

# Downer in New South Wales



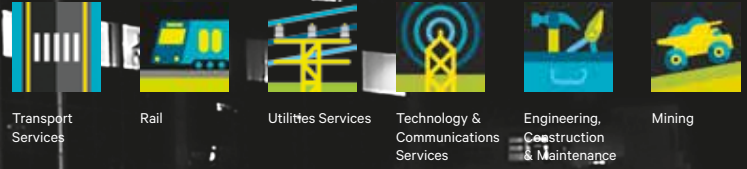
**Downer**  
Relationships creating success

Location



|    |                                  |  |  |  |  |  |
|----|----------------------------------|--|--|--|--|--|
| 1  | Auburn                           |  |  |  |  |  |
| 2  | Bathurst                         |  |  |  |  |  |
| 3  | Bega                             |  |  |  |  |  |
| 4  | Bermagui                         |  |  |  |  |  |
| 5  | Boggabri coal mine               |  |  |  |  |  |
| 6  | Bomen                            |  |  |  |  |  |
| 7  | Cadia gold mine                  |  |  |  |  |  |
| 8  | Camellia                         |  |  |  |  |  |
| 9  | Candelo                          |  |  |  |  |  |
| 10 | Cardiff                          |  |  |  |  |  |
| 11 | Clyde                            |  |  |  |  |  |
| 12 | Cobargo                          |  |  |  |  |  |
| 13 | Cootamundra                      |  |  |  |  |  |
| 14 | Cowal gold mine                  |  |  |  |  |  |
| 15 | Duralie coal mine                |  |  |  |  |  |
| 16 | Eden                             |  |  |  |  |  |
| 17 | Enfield                          |  |  |  |  |  |
| 18 | Eveleigh                         |  |  |  |  |  |
| 19 | Forbes                           |  |  |  |  |  |
| 20 | Gladesville                      |  |  |  |  |  |
| 21 | Goulburn                         |  |  |  |  |  |
| 22 | Hexham                           |  |  |  |  |  |
| 23 | Hunter Valley                    |  |  |  |  |  |
| 24 | Kalaru                           |  |  |  |  |  |
| 25 | Kooragang Island                 |  |  |  |  |  |
| 26 | Koorimal                         |  |  |  |  |  |
| 27 | Lane Cove                        |  |  |  |  |  |
| 28 | Matrville                        |  |  |  |  |  |
| 29 | Merimbula                        |  |  |  |  |  |
| 30 | Mogo                             |  |  |  |  |  |
| 31 | Moolarben coal mine              |  |  |  |  |  |
| 32 | Mt Arthur coal mine              |  |  |  |  |  |
| 33 | Mt Thorley emulsion-mfg facility |  |  |  |  |  |
| 34 | Naranderra                       |  |  |  |  |  |
| 35 | North Ryde                       |  |  |  |  |  |
| 36 | Parkes                           |  |  |  |  |  |
| 37 | Port Kembla                      |  |  |  |  |  |
| 38 | Rosehill                         |  |  |  |  |  |
| 39 | Silverwater                      |  |  |  |  |  |
| 40 | Tamworth                         |  |  |  |  |  |
| 41 | Tathra                           |  |  |  |  |  |
| 42 | Teralba                          |  |  |  |  |  |
| 43 | Tura Beach                       |  |  |  |  |  |
| 44 | Wagga Wagga                      |  |  |  |  |  |
| 45 | Werris Creek                     |  |  |  |  |  |
| 46 | Wilpinjong coal mine             |  |  |  |  |  |
| 47 | Wodonga                          |  |  |  |  |  |
| 48 | Wolumla                          |  |  |  |  |  |

Legend



## About Downer

Downer is a leading provider of services to customers in markets including:

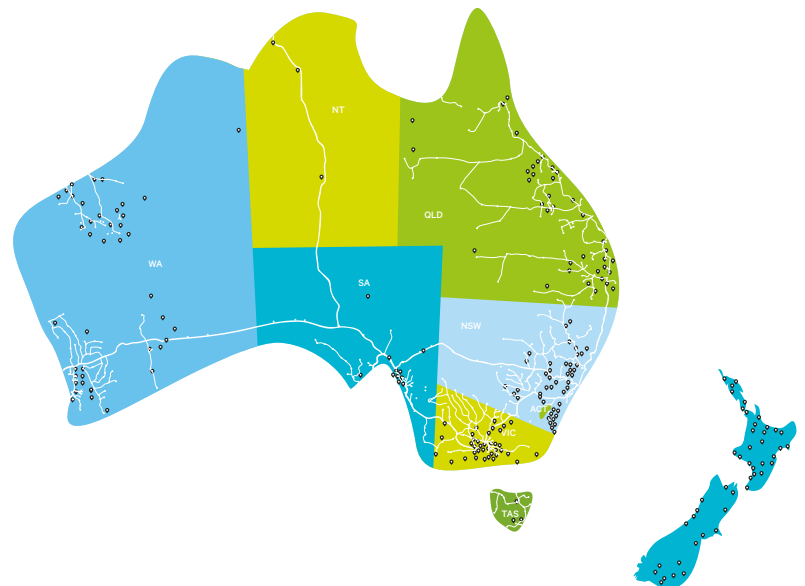
- Transport Services;
- Rail;
- Utilities Services;
- Technology and Communications Services;
- Engineering, Construction & Maintenance; and
- Mining.

Downer employs about 19,000 people, primarily in Australia and New Zealand, **with over 3,000 employees in New South Wales across 50 sites and projects.**, but also in the Asia-Pacific region, South America and Southern Africa.

At Downer, we support our customers through the life of their assets – from initial feasibility and design through construction, 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.



## Our Purpose, Promise and Pillars

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### Our Purpose

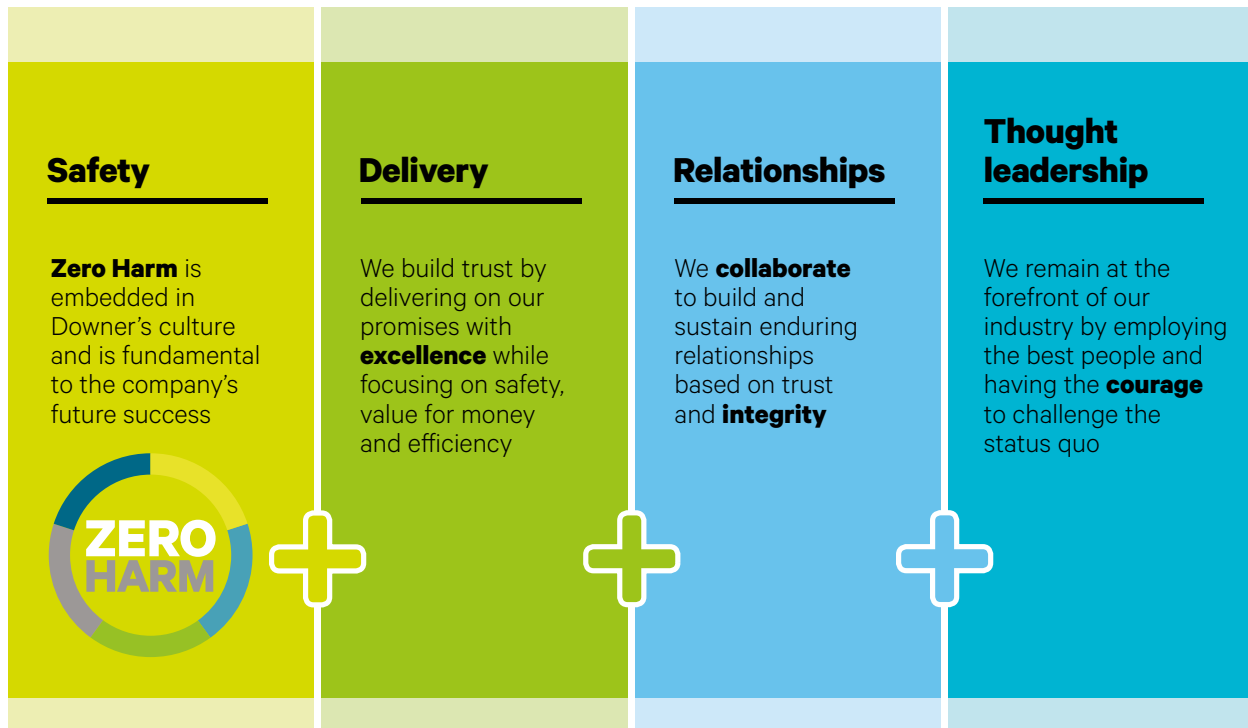
We exist to create and sustain the modern environment by building trusted relationships with our public and private sector customers.

### Our Promise

To work closely with our customers to help them succeed, using world leading insights and solutions.

Our business is founded on four pillars which support our Promise and our Purpose:

### Our Pillars



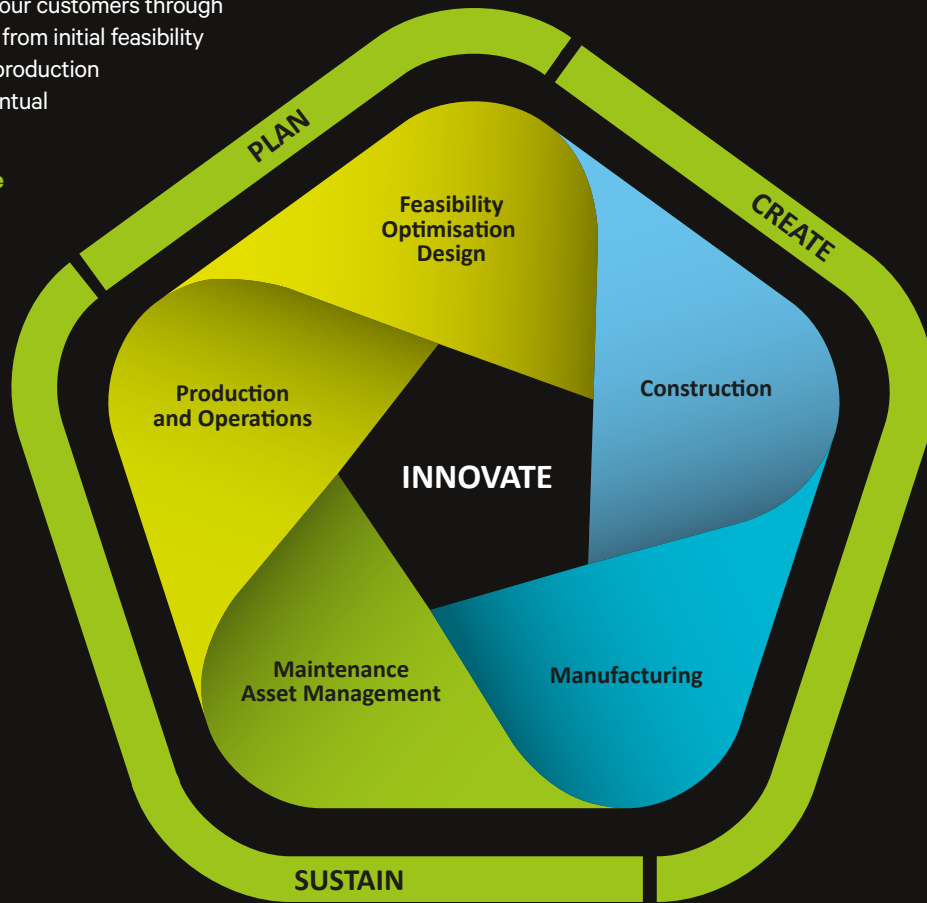


# Our Expertise

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At Downer, we support our customers through the life of their assets – from initial feasibility and design through to production and operations and eventual decommissioning.

**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.**



## Transport Services



**Transport Services comprises Downer's road, rail infrastructure, bridge, airport and port businesses. It features a broad range of transport infrastructure services including earthworks, civil construction, asset management, maintenance, surfacing and stabilisation, supply of bituminous products and logistics, open space and facilities management and rail track signalling and electrification works.**

### Road Services

Our customers include all of Australia's State road authorities, the New Zealand Transport Agency and the majority of local government councils and authorities in both countries.

In Australia, our major contracts include:

- **Sydney West Zone Stewardship Maintenance Contract** (New South Wales) – awarded in 2014, this seven year contract involves the planning, design and delivery of programs of maintenance and improvement for road and bridge assets on a network of 2,200 lane kilometres;
- **North East Maintenance Alliance (Victoria)** – Downer has been working with VicRoads since 2010 to deliver routine, periodic and minor improvements to more than 3,000 kilometres of roads in Victoria's North East;

- **Road Asset Management Contract** (South East Queensland) – commencing in November 2013, this five year contract with the Department of Transport and Main Roads covers the maintenance of approximately 800 lane kilometres of urban and rural roads north of Brisbane; and
- **Integrated Service Arrangements** (Western Australia) – awarded in 2010, these three relationship-based arrangements involve the delivery of extensive network asset management services over 6,600 road kilometres.

In New Zealand, our major customers include the New Zealand Transport Agency and Auckland Transport:

- Downer works closely with the **New Zealand Transport Agency** on the maintenance, management and delivery of services for State highways across the country. Downer maintains over 5,500 kilometres of the State highway network, providing services that range from maintenance and surfacing to avalanche and snow clearing;

- Downer performs a wide range of services for **Auckland Transport** including road maintenance, construction and surfacing across more than 3,000 kilometres of CBD, urban, rural and unsealed roads covering Central Auckland, the Hauraki Gulf Islands, South West Urban and Northern rural networks.

We have formed **strategic partnerships** to meet the changing needs of our customers, for example the **DownerMouchel** joint venture in Australia that delivers several of our major contracts. In New Zealand, Downer has established a number of alliances with local and regional councils to deliver contracts in a pure partnership. Strong, collaborative leadership ensures the alliance can respond to physical works and enquiries, political issues, budgets and changing asset needs. Our alliances include the **Infrastructure Alliance** in Hamilton, **Wanganui Alliance**, **Taranui Alliance**, **Waikato District Alliance** and the recently formed **Milford Road Alliance** with the Transport Agency in Te Anau.



We continuously invest in **innovation** and state-of-the-art technology to ensure we remain at the forefront of our industry. For example, Downer:

- is building new asphalt plants that use more recycled products and substantially less energy;
- supplied and installed the multi-modal 'smartcard' system in Perth;
- designs, installs and maintains intelligent transport systems on high capacity road networks in Sydney, Perth and Wellington, New Zealand; and
- has been commissioned to lead the team developing Auckland Transport's first connected bus shelter prototype.

Downer is also a leading manufacturer and supplier of bitumen based products providing our customers with asphalt, blended binders and emulsion products.

### **Rail infrastructure, airport and port services**

Downer provides a range of **rail infrastructure services** to its customers including earthworks, civil and rail track construction and signalling and electrification works.

Downer also provides **airport and port services** including pavement construction, facilities maintenance, communications technologies, open space and asset management and turnkey electrical and communication systems. It also provides whole-of-life asset solutions for associated infrastructure such as roads, rail lines and car parks.

In **New Zealand and the Pacific**, Downer delivers integrated airport and port infrastructure solutions. Our comprehensive range of capabilities includes asphalt and concrete pavement construction, maintenance, facilities management, technical network solutions and lighting installation and intelligent transport solutions.

Recent examples include the extension and resurfacing of the **Queenstown International Airport**, widening work at the **Christchurch International Airport** as well as the **Munda Airport Runway Rehabilitation** project in the **Solomon Islands**.

## Rail



**We help our customers to ensure they get the most out of their investment in rail assets. Downer offers a complete range of rail solutions in rolling stock and infrastructure. We partner with the world's leading technology companies so we can offer technology and process led innovation and maintenance solutions bringing increased availability, improved reliability and reduced costs.**

We have an extensive national footprint in key rail locations and centres of excellence in:

- **Cardiff (New South Wales);**
- Malaga (Western Australia);
- Maryborough (Queensland); and
- Newport (Victoria).

Our through-life-support services include a 24-hour Fleet Control Centre.

We are committed to innovation and use technology to reliably and safely extend maintenance cycles and increase the time trains spend in service.

### Passenger

We have delivered more than 1,150 passenger cars to Australian operators, including:

- **the Waratah Train Project** (New South Wales), the largest ever rolling stock project in Australia;
- **Millennium trains** (New South Wales);
- all the electric passenger cars for Brisbane and Perth; and
- Tilt Trains (Queensland).

### Freight

We have extensive experience in the design, customisation and delivery of diesel-electric freight locomotives, wagons and support vehicles throughout Australia.

Downer's freight rail customers include Pacific National, Aurizon, BHP Billiton, Fortescue Metals Group, Genesee & Wyoming, SCT Logistics, Whitehaven, SSR, CFCLA, Qube and Rio Tinto.

### Cardiff

Our centre of excellence at Cardiff, near Newcastle in New South Wales, is one of the Rail division's key sites and has a long heritage of manufacturing in New South Wales.

We have a strong capability in passenger car build and refurbishment including full test facilities.

Servicing the passenger needs of New South Wales, including for Transport for NSW and Sydney Trains, we also offer freight maintenance and overhaul capabilities for intermodal and coal locomotive and wagon servicing.

The Cardiff centre of excellence provides the capacity, space and layout to allow for flexible production line implementation that can be tailored to our customers' scope of work, providing the most efficient and effective workflow with the capability to overhaul over 2,000 traction motors per year with minimal turnaround times to reduce fleet downtime.







Photograph courtesy of Translink.

### **Keolis Downer**

Keolis Downer is Australia's largest private provider of multi-modal public transport. It is a joint venture between Downer and Keolis, one of the world's leading public transport operators.

**Keolis Downer operates and maintains the world's largest light rail network, Yarra Trams in Melbourne,** and also the Gold Coast light rail system in Queensland.

In April 2015, Keolis Downer entered the bus market through the acquisition of Australian Transit Enterprises, one of Australia's largest route, school and charter bus businesses with a fleet of over 900 buses in South Australia, Western Australia and Queensland.

Keolis Downer is committed to the development of integrated transport solutions that provide seamless connections for people, supporting modern lifestyles and shaping urban environments. Keolis Downer has a long-term commitment to Australia and New Zealand and is focused on growth in light rail, heavy rail and bus operations.

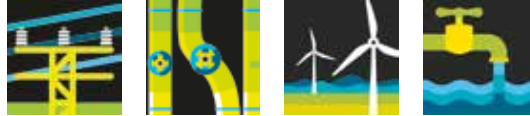


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**Our Utilities division works with our customers to energise and connect people and communities.”**



## Utilities Services



**Our Utilities division operates from about 15 locations in New South Wales.**

### Power and Gas

We offer customers a wide range of services including planning, designing, constructing, operating, maintaining, managing and decommissioning power and gas network assets.

Across Australia each year, we connect 35,000 new power and gas customers while maintaining over 62,000 kilometres of electricity and gas networks across more than 115,000 square kilometres. Over the past three years, we have also erected over 1,000 steel lattice transmission towers and designed and built over 100 substations.

**Our customers in New South Wales include Glencore, Vestas, Ausgrid and Transport for New South Wales.**

We are currently undertaking the design, construction and commissioning of three traction substations at Ingleburn, Minto and

Guildford for Transport for New South Wales (TfNSW), and have recently completed maintenance on over 200 towers for Ausgrid.

### Renewable energy

Downer is one of Australia's largest and most experienced providers in the renewable energy market, offering design, build and maintenance services for:

- wind farms and wind turbine sites;
- solar farms;
- landfill methane generation plants;
- fired cogeneration plants; and
- other biomass fired cogeneration plants.

Downer offers the services required for the entire asset life-cycle including procurement, assembly, construction and commissioning. Our experience in wind farms in New South Wales includes Boco Rock and Taralga.

### Water

We provide complete water lifecycle solutions for municipal and industrial water users.

Downer has designed, built and upgraded more than 80 treatment plants and operate and maintain over 40 treatment plants, contracts, and alliances.

Our expertise includes:

- waste and waste water treatment;
- pumping and water transfer;
- desalination and water re-use; and
- abstraction and dewatering.

**Our customers in New South Wales include Bega Valley Shire Council, Wagga Wagga City Council and Essential Water.**



## Technology and Communication Services



Technology & Communications Services provides an end-to-end ICT service offering comprising feasibility, design, civil construction, network construction, commissioning, testing, operations and maintenance, across fibre, copper and radio networks in Australia and New Zealand.

**Customers include nbn™, Telstra, Chorus, Spark and Vodafone.**

Our expertise in the feasibility and design phases of the life cycle provides customers with a high level of assurance and reduces uncertainty at the beginning of the investment process.

Downer has an enviable track record of delivering both fixed and mobile networks across both Australia and New Zealand.

Downer has delivered Australia's first fully integrated, multi-modal electronic fare payment system for public transport. We remain a leader in intelligent transport technology systems (ITS) and have delivered multiple successful projects across Australia and New Zealand.

Comprehensive project and program management capabilities are supported by our world class engineering and technical capabilities, allowing us to deliver projects safely, cost effectively and on time.



**We offer end-to-end Information and Communication Technology (ICT) solutions to customers in Australia and New Zealand”**





## Engineering, Construction & Maintenance (EC&M)



**With teams located across Australia, we work with customers in the public and private sectors delivering design, engineering, construction, maintenance and ongoing management of critical assets.**

Our multi-disciplined teams project manage and self-execute a wide range of services for greenfield and brownfield projects.

Enabling technologies delivered by our Engineering and Technology group bring innovative solutions for improved business performance across all stages of the asset lifecycle.

Our teams deliver services for complex oil and gas, mining and industrial projects as well as critical infrastructure facilities such as datacentres, airports, public transport systems and hospitals.

Supporting customers across all stages of the asset lifecycle, our services include:

- feasibility studies and cost planning;
- engineering design/verification;
- structural, mechanical and piping;
- electrical and instrumentation;
- security and communications;
- mineral process equipment design and manufacture;
- commissioning;
- maintenance;
- shutdowns, turnarounds and outages;
- strategic asset management; and
- decommissioning.

Bringing a depth of experience and innovative approaches, our teams reliably and safely deliver specialised services to customers across a range of industry sectors including:

- oil and gas;
- defence;
- social infrastructure;
- complex commercial;
- transport;
- water and waste water;
- renewable energy;
- resources;
- industrial minerals;
- industrial processing plants, and
- power generation.

**In New South Wales, our teams are recognised for safely delivering valued services for major industrial, resources, and social infrastructure projects.**

Our **Engineering** teams are located in key regions including Sydney, Wollongong and Newcastle and deliver a range of electrical, mechanical, structural and civil design, auditing, scoping, testing and commissioning services to customers across the State including Ausgrid, Glencore, Whitehaven, Origin, AGL, Alcan, Sydney Water, Transport for NSW, Veolia and BHP Billiton.

Our **Next Generation Technologies** are deployed across several smart infrastructure projects in the State delivering smart ticketing services for public transport, installing off-street smart parking solutions including maintenance services for on-street parking meters, and provide support services to Downer Mouchel in the Network Communications and Security technologies.

We provide a range of technologies and have capabilities from design and install to maintenance and lifecycle management in the Smart City space. Other solutions include smart street lighting, Intelligent Transport Solutions and Customer Analytics. Our teams work with local and State governments as well as private industry to introduce these Internet of Things technologies into the community.

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**We support our construction, con**





Supporting the mining sector our mineral processing expertise delivered through Mineral Technologies and QCC Resources provides **materials handling and process plant solutions** for customers in the coal, hard rock and mineral sands sectors. Our teams design and build complete mineral processing operations starting from the initial testing and subsequent quality analysis of the in situ resource through to the manufacture of specialised mineral processing plant and equipment, final training and potential provision of operations staff in the effective and efficient running of these plants.

Our **facilities management and maintenance services** continue to ensure critical infrastructure is maintained for customers across the state including Orica, Royal Australian Air Force, Rio Tinto and BHP Billiton.

customers through the asset life cycle, from initial feasibility and design through to commissioning, operation, ongoing asset management and decommissioning.”



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**Downer is Australia's leading diversified mining contractor with around 4,000 employees working across more than 50 sites in Australia, Papua New Guinea, South America and South Africa.”**





## Mining



We support our coal and metalliferous mining customers at all stages of the mining lifecycle, with a wide range of services including:

- asset management;
- blasting services, explosives manufacture and supply;
- civil projects (mine site infrastructure);
- crushing;
- exploration drilling;
- mine closure and mine site rehabilitation;
- mine planning and design;
- mobile plant maintenance;

- open cut mining;
- training and development for ATSI employees;
- tyre management (through our subsidiary - Otraco International); and
- underground mining.

**Our customers include BHP Mitsubishi Alliance, Crocodile Gold Corp, Idemitsu Australia Resources, Karara Mining, Milmerran Power Partners, Rio Tinto, Roy Hill Iron Ore, Stanwell Corporation and Yancoal Australia.**

While we pride ourselves on the excellence of our work, we recognise that it is also our industry-leading approach to sustainable development that gives us a competitive edge. For us, sustainable development means having an unwavering focus on Zero Harm and a commitment to environmental sustainability, as well as being a valued member of the minerals industry and of the communities in which we operate.



## Community Relationships

**Our company has been built by bringing together teams of great people to deliver excellent work for our customers.**

We employ over 3,000 people in New South Wales across 50 sites and projects.

In New South Wales alone, we have more than 70 apprentices working across the Group.

Downer is a large and diverse business. We often work in regional and remote locations and also short term locations. We work towards creating successful relationships with these communities and we implement a range of strategies focusing on social responsibility, local and indigenous employment, cultural heritage management and stakeholder engagement.

In Australia, our Indigenous community programs include our relationships with **Jawun** and **Wall of Hands**.

Downer supports many other community and not-for-profit organisations, including:

- Great Barrier Reef Foundation;
- The Smith Family; and
- Westpac Rescue Helicopter Service, New England North West.



“Downer employs more than 70 apprentices across New South Wales.”

### Jawun

Downer is proud to support Jawun, a not-for-profit organisation which works with corporate, government and philanthropic partners to offer skills and resources to Indigenous communities. Jawun's mission is to build the capacity of Indigenous people so they can choose a life they have reason to value.

Jawun places skilled people from companies like Downer, and also government agencies, into Indigenous organisations. These secondees transfer skills and support indigenous leaders to achieve their goals.

The Jawun experience is a wonderful opportunity for Downer employees to make a contribution to our Indigenous communities and also develop their personal and work skills in a unique and challenging way.





### **Our People**

Our people are our greatest asset because they deliver results for our customers, the communities in which we operate and each other.

Downer is dedicated to nurturing its staff personally and professionally through skills development, competitive benefits, career pathways and fostering a proudly diverse workplace.

The health and safety of our people is our first priority. Zero Harm is embedded in Downer's culture and is fundamental to the company's future success.



**Downer**

# Downer

Relationships creating success

[www.downergroup.com](http://www.downergroup.com)  
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