TRIMZIC™

Investor Day

NOVEMBER 12, 2026

TRINZIC

Welcome



Gabe Butler
Vice President, Investor Relations-Designate



Disclosures

Forward-Looking Statements

The information in this presentation has been prepared in connection with the previously announced plan by KBR, Inc. ("KBR" or "RemainCo") to spin off (the "spin-off") its Mission Technology Solutions business (the "Company," "Trinzic, Inc." or "Trinzic") from information provided by management and other sources. This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than historical information or current facts are forward looking statements, including, but not limited to statements regarding: the anticipated timing of the spin-off, the structure, benefits and tax treatment of the spin-off; the strategic, operational and financial advantages of Trinzic following the spin-off; expected leadership transitions in connection with the spin-off; and the business strategies, prospects, projections and future financial results of Trinzic. The words "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "forecast," "future," "goal," "guidance," "intend," "may," "might," "outlook," "predict," "plan," "potential," "project," "pursue," "should," "target," "will," "would," and similar expressions are intended to identify forward looking statements, although not all forward-looking statements contain these identifying words. Forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict. Although KBR and Trinzic believe that the expectations reflected in any forward-looking statements made in this presentation are based on reasonable assumptions, these expectations may not be attained, and it is possible that actual results may differ materially from those indicated by these forward-looking statements due to a variety of risks and uncertainties, including that the spin-off may not be completed within the anticipated time period or at all; the spin-off may not achieve its intended benefits or entail unanticipated costs; uncertainty regarding Trinzic's expected financial performance; Trinzic's ability to achieve its anticipated capital structure, including the future availability of credit; financing transactions undertaken or expected to be undertaken in connection with the spin-off and risks associated with indebtedness; uncertainty, delays or reductions in government funding, appropriations and payments; Trinzic's ability to compete in the markets in which it operates; economic, political, regulatory, foreign exchange, and other risks of international operations; Trinzic's lack of operating history as an independent, publicly traded company and unreliability of historical combined financial information as an indicator of Trinzic's past results; Trinzic's ability to manage its liquidity; delays, cancellations or reversals of contract awards due to bid protests or legal challenges; and tariffs, inflation, recession, military conflicts, natural and other disasters.

For additional information on identifying factors that may cause actual results to vary materially from those stated in forward-looking statements, see the section entitled "Risk Factors" in KBR's recently filed Annual Report on Form 10-K, any subsequent Form 10-Qs and Form 8-Ks and other documents KBR may file from time to time with the U.S. Securities and Exchange Commission ("SEC") and the section entitled "Risk Factors" in the information statement included in the registration statement on Form 10 that Trinzic filed with the SEC on September 30, 2026, as amended on November 6, 2026, in connection with the spin-off. The forward-looking statements included in this presentation represent KBR's and Trinzic's views as of the date hereof and should not be relied upon as representing KBR's or Trinzic's views as of any date subsequent to the date hereof. Except as required by law, KBR and Trinzic undertake no obligation to revise or update publicly any forward-looking statements for any reason.

Non-GAAP Financial Information

This presentation includes certain non-GAAP financial measures, including Adj. EBITDA and Adj. EBITDA margin. KBR and Trinzic believe these non-GAAP financial measures provide a view of Trinzic's core performance and enable a reader of its financial statements to make a more informed assessment of such core performance over comparable periods. While Trinzic believes that these non-GAAP financial measures are useful in evaluating its financial information, they should be considered supplemental in nature and should not be considered as superior to or as a substitute for the financial information of Trinzic prepared in accordance with U.S. GAAP. Other companies may define similar measures differently, and the presentations herein may not be comparable to other similarly titled measures used by other companies. Please refer to the next slide of this presentation for definitions of these non-GAAP financial measures and the appendix of this presentation for reconciliations of Adj. EBITDA and Adj. EBITDA margin to the nearest GAAP measures.

This presentation does not include reconciliations of Adjusted EBITDA and Adjusted EBITDA margin to the most comparable GAAP financial measures on a forward-looking basis because KBR and Trinzic are unable to predict with reasonable certainty all of the components required to provide such reconciliations, including the ultimate outcome of legal proceedings, unusual gains and losses, and acquisition-related expenses without unreasonable effort, which could be material to Trinzic's results computed in accordance with GAAP.

Non-GAAP Definitions

Adjusted EBITDA is defined as net income (loss) attributable to Trinzic, adjusted to exclude net (income) loss from discontinued operations, net of tax, and net income (loss) attributable to noncontrolling interest included in discontinued operations. Further adjustments add back interest expense, other non-operating expense (income), provision for income taxes, depreciation and amortization, and certain discrete items set forth below that have been identified by management as not reflective of the business's core operating performance. Certain of these items may also be non-recurring, may not be cash expenses, and/or may fluctuate from period to period based on factors that are not within our control (e.g., changing market and economic conditions).

Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by revenue.

TRINZIC

A Bold New Chapter





Stuart Bradie
President & Chief Executive Officer, KBR

TRINZIC

Introducing Trinzic: The Bold. Connected.





Michael LaRouche
President & Chief Executive Officer-Designate, Trinzic



Nicholas Veasey
Chief Financial Officer-Designate, Trinzic

TRINZIC™

THE BOLD. CONNECTED.℠

Key Questions Up Front

1

NSF[1] Antarctica

- Re-awarded
- Transition underway and lasts for several months
- Revenue starts in 4Q2026
- Revenue is seasonal with increase in summer months (Nov-Feb)

2

NASA Insourcing

- Expect impact to end in 4Q2026
- Remains large portion of portfolio
- Some programs growing
- Pursuing new contracts with strong alignment with growth strategy

3

AI Impact

- Used internally to streamline operations
- Used with customers to accelerate delivery and increase output

4

UK and Australia Defense Plans

- Good for Trinzic
- UK 400 billion / 4yrs
- AUS 70 billion on capability uplift / 4yrs
- #1 strategic supplier (of 39), per UK Govt
- UK and AUS need private financing – Trinzic runs best and most valuable PFI[2] deals in UK

5

US Midterm Election

- Watching carefully
- Reconciliation bill - estimate low risk
- Trinzic portfolio positioned in growing markets with bipartisan support: space, intelligence, system modernization

Trinzic is strong, successful, and respected with solutions across a range of missions that matter

1 National Science Foundation 2 Private Finance Initiative

TRINZIC

Agenda

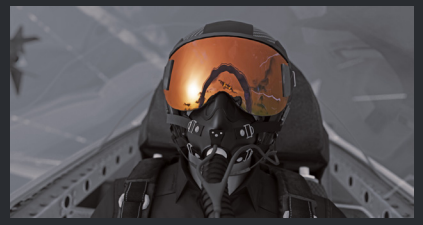
NOVEMBER 12, 2026

Welcome	• Stuart Bradie | President & CEO, KBR
Introducing Trinzic	• Michael LaRouche | President & CEO-Designate • Nicholas Veasey | CFO-Designate
Capabilities, Markets, and Growth Priorities	• Doug Hill • Paul O'Shaughnessy • Todd May • Jay Lennon • Nic Maan • Erik Biebighauser
Operational Excellence	• Michael LaRouche | President & CEO-Designate
Financial Overview	• Nicholas Veasey | CFO-Designate
Q&A	• Trinzic Leadership Team

OPENING THE APERTURE OF TRINZIC'S CAPABILITIES



INTEGRATED AIR & MISSILE DEFENSE



HEALTH & HUMAN PERFORMANCE



LEGACY & NEXT-GEN PLATFORM ENGINEERING



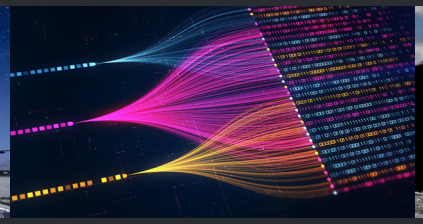
MISSION-ENABLED IT



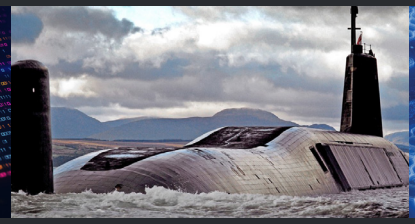
INTELLIGENCE INFRASTRUCTURE & OPERATIONS



MILITARY READINESS & TRAINING



INTELLIGENCE COLLECTION & ANALYSIS



NUCLEAR & STRATEGIC INFRASTRUCTURE



ELECTROMAGNETIC SPECTRUM OPERATIONS



SPACE SYSTEMS INTEGRATION



DEFENSE & CIVILIAN MEDICAL



SUPPLY CHAIN & ASSET MANAGEMENT



MILITARY & CIVIL OPERATIONS



CIVIL SPACE

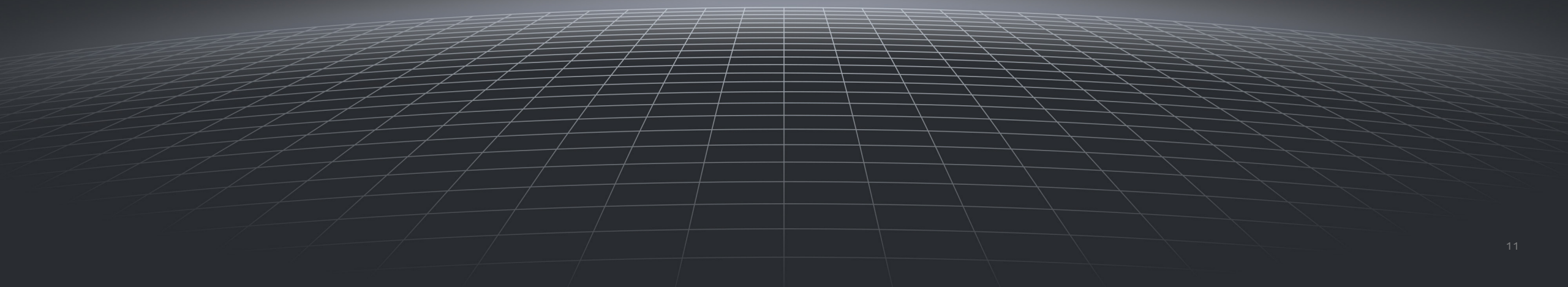


C5ISR INTEGRATION & SUSTAINMENT[1]

1 Command, Control, Computers, Communications, Cyber, Intelligence, Surveillance, and Reconnaissance

TRINZIC™

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Trinzic *Fundamentals*

NATIONAL SECURITY, SPACE, AND TECHNOLOGY

2016 | STARTING POINT

~$0.7B

REVENUE

LTM Q3 2026 | TODAY

~$5.1B

REVENUE

$17.3B Backlog

Global Mission Ops. & Sustainment	33%
Health & Human Performance	8%
Space & Intelligence	30%
Defense Systems Modernization	29%

Scaled through organic growth and eight acquisitions over the last 10 years. Diversified across enduring and priority markets

SOVEREIGN OPERATIONS WITH GLOBAL REACH



Australia



United States



United Kingdom

18,000+
Workforce

7,500+
National Security Clearances

3,000+
Veterans[1]

4,000+
Advanced Degrees

Highly skilled workforce with intrinsic domain knowledge providing full lifecycle solutions, including 30% Research and Development (R&D), engineering, and integration

1 Includes reservists and military spouses


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INVESTOR DAY 2026

CFO Takeaways

OUR FOUNDATION IS ALREADY IN PLACE

- Revenue visibility
- Significant backlog
- Well-positioned globally

CREDIBLE PATH TO SUSTAINABLE GROWTH

- Disciplined contract execution
- Capability transfer
- New business conversion

ADJUSTED EBITDA DOLLAR GROWTH

- Resilient adjusted EBITDA
- Prioritizing revenue growth
- Margin expansion is an opportunity

CASH GENERATION IS INTRINSIC

- Capital light
- Cash conversion
- High renewal rates

DISCIPLINED, TRANSPARENT CAPITAL ALLOCATION

- Near-term deleverage priority
- Focused internal investment
- Flexibility for acquisition

Connecting our strengths more effectively to create sustainable growth and long-term shareholder value

TRINZIC™

GLOBAL MISSION OPERATIONS & SUSTAINMENT



PROVEN. GLOBAL. SCALABLE.

HEALTH & HUMAN PERFORMANCE



READY. RESILIENT. RELENTLESS.

THE BOLD. **CONNECTED.**

SPACE & INTELLIGENCE

SENSE. MAKE SENSE. ACT.



DEFENSE SYSTEMS MODERNIZATION



LEGACY TO NEXT-GEN.

TRINZIC.COM



Global Mission *Operations & Sustainment*

PROVEN. GLOBAL. SCALABLE.

Integrated logistics, base operations, infrastructure modernization, and asset management that enable defense and scientific missions worldwide, from enduring installations to expeditionary operations in remote and austere environments.

$127 Billion
Total Addressable Market (TAM)

$1.7 Billion
33% of LTM Total Trinzic Revenue

30+ Countries
Operational Footprint Today



Doug Hill
President, Trinzic US



Paul O'Shaughnessy
Vice President, Trinzic UK

Global Mission Operations & Sustainment

Persistent Readiness Demand
Customers require continuous asset availability, operational continuity, and rapid-response capacity

Complex Operating Environments
Missions span austere locations, secure facilities, and multi-partner delivery networks



Integrated Mission Delivery
Operations, supply chain, infrastructure, and sustainment are managed as one mission system

Long-Duration Programs
Growing demand for support through private finance initiatives and dedicated funding drives partnership continuity

Mission Lifecycle

R&D, Concept Dev., & Advanced Science → Engineering → Rapid Capability Development & Testing → Systems Integration → Mission Operations & Sustainment

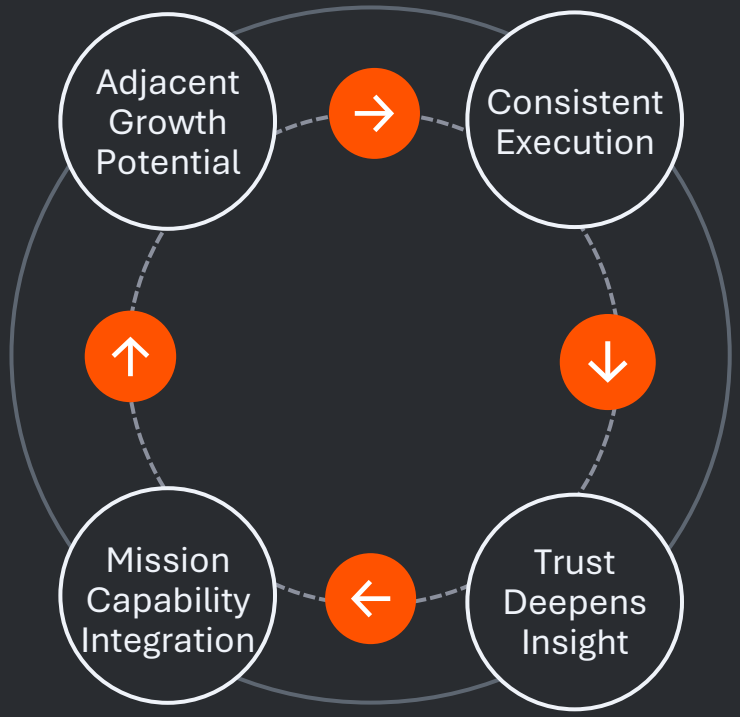
Global reach. Trusted, sovereign execution. Optimized by AI-enabled planning, analytics, and automation.

Trinzic Competitive Advantage

Mission-Proven Experience
Decades of successful execution in some of the world's most demanding operational environments

Data-Driven Workforce Solutions
Leveraging data and AI at scale to optimize workforce readiness and mission execution

Large-Scale Program Delivery
Demonstrated success supporting complex, high-value private finance initiatives bringing $12B to the UK with contractual runway to 2041



Trinzic's advantage combines mission knowledge, technology innovation, and rapid commercial models

GROWTH PRIORITIES

Supply Chain & Asset Management



Estimated US, UK, European, and Australian annualized spend growing by $5B+

Intelligence Infrastructure & Operations



Expand into infrastructure and operations solutions to classified mission facilities on a global scale

Military & Civil Operations



Leverage existing large global logistics platforms with an average remaining duration of 10 years to grow US, UK, and Australian military and homeland defense integrated solutions

Nuclear & Strategic Infrastructure



Expand UK naval base and nuclear sustainment and submarine decommissioning, which the MoD plans to spend $9B over the next 4 years

Proven capabilities unlock significant growth across customers, missions, and geographies

Global Mission Operations & Sustainment

Global Volatility Drives Enduring Demand

Trinzic's scale, global reach, and staying power support enduring critical missions. Established customer access and a proven, repeatable readiness model position us to deliver.



Health & Human *Performance*

READY. RESILIENT. RELENTLESS.

Integrated medical, behavioral health, and human performance solutions that apply research and specialized care to optimize astronaut and warfighter readiness, support recovery, and strengthen resilience for mission-critical personnel and their families.

$27 Billion
Total Addressable Market (TAM)

$400 Million
8% of LTM Total Trinzic Revenue

25,000
USSOCOM[1] Personnel Supported



Todd May
Senior Vice President, Trinzic US

1 U.S. Special Operations Command

Health & Human Performance

Human Space Flight
Comprehensive health and human performance and training for US and commercial astronauts

Long-Term Sustainment
Spacesuit development, testing, and sustainment. Altitude chambers and centrifuges operations



Integrated Physical & Mental Health
Holistic approach to improving physical health, mental resilience, and human performance

Cutting-Edge R&D
Support Nobel class research – space effects and countermeasures, traumatic brain injury

Mission Lifecycle

R&D, Concept Dev., & Advanced Science → Engineering → Rapid Capability Development & Testing → Systems Integration → Mission Operations & Sustainment

Proven human performance capabilities extend from space exploration to military readiness

Trinzic Competitive Advantage

Human Performance Expertise
Decades of support to the world's most highly trained and mission-critical personnel

Applied Research & Innovation
Continuous investment in research, development, and applied science to advance human performance

Integrated Health Solutions
Holistic, technology-enabled medical and behavioral health solutions across the continuum of care

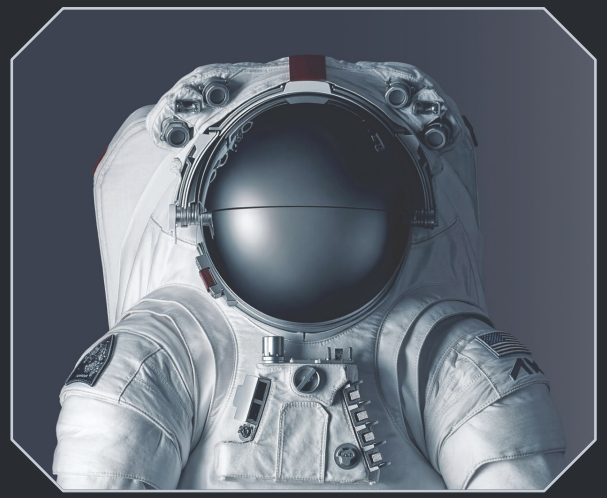
Global Operational Agility
Rapidly mobilizing skilled personnel and resources to meet mission needs worldwide



At-scale, global delivery, converging data and AI with deep mission experience that cannot be unplugged

GROWTH PRIORITIES

NASA Health & Human Performance



Leverage expertise for lunar campaign and expand to commercial space market

Military Readiness & Training



Expand beyond USSOCOM to broader US and international military customers

Defense & Civilian Medical



Leverage embedded positions in DHA[1] and other agencies; expand USAF human performance

Decades of expertise and innovation enable differentiated delivery at scale

1 Defense Health Agency

Health & Human Performance

Emerging Need for Personnel Readiness & Resilience

Trinzic's cutting-edge approach to operator readiness is extending globally, driving demand in human performance science, training, medical, and behavioral health.



Space & *Intelligence*

SENSE. MAKE SENSE. ACT.

Military, civil, and human space and intelligence solutions spanning systems and mission engineering, satellite communications, space exploration, and advanced intelligence analysis.

$41 Billion
Total Addressable Market (TAM)

$1.5 Billion
30% of LTM Total Trinzic Revenue

40,000
Global Users



Jay Lennon
President, Trinzic US



Nic Maan
Vice President, Trinzic Australia

Space & Intelligence

Increasing System Complexity
Customers must integrate expanding constellations, ground systems, terminals, sensors, and command-and-control environments

Resilient Secure Connectivity
Military and intelligence missions require protected communications and interoperable architectures across space, ground, and terminal systems



Faster Intelligence-to-Action
The value of space data depends on the ability to fuse, interpret, and deliver it to operational users

Sovereign Allied Capability
US allies now demand vendor-agnostic, locally integrated, and supported space and command-and-control capabilities

Mission Lifecycle

R&D, Concept Dev., & Advanced Science → Engineering → Rapid Capability Development & Testing → Systems Integration → Mission Operations & Sustainment

Global demand for resilient space architectures, secure connectivity, and actionable intelligence

Trinzic Competitive Advantage

Trusted Partnerships
Global reach and local execution that create enduring customer relationships as a Tier 1 integrator in Australia

Flexible Integration
Vendor-agnostic solutions designed around mission requirements, not product constraints

Space Mission Expertise
Advanced space domain awareness through integrated space and terrestrial sensing, tracking 30,000 entities daily

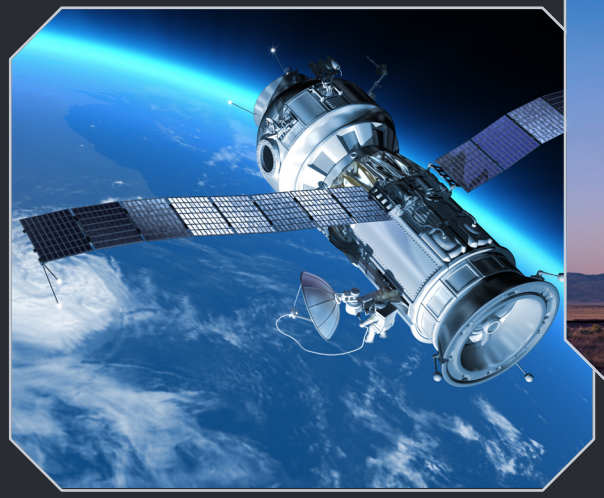
Proven Customer Access
5,000 individuals supporting deep engineering and integration presence across DoW, civil, and classified space programs



Trinzic enables complex, multi-vendor, multi-mission environments to work as one

GROWTH PRIORITIES

Civil Space



Build on our established civil space mission expertise to pursue lunar and commercial space opportunities

Space Systems Integration



Space integration is a durable, high-growth market to expand our existing franchise position in the US and Australia — $5b+ Australian market as a Tier 1 integrator

Intelligence Collection & Analysis



Global intelligence budgets continue to grow significantly as national security demands continue to expand

Electromagnetic Spectrum Operations



Investment will grow by 57% in FY27, driven by scaled fielding, integration, and sustainment

Trinzic is positioned for growth acceleration through strong customer alignment, funding, and established expertise

Space & Intelligence

Contested Space Drives Need for Decision Speed

Trinzic enables complex, multi-mission environments to work as one. Our integration expertise, advanced analytics, and mission tools rapidly turn data into actionable intelligence, delivering decision advantage.



Defense Systems *Modernization*

LEGACY TO NEXT-GEN

Rapidly adopting emerging technologies to connect existing and next-generation platforms across the mission lifecycle and enable faster, more effective mission outcomes amid accelerating battlefield transformation.

$121 Billion
Total Addressable Market (TAM)

$1.5 Billion
29% of LTM Total Trinzic Revenue

8 Years
Autonomous Systems Integration

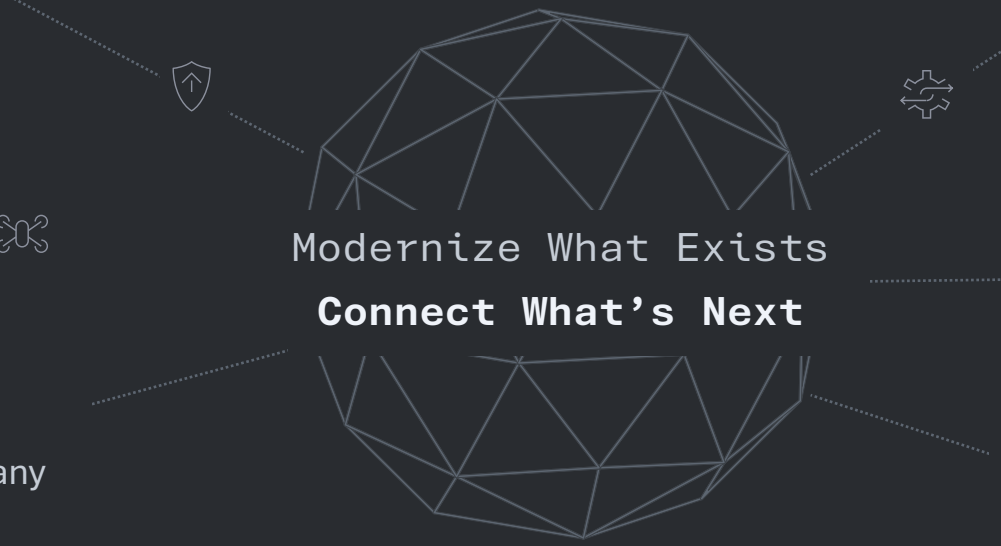


Erik Biebighauser
Senior Vice President, Trinzic US

Defense Systems Modernization

Battlefield Complexity
Emerging technologies are transforming the battlefield at an unprecedented pace, challenging legacy capabilities

Urgent Global Security Priority
Allied government investment is surging, driven by the recognition that global stability is at risk



Interoperability Imperative
Legacy and next-generation systems must function seamlessly across many vendors and allied markets

Digital Integration Innovation
Open, digital architectures define interfaces and accelerate integration across the mission lifecycle

Mission Lifecycle

R&D, Concept Dev., & Advanced Science → Engineering → Rapid Capability Development & Testing → Systems Integration → Mission Operations & Sustainment

Trinzic delivers digital fusion to accelerate modernization, integration, and mission impact

Trinzic Competitive Advantage

Mission Trust
Intimate mission knowledge and customer trust to integrate solutions across the development lifecycle

Applied Innovation
Innovation in applied technologies that accelerate digital integration and operational impact

Agile Delivery
Flexible contracting models that accelerate acquisition across services, solutions, and products



Trinzic's advantage combines mission knowledge, technology innovation, and rapid commercial models

GROWTH PRIORITIES

Integrated Air & Missile Defense



FY27 US Army budget for expanded missile defense surging 66% to $12B

C5ISR Integration & Sustainment



FY27 spending growth projected at +20% to ~$45B across US, UK, and AUS markets

Legacy & Next-Gen Platform Engineering



Growth driven by autonomous systems integration and extended service life across many legacy platforms

Mission-Enabled Information Technology



Visibility to $1B+ in new direct awards driven by underlying tech innovations over the next 18 months

Trinzic holds differentiated positions with strong growth visibility across these priority mission areas

Next-Gen Modeling & Simulation Fusion

PROOF POINT



GEMSTONE // AI-POWERED DIGITAL INTEGRATION

TRINZIC COMPETITIVE ADVANTAGE

GEMSTONE is a breakthrough solution to a longstanding modeling and simulation challenge: integrating disconnected models and analysis across multiple classification levels. It's an open technology AI platform that automatically connects environments for accelerated insights across programs.

THE IMPACT

$330K → $100M Program

Four-year USAF project awarded in early 2026, scaling across DoW

Months to Days

AI-automated modeling connectivity generates insights in drastically reduced timeframes from months to days

Breakthrough AI platform built to scale across customers, missions, and security environments

Directed Energy Drone Defense

PROOF POINT



FIREFLY // PLATFORM ENGINEERING & INNOVATION

TRINZIC COMPETITIVE ADVANTAGE

FIREFLY is a mature, industry-leading high-energy laser system proven to defeat Class 1-3 unmanned aerial systems (UAS)

- Modular architecture – field maintainable
- Successful DoW testing
- Configurable: 2.5, 5, 10, 20, and 30 kW variants

THE IMPACT

Selected by Pentagon Task Force

One of four directed energy systems chosen for counter-drone pilot program

$3.1B Demand Signal

The Pentagon's FY26 budget for counter-UAS capabilities and global demand expecting to increase by 26%

Trinzic's FIREFLY counter-drone laser system delivers innovation to meet a critical threat

Defense Systems Modernization

Moving Legacy to Next-Gen at Speed

Trinzic's global footprint modernizing legacy air, land, and sea systems keeps warfighters mission-ready today while we accelerate digital fusion, integration, and mission impact into the future.

TRINZIC'S FOUR CORE MARKETS



Global Mission Operations & Sustainment

Integrated logistics, base operations, infrastructure modernization, and asset management that enable defense and scientific missions worldwide, from enduring installations to expeditionary operations in remote and austere environments.

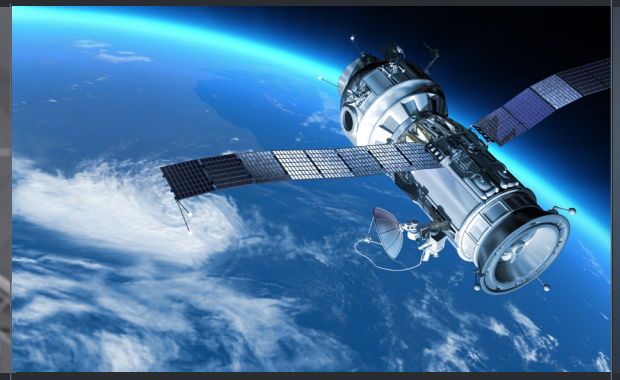
US // UK // AUSTRALIA



Health & Human Performance

Integrated medical, behavioral health, and human performance solutions that apply research and specialized care to optimize astronaut and warfighter readiness, support recovery, and strengthen resilience for mission-critical personnel and their families.

US // UK



Space & Intelligence

Military, civil, and human space and intelligence solutions spanning systems and mission engineering, satellite communications, space exploration, and advanced intelligence analysis.

US // UK // AUSTRALIA



Defense Systems Modernization

Research, digital and systems engineering, rapid prototyping, integration, and lifecycle sustainment that modernize defense platforms and mission systems, connect layered air and missile defenses, and accelerate the testing and fielding of new capabilities.

US // UK // AUSTRALIA



Operational *Excellence*

CHANGE. ADAPT. MODERNIZE.

Trinzic has attractive potential. To capture that potential, we will run the company differently. We are already implementing improvements in our pursuit of operational excellence.

Modernizing Growth

Future-focused strategy execution with ready-now investment for technical integration, powered by automation

Increased differentiation and speed for profitable growth

Streamlining Operations

Streamline operations using principles of agile methodology to eliminate rework and delays and to create efficiency

Efficiency creates optionality for margin, competitiveness, and expansion

Better, Faster Decisions

Expand data access and provide automated courses of action to decisive leadership

Creating decision advantage within Trinzic

Operational excellence in attractive markets with relevant capabilities to produce better outcomes

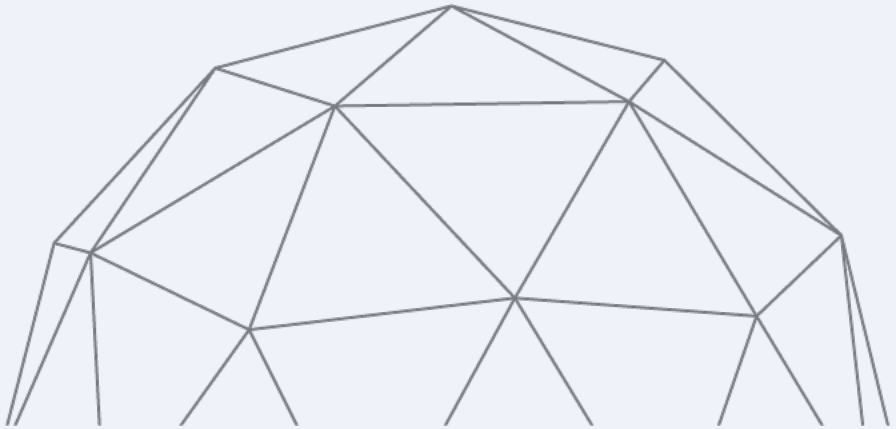
TRINZIC

Financial Overview





Nicholas Veasey
Chief Financial Officer-Designate, Trinzic



THE BOLD. CONNECTED.℠

- Our Foundation is Already in Place
- Credible Path to Sustainable Growth
- EBITDA Dollar Growth
- Cash Generation is Intrinsic
- Disciplined, Transparent Capital Allocation

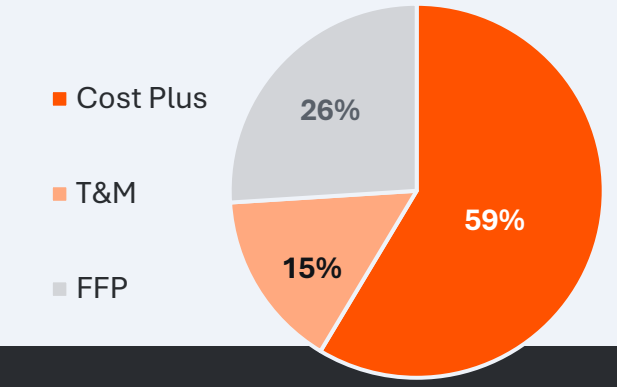
Global Scale

DIVERSIFIED WITH AN UNMATCHED GLOBAL FOOTPRINT

KEY HIGHLIGHTS

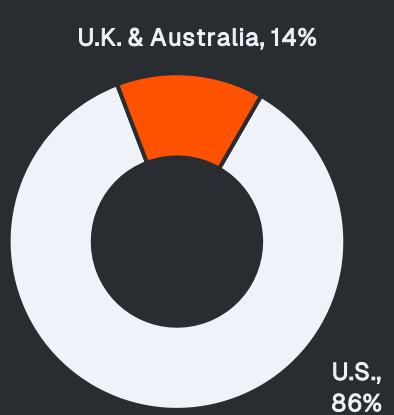
$5.1B	$483M	9.5%	0.5%	4.4%
2026 Revenue LTM Q3 2026	2026 Adj. EBITDA LTM Q3 2026	2026 Adj. EBITDA Margin LTM Q3 2026	2023-2025 CapEx % of sales	2023 – 2025 Revenue CAGR

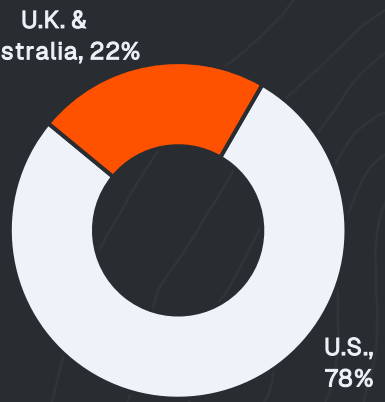
CONTRACT TYPE (Q3 2026)



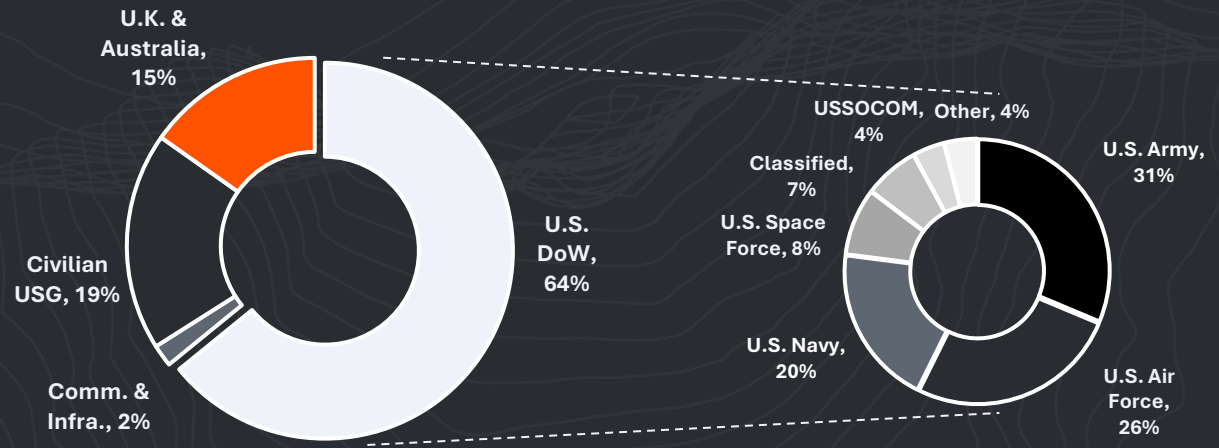
DIVERSIFIED MIX

Revenue and Adj. EBITDA by Sovereign Location



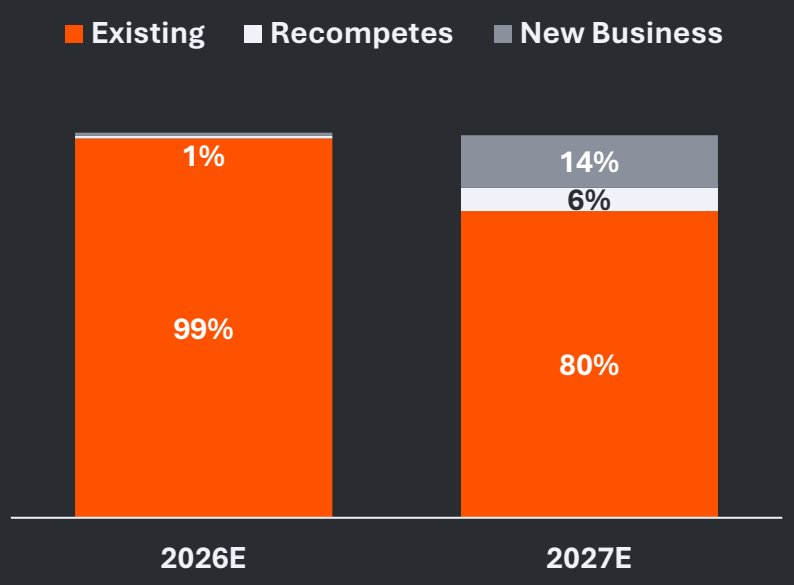


Revenue by Customer and DoW Agency Breakout

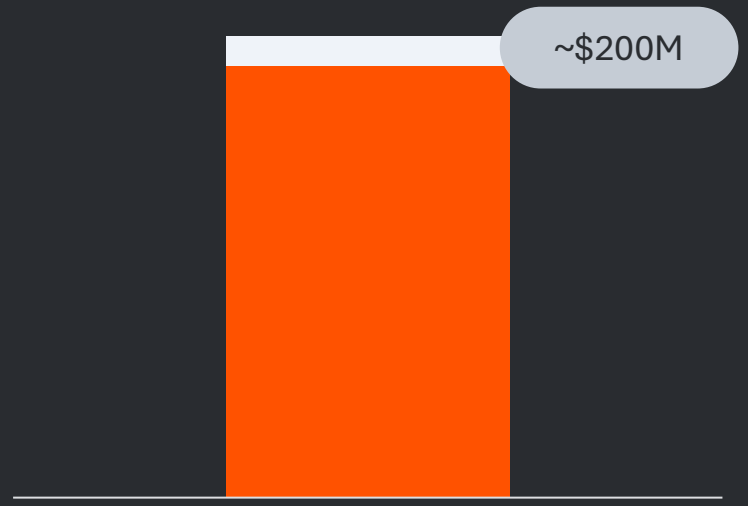


Revenue Visibility

2027 REVENUE UNDERPINNED BY 80% WORK UNDER CONTRACT



INSOURCED NASA REVENUE CREATES A ~4% HEADWIND IN 2027



$8B Antarctica (ASESC) win underpins near-term growth visibility

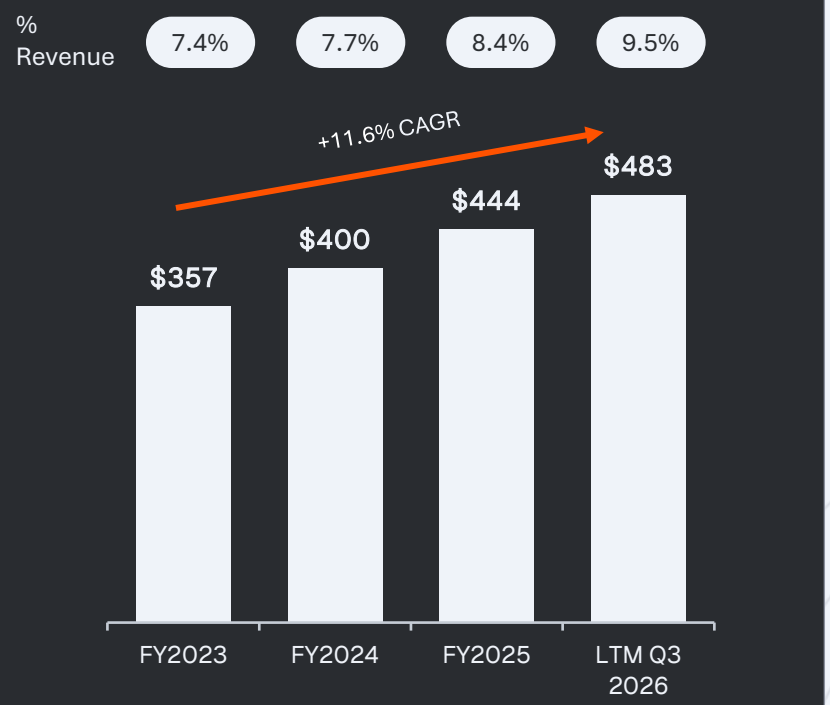
3.4x backlog and options to revenue multiple positions Trinzic near the top of the peer list

Low recompete volume over the next three years sharpens focus on new business growth

Trinzic's revenue visibility provides a stable base for growth opportunities

EBITDA Strength

ADJUSTED EBITDA GROWTH ($MM)



CONTINUING RESOLUTIONS

- Mission-critical DoW work
- Immaterial impact from cancellation or de-scoping

GOVERNMENT SHUTDOWNS

- Minimal operational and financial impact in 2019 & 2025

OTHER POLICY CHANGES

- Resilient across administrations
- Supported by enduring government priorities

Top 10 contracts are diversified by mission focus and geographic funding source

Sovereign market development is converting into higher-margin growth

Separation drives a more efficient cost structure and strategy

M&A augmented the margin profile and mix of contracts

Trinzic's resilient portfolio drives EBITDA growth and margin expansion opportunity

Durable Cash Generation

CONSISTENT DRIVERS OF CASH GENERATION

Adjusted EBITDA Growth Outpaced Revenue Growth
11.5% CAGR FY23-FY25

52→48 Days
Reported DSO*
2024 to Q3 2026

Capital-Light Model
<1%
CapEx / Revenue

119%
OCF / Net Income Conversion
FY23-FY25 Cumulative

Trinzic **GENERATED $700M**
of Operating Cash Flow From 2023-2025 BEFORE proforma interest expense

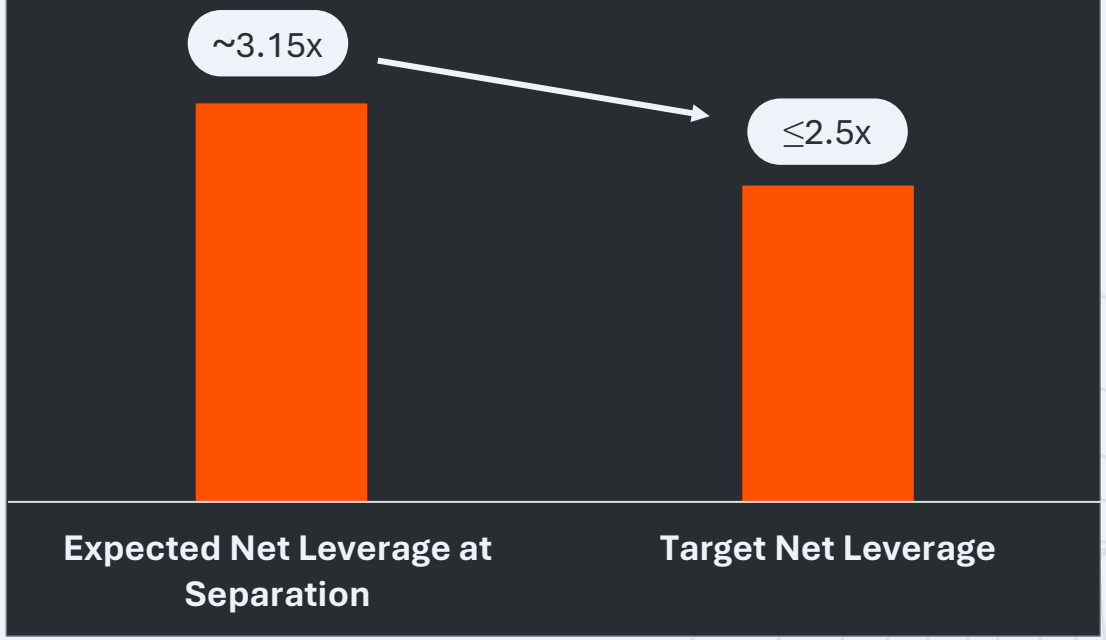
Durable earnings growth, disciplined working capital, and low capital intensity support strong cash conversion

*Reported DSO calculated using period-end accounts receivable, contract assets, and revenue for the applicable period.

Capitalization and Capital Allocation

LEVERAGE OBJECTIVE

≤ 2.5x targeted near-term net leverage via cash flow generation and earnings growth



CAPITAL ALLOCATION PRIORITIES

Near-Term

Prioritize debt reduction

Invest in organic growth

Medium-Term

Disciplined M&A is expected to be accretive, focused on mission-critical technologies

Opportunistic share repurchases

Dividend strategy development

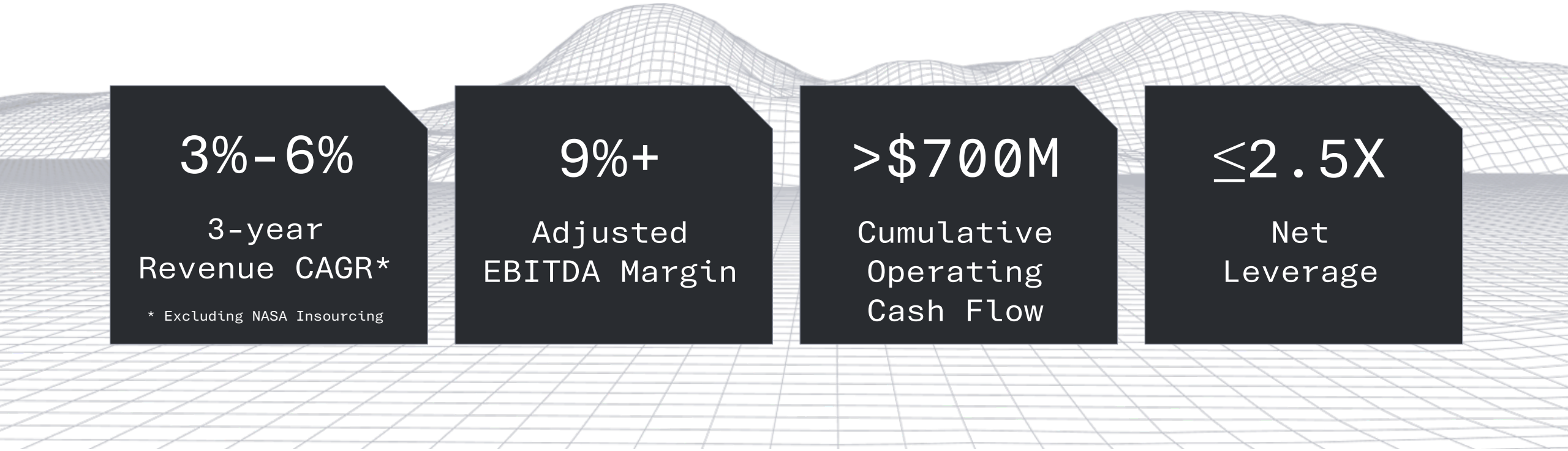
Deleveraging creates capacity for disciplined growth investment

GROWTH MARKET CAGRs

Global Mission Operations & Sustainment	Health & Human Performance	Space & Intelligence	Defense Systems Modernization
$127B TAM FY 2026E	**$27B** TAM FY 2026E	**$41B** TAM FY 2026E	**$121B** TAM FY 2026E
3–4% Multi-Year Market Estimate[1]	**3–5%** Multi-Year Market Estimate[1]	**5–7%** Multi-Year Market Estimate[1]	**4–6%** Multi-Year Market Estimate[1]
$1.7B 33% LTM Total Trinzic Revenue	**$400M** 8% LTM Total Trinzic Revenue	**$1.5B** 30% LTM Total Trinzic Revenue	**$1.5B** 29% LTM Total Trinzic Revenue

1: Third Party Market Compound Annual Growth Rates supplied by ARENA Strategic Advisors

2027–2029 Investor Day Targets



Consistent execution will unlock meaningful shareholder value

TRINZIC

Closing Remarks





Michael LaRouche
President & Chief Executive Officer-Designate, Trinzic

Why Trinzic?
Why Now?

Opportunity to invest in a new stand-alone business strongly positioned in national security, space, and technology with a mission-focused growth engine

Market Alignment

- $300B+ addressable market
- Positioned with strength in global priorities
- Exceptional customer access
- Intrinsic mission expertise

Technology-Forward

- Applying automation
- Investing in integration technology
- Deploying technology to streamline operations

Embedded Product Optionality

- Positioned to invest and scale higher-margin integrated hardware and software solutions
- Progressing products like Firefly, Iron Stallion, and Gemstone

Durable Base

- At-scale, diversified portfolio
- Strong, multi-year backlog
- Limited near-term recompetes
- Continued on-contract growth

Growth Engine

- Modernizing growth actions
- Speed with OTA/Phase III/CSOs[1]
- Private investment experience
- Leading contract vehicle access

EBITDA Expansion

- Multi-year revenue and EBITDA dollar growth
- At-scale operating leverage
- Efficiency gains post-spin

Cash Generation

- Durable, predictable contracts
- Capital-light model
- Favorable working capital
- Strong cash conversion

Unlocking the potential in a business that is positioned in global defense and national security priorities

1 Other Transaction Authority (OTA) Commercial Solutions Opening (CSO)

NYSE TICKER

TZIC

TRINZIC.COM

TRINZIC

Q&A

Trinzic Leadership Team

Appendix

Adjusted EBITDA non-GAAP reconciliation

in $MM	FY2023A	FY2024A	FY2025A	LTM Q3 2026A
Net income attributable to Trinzic	$82	$228	$245	$295
Net (income) loss from discontinued operations, net of tax	1	(2)	55	(4)
Net income (loss) attributable to noncontrolling interests included in discontinued operations	—	1	(19)	—
Net income attributable to Trinzic from continuing operations	$83	$227	$281	$291
Interest expense	20	19	13	10
Other non-operating expense	10	2	1	4
Provision for income taxes	50	70	82	89
Depreciation and amortization	75	89	103	99
Acquisition, integration and restructuring	4	16	7	4
Legacy legal fees and settlements	155	24	—	—
Lease right-of-use asset impairment	—	—	—	15
Share of JV interest, tax, and D&A	—	—	—	8
Net periodic pension benefit	(40)	(47)	(43)	(37)
Adjusted EBITDA	$357	$400	$444	$483
Adjusted EBITDA Margin	7.4%	7.7%	8.4%	9.5%

Contact Information

Investors

Gabe Butler
Vice President, Investor Relations-Designate
gabriel.butler@us.kbr.com

Media

Kimberly Schwandt
Vice President, Marketing and Communications-Designate
kimberly.schwandt@kbr.com