

BLUE BIRD CORPORATION (NASDAQ: BLBD)

Investor Presentation

February 2026





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.” Additional information on the calculation of some of these terms is included in the Appendix.

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

1. Investment Highlights
2. School Bus Industry Overview
3. Company & Product Highlights
4. FY2025 Objectives
5. 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 ~15% in 2025 and 16%+ in the longer-term

School Bus Industry Overview





Industry Highlights

School buses are America's largest mass transit system

500k+

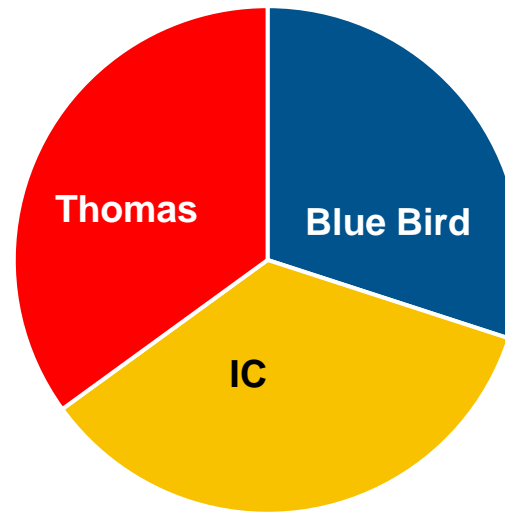
school buses in operation in the U.S. and Canada transporting

26 MILLION KIDS

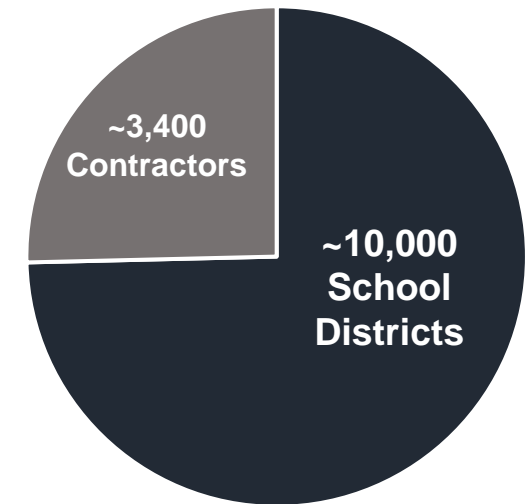
to school on a daily basis



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

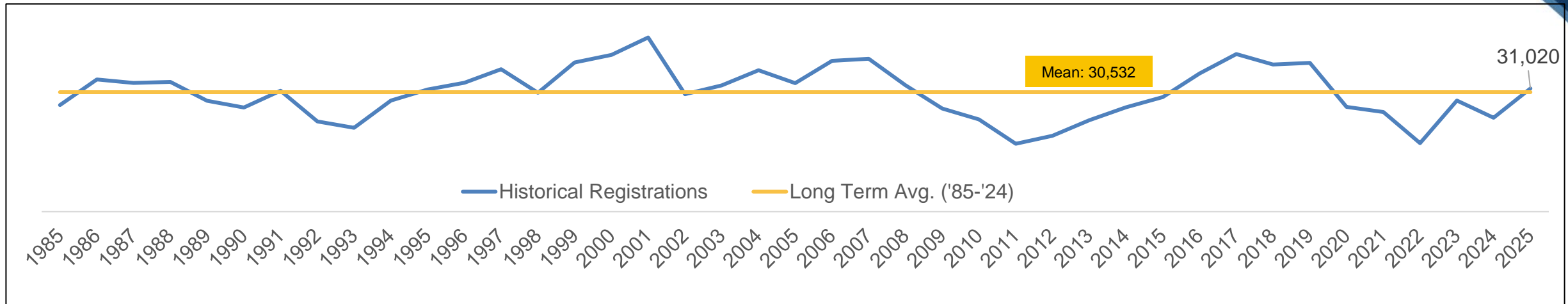
Population of school age children increasing -- Increasing average age of existing fleet -- Federal funding for clean school buses

Relatively Clear Funding Sources

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



Type C & D School Bus Industry



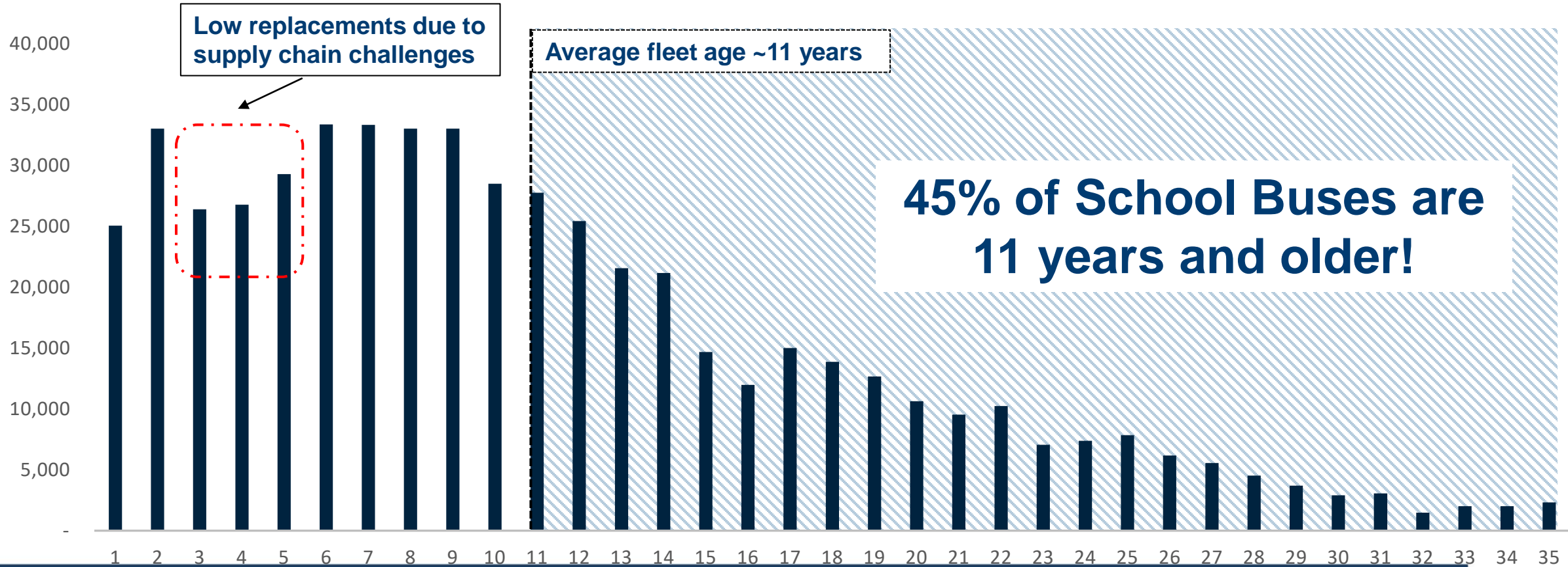
- Industry avg size is 30,500 new units annually based on S&P Global Mobility registrations (formerly Polk)
- Total fleet of school buses is ~552,000 units and average age is about 11 years
- Industry size is driven by:
 - Number of school age children
 - Age of existing fleet – most states set 15 years as a replacement target
 - Average ridership per bus
 - Funding – primarily from property tax

FY2026 industry expected to be ~32.6k units; core funding and demand is healthy at pre-pandemic order levels



Fleet Age Profile Supports Elevated Replacement Demand

~552K School Buses on the Road as of Sept 2025



~250K buses in service for more than 10 years supports high annual replacement volume

Company & Product Highlights

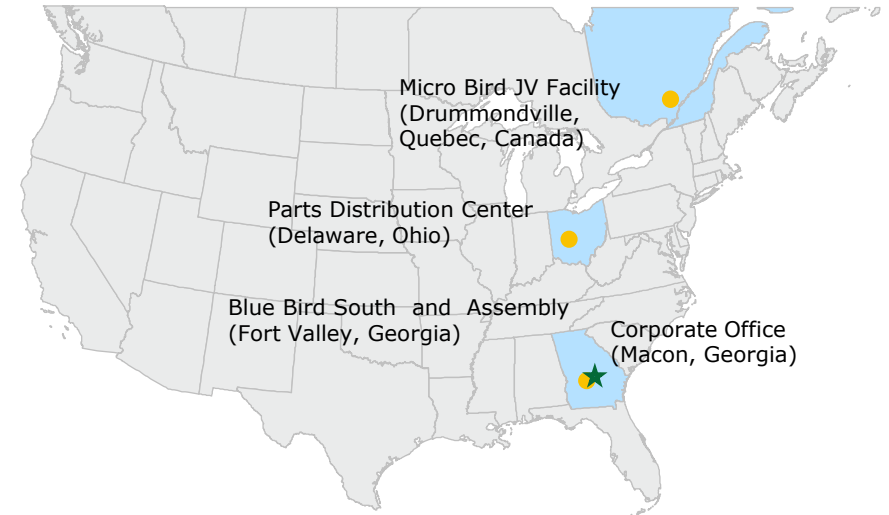




Introduction to Blue Bird

- 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

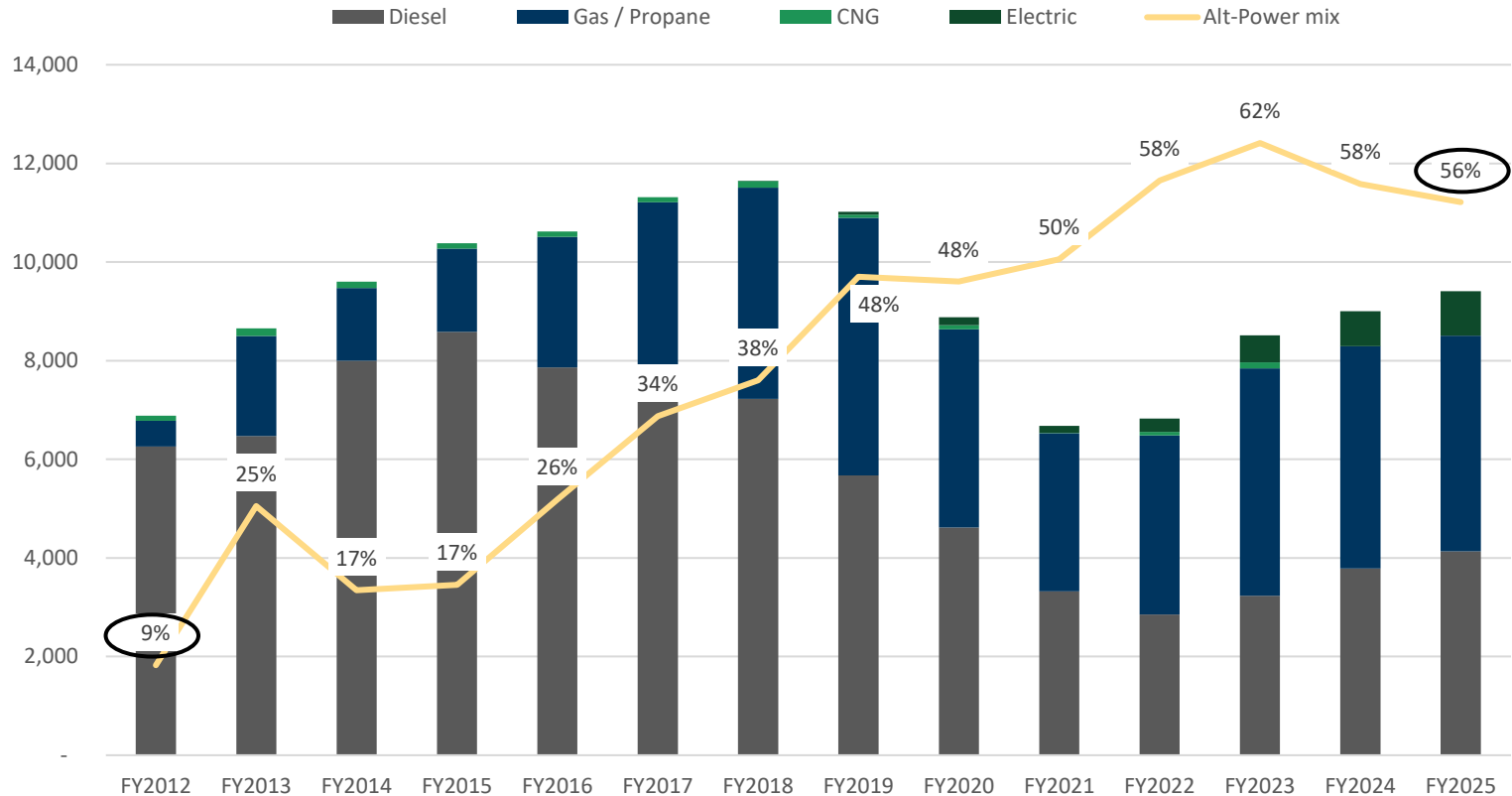


Type A Buses
Seating Capacity: 10-30
Fuel Types: Diesel, Propane, Gasoline, Electric

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



Blue Bird Commercial Chassis – TAM Expansion

- 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
- First order received in January 2026
- Production to start FY26-Q4



FY2026 Objectives





FY2026 Guidance Updated – Raised to \$225M and 15%

| <i>\$ Millions</i> | FY2025 Actuals | FY2026 Guidance (November 2025) | FY2026 Updated Guidance | <i>B/(W) Vs. Prior Year</i> |
|----------------------------------|----------------|--------------------------------------|-------------------------------------|--|
| Net Revenue | \$1,480 | \$1,450 - \$1,550 | \$1,450 - \$1,550 | \$(30) - \$70 |
| Adj. EBITDA ¹ | \$221 | \$210 - \$230 | \$215 - \$235 | \$(6) - \$14 |
| Adj. Free Cash Flow ¹ | \$153 | \$10 - \$30 t/o New Plant \$(100) | \$40 - \$60 t/o New Plant \$(75) | \$(113) - \$(93) t/o New Plant \$(75) |

FY2026 expected to be another record year for Blue Bird for both top-line and bottom-line



FY2026 Guidance Updated – Raised to \$225M and 15%

Rev. \$333
\$M

~\$330

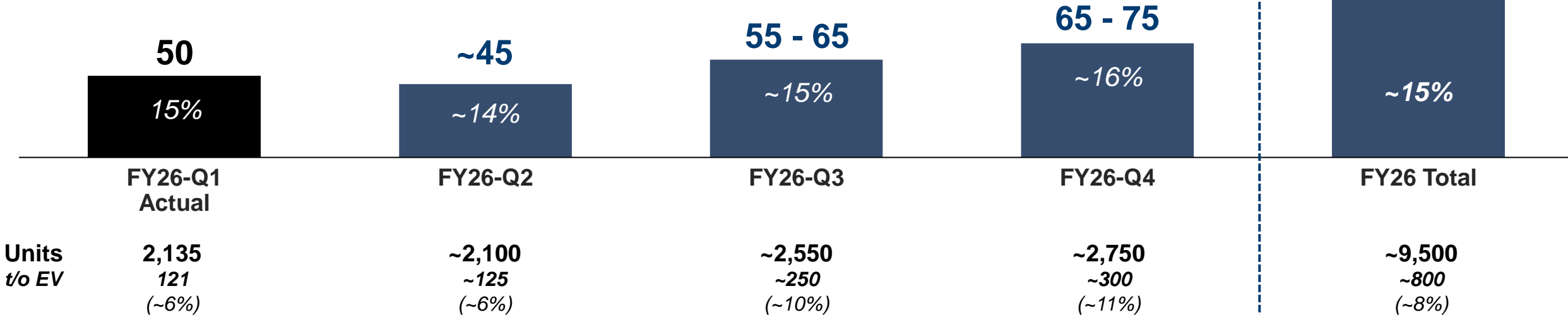
~\$400

~\$440

\$1,450 - \$1,550

■ Adj. EBITDA¹

- ✓ Growing EV sales, and Revenue in the \$330M - \$440M range
- ✓ Growing and seasonal Adj. EBITDA in the \$45M - \$75M range
- ✓ Consistent double-digit levels of 14% - 16% Adj. EBITDA



Solid FY26-H1 at ~14% Margin, with profitable growth expected to accelerate in FY26-H2

¹ See appendix for additional detail regarding non-GAAP measures



Capital Allocation – Incl. \$100M Share Repurchase Program

Sources of Cash

2026-2027

Uses of Cash

Cash Flow from Operations
(incl. Tax, Interest, Δ WoC; excl. R&D) ~\$300M

Cash at the end of FY25 ~\$230M

Target Debt / EBITDA = <2x Potential New Debt
(Existing Term Loan <\$100M) TBD

Total Funds Available
~\$530M

Growth

| | |
|---------------------------|---------|
| Manufacturing Expansion | ~\$200M |
| R&D Expenditures | <\$50M |
| CAPEX (incl. maintenance) | <\$50M |
| Small M&A | <\$75M |

Shareholders

| | |
|---|---------|
| New Share Repurchase Program (up to \$100M, over 2 yrs.) | <\$100M |
|---|---------|

Cash/Debt

| | |
|------------------------------|------------|
| Target Cash at YE 2027 | \$50-\$75M |
| Principal payments Term Loan | \$ 10M |

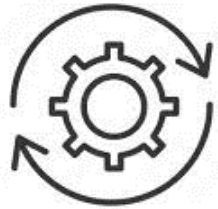
Capital allocation strategy balances profitable growth, return to shareholders and strong cash position

Solid Growth Runway

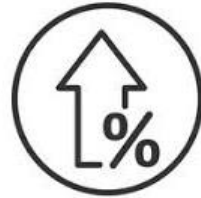




Key Elements of Strategic Positioning



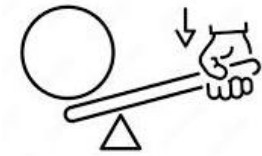
**Business
Continuity & Long
Term Stability**



**Profitable
Growth**



**Margin
Expansion**



**Putting the
Balance Sheet to
Work**

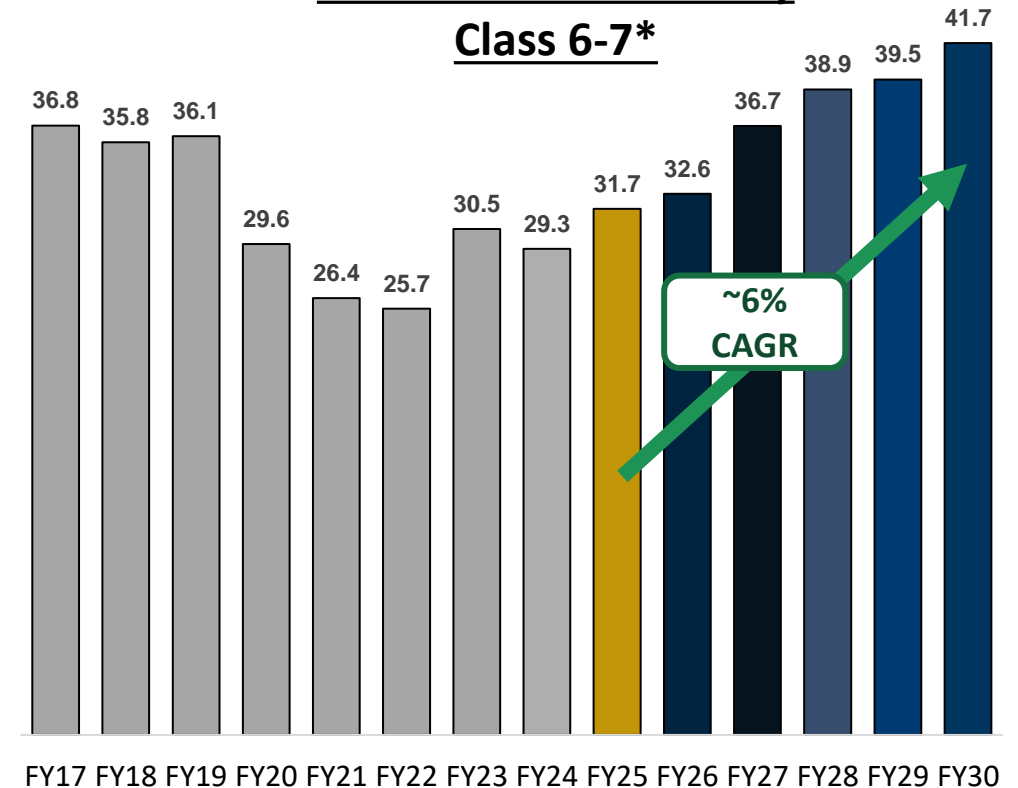
Positioning the Company for the Long-Term



Strong Industry and Blue Bird Outlook

| | 2026 Guide: Record Year | Mid- and Long- Term |
|--------------------|-------------------------|------------------------|
| Unit Sales | ↑ 1%+ = 9,500 units | 10,500 – 13,500 units |
| Revenue | ↑ 1%+ = \$1.5 Billion | \$1.6 – 2.0 Billion |
| Adj. EBITDA | ↑ \$4M = \$225 Million | \$240 – \$320+ Million |
| Adj. EBITDA Margin | — Flat = 15% | 15% – 16%+ |
| EV Unit Sales | ↓ (11)% = 800 units | 750 – 1,000+ units |

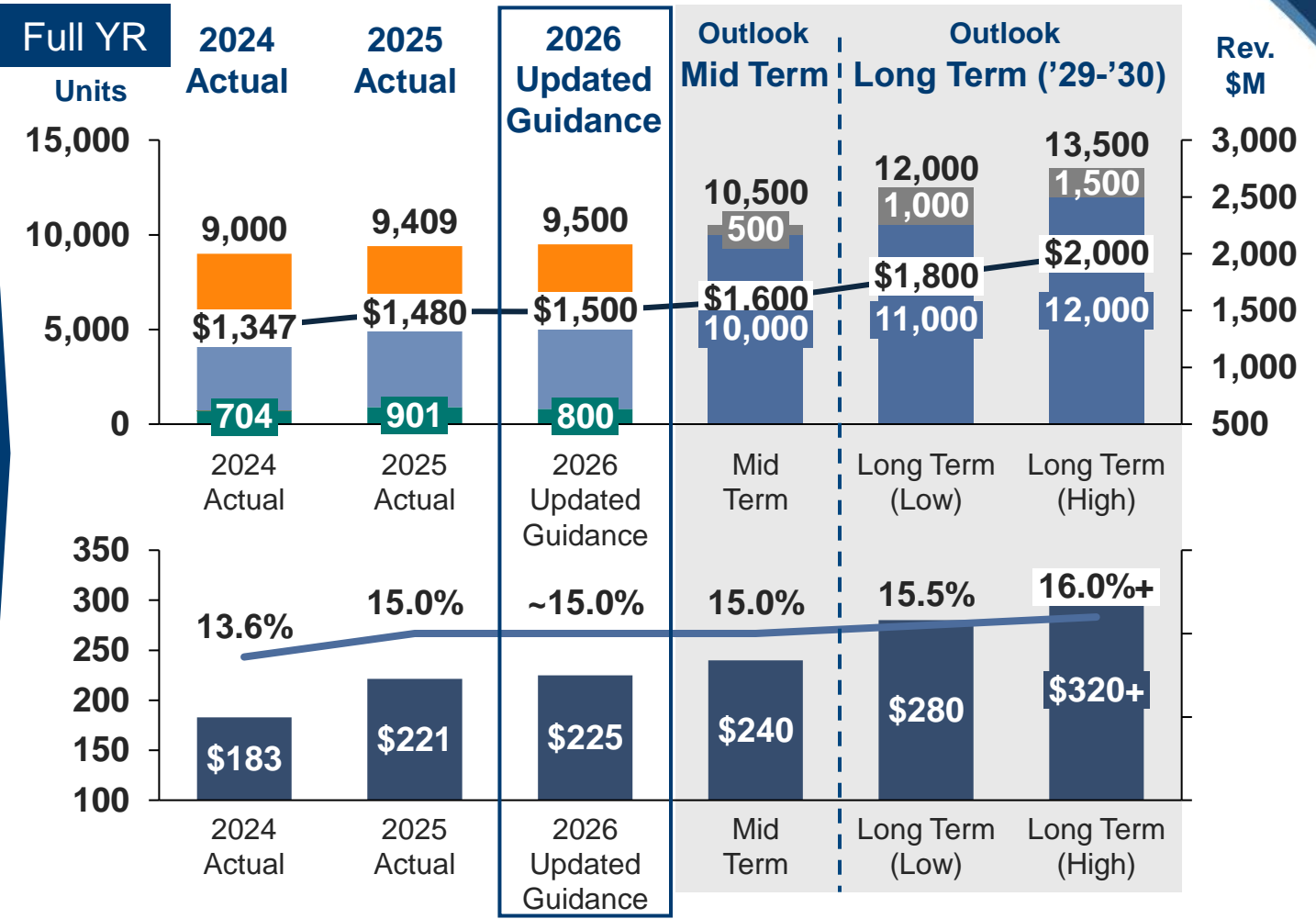
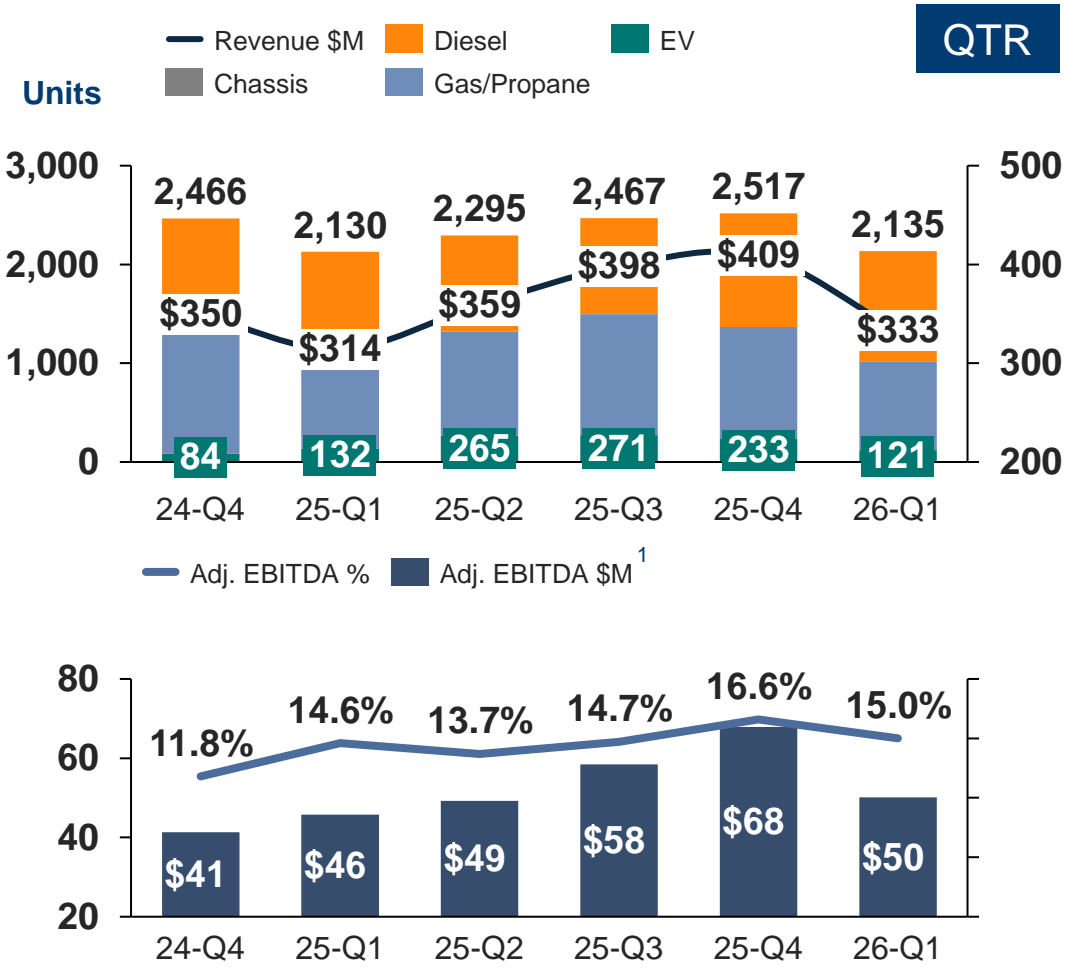
NA School Bus Industry Class 6-7*



EBITDA Margins of 15% in 2026 and 16%+ Longer-Term



Blue Bird long term outlook confirmed



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



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

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Reducing Costs

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Profitable Growth

Pricing aligned to market economics and volatility

EBITDA margins of ~15% in 2025 and 16%+ in the longer-term



Appendix





Key FY2026 Q1 Takeaways

- 

Revenue EBITDA Cash Flow

Beat Guidance on All Metrics
- 

Backlog remains seasonally strong at 3.4k units
- 

Continued Plant Operational Performance with More Stability
- 

Higher Bus Prices Compared with Last Year and Competitive with Market
- 

EV Overall Demand Strong with Record Backlog; Undisputed Leader in Alt. Power
- 

Investing in the Business – People, Processes, Product and Facilities
- 

Managing and Responding to Impact of Tariffs

Strong market demand, alternative-power leadership and profit margins at record levels



FY2026 Q1 Financial Results and Key Business Highlights

HIGHLIGHTS

BUSINESS HIGHLIGHTS

FY2026 Q1 Results

UNITS SOLD

2,135

+5 vs. '25

NET SALES

\$333M

+\$19M vs. '25

Adjusted EBITDA

\$50M

+\$4M vs. '25

Adjusted FCF

\$31M

+\$9M vs. '25



Backlog of 3.4k Units¹
(\$602M in Rev.)



Alt. Power sales mix of 48%

First Commercial Chassis Order²

121 EVs booked



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

ASP up \$8.8k per unit



Parts Sales of \$25M



855 EV's in firm order Backlog¹
(\$277M in Rev.)



Beat Guidance

2026 Q1 Adj. EBITDA of \$50M and 15% Margin



FY2026 Q1 FINANCIAL RESULTS

2,135

Units Sold
+5 vs.'25

\$333M

Net Sales
+\$19M vs.'25

\$50M

Adj. EBITDA
+\$4M vs.'25

\$31M

Adj. FCF
+\$9M vs.'25



QUARTERLY HIGHLIGHTS

FY26-Q1 is another new Q1 record quarter for Blue Bird



QUARTERLY INCOME STATEMENT

| <i>(\$ Millions)</i> | FY2026-Q1 | FY2025-Q1 | B/(W) |
|---------------------------------|----------------|----------------|--------------|
| Unit Volume | 2,135 | 2,130 | 5 |
| Backlog Units | 3,367 | 4,395 | (1,028) |
| Net Revenue | \$333.1 | \$313.9 | \$19.2 |
| <i>Bus Rev./Unit (\$000's)</i> | <i>\$144.1</i> | <i>\$135.3</i> | <i>\$8.8</i> |
| Gross Margin | 21.4% | 19.2% | 220 bps |
| Adj. EBITDA ¹ | \$50.1 | \$45.8 | \$4.3 |
| Adj. EBITDA Margin ¹ | 15.0% | 14.6% | 40 bps |
| Adj. Net Income ¹ | \$32.5 | \$30.6 | \$1.9 |
| Adj. Diluted EPS ¹ | \$1.00 | \$0.92 | \$0.08 |

Strong Pricing and Operational Improvements drive record results

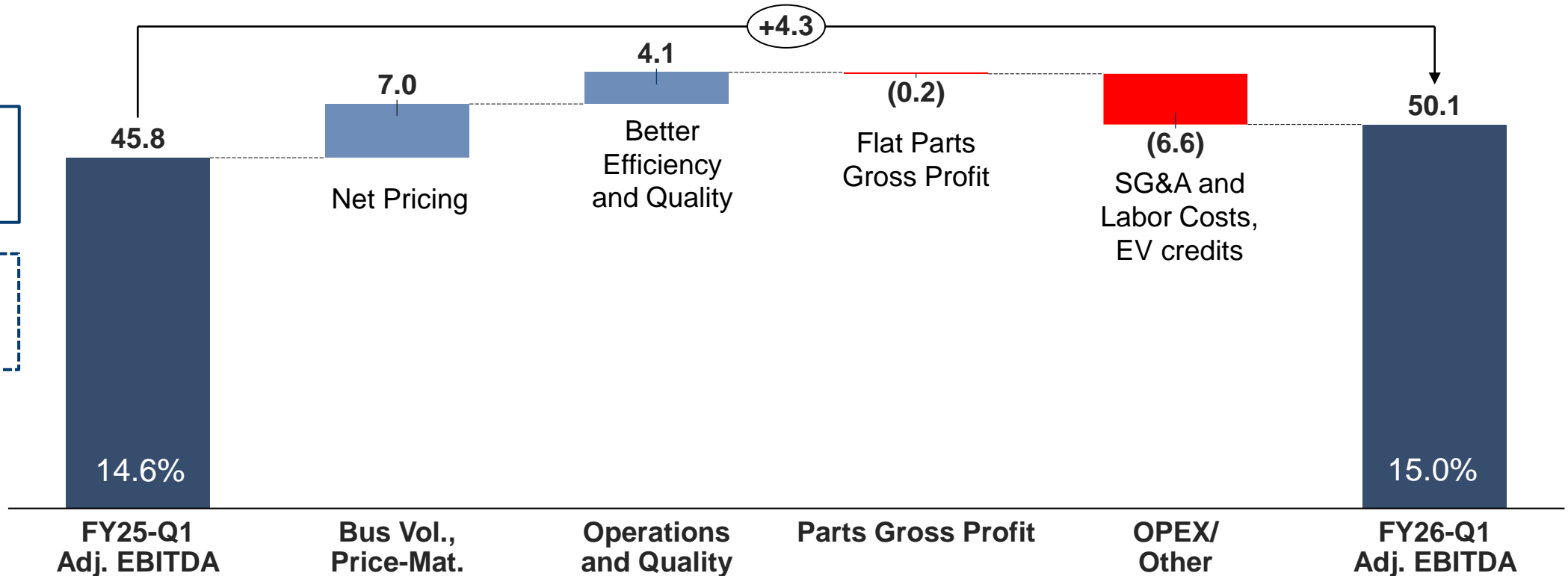


FY25-Q1 to FY26-Q1 Adj. EBITDA Walk

Adj. EBITDA¹
(\$M)

| Unit Volumes | |
|--------------|-------|
| FY25-Q1 | 2,130 |
| FY26-Q1 | 2,135 |
| Delta | +5 |

| /to EV Volumes | |
|----------------|------|
| FY25-Q1 | 132 |
| FY26-Q1 | 121 |
| Delta | (11) |



Strong Pricing and Operational Improvements drive record Q1 results

¹ See appendix for additional detail regarding non-GAAP measures



BALANCE SHEET AND CASH FLOW

| <i>(\$ Millions)</i> | FY2026-Q1 | FY2025-Q1 | B/(W) |
|------------------------------------|-----------|-----------|----------|
| Cash | \$241.7 | \$136.1 | \$105.6 |
| Debt | \$(89.1) | \$(93.8) | \$4.7 |
| Liquidity | \$385.0 | \$279.4 | \$105.6 |
| Operating Cash Flow | \$36.6 | \$26.4 | \$10.2 |
| Adj. Free Cash Flow ¹ | \$31.1 | \$21.8 | \$9.3 |
| Trade Working Capital ² | \$(20.6) | \$4.3 | \$(24.9) |

Very strong FCF in FY26-Q1 - Executed stock buyback of \$15M this quarter



Adj. EBITDA Reconciliation

Reconciliation of Net Income to Adjusted EBITDA

| (in thousands of dollars) | Three Months Ended | |
|---|--------------------|-------------------|
| | December 27, 2025 | December 28, 2024 |
| Net income | \$ 30,756 | \$ 28,722 |
| Adjustments: | | |
| Interest (income) expense, net (1) | (253) | 433 |
| Income tax expense | 9,119 | 8,693 |
| Depreciation, amortization, and disposals (2) | 4,572 | 4,243 |
| Share-based compensation expense | 2,356 | 2,506 |
| Micro Bird Holdings, Inc. total interest expense, net; income tax expense or benefit; depreciation expense and amortization expense | 3,508 | 1,156 |
| Adjusted EBITDA | \$ 50,058 | \$ 45,753 |
| Adjusted EBITDA margin (percentage of net sales) | 15.0 % | 14.6 % |

- (1) Includes \$0.2 million and \$0.1 million for the three months ended December 27, 2025 and December 28, 2024, respectively, representing interest expense on operating lease liabilities, which are a component of lease expense and presented within cost of goods sold or selling, general and administrative expenses on our Condensed Consolidated Statements of Operations.
- (2) Includes \$0.6 million and \$0.4 million for the three months ended December 27, 2025 and December 28, 2024, respectively, representing amortization charges on right-of-use lease assets, which are a component of lease expense and presented 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 | |
|---|--------------------|-------------------|
| | December 27, 2025 | December 28, 2024 |
| Net cash provided by operating activities | \$ 36,579 | \$ 26,410 |
| Cash paid for fixed assets | (5,465) | (4,594) |
| Free cash flow | <u>\$ 31,114</u> | <u>\$ 21,816</u> |
| Adjusted free cash flow | <u>\$ 31,114</u> | <u>\$ 21,816</u> |



Adjusted EPS Reconciliation

Reconciliation of Net Income to Adjusted Net Income

| (in thousands of dollars) | Three Months Ended | |
|----------------------------------|--------------------|-------------------|
| | December 27, 2025 | December 28, 2024 |
| Net income | \$ 30,756 | \$ 28,722 |
| Share-based compensation expense | 1,743 | 1,854 |
| Adjusted net income, non-GAAP | \$ 32,499 | \$ 30,576 |

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

Reconciliation of Diluted EPS to Adjusted Diluted EPS

| | Three Months Ended | |
|--|--------------------|-------------------|
| | December 27, 2025 | December 28, 2024 |
| Diluted earnings per share | \$ 0.94 | \$ 0.86 |
| One-time charge adjustments, net of tax benefit or expense | 0.06 | 0.06 |
| Adjusted diluted earnings per share, non-GAAP | \$ 1.00 | \$ 0.92 |
| Adjusted weighted average dilutive shares outstanding | 32,624,339 | 33,360,940 |

Investor Relations Contact Information

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