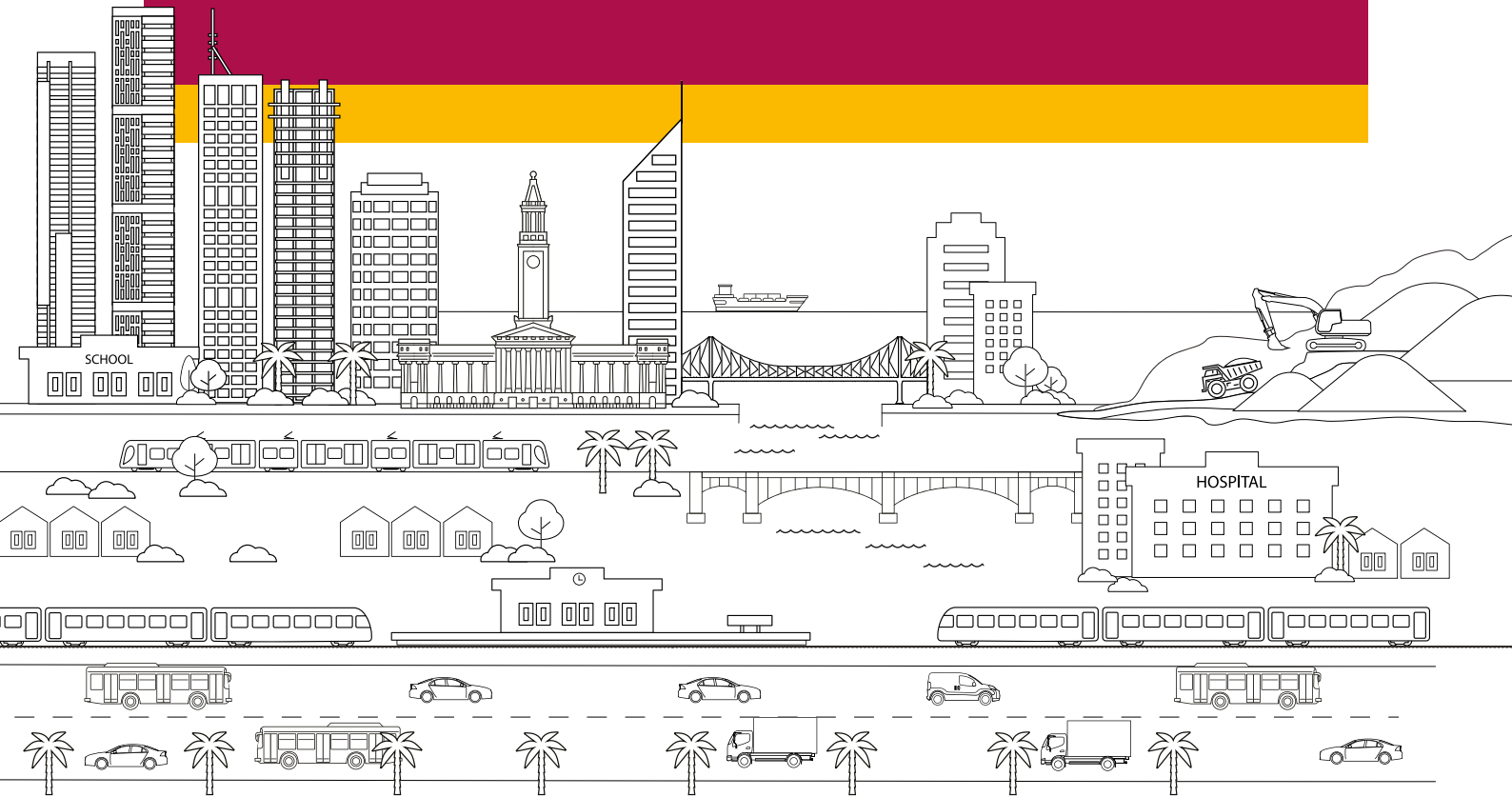


Downer in Queensland





Through the Keolis Downer joint venture, we have operated the Gold Coast light rail since its launch in 2014.

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:

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 in Queensland

8,300

people employed by Downer across Queensland

\$2.3 billion

revenue generated by works undertaken in Queensland by Downer in 2018

6.6GW

energy produced by Queensland power plants Downer maintains

2,496km

of roads managed and maintained in Queensland by our DM Roads business

10.5 million

passenger journeys every year on the Gold Coast light rail, which is operated by Keolis Downer

12 million

power, gas and water meter reads undertaken in Queensland each year

230MW

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

1,000+

Coal Seam Gas (CSG) wellhead facilities installed, replaced and maintained by Downer in Queensland

9,200

mineral processing spiral starts, distributors and launders manufactured at our Mineral Technologies factory on the Gold Coast in 2018 – 85 per cent of which were exported internationally

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

New Generation Rollingstock

Downer will deliver the modification of Queensland's New Generation Rollingstock (NGR) at our historic Maryborough Service Delivery Centre. We will complete accessibility upgrades to the entire fleet of 75 trains, including larger toilet units and improved accessibility features for people with disabilities.

Gold Coast light rail

Through our joint venture, Keolis Downer, we operate the Gold Coast light rail, also known as G:Link, managing 30,000 trips every day along the 20.3 kilometre network.

Brisbane City Hall

Spotless is the exclusive caterer and licensee at Brisbane City Hall – one of Queensland's greatest icons and grandest venues. Spotless' EPICURE catering brand has been trusted to manage the event spaces within Brisbane City Hall and King George Square since the majestic venue reopened following a three-year, \$215m restoration in April 2013.

North Coast roads maintenance

DM Roads delivers the North Coast District Road Asset Maintenance contract for the Department of Transport and Main Roads. This involves the long-term asset management and routine and programmed maintenance services on the state road network in the Moreton Bay, Sunshine Coast, Noosa and Somerset Council areas.

Power generation

Downer provides asset services solutions at Stanwell Corporation's two major generation assets, Stanwell and Tarong Power stations (which have a combined output of 3,300 MW), as well as CS Energy's Kogan Creek (750 MW) and Callide B and C (combined 1,510 MW) power stations, and the Wivenhoe hydro power station (500 MW).

Health

Spotless is the facilities manager for the Sunshine Coast University Hospital delivering building, helpdesk, security, car park management, pest control, grounds and gardens maintenance and asset management services, as well as utilities and gas management services.

Power and gas networks

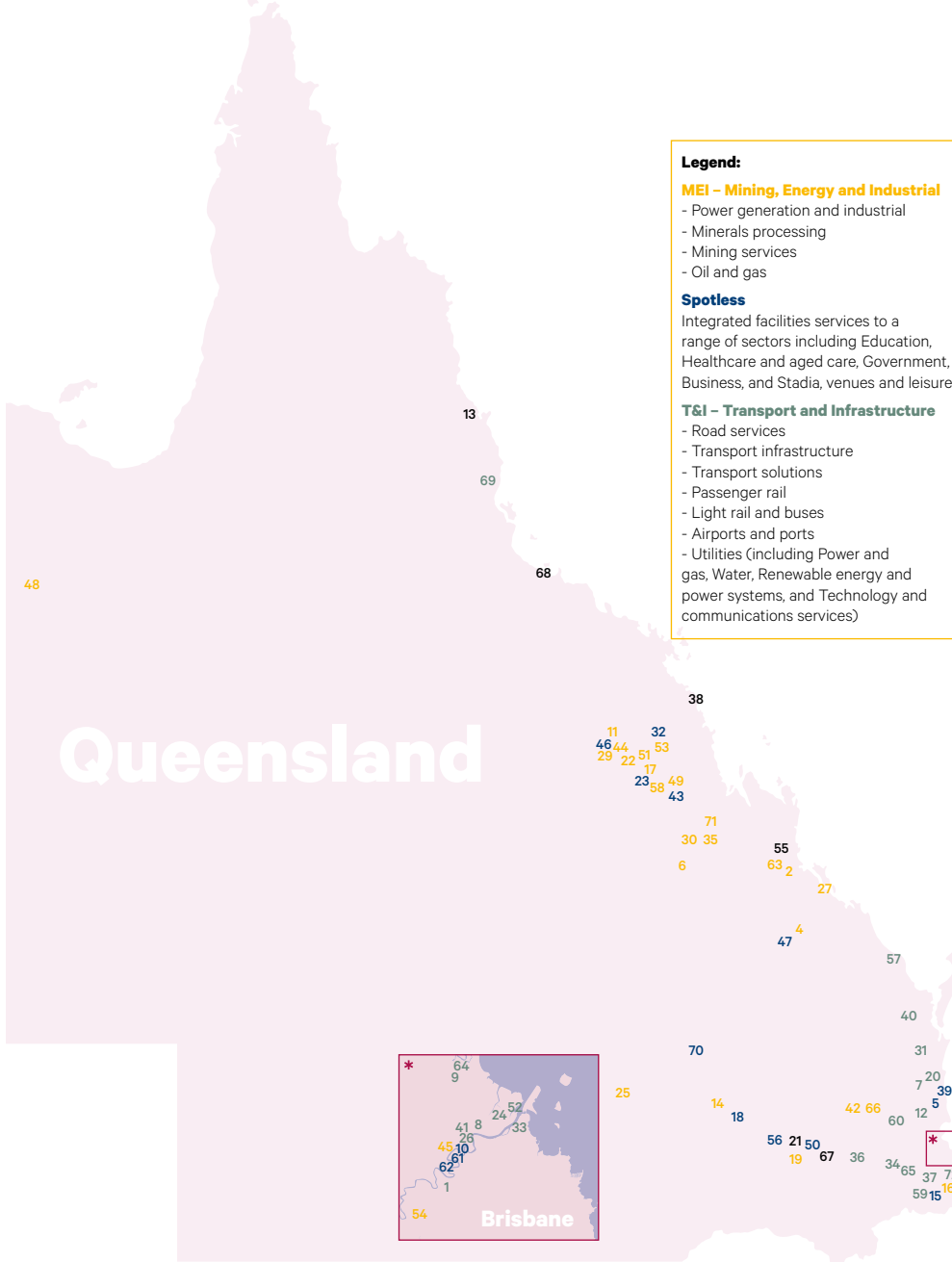
Downer provides a range of services to power and gas customers across the State including retail, transmission and distribution asset owners.

Water networks

Through our Utilita Water Solutions joint venture with Broadspectrum, Downer manages and delivers maintenance services for Queensland Urban Utilities, which supplies drinking water, recycled water and sewerage services to a population of more than 1.4 million across Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset.

Townsville Stadium

Spotless is the official caterer for the new North Queensland Stadium. We will provide hot and cold food and beverage services across food outlets, corporate hospitality suites and bars for fans at the 25,000 seat stadium in Townsville, which is due for completion ahead of the 2020 National Rugby League season. Spotless' AE Smith business will also deliver all air-conditioning, mechanical and electrical services for Stage 2 of the stadium's construction.



Location	MEI	Spotless	T&I
1 Archerfield			■
2 Bajool	■		
3 Bilinga		■	
4 Biloela	■		
5 Birtinya		■	
6 Blackwater coal mine	■		
7 Bli Bli			■
8 Bowen Hills			■
9 Brendale			■
10 Brisbane CBD		■	
11 Broadmeadow coal mine	■		
12 Caboolture	■		■
13 Cairns	■	■	■
14 Cameby Downs coal mine	■		
15 Canungra	■	■	
16 Carrara	■		
17 Caval Ridge coal mine	■		
18 Chinchilla		■	
19 Commodore coal mine	■		
20 Coolum			■
21 Dalby		■	■
22 Daunia coal mine	■		
23 Dysart		■	
24 Eagle Farm			■
25 Fairview Surat Basin	■		
26 Fortitude Valley			■
27 Gladstone	■		
28 Gold Coast		■	■
29 Goonyella Riverside coal mine	■		
30 Gregory Crinum coal mine	■		
31 Gympie			■
32 Hail Creek		■	
33 Hemmant			■
34 Ipswich			■
35 Jellinbah coal mine	■		
36 Lockyer Valley			■
37 Logan			■
38 Mackay	■	■	■
39 Maroochydore		■	
40 Maryborough			■
41 Mayne			■
42 Meandu coal mine	■		
43 Middlesmount		■	
44 Millennium coal mine	■		
45 Milton	■		
46 Moranbah		■	
47 Moura		■	
48 New Century mine	■		
49 Norwich Park coal mine	■		
50 Oakey		■	
51 Peak Downs coal mine	■		
52 Pinkenba			■
53 Poitrel coal mine	■		
54 Richlands	■		
55 Rockhampton	■	■	
56 Ruby Jo		■	
57 Rubyanna			■
58 Saraji coal mine	■		
59 Scenic Rim			■
60 Somerset			■
61 Southbank		■	
62 St Lucia		■	
63 Stanwell	■		
64 Strathpine			■
65 Swanbank			■
66 Tarong	■		
67 Toowoomba		■	■
68 Townsville	■	■	■
69 Tully			■
70 Woleebee Creek		■	
71 Yarrabee coal mine	■		
72 Yatala			■

Mining

Downer provides mining services at several mine sites in the Bowen Basin in Central Queensland including the BHP Billiton Mitsubishi Alliance’s Goonyella Riverside, Daunia, Peak Downs, Saraji, Blackwater, Caval Ridge and Poitrel mines.

Universities

Spotless delivers a demanding service regime across University of Queensland’s campuses and residential facilities that includes daily and periodic cleaning across a diverse building portfolio. In 2019, we also commenced providing a range of security and campus support services to all five of Griffith University’s campuses, spread across Brisbane and the Gold Coast.

TAFE Queensland Brisbane

The South Bank campus of TAFE Queensland Brisbane (TAFEQB) is Queensland’s first Public Private Partnership program. Spotless provides facilities management services within a consortium arrangement, and has introduced a dedicated Life Cycle Manager responsible for integrating a whole-of-life planning and refurbishment program.

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 almost 2,500km of road in Queensland, including the iconic Steve Irwin Way north of the Sunshine Coast.





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 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: Parramatta 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.

North Coast District Road Asset Management contract

DM Roads has been responsible for the delivery of routine and programmed maintenance services to Queensland's North Coast district since 2013.

DM Roads works collaboratively with Department of Transport and Main Roads on the Road Asset Management contract, which provides asset management and maintenance services to ensure the road network remains safe and serviceable.

Our services include road pavement resurfacing, delivery of minor civil projects and routine maintenance such as potholes and pavement repairs, shoulder grading, and culvert and pit cleaning on the state road network in the Moreton Bay, Sunshine Coast, Noosa and Somerset Council areas.

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.

New Generation Rollingstock

In 2019, Downer was awarded the contract for modification of Queensland's New Generation Rollingstock (NGR) fleet, with works taking place out of the historic Maryborough Service Delivery Centre.

The \$85 million contract will deliver accessibility upgrades to the entire fleet of 75 trains, including larger toilet units and improved accessibility features for people with disabilities.

At the height of the project, one train will be delivered every eight days, with six trains undergoing modification at once.

Modification of the fleet is scheduled to commence in early 2020 and continue through to 2024.

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 is the operator of the Gold Coast light rail network, G:Link, and also operates and maintains Yarra Trams in Melbourne and the integrated public transport system in Newcastle that includes buses, ferries and a new light rail.

Keolis Downer also has significant bus operations in Queensland, where it operates public and school bus services on the Redcliffe Peninsula in Brisbane's north, as well as Sydney, Western Australia and South Australia.

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 also 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.





Downer's 150-year-old Maryborough Service Delivery Centre provides service solutions for trainsets across Australia, including modification works to Queensland's New Generation Rollingstock fleet, due for completion in 2024.

Gold Coast light rail

Keolis Downer operates and maintains the Gold Coast's magnificent beach-front light rail service, one of the largest infrastructure projects in south-east Queensland.

The light rail system, also known as G:Link, opened in July 2014 and includes 18 trams along 20.3 kilometres with 19 stations.

It is the first piece of public transport infrastructure in Australia with funding contributions from three levels of Government. As well as offering a transport solution for the traffic-congested tourist strip, the light rail has laid the foundations for urban growth and renewal on the Gold Coast.

G:Link Stage Two opened on 17 December 2017, encompassing a 7.3 kilometre extension north from the Gold Coast University Hospital to Helensvale to connect with the heavy rail network.

A proposal for Stage Three is currently under consultation.

There are more than 30,000 trips made daily on G:Link, equating to more than 900,000 passengers every month, and the network has performed highly with impressive punctuality and customer satisfaction results.



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 Queensland, 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 customers.



Downer delivered the 15 MW Sunshine Coast Solar Farm in 2017 for the Sunshine Coast Council, enabling them to become Australia's first local government to offset its entire electricity consumption from renewable energy.

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 services and solutions to key customers across Queensland, including High Voltage transmission line services to Powerlink and Low Voltage distribution network services for Energy Queensland. We also provide meter reading services to Energy Queensland through our Skilltech business.

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.

Through our Utilita Water Solutions joint venture with Broadspectrum, Downer manages and delivers the maintenance services for Queensland Urban Utilities, which supplies drinking water, recycled water and sewerage services to a population of more than 1.4 million across Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset.

Downer is also part of the Logan Water Infrastructure Alliance (LWIA) public and private sector enterprise involving Logan City Council, Cardno and WSP. LWIA was established on 1 July 2015, following on from the Logan Water Alliance of which Downer was the major partner, to provide asset management, planning, design, project delivery and organisational development support to Logan City Council's water business.

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 renewable energy projects in Queensland, including the Sunshine Coast Solar Farm, Clare Solar Farm and Ross River 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 TAFE Queensland Brisbane, 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 Queensland (UQ):
We have been operating at UQ in a variety of capacities since 1986, and currently deliver a demanding service regime across UQ's campuses and residential facilities that includes daily and periodic cleaning across a diverse building portfolio.

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.

Sunshine Coast University Hospital:
We deliver security services and provide comprehensive preventative and reactive maintenance for all five buildings that comprise Sunshine Coast University Hospital, inclusive of all precinct infrastructure.

Government

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

Mackay Regional Council:
Preventative and reactive air-conditioning and refrigeration maintenance at all council sites in the Mackay region. We also deliver electrical maintenance for public housing.

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.

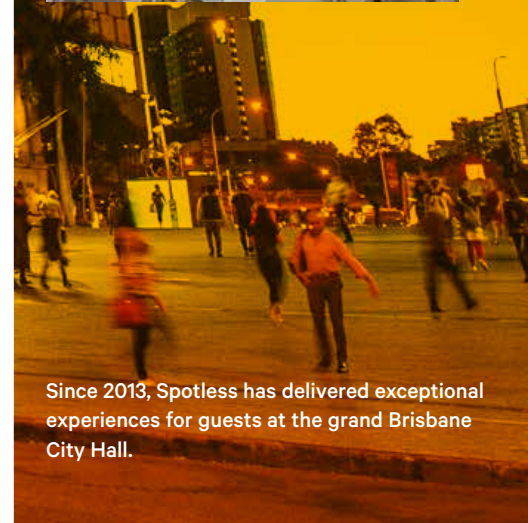
Key customers include Coca-Cola Amatil (hard and soft facilities maintenance) and Bluescope Steel (integrated services including facilities management, cleaning, catering and laundry services).

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.

Brisbane City Hall:
Spotless' catering brand, EPICURE, is the venue manager and licensee for Brisbane City Hall and King George Square, providing exclusive catering services to these iconic Brisbane venues.



Since 2013, Spotless has delivered exceptional experiences for guests at the grand Brisbane City Hall.

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.

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.

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.

Coal Seam Gas

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.

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.

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.

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).



Downer Blasting Services

Downer Blasting Services (DBS) is one of the largest blasting service providers in the Australian mining industry.

Based in Brisbane, DBS has delivered innovative blasting solutions to various projects across Australia, with an extensive fleet of Mobile Processing Units (MPUs), four state-of-the-art emulsion-manufacturing facilities and a 250-strong workforce.

With the capacity and licensing to produce, store and transport emulsion, DBS is able to combine overseas equipment technology with Australian innovation to develop specialised products to meet specific requirements.



Downer has provided mining services at Stanwell Corporation's Meandu Mine in Queensland's 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.



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.

BHP Billiton Mitsubishi Alliance
Downer has 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.

Waanyi Downer Joint Venture

The Waanyi Downer Joint Venture (WDJV) in Queensland's Gulf Country is a ground-breaking partnership. It is unique in Australia – the first equitable 50:50 mining services joint venture formed between a corporation and a local aboriginal community-based organisation.

The partnership between Waanyi Enterprises (representing local Traditional Owners) and Downer has provided care and maintenance and rehabilitation services at the Century Mine near Mt Isa since July 2016.

In September 2018, the WDJV was awarded a life of mine contract by New Century Resources Ltd to provide services for the mining of East Fault Block and South Block Resources immediately adjacent to the Century Open Pit Mine.

In addition, in April 2018 the WDJV also entered into an agreement for the provision of training services to the Aboriginal and Torres Strait Islander peoples and communities local to the mine. The WDJV conducts a broad community training program to prepare potential employees for entry into the workforce and, in some cases, for specific roles at the Century Mine.

These programs include:

- Kapani Warrior program – providing life skills and avenues into the Australian Defence Force
- Cowboys House mentor – funding a full-time mentor at the Townsville boarding facility, which offers Aboriginal and Torres Strait Islander children from remote communities across North Queensland access to a full secondary curriculum
- Mornington Island teacher's aide – to help increase literacy among students of all ages
- Apprenticeships/traineeships – sourcing potential candidates for a range of apprenticeship and traineeship roles within Century Mine and its contractors.



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.

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 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.

Stanwell

Downer provides asset services solutions at Stanwell Corporation's two major generation assets, Stanwell and Tarong Power stations (which have a combined output of 3,300 MW), as well as CS Energy's Kogan Creek (750 MW) and Callide B and C (combined 1,510 MW) power stations, and the Wivenhoe hydro power station (500 MW).



What we do



Defence

Downer provides a full suite of services to Defence, National Security and Critical Infrastructure sectors 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:

- Capability strategy, development and management including program and project management
- ICT strategy, architecture and management
- Systems engineering and integration including integrated logistics support
- Fully integrated security and crisis management operations including physical, personnel and cyber security
- Emerging technology solutions including artificial intelligence, machine learning and geospatial intelligence.

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.

To deliver "Above the Line" services, we have over 400 highly skilled, technical and security cleared subject matter experts.

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.

Having supported Defence for almost 80 years across a range of capability acquisition, advisory, sustainment and estate upkeep, the Department of Defence is one of Downer Group's longest standing clients.

CASG Major Service Provider – Team Downer
Team Downer is one of four CASG Major Service Providers (MSP) delivering Integrated Work Packages 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

Downer has been a proud supporter of the Australian Literacy & Numeracy Foundation's Wall of Hands Appeal since 2013. The ALNF works with Indigenous communities and schools around Australia with the aim that five out of five kids will learn to read. The ALNF is the first national charity dedicated to raising language, literacy and numeracy standards in Australia.

■ 2019 Rugby League World Cup 9s

Downer is naming rights sponsor of the inaugural Rugby League World Cup 9s, which will see the best rugby league players in the world represent their countries over the course of one weekend 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.

■ Wandering Warriors

A fundraising initiative run by the Australian Special Air Service Association, which comprises mainly ex-servicemen and women, who are committed to the care and support of our veterans. The organisation provides mentoring, education, coaching and employment opportunities to veterans through their transition from military to civilian life.

■ Genesis Youth Trust

The Trust aims to reduce the levels of youth-offending in New Zealand's most affected communities in a cost-effective manner through enabling youth at risk to profoundly transform their lives for the benefit of themselves, their whanau and their community. Downer is a First Foundation Scholarship Partner and provides financial assistance towards tertiary fees for selected high school students who are the first in their family to attend university.

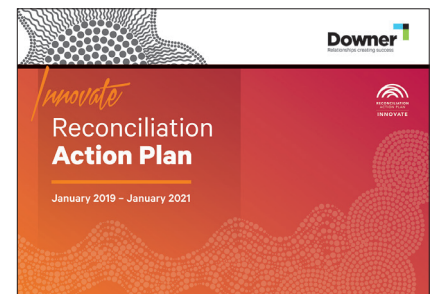
■ #BuildAKL

A campaign developed by construction and infrastructure sector employers, in partnership with Auckland Tourism, Events and Economic Development, which aims to get Auckland's young people into employment in the construction and infrastructure industry. Downer is a key partner for the program.

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.

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.



Bama Services

Downer has proudly partnered with leading Indigenous business Bama Services to deliver \$10 million worth of major infrastructure on the Peninsula Development Road (PDR) in Cape York.

The Downer-Bama partnership will improve the accessibility, safety and reliability of transport infrastructure for the local community. But the partnership goes beyond that.

It is also about developing skills, capability and experience in the local Aboriginal and Torres Strait Islander workforce, leading to a greater sense of empowerment and broader employment opportunities.

"The commitment Downer has made is unprecedented, and sets a high watermark for what the private sector can do to help 'close the gap,'" General Manager of Bama Services, Ranjan Rajagopal, said.

"The experience, professionalism and know-how Downer has nurtured and developed in Bama has enabled us to realise our potential and achieve our aspirations. Our employees have the opportunity to improve their skills through Downer's in-house training, secondments, coaching and mentoring from experienced leaders."

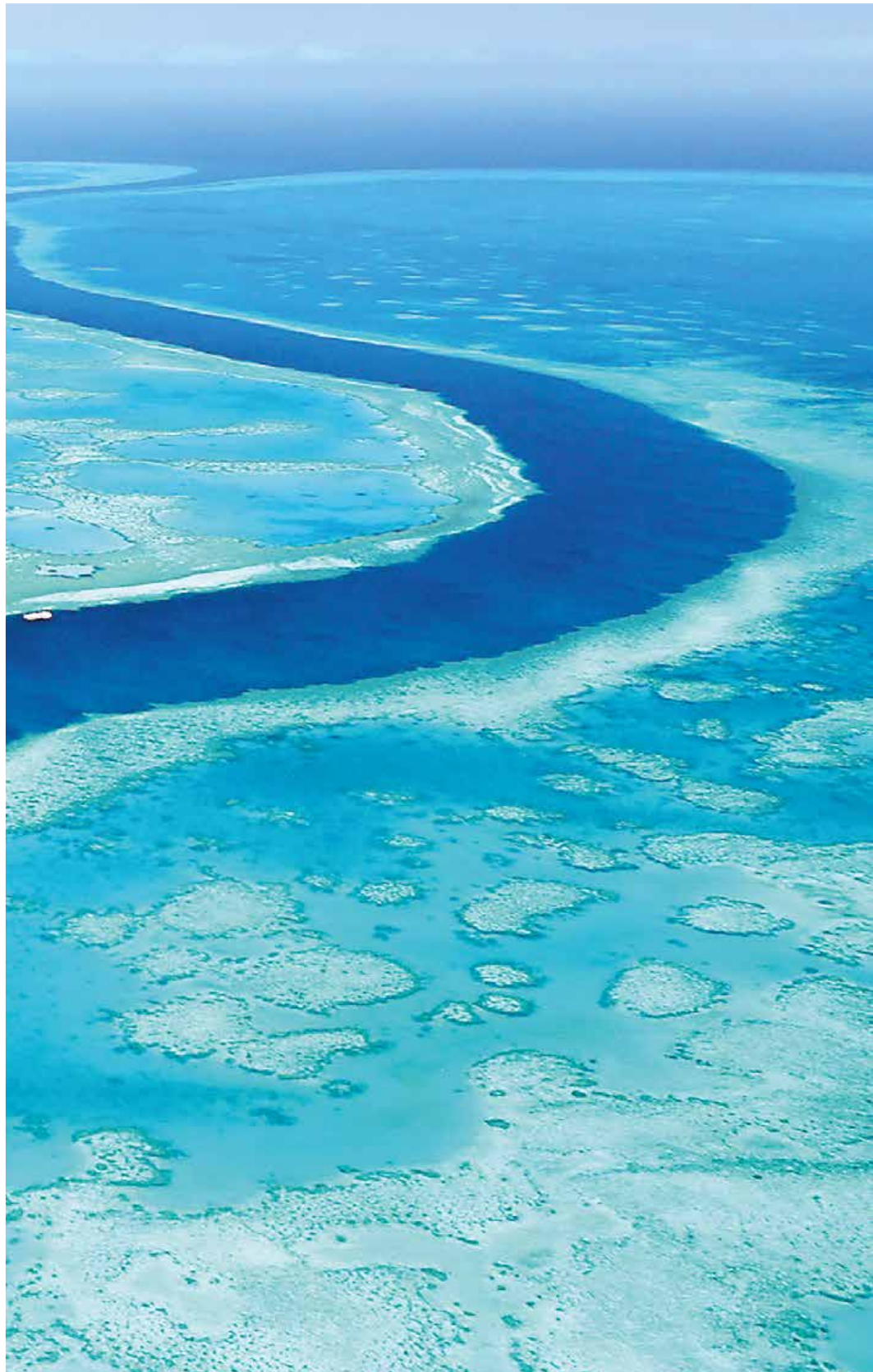


Sunshine Coast Lightning netball team

Downer is the Major Partner of Sunshine Coast Lightning, one of eight professional teams competing in Suncorp Super Netball, Australia's national women's netball competition. The team is based at the Sunshine Coast, Queensland, and was formed in 2017. In the inaugural year of both the team and the competition, Sunshine Coast Lightning won the Grand Final and were crowned Suncorp Super Netball champion for 2017. In 2018, the Lightning defended its title and won its second successive championship.



Downer delivered the Whitsunday Wastewater Treatment Plant Upgrade project, which set a new sustainability benchmark in Australia. It was the first project to achieve both the 'Design' and 'As Built' ratings from the Infrastructure Sustainability Council of Australia (ISCA). We worked closely with our customer to meet the stringent effluent discharge requirements and help protect the Great Barrier Reef, one of the seven wonders of the natural world.



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 means not only being environmentally sustainable, 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.

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.

Downer EDI Limited

ABN 97 003 872 848

Brisbane Head Office
Level 11
135 Coronation Drive
Milton
Queensland 4064

T: +61 7 3564 5000
F: +61 7 3564 5660

www.downergroup.com

Sydney Head Office
Trinity Business Campus
39 Delhi Road
North Ryde
New South Wales 2113

T: 1800 DOWNER (1800 369 637)
T: +61 2 9468 9700

