

## Audio file

[119024-Blackberry.mp3](#)

## Transcript

I'm thinking of the incredible breakthrough which has been made possible by developments in communications, particularly the transistor and, above all, the communications satellite. These things will make possible a world in which we can be in instant contact with each other, wherever we may be. It will be possible in that age, perhaps only 50 years from now, for a man to conduct his business from Tahiti or Bali just as well as he could from London. In fact, if it proves worthwhile, almost any executive skill, any administrative skill, even any physical skill, could be made independent of distance. When that time comes, the whole world will have shrunk to a point, and the traditional role of the city as a meeting place for a man would have ceased to make any sense. In fact, men will no longer commute. They will communicate. We're not late. No, I know, but I'm going to throw up. OK. That's good. Matt Sundin is the sleepest of all out there. He's a proven NHL talent, but not scoring like the Leafs need him. Your nine o'clock, sir. Where's Brock? He's off. First of all, so they wanted to see this before-- That's up to Shelley. I finally understand that quote. When you grow up, your heart dies. That's from Breakfast Club. John Hughes. Do you hear that? Yeah. You took about that buzzing? There's an office. I'm sure they got a million little buzzes. It's a subtle buzzing. You've identified it. What? Made in China. The Mark of the Beast. Mike? I can't concentrate. And so what? You're going to fix this? I'm going to fix it. Now's not the time. The meeting starts in like 2 minutes. Now's not the time. Now's not the time. Okay, I need, like, a paperclip. That's a guy's thing. That's a guy's \*\*\*\*\* thing. And there's no off switch. I mean, it's just always on. So it's just always buzzing. Uh-huh. Yeah. Um... Well... Yeah, go fast. You can tell him he's not gonna... He's not gonna get steel. Alloys, Harry. I'll call you back. They're outside. These guys really are Dutch, huh? Uh, listen, Rick, I, uh, I've thought about this a lot. And if these guys take the deal, I want to run the new division. Think you can run this place? Yes. Yes. Me, too. Just so we're clear. If this thing doesn't go, we never have this conversation. Great. Um... Thank you. Uh, there's one adjustment. Apparently, the Americans offered them some fancy tax-splitting plan, so we need to show them the Canadian version. I don't have that. No, no. Callahan works something at the last minute. We're gonna bring him in to explain it. Callahan. you know what? I think that's a bad idea. Why is that? I'll tell you what, Rick. Why don't you have Callahan explain the tax thing to me, and I'll just, I'll work it into my pitch. I think that's better. Cal was up all

night putting this together as a favor to me. Okay. He gets to present. Rick, I mean... You're gonna have this guy present a stork? I mean, he looks like a... He's \*\*\*\*\* a total goof. Jim. I'm not asking. Okay, great. Um, okay, bald, scary-looking guy walking towards us right now. \*\*\* \*\*\*\*\* it. Mike? Hey, got it. Watch the \*\*\*\* out! Oh, \*\*\*\*\*! Sit down, sit down. Much better. Yeah, what can I do for you? Yes, hi. I'm Mike Lazaridis, CEO of Research in Motion. We create various computer hardware systems using both custom-designed integrated circuits, as well as off-the-shelf components provided by major hardware vendors such as Intel, American Micro Devices, and CyberX. Our clients have included U.S. Robotics, Rogers Cantel, Ram Mobile... Just a second. Hey, you're on Callahan's desk, right? Okay, great. This is Jim Balsley. Brock wanted me to do a quick proof of that tax stuff before the meeting. Could you bring me a... Exactly. Okay, great. Thanks. Okay, what is this? So we had a shop teacher told us... Oh, we had a shop teacher in high school named Mr. Mashinsky who told us the person who puts a computer inside a phone will change the world. Well, we have a plan to piggyback on the unused bandwidth of the UHF Spectrum to create an all-in-one mobile device. Callahan's assistant is here to see you. Send him in. Great. Sorry, Mr. Balsoli, no one, I didn't realize you needed a copy of this tax report. Yeah, I'm in a meeting right now. So, basically, there is a free wireless internet signal all across North America, and nobody has figured out how to use it. There's free internet in this room right now. It's like the Force. Sorry, have you seen Star Wars? No. So, okay, picture a pager, a cell phone, and an e-mail machine all in one thing. We call it Pocket Link. Okay, uh, listen, we don't do anything like that here. We are a commercial manufacturing company. You want to talk to a VC guy? And you need a better name. You're gonna cry. Mike! Oh, it's just disappointment? Yeah. You did great! Well, I saw that Rick sent the limo to pick you guys up. We must need this merger worse than I thought. So, I know we have a lot to cover, but, um... I thought we should start with our tax strategy. Now, I'm sure you heard it from the Americans, but let me assure you we also know how to cheat on our taxes here in Canada. Okay? Here's what we can do. We run payroll out of Ontario, but we pay all our vendors from the Netherlands. We split that \*\*\*\*\* right in half. The left won't know what the right is doing. Plus, we get a nice little provincial kickback on manufacturing. We get a massive federal tax credit because they don't know whether we're private or public. Give me more... Taken prisoner and held captive within the digital world of the computer itself... Hello? Hello? So what you're saying is that we just touch the top. You can use your cellular phone to order new pizza. And that includes 50 minutes of air time. We'll page you. Well, it's very hip to be on the internet right now. It's the planet! It's the planet! And I still think Apple has a future. The way out is not to slash and burn, it's to innovate. Okay, here's what I think. Mike, super simple. Hit him with the good news, bad news routine. Good news, bad news routine. They're gonna say, Good Mike. Wait! Everything's gonna be fine. We still have the U.S. robotics deal. We're like, uh, what, the cave, say about Aladdin? Diamond in the rough? Oh, \*\*\*\*\*. What? I forgot the easel. Ah, we have to change the name. Pardock needs a new name. Give that guy

way too much credit, man. He hasn't seen Star Wars. He's bald. How much do you want to bet they don't even mention the phone? Are you office dad? Dude, I can't hear you. Make a, make a, make a thing. Make a scot sucks. I can't. I can't. That's why I'm using your computer. 21 Boy Canada. That's me. Uh, this guy's telling me about sniffing his... sniffing his... Did they buy the phone? So... We got good news and bad news. Okay. The bad news is the... Yeah, the presentation... We were not heard, and they did not understand the product, and so they did not buy the phone. What was the good news? What's the good news? Emergency movie night. Right now, Steven Spielberg's Raiders of the Lost Ark. Better box. You said their headpiece only had markings on one side. Are you absolutely sure? Belloc's staff is too long. They're digging. Bad dates. Bad dates. Couple bad dates. Couple bad dates. Couple bad dates. That was, that was there. Why'd they go the other side? Mike, you're missing your favorite movie, man. I've told you. Toronto wins it by account of five to four. Doug Gilmore has three assists, he was five in finish the game with 30 days, throwing 3 in the extra period, but obviously the story was... Are they top or bottom left? Go, I got my home group. Send everything, top left. Let's take a gamble. We'll go for Scott. Anybody have a type C collects? They don't even know I'm not even top left. Scott, you're attacking me. What? You're attacking me. Oh, I'm sorry. Send the dogs, Ethan. Send the dogs. They're rushing. Bottom right. I'm sending another, another. They got rockets. I got to run down. Does anybody have any time to see Kovacs, too? Oh, the puncher's moving! No! The puncher's moving! Dude, yeah! No, don't! Thank you. Thank you so much. Nothing for me, thanks. So I know how to sell your phone. I know how to market it, and I know who we can sell it to. Who? What do you mean, we? Here's the deal. I will leave my job at Sutherland Schultz if you make me CEO of Research in Motion. Are you serious? That was the worst product pitch I've ever seen in my life. You guys don't stand a chance out there. You need me. Sorry, I don't know who you think you are, but we are just fine. We have a \$16 million deal with US Robotics. \$16 million? That's right. Wow, okay. And what did they buy? Modems. Ever heard of them? Are they like the Force in Star Wars? Very funny. You know, your logo literally is SS. And how much have they paid you on that, 16 million? Yeah, nothing. Zero? Nothing yet? We haven't delivered the modems. Well, we shipped them product samples months ago, and... Their accounting department won't even return our phone calls. Yeah, but they're going to-- what's going on? They're going to pay us. We have a \$16 million deal with U.S. Robotics. Yeah, so you guys are getting \*\*\*\*\*. Why would you-- why do you think-- why do you say that? Well, because that would do the same thing. A little operation like yours, they know they can withhold payment until the last possible second and then crush you. These guys, they're-- they're pirates. Uh-huh. Pi-- we got it. Thank you. Um... How do you know anything about... What the \*\*\*\* do I care? Um, how much money do you got? Yeah, um... Okay. Guys... 250. Here's what I'm gonna do. I will give you \$20,000 cash today. I'll sell the phone, I'll work out this problem with USR, but I want 50% of the company, and I've got to be CEO. Oh, God. That's... Are you joking? No. What was... Obviously. Obviously, no. No. You should digest it. Mike.

Okay, okay. Who is in charge here? Well, I mean, technically... Mike is in charge, and he says no. I am in charge. And I say... sorry. You don't need to do what this guy says. We just met him. He's not your dad. Okay. Thanks. Thank you. Very sassy man. What'd you say? He had a... He had a sass. Modem's ever heard of those or whatever? Like... Oh, no, I sassed him too, but he sassed me back. Like, what'd you try to say? Like, we don't have our modem deal. U.S. Robotics, how may I direct your call? Yeah, it's Mike Lazaridis from Research in Motion. We're actually building some circuit boards for you guys. One moment, please. Mike, is that you? Yes, hi. I was just wondering if it would all be at all possible for us to invoice you for the first half or third of our of your order from us. If can we can we invoice you for some of our your order? What? If that's okay. You did you not get my fax? We don't have a fax machine. Mike, those modems you sent us back in March, they were defective. I'm sorry, what? Yeah, they didn't work. We had to cancel the whole order, but this was months ago, buddy. I really thought you guys had a fax machine. Hey, I'll tell you what, why don't you let me make it up to you? I'll have you or I'll send you one, free of charge, on me, okay? yeah, okay, thanks. Great. Okay, well, good luck, Mike. Yeah. Bye-bye. Bye. What? Here's what you got to do. You got to call him back. You got to claim Gary Glen Ross this guy. You got to grind him. Yeah. I don't think I can grind him. This is exactly what that Rolex guy said was going to happen, right? He predicted it. What did he say? He said US robotics are pirates. He was \*\*\*\*\* dead on. Hey, Steve, Steve. I need the phone line. Some guy's trying to say noonian soon. It's a Q. Thank you. Thanks. All right. What are you doing? I think we should take this deal. No. So, you don't get into business with people like this. That guy is sketchy. I think he's... I don't think he's sketchy. His business card is literally sketched out. The guy's a shark. Okay, do you know... Do you know who's afraid of sharks? Pirates. Oh, \*\*\*\*. so, we've been talking here, and we, would like to make a counteroffer. You keep crawling back, like bugs, like grubs. Yep. so, We would like to offer you... 10% for... \$500,000. Are you out of your \*\*\*\*\* mind?! I look at 100,000 deals a day! I pick one! Is that the quote? No, I look at 100 deals a day! I pick one! Wall Street. Okay. Uh, um... 25% for 250,000. 50% for 50 bucks. 33% for \$125,000, and you can run the company with me. Mike, no, no! Yes, deal, deal. Okay. Easy, dude. It's gonna be totally fine. You're gonna negotiate this guy to death. Jaspooon's punching and burning from the corner. Jaspooon, cheek straight on! Yeah. Hi, Jim. It's Mike Lazaridis from Research in Motion. We met at the office the other day. So we'd like to offer you... 33% of our company for \$125,000, and you and I would be co-CEOs. Period. Couple of them are suspect. That's their eighth shot at this hockey game and 644. Sure. That's an improvement. Deal. Awesome! Awesome! Dude! Mike! Scott! Scott! He did it! What do you mean? Have you not heard anything that's been going on in this room? Maybe you should tell him about the models. Oh! Where do you want to put them? What the \*\*\*\* is this? That's a... Yeah, everyone builds their own desk. That's a tradition. Yeah, I'm not doing that. U.S. Robotics pulled out of the deal. Told you. What's our exposure? Exposure? How much money did you spend on the modems? Oh, 1.6 million. One point what? I spent \$1.6

million on materials and labor. Where did you get \$1.6 million? I got a loan from the Bank of Montreal. Mike, come on. Get me U.S. Robotics! S-- Uh, sorry, who are you talking to? Yeah. What the \*\*\*\* is that? Oh, um, it's called a carrier wave. The, uh, calling modem, is it... Hey! Get off the \*\*\*\*\* internet! Mike. No, I think it's Casey. Uh-huh. What? You don't get to talk to our team like that. She doesn't get to talk... Mike! Hi. Actually, no, this is Jim Balsley. I'm CEO here now. Co-CEO. Okay, Jim, what can I do for you? I want to talk about these modems. Well, there's nothing to talk about, sadly. We can't accept it. This is common product. Shh. Let's cut the \*\*\*\*\* here. 2.5 million all in for the entire order. Yeah, no, can't do it, Jim. Then I'll decimate it for you. 1.6 million. And if you don't take that, I'll turn around and sell them to Rockwell for even less. That's negotiation. Okay, how about this? We'll take the modems if you throw in the patent on Mike's phone. What phone? I thought we weren't \*\*\*\*\* each other, Jim. We've been building our own for a year. We want money. How long to build a prototype of the phone? PocketLink. Yeah, a year. No, A prototype, Mike. Michelle, I can wave around at a meeting. It could be a complete \*\*\*\*\*. No, I can't. We're not doing that. Mike's not doing that. L-L-Listen to me. U.S. Robotics is building their own phone. We are now in a race to get this thing to market, and we are a year behind. So I don't care what you need to do. Get these \*\*\*\*\* nerds to drop everything and build this \*\*\*\*\* phone! What?! Sorry, guys. Um... Uh... My girlfriend tried to cash my check this morning, and it bounced. And she said I'm not supposed to come in here allowed to-- I shouldn't come in here anymore. And, uh, she agreed I won't be coming in here any longer until I'm getting paid. I can fix this. Okay. Research in motion. It looks like your account has exceeded its overdraft balance. Didn't they just deposit a check for \$125,000 from me? Yes. Okay. All right. Um... I have a mortgage with you guys. Can we pull that out, please? Spell your last name, please. B-A-L-S-I-L-L-I-E. Balsillie? Balsillie. Anybody you missed this red chair? No, you're good. All right, everybody, listen up. From now on, checks will be coming every two weeks. You will come get them from Shelly. This is Shelly. Hi. All right, that's you, Shell. Mike! Me too? Yeah, sure. Sorry, who? So who is Shelly? Shelly! Oh, dude, that thing's haunting you. No, I'm motivating you. And don't call me that thing. I'm your boss. No, you're not. Yeah. Get me John Woodman at Bell Dianic. You got it. Wait, what are you doing? We are selling the phone. Mike, I need a prototype. I told you, I don't... Mike, connecting you. Guys, we are over \$1,000,000 in debt with no assets, no contracts, and no products. John Woodman, doctor. Hi, this is Jim Balsally, CEO of Research in Motion. One moment, please. Okay. No, he said there's no phone. I'm not asking you. Mike. Okay. Okay, what do you mean, okay, no, no. Wait a minute, wait a minute, wait a minute, wait a minute. John Woodman. Mr. Woodman, I am about to make you insanely rich. White does not agree with this. He just \*\*\*\*\* did! That was to us, okay? You're manipulating him! It's obvious! What do you want me to do? What? So there's a reason why your intercom is emitting white noise. It's because it was manufactured in China by engineers who didn't care. And now every office in the world has to suffer an annoying hiss, a blinking red light, 15 different power cores that

are utterly incompatible with one another, so, um... we're not doing that. We are not just adding to the hiss. I will build a prototype, but I'll do it perfectly or I don't do it. Mike, are you familiar with the saying, Perfect is the enemy of good? Well, good enough is the enemy of humanity. Shelly, get John Woodman back on, please. So I reach out, hang up the phone. He looks up at me like, are you ready to die? Oh, no, And I'm prepared to die on it, right? Mike steps in between us, brings the glasses down, and goes, \*\*\*\*\* I tell you when we set the \*\*\*\*\* meeting. And he backs off. All right. Woodman wants to see it. We're going to Bell Atlantic tomorrow. What? New York City, tomorrow. But he said... You have until 8 a.m. To do what? See, you didn't call it, \*\*\*\*\* did you? Okay, okay. Okay, new plan, everybody. We are all going to chip in and build this thing tonight, okay? All right, give me a film or toggle switch. Give me a 33PF. Yeah. I think it's like something kind of like a hybrid of one. So I like the-- I thought you were going sieve. Oh, no. Go back! But it feels better. That's why to me, like, controls. I don't think so you can just touch it, but it's going to be small enough that. Take it off? Yeah, I'll see you guys tomorrow. Yeah. Add in the lithium ion, that's right. Still hot. Still hot. You're good. I had a dream we were rich. And sometimes my dreams occur exactly as I dreamt them. Mike, let's go! What's that from? Dune. You'll get dressed at the airport. Yeah, thank you. Should Doug Hood come with us or? No. Because he has a lot to do with this. He's a goof. Get in the car. Yeah, I think he really wants to come. Let me tell you the best advice I ever got at Harvard. You want to be great? You need to sacrifice. And the more painful the sacrifice, the greater you'll be. He's my best friend. OK, great. I saw him put a toilet plunger on a computer. Attention passengers on flight AC-42 to New York. Your flight is now boarding. Mike. So if you hear me crinkling a piece of paper, that means stop talking. Like in general or? No, in the pitch. Oh, yeah, gotcha. Hey, we got to move here, man. My wife's in labor. Let's go. May I ask why your business card had the phone number crossed out? I have no idea what you're talking about. Hey, let's make a deal, okay? You and I never lie to each other. Sure. I didn't quit my job. I was fired. I just mortgaged my house to pay our staff. So if this doesn't work out, I'm \*\*\*\*\*. Why did they fire you? Because they're idiots. Hi, Research in Motion. How are you? Fantastic. Can I get you anything? Coffee, water? We're good. We're good. Okay. We'll be with you shortly. Okay. Thank you. Great. Jim? No, Never take the drinks. Thirst is a display of weakness. No, I may have forgotten the phone. Please tell me you're joking. No, I'm completely serious. \*\*\*\*\*! All right, here's what we're gonna do. I need you to draw out a little sketch, okay? Something that shows the keyboard, just like you did in my office, okay? Excuse me, miss. Can I trouble you for a pen and paper, please? They're ready for you. Great. Yeah, it's ready. Oh, wait, wait, here he is. Don't worry. Okay. Hey. Hi. Hi. How are you? I'm good. I'm good. We, uh, are we waiting for anyone? I'm alone. Okay. Good. All right, guys, here's how I see it. All right, now, I know your marketing team tells you that you sell togetherness, family, or staying connected, or whatever. But let's be honest. You sell minutes, period. I mean, your market is minutes. So your biggest competitor isn't other cell phone companies. It's home phones and office phones.

Those are free minutes. Those are wasted minutes. So how do we get those minutes back? We reinvent the cell phone. We put a computer in it. We put the Internet in it. We make your cell phone so \*\*\*\*\* useful that you never have to come to the office again. Does e-mail, text messaging, however you want to communicate. Total individualism, all in one device that fits in your fist. So... you can tell your marketing team you're not selling togetherness anymore. You're selling self-reliance. Uh... You are not a tech guy, are you? I'm not a... The whole world, the whole \*\*\*\*\* world, is trying to do e-mails on a cell phone. We had an entire division working on it for, I don't know, eight months or so. You know how many phones they got to work at the same time? Eleven. I mean, it's a network that's built for pagers. That's all it can do. You're in la-la land on this one, kiddo. You got... I think, you know, some nerds took you for a ride. Okay. Mike, what happened? It won't work. What do you mean it won't work? Mike, they tried it already. How did you try this already? Hey, guys, I think the meeting's over. Did you just put your devices directly on the network as though they were clients? That's right. Yeah, right. So what did that get you? 10 phones working at the same time? Yeah. Okay, here, just hold this a second. Okay, so here's your issue. When you use a phone as a client, what's it doing? It's just sitting on your network constantly asking the same question. Did I get an e-mail? Did I get an e-mail? Did I get an e-mail? So it is forever pulling on your servers whether you got an e-mail or not. We have a fix, OK? So we're going to build a giant computer that will act as a sort of massive client that is hardwired directly to the internet with our phone as server. Okay? So when a user gets an e-mail, Waterloo pulls it in, packages it, and then... sends it. We engage with your network... maybe a split second? Like... like, less time than that. So how... How much, I'm sorry, how many... A month's worth of traffic would be less bandwidth than a local phone call, so you could have half a million devices working simultaneously. Can we see it? Yeah, yeah, so it's a prototype. So it's a long way off from, um... Oh, it's just a long, long way off, the prototype. Well, it's definitely the world's largest pager. Uh, no, it's actually the world's smallest e-mail terminal. Oh. Sorry. I see. This is, uh... Oh, this, this... Huh. Yeah. Oh. So, try with your thumbs. Try typing with your thumbs. Oh, yeah. What do you call it? It's called a Blackberry. It sends and receives e-mail messages. It is also a cell phone. In many ways Still miss the good days Someday, someday Yeah, it hurts to stay But I want you to stay Sometimes, sometimes When we was young How bad did we have fun? Always, always Promises, they break Morning, Mr. Balsley. Morning, Mr. Balsley. Good morning, Mr. Balsley. Mike's here before me. He didn't leave last night. You are mentioned on page 9. Carl Yankowski from Palm Pilot keeps calling. Yeah, well, tell him if he wants to talk to me and come to Waterloo. That's what I said. Ted Rogers wants to have lunch in the city. He booked canoe. No, I'm not, I'm not going to \*\*\*\*\* Toronto unless there's a game. Oh, and call Gary Bettman's office about those Leaf tickets. \*\*\*\*\* tried to stick me in the third row. \*\*\*\*\* third row, got it. All right, try 114 and 114. Go for 114? Okay. Sending. Voice? Oh, my God! Yes! Yes! Come on! Oh, hey. Hey, Jim. Yeah, we, uh... We built a messenger. Fully encrypted, two-way messaging that is

absolutely inaccessible by anyone, including us. It is... It is untrackable, untraceable, Unhackable. It's texting. So, no. Do you know how much it costs to send a text message? Yeah. Ten cents, and the network gets every penny. We're never going to see that money. Right, but these texts are sent via data. So, behind the network's back. Which means... Unlimited free texting. Only on Blackberry. \*\*\*\* yes. \*\*\*\* yes! I sent a message that Alexander Gravell said to his assistant, Watson, come here. That's what I... All right, let's just... Sorry, who are you? said if I wanted to talk, I had to come to Waterloo. So, here I am. Gentlemen, meet Karl Yankowski of Palm Pilot. Oh, really? Doug. How you doing? So I just said 3 words. Two liter bottle. And you know what they said? They said, oh, Carl, nobody drinks 2 liters of Mountain Dew. I mean, they didn't see what I saw. Large pizza, big soda, complete dinner. We sold a billion liters in a month. Are you playing with yourself under there, Mikey? All right, let's clear the air here. I had nothing to do with U.S. Robotics trying to bankrupt you back in '96. Defective modems, working modems. Were they defective? No, it was 100 years ago. Who's to say? Me. Exactly. Here's what we do. Combine BlackBerry and Palm Pilot, one product, it's the two-liter bottle of smartphones. Would I still have complete control over every aspect of engineering and design? No. Okay. Well, then, it's gonna... We won't be able to move ahead with this. I'm-I'm sorry. Sorry. You guys love saying sorry, don't you? Okay, let's see what you closed at. \$4.50. Oh, God, is that Canadian? U.S. robotics. \$83 now. That gives us a market cap, about \$45 billion. So what would happen if I just, I don't know, bought up all your shares? What's the word for that again, sport? Hostile takeover? Hostile takeover? What the \*\*\*\*? What is happening? We would just say -- We could just say no. We own the company. You know, Carl... we've got a deal. Yeah? Yeah. Just give us a couple months to get our people taken care of, and then we'll allow. We'll agree to a private sale. Wait, just... Mike, it's okay. It's okay. It's better to get rich now than to fight this guy in court for the next five years. That's right. You know, I like you. You like hockey? God, no, it's moronic. You? Hate it. I have come here to chew bubblegum and \*\*\*\*. Oh, they based Duke Nukem on this guy. Like that is Duke Nukem for real. Okay, party's over. What? Listen up. Turn that thing off, please. Wait. Turn it off. Yeah. You guys have fun? We're about to lose our \*\*\*\* company. What the hell happened to this lunch? Turn that \*\*\*\* thing off! Okay? Yeah, Doug. So, my question's actually for Mike. How are we supposed to sell another 500,000 phones when we are already maxed on every network we are on? You guys will figure it out. How? If we put more phones on these networks, they're going to crash. Period. We are not allowed to sell more phones. Mike. No, you don't worry about what's allowed. I say what's allowed. I don't even understand what the problem is here. Who cares if this guy wants to buy our company? Isn't that good? I \*\*\*\* care! That's who cares! I care! I'm trying to keep this company together, you \*\*\*\*. I'm sorry, do you even know what a network limit load is? Doug. Talk to me outside for a second. What's a network limit load? Um, this is impossible. Well, what are we supposed to \*\*\*\* do, Mike? Either we jack our stock to the moon or Yankowski \*\*\*\* us. Well, Doug is right. Unless the

carriers rebuild their entire networks, There's nothing we can do. The phones use too much data. Well, then \*\*\*\*\* shrink it. Yeah, okay. Um... we-we looked into that. Uh-huh. These guys can't do it. What do you mean, they can't do it? You said they were the best engineers in the world. I said they're the best engineers in Canada. Well, okay. All right. Who could do it? Maybe top guys from Motorola or Microsoft or Google. Okay. Wait, what, what? What are you doing? Who else? Where else? John Carmack. Get John Carmack from ID. Do you guys hear me? The guy who made Doom. What's Doom? Have you played Wolfenstein? Please just don't sell any more phones. Can you hear me? Yes! Yes! Oh, \*\*\*\*. All right, listen up, you dead-eyed \*\*\*\* \*\*\*\*\*. Sorry to cut you a little vacation short here, but we got some product to move. Product can we move? I'm sorry, what's that? Say it again? Well, I thought the engineers said that we maxed out the networks. Yeah, they did, yeah. And that's their \*\*\*\*\* problem, okay? Your problem is you need to sell a million Blackberries before Q3. that's... I'm not \*\*\*\*\* joking. I want him gone. Actually, talking about banning these. Banning? Nobody pays attention to meetings anymore. They're all crouched over. Tell them to stop. Okay. We call them crack berries. Come work for me. I can't. Why? Because I'm under contract here. How much to break it? Excuse me? How much money do you want to break your contract with Google? I'll give you \$1,000,000 if you sign right now. I am not moving to Canada. We are not having this conversation. Two million. Stop. Three million. I need you to leave. Ten million. Well, you don't have \$10 million. This is a million-dollar option deal. I will backdate that to when Rim was trading at a dollar. Merrill just gave us a target of 13. Is this legal? Yeah, my honey come back Sometimes I'm on a ramp like that Sometimes I'm gonna-- Carl! Palmberry! Hey, listen, I can barely hear you, buddy. I said Palmberry. Isn't that great? Listen, I'm getting some static on the line. Can I-- can I call you back? I can barely hear you. What? Carl? I'll call you later. Sometimes I'm going over, yeah Sometimes I'm going over, yeah Sometimes my honey come back Sometimes I'm going over, yeah Sometimes my honey come back Mike, Mike Lazaridis? Uh, okay. If Jim fired you, I can't undo it. I'm sorry, I've tried. No, no, I just got hired. It's Paul. How you doing? Welcome. Where are you coming from? Uh, Google. Nice. What'd you do? He's the head of physical engineering. You are not salesmen anymore. You're male models. I want you at every country club, yacht club, tennis club. Wherever the elite go, you go. I want them to see you using it. Be big. Be loud. Have them thinking, Who is this annoying prick, and how can I be more like him? What is that? And when they ask you, don't say it's a phone that does e-mail. It's not a cell phone. It's a status symbol. Anybody else? Anybody else? Hi, I'm calling on behalf of Blackberry. I heard that you're interested in buying some of the corks for your corporation. I'm on over here So I'm on over here Sometime I'm on a rat back jack. Sometime I get a hop at my back. Sometime I'm going over here. Sometime. It's 7.55. We're back with Fox 5 Consumer News. A global BlackBerry crisis this morning. The company says it's experiencing massive service interruptions. The company's helpline says that users can expect delays in sending and receiving messages. Yes, we are aware of the problem and we are sorting it out right

now. It's down over there. We've been down for this long. Are we totally fine? Hey! Quiet! Let's just keep it down out here, guys, for a second. How many are down? Maybe 10,000? Oh, Jesus. Okay. Hello. You have a collect call from... What the \*\*\*\* is happening? Will you accept the charges? Are you still there? Yeah, yes, I accept. Thank you. What? Hi. There are three reasons why people buy our phones. Do you know what they are? E-mail. They \*\*\*\*\* work! Yeah, okay, it's not us, Jim, it's the carrier. Verizon is doing something weird. Okay, well, I'm about to do something weird if you don't fix this, now! The deal was, I get the engineers, you shrink the data! Are you selling more phones? What the hell do you think I've been doing over here, Mike? We're in the middle of a hostile \*\*\*\*\* takeover! I need to have somebody babysit you dork! Okay, so that's... okay. Yeah, the entire system is crashing. He's selling more phones. \*\*\* \*\*\*\* it! Yeah, so... okay. You know, maybe just hold off selling more phones. I'm not \*\*\*\*\*.

Okay, sorry, is this technically legal? Reggie! I'm actually in a personal meeting, Charles. And I personally don't give a flying \*\*\*\*. Engineering can't do a \*\*\*\*\* thing until you send that fax. Now take a meeting when the union isn't ripping my guts out. Do you hear me? Get it done. \*\*\* \*\* \* \*\*\*\*\*. You said you were located in Waterloo? What is that guy's name? Yeah, okay, Hey, everyone, welcome to... Yeah, okay, Hey, everyone, welcome to Research in Motion. I know this is a bit disorganized. I promise we will get everybody settled. So, In the meantime, we're having a bit of a network issue. So put up your hand if you understand Mobitech's architecture. Two people. Okay, that's fine. You two, you're with Mike. The rest of you, I don't know what you do, but follow me. We're taking a tour. Let's go. It's going to be a little bit like Sam Rockwell in Teenage Mutant Ninja Turtles. Can I talk to you for a second? What is Charles Purdy doing here? I'll get the DVD. What are you talking about? The man standing in the hall, wiped directly over my left shoulder. Oh, Jesus. Listen to me. That guy will \*\*\*\* you up. Do not let that man anywhere near your engineering department. Trust me. Yeah, OK. Yeah. All right. I'm serious. He will \*\*\*\* your \*\*\*\* up. Can I help you? You're Mike, aren't you? Y-yes, I'm Mike. What are you doing here? Charles Purdy. I'm your new COO. Oh. Jim hired you to be the... chief. Well, I'm here to get this ship under control. We are under control. Oh, really? Who's? Okay, so then let's try something different. Instead of shrinking the data, maybe we spread it out. Thank you. Well, why not take multiple towers in the same zone and split the packet between them? We could put it back together at the server. We tried that. Here's the problem. The towers don't recognize one another. Each one has no idea which piece of the signal they're receiving and the whole process just keeps... Maybe we reprogram the towers. They're not our towers. We don't control them. That's okay. At Naughty Dog, we had to hack the PlayStation to get a Crash Bandicoot running. Okay, so if each exchange is triangulated.... We could divide the signal three ways. No, We could actually do way, way more. Every Blackberry is a server. We could divide the signal between every user in the same grid. Divide it by thousands. It'll be like Napster. Distributed network of your own users. It's got to be the term of service. Hackers would be on it so fast. Yeah, but they encrypt everything

server-side. Right. Mike? I mean, everything is already encrypted. So, Mike? Mike? Excuse me. You can have my bacon. What are they paying you? I shouldn't say. They're paying me \$10 million. Yeah, me too. Pull your banner, pull it down, and down. Higher on that side, let's get a chair over there. There you go, buddy. Yes, come in. Mr. Purdy. Yeah, so... first of all, sorry about before. Alan Lewis! Which one of you is Alan Lewis? Hi. Hello. Michael's had a breakthrough. Now, I want these tested, and I want the report on my desk Friday. When? Sorry. Friday. This looks like a whole new relay system. Testing this would probably take me a month. Well, then you best get started, had you? It's bad luck to work on movie night. You're all children. Is that it? Sorry, who are you? think this is funny? Is it? I'm just wondering, who are you? I'm Charles Purdy. From this moment on, you all work for me. And if that work is not done at a pace that I expect, you'll be fired. And I'll keep firing until this room is full of men and not little boys playing with their little penises. Now, are there any questions? Um... Where's Doug? This is what we got Go, go, go, go, go My body, it's my body Do what I want to Talk it up high My time, it's my time The way it's like music comes out of my mind It's true, for me to do I'm gonna go on to see what we do No time to sit and wait. We do what we do and what we do game with. Have you seen this? No. Have you been out there? No. Dude, Jim killed movie night. That's what I'm saying he didn't have the guts to do it himself. Apparently, he got this 300-pound dude to go in there and start screaming at everybody. Said he was gonna fire Alan. Mike. We do need to get back to work. Yeah. Do you not ever wonder why these guys are willing to work 80 hours a week, never see their families, never get any credit? Yeah, it's because they get to work on the best one in the world, Doug. Yeah. That must be. Hello? You're making a big mistake, sport. Yeah, no. Don't hang up on me. Don't you \*\*\*\*\*. How's everybody doing? Jim, I know this isn't exactly what you want to hear, but this board feels that in order to avoid further disruptions, it's best we end our relationship with Blackberry. John, we're just getting started. Jim, I'm serious. We're willing to take the hit on users and let them go crash somebody else's \*\*\*\*\* network. It's over. No. What's over is your \*\*\*\*\* limit of 500,000 users. We quadrupled it. Okay, Jim-- Our engineers reprogrammed your towers. As of right now, Verizon is capable of carrying 2 million Blackberries at the same time. And we've already sold half of those. \*\*\*\*\*. Try me. Hello, operator Can you give me Number nine Come, I'll see you later There you give me back my dime Chimney isolator Twist it with a dollar bill Mailman, bring the paper Leave it on my windowsill How'd you do it, Mike? We are number one in handset sales, subscriptions, customer retention, attracting new smartphone users, and brand recognition. We control 30% of the North American market, and with the upcoming release of the BlackBerry Bold, we're on track to control 50% of the global market. Now, our numbers are a bit below our estimates right now, but we are expecting a nice bump when the 8310 comes out in March. Now's probably a good time to talk about Moving some of the assembly and construction to China. No, Take people off of Onyx. If you need more bodies, hire more people. We're not moving to \*\*\*\*\* China. All right. Oh, my God. What? That's a good spot to leave it

for today, guys. Thank you. Hey. Where's Jim? What? He's not answering my emails. Well, we're pitching the trackpad to Verizon on Friday, so he's probably working on that. I'm in a meeting. And I really believe that Vasili, is that how you say it? Something like that. You know, he was in there, he says, I've heard guys screw up my name, but worse than you. Anyhow, he's a patriot. He really does. He's a hockey guy that really wants. There's no make money. That doesn't mean anything. He's a hockey guy. He plays hockey. He really wants hockey here. I feel. No, don't. Hello? Hand the phone to Jim. Who's this? It's Jack Mannishin in marketing. It's important. Jack Mannishin, marketing. Yeah, Mike can handle it. Maybe you could speak to Mr. Lazaridis. He does not want me going to Mike with this. At least tell me where you're going. You want to know where we're going? Hang on. So, three things. A widescreen iPod with touch controls, a revolutionary mobile phone, and a breakthrough internet communications device. An iPod, a phone, and an internet communicator. An iPod, a phone. Are you getting it? These are not three separate devices. This is one device. And we are calling it iPhone. Here's four smartphones, right? Motorola Q, the Blackberry, Palm Treo, Nokia E62, the usual suspects. They all have these keyboards that are there whether you need them or not to be there. And they all have these control buttons that are fixed in plastic. Why would anybody want a phone without a keyboard? Well, what we're going to do is get rid of all these buttons and just make a giant screen. A giant screen. And when we start shipping in June, we'll be selling iPhone through our own stores and through Cingular stores. And it's my pleasure to introduce the CEO of Cingular, Stan Sigma. Are you \*\*\*\*\* kidding me? What? That's Stan Sigma. That's the CEO of AT&T. You know, Steve and I first met about two years ago in New York City when he shared with me this vision that he had for this product. And we've been working on it for some time. And actually- All right, everybody, that's it. Fun time's over. Back to work. I need a prototype of the bold in my hand by Friday with a working trackpad. Thank you. That's crazy. Yellow. Hi, is this Douglas? Yeah, yeah. I'm from the Securities and Exchange Commission, and I was wondering if you could answer some questions for me. Sure, okay. Check the knock! Were you involved in the hiring of a Mr. Paul Stanoff? Sorry, you're from where? I'm from the SEC. Is it a serious call? Yes. Yeah, you called the wrong person. I can't help you with anything like that. Is this Douglas Freegan? Yes, ma'am. Sorry, I have you listed here as one of the founders of the company. Yeah, I guess I am. I gotta go. I'm sorry. Unknown number? No. Mr. Balsilli? Yes. Welcome to the NHL. Thanks for having me. Nice to meet you. Just this way. Okay, great. Right in here? Good to see you. Thank you for taking the time. Paul, I've always got time for you, Gary. Get me on the phone with Cops Coliseum. Is that the arena in Hamilton? Yeah, tell them I want to buy it. Okay, so I thought you were buying the Pittsburgh Penguins? Yes, I am. Let's go. Okay, we got to go. One sec. This is it. This is good enough. This is good enough. This is good enough. Yeah. Apple is launching a marketplace for applications. It's going to be third-party developers. Any, anyone... Bad time, bad time, bad time, bad time, bad time. Third-party developers. Hey, ma'am. It's laggy as hell. Good enough. Good enough. OK,

now. Yeah, we got it. All right, come on. Sure. They're launching an application marketplace. Okay. So the touchpad is working. I don't know if I would say that it's working, working. What? Do you have a suit? 2.4 inches, 480 by 360 HVGA screen, and to top it all off, the world's first trackpad, which we believe will be the dominant navigational device for all mobile devices within the next two years. The BlackBerry Bolt. That's it? That's what you... Got for us a trackpad? Yeah. You guys see Apple's thing? Any reaction to that? Plenty, yeah. It's an over-design, trying to do too much toy that will crash any network gullible enough to take it on. It is, by every metric, the exact opposite of everything we do at Research in Motion. Less data, no frills, Reliable network, okay? That's BlackBerry. Sexy slogan, Mike. So, I guess you just want to kill your whole network, because that's what it would do. Yeah, the iPhone, they put a keyboard right on the screen. And it's the stupidest thing I've ever seen in my entire life. Ask anyone what they love most about their BlackBerry, and you will get the same answer every single time. The keyboard, the click. Okay? This in... Well... Yeah. Yeah. This entire market was born of our innovation, our idea, to put a keyboard on a phone. We did that. We built that from a pile of garbage in 1996. Well, there's another slogan. I don't know, Mike. AT&T's got Apple. We were kind of hoping you'd come in here with an iPhone killer. I... I don't need to kill it, because it's going to commit suicide, and it's gonna take down the whole \*\*\*\*\* singular network with it. I'm giving you gold, and I think you're all misunderstanding it. Uh... I created this entire product class. I created this entire \*\*\*\*\* market. I created this entire product class. So listen to me, the trackpad, it's a mouse pad, uh... built into the phone. Yeah. And... Right, okay. Yeah, okay. Good enough. Uh, thanks, guys, for coming down. Tell you what, let us... We'll talk about this internally. We'll get back to you, okay? Uh, tell Jim we missed him. He's back, in Waterloo, working because... So he promised me not to mention the other thing. We're not quite there yet, but we're working on something pretty top secret. He made me promise not to mention it. Prototype, we're still a few weeks out, but I, you know... I can demo it with our bold prototype. So it's still a Blackberry. It's our Blackberry. So you, except for where we have keys here, screen. The whole thing's a screen. Except ours, when you press it, you will get that satisfying click, that Blackberry click, our trademark click. So, screen? Keyboard, phone. Screen, keyboard, phone. Screen, keyboard, phone. Are you getting it? Stop. What was that? Mike, Mike. What the \*\*\*\* was that, dude? Where is this \*\*\*\*\* limo? Passing max is 17,000, but we can enhance it to 19 without too much trouble. All right, I want all this basketball \*\*\*\* gone. From now on, this place is a permanent rink. We can't do that. Why? We have active contracts with a dozen clients. Cancel. Yeah, but there's going to be fines. I'll pay the fines. I want that to be my personal box. That's not a box. That's not a box. No, Okay, so it's a screen, but it needs a raised hinge or actuator, as I wrote, between it and the body so the entire device clicks when you press on it. Wait, what? I'm just wondering why we want to do that. That is not the question you ask me here. I don't... Why does not matter to you, okay? Because I said so. Because that's what I sold, okay? Who are you, by the way?

Easy Mike. Oh, come on, guys, please. Silent mode, when we're at the office. Charles. Phoned off. Sorry. Mike. Sorry, buddy. Okay, so you know what? I think all this is, is we're trying to do the old Blackberry Click while embracing the new iPhone screen. That's all. No, no, no. We're not embracing anything to do with Apple. Guys, it's really not hard, okay? We pay you a lot of money. This is really not hard. It's a keyboard on a screen on a keyboard. I don't care what you think of it. What the \*\*\*\* is Doug talking about? I'm embracing what Apple is doing. I don't understand. You've come back from New York talking about a brand new phone. All right? Prototype in a week. What are we doing here? Can I talk to you? It's a prototype, Charles. I can build the \*\*\*\* thing myself and it'll be the night if I had to. But you still got to ship the \*\*\*\* thing. I said use the onyx term. I did. On curve. All right, China. It's the only way this gets done. I'm sorry, China. Yeah, \*\*\*\* it. Do it. China. China. Let's do it. Wait, no, he doesn't mean that. Hey, don't speak for me. Mike, what are you doing? What am I doing? I'm trying to keep our biggest \*\*\*\* customer. What the \*\*\*\* are you doing? Mike, I'm trying to help you. You're not, though. You're not. You're not helping me. This doesn't help me. If you could help me, we wouldn't be here. I don't need your \*\*\*\* help anymore, okay? You're \*\*\*\* useless! Okay. Figure out China. I'll figure out China. And I'll build the \*\*\*\* thing myself. What? Is this my class or eighties? Uh, who's this? My name is Dara Frankel. I'm from the SEC. Do you have a second? Not really. Not right now. What is this about? I'm trying to track down some information on some stock options your company issued. Well, that's not... I wouldn't know anything about that. I think you want to talk to Jim. Okay. Would there be a good time to come in and talk about this? No, I don't... No. Okay, I'm here, I'm here, I'm here, I'm here. Jack Manishton says he needs to see you. Okay, yeah, where is he? Camped outside your office. Great. Shell, do me a favor. Reach out to Karl Yankowski's office and let him know that Jim Balsley's got opening night tickets to the Hamilton Penguins for him. I know how much he loves hockey. All right, relax. You got me. That same woman from the SEC keeps calling. Can I give her your number? No. Okay, so... first quarter... second quarter... third quarter... fourth quarter... and this is us. Whose numbers are these? Apple's internal projections. They released the numbers on Friday. \$500? Fully subsidized? This is the most expensive phone in the world. It has the highest consumer interest of any product in history. We're gonna go from number one phone in the world to that phone that people had before they bought an iPhone. It's gonna be fine. Mike will figure it out. What? Hey. Why is the SEC looking at us? They called you. Yeah. Something about stock options. I'm sure it's nothing. It's nothing. Yeah. What's with this Apple thing? What about it? Are we worried? No. Okay, why? Because one of them uses as much data as 5,000 Blackberries, because it has no keyboard, because the thing is a joke. So why are people telling me that they're about to kill us? Because they're idiots. Get me a meeting with Stan Sigmon at AT&T. What are you doing? Okay, so the soonest I can get is next month. His office said he's leaving for vacation today. Tell him I'm coming to Atlanta. Right now. Let's go! Let's go! Tell him we'll be there in an hour. Hey, it's the NHL. Gary,

how are you? Good. We're ready to go over here. How soon can you get to New York? Great. anytime tomorrow. How about today? that might be a little tight for me. I've got the board here now, and I don't know when they're all going to be together again. If you want to wait, up to you. It's your deal. Yeah, no, that works. Gary, I'll... yep, I'll be there. Looking forward to it. Okay. All right, bye. Change of plans. We're going to JFK. We're dialed in. Listen to me, you mouthy \*\*\*\*. If I say we're going to JFK, we're going to JFK. Do you understand? So we're not meeting with Sigmund then? I'm doing it all. \*\*\*\*. Where's Jim? I have no idea. No, we got to get you out of here. What? Why? SEC is raiding us. Wait, what? Give me your phone. Where's your \*\*\*\*\* phone? Michael Lazarides. Can you handle this? Who are you? We spoke on the phone. Want to come and answer some questions? Sure. Sure. After me, is it okay? Okay. Okay, what? What are they doing? That's-- that's-- No, no, they can't touch any of that stuff. They... Password's on everything. Oh. What's the password, Mike? Am I required to give that to you? No. Are you hiding something? Um, should I not have a lawyer or something with me for this? Do you think you need a lawyer? Jim. Gary, what's going on? You got me, you got me waiting out here. Jim, look, we're not going to waste your time here, okay? It's not going to happen with you and the Penguins. What? We held a vote with the other owners and unfortunately it went against you. 26 to 0. Hold on a second. Hold on. Hold on. I thought we had a deal. When did the other owners even get... I'm sorry, what changed here, man? The owners did not find you to be of good character and integrity. I don't know what the hell that means. Gary, what the \*\*\*\* is this? You know what's funny? It's one thing to have a secret plan to \*\*\*\* over to the NHL and move a team to Canada. It's another thing to brag to your rich friends before you actually do it. you guys are so \*\*\*\*\* stupid. You know what? Maybe I'll buy this whole \*\*\*\*\* league. How about that? Don, can we see that Mr. Bald Silly gets safely back to Canada? Oh, \*\*\*\* all you people! \*\*\*\* you! Get ready for a hostile takeover of this entire \*\*\*\*\* league, okay? You \*\*\*\*! You think I won't \*\*\*\*\* do it? I'm from Waterloo, where the vampires hang out! Go, go, go, go, go! We'll never make it. I said let's go! Delay signal. I called. They said he's already left for vacation. Where? They just said he's going to the airport. Great, so are we. And is this your signature? Nope. I don't know what you're looking for. These are standard employment contracts. I'm just wondering how you convinced all these engineers from around the world to come all the way to Canada. Doesn't make sense. It's because they get to work on the best phone in the world. Mike, each of these contracts offers backdated stock options. You were legally pricing your own shares so you could hire engineers with money you didn't have. Do you know what the sentence is for multi-million dollar stock fraud? Okay, I swear I had no idea about any of what you just said. Do you expect me to believe that? You're CEO. Co-CEO. Tell me why this can't wait another few weeks. I'm telling you, Stan, I'm headed for the terminal right now. What? Well, hold on. I'm at gate 7. Where are you? Are you running? No, I'm... Stan... No, I'm good. I'm telling you. I'm... Just give me the gate. I'm getting on a plane here, Jim. Okay, listen, Stan. All right. Here's the headline. Half a million blackberries for AT&T for

\$0. What's the catch? No, catch. They're yours if you're willing to release them at a discount one month before the iPhone. Stan, come on. You owe me. You've sold a lot of minutes because of us. Yeah, but you know what the problem with selling minutes is? What? There's only one minute in a minute. Hey. Okay, Mike, listen to me. I think we've got a big problem here. I know what Apple's doing. Yeah, we shouldn't talk on the phone. Why? We're in trouble. Why? We're in trouble with the SEC. But get back as soon as you can. I have a way to get us out of this. Okay, so, listen. AT&T knows exactly what they're doing. They wanted Apple to build them a data-guzzling monster because that's where they're going to move the market. They're not selling minutes anymore, Mike. They're selling data. He's here. Who's that? They're waiting for you next door. Who's... What did you do? I made a deal. The SEC gets you, your board seat, and our full cooperation in their criminal investigation, and for that to leave us alone. Only what, \$83 million? And you said next door? Must you keep rolling, flowing into the night. People so busy make me feel dizzy. Taxi lights shine so dry. But I don't need no friends. As long as I gaze on. Waterloo sunset, I am in paradise. Every day I look at the world from my window. Chilly, chilly is the evening time. Waterloo sunset time. Terry meets Julie. Blending sci-fi with hearts Friday night at 9. John David Washington is a soldier searching for the key to humanity's survival in a dystopic future. The Creator. Next up tonight, Keanu Reeves has a bounty on his head. Is there anyone left to turn to for help? John Wick, Chapter 3, Parabellum. Waterloo sunset.