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BlackBerry Limited

BlackBerry to Acquire Cylance Announcement

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C O R P O R A T E   P A R T I C I P A N T S

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Daniel Chan, *TD Securities*

Mike Walkley, *Canaccord Genuity*

Paul Steep, *Scotia Capital*

Steven Fox, *Cross Research*

P R E S E N T A T I O N

Operator:

Good morning and welcome to the BlackBerry conference call regarding acquisition of Cylance. My name is Chris and I will be your conference moderator for today's call. During the presentation all participants will be in a listen-only mode. We will be facilitating a brief question and answer session towards the end of the conference. Should you need assistance during the call, please signal a conference specialist by pressing star, one. As a reminder, this conference is being recorded for replay purposes.

I would now like to turn the presentation over to our host for today's call, Christopher Lee, Vice President of Finance. Please go ahead.

Christopher Lee:

Thank you. Hello and thank you for joining us today for the conference call regarding BlackBerry's acquisition of Cylance. The details of this transaction can be found in a press release issued earlier today along with a Form 6-K filed today with the SEC. Joining us this morning on the call are John Chen,

Executive Chairman and Chief Executive Officer of BlackBerry, Stuart McClure, Chairman and Chief Executive Officer of Cylance, and Steve Capelli, Chief Financial Officer and Chief Operating Officer of BlackBerry. After our prepared remarks, we'll open the call for some limited Q&A.

This call is available to the general public via call-in numbers and via webcast in the Investor Information section at BlackBerry.com. A replay will also be available on the BlackBerry.com website. Some of the statements we'll be making today constitute forward-looking statements and are made pursuant to the Safe Harbor provisions of applicable U.S. and Canadian securities laws. We'll indicate forward-looking statements 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 risks noted in today's press release and the risk factors that are discussed in the Company's Annual Information Form which is included in our Annual Report on Form 40-F 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.

I will now turn the call over to BlackBerry CEO John Chen.

John Chen:

Thank you, Chris, and good morning everybody. Chris's prepared script is longer than mine, so expect …

Okay, forward-looking. This morning we announced entering into a definitive agreement to acquire Cylance for $1.4 billion in cash plus assumed unvested employee incentive compensation. This is the largest acquisition in BlackBerry's history.

I'm very excited about today's news because this acquisition did two things for us. First, it will provide BlackBerry with the additional cybersecurity capabilities with state of the art artificial intelligence and machine learning technology that could be utilized across our entire portfolio including our UEM product, our QNX and our Spark platform. Secondly, it is a key investment to accelerate our future software and services growth in the Enterprise of Things market.

I know many of you have been waiting to see the results of our M&A activities. I have always said that we will be patient for the right asset and I believe we are obtaining a premier cybersecurity asset in Cylance.

A word about Cylance, as Stuart is here and he is going to be able to go much deeper in detail in this. Cylance provides endpoint prediction and protection security solutions utilizing, as I pointed out earlier, artificial intelligence and machine learning technology. Cylance products are used on over 15 million endpoints.

Cylance's mathematically based technology enables efficient and proactive threat prevention and remediation with extremely high accuracy on an agent that requires a minimum amount of code, resulting in us using less memory and power. This is actually a very key point going forward for our Spark platform. Cylance customer has over 3,500 active subscription customers including over 20% of the Fortune 500, primarily in the manufacturing, healthcare and technology industries.

As I pointed out earlier, I have asked Stuart and Steve to join the call today to provide their perspectives on the acquisition. Before handing the call over to Stuart and Steve, let me share BlackBerry's strategic rationale for this acquisition.

As previously shared with you all, BlackBerry's goal is to secure and manage endpoints in the Enterprise of Things. There are significant and intersecting global trends influencing our vision, and namely I'd like to name three of them. First, hyperconnectivity. This is the one that everything wants to talk to each other. There are more endpoints communicating with enterprise users, individuals and to 'things' in general.

Secondly, an absolute increasing demand for data security and data privacy.

Last but not least, the edge will continue to be more intelligent and distributed. The old VPN implementation is actually not suitable for the IoT environment.

According to Gartner in its most recent Internet of Things Backbone Survey, security was cited as the top barrier to IoT success with privacy concerns and potential risks and liability all in the top five, and these, of course, are areas that we specialize in addressing.

Therefore, we announced the Spark platform, leveraging BlackBerry endpoint management and embedded software technologies to be a single unified endpoint security and management platform to address all these trends. Cylance's AI and machine learning based endpoint capabilities fit nicely into our long-term vision for the Spark platform that we are developing.

As the Spark platform is being developed, Cylance technology will complement our current UEM and QNX business. The combined technologies will result in BlackBerry being the only company in the market to deliver a comprehensive endpoint cybersecurity platform with strong prediction technology. This platform will protect all types of endpoints, both mobile and fixed, from the chip to the edge across the entire security lifecycle. Cylance's customer base complements BlackBerry's strong customer base in financial services, government and other regulated industries.

There are no doubts in my mind that we are acquiring cutting edge technology, but you don't have great technology without a visionary team with domain expertise. Cylance brings a valuable group of over 300 software engineers and data scientists as well as over 100 patents and patent applications in cybersecurity and machine learning to BlackBerry's existing patent portfolio. The world-class talent joining BlackBerry will be engaged to advance BlackBerry and Cylance's existing offerings. They will also contribute to a new security solution in the Enterprise of Things, including in the automotive, healthcare and industrial verticals.

Now I'd like to ask Stuart for his perspective. Stuart?

Stuart McClure:

Thank you, John. Hello everybody. We are extremely excited to become part of BlackBerry. Both BlackBerry and Cylance share a common mission and vision, which is to secure and connect every endpoint in the world. As I've shared in the past, Cylance's mathematical approach is different than signature-based approaches. We prove every day that you can actually identify attacks long before they ever start, what we call the unknown unknowns, and we truly prevent them. This is done through what we call AI prediction where we've trained computers over millions and millions of files and attack behaviours to learn exactly what makes them up, the DNA of these attacks. We use machines to do what they're really good at, which is process massive volumes of data and then use humans for what they're really good at. If the attack bypasses the artificial intelligence, which is rare and unlikely, it's typically a very

complex attack, something the world has truly never seen before. At that point it's the human's job to understand what happened, how it was bypassed and what new features or characteristics we need to train the machines on.

I share John's view that our teams, technology and go-to-markets complement each other incredibly well. I believe the world shares BlackBerry's vision to secure endpoint communications and collaboration.

Together, our existing and future customers will have access to our truly differentiated technology, making BlackBerry Spark indispensable for the Enterprise of Things.

Now, I'll turn the call over to Steve to add a few financial details on the transaction.

Steve Capelli:

Thanks, Stuart. I'm also very excited, not only for the technological capabilities that Cylance brings to BlackBerry, but also for the short- and long-term financial return potential this acquisition provides. Cylance will add revenue to BlackBerry's organically growing base of software and services revenue. Cylance generated over $130 million in highly recurring revenues during its last fiscal year which ended April 2018.

We expect to fund the $1.4 billion purchase price using cash on hand while maintaining a strong and flexible balance sheet. We also expect to issue shares to fund the unvested assumed equity and expect the share dilution to be minimal.

The transaction has been unanimously approved by the Board of Directors of both BlackBerry and Cylance. The transaction is expected to close prior to the end of BlackBerry's current fiscal year which ends February 28, 2019, subject to regulatory approvals as well as other customary closing conditions.

Based on the expected close date, which is targeted to be within BlackBerry's fourth fiscal quarter, we anticipate the transaction will have no impact to the FY19 financial guidance we have previously provided.

I know several of you will be asking questions about the combined FY20 financial guidance, and related metrics. As the deal has not closed yet, we are not able to share that information. We anticipate sharing more financial guidance with you after the close of the transaction.

With that, let's open the call for a couple of questions.

Christopher Lee:

Operator, can you …?

Operator:

I'll begin the question and answer session. To ask a question, you may press star, one on your telephone keypad. If you are using a speaker phone, please make sure your mute function is turned off to allow your signal to reach our equipment. Again, press star, one to ask a question. We request that you limit yourself to one question and one follow-up.

Your first question comes from Gus Papageorgiou of Macquarie. Your line is open.

John Chen:

Good morning, Gus.

Gus Papageorgiou:

Good morning everyone.

Christopher Lee:

Good morning, Gus.

Gus Papageorgiou:

Good morning. John, I think in the past you said when you were looking for an acquisition you wanted three things: one, a solid book of business; two, that the business be highly recurring; and three, that you pay around 4 times EBITDA sales for it. Can you kind of rate yourself as to how you did on this one?

John Chen:

I think we've done pretty well. What was the last thing there I said about 4 times what?

Gus Papageorgiou:

I think 4 times EBITDA sales.

Christopher Lee:

Enterprise value (inaudible).

John Chen:

No, no, no. Thank you, Gus. Okay, so I think we've done extremely well. I am not at liberty to comment about the multiple, but I could tell you on that point, the multiple of the market, the high growth cybersecurity company are probably about 10 times forward-looking revenue. It might have reason—the recent market has taken it down a little bit, but I could—you know, probably about 7 or 8 times. I could tell you that on our forward-looking expectations—Stuart is sitting here and he has to deliver this number—it will be less than that 7 times forward-looking. I could only comment on that.

We're very conscious about shareholders' assets, and I believe that we've done extremely well in a high-growth, high recurring, which both are checkmarks.

More importantly, I want to stress a little bit about the strategy, the strategic plan. What attracted us is not just the financial metrics, which was obviously important, but it's really complementary to a lot of the stuff that we want to excel in. For example, when we talk about endpoint management and communication, you need a high level of security, especially in predictiveness, especially when I talk about edge computing is going to be getting smaller, lighter and how do you do that if you use the traditional signature based technology? And oh, by the way, that is so not applicable because you don't want to have a network getting attacked first and then you react to it. You always want to—this is why we take flu shots, right? You want to preventive. You don't want to be responding to an illness of sorts, and so we want to apply that same technology. By the way, a lot of companies today, especially in AI, that I spoke

to, peers in the industry, they are definitely on that trend, meaning that, "Let's not get the attack here and address that. Let's just address it before it happens." That's number one.

Number two, it really helps our UEM customers because if I look at what we've done, BlackBerry, with our UEM platform, we call ourselves—yes, we do a lot of security technology but we do it in more of the compliance and risk management area. People install our technology to prevent things from happening and to have a better management of it. Now, we don't do kind of the endpoint predictiveness. This is where Cylance—actually, Cylance originally founded on that technology and the leadership of that, and then of course Cylance is now adding remediations and detection to it, and we also have a view on identity management going forward that is very complementary. Both teams are working on it; I think we could do much better working together. So, there's a lot of strategic-ness for the UEM Enterprise customer.

Then there is this whole thing about auto. I know, Gus, you are highly interested in our auto QNX and embedded technology, and needless to say, we're going to be able to make a car safer, and I will just leave it at that.

Gus Papageorgiou:

Okay. Thank you very much.

John Chen:

Sure, Gus.

Operator:

Our next question comes from Daniel Chan of TD Securities. Your line is open.

John Chen:

Hey Dan.

Daniel Chan:

Hey guys. Congratulations on the deal.

John Chen:

You like the deal? Do you like the deal, Dan?

Daniel Chan:

With the—Stuart, in the press release …

John Chen:

You don't answer your question. He won't answer my question. All right, go ahead.

Daniel Chan:

Stuart, in the press release where you guys said that you did $130 million in revenue in Fiscal '18, you said you grew about 90% year-over-year, and John just made a comment that you may imply that forward-looking sales are going to be less than 7 times if you use the $1.4 billion acquisition price. Do you think you can maintain that 90% growth, or do you think you can accelerate once you have BlackBerry's larger footprint?

John Chen:

Stuart, go ahead please.

Stuart McClure:

Yeah, sure. Thanks so much, Dan, for that. We've seen such tremendous growth in the industry, and really almost wholly because of our artificial intelligence predictive engine, and just competitively, it's heads and tails above the rest. The market is always constantly shifting, it's always adjusting, but that AI prediction is what will stand the test of time, and we see that constantly with customers wanting to get more and more predictive and more and more preventative like John was mentioning with the flu shots. I think it's a great analogy. Would you rather deal with the symptoms of the problem—taking the Tylenol and the Sudafed or whatnot, or would you rather just prevent the whole illness and affect of it all?

So, for us, we're going to continue to grow the business incredibly strong and continue to look forward and how to bring 1 plus 1 equalling 3 here with BlackBerry.

Daniel Chen:

Does that imply that you can take that 90% growth and accelerate it then?

Steve Capelli:

We're not going to comment on that, Dan, at this point in time, but nice try.

Daniel Chan:

Okay. All right, and then, Steve, the management team at Cylance seems really strong with a strong pedigree. Stuart obviously comes from a pretty strong background in McAfee. Any provisions in the deal to keep management in place?

Steve Capelli:

We work behind the scenes with Stuart and the team to make sure that we have the right people to go forward with, and that's part of the operating plan and we'll continue to work on that between now and the time it closes.

John Chen:

Well, the answer is yes. I mean I don't know why Steve took—of course this is important that the talents—the talent that we potentially could acquire here is very important and we're hoping to add more to that.

Stuart McClure:

I just want to add real quick, I mean we are all very mission driven in cybersecurity and certainly in Cylance. I'm very mission driven. The mission for the company has always been to protect everybody in the world from cyberattack using AI and predictive capabilities, and that's what makes this combo just so powerful for me and us as a company because we're able to extend that mission even quicker and accelerate it.

Daniel Chan:

Great, thank you.

John Chen:

Thanks, Dan.

Operator:

Our next question comes from Mike Walkley of Canaccord Genuity. Your line is open.

Christopher Lee:

Hi Mike.

John Chen:

Good morning.

Mike Walkley:

Hi. Good morning, yes. Congrats from me also on the acquisition. Question from me: It appears the two companies will create a differentiated platform. I was wondering if you could just share with us maybe the competitive environment, how Cylance competes with the likes of a CrowdStrike or Trend Micro? Then without—I know you're not going to give numbers but what are some of the revenue synergies you two companies see by merging together? What are the opportunities to drive even faster growth relative to the competitive environment post the acquisition?

John Chen:

I will make some comment and then I'm going to pass to Stuart, to make a comment on where you asked for specific company like CrowdStrikes and Trend Micros. We'd obviously done a ton of research before we honed into Cylance, and we've got to have to start from the customer point of view. The customer wants a platform. It wants a platform to manage applications for IoT, and so—in this, cybersecurity features is one requirement, a very important requirement, no doubt. It is one of the important requirements of the platform. So, where you talk about I think the combination—I think the beauty of the combination is we could put a platform together. We put a platform together to address applications like communications, like connectivity in the IoT world and we call it the EoT because we're focusing on enterprise usage of that.

So, you know, the differentiation is really very strong and it's not going to be a point product company that, you know, some of them you named, or a platform using signature base, relying on the VPN existence. We believed independently—not because we acquired Cylance, that's why we said that. The thesis of acquiring a lead edge technology computing company in cybersecurity is to prevent from getting

older technology and being obsoleted. So, from a platform perspective, from an enterprise provider perspective, the combination is strongest.

Last point before I turn it to Stuart is that BlackBerry is all about mobile first and Cylance is all on fixed points, which is like most every cybersecurity company. The combination—an endpoint by definition is both, plus some more, so this is why it's exciting. I mean there's a lot of complementariness. I mean not only the technology, the vision and the market. So, I'm going to pass it to Stuart.

Stuart McClure:

Okay. Well, thanks John, and thanks Mike for the question. You asked about a couple of folks, one that's more of a traditional antivirus incumbent, what we call a classic AV company, and then one that would be considered sort of a next gen technology, more of a detect and respond technology.

The first one is quite straightforward. Technologies that are a part of our past have been very, very powerful in the past but today's attacks and just the sheer volume of these attacks and complexities just simply can't keep up with a signature based approach. We've been built from the ground up since Day 1 with machine learning artificial intelligence to actually predict attacks, so we do far, far, far better orders of magnitude better when it comes to predicting brand new unknown and known. So when it comes to those more incumbent or traditional antivirus companies, the difference is quite clear for customers, especially around not just efficacy but in simplicity and performance. We can end up removing countless layers, restoring back CPU and memory, power, you name it, all because of our simplicity and our incredibly light footprint.

From a next gen perspective, and a detect and respond perspective companies, while there's many different ways to differentiate. First of all, we can truly replace antivirus completely on the endpoint, whereas pretty much all the solutions still rely on an existing incumbent AV to stay on the box. We can do that in many, many different ways.

The second is we are truly open. In other words, we do not require customers to give us their requirements; they can actually build their own detection capabilities, their own reaction capabilities, their response capabilities and it makes a very, very flexible platform by which our customers could take advantage.

Then lastly is that we can truly prevent both online and offline, which is really key, whereas pretty much all of those other vendors can't. If you're disconnected from the Internet or if you are more of a fixed function device or in, for example, industrial control systems or IIoT world, you simply cannot get access to the Internet, and with that, all of our logic and our conviction is on the endpoint itself, whether it be a server or a desktop or virtual-

Male Speaker:

Or a car.

Stuart McClure:

Or a car. Or a car, and we're the only ones that can do that in the industry today.

With that, hopefully that gives you a good sense of the differentiation.

John Chen:

Thank you, Stuart.

Steve Capelli:

Mike, I was just going to add to your comment about the synergies and I wanted to highlight the following. You know, adding Cylance predictive and protection solutions to BlackBerry on a single platform will really drive the synergies. Right now, what's nice is we have complementary verticals and we'll work to communicate with one another, but by and large, until we have the platform developed, we don't expect a lot of revenue synergies.

John Chen:

So you're soft-pedalling the future revenue forecast.

Steve Capelli:

That's my job.

John Chen:

Yeah, I got it. Thank you for pointing that out. But Mike, make sure you take that point to heart.

Mike Walkley:

I will. And Steve, maybe just my follow-up question. The way you've structured the deal mainly in cash, how should we think about just net cash post the deal and your view on the capital structure? Is that the right level of cash you need to run the Company going forward? Thank you.

Steve Capelli:

We're not going to comment—I'm not going to comment specifically on those goals, but we do expect to generate cash as a combined company in a short period of time.

Mike Walkley:

Thank you very much.

John Chen:

(Inaudible) I mean it is out expectation—it's an expectation so I'm going to refer to Mr. Lee's forward-looking statements. It is our expectation that we'll be able to be accretive within a year and we will be able to generate cash in a very short order, and so we're not concerned about our capital structure at all.

Mike Walkley:

Thank you.

John Chen:

Thank you.

Operator:

Our next question comes from Paul Steep of Scotia Capital. Your line is open.

Paul Steep:

Thanks.

John Chen:

Hi Paul.

Paul Steep:

Good morning. Maybe the question would be more for Stuart. Stuart, it looks like your team has been busy hiring up for a number of vendors in the automotive side. Could you talk at a high level without obviously tripping on anything on the competitive side as to how you've been approaching that auto market? It looks like you sort of threw that up on your site about a year ago and came in as an area that's of interest. What have you been doing with auto? Then the second, a follow-up would be have BlackBerry and Cylance worked together for any OEMs yet? Thank you.

Stuart McClure:

So, I'll take it for the first part. What we've developed at the company, at Cylance, is really a complete platform for taking any data that we want and building a mathematical model of prediction for future classification. What that means simply is you can give us any data you want and we'll tell you the algorithm to determine what type of data it is. So, when we look at the places to go and apply the technology, we have always had a long-term trajectory around the embedded systems world. With that, of course, one of the number one places to go is around the self-driving cars and automobiles. As part of that, we've applied the same sort of learning but now we're getting into the lower, lower levels of the stack when it comes to the embedded systems world.

If you recall, I was at McAfee at the time Intel acquired us and the challenges always there were you simply cannot move a signature-based technology to the chip. It's simply impossible. So, for us, we're pure mathematics, and mathematics work perfectly in a very small frame of reference. And so, that's exactly where we started to take the AI is moving it down to the actual waveform and signal form on the actual board itself.

So, these are some exciting areas that obviously we'd love to explore in detail and really push forward with BlackBerry.

John Chen:

Okay, thank you. So, no, we have not worked on—jointly worked on any of the OEM, but this dovetails very nicely in what we're doing with a number of OEMs directly which, if you recall, last Detroit Auto Show, last January we announced Jarvis, the code scanning—binary code scanning software platforms for creating most secure code for OEMs. This obviously, you can see the complementariness of this. Now, we're not only focused on development, we can now do deployment also. Like Stuart said, there is just no way for me to put enough signature tracking code in a car because it's just not (inaudible). I mean there's no practicality to this thing. Either this is a chip or even one level higher, we have to use a model

to predict, to analyze the threats. That's the way the industry is going. The only good thing is we actually have it.

Paul Steep:

Great. Fantastic. Thanks guys. Congrats.

John Chen:

Thank you.

Christopher Lee:

Thank you.

Operator:

Your next question comes from Steven Fox of Cross Research. Your line is open.

John Chen:

Hey Steve.

Steven Fox:

Hey, good morning.

John Chen:

Good morning.

Steven Fox:

A couple of questions from me. First, a clarification. John, when you say accretive, are we talking accretive to cash flows or can you just be a little more specific? Then I had a couple as a follow-up.

John Chen:

Well, accretive as in terms of the negative impact to the earnings, for sure.

Steven Fox:

Okay.

John Chen:

Okay. What was the follow-up? Yeah.

Steven Fox:

When you think about the first year of the two companies together, I know you said you're going to run the businesses separately, but in terms of developing sales synergies, do you look at certain markets as being low-hanging fruit or maybe in the first 12 months you would attack those sooner rather than later?

Then, secondly, in terms of Cylance's cost structure, can you give us a sense in how it's grown over the last year and how many engineers have been added, etc.? Thank you.

John Chen:

Okay. The second one is easy to comment. Cylance is a high-growth company. They have been putting a lot of money in both engineering and go-to-market, and I think there might be some good synergies there. Their verticals are very complementary to ours. They are mostly in manufacturing, technology and industrial verticals, and we are financials, government, legal, in those highly regulated industry, and of course transportation. So, you could see that it's quite complementary on that.

The one thing why Steve Capelli—the CFO is usually more conservative and he's right, rightfully so in this case because as I pointed out, we are the mobile first company and we need to adapt a lot of the technology that Cylance has by our engineers so that we could address connectivity with the mobility platforms. Also, Cylance, as a high growth business, we want to make very sure for the next 12 months they serve their existing customers very well and beyond, so there's a—we have a dual purpose here.

So, we're going a little slower in terms of getting the revenue synergy because of the technology that we have to make sure that it sits on one platform, and secondly, Cylance has itself a very high growth expectation and now we have very high growth expectation of Cylance.

I think this thing is going to work out very well.

Steven Fox:

Great. That's very helpful. Congratulations.

John Chen:

(Inaudible). Thank you.

Operator:

Our final question comes from Paul Treiber of RBC Capital Markets. Your line is open.

John Chen:

Hey Paul.

Christopher Lee:

Hi Paul.

John Chen:

You must be on mute.

Christopher Lee:

Paul, are you there?

John Chen:

Okay, if not, then I'm going to provide some closing comments and then I'm sure a lot of us will be talking to a lot of each other.

First of all, I'd like to thank you all for joining us on such short notice. As you could imagine, deals like this usually is—there's a lot of back and forth, and we had a lot of back and forth, and finally it worked out, which is great.

I want to also point out one thing that, you know, when we pivot our company from building a handset to a software and services company, and focusing on high recurring and using the assets of what BlackBerry has in cybersecurity and everything that we know in cryptology as well as in the NOCs that we have that everybody knows that we got, it's been a really good journey. We have done some organic growth and there's some inorganic growth. This is the next step of growth that we needed, and it also matches the vision we have. If you go back to our AGM, our shareholder meeting in June, you hear the—if you go and uncover the presentation, you will find Cylance fits everything we said, down just to—literally everything is consistent.

This is a—I'm sorry it took so long, but it was very important to us that we get it right and we don't overpay too much. We paid enough but we didn't overpay too much.

The final point is the combination makes us one of the major players in the industry, even on a revenue base. If you look at endpoint protection, I know there's about 50 endpoint protection companies out there, or endpoint management or detection or whatever the company out there. I need you to focus on the fact that the combination of the two companies will push a billion dollars in revenue. So the question is how many billion-dollar revenue software services companies specialize in cybersecurity and recurring that you could find? So, this makes me very excited.

I've been here five years, as you all know. It was a hard-fought battle. It was a long journey to get to this point and I'm really pleased that we could make this happen.

With that, thank you all very much for joining us today and I'm looking forward to having a continuous conversation. Have a good day.

Operator:

This concludes today's call. Thank you for your participation. You may now disconnect.