



QUARTERLY EARNINGS

1Q | 2026

May 5, 2026

Stuart Bradie, President and CEO

Shad Evans, Executive VP and CFO

Rachael Goldwait, VP of Investor Relations



Forward-Looking Statements

The statements in this presentation that are not historical statements, including statements regarding our expectations for our future financial performance, effective tax rate, operating cash flows, contract revenues, award activity and backlog, program activity, our business strategy, business opportunities, interest expense, our plans for raising and deploying capital and paying dividends, are forward-looking statements within the meaning of the federal securities laws. These statements are subject to numerous risks and uncertainties, many of which are beyond the company's control that could cause actual results to differ materially from the results expressed or implied by the statements. These risks and uncertainties include, but are not limited to: uncertainty, delays or reductions in government funding, appropriations and payments, including as a result of continuing resolution funding mechanisms, government shutdowns or changing budget priorities; developments and changes in government laws, regulations and regulatory requirements and policies that may require us to pause, delay or abandon new and existing projects; changes in the priorities, focus, authority and budgets of government agencies under the current administration that may impact our existing projects and/or our ability to win new contracts; the ongoing conflict between Russia and Ukraine and global volatility and continued unrest, including in the Middle East, and the related impacts on our business; potential adverse economic and market conditions, such as interest rate and currency exchange rate fluctuations, or ongoing uncertainty related to impacts of newly imposed U.S. tariffs and any additional responsive non-U.S. tariffs or other changes in trade policy, including impact tariffs could have on customer spend; the company's ability to manage its liquidity; delays, cancellations or reversals of contract awards due to bid protests or legal challenges; the potential adverse outcome of and the publicity surrounding audits and investigations by domestic and foreign government agencies and legislative bodies; changes in capital spending by the company's customers; the company's ability to obtain contracts from existing and new customers and perform under those contracts; structural changes in the industries in which the company operates; escalating costs associated with and the performance of fixed-fee projects and the company's ability to control its cost under its contracts; claims negotiations and contract disputes with the company's customers; changes in the demand for or price of oil and/or natural gas; protection of intellectual property rights; compliance with environmental laws; compliance with laws related to income taxes; unsettled political conditions, war and the effects of terrorism; foreign operations and foreign exchange rates and controls; the development and installation of financial systems; the possibility of cyber and malware attacks; increased competition for employees; the ability to successfully complete and integrate acquisitions; the company's proposed spin off; investment decisions by project owners; and operations of joint ventures, including joint ventures that are not controlled by the company.

The company's most recently filed Annual Report on Form 10-K, any subsequent Form 10-Qs and 8-Ks, and other U.S. Securities and Exchange Commission (SEC) filings discuss some of the important risk factors that the company has identified that may affect its business, results of operations and financial condition. Except as required by law, the company undertakes no obligation to revise or update publicly any forward-looking statements for any reason.

Stuart Bradie

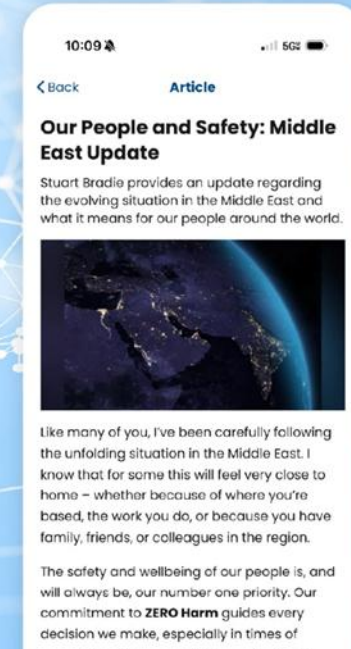
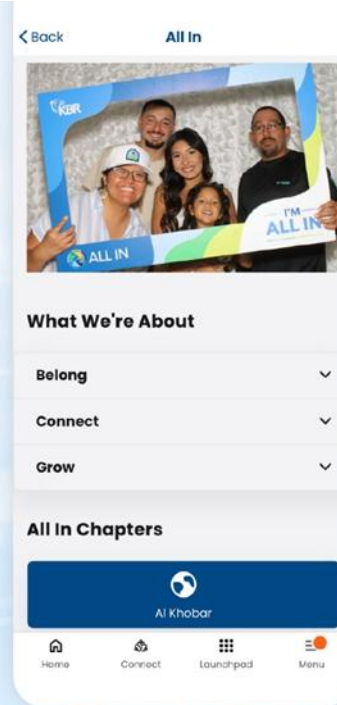
President and CEO



KBR Pulse App: Built by Employees for Employees

Pulse turns communication into a stronger Zero Harm culture

- Employee-built platform for news, safety updates and resources
- Reaches remote and non-desk teams globally
- Critical communication channel during the Middle East conflict
- Supports Zero Harm through clear, timely and trusted communication



Key Messages

1

Strong start to the year,
with disciplined
execution and resilient
operations

2

**Continued demand in
core markets,** supported
by clear pipeline
visibility

3

**Spin transaction
advancing as planned,**
sharpening strategic
focus and positioning

4

**FY 2026 guidance
reaffirmed,** with
continued focus on
execution and cash
generation

Sustainable Tech: Bookings Driven by Energy Security and Reliability

1Q Award Highlights

- **Extended downstream and project management presence** through a new refinery services award in Libya
- **Deepened lifecycle services engagement with a long-standing customer** supporting petrochemical expansion in Saudi Arabia
- **Secured 10-year recurring revenue** through a global catalyst supply agreement
- **Advanced digital and AI strategy** with a strategic investment in Applied Computing

Growth Drivers

- Continued investment in **global energy and infrastructure** driven by **demand growth and energy security priorities**
- **Increasing mix of recurring OPEX** and digital solutions, enhancing **revenue durability**
- **Scaling emerging technologies** portfolio with attractive long-term growth
- **Expansion into new geographies**, leveraging established customer relationships and local partnerships

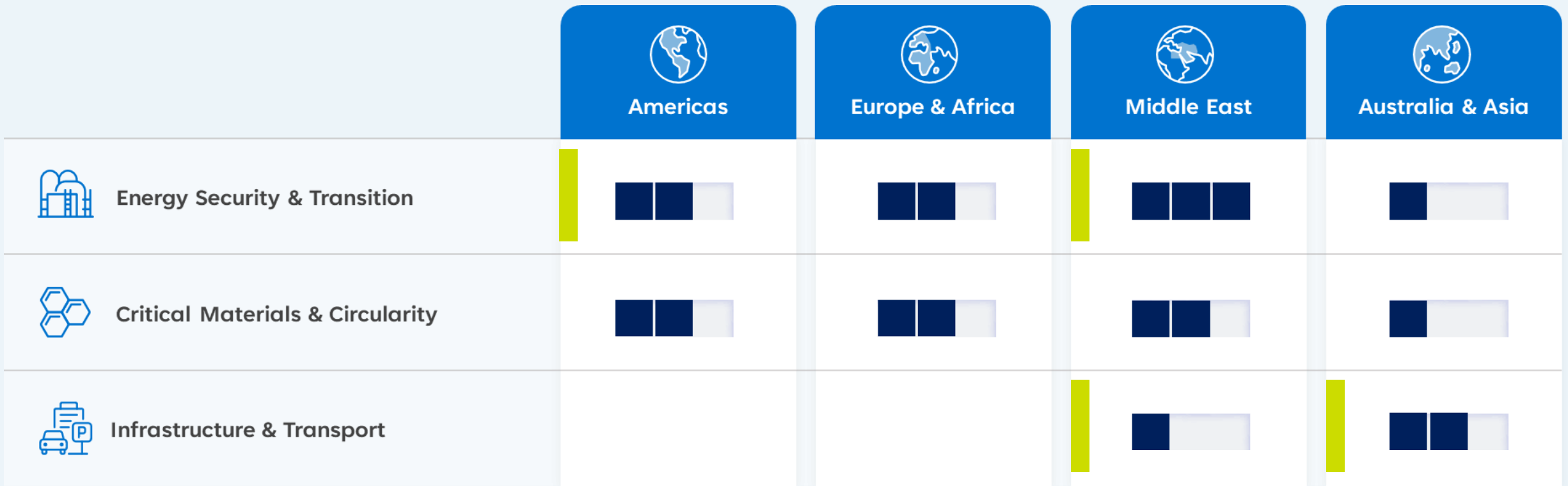
KPIs that Matter

- **1.2x QTD book-to-bill¹** (1.2x TTM) reflecting sustained award momentum
- **\$4.7B backlog (+9% since YE)**, supporting strong forward revenue visibility
- **>\$5B near term pipeline** (ex LNG) with **>80% from existing customers**
- **~67% under contract** to deliver FY26 Revenues guide midpoint



¹ Book-to-Bill (BTB) excludes the Plaquemines LNG project.

Bookings and Pipeline Track Resilience and Resource Security Priorities



Significant 1Q'26 Bookings
 Near-term Pipeline Opportunities

What's Driving Near-term Demand Profile:

- Diversified opportunity base across multiple critical programs
- Early-phase, engineering-driven work progressing through defined project stages

Near-term pipeline opportunity boxes indicate relative low, medium, and high levels based on current visibility; not indicative of future results.

Mission Tech: Bookings Reflect Core Digital and Mission-Critical Priorities

1Q Award Highlights

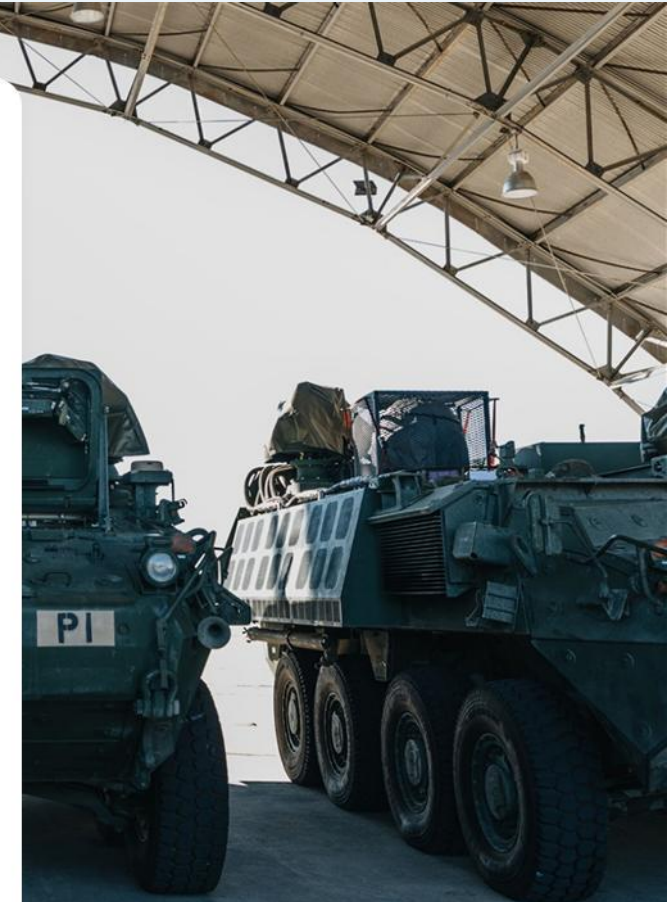
- **Secured digital engineering and analytics work across defense and space** through U.S. Space Force
- **Secured mission-critical data and analytics access** through a five-year DoW contract vehicle
- **Extended durable civilian partnerships** through a recompetes with the DOT's Volpe Center
- **Continued mission-critical readiness and sustainment support** for U.S. military customers under LOGCAP and AFCAP

Growth Drivers

- **Alignment with** the most critical **national security priorities** globally
- Higher-value, technology-driven, integrated solutions with a clear **profitability-first mindset**
- **Leveraging contract vehicles** more effectively to deliver speed and accelerate growth
- **Driving modernization and innovation** through deeper cross-business synergies across global customers

KPIs that Matter

- 1.0x QTD book-to-bill¹ (**1.0x TTM**) reflecting award cadence timing
- \$18.5B backlog & options, with 39% funded backlog (excluding PFIs)
- **\$16B** awaiting award
- **\$2.6B** wins in protest
- **>\$25B+ new business bid volume** expected in FY26
- **~91% under contract** to deliver FY26 Revenues guide midpoint



¹ Book-to-Bill (BTB) excludes long-term UK PFIs.

Bookings and Pipeline Aligned with Enduring Customer Priorities



Significant 1Q'26 Bookings

Near-term Pipeline Opportunities

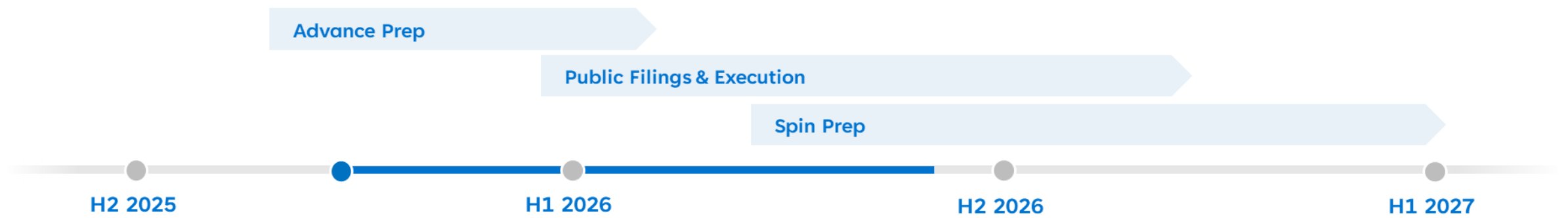
What's Driving Near-term Demand Profile:

- Enduring mission priorities drive sustained customer activity
- Technology-led program design embeds data and AI into the mission

Near-term pipeline opportunity boxes indicate relative low, medium, and high levels based on current visibility; not indicative of future results.

Spin-Off Preparations Advancing As Planned

- Quarter-end timing to de-risk execution: **Planning toward a January 4, 2027 spin (first business day of fiscal 2027)**
- Regulatory process advancing: Form 10 confidentially resubmitted with FY25 financials; **public filing anticipated in September**
- Tax-free transaction framework: IRS private letter ruling process progressing
- Leadership readiness well advanced: **CEO search nearing completion; CFO process to follow shortly thereafter**
- Operational separation underway: IT stand-up execution in progress; real estate and legal entity rationalization advancing
- Standalone strategies taking shape: **Two Investor Days planned for the second week of November**

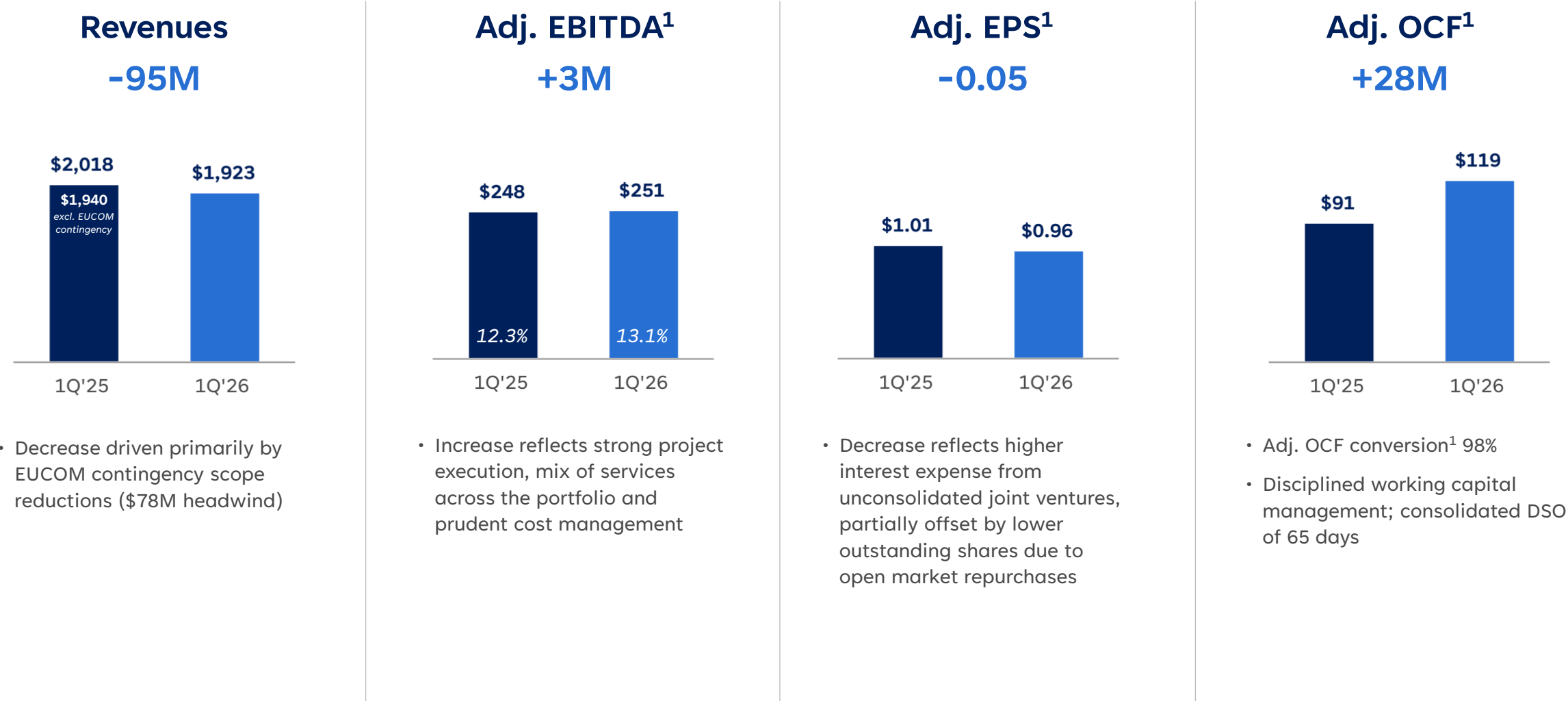


Shad Evans

Executive VP and CFO



1Q'26 Results: Disciplined Execution Supports Margins and Cash Flow

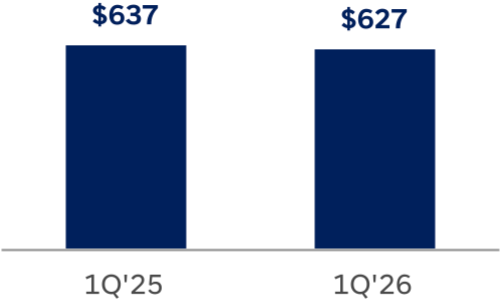


¹ See Appendix for reconciliation of non-GAAP financial measures Adj. EBITDA, Adj. EPS and Adj. OCF to the nearest GAAP measures. Adj. EBITDA margin calculated as Adj. EBITDA / Revenues. Adj. OCF conversion calculated as (Adj. OCF / Adjusted diluted share count) / Adj. EPS.

Segment Performance Driven by Execution and Mix

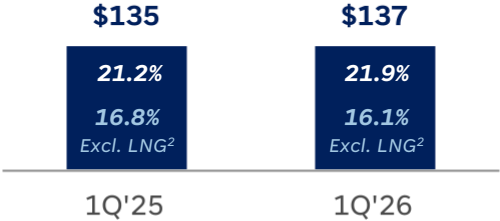
Sustainable Tech

Revenues -10M



- Largely in line with prior year, reflecting recent awards that have not yet contributed materially to revenues

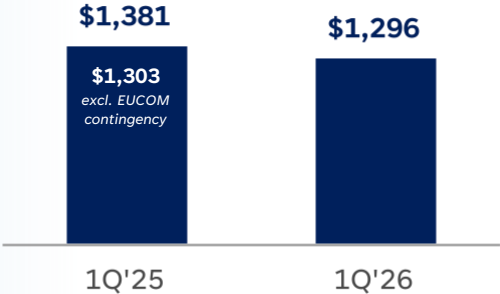
Adj. EBITDA¹ +2M



- Margin expansion driven by equity earnings from an LNG project; underlying margins remained stable

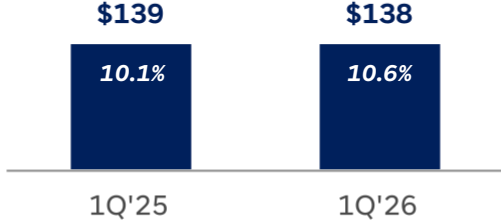
Mission Tech

Revenues -85M -7M (excl. contingency)



- Excluding EUCOM contingency, growth in U.S. and Australian defense programs was offset by award and protest delays and funding restrictions at NASA

Adj. EBITDA¹ -1M



- Margin expansion driven by roll-off of lower-margin EUCOM work, disciplined execution and mix shift toward higher-value offerings

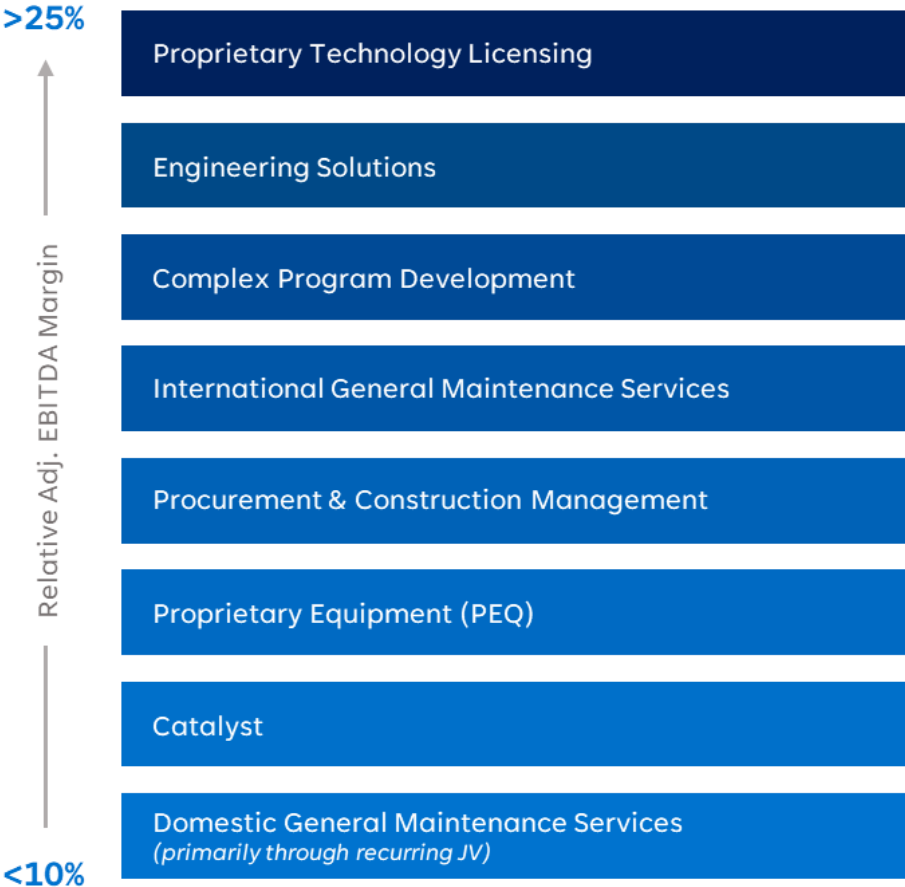
¹ See Appendix for reconciliation of non-GAAP financial measure Adj. EBITDA to the nearest GAAP measure. Adj. EBITDA margin calculated as Adj. EBITDA / Revenues.

² Adj. EBITDA margin excluding the Plaquemines LNG project.

Portfolio Mix and JV Structure Support Structurally Higher STS Margins

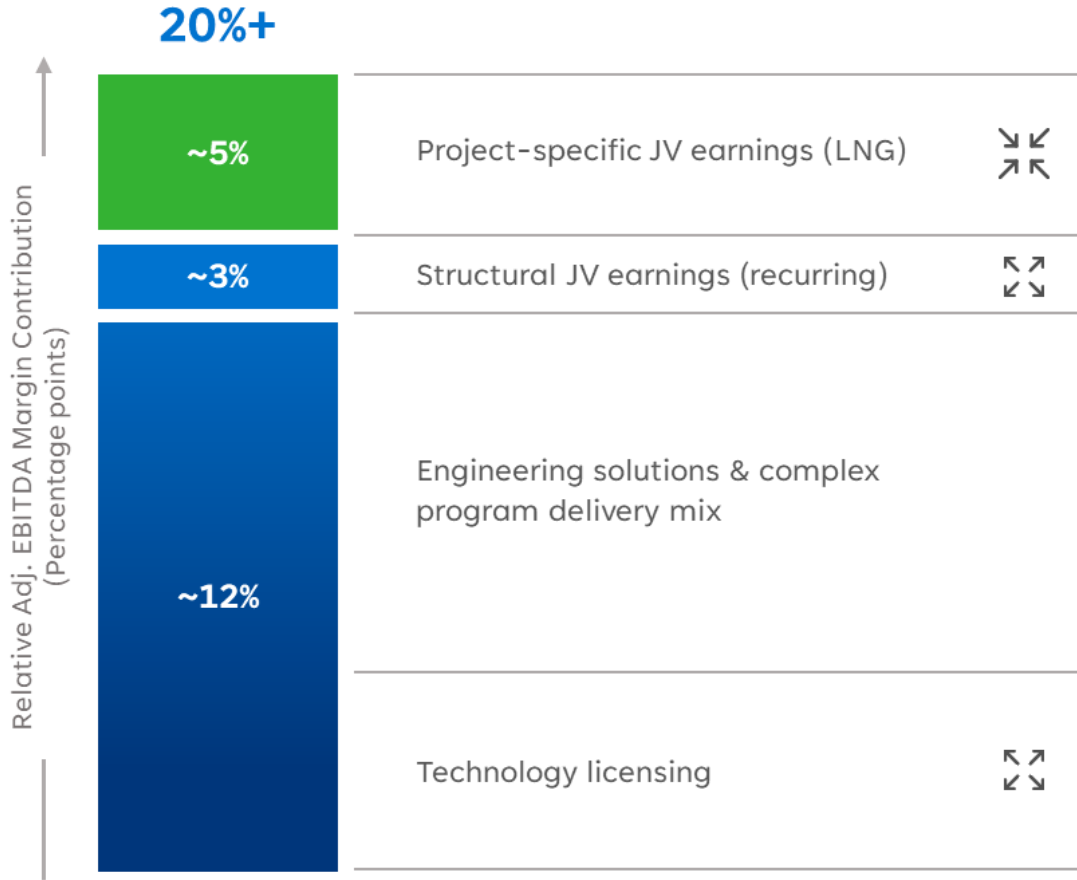
Margin Tier

Illustrative margin by offering



Weighted Margin

Illustrative mix-based margin contribution



Margin tiers are illustrative groupings of STS offerings by average 2026E Adj. EBITDA margin. Weighted margin reflects a blended 2026E STS Adj. EBITDA margin based on relative revenue mix, inclusive of unconsolidated JV equity earnings.

Cash Generation and Leverage Discipline Remain Intact

Liquidity and Leverage

Net debt	2,222
TTM Adj. EBITDA ¹	971
Net debt / TTM Adj. EBITDA ¹	2.3x

Free Cash Flow

Operating cash flows	110
Adj. operating cash flows ¹	119
Capital expenditures	12

Return of Capital

Share repurchases	4
Dividends	21
Available share repurchase program	427

Balanced Capital Allocation Priorities

Strategic M&A

Disciplined approach to accretive, strategic bolt-on acquisitions

Prudent Leverage

Maintain leverage at 2.5x or below

Return Capital to Shareholders

Continue share repurchases and maintain an attractive dividend

Organic Growth

Invest in innovation, digital solutions and engineering

¹ See Appendix for reconciliations of non-GAAP financial measure Adj. EBITDA and Adj. OCF to the nearest GAAP measures. Refer to Supplemental Financial Information for trailing twelve months (TTM) Adj. EBITDA.

Reaffirming FY 2026 Guidance

FY 2026 Guidance

Revenues	\$7.90B - \$8.36B
Adj. EBITDA¹	\$980M - \$1,040M
Adj. EPS¹	\$3.87 - \$4.22
Adj. Operating Cash Flows¹	\$560M - \$600M

Financial Modeling Assumptions

- Capex: ~\$40M - \$50M
- Effective tax rate: 26% - 28%
- Depreciation & amortization: ~\$165M (includes ~\$45M purchased intangibles amortization)
- Adjusted diluted share count: ~127M
- 82% Work Under Contract | 1% Recompete | 17% New Business
 - STS: 67% Under Contract | MTS: 91% Under Contract

¹ The company does not provide reconciliations of Adj. EBITDA, Adj. EPS, and Adj. OCF to the most comparable GAAP financial measures on a forward-looking basis because the company is unable to predict with reasonable certainty the ultimate outcome of legal proceedings, unusual gains and losses, and acquisition-related expenses without unreasonable effort, which could be material to the company's results computed in accordance with GAAP.

Key Takeaways

1

Strong start to the year,
driven by disciplined
execution with continued
focus on margins and
cash

2

**Durable demand with
growing visibility,** with
67% of STS and 91% of
MTS FY 2026 revenue
guidance covered by
work under contract

3

**Spin transaction
advancing as planned,**
with key milestones on
track toward a spin
effective date of
January 4, 2027

4

**FY 2026 guidance
reaffirmed,** with
continued commitment
to execution, margin
discipline and strong
cash generation

Q & A



KBR Investment Thesis

1

Multi-year transformation into a **leading provider of differentiated, innovative, up-market science, technology, and engineering solutions** with **large scale, global reach**

2

Serving **diverse, attractive end markets** aligned with secular growth trends including global security, sustainability, and digitalization

3

Top talent combining **deep domain expertise, proprietary technologies,** and an **unwavering focus on execution, with a specialization in complex, mission critical work**

4

Excellent partners operating in dynamic teams to **solve our customers' most complex challenges,** which has resulted in recurring, long-term engagements and \$23.2B in backlog and options¹

5

Diversification, low capital intensity, and disciplined capital allocation generate stable, **predictable cash flows and long-term shareholder returns,** with growth and margin expansion plans in flight

¹ Backlog and options as of quarter ended April 3, 2026.



Appendix

Spin-Off Value Proposition

Overview

Structure	<ul style="list-style-type: none"> Transaction intended to be tax-free
Timing	<ul style="list-style-type: none"> Expected to close on January 4, 2027 (first business day of fiscal 2027)
Capital Structure	<ul style="list-style-type: none"> Both entities to be positioned appropriately for their respective strategic priorities

Benefits

Strategic	<ul style="list-style-type: none"> Enhanced strategic & management focus Increased end market focus
Operational	<ul style="list-style-type: none"> Enhanced organizational agility, accountability and streamlined decision making Dedicated boards allowing focus on relevant domain expertise
Financial	<ul style="list-style-type: none"> Greater capital allocation flexibility Distinct and compelling investment profiles Pure play businesses

SpinCo

\$5.3B	10.5%	\$18.9B
FY25 Revenues	FY25 Adj. EBITDA ¹ Margin	FY25 Backlog & Options

New KBR

\$2.5B	20.8%	\$4.3B
FY25 Revenues	FY25 Adj. EBITDA ¹ Margin	FY25 Backlog

¹ Segment Adj. EBITDA does not include corporate cost allocations or anticipated standalone costs that may be incurred as an independent company following the spin-off.

Non-GAAP Reconciliation

Adjusted EBITDA - KBR Consolidated

	1Q'25	1Q'26
Net income attributable to KBR	\$116	\$102
Net (income) loss from discontinued operations, net of tax	6	2
Net (loss) income attributable to noncontrolling interest included in discontinued operations	(2)	(1)
Net income attributable to KBR from continuing operations	\$120	\$103
Interest expense	41	37
Other non-operating (income) expense	(3)	—
Provision for income taxes	43	40
Depreciation and amortization	41	41
Spin off, acquisition and integration	6	16
Share of JV interest, tax, D&A and acquisition costs ⁽¹⁾	—	14
Adjusted EBITDA	\$248	\$251

⁽¹⁾ Beginning with the three months ended April 3, 2026, costs related to our share of JV interest, tax, D&A and acquisition costs were included as EBITDA adjustments on a prospective basis. Management concluded that retrospective application would not provide additional meaningful information to investors and therefore did not recast historical non-GAAP results. The estimated impact to fiscal 2025 margins was approximately 20 basis points.

Non-GAAP Reconciliation

Adjusted EBITDA - Segment

	1Q'25	1Q'26
Operating income - MTS	\$113	\$111
Depreciation and amortization	26	25
Spin off, acquisition and integration	—	1
Share of JV interest, tax, D&A and acquisition costs ⁽¹⁾	—	1
Adjusted EBITDA - MTS	\$139	\$138
Operating income - STS	\$127	\$113
Net income attributable to noncontrolling interests included in continuing operations	(1)	—
Depreciation and amortization	9	10
Spin off, acquisition and integration	—	1
Share of JV interest, tax, D&A and acquisition costs ⁽¹⁾	—	13
Adjusted EBITDA - STS	\$135	\$137

Continued on next slide

⁽¹⁾ Beginning with the three months ended April 3, 2026, costs related to our share of JV interest, tax, D&A and acquisition costs were included as EBITDA adjustments on a prospective basis. Management concluded that retrospective application would not provide additional meaningful information to investors and therefore did not recast historical non-GAAP results. The estimated impact to fiscal 2025 margins was approximately 20 basis points.

Non-GAAP Reconciliation

Adjusted EBITDA - Segment

	1Q'25	1Q'26
Operating income - Corporate	\$(38)	\$(44)
Depreciation and amortization	6	6
Spin off, acquisition and integration	6	14
Adjusted EBITDA - Corporate	\$(26)	\$(24)
Operating income - KBR	\$202	\$180
Net income attributable to noncontrolling interests included in continuing operations	(1)	—
Depreciation and amortization	41	41
Spin off, acquisition and integration	6	16
Share of JV interest, tax, D&A and acquisition costs ⁽¹⁾	—	14
Adjusted EBITDA - KBR	\$248	\$251

⁽¹⁾ Beginning with the three months ended April 3, 2026, costs related to our share of JV interest, tax, D&A and acquisition costs were included as EBITDA adjustments on a prospective basis. Management concluded that retrospective application would not provide additional meaningful information to investors and therefore did not recast historical non-GAAP results. The estimated impact to fiscal 2025 margins was approximately 20 basis points.

Non-GAAP Reconciliation

Adjusted EPS

	1Q'25	1Q'26
Diluted EPS attributable to KBR	\$0.88	\$0.80
Diluted earnings (loss) per share from discontinued operations	(0.03)	(0.01)
Diluted EPS from continuing operations	\$0.91	\$0.81
Adjustments:		
Amortization related to acquisitions	0.07	0.06
Spin off, acquisition and integration	0.03	0.09
Adjusted EPS	\$1.01	\$0.96
<i>Diluted weighted average common shares outstanding</i>		
	132	127
<i>Adjusted weighted average common shares outstanding</i>		
	132	127

Non-GAAP Reconciliation

Adjusted Operating Cash Flows & Conversion

	1Q'25	1Q'26
Cash flows provided by operating activities from continuing operations	\$91	\$110
Adjust: Spin off transaction costs	—	9
Adjusted operating cash flows	\$91	\$119
Adjusted operating cash flows per share	\$0.69	\$0.94
Adjusted EPS	\$1.01	\$0.96
Adjusted operating cash flow conversion	68%	98%
<i>Diluted weighted average common shares outstanding</i>	<i>132</i>	<i>127</i>
<i>Adjusted weighted average common shares outstanding</i>	<i>132</i>	<i>127</i>

Supplemental Reconciliation

Reconciliation of Adjusted EBITDA to Adjusted EPS

	1Q'26
Adjusted EBITDA	\$251
Interest expense	(37)
Other non-operating income (expense)	—
Provision for income taxes	(40)
Depreciation and amortization	(41)
EPS adjustments:	
Share of JV interest, tax, D&A and acquisition costs	(14)
Amortization related to acquisitions (after tax)	8
Tax effect of EBITDA adjustments	(5)
Adjusted net income attributable to KBR from continuing operations	\$122
<i>Adjusted weighted average common shares outstanding</i>	<i>127</i>
Adjusted EPS	\$0.96