



**BlackBerry**  
**Internal Memorandum**

**Date:** 10/3/13  
**To:** All employees  
**From:** Jake Miller, BlackBerry spokesperson  
**Subject:** Layoffs for Next Quarter's Restructuring Plan

I am deeply saddened to inform you that in an effort to reduce operating expenses, BlackBerry will be cutting a total of 4,500 jobs across all departments as part of the company's restructuring plan. These layoffs will occur in waves and will be carried out through the end of the year. During this week your supervisor will inform you of your current standing within the company. While a timeframe regarding the possibility of rehiring any laid off employees is currently unclear, I assure you that you will be updated as the situation progresses. Your patience and hard work during this time are greatly appreciated.

The restructuring plan is being implemented in response to our quarterly loss of close to \$1 billion, which is the result of unsold phones and payments made to our primary manufacturers to halt production on some models. The plan aims to reduce 50% of our operating expenses by the end of the first quarter of 2015. We hope that the changes made in the coming months will help to make up for some of the cellphone market share we lost in the past few years.

As of recently, morale has been high throughout all departments because of the launch of the Z30 model, and I want to encourage this excitement as we continue to promote our new product. We have unfortunately been forced to discontinue production of the Torch and Style models; however, we believe that eliminating production of older models will allow us to focus more on innovation in new models.

Again, I would like to thank you for your patience as we begin the restructuring process and work through any difficulties that may arise. I am optimistic that these changes will significantly improve our company's operations, and I look forward to meeting our new goals together.

Please contact me if you have any questions or if I can be of assistance to you in any way.