Foreign projects underway in 1960.

Major offices and subsidiaries.
REPORT FROM THE PRESIDENT

One year ago we reported that manufacturing losses and substantial nonrecurring writeoffs had offset reasonably good profit performance in our engineering-construction work in 1959. The result was an unprofitable year for the Corporation.

Twelve months later, it is a genuine pleasure to review our results for 1960. The fiscal year ended October 31, 1960 was one of transition. We overcame most of our difficulties, returned to a profitable level and closed out the year with a healthy backlog and a favorable outlook for the ensuing year.

Operating results were encouraging. Although our losses continued through the first two quarters, we moved vigorously into the profit column in the final six months. Our year-end profit actually was slightly better than forecast at the beginning of the year.

The third and fourth quarters were noteworthy for the substantial gains we achieved in sales, earnings, new orders, and backlog. Sales returned to a normal level, after a slow start in the first six months. New business received in 1960 amounted to $136,000,000, which is nearly double the $70,000,000 received the previous year.

The most significant development affecting Fluor's future is the increasingly important part that foreign engineering-construction work is playing in the Corporation's overall operations. During the past three years, major steps were taken to prepare for obtaining an important share of the promising foreign market. These measures began to take effect in fiscal 1960. Several new contract awards for refinery construction in overseas locations indicated that the Corporation is truly becoming an international organization.

Capital spending plans for new facilities to be constructed outside the continental United States in 1961 already exceed the $2.4 billion spent in 1960. The trend toward “do-it-yourself” processing by countries in the Free World is stimulating increased construction activity among overseas operating units of U. S. constructors.

For example, approximately 80 new refineries are planned for construction overseas within the next three years. Expenditures for new capacity should total about $3.5 billion. Most countries will call upon international engineers and constructors such as Fluor to supply all or part of the technical and construction supervision to build these new projects.

We are now in an excellent position, through our English and Dutch subsidiaries, to perform our services on a worldwide basis, as foreign construction programs develop in the coming months.

The progress we made in the past year gives every indication that 1961 should be a successful and prosperous year for Fluor.

We are sincerely grateful to our shareholders, employees, customers, and suppliers for their fine support during the past year.

December 12, 1960

J. S. Fluor

HIGHLIGHTS OF THE YEAR

\[\begin{array}{ll}
\text{Year} & \text{1960} & \text{1959} \\
\text{Sales} & $84,875,242 & $109,906,020 \\
\text{Net Earnings (Loss)} & 785,617 & (885,821) \\
\text{Per Share} & .99 & -- \\
\text{As a per cent of shareholders' average equity} & 4.8% & -- \\
\text{Dividends} & -- & 672,796 \\
\text{Cash per share} & -- & 1.10 \\
\text{Income taxes} & 293,203 & (427,928) \\
\text{Net working capital} & 8,655,262 & 11,263,163 \\
\text{Shareholders' equity at year-end} & 19,004,538 & 15,818,921 \\
\text{Per share} & 20.92 & 19.93 \\
\text{Shares outstanding at year-end} & 793,777 & 793,777 \\
\text{Number of shareholders} & 5,339 & 4,883 \\
\text{Backlog, October 31} & 98,000,000 & 59,000,000 \\
\end{array}\]
Consolidated net sales for the fiscal year ended October 31, 1960 amounted to $84,873,242, compared with $109,906,020 in 1959. Net earnings were $785,017, equivalent to 99 cents a share on the 793,777 shares of capital stock outstanding. This compares with a net loss of $885,821 for the previous year.

New orders received in fiscal 1960 totaled $131,000,000, as against the $70,000,000 reported for the prior year. Fluor's backlog of uncompleted work at October 31 was approximately $88,000,000, compared with $50,000,000 a year earlier.

Cash dividends were discontinued during fiscal 1960, while the aggregate cash pay-out in 1959 amounted to $872,795, equivalent to $1.10 a share. This represented the first cessation of quarterly dividend payments since 1946. The Board of Directors believes that it would be unwise to resume dividend payments until the company once again is operating at a satisfactory earnings level.

Federal and foreign income taxes for 1960 were $1,335,638. Total taxes of $1,628,841 were equal to $293,203. Payroll, state, local and other taxes were $136,000,000, as against the $70,000,000 reported for the previous year.

Operations of the Engineering-Construction Division continued on a profitable basis. Work amounted to $1,231,350 during 1960, compared with $844,873 in 1959. Shareholders' equity at October 31, 1960 was $16,094,388, as against $15,818,921 one year previously. Book value of each share of capital stock was $20.92, compared with $19.93 a share at the close of the prior fiscal year.

Our 1960 cost-reduction program will result in an annual decrease in overhead expenses of approximately $1,500,000. Major steps taken to bring overhead costs into line with the level of business activity were the temporary suspension of all space advertising and the elimination of our central research facility. These two measures effected a decrease of more than $500,000 a year.

Other reductions in overhead costs affected every department of the company. The results of this program should lead to greater efficiency and higher earnings in the future.

ENGINEERING-CONSTRUCTION DIVISION

Operations of the Engineering-Construction Division continued on a profitable basis. Work was completed on 14 projects in 1960, and sales billed during the year amounted to $50,534,078, compared with $74,681,338 in 1959.

Approximately one half of the division's sales were for the petroleum refining and natural gas industries. The chemical industry accounted for almost one fifth of the billings. The remainder was about evenly divided between government projects and the electric power industry.

New orders received by the division totaled about $95,000,000. Largest of the new contracts awarded during the year was a polyethylene plant to be designed, engineered and constructed for Rexall Chemical Company at Odessa, Texas.

Another significant contract award involved more than $5,000,000 of work for the Convair-Astronautics Division of General Dynamics Corporation to install and maintain ground support equipment which will activate Atlas missile launching pads at various U. S. Air Force bases.

During the year, the Atomic Energy Commission authorized Fluor to perform architect-engineering services for the Experimental Organic Cooled Reactor at the National Reactor Testing Station near Idaho Falls, Idaho.

A $4,000,000 steam-electric generating plant was completed in May for Public Service Company of Colorado at Grand Junction, Colorado. The $7,000,000 plant tripled the power generating capacity of the Cameo Steam Electric Station.

Other major projects completed by the division included a $6,000,000 gasoline plant at Rayne, Louisiana, for Texas Natural Gasoline Corporation, and a variety of chemical facilities totaling about $8,500,000 for Food Machinery and Chemical Corporation at Baltimore, Maryland, and South Charleston, West Virginia.

In order to strengthen the Company's ability to serve the electric utility industry, a new Power Division has been established. The division will concentrate on steam-electric power plants, nuclear power plants and nuclear process steam plants, gas turbine power plants, diesel electric power plants, process steam plants, substations, transmission lines, and other related facilities.

FLUOR PRODUCTS COMPANY

Sales for Fluor Products Company, the Corporation's manufacturing division, were $71,782,922, slightly less than the $71,979,306 recorded the previous year. However, depressed prices and generally reduced spending for industrial plant and equipment resulted in a substantial loss for this division.

A prominent management consulting firm conducted a comprehensive study of the division during 1960. As a result, changes have been made in management organization and the elimination of unprofitable product lines.

In September, Robert W. Kerr, formerly president of Fairbanks, Morse & Co., was appointed president of Fluor Products Company. He also was elected vice president and a director of the Corporation.

At mid-year, the Santa Fe wood tank and pipe operations were curtailed and the utility pole cross-arm line was discontinued. This action was prompted by the poor profit showing and limited market potential for these products.

A modest capital expenditure was approved for the roof structures manufacturing facility at Santa Rosa, California. Additional space and new equipment will be provided in order to reduce production costs and to meet new code requirements.

The demand for laminated wood roof structures used in commercial and school construction in 1961 is expected to exceed the 1960 volume by 10 per cent. The division can reasonably expect to share in this additional business. The long-term
outlook for roof structures is most promising.

Steps also were taken to assure the division of a greater share of the cooling tower market in the expanding air conditioning field. The Series Three cooling tower, sold primarily in this market, was completely redesigned to increase customer acceptance.

The division continued to obtain a reasonable share of the business available in the industrial cooling tower market. Several improvements were made in the design of these cooling towers, which should result in increased sales.

Due to the expanded and improved facilities, cost reductions and internal reorganization accomplished during the past year, Fluor Products Company expects to return to the profit column in 1961.

RESEARCH & DEVELOPMENT

The Corporation conducted an active program of experimental and pilot plant work in 1960. We worked with specific clients to solve their processing problems through the use of their own or leased laboratory and pilot plant facilities. We also employed contract research facilities to provide experimental data in support of Fluor's engineering-construction activities.

In the gas treating field, Fluor designed, built and operated a pilot plant facility to develop design and operating data on the hot potassium carbonate process. Also, a paper manufacturer engaged us to participate in a pilot plant research program to solve recurring problems in chemical, mechanical and civil engineering.

Our Engineering Development program continued to improve our basic standards and to provide new, more competitive design techniques. We developed some interesting applications of our Electronic Computer Facility to solve recurring problems in chemical, mechanical and civil engineering.

Our Process Development program concentrated on furnishing improved gas treating processes that will be useful to a number of the industries we serve, and on developing a highly competitive design for large hydrogen manufacturing plants.

AFFILIATED COMPANIES

The Fluor Corporation of Canada, Ltd., recorded sales of $7,307,260 in fiscal 1960, a 25 per cent increase from the $5,890,000 recorded the year before. The Canadian company expects to return to the profit column in 1961.

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feet of floor space at 100 Park Avenue.
In line with the growing importance of Fluor's overseas operations, Fluor Engineering and Construction Company, Ltd., our United Kingdom subsidiary, increased its work volume considerably during fiscal 1960.
Accordingly, the size of its staff more than doubled during the year to a total of more than 200 employees in London. Office space increased also, and the British organization now occupies six floors and approximately 37,000 square feet of floor space at Firwell House, 26 Finsbury Square.
New work awarded during the year included a 15,000 tonne-per-year butadiene extraction plant for British Hydrocarbon Chemicals, Ltd. at Grangemouth, Scotland, and a 50,000 barrels-per-day unifiner-platformer for Iranian Oil Refining Company at Abadan, Iran.
Fluor-Schuytvlot N.V., our new Dutch affiliate in Haarlem, Holland, plans to move into its new office building next September. The quarters will permit the organization to expand to a complement of 450 specialists in process and mechanical design for the chemical and petroleum industries.
The Dutch firm was awarded a contract by Shell International for the engineering, purchasing and construction of a 10,000 barrels-per-day refinery, the first to be located in El Salvador, Central America. This is the largest single contract ever processed by Fluor-Schuytvlot, and indicates that this firm will play an important part in the Corporation's expansion overseas.

The Fluor Corporation, Ltd. and Subsidiaries
Consolidated Statement
of Earnings and Retained Earnings

Years ended October 31, 1960 and 1959

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>1960</th>
<th>1959</th>
<th>1960</th>
<th>1959</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petroleum and Natural Gas</td>
<td>37,482</td>
<td>56,436</td>
<td>43.6%</td>
<td>51.1%</td>
</tr>
<tr>
<td>Chemical Industry</td>
<td>16,014</td>
<td>21,972</td>
<td>22.3</td>
<td>16.9</td>
</tr>
<tr>
<td>Power Industry</td>
<td>8,397</td>
<td>12,923</td>
<td>9.8</td>
<td>11.7</td>
</tr>
<tr>
<td>Manufactured Products</td>
<td>65,793</td>
<td>90,901</td>
<td>70.6</td>
<td>82.4</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>15,072</td>
<td>12,735</td>
<td>16.5</td>
<td>14.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>85,949</td>
<td>110,398</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**COSTS AND EXPENSES**

- Cost of engineering and construction revenue: 67,373,520
- Cost of product sales: 11,620,610
- Selling, research and administrative expenses: 4,954,715
- Interest on indebtedness: 400,072
- Other expenses: 457,847
- **Total** costs and expenses: 84,756,764

Earnings (loss)—before income taxes and minority interests: 1,191,937

**FEDERAL AND FOREIGN INCOME TAXES**

- Federal normal tax and surtax: 167,200
- Refundable Federal income taxes arising from carry-back of operating losses: (1,076)
- Foreign governments' income taxes—net: 127,079
- **Total** Federal and foreign income taxes: 293,203

Minority interest in net earnings of subsidiaries: 785,617

**MINORITY INTEREST IN NET EARNINGS OF SUBSIDIARIES**

Net earnings (loss): 1,191,937

Retained earnings—beginning of year: 6,902,080

Dividends paid: 7,587,607

Included above in costs and expenses: Contribution to employees' benefit trust funds: 107,175

The accompanying notes are an integral part of the financial statements.
# THE FLUOR CORPORATION, LTD. AND SUBSIDIARIES

## CONSOLIDATED BALANCE SHEET

OCTOBER 31, 1960 AND 1959

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>1960</th>
<th>1959</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$ 2,001,891</td>
<td>$ 1,035,443</td>
</tr>
<tr>
<td>Investments—at cost plus accrued interest</td>
<td>—</td>
<td>$ 48,230</td>
</tr>
<tr>
<td>Notes receivable</td>
<td>1,194,068</td>
<td>1,001,656</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>9,478,760</td>
<td>10,634,056</td>
</tr>
<tr>
<td>Refundable taxes on income</td>
<td>185,044</td>
<td>662,900</td>
</tr>
<tr>
<td>Unbilled charges on incomplete contracts</td>
<td>3,990,379</td>
<td>3,035,046</td>
</tr>
<tr>
<td>Inventories—at the lower of cost (determined by the average method) or market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raw materials, purchased parts and supplies</td>
<td>1,560,154</td>
<td>2,102,214</td>
</tr>
<tr>
<td>Finished goods and work in process</td>
<td>1,371,832</td>
<td>1,801,067</td>
</tr>
<tr>
<td>Prepaid insurance, taxes and deposits</td>
<td>991,032</td>
<td>443,725</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$20,240,096</td>
<td>$20,726,149</td>
</tr>
<tr>
<td><strong>PROPERTY, PLANT AND EQUIPMENT—AT COST</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>158,501</td>
<td>163,742</td>
</tr>
<tr>
<td>Buildings and land improvements</td>
<td>4,444,320</td>
<td>5,305,022</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>7,308,054</td>
<td>7,719,519</td>
</tr>
<tr>
<td>Construction in process</td>
<td>610,324</td>
<td>31,498</td>
</tr>
<tr>
<td>Less accumulated depreciation and amortization</td>
<td>12,625,787</td>
<td>13,601,630</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td>6,417,120</td>
<td>6,449,051</td>
</tr>
<tr>
<td>Notes and accounts receivable</td>
<td>5,036,087</td>
<td>7,210,748</td>
</tr>
<tr>
<td>Investments</td>
<td>1,010,058</td>
<td>7,977,143</td>
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<tr>
<td>Patents, taxes and sundry</td>
<td>578,042</td>
<td>574,047</td>
</tr>
<tr>
<td><strong>Other assets</strong></td>
<td>6,653,505</td>
<td>8,177,140</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$33,438,083</td>
<td>$31,740,983</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.

### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>1960</th>
<th>1959</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes payable</td>
<td>$ 2,800,090</td>
<td>$ 1,630,000</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>5,047,065</td>
<td>4,097,003</td>
</tr>
<tr>
<td>Customers' deposits and advance payments</td>
<td>1,630,524</td>
<td>1,003,202</td>
</tr>
<tr>
<td>Taxes on income</td>
<td>318,012</td>
<td>228,570</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>1,814,731</td>
<td>1,583,087</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$11,564,286</td>
<td>$9,402,765</td>
</tr>
<tr>
<td><strong>NONCURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes payable—noncurrent portion</td>
<td>$ 4,151,216</td>
<td>$ 4,020,001</td>
</tr>
<tr>
<td><strong>DEFERRED INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unearned fees on engineering and construction contracts</td>
<td>365,018</td>
<td>365,048</td>
</tr>
<tr>
<td>Gain on installment sale of property</td>
<td>167,687</td>
<td>164,033</td>
</tr>
<tr>
<td><strong>Minority interests in subsidiaries</strong></td>
<td>$579,270</td>
<td>$1,213,090</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital stock—authorized 2,000,000 shares of $2.50 par value; issued and outstanding—793,777 shares</td>
<td>1,984,443</td>
<td>1,984,443</td>
</tr>
<tr>
<td>Capital contributed in excess of par value of capital stock</td>
<td>6,250,259</td>
<td>6,250,259</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>7,887,097</td>
<td>9,500,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$31,828,567</td>
<td>$33,438,083</td>
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</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
Los Angeles, California

December 15, 1960

Alexander Grant & Company
Certified Public Accountants
One South Spring Street
Los Angeles 13, California

PRINCIPLES OF CONSOLIDATION
The consolidated financial statements include the accounts of The Fluor Corporation, Ltd., and its subsidiaries. All the subsidiaries are wholly-owned except Singmaster & Breyer, Inc., and Fluor-Schuytvlot N.V., which are owned 58.76% and 75%, respectively, by The Fluor Corporation, Ltd.

Intercompany items and transactions have been eliminated in consolidation. The excess of the company’s equity in the net assets of the subsidiaries over its investment therein has been included in consolidated retained earnings with the exception that an excess of the company’s investment over its equity in the net assets of the following companies has been included in “Other Assets” in the consolidated balance sheets:

- Fluor-Schuytvlot N.V.
- Singmaster & Breyer, Inc.

The consolidated financial statements include the accounts of The Fluor Corporation of Canada, Ltd. and its subsidiary, H. G. Acres & Company, Limited, which were included in the consolidated financial statements for the year ended October 31, 1960.

The accounts of foreign subsidiaries which have not been examined by us are included in the accompanying consolidated statements on the basis of reports prepared by other accountants. In our opinion, based upon our examination and the reports of other accountants, the accompanying consolidated balance sheets and the related consolidated financial statements present fairly the consolidated financial position of The Fluor Corporation, Ltd., and its subsidiaries at October 31, 1960 and 1959, and the results of their operations for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

NOTES TO FINANCIAL STATEMENTS
OCTOBER 31, 1960 AND 1959

ACCOUNTING TREATMENT OF ENGINEERING AND CONSTRUCTION CONTRACTS
The company follows the general principle of recognizing income on engineering and construction contracts on the percentage of completion method in the proportion that aggregate costs incurred bear to total estimated cost of the work being performed under the contract. Fees billed in advance to customers under the terms of the contracts are considered to be deferred income and are not recognized as income until earned.

TAXES ON INCOME
The company and its subsidiaries have made full provision for all known liabilities in respect of U.S. and foreign income taxes to which they are subject.

No provision has been made for theoretical tax liability which would have been incurred had the company received in dividends its share of the retained earnings of foreign subsidiaries. No such tax liability has been incurred, may never be incurred; and the amount, if ever incurred, is presently indeterminable, being dependent upon income tax rates in effect at the time of transfer.

NONCURRENT LIABILITIES
In October 1959, the company negotiated 5% mortgage notes in the amount of $32,900 with two insurance companies. The notes are payable in annual installments of $2,000, plus interest, commencing May 1, 1960, and extending to May 1, 1971, subject to contingent and optional prepayment provisions.

In August 1959, Fluor-Schuytvlot N.V. negotiated a 5% mortgage loan to finance the construction of a new building. At October 31, 1960 the company had been advanced $151,316 against a total commitment of approximately $326,400. The loan is payable in annual installments of $65,000, plus interest, beginning June 1, 1960 for a period of 16 years, subject to contingent and optional prepayment provisions.

RENEGOTIATION
Sales subject to renegotiation for the year ended October 31, 1960 are estimated at $6,950,000. Reports of renegotiable sales for all years through October 31, 1959 have been reviewed and cleared by government authorities, and are payable in semi-annual installments of $200,000 plus interest, commencing July 31, 1959, and extending to July 31, 1960.

RESTRICTED STOCK OPTION PLAN
The company has a restricted stock option plan under which options may be granted to key management employees to purchase a maximum of 50,000 shares of common stock. During 1960, 5,000 options were exercised and 2,000 options have been reserved. The options are exercisable at $12.25 per share and are not subject to reissue at the present time.

ACCOUNTING TREATMENT OF ENGINEERING AND CONSTRUCTION CONTRACTS
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NONCURRENT LIABILITIES
In October 1959, the company negotiated 5% mortgage notes in the amount of $32,900 with two insurance companies. The notes are payable in annual installments of $2,000, plus interest, commencing May 1, 1960, and extending to May 1, 1971, subject to contingent and optional prepayment provisions.

In August 1959, Fluor-Schuytvlot N.V. negotiated a 5% mortgage loan to finance the construction of a new building. At October 31, 1960 the company had been advanced $151,316 against a total commitment of approximately $326,400. The loan is payable in annual installments of $65,000, plus interest, beginning June 1, 1960 for a period of 16 years, subject to contingent and optional prepayment provisions.

RENEGOTIATION
Sales subject to renegotiation for the year ended October 31, 1960 are estimated at $6,950,000. Reports of renegotiable sales for all years through October 31, 1959 have been reviewed and cleared by government authorities, and are payable in semi-annual installments of $200,000 plus interest, commencing July 31, 1959, and extending to July 31, 1960.

RESTRICTED STOCK OPTION PLAN
The company has a restricted stock option plan under which options may be granted to key management employees to purchase a maximum of 50,000 shares of common stock. During 1960, 5,000 options were exercised and 2,000 options have been reserved. The options are exercisable at $12.25 per share and are not subject to reissue at the present time.
### 15-Year Financial Summary

(Dollar amounts are in thousands, except per share amounts.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Assets</th>
<th>Current Liabilities</th>
<th>Working Capital</th>
<th>Property, Plant and Equipment</th>
<th>Property, Plant and Equipment Net</th>
<th>Other Assets</th>
<th>Total Capitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>12,375</td>
<td>5,488</td>
<td>6,666</td>
<td>302</td>
<td>175</td>
<td>97</td>
<td>215</td>
</tr>
</tbody>
</table>

### Operating Results

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Wages and Salaries</th>
<th>Contributed Income</th>
<th>Depreciation and Amortization</th>
<th>Miscellaneous Income</th>
<th>Interim Interest Income</th>
<th>U.S. and Foreign Income Taxes</th>
<th>Minority Interests</th>
<th>Net Earnings</th>
<th>Per Share</th>
<th>Dividends Paid</th>
<th>Dividends Declared</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>85,949</td>
<td>93,672</td>
<td>6,232</td>
<td>3,804</td>
<td>398</td>
<td>4,955</td>
<td>2,296</td>
<td>336</td>
<td>7,256</td>
<td>25.92</td>
<td>1,651</td>
<td>55,556</td>
</tr>
<tr>
<td>1947</td>
<td>105,901</td>
<td>105,266</td>
<td>6,645</td>
<td>3,873</td>
<td>488</td>
<td>4,955</td>
<td>2,296</td>
<td>336</td>
<td>7,256</td>
<td>25.92</td>
<td>1,651</td>
<td>55,556</td>
</tr>
<tr>
<td>1948</td>
<td>13,200</td>
<td>12,704</td>
<td>5,488</td>
<td>3,804</td>
<td>398</td>
<td>4,955</td>
<td>2,296</td>
<td>336</td>
<td>7,256</td>
<td>25.92</td>
<td>1,651</td>
<td>55,556</td>
</tr>
<tr>
<td>1949</td>
<td>12,400</td>
<td>11,932</td>
<td>5,488</td>
<td>3,804</td>
<td>398</td>
<td>4,955</td>
<td>2,296</td>
<td>336</td>
<td>7,256</td>
<td>25.92</td>
<td>1,651</td>
<td>55,556</td>
</tr>
<tr>
<td>1950</td>
<td>11,800</td>
<td>11,332</td>
<td>5,488</td>
<td>3,804</td>
<td>398</td>
<td>4,955</td>
<td>2,296</td>
<td>336</td>
<td>7,256</td>
<td>25.92</td>
<td>1,651</td>
<td>55,556</td>
</tr>
</tbody>
</table>

### Equity, Dividends & Shareholders

<table>
<thead>
<tr>
<th>Year</th>
<th>Shares</th>
<th>Dividends Paid</th>
<th>% of Net Earnings</th>
<th>Number of Shareholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>9,000</td>
<td>1,030</td>
<td>1,178</td>
<td>1,300</td>
</tr>
<tr>
<td>1947</td>
<td>9,000</td>
<td>1,030</td>
<td>1,178</td>
<td>1,300</td>
</tr>
<tr>
<td>1948</td>
<td>9,000</td>
<td>1,030</td>
<td>1,178</td>
<td>1,300</td>
</tr>
<tr>
<td>1949</td>
<td>9,000</td>
<td>1,030</td>
<td>1,178</td>
<td>1,300</td>
</tr>
<tr>
<td>1950</td>
<td>9,000</td>
<td>1,030</td>
<td>1,178</td>
<td>1,300</td>
</tr>
</tbody>
</table>

*Adjusted for ten-for-one stock split in 1950 and 20% stock dividend in 1957.*
DIRECTORS

J. SIMON FLUOR
DONALD W. DARNELL
J. ROBERT FLUOR
FRANK G. BREYER
DONALD ROYCE
FRANKLIN S. WADE

OFFICERS

J. SIMON FLUOR
DONALD W. DARNELL
J. ROBERT FLUOR
FRANCIS E. FISCHER
JAMES D. HARRIS
MELVIN A. ELLSWORTH
EDMUND C. AUSTIN
GEORGE W. DOYER
W. P. DOWNIE
JOHN G. MARSHALL
ERNEST MUSCHIEF
DAVID S. TAPPAN
LEE VAN HORN
JAMES P. WISEMAN
ROBERT W. KERR
NORMAN L. BAILIFF
JOHN W. HUBENTHAL
DANIEL H. WHITE

AFFILIATES

The Fluor Corporation of Canada, Ltd., Toronto, Ontario
Singmaster & Breyer, Inc., New York City
Fluor Maintenance, Inc., Los Angeles
Fluor Engineering & Construction Co., Limited, London
Fluor-Schuytvlot N.V., Haarlem, Holland
Fluor International, S.A., Panama, R. P.

ANNUAL MEETING

The Annual Meeting of The Fluor Corporation, Ltd. will be held at 10 a.m. (PST) Monday, March 13, 1961 at the main office.

AUDITORS

Alexander Grant & Company, Los Angeles

GENERAL COUNSEL

Voegelin, Barton, Harris & Callister, Los Angeles

STOCK REGISTRARS

California Bank, Los Angeles
The Chase Manhattan Bank, New York

TRANSFER AGENTS

The Security First National Bank, Los Angeles
The First National City Bank of New York

MAIN OFFICE

2500 South Atlantic Boulevard, Los Angeles 22, California

NOTE: Figures in parentheses indicate the year each officer joined the Company, or each outside director joined the Board.
The Fluor Corporation, Ltd., 2500 South Atlantic Boulevard, Los Angeles 22, California