

CORPORATE PRESENTATION

May 2023



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FORWARD-LOOKING STATEMENTS

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During the course of this presentation, we will provide projections and other forward-looking statements regarding future events or the future financial performance of Harmonic, including expectations concerning our business strategy for 2023 and beyond, and our Q2 and full-year 2023 guidance. Such statements are only current expectations and actual events or results may differ materially. We refer you to Harmonic's filings with the SEC, particularly our most recent Reports on Form 10-K, Form 10-Q and Form 8-K. These documents identify important risk factors that could cause actual results to differ materially from our projections or other forward-looking statements. We will also present financial metrics determined on a "non-GAAP" basis. These items, together with the corresponding GAAP numbers and a reconciliation to GAAP, are contained in this presentation and the related earnings press release on our website at www.harmonicinc.com.

AT-A-GLANCE

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Revolutionizing broadband networks and cloud streaming

* Market Capitalization as of May 15, 2023



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INVESTMENT OPPORTUNITY

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Accelerating broadband and streaming video consumption



COMMITTED TO A MORE EQUITABLE, JUST & SUSTAINABLE WORLD

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Environmental Responsibility

100% of electronic waste recycled

22% reduction in energy consumption between 2019 and 2021 at Harmonic three main sites

23% of our electricity from renewable sources

11% Scope 2 emissions reduction between 2019 and 2021



People and Community

19% of global employees self-identified as women

39% of U.S. employees self-identified as racially/ethnically diverse

87% of employees reported high engagement and satisfaction in their roles, their management and Company leadership in 2021

Employees and contractors spent 11,500+ hours learning

Community engagement

Initiatives in different regions engage underresourced and diverse youth in technology



Governance and Ethics

100% of employees completed Code of Conduct and Ethics training

50% of Board Directors self-identified as women

87.5% Board Director Independence

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BROADBAND BUSINESS



INVESTMENT HIGHLIGHTS | BROADBAND





Leading in Multi-Gigabit Broadband



~\$2B addressable market in 2025 >30% CAGR

> >**\$800M revenue in 2025** >30% CAGR

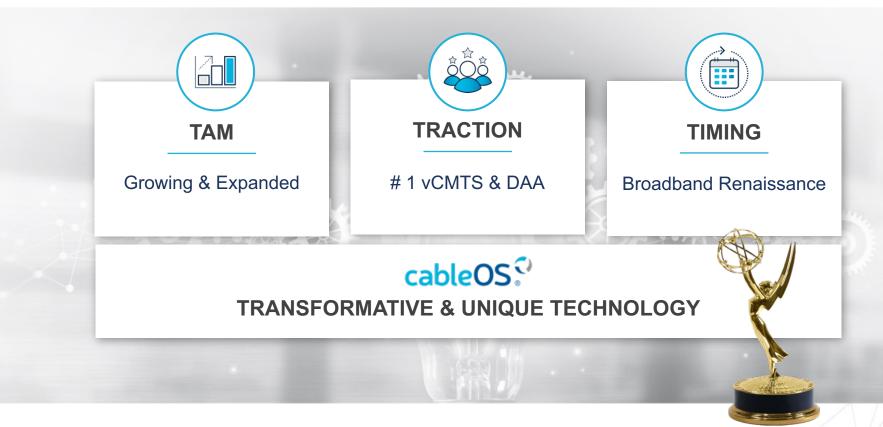
Transformative cloud-native technology far ahead of competition

Embraced by growing number of leading Broadband operators

Fiber, analytics & cloud services expanding opportunity

BROADBAND GROWTH OPPORTUNITY





KEY TRENDS DRIVING BROADBAND MARKET



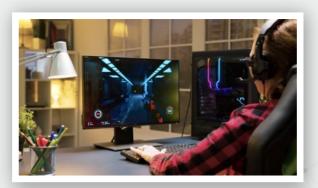


HIGH SPEED BROADBAND AS A NECESSITY

Ever higher speeds and reliability being demanded

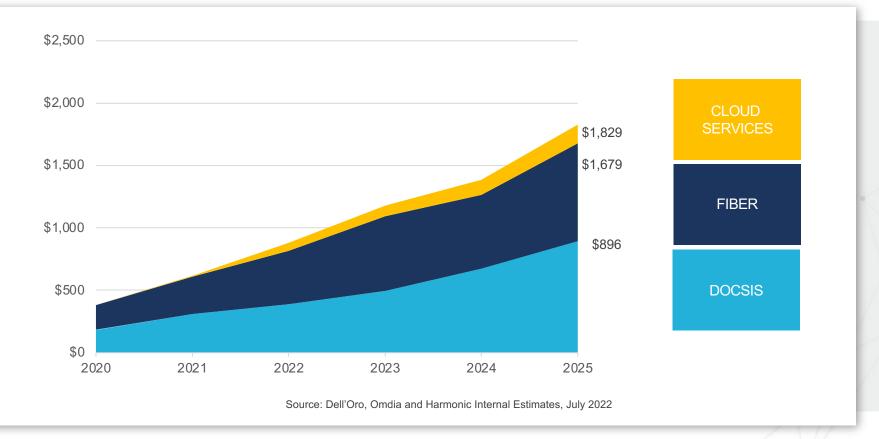
SERVICE PROVIDER COMPETITION Fiber & 5G/Fixed Wireless heating up

GOVERNMENT INVESTMENT IN BROADBAND RDOF, RBB, municipal fiber, & city carriers ramping





A GROWING ADDRESSABLE MARKET (\$ in millions)



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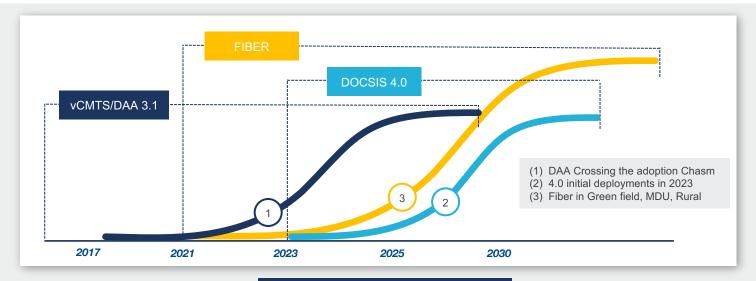
VIRTUALIZATION AND DAA "CROSSING THE CHASM"



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MULTIPLE WAVES OF UPGRADES





BROADBAND PLATFORM

Increased speed tiers (higher splits, node splits, 4.0 and Fiber)

Digital nodes with Digital Optics

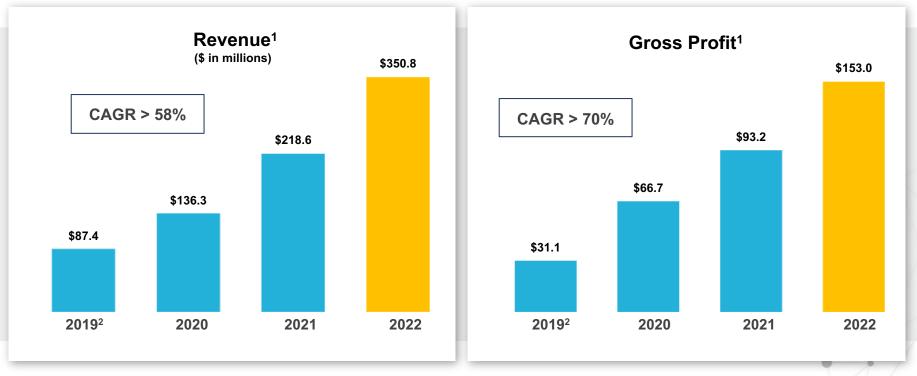
vCMTS and vBNG Core

Advanced Telemetry and Analytics

Automation for faster deployments Operational Excellence

GROWING BROADBAND BUSINESS





¹ Non-GAAP

² Excludes Impact of One-time \$37.5 Million Software License Revenue in 2019

WHY WE WIN: TRUE VIRTUALIZED CLOUD-NATIVE SOFTWARE CORE

True Cloud Native

Containerized microservices with horizontal scaling

DOCSIS and Fiber

Multi-Tenancy for Control and Data plane applications

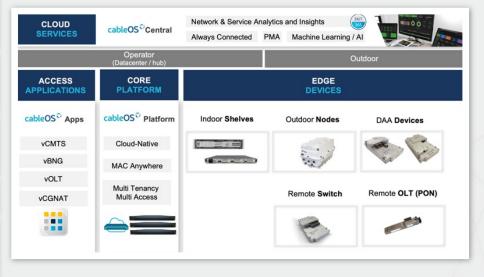
Real time Analytics and Insights

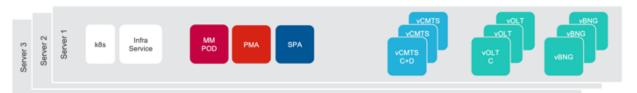
With Streaming Telemetry

Huge space, power saving

Rich Tool set

Automated deployments and operational excellence



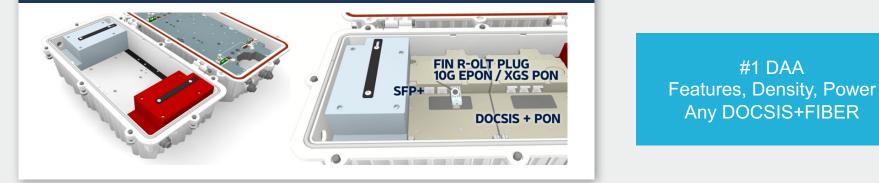




WHY WE WIN: MODULAR UNIFIED HARDWARE DESIGN

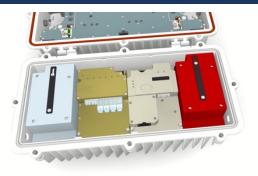






ALL DOCSIS FLAVORS AND FIBER

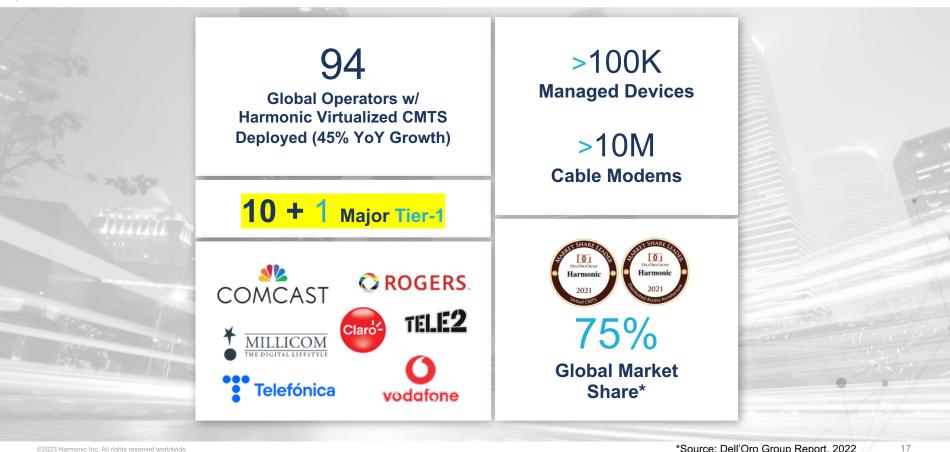




HIGH DENSITY LOW POWER FIBER



WHY WE WIN: **DEPLOYMENT EXPERTISE AND CUSTOMER SUCCESS**



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2025 TARGET OPERATING MODEL*



(In millions, except percentages)

Financial Metric	2020	2022**	2025 Target	3-year CAGR
Revenue	\$136	\$340	\$825+	34%+
DOCSIS	\$136	\$330	\$645+	25%+
Fiber	-	\$10	\$160+	150%+
Cloud Services	-	-	\$20+	-
Gross Margin	48.9%	42.8%	50%+	-
Operating Expenses	\$55	\$97	\$190+	-
Adj EBITDA	\$16	\$55	\$232+	61%+
Adj EBITDA Margin	11.5%	16.0%	28.0%+	-

* Non-GAAP

** At midpoint of 2022 guidance

REVENUE

Growth driven by strong demand and technology leadership position

GROSS MARGIN

Improvement driven by Fiber mix and supply chain improvements

EBITDA

Growth driven by revenue growth and operating leverage

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VIDEO BUSINESS





INVESTMENT HIGHLIGHTS | VIDEO





Leading in Cloud SaaS for Premium Streaming



Targeting new **Cloud SaaS** market, growing to >\$1.3B in 2025

>**\$110M SaaS revenue** in 2025, >45% CAGR

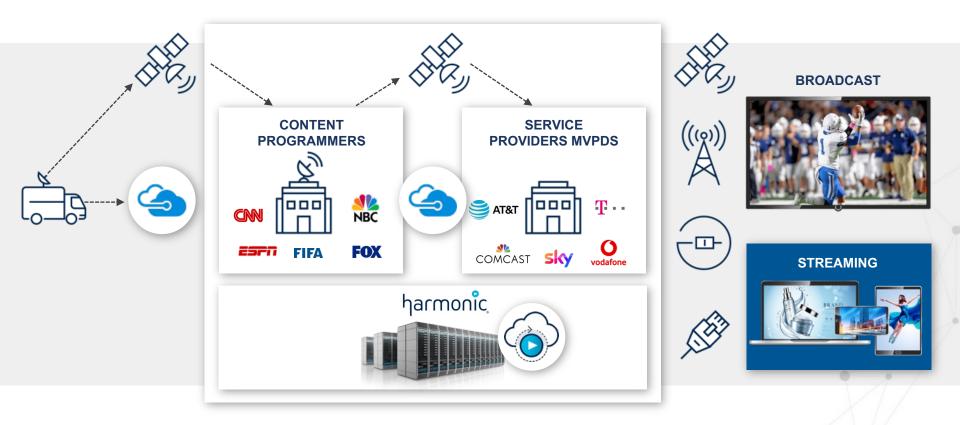
>14% EBITDA Margin by 2025, >23% CAGR

Industry leading video streaming technology, esp. for **Live Sports**

Confidence bolstered by several **Tier 1** streaming media wins over past year

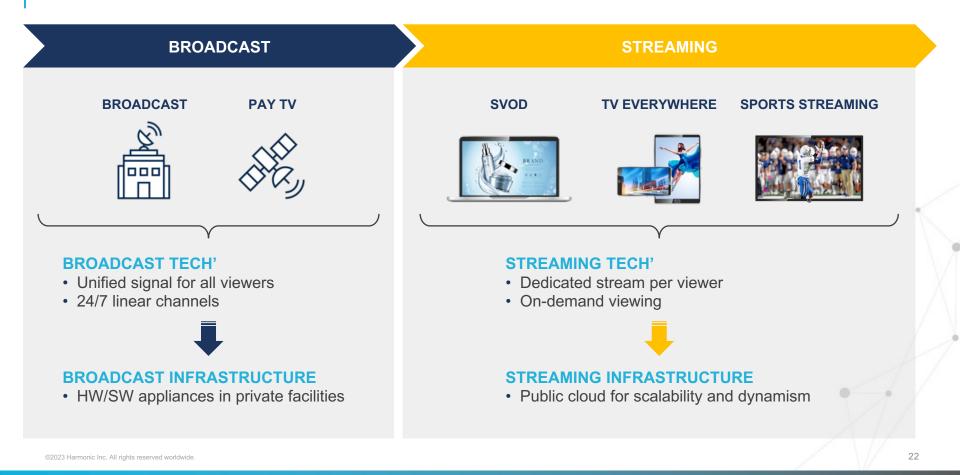
FROM SOURCE TO SCREEN





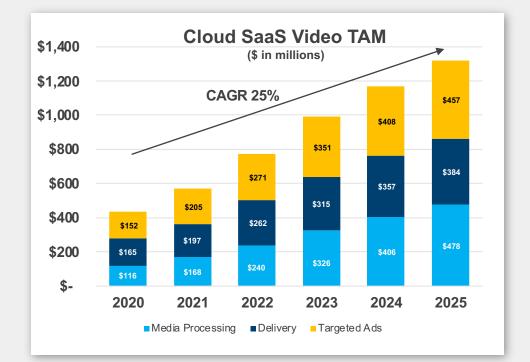
VIDEO INFRASTRUCTURE HAS EVOLVED





VIDEO CLOUD SAAS MARKET





BUSINESS MODEL

• OPEX | Usage based (variable)

INFRASTRUCTURE

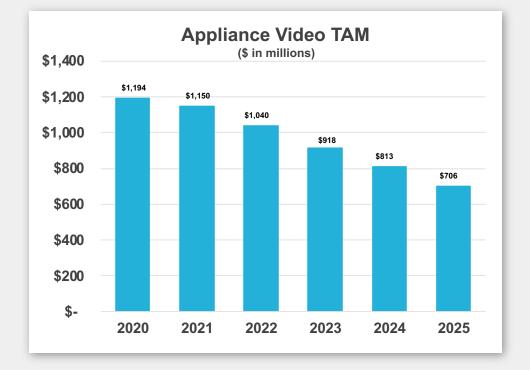
• Public Cloud, SaaS

TRENDS

- Predominantly for Streaming market
- Growing # of platforms & content
 - Expanding with premium sports
- Growing engagement leads to higher traffic and targeted ads

VIDEO APPLIANCE MARKET





BUSINESS MODEL

CAPEX | Per channel with recurring SLA

INFRASTRUCTURE

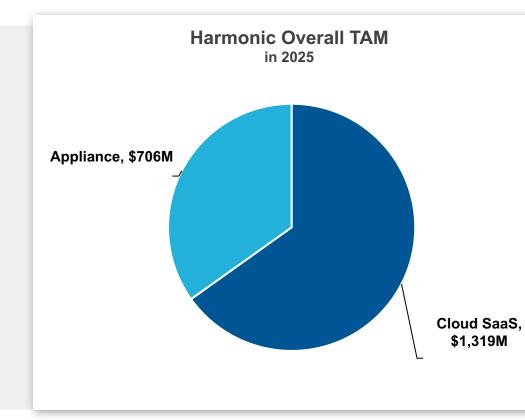
On-premises deployments

TRENDS

- Predominantly for Broadcast workflows
- Linear channel is the foundation
- Highly profitable market for media com'
- Multi-Billion \$ install base
- Focus on efficiency and cost reduction

COMBINED MARKET OVERVIEW





TOTAL

~2B addressable market and growing

CLOUD SAAS

- >\$1.3B in total
- Streaming is dominant workflow
- Broadcast workflows growing

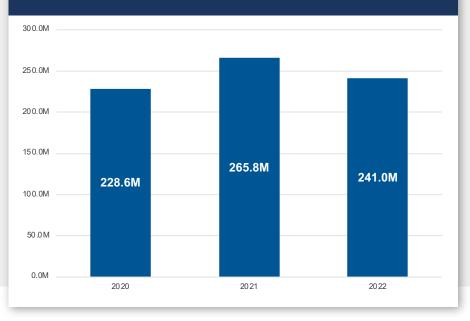
APPLIANCE

- >\$0.7B in total
- Overwhelming majority for broadcast

APPLIANCE BUSINESS

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APPLIANCE REVENUE



TOP LINE

• Stable and consistent

GROSS MARGINS

 Resilient at 60% despite supply chain headwinds

RECURRING REVENUE

• Support contracts for >\$1B of install base

APPLIANCE APPLICATIONS & CUSTOMERS

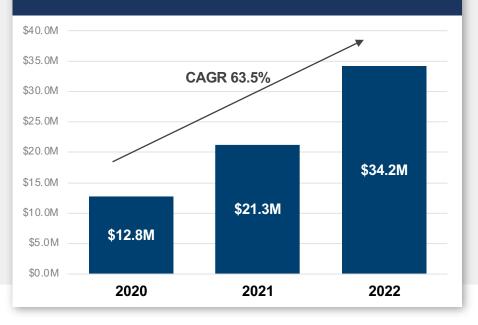




GROWING SAAS CLOUD BUSINESS



SAAS SUBSCRIPTION REVENUE



RAPID GROWTH

• 63.5% CAGR (2020-22)

MARGIN EXPANSION

- Long term GM% target of 75%
- GM% >50% in 2022

GROWTH DRIVERS

 Rapid adoption of cloud for streaming workflows fueled by sports streaming

SAAS CLOUD APPLICATIONS & CUSTOMERS



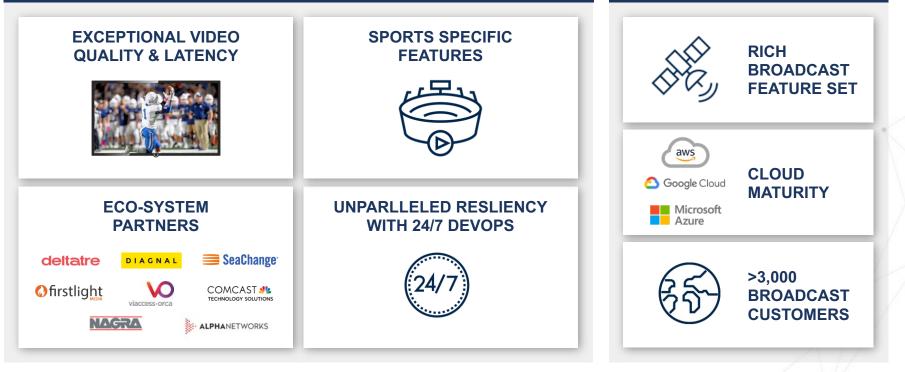




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STREAMING (LIVE SPORTS, TV EVERYWHERE)

BROADCAST CLOUD MIGRATION



2025 TARGET OPERATING MODEL*

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SAAS

scale

EBITDA

APPLIANCE

GROSS MARGIN

Growth driven by live streaming and

broadcast migration to cloud

Remains healthy and profitable

Continued improvement driven by SaaS

Improvement driven by SaaS growth

(In millions, except percentages)

Financial Metric	2020	2022**	2025 Target	3-year CAGR
Revenue	\$243	\$277	\$290+	1.5%+
Appliance	\$229	\$241	\$180+	< (10)%
SaaS***	\$14	\$36	\$110+	45%+
Gross Margin	54.5%	58.9%	62%+	-
Operating Expenses	\$131	\$147	\$147+	-
Adj EBITDA	\$8	\$22	\$42+	24%+
Adj EBITDA Margin	3.4%	8.1%	14%+	-

* Non-GAAP

** At midpoint of 2022 guidance

*** Including SaaS services

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RECENT FINANCIAL RESULTS & OUTLOOK



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Q1 2023 FINANCIAL HIGHLIGHTS



STRONG FINANCIAL RESULTS*

- Revenue \$157.6 million, up 6.9% year over year
- EPS \$0.12, up 50.0% year over year
- Bookings \$325.5 million, book to bill ratio of 2.1
- Record Backlog and Deferred Revenue \$623.5 million, up 25.4% year over year

INCREASED ANNUAL GUIDANCE FOR KEY FINANCIAL METRICS

• Net revenue, Adj. EBITDA, EPS ranges increased



Financial Metric (\$ Millions)	Q1 2023	Q4 2022	Q1 2022	Q1/Q4 Change	Q1 Y/Y Change
Total Net Revenue	\$157.6	\$164.3	\$147.4	(4.1)%	6.9%
Broadband Revenue	\$100.4	\$96.0	\$81.6	4.5%	23.0%
Video Revenue	\$57.3	\$68.3	\$65.8	(16.1)%	(13.0)%
Gross Margin (%)	53.9%	52.7%	47.3%	1.2%	6.6%
Broadband Gross Margin (%)	50.1%	47.6%	38.0%	2.5%	12.1%
Video Gross Margin (%)	60.4%	59.9%	58.8%	0.5%	1.6%

* Non-GAAP. Components may not sum to total due to rounding

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Q1 2023 EARNINGS AND BOOKINGS HIGHLIGHTS*

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Financial Metric \$ Millions (except EPS)	Q1 2023	Q4 2022	Q1 2022	Q1/Q4 Change	Q1 Y/Y Change
Operating Expenses	\$66.2	\$63.0	\$58.4	5.2%	13.4%
Adj. EBITDA	\$21.4	\$26.6	\$14.5	(19.3)%	48.3%
Broadband Adj. EBITDA	\$21.6	\$20.2	\$9.7	6.8%	123.7%
Video Adj. EBITDA	\$(0.2)	\$6.4	\$4.8	(102.6)%	(103.4)%
EPS	\$0.12	\$0.17	\$0.08	(29.4)%	50.0%
Share Count	117.8	117.3	110.6	0.4%	6.5%
Bookings	\$325.5	\$130.2	\$205.5	150.0%	58.4%
Book to Bill Ratio	2.1	0.8	1.4	160.0%	47.8%

Q1 2023 BALANCE SHEET & CASH FLOW HIGHLIGHTS

Financial Metric (\$ Millions)	Q1 2023	Q4 2022	Q1 2022
Cash	\$90.9	\$89.6	\$100.7
Cash Provided by (used in) Operations	\$6.3	\$19.4	\$(27.5)
Accounts Receivable	\$88.1	\$108.4	\$115.6
DSO	50	59	71
Inventory	\$131.6	\$120.9	\$81.8
Inventory Days	163	140	95
Backlog and Deferred Revenue	\$623.5	\$457.1	\$497.3
Free cash flow	\$3.9	\$17.5	\$(29.9)

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FULL YEAR 2023 FINANCIAL GUIDANCE

Improved Gross Profit, Adj. EBITDA and EPS ranges

FY2023 Financial Metric	Guidance*	Prior Guidance*	Midpoint Difference
Total Revenue (\$M)	\$705 - \$740	\$695 - \$735	
Gross Margin (%)	50.9% - 51.9%	49.8% - 51.3%	
Gross Profit (\$M)	\$359 - \$384	\$346 - \$377	
Operating Expenses (\$M)	\$262 - \$271	\$260 - \$267	
Adjusted EBITDA (\$M)	\$108 - \$125	\$98 - \$122	
Shares**	118.1	118.3	+
EPS	\$0.63 - \$0.74	\$0.56 - \$0.72	
Cash (\$M)	\$125 - \$135	\$90 - \$100	

* Non-GAAP. Components may not sum to total due to rounding

** Diluted shares assumes Harmonic stock price at \$13.79 (Q1 2023 average price)

Q2 2023 FINANCIAL GUIDANCE

Q2 2023 Financial Metric	Guidance*
Total Revenue (\$M)	\$161 - \$171
Gross Margin (%)	51.8% - 52.9%
Gross Profit (\$M)	\$83 - \$91
Operating Expenses (\$M)	\$66 - \$68
Adjusted EBITDA (\$M)	\$20 - \$25
Shares**	117.8
EPS	\$0.11 - \$0.15
Cash (\$M)	\$90 - \$100

* Non-GAAP. Components may not sum to total due to rounding

** Diluted shares assumes Harmonic stock price at \$13.79 (Q1 2023 average price)

2023 FINANCIAL GUIDANCE | BROADBAND SEGMENT

FY2023 Financial Metric	Guidance*	Prior Guidance*	Midpoint Difference
Net Revenue (\$M)	\$450 - \$470	\$445 - \$465	
Gross Margin (%)	46.0% - 47.0%	45.0% - 46.0%	1
Gross Profit (\$M)	\$207 - \$221	\$200 - \$214	
Operating Expenses (\$M)	\$123 - \$128	\$120 - \$123	1
Adjusted EBITDA (\$M)	\$90 - \$99	\$86 - \$97	

Q2 2023 Financial Metric	Guidance*
Net Revenue (\$M)	\$101 - \$106
Gross Margin (%)	47.0% - 48.0%
Gross Profit (\$M)	\$47 - \$51
Operating Expenses (\$M)	\$31 - \$32
Adjusted EBITDA (\$M)	\$18 - \$20

* Non-GAAP. Components may not sum to total due to rounding

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2023 FINANCIAL GUIDANCE | VIDEO SEGMENT

FY2023 Financial Metric	Guidance*	Prior Guidance*	Midpoint Difference
Net Revenue (\$M)	\$255 - \$270	\$250 - \$270	
Gross Margin (%)	59.5% - 60.5%	58.5% - 60.5%	
Gross Profit (\$M)	\$152 - \$163	\$146 - \$163	
Operating Expenses (\$M)	\$139 - \$143	\$140 - \$144	+
Adjusted EBITDA (\$M)	\$18 - \$26	\$12 - \$25	

Q2 2023 Financial Metric	Guidance*
Net Revenue (\$M)	\$60 - \$65
Gross Margin (%)	60.0% - 61.0%
Gross Profit (\$M)	\$36 - \$40
Operating Expenses (\$M)	\$35 - \$36
Adjusted EBITDA (\$M)	\$2 - \$5

* Non-GAAP. Components may not sum to total due to rounding

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FINANCIAL APPENDIX



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USE OF NON-GAAP FINANCIAL MEASURES



In establishing operating budgets, managing its business performance, and setting internal measurement targets, the Company excludes a number of items required by GAAP. Management believes that these accounting charges and credits, most of which are non-cash or non-recurring in nature, are not useful in managing its operations and business. Historically, the Company has also publicly presented these supplemental non-GAAP measures in order to assist the investment community to see the Company "through the eyes of management," and thereby enhance understanding of its operating performance. The non-GAAP measures presented here are gross profit, operating expenses, income (loss) from operations, non-operating expense, net, Adjusted EBITDA, net income (loss) and net income (loss) per diluted share. The presentation of non-GAAP information is not intended to be considered in isolation or as a substitute for results prepared in accordance with GAAP, and is not necessarily comparable to non-GAAP results published by other companies. A reconciliation of the historical and forward-looking non-GAAP financial measures is included with the financial information contained in this presentation. The non-GAAP adjustments described below have historically been excluded from our GAAP financial measures. These adjustments are restructuring and related charges, stock-based compensation expense, amortization of intangibles, non-cash interest and other expenses on convertible notes and other debt, adjustments that normalize the tax rate and depreciation.

Q1 2023 GAAP TO NON-GAAP RECONCILIATIONS (UNAUDITED, IN THOUSANDS, EXCEPT EPS AND PERCENTAGES)



	Three Months Ended March 31, 2023											
]	Revenue	G	ross Profit		Total Operating Expense		come from perations		Total Non- operating xpense, net	Ne	et Income
GAAP	\$	157,649	\$	84,054	\$	72,874	\$	11,180	\$	(999)	\$	5,093
Stock-based compensation		_		850		(6,574)		7,424		_		7,424
Restructuring and related charges		_		_		(83)		83		_		83
Non-cash interest and other expenses related to convertible notes		_		_		_		_		223		223
Discrete tax items and tax effect of non-GAAP adjustments		_		_		_		_				1,506
Total adjustments		_		850		(6,657)		7,507		223		9,236
Non-GAAP	\$	157,649	\$	84,904	\$	66,217	\$	18,687	\$	(776)	\$	14,329
As a % of revenue (GAAP)				53.3 %		46.2 %		7.1 %		(0.6)%		3.2 %
As a % of revenue (Non-GAAP)				53.9 %		42.0 %		11.9 %		(0.5)%		9.1 %
Diluted net income per share:												
GAAP											\$	0.04
Non-GAAP											\$	0.12
Shares used in per share calculation:												
GAAP and Non-GAAP												117,758

Q4 2022 GAAP TO NON-GAAP RECONCILIATIONS (UNAUDITED, IN THOUSANDS, EXCEPT EPS AND PERCENTAGES)



	Three Months Ended December 31, 2022											
]	Revenue	G	ross Profit		Total Operating Expense		Income from perations	0	otal Non- perating pense, net	N	et Income
GAAP	\$	164,334	\$	85,697	\$	69,220	\$	16,477	\$	(1,141)	\$	6,131
Stock-based compensation		_		541		(5,050)		5,591		_		5,591
Restructuring and related charges		_		442		(1,205)		1,647		17		1,664
Non-cash interest and other expenses related to convertible notes		_		_		_		_		274		274
Discrete tax items and tax effect of non-GAAP adjustments		_						_				6,233
Total adjustments		_		983		(6,255)		7,238		291		13,762
Non-GAAP	\$	164,334	\$	86,680	\$	62,965	\$	23,715	\$	(850)	\$	19,893
As a % of revenue (GAAP)			52.1 %		42.1 %		10.0 %		(0.7)%		3.7 %
As a % of revenue (Non-GAAF)			52.7 %		38.3 %		14.4 %		(0.5)%		12.1 %
Diluted net income per share:												
GAAP											\$	0.05
Non-GAAP											\$	0.17
Shares used in per share calculation:												
GAAP and Non-GAAP												117,301

Q1 2022 GAAP TO NON-GAAP RECONCILIATIONS

(UNAUDITED, IN THOUSANDS, EXCEPT EPS AND PERCENTAGES)



	Three Months Ended April 1, 2022											
]	Revenue	G	ross Profit		Total Operating Expense		Income from perations	0	otal Non- operating pense, net	N	et Income (loss)
GAAP	\$	147,439	\$	69,182	\$	66,646	\$	2,536	\$	(1,371)	\$	(1,529)
Stock-based compensation		_		527		(7,059)		7,586		_		7,586
Restructuring and related charges		_		(14)		(1,170)		1,156		—		1,156
Non-cash interest and other expenses related to convertible notes		_		_		_		_		297		297
Discrete tax items and tax effect of non-GAAP adjustments												1,367
Total adjustments		_		513		(8,229)		8,742		297		10,406
Non-GAAP	\$	147,439	\$	69,695	\$	58,417	\$	11,278	\$	(1,074)	\$	8,877
As a % of revenue (GAAP)				46.9 %		45.2 %		1.7 %		(0.9)%		(1.0)%
As a % of revenue (Non-GAAP)				47.3 %		39.6 %		7.6 %		(0.7)%		6.0 %
Diluted net income (loss) per share:												
GAAP											\$	(0.01)
Non-GAAP											\$	0.08
Shares used in per share calculation:												
GAAP												103,994
Non-GAAP												110,563

ADJ. EBITDA RECONCILIATIONS (UNAUDITED, IN THOUSANDS)



	Three Months Ended								
	Marc	h 31, 2023	Decemb	oer 31, 2022	A	April 1, 2022			
Net income (loss) - GAAP	\$	5,093	\$	6,131	\$	(1,529)			
Provision for income taxes		5,088		9,205		2,694			
Interest expense, net		706		929		1,433			
Depreciation		3,030		3,035		3,111			
EBITDA		13,917		19,300		5,709			
Adjustments									
Stock-based compensation		7,424		5,591		7,586			
Restructuring and related charges		83		1,664		1,156			
Adjusted EBITDA	\$	21,424	\$	26,555	\$	14,451			

2023 GUIDANCE GAAP TO NON-GAAP RECONCILIATIONS

(UNAUDITED, IN MILLIONS, EXCEPT EPS AND PERCENTAGES)

	2023 Financial Guidance ⁽¹⁾									
	Revenue	Gross Profit	Total Operating Expense	Net Income						
GAAP	\$ 705 to \$ 740	\$ 357 to \$ 382	\$ 289 to \$ 298	\$ 31 to \$ 39						
Stock-based compensation expense	_	2	(26)	28						
Restructuring and related charges	_	—	(1)	1						
Non-cash interest and other expenses related to convertible notes	—	_	—	1						
Gain on sale of equity investment	_	_	_	(3)						
Tax effect of non-GAAP adjustments				17 to 22						
Total adjustments		2	(27)	44 to 49						
Non-GAAP	\$ 705 to \$ 740	\$ 359 to \$ 384	\$ 262 to \$ 271	\$ 75 to \$ 88						
As a % of revenue (GAAP)		50.6% to 51.6%	41.0% to 40.3%	4.4% to 5.3%						
As a % of revenue (Non-GAAP)		50.9% to 51.9%	37.2% to 36.6%	10.6% to 11.9%						
Diluted net income per share:										
GAAP				\$ 0.26 to \$ 0.33						
Non-GAAP				\$ 0.63 to \$ 0.74						
Shares used in per share calculation:										
GAAP and Non-GAAP				118.1						

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Q2 2023 GUIDANCE GAAP TO NON-GAAP RECONCILIATIONS

(UNAUDITED, IN MILLIONS, EXCEPT EPS AND PERCENTAGES)

		Q2 2023 Financial Guidance ⁽¹⁾								
	Revenue	Gross Profit	Total Operating Expense	Net Income						
GAAP	\$ 161 to \$ 171	\$ 83 to \$ 91	\$ 73 to \$ 75	\$ 4 to \$ 7						
Stock-based compensation expense	_	_	(7)	7						
Tax effect of non-GAAP adjustments				2 to 3						
Total adjustments		_	(7)	9 to 10						
Non-GAAP	\$ 161 to \$ 171	\$ 83 to \$ 91	\$ 66 to \$ 68	\$ 13 to \$ 17						
As a % of revenue (GAAP)		51.7% to 52.8%	45.3% to 43.9%	2.7% to 3.9%						
As a % of revenue (Non-GAAP)		51.8% to 52.9%	41.0% to 39.8%	8.3% to 10.2%						
Diluted net income per share:										
GAAP				\$ 0.04 to \$ 0.06						
Non-GAAP				\$ 0.11 to \$ 0.15						
Shares used in per share calculation:										
GAAP and Non-GAAP				117.8						
(1) Components may not sum to total due to rounding.										

2023 ADJ. EBITDA GUIDANCE RECONCILIATIONS (UNAUDITED, IN MILLIONS)



		Q2 2023 Financial Guidance					2023 Financial Guidance			
et income - GAAP	\$		4	to	\$	7	\$	31	to \$	39
rovision for income taxes			5			7		36		45
nterest expense, net			1			1		3		3
Depreciation			3			3		12		12
ITDA	\$	1	3	to	\$	18	\$	82	to \$	99
istments										
Stock-based compensation			7			7		28		28
estructuring and related charges		-	_			_		1		1
ain on sale of equity investment		-				_		(3)		(3)
usted EBITDA	\$	2	0	to	\$	25	\$	108	to \$	125
ponents may not sum to total due to rounding.										

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THANK YOU.



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