affirmative vote of holders of at least a majority of the votes casted.

We will report the final voting results on our Investor Relations website and in a form 8-K within four business days.

Now, I will turn it back to the Chairman.

John Thompson: Thank you, Mr. Taylor. This ends the formal portion of our meeting. Given that there is no further business to come before the meeting, this meeting is hereby adjourned. We will now proceed with an overview of Symantec's strategy presented by Mr. Salem.

Enrique Salem: Thank you, Mr. Chairman, and good morning, everyone. This is an opportunity for us to share with you the corporate strategy. I'll start with the appropriate Safe Harbor statements around, we'll be sharing some forward-looking information, and the results may vary, as you know. The second component is we're using non-GAAP financial information and please refer to the information in our proxy statements.

Starting off with Symantec at a glance, Symantec was founded in 1982 and we IPOed in 1989. As you know, the company has been now in business for over 27 years. In that period, our revenues have now reached \$6 billion and our non-GAAP margins are 28.3% as of FY 2010. Symantec today has approximately 18,400 employees and we operate in over 40 countries around the world. Approximately half of the company's revenue is generated outside the United States and today, 100% of the Fortune 500 companies are our customers, with a significant number of the Global 2000.

From a technological or technology perspective, today we have more than 900 global patents and we have a footprint on more than one billion systems. We invest approximately 13% of our annual revenue in R&D. And something that we're all very proud of is that we have been named as one of Fortune's most admired companies and we've been listed as one of the most ethical companies in the world.

Symantec has built a new portfolio or a portfolio over the years that represents a number of market leading products. We're recognized by analyst firms such as Gartner, Forrester, and IDC as the clear market leader in many segments that we participate in from security to storage management and systems management, from the data center to the end points, and as a deliverer of services from the cloud. When you think about Symantec's business, I'd like to share with you a revenue mix, a geographic mix, and then a margin contribution. If you look at the revenue mix by segment, the storage and server management business represent 38% of our revenue, our consumer business represents 31% of our revenue, our security and compliance business 24% and services approximately 7%. Geographically, the Americas represents about 54% with the Europe, Middle East, and Africa 31%, Asia-Pacific and Japan coming in at 15%.

On a margin and revenue basis, the storage and server management business generates just approximately \$2.3 billion in revenue, operating margins of 48%, consumer \$1.9 billion with operating margins of 46%, security and compliance \$1.4 billion with operating margins of 26%, and our services group approximately \$400 million with 10% margin contribution.

As we look at our business, one of the things that we've done to shape our strategy is that we spent a lot of time with our largest customers around the world and spent time understanding the key market trends. The trends that we see shaping the future of IT are as follows. The first is what we call the consumerization of IT. In 2005, Symantec started talking about this trend and we've seen it accelerate as consumers adopt new

technologies that they expect their IT organization to support, everything from iPads and iPods to new Android devices, to new technologies that they can use for collaboration.

Symantec is introducing a term that we call the ITization of the consumer because as we spend time with our customers, what's happening is they are seeing the rapid adoption of new technologies in the home, but unlike corporations or businesses they don't have people to help them a daily basis at home. And so, we're seeing a need for more support, more administration in the home. And we call that the ITization of the consumer.

The next big trend is around mobility. This year, one billion smartphones will connect to the internet as compared to 1.3 billion PCs. Our expectation is that next year more mobile devices will connect to the internet than PCs. And so we see mobility being a tremendous productivity boost, but we also see that there is a set of new risks and challenges in managing and securing mobile devices. What we call the social enterprise where today collaboration in the enterprise has been focused around email or an email centric approach, we see that changing to new forms of collaboration that will shape how we share information inside of the enterprise and out to our customers. And we call that the social enterprise.

The next two big trends, virtualization, and cloud computing, go hand in hand. They're not necessarily new terms but virtualization is all about our customers getting more efficient utilization of their resources, the ability to bring together a pool of resources such as computing power, storage, and be able to scale up or scale down as necessary. And then obviously, cloud computing, whether it be the private cloud or the public cloud where services will be delivered to customers, both consumers and enterprises from a central location, more efficiently sharing those resources and alleviating the burden from IT or consumers of having to do all of the running or administration of the technologies.

These are the six major trends that we see shaping IT going forward. The other trend that we sometimes discuss that's not on the slide is the notion of the regulatory environment of regulatory compliance where we see a lot of new demands on IT to conform both with internal regulations and also with external regulations. What are the implications? We see four major implications. Everything revolves around people and information. It's who you are that matters and what information you need access, not the device. While there's a lot of cool devices out there, Symantec believes that there will be new devices next year. There will be new tables from many manufacturers. There will be Android based devices, and so what really matters is the people and the information.

We also see the work and personal digital personas coming together. People expect simple and secure access to their information wherever they are. Whether they're on vacation or at the office, they expect to have access to their corporate or personal information. And the enterprise has to become more scalable and cost effective. IT has always been under pressure to drive down their costs. Today, more than ever, that continues to be the case. They want to build their next generation datacenters on commodity hardware with intelligent software that allows them to more efficiently utilize their resources.

We believe that these four implications need to shape the future of computing and we start with having the right data or information architecture and making sure we have the right individual or personal view of how people and information come together to create a better business experience for everyone who works today or has a home use of technology.

We see that there are five key enablers. The first is what we call identity security. This means you are who you say you are. You can authenticate yourself so you can transact business. You have access to the information that you need and your identity is

protected. Given that more information is moving to the mobile devices, we see another key enabler of our vision being device security. This means that we have to be able to protect the information on those devices because a four-digit pin is not sufficient to protect information on those devices. And this needs to span from the PC, to the mobile device, to the smart device in the home, to other devices that we'll be using to drive productivity.

Number three is an area where Symantec has historically been very strong, which is information protection, and this is about recovering information if it should be lost and also keeping it secure from malicious external people, from internal people who have malicious intent, or even well meaning insiders that make mistakes. And so, information protection is both the security and the backup and recovery of information. Context and relevance is a new category that has emerged over the last several years in the enterprise because we're producing so much information.

IDC is currently quoting that over the next four years we will produce in combination of structured and unstructured data over 400%. Information will grow over 400%. And so, what we believe is it's important to categorize that information and determine what is it that matters, what information should be accessed by what individuals and we need new ways and better ways to categorize that information. So this is what we call making the information more intelligent without imposing a large burden on the user to have to do a lot of the work manually.

Lastly, we see the cloud infrastructure and cloud-based applications being the way that many new services will be delivered both to the enterprise and individual consumers. So we see these as the five key enablers to our vision, identity security, device security, information protection, context, and relevance, and then cloud delivered services.

Recently, we've done two acquisitions in the encryption area and one in the authentication services to support our vision. In the first two areas, PGP and GuardianEdge, we have an aggregate purchase price of about \$379 million in cash. PGP is the clear global leader in email and data encryption software for enterprise data protection. So this aligns with our identity security component and also with our information protection. GuardianEdge is the leader in endpoint data protection for both the enterprise and has significant penetration in government and healthcare verticals.

The biggest issue that companies face today as they try to protect information is not only do they need to be able to encrypt it, but they also need to be able to do an effective job of managing the encryption keys. And so PGP and GuardianEdge bring on premise technologies that will allow us to do a better job of encrypting the information and helping our customers manage the keys associated with that encryption. We also have to do a good job of enabling a policy driven approach to managing that encryption.

We also announced the acquisition of VeriSign's authentication services with a purchase price of \$1.28 billion in cash. They're the leading provider of digital authentication services, enabling trusted interactions across businesses, consumers, and processes. This technology becomes increasingly important as information becomes a critical component of everybody's work and personal lives. Our ability to secure that content, whether it be on a mobile device or in a desktop computer, or in a data center, is critical. We see the VeriSign technology enabling us to deliver on our vision of identity security and information protection.

Today, that business is doing very well. It has a number of services around trust and delivering trust to consumers and enterprises. It has a number of capabilities in the area of cloud-based initiatives. And also, this business has proven to have a very high renewal rate and strong cash flow generation capabilities. These three acquisitions allow us to

start filling out two of the key enablers in the identity security area, enabling our device security and strengthening our position in both information and protection and cloud delivered services.

Symantec's point of view is that it is all about helping you secure and manage your information and identity. Our vision revolves around people and information with three core building blocks: identity, protection, and context. Semantic will deliver the capabilities required to help you secure and managing your information and your identity.

What I want to do next is just take you through a brief update on our FY '11 priorities. First priority, we want to extend our success in the consumer security business to protect critical information and devices beyond the PC. We see a proliferation of new devices and we need to aggressively move our capabilities beyond the PC and deliver new services that we've outlined in the past, such as Norton DNS, and our Norton Everywhere strategy. We need to continue to build on the progress we've made in the enterprise security business by offering more solution-based suites.

We've taken our security portfolio and created four suites. This is what our customers have asked us for because they've been dealing with lots of products over the years and now we have four suites that are in the information protection area, data loss prevention, compliance, and system management. We continue to add new capabilities such as encryption and identity protection, and we're providing centralized management. We will continue to drive innovation and technology advancements to more effectively back up and manage information.

One of the changes that we've seen in the marketplace is that customers are looking to go beyond software. They're looking to see services be delivered over the internet and new simpler form factors such as the use of appliances that enable the easier deployment and reduce the administration costs. We're also spending time standardizing and automating many of our processes to simplify and improve the way we interact with our customers and partners. And as we measure our progress against each of these priorities, we continue to report these updates to you on a quarterly basis. These are the five priorities that the company has focused on through fiscal year '11.

One of the questions I get regularly is how do we use cash. The four uses of cash right now are: We're committed to an ongoing share repurchase program. As you've seen over the last several quarters, we've been very opportunistic and we've ramped our share repurchase as we reported for the quarter ending in the end of March -- sorry, the end of June, we reported that we had purchased \$200 million of our shares in that period. Acquisitions continue to be a component of our growth strategy. We look at things that fill out the key enablers. We're looking at technology tuck-ins that fill gaps in our portfolio as we align it to the vision. We also look at opportunities to consolidate markets that we participate in because we think as you scale up you drive more efficiencies from a cost perspective. And then acquisitions will also clearly help us drive execution against our new vision.

Acquisitions of MessageLabs, Vontu, PC Tools, and SwapDrive have been successful as a result of faster integration, streamlined operations. We're also making much faster decisions on these acquisitions. We've got a regular weekly meeting where we discuss the progress against the acquisitions and what improvements or changes we need to make. And we've also focused on having clearer accountability and having leaders who are driving the day-to-day operations and are accountable for the ultimate results of those acquisitions.

As a summary of our investments, we're continuing to build strong and diversified revenue and cash flow streams. We've measured our strategy for growing the business

both organically and through acquisitions. What we've proven is that our company, through what has been one of the most difficult economic periods, has very stable cash flow generation capabilities. And we believe that we've enhanced our ability to generate revenue and expand margins.

We have a diversified and predictable revenue streams. Approximately 60% to 65% of our quarterly revenues comes from deferred revenue on the balance sheet and we have a strong install base with ever improving renewal rates. Our cash flow balance totaled \$2.7 billion, an increase of 24% year-over-year as of July 2, 2010. Operating cash flow for the period was \$1.7 billion for the last 12 months ending July 2, 2010, a 2% increase. We spent \$1.28 billion that was used to purchase VeriSign's identity and authentication business in August.

So with that, I'd like to stop. We're excited about the new vision for the company and we see tremendous opportunities to execute in these new and growing markets. I'd like to stop and see if we have any questions at this point.

Yes, so at this point what we'd like to do is we'd like to be able to take questions. As a reminder, to submit a question simply type your question in the box under Ask a Question and then hit submit. Ms. Corcos, will you please start with the first question?

Helyn Corcos:

Certainly. At the moment, we just have two questions. Let me start with the first one. The first one is, Symantec's business strategy since the Veritas acquisition have repeatedly failed to return shareholder value. What specifically does the management team intend to do differently in order to reduce the significant shareholder losses occurred over the last five consecutive years?

Enrique Salem:

What I've just outlined is a customer view that says, what are the big trends that matter to our customers. How will IT change over the next several years? And what we're doing is we're aligning to where the market is going. What are the biggest opportunities where we see an ability or an opportunity to generate new revenue. We've also done a lot of work, as I reported, to make sure that we are looking at our portfolio to align to that vision. As you saw, our server and storage management group is now generating 48% operating margins. And so, what we've done is we've shifted our investments to what we see as new growth opportunities because we believe driving revenue growth, managing expenses will drive earnings growth and cash flow generation, which is the best way to return value to our shareholders. So alignment to the new vision and driving growth will be an opportunity to create more shareholder value going forward.

Helyn Corcos:

Thank you. The second question is related to hosting a virtual meeting versus holding an in-person meeting and not being able to meet shareholders face-to-face with the management team or the board. Would both the Chairman and the CEO both comment on this decision?

Enrique Salem:

Sure. Mr. Chairman, would you like to start?

John Thompson:

Certainly, I'll start. As Chairman, we thought this would be an opportunity to reach a broader range of shareholders as opposed to what we have historically experienced in our meetings here in California, either in Mountain View or Cupertino. In prior years where we have held a live meeting, we have historically had in the range of four to six shareholders show up at that meeting and typically those have been retail investors, which we welcome all of them and more of them, but has certainly not been the bulk of the shares outstanding that get voted during any one of these proxy seasons.

So our view was that this would give more shareholders of a broader, diverse mix, an opportunity to interact with the management team of the company.

Enrique Salem: Thank you, Mr. Chairman. When you look at the numbers of people who have joined our webcast, today, we have a larger group participating in this call than we've ever had in attendance at one of our shareholder meetings. And so, we felt that by using some of the technologies that quite frankly our customers and our consumer base is using would be an appropriate way to reach more people and be a little more effective in the communications. We're obviously always available to meet with shareholders and discuss and understand their points of view. But from our perspective, we felt that this would be a good opportunity to reach a wider number of shareholders and from what we can see in the numbers that are with us online today, we probably have at least two or three times the number of people who have previously attended, not just in shareholders but in total people participating in the meeting.

Helyn Corcos: So we do not have any further questions online. If I could please just remind you, if you'd like to submit a question please type your question in the box under Ask a Question and then hit submit. And we'll wait a moment to see if there's any more that come through. We have no more questions at this time. If your question was not answered during the meeting, which hasn't happened because we've actually answered all the questions, but if you'd like to submit a question to the company please send your question to hcorcos@symantec.com. I'm going to turn the meeting back over to Mr. Enrique Salem.

Enrique Salem: I'd like to thank everyone for participating in our meeting today. We feel that it's important to continue to communicate with our shareholders throughout this time and at this point we'd like to thank you all for being owners of our company, and we look forward to serving you going forward.

Scott Taylor: Meeting adjourned.

Helyn Corcos: Thank you so much.