



Last updated: July 30, 2025. Refer to last page for footnotes and disclosures.

KBR, Inc. Investor Relations Data Sheet²

Description	Results from Continuing Operations													
	1Q/23	2Q/23	3Q/23	4Q/23	FY23	1Q/24	2Q/24	3Q/24	4Q/24	FY24	1Q/25	2Q/25	TTM	
Revenue by Segment (\$ in Millions)	Mission Technology Solutions	1,275	1,286	1,285	1,273	5,119	1,325	1,316	1,406	1,508	5,555	1,468	1,412	5,794
	Sustainable Technology Solutions	428	467	485	457	1,837	493	531	531	600	2,155	550	540	2,221
	Total KBR	1,703	1,753	1,770	1,730	6,956	1,818	1,847	1,937	2,108	7,710	2,018	1,952	8,015
Revenue by Segment (% of Total Revenue)	Mission Technology Solutions	75%	73%	73%	74%	74%	73%	71%	73%	72%	73%	72%	72%	72%
	Sustainable Technology Solutions	25%	27%	27%	26%	26%	27%	29%	27%	28%	28%	27%	28%	28%
Revenue by Business Unit (\$ in Millions)	Science & Space	279	287	294	267	1,127	298	291	308	291	1,188	296	289	1,184
	Defense & Intel	591	606	628	672	2,497	671	651	712	853	2,887	819	785	3,169
	Readiness & Sustainment	405	393	363	334	1,495	356	374	386	364	1,480	353	338	1,441
	Mission Technology Solutions	1,275	1,286	1,285	1,273	5,119	1,325	1,316	1,406	1,508	5,555	1,468	1,412	5,794
	Total	428	467	485	457	1,837	493	531	531	600	2,155	550	540	2,221
Revenue by Geography - KBR (\$ in Millions)	United States	849	920	934	914	3,617	945	950	1,032	1,118	4,045	1,109	1,110	4,369
	Europe	505	453	431	427	1,816	468	458	468	500	1,894	457	356	1,781
	Middle East	113	131	136	148	528	165	188	178	200	731	178	205	761
	Australia	119	129	131	117	496	121	136	134	135	526	132	137	538
	Africa	37	38	49	52	176	50	49	47	55	201	51	69	222
	Asia	41	40	50	38	169	31	25	37	59	152	44	37	177
	Other Countries	39	42	39	34	154	38	41	41	41	161	47	38	167
Revenue by Geography - KBR (% of Total Revenue)	United States	50%	52%	53%	53%	52%	52%	51%	53%	53%	52%	55%	57%	55%
	Europe	30%	26%	24%	25%	26%	26%	25%	26%	28%	25%	23%	18%	22%
	Middle East	7%	7%	8%	9%	8%	9%	10%	10%	11%	9%	9%	11%	9%
	Australia	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
	Africa	2%	2%	3%	3%	3%	3%	3%	3%	3%	3%	3%	4%	3%
	Asia	2%	2%	3%	2%	2%	2%	1%	2%	3%	2%	2%	2%	2%
	Other Countries	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Revenue by Geography - MTS (\$ in Millions)	United States	718	782	805	791	3,096	818	821	896	968	3,503	976	988	3,828
	Europe	447	387	366	369	1,569	396	387	400	412	1,595	380	290	1,482
	Middle East	21	28	27	29	105	30	23	25	32	110	26	39	122
	Australia	53	52	53	46	204	47	50	53	52	202	50	56	211
	Africa	19	16	16	19	70	17	16	17	20	70	18	18	73
	Asia	3	5	4	5	17	4	2	1	11	18	3	10	25
	Other Countries	14	16	14	14	58	13	17	14	13	57	15	11	53
Revenue by Geography - MTS (% of Total Revenue)	United States	56%	61%	63%	62%	60%	62%	62%	64%	64%	63%	66%	70%	66%
	Europe	35%	30%	28%	29%	31%	30%	29%	28%	27%	29%	26%	21%	26%
	Middle East	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	3%	2%
	Australia	4%	4%	4%	4%	4%	4%	4%	4%	3%	4%	3%	4%	4%
	Africa	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
	Asia	-%	-%	-%	-%	-%	-%	-%	-%	1%	-%	-%	1%	0%
	Other Countries	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Revenue by Geography - STS (\$ in Millions)	United States	131	138	129	123	521	127	129	136	150	542	133	122	541
	Europe	58	66	65	58	247	72	71	68	88	299	77	66	299
	Middle East	92	103	109	119	423	135	165	153	168	621	152	166	639
	Australia	66	77	78	71	292	74	86	81	83	324	82	81	327
	Africa	18	22	33	33	106	33	33	30	35	131	33	51	149
	Asia	38	35	46	33	152	27	23	36	48	134	41	27	152
	Other Countries	25	26	25	20	96	25	24	27	28	104	32	27	114
Revenue by Geography - STS (% of Total Revenue)	United States	31%	30%	27%	27%	28%	26%	24%	26%	25%	24%	24%	23%	24%
	Europe	14%	14%	13%	13%	13%	15%	13%	13%	15%	14%	14%	12%	13%
	Middle East	21%	22%	22%	26%	23%	27%	31%	29%	28%	29%	28%	31%	29%
	Australia	15%	16%	16%	16%	16%	15%	16%	15%	14%	15%	15%	15%	15%
	Africa	4%	5%	7%	7%	6%	7%	6%	6%	6%	6%	6%	9%	7%
	Asia	9%	7%	9%	7%	8%	5%	4%	7%	8%	6%	7%	5%	7%
	Other Countries	6%	6%	5%	4%	5%	5%	5%	5%	5%	5%	6%	5%	5%
Revenue by Contract Type - KBR (\$ in Millions)	Cost Reimbursable	815	831	831	810	3,287	844	839	898	926	3,507	891	853	3,568
	Time-and-Materials	496	523	507	486	2,012	508	553	563	630	2,254	591	615	2,399
	Fixed Price	392	399	432	434	1,657	466	455	476	552	1,949	536	484	2,048
Revenue by Contract Type - MTS (\$ in Millions)	Cost Reimbursable	815	831	831	810	3,287	844	839	898	926	3,507	891	853	3,568
	Time-and-Materials	224	221	207	194	846	199	209	226	258	892	251	236	971
	Fixed Price	236	234	247	269	986	282	268	282	324	1,156	326	323	1,255
Revenue by Contract Type - STS (\$ in Millions)	Cost Reimbursable	--	--	--	--	--	--	--	--	--	--	--	--	--
	Time-and-Materials	272	302	300	292	1,166	309	344	337	372	1,362	340	379	1,428
	Fixed Price	156	165	185	165	671	184	187	194	228	793	210	161	793
Revenue by Customer Type - KBR (\$ in Millions)	U.S. Government Defense & Intelligence Clients	Not previously disclosed				758	769	Not previously disclosed				906	856	
	U.S. Government Federal Civilian Clients					280	268					281	273	
	International Government Clients					221	219					219	223	
	Commercial & Infrastructure Clients					559	591					612	600	
Revenue by Customer Type - MTS (\$ in Millions)	U.S. Government Defense & Intelligence Clients	Not previously disclosed				758	769	Not previously disclosed				906	856	
	U.S. Government Federal Civilian Clients					280	268					281	273	
	International Government Clients					221	219					219	223	
	Commercial & Infrastructure Clients					66	60					62	60	
Revenue by Customer Type - STS (\$ in Millions)	U.S. Government Defense & Intelligence Clients	Not previously disclosed				--	--	Not previously disclosed				--	--	
	U.S. Government Federal Civilian Clients					--	--					--	--	
	International Government Clients					--	--					--	--	
	Commercial & Infrastructure Clients					493	531					550	540	

	Description	Results from Continuing Operations												
		1Q'23	2Q'23	3Q'23	4Q'23	FY23	1Q'24	2Q'24	3Q'24	4Q'24	FY24	1Q'25	2Q'25	TTM
Adj. EBITDA by Segment (\$ in Millions)	Mission Technology Solutions	132	125	121	123	501	131	133	141	139	544	150	141	571
	Sustainable Technology Solutions	82	98	101	91	372	103	110	109	117	439	124	129	479
	Corporate	(32)	(32)	(36)	(25)	(125)	(27)	(27)	(31)	(30)	(115)	(26)	(28)	(115)
	Total KBR	182	191	186	189	748	207	216	219	226	868	248	242	935
Adj. EBITDA Margin by Segment	Mission Technology Solutions	10.4%	9.7%	9.4%	9.7%	9.8%	9.9%	10.1%	10.0%	9.2%	9.8%	10.2%	10.0%	9.9%
	Sustainable Technology Solutions	19.2%	21.0%	20.8%	19.9%	20.3%	20.9%	20.7%	20.5%	19.5%	20.4%	22.5%	23.9%	21.6%
	Adjusted EBITDA Margin	10.7%	10.9%	10.5%	10.9%	10.8%	11.4%	11.7%	11.3%	10.7%	11.3%	12.3%	12.4%	11.7%
Adj. EBITDA Contribution by Segment (% of Total Adj. EBITDA (less corporate))	Mission Technology Solutions	62%	56%	55%	57%	57%	56%	55%	56%	54%	55%	55%	52%	54%
	Sustainable Technology Solutions	38%	44%	45%	43%	43%	44%	45%	44%	46%	45%	45%	48%	46%
Non-GAAP Adjustments (EBITDA) (\$ in Millions)	Consolidated EBITDA	180	(143)	178	159	374	201	215	212	182	210	242	238	874
	Acquisition, integration and other	1	2	3	4	10	1	5	9	8	23	6	4	27
	Ichthys commercial dispute costs	2	—	4	(5)	1	4	(1)	(2)	10	11	—	—	8
	Legacy legal fees and settlements	5	148	1	1	155	1	(3)	—	26	24	—	—	26
	(Benefits) provisions related to exit from Russian commercial projects	(6)	(2)	—	4	(4)	—	—	—	—	—	—	—	—
	Loss on derivative bifurcation	—	104	—	—	104	—	—	—	—	—	—	—	—
	Loss on debt extinguishment	—	70	—	—	70	—	—	—	—	—	—	—	—
	Loss on settlement of warrants	—	12	—	26	38	—	—	—	—	—	—	—	—
	Adjusted EBITDA	182	191	186	189	748	207	216	219	226	868	248	242	935
	Non-GAAP Adjustments (EPS) (\$ per share)	Diluted Earnings (Loss) per share ¹	\$0.56	\$(2.60)	\$(0.16)	\$0.15	\$(1.96)	\$0.69	\$0.79	\$0.75	\$0.56	\$2.78	\$0.91	\$0.81
		Amortization related to acquisitions	0.05	0.03	0.04	0.04	0.17	0.04	0.04	0.06	0.07	0.20	0.07	0.07
Ichthys commercial dispute costs		0.01	—	0.03	(0.03)	0.01	0.03	(0.01)	(0.01)	0.08	0.09	—	—	
Acquisition, integration and other		0.01	0.01	0.01	0.02	0.06	0.01	0.03	0.04	0.05	0.13	0.03	0.03	
Impact of convert accounting and Diluted EPS share count		0.05	0.06	—	—	0.01	—	—	—	—	—	—	—	
Legacy legal fees and settlements		0.02	0.98	0.01	—	1.03	—	(0.02)	—	0.14	0.13	—	—	
(Benefits) provisions related to exit from Russian commercial projects		(0.03)	(0.02)	—	0.02	(0.03)	—	—	—	—	—	—	—	
Charges associated with Convertible Notes		—	2.28	0.82	0.49	3.62	—	—	—	—	—	—	—	
Adjusted Earnings per share ¹		\$0.67	\$0.74	\$0.75	\$0.69	\$2.91	\$0.77	\$0.83	\$0.84	\$0.90	\$3.33	\$1.01	\$0.91	
Cash Flow - GAAP & Non-GAAP (\$ in Millions)		Operating Cash Flows	28	235	-49	87	301	99	157	153	41	450	91	217
	Legacy legal settlement (after tax)	—	—	132	—	132	—	—	—	—	—	—	—	—
	Adjusted Operating Cash Flows	28	235	83	87	433	99	157	153	41	450	91	217	502
	Adjusted Operating Cash Flow Conversion	30%	230%	80%	93%	109%	95%	141%	137%	34%	101%	69%	185%	
	Purchases of Property, Plant and Equipment	(15)	(12)	(17)	(18)	(62)	(20)	(4)	(12)	(16)	(52)	(2)	(14)	(44)
	Adjusted Free Cash Flows	13	223	66	69	371	79	153	141	25	398	89	203	458
	Adjusted Free Cash Flow Conversion	13%	219%	63%	74%	94%	77%	137%	126%	21%	89%	67%	173%	
	Payments of dividends to shareholders	(16)	(19)	(18)	(19)	(72)	(18)	(21)	(20)	(20)	(79)	(20)	(21)	(81)
	Payments to reacquire common stock	(61)	(76)	—	(1)	(138)	(61)	(97)	(9)	(51)	(218)	(156)	(48)	(264)
	Select Income Statement - GAAP (\$ in Millions, except EPS)	Revenue	1,703	1,753	1,770	1,730	6,956	1,818	1,847	1,937	2,108	7,710	2,018	1,952
Gross Profit		245	251	244	237	977	248	270	290	291	1,099	300	290	1,171
Equity in earnings (losses) of unconsolidated affiliates		23	23	32	36	114	30	40	27	10	107	42	51	130
Selling, general, and administrative expenses		(124)	(149)	(127)	(117)	(487)	(121)	(129)	(140)	(153)	(543)	(140)	(146)	(579)
Operating Income		144	10	147	148	449	166	180	173	140	659	202	194	709
Interest Expense		(26)	(29)	(30)	(30)	(115)	(31)	(32)	(37)	(44)	(144)	(41)	(41)	(163)
Income Before Income Taxes		116	(34)	5	48	(65)	129	146	134	99	508	164	145	542
Provision for income taxes		(30)	(16)	(23)	(26)	(95)	(35)	(40)	(32)	(22)	(129)	(43)	(39)	(136)
Net income (loss) attributable to KBR from continuing operations		86	(351)	(21)	22	(264)	93	106	100	75	374	120	105	400
Backlog (\$ in Millions except BTB)		KBR TTM Book-to-Bill	1.3x	1.1x	1.2x	1.1x	1.1x	1.0x	1.0x	0.9x	0.9x	0.9x	0.9x	0.9x
	MTS TTM Book-to-Bill	1.0x	0.9x	1.1x	1.1x	1.1x	1.2x	1.2x	1.1x	1.0x	1.0x	0.9x	0.9x	
	STS TTM Book-to-Bill	1.9x	1.4x	1.3x	1.1x	1.1x	0.9x	0.8x	0.8x	0.9x	0.9x	0.9x	0.9x	
	KBR TTM Book-to-Bill (ex Plaquemines LNG project)	Not previously disclosed									1.1x	1.0x	1.0x	1.0x
	STS TTM Book-to-Bill (ex Plaquemines LNG project)	Not previously disclosed									1.1x	1.1x	1.1x	1.1x
	Backlog	16,479	16,829	17,203	17,281	17,281	17,137	16,711	17,803	16,605	16,605	16,668	16,697	
	Options	4,368	4,179	4,528	4,397	4,397	3,596	3,332	4,215	3,975	3,975	3,251	4,873	
	Backlog & Options	20,847	21,008	21,731	21,678	21,678	20,733	20,043	22,018	20,580	20,580	19,919	21,570	
	Bookings & Options (QTD)	\$3.1 B	\$2.2 B	\$3.5 B	\$1.7 B	\$10.5 B	\$1.8 B	\$2.1 B	Not previously disclosed					
	Bookings & Options (QTD) (ex Plaquemines LNG project)	Not previously disclosed									\$3.3B	\$1.4B	\$8.1B	\$1.4B
Backlog by Segment (\$ in Millions)	Mission Technology Solutions - Backlog	11,407	11,582	12,062	12,485	12,485	12,542	12,513	13,748	12,642	12,642	12,640	12,972	
	Mission Technology Solutions - Options	4,368	4,179	4,528	4,397	4,397	3,596	3,332	4,215	3,975	3,975	3,251	4,873	
	Mission Technology Solutions - Backlog & Options	15,775	15,761	16,590	16,882	16,882	16,138	15,845	17,963	16,617	16,617	15,891	17,845	
	Sustainable Technology Solutions - Backlog	5,072	5,247	5,141	4,796	4,796	4,595	4,198	4,055	3,963	3,963	4,028	3,725	
Balance Sheet (\$ in Millions, except ratio)	Gross Debt	1,763	1,919	1,815	1,851	1,851	1,892	1,949	2,632	2,594	2,594	2,768	2,637	
	Cash & Cash Equivalents	402	516	321	283	283	306	399	446	342	342	432	403	
	Net debt	1,361	1,403	1,494	1,568	1,568	1,586	1,550	2,186	2,252	2,252	2,336	2,234	
	TTM Adj. EBITDA	696	701	716	748	748	773	798	831	868	868	909	935	
	Net Leverage Ratio	2.0x	2.0x	2.1x	2.1x	2.1x	2.1x	1.9x	2.6x	2.6x	2.6x	2.6x	2.4x	
Share Count (in Millions)	Diluted	154	135	135	137	135	135	134	133	133	134	132	129	
	Adjusted	140	138	139	135	136	135	134	133	133	134	132	129	
Other	Employees	32,000	33,000	34,000	34,000	34,000	35,000	36,000	37,000	38,000	38,000	38,000	37,000	
	TRIR (YTD)	0.093	0.064	0.065	0.067	0.067	0.065	0.055	0.050	0.050	0.050	0.017	0.046	
	Zero Harm days (YTD)	89%	92%	93%	93%	93%	94%	94%	94%	94%	94%	96%	96%	

These schedules have been derived from, and should be read in conjunction with, our financial statements in our reports on Forms 10-Q and 10-K which are filed with the SEC, and our quarterly earnings materials which are available on our website.

Discontinued Operations:

Due to the contract termination and subsequent wind down of the HomeSafe Alliance joint venture ("HomeSafe"), we have reported the results of HomeSafe as discontinued operations. All periods in this data sheet, unless specified otherwise, are presented as continuing operations (exclude HomeSafe). Refer to Note 17 "Discontinued Operations" in our Form 10-Q for the quarter ended July 4, 2025 for further details.

Non-GAAP Financial Information:

The company has provided the non-GAAP financial information presented herein as information supplemental and in addition to the financial measures presented in quarterly earnings releases that are calculated and presented in accordance with GAAP. Such non-GAAP financial measures should not be considered superior to, as a substitute for or alternative to, and should be considered in conjunction with, the GAAP financial measures presented in the press release. The non-GAAP financial measures in the press release may differ from similar measures used by other companies.

Footnotes:

Percentages in this table may not add up to exactly 100% due to rounding.

Consistent with our practice, Bookings & Options and Book-to-Bill (BTB) exclude long-term UK PFIs.

¹ The sum of the quarters may not equal the full year value due to the difference in share counts in each period.

² All supplemental financial information provided is unaudited. All non-GAAP financial information and backlog/BTB are unaudited.