





## THE YEAR TO 30 JUNE 2011

A year of rebuilding and transformation

The 2011 financial year has been one of rebuilding and transformation for Do

Overall, t

- for Engineering and Works, intense competition with significant pressure on margins and also the impact of maintaining capacity in these businesses as a consequence of delayed projects;
- for Works, includapaese

The Downer Board has decided not to declare a final dividend for the year. Downer will continue to pay dividends on its RealSR ceoRRThe

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Downer Works (includes

## Outlook

Downer has work-in-hand of around \$20 billion, is strongly aligned to the r





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