


«WHO» is Keyst1 Contract Services?

Enzo Caetani		Giancarlo Cotone	
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Our people

Our people's experience sums up to nearly ninety years in the industry

High level and top positions in major internationally active companies

Hands-on experience in corporate, commercial and contractual aspects from a vantage position

Born in 1952

Graduated in Chemical Engineering in 1975

Master in Advanced Technology in 1976.

Thirty nine year experience in Oil & Gas,
Chemical, Power and Infrastructures
Engineering and Construction.

Enzo Caetani profile

Chairman ECI (European Construction institute) – Italian Regional Unit
Deputy Chairman Gicotecnica srl
Vice Chairman of the Board of Director – Tecnimont SpA
Managing Director Tecnimont SpA
Operation Director Snamprogetti SpA
Chemical, Petrochemical and Fertilizer BU Director – Snamprogetti SpA
Power and Environment BU Director – Snamprogetti SpA
Oil & Gas BU Commercial Director – Snamprogetti SpA
Chairman and CEO – E&M Services
Managing Director Snamprogetti Sud SpA

Born in 1948

Graduated in Chemical Engineering in 1971

Forty five year experience in Oil & Gas,
Chemical, Power and Infrastructures
Engineering and Construction.

Thirteen years spent in overseas
assignments

Giancarlo Cotone profile

Executive Vice President, Middle East for SIME srl, Abu Dhabi branch
Vice President Business Development for Siirtec NIGI, Italy
Vice President, Middle East Regional Director for Foster Wheeler International
Director Proposals, Foster Wheeler Italiana
Regional Vice President for Edison Mission Energy, EMEA Region, London
Manager of Contract Administration for Snamprogetti SpA, Italy
Manager of Contract Administration for Foster Wheeler Italiana, Italy
Procurement and subcontracting Manager for Super Octanos, Venezuela



Our experience and background

Contract Services

Formation

For investors



Project Management

Project Set-up

**Contract
Services**

RANGE OF SERVICES

Contract management system set up (corporate AND project)

Contract management and administration on behalf of Owner

Temporary management

Coaching

Claim and Litigation Management

Arbitration assistance

**Contract
Services**

MAIN EXPERIENCES – CONTRACT ADMINISTRATION SET UP

Contract Administration system setup for a major Italian EPC Contractor

Status: system up completed in 1996, now running with 200 Contract and Subcontract Administrators

Contract Administration system setup for a major Italian Contractor, a branch of a leading US multinational E&C Contractor

Status: system up completed in 1999, now running



**Contract
Services**

SUMMARY OF EXPERIENCES – CONTRACT MANAGEMENT

Client	Project	Nature of the services	Start	End
Undisclosed, Japanese	Refinery plant in Middle East	Claim to Project Owner	2014	Concluded
Undisclosed, Japanese	Refinery plant in Middle East	Contract Management	Dec 2015	Ongoing
Undisclosed, Italian	Steel plant in India	Claim to a supplier	Nov 2015	Ongoing
Undisclosed, Japanese	Fertilizer plant in North Africa	Claim defense from Owner	May 2016	Ongoing
Undisclosed, German	Power plant in Italy	Claim under Public Work Law	May 2016	Ongoing
Undisclosed, Japanese	Master Consultancy Agreement	Call-off services	Jun 2016	Ongoing

**Contract
Services**

DETAILS OF EXPERIENCES – CONTRACT MANAGEMENT

Major claim for a Japanese Client – Refinery in Middle east

The claim was prepared in association with a major US claim consultant. Main services provided were:

- Claim strategy and structure
- Cost estimate and evidences
- Claim write up

Status: successfully concluded with a major award

**Contract
Services**

DETAILS OF EXPERIENCES – CONTRACT MANAGEMENT

Contract Management for a Japanese company on a Middle East Project

The company is a major LSTK Contractor. Main activities:

- Contract review
- Contract management plan
- Letters
- Reserves
- Variation requests
- Periodic project assessments and reviews

Status: ongoing

**Contract
Services**

DETAILS OF EXPERIENCES – CONTRACT MANAGEMENT

Claim Management for an Italian Company for a Project in India

The claim is against a major Vendor and Manufacturer. Main activities:

- Project history review
- Position documents
- Main claim strategy
- Claim write up
- Cost estimate coordination

Status: ongoing

**Contract
Services**

DETAILS OF EXPERIENCES – CONTRACT MANAGEMENT

Claim Management for a Japanese Company for a Project in North Africa

The activity is a claim defence against the Project Owner. Main activities:

- Overall Claim strategy and directives
- Position papers on various contentious issues
- Strategy for the resolution of various contentious issues
- Provision of technical expertise as required

Status: ongoing

**Contract
Services**

DETAILS OF EXPERIENCES – CONTRACT MANAGEMENT

Claim Management for a German Company for a Project in Italy

The Project is a power plant revamping

The activity is a claim against the Project Owner, under the Italian Public Work Law. Main activities:

- Advice on claim feasibility through an Expert
- Claim strategy
- Preparation of the claim file

Status: ongoing

**Contract
Services**

DETAILS OF EXPERIENCES – CONTRACT MANAGEMENT

Master Service Agreement for a Japanese Company

The contract is for call off services in the field of Contract Management, Claim Management, Arbitration

Duration: two years

Status: ongoing

**Contract
Services**

MAIN RECENT EXPERIENCES - ARBITRATION PROCEEDINGS CO-ORDINATION

ICC Arbitration Proceedings – Paris,France – 2010, ongoing

ICC Arbitration Proceedings – Paris,France – 2012, Award rendered in 2014 with a major recognition

ICC Arbitration Proceedings – Paris,France – November 2007: Award rendered October 2012

ICC Arbitration Proceedings – São Paulo,Brazil – August 2009, Award rendered on January 2016

ICC Arbitration Proceedings – Santiago,Chile – June 2013, settled in 2014 with a major recognition

Alternate Dispute resolution

Paris, France, 2011. Status: Concluded in June 2012

Formation

RANGE OF SERVICES - SUBJECTS

- Contract management
- Project management
- Commercial management
- Energy management

NATURE OF COURSES

- Public courses
- In-house courses
- Co-operation with Universities

Formation

MAIN RECENT EXPERIENCES – TEACHING AND FORMATION

Ongoing Contract Management bi-quarterly course at LUISS Business School, Roma. Four editions delivered so far

Master in Energy Management for LUISS Business School, Roma

Nine day International Commercial Management Programme, successfully delivered to a Client in Italy

Over 110 days of courses successfully delivered.

Formation

Customer	Contractor	Year	Subject	Type
ENI	LUISS	2011-2012	Contract Administration (4 editions)	In house
ENI	LUISS	2011-2012	Project Procurement (3 editions)	In house
Alitalia	LUISS	2012-2013	Project Procurement (2 editions)	In house
Alitalia	LUISS	2013	Contract Administration	In house
LUISS	LUISS	2013	Contract Administration	Public
LUISS	LUISS	2012-2013	Project Procurement (2 editions)	Public
LUISS	LUISS	2013-2015	Contract Administration (4 editions)	Public
Siemens	Codd & Date	2011-2013	Contract Administration (2 editions)	In house
Siemens	Codd & Date	2012-2013	Claim Management (2 editions)	In house
Siemens	Nyali	2013-2014	Bid Management (3 editions)	In house
Tecnimont	Nyali	2013	International Bid Management	In house
Italcementi	Nyali	2013	Contract Administration	In house
Terna	Towers Watson	2014	Project Procurement	In house
SIME	Own	2014-2015	Bid Management (3 Modules)	In house
LUISS	LUISS	2015	Energy management	Public

Project Set-up

RANGE OF SERVICES

Commercial consultancy

Assistance to the sales cycle

Business set up

Contract negotiations

Project Set-up

MOST SIGNIFICANT EXPERIENCES

- Setting up a non recourse Project Financing scheme for a 512 MW Integrated Gasification Combined Cycle (IGCC) Project in Sicily. Full contract negotiation
- Setting up of a limited recourse project financing scheme for a 400 MW combined cycle project in Voghera, Italy
- Opening and managing a commercial branch in Abu Dhabi for a medium size Italy based engineering company
- Opening a commercial branch in Abu Dhabi for an Italy based Technology Licensor



Project
Management

RANGE OF SERVICES

Project Management Services

Temporary management

**Project
Management**

MAIN RECENT EXPERIENCES

2012-2013: Client Gazprom Neftechim Salavat (GNS).

We were entrusted by GNS to lead and coordinate the activities of the Legal Advisors (Linklater London), Advising Bank (ING) and Prospective EPC Contractor (Mitsubishi Heavy Industry, MHI) to finalize the EPC Contract relevant to the implementation of an Acrylic Acid Complex in Salavat, Bashkortostan, Russian Federation, in the framework of a Project Financing Scheme involving Russian and Japanese financing. Our Services included:

- Cost verification of EPC Contract Price
- Leading the contract negotiations between GNS and MHI
- Verification of all the Contract Documents for consistency with the other Project Financing Documentation
- Project Management services after Contract signature up to December 2013



For investors

RANGE OF SERVICES

Due diligence
Merger & Acquisition

For investors

MAIN RECENT EXPERIENCES – SERVICES FOR INVESTORS

Non hostile takeover of a medium size company on behalf of a Saudi client. Closing in January 2012.
Post closing management of the company (still ongoing)

Non hostile takeover of a medium size company on behalf of a Japanese client. Closing in 2013. No
post closing management required by Client

Quoting of a major Italian EPC Contractor on the Milano stock exchange

Overall integration



These are all multidisciplinary activities, high integration skills are required

Co-ordination and integration of others' work:

- Senior management
- Engineers
- Financial people
- Legal departments
- Law firms

Overall integration

What can we provide?

- In complex situations we can provide the mortar that holds the team together
- We acquired the experience of the so called «legal engineers»
- We are not Lawyers nor do we mean to replace Lawyers' work
- We do what neither engineers nor lawyers do
- We provide the direction and co-ordination of various contributors to the final goal
- Beside co-ordinating, we do also provide our own qualified input to the commercial and contractual aspects

Typical Working Schemes

APPROACHING A CONTRACTUAL ISSUE

- First phase: assessment and familiarization
- Second phase: deliver required services

APPROACHING AN ONGOING RELATIONSHIP

- Master Service Agreement containing general provisions
- Project Orders for each single project / case

Typical Working Schemes

NETWORK

- Senior and junior Consultants
- Technical Experts
- Internal Counsel and connected Law Firms
- Engineering support services through GICOTECNICA srl

Typical Working Schemes

COMPENSATION SCHEME

- Hourly rates
- Lump Sum
- Retainer plus success fee

The actual scheme is chosen according to the nature of the services required.
Combinations are possible.

TYPICAL HOURLY RATES

- Enzo Caetani
- Giancarlo Cotone
- Others as necessary. Non-partner consultants, experts, technical services, lawyers