



Relationships
creating success



About Downer

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

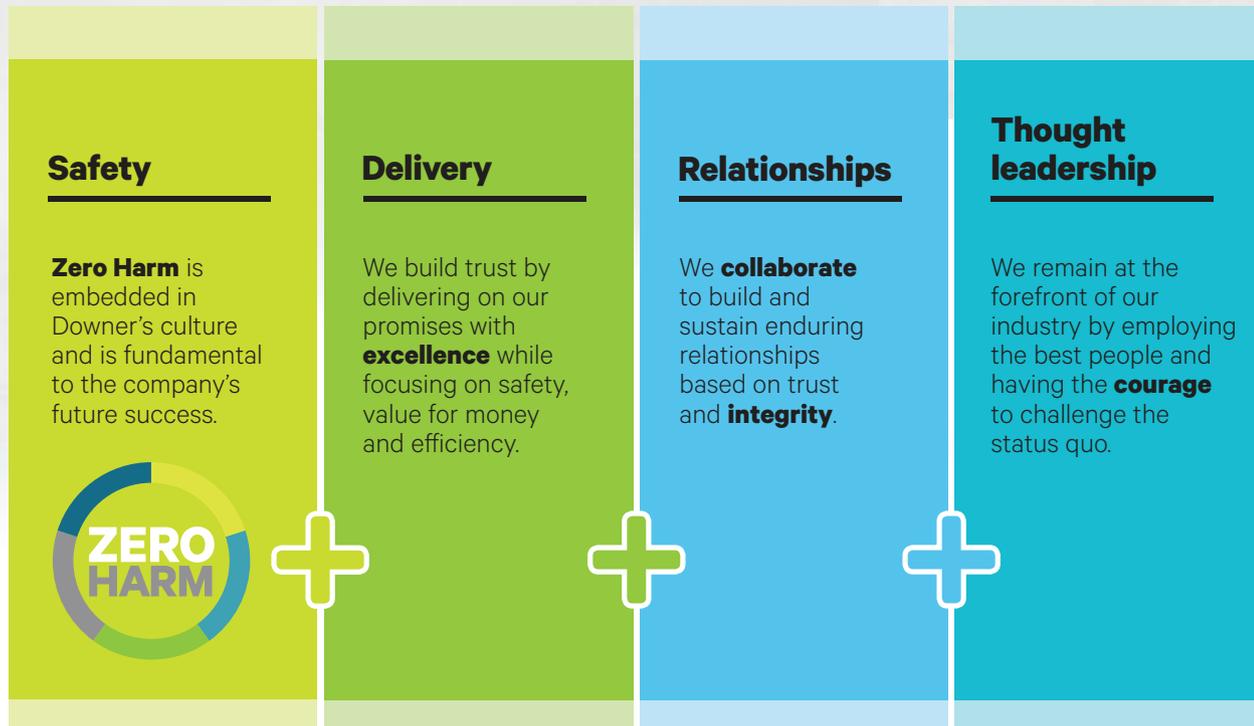
Our Purpose is to create and sustain the modern environment by building trusted relationships with our customers.

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:



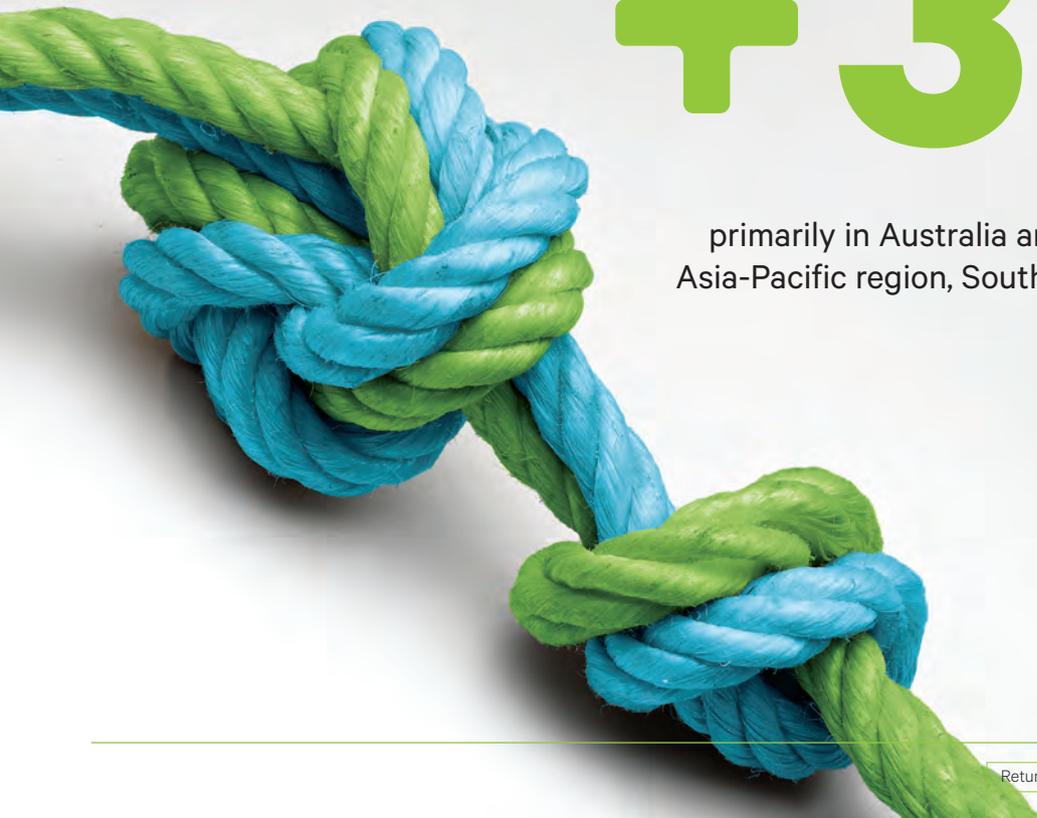
Downer employs approximately 56,000 people,

56,000

across more than 300 sites,

+300

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



What we do



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.



Integrated facilities services



Contract mining



Oil and gas



Minerals processing



Industrial plants



Defence



Non-residential building



Technology and communications

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**

What we do

Transport

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

Road services

Downer is one of the largest non-government owned road services businesses in Australia and New Zealand. We remain at the forefront of this industry due to our commitment to innovation and state-of-the-art technology.

We are a leading manufacturer and supplier of bitumen based products and an innovator in the sustainable asphalt industry, running plants that use recyclable products and environmentally sustainable methods to produce asphalt. We also provide expert services and advice in soil and pavement stabilisation, pressure injection stabilisation, pavement recycling, pavement profiling and asset management.

We have formed a number of strategic partnerships to meet the changing needs of our customers and markets. Examples include our DM Roads joint venture 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.

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 roads, bridges, light rail, heavy rail, signalling, track and station works and rail safety technology.

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: Newcastle Light Rail, Adelaide City East End Tram Extension, High Capacity Metro Trains Project with the Victorian Government, Transport for NSW's Transport Access Program, the Otahuhu train terminal and bus station for Auckland Transport, Memorial Park Alliance delivering the Arras Tunnel & Pukeahu National War Memorial Park for the New Zealand Transport Agency, and Haywards Interchange upgrading integrating highway, cycleway, rail and bus connections.

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



“Our people work closely with local communities to respond quickly to incidents and natural disasters like earthquakes, fire and weather events. In New Zealand, Downer has been extensively involved in the programs for Christchurch and Kaikoura to rebuild essential road, rail and utility infrastructure following the 2011 and 2016 earthquakes.”

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.

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 and has expertise covering all sectors from rolling stock to infrastructure and in every project phase, from manufacturing to through-life-support and operations.

Downer's track record spans project management services, engineering design, systems engineering, supply chain engagement, systems integration, manufacturing, logistics, testing, commissioning, asset management, fleet maintenance, rail infrastructure design and construction, and through-life-support and operations.

Downer also offers ticketing, passenger information, wayfinding and other technology options, as well as rail security and safety solutions.

Sydney's fleet

The Waratah fleet is the pride of Sydney's network, delivering unprecedented reliability, availability, safety and comfort. With 78 trains, it is Australia's largest single order of rolling stock.

Downer designed and manufactured these trains in conjunction with CRRC Changchun, and the through-life-support is managed by Downer at the purpose-built Auburn Maintenance Centre.

Downer is delivering another 24 trains and an upgrade to the Mortdale Maintenance Centre as part of the Sydney Growth Trains contract.

Downer also maintains 35 four-car Millennium trains sets that we designed, built and commissioned almost two decades ago.

Melbourne Metro

Melbourne's fleet of 65 high capacity metro trains is the largest order of new trains in Victoria's history. Entering service from mid-2019, the fleet will provide an evolution in reliability, availability and timetable performance, as well as safety, comfort and convenience.

The fleet is based on CRRC Changchun's proven A-type platform for ultra-high capacity networks and is fully customised to Melbourne's specific needs. To support the fleet, Downer is also delivering a world-class train maintenance facility at Pakenham.



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 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 in 2019.

It develops new forms of shared and customised mobility to answer local needs, such as on demand transport and autonomous vehicles to answer 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 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.

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.

Our collaborative approach has made Downer a benchmark end-to-end service provider to owners of utility assets.

We design and construct steel lattice transmission towers, design and build substations, maintain electricity and gas networks and connect tens of thousands of new power and gas customers each year.

Water

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

Our expertise includes waste and waste water treatment and operations, pumping and water transfer, desalination and water re-use, and abstraction and dewatering.

We support our customers across the full asset lifecycle from the conceptual development of a project through to design, construction, commissioning and optimisation, providing complete water lifecycle solutions for municipal and industrial water users, including pipe bursting and civil maintenance. We also operate and maintain treatment, storage, pump station and network assets.

Renewable energy

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

We offer services required for the entire asset lifecycle including procurement, assembly, design, construction, commissioning and maintenance for a range of renewable assets specifically in the wind and solar sectors.

Sunshine Coast, Clare, Ross River and Beryl solar farms. Ararat and Murra Warra wind farms.



“More than 2.3GW of renewable energy to the Australian market has been delivered or is in progress.”

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
- Customer connections, in-premises installations and service activations.

We manage and deliver remedial works and proactive maintenance. Our approach is centred on reducing the risk associated with disruption to asset operations and improving asset performance.

“Downer is a leading provider of end-to-end technology and communications service solutions.”

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 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 life cycle. Our experienced team focus on our customers' needs, develop innovations that make a difference, and operate with a mindset to take care of valued assets for the long term.

Key partnerships include the Sydney International Convention, Exhibition & 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.

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, Asset Services, Ensign, EPICURE, Clean Event, Clean Domain, Mustard, Nuvo, Skilltech, Taylors, UAM and UASG.”

What we do

Oil and gas

We deliver to oil and gas customers through planning, building, maintaining and operating both onshore and offshore oil and gas facilities.

With over 50 years' experience carrying out services for customers in the oil and gas sector, we have developed proven operational capabilities and an extensive resource base that enables us to continue to deliver to major customers across the Asia-Pacific region.

Key capabilities:

- Electrical instrumentation and controls
- Structural and mechanical piping
- Lagging and cladding
- Insulation and coatings
- Scaffold erection
- Facilities services

- Project management, scheduling and resourcing
- Technical writing and workpack development
- Heavy lift studies
- Specialist sub contract management.

We undertake these services in:

- Construction
- Maintenance
- Turnarounds and shutdowns
- Sustaining capital projects
- Engineering support.

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

What we do

Industrial plants

Downer provides operation, maintenance, turnaround, shutdown and outage services for industrial operations across Australia.



We have extensive knowledge in engineering, asset management, project management, supervision and workforce management.

We operate across a range of industries including:

- LNG, CSG, petrochemical and refining
- Bulk materials handling and processing
- Coal, iron ore, minerals and metals
- Power generation.

Our industrial maintenance services include: planning, integration and support with engineering; and electrical and instrumentation corrosion, insulation and scaffold erection, commissioning, operations and decommissioning.

We have the geographic capacity to support onshore and offshore assets, with experienced and competent support people that have the ability to execute long term service based contracts.

“Our sophisticated systems, tools, procedures and experienced personnel support safe, on-time execution of complex outages for our customers such as Synergy, ConocoPhillips, NRG and Alcoa.”

What we do

Minerals processing

Downer provides solutions for minerals processing and separation to customers in Australia, New Zealand, China, Indonesia, South Africa, and Russia.

Downer is recognised as a leader in mineral and coal separation and processing worldwide. We deliver a comprehensive range of separation equipment, processing plants and services that extract maximum value from customers' mineral assets.

We enable customers to improve operations as well as establish new process plants and expand operations.

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

We also deliver solutions for customers across all stages of the project lifecycle from initial concept, prefeasibility and feasibility studies, to innovative Coal Handling and Preparation Plant (CHPP) design and Engineering, Procurement and Construction Management (EPCM) delivery.

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

“Whether investing in a new project or optimising an existing plant, there are many hurdles to overcome including investment, licensing, infrastructure, recovery of minerals and marketing the product. When major investors see that we are working on a project there is a heightened level of confidence that it is well underway.”

Contract mining

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



Downer serves our mining customers across more than 50 sites in Australia, Papua New Guinea, South America and Southern Africa.

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

Customers include: BHP Mitsubishi Alliance, Glencore, Karara Mining, Milmerran Power Partners, Newmarket Gold, Newmont, OZ Minerals, Rio Tinto, Roy Hill Iron Ore, Stanwell Corporation and Yancoal Australia.

Key capabilities:

- Open cut and underground mine planning and design
- Open cut and underground mine development and production, including drilling, blasting and crushing
- Mine site infrastructure construction
- Exploration drilling
- Mine rehabilitation and closure
- Mine equipment and asset management, including tyre management
- Blasting services, explosives manufacture and supply.

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

What we do

Non-residential building

Hawkins delivers non-residential building services across a variety of sectors.

Non-residential building services in New Zealand are delivered under our Hawkins brand.

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

Hawkins delivers transformational projects across a variety of sectors including education, health, airport infrastructure, commercial office buildings, heritage restorations and refurbishments. Our work includes high end, quality fit outs, refurbishments and special purpose projects. Hawkins also undertakes community

infrastructure projects including art galleries, event centres and stadiums. Complex projects are our specialty.

We believe in creating a stronger community around us which is why we partner with local experts and subcontractors. We choose to 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 while sustaining a strong focus on health and safety.



The Auckland Art Gallery, Toi O Tamaki, first opened in 1888 and is New Zealand's oldest public art gallery. Due to space constraints the gallery could only show four per cent of the collection at any point in time. Hawkins helped to create a world-class art gallery transforming the site with restoration work and increased capacity with state of the art facilities which included seismic strengthening.



Other projects include the Auckland University, Forsyth Barr Stadium in Dunedin, Wellington and Christchurch International Airports, the six-star Park Hyatt hotel in Auckland and the Christchurch Town Hall.

What we do

Defence

Downer provides a full suite of services to the Defence industry and Government.



We are proud to provide a full suite of professional and delivery services to assist the Commonwealth of Australia, the Australian Defence Force and other government agencies achieve their objective of protecting Australia's national interests.

As a point of difference, our capabilities span the whole defence capability lifecycle.

"Above the Line" services include:

- Strategy, architecture and business case development
- Systems engineering and integration in communications, ICT, intelligence, surveillance and reconnaissance, and cyber security
- General staff augmentation to defence and supporting agencies.

We also work **"Below the Line"** in:

- Base infrastructure design and construction
- Project and construction management
- Asset and facilities management
- Materiel logistics
- Reliability, availability and maintainability.

In delivering "Above the Line" services to Defence and Government, we rely on our subsidiaries, AGIS and Envista, each bringing with them a highly skilled, technical and security cleared workforce of more than 250 people to our niche engineering and advisory arm. While maintaining a high skilled and sustainable workforce, as industry grows into its role as a "Fundamental Input to Capability", AGIS and Envista enjoy the tangible benefit of being able to access Downer for general engineering and the associated professional support of an Australian Tier 1 organisation.

For estate infrastructure and maintenance, we rely on the organic capabilities across Downer and our subsidiary Spotless, including management, integration and coordination.

Through Spotless, we also provide services to the defence sector including: management, integration and coordination; cleaning and housekeeping; estate upkeep; land management; laundry and dry cleaning; pest and vermin control and treatment; reprographic; sport and recreation; training area and range and; transport and air operations.

AGIS
A Downer Company

ENVISTA
A Downer Company

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, 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.



“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.”

To Downer, sustainability means not only being environmentally sustainable, but it also includes the safety of our people, sustainable growth, improving internal, supplier and customer relationships and ensuring we have a diverse and inclusive workforce.

Downer’s sustainability strategy is shaped by our four pillars; Safety, Delivery, Relationships and Thought Leadership. Our commitments to Environment and Sustainability are outlined in our Environmental Sustainability Policy.

We recognise that it is not possible to provide our diverse products and services without having some impacts on the environment. However we have sought to identify and respond to these through our management systems, risk management approach and materiality assessment to minimise harm and maximise value to our customers where possible.

We are committed to transitioning to a low carbon economy and pride ourselves on developing industry leading, environmentally sustainable solutions for our customers.

Downer is focused on developing solutions to reduce our energy consumption and greenhouse gas emissions associated with our operations and activities while at the same time increasing our cost competitiveness.

We will continue to cultivate robust environmental management systems and resource efficiency programs to sustain the natural and built environment for future generations.



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:

- Jawun - a not-for-profit organisation which works with corporate, government and philanthropic partners to offer skills and resources to Indigenous communities
- Wall of Hands - the Australian National Literacy & Numeracy Foundation's initiative dedicated to raising language, literacy, and numeracy standards in Australia

- Great Barrier Reef Foundation
- Sunshine Coast Lightning netball team
- Genesis Youth Trust
- Wandering Warriors
- Maori Leadership Program for employees.

Reconciliation Action Plan

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

"We fully recognise the significant and lasting socio-economic benefits our presence in the community can bring and we honour the responsibility that comes with that."



Downer EDI Limited

ABN 97 003 872 848

www.downergroup.com



Return to **What we do**

