

# The Amsterdam Engineering Procurement Construction Project Management Forum 2023 Virtual & In-Person event of the year

Leonardo Royal Amsterdam Hotel

27-28-29-30 November 2023



**François Thuault**  
Directeur - Contract & Claim Management



**Kurt VanStappen**  
Senior Project Manager  
**Engie Tractebel**



**Richard Vann**  
Managing Director  
**RVA Group**



**Ivan Siksne Pedersen**  
Pvice President, Global BD  
**Aveva**



**Rudi Frederix**  
Project Manager Operational Excellence  
**Siemens Mobility**



**Abdullah K. Alzuwaidi**  
SR UTILITIES OPERATOR  
**Saudi Aramco**



**Thierry Linares**  
Senior Managing Director, Construction Solutions  
**FTI Consulting**



**Binny Bagga**  
Vice President - Energy Services Reserach  
**Rystard Energy**



**Fernando Pinto**  
Contracting & Procurement Specialist  
**EDP**



**Alex Hadden**  
Safety, Health & Environment Director  
**Brown & Mason**



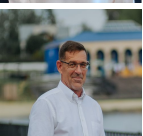
**Danny Stadler**  
Head of Project Management & Construction  
**BELECTRIC**



**Abdul Halim Ab Hamid**  
Decommissioning & Abandonment Executive  
**Petronas**



**Abdulrahman K. Alfahad**  
SR HVAC & REFRIG TECH  
**Aramco**



**Carl Kiser**  
Director Overseas Projects  
**OCEANIXX**



**Julie Juul Møller**  
Legal Advisor  
**Femern A/S**



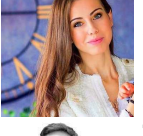
**Heinz Janiec**  
Project Manager  
**Specialty Engineering**



**Norman K McLennan**  
Managing Director & Consultant



**Renato Nazzini**  
Professor of Law  
**King's College London**



**Vladislava Stefanova**  
"Head of Procurement Contracting"  
**Solar Montage Team**



**Wouter Perry**  
Business Development Manager  
**Stantec Group**



**Thomas Salitz**  
Branch Manager  
**AUCOTEC AG**



**Ahmed S Alghamdi**  
Water Operation Division  
**Aramco**



**Mark Cowley**  
Project Management Consultant  
**Mark Cowley Services**



**Akachidike Kanu**  
Projects Leader  
**Repsol**



**Mashel Gonyora**  
Manager SHE:Enablement, Compliance and Assurance  
**Sasol**



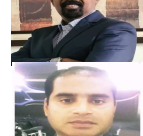
**Mark Langerhorst**  
Project Manager  
**Worley**



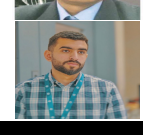
**Robert Blundell**  
Senior Legal Counsel  
**Nordex UK**



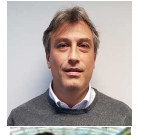
**Naif S Al-Qahtani**  
Project Engineer  
**Sipchem**



**Saif Ur Rehman S. Maan**  
FOREMAN MULTICRAFT  
**Saudi Aramco**



**Madhu P Pillai**  
Advisor - Oil & Gas Projects  
**Kent (Kent) Aamir Awan**  
Director Project Management  
**VINCI Construction**



**Natale Pezzimenti**  
Civil engineer decommissioning projects  
**EniRewind**



**Lidia Stepanyuk**  
Operations Lead  
**Fluor**



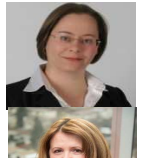
**Ahmed F. Sinan**  
FOREMAN AIRCONDITIONING  
**Aramco**



**Bert Rits**  
Head of Projects  
**OMV**



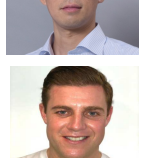
**Pepijn Docter**  
Project director for offshore wind  
**BP**



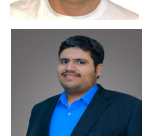
**Mohammed Alshammari**  
Sr. Utilities Operator  
**Saudi Aramco**



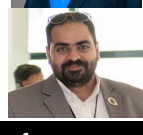
**Dr. Yvonne Waterman**  
Specialist asbestos liability law  
**Waterman Legal onsultancy**



**Doina Dobre**  
Senior Cost Estimator  
**Emerald Cost Consulting**



**Seitaro Narue**  
Director and CEO  
**PlantStream Inc**



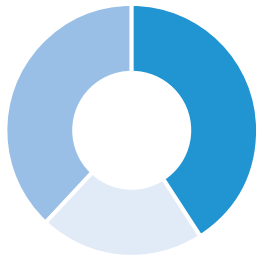
**Grant Morrison**  
Director, Head of Category Management  
**Maersk Drilling**

**Abdulmalik Alzahrani**  
Associate Engineer  
**Saudi Aramco**

**Faisal A. Al-Turairi**  
Planning & Programming Services Unit  
**Saudi Aramco**

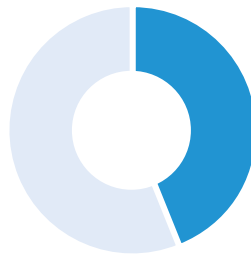
# Highlights

## Industry Breakdown

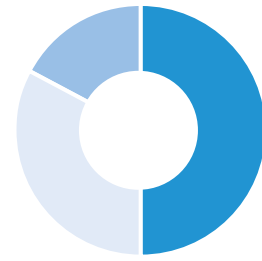


41% Oil, Gas & Chemical  
21% Infrastructure & Others  
38% Energy Utility

## Job Function Breakdown



44% Project Owners  
56% EPC Contractors



50% C Level Executives  
33% Project & Contract Management  
17% Engineering & Procurement

## Key Focus:

- Industry growth post pandemic opportunities in 2022
- War in Ukraine: the construction impact on European and global economies The domino effect of the Ukraine crisis on gas and LNG Projects
- Stay ahead with forecast suggesting boost in market growth during the forecast period (2022-2023)
- Resolving restraining factors and navigating towards pre pandemic levels with rising oil & gas exploration activities
- Discover regional insights into driving factor towards rising EPC activities and further increasing the O&G footprint on the market.
- To what extent the project implementation schedule (including in particular the milestones and the final completion date), the procurement plan and the transportation study have to be revisited and, possibly, amended.
- Overcome supply chain disruption and sourcing challenges likely to affect project delivery and margins
- The role of effective relationship management in successful large oil and gas projects Monitoring Negotiations to Mitigate Risk in Multiple Party Contracts.
- Dealing with critical project drivers (time, cost, quality and scope) and how they are affected when Alert Levels change or are redefined.
- Mitigating the risk of delays in power plant projects: An EPC contractor's view on different contractual concepts

## Industry Focus

Project owners, EPC Contractors and Sub-contractors with activities in new construction, and expansion projects from:

- ✓ Oil and gas producers
- ✓ Pipeline owners
- ✓ LNG industry
- ✓ Terminals and storage
- ✓ Law Firms
- ✓ Infrastructure Companies
- ✓ Petrochemical refineries
- ✓ Mining
- ✓ Solar
- ✓ Energy Utility
- ✓ TSO

## 2023 Sponsors



## Who Will Attend

Heads, Vice Presidents, Directors, Managers and Senior executives from contracting companies involved in engineering, Procurement and Construction projects with disciplines including:

- Project Managers
- Project Planners
- Change Managers
- Program Managers
- Portfolio Managers
- Project control functions
- Project Sponsors
- Project Consultants
- Contracts Managers
- Claims Managers
- Compliance Officers
- HSE and HSEQ Managers
- EPC Realisation Managers
- Risk Managers
- Commercial Managers
- Supply Chain Managers
- Procurement Managers
- Sales Managers
- Legal Counsel
- Business Development Managers
- Business Analysts
- Sustainability Managers
- Operations
- Production
- Process



## DAY 1

08:30 Registration (Tea / Coffee)

08:50 Opening address from the Chair

## 09:00 Securing Project Predictability

- Realistic Start
- Key contributors to project predictability

*Lidia Stepanyuk, Operations Lead Fluor*

## 09:30 Energy Transition (ET) Projects how can EPC contractors smooth &amp; accelerate the FEED to EPC process to meet the needs of ET customers?

- As recently reported the energy transition to mitigate climate change is becoming more urgent if we are to limit temperature rise to 1.5oC avoid catastrophe ,
- How can EPC contractors adapt and support this?
- How can the FEED to EPC process be open fair and transparent commercially?
- What project execution strategies can be utilised to deliver such projects quickly and efficiently?
- How can the use of digital delivery tools across the project life cycle support accelerated delivery?

*Mark Cowley, Vice President Operations, Petrofac*

## 10:00 Morning Coffee and Networking

## 10:30 International demolition projects – Challenges &amp; Opportunities

- Set against the demolition case study of Centrale Gelderland Power Plant, we will explore:
  - Understanding and overcoming Communication and Cultural barriers.
  - Developing a corporate structure across international boundaries.
  - Forming an international project team to complete the project successfully.
  - Understanding local legislation, standards and accreditations.
  - Managing logistical challenges

*Alex Hadden HSE Director Brown & Mason*

## 11:00 Onshore Plant Recycling Repurpose via Asset Sales Agreement (ASA)

Sustainable circular economy concept and have been identified as the key strategy to maximize the recovery value from materials to be refurbished & reused  
 Prolonging materials lifecycle with more effort to circular economy & sustainability  
 Opportunity to maximize cash return  
 Minimum intervention by owner  
 Efficient Contract management & Budget planning  
 Case study: ASA contributed to 52% cost saving out of total decommissioning cost  
 Plant Resell promotes the circular economy via recycling, reuse and repurpose of plant equipment to the potential buyer through competitive Asset Sales Agreement  
**Abdul Halim Ab Hamid**  
 Decommissioning & Abandonment Executive  
**Petronas**

## 11:30 Engineering Base Platform for Plant Engineering and Operation

Decarbonization

- H2 ramp up
- Shortage of skilled workers

-Revolutionizing EPC Projects with centralized Data

-Risk Mitigation and Cost Savings

*Thomas Salitz Branch Manager AUCOTEC AG*

## 12:00 Business Lunch

## 13:00 Digital Transformation of Industrial Project Execution

This presentation looks at some of the challenges that industrial projects face today relative to execution as well as some of the latest industry metrics regarding how well companies adopt technology and innovation including the perspective by AVEVA on how these problems can be addressed.

**Ivan Siksne-Pedersen** Strategic Pursuit  
 Director, Engineering – Global Accounts & EMEA  
**Aveva**

## 13:30 Success Story of AC Plants Centralization to District Cooling

**Abdullah K. Alzuwaidi**  
 SR UTILITIES OPERATOR  
 Saudi Aramco

## 14:00 Optimizing costs and boosting profitability before, during and

- Recycling and circular economy as a basis for profitable decommissioning and demolition
- Ensuring profitability by reusing the facilities
- Red flags: How not to turn the decommissioning process into an expensive failure
- Prospects for selling the site: What needs to be considered?
- An examination of budget planning: Why is it vital to have a financial reserve?

*Kurt Van Stappen Senior Project Manager Engie Tractabel*

## 14:30 The missing link between maintenance and Project

- People Management
- Maintenance Processes
- Project Management Process

• Reliability Process (link between M &amp; P)

*Rudi Frederix Project Manager Operational Excellence Siemens Mobility*

## 15:00 Coffee and Networking

## 15:30 Adjusting EPC Lump Sum contracting to market volatility climate : another Pandora box?

Generating controlled exceptions to fixed pricing : provisional, adjustable or floating sums? The scheduling dimension of the inflationary fever : why Force Majeure will not cure the plague  
 Between the threat of a renegotiation claim and the burden of a partnering approach, which option would YOU take?

**François THUAULT** Director- Contract Management, Major International EPC Contractor

## 16:00 Project Challenges &amp; Opportunities in the current environment

**Past, Present & Future in Project Management****Past, QUALITY****Present, the Current World & Environment we live in****The internal world, CAPEX explosions and schedule challenges****The external world, the scenario of all running for the same exit on top of global market & resource challenges****Future, “ where do we go from here? ”****Control & Enhance, Focus and Widen the Horizon. Last but NOT least, It is all about PEOPLE ”***Bert Rits Head of Projects OMV*

## 16:30 Project Cost Increases &amp; Mitigation Strategies

- Insolvency
- Performance Excuses
- Foreseeability
- Price Adjustment
- Delay
- Increased Costs

*Daniel Hoffiz, Senior Counsel, TotalEnergies Distributed Generation*

**DAY 2**

08:30 Registration (Tea / Coffee)  
08:50 Opening address from the Chair

### 09:00 Balancing Transactional Costs to Maximize Returns for EPC Contractors

- There has been revolutionary transformation in construction industry in last decade
- Growing competitiveness in the market mainly drove this
- Transaction costs have significant impact on bottom line and project success

**Madhu P Pillai**, Advisor - Oil & Gas Projects, **Kentz (Kent)**

### 09:30 DISPUTE CIRCUIT BREAKERS ON MEGA PROJECTS

Conflict avoidance – early-stage engagement and contracting approaches  
Appropriate ADR and managing the escalation of disputes  
Checkpoints in arbitration – staying creative to avoid the full fight

**Thierry Linares** Senior Managing Director, Construction Solutions **FTI Consulting**

### 10:00 NEUMAN & ESSEREPC Management & Energy Transition

Somendra Pandey Global Sales Leader Neuman & Esser

10:30 Morning Coffee and Networking

### 11:00 Avoidance, management and efficient resolution of disputes

- Collaborative contracting, project committees, dispute managers, use of AI and other ways of identifying risks and avoiding disputes
- Devising the multi-tier dispute resolution clause that suits your project
- What are the alternative to arbitration that work best? The use of Dispute Boards in international projects
- Arbitrating an EPC dispute - effective case management techniques, use of technology and dealing with evidence

**Renato Nazzini** Professor of Law **King' s College London**

### 11:30 Importance of Lesson Learned Implementation in Brownfield Project

- Execution for Petrochemical Plant – Steam Coil Replacement in Methanol Plant
- Equipment Manufacturing Plan & Ensuring compliance to QA/QC Plan
- Transportation challenges for Heavy Equipment from Sea Port to Plant Site
- Incorporation of lesson learned in execution strategy
- Segregation of Pre-Shutdown/Shutdown Scope
- Contractor/Sub-Contractor Management
- Interface & Risk Management
- Cost Optimization & Cost Saving from Lesson Learned

**Naif S Al-Qahtani**  
Project Engineer, **Sipchem**

12:00 Business Lunch

### 13:00 Use of O&M technologies to Enhance AC Reliability (Case Study)

**Abdulrahman K. Alfahad**  
SR HVAC & REFRIG TECH  
**Saudi Sramco**

### 13:30 The role of Human and organisational factors in Asset Management

- Human and organisation factors (HOF): The role of Human and organisational factors in Asset Management.
- Influence of safety management systems on asset and safety performance
- Safety critical communication in asset management
- What can we learn from Asset incidents/accidents and the role of HOF?
- Analysing asset data and promote continual improvement

**Mashel Gonyora**, Manager SHE:Enablement, Compliance and Assurance **Sasol**

### 14:00 Create" and "Operate" Projects in a sustainable way

- Have a "Holistic Design and Operation"
- Have less waste during the "Construction"
- Have less waste during the "Unit Operation"
- Create a sustainable cost effective "Maintenance"
- Be on "Schedule and Budget"
- These approaches may have higher project cost but less operation and maintenance costs
- Use the advantages on the "Holistic Design and Operations"
- Be cost effective on the long term operation

**Heinz Janiec**, Project Manager, **Specialty Engineering**

14:30 Afternoon Tea and Networking Break

### 15:00 Collaborative Principles for Better Supply Chain Practice in Managing Projects

- The rationale for collaborative business practices across supply chains and why collaboration can be the jewel in the crown for organisations in the private, public and 3rd sectors.
- Collaborative arrangements: Different supply chain perspectives, drivers and interdependencies
- Raising the game - the CRAFT 8 Stage Life Cycle Model and ISO 44001: The evolution and emergence of a new global standard for collaborative working in managing projects.
- The importance of stakeholder engagement in harnessing the benefits of collaborative working practices
- Commercial risk and pricing considerations associated with collaborative versus traditional contracting arrangements in managing projects.
- Pan-industry supply chain collaboration: An exemplar case study of solutions developed by and for the energy sector.

**Norman K. Mclennan** Professor

### 15:30 EPC Challenges in the Renewables Energy Sector SOLAR

- Rapidly & Constantly Changing Environment (Growth Expectation, PPA, Electricity prices, module pricing, logistic costs, interest rates)
- Development & Execution Schedules
- Supply Chain & Manufacturing
- Grid Capacity Limitations

**Danny Stadler** EPC Challenges in the Renewables Energy Sector **SOLAR BELECTRIC**

### 16:00 Balancing the energy trilemma in the global EPC markets

- Growing energy security concerns on supply chain
- Boost in demand for EPC services
- Capacity and cost challenges

**Binny Bagga** Vice President - Energy Services Reserach **Rystard Energy**

### 16:30 Strategic and tactical factors impacting project performance

Factors impacting project performance based on analyzing data from 200 large industrial projects.



**Mohamed El-Mehalawi** Managing Partner **Owl Project Management**

**DAY 3****08:30 Registration (Tea / Coffee)****08:50 Opening address from the Chair****09:00 Lessons Learned in Projects Lifecycle Management**

- Purpose and principles
- Features, application and templates
- Reference case
- Digital transformation

**Akachidike Kanu**, *Projects Leader, Repsol***09:30 Risk management for floating offshore wind farms**

- Different from fixed-bottom offshore wind farms
- Business case sensitivities
  - Interface management
  - Operational challenges
- Geographical expansion and cultural risks

**Pepijn Docter**, *Project director for offshore wind BP***10:00 Efficient execution of procurement procedures for complex contracts**

- Understanding the use of a competitive procedure with negotiation in a procurement context
- Adaptations to the common understanding of a competitive procedure with negotiation
- How to ensure an effective price competition from a contracting entity's perspective
- Experiences and key take-aways from procurement procedures for contracts related to the world's longest immersed tunnel

Julie Juul Møller *Legal Advisor Femern A/S*

10:30 Morning Coffee and Networking

**11:00 Project Execution Model & 4D Scheduling - Best Practices**

- Project Execution Model;
- Conceptual Design Importance;
- People & Collaboration;
- PEM Strategic, Control and Execution levels;
- Asset Life Cycle Management;
- Global Project Delivery Systems and Geographic Information Systems (GIS)
- Gateway Decisions;
- Front-End Loading (FEL).

Mark Langerhorst, *Project Manager, Worley***11:30 Dramatic evolution of plant 3D design by PlantStream auto-routing technology:**

- how to Improve Cost Estimation Accuracy in early Project Phase
- Advantages of Multiple Layout Studies
- Mitigation of Project Execution Risk

Seitaro Narue *Director and CEO PlantStream Inc*

12:00 Business Lunch

**13:00 Reduction of Indoor High Airflow Noise (Case Study)**

**Ahmed F. Sinan**  
FOREMAN AIR CONDITIONING  
SVC  
Saudi Aramco

**13:30 Key elements of effective construction procurement strategies in PV Projects implementation**

- Understanding the importance of construction procurement strategy
- Developing a tailored and detailed procurement plan
- Implementing and monitoring the procurement strategy
- Leveraging technology in construction procurement and navigating challenges

**Vladislava Stefanova** "Head of Procurement & Contracting" **Solar Montage Team****14:00 Achieved Benefits after Sealing Duct Leakages**

**Saif Ur Rehman S. Maan**  
FOREMAN  
MULTICRAFT  
Saudi Aramco

14:30 Afternoon Tea and Networking Break

**15:00 EPC contracts in the wind energy sector**

- Procurement Strategy and Models
- Multi contract arrangements
- Framework agreement with the Wind Turbine suppliers
- Interface and other "risk" items

**Moreno Bisio**Head of Legal Affairs Wind, Solar & Business Development  
**ERG****15:30 Factors affecting successful FEED**

- Project scope of work, Code and standard, Involvement of the stake holders, selection criteria of the engineering contractor, FEED schedule and timing.

Sherif El Nabawy *Engineering Manager, Dragon Oil***16:00 Using Nanofluid Technologies in HVAC Systems**Ahmed S Alghamdi *Water Operation Division Aramco***16:30 Investing in renewables hybrid projects and improving the efficiency of hydro fleet.**

- Combination of multiple sources to produce green electricity.
- Improving the efficiency and adding storage to the existing hydro powerplants.
- Procurement and project management challenges.

**Fernando Pinto**Contracting and Procurement Specialist  
**EDP****17:00 Modular projects: design and delivery****Herve Baron** *Senior Project Manager Solvay*

## DAY 4

08:30 Registration (Tea / Coffee)  
08:50 Opening address from the Chair

09:00

Carl Kiser Director Overseas Projects OCEANIXX

09:30 **Comparative Analysis of Water Pipeline Leakages in Different Materials Impact of Salt Content**

Effect of Weather Condition on Water Pipeline System  
Effect of High Pressure on Water Pipeline System  
Different Pipeline Materials

**Abdulaziz Yousef**, Associate Engineer Water Operation Division Utilities & Facilities Services Department, **Saudi Aramco**

**Abdulmalik Alzahrani**, Associate Engineer Water Operation Division Utilities & Facilities Services Department, **Saudi Aramco**

10:00 Morning Coffee and Networking

10:30 **PREPARING FOR AND PROCURING A SECURE DECOMMISSIONING PROJECT**

- Plant shutdown and decommissioning activities
- What is a 'known condition' and 'how clean is clean'
- Surveys and data gathering
- Compiling the bid package and tender process
- Selecting the contractor

**Richard Vann**, Managing Director, **RVA Group**

11:00 **Managing Liability through Defects Obligations**

- Defects rectification: what is the purpose and what extent is practicable?
- Serial Defects provisions: a canary in the coalmine
- Overlap with Long Term Service contracts

**Robert Blundell** Senior Legal Counsel **Nordex UK**

11:30 **The Digital Era impact over industry**

- Technologies and Risk impact
- Expertise & skill level
- Investment & strategies
- The outcome % of adoption of Tech

**Aamir Awan**  
Director Project Management  
**VINCI Construction**

12:00 **Implementing Smart City for Chilled Water System**

**Mohammed A. Alshammari**  
SR UTILITIES OPERATOR  
**Saudi Aramco**

12:30 Business Lunch

13:30

**Eni Rewind experiences in decommissioning of tall structures**

- Eni Rewind decommissioning major challenges at Eni petrochemical sites in Italy
- Plants description  
Project constraints – hot topics
- Demolition Technique: mechanical dismantling & critical lift  
Project & Execution Phase

**Natale Pezzimenti** Civil engineer decommissioning projects **EniRewind**

14:00 **Zero-emission construction sites**

Elimination of NOx & CO2 emissions during construction works on site:  
Examples  
Challenges  
Collaboration and outlook

**Wouter Perry**  
Business Development  
Manager **Stantec Group**

14:30 Afternoon Tea and Networking Break

15:00 **IoT technologies offered by <https://www.aoms-tech.com/> and the cost benefits they provide from the perspective of EPC project delivery method for the processing and industrial industries**

- Integration of IoT into EPC Projects
- Cost-effectiveness of IoT in EPC Projects
- Case Studies and ROI Analysis

**Doina Dobre**, Senior Cost Estimator, **Emerald Cost Consulting**

15:00 **How to balance the choice of adopting an EPC vs a traditional approach to managing complex projects**

**Grant Morrison**  
Director, Head of Category Management  
**Maersk Drilling**

15:30 **Topic TBA**

**Faisal A. Al-Turairi**  
Planning & Programming Services Unit  
Utilities & Facilities Services Department, **Saudi Aramco**

16:00

**Dr. Yvonne Waterman** Specialist asbestos liability law  
**Waterman Legal Consultancy**



AUCOTEC



AVEVA

# EPC AMSTERDAM

## ATTRACTING KEY INDUSTRY PROFESSIONALS:



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CEOs, VPs,  
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[allan.bernard@conference-nrg.com](mailto:allan.bernard@conference-nrg.com)

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Surname: \_\_\_\_\_  
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Date: \_\_\_\_\_

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This booking is invalid without a signature authorisation.  
The signatory must be authorised to sign on behalf of the contracting organisation.

### Terms and Conditions:

By submitting this signed booking form, I agree that the following terms and conditions have been read thoroughly and the content is well understood.

### Payment Conditions:

Payment should be made in full immediately after submitting the signed booking form. Payment should always be made in Euros unless indicated otherwise. EPC Forum accepts all kinds of credits cards. Although the preferred means of payment is credit card, in a few cases the bank transfer option may be allowed ONLY on condition that the payment is made within 10 working days upon receiving the proforma invoice. The fee of the event includes the possibility to download speakers' presentations, access to the conference hall & materials, refreshments, lunches and snacks. Each delegate will be responsible for their own hotel accommodation and travel expenses, however EPC Forum will negotiate and offer the best possible hotel rates for its delegates in the same 4-star or 5-star hotel in which the event will take place.

### Substitution Policy:

Substitution of delegate(s) is possible at any time without any extra fees. Nevertheless, EPC FORUM would need at least 3 days prior to the event to make arrangements for the substitute(s).

### Cancellation Policy:

Incase a delegate would like to cancel their participation for some unexpected eventualities, such requests must be submitted in written and sent by post 4 weeks prior to the event in order to obtain a full credit note for any future event organised by EPC Forum. The fees charged are strictly non-refundable. If EPC Forum would decide to cancel an on-going event, the delegate would receive a 100% refund of their payment. Non-attendance, otherwise referred as a "no show" does not signify cancellation. EPC Forum will not be held responsible for events canceled for reasons beyond its control such as natural disasters, accidents, sabotage, trade or industrial disputes, outbreak of disease, hostilities, terrorism, etc. However, a full credit note would be given in each of these cases.

### Data Protection:

EPC Forum agrees to keep clients' information confidential in its database. The client gives EPC Forum the authority to keep their information in its database and use the information in any way necessary in connection with the event, otherwise consent should be sought. Client information will be removed immediately after receiving a written request by post.

### PLEASE NOTE:

All booking forms submitted without a signature are considered invalid. EPC Forum reserves the right to postpone the event to a later date or make changes to the location or confirmed speakers. If a client decides to cancel their participation for these reasons the client will receive a full credit note which covers the amount paid to attend any future event organised by EPC Forum. The hotel information may not be provided at the time of booking but should be ready at least one month prior to the event. In such case, please bear with us.

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