

EMS - REFERENCE LIST BY ACTIVITY

CLIENT	COUNTRY	PLANT LOCATION	YEAR	TECHNOLOGY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
U.S. STEEL	USA	USA	1981-1983	SEAMLESS PIPE PLANT	■		■		○	■	○	■		○	○	■							■		
FIRST BOSTON BANK	USA	USA	1982-1983	SEAMLESS PIPE PLANT																				■	
CHASE MANHATTAN BANK	USA	USA	1981-1982	SEAMLESS PIPE PLANT																				■	
NATIONAL TUBE COMPANY	USA	USA	1981-1984	MELT SHOP AND SEAMLESS PIPE PLANT	■		■	○	○	■	■	■	■	○											■
TOSA	South Africa	South Africa	1983	SEAMLESS PIPE PLANT	■																				(a)
FLUOR DANIEL	USA	USA	1981-1983	MELT SHOP AND SEAMLESS PIPE PLANT	○		■				■	○		○					○						(b)
HUNT ENERGY	USA	USA	1985	SEAMLESS PIPE PLANT		■													■						(a)
WORLD BANK - I.D.B. Section	USA	Argentina	1986	SEAMLESS PIPE PLANT			○									■	○							■	
NORTH STAR STEEL	USA	USA	1985-1986	SEAMLESS PIPE PLANT		■	■	○				■		○	○		○						■		
MONTELLO S.p.A.	Italy	Italy	1986	MELT SHOP AND ROLLING MILL							■										■				
INNSE - IRI Group	Italy	USA, Canada, Mexico, Russia	1981-1990	SEAMLESS PIPE PLANT			○	○				○		○									○		
Snam - ENI Group	Italy	Italy	1987-1988	PIPELINE CONSTRUCTION								■			■										
ENDECO	Italy	Middle East	1988-1989	FITTINGS AND POLES PLANTS LARGE OD WELDED PIPES	○		■																		
				CYLINDER PLANTS	○		■																		
			2008	WELDED PIPE PLANTS	○		■																		
ASM	Italy	Italy	1988	COGENERATION PLANT																		■			
AEM	Italy	Italy	1987-1989	GAS DISTRIBUTION								■		○			○			■					
SEIDAC	Iraq	Iraq	1987-1989	WELDED PIPES PLANT			■	○				■					■						■		
A.F.L. FALCK	Italy	Italy	1990	PIPES COATING PLANTS	■																				
PARIBAS (through Italimpianti)	France	Indonesia	1990	SEAMLESS PIPE PLANT															■						
CALCE GHISALBERTI	Italy	Italy	1991 - 1992	LIME PRODUCTION PLANTS	■		■	○				■			■	○					■				
Snamprogetti - ENI Group	Italy	Italy	1996-2004	SPECIAL PETROCHEMICAL PLANTS																		■			
European Commission	Belgium	Eastern Europe	1993-2000	SEAMLESS AND WELDED PIPES INDUSTRY		○												■	■						
		Poland, Romania		FERROUS SCRAP INDUSTRY														■	■						
		Poland		SEAMLESS AND WELDED PIPES INDUSTRY		○												■	■						
		Russia		COST ACCOUNTING AND BUSINESS PLANNING IN IRON & STEEL INDUSTRY														■	■						
		Romania		IRON AND STEEL INDUSTRY														■	■						
Italimpianti/Iritecna - IRI Group	Italy	Russia	1989 - 1992	MELT SHOP AND SEAMLESS PIPE PLANT		■			■	■						○		■		■	■				
		Venezuela		MELT SHOP AND SEAMLESS PIPE PLANT		■												■							
ILVA S.p.A	Italy	Italy	1994	ERW PIPE PLANT	■		■											■							

LEGEND

1 - New Plants Feasibility Studies, Project Scheduling and Investment Budget

2 - Plants Revamping Studies, Project Scheduling and Restructuring Budget

3 - Plant Technological Design, Machinery Specifications and Basic Engineering

4 - Detailed Design and Engineering for Construction and Erection

5 - Simulation Studies for Plant Lay-out finalization

6 - Automatic in-process Storage Systems: Basic Design and Specifications

7 - Standard Production Costs Evaluation

8 - Assistance to Equipment Procurement (Vendor's Quotations evaluation, Assistance in final negotiation, contractual documents editing)

9 - EPC Contractor: Specifications, Selection and finalization

10 - Project Management, Planning and Cost Control, Expediting, Shop Tests

11 - Site Management and Site Costs Control

NOTES

(a) Site Selection

(b) Technical Evaluation of the two Bidders Quotation

(c) Technical Evaluation of the Project Design

(d) Pipe line tests

■ Development of the activity

○ Consultancy or coordination of subcontractors activity

12 - Economical and Financial Assessment of the Investment
13 - Plant Operation Organization: Manning, Job Description & Personnel Training
14 - Business Planning and Strategy Consulting
15 - Products Market Studies
16 - Quality Assurance: Manual, Operation Procedures, Technical Instructions
17 - Companies' Assets Evaluation: Tangible and Intangible
18 - Environmental and Safety Risks Analysis
19 - Start-up, Performance Tests Procedures and Manuals
20 - Business Risks Analysis during Construction, Start-up and Operation
21 - Other Activities

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Nicotra Group	Italy	Italy	1993 - 1995	AIR CONDITIONING SYSTEMS																■					
Cimprogetti S.p.A.	Italy	France, Jamaica, India Indonesia, Greece (1)	1993 - 2004	LIME PRODUCTION PLANTS										■											
Dalmine S.p.A.	Italy	Italy	1994 - 2010	SEAMLESS PIPE PLANT	o		■	o	■												■				
				PLANTS OF THE GROUP																	■				
AMSA	Italy	Italy	1994-1995	SOLID WASTE PLANT		■															■				
Bernard Krief Consulting Group	France	Russia	1994	STEEL SHOP AND SEAMLESS PIPE PLANT		■															■				
NITEC Corporation	Japan	Russia	1994 - 1995	SEAMLESS PIPE PLANT			■					o							■						
CITRA TUBINDO	Indonesia	Indonesia	1994	STEEL SHOP AND SEAMLESS PIPE PLANT	■		■		■																
AL OUDA	Saudi Arabia	Saudi Arabia	1993 - 1995	SEAMLESS PIPE PLANT	■		■		■		■	o	o			■	■	■	■					■	
FINARVEDI	Italy	Italy	1994 - 2009	IN LINE STRIP MILL																	■				
				WELDED PIPE PLANTS																	■				
				STAINLESS WELDED PIPE PLANTS																	■				
				FLAT PRODUCTS																	■				
C.V.G. - SIDOR C.A.	Venezuela	Venezuela	1995 - 1998	STEEL SHOP AND SEAMLESS PIPE PLANT		■					■					■	o	■	■		■				
SEA	Italy	Italy	1995 - 1998	AIRPORT TERMINAL										o (e)	■ m										
BRE/IB Austria	Poland	Poland	1996	ERW WELDED PIPES PLANT														■	■						
Radici Group	Italy	Italy	1996 - 2003	FIBER TEXTILE PRODUCTS																	■				
Wyman Gordon	UK	UK	1997	STAINLESS/DUPLEX WELDED PIPES							■														
SACBO	Italy	Italy	1998 - 2006	AIRPORT TERMINAL IMPLEMENTATION		o								■	■		o								
				AIRPORT TERMINAL OPERATION																	■				□ (g)
USINOR	France	Italy, France	1999-2001	WELDED PIPES PLANTS	■	■					■							■	■						
		Algeria		SEAMLESS AND WELDED PIPES PLANTS							■							■							
FEDERACCIAI	Italy	Italy	2000	IRON & STEEL PRODUCTS																					□ (h)
ESTA	France	France	2000	SEAMLESS AND WELDED PIPES																					□ (h)
German Association of Pipe Producers	Germany	Germany	2000	SEAMLESS AND WELDED PIPES																					□ (h)
PIANTONI Group	Italy	Italy	2000 - 2006	AUXILIARY SERVICES FOR IRON AND STEEL INDUSTRY														■		o					□ (i)
BERGAMO Municipality	Italy	Italy	2001	PARKING FACILITIES	o																				□ (k)
ChTPZ Group	Russia	Russia	2002 - 2007	SEAMLESS PIPE PLANT		■	■				■									■					
				MELT SHOP												■									
				SEAMLESS PIPES NEW FINISHING SHOP	■		■																		
TEB	Italy	Italy	2001	TRAMWAY SYSTEM																					□ (j)

LEGEND

1 -	New Plants Feasibility Studies, Project Scheduling and Investment Budget
2 -	Plants Revamping Studies, Project Scheduling and Restructuring Budget
3 -	Plant' Technological Design, Machinery Specifications and Basic Engineering
4 -	Detailed Design and Engineering for Construction and Erection
5 -	Simulation Studies for Plant Lay-out finalization
6 -	Automatic in-process Storage Systems: Basic Design and Specifications
7 -	Standard Production Costs Evaluation
8 -	Assistance to Equipment Procurement (Vendor's Quotations evaluation, Assistance in final negotiation, contractual documents editing)
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11 -	Site Management and Site Costs Control

NOTES

- (e) Assistance to the Project Management Group
(f) Project control of the Site Scheduling
(g) Tangible assets register with managing software; assistance for new handling fare, technical documentation for the Airport licence, assistance to the management
(h) Technical aspects of the manufacturing of Iron & Steel Products
(i) Operation Control Management Tools
(k) Assistance to Tender Project selection
(j) Safety Plan for Tender

■ Development of the activity

o Consultancy or coordination of subcontractors activity

12 -	Economical and Financial Assessment of the Investment
13 -	Plant Operation Organization: Manning, Job Description & Personnel Training
14 -	Business Planning and Strategy Consulting
15 -	Products Market Studies
16 -	Quality Assurance: Manual, Operation Procedures, Technical Instructions
17 -	Companies' Assets Evaluation: Tangible and Intangible
18 -	Environmental and Safety Risks Analysis
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21 -	Other Activities

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ASL 5 - LA SPEZIA	Italy	Italy	2002 - 2005	HOSPITAL									■	■											
Azienda Ospedaliera BOLOGNINI	Italy	Italy	2002 - 2009	HOSPITAL AUXILIARY PLANTS														■							□ (l)
				PARKING FACILITIES																					□ (m)
SABO	Italy	Italy	2001 - 2004	ENERGY POWER																					□ (n)
OMK Group	Russia	Russia	2004 - 2010	WELDED PIPES PLANT		■											■		■	■					
SVILUPPO SISTEMA FIERA (Fondazione FIERA MILANO)	Italy	Italy	2001 - 2005	EXHIBITION CENTER								■	■	■	■										□ (o)
LMI	Italy	Italy	2000-2003	CEMENT PLANT										■											
E.B.R.D.	UK	Russia	2001 -2004	STEEL SHOP AND SEAMLESS PIPE PLANT												■									
ZINCHITALIA	Italy	Croatia	2003-2004	STEEL SHOP AND SEAMLESS PIPE PLANT		■												■							
KSP STEEL	Kazakhstan	Kazakhstan	2003 - 2007	SEAMLESS PIPE PLANT	■		■		■		■	■		■		■	■	■	■	■			■		
GARDA Municipality	Italy	Italy	2004 - 2005	SPORT CENTER																					□ (m)
MAXI GROUP (Commissioned by Danieli&C Spa)	Italy	Russia	2005 - 2006	SEAMLESS PIPE PLANT	■		■							○		■								■	
VIRAJ	India	India	2006 - 2007	SEAMLESS PIPE PLANT		■																			
JESCO (Commissioned by Danieli&C Spa)	Italy	Saudi Arabia	2006 - 2009	JESCO: SEAMLESS PIPE PLANT	■(p)		■										■								□ (q)
AL TUWAIRQI	Saudi Arabia	Saudi Arabia	2006	SEAMLESS PIPE PLANT	■		■												■						
BOULDER STEEL	Australia	Australia, UAE	2007 - 2008	SEAMLESS PIPE PLANT	■		■				■					■		■							
ARCELOR MITTAL	Netherland Luxembourg	Saudi Arabia	2007 - 2008	SEAMLESS PIPE PLANT	■(r)		■															○			
		Nigeria	2007 - 2008	WELDED PIPES PLANT	■(r)		■															○			
AFRAS Ltd	India	India	2008 - 2009	WELDED PIPE PLANT - Stainless & Duplex	■		■				■		□ (s)			■	■	■						■	□ (t)
		Middle East	2008 - 2009	PIPES COATING PLANT	■		■																		
LRSI (Laureate Resources)	USA	Middle East	2008 - 2009	SEAMLESS PIPE PLANT	■																				
HEILONG JIANG (Commissioned by DANIELI&C. Spa)	Italy	China	2009	SEAMLESS PIPE PLANT				■																	
MBR - Metal Bulletin Research	UK	Middle East - North Africa	2009 - 2010	SEAMLESS PIPES															■						
MUNICIPALITIES OF BERGAMO PROVINCE	Italy	Italy	2011	Sustainable Energy																					□ (u)

LEGEND

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|------|--|
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NOTES

- (l) Definition of the fares for energy supply
- (m) Assistance to economic and operating evaluation of the Promoter Proposal and assessment of in progress modifications
- (n) Assistance for energy supply evaluation and consumption monitoring
- (o) Managing of the International Tenders for the Construction of Hotels, Electrical Substation Supply and Erection, Parking System Supply
- (p) Design and Budget of the Finishing Shop
- (q) Technical Specification for the Operating Company selection
- (r) Without Investment Budget
- (s) Up to the phase of manifestation of interest and tender documents preparation
- (t) Site selection
- (u) Plans for implementation of Sustainable Energy actions as per 20/20/20

■ Development of the activity

○ Consultancy or coordination of subcontractors activity

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