

The main title "CONNECTING COMMUNITIES" is centered in the middle of the page. It is written in a large, bold, white, sans-serif font. The text is overlaid on a large, semi-transparent orange graphic that resembles a stylized, curved architectural element or a ribbon, which extends from the top right towards the center.

Annual Review 2016

Leppington

Powered by People

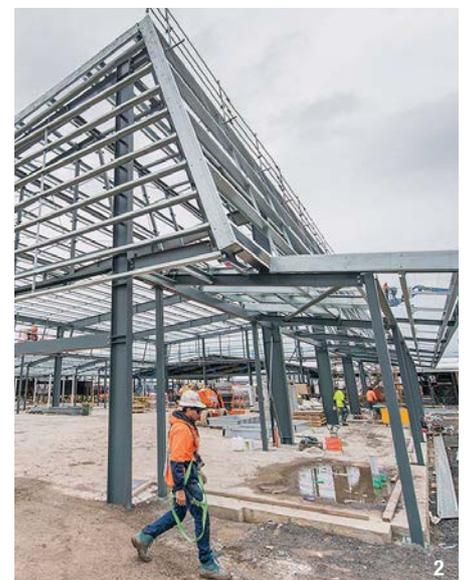
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[1] Green Square library and plaza. Image courtesy of City of Sydney and Stewart Hollenstein with Colin Stewart Architects.

[2] Ravenhall Prison, construction of a 1,300 bed facility for medium security male prisoners.

[Cover] Leppington Station, Sydney, part of the South West Rail Link.



It has been an exciting year for John Holland, as our business powers ahead in new directions. Our customers are at the heart of everything we set out to achieve at John Holland. We strive to find innovative solutions to each and every challenge on their behalf.

Our fundamental strength lies in our Building, Rail and Infrastructure Business Groups. They are recognised in the market and provide the foundation for our growth. These Business Groups work together to provide integrated, end-to-end solutions.

Whilst the company has been operating since 1949, it has also branched out significantly under the ownership of China Communications Construction Company International Holdings, particularly with the creation of the Development & Investments (D&I) business. It is exciting to consider the prospects before us.

D&I is actively pursuing opportunities in a variety of sectors. During 2016, they delivered several contract wins, including for the redevelopment of the old Royal Adelaide Hospital site and 11 Breakfast Creek Road office development in Brisbane. This is evidence of our commitment to sustain, grow and deliver at John Holland.

During the year, we also won the contracts to deliver the \$170m Airport East road project in NSW and the Mernda Rail Extension in Melbourne. Of crucial importance for these projects is our involvement in local communities. Each of our projects has a commitment to consult local residents and other stakeholders to ensure our work is conducted with the least impact and greatest benefit. We recognise the importance of our projects to their end-users, and this year saw us take strides towards being the most customer-centric and community-minded business in our sector.

And all of this is done with the utmost focus on safety. This has always been the case and we are now actively working with our customers and sub-contractors to ensure this culture continues to flourish, not just at John Holland but throughout the industry.

Our success is dependent on the ongoing commitment and tenacity of our people. I cannot offer enough thanks to the employees and workforce of John Holland, for the dedication, innovation and persistence they have shown over the past 12-months. I look forward to the year ahead, the ongoing evolution of John Holland and the continuation of our focus on finding the most ingenious solutions for our customers.

Joe Barr
Chief Executive Officer

“ I cannot offer enough thanks to the employees and workforce of John Holland, for the dedication, innovation and persistence they have shown over the past 12-months. ”





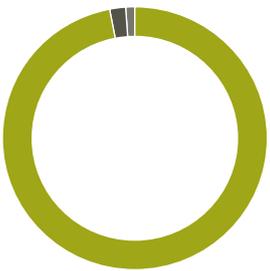
**CEO
MESSAGE**

FINANCIAL



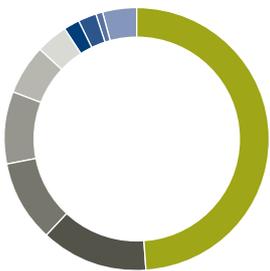
Revenue by Business Group

- %
- 35 Rail
- 32 Building
- 31 Infrastructure
- 02 Development & Investments



Revenue by Geography

- %
- 97 Australia
- 02 Asia
- 01 New Zealand & Pacific



Revenue by Market Sub-Sector

- %
- 49 Rail
- 13 Social-Other
- 10 Roads & Bridges
- 09 Health
- 06 Water
- 04 Education
- 02 Sewerage/Drainage
- 02 Resources
- 01 Oil & Gas
- 04 Other

DIVERSITY

Employee Gender



Staff

- %
- 74.91 Male
- 25.09 Female

Workforce

- %
- 98.32 Male
- 1.68 Female

Aboriginal and Torres Strait Islander participation



Staff

- %
- 1.33

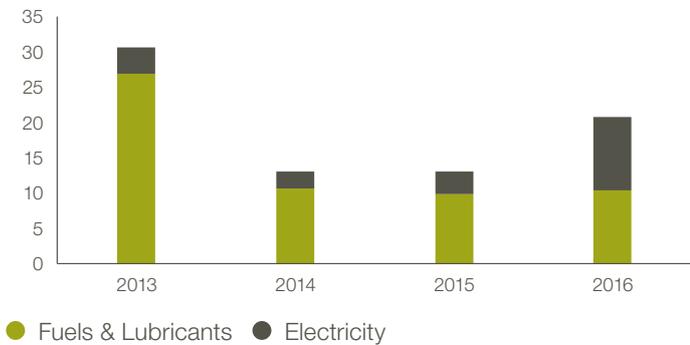
Workforce

- %
- 12.06

HIGHLIGHTS

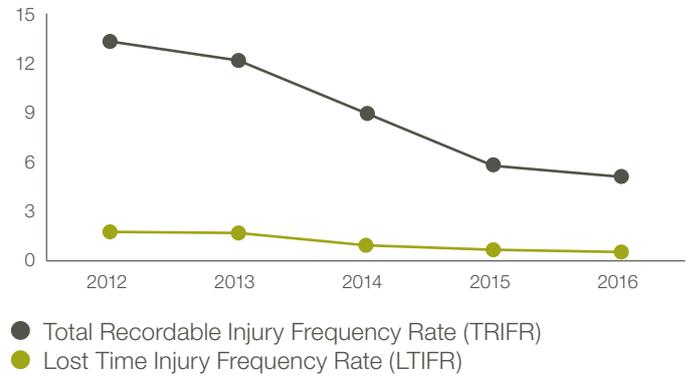
ENVIRONMENT

Greenhouse Gas Emissions (t CO₂e / \$M)

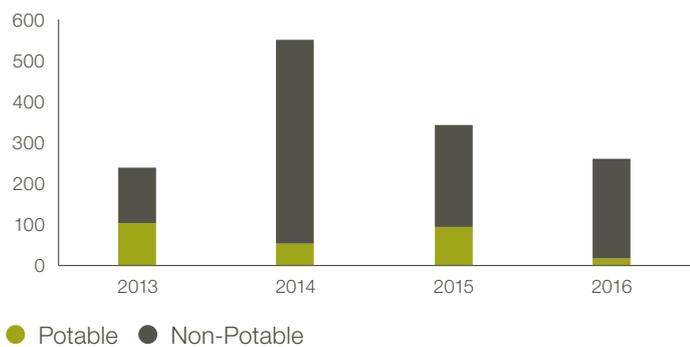


SAFETY

Safety Statistics 2012-16

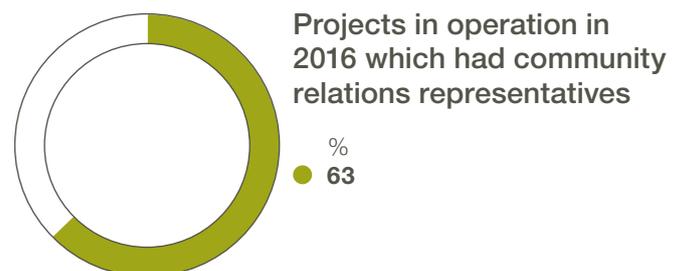
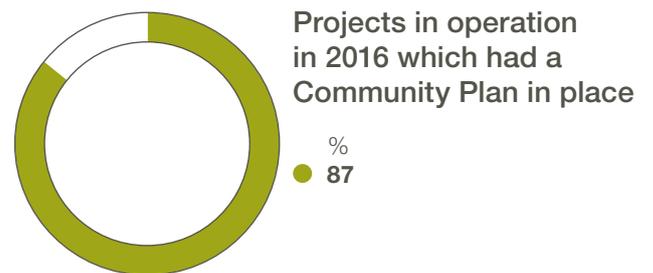
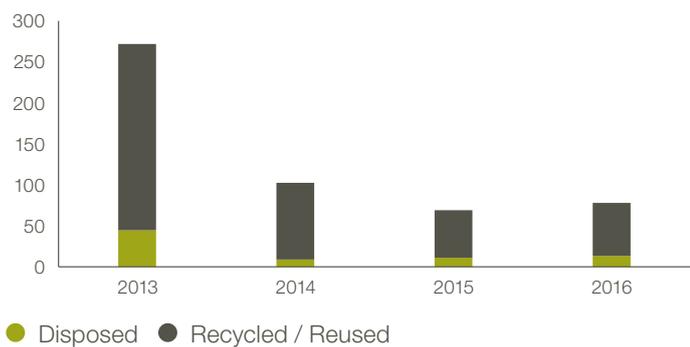


Water Use (kL / \$M)



COMMUNITY

Waste & Recycling (t / \$M)



During 2016, we celebrated the first anniversary of John Holland becoming a valuable member of the China Communications Construction Company (CCCC) team.

It was a year of strengthening the organisation, a year of solid progress and a year where our new strategy started to contribute. There were a number of significant milestones during 2016:

- The arrival of our new CEO, Joe Barr, who has brought a wealth of knowledge and innovation. At that time, we also thanked our former CEO, Glenn Palin, for his leadership over many years.
- The South East Asia Office was established in Singapore and early success achieved.
- Several new important contracts were secured, including Canberra Metro and the Melbourne Metro Tunnel Early Works, demonstrating the trust our clients have in us and the dedication of employees.

During these last 12-months, I have been impressed with the spirit and dedication of John Holland's employees. They work with passion and a drive to succeed, with an absolute commitment to putting our customers first.

I'm confident John Holland will continue to deliver growth, towards our target of doubling the size of the business by 2020. We will assiduously pursue our strategic direction, working to continually improve and adapt to market conditions, and create new opportunities.

This is evidenced by our progression during 2016. The new business model delivered outstanding success, particularly through the Development & Investments Group. Their initiative led to our being preferred with our partner in the \$1b Old Adelaide Royal Hospital redevelopment (ORAH) project.

We are now well positioned on a number of major infrastructure tenders and enjoy a very strong pipeline of work, both in the infrastructure and property development markets. We are committed to being the trusted partner of our customers. With cities getting bigger and regional areas being developed, it means that accommodation, mobility and utility services require the smart engineering solutions that John Holland is particularly good at. We are also providing whole-of-life solutions, integrating developments, investments, construction as well as operation and maintenance services.

President Lu Jianzhong
Chairman

“ I'm confident John Holland will continue to deliver growth, towards our target of doubling the size of the business by 2020. ”





CHAIRMAN'S MESSAGE

PEOPLE



Our **INDUSTRY AWARD WINS**

included:

- > Sir John Holland Civil Engineer of the Year Award, Design Manager **David Polkinghorne** [1]
- > NAWIC (WA) Outstanding Achievement in Safety Award, **Sharon Morris** [2]
- > MBA Excellence in Construction Awards, National Civil/Infrastructure Award – over \$25 million, **Chaffey Dam Safety Upgrade and Augmentation project.**



John Holland **EMPLOYEE OF THE YEAR**

- > Mike King

We raised more than **\$300,000** for **COMMUNITY INITIATIVES**

including:

- > The Humpty Dumpty Foundation [3]
- > Bear Cottage
- > Fare Share



SAFETY





The safety of our employees and workforce is our top priority.

To ensure we continue to adapt and perform at the highest standards, our Health, Safety, Environment (HSE) Passport Program underwent a redesign during 2016.

It is one of the country's leading safety programs, meeting the current needs of the business, as well as aligning with our safety vision, environmental responsibilities and relevant frameworks.

The new program is now non-accredited in-house learning, which allows for more flexibility with delivery.

INFRASTRUCTURE

“ Sydney Metro Northwest is delivering eight new railway stations and 4,000 commuter car parking spaces to Sydney’s growing North West. Trains will run every four minutes in the peak, that’s 15 trains an hour. ”



1



2



3

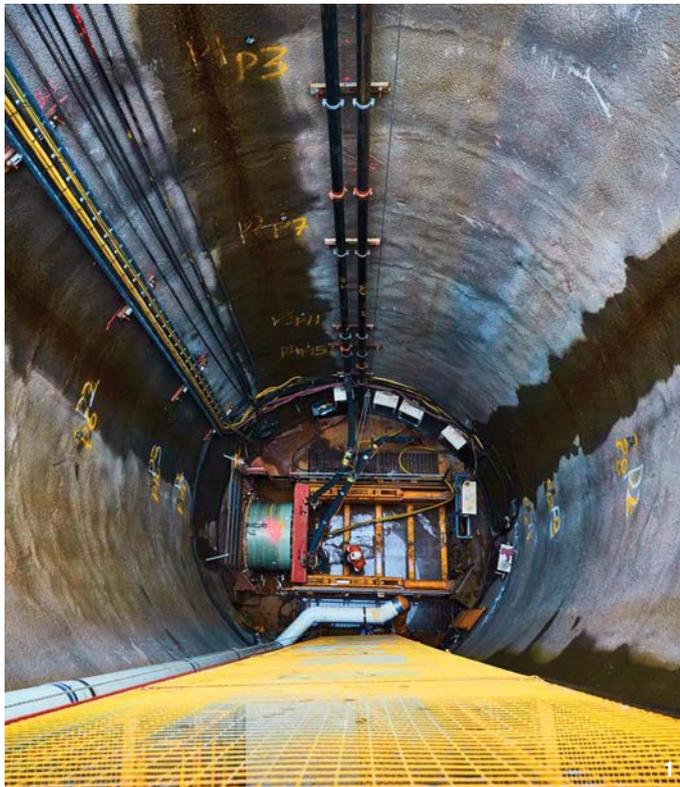
INDUSTRY SECTORS

- > Industrial & Resources
- > Intermodal Transport Networks
- > Ports & Marine
- > Roads, Bridges & Structures
- > Tunnelling
- > Power & Energy
- > Water & Wastewater
- > Dams & Storages
- > Renewables, Agribusiness & Coal Seam Gas (CSG)



4

[1-4] Sydney Metro Northwest.



- [1] Amaroo Main Sewer Project, VIC, \$125m project to lay 7km of new sewer line.
- [2] Westconnex M4 East, NSW, extending the M4 Motorway in tunnels between Homebush and Haberfield via Concord.
- [3] Parkes STP, NSW, construction of a new Sewage Treatment Plant. *Photo courtesy of Christian Uhrig.*
- [4] SIL904 Hong Kong, the new South Island Line East Contract 904 included construction of two stations and tunnels.
- [5] Metro Tunnel Early Works, VIC, site preparation works for the \$10.9b Metro Tunnel project, including construction of two access shafts.
- [6] NorthLink WA Southern Section, upgrading the Tonkin Highway from 4 to 6 lanes between Guildford Rd and Reid Hwy.
- [7] Chaffey Dam Augmentation, NSW, increasing capacity from 62GL to 100GL.

INFRASTRUCTURE



“ 3,680m³ of concrete was used for the Chaffey Dam Augmentation, along with 390t of steel reinforcement and 180,000t of quarry product. ”

A photograph of a modern, multi-level building interior. The space features glass railings with wooden handrails on multiple levels. The walls are clad in light-colored wood paneling. The ceiling has recessed lighting. The overall design is clean and contemporary.

BUILDING

“ Reflecting its standing as a world-class education and research facility, 1PSQ offers a digitally infused, technology-rich teaching and research environment. The new vertical campus is an example of how workspaces and education can combine to deliver a smart, energy efficient building. ”



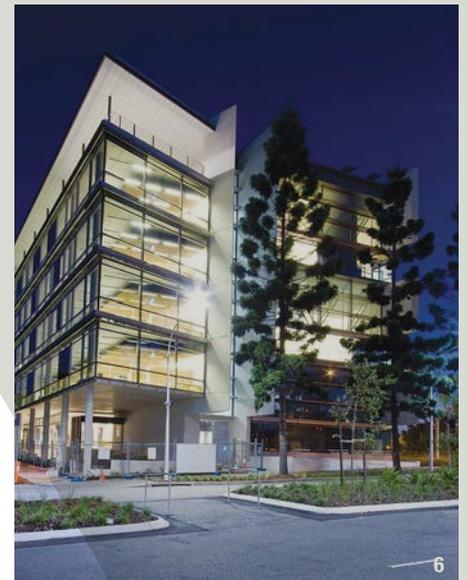
INDUSTRY SECTORS

- > Airports
- > Arts & Culture
- > Commercial
- > Industrial
- > Sports, Tourism & Leisure
- > Education & Research
- > Health & Aged Care
- > Justice & Corrections
- > Residential
- > Retail



[1-3] 1 Parramatta Square, NSW.





“ We created an environment at Perth Children’s Hospital that is designed to enhance the healing process through the use of abundant natural lighting, fresh air and green spaces. 12 separate façade systems combine to create striking exterior and interior finishes, and include an active shade feature that tracks the sun’s path. ”

- [1] Newcastle Courthouse, \$90m, construction of a new courthouse facility.
- [2] Royal Hobart Hospital Redevelopment, construction of a new hospital block.
- [3-4] Lismore Base Hospital, 11-storey building with new emergency department, renal unit and helicopter landing site.
- [5] Perth Children’s Hospital, 298-bed hospital with capacity for up to 12 operating theatres.
- [6] QUT Creative Industries Precinct, QLD, teaching and research facility.

RAIL

“ Canberra Metro will feature 13 stops along 12km of track. The light rail will bring local employment and a new industry in light rail operations, maintenance and hospitality for the next 20 years. ”





INDUSTRY SECTORS

- > Rail Franchises & Concessions
- > Asset Management & Maintenance
- > Major Urban Projects
- > Metro Rail
- > Heavy Haul, Intermodal & Freight Rail
- > Light Rail

[1-3] Canberra Metro Light Rail, ACT.

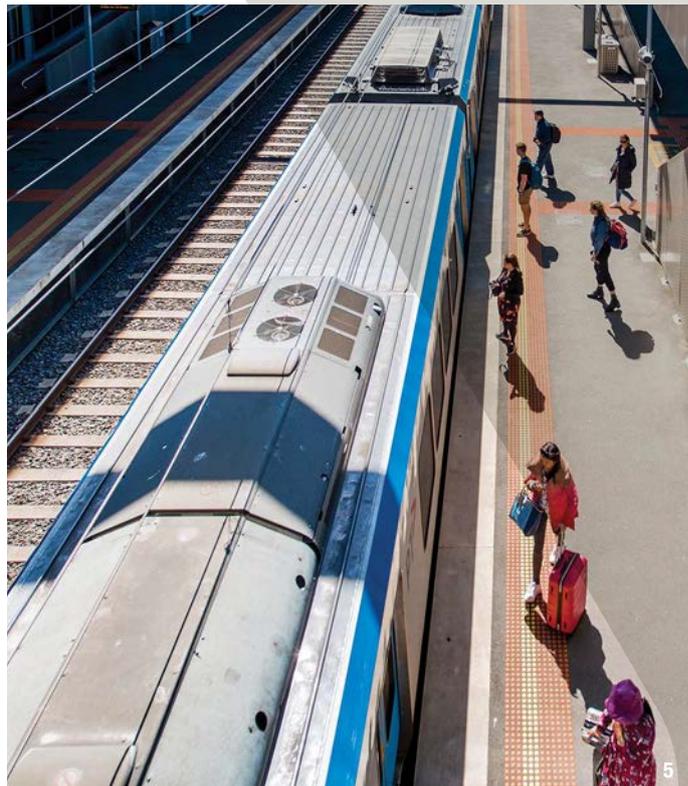
- [1-2] Country Regional Network, NSW, operation of heavy rail network in regional NSW.
- [3-4] Level Crossing Removal projects, VIC, removal of four level crossings and construction of new station precincts.
- [5-6] Metro Trains Melbourne, operation of the MTM network spanning 15 lines and 218 stations.



“ As the manager of the CRN, we maintain more than 5,000km of existing rail infrastructure throughout regional NSW, including 2,386km of operational freight and passenger lines, 600 rail under-bridges, and 384 road over-bridges. ”



RAIL



DEVELOPMENT & INVESTMENTS





INDUSTRY SECTORS

- > Project identification
- > Project finance (debt & equity)
- > Infrastructure development
- > Property development
- > Mergers & acquisitions
- > Concessions

[1] Old Royal Adelaide Hospital Redevelopment, preferred contractor to reinvigorate the ORAH site.

[2] 11 Breakfast Creek Road, QLD, Joint Venture to acquire a prime block of land to develop a new A-Grade office tower.

SUSTAINABILITY

“ Sundrop Farms will produce approximately 15,000t of truss tomatoes a year for Australians. The 20-hectare glasshouse facility is an inspirational example of how we can work to address the potential problems of tomorrow, such as water scarcity and food security. ”





We are working to achieve a number of goals for a brighter future, including:

- Our employees are healthy, motivated and socially conscious.
- Our activities are conducted ethically and promote social responsibility.
- We encourage sustainable living practices through education programs and partnerships.
- We will source our products and services sustainably.
- Our buildings and precincts are sustainable, resilient and supported by technology that enables smart, user-centred environments.
- We minimise our resource use and waste by applying closed loop principles to our business and project delivery.



[1-2] Sundrop Farms, SA.

[3] Ravenhall Prison, construction of a 1,300 bed facility for medium security male prisoners.

[4] Sydney Metro Northwest, the Northwest Rapid Transit consortium has been contracted to design, build, finance, and then operate Sydney Metro Northwest's 36km metro train service.



CONTACT US

Hunua 4 Watermain, NZ, construction of a 31km water pipeline in Auckland.

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