



One of The Sinclair Companies

Mr. Joshua Redd
REDD Engineering & Construction, Inc.
1751 W Alexander Street, Suite 105
Salt Lake City, Utah 84119

re: Letter of Recommendation

January 23, 2018

Dear Mr. Redd,

I am pleased to provide this letter of recommendation for REDD Engineering & Construction, Inc. REDD has provided services for Sinclair Wyoming Refining Company (SWRC) since the mid 1990's and I have worked closely with them since 2013.

For work that they have performed for my department, REDD has provided all deliverables as promised, with great attention to detail, and on a consistent basis. Further, the plant-wide recognition of REDD's quality has afforded SWRC management the opportunity to improve systems and implement strategies that will now be enhanced by the quality of the REDD deliverables.

I have found REDD not only provides excellent service, but is easy to work with. SWRC is a large organization with multiple stakeholders on each project and one of the greatest advantages to working with REDD is their ability to accommodate our individual needs while not letting any one personality to redirect the project course.

REDD's Project Manager was attentive and responsive, and provided not only a quality product but also recognized when REDD projects would impact other refinery conditions and provided appropriate support that allowed SWRC to maintain operational continuity throughout the duration of the multi-year projects.

The REDD team provided fantastic project documentation and ample communication, gaining our confidence and allowing us to stay focused on daily operations.

The practical experience and technical background that the REDD team possess contribute to solutions that are appropriate for the task. This joint technical and practical approach provides results that are forward-looking while still meeting SWRC's immediate needs.

I intend to continue using REDD for engineering services in the future and can comfortably recommend REDD to others.

Best regards,



Ross Shaeffer
Project Engineering & Mechanical Integrity Manager
Sinclair Wyoming Refining Company

East Lincoln Highway
P.O. Box 277
Sinclair, Wyoming 82334
307-324-3404

www.sinclairoil.com