



Thai Refinery Constructors

A joint venture of Fluor Daniel Engineers & Constructors Ltd. and Asia Badger, Inc.

December 15, 1995

TO WHOM IT MAY CONCERN

REF: INSULTEC

Insultec have recently completed the offsites insulation program for the Rayong Refinery Project in Thailand. Insultec performed the work as a subcontractor of Thai Refinery Constructors (TRC), a joint venture of Fluor Daniel Engineers & Constructors Ltd and Asia Badger, Inc.

Insultec successfully completed this supply and installation work under very demanding, schedule driven circumstances. At all times the Insultec personnel throughout the company were responsive to the needs of TRC, and in particular their onsite Project Manager, Mr. Charlie Mills.

The Insultec scope of work had an approximate total value of \$ 3.7 million (USD), and included the supply and installation of insulation for 52,000 linear metres of pipe and 3,600 M² of equipment. This work was performed in an accelerated period with peak manpower reaching 400.

This world class refinery project will complete on schedule, with Insultec being a significant contributor to the success. In summary we found the professional management team of Insultec maintained a positive and cooperative attitude through completion of the work, and we look forward to maintaining a lasting business relationship with them.

Yours truly,

Ian J. Foster
Project Contracts Manager (TRC)
Director, Procurement & Contracts (Fluor Daniel, Inc).