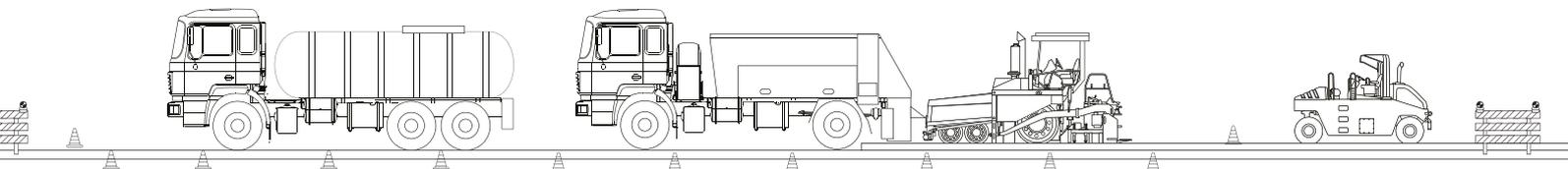
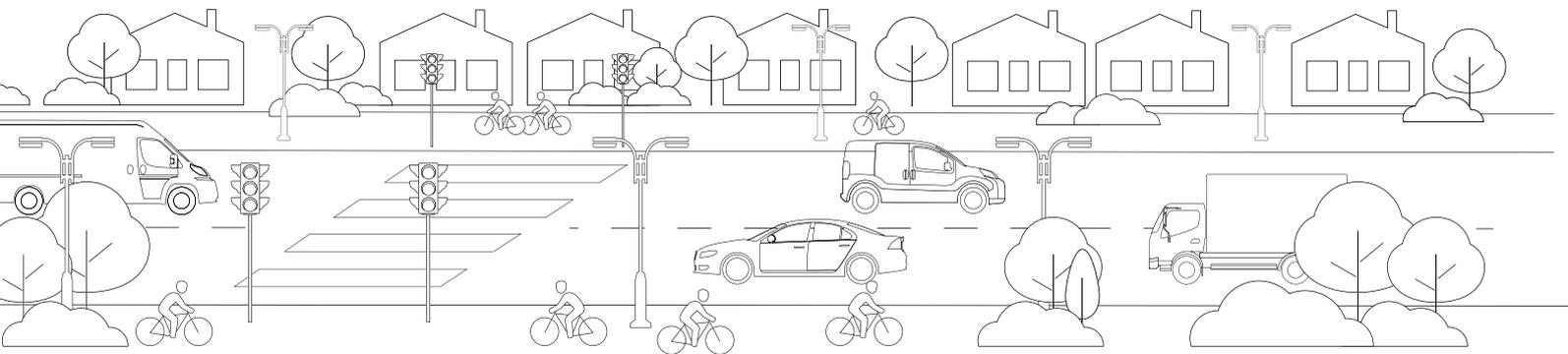
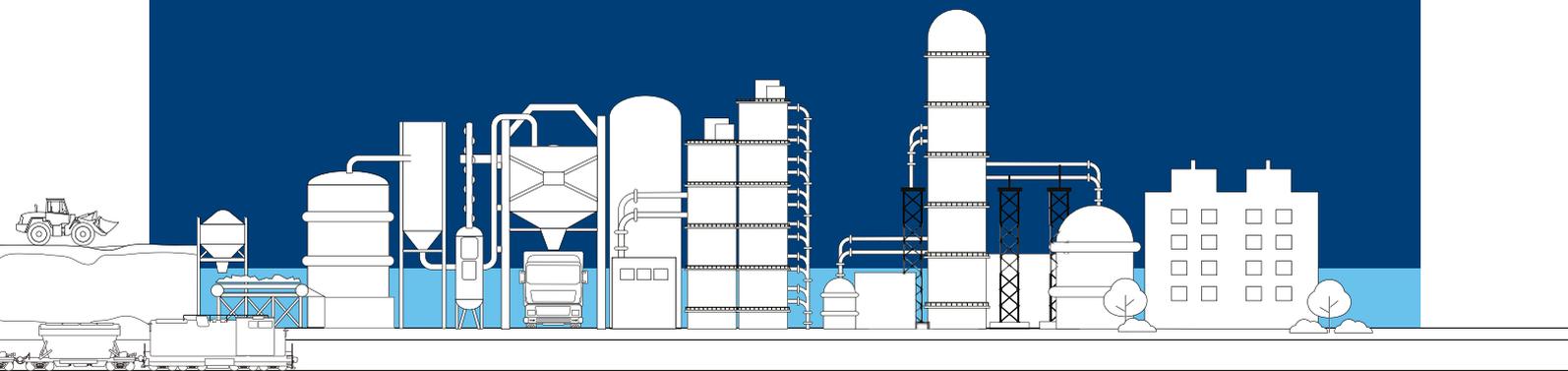


# Your road network solutions



**Key capabilities:**



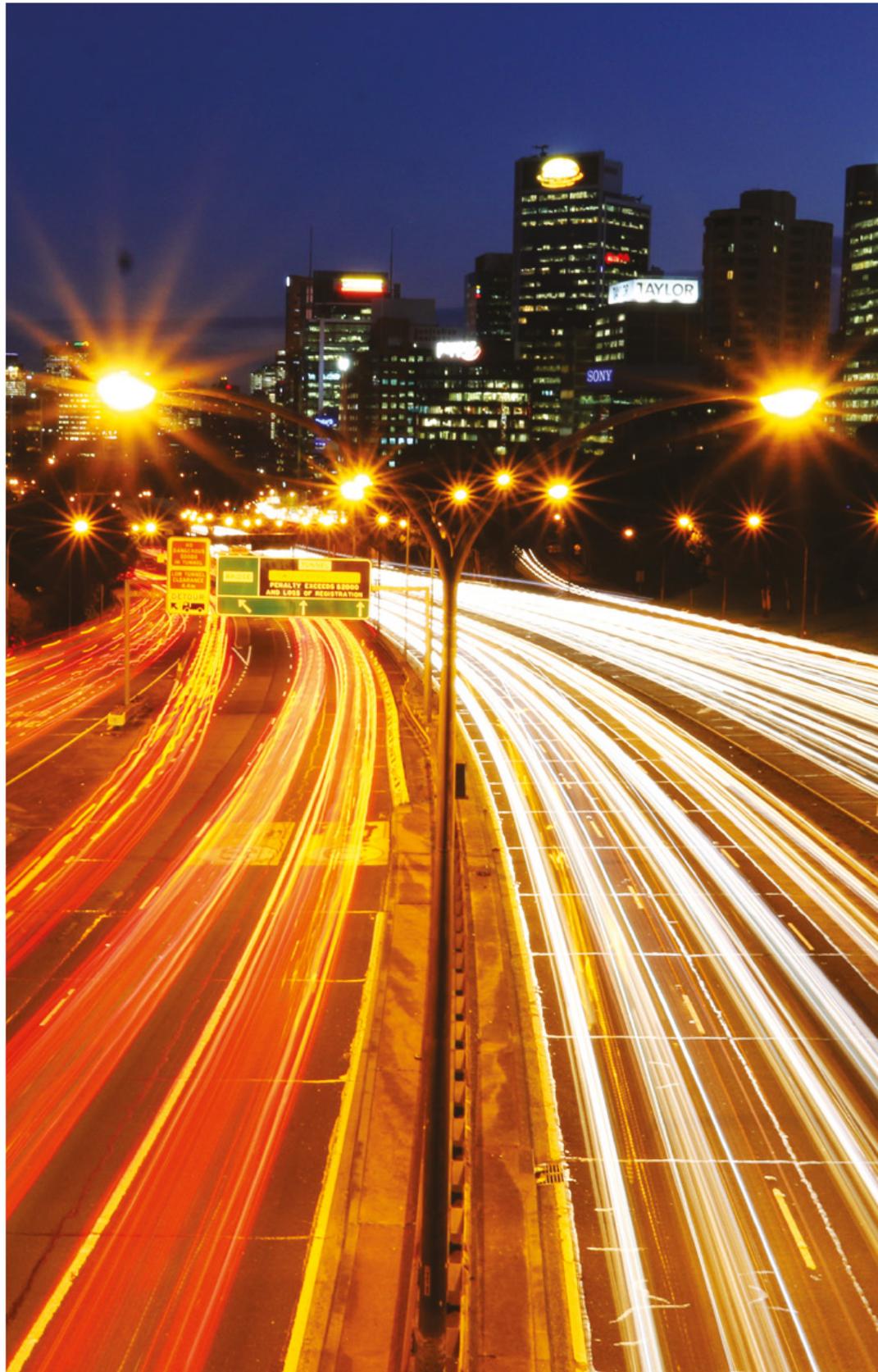
- Road network management
- Routine maintenance
- Asset management systems
- Intelligent transport systems (ITS)
- Smart city infrastructure
- Long-term strategic network planning
- 24/7 emergency response management
- Vegetation maintenance



- Landfill management
- Landfill diversion
- Repurposing



- Manufacture and supply of blended bitumen products
- Spray sealing
- Manufacture and supply of asphalt products
- Asphalt laying
- Pavement recycling and repurposing
- Pavement stabilisation and rehabilitation
- Pavement preservation, including microsurfacing and rejuvenation
- Bitumen emulsions
- Bitumen products logistics
- Haul road binding and maintenance
- Specialist pavements for airports and racetracks
- Minor civil works
- Project management
- Traffic management





# About us

Our Roads business manages and maintains road networks across Australia and manufactures and supplies products and services to create safe, efficient and reliable journeys.

Downer offers one of the largest non-government owned road services businesses in Australia, maintaining more than 33,000 kilometres of road nationally.

We create and deliver solutions to our customers' challenges through strategic asset management and a leading portfolio of products and services.

We are a leading manufacturer and supplier of bitumen based products and an innovator in the sustainable asphalt industry and circular economy, using recycled products and environmentally sustainable methods to produce asphalt.

Our customers include road owners, such as state and local government authorities, and businesses operating in industries including waste collection and management, mining, construction, airports and motor racing tracks.

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.

We aim to employ the best people and bring the strength and experience of over 3,000 people across more than 75 locations in Australia.

## Our business is founded on four pillars and we demonstrate these in everything we do:

### Safety

Zero Harm is embedded in Downer's culture and is fundamental to the company's future success



### Delivery

We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency

### Relationships

We collaborate to build and sustain enduring relationships based on trust and integrity

### Thought leadership

We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo

# Market leaders in road network solutions

We use leading practice, innovation and asset management systems to deliver solutions that maximise the value of road infrastructure assets, meeting the demands of our customers and expectations of road users.

The DM Roads business provides a range of services in road network management. We assist road and intelligent transport systems (ITS) asset owners to extract maximum value from their assets and provide road networks that meet the demands of today's ever-changing environment.

From long-term strategic asset stewardship 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, pavement engineering and program optimisation, and our range of systems and tools, achieves long-term network objectives and creates safe, efficient and reliable journeys for road users.

Downer provides pavement rehabilitation, sealing and paving solutions to deliver end-to-end value in the management of road networks. Our expert team can guide and work collaboratively with customers who manage their own assets, helping identify the right product or service for their needs.

We manufacture an extensive range of blended bitumen products and asphalt and deliver services including pavement recycling, stabilisation and pavement preservation.



## Innovative asset management

DM Roads' market-leading asset management systems have been independently certified to the highest standard.

We received ISO 55001:2014 Asset Management System certification for the application of our asset management system on the North-East Sydney Performance Specified Maintenance Contract (PSMC) in NSW – an Australian-first for a government-owned road network.

ISO 55001:2014 is the international best practice standard for asset management systems and an endorsement of DM Roads' leading approach to asset management and commitment to driving continuous improvement that maximises the value of road infrastructure assets.

DM Roads' asset management system can be applied to any road network, giving road owners and operators peace of mind that only the best asset management practices are being applied to their critical infrastructure.





***DM Roads delivers market-leading solutions in road network management, asset management, routine maintenance, intelligent transport systems and smart city infrastructure, that go beyond simply maintaining the road network today.***



***Downer provides end-to-end solutions for the management of road networks, with pavement rehabilitation and pavement preservation services delivered in-house and supported by a cycle of continuous improvement and research and development.***





## Proven innovation

We believe thought leadership is about embracing innovation and courageously setting new benchmarks in the delivery of our products, services and solutions to meet our customers' needs and road users' expectations.

Downer's National Research and Development Laboratory works in close collaboration with our operational delivery teams and customers to deliver quality road network solutions and value-for-money outcomes. Our team delivers:

- Tailored solutions to issues or challenges
- Improved performance of products, services and solutions
- Community and environmental benefits, including sustainability and safety outcomes.

We have a proven cycle of continuous improvement, supported by our in-house research and development and asset management capabilities. We form partnerships with our customers to demonstrate new products and services, such as high recycled content in bituminous and asphalt products, and expert advice on performance and improvement to meet road users' expectations.

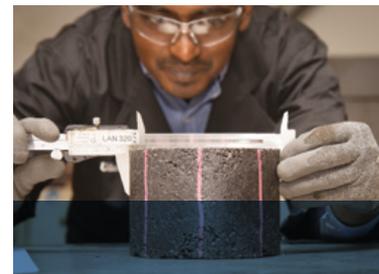
Downer also partners with some of Australia's top universities, undertaking research and development projects with the University of Melbourne, Monash University, Swinburne University of Technology and the University of the Sunshine Coast.

### Driving innovation to return maximum value for our customers

DM Roads' asset management systems and tools assist to drive innovation, value-for-money and continuous improvement in safety, quality and travelling experience for road users.

DM Roads delivers the State Road Network Maintenance Services contract for the Department of State Growth (DSG) in North West Tasmania. As a network steward, maintaining 2,450 lane kilometres of road, DM Roads applies a holistic and innovative approach to maintenance management to return value to the DSG and the community.

Using innovative techniques, including data analytics and predictive modelling, DM Roads customised the pavement management framework to develop a 10-year work program for DSG. This program maximises the safety, efficiency and reliability of the road network, reduces whole-of-life costs to maintain the defined level of service, minimises network deterioration and maximises the use of data in decision making to improve the planning and delivery of road maintenance in North West Tasmania.



# Sustainable solutions

It's the trusted relationships we build with our customers, suppliers and the broader industry that enable us to unlock long-term economic, social and environmental value for local communities.

The Reconomy business is constantly innovating to create best-practice solutions that maximise the value of our customers' assets and support the sustainability of their communities.

We deliver road network solutions that recycle and repurpose domestic, commercial, road and construction waste materials into quality products. We also operate in landfill management. These efforts help drive the circular economy through practical applications, while reducing the reliance upon increasingly scarce virgin materials.

Our pavement solutions use soft plastics, expired printer toner, glass, end-of-life tyres and reclaimed asphalt pavement. We have the capability to perpetually recycle these pavements into the future, providing a truly sustainable solution. As a further benefit, performance testing has shown improved fatigue life over virgin materials, resulting in longer-lasting pavements, which ultimately sustain the community's road assets for longer.

Our extensive range of fixed and mobile asphalt plants across Australia includes the latest High Recycling Technology (HRT) Series mixing plants, designed in partnership with Ammann. These plants are the most advanced facilities of their kind in Australia, capable of producing 99 per cent recycled asphalt.

## Pulling products, not pushing waste

Reconomy takes a lead role in repurposing post-consumer waste into higher value products for road construction.

In an Australian-first, soft plastics, toner and glass from approximately 200,000 plastic bags and packaging, and glass from approximately 63,000 glass bottles were diverted from landfill to construct a local road in Craigieburn, Victoria. With more than 25 per cent total recycled content, this road demonstrates the economic, social and environmental value for products that would likely end in landfill or as a pollutant in our natural environment. This same asphalt has now been laid in New South Wales, South Australia and Tasmania.

Reconomy owns and operates a detritus processing facility in Sydney that turns a stream of mixed waste into valuable products and materials. The facility processes, separates and cleans street sweepings into individual components that can be readily reused, including organic matter, sand, gravel, metals and plastic.

With a repurposing rate of up to 85 per cent, the facility is focused on the diversion of materials from landfill and driving them back into the circular economy. The facility is expected to divert more than 21,000 tonnes of waste from landfill per annum and operates in full compliance with EPA requirements and industry best practices.





***Reconomy offers sustainable solutions that repurpose a range of post-consumer recyclables, reclaimed road, construction materials and street sweepings, providing for longer life road networks. To us, it's all about pulling products, not pushing waste.***



***We support the health and safety of our people with a Zero Harm culture that promotes positive behaviour, employee engagement and leadership.***





# Zero Harm

Downer sets up our people and business for success by integrating health, safety, environment and sustainability principles into everything we do.

At Downer, Zero Harm means working in an 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 inspiring, verifying the effective management of risks that have the potential to cause serious harm, rethinking processes, continuously improving our management systems, applying lessons learnt, as well as adopting and adapting practices aimed at achieving zero work-related injuries and unintentional harm to the environment.

Our total recordable injury frequency rate is low by industry standards and this is the result of a strong reporting and learning culture.

Our Zero Harm approach is supported by a well-developed health, safety and environmental system, independently certified to occupational health and safety management standard BS OHSAS 18001, Office of the Federal Safety Commissioner and the international environmental management system ISO 14001.

### National recognition for safety

In addition to local safety initiatives, we roll out national Zero Harm programs that focus on critical industry risks. One such program, themed 'Mission Possible', introduced an industry-wide benchmark 10-metre exclusion zone (the Red Zone) to successfully reduce the likelihood of incidents between people and plant and vehicles.

Our ongoing Zero Harm programs and initiatives continue to be delivered to more than 5,000 people across the Roads business, including employees, supply chain partners and customers.

We have received national recognition for our commitment to safety. We were awarded a National Safety Award of Excellence from the National Safety Council of Australia (NSCA) for the Best Communication of a Safety Message for the 'Mission Possible: Safe position is my mission' program.

**MISSION:POSSIBLE**

Safe position is my mission





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