



BLUE BIRD[®]

*"A Leader in zero- and
low-emission transportation"*

**BLUE BIRD CORPORATION
(NASDAQ: BLBD)**

Investor Presentation

August 2025

Important Disclaimers

Forward Looking Statements

This presentation includes forward-looking statements within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements relate to expectations for future financial performance, business strategies or expectations for our business. Specifically, forward-looking statements include statements regarding guidance, seasonality, product mix and gross profits and may include statements relating to:

- Inherent limitations of internal controls impacting financial statements
- Growth opportunities
- Future profitability
- Ability to expand market share
- Customer demand for certain products
- Economic conditions (including tariffs) that could affect fuel costs, commodity costs, industry size and financial conditions of our dealers and suppliers
- Labor or other constraints on the Company’s ability to maintain a competitive cost structure
- Volatility in the tax base and other funding sources that support the purchase of buses by our end customers
- Lower or higher than anticipated market acceptance for our products
- Other statements preceded by, followed by or that include the words “estimate,” “plan,” “project,” “forecast,” “intend,” “expect,” “anticipate,” “believe,” “seek,” “target” or similar expressions
- Future impacts from the novel coronavirus pandemic known as "COVID-19," and any other pandemics, public health crises, or epidemics, on capital markets, manufacturing and supply chain abilities, consumer and customer demand, school system operations, workplace conditions, and any other unexpected impacts

These forward-looking statements are based on information available as of the date of this presentation, and current expectations, forecasts and assumptions, and involve a number of judgments, risks and uncertainties. Accordingly, forward-looking statements should not be relied upon as representing our views as of any subsequent date, and we do not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date they were made, whether as a result of new information, future events or otherwise, except as may be required under applicable securities laws. The factors described above, as well as risk factors described in reports filed with the SEC by Blue Bird Corporation (available at www.sec.gov), could cause our actual results to differ materially from estimates or expectations reflected in such forward-looking statements.



Important Disclaimers

Non-GAAP Financial Measures

This presentation may include the following non-GAAP financial measures: “Adjusted EBITDA,” “Adjusted EBITDA Margin,” “Adjusted Net Income,” “Adjusted Diluted Earnings per Share,” “Free Cash Flow” and “Adjusted Free Cash Flow.”

Adjusted EBITDA is defined as net income or loss prior to discontinued operations income or loss, interest income, interest expense including the component of lease expense (which is presented as a single operating expense in selling, general and administrative expenses in our GAAP financial statements) that represents interest expense on lease liabilities, income taxes, depreciation and amortization including the component of lease expense (which is presented as a single operating expense in selling, general and administrative expenses in our GAAP financial statements) that represents amortization charges on right-to-use lease assets, and disposals, as adjusted to add back certain charges that we may record each year, such as stock-compensation expense, as well as non-recurring charges such as (i) significant product design changes; (ii) transaction related costs; (iii) discrete expenses related to major cost cutting initiatives; or (iv) costs directly attributed to the COVID-19 pandemic (3). We believe these expenses are not considered an indicator of ongoing company performance. We define Adjusted EBITDA margin as Adjusted EBITDA as a percentage of net sales.

Adjusted Net Income is net income or loss as adjusted to add back certain costs as mentioned above. Adjusted Diluted Earnings per Share represents Adjusted Net Income or loss available to common stockholders divided by diluted weighted average common shares outstanding (as if we had GAAP net income during the respective period). Adjusted Net Income and Adjusted Diluted Earnings per Share are calculated net of taxes.

Free cash flow represents net cash provided by/used in operating activities minus cash paid for fixed assets, Adjusted Free Cash Flow represents Free Cash Flow minus cash paid for (i) significant product design changes; (ii) transaction related costs; or (iii) discrete expenses related to major cost cutting initiatives.

There are limitations to using non-GAAP measures. Although Blue Bird believes that such measures may enhance an evaluation of Blue Bird’s operating performance and cash flows, (i) other companies in Blue Bird’s industry may define such measures differently than Blue Bird does and, as a result, they may not be comparable to similarly titled measures used by other companies in Blue Bird’s industry and (ii) such measures may exclude certain financial information that some may consider important in evaluating Blue Bird’s performance and cash flows.



Agenda

Investment Highlights

School Bus Industry Overview

Company & Product Highlights

FY2025 Objectives

Growth Runway



Investment Highlights

Countercyclical

Strong industry growth ahead with a backdrop of healthy funding and an aging school bus fleet

National Commitment

Beneficiary of Federal and State subsidies for the electrification of school buses

The Leader

Leading market position in alternative power and electric school buses

Expanding our TAM

Product portfolio further diversified through introduction of EV commercial chassis offering

Reducing Costs

Reducing structural costs through Lean Transformation

Profitable Growth

Pricing aligned to market economics and volatility

EBITDA margins of ~14% in 2025 and 16%+ in the longer-term



School Bus Industry Overview

Industry Highlights

School buses are America's largest mass transit system

500k+

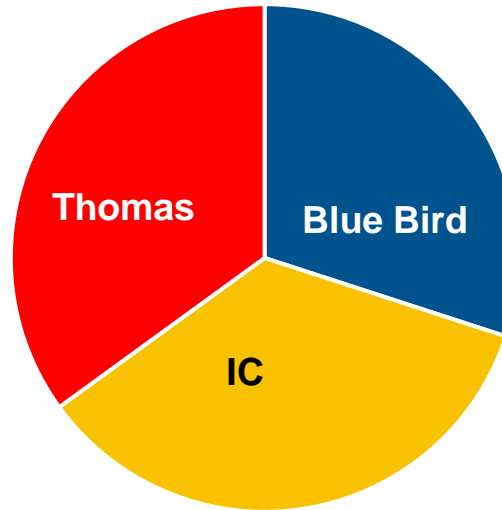
school buses in operation in the U.S. and Canada transporting

26 MILLION KIDS

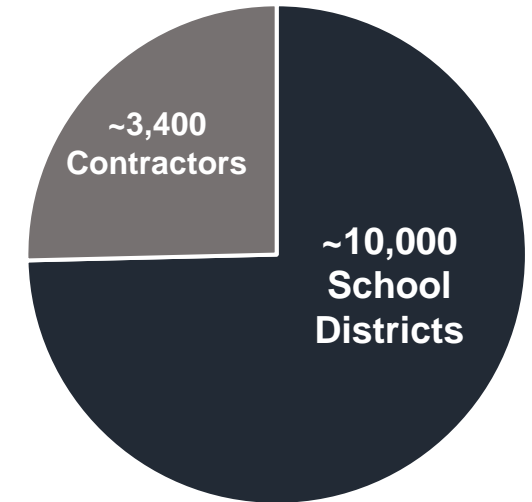
to school on a daily basis



OEMs



School Bus Customers



High barriers to entry

Highly specialized product -- Complex state and customer requirements -- Dealer and service network -- Customer relationship driven business

Demand Drivers

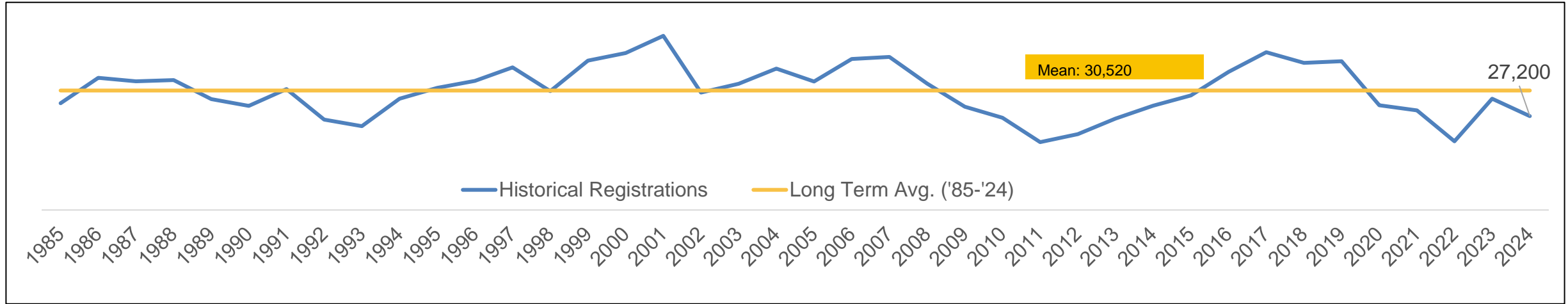
Population of school age children increasing -- Increasing average age of existing fleet -- Federal funding for clean school buses

Relatively Clear Funding Sources

Property taxes are primary source of funding; volume tracks housing prices



Type C & D School Bus Industry



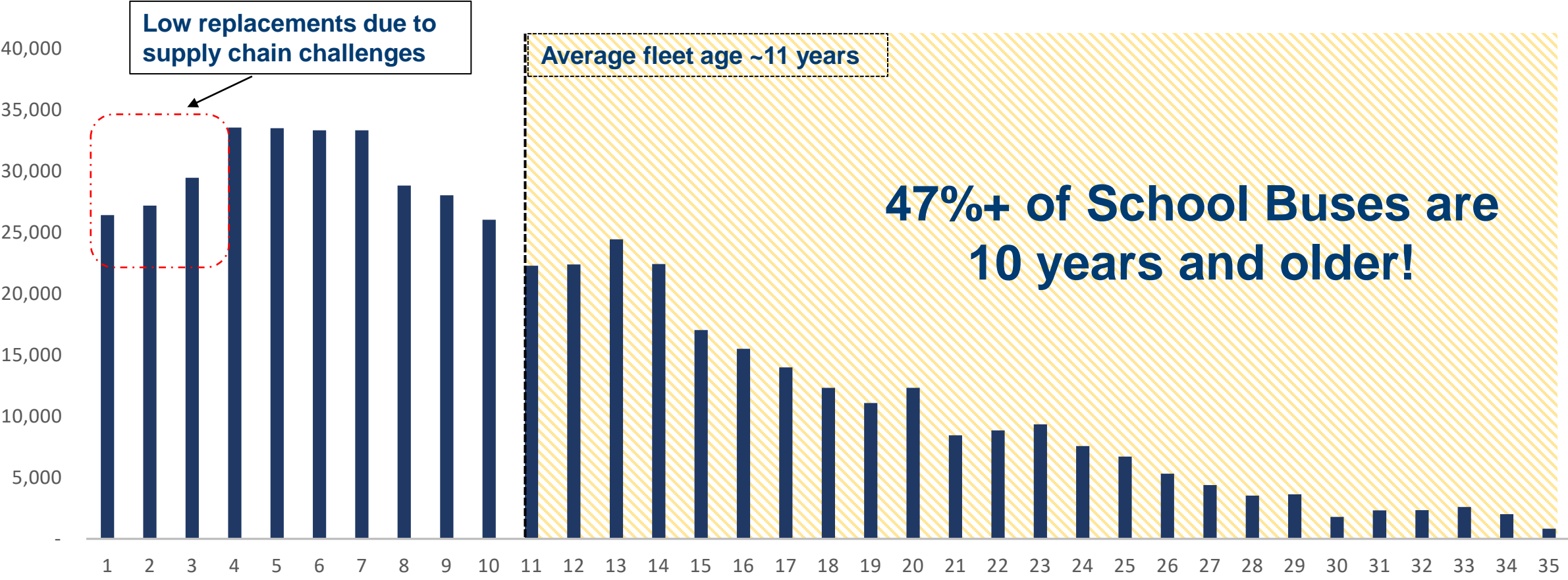
- **Industry avg size is 30,500 new units annually based on S&P Global Mobility registrations (formerly Polk)**
- **Total fleet of school buses is ~570k units and average age is about 11 years**
- **Industry size is driven by:**
 - Number of school age children
 - Age of existing fleet – most states set 15 years as a replacement target
 - Average ridership per bus
 - Funding – primarily from property tax

**FY2025 industry expected to be ~31k units as industry production returns to full capacity;
core funding and demand is healthy at pre-pandemic order levels**



Fleet Age Profile Supports Elevated Replacement Demand

~570K School Buses on the Road



~270K buses in service for more than 10 years supports high annual replacement volume

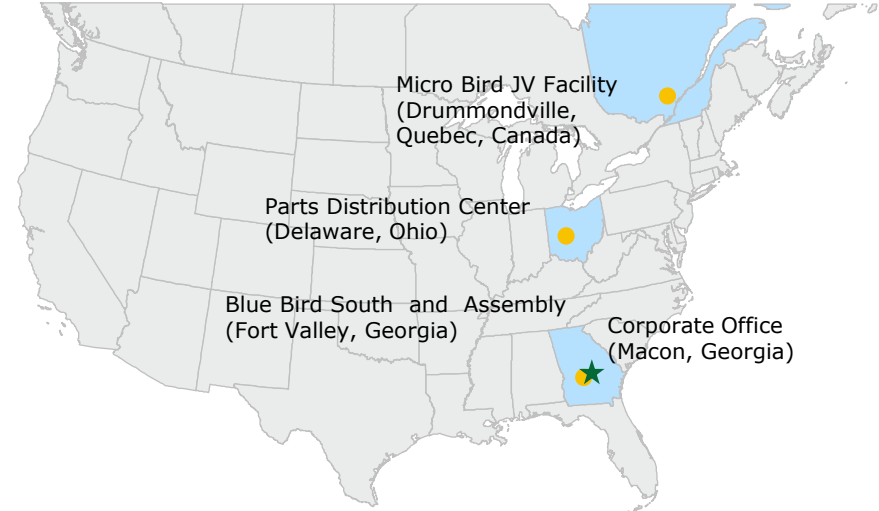
Source: S&P Global Mobility (formerly Polk) VIO, based on Type C/D school buses and non-school buses in US/CAN through Mar. 2024

Company & Product Highlights

Introduction to Blue Bird

- Headquartered in Macon, Georgia
- Leader in alternative power; #1 in electric & propane school buses
- 60%+ of Blue Bird sales are non-diesel; <10-20% for competitors
- Full range of chassis that can be offered to third parties, led by EV
- Manufacturing footprint strategically positioned to serve the entire U.S. market
- Dedicated dealer network with more than 50 dealers and more than 250 service centers

Dedicated Manufacturing Footprint



School Bus Industry Products



Type C Buses
(Conventional)
Seating Capacity: 36-83
Fuel Types: Diesel, Propane, Gasoline, Electric



Type D RE Buses
(Rear Engine, Transit-Style)
Seating Capacity: 66-84
Fuel Types: Diesel, Electric



Type D FE Buses
(Front Engine, Transit-Style)
Seating Capacity: 54-90
Fuel Type: Diesel

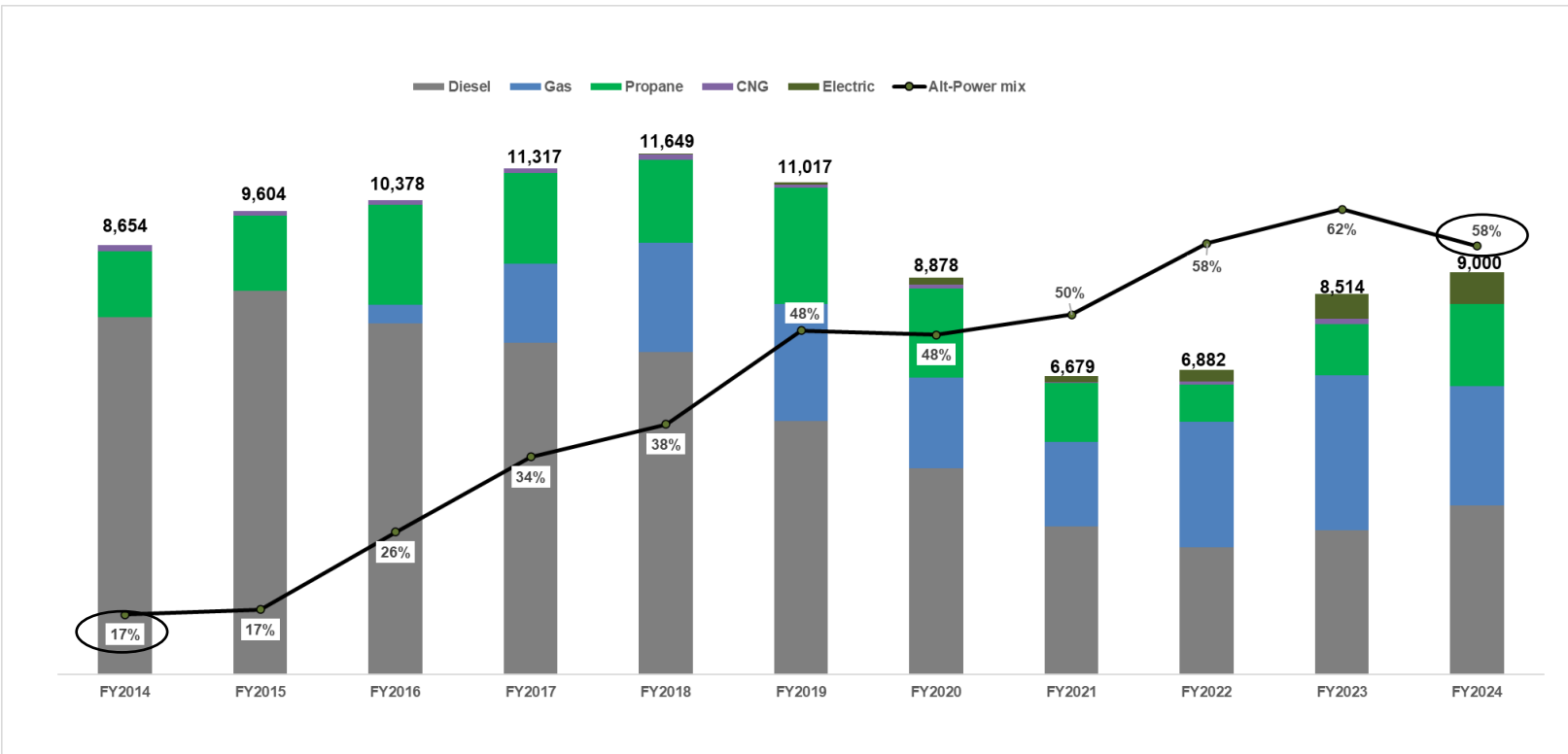


Type A Buses
Seating Capacity: 10-30
Fuel Types: Diesel, Propane, Gasoline, Electric

Blue Bird offers most expansive range, from 10 to 90 passengers with multiple body and engine choices



Proven Leadership in Clean Technologies



- Proven track record of leadership in new technologies; more than 60% of unit sales are non- diesel
- Leader in electric and propane-powered school buses; the future of school transportation
- Beneficiary of Federal and State subsidies for electric school buses to accelerate adoption
- Launched its Blue Bird Energy Services and Clean Bus Solutions JV business to provide turnkey charging infrastructure solutions for electric school bus fleets

Trusted lower-emission school bus brand with a proven track record in the school bus business



Build Complete Ecosystem for EV School Bus Deployment

END OF LIFE

Determine recycling program for used batteries after use

SERVICE & SUPPORT

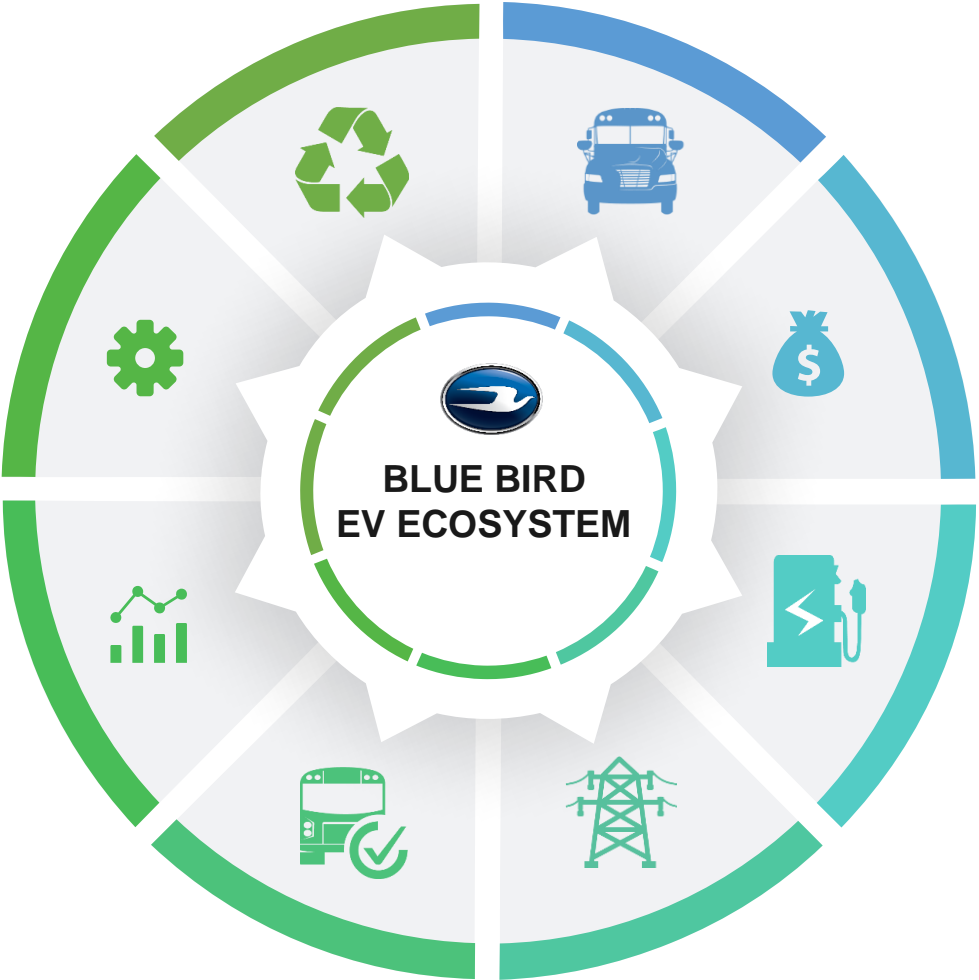
Connect with dealer and EV system provider to support and service bus throughout its lifetime

TELEMATICS

Set up a solution to track bus performance, diagnostics and more

DEPLOYMENT

Build and deliver buses, as well as offer driver, safety and technician training services



ASSESSMENT

Determine what bus best fits the customer's needs based on terrain, climate and route planning

FINANCING

Identify financing through grants, tax breaks, subsidies or lending services

INFRASTRUCTURE

Assess infrastructure needs and connect to the right partners for energy sourcing and infrastructure installation

V2G/V2X

Create vehicle-to-grid plan with revenue potential and utility involvement



Blue Bird Commercial Chassis – TAM Expansion

Product Debut

- **Best-in-Class Offering & Features:**
 - ✓ Electric
 - ✓ Propane
 - ✓ 55° Wheel Cut
 - ✓ Front Axle Clearance
 - ✓ Galvanized Frame Rails
 - ✓ Class 5-6 Chassis
- **Tremendous response** to the product
- Immediate interest in **both propane and EV** from multiple customers
- Additional interest with **large national delivery fleets**



BLUE BIRD

FY2025 Objectives

The Blue Bird Value System



The Blue Bird Value System, it's about results, and how we get there

FY2025 Full Year Guidance – Raised to \$210M and ~14.5% Margin

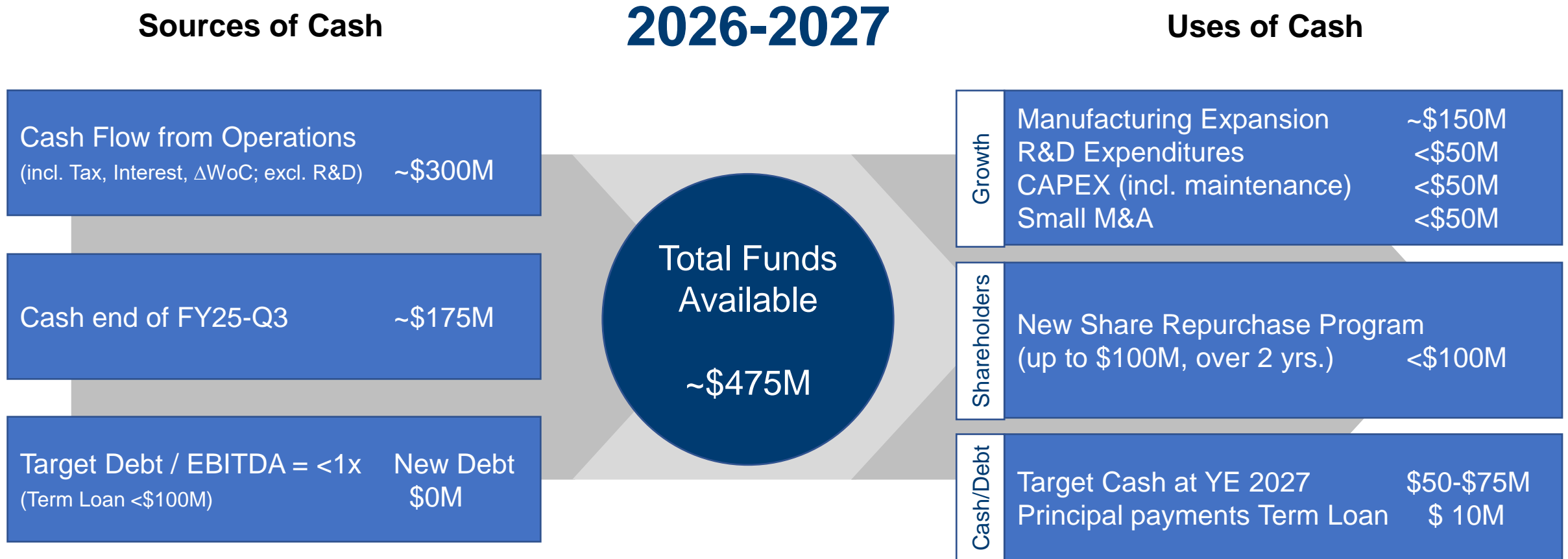
<i>\$ Millions</i>	FY2024 Actuals	FY2025 Guidance	FY2025 February Guidance	FY2025 May Guidance	FY2025 Aug Guidance	<i>B/(W) Vs. Prior Year</i>
Net Revenue	\$1,347	\$1,400 - \$1,500	\$1,400 - \$1,500	\$1,425 - \$1,475	~\$1,450	~\$103
Adj. EBITDA¹	\$183	\$190 - \$210	\$185 - \$215	\$190 - \$210	\$205 - \$215	\$22 - \$32
Adj. Free Cash Flow¹	\$99	\$40 - \$60 t/o MESC \$(50)	\$40 - \$60 t/o MESC \$(50)	\$60 - \$80 t/o MESC \$(30)	\$90 - \$100 t/o MESC \$(10)	\$(9) - \$1

FY2025 expected to be a new record for Blue Bird for both top-line and bottom-line results



¹ See appendix for additional detail regarding non-GAAP measures

Capital Allocation – New \$100M Share Repurchase Program



Capital allocation strategy balances profitable growth, return to shareholders and strong cash position

Blue Bird Awarded \$80M MESC Grant by DOE for New Plant

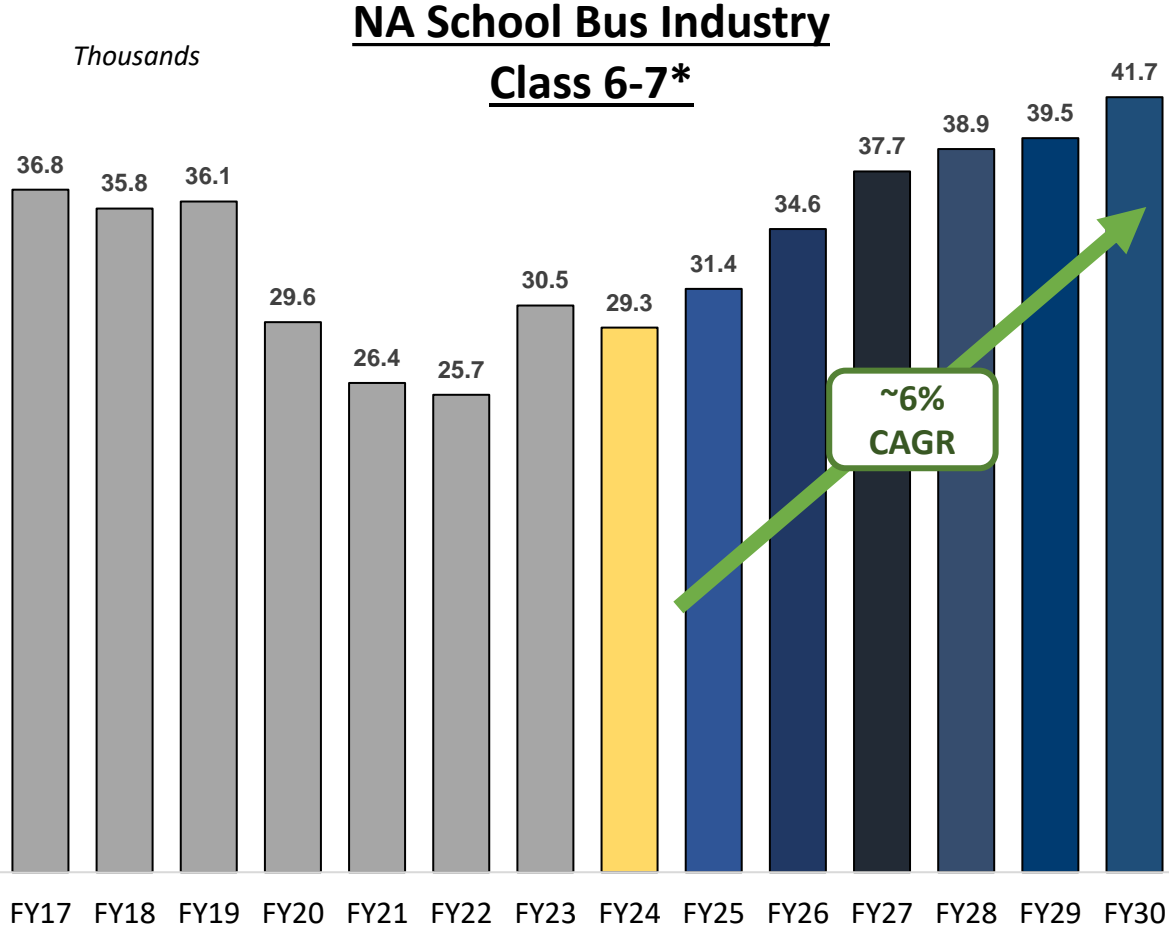
- New 600k sq.ft. Type D / EV production facility in Fort Valley, GA
- Total Investment ~\$160M, 50% funded by Blue Bird
- Build-out 2 years, launch expected by mid CY 2027
- FCF CAPEX impact in FY25 of up to \$30M
- Raises total capacity on one shift to ~14k buses / year
- Provides increased volume upside for commercial chassis
- ~400 new jobs, includes ~\$10M of community benefits
- Project IRR 28%, payback 2 years after launch
- DOE contract signed December 2024



New plant supports our profitable growth plans for 12,000+ units, produced on one-shift

Record Profit Outlook in FY2025 & Beyond

- Bookings
↑ 3%+ = ~9,300 units
- Revenue
↑ 8%+ = ~\$1.45 Billion
- Adj. EBITDA
↑ 15% = ~\$210 Million
- Adj. EBITDA Margin
↑ 90 bps = ~14.5%
- EV Bookings
↑ 28%+ = ~900 units



*ACT Retail Sales – as of July 2025






Adj. EBITDA Margins of ~14.5% in 2025 and 16%+ longer-term

Solid Growth Runway

FY2026 Preliminary Guidance and Scenarios

Tailwinds

- Strong demand
- Stable Pricing
- Chassis (in H2)
- EV opportunities

	FY26 Scenarios		
	Downside	Prel. Guidance	Upside
EV/Tariffs			
Units*	9,250	9,500	9,750
<i>t/o EV Units</i>	500	750	1,000
Revenue \$M	\$1,450	\$1,500	\$1,550
Adj. EBITDA \$M	\$210	\$220	\$230
Adj. EBITDA %	~14%	~14.5%	~15%

Headwinds

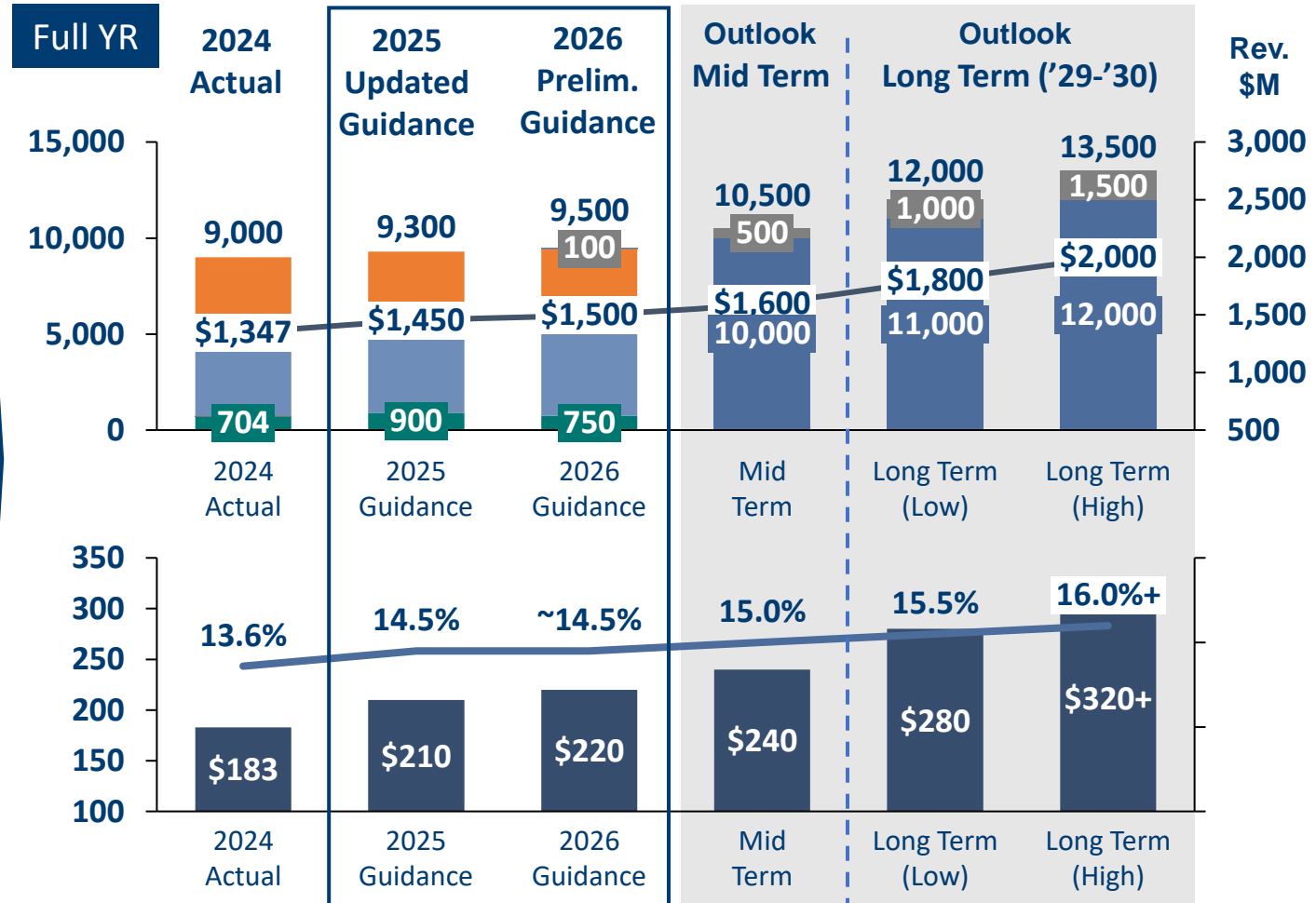
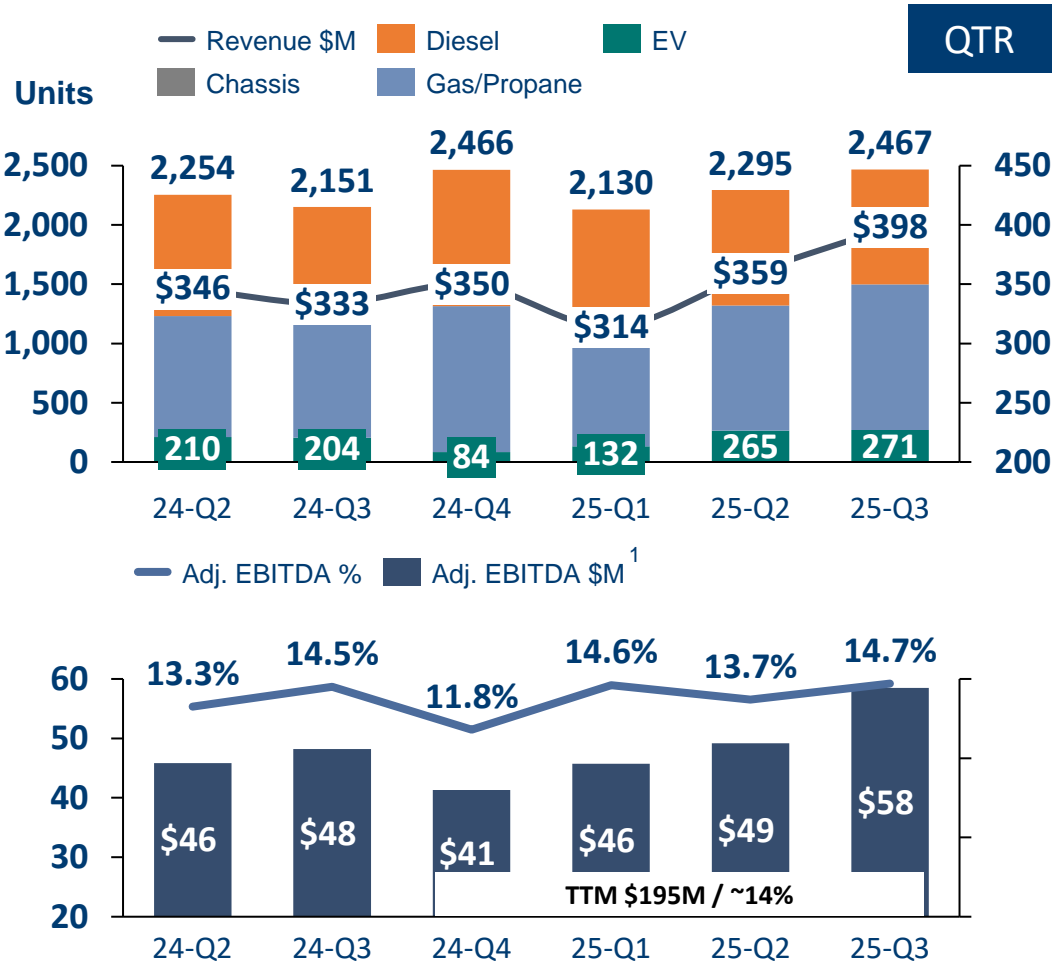
- Tariffs / Inflation
- Labor Costs (USW)
- Material Costs
- EV timing (low H1)

Blue Bird Preliminary Guidance for FY26:
~\$1.5B in Revenue (EV / Chassis back-end loaded in H2)
Adj. EBITDA ~14.5% and \$220M



* Units include Buses and ~100 Commercial Chassis

We are Raising Our Long Term Outlook to 16%+ EBITDA



Growth path long term towards \$2B Revenue and now increased 16%+ Adj. EBITDA

¹ See appendix for additional detail regarding non-GAAP measures

Strong Outlook Ahead for Blue Bird / Investment Highlights

Countercyclical

Strong industry growth ahead with a backdrop of healthy funding and an aging school bus fleet

National Commitment

Beneficiary of Federal and State subsidies for the electrification of school buses

The Leader

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Product portfolio further diversified through introduction of EV commercial chassis offering

Reducing Costs

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Profitable Growth

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Appendix

Key FY2025 Q3 Takeaways



Beat Q3 Guidance on All Metrics; Increasing Full Year Profit Guidance



Industry Backlog Reduced Due to Current Volatility Associated with Tariffs



Continued Plant Operational Performance; Working Long Term Manufacturing Strategy



Strong Focus On Pricing Action; Favorable Trend in Margin Expansion



Leader in Alternative-Power; EV Demand Softened, but Long Term Outlook Still Strong



Investing In the Business – People, Product, Processes, Facilities and New Segments



Effectively Managing Impact of Tariffs and Market Instability



Backlog Remains Healthy - Leader in Alt Power - Record Level Margins

FY2025 Q3 Financial Results and Key Business Highlights

QUARTERLY HIGHLIGHTS

FY2025 Q3 Results

UNITS SOLD
2,467
+316 vs.'24

NET SALES
\$398M
+\$65M vs.'24

Adjusted EBITDA
\$58M
+\$10M vs.'24

Adjusted FCF
\$52M
+\$56M vs.'24

BUSINESS HIGHLIGHTS



Strong
~\$618M
Backlog of
3.9k Units¹



Alt. Power sales
mix of 61%

Managing
Margin-Neutral
Tariff Strategy



New
Plant
Launched

1,200 EVs
booked and in
backlog¹



EPA Funds flowing
for rounds 2 & 3;
Round 4 and 5 funding
remains intact

ASP up
\$7.7k per unit



~\$174M
of EV's in
firm order Backlog¹

Parts Sales of
\$26M



Beat & Raising
Guidance



Q3 Adj. EBITDA of \$58M and 15% Margin

FY2025 Q3 and YTD Financial Results

QUARTERLY HIGHLIGHTS

FY2025 Q3 Results	
<p>UNITS SOLD</p> <p>2,467</p> <p>+316 vs.'24</p>	<p>NET SALES</p> <p>\$398M</p> <p>+\$65M vs.'24</p>
<p>Adjusted EBITDA</p> <p>\$58M</p> <p>+\$10M vs.'24</p>	<p>Adjusted FCF</p> <p>\$52M</p> <p>+\$56M vs.'24</p>

YTD HIGHLIGHTS

FY2025 Q3 YTD Results	
<p>UNITS SOLD</p> <p>6,892</p> <p>+358 vs.'24</p>	<p>NET SALES</p> <p>\$1,071M</p> <p>+\$74M vs.'24</p>
<p>Adjusted EBITDA</p> <p>\$153M</p> <p>+\$12M vs.'24</p>	<p>Adjusted FCF</p> <p>\$93M</p> <p>+\$44M vs.'24</p>



FY25-Q3 is another new record quarter for Blue Bird

Income Statement

(\$ Millions)	FY2025-Q3	FY2024-Q3	B/(W)
Unit Volume	2,467	2,151	316
Backlog Units	3,900	5,218	(1,318)
Net Revenue	\$398.0	\$333.4	\$64.6
<i>Bus Rev./Unit (\$000's)</i>	<i>\$150.9</i>	<i>\$143.2</i>	<i>\$7.7</i>
Gross Margin	21.6%	20.8%	80 bps
Adj. EBITDA ¹	\$58.5	\$48.2	\$10.3
Adj. EBITDA Margin ¹	14.7%	14.5%	20 bps
Adj. Net Income ¹	\$38.7	\$30.5	\$8.2
Adj. Diluted EPS ¹	\$1.19	\$0.91	\$0.28



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Improvement in Units, EV mix and Gross Margin drove record Q3 profit

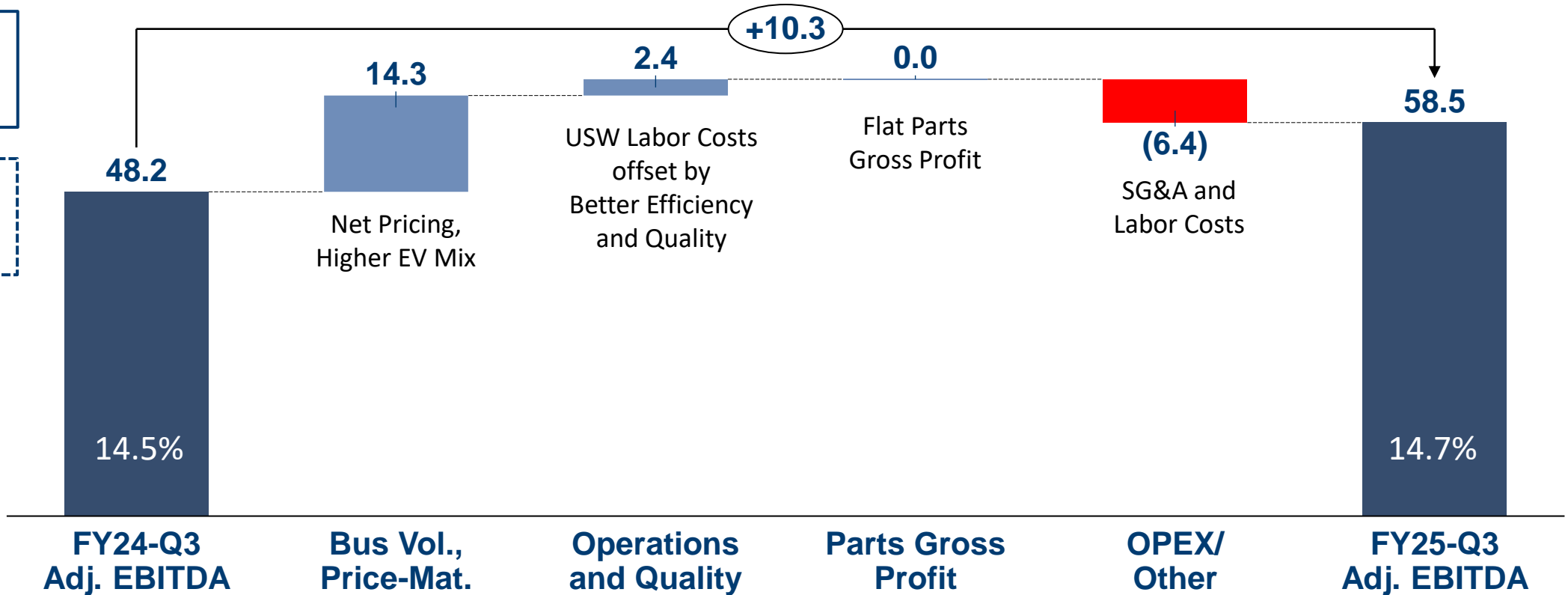
¹See appendix for additional detail regarding non-GAAP measures

FY24-Q3 to FY25-Q3 Adj. EBITDA Walk

(\$ Millions)

Unit Volumes	
FY24-Q3	2,151
FY25-Q3	2,467
Delta	+316

t/o EV Volumes	
FY24-Q3	204
FY25-Q3	271
Delta	+67



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See appendix for additional detail regarding non-GAAP measures

Strong Pricing, EV Mix and Operational Improvements drive record results

Balance Sheet and Cash Flow

(\$ Millions)	FY2025-Q3	FY2024-Q3	B/(W)
Cash	\$173.1	\$88.4	\$84.7
Debt	\$(91.5)	\$(96.1)	\$4.6
Liquidity	\$314.8	\$231.7	\$83.1
Operating Cash Flow	\$56.9	\$1.0	\$55.9
Adj. Free Cash Flow ¹	\$52.3	\$(3.5)	\$55.8
Trade Working Capital ²	\$4.8	\$(34.0)	\$38.8

Very strong Operating Cash Flow in FY25-Q3
Executed stock buyback tranche of \$9M this quarter, with \$11M left in the program



¹See appendix for additional detail regarding non-GAAP measures; ² Inventories, accounts receivable and accounts payable

Adj. EBITDA Reconciliation

Reconciliation of Net Income to Adjusted EBITDA

(in thousands of dollars)	Three Months Ended		Nine Months Ended	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
Net income	\$ 36,455	\$ 28,711	\$ 91,223	\$ 80,884
Adjustments:				
Interest expense, net (1)	326	1,214	1,392	5,729
Income tax expense	12,375	9,938	30,197	26,645
Depreciation, amortization, and disposals (2)	4,363	4,055	12,858	12,253
Share-based compensation expense	2,971	2,474	12,910	7,017
Stockholder transaction costs	—	—	—	3,154
Loss on debt refinancing	—	—	—	1,558
Micro Bird Holdings, Inc. total interest expense, net; income tax expense or benefit; depreciation expense and amortization expense	1,989	1,852	4,858	4,442
Other	—	2	—	(81)
Adjusted EBITDA	\$ 58,479	\$ 48,246	\$ 153,438	\$ 141,601
Adjusted EBITDA margin (percentage of net sales)	14.7 %	14.5 %	14.3 %	14.2 %

(1) Includes \$0.1 million for both the three months ended June 28, 2025 and June 29, 2024, and \$0.2 million and \$0.3 million for the nine months ended June 28, 2025 and June 29, 2024, respectively, representing interest expense on operating lease liabilities, which are a component of lease expense and presented as a single operating expense within cost of goods sold or selling, general and administrative expenses on our Condensed Consolidated Statements of Operations.

(2) Includes \$0.4 million and \$0.3 million for the three months ended June 28, 2025 and June 29, 2024, respectively, and \$1.1 million and \$1.3 million for the nine months ended June 28, 2025 and June 29, 2024, respectively representing amortization charges on right-of-use lease assets, which are a component of lease expense and presented as a single operating expense within cost of goods sold or selling, general and administrative expenses on our Condensed Consolidated Statements of Operations.

Free Cash Flow Reconciliation

Reconciliation of Free Cash Flow to Adjusted Free Cash Flow

(in thousands of dollars)	Three Months Ended		Nine Months Ended	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
Net cash provided by operating activities	\$ 56,916	\$ 989	\$ 111,096	\$ 55,760
Cash paid for fixed assets	(4,599)	(4,494)	(18,215)	(10,137)
Free cash flow	\$ 52,317	\$ (3,505)	\$ 92,881	\$ 45,623
Cash paid for stockholder transaction costs	—	—	—	3,154
Cash paid for other items	—	2	—	(81)
Adjusted free cash flow	52,317	(3,503)	92,881	48,696

Adjusted EPS Reconciliation

Reconciliation of Net Income to Adjusted Net Income

(in thousands of dollars)	Three Months Ended		Nine Months Ended	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
Net income	\$ 36,455	\$ 28,711	\$ 91,223	\$ 80,884
Adjustments, net of tax benefit or expense (1)				
Share-based compensation expense	2,199	1,831	9,553	5,193
Stockholder transaction costs	—	—	—	2,334
Loss on debt refinancing	—	—	—	1,153
Other	—	1	—	(60)
Adjusted net income, non-GAAP	\$ 38,654	\$ 30,543	100,776	89,504

(1) Amounts are net of estimated tax rates of 26%.

Reconciliation of Diluted EPS to Adjusted Diluted EPS

	Three Months Ended		Nine Months Ended	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
Diluted earnings per share	\$ 1.12	\$ 0.85	\$ 2.76	\$ 2.43
One-time charge adjustments, net of tax benefit or expense	0.07	0.06	0.29	0.26
Adjusted diluted earnings per share, non-GAAP	\$ 1.19	\$ 0.91	\$ 3.05	\$ 2.69
Adjusted weighted average dilutive shares outstanding	32,581,820	33,653,447	33,023,743	33,222,354

Investor Relations Contact Information

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