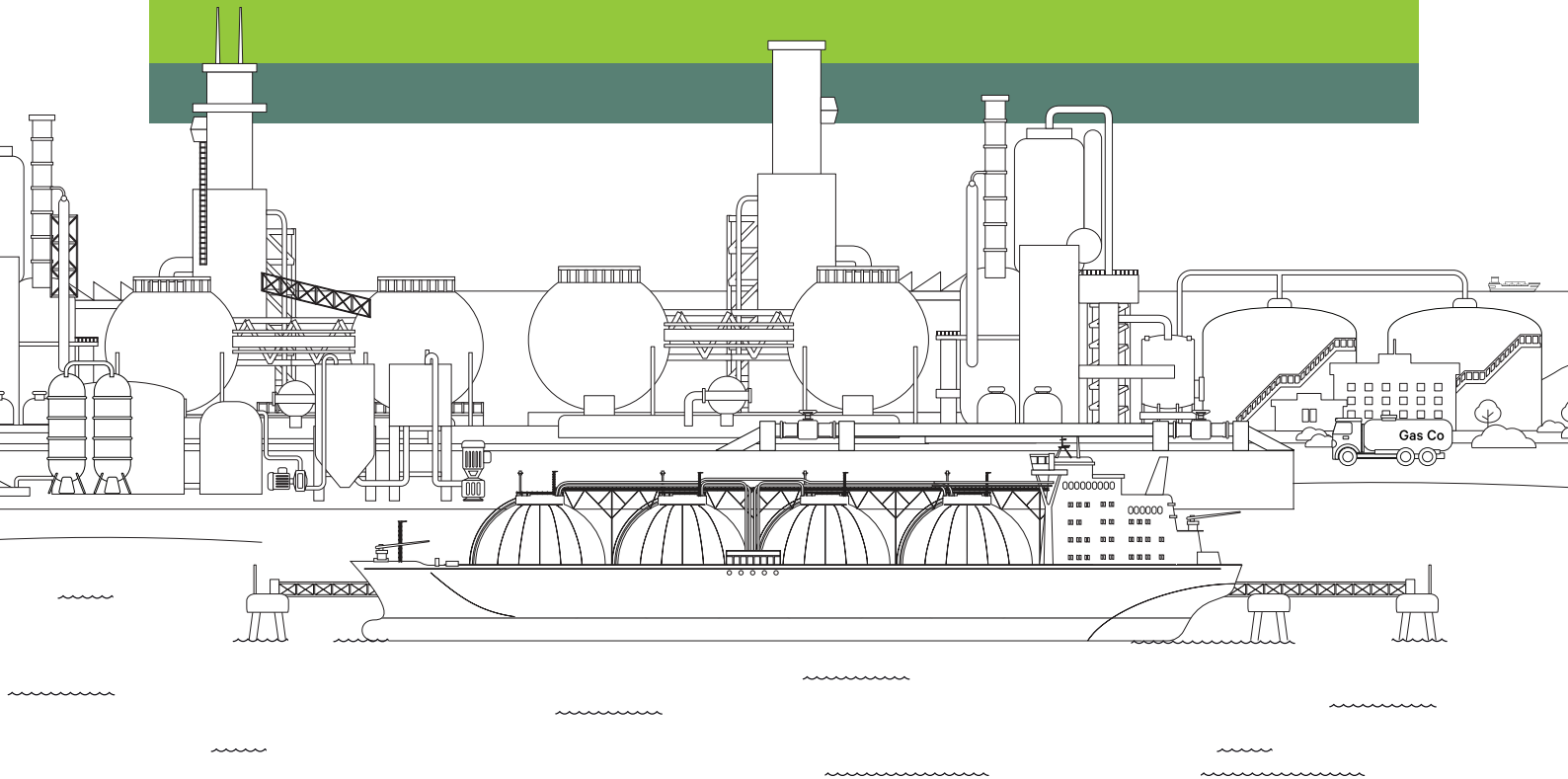


Your oil and gas solutions



About Downer

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

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

Our Promise is to work closely with our customers to help them succeed, using world leading insights and solutions.

Downer designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in Australia and New Zealand.

With a history dating back over 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW). We are an ASX 100 company that also owns 88 per cent of Spotless Group Holdings Limited (SPO).

Our business is founded on four Pillars and we demonstrate these in everything we do:

Safety

Zero Harm is embedded in Downer's culture and is fundamental to the company's future success



Delivery

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

Relationships

We collaborate to build and sustain enduring relationships based on trust and integrity

Thought leadership

We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo

Who we are

Leading the way in asset services

Downer's Asset Services business is a leading provider of asset management services for industrial production facilities across Australia. Our capability spans the oil and gas, power generation and industrial sectors.

An experienced and trusted provider, we support our customers with long-term, relationship-based contracts to optimise the reliability, efficiency and whole-of-life costs of their assets.

With more than 50 years' experience in asset services, our key capabilities cover the full range of maintenance, shutdown, turnaround and outage delivery, sustaining capital program delivery, construction and commissioning services.

Through strong systems, processes and people, we deliver technical and operational excellence on complex projects.

Downer's extensive capabilities, coupled with our commitment to Zero Harm and innovative technology, position us among Australia's leading asset maintenance contractors.



What we do



Our oil and gas capability

We provide end-to-end asset management for onshore and offshore oil and gas facilities for our customers that supply clean energy globally. We support our oil and gas customers at all stages of the asset lifecycle through a wide range of services.

As one of Australia's most experienced asset maintenance services providers, we operate across multiple commodities.

We offer state-of-the-art equipment and technology, paired with trained and competent people to support our customers through the full asset lifecycle.

Our key areas of expertise include:

- Strategic asset management
- Structural, mechanical and piping
- Lagging and cladding
- Insulation and coatings including painting and blasting services
- Scaffold management and erection
- Maintenance management
- Project management, scheduling and resourcing
- Electrical, instrumentation, controls and commissioning
- Technical writing and workpack development
- Integrated engineering and field engineering support
- Heavy lift studies
- Specialist subcontract management
- Procurement and logistics
- High voltage reticulation and installations
- Well site skid manufacturing
- Pneumatic, hydrostatic and PSV testing
- Field development services
- Construction of gas and water treatment facilities
- Hazardous area installation, maintenance and auditing
- Shutdown and campaign maintenance activities
- NATA certified testing
- Mechanical and electrical maintenance
- Facilities maintenance.

What we do	LNG	CSG	Refineries	Terminals	Petrochemical
Base maintenance	✓	✓	✓	✓	✓
Shutdowns, turnarounds and major events	✓	✓	✓	✓	✓
Field services	✓	✓	✓	✓	✓
Minor brownfields	✓	✓	✓	✓	✓
Major brownfields	✓	✓	✓	✓	✓
High value advisory services	✓	✓	✓	✓	✓



***We support
our customers
with long-term,
relationship-based
contracts to optimise
their assets.***



Image courtesy of Woodside

What we do

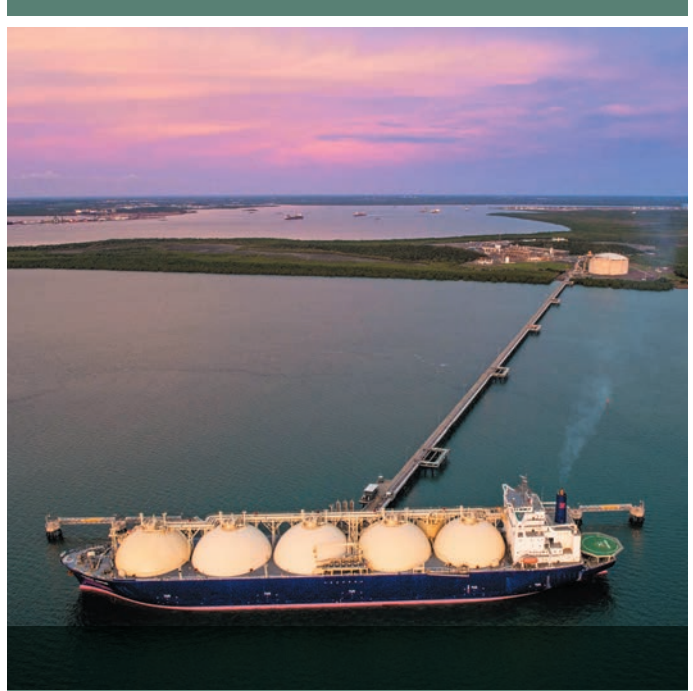
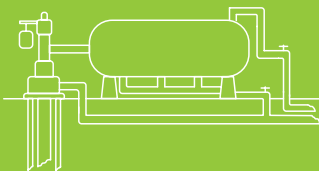
A trusted asset management partner



Coal Seam Gas

Within Queensland's Coal Seam Gas (CSG) industry, Downer provides services covering greenfield construction, maintenance services, turnaround, shutdown and outage services, major and minor brownfield projects, industrial facilities and maintenance and advisory services.

Our capabilities provide an end-to-end solution for field development including manufacturing, logistics, wellhead installation and commissioning, gas compression facilities and associated infrastructure.

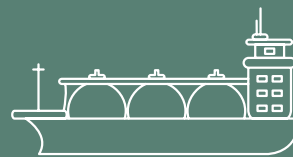


Liquefied Natural Gas

For more than 50 years, Downer has provided maintenance, shutdowns, turnarounds, sustaining capital works and support services for oil and gas upstream, midstream and downstream production facilities.

Downer has provided services to all major Liquefied Natural Gas (LNG) and hydrocarbon projects across Australia.

We pride ourselves in supporting our customers in long-term, collaborative partnerships to help them get the most out of their valuable assets.



End-to-end asset management services



Terminals and refineries

Downer offers end-to-end asset maintenance services for oil and gas terminals and refineries across Australia.

Our capability spans the full range of services, from maintenance, shutdowns and turnarounds to major brownfield works.

We deliver services for refineries, storage facilities and terminals to help meet our customers' changing fuel demands and distribution requirements.

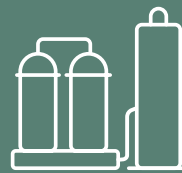


Petrochemical

Downer is an experienced provider in the petrochemical industry, supporting leading suppliers of ammonia and cyanide products nationally.

We provide full-scale asset management services for petrochemical plants, including maintenance, major and minor capital works, shutdowns and turnarounds.

Our experienced people and commitment to safety position Downer as a trusted partner in this sector.



Our approach



Working with our customers and community

At Downer, we collaborate to build and sustain enduring relationships based on trust and integrity. We work closely with customers including ConocoPhillips, Chevron, Origin Energy, APLNG, Santos, GLNG, BP and Viva to deliver projects across the oil and gas sector.

Santos

We are trusted long-term partners in the maintenance of assets, and Downer has worked with Santos in various capacities since 2011. In February 2020, Downer was awarded a three-year contract with Santos which includes the potential for an additional three-year extension. Downer will provide the manufacture, delivery, assembly and testing of wellsite infrastructure and electrical motor control centres to Santos operations in the Surat Basin, as well as other brownfield works in Queensland.

An experienced provider, Downer has also delivered sustaining capital and project works for Santos including the Scotia, Roma East and Arcadia Valley compression facilities totaling 240TJ/day capacity.

Curtis Island

Downer has supported all LNG projects on Curtis Island in Queensland, including Queensland Curtis LNG, Gladstone LNG and Australian Pacific LNG.

Since June 2016, we have worked on the Bechtel Santos GLNG project providing structural, mechanical and piping (SMP) and electrical and instrumentation (E&I) services. Downer has completed over 340,000 hours of work on site with zero Lost Time Injuries, demonstrating our trusted ability to safely deliver on complex projects for our customers.

Supporting women in STEM

Downer is committed to supporting the communities in which we operate. In 2016, our oil and gas team partnered with CQUniversity to commence a scholarship program for female undergraduate students enrolled in STEM (science, technology, engineering and mathematics) based courses.

The \$10,000 scholarship provides recognition and financial assistance to outstanding students in the sector. It also includes paid work experience and employment with Downer for two years. Since 2016, thirteen students have been awarded the scholarship and have worked on projects across Downer's oil and gas operations, for customers including ConocoPhillips, Santos, Origin and Chevron.

The scholarship has helped students like Fiona Bazeley get hands-on experience and the opportunity to kick-start their career in the sector. Thanks to the scholarship, Fiona now works as an Environmental Officer for Downer in Brisbane.



Left:
Fiona Bazeley,
Downer scholarship recipient



Our approach



Making innovation a reality

At Downer, we strive to lead the way in innovation and thought leadership. We develop cutting-edge solutions that embrace new technology and ways of working to drive improvements across our business.

For us, innovation means coming up with new ways of doing things. The way we see it, innovation comes in the form of:

- Cost reduction
- Improved productivity
- New technology.

Innovation also comes from the existing knowledge and intellectual property of our people and is supported by a strong improvement culture.

Innovation Delivery Hub

In 2019, Downer's Asset Services business launched the Innovation Delivery Hub. Using the Microsoft PowerPlatform, the application captures and facilitates the delivery of improvement and innovation ideas from employees across the business in real time, allowing new initiatives to be discovered and implemented quickly and sustainably. Since its inception in December 2019, over 95 ideas have been captured and more than 13 initiatives delivered across the business. This has generated value of approximately \$14 million a year by either improving customers' key performance indicators, delivering services more efficiently or reducing back-of-house costs.

By creating a culture focused on improvement and innovation using tools such as the Innovation Delivery Hub, Downer is able to increase efficiencies, respond to changes and deliver greater value for the business and our customers.

Asset and Data Management Office

Downer is a leader in asset management across Australia and New Zealand. We harness the power of best-practice frameworks, systems, data and analytics to help our customers maximise the whole-of-life value of their assets in line with their long-term business goals.

Our Asset and Data Management Office (ADMO) promotes best practice and continuous improvement in asset management and data analytics to improve lifecycle management, reliability, return on capital and deliver better outcomes for our customers.

A world-class asset management partner, Downer has been awarded ISO55001 certification across multiple projects and industries.

Technology improving productivity

To enhance planning and management of maintenance activities, in 2019 Downer implemented a digital platform solution at key customers' facilities. Using touch-screen devices equipped with our asset management solution, this innovation provides both staff and our customers with greater visibility of maintenance activities. The real-time insights of this technology have resulted in improved productivity across the projects.

***We pride ourselves
on being a trusted
partner, and have over
50 years' experience
delivering for our
customers.***





How we work

Health, safety and environmental sustainability

Zero Harm is embedded in our culture and is fundamental to our future success of delivering on our promise to create and sustain our modern environment. We are committed to achieving our goal of Zero Harm.

At Downer, Zero Harm means sustaining a work environment that supports the health and safety of our people and conducting our operations in a manner that is environmentally responsible and sustainable.

Our Zero Harm culture is built on leading and inspiring, verifying the effective management of risks that have the potential to cause serious harm, rethinking processes, continuously improving our management systems, applying lessons learnt, and adopting and adapting practices that aim to achieve zero work related injuries and unintentional harm to the environment.

Our approach to Zero Harm and associated performance is a market differentiator for Downer. It enables us to work safely and environmentally responsibly in industry sectors where there are inherent hazardous environments.

We firmly believe that any injury or environmental incident is unacceptable and preventable. Zero Harm is always our top priority.

Oil and gas journey to Zero Harm

In July 2019, our oil and gas team launched its 'Journey to Zero Harm' program, a two-year program designed to engage, educate and empower its 1,200 strong workforce through a series of interactive pre-starts, toolbox talks, incentives and events.

The program maps key areas the oil and gas senior leaders identified as critical to our Zero Harm approach. Eight themes were established with specific programs developed to cover the work we do in the oil and gas sector.

These programs include:

- Health and wellbeing
- Top critical risks
- Risk management fundamentals
- Process safety
- Work practices – Downer's Rules of Work
- Critical risk management
- Environmental management
- Excellence in the basics.

The program is an impactful and innovative way of equipping our frontline teams with the knowledge and confidence to conduct work safely and effectively.

Environmental Sustainability

Sustainability is integrated into Downer's business strategy and shaped by our four Pillars: Safety, Delivery, Relationships and Thought Leadership. Our commitments to the environment and sustainability are outlined in our Environmental Sustainability Policy, which supports Downer's Purpose to create and sustain the modern environment by building trusted relationships with our customers.

Downer supports the Paris Agreement and accepts the Intergovernmental Panel on Climate Change (IPCC) assessment of the science related to climate change. We recognise the opportunities that this presents, are committed to transitioning to a low carbon economy, and pride ourselves on developing industry leading, environmentally sustainable solutions for our customers.



Downer EDI Limited

ABN 97 003 872 848

Brisbane office
Level 11
135 Coronation Drive
Milton
Queensland 4064

T +61 7 3564 5000

Perth office
140 St Georges Terrace
Perth
Western Australia 6000

T +61 8 9318 9111

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

T: 1800 DOWNER (1800 369 637)

T: +61 2 9468 9700

www.downergroup.com

