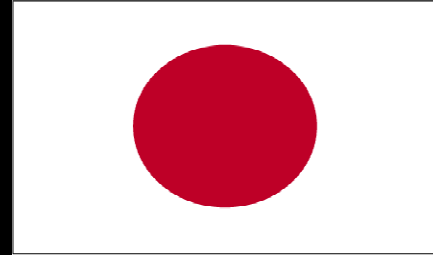


**Joe Caci,
Vice President, Products
Research In Motion**

October 23, 2008

BlackBerry In Japan



BlackBerry in Japan

- **Introduction Strategy**
 - Initial Entry with the Enterprise Market
 - Partnership with DoCoMo
 - Largest Japanese Operator
 - Most Developed Enterprise/Professional Market
 - Large Footprint in Japan
 - Very influential Large Enterprise
 - Long history of cooperation

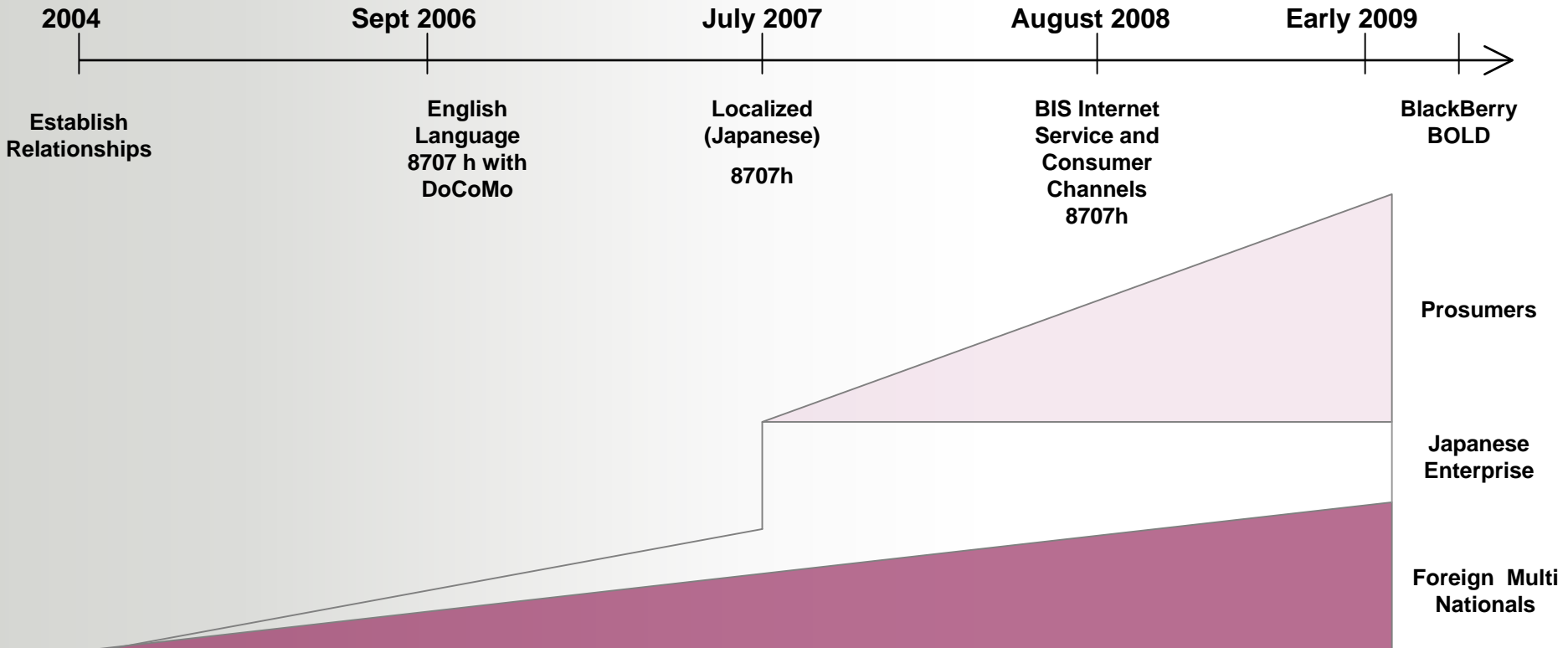


BlackBerry®

BlackBerry In Japan

- **Going Forward**

- Step by step approach to building the Business



BlackBerry in Japan

- **Rationale for Entering the Market**

- Global Customer Base of multinational corporations
- 2nd largest economy in GDP terms
- Opportunity to penetrate Japanese multinational and SMEs
- Large sophisticated consumer mobile phone market. A place to grow and to learn...

- **Our Solution**

- BlackBerry Handhelds
- Business Enterprise Server
- BlackBerry Internet Service
- End to End secure solution for email and data driven applications



Challenges and Key Success Factors

- **Cultural and Lifestyle differences**
 - Mobile phones in Japan differ from those outside Japan
 - Different usage models and deployment models
 - Previous lack of language localization
 - Form factors
 - Air Interface and Regulatory Differences
- **Foreign Firm entering Japanese Market**
 - Few success stories in the cellular industry
 - The danger of under-investing or over- investing
 - Brand recognition and lack of distribution channels
 - Need to rapidly build a competent local organization
- **But...**
 - Established Market demand from our global enterprise customers unique product offering well suited to the “Businessman” Lifestyle
 - High Quality Product and Service
 - Building relationships first - business follows
 - Rational expectations and pacing of investment

