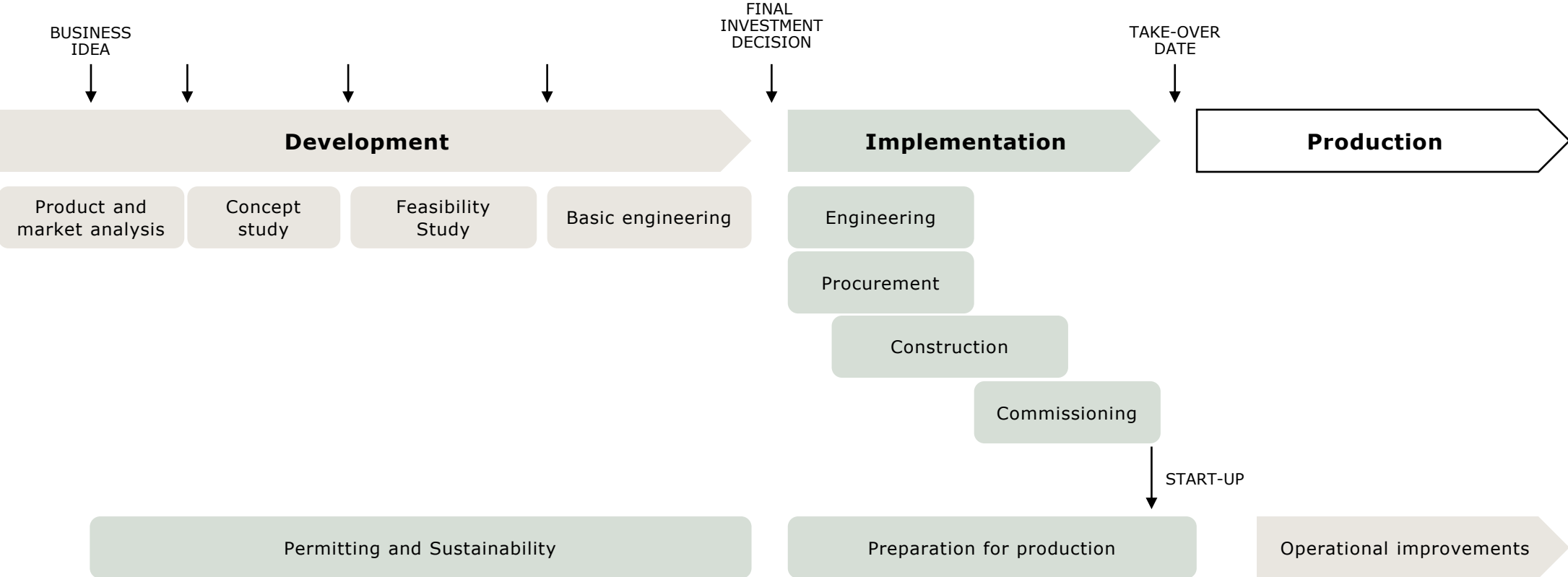


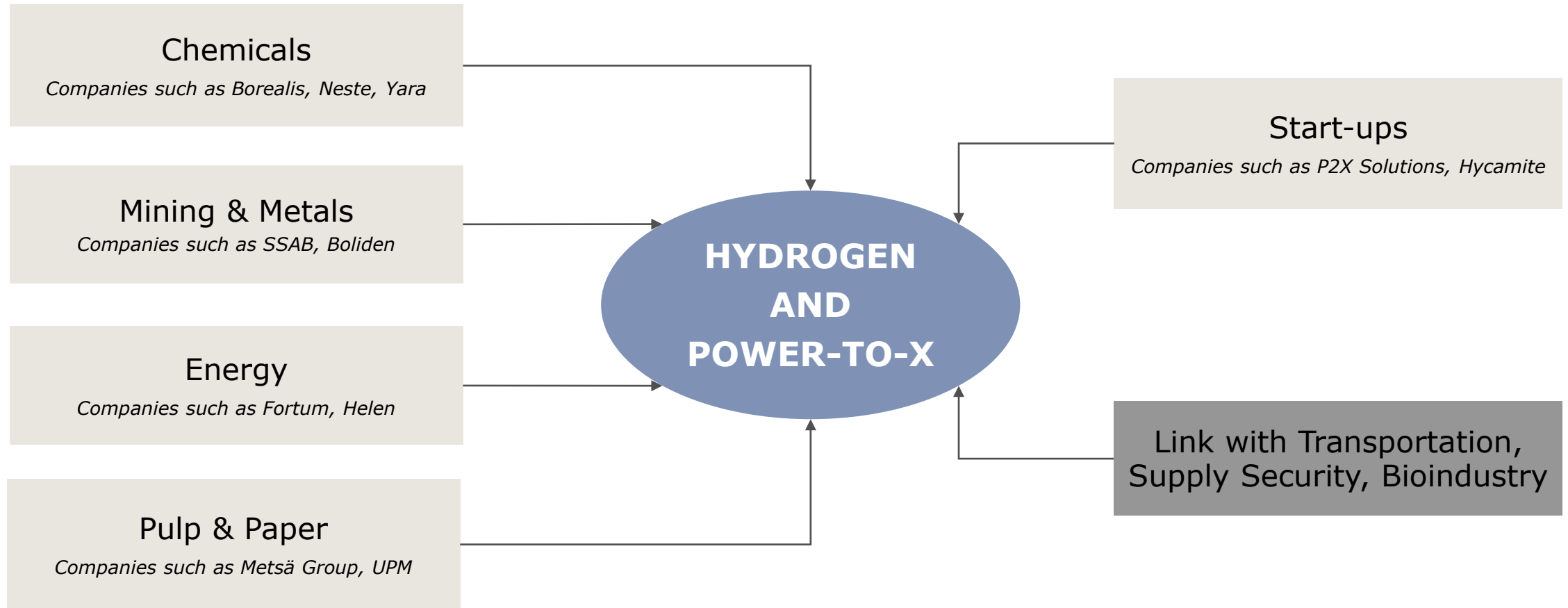


# Projektikehityksen avaimet menestykseen

# From Development to Start-up



# Traditional Industries and Start-ups in Hydrogen Sector



# Every Project is the Same – But Unique

## MAIN PROJECT FUNCTIONS

Project supervision  
Project management  
Engineering  
Procurement  
Construction  
Commissioning

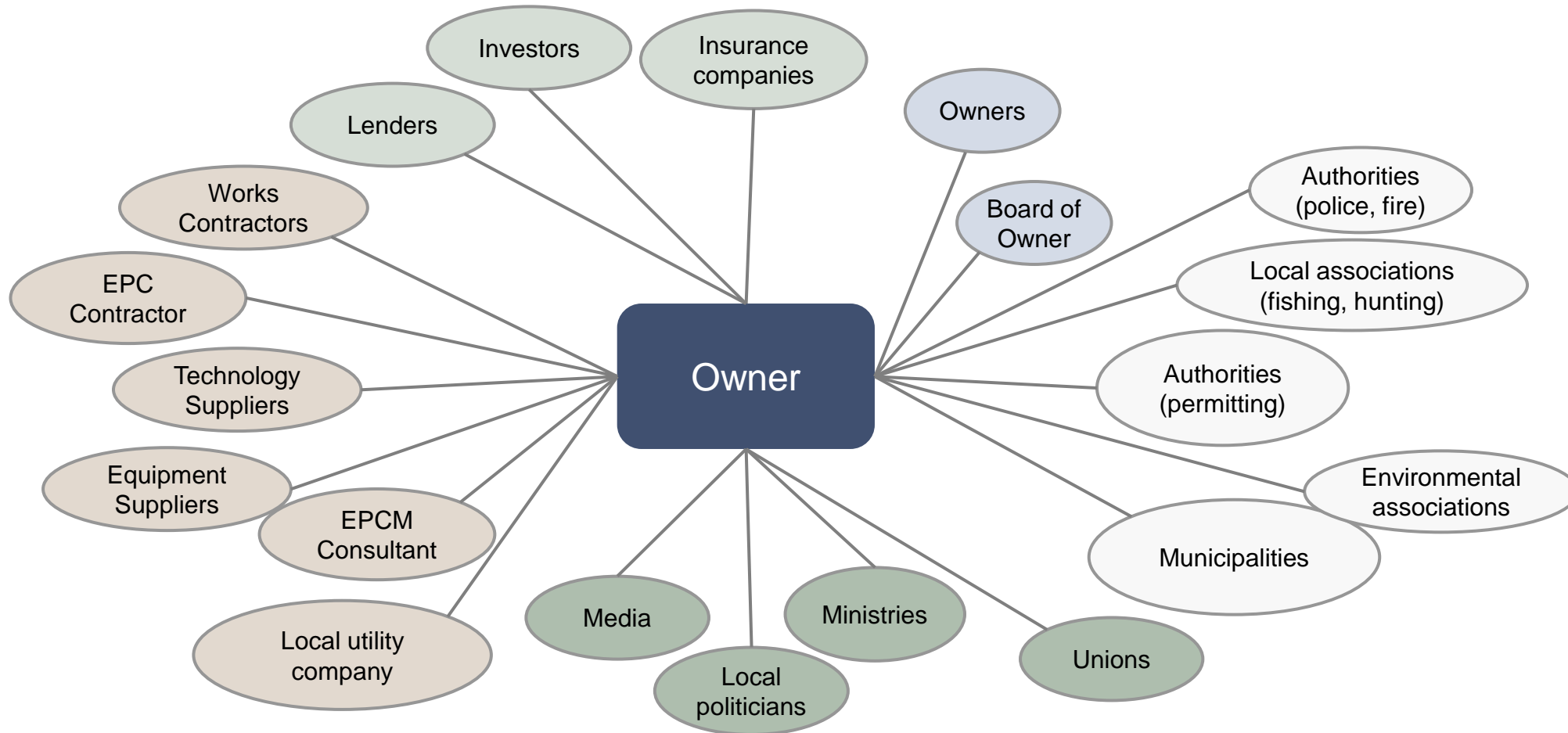
Project control  
Quality assurance  
Security management

Preparation for operation  
Health, safety and  
environment  
Permitting

**SAFETY – COST – SCHEDULE - QUALITY**



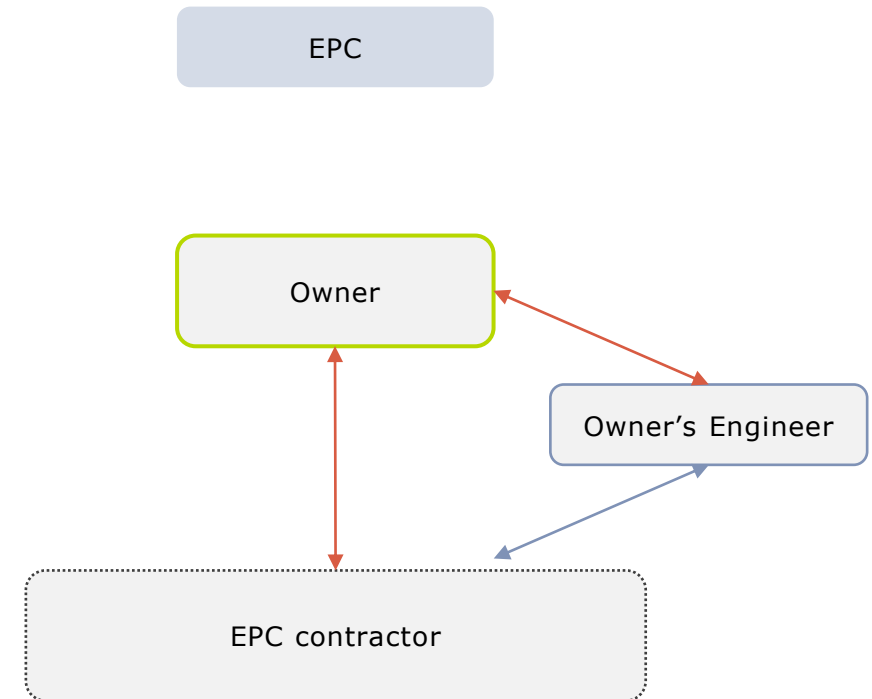
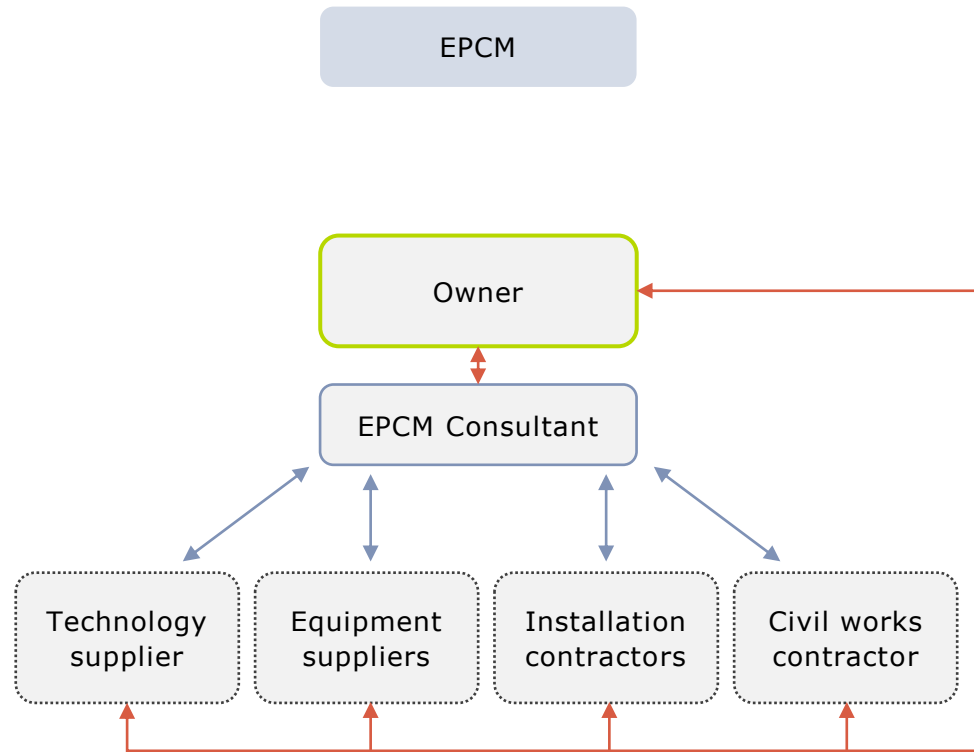
# Aligning with Various Project Stakeholders



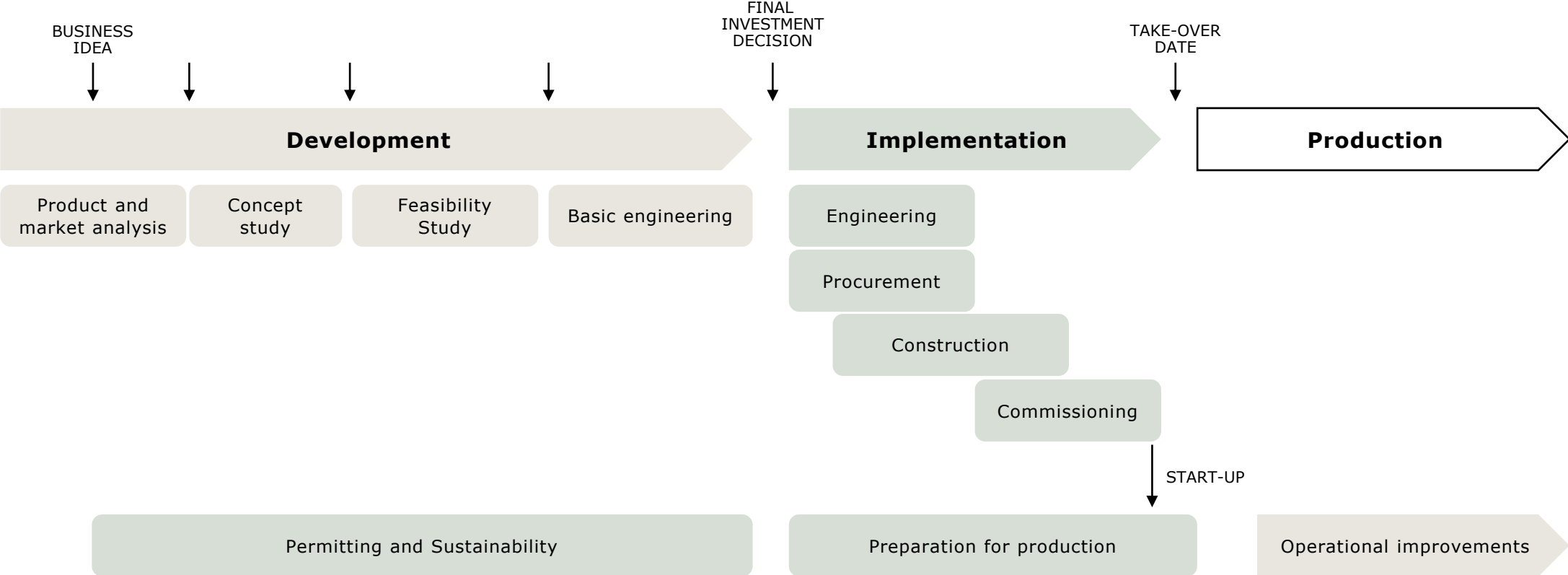
# Selecting the Project Implementation and Contractual Method

ESS	=	Extended Scope of Supply			
EPS	=	Engineering	-Procurement	-Supply	
EPCM	=	Engineering	-Procurement	-Construction Management	
EPC	=	Engineering	-Procurement	-Construction	
BOO	=	Build	-Own	-Operate	
BOOT	=	Build	-Own	-Operate	-Transfer
BOT	=	Build	-Own	-Transfer	
DB	=	Design	-Build		
DBO	=	Design	-Build	-Operate	
DBFO	=	Design	-Build	-Finance	-Operate
FBO	=	Finance	-Build	-Operate	
FBOM	=	Finance	-Build	-Operate	-Maintain

# ... for example Contractual Set-up in EPCM and EPC

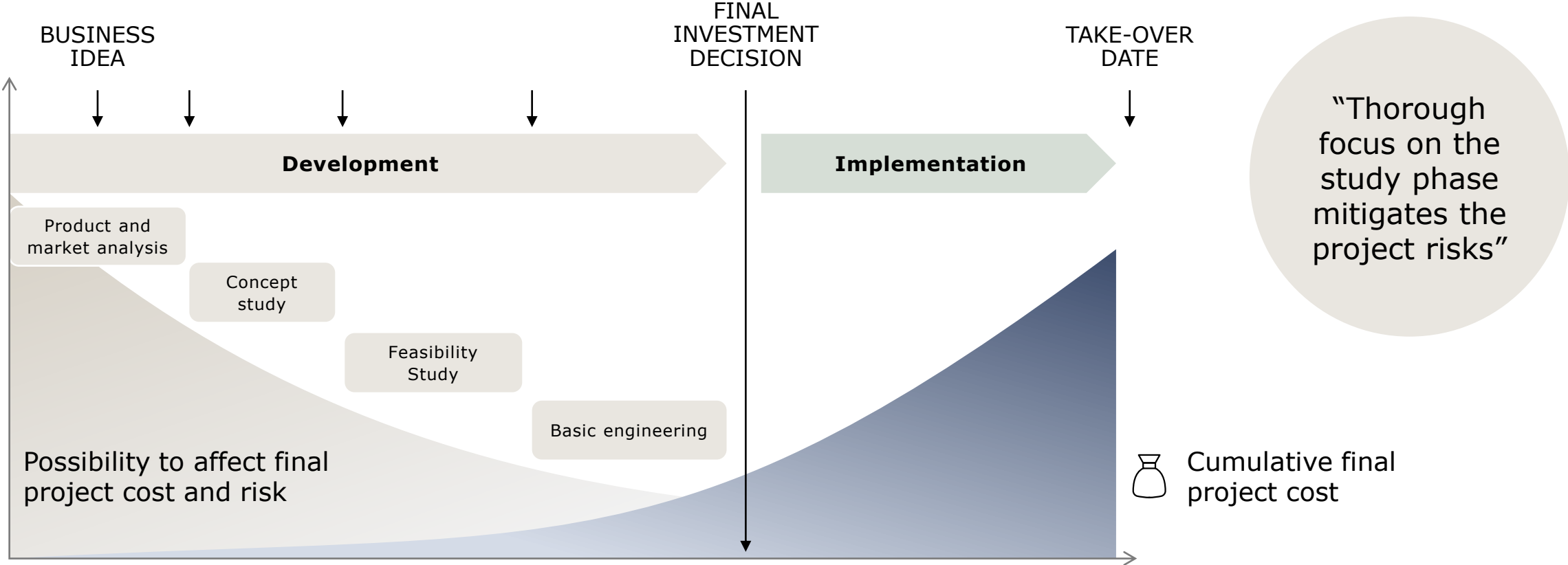


# From Development to Start-up

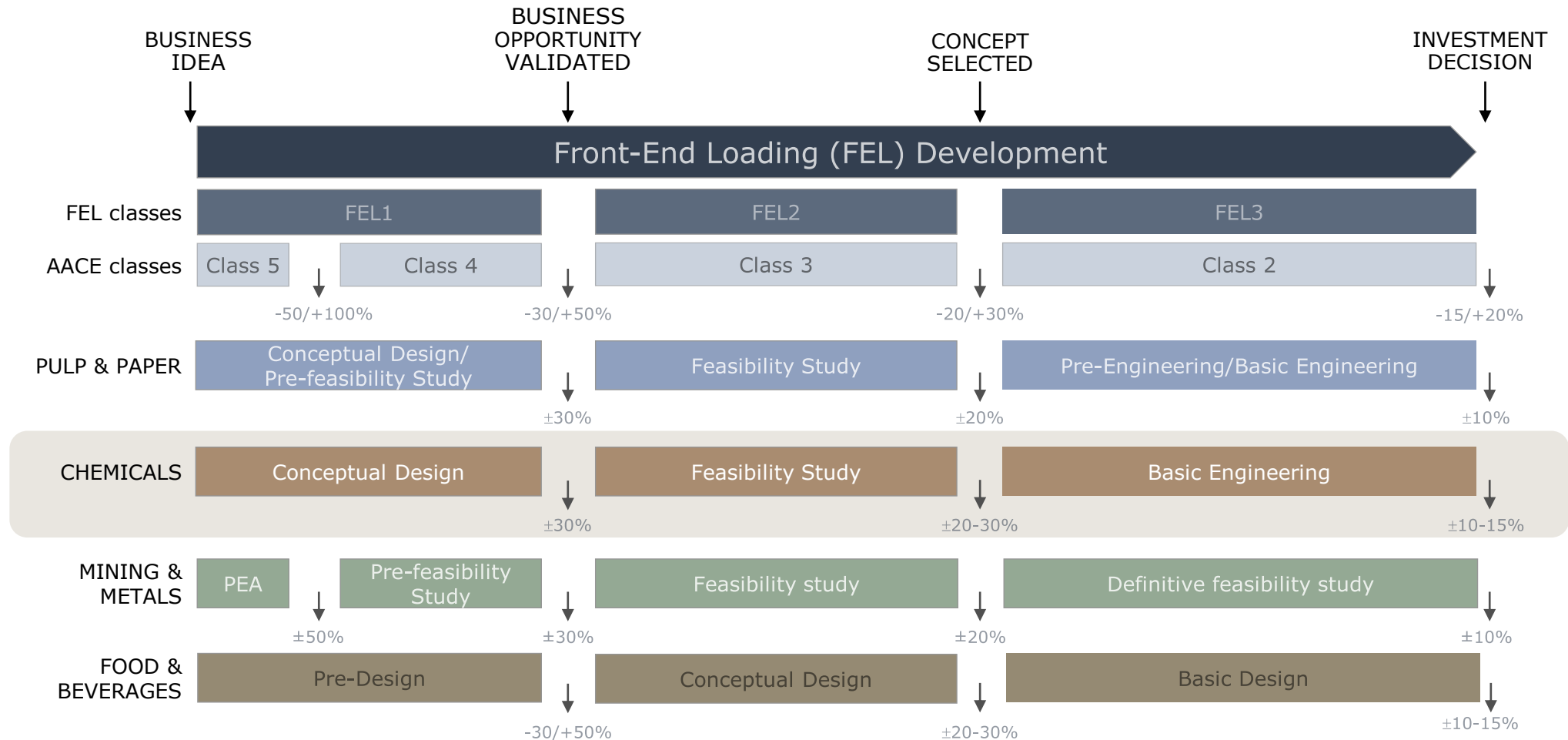




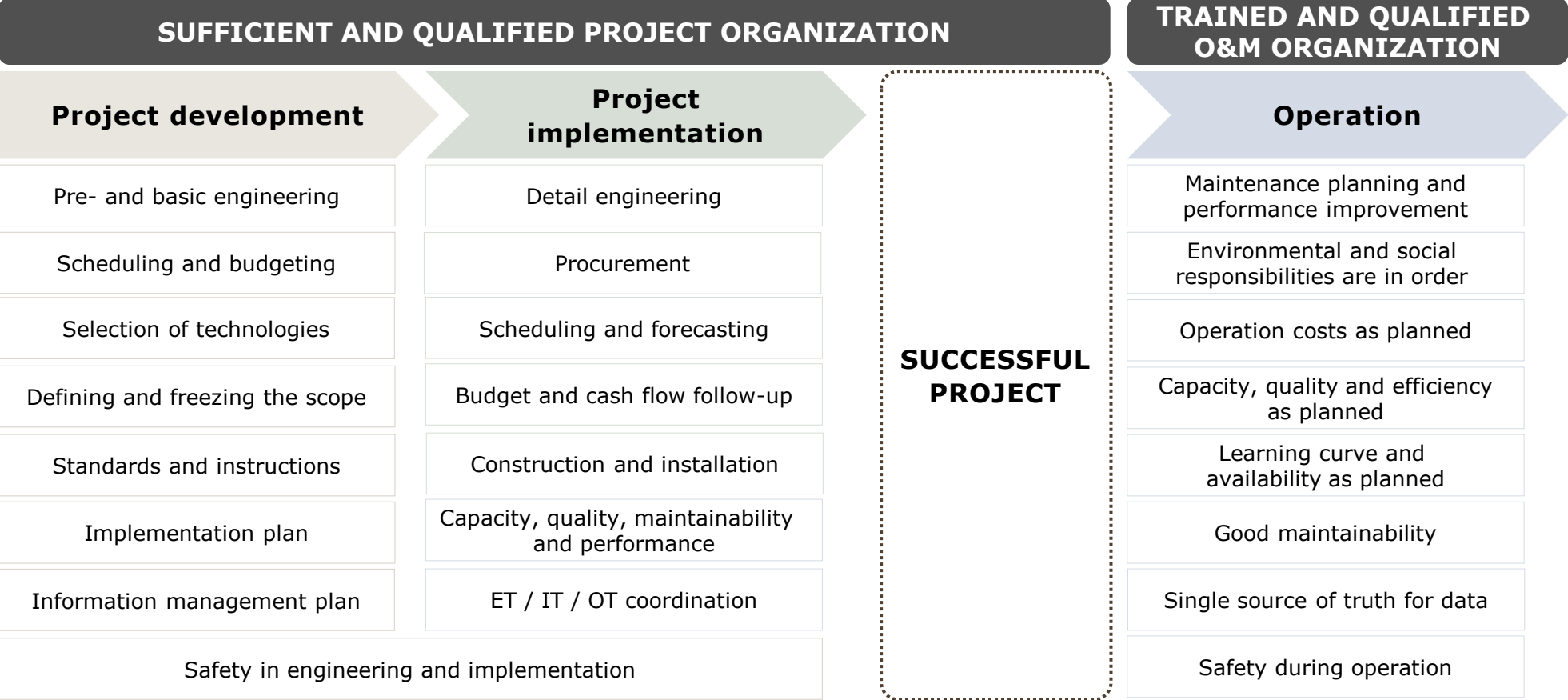
# Focus on Development Phases



# Various Terminologies for Study Phases



# Elements of a Successful Project





## CONTACT INFORMATION

**Tuukka Sormunen**  
Head of Chemicals & Biorefining

tuukka.sormunen@afry.com  
+358 40 502 6162