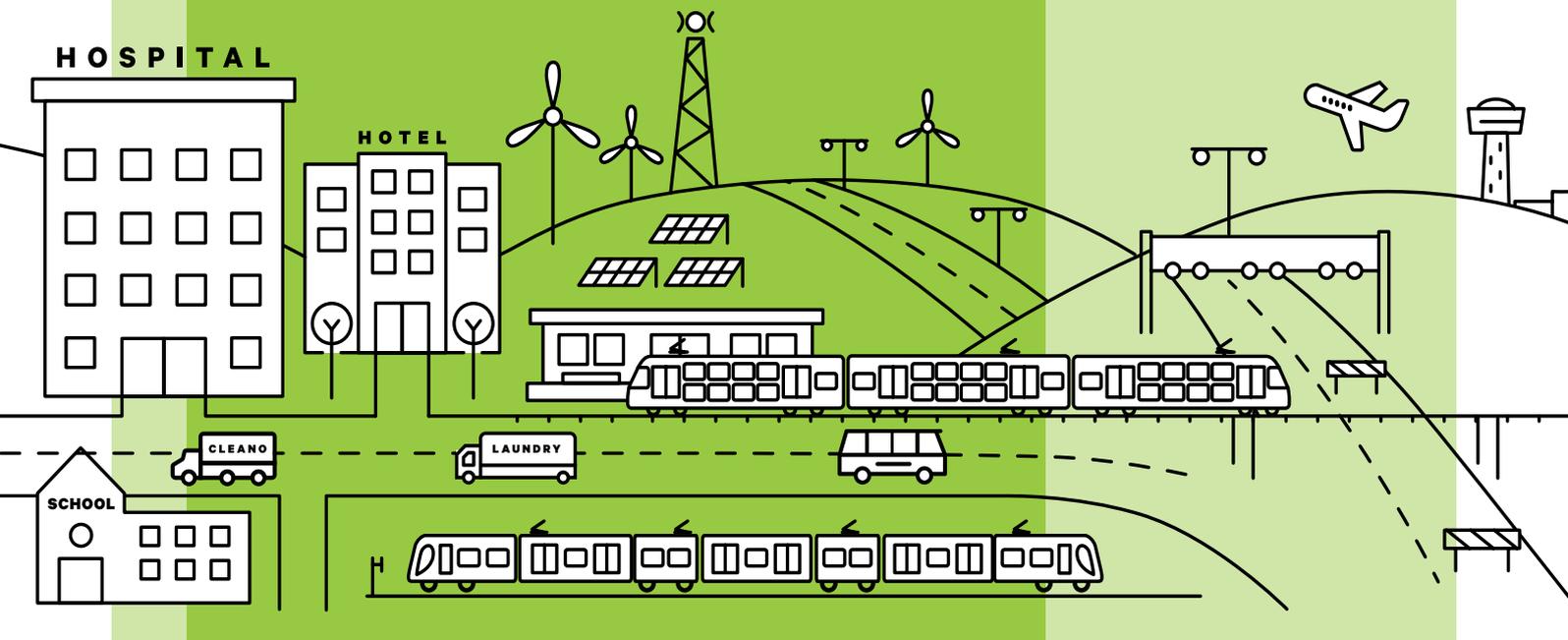


Relationships
creating success



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

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

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



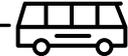
Relationships

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



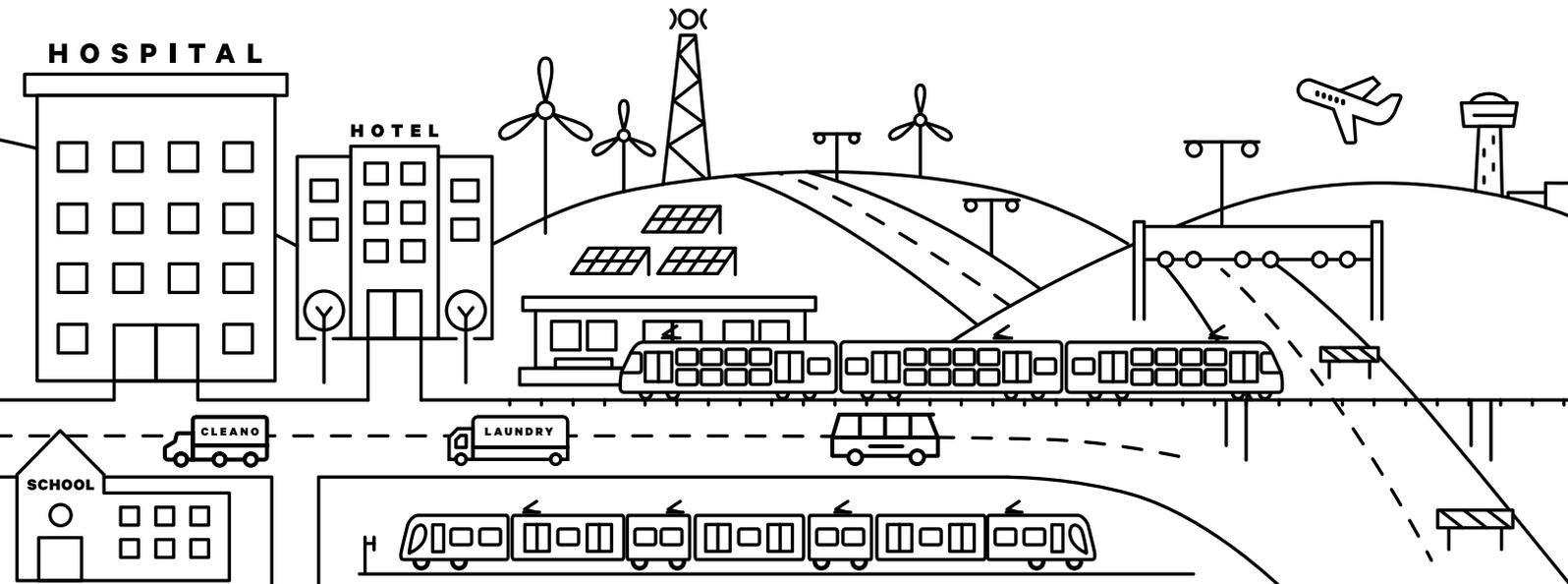
Downer employs more than 53,000 people

+ 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.**



What we do

520 million

passenger journeys on our operated or maintained transport network each year (including Keolis Downer)

58,000 kilometres

of roads managed and maintained in Australia and New Zealand

2.3 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

68 million

meals served across hospitals, stadiums and schools every year

120,000 tonnes

of laundry picked up, delivered and cleaned every year by our Spotless Division

9,200

mineral processing spiral starts, distributors and launders manufactured by our Mineral Technologies business

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 DJSI

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



Mining services



Oil and gas



Power generation and industrial



Minerals processing



Non-residential buildings



Defence



Asset management

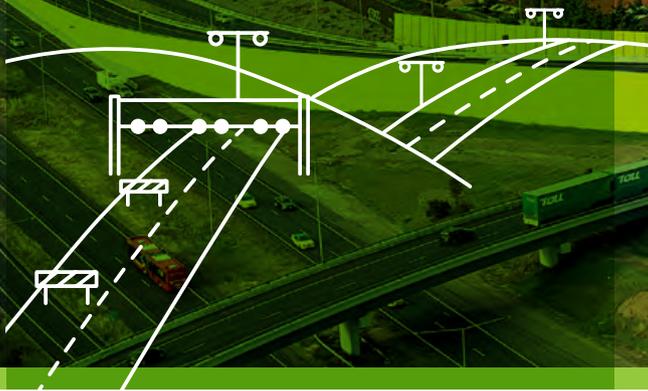


Professional and managed services

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 New Zealand 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 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 have formed a number of strategic partnerships to meet the changing needs of our customers and markets. We have long term asset stewardship and road management contracts through DM Roads in Australia, and a number of alliances in New Zealand such as the Infrastructure Alliance in Hamilton, Whanganui Alliance, Tararua Alliance, Waikato District Alliance and the Milford Road Alliance.



Downer's Reconomy business innovates to create best-practice solutions that maximise the value of our customers' assets and support the sustainability of their communities.

We deliver solutions in landfill avoidance that recycle and repurpose domestic, commercial, road and construction waste materials into quality construction and organic 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.

Reconomy offers a detritus processing solution that turns a stream of mixed waste into valuable products and materials. We process, separate and clean waste streams such as street sweepings into individual components that can be readily reused, and Downer has a use for those materials, including asphalt for road construction.

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.



We work for all of Australia's State road authorities, the New Zealand Transport Agency and a large number of local government councils and authorities in both countries.

Our customers include road owners and businesses operating in industries including waste collection and management, mining, construction, airports and motor racing tracks.



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, and Transport for NSW's Transport Access Program. New Zealand projects include: 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.

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.

Asset management

Downer is a leader in asset management across Australia and New Zealand.

We have many long-term asset and data intensive projects being 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, return on capital and deliver better outcomes for our customers. We provide innovative solutions to fit our customers' business needs and maximise the returns from their assets.

We are committed to ensuring our group business systems are aligned to ISO 55001 – the global best practice framework for asset management.

Certifications include:

- Yarra Park Water Recycling Facility
- Sydney Waratah and Waratah Series 2 rolling stock fleet, simulators and rail depot facilities
- Road network asset management system on the North East Sydney Performance Specified Maintenance Contract
- Orange Hospital and associated health services.

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.

Sydney's fleet

The Waratah fleet is the pride of Sydney's network and the initial order of 78 trains is Australia's largest single order of rolling stock. The fleet delivers unprecedented reliability, availability, safety and comfort. Downer designed and manufactured the trains in conjunction with CRRC Changchun, with through-life-support managed by Downer at the purpose-built Auburn Maintenance Centre. Another 41 trains are also being built following additional orders from the NSW Government. Downer maintains a further 35 four-car Millennium train sets.

Melbourne Metro

Melbourne's 65 High Capacity Metro Trains is the largest order of new trains in Victoria's history. The investment also includes a state-of-the-art depot including train maintenance facility, stabling yard, a light service facility and two driver simulators. The project is being delivered with over 60 per cent local content and will create over 1,100 new jobs. It is being delivered by the Evolution Rail consortium comprising Downer, CRRC Changchun and Plenary, with Downer also providing ongoing maintenance.

Queensland's New Generation Rolling stock

In 2019 Downer was awarded the \$85 million contract for modification of Queensland's New Generation Rolling stock (NGR) fleet. With works taking place at the historic Maryborough Service Delivery Centre, Downer will deliver accessibility upgrades to 75 trains, and work will continue through to 2024.

Bogie centre of excellence

Our recently upgraded Cardiff Service Delivery Centre is equipped with world-class rolling stock overhaul capabilities. The \$38 million refurbishment includes a purpose built eight-car train lift and bogie centre of excellence, with the capacity to overhaul more than 3,000 bogies and 23,000 wheelsets a year. Cardiff also has the capacity to support technology upgrades, customer experience enhancements and new fleet introduction.



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

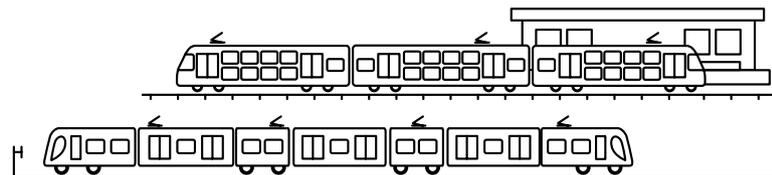
Airports and ports

We offer a comprehensive range of capabilities for airport customers, from 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.



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.

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 network 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.

Renewable energy and power systems

We are one of Australia's largest and most experienced providers in the renewable energy market and power systems 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.

Solar farms include Sunshine Coast, Numurkah, Limondale, Clare, Ross River and Beryl. 14 wind farms since 2003 including Ararat, Mt Mercer and Taralga.



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:

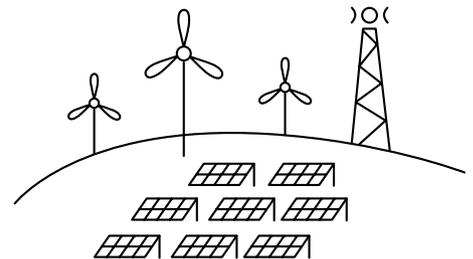
- Design, engineering and network construction of fixed and wireless networks
- Mobile deployment: site acquisition, environmental and design services
- Network operations and help desk outsourcing
- Network maintenance
- Warehousing and logistics
- Smart metering
- Smart home power and technology solutions

- Fleet management
- Network security
- Remedial works and proactive maintenance
- Customer connections, in-premise 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 through a widely distributed and substantial technical workforce, providing our customers with confidence when we deal directly with their customers. We listen, understand and partner with our customers to ensure all parties' expectations are exceeded.

More than 2.3 GW of renewable energy is generated by plants Downer has built or is currently delivering.



What we do

Integrated facilities services

Through Spotless we deliver tailored solutions for over 1,000 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 an airport, 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.

Key capabilities:

- 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 life cycle. 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 International Convention Centre Sydney and the Department of Defence.



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.

Geelong Grammar School, Victoria

Over 2,000 meals each day.

South Bank TAFE, Brisbane

Integrated services including cleaning, security, pest control and grounds and infrastructure maintenance.





Government

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

Land and Housing Corporation, NSW

Maintain over 24,000 properties, including capital, restoration and heritage works and facilities management.

Department of Planning, Transport and Infrastructure, South Australia

Facilities management for public hospitals, correctional facilities, schools and CBD buildings.

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, Victoria

Cleaning, food, ancillary, ward support, grounds and garden maintenance, pest control, hygiene services and security.

Centralalliance Health, New Zealand

Integrated services across three hospitals.

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.

Key customers include Coca-Cola Amatil (hard and soft facilities maintenance) and Bluescope Steel (integrated services including 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.

For example, we provide a multi-service offering to the Melbourne Cricket Ground including catering, facility management and refrigeration and air-conditioning maintenance.

We are mostly known as Spotless, however you may also know us as AE Smith, Alliance, Ensign, EPICURE, Mustard, Nuvo, Skilltech, Taylors, UAM and Envar.

What we do

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.



Photograph courtesy of Santos



With more than 50 years' experience, our key capabilities cover the full range of construction, maintenance, shutdown/turnaround/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.

Within Queensland's Coal Seam Gas (CSG) industry, Downer provides services covering greenfield construction, maintenance services, shutdown/turnaround/outage services, major and minor brownfield projects, industrial facilities maintenance and advisory services.

Key capabilities:

- Project management and field engineering support
- Well site skid manufacturing
- Well site mechanical, electrical and instrumentation and commissioning
- Field development services including gathering network installations
- Construction of gas and water treatment facilities
- Hazardous area installation, maintenance and auditing

- High voltage reticulation and installations
- Facilities maintenance
- Shutdown and campaign maintenance activities
- Structural mechanical piping
- Pneumatic, hydrostatic and PSV testing
- NATA certified testing.

Santos and Origin Energy

Downer provides services to the majority of Liquefied Natural Gas (LNG) and hydrocarbon projects across Australia including upstream LNG field services in Queensland for Santos and Origin Energy.

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.

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 an OEM specialist in the design, supply, construction, maintenance and overhaul of boilers, turbines and generating plants.

We have the geographic capacity to support Australian and New Zealand assets, with experienced and competent support people who have the ability to execute long term serviced-based contracts.

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 Australian 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.

Our sophisticated systems, procedures and experienced personnel support safe, on-time execution of complex outages for our customers such as Origin Energy, CS Energy, Stanwell Corporation, Alinta Energy, Synergy, ConocoPhillips, NRG and AGL.



What we do

Minerals processing

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



We have been working with customers in mining operations for over 75 years, and help them 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.

Mineral Technologies

Based at Queensland's Gold Coast, Downer's Mineral Technologies business has operations stretching across five continents.

Having started in the 1950s separating heavy minerals from the local sands on Australia's East Coast, Mineral Technologies has expanded and developed its capability and is now recognised as a leader in mineral separation and processing solutions worldwide.

As well as head office at Carrara and offices in Perth and Adelaide, Mineral Technologies also has a presence in South Africa (Richards Bay), North America (Florida, USA), South America (Belo Horizonte, Brazil) and India (Kolkata, Kochi, and Goa).



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.

Proven track record

In New South Wales, Downer provides mining services at Newcrest Mining's Cadia Valley underground mine near Orange and Cobar Management Pty Ltd's CSA underground copper mine located in Cobar, Central Western NSW.

In Queensland, Downer has provided mining services at Stanwell Corporation's Meandu mine in the South Burnett region since 2013. Services include mine management, planning, drilling, overburden removal, coal mining, coal processing, rehabilitation and maintenance of mobile and fixed plant. Downer has also been working closely with the BHP Billiton Mitsubishi Alliance (BMA) for many years, providing mining services at several mine sites in the Bowen Basin in Central Queensland including Goonyella Riverside, Daunia, Peak Downs, Saraji, Blackwater, Caval Ridge and Poitrel Mine.

In Western Australia, Downer has been providing mining services to Karara Mining Ltd at its Karara mine since the magnetite operation commenced production in February 2012. Downer also provides mining services at the Gruyere gold project in Laverton for joint venture partners Gold Road Resources Ltd and Gold Fields Ltd.

In South Australia, Downer provides engineering, procurement and construction (EPC) services and mining services at OZ Mineral's Carrapateena copper and gold mine.

What we do

Non-residential building

Hawkins delivers vertical construction services across a variety of sectors.



Building projects in New Zealand are delivered under our Hawkins brand.

Hawkins is New Zealand's leading construction business. Our team is focused on working alongside our customers to build better communities. Hawkins and Downer's combined technical and construction management expertise provides proven, whole-of-life solutions for customers' assets using innovative technology to sustainably deliver outcomes.

Hawkins delivers unique transformational projects across a variety of sectors including education, health, airports, commercial office buildings and heritage restorations. It 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, are our specialty.

We believe in creating stronger communities around us, which is why we partner locally with experts in each region. We work collaboratively

with iwi, community, government, educators and trainers to support effective pathways into construction and leadership.

Hawkins invests in technology, innovation and continuous improvement. We have invested in the tools to allow our people to use Building Information Management (BIM) technology on our sites. We use HoloLens and augmented reality to allow our team to experience virtual design. We complement this by capturing real-world data through laser scanning and point cloud modelling. The technology makes our operations more efficient.

We use Lean Construction techniques to maximise value for our customers while minimising waste and bringing continuous improvement.



Christchurch Town Hall reopened to the public for the first time in eight years in February 2019, after being damaged in the 2011 earthquake. Hawkins was appointed main contractor on this unique and extremely complex restoration project. The ground improvement work alone took 11 months and involved jet grouting 1,056 piles and the replacement of the existing floor slab, to give the building renewed stability.

Other projects include Auckland University's Engineering and Medical School buildings; Museum of New Zealand Te Papa Tongarewa's Toi Art gallery; Park Hyatt Auckland; University of Waikato's Tauranga campus; University of Canterbury's Rehua building; and 12 Madden Street, home of the GridAKL co-working space in Auckland's Innovation Precinct.

What we do

Defence

Downer provides a broad range of professional and managed services, asset sustainment and estate upkeep services to the Australian and 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

Through 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.

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 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 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 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/ISO45001 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 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 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.

Sustainability is integrated into Downer's business strategy and shaped by our four Pillars: Safety, Delivery, Relationships and Thought Leadership. 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.

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

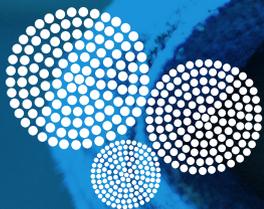
We recognise that working on critical infrastructure is like no other project. This is why our passionate safety and environment conscious culture, refined project management processes and collaborative approach help us deliver services while maintaining the primary focus of Zero Harm.



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:

Corporate social responsibility

- **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** – for over a decade, supporting the Trust which works to reduce the levels of youth-offending in New Zealand's most affected communities

- **Te Ara Whanake** - working alongside Te Puni Kōkiri, Downer's Māori leadership program is designed to enhance Māori representation at all levels of leadership in our business and in the communities in which we work
- **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 funds eSmart Digital Licences for 2,200 students across 44 public schools in states we have a Public Private Partnership. The eSmart program focuses on teaching school-aged children how to play, learn and socialise online in a safe, smart and responsible way and prevent bullying and cyber bullying.

Sporting

- **Sunshine Coast Lightning netball team** – Principal Partner since 2017
- **Downer New Zealand Masters Games** – 2019 Naming Rights Sponsor for the New Zealand Masters Games, held in Whanganui

- **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
- **Williamstown Football Club** – ground sponsor and community partner to enhance the contribution to the Hobson's Bay community through local sporting clubs, schools, community groups and charities.

Commercial partnerships

- **Waanyi Downer Joint Venture** – the first equitable 50:50 mining services joint venture formed between a corporation and a local Aboriginal community-based organisation
- **Bama Services** – partnering with this leading Indigenous business on a range of initiatives to develop the skills, capability and experience in the local Aboriginal and Torres Strait Islander workforce.

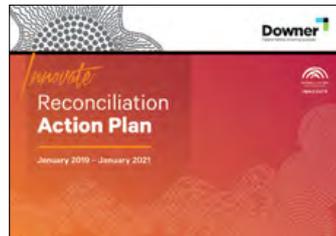


Reconciliation Action Plan

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 its Innovate RAP for 2019-2021. This 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.



Moree's Indigenous wrap artists

Downer has partnered with NBN Co and the Moree community to give local Indigenous artists a unique opportunity to showcase their masterpieces.

We are helping roll out the NBN across Australia, which includes installing the NBN nodes – the green cabinets in local neighbourhoods that connect homes to the NBN.

In Moree, these nodes have served as blank canvases for local artists, whose artworks have been used to create unique wrapping for the nodes. The artworks add vibrancy to the streets of Moree and give the talented artists an avenue to display their work.

The artwork showcases the talent of the local Indigenous youth from Moree Secondary College and has been a big hit with locals and tourists.



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