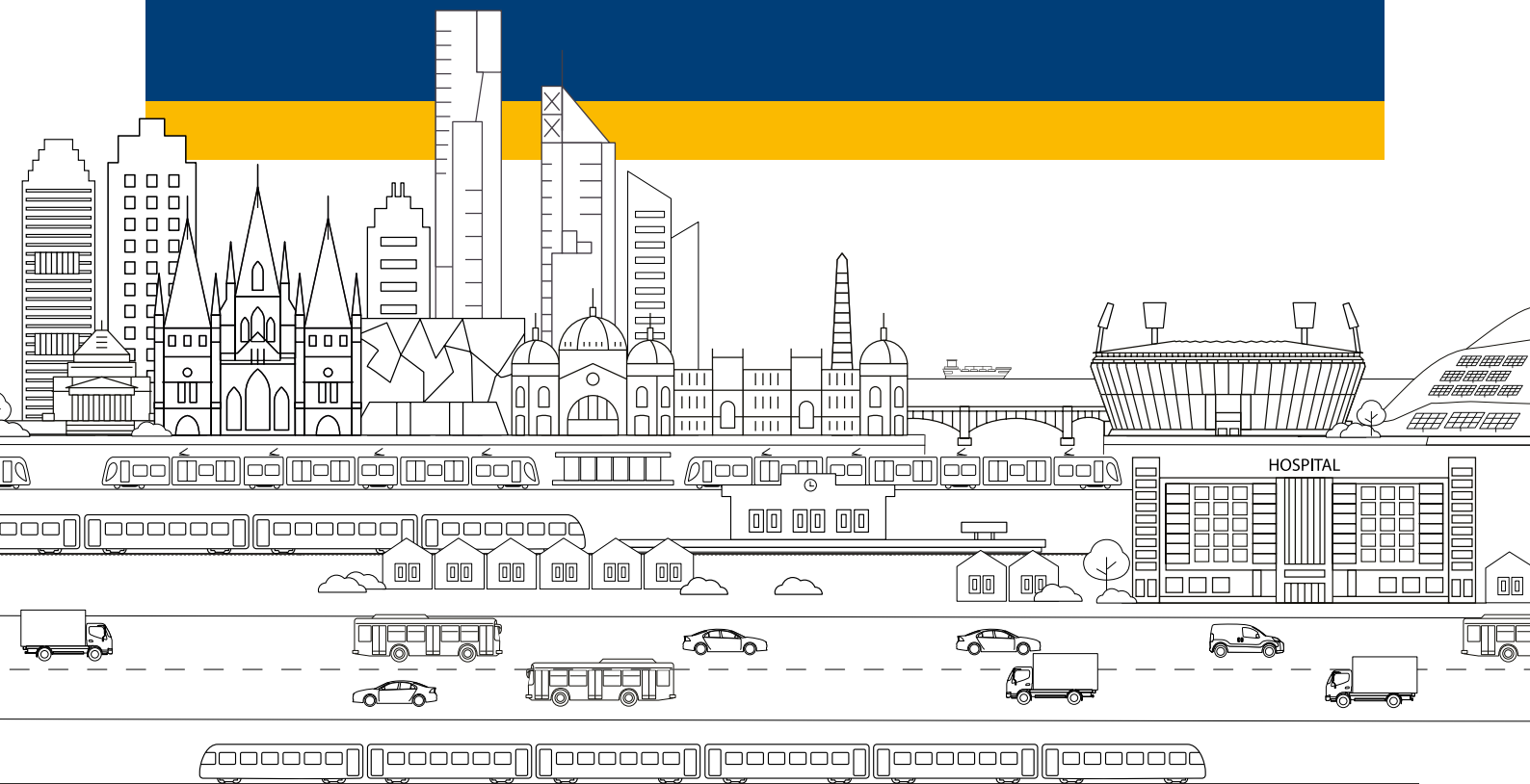


Downer in Victoria





Through the Keolis Downer joint venture, we operate Melbourne's 100-year-old light rail network, which is the largest operational tram network in the world.

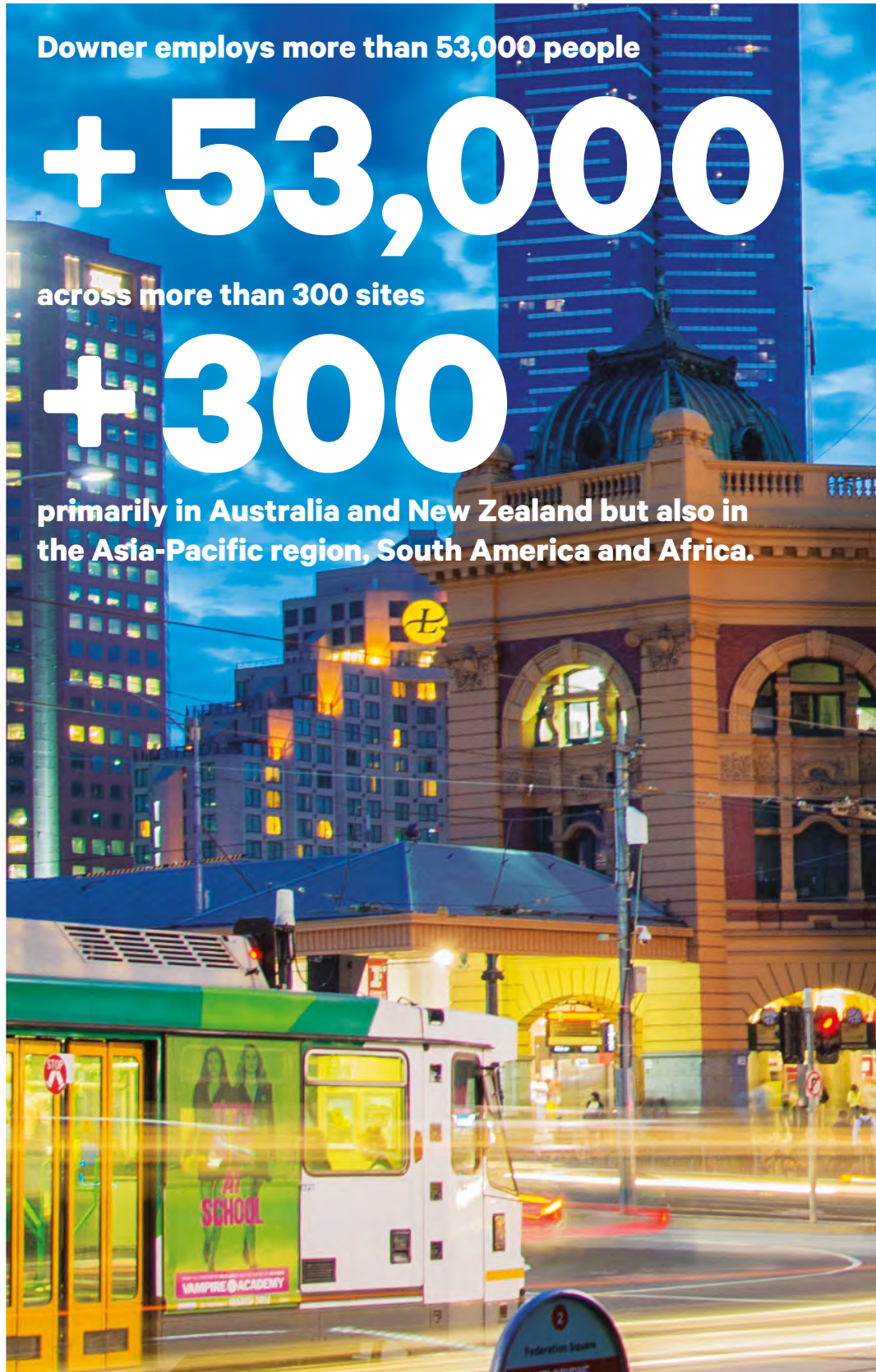
Downer employs more than 53,000 people

+53,000

across more than 300 sites

+300

primarily in Australia and New Zealand but also in the Asia-Pacific region, South America and Africa.





About us

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). We are an ASX 100 company that also owns 88 per cent of Spotless Group Holdings Limited (SPO).

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.

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

<p>Safety</p> <p>Zero Harm is embedded in Downer's culture and is fundamental to the company's future success</p> 	<p>Delivery</p> <p>We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency</p>	<p>Relationships</p> <p>We collaborate to build and sustain enduring relationships based on trust and integrity</p>	<p>Thought leadership</p> <p>We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo</p>
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Downer in Victoria

12,000

people employed by Downer across Victoria

\$1.8 billion

revenue generated by works undertaken in Victoria by Downer in 2018

102,000

hospital beds in Victoria made by Spotless every year

2.3 million

Victorian households visited by Downer each year for power, gas and water meter reading services

205 million

passenger journeys every year on Melbourne's light rail network, which is operated and maintained by Keolis Downer

630,000

school meals prepared by Spotless each year in Victoria

10,400 km

roads managed and maintained in Victoria by our DM Roads business

3.8 million

fans attended events last year at the Melbourne Cricket Ground, which is fully catered by Spotless

1,114 MW

renewable energy generated by solar and wind farms built by Downer in Victoria

We partner with our customers to provide services across the State, including:

Melbourne Metro

Melbourne's fleet of 65 High Capacity Metro Trains is the largest order of new trains in Victoria's history. The fleet will provide an evolution in reliability, availability and timetable performance, as well as safety, comfort and convenience. Downer is partnering with Plenary Group and CRRC Changchun to deliver this project under the Evolution Rail consortium.

Yarra Trams

Keolis Downer operates and maintains Melbourne's iconic light rail network, which consists of 250 kilometres of double track, approximately 1,700 stops, nine depots, more than 490 trams and 35,000 weekly services.

Melbourne Cricket Ground

Spotless has been working with the Melbourne Cricket Ground (MCG) for decades. Our service contract with the Melbourne Cricket Club was recently extended to 2022, with our EPICURE, AE Smith and Nuvo businesses providing a multi-service offering. Our catering brand, EPICURE, hosts functions across high profile sporting event days such as the AFL Grand Final and non-event days. AE Smith has provided facility management and maintenance to the

ground's refrigeration and air-conditioning components for almost 20 years. Nuvo delivered a \$2.2 million electrical package to upgrade the MCG's exterior areas. The dynamic themed lighting package can be programmed for individual events such as team colours for AFL matches, and information panels at the gates to the MCG.

Victorian roads contracts

DM Roads delivers market-leading solutions in road network management, asset management, routine maintenance, intelligent transport systems and smart city infrastructure for the Department of Transport and Regional Roads Victoria, and the local governments of Mornington, Yarra Ranges and Cardinia.

Hospitals

Spotless has provided cleaning, catering, ancillary, ward support, grounds and garden maintenance, pest control, hygiene services and security services at The Alfred Hospital since 2004. Additionally, Spotless provides catering, cleaning, facilities management and security as well as air-conditioning, mechanical and electrical services for Bendigo Hospital.

Melbourne Town Hall

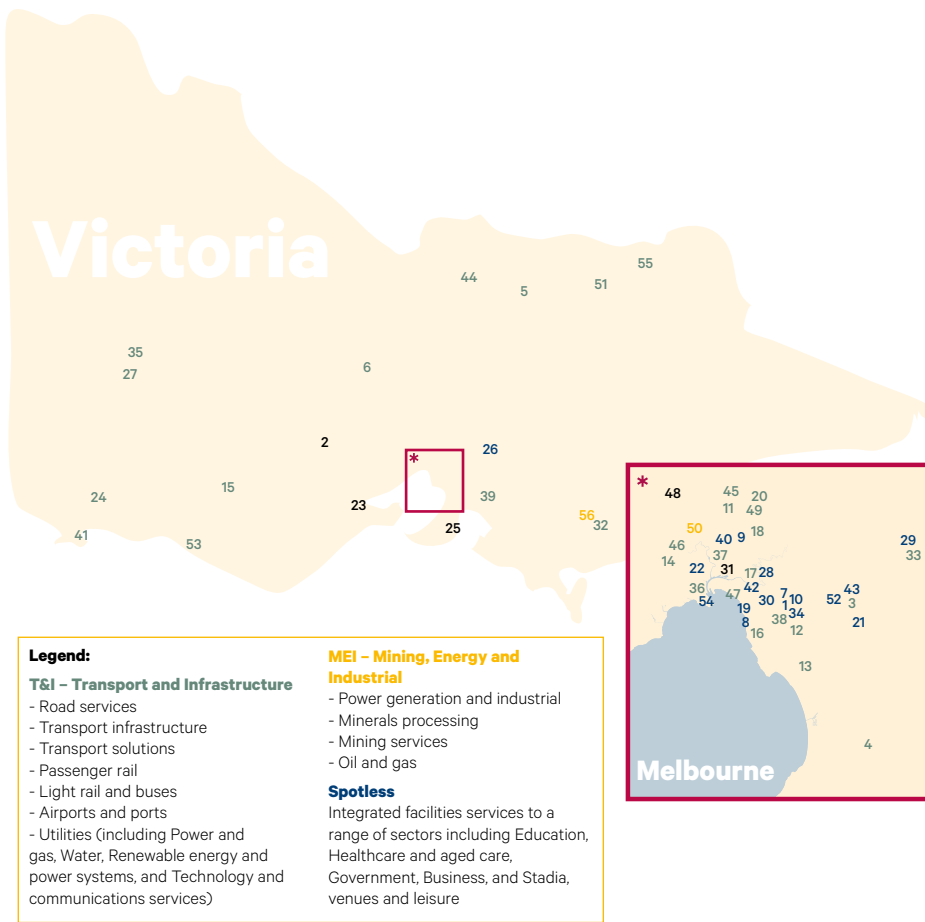
Spotless has been trusted to manage the iconic Melbourne Town Hall on behalf of the City of Melbourne since 1996. Through EPICURE, we provide catering and hospitality services, while our comprehensive venue management program also covers the building's maintenance, cleaning and facilities.

Melbourne Airport

Spotless has provided mixed services to Melbourne Airport for over 10 years, including construction, facilities maintenance and asset management, as well as electrical services. The contract incorporates contact centres, asset management for the grounds and roads within the precinct and a 24/7 presence at the airport for continuous maintenance service.

Power and gas networks

Downer provides a range of services to power and gas customers across the State, including AusNet Services, United Energy, CitiPower, Powercor, Jemena Electricity Networks, APA and Multinet Gas.



City of Melbourne Council

Spotless provides around-the-clock cleaning services for the City of Melbourne, including street sweeping, rubbish collection, weed control, graffiti removal and storm clean-up. Our team works across a number of major public events and is skilled at minimising traffic disruption and ensuring tasks are carried out efficiently. Spotless also provides street sweeping services for residential and main roads for the neighbouring City of Yarra.

Yarra Park Water Recycling Facility

Downer operates and maintains Victoria's largest underground recycled water treatment facility for the Melbourne Cricket Club. We also designed and built the facility, which is capable of producing 180 million litres of recycled water annually, providing a long-term sustainable water supply to Yarra Park, Punt Road Oval and the Melbourne Cricket Ground.

University of Melbourne

Spotless is the facilities manager for a 42-year period for the University of Melbourne's major new purpose-built innovation precinct, Melbourne Connect. Spotless also provides cleaning and catering services for Trinity College at the University campus. Additionally, Spotless' Nuvo business completed a two-year program to expand wireless coverage for the university, installing over 2,600 wireless access points in over 400 buildings across all campuses throughout Victoria.

Schools

Spotless will deliver asset management services for 15 schools across 12 sites as part of the Victorian Government's New Schools Public Private Partnership Project – Victoria's largest new school building project. Spotless will employ 70 full time and part time staff to maintain facilities, improving maintenance of school facilities and grounds. Our Alliance business also provides the daily meal services to staff and students at Geelong Grammar School's main campus in Corio and Carey Baptist Grammar School in Kew.

Location		T&I	MEI	Spotless
1	Ashwood			■
2	Ballarat	■		■
3	Bayswater	■		
4	Beaconsfield	■		
5	Benalla	■		
6	Bendigo	■		■
7	Box Hill			■
8	Brighton			■
9	Brunswick			■
10	Burwood East			■
11	Campbellfield	■		
12	Clayton	■		
13	Dandenong	■		
14	Derrimut	■		
15	Dundonnell	■		
16	East Bentleigh	■		
17	East Melbourne	■		■
18	East Preston	■		
19	Elsternwick			■
20	Epping	■		
21	Ferntree Gully			■
22	Footscray			■
23	Geelong	■		■
24	Hamilton	■		
25	Hastings	■		■
26	Healesville			■
27	Horsham	■		
28	Kew			■
29	Lilydale	■		■
30	Malvern			■
31	Melbourne CBD	■	■	■
32	Morwell	■		
33	Mount Evelyn	■		
34	Mount Waverley			■
35	Murra Warra	■		
36	Newport	■		
37	North Melbourne	■		
38	Oakleigh	■		
39	Pakenham East	■		
40	Parkville			■
41	Portland	■		
42	Prahran			■
43	Ringwood East			■
44	Shepparton	■		
45	Somerton	■		
46	St Albans			■
47	St Kilda	■		
48	Sunbury	■		■
49	Thomastown	■		
50	Tullamarine		■	
51	Wangaratta	■		
52	Wantirna			■
53	Warrnambool	■		
54	Williamstown			■
55	Wodonga	■		
56	Yallourn		■	

Transport solutions

We deliver multi-disciplined infrastructure solutions and intelligent transport networks across both Australia and New Zealand for roads, rail and light rail customers. We also supply, install and maintain a range of technology-based systems.

We have extensive capacity in the street lighting and ticketing machine sectors. Our focus on Smart Street Lighting has made us a market leader as we upgrade cities and towns.

We are also one of the largest maintainers of intelligent transport system assets across Australia and New Zealand.

Key capabilities:

- Electronic signage
- Closed Circuit Television (CCTV)
- Traffic signals, including the use of Active Traffic Management Systems
- Street lights, including smart LED lighting and solar powered products
- Managed motorways
- Rail signalling and rail communication
- Ticketing machine installation and maintenance.

Downer has installed the majority of ticketing systems throughout Australia and maintains ticketing systems in Western Australia and the Australian Capital Territory.

DM Roads delivers complete maintenance services to over 10,000 kilometres of Victorian roads, including Melbourne's busy M80 Ring Road, which we maintain through the Western Region Maintenance Contract with VicRoads.





What we do

Transport

Downer delivers multi-disciplined solutions to customers in the transport sector.

Road services

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

We offer one of the largest non-government owned road services businesses in Australia and New Zealand.

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.

Transport infrastructure

Downer has a long history of delivering transport infrastructure projects under a variety of contracting models. Services include the design and construction of light rail, heavy rail, signalling, track and station works, rail safety technology, bridges and roads.

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

Projects include: Parramatta Light Rail (Stage 1), Newcastle Light Rail, Adelaide City East End Tram Extension, High Capacity Metro Trains Project with the Victorian Government, Rio Rail Maintenance, Transport for NSW's Transport Access Program, Auckland City Rail Link Project, the rail and road rebuild for the North Canterbury Transport Infrastructure Rebuild, Christchurch Southern Motorway Stage 2 and State Highway 2 to 58, and Haywards Interchange.

Australia's first recycled road

In May 2018, Downer and Hume City Council partnered with Close the Loop and RED Group to build the first ever Australian road with soft plastics, glass and toner.

Soft plastics from approximately 200,000 plastic bags and packaging, 63,000 glass bottle equivalents, toner from 4,500 used printer cartridges and 50 tonnes of recycled asphalt were used to build the road in Craigieburn, in Melbourne's north.

Downer's recycled asphalt product, Reconophalt, sets a new benchmark in sustainability by creating new avenues to recycle and repurpose waste materials into new streams of use.

This sustainable, cost-competitive road innovation also has up to 65 per cent improvement in fatigue life and a superior resistance to deformation, making the road last longer and allowing it to better handle heavy vehicle traffic.

What we do

Transport

Downer is Australia's leading provider of passenger rolling stock asset management services. We also deliver multi-modal transport solutions, including for light rail and buses.

Passenger rail

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

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

Our capability spans all sectors, from rolling stock to infrastructure, and every project phase, from design and manufacture to through-life-support, fleet maintenance, operations and comprehensive overhaul of assets.

We set industry best practice with forward-looking technology solutions like our TrainDNA data analytics platform to deliver safe, efficient and reliable services.

Melbourne Metro

Melbourne's new fleet of High Capacity Metro Trains (HCMT) is the largest single order of new trains in Victoria's history, and will create over 1,100 local jobs.

The Victorian Government's investment includes the delivery of 65 next-generation HCMTs, a state-of-the-art depot at Pakenham including train maintenance facility and stabling yard for 30 trains, a light service facility and two driver simulators.

The project is being delivered by the Evolution Rail consortium comprising of Downer, CRRC Changchun and Plenary Group, with Downer to also provide ongoing maintenance once the fleet enters service.

The new fleet is being delivered using over 60 per cent local content and the new depot has been built using at least 87 per cent local content, setting a new industry benchmark in Australia. To further support our local content commitments, Downer also invested \$16 million to upgrade our existing manufacturing facility in Newport.

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 Glink on the Gold Coast and has significant bus operations in Sydney, Western Australia, South Australia and Queensland.

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

Keolis Downer develops new forms of shared and customised mobility to answer the evolving needs of local communities, such as on demand transport and autonomous vehicles. For more information visit www.keolisdowner.com.au



Airports and ports

We offer a comprehensive range of capabilities for airport customers including pavement construction, facilities maintenance and communications technologies, to open space and asset management.

We specialise in turnkey solutions for electrical and communications systems, for new or existing airport facilities, as well as whole-of-life asset services for critical infrastructure such as roads, rail lines, car parks and grounds which support airport sites.

Downer offers turnkey electrical and communications systems for the expansion or upgrade of port facilities as well as whole-of-life asset services for critical infrastructure such as roads, rail lines, car parks and grounds which support and connect port sites.

Our expertise also includes construction and maintenance of wharves and marine structures.





The High Capacity Metro Train project is playing a vital role in strengthening Victoria's rolling stock manufacturing capability – we are reskilling transitioning workers from declining industries and reaching new benchmarks for apprenticeships and the employment of disadvantaged workers.

Yarra Trams

Melbourne's iconic tram network is the largest in the world and provides an essential service to the Victorian capital's residents and visitors, with more than 205 million passenger journeys every year.

Since 2009, Keolis Downer has provided operations and maintenance services across the light rail network, which consists of 250 kilometres of double track, approximately 1,700 stops, nine depots and more than 490 trams.

We have achieved excellent improvements in operational performance since the partnership began in 2009: customer satisfaction has increased from 81.7 per cent to 85 per cent, punctuality has improved from 81.7 per cent to 83.8 per cent, and we have achieved a 20 per cent reduction in CO₂ per kilometre travelled.

In 2017, Keolis Downer extended the contract with the Victorian Government until 2024. This extension includes refurbishment of over 90 per cent of the tram fleet at Downer's East Preston Depot making it one of the largest light rail overhaul projects undertaken globally.

Refurbishments include overhauling mechanical components and completing significant structural repairs and cosmetic improvements, giving a new lease of life to the most diverse tram network in operation.



Technology and communications services

We are a leading provider of end-to-end technology and communications service solutions and offer integrated civil construction, electrical, fibre, copper and radio network deployment capability.

Key capabilities:

- Design, engineering and network construction of fixed and wireless networks
- Mobile deployment: site acquisition, environmental and design services
- Network operations and help desk outsourcing
- Network maintenance
- Warehousing and logistics
- Smart metering
- Smart home power and technology solutions
- Fleet management
- Network security
- Remedial works and proactive maintenance
- Customer connections, in-premises installations and service activations.

Our approach is centred on reducing the risk associated with disruption to asset operations and improving asset performance. Our quality delivery is managed and delivered through a widely distributed and substantial technical workforce, providing our clients with confidence when we deal directly with their customers. We listen, understand and partner with our customers to ensure all parties' expectations are exceeded.

In Victoria, Downer delivers work State-wide to a range of customers including NBN and major telecommunications carriers, along with wireless networks for a range of Government clients.



Downer delivered the Waubra Wind Farm, located approximately 35 kilometres north-west of Ballarat, which can generate enough green energy to power more than 138,000 homes.

What we do

Utilities

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

Power and gas

We offer a wide range of services including planning, designing, constructing, operating, maintaining, managing and decommissioning power and gas network assets. We design and construct steel lattice transmission towers, design and build substations, construct and maintain electricity and gas networks, provide asset inspection and monitoring services, connect tens of thousands of new power and gas customers each year and provide meter, energy and water efficiency services for government, utilities and corporations throughout Australia.

Our performance on the network is benchmarked at activity unit level, repeatedly demonstrable and assessed against continually improving key performance indicators. The collaborative and enduring relationships we have with our long-term customers is based on trust and integrity and continues to be validated through ongoing contract renewals.

Downer provides a range of services to power and gas customers across the State, including AusNet Services, United Energy, CitiPower, Powercor, Jemena Electricity Networks, APA and Multinet Gas.

Water

Downer is dedicated to delivering complete water lifecycle solutions for municipal and industrial water users.

Our expertise includes water treatment, wastewater treatment, water and wastewater networks construction and rehabilitation, desalination and biosolids treatment.

As a leading provider of asset management services, we support our customers across the full asset lifecycle; from conceptual development through to design, construction, commissioning and into operations and maintenance.

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.

Yarra Park Water Recycling Facility

Downer operates and maintains Victoria's largest underground recycled water treatment facility, capable of producing 180 million litres of recycled water annually. Downer designed and built the world-class facility for the Melbourne Cricket Club (MCC) to meet the requirements of various regulators and provide a long-term sustainable water supply to Yarra Park, Punt Road Oval and the Melbourne Cricket Ground.

We also designed and implemented the SECURED Asset Management by Downer™ system for the facility, which achieved Australia's first ISO 55001 certification in 2015 and then achieved Australia's first recertification in 2018. Through this asset management system, Downer has delivered outstanding results for the MCC, including a 47 per cent saving in operational costs and 41 per cent reliability improvement.

Renewable energy and power systems

We are one of Australia's largest and most experienced providers in the renewable energy market and power system sectors, delivering services to customers requiring both utility and commercial scale sustainable energy solutions.

We offer trusted services and integrated solutions required for the entire asset lifecycle including procurement, assembly, design, construction, commissioning and maintenance for a range of renewable assets specifically in the wind, solar and power systems storage sectors including transmission and substations. We offer flexible services like innovative energy systems that include self-generation and storage, grid services such as frequency control ancillary services (FCAS), fast frequency response (FFR), grid stability and transmission terminal congestion solutions. Our expertise also includes consultancy services to customers that assist them to bridge the gap to achieve commercial viability.

Downer is a leader in renewable energy in Australia and has successfully delivered a number of projects in Victoria, including the Ararat Wind Farm, Waubra Wind Farm, Mt Mercer Wind Farm and Ballarat Energy Storage System. We are also delivering the Murra Warra Wind Farm and Numurkah Solar Farm.

What we do

Integrated facilities services

Through Spotless we deliver tailored solutions for customers from a diverse range of industry sectors.

Whether it be providing critical security for patients and clinical staff at hospitals, preparing nutritious meals at schools, delivering the optimum air-conditioned climate at a stadium, maintaining public housing that accommodates tens of thousands of people, laundering uniforms for factory workers, or ensuring the elderly have clean rooms in an aged care residence, our Spotless team will take care of it.

Spotless is the largest integrated facilities management services provider in Australia and New Zealand. Our customers depend on us to provide essential services for the everyday running of their businesses. We deliver more than 100 integrated facilities services including:

- Air-conditioning, mechanical and electrical
- Asset maintenance and management
- Catering and hospitality
- Cleaning
- Facilities management
- Laundry management
- Security and electronic solutions
- Utility support.

Proven long term partner

With around 15 Public Private Partnership (PPP) projects across the healthcare, education, defence and leisure sectors, we are known for our value for money approach and innovative management of an asset's lifecycle.

Our experienced team focuses on our customers' needs, develops innovations that make a difference, and operates with a mindset to take care of valued assets for the long term.

Key partnerships include the Sydney International Convention, Exhibition and Entertainment Centre and Department of Defence, ACT.

Education

We create world-class learning environments with leading private and public schools and tertiary institutions. Our integrated services include catering, fixing the building assets, maintaining grounds and gardens, conserving energy with air-conditioning and lighting solutions, and ensuring a secure environment.

University of Melbourne: Facilities manager for innovation precinct, Melbourne Connect. We also provide cleaning and catering services for Trinity College.

Healthcare and aged care

Spotless has a 40-year history of supporting the daily operations of hospitals across Australia and New Zealand. As a trusted partner we deliver care associated services that create a safe environment for hospital staff, patients and their guests.

As healthcare providers we support hospitals and senior living facilities. Every year Spotless delivers more than 3.5 million hours of non-clinical support services to over 200 healthcare facilities.

The Alfred Hospital: Cleaning, catering, ancillary, ward support, grounds and garden maintenance, pest control, hygiene services and security services.



Government

Spotless provides property and facilities management services to government departments, agencies and authorities at the federal, state and municipal level.

Melbourne councils: Around-the-clock cleaning services for the City of Melbourne, including street sweeping, rubbish collection, weed control, graffiti removal and storm clean-up. We also provide street sweeping services for residential and main roads for the neighbouring City of Yarra.

Business

We offer innovative solutions for workplaces and manufacturing facilities to help them run well. Spotless manages solutions for employee wellbeing, workplace efficiency and sustainable facility management.

BlueScope Steel: Integrated services contract covering hard facilities management, cleaning, catering and laundry services.

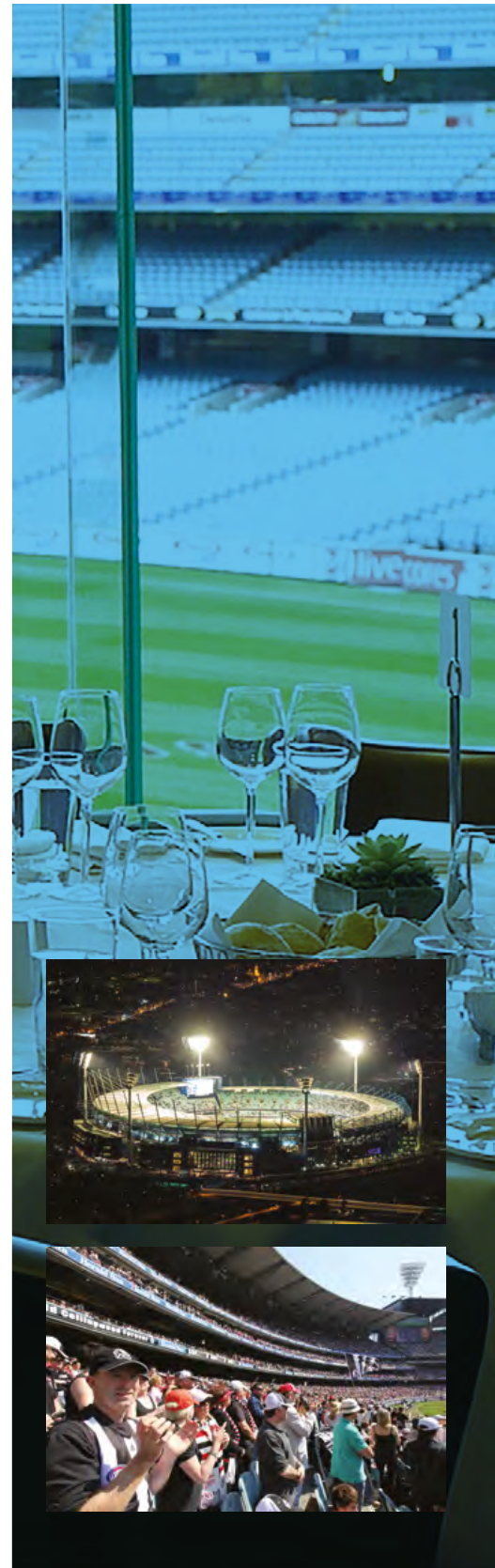
Stadia, venues & leisure

We create great experiences to ensure the comfort and satisfaction of fans, patrons and guests. With over 14 venues across Australia and New Zealand, we manage small meetings to large gala events.

Melbourne Cricket Ground: Multi-service contract with the Melbourne Cricket Club, including catering, facility management and maintenance to the ground's refrigeration and air-conditioning components.



Spotless provides a multi-faceted suite of services to the MCG, including catering at high profile sporting events such as the AFL Grand Final. At the 2018 Grand Final, our team of 2,300 people operated more than 250 outlets, including Members' areas, corporate suites, restaurants, cafes, dining and function rooms, marquees, bars and retail food areas. They served up approximately 27,000 buckets of hot chips, 24,000 pies and sausage rolls, 5,500 hot dogs and 12,000 corporate meals on the day.



What we do



Photograph courtesy of Chevron Australia



Oil and gas

We plan, build, maintain and operate both onshore and offshore oil and gas facilities for our customers that supply clean energy to Asia.

With over 50 years' experience, our key capabilities cover the full range of construction, maintenance, turnaround/shutdown/outage delivery, sustaining capital program delivery and commissioning services.

Key capabilities:

- Electrical instrumentation and controls
- Structural and mechanical piping
- Lagging and cladding
- Insulation and coatings including painting and blasting services
- Scaffold management and erection
- Facilities maintenance
- Project management, scheduling and resourcing
- Technical writing and workpack development
- Heavy lift studies
- Specialist sub contract management
- Procurement
- Integrated engineering.

“Our experience in delivering services to oil and gas customers across the region ensures that we understand what’s important to their success.”

Minerals processing

Downer provides solutions for minerals processing and separation to customers in Australia, New Zealand, India, Canada, The Americas and South Africa.

Working with customers in mining operations for over 75 years, Downer helps our customers extract the maximum value from their mineral asset through engineering and process design. Our Mineral Technologies business is the world leader in mineral separation and mineral processing solutions, as well as spiral technology. We deliver innovative, cost effective process solutions for iron ore, mineral sands, silica sands, coal, chromite, gold, tin, tungsten, tantalum and a wide range of other fine materials.

From metallurgical test work through to plant design, equipment supply and commissioning, we provide customers with the confidence to achieve their best project profitability, and are known for our innovative and outcome focused approach.

Through our QCC business, we also deliver solutions for customers across all stages of the project lifecycle from initial concept, prefeasibility and feasibility studies, to Coal Handling and Preparation Plant (CHPP) design and Engineering, Procurement and Construction (EPC) management delivery.

We provide strategic consulting services, working with our customers to optimise financial returns and maintain efficient operations for their projects.



What we do



Power generation and industrial

Downer is the leading provider of original equipment manufacturer (OEM) maintenance and shutdown services essential in running Australia's power stations, servicing customers that supply 80 per cent of the National Electricity Market (NEM).

We provide maintenance, turnaround, shutdown and sustaining capital programs for power generation and industrial operations across Australia and operate across industries including petrochemical and refining, bulk materials handling and processing, coal, iron ore, minerals and metals and power generation.

Our services include scoping, planning, integration and support with engineering; and electrical and instrumentation, insulation and scaffold erection, commissioning and decommissioning.

Downer is also OEM specialists in the design, supply, construction, maintenance and overhaul of boilers, turbines and generating plants.

Downer Mitsubishi Hitachi (DMH)

In 2018, Downer acquired the remaining 73 per cent of shares in MHPS-ANZ Plant Services from the Japanese-owned Mitsubishi Hitachi Power Systems and adopted the new trading name DMH Plant Services. As part of the share purchase agreement, Downer and MHPS entered into an Alliance Agreement which provides Downer with the exclusive rights to be the agent for MHPS in the Australia and New Zealand regions. DMH offers an extensive and unique service suite to the power generation and industrial markets including engineering, maintenance, shutdown and project services, OEM support and spare parts sales across Australia and New Zealand.

Alinta Energy: Through Downer's DMH alliance with MHPS Japan, which is the OEM for the two 500 MW generators at Alinta Energy's Loy Yang B Power Station in Latrobe Valley, we recently completed the Unit 2 500 MW stator replacement. The scope comprised of the removal and refurbishment of the generator rotor and removal of the stator from the turbine floor, as well as replacing the stator with a newly built unit supplied by MHPS Japan. The outage was completed safely, on time and under budget.



What we do



Mining services

Downer has been successfully delivering contract mining and civil projects to an impressive list of global customers for over 90 years.

Downer services coal and metalliferous mining customers at all stages of the mining lifecycle, specialising in both surface and underground mining. We operate across more than 50 sites in Australia, Papua New Guinea and Africa.

Key capabilities:

- Resource definition, exploration drilling and mine feasibility studies
- Open cut mining services to Australian coal, iron ore and gold
- Underground mining services to Australian, Papua New Guinea and South African copper and gold
- Drilling, explosives manufacture and supply, blasting and crushing
- Mine closure and rehabilitation.

“Downer is one of Australia’s leading diversified mining contractors.”

RTL Mining and Earthworks: RTL began trading in 1991 as a joint venture between Downer, Thiess and Linfox with contracts to provide heavy mobile plant services to the major electricity generators in the Latrobe Valley. It has since expanded to include mining, plant hire, civil and earthmoving contracting as well as general and over dimensional transport.

Current projects include the Loy Yang mine mobile plant hire and earthworks, operation of the Yallourn mine in the Latrobe Valley, and the operation of RTL Transport fleet of heavy haulage prime movers and floats.

In addition, RTL has also completed a number of landmark projects including all earthworks and other civil services on the \$1 billion Victorian Desalination Project, two separate diversions of the Morwell River at Yallourn and Hazelwood, design and construction of the Princes Highway duplication east section between Flynn and Rosedale, earthworks, roads and drainage, mechanical, electrical, underground pipeline and associated works for the new Exxon Mobil Gas Conditioning Plant at Longford and an eight-kilometre upgrade of the Strzelecki Highway.

What we do



Defence

Downer provides a broad range of professional and managed services, asset sustainment and estate upkeep services to the Australian and the New Zealand Defence Forces and other government agencies.

Downer, together with Spotless, is one of the only integrated services companies that has a whole of Defence Capability Life Cycle offering and mindset. Our Sovereign Industry Capability delivers to the needs of Defence, National Security organisations, the major Primes and other government agencies.

As an ADM Top 10 Defence Contractor, we are a proven and trusted long-term partner, committed to diversity and inclusiveness and to growing Australia's Defence industry with the participation of Small to Medium Enterprises.

Downer's service lines support the entire military capability lifecycle.

Professional and managed services

We specialise in the introduction of complex systems and security-sensitive capabilities and have established ourselves as a major contributor to the modernisation of land, maritime, air and joint communications and information systems across the Australian Defence Force and other government agencies.

With hundreds of security-cleared resources, we leverage the depth and breadth of Downer's experience to provide solutions for Defence and National Security customers.

Project delivery

We execute highly complex projects across Land, Sea, Air, Cyber, Space and Key Enabler domains. Acting as either a Prime contractor, subcontractor or joint venture partner, we have successfully delivered projects for various parts of the Defence industry including E&IG, CASG, and CIOG.

Through life sustainment

Maximising economies of scale, our OEM and platform-agnostic through-life sustainment capabilities cover: managed services, and engineering, maintenance, supply, training and operating support.

Estate upkeep

Via Spotless we provide a full range of services to operate and maintain a diverse portfolio of Defence estates and facilities. These services include: asset management and engineering, maintenance, land management and operational services.

In Australia, Spotless provides these services to Defence through the Estate Maintenance and Operations Services (EMOS) Contract encompassing 170 Defence bases and installations in the Queensland and Southern New South Wales Defence Regions. We also have a Public Private Partnership arrangement managing the Headquarters Joint Operations Command in the Australian Capital Territory.

In New Zealand we provide facility management services to the New Zealand Defence Force in the Manawatu and Southern Region.

CASG Major Service Provider – Team Downer

Team Downer is one of four CASG Major Service Providers (MSP) delivering Integrated Work Packages (IWP) in support of Critical Systems Branch (within Joint Systems Division), Maritime Systems Division and the Attack Class Submarine Program.

Our approach



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 and donations.

Key initiatives supported include:

- **Wall of Hands**
Proud 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
- **Wandering Warriors**
Supporting the Australian Special Air Service Association to provide mentoring, education, coaching and employment opportunities to veterans through their transition from military to civilian life
- **Genesis Youth Trust**
A First Foundation Scholarship Partner for the Trust which aims to reduce the levels of youth-offending in New Zealand's most affected communities
- **#BuildAKL**
Key partner for the program aiming to get Auckland's young people into employment in the construction and infrastructure industry
- **Role Models and Leaders Australia and Clontarf Foundation**
Spotless supports programs to develop and empower young Aboriginal men and women through sport, leadership, education and employment

■ **Alannah and Madeline Foundation**

Spotless has purchased eSmart Digital licenses for schools in states we have a Public Private Partnership. eSmart focuses on school children and is a long-term change program designed to educate, track, monitor and prevent bullying and cyber bullying

■ **Sunshine Coast Lightning netball team**

Principal Partner since 2017

■ **2019 Rugby League World Cup 9s**

Naming rights sponsor for the inaugural tournament in October. This continues our support for rugby league, having been naming rights sponsor of the NRL Auckland Nines in 2016 and 2017, as well as the World Club Challenge in 2018.

Reconciliation Action Plan

In Australia, Downer and Spotless are 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 our Innovate RAP for 2019-2021. Our Innovate RAP reaffirms our commitment to the reconciliation process and builds on the Reflect RAP that we introduced in 2016.

In addition, Spotless has its own Innovate Reconciliation Action Plan and is currently consulting with Reconciliation Australia on registration and implementation of its Stretch RAP.

Our approach



Health, safety and environmental sustainability

Zero Harm is embedded in our culture and is fundamental to our future success. 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 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, and adopting 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. Zero Harm is always our top priority.

Achieving Zero Harm requires strong leadership and relentless commitment through:

- **Leadership:** we 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. Our people at all levels are actively involved and accountable

- **Systems:** our approach is simple, effective, robust and consistent across our business
- **Hazards:** with a priority focus on critical risks, our hazards are identified, assessed, controlled, monitored, and effectiveness confirmed
- **Actions:** we learn from our experiences, and do what we say we will do, translating Zero Harm theory into good work practices.

Each Downer division has in place a Zero Harm management system, certified as a minimum to occupational health and safety management standard AS/NZS 4801 or BS OHSAS 18001, and the international environmental management system standard 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. Each management system is reviewed regularly, undergoing internal and external audits to ensure that effective controls are maintained and opportunities for continuous improvement are identified.

Our Zero Harm Management Framework, Cardinal Rules and Environmental Principles are critical to ensuring our employees and broader stakeholder groups are engaged and aware of our Zero Harm commitments.

To Downer, sustainability is delivering financial growth and value to our customers through our supply chain, looking after the health and safety of our people, having a diverse and inclusive workforce, minimising our impact on the environment and enhancing the liveability of the communities in which we influence.

Our commitments 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.

Downer remains focused on developing solutions to reduce our energy consumption and greenhouse gas emissions, while at the same time increasing our cost competitiveness. For further information refer to Downer's Sustainability Report and Annual Report which include disclosures in response to the TCFD (Taskforce on Climate-related Financial Disclosure) recommendations.

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