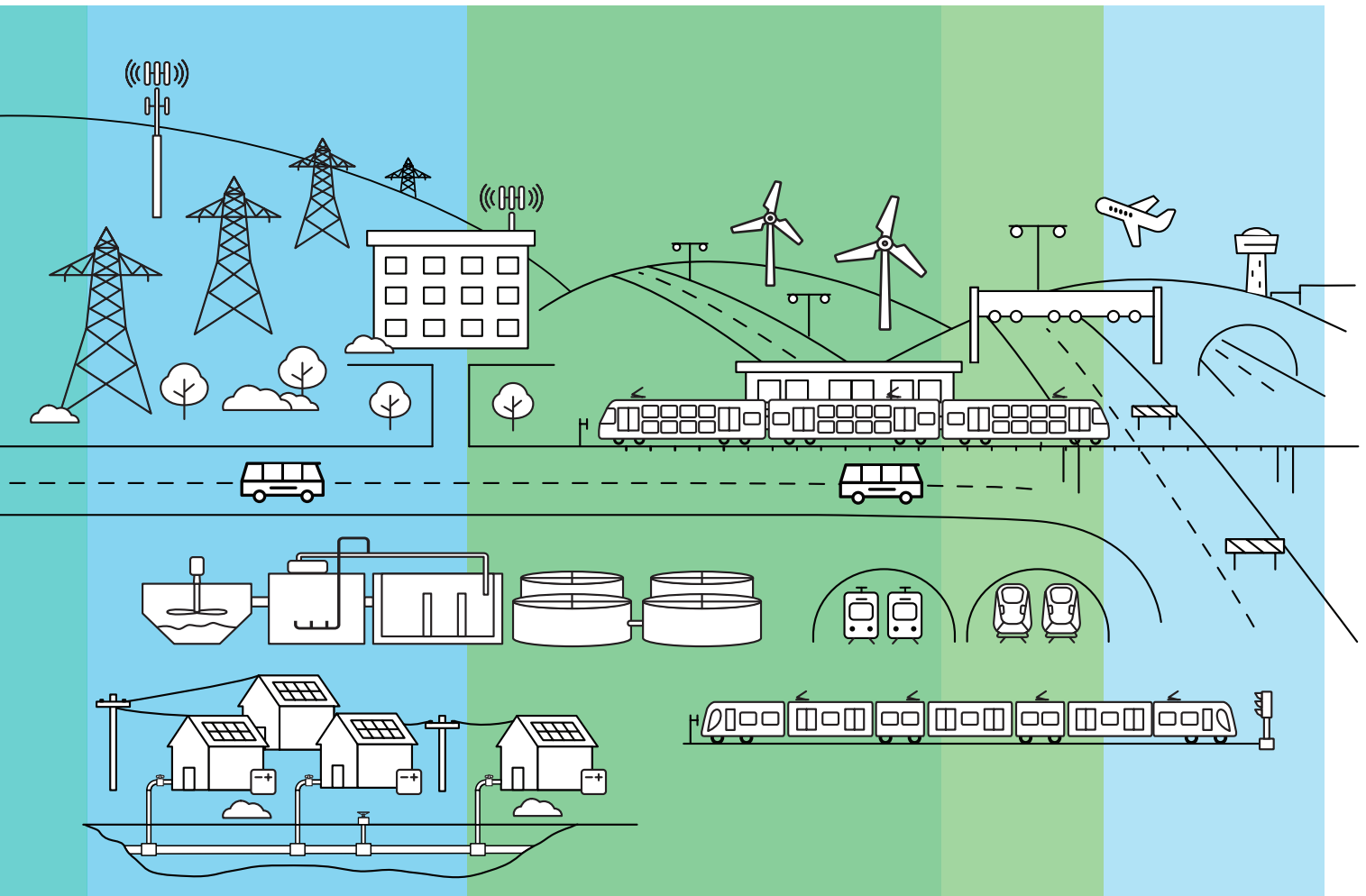


Relationships
creating success



About Downer

At Downer, our customers are at the heart of everything we do.

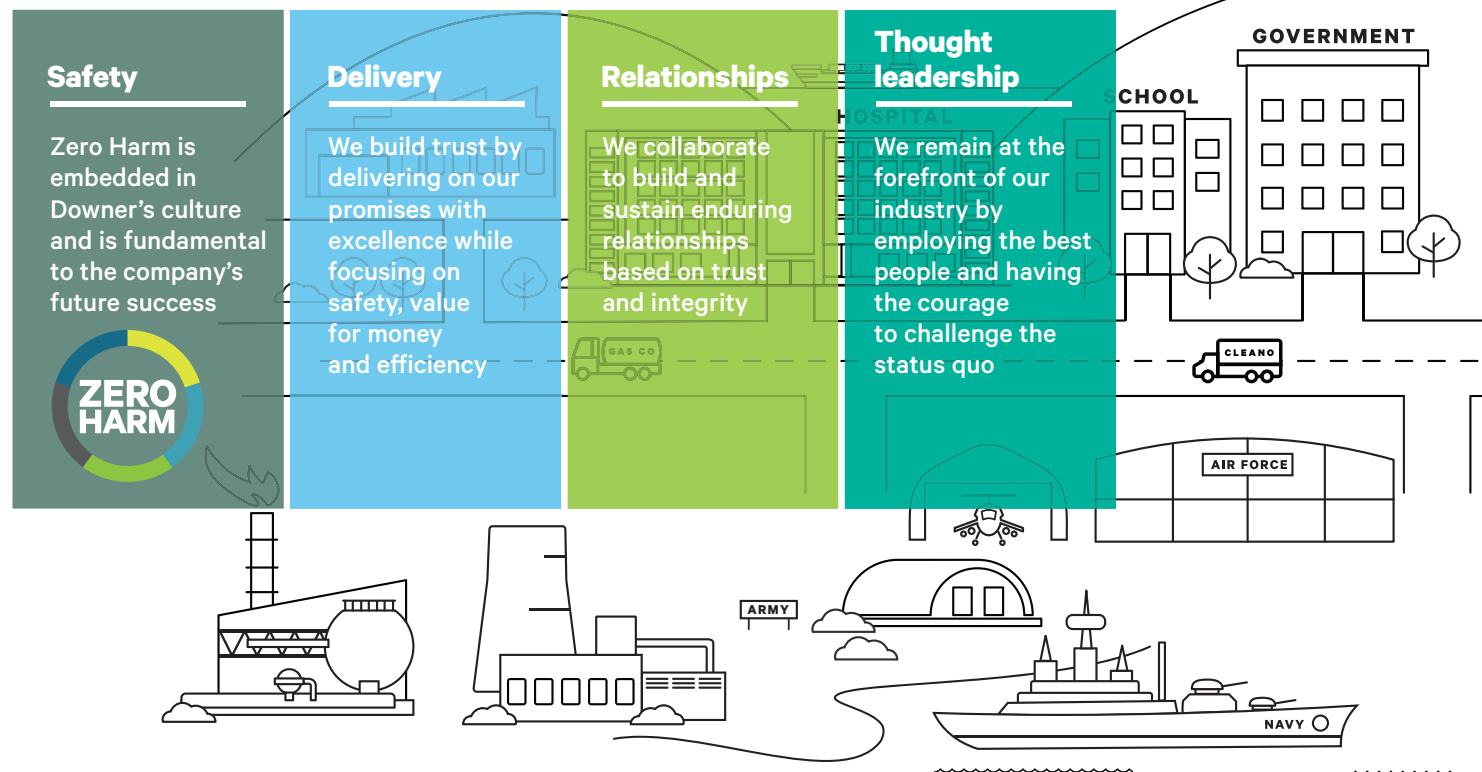
Our Purpose is to create and sustain the modern environment by building trusted relationships with our customers.

Our Promise is to work closely with our customers to help them succeed, using world-leading insights and solutions.

Downer designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in Australia and New Zealand.

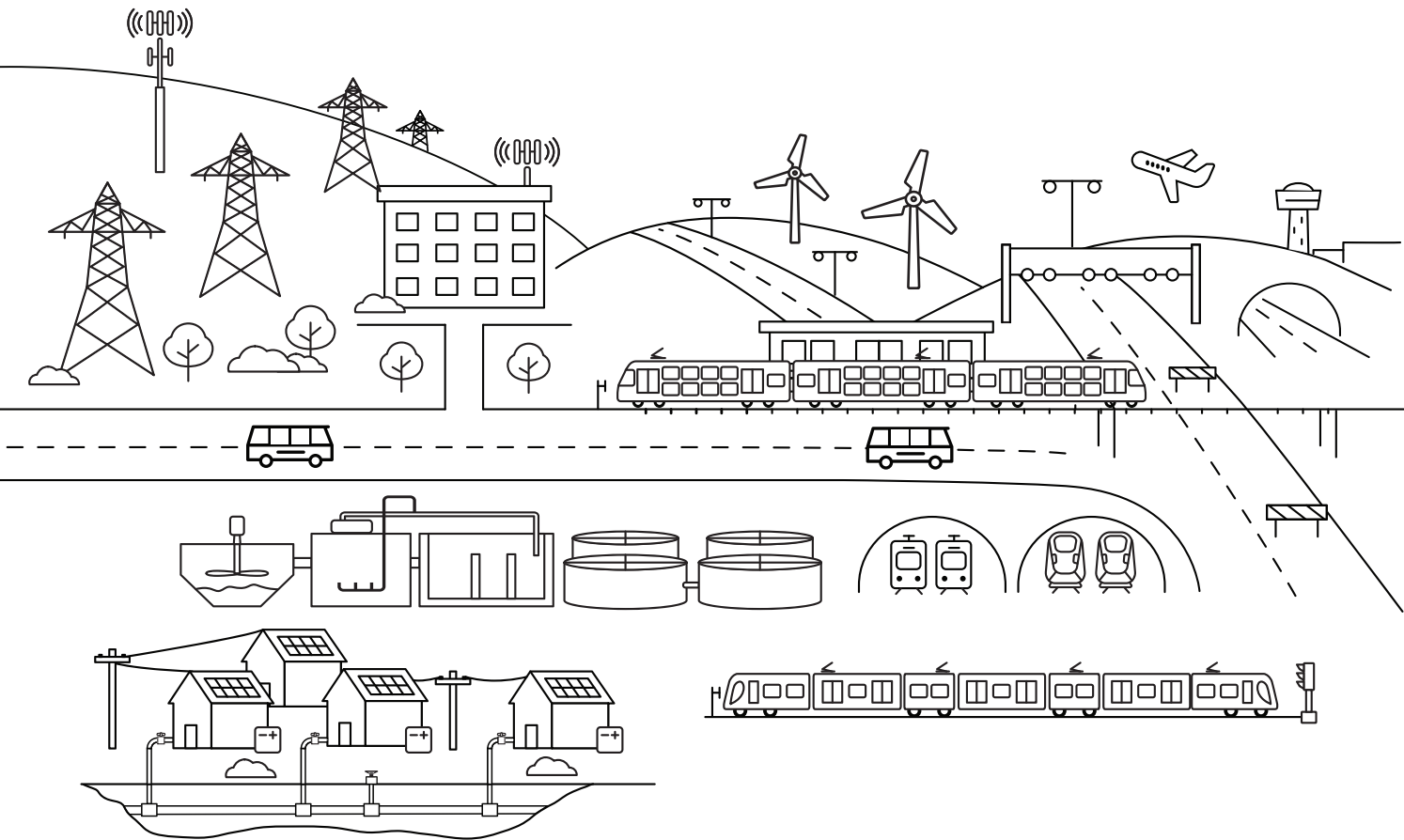
With a history dating back over 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW).

Our business is founded on **four Pillars**:



Downer employs more than 43,000 people

+ 43,000



What we do

490 million

passenger journeys on our operated or maintained transport network in a standard year (including Keolis Downer)

58,000 kilometres

of roads managed and maintained in Australia and New Zealand

3+ GW

of renewable energy generated by plants Downer has built or is currently delivering

58 million

power, gas and water meter reads in Australia each year

4.2 million

hours of non-clinical support services delivered each year to more than 200 healthcare facilities in Australia and New Zealand

30,000

students who attend education facilities that Downer provides asset maintenance services to

One-third

of all Australia and New Zealand Defence estates are maintained by Downer

80%

of power generated in the National Electricity Market is from plants serviced by Downer

High

performing sustainability ratings, as measured by independent ESG analysts (e.g. Sustainalytics, ISS and S&P Global)

330,000

electricity power poles, and 125,000 kilometres of overhead lines, inspected each year

Our expertise

We support our customers through the full life of their assets - from initial feasibility and design through to production and operations and eventual decommissioning.

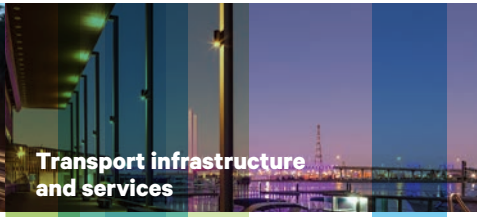
We build strong relationships of trust with our customers, truly understanding and predicting their needs and bringing them world-leading insights and solutions.

We aim to employ the best people and bring thought leadership to each stage of the asset lifecycle as we support our customers to plan, create and sustain.

plan, create and sustain



Road services



**Transport infrastructure
and services**



Passenger rail



Light rail and buses



Airports and ports



Integrated facilities services



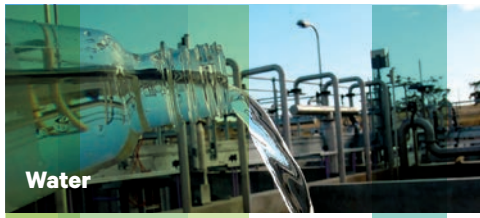
Power and gas



**Technology and
communication services**



**Renewable energy and
power systems**



Water



Health services



Power and energy



Industrial and marine



Education services



Non-residential buildings



Defence



Asset management



Professional and managed services

What we do

Transport – Rail, light rail and buses

Downer is Australia's leading passenger rail and transit systems provider. We work with our customers to address whole-of-life public transport solutions.

Rail and Transit Systems

Downer has more than 100 years' rail experience providing end-to-end, innovative transport solutions.

We are a leading provider of rollingstock asset management services in Australia, with expertise in delivering whole-of-life asset management support.

Our capability allows us to offer turnkey solutions for complex projects and spans every project phase, from design and manufacture to through-life-support, condition monitoring and data analytics, to fleet maintenance, operations and comprehensive overhaul of assets.

By leveraging our in-house capabilities within Downer and Keolis Downer, we are the only player in the market with capabilities in rollingstock, infrastructure, rail systems, operation and maintenance, and system integration.

We set industry best practice with forward-looking technology solutions to deliver safe, comfortable and reliable services.

Sydney's fleet

The Waratah fleet is the pride of Sydney's network, delivering unprecedented reliability, availability, safety and comfort. Downer has delivered a total of 119 Waratah trains for the New South Wales Government, across Series 1 and Series 2 trains, making the combined fleet the largest of passenger trains in Australia, serving the largest suburban network.

In 2019, Downer achieved the fastest rollout of a passenger train fleet in Australia's history, delivering 24 world-class Waratah Series 2 trains in 31 months. In July 2021, on the 10th anniversary of the first Waratah Series 1 train entering passenger service, the final Series 2 entered passenger service.

Downer is also responsible for the through-life-support of the Waratah trains at the purpose-built Auburn Maintenance Centre.

Melbourne Metro

Melbourne's High Capacity Metro Trains project is not only the largest single order of new trains in Victoria's history, but also the first new train design in nearly 20 years.

The \$2.3 billion project includes the integrated delivery of 65 trains, a state-of-the-art maintenance facility, a light service facility, two driver simulators and maintenance of the trains for over 30 years. The trains are being delivered with over 60 per cent local content and the project has created over 1,100 new jobs including over 100 long-term maintenance jobs. It is being delivered by the Evolution Rail consortium comprising Downer, CRRC Changchun and Plenary.

Queensland's New Generation Rollingstock

Downer is delivering accessibility upgrades to Queensland's fleet of New Generation Rollingstock (NGR) trains, with work taking place from our historic Maryborough Service Delivery Centre. All 75 trains, manufactured by Bombardier Transportation, are being upgraded in Maryborough, with works including larger toilet modules and improved accessibility features for people with a disability.

The upgrade of the fleet commenced in 2019, with all trains scheduled to be upgraded and returned to service by 2024.

Bogie centre of excellence

Our Cardiff Service Delivery Centre in New South Wales is equipped with world-class rollingstock overhaul capabilities, including a purpose built eight-car train lift and bogie centre of excellence. In May 2020, the facility completed a bogie overhaul project for Sydney's 78 Waratah Series 1 trains, overhauling 1,248 bogies in a period of two-and-a-half years. Cardiff also has the capacity to support technology upgrades, customer experience enhancements and new fleet introduction.



Tram refurbishment

Downer's East Preston site is refurbishing approximately 85 per cent of Melbourne's iconic tram fleet. With 450 trams being refurbished, it is the largest tram overhaul project in the world.

The project delivers life extensions, refurbishments, deep cleans and overhauls of six different classes of trams, some of which are 50 years old.

More than 250 trams have already been refurbished, providing the 200 million passengers who travel by tram each year a more reliable and comfortable journey.

Light rail and buses

Through our joint venture, Keolis Downer, we are Australia's largest private provider of multi-modal public transport solutions. Keolis Downer is also the largest light rail operator in Australia and one of the nation's most significant bus operators.

It operates and maintains Yarra Trams in Melbourne and G:link on the Gold Coast, and has significant bus operations in Western Australia, South Australia, Queensland and New South Wales.

It is also the operator of the integrated public transport system in Newcastle that includes buses, ferries and light rail.

It develops new forms of shared and customised mobility, such as on-demand transport and autonomous vehicles to cater to the evolving needs of local communities.

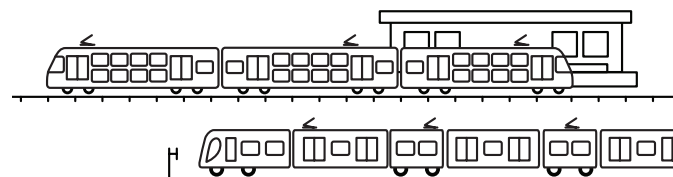
For more information visit
www.keolisdowner.com.au



Rail networks

Keolis Downer operates and maintains Adelaide Metro train services in South Australia.

As a local operator, backed by a wealth of international experience, Keolis Downer is delivering better, faster and more frequent train services to the people of Adelaide, and aims to make public transport the first choice for commuters by delivering world-class services.



What we do

Transport – Road services

Downer builds, manages and maintains road networks across Australia and New Zealand, and manufactures and supplies products and services to create safe, efficient and reliable journeys.

Downer maintains more than 33,000 kilometres of road in Australia and more than 25,000 kilometres in New Zealand.

We offer one of the largest non-government owned road services businesses in Australia and New Zealand, providing integrated and sustainable road network maintenance and surfacing solutions to Federal, State and Local Government entities, as well as public and private organisations including developers, mines, construction companies, airports, ports and motor racing facilitators.

We create and deliver solutions to our customers' challenges through strategic asset management, an integrated portfolio of sustainable products and services, and an industry-leading position in the circular economy. Our road network solutions are underpinned by industry-leading research, development and innovation, unique asset management tools and our commitment to safety, environment and sustainability through industry awarded Zero Harm programs.

With leading positions across the value chain – from strategic network management to the manufacture and supply of road maintenance products and services – along with our extensive strategic footprint in both Australia and New Zealand, we offer customers a complete integrated solution.

DM Roads

Our DM Roads business provides a range of services in road network asset management and intelligent transport systems for government and privately operated road networks. From long-term strategic asset stewardship utilising Australian-first ISO 55000 accreditation to routine maintenance programs, our services are tailored to meet our customers' needs and objectives and the expectations of road users.

Our specialist expertise in asset modelling, asset inspections, data analytics, pavement engineering and program optimisation combined with our range of systems, processes, software and complex measurement and diagnostic equipment, ensures long-term network objectives and creates safe, efficient and reliable journeys for road users. DM Roads leverages Downer's road network products and services and circular economy offerings to provide integrated solutions meeting the needs of its customers.

DM Roads has long-term asset stewardship and road management contracts throughout Australia, while Downer also has a number of alliances in New Zealand such as the Infrastructure Alliance in Hamilton, Whanganui Alliance, Taranaki Alliance, Waikato District Alliance and the Milford Road Alliance.



Key services include:

- Road network management
- Routine maintenance
- Asset management systems
- Intelligent Transport Systems (ITS)
- Smart city infrastructure
- Long-term strategic network planning
- 24/7 emergency response management
- Vegetation maintenance.



Asphalt solutions

Our extensive and diverse range of fixed and mobile asphalt plants across Australia and New Zealand include the latest in high recycling techniques utilising the most advanced asphalt process technology in the Southern Hemisphere. Downer now operates High Recycling Technology plants, which are capable of producing asphalt incorporating up to 100 per cent recycled materials in Victoria, New South Wales, Queensland and South Australia, with other high-recycle capability plants in other States and Territories.

Our sustainable pavement solutions can include soft plastics, expired printer toner, crushed glass, end-of-life tyres, fly ash, steel slag and reclaimed asphalt pavement to manufacture our awarded Reconophalt™ suite of products and low-carbon asphalt.

We have the capability to perpetually recycle these pavements into the future, providing a truly sustainable solution. Downer is proudly the industry leader in the production of sustainable asphalt products.

Downer's asphalt laying and production services are supported by our leading National Research and Development Laboratories.

Key services include:

- Manufacture and supply of sustainable asphalt products
- Asphalt laying
- Profiling/cold milling
- Research and product development.

Bituminous products

Downer is a leading manufacturer and supplier of bitumen-based products. We operate a network of strategically located bitumen blending facilities, supported by our in-house transport fleet to meet the needs of our customers across Australia.

Our range of bitumen-based products include blended bitumen, low-emissions binders and bitumen emulsions suitable for use on roads, airports and motor racing tracks, as well as unsealed roads such as in regional areas, mining operations and national parks. We also deliver services in spray sealing and pavement preservation, including microsurfacing and rejuvenation.

Key services include:

- Importation, manufacture and supply of blended bitumen products
- Spray sealing
- Pavement preservation, including microsurfacing and rejuvenation
- Bitumen emulsions

- Low-emissions binders
- Bitumen products logistics
- Haul road binding, all weather dust suppression and maintenance.

Specialist services

Downer delivers a range of specialist surfacing solutions and services on airport runways, motor racing tracks and roads, as well as cost-effective and sustainable pavement stabilisation and recycling services for the construction and maintenance of key infrastructure assets.

Key services include:

- Specialist pavement delivery for airports, ports and racetracks
- Pavement stabilisation and rehabilitation
- Road-related construction
- Pavement recycling and repurposing
- Pavement preservation, including Rhinophalt™ rejuvenation and cracksealing
- Project management.

Reconomy

Downer's resource recovery business, Reconomy, uses leading technology and innovation to repurpose waste that would otherwise be sent to landfill to create valuable inputs that can be used in our own internal products and services, including asphalt, or by industry and our customers. To us, it's all about pulling products not pushing waste.

We take our customers' waste products and transform them into valuable products they can reuse in their communities. We deliver solutions that recycle and repurpose domestic, organic, commercial, road and construction waste materials into quality construction and organic products. These efforts help drive the circular economy through practical applications, while reducing the reliance upon increasingly scarce virgin materials.

Downer is also a partner in Repurpose It, based in Melbourne.

Key services include:

- Landfill avoidance
- Repurposing
- Washing and screening of waste products
- Crushing and screening of reclaimed asphalt pavement
- Bituminous stabilised road base
- Cement treated road base.



Metropolitan Roads Asset Management Services (MRAMS)

DM Roads has delivered the MRAMS Western contract for Victoria's Department of Transport since 2006, managing and maintaining 1,100 kilometres of freeway and arterial roads and 1,300 structures across 13 councils in Melbourne's north-western suburbs.

The services provided include planning and executing routine maintenance, periodic works, rehabilitation and improvement project works, along with emergency services, as required.

The extensive range of maintenance services involved in the MRAMS contract has allowed DM Roads to integrate other Downer services to offer our customer a complete and integrated delivery package.

DM Roads used the full capacity of Downer to complete a recent rehabilitation project, bringing together Downer's asphalt surfacing operations, specialist services team and resource recovery business, Repurpose It, to deliver the work five days ahead of schedule. The accelerated rehabilitation of College Crescent in Parkville, which was scheduled to run 24/7 for 22 days, delivered benefits for the community – minimising disruption of a critical link between the east and west of Melbourne and reducing disruption to local residents.

The services provided by Downer to MRAMS demonstrate a complete, sustainable and integrated asset management and maintenance solution, provided by a coordinated one-stop-shop team that is focused on road users and a safer road network.

What we do

Transport – Infrastructure

Downer delivers vital transport infrastructure by providing specialist engineering solutions that create sustainable outcomes.

Downer has a long history of delivering transport infrastructure projects under a variety of contracting models. Our services include the design and construction of light rail, heavy rail, bridges and roads, as well as track and station work, signalling, rail systems and rail safety technology.

Our integrated capabilities enable intelligent transport solutions, road network management and maintenance, facility maintenance and utilities services. We also have particular expertise delivering services within the constraints imposed by a live operating environment.

Downer understands the challenges and opportunities inherent in delivering major public infrastructure in an urban corridor with complex community and stakeholder interfaces. We are also unique in our offering of providing teams with proven local and international light rail delivery and operations experience.

Key services include:

- Track construction
- Light rail
- Depots
- Station construction and upgrades
- Overhead line equipment
- Rail signalling design and install
- Safety assurance and systems engineering
- Rail maintenance
- Civil
- Bridges and structures
- Specialist in complex contract types.

METRONET Yanchep Rail Extension and Thornlie–Cockburn Link

Downer, as part of the **NEWest Alliance**, is delivering the greenfield Yanchep Rail Extension and the brownfield Thornlie–Cockburn Link components of Perth's METRONET program.

Downer and CPB Contractors have created a joint venture, delivered under an alliance contract, to complete the project which is funded by the Western Australian State and Australian governments.

Downer's scope of work includes railway construction, relocation of freight lines, station platform extensions, station construction and other station modifications as well as the construction of new road-over-rail bridges and other associated work.

Downer is also directly supplying the rail signalling design and assurance staff to the alliance.

Transport Access Program (TAP)

TAP is an initiative driven by Transport for NSW (TfNSW) to improve and enhance access for all commuters.

Downer has been helping TfNSW deliver TAP since 2013, designing and constructing train stations and transport interchanges as well as upgrading existing facilities to meet Disability Discrimination Act and Building Code of Australia requirements. Downer draws on our experience implementing efficient possession management in live rail environments, developing effective urban access for the community, enhancing amenities in high-profile and heritage-listed sites, and improving accessibility across all modes of transport.

Parramatta Light Rail

Downer is a member of Parramatta Connect, a 50:50 joint venture with CPB Contractors, which is delivering Parramatta Light Rail Stage 1 – a project that will connect Westmead to Carlingford via the Parramatta CBD and Camelia with a 12-kilometre two-way track. The project scope includes light rail track, road works, 16 stop platforms, three transport interchanges, pedestrian zones and urban design.

Parramatta Connect has installed a through-truss bridge on James Ruse Drive – a first on a light rail project in NSW and has achieved a 'Leading' Design rating from the Infrastructure Sustainability Council.

Warrnambool Line Upgrade

This project will deliver more than 200 kilometres of new signalling, two new crossing loops and a new stabling facility, enabling more frequent and reliable train services for passengers between Melbourne and Warrnambool.

Downer partnered with Rail Projects Victoria to deliver the entire turnkey solution for this important project.

Downer has one of the largest in-house Rail Systems Engineering teams in Australia and we are proud to bring our unique rail systems capability to self-perform the complex end-to-end signalling design, delivery and commissioning of the project.



What we do

Power solutions

Auckland City Rail Link (CRL)

Downer, as part of three joint ventures – Downer Soletanche Bachy (CRL C1), Connectus (CRL C2) and Link Alliance (CRL C3, C5 and C7) – is delivering three of Auckland's City Rail Link projects, the largest transport infrastructure project ever undertaken in New Zealand.

The City Rail Link is a 3.45 kilometre twin-tunnel underground rail link, up to 42 metres below the city centre. This is transforming the downtown Britomart Transport Centre into a two-way through-station, which better connects the Auckland rail network. The City Rail Link is currently due for completion in 2024.

Downer played a 50 per cent role in each of the joint ventures delivering the CRL C1 and C2 projects, providing project management, technical expertise, functional support and delivery of civil and building works with a combination of direct and subcontract workforce. For C2, construction included rail tunnels built in the CBD 18 metres below street level. C1 involved lifting the 100-year-old Central Post Office building, underpinning and cutting off a large proportion of original foundations to allow for constructing the CRL tunnels underneath the building.

Downer is a 30 per cent joint venture partner for the CRL C3, C5, C7 works, providing similar management, technical and functional support along with supervisory and delivery workforce for the civil, building and rail works. Downer also provides people and support for the associated rail systems work.

Downer also holds a 30-year maintenance contract for the three new stations being built as part of CRL, with a Downer maintenance team embedded into the CRL C3, C5, C7 delivery joint venture.

As one of Australia's largest and most experienced contractors delivering power systems projects nationally for both utility and private developers, we have long-standing relationships with electricity transmission networks. We have capability to deliver renewables to connect and upgrade the capacity of the existing network infrastructure.

Having one of the largest power systems design houses within Australia, Downer's expertise is often engaged early to employ our construction knowledge for large scale, complex infrastructure projects providing a full end-to-end service of design, procurement, project management, construction, commissioning and complete operations of substations, transmission lines, solar farms and wind farms.

Downer has successfully delivered over 3GW of renewable generation capacity, including the largest installed Battery Energy Storage System, the 30MW system in Ballarat, Victoria.

Key capabilities:

- Transmission lines
- Substations
- Renewables
- Engineering services.

Eyre Peninsula Link

In May 2021, ElectraNet awarded Downer a contract to construct the new 270 kilometre, high-voltage transmission line across the Eyre Peninsula.

The existing transmission line powering the region is more than 50 years old, so careful planning was essential to ensure the new line will meet the region's current and future needs.

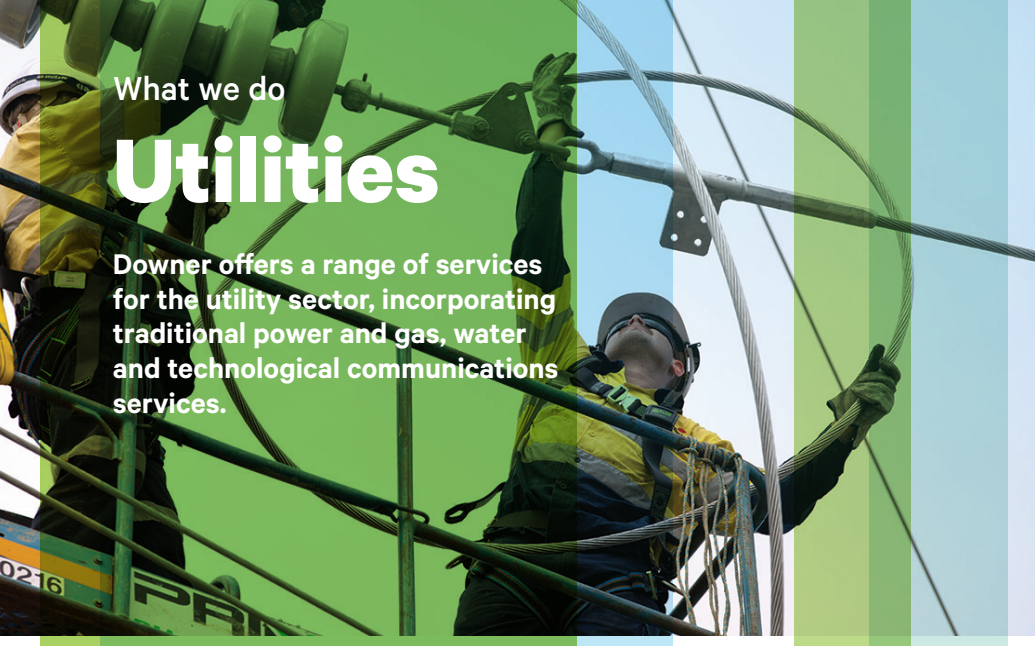
The project includes a new 262 kilometre double-circuit 132kV transmission line from Cultana to Port Lincoln via Yadnarie, with substation upgrades at Cultana, Yadnarie, Port Lincoln Terminal, Wudinna and Middleback.

The new line is expected to be energised by the end of 2022.

What we do

Utilities

Downer offers a range of services for the utility sector, incorporating traditional power and gas, water and technological communications services.



Power and gas

Downer has long-term relationships with power and gas customers to undertake full operational and maintenance services. Our services include fault response, design, planning, maintenance, construction, inventory management, inspection, patrol and decommissioning of customers' existing network assets.

We also augment and deliver new network assets including the design, construction and commissioning of transmission towers and pipelines, substations and city gates, new customer projects and connections in estates, commercial and residential environments, as well as metering technology for efficient energy consumption.

Our services are supported by field mobility technology that fully integrates our customers' enterprise resource planning to field devices to ensure all activities are recorded in real-time, resources are utilised with maximum efficiency and the dispatch of faults or priority works is allocated to secure full restoration of supply within minimum timeframes.

Our performance on the network is benchmarked at an activity unit level, repeatedly demonstrable and assessed against continually improving key performance indicators.

AusNet Services

Downer's partnership with AusNet Services stretches back to January 2000, when AusNet awarded Downer a contract to operate and maintain various aspects of their electricity distribution network. The relationship has evolved significantly over the ensuing two decades from managing contracts to becoming a trusted delivery partner for AusNet. In 2004, the relationship grew as AusNet awarded another contract to Downer for the operation and maintenance of its gas distribution network. In 2019, Downer became AusNet's delivery partner responsible for the 24/7 operation and maintenance of AusNet Services' electricity distribution network.

Powerco

In New Zealand, Downer has provided electricity network maintenance, 24/7 fault response and capital works for Powerco in the North Island since 2014. The 24/7 fault response provides coverage for all faults due to service life expiry, storm and high wind loads, earthquakes and snow, and vehicle-power pole incidents. Other works include capital projects, high load supervision, network switching and operation including third party switching, defects and investigation into lines down. In March 2021, Downer completed the largest program of capital works for Powerco to date, supporting our customer to meet its regulatory obligations with the Commerce Commission.

Water services

We are a leading provider of asset management and asset maintenance services, supporting our customers across the full asset lifecycle, from conceptual development through to design, construction, commissioning and into operations and maintenance.

Our services include design, construction, operations, maintenance and meter reading across water and wastewater treatment, water and wastewater networks and biosolids management.

We collaborate with our customers to manage their assets, so they create community benefits that are sustainable, innovative, cost-effective and provide value to all stakeholders.

We have a demonstrated track record of delivering our core services in long-term partnerships for key customers.

In Australia, key customers include Logan Water, Urban Utilities, Melbourne Water, Icon Water, Sydney Water, City West Water and Yarra Valley Water. Key customers in New Zealand include Auckland Council, Whangarei District Council, Tauranga City, Western Bay of Plenty District Council, Southland District Council, Queenstown Lake District Council, Horowhenua Alliance and Watercare.

Logan Water Partnership

In 2020, Downer was awarded a five-year contract to partner with Logan City Council (LCC) in the Logan Water Partnership to deliver planning, design, delivery and program management services for water and wastewater assets for the City of Logan in South East Queensland. This is the third alliance model that LCC has entered into with Downer, underlying the mutual trust and respect we share.

Watercare

Downer delivers efficient and safe water supply to 1.25 million Kiwis in New Zealand. Key customers in New Zealand include Auckland Council, Whangarei District Council, Tauranga City, Western Bay of Plenty District Council, Southland District Council, Queenstown Lake District Council, Horowhenua Alliance and Watercare.

The Watercare contracts make Downer the largest three waters (storm water, drinking water and wastewater) service provider in Auckland's north-western region.

Metering services

The Skilltech business provides manual metering, digital metering and field support services to power, gas and water utilities in major cities, regional centres and rural areas across Australia.

Covering domestic, commercial and industrial markets, Skilltech is known for delivering safe, innovative and cost-effective solutions for our customers.

We lead the way in delivering rapid response field teams to provide metering services, technology solutions, data capture/monitoring, auditing and informational insights that improve customer outcomes.

Downer, along with our partner Secure Meters, is accredited with the Australian Energy Market Operator (AEMO) as a metering coordinator, metering provider and metering data provider.

City of Gold Coast

Skilltech has been a key partner for City of Gold Coast since 2016, delivering holistic metering services including meter reading, meter replacement, metering projects and auditing, as well as collaborating on smart metering concepts.

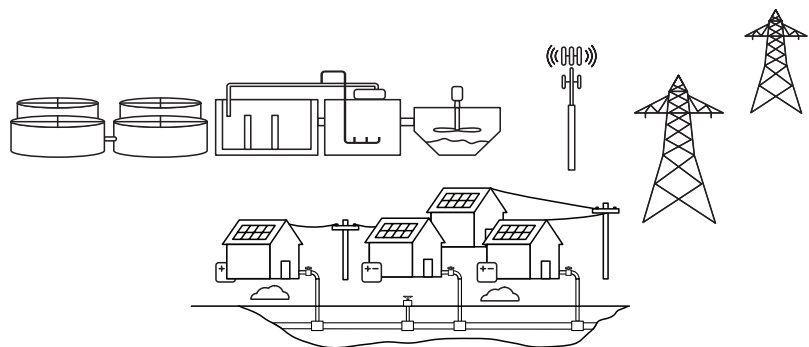
Technology and communications services

Downer is a leading provider of end-to-end telecommunications services and new energy solutions. We offer integrated design and construction expertise, as well as network operations and maintenance capabilities across critical infrastructure network owners within the telecommunications, water, power and transport sectors.

As one of the largest construction and maintenance service providers of fixed and wireless telecommunications infrastructure in Australia and New Zealand, Downer has established a reputation as a trusted delivery partner supporting our customers through network lifecycle evolution.

We provide new energy solutions across residential, commercial and industrial sectors including solar photo-voltaic systems, energy storage and electric vehicle charging infrastructure for both private vehicles and public transport authorities.

Our core, in-house capabilities are in engineering services (civil, structural and electrical), site acquisition, stakeholder engagement, design services (fibre, copper, radio frequency, solar and energy storage), construction and program management. We also operate a 24/7 Technical Operations Centre, providing national support to our customers in the operations and maintenance of their networks.



NBN

Downer has been a key long-term delivery partner for nbn™, contributing to the deployment of the NBN footprint with the completion of network infrastructure, servicing approximately 1.8 million premises. Since 2012, Downer has delivered contracts across all fixed network technologies within the Multi-technology Mix, including Fibre to the Premise (FttP), Fibre to the Node (FttN), Fibre to the Curb (FttC) and Hybrid Fibre Cable (HFC).

Chorus

Downer has been a primary service provider to Chorus since 2000, entrusted with the care and guardianship of its critical network infrastructure. Downer is managing the design, construction, maintenance, installation, network rehabilitation, customer installation activity, logistics and supply of Chorus' copper, fibre and radio networks in various parts of New Zealand, including the Chatham Islands. Downer also manages all Chorus' engineering services work, safeguarding the exchanges to keep networks operating in all conditions.



What we do

Defence

Downer and its ancestor companies have been working with Defence since 1941. Today, our defence business – Downer Defence – delivers a range of services to the Department of Defence, the Australian Defence Force (ADF) and Commonwealth agencies, including national security.

Downer is a sovereign Australian company that delivers genuine Australian Industry Capability for Defence.

As an integrated services company, Downer's service lines support the entire military capability lifecycle with a heritage of successful delivery across Defence, national security organisations, the major primes and other government agencies. In 2021, Downer merged its Defence offerings into Downer Defence, composed of three arms: Downer Professional Services; Base and Estate Management; and Estate Development and Base Upgrades.

As an Australian Defence Magazine (ADM) Top 10 Defence Contractor, Downer is a proven and trusted long-term partner, committed to growing Australia's Defence industry with the participation of small-to-medium enterprises. Downer Defence executes complex projects across the Land, Sea, Air, Cyber, Space and Key Enabler domains. Acting as either a prime contractor, managing contractor, subcontractor, joint venture partner or through our Major Service Provider (MSP) consortium, Downer has successfully delivered Defence projects to Defence's Estate and Infrastructure Group (E&IG), Chief Information Officer Group (CIOG) and Capability Acquisition and Sustainment Group (CASG).

Downer Professional Services

Downer Defence has a large and established Professional Services business that provides critical support and advice to both Defence and national security agencies. Downer Professional Services delivers complex projects and programs and is specialised in the introduction of systems and security sensitive capabilities.

With 900 in-house and key small and medium enterprise partner resources, Downer Professional Services works on behalf of the Commonwealth to provide:

- Above-the-line services
- Strategic procurement advice
- Workforce planning
- Supply chain development and management
- Business case development
- Cybersecurity strategy and advice
- Managed solutions.

Base and Estate Management

Downer Defence has a long heritage in supporting the smooth running and upkeep of Defence bases and military precincts including:

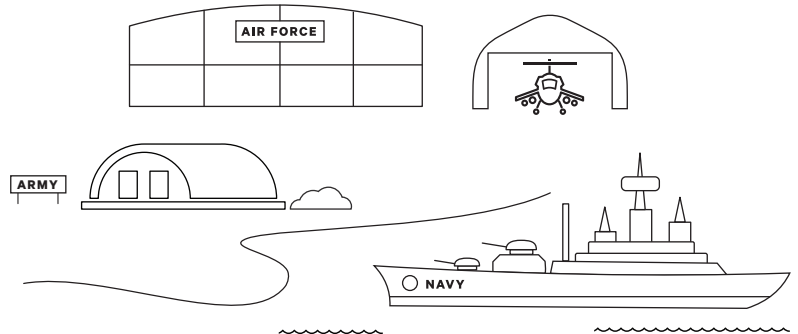
- Airfields
- Naval bases
- Barracks
- Accommodation precincts
- Military training ranges
- Education precincts.

Base and Estate Management provides asset management, facilities maintenance, engineering and condition assessment as well as a large range of support and operational services to the ADF. This business manages more than 170 military bases across Queensland, ACT and New South Wales, as well as the high security Headquarters Joint Operations Command (HQJOC) installation.



Estate Development and Base Upgrades

Downer has been building and upgrading new infrastructure on ADF bases since 1968. Downer Defence's Estate Development and Base Upgrades business currently delivers a range of project management, program management and hands-on delivery of infrastructure to Defence locations. Unlike traditional project managers, Downer Defence takes a whole-of-life perspective by approaching base upgrades from a sustainment perspective as well as the traditional build, cost, program and quality lens. The pinnacle of Estate and Base Upgrades work is its managing contracts, where it acts on behalf of Defence to perform design and options analysis for user groups before engaging and managing Downer capabilities and subcontractors to perform major redevelopment works.



What we do

Facilities and asset services

We are a leading provider of end-to-end facilities management and asset lifecycle support services across Australia's critical social and economic infrastructure.

Downer is the largest integrated facilities management service provider in Australia and New Zealand.

Our customers depend on us to provide essential services for their businesses across a diverse range of industries.

We deliver more than 100 integrated facilities services for more than 1,000 customers across government, education, healthcare, aged care, power, oil and gas, industrial and marine sectors, stadia and venues.

Our workforce is diverse with highly trained teams delivering services across the spectrum: from frontline soft services in high risk settings to high-end hospitality in iconic venues, from mechanical HVAC and construction services for government to highly complex technical engineering, maintenance, projects and shutdown services in heavy industry.

Our technical capability and extensive geographical footprint in this area sets us apart from our competitors in delivering shutdown, turnaround, outage services and brownfield capital works to customers around Australia.

Relationships are at the heart of our success.

Developing partnerships that are flexible and aligned with our customers' business strategy means we can continually improve our services and customer outcomes.

We are future-focused and continue to invest in developing innovations that deliver efficiencies for our customers and support them in reducing their environmental footprint.

Proven long-term partner

With 16 Public Private Partnership (PPP) projects across the healthcare, education and leisure sectors, we are known for our customer focus, the quality of our service delivery and professionalism of our people.

Government

We provide property and facilities management services for government departments, agencies and authorities at the federal, state and municipal level.

Our streamlined approach to asset management systems works to move maintenance from 'reactive' to 'planned' spends. This allows our customers to better understand the costs of upkeep and extend the life of their assets – and significantly lowers long-term maintenance costs.

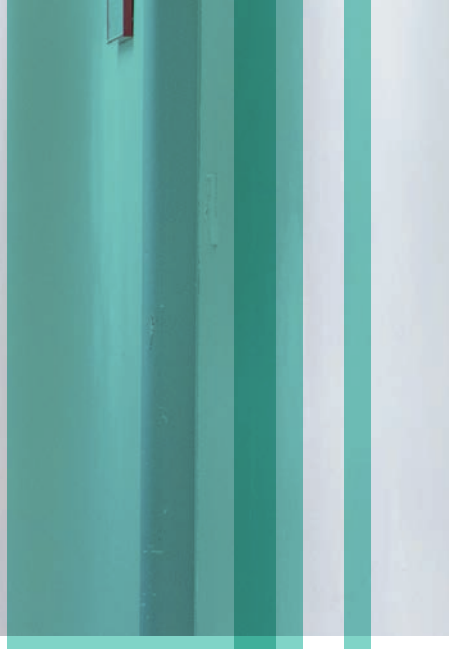
New South Wales Land and Housing Corporation (LAHC)

Since 2002, Spotless has shared a long-term partnership with LAHC, delivering asset services maintenance for the LAHC as part of a five-year contract.

Under the contract, we maintain over 24,000 social housing properties, including maintenance, capital works and restoration/heritage works.

The services are provided to residential properties across three regions in New South Wales – Central Coast, Inner West Sydney and the Illawarra.





Hospitality

Downer provides hospitality services to the aged care, education, healthcare and stadia sectors around Australia. With a strong commercial focus and specialist experience, we work closely with our customers to ensure our solutions fit their food, delivery and budget requirements.

We manage iconic stadia and venues across Australia and New Zealand, and work to create experiences that ensure the comfort and satisfaction of everyone who enjoys our hospitality services.

Health and Education

The Health and Education team delivers facility management services to hospitals, aged care facilities, primary/secondary/special needs schools, student accommodation and tertiary educational facilities in capital cities and regional centres across Australia.

These facility management services include: catering services, cleaning, portering, patient support, security services, grounds and gardens maintenance, car parking, and whole-of-life asset management services.

With a 40-year history in these sectors operating as Spotless, our focus is to deliver operational

excellence, investing in systems and applying innovative technologies that provide value for our customers including comprehensive data inventory systems and real time location services. Sustainability is a key feature of asset maintenance with a focus on energy efficient solutions as well as water conservation and monitoring services for grounds and garden maintenance.

Healthy School Lunches program

Our team provides healthy lunches for 26 schools across Tāmaki Makaurau, in the Henderson/Massey, Maungakiekie/Tamaki, and Orakei districts in Auckland.

We produce and deliver 8,000 lunches per day. Our menus are inclusive, with specific menus for halal, gluten-free, vegetarian, and a range of other requirements such as accommodating specific food allergies. This ensures that no child misses out on lunch, helping address food insecurity for 8,000 students every day.

Royal Adelaide Hospital

The Royal Adelaide Hospital uses state-of-the-art clinical and support technologies in running one of Australia's largest and busiest hospitals. Downer delivers 15 essential facility management services around the clock at the Royal Adelaide Hospital and technology plays an important role in supporting hospital-wide services that include:

- Online real-time systems to allocate the closest, available and skilled staff member upon request
- Robotic vacuum cleaners and automated scrubber for cleaning floors
- A highly sophisticated meal management system ensuring dietary requirements are delivered accurately and to best practice standards
- Robotic Automated Guided Vehicles, which are used to transport food, linen, waste and stores throughout the hospital.

What we do

Facilities and asset services



Photograph courtesy of Santos



Power and Energy

Downer is one of Australia's most experienced asset maintenance providers in the power and energy sector, delivering services to oil, gas and power generation customers around the country.

Downer delivers over 130 shutdowns each year, including major and minor shutdowns and forced outages. Our skilled teams also provide specialist services in pressure welding, scaffolding, turbines, generators and mechanical engineering.

We provide maintenance and outage services essential in running Australia's power stations, servicing customers that supply 80 per cent of the National Electricity Market (NEM), and directly maintain more than 18 GW of generation for the NEM.

In the oil and gas space, we provide maintenance, shutdown, turnaround and outage services, and offer end-to-end asset management services for customers in Coal Seam Gas and Liquefied Natural Gas industry, as well as terminals, refineries and petrochemical plants.

Downer and CS Energy Asset Management Alliance

In 2019, Downer and CS Energy formed the relationship-focused Asset Management Alliance (AMA) to provide overhaul and capital works services at the Callide and Kogan Creek power stations. The AMA works collaboratively to scope, plan and execute shutdowns across both sites, working together to drive safe, reliable, cost effective and timely outcomes. The Alliance delivered the first joint outage program in 2020.

Industrial and Marine

Downer has over 50 years' experience providing maintenance, turnaround, shutdown and sustaining capital programs for industrial and marine operations around Australia.

We operate across the iron ore, minerals and metals, bulk materials handling and processing sectors to deliver planning, scheduling and execution of major mechanical and electrical maintenance programs of work.

We provide mechanical services, high and low voltage electrical, scaffold, rope access, blasting and painting for major bulk export seaports and airports, as well as for customers across the chemical manufacturing, industrial manufacturing and mine operations sectors.

Our specialised national electrical services team delivers electrical manufacturing, construction and maintenance services including switchboard and substation manufacture.

BHP Australia

Downer has worked with BHP for over 50 years, supplying maintenance, shutdown services and sustaining capital works to projects across the Western Australian Iron Ore, Nickel West and Olympic Dam assets. We work closely with BHP to plan, prepare and deliver maintenance events and major projects, including the assembly of an electrostatic precipitator at Olympic Dam in 2017.

What we do

Our other services

Minerals processing

Mineral Technologies is a truly global business, with operations servicing customers throughout the world. The head office, manufacturing and full-scale metallurgical test facility is based at Queensland's Gold Coast, with engineering and support teams in Brisbane, Perth and Adelaide. Worldwide, the business also has operations in South Africa (Richards Bay), North America (Florida, USA), South America (Belo Horizonte, Brazil) and India (Kolkata, Kochi and Goa). This supports our vision of being the leading global provider of sustainable, responsible and ethical mineral separation solutions.

Focused on technological advancement, we provide our customers with innovative and cost-effective process solutions for a wide range of fine minerals, including iron ore, mineral sands, silica sands, coal, chromite, gold, garnet, rare earths, tin, tungsten, and tantalum.



Non-residential building

Building projects in New Zealand are delivered under our Hawkins brand. Hawkins is New Zealand's leading construction business, delivering unique transformational projects across a variety of sectors including education, health, airports, commercial office buildings and heritage restorations.

Hawkins leads the industry in civic projects including art galleries, event centres, stadiums and community facilities. Complex projects, such as the restoration of the earthquake-damaged Christchurch Town Hall (*pictured above, bottom right*), are Hawkins' specialty.



Asset management

Downer is a leader in asset management across Australia and New Zealand with many long-term asset and data intensive projects managed by our experienced teams. Downer's Asset and Data Management Office (ADMO) promotes best practice and continuous improvement in asset management and data analytics to improve lifecycle management, reliability and return on capital, and deliver better outcomes for our customers.

We are committed to ensuring our Group business systems are aligned to ISO 55001 – the global best practice framework for asset management. Certifications include: Sunbury water treatment plant; Sydney Waratah and Waratah Series 2 rollingstock fleet, simulators and rail depot facilities; numerous road network asset management systems across New South Wales and Victoria; Orange Hospital and associated health services; Auckland South Corrections facility; Victorian schools education facilities; and a Finance industry data centre. Downer has also been awarded Australia's first accredited ISO 41001 certification for Facility Management for the Southbank Education and Training Precinct contract.

Our approach

Zero Harm, health, safety and environmental sustainability

Zero Harm is embedded in our culture and is fundamental to our future success of delivering on our promise to create and sustain our modern environment. We are committed to achieving our goal of Zero Harm.



At Downer, Zero Harm means sustaining a work environment that supports the health and safety of our people, and conducting our operations in a manner that is environmentally responsible and sustainable.

Our Zero Harm culture is built on leading and empowering our people.

We focus on understanding, controlling and verifying to effectively manage risks that have the potential to cause serious harm to our people, the environment or the communities in which we operate. We are committed to rethinking and improving our processes, continuously improving our management systems, applying lessons learnt, and adopting and adapting practices that aim to achieve zero work-related injuries and unintentional harm to the environment.

Our approach to Zero Harm and associated performance is a market differentiator for Downer as it enables us to work safely and environmentally responsibly in industry sectors where there are inherent hazardous environments.

We firmly believe that any injury or environmental incident is unacceptable and preventable. In everything we do, Zero Harm is our top priority.

Achieving Zero Harm requires strong leadership and relentless commitment through:

- **Leadership:** we understand, listen, set clear expectations, develop and involve our people, actively care, and act with integrity
- **Culture:** we have an aligned set of values throughout our organisation that inform and empower our people. Our people at all levels are actively involved and accountable for our Zero Harm performance
- **Systems:** our approach is simple, effective, robust and consistent across our business
- **Hazards:** by understanding the hazards and risks that arise in our operations at all stages of the work, with a priority focus on critical risks and activities, hazards are identified, the risk pathways assessed, controlled, monitored, and the implementation and effectiveness of these measures confirmed
- **Actions:** we learn from our experiences and do what we say we will do, translating Zero Harm theory into good work practices.

Downer has a Zero Harm management system which is certified to the international standards for occupational health and safety management

systems (ISO 45001) and environmental management systems (ISO 14001). We also adhere to other third-party standards and guidelines, as well as customer specific requirements on a project-by-project basis and ensure that we meet all applicable licence and regulatory conditions.

Our management system is reviewed regularly, undergoing internal and external audit to ensure that effective controls are maintained and opportunities for continuous improvement are identified. We have placed a strong governance charter on Zero Harm to ensure the strategy and performance is developed, monitored and refined.

Our Zero Harm Management Framework, Cardinal Rules and Environmental Principles are critical to engaging our employees and broader stakeholder groups and to meeting our Zero Harm commitments.





Sustainability

Downer is proud of the role we play in creating sustainable cities and improving the quality of life for millions of people.

Our customers trust us to deliver services that will have a direct impact on their customers. With our services impacting so many lives every day, the sustainability of our operations is paramount – for our people, our partners, our shareholders, our customers and their customers.

At Downer, sustainability means sustainable and profitable growth, providing value to our customers, delivering our services in a safe and environmentally responsible manner, helping our people to improve themselves and advancing the communities in which we operate.

Sustainability is integrated into Downer's business strategy and shaped by our four Pillars: Safety, Delivery, Relationships and Thought Leadership. Our commitment to the environment and sustainability are outlined in our Environmental Sustainability Policy, which supports Downer's Purpose to create and sustain the modern environment by building trusted relationships with our customers.

Downer supports the Paris Agreement and accepts the Intergovernmental Panel on Climate Change

(IPCC) assessment of the science related to climate change. We recognise the opportunities that this presents, are committed to transitioning to a low carbon economy, and pride ourselves on developing industry-leading, environmentally sustainable solutions for our customers.

In 2019 we set ambitious long-term GHG emissions reduction targets. We committed to the decarbonisation of our absolute Scope 1 and 2 GHG emissions by 45-50 per cent by 2035 from a 2018 base year, and to being net zero by the second half of the century. In 2021, we tightened this commitment to being net zero by 2050. Downer remains focused on developing solutions to reduce our energy consumption and greenhouse gas emissions as well as those of our customers, while at the same time increasing our cost competitiveness.

Our ability to manage the impacts of our activities on the environment and communities in which we operate is fundamental to our ongoing success. We continue to cultivate robust environmental management systems and resource efficiency programs to sustain the natural and built environment for future generations.

We recognise that working on critical infrastructure is like no other project. This is why our passionate health, safety and environment conscious culture,

refined project management processes and collaborative approach help us deliver services while maintaining the primary focus of Zero Harm.

For further information, refer to Downer's Sustainability Report and Annual Report which include disclosures in response to climate change and the Taskforce on Climate-related Financial Disclosure recommendations.

Sustainability Linked Loan

In December 2020, Downer completed a new \$1.4 billion syndicated sustainability linked loan facility.

The facility is underpinned by KPI metrics relating to Downer's greenhouse gas emissions reductions and social sustainability (being cultural awareness and mental health and wellbeing training of Downer employees) that, if realised, will lead to a reduction in borrowing costs under the facility.

These sustainability KPIs are unique to Downer and reflect our continued commitment to sustainability performance and investment in our people.

Our approach

Our people

We strive for inclusiveness for our diverse workforce of 43,000 people and aim to build a flexible work environment where our people are fulfilled and challenged.

Downer is a people business. Our people make Downer what it is today and what it will be in the future.

It's Downer's people who deliver our services, build trusted relationships with our customers and enhance Downer's reputation as industry leaders.

For us to deliver the best possible outcomes for our customers and communities, we need a workforce that is diverse, capable and engaged.

We are committed to investing in our people, supporting their wellbeing, and promoting a flexible, inclusive and diverse work environment where our people are fulfilled and challenged.

We aim to improve our people and offer them rich career development opportunities. We do this by ensuring they have the right skills, are provided opportunities to develop new capabilities, and are surrounded by a healthy workplace culture that is collaborative and supportive.

We believe all our people should have the opportunity to thrive and fulfil their potential in an inclusive and diverse workplace.

Our overarching Diversity and Inclusion strategy is to foster an inclusive culture. We aim for a workforce where everybody owns and celebrates their differences, because these differences in

viewpoints and critical thinking are what allow our business to continue to innovate.

Our large government customer base is also fully committed to cultural inclusion, with many of our projects reporting diversity data on a quarterly basis to customers for governmental reports.

We are committed to empowering our people to find innovative, safer and more efficient ways of working and we support their development with effective and innovative training to help build the right skills for future success.

We employ, develop and promote people based on merit. Our practices, processes and systems are developed to empower equitable and fair treatment. We do not tolerate any form of unlawful discrimination, harassment or bullying, and our employees are trained to recognise and mitigate potential bias towards any employee.

We provide competitive remuneration and employee benefits to reward our people for their proficiency and dedication to delivering our business strategy and sustaining our long-term success. Our remuneration approach is intended to motivate our people to embrace Downer's Purpose, Promise and Pillars, while also ensuring we promote gender pay equity practices.

Community support

Downer is committed to supporting the success of the communities in which we operate, by fostering and maintaining enduring relationships built upon trust.

We have a commitment to open and transparent communication and recognise our responsibility to contribute positively to society.

In addition to providing local employment opportunities, Downer is focused on making a difference through partnerships, sponsorships, philanthropy and local community donations.

Key initiatives supported include:

Corporate social responsibility

- **Beyond Blue:** Major Partner, to help support the mental health of more people in Australia
- **Wall of Hands:** Supporter of the Australian Literacy & Numeracy Foundation's (ALNF) annual fundraising initiative since 2013. The ALNF works with Indigenous communities and is dedicated to raising language, literacy and numeracy standards in Australia
- **AVEC:** Founding Member of Australian Veterans Employers Coalition (AVEC), which connects transitioning service members, job-seeking veterans and their partners with Australia's largest community of employers
- **Workplace Giving Australia:** Downer has partnered with Workplace Giving Australia to develop a program allowing Downer employees to make regular donations to charity from their



pre-tax pay, with Downer matching employee donations to a capped amount

- **Stars Foundation:** Downer supports this not-for-profit organisation, which provides full-time, in-school mentoring and engagement programs to First Nations young women in 37 secondary and primary schools in Northern Territory, Queensland, Victoria and Western Australia
- **NRL Cowboys House:** Downer's sponsorship helps NRL Cowboys House provide support and accommodation for young Aboriginal and Torres Strait Islander students from some of North Queensland's most remote and educationally disadvantaged communities, enabling them to access quality secondary education opportunities in Townsville
- **Business Council of Australia's Community Rebuilding Trust:** Downer is a major contributor to the Trust established to build a permanent capability to mobilise and coordinate the business community's response in times of tragedy and to act as an interface with Federal and State authorities and established recovery agencies.

Sporting

- **Sunshine Coast Lightning netball team:** Principal Partner since 2017
- **New Zealand Rugby Union:** Downer partnered with the New Zealand Black Ferns, Black Ferns Sevens and Māori All Blacks rugby teams for the 2019-2021 seasons – the first partner to champion all three teams
- **Downer New Zealand Masters Games:** 2019 and 2021 naming rights sponsor for the New Zealand Masters Games, held in Whanganui.

Commercial partnerships

- **Bama Services:** Downer has partnered with this multi award-winning Indigenous business on a range of initiatives since 2014. In 2020, we solidified this partnership by forming the Bama Downer Joint Venture. The partnership has already delivered more than \$20 million worth of major road and associated civil infrastructure on the Peninsula Developmental Road in Cape York, Far North Queensland. The Downer-Bama partnership is improving the accessibility, safety and reliability of transport infrastructure for the local communities of Cape York, which positively contributes toward local Indigenous employment and economic outcomes.

Reconciliation Action Plan

Downer is committed to following Reconciliation Australia's Reconciliation Action Plan (RAP) framework, which provides a structure for organisations to realise their vision for reconciliation. Commitments contained in our current and future RAPs will focus on promoting cultural awareness through employee engagement initiatives and building relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

In 2019, Downer launched its Innovate RAP for 2019-2021, reaffirming our commitment to the reconciliation process and building on the Reflect RAP we introduced in 2016.

In 2021, Downer and Spotless consulted with Reconciliation Australia to develop, register and implement a combined Innovate RAP for 2021-23.

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