

Energy & Industrial

Specialist services to the power generation, energy, resources and industrial sectors.

Downer today

We are a leading provider of integrated services across Australia and New Zealand, delivering and maintaining essential infrastructure that enables communities to thrive.

26,000 employees 

\$10.6 billion revenue in 2025

500+ locations 

Operating in

A network of 21,000 suppliers and subcontractor partners 





Putting people first.

The safety, health and wellbeing of our workforce is our first priority.

We believe that our work can be performed in a way that is safe for our people, the environment, our business and the communities in which we operate.

Our teams live and breathe this well-established and deeply held belief which is founded on the principle of Zero Harm.

Our Purpose:

Enabling communities to thrive.

Our Promise:

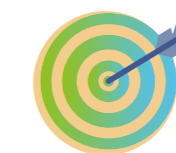
Our customers' success is our success.

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 focussing on sustainability, value for money and efficiency.



Relationships

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

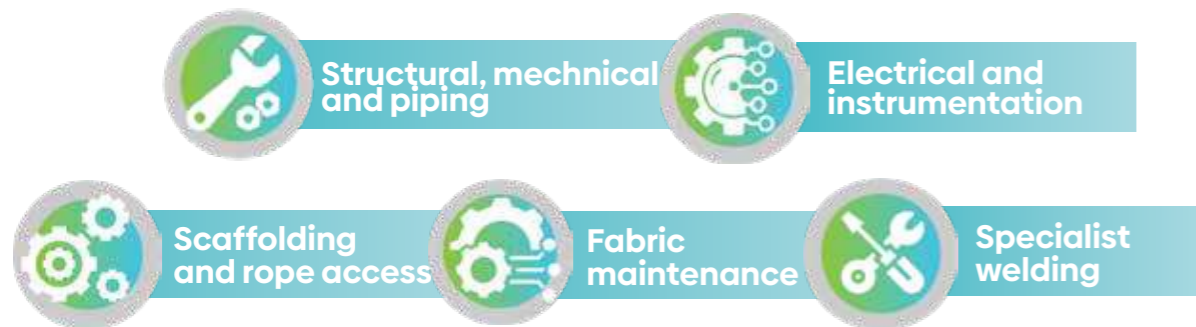
About us

Our key capabilities cover a full range of services including maintenance, shutdowns, turnaround and outage delivery, equipment overhauls and modifications, sustaining capital programs, fabrication and manufacturing, project management and commissioning services.

We embrace emerging technologies and genuinely partner with our customers, supporting them in meeting today's energy demands and taking meaningful action towards cleaner energy and lower emissions as we build the industrial and manufacturing hubs of the future.

As an industry leader in traditional, transitional and future fuels, we're positioned to bring practicality and success to our customers' maintenance, project delivery and decarbonisation plans.

Our expertise:



Australian owned and operated

Award winning projects

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

4500+ workers mobilised per annum

Industry leading safety across key indicators

Who we work with:





Downer's ability to offer customers a comprehensive, integrated solution across the full spectrum of services they require, makes us unique in the markets we service.

- **Leading, Australian owned Tier 1 contractor.** We balance our significant size and scale with our local presence to deliver.
- **Regional delivery capability.** More than just a contractor, we build long-term collaborative relationships with our customers based on trust.
- **Market leading capability.** Our expertise spans in-house design and engineering capability, technical smarts, integrated OEM partners, and dedicated crews of qualified tradespeople.
- **Proven track record.** Robust risk and governance frameworks ensure consistent and repeatable outcomes for our customers.
- **Industry Relationships.** Strong relationships with customers, subcontractors, local suppliers, Regional Training Organisations and EPC partners to deliver and add value to every project stage.

We leverage our in-house teams to provide a full suite of end-to-end services for our energy, resources and industrial clients.

Integrated Multi-Discipline Services

Energy Solutions

	Operations West	Operations East	Traditional Energy	Renewable & Low Carbon Energy	Energy Networks
National key capabilities					
Structural, mechanical and piping	✓	✓	✓	✓	✓
Electrical and instrumentation	✓	✓	✓	✓	✓
Scaffolding and rope access	✓	✓	✓	✓	✓
Fabric maintenance	✓	✓			
Specialist welding	✓	✓	✓	✓	✓
Maintenance services					
Process infrastructure (Preventive and corrective)	✓	✓	✓	✓	
Non-process infrastructure (Asset Management, Preventive and Corrective)	✓	✓			✓
Project delivery					
Engineering	✓	✓	✓	✓	✓
Early contractor involvement	✓	✓	✓	✓	✓
Facility construction (brownfield sites and sustaining capital)	✓	✓	✓	✓	✓
Shutdowns, turnaround and outages					
Detailed planning	✓	✓	✓	✓	✓
Execution and workforce management	✓	✓	✓	✓	✓
Fabrication and manufacturing					
Switchboards and switch rooms			✓	✓	
Fabrication	✓	✓	✓	✓	✓
OEM Balance of Plant				✓	
OEM Partnerships					
Turbines, synchronous condensers and generators	✓	✓	✓	✓	
Boilers and pressure vessels	✓	✓	✓	✓	
Technology providers				✓	
Energy Transition					
Solution architecture	✓	✓	✓	✓	✓
Consultancy				✓	
Engineering	✓	✓	✓	✓	✓
Asset repurpose	✓	✓	✓	✓	✓

Supporting Australia's regional industrial hubs.

For 50+ years, Downer has been partnering with major Australian resources and industrial companies, revitalising aging infrastructure, boosting manufacturing and delivering technical services for customers.

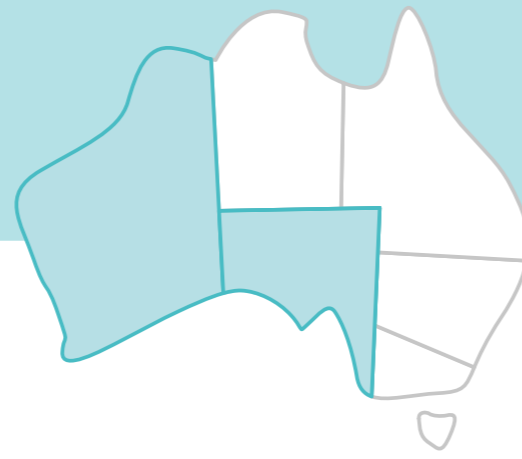
With a major footprint in Newcastle, Wollongong and Gladstone on the East Coast and Kwinana and the Pilbara in the West, we support industrial customers across the country to manage their assets.

We invest in building a workforce for the future, proactively engaging with local Registered Training Organisations, educational institutions, businesses and local schools.

Our commitment to supporting Australia's industrial hubs enables us to keep critical skills in our regions, ensuring that we continue to make things in Australia.

Pictured: Kooragang Island where Downer works with port operators including NCIG, Orica, Port Waratah Coal Services and Port of Newcastle





Operations West

With more than half a century of experience, we are a trusted partner across Western Australia's resources and industrial sector.

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 mining, gas, and industrial sectors.



Long term maintenance contracts

Delivering multi-faceted services including structural and mechanical works, electrical and instrumentation, scaffolding and double rope access for customers including Chevron, BHP and WesCEF.



Sustaining capital projects

Our highly skilled project teams deliver capital works to support our customers in extending the life of their key assets. We leverage our centralised pool of trade resources to retain our best people and share learnings across sites.



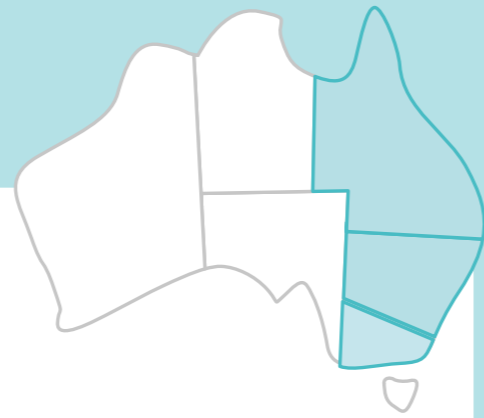
Large scale shutdowns

Involving crews of highly experienced personnel working around the clock to execute planned maintenance tasks in the Pilbara, Kwinana and Southwest.



Specialised workshop capability

Three dedicated technical hubs in Kwinana, Port Hedland and Newman, where we bring together critical fabrication competencies, multi-discipline technical capability, and an agile team that can support our customers' operations and ensure that we are ready to meet urgent requirements.



Operations East

Downer supports industrial and power generation customers across Australia's eastern states.

We are proud to be the partner of choice for our clients to optimise, maintain and upgrade their power stations, process plants, materials handling and port infrastructure – helping them to decarbonise their operations as part of the energy transition.



Power generation

We provide essential maintenance and outage services across Australia's largest power stations, working with major customers across the east coast including CS Energy, Origin Energy, AGL and Stanwell.



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.



Specialist services

Our capability includes steam and gas turbines, generator and valve maintenance, specialist pressure welding to support the power generation sector, bespoke fabrication and complete HV / LV electrical instrumentation capability.



Award winning maintenance and outage services: Induction Paint Removal

Downer has been a trusted partner in delivering exceptional maintenance and outage services to various heavy industrial customers in the Gladstone region for over thirty years, including to the Gladstone Ports Corporation (GPC).

The team in Gladstone identified an opportunity to investigate alternative solutions to abrasive blasting, specifically in the ports and wharf context where there are unique environmental concerns. As a result, Downer has recently implemented the use of an Induction Paint Removal process at GPC, an innovative alternative to traditional mechanical and chemical paint removal methods.

While traditional blast and paint methods remain an important tool and will continue to be used, induction paint removal is an especially useful technique for port infrastructure, as it minimises risks of contamination within the fragile marine environment.

Energy Solutions

Our experience combines a unique set of technical capabilities in specialised engineering, technology, manufacturing, maintenance and construction that connects traditional, renewable, and low carbon energy needs with practical solutions.



CSG and LNG facility construction

Delivering capital projects including process plant and compressor facility construction, High Voltage (HV) power distribution network installation and water processing facilities.



Wellsite infrastructure

Installation, maintenance and modifications on CSG critical infrastructure in regional Queensland and South Australia.



Technical services

We provide various technical services that support the CSG and LNG industry, such as PSV testing, hydrostatic testing, coded pipe welding, electrical and instrumentation and hazardous area inspections.

2,000 Motor Control Centre (MCC) skids delivered for Santos

Manufactured and assembled at Downer's state-of-the-art production facilities in Hexham, New South Wales and Richlands, Queensland, the completion of 2,000 units is a testament to Downer's operational and technical expertise.

As Downer continues to support Santos in the field, the focus remains on delivering high-quality solutions that meet the needs of today while investing in the future.



International partnerships

Strong ties to global OEMs, market research, developers and longstanding technical partnerships.



UAM

Specialist services to utility providers and energy organisations in Victoria, Queensland and Western Australia.

Working with electrical distributors and private pole owners, UAM combines its manufacturing capabilities, engineering solutions and field expertise to extend the life of its customers' assets and enhance network performance.



Electrical Manufacturing

For over 40 years, Downer has delivered comprehensive electrical manufacturing solutions across Australia.

With fully Australian-based facilities in Hexham, NSW, and Richlands, QLD, our specialist teams provide seamless, high-quality manufacturing that supports businesses in their energy transition journey.

From design and fabrication to installation and commissioning, our expertise covers:

- **Switchboards** – High and low voltage solutions built to AS61439.1 standards.
- **Switchrooms** – Custom and prefabricated control buildings with in-house design and certification.
- **Skid Fabrication** – Over 2,000 MCC skids delivered for Santos and other major clients.
- **Label and Wire Production** – Fast turnaround, laser-engraved substation labels and UV-rated solutions.

Energy Networks

Delivering safe, reliable gas network solutions for our customers and communities.

Downer provides end-to-end services that support the construction, maintenance and operation of essential gas infrastructure.

From new customer connections to system augmentation and critical emergency response, our team connects tens of thousands of gas customers each year and provides scheduled, reactive and preventative maintenance programs with minimal disruption.



Mains and services

- Construction and maintenance of gas mains and services
- Emergency response and fault resolution
- New customer connections in residential, commercial and greenfield developments
- Disconnection and reconnection services
- Surface reinstatement following works Asset inspections, leak detection and remediation
- Syphon pumping and live tapping

Pipelaying

Safe, efficient pipeline construction with minimal disruption and impact on the local environment.

- Polyethylene (PE) pipe and steel mains installation
- Low/medium to high-pressure renewals
- Early generation Polyethylene (P2) pipe replacement and network upgrades
- Horizontal Directional Drilling (HDD)
- New subdivisions and established networks



Gas Supply

- Emergency and first response services.
- Regulator and meter installation, repair and replacement.
- Time-expired meter replacement programs.
- Refixing, relighting and purging
- I&C construction, meter rooms, and line extensions.



System Operations

- Regulator construction and maintenance (district, field, city gate, industrial and commercial)
- Valve operation and maintenance
- SCADA systems, smart metering, and slam shut panels
- Heater systems and pressure control
- In-house fabrication (carbon/stainless steel) and NATA-certified calibration



Pipeline Patrol and Inspections

Preventative monitoring of licensed pipelines for asset safety and performance.

We operate and maintain gas pipelines and assets covering across VIC, NSW and SA.

65,000km²

OEM partnerships.

Downer's OEM partners are integral to our expertise, our capacity to deliver and our depth of knowledge across industry.

Having strong alliances with key OEMs enables us to better support our customers through routine maintenance, spare parts, design, engineering and construction for power generation assets.

Most importantly, our partnerships keep our teams informed and equipped to deliver the best technical expertise across traditional power generation assets, and those that are emerging as part of the global energy transition.

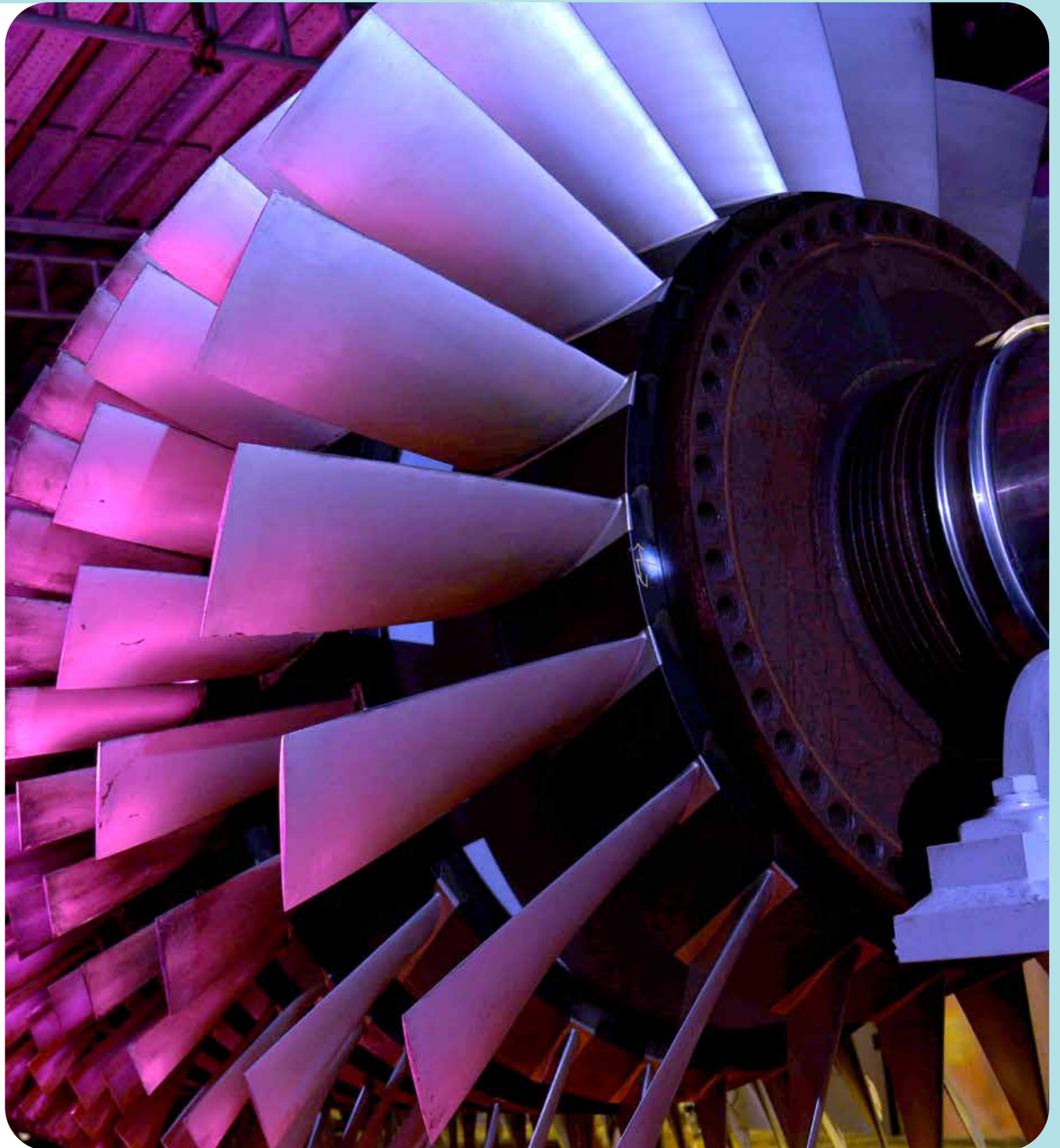
- Gas Turbines and Generators
- Steam Turbines and Generators
- Hydro generators
- Multi-fuel Boilers
- Pumps
- Air-quality Control Systems
- Fuel Cell Technology
- Suite of spare parts

Downer Mitsubishi Hitachi (DMH)

Downer's exclusive DMH alliance enables us to represent OEM products from renowned industry leaders, including Babcock-Hitachi boilers, Mitsubishi and Hitachi turbines and generators within Australian and New Zealand.

Our comprehensive range of services encompasses OEM support, spare parts, engineering and technical advice. We are equipped to offer maintenance, upgrades and spare parts for OEM equipment from Mitsubishi, Hitachi and other respected manufacturers including Toshiba, GE and Alstom.

- Rotating equipment
- Turbine and generator outage and repairs
- Asset transformation



Our part in the energy transition

Downer is working closely with industry and our partners to support the energy transition and our customers' associated emissions reduction activities.

We are passionate about how our capabilities and innovative approach can contribute to achieving net-zero while supporting energy security.

We work proactively with our customers to identify ways to achieve their targets through a range of asset repurposing or technology integration strategies.

We provide market-leading specialised services that support the efficiency of our customers' current assets while working to deliver the next generation of infrastructure.



Carbon Capture and Storage (CCS)

From involvement in two of Australia's largest carbon capture and storage projects to the manufacture and install of over 1,000 wellhead skids in the Surat Basin, we deliver on facility construction and infrastructure projects across the gas sector.



Emerging technologies

Through our unique OEM relationships we have developed a specialist capability to identify emerging technologies to suit our clients' needs and decarbonisation strategies through a range of asset repurposing or technology integration.

We explore renewable projects and decarbonisation activity with our clients using clean fuels and technology including synchronous condensers, stand-alone power supplies, and regenerative processes.



Future Energy Architecture

Our customers' end goals may be similar, but we approach the various paths to decarbonisation and cleaner fuels on a case-by-case basis.

We assess an operation in isolation and provide bespoke advice and designs to ensure all decarbonisation projects are fit-for-purpose and achieve business objectives.

Leveraging our deep market knowledge and unique technical capabilities, we work collaboratively to look at all facets of design including grid load assessments and long-term asset management plans.

Our expertise includes:

- OEM relationships
- Alternative fuels and renewables
- Grid stabilisation
- Specialist turbine and generator services.

Downer collaborates with FACET on eFuel plant project

Downer recently announced it would partner with the Franco-Australian Centre for Energy Transition (FACET) on a pre-FEED (front end engineering design) study, to construct a commercial-scale demonstration plant in Australia, producing synthetic fuels (eFuels) for the maritime and aviation sectors.

The project sets a benchmark for multilateral connections and international cooperation, leveraging Downer's subject matter expertise in solution architecture, asset management, and decades of experience in Australia's industrial and power generation sectors to develop the conceptual design for the eFuels plant.

We're here to help our customers piece together the future energy puzzle.



Moomba Carbon Capture and Storage (CCS) 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 (CCS) 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 CO₂ injection.

Downer led the civil, mechanical and electrical construction and commissioning for the project, which included the CCS facility, HRSG (Heat Recovery Steam Generator) & LoHeat facility.

Commencing with early contractor involvement in 2019, Downer's Energy & Industrial team 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.



Reconciliation Action Plan

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the traditional and continuing custodians of Australia.

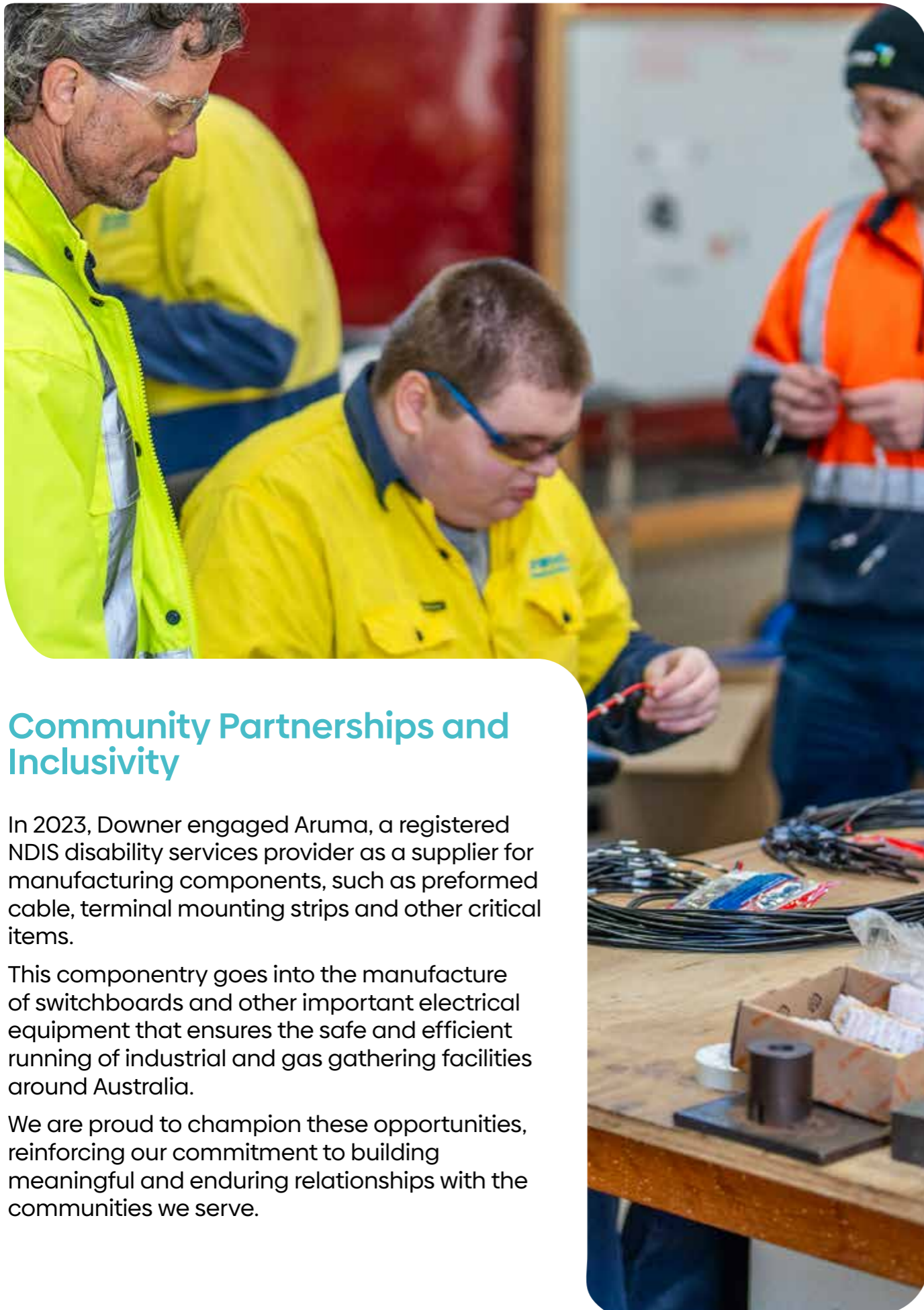
We acknowledge the spiritual and cultural bonds linking them to Country. Downer is committed to reconciliation and is grateful for the ongoing support from Reconciliation Australia to progress our Innovate Reconciliation Action Plan initiatives.

Downer Group's first Innovate Reconciliation Action Plan (RAP) covering both Downer and Spotless was endorsed by Reconciliation Australia in May 2022 and launched in July 2022. Downer aims to close out all commitments in this RAP in the first half of FY25, then launch our next Innovate RAP outlining Downer's additional commitments through to FY26.

We believe that developing a Reconciliation Action Plan (RAP) is a vital way to contribute to reconciliation in Australia, while also setting clear objectives and goals to achieve as an organisation in order to support Aboriginal and/or Torres Strait Islander peoples and communities.

Lucretia, Andrew, Ed, and Elaine at the Eyre Peninsula Link project site, which our Power Projects team completed in 2023.





Community Partnerships and Inclusivity

In 2023, Downer engaged Aruma, a registered NDIS disability services provider as a supplier for manufacturing components, such as preformed cable, terminal mounting strips and other critical items.

This componentry goes into the manufacture of switchboards and other important electrical equipment that ensures the safe and efficient running of industrial and gas gathering facilities around Australia.

We are proud to champion these opportunities, reinforcing our commitment to building meaningful and enduring relationships with the communities we serve.

Better together

We are committed to building strong relationships with our customers, people and communities.

Together with our customers, we connect communities and help to shape a sustainable future. We do this by:

- Prioritising local supplier spend, working local businesses across our projects in regional and remote areas of Australia.
- Partnering with Indigenous businesses including Manaji Projects in Queensland to train, hire and retain First Nations people.
- Supporting the local community in the regions we operate.
- Building a workforce for the future through engagement with universities and tertiary training organisations to support graduates, apprentices and cadets across our organisation.





Energy & Utilities

Australia

135 Coronation Drive
Milton QLD 4064

Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113

Level 10
567 Collins Street
Melbourne VIC 3000

115 Sherriff Street
Underdale SA 5032

140 St Georges Terrace
Perth WA 6000

Acknowledgment of Country

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia.

We would like to acknowledge and pay our respects to the Elders of the past, present and future in maintaining the culture, Country and their spiritual connection to the land.

Whakatauki

Whakatauki Ko te whānau, ko te manaaki, ko te kairangatira, ko te ngākau pono ngā tikanga tuku iho hei korowai mo tatou. Ko te Kauri i whakawhiwhi haumaruru, ko te Rimu i whakawhiwhi taonga, ko te Tōtara i whakawhiwhi whanaungatanga, ko te Kahikatea i whakawhiwhi whakaaro matakite. Ngā pou e wha i aumangea ai te whakatauki 'Mā te whanaungatanga ka angitū'. Hui e! Taiki e!

We are held together by our closely held values of family and relationships, care and respect, excellence and integrity. The Kauri connects us to Safety, the Rimu connects us to Delivery, the Tōtara connects us to Relationships and the Kahikatea connects us to Thought Leadership. These are our four Pillars upon which we build 'Relationships creating success'. United and ready to move forward!

