

PERFORMANCE REVIEW



DEAR CLIENTS AND COLLEAGUES,

At SSOE Group we routinely take a critical look at how we are performing. I believe that if we are only as good as we've always been, it isn't good enough. Years ago we decided that since what can't be measured, can't be improved, we'd take the time to quantify and qualify how we are doing on an annual basis.

As an extra incentive to achieving tangible improvements, we are publishing not just the favorable metrics, but also the areas where we have work to do. And since statistics can offer a quick snapshot of how we measure up in areas like safety, sustainable projects, and quality, we've included those as well.

We invite you to examine our Performance Review starting with the results of our client survey.



Tony Damon
CEO, SSOE Group

FOCUSING OUR ENERGY WHERE IT COUNTS

Our annual Client Satisfaction Survey asks for input on our greatest strengths as well as areas for improvement. The responses help us identify trends that we use to prioritize our goals as a company. We discovered that the areas cited as “room for improvement” are ones we are

CLIENTS NOTED THESE AREAS FOR IMPROVEMENT

WE HEARD:

“Lower fees for services.”

ACTION: Fees are only one factor in the value equation. **The most impactful savings are realized** outside of the design phase **as operational or construction phase savings that lower the total cost of ownership.** To make sure we are delivering on our promise to save you time, trouble, and money, we track the amount of our fees we return to clients in the form of project savings. We call it our Value Promise. In 2012, those savings totaled 124% of our fees. We frequently work with clients to create cost saving opportunities in the form of shared savings agreements and performance contracts. And we continue to implement strategies that save clients future operating costs.

ACTION: Our recruiting efforts are ongoing as we look for individuals who meet our high standards of quality and client service. Since January 2012, SSOE has completed three major mergers and acquisitions that **added 400 staff members.** Our goal is to provide clients with consistent teams to shorten the learning curve project to project.

WE HEARD:

“Improve consistency and depth of resources.”

WE HEARD:

“Establish more locations.”

ACTION: In 2012 and 2013, SSOE expanded throughout the U.S., Mexico, and Southeast Asia. We now have 21 U.S. locations as well as offices in China, India, Brazil, Singapore, Malaysia, and Canada. We’ve also recently established joint ventures and partnerships to provide additional staff resources in Southeast Asia and Europe. We plan to open an office in Mexico by the end of 2013 to serve our growing client base in that area. SSOE is continuing to identify areas for geographic expansion that will bring maximum benefit to our clients.

WE HEARD:

“Make communications easier and more direct.”

ACTION: We recognize that as we continue to grow, enhancing the process and infrastructure for both internal and external communications will become critical to project delivery. That’s why in the past year, **we’ve made knowledge management our top initiative** with dedicated resources and the goal of improved communications, better lessons learned sharing, and more efficient delivery of your projects.

already working on. This validates that we're on the right track to taking our client service to an even stronger position in ways our clients value. Interested in participating in our next client survey? Contact ahuyghe@ssoe.com. We'd love to hear from you!

CLIENTS NOTED THESE AREAS WHERE WE EXCEL

WE HEARD:

"Experts in our specific industry."

RESPONSE: Clients recognize that **our thorough understanding of the design and construction issues related to their industry is a huge advantage, as is being adept at a broad range of software applications.** We start building that knowledge base in our staff from the beginning by providing training, conducting a strong internship program, and offering a rotation program to expose individuals to a variety of projects and clients early on.

WE HEARD:

"Knowledge of our operations."

RESPONSE: We know that **learning your processes, protocols, and plant operations allows us to be more effective in all aspects of a project.** Gaining this understanding allows us to customize not only the design solutions for your specific business but also the way we work with you—from the level of detail in your drawings to your preferred communication methods and invoicing procedures.

WE HEARD:

"High level of responsiveness."

RESPONSE: Being there for clients, whether by **anticipating needs and potential problems, offering design options, or geographic proximity,** is repeatedly mentioned by clients as an SSOE strength. We provide formal, company-wide training to expand and reinforce the ways we can offer Great Client Service. It emphasizes accessibility, and also underscores the importance of a quick response, ownership, and a focus on solutions if problems do arise. We're glad to hear it's working.

WE HEARD:

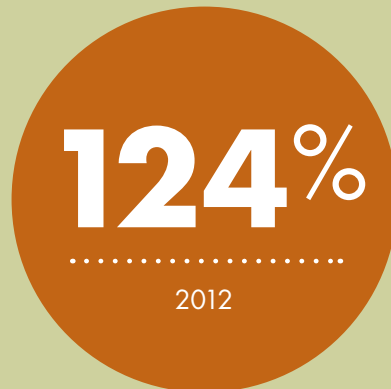
"Focus on long-term relationships."

RESPONSE: The fact that **over 150 of our clients have been with us for more than 20 years** points to the importance we place on earning your loyalty through the quality of the services we provide. In the survey, clients noted that we focus on meeting their long-term objectives rather than our short-term profitability. To enhance the benefits of clients' relationships with SSOE, we are increasing our efforts to inform them of the full range of services we are able to provide. This leads to more opportunities to complete projects efficiently and save clients time, trouble, and money.

KEEPING OUR VALUE PROMISE

Value Promise equals the project savings we document for clients. We benchmark our value by comparing the savings identified to our total fees with a goal of at least 100%.

Documented savings as a percentage of total fees



*year to date % changes as fees and savings accrue

\$1 million+

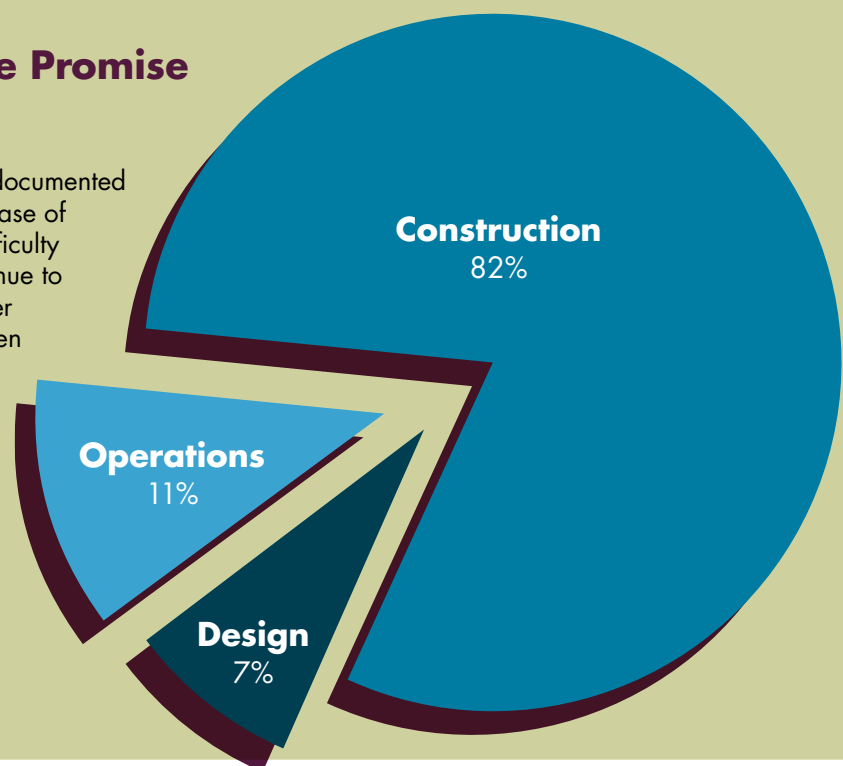
SSEO has saved 50 clients at least \$1 million since we started tracking in 2009.

\$10 million+

SSEO has saved 12 clients more than \$10 million since 2009.

Breakdown of 2012 Value Promise savings by project phase

As you can see, the majority of savings we documented in 2012 were realized in the construction phase of the project. One thing we've noted is the difficulty of quantifying operational savings that continue to accrue over time. We are developing a better means of tracking these and believe that when we do, we will discover they are a larger proportion of total savings than what they currently appear to be. Our ultimate goal is to lower your total cost of ownership, which goes well beyond the initial cost of design and construction.



HOW WE STACK UP



As market needs change, SSOE discovers more opportunities to strengthen our leadership position by building on our experience and internal capabilities. The result has been a steady climb in rankings in specific markets as well as overall growth as a firm.

ENR Top 500 Sourcebook Rankings, 2013

- 2nd among Auto Plant Design Firms
- 4th among Semiconductor Design Firms
- 5th among Food and Beverage Design Firms
- 5th among Manufacturing Design Firms
- 8th among Solar Power Design Firms
- 10th among Chemical Plant Design Firms
- 14th among Industrial Process Design Firms
- 66th among Top 500 Design Firms

SSOE is ranked
**10th among
Engineering /
Architecture firms**
BD+C 2013

Building Design + Construction Rankings, 2013

- 5th among Industrial Sector Engineering Firms
- 6th among BIM Engineering Firms
- 7th among Reconstruction Engineering Firms
- 8th among International Engineering Firms
- 10th among Engineering/Architecture Firms

ENR Top 100 Green Design Firms, 2013

- 3rd among Green Industrial and Manufacturing Design Firms

ENR Global Rankings, 2012 (most recent available)

- 2nd internationally among Auto Assembly Design Firms
- 15th internationally among Manufacturing Design Firms
- 20th internationally among Chemical Design Firms

Additional Rankings

- 13th largest Engineering firm based on MEP revenue (*Consulting-Specifying Engineer*, 2012)
- 2nd largest Engineering firm in Portland (*Portland Business Journal*, 2012)
- Among the Top Healthcare Design Firms nationally (*Modern Healthcare*, 2012)

SUSTAINABILITY. IT'S BIG AT SSOE.

Our portfolio includes:

Largest
.....
Platinum project in the U.S.
(based on building area)

1st
.....
LEED Platinum industrial campus in the U.S.

8
.....
Countries in which SSOE performed sustainable projects in 2012

20+
.....
U.S. states in which SSOE performed sustainable projects in 2012

1st
.....
LEED Platinum automotive assembly plant in the world

\$3.7 mil
.....
Annual recurring natural gas savings anticipated through use of SSOE-designed abatement system for a greenfield manufacturing plant currently under construction

1st
.....
LEED Gold project in Ohio

1st
.....
LEED Gold central utility plant in the U.S.

SSOE is ranked **3rd** among Green Industrial and Manufacturing Design Firms.

OUR HARD CORE COMMITMENT TO QUALITY



1

number of non-conformances in 15 years

For 15 years, SSOE has successfully earned its ISO certification. In that span of time, auditors found only one area of non-conformance. Each year we enhance our quality procedures to achieve our goal of zero non-conformance audits every year into the future.

We are also currently executing a plan to provide Six Sigma training to a broad cross-section of staff to ensure efficiency in all our processes toward our goal of 5% efficiency improvements every year.

WE'RE SERIOUS ABOUT SAFETY

To maintain, and even improve our safety record, we've established staff-wide programs including job safety training, communication of weekly safety tips, and the publication of a safety blog.

In addition to protecting our most important asset, our employees, our favorable rating translates to smoother progress on projects and fewer project interruptions—factors that help control costs.



Safety milestones we're most proud of over the past year:
Hours worked without a recordable accident

2 million

during construction of GM's Advanced Technical Center in Shanghai, China. SSOE provided CM services.

7 million

during construction of Goodyear Tire & Rubber's Tire Plant also in Shanghai. SSOE provided CM services.

SSOE PERFORMANCE FACTS & FIGURES. HAVE A LOOK.

What do our clients think about our performance? How do we rank compared to our peers? In which markets are we leaders? How much are we saving our clients?

We survey. We track. We measure. And now, we're sharing it all with you.

Here are some highlights from our client satisfaction survey:

97%

of all clients surveyed would recommend SSOE to a colleague.

98%

of clients surveyed outside the U.S. would recommend SSOE to a colleague.



making clients successful
by saving them time, trouble, and money

1001 MADISON AVE.
TOLEDO, OH 43604

PRESORTED
FIRST-CLASS MAIL
U.S. POSTAGE
PAID
TOLEDO, OH
PERMIT NO. 242

Packaged food lists its nutritional information. Schools have report cards. The auto industry has J.D. Power. And SSOE has this Performance Review. Get the scoop inside.

www.ssoe.com/performance

Albany, NY
Alliance, OH
Beijing, China
Birmingham, AL
Chandler, AZ
Cincinnati, OH
Columbus, OH
Huntsville, AL
Irvine, CA
Kalamazoo, MI
Kuala Lumpur, Malaysia
Lima, OH
Midland, MI
Mumbai, India

Nashville, TN
Omaha, NE
Portland, OR
Raleigh-Durham, NC
Rio Rancho, NM
St. Paul, MN
Santa Clara, CA
Sao Paulo, Brazil
Shanghai, China
Singapore
Toledo, OH
Toronto, Canada
Troy, MI
Washington, DC

