Fluor 2023 Shareholder Meeting Questions

The following questions were submitted by shareholders for the 2023 annual meeting that was held on May 3, 2023. Pursuant to the rules of conduct of the meeting, we have grouped substantially similar questions together.

1. Can you provide some additional color on what has caused the pricing pressure on Fluor shares in 2023?

   In January 2021 we announced our strategic priorities: 1) drive growth across the portfolio 2) reinforce financial discipline 3) pursue contracts with fair and balanced terms and 4) foster a high-performance culture with purpose. Investors have been vocal in their support of these priorities, and from January 2021 to the end of 2022 Fluor's common stock price increased nearly 120%.

   Starting in March 2023, Fluor's common stock, along with most public companies, have come under pressure as concern has increased that interest rates and bank turmoil are driving the global economy into a recession. Broadly speaking, our clients are well-capitalized and have limited need to access bank funding or debt to finance their projects. Serving a diverse range of end markets, Fluor has historically performed well in uncertain economic environments.

2. Where can I find the educational and employment backgrounds of Fluor's Board of Directors?

   Our directors have experience with businesses that operate in industries we serve, such as oil and gas and infrastructure, and collectively have additional skills that are important to overseeing our business, such as knowledge of construction services, financial matters, risk oversight and compliance, and familiarity with non-U.S. markets. Our proxy statement, available on the investor relations page of Fluor's website at *investor.fluor.com*, includes highlights of the specific experience, qualifications, attributes and skills that our individual directors possess.