



FORT MCKAY
FIRST NATION

DOING BUSINESS WITH FORT MCKAY FIRST NATION

NATION OWNED COMPANIES 2019





Over the past several decades, Fort McKay First Nation has successfully built a growing business portfolio by providing high quality services that are safe, timely, and cost effective. We have worked with industry partners to ensure that our members access the benefits created by industrial development in our traditional territory, while at the same time mitigating the impact oil sands development has on our territory and culture.



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CHIEF AND COUNCIL'S ANNUAL ADDRESS TO INDUSTRY

A lack of pipelines continues to prevent Alberta's oil from reaching its customers, and our economy continues to suffer. We understand the financial difficulty that oil sands producers have faced over the last four years and the cost reductions they have had to undertake to ensure their projects remain financially viable.



As service providers to these oil companies, we have shared this financial difficulty with our customers and drastically cut costs to provide the same services at lower prices. After four years, we reached the maximum by which our portfolio companies can reduce margins and operating costs and remain financially viable. We have seen the same from all services companies across the oil sands.

Despite this, the oil sands remain one of the highest cost oil-producing regions in the world. Further cost reductions are needed and can only be achieved through new technology. Our Nation is keenly aware of this and has focused its business efforts and portfolio companies on identifying and launching new cost reduction technology.

To this end, in 2018 we formed a new specialty chemical production company with Schlumberger, called Nuhebah Oilfield Services. Leveraging the global chemical experience of Schlumberger, Nuhebah developed a diluent reduction chemical - RheoGlyde. In the oil sands, bitumen is mixed with up to 40% diluent in order to be transported via pipeline. Nuhebah recognized that diluent is a huge cost to producers and therefore we spent over 2500 man hours in the lab to develop custom formulated RheoGlyde products for numerous SAGD oilsands producers. These products can reduce diluent requirements by 8-12%, equating to millions of dollars in savings for producers. In 2019, we are focused on the commercialization and large scale use of custom RheoGlyde products for producers.

Another initiative undertaken was Fort McKay Logistics introducing on-site vending machines to dispense gloves, safety glasses and other regularly used personal protective equipment. Previously these roles were staffed positions but, through automation, we were able to reduce labour costs on site while maintaining the service provision. Automation will continue to grow in the oil sands, and we continue to look for ways to automate services in the Nation's portfolio companies to further reduce production costs. We recognize that this is a necessity in order for the oil sands to be competitive with lower cost oil production regions around the world.

Lastly, we believe that natural resource development can be sustainable and that companies, governments and individuals have a responsibility to reduce the impact of climate change. We are encouraged by the action we've taken in the oil sands including the development and implementation of new technology that reduces emissions and waste.

As a Nation, we share this responsibility and ensure that our portfolio companies do as well. Last year we evaluated and implemented several such initiatives. For example, in our camp business First North Catering, we assessed how we could switch from plastic bags to compostable bags in our kitchens combined with processing our organic food waste and to turn it into

valuable compost. We haven't found a solution yet but continue to work on this.

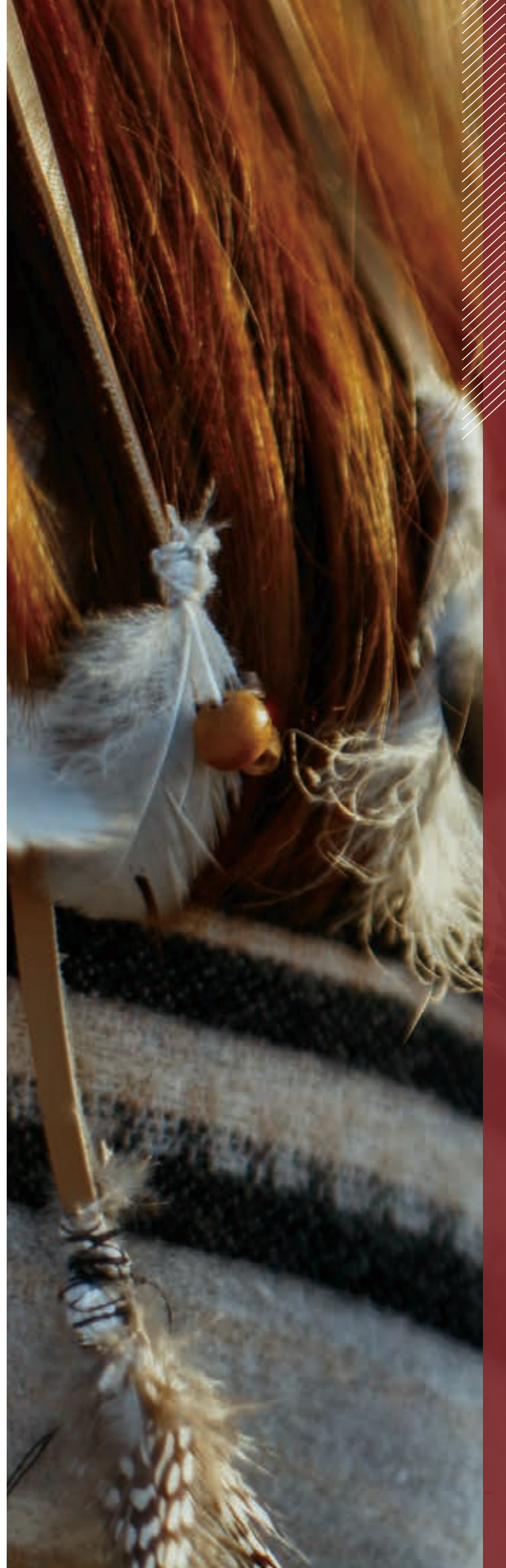
Soogadin Services LP developed an insulation evaluation program that uses thermal cameras to assess pipes and valves to identify inadequate insulation resulting in heat loss. Reduced temperatures affect steam effectiveness and require more energy (and emissions). By adequately insulating these problem areas we can help customers reduce costs and emissions.

Each year we evaluate dozens of companies as investment opportunities. Last year, we completed a transaction to invest a substantial amount of capital into Enlighten Innovations Inc. Enlighten is a specialty refinery technology company that is focused solely on the marine fuel industry. Marine fuel, or bunker fuel, is high in sulphur and is a major GHG emission. The world's 15 biggest ships create more pollution than all the cars in the world. Enlighten's technology can significantly reduce these emissions and we are excited to be a part of this company and its mission.

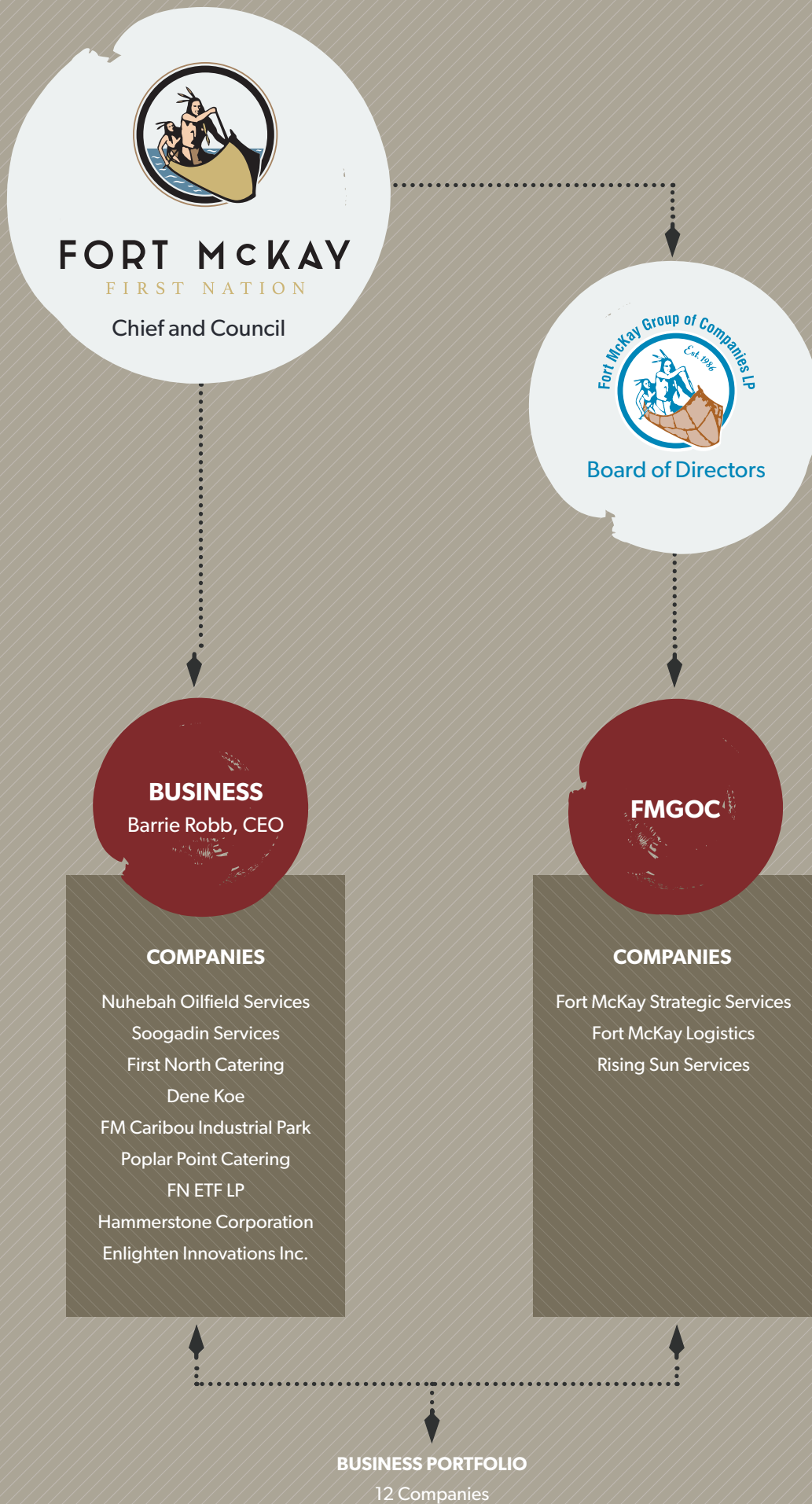
In 2019 we will continue to find ways to reduce costs in the oil sands through new technology and are hopeful for the outlook of the industry.

Chief and Council
Fort McKay First Nation

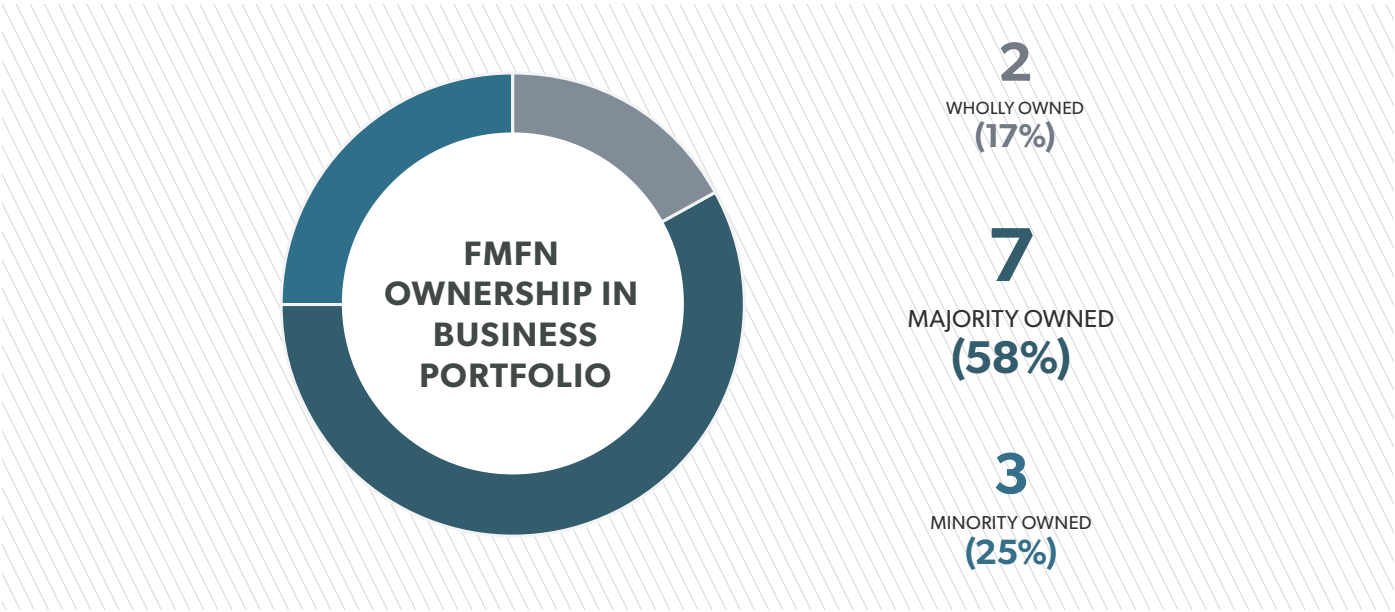
Chief Mel Grandjamb
Councilor David Bouchier
Councilor Crystal McDonald
Councilor Raymond Powder
Councilor Melinda Stewart







BUSINESS PORTFOLIO



FORT MCKAY GROUP OF COMPANIES (FMGOC)



FORT MCKAY FIRST NATION (FMFN)



WORKING WITH FORT MCKAY FIRST NATION

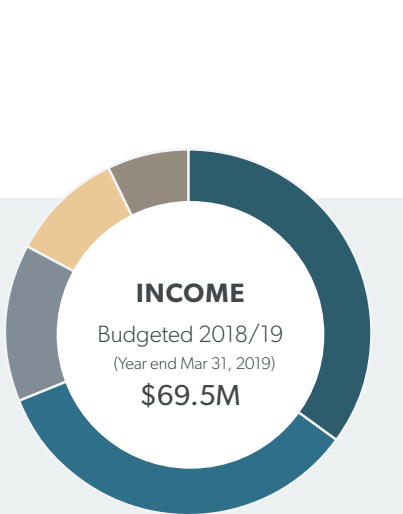
FMFN owned companies are the majority revenue source for the Nation.

12 companies comprise the Nation’s business portfolio. Our portfolio continues to evolve as investments in new companies are made and others are divested. Profits from these owned companies are critically important for the Nation because they are used to fund important infrastructure projects and community services.

Our goal is to build a strong and healthy community in Fort McKay. First Nation owned Business Revenues account for 52% of total revenues for the Nation and provide the necessary resources needed for programs, healthcare, education and infrastructure for our members. The Nation’s revenues come mainly from

Business Profits, Land Rent, Property Taxes, Industry Grants and Business Interests. Only a marginal amount comes from provincial or federal funding.

Together with each company, we work towards mutually beneficial outcomes that benefit both our community and industry. Partnering with our businesses ensures that Fort McKay members are actively involved in providing input and Indigenous knowledge into the design, monitoring, environmental mitigation and reclamation strategies that minimizing the potential impacts oil and gas projects have on our land.

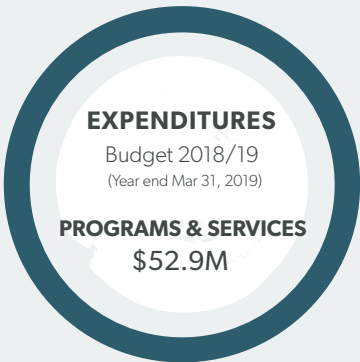


- Business Profits (35%)
- Fiscal (34%)
- Industry Grants and Other (14%)
- Rent, Interest and Property Taxes (10%)
- Government Grants (7%)



- Staff Labour (39%)
- Continuing Care Centre (38%)
- New Housing Completion (23%)

**Majority of funding for Core Buildings was received from oil sands companies.*



100% of all the costs to run Fort McKay including salaries, programs, services, and more.

FORT MCKAY GROUP OF COMPANIES



The Fort McKay Group of Companies (FMGOC) was formed in 1986 and has evolved over the course of its lifetime. It has always been the wholly owned and operated arm of the Nation's business portfolio. It has its own management and executive teams which are responsible for day to day operations.

FMFN is the only shareholder in FMGOC and its shareholder interests are represented on the Board of Directors.



Fort McKay Logistics



Fort McKay Strategic Services



BOARD OF DIRECTORS

Mel Grandjamb

David Bouchier

Crystal McDonald

Raymond Powder

Melinda Stewart

CONTACT

Fort McKay Group of Companies LP

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twitter: FMGoC



FORT MCKAY LOGISTICS LP

FOUNDED 1997

fortmckaylogistics.com

Fort McKay Logistics originated its business in 1997 with what started as a mail delivery service and shuttle service at Syncrude Canada. It has grown to include accepting and transporting material worldwide.

Fort McKay Logistics is a First Nation owned 3PL Company that has unbreakable connections to heritage and continually work to honour that while attending to their growth.

Fort McKay Logistics provides an integrated supply chain service to all businesses big and small. We pick up your materials and equipment from suppliers and manage it through the supply chain process to the end user. Although primarily North American focused, we can manage material from anywhere in the world via truck, rail, marine and air.

Fort McKay Logistics becomes the exclusive distributor for Mobil bulk packaged lubricants in the Region

174
PIECES OF
EQUIPMENT

355
LOGISTICS
EMPLOYEES

20+
YEARS OF
EXPERIENCE

Edmonton

5744 67 Ave NW Edmonton, AB T6B 3P8

Phone: 780.485.5666 Fax: 780.485.5665

fmlcustomerservice@fortmckaygroup.com

Fort McMurray

Fort McKay Industrial Park

P.O. Box 5360 Fort McMurray, AB T9H 3G4

WAREHOUSING

Fort McKay Logistics provides the backbone for products to be stored, inspected, verified, and delivered to the end user. We complete the planning and control of the functions supporting the complete cycle of materials, and the associated flow of information. We provide experienced personnel to oversee and execute the daily demands of warehouse management, issue counter, inventory management, cross docking, material management, liaison between vendors and clients, and claims management.

We operate our warehouse 7 days a week with experienced staff and dedicated services to ensure seamless operations for our clients. Below is a breakdown on how we conduct our day to day business.

TRANSPORTATION

Fort McKay Logistics is an industry leader in transportation by safely managing your freight from point of pickup to final destination.

We are an asset based transportation service provider in Alberta and offer LTL, FTL, Line Haul, and dedicated trucks for clients transporting anything from the smallest package to the largest load using a variety of equipment.

Fort McKay Logistics prides itself on delivering safe, reliable transportation services to our customers by upholding high safety standards and training to every member of our team.

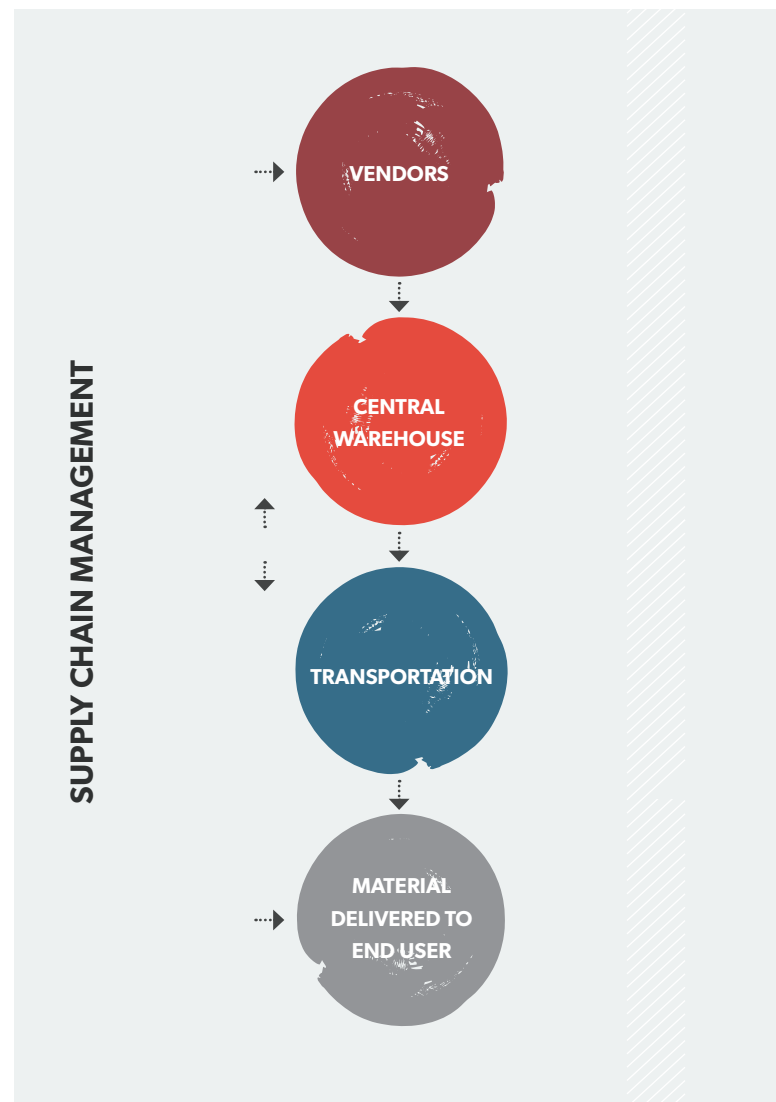
LUBRICANTS

Fort McKay Logistics began distributing Mobil lubricants in 2018. They distribute both bulk and packaged lubricants for the geographical area covered by the oil sands mining operations north of Fort McMurray.

SUPPLY CHAIN MANAGEMENT

Fort McKay Logistics is a First Nation owned Supply Chain Management Company that provides an integrated supply chain service. We manage a seamless, value-added, process across organizational boundaries to meet the real needs of the end user. Our supply chain management teams are experienced and dedicated to our clients ensuring we plan, implement, and control the flow of material and information between the point of origin to the point of consumption.

This integrated service allows for maximum efficiency, minimizing the duplication of effort and handoffs, which will lower your overall cost of the supply chain. In return, this speeds up the process so material is available to the user earlier; thereby avoiding/minimizing plant downtime and improving schedule.





FORT MCKAY STRATEGIC SERVICES LP
FOUNDED 1986
fortmckaygroup.com

Fort McKay Strategic Services capacity is wide ranging, providing customers with quality solutions in the industry. The Construction and Earthworks division has a diverse fleet of over 100 pieces of heavy equipment that are available which allows the company to provide light civil and mining services to oil sands projects in the region. The Site Services division offers direct access to an experienced labour force year round for both long and short term projects.

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EARTHWORKS

Our earthworks division is a major contender in the heavy equipment industry. Our fleet of over 100 pieces of equipment works on-site 24 hours a day, 7 days a week, 365 days a year at the CNRL Albion MRM /JPM sites. Fort McKay Strategic Services Embedded program runs year round at both CNRL Albion and Syncrude Base Mine sites.

By providing extensive ongoing training to our employees, we ensure that our equipment is operated in a professional and safe manner at all times. Despite operating some of the world's largest equipment around-the-clock, all of our operating crews at the CNRL Albion site have been able to reach one year at Goal Zero. Our focus on safety is what makes us really stand out from the crowd. We are diversified in our skills and are growing everyday into more specialized areas of the oil sands industry. Our current equipment fleet includes heavy rigid frame haul trucks, articulating trucks, dozers, excavators, graders and loaders.

WE PROVIDE THE FOLLOWING LIGHT CIVIL AND MINING SERVICES FOR CLIENTS:

- Muskeg removal and stockpile
- Reclamation: Terrain contouring and material replacement
- Road building for light vehicles and heavy haulers
- Ore and reject loading, hauling and placing
- Road Maintenance: Sanding, grading and berm building
- Technical road building with Claycrete stabilizer: Crushing, loading, hauling and placement of unique chemical solution
- Dyke construction including internal drains, sand blanket, shear keys and toe berm construction
- Dewatering including ditching and sump building
- Tailings mud farm removal
- Earthworks for pipeline corridor construction/substations
- Embedded fuel and lube services and heavy equipment operators
- Technical support including Project Management and budgetary cost estimates

EQUIPMENT RANGING FROM, BUT NOT LIMITED TO:

- (1) EX1900 Excavator
- (6) EX1200/1250 Excavator
- (10) EX850/870/385 Excavator
- (7) EX450/470/345 Excavator
- (1) EX330 Excavator
- (1) Komatsu 240 LR (60') Excavator
- (5) D10T Dozer
- (4) D8T Dozer
- (5) D6M/N/T Dozer
- (3) 16M Grader
- (2) 14H/M Grader
- (10) 785C/D Haul Trucks
- (13) 777D/F Haul Trucks
- (3) 777D Water Truck/Haul Trucks
- (7) 40 Ton Haul Trucks
- (2) 980H Loader
- (1) 966H Loader
- (5) Fuel/Lube Trucks

SITE SERVICES

Our Site Services division offers direct access to experienced operators or general labour for both long and short term contracts. We have experience in, but not limited to areas as diverse as grounds keeping, coverall delivery, flagging and general labour services. Our site services division specializes in the following services:

ROADS AND GROUNDS

- Snow clearing and removal
- Road signage supply and installation
- Asphalt repair
- Grounds maintenance
- Snow fencing supply and installation
- Brush cutting and removal
- Shutdown and operations support such as confined space monitor and entry, fire watch, man watch

LABOUR SERVICES

- Warehouse services
- Tool cribs
- Shovel cleaning labour
- Landscaping services
- Flagging
- Coverall distribution and inventory control
- Light equipment operators
- Snow / ice removal from building rooftops



RISING SUN SERVICES LP

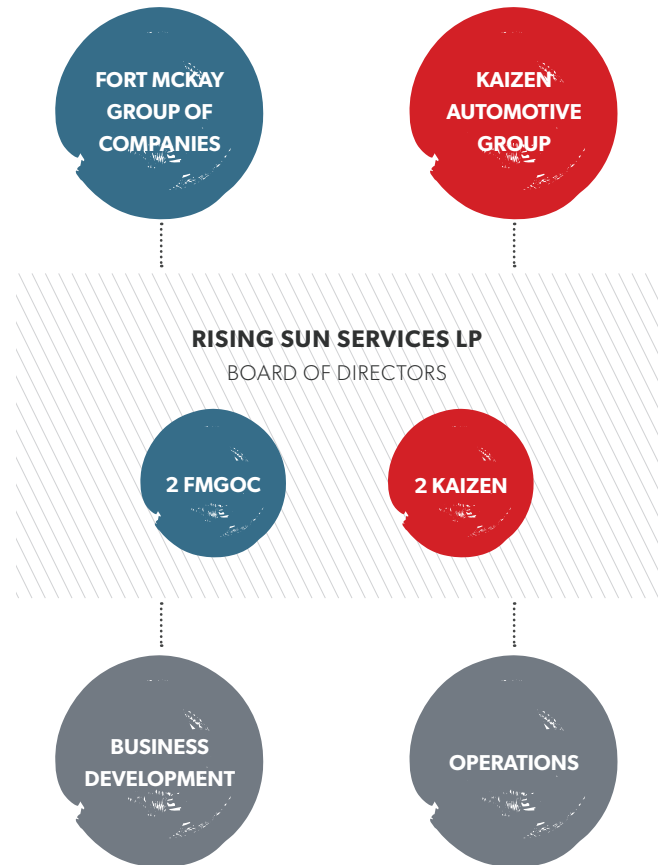
FOUNDED 2017

risingsunservices.ca

Rising Sun Services is an Aboriginal business which is majority owned by the Fort McKay Group of Companies (FMGOC). The business partner and minority co-owner in this new company is Kaizen Automotive Group (partnered with local Summit GM) which is Alberta's leading automotive group.

Rising Sun Services has the only GM Warranty approved automotive service center in Fort McKay. The strategic and convenient location of this service center allows industrial vehicles, mine sites and contractor trucks to get their vehicles serviced quickly, which translates to less downtime and a shorter commute for our clients.

CORPORATE STRUCTURE



PRODUCTS AND SERVICES

While specializing in GM product, Rising Sun Services is an all makes, all models repair facility. Highly qualified technicians provide exceptional service in a timely manner. Rising Sun Services is a full service shop that can provide the following services, but not limited to:

- ✓ **BASIC MAINTENANCE REQUIREMENTS**
- ✓ **FULL DIAGNOSTICS ON ALL DRIVABILITY CONCERNS**
- ✓ **MAJOR DRIVELINE COMPONENT REPAIRS**
- ✓ **UNDER-CARRIAGE WASH**
- ✓ **UP-FITTING**
- ✓ **TIRES AND ALIGNMENTS**
- ✓ **WINDSHIELD REPLACEMENT**

FORT MCKAY'S

ONLY  WARRANTY APPROVED

AUTOMOTIVE SERVICE CENTRE



Whatever the service, Rising Sun Services is dedicated to maintaining top tier customer service.

FLEET SERVICE EXPERIENCE

Specializing in creating custom preventative maintenance programs for clients to reduce downtime while providing cost certainty. The secret to retention of clients is understanding the need for a strategic service partner focused on fleet - we know fleet because we run a fleet. We are able to be an end to end solution for your fleet needs.

MAINTENANCE AND REPAIRS

Rising Sun Services is a GM approved automotive service centre and auto body shop. Servicing commercial vehicles of all makes and models is done by GM certified technicians in the Fort McKay Industrial Park.

PARTS

Rising Sun Services carries an inventory of General Motors and Ford parts, as well as other parts based on client needs. In addition to carrying inventory for vehicle repair, Rising Sun Services also sells parts directly.

Rising Sun Service LP
Fort McKay Industrial Park
Fort McKay, Alberta, T0P 1C0
info@risingsunservices.ca

BUSINESS PORTFOLIO MANAGEMENT TEAM



FORT MCKAY
FIRST NATION

FORT MCKAY FIRST NATION

Fort McKay First Nation's business development team is responsible for growing the Nation's business portfolio by forming new companies and growing the existing seven majority owned companies.

Each of these companies has their own management and executive teams and the Nation typically does not operate these companies directly. Instead, FMFN is a shareholder and their ownership interests are represented by the Board of Directors.

CONTACT

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fortmckay.com
facebook: [/FortMckayFirstNation](https://www.facebook.com/FortMckayFirstNation)
twitter: FortMckay

MANAGEMENT TEAM



Barrie Robb
CEO of Business Development,
Fort McKay First Nation



Stuart Randell
Senior Manager,
Business Development,
Fort McKay First Nation



Harshul Srivastava
Senior Analyst,
Business Development,
Fort McKay First Nation



Benita Koochicum
Coordinator, Lands and Leasing,
Business Development,
Fort McKay First Nation



Jessica Saunders,
Coordinator,
Business Development,
Fort McKay First Nation

The Nation's holding company owns the shares in seven (7) companies. Our investment approach is to select industry leaders as partners and invest equally with them in the creation of a new company that we believe will be able to provide the services/products which are needed by clients.

In a portfolio company, we typically hold majority ownership (51%) and assign responsibility for day-to-day operations to our skilled partner, who holds minority ownership (49%).

As majority owners in these companies, we ensure through Board representation and oversight that the company is meeting the high expectation of customers and shareholders.





NUHEBAH OILFIELD SERVICES LP

FOUNDED 2017

FMFN + Schlumberger

nuhebah.com

Nuhebah's integrated production chemical technologies and services has provided tangible benefits and assurance to oil and gas operations worldwide for over 30 years. Our global footprint and dedicated service delivery help maximize production safely and reliably, regardless of system complexity or geography.

Specialized research laboratories and field support operations analyze issues across the entire spectrum of production operations, engineering optimal solutions to protect asset integrity, safely maximize production, and enhance product quality while minimizing environmental impact.

Maximize Production from Reservoir to Refinery.

PRODUCT FOCUS: RHEOGLYDE HEAVY OIL FLOW IMPROVER

RheoGlyde is a Flow Improver Technology developed by Schlumberger for the Oil sands in Alberta for controlling Diluted Bitumen viscosity.

viscosity reduction
of 20-35%

diluent reduction
of 8-12%

large diluent cost
savings

compatible with
pipelines and
refineries

Board of Directors

Céline Gerson, President,
Schlumberger Canada

Mark O'Byrne, President, Palliser
Production Management Ltd

Raymond Powder, Fort McKay First Nation

Crystal McDonald, Fort McKay First Nation

Executive Team

Céline Gerson, President

Stuart Randell, Vice President

Barrie Robb, Vice President

James North, Vice President

Tatum Woywitka, Corporate Secretary

Primary FMFN Contact

Stuart Randell

Senior Manager, Business Development

Fort McKay First Nation

Cell: 780.713.8848

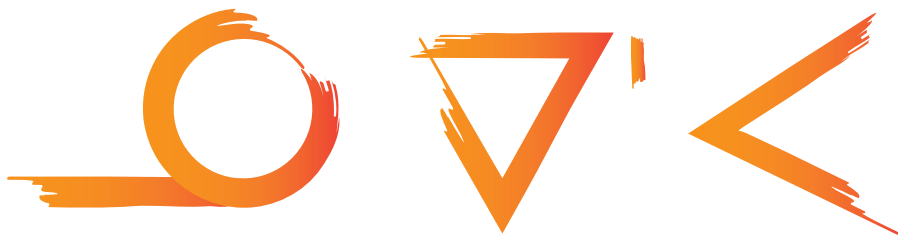
srandell@fortmckay.com

200 - 125 9 Ave SE, Calgary, AB

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info@nuhebah.com



HEAVY OIL

Our wide portfolio of chemicals includes chemicals for each type of reservoir and production method and is constantly updated to adapt to each specific need present in the oilfield. Located in Alberta, Nuhebah's Product Development and Technical Service Center is equipped to evaluate production fluids and provide field service in a short time. Our portfolio of solutions includes products for Mining and In Situ operations.

Key Products:

- Emulsion Breakers
- Reverse Emulsion Breakers
- Water Clarification
- Water Treatment
- Antifoamers
- Fouling Control
- Flow Improvers
- Asphaltenes Inhibitors/Dispersants

PIPELINES

Nuhebah specialists deliver integrated chemical, equipment, and analytical packages customized to meet all your pipeline and midstream asset needs, from custom designed chemical treatment programs to in-service maintenance, asset integrity, flow assurance and decommissioning, resulting in maximization of the production and extension of the life of the assets.

Key Products:

- Corrosion Inhibitors
- Gel Pigs for Displacing, Sweeping or Batching - 100% Biodegradable
- Biodegradable Cleaners
- HydroTag Leak Detection Dyes (visible under blacklights):
- Alternatives to MEG and Methanol
- Solvents
- Biocides
- Scale Inhibitors
- Wax and Asphaltenes Inhibitors and Dispersants
- Flow Improvers

REFINERIES

Nuhebah has direct access to Schlumberger's research facility located in Houston, Texas. This facility incorporates equipment and personnel dedicated to developing new technological solutions for refinery applications.

Key Products:

- Desalter Emulsion Breakers
- Film Forming Corrosion Inhibitors
- Neutralizing Corrosion Inhibitors
- H₂S Scavengers
- Water Treatment



Board of Directors

Joe Brickner, President, Brock Canada
Ricardo Iglesias, CFO, Brock Group
Mel Grandjamb, Fort McKay First Nation
David Bouchier, Fort McKay First Nation

Executive Team

Joe Brickner, President
David Bouchier, Vice President
Corey Koble, Treasurer and
Corporate Secretary

Primary FMFN Contact

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SOOGADIN SERVICES LP

FOUNDED 2018

FMFN + Brock Canada

soogadin.com

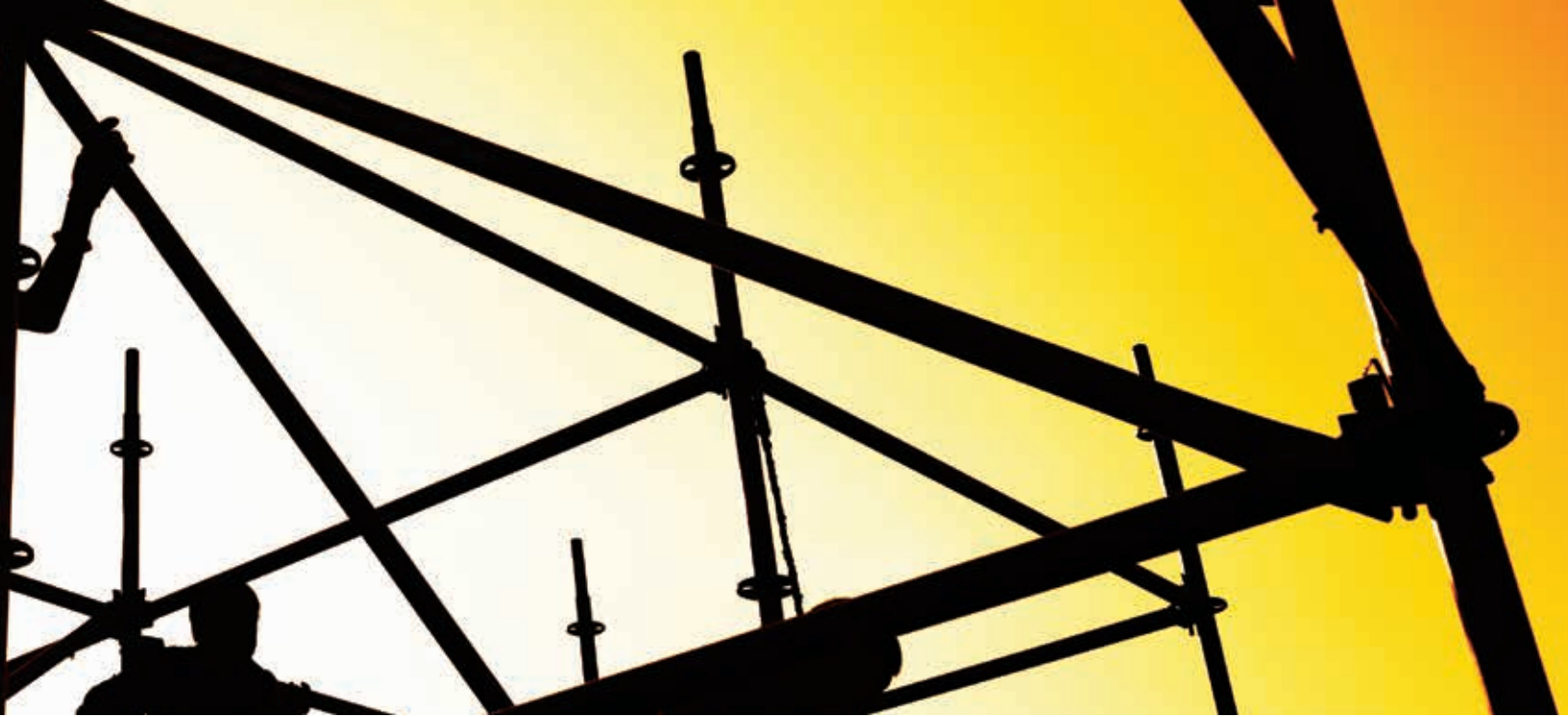
POWERFULLY BUILT

Soogadin (pronounced 'Soo-gah-tin') means "powerfully built" in Cree.

Formed by Fort McKay First Nation and Brock Canada, Soogadin leverages the expertise of two progressive businesses to bring leadership, operating efficiency, and a focus on community to the industry. Our joint venture is founded on a shared vision of value and innovation with a focus on providing the energy industry with powerful and progressive solutions.

Soogadin services green and brown-field capital projects, shutdown/turnaround work, and specialized long-term facility maintenance, offering its clients solutions that contribute to operational optimization, asset integrity, enhanced production, cost certainty and cost reduction, while increasing safety and minimizing environmental impact.

Soogadin will be the largest Aboriginal scaffolding, insulation, fireproofing and paint & blast provider in Canada. Every aspect of the business and its plans for sustainable growth will be Powerfully Built.



Soogadin's Services Include:

- Scaffold Management, Labour & Material Supply
- Insulation Project Management, Labour and Materials
- Fireproofing Material, Labour & Project Management
- Paint & Blast Solutions – Field and Shop Application Services
- Asbestos & Lead Abatement Programs
- Rope Access Services
- Energy Loss Prevention & Emission Reduction Programs
- Hard Covers, Soft Covers (Insulation Blankets)
- Glycol Heat Tracing

Cost Benefits to Customers:

- Scaffold Cost Reductions through 3D Design, Modelling and Work Face Planning.
- Accountability leading to Productivity through enhanced tracking and reporting management systems.
- Reduced Labour requirements through enhanced scope capture capabilities, resource planning, field fit crew blending, and solutions innovation.
- Continuous Improvement using the latest data analytics, performance measurement tools and service optimization surveillance programs.
- Reduced energy costs and emissions using ARRM model (Assess, Report, Repair, Monitor) including Insulation Assessment Program to improve operator's return on Investment (ROI).



FIRST NORTH CATERING LP FOUNDED 1998

First North Catering is co-owned by Fort McKay First Nation and ESS Support Services. Our company has a long history of successfully operating in the oil sands and meeting the unique needs of clients. With the support of both owners, First North provides high quality and cost effective remote camp services and related support assistance to clients in Northern Alberta.

PRODUCTS AND SERVICES

1. Camp Operations and Facilities:

First North Catering has the ability to provide clients with high quality camp facilities and operate the facilities for the client. ESS can provide the workforce solutions and support services required for the operation of world class remote accommodations.

2. Camp Operations:

First North Catering recognizes that clients needs vary on a project by project basis and as a result is able to meet unique needs by providing camp operations services.

3. Office and Retail Food Services Areas:

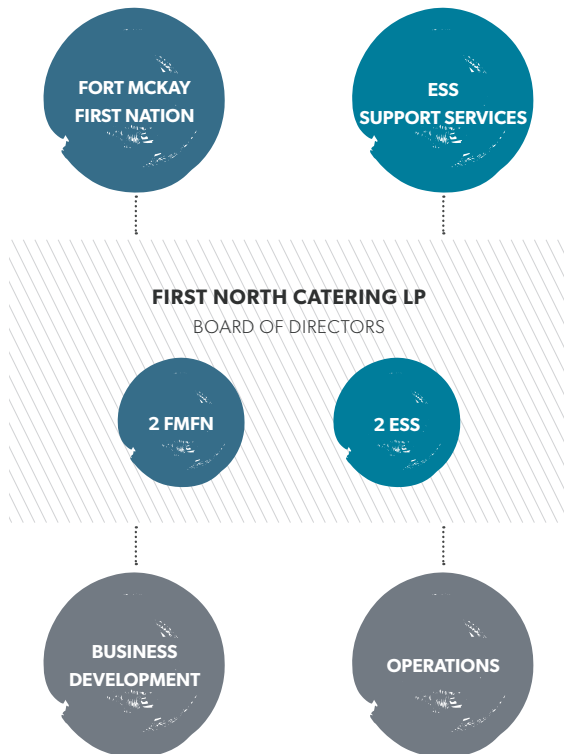
At the higher end of the spectrum, First North excels in the delivery of full service remote camp accommodations. First North has the ability to also provide office space and exceptional food services.

Primary FMFN Contact

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First North Catering
ESS Support Services a
Division of Compass Group Canada Ltd.
2710 - 17th Ave SE. Suite 300
Calgary, AB T2A 0P6

CORPORATE STRUCTURE



Board of Directors

Michael Hachey
President ESS Compass

Saajid Khan
CEO, ESS Compass

Barrie Robb
CEO Of Business Development
Fort McKay First Nation

Crystal McDonald
Fort McKay First Nation

Executive Team

Michael Hachey
President

Paul Finn,
Vice President of Sales

Carlos Echaiz-Mcgrath,
Business Development

Stuart Randell,
Business Development

Your Trusted Partner in Workforce Camp Facility Operations.



MANAGEMENT

- Camp Management
- Project Management
- Camp Reception and Administration
- Camp Lease
- Recreation and Leisure Management
- Camp Refurbishment
- Waste Management



MAINTENANCE

- Building Assets
- Kitchen Equipment
- Mechanical, Electrical and Plumbing (MEP) Systems
- Municipal Services
- Pools and Gym Equipment
- Power Generators
- Grounds Maintenance
- Sewage Treatment Plants
- Water Treatment Plant



HOSPITALITY AND GENERAL SERVICES

- Catering (all formats)
- Housekeeping, Laundry and Janitorial
- Commissary and Bar
- Retail Food, Service and Vending
- Food and Spares Logistics
- Medical Support
- Pest Control
- Manpower Supply
- Security



DENE KOE

A Fort McKay First Nation & Civeo Venture

DENE KOE LP
FOUNDED 2016
denekoe.com

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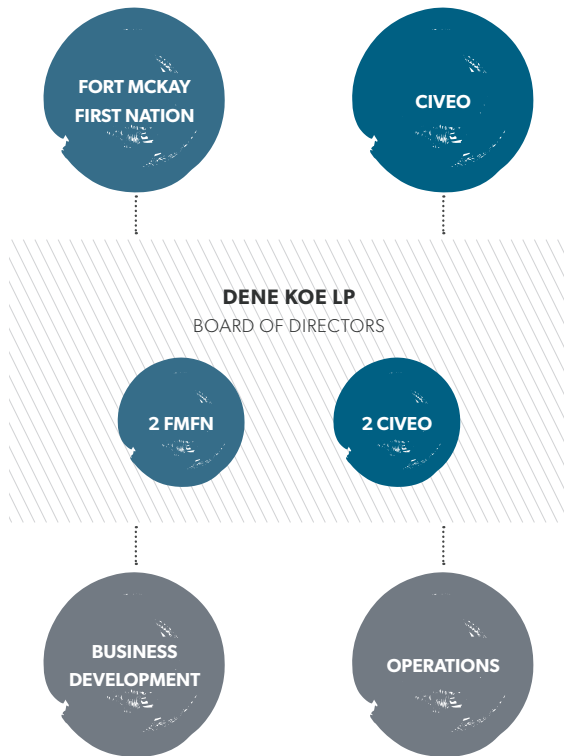
Bringing together Fort McKay First Nation's trusted relationship-driven approach to business and Civeo's regional industry expertise, our team delivers unmatched hospitality and comfort. Dene Koe offers reliable, high-value remote lodging services, business cooperation, and community engagement. Our model supports the longevity and sustainability of communities in the oil sands by ensuring long-term development that considers the interests of the community.

We are a service provider at Civeo's Fort McMurray Village near Suncor's Base Plant, a five-lodge, 3,500 room property as well as Athabasca Lodge and Beaver River Executive Lodge located near Fort McKay on highway 63. Dene Koe also owns its own facilities: Hudson Lodge (624 rooms) and Borealis Lodge (1504 rooms). Dene Koe offers comfortable rooms, excellent food, and all the amenities that workers need to stay active and healthy, unwind, and rest well.

We offer:

- ✓ **FLEXIBLE WORKFORCE ACCOMMODATIONS AND FACILITIES MANAGEMENT**
- ✓ **EFFECTIVE BUSINESS SYSTEMS FOR EFFICIENT LOGISTICS**
- ✓ **AFFORDABLE PRICING TO HELP YOU KEEP YOUR COMPETITIVE EDGE**

CORPORATE STRUCTURE



Executive Team

Al Schoening
President

Barrie Robb
Vice President

Kelly Frank
Business Development

Stuart Randell
Business Development

Board of Directors

Al Schoening
President, Civeo Canada

Mark Menard
CFO and SVP of Finance, Civeo Canada

Barrie Robb
CEO of Business Development
Fort McKay First Nation

Melinda Stewart
Fort McKay First Nation

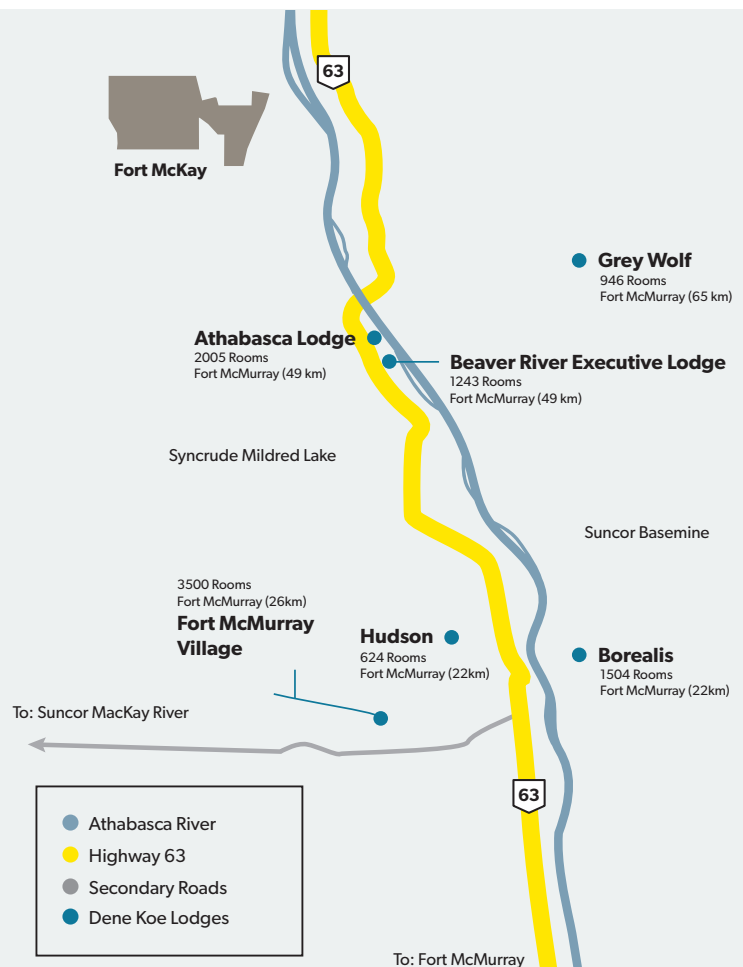
True Northern Leadership Meets Quality Lodging.

Facilities Management and Workforce Services

Dene Koe can bring all of the sought-after service and hospitality of our open lodges directly into client-owned facilities. By providing a comfortable, reliable lodging experience, we improve the attraction, retention, productivity, and safety of your workforce. At every scale and scope of service required, we execute made-to-measure lodging solutions.

Open Lodging

The philosophy behind our full-service open lodge accommodations is that workers, in even the most remote environments, deserve the comforts of home. That's why we've equipped each of our strategically located lodges with friendly faces, great food, and every conceivable comfort. Flexible and accessible lodging options make booking easy for crews of all sizes.





FORT MCKAY CARIBOU INDUSTRIAL PARK

ESTABLISHED 2005

fortmckayproperties.com

Located 54 Kilometers north of Fort McMurray, Fort McKay Caribou Industrial Park is ideally situated to support the operation of various commercial industries supplying northern oil sands developments. The park is owned by Fort McKay First Nation together with Waiward Management Inc. and uses green technology to support infrastructure, while ensuring safety and security across all lots.

Products and Services:

- ✓ **COST EFFECTIVE LOCATION: WITHIN 100 KM OF ALL OIL SANDS PROJECTS**
- ✓ **DIRECT ACCESS TO HIGHWAY 63 NORTH**
- ✓ **ON-SITE HEALTH CLINIC**
- ✓ **SEMI-DEDICATED HELIPAD**
- ✓ **FULL DEVELOPED INFRASTRUCTURE: 24 HOUR WATER AND POWER**
- ✓ **HIGH SPEED INTERNET**
- ✓ **24-HOUR GAS STATION**
- ✓ **ECO-FRIENDLY INDUSTRIAL PARK WITH SOLAR PANELS AND WIND TURBINES**
- ✓ **BOTH LONG TERM AND SHORT TERM LEASES AVAILABLE**
- ✓ **WORLD CLASS ANCHOR TENANTS WITH BUILT OUT FACILITIES**
- ✓ **4-HOUR SECURITY**
- ✓ **CONVENIENCE STORE**
- ✓ **PERFECT FOR OFFICE BUILDINGS, WORKSHOPS, YARD AND STORAGE SPACES**

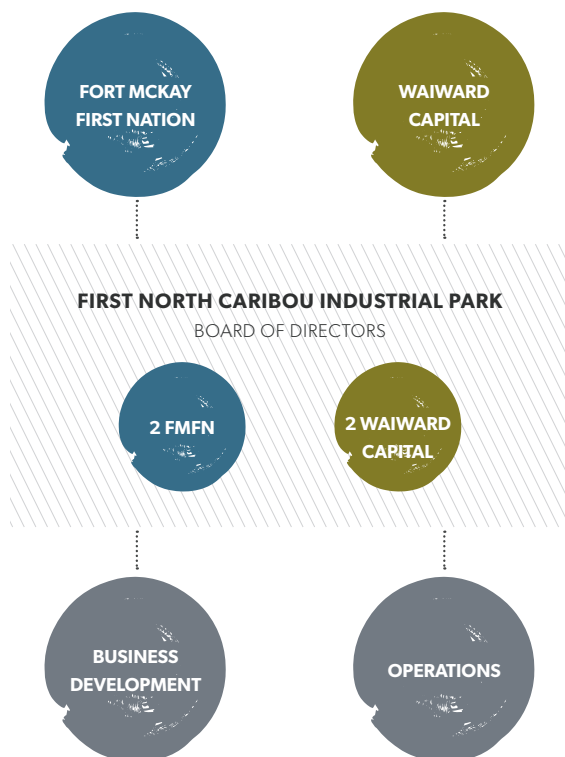
Primary Contacts

Donald J. Oborowsky
Managing Partner
Office: 780.761.0970
Cell: 780.994.4849
donalddjoborowsky@waiwardcapital.com

Benita Koochicum,
Lands and Leasing Coordinator
Fort McKay First Nation
Cell: 587.645.4351
Office: 780.828.2427

Caribou Energy Park Ltd.
Waiward Management Inc.
9928 - 104 Street
Edmonton, AB T5K 0Z3

CORPORATE STRUCTURE



Board of Directors

Don Oborowsky
Owner Waiward Steel Fabricators Ltd.

Paul Zubick

Barrie Robb
CEO of Business Development, FMFN

Mel Grandjamb
Fort McKay First Nation

Dynamic Commercial and Industrial Parks in the Heart of Alberta's Oil Sands.

70+ LOTS

DISTANCE FROM OIL SANDS PROJECTS

Synchrude: Aurora North Mine (68km)
Synchrude: Mildred Lake Mine (18km)
Suncor: Fort Hills Mine (44km)
Suncor: Millennium Mine (39km)
Suncor: Firebag SAGD (76km)
Shell: Muskeg River Mine (29km)
Shell: Jackpine Mine (31km)
Imperial: Kearn Mine (78km)
Imperial: Aspen SAGD (78km)
Husky: Sunrise SAGD (72km)





FN ETF

FIRST NATIONS ETF LP FOUNDED 2017

Thebacha LP owns and operates a bitumen cooling, blending and storage facility located 30km North of Fort McMurray, Alberta. The facility includes seven tanks, two blenders, cooling facilities and two vapour combustion units. The ETF Project consists of facilities for the following purposes:

- ✓ **RECEIPT AND STORAGE OF HOT BITUMEN FROM FORT HILLS**
- ✓ **VIA PIPELINE**
- ✓ **RECEIPT AND STORAGE OF DILUENT**
- ✓ **DELIVERY OF BLENDED BITUMEN**
- ✓ **BITUMEN COOLING FACILITIES**
- ✓ **FACILITIES FOR THE BLENDING OF DILUENT AND COOLED BITUMEN**
- ✓ **STORAGE OF BITUMEN**
- ✓ **DELIVERY OF BITUMEN BLEND TO THE SHIPPERS AT THE DELIVERY POINT**
- ✓ **TRANSFER OF DIESEL FROM THE ATHABASCA TANK TERMINAL**



First Nations ETF LP owns 49% of Thebacha, Suncor owns 51% and remains its operator.

Board of Directors

Crystal McDonald
Fort McKay First Nation

Raymond Powder
Fort McKay First Nation

Edward Courtoreille
CEO Mikisew Group of Companies

Barrie Robb*
CEO Business Development
Fort McKay First Nation

Sally Whiteknife
Mikisew Cree First Nation

Through FN ETF LP, Fort McKay First Nation owns 34.3% of Thebacha and Mikisew Cree First Nation owns 14.7%.

*Managing Director of First Nation ETF LP

FN ETF LP
PO Box 5360
Fort McMurray, AB
T9H 3G4

Primary FMFN Contact

Jessica Saunders
Coordinator, Business Development
Fort McKay First Nation
Cell: 587.645.4466
jsaunders@fortmckay.com



HAMMERSTONE CORPORATION

FOUNDED 2009

hammerstonecorp.com

Hammerstone is part of the Brookfield Asset Management group of companies. Hammerstone's Muskeg Valley Quarry was established in 2009 and is centrally located within the mineable oil sands area. The quarry covers an area of about 3,600 acres and, with over 750 million tonnes of directly accessible limestone and gravel reserves, is well positioned to supply the North Athabasca market for decades to come.

Hammerstone produces and delivers quality aggregates to customer sites with high safety standards and performance.

The "Hammerstone Advantage" includes:

- ✓ **HIGH PRODUCTION CAPACITY FOR MAJOR PROJECTS AND DEMANDING SCHEDULES**
- ✓ **DEDICATED QUALITY CONTROL / QUALITY ASSURANCE TECHNICIANS AT THE QUARRY ENSURE CUSTOMERS RECEIVE EXCEPTIONAL PRODUCT QUALITY**
- ✓ **TECHNICAL SUPPORT AND LOGISTICS SOLUTIONS FROM QUALIFIED, EXPERIENCED PERSONNEL**
- ✓ **SAFE AND RELIABLE PRODUCT DELIVERY WITH PROFESSIONAL CARRIERS, 7 DAYS PER WEEK**

Owners

Brookfield Asset Management (majority)
FMFN (minority)

Executive Team

Terry Owen, Chairman and CEO
Shawna Meyers, CFO
Scott Rose, VP Mining and Sustainability
Nick Laganieri, President
Roger Downham, COO

Primary FMFN Contact

Harshul Srivastava
Senior Analyst Business Development
Fort McKay First Nation
Cell: 780.742.6006
hsrivastava@fortmckay.com

Hammerstone Corporation
#500, 4838 Richard Road SW
Calgary, AB T3E 6L1
403.297.1680



FMFN is a minority shareholder in Hammerstone Corporation, which provides reliable, year-round, local source of aggregate materials that help enhance the sustainability and environmental performance of the oil sands industry.

CORE PRODUCTS

BASE/SURFACE CRUSH

- Available from 25mm to 125mm sizes
- Limestone or Gravel
- Specifications comply with Alberta Transportation

Used for constructing building pads, well pads, service roads, highways and mine haul roads.

SELECT SUB-BASE (UNIT3)

- Economic and easily placed sub-base material
- Unique bridging capability over muskeg

Used for fill and constructing sub-base of haul roads, service roads, pads, etc.

SPECIALTY PRODUCTS

STONE

- Screened or washed
- Very low fines content
- Limestone or Gravel

Used for filtering, walkway surfacing insulating, and landscaping.

LARGE STONE

- Available in many sizes - gabion, rip rap
- Limestone or Gravel

User primarily for landscaping and slope stabilization

MANUFACTURED SAND AND FINES

- 10mm minus material
- Bedding Sand
- Winter Traction Sand or Rock chips
- Impermeable Liner

Can be used as common fill, pond liner, or top dressing for icy roads (winter road grit).



ENLIGHTEN LP

FOUNDED 2011

fieldupgrading.com | enlighteninc.com

Field Upgrading and Enlighten.

Field Upgrading is a Canadian company based in Calgary, Alberta, dedicated to the development and commercialization of a new sulphur removal and upgrading technology called DSU®.

Our plant removes sulphur and has:

- ✓ **A SMALL FOOTPRINT**
- ✓ **NO WATER USAGE**
- ✓ **NO DIRECT EMISSIONS**

We are building a demonstration facility using our ground breaking DSU® technology to produce 2500 barrels of finished low sulphur marine fuel using local heavy oil feedstocks. We expect our CLEANSEAS plant to be ready in 2020.

0.1%

Inside an Emission Control Area
0.1% m/m on and after 1 Jan, 2015

0.5%

Global Sulphur Limits
0.5% m/m on and after 1 Jan, 2020

Owners

Private Investors (Majority)

FMFN (Minority)

Executive Team

Guy Turcotte, Chairman and CEO

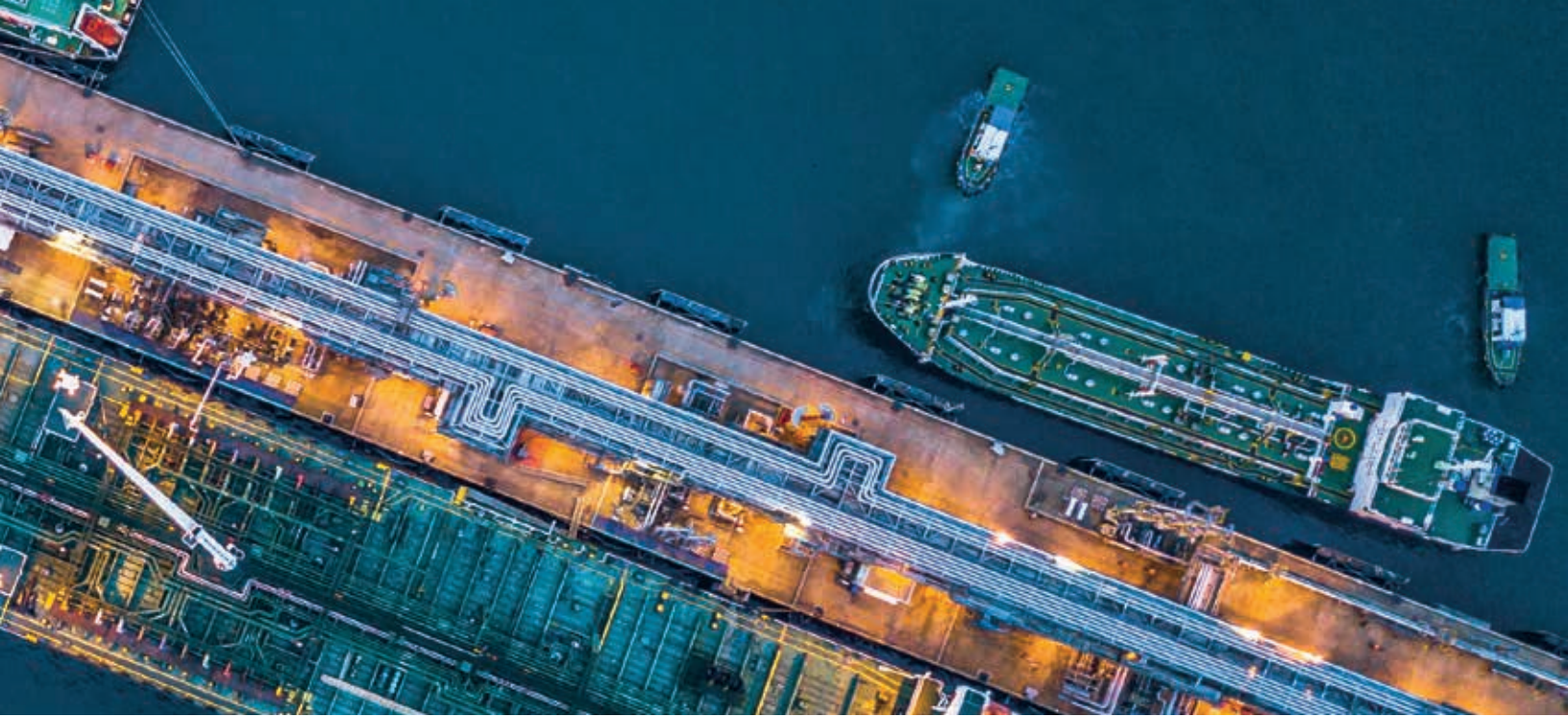
Dr. Steve Hughes, VP Research and Manufacturing

Jesse Marble, VP Finance and CFO

Suite 201, 1100 1st St. SE

Calgary, Alberta Canada

T2G 1B1



APPLICATIONS

DSU® technology has been proven on over 40 different global feedstocks from Alberta Bitumen, a variety of vacuum residues, and Jordanian oil shale.

Low Sulphur Bunker Fuel

Much of the world's sea-borne shipping is fuelled by heavy fuel oil which is inexpensive but has high sulphur content. The sulphur emission regulations are being tightened worldwide. DSU® can surgically remove the sulphur along with harmful metals making a low sulphur bunker fuel. We have successfully demonstrated that we can produce ship-ready IMO and ECA-Compliant marine bunker fuels directly from vacuum residue and other heavy feedstocks.

Heavy Oil

There is over five trillion barrels of heavy oil in 50 basins around the world; all of them contain heavy metals and sulphur that can be removed by DSU®. Currently, over one million barrels per day of raw Alberta oil sands bitumen is exported to the U.S. for upgrading. At the same time, the trend in oil sands production is away from big mining projects and towards smaller-scale steam injection projects. This favours the modular nature of the DSU® process.

Refining

DSU® can be used for processing intermediate refinery streams such as vacuum residue and asphaltenes which contain sulphur and heavy metals. DSU® could debottleneck existing sulphur plants or a residue destruction process (e.g., delayed coking unit) or extend catalyst life, resulting in a higher value product.

Oil Shale Producers

Oil Shale (Kerogen) is the one of the most prolific forms of hydrocarbon on earth. A public forecast by PWC estimates global shale oil production to rise to 14 million barrels per day by 2035. The DSU® process has been tested on shale oils and it works well for removing heavy metals and sulphur.







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www.fortmckaygroup.com