

October 10, 2014

**Reference letter for William Nichols Consulting**

I am pleased to provide a letter of reference for William Nichols.

While still in my role as Director of Reservoir Engineering at Suncor Energy, I brought in William Nichols Consulting to help optimize a 300 mmbbls OOIP waterflood with 250 wells that was not performing and which required someone with the right experience to make adjustments to the depletion plan.

I am pleased that we retained Mr. Nichols, as William quickly identified the key issues, updated the depletion plan accordingly, and worked with the team to implement solutions.

William Nichols Consulting resolved a number of issues such as sub-optimal voidage replacement, in part by increasing injection rates to the limit of the available source water. William was able to triple injection rates without major capital expenditures. He also identified the lack of source water as a potential bottleneck and set in motion activities to increase source water supplies.

My expectation is that the revised depletion plan, and William's initiative in implementing and monitoring it will have a positive impact on the recovery of oil from the field, and there were already positive signs from the production wells even in the early stages.

William brought significant waterflood experience, a diverse background, a willingness to spend time in the field, and strong intuition and was able to recommend a plan in a short time, and then pursue the implementation with passion.

Yours truly,



Chris Dilger  
Director – Firebag Asset Team  
Suncor Energy