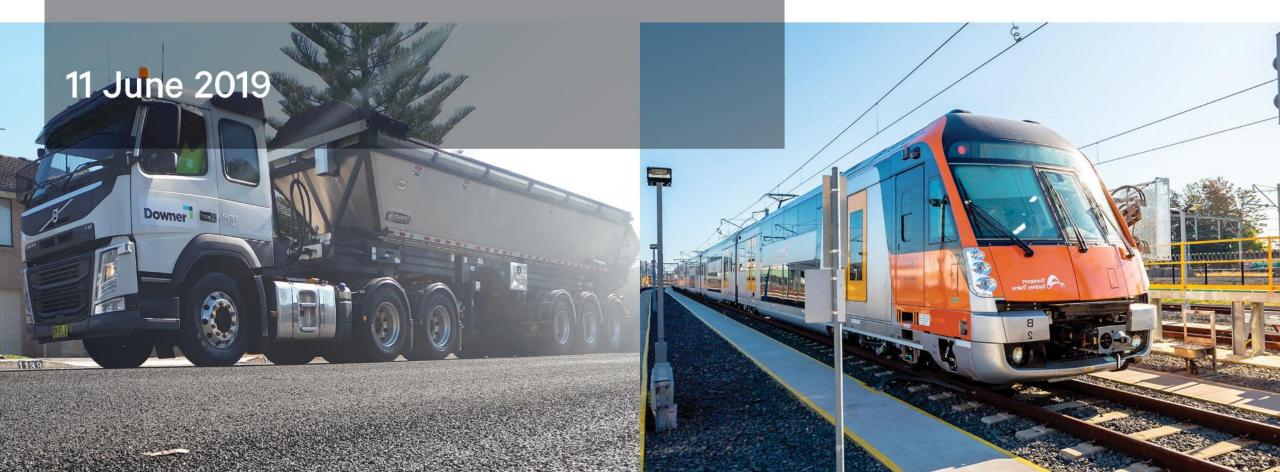
# Downer Group site tour





### Road Services

Downer's Road Services business provides a strong, vertically integrated supply chain to customers:

Margin capture

- Scale (\$2.2bn revenue) / competitive advantage
- Strategic/ significant barriers to entry

Customers

#### State and local governments

- Waste businesses
- Miners
- Airports
- Toll and other road owners

value ropositior

### Efficient and predictable journeys

- Environmental sustainability
- Putting the road user first
- Enabler for economic prosperity
- ✓ Safety

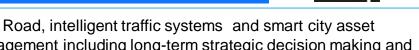
ailwinds

#### ✓ Infrastructure investment

- ✓ Population growth
- Environmental sustainability focus
- ✓ Smart City technology

#### Vertically integrated multi-brand strategy

#### **Road Network Manager**



management including long-term strategic decision making and advice to owners

#### **Service Provider**



Surfacing and maintenance services to road network managers, including maintenance services, asphalt and bituminous products

#### Manufacture / Supply

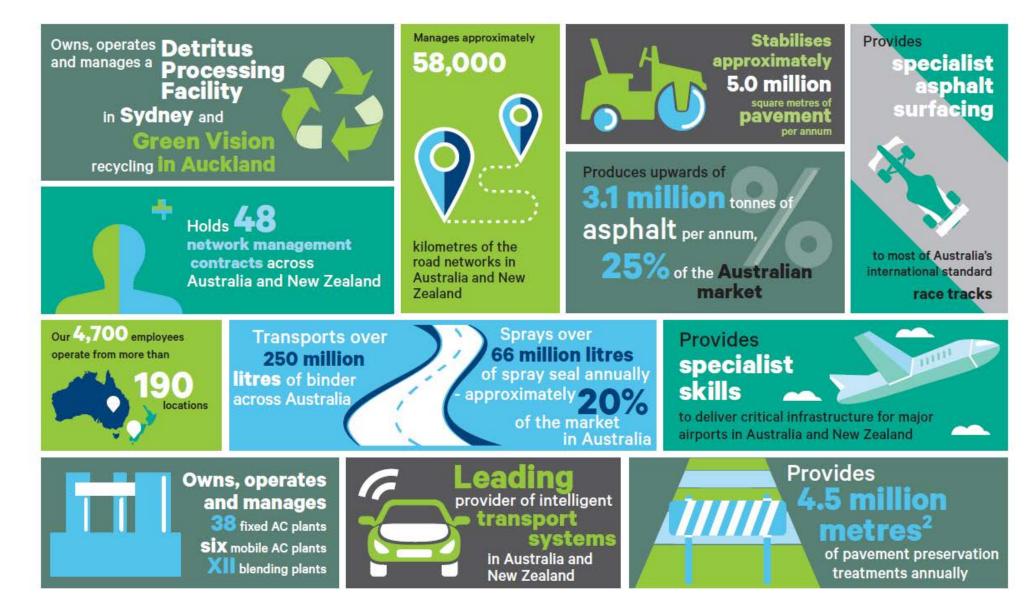


Manufactures and supplies bituminous and non-bituminous road surfacing products using virgin and re-purposed materials Part of the circular economy, landfill management, landfill diversion and repurposing into products for road maintenance



Note: Statistics relate to FY18.

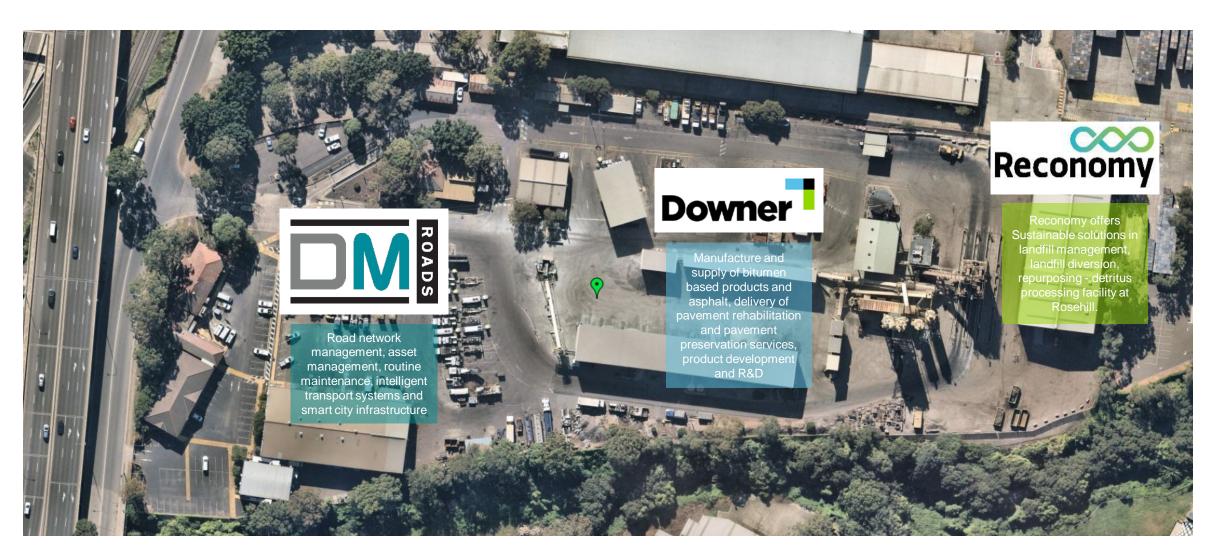
## Road Services highlights



Road Services sites in Australia



## Rosehill site



## Rolling Stock Services (Through Life Support)

Downer's passenger rolling stock platforms and relationship with the world's largest rolling stock manufacturer in CRRC, provide a significant (>\$4.5bn) and growing base of long term, high margin asset management contracts

## Customers

- NSW Government
- Victorian Government
- WA Government

## Scope

- 624 Waratah Rail Cars (NSW)
- 328 SGT Rail Cars (NSW)
- 455 HCMT Rail Cars (VIC)
- 140 Millennium Rail Cars (NSW)
- 179 A/B Class Rail Cars (WA)
- 6 Newcastle Light Rail Vehicles (NSW)

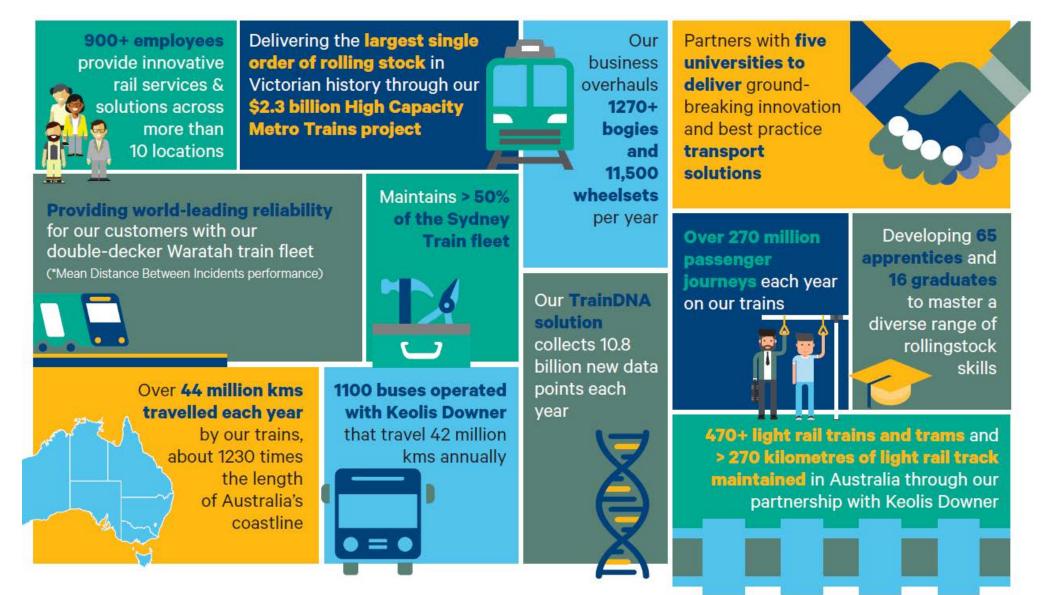
## ontract

- No rolling stock design or construction risk
- PPP and Direct Contracts (Long Term)
- Availability based TLS contracts (10-30yrs)
- Strong partnership with CRRC
- Option sets available / increased margin



provides FM services for facilities and rolling stock presentation

## Passenger Rail, Light Rail, Buses



# Downer Group site tour



