

DFL INTERNATIONAL CONTRACTING AND CONSULTING LTD

2023 Presentation

Introduction

- Safety Moment
- Company is a consortium of multiple consulting companies with experts in the fields.
- Major Shareholders are active and on the projects
- Access to a pool of experts in the Field of Procurement, Construction, Commissioning, and Maintenance
- Capabilities and extensive experience of creating project and corporate tools and procedures tailored and scaled accordingly
- Fast and immediate mobilization of the right and needed personnel
- Very Strong Construction Execution and Project Controls Team available to shift projects into the right track

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Expertize in Execution

Team is experience in executing:

- Civil/Earthworks
- Structural Concrete
- Structural Steel
- Architectural and Buildings
- Heavy Lifts and Modularization
- Piping
- Mechanical (pumps and vessels)
- Electrical and Instrumentation (Leading Edge)
- Pre-commissioning (including scoping)
- Commissioning assistance and plans

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Health Safety and Environment

- Target is always to have ZERO incidents on the project
- To achieve Target, tools, systems, planning and training is required
- Educate, Guide, Monitor, Empower and Re-iterate
- Health Safety and Environment Plan tailored for project specific activities and conditions
- Focus and commitment from Management Down
- Focus on small achievements: Work Safe One Day at a time
- Clearly Define Roles and Responsibilities
- Ensure client, corporate and governmental environmental requirements part of the execution plan
- DFL has a major database of Safety Best Practices, Safe work Procedures, Safety Plans and Other Guides for success

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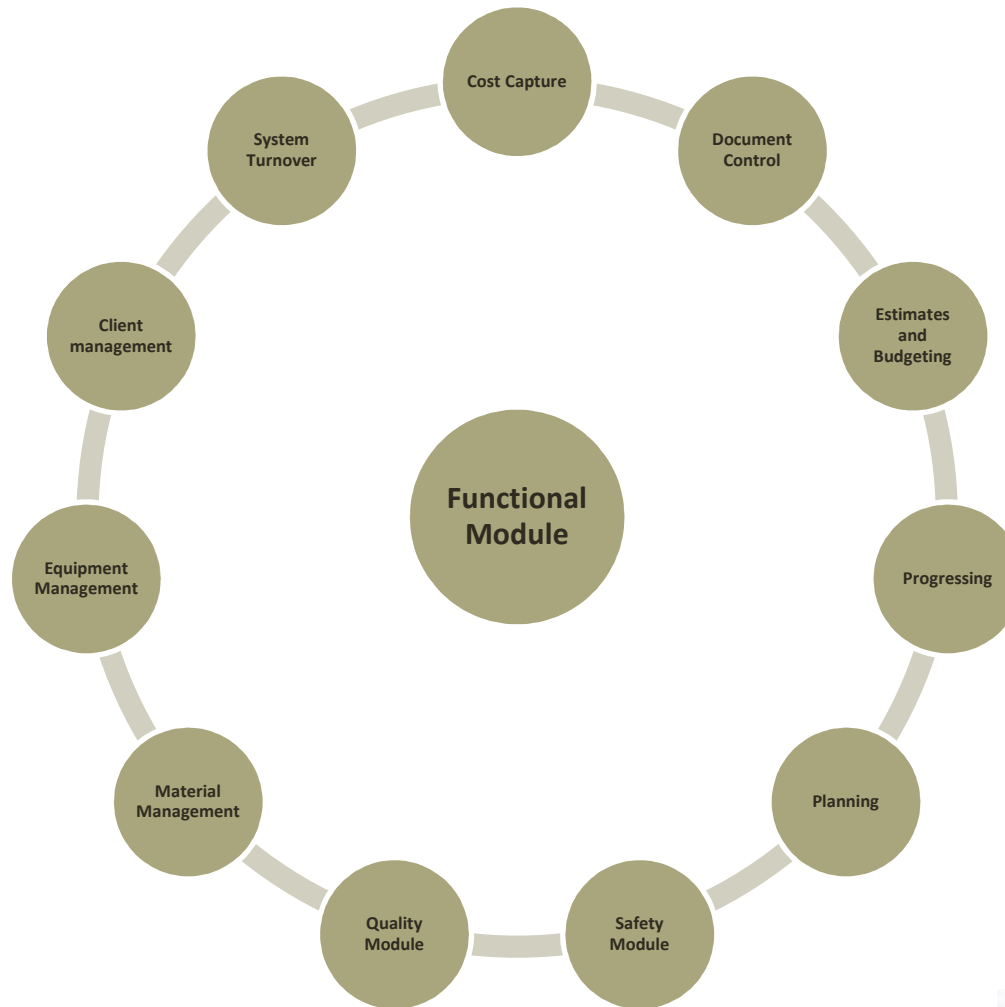
Quality

- Quality Manual for all disciplines ready for use
- Inspection records available in database for all disciplines:
 - Inspection Test Plan
 - Quality Inspection check-sheets
 - ABSA required applications
 - Non Conformance reporting and resolutions templates
 - Quality Assurance Records
 - Weld-Logs and Tracking procedures
 - Alignment of Quality Control with Planning, Turnover and Project Controls
- Project Specific Quality Plans are developed in detail and implemented in the work-face planning guaranteeing success

Projects Delivery Model

- DFL ensures that all projects start with the right tools
- Project Start-up Team mobilized to ensure all tools, procedures and processes are tailored and implemented for the project
- Project Start-up team trains Project Team and the Client on the project tools and systems to ensure alignment
- Project start-up team continues to support project remotely ensuring alignment with expectations at all times
- Project Execution Team follows the tools, processes and procedures to ensure successful criteria are achieved weekly
- Project Close-out team aligns completion, quality turnover and client priorities for efficient cost, schedule and turn-over

Specialized Tools for Delivery



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Project Execution

- Project fundamentals initiated at start:
 - Clear Scope Definition
 - Clear Contractual Requirements
 - Project Specific Procedures
 - Work Break-down Structure (WBS)
 - Cost Estimate Aligned with WBS (Both Client and Company)
 - Project Controlled Budget
 - Field Installation Work Packages Delineation and schedule of completion
 - Project Schedule development and Baselineing
 - Project Progress tools
 - Project Reporting and key indicators
 - Management of Change process implemented at Start

Work Break-Down Structure

- DFL developed in-house work break-down structure that can be aligned with any project
- Work Break-down Structure is scaled to the project
- Can be easily aligned with client reporting
- Is aligned with any scheduling efforts
- Sample Below:

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
Project #	Project Phase	Client Code	Execution Phase	Site Area	Site Sub-Area	Discipline	FIWP	Activity
3 Digits	3 Digits	2 Digits	3 Digits	3 Digits	2 Digits	2 Digits	4 Digits	4 Digits

Cost Estimate

- Cost Estimate Developed based on specific WBS
- Cost Estimate uses past project costs for benchmarking
- DFL has historical actual costs and productivities for numerous project easily accessible and organized
- DFL uses the American Association of Cost Engineers (AACE) basis for Estimation procedures- Estimate Classes as follow

ESTIMATE CLASS	<i>Primary Characteristic</i>	<i>Secondary Characteristic</i>		
	MATURITY LEVEL OF PROJECT DEFINITION DELIVERABLES Expressed as % of complete definition	END USAGE Typical purpose of estimate	METHODOLOGY Typical estimating method	EXPECTED ACCURACY RANGE Typical variation in low and high ranges ^[a]
Class 5	0% to 2%	Functional area, or concept screening	SF or m ² factoring, parametric models, judgment, or analogy	L: -20% to -30% H: +30% to +50%
Class 4	1% to 15%	or Schematic design or concept study	Parametric models, assembly driven models	L: -10% to -20% H: +20% to +30%
Class 3	10% to 40%	Design development, budget authorization, feasibility	Semi-detailed unit costs with assembly level line items	L: -5% to -15% H: +10% to +20%
Class 2	30% to 75%	Control or bid/tender, semi-detailed	Detailed unit cost with forced detailed take-off	L: -5% to -10% H: +5% to +15%
Class 1	65% to 100%	Check estimate or pre bid/tender, change order	Detailed unit cost with detailed take-off	L: -3% to -5% H: +3% to +10%

Note: [a] The state of construction complexity and availability of applicable reference cost data affect the range markedly. The +/- value represents typical percentage variation of actual cost from the cost estimate after application of contingency (typically at a 50% level of confidence) for given scope.

Project Budget

- Project Budget is Developed once Estimate is approved
- Project Budget is distributed as per the WBS
- Project Budget is managed by agreed upon coding
- Project Budget allows the review of the different types of costs:
 - Direct Labour Costs by Discipline
 - Indirect Labour Costs
 - Material Costs
 - Subcontractors Costs
 - Small tools and Consumables Costs
 - Fuel, oil & grease costs
 - Temporary Facilities and Indirect Services Costs
 - Equipment Costs (owned and rented)
 - Change Management Cost

Field Installation Work Packages

Field Installation work Packages (FIWP)

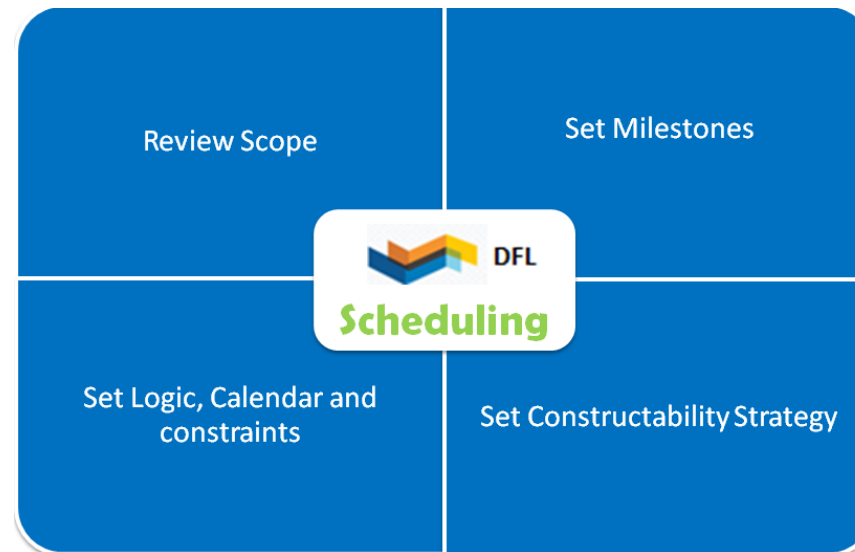
- FIWP scope is averaged of 1,000 hours of work
- FIWP list developed by experience DFL managers dividing the work by Area or Scopes aligned with the project objectives
- Standard DFL FIWP templates includes:
 - Cover Page, Reviewers Signatures and Endorsement
 - FIWP Scope of work description
 - Scope step by step execution method
 - Job Hazard Identification and Elimination/Control measures
 - Job Quality requirements, important specifications, quality procedures and sign-off sheets
 - Scope required materials and status of material delivery
 - Scope schedule and target hours
 - Progress Tracker tool
 - All required Drawings
 - Model Shots (if required)
 - Other Addendums- As required by scopes
- FIWP Information is fed back to the schedulers

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Scheduling

- Project Schedule is Developed by following the following 4 stages:



- Schedule is aligned with FIWPs, Manpower Loaded, set with a specific CPM method and baseline is set once approved

Progress & Monitoring

- Use WBS Structure for Reporting unique Identifier
- WBS & FIWPs are connected for progressing
- Each FIWP has a progress measurement sheet
- Progress Rules of Credit is set for claiming and reviewed for each activity prior to approval
- Earned Value Method is used on all DFL Projects
- All reports aligned with EVM: Physical, Cost and Schedule Progress
- Daily Progress Measurement are implemented on projects
- Weekly Progress Reporting is issued
- Weekly Progress review is done with mitigation plans and improvement targets set weekly

Reporting

- Project Specific Report Set at the start of the project
- Project Daily Reports used for daily coordination
- Project Weekly Reports used for progress review, Performance analysis and improvement planning
- Project Monthly Reports used for over-all project status and key successes / lessons learned for continuous improvement
- Reports Templates are available and standardized within DFL's systems
- Reports include HSE, Quality, Progress, Cost, Schedule, Constructibility issues, RFIs, Decision Logs, Commodity Curves and other tools required by the project to ensure clear understanding of project development

Contract Administration

- Contract Administration / Management of Change
 - Scope well defined and clarified with client
 - All communication with client are formal through a document control process
 - Management of Change process implemented on every project early in the project
 - All Schedules have schedule narratives and assumptions clearly identified
 - Management of Change embedded in the daily execution tools (FIWPs, RFIs, TDRs, etc...)
 - Change Order Log and Management of Change Meeting conducted weekly to ensure change risk is mitigated
 - Meeting Minutes templates and Management of Change forms and templates are part of DFL's standard processes

Human Resourcing

- DFL currently operates as an Open Shop Environment
- DFL processes and team set-up to be compatible with Building Trades and CLAC contractors
- Management and Staff Team database is developed in-house have specific team members for every position
- Skilled Trades database of more than 7,000 resumes available as part of DFL's partnership with www.tradecraft.com
- DFL has capabilities of finding local area trades with a push of a button
- DFL has the capabilities and experience to process temporary foreign workers if needed (following the government rules)
- DFL ranks trades personnel for rehiring to ensure safe and efficient workers are on-boarded

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Experience

PROJECT	CLIENT	DESCRIPTION
KEARL PRODUCTION PROJECTS	IMPERIAL (EXXON MOBIL) 	DFL was awarded the Imperial Oil / Exxon Mobil Site Project Controls Management for all the Kearl Oil Sands Production Projects. The DFL team manages a portfolio of projects averaging a value of 140 million dollars annually. The contract is on-going and the DFL team assigned to the project has received numerous recognition awards due to the successful controls of the project.
DREDGE BUILD	CEDA INDUSTRIAL SERVICES LP 	DFL was awarded the Project Planning, FIWP development and Construction Management scope for CEDA's Dredger Building for Suncor. The project is on-going.
CPF COMPLETION	RADIUM TECH INC. 	DFL was awarded the Project Controls and quality walkdown scope for the Sunshine West-Ells Project. DFL works under the umbrella of Radium (Mechanical Contractor) to perform the project controls duties, to assess and inspect the completed scope and to plan the completion of the construction of the plant.
Major SAGD acquisition takeover in Alberta	Peritus Asset Management 	DFL acted on behalf of the acquiring company to establish a full technical and commercial analysis on 2 specific Oil developers for potential purchase. DFL provided an in depth analysis of the various facets of the potential acquisition and presented the board of directors with the recommendation along with the associated risk factors.
Gas Plant Shut-down Support	Keyera Gas Plant 	DFL was awarded the Quality assurance scope for the Keyera Shut-down in June 2015 working under Radium Technology. DFL provided 24 hour Quality personnel coverage for the shut-down scope and completed the turnover as per the expectation of both Radium and Keyera.
Plains Midstream Train Loading station	Gemini- Kerrobert Plains Midstream 	DFL was awarded the Construction/Commissioning management, subcontract management and Project Controls assistance by Gemini Energy Corp for the construction of the EPC Plains Midstream Kerrobert Train Loading Station in Kerrobert (Part of the pipeline upgrades in Saskatchewan).

DFL International Contracting & Consulting LTD

- Experience Personnel Mobilized in all positions expediently
- Proven and renown Project Delivery Model
- Capabilities of Processes & Procedures Development
- Strong Management & Project Controls team
- Estimation and Project initiation Capabilities (including benchmarking using historical figures)
- Setting Project Budgets and Development of Schedule Baselines using MPS and Primavera P6
- Setting Project Reporting Templates
- Work-Face Planning and capabilities of developing FIWPs
- Management of Change Process implementation including claims
- World Class Human Resources (www.tradecraft.com)

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