Consumer Electronics Show

Wednesday, January 7, 2026



Intelligent Security. Everywhere.

Safe Harbor Statement

Some of the statements in 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. Any forward-looking statements are made only as of today and the company has no intention and undertakes no obligation to update or revise any of them, 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 Q3 Fiscal 2026 earnings press release available through our website and on EDGAR and SEDAR+.

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Today’s Speakers



John Giamatteo
Chief Executive Officer



Grant Courville
SVP, Products & Strategy QNX



Justin Moon
VP, Core Product Engineering QNX



Tim Foote
Chief Financial Officer

BlackBerry Snapshot (NYSE: BB; TSX: BB)

Waterloo, Canada
Headquarters

$2.2B[1]
Market Cap

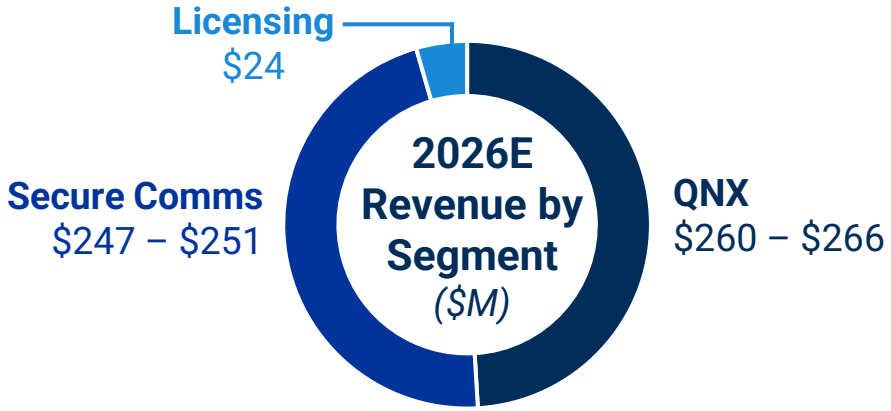
1,700+
Employees

20
Countries

~$532M
2025 Revenue

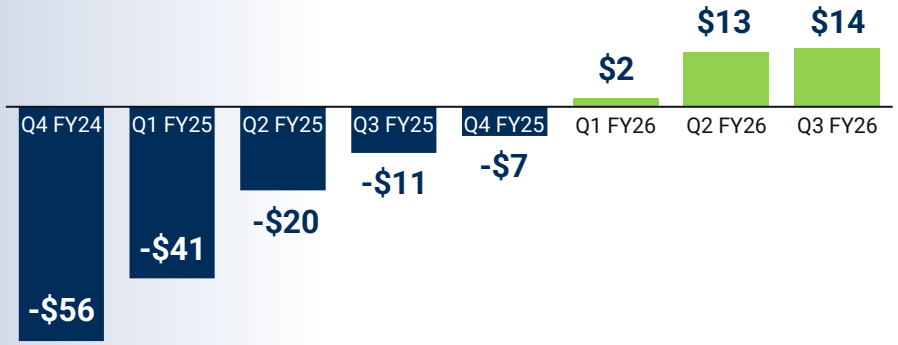
3 Divisions

- **QNX:** Trusted supplier of market-leading QNX® operating systems, hypervisors, development tools and support to automotive OEMs, Tier 1 vendors and the general embedded market
- **Secure Communications:** Leading secure communications portfolio; including critical event management and encrypted voice
- **Licensing:** Leveraging its rich, decades-long heritage in Intellectual Property



GAAP Net Income ($M)

7th Consecutive Quarter of Improved Net Income



Operating Cash Flow ($M)

Significantly Enhanced Cashflow Profile



Leading Provider of Software and Security Solutions to Governments and Enterprises Around the Globe

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1. As at 1'2'26.

Industry Leader in Foundational Software Achieved Rule-of-40 for Q2 FY26

QNX

Providing High-Performance, Safe, Secure Foundation for Software Stacks in Mission-Critical Equipment and Machines

Clear leader for automotive and other embedded systems

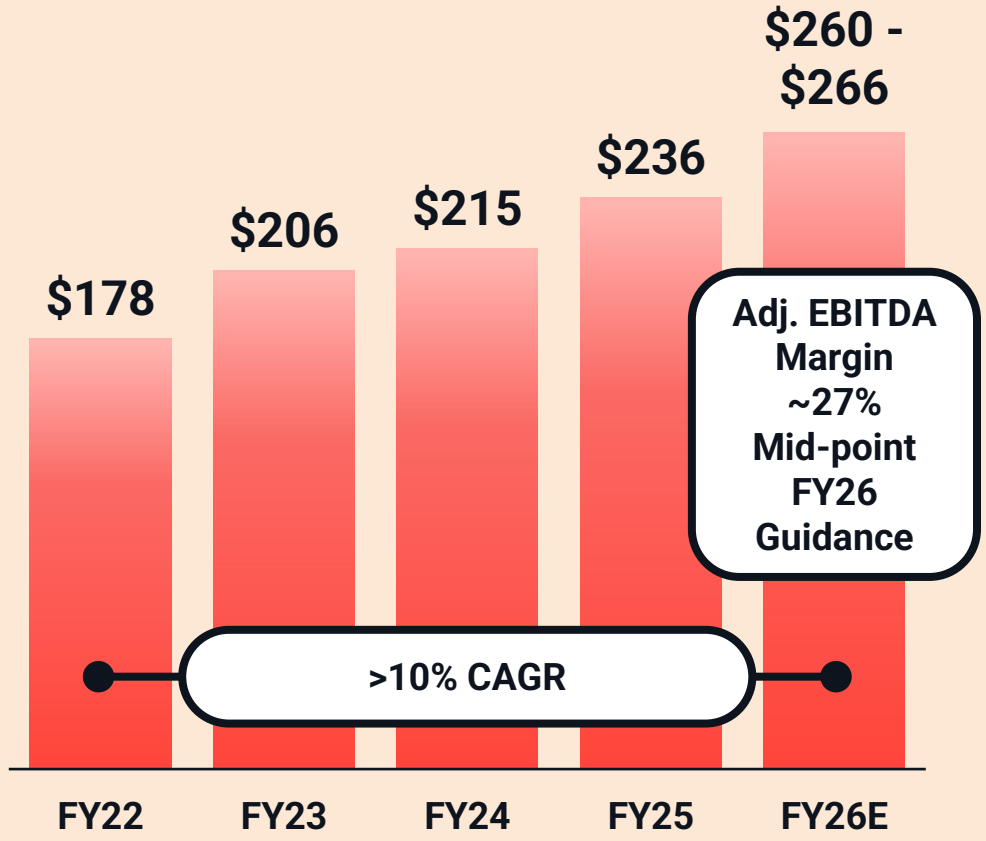
Defensive moat: Combine leading performance with leading functional safety

Strong **multi-year secular tailwinds**

10/10	7/7	24/25	275M+
Top Automakers	Top T1 Vendors	Top EV Makers	Vehicles on the Road

Double-Digit Revenue Growth

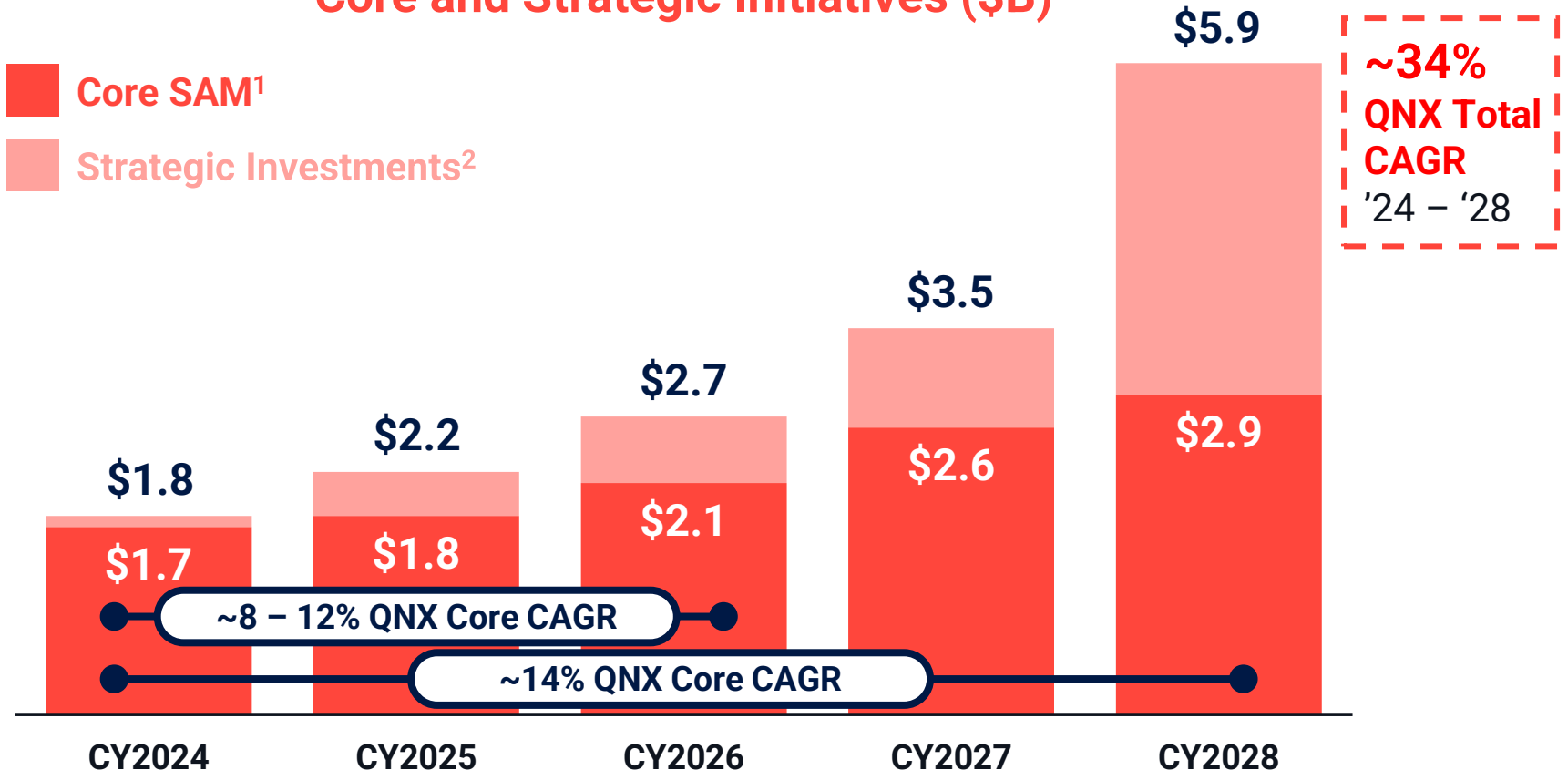
US$ millions



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Well-Positioned in Large and Growing Addressable Market

Serviceable Addressable Market by Core and Strategic Initiatives ($B)



~34%
QNX Total CAGR
'24 – '28

Strategic Investments have potential to **substantially increase the size of the SAM** over the next 5 years

Strong Core Market Growth + Strategic Investments Drive Significant Upside Potential

1. Core SAM consists of QNX Auto & GEM Royalties and related development/services.
2. Strategic investments consists of foundational vehicle software platform, QNX Everywhere, and QNX Cabin.

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Positioned to Benefit From Powerful Industry Trends

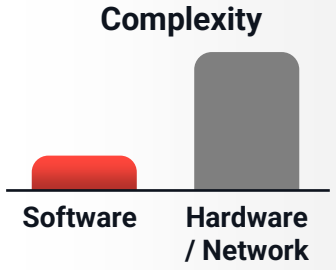
Complexity Shifting to Software from Hardware / Networks

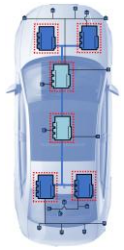


Distributed

Many fixed functions – discrete ECUs

- Limited opportunity for consolidation of features and functionality
- Separate discrete safety ECUs across multiple networks (no mixed criticality)



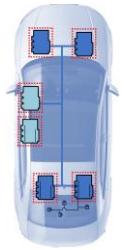


Domain – Centralized

Reduction in fixed function ECUs

- Consolidation of complimentary vehicle features
- Emergence of mixed critical ECUs
- Increase in software complexity across new domains

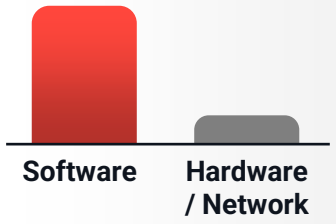




Vehicle – Centralized

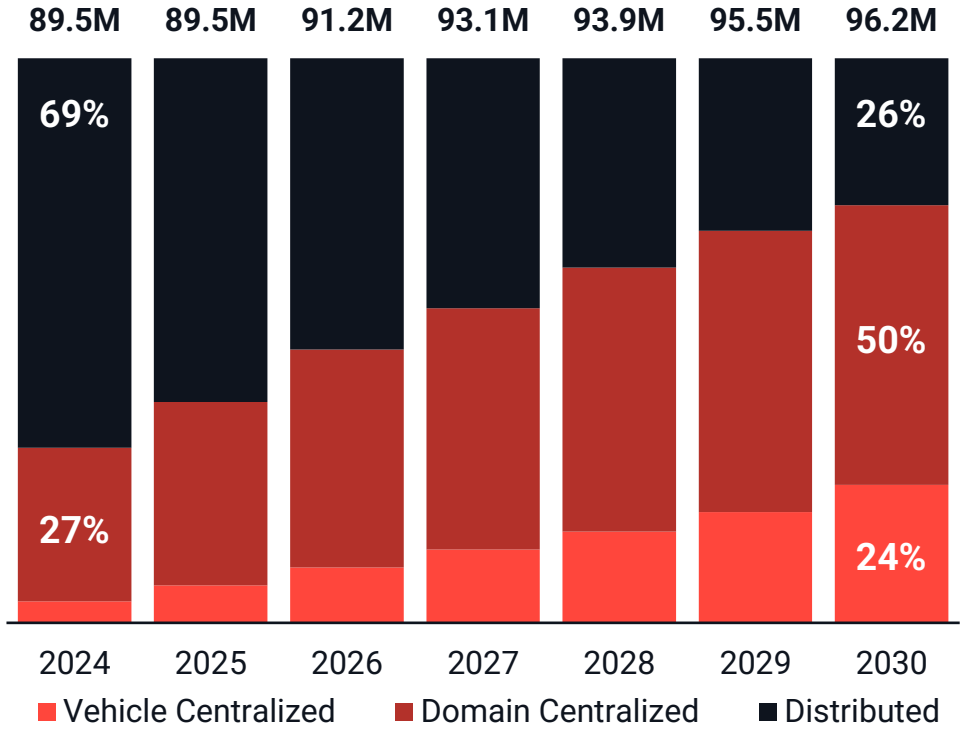
High performance centralized compute domains with zonal architecture

- High performance and low-latency communications
- Multiple mixed critical environments
- **Critical need for managed software complexity**



More Computing Power in Vehicle

Global Light Passenger Vehicle (LPV) Volumes



Source: S&P Global E/E Architecture Forecast, Oct. 2025

Industry Leadership Position Places BlackBerry at the Forefront of Change

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Compelling Customer Value Proposition

Dominant technology for advanced automotive software stacks

High-performance solutions **underpinning safety-critical systems**

IP to **enable customer systems**, platforms and long-term roadmaps

Trusted partner in markets where **safety, security, performance and reliability are critical**

Experience, culture and quality to support mission-critical systems

Four-decade software pedigree in complex, mission-critical systems











Delivering High-Performance Foundational Software to Support the Most Innovative Companies in the World

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Driving Growth Beyond the Operating System



Solution Innovation

Solution Oriented Portfolio and Business Model Optimization to Drive Customer Value



Vehicle Platform

A Re-Imagining of Vector's Safe Middleware Technology with QNX's Safety-Certified Product Portfolio



GEM Expansion

Leveraging Proven Playbook from Automotive to Drive Growth in Adjacent, General Embedded Markets



QNX Everywhere

Providing Ubiquitous Access to Our Technology, Fostering Ecosystem Growth, and Reducing Developer Friction

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Solution Innovation

Delivering New Solutions and Optimizing Our Business Model

Product Innovation

Expanding product portfolio encompassing next generation foundational software coupled with safety and security technology

Solving Complexity

Providing new solutions based on customer-driven insights, addressing some of the more challenging industry trends and customer pain points

Evolving Business Models: Adapting Requirements in All Target Markets

Product and Technology Bundles

Flexibility Focused Pricing Strategies

Building Higher-Value Product Portfolio, Broader Ecosystems and Long-Term Scalable Revenue

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Vehicle Platform

Strategic Collaboration with Vector to Transform Traditional Automotive Value Chain

Mission

- Solve **complexity management, technology integration, safety / security demands** and **business complexities** in singular software platform
- Help OEMs **reduce duplicative software development and rework**—enabling them to **focus on delivering in-vehicle experiences**

QNX Opportunity

- Shift from **component to solution** value capture
- Drive adoption of **vehicle-wide software foundation**
- Shift work away from carmakers that they **do not want to focus on** and will **pay to outsource**

Today

Automotive Manufacturer Differentiating Feature Set

Vehicle Services and Abstractions

Vehicle Middleware

Foundational Software Components

Tomorrow

Automotive Manufacturer Differentiating Feature Set

Vehicle Services, Abstractions and Middleware

Alloy Kore

Lightweight, Reliable and Optimized Core for Application Development and Deployment

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GEM Expansion

Driving Growth in Adjacent, General Embedded Markets

QNX Trusted by Mission-Critical System Manufacturers Everywhere…

- Industry reputation for top-tier engineering talent
- Company-wide focus on safety and security
- Safety certifications beyond automotive: Industrial, Medical
- High-performance and massively scalable microkernel OS architecture
- Futureproof roadmap for building scalable, reliable, safe and secure systems

…Creating Opportunities to Extend the QNX Value Proposition to Adjacent, General Embedded Markets

- **Industrial Automation**
- **Medical Devices**
- **Robotics**
- **Aerospace & Defense**
- **Heavy Machinery**
- **Rail Systems**



Industry Spotlight: Industrial Robotics

Foundational Software Solutions to Streamline Safety Certification and Enhance Device Security

- Enable manufacturers to build cutting-edge devices with proven reliability and security
- Safety-certified and secure solutions engineered to meet the stringent demands of collaborative human centric workspaces
- Ensure high-performance and real-time deterministic behavior, so robotic systems can respond instantaneously to commands

$2.7B
Total Addressable Market by 2030[1]

10+
Safety / Security Standards Required

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1. VDC, ABI Research, GMInsights, Grandview Research, and BCC Research.

QNX Everywhere

Expanding QNX Access to More Highly-Skilled Systems Developers

Goals

- Increase access to QNX SDP 8.0 software in **current and new high-growth market segments**
- Make it easier for **developers to build QNX-based systems**
- **Expand number of QNX trained developers** globally for key vertical
- Creating an **active QNX global developer community**

Business Model

- **Freely available** for **non-commercial use**
- **Commercial licenses** in effect for **commercial use**

Confirmed affiliations with **>100 major universities** around the world…

Carnegie Mellon University · MIT · Caltech · Yale · Polytechnique Montreal · Technische Universität München · Queen's University · Concordia · McMaster University · Brown · Carleton University · Western University · Canada · VIT · University of Waterloo

Initial Proof Points of Success

~12,000
SDP 8.0 Licenses Deployed for Non-Commercial Use

>6,000
Students Attended Dedicated QNX Classes or Workshops

~5,000
Registrants for First 3 Courses of Online QNX Training Since March 2025

Making QNX SDP 8.0 Available for Millions of Developers Globally

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Why Invest in BlackBerry

		QNX Contribution
Strength of Portfolio	Multiple market-leading businesses with strong growth prospects supported by long-term, secular tailwinds	QNX leadership in **automotive** and **general embedded industries**
Robust Growth Profile	Long runway for sustained revenue growth through business model optimization, customer adoption, new market penetration, and increased market access	**QNX royalty backlog up to $865M** in Q4 FY'25 vs. $460M in Q4 FY'22
Enhanced Financial Profile	Meaningfully improved operating cash flow supported by strong EBITDA and revenue growth	QNX on a path to a **"Rule of 40" division**
Strategic Capital Allocation	Greater clarity and focus regarding capital allocation priorities in growth areas, with emphasis on driving strong shareholder returns	Prioritizing organic investments to **harness secular tailwinds in growth areas**, particularly QNX

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Q&A



John Giamatteo
Chief Executive Officer



Grant Courville
SVP, Products & Strategy QNX



Justin Moon
VP, Core Product Engineering QNX



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