

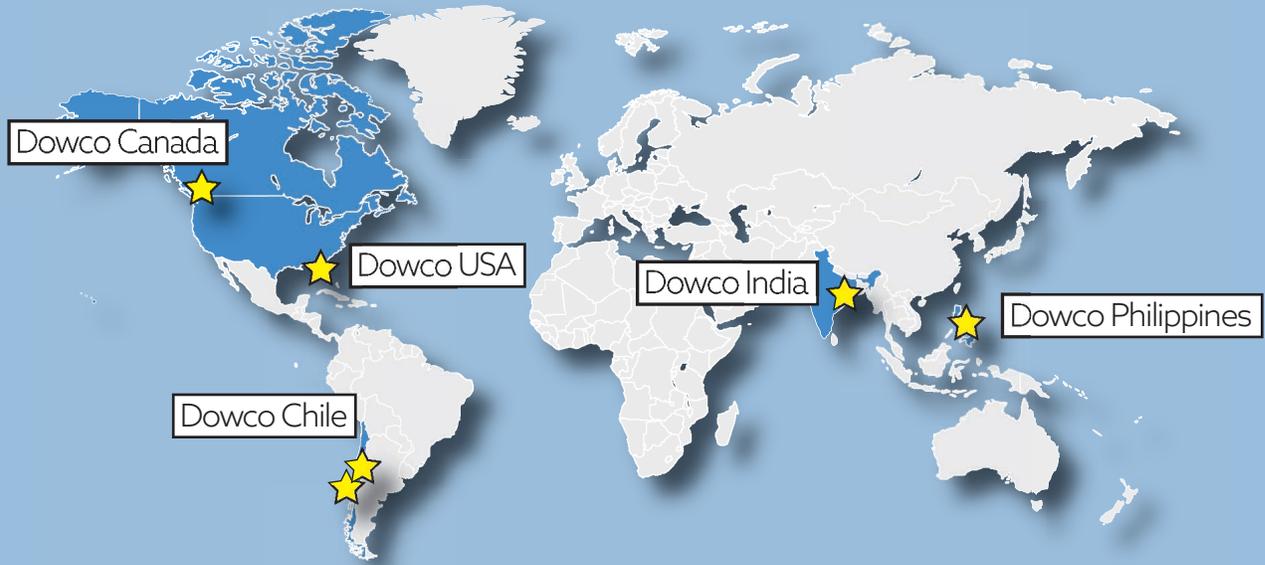
**DOWCO**

GROUP OF COMPANIES

LOCAL CONVENIENCE  
**GLOBAL POWER**

collaboration **Eight Offices** community innovation skilled teams  
core values **A STEEL DETAILING** quality  
pre-detailing **COMPANY** BIM services  
**Established 1970** **Five Countries**  
sustainability **300+ Production Staff** connection design

# THE DOWCO GROUP OF COMPANIES



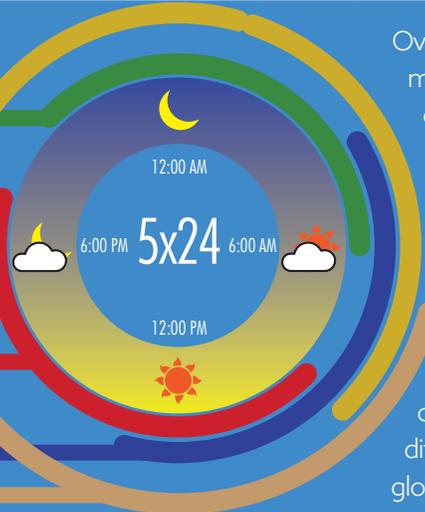
**Dowco Consultants Ltd.**  
British Columbia, Canada

**Dowco Consultants Ltd.**  
Tampa, FL

**Dowco Consultants (Chile) SpA - Acuña**  
**Steel Detailing**  
Santiago, Chile

**SDE Steel Detailing & Consulting Services**  
**Philippines Inc.**  
Pasig City (Manila), Philippines

**Risa Technologies Pvt Ltd.**  
Kolkata, India



Overlapping shifts in multiple time zones ensures that production is nonstop. At Dowco, one business day is 24 hours of production time.

The concentric rings around the 24 hour clock illustrate the different shifts of our global operation.

## THE BENEFITS FOR OUR CUSTOMERS

Our customers get the best of both worlds: A local North American company, with the global advantage of time compression and blended costs. We use our 50 years of steel detailing experience in the North American marketplace to operate and manage our own offshore offices.

Offshoring is required to be price competitive in today's marketplace; dealing with Dowco, you get the benefits of lower rates without the typical drawbacks associated with outsourcing. Dowco's 100% ownership of SDE Steel Detailing and Consulting Services Philippines, Inc. and Risa Technologies, Pvt, in India eliminate all associated risks and communication challenges in dealing with these companies.

## DAILY PRODUCTION

Thanks to Dowco's global reach, we can achieve a steady production schedule. The graph on the right illustrates this, showing Dowco's staffing levels per office over a 24-hour period.

Combining workforces presents numerous technical and logistical challenges. Dowco provides a solution by maintaining universal standards, processes, and working conditions across all offices. This leads to the highest levels of production efficiency every day.

# THE DOWCO PRODUCTION TEAM



## LOCAL CONVENIENCE

Established in Canada in 1970 and working primarily on North American projects ever since, Dowco sees ourselves as your Local Company in a global marketplace. Dowco gives our customers the ability to deal with a company in the Americas and leverage the power of the global economy to compress timelines and lower costs.

### US OFFICE, TAMPA, FLORIDA

Business Development & Sales

### CANADIAN OFFICE, BRITISH COLUMBIA

Corporate Office, Sales, and Production  
90 Senior Staff for running projects

### 2 CHILEAN OFFICES, SANTIAGO

Sales and Production  
60 Production Staff with Spanish-speaking capabilities

## GLOBAL POWER

Being located in five countries in five different timezones gives Dowco a 24-hour-a-day operation. Dowco is unique in that all companies are 100% internally owned, giving us full control over processes, priorities, and the entire operation. With over 300 Production staff, resources can be drawn on as needed to meet project deadlines. The scale of our technology allows for cloud sharing of models and real-time project data allowing all offices to collaborate seamlessly.

### 2 PHILIPPINE OFFICES, PASIG CITY (MANILA)

Both offices operate two shifts  
115 staff providing modeling,  
connecting and drawing editing

### INDIAN OFFICE, KOLKATA

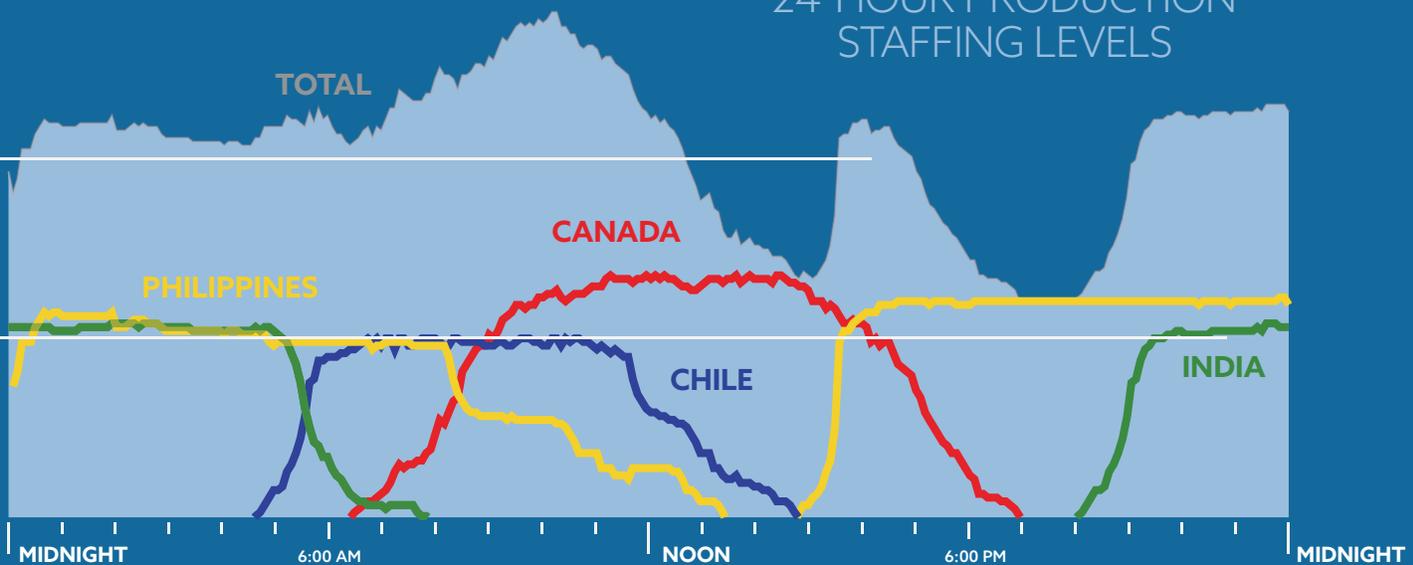
60 staff providing modeling  
and drawing editing services

150 AT WORK

100 AT WORK

50 AT WORK

## 24-HOUR PRODUCTION STAFFING LEVELS



## GLOBAL POWER

# STRATEGY & PROCESSES

## CUSTOMER

The Canadian, US and Chilean offices are customer-facing. Customers always deal directly with the Project Management staff in Canada or Chile. This is established during the quotation and sales cycle so there are no surprises for the client after the job is awarded.

## LEADERS

A Dowco Project Manager will manage the customer relationship and coordinate all production and staffing for the job. Canadian and Chilean Project Managers are in charge of jobs from start to finish, including managing, organizing, and coordinating preparation and checking teams. Offshore offices are utilized as required on a managed task basis for modeling, connecting and drawings.

## PROCESSES

Our Quality Management System enforces project accountability. Mentoring processes and global IT support staff provide for a consistent reliable workflow between offices that ensures we can keep up with even the most demanding project schedules.

## TECHNOLOGY

Utilizing cloud-based models allows for 24x7 access from all offices and increases real-time collaboration.

## ACCOUNTABILITY

Through our proprietary Project Management System, nicknamed "Sibyl", the detailers in the Philippines and India are constantly monitored. Being able to track the exact amount of time spent at each stage means project managers can compare the budget to the hours spent on a task by task basis. This ensures that corrective actions occur as soon as we recognize an inefficiency.

## WORKING CONDITIONS

SDE in the Philippines and Risa in India have created a most welcoming environment for our staff. Our hiring process has been refined to ensure we only get the best candidates. By providing a wage above the industry norms, including health benefits and holiday & sick time packages three times better than what is required, Dowco attracts the absolute best in the business. Not only are we all benefitting from the skill of our offshore support staff, but many of our employees are now in the position where purchasing their own home or car is now within reach. This is reflected by our staff turnover which is less than 2% per annum.

## SECURITY

The work environment provided in all offices is totally "corporate" with SDE and Risa located in new office towers built in 2012 or later. Working conditions are consistent across all offices. IT standards have desktop computers with dual monitors for all workstation in the Dowco Group. Dowco's firewalls, VPN's and Panzura layers of security with SED (Self Encrypting Devices) and FIPS 140-2 certification provide us with encryption and security for all of our data.

## SUSTAINABILITY

With every two-to-three offshore hires, we need to grow by one in North America. Since first opening in the Philippines in 2013, our North American staff has almost doubled. We are creating more jobs, with more responsibility than we ever have since we first started business in 1970. Knowing that senior staff are getting to retirement age we regularly hire new graduates, train them, introduce them to the business, and get the established on our Dowco Career Path to a viable career in Steel Detailing.

## TRAINING

The Dowco Career Path defines the steps of development for our staff including testing, courses, experience, and mentoring. Our goal is to provide the relevant training and experience necessary for a detailer to advance from one stage of their career to the next. The Dowco Career path has been defined and deployed throughout all of the Dowco Group.

## INNOVATION

Dowco understands steel detailing. It is a business we've been in since 1970 and we can safely say it is an ever changing, ever evolving business. We believe that we are contributing to the evolution of the industry. We understand that steel detailing is a global business; it has become a commodity. We embrace this and leverage it into North American job growth to offer a competitive service for our customers.