

Fluor Corporation

1Q 2018 Earnings Conference Call



Safe Harbor Statement

This presentation contains forward-looking statements concerning the expected financial performance of Fluor Corporation and its subsidiaries (“we,” “our” or the “Company”) and the Company’s strategic and operation plans, including statements about our projected earnings level, expenses, market outlook, new awards, backlog levels, and client capital investments. Words such as “believes,” “expects,” “anticipates,” “assumes,” “may,” “positions,” “looking ahead,” “views,” “think,” “target,” “trend,” “can,” “appears,” “estimates,” “should,” “outlook,” “guidance” or other similar expressions often identify forward-looking statements. Such statements are based on current management expectations as to what may occur in the future. Risks and uncertainties may cause actual results to differ materially from the results predicted, and reported results should not be considered as an indication of future performance. Investors are cautioned not to place undue reliance on the forward-looking statements included in this presentation, which speak only as of the date hereof. The company disclaims any intent or obligation, other than as required by law, to update this information in light of new information or future events. Additional information about potential risk factors that could affect the Company’s business and financial results is included in our Form 10-K filed on February 20, 2018.

During this presentation, we may discuss certain non-GAAP financial measures. Reconciliations of these amounts, with 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.

First Quarter 2018 Highlights

- Energy & Chemicals
 - New awards of \$721 million
 - Backlog of \$14.1 billion, compared to \$19.1 billion a year ago
 - Fluor JV recently announced as the EPC contractor for the LNG Canada project

- Mining, Industrial, Infrastructure & Power
 - New awards of \$1.3 billion
 - Includes large copper mine expansion project in Peru
 - Ending backlog was \$10.3 billion, compared to \$15.8 billion a year ago



*COOEC-Fluor fabrication yard
Zhuhai, China*

First Quarter 2018 Highlights

- Government
 - New awards of \$43 million
 - Backlog of \$2.4 billion, compared to \$3.7 billion a year ago
 - Substantially completed our power restoration work in Puerto Rico
 - Work at Savannah River extended to July 2019

- Diversified Services
 - New awards of \$433 million
 - Backlog of \$2.3 billion, compared to \$2.9 billion a year ago



*U.S. Army Corps of Engineers
Puerto Rico Power Restoration Project*

Corporate Items

- Revenue for 1Q was \$4.8 billion, compared to \$5.0 billion last quarter
- Corporate G&A expense for 1Q was \$57 million, compared to \$54 million last quarter
- Net loss attributable to Fluor for the first quarter was \$18 million, or \$0.13 per diluted share
 - Results include:
 - \$0.69 charge related to gas-fired power project
 - \$0.17 in foreign currency and derivative losses
 - Non-recurring hurricane related work of \$0.20



Stork Fabrication & Welding Workshop Activities

Corporate Items

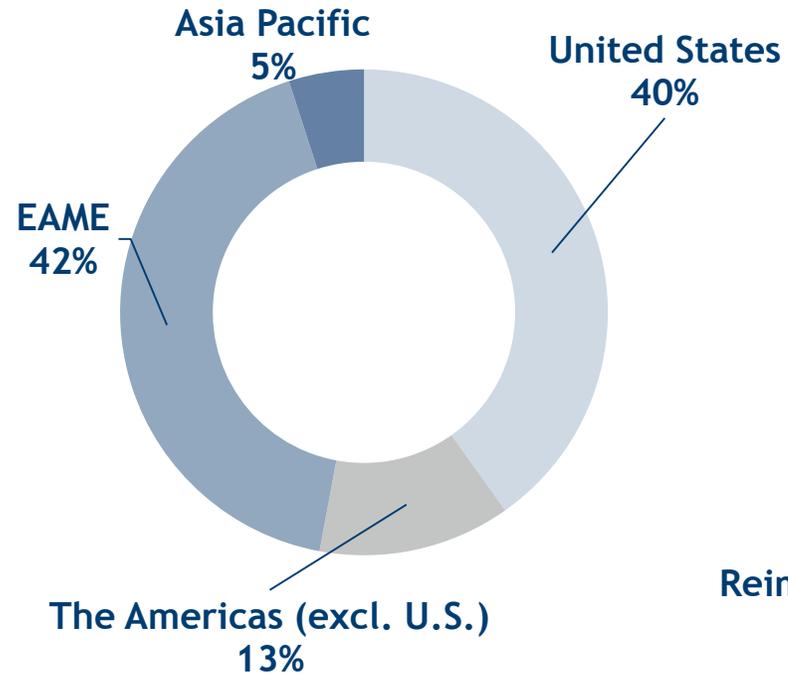
- 1Q Cash plus current and non-current marketable securities was \$1.8 billion
 - Reduction driven primarily by working capital needs in Puerto Rico
 - Quarter end domestic cash balance was approximately 20% of total cash and marketable securities balance
- Cash utilized by operating activities was \$136 million
- Quarterly dividend payment of \$30 million



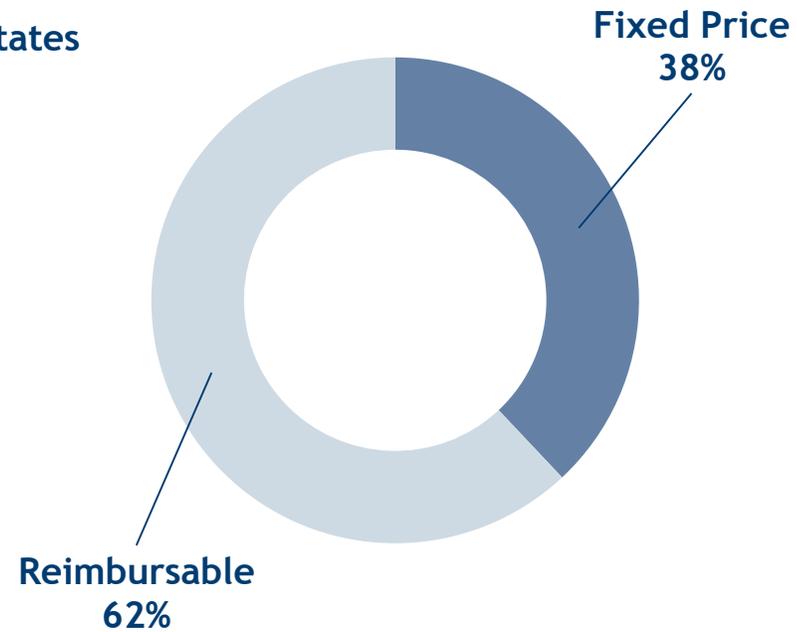
*Novo Nordisk DAPI U.S. Project
Clayton, NC*

1Q Backlog: \$29.1 Billion

Geography



Contract Type



Outlook

- Revising 2018 guidance range from \$3.10 - \$3.50 per diluted share to \$2.10 - \$2.50 per diluted share
- Guidance assumes:
 - Modest contribution from revenue recognition standard and U.S. tax reform
 - Quarterly G&A expense of approximately \$50 million, excluding FX
 - Tax rate of 25 to 30 percent
 - Annual NuScale expense of approximately \$75 million
- Anticipate margins for the remainder of 2018 as follows:
 - Energy & Chemicals - 6.0 to 7.0 percent
 - Mining, Industrial, Infrastructure & Power (excl. NuScale) - 2.5 to 3.5 percent
 - Diversified Services - 4.5 to 5.5 percent
 - Government - approximately 3 to 4 percent



Q&A