

AIMM

2015 - CUSTOMER MAGAZINE OF STORK

Shaping the industry
going forward

Innovations to save cost
and drive productivity

Trends in maintenance

Expanding underground gas storage

How we drive our HSSEQ performance

STORK



Turning challenges into opportunities

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FOREWORD ARNOLD STEENBAKKER, CEO STORK

PROSPERING IN TODAY'S CHALLENGING MARKETS

THE SHARP DECLINE IN THE OIL PRICE OVER THE PAST 14 MONTHS HAS FORCED OIL & GAS COMPANIES TO REVIEW THEIR INVESTMENT STRATEGIES AND OPERATING COSTS.

Improving efficiency and cost-effectiveness without compromising on safety and quality is considered to be the most important challenge in the Oil & Gas and Energy markets today. In the current uncertain climate we all require new ways of thinking and working to meet this challenge. Professor Paul de Leeuw of the Oil & Gas Institute of the Robert Gordon University, states on page 7: "The focus on what constitutes good stewardship and operation of an asset is likely going to be different, with service providers having to demonstrate how they manage cost-effectively, how they apply best working practices and how they introduce new innovative services and technologies."

Sharing best practices, knowledge and innovation is key if we are to improve our performance and add value for our customers across the asset lifecycle to assure the integrity of their onshore and offshore production assets. We put a lot of effort into this across our global organization and the industries in which we operate. We 'export' expertise from one continent to the other, as you can read in this issue of AIM.

On page 10 you will read how our asset management experts from Europe supported colleagues in Colombia to enhance their service level for maintaining onshore oil refineries. Our

rope access specialists (see page 12) travel the world to train Stork teams and extend our local service portfolio. And we emphasised the importance of working together as ONE Team with 'Tour de Stork', a unique worldwide employee engagement program, born from our sponsorship of the Grand Départ of the Tour de France. The positive results can be read at page 31.

Recently we have seen many good examples in the UK, The Netherlands and Colombia, where our teams have worked with our customers to reduce cost in the supply chain and implemented joint productivity improvement programs. These are important steps to continue our journey to make our organization responsive to the ongoing market dynamics. With a diverse and strong customer portfolio, stable order book and financial position, Stork has a firm basis to deliver further efficiency for our customers. I am confident we can evolve and prosper in today's challenging markets.

Kind regards,

Arnold Steenbakker
CEO Stork



INTERVIEW WITH PROFESSOR PAUL DE LEEUW, DIRECTOR OF THE OIL & GAS INSTITUTE AT ROBERT GORDON UNIVERSITY, UK.

SHAPING THE INDUSTRY GOING FORWARD

Efficiency has come to the front in the Oil & Gas industry as the oil price fluctuates anywhere between \$40-\$60 a barrel. Organizations from across the sector are adjusting their cost base to reflect the new commodity price reality. CAPEX and OPEX from operators have been severely impacted and a huge emphasis has been placed on service providers to deliver efficiency savings.

We know that efficiency can take many forms, from the painful head count reduction to introducing innovative technology and services. But what are companies doing to drive these savings today? And how will this shape the industry going forward? AIM asked Professor Paul de Leeuw, Director of the Oil & Gas Institute at Robert Gordon University, Chairman of the Oil and Gas Innovation Centre, Chairman of PlanSea and Vice Chairman of Robert Gordon College.





THE OIL & GAS INDUSTRY IS FACING A SUSTAINED PERIOD OF LOW OIL PRICES. WE HAVE SEEN THIS KIND OF SITUATION MANY TIMES BEFORE BUT HOW DOES IT COMPARE TO OTHER DOWNTURNS?

The Oil & Gas industry is a cyclical industry and unfortunately we have seen a number of downturns over the last 30 years. They are never easy, but the industry tends to emerge leaner and fitter as organizations focus on what is truly important.

Looking back at similar downturns in the 1980 and 1990s, they typically tend to last a few years, depending on how deep the price volatility cycle is. We are already one year in and unless there is a significant market intervention by OPEC or others, it is likely that it is going to take another couple of years for supply and demand to balance out.

Although the market dynamics will determine what the actual oil price is, it is worth noting that over the last 20 years the average oil price has been around \$62 per barrel.

WHAT IMPACT HAS THE OIL PRICE DROP HAD ON CAPEX AND OPEX?

The drop in oil prices has had a very material impact on both the operator and supply chain community over the last year and it is likely that the impact will be felt for the foreseeable future as companies unfortunately have little choice other than adjusting their cost base to reflect the new commodity price reality. The focus on cost and efficiency management is a very difficult and painful process and forces companies to make real tough choices, often resulting in a reduction of headcount. High cost and mature areas such as the North Sea have seen a disproportionate impact of the cost reduction drive, but significant progress has been made since 2014 and many companies are now establishing a more sustainable business in the current price environment.

The impact on capital programs has been equally severe. We have already seen a significant reduction in exploration, appraisal and new development activity and I expect this to continue as companies shape their budgets for 2016 onwards in the next few months. In the current volatile investment climate, companies will be even more cautious than normal, which is likely to limit future activities even further.

HOW WILL THE DRIVE FOR EFFICIENCY AFFECT THE OPERATOR/SERVICES PROVIDER RELATIONSHIP?

The current environment will be a catalyst for improving the relationship between the operator and supply chain communities. The focus on what constitutes good stewardship and operation of an asset is likely going to be different, with service providers having to demonstrate how they manage cost effectively, how they apply best working practices and how they introduce new innovative services and technologies.



Application of new technologies such as smart data to analyse data patterns to predict emerging issues and visualisation to improve offshore planning and execution are already making a real and positive impact.

It is likely the industry will see a commoditisation of good work practices, making these practices not only more visible, but also require that good practices are shared and implemented a lot quicker than we have seen in the last few decades.

COST EFFICIENCY IS OFTEN ASSOCIATED WITH HEADCOUNT REDUCTION – WHAT OTHER TYPES OF EFFICIENCIES ARE THERE?

Cost management and cost efficiency covers a spectrum of activities, including improving work practices, process re-engineering, innovation, technology application and workforce utilisation. The industry is currently looking at all these areas and there are some great examples where service providers re-engineered tasks completely and reduced these tasks by over 30%, both in terms of cost and time. Application of new technologies such as smart data to analyse data patterns to predict emerging issues and visualisation to improve offshore planning and execution are already making a real and positive impact.

Despite all the great efforts currently taking place, unfortunately headcount reductions have been inevitable as companies come to terms with the new oil price reality and the associated reduction in activities.

SO IN YOUR OPINION, IS TECHNOLOGY A KEY TO DRIVING EFFICIENCY?

Technology and innovation are absolutely critical for the long term success of our industry. Although the UK has a great >>



STORK FORMALLY OPENS WORLD-CLASS FABRICATION SHOP

Wednesday June 24th 2015 marked a momentous day for Stork as it formally opened a significantly upgraded Fabrication Shop at its Point Lisas location in Trinidad.

line which includes rope access, static equipment integrity management, engineered scaffolding, belzona coatings, caisson inspection, E&I services among other specialised services.

The shop was previously located at Galeota, Trinidad, with modest equipment and limited space. This new eight thousand square foot shop boasts twelve E welding machines, two lathes, one drill press, one overhead crane with a three-ton and a five-ton bridge, lighting for work at night and room for equipment expansion.

Stork continues to diversify its portfolio to meet the ever-changing needs of its growing customer base. Vice President North America & Caribbean, Ms. Martha Sandia reinforced the company's commitment to developing long-lasting and mutually beneficial relationships with customers and suppliers ensuring that Stork remains their "ONE Partner for Life".

The opening of this fabrication shop serves as a vehicle to fulfil Stork's vision of becoming the leading provider of knowledge-based asset integrity management services in Trinidad and Tobago and the wider marketplace. This venture provides Stork with a platform to support larger projects while ensuring a safe working environment, timely delivery and high quality service. Fabrication and welding projects of varying complexity including structural steel components, walkways, ladders, handrails, platforms, ducting and other specialised needs can now be undertaken.



The facility offers an environmentally efficient work space led by knowledgeable and highly skilled staff. All these underpin the success of a world class operation. This latest initiative adds to the Company's already extensive product

>> track record, there is still a conservative mindset and a real reluctance to be the first to implement new technology. It often takes well over 10 years for new technology to be adopted in the Oil & Gas industry. I think the industry can do better and learn from other, high tech sectors, such as the telecommunication industry. In the last 8 years Apple introduced 6 new versions of their iPhone and it would be great to see some of this 'innovation can do' attitude in the Oil & Gas sector as well.

WHO IS RESPONSIBLE FOR DEVELOPING THE INNOVATIONS?

The Oil & Gas sector is based on a true entrepreneurial spirit and we have seen some incredible innovations across the industry over the last few decades. Innovation can emerge in any organization, be it large or small. It is all about unlocking the potential and creating an environment for innovation to flourish. Companies like Stork have a key role to play. Service providers work with both operators and suppliers, so can act as an intermediary, finding out what the customer wants and what suppliers can offer. Bringing these two aspects together, with in-house knowledge and expertise, is a powerful combination.

BIOGRAPHY PAUL DE LEEUW

Paul has worked in the Oil & Gas industry for over 27 years for a number of companies, including Shell, Marathon Oil, Amoco, BP, Venture Production and Centrica Energy. His broad business and deep commercial background include senior leadership roles in strategy, commercial, business development, planning and supply chain. Before joining Robert Gordon University in July 2014, Paul was the Strategy and Commercial Director for Centrica Energy's Upstream business.

He is currently the Director of the Oil & Gas Institute at Robert Gordon University, Chairman of the Oil & Gas Innovation Centre, Chairman of PlanSea and Vice Chairman of Robert Gordon College.



STORK PRODUCTS & SERVICES CIRCLE IN THE APP STORE

Stork has launched an app-based version of the Products & Services interactive motion graphic; currently found on www.stork.com. The app can be downloaded onto Apple iPads (not compatible with iPhones) by going to the app store and searching for 'Stork Services'.

The app helps explain the full breadth of Stork's services portfolio and innovations.

TOURING THE DESERT

As part of the "Tour de Stork" program (read more on p 30-31), Dean Mason of Stork Cooperheat in Jubail (Saudi Arabia) promoted the REACH safety program by cycling 1200 kilometers through the desert. Starting in Dubai, he covered the distance safely in eight days before finishing in Salalah in Oman. Dean: "The trip has been a wonderful experience, both physically and spiritually. Your appreciation of a place is enhanced so much more when riding a bicycle through it."



PRESERVATION SERVICES EXTEND LIFETIME OF REFCAR IN COLOMBIA

FOR ALMOST THREE DECADES, STORK-MASA COLOMBIA HAS BEEN COMMITTED TO IDENTIFYING NEW NEEDS IN ORDER TO OFFER SPECIFIC SERVICES THAT REPRESENT AN ADDITIONAL COST-BENEFIT FOR ITS CLIENTS. THIS IS WHY STORK-MASA COLOMBIA IS NOW ALSO PROVIDING SPECIALISED PRESERVATION SERVICES TO THE REFINERÍA DE CARTAGENA, S.A. (REFICAR), THANKS TO THE SUPPORT PROVIDED AND THE KNOWLEDGE SHARED BY STORK.



“Preservation is a series of tasks associated with the machine’s operations that ultimately ensure that the machine will continue to operate as required. Preservation techniques are not a completely new phenomenon. However, it is a relatively new field for Stork-MASA Colombia, which has been applying these techniques in Reficar’s refinery since July last year with Stork’s support,” explained Efraín Pedraza González, O&M Area Manager at Stork.

Stork-MASA Colombia’s commitment to Ecopetrol was to apply the best international preservation practices in Reficar. Stork supported the process with advice from Ben Thiehaten, Senior Consultant at Stork Asset Management Consultancy, who participated in the contract start-up by sharing his knowledge on the preservation techniques applied by Stork in Europe. He later assessed the procedures and gave recommendations in line with the suppliers’ specifications

and recommended good practices in the industry. These recommendations were included in an ongoing improvement-process.

The combination of the in-depth knowledge of Stork and Stork-MASA Colombia led to the application of different techniques that detected faults in some of the machines, which will be repaired before becoming part of the preservation program. These actions also prevented damage to critical equipment, delays in pre-commissioning and commissioning processes and additional costs due to repairs.

One of these techniques is boroscopic inspection, which is carried out internally on equipment and structures to find out if there are any obstructions, internal surface defects, scale or rust build-up, with the aim of designing a program to ensure that the machine is in optimum condition for preservation.

“First, we require that the machine is in normal condition, then it can be subjected to a series of preservation activities, such as shaft rotation, content rotation and cleaning”, stated Álvaro Liévano, O&M Coordinator.

The different techniques are applied before assessment and in the framework of a program designed by the client, which in this case is Ecopetrol. For example, corrosion inhibitors are used in the refinery to protect the equipment and, taking into account the humidity, high temperatures and their exposure to the elements. The machines are protected with high-impact polystyrene that resists deterioration and prevents faults caused by these factors.

Efraín Pedraza: “If we do not carry out preservation, we run the risk of the machines deteriorating, melting and malfunctioning. Preservation is not general practice as it is not easy

for a company to invest in preservation as they must first carry out extensive cost-benefit calculations. In Reficar’s case, they conducted the assessment and realized that by applying preservation techniques, the almost 40-year-old machines of the former refinery could remain in production, representing considerable savings for the factory. They also foresaw the need to preserve the equipment installed in the new refinery as the start-up was initiated with the objective of avoiding delays due to faults.”

To conclude, Efraín was very pleased with what they had been able to achieve for the client and he realizes that Stork-MASA Colombia’s presence in the old and new refinery is due to the joint Stork effort and the good relationship that has been forged with Ecopetrol. This has led to developing a structure with clearly defined roles and responsibilities, resulting in greater efficiency in the activities assigned.

STORK AND UNIVERSITY OF TRINIDAD AND TOBAGO PARTNER FOR THE

TECHNICAL SKILLS ACCELERATOR PROGRAM



THE “TECHNICAL SKILLS ACCELERATOR PROGRAM” WAS OFFICIALLY LAUNCHED ON APRIL 8TH 2015.

This joint-venture between Stork and the University of Trinidad and Tobago (UTT) will take the form of a series of training seminars, designed to develop young people headed for industrial employment and entrepreneurial activity. Both parties will cooperate with regard to areas of knowledge, technology-sharing, professional education, research and development, training and entrepreneurship activities. Through the newly launched program, students will have the opportunity to meet industry demands even before graduating.

The relationship between Stork and UTT was cemented with the signing of a Memorandum of Understanding. Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training (MTEST), addressed the audience at the opening ceremony. Both institutions were congratulated on their collaborative work with respect to the initiative, which

he stated would enable students to become both certified and well qualified. Stork Country Manager, Mr. Philip Vilain, who was also present at the launch, stated that the new program will ensure that its participants are well prepared to start working in the industry.

Twenty-three students representing the first cohort of this Accelerator Program graduated on Friday June 26th 2015 after being trained in areas such as manual handling awareness, rope access awareness, scaffolding awareness, HSE awareness and working at heights. At this graduation ceremony, students were lauded for their dedication to paving the road for future success in the working environment.

There are ongoing discussions to include additional training topics for future development. Stork is aware that students like these represent the future of the industry and the company remains committed to providing opportunities for further development.

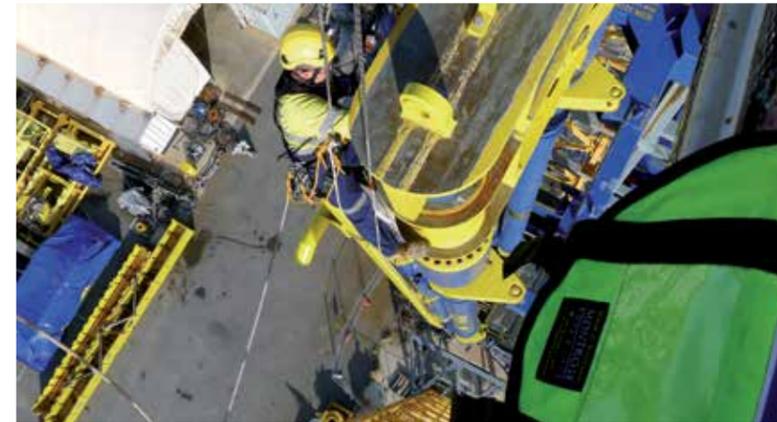




INDUSTRIAL ROPE ACCESS:

A NEW SERVICE OFFERED IN COLOMBIA AND AUSTRALIA

WITH THE AIM OF OFFERING OUR CUSTOMERS DIFFERENT ALTERNATIVES FOR CARRYING OUT THEIR OPERATIONAL AND MAINTENANCE WORK, STORK IS INNOVATING AND INCORPORATING NEW SERVICES THAT COMPLY WITH INTERNATIONAL BEST PRACTICES, A GOOD EXAMPLE OF THIS IS INDUSTRIAL ROPE ACCESS IN COLOMBIA & AUSTRALIA, A FORM OF WORK POSITIONING, INITIALLY DEVELOPED FROM TECHNIQUES USED IN CLIMBING AND CAVING, WHICH APPLIES PRACTICAL ROPE WORK TO ALLOW WORKERS TO ACCESS DIFFICULT-TO-REACH LOCATIONS WITHOUT THE USE OF SCAFFOLDING, CRADLES OR AN AERIAL WORK PLATFORM.



Our Industrial Rope Access capabilities enable us to reach difficult areas that would commonly require the need for expensive and alternative access solutions. Stork's team of highly trained multi-skilled Rope Access technicians work in accordance with the strict guidelines set out by IRATA and with HSE-specific risk assessments and work method statements, enabling us to deliver Rope Access services at the highest level of safety, while

reducing the exposure to risk by minimising the personnel required for the job. Rope Access is a welcome addition to our range of services that allows us to offer practical solutions while achieving best-in-class safety standards and reducing down-times and overall inspection costs.

PILOT TEST AT DINA

Stork-MASA carried out a Rope Access five-day pilot test at the Gas Treatment Plant Dina located in Huila, Colombia, in order to demonstrate how Rope Access techniques can be applied to carry out maintenance activities more efficiently and cost effectively.



During the first day of activities, the ropes were installed and an emergency response drill was held in case of setbacks. During the following days, the inspection of the towers and pipes was performed. We can now look back on a successful pilot in which all the scheduled activities were carried out according to plan, without affecting people, the environment or our customer's assets and with excellent results:

- Intervention time was reduced from 10 to 4 days, versus time scheduled with reinforced scaffolding, thermal insulation work and inspections.
- It was not necessary to stop the plant, so that productivity was not affected.
- Improved cost - benefit ratio.
- Zero incidents.

HSSEQ:

UNDERSTANDING IS AT THE HEART OF DRIVING IMPROVEMENT

KNOWING WHERE WE ARE MOST VULNERABLE HELPS US TO FOCUS OUR TIME AND EFFORTS WHERE THEY ARE MOST NEEDED IN ORDER TO HAVE MAXIMUM IMPACT.

It is often easier, and more palpable, for an organization to understand what it is good at; however, it is by understanding where you are most vulnerable that real, tangible improvements can be made.

To this end, Stork launched its HSSEQ vision, REACH Beyond Zero, at the start of the year with the aim of driving action to transform the company's HSSEQ culture and performance. The first step on this journey was to understand where action was required.

During April, Stork carried out "The Mic", a global safety survey with the aim of engaging all employees to help determine the current status of the company's safety climate and culture. Nearly 10,000 employees responded and the results were further validated by holding around 1,000 face-to-face interviews.

Stork's regional senior management teams are holding a series of workshops to understand the results and ensure that that maximum benefit is gained from the significant level of employee feedback. The company's senior leaders in each region will spend a day reflecting on the safety climate survey results, current HSSEQ performance analysis and developing the required action plans to address the issues for safety culture and performance improvement.

Some areas which require immediate attention have already been identified from the global high levels results summary (see opposite). Action has already been taken with regard to senior management commitment to safety with the workshop roll-out plan. Also highlighted was the importance of understanding our safety rules, as almost 20% of employees surveyed did now know all the rules required to get the job done safely.

Ann McGregor, VP Corporate HSSEQ, said: "Our safety climate survey has been hugely valuable in understanding what we currently do well in terms of safety, but more importantly what we need to improve on. While there are common issues across all our locations, the results have again highlighted the importance of tailoring our response at a regional level."

"If we don't understand what's harming our employees both globally and locally then how can we improve? Understanding where we are most vulnerable helps us to focus our time and efforts where they are most needed in order to have maximum impact."



ABOUT REACH BEYOND ZERO

EARLIER THIS YEAR, STORK LAUNCHED ITS NEW HSSEQ VISION – REACH BEYOND ZERO – BUILDING ON THE WORK DELIVERED THROUGH REACH SINCE 2012.

The aim of REACH Beyond Zero is to activate and engage all Stork employees to challenge themselves, to think and do more to improve the company's HSSEQ culture and performance. As an organization, Stork will REACH Beyond Zero by functioning as ONE Team, with shared values, driving action to transform its HSSEQ culture and performance.

Three key components drive this vision:

BRAND - REACH Beyond Zero is a brand that provides a communications platform to strengthen the HSSEQ culture. This connects all communications and activities to raise visibility and strengthen the program by adding value and driving continual improvement at all levels.

PROGRAM – Stork's Three-Year REACH Beyond Zero Road Map defines a measurable program of activities to provide direction and to actively engage all personnel at every level and location in HSSEQ.

BEHAVIORS - REACH Beyond Zero embeds HSSEQ values throughout Stork. Five key behaviors are shared which everyone can demonstrate:

- Visibility
- Authenticity
- Leadership
- Understanding
- Engagement

This serves as a platform for self-reflection and discussion which also improves HSSEQ engagement and communication.





ADAPTING TO A CHALLENGING OIL & GAS MARKET

TURNING CHALLENGES INTO OPPORTUNITIES

THE UK OIL & GAS MARKET IS CURRENTLY FACING SOME HARSH ECONOMIC REALITIES IN LIGHT OF THE FLUCTUATING OIL PRICE AND RISING PRODUCTION COSTS. TO SECURE THE LONG-TERM FUTURE OF THE INDUSTRY, A NUMBER OF EFFICIENCY CHANGES AND ACTIONS ARE BEING TAKEN INCLUDING TIGHTER COST CONTROLS, REDUCED BASE COSTS, RESTRUCTURING, INCREASED COLLABORATION AND THE STANDARDISATION OF PROCESS AND PROCEDURES. SO HOW IS STORK ADAPTING TO ENSURE WE CONTINUE TO OPERATE EFFICIENTLY DURING THESE UNCERTAIN TIMES?

ASSET LED OPERATIONS

At Stork, we continue to work proactively with our clients in a collaborative way to ensure we are in full alignment with their strategic and operational challenges.

We take pride in always making a concerted effort to fully understand our customers' needs. In order to maximize cost efficiency, we believe that a robust methodology for planning and prioritizing worksopes should be developed in relation to the stage of an asset's life.

Operating assets and late life assets have very different requirements and, by considering the unique priorities and challenges of each asset, we allow for bespoke operating models to be developed. With early involvement, these tailored solutions are designed specifically with the asset in mind. This requires a different mindset, however, with an asset led approach and gaining operational knowledge of assets and systems, we ensure seamless workscope delivery. Our customised solutions can truly maximize production efficiency, minimize running costs and drive cost control and certainty.

OPERATING ASSETS

Operating assets require a focus on production uptime under safe working conditions and, typically, significant investment is made by operators on upgrade programs and campaigns. Stork is moving away from the way Fabric Maintenance (FM) is traditionally executed. By including all FM works as part of an Asset Plan set against agreed productivity norms and priorities, Stork estimates that we could deliver as much as 15% cost savings compared to traditional operating methods. Furthermore, by reinvesting these savings into Priority 1 Works, we can proactively improve maintenance programs.

LATE LIFE ASSETS

Late life assets concentrate on guaranteeing maximum production and maintaining conditions as cost effectively as possible leading to decommissioning, safe removal and disposal. We understand that maintenance will be cost driven and requires a high level of responsiveness and flexibility to help reach end of field life. Stork provides reduced costs by applying an integrated lifecycle approach, standardizing teams, multi-skilling, eliminating waste and only delivering critical worksopes.

ASSESS, INSPECT & REPAIR

Stork is bringing a strong focus on improving maintenance programs through rigorous costing and planning as well as adopting a full Assess, Inspect & Repair (AIR) process. Stork's integrity philosophy AIR, aims to deliver effective integrated contracts combining:

- Assess : Integrity Management**
- Inspect : NDT (Non Destructive Testing) & Inspection Services**
- Repair : Fabric Maintenance Services**

A co-ordinated integrated approach ensures integrity, inspection, operations and maintenance teams are working together to provide safe, efficient value added services. Cost reductions would again be seen with this unique approach by

providing one focal point ensuring a quick and effective feedback loop, quality control, consistent delivery, rapid mitigation of issues highlighted during inspections and efficient planning, reporting and remedial work.

SUMMARY

Stork's innovative thinking will help clients reduce their base costs in a tough market place. Turning challenges into opportunities to change mindsets and how we operate will secure the longevity of Oil & Gas. With our proven track record in delivering asset integrity services around the world for over 40 years combined with some of the radical methods outlined, Stork is a true asset lifecycle partner here to support our clients who will shape the future of the industry. We are ready to take the next step.

INTRODUCING LOWESTOFT

DESPITE A CHALLENGING ECONOMIC CLIMATE, 2015 HAS SEEN REGIONAL GROWTH FOR STORK WITH THE OPENING OF AN OPERATIONAL BASE IN LOWESTOFT, GREAT YARMOUTH. THE NEW FACILITY IN THE EAST OF ENGLAND WILL PROVIDE A RANGE OF FULLY INTEGRATED ASSET INTEGRITY SERVICES TO THE UK SOUTHERN NORTH SEA (SNS) SECTOR AND CEMENTS OUR LONG-TERM COMMITMENT TO THE REGION.

To mark this milestone, the facility hosted a grand-opening in April where guests enjoyed live demonstrations of Stork's award-winning innovations and a tour of the new base. Mike Duncan, Vice President - Contract Delivery for Stork, officially opened the base and commented, "Up until now, we have chosen to support the SNS region from one location in the UK but we believe it is vital for us to be closer to our clients. The potential for the local supply chain and the need to deliver on a more local level, led us to establish our new premises in the SNS."

Following the official opening, SNS operations are going from strength to strength. Stork secured a significant Fabric Maintenance and Heating Ventilation & Air Conditioning (HVAC) five-year agreement with a local Operator – firmly positioning us on the map. Furthermore, we are preparing for mobilisation on a hook-up and commissioning project in August for a major engineering company, which is being supported from the Lowestoft facility. This will include rope access, scaffolding, painting, insulation, fire proofing and non-destructive testing services.

To support Stork's development in the region and expand our network locally, we became members of the East of England Energy Group (EEEGR), the energy industry and skills association for the SNS sector. Simon Gray, the CEO for EEEGR, gave an impassioned speech at the opening of our Lowestoft

premises, praising Stork for the excellent news it brings to their area. In July, Stork was also announced as the winner of the "Best Energy Project" at the EEEGR Awards for the development and implementation of our Hot Bolt Clamp technology. Finally, Matt Oxley, Business Stream Director, has been selected as a member of the EEEGR Decommissioning Steering Group to help drive strategy to support the final stage of the asset lifecycle, bringing Stork's practical experience in ageing assets and decommissioning.

This effort and investment to further penetrate the SNS market will not only strengthen Stork's position in the UK, but also help to extend Stork's global presence in delivering fully integrated asset integrity support services to the Oil & Gas industry.



HYDRO-JETTING OF HEAT EXCHANGERS IN NATURAL GAS LIQUIDS PLANT NEAR ABU DHABI

INNOVATIVE SOLUTIONS: STORK YIELDED COST SAVINGS AND INCREASED PRODUCTIVITY BY GASCO (UAE)

THE GASCO NATURAL GAS LIQUIDS (NGL) PLANT IS LOCATED 240 KILOMETER WEST OF ABU DHABI AND IS OWNED BY ADNOC AND OPERATED BY ABU DHABI GAS INDUSTRIES LIMITED (GASCO). GASCO HAD BEEN SUFFERING PRODUCTION LOSSES DUE TO BLOCKAGES IN THE SEAWATER-COOLED HEAT EXCHANGER TUBES FOR MANY YEARS, LEADING TO EXTRA COSTS IN CONNECTION WITH PLANT SHUTDOWNS AND REPAIRS AND TO LOSS OF REVENUES.

At GASCO's request, Stork carried out a thorough investigation to determine the nature and extent of the blockages. We found out that GASCO was facing tube blockages in 60-70% of the tubes every year.

In the United Arab Emirates market, the usual methods to solve this problem within acceptable cost/quality constraints are:

1. High Pressure Water Jet Cleaning (15psi to 40,000 psi) (Hydro-Jetting)
2. Hydro-Drilling
3. Chemical Cleaning

After a detailed technical evaluation and analysis, the Stork team came up with a solution for the blockages by re-engineering the existing process with a minor innovation. Due to the hard blockages, chemical cleaning, hydro-drilling or hydro-jetting would then normally have taken place before the implementation of the new process. Although chemical cleaning can be very effective; health, safety and environmental risks have to be taken into account. If you opt for hydro-drilling or hydro-jetting, you can avoid using chemicals and thus reduce the risks involved. However, hydro-drilling leads to tube sheet material degradation and it is also less effective than hydro-jetting and chemical cleaning. Therefore, in Stork's opinion, hydro-jetting was the preferred option provided that the hydro-jetting process could be further optimised making it as effective as chemical cleaning and more cost efficient.

Our Stork team took up the challenge and designed a new model of nozzle which makes the hydro-jetting process more effective and efficient thus eliminating the need for chemical cleaning and the risks associated with it. Another advantage of the Stork modified nozzle and the hydro-jetting process is that it reduces the processing time, thus enabling higher productivity and a faster completion of the project.

GASCO was very pleased with the manner in which Stork modified and optimized the whole process. Stork's innovative approach was also presented to the GASCO management team who were highly satisfied with our work and commended our commitment to provide the best services to the client. They also assured that our expert services would be referred to the ADNOC Group of companies for the maintenance of their plant equipment.

As a result of the excellent work carried out by our Stork Team in this project, we have successfully executed a similar project and we are currently working on two other projects with GASCO. We also expect to be able to work on two more projects by the end of 2015. This is an excellent example of Stork's commitment to providing outstanding service to its clients with a focus on reducing risk, assuring safety and improving environmental performance.



TURNAROUND AT GTL PLANT QATAR SHELL

This year, Stork Oryx Turbo Machinery Services participated in the first turnaround of Qatar Shell's Pearl gas-to-liquids plant in Ras Laffan, Qatar. The company worked on more than 15 machines and the commissioning was successfully completed.

"Qatar offers a lot of opportunities as the market is developing rapidly. While Europe tends to value the optimization of efficiency and productivity, Middle Eastern companies favour new investments to assure top-line growth. There will be a large number of plants to maintain in Qatar in the coming years. Furthermore, the low oil prices will force Oil & Gas

companies to reassess their maintenance strategies and maintenance budgets. Both top line growth and reassessments of maintenance strategies will provide opportunities for independent maintenance companies," according to Thijs Lugard, general manager of Stork Oryx Turbo Machinery Services.

The scope of the work includes overhauls of steam turbines, compressors, pumps, large blowers, expanders and fans, and will be performed during subsequent plant turnarounds. In June 2014, the company signed a seven-year contract with Qatar Shell to service rotating equipment at the plant.

STORK GEARS & SERVICES OPENS SERVICE HUB IN SINGAPORE

Stork Gears & Services opened a service hub in Singapore this year to offer high-level gearbox services in South East Asia. Located at the heart of the Port of Singapore, state of the art workshop facilities are available to offer any type of gearbox services any time. In addition to inspection, maintenance, installation, removal, commissioning, repair, upgrade and overhaul services, Stork Gears & Services offers any type of spare parts and custom-built gearboxes.

In the new workshop, Stork Gears & Services recently overhauled four gearboxes that operate in Anchor Handling Tugs for a large offshore contractor. There are also multiple projects underway in the region in land-based industries like the Oil & Gas, Cement and Power industry.





MAINTENANCE IN THE 21TH CENTURY

THE TRENDS ACCORDING TO THE MAINTENANCE MANAGER

EXPERTS TALKING: A ROUND TABLE DISCUSSION ABOUT CHALLENGES AND OPPORTUNITIES...

AT STORK'S INVITATION, DOZENS OF MAINTENANCE MANAGERS WERE PRESENT AT THE ROUND TABLE DISCUSSION IN THE EUROMAST IN ROTTERDAM (NL) TO DISCUSS THE CHALLENGES AND OPPORTUNITIES OF MAINTENANCE IN THE 21ST CENTURY. ALTHOUGH THE PARTICIPANTS WERE A HIGHLY DIVERSE GROUP, THEY DID MANAGE TO ARRIVE AT A NUMBER OF MAINTENANCE TRENDS FOR THE FUTURE. STORK EXPLAINED ITS NEW MAINTENANCE APPROACH: STORK PERFORMANCE MAINTENANCE (SPM). IN THIS CASE, THE COMPANY TAKES OVER THE COMPLETE MAINTENANCE FROM THE CLIENT AND A PARTNERSHIP IS ENTERED INTO A REALIZE TO HIGH STANDARD OF MAINTENANCE AT LOWER COSTS.

TREND 1: MAINTENANCE SHOULD BE TAKEN SERIOUSLY RIGHT FROM THE BEGINNING.

Practically all of the participants agreed that if maintenance is taken into consideration in too late a stage for new construction projects, then problems will certainly occur at a later date. A maintenance manager at a large chemical company explained how it should be done: "We involved the maintenance technicians in the new construction project every fourteen days. As a result, maintenance was involved right from the beginning. And we were certainly able to reap the fruits of this approach, as the factory required very few modifications after completion. An additional advantage was that the maintenance people were a lot more positive about the installation afterwards as they had been able to have their say in advance."

TREND 2: MAINTENANCE CAN BE OUTSOURCED

Maintenance must be an integral part of each new construction project. But what if the maintenance department is not part of the company and maintenance is outsourced to a third party? A terminal manager knows from experience that the company and its maintenance partner determine the success of the collaboration together. Although it is not easy to achieve the optimum form of cooperation. "You have to grow and develop together. You have to learn to understand one another. And you have to learn to act jointly, also when the going gets tough."

TREND 3: MAINTENANCE IS ALLOWED TO COST MONEY

The question how to convince your whole company that good maintenance is really crucial caused a lot of discussion. A maintenance manager explained that, at his global chemical company, the technicians understand this; however, crucial decisions are taken by the senior management. They determine the budget and the requirements. "Fortunately, more and more often companies increasingly regard maintenance as an integral part of their business operations."

TREND 4: THE NEED FOR MORE KNOWLEDGE

How do we, as companies, ensure that we continue to have sufficient knowledge available? This issue proved to be a hot topic. "In the past, there were buddies, operators who trained new people," a maintenance manager of a chemical company explains. "Nowadays, each empty chair is simply filled. The other day, an operator walked up to me and asked what exactly goes through that blue tube. Well at that moment, I was really worried." Therefore, he advocates the return of company vocational training programs. "In this manner, we have to make

people enthusiastic again for our profession. The older generation of technicians should also be called upon more often. They may no longer be as good at taking up new information. However, you can employ them most effectively by allowing them to share their knowledge and experience. This is also their main frustration. They would like to train new people and pass on their knowledge and experience." But how do you convince your CEO of the advantages of this? A Stork consultant has a suggestion for this. "The average senior manager has never worked on the shop floor, so he continues to push through his cost reductions until this is no longer possible. Therefore, we had our CEO do some welding at a vocational training college. He was also obliged to participate during a stop. This proved very useful to also get other themes on our management's agenda."

TREND 5: HAVE CONFIDENCE IN EACH OTHER

The Stork Performance Maintenance concept, i.e. outsource all of your maintenance, provoked many questions. How does Stork gain the necessary trust and confidence for this? The Stork consultant explained that everything is aimed at improving the assets together and thus enabling both parties to profit from the resulting financial benefits. According to a representative of a global chemical company this is the only right way to go about this. "The managers always want cash on delivery, as managers are financially driven. They will ask: how do we benefit from this collaboration? However, there is more to be gained from this than simply financial benefits. If you trust each other, you can afford to spend less time and energy on making agreements between customer and contractor. In that way, more time and money remains for the work itself."

The Stork consultant provided an example of how this can work in practice. "At one of our customers in the Chemical sector, they do the work preparation and we carry out the work. Occasionally, something goes wrong, but usually it saves a lot of time and money. But this only works if you trust each other. Unfortunately, contractors who don't have enough work will lower their price and the better contractors are sidelined."

Anticipating on trends and developments seems logical, but is not easy. Together with its customers, Stork constantly tries to find the right strategy for every demand on maintenance.

ADDING VALUE TO IN-LINE INSPECTION OF PIPELINES

WHICH JOINTS TO REPAIRED BEFORE THE NEXT INSPECTION? HOW MUCH OF EACH JOINT SHOULD BE REPAIRED? WHEN SHOULD THE NEXT PIPELINE INSPECTION TAKE PLACE?

The Asset Integrity Engineering group at Stork's Perth, Western Australia office has developed software to provide pipeline operators with Fitness for Purpose and Repair Prediction Services. Based on detailed analysis of the results of in-pipe, intelligent pig inspections, the Stork software answers some important questions that are not normally answered by the standard inspection reports. The analysis has two parts: corrosion rate estimation and corrosion growth modelling. The results are summarised in a table and a



histogram; images of the defects in selected joints are provided which show the predicted defect dimensions at the end of the predicted year of repair.

Implementation of advanced IT systems achieved effective cost reductions for clients

BUSINESS TRANSFORMATION SUPPORTS CLIENT FOCUS IN AUSTRALIA

THE FIRST SIX MONTHS OF 2015 HAS SEEN THE IMPLEMENTATION OF A NEW ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM TO PROVIDE ENHANCED SUPPORT TO OUR AUSTRALIAN CLIENTS.



SAP Business ByDesign is a fully integrated on-demand, cloud-based "Software as a Service" (SaaS) ERP and Business Management solution. The system provides all the necessary

operational flexibility required for our business by facilitating access for all of our authorized users anywhere, anytime and on a variety of mobile devices.

One of our key business drivers for implementing the solution was to minimize delivery lead-times and achieve effective cost reductions for the benefit of our clients. Through the restructuring of our Procurement & Logistics functions, in alignment with system defined processes, we have implemented a renewed focus on key Supplier Relationship Management. The availability of real-time information regarding products and materials, pricing and location availability in a country as geographically dispersed as Australia provides Stork with a real competitive advantage in the market through our ability to rapidly meet our clients' needs in a cost efficient and effective manner.

STORK NEW ZEALAND ASSIGNED FOR CERTIFICATION BUILDING MATERIALS CHRISTCHURCH REBUILDING PROJECT

STORK PROUDLY WORKS TOGETHER WITH GOLDEN BAY CEMENT AND UHBI IN THE MANUFACTURING OF FOUR HUNDRED 27,000LTR ISO VESSELS.

These vessels are to be used by Golden Bay Cement for the Christchurch rebuilding project. To date, 224 vessels have been completed and delivered to New Zealand with the remaining 176 due to arrive before the end of August. The vessels are being built in Nantong City, China. Stork's Pressure Equipment

Inspection (PEI) Division, based in Whangarei New Zealand, has been called in to carry out the pre-inspections, compliance assessment and fabrication inspections. All vessels that arrive in New Zealand are subjected to commissioning inspections and certification.



STORK THERMEQ PRODUCES THE LARGEST DEAERATOR EVER

EARLY 2015, A FIRST MILESTONE FOR THE NEW LOCATION OF STORK THERMEQ WAS REALIZED: A COLOSSAL DEAERATOR WAS PUT ON TRANSPORT FOR A NEW POWER PLANT IN POLAND.

It is the largest deaerator ever produced in Hengelo in the Netherlands: seventy-five meters long, with a diameter of almost four meters. This deaerator weighs nearly

three hundred thousand kilograms and was transported in four parts (and in four nights). After arrival, it was welded together on site.

The total weight of the deaerator for this power plant was calculated at one million kilograms, which was proven accurate during tests on site. In order to give you some idea of the weight of this deaerator, it is comparable to the weight of one hundred cars.

AN INNOVATIVE SOLUTION FOR THE REPAIR OF STEAM TURBINE CASINGS

A MAJOR FINNISH UTILITY COMPANY CONTACTED STORK GEARS & SERVICES WITH THE REQUEST TO REPAIR ONE OF THEIR LOW PRESSURE STEAM TURBINES AFTER IDENTIFYING SEVERE EROSION DAMAGE ON THE INNER CASING.

Due to the impact of small water droplets, which develop during the operation of a turbine, the wall thickness had deteriorated to an extent that it was unfit for safe future operations. Traditional repair methods are costly and require substantial asset downtime. As such, the asset owner decided to look for alternative solutions and came to Stork after learning about an innovative repair method they had developed and successfully deployed at another power station in Germany. Stork Gears & Services uses a technology called laser cladding to apply a hard facing, wear resistant layer to halt the further progression of damage and extend the assets life time for years to come.

After limited preparation time, Stork deployed a team with advanced equipment and performed the repair onsite on a 24/7 basis. After three weeks of non-stop dedication, four large sections of the casing were repaired and the installation was taken back into operation shortly after. The repair solution provided by Stork saved the customer significant costs and reduced the asset downtime to a bare minimum.

The asset owner is very pleased with the result and has therefore indicated that the remaining turbines will be repaired with the same solution.





EXPANSION OF UNDERGROUND GAS STORAGE IN NORG

An enormous operation that Stork carried out up until this year, and which involved 1.4 million man-hours.

THE CASE

Natural gas is still an important fuel resource in the Netherlands. Because the pressure is decreasing in the Groningen gas field, the current supply is insufficient to cope with the winter-peak demand. Moreover, the production from the gas field has been reduced by the Dutch government. Underground bulk storage of gas, in porous rock, offers a solution so that producer NAM can guarantee the continuity of the gas supply. The gas that is produced in the summer is stored for usage in the winter. The storage can also be used for imported gas from other countries. A large storage site is located in Norg, in the north of Holland. In order to be able to meet the future demand, both the storage capacity and the production volume of this location had to be increased. The storage capacity was increased from

3 to 5 billion m³ and the production volume from 48 million m³/24 hours to 96 million m³/24 hours. This was an enormous operation that Stork carried out up until this year, and which involved 1.4 million man-hours.

THE SOLUTION

Within the GLT-PLUS consortium (see insert), Stork was responsible as construction partner for the expansion of the existing storage installation and increasing the total aboveground installation. This means that components were added on, such as a compressor, separators and coolers, and that bottlenecks in the current installation were removed. The project was carried out in a brown field environment with a major shut-down for all connections. At its peak, during the shut-down period, 1,200 employees were working on the expansion under the direction of Stork. This also included the management of all sub-contractors. The new wells for the expansion of the storage were drilled under the direction of NAM itself. In the project, the entire

control system (DCS by Yokogawa) of the complex was replaced. A brain transplant, if you will, led by partner Yokogawa and supported by Stork E&I specialists. Due to the importance and large scope of this part, discipline was key in the total project.

The ongoing maintenance was also carried out under Stork's direction. The core of the activities had to be carried out during a 110-day shut-down. During this period, the complete installation was taken out of operation, cleaned and handed over in its entirety to GLT-PLUS, including the responsibility for the work permit system.

The important KPIs were therefore included in the preparation of the shut-down (TAR review), as well as to ensure timely delivery of the installation after the shut-down. An important success factor of the project was the 'spirit of Norg': the collective will of all the partners to make it a great success.

THE RESULT

The installation was delivered on time. The continuity of the gas supply is guaranteed and the installation delivers flawlessly according to demand. No noteworthy safety incidents (LTI=0) occurred during the course of the project. What's more, NAM now has many new functionalities with the new DCS system, for example optimum detection of fire and gas. The higher degree of automation enables unmanned control of almost the complete installation.

Supplied services by Stork:
Electrical & Instrumentation - Mechanical Services
- Piping - Equipment Rental.

NAM assigned the Norg+ project to GLT-PLUS, a consortium of Siemens, Jacobs, Yokogawa and Stork.



INSTALLING ALBA B3

The offshore production platform Alba B3 is currently located in the harbor of Vlissingen, in the Netherlands.

Systems for lighting, instrumentation, sound, CCTV and telecom are now being installed by Stork's Istimewa Elektro company. Istimewa was also responsible for the purchase and logistics of the required UL listed material. This requirement characterizes a customized approach used for this specific project of which the installation of the fuel skid had already been realised. Before the end of the year, the ALBA B3 platform will be delivered to its owner, Marathon Oil which will ship the platform to the waters near Bioko Island, Equatorial Guinea (West Africa). Upon arrival, ALBA B3 will be hooked up to the already existing ALBA facilities.

STORK'S ASSET MANAGEMENT CONSULTANCY AND MERIDIUM EXPAND PARTNERSHIP

Stork's Asset Management Consultancy division and Meridium, the global leader in Asset Performance Management (APM) software and services, expanded their partnership recently. Stork became a Meridium Certified Services Provider (MCSP) earlier this year, and now will work with Meridium to support asset owners who embark on a joint asset performance improvement journey.

euros annually. In asset-intensive industries, Asset Performance Management software (APM) manages asset risks to improve key operating metrics, as well as asset and system reliability, productivity and revenues.

Billions are invested globally in the acquisition, operation and maintenance of production assets. A 1% improvement in production performance can be worth hundreds of millions of





SAFETY AWARD FOR STORK AUSTRALIA

STORK CREW ON GORGON PROJECT RECEIVES A SAFETY AWARD FOR WORKING 14 MONTHS WITHOUT RECORDED INCIDENTS AND ACCIDENTS.

On Barrow Island, 60 km off the coast of Western Australia, Stork is working on the Gorgon project, one of the world's largest natural gas projects. With over 60 people onsite, Stork is delivering Bolting & Onsite Machining Services for the CB&I Kentz joint venture.

The crew has completed 14 months on the Barrow Island project, machining over 400 flanges and bolting up 500 joints, all without any accidents or incidents being recorded. What makes this achievement even more impressive is the fact that this is a very



challenging project. The conditions and working environment have been difficult at times, with consistent high temperatures, dust and humidity.

STORK WINS ELECTRABEL SAFETY AWARD

EXTERNAL COMPANIES THAT WORK REGULARLY AT THE ELECTRABEL NUCLEAR POWER STATION (KCD) IN DOEL (BELGIUM) WERE GUESTS AT THE ANNUAL KCD CONTRACTOR DAYS. THE PURPOSE OF THIS EVENT WAS SHARING INFORMATION, RAISING AWARENESS AND, OF COURSE, NETWORKING.



The icing on the cake was the presentation of the sixteenth Safety Award. This year's winner of the Electrabel Safety Award was Stork. Stork scored the best on all safety criteria that are of high priority within KCD.

André Van den Cruys, Operational Director Mechanical Projects - Stork Belgium stated: "We are very proud of this success. It proves that Stork employees are doing an excellent job, it is their merit! After all, as a company you can prescribe certain rules and procedures, but it is up to the employees to apply these on the job."



REACH BEYOND ZERO IN COLOMBIAN COMMUNITIES

AS PART OF THE SOCIAL RESPONSIBILITY INITIATIVES IN COLOMBIA, STORK MASA BROUGHT ITS REACH SAFETY PROGRAM OUTSIDE THE PARAMETERS OF ITS OWN ORGANIZATION.

The local HSEQ team developed the 'Max Listo' program for local schools to teach children about safety in the communities it operates in. Stork employees explain to children how to cross roads safely, they talk about the risks of electrical equipment and how to prevent hand injuries. The three modules ("Road Safety", "Electrical Risk" and "Hand Care") have

already been activated in a large number of Stork's project areas (i.e. Ocesa, Cepcolsa, Equion, Drummond, Ecopetrol and Pacific). This initiative also gives a real meaning to the special definition of REACH Beyond Zero in Colombia: "Having employees return to their homes in the same condition they left. But prouder of what they have accomplished".



STORK H&E TURBO BLADING AT THE CUTTING EDGE OF TECHNOLOGY

STORK H&E TURBO BLADING IS AN INDEPENDENT AFTERMARKET ISO 9001-CERTIFIED TURBINE BLADE MANUFACTURER BASED IN UPSTATE NEW YORK IN THE USA.



Stork H&E is dedicated exclusively to manufacturing new steam turbine blading and new gas turbine compressor blading for all models of rotating machinery. With over 35 years of experience, an impressive raw material inventory, and over 40 CNC machining centers, Stork H&E can offer an unparalleled response to forced outages and consistent support during planned shutdowns.

Over the years, Stork H&E has forged strong alliances with many utilities, overhaul & maintenance shops, as well as OEM suppliers, by exhibiting equal capabilities to build for all brands and models of equipment. Stork H&E regularly manufactures from either reverse engineered samples or drawings. Together with Stork Turbo Blading in the Netherlands, Stork H&E forms the largest independent blade manufacturer supplying the Power Generation market today. In order to remain at the cutting edge of technology, Stork H&E invested USD 2.5 million in the following technology improvements in 2015:

- Mazak I800 5 Axis CNC Machines
- Fanuc Alpha C600iA-16" Wire EDM
- GOM Compact 5M scanner (white light scanner)
- Amada PCSA W530X Pulse cutting saws
- Parlec Parsetter TMM 1850
- SmartScope Flash 302 optical inspection



EQIN, THE SILENT POWER BEHIND THE START OF THE TOUR DE FRANCE IN UTRECHT

AS TECHNICAL PARTNER OF THE TOUR DE FRANCE'S GRAND DÉPART, STORK SUPPLIED THE ELECTRICAL INFRASTRUCTURE AT SEVERAL LOCATIONS IN AND AROUND UTRECHT (NL). FOR EIGHT COLLEAGUES OF EQIN, STORK'S RENTAL, SALES AND TRAINING DIVISION, THIS MEANT A WHOLE LOT OF OVERTIME WHEN THE TOUR FEVER ROSE TO EXTREME LEVELS IN UTRECHT. ESPECIALLY FOR THE ORGANIZATION WHICH, LEADING UP TO THE START OF THE TOUR DE FRANCE, DEMANDED MORE AND MORE OF THE MEN ON LOCATION.



"It was a fantastic experience for all of us. We wouldn't have missed it for the world," Ramon Pascal of EQIN looks back, now that the Tour de France has come to an end. Together with his colleagues Peter Jurjens, Wim Boer, Peter Schrage, Martin van Dijk, Jan Pieterman, Peter Hirsch and Richard Gardenier, he formed the team that ensured the Grand Départ literally took off at full power. And all that began long before the first cyclist even showed up on the starting grid on the 4th of July...

POWER SUPPLY

During construction, which already started two weeks before, the EQIN team was also responsible for placing and connecting 16 Safety Boxes (EQIN's mobile First-Aid rooms) along the stage route. What's more, they connected all the toilet facilities to the water and sewerage systems and provided lighting for all VIP locations, as well as for several parking areas. Ramon: "The biggest project was the hospitality pavilion, where King Willem Alexander was a honorary guest. We fitted the lighting, kitchens, refrigeration and air conditioning for the hospitality pavilion."

LONG HOURS

"We worked every day from seven in the morning until nine at night; long hours with very little time for the home front. The spirit among the team was great, despite constantly working

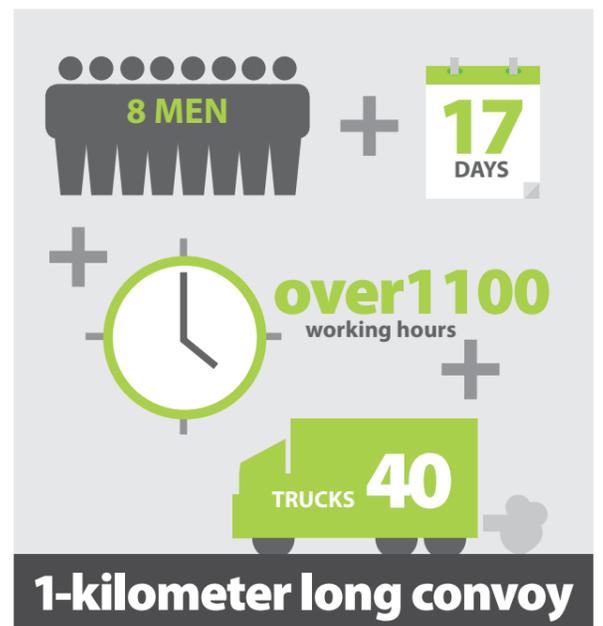
so closely together. You know you're working on something special and that makes you very proud."

PLEASANT TO WORK

"During the Grand Départ itself, we were all on standby to keep the systems up and running. This way we could resolve any faults straight away, for instance, in case a fuse blew, or if a distribution box overheated, etc. Especially the kitchens used a lot of power and we did have a few minor issues there. Besides that, everything went as planned." Ramon also felt like a real VIP himself at times: "It was pretty hot during the Grand Départ. But we were more than welcome in the VIP areas, for example, if we wanted something to drink. That made the work even more pleasant."

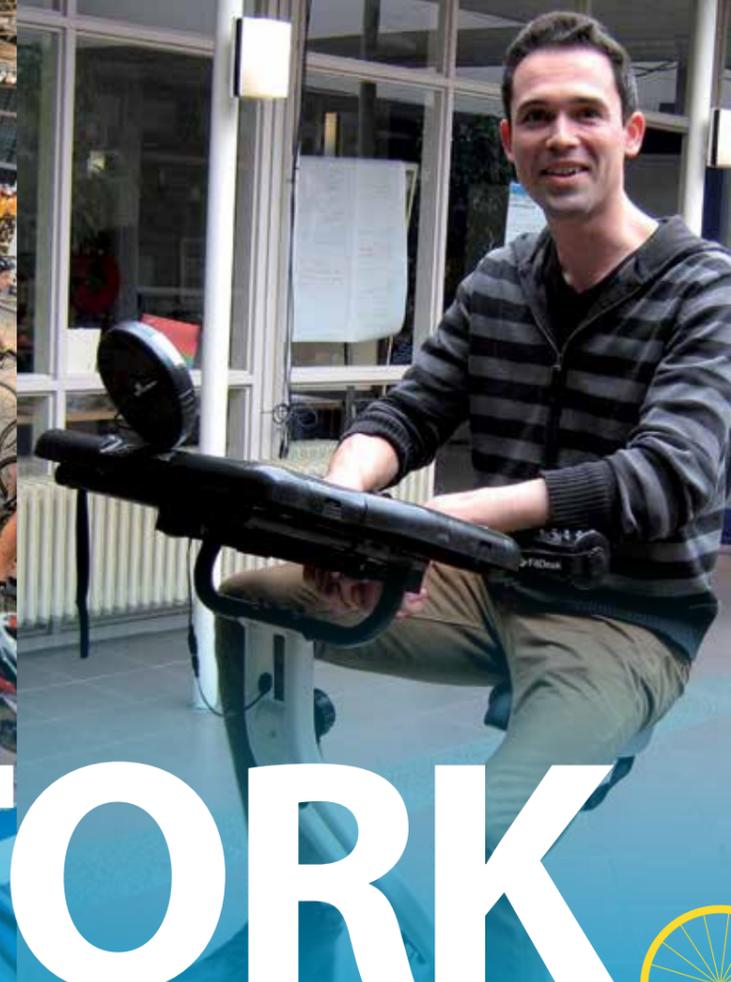
SPECIAL PROJECT

Ramon realises that he and his colleagues have been part of a very special project. "We experienced something truly unique. When I look back at the amount of work we accomplished, I think: that's something we can really be proud of!"



- 26 generator sets,
- 26 fuel tanks,
- 46 lighting masts,
- 19 office units,
- 16 First-Aid units,
- 360 meters of cable bridges,
- 21 km of extension cables,
- 160 power distribution boxes,

& Two 6-meter containers full of tools and consumables from Groningen to Utrecht.



TOUR DE STORK



WORKING TOGETHER IS WINNING TOGETHER. THAT'S WHAT OUR GLOBAL EMPLOYEE ENGAGEMENT CAMPAIGN, TOUR DE STORK, WAS ALL ABOUT. IN THE SPIRIT OF ONE TEAM, WE INVITED ALL COLLEAGUES TO PARTICIPATE IN ACTIVITIES LINKED TO STORK'S PARTNERSHIP WITH THE GRAND DÉPART UTRECHT 2015: THE STARTING EVENT OF THE 102ND TOUR DE FRANCE.

The result was a program which involved almost one thousand employees from across all different Stork businesses. Teams produced bikes from workshop scrap material in the Bike Art competition. Over 40 Stork-office locations worldwide cycled in the Bike@Work challenge.

success of the Grand Départ. Our colleagues from our Rental & Sales organization, EQIN, supplied the power systems to support the event, which was witnessed by more than half a million people.

"It is very nice to see how Stork has involved their employees around its partnership with Utrecht 2015. The Grand Départ of the tour is a celebration for everyone!" City of Utrecht mayor Jan van Zanen

The Bike Ride event offered colleagues the chance to cover parts of the official course of the Tour de France. Tour de Stork was a truly global campaign which brought people together from almost every continent.

STORK, THE GRAND DÉPART AND THE TOUR DE FRANCE
End of last year, Stork became the official technical partner of the Grand Départ Utrecht 2015. The start of the Tour de France turned Utrecht yellow from July 2nd to 5th. By providing technical support, Stork has contributed to the





VALUE



REACH Beyond Zero is Stork's value driven HSEQ engagement platform.

Stork is dedicated to being recognised as a leader in HSEQ; by employees, clients and industry peers.

Whilst safety is one of Stork's core values, the engagement platform not only communicates on Health and Safety but also on Environmental and Quality issues too.

Through REACH Beyond Zero's value driven behaviours, Stork strives to engage with clients and employees alike to positively impact HSEQ culture and improve HSEQ performance on clients' assets.

www.stork.com/reachbeyondzero