COMMUNICATION ON PROGRESS UN GLOBAL COMPACT

COWI 2013







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COMMITMENT FROM OUR CEO

In 2013, COWI continued to incorporate sustainability into our daily business and aligning our growing business with responsible global citizenship.

Today, both environmental and social consciousness is embedded in the COWI culture and the way we do business. By having this mind-set, we ensure that corporate social responsibility (CSR) is carefully considered in all decisions made at every level of our company.

Our core competencies are within engineering, economics and environmental science and with more than 17,000 ongoing projects every year,

we fully accept that our actions impact our stakeholders and the environment at large. Environmental and social responsibility has become one of the main focus areas for COWI's customers, and new legislation and emerging voluntary standards can limit market access for companies that do not offer sustainable products or operate in a responsible manner. Consequently, it is imperative for us that our solutions continue to create value and make a positive difference for our stakeholders and society.

We are fully committed to the United Nations Global Compact and their Communication on Progress reporting. This Communication on Progress report is produced with reference to the ten principles of the Sustainability Reporting Guidelines, and it outlines our CSR initiatives in 2013, including our sustainable business operations.

At COWI, CSR is at the heart of our operations. The way we do business is as important to us as the quality of our products and services.

Via de My

Lars-Peter Søbye, President, CEO





CSR AND SUSTAINABILITY

Our main contribution to sustainable development lies in the services we provide to our customers.

We strive to integrate social, environmental, ethical and human rights concerns in our external projects as well as in our internal business processes to reduce environmental impact. We also aim to make it easier for employees to voluntarily reduce their own impact on the climate and to work closely together with customers to develop the most climate-friendly solutions possible.

Through this approach, we aim to create shared value for our customers, key stake-holders, the company and society at large. This is an ongoing process and we continue to learn new ways of dealing with the opportunities and dilemmas faced in this area.

COWI's ethical business practices are an integral part of how we do business. As a consequence, we have developed a number of policies and guidelines on sustainability and CSR that set out the overall framework for how we carry out our work on a daily basis. These policies and guidelines are described in this report.

It is also a goal of ours to be among the most attractive employers for professionals looking for a career within the consulting industry. Promoting diversity and cultivating an ethical culture are both key in our efforts to become the workplace of choice in the consulting industry.

Our commitment to sustainability and corporate social responsibility is an extension of our fundamental values and builds on our vision and mission. The commitment is also reflected in our support of the UN Global Compact, the FIDIC Code of Ethics and the UN Caring for Climate.

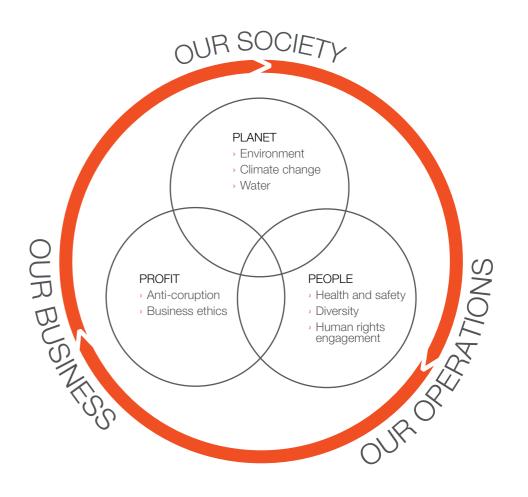
DEFINITIONS

We define CSR as "the responsibility of enterprises for their impacts on society", which is aligned with the EU definition.

We define sustainability as integrating social, environmental, ethical and human rights concerns in our business operations.

process of the Blue Planet in Copenhagen, Denmark, which opened in 2013.

The figure shows that CSR and sustainability in COWI are about integrating concerns for the people, planet and profit in our business, our operations as well as our surrounding society.





For the establishment of a district cooling central in Copenhagen, Denmark, COWI's service included concept development and detailed 3D design.

Corporate social responsibility (CSR) and sustainability form integral parts of COWI's 360° services and business model. In 2013, we used our competencies to improve our customers' solutions, strengthen our own business and help people in distress.

The world is developing faster than ever. Population growth has people all over the globe migrating towards the big cities of the world. The economies are developing, and a growing part of the world population demands the same conditions as we find in the Western countries today.

This trend places great demands on big-city infrastructure and access to energy, health care and water. But it also increases the pressure on the world's resources, the climate and the environment.

COWI's solutions find the optimal balance between these many needs.

This is at the core of our services, our business model and our CSR efforts.

In 2013, COWI added new dimensions to our CSR work with new solutions for our customers and increased efforts in our own business. And we also made our competencies available to those in particular need of help.

INTEGRAL PART OF COWI'S SERVICES

part of all our services and products. And again in 2013, COWI developed a host of new projects and services setting new standards for sustainable solutions. For instance, in 2013, COWI commenced the design of a carbonneutral building in Nanjing, China, based on COWI's famous Green Lighthouse, which was built in Copenhagen in connection with the COP15 climate summit Sustainability is also incorporated into in 2009.

In 2013, in collaboration with the Confederation of Danish Industry (DI), COWI also started evaluating the impact of and experience with corporate green accounting, which was introduced in 1996. Furthermore. COWI completed its first surveys using unmanned aircraft systems (UAS)

fitted with heat-sensitive cameras to photograph buildings from the air, thereby helping engineers to find the most energy-efficient solutions when renovating buildings.

SUSTAINABLE SOLUTIONS AT COWI

These new technologies and methods can now be applied on other projects for the benefit of the environment, people and communities all over the globe. To ensure that COWI's extensive At COWI, sustainability forms an integral knowledge is implemented across the business, COWI set up an internal CSR forum in 2013 to register and communicate the many solutions developed by our consultants. This ensures that CSR will constitute a natural part of all COWI's solutions in the future while strengthening our own business and market position.

> COWI's own projects. In connection with the refurbishment of COWI's head office in Lyngby, which commenced in 2013, COWI's experts are applying the cradle-to-cradle principles when developing the new common areas: the canteen, the patio and the meeting facilities. This ensures that all the materials included in the construction work can be reused or biodegraded,

thus forming a natural part of the environmental cycle.

CSR ACTIVITIES

COWI also uses our core competencies to contribute to sustainable development. As a consequence, the employees at COWI Denmark chose to spend part of their annual activity day drawing up specific proposals for solutions to water and sanitary problems in Laos for the Danish Red Cross. The proposals were then presented in a report that was subsequently submitted to the Red Cross and the Laotian Embassy in Stockholm, Sweden.

In Norway, COWI entered into a partnership with Save the Children Norway (Redd Barna). In addition to direct financial support from COWI, some of COWI's employees in Norway have chosen to donate a fixed monthly amount out of their salaries to Save the Children Norway, and initiatives include homework assistance for especially vulnerable children.

COWI is a member of the UN Caring for Climate initiative and the UN Global Compact, whose ten principles constitute the foundation of our

internal sustainability activities. You can read more about our Global Compact activities at www.cowi.com/ sustainability.

COWIFONDEN

Every year, COWIfonden (the COWIfoundation) donates funds for the promotion of research and development projects in COWI's fields of activity. In 2013, COWI supported several projects within energy-efficient and environmentally sound construction and sustainable urban development.

In 2013, COWIfonden also granted financial support to Engineers Without Borders (EWB) for a project helping the local agricultural university in Coroico, Peru, to establish a laboratory for environmental monitoring and environmental soil and water investigation in the area. The local university, Caritas-Coroico, a university in Denmark and EWB's voluntary engineers will train students in sustainable solutions at the laboratory. You can read more about COWIfonden at www.cowifonden.dk.

AT THE END OF 2013, COWI HAD POLICIES CONCERNING THE FOLLOWING AREAS:

Sustainable development

Business integrity

Safety and health

Diversity and inclusion

Whistleblower hotline

Responsible supplier management.

In 2013, COWI continued its activities to strengthen the use of a number of internal policies and tools to ensure that all business units live up to COWI's ambitions in terms of sustainability

HUMAN RIGHTS



PRINCIPLE:

Businesses should support and respect the protection of internationally proclaimed human rights.

PRINCIPLE:

Businesses should make sure that they are not complicit in human rights abuses.

WORKING WITH HUMAN RIGHTS

The human rights principles are related to all COWI's activities, meaning the people that we impact in our project-related activities. We believe that respect and support of human rights are rooted in the company culture and reflected in one of our five guiding values, namely 'respect', which is stated below.

"We respect those we work with. nature and society. We respect each other in decision-making and implementation. We respect friendship across the organisation, independent of the hierarchy."

Through our policy on sustainable development, we integrate respect for human rights in our business. In the policy, we commit ourselves to taking social aspects into consideration when performing assignments, to enhancing our employees' attention to and knowledge of social conditions in order to further sustainable development in all our activities.

By incorporating this policy into our risk assessment systems and our training systems, we continue to make our employees aware of the relevance and importance of this theme in our external activities.

KEY ACTIVITIES IN 2013

In 2013, we extended the implementation of the sustainable procurement system to also include Sweden and Norway. The system was launched in COWI Denmark in 2012 and assists us in approving suppliers. Any supplier who delivers goods and services (including travel services) in excess of EUR 15,000 per year to the COWI Group or has entered into a procurement agreement with COWI must be approved and listed on the COWI Approved Supplier List. The system takes human and labour rights, ethical standards, social and environmental policies, health and safety, diversity and anti-corruption into consideration. We store all information concerning every supplier in our system, meaning that the entire organisation has access to all relevant supplier information.

POLICY/GUIDELINE: DUE DILIGENCE

Employee conditions and compliance with human rights are important to COWI. To ensure that we detect any human rights violations on projects which we are involved in, we operate according to three procedures:

- Due diligence: COWI performs a screening to uncover human rights risks before entering into a project. The process helps identify violations of human rights on a specific project, allowing us to back out in time.
- Health and safety supervision: COWI seeks to increase our influence on project sites by offering supervision of safety and health conditions. This allows us to ensure that internationally accepted standards are enforced on a project.
- Obligation to act: Employees at COWI have the so-called obligation to act, meaning that everyone is obligated to act if they see human rights being violated on a project.

The three procedures are included in our project management training and COWI's onboarding programme.

POLICIES: HEALTH AND SAFETY

COWI strives for a safe and healthy working environment, both in our own operations and in our assignment-related activities.

To meet our objectives, we will:

- ensure that a safe working environment is not compromised for economic or productivity reasons.
- ensure that project managers instruct their teams on specific project-related health and safety risks and necessary preventive measures. This includes the use of personal protective equipment.
- provide employees with an opportunity to influence their own working environment in dialogue with management.
- comply with relevant health and safety legislation and standards.
- inform our customers and business partners if we find violations of health and safety standards, labour rights, human rights or unnecessary or illegal environmental degradation on projects in which we are involved.

POLICIES AND PRINCIPLES RELATING TO HUMAN RIGHTS

All policies are available at www.cowi.com/sustainability

COWI's value on respect

FIDIC Code of Ethics, adopted by COWI

Policy on health and safety

Policy on sustainable development



PRINCIPLE:

Businesses should uphold the freedom of association and effective recognition of the right to collective bargaining.

PRINCIPLE:

Businesses should uphold the effective abolition of child labour.

PRINCIPLE:

Businesses should uphold the

elimination of all forms of forced and compulsory labour.

PRINCIPLE:

Businesses should uphold the elimination of discrimination in respect of employment and occupation.

WORKING WITH LABOUR **RIGHTS**

The labour rights principles are related to COWI's internal activities, meaning the more than 6,000 people working in COWI. The most relevant principle in relation to labour rights is the principle regarding elimination of discrimination of employment and occupation. In COWI, we practice diversity and equal opportunities, and our activities are described below.

The principles of freedom of association and the abolition of forced labour are strictly upheld in the COWI Group as our employees are already free to be part of a union and enter into collective bargaining with management across the COWI Group. Our employees are also free to seek new opportunities outside of COWI.

COWI dissociates itself from all kinds of child labour, and as our jobs require a certain level of education that children do not have, there is no evident risk of child labour.

DIVERSITY

COWI is an international company with projects all over the world. By having a diverse work force that can challenge

each other and come up with competitive solutions based on a differentiated knowledge base and mind-set, it is our experience that our projects improve. We believe that embracing diversity is one way of sustaining our position as a leader within our field.

COWI's objective remains to ensure that its pipeline of diverse leadership talents is improved so that the pool of successors reflects the staff composition of the individual business areas. A diverse and market-oriented workforce will make COWI's 360° strategy

LABOUR RIGHT PRACTICES

The key challenge in relation to labour rights is that the main risk of labour rights abuses most often lies outside of our sphere of influence. Within our industry, the main risk of human rights abuses exists in countries where migrant labour is used during construction. To avoid complicity in human rights abuses, we have the following practices:

- If we are in charge of health and safety supervision during the construction phase of a project, we have the chance to influence labour rights conditions at the construction site and act if they are not aligned with national and international ratified legislation.
- If we are not in charge of any supervision on the project, we do not necessarily have access to the building site and, as such, are not aware of the human rights or labour rights standards. We do, however, make our employees aware that they have an obligation to act and inform their manager if they see human rights violations on projects that we are only indirectly involved in as sub-consultant. If employees experience that their manager does not react to the problem, they can use the COWI Whistleblower.

KEY ACTIVITIES IN 2013

COWI ACADEMY

We are aware of the necessity of constantly developing our employees. COWI Academy is developed to focus on all career levels and in 2013, a web portal with courses was launched. This facilitates constant development and, over time, the employees' knowledge will be transformed into COWI assets. Today, more than 80 per cent of all employees are placed in COWI's career system and have been assigned the responsibility for strengthening relations with customers, specialists etc. In 2013, COWI also continued to invest in our Project Management Academy and more than 230 project managers have recieved extensive training in project management, risk management and economics.

WOMEN IN MANAGEMENT

It is COWI's general objective that the composition of the management should reflect the diversity of our business. In the light of this, COWI set the target in 2013 for minimum two out of six of COWI's board members to be women within a four-year period.

EMPLOYEES IN THE COWI GROUP 2012-2013

	2012	2013
Employees	6.089	6.102
Average age, years	41.9	41.7
Women	30%	30%
Men	70%	70%

POLICIES, PRINCIPLES AND TOOLS RELATING TO LABOUR **RIGHTS**

All policies are available at www.cowi.com/sustainability

COWI's value of respect
COWI Whistleblower
FIDIC Code of Ethics, adopted by COWI
Policy on sustainable development
Policy on diversity and inclusion
Policy on health and safety

In 2013, one out of the six board members elected at the general meeting was a woman. To increase the number of women in management, we have launched a number of activities. Among other things, COWI is a party to Copenhagen's Diversity Charter and participates in an external mentor network in cooperation with other major Danish companies.

INTRODUCTION DAY

COWI believes that it is important to engage and inform all employees about our organisation, values, strategy and the way we do business. We believe that a common understanding and appreciation of COWI's culture are crucial for the employees' future commitment and satisfaction as part of COWI.

In 2013, we continued to formalise and structure our introduction day, which is mandatory to all newcomers. To help newcomers become a part of COWI, a personal introduction plan for each new employee is developed on the first day of employment. In 2013, almost 90 per cent of newcomers participated in the introduction day and we expect this number to increase in 2014.

POLICY: DIVERSITY AND INCLUSION

COWI views diversity as a competitive advantage that helps us achieve the best results for our customers.

To meet our objectives, we will:

- aim to have a diverse workforce that mirrors the diversity in our business and markets.
- give equal opportunities to everyone, regardless of gender, age, race, religion, nationality, ethnic and social origin, disability, political and sexual orientation.
- ensure that our employment and recruitment practices adhere to local legislation, wherever we work in the world.
- continuously improve equal opportunities in our employment and recruitment practices.
- work towards creating a culture of tolerance and appreciation of difference.





▲ In New Orleans, USA, COWI designed flood gates to minimise damage in coastal areas caused by destructive storms.

PRINCIPLE:

Businesses should support a precautionary approach to environmental challenges.

PRINCIPI F:

Businesses should undertake initiatives to promote greater environmental responsibility.

Businesses should encourage the development and diffusion of environmentally friendly technologies.

PRINCIPLE:

WORKING WITH THE **ENVIRONMENT**

All the environmental principles are of paramount importance to COWI's activities. Through our businessrelated activities, we can make the biggest difference. We do, however, continuously strive to improve our own environmental footprint. It is at the core of COWI's business to develop and disseminate environmentally friendly technologies. We continue to upgrade and develop our skills in this area to be able to suggest new and more environmentally friendly solutions to our customers.

From a risk mitigation point of view, COWI Denmark's screening procedure helps us take a precautionary approach to environmental challenges and to focus on the broader sustainability scope. In terms of environment, the screening procedure focuses on landscape, nature, cultural and recreational areas, resource consumption in the project period, environmental impact and emissions, and climate change.

To ensure high-level performance in the area of climate change, COWI is committed to the following strategic goals:

- COWI will actively evaluate the potential for and contribute to optimum climate solutions in our projects in partnership with our customers.
- COWI will, in partnership with our employees, promote voluntary participation in our climate initiative and provide tools for improved individual climate behaviour.

KEY ACTIVITIES IN 2013 FLOOD GATES

As well as recognising the importance of minimising future climate change, COWI is also aware of already occurring natural disasters. We have trained specialists in how to design structures to protect property and people from natural disasters. In 2013, COWI designed 140 flood gates for various public facilities on the northeast coast of the USA to protect public property against major storms. The flood protection seeks to minimise damage in coastal areas caused by destructive storms such as Hurricane Sandy, which devastated northeast USA back in 2012.

NORDIC PARTNER

In terms of the global climate change agenda, there is increasing consensus about the importance of fast interventions and innovative solutions. COWI was the only Danish consulting company invited to be a partner to the newly established Nordic Climate KIC. Climate KIC is the EU's largest publicprivate innovation partnership focusing on climate change, and consists of companies, academic institutions and the public sector, with the aim of transforming knowledge and ideas

into economically viable products or services that help to mitigate and adapt to climate change.

SUSTAINABLE BUILDINGS

Throughout 2013, COWI continued its strong focus on development of new services within the field of sustainable buildings, and COWI won the 2013 Nordic Built Challenge in Norway with the 'Urban Mountain' project. The project introduces completely new, innovative ways of introducing urban flora in the core building, securing circularity of resources in use (both building materials and waste), generating ventilation and energy, and securing maximum flexibility in use. In 2013, the Danish Minister of Climate, Energy and Buildings inaugurated COWI's Nanjing Lighthouse building in China. The Nanjing Lighthouse will act as an exhibition centre for green solutions and serve as a model for sustainable construction in China.

CRADLE-TO-CRADLE

In 2013, we began the refurbishment of our corporate head office in Lyngby where the development of the new common areas is based on the cradleto-cradle principle. Cradle-to-cradle

is a sustainability concept based on a closed-loop approach. We have ensured that all materials used in the refurbishment can be reused or biodegraded. The new common areas will benefit all our employees, and they will be used as a showcase for our customers and visitors. Measures are also taken to improve the indoor environment, e.g. with a new ventilation system and open-plan offices. We expect to finish the refurbishment in late 2014.

POLICIES, PRINCIPLES AND TOOLS RELATING TO **ENVIRONMENTAL PROTECTION**

COWI's value of respect

COWI Whistleblower

FIDIC Code of Ethics, adopted by COWI

Policy on sustainable development

Policy on sustainable supply chain



2013 GREEN ACCOUNTS

As part of our reporting on the Communication on Progress, COWI Denmark publishes our green accounts covering our environmental footprint. This year, the Danish part of our major business line, Bridge, Tunnels and Marine Structures, is also included.

In 2013, we surpassed our previous achievements, continuing the positive trend of reducing our environmental footprint as shown in the figures on the following page. The numbers displayed are CO₂ equivalents, thus encompassing all greenhouse gases.

Since 2008, we have decreased our CO₂ emissions per employee by approximately 40 per cent. Especially, the lower emission factors for electricity and car travel add to this positive development.

It is our policy gradually to include impacts from more and more categories in our green accounts. We also strive to secure more precise data for as many categories as possible.

Our reduced use of resources - displayed through their CO₂ impact - demonstrates the positive developments seen in 2013.

We have used less heat, electricity and water per employee, which the figure to the right shows. Moreover, our usage of paper has declined and we recycle our paper and change to environmentally certified paper, whenever possible. The total amount of paper used per employee has been reduced by 46 per cent. In 2013, the percentage of certified printing paper and paper products accounted for

97 per cent. Finally, the use of water per employee has been more or less constant at approximately 7 m³ per year, but in 2013, it went down to 6 m³ thanks to installation of water-saving faucets etc.

These results are due to our procurement principles and our permanent aim of reducing heat loss and the use of electricity and water in our office facilities. The acquisition of a hybrid car is another example of this mindset. We are planning to acquire more hybrid cars as part of the ongoing updating of the car park.

GUIDELINE: SUSTAINABLE SUPPLY CHAIN

COWI procures goods and services at the best terms, assessing total costs, quality and sustainability.

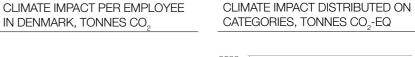
To meet our objective, we will:

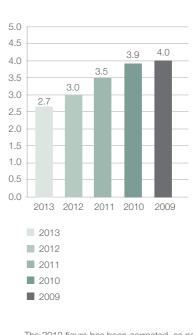
- integrate sustainability requirements in our supplier and sub-consultant approval process.
- give preference to water- and energy-efficient products to reduce consumption rates.
- give preference to environmentally friendly products and products that can be recycled.
- > avoid products with hazardous substances.
- oconsider the emissions of CO₂ when booking business trips.
- consider if the business trip can be replaced by a videoconference or other information and communication technology.

It is an integral part of our business model to work closely with customers and colleagues around the world. We seek to achieve this by local presence

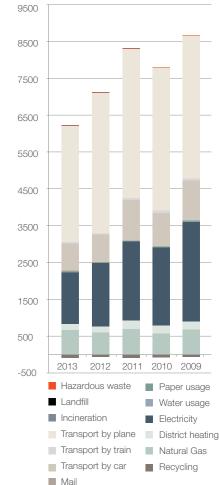
seek to achieve this by local presence and by meeting the customer on site, also when a local office is not available.

As a result of this, air travel accounts for a large part of our climate impact: 52 per cent in 2013. The impact per employee is 1.4 tonnes CO₂ compared to 2.3 tonnes in 2008. The decrease is mainly due to a reduction in short-distance flights, as they are substituted by video conferencing.





The 2012 figure has been corrected, as not all final data was available at the time of the publication of the 2012 COP report.





10

PRINCIPLE:

Businesses should work against corruption in all its forms, including extortion and bribery.

WORKING WITH ANTI-CORRUPTION

Anti-corruption is an integral part of our culture, and business integrity is one of our guiding values, saying: "We act with credibility and integrity in all aspects". We believe that companies which take the lead in nonengagement in corruption will be the ultimate winners. An extract of our policy on business integrity states that:

"We will not in our services or in any other activity, directly or indirectly, accept bribery, extortion, fraud, collusion or any other undue business activity."

Each member of the COWI Group is required to implement business integrity management. This should be done in

accordance with the FIDIC Code of Ethics, COWI's business integrity policies and guidelines, and with the laws applicable in the company's home country and the countries of operation.

In COWI, we believe that the adaptation of good governance, transparency and accountability into day-to-day business is the best fence against anti-corruption.

COWI's whistleblower system enables employees and external stakeholders to anonymously report any violations of our principles on business integrity and sustainable development. It is important that our employees have a common understanding of our business integrity policy and are familiar with the COWI Whistleblower, which can help the business and prevent future offences and unethical behaviour.

KEY ACTIVITIES IN 2013

A challenge in COWI is to reach the more than 6,000 employees working in more than 100 countries.

In 2013, COWI initiated a business integrity compliance project, which will improve due diligence of business partners. Through e-learning, we will improve the training of our employees across the Group. The project will be completed in 2014.

GUIDELINE: COWI WHISTLEBLOWER

COWI wishes to maintain a high standard of business ethics and encourages anyone to talk to their line manager about concerns regarding business ethics. If they feel uncomfortable doing so, they can use the COWI Whistleblower.

To meet our objectives, we will:

- ensure that any concerns raised through the Whistleblower are investigated and appropriate action taken.
- allow everyone including employees, former employees, sub-contractors, agency staff and business partners to use the Whistleblower.
- allow whistleblower notifications within:
- > violations of legislation, regulations and internal policies.
- > misbehaviours with regard to accounting and auditing.
- , fraud, theft and conflicts of interest.
- > improper giving or receiving of gifts.
- discrimination and harassment.
- > violation of environmental protection, health and safety legislation.
- make the Whistleblower publicly available.
- continuously train our employees in maintaining our culture of integrity and honesty and inform them of the Whistleblower.

POLICY: BUSINESS INTEGRITY

COWI wishes to maintain its impartiality and independence and contribute globally to a fair conduct of business, avoiding extraneous influence on selection, execution or compensation procedures. We will not in our services or in any other activities, directly or indirectly, accept bribery, extortion, fraud, collusion or any other undue business activity.

To meet our objectives, we will:

- continuously train our employees in the area of business integrity.
- > continuously develop and maintain proper tools to help and guide our employees.

POLICIES, PRINCIPLES AND TOOLS RELATING TO ANTI-CORRUPTION

All policies are available at www.cowi.com/sustainability

Business integrity policy
COWI's value of integrity
COWI Whistleblower

FIDIC Code of Ethics, adopted by COWI

ABOUT GLOBAL COMPACT

Global Compact is an initiative launched in January 1999 by former UN Secretary-General Kofi Annan. It is a call to businesses worldwide to help build social and environmental frameworks that ensure open and free markets and help people everywhere secure a chance to share the benefits of the new global economy.

The Global Compact encompasses ten principles spanning everything from international declarations on human rights and labour rights to environmental and corruption issues.



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