



ECI PROJECT OF THE YEAR

Award Submission Example: ECI Project of the Year Winner 2012

ECI Member Organisation: **Techint Engineering & Construction**
Project: **Gate LNG Receiving Terminal**

An example of a submission for the award of ECI Project of the Year, for use by organisations wishing to submit their own project nomination for forthcoming ECI Project of the Year Awards

REGIONAL CENTRES

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ECI PROJECT OF THE YEAR 2012

**Are your projects the best?
Here is your opportunity to prove it!**

NOMINATION FORM

- Nominations are open to all ECI current member companies, including associate members. Nominations are also open to projects in which ECI members have had a significant involvement.
- Eligible projects include those of any stage in development, under construction or those completed in the last two years.
- We are looking for the key principles used on your project and what you consider are the key achievements which would make your project a learning opportunity for other ECI members.
- Projects will be assessed on the extent of application of the ECI ACTIVE principles, in particular on the contribution of the ACTIVE principles to project performance. ACTIVE stands for: Achieving Competitiveness Through Innovation and Value Enhancement.

The eight ECI ACTIVE principles are:

1. Effective project conception and definition
2. Effective project team management
3. Effective supply chain relationships
4. Effective information management and communication
5. Effective project risk management
6. Effective innovation and continuous improvement
7. Effective project execution
8. Effective performance measurement

All sections of this form must be completed. Other supporting documents such as photographs, overview documents and a typed project report (progress and customer feedback) would also aid the judging process.

Applications must be submitted to ECI by Friday 16 March 2012 by either email or post to:

Email: ECI@lboro.ac.uk

Post:

European Construction Institute (ECI)
John Pickford Building
Loughborough University
Loughborough
LE11 3TU
UK

Telephone: +44 (0)1509 222620 for advice in filling in this form

The award winners will be announced at the gala dinner of ECI's Annual Conference on 26th -27th April in Dusseldorf.

PROJECT DETAILS:

Project title	Gate LNG Receiving Terminal
Location	Maasvlakte, Rotterdam (NL)
Companies involved <ul style="list-style-type: none"> - Client - Main contractor(s) - Main Subcontractors - Main Vendors 	Gate Terminal B.V. TSEV (Techint-Sener-Entrepose-Vinci) Besix-Mourik (Civil Works), Ooms (Buildings, Warm Water Line&Tunnel), KWS (Sea Water Pumphouse), Geka (Jetty Works), Hollandia (Steel Structures), Fincimec (Mechanical&Piping Erection), Techimp-Sitie (E&I Erection), Sumitomo (ORV), Burckhardt (BOG Compressors), Ebara (LNG Pumps), Yokogawa (Automation)

EXECUTIVE PROJECT DIRECTOR: GUIDO PIAZZOLI (TECHINT)

REPRESENTATIVE FOR THE NOMINATION: GUIDO PIAZZOLI (TECHINT)

PROPOSED BY:

Name: Benito MANOLI (ECI IRU Chairman)

Organisation: Techint Engineering & Construction
 together with:
 Sener Ingegneria y Sistemas from Madrid – Spain
 jointly as:
 TS LNG BV

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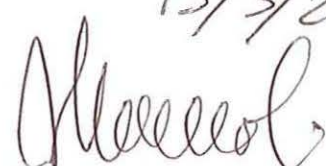
Fax: +39-02-4384.7128

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I agree to this project being nominated for the ECI Project of the Year Award 2012.
 I agree ~~I do not agree~~ for the above details to be made public through ECI.
 (Delete as appropriate)

Signed on behalf of the nominating organisation

Date

15/3/2012


1. SUMMARY AND OVERVIEW OF PROJECT

Please summarise the project in no more than 150 words, setting out:

1. The reasons for the project being undertaken
2. The scope of the project
3. A broad indication of costs - initial and outturn
4. A broad indication of schedule - initial and outturn
5. Performance of the project to date
6. Safety record
7. Any claims / disputes

1. The reasons for the project being undertaken:

The Consortium TSEV summarizes a good combination of construction expertise (Techint), of process know-how (Sener) and experience in the LNG tanks business (Entrepose and Vinci). Techint is the Consortium leader. Techint and Sener have formed a 50-50 JV (named TS LNG) while Entrepose and Vinci have formed a sub-consortium whose leader is Entrepose. The client, Gate Terminal B.V., is an organization formed by two main shareholders Vopak (NL) and Gasunie (NL) (42.5% each) and three minority shareholders, OMV Gas International (A), E.ON Ruhrgas AG (D) and Dong Energy (DK) (5% each).

2. The scope of the project:

Engineering, Procurement, Construction and Commissioning (EPC) Contract for a new Liquefied Natural Gas (LNG) Receiving, Storage and Re-gasification Terminal (in Project Financing).

- Two LNG jetties suitable to receive LNG Carriers of a size up to 270 000 cbm (Q-max)
- Unloading lines to allow transfer of up to 15 000 cbm / hr
- Three full containment LNG storage tanks, each with a net (pumpable) capacity of 180 000 cbm
- LNG pressurisation to reach maximum NG grid pressures of 80 bar g and vaporisation based on Open Rack Vaporisers, using a waste cooling water return from a nearby Power Plant, with a Send-out capacity of 12 BCMA plus 20% swing and guaranteed availability levels in excess of 99.5 %. Metering before tie-in to national Gas grid. Options for 1 additional Tank and additional send-out capacity to 16 BCMA.

Techint is leader of the Consortium composed by a JV between Techint and Sener (50%-50%) and a sub-consortium between Entrepose Contracting and Vinci Construction Grands Projets.

Visual descriptions of the project can be watched at the following links:

a. Video created by Techint with key moments of construction phases:

<http://www.youtube.com/watch?v=BMkOHgK6mxI&feature=related>

b. Video created by Gate LNG Terminal BV with the history and key features of the project:

<http://www.youtube.com/watch?v=5y0lj6SdPtI&feature=channel>

3. Gate Terminal B.V. has invested approx. 800 million Euro.

4. A broad indication of schedule - initial and outturn:

The contractual programme foresees 44 months from NTP to Take Over.

The project has been completed exactly on time: the very day of the contractual due date, 1st September 2011, the Gate terminal has been officially handed over to the Client.

5. Performance of the project to date:

Time wise, as mentioned above, the project has been completed on schedule.

Money wise, the initial budget has been kept without any overrun.

From the HSE standpoint, excellent records have been achieved (see next point)

6. Safety record:

From the HSE statistics, 2009 till mid 2010 more than 2.5 Million manhours have been worked without any LTI. From mid 2010 to the end of the project, another record of 1.5 Million LTI-free manhours has been achieved.

The initial target of having a Total Recordable Incident Rate (TRIR, calculated on the basis of 1 million worked manhours) below 3 has been kept and improved.

7. Any claims / disputes

Very few claims were raised during the development of the project and the very few remaining ones at the end of the project were amicably settled before the final Take-Over certificate was issued.

2. REASONS FOR NOMINATION

Please indicate, in no more than 150 words, the reasons for nomination

Several factors make this project unique in the LNG business in northern Europe:

- . excellent performance from the HSE standpoint*
- . fulfilment of Project schedule*
- . customer satisfaction about the fulfilment of the requested quality standards*

Furthermore, from the technical standpoint, the following aspects make Gate project different from the other existing European LNG terminals:

- The Project has been developed taking into account the latest European code requirement for LNG terminals, i.e. EN1473.*
- The high degree of automation is such that the plant is fully automatic and can run with minimum intervention by the operators*
- The use of warm water coming from the nearby power plant allows the use of Open Rack Vaporizers instead of Submerged Combustion Vaporizers: this is an environmentally friendly solution, allowing saving the energy of the fuel gas in the SCVs.*
- Gate Terminal is the largest LNG Regasification project developed in one single stage*

The following declaration made by TS LNG Project Management (Guido Piazzoli from Techint and Roberto Felipe from Sener) during one of the interviews made at the end of the project well summarizes the spirit of the whole project: "The construction phase has been completed with one of the highest levels of safety ever recorded for works implemented in Rotterdam's Europoort, boasting more than 2,500,000 work hours without lost time injury -The excellent mix of people, know-how and technologies has made up a plant whose capacity is above average".

3. DEMONSTRATION OF BENEFIT FROM APPLYING ACTIVE PRINCIPLES

The ACTIVE Principles for effective project delivery are:

Principle 1: Effective project concept and definition

Principle 2: Effective project team management

Principle 3: Effective supply chain relationships

Principle 4: Effective information management and communication

Principle 5: Effective project risk management

Principle 6: Effective innovation and continuous improvement

Principle 7: Effective project execution

Principle 8: Effective performance measurement

Principle 1: Effective project concept and definition

1.1 Strategy and stage gates

The project was developed according to the strategy defined in the Project Execution Plan, doc. N. P0101-300031032-001 (Attachment. #1).

The Project Execution Plan defines the main principles, the objectives and the project organization.

Project objectives were clearly defined at the beginning of the project and strongly reiterated by the Client at every occasion. The headlines have always been: "Time is of Essence" and "Safety First" and the whole project was run to reach these targets.

During the various phases of the project, several checkpoints or stage gates have been defined:

- *During engineering, sessions were carried out to freeze the progress developed at each stage: HAZID, HAZOP, 3D Model Reviews.*
- *The final checkpoint of engineering stage has been a Peer Review session, run by independent parties that could judge how good, safe and reliable was the design of the plant.*
- *During construction phase, several constructability sessions were carried out at the presence of the Client.*
- *Joint Risk Review sessions were held throughout the project lifecycle*
- *At the end of pre-commissioning, before entering hot commissioning phase, a Pre-Operational Peer review session was held, with independent parties.*

1.2 Project Team involvement

TS LNG ran at the beginning of the project a team-up session, where the project objectives were clearly defined. The whole TS LNG Project team was involved.

The Client also arranged a Team-Building session to share the Project objectives and to

motivate the whole project team of TSEV, of Gate Terminal BV and of the main stakeholders Vopak and Gasunie.

The report from the team-up session was published and shared among all TS LNG team members (see attachment #2).

1.3 Scope definition

The scope of the project was originally described in the contractual technical specification, which are performance specs and not extremely detailed specs. During the proposal phase, each Consortium member produced the necessary conceptual documentation that, together with the experience gained by each of TSEV members during previous similar projects, allowed to produce a sound and safe estimation. The whole project has been run with the aim of full respect of the content of such specs and, when a deviation was deemed necessary, a management-of-changes procedure was followed.

1.4 Value Enhancing Practices

During the initial development of the project the so called “value engineering” option has been used by the contractor and by the client to improve solutions that were foreseen during the proposal stage. The main value engineering case was the change of the unloading pipeline from a prototype pipe-in-pipe solution to a conventional insulated pipeline: in this way, both contractor and client were confident that the changed situation, being a well proven technology, was an improvement with respect to the originally foreseen one in terms of reliability.

The tool of Constructability Review has been extensively used during periodical review meeting where partners, subcontractors and client were involved in the process aimed to optimize the construction works by means of:

- Minimization of interferences among various work phases*
- Reduction of the site worked manhours*
- Optimization of the pre-fabrication and modularization*
- Reduction of field labour density*

The application of this process had substantial benefits proven by the outstanding HSE performance and by the timely completion that characterized this project.

Other decisions were made at the beginning of the project, in line with the strategy of minimizing site construction manhours, as set forth in the Project Execution Plan:

- Buildings were changed from cast-in-situ to pre-cast structures. Being the buildings blast-proof, the pre-cast solution has been a challenge from the design standpoint*
- On non-fire areas, cryogenic piping insulation has been changed from site-applied to pre-insulated pipelines*
- all prefabricated and pre-insulated piping spools have been final painted at the manufacturing shop*

The whole Project Team was involved in the decision making process and was therefore aware about the ultimate decision taken by the Project Management and/or by the Steering Committee.

Thanks to the weekly meeting held by TS LNG and relevant minutes, track has been kept of all decisions, changes, improvement.

1.5 Implementation Strategies

While the strategies, as mentioned above, were all defined in the Project Execution Plan, other specific documents were issued to cover the other aspects of the project:

P0101-300034062-001 Communication and Correspondence Procedure

P0101-300031062-002 Consortium Project Control Procedure

P0101-300031062-005 Design Changes And Variation Orders Management Procedure

P0101-300008030 Environmental Plan

P0101-300013079-001 HSE Plan

P0101-300040060-001 Security Plan

P0101-300031060-001 Engineering Plan

P0101-300031010-001 Certification Plan

The aspects of Procurement have been reported in the PEP at par. 7.3 at in the following documents, among others:

P0101-400030062-004 TS LNG - Purchasing Management Procedure

P0101-400030062-005 TS LNG - Subcontracts Management Procedure

As mentioned above, execution strategies were first checked with key figures of project team to verify the feasibility. The change from conventional insulated piping to pre-insulated unloading pipeline, for instance, was first checked with the engineering team, then verified with Project Control and Planning dpt. and finally with Construction and Commissioning dpt.

Once the solution has been fully bottom-up verified, it is spread top-down to the whole project team during weekly meeting and then the relevant key documents are revised accordingly.

Principle 2: Effective project team management

2.1 Project Leadership and team integration

As mentioned above, the project was structured on a multi-location organization.

During Engineering and Procurement phases, the four Consortium members operated from their home offices premises.

Hence the need of team-up and coordination meetings held on periodical basis: these meetings were excellent occasions for the Project Director and the Project Manager of TS LNG to drive the project in a well synchronized manner.

The multi-location team established by TSEV needed a clear definition of interfaces between the various organizations located in various places. Coordinators have been appointed to manage the various interfaces between the Consortium parties: an Interface Manager was appointed and various interface coordinators were following the engineering interfaces.

Furthermore, frequent meetings with clear recording of minutes and action lists were held. Once the focus of the project was mainly on construction activities, the Project Director and the Project Manager decided to move to the jobsite on permanent basis, to make sure that the construction had the utmost support from management.

The complete integration between Project Director and Project Manager was one of the key factors of success of Gate project. In fact, PD and PM worked together throughout the project agreeing and taking decisions in real time.

2.2 Staff Recruitment selection criteria

TS LNG personnel was selected on the basis of the experience on similar projects. Both Techint and Sener made best use of their respective experience in LNG Regasification and in Construction fields.

Home Office project team was substantially made of internal personnel, while site personnel has been partly recruited externally. TS LNG selection process involve HR dpt. as well the involved department.

Local personnel is selected by the Site Manager on the basis of interviews and CVs.

Suppliers and subcontractors have been qualified according to project specific procedures:

P0101-400030062-004 TS LNG - Purchasing Management Procedure

P0101-400030062-005 TS LNG - Subcontracts Management Procedure

This qualification process is in line with Techint's in-house procedures.

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2.3 Roles and responsibilities

Roles and responsibilities within the team are defined in the Project Execution Plan. Other underlying documents define responsibility relevant to each discipline, like the HSE Plan and the QA/QC Plan.

2.4 Communication within the Project Team

As mentioned above, one of the key success factor has been the lean and quick decision making process. The direct communication at project management level and at senior management level allowed to tackle and solve all difficulties met during the development of the project.

2.5 Project Team Motivation and Satisfaction

The project has been run with the full satisfaction not only of the client, but also of the participants to the project team: after Gate project, many members of the team have been moved to a similar initiative of TS LNG, the Dunkerque project. In this way, all the experience gained during Gate project is being used and the

When a critical phase of the project was reached and the target of TRIR <3 was not achieved yet, TS LNG Project Management agreed with Senior Management to establish a prize to the TS LNG site Project Team based on the achievement of the target.

Furthermore, a Subcontractor Safety Incentive Scheme was established in agreement with the Client.

Principle 3: Effective supply chain relationships

3.1 Sharing of Objectives

The Project Procurement Management team of TS LNG was perfectly integrated in the Project Team. This integration allowed the sharing, first of all, of the project objectives between the Project Management and the Procurement team.

The procurement team has therefore established a relationship with the whole supply chain based on the achievement of the project targets.

3.2 Communication

Once a Purchase Order is issued, a clear procedure is established at the kick-off meeting. The communication procedure has been lean and effective, aimed to have a fast communication link between the key actors of the project.

The same approach was followed from Head Office and from Site: a contact reference person was defined from TS LNG to coordinate and liaise with the suppliers or the subcontractors.

For main subcontracts (i.e. Warm Water Line, Buildings, Steel Structures) an Interface Manager was appointed to support the Project Director and the Project Manager.

3.3 Innovation

Innovation was encouraged among all project team members and stimulated by the Client. Every time a supplier or a subcontractor proposed an innovative solution, the pros and cons were firstly evaluated by TS LNG and then discussed with the Client.

Examples of innovative solutions proposed by suppliers/subcontractors are:

- *change type of bearings on High Pressure cryogenic pumps to reduce maintenance works during operational phase*
- *use pre-insulation on cryogenic insulated pipelines in non-fire areas*
- *erection of natural gas pipeline in one single lift using 11 simultaneous cranes*

Principle 4: Effective information management and communication

4.1 Project Information Strategy and Tools

The whole project has been managed by the Consortium and by the Client to ensure the highest transparency and effectiveness.

The document P0101-300034062-001 Communication and Correspondence Procedure defines the principles and the tools used during the project.

The official channel of communication was based on a one-to-one correspondence exchange web-based platform named Dymadoc, proprietary of Vinci group. By means of this platform, accessible to designated Project Team members, both Contractor's and Employer's representative exchanged and stored all official messages.

The document exchange was based on another web-based platform named Senet, proprietary of Sener. This platform allowed the filing of all documents, keeping track of each document history, of the approval process, of the documents review forms and of all documents revisions.

Senet was accessible to the whole project team via username/password and proved to be a powerful tool to store and retrieve all project documents.

The same platform was used between TS LNG and suppliers/subcontractors.

4.2 Communication within the Project Team

TS LNG considered of paramount importance to spread the important messages to the whole Project Team in the most effective and persuasive way.

For this reason, a Team-Up meeting was arranged at the beginning of the project to share all project goals.

The Client also considered as fundamental to motivate the project teams of both client and contractor and arranged a team building session.

On HSE side, both Client and Contractor considered the importance of celebrating the achievements: a Safety Day was organized and sponsored both by Gate and TSEV to celebrate the outstanding achievement of 2.5 Million LTI-free worked manhours.

Principle 5: Effective project risk management

5.1 Risk Management Programme

According to each company's procedures, both Techint, Sener and Gate carried out a risk management programme.

Such process was funnelled into a common project Risk Register that was compiled and discussed during joint review sessions held with the participation of managers of TSEV Consortium members and of the client GateTerminal BV.

5.2 Risk Identification process

As preparation of the joint Risk Review sessions, a series of separate meetings were held, firstly by each of the Consortium members, then by TS LNG and then again at Consortium level by TSEV.

During the joint sessions, each risk was identified, a risk owner was assigned and monitoring sessions were held where actions were followed up.

5.3 Risk Identification during work execution

The process of Risk Assessment has been followed during the whole project lifecycle: every Construction and Commissioning Method Statement was accompanied by a Job Safety Analysis and by a Risk Assessment.

Every work started with a toolbox meeting and the principle of carrying out Last Minute Risk Assessment was widely spread and enforced. Mandatory LMRA was one of the "10 Golden Rules" established during the execution of the construction works.

Principle 6: Effective innovation and continuous improvement

6.1 Improvement Objectives

The project established a series of areas of improvement on HSE: TRIR was initially set <3 (based on 1 Million worked manhours), then it has been defined as < 2.4.

All efforts have been deployed to reach and improve such target: at the end of the project, the final value was 2.02.

Principle 7: Effective project execution

7.1 Control of Schedule, Costs and Changes

Particular effort has been dedicated to always have an up-to-date resource-loaded schedule with a constant control of progress

Engineering Progress has been monitored by loading all activities and relevant resources on Primavera schedule.

Procurement Progress has been monitored following the consolidated procedure that keeps into account, with relevant weight factors, all manufacturing steps.

Construction Progress was based on a full bottom-up method, based on C1-C2-C3 reporting system.

7.2 Peer Reviews

The project passed a series of important check gates to prove that the Terminal has been firstly designed, built, commissioned and operated in a safe and effective manner.

Such check gates were:

- HAZID and HAZOP meetings
- 3D Model Reviews
- Peer review at the end of engineering stage
- Constructability review meetings
- Pre-operational Peer Review

During such review steps, the meeting were attended by key persons of the project team, together with independent parties who stimulated the discussion bringing their experience gained on similar projects. An action list was produced, circulated and followed-up after the meeting. Before project completion, all outstanding actions were closed out.

7.3 Handover process

The process of project completion and hand-over between Construction and Commissioning has been managed using a software named CoConsole.

A breakdown has been done, dividing the whole project scope in systems and sub-systems. A Data Base has been populated with all elements composing each sub-system. The hand-over from Construction to Commissioning phase has been done at sub-system level, reaching first the Mechanical Completion for each sub-system, then the Ready For Start-Up and finally the Ready For Operation certificates.

7.4 Site Organization

The Project Execution Plan defined the site organization. Given the structure of the site, the construction team of TS LNG was organized in two main areas:

- Process Area (it includes the main Terminal)
- Off-Site Areas (including Warm Water Line, Jetties, Sea Water Pumphouse)

Each area was managed by an Area Superintendent. Both Area Superintendents reported to the TS LNG Construction Manager.

Materials were managed by the centralized TS LNG Material Manager.

7.5 HSE

TSEV Project Management, since the very early project onset, aimed to identify the current best practices in the construction industry in order to make a difference in safety performance and to move the project toward the goal of zero accidents/incidents.

During the preparation of HSE documents have been set a number of basic postulates as:

- Nobody gets hurt.
- Accidents do not just “happen”. They are being caused.
- Ultimately all accidents are preventable.
- Incidents are a learning moment and “lessons learned” should be shared.

Project management identified the following key HSE management topics that contributed to improve safety performance:

- Demonstrated management HSE commitment
- Project Safety, Health & Environment (HSE) guidelines & procedures
- Staffing for safety
- Planning & risk assessment: pre-project and pre-task

- Subcontractor selection & subcontractor management
- Safety education & training
- HSE meetings & HSE communication
- HSE reporting & documentation
- Accident / incident reporting & investigation
- Continuous evaluation of the HSE management system
- Employee involvement
- Safety recognition / reward
- Health-at-work program
- Environmental awareness

7.6 Progress Reviewing and Reporting

On Monthly Basis, a Monthly Progress Report was issued, identifying all key issues occurred during the past month.

The report covered all the aspects of the project, highlighting the concerns, the critical aspects and the relevant remedial actions.

The project schedule was published on monthly basis and the native files were shared with the client so that the progress values and the outstanding scheduled activities could be double checked by all involved parties.

The project schedule was firstly construction-driven till the construction progress value reached approximately 70%. At the stage, being the focus more on commissioning activities, the schedule was changed to commissioning-driven and shifted from area-based to system-based.

Principle 8: Effective performance measurement

8.1 Measures of critical success factors

- Progress values

On weekly basis, the construction progress was calculated and shared with the client. During weekly construction meetings, all critical aspects were discussed and actions recorded.

Key Performance Indicators were developed, published on weekly basis and changed during the development of the project.

The same happened during pre-commissioning and commissioning phases: dedicated KPIs were developed and published on weekly basis.

- QA/QC values

Dedicated monthly meeting were held to discuss the various QA/QC matters, including the outstanding NCRs and status of Quality Audits. Particular attention was devoted to the Certification Plan, which allowed to reach the certification of the plant according to European and Dutch norms and laws.

- HSE performance values

On weekly basis, values of Safety Observation Records, Near Misses, First Aid cases, LTIs were published. At the beginning of every weekly construction meeting, of every monthly progress review meeting, and at every senior management committee meeting, the HSE status was discussed in details and commitments were taken.

- TS LNG published an internal monthly Cost General Report that was discussed between Techint and Sener project management before the official issuance.

8.2 Indirect success factors

The project was of key importance for all involved stakeholders: the relevance of the project for the main investors, Gasunie and Vopak, is proven by the opening event that was organized at the presence of the Queen of The Netherlands, HM Beatrix and 800 VIPs of the local community, of the Dutch Political community, of the LNG and worldwide industry business.

A cut-out of the opening ceremony can be watched at the following link:

http://www.youtube.com/watch?v=ohg1HmgizDg&feature=g-user&context=G2a5b476UCGXQYbcTJ33ZUkk1Q8BiyXJHqUlcZVkyAWY6XTIC3_Pw

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Impression Official Opening Gate terminal 23th September 2011

Queen Beatrix has officially opened Gate terminal on the 23th of September 2011. Gate (Gas Access To Europe) terminal is located on the Maasvlakte in Rotterdam and is the first import terminal for liquefied natural gas (LNG) in the Netherlands. It has been developed by N.V. Nederlandse Gasunie and Royal Vopak. Hundreds of foreign dignitaries, national and international guests amongst others attended the official opening ceremony.

Other videos are available on the Gate LNG channel on YouTube showing the key moments of the project, including the most important one, the arrival of the first LNG Carrier:

<http://www.youtube.com/user/GateLNGterminal>

Finally, Gate LNG Project was awarded with the European Gas Conference Award in January 2013.

2012 AWARDS

The European Gas Conference Awards

Held in conjunction with Natural Gas Europe, leaders from the industry were recognised during the gala dinner hosted by OMV on Wednesday 26 January 2012.

Gate Terminal B.V., Gasunie, Nordstream and Qatargas' Khalid Bin Khalifa Al Thani were all recognised for their outstanding achievements.



Gasunie, Qatargas, Nordstream and Gate Terminal gather for a group photo after accepting their awards

The winners of the inaugural European Gas Conference Awards are:

LNG project of the year - Gate Terminal B.V.

The Gate Terminal project has been on schedule and on budget since the start of its construction in 2008. The first commercial LNG cargo arrived on 1st September 2011. Its spotless track record and timely execution makes Gate Terminal the project of choice for our Award.

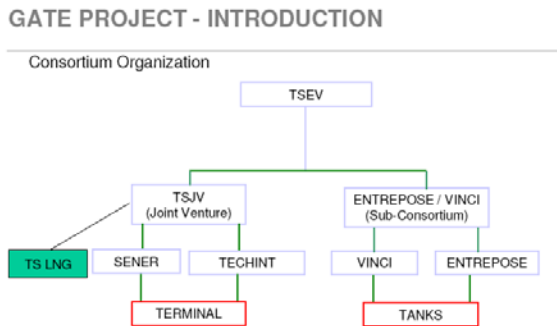
Attachments:

1. *Excerpt from Project Execution Plan, doc. N. P0101-300031032-001*
2. *Excerpt from Team-Up meeting*
3. *Main project figures*
4. *HSE Statistics*
5. *Photo Book*

Appendix 1: MAIN STAKEHOLDERS OF GATE LNG RECEIVING TERMINAL PROJECT

A. CONSORTIUM TSEV

The TSEV Consortium organization is described hereinafter. The structure of the Consortium is shown in the following diagram:



TECHINT Engineering & Construction

It is the Company that managed the whole Consortium and mainly led the Construction activities during the whole project. Guido Piazzoli, as Project Director, has been the Contractor's representative.

TECHINT Engineering & Construction (TECHINT E&C) is part of the TECHINT Group, a multinational corporation composed of six main companies operating worldwide, giving work to over 54,000 employees with a 19 billion dollars turnover.

As an Engineering, Procurement and Construction (EPC) specialist, the company realizes plants requiring proven complex project management expertise and detailed local knowledge.

In almost 70 years, the company has developed complex and diverse projects in North and Latin America, Europe, the Middle East and Africa in areas such as oil & gas production facilities, petroleum refineries and petrochemical plants, liquefied natural gas, energy, industrial plants, infrastructures, architectural and civil works, pipelines, mining.

The safeguard of workers' health and safety and the preservation of the environment are key values of the company, which also works in compliance with ISO/BS/OHSAS international standards, especially with ISO 14001.

SENER Ingenieria Y Sistemas

On Gate Project, Sener has been responsible of the Engineering and Commissioning and has carried out the Project Management of the Terminal portion. Roberto Felipe has been the Terminal Project Manager.

SENER Ingenieria y Sistema, S.A. (Spain) is an international engineering, construction and systems integration company that is part of Sener Group, a private technology group which offers cutting-edge technological solutions in the field of Aeronautics, Engineering and Energy and Environment since 1956. In Power and Process, with the Engineering division, SENNER Ingenieria y Sistemas, SENNER is actively present in LNG projects, refinery, combined cycle plants, cogeneration and thermosolar plants, taking part in turnkey developments worldwide. Since 2007, SENNER formed the TS LNG Company with Techint, specialized in liquefied natural gas regasification plants.

TS LNG

In 2007 Techint Engineering & Construction and SENNER established the TS LNG joint-venture to develop LNG projects. Specialized in turn-key projects, TS LNG has been responsible for the engineering, procurement and construction management of the Gate Terminal in the Netherlands, an outstanding reference in the regasification plants sector. After the start-up of the Gate Terminal, carried out in consortium with the French Entrepose and Vinci (TSEV), TS LNG is currently working on a regasification plant in Dunkirk, France. TS LNG adds SENNER and Techint E&C references in LNG projects, with Repsol, ENEL, Edison, Trans Canada, Cacouna Energy, Energia Costa Azul S.de R.L.de C.V, Kellogg

Brown & Root, ENAGAS, and SAGGAS, among other clients.

ENTREPOSE CONTRACTING

Entrepose Contracting is a group specialized in the design and construction of complex projects in the oil and gas sectors in particular, and the energy and environmental sectors in general. From creating transport and storage solutions to delivering turnkey projects, the Group is constantly developing its expertise in conceptual engineering, process design and contracting in sensitive environments. ENTREPOSE Contracting places particular emphasis on standards compliance in terms of Quality, Health, Safety & Environmental Management (QHSE accreditations), and possesses unique knowhow enabling to meet the most stringent requirements in terms of the highest performance levels.

VINCI CONSTRUCTION GRANDS PROJETS

Throughout the world, VINCI Construction Grands Projets designs and builds major civil engineering structures (tunnels, bridges, dams, liquefied natural gas storage tanks, road and rail infrastructure) and buildings (skyscrapers, shopping centres, hotels, major industrial facilities, nuclear power plants, etc.).

B. EMPLOYER

Gate Terminal BV

In 2005 N.V. Nederlandse Gasunie (Gasunie) and Royal Vopak N.V. (Vopak) decided to jointly develop Gate Terminal ("Gas Access To Europe"), the first independent LNG import terminal in the Netherlands and are the main shareholders of Gate terminal. The imported LNG will be unloaded, stored and regasified at the terminal before distribution through the gas transmission network for the European markets. The terminal has an initial annual throughput capacity of 12 billion cubic meter per year (bcma) and can be increased to 16 bcma in the future. Five European companies (Dong Energy from Denmark, EconGas/OMV from Austria, E.ON Ruhrgas from Germany, RWE Supply & Trading from Germany and Eneco from the Netherlands) have signed long term throughput agreements with Gate terminal.

Koninklijke Vopak N.V.

Koninklijke Vopak N.V. (Vopak) is the largest independent tank terminal operator in the world and is specialised in the storage and handling of liquid and gaseous chemical and oil products. Vopak operates 80 terminals with a combined storage capacity of more than 25,6 million m³ in 31 countries. The terminals are strategically located in respect of the main shipping routes and users, chiefly companies in the chemical and oil industries.

N.V. Nederlandse Gasunie

Gasunie is a gas infrastructure and gas transmission company with a prominent position in Europe. The total length of its pipeline network in the Netherlands and Germany comes to more than 15,000 kilometers and, with an annual throughput of almost 125 billion cubic meters, it ranks as one of the most extensive high pressure networks in Europe. Gasunie operates and develops the Dutch national gas transmission network and offers transmission services. Since 1 July 2008 Gasunie also owns the network of the former gas transport division of BEB and EMFG in Germany, which is now functioning under the name Gasunie Deutschland.

C. END USERS

Long-term Offtake contracts have been signed with five major European energy suppliers, Dong Energy, EconGas, RWE Supply & Trading, E.ON Ruhrgas and Eneco, for a combined throughput of 12 billion m³ of natural gas per annum. This represents the terminal's initial capacity and will be enough to provide natural gas to all 7,000,000 households in the Netherlands. Dong Energy, OMV Gas International and E.ON Ruhrgas have each taken a 5% interest in Gate terminal

in such a way that the terminal's independence is fully guaranteed.

Econgas

Six Austrian natural gas suppliers – BEGAS, EVN, Linz AG, OÖ. Ferngas AG, OMV Gas International and WIEN ENERGIE – have pooled their trading and distribution activities in a common venture, EconGas. EconGas's core business is the direct marketing of natural gas to European distributors and consumers with an annual consumption of over 500,000 cubic metres as well as natural gas trading on international markets. EconGas has subsidiaries in Germany, Italy and Hungary.

E.ON

E.on Ruhrgas from Germany is one of Europe's leading energy companies. E.ON Ruhrgas AG has a distribution system of more than 11,000 km of natural gas pipelines, 12 natural gas underground storage facilities and 26 compressor stations. Hence, one of the core tasks is also the monitoring and maintenance of all the technical installations as well as rectification and repairs for restoring the availability and maintenance of the gas supply.

DONG Energy

DONG Energy of Denmark is one of the leading energy companies in Scandinavia. It is engaged in the exploration, production, distribution, trade and sale of energy and energy related products in northern Europe. The company has annual revenues of €4.9 billion and more than 4,500 employees.

RWE Supply & Trading

RWE Supply & Trading is a leading European energy trading house. With an annual gas procurement volume of roughly 50 billion cubic metres, we are also one of the strongest competitors in the European gas industry.

RWE Supply & Trading is the interface between the RWE Group and global wholesale markets for energy and energy-related raw materials. Based in Essen, Germany, we are the hub for all tradable commodities, in both their physical and/or derivative forms, including power, gas, coal, freight, oil, weather, emissions certificates and renewable energies.

Eneco

Eneco is an integrated energy company specialised in the production, trading, transmission and supply of gas, electricity and heat and related services. Eneco serves more than two million business and domestic customers. That makes Eneco one of the top three energy companies in the Netherlands.

D. LENDERS

Project is financed by a pool of ten European banks, led by the European Investment Bank.

E. LOCAL AUTHORITIES

The plant needs to be approved by the governing authorities: Rotterdam Port Authority, Fire Brigade, Environmental Authority (named DCMR), Municipality Building Authority (named BoWoTo), public land technical authority (Leidingbureau). The Client, through their Permit Coordinator, liaised with the local authorities, with the technical support of the Contractor.

F. NOTIFIED BODIES

The process that led to the certification of the Plant according to European and Dutch norms was followed by the Notified Bodies AIB Vinçotte for what concerns the Pressure Equipment and Bureau Veritas for the ATEX certification.

Documents Included as submission appendices:

- **Appendix 1:** Project Execution Plan Example
- **Appendix 2:** 'Team-up' Meeting Presentation Slides
- **Appendix 3:** Project Overview Presentation Slides (including examples of materials quantities, subcontractors and project location maps)
- **Appendix 4:** SHE Statistics
- **Appendix 5:** Project Photographs

Please append further sheets as necessary.