

FLUOR DANIEL

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CONTRACT NO. 06883750-8-K026 Equipment Insulation

Sir:

As you are aware, safety performance on a project is critical to having a successful project. Your team demonstrated world class Safety performance on the Solutia AN 7 Project.

As a token of our appreciation, we have enclosed a certificate of your accomplishment in Safety on this project. We believe this will remind all personnel what is possible when all parties work to the same goals and objectives.

Once again, congratulations to you and your team for a job well done.

Sincerely.

Mark E Fields

Project Site Manager

MEF

CC

Robert Spaulding Ian Foster William Pender Rick Florence

Safety Certificate