

The background of the entire page is a night-time photograph of a city skyline. A prominent feature is a multi-lane highway in the foreground, where long-exposure light trails from cars create vibrant streaks of white, yellow, and red. The city buildings are illuminated, and a body of water is visible in the middle ground, reflecting the city lights. In the upper left, there is a decorative graphic of a grid of white dots of varying sizes, some of which are missing, creating a pattern that resembles a stylized map or data visualization.

NEW DIRECTIONS

ANNUAL REVIEW 2015

Powered by People®

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HONG KONG SKYLINE

CHAIRMAN'S MESSAGE

On 20 April 2015, John Holland became a valued member of the China Communications Construction Company Ltd (CCCC) family of companies, which is the largest listed company in the international infrastructure and engineering sector with 100,000 employees, a presence in more than 80 countries, and a 165 ranking on the Fortune Global 500 in 2015.

John Holland is an Australian icon with strong leadership and a proud history of delivering infrastructure projects for more than 65 years. New ownership now strengthens John Holland's capabilities through its ability to leverage CCCC's global capabilities and expertise, as well as our competitive and financial strengths, to become an even stronger player, both in Australia and internationally.

As the Chairman of John Holland, one of my most important tasks is to steer the company's strategy in a manner that will ensure the meeting of the long-term economic targets set for the Group and to generate value so that the expectations of our stakeholders and customers are met.

The strength of our business model underpinned our performance and resilience in a difficult contracting environment in 2015, however with new business objectives, we are now spurred on to find new ways to be more efficient and productive. We began our transition journey by setting ambitious targets to double the size of the business within five years and introduced a new business model to address our growth aspirations.

Three new business groups were added to the organisational structure to expand John Holland's services across the whole value chain of originating, financing, designing, engineering, manufacturing and constructing to support the most complex of developments, and the ongoing ownership, operation and maintenance of these facilities. These are:

- Development & Investments Business Group, that works in partnership with governments and private customers to generate infrastructure and property developments, and to secure M&A opportunities which align with our business objectives.
- Engineering, Technology & Innovation Business Group, that ensures that we are able to develop the best engineering solutions at all times, through continuous improvement of our methods, to design, plan, procure and apply leading edge technology and innovations.

- Group Strategy & International New Business Group, that develops longer term business concepts and positions John Holland in a global context, allowing long-term, sustainable business endeavours.

Guided by our long-term strategy, our efforts generated momentum across all our businesses and gave us greater confidence as we seek to extend our performance into 2016 and beyond. Our long-term perspective is to invest in the transformation of John Holland through an agile and diversified operating model that responds to changing market conditions and improves our competitiveness. At all times, our focus will remain on productivity and customer orientation.

Our experience has reinforced our appreciation for the need to continually improve and adapt the way we deliver projects and services as well as to continue investing in the infrastructure necessary to support our businesses now and in the future.

At the end of a very challenging year, John Holland stands apart as a globally significant, strong and stable company. Proudly, we are amongst the most respected and well recognised engineering and construction firms and remain committed to always putting our customers first. Our employees are relentless in pursuing all aspects of our business with the best interests of our customers in mind. At every chance, each of our 4,000 employees has focused on helping our customers be more confident about the delivery of their projects. I thank all of them sincerely for their professionalism, and for their continued commitment to our customers and to each other.

I look forward to working with all of you in achieving our vision, and thank you for supporting John Holland throughout the years.



President Lu Jianzhong

John Holland Board Chairman

“John Holland stands apart as a globally significant, strong and stable company. Proudly, we are amongst the most respected and well recognised engineering and construction firms and remain committed to always putting our customers first.”



CEO'S MESSAGE

I am pleased to introduce the 2015 Annual Review. By all measures, 2015 was a year full of challenges and opportunities for John Holland. Despite the pressing demands of external drivers and the changes experienced in the operating environment, 2015 will be remembered as one of the most significant years in the company's history and a watershed in the transformation of John Holland.

Due to challenging market conditions, and in particular the cancellation or delay to major infrastructure projects, our financial performance was impacted. We achieved revenue of \$2.46b, and reported a profit after tax of \$114.5m for the year ended 31 December 2015.

A NEW DIRECTION DEFINED

In 2014, John Holland's former parent company, Leighton Holdings Limited, underwent a Strategic Review which resulted in a decision to divest itself of John Holland. The company was subsequently acquired by China Communications Construction Company International Holding Ltd (CCCC) following the finalisation of a Share Sale Agreement on 21 April 2015.

The acquisition of John Holland by CCCC provided the opportunity to fundamentally redefine John Holland's participation in the market with a new business model and the implementation of solid growth strategies. In developing the new structure, our strategy teams ensured a focus on flexibility in relation to new business objectives, market fluctuations, business growth and international expansion. Importantly, our structure creates strong connectivity between our regional operations and their customer base, growth through vertically integrated businesses and further expansion in international markets.

A vital element of the business strategy was achieved with the introduction of the Development & Investments Business Group (D&I), which will drive growth independently from the market. D&I's primary focus will be:

- Infrastructure: Development (including public private partnerships) and investment in new greenfield and existing brownfield assets.
- Property Development: Traditional Transport-Oriented Development (TOD) and Urban Renewal.
- Mergers and Acquisitions: Investments in adjacent and vertical integration opportunities aligned with John Holland's broader breadth of business activities.
- Investment and asset management of new and existing projects.

D&I will build on John Holland's existing relationships and develop new strategic partnerships to originate opportunities in each of these areas. In just a few short months towards the end of 2015, D&I had identified an impressive list of projects and opportunities which we look forward to seeing come to fruition from 2016 onwards.

Alongside our business objectives, there were a number of strategic initiatives implemented to improve our competitive advantage and to deliver innovative solutions for our customers. Our Engineering, Technology & Innovation Business Group was established to enable John Holland to harness global knowledge, capability and innovation in pursuit of engineering excellence and to leverage the vast experience and capacity of our new owner and the business operations of the entire CCCC Group.

Our Group Strategy & International New Business Group focused on our longer term strategy, planning our participation in the Australia of the future and global opportunities which would lead to the opening of our South East Asia regional office in 2016.

Our challenge was to continue to balance the long-term sustainability of the business by aligning the business to market conditions in the short term, whilst implementing an organisational structure designed to accommodate and catalyse sustainable growth for decades to come.

Planning for growth whilst maintaining a focus on our immediate targets required rigorous discipline. We continued to focus on safety, project delivery, operational performance and commercial management, whilst simultaneously ensuring that we started to develop a pipeline of profitable work for 2016-2017 and to position the company strategically through to 2020 and beyond.

The 2015 Annual Review is not only a showcase of the outstanding delivery of some of Australia's most important infrastructure and engineering projects, but a testimony to the loyalty, resilience, tenacity and dedication of our people. It is with enormous pride that I share and celebrate our achievements with you.



Glenn Palin
Chief Executive Officer

OUR NEW STRATEGIC OBJECTIVES ARE TO:

DOUBLE



Double the size of the business by 2020.

INTEGRATE



Develop vertically integrated businesses to provide a 'total solution service'.

GENERATE



Proactively generate business growth through Development & Investment opportunities.

LEVERAGE



Leverage CCCC Group capability to promote engineering excellence, innovation and competitive solutions.

GLOBAL BRAND



Engage with CCCC Group on international projects and develop a global John Holland brand.

WHO WE ARE

John Holland is at the forefront of Australia's infrastructure, building and rail markets. Operating across Australia, New Zealand and South East Asia, we have been transforming city skylines, connecting regional centres and providing vital infrastructure for more than six decades.

Our contracting and services capabilities cover the full spectrum of traditional building and civil engineering markets as well as specialist engineering in the resources, energy, marine, water and wastewater and tunnelling sectors.

We also have unrivalled capability in rail construction, design management, systems engineering and assurance,

network maintenance and operations and asset management.

We offer our customers a total service solution, participating in every link of the project lifecycle from origination, financing and development and design and construction to operations, maintenance and ownership of developed assets.

We constantly strive to exceed the expectations of our customers in delivering our projects to the highest safety standards and by enriching the communities in which we work. We know that our people are our greatest asset, and we are committed to providing an environment where they can thrive.

TAMARA CURREY, APPRENTICE CARPENTER & HSR AND SEAN COLLIER, LEADING HAND -1 PARRAMATTA SQUARE PROJECT, NSW

BOARD OF DIRECTORS

“Guided by our long-term strategy, our efforts generated momentum across all our businesses and gave us greater confidence as we seek to extend our performance into 2016 and beyond.”

LU JIANZHONG
Board Chairman



LU JIANZHONG
Board Chairman

Mr. Jianzhong LU is President of CCCC International Holding Limited (CCCCI), in charge of general management of the company with a focus on the investment business. Mr LU graduated from Chang’an University, majoring in road transport and accounting. He also obtained respectively his MBA and PhD in management and engineering in Tianjin University and Tsinghua University.

He was awarded Senior Accountant and Senior Economist of CCCC. He began his career in 1983, and held the positions of Deputy Chief Economist of China First Highway Engineering Co. Ltd, General Manager of Capital Beltway in Ethiopia, President of Shanghai Zhenhua Heavy Industry Co., Ltd. (ZPMC). Mr LU has worked in CCCC and its subsidiaries more than 32 years.



GLENN PALIN*
Chief Executive Officer

Glenn Palin is John Holland’s Chief Executive Officer. Glenn has more than 35 years’ experience in the construction industry - more than 20 of these have been with John Holland. During this time, Glenn has held various roles within the business, including Chief Operating Officer and Executive General Manager, Specialist Businesses.

Glenn has been a driving force in our people development programs, with a particular focus on the development of younger employees and our diversity strategies. Glenn’s leadership has concentrated on developing and driving the company’s high performance culture, aligned with its Vision, Mission and Values and an absolute commitment to safety.



DARRYN RAY*
Chief Financial Officer

Darryn Ray is a graduate of Melbourne University and joined John Holland in 1994 after more than seven years with a major chartered accounting firm. In January 2006, Darryn was appointed Chief Financial Officer.

Darryn is responsible for all financial and management reporting, external and internal audit, taxation, treasury and investments, company secretarial and governance, information & communication technology (ICT), remuneration & benefits and global business services.

Darryn is a Member of the Australian Institute of Chartered Accountants, the Chartered Institute of Management Accountants, and the Australian Institute of Company Directors.



RUSSELL CUTTLER*
Executive General Manager,
Operational Support

With over 30 years’ experience in Australia and overseas, Russell has been involved in some of the largest projects undertaken both locally and abroad including EastLink, Land Cove Tunnel Project and the Channel Tunnel. He has held a number of general management and executive roles and is now Executive General Manager, People & Policy, where he is responsible for high level policy and governance requirements for Health, Safety and Environment, Human Resources and Employee Relations, along with Corporate Communication services, Workers Compensation and Crisis Management.

Russell is also a member of the executive team and a Director of John Holland, as well as a Director of the Infrastructure Sustainability Council of Australia.



GUANGSHENG PENG
Non-Executive Director

Guangsheng PENG, Senior Accountant, started his career in CCCC since 1995. He was previously the Deputy Head of Finance Department, China Road & Bridge Corporation (CRBC) and Director & Chief Financial Officer of China Road and Bridge (H.K.) Limited.

Mr Peng was Vice President & Head of Finance Department of CCCI from January 2013 to January 2015. Mr. Peng is currently the Senior Vice President & Chief Financial Officer of CCCI.



JINSONG TANG
Non-Executive Director

Jason TANG has more than 20 years’ experience in project investment, construction and management in transport infrastructure industry. Having engaged in international market, Jason has been involved in a number of milestone projects ever built by Chinese companies overseas including Sura-Madu Cable-stayed bridge in Indonesia, Zemun-Borca Bridge in Serbia and Karakoram Highway in Pakistan.

Jason has spent the first quarter of his career life in South-East Asia and East Europe with different roles as engineer, project manager, marketing director and general manager of branch company. As a member of the senior management of CCCI and a Director of John Holland, Jason is responsible for business development, mergers and acquisitions, commercial and coordination.



CHUN PONG LEUNG
Non-Executive Director

Eddie LEUNG is the General Manager – Investment Department at CCCC International Holding Limited (CCCCI). In this current role, he is responsible for identifying opportunities to invest and develop, as well overseeing strategic mergers and acquisitions on behalf of CCCI. Eddie was actively involved in the acquisition of John Holland by CCCI in 2015.

Eddie is a CFA charter holder, holds a civil engineering degree from the University of Hong Kong and a LL.B. from University of London. Before joining CCCI in 2013, Eddie held various management roles in a Hong Kong listed company overseeing strategic development and management of its toll road investment portfolio.

* Director and member of the John Holland Executive Leadership Team

EXECUTIVE

LEADERSHIP TEAM

“Planning for growth whilst maintaining a focus on our immediate targets required rigorous discipline. We continued to focus on safety, project delivery, operational performance and commercial management”

GLENN PALIN
Chief Executive Officer



CHRIS EVANS

Executive General Manager, Building

Chris Evans joined our business in 1991 and before being appointed Executive General Manager of Infrastructure in 2011, Chris held various roles including Building Operations Manager for the Queensland Region and General Manager for Northern Region.

In 2015, Chris transitioned into the role of Executive General Manager, Building. In this role, Chris is responsible for the strategy, growth and development of the building business across all market sectors.



KARL MOCIAC

Executive General Manager, Group Strategy & International New Business

Karl Mociak is Executive General Manager, Group Strategy and International New Business. Prior to 2015, Karl was the Executive General Manager of Transport Services.

In this role, Karl is responsible for delivering the framework, analysis and reporting of Group Strategy along with developing and incubating new international business and targeted project opportunities for the business.

Karl joined John Holland in 2007 and currently sits on the board of Metro Trains Melbourne and the Country Regional Network.



JIM SALMON

Executive General Manager, Infrastructure

As Executive General Manager, Infrastructure, Jim Salmon is responsible for strategic planning, growth and the development of a portfolio of business activities, with a particular focus on the worldwide emerging infrastructure markets.

Prior to his appointment in May 2015, Jim served as the Managing Director of a global contractor in India and was responsible for their oil and gas, buildings, infrastructure and mining operations comprising over 4000 employees. Jim draws upon an intensive 28 year career in which he has held leadership roles in Australia, India, Asia, and the Middle East.



RICHARD STEWART

Executive General Manager, Rail

Richard Stewart is the Executive General Manager of John Holland's Rail Business Group. The Rail business is responsible for the delivery of major rail infrastructure projects across Australia & New Zealand as well as supporting our international interests offshore.

Richard joined John Holland in 2005 and has held roles including, NSW Major Projects Manager, General Manager National Operations and General Manager, Rail. Richard's achievements stem from more than 20 years' experience in the railway & civil Infrastructure Industry, throughout Australia and overseas.



GREG CAIN

Executive General Manager, Risk Management

Greg Cain is Executive General Manager, Operational Risk. In this role, Greg is responsible for the coordination of all operational aspects of commercial, pre-contracts, operations risk, HR, learning and development and Employee Relations.

Greg has more than 30 years' experience in the construction industry during which time he has gained a deep knowledge of design, construction and project management.



DAVID BALMER

Regional General Manager, QLD/NT

David Balmer joined John Holland in 1990 and throughout his career has demonstrated strong leadership and a practical hands-on approach in the delivery of a broad range of public and private infrastructure projects.

David was previously General Manager for Minerals & Industrial. David enjoys excellent relationships with customers and has a strong personal commitment to achieving success for John Holland.



TREVOR HALL

Regional General Manager, VIC/SA/TAS/NZ

Trevor Hall has more than 25 years' construction experience covering a wide range of infrastructure projects including civil, marine, tunnelling and telecommunications.

Trevor has worked on the full spectrum of projects around Australia, including as Project Director on the \$3b Clem 7 tunnel in Brisbane. Trevor has held senior management roles within Tier 1 infrastructure companies and operates with a strong strategic focus.



SCOTT OLSEN

Regional General Manager, NSW/ACT

Scott Olsen has significant project delivery and business management experience from senior roles within some of Australia's leading engineering, building and rail infrastructure companies.

With over 20 years' experience in the construction industry, Scott has significant experience in leadership roles on major civil and building projects.

Formerly a Board Member of NSW Civil Contractors Federation as well as a current board member of Roads Australia, Scott has a real passion for the construction industry.



FRASER RAMSAY

Regional General Manager, WA

Fraser Ramsay has broad-based experience in all of our key operating sectors including rail, building and civil infrastructure, along with mining management.

Fraser's 28-year career has provided him with the opportunity to work in both Tier 1 and smaller boutique operations and he brings a breadth of experience to our business. He has a strong ability to assess potential new markets and address growth opportunities.

Refer to Board of Directors for other Executive Leadership Team members.

CFO'S

MESSAGE

As outlined in the CEO's message, 2015 represented difficult market conditions across almost all sectors in which we operate. Notwithstanding, John Holland reported a profit after tax of \$114.5m for the year ended 31 December 2015.

The acquisition by China Communications Construction Company International Holding Ltd (CCCI) has provided opportunities to realise a strategic competitive advantage in a number of areas, including financial strength and resources. Immediately following completion of the acquisition on 21 April 2015, John Holland was recapitalised by CCCI by way of a cash contribution of \$390m. Further agreements were entered into with CCCI to negate the financial impacts of the sale process on John Holland. In aggregate, this financial restructuring resulted in John Holland having, immediately following completion of the sale transaction, additional cash assets of \$588.5m and additional net current assets of \$390m.

At 31 December 2015, John Holland had net cash assets of \$578.1m, net assets of \$581.0m and net current assets of \$343.9m. This evidences the considerable strengthening of John Holland's Statement of Financial Position since acquisition date. As a result, John Holland is very well positioned to enable strategic investment activities, including equity interests in public private partnerships (PPP), mergers and acquisition (M&A) activity, property development, geographic diversification and acquisition of plant and equipment, to support the growth objective of doubling the size of the business by 2020.

John Holland has available a \$1b syndicated bonding facility to support the delivery of current and future projects. As at June 2016, \$772.5m of this facility has been utilised. CCCI will provide John Holland with access to capital when tendering for the range of major projects emerging in Australia and internationally across the rail, building and infrastructure sectors, as well as facilitate investment in engineering, technology and innovation.

Looking forward, I am pleased to report that the underlying business remains strong, with work in hand of \$5.6b as at 30 June 2016 and a solid pipeline of projects being tendered.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

In 2015, implementation of several leading cloud applications and the ongoing optimisation of ICT expenditure was a key area of focus. The ICT team continued to prioritise the deployment of innovative technology for those who work in the field delivering our complex infrastructure and engineering projects. Highlights include the implementation of an infrastructure private cloud and the migration from a desk-top database system to a mobile, any device project management application. This means that 90% of personnel in the field can now complete 80% of their activities anytime, anywhere, providing real efficiency gains that translate to better delivery outcomes for our customers.

In 2016, two dual priorities endure: mobile working practices and dashboarding technologies to be adopted as the potential of 'John Holland Big Data' is realised. Innovative practices involving the Internet of Everything are currently being explored with leading global technology partners.

It is against our financial strength and technological advances that we embrace the opportunities of today - and tomorrow - with great optimism.



Darryn Ray

Chief Financial Officer

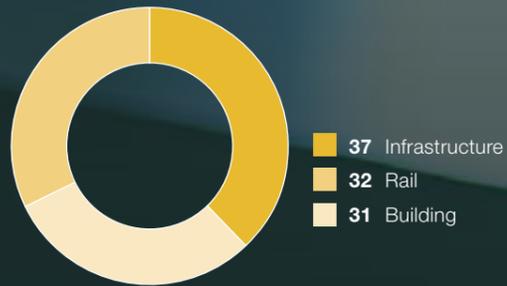


HIGHLIGHTS

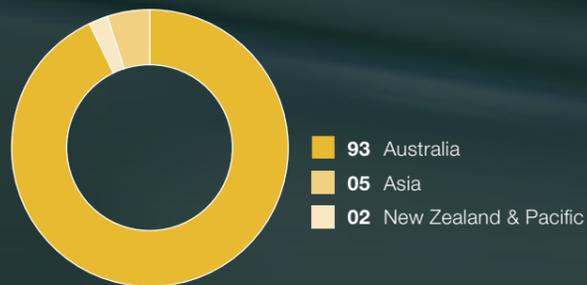
2015 Year of Achievement

FINANCIAL

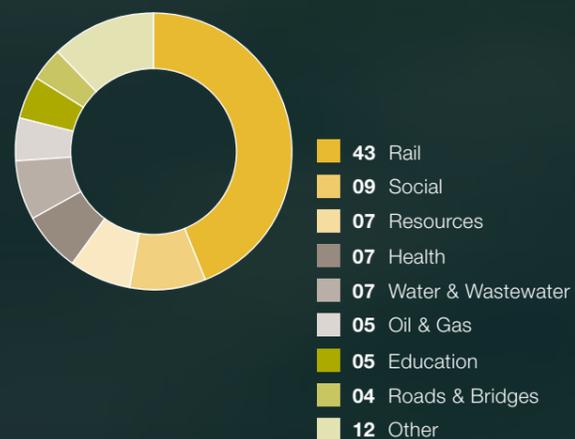
Revenue by Business Group (%)



Revenue by Geography (%)

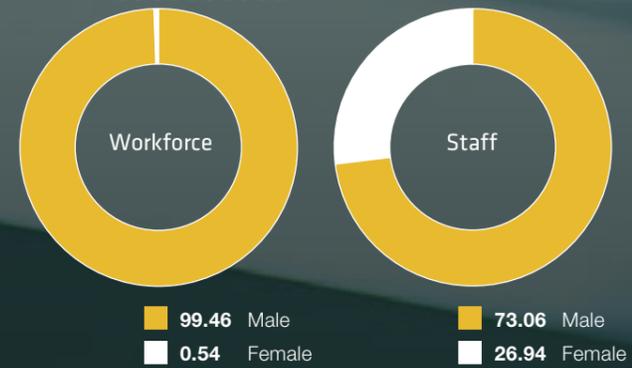


Revenue by Market Sector (%)

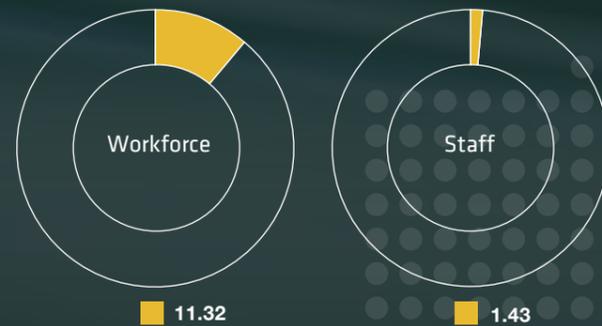


DIVERSITY

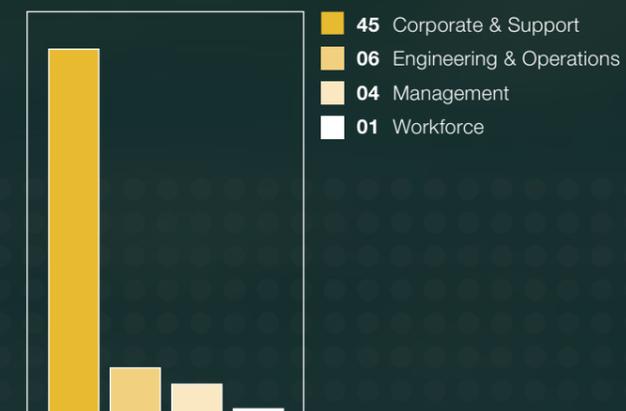
Employee Gender 2015 (%)



Aboriginal & Torres Strait Islander participation 2015 (%)

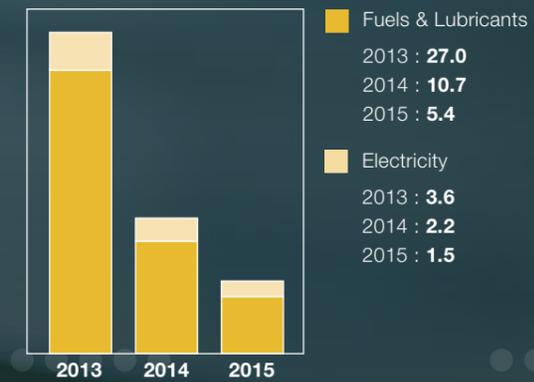


Female Participation (%)

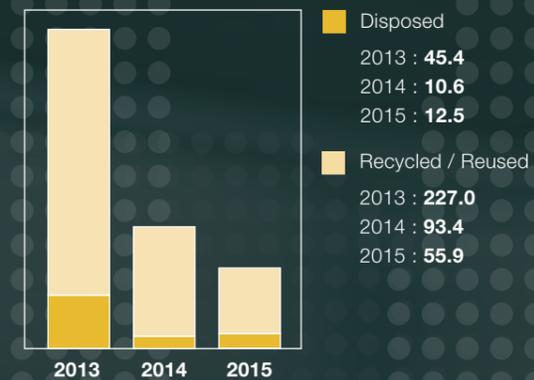


ENVIRONMENT

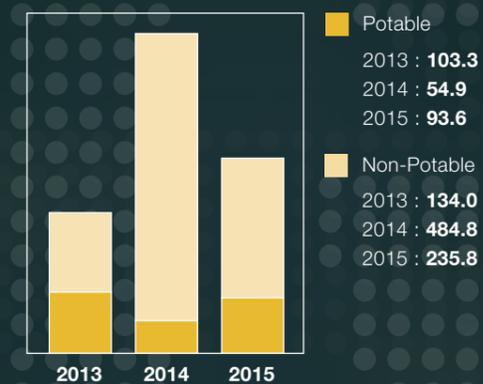
Greenhouse Gas Emissions (Tonnes CO₂e / \$M)



Waste & Recycling (Tonnes / \$M)

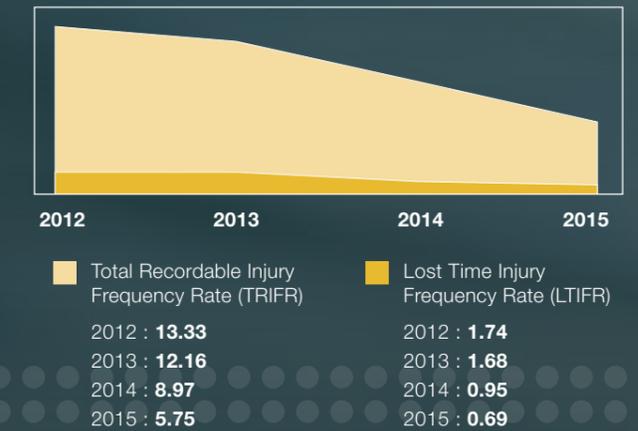


Water Use (kL / \$M)



SAFETY

Safety Statistics 2012 - 2015



COMMUNITY

Current projects with a Community Plan (%)



Projects with community relations representatives (%)



BUSINESS

GROUPS



←
MODERN CITY TRAFFIC
ROAD JUNCTION,
STOCK PHOTO

MARKET CONDITIONS

MARKET CONDITIONS

Following some initial declines in 2014, several factors converged to give rise to a difficult operating environment in 2015. The total value of turnover from construction work declined by 4.3% in 2015, following a fall of 3.6% in 2014. Within the engineering sector, mining-related construction declined by 16.8% as the pipeline of new projects fell away. Further, reduced resources investment drove a decline of 3.2% in heavy industrial resource-based construction.

The downturn was not restricted to the engineering sector. The total value of infrastructure work contracted by 4.9% in 2015 following a 7.6% decline in 2014. The value of other civil projects such as bridges, tunnels and harbour works declined by 9.3%, while power and water and waste infrastructure projects declined by 11.0%.

Despite the Federal Government's policy to 'Deliver the Infrastructure for the 21st Century' by funding vital infrastructure projects within 12 months, a pause in implementation saw road construction fall by 2.7% in 2015.

In short, almost every sector in which John Holland operates suffered significant market decline, and our performance, as has historically been the case, largely mirrored the market.

EXTERNAL DRIVERS

The Australian economy is projected to grow by 84%, from \$1.4t in 2011 to \$2.6t by 2031, a growth rate of 3.1% per year. Australia's population is expected to grow from 22.3m in 2011 to 30.5m in 2031. To put that in perspective, Australia's population growth has been high by developed world standards. This growth in our population and economy will create unprecedented infrastructure challenges. Nationwide population increases and ongoing prosperity will be the big drivers of an increasing need for road space, public transport capacity, freight capacity and improved gateways for trade.

By extension, demand on many key urban road and rail corridors is projected to significantly exceed current capacity by 2031. The importance of managing urban transport is underscored by the fact that in 2011 the cost of delays on roads in the six largest capital cities was \$13.7b. This figure is projected to grow by around 290% to \$53.3b in 2031. Strategies to be considered for the future will include integrating land use and transport planning, new road construction, additional public transport investment and the introduction of demand management measures.

These pressing forces of change have seen governments rethink the built environment and have spurred billion-dollar 'megaprojects' designed

to ambitiously change the structure of society. These are a different breed of project in terms of their cost, level of aspiration, lead times, complexity and stakeholder involvement, and they demand a specific organisational capability to deliver.

Our Executive Leadership Team responded by redefining the role, purpose and function of the organisation to be less reliant on political and budget cycles, and more reliant on proactively anticipating our customers' needs and generating our own pipeline of projects.

Ensuring consistent and reliable returns would need to involve expanding our presence in operations and maintenance, concessions and investment and ownership of infrastructure assets – not just within Australia, but in a global context. In short, a complete transformation of John Holland.

INFRASTRUCTURE

BUSINESS GROUP

Jim Salmon
EXECUTIVE GENERAL MANAGER
INFRASTRUCTURE

Our proud track record in Infrastructure spans more than 2,500 projects in Australia alone, for both public and private entities across a broad range of sectors. We also have a long history of delivering projects in international markets, most notably across South East Asia and New Zealand.

As a leading player in the infrastructure and public private partnership (PPP) markets, John Holland and its partners have delivered projects with a total value in excess of \$28b in the past decade alone (2005-2015).

STRENGTH ACROSS SECTORS

Transport infrastructure, (including Transport Oriented Developments) funded by both government and the private sector, will form a significant component of infrastructure market activity over the next five years. John Holland's track record of successfully delivering major transport projects places us in a strong position to secure further major projects in the next 12-18 months and beyond, including Sydney Metro Stage 2, Melbourne Metro, the WestConnex M4-M5 Link in Sydney, and Melbourne's Western Distributor.

John Holland continues to build on its reputation as the leading tunnelling contractor in Australia, while building its international portfolio in South East Asia. In 2015, we were involved in delivering more than \$5b of tunnelling projects across Australia, Singapore and Hong Kong and have a forward program of more than \$40b of tunnelling work over the next five years.

Our team has established strong partnerships in the utilities area, particularly in water and wastewater, power generation and transmission. We are working alongside our customers to develop transformational strategies and service delivery models that enable new ways of implementing asset capital works programs and projects, all focused on delivering superior outcomes for the end consumer.



John Holland's vertically integrated offering means we are ideally positioned to work with utility customers to address the demand for alternative investment structures and smarter, more sustainable asset process and operating models.

In the mining and resources sector, John Holland is working with asset owners as they elect to strengthen their balance sheets to explore services opportunities and, where relevant, alternative delivery structures for key infrastructure such as stockyards, ports and railways. Looking further ahead, investment in new large scale bulk commodities assets will be required to replace aging stock, particularly as the demand cycle turns. Other commodity sectors, such as metals, that have not undertaken the same level of recent investment, are expected to provide opportunities.

In the ports sector, activity is expected to centre on upgrading, modernising and privatising assets, following the recent high level of activity in Liquid Natural Gas (LNG) and bulk commodities facilities. There are also a number of container ports considered for privatisation. We're strongly positioned to meet the industry's needs with our expertise in heavy industrial port assets and traditional container terminals.

With strong experience in delivering complex power and energy projects, including those powered by renewable sources such as thermal, wind, hydro-electricity, solar and waste-to-energy infrastructure, we are well credentialed for current opportunities.

We are positioning for the rapid pace of change in the renewables market, particularly as Government commitments to the 2030 renewable energy target (RET) begin to impact.

The rapid growth in agribusiness across the Australian and New Zealand markets is expected to continue, driven by the significant demand for high quality food in Asian markets. There are significant first mover opportunities for large scale, fully integrated, multi-produce developments, and John Holland is exploring investment and delivery opportunities in this area.

Opportunities for growth also exist across key international markets. In New Zealand, there is renewed demand to augment, renew and replace critical capital assets across all classes. Singapore has a number of major water projects in the planning phase, while across the broader South East Asia market demand is being driven by the rapid pace of urbanisation, and the growth in middle class societies.

FUTURE DIRECTION

Today's rapidly changing world means that investment in sustainable, integrated infrastructure solutions is essential for economic prosperity and improving quality of life. We understand that our customers' objectives are also changing in order to meet the needs of their customers. The future success of our Infrastructure offering is dependent on our knowledge and agility in response to market demand and changes, both domestically and internationally.

These opportunities range from Transport Oriented Developments, major transport projects, utility consolidation, asset expansion, and recycling and services, as well as renewable energy and agribusiness developments.

By adding to our established strengths, our vertically integrated offering means we are now able to deliver customers value across the entire infrastructure asset lifecycle - from origination, financing and development, to delivery and operations and maintenance.

To ensure we remain well positioned to meet customer and market demands, we have been firmly focused on building even greater capability across the Infrastructure Group, strengthening our key expertise with key focus on innovation, exploring asset investment and service opportunities. All to strengthen our globally recognised brand as an end to end infrastructure solutions provider of excellence.

↑
TUNNEL GENERAL WORKER/WELDER, BULBUL MD MAHBUB ALAM, SITE ENGINEER, SCOTT PALIN AND TUNNEL WORKER, MIAH MOHAMMED JHIBON, AT THOMSON EAST COAST LINE SPRINGLEAF CONTRACT T208, SINGAPORE

↖
MECHANICAL AND ELECTRICAL WORKS AT THE WIGGINS ISLAND COAL EXPORT TERMINAL (WICET) STOCKYARD, GLADSTONE, QLD

←
SOUTH ROAD SUPERWAY, SA

BUILDING BUSINESS GROUP



Chris Evans
EXECUTIVE GENERAL MANAGER
BUILDING

The landscape of construction in Australia is changing. State Governments are committed to working in collaboration with the private sector to facilitate the delivery of social infrastructure projects across key sectors including health, education and corrections. These partnerships will be even more critical going forward, as public funding is simply no longer able to provide sufficient resources to meet the demands of our growing population and its shifting demographic profile.

The Federal Government's recently announced Smart Cities Plan recognises that we cannot continue to develop our built environment in the same way we have done in past decades. It offers a platform for change that seeks to connect people with places by providing the infrastructure required to enable people to live closer to where they work, creating sustainable communities across our urban centres (both capital cities and regional hubs).

This includes the provision of affordable housing, with access to transport, facilities and services, developed within a broader context of amalgamating the natural and built environments to bring people together as communities.

The realisation of this goal not only requires the commitment of government at all levels – local, state and federal – but relies on private sector foresight, innovation and investment to make it happen.

Going forward, our project partnerships will extend beyond government to working with private investors and partners in the delivery of projects across the residential, commercial, tourism and leisure sectors. These are the projects that will create the homes and workplaces for our future metropolitan and regional communities.

DELIVERING VALUE ACROSS THE ENTIRE DEVELOPMENT LIFECYCLE

The shape of our business today enables us to respond to the market in a way we never have before. We are developing our capability and growing our capacity to provide a total service solution across all sectors of the building market, expanding our offer to customers and adding value across the entire project lifecycle. The establishment of strategic partnerships along the value chain means we can offer enhanced design, procurement and delivery options that provide positive, tangible cost and time benefits. Having invested in our business and our people, we are in a position to invest in Australia's future.

With the expertise and capacity to actively participate across all phases of the project lifecycle, from initial concept, to financing, planning, design, costing, construction, operations, maintenance and property management, we will maximise the opportunity to be an initiator and leader in shaping Australia's built environment.



Our global perspective and proven technical expertise, spanning geotechnical, foundations, structural systems, services distribution and architectural finishes, puts us at the forefront of new products and materials sourced from across our regional, national and international supply chains.

As an industry leader in the application of innovative technology, including Building Information Modelling (BIM), we are able to design and deliver sustainable buildings, optimising their ongoing operation and maintenance and ensuring whole-of-life efficiencies are realised.

Our capability to deliver superior project outcomes across the fundamental metrics of cost, time, quality and safety is assured by the expertise and commitment of our people.

Our highly qualified team possess the leadership and management skills to meet the specific demands of building projects of varying scope and size in greenfield, brownfield and fully operational environments.

FUTURE DIRECTION

Together with our customers and partners, we are committed to making Australian cities and regions the most liveable in the world, with access to housing, vital social infrastructure like hospitals and schools, and green, open spaces that enable long-term, sustainable communities to flourish. Furthermore, our global outlook and partnerships not only enhances our offering to customers in Australia, it also will enable us to take the experience and innovations we develop here to benefit international markets.

We will continue to deliver innovative new projects for public and private customers across a wide range of sectors. This includes moving beyond our traditional markets to new and emerging areas for the business, such as residential, aged care, mixed use and transit oriented developments, where we can combine our Building capability with our expertise across Infrastructure, Rail and Development & Investments.

Other emerging opportunities include in northern Australia across tourism and hospitality, international education, healthcare, medical research and aged care; and driving technology to further strengthen our proposition to customers.

↑
GRADUATE ENGINEER, BEN MODRA AND LEADING HAND SEAN COLLIER, 1 PARRAMATTA SQUARE PROJECT, NSW

↖
QUEENSLAND UNIVERSITY OF TECHNOLOGY (QUT) - CREATIVE INDUSTRIES PRECINCT, STAGE 2, BRISBANE, QLD

←
NEWCASTLE COURTHOUSE, NEWCASTLE, NSW

RAIL BUSINESS GROUP

Richard Stewart
EXECUTIVE GENERAL MANAGER
RAIL

John Holland has a proud history in the rail industry dating back to the 1960s. Since 2005, our rail offering has been transformed through diversification, and today boasts a vertically integrated capability across a wide range of product offerings that enables us to participate in all aspects of the sector lifecycle.

We are acknowledged for our tier one rail construction capability in signalling systems, overhead line electrification and traction power and have become a Network Operator (Metro Trains Melbourne, Metro Trains Sydney, Country Regional Network in NSW) and long-term maintenance provider (Brookfield Rail and Public Transport Authority in Western Australia). This offering has enabled John Holland to provide a unique value proposition for transport orientated public private partnerships (PPP) such as Sydney Metro Northwest and Capital Metro Light Rail.

MARKET CHANGES

Resource scarcity, increasing social consciousness, and access to technology are driving the need for 'smart' transportation solutions in order to meet the rapidly changing needs of a rising number of 'mega cities' worldwide. As a result, we are experiencing an emerging global trend for integrated transport planning and transport solutions utilising metro, rapid transit and light rail style systems to meet the transportation demands as urban density increases.

This expansion of new rail infrastructure, and the privatisation of existing rail infrastructure, offers significant operations and maintenance opportunities that complement John Holland's current portfolio.

Globally, travellers are increasingly demanding more from their transport experience. They seek the application of technology to cut down on 'dead time', and a smoother experience when using multiple transportation modes. In some markets there is demand for sustainable, environmentally conscious services or low-cost, budget options.

Political, environmental and social impacts, as well as increasing globalisation and online purchasing, are

changing the role that freight haulage and logistics plays in the rail sector, and increasing freight volumes. Substantial growth is forecast to occur in the next five years and beyond, providing an opportunity for John Holland to utilise its diverse experience in the rail sector to develop innovative solutions that will continue to shape the industry.

POSITIONING THE BUSINESS

John Holland has a unique position in Australia, with a significant financial strength and access to world-wide capability and technology in the rail sector through our parent company, China Communications Construction Company International Holding Ltd (CCCC).

Our capability continues to expand, broadening our contribution all along the value chain in rail infrastructure and services through initiatives which enhance and complement our current offering, including:

- A joint venture business proposal in conjunction with Strukton Rail, that aims to provide high precision track measurement, data analysis



and maintenance engineering support. This capability will provide a supplementary service to existing asset management skills provided by John Holland.

- The experience we have gained and the success we have demonstrated on Sydney Metro Northwest and the Glenfield to Leppington Rail Link, including safety and financial improvements, have enabled us to map a systems integration and assurance methodology that is transferable to other business sectors, including road traffic, airports, hospitals and correctional facilities.

With a focus on collaboration, risk management and continuous assurance, this industry-leading methodology is uniquely positioned to deliver for our customers.

Further capacity building in the business will include recruiting global expertise in the metro, light rail and freight logistics sectors. Adding team members with a proven track record in these sectors across diverse geographies, including Australia, North America, Spain and the United Kingdom, will secure John Holland's positioning as the premier transport solutions provider in Australia, while continuing to grow our presence abroad.

FUTURE DIRECTION

The future success of John Holland's Rail offering is underpinned by our recognition that mobility is fundamental to ensuring a good quality of life for our communities, and to supporting economic prosperity. This knowledge continues to guide everything we do.

We will continue to meet the challenges of the rail market by delivering engineering excellence and innovation. This includes utilising our unique expertise as a leading end-to-end rail transport solutions provider to explore opportunities across domestic and international markets.

These opportunities range from Transit Oriented Developments; to delivering solutions for passenger and freight operations and logistics across urban and regional networks; construction of new and existing infrastructure across metro, light and heavy rail; and forming additional strategic relationships with technology partners to further enhance our offering to rail customers.

By meeting the integrated system needs of the societies we live in, we will generate growth, while strengthening our globally recognised brand as a provider of smart transport solutions.

↑
CONSTRUCTION OF THE NEW TRACK ON THE LEVEL CROSSINGS REMOVAL PROJECT, MELBOURNE, VIC

↖
METRO TRAINS MELBOURNE FRANCHISE, VIC

←
CONCORD STATION, NORTH STRATHFIELD RAIL UNDERPASS, SYDNEY, NSW



DEVELOPMENT & INVESTMENTS

Tom Roche
EXECUTIVE GENERAL MANAGER
DEVELOPMENT & INVESTMENTS

The formation of the Development & Investments Group (D&I) in late 2015 was a key milestone in the activation of John Holland's new business model.

D&I adds significant project origination, development and investment capabilities to our core design and construction, and operations and maintenance capabilities. Through fully integrating these capabilities, John Holland can now proactively provide customers with tailored end-to-end project delivery and operational solutions. In markets where customers' projects are becoming ever more complex, John Holland has a unique opportunity to influence its own future direction and growth by partnering with customers to deliver their objectives.

A LEADING TEAM

D&I has built a team with extensive experience across the infrastructure, building, rail and real estate development sectors. The D&I Group now has the key specialist capabilities required to proactively conceive solutions that address customers' needs, including project finance, equity investing, property and infrastructure development and management, mergers and acquisitions (M&A), as well as critical legal and commercial support expertise.

These capabilities, coupled with the financial and technical backing of China Communications Construction Company Ltd (CCCC), have equipped D&I to provide specialist support to the Business Groups, enabling them to capture growth opportunities unavailable prior to our new ownership.

CHANGES IN MOTION

By late 2015, there were promising signs as to the opportunities that D&I could help the business to generate. A number of these opportunities are now being secured by D&I. Work began on a number of fronts in late 2015 and since then we have had some impressive results:

- In the infrastructure sector, Financial Close has been reached on the Capital Metro project. John Holland is a joint venture partner in both the construction and operations and maintenance, as well as an equity investor.
- We have commenced development of the Calvary Private Hospital in Adelaide, where we are both the constructor and an investor.

- We are negotiating a site acquisition for a commercial office development in Queensland in joint venture with Charter Hall Prime Office Fund. John Holland will be both the developer investor and constructor.
- We are actively pursuing a number of exciting urban renewal projects, including the Old Royal Adelaide Hospital project in South Australia.

PARTNERSHIPS ARE KEY

We are committed to developing market leading solutions with high quality local and international strategic partners. D&I is working with John Holland Business Groups and our regional teams in conjunction with our partners to provide advice and assistance in the areas of design and construction, financial and legal structuring and overall bid management of these projects. We see effective strategic partnerships as a key component of our future success.



FUTURE DIRECTION

Looking forward, D&I will focus on originating development, investment, design and construction, and operations and maintenance roles on a range of significant, mostly greenfield, infrastructure and real estate project opportunities.

In particular, we will concentrate on transport-oriented developments where John Holland can fully integrate its infrastructure, building and transport capabilities to deliver customers end-to-end solutions.

In addition, D&I will partner with China Communications Construction Company International Holding Ltd (CCCC) and institutional investors to selectively pursue brownfield infrastructure and transport investment opportunities. We will do this in sectors where we believe we can harness John Holland's and the CCCC Group's development, technical, and operations and maintenance capabilities to offer a uniquely competitive proposition.

Another key component of D&I's capability is strong M&A experience. We have been working closely with our owner to identify opportunities to further deepen John Holland's capability to provide customers with fully integrated end-to-end solutions.

We believe that over the coming years, D&I will play a significant role in supporting John Holland's growth by enabling partnerships with customers seeking end-to-end project solutions to increasingly more technically and commercially complex problems, and by proactively creating integrated financing, delivery and operational solutions that address the trend towards ever more private financing and operation of major infrastructure assets.

↑
ARTIST'S IMPRESSION OF THE PROPOSED LIGHT RAIL STOP ON HIBBERSON STREET, GUNGALHIN, CANBERRA LIGHT RAIL, ACT

↖
ARTIST'S IMPRESSION OF CALVARY PRIVATE HOSPITAL, ADELAIDE, SA

←
ARTIST'S IMPRESSION OF A NEW A-GRADE OFFICE TOWER, NEWSTEAD, BRISBANE, QLD

←←
ARTIST'S IMPRESSION OF CANBERRA LIGHT RAIL, ACT

GROUP STRATEGY & INTERNATIONAL NEW BUSINESS

Karl Mociak
EXECUTIVE GENERAL MANAGER
STRATEGY & INTERNATIONAL
NEW BUSINESS

The acquisition of John Holland by China Communications and Construction Company International Holding Ltd (CCCC) provides John Holland with exciting new pathways to develop our market presence.

Our strategy and operating model focuses on delivering sustainable growth through a portfolio of diversified and complementary businesses, nationally and internationally, and delivering competitive solutions for our customers.

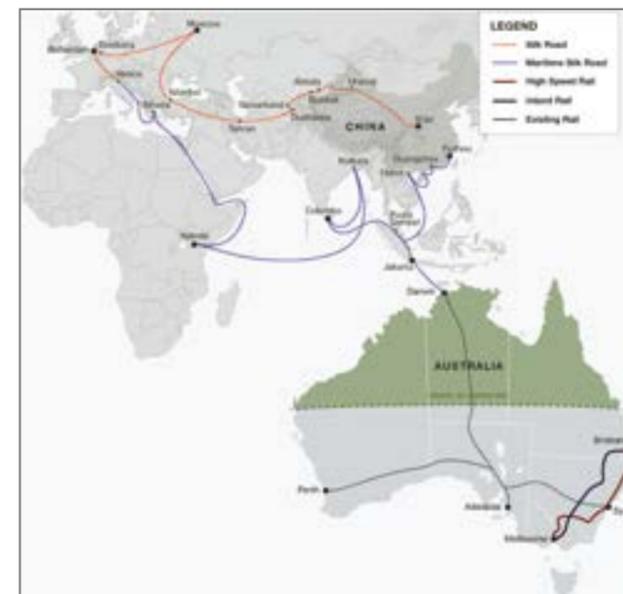
This approach captures our core values and vision, and recalibrates our focus towards enhancing our services by funding and developing our own projects, and ultimately owning and operating the assets that we build.

Throughout the year, John Holland has built capability, credibility and international presence with a range of activities, including:

- Working with CCCI partner companies to support rail operations and maintenance projects in Central Africa
- Actively supporting the China Communications and Construction Company Ltd (CCCC) Group in Singapore and Malaysia and successfully pre-qualifying for a number of major rail and engineering projects.
- Executing a Memorandum of Understanding (MoU) with one of the world's largest rail and logistics companies to work on a range of future opportunities internationally.

To reinforce and implement our strategy, John Holland continues to focus on delivering value and cost-effective solutions to our customers, building our in-house engineering excellence and accessing CCCC's global capabilities and resources relating to:

- Design expertise: In-house technical design capabilities for road, rail, bridge and port construction projects from the world's eighth largest design company.
- Technical construction knowledge: Access to the world's leading constructor of large scale bridges and port infrastructure. CCCC is also a major participant in large scale global rail and road developments in both China and international markets, and is a leading toll road owner/operator in China.



- Procurement: In-house manufacturing and system integration capabilities in steel fabrication, tunnel boring machines (TBMs), and the world's leading supplier of port cranes and dredging machinery.
- Urban planning and operation: Significant skills and experience in urban development planning for mixed-use city developments.

Whilst CCCC operates actively as an infrastructure constructor with operations in 135 countries and regions across the world, John Holland will be utilised to expand international business operations, particularly via its building, rail operations and maintenance, water and wastewater, and power generations and transmission capabilities.

FUTURE DIRECTION

The global economy is changing as a new middle class emerges. Enhanced economic power, population growth and urbanisation will increasingly define demand driven potential. Australia's population is projected to grow from 24 million (2016) to 42 million (2056). This growth presents challenges but also provides opportunities for John Holland to be involved in developing industries and supporting infrastructure capitalising on this growth.

The new John Holland business model allows us to strategically position on long term, 'Nation Building' projects, including:

- Northern Australia: investment in northern Australia is integral to John Holland's long-term growth strategy, initially with opportunities in agribusiness supported by water, waste, energy and transport infrastructure developments.
- High Speed Rail (HSR): a connected, vibrant and sustainable alternative to air travel linking capital cities in under three hours and supporting population growth of regional centres.
- Inland Rail: aimed at improving efficiency to support around 12m tonnes of freight between Melbourne and Brisbane each year – more than twice as much as there is now. This connection will provide a direct, high performance freight rail corridor and connect south-east Queensland by rail with Adelaide and Perth via Parkes.
- Freight and logistics: Australian intermodal freight has increased by 65% since 2009 and is forecast to double by 2030 and triple by 2050, requiring increased capacity freight terminals.
- The One Belt One Road: a China Government development strategy that focuses on connectivity and cooperation among countries between Asia and Europe, and consists of the land-based 'Silk Road Economic Belt' and the 'Maritime Silk Road'. Australia's position at the start of the route provides significant opportunities for future economic growth supplying trade exports towards Asia and Europe.

ILLUSTRATION OF THE ONE BELT ONE ROAD INITIATIVE TO DEMONSTRATE CONNECTIVITY TO AUSTRALIA: SOURCE GOOGLE

THE SYDNEY METRO NORTHWEST PROJECT WILL BE THE FIRST FULLY-AUTOMATED METRO RAIL SYSTEM IN AUSTRALIA, SYDNEY, NSW

SUSTAINABILITY IN ACTION

SUNDROP FARMS

Sundrop Farms is one of John Holland's most distinctive projects. Located near Port Augusta in South Australia we have designed and constructed the first solar powered, climate controlled, greenhouse facility that will be used to produce approximately 15,000 tonnes of truss tomatoes a year for metropolitan markets across Australia.

A major component of the project is the greenhouse's Solar Energy System (SES). The SES will comprise a large scale 'solar farm' comprising thousands of mirrors calibrated to reflect the sun's rays to receiving panels and a steam boiler mounted in the top of a 115m high tower. This harnessed solar energy will generate steam to drive a turbine and thermal energy storage system and the heat generated will power a desalination plant to distil seawater harvested from the Spencer Gulf into freshwater for watering the plants. The heat generated will also be used to climate control the greenhouse during the cooler months of the year.

To overcome some of the environmental challenges during the construction phase, a number of measures were implemented including the use of soil stabiliser machines and night shifts to maximise dust management controls. In addition to this, the seawater pipeline was realigned to minimise damage to trees, preserve stakeholder interests and avoid pre-existing contaminated land.

The overall aim of the project has been to minimise construction phase environmental impact and deliver to the customer an operating plant that is able to produce year round sustainable horticultural products for Australia's national grocery market and to do so with minimal fossil fuel usage.



SUSTAINABILITY

The agreement of world leaders to the United Nations (UN) Sustainable Development Goals (SDGs) this year marks an historic moment in time. It sets a unifying agenda for governments, businesses, non-government organisations (NGOs) and individuals. The new SDGs and the broader sustainability agenda aims to address the root causes of poverty and the universal need for development that works for all people.

Sustainable development in construction includes the management of all aspects of our business and projects, from day-to-day governance to the reduction of environmental impact, energy use, water use, waste and increasing social benefits to our workforce and communities, as well as returning economic value to our customers. More than ever, we need to find holistic and effective solutions to protect our vital life support systems and meet the needs of a growing human population.

Sustainability principles are embedded in all aspects of our business, from how we work through to the contributions we make to communities and our future thinking. Our approach includes a commitment to intelligently balance economic, environmental, social and governance outcomes across our projects. This includes applying innovative delivery processes and methodologies wherever practicable to protect the environment from harm, conserve natural resources and avoid waste.

We are focused on developing enduring relationships with the communities in which we operate. This involves supporting local communities through our procurement processes and building resilience by delivering lasting social and economic benefits. Fundamental to this is our commitment to local industry participation, training and supply chains. An example of our commitment to industry is our role as a founding partner with the Australian Supply Chain Sustainability School. Through this partnership, we are helping to improve knowledge on sustainability amongst small to medium enterprises, as they play a significant role in contributing to the sustainability of the projects we deliver. By adopting sustainable practices, we build a business platform that creates greater customer value, and a brighter future for everyone.

↑
SUNDROP FARMS AERIAL

←
HSE MANAGER, RICHARD LEESON & SENIOR PROJECT MANAGER, MARK BURNETT AT SUNDROP FARMS, SA



Regional

OPERATIONS

↳
GREAT NORTHERN HIGHWAY
REALIGNMENT PROJECT, PORT
HEADLAND, WA

NEW SOUTH WALES, AUSTRALIAN CAPITAL TERRITORY



Scott Olsen
REGIONAL GENERAL MANAGER
NSW/ACT

A YEAR OF ACHIEVEMENT

The John Holland team in the New South Wales/Australian Capital Territory (NSW/ACT) region worked tenaciously to secure new projects and to deliver current projects to the highest standard for our customers. Our performance was strong across a variety of sectors, including rail, building, water, and infrastructure. It was a significant occasion for our team to see the opening of the Glenfield to Leppington Rail Link one year ahead of schedule and \$300m under budget due to the hard work and dedication of the project team.

We delivered the new \$180m flagship home for the University of Sydney's Business School along with \$30m of student accommodation. This enabled the University to consolidate all Business School operations into one central location, accommodating 4,500 students and 490 staff, and to provide studio-style apartment living spaces, social common areas and meeting and study space for up to 200 students. This was one of the largest and most complex educational infrastructure projects undertaken by John Holland in the region due to the complexity of the structure, numerous stakeholders involved and adverse weather conditions.

We were also proud to unveil the new \$90m Newcastle Courthouse, the state's largest regional courthouse that is also the most secure and technologically advanced. The 12,000sqm, seven-floor complex has 10 courtrooms, a 24-hour cell complex and two tribunal rooms for Local, District and Supreme Court hearings.

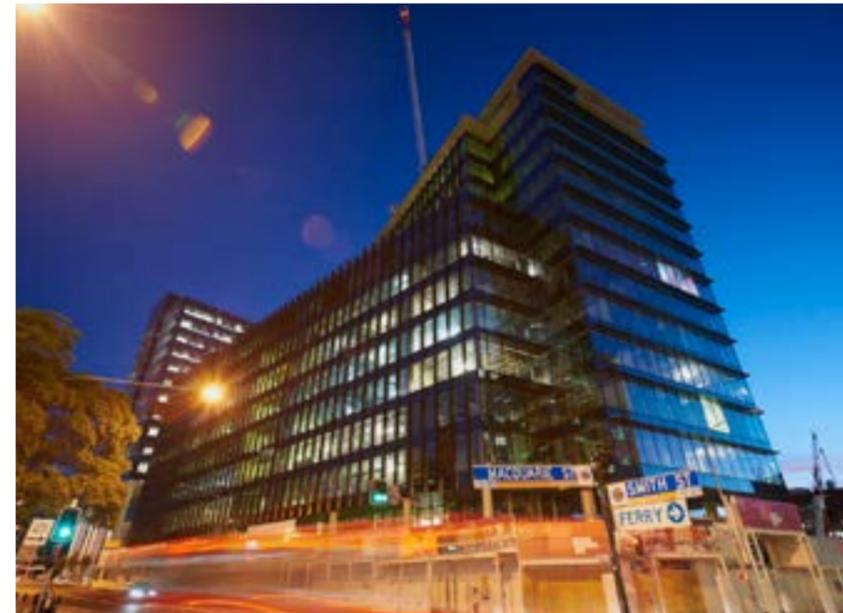
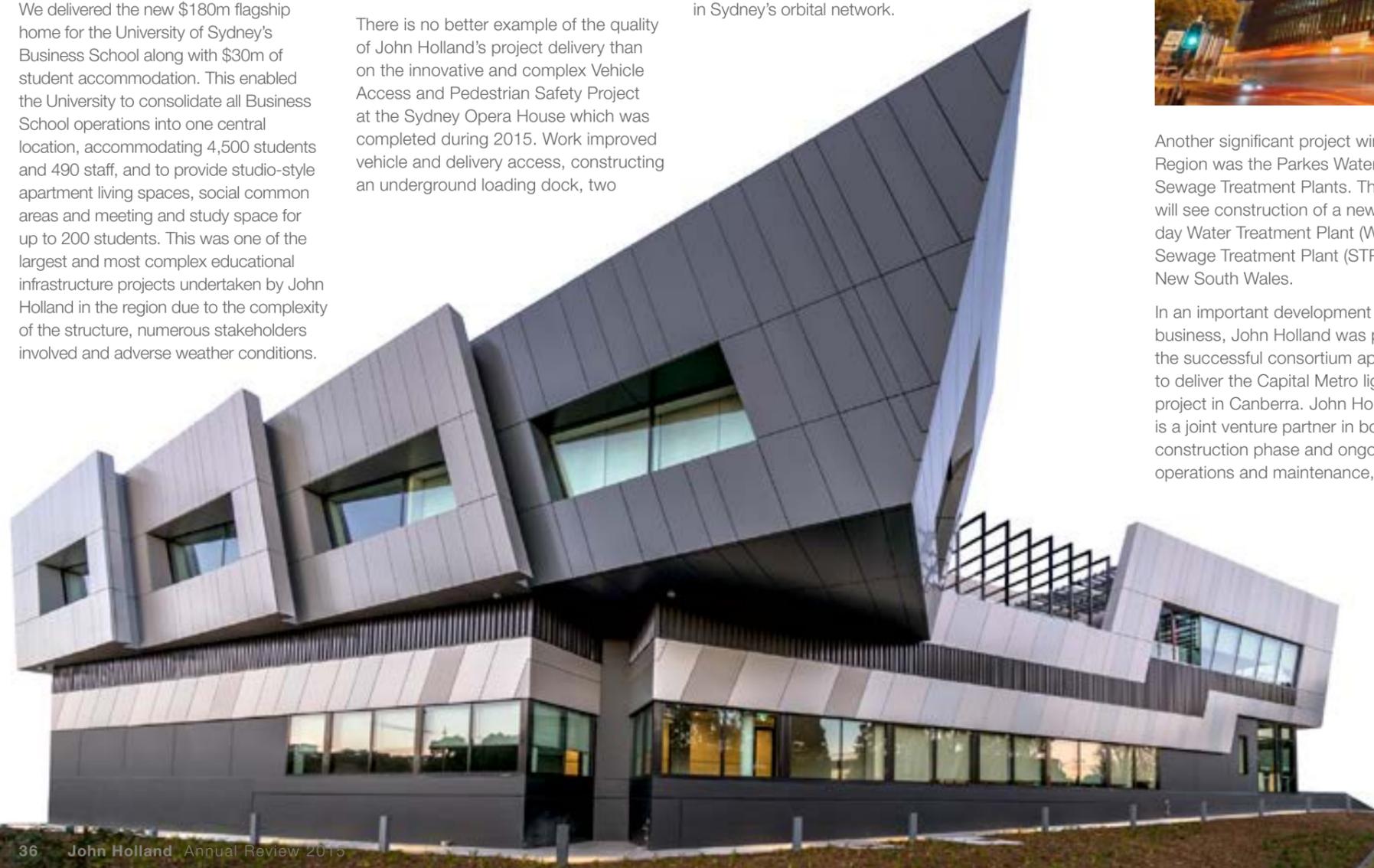
Several significant civil infrastructure projects were secured during the year to support our future pipeline of work.

PROJECT EXCELLENCE

There is no better example of the quality of John Holland's project delivery than on the innovative and complex Vehicle Access and Pedestrian Safety Project at the Sydney Opera House which was completed during 2015. Work improved vehicle and delivery access, constructing an underground loading dock, two

80m-long underground access corridors, a new underground ramp to remove the 1,000 vehicle movements per week from the public pedestrian area, and six new back-of-house lift shafts.

John Holland was selected by the WestConnex Delivery Authority to design and construct the WestConnex M4 East Motorway, in a joint venture with CPB Contractors and Samsung C&T. WestConnex is the largest integrated transport and urban revitalisation project in Australia. It brings together a number of important road projects to form a vital link in Sydney's orbital network.



Another significant project win in the Region was the Parkes Water and Sewage Treatment Plants. This project will see construction of a new 16 ML/day Water Treatment Plant (WTP) and Sewage Treatment Plant (STP) in rural New South Wales.

In an important development for the business, John Holland was part of the successful consortium appointed to deliver the Capital Metro light rail project in Canberra. John Holland is a joint venture partner in both the construction phase and ongoing operations and maintenance, as well as

an equity investor. The project will be transformational for the nation's capital, providing public transport to support a growing economy and population.

Other key project wins in the region were the 3 Parramatta Square building project, the \$75m Stage 1 Equinix Data Centre in Sydney and the Yenda Bilbul Leeton Combined Modernisation Project. We worked with our customers to provide additional support, including a \$40m integrated fit-out at 1 Parramatta Square, as well as ongoing maintenance works for BAE Lead-In Fighter Facilities at Williamtown Airport, and at the Mid-Coast Correctional Facility, Kempsey, for Corrective Services, NSW.

We continued to deliver the Sydney Metro Northwest project with our joint venture partners, with tunnelling work now complete. Sydney Metro is Australia's largest public transport infrastructure project, delivering 31 metro stations and more than 65km of new metro rail. Sydney Metro Northwest is the first stage of Sydney Metro delivering Australia's longest railway tunnels – twin 15km tunnels from Bella Vista to Epping.

FUTURE DIRECTION

New South Wales continues to lead Australia economically and in infrastructure development.

A major driver of this work is the need to meet anticipated growth demands, particularly in Sydney, which will accommodate an additional one million residents in the next 15 years. Government agencies and the private sector are expected to initiate an unprecedented level of work over the next five years. In addition, the NSW Government is also welcoming unsolicited proposals.

The NSW Government has a plan to rebuild the state as outlined in the State Infrastructure Strategy. The strategy has a strong pipeline of opportunities, particularly within transport with an unprecedented number of road and rail projects to be developed, and also in social infrastructure. In the ACT, infrastructure investment is a key priority with a planned budget of \$2.5b over the next four years to revitalise Canberra.

The NSW/ACT Region has a number of key focal points for the years ahead. We will work to maintain our outstanding reputation in the water, commercial building and rail industry sectors and further expand within the health, roads and residential construction sectors.

↑
TBM BREAKTHROUGH, SYDNEY METRO
NORTHWEST, NSW

↖
1 PARRAMATTA SQUARE, SYDNEY, NSW

←
EXTERIOR VIEW, EQUINIX DATA CENTRE,
ALEXANDRIA, NSW

NEWCASTLE COURTHOUSE

The building was designed to incorporate environmental features such as solar panels for electricity generation, energy efficient air conditioning systems and smart use of natural light; which contribute to the building's small carbon footprint.

The Newcastle Courthouse Development in Newcastle's CBD was designed to provide the Newcastle justice system with the largest and most technologically advanced court complex outside Sydney. Its bold design and striking façade make it an iconic part of Newcastle and a key landmark.

The 7-storey development includes 10 courtrooms and two tribunal rooms that ensures 'justice is seen' through improved opportunities for public access and engagement.

The courthouse complex is a podium-like structure that wraps around two street frontages. The building was designed to incorporate environmental features such as solar panels for electricity generation, energy efficient air conditioning systems and smart use of natural light; which contribute to the building's small carbon footprint.

Challenges included a complex design which required close liaison between the design and construction teams. The location of the courthouse in the Newcastle CBD involved working within a small construction footprint.

On the ground stakeholder engagement and consultation was required to minimise disruption to key stakeholders including neighbouring businesses and residents.

Project name

Newcastle Courthouse

Customer

**New South Wales
Department of Justice**

Contract completion

February 2016

Contract type

Design and Construct

VICTORIA, SOUTH AUSTRALIA TASMANIA, NEW ZEALAND

Trevor Hall
REGIONAL GENERAL MANAGER
VIC/SA/TAS/NZ

A YEAR OF ACHIEVEMENT

The market in Victoria (VIC) changed rapidly during 2015. A new Victorian Government meant a change in priorities for infrastructure projects, while South Australia (SA) and Tasmania (TAS) experienced economic constraints. Nevertheless, John Holland reached a number of milestones during the year in review.

We completed construction of Melbourne's Ringwood Station and Bus Interchange Upgrade, serving more than 5,000 rail commuters and 1,300 bus passengers daily. This was achieved while maintaining full rail and bus operations during construction.

For the first time in Australia, we installed polycarbonate modular roofing for the station concourse, delivering a high quality architectural finish and environmental benefits by maximising the flow of natural light and minimising the need for artificial light.

Despite subdued market conditions, the year saw a pipeline of work emerge with the Victorian Government launching a significant infrastructure program of works. This period saw the industry compete vigorously for specialist resources and talent.

PROJECT EXCELLENCE

It was an exciting time for the region, with a diverse range of projects underway. Construction of the Ravenhall Prison in Melbourne's west began in early 2015, and also featured considerable innovation. Our use of pre-fabricated prison cells for this project was an Australian first.

We also commenced work on four of the State Government's Level Crossing Removal projects at Burke Road, North Road, Mckinnon Road and Centre Road. These were the first of the 50 level crossing removals planned for Victoria. The \$530m project will reduce congestion, improve safety and improve public transport with new, more accessible stations and connections to trams and buses.

Work continued on the Melbourne Airport Drive and Steele Creek North Stormwater Enhancement project. This involved a 3.3km extension of Airport Drive to deliver a direct route from Melbourne's west to Tullamarine Airport, providing easier access for around 15% of airport road users. It involved realigning a 2.3km water main, design and construction of retarding basins, stormwater conveyance piping, recycled water mains, hard and soft landscaping and lighting and shared user paths. This project re-established John Holland's credentials as a partner of choice for future Melbourne Airport work.

We further grew our water business in the region. After successfully completing the Barwon Water capital works program and the South Australian Network Integration and Ancillary Works in 2014, our expertise in water continued to be recognised by our customers, with John Holland viewed as a trusted partner in the delivery of water infrastructure. We were successful in winning and delivering a diverse range of projects with Melbourne Water, underscoring our expertise in water projects. We also secured the Amaroo Pipeline project for Yarra Valley Water.

In Auckland, New Zealand, we continued to work with Watercare on our 10th consecutive section of work for the city's water and wastewater provider. Along with our joint venture partner, Fulton Hogan, we built a 25km section of pipeline through Auckland city, from Manukau to Epsom, to ensure security of future water supply and to cater for population growth.



In Tasmania, we were awarded the Royal Hobart Hospital Redevelopment Project. This complex project will involve construction of a 10-storey inpatient facility called K-Block, and require the highest level of interface planning, infection control and safety planning as we work within a busy hospital environment. It will also require careful construction staging as we build new areas and move people from existing structures, with minimal disruption to patients, staff and visitors.

We continue to have positive exposure to the agribusiness sector. Work continued on the expansion of the Sundrop Farms arid climate agricultural operations. With a facility roughly the size of 40 football fields, the greenhouse will use sunlight reflected from a 30-hectare field of mirrors to produce around 15,000 tonnes of truss tomatoes for metropolitan markets across the country.

FUTURE DIRECTION

After coming through a challenging time for the industry in the region, we are now entering a more buoyant period for the market.

We have geared up for the Victorian Government's major transport projects and are positioned to contest construction as well as broader development projects in Victoria, South Australia, Tasmania and New Zealand.

The year ahead provides significant opportunities to support our customers, partners and suppliers, to provide value adding solutions and strengthen our capability to enable sustainable growth.

We will build on our reputation for innovation and engineering excellence, our track record of working within complex, brownfield and live sites, and strengthen our emphasis on our engagement with local communities.

↑
PROJECT COMMISSIONING MANAGER, STEFAN HULSBOSCH AND SENIOR PROJECT MANAGER, MARK BURNETT, SUNDROP FARMS, SA

↖
HUNUA NO. 4 WATERMAIN PROJECT, NEW ZEALAND

←
THE NEW GARDINER STATION AT BURKE ROAD, GLEN IRIS, DELIVERED AS PART OF THE LEVEL CROSSING REMOVALS PROJECT, VIC



LEVEL CROSSING REMOVALS PROJECT

These important projects will deliver significant safety improvements for drivers and pedestrians, make it easier to predict travel times and enable more trains to run more often and on time.

An Alliance consisting of John Holland, KBR, VicRoads, Public Transport Victoria (PTV), Metro Trains Melbourne (Metro) and the Level Crossing Removal Authority is working to remove the level crossings at Burke Road Glen Iris, North Road Ormond, McKinnon Road McKinnon and Centre Road Bentleigh.

These projects are part of the Victorian Government's \$2.4b plan to remove at least 20 level crossings by 2018. These sites form the basis of a long-term strategic plan being developed to remove all 50 level crossings by 2022.

Our works include removing the level crossings by lowering the rail lines, reconstruction of local stations as well as improvements to the road and public transport connections.

These important projects will deliver significant safety improvements for drivers and pedestrians, make it easier to predict travel times and enable more trains to run more often and on time.

← BENTLEIGH STATION PART OF CENTRE ROAD, LEVEL CROSSING REMOVALS PROJECT, VIC

Project name
Level Crossing Removals project

Customer
Level Crossing Removal Authority

Contract completion
Late 2016 (the Burke Road section of work is already complete)

Contract type
Alliance

QUEENSLAND & NORTHERN TERRITORY

David Balmer
REGIONAL GENERAL MANAGER
QLD/NT

A YEAR OF ACHIEVEMENT

John Holland's performance in 2015 in its Queensland (QLD) and Northern Territory (NT) Region was steady, with exciting and challenging projects during a period of slow economic growth and subdued market conditions.

The region provided projects in the civil, energy, resources, marine, building and utilities sectors, undertaken on behalf of private and public sector customers.

Of particular note were the excellent results achieved on the award-winning New Farm Riverwalk Project in Brisbane, restoring the Riverwalk after it was torn from its moorings in the devastating 2011 floods.

Our team on the Wiggins Island Coal Export Terminal (WICET) Stockyard delivered the greenfield coal terminal at the Port of Gladstone in Central Queensland, on-time and on-budget, testament to the team's performance, its safety and work ethic, capability and technical expertise.

In North West Surat, we delivered the Eurombah to Fairview Transmission Line project ahead of schedule despite project management and engineering challenges – a credit to all project partners. The team delivered impressive results in the areas of safety, environment, quality and stakeholder relations.

PROJECT EXCELLENCE

Across the region, we are proud to have assisted our customers to deliver a series of significant projects in the resources, oil and gas sector, helping to position Queensland and the Northern Territory as a key player in the burgeoning Asian gas markets.

Our Territoria Civil business continues to thrive on long-running relationships with local stakeholders and the community in the NT, evidenced by our ongoing presence on the Ichthys Onshore LNG Facilities Plant at Blaydin Point in Darwin.

Following the successful completion of three earthworks projects for our customer, JKC, we are well positioned to deliver further packages on this landmark site development.

Softer market conditions created a challenging and complex operating environment that required flexibility and adaptability.

Despite these challenges, our region continued to deliver key projects, including:

- The Yeppen South Project;
- Queensland University of Technology (QUT) Creative Industries Precinct;
- Dalrymple Bay Coal Export Terminal Offshore Pile Wrapping;
- Shoal Bay Waste Disposal Facility;
- Darwin Marine Supply Base; and
- Lismore Base Hospital Redevelopment 3A.



The way we engage with the communities in which we operate plays an important role in how we measure success. John Holland strives to leave a positive legacy. Key community projects in 2015 included:

- The Yuleba North to Blythdale Transmission Line project team in Queensland provided \$70,000 of in-kind assistance to the Wallumbilla State School P&C to undertake a facelift to key parts of the small regional township;
- The WICET project team held a number of fundraising barbeques to provide money and in-kind donations to the local community, including office equipment for the State Emergency Service (SES) in Calliope, refurbished computers to Nagoorin State School, and a clean-up team for the Gladstone community during the cyclone season;
- In Brisbane, we were a corporate partner of the Australian Red Cross, supporting their humanitarian work, blood bank donations, Karma machines and a special Christmas program to help disadvantaged children and their families; and
- We also helped disadvantaged children through our support of YWCA and Anglicare in Darwin, with a range of monetary and in-kind services.

FUTURE FOCUS

With the strength of our national specialist Business Groups, underpinned by our regional business delivery model, we will continue to provide customers with a strong offering in northern Australia.

Queensland and the Northern Territory are both experiencing a downturn in the number of major projects. At the same time, competition is increasing from local and international players. Direct public spending on public infrastructure is giving way to private sector involvement through funding structures, such as market-led investment and public private partnerships (PPPs). Federal funding contributions to State projects remains unclear and public spending remains conservative as the government works to reduce its debt levels.

Infrastructure development is receiving renewed focus with new major projects and opportunities emerging as part of the Northern Australia initiative. Although the resource and energy sector remains subdued, the region is showing signs of growth in infrastructure development associated with agriculture, tourism and hospitality, health and aged care, education and water harvesting.

Upgrades to Queensland's highways, motorways and airports are becoming a major focus and John Holland is committed to supporting the Queensland Government and its project partners. Our aim is to assist customers to further develop infrastructure initiatives and become a co-creator of value by utilising our financial and operational strengths, including where applicable, our new Development & Investments Business Group.

We aim to aggressively expand our presence in each part of this region, and build on John Holland's solid reputation. This includes a higher focus on our people, our regional centres like Darwin, and offering a broader array of services such as operations and maintenance.

↑
DESIGN MANAGER, DANIEL SCHAEFER & CONTRACTS MANAGER,
JOHN ELLEMOR INSPECTING THE HELIPAD AT LISMORE
BASE HOSPITAL -STAGE 3A, NSW

↖
BULK EARTHWORKS AT BLAYDIN POINT, DARWIN, NT

←
QUEENSLAND UNIVERSITY OF TECHNOLOGY (QUT) CREATIVE INDUSTRIES
PRECINCT- STAGE 2, BRISBANE, QLD

YEPPEN SOUTH

An emphasis on quality and self-performance was the defining point of difference in the project's construction methodology.

The Yeppen South Project involved the upgrade and duplication of the two-lane Bruce Highway between the Burnett Highway intersection and the Yeppen Roundabout to a dual carriageway four-lane highway.

The project delivers a Q100 flood level of immunity and minimises the isolation of Rockhampton and Northern Queensland from Southern Queensland through a 1.6km bridge structure west of the existing Bruce Highway alignment and a transitional embankment north of the Bruce Highway / Burnett Highway intersection to enable operation in time of flooding under contraflow conditions.

Key project elements include roadworks consisting of earthworks, pavement and asphalt works, drainage, intersection upgrades, road lighting and traffic signals. Two major bridges - Yeppen South Bridge and the Slip Lane Bridge - were also included in the scope of works.

An emphasis on quality and self-performance was the defining point of difference in the project's construction methodology. Using John Holland's own onsite pre-cast concrete plant, the project team was able to carefully balance cost, time and quality in relation to the pre-cast elements of the project. This ensured the delivery of the project six months ahead of program and to the customer's specifications, resulting in a reduction in future operational and maintenance costs.

Project name

Yeppen South Project

Customer

Department of Transport & Main Roads, Queensland

Contract completion

October 2015

Contract type

Construct only

WESTERN AUSTRALIA

Fraser Ramsay
REGIONAL GENERAL MANAGER
WA

A YEAR OF ACHIEVEMENT

2015 was a challenging year with a major shift in the Western Australian (WA) economy. Despite this we managed to secure new work in the Perth metropolitan area and continue the safe and successful delivery of track maintenance contracts with Brookfield Rail and the Public Transport Authority.

Building on the partnership developed with Main Roads WA, through the delivery of the Great Northern Highway Realignment project and the Esperance Port Access Corridor project, we were successful in securing Stage One of NorthLink WA, comprising the Southern Section from Guildford Road to Reid Highway.

Placing our commitment to diversity in the spotlight, several project based female employees were recognised at the National Association for Women in Construction awards with a winner in the 'Outstanding Achievement in Safety' award, two finalists in the 'Creating the Best Project' award and two finalists in the 'Young Achiever' award.

PROJECT EXCELLENCE

Several key projects were successfully completed during the year, both in urban and remote areas of WA. In inner-city Perth, we built Kings Square Commercial Tower 1 (KS1), a 21-level tower located on the corner of King and Wellington Streets within the Perth City Link precinct. The project delivered 22,600sqm of A-Grade commercial office space and a further 770sq.m of ground-floor retail. The building achieved a Green Building Council of Australia (GBCA) 5-Star Green Star – Office Design v3 Certified Rating, recognising 'Australian Excellence' in Environmentally Sustainable Design.

Progress at the \$1.2b Perth Children's Hospital (PCH) continued as the project heads towards the last stages of construction. PCH ranks as the most complex piece of critical health infrastructure that John Holland has constructed, and features leading-edge medical technology and state-of-the-art functional design. A key focus of the hospital design has been to create an

environment that aids the healing process by including features such as abundant natural light and fresh air and making a strong connection to the outdoors. In a first for WA, PCH incorporates support facilities for families including parent lounges on every inpatient floor and a 12-room accommodation suite that enables families to stay close to their sick children.

John Holland has been proactive in optimising the WA State Government's art budget for the project by incorporating functional art into the design, as demonstrated by the large, colourful aluminium discs on the eastern side of the building. In addition to providing sun protection during the day, the discs will be illuminated at night to provide an animated light show.

During 2015, we also completed structural, mechanical and piping works for Rio Tinto in the Junction South-West and Stockyard areas of the Yandi



Sustaining Project, located in the Central Pilbara region. This work aligned with our strategy of building full service engineering and construction capabilities across the energy and resources sector.

As part of the development of the Roy Hill Iron Ore Project, John Holland

completed the construction of trackwork from the Roy Hill mine site to Port Hedland. The new 390km heavy haul railway line consists of main line tracks, sidings, marshalling yard facilities and construction facilities. The scope of work also included building a dedicated construction flashbutt welding/logistics yard and ballast yards.

The Great Northern Highway Realignment project won the WA Civil Contractors Earth Awards recognising the high standard of project delivery and the overall benefits to the community. The project delivered 8km of new road and improved road safety by separating heavy and light vehicles, reducing road train incidents with local traffic, improving access to port and harbour areas and improving traffic flow between Port and South Hedland.

FUTURE DIRECTION

Following several years of a mining and construction boom, the result of landmark LNG projects in the north-west and State Government infrastructure projects in the Perth metropolitan area, there was a significant slowdown in the WA economy and a reduction of major projects on the horizon.

This has resulted in a reduced opportunity pipeline, and a far more competitive tendering process strongly driven by price. We will face this challenge by identifying new business opportunities away from the traditional government tender process and capitalising on our new ownership structure to investigate opportunities to create our own work. Key to this is reconnecting with our supplier network to ensure we can provide the most competitive tender prices possible.

Additionally, we will continue to vertically integrate into operations and maintenance in the energy and resources sector.



↑
ROY HILL IRON ORE PROJECT - PACKAGE 2 - TRACKWORKS, PORT HEADLAND, WA

↖
GREAT NORTHERN HIGHWAY REALIGNMENT PROJECT, PORT HEADLAND, WA

←
PERTH CHILDREN'S HOSPITAL, PERTH, WA

KINGS SQUARE COMMERCIAL TOWER 1

The tower represents one stage of the Kings Square development, which is one of Australia's most significant CBD urban renewal developments.

Kings Square Commercial Tower 1 (KS1) is a 21-level commercial office tower located within the Perth City Link precinct - one of Australia's most significant CBD urban renewal developments.

The site sits adjacent to Perth's primary transport hub - the underground train and bus stations and at the junction of four commuter cycle paths. It is also in close proximity to the city's entertainment and cultural precincts including Perth Arena and Perth Cultural Centre.

Located on the corner of King and Wellington Streets on a restricted site footprint, this new tower provides 22,600sqm of A Grade commercial office space and a further 770sqm of ground floor retail. Due to the building's height and location, being offset from the main Perth CBD, unobstructed views to the Western, Northern and Eastern directions are provided on the office floor levels.

KS1 was constructed with concurrent building works being undertaken on all site boundaries requiring critical logistical planning of construction activities. For KS1 to be successfully delivered, we could not construct and operate in isolation from the other construction activities occurring in such close proximity.

KS1 was the central building and construction site amongst all the other construction activities in the precinct and the relationships that John Holland developed with adjoining builders, authorities and stakeholders was pivotal.

Project name

Kings Square 1

Customer

Leighton Properties

Contract completion

June 2015

Contract type

Design and Construct

SOUTH EAST ASIA



A YEAR OF ACHIEVEMENT

John Holland has a strong connection to the South East Asian market with a solid history of project delivery throughout the region for more than 20 years.

Despite a slowing of economies in the South East Asian region and subdued market conditions, John Holland's performance in the region was solid.

The region provided infrastructure projects in the water and tunnelling sectors undertaken on behalf of public sector customers.

During 2015 John Holland, in a joint venture partnership, completed the state-of-the-art \$660m Hong Kong Sludge Treatment facility, the largest of its kind in the world. Located in the western part of the New Territories, and to be owned by the Hong Kong Government, the facility is critical to the region's wastewater treatment capacity and, at 2,000 metric tonnes capacity per day, this installation is the largest sewage sludge incineration facility in the world.

The plant generates its own energy, generated by steam turbines, using steam produced on site by the waste heat boilers. It exports excess power back to the Hong Kong power grid. The plant is self-sustaining and virtually self-sufficient, and combines proven technologies with leading innovations in receiving and treating dewatered sewage sludge from sewage treatment works.

Despite the subdued market conditions, the year also saw a pipeline of work emerging through the Land Transport Authority expansion program in Singapore and in Malaysia through the MRT and LRT expansion plans. Our association with other China Communications Construction Company (CCCC) Group entities in the region was also firming up with a number of joint prospects identified for future collaboration.

PROJECT EXCELLENCE

There were a number of projects underway in the region in addition to the Hong Kong Sludge Treatment Facility.

In Singapore, our tunnelling business progressed strongly on the multiple award-winning Land Transport Authority Contract C935, Downtown Line Stage 3. This project comprises the construction and completion of Sungei Road Station a four-level station box with a platform, mezzanine, concourse and link-way, along with comprehensive civil, structural, architectural, plumbing, drainage, landscaping and reinstatement works, twin bored tunnels and cross passage

We also actively progressed Land Transport Authority Contract T208 Thomson Line for the construction and completion of Springleaf Station. This involves twin bored tunnels, totalling 4.4km, substantial earthworks with a cut and cover box midway along the alignment and cut and cover tunnels at the north end of the station, and associated ancillary works. Tunnel excavation will be carried out by three slurry type tunnel boring machines (TBM).



In Hong Kong, works were ongoing on the award-winning MTR Contract SIL904 as part of the South Island Line (East) Rail project. The South Island Line (East) is a medium capacity railway covering approximately 7km from Admiralty Station to South Horizons Station on the south side of Aberdeen Harbour, with intermediate stations at Ocean Park, Wong Chuk Hang and Lei Tung. The works included construction of 1.1km of tunnels using both drill and blast mining techniques and cut and cover method and two new underground stations at Lei Tung and South Horizons with related plant and ventilation buildings. Approximately 1km was constructed by drill and blast mining techniques, with the remainder using the cut and cover method. An innovative deck loading blasting technique had been successfully implemented on this project, which resulted in significant productivity improvements and reduced impacts on the surrounding environment.

Tendering for the \$176m Land Transport Authority Contract T209, Thomson Line East Siglap Station in joint venture with our CCCC Group related entity Zhen Hua, commenced during the year. This contract provides a fantastic opportunity to continue the positive working relationship enjoyed with the Land Transport Authority.

John Holland also established an on-the-ground presence in Kuala Lumpur and Hong Kong to drive our project focus.

Our rail business actively supported CCCC Malaysia during 2015 in the pursuit of rail related projects including MRT2, LRT3 and the Gemas to Johor double tracking project for which prequalification has been achieved. Ongoing Rail based projects in this region are seen as a major opportunity in future years.

FUTURE DIRECTION

Our future view is to strengthen and expand our brand and during 2015 we developed plans to establish a permanent office to service the region and create a South East Asian hub.

South East Asian construction activities are continuing to show strong growth. We will continue to focus on Singapore which is driven by the significant pipeline of identified opportunities in tunnelling, water and rail. In addition, there will be a concerted effort in Malaysia where the opportunities are largely driven by already secured or identified opportunities by China Communications Construction Company International Holdings (CCCC). Additional maintenance and renewal rail prospect also exist in Malaysia.

Other Asian countries and markets to closely monitor will be Indonesia and the Philippines. Both with significant infrastructure development programs, participation in these countries will be dependent on the procurement model and funding source.

Our robust value proposition, built around our rail, tunnelling and water operations, means we are well positioned to grow our business in these areas as well as leveraging the skills from our building group, when high-end, complex building solutions are required.

Our rail and infrastructure businesses have identified significant opportunities throughout South East Asia that will be supported by the regional hub as we move forward.

↑ SINGAPORE SKYLINE

↖ DOWNTOWN LINE 3 CONTRACT 935 TUNNELS, SINGAPORE

← HONG KONG SLUDGE TREATMENT FACILITY, HONG KONG



PROJECT PROFILE

THOMSON-EAST COAST LINE – CONTRACT T208

The line is expected to benefit approximately 500,000 commuters and reduce travel time by half.

The Thomson-East Coast Line (TEL) is a joint line between the Thomson Line and the Eastern Region Line in Singapore.

The 43km TEL will add 31 new stations to the existing rail network, with seven interchange stations, which will link to the East-West Line, North-South Line, North-East Line, Circle Line and the Downtown Line. The TEL is expected to serve about 500,000 commuters daily in the initial years, rising to one million commuters daily in the longer term.

The project is one of many contracts awarded, and was the second tunnelling project in Singapore awarded to the John Holland and Leighton Contractors (Asia) Joint Venture.

Contract T208 covers the construction and completion of Springleaf Station, twin bored tunnels, totalling 4.4km, substantial earthworks with a cut and cover box midway along the alignment and cut and cover tunnels at the north end of the station, and associated ancillary works.

Tunnel excavation will be carried out by three slurry type tunnel boring machines (TBM), one of which will be recovered and re-launched. Construction works are scheduled for completion in 2020.

Project name

**Thomson-East Coast Line
– Contract T208**

Customer

**Singapore Land Transport
Authority**

Contract type

**Construct only
(in Joint Venture)**

Operational **SERVICES**



GROUP MANAGER EXTERNAL APPLICATIONS, TIM CRISP;
CIO PERSONAL ASSISTANT CARMEN CIPOLLA;
NET/SHAREPOINT/DATA DEVELOPER, BRODIE MATHESON;
AND FINANCIAL ACCOUNTANT DENISE LEE,
CORPORATE OFFICE – MELBOURNE, VIC

ENGINEERING TECHNOLOGY & INNOVATION

Karl Mociak
EXECUTIVE GENERAL MANAGER
ENGINEERING TECHNOLOGY & INNOVATION

The Engineering Technology & Innovation (ETI) Business Group ensures we continuously harness knowledge, capability and innovation to create uniqueness and global competitiveness.

LEVERAGING CCCC

Leveraging China Communications Construction Company Ltd (CCCC) Group capability to promote engineering excellence, innovation and competitive solutions is a key strategic objective for John Holland. One of the roles of the ETI Business Group is to provide linkages into the relevant design, manufacturing and construction entities in the broader CCCC Group. During 2015, ETI hosted visits to Australia by a number of CCCC companies or institutes, including the Highway Planning Design Institute (HPDI), the First Harbour Design Institute (FHDI) and the Planning Design Institute (PDI).

We also hosted visits from Shanghai Zhenhua Heavy Industries Co Ltd (ZPMC) and First Harbour Engineering Company (FHEC). ZPMC has a large steel fabrication business and also manufactures a wide range of equipment such as container cranes and bulk materials handling machinery. FHDI carries out a wide range of construction activities including ports and waterways, airports, civil and industrial buildings and roads and bridges.

During the year, visited a number of the projects and operations and other CCCC design, manufacturing and construction businesses in China. Of particular interest was the Bridge National Engineering and Research Centre (BNERC) being established by HPDI near Beijing, and a visit to a very large cable stay bridge currently under construction in Wuhu. BNERC illustrates the commitment of CCCC to strategic research and development. ZPMC's steel fabrication facilities near Shanghai impressed the John Holland team, as did the TBM manufacturing facilities of Tianhe in Changzhou.

Discussions with the CCCC design institutes highlighted opportunities for collaboration. HPDI team members have worked with John Holland in Australia on bids or projects. FHDI and PDI have also contributed to work by John Holland's Infrastructure Business Group on prospects in the marine sector.

All of these interactions enable us to develop an understanding of the capability and experience of the various CCCC entities, which will see John Holland leverage this capability in the future.

IMPORTANCE OF DESIGN MANAGEMENT

The role of design and design management has never been more important than it is now with the range of project opportunities in front of us. The three key tools in our design management toolbox are our design partners, our design management resources, and our management processes.

ETI has initiatives underway to help improve the effectiveness of these tools and we are re-engaging with our design partners to understand their capabilities. A new suite of national agreements will facilitate the engagement of design partners. We are creating more effective linkages inside John Holland for our design management community so that we can collaborate more effectively within our regional operations and business groups. Through 2016, we will review our design management processes and ensure that they are best practice and meet the requirements of our projects and customers.



BIM IS CHANGING OUR BUSINESS

Building Information Modelling (BIM), or digital engineering, is changing the way we do business. John Holland already has an enviable track record of effectively using BIM on projects. ETI will look to promote the adoption of digital engineering across all facets of the John Holland business to maximise the advantages that become available from this technology through a project's life cycle.

PROCUREMENT AND GLOBAL SUPPLY CHAIN

Becoming part of the CCCC Group of companies opens up strategic opportunities to develop a global supply chain for construction and manufactured products. ETI will establish a robust procurement model that includes manufacturers and suppliers in China as well as other supply opportunities on a global scale.

INNOVATION AND TECHNOLOGY

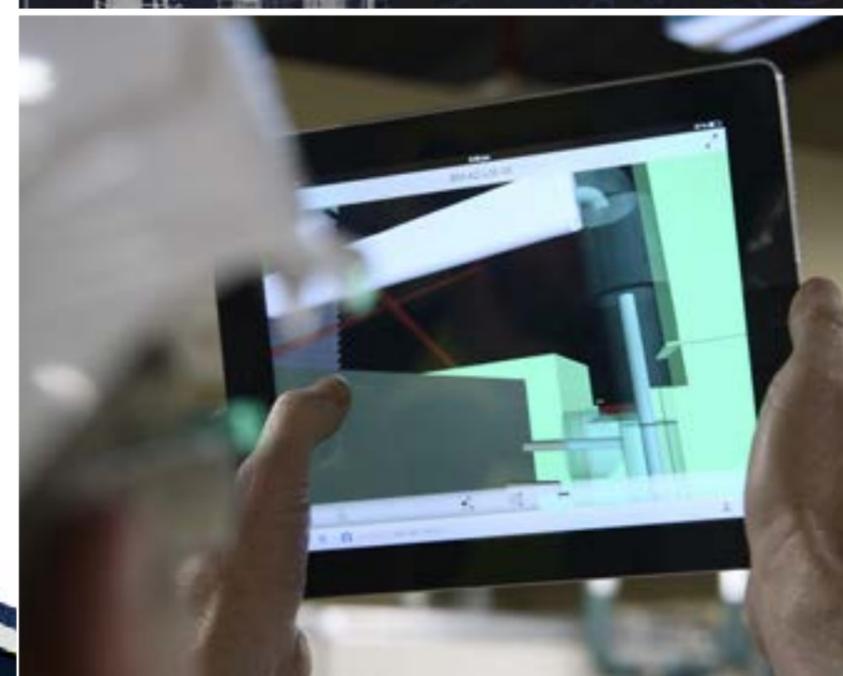
Further out, ETI will focus on new technology opportunities and innovation made possible by internal connectivity and external linkages and engagement with technical societies, institutions and universities. We will also take advantage of opportunities to jointly work with CCCC companies on emerging technologies.

Through the provision of technical support and innovation leadership across the business, ETI will contribute to John Holland being able to harness knowledge, capability and innovation to create competitive advantage and lead global technical excellence.

TECHNOLOGY DIAGRAM

BIM & IPAD TECHNOLOGY ADOPTION ACROSS JOHN HOLLAND

3D RENDERING OF THE ABERCROMBIE PRECINCT REDEVELOPMENT PROJECT AT THE UNIVERSITY OF SYDNEY, NSW



RISK MANAGEMENT

Greg Cain
EXECUTIVE GENERAL MANAGER
OPERATIONAL RISK

In order to maintain the focus on effective risk management and to implement John Holland's business strategy, the business has brought together subject matter experts from across the business into its Operational Risk team.

The team delivers commercial, pre-contract and risk services to the operational areas of the business as well as ensuring an efficient delivery of operational human resources and health, safety and environment services.

OPERATIONAL SYSTEMS IMPROVEMENT

The operational systems improvement team holds responsibility for integrating improvements to business tools to drive a more effective and efficient delivery environment. Drawing on diverse industry and professional backgrounds, our team is committed to challenging, reviewing and improving John Holland systems, tools and processes to support operational requirements.

Applying a project management discipline to organisational improvement programs, the team developed and implemented an approach to the prioritisation and consistent management of prioritised improvement programs.

With a Governance Committee of operational and corporate senior leaders, this group drives the analysis and selection process of proposed multi-disciplinary improvement initiatives with targeted and measured delivery outcomes. Program leads are supported to provide regular tracking and reporting of progress to the Executive Leadership Team, further strengthening the discipline and consistency of outcomes.

PRE-CONTRACTS AND PLANNING

The pre-contracts and planning teams focus on three streams - planning, estimate reviews and pre-contracts systems and governance.

- Planning involves the provision of support and guidance to our pre-contract and project planners;
- Estimate reviews provide assistance and support to bid teams during the bid development phase; and
- Pre-contracts systems and governance produce business-wide pre-contracts reports to oversee pre-contracts systems and processes, and operational systems improvement.

RISK MANAGEMENT

The John Holland value system is driven by the returns generated from the risks accepted and managed successfully, making risk management fundamental to how we conduct our business.

The risk management team's purpose is to provide John Holland with risk management governance and capabilities that are tailored to drive optimum business performance. The team engages with the business to ensure that the critical controls of the key risks to our strategic objectives are managed within the overall corporate governance framework.

PEOPLE PERFORMANCE

Attracting, retaining and developing the capability of our people is a core part of our employment value proposition and is vital in supporting our strategic growth objectives. The people performance team implemented a number of new initiatives in 2015. Our people capability focus was strengthened with the embedding of the Leadership Framework across the organisation. The framework has been incorporated into the annual performance management and development process,

which ensures the setting of clear, consistent expectations of leadership behaviour at each level of the organisation.

It was instrumental in the implementation of John Holland's business model which required a significant program of internal and external recruiting to fill the key executive and senior leadership roles. The framework is also critical in ongoing team development, complemented by a significant expansion of tailored and innovative online learning. The team designed, procured and implemented more than 52 online learning modules in areas ranging from company and project specific induction programs to business conduct and risk management. Team members embraced these learning opportunities with more than 8,103 online learning modules completed. These were extended to subcontractor modules, resulting in 10,319 online learning modules being completed in 2015.

An Australia-wide training matrix tool was developed and implemented. The matrix makes it easy to ensure team members have the required capabilities and training levels to work on a variety of projects.

Our increased focus on international opportunities led to a Global Mobility Framework to facilitate the movement of employees around the world. John Holland implemented a range of measures to ensure our governance requirements for immigration and taxation support our international expansion plans to enable our teams to travel and work globally.

A key requirement of our ability to tender and deliver work is to ensure we have competitive, innovative and flexible enterprise agreements across a range of sectors. A total of 18 national, regional and project specific enterprise agreements were negotiated or renewed within building, civil, engineering, rail construction and maintenance-related projects covering 1,457 people in our workforce. This not only provided security for our workforce but continues to assist in providing a platform of industrial stability for our customers.



52

ONLINE TRAINING MODULES
PROCURED AND IMPLEMENTED

10,319

ONLINE LEARNING MODULES
COMPLETED

18

NATIONAL, REGIONAL AND
PROJECT SPECIFIC ENTERPRISE
AGREEMENTS WERE
NEGOTIATED OR RENEWED

↑
TUNNELLING ON THE \$8.3 BILLION SYDNEY
METRO NORTHWEST, NSW

↖
SAFETY INDUCTION, DARRA TO SPRINGFIELD
TRANSPORT CORRIDOR -STAGE 1,
BRISBANE, QLD

←
SITE MANAGER, MATT MCCANN AND SITE
ENGINEER, STANLEY JIA, 1 PARRAMATTA
SQUARE PROJECT, NSW

PEOPLE & POLICY

Russell Cutler
EXECUTIVE GENERAL MANAGER
PEOPLE & POLICY

John Holland's success is built on its people, and to better understand the needs of our team members we have developed a customised employee engagement survey flexible enough to be utilised at a project, Region, Business Group or Group level. Working together with our Information & Communication Technology team, we were able to complete the survey and feedback process in a matter of weeks, providing valuable insights to drive real actions that benefited the team.

In Australia, our Aboriginal Engagement Strategy was renewed in 2015 and identifies four strategic pillars to ensure that we deliver on the stated aims: cultural education, employment and training, community engagements/partnerships and Aboriginal businesses/contracting.

These pillars take us beyond employment of people and how the business interacts with the external world, to determine how the knowledge and education of our employees can be increased to help them understand and effectively work with Aboriginal communities and businesses.

Moving forward into 2016, we will develop John Holland's Reconciliation Action Plan (RAP) to further drive and achieve these outcomes.

John Holland's gender diversity strategy was also renewed with specific targets put in place to attract women into senior leadership, engineering and graduate roles across the business. We are committed to becoming an industry leader and employer of choice in gender diversity through building, valuing and promoting gender diversity and inclusiveness, and achieving a Workplace Gender Equality Agency (WGEA) citation by 2020.

During 2015, we continued to deliver a holistic approach to supporting our employees with their health and wellbeing. Our programs focus on promoting physical and emotional health and wellbeing, providing tools and resources for our people and their families as well as financial and rehabilitative support.

Our dedicated team provides rehabilitation and return to work support for those employees with injuries and illnesses regardless of whether they are work related or not in aim of ensuring our workforce is fit and capable of undertaking their work safely each day. For our employees who are injured or become ill outside of work, our Employee Financial Support Plan provides income replacement, rehabilitation and return to work support.

We deliver one of the highest levels of financial support across Australia for our employees who are injured or become ill at work, combining the worker's compensation coverage with our Employee Financial Support Plan. This high level of cover minimises the financial burden of injuries and illnesses and enables our people to focus on their rehabilitation and return to work. Approximately 93% of our people injured at work in 2015 returned to work at their pre-injury hours within three months of the year ending.

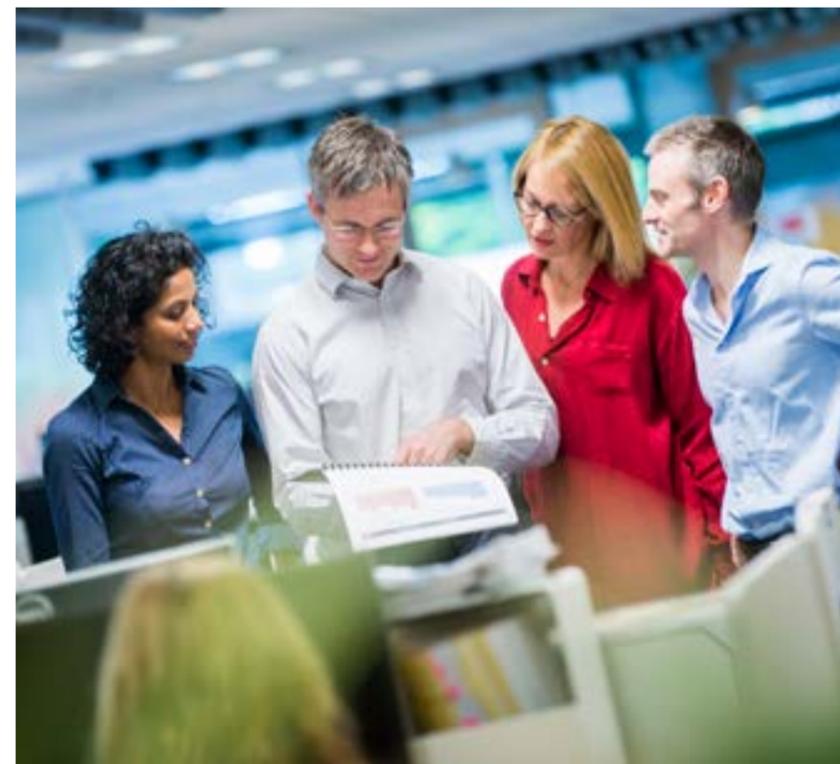
SAFETY

Safety will always be John Holland's number one priority. We have an unwavering commitment to this goal from senior management to everyone on our workforce to ensure everyone returns home safely every day.

Pleasingly, there was a 22% decrease in the number of people injured during 2015 in comparison with the previous year. Injuries requiring medical treatment fell by 40%, while those injuries resulting in alternate duties or lost time were down by 54% and 41% respectively.

This significant improvement in 2015 represents sustained improvement, measured by Total Recordable Injury Rate (TRIFR) and Lost Time Injury Frequency Rate (LTIFR), year-on-year for eight years. We ended the 2015 year better than target for these two measures by 24% and 14% respectively. This outstanding improvement has involved a significant body of work, a strong shift in mindset in the way the business approaches safety and constant review of performance. This includes our Health Safety and the Environment (HSE) Behaviours Framework and our award-winning Passport to Safety Excellence Program that provides a company-wide vehicle to embed the behaviours and key safety program elements in the way we work.

Underpinning everything we do to manage high risk activities are the Global Mandatory Requirements (GMRs), which set the minimum safety standards required for workplaces and clearly outline expectations and most importantly provide guidance on how we can prevent harm. In 2015, as a result of ongoing consultation within the business, three new GMRs around critical environmental activities were introduced. Since introducing our GMRs, we have trained more than 6,500 employees and undertaken over 2,300 GMR Assessments across the business.



FUTURE DIRECTIONS

To support the new business model, a rejuvenation of the company culture and what is required to position the business for future success in multiple markets is a clear focus. Core to the successful delivery of the company strategy is the capability of our leaders. We are working towards implementation of a formal succession and development program to ensure a strong pipeline of future leaders for senior and critical roles.

In conjunction with the People Performance team, we will be developing a more structured program focused on career diversity and opportunities for people to take ownership of their careers, both through different types of experiences and formal development programs.

↑ WEST CAMDEN WATER RECYCLING PLANT, NSW

↖ RENUKA SABARATNAM, GROUP MANAGER SUSTAINABILITY; JEREMY PARNELL, FINANCIAL PLANNING & PERFORMANCE MANAGER; REBECCA ATKINSON, CULTURAL PROGRAM MANAGER; AND ASHLEY WOOD, GROUP FINANCIAL CONTROLLER, MELBOURNE, VIC

← YANDI SUSTAINING PROJECT TEAM, WA

PEOPLE & POLICY

SYSTEMS IMPROVEMENT

We continue to drive increased focus and application of the Safety, Quality, Environment (SQE) Risk Management process as the key planning and risk management framework across workplaces and project lifecycles so that it's applied at the tendering, contract award, set up, delivery, commissioning and demobilisation phases of projects. This has been a critical factor in changing the culture and practices to incorporate safety in how we do business.

The safety valuations process places the same level of importance on understanding, reviewing and discussing safety performance and outcomes as that applied to the business' financial performance.

Underpinning everything we do to manage high risk activities are the Global Mandatory Requirements (GMRs), which set the minimum safety standards required for workplaces and clearly outline expectations and most importantly provide guidance on how we can prevent harm. In 2015, as a result of ongoing consultation within the business, three new GMRs around critical environmental activities were introduced.

Work continued to further embed the GMRs across the business to ensure all team members undertake the required awareness training. Ongoing compliance assessments and reviews enable us to identify trending associated with high risk activities and effectiveness of the business' risk mitigation strategies.

Since introducing our GMRs, we have trained more than 6,500 employees and undertaken over 2,300 GMR Assessments across the business.

CULTURE

In looking at behaviours that contribute to safe and unsafe work practices, we developed the HSE Consequence Management Framework to promote consistency and fairness across the business. This is a tool that assists managers to identify, reward and encourage positive behaviour and provide guidance for managing behaviours that fall below expectations.

Leaders across the business are committed to John Holland's vision to 'know everyone will return home safely every day'. This is supported by an Executive Safety Leadership Team where a group of senior leaders meet regularly to monitor progress against targets and share lessons learned across the business.

STRATEGY IMPLEMENTATION

John Holland's 2012–2015 safety strategy initiatives are now complete and the achievements and outputs from programs continue to support and underpin everything we do, making a significant contribution to critical risk management and significantly improving safety standards and collective behaviours.

During 2016, we will critically review what has been achieved and assess effectiveness of the programs in order to evolve the strategy for 2017–2020.

The next three years will see us focus on driving critical process accountability and discipline and continuing to evolve and mature the safety culture in support of the business' safety vision.

ENVIRONMENT

John Holland has a strong commitment to operating in a sustainable manner, to protecting the environment from harm, and to conserving natural resources, avoiding waste, and applying innovative delivery processes and methodologies wherever practical.

Environmental excellence is underpinned by our ISO14001-certified EMS and the three Global Mandatory Requirements for environment, which were implemented in 2015: site environment management; clearing, water management and earthworks; and resources, recycling and waste management.

We recognise that relationships with industry bodies, suppliers, customers and local communities are key to our success. In 2015, we continued our partnerships with the Infrastructure Sustainability Council of Australia (ISCA), Green Building Council of Australia (GBCA), and the Australian Construction Association (ACA).

John Holland is also a founding partner of the Supply Chain Sustainability School in Australia, a not-for-profit initiative established to help small and medium-sized businesses involved in construction, property and infrastructure to improve their sustainability knowledge.



COMMUNITY

Our commitment to supporting the local communities in which we work stems from the desire to leave lasting legacies long after our projects are finished. During 2015, we provided a range of both financial and in-kind assistance to various educational, sporting and cultural initiatives for communities around our project sites across Australia. With many of our projects operating in highly urbanised areas, we recognise the importance of open communication and understand that it's key to maintaining effective relationships with the community.

We maintain contact with our local communities to provide information about our projects through door knocking campaigns, regular meetings, newsletters and activity advice letters. We are dedicated to local industry participation and contributing to the economy through upskilling and labour hire on all of our projects, as well as sourcing materials and plant equipment from the region. Our aim is to make a valuable contribution by providing infrastructure and employment opportunities to help create safe, healthy and sustainable communities.

CASE STUDY: SYDNEY METRO NORTHWEST

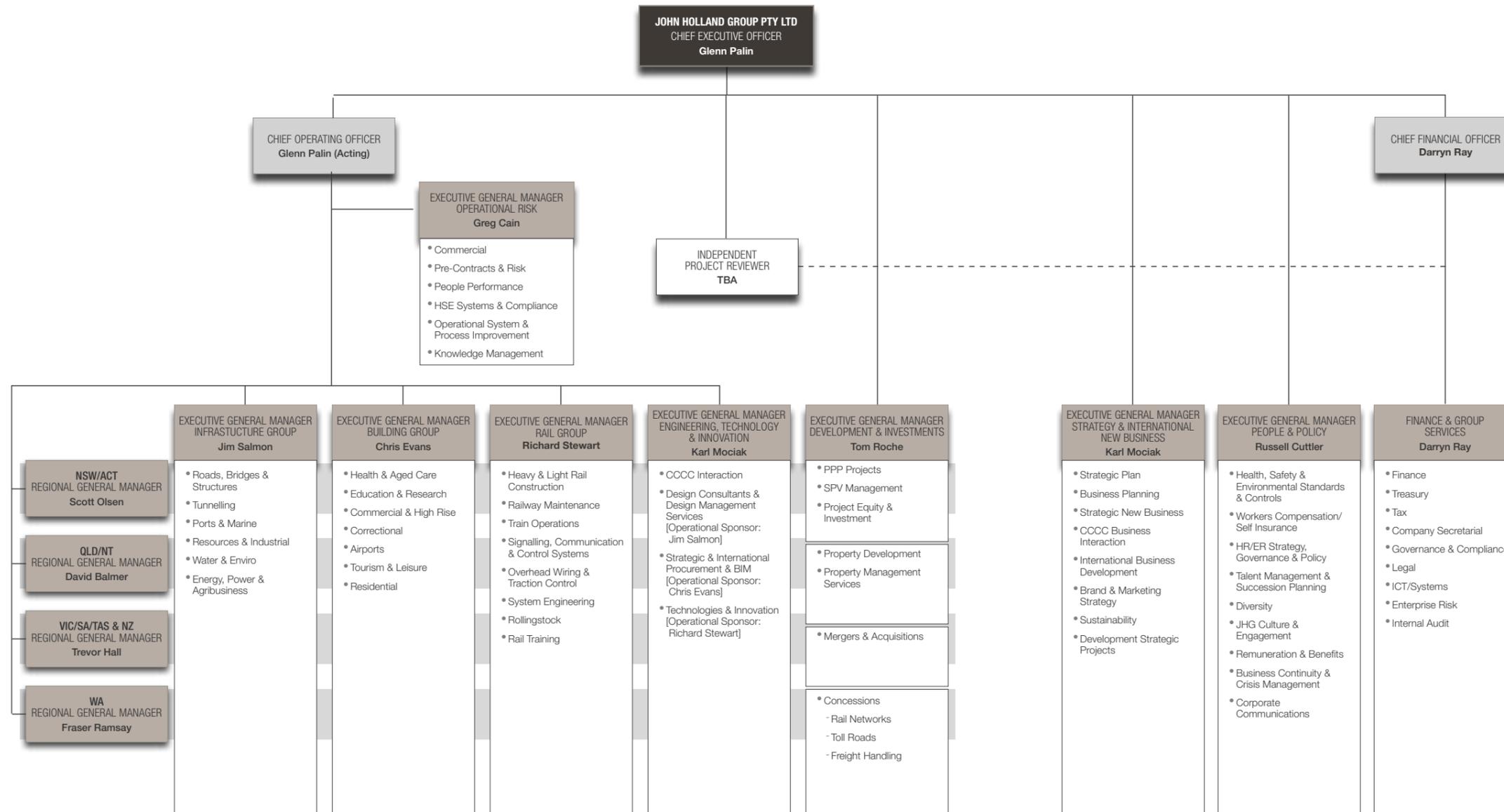
The team at Sydney Metro Northwest Tunnels and Station Civil Works raised \$520,000 for Bear Cottage thanks to the generosity of staff, workforce, subcontractors and suppliers. Fundraising initiatives included mega raffles, donating a percentage of sales from vending machines, precast yard canteen and polo shirts branded with Bear Cottage logos. The highlight of the year was a gala dinner for subcontractors and other special guests which raised \$220,000. The project was able to grant a special wish to one of Bear Cottage's young residents, hosting him and his carer for a tour of one of the major construction sites.

↑ COMMUNITY ENGAGEMENT AT THE SYDNEY OPERA HOUSE VEHICLE AND PEDESTRIAN SAFETY (VAPS) PROJECT, NSW

↖ YULEBA NORTH TO BLYTHDALE TRANSMISSION LINE PROJECT TEAM PROVIDING ASSISTANCE TO THE WALLUMBILLA STATE SCHOOL P&C, QLD

← WATER QUALITY TESTING AT THE ICHTHYS ONSHORE LNG FACILITIES PLANT, BLAYDIN POINT, DARWIN, NT

CORPORATE STRUCTURE



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