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Forward-looking statements in this presentation are made pursuant to the "safe harbor" provisions of the U.S. Private Securities Litigation Reform Act of 1995 and applicable Canadian securities laws. When used herein, words such as "expect", "anticipate", "estimate", "may", "will", "should", "could", "intend", "believe", and similar expressions, are intended to identify forward-looking statements. Forward-looking statements are based on estimates and assumptions made by BlackBerry Limited in light of its experience and its perception of historical trends, current conditions and expected future developments, as well as other factors that BlackBerry believes are appropriate in the circumstances. Many factors could cause BlackBerry's actual results, performance or achievements to differ materially from those expressed or implied by the forward-looking statements, including those described in the "Risk Factors" section of BlackBerry's Annual Information Form, which is included in its Annual Report on Form 40-F (copies of which filings may be obtained at [www.sedar.com](http://www.sedar.com) or [www.sec.gov](http://www.sec.gov)). These factors should be considered carefully, and readers should not place undue reliance on BlackBerry's forward-looking statements. BlackBerry has no intention and undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. BlackBerry and related trademarks, names and logos are the property of BlackBerry Limited and are registered and/or used in the U.S. and countries around the world. All other marks are the property of their respective owners. BlackBerry is not responsible for any third-party products or services.



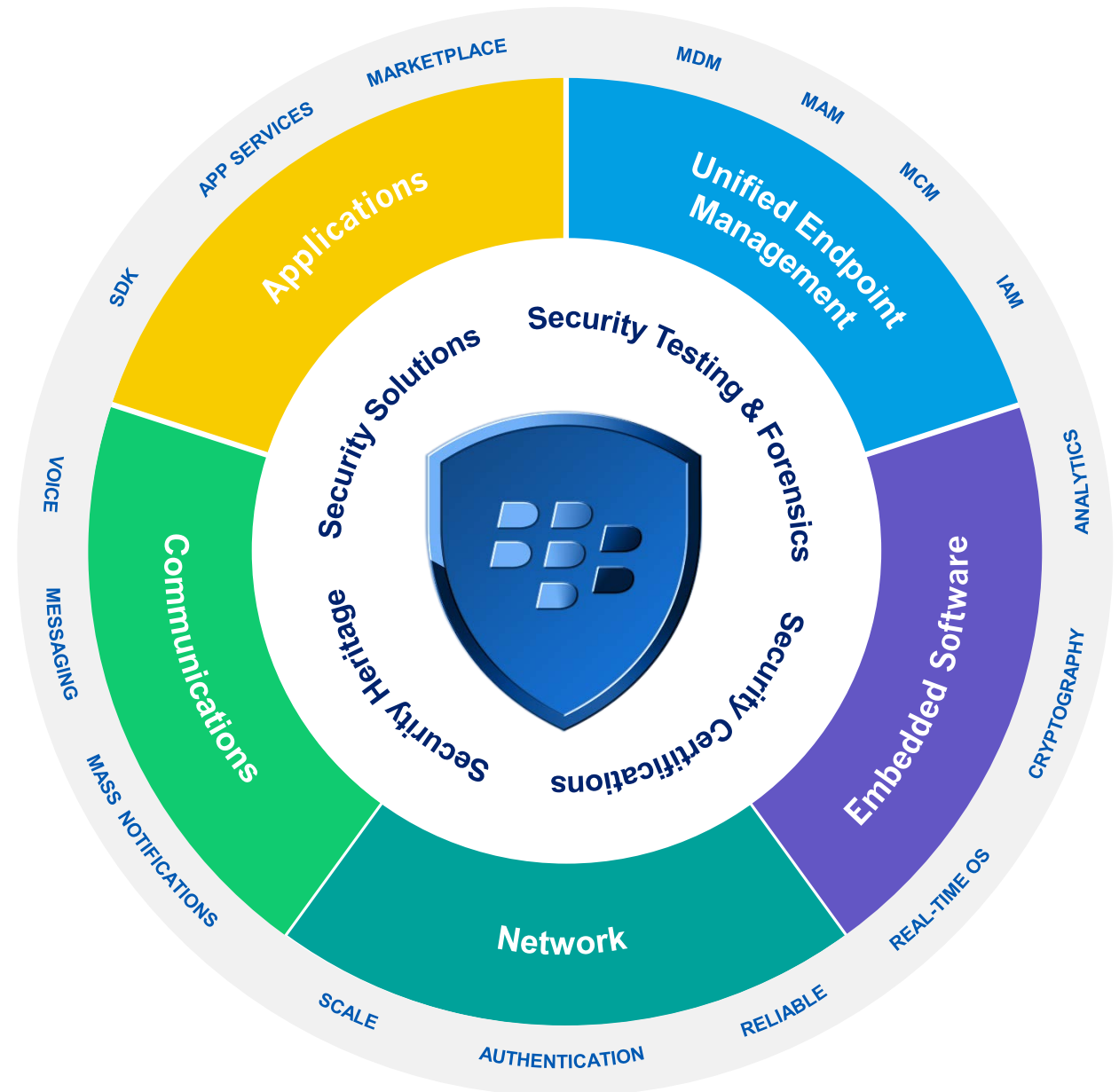
# Strategic Update

# John Chen

Executive Chairman &  
Chief Executive Officer

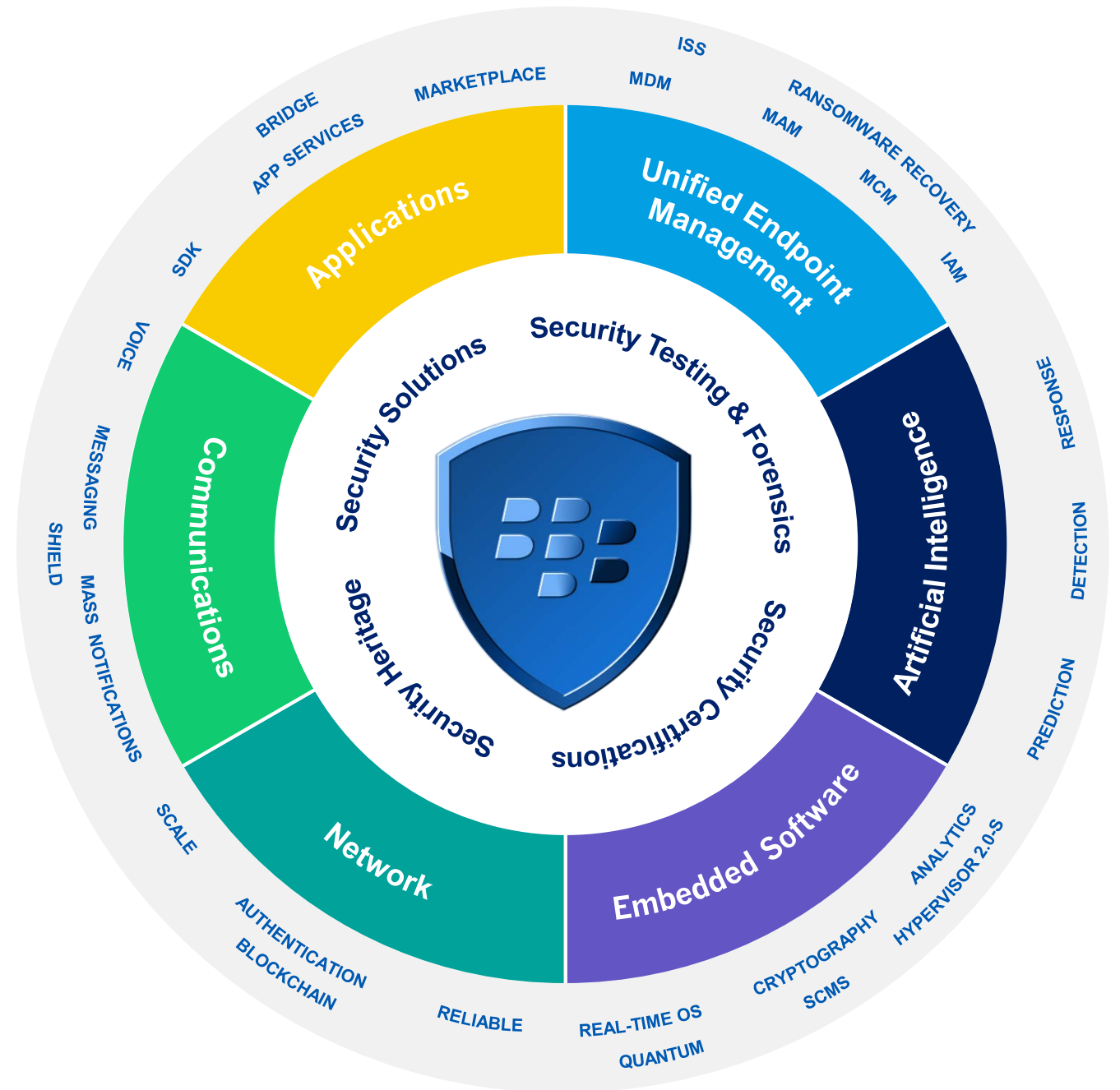
# BlackBerry

First presented in 2017.



# BlackBerry

Investing and innovating to secure, protect and enable a trusted Internet of Things.



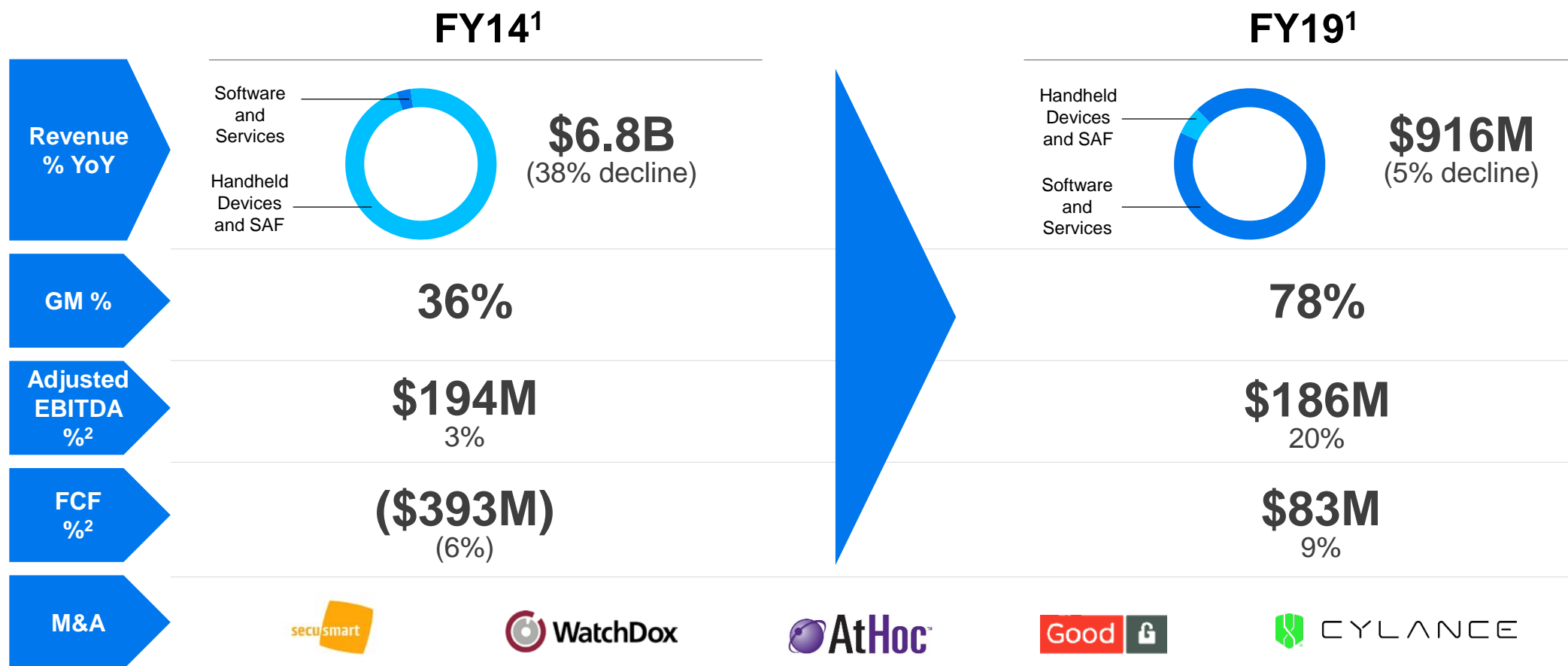


# Financial Update

# Steven Capelli





Chief Financial Officer

# BlackBerry Has Undergone a Significant Shift in Business Model and Financial Profile



Notes: 1. Amounts shown are Non-GAAP. 2. Percentages are calculated on Non-GAAP revenue.

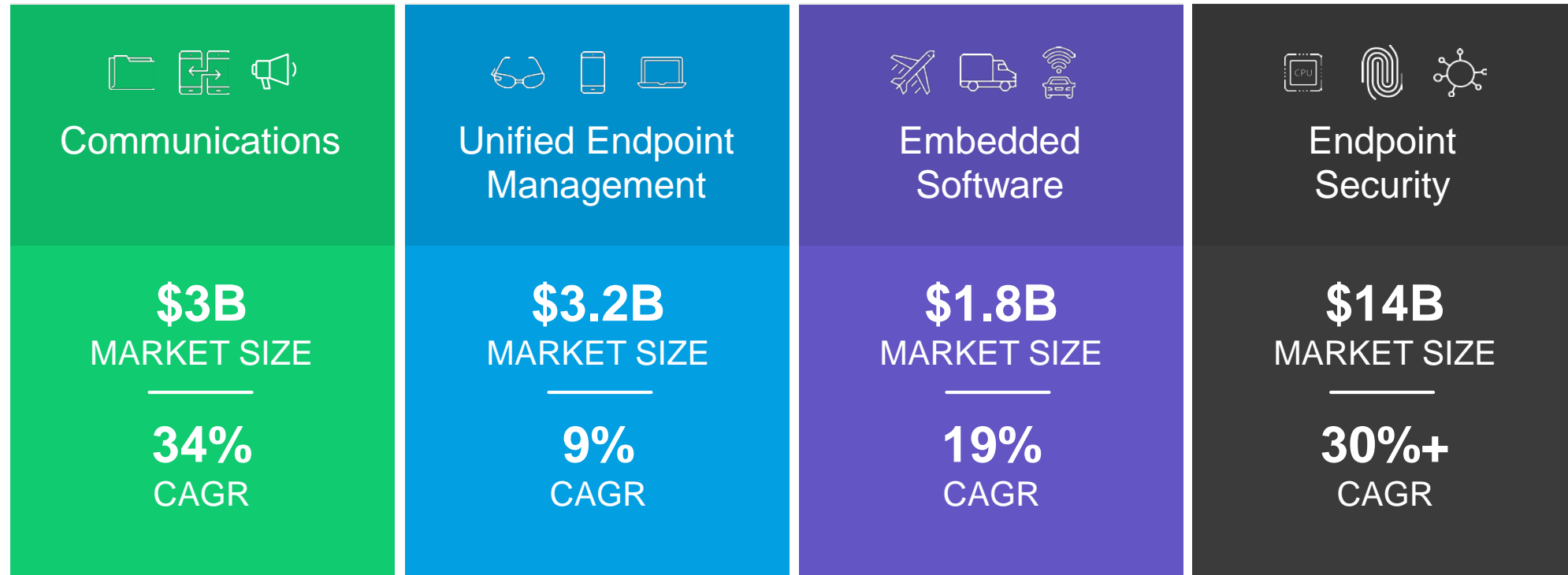
# Meeting Our Financial Commitments

Metrics	Goals		Result
Total Non-GAAP Software and Services Revenue	<b>FY19 Goal:</b> 8% - 10% growth	 ACHIEVED	<b>10%</b>
Total Software and Services Billings	<b>FY19 Goal:</b> Double-digit % growth	 ACHIEVED	<b>Double-digit</b>
Non-GAAP Earnings Per Share	<b>FY19 Goal:</b> Positive	 ACHIEVED	<b>\$0.24</b>
Reported Free Cash Flow	<b>FY19 Goal:</b> Positive	 ACHIEVED	<b>\$83 Million</b>



# BlackBerry TAM

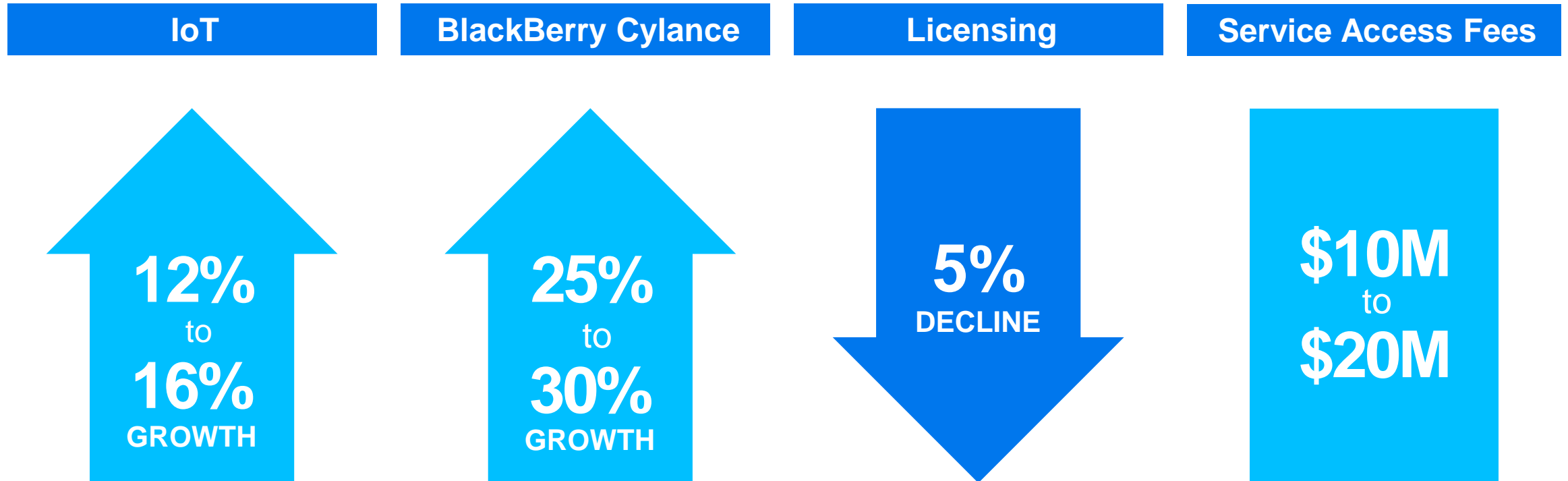
BlackBerry competes in a \$22B TAM to secure, protect and enable the IoT.



Sources: IDC Enterprise Mobility Management Software Market Shares, 2017: Evolving Mobility Use Cases Drive Market Growth – May 2018; IDC Worldwide IT Security Products Forecast, 2017–2021: Comprehensive Security Products Forecast Review – February 2018; various other sources; internal analyses.

# BlackBerry's FY20 Financial Outlook

Deliver on Total Company Non-GAAP Revenue Growth of 23% – 27%



# BlackBerry's Strategic Priorities in FY20

IoT	BlackBerry Cylance	Licensing
<ul style="list-style-type: none"><li>• Increase market share in regulated industry verticals</li><li>• Expand design wins in ADAS, Digital Cockpits and other new automobile applications</li><li>• Invest in expansion for Secure Voice and Emergency Mass Notification</li><li>• Integrate UEM / Cylance technologies and QNX / Cylance technologies for market expansion</li><li>• Release BlackBerry Spark module and develop partner GTM eco-system</li></ul>	<ul style="list-style-type: none"><li>• Continue revenue growth via new customer acquisition and existing customers expansion</li><li>• Successfully bring new product innovation to market</li><li>• Improve profitability</li><li>• Reduce cash burn</li></ul>	<ul style="list-style-type: none"><li>• Close pipeline opportunities for patent monetization with direct and indirect channel</li><li>• Grow annual recurring revenue run-rate of \$160M+</li></ul>

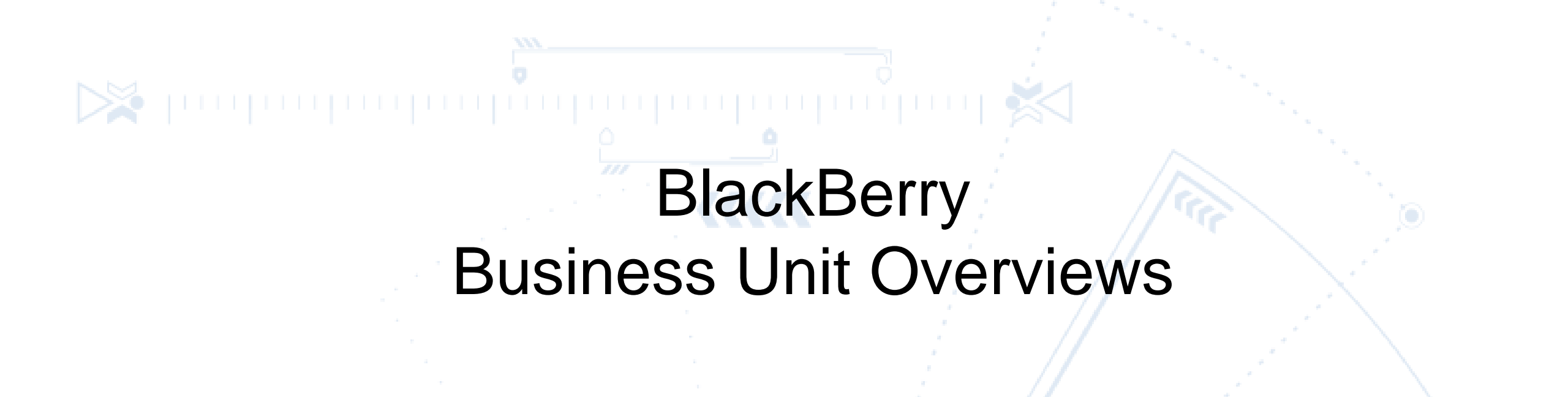
**INVEST FOR FUTURE GROWTH**

Looking to the Future—

# Timeless Model Assumptions

		<i>Accelerated Growth From the IoT</i>
	<b>FY19 Results</b>	<b>Timeless Model</b>
Recurring Software & Services Revenue <sup>1</sup>	<b>91%<sup>2</sup></b>	<b>~90%</b>
Gross Margin <sup>1</sup>	<b>78%</b>	<b>~80-85%</b>
Operating Income <sup>1</sup>	<b>13%</b>	<b>~20-25%</b>
Adjusted EBITDA <sup>1</sup>	<b>20%</b>	<b>~25-30%</b>

Notes: 1. All metrics shown above are on a Non-GAAP basis. 2. Includes perpetual licenses that are recognized ratably in FY19.



# BlackBerry Business Unit Overviews

**Steve Rai**

Deputy Chief Financial Officer

**Christopher Lee**

Vice President, Finance

# Business Unit Overviews

Overview of  
BlackBerry's  
Business Units

Deeper dive on  
the BlackBerry  
Cylance business  
unit

# BlackBerry

# BlackBerry Business Unit Overview

## Enterprise Software and Services

### Products and Services

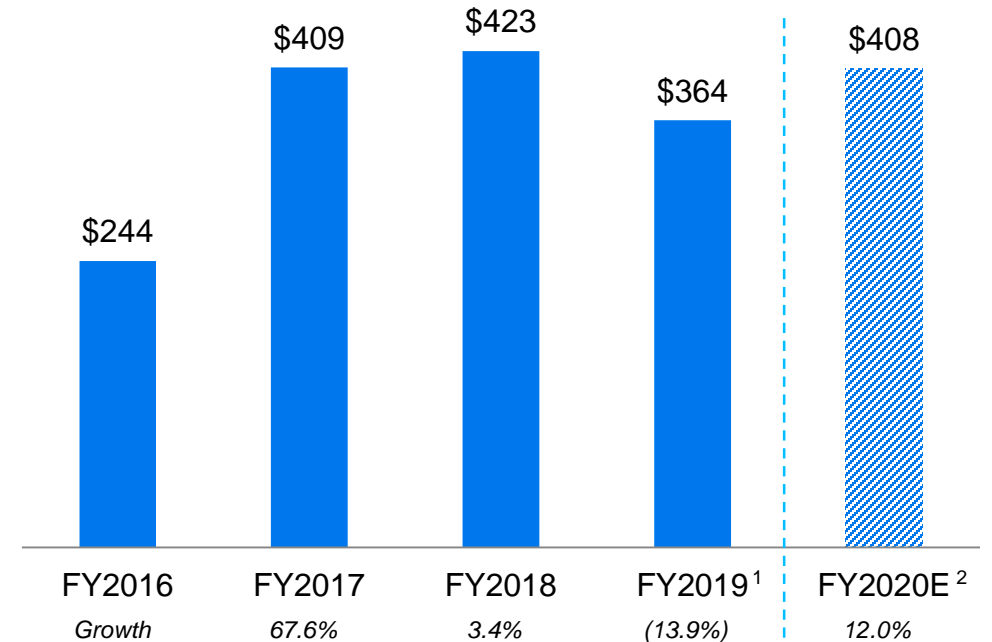
A leader in secure communications solutions, including:

- Enterprise Mobility Suite, which combines and integrates mobile security, unified endpoint management, productivity and collaboration solutions with best-in-class application security and containerization, identity and access management
- AtHoc, a secure, networked crisis communications solution
- Secusmart, a secure voice and text solution using advance encryption and anti-eavesdropping capabilities

### FY20 Strategic Priorities

- Increase market share in regulated industry verticals
- Invest in expansion for Secure Voice and Emergency Mass Notification
- Integrate UEM / Cylance and for market expansion
- Release Spark module and develop partner GTM ecosystem

### Revenue and YoY Growth (US\$ MM)



Note 1: Does not include \$3M related to BlackBerry Cylance in FY19.

Note 2: Assumes toward the lower end of the FY20 outlook range of 12% to 16% provided for the IoT business unit.



## BlackBerry Business Unit Overview

# BlackBerry Technology Solutions

### Products and Services

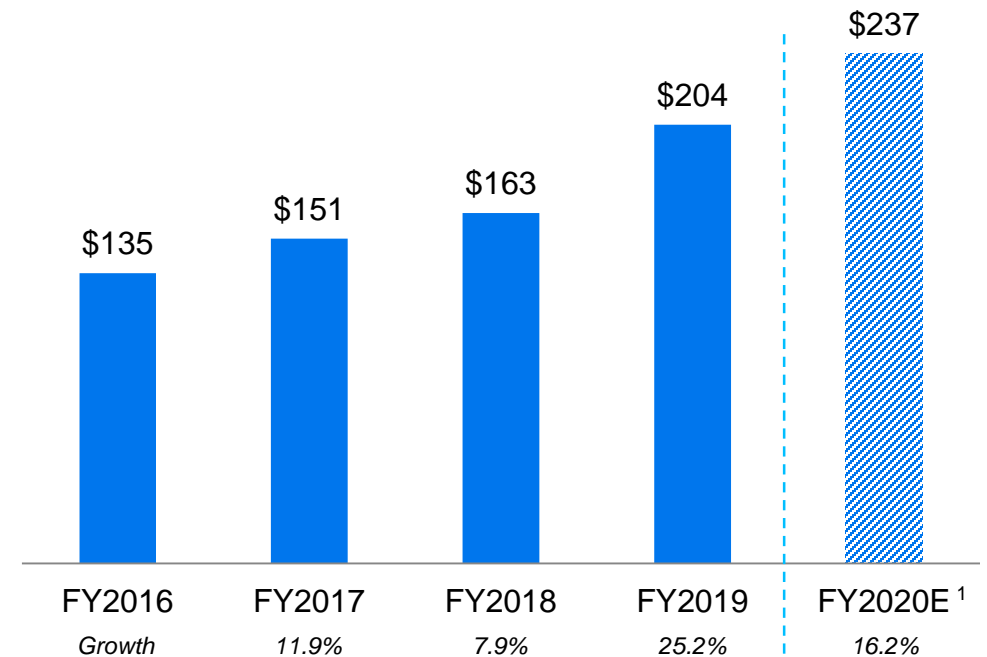
BlackBerry Technology Solutions is comprised of:

- BlackBerry QNX provides real-time operating systems, middleware, dev. tools, and professional services for connected embedded systems
- BlackBerry Certicom provides device security, anti-counterfeiting, and product authentication using managed public key infrastructure, code signing and other applied cryptography solutions
- Paratek licenses adaptive radio frequency antenna tuning technology
- BlackBerry Radar provides asset tracking and telematics solutions for the logistics industry

### FY20 Strategic Priorities

- Expand design wins in ADAS, Digital Cockpits and other new automobile applications
- Expand into General Embedded Market
- Integrate QNX / Cylance for market expansion
- Release Spark module and develop partner GTM eco-system

### Revenue and YoY Growth (US\$ MM)



Note 1: Assumes toward the higher end of the FY20 outlook range of 12% to 16% provided for the IoT business unit.

# BlackBerry Business Unit Overview

## Licensing

### Products and Services

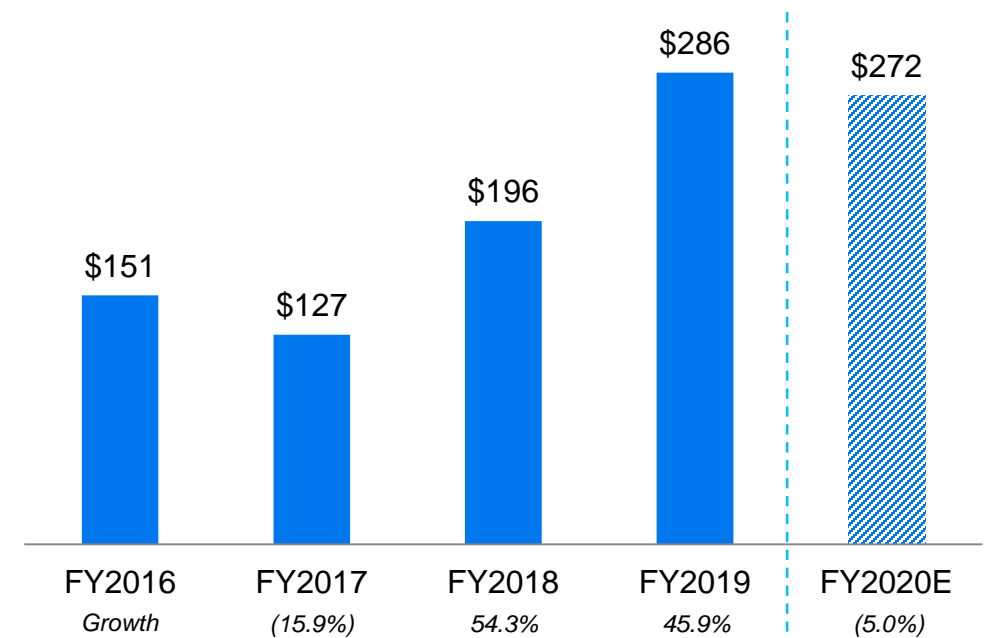
Licensing is comprised of the following:

- IP licensing, which manages and monetizes BlackBerry's global patent portfolio of over 37,000 patents and applications
- Other licensing programs, including the licensing of (1) our device security software and related brand assets to handset OEM's and (2) BlackBerry Messenger to Emtek for use by consumers in Indonesia

### FY20 Strategic Priorities

- Close pipeline opportunities for patent monetization with direct and indirect channel
- Grow annual recurring revenue run-rate of \$160M+

### Revenue and YoY Growth (US\$ MM)



# BlackBerry Business Unit Overview

## Handheld Devices and Service Access Fees

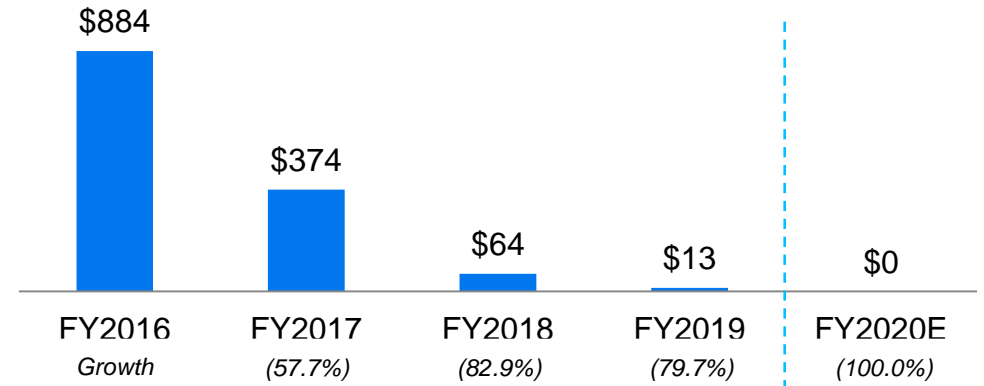
### Products and Services

Handheld device revenue is derived through the sale of legacy devices.

### FY20 Strategic Priorities

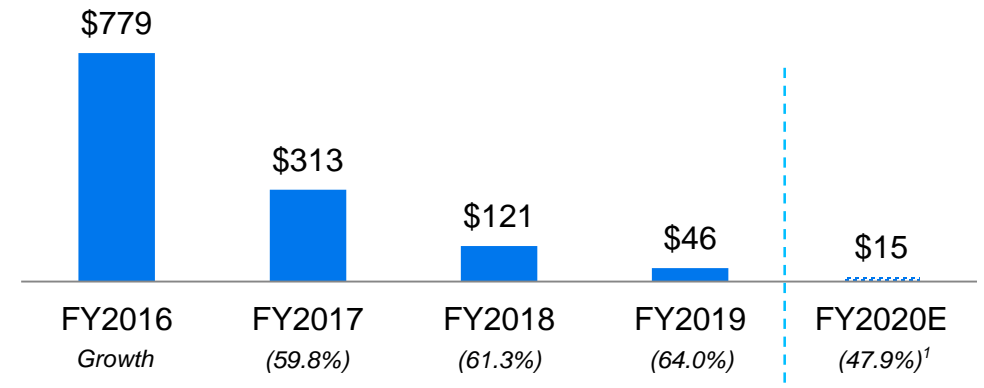
- This is not part of the Company's strategic focus going-forward

### Revenue and YoY Growth (US\$ MM)



Service Access Fees are earned from subscribers utilizing BlackBerry's infrastructure on legacy handheld devices.

- Collect remaining Service Access Fee dollars during wind-down
- This is not part of the Company's strategic focus going-forward



Note 1: Assumes the midpoint of the FY20 outlook range of \$10M to \$20M provided for Service Access Fees.

# BlackBerry Cylance

# BlackBerry Business Unit Overview

## BlackBerry Cylance

### Products and Services

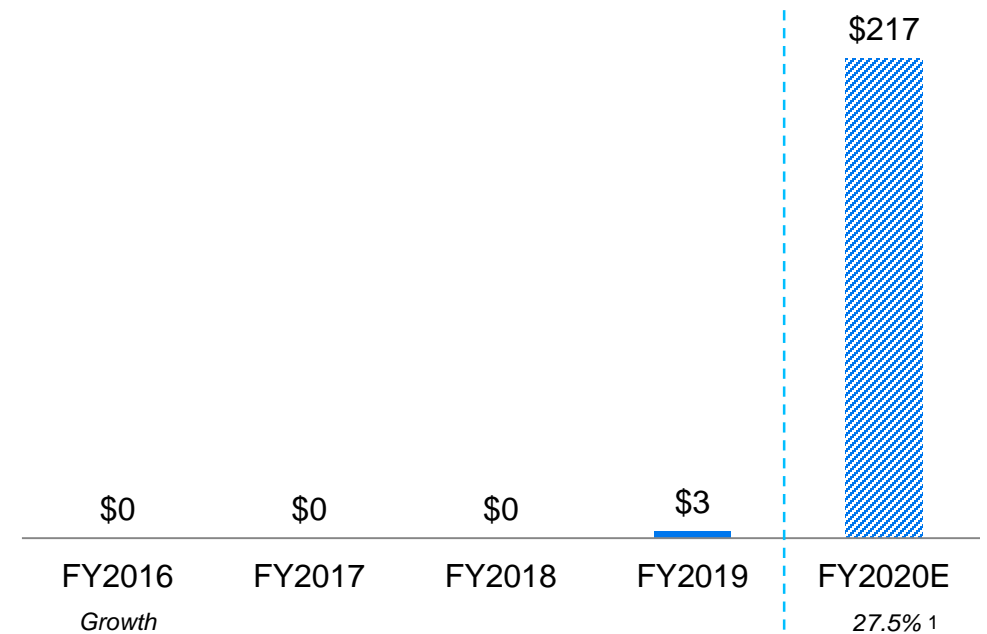
A leading endpoint security platform using AI and machine learning (ML).  
Products include:

- PROTECT – threat prevention solution that uses ML to prevent suspicious behavior and the execution of malicious code on an endpoint
- OPTICS –detection and remediation solution that provides both visibility into and prevention of malicious activity on an endpoint
- PERSONA – the first proactive endpoint behavioral analytics solution, combining continuous biometric behavior and user monitoring to identify suspicious users real-time

### FY20 Strategic Priorities

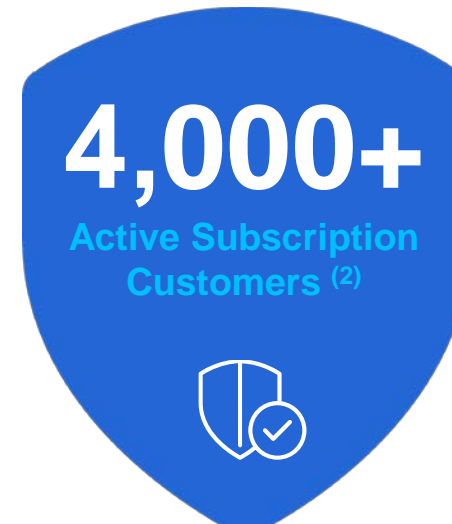
- Continue revenue growth via new customer acquisition and existing customers expansion
- Successfully bring new product innovation to market
- Improve profitability
- Reduce cash burn

### Revenue and YoY Growth (US\$ MM)



Note 1: Assumes the midpoint of the FY20 outlook range of 25% to 30% provided for the BlackBerry Cylance business unit.

# Business Highlights



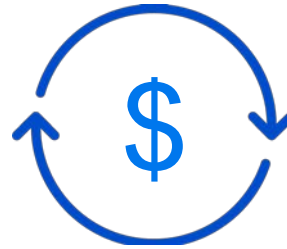
1. Quarterly revenue CAGR based on eleven quarters, from May 1, 2016 through January 31, 2019

2. As of January 31, 2019

# Attractive Business Model



Subscription model,  
billed fully in advance



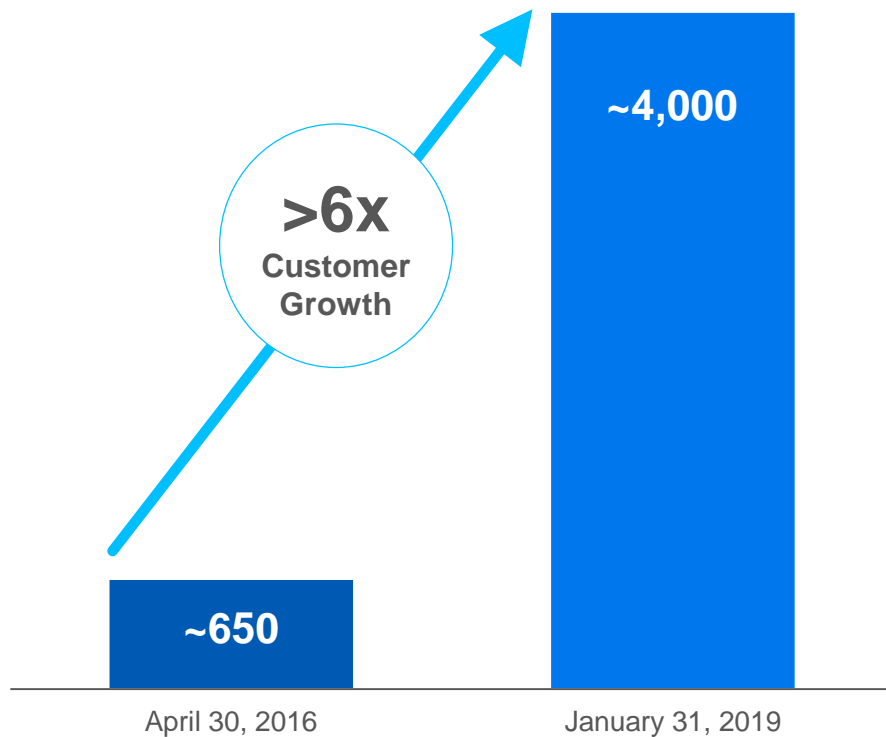
Contract terms are  
1 to 3 years



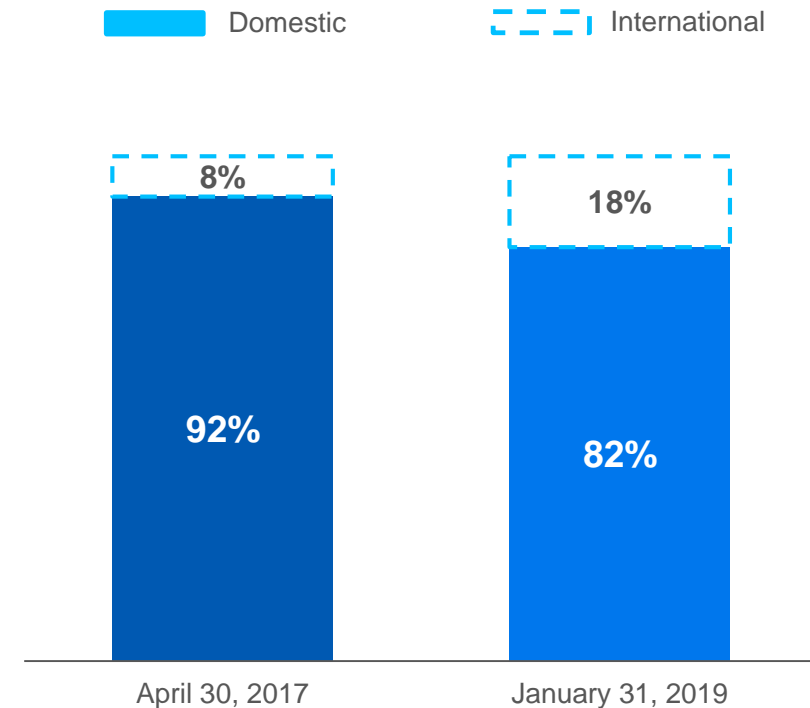
Pricing based on  
number of endpoints

# Customer Growth and International Expansion

Active Subscription Customers



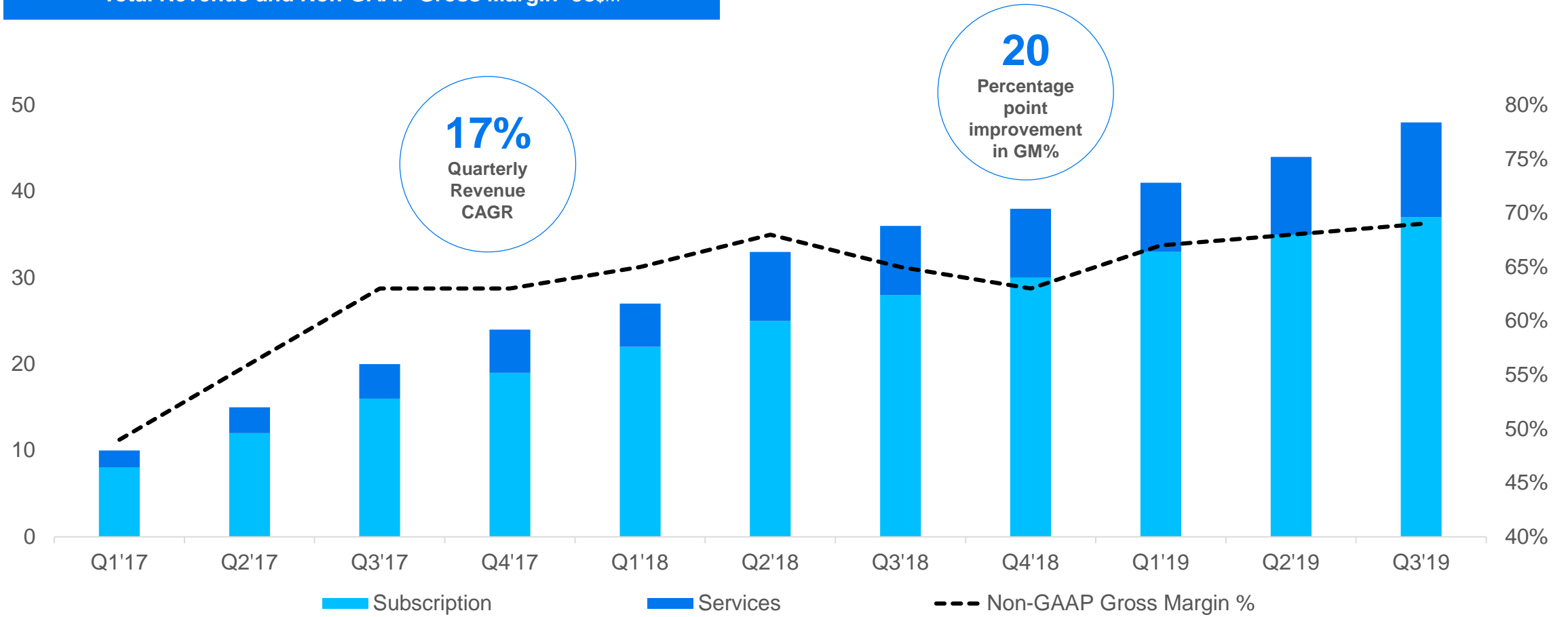
Domestic vs. International Revenue Split





# Strong Revenue and Gross Margin Growth

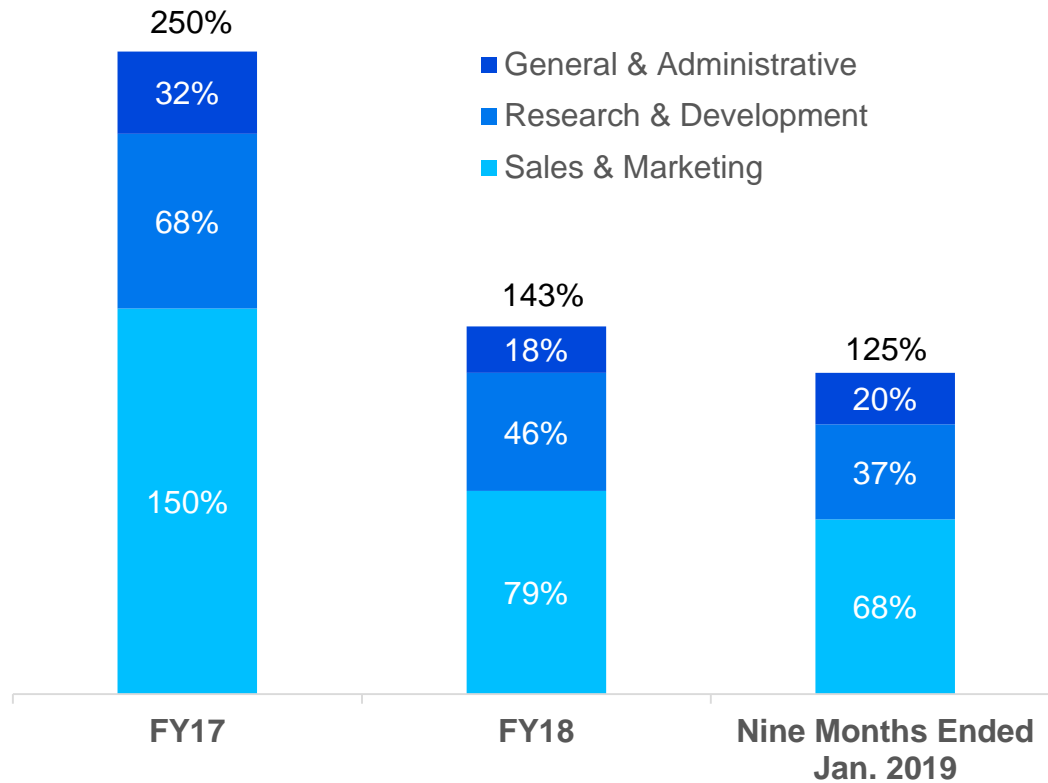
Total Revenue and Non-GAAP Gross Margin<sup>1</sup> US\$M



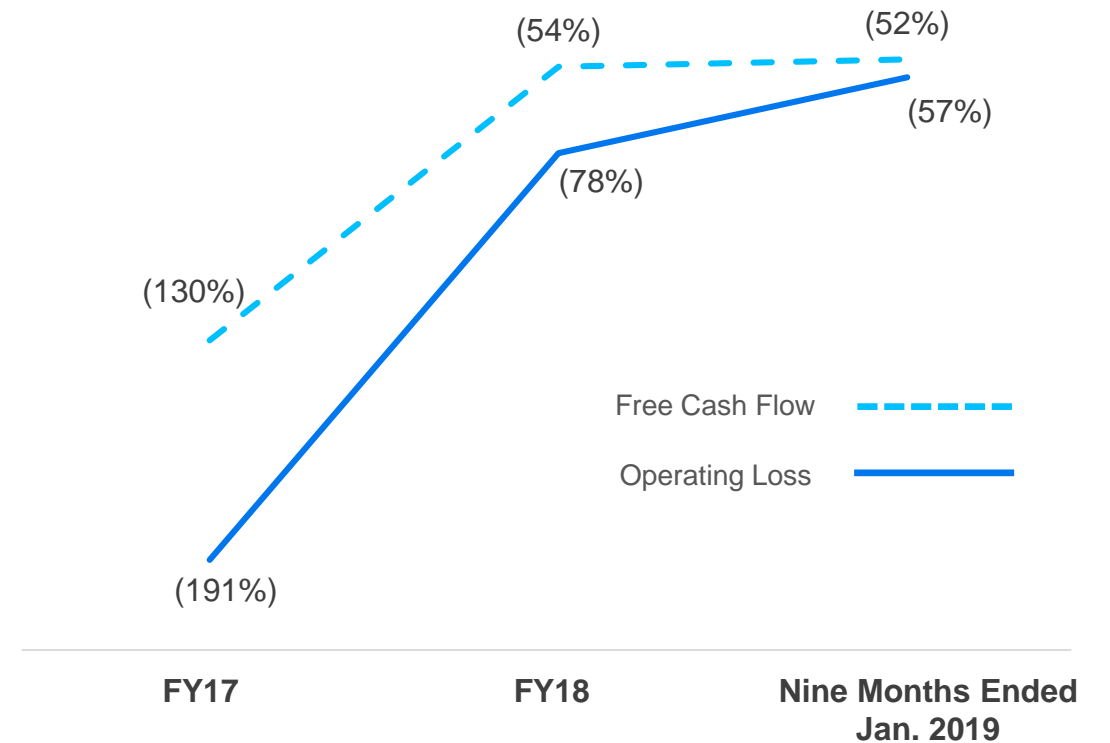
1. Non-GAAP gross margin is a non-GAAP metric; see appendix for a reconciliation of GAAP gross margin to Non-GAAP gross margin

# Improving Operating Leverage

Non-GAAP Operating Expenses <sup>(1)</sup> % of Revenue



Non-GAAP Operating Loss <sup>(2)</sup> / Free Cash Flow <sup>(3)</sup> % of Revenue



1. Non-GAAP operating expenses is a non-GAAP metric; see appendix for a reconciliation of GAAP operating expenses to Non-GAAP operating expenses

2. Non-GAAP operating loss is a non-GAAP metric; see appendix for a reconciliation of GAAP operating loss to Non-GAAP operating loss

3. Free cash flow is a non-GAAP metric; see appendix for a reconciliation of free cash flow to net cash used in operating activities

# Closing Comments

# Opportunity For Long Term Growth

WE HAVE THE EXPERIENCE TO DELIVER ON OUR COMMITMENTS

**Accelerate Growth Opportunities**

- Investing in growth
- Opportunities to lead in large markets

**Sustainable Revenue Growth**

**Capture the Future**

- Innovating and investing in future categories

**Long-Term Value Creation**

**Scalable Financial Model**

- Recurring revenue growth
- Efficient operating models

**Increased Earnings Power  
Greater Cash Flow Generation**

# Appendix

# GAAP to Non-GAAP Reconciliation

	9 MONTHS ENDED														
	FY19	FY18	JAN19	Q1'17	Q2'17	Q3'17	Q4'17	Q1'18	Q2'18	Q3'18	Q4'18	Q1'19	Q2'19	Q3'19	
<b>GAAP Total Gross Profit</b>	40,668	86,659	90,020	4,991	8,036	12,747	14,894	17,513	22,054	23,389	23,703	26,824	29,892	33,304	
<b>Equity-based compensation</b>	466	663	733	111	110	114	131	139	162	157	205	200	276	257	
<b>Non-GAAP Total Gross Profit</b>	41,134	87,322	90,753	5,102	8,146	12,861	15,025	17,652	22,216	23,546	23,908	27,024	30,168	33,561	
<b>Non-GAAP Total Gross Margin</b>	59%	65%	68%	49%	56%	63%	63%	65%	68%	65%	63%	67%	68%	69%	

Source: Business Acquisition Report; Internal Analyses

# GAAP to Non-GAAP Reconciliation (cont'd.)

9 MONTHS ENDED

	FY19	FY18	JAN19
GAAP Sales & Marketing Expense	107,589	108,529	93,048
Equity-based compensation	3,392	3,184	2,741
Non-GAAP Sales & Marketing Expense	104,197	105,345	90,307
Non-GAAP Sales & Marketing Expense as a % of Total Revenue	150%	79%	68%
GAAP Research & Development Expense	48,793	64,747	51,188
Equity-based compensation	1,731	2,735	1,994
Non-GAAP Research & Development Expense	47,062	62,012	49,194
Non-GAAP Research & Development Expense as a % of Total Revenue	68%	46%	37%
GAAP General & Administrative Expense	24,862	26,343	28,447
Equity-based compensation	2,337	2,276	1,806
Non-GAAP General & Administrative Expense	22,525	24,067	26,641
Non-GAAP General & Administrative Expense as a % of Total Revenue	32%	18%	20%
GAAP Total Operating Loss	(140,576)	(112,960)	(82,663)
Equity-based compensation	7,926	8,858	7,274
Non-GAAP Total Operating Loss	(132,650)	(104,102)	(75,389)
Non-GAAP Total Operating Margin	-191%	-78%	-57%

Source: Business Acquisition Report; Internal Analyses

# GAAP to Non-GAAP Reconciliation (cont'd.)

9 MONTHS ENDED

	FY19	FY18	JAN19
Net Cash Used in Operating Activities	(81,334)	(62,162)	(64,549)
Less: Purchase of Property and Equipment	(9,023)	(9,755)	(5,032)
Free Cash Flow	(90,357)	(71,917)	(69,581)
Free Cash Flow Margin (%)	-130%	-54%	-52%

Source: Business Acquisition Report; Internal Analyses





# Financial Q&A

# John Chen

Executive Chairman &  
Chief Executive Officer



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#Privacy  
#Control