



Last updated: October 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	3Q'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	1,406	5,794
	Sustainable Technology Solutions	428	467	485	457	1,837	493	531	531	600	2,155	550	540	525	2,215
	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	1,931	8,009
Revenue by Segment (% of Total Revenue)	Mission Technology Solutions	75%	73%	73%	74%	74%	73%	71%	73%	72%	72%	73%	72%	73%	72%
	Sustainable Technology Solutions	25%	27%	27%	26%	26%	27%	29%	27%	28%	28%	27%	28%	27%	28%
Revenue by Business Unit (\$ in Millions)	Science & Space	279	287	294	267	1,127	298	291	308	291	1,188	296	289	292	1,168
	Defense & Intel	591	606	628	672	2,497	671	651	712	853	2,887	819	785	814	3,271
	Readiness & Sustainment	405	393	363	334	1,495	356	374	386	364	1,480	353	338	300	1,355
	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	1,406	5,794
	Sustainable Technology Solutions	428	467	485	457	1,837	493	531	531	600	2,155	550	540	525	2,215
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	1,040	4,377
	Europe	505	453	431	427	1,816	468	458	468	500	1,894	457	356	397	1,710
	Middle East	113	131	136	148	528	165	188	178	200	731	178	205	200	783
	Australia	119	129	131	117	496	121	136	134	135	526	132	137	149	553
	Africa	37	38	49	52	176	50	49	47	55	201	51	69	64	239
	Asia	41	40	50	38	169	31	25	37	59	152	44	37	30	170
	Other Countries	39	42	39	34	154	38	41	41	41	161	47	38	51	177
Revenue by Geography - KBR (% of Total Revenue)	United States	50%	52%	53%	53%	52%	52%	51%	53%	53%	52%	55%	57%	54%	55%
	Europe	30%	26%	24%	25%	26%	26%	25%	26%	28%	25%	23%	18%	21%	21%
	Middle East	7%	7%	8%	9%	8%	9%	10%	10%	11%	9%	9%	11%	10%	10%
	Australia	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	8%	7%
	Africa	2%	2%	3%	3%	3%	3%	3%	3%	3%	3%	3%	4%	3%	3%
	Asia	2%	2%	3%	2%	2%	2%	1%	2%	3%	2%	2%	2%	2%	2%
	Other Countries	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	3%	2%
Revenue by Geography - MTS (\$ in Millions)	United States	718	782	805	791	3,096	818	821	896	968	3,503	976	988	938	3,870
	Europe	447	387	366	369	1,569	396	387	400	412	1,595	380	290	343	1,425
	Middle East	21	28	27	29	105	30	23	25	32	110	26	39	28	125
	Australia	53	52	53	46	204	47	50	53	52	202	50	56	62	220
	Africa	19	16	16	19	70	17	16	17	20	70	18	18	20	76
	Asia	3	5	4	5	17	4	2	1	11	18	3	10	2	26
	Other Countries	14	16	14	14	58	13	17	14	13	57	15	11	13	52
Revenue by Geography - MTS (% of Total Revenue)	United States	56%	61%	63%	62%	60%	62%	62%	64%	64%	63%	66%	70%	67%	67%
	Europe	35%	30%	28%	29%	31%	30%	29%	28%	27%	29%	26%	21%	24%	25%
	Middle East	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	3%	2%	2%
	Australia	4%	4%	4%	4%	4%	4%	4%	4%	3%	4%	3%	4%	4%	4%
	Africa	1%	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%	1%
Revenue by Geography - STS (\$ in Millions)	United States	131	138	129	123	521	127	129	136	150	542	133	122	102	507
	Europe	58	66	65	58	247	72	71	68	88	299	77	66	54	285
	Middle East	92	103	109	119	423	135	165	153	168	621	152	166	172	658
	Australia	66	77	78	71	292	74	86	81	83	324	82	81	87	333
	Africa	18	22	33	33	106	33	33	30	35	131	33	51	44	163
	Asia	38	35	46	33	152	27	23	36	48	134	41	27	28	144
	Other Countries	25	26	25	20	96	25	24	27	28	104	32	27	38	125
Revenue by Geography - STS (% of Total Revenue)	United States	31%	30%	27%	27%	28%	26%	24%	26%	25%	25%	24%	23%	19%	23%
	Europe	14%	14%	13%	13%	13%	15%	13%	13%	15%	14%	14%	12%	10%	13%
	Middle East	21%	22%	22%	26%	23%	27%	31%	29%	28%	29%	28%	31%	33%	30%
	Australia	15%	16%	16%	16%	16%	15%	16%	15%	14%	15%	15%	15%	17%	15%
	Africa	4%	5%	7%	7%	6%	7%	6%	6%	6%	6%	6%	9%	8%	7%
	Asia	9%	7%	9%	7%	8%	5%	4%	7%	8%	6%	7%	5%	5%	7%
	Other Countries	6%	6%	5%	4%	5%	5%	5%	5%	5%	5%	6%	5%	7%	6%
Revenue by Contract Type - KBR (\$ in Millions)	Cost Reimbursable	815	831	831	810	3,287	844	839	898	926	3,507	891	853	823	3,493
	Time-and-Materials	496	523	507	486	2,012	508	553	563	630	2,254	591	615	573	2,409
	Fixed Price	392	399	432	434	1,657	466	455	476	552	1,949	536	484	535	2,107
Revenue by Contract Type - MTS (\$ in Millions)	Cost Reimbursable	815	831	831	810	3,287	844	839	898	926	3,507	891	853	823	3,493
	Time-and-Materials	224	221	207	194	846	199	209	226	258	892	251	236	238	983
	Fixed Price	236	234	247	269	986	282	268	282	324	1,156	326	323	345	1,318
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	335	1,426
	Fixed Price	156	165	185	165	671	184	187	194	228	793	210	161	190	789
Revenue by Customer Type - KBR (\$ in Millions)	U.S. Government Defense & Intelligence Clients	Not previously disclosed					758	769	835	Not previously disclosed			906	856	832
	U.S. Government Federal Civilian Clients	Not previously disclosed					280	268	288	Not previously disclosed			281	273	274
	International Government Clients	Not previously disclosed					221	219	220	Not previously disclosed			219	223	236
	Commercial & Infrastructure Clients	Not previously disclosed					559	591	594	Not previously disclosed			612	600	589
Revenue by Customer Type - MTS (\$ in Millions)	U.S. Government Defense & Intelligence Clients	Not previously disclosed					758	769	835	Not previously disclosed			906	856	832
	U.S. Government Federal Civilian Clients	Not previously disclosed					280	268	288	Not previously disclosed			281	273	274
	International Government Clients	Not previously disclosed					221	219	220	Not previously disclosed			219	223	236
	Commercial & Infrastructure Clients	Not previously disclosed					66	60	63	Not previously disclosed			62	60	64
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	Not previously disclosed					—	—	—	Not previously disclosed			—	—	—
	International Government Clients	Not previously disclosed					—	—	—	Not previously disclosed			—	—	—
	Commercial & Infrastructure Clients	Not previously disclosed					493	531	531	Not previously disclosed			550	540	525

	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	3Q'25	TTM	
Adj. EBITDA by Segment (\$ in Millions)	Mission Technology Solutions	132	125	121	123	501	131	133	141	139	544	150	141	143	573	
	Sustainable Technology Solutions	82	98	101	91	372	103	110	109	117	439	124	129	123	493	
	Corporate	(32)	(32)	(36)	(25)	(125)	(27)	(27)	(31)	(30)	(115)	(26)	(28)	(26)	(110)	
	Total KBR	182	191	186	189	748	207	216	219	226	868	248	242	240	956	
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%	10.2%	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%	23.4%	22.3%	
	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%	12.4%	11.9%	
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%	54%	
	Sustainable Technology Solutions	38%	44%	45%	43%	43%	44%	45%	44%	46%	45%	45%	48%	46%	46%	
Non-GAAP Adjustments (EBITDA) (\$ in Millions)	Consolidated EBITDA	180	(143)	178	159	374	201	215	212	182	810	242	238	232	894	
	Acquisition, integration and other	1	2	3	4	10	1	5	9	8	23	6	4	8	26	
	Ichthys commercial resolution	2	—	4	(5)	1	4	(1)	(2)	10	11	—	—	—	10	
	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	240	956	
	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	\$0.91	
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	0.07		
Ichthys interest and 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	0.04		
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	\$1.02		
Cash Flow - GAAP & Non-GAAP (\$ in Millions)		Operating Cash Flows	28	235	-49	87	301	99	157	153	41	450	91	217	198	547
	Legacy legal settlement (after tax)	—	—	132	—	132	—	—	—	—	—	—	—	—	—	
	Adjusted Operating Cash Flows	28	235	83	87	433	99	157	153	41	450	91	217	198	547	
	Adjusted Operating Cash Flow Conversion	30%	230%	80%	93%	109%	95%	141%	137%	34%	101%	69%	185%	152%		
	Purchases of Property, Plant and Equipment	(15)	(12)	(17)	(18)	(62)	(20)	(4)	(12)	(16)	(52)	(2)	(14)	(8)	(40)	
	Adjusted Free Cash Flows	13	223	66	69	371	79	153	141	25	398	89	203	190	507	
	Adjusted Free Cash Flow Conversion	13%	219%	63%	74%	94%	77%	137%	126%	21%	89%	67%	173%	145%		
	Payments of dividends to shareholders	(16)	(19)	(18)	(19)	(72)	(18)	(21)	(20)	(20)	(79)	(20)	(21)	(22)	(83)	
Payments to reacquire common stock	(61)	(76)	—	(1)	(138)	(61)	(97)	(9)	(51)	(218)	(156)	(48)	(100)	(355)		
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	1,931	8,009	
	Gross Profit	245	251	244	237	977	248	270	290	291	1,099	300	290	270	1,151	
	Equity in earnings (losses) of unconsolidated affiliates	23	23	32	36	114	30	40	27	10	107	42	51	70	173	
	Selling, general, and administrative expenses	(124)	(119)	(127)	(117)	(487)	(121)	(129)	(140)	(153)	(543)	(140)	(146)	(149)	(588)	
	Operating Income	144	10	147	148	449	166	180	173	140	659	202	194	191	727	
	Interest Expense	(26)	(29)	(30)	(30)	(115)	(31)	(32)	(37)	(44)	(144)	(41)	(41)	(39)	(165)	
	Income from continuing ops before income taxes	116	(334)	5	48	(165)	129	146	134	99	508	164	145	152	560	
	Provision for income taxes	(30)	(16)	(23)	(26)	(95)	(30)	(40)	(32)	(22)	(129)	(43)	(39)	(34)	(138)	
	Net income (loss) attributable to KBR from continuing ops	86	(351)	(21)	22	(264)	93	106	102	75	374	120	105	116	416	
	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	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	1.0x		
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	0.9x		
KBR TTM Book-to-Bill (ex Plaquemines LNG project)		Not previously disclosed									1.1x	1.0x	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	1.0x	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	17,104		
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	6,248		
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	23,352		
Bookings & Options (OTD)		\$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 (OTD) (ex Plaquemines LNG project)		Not previously disclosed									\$3.3B	\$1.4B	\$8.1B	\$1.4B	\$3.5B	\$4.2 B
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	13,422		
	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	6,248		
	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	19,670		
	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	3,682		
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	2,625		
	Cash & Cash Equivalents	402	516	321	283	283	306	399	446	342	342	432	403	539		
	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	2,086		
	TTM Adj. EBITDA	696	701	716	748	748	773	798	831	868	868	909	935	956		
	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	2.2x		
Share Count (in Millions)	Diluted	154	135	135	137	135	135	134	133	133	134	132	129	128		
	Adjusted	140	138	139	135	136	135	134	133	133	134	132	129	128		
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	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	0.039		
	Zero Harm days (YTD)	89%	92%	93%	93%	93%	94%	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.