FLUOR®



BEYOND BUILDING:

Projects with Purpose



Fluor delivers transformational projects to industries that advance economies, connect communities, and enable an energy-secure future. From next-generation energy and materials to transportation, defense, and critical infrastructure, our projects respond to some of the world's most complex challenges – supporting electrification, circular manufacturing, decarbonization, long-term infrastructure resilience, and access at scale.

The projects featured in this report reflect the breadth of our positive impact. They include fully integrated lithium mining and refining operations supplying the global electric vehicle market, next-generation aluminum recycling facilities strengthening domestic supply chains, and first-of-their-kind sustainable aviation fuel developments advancing national net-zero ambitions. Alongside these initiatives, we are delivering safer and improved transportation networks, restoring significant defense infrastructure in remote environments, and supporting large-scale energy developments that drive economic growth and skills development across regions.

What unites these efforts is a focus on outcomes that extend well beyond technical delivery. Our projects demonstrate a commitment to environmental responsibility, local workforce participation, knowledge transfer, and long-term community value creation. By combining deep regional experience with global execution capability, we partner with clients to deliver projects that meet today's needs while positioning communities and industries for the future.

Through projects designed to endure and create lasting value for society, we are building a better world.

Photos from left to right:
Tengizchevroil (TCO) Future Growth Project–Wellhead Pressure Management // Atyrau Oblast, Kazakhstan; Covalent open-pit lithium mine and concentrator facility // Mt. Holland, Western Australia; Aerial view of an Oak Hill Parkway overpass under construction // Austin, Texas, United States



WE BUILD PROJECTS WITH PURPOSE

For more information about our projects and capabilities, please visit www.fluor.com.

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Chicago Transit Authority (CTA) Red and Purple Line Modernization Program // Chicago, Illinois, United States; Cold bag house stacks and modules at the Novelis project site // Bay Minette, Alabama, United States; Chicago Transit Authority (CTA) elevated rail section under construction // Chicago, Illinois, United States; Tengizchevroil Facility // Atyrau Oblast, Kazakhstan; Chicago Transit Authority (CTA) Red Line Station // Chicago, Illinois, United States

Photos from left to right:
Chicago Transit Authority (CTA) Red & Purple Line Modernization // Chicago, Illinois, United States; Covalent lithium refinery facility // Kwinana, Western Australia; Personnel at the Tengizchevroil Facility // Atyrau Oblast, Kazakhstan

COVALENT MOUNT HOLLAND LITHIUM PROJECT

MINING AND REFINING IN WESTERN AUSTRALIA

PROFILE

Client:
Covalent Lithium

Location:
Mt. Holland, Western Australia

Type of Project:
Fully integrated lithium hydroxide mining and refining production

Duration:
Started 2021; first battery-grade lithium hydroxide produced 2025

Scope of Work:
Engineering, procurement, and construction management

The Covalent Lithium operation in Western Australia integrates an open-pit mine and concentrator at Mount Holland with a lithium hydroxide refinery at Kwinana, creating a fully integrated lithium production pathway. The facilities are designed to produce approximately 50,000 tonnes of battery-grade lithium hydroxide per year, supporting Australia's role in the battery materials supply chain – enough lithium for approximately one million electric cars annually.

Fluor was engaged during the delivery phase as part of Covalent Lithium's integrated team, providing project management and construction management services across this complex, multi-site development. We supported construction and execution activities at both the Mount Holland and Kwinana sites, drawing on extensive experience delivering major projects in Western Australia.

Construction commenced in July 2021, with first spodumene concentrate produced at Mount Holland in late 2023, followed by first battery-grade lithium hydroxide at the Kwinana refinery in July 2025, marking the transition from construction into operations. With a long-life resource base, the Mount Holland operation supports long-term lithium production in Western Australia. By integrating mining and refining within the state, the operation contributes to domestic processing capability and Australia's position in the global battery materials supply chain.

With a projected mine life of approximately 50 years at current extraction rates, these mining and refining facilities position Covalent Lithium at the forefront of sustainable resource development and reinforce Australia's role in meeting the surging global demand for battery-grade materials.

Learn more about this project on Fluor.com.



The Mount Holland concentrator // Mt. Holland, Western Australia



Aerial view of the Covalent lithium hydroxide refinery project site // Kwinana, Western Australia

50,000
tonne battery-grade lithium hydroxide annual capacity

380,000
tonnes of expected spodumene concentrate output each year

In one year of production, this facility is estimated to yield enough lithium hydroxide for 1 million electric cars

~50-year
lifespan projected at current extraction rate

NOVELIS BAY MINETTE RECYCLING AND ROLLING MILL

MEETING ALUMINUM DEMAND FOR A CIRCULAR FUTURE

PROFILE

Client:
Novelis

Location:
Bay Minette, Alabama, United States

Type of Project:
Low-carbon, fully integrated aluminum recycling and rolling plant

Duration:
Started 2022; commissioning expected in second half of 2026

Scope of Work:
Engineering, procurement, and construction management (EPCM)

The Goldeneye project in Bay Minette, Alabama is a landmark greenfield development led by Novelis designed to transform the U.S. aluminum industry. The facility is being constructed as a fully integrated aluminum recycling facility and rolling mill, with an initial annual capacity of 600,000 tons. It will take in 17 billion used beverage cans annually for recycling and production of beverage and automotive sheet, supporting sustainable manufacturing and the circular economy.

Fluor's involvement began with front-end engineering and design and now entails full EPCM management services for this highly complex mega project with a peak workforce of 5,000 jobs during construction, involving many contractors and suppliers from the region. Fluor's EPCM scope encompasses recycling, remelting, casting, hot and cold mills, finishing, and extensive site infrastructure.

The Bay Minette project is expected to strengthen the regional economy and support workforce development in the U.S. aluminum sector. Once complete, the facility will expand Novelis' operations and strengthen the domestic supply chain by using advanced recycling technologies to provide low-carbon aluminum for the automotive and beverage-packaging industries. The facility will process scrap with minimal energy, reducing reliance on imported aluminum and lowering the carbon footprint. The project's focus on circularity and sustainability sets a strong example for responsible industrial growth in the sector.

As a cornerstone of the U.S. metals value chain, the Bay Minette facility will support the growing demand for sustainable aluminum solutions in North America. It is also the first development of its kind in more than 40 years and the largest economic investment in the state of Alabama's history.



Novelis aluminum plant under construction // Bay Minette, Alabama, United States



Cold bag house stacks and modules at the Novelis project site // Bay Minette, Alabama, United States

600,000
tons of initial annual capacity

17B
used aluminum beverage cans recycled annually estimated for production

5,000
jobs at peak construction

$5B
the largest economic investment in the state of Alabama's history

LANZAJET SUSTAINABLE AVIATION FUEL FACILITY

TRANSFORMING WASTE-BASED MATERIALS FOR CLEANER AIR TRAVEL

PROFILE

Client:
Joint LanzaJet/British Airways

Location:
Teesside, North Yorkshire, United Kingdom

Type of Project:
Aviation fuel biorefinery

Duration:
Started Q4 2025; front-end engineering and design (FEED) phase slated to complete Q4 2026

Scope of Work:
FEED; engineering, procurement, and construction phase to follow

Situated in the strategic Tees Valley area in North Yorkshire, United Kingdom, a landmark front-end engineering and design contract marks a major step toward establishing the country's first commercial-scale sustainable aviation fuel (SAF) biorefinery. This project, Project Speedbird, is the UK's first commercial-scale SAF refinery – supporting national net zero ambitions by enabling large-scale production of lower-carbon aviation fuel.

In collaboration between LanzaJet and British Airways, the project is expected to deliver a facility capable of producing approximately 90,000 tonnes (30 million gallons) of SAF annually, significantly reducing lifecycle carbon emissions from air travel. When fully operational, this fuel production capacity is projected to reduce annual carbon emissions by an estimated 230,000 tonnes, or the equivalent to removing 26,000 domestic UK flights per year – supporting cleaner air, climate resilience, and progress toward UK decarbonization targets.

Designed to convert second-generation ethanol derived from agricultural residues and woody biomass, the facility represents a first-of-its-kind deployment at commercial scale in the UK. So far, early execution has demonstrated strong momentum, with key milestones achieved on schedule. The FEED phase establishes a robust technical and commercial foundation for subsequent delivery.

By enabling this large-scale production of SAF, the project supports efforts to reduce greenhouse gas emissions in aviation – one of the most challenging sectors to decarbonize. The client expects the project's outcome to strengthen the regional economy through skilled employment opportunities, utilization of existing industrial infrastructure, and long-term investment in advanced energy technologies. Using LanzaJet's Alcohol-to-Jet technology to produce second-generation ethanol from waste-based and renewable materials, it promotes circular economic principles while reducing reliance on fossil fuels. Together, these outcomes represent a meaningful contribution to the UK's sustainable aviation ambitions and clean energy innovation efforts.

This project demonstrates how Fluor's engineering excellence and sustainable technology expertise can support aviation's future, delivering measurable environmental benefits while enhancing economic growth and industrial transformation in the UK.



SAF decreases greenhouse gas emissions in the aviation industry, a hard-to-abate sector // Adobe Stock photo



LanzaJet aviation fuel storage tanks // Teesside, North Yorkshire, United Kingdom

230,000

expected tonnes of CO_2 to be saved, or the equivalent to 26,000 UK domestic flights removed annually

90,000

projected tonnes of SAF produced per year

OAK HILL PARKWAY INFRASTRUCTURE PROJECT

UPGRADING HIGHWAYS TO MEET THE FUTURE OF MOBILITY

PROFILE

Client:
Texas Department of Transportation (TxDOT)

Location:
Austin, Texas, United States

Type of Project:
Highway widening and improvement

Duration:
Started 2021; scheduled for completion summer 2026

Scope of Work:
Design-build

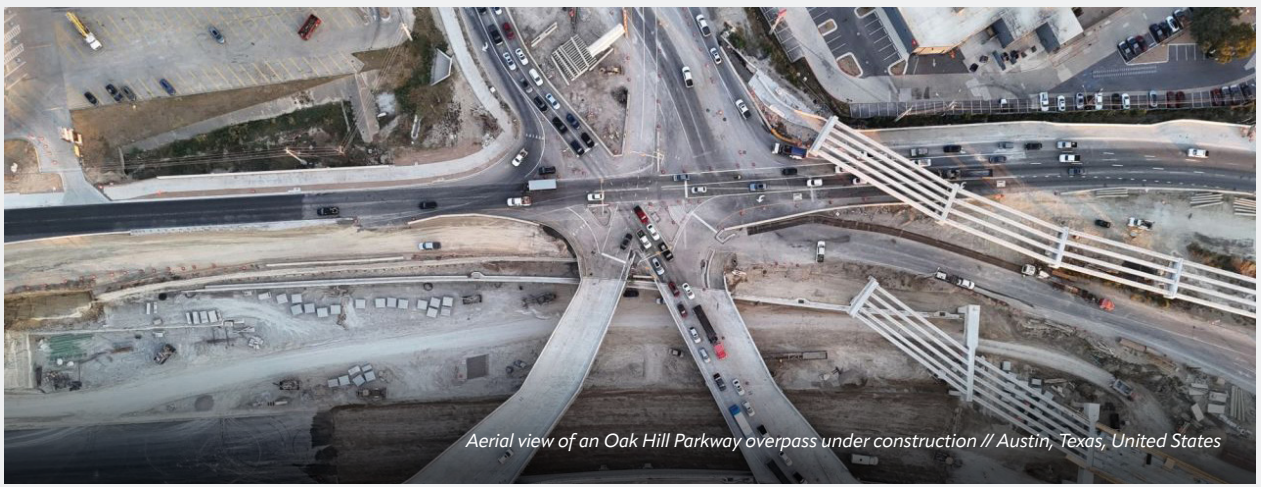
As Central Texas continues to grow, the Oak Hill Parkway in Austin, Texas addresses critical transportation needs while prioritizing environmental, social, and economic value for the region. In support of the Texas Department of Transportation (TxDOT), the Fluor-Balfour Beatty joint venture is reconstructing and widening approximately 7 miles of congested U.S. 290 and State Highway 71 through Oak Hill – a key gateway in Southwest Austin. The project has so far clocked in over 4 million work hours – installing more than 150,000 linear feet of underground drainage and utilities, over 750,000 square feet of bridge decks, almost 200,000 square yards of concrete pavement, and much more.

An on-site pugmill that recycles demolished roadway materials into cement-treated base (CTB) for reuse beneath new concrete lanes reduces the need for new material. Approximately 95% of the materials used in the CTB are reclaimed from the existing roadway, significantly reducing landfill waste and minimizing the need for new raw materials. Over the course of construction, an estimated 125,000 tons of recycled CTB has been produced, lowering both environmental impact and project costs.

The project is expected to deliver social and economic benefits by improving congestion, safety, and reliability along U.S. 290 and SH 71. Oak Hill Parkway supports daily commuters and growing communities including Oak Hill, Bee Cave, Lakeway, and Dripping Springs. Bicycle and pedestrian infrastructure extends along the full corridor, expanding access to safer, multimodal transportation with 14 miles of shared-use paths and 1.5 miles of sidewalk. Additional features such as more than 75,000 linear feet of barriers, tree plantings, stormwater detention, and water-quality treatment ponds reduce flood risk and protect local waterways from road use-related pollution.

At peak construction, up to 600 craft workers and subcontractors were employed. Scheduled to be completed in the summer of 2026, the Oak Hill Parkway represents a practical investment in sustainable infrastructure with long-term regional benefits for one of the fastest-growing areas of the United States.

Learn more about this project on Fluor.com.



Aerial view of an Oak Hill Parkway overpass under construction // Austin, Texas, United States



Aerial view of the Oak Hill Parkway construction site // Austin, Texas, United States

~125,000
tons of recycled cement-treated base on-site, 95% of which was reused from the existing roadway

600
construction craft workers and subcontractors supported the local economy at peak

14
miles of new shared-use pathways

75k+
linear feet of permanent barrier

CHICAGO TRANSIT AUTHORITY RED AND PURPLE LINE MODERNIZATION PROGRAM

CONNECTING AND SHAPING COMMUNITIES THROUGH FOUNDATION MASS TRANSIT TRANSFORMATION

PROFILE

Client:
Chicago Transit Authority (CTA)

Location:
Chicago, Illinois, United States

Type of Project:
Elevated rail and supporting infrastructure improvements

Duration:
Modernization Phase One Project construction began October 2019; construction completed 2025

Scope of Work:
Design-build

Advancing one of the most significant transit investments in Chicago's history, the Chicago Transit Authority's Red and Purple Modernization (RPM) Phase One Project represents the first major milestone in a comprehensive, multi-phase program to renew and improve the city's busiest transit lines. Spanning sections of Chicago's North Side, this transformative initiative improves reliability, capacity, and accessibility for millions of riders.

Fluor, with our project partners, delivered RPM Phase One - encompassing three components: the Lawrence to Bryn Mawr Modernization (LBMM) project, the Red-Purple Bypass (RPB), and the Corridor Signal Improvements (CSI).

The LBMM project replaces 1.3 miles of aging elevated infrastructure in Uptown and Edgewater with a modern segmental bridge, upgraded rail systems, and four fully accessible stations, eliminating slow zones and improving reliability while creating new public space beneath the structure. In Lakeview, the new Red–Purple Bypass removes bottlenecks, delays, and increases capacity. Corridor-wide signal upgrades – covering 23 track miles, new signal houses, and improved special trackwork – further enhance the system's capacity and dependability.

The project's design emphasizes resilience, efficiency, and long-term performance. New track structures upgraded power and signal infrastructure, and modernized track alignments improve operating speeds and reduce maintenance demands. Advanced construction sequencing and phased work zones enabled continued service in a dense urban environment, minimizing disruption while accelerating delivery. Around $49 million in civil reconstruction also took place throughout the project, replacing streets and alleyways to better serve the community.

Due to construction in a highly populated area, RPM Phase One integrated comprehensive community engagement and impact mitigation strategies across all sections of the project. Comprehensive outreach programs, noise and vibration mitigation, and efficient construction practices reduced neighborhood impacts. Workforce development initiatives, expanded participation with small businesses, and a $250,000 STEM scholarship program were put in place to share economic benefits with the surrounding communities.

The Red and Purple Modernization project's first phase enables future improvements by modernizing the Lawrence to Bryn Mawr corridor, delivering four fully accessible stations, and addressing longstanding congestion. These upgrades strengthen Chicago's transit core and provide safer, faster, and more reliable service for years to come.

Learn more about this project on Fluor.com.



A completed CTA station // Chicago, Illinois, United States



A CTA elevated rail line under construction // Chicago, Illinois, United States United States

$2.1B
capital investment – the largest in Chicago Transportation Authority history

1.3 miles
elevated rail reconstructed between Lawrence and Bryn Mawr

~$49M
in neighborhood improvements – streets, sidewalks, alleyways, drainage, and other public space

4
fully rebuilt and accessible stations at Lawrence, Argyle, Berwyn, and Bryn Mawr

TENGIZCHEVROIL (TCO) FUTURE GROWTH PROJECT

ADVANCING STRATEGIC ENERGY INFRASTRUCTURE TO MEET GLOBAL MARKET DEMANDS

PROFILE

Client:
Tengizchevroil LLP (TCO)

Location:
Atyrau Oblast, Kazakhstan

Type of Project:
Oil production expansion and central pressure boost facility installation

Duration:
Started 2016; oil production began January 2025

Scope of Work:
Front-end engineering design (FEED) and engineering, procurement, and construction (EPC)

On the wide-swept steppe of western Kazakhstan sits the Tengiz oil field – the world's largest and deepest working oil field. With decades of experience in the region, Fluor has played a pivotal role in advancing this vast oil-producing facility, namely through our collaboration with Tengizchevroil. The Future Growth Project-Wellhead Pressure Management Project (FGP-WPMP) represents a landmark expansion of this critical energy infrastructure in Kazakhstan's long-term energy and economic development.

We began our relationship with Tengizchevroil in 1997, and the FGP-WPMP builds on the success of our 2008 Sour Gas Injection-Second Generation Project. The FEED and EPC management scope for FGP-WPMP was delivered by the Fluor-led joint venture KPJV, alongside Kazakh and international partners. Since then, the project has delivered 29 new facilities, purchased nearly $19.5 billion worth of Kazakhstani goods and services, built hundreds of kilometers of pipelines, roads and utilities, and introduced a modularized execution strategy. In January 2025, production safely commenced at the new Third-Generation Plant, marking a major milestone.

Beyond technical delivery, the project made lasting contributions to Kazakhstan's social and economic landscape through our TCO-integrated teams. At peak construction, about 90,000 total jobs were created, many of which required exposure to extreme climate conditions. Fluor and its JV partners supported workers with skills development by creating 19 craft training centers and education programs for schools and universities. In total, approximately 37,500 skills-based training courses were successfully completed.

The project strengthened national capabilities in engineering, construction, project management, and high-tech equipment servicing, while fostering knowledge transfer across a multinational workforce representing 61 countries. Engineering execution from regional offices and fabrication in Kazakhstan further reinforced participation for local communities and the economy. By expanding oil production by approximately 12 million tons per year, to a total capacity of 40 million tons per annum, the FGP-WPMP helps secure Tengiz's role as a cornerstone of Kazakhstan's energy sector.

Learn more about this project on Fluor.com.



Personnel at the Tengizchevroil facility // Atyrau Oblast, Kazakhstan



Aerial view of the Tengizchevroil facility where Fluor delivered the defined project scope // Atyrau Oblast, Kazakhstan

12M
tons of expanded oil production

90,000
jobs created by this project at peak construction

~37,500
successfully completed skills-based training courses

$19.5B
Kazakhstani goods and services purchased from suppliers by TCO since the beginning of the FGP-WPMP project

Through our people, projects and partnerships, Fluor (NYSE: FLR) connects businesses and communities to advance economies and employment. We create choice and opportunity on a local and global scale.

Building a better world is our purpose. We care deeply about safety and seek to drive quality and efficiency in all that we do. We behave responsibly and sustainably for a brighter future.

We support our clients in solving critical challenges. We operate throughout the project lifecycle, from conceptual design, engineering, procurement and construction to the operations and maintenance of facilities.

Clients, governments, partners and communities trust Fluor because we are here for the long term – delivering successful projects of both scale and significance for more than a century. From the spark of an idea to a project's completion, our nearly 23,000 colleagues in more than 40 locations around the globe provide professional and technical solutions with world-class expertise.

This is Fluor… **we are building a better world.**

For more information, please visit www.fluor.com

Or follow Fluor on

A Fluor employee at the Covalent lithium facility // Kwinana, Western Australia


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Photos from left to right:
Personnel at the Tengizchevroil Facility // Atyrau Oblast, Kazakhstan;
Chicago Transit Authority (CTA) Red and Purple Line Modernization Program // Chicago, Illinois, United States

