

**FLUOR**<sup>®</sup>

# YEAR END 2023 RESULTS

FEBRUARY 20, 2024

# SAFE HARBOR STATEMENT

This presentation contains forward-looking statements (including without limitation statements to the effect that the Company or its management “will,” “believes,” “expects,” “plans,” “intends,” “continue,” “anticipates,” is “positioned” or other similar expressions). These forward-looking statements, including statements relating to strategic and operational plans, projected operating results, forecasts, market outlook, new awards, backlog levels, prospects, and liquidity are based on current management expectations and involve risks and uncertainties. Actual results may differ materially as a result of a number of factors described in our form 10-K for the year ended December 31, 2023. Caution must be exercised in relying on these and other forward-looking statements. Additional information concerning risk factors that could affect the Company’s business and financial results can also be found in the Company’s public periodic filings with the Securities and Exchange Commission, including our 2023 10-K. The Company disclaims any intent or obligation other than as required by law to update its forward-looking statements in light of new information or future events.

During this presentation, we may discuss certain non-GAAP financial measures including consolidated segment profit (loss), adjusted EBITDA, and adjusted EPS. Reconciliations of non-GAAP amounts to the comparable GAAP measures are reflected in our earnings release and are posted in the investor relations section of our website at [investor.fluor.com](http://investor.fluor.com). Reconciliations of forward-looking non-GAAP financial measures are not available due to the inability to reliably estimate the amounts of items excluded from such measures. Unless otherwise noted, capitalized terms used herein shall have the meanings ascribed to them in the Company’s 2023 Form 10-K.

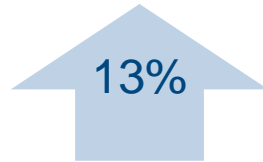
## FLUOR CARES

- ▶ Fluor Cares donated \$4 million dollars to worthy causes
- ▶ Employees donated more than 33,500 volunteer hours
- ▶ Provided nearly 1 million hours of STEM (science, technology, engineering and math) instruction to 237,000 students and provided 706,000 meals to those in need
- ▶ We planted 29,000 trees, including the reconstruction of a mangrove forest on the Philippines' coast, plus a large scale, multi-year tree planting effort across 4 continents

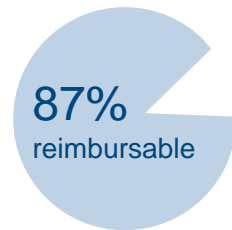


# OPENING COMMENTS

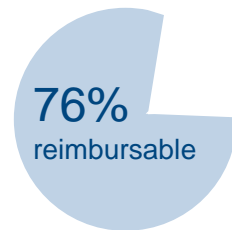
**\$15.5 billion**  
revenue



**\$19.5 billion**  
new awards  
book to burn **1.3x**

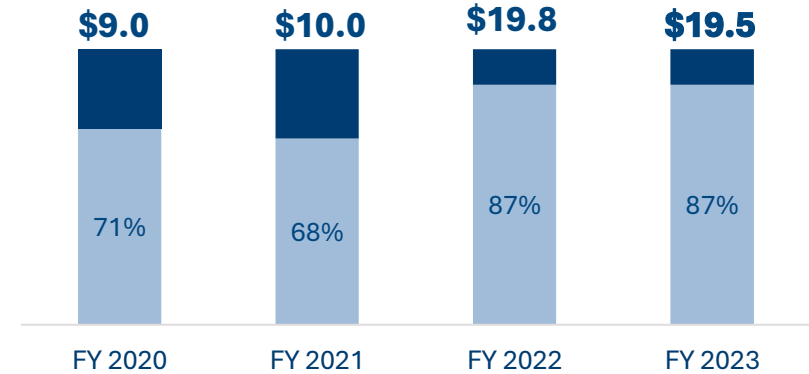


**\$29.4 billion**  
backlog

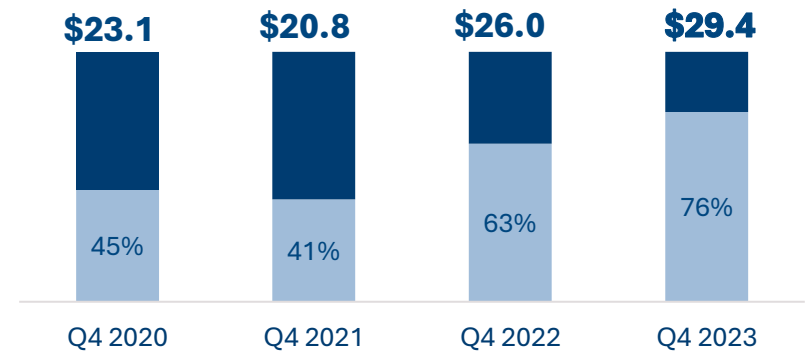


(\$ in Billions)

## NEW AWARDS



## BACKLOG



■ Reimbursable ■ Fixed Price

# SEGMENT UPDATES

# URBAN SOLUTIONS

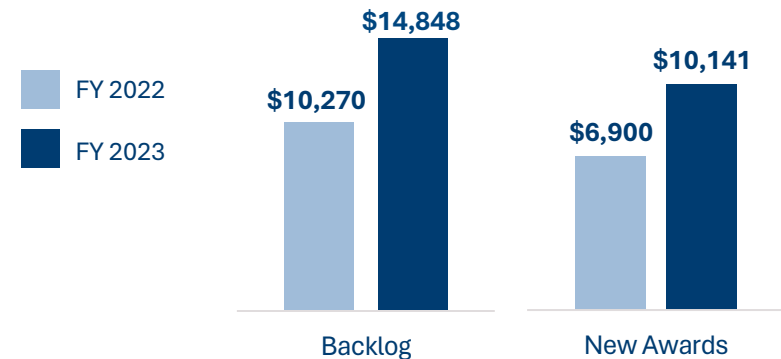
- ▶ Q4 2023 segment profit of \$147 million includes:
  - \$69 million settlement for the Gordie Howe bridge project
  
- ▶ Segment new awards of \$5.1 billion
  - Multi-billion-dollar award for BHP’s Jansen Potash project
  - \$1.7 billion-dollar award for H2 Green Steel project
  
- ▶ Segment backlog 71% reimbursable

GORDIE HOWE INTERNATIONAL BRIDGE PROJECT, USA/CANADA



## CONSOLIDATED BACKLOG AND NEW AWARDS

(\$ in Millions)



# MISSION SOLUTIONS

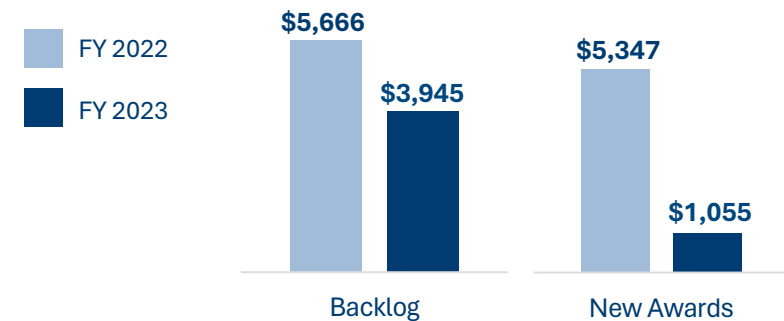
- ▶ Q4 2023 segment profit of \$31 million
- ▶ Ending backlog was \$3.9 billion, compared to \$5.7 billion a year ago
- ▶ Enhancing our technical services offerings to better serve customers in the National Security market

PORTSMOUTH DECONTAMINATION AND DECOMMISSIONING CONTRACT, USA



## CONSOLIDATED BACKLOG AND NEW AWARDS

(\$ in Millions)



# ENERGY SOLUTIONS

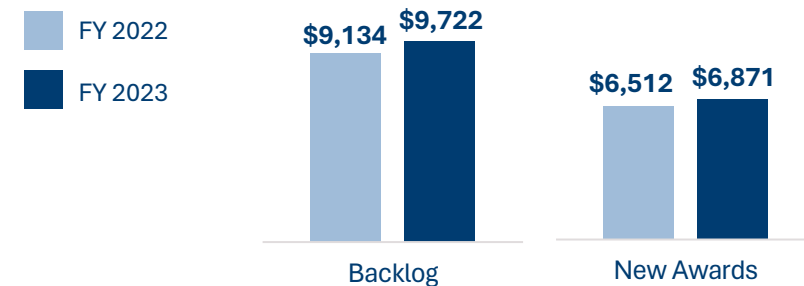
- ▶ Q4 2023 segment profit of \$26 million includes:
  - \$33 million charge on a large upstream legacy project scheduled to complete this quarter
  - \$6 million gain on embedded FX derivatives
- ▶ Q4 2023 new awards of \$2.2 billion includes:
  - \$1.3 billion contract for a chemical project in Poland
  - Additional work on a large EPC Project in Mexico
  - Engineering services award for major Middle East chemicals project
- ▶ LNG Canada
  - 90% complete
  - Transitioned to systems completion phase
  - Expect safe start-up activities later this year

LNG CANADA, CANADA



## CONSOLIDATED BACKLOG AND NEW AWARDS

(\$ in Millions)





**FLUOR<sup>®</sup>**

# 2023 FINANCIAL REPORTS

**FY 2023 FINANCIAL RESULTS****\$15.5  
billion**

revenue

G&A  
expense**\$232  
million****\$537  
million**consolidated  
segment profitnet interest  
income**\$168  
million****\$613  
million**adjusted  
EBITDA

new awards

**\$19.5  
billion****\$2.73**diluted adjusted  
EPS

## FY 2023 FINANCIAL UPDATE

- ▶ **\$2.5 billion in cash and marketable securities**
  - Excludes amounts held by NuScale
- ▶ **\$212 million in operating cash flow**
  - Net of \$129 million in funding for legacy projects
- ▶ **Capital structure**
  - Retired 2023 Euro Notes
  - Extinguished 2024 Notes
  - Reduced stated interest rate on outstanding debt by 100 basis points to 2.7%
  - No debt maturing until 2028
- ▶ **Stork European business transaction expected to close in Q1 2024**

NOVELIS (CHINA) ALUMINUM PROJECTS CO. LTD | ROOSTER PROJECT



# STRATEGY UPDATE

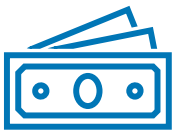


# BUILDING A BETTER FUTURE

## Stakeholder Aspirations


Trusted Advisor 


Great Place To Work 


Attractive Investment 


Positive Impact 

## Mega Trends

Energy Transition & Urbanization 


Industry 4.0 

Beyond Globalization 


Stakeholder Engagement 

## Strategic Priorities

Reinforce Financial Discipline 

Pursue Fair and Balanced Contract Terms 

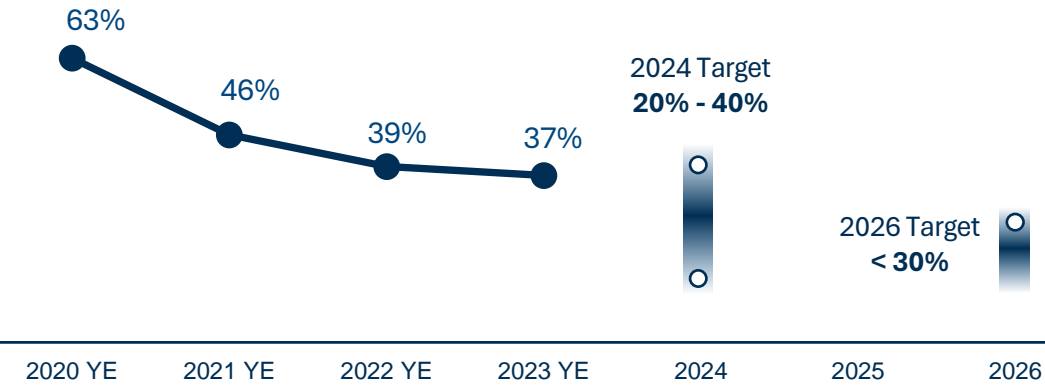
Drive Growth Across the Portfolio 

Foster a High-Performance Culture with Purpose 

# PROGRESS ON STRATEGIC GOALS

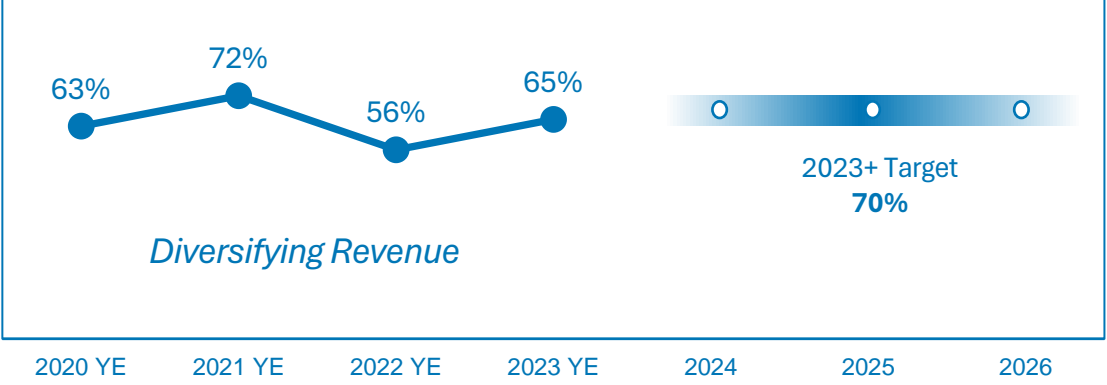
## Reinforcing Financial Discipline

### Debt to Capital



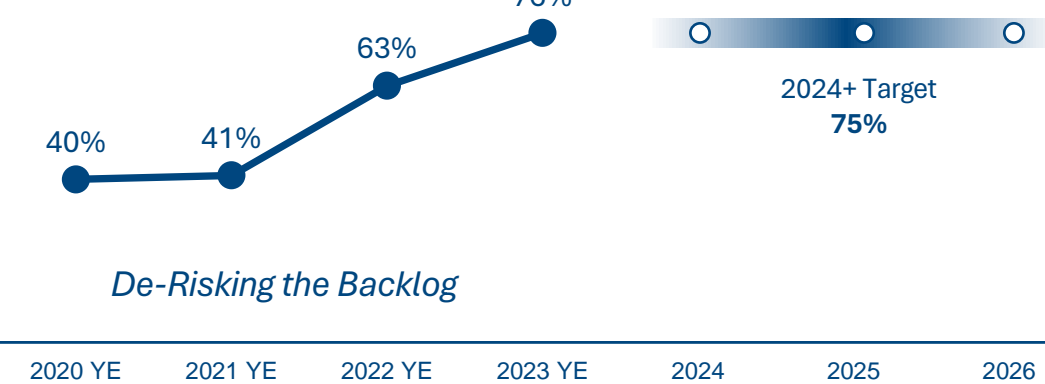
## Driving Growth Across Portfolio

### Non-Traditional Oil & Gas



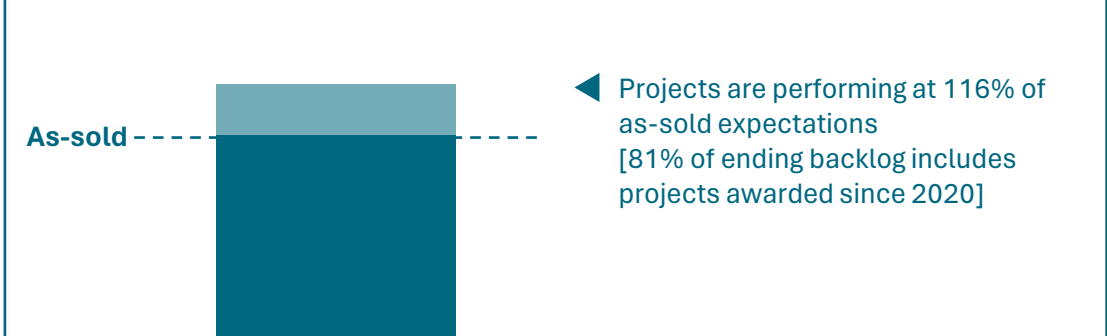
## Pursuing Fair and Balanced Contract Terms

### Reimbursable Backlog

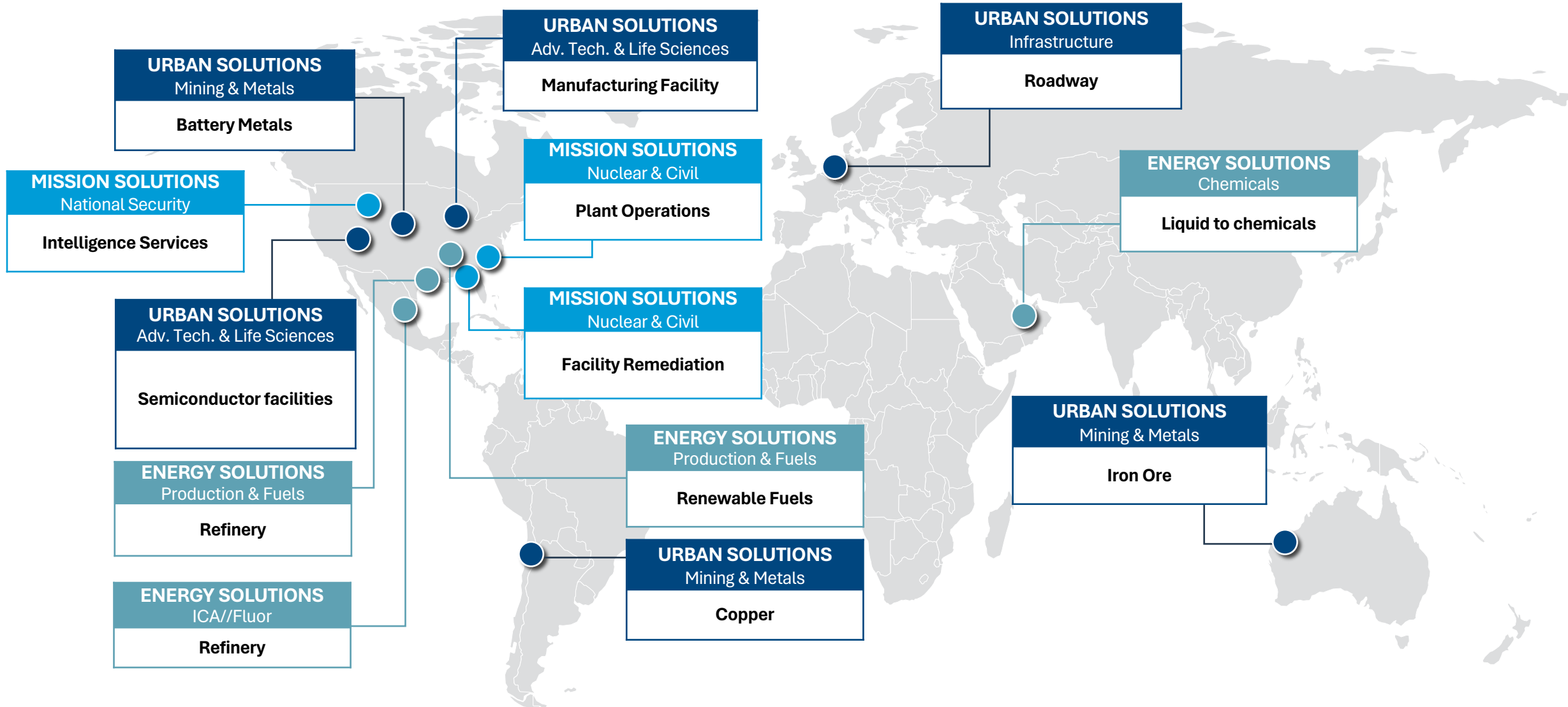


## Fostering High-Performance Culture with Purpose

### Improving Project Execution

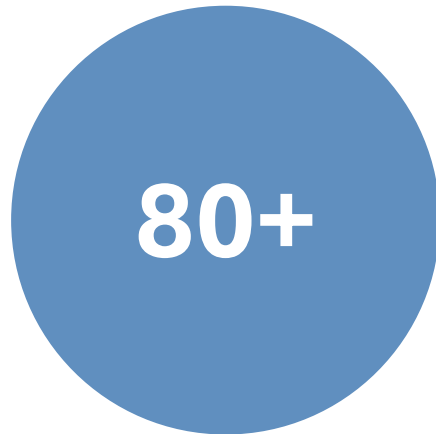


# FLUOR 2024 OPPORTUNITIES

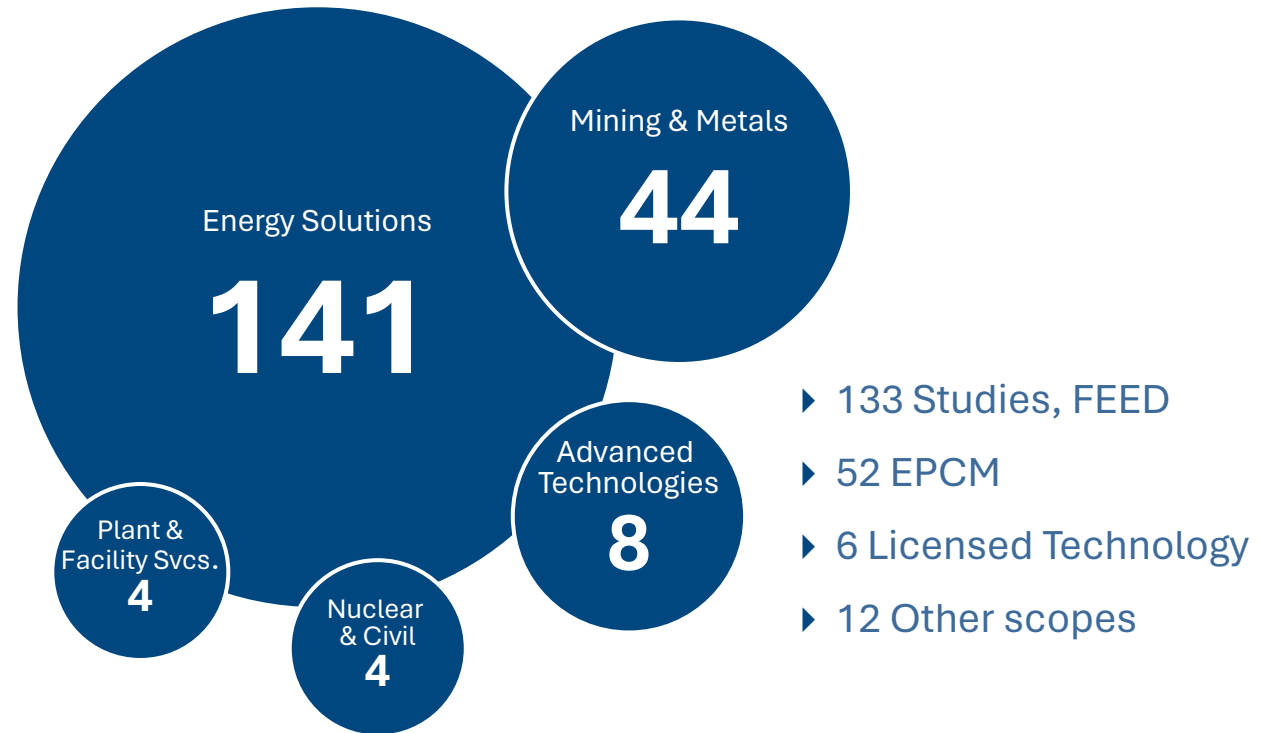


# ENERGY TRANSITION PROJECT GROWTH

New Project Awards in **2022** that were Energy Transition Related



**2023** Active Energy Transition Projects across Fluor's Business Groups = **200+**



# STRATEGY OVERVIEW SUMMARY



Reinforce financial discipline



Pursue contracts with fair and balanced terms



Drive growth across the portfolio



Foster a high-performance culture with purpose

- ▶ Deleverage
- ▶ De-risk backlog
- ▶ Diversify revenue
- ▶ Improve execution

Deliver consistent cash flow and earnings

Return excess capital to shareholders

**FLUOR®**

# OUTLOOK



# OUTLOOK

## FY 2024 guidance

- ▶ Adjusted EBITDA guidance: **\$600–\$700 million**
- ▶ Adjusted EPS range: **\$2.50 to \$3.00**
- ▶ Matches strategic plan expectations from 2021

## FY 2026 guidance

- ▶ Adjusted EBITDA guidance: **\$800–\$950 million**

## FY 2024 assumptions

- ▶ Revenue growth: **~15%**
- ▶ Net interest income: **~\$120 million**
- ▶ G&A expense: **~\$190 million**
- ▶ Effective tax rate: **~35%**

## FY 2024 segment margin guidance\*

<b>Energy Solutions</b>	<b>5.0%</b>
<b>Urban Solutions</b>	<b>3.0% - 4.0%</b>
<b>Mission Solutions</b>	<b>6.0%</b>

\* Margin guidance is approximate. Excludes currency exchange fluctuations and the embedded foreign currency derivative

# CAPITAL DEPLOYMENT

- ▶ Increase investment in our people
  - Tremendous need to increase global headcount
- ▶ Pursue asset-light model
- ▶ Continue resolution of outstanding claims
- ▶ Aspire to return resulting capital growth to shareholders





**FLUOR<sup>®</sup>**

# Q&A

# APPENDIX

## NON-GAAP RECONCILIATIONS

# RECONCILIATION OF U.S. GAAP NET EARNINGS AND U.S. GAAP EPS TO ADJUSTED EPS<sup>(1)</sup>

**FLUOR**<sup>®</sup>

(In millions, except per share amounts)	Three Months Ended		Year Ended	
	December 31,		December 31,	
	2023	2022	2023	2022
Net earnings (loss) attributable to Fluor	\$ (21)	\$ 9	\$ 139	\$ 145
Less: Dividends on CPS	—	10	29	39
Less: Make-whole payment on conversion of CPS	—	—	27	—
<b>Net earnings (loss) available to Fluor common stockholders</b>	<b>(21)</b>	<b>(1)</b>	<b>83</b>	<b>106</b>
Exclude: Stork and AMECO businesses marketed for sale	88	(18)	133	(39)
Exclude: Tax expense on Stork and AMECO	5	3	8	1
<b>Net earnings (loss) from core operations*</b>	<b>\$ 72</b>	<b>\$ (16)</b>	<b>\$ 224</b>	<b>\$ 68</b>
<b>Adjustments:</b>				
Dividends on CPS	\$ —	\$ 10	\$ 29	\$ 39
Make-whole payment on conversion of CPS	—	—	27	—
NuScale loss	32	28	94	72
(Gain) loss on embedded derivatives	(6)	3	17	3
Tax expense (benefit) on embedded derivatives	2	(1)	(5)	(1)
Reserve for legacy legal claims	—	—	3	6
Foreign currency (gain) loss	36	27	98	(25)
Tax expense (benefit) on foreign currency gain/loss	(7)	(3)	(20)	1
SEC investigation	(12)	25	—	38
NuScale marketing costs borne by Fluor	—	—	5	—
Impairment	—	43	—	(17)
(Gain) loss on pension settlement	—	(42)	—	(42)
<b>Adjusted net earnings</b>	<b>\$ 117</b>	<b>\$ 74</b>	<b>\$ 472</b>	<b>\$ 141</b>
Diluted EPS available to Fluor common stockholders	\$ (0.12)	\$ (0.01)	\$ 0.54	\$ 0.73
<b>Adjusted EPS</b>	<b>\$ 0.68</b>	<b>\$ 0.43</b>	<b>\$ 2.73</b>	<b>\$ 0.82</b>
<b>Weighted average common shares outstanding</b>	<b>170</b>	<b>142</b>	<b>150</b>	<b>142</b>
CPS	—	27	20	27
Assumed issuance of shares under equity awards	3	3	3	3
<b>Adjusted weighted average diluted shares outstanding</b>	<b>173</b>	<b>172</b>	<b>173</b>	<b>172</b>

\*Core operations excludes the results of our Stork business and remaining AMECO equipment business that no longer meet all of the requirements to be classified as discontinued operations but that continue to be marketed for sale or that have been sold.

(1) Certain amounts in tables may not total or agree back to the financial statements due to immaterial rounding differences.

# RECONCILIATION OF U.S. GAAP NET EARNINGS TO ADJUSTED EBITDA <sup>(1)</sup>

**FLUOR**<sup>®</sup>

	Three Months Ended		Year Ended	
	December 31,		December 31,	
Net earnings (loss) attributable to Fluor	\$ (21)	\$ 9	\$ 139	\$ 145
Interest (income) expense, net	(49)	(31)	(168)	(35)
Income tax expense	64	82	236	171
Depreciation & amortization	18	18	74	73
<b>EBITDA</b>	<b>\$ 12</b>	<b>\$ 78</b>	<b>\$ 281</b>	<b>\$ 354</b>
<b>Adjustments:</b>				
Other: NuScale, Stork and AMECO (earnings) loss	\$ 115	\$ 2	\$ 209	\$ 10
Energy Solutions: (Gain) loss on embedded derivatives	(6)	3	17	3
G&A: NuScale marketing costs borne by Fluor	—	—	5	—
G&A: Reserve for legacy legal claims	—	—	3	6
G&A: Foreign currency (gain)/loss	36	27	98	(25)
G&A: SEC investigation	(12)	25	—	38
Impairment	—	43	—	(17)
Loss on pension settlement	—	(42)	—	(42)
<b>Adjusted EBITDA</b>	<b>\$ 145</b>	<b>\$ 136</b>	<b>\$ 613</b>	<b>\$ 327</b>

*(1) Certain amounts in tables may not total or agree back to the financial statements due to immaterial rounding differences.*