



Macquarie Conference | 2018  
**GRANT FENN**



# OUR PURPOSE, PROMISE AND PILLARS

## OUR PURPOSE

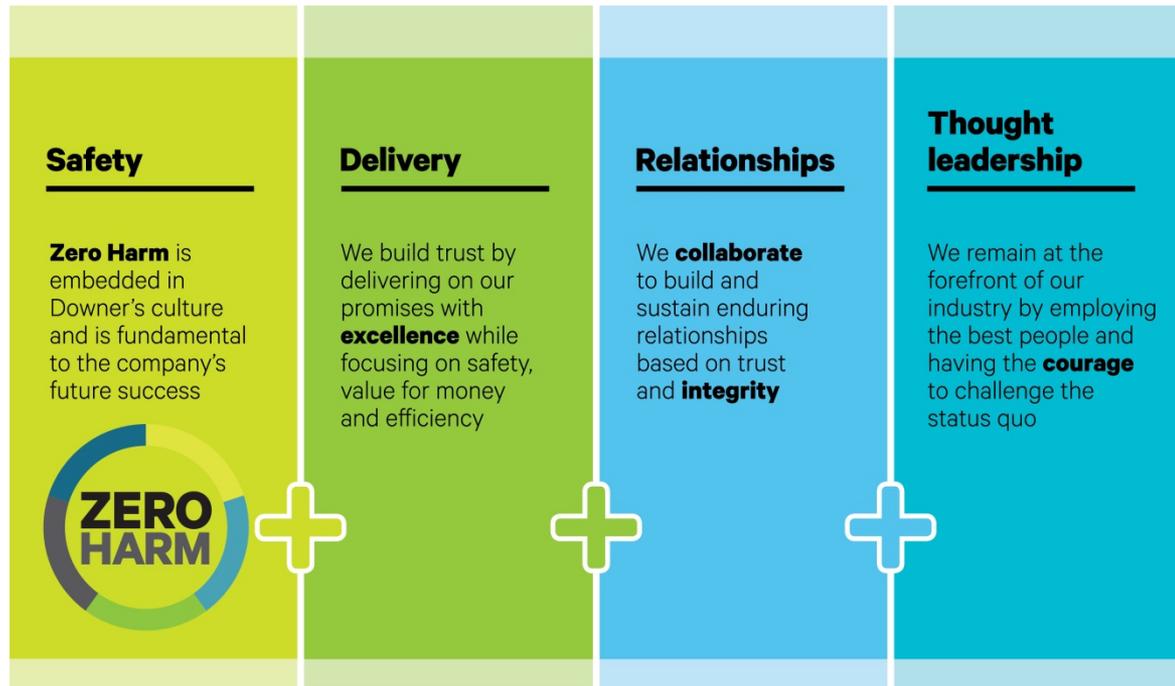
We exist to create and sustain the modern environment.

## OUR PROMISE

To work closely with our customers to help them succeed, using world-leading insights and solutions.

Our business is founded on four Pillars which support our Promise and our Purpose.

## OUR PILLARS

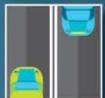


# OUR SERVICE LINES

## Transport



Surfacing



Network Management



Bitumen & Logistics



Infrastructure Projects

\$2.5bn revenue  
\$5.7bn WIH  
5,000 people

## Rail



Manufacturing



Maintenance



Public Transport Operations

\$1.1bn revenue  
\$8.7bn WIH  
1,500 people

## Utilities



Power



Gas



Water



Renewable Energy



Communications

\$1.7bn revenue  
\$2.8bn WIH  
2,000 people

## Spotless



Health, Education & Government



Commercial & Leisure



Base & Township



Laundries & Linen

\$3.0bn revenue  
\$17.5bn WIH  
36,000 people

## Engineering, Construction & Maintenance



Engineering



Construction



Operations & Maintenance

\$2.4bn revenue  
\$2.5bn WIH  
6,000 people

## Mining



Open Cut



Underground



Blasting



Asset & Tyre Management

\$1.4bn revenue  
\$2.0bn WIH  
5,000 people

# OUR STRENGTHS

ASX100  
COMPANY



56,000  
people

>300  
offices



~\$12B REVENUE  
>50% FROM GOVERNMENT

\$ 39.2BN  
WORK IN  
HAND



ROBUST  
RISK  
management



Strong  
BALANCE SHEET  
and cash  
PERFORMANCE



BBB (STABLE)  
from  
FITCH RATINGS



STRONG  
MARKET  
POSITIONS



Diverse  
OPERATIONS



High  
QUALITY  
customers



long  
term  
relationships



# SPOTLESS

- Largest integrated facilities services provider in Australia and New Zealand
- ~36,000 people deliver services to over 1,000 customers
- Experienced management team with extensive industry experience
- High quality customers (>50% Government)
- Long term relationships, recurring revenues
- Focus on long dated, expandable, multi-service contracts
- Diversified across: defence; education; health; other government sectors; senior living; sport venues; resources; leisure and hospitality; airports; property
- Revenue growth opportunities
- Continuing high contract renewal and win rates

# INTEGRATION UPDATE

- Spotless is operating as a division of Downer
- New CEO and CFO appointed and organisation structure revamped
- Downer executives appointed to operational and risk management roles
- Downer's risk management processes and procedures in place at Spotless
- FY18 short term incentive program now aligned to Downer's, including the introduction of an earnings gate and cash targets
- Integration of e.g. Zero Harm, Customers and Markets, Bid Management and Governance, Procurement, IT and Finance well advanced
- Synergies identified and expected to exceed original estimates over time



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