

## Investor Presentation

Second Quarter 2025

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## Forward Looking Statements

This presentation contains forward-looking statements regarding future events and our future results that are subject to the safe harbors created under the Securities Act of 1933 (the "Securities Act"), the Securities Exchange Act of 1934 (the "Exchange Act") and the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally are accompanied by words such as "believe," "may," "will," "estimate," "continue," "anticipate," "intend," "expect," "should," "would," "plan," "predict," "project," "potential," "seem," "seek," "future," "outlook," and similar expressions that predict or indicate future events or trends or that are not statements of historical matters. These forward-looking statements include, but are not limited to, statements regarding our industry, future events, and other statements that are not historical facts. These statements are based on current expectations and beliefs concerning future developments and their potential effects on us and should not be relied upon as representing BigBear's assessment as of any date subsequent to the date of this presentation. There can be no assurance that future developments affecting us will be those that we have anticipated. Many actual events and circumstances are beyond our control. These forward-looking statements are subject to a number of risks and uncertainties, including those relating to: changes in domestic and foreign business, market, financial, political, and legal conditions; the uncertainty of projected financial information; delays caused by factors outside of our control, including changes in fiscal or contracting policies or decreases in available government funding, including as a result of events such as war, incidents of terrorism, natural disasters, and public health concerns or epidemics; changes in government programs or applicable requirements; budgetary constraints, including any potential constraints as a result of recent or future federal government layoffs, including automatic reductions as a result of "sequestration" or similar measures and constraints imposed by any lapses in appropriations for the federal government or certain of its departments and agencies, including government shutdowns or the ability of the U.S. federal government to unilaterally cancel a contract with or without cause, and more specifically, the potential impact of the U.S. DOGE Service Temporary Organization on government spending and terminating contracts for convenience; the failure of contracts comprising backlog to result in revenue due to changes in funding, terminations for convenience, or option periods going unexercised; the impact of tariffs or other restrictive trade measures; implementation of spending limits or changes in budgetary constraints; influence by, or competition from, third parties with respect to pending, new, or existing contracts with government customers; changes in our ability to successfully compete for and receive task orders and generate revenue under Indefinite Delivery/Indefinite Quantity contracts; our ability to realize the benefits of the strategic partnerships; risks that the new businesses will not be integrated successfully or that the combined companies will not realize estimated cost savings; failure to realize anticipated benefits of the combined operations; potential delays or changes in the government appropriations or procurement processes; our ability to remediate a material weakness in our internal control over financial reporting; risks regarding the market and our customers accepting and adopting our products, including future new product offerings; the high degree of uncertainty of the level of demand for, and market utilization of, our solutions and products; our ability to successfully execute and realize the benefits of joint ventures, channel sales relationships, partnerships, strategic alliances, subcontracting opportunities, customer contracts and other commercial agreements to which we are a party; and those factors discussed in the Company's reports and other documents filed with the SEC, including under the heading "Risk Factors." If any of these risks materialize or our assumptions prove incorrect, actual results could differ materially from those projected by these forward-looking statements. There may be additional risks that we presently do not know or that we currently believe are immaterial which could also cause actual results to differ from those contained in the forward-looking statements. In addition, forward-looking statements reflect our expectations, plans or forecasts of future events and views as of the date of this presentation. We anticipate that subsequent events and developments will cause our assessments to change. However, we specifically disclaim any obligation to do so. Accordingly, undue reliance should not be placed upon the forward-looking statements.

## Non-GAAP Financial Information

This presentation includes financial measures that are not in accordance with generally accepted accounting principles ("GAAP"), such as EBITDA, Adjusted EBITDA, and Adjusted Gross Margin. We believe these non-GAAP financial measures provide investors and analysts with useful supplemental information about the financial performance of our business, enable comparison of financial results between periods where certain items may vary independent of business performance, and allow for greater transparency with respect to key measures used by management to operate and analyze our business over different periods of time.

Non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis. In addition, they are subject to inherent limitations as they reflect the exercise of judgment by management about which expense and income items are excluded or included in determining these non-GAAP financial measures. Because not all companies use identical calculations, our presentation of non-GAAP measures may not be comparable to other similarly titled measures of other companies.

**EBITDA** is defined as net loss before interest expense, interest income, income tax expense (benefit) and depreciation and amortization.

Adjusted EBITDA is defined as EBITDA further adjusted for equity-based compensation, employer payroll taxes related to equity-based compensation, net increase in fair value of derivatives, restructuring charges, non-recurring strategic initiatives, non-recurring integration costs, non-recurring litigation, transaction expenses, goodwill impairment, and loss on extinguishment of debt.

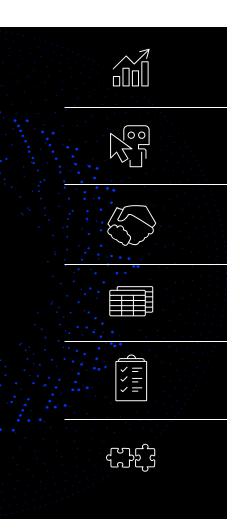
Adjusted Gross Margin is defined as gross margin adjusted for equity-based compensation allocated to cost of revenues.



AGENDA

01	Q2 2025 Updates
02	Market Growth
03	Market Positioning and Progress
04	Q2 2025 Balance Sheet Highlights
05	Strategic Prioritie's
06	Closing Remarks

## Q2 2025 Updates



Massive increase in emphasis on border and biometrics

Defense disruption and AI breakthroughs transforming industry

Accelerated global expansion with UAE partnership and others

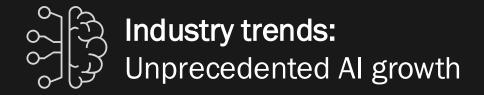
Strongest balance sheet in BBAI history

Repositioning in Army as their priorities shift to advanced Al solutions

Going on offense for M&A to accelerate our impact



#### Massive growth ahead in Al and Security





Major legislation: One Big Beautiful Bill

\$1.4T

Acceleration joint Al investment with the United Arab Emirates (UAE)

+\$70B

Increased supplemental funding for U.S. CBP over 4 years

44%

YoY increase in U.S. investments in Al physical infrastructure

\$673M

Biometric entry/exit, where BBAI is leader



#### Market positioning and progress





- Deployed Enhanced Passenger Processing
- Analogic partnership on threat detection



Disruptive
Capabilities in
National Security



 Support Army work on drone swarming



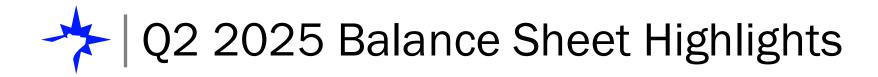
Supply Chain, Logistics, Manufacturing

Shipyards leveraged ShipyardAl

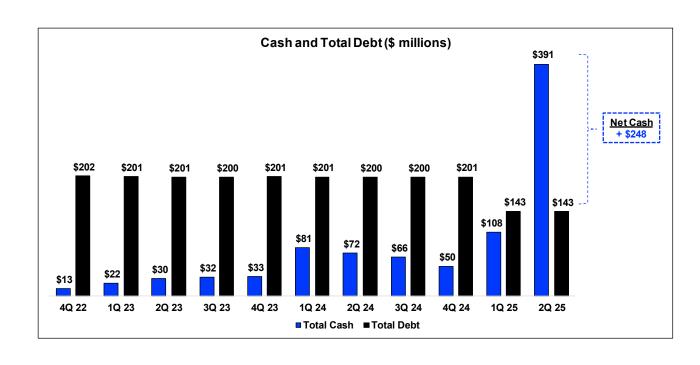


Global Reach

- IHC partnership in UAE
- Narval partnership in Panama



- Record ending cash balance of \$391M
- First time in net positive cash position; almost \$250M as of end of 2Q
- Increased liquidity will support strong
   offensive posture to grow our existing
   portfolio, pursue OB3 opportunities, expand
   internationally, and execute on inorganic
   growth in the future.





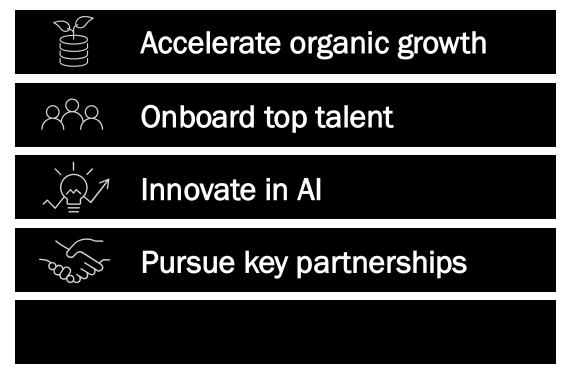
#### Context

#### **Priorities**

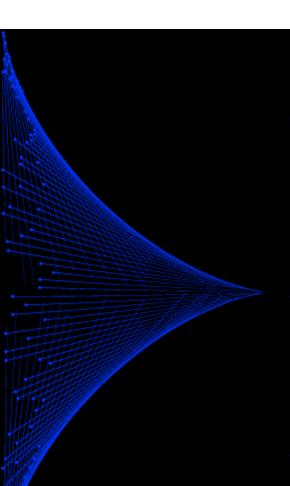
Defense and Security

Physical Al and IOT

Agentic Al







BigBear.ai is at the intersection of favorable industry and legislative trends

Demonstrated expertise and proof points in core markets and is well-positioned to win

Strongest financial position and balance sheet to pursue organic and inorganic growth



#### Safeguarding National Security



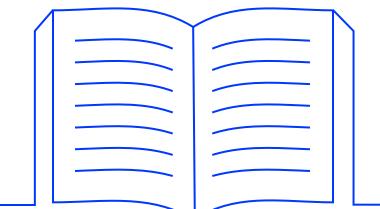
BigBear.ai fuses artificial intelligence with deep mission expertise, empowering decision-makers and operators to act with speed, precision, and confidence.

Strengthening Critical Infrastructure



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# Appendix





#### Supplemental Non-GAAP Information

	Three months ended		Six months ended	
\$ thousands	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Net loss	(228,619)	(14,439)	(290,605)	(142,231)
Interest expense	4,419	6,452	9,535	12,837
Interest income	(1,704)	(725)	(2,260)	(1,172)
Income tax expense (benefit)	14	15	39	1
Depreciation and amortization	3,451	2,907	6,921	5,346
EBITDA	(222,439)	(5,790)	(276,370)	(125,219)
Adjustments:	-	-	-	-
Equity-based compensation	4,319	5,749	11,719	10,906
Employer payroll taxes related to equity-based compensation 1	611	48	1,626	712
Loss on extinguishment of debt 9	-	-	2,577	-
Net increase (decrease) in fair value of derivatives 2	135,751	(8,081)	169,087	15,726
Restructuring charges 3	1,899	457	3,597	1,317
Non-recurring strategic initiatives 4	717	2,040	1,611	3,374
Non-recurring litigation ₅	8	666	30	545
Transaction expenses 6	-	347	-	1,450
Non-recurring integration costs 7	-	883	-	883
Goodwill impairment ₃	70,636	-	70,636	85,000
Adjusted EBITDA	(8,498)	(3,681)	(15,487)	(5,306)

- Includes employer payroll taxes due upon the vesting of equity awards granted to employees
- 2 The change in fair value of derivatives during the three months ended June 30, 2025 relates to the remeasurement of the 2025 warrants. IPO warrants and the 2026 and 2029 Notes Conversion Options derivative liabilities. The change during the six months ended June 30, 2025, relates to the \$14.0 million loss recorded upon the exercise of the 2024 RDO and 2024 PIPE Warrants (the "2024 Warrants") and issuance of the warrants in 2025 (the "2025 Warrants") in connection with the warrant exercise agreements entered into on February 5, 2025. During the six months ended June 30, 2025, there was loss related to a mark-to-market adjustment of \$59.9M adjustment for the debt to equity conversions during the period. There was an offsetting gain related to the fair market value adjustment on the 2025 warrants and the private warrants of \$2.6 million. Additionally, there was an loss of \$7.0 million fair market value adjustment of the 2026 and 2029 Notes Conversion Option, during the six months ended June 30, 2025.

The decrease in fair value of derivatives during the three months ended June 30, 2024 relates to remeasurement of the 2024 Warrants and IPO Warrant's fair value. The increase in fair value of derivatives during the six months ended June 30, 2024, relates to the \$42.3 million loss recorded upon the exercise of the 2023 RDO and 2023 PIPE Warrants (the "2023 Warrants") in connection with the warrant exercise agreements entered into on February 27. 2024 and March 4, 2024. This loss was offset by gains of \$10.6 million, net of cash proceeds received, related to the issuance of warrants in 2024 (the "2024 Warrants"). In addition, an \$18.3 million reduction in fair value was recorded on the 2024 Warrants issued in connection with the warrant exercise agreements as the fair value decreased from the issue date to quarter end.

- 3 During the three and six months ended June 30, 2025 and June 30, 2024, the Company incurred employee separation costs associated with a strategic review of the Company's capacity and future projections to better align the organization and cost structure and improve the affordability of its products and services.
- Non-recurring professional fees related to the execution of certain strategic initiatives of the Company.
- 5 Non-recurring litigation consists primarily of legal settlements and related fees for specific proceedings that we have determined arise outside of the ordinary course of business based on the following considerations which we assess regularly: (1) the frequency of similar cases that have been brought to date, or are expected to be brought within two years; (2) the complexity of the case; (3) the nature of the remedy(ies) sought, including the size of any monetary damages sought; (4) offensive versus defensive posture of us; (5) the counterparty involved; and (6) our overall litigation strategy.
- 6 Transaction expenses during the quarter ended March 31, 2024 consist primarily of diligence, legal and other related expenses incurred associated with the Pangiam acquisition.
- Non-recurring internal integration costs related to the Pangiam acquisition.
- 8 During the three months ended March 31, 2024, the Company recognized a non-cash goodwill impairment charge primarily driven by a decrease in share price during the quarter compared to the share price of the equity issued as consideration for the purchase of Pangiam. During the six months ended June 30, 2025, the company recognized a non-cash goodwill impairment charge of \$70.6 million, primarily driven by a change in forecast during the second quarter of 2025.
- 9 Loss on extinguishment of debt is related to voluntary conversions of the 2029 Notes to common stock and the related extinguishment of unamortized debt discount and debt costs.



### Supplemental Non-GAAP Information (continued)

	Three months ended					
\$ thousands	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	
Revenues	39,783	41,505	43,827	34,757	32,472	
Gross margin (\$)	11,063	10,766	16,405	7,388	8,113	
Gross margin (%)	27.8%	25.9%	37.4%	21.3%	25.0%	
Equity-based compensation allocated to cost of revenues	1,442	1,318	1,504	2,536	1,375	
Adjusted gross margin* (\$)	12,505	12,084	17,909	9,924	9,488	
Adjusted gross margin* (%)	31.4%	29.1%	40.9%	28.6%	29.2%	

<sup>\*</sup>Adjusted gross margin and Adjusted EBITDA are non-GAAP financial measures. See the "Supplemental Non-GAAP Information" section for additional information and a reconciliation.