



# Fluor Driver Overview

**Fluor Driver combines one of the largest global turnaround, construction and maintenance firms (Fluor) with one of the best and safest Canadian contractors (JV Driver) to create a unique solution to the turnaround, maintenance, and construction needs of the petrochemical industry.**

**Our goal is to provide innovative solutions that lower construction and maintenance costs while maintaining excellence in safety and quality, and thus providing LOWER Total cost of Ownership for our clients.**

**As a supplier, our focus is to establish long-term relationships that allow:**

- ▶ **Continuous improvement**
- ▶ **Lower overall costs**
- ▶ **Improved performance**

**We want our clients to think of Fluor Driver as an extension of their own capabilities and resources to foster cost effectiveness, responsiveness, and quality.**

# Fluor Driver Origins

*The coming together of 2 complementary companies...*



- ▶ North American expertise
- ▶ Culture of innovation
- ▶ World-class safety results
- ▶ Maintenance, construction and fabrication capability, and experience
- ▶ Established in 1989
- ▶ >\$1B in revenues

**FLUOR**<sup>®</sup>



- ▶ Global reach
- ▶ Over 100 years of proven procedures
- ▶ An engineering leader
- ▶ Maintenance, EPCM, construction capability and experience
- ▶ Established in 1912
- ▶ >\$20B in revenues

# Project Experience



## MAINTENANCE

- Imperial Kearl Oilsands
- Suncor Fort Hills
- Imperial Norman Wells
- Suncor Sarnia Refinery
- Imperial Harmattan Conventional Oil



## TURNAROUNDS

- Suncor Sarnia Refinery
- Imperial Kearl Oilsands
- Suncor Base Plant
- ConocoPhillips Canada Surmont
- Imperial Norman Wells
- Suncor Edmonton Refinery
- Suncor Fort Hills



## SMALL CAPITAL PROJECTS

- Husky Prince George
- Imperial Kearl Oilsands
- Suncor Fort Hills
- Imperial Norman Wells
- Suncor Sarnia Refinery

Both Fluor and JV Driver have many years of experience executing work in northern Alberta, and providing maintenance services to many of the area's top-tier clients including Suncor Energy and Imperial Oil (Imperial).

We are currently providing steady-state maintenance, turnaround, and capital construction services to Suncor Fort Hills in Alberta; Suncor Sarnia Refinery in Sarnia, Ontario; Imperial in Norman Wells, Northwest Territories; and the Southern Alberta Conventional Oil and Gas facilities. We have spent more than 5 years onsite at Kearl Oilsands as the primary maintenance contractor with secondary responsibility for turnarounds and capital work.

**Fluor provides maintenance services to more than 150 sites worldwide.**

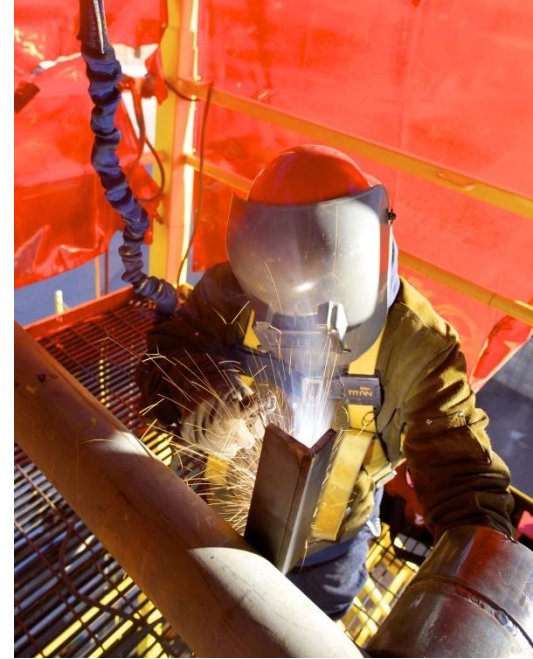
# Capabilities

Normal operation has Fluor Driver directly hiring craft to execute the majority of the work. This includes the following trades:

- ▶ Boilermakers and boilermaker welders
- ▶ Carpenters and scaffolders
- ▶ Cement masons and fire proofers
- ▶ Electricians and instrument technicians (includes welders)
- ▶ Insulators
- ▶ Ironworkers structural and reinforcing (includes welders)
- ▶ Labourers
- ▶ Millwrights
- ▶ Operating engineers
- ▶ Painters
- ▶ Pipefitters and pipefitter welders (includes plumbers, gasfitters, sprinkler fitters, etc.)
- ▶ Sheeters, deckers, and cladders
- ▶ Teamster drivers and warehousemen

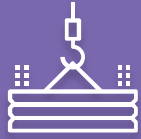
There are some tasks such as insulation, refractory, concrete work, as an example, that can either be done directly by Fluor Driver forces or subcontracted. Volume of work, local contractor performance, client preference, and degree of specialization will impact these decisions.

Tasks that we will exclusively subcontract are geotechnical work, high-voltage work, hydrovac, post-weld heat treatment, non-destructive examination (NDE), and water blasting.



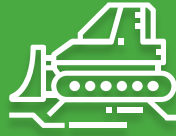
# Services

## TURNAROUNDS



- Planning
- Scheduling
- Fabrication
- Budget development
- Interface management
- Turnaround management
- Multi-discipline execution
- Commissioning

## MAINTENANCE



- Routine, emergency, predictive and preventative maintenance
- Subcontractor management
- Planning
- Scheduling
- Special projects team
- Consulting

## SMALL CAPITAL CONSTRUCTION



- Design
- Estimating
- Fabrication
- Planning
- Full suite of PC tools and processes
- Modifications
- Additions
- Repairs
- Commissioning
- Turnkey solutions

## CONSULTING



- Turnaround readiness reviews
- Asset performance improvement
- Engineering services
- Reliability
- Spare parts & warehousing
- Risk management
- Root cause failure analysis
- Benchmarking and best practices
- Wrench time assessments

# Services

## MECHANICAL

- ▶ Vessels
- ▶ Conveyors
- ▶ Columns
- ▶ Crushers
- ▶ Fin fans
- ▶ Electric motors
- ▶ Reciprocating compressors
- ▶ Split case pumps
- ▶ Blowers
- ▶ Centrifugal compressors
- ▶ Furnaces
- ▶ Boilers
- ▶ Gearboxes
- ▶ Process pumps
- ▶ Shell and tube exchangers

## SUPPORT SERVICES

- ▶ Scaffolding
- ▶ Insulation
- ▶ Carpenters
- ▶ General labor services
- ▶ Refractory and masonry
- ▶ Janitorial
- ▶ Subcontractor management

## STRUCTURAL

- ▶ Fabrication
- ▶ Installation
- ▶ Columns
- ▶ Stairs
- ▶ Beams
- ▶ Handrails
- ▶ Girders
- ▶ Grating
- ▶ Stiffeners
- ▶ Ladders
- ▶ Gussets
- ▶ Tubulars
- ▶ Compound members
- ▶ Rolled cans
- ▶ Chutes and ducts
- ▶ Modularization
- ▶ Skids

## PIPING

- ▶ Spool fabrication and install
- ▶ Rigging
- ▶ Threading
- ▶ Weldneck, slip-on, socket welded, screwed flanges
- ▶ Welded branch or stub-in connections
- ▶ Pre and post weld heat treatment
- ▶ Pressure testing
- ▶ Steam tracing
- ▶ Installation, fabrication, or adjustment of pipe supports
- ▶ Plastic piping systems
- ▶ Spring cans and engineered supports

# Services

## ELECTRICAL & INSTRUMENTATION

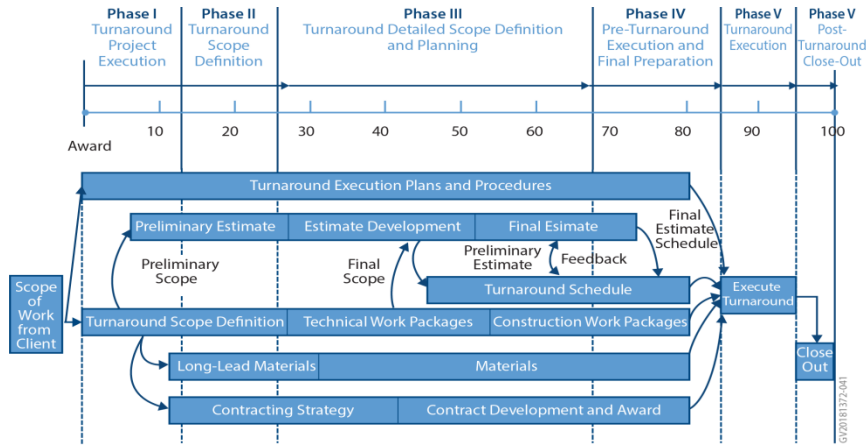
- ▶ Calibration
- ▶ Testing
- ▶ Electric heat tracing (install, repair, troubleshooting and splicing)
- ▶ Motor testing
- ▶ Cable installation, terminations and testing
- ▶ Tray installation
- ▶ Lighting installation and repair
- ▶ Grounding
- ▶ MCCs
- ▶ M.V. and H.V switchgear
- ▶ Substations
- ▶ Pole lines
- ▶ Temporary power systems
- ▶ UPS
- ▶ PSVs
- ▶ Control valves
- ▶ Transmitters

## TANKS

- ▶ Cleaning (subcontract)
- ▶ API 653 inspection (subcontract)
- ▶ Coatings
- ▶ Plate work, shells, floors, roofs etc.
- ▶ E&I
- ▶ Internals
- ▶ Foam systems
- ▶ Steam coils
- ▶ Floating suctions
- ▶ Agitators
- ▶ Piping
- ▶ Pumps
- ▶ Fire protection
- ▶ Hydrotest



# Turnarounds and Outages



## Turnaround Management Program

Fluor Driver has a robust turnaround management program supported by our proprietary manual. We have successfully applied this manual and its concepts on a global basis and have recently supported multiple outages in Alberta including Suncor's Main Plant Spring Turnaround in 2016, and Suncor's Edmonton Refinery Outage in 2018.

Furthermore, as part of our ongoing services at Suncor's Sarnia facility, we provided ongoing outage work across their operating units and recently completed a major turnaround which peaked above 350 craft.

Fluor Driver was an integral part of the shutdown and outage cycles at the Kearl facility. We ultimately were able to respond to peak loading events with a workforce comprised of site-knowledgeable workers and a core team of individuals.

**Key elements of our turnaround program address scope management, planning, pre-work, outage work, post-outage work, operations engagement, turnover, cost control, change management, and forecasting.** Through the application of both our turnaround manual and skilled site leadership, we have seen wrench time above 60 percent during an outage.

# Maintenance



Kearl Oilsands

We successfully performed continuous presence maintenance at the Kearl site starting in September of 2011. We were instrumental in supporting the start-up and commissioning for both Kearl Initial Development (KID) and Kearl Expansion Project (KEP). This positioned us uniquely to roll into the execution of mechanical steady state maintenance. We also increased our scope of work through safe and efficient execution of our base work to include planning, mine maintenance, operations support, small capital construction, and seasonal winterization staffing. **Strong performance coupled with strong relationships allows us to be prepared to take on a wider scope with our current and new clients.**

Following the success of our Kearl program, we were able to expand our presence by securing long-term continuous presence in maintenance contracts with Suncor at both their Fort Hills and Sarnia locations, as well as with Imperial at their Norman Wells, Northwest Territories, and Alberta conventional operations. Similar to our experience at Kearl, the Fort Hills scope commenced with Fluor Driver providing construction completion and commissioning support which then rolled into the steady-state mechanical maintenance. The Sarnia and Norman Wells facilities were different in that we were required to transition from an incumbent contractor within the existing operating facilities.

# Capital Projects



Small Capital Construction

Fluor Driver has provided small maintenance and production projects support to the Kearsarge site since 2013. We have proven our ability to expand and contract our services in conjunction with Imperial's needs. We have also proven our ability to respond to emergency situations including the mobilization of complete construction and fabrication crews to respond to a plant shutdown over a December break. This same model exists at both Suncor's Fort Hills project and Suncor's Sarnia refinery where we have expanded services beyond maintenance. Our site teams are now equally responsible for capital project execution and turnaround execution. **Site leadership, tools, relationships, shared resources, and consistent procedures, work flows, and standards allow effective and efficient scaling to execute these complimentary services.**

Projects completed by Fluor Driver have ranged in value from \$1,000 up to larger capital improvements valued at over \$35,000,000. We have executed multiple projects simultaneously and are able to draw on the considerable resources of our parent companies' project groups to support and supplement our teams as work requires.

# Tanks



**Tank Maintenance**

We have been performing tank maintenance to our clients as part of the overall maintenance program. Tank programs, through a combination of self perform and subcontract services include:

- ▶ Cleaning (subcontract)
- ▶ API 653 Inspection (subcontract)
- ▶ Coatings (subcontract and direct)
- ▶ Platework, shells, floors, roofs etc. (direct)
- ▶ E&I (direct)
- ▶ Internals (direct)
  - Steam coils
  - Floating suctions
  - Agitators
- ▶ External (direct)
  - Piping
  - Pumps
  - Fire protection

Fluor Driver tank programs and projects history:

- ▶ NARL – tank refurbishment (floor, annular ring, rafters, floating roof)
- ▶ Imperial Kearl – tank maintenance
- ▶ Imperial Harmattan – tank maintenance
- ▶ Husky White Rose – ballast tanks
- ▶ Irving Oil and Enbridge – home office tank program management

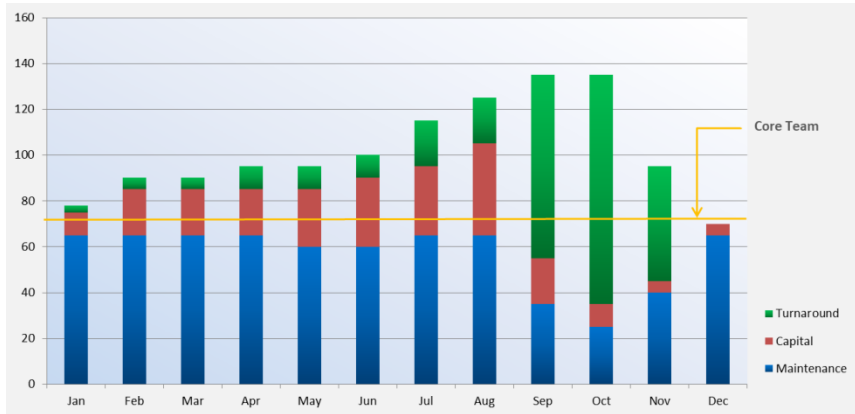
# Safety Performance

Group Quick Statistics		
	2018	YTD* 2019
Total recordable incident	0	0
Field-level risk assessment audits conducted	8,792	1,776
Supervisors hazard assessment audits conducted	4,038	2,691
Focus audits (other)	813	2,467
Management walk-about	237	190
Acts of vigilance	37,199	27,722

\*YTD Stats to end of August 2019

- ▶ Fluor Driver crews documented more than 31,000 Acts of Vigilance in 2017
- ▶ Significant reductions year-over-year in equipment and property damage
- ▶ Received the maximum WCB rate reductions

# Maintenance, Turnarounds and Small Cap



## Load Leveling

*Representing a well-managed core work force that will be consistent and leveled across time*

Our intent is to develop a long-term relationship with clients with a sustaining presence through an offering of maintenance, turnaround and capital construction services.

**Lowest total cost of ownership can best be realized by providing a well-managed core work force that will be consistent and leveled across time.**

The advantages are clear in sustaining a team that is knowledgeable and fully committed to the site and Fluor Driver's culture of safety and quality of execution. By leveling and sharing these resources between maintenance, turnarounds and capital work, our team would be able to reduce the turnover and overtime incurred by a fluctuating workforce. Backlog in maintenance is defined and stable to the extent that we can schedule shutdowns and small capital work that the craft can be moved to these activities safely and efficiently. We will work closely with site management, as well as the capital project and turnaround teams to develop, sustain, and update schedules that will optimize movement and execution of this core team.



# Why Fluor Driver?

Fluor Driver is interested in working in any capacity at sites across Canada.

**Our expertise in maintenance, combined with experience in turnarounds and sustaining capital work can be applied to the Client's benefit.**

**Lower costs, continuous improvement, and developed relationships with customers are Fluor Driver's differentiators from our competition.**

# Contact Information

## WEBSITE

[www.fluordriver.com](http://www.fluordriver.com)

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