Downer

Enabling communities to thrive

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CEO message

The Downer Group is unique in the history of infrastructure across Australia and New Zealand.

We are among the oldest companies operating continuously in our field, with our origins tracing back to Victoria’s gold rush in the 1860s.

We are also among the largest, with a 26,000-strong trans-Tasman workforce, a supply chain of more than 20,000 delivery partners, and a footprint that stretches across all corners of Australia and New Zealand.

Every day we partner with our customers to build, maintain and optimise the essential infrastructure that communities rely on.

Downer ensures critical infrastructure runs smoothly across sectors including roads, rail, airports, power, gas, water, telecommunications, energy networks, health, education and defence.

From the lights that switch on with a flick, to the water that flows at the turn of a tap. From the roads and rail that connect our cities, to the phone and internet networks that connect loved ones. From the schools and universities that nurture growing minds, to the hospitals that support people when they need it most. Our people make it all happen.

It’s essential work, encapsulated in our Purpose – ‘Enabling communities to thrive’.

Purpose-driven to succeed

Very few companies can directly connect the work they do with a Purpose as clear as ours.

For Downer, ‘Enabling communities to thrive’ is a true reflection of the positive impact we have on society and the lasting legacy that the infrastructure we deliver will have on our communities and future generations.

Enabling communities to thrive is what we’ve done since the 1860s – and it’s what we will keep doing for many years to come.

The Downer advantage

For more than 160 years – through the Industrial age, the Great Depression, and two world wars – Downer has adapted through cycles of change thanks to a spirit of ingenuity and innovation.

Once again, the world around us is changing – geopolitical shifts, the energy transition, and the proliferation of technology are changing the way people think, work and live.

For Downer, change also underpins sustainable growth. It’s the Downer advantage – shaped by four macro tailwinds.

- First, the **energy transition** towards Net Zero – not since the industrial revolution of the 1890s have we seen such profound challenges and opportunities shaping the future of infrastructure and society. With proven expertise and strong customer partnerships, Downer is a leader in helping deliver this transition.
- The second is increased government outsourcing driven by **population growth**. As the populations of Australia and New Zealand continue to grow, so will the need for new and improved infrastructure. And with more infrastructure, there is also more demand for asset maintenance and optimisation.
- Third, amid geopolitical changes, the **Defence** sector is expanding with significant growth forecast in budget spend over the next decade. With a heritage few can match, our deep expertise and strong incumbency in Defence across Australia and New Zealand position us to support key strategic Defence investment priorities.
- Fourth, deglobalisation and the need to build **local industry capability** against a backdrop of global economic uncertainty. Downer is one of the very few remaining Australian Prime contractors with core IP in technology integration, manufacturing, and the ability to mobilise large, skilled workforces and a long and diverse supply chain across both metropolitan and regional areas.

These key tailwinds are the foundations of our strategy, and align to our Purpose of Enabling communities to thrive. Importantly, we have the right people in place to ensure Downer capitalises on the opportunities presented by these tailwinds.

The Downer Difference

I genuinely believe that no infrastructure services company has a better breadth of technical capability than Downer.

Our people are highly-skilled, committed, and passionate about making a difference.

In 2024, we launched The Downer Difference – our shared commitment to owning the outcomes, doing it for our customers, and standing for each other.

The Downer Difference guides our attitudes, our actions, and our interactions. It’s about being mindful of how we can be better every day, how we can best serve our customers, and how we can make sure that we encourage and have each other’s backs – ultimately driving a workplace culture that is supportive and promotes opportunities for growth, making Downer a great place to work.

And every day, we work with our customers to Enable communities to thrive.

Peter Tompkins
Downer Group Chief Executive Officer

Our Purpose

Enabling communities to thrive

Downer influences our communities in a profound way, delivering essential services that impact the lives of millions of people every day.

For more than 160 years, we have delivered the infrastructure services that have been the backbone of our communities. Our services have kept people moving, kept them connected, and kept them safe.

With that in mind, in 2023 we updated our Purpose to articulate our reason for existence with a higher ambition and to emphasise the positive impact that we have on communities – both today, and into the future.

'Enabling communities to thrive' conveys Downer's importance to society. This is our compelling reason. It guides us and gives us the courage to take on the big things.

It's a big responsibility, to deliver the services that enable communities to thrive. But it is one we are proud of, motivated by, and honour every day.

Our Pillars

Safety & Sustainability

Safety is our first priority. Zero Harm to our people, communities and environment is embedded in our culture. We will leave a positive legacy for future generations.

Delivery

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

Relationships

We collaborate to build and sustain enduring relationships with our customers, our people and our communities, 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.

The Downer Difference.

What makes Downer unique? It's not just the scale or scope of what we do – it's the people behind it.

Australia and New Zealand's critical infrastructure is built or maintained by Downer, and Downer is built by people. People who step up and take accountability, who always show up for our customers, and who stand up for each other.

That's what makes us different. That's 'The Downer Difference'.

In 2024, we launched The Downer Difference – our cultural blueprint that is built not just for performance, but by the people who deliver it every day.

The Downer Difference is based on feedback from our people, and lives in three key behaviours:

- **We own the outcomes:** We step up, take responsibility, and deliver what we say we will.
- **We do it for our customers:** We put ourselves in our customers' shoes and go the extra mile to get the right results.
- **We stand for each other:** We've got each other's backs and work as one team to keep each other safe, included, and supported.

What this means for our people, and future talent

When joining Downer, people become part of a culture where their contribution is valued, their development is supported, and their impact is real. It means you can:

- Make your mark - by taking on meaningful work, growing capabilities, and being empowered to lead and innovate.
- Make it matter - from essential services to future-focused infrastructure, our people will help shape more connected and resilient communities across Australia and New Zealand.
- Make us stronger - be part of a team that values collaboration, celebrates diverse perspectives, and supports each other every step of the way.

The Downer Difference isn't a slogan. It's a way of working that guides every conversation, every commitment.

It's how we make a difference – The Downer Difference.

Health, safety and wellbeing

The health, safety and wellbeing of our people is Downer's number one priority. It's a commitment that shapes every decision we make and action we take.

Every task, every site, every day – work must be done safely. It's a non-negotiable when working at or with Downer.

Our Zero Harm approach sets the standard, underpinned by the belief that all incidents are preventable. This mindset drives performance and strengthens outcomes for customers, communities, and our people on the ground.

Delivering operational excellence starts with a capable, well-supported workforce. We know that a strong health and safety culture is important for the success not only of Downer, but of our customers and our delivery partners. We also understand that we have a role to play in delivering improvements and thought leadership to our sectors, to drive advancements in industry performance.

Our ISO 45001 certified management system provides clear expectations, standards, tools and processes to help teams do their jobs safely and effectively. But safety doesn't come from systems alone. It's powered by people – through capability, collaboration and a commitment to continuous improvement. We work with our employees, contractors and customers to challenge the status quo and to collaborate on innovative safety solutions and project-specific requirements.

We are committed to deepening our understanding of safety Critical Risks and enhancing our risk management practices. We work closely with our frontline staff and operational leaders to develop and implement improvement projects - it's a smarter, more focused way to manage the risks that matter most.

Mental health and wellbeing

Since 2018, Downer has taken positive steps to change the conversation around mental health and wellbeing. Downer identified mental health as a growing societal issue, and proactively created a dedicated Group Health function and multi-tiered strategy focused on prevention, early intervention and support.

A key element of this strategy is widespread training in accredited Mental Health First Aid (MHFA) across both Australia and New Zealand. This is helping to develop a more open culture around discussing mental health issues and encouraging help seeking. Across Downer, more than 1,000 employees have been trained in MHFA over the past three years and we are proud to have been awarded the Master Workplace Recognition Award from Mental Health First Aid Australia.

We understand that holistic wellness has a significant impact on an individual's ability to thrive at work. Whether it's MHFA training, access to the Employee Assistance Program, community partnerships, or tailored health initiatives, support is designed to meet people where they are – because wellbeing doesn't stop at the worksite.

Wellbeing drives performance, resilience, and safety. And when our people are supported to thrive, they can help us to enable communities to thrive.

Climate change and decarbonisation

Climate change poses a threat to the economy, our health, our communities, and our future.

Downer acknowledges the science on climate change and we are committed to taking action to decarbonise our operations to help play a part in reducing global temperature rise. This includes assessing climate-related risks and opportunities, supported by scenario analysis, and enhancements to our risk assessment and management processes in response to physical and transitional changes in our operating environment.

Our commitments support the transition to net zero emissions by 2050. This means driving down energy consumption, cutting greenhouse gas (GHG) emissions, and strengthening asset resilience in a cost-effective manner. Initiatives across operations are being developed to support progress towards a lower-carbon future.

We continue to review and strengthen our approach to climate resilience, guided by international standards and best practice. As part of this, we are advancing our strategic planning to support a structured, long-term transition, including our Decarbonisation Plan.

Supporting our customers to achieve their net zero targets

The energy transition is a macroeconomic trend driving a once-in-a-generation shift that is propelling an unprecedented step-change in energy investment.

Downer's customer relationships, proven expertise, and capabilities position it as a key partner in the energy transition. With a presence across the power value chain, Downer is well placed to help customers decarbonise their operations and meet their sustainability goals.

As expectations grow, helping customers achieve their net zero targets is not only a priority, but a strategic opportunity for Downer.

Downer's GHG emissions reduction targets are:

50%

reduction by 2032 across absolute Scope 1 and 2 emissions against a 2020 baseline.

Net Zero

by 2050 across Scope 1 and 2 emissions against a 2020 baseline, noting that Downer's near-term Scope 3 target and associated baseline are under review.

Downer's decarbonisation pathway

Our GHG emissions reduction focus areas currently are:

- Scope 3 supplier engagement
- Fuel switching in plants and equipment
- Fixed asset efficiency upgrades
- Fleet optimisation and transition
- Scope 2 emissions reduction through renewable electricity (on-site and off-site)
- Low-emissions products

Downer has provided climate-related disclosures for more than a decade, having adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In 2024, Downer began disclosing climate-related information in accordance with the Aotearoa New Zealand Climate Standards (NZ CS). Our FY25 climate disclosure can be found in Downer's 2025 Annual Report.

Environment and sustainability

A thriving community starts with responsible action. Every project, service and solution delivered is an opportunity to minimise environmental impact and create a more sustainable future.

That's why sustainability is embedded in Downer's business strategy, and a fundamental element of our Purpose and Pillars.

'Enabling communities to thrive' is more than a Purpose statement – it's our commitment to shaping a sustainable future.

'Safety & Sustainability' is Downer's first Pillar, and articulates that minimising harm to our people, and reducing negative impacts to the environment and the communities in which we operate is the most important principle for our business.

Our environmental commitment

We recognise that providing our products and services can have both positive and negative impacts on the environment and communities in which we operate, and that addressing the negative impacts requires close collaboration across our supply chain. Primarily, these are:

- Direct impacts to land, air and water from our services, projects, construction activities, assets and operations
- Disturbance to affected stakeholders and communities from noise, vibration, light and visual amenity, disruption to transport networks and utility services and working around areas of cultural and heritage significance
- Greenhouse gas emissions and energy consumption from our own operations and value chain.

This also presents opportunities to ensure our operations leave a positive impact on future generations. These include:

- Supporting our customers through products and services that enable climate mitigation and adaptation
- Enhancing the resilience of our operations, activities, and offerings to climate-related risks
- Leaving a legacy of environmental betterment and social uplift in the areas we work.

Downer is committed to managing the environmental impacts of our services in a responsible manner and to mitigating the impact of our activities. This includes meeting and exceeding our environmental compliance obligations.

We prioritise the effective management of our environmental aspects and impacts as a fundamental part of delivering our services.

Downer's 10 Environmental Principles provide simple and practical messages to aid our frontline employees and contractors to understand their responsibilities and engage in the right behaviours to protect the environment and comply with legislative obligations.

Downer has a team of dedicated Environmental and Sustainability specialists who provide subject matter expertise across the organisation. Environmental management is embedded in Downer's project management plan and delivery methodology, with management plans used to manage risk and opportunities through project and contract delivery.

Downer's 10 Environmental Principles

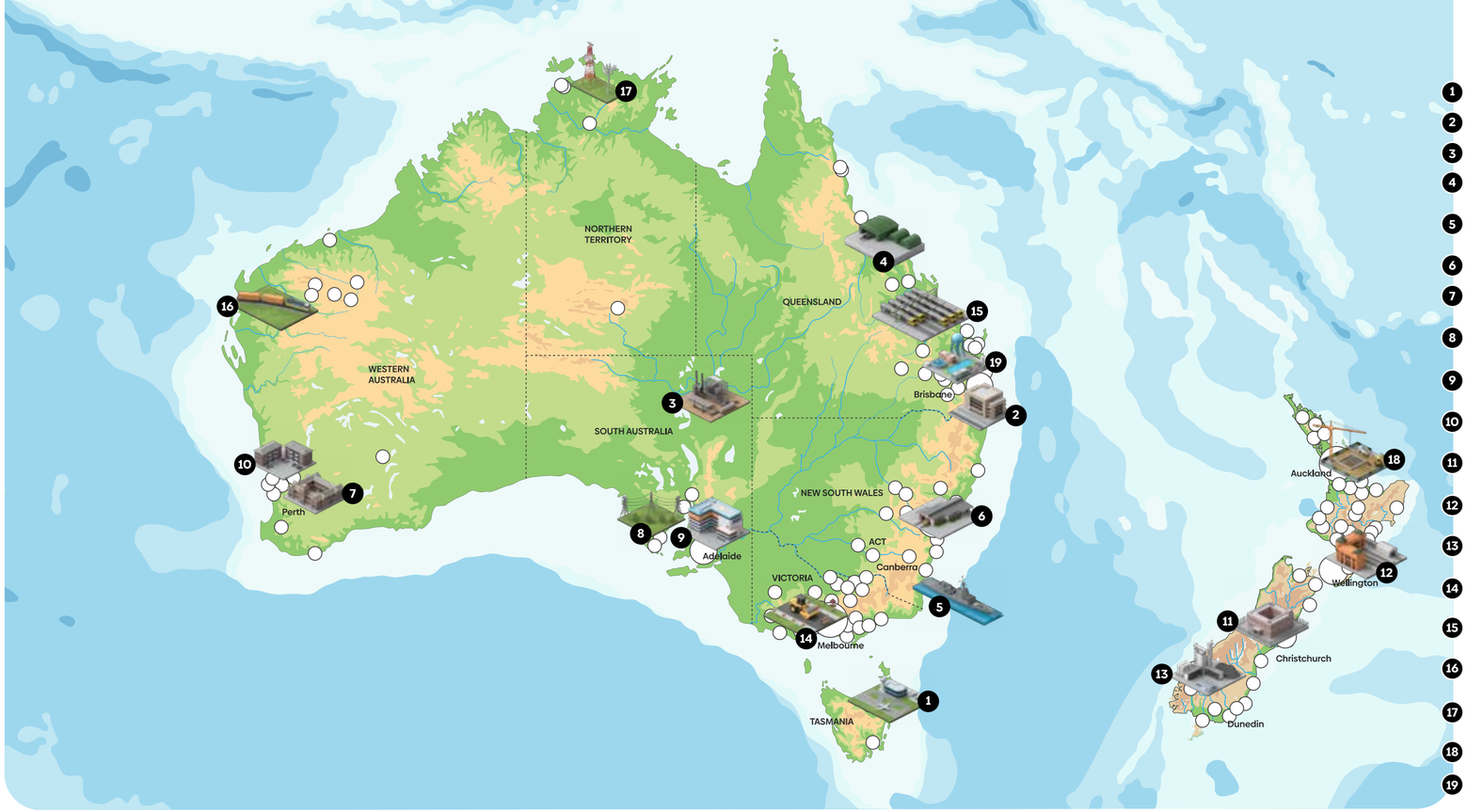
26,000
employees

>500
locations

25,000+
suppliers

$10.6b
FY25 revenue

160+ years
of Enabling communities to thrive



Our sectors

1. **Airports**
   Highlighted: Hobart Airport upgrades, completed in FY25.
2. **Commercial IFM**
   Highlighted: Coca-Cola Europacific Partners IFM contract.
3. **Critical resources and industrial infrastructure**
   Highlighted: Moomba Carbon Capture and Storage facility, completed FY25.
4. **Defence: Estate management and redevelopment**
   Highlighted: Estate Maintenance and Operations Services contract, including Lavarack Barracks, Townsville.
5. **Defence: Professional Services**
   Highlighted: Capability, Acquisition and Sustainment Group (CASG) contract to support the delivery of critical projects for Defence.
6. **Digital solutions**
   Highlighted: TrainDNA predictive maintenance on Sydney's Waratah train fleet
7. **Education**
   Highlighted: Integrated facilities management contract for eight WA schools for up to 31 years.
8. **Energy**
   Highlighted: Eyre Peninsula Link transmission line project from Cultana to Port Lincoln, completed in 2024.
9. **Health**
   Highlighted: New Royal Adelaide Hospital contract. ~700 staff delivering 15 essential services to support the hospital around the clock.
10. **Housing**
    Highlighted: Housing Authority of Western Australia contract to deliver maintenance and repair works and services to over 20,000 social and public housing properties in Perth.
11. **Justice and corrections**
    Highlighted: Asset Management and Facilities Management contract with Department of Corrections and the Ministry of Justice.
12. **Rail infrastructure**
    Highlighted: Wellington Railway Station project, including platform, track, and facilities upgrades.
13. **Road construction**
    Highlighted: Kā Huanui a Tāhuna – the Queenstown transport alliance delivering a coordinated program of road upgrades.
14. **Road maintenance**
    Highlighted: Victorian Road Maintenance Contract in the Metropolitan North-West Region of Melbourne.
15. **Rollingstock build, design and maintenance**
    Highlighted: Queensland Train Manufacturing Program – designing, manufacturing and commissioning 65 six-car passenger trains by 2032.
16. **Rollingstock decarbonisation**
    Highlighted: Designing and developing innovative zero emissions rollingstock solution for heavy haul rail.
17. **Telco and network services**
    Highlighted: Business Deployment Module contract to augment the nbn network for businesses in Northern Territory, WA, SA, and NSW.
18. **Vertical construction**
    Highlighted: Hawkins is delivering Auckland Airport's new Domestic Jet Terminal.
19. **Water**
    Highlighted: Delivering water and wastewater infrastructure in South East Queensland to support Urban Utilities' multi-billion-dollar capital investment program.

Downer delivered a significant safety upgrade project at Queenstown Airport, installing an Engineered Materials Arrestor System (EMAS) on both ends of the runway, which is designed to safely stop aircraft that may overrun the runway. Queenstown is the first airport in Australasia to implement this technology.

Airports

Downer delivers fully integrated, end-to-end services to airports and airfields, including Early Contractor Involvement (ECI), pavement design and delivery, ITS and lighting, innovative and sustainable products, and asset management and maintenance solutions.

In New Zealand, Downer also provides commercial construction services through our Hawkins business to satisfy the diverse needs of our airport customers. For example, Auckland Airport's Domestic Jet Terminal integration with the International Terminal project is one of New Zealand's largest infrastructure undertakings.

Downer brings valuable expertise in implementing innovative technology solutions tailored to the unique challenges of airport maintenance. These solutions enable airport customers to simplify airport maintenance, enhance asset reliability and achieve greater operational efficiency.

With more than 40 years of successful infrastructure project delivery, Downer has also established a proud legacy in the Pacific. Major infrastructure projects have been completed in Samoa, Fiji, Niue, the Solomon Islands, and Vanuatu. Key projects include:

- Sydney Airport: Capital maintenance works, Domestic 2&3 apron and taxi lane reconstruction
- Hobart Airport: Airport runway extension and upgrade project, airfield infrastructure project
- Auckland Airport Domestic Jet Terminal: Hawkins is delivering the project that will see the current domestic terminal replaced and integrated into the international passenger function in a single combined terminal
- Queenstown Airport Engineered Materials Arresting System (EMAS) installation project: airfield infrastructure project
- RAAF Base Williamtown NAW & Code E Upgrade.

More than

1.2 million m²

airfield pavements upgraded / maintained across Australia and New Zealand

Case study

Niue Hanan International Airport

Downer successfully completed a major infrastructure upgrade at Niue Hanan International Airport in 2024, enhancing aviation safety, infrastructure capacity and reliability, as well as local capability on the remote Pacific Island.

The project involved resurfacing the 2,335m² runway, taxiways and apron with high-performance asphalt, upgrading the aeronautical ground lighting system, and designing and constructing a new landside carpark.

Logistics posed significant challenges, such as no deep-water port on the island. All major equipment including a mobile asphalt plant, 2,000 tonnes of containerised bitumen, and 15 pieces of specialist machinery was delivered via barge from offshore vessels. Despite these constraints, the team successfully laid 25,000 tonnes of asphalt, installed 245 new lights, and completed over 75,000 work hours across two years.

Downer also played a key role in supporting the Niuean community, employing 19 local people and providing training in heavy machinery operation, truck licensing, and maintenance procedures. Nine local people learned to operate specialised equipment and seven gained heavy vehicle licences. Health and safety training ensured compliance with CAA and NZ standards.

The project team overcame operational constraints such as maintaining safe aircraft movements with only one taxiway open, through close coordination with airport authorities. A 300-metre asphalt link road was also constructed to improve landside access.

With a full on-site laboratory to ensure quality throughout construction, plus 85 skilled specialists contributing to local training, the project leaves behind a strengthened airport and a lasting legacy of upskilled Niuean workers.

Downer is proud to have delivered this transformative project, supporting economic development and aviation resilience for the community of Niue.

Case study

Coca-Cola Europacific Partners

Downer's depth of IFM experience working in sensitive, highly technical and high-risk environments makes us the perfect IFM provider to Coca-Cola Europacific Partners (CCEP) – a role we have served for over 10 years. A trans-Tasman contract, Downer manages 74 sites in Australia and 33 in New Zealand.

Across the portfolio we are laser focused on safety and compliance, ensuring CCEP's operations can continue uninterrupted. In addition to Soft and Hard FM services, Downer personnel are present at each major CCEP production facility with the responsibility for managing and approving high-risk permits for activities such as working at height, electrical isolation and working within a confined space. We are also responsible for the design and compliant execution of traffic management plans at CCEP's busy logistic centres.

Tapping into Downer's core expertise, CCEP also utilises our Project Management capability alongside onsite supervision. Whether it's a new hard stand for a logistics centre; the installation of a cool room for a production facility; or using a helicopter to safely lift and install roof mounted exhaust fans – Downer consistently brings high-value expertise that reduces risk whilst delivering savings to the customer.

Commercial IFM

Downer keeps workplaces running so our customers can get on with business.

Smooth-running facilities drive better performance, which is why organisations trust Downer to deliver Integrated Facilities Management (IFM) that works quietly, reliably, and always with an eye on what the customer needs next.

As one of Australia and New Zealand's largest listed companies, Downer understands the importance of having facilities that run like clockwork. And, as one of the leading IFM providers, we have the experience and capability to make that happen.

With customers that include CSL, Coca-Cola Europacific Partners, and BlueScope Steel, our depth of experience in highly technical and sensitive environments gives our customers peace of mind, knowing they can rely on Downer to deliver IFM solutions that are designed to reduce disruption and elevate everyday operations. Working in complex environments for industrial, manufacturing, commercial, retail and not-for-profit customers, we provide a single point of contact for our direct delivery and national service delivery partners that is flexible and aligned to our customers' needs.

So whether it's optimising asset performance, ensuring continuity, or creating safer, healthier workplaces – our team's commitment to compliance and performance ensures our customers can stay focused on their business success.

Our service delivery teams are supported by a wide range of subject matter experts, covering areas such as strategic asset management, energy, environmental and social sustainability, zero harm, procurement and information technology.

Downer draws on its Hard FM experience and engineering pedigree to provide our customers with cost savings, high-quality service delivery, and improved asset reliability, along with extensive experience in self-delivery of Soft FM service solutions including catering, cleaning, security, and grounds and gardens. We maintain service quality via standardisation of best practice, coaching and development, and training required for licences, credentials and auditing.

Our ability to support our customers is through a partnering mindset where we treat our customers' assets like our own and optimise them for whole-of-life value and reliability.

Critical resources and industrial infrastructure

For more than 50 years, Downer has partnered with major Australian resources and industrial companies, revitalising aging infrastructure, boosting manufacturing, and delivering specialist technical services. Committed to safety, quality and the wellbeing of our people, our dedicated teams deliver services that support our customers in maintaining and upgrading their assets across the mining, gas, and industrial sectors.

Working across asset management, maintenance and shutdowns, project delivery, and fabrication and manufacturing, our competency is based upon a unique suite of knowledge, relationships, processes and procedures.

Resources and heavy industry
With a major footprint in Newcastle, Wollongong and Gladstone on the East Coast and Kwinana and the Pilbara in the West, we support customers across the country to manage their assets. Downer delivers integrated services including structural and mechanical works, electrical and instrumentation, scaffolding and rope access.
We leverage our centralised pool of trade resources and highly experienced personnel to deliver safe, reliable and high-quality services for major clients across Australia.

Metals and minerals
Downer's Mineral Technologies business is an industry partner for fine mineral beneficiation. We specialise in mineral processing, engineering equipment manufacturing and related projects.

Natural gas
We provide safe, quality technical services, maintenance and construction to Coal Seam Gas (CSG) and Liquid Natural Gas (LNG) customers. We deliver capital projects, including: process plant and compressor facility construction; wellsite infrastructure installation, maintenance and modification; and specialised technical services such as PSV and hydrostatic testing.

Carbon Capture and Storage (CCS)
Downer has been involved in Australia's largest CCS projects, providing specialised construction services that solidify our position as a leader in the delivery of CCS projects in Australia.

Port infrastructure
We operate out of Australia's largest ports, providing mechanical, electrical, shutdown and specialist services to customers including Port of Newcastle and Gladstone Ports Corporation, ensuring the smooth operation of their assets and port trade.

4,500 workers mobilised each year

More than
50 years
supporting Australia's industrial hubs

Case study

Moomba Carbon Capture and Storage facility

As one of the largest facilities of its kind in the world, the completion of the Santos and Beach Energy Moomba Carbon Capture and Storage project in South Australia is a significant achievement.

Operated by Santos, the project achieved start-up in October 2024, with full ramp-up attained within weeks of the first CO_2 injection. Downer led the civil, mechanical and electrical construction and commissioning for the project, which included the CCS facility, Heat Recovery Steam Generator and LoHeat facility.

Commencing with early contractor involvement in 2019, Downer started construction in 2022, and reached mechanical completion in December 2024. As the energy transition accelerates, the Moomba CCS will be a critical project supporting Australia's journey towards net zero.

Defence: Estate management and redevelopment

As Australia and New Zealand's largest sovereign Prime, with more than 80 years enabling Australian Defence Force (ADF) capability, and more than a decade working alongside the New Zealand Defence Force (NZDF), Downer delivers outcomes that put our sovereign nations first – enabling our Defence Forces to plan, train and mobilise.

As the leading integrated services company, Downer manages the Defence estate for both the ADF and NZDF. We provide through-life sustainment capability built on decades of delivery managed services, asset management, facilities management, and support and operational services.

From behind-the-scenes tasks that keep estate operations running, to the complex and critical – our team are the first responders to fires, clearing runways, preparing training areas for multi-national training operations, keeping the defence estate operational during natural disasters, and ultimately ensuring the men and women who serve are fully enabled day-in day-out.

As the trusted partner for Defence's major redevelopments Downer is also delivering two significant programs – the Woomera Redevelopment Program and the Riverina Redevelopment Program. Covering three States and eight bases, these base redevelopments are part of Defence's broader effort to recruit and train ADF personnel to meet future defence needs.

Trusted to deliver projects of national importance, Downer Defence harnesses the broad sovereign industrial capability of Downer Group in areas such as complex engineering, project management, asset management, specialist pavements, the design and construction of high voltage power infrastructure, renewable energy and sustainability solutions.

In addition to an extensive security-cleared internal workforce, Downer Defence champions and incubates the growth and success of subcontractors – including Indigenous, Māori and Pasifika, and veteran-owned businesses. We are highly cognisant of our ability to influence broader social impact through our significant supply chain, comprising more than 900 small and medium enterprises across our vast trans-Tasman footprint, and are proud of the procurement practices that benefit local communities.

2,000+ in-house Defence security-cleared staff

900+ SMEs in our trans-Tasman Defence supply chain

2024 Prime Contractor of the Year

at the **Australian Defence Industry** Awards and the **New Zealand Ministry of Defence** Awards of Excellence to Industry

Case study

Enhancing Defence capability at RAAF Base Williamtown

Downer successfully completed major upgrades at RAAF Base Williamtown, strengthening Australia's Defence air power and boosting regional connectivity in the NSW Hunter region. Commencing in December 2020, the project was delivered as part of the Department of Defence's National Airfield Program.

Downer's scope included aircraft pavement reconstruction, stormwater drainage, aeronautical ground lighting (AGL) upgrades, and the installation of two aircraft arrestor systems. These enhancements now support the operation of larger Defence aircraft and enable Newcastle Airport to accommodate wide-body Code E aircraft, enhancing both military and civilian aviation capacity.

The project demanded close coordination with military and civilian stakeholders to ensure uninterrupted airfield operations. At its peak, 220 personnel were on site daily, contributing over 770,000 work hours. Key achievements included placing 213,000 tonnes of asphalt, installing 112km of AGL cabling, and completing 426 night shifts with zero disruption to daily operations.

Importantly, 85% of the project was delivered by local contractors and suppliers, with 4.7% of work completed by Indigenous-owned businesses – demonstrating Downer's commitment to local capability and inclusive procurement.

Case study

Space Systems Branch

Defence's Space Systems Branch (SSB) plays a pivotal role in delivering and sustaining satellite systems and related space capabilities across the whole Defence capability life cycle.

Downer Professional Services (DPS) is a strategic partner of SSB, delivering a broad spectrum of high-value support services in project and program management, specialist engineering, logistics, commercial, and systems assurance disciplines.

At the commencement of the contract, Downer mobilised a workforce of highly skilled personnel during a short phase-in period. Our rapid and strategic mobilisation ensured uninterrupted delivery of critical services.

DPS's delivery approach in SSB is underpinned by an Outcomes-Based Contract framework, enabling scalable, adaptable service offerings tailored to evolving project demands.

Workforce development is also central to the DPS strategy. Our Summer School and Winter School programs have successfully upskilled Defence personnel, with the most recent program offering 20 courses and enrolling Australian Public Service (APS) and Australian Defence Force (ADF) personnel, including niche offerings such as Satellite Communications.

Performance feedback from SSB has affirmed Downer's responsiveness, adaptability, and commitment to Defence goals.

By partnering with DPS, Defence receives scalable, high-quality services aligned with the evolving needs of Australia's space domain operations.

Defence: Professional Services

Complex challenges require strategic insight, technical expertise and collaboration that delivers.

Downer Professional Services (DPS) is Defence's trusted sovereign partner for delivery on projects of national importance.

As a thought leader and key contributor to the modernisation of land, maritime, air, ICT, and intelligence systems, DPS ensures Defence is equipped with agile, assured, and future-ready capabilities. Our subject matter experts provide trusted support, helping Defence acquire and sustain the right capabilities – fit-for-purpose and ready for tomorrow.

Specialising in 'above the line' professional services, our expertise spans the entire capability lifecycle – from concept development and force design to acquisition, sustainment, and disposal. We are committed to providing strategic, end-to-end support that ensures Defence investments are informed, integrated, and built to safeguard Australia's future.

Our profound understanding of future force requirements saw DPS establish an industry-leading Mission Engineering business delivering pilot programs and supporting mission engineering initiatives across Defence. Our team applies contemporary mission engineering practices, supported by a range of advanced digital platforms, to help Defence shape and realise capability outcomes in complex mission contexts.

Backed by deep Defence experience and a network of trusted partners, DPS brings together highly skilled, security-cleared talent to enable capability where and when it matters most.

Our diverse and inclusive culture fosters innovation and solution-focused thinking, and we proudly champion local talent, united by a shared passion for putting Australia's interests first. Through close partnerships with small-to-medium enterprises, we deliver critical solutions and cutting-edge technologies that strengthen the viability of Australia's Defence industry.

Team Downer has an Australia-wide footprint with over **700** resources placed in complex Defence projects

Digital solutions

xDNA is Downer's digital innovation business, delivering next gen solutions for critical industries.

We combine deep industry knowledge with advanced technologies like Artificial Intelligence (AI), Augmented Reality, digital twins and robotics to deliver accelerated, integrated, adopted, and secured solutions to real world challenges and opportunities.

We work with industry leaders across rail and transport, critical infrastructure (mining and utilities) and Defence and intelligence – unlocking opportunities with next generation technology and new ways of working.

xDNA's core services include:

Integrated asset management: A core capability focused on the productivity and efficiency of physical assets and related work through their operational lifecycle. We improve asset performance and reliability at every stage using data-driven tools for asset management, maintenance, and work execution – maximising productivity and minimising downtime.

Operational intelligence: We empower better decisions with rich, contextual data insights. Through advanced instrumentation, data engineering, and IoT integration, we help customers organise operations across assets, processes, and entire value chains. Solutions include:

- Neuroverse – a powerful, end-to-end data and insights accelerator that enables organisations to turn raw, complex data into meaningful business outcomes. From optimising maintenance to forecasting asset lifespan to environmental impact response – Neuroverse delivers results in months, not years.
- TrainDNA – an intelligent platform that is utilised by both asset maintainers and operators. It gathers and analyses telemetry data in real-time from the rollingstock assets and turns this into useable information, proactive alerts and actionable insights as events happen out on the network.
- DASH – a secure, sovereign cloud hosting solution built on Microsoft Azure. Designed for government-grade security, it enables fast, cost-effective, secure digital solutions delivery. Responding to the specific security requirements of the critical infrastructure sector, DASH allows xDNA to deliver its digital solutions securely and at speed.

Industrial AI: We deliver modern, AI-powered solutions that transform asset-intensive operations, uncover supply chain optimisations, and extend the useful life of critical assets. Backed by deep engineering expertise, we help organisations overcome complex challenges, streamline inefficiencies, and accelerate innovation.

We support organisations to navigate the exponential growth in generative AI capability through:

- AI-powered assistants focused on industry requirements to accelerate navigation across vast amounts of documentation.
- Anomaly detection solution to solve operational problems and drive efficiency improvements.
- The development of machine learning models to supercharge decision making and/or automate processes via edge integration.

Future work solutions: We future-proof our customers' workforce by integrating automation and robotics into daily operations. From training to optimisation, we focus on enhancing productivity and quality through augmented and automated work experiences.

- Robotic automation – robots work autonomously, moving through trains to carry out inspections with successful deployments in Australia, the UAE and the Netherlands. We are also developing various train cleaning solutions.
- Augmented worker - Using Augmented Reality training and operational work management to fundamentally shift the effectiveness of work through 'Raise-Train-Execute-Optimise' phases of work performance.

Case study

Robotics automation

As Australia implements its first National Robotics Strategy, Downer's xDNA business is pioneering the use of robotic automation and future technologies to enhance operational efficiency, safety, and sustainability.

Downer has partnered with Deakin University's Institute for Intelligent Systems Research and Innovation (IISRI) to develop the world's first fully autonomous cleaning robots for passenger rail.

The team has developed two robots, one focused on the floors and one for surface cleaning, with both robots working in tandem with cleaning staff to make maintenance more efficient and effective as well as develop future-ready skills essential to Industry 4.0.

The floor cleaning robot is designed to scrub, mop and vacuum all at once, cutting down cleaning time and boosting efficiency. Meanwhile, the surface cleaning robot focuses on the seats and passenger windows and with its steam technology, it provides hygiene and comfort for passengers.

The robots are equipped with advanced state-of-the-art sensors allowing them to detect vandalism, hazards, and rubbish, helping to keep the environment clean and safe.

With the robots handling these tasks, cleaning staff are then able to complete other more complex duties.

Downer is also partnering with Future Maintenance Technologies (FMT) to pioneer robotic inspection solutions for rail assets. Rail Facility Drones automate the inspection of operational and safety-critical infrastructure, while the Train Examination System conducts autonomous inspections of rollingstock bogies and underframe components. These innovations enhance safety by minimising manual inspections in hazardous environments while also increasing the consistency and data quality of inspections.

Education

Every day, students, teachers, and education staff are shaping the future – Downer supports this ambition by keeping primary, secondary and tertiary education environments running smoothly, safely, and sustainably.

With more than 40 years of practical experience behind us, we deliver facility and asset management solutions that are reliable, practical, and built on smart technology. The result is safer, efficient learning spaces where students, staff and communities thrive.

Downer is experienced operating under a variety of contracting models; working side by side with facility owners, staff, and students to shape service models that put people first – enhancing how education communities live, work and learn across schools in New Zealand's North and South Islands, the Australian Capital Territory, New South Wales, Victoria, South Australia, and Western Australia, as well as the Australian National University (ANU), Deakin University and University of Adelaide.

Whilst educators inspire, we take care of everything else. Integrated services are tailored to each unique setting, from grounds and gardens maintenance, to cleaning, catering, security, and caretaker services. Sustainability is embedded in every service, with energy-efficient systems and water conservation initiatives ensuring minimal impact and maximum value.

Downer adopts a whole-of-life asset management approach, focusing on delivering long-term value for our customers and enhancing asset reliability. Reducing disruption and improving productivity, our proven model delivers real value – driven by smart, fit-for-purpose technology. From responsive 24/7 support and real-time location services, to digitally-enabled maintenance optimisation tools and comprehensive data inventory systems; every solution is designed to meet the unique customer requirements. This provides greater visibility and improved efficiency for education facility operators, and supports a seamless learning experience for students.

Serving

50+ schools

in Australia and New Zealand

Supporting the learning lives of

140,000+

primary, secondary and tertiary students

Case study

NSW Schools Public Private Partnerships

Downer is the facilities management provider for two long-term Public Private Partnership (PPP) contracts, delivering integrated services across 20 public schools in New South Wales under a 35-year agreement. These schools span metropolitan and regional areas including Western Sydney, the Central Coast, Illawarra, Newcastle, and Bathurst.

Across both contracts, Downer manages over 200 permanent and demountable buildings, covering more than 132,000m² of gross floor area and nearly 66 hectares of grounds. Services are delivered through a combined workforce of 125 full-time employees and approximately 90 Service Delivery Partners.

The scope includes comprehensive asset maintenance (planned, preventative, and reactive), security and safety services, energy and utilities management, cleaning, waste, janitorial and porterage, pest control, and demountable unit management. Downer also supports ICT infrastructure, hydrotherapy pool maintenance, and business continuity planning.

These contracts reflect Downer's capability in delivering complex, multi-site education infrastructure services under fixed-price, lifecycle-based PPP models. With a strong safety record and a focus on operational excellence, Downer continues to provide safe, functional, and future-ready learning environments for thousands of students and staff across NSW.

Case study

Award-winning delivery for ElectraNet

In 2024, Downer partnered with ElectraNet to deliver two transmission projects of national significance – providing new electrical infrastructure for communities in South Australia through the Eyre Peninsula Link (EP Link) and the South Australian connection for Project EnergyConnect.

EP Link involved the design and construction of a circa 270km double circuit 275kV transmission line from Cultana to Port Lincoln and five brownfield substations. Working closely with local communities and Traditional Owners along the path of the transmission line across challenging terrains and remote locations, EP Link was the winner of the "Sustainable Projects" category at the Project Management Achievement Awards in 2024.

Building on the success of EP Link, Downer also delivered 206km of high voltage transmission line connecting the New South Wales and South Australian power grid as part of Project EnergyConnect.

There will be no energy transition without transmission and Downer is proud to be one of the only Australian owned, self-performing contractors delivering the nation-building power infrastructure critical to achieving Australia's decarbonisation goals.

Energy

Downer is the power behind Australia's energy transition.

We are at the forefront of delivering power infrastructure and specialist services to the power generation, future energy, resources and industrial sectors.

We embrace emerging technologies, partnering with customers in taking meaningful action towards cleaner energy and unlocking low emissions power supply for generations to come.

Power generation
We provide essential maintenance and outage services across Australia's largest power stations, working with major power generators across the East Coast.

Transmission lines
Our Lines team, established in 1951, has experience in transmission design, construction and maintenance from 66kV to 500kV. As one of Australia's largest and longest operating contractors in the sector, we have internal capability to self-perform civil works, foundations, pole and tower assembly, erection and stringing works.

Substations
Extensive experience in the design, construction, operations and maintenance of brownfield and greenfield substations, including BESS, data rooms, and wind and solar farm connections.

Battery Energy Storage Systems (BESS) balance of plant
Downer has in-house engineering and project management capabilities to design, engineer and construct civil and electrical balance of plant infrastructure for next generation BESS storage solutions.

Electrical distribution
Downer has a long history of working with New Zealand and Australia's largest energy providers to deliver power distribution services. Working with electrical distributors and private pole owners, we combine manufacturing capabilities, engineering solutions and field expertise to extend the life of our customers' assets and enhance network performance.

Domestic gas
Working with some of the largest gas network owners across Australia and New Zealand, Downer provides end-to-end services that support the construction, maintenance and operation of essential gas infrastructure. Our Gas team connects tens of thousands of customers each year.

Renewable energy
Downer provides utility and commercial scale sustainable energy solutions, including solar PV and battery systems, hybrid solutions, electric vehicle charging stations, battery and other storage, and smart metering.

Electrical manufacturing
For more than 40 years, Downer has been delivering comprehensive electrical manufacturing from its facilities in NSW and Queensland. From design and fabrication to installation and commissioning, our expertise covers switchboards, switch rooms and skid fabrication.

Constructed more than

2,750km of transmission lines and

70 substations over the past 10 years

50+ major outages (planned and unplanned) delivered each year

24,000 new gas connections per year

Health

Every patient deserves safe, quality care. Downer helps make that possible.

Every day, our teams help support better care in hospitals – providing safer spaces, faster responses, and environments that support wellbeing and recovery. From the moment a patient arrives to the moment they return home, we're there to make the experience smoother, safer, and as seamless as possible.

Downer has supported the operation of hospitals across Australia and New Zealand for over 40 years. From Australia's largest metropolitan hospitals to regional health hubs, we take care of essential services so our customers can focus on what matters most – delivering high-quality healthcare to our communities.

Downer's rigorous service delivery model promotes efficiency and accuracy, whilst our well-proven processes ensure consistent and timely delivery. This means our customers can rely on us to support their essential work around the clock, and they trust us to work hand-in-hand with them to create a safe environment for their healthcare professionals, patients, and visitors.

We understand what's at stake. Our team includes leaders with backgrounds as Registered Nurses, Paramedics, and Health Service Managers - professionals with first-hand experience in the complexities of patient care who appreciate the vital connection between hospital operations, our service delivery, and the patient experience. We proudly bring together these experienced health professionals with project managers, engineers, skilled trades, and a dedicated local frontline workforce to deliver critical services to some of the country's most important health facilities.

Downer's capabilities span facility and asset maintenance, FM helpdesks, patient support assistance, security, portering, cleaning, food services, car parking and traffic management, grounds and gardens, and retail management.

Optimising outcomes for

500,000

patients every year

Case study

Bendigo Health

Since 2017, Downer has played a pivotal role in the Bendigo Public Private Partnership (PPP), delivering integrated facilities maintenance services at Victoria's largest regional hospital.

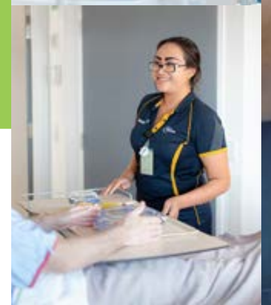
With a 25-year contract and over 550 personnel on site, Downer supports the hospital's complex operations - including building management, security, portering, cleaning, food services, utilities and waste management, pest control, car parking and traffic management, and materials distribution - across a facility that treats more than 49,000 patients annually. The hospital features 372 inpatient beds, 11 operating theatres, and a regional cancer centre, alongside a commercial precinct with childcare, accommodation, and retail.

Beyond operational delivery, Downer has demonstrated a strong commitment to social impact through our GROW Bendigo program. Launched in 2021 in response to post-COVID workforce challenges, the initiative reimagines recruitment by supporting individuals who have faced barriers to employment.

In partnership with local organisations, Downer has helped over 180 people secure meaningful employment with us at Bendigo Health. The program was recognised with the 2024 Social Procurement Award at the Bendigo Business Excellence Awards, highlighting Downer's commitment to both operational excellence and community impact.

>4.2 million

hours of support services delivered at healthcare facilities annually



Case study

WA Housing maintenance contract

Since November 2014, Downer has proudly delivered comprehensive maintenance services to more than 20,000 public housing dwellings across Perth's North and East Metropolitan regions. Under this long-term contract, Downer provides reactive, cyclical, and quoted maintenance works, ensuring safe and well-maintained homes for Western Australians.

Operating with a 100% subcontractor delivery model, Downer partners with 76 Service Delivery Partners across 13 trade categories, including: carpentry; plumbing; electrical; air conditioning; and asbestos removal. This approach supports local businesses and promotes workforce diversity, creating opportunities for apprentices, trainees, and Indigenous businesses.

A dedicated contract delivery team based in the Perth metropolitan area oversees contract performance and stakeholder engagement. Their commitment ensures high-quality service delivery and strong community outcomes.

This long-standing partnership reflects Downer's capability in managing large-scale housing portfolios and our dedication to building trusted relationships with government, industry partners, and the communities we serve.

Housing

With more than two decades in the public housing sector, we understand that supporting tenants means more than maintaining their homes – it means showing up with care and respect, ensuring their best interests are at the heart of everything we do.

Across Australia and New Zealand, we deliver multi-trade maintenance services around the clock, 365 days a year. This is in addition to the retrofitting and upgrade services we undertake to maintain and modernise housing for optimal tenant experience.

Every service call, upgrade or repair is handled with efficiency and professionalism – because we know we're not just working on buildings; we're stepping into lives. That means putting tenants first, ensuring they feel valued and confident in the quality of our work. We understand that we are working in their homes, and we consider it a privilege to be entrusted with this responsibility.

As Downer's public housing footprint continues to grow, so do the opportunities – for regional and local workforces, for advanced training and technology uptake, and for stronger, more resilient communities. We're focused on building long-term capability where it matters most, and we are passionate about nurturing local industry, fostering innovation, and investing in talent to drive better outcomes for both our customers and the broader community.

Downer's extensive industry experience and deep-rooted relationships allow us to collaborate with the best partners to meet our customers' needs effectively; and by leveraging over 20 years of data and emerging technologies, we make informed decisions today that pave the way for more efficient and impactful delivery tomorrow.

Every improvement we make is designed with tenants in mind – because better housing services mean stronger, healthier and thriving communities.

6,000+ vacant properties remediated for re-let per annum

450,000+ works programs completed each year

Justice and corrections

Safer communities start with a justice system that is focused on supporting people.

Downer partners with operators of corrections facilities – including prisons and detention centres – to deliver maintenance services that underpin rehabilitation and security.

Guided by a workplace culture that values fairness and respect, we are committed to maintaining safe and secure environments and respectable living conditions, working alongside customers to build systems that support growth and reintegration – so that more people return to society with the tools to make a positive contribution.

With more than a decade of experience in corrections and justice services, our teams understand the complex, evolving nature of custodial settings. We adopt a flexible approach to asset management that is responsive to changing demands. For example, we know that the function of buildings and rooms will evolve over time, so Downer works in partnership with our customers to ensure our delivery model remains fit-for-purpose and an effective asset for enabling delivery of justice and correctional services - regardless of the breadth and scale of change within the custodial population.

Downer's highly-engaged, experienced and licenced teams provide all the services required for a modern high-quality correction facility. Facilities services include preventative and reactive maintenance, cleaning, grounds, pest/vermin control, environmental services, building infrastructure systems, asset management, and specialist PM maintenance. Garrison services include catering, food supply and consumables. By leveraging our proven skillsets in logistics, security and fleet management, we also have the capability to deliver prisoner transport services.

Through programs focused on education, skill-building, and employment readiness, every day we are helping individuals develop the tools they need to succeed – supported by community partnerships and training designed for real-world outcomes.

Case study

Corrections and Justice New Zealand

In 2019, the Department of Corrections and the Ministry of Justice engaged Downer in a groundbreaking 10-year Asset Management and Facilities Management contract, marking the largest contract of its kind in the country.

Downer's commitment includes 15 of New Zealand's 18 prisons, 140 Corrections Community Services facilities, and 100 Justice facilities. Navigating a vast geographic spread, Downer's breadth of experience managing complex facilities in challenging environments enables us to meet the high expectations of our agency partners.

Setting this contract apart is our unwavering focus on asset management; by leveraging our data-rich asset information we can make informed tactical decisions to ensure critical infrastructure operates seamlessly 24/7, 365 days a year. This proactive approach guarantees that our facilities are always ready to serve the community, and a comprehensive contract structure ensures that we deliver meaningful outcomes, helping communities thrive by maintaining the Justice sector's complex facilities in optimal condition.

With a dedicated team of 170 site-based FTEs and 350+ Service Delivery Partners, our teams are strategically positioned throughout the country, working tirelessly to ensure every facility receives the attention it deserves.

Case study

City Rail Link

Auckland's top transport priority, the City Rail Link (CRL) is the largest transport infrastructure project ever undertaken in New Zealand and the country's first completely underground railway line.

Once complete, the 3.45km twin-tunnel underground rail line will run from Waitematā Station (Britomart) through the city centre to connect with the existing Western Line at Maungawhau Station. It includes a redeveloped Maungawhau Station, two new underground stations - Te Waihorotiu (midtown) and Karanga-a-Hape (Karangahape Road) - as well as wider network improvements to support faster, more frequent rail services.

Downer has contributed to multiple sections, including Waitematā Station (Britomart) and Lower Albert Street, tunnels, train stations, rail systems, urban realm upgrades, and station fit-outs led by our construction company, Hawkins. Downer is one of six companies, along with CRL Ltd, that form the Link Alliance, delivering the main stations, tunnels and rail systems for the project.

CRL is the first major New Zealand infrastructure project to make a full, comprehensive shift to a digital approach using Building Information Modelling (BIM). Downer's Digital Engineering team has worked closely with CRL, designers, construction teams, and MEP subcontractors to produce BIM models to optimise construction planning and execution.

In addition, Downer will be responsible for maintaining the stations and new infrastructure for Auckland Transport for 30 years post-construction, including asset management, hard maintenance services, cleaning, and pest control.

Rail infrastructure

Downer provides whole-of-life capability from design and development, value engineering, construction, testing and commissioning, operations, and maintenance of rail networks.

Our services include civil construction and repair, track maintenance and repair including rail protection works, installation works including overhead wiring and signalling, flash butt and thermite welding, and formation and drainage works. We also deliver pedestrian and vehicle level crossing renewal and upgrades, bridge remediation and other structural works.

Our digital engineering specialists support our rail customers and project teams to digitise and optimise rail infrastructure delivery. We are firm believers in the benefits that can be gained from the collaboration and cultural changes digital engineering tools can create. Our vast array of digital tools and digital engineering use cases is changing the way we deliver projects – from upfront as-built modelling, 3D and 4D construction modelling, asset data capture and integration, to reality capture, mobile mapping and cost reconciliation.

Downer has strong relationships with New Zealand's KiwiRail, and its predecessors, with a 90-year history on the New Zealand rail network. Along with KiwiRail, we work with other rail customers, like Auckland Transport, Greater Wellington Regional Council, and City Rail Link Limited.

Recent large metro rail projects include:

- City Rail Link, a new 3.45km double-track underground rail line connecting Britomart Station in the CBD with the existing western line at Mt Eden Station
- WMUP6A (part of the Wellington Metro Upgrade Project), safety improvements for Wellington Railway Station and rail network
- Wiri to Quay Park – construction of the Third Main line in Auckland
- Homai Station level crossing removal and safety and access improvements in Auckland
- Pukekohe Station, part of the Pāpakura to Pukekohe Electrification Upgrade Project, station upgrade and rail infrastructure works.

City Rail Link includes a

3.45km

twin tunnel underground rail link, 42 metres below the city centre, with 11.5km of track installed

Road construction

Downer has a long history in building and maintaining roading networks on both sides of the Tasman. We produce, supply and install quality products and carry out wide-ranging civil projects that form and support Australia and New Zealand's transport networks.

In New Zealand, Downer has a rich legacy in major project delivery. From the early days of the Public Works Department, through the rebuilding of hundreds of kilometres of roads destroyed by natural disasters, to building and maintaining networks that link the most essential routes across New Zealand, Downer's history spans over 150 years.

Downer is the pre-eminent contractor in project alliancing, with an enviable track record that includes:

- Mt Messenger Alliance in Taranaki – a six-kilometre regional transport corridor, including a tunnel and two bridges through challenging terrain
- Ōtaki to north of Levin Alliance – a 24km, four-lane highway between Wellington and Palmerston North in New Zealand's North Island
- Te Ara Tupua Alliance – a 12km cycling and walking path between Wellington and Lower Hutt
- Kā Huanui a Tāhuna, a significant program of integrated transport upgrades in Queenstown.

On both sides of the ditch, Downer is a leading manufacturer of asphalt and bitumen-based products driven by innovation and sustainability. With more than 40 asphalt plants across Australia and New Zealand, we supply more than 3.2 million tonnes of asphalt each year, meeting the needs of national and State road authorities, local councils and private asset owners.

Our extensive and diverse range of fixed and mobile asphalt plants includes advanced High Recycling Technology plants, which are capable of producing asphalt incorporating up to 100% recycled materials – allowing us to be an innovator in the asphalt circular economy.

Product innovation is central to our work. The recent M80 Upgrade in Melbourne's north incorporated Reconophalt™ asphalt, using recycled materials such as soft plastics and toner. This project diverted 29.3 million plastic bags, 830,000 printer cartridges and 13,000 tonnes of recycled asphalt from landfill, demonstrating our commitment to reducing waste and protecting the environment. Our latest innovation, BioBind, is a low-carbon bitumen alternative made from over 70% renewable resources, cutting emissions without sacrificing performance or durability.

More than

3.2 million tonnes

combined asphalt production across Australia and New Zealand

Downer is delivering NZTA's Mt Messenger Bypass, which will improve safety, resilience, and reliability, with a new 6km route that avoids the existing steep, narrow and winding passage over Mt Messenger.

Case study

SH1 - SH29 Intersection upgrade

The SH1 and SH29 intersection at Piarere is located approximately 44km south of Hamilton and 63km north of Rotorua in New Zealand's North Island. This high-volume traffic intersection, which is on one of New Zealand's most critical corridors, provides a north-south and east-west interchange connecting Auckland to Tauranga via Hamilton. As one of New Zealand's most dangerous intersections, it was identified as one of the projects to be delivered and fast-tracked under the New Zealand Upgrade Programme.

Construction included a new roundabout, involving significant earthworks, pavement and surfacing, cycle and pedestrian concrete underpasses, retaining walls, cycle lanes, and associated civils.

The completed roundabout will have three approaches (SH1 Tīrau, SH1 Hamilton, and SH29) and a stub for the future expressway between Cambridge and Piarere.

Project delivery required working safely while managing the challenges associated with working adjacent to live lanes with high traffic volumes, a busy confined site and a delicate environment around Lake Karapiro.

Project delivery highlights included value-driven collaboration with suppliers and contractors to re-sequence hardfill delivery to site, which increased productivity from 1,000 tonnes to 5,000 tonnes per day, while still achieving outstanding quality results. The redesign of the initially proposed directionally drilled and associated concrete outfall structure into Lake Karapiro and the Waikato River was a strong example of value engineering. By adjusting design to expand the high-level stormwater basin and redirect flow to it, significant health, safety, environmental, ecological, and cultural risks were removed from the contract, along with an extensive amount of associated works, delivering nearly $3 million in savings.

Case study

CityLink and West Gate Tunnel

Downer delivers integrated maintenance and incident response services for Melbourne's iconic CityLink and the new West Gate Tunnel – two of Australia's busiest road networks.

We work collaboratively with Transurban to manage complex tunnel systems and maintain critical infrastructure, including internal structures, ventilation, and fire safety systems. Our goal is to ensure our customer's tunnel networks operate safely and efficiently.

Our commitment goes beyond routine maintenance. We provide day-to-day operational support, with incident response teams on standby to assist with vehicle breakdowns and other incidents at a moment's notice.

With dedicated vehicles strategically positioned across the network to ensure rapid response times, we also conduct scheduled tunnel closures to maintain the CityLink network to the highest standards. These activities are carefully planned to ensure the safety of drivers while minimising disruption to local communities. Additionally, we carry out routine maintenance of roadside assets, vegetation management, and upkeep of intelligent transport systems.

On top of the road network inspections, Downer provides pavement surfacing solutions to deliver end-to-end value in the management of road networks.

Downer's Specialised Pavements and Projects team successfully delivered the EastLink resurfacing project in Melbourne on behalf of our customer, ConnectEast. The project was delivered on time and on budget, with works conducted at night over three successive summers, with road closures and diversions to ensure community safety.

Road maintenance

Downer is a market-leading road management and maintenance provider across Australia and New Zealand, maintaining more than 50,000km of urban and rural networks.

Over decades, we have forged long-term road management relationships with Australian State road authorities, the New Zealand Transport Agency (NZTA), numerous local councils and private asset owners – relationships aimed at achieving maximum value from network assets, while providing safe, reliable and accessible journeys for road users and keeping economies moving.

On both sides of the Tasman, our end-to-end services include road and tunnel maintenance, asphalt production and supply, pavement and surfacing design, pavement rehabilitation, sealing and paving, asset management, Intelligent Transport Systems, roadmarking, winter maintenance, and emergency response operations. Our specialist expertise in asset modelling, pavement engineering and program optimisation, and our range of systems and tools including mobile technologies that support in-field data capture, help us achieve long-term customer and network objectives.

Our capability and expertise is diverse. In Australia we manage complex tunnel systems, including Melbourne's CityLink and Sydney's NorthConnex, maintaining vital infrastructure including ventilation, fire safety systems, and providing 24/7 incident response support. In New Zealand, we deliver the evergreen Milford Road Alliance with the NZTA, featuring the iconic Avalanche Program, protecting users of the Milford Road and Homer Tunnel from harm and enabling access to the world-famous Milford Sound.

With versatility across contract models, we are able to tailor service delivery to meet customer need. Partnerships such as our Tararua Alliance with the Tararua District Council demonstrate the power of collaborative contracting, and the value that alliancing can yield for asset owners, contractors and road users alike.

Operating from over 130 sites across both countries – including 40 asphalt plants and strategically located maintenance depots, Downer ensures efficient service delivery, faster response times, and tailored solutions.

We are committed to advancing the pavements industry through innovative and sustainable products and services that are developed and supported by engineering science. Through our national research and development laboratories, we collaborate with customers to develop and trial new products – such as asphalt with high recycled content – and provide expert advice to improve performance and meet evolving road user expectations.

More than

50,000km

of roads maintained across Australia and New Zealand

Rollingstock build, design and maintenance

Downer is Australia's leading provider of rollingstock asset management services, with more than 155 years' experience delivering innovative rail solutions.

Today, we leverage our capabilities to offer rollingstock, infrastructure, rail systems, operation and maintenance, system integration, engineering innovations and digital and data solutions.

We design, build and maintain trains across Australia with some of our flagship projects including:

- Design, manufacture and maintenance of 65 new six-car trains as part of the Queensland Train Manufacturing Program, to meet the transport demands for the 2032 Brisbane Olympic and Paralympic Games and to support population growth.
- Design, manufacture and maintenance of 119 Waratah trains in NSW – Australia's largest passenger fleet servicing Australia's largest passenger network.
- Design, manufacture and maintenance of 70 High Capacity Metro Trains in Victoria – a step change in public transport offering 20% more capacity than other fleets and designed with customer-centred stakeholder engagement.
- Manufacture of more than 1,000 rail cars and nearly 1,000 locomotives from our Maryborough, Queensland site.

3,000+
rollingstock units built

2,000+
rollingstock units maintained

3,000+
rollingstock units overhauled

Case study

Waratah trains, NSW

The Waratah train fleet is the backbone of Sydney's rail network, delivering unparalleled reliability and comfort to passengers. Comprising 119 eight-car state-of-the-art, double decker trains, the Waratah series represents the largest fleet of passenger trains in Australia.

Designed with passenger convenience in mind, these trains feature smart air conditioning systems that adapt to ambient temperatures and occupancy levels, ensuring a comfortable journey in all conditions. Enhanced safety measures include comprehensive CCTV coverage, advanced fire detection technology, and an open carriage design that allows seamless movement throughout the train.

Maintained at a purpose-built facility in western Sydney, as well as heavy maintenance being undertaken in the Hunter Valley, the Waratah fleet consistently achieves high performance standards, making it a cornerstone of Sydney's public transport network.

High Capacity Metro Trains (HCMT) at Downer's Pakenham East depot.

Case study

Zero emissions rollingstock solution

Downer is designing and developing an innovative zero emissions rollingstock solution for heavy haul rail. This marks an important step toward the commercialisation of zero emissions power system technologies in heavy industry applications.

Rollingstock decarbonisation

Downer is a trusted partner delivering end-to-end rail solutions – from design and manufacture, to maintenance, decarbonisation and digital technologies.

As we move towards a net zero future, we're proud to bring a strong sustainability focus, offering advanced engineering support and decarbonisation solutions.

We see no credible future for slow adoption. The path to decarbonisation is fast – or faster – and Downer is leading the charge with practical future-ready solutions such as battery electric and hybrid locomotives.

How Downer is helping customers decarbonise

Exclusive ZTR partnership
Downer holds an exclusive partnership with ZTR in the Australian and New Zealand freight market – enabling customers to make immediate emissions reductions on their journey to net zero.

ZTR is a global leader in sustainable locomotive technology, with a product range that includes KickStart, SmartStart, BOA, and Pivot – all available exclusively through Downer.

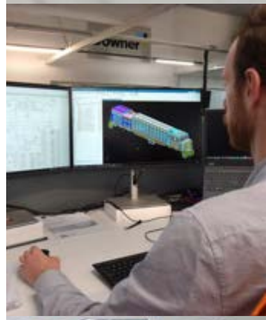
Australia's first Electronic Test & Repair Centre
Located at Downer's Cardiff Rail Facility in the NSW Hunter Valley, Australia's first Electronics Test & Repair Centre (ETRC) was designed and delivered in-house to support the transition to a more sustainable rail industry. The ETRC enables local testing, repair and refurbishment of complex rail electronics – reducing reliance on offshore suppliers, cutting emissions by up to 89%, and diverting e-waste from landfill. By embedding this capability within our operations, Downer is strengthening sovereign supply chains, building local skills, and supporting our customers with practical, engineering-led solutions that contribute to decarbonisation and long-term sustainability across the rail network.

Engineering design and delivery of decarbonisation projects
Our Engineering Consulting Services business aims to revolutionise the transportation industry by providing seamless, efficient, and sustainable solutions tailored to meet the needs of our customers. Our integrated approach sets us apart, offering customers a one-stop solution for all their transportation needs.

By combining engineering excellence, operational expertise, data-driven insights, and project management proficiency, we deliver holistic solutions.

200+ rail experts

Our Engineering Consulting Services gives our customers access to 200+ engineers and designers dedicated to supporting your decarbonisation efforts – and other rail needs



Downer is partnering with NBN to deliver their N2P Evolution program across New South Wales and Western Australia.

Case study

Chorus, NZ

In February 2025, Downer was awarded a new seven-year Field Services Agreement by New Zealand telecommunications infrastructure provider, Chorus.

The scope of work covers construction and augmentation of the fibre network, copper and fibre network maintenance and restoration, customer connections, and maintenance in single dwelling, multi-dwelling and commercial premises.

Extending our long-term partnership with Chorus of more than 20 years, Downer will provide end-to-end technology solutions across the South Island and lower and central North Island, enhancing Chorus customers' experience as they connect to the network or have faults repaired.

Telco and network services

Downer provides end-to-end technology, communication and metering service solutions, partnering with customers to build and strengthen their networks and infrastructure.

Working with Australia and New Zealand's largest telecommunications and technology providers, Downer delivers integrated civil construction, electrical, fibre, copper and radio network deployment capability.

Fixed networks
Providing an extensive range of fixed network design and construction services and solutions, including copper, cable and fibre, we connect more people in residential and commercial locations to broadband services. We operate a 24/7 Technical Operations Centre (TOC) and work management centres across Australia and New Zealand.

Wireless networks
Downer is a key delivery partner to major telecommunications carriers in Australia and New Zealand. We provide full turnkey mobile services across all technology bands (4G and 5G) for commercial networks and P25 systems for critical communications networks servicing frontline Emergency Service Organisations.

Smart metering
As the trusted leader for meter provisioning, data capture and information insights, Downer's Skilltech business offers a suite of metering technology solutions for its customers, putting insights into the hands of end-users and utilities alike. Skilltech has relationships in place with all major meter manufacturers approved in Australia, allowing us to weigh up the benefits of individual solutions and provide expert advice tailored to our customers' needs.

Data centres
Leveraging our extensive electrical, fibre and cabling network capability, Downer works to enable data centre connectivity in cities across Australia. With comprehensive in-house design, construction, and commissioning capability that supports the connection of data centres to critical electrical and communications networks, we work with government and private sector customers to support future-focused infrastructure.

Enabled

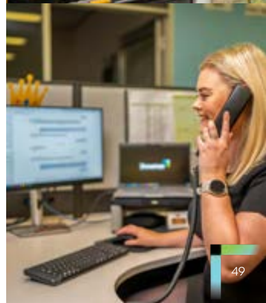
1.8 million

premises across Queensland, Western Australia, South Australia, Northern Territory and New South Wales to upgrade to broadband services

More than

6.6 million

meters of fibre cable blown through the UFB network in New Zealand



Vertical construction

Hawkins is one of New Zealand's most established and respected construction companies, with more than 75 years' experience delivering high-quality, impactful projects across Aotearoa. Founded by Fred Hawkins in the 1940s and now a wholly-owned Downer subsidiary, Hawkins combines local heritage with the resources, financial stability, and governance of one of Australasia's leading infrastructure providers.

Ranked No.1 in the 2025 BCI Construction League, Hawkins is the busiest commercial builder in New Zealand, with more than $1.2 billion in construction starts in the previous 12 months. Our national footprint and proven delivery record make us a trusted partner for complex and large-scale projects across sectors including education, healthcare, civic infrastructure, commercial, cultural, aviation, and specialist fit outs.

We are known for our collaborative approach, working closely with customers, consultants, architects, and subcontractors to ensure the successful delivery of every project; from greenfield developments to live environment upgrades. Our strength lies in our people – their deep technical capability and ability to tailor solutions that align with each customer's vision, timeline, and budget.

Current and recent standout projects include the Auckland Airport Domestic Jet Terminal,, Tōtara Haumaru at North Shore Hospital, the University of Auckland's Hiwa Recreation Centre, Beca House as part of the Wynyard Quarter Innovation Precinct, the new Court Theatre in Christchurch, and the Tauranga Moana Courthouse. These projects demonstrate our expertise in delivering complex builds, advancing sustainable outcomes, and coordinating effectively with diverse stakeholder groups.

Hawkins builds with purpose, shaping enduring, future-ready spaces that enrich the communities we serve.

More than

13,000 tonnes

of steel erected per annum

Case study

Tōtara Haumaru

The successful delivery of Tōtara Haumaru, Health New Zealand Waitemata's new four-storey, surgical and medical hospital building, demonstrates Hawkins' expertise in managing large-scale, complex healthcare construction projects.

Situated within the North Shore Hospital campus, the 19,700m² facility has up to eight additional operating theatres, four new endoscopy suites, and 150 new beds.

The project was completed through a collaborative effort, designed by Jasmax, managed by Precon, and supported by engineering expertise from Beca and Aurecon, along with quantity surveying by RLB. Collaboration extended to integrating building services with specialised medical equipment in operating theatres and endoscopy suites, involving careful coordination with Health New Zealand Waitematā's surgical pendant and equipment suppliers.

This ensured that all structural and service elements were aligned with the requirements of the medical teams.

A significant aspect of the project was the integration of Sikla prefabricated combined service cradles, marking their first large-scale use in New Zealand. This innovation not only met strict IL4 seismic standards but also enhanced the flexibility of service installations throughout the building.

Hawkins is fortunate to be able to draw on strong, trusted relationships across our supply chain, coordinating over 420 workers at peak and integrating diverse subcontractors, including Amotai-registered Māori and Pasifika businesses, to deliver a highly complex hospital facility within a live environment.

Water

Downer is the largest provider of complete water lifecycle solutions for municipal and industrial water users in Australia and New Zealand.

Our services span the full asset lifecycle, including design, construction, operations and maintenance across water and wastewater treatment, linear networks, process improvement and industry-leading biosolids treatment.

Linear networks
With experience working across varied and challenging environments, Downer ensures our customers' water and wastewater networks are designed, built, operated and maintained to achieve optimum performance and reliability. Our pipeline rehabilitation specialist, PipeTech, offers trenchless and low impact relining solutions for water, wastewater and stormwater pipes and culverts.

Water, wastewater and recycled water treatment
Downer has designed and constructed over 80 treatment plants throughout Australia and New Zealand. As a major delivery partner, we provide access to world-leading technologies to help deliver better water outcomes for our customers and communities.

Biosolids gasification
Biosolids gasification transforms wastewater treatment residuals into a renewable heat source and a clean, stable biochar product. Downer delivered Australia's first gasification facility in Loganholme, Queensland, in partnership with Logan Water and Pyrocal.

Operations and maintenance
Operating across 15 council regions - from Northland to Southland - Downer helps keep the three waters networks running reliably for a quarter of New Zealand's population. Supporting reticulation, treatment and network resilience, our team works alongside asset managers to maintain critical infrastructure with speed, safety and precision..

Water and wastewater services to more than

14 million people

across Australia and New Zealand

Case study

Building better together

Downer is responsible for delivering capital works for the water, sewerage and recycled water networks within the Sunshine Coast and Moreton Bay regions, as well as works across Unitywater's 17 sewerage treatment plants in the Sunshine Coast, Noosa and Moreton Bay regions.

The full scope of work also includes program management services and stakeholder management.

Signed for an initial five-year term commencing May 2024, the Build Better Together collaborative framework agreement sees work awarded progressively as performance standards are met and maintained, streamlining the capital delivery process to deliver better cost, time, and quality outcomes.

Downer currently delivers vital water services for Gold Coast City Council, Urban Utilities, Logan Water and Unitywater, making us a leading provider in South East Queensland – one of Australia's fastest growing regions.

Downer delivered upgrades to the Winmalee Wastewater Treatment Plant and a new Membrane Bioreactor (MBR) for Sydney Water. The project is an example of the best practice nutrient removal technology Downer offers water authorities.

Downer in Queensland

Downer delivered Queensland's first-ever locomotive in 1873, and we've been delivering for Queensland ever since.

Our history is deeply rooted in Queensland. Our Maryborough Rail Service Delivery facility has been a key part of the manufacturing industry in Queensland since 1869, and we owe the EDI in our name to the iconic Queensland firm, Evans Deakin Industries, founded in Brisbane more than 100 years ago.

We have proudly worked alongside the Queensland Government for more than 150 years, delivering essential services across the rail, road, water, gas, telco, health, education and defence sectors. And, as Queensland looks to the future with an eye on the 2032 Olympic and Paralympic Games, Downer is committed to continuing our proven partnership.

Downer is uniquely positioned to support the three pillars of the Queensland Government's objectives for the community.

Good jobs: Downer is among Queensland's largest employers, with a workforce of more than 4,000 people in the Sunshine State. Driving opportunities across Queensland's traditional and emerging industries, Downer helps grow a future-ready workforce. We enable Queensland communities to thrive by creating jobs through infrastructure projects, investing in training and apprenticeships, and growing technical capability across sectors.

Better services: Downer delivers critical public services and infrastructure that underpin health, safety, and community wellbeing. We keep Queensland moving, connected, educated, and safe. From world-class transport networks to frontline service support, Downer's work strengthens public services and ensures essential services reach every community, every day.

Great lifestyle: The services we deliver across the State help safeguard Queensland's unique environment while delivering resilient, sustainable infrastructure. Regional growth, renewable energy solutions, cultural inclusion, and future-focused developments are central to how Downer enables communities to thrive.

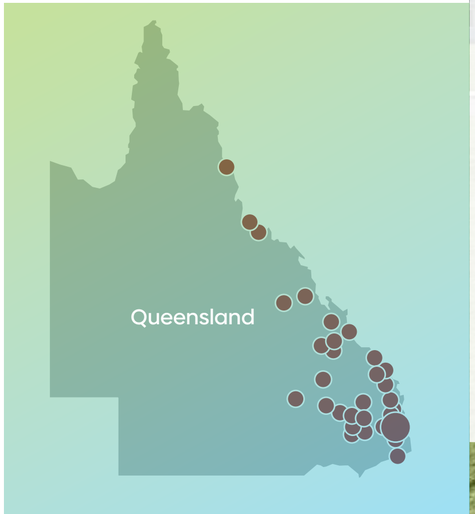
Downer's importance to Queensland is recognised by our induction into the Queensland Business Leaders Hall of Fame in 2017.

100
locations

>4,000
employees

>2,500
suppliers/subcontractors

$720M
FY25 supply chain spend



Key contracts and projects Downer delivers in Queensland

- Queensland Train Manufacturing Program (QTMP). Designing, manufacturing and commissioning 65 six-car passenger trains, which will support rail manufacturing in Queensland, and meet the transport demands for the 2032 Brisbane Olympic and Paralympic Games.
- Built, overhauled or supported the through-life-support of every passenger fleet currently serving Queenslanders from our Maryborough facility, in the heart of regional Queensland.
- Providing facilities and asset management services to Defence Base estates. This includes services to eight Bases and 136 operational sites in Queensland at Cairns, Townsville, Rockhampton, Brisbane *(pictured)*, Darling Downs/Toowoomba, Ipswich and Canungra.
- Providing essential utilities services throughout Queensland to asset owners, including long-term partnerships with Logan City Council as part of the Logan Water Infrastructure Program Alliance, Unitywater, Urban Utilities, Powerlink, City of Gold Coast, nbn and Telstra.
- Delivering the high voltage transmission infrastructure and connecting renewable energy to the Queensland grid from the Wambo Wind Farm, Lotus Creek Wind Farm, Hydrogen Production Facility at Aldoga, and the Swanbank Battery Energy Storage System.
- Providing maintenance services to Queensland Government facilities – including hospitals, schools, TAFE campuses, and universities.
- Delivered asphalt pavement to two sections of the Bruce Highway upgrade between Caboolture and the Sunshine Coast, widening more than 20 kilometres of road from four to six lanes in both directions, as well as the asphalt pavement for the Bruce Highway Gympie Bypass Cooroy to Curra section.
- Delivering Intelligent Transport System construction and maintenance across South East Queensland, and resurfacing Queensland's roads in metropolitan and rural areas under both the Downer and RPQ brands.
- Supporting key industrial and power generation facilities in Gladstone, delivering shutdown, turnaround and outage, maintenance services and project work to customers including Gladstone Ports Corporation, Rio Tinto Yarwun, NRG, Orica and Queensland Alumina Limited.

Key contracts and projects Downer delivers in New South Wales

- Designed and delivered 119 Waratah trains *(pictured)*, and providing through-life-support at the purpose-built Auburn Maintenance Centre.
- Maintaining and managing more than 600 kilometres of roads across Sydney, supported by strategically-placed asphalt manufacturing and recycling plants, including our new state-of-the-art Sustainable Road Resource Centre in Rosehill.
- Providing maintenance services to more than 45,000 buildings for the NSW Government – including hospitals, schools, TAFE campuses, ambulance stations, fire stations and social housing.
- Delivering the Australian Defence Force's Riverina Redevelopment Program, which involves the delivery of upgrades to accommodation and training facilities at the RAAF Base Wagga, Blamey Barracks (Kapooka), and the Albury Wodonga Military Area.
- Providing essential maintenance services throughout NSW to utility asset owners, including long-term partnerships with Sydney Water, Transgrid, Ausgrid, nbn and Telstra.
- Delivering maintenance and shutdowns for Australia's largest power station – Origin's Eraring power station – as well as Delta Electricity's Vales Point power station and AGL's Bayswater power station.

Downer in New South Wales

Downer shares the State Government's vision for building a better NSW.

Since 1898 we have played a vital role in building, maintaining and improving the essential infrastructure that has been the backbone of NSW.

From the delivery of railway rollingstock and sewerage systems at the turn of the 20th century to today, where we are responsible for reliable transport systems, energy solutions, telecommunications networks, and community infrastructure projects – it's all done with an eye on building up NSW to be the best it can be.

With a strong footprint across urban and regional areas, Downer is uniquely positioned to support a strong and resilient NSW supply chain.

The State Government is committed to supporting the growth and prosperity of the local supply chain within New South Wales, particularly in regional areas. And, as one of the last remaining sovereign Prime contractors, supporting a supply chain of more than 3,500 small-to-medium enterprise service delivery partners, we stand ready to support this vision to boost domestic manufacturing in New South Wales.

Our delivery of the Waratah trains is testament to supporting a vibrant and resilient domestic manufacturing industry. The pride of Sydney's network, the Waratahs deliver unprecedented reliability, availability, safety and comfort. Downer has delivered a total of 119 Waratah trains for the New South Wales Government, across Series 1 and Series 2 trains, making it the largest fleet of passenger trains in Australia, serving the largest suburban network. Through the delivery of the Waratah trains – along with Melbourne's High Capacity Metro Trains and the Queensland Train Manufacturing Program – we have established a highly-effective delivery model that provides a local industry orientation with Downer's world-class engineering design capability and technology providers, and can replicate this unique rollingstock manufacturing delivery model from our manufacturing hub in the Hunter Valley.

It's all about building a better NSW – and building it *in* NSW.

100
locations

>4,500
employees

>3,500
suppliers/subcontractors

$1.5B
FY25 supply chain spend

Key contracts and projects Downer delivers in Victoria

- Delivery of the 70 High Capacity Metro Trains, Pakenham and Calder Park Maintenance Facilities and the provision of whole-of-life through-life-support.
- Maintaining and managing more than 14,000 lane kilometres of Victorian roads. This includes two Victorian Road Maintenance Contracts (VRMC) in the Metropolitan North-West Region of Melbourne and across the Hume Region in North-East Victoria where Downer is responsible for the maintenance of road pavement and roadside assets, defect and hazard rectification and emergency response services.
- Road maintenance in Victoria is supported by strategically-placed asphalt manufacturing and recycling plants. Downer has invested more than $100 million to establish world-leading asphalt and recycling facilities in Bayswater, Somerton, Shepparton, Trafalgar and other important regional locations in Victoria.
- Providing maintenance and incident response for one of Australia's busiest networks – the Transurban network including CityLink along the West Gate Freeway, West Gate Bridge to the M80 interchange, and the West Gate Tunnel.
- Providing facilities management services to the Victorian Government – including Bendigo Hospital, as well as schools, TAFE campuses, and universities.
- Delivering the Australian Defence Force's Riverina Redevelopment Program, which involves the delivery of upgrades to accommodation and training facilities within the Albury-Wodonga Military Area.
- Providing essential maintenance services throughout Victoria to utility asset owners, including long-term partnerships with Melbourne Water, AusNet Services, APA, nbn and Telstra.
- Delivering maintenance and shutdowns for one of Australia's largest power stations – AGL's Loy Yang B Power Station.

Downer provides maintenance and incident response to Melbourne's iconic CityLink Sound Tube on behalf of our customer, Transurban.

Downer in Victoria

Victoria is moving forward – and fast. Projected to become Australia's fastest growing economy by 2028, the State is transforming through smart infrastructure, connected communities, and inclusive growth.

But progress doesn't happen in isolation. It takes skilled hands, trusted partnerships, and deep local knowledge to deliver outcomes that matter.

Downer has been delivering outcomes to support Victoria's growth since the heady gold rush days of the 1860s. Downer's origins trace back to the Walker & Co foundry at Ballarat – established in 1863 during the region's first gold rush, to manufacture equipment to support the State's booming growth.

Today, Victoria is still moving forward – with faster, safer journeys, cleaner energy, more homes, and more jobs. And Downer is still right behind with support.

Our Big Build: From the Metro Tunnel to the Suburban Rail Loop, major projects are reshaping how Victorian communities live and move. And with the next phase of construction ramping up on State-shaping projects, Downer can help build what's next – connecting transport and housing for generations to come. From rail infrastructure to rollingstock, or arterial and regional roads, Downer has unparalleled expertise, and the proven experience in Victoria.

Big Housing Build: Through The Big Housing Build program, the Victorian Government's record investment in social and affordable housing is changing thousands of lives – and with more than 20 years' experience in the Public Housing sector, Downer delivers facilities maintenance services with care and respect, and a commitment to ensuring we make tenants' lives easier.

The Education State: Downer supports Victoria's vision to deliver excellence in every classroom. We manage school facilities across the State with precision and care, so educators can focus on what matters most – teaching and learning.

A leader in energy transition: Victoria is taking bold action to accelerate progress towards renewable energy generation and storage assets – and Downer is already partnering with customers in Victoria, delivering assets including transmission infrastructure and battery storage systems that will unlock further renewable energy investment in the State.

From classrooms to construction sites, rail to renewables – Downer is helping build what's next for Victoria, just as we have done for more than 160 years.

100 locations

>4,500 employees

>3,100 suppliers/subcontractors

$1.3B FY25 supply chain spend

Downer in South Australia

South Australia and Downer – a shared vision for thriving communities.

We share a connection with SA that is deeper than customer-and-contractor – going beyond the services that Downer delivers meeting the needs of the State.

From defence, health and housing to clean energy and safe transport networks – Downer's capabilities are aligned to South Australian Government's priority focus areas. But we are also ideologically intertwined – sharing the same vision for the impact we can make on our communities. Downer's Purpose, 'Enabling communities to thrive' mirrors that of the SA State Government's Purpose, 'Making a difference so South Australia thrives'.

And Downer has the proven experience to help deliver on that vision.

The Defence State: South Australia is at the forefront of the nation's defence and space industries – and leading the nation's defence industry growth – as it delivers some of Australia's largest and most complex defence projects. Downer is Australia's largest sovereign Defence partner, and has been providing sustainment, infrastructure, and estate services for more than 80 years.

A better housing future: As a trusted Head Contractor to the South Australian Housing Trust, we share the SA Government's commitment to ensuring every South Australian is safe and secure in a place they call home. Since taking over the contract in January 2023, we have identified a range of opportunities to improve maintenance outcomes, and continue to work collaboratively with the Trust to implement changes that will enhance services for the benefit of tenants.

Leading the green economy: South Australia is on track to achieve 100% net renewables by 2027, and Downer is at the forefront of this transition. From renewable energy to emerging technologies, our expertise spans the power value chain, delivering projects that move the State closer to its net zero goals.

Build. Move. Connect: As a leading provider of road maintenance services in the State, Downer has been keeping South Australians moving and connecting them to communities and places for more than 75 years.

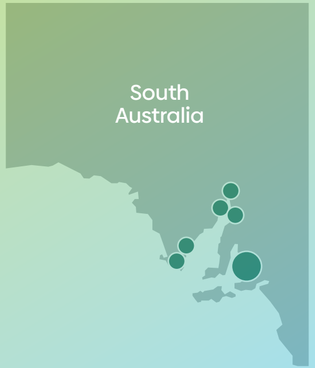
A focus on health: South Australia continues to invest in public health infrastructure and as a trusted partner in health services, Downer is aligned with the State's focus on delivering resilient, reliable health systems. From facility maintenance to asset management, our work is driven by a shared purpose: supporting healthier communities.

30 locations

>2,000 employees

>1,100 suppliers/subcontractors

$300M FY25 supply chain spend



Key contracts and projects Downer delivers in South Australia

- An integral partner in Australia's largest PPP, keeping new Royal Adelaide Hospital – the biggest health precinct in the Southern Hemisphere – operating seamlessly for optimum patient outcomes. Around 700 staff deliver 15 essential services to support the hospital around the clock. This includes meals, linen services, security, HVAC, cleaning and orderly services.
- Delivered the South Australian component of the nation-building Project EnergyConnect, constructing a 206km high voltage transmission line connection between the South Australian and New South Wales power grid on behalf of our customer, ElectraNet.
- Providing maintenance services across the SA Housing Trust social housing portfolio in the Adelaide metropolitan area – delivering reactive maintenance, vacant restoration and minor works projects to 27,000 social and public housing dwellings.
- Delivering asset management, routine and planned maintenance services, as well as minor works projects to more than 8,600km of sealed and unsealed roads.
- Downer is part of the joint venture delivering the Australian Defence Force's Woomera Redevelopment Program.
- Proudly partnered with our customer, Santos, to deliver the Moomba Carbon Capture and Storage facility, one of the largest facilities of its kind in the world.
- Providing a range of services to gas and communications customers across the State, including private and public owners for retail, distribution, capital works, gas mains renewal and construction, and preventative and reactive maintenance of assets. Downer has also installed the infrastructure to enable over 20,000 households to connect to the nbn.

Key contracts and projects Downer delivers in Western Australia

- Delivering integrated services including structural, mechanical, electrical, instrumentation, rope access, and scaffolding works via long-term maintenance contracts for bluechip customers including BHP.
- Delivering non-process infrastructure maintenance and brownfield project works at Chevron's Wheatstone and Gorgon facilities.
- From our specialised workshop capabilities across three technical hubs – Kwinana, Port Hedland and Newman – we bring together critical fabrication competencies, multi-discipline technical capability, and an agile team that supports our customers' operations and ensures that we are ready to meet urgent requirements.
- Delivering large-scale shutdowns with highly experienced crews working around the clock to execute planned maintenance across the Pilbara, Kwinana and South West regions.
- Delivering essential services to power, gas, water and telecommunications customers across the State, covering retail, transmission, distribution, capital works, and preventative and reactive maintenance.
- Delivering maintenance and repair works and services to over 20,000 social and public housing properties managed by The Housing Authority of Western Australia in the East Metro and North Metro regions of Perth.
- Delivering integrated facilities management, including lifecycle replacement for eight schools in Western Australia for up to 31 years. As part of a Public Private Partnership project, the four primary and four secondary schools were designed and built using ecologically sustainable principles, with a particular emphasis on reducing energy consumption.
- Our joint venture with Alstom has delivered 78 three-car B-Series trains for the Transperth network. The trains were designed and built in Australia, and the joint venture also holds the maintenance contract for Transperth's A and B-Series trains.
- Our road surfacing business has more than 40 years' experience in WA, delivering a full suite of services – supporting infrastructure across road networks, rail corridors, land developments, airports, utilities, and mining – and tailored to metropolitan, regional, and remote environments.

Downer in Western Australia

Downer has been a driving force behind WA's critical economic infrastructure for more than 50 years.

From the nickel boom in 1971 to today's clean energy frontier, our work has fuelled WA's growth, resilience, and global reputation as a leading energy exporter.

Today, our presence remains strong - maintaining the non-process infrastructure at Chevron's Gorgon and Wheatstone facilities, and executing large-scale shutdowns at power stations across the Pilbara, Kwinana and the South West – servicing the critical energy infrastructure that not only keeps the lights on in WA, but puts WA up in lights on the global stage as a key energy exporter.

It's this same long-term commitment that underpins our 50-plus-year partnership with BHP, delivering maintenance and sustaining capital works across Iron Ore, Nickel West and Olympic Dam sites.

And through the delivery of sustaining capital projects that extend the life of critical resources and industrial assets – delivered by experienced local project teams – we are delivering services that support the growth and prosperity of Western Australia.

We're also working behind the scenes to ensure WA's critical social infrastructure runs smoothly and seamlessly – from ensuring the optimal learning environment in schools and universities to making public housing safe and secure for Perth families.

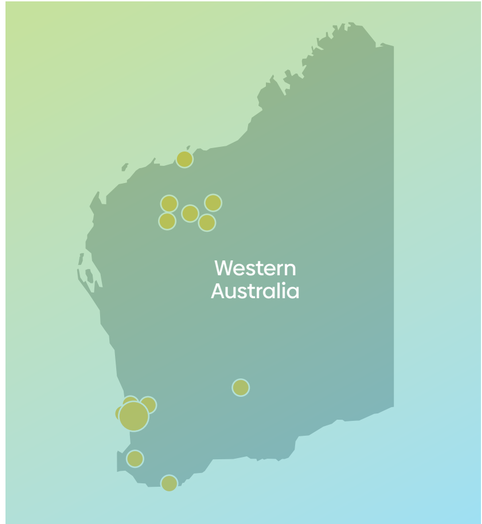
From energy to education, housing to heavy industry – we are proud to deliver the services that support a strong, resilient and diversified WA economy.

50
locations

>2,000
employees

>1,300
suppliers/subcontractors

$285M
FY25 supply chain spend



Downer in Aotearoa New Zealand

For more than 150 years, Downer has played a central role in shaping Aotearoa New Zealand. Our legacy lives in the rail tunnels carved through mountain ranges, the roads that connect regions, the energy networks that power the country, and in the people and partnerships that bring it all to life.

Today, that legacy continues. As New Zealand works to close its infrastructure gap, lift productivity, and respond to climate change, Downer is delivering the next generation of infrastructure: future-ready, resilient, and grounded in our Purpose, 'Enabling communities to thrive'.

We're proud to be a long-term partner to the government, councils, and communities delivering critical services across transport, water, telecommunications, defence, housing, and more. We take a whole-of-life approach, from design and build through to operations and asset management. Whether it's delivering large-scale rail or road programs, building universities or hospitals, ensuring the safe operation of defence bases, or maintaining essential community housing, we focus on outcomes that matter.

We support local capability through inclusive employment pathways like Road Ready and Water Ready, and we work alongside community partners to deliver real social outcomes. Through Downer Donate, we support grassroots causes with up to $200,000 each year.

We champion a diverse and inclusive workforce through employee-led networks such as Fetu Pasifika, Wāhine Kotahitanga, and StandOut creating spaces for connection, advocacy, and professional and personal development. National leadership programmes such as Te Ara Whanake and Wāhine Toa strengthen Māori representation and help grow the next generation of Māori and Pasifika leaders across our organisation.

We're deeply embedded in the communities we serve, working with a network of local suppliers to deliver economic value.

In 2024, we partnered with 78 Amotai-registered businesses, directing $62.1 million in spend, more than double our 2022 contribution, reflecting our commitment to inclusive and purposeful procurement.

From Northland to Southland, we are part of the fabric of New Zealand. And as we look ahead, our focus remains on long-term value: resilient infrastructure, regional prosperity, and the partnerships that help Aotearoa New Zealand thrive for generations to come.

190
locations

>8,000
employees

>12,900
suppliers/subcontractors

$1.8B
FY25 supply chain spend

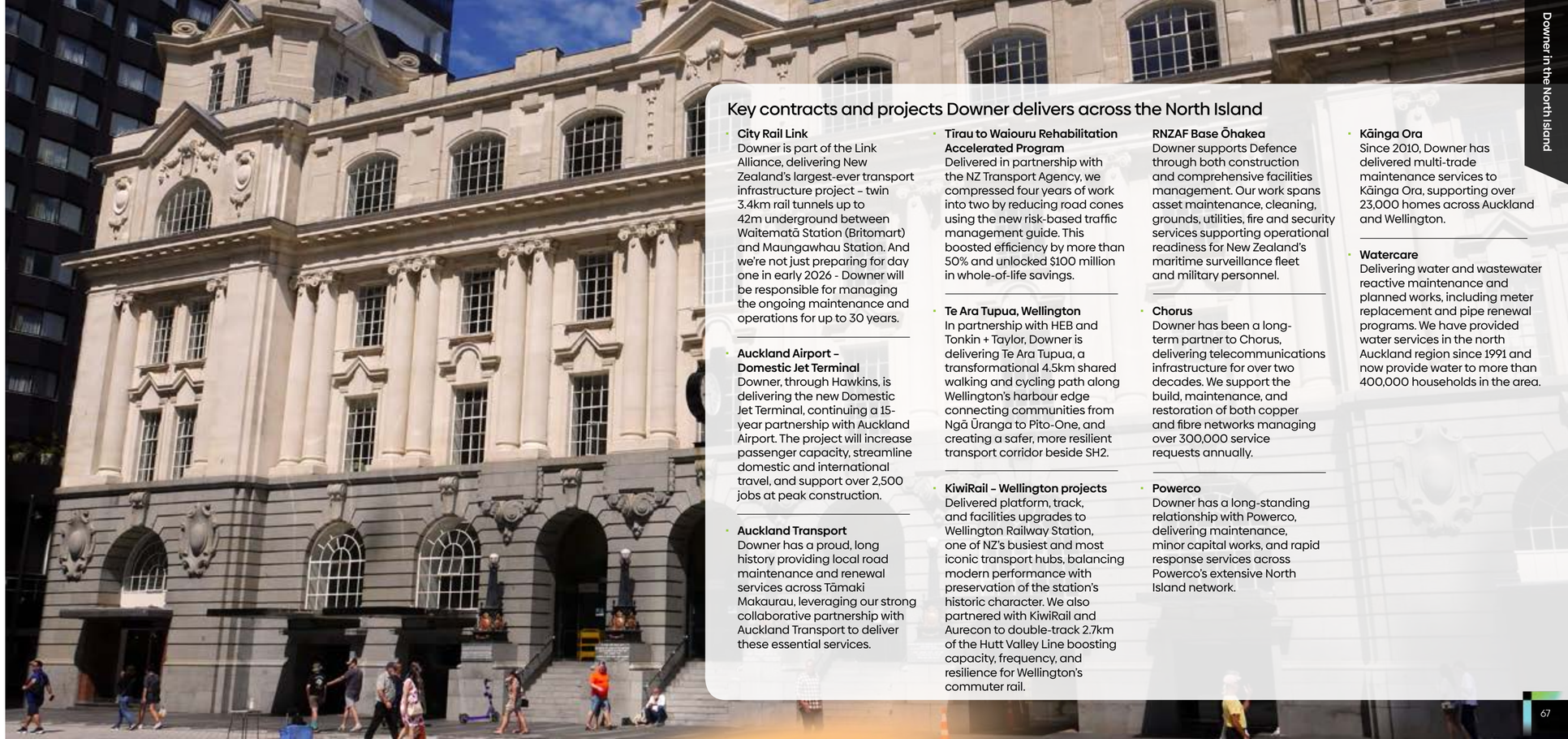
Downer in the North Island

Across the North Island, Downer operates across every major infrastructure sector, delivering services that connect people, strengthen regions, and prepare New Zealand for the future.

From city-shaping rail networks to streamlined regional road upgrades, we are keeping people moving across the North Island - delivering integrated infrastructure solutions that support urban growth, regional connectivity, and long-term resilience. As a key delivery partner in the City Rail Link (CRL) - New Zealand's largest-ever transport project - we're helping to transform Auckland's public transport system. In parallel, projects like the Tīrau to Waiouru Accelerated Rehabilitation showcase our focus on smarter, faster delivery, halving the program's timeline and unlocking $100 million in whole-of-life value.

We also maintain more than 23,000 Kāinga Ora homes, support Chorus, Spark, and One NZ with national telecommunications networks, and deliver essential services at Defence sites - with our work defined by delivery excellence, innovation, and long-standing partnerships.

We bring national capability and deep local relationships delivering smarter, safer, and more sustainable outcomes that help North Island communities thrive.



Key contracts and projects Downer delivers across the North Island

- **City Rail Link**
  Downer is part of the Link Alliance, delivering New Zealand's largest-ever transport infrastructure project – twin 3.4km rail tunnels up to 42m underground between Waitematā Station (Britomart) and Maungawhau Station. And we're not just preparing for day one in early 2026 - Downer will be responsible for managing the ongoing maintenance and operations for up to 30 years.

- **Auckland Airport – Domestic Jet Terminal**
  Downer, through Hawkins, is delivering the new Domestic Jet Terminal, continuing a 15-year partnership with Auckland Airport. The project will increase passenger capacity, streamline domestic and international travel, and support over 2,500 jobs at peak construction.

- **Auckland Transport**
  Downer has a proud, long history providing local road maintenance and renewal services across Tāmaki Makaurau, leveraging our strong collaborative partnership with Auckland Transport to deliver these essential services.

- **Tīrau to Waiouru Rehabilitation Accelerated Program**
  Delivered in partnership with the NZ Transport Agency, we compressed four years of work into two by reducing road cones using the new risk-based traffic management guide. This boosted efficiency by more than 50% and unlocked $100 million in whole-of-life savings.

- **Te Ara Tupua, Wellington**
  In partnership with HEB and Tonkin + Taylor, Downer is delivering Te Ara Tupua, a transformational 4.5km shared walking and cycling path along Wellington's harbour edge connecting communities from Ngā Ūranga to Pito-One, and creating a safer, more resilient transport corridor beside SH2.

- **KiwiRail – Wellington projects**
  Delivered platform, track, and facilities upgrades to Wellington Railway Station, one of NZ's busiest and most iconic transport hubs, balancing modern performance with preservation of the station's historic character. We also partnered with KiwiRail and Aurecon to double-track 2.7km of the Hutt Valley Line boosting capacity, frequency, and resilience for Wellington's commuter rail.

- **RNZAF Base Ōhakea**
  Downer supports Defence through both construction and comprehensive facilities management. Our work spans asset maintenance, cleaning, grounds, utilities, fire and security services supporting operational readiness for New Zealand's maritime surveillance fleet and military personnel.

- **Chorus**
  Downer has been a long-term partner to Chorus, delivering telecommunications infrastructure for over two decades. We support the build, maintenance, and restoration of both copper and fibre networks managing over 300,000 service requests annually.

- **Powerco**
  Downer has a long-standing relationship with Powerco, delivering maintenance, minor capital works, and rapid response services across Powerco's extensive North Island network.

- **Kāinga Ora**
  Since 2010, Downer has delivered multi-trade maintenance services to Kāinga Ora, supporting over 23,000 homes across Auckland and Wellington.

- **Watercare**
  Delivering water and wastewater reactive maintenance and planned works, including meter replacement and pipe renewal programs. We have provided water services in the north Auckland region since 1991 and now provide water to more than 400,000 households in the area.

Downer in the South Island

Across the South Island, Downer's work is defined by resilience – infrastructure that can stand up to the toughest environments and continue delivering for the people who rely on it.

For example, we've maintained the Milford Road corridor for more than 17 years, through our partnership in the Milford Road Alliance – a vital route supporting tourism, freight, and emergency response in one of the country's most remote areas. Our maintenance of the Homer Tunnel, and critical resilience upgrades such as the Homer Tunnel Portal Extension Project help keep this iconic journey safe and open year-round.

We also deliver essential services across the island, from managing Defence facilities at Burnham Camp, to upgrading water treatment systems in partnership with the Tasman District Council, where we operate and maintain over 1,200km of three waters networks across five urban centres and surrounding rural communities.

In partnership with councils, iwi, and government agencies, we're focused on outcomes that matter - infrastructure that supports the South Island's environment, economy, and people. Whether it's restoring services after a storm, investing in local water infrastructure, or supporting local readiness, we're here for the long haul.

Our footprint across the South Island is supported by strong local teams and a network of delivery partners enabling communities to thrive through reliable services, local employment, and infrastructure that lasts.

Key contracts and projects Downer delivers across the South Island

- **Milford Road Alliance**
  Downer is a founding partner in the Milford Road Alliance, maintaining one of Aotearoa's most iconic and remote journeys, the only sealed access to Milford Sound.

- **Tasman District three waters**
  For more than 20 years, Downer has operated and maintained Tasman's three waters infrastructure serving 58,000 people across five urban centres.

- **Transport Tasman Alliance**
  Downer is a founding partner of the Transport Tasman Alliance, a collaborative, boundary-to-boundary road maintenance and renewal programme serving the entire Tasman District. Now into its second term, the Alliance has delivered smarter, faster outcomes across the region from road reconstruction and resurfacing to culvert renewals and safety upgrades.

- **Burnham Defence Camp**
  Downer has supported the South Island's largest military base for nearly a decade. Our role spans 13 satellite sites, providing everything from asset and data management to facilities maintenance, fire and security, and even swimming pool operations.

- **Christchurch Court Theatre**
  Hawkins has delivered the new Court Theatre in the heart of Christchurch's Performing Arts Precinct, a major milestone in the city's cultural regeneration. The purpose-built facility features a 375-seat main auditorium, 130-seat studio theatre, rehearsal spaces, workshops, and vibrant public areas.

- **Queenstown Airport**
  Downer delivered two pioneering upgrades, setting new standards for safety and sustainability in aviation infrastructure. We resurfaced the aircraft parking area using TonerPave™ - a sustainable asphalt mix that reduced emissions, reused over 1.5 million glass bottles and 330,000 toner cartridges. And to enhance runway safety, we also installed Australasia's first Engineered Materials Arrestor System (EMAS): a cellular concrete bed designed to safely stop overrunning aircraft.

- **Kā Huanui a Tāhuna Transport Alliance, Queenstown**
  Downer is a key delivery partner in Kā Huanui a Tāhuna, the Queenstown Transport Alliance delivering a coordinated programme of upgrades across one of New Zealand's fastest-growing regions. From revitalising the town centre to improving arterial roads and building safer cycling networks, the alliance is transforming how people move around Tāhuna.

Our inclusion and belonging achievements

- Signed pledge partnership with Pride Pledge across Downer Group and have proudly won a number of awards at The New Zealand Rainbow Excellence Awards.
- Partner with Amotai to deliver Maturity Matrix for Supplier Diversity to increase awareness.
- Partner with organisations to support the advancement of Indigenous communities, including Kinaway, Supply Nation, NRL Cowboys House, Stars Foundation and the Australian Literacy and Numeracy Foundation.
- Successfully completed three Reconciliation Action Plans, and launched our fourth in 2024.
- >17,000 employees have completed Indigenous Cultural Awareness Training.
- >300 employees have participated in Downer's Māori Leadership and Wāhine Development programs since 2022.
- >1,000 employees currently certified as Mental Health First Aiders across Australia and New Zealand.
- >400 Downer women have undertaken our internal women's leadership development programs.
- Established Indigenous Business Directory to promote Aboriginal and Torres Strait Islander suppliers, with approximately 600 suppliers listed.
- Established employee networks that focus on inclusion, including EmpowHER (women) StandOut Global (LGBTQIA+) and Wāhine Kotahitanga (women in site facing roles).

Celebrating our differences

Downer is made up of 26,000 individuals, who each bring different preferences, perspectives, histories, and heritages.

We differ in our thinking, actions, and the unique value we contribute to Downer. These differences are Downer's greatest strength, and we celebrate this through our 'Own Different' campaign.

Own Different highlights Downer's culture of inclusion, acceptance, engagement, and encouragement across our diverse workforce. Through Own Different we aim to build confidence and ambition in our people by celebrating their uniqueness.

By celebrating our diversity and embracing our differences, we are fostering an environment where everyone feels they belong and can bring their whole selves to work every day.

For Downer, Own Different is synonymous with diversity and is the foundation of our Inclusion and Belonging Strategy, which we launched in 2022 and updated in 2024. As a key enabler of our Group Strategic Plan, our commitment to retain and develop a diverse workforce is embodied in our Inclusion and Belonging Strategy and Action Plan for 2024-2026. This plan outlines initiatives and actions designed to drive meaningful change and maintain an inclusive environment for all. By implementing these initiatives, we can create a workplace where every individual feels valued, respected, and empowered to contribute their best work.

Own Different.

Inclusion is more than just representation; it involves creating an environment where every voice is heard, every idea is welcomed, and everyone can bring their authentic selves to work.

It's about enabling our people to connect with one another and feel a sense of belonging, which in turn helps us better serve our customers and enable our communities to thrive.

When it comes to making a difference, even the smallest contributions can have a big impact.

Down2You is Downer's workplace giving program in Australia. It makes supporting great causes simple and cost-effective, enabling employees to donate pre-tax to four charities aligned with our Purpose and Pillars:

TLC for Kids: Bringing comfort to sick children and their families when it's needed most.

Australian Cancer Research Foundation: Funding life-saving research, equipment and infrastructure.

The Salvation Army – National Family Violence Programs: More than 7,000 women and children receive support from The Salvos each year.

Greening Australia: From carbon offsetting to large-scale habitat restoration, Greening Australia delivers environmental solutions with long-term benefits.

Each donation is matched dollar-for-dollar by Downer, meaning every dollar our employees give stretches further and helps more people. Since 2022, the program has raised more than $1 million and continues to grow – with more employees joining every year.

Because thriving communities don't build themselves. It's down to all of us.

Supporting our communities

Enabling communities to thrive is more than a mission statement – it is an ethos that drives everything we do and fuels our determination to make a difference in society.

Beyond the services we deliver, our commitment to enabling communities to thrive shapes our philanthropic strategy and sits at the heart of Downer Giving – our platform for social impact. It's more than just donations; it's about leveraging our scale to make meaningful change.

With a workforce that is spread across all corners of Australia and New Zealand, we have a unique opportunity to make a difference in the communities we operate in. We honour the responsibility that comes with this by implementing programs that support the growth and success of our communities.

Each year, Downer Giving contributes more than $1 million in funding, alongside thousands of hours of volunteer time from our people. Support is channelled into causes that reflect our values and the priorities of our teams on the ground. Some of the organisations and programs we support include:

Beyond Blue: Downer has been Beyond Blue's Major Partner and Matched Giving Partner for their annual fundraising campaign since 2021, having donated $1.25 million to support the mental health of people in Australia.

Mental Health Foundation of New Zealand: Extending care to more people while supporting the wellbeing of our own teams.

Australian Literacy and Numeracy Foundation (ALNF): Proud sponsor since 2013, helping ALNF achieve their mission to ensure five out of five kids learn to read by working with Indigenous communities and schools across Australia.

Stars Foundation: Backing Indigenous girls and young women to complete school and move into work or further study.

NRL Cowboys House: Providing safe accommodation and quality education access for students from remote North Queensland communities.

New Zealand Masters Games: Proud naming sponsor of New Zealand's largest multi-sport event, held in Whanganui – a region with deep Downer roots.

Downer Donate: Launched in New Zealand in 2022 and now expanded into Australia, the program channels up to $15,000 each month into local causes nominated by our people.

Our history

For more than 160 years, the people behind Downer have delivered solutions that connect communities, drive industry, and sustain economies across Australia and New Zealand.

While Downer's official history starts on 5 July 1933, when Arnold Downer and three others formed Downer & Co in Wellington, our actual history dates back much further than that.

Downer's foundations were laid down in the 1800s, when the Walker & Co foundry opened in Australia, and the Electrical Telegraph Department was founded in New Zealand.

What started as a foundry in 1863 has evolved into a powerhouse of innovation – building locomotives, roads, power systems, telco networks, water plants and maintaining the critical social infrastructure that have enabled communities to thrive.

From pioneering one of Australia's first locomotives in 1873 to responding to crises like the Christchurch earthquake in 2011, adaptability and problem-solving have been at the forefront of every project – with community outcomes always at the heart.

Growth hasn't come without challenges. World Wars, economic downturns, industry shifts, and global events tested resilience, but each challenge created new opportunities. Strategic acquisitions – including Evans Deakin Industries, Clyde Engineering, Tenix, and Spotless – expanded expertise, strengthened partnerships, and positioned Downer as the leading integrated services provider in Australia and New Zealand.

Looking ahead, our commitment remains the same as it was in 1863: develop smarter solutions, deliver better outcomes, and drive stronger communities.

Here's to the next 160-plus years.

The Electrical Telegraph Department is established in New Zealand. In 1880, the Electrical Telegraph Department and the Post Office merged to create an enlarged NZ Post and Telegraph Department (P&T).

Clyde Engineering is founded by a syndicate of Sydney businessmen. The Company won contracts for railway rollingstock, sewerage systems, trams and agricultural machinery. In 1907, Clyde was awarded its first large contract for steam locomotives for the New South Wales Government Railways.

Roche Brothers, a civil engineering and contract mining company, is founded. Roche Brothers pioneered the use of backhoe tractors, helping Australia to be at the forefront of open cut mining technology. Roche Brothers was sold to Downer in 1997, forming Downer's Mining division.

Spotless is founded as a dry-cleaning business in Melbourne. In 1957, the business was incorporated as Spotless Pty Ltd, and was listed on the Australian Securities Exchange as Spotless Limited in 1961.

Engineering firm and locomotive manufacturer, A&G Price Limited, merges with William Cable Holdings and Downer to form Cable Price Downer. Cable Price Downer was one of the biggest engineering businesses in New Zealand at that time.

Bitumix, New Zealand's third largest operator in the sealing and road maintenance industry, is purchased by Downer.

Downer purchases one of New Zealand's largest construction firms, Hawkins, in March.

Downer completes its compulsory acquisition of Spotless, acquiring the remaining 12% of shares in October. Spotless now forms the core of Downer's Facilities services.

Hawkins founded by builder and Kiwi entrepreneur, Fred T. Hawkins. From small beginnings in Fred's garage, Hawkins has grown to be one of New Zealand's largest vertical construction companies.

Downer acquires New Zealand's Works Civil Construction, formerly the Public Works Department, which had been privatised in 1988.

Downer purchases one of Australia's biggest road surfacing companies, Emoleum.

Downer takes a controlling interest of 87.8% in Spotless. Downer closed its takeover offer on 28 August.

Downer becomes a true trans-Tasman organisation, merging our Australian and New Zealand operations.

1863 · 1865 · 1870 · 1898 · 1910 · 1922 · 1933 · 1946 · 1954 · 1962 · 1994 · 1996 · 1998 · 2000 · 2001 · 2006 · 2014 · 2017 · 2019 · 2020 · 2021 · 2023 · 2025

John Walker sets up the Union Foundry of John Walker & Co in Ballarat. Renamed Walkers Limited in 1888, the company produced parts for machinery for railway rollingstock and ships. In 1869, they opened a branch in Maryborough, Queensland, which is still in operation today. In 1873, Queensland's first locomotive was built in Maryborough.

New Zealand's Public Works Department is established to develop cross-country transportation and lift the New Zealand economy. The department built railways, roads and water races across the country.

Engineering and shipbuilding company Evans Deakin Industries is formed, initially as a supplier of engineering equipment before diversifying into rollingstock production and steel manufacturing. In 1980, Evans Deakin Industries bought Walkers Limited, and in 1996 the company purchased Clyde Engineering.

Downer & Co is formed in Wellington, New Zealand, on 5 July by Arnold Downer, George McLean, Billy Mill and Arch McLean.
Arnold Downer, born in Victoria and raised in New Zealand, is where the 'Downer' name originates. He was a talented engineer and entrepreneur who spent his early days working at the Public Works Department and serving in World War I.

Downer merges with and becomes a major subsidiary of William Cable Holdings. Arnold Downer had long been a director of William Cable Holdings, which was eager to expand upon its construction activities. A joint venture was advantageous to both parties.

Downer merges with Paul Y-ITC, a Hong Kong listed engineering and construction company.

Downer listed on the Australian Securities Exchange, laying the foundations for a period of growth through the acquisition of compatible companies in Australia and New Zealand.

Downer purchases Technic Group. Founded in 1914, it was a leading roads contractor and industry supplier. It was involved in pavement design, construction and civil engineering works.

Downer merges with Evans Deakin Industries in March to become Downer EDI. Evans Deakin Industries formed Downer's Rail business.

Downer purchases Tenix Holdings Australia, a leader in the electricity, gas and water sectors in Australia. The Tenix acquisition formed the basis of the Downer Utilities business.

Downer announces a review of its carbon and capital-intensive Mining businesses in August.

Today, Downer is Australia and New Zealand's largest provider of integrated services, with 26,000 people serving thousands of customers and enabling the lives of millions of people every day.

In October, Downer enters into an agreement to sell the Open Cut Mining East business, completing the divestment of all Mining businesses.

Downer

Enabling communities to thrive.

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