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

Human error is the cause of 90% of data breaches

100M pieces of malware are released every year

90% of cyberattacks go unreported

Over 50% of IoT endpoints have been attacked

A new hacking attempt every 39 seconds

24,000 malicious third-party apps every day

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

97% of cyberattacks are through the endpoint

30% of employees have opened a phishing email

90% of cyberattacks go unreported

79% of employees use security workarounds

300% increase in cybercrimes during COVID-19

4M+ cybersecurity skills gap globally

60% of enterprises have been victims of IoT attacks

67B connected endpoints by 2025

Source: Frost & Sullivan, 2020
BlackBerry: An Internet of Things Market Leader

500M+
Endpoints protected\(^1\)

175M+
Cars protected by QNX\(^1\)

19/25
Top EV Automakers\(^1\)

38K+
Patents & Applications\(^1\)

AI/ML
Industry-leading AI/ML-driven Cyber software

26%
Y/Y Software & Services revenue growth\(^2,3\)

76%
(FY20 Gross Margin (and improvement 2016–20)\(^2\))

7%
(FY20 Operating Margin (and improvement 2016–20)\(^2\))

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.
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

<table>
<thead>
<tr>
<th>Exit smartphone business</th>
<th>Completed pivot to software &amp; services</th>
<th>Strategic TAM expansion in cybersecurity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2016</td>
<td>2019/2020</td>
</tr>
</tbody>
</table>

- Re-focused strategy on software and services
- Built leading enterprise mobility software platform through existing assets and M&A e.g., Good Technology

- Developed new strategy focused on securing endpoints
- Consolidated BlackBerry QNX leadership in safety-critical automotive software
- Cemented market leadership in regulated spaces, particularly Government and Financial Services

- Executing on endpoint security strategy
- Acquired leading AI / ML security technology (Cylance)
- Launch of Spark Suites, combining Unified Endpoint Management (UEM) and Unified Endpoint Security (UES)
What We Do

Revenue is reported in two groupings:

**SOFTWARE & SERVICES**

- **BlackBerry Spark**
  - Unified Endpoint Security +
  - Unified Endpoint Management

- **BlackBerry QNX**
  - Safety-Critical Real-Time Operating System

- **BlackBerry AtHoc**
  - Critical Event Management

- **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
BlackBerry IVY’s Addressable Market

Access to standardized, intelligent insights leads to endless possibilities

- Automakers / Suppliers
- App Developers
- Consumer Services
- Smart Cities
- EV charging providers
- Insurance Companies
- Vehicle maintenance providers
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
**INTERACTION LAYER**

APPS + AGENTS + CONSOLES + MICRO-SERVICES

---

**Unified Endpoint Security**

- Endpoint Protection
- Endpoint Detection & Response
- Mobile Threat Defense
- Continuous Authentication

**Unified Endpoint Management**

- SDK/API & Custom Apps
- Digital Rights Management
- Regulated Controls
- Device Management
- Secure Productivity Apps

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**SPARK SUITE**

**Crowd-Driven AI Security Layer**

**End-to-Endpoint Management Layer**

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Why Unify Endpoint Security & Endpoint Management?

**T O O  M A N Y  V E N D O R S**

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.

**M O B I L E  I S  V U L N E R A B L E**

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.

**E N D P O I N T S  A R E  C H A N G I N G**

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.

---

What is Zero Trust?

The components work in concert as a foundation for a Zero Trust enterprise security architecture.
Secure Embedded OS to Secure the ‘Edge’

SMART HOME

SMART CAR

- OTA
- Jarvis

SMART CITY

• Acoustics
• Infotainment
• V2X
• Control Systems
• Digital Cockpit
• Telematics
• ADAS, Active Safety
• Instrument Clusters
• Complex Domain Controllers
• Secure Gateways
• Traditional
• Growth
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.
Critical Event Management

**KEEP YOUR PEOPLE SAFE**
How do you communicate to your staff, contractors, visitors and students quickly if there is an incident?

**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?

**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?

**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

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\(^1\)

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\(^2\)

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\(^3\)

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

<table>
<thead>
<tr>
<th>TOP-TIER CUSTOMERS¹</th>
<th>TOP-TIER PARTNERS¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>18/20 G20 GOVERNMENTS</td>
<td>20+ Partners Across Our Ecosystem</td>
</tr>
<tr>
<td>9/10 LARGEST GLOBAL BANKS</td>
<td></td>
</tr>
<tr>
<td>9/10 TOP AUTO MAKERS</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Goals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurring Software Product Revenue(^2) (%)</td>
<td>~90%</td>
</tr>
<tr>
<td>Gross Margin(^1) (%)</td>
<td>~80–85%</td>
</tr>
<tr>
<td>Operating Income(^1) (%)</td>
<td>~20–25%</td>
</tr>
<tr>
<td>Adjusted EBITDA(^1) (%)</td>
<td>~25–30%</td>
</tr>
</tbody>
</table>

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)

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

### Non-GAAP Adjustments (Pre-Tax and After-Tax)

<table>
<thead>
<tr>
<th></th>
<th>Q1-20</th>
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<td>(20)</td>
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<td>Restructuring Charges</td>
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<tr>
<td>Software Deferral Revenue Acquired</td>
<td>20</td>
<td>17</td>
<td>13</td>
<td>9</td>
<td>59</td>
<td>8</td>
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<td>Software Deferral Commission Acquired</td>
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<td>22</td>
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<tr>
<td><strong>Total Non-GAAP Adjustment (Pre-Tax and After-Tax)</strong></td>
<td><strong>$ 40</strong></td>
<td><strong>$ 45</strong></td>
<td><strong>$ 49</strong></td>
<td><strong>$ 92</strong></td>
<td><strong>$ 226</strong></td>
<td><strong>$ 648</strong></td>
<td><strong>$ 85</strong></td>
<td><strong>$ 141</strong></td>
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### GAAP to non-GAAP Gross Profit

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<td>6</td>
</tr>
<tr>
<td><strong>Non-GAAP Revenue</strong></td>
<td><strong>267</strong></td>
<td><strong>261</strong></td>
<td><strong>280</strong></td>
<td><strong>291</strong></td>
<td><strong>1,099</strong></td>
<td><strong>214</strong></td>
<td><strong>266</strong></td>
<td><strong>224</strong></td>
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<td>68</td>
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<td>70</td>
<td>277</td>
<td>63</td>
<td>60</td>
<td>69</td>
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<tr>
<td>Non-GAAP Adjustments to Cost of Sales</td>
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<td>(4)</td>
<td>(2)</td>
<td>(10)</td>
<td>(2)</td>
<td>(1)</td>
<td>(1)</td>
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<tr>
<td><strong>Non-GAAP Cost of Sales</strong></td>
<td>68</td>
<td>66</td>
<td>65</td>
<td>68</td>
<td>267</td>
<td>61</td>
<td>59</td>
<td>68</td>
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<tr>
<td><strong>Non-GAAP Gross Profit</strong></td>
<td><strong>199</strong></td>
<td><strong>195</strong></td>
<td><strong>215</strong></td>
<td><strong>223</strong></td>
<td><strong>832</strong></td>
<td><strong>153</strong></td>
<td><strong>207</strong></td>
<td><strong>156</strong></td>
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</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Adjusted EBITDA</th>
<th>Q1-20</th>
<th>Q2-20</th>
<th>Q3-20</th>
<th>Q4-20</th>
<th>FY 2020</th>
<th>Q1-21</th>
<th>Q2-21</th>
<th>Q3-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Operating Loss</td>
<td>(36)</td>
<td>(43)</td>
<td>(29)</td>
<td>(41)</td>
<td>(149)</td>
<td>(645)</td>
<td>(22)</td>
<td>(127)</td>
</tr>
<tr>
<td>Non-GAAP Adjustments to Operating Income</td>
<td>41</td>
<td>45</td>
<td>49</td>
<td>92</td>
<td>227</td>
<td>648</td>
<td>85</td>
<td>141</td>
</tr>
<tr>
<td>Non-GAAP Operating Income</td>
<td>5</td>
<td>2</td>
<td>20</td>
<td>51</td>
<td>78</td>
<td>3</td>
<td>63</td>
<td>14</td>
</tr>
<tr>
<td>Amortization</td>
<td>53</td>
<td>54</td>
<td>53</td>
<td>52</td>
<td>212</td>
<td>50</td>
<td>50</td>
<td>49</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td><strong>23</strong></td>
<td><strong>20</strong></td>
<td><strong>38</strong></td>
<td><strong>68</strong></td>
<td><strong>149</strong></td>
<td><strong>20</strong></td>
<td><strong>81</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>GAAP Net Loss</th>
<th>Q1-20</th>
<th>Q2-20</th>
<th>Q3-20</th>
<th>Q4-20</th>
<th>FY 2020</th>
<th>Q1-21</th>
<th>Q2-21</th>
<th>Q3-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Non-GAAP Adjustment (After-Tax)</td>
<td>(35)</td>
<td>(44)</td>
<td>(32)</td>
<td>(41)</td>
<td>(152)</td>
<td>(636)</td>
<td>(23)</td>
<td>(130)</td>
</tr>
<tr>
<td>Non-GAAP Net Income</td>
<td>5</td>
<td>1</td>
<td>17</td>
<td>51</td>
<td>74</td>
<td>12</td>
<td>62</td>
<td>11</td>
</tr>
<tr>
<td>Non-GAAP Basic Earnings per Share</td>
<td>$0.01</td>
<td>$0.00</td>
<td>$0.03</td>
<td>$0.09</td>
<td>$0.13</td>
<td>$0.02</td>
<td>$0.11</td>
<td>$0.02</td>
</tr>
</tbody>
</table>

Shares outstanding for Non-GAAP income per share reconciliation ('000)

<table>
<thead>
<tr>
<th></th>
<th>Q1-20</th>
<th>Q2-20</th>
<th>Q3-20</th>
<th>Q4-20</th>
<th>FY 2020</th>
<th>Q1-21</th>
<th>Q2-21</th>
<th>Q3-21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>551,845</td>
<td>552,343</td>
<td>554,585</td>
<td>556,668</td>
<td>553,861</td>
<td>557,839</td>
<td>558,882</td>
<td>562,443</td>
</tr>
</tbody>
</table>
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.

### Restructuring Charges Details (Pre-Tax)

<table>
<thead>
<tr>
<th></th>
<th>Q1-20</th>
<th>Q2-20</th>
<th>Q3-20</th>
<th>Q4-20</th>
<th>FY 2020</th>
<th>Q1-21</th>
<th>Q2-21</th>
<th>Q3-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Sales</td>
<td>$1</td>
<td>$1</td>
<td>$3</td>
<td>-</td>
<td>$5</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Selling, Marketing and Administration</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>1</td>
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</tr>
<tr>
<td><strong>Total Restructuring Charges</strong></td>
<td>$1</td>
<td>$1</td>
<td>$7</td>
<td>$1</td>
<td>$10</td>
<td>$1</td>
<td>$1</td>
<td>-</td>
</tr>
</tbody>
</table>

### Amortization of Intangibles and PP&E Details

<table>
<thead>
<tr>
<th></th>
<th>Q1-20</th>
<th>Q2-20</th>
<th>Q3-20</th>
<th>Q4-20</th>
<th>FY 2020</th>
<th>Q1-21</th>
<th>Q2-21</th>
<th>Q3-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost of Sales Amortization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>$1</td>
<td>$2</td>
<td>$1</td>
<td>$2</td>
<td>$6</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
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<tr>
<td>Intangibles Assets</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>12</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total in Cost of Sales</strong></td>
<td>4</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>18</td>
<td>4</td>
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<tr>
<td><strong>Operating Expenses Amortization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>$5</td>
<td>$4</td>
<td>$5</td>
<td>$4</td>
<td>$18</td>
<td>$4</td>
<td>$5</td>
<td>$4</td>
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<tr>
<td>Intangibles Assets</td>
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<td>44</td>
<td>176</td>
<td>42</td>
<td>41</td>
<td>41</td>
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<tr>
<td><strong>Total in Operating Expenses Amortization</strong></td>
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<td>48</td>
<td>49</td>
<td>48</td>
<td>194</td>
<td>46</td>
<td>46</td>
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<tr>
<td><strong>Total Amortization</strong></td>
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<tr>
<td>Property, Plant and Equipment</td>
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<td>$6</td>
<td>$6</td>
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<td>44</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total Amortization</strong></td>
<td>53</td>
<td>54</td>
<td>53</td>
<td>52</td>
<td>212</td>
<td>50</td>
<td>50</td>
<td>49</td>
</tr>
</tbody>
</table>
Thank you.