

 **BlackBerry**® Intelligent Security. Everywhere.



INVESTOR PRESENTATION



Q4FY2021

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 Q4 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

Q4 FY21 Financial Summary



\$215M

Non-GAAP
Revenue¹



\$0.03

Non-GAAP
Earnings per Share¹



73%

Non-GAAP
Gross Margin¹



\$804M

Total ending
Cash & Investments



~90%

Recurring Non-GAAP
Software Product
Revenue^{1,2}



\$468M

Annual Recurring
Revenue²



91%

Dollar-Based Net
Retention Rate²



\$35M

Adjusted
EBITDA^{1,2}

1. See appendix for detail and reconciliation of non-GAAP measures to US GAAP

2. See Form 10-K for definitions of key metrics

Q4 FY21 Achievements

BlackBerry expands its partnership with **Baidu**, whose high-definition maps will run on the QNX® Neutrino® RTOS in the forthcoming **GAC New Energy Aion EV models**

BlackBerry QNX has design wins with **23 of the world's top 25 Electric Vehicle OEMs**, who together have **68% of the EV market**. This has increased from 19 of the top 25 last quarter

BlackBerry's **QNX Black Channel Communications** to be used in **Motional's** (a JV between **Hyundai** and **Aptiv**) Driverless Platform, enabling safe data communication exchanges within the vehicle's safety systems

BlackBerry introduces **BlackBerry® Alert** Next-Gen Critical Event Management for the **Commercial Sector**

BlackBerry 2021 **Annual Threat Report** uncovers a sharp rise in **cyberthreats** facing organizations since the onset of COVID-19

BlackBerry launches **BlackBerry IVY Innovation Fund** to help data-driven automotive **ecosystem** providers turbocharge their innovation using BlackBerry IVY



Investment Highlights

BlackBerry's Value Proposition

OUR AMBITION ...

BlackBerry will be the **must-have software provider for endpoints** – how they are built, secured, managed, connected, and integrated via our open and OS agnostic ecosystem. BlackBerry will deliver a **“whole product” experience** that helps organizations realize their **digital transformation objectives** with the highest level of **security, innovation** and **efficiency**.

... CONCENTRATES ON WORKING IN THESE INDUSTRIES AND CUSTOMERS ...



Industries that require **high-security mobility** management, for endpoints and information



Leadership teams who want to **transform** their operations for the **digital age**



OEM leadership teams who want to manufacture **safety-certified** endpoints

... A MARKET FORECAST TO REACH \$38 BILLION USD BY 2021 ...



Safety-certified, **API-enabled** endpoints



Secured and **managed** endpoints



Secure **comms** between any endpoints

... THAT WILL REQUIRE THE FOLLOWING CRITICAL DIGITAL CAPABILITIES ...



Data science and AI/ML algorithms



End-to-end **layered security**



Developer SDKs and platform APIs



Cloud-first and on-prem **deployment**



Crowd-sourced data lake of endpoint telemetry

... DELIVERED PRIMARILY THROUGH THE FOLLOWING ACTIONS.



Zero-trust for unmatched security



Zero-touch for maximum productivity



Connectivity for one global community

BlackBerry: An Internet of Things Market Leader



500M+

Endpoints protected



175M+

Cars protected by QNX



23 / 25

Top EV Automakers



38K+

Patents and applications



AI/ML

Industry-leading
AI/ML-driven Cyber
software



\$74M

Free Cash Flow FY21¹



73%
(+27 pts)

FY21 Gross Margin (and
improvement 2016–21)¹



11%
(+16 pts)

FY21 Operating Margin (and
improvement 2016–21)¹

Notes: 1. Non-GAAP. See appendix for detail and reconciliation to US GAAP

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 growing¹

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 cyberthreats²

Leading software platform for the automotive industry

Installed in over 175M cars across 45+ automakers

Design wins with 23 of world's top 25 EV automakers

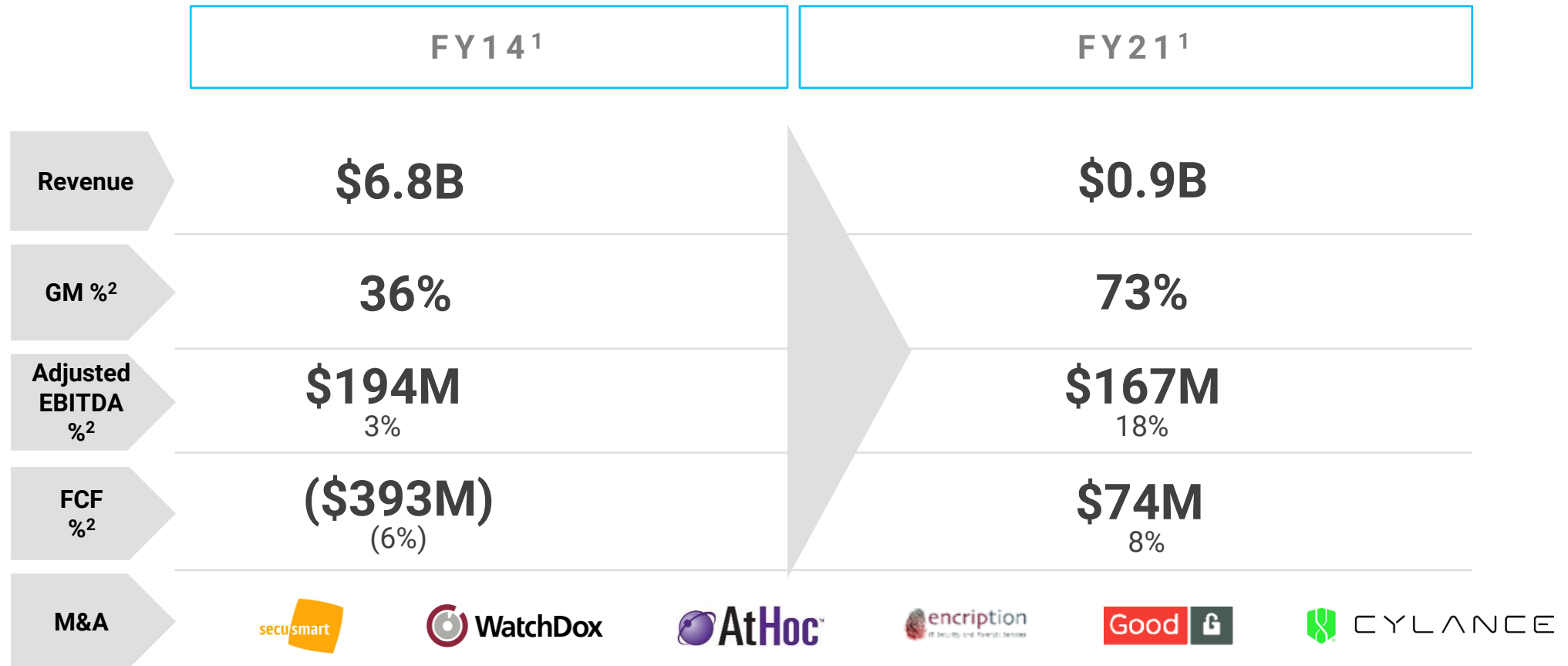
Unrivaled, broad and diverse blue-chip customer base

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 16 pts improvement in operating margin from 2016 to 2021³

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.

BlackBerry's Customers and Partners

Top-Tier Customers



18/20

G20 GOVERNMENTS



9/10

TOP GLOBAL BANKS



9/10

TOP AUTOMAKERS

Top-Tier Partners

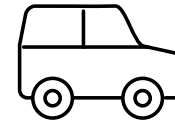
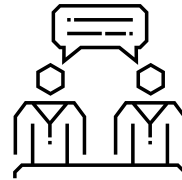
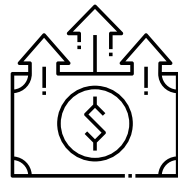


2,200+ partners and resellers across our ecosystem

Strategic Priorities



FY22 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

Timeless Model Goals



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

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

Opportunities for Long-Term Growth

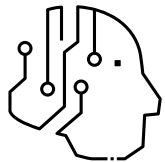


We have the right strategy, the right technology and are playing in the right markets.



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



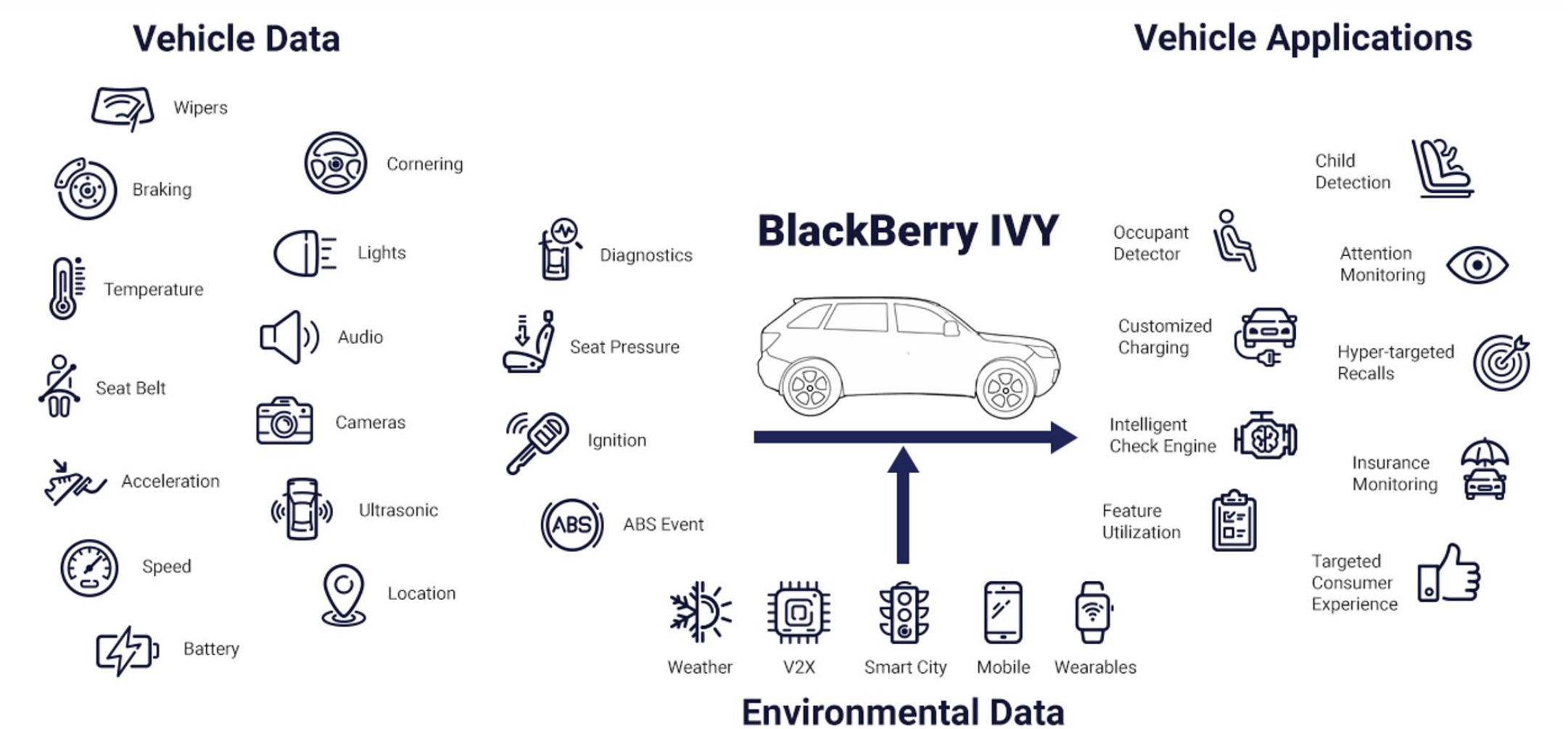
Scalable Financial Model

- Recurring revenue growth
- Efficient operating models
- Increased earnings power
- Greater cash flow generation

BlackBerry IVY

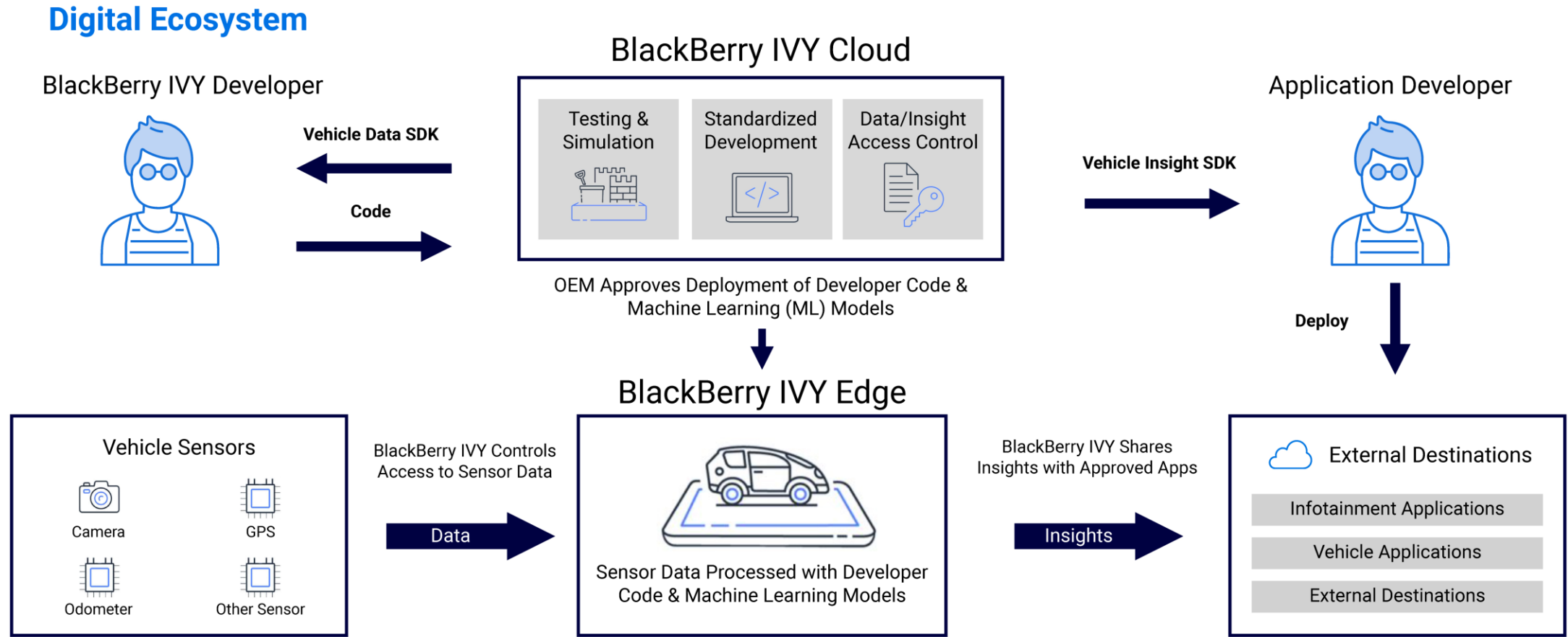
BlackBerry IVY - Opportunity to harness data in the car

Diverse sensors generate huge amounts of data in unique formats



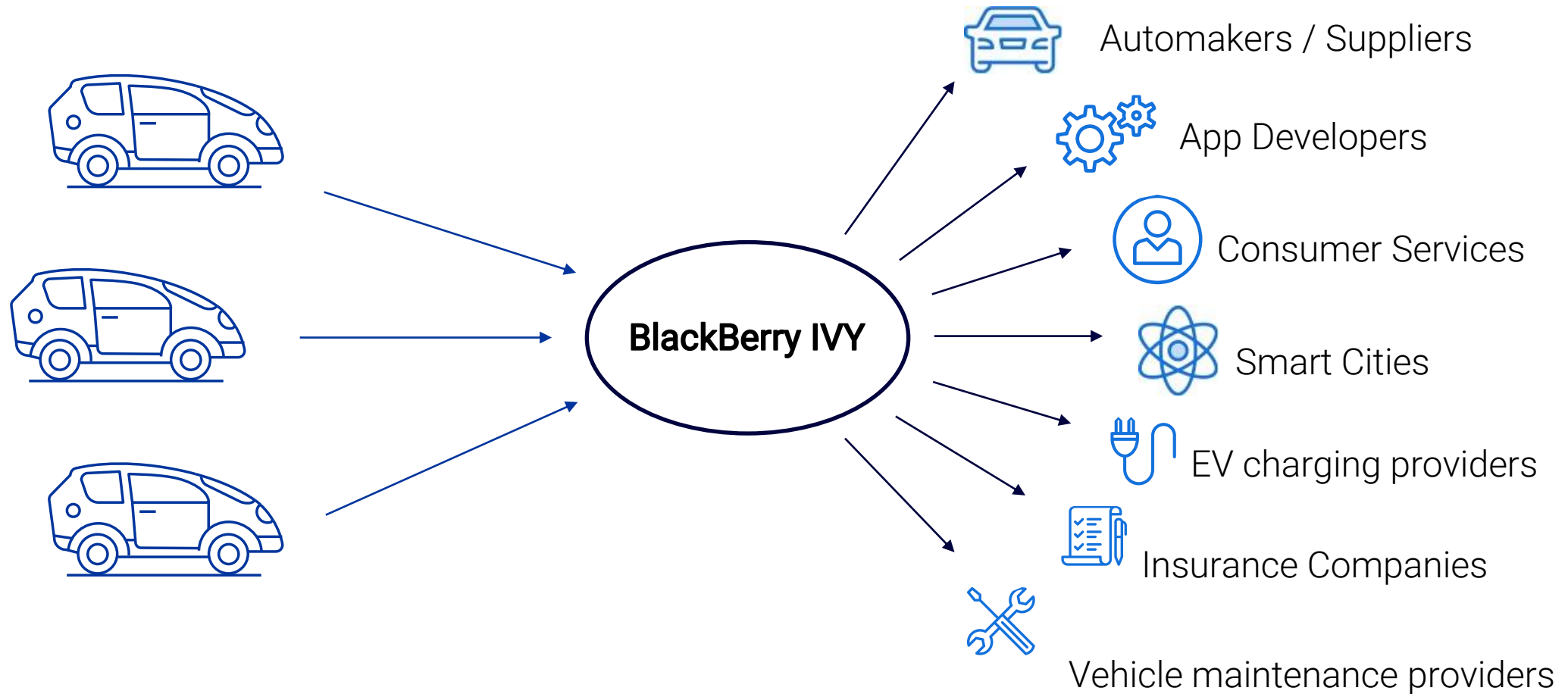
BlackBerry IVY's Digital Ecosystem

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



BlackBerry IVY's Addressable Market

Access to standardized, intelligent insights leads to endless possibilities



BlackBerry IVY – Strategic Alliance for Co-Development

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



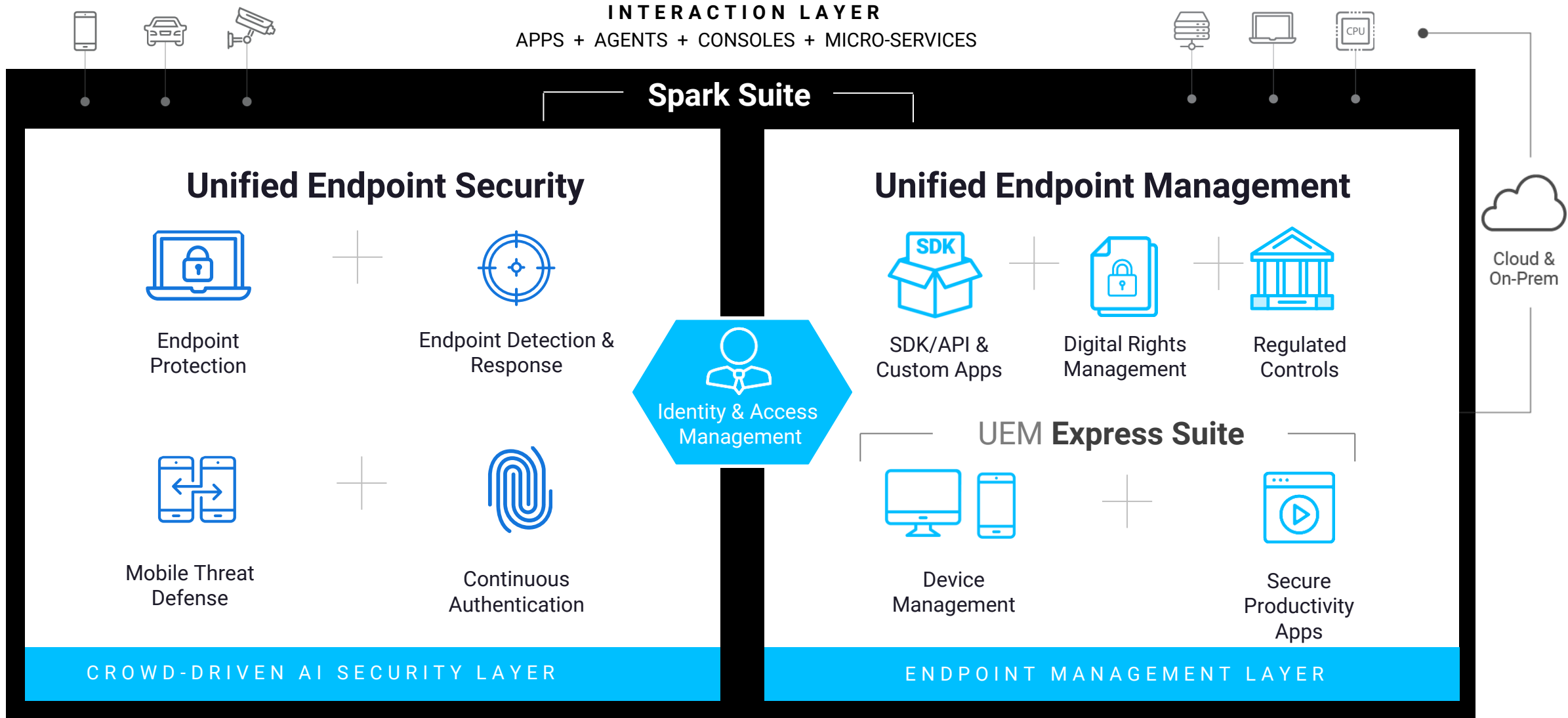
- Trusted leader in automotive safety and security
- Deep knowledge of embedded automotive software systems
- Exceptional track record of delivery, integration, and support

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



BlackBerry Spark[®]

Spark Suite

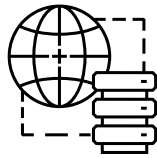


Why Unify Endpoint Security & Endpoint Management?



TOO MANY VENDORS

70%

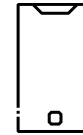


of organizations will have a unified console

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%

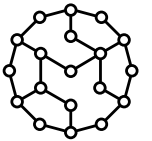


of organizations will have mobile threat defense

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

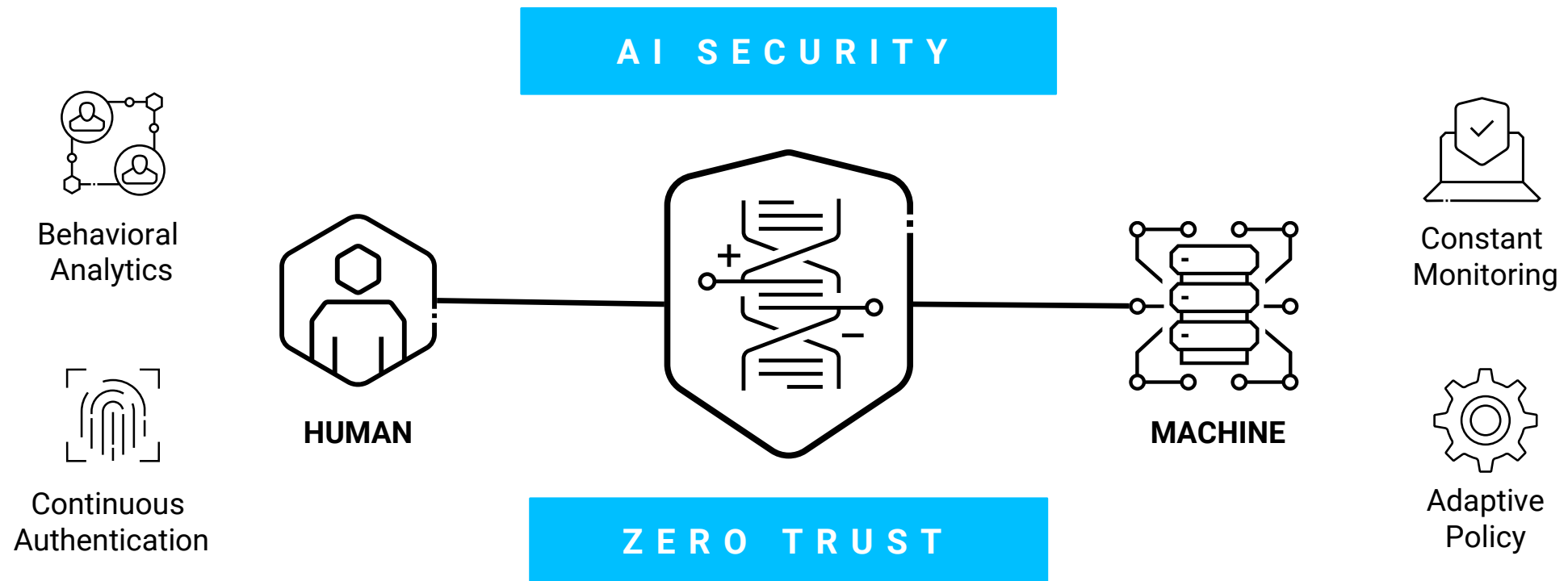
40%



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.

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

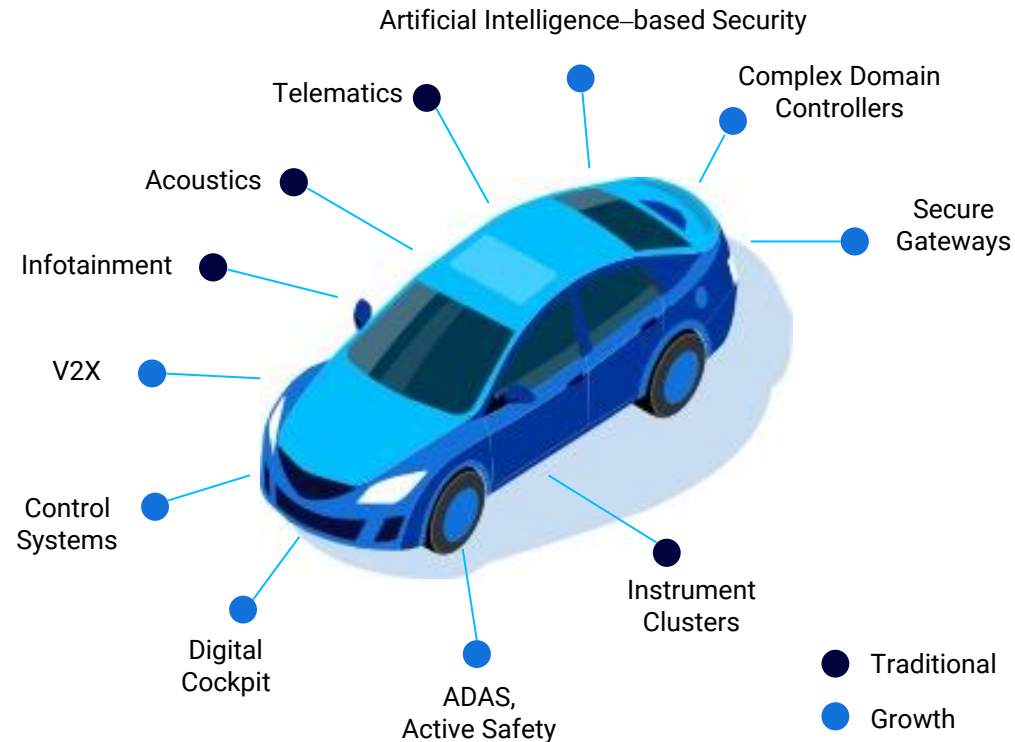


CLOUD SERVICES

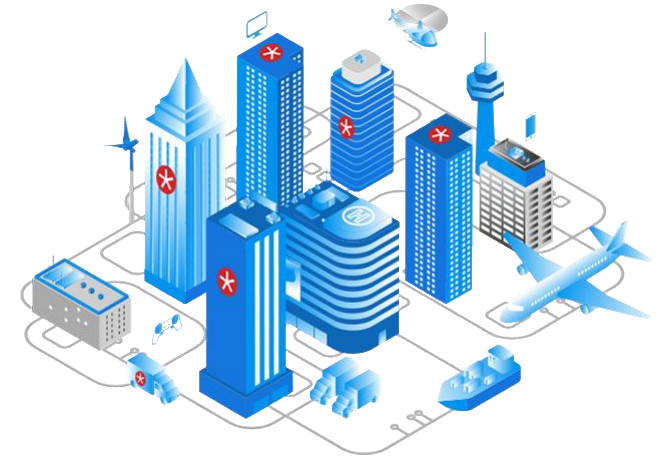
- OTA
- Jarvis



SMART CAR



SMART CITY



BlackBerry QNX

AUTOMOTIVE CONVERGING TRENDS



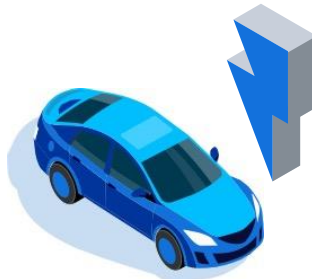
Autonomous
(Levels 2–5)



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?

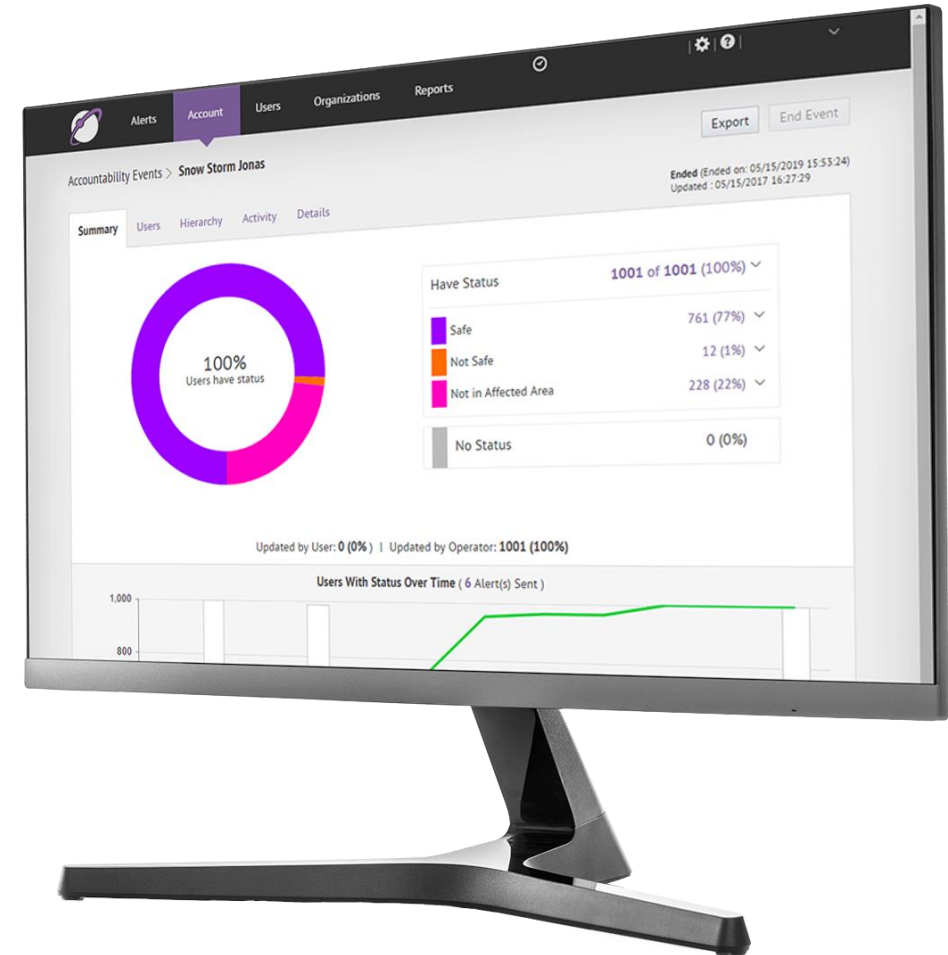
MINIMIZE DISRUPTIONS

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



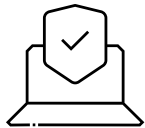
Collect



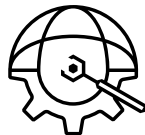
Account



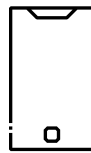
Connect



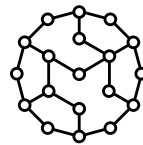
Secure



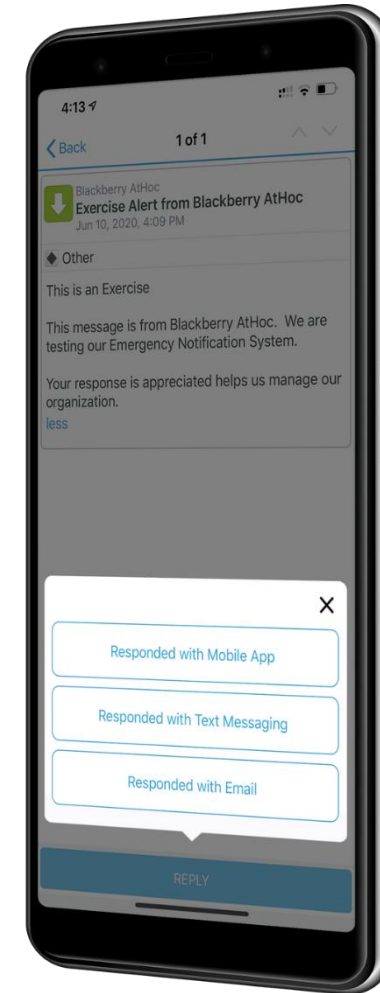
Unified



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

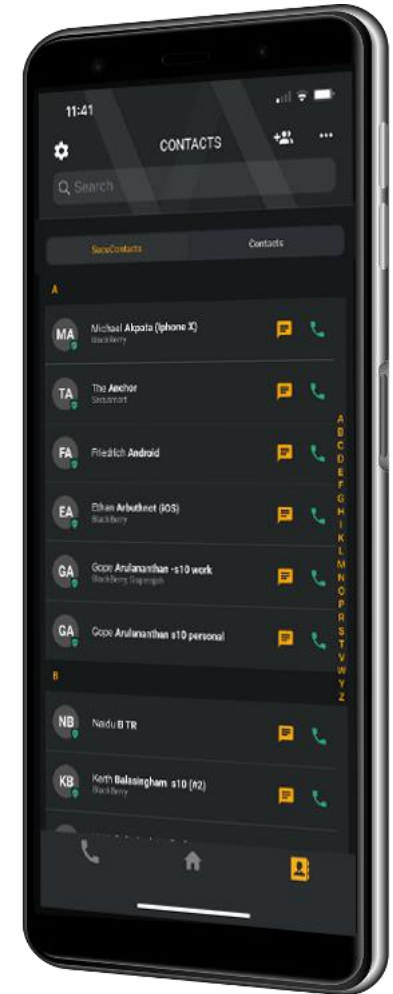
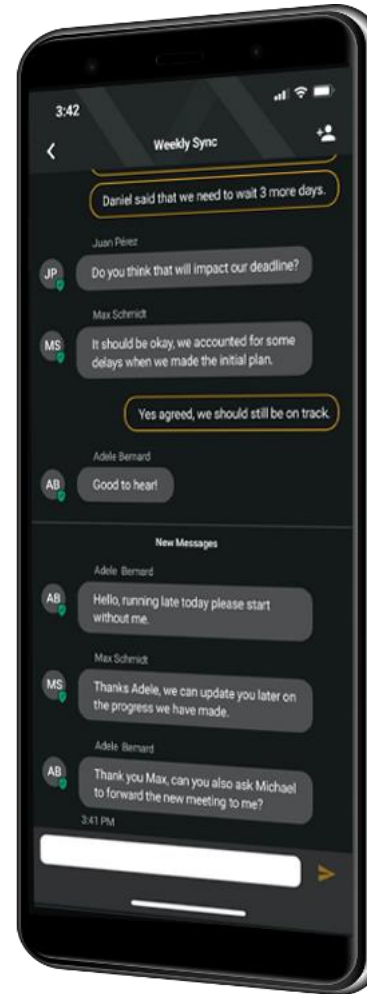


EASY & INTUITIVE TO USE

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.





Appendix (Q4 FY21 Financials)

GAAP Income Statement (\$M)

	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
Software & Services	\$ 168	\$ 168	\$ 185	\$ 170	\$ 691	\$ 148	\$ 151	\$ 162	\$ 160	\$ 621
Licensing and Other	79	76	82	112	349	58	108	56	50	272
Total GAAP Revenue	247	244	267	282	1,040	206	259	218	210	893
Cost of Sales	70	68	69	70	277	63	60	69	58	250
Gross Profit	177	176	198	212	763	143	199	149	152	643
Research and Development	71	62	66	60	259	57	57	53	48	215
Selling, Marketing and Admin	121	130	129	113	493	90	79	83	92	344
Amortization	49	48	49	48	194	46	46	45	45	182
Impairment of Long-lived Assets	-	2	3	5	10	-	21	-	22	43
Impairment of Goodwill	-	-	-	22	22	594	-	-	-	594
Debentures Fair Value Adjustment	(28)	(23)	(20)	5	(66)	1	18	95	258	372
Total Operating Expenses	213	219	227	253	912	788	221	276	465	1,750
GAAP Operating Loss	(36)	(43)	(29)	(41)	(149)	(645)	(22)	(127)	(313)	(1,107)
Investment Income (Loss), Net	3	-	(1)	(1)	1	-	(5)	(1)	-	(6)
Loss before Income Taxes	(33)	(43)	(30)	(42)	(148)	(645)	(27)	(128)	(313)	(1,113)
Provision for (recovery of) income taxes	2	1	2	(1)	4	(9)	(4)	2	2	(9)
GAAP Net Loss	\$ (35)	\$ (44)	\$ (32)	\$ (41)	\$ (152)	\$ (636)	\$ (23)	\$ (130)	\$ (315)	\$ (1,104)
Basic Loss per Share	\$ (0.06)	\$ (0.08)	\$ (0.06)	\$ (0.07)	\$ (0.27)	\$ (1.14)	\$ (0.04)	\$ (0.23)	\$ (0.56)	\$ (1.97)
Diluted Loss per Share	\$ (0.09)	\$ (0.10)	\$ (0.07)	\$ (0.07)	\$ (0.32)	\$ (1.14)	\$ (0.04)	\$ (0.23)	\$ (0.56)	\$ (1.97)
Weighted-average number of common shares outstanding										
Basic	551,845	552,343	554,585	556,668	553,861	557,839	558,882	562,443	566,089	561,305
Diluted	612,345	612,843	615,085	556,668	614,361	557,839	558,882	562,443	566,089	561,305

Non-GAAP Reconciliation (\$M)

Non-GAAP Adjustments (Pre-Tax and After-Tax)	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
Debentures Fair Value Adjustment	(28)	(23)	(20)	5	(66)	1	18	95	258	372
Restructuring Charges	1	1	7	1	10	1	1	-	-	2
Software Deferred Revenue Acquired	20	17	13	9	59	8	7	6	5	26
Software Deferred Commission Acquired	(5)	(4)	(4)	(3)	(16)	(3)	(3)	(4)	(3)	(13)
Stock Compensation Expense	17	14	15	17	63	14	9	12	17	52
Acquired Intangible Amortization	35	36	35	35	141	33	32	32	32	129
Business Acquisition and Integration Costs	1	2	-	1	4	-	-	-	-	-
Goodwill Impairment Charge	-	-	-	22	22	594	-	-	-	594
LLA Impairment Charge	-	2	3	5	10	-	21	-	22	43
Acquisition valuation allowance	(1)	-	-	-	(1)	-	-	-	-	-
Total Non-GAAP Adjustment (Pre-Tax and After-Tax)	\$ 40	\$ 45	\$ 49	\$ 92	\$ 226	\$ 648	\$ 85	\$ 141	\$ 331	\$ 1,205

GAAP to non-GAAP Gross Profit	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
GAAP Revenue	\$ 247	\$ 244	\$ 267	\$ 282	\$ 1,040	\$ 206	\$ 259	\$ 218	\$ 210	\$ 893
Software Deferred Revenue Acquired	20	17	13	9	59	8	7	6	5	26
Non-GAAP Revenue	267	261	280	291	1,099	214	266	224	215	919
GAAP Cost of Sales	70	68	69	70	277	63	60	69	58	250
Non-GAAP Adjustments to Cost of Sales	(2)	(2)	(4)	(2)	(10)	(2)	(1)	(1)	(1)	(5)
Non-GAAP Cost of Sales	68	66	65	68	267	61	59	68	57	245
Non-GAAP Gross Profit	199	195	215	223	832	153	207	156	158	674

Non-GAAP Reconciliation (\$M) (Cont.)

<u>Adjusted EBITDA</u>	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
GAAP Operating Loss	\$ (36)	\$ (43)	\$ (29)	\$ (41)	\$ (149)	\$ (645)	\$ (22)	\$ (127)	\$ (313)	\$ (1,107)
Non-GAAP Adjustments to Operating Income	41	45	49	92	227	648	85	141	331	1,205
Non-GAAP Operating Income	5	2	20	51	78	3	63	14	18	98
Amortization	53	54	53	52	212	50	50	49	49	198
Acquired Amortization Intangibles	(35)	(36)	(35)	(35)	(141)	(33)	(32)	(32)	(32)	(129)
Adjusted EBITDA	23	20	38	68	149	20	81	31	35	167

<u>Reconciliation from GAAP Net Loss to Non-GAAP Net Income and Non-GAAP Earnings per Share</u>	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
GAAP Net Loss	\$ (35)	\$ (44)	\$ (32)	\$ (41)	\$ (152)	\$ (636)	\$ (23)	\$ (130)	\$ (315)	\$ (1,104)
Total Non-GAAP Adjustment (After-Tax)	40	45	49	92	226	648	85	141	331	1,205
Non-GAAP Net Income	5	1	17	51	74	12	62	11	16	101
Non-GAAP Basic Earnings per Share	\$ 0.01	\$ 0.00	\$ 0.03	\$ 0.09	\$ 0.13	\$ 0.02	\$ 0.11	\$ 0.02	\$ 0.03	\$ 0.18
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	566,089	561,305

Non-GAAP Revenue, non-GAAP Gross Profit, non-GAAP Operating Income, non-GAAP Net Income, 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 the information above subsequently.

Amortization And Reconciliation Details (\$M)

<u>Restructuring Charges Details (Pre-Tax)</u>	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
Cost of Sales	\$ 1	\$ 1	\$ 3	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -
Selling, Marketing and Administration	-	-	4	1	5	1	1	-	-	2
Total Restructuring Charges	\$ 1	\$ 1	\$ 7	\$ 1	\$ 10	\$ 1	\$ 1	\$ -	\$ -	\$ 2

<u>Amortization of Intangibles and PP&E Details</u>	Q1-20	Q2-20	Q3-20	Q4-20	FY 2020	Q1-21	Q2-21	Q3-21	Q4-21	FY 2021
Cost of Sales Amortization										
Property, Plant and Equipment	\$ 1	\$ 2	\$ 1	\$ 2	\$ 6	\$ 1	\$ 1	\$ 1	\$ 1	\$ 4
Intangibles Assets	3	4	3	2	12	3	3	3	3	12
Total in Cost of Sales	4	6	4	4	18	4	4	4	4	16
Operating Expenses Amortization										
Property, Plant and Equipment	\$ 5	\$ 4	\$ 5	\$ 4	\$ 18	\$ 4	\$ 5	\$ 4	\$ 4	\$ 17
Intangibles Assets	44	44	44	44	176	42	41	41	41	165
Total in Operating Expenses Amortization	49	48	49	48	194	46	46	45	45	182
Total Amortization										
Property, Plant and Equipment	\$ 6	\$ 6	\$ 6	\$ 6	\$ 24	\$ 5	\$ 6	\$ 5	\$ 5	\$ 21
Intangibles Assets	47	48	47	46	188	45	44	44	44	177
Total Amortization	53	54	53	52	212	50	50	49	49	198

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 the information above subsequently.



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