

Perini



Corporate Presentation

D.A. Davidson E&C Conference

September 20, 2007



Company Snapshot

Perini

Publicly traded since:	1961
Exchange/Symbol:	NYSE/PCR
Price (8/1/2007):	\$60.00
Shares Outstanding:	26.9 M
Market Capitalization:	\$1.6 B
Float:	25.0 M
Revenues (ttm):	\$3.9 B
Net income (ttm):	\$79.1 M
Price/Sales (ttm):	0.41
Price/Book (mrq):	5.3
Price/Earnings (ttm):	20.2



Investment Highlights

Perini

- **Proven full-service capabilities**
 - Leading construction services firm in high-growth gaming and hospitality markets
 - Extensive experience in civil construction
 - Strong reputation for U.S. Military and rapid response projects
- **Experienced management team and highly skilled workforce**
- **Long-term client relationships with significant repeat business**
 - Diversified across a broad range of attractive end markets
- **Substantial backlog offers high operating visibility**
 - 92% of backlog is cost-plus / guaranteed maximum price contracts
- **Strong financial position**
 - 10 years of positive net income and profit from construction operations
 - Public company with \$1.6 billion equity market capitalization (at 8/1/07)
 - Strong history of high returns on invested capital



Significant Achievements 2006/2007

Perini

➤ Financial Results - FY 2006

- Revenues of \$3.0 billion
- Backlog of \$8.45 billion
- Net Worth \$243.9 million
- Income before taxes \$69.7 million

➤ Award of new contracts (\$3.6 billion) and expansion of existing projects

➤ Recognition

- James A Cummings celebrates 25th Anniversary
- Perini Building Company “Top Contractor - Hospitality and Gaming”
- AGC/Willis Construction Safety Excellence Award (>1 million manhours)
- Perini Civil Metro North Rehab awarded “Project of the Year” by ASCE (Local Chapter)
- Perini Corporation ranked #1 in Boston Globe’s 19th Annual Globe 100 list of top performing Massachusetts’ businesses

➤ Consistent execution of large-scale projects

➤ Successful transition to gaming projects by Rudolph and Sletten

➤ Strong outlook for 2007

Perini – A History of Success



Bituminous Paving Project
Greene, Rhode Island, 1920

Early application of
steam driven equipment



Prudential Center
Boston, 1963

Tallest building outside
NYC at that time



North River Water
Pollution Project
New York, 1973

Largest non-military
contract awarded in U.S.
at that time



Section 2, Trans-Alaska
Pipeline, 1976

Largest construction project
on record at that time



Ovda Airbase
Negev Desert, 1982

Built as a result of Camp
David accords



Mohegan Sun
Connecticut, 2002

Largest Native American
development project
at that time



Forbes Magazine
2004

Perini named as one of
the "Top 26 Best
Managed Companies in
America"



MGM MIRAGE
CityCenter

Largest privately financed
development in U.S.
Largest "green" project in
history



Experienced Management Team

Perini

Ronald Tutor, Chairman & CEO, Perini Corporation

- Partnered with Perini for more than 28 years, became CEO in 2000

Robert Band, President & COO, Perini Corporation; President of Perini Management Services, Inc.

- Joined Perini in 1973

Kenneth R Burk, Senior Vice President, Chief Financial Officer, Perini Corporation

- Joined Perini in September 2007, over 24 years experience in E&C industry

Richard Rizzo, Vice Chairman of Perini Building Company

- Joined Perini in 1977

Craig Shaw, Chairman and CEO, Perini Building Company

- Joined Perini in 1978

Mark Caspers, President & COO, Perini Building Company

- Joined Perini in 1982

John A. Loftus, President of Perini Civil; President and CEO of Cherry Hill Construction, Inc.

- Joined Perini in 1997

Michael E. Ciskey, Senior Vice President, Perini Civil

- Joined Perini in 1979

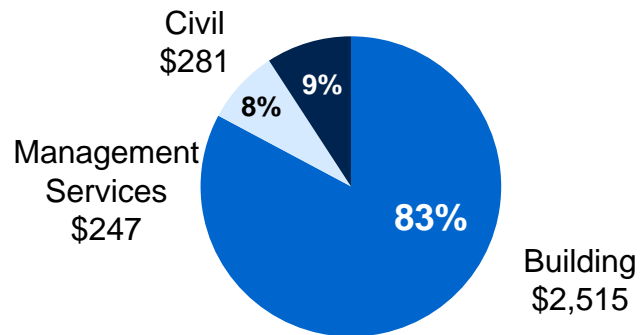


Company Overview



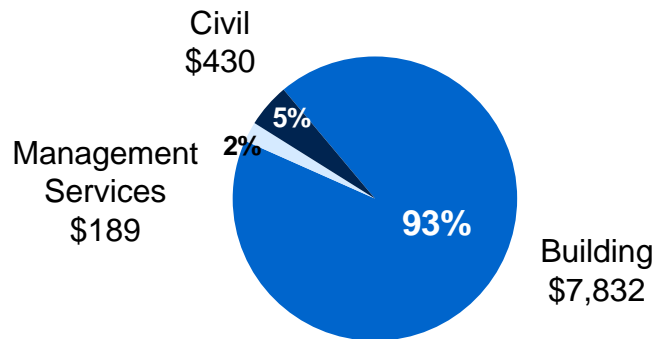
(\$ in millions)

FY 2006 Revenues



\$3,043

Backlog as of 12/31/2006



\$8,451

▶ Three operating segments:

- Building
- Management Services
- Civil

▶ Key services offered:

- General contracting
- Pre-construction planning
- Construction management
- Design / build construction

▶ Additional self-performed construction services:

- Site work
- Concrete forming and placement
- Steel erection



Financial Performance

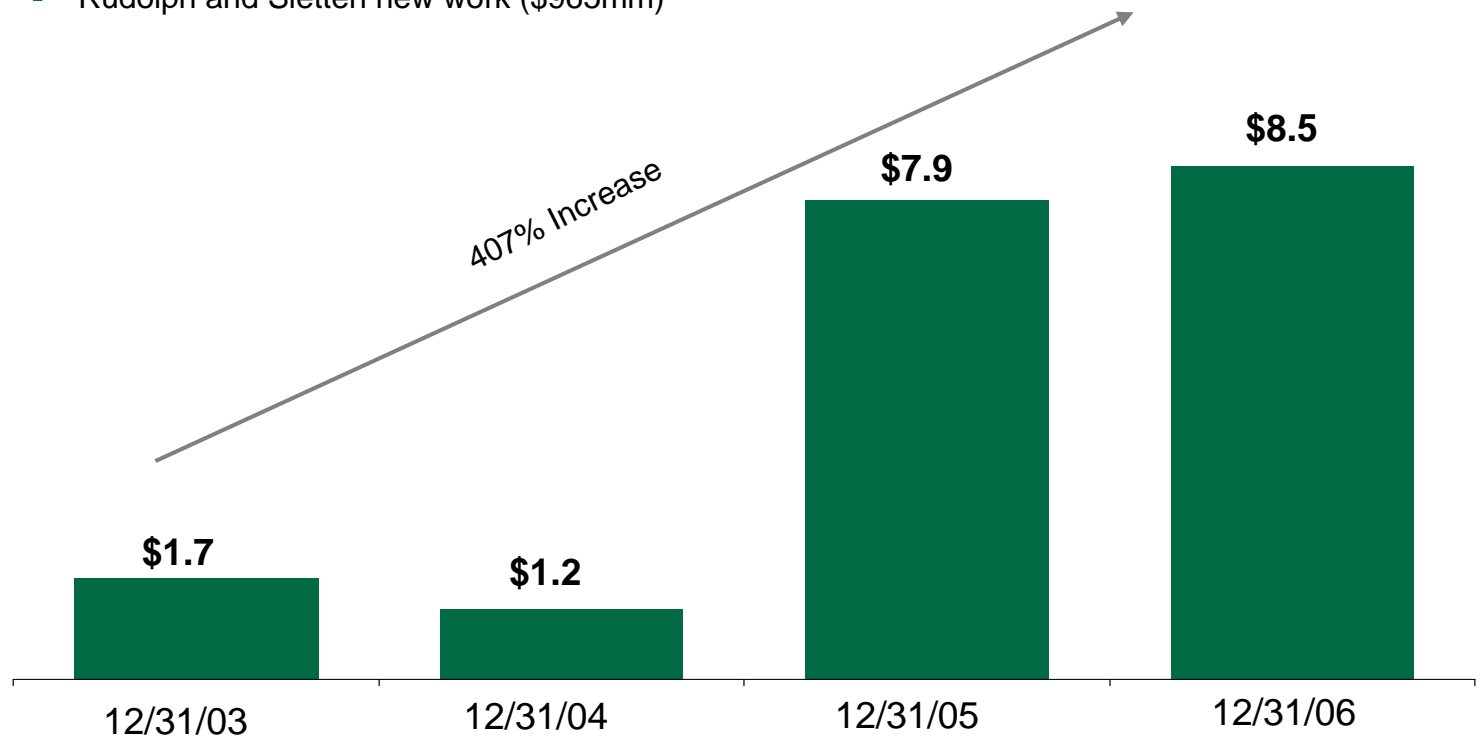
Perini

Backlog

(\$ in billions)

► Major new contracts awarded in 2005/2006:

- MGM Project City Center (\$3.4bn)
- The Cosmopolitan Resort (\$1.6bn)
- Trump International Hotel and Tower (\$365mm)
- Expansion of Foxwoods Resorts Casino (\$469mm)
- Rudolph and Sletten backlog (\$1.2bn)
- Rudolph and Sletten new work (\$965mm)



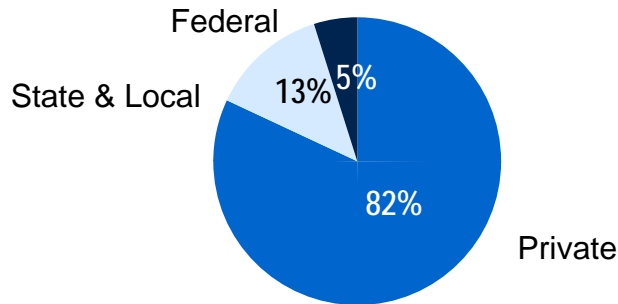


Client Mix and Contract Types



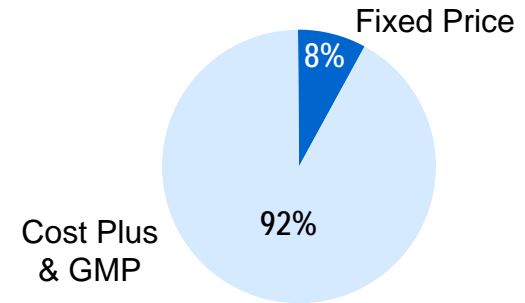
(\$ in millions)

FY 2006 Revenue – Client Mix



\$3,043

12/31/06 Backlog – Contract Mix



\$8,451

Private	State & Local	Federal
<p>Negotiated Contracts</p> <p>Cost + Award Fee</p> <p>Guaranteed Maximum Price</p>	<p>Competitive Bidding</p> <p>Fixed Price</p> <p>Construction Management at Risk</p>	<p>Multi-Year Negotiated Contracts</p> <p>Cost + Fixed Fee</p> <p>Cost + Award Fee</p> <p>Fixed Price</p>



Recent Acquisitions Have Expanded End Markets

Perini

Successfully integrated two acquisitions consistent with expansion strategy



- ▶ Located in Redwood City, Irvine, Roseville and San Diego, California
- ▶ Established building contractor and construction management company
- ▶ Specializes in corporate campuses and healthcare, pharmaceutical, biotech, and high-tech projects
- ▶ Employs >125 LEED-Certified individuals (won LEED GOLD award for commercial interior of corporate headquarters)
- ▶ Successful transition into Native American hospitality and gaming market
- ▶ Increases geographic footprint of building segment and Perini brand in the market



James A. Cummings, Inc.

- ▶ Offices in Ft. Lauderdale, Orlando and W. Palm Beach, Florida
- ▶ Leading builder of schools, college and university facilities and municipal structures in Eastern Florida
- ▶ Celebrated 25th Anniversary in 2006
- ▶ Strong Q1 2007 (\$52.4 million) more than doubled Q1 2006 revenue
- ▶ Awarded several contracts in 2006 for Miami-Dade County – 3 middle schools and a high school – total contract value: \$162.7 million
- ▶ Enhances diversity of geographic presence building segment



Segment Overview



Building

End Markets

- Hospitality and Gaming
- Residential Condominiums
- Sports and Entertainment
- Education
- Corporate Campuses
- Research and Development

Key Projects

- MGM MIRAGE CityCenter
- MGM Grand at Foxwoods
- Trump International Hotel & Tower
- Cosmopolitan
- Genentech Campus
- Gaylord National

Management Services

- U.S. Government Services
- U.S. Army Corps of Engineers
- U.S. Air Force
- U.S. Dept. of State
- Multi-national corporations
- Surety Companies

- Overhead Coverage Systems
- Afghan National Army Bases
- U.S. Embassy Security Upgrades
- Surety Services Program (Zurich and St Paul's/Travelers)
- General Dynamics

Civil

- Highways and Bridges
- Mass Transit
- Wastewater Treatment
- Site Work and Excavation

- Bronx Whitestone Bridge
- Tappan Zee Bridge
- Brooklyn Queens Expressway
- Newtown Creek WWTP
- Cherry Hill Projects



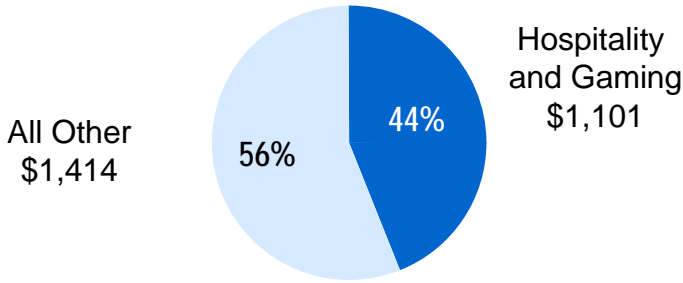
Building

Overview



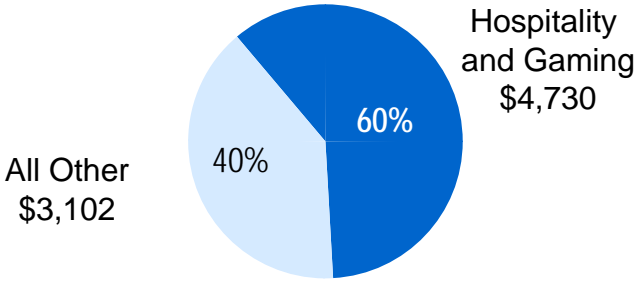
(\$ in millions)

FY 2006 Revenues



\$2,515

Backlog as of 12/31/06



\$7,832

► Focus on large, complex construction projects for high growth, specialized end markets:

- Hospitality and Gaming
- Residential Condominiums
- Corporate Campus
- Education
- High Tech
- Healthcare
- Sports and Entertainment

► Significant level of repeat and referral business

► Predominantly negotiated contracts

► 93% of Total Backlog (12/31/06)
 ► 83% of Total FY 2006 Revenues



Building

Leadership in Hospitality & Gaming Construction



Perini's Market Leadership

- ▶ Leading contractor for BOTH traditional gaming and Native American casinos and resorts
- ▶ #1 builder in the broader hotel, motel and convention center category in 2005 ⁽¹⁾
- ▶ #20 builder of multi-unit (residential) condominiums in 2005 ⁽¹⁾
- ▶ Proven ability, strong relationships and excellent reputation
- ▶ Building MGM MIRAGE CityCenter

Projects Under Construction	Contract Value
▶ MGM MIRAGE CityCenter	\$5,284M
▶ The Cosmopolitan Resort	1,822M
▶ MGM Grand at Foxwoods	500M
▶ Trump International	368M
▶ Gaylord National Resort	437M
▶ Sheraton Phoenix	206M
Total	\$8,617M

(1) 2006 ENR rankings.

Select Hospitality & Gaming Projects



The Augustus Tower
at Caesars Palace
Las Vegas, NV



Seminole Hard Rock
Hotel & Casino
Hollywood, FL



Paris Las Vegas
Las Vegas, NV



MGM Grand at Foxwoods
Ledyard, CT



Morongo Casino,
Resort & Spa
Cabazon, CA



Gaylord National Resort &
Convention Center
Prince Georges County, MD



Building

Strong Position in Other Attractive Niche Markets



Sports & Entertainment

Perini's Competitive Position

- ▶ Strong track record in construction of sports and entertainment facilities
- ▶ Completed several landmark stadiums and arenas

Select Projects



Glendale Arena
Glendale, AZ



Chase Field
Phoenix, AZ

Education Facilities

- ▶ Perini became a leading contractor of schools and municipal buildings in Florida with the acquisition of James A. Cummings, Inc.
- ▶ Focus on Florida and other Southern states with attractive market fundamentals



Florida Int'l. University
Research Center
Miami, FL



Molecular Foundry
Berkeley, CA

End Market Prospects

- ▶ Owners seeking opportunities to generate additional revenue through stadium renovations and enhancements to luxury suites
- ▶ Population growth in the "sun belt" generates more attractive opportunities for new arena construction

- ▶ Regional disparity in education facility construction
- ▶ Strong growth and pricing outlook in Southern states:
 - Favorable demographics
 - Aging infrastructure
 - Dedicated funding



Building

Strong Position in Other Attractive Niche Markets



Green Building (LEED)

Perini's Competitive Position

- ▶ Rudolph and Sletten employs over 125 LEED Accredited Professionals in house, ranking R&S #4 among the top green building teams in the nation (*Building Design and Construction*)

Select Projects



Pacific Shores Center
Gold LEED Award
Redwood City, CA

Healthcare Facilities

- ▶ Perini selectively competes for new healthcare facilities construction, focusing on margins and project risk management



City of Hope
Replacement Hospital
Duarte, CA



Children's Hospital New
Patient Tower & Parking
Los Angeles, CA

End Market Prospects

- ▶ The LEED (Leadership in Energy and Environmental Design) Green Building Ranking System is the national benchmark for high performance green buildings
- ▶ McGraw Hill forecasts 5% to 10% of building starts by 2010 will be green
- ▶ Aging population driving growing demand for healthcare facilities
- ▶ Healthcare facilities construction put-in-place is expected to increase



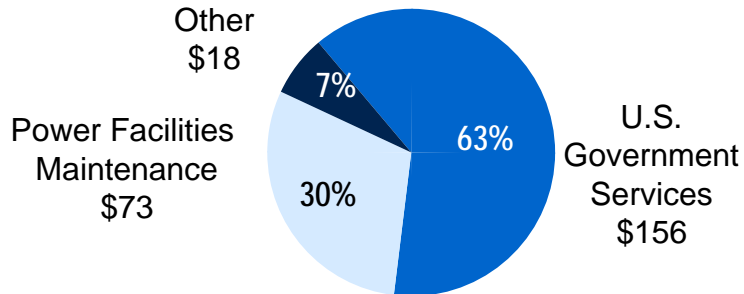
Management Services

Overview



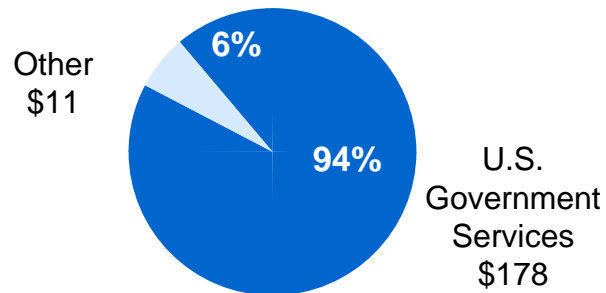
(\$ in millions)

FY 2006 Revenues



\$247

Backlog as of 12/31/06



\$189

- ▶ Diversified construction, design-build and maintenance services primarily to:
 - U.S. military
 - U.S. Government agencies
 - Private multi-national corporations
 - Surety companies

- ▶ Mix of cost-plus and negotiated fixed-price contracts

- ▶ 2% of total Backlog (12/31/06)
- ▶ 8% of total FY 2006 Revenues



Management Services

Leadership Position in Management Services



Perini's Competitive Position

- ▶ Demonstrated superior performance on multi-year contracts with U.S. government agencies
- ▶ Positioned to capture additional projects as government expenditures for defense and homeland security increase
- ▶ Proven track record on federal projects positions Perini to win contracts from private defense contractors
- ▶ Leading contractor of overhead coverage building systems

Select Management Services Projects

U.S. Government Services



USACE Support Facilities
Afghanistan



Overhead Coverage Systems
(Iraq, Various Locations)



Restoration of Electrical Power
Facilities & Infrastructure
Iraq



Electrical Transmission
and Distribution
Iraq

Surety Services Program



Personnel Housing
U.S. Coast Guard
Puerto Rico



Aircraft Acoustical Enclosure
U.S. Marines Air Station
Beaufort, SC

Recent Project Awards

Contract Value

▶ USACE – Overhead Coverage	\$72M
▶ USAF HERC*	14M
Total	\$86M

*IDIQ Contract



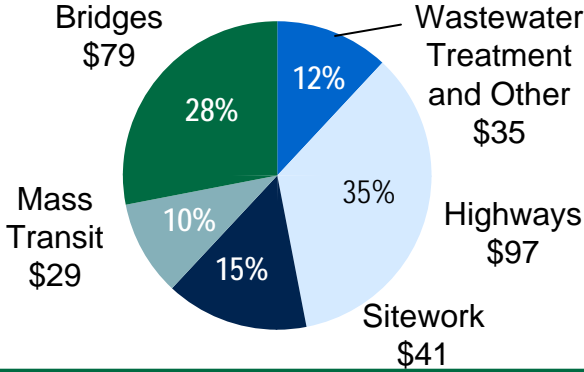
Civil

Overview



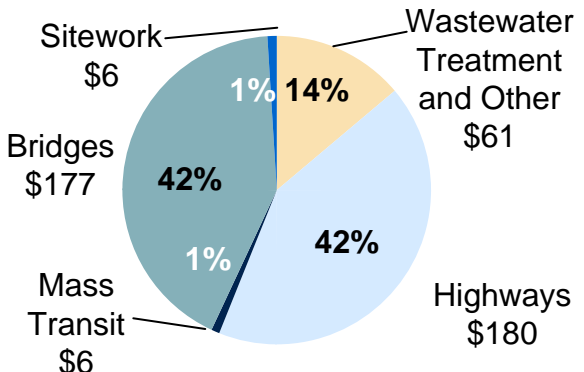
(\$ in millions)

FY 2006 Revenues



\$281

Backlog as of 12/31/06



\$430

- ▶ Specializing in new public construction, repair, replacement and reconstruction of:
 - Highways
 - Airports
 - Bridges
 - Mass transit
 - Wastewater treatment
 - Sitework
- ▶ Principal operations in the New York and Baltimore / Washington metro areas
- ▶ Predominantly fixed price contracts

- ▶ 5% of Total Backlog (12/31/06)
- ▶ 9% of Total FY 2006 Revenues



Civil

Market Trends, Position & Projects

Perini's Competitive Position

- ▶ Experienced civil contractor since 1894
- ▶ Northeast, Mid-Atlantic States & Florida
- ▶ One of a select group of firms that can consistently qualify for complex civil projects in dense urban areas
 - Proven record of performance
 - Strong financial position
 - Significant local resources
 - Established union relationships

Recent Project Awards	Contract Value
▶ Cherry Hill – Various	\$143M
▶ Tappan Zee Bridge (Perini 70% Share)	103M
▶ Newtown Creek WWTP	40M
Total	\$286M

Select Civil Projects

Highways



Brooklyn Queens
Expressway
Queens, NY



Bridge Work
Cherry Hill Construction

Mass Transit



Metro North Commuter
Rail Line Rehab Project
New York



Jamaica Station
Intermodal Transportation
Center
Jamaica, NY

Bridges



Whitestone Bridge
New York, NY



Passaic River Bridge
Newark, NJ



Business Strategy



Continued Growth within Hospitality and Gaming Markets

- ▶ Leverage leadership position to generate additional projects
- ▶ Gain new contracts by emphasizing experience and proven ability to complete challenging projects
- ▶ Leverage strong relationships with Native American tribes and traditional gaming clients
- ▶ Utilize Rudolph and Sletten on Native American hospitality and gaming projects in California

Expand Expertise to Additional Markets

- ▶ Cross-utilize building construction expertise geographically and by project type
- ▶ Continue to serve clients as they develop projects beyond core markets
- ▶ Capitalize on the expertise of recent acquisitions to expand end markets

Pursue Federal Contracting Opportunities

- ▶ Leverage extensive track record with the U.S. government to gain new contracts
- ▶ Continue to pursue federal projects in domestic and overseas locations
- ▶ Continue to pursue multi-year urgent response and task order contracts



Business Strategy (cont'd)

Perini

Expand Civil Projects in the Northeastern and Mid Atlantic U.S

- ▶ Build upon established position as a leading contractor in these regions
- ▶ Capitalize on established credentials and proven expertise to win and complete civil projects
- ▶ Leverage the Cherry Hill acquisition to extend already strong reputation in the region

Pursue Selected Strategic Acquisitions

- ▶ Continue to pursue selected acquisitions to supplement internal growth
- ▶ Enhance geographic presence and relationships
- ▶ Expand expertise to new and additional markets

Continue to grow backlog and generate strong cash flow

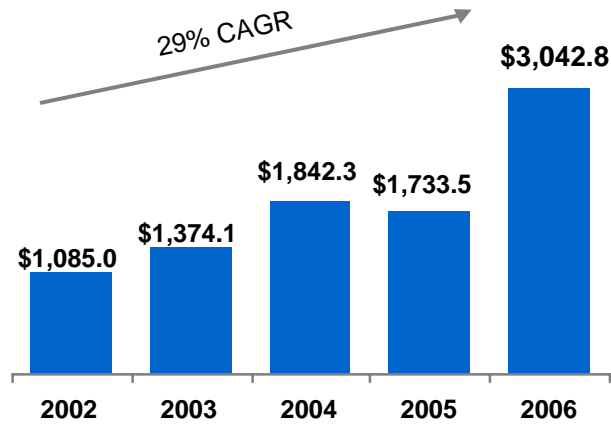


Historical Results

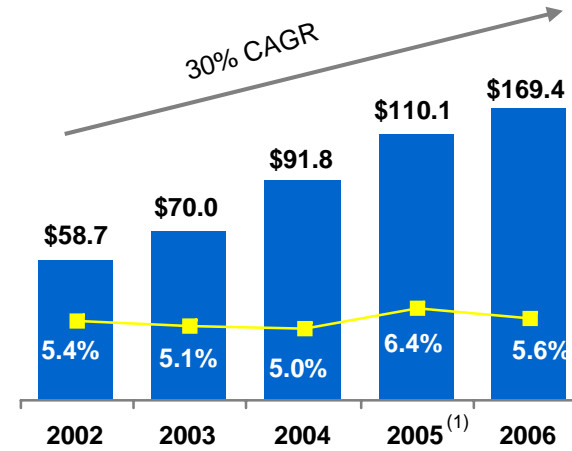


(\$ in millions)

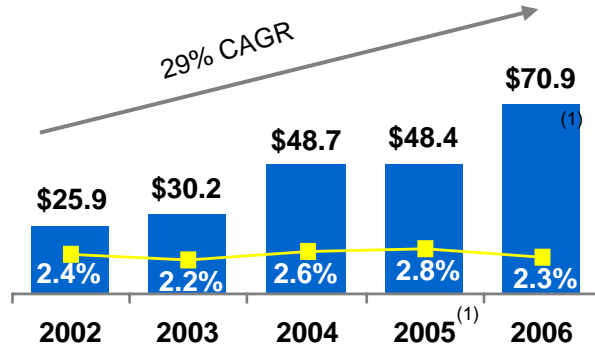
Revenues



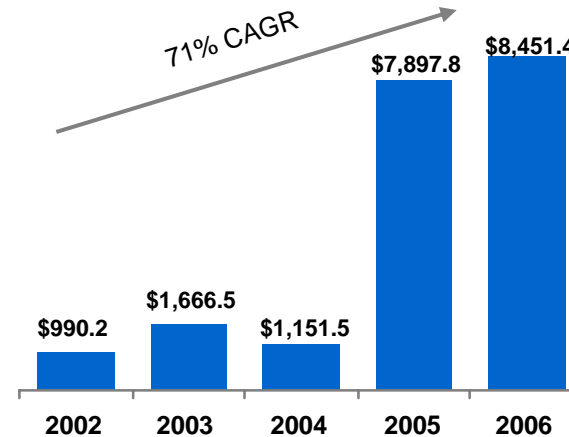
Gross Profit & Margins



Income From Construction Operations & Margins



Backlog



(1) Adjusted for the \$40.4 million WMATA charge.

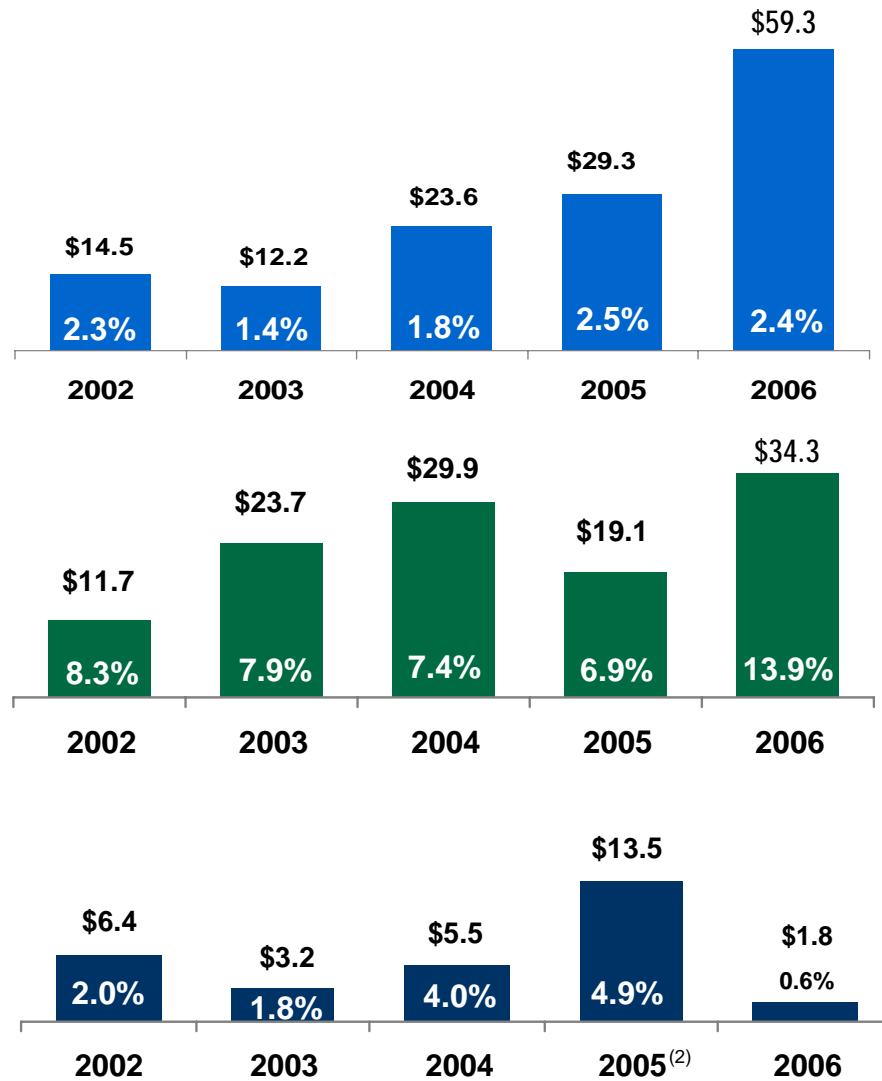
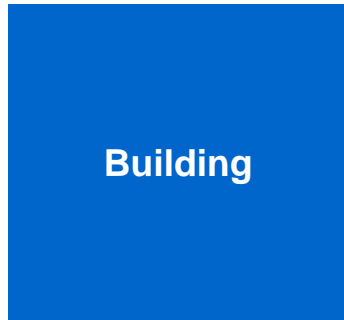


Solid Performance Across Segments



Income from Construction Operations⁽¹⁾

(\$ in millions / % margin)

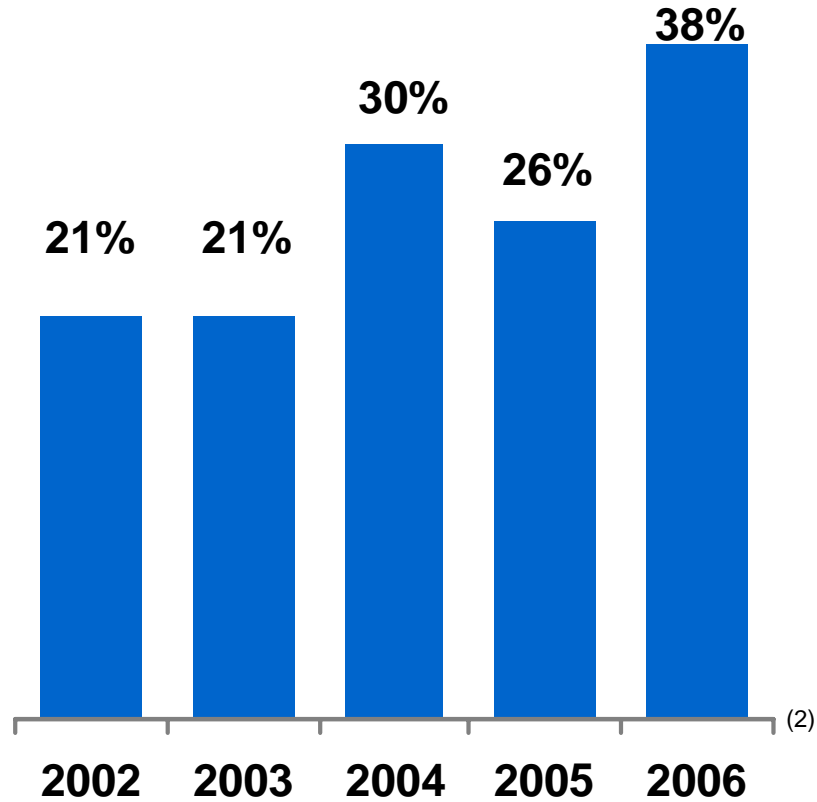


(1) Denotes segment profit before corporate G&A expenses.
 (2) Adjusted for the \$40.4 million WMATA charge.



High Returns on Invested Capital⁽¹⁾

Perini



- (1) ROIC = ((LTM Net Income + Income Tax Expense + Interest Expense – Interest Income) * (1 – Tax Rate) / Year Over Year Average (Current Assets – Cash and Cash Equivalents – (Current Liabilities – Current Portion of Long Term Debt – Other Interest bearing Liabilities) + Net Fixed Assets + Other Long Term Assets). Income tax rate of 38% for all companies.
- (2) 2005 ROIC excludes Q4 pretax charge of \$40.4 million.



Strong Balance Sheet

Perini

(\$ in millions)	6/30/2007	12/31/2006
Cash and Equivalents	\$343.0	\$225.5
Total assets	\$1,402.8	\$1,196.0
Working capital	\$235.8	\$194.0
Total liabilities	\$1,041.0	\$952.1
Long-term debt, less current maturities	\$16.1	\$34.1
Stockholders' equity	\$306.3	\$243.9



Summary Income Statement



(\$ in millions, except eps)	For the six months ended June 30,			
	<u>2007</u>	<u>%</u>	<u>2006</u>	<u>%</u>
Total revenues	\$2,139.0	100.0	\$1,325.2	100.0
Gross profit	\$123.0	5.7	\$69.3	5.2
Income from construction operations	\$73.5	3.4	\$22.9	1.7
Income before income tax	\$77.5	3.6	\$21.7	1.6
Net income	\$50.2	2.3	\$12.2	1.0
Earnings per share – diluted	\$1.84		\$0.46	



Outlook for 2007

Perini

Guidance for Full Year 2007

Revenues	\$4.1 B - \$4.3 B
Earnings per share	\$2.80 - \$3.00

- Increased revenues from building segment
- Strong contribution from management services
- Profitable performance from civil segment



Summary

Perini

- ▶ **Substantial backlog offering high operating visibility**
- ▶ **Proven full-service capabilities**
- ▶ **Long-term client relationships with significant repeat business**
- ▶ **Experienced management team and highly skilled workforce**
- ▶ **Strong financial position and strong credit profile**
- ▶ **Continued revenue and profit momentum in Q2 2007**