

 **BlackBerry**® Intelligent Security. Everywhere.



INVESTOR PRESENTATION



WINTER 2020/21

# Safe Harbor Statement

Some of the statements made within this presentation constitute forward-looking statements and are made pursuant to the safe harbor provisions of applicable U.S. and Canadian securities laws.

Forward-looking statements are indicated by using words such as expect, will, should, model, intend, believe and similar expressions. Forward-looking statements are based on estimates and assumptions made by the company in light of its experience and its perception of historical trends, current conditions and expected future developments as well as other factors that the company believes are relevant.

Many factors could cause the company's actual results or performance to differ materially from those expressed or implied by the forward-looking statements, including the risk factors that are discussed in the company's annual report on Form 10-K and in our MD&A.

You should not place undue reliance on the company's forward-looking statements. The company has no intention and undertakes no obligation to update or revise any forward-looking statements, except as required by law.

This presentation includes certain non-GAAP measures. We believe that these non-GAAP measures, which may be defined differently by other companies, explain our results of operations in a manner that allows for a more complete understanding of the underlying trends in our business. However, these measures should not be viewed as a substitute for those determined in accordance with GAAP. For a reconciliation between the non-GAAP measures used in this presentation and our GAAP results, please see our Q3 Fiscal 2021 earnings press release and supplement available through our website and on EDGAR and SEDAR.





70% of companies allow **BYOD**

Over **50%** of **IoT** endpoints have been attacked

**Human error** is the cause of **90%** of data breaches

A new **hacking** attempt every 39 seconds

**100M** pieces of **malware** are released every year

**24,000** malicious **third-party apps** every day

**90%** of **cyberattacks** go unreported

**76%** of enterprises have been victims of **phishing** attacks

**1M** security alerts are seen **daily** by over a quarter of security teams

Over **6K** vendors, creating point-to-point **security gaps**

**30%** of employees have opened a **phishing** email

**97%** of **cyberattacks** are through the **endpoint**

**79%** of employees use security **workarounds**

**300%** increase in **cybercrimes** during **COVID-19**

**4M+** cybersecurity **skills gap** globally

**67B** connected endpoints by **2025**

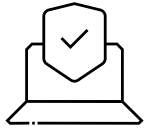
**60%** of enterprises have been victims of **IoT attacks**

BLACKBERRY SECURES

96%+

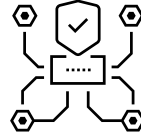
OF THE ENTERPRISE  
THREAT LANDSCAPE

# BlackBerry: An Internet of Things Market Leader



**500M+**

Endpoints protected<sup>1</sup>



**175M+**

Cars protected by QNX<sup>1</sup>



**19/25**

Top EV Automakers<sup>1</sup>



**38K+**

Patents & Applications<sup>1</sup>



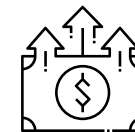
**AI/ML**

Industry-leading  
AI/ML-driven Cyber software



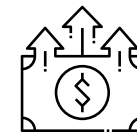
**26%**

Y/Y Software &  
Services revenue growth<sup>2, 3</sup>



**76%**  
(+29 pts)

FY20 Gross Margin (and  
improvement 2016–20)<sup>2</sup>



**7%**  
(+12 pts)

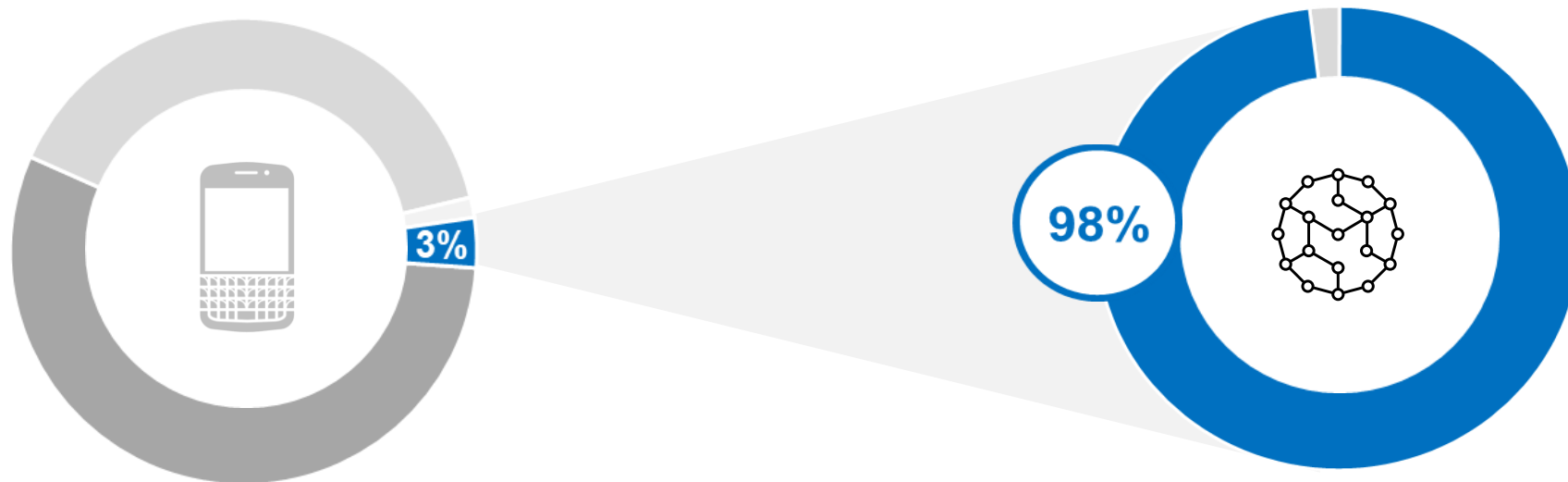
FY20 Operating Margin  
(and improvement 2016–20)<sup>2</sup>

Notes: 1. As of Q3 FY21 2. Non-GAAP. See appendix for detail and reconciliation to U.S. GAAP 3. FY20 vs. FY19 non-GAAP revenue.

# Business Transformation: From Hardware to Software

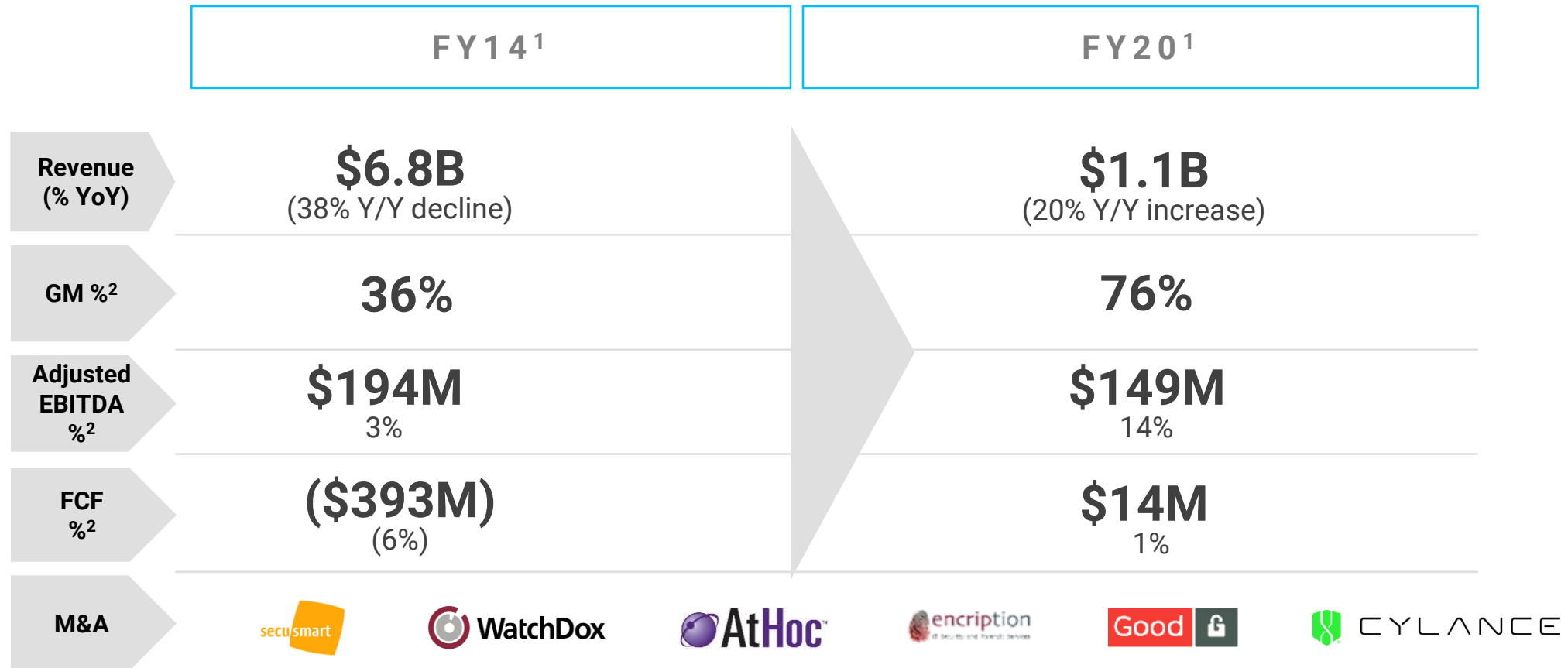
HARDWARE

SOFTWARE & SERVICES



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

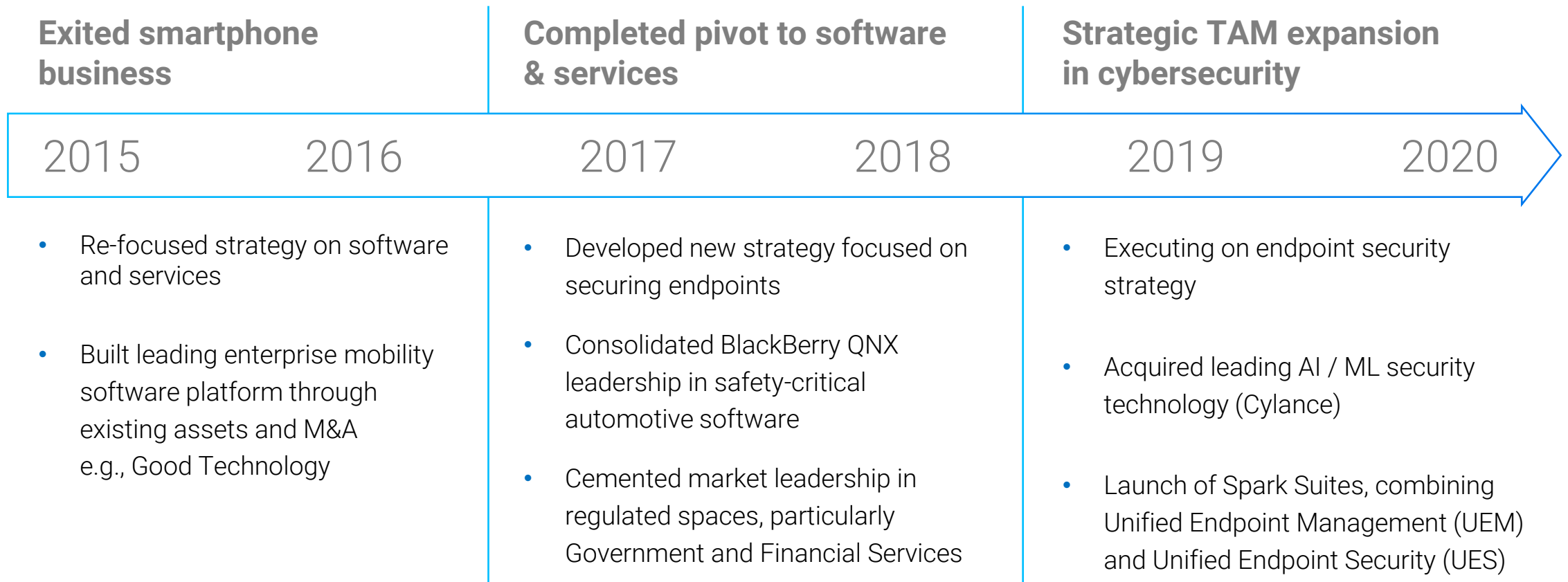
# Business Transformation: From Hardware to Software



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

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

# Journey To Date



# What We Do

Revenue is reported in two groupings:

## SOFTWARE & SERVICES



BlackBerry Spark.

### **BlackBerry Spark**

Unified Endpoint Security +  
Unified Endpoint Management



### **BlackBerry QNX**

Safety-Critical Real-Time  
Operating System



BlackBerry AtHoc

### **BlackBerry AtHoc**

Critical Event Management



BlackBerry SecuSUITE

### **BlackBerry SecuSUITE**

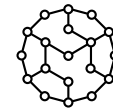
Secure Voice

## LICENSING & OTHER



### **IP Patent Licensing**

Portfolio of 38,000+ patents



### **Technology Licensing**

E.g., Mobility licensing arrangements



### **Service Access Fees**

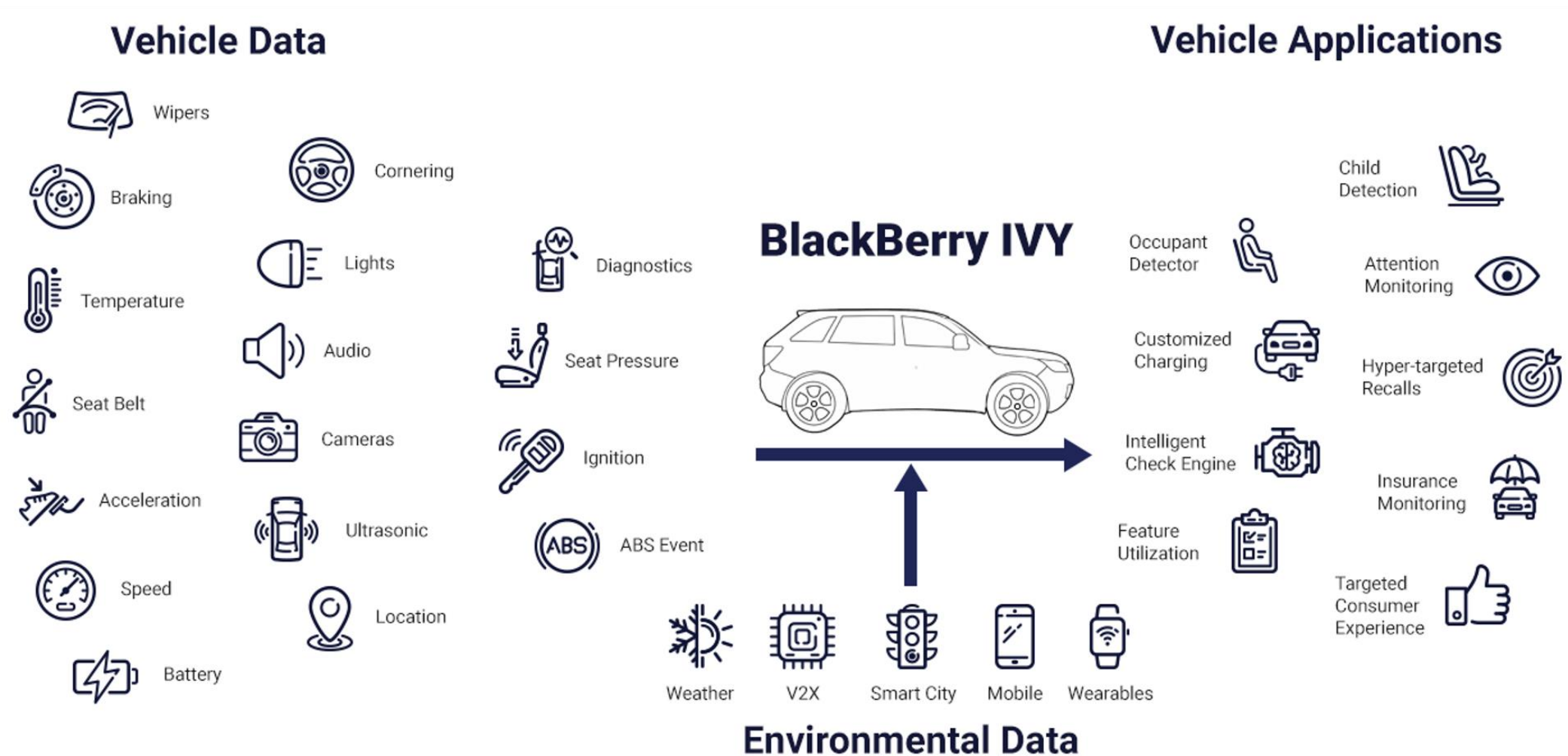
Legacy revenue from hardware business



# BlackBerry IVY

# BlackBerry IVY - Opportunity to harness data in the car

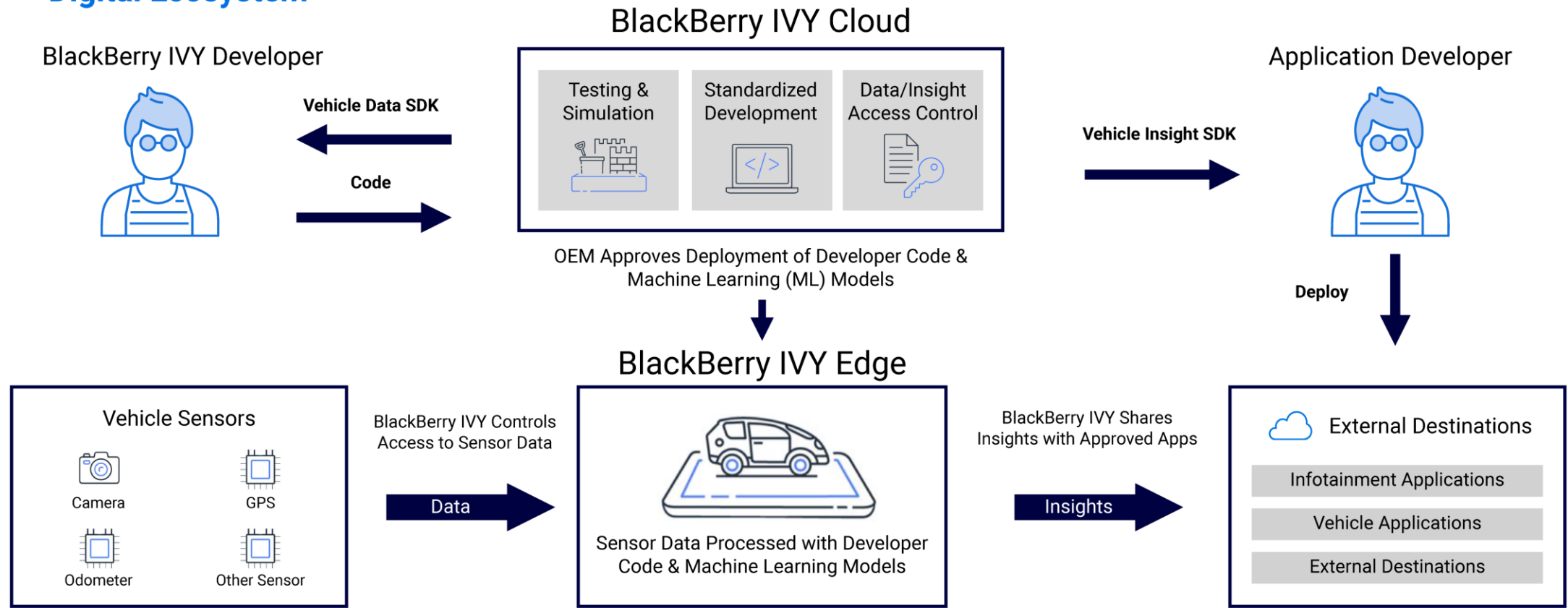
Diverse sensors generate huge amounts of data in unique formats



# BlackBerry IVY's Digital Ecosystem

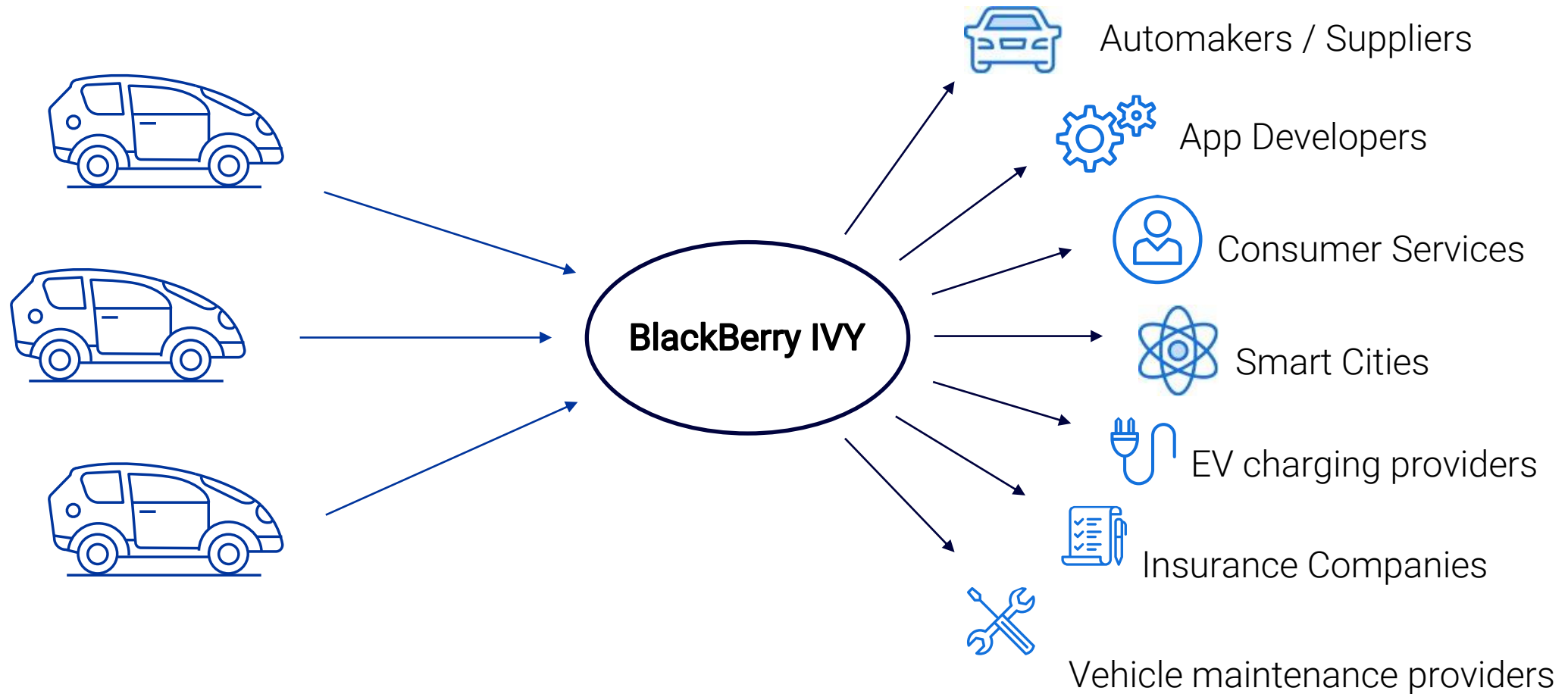
Enabling a cross-brand, cross-model app & services ecosystem

## Digital Ecosystem



# BlackBerry IVY's Addressable Market

Access to standardized, intelligent insights leads to endless possibilities



# BlackBerry IVY – Strategic Alliance for Co-Development

Why did we co-invest in this partnership to jointly build a single solution?



- Trusted leader in automotive safety and security
- Deep knowledge of embedded automotive software systems
- Exceptional track record of delivery, integration, and support

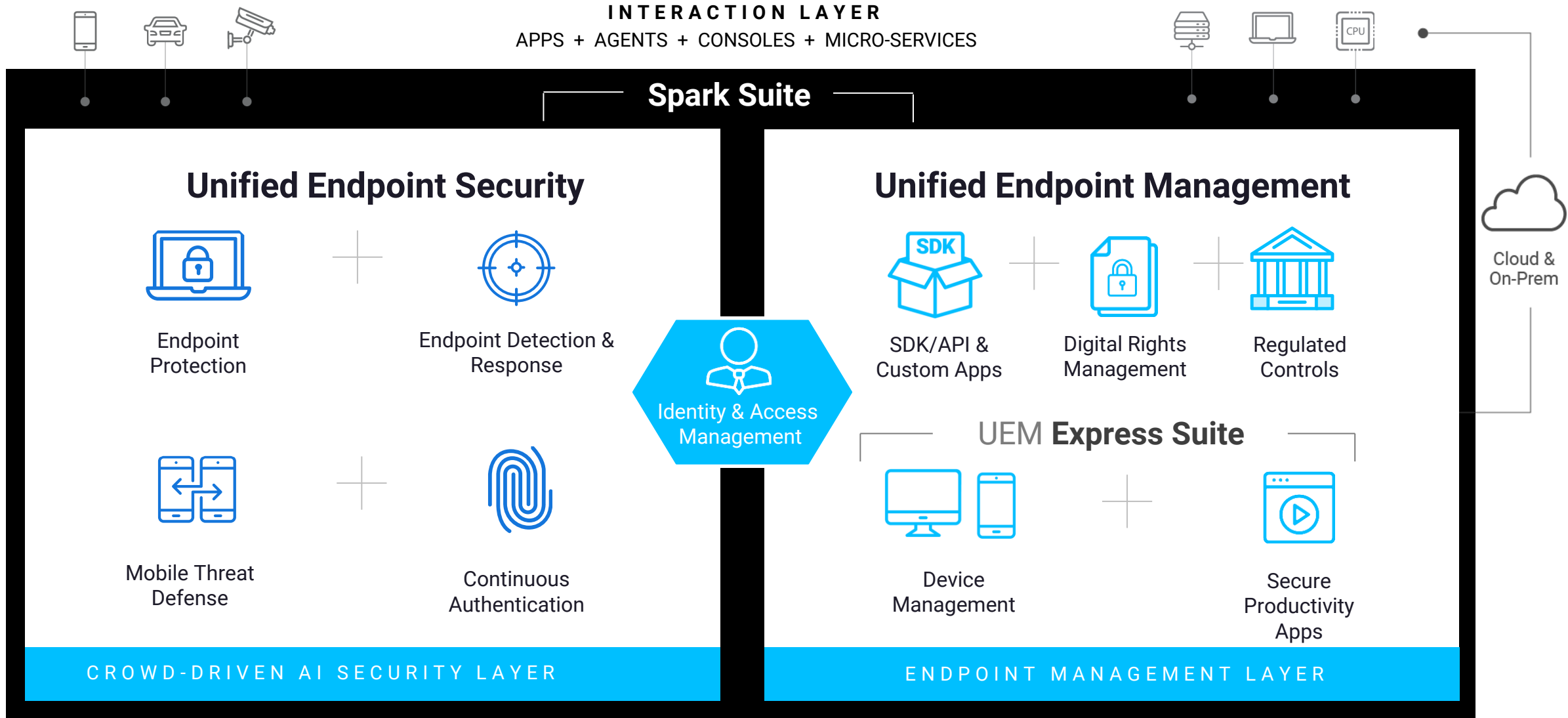
- Leading global cloud provider with a culture of innovation
- Unmatched machine learning expertise and IoT capabilities
- Proven builder of successful developer ecosystems





BlackBerry Spark<sup>®</sup>

# Spark Suite



# Why Unify Endpoint Security & Endpoint Management?

## TOO MANY VENDORS

# 70%

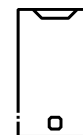


of organizations will have a unified console

By 2024, the adoption of Windows 10, Google Chrome OS and Apple macOS will drive the need for a combined endpoint management console in more than 70% of organizations.

## MOBILE IS VULNERABLE

# 50%

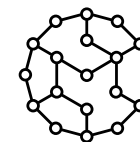


of organizations will have mobile threat defense

By 2023, 50% of organizations will have mobile threat defense (MTD) in place, growing from less than 20% of organizations in 2020.

## ENDPOINTS ARE CHANGING

# 40%

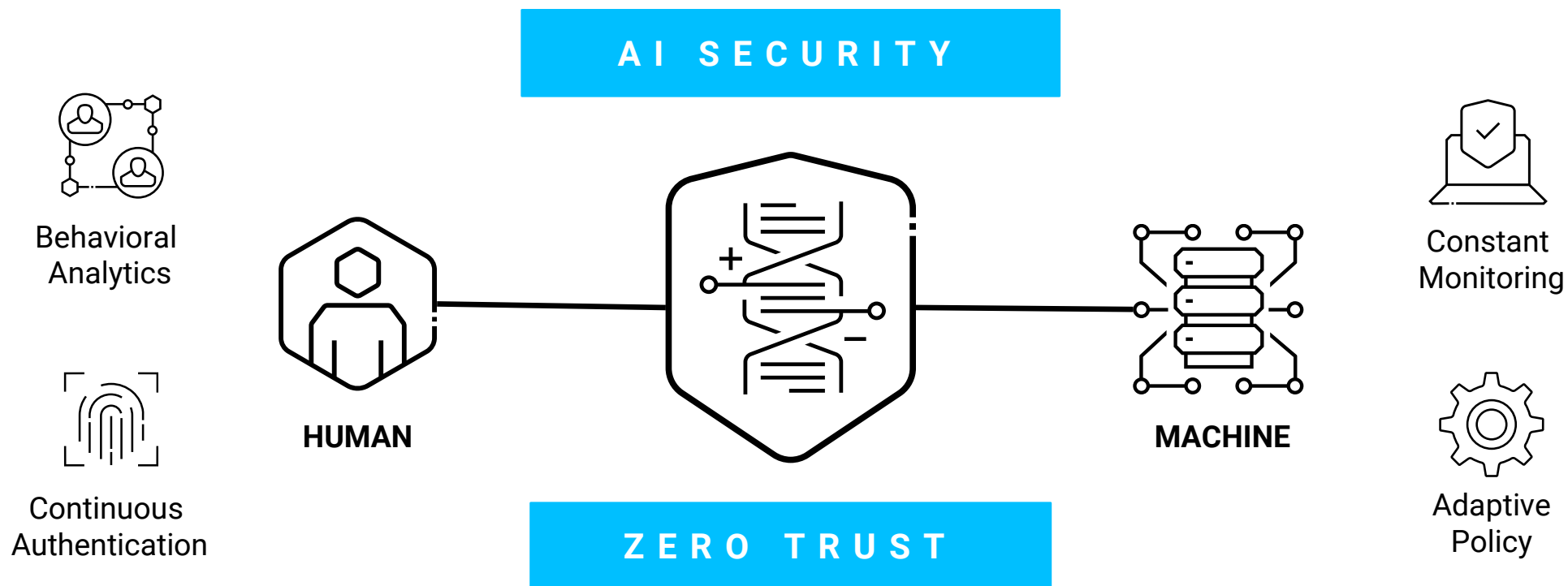


of workers use wearables as primary devices

By 2023, 40% of frontline workers will use wearables as their primary computing devices, an increase from less than 10% in 2019.

\*Gartner Report, "Predicts 2020: Mobile and Endpoint Technologies," Feb. 3, 2020

# What is Zero Trust?



The components work in concert as a foundation for a Zero Trust enterprise security architecture.

 **BlackBerry**® | **QNX**®



# Secure Embedded OS to Secure the 'Edge'

## SMART HOME

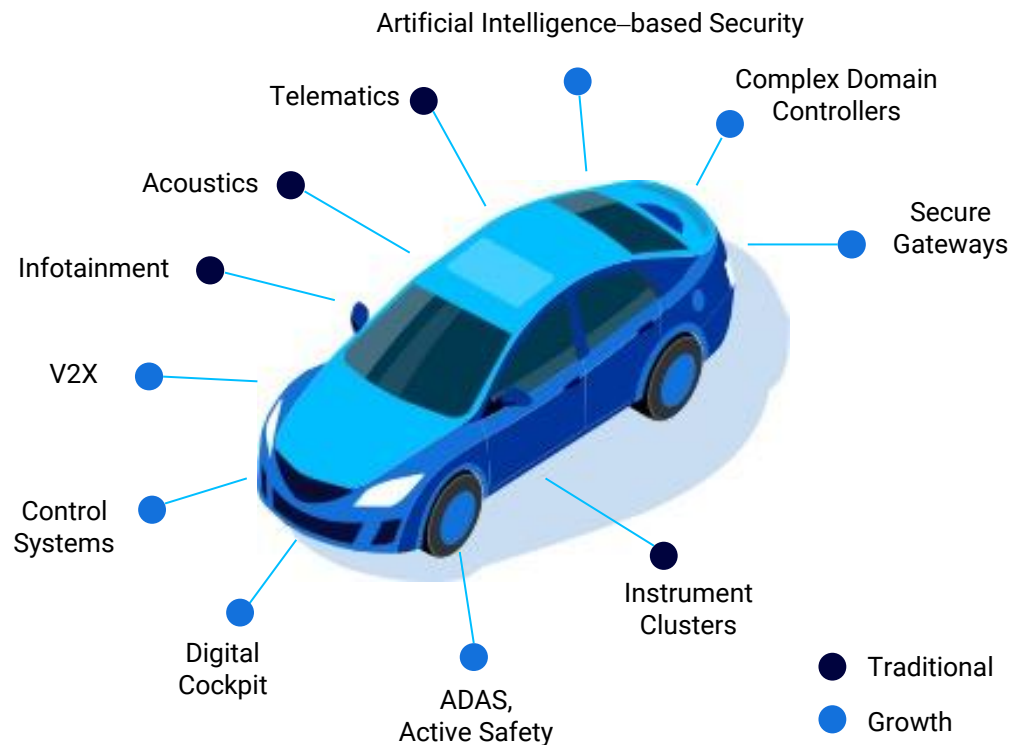


## CLOUD SERVICES

- OTA
- Jarvis



## SMART CAR



## SMART CITY



# BlackBerry QNX

## AUTOMOTIVE CONVERGING TRENDS



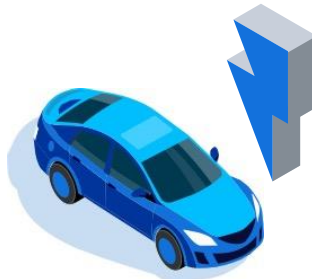
Autonomous  
(Levels 2–5)



Digitization  
(Via connectivity)



Auto-Mobility  
(Rideshare, etc.)



Electrification  
(New everything)

## IMPACT

- Cars are becoming ‘smarter.’
- Software is reaching more safety-critical parts of the car.
- An increasing portion of new cars have a significant software component.
- Commoditization of hardware and the emergence of software are key differentiators.
- An increased need for cybersecurity.



BlackBerry® AtHoc

# Critical Event Management

## KEEP YOUR PEOPLE SAFE

How do you communicate to your staff, contractors, visitors and students quickly if there is an incident?

## GET CLEAR, TIME-CRITICAL FEEDBACK

How do you collate feedback from your people as they are responding to a critical event, so you have the full picture?

## REDUCE IT DOWNTIME

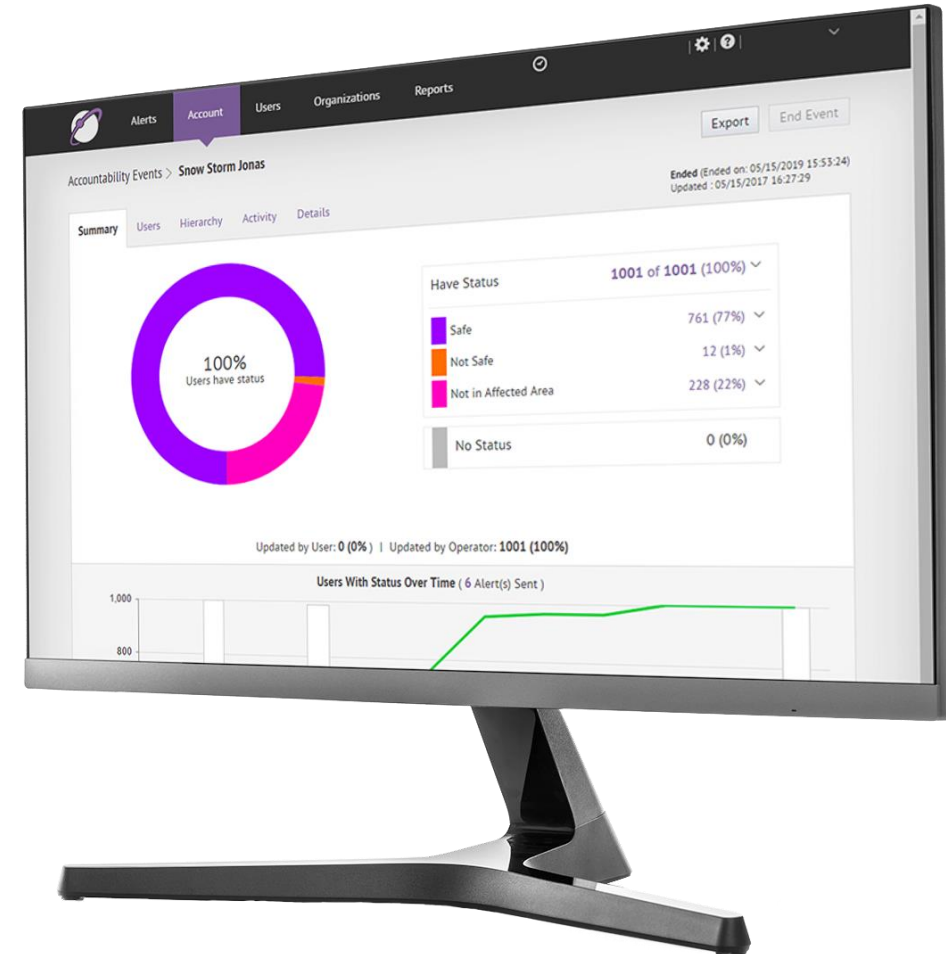
In the event of a system outage, can you automatically communicate and coordinate a response and short-term workarounds to reduce downtime?

## MINIMIZE DISRUPTIONS

What are the threats you can anticipate and how do you keep track of changing threat levels from weather and natural events, cyberattacks and local authority warnings?

# Critical Event Management

- Notify anyone, anywhere, on any device.
- Gather critical information from your people to achieve situational awareness.
- Gain real-time visibility into your personnel status and location.
- Communicate and collaborate with other organizations.





# Critical Event Management

## END-TO-END CRISIS MANAGEMENT



Plan



Respond



Collaborate



Alert



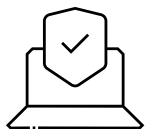
Collect



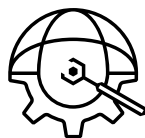
Account



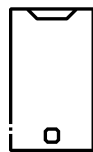
Connect



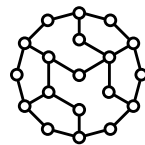
Secure



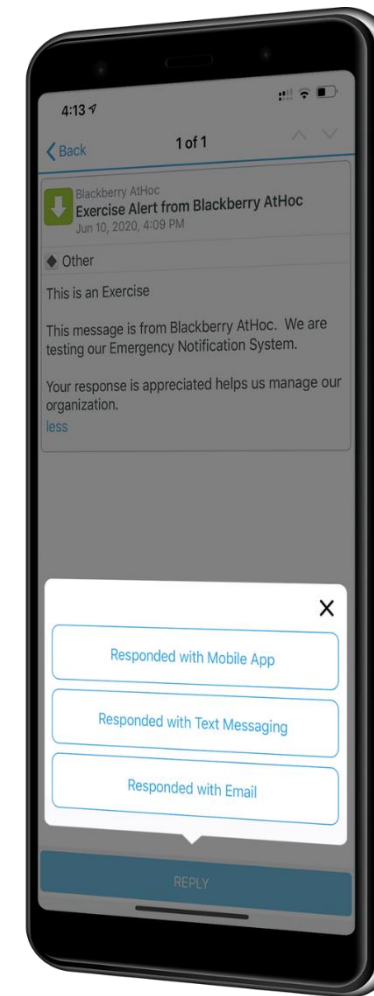
Unified



Mobile



Flexible





BlackBerry® SecuSUITE

# BlackBerry SecuSUITE



## Secure Voice & Messaging

Built to meet national security standards; offering end-to-end security for voice calls and messages on **standard iOS and Android** devices.

## Encrypted Communication

Protects the content of your communication with strong encryption.

## Contact Verification

Continually confirms the identities of your contacts and their devices, so you can talk confidently with protection from identity spoofing.

## Sovereign Network

Uses a closed virtual network, so you will never be bothered by adware or spam calls.

## Control of Metadata

What is collected, who has access.

## Security Certifications

Regularly undergoes rigorous certification reviews to meet the strictest standards; its proven technology is trusted by key governments around the world.



# BlackBerry SecuSUITE

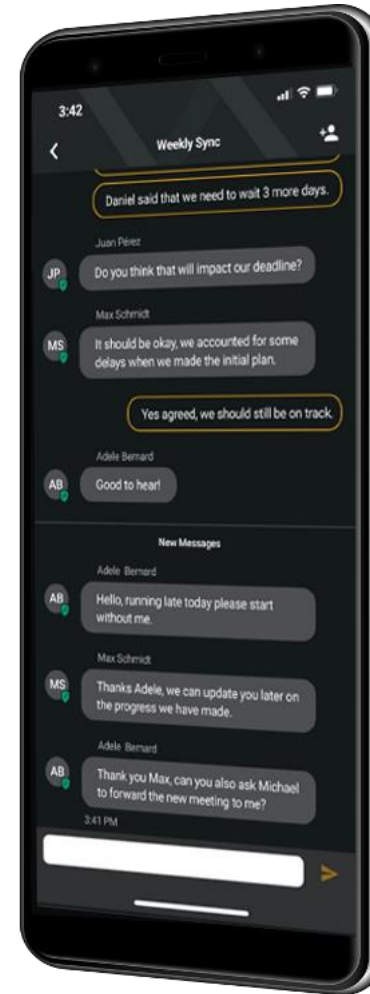


## EASY & INTUITIVE TO USE

The app is easy and intuitive to use and offers high-quality voice on both Wi-Fi and cellular data.

## ENTERPRISE INTEGRATION

It can also be easily integrated into your enterprise telephony system, making it the perfect addition to a secure working environment.





# Investment Highlights



# Investment Highlights



## **Our mission is to enable security from IT to Internet of Things (IoT) in large, critical markets**

Unique portfolio in a \$38B TAM that is organically growing<sup>1</sup>

## **Zero Trust–based platform for security and management of all endpoints and users**

Combining next-generation AI with mobile, secure communications for IoT

## **Positioned to secure all IoT endpoints for a comprehensive, scalable solution**

Effectively secure upwards of 96% of all cyberthreats<sup>2</sup>

## **Leading software platform for the automotive industry**

Installed in over 175M cars across 45+ automakers

## **Unrivaled, broad and diverse blue-chip customer base**

7 of G7 governments, 18 of G20 governments, 9/10 top automakers, 9/10 largest global banks

## **Transformed into a software-driven business with demonstrated operating leverage**

~90% recurring software product revenue with 12 pts improvement in operating margin from 2016 to 2020<sup>3</sup>

Notes: 1. TAM based on market forecasts from Gartner, IDC, various other third-party sources and internal analyses. 2. Independent research from Frost & Sullivan. 3. Non-GAAP. See appendix for detail and reconciliation to GAAP.

# BlackBerry Customers and Partners



## TOP-TIER CUSTOMERS<sup>1</sup>

**18/20**

G20 GOVERNMENTS



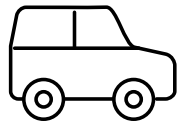
**9/10**

LARGEST  
GLOBAL BANKS



**9/10**

TOP AUTO  
MAKERS



## TOP-TIER PARTNERS<sup>1</sup>



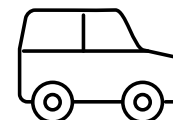
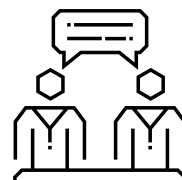
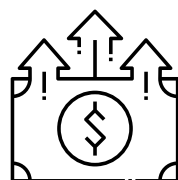
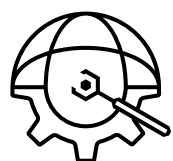
*2,000+ Partners Across Our Ecosystem*

Notes: 1. As at Q3 FY21.

# Strategic Priorities



## FY21 AND BEYOND – FOCUSED ON GROWTH



Unlock synergies from integration of UEM and Cylance and deliver on Spark, our end-to-end, unified platform for endpoint security and management

Close pipeline opportunities, grow partnerships and increase market share in regulated industry verticals

Drive Professional Services expansion

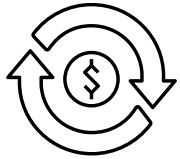
Gain market share in both automotive safety systems and other general embedded markets

Successfully bring new product innovations to market

# Opportunities for Long-Term Growth

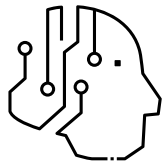


We have the right strategy, the right technology and are playing in the right markets.



## 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

# Timeless Model Goals



	Goals
Recurring Software Product Revenue <sup>2</sup> (%)	~90%
Gross Margin <sup>1</sup> (%)	~80–85%
Operating Income <sup>1</sup> (%)	~20–25%
Adjusted EBITDA <sup>1</sup> (%)	~25–30%

1. See appendix for detail and reconciliation of non-GAAP measures to U.S. GAAP. 2. See Form 10-Q for definitions of key metrics.



# Appendix (Financials)



## GAAP INCOME STATEMENT (\$M)

	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21
Software & Services	\$ 168	\$ 168	\$ 185	\$ 170	\$ 691	\$ 148	\$ 151	\$ 162
Licensing and Other	79	76	82	112	349	58	108	56
<b>Total GAAP Revenue</b>	<b>247</b>	<b>244</b>	<b>267</b>	<b>282</b>	<b>1,040</b>	<b>206</b>	<b>259</b>	<b>218</b>
Cost of Sales	70	68	69	70	277	63	60	69
<b>Gross Profit</b>	<b>177</b>	<b>176</b>	<b>198</b>	<b>212</b>	<b>763</b>	<b>143</b>	<b>199</b>	<b>149</b>
Research and Development	71	62	66	60	259	57	57	53
Selling, Marketing and Admin	121	130	129	113	493	90	79	83
Amortization	49	48	49	48	194	46	46	45
Impairment of Long-lived Assets	-	2	3	5	10	-	21	-
Impairment of Goodwill	-	-	-	22	22	594	-	-
Debentures Fair Value Adjustment	(28)	(23)	(20)	5	(66)	1	18	95
Total Operating Expenses	213	219	227	253	912	788	221	276
<b>GAAP Operating Loss</b>	<b>(36)</b>	<b>(43)</b>	<b>(29)</b>	<b>(41)</b>	<b>(149)</b>	<b>(645)</b>	<b>(22)</b>	<b>(127)</b>
Investment Income (Loss), Net	3	-	(1)	(1)	1	-	(5)	(1)
<b>Loss before Income Taxes</b>	<b>(33)</b>	<b>(43)</b>	<b>(30)</b>	<b>(42)</b>	<b>(148)</b>	<b>(645)</b>	<b>(27)</b>	<b>(128)</b>
Provision for (recovery of) income taxes	2	1	2	(1)	4	(9)	(4)	2
<b>GAAP Net Loss</b>	<b>\$ (35)</b>	<b>\$ (44)</b>	<b>\$ (32)</b>	<b>\$ (41)</b>	<b>\$ (152)</b>	<b>\$ (636)</b>	<b>\$ (23)</b>	<b>\$ (130)</b>
Basic Loss per Share	\$ (0.06)	\$ (0.08)	\$ (0.06)	\$ (0.07)	\$ (0.27)	\$ (1.14)	\$ (0.04)	\$ (0.23)
Diluted Loss per Share	\$ (0.09)	\$ (0.10)	\$ (0.07)	\$ (0.07)	\$ (0.32)	\$ (1.14)	\$ (0.04)	\$ (0.23)
<b>Weighted-average number of common shares outstanding</b>								
Basic	551,845	552,343	554,585	556,668	553,861	557,839	558,882	562,443
Diluted	612,345	612,843	615,085	556,668	614,361	557,839	558,882	562,443

## NON-GAAP RECONCILIATION (\$M)

<b>Non-GAAP Adjustments (Pre-Tax and After-Tax)</b>	<b>Q1-20</b>	<b>Q2-20</b>	<b>Q3-20</b>	<b>Q4-20</b>	<b>FY 2020</b>	<b>Q1-21</b>	<b>Q2-21</b>	<b>Q3-21</b>
Debentures Fair Value Adjustment	(28)	(23)	(20)	5	(66)	1	18	95
Restructuring Charges	1	1	7	1	10	1	1	-
Software Deferred Revenue Acquired	20	17	13	9	59	8	7	6
Software Deferred Commission Acquired	(5)	(4)	(4)	(3)	(16)	(3)	(3)	(4)
Stock Compensation Expense	17	14	15	17	63	14	9	12
Acquired Intangible Amortization	35	36	35	35	141	33	32	32
Business Acquisition and Integration Costs	1	2	-	1	4	-	-	-
Goodwill Impairment Charge	-	-	-	22	22	594	-	-
LLA Impairment Charge	-	2	3	5	10	-	21	-
Acquisition valuation allowance	(1)	-	-	-	(1)	-	-	-
<b>Total Non-GAAP Adjustment (Pre-Tax and After-Tax)</b>	<b>\$ 40</b>	<b>\$ 45</b>	<b>\$ 49</b>	<b>\$ 92</b>	<b>\$ 226</b>	<b>\$ 648</b>	<b>\$ 85</b>	<b>\$ 141</b>

<b>GAAP to non-GAAP Gross Profit</b>	<b>Q1-20</b>	<b>Q2-20</b>	<b>Q3-20</b>	<b>Q4-20</b>	<b>FY 2020</b>	<b>Q1-21</b>	<b>Q2-21</b>	<b>Q3-21</b>
GAAP Revenue	\$ 247	\$ 244	\$ 267	\$ 282	\$ 1,040	\$ 206	\$ 259	\$ 218
Software Deferred Revenue Acquired	20	17	13	9	59	8	7	6
<b>Non-GAAP Revenue</b>	<b>267</b>	<b>261</b>	<b>280</b>	<b>291</b>	<b>1,099</b>	<b>214</b>	<b>266</b>	<b>224</b>
GAAP Cost of Sales	70	68	69	70	277	63	60	69
Non-GAAP Adjustments to Cost of Sales	(2)	(2)	(4)	(2)	(10)	(2)	(1)	(1)
Non-GAAP Cost of Sales	68	66	65	68	267	61	59	68
<b>Non-GAAP Gross Profit</b>	<b>199</b>	<b>195</b>	<b>215</b>	<b>223</b>	<b>832</b>	<b>153</b>	<b>207</b>	<b>156</b>

## NON-GAAP RECONCILIATION (\$M) (CONT.)

### Adjusted EBITDA

	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21
<b>GAAP Operating Loss</b>	\$ (36)	\$ (43)	\$ (29)	\$ (41)	\$ (149)	\$ (645)	\$ (22)	\$ (127)
Non-GAAP Adjustments to Operating Income	41	45	49	92	227	648	85	141
<b>Non-GAAP Operating Income</b>	5	2	20	51	78	3	63	14
Amortization	53	54	53	52	212	50	50	49
Acquired Amortization Intangibles	(35)	(36)	(35)	(35)	(141)	(33)	(32)	(32)
<b>Adjusted EBITDA</b>	<b>23</b>	<b>20</b>	<b>38</b>	<b>68</b>	<b>149</b>	<b>20</b>	<b>81</b>	<b>31</b>

### Reconciliation from GAAP Net Loss to Non-GAAP Net Income and Non-GAAP Earnings per Share

	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21
<b>GAAP Net Loss</b>	\$ (35)	\$ (44)	\$ (32)	\$ (41)	\$ (152)	\$ (636)	\$ (23)	\$ (130)
Total Non-GAAP Adjustment (After-Tax)	40	45	49	92	226	648	85	141
<b>Non-GAAP Net Income</b>	<b>5</b>	<b>1</b>	<b>17</b>	<b>51</b>	<b>74</b>	<b>12</b>	<b>62</b>	<b>11</b>
<b>Non-GAAP Basic Earnings per Share</b>	\$ 0.01	\$ 0.00	\$ 0.03	\$ 0.09	\$ 0.13	\$ 0.02	\$ 0.11	\$ 0.02
Shares outstanding for Non-GAAP income per share reconciliation ('000)	551,845	552,343	554,585	556,668	553,861	557,839	558,882	562,443

Non-GAAP Revenue, non-GAAP Operating Income, non-GAAP Net Income, non-GAAP Gross Profit, Adjusted EBITDA, and non-GAAP Earnings Per Share do not have a standardized meaning prescribed by GAAP and thus are not comparable to similarly titled measures presented by other issuers. The Company believes that the presentation of these non-GAAP measures enables the Company and its shareholders to better assess the Company's operating results relative to its operating results in prior periods and improves the comparability of the information presented. This non-GAAP information should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. You are encouraged to review the Company's filings on SEDAR and EDGAR. The company makes no commitment to update this information subsequently.

## AMORTIZATION AND RECONCILIATION DETAILS (\$M)

<b>Restructuring Charges Details (Pre-Tax)</b>	<b>Q1-20</b>	<b>Q2-20</b>	<b>Q3-20</b>	<b>Q4-20</b>	<b>FY 2020</b>	<b>Q1-21</b>	<b>Q2-21</b>	<b>Q3-21</b>
Cost of Sales	\$ 1	\$ 1	\$ 3	\$ -	\$ 5	\$ -	\$ -	\$ -
Selling, Marketing and Administration	-	-	4	1	5	1	1	-
<b>Total Restructuring Charges</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ 7</b>	<b>\$ 1</b>	<b>\$ 10</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ -</b>
<b>Amortization of Intangibles and PP&amp;E Details</b>	<b>Q1-20</b>	<b>Q2-20</b>	<b>Q3-20</b>	<b>Q4-20</b>	<b>FY 2020</b>	<b>Q1-21</b>	<b>Q2-21</b>	<b>Q3-21</b>
<b>Cost of Sales Amortization</b>								
Property, Plant and Equipment	\$ 1	\$ 2	\$ 1	\$ 2	\$ 6	\$ 1	\$ 1	\$ 1
Intangibles Assets	3	4	3	2	12	3	3	3
<b>Total in Cost of Sales</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>18</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Operating Expenses Amortization</b>								
Property, Plant and Equipment	\$ 5	\$ 4	\$ 5	\$ 4	\$ 18	\$ 4	\$ 5	\$ 4
Intangibles Assets	44	44	44	44	176	42	41	41
<b>Total in Operating Expenses Amortization</b>	<b>49</b>	<b>48</b>	<b>49</b>	<b>48</b>	<b>194</b>	<b>46</b>	<b>46</b>	<b>45</b>
<b>Total Amortization</b>								
Property, Plant and Equipment	\$ 6	\$ 6	\$ 6	\$ 6	\$ 24	\$ 5	\$ 6	\$ 5
Intangibles Assets	47	48	47	46	188	45	44	44
<b>Total Amortization</b>	<b>53</b>	<b>54</b>	<b>53</b>	<b>52</b>	<b>212</b>	<b>50</b>	<b>50</b>	<b>49</b>

The information above is supplied to provide meaningful supplemental information regarding the Company's operating results because such information excludes amounts that are not necessarily related to its operating results. The Company believes that the presentation of these non-GAAP measures enables the Company and its shareholders to better assess the Company's operating results relative to its operating results in prior periods and improves the comparability of the information presented. This non-GAAP information should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. You are encouraged to review the Company's filings on SEDAR and EDGAR. The company makes no commitment to update this information subsequently.

# Thank you.



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