

3rd Annual GLOBAL EPC CONTRACT & RISK MANAGEMENT CONFERENCE



MILLENNIUM
GLOUCESTER HOTEL & CONFERENCE CENTRE
LONDON KENSINGTON

EXPECTED SPEAKERS

CHAIR

Johan Tønsberg
Contracting & Procurement
Manager previously at
Maersk Oil & Shell



THE LINDE GROUP

Karin Griggel
Global Head of Legal Services and
Insurance, Engineering Division
Linde AG



Jasmin Kaboni-Voit
Senior Legal Counsel
**RWE Supply & Trading
GmbH**



Eric Eggink
Director
**Technip Ships
(Netherlands) B.V.**



Matthew Smith
Partner
K&L Gates



Dr. Christoph Benedict
General Counsel
GE Power AG



Dr. Christian Lüken
Siemens Healthineers, Lead
Counsel Enterprise Services
Siemens AG



Mohammad Rehan
Senior Contracts &
Procurement Advisor
Saudi Aramco

**EVERSHEDS
SUTHERLAND**

Mary Anne Roff
Partner (Construction and
Engineering)
**Eversheds Sutherland
(International) LLP**



Igor S. Perevoshchikov
Head of Contract Management
Department Major Projects
Directorate (Downstream)
PJSC GAZPROM NEFT



Arthur Uijterwijk
Manager Legal Counsel
**Van Oord Offshore Wind
Projects bv**



Renato Nazzini
Professor of Law & Director of
Research of the Centre of Construction
Law and Dispute Resolution
King's College London

MAYER · BROWN

Jonathan Hosie
Partner
**Mayer Brown
International LLP**



Fabio Solimene
Head of Legal
Saipem



David Delman
Executive Vice President,
Legal & Contracts Dept.
**Samsung Engineering
Co., Ltd.**



Robert Blundell
Senior Legal Counsel -
North Europe
Nordex Acciona Windpower



Scott Fotheringham
Contracts & Claims Manager
EDF Energy Renewables

**EVERSHEDS
SUTHERLAND**

James Pickavance
Partner (Construction and
Engineering)
**Eversheds Sutherland
(International) LLP**



Milind Baride
Group Vice President Contract
Management and Project
Control
Maire Tecnimont



Ömer Buğur
Contracts and Planning
Manager, CCME
Eren Enerji



Firas Alnaimi
Category Leader - Capital
GSK



David Hattery
Partner
K&L Gates



James Hooper
Assistant General Counsel
Fluor

MAYER · BROWN

Christopher Fellowes
Partner
**Mayer Brown
International LLP**



Gaston Bilder
Company Lawyer
**Total Global
Procurement**

WELCOME NOTE FROM THE CHAIR

I look forward to this conference.

The EPC contract has become a well-established and well-known contract & execution model - in various industries.

Nevertheless, many aspects of the EPC contract are complex and deserve consideration and detailed understanding.

This conference shall focus on that.

As a contract model in itself, the EPC contract is not "cast in stone".

There are alternatives to the EPC contract and execution model. Industries and companies do sometimes structure their contracts differently than a straightforward EPC. This we shall also have time & opportunity to discuss and share learnings about during this conference.

As for the facilitation of the conference itself, I will focus on personal inclusion of participants and appropriate time-keeping. I will do my best to ensure that all participants get a positive and useful outcome out of their participation and investment in their attendance.



Johan Tønsberg
Contracting & Procurement Manager
previously at Maersk Oil and Shell

Best Regards,
Johan Tønsberg

WHO SHOULD ATTEND

HEADS, VICE PRESIDENTS, DIRECTORS, MANAGERS AND SENIOR LEGAL COUNSEL FROM CONTRACTING COMPANIES INVOLVED IN ENGINEERING, PROCUREMENT AND CONSTRUCTION PROJECTS WITH RESPONSIBILITIES IN THE FOLLOWING AREAS:

- Contract Management
- Contract Drafting / Writing
- Contract Negotiation
- In-house Counsel
- Commercial Procurement
- Supply Chain Management
- Purchasing
- In-house Counsel
- Senior Counsel
- Contracts Advisor
- Transactional Attorney
- Managing Counsel - Commercial
- Contract Drafting / Writing
- Contract Negotiation
- Law firms specializing in Engineering
- Procurement and Construction contracts
- Partner
- Senior Lawyer
- Legal Advisor

**ARE YOU INTERESTED IN SPEAKING
OR SPONSORING?**

PLEASE CONTACT : **DAVID MARK**

mark@c-parity.com or call: +44 20 3129 1774

MEDIA PARTNERS



08.30 REGISTRATION AND MORNING COFFEE

08.50 OPENING ADDRESS FROM THE CHAIRPERSON

OVERVIEW OF EPC PROJECT AND CONTRACTS

09.00
KEYNOTE

KEY CONSIDERATIONS FOR OWNERS AND CONTRACTORS IN CONTRACT AND CHANGE MANAGEMENT



How to minimize project problems: Considerations for Owners and Contractors in different project phases

Eric Eggink
Director
Technip Ships
(Netherlands) B.V.

During Procurement:

- Procurement and bidding strategies for both sides

During Execution:

- Robust contract management for both sides

09.40
PANEL DISCUSSION

UNDERSTANDING CONTRACT COMPLIANCE WITH PROCUREMENT STRATEGIES AND POLICY

MODERATOR

K&L GATES

Matthew Smith
Partner
K&L Gates

- Selecting the appropriate procurement methods for your project when initially preparing contract documents
- Effectively manage the procurement by creating consistency throughout project logistics and installation
- Managing procurement and sales contracts through crafting clear internal agreements
- Improving inter-departmental coordination to reach resolutions when handling quality control problems



Firas Alnaimi
Category Leader - Capital
GSK



James Hooper
Assistant General Counsel
Fluor



Robert Blundell
Senior Legal Counsel -
North Europe
Nordex Acciona Windpower

10.20 COFFEE BREAK

10.40
CASE STUDY

SPECIALTIES OF CONTRACT WORK IN EPC/EPC(M) – PROJECTS IN RUSSIAN DOWNSTREAM



Igor S. Perevoshchikov
Head of Contract Management
Department Major Projects
Directorate (Downstream)
PJSC GAZPROM NEFT

- General overview of EPC- and quasi-EPC Projects in Russia
- General risks of contracts based on EPC model and protective measures
- Contract strategies applied in brownfield projects related with modernization of refineries

IMPROVING STRATEGIES THROUGHOUT PRE-CONTRACT AND CONTRACT CREATION DRAFTING

11.20
CASE STUDY

DRAFTING CLEAR AND EFFECTIVE CONTRACTS TO MITIGATE RISK AND LIABILITIES

- Reviewing the main contractual clauses to look out for in an EPC contract to protect your organization against them
- Exploring common pitfalls in specific clauses that may lead to consequential loss and force majeure
- Removing ambiguities and risky clauses in an EPC contract
- Understanding how and when to draft contractual remedies to ensure your project's success

JOINT PRESENTATION



THE LINDE GROUP

Karin Griggel

Global Head of Legal Services and Insurance, Engineering Division
Linde AG

SIEMENS

Dr. Christian Lükken

Siemens Healthineers, Lead Counsel Enterprise Services
Siemens AG

12.00 LUNCH

13.00

PANEL DISCUSSION

MODERATOR



Gaston Bilder
Company Lawyer
Total Global Procurement

ENSURING SUBCONTRACTOR BUY-IN WHEN PREPARING AND ENTERING CONTRACTS

- Overcoming the challenge of contractors not properly managing subcontractors to ensure sustainability of working relationship throughout the entire lifecycle
- Developing a subcontract management strategy in order to control peak performance
- Setting up a rewards system based on subcontractor performance to increase productivity

K&L GATES

David Hattery
Partner
K&L Gates



David Delman
Executive Vice President,
Legal & Contracts Dept.
Samsung Engineering Co., Ltd.

MAYER BROWN

Christopher Fellowes
Partner
Mayer Brown International LLP

EFFECTIVELY NEGOTIATING CONTRACT TERMS AND REGULATIONS IN MEETING LONG TERM OBLIGATIONS

13.40
CASE STUDY



Milind Baride
Group Vice President Contract Management and Project Control
Maire Tecnimont

CONTRACT MANAGEMENT AND RISK MANAGEMENT ON MULTIPLE EPC CONTRACTS FROM CORPORAE ORGANIZATION PERSPECTIVE

This presentation will address the main challenge: How do we make sure that a rapid expansion does not turn into an uncontrolled explosion but an organic growth, in which you fulfill your contractual obligations at the same time preserving the commercial efficacy of the Projects?

14.20
CASE STUDY



Ömer Buğer
Contracts and Planning
Manager, CCME
Eren Enerji

**MASTERING SERVICE LEVELS AGREEMENT (SLA) TO MINIMIZE
PROJECT RISK AND REDUCE FAILURE RATE**

FROM OWNER'S PERSPECTIVE: EREN ENERJI SHARES THEIR EXPERIENCE ON THEIR 2.790 MW THERMAL POWER PLANT PROJECT, AND KEY CONSIDERATIONS FOR OPERATION AND MAINTENANCE (O&M) SERVICES

- Laying out expectations and performance standard of both contractor and owners
- Measuring performance and selecting qualified trainer fulfill the job requirements
- Planning for maintenance periods and spare parts
- Expanding R&D efforts on Operation and Maintenance (O&M) services

15.00 COFFEE BREAK

**MITIGATING RISKS AND DEVELOPING EPC ON A GLOBAL LEVEL
TO BENEFIT OWNERS AND CONTRACTORS**


15.20
PANEL DISCUSSION

MODERATOR
MAYER · BROWN

Jonathan Hosie
Partner
**Mayer Brown
International LLP**

**IDENTIFYING AND MITIGATING RISKS THAT CAN ARISE IN THE CONTRACTOR-
SUBCONTRACTOR WORKING RELATIONSHIP**

- Practicing due diligence during contract negotiations to ensure successful contract creation
- Reacting to legal drawbacks, like project performance or payments, that can often come up when working with subcontractors
- Preparing for legal drawbacks through subcontractor insurance clauses

 <p>Mohammad Rehan Senior Contracts & Procurement Advisor Saudi Aramco</p>	 <p>Dr. Christoph Benedict General Counsel GE Power AG</p>	 <p>Ömer Buğer Contracts and Planning Manager, CCME Eren Enerji</p>	 <p>Igor S. Pervoshchikov Head of Contract Management Department Major Projects Directorate (Downstream) PJSC GAZPROM NEFT</p>
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16.00
CASE STUDY

JOINT PRESENTATION

MAYER · BROWN

<p>Jonathan Hosie Partner Mayer Brown International LLP</p>	<p>Christopher Fellowes Partner Mayer Brown International LLP</p>
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BESPOKE SOLUTIONS FOR COMMON PROBLEMS UNDER EPC CONTRACTS

- Stepping down of main contractor risks - how to do it / not to do it
- Rely upon information - the implications for design and site risks liability
- Security for Performance - bonds, credit ratings and triggers
- Caps and exclusions of liability - common carve outs and interrelationship with PI Insurance
- Liquidated damages for delay and performance - uses and limitations

16.40
CASE STUDY



Robert Blundell
Senior Legal Counsel -
North Europe
Nordex Acciona Windpower

NARRATING LESSONS LEARNED FROM PREVIOUS EPC PROJECTS

- Success experience with contract negotiation, project completion and owners- contractor communication
- How to avoid the projects falling through
- Strategies to prevent future mistakes to maximize success rates for future projects

17.20 CLOSING REMARKS

18.00 NETWORKING DINNER

08.30 REGISTRATION AND MORNING COFFEE

08.50 OPENING ADDRESS FROM THE CHAIRPERSON

09.00
CASE STUDY



Scott Fotheringham
Contracts & Claims Manager
EDF Energy Renewables

EPC CONTRACTING FOR POWER GENERATION PROJECTS

- Vetting contracting strategies, determining criteria for choosing which model best suits the project
- Considering specific regulatory issues
- Anticipating sticky areas which power and energy projects are prone to, exotic locations, long supply chains for equipment, and complexity in scale

09.40
CASE STUDY



Arthur Uijterwijk
Manager Legal Counsel
Van Oord Offshore
Wind Projects bv

EPC CONTRACTING IN OFFSHORE WIND

- What offshore wind contains
- Why we do it (to be part of the energy transition + lowering the levelised cost of energy)
- Particularities in contracting offshore wind (subcontracting / interfaces etc.)

10.20 COFFEE BREAK

EXPLORING VALUABLE DISPUTE RESOLUTION STRATEGIES

10.40
CASE STUDY



Fabio Solimene
Head of Legal
Saipem

OVERVIEW OF COURT LITIGATION AND ALTERNATIVE DISPUTE RESOLUTION (ADR) & WHY ADR MAY BE MORE SUITABLE FOR EPCS

This presentation will cover various means of Alternative Dispute Resolution (ADR) e.g., negotiation, mediation, adjudication, and arbitration. Key aspects of each modality will be discussed including its definition, pros & cons and some practical examples will be shared.

11.20
PANEL DISCUSSION

MANAGING DISPUTES THAT ARISE WHEN CONTRACTS ARE POORLY EXECUTED

This Panel will explore different methods of dispute resolution (e.g., mediation, litigation, arbitration, expert determination, adjudication boards) and discuss pros and cons of arbitration in international business relationships. The Panelists will share their lessons learned in their respective fields.

MODERATOR

EVERSHEDS
SUTHERLAND

Mary Anne Roff
Partner
Eversheds Sutherland
(International) LLP



Scott Fotheringham
Contracts & Claims Manager
EDF Energy Renewables



Gaston Bilder
Company Lawyer
Total Global
Procurement



Jasmin Kaboni-Voit
Senior Legal Counsel
RWE Supply & Trading
GmbH



Fabio Solimene
Head of Legal
Saipem

12.00 LUNCH

KEEPING A MEGA-PROJECT WITHIN BUDGET AND SCOPE

13.00
CASE STUDY



David Delman
Executive Vice President,
Legal & Contracts Dept.
**Samsung Engineering
Co., Ltd.**

ASSESSING RISK MANAGEMENT WHEN CONTRACTING A MEGA-PROJECT

- Unlocking risk mitigation techniques to meet project deliverables
- What tools and methods should be utilized for reducing risk exposure during the negotiation phase?
- How do you translate this to the contract?
- Discussing common project pitfalls that can be avoided when sticking to core principles

13.40
CASE STUDY



James Pickavance
Partner (Construction and
Engineering)
**Eversheds Sutherland
(International) LLP**

CLARITY ON CONCURRENCY

This presentation will provide delegates with:

- An overview some of the guiding principles, relevant to the law of concurrency
- Consideration of the key components relevant to the categorisation of delay
- Consider concurrent delay as apart from sequential and parallel delay
- Provide some worked examples demonstrating concurrency and sequential delay and the consequence of those delays on the entitlement to time and money

14.20 COFFEE BREAK

14.40
CASE STUDY



Matthew Smith
Partner
K&L Gates

ASSESSING THE ROLE OF INSURANCE AND COST REDUCTION IN EPC CONTRACTS

- Discussing the fundamentals of insurance claim strategy, management and methodologies
- Determining the level of insurance coverage needed across all stages of a contract
- Examining the causes of claims as it relates to the contract as a whole
- Drafting insurance clauses to your EPC contract to ensure fairness for all parties involved

15.20
CASE STUDY



Mohammad Rehan
Senior Contracts &
Procurement Advisor
Saudi Aramco

STREAMLINING CONTRACT CLOSE-OUT AND CLAIM RESOLUTION STRATEGIES

- Enhancing the understanding of how to perform the close-out of a contract and improve the process
- Assessing the causes of claims as well as fundamentals in claim resolution strategies
- Finalizing outstanding invoices and ensuring that all causes of claims are properly documented
- Conducting a contractor performance evaluation to understand areas of improvement and lessons learned for future projects

16.00 CLOSING REMARKS / END OF CONFERENCE



Johan Tønberg, Contracting & Procurement Manager – previously at Maersk Oil and Shell

Johan has worked in the Oil & Gas-industry for the last 16 years: Upstream as well as Downstream. Hands-on experience with Operations, Projects and Joint Ventures. Has worked in international as well as local Oil & Gas companies in various parts of the world. Strategic as well as in-depth experience gained from working directly with contractors & suppliers, Governmental representatives, Shareholder representatives, Joint Venture-partners (IOCs and NOCs), etc.

Has worked for the following companies.

- **Shell:** 13 years (including Sakhalin Energy, JV as part of Shell)
- **North Energy:** 4 months (short-term consultancy assignment)
- **Maersk Oil:** 2,5 years

As a unique and frontier experience, Johan has lived and worked four (4) years in Sakhalin in Far-East Russia. There he worked on the biggest integrated oil- & gas-project in the world at such time; the “Sakhalin Phase-2 Project” – including construction of two (2) offshore platforms, 800 km pipelines on- & offshore, and an onshore LNG-plant.



Eric Eggink, Director at Technip Ships (Netherlands) B.V.

Eric Eggink is a lawyer and director of Technip Ships (Netherlands) B.V. who has spent his career involved in major infrastructure and development and private finance projects including Chek Lap Kok Airport, Hong Kong; the High Speed Rail Link Project between Amsterdam and Brussels; and the sports stadiums for Sporting Lisboa and FC Porto in Portugal. He is also a practicing arbitrator.

Eric was a member of the European International Contractors Legal Working Group and co-author of the ‘EIC Contractor’s guides to the FIDIC Conditions of Contract’ and the ‘EIC Blue Book on Sustainable Procurement’. He has also worked on a number of ICC model contracts, including the ICC Model Turnkey Contract for Major Projects, the ICC Model Subcontract and the ICC Model Contract Consortium Agreement.



Jasmin Kaboni-Voit, Senior Legal Counsel at RWE Supply & Trading GmbH

Jasmin Kaboni-Voit is Senior Legal Counsel in the Legal Department of RWE Supply & Trading GmbH, which is the interface between the RWE Group’s operating companies and global wholesale markets for energy and energy-related raw materials and is a leading European energy trading house. Her department i.a. covers the legal advice to the group’s Commercial Asset Optimization in Continental Europe and the market opening of new jurisdictions. She joined RWE in 1999 and before that worked as an in-house counsel for MAN and other companies. Jasmin has extensive experience and in-depth knowledge of providing legal advice in complex cross-border joint ventures in the energy sector and acquired an LLM in International and European Business Law in the UK. She further is a supervisory board member of a regional utility. Jasmin worked on large infrastructure projects and covered many other power & gas matters and has extensive experience in the resolution of disputes through litigation and arbitration (both domestic and international) within the energy sector.



Christian Lueken, Lead Counsel Enterprise Services at Siemens Healthineers

Before Christian moved just recently to his new position as Lead Counsel Enterprise Services at Siemens Healthineers, he was Lead Counsel Projects Business Middle East & Siemens Oil & Gas based at Siemens regional headquarter in Abu Dhabi. Together with an integrated team of Legal Counsel and Contract Managers from various locations across the Middle East, he was supporting the company’s large projects business in the region. Prior to this, Christian worked in various managerial and expert functions in the Siemens Legal team, including being the General Counsel Oil & Gas, General Counsel Africa and Head of Legal for Industrial Power. Christian earned a doctoral law degree from the University of Wurzburg (Germany).



Mohammad Rehan, Senior Contracts Advisor at Saudi Aramco

Currently working for Saudi Aramco as a Senior Contracts Advisor - Drilling & Workover - (Onshore/Offshore Well Operations). He was previously working as a Contracts & Procurement Specialist at eni S.p.A where he led the contracts team for procurement of all services associated with the drilling and well operations segment.

He is a dedicated professional whose prowess include; strategic sourcing, contract negotiations, contract drafting, contract compliance & administration, resolving contracts exceptions/conflicts, claim resolutions, post contract award & close-outs, cost reduction strategies, staff training and mentoring. He has worked to promote e-tendering channels and introducing procurement systems within different organizations streamlining the procurement processes and ensuring transparency.

He also serves as a Council Member/Advisor (Oil/Gas, Energy & Industrials) at Gerson Lehrman Group, AlphaSights and Guidepoint.

Mohammad, received his MBA degree in Supply Chain Management from SZABIST University, in 2012.

LinkedIn Profile Address: <https://www.linkedin.com/in/mohammad-rehan-22268a>



David Delman, Executive Vice President, Legal & Contracts Dept. at Samsung Engineering Company Ltd.

As an executive at Samsung Engineering, Chicago Bridge & Iron and Fluor Corporation and as a partner with the Hogan Lovells law firm, David's experience spans the challenges confronting the development and execution of mega EPC projects and the pressures that company personnel face maintaining as bid profitability and avoiding disputes. Combining vast experience in both contract formation and dispute resolution, David provides unique insights, delivering business-oriented, pragmatic solutions that account for both legal/commercial risk and company operational priorities.

David has served not only as trusted advisor to senior management, handling the most sensitive, complex and significant matters facing international companies in the industrial projects and EPC sectors, but also as first chair trial lawyer on numerous mega project disputes in the power, hydrocarbon, mining and infrastructure sectors. During

his tenure with Fluor, he over-saw the litigation, environmental and insurance functions for the company. At Chicago Bridge & Iron, David served as its Chief Legal Officer and at Samsung Engineering, David is an Executive Vice President responsible for all legal matters concerning the company's international operations as well as the company's contracts, claims and commercial management functions.



Karin Griggel, Global Head of Legal Services and Insurance- Engineering at Linde AG

Karin is based in Pullach (near Munich) and responsible for the global Engineering Division of the Linde AG as General Counsel. Since 2013, she is heading the global legal and insurance department. She is active in the field of international commercial, contracts and EPC law for more than ten years. Her key activities lie in international EPC contracts, license contracts and arbitration. Project management, including M&A projects, is a part of her strengths. Karin gained her experience at Linde AG in Germany and abroad (India, South Africa, Australia, Singapore). Karin studied law at the University of Erlangen and University of Munich.



Jonathan Hosie, Partner, Construction and Engineering Group at Mayer Brown

Jonathan Hosie is a partner in the Construction and Engineering Group at Mayer Brown. He focuses on the management of risks under construction contracts for large and complex projects. He provides clients with both front-end procurement and drafting advice on project documentation as well as dispute management representation, involving such diverse projects as power stations, petrochemical plants and process engineering, mining concessions, tunnels and transportation systems (road, rail and water). He is one of only two lawyers ranked globally in the top Band 1 for his work for both side's of the industry. Much of his international work involves advising on EPC and EPCM contracts for energy and natural resource projects across sub-Saharan Africa, the Eurasian continent and South America.



Christopher Fellowes, Partner, Construction and Engineering Group at Mayer Brown

Chris Fellowes is a partner in the London office of Mayer Brown's Construction & Engineering group, specifically focusing on transactional construction and engineering matters including procurement and tender issues. He acts for employers, contractors, developers and funders. His experience comprises drafting, advising and negotiating on all aspects of national and international construction and engineering contracts using both bespoke and standard forms of contracts such as FIDIC, IChemE, NEC, MF/1 and JCT. Chris has advised on large and complex UK and international projects including the expansion of the Panama Canal, the design and construction of a 700-million-cubic-metre gas-storage facility in the United Kingdom, the development of the mining industry in Afghanistan, a substantial mixed-use regeneration project in London and a number of CHP plants in West Africa.

Prior to becoming a solicitor, Chris worked as a development director of a property development company and therefore also has considerable commercial and practical experience of construction projects.



Scott Fotheringham, Contracts & Claims Manager at EDF Energy Renewables

Scott Fotheringham's career started as an engineer in plant development, before moving on to energy trading and transmission access pricing. Scott has completed post graduate qualifications in both business and law, thus in the last several years he has been engaged as commercial manager in a number of major energy construction projects.

Fabio Solimene, Head of Legal at Saipem

Fabio is a dual-qualified lawyer (Italy and England and Wales) with over 10 years' experience in the legal sector, gained both in-house and in private practice. He heads the Legal Department of Saipem, a global leader in n drilling services as well as in the EPCI of pipelines and complex projects in the oil and gas industry. Together with his team, Fabio supports the company at global level advising on any kind of legal matters, including dispute resolution, M&As, competition law and finance. Fabio holds an LL.M. in oil and gas law he earned with distinction at the University of Reading.

James Hooper, Assistant General Counsel for the EAME region at Fluor Limited

James Hooper is Assistant General Counsel for the EAME region within Fluor's Law Department. In this role, he supports sales and operations in their pursuits and projects in Energy & Chemicals, Infrastructure and other business lines. The projects that James is currently involved with are predominantly in the UK and Kazakhstan.

James is qualified as a solicitor in England & Wales. Prior to joining Fluor he worked in private practice in London for ten years, principally working on disputes related to contracts for ship building and for construction of offshore oil and gas facilities.

James has worked in-house for Fluor since 2002, based in the UK except for a secondment to Fluor's office in Greenville, South Carolina, from 2008 to 2011, when he mainly worked on infrastructure projects.

Firas Ainami, Global Category Leader-Capital at GSK

Firas Ainami is a Contracts professional with over 30 years' experience in a variety of industries. After graduating with a degree in Civil Engineering and Master's degree from Loughborough University in Construction Management and Technology.

In the last decade, Firas has worked on numerous Giga multi BILLION projects; the Channel Tunnel Rail Link (CTRL) Project in the UK, the Tank Farm for Shell Gas to Liquids (GTL) plant in Ras Laffan Qatar, the QATALUM Aluminium Smelter Power Station in Qatar, SADARA Petrochemical Plant in Saudi Arabia.

During his career, he's been involved in major Arbitrations and Court cases involving multi-Billion pound claims and disputes, this involved working with Lawyers and Barristers on intricate and sensitive legal and contractual issues.

He now works for GSK (GlaxoSmithKline) as leader of Capital projects Globally, with a team of professional Buyers, Expeditors, Quantity Surveyors, Contract Administrators and other support staff. Working with a global supply chain and contractors, with

his team members being located in many countries and job sites.

Ömer Buğer, Contracts and Planning Manager at Eren Holding and Eren Enerji Elektrik Üretim A.Ş.

Ömer Buğer has been serving in Energy and Investment Department since 2007 at Eren Holding, one of the largest groups in Turkey and Eren Enerji Elektrik Üretim A.Ş., leading electricity generation company up to 8% of the country. As Contracts and Planning Manager, he is responsible for Contract & Commercial Management and Investment & Business Opportunities including multinational EPC projects, O&M, and etc. related with Energy, Port, Construction, and Paper Industries valued at more than 5 billion USD in total.

The Projects in the portfolio include but not limited to 2x700 MW Thermal Power Plant (TPP), 2x615 MW TPP, 160 MW TPP, Paper Plants with the capacity of 1.1 million ton/year paper, Cement Plant with the capacity of 11.500 t/day klinker, and Ports with the capacity of 15 million ton/year bulk cargo.

Born in Bursa, Turkey in 1984 and graduated from Koç University, Istanbul as Industrial Engineer in 2007. He is also certified as Contract and Commercial Management Expert (CCME) in 2015 by International Association of Contract & Commercial Management (IACCM) represented over 160 countries and member of Turkish Industry & Business Association (TUSIAD) China Network, voluntary business organization of leading entrepreneurs and executives of the business community of Turkey.

Milind Baride, Group Vice President (Project Control & Contract Management) at Maire Tecnimont SpA



Milind Baride, a graduate mechanical engineer from National Institute of Technology – Karnataka (India), has over 35 years experience in the Oil & Gas sector in upstream, midstream and downstream sectors. He has worked in onshore and offshore areas. Started the career in the petrochemical sector in Mumbai as a trainee engineer in technical areas and assisted in development of computer aided design and drafting solutions and development of CPM/PERT techniques. Since 1989, he has been working in project management, project control and contract management areas, based in Iraq, Italy, UK, India and USA. Worked on various offshore and onshore EPC projects in India, West Africa, Europe, USA, Russia, Kazakhstan and Middle East. He has gained hands on experience through active participation in various prestigious EPC projects such as Edop Project, Trans Mediterranean pipelines, Gibraltar pipelines, Blue Stream Project, Idaho remediation Pit 9, Reliance's Jamnagar refinery jetty, Kashagan Project, Perla project in Venezuela and OPaL project in India. He has also gained corporate experience through various roles such as Chairman of Saipem India, Vice President of Sonsub Inc, Director Saipem America

Inc. He has actively participated in arbitration, mediation cases and alternative dispute resolution. During the course of the career, he has been involved in projects from commercial/bidding phase, negotiations until award and subsequent execution of contracts in relevant technical, commercial and contractual aspects.

Mary Anne Roff, Partner - Construction and Engineering at Eversheds Sutherland



Mary Anne Roff is a construction and engineering disputes partner at global law firm Eversheds Sutherland. She advises on complex and strategically important disputes, particularly in the energy and infrastructure sectors.

Her extensive experience includes international arbitration, litigation, expert determination and alternative dispute resolution procedures including adjudication, early neutral evaluation and mediation.

Mary Anne's client base includes EPC contractors, energy companies, asset owners/developers and public bodies. She advises on disputes globally, including throughout Europe, the Middle East and Asia Pacific. She has worked in both the UK and France, and speaks French, German and Spanish.

Her recent experience includes: advising an international energy group in a major LCIA arbitration arising out of its renewables business; acting in an LMAA arbitration of a contractual dispute arising out of a £300 million rig contract for topside build and integration works; acting for one of the world's largest utilities in a multi-million pound dispute concerning damage to gas pipeline.

In 2015 Mary Anne was the winner of the European Women in Construction and Engineering Award. She is recognised in legal directories as a leading construction expert.

James Pickavance, Partner-Construction and Engineering at Eversheds Sutherland



James is a partner in Eversheds' construction disputes practice group and head of Eversheds' construction international arbitration practice. He has experience of all forms of dispute resolution, in particular contractual and statutory adjudication, domestic and international arbitration, expert determination, mediation and litigation. He advises public bodies, governments, international corporations and private clients on domestic and international, single or multi-jurisdictional disputes across a range of industry sectors including aerospace, defence, developments, energy, healthcare, hotels, transport and super-yachts. His country experience includes Abu Dhabi, Brazil, England, France, Germany, Hong Kong, Mozambique, Saudi Arabia, Scotland, Spain, Turkey, Tanzania, Ukraine, the United Arab Emirates and the United States of America.

James is a member of the Society of Construction Law and the Worshipful Company of Arbitrators. He is registered as a foreign lawyer in Scotland. He is a visiting lecturer on the Construction Law & Dispute Resolution Postgraduate Masters

Degree Course. James was named in Legal Week's 2016 review of the "rising stars of litigation", a report profiling the next generation of leading litigation partners. James is one of 18 lawyers ranked as leading individuals for construction international arbitration in Chambers & Partners 2017 legal directory and is described therein as 'exceptionally gifted and talented'.

David Hattery, Partner at K&L Gates, LLP



David Hattery's law practice focuses on representing clients in the infrastructure construction industry. Mr. Hattery has experience in all aspects of the construction process from drafting and negotiating a wide range of design, procurement and construction agreements to handling the most complex disputes that may arise. David's legal career has included success as a construction disputes litigator, in-house counsel to a major gas-fired projects EPC contractor, founding partner in his own specialty law firm and as a big law firm partner. He has a degree in civil engineering and has worked on energy and infrastructure projects across the U.S. and around the world, with a particular focus on wind, solar, geothermal and energy storage projects. David brings a team oriented approach to legal work with his clients, seeking creative ways to leverage client, firm and external resources into the efficient and effective delivery of legal services. Mr. Hattery is one of the Practice Group Coordinators for the first-tier ranked Power Practice Group at K&L Gates, consisting of approximately 110 lawyers in 35 offices around the world.

Gastón Bilder, Senior Legal Counsel at Total SA – Total Global Procurement



Gastón Bilder is Senior Legal Counsel with Total SA's Total Global Procurement's branch, within the projects team. He advises on legal issues concerning construction contracts and claims management. Previously he worked for Total SA's Refining and Chemicals and for its Gas & Power branch in the development and day to day management of LNG and of large scale infrastructure projects; before joining Total he worked for Alstom Power in Switzerland (now GE Power) providing legal and commercial advice on the tendering and turnkey sale of power plants in EMEA markets and on the sale of commercial scale CO2 capture plants.

Previously, Gaston Bilder acted as General Counsel and Head of Community Relationships for Empresa Petrolera Chaco S.A in Bolivia. In his role as leader of the Legal Department, besides managing the legal department and providing advice to numerous internal clients on a broad range of legal issues, he had a key role in the negotiation with the Bolivian Government on the conditions for the 23 blocks operated by the company.

Mr. Bilder has acted as Secretary and Director for companies and non-profit entities operating in diverse industries in Latin America. Throughout his career he has worked on cross-border M&As, international transactions, project finance, corporate governance, litigation and in the design of inclusive business strategies and implementation of entrepreneurship projects, particularly for the empowerment of indigenous communities and of social entrepreneurs.

Mr. Bilder graduated from the University of Buenos Aires, Argentina as Attorney in 1993 and as Certified Translator in 1995. He has a MA degree on Oil and Gas Law from the University of Buenos Aires, and a Master of Arts in Law and Diplomacy from Fletcher School, Tufts University, USA, where he specialized in International Business (Finance) and International Commercial Law.

Igor S. Perevoshchikov, Head of the Contract Management Department Major Projects Directorate (Downstream) at Gazprom neft



Igor worked in the field of logistics and foreign trade operations in Saint-Petersburg (2002-2007); Head of Contract Legal Department in ZAO "Atomstroyexport" (Moscow), provided legal support for construction of nuclear and thermal power plants in Russia and abroad, supported international business development of the company and worked with intergovernmental agreements related to nuclear energy, took part in various working and expert groups, including high level assignments at State Atomic Corporation Rosatom, also was a member of the Company's Tender committee (2007-2010); Head of Department for Legal Support of Investment Projects in the Russian division of Finnish concern "Fortum" (2011-2012); work under a fixed-term employment contract in the Middle East at one of Lukoil's subsidiaries (2012); from November 2012 till March 2016 he has been worked in the Legal Directorate of PAO "Gazprom neft" where he occupies the position of the Head of Division for Legal Support of Major Project and Integration. The division's main objectives include legal support of major construction projects in

Russia and abroad, integration of the acquired assets, their restructuring and protection, as well as provision of support for joint ventures, subsidiaries and affiliates abroad.

In March 2016, he was appointed on a position of Head of the Contract Management Department Major Projects Directorate in PAO "Gazprom neft"

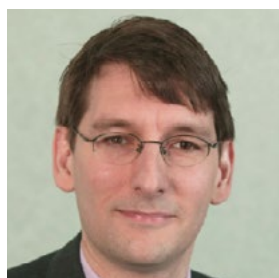
Specialist area & professional interest include large investment and construction projects, contract management, foreign trade transactions, and law of foreign countries.

Robert Blundell, Senior Legal Counsel - North Europe at Nordex Acciona Windpower



Robert handles non-contentious construction and engineering matters. He advises on the drafting and negotiation of contractual documentation including EPC contracts, building contracts, construction joint ventures, letters of intent, pre-construction services agreements, appointments and all ancillary documents. Robert has acted on a broad range of projects from oil and gas infrastructure and power generation to offices, retail, hotels and residential projects. He has a particular interest in low-carbon power projects having advised on both nuclear projects and numerous wind power projects across Europe. Before joining Nordex Acciona WindPower in 2017, Robert spent many years in London with City firms Nabarro and Holman Fenwick Willan. At the latter firm he was a partner and Head of Construction for the Middle East region, based in Dubai and working in Kuwait, Qatar, the UAE and Saudi Arabia.

Matthew Smith, Partner at K&L Gates LLP



Mr. Smith focuses on advising on international energy and infrastructure projects and disputes. He has more than 20 years experience in advising on construction and infrastructure projects and has acted for owners, contractors and consultants on many different disputes utilising many different forms of dispute resolution including litigation, arbitration, adjudication and mediation.

He is experienced in advising on major international EPC contracts in the energy sector procured under various different procurement models including EPC, EPCM and target price contracts. He has particular experience on cost reimbursable and target price contracts for major infrastructure projects including payment and valuation disputes under those contracts.

He is ranked as a leading individual in Chambers and described as "a very hard-working guy who puts his clients' interests above all else" with "standout infrastructure experience" and is recommended for his "great management of detail and ability to pull all the threads together in a cost-effective manner." (Chambers 2012-2016)

Gastón Bilder, Senior Legal Counsel at Total SA – Total Global Procurement

Professor Renato Nazzini, Professor of Law at King's College London

Renato Nazzini is Professor of Law at King's College London and Director of Research of the Centre of Construction Law and Dispute Resolution. He is an expert in commercial arbitration, ADR and civil procedure as well as in EU, UK and international competition law.

Professor Nazzini holds doctorates from the Universities of Milan and London. He was a Visiting Professor at the University of Turin and Honorary Fellow at the British Institute of International and Comparative Law. He is a Solicitor of the Senior Courts of England and Wales, an Italian advocate, and a Member of the Chartered Institute of Arbitrators. He has acted as arbitrator and has advised and represented clients in competition matters and in complex commercial disputes in arbitration, both ad hoc and institutional, and court proceedings.

He has published extensively on arbitration and competition law. His publications include Transnational Construction Arbitration (Oxford, Informa Law, 2017, forthcoming), International Competition Litigation (The Hague, Kluwer Law Intl, 2012) and The Future of Transnational Civil Litigation: English Responses to the ALI/UNIDROIT Draft Principles and Rules of Transnational Civil Procedure (London, British Institute of International and Comparative Law, 2004). He is also author of Competition Enforcement and Procedure (Oxford, OUP 2016), The Foundations of European Union Competition Law: The Objective and Principles of Article 102 (Oxford, OUP 2012), and Concurrent Proceedings in Competition Law: Procedure, Evidence and Remedies (Oxford, OUP 2004). He is the General Editor of Global Competition Litigation Review and a member of the editorial board of the European Business Law Review.

Dr. Christoph Benedict, General Counsel at GE Power AG

Chris is the General Counsel for GE Power AG, the largest German entity of the General Electric group of companies. He has drafted, negotiated, vetted, managed, mediated, litigated and arbitrated numerous contracts for complex multinational projects of a value of up to 4 billion USD over last two decades. In this context he has been dealing with legal issues at all stages of projects in Asia, the Middle East, Central and Eastern Europe and in the Americas. He is an Inaugural Fellow of the International Academy of Construction Lawyers, a solicitor of the Senior Courts of England and Wales, a Honorary Professor at Heidelberg and Swansea Universities and a past Chairman of the German Chapter of the Chartered Institute of Arbitrators (London).

Arthur Uijterwijk, Manager Legal Counsel at Van Oord Offshore Wind Projects bv

Arthur Uijterwijk is the manager of the legal and contracts department of the divisions Offshore Oil & Gas and Offshore Wind Projects within Van Oord. For the last 5 years his focus is on international offshore wind farm construction contracts (EPCI, BOP, Fidic, Logic, BIMCO) and previous involved in Belwind, Gemini, Eneco Luchterduinen, DanTysk, Teesside, Burbo, Walney and Norther. Arthur is a Dutch Civil law qualified Master of law (Mr.) and an experienced legal advisor on construction law, public procurement and corporate law. Furthermore he has a master in Management & Organisation (MMO) and is a regular speaker.

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