

ATRIUM

HILL

Hill International

Worldwide Construction Consulting

PRESENTATION

NUCLEAR POWER PLANTS

April 30, 2009

Dubai, UAE



Hill International



The Global Leader in Managing Construction Risk™

COMPANY PROFILE

- Founded in 1976 in New Jersey, USA
- Global leader in Project Management and Construction Claims
- Listed on New York Stock Exchange
- 2,300 professionals worldwide
- 80 offices worldwide
- Geographical experience in Europe, Russia and the Newly Independent States, Middle East and Africa, Asia, the Americas and Australia
- More than 5,000 projects exceeding \$250 billion
- Consulting revenue of US\$333.9 million for the fiscal year 2008
- Largest independent Project Management and Construction Management firm in the world
- Largest Claims Consultancy firm in the world



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WORLDWIDE OFFICE LOCATIONS

North America

Baltimore, MD
Bellevue, WA
Bensalem, PA
Boise, ID
Boston, MA
Cancun, Mexico
Chicago, IL
Dallas, TX
Danbury, CT
Irvine, CA
Las Vegas, NV
Little Falls, NJ
Marlton, NJ (Headquarters)
Miami, FL
New Orleans, LA
New York, NY
Orlando, FL
Philadelphia, PA
Phoenix, AZ
Portland, OR
Sacramento, CA
San Diego, CA
San Francisco, CA
Spokane, WA
Tampa, FL
Toronto, Canada
Vancouver, Canada
Washington, DC

Europe

Ankara, Turkey
Athens, Greece
Barcelona, Spain
Belgrade, Serbia
Birmingham, UK
Bristol, UK
Bucharest, Romania
Cardiff, Wales
Daresbury, England
Dusseldorf, Germany
Edinburgh, Scotland
Exeter, England
Gdynia, Poland
Glasgow, Scotland
Krakow, Poland
Leeds, England
London, UK
Luxembourg
Madrid, Spain
Manchester, UK
Munich, Germany
Riga, Latvia
Rijeka, Croatia
Teesside, England
Tbilisi, Georgia
Winchester, England
Warsaw, Poland
Wroclaw, Poland

Middle East and North Africa

Abu Dhabi, UAE
Ajman, UAE
Al Ain, UAE
Baghdad, Iraq
Cairo, Egypt
Doha, Qatar
Dubai, UAE
Jeddah, Saudi Arabia
Manama, Bahrain
Riyadh, Saudi Arabia
Kuwait City, Kuwait
Tripoli, Libya

Asia & Australia

Hong Kong, China
Kuala Lumpur, Malaysia
Seoul, Korea
Singapore
Melbourne, Australia
Sydney, Australia
Tokyo, Japan
Ho Chi Minh, Vietnam
Manila, Philippines
Shanghai, China
Beijing, China (2009)



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HILL'S LEADERSHIP



HILL
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HIL
LISTED
NYSE

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COMPREHENSIVE SERVICES

PROJECT MANAGEMENT

- Program Management
- Project/Construction Management
- Project Management Oversight
- Troubled Project Turnaround
- Staff Augmentation
- Project Labor Agreements
- Management Consulting
- Commissioning
- Estimating and Cost Management

CONSTRUCTION CLAIMS

- Claims Consulting
- Litigation Support
- Expert Witness Testimony
- Cost and Damages Assessment
- Delay and Disruption Analysis
- Adjudication
- Lender Advisory
- Risk Management
- Forensic Accounting
- Fraud Investigation
- Project Neutral®



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WHY ENGAGE A PROJECT MANAGER?

- Able to provide value added services as a result of lessons learnt from previous experience, track record, staff expertise and independent recommendations
- Organized and effective management system
- Enhances synergy and facilitate project participant teamwork
- Implementation of web-based solution for project collaboration to monitor time, cost and documents
- Has the acquired knowledge of Consultants and Contractors with proven performance in their respective area/discipline



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WHY ENGAGE A PROJECT MANAGER?

- Risk management
- Development of phasing plan, packaging and procurement strategy tailored to meet the Client's objectives and requirements
- Integrated design management services throughout all project phases
- Value engineering and design review during design stage lead to considerable cost savings and improved functionality
- Transparent tendering process
- Effective contact management/administration by close monitoring of daily tasks and activities and the use of key performance indicators (KPI)



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SCOPE OF SERVICES

- General project management tasks
- Meetings and client reporting
- Project management plan
- Project controls system
- Design phase services
- Procurement and tender phase services
- Construction phase services
- Contract management services
- Operational start-up and testing
- Final reporting



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PROJECT MANAGEMENT APPROACH

Project Management

Phase 1

Project Design Development
Pre-Construction Services

1a
Planning
Services

1b
Design
Management
Services

1c
Pre-
Construction
Services



Phase 2

Implementation, Construction
and Commissioning of Project

2a
Project
Management
Services

2b
Post
Construction
Services

Change Management



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WHY HILL INTERNATIONAL?

- More than 30 years of construction consulting experience
- Diverse international project portfolio
- Experience in similar projects
- Ability to mobilize staff quickly
- Detailed and diligent management approach focusing on achieving Client's goals and objectives
- Proven track record in integrating the project management staff within the Client's organization
- An independent project management company with no affiliations to Government Agencies, Design Consultants, Contractors and/or Material Manufacturers/Suppliers



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WHY HILL INTERNATIONAL?

- Has previous and existing strategic relationships with major developers including:
 - US\$25 billion program management for the Reconstruction of Iraq undertaken with Stanley Baker Hill (SBH)
 - 7 years of continuous relationship with Abu Dhabi National Oil Company (ADNOC) for various projects
 - Strategic teaming arrangement with the Libyan Ministry of Education for project management services that include 14 universities
 - Strategic relationship with Al Maabar for local and international projects
 - Joint venture with Talaat Mustafa Group (TMG) to manage a multitude of developments that include hotels and resorts
- Technical Core Team (TCT), Hill's Home Office Support, based in Dubai: The team, led by a Senior Vice President, is made up of professional technical staff of various disciplines (e.g. architectural, structural/civil, mechanical, electrical, project controls, logistics, risk, etc.)



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SELECTED PROJECTS – GENERAL



Project :ComCast Center
Location :Philadelphia, PA, USA
Client :Liberty Property Trust
Service :Project Management
Value :USD 220,000,000



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Project :Smithsonian's National Museum of Natural History
Location :Washington, USA
Client :Smithsonian Institution
Service :Construction Management, Estimating, Staff Augmentation, Claims Analysis
Value :USD 144,000,000



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SELECTED PROJECTS – GENERAL



Project :National Library of Latvia

Location :Riga, Latvia

Client :Republic of Latvia

Service :Project Management

Value :USD 135,000,000



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Project :Caja Madrid Tower

Location :Madrid, Spain

Client :Repsol

Service :Project Management

Value :Confidential



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SELECTED PROJECTS – GENERAL



Project :Cheju International Convention Center

Location :Cheju Island, Korea

Client :Cheju International Convention Center Ltd.

Service :Project Management

Value :USD 150,000,000



Project :Petronas Twin Towers

Location :Kuala Lumpur, Malaysia

Client :Hazama-Gumi Limited

Service :Claims Analysis

Value :USD 200,000,000

SELECTED PROJECTS – GENERAL



Project :Palm Jumeirah
Location :Dubai, UAE
Client :Nakheel Corporation
Service :Project Management
Value :USD 7,000,000,000



Project :OQYANA – World First
Location :Dubai, UAE
Client :OQYANA Real Estate Co.
KSCC
Service :Project Management
Value :USD 3,500,000,000



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SELECTED PROJECTS – GENERAL



Project :City of Arabia

Location :Dubai, UAE

Client :Ilyas and Mustafa Galadari
Management Investment
and Development LLC

Service :Project Management

Value :USD 3,000,000,000



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Project :Shams

Location :Abu Dhabi, UAE

Client :Sorouh Real Estate P.J.S.C.

Service :Project Management

Value :USD 2,700,000,000



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SELECTED PROJECTS – GENERAL



Project :King Abdullah Financial District

Location :Riyadh, KSA

Client :Public Pension Agency

Service :Project Management

Value :USD 7,733,300,000



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Project :Al Bidda Tower

Location :Doha, Qatar

Client :Platinum Tower Company

Service :Project Management

Value :USD 85,000,000



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SELECTED PROJECTS – GENERAL



Project :Bardiyah Development
Location :Tobruk, Libya
Client :Birdi Tourism Investment Company
Service :Program Management
Value :USD 2,000,000,000



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Project :Suma Bay Development
Location :Hurghada, Egypt
Client :Egyptian Construction & Services Co. (ECSCO)
Service :Project Management
Value :Confidential



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project :Perry Nuclear Power Plant

Location :Cleveland, OH, USA

Client :Cleveland Electric Illuminating Company

Service :Project Management, Claims Consulting

Value :USD 5,000,000,000

Working side-by-side with the utility, Hill's on-site team monitored and assessed all aspects of the construction project. Hill helped Cleveland Electric schedule the huge project, evaluated construction bids and costs, evaluated and negotiated change orders and claims, and reviewed and revised construction contract documents to protect the utility's interests. The Hill team also conducted in-depth training for appropriate project personnel to help them spot and deal with problems before they affected the project's schedule or budget. In addition, Hill's professionals developed a construction claims procedures manual to help Cleveland Electric's staff better manage change orders and avoid claims on this and future projects.



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project :Callaway Nuclear Power Plant

Location :St. Louis, MO, USA

Client :Union Electric Company

Service :Scheduling, Project Controls

Value :USD 2,600,000,000

Hill provided scheduling and project controls services for the construction of the twin-unit 1100MW Callaway nuclear power plant. Hill was selected to coordinate the engineering, procurement, construction and startup of this project.



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project	:Calvert Cliffs Nuclear Power Plant
Location	:Lusby, MD, USA
Client	:Baltimore Gas and Electric
Service	:Project Management Oversight
Value	:USD 305,000,000

Hill provided a high level independent oversight review for the benefit of BG&E executives to monitor and analyze project progress in order to anticipate potential problem areas. Hill's task was to look for early "warning signs" that may develop during the project, but which may not be apparent to the parties, and to provide recommended action which can be taken by BG&E to resolve, avoid and/or mitigate problems which could jeopardize the project's successful completion.



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project :Oyster Creek Nuclear Power Plant

Location :Lacey Twp, NJ, USA

Client :PSEG Power LLC

Service :Scheduling

Value :Not Available

Hill provided updated CPM schedules for the engineering, procurement, construction, preoperative testing and startup phases of this 900 MW nuclear plant.



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project :Midland Nuclear Power Plant

Location :Midland, MI, USA

Client :Barris, Scott, Denn and Driker,
PLLC

Service :Claims Analysis, Expert Witness
Testimony

Value :USD 520,000,000

Hill provided claims analysis on design, administration, construction, quality assurance, quality control and reporting aspects of the project, the subsequent reported findings of other investigators and examined the as-built conditions and the remedial construction recommended. Hill performed its investigation, provided technical assistance during discovery, and assisted with preparation for an examination of technical fact and expert witnesses.



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project :Rocky Flats Nuclear Weapons Complex

Location :Colorado, USA

Client :US Department of Energy

Service :Estimating, Project Controls

Value :USD 7,000,000,000

Hill International consultants on this project included project controls specialists, cost/schedule engineers, schedulers, estimators, and document control personnel. Hill personnel were responsible for providing scheduling expertise using Primavera software to outline base year requirements and for updating information, maintaining the transition schedule, providing weekly schedules and man-hour reports, and developing budgets. Hill's scope of services included:

- Project Control Services
- Supplemental support to Contractor's project controls organization
- Preparation of "Fair Price Government Estimates" for Contractor procurements on an as-needed basis
- Performing general estimating services for definitive & parametric estimates utilizing experienced estimators, appropriate tools, & standards
- Preparation of routine and special programmatic reports
- Administration of baseline change control program



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SELECTED PROJECTS – NUCLEAR POWER PLANTS



Project :Allen Creeks Nuclear Facility

Location :Houston, TX, USA

Client :Houston Lighting and Power

Service :Claims Analysis

Value :Unavailable

The project was designed to be a twin 1,000 megawatt boiling water reactor nuclear plant.

Due to numerous delays with regulatory authorities, a construction permit was never issued. In November of 1982, Houston Lighting & Power terminated the project. Prior to terminating the project, engineering and/or fabrication of the major mechanical equipment and nuclear fuels for the project had commenced including the reactor pressure vessel, turbine generator, nuclear steam supply, other related components and nuclear fuel. Because of the project termination, the procurement contracts were terminated for convenience prior to completion. As a result of the terminations, Houston Lighting & Power received claims totaling in excess of \$40,000,000.

Hill International, Inc. provided assistance to Houston Lighting & Power in auditing, evaluating, negotiating and resolving the convenience termination claims made by the major suppliers on the Allens Creek Project. All of the claims were successfully resolved without entering into litigation.



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