

*From a sketch on a napkin:*

**The next 5 years: 2014 - 2019**

**20<sup>th</sup> ANNIVERSARY**



**TELIA™**

20<sup>th</sup> ANNIVERSARY

YEARS 2014-2019

**CAREGO**  
the innovators

*Part 5:*

## **The Growth of TELIA**



20<sup>th</sup> ANNIVERSARY

YEARS 2014-2019

**CAREGO**  
the innovators

## Part 5 – An Introduction to the Growth of TELIA

As the next generation of Demetrius's vision began to unfold, his focus turned from 3<sup>rd</sup> party logistics to focus on the technology of TELIA. During the past five years, TELIA has grown immensely since her inception in one of the largest steel coil transload facilities in Canada, where she shipped millions of ton/year using her state-of-the-art technology.

In Parts 1 through 4 of this booklet, you can see how Demetrius Tsafaridis and the CareGo team set the stage for rapid growth and expansion by establishing our core product TELIA, and by creating and running sites for potential clients to visit. At the end of Part 4, The CareGo distribution group (3<sup>rd</sup> party logistics) was sold to C.P. Rail, and CareGo Tek focused solely on technology.

Over the last 5 years, TELIA and CareGo Tek have seen the expansion of our business into new product lines including pipe & tube, sheet and cassette installations, along with significant growth to our core product offerings within the steel coil application. Part 5 of the History of CareGo Team will look into this period of growth for the company.



*Part 5:*

## **Chapter 1: North American Growth and Expansion**



## Part 5 – Chapter 1: North American Growth and Expansion

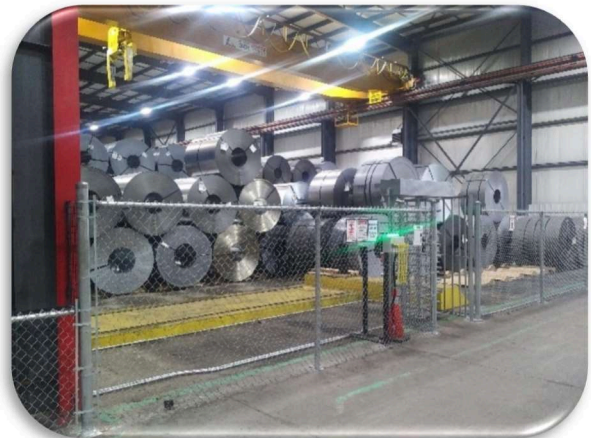
Demetrius, Dave, and Walter were spending significant time in the United States speaking with potential customers. In 2015, this turned into CareGo's first major implementation south of the border at Precision Strip Metal's (PSI) Perrysburg facility in Ohio. This two-crane – one transfer car TELIA solution was designed to receive, store, retrieve, and send steel coils for processing downstream.



*Precision Strip Metals – Perrysburg, Ohio*

While this project was at the core of our TELIA offerings, there were new and unique challenges that required further development and expansion of the system. Destined for exposed sections of vehicles, these automotive coils required an incredible level of precision. While TELIA could meet the precision and quality requirements, Demetrius knew it was necessary for our customer to be convinced. Demonstrations and tests took place, confirming that TELIA was far gentler on products than manual operators. Another unique challenge was due to the height constraint of the warehouse. With this issue, our engineers and optimization experts created *Mountains and Laneways*; a unique feature that maximized storage capacity by dynamically creating paths for flows within a restricted height setting.

Shortly thereafter, CareGo received three new requests; the first was to relocate the existing Peel Ports TELIA implementation, another to expand the TELIA storage optimization and automation in Pipe and Tube for Zekelman Industries, and the third with a TELIA implementation at Samuel and Sons in our home town of Burlington, Ontario, Canada.



*Samuel & Sons – Burlington, Ontario*



*Peel Ports – A New Installation*

To support these new TELIA sales, CareGo expanded and quickly outgrew our office space. In an effort to accommodate the rapid growth, we leased the space upstairs at our Dundas location, almost doubling us in size and employees.

*Part 5:*

## **Chapter 2 : New Clients and Repeat**



## Part 5 – Chapter 2: New Clients and Repeat Orders

With this growth came more orders. Many now were repeat customers and upgrades, while TELIA continued to expand across our clients' networks, and across North America. Over time, the TELIA product evolved with the various needs of our clients. We began incorporating features such as *Common Digs*, *Mountains and Laneways*, and *Obstruction Management*. Each implementation of TELIA was now configured to the unique needs of our client.

As a result, our solution design team headed by Kim Hindle, established a framework of advancing solutions for our clients. The key performance indicators being a return on investment that would demonstrate how TELIA would look within each client's environment. This process would include the growth of our architectural technologists and mechanical engineering team, whilst adding dynamic simulations to test the robustness of the TELIA solutions in a lab scenario.



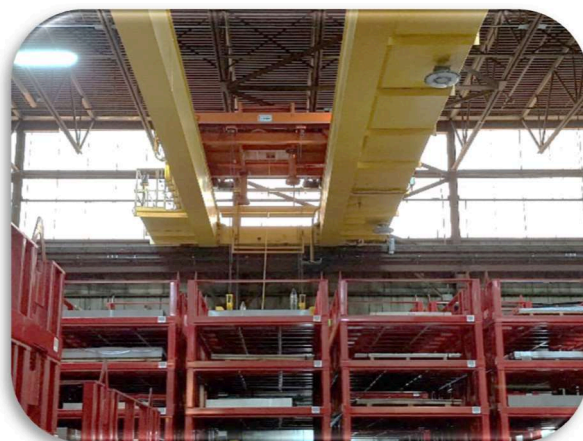
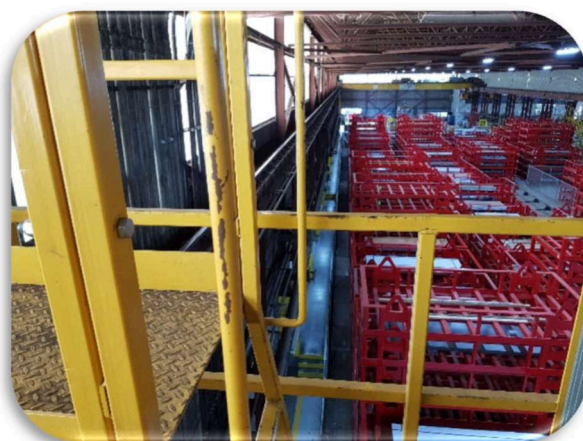
***“Understanding our clients have a unique space and specific business needs, we recognized the need to develop a comprehensive solutions team made up of architectural technologists, mechanical / electrical design engineers, simulation specialists, and software engineers***

***to ensure that each TELIA implementation meets the needs of our customers.”***

*- Kim Hindle, Chief Product Officer*

As clients began placing orders for 2nd and 3rd implementations of TELIA software, creating an approach for both Solutions Design and Project Execution was key to delivering our annual productivity of installations.

At this time, our sales team was working with Samuel and Sons as they looked to expand the use of TELIA from the steel coil business into steel sheets at the end of a cut-to-length line.



*Samuel and Sons – Hamilton, Ontario*

Having successfully completed a test of the TELIA optimization at their Harrow facility, Zekelman Industries was now ready to test the automation portions at their facility in Blytheville, Arkansas across a diverse range of pipe and tube products.



*Zekelman – Blytheville Testing*

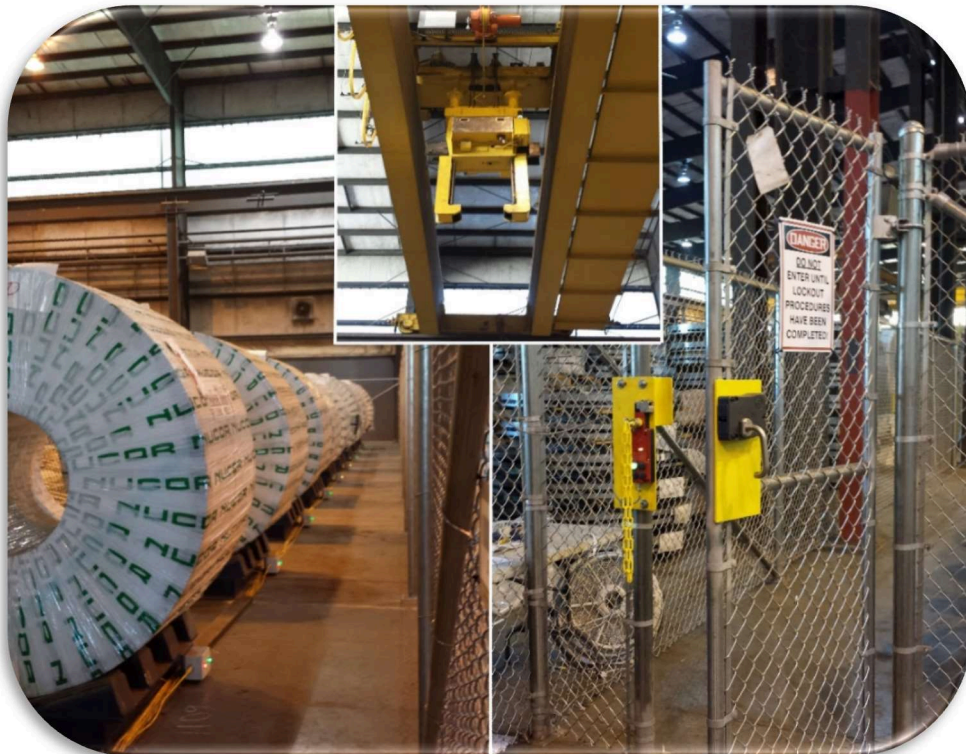
At this time, new clients began coming in based

on word-of-mouth within the industry, and Russell Metals engaged in their first implementation.

Around this time, Marcelino Perez, a seasoned project management professional in the steel industry joined the team to grow and structure a consistent Project Execution process. Working with existing projects managers, Mary Donmoyer and Martin Boni, this gave CareGo the opportunity to expand it's simultaneous implementation capabilities.

***"Implementing large scale systems of this nature within an operating steel mill or any continuous processing environment requires a lot of planning, considerable upfront testing, and coordination of a significant number of players to deliver a successful project. A consistent Project Execution process is the essential component to achieving this goal."***

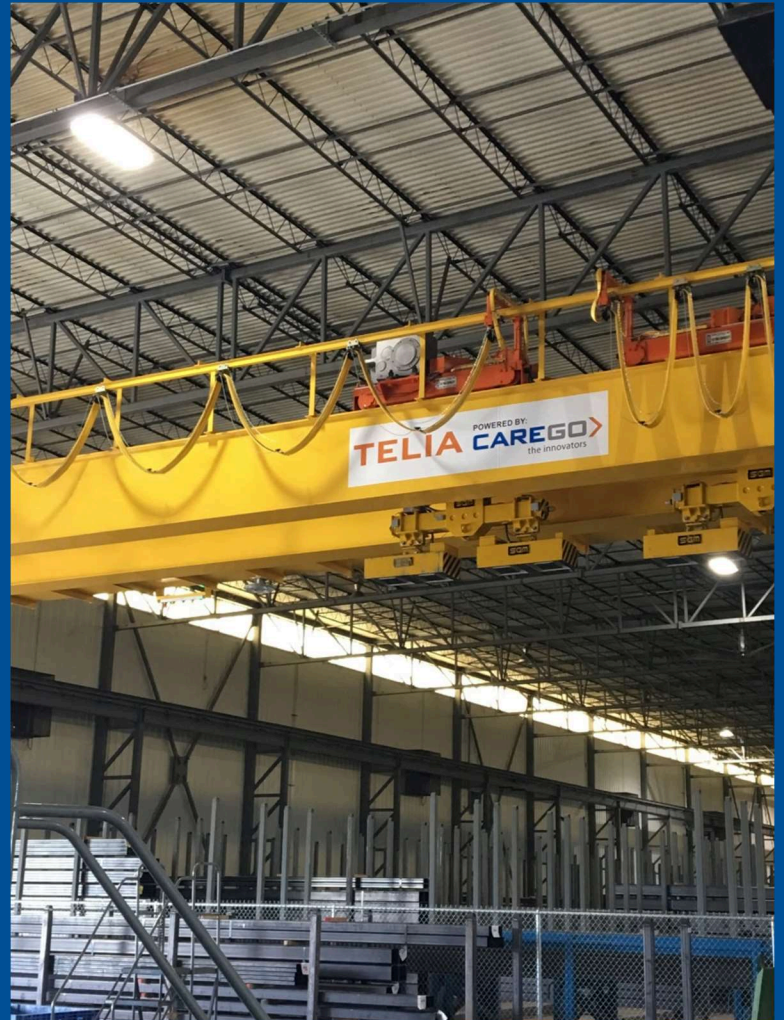
*Marcelino Perez – Chief Projects Officer*



*Russell Metals – Blytheville*

*Part 5:*

## **Chapter 3: Exponential Growth**



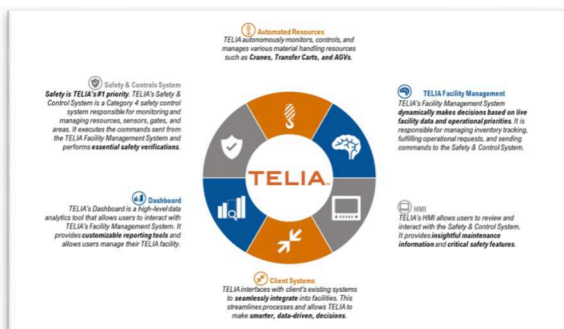
## Part 5 – Chapter 3: Exponential Growth

As the TELIA team travelled the world, 2018 saw installations being implemented and supported throughout North America and Europe, with over 10 sites, 13 separate bays, and 35 automated resources. This allowed the CareGo team to focus on developing the next generation of our product. TELIA had transitioned from its initial storage optimization and automation offering, into flow and multiple storage optimization algorithms. This process could tackle unique product sizes and dimensions such as steel and aluminum sheet, slab, billet, bar, long products and flat products throughout the metals supply chain. With the rising workload, it was time to spearhead all this technological development into a consistent, repeatable portfolio of products. It was time to hire a Chief Technology Officer for this goal.

***“TELIA’s optimization and benefits is a cumulation of detailed engineering of mechanical devices, precision automation and placement of extremely heavy objects all orchestrated by intelligent software engineering. This bringing together of data, intelligent systems, robotics, and automation is exactly what Industry 4.0 is all about.”***

*Steve Noble – Chief Technology Officer*

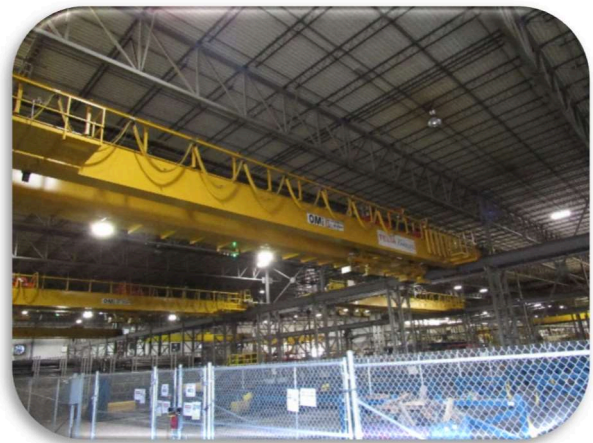
As the implementation of TELIA became more established, TELIA 3.0 was developed. This 3rd generation system expanded the product into 6 integrated components.



It not only included automated resources, but also:

- TELIA Facility Management System
- Safety and Controls System
- Human Machine Interface (HMI)
- TELIA Dashboard
- System Interfaces to ERP, MES, Level 1 Process Control

Having completed two standalone tests at separate Zekelman facilities, Demetrius knew it was now time to go live in Blytheville and start up 3 fully automated cranes tied directly into their production lines.

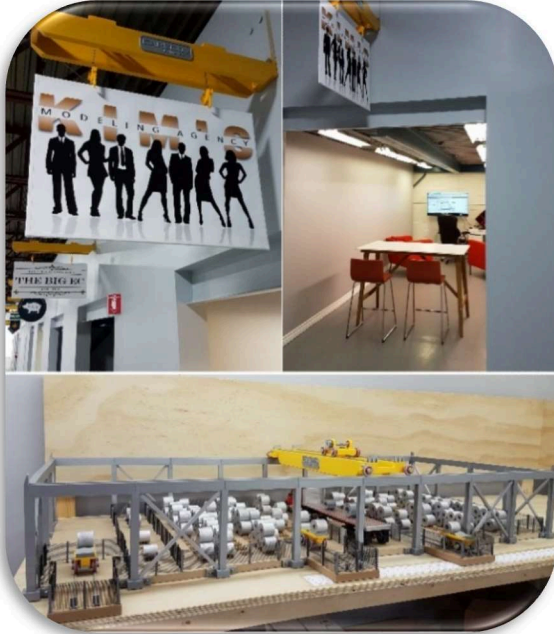


*Zekelman – Blytheville, Arkansas*

As our biggest implementation to date, a large commissioning team was assembled. Having rigorously tested the various components prior to going live, this was our smoothest start-up yet. Quickly thereafter an additional 3 automated cranes were ordered, and the period of exponential growth commenced.

Both Bob Edwards and Demetrius recognized the benefits of rigorous testing of all components both physically and within the system prior to the implementation of a new product. It was time for CareGo to move offices once more.

This time the office would include a warehouse space where we created Living Labs to test, commission, and trouble shoot all new technologies before they go live.



Around this time, we started to collate more of the key benefits of the TELIA system. To our customers it is not about labour reduction that comes from automation, it is about being disruptive to their operations. Automation is only one tool within the toolkit that a TELIA system offers. One of the most tangible benefits is optimization of the inventory or storage space. Whether its raw materials, work-in-progress or finished goods, clients realize that if you condense the non-value added end of their business and free up space for additional processing capabilities, it reduces reliance on 3<sup>rd</sup> party storage.



And while it is impossible to put a price on safety, one of the best quotes we ever received from our clients was:

***"...the best thing is we don't have to go in there anymore..."***

- Quote from a TELIA Operator

It has been 20 years since the inception of CareGo and the Tsafaridis family began their journey of innovation. 15 years since the creation of TELIA, and 8 years of focussing on developing and installing TELIA outside our operations. TELIA, as of summer 2019, automates over 100 assets, has 3 storage optimization verticals, and continues to grow exponentially.

***"If you get too worried about what could go wrong, you might miss a chance to do something great"***

- Mary Donmoyer

*Part 5:*

## **Chapter 4 : A New Customer – The Steel Mill**



## Part 5 – Chapter 4: A new Customer – The Steel Mill

What was going to happen next for the CareGo team? After a significant period of growth and expansion, the adoption of this technology in steel service centers, toll processors, ports and transloads, TELIA had established itself as a proven technology. As a result, Demetrius knew that TELIA was ready for a new generation of clients: the steel mill.

2019 saw two separate implementations of the TELIA system to support entry and exit of galvanizing lines at two different clients, bringing new type of TELIA customer into the CareGo family.



*AK-Steel – Dearborn, Michigan*

Marcelino Perez headed up the first of these installations for AK-Steel; a large integrated steel mill in Detroit, Michigan, whose goal was to optimize the storage density at the exit end of their galvanizing line. This installation required integration of the exit end of the galvanizing line, the entry and exit end of CSL line, as well as entry and exit to a separate inspection line. This required many interfaces with ERP and MES systems and a separate safety handshakes at the Level 1 control systems.

The second of these installations was led by Jeannette Beard for Steelscape at their Rancho Cucamonga facility in California. In the case of Steelscape, the installation of TELIA was to optimize, and condense inventory for both the entry and exit ends of their galvanizing lines as well as feeding their paint line.



*Steelscape – Rancho Cucamonga*

With these installations TELIA is demonstrating it's capability to a highly engaged customer whose operations are 24 / 7 and require a very well-thought out commissioning and transition plan that works with their operations.

As we move into the next 5 years of the CareGo Tek Live history, it is interesting to see where we have come, but the excitement lies in what's ahead. In order to support and continue to grow, CareGo has established a significant Research and Development process. We recognize the need to constantly evolve the TELIA product. As the world continues to develop a vision of a full autonomy, we at CareGo continue to ask ourselves, what's next for TELIA?

Part 5:

**Chapter 5 : Family and Community**

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YEARS 2014-2019

## Part 5 – Chapter 5: Family and Community

***“I never actually sat down and thought about the kind of company I wanted to have, but I am very family-oriented, and I guess it was natural for me to see the employees as a kind of large, extended family. We work hard and expect a lot of each other, but I hope we’ll always be able to enjoy some fun together, too”***

- Demetrius Tsafaridis, President & CEO

### At the Office

That expanding family grows as CareGo continues to consider what type of a company we want to be. 2018 saw the creation of our Social Committee with a significant enthusiasm to create and grow our corporate culture. The Social Committee has resulted in a success of staff engagement, promotes a ton of fun. Basketball tournaments, Ping Pong challenges, Foosball finals, Euchre competitions, BBQ’s in the Spring and Fall, the Jenga tower challenge in addition to attending the Blue Jays game just to name a few events.



*CareGo Team Building Events*

But wait, there’s more! We built a games room at the CareGo Head office in Burlington that included Foosball, Ping-Pong, basketball, VR, video games and a reading nook.



*The CareGo Games and Activity Room*

### In the Community

CareGo has deep roots in the community it calls home. Our founder and CEO Demetrius Tsafaridis has a long-standing connection with helping to create The Eva Rothwell Resource Centre in the Inner City of Hamilton. This is a 48,000 sq. ft. facility completely privately funded and services the needs of the community as 30,000 people a year actively participate in all of the resources that are provided.





*Fundraising Event for Eva Rothwell with CareGo employees 2019*

The celebration of the “20<sup>th</sup> CareGo Eva Rothwell Golf Tournament” was a spectacular for all involved, as the event this year alone raised a record of \$30,000.00, but also hit a major fundraising milestone with a total of a Quarter of a Million dollars being raised over the past 20 years.



*The Carego Annual Golf Event - 2019*

In addition, CareGo created one of the finest learning centres with a significant investment. The “Larry Paikin Literacy Express” was a repurposed 1954 CN passenger rail car that was transformed into a literacy centre. During the past 5 years, over 500 children have had their reading levels enhanced in the comfort of a first-class air-conditioned facility. CareGo was able to provide the capital investment needed, and with additional support of over \$100,000 to make it all happen.

Seeing children play and have fun in a safe place inspires everyone; so much so that the CareGo family were pleased to support the renovation and upgrade of the 10,000 sq. ft. gymnasium which was later named in memory of Demetrius’s father. The gymnasium was renamed the “Foti Tsafaridis 147 Fitness and Wellness Centre”. A \$3,500.00 bubble top hockey game was also donated for the children to enjoy.

CareGo also engaged the local community. Inspired by a local little league team the Burlington Bulls Minor Mosquito Rep Baseball challenged the CareGo staff to a fund-raising challenge. The goal was to raise food for the local community centre. Within a week, CareGo managed to raise almost a half-ton of food.



*Burlington Bulls and CareGo – The Gift of Giving Back Food Drive 2018*

CareGo promoted a piece of Canadian Aviation History with the restoration (by Mohawk Students) of the 1956 Apache Piper Airplane.



*1956 Apache Pipe Airplane*

In 2019 it was announced that a room had been named after Jen and Demetrius Tsafaridis for their ongoing support of the “Young Mom’s program” within the Inner-City Outreach Ministry. This room is an oasis of joy and provides an escape hour for the moms to enjoy a time of hot food with their babies in arm who can be provided with diapers, new baby clothes, formula and much more.



*The Tsafaridis Young Mom’s Program Room*

*“I always thought it was important for people to bring their families along. Not only do we get to know each other better when we meet people’s spouses and kids, I think it makes the workplace more personal. It’s been fun for me over the years to see people’s children grow up, and the staff have seen my own four kids grow up” – Demetrius Tsafaridis*

Culture, community, and a coming together of people, minds and places will continue to be a big part of what makes CareGo unique. As family and safety are part of the four core values of our company both in the past, the present, and so will it be in the future.



*CareGo Corporate Core Values*

Thank you for reading, if you wish to read more about the first 15 years of CareGo’s history, please see:

[www.carego.com/company/about-carego](http://www.carego.com/company/about-carego)

To follow more about CareGo:

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