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"Fluor is more than a business. We have a relationship with the world. We work with stakeholders who want what we want: a healthy place to live and work and an opportunity to thrive. We create solutions not only for today, but also for generations to come. We are vested in the future."

Since 2012, Fluor has focused on strengthening our ability to serve our clients in accordance with our core values of safety, integrity, teamwork and excellence.

**Create** — This is critical as we make strategic moves from being an engineering, procurement, maintenance and construction company to being an integrated solutions provider, bringing creative, innovative and total lifecycle solutions to our clients' unique business challenges.

**Grow** — As a result, we are uniquely positioned to provide our clients with the technical experience and knowledge in areas such as energy efficiency and managing their carbon footprints to help drive sustainable development while growing our business.

**Sustain** — Our core value of integrity is pervasive as we conduct our business all over the world, every day. We have a leadership role in the World Economic Forum's Partnering Against Corruption Initiative (PACI) and PACI Vanguard, created to establish a harmonized legal framework that consistently addresses the enforcement of anticorruption laws worldwide.

Fluor has been listed as one of Ethisphere's World's Most Ethical Companies for 2015 — marking a decade of receiving this prestigious recognition.

**People** — Fluor believes in investing strategically in local communities, building healthy, vibrant communities and playing an important role in the development of an educated workforce and a sustainable supply chain. Our primary areas of focus are education, social services, community and economic development, and the environment.

In 2014, Fluor provided 47,000 students with training in science, technology, engineering and math (STEM); 31,000 youths with life skills/leadership training; 1,030,000 meals to the hungry in our local communities; and 164 homes and facilities that were built and refurbished.

**Technology** — Fluor applies innovative technology solutions on projects to create smaller site footprints and more sustainable projects. The Shell Quest Carbon Capture and Storage Project, a first-of-its-kind effort, used patent-pending 3rd Gen Modular Execution technology to present a safer and better-controlled worksite for the fabrication process and minimize site congestion and traffic load. The facility was mechanically complete in 2015 and is storing carbon dioxide, leading to reduced greenhouse gas emissions.

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A handwritten signature in black ink, appearing to read "David T. Seaton".

**David T. Seaton**

Chairman and Chief Executive Officer