

Executive Summary



FY20 result



Core Urban Services' performance has been resilient

Despite the near-term impacts associated with C74xa

Initiatives to reshape Downer



3 Creating a stronger Downer



Reshaped Downer



4 Focus on lifecycle asset services

Downer is focused on winning and delivering secure, long-term contractual service revenue and leveraging its expertise to drive margin expansion over time¹



Equity raising and balance sheet



FY20
preliminary,
unaudited
result

Appendix A



Spotless Offer details



Project Management and bid governance for large projects

Downer has sought to implement robust project risk management processes and systems across its business (including a Project Man

Payroll Remediation

(a) Employee Pay Remediation

In 2019, following the identification of historical under and overpayments to some employees, the Group commenced a review of th

IT and Cyber risk

Downer relies on IT infrastructure and systems and the efficient and uninterrupted operation of core technologies. Downer's core technologies and other systems and operations could be exposed to damage or interruption from system

Completion risk

International offering jurisdictions

Appendix D



Hong Kong

WARNING: This document has not been, and will not be, registered as a prospectus under the Companies (Winding Up and Miscella

