



COMPANY PROFILE 2018

# SHAPING TOMORROW







## **DELTA GROUP IS ONE OF THE LARGEST DIVERSIFIED CONTRACTORS OF OUR TYPE IN THE WORLD TODAY.**

**We have the financial, organisational and operational capacity to manage hundreds of projects at any one time - Australia wide.**

Our expertise has been proven across multiple disciplines in some of the world's most challenging environments and our safety record is second to none. We operate in a high risk stage of the development or asset management lifecycle and we take great pride in our people and their ability to deliver projects without incident while exceeding our client's expectations time and time again.

We are respected for a bold, innovative approach that is built on trust, integrity and teamwork. We are a genuine partner to our clients and enjoy delivering value to each project. Our ability to overcome what most see as insurmountable challenges is what sets us apart. No matter what the project demands we have the in-house resources, technical expertise and specialist trade networks to get the job done right, first time. It's why we have such an enviable track record of success and how we continue to shape the urban and industrial landscapes of tomorrow.



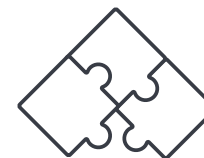
### **FINANCIAL CAPACITY**

A strong balance sheet strengthens our capacity to deploy capital in new or highly specialised plant and equipment to meet any client or project requirement.



### **ORGANISATIONAL CAPACITY**

We offer single source project solutions involving civil and demolition works, recycling and hazardous waste removal, environmental management services, specialist design and construction, and heavy plant or equipment rental.



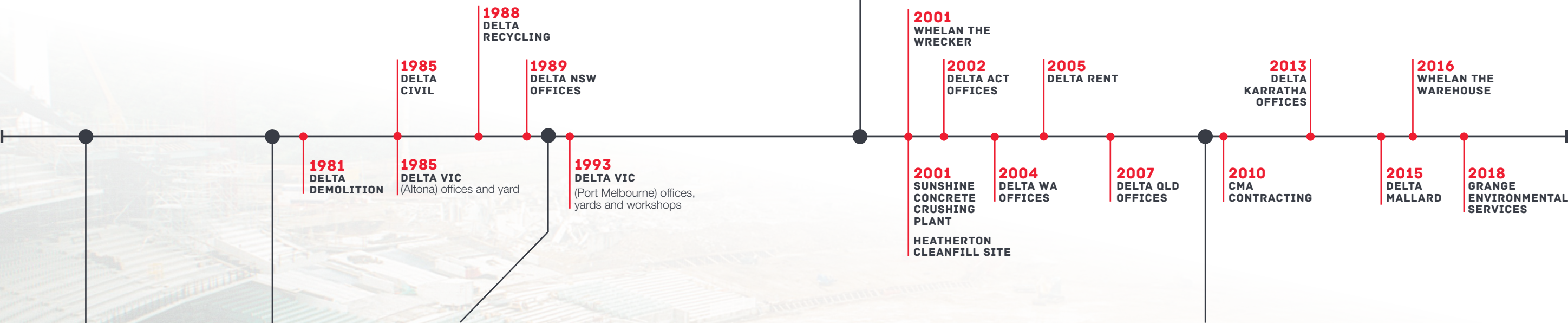
### **OPERATIONAL CAPACITY**

We have the scale and systems to synchronise our services, personnel and plant to meet the demands of any project in any location – metro, regional, remote or marine.



# HISTORY & MILESTONES

In the late 1970s Delta Group was made of founder and Managing Director Con Petropoulos, a prime mover and an excavator. Today, we have 680 staff and a fleet of more than 888 specialised plant and equipment. Over the last 40 years we have assembled a portfolio of work that includes some of the nation’s most recognised landmarks and toughest engineering challenges.



## 1970s

Our inaugural project. The demolition and redevelopment of the rural township of Yallourn North in Victoria's La Trobe Valley.

## 1980s

Our first high rise demolition. Housing Trust apartments in Collingwood, Melbourne.

## 1990s

- Our defining project and arguably one of the most visible demolition and civil engineering projects in history. The demolition of the iconic Melbourne Cricket Ground started with Sir Richard Hadlee in a Delta Excavator taking the first 'swipe' at the old Southern Stand and his nemesis - the infamous Bay 13. A decade later Delta returned to demolish the Members', Olympic and Ponsford Stands, and completed civil works in readiness for the new stadium development and the 2006 Commonwealth Games.
- The largest casino complex in the Southern Hemisphere, the Crown Melbourne development, involved Delta Group's demolition and civil engineering skills across a 510,000 sqm area – the size of two city blocks – and completely transformed Melbourne's Southbank precinct.
- Meanwhile, in Sydney we undertook what was then the tallest demolition in the Southern Hemisphere to make way for the Governor Macquarie Tower (formerly the Legal & General building).
- As the decade came to its end, Delta Group was commissioned to kick-start the Federation Square development in Melbourne by demolishing the old Gas & Fuel Corporation's Princess Gate Towers.

## 2010s

- The acquisition of CMA Contracting established Delta Group as a Tier One contractor for industrial decommissioning, deconstruction and remediation projects as well as specialist marine services. Our industrial workbook has grown with blue chip clients such as Engie, Rio Tinto, BHP, Shell, Hanson, Boral, Verve Energy and Hydro (to name a few) while our projects have attracted national and international acclaim, including the West Atlas Oil Rig Disaster in the East Timor Sea, the largest steel stack demolition in the world at the BHP Boodarie facility in Port Hedland, and the BHP Nelson Point project that was shortlisted for the World Demolition Awards.
- Within a few years of opening our ACT office, we were awarded a contract for demolition works to support the \$350m redevelopment of the Canberra International Airport. With the airport fully functional throughout the project, we worked under strict air side conditions as part of the Aviation Security Identification Card (ASIC) system to deconstruct the existing terminal as the new terminal was built.
- Australia's first and largest fully integrated convention, exhibition and entertainment facility, the \$1.5b ICC Sydney development, saw Delta Group involved over the 2 year life of the project. We provided turnkey services for demolition and civil works, including extensive landscaping services and recycling expertise

- that processed more than 10,000 tonnes of steel and 50,000 tonnes of concrete – or 98% of all the materials we demolished.
- In 2016 the township of Yarloop in regional WA was decimated by wildfires that destroyed more than 120 properties and 70,000 hectares of forest. The intensity of the fires caused bonded asbestos fences to explode, showering the township with asbestos fragments which were then spread by the fire. We sent a team of HAZMAT experts to make safe and remediate the asbestos contamination, as well as to demolish more than 200 structures devastated by the fire.
- The \$1.2b Lady Cilento Children's Hospital development in Brisbane called upon Delta Group's significant stakeholder engagement and civil engineering skills which included bulk excavation and earthworks, piling and ground anchors, shotcrete, and the disposal of more than 20,000 tonnes of contaminated materials.
- Stage Two of Australia's biggest transport project, the \$11.5b Sydney Metro & Southwest, will involve Delta Group for the demolition of up to 60 structures, including high rise commercial buildings and a mixture of low rise residential, retail, commercial, mixed use and industrial buildings spread across 6 locations in metropolitan Sydney



# 2017-18 PROJECT HIGHLIGHTS

We refuse to accept anything but the best we can give to a client and their project. It's why our workbook continues to grow and it's how we drive a culture of collaboration and innovation that allows our people to make the most of their remarkable skills and experience. Our portfolio of work over the past year and a robust pipeline in the year ahead are testimony to the success of our diversified services model.

## GOVERNANCE

When you operate in high risk environments across multiple and complex legislative and regulatory frameworks, it is imperative to maintain the relevant accreditation and corporate or individual licences to complete the work safely and to the standards of quality our clients and communities expect.

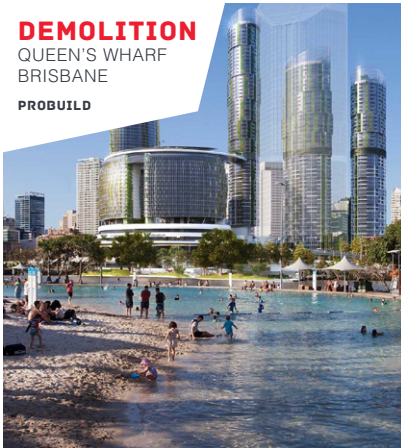
We also maintain comprehensive liability insurance and professional indemnity cover in strict accordance with best practice risk management and corporate governance protocols.



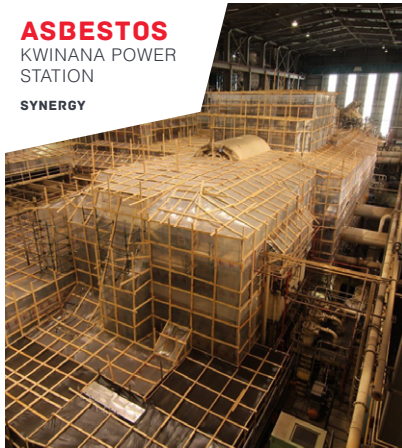
**CIVIL**  
COLLINS ARCH  
MULTIPLEX



**DEMOLITION**  
SYDNEY METRO  
NSW DEPT  
OF TRANSPORT



**DEMOLITION**  
QUEEN'S WHARF  
BRISBANE  
PROBUILD



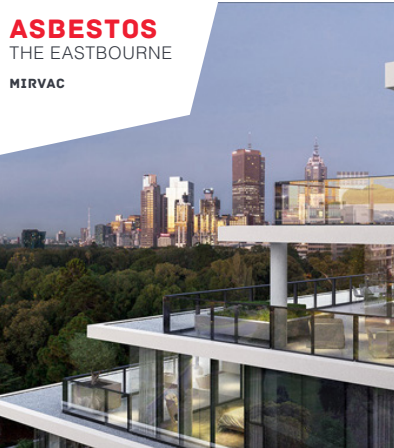
**ASBESTOS**  
KWINANA POWER  
STATION  
SYNERGY



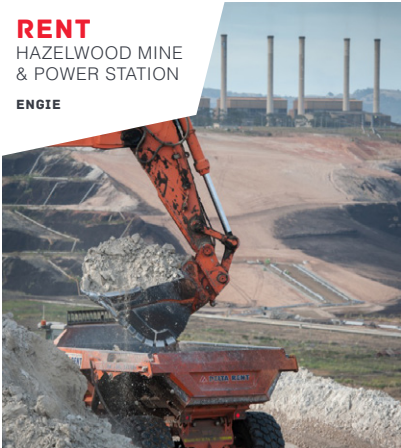
**CIVIL**  
THE RIBBON  
SYDNEY  
GROCON



**DEMOLITION**  
SYDNEY  
INTERNATIONAL  
AIRPORT  
SYDNEY AIRPORT  
CORPORATION



**ASBESTOS**  
THE EASTBOURNE  
MIRVAC



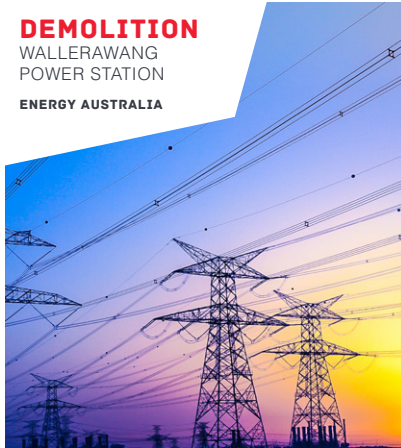
**RENT**  
HAZELWOOD MINE  
& POWER STATION  
ENGIE



**SPECIALIST**  
BALMORAL QUAY  
BALMORAL QUAY  
PTY LTD



**CIVIL**  
MELBOURNE  
QUARTER  
LENDLEASE



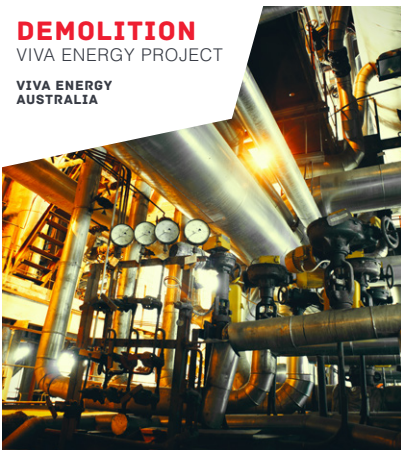
**DEMOLITION**  
WALLERAWANG  
POWER STATION  
ENERGY AUSTRALIA



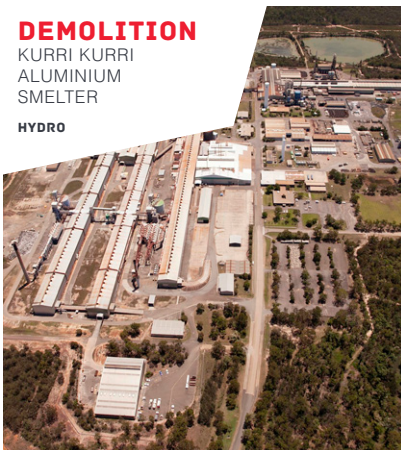
**RECYCLING**  
BIRRA BIRA  
RIO TINTO



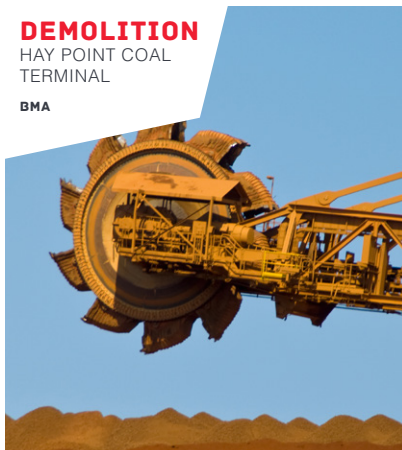
**CIVIL**  
WESTERN SYDNEY  
STADIUM  
LENDLEASE



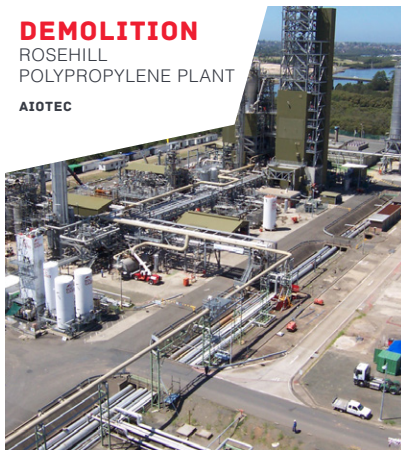
**DEMOLITION**  
VIVA ENERGY PROJECT  
VIVA ENERGY  
AUSTRALIA



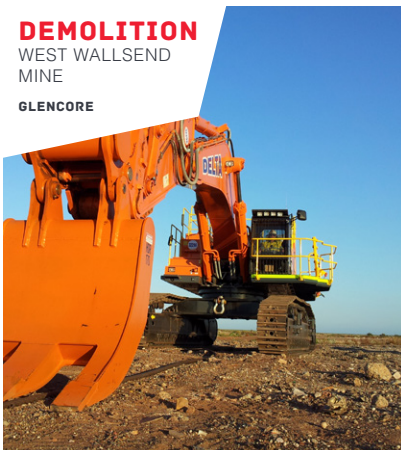
**DEMOLITION**  
KURRI KURRI  
ALUMINIUM  
SMELTER  
HYDRO



**DEMOLITION**  
HAY POINT COAL  
TERMINAL  
BMA



**DEMOLITION**  
ROSEHILL  
POLYPROPYLENE PLANT  
AIOTEC

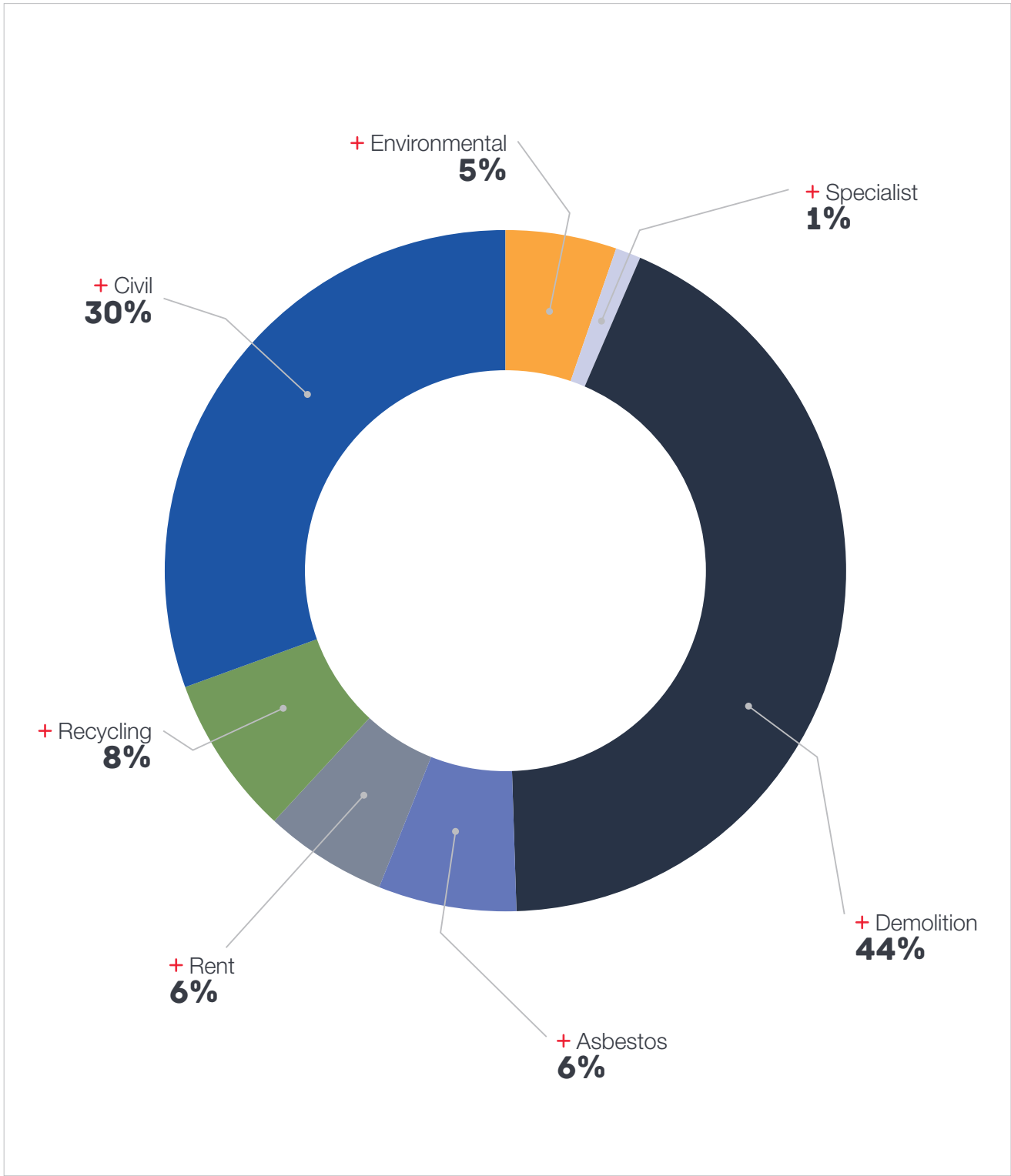


**DEMOLITION**  
WEST WALLSEND  
MINE  
GLENCORE



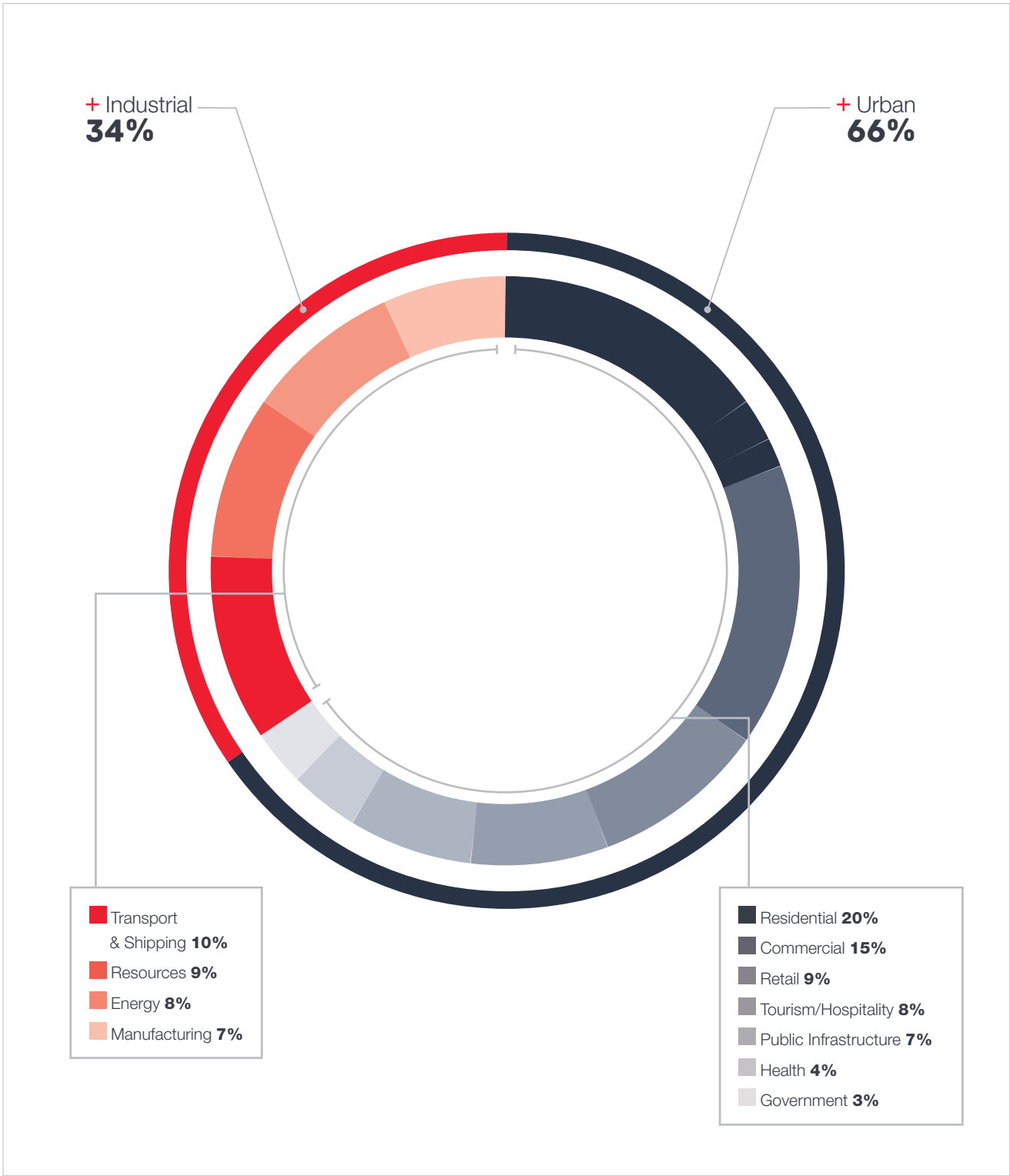
SERVICE PERFORMANCE

Our reputation for providing integrated single source project management solutions is second to none. We will continue to expand and diversify our services to meet our client needs, especially in the rapidly evolving environmental management sector that requires the development of highly specialist capabilities and capital intensive plant and equipment.



SECTOR PERFORMANCE

Australia's transport and shipping infrastructure is critical to our continued economic growth, particularly as our resources sector shifts into another production phase and tourism-related services set record highs. Likewise, 21st Century urban landscapes demand innovative, functional and sustainable solutions – qualities and attributes that are synonymous with Delta Group.





# SAFETY

## NOTHING MATTERS MORE TO US THAN SAFETY.

It is our most important business practice and we demand visible leadership at every stage of a project and from everyone involved.

Our custom built Right 1st Time behavioural safety program is dedicated to empowering our people to stop and think about what they are doing, even if they have performed or completed a task hundreds of times before. Simply put, we speak up and learn from each other - constantly.

Right 1st Time is supported by an experienced and qualified team of Health & Safety professionals. It means:

- Our people go home safe. Every day.
- Each of us takes responsibility for our own safety as well as the people we work around.
- We speak up when we see anything that appears to be unsafe.

Our triple certified integrated management system has been proven over thousands of projects in high risk environments, allowing us to continuously improve our practices and to build upon our reputation as best-in-class:



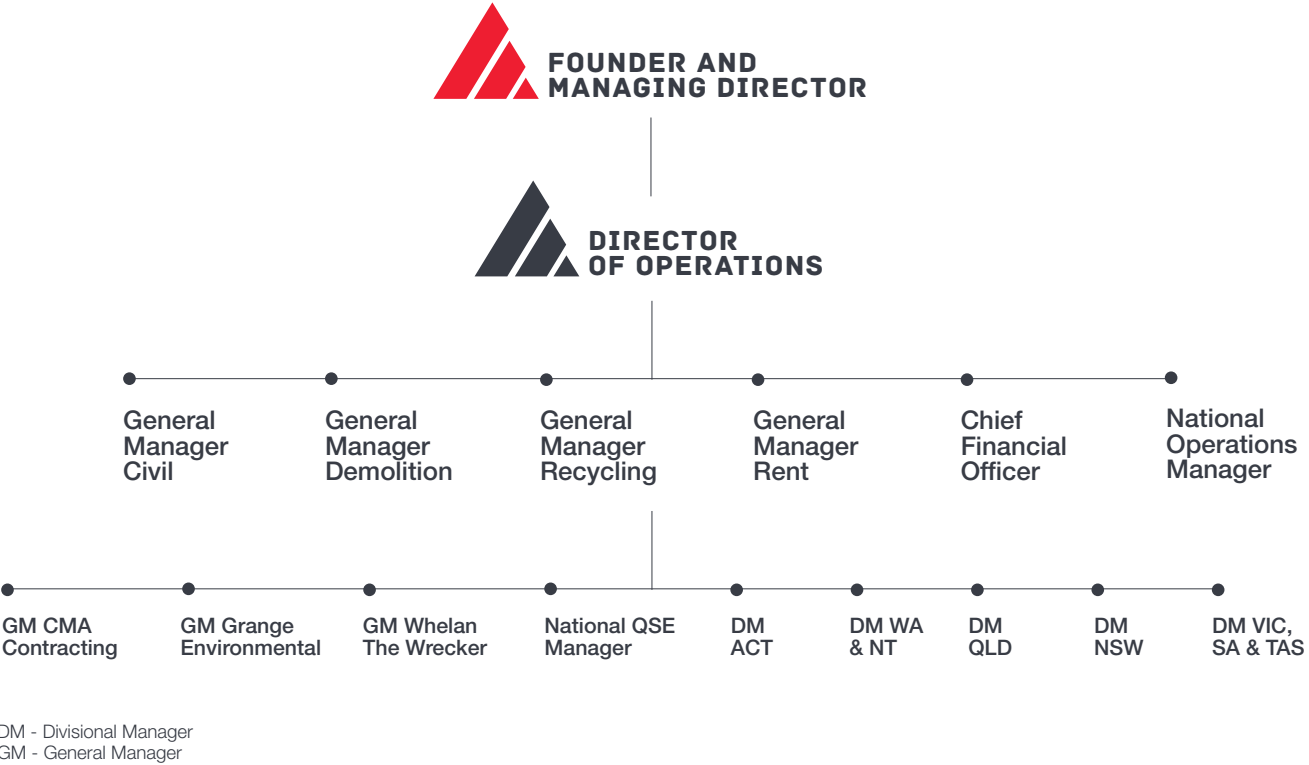
\*As defined by an incident that has the potential to cause death or permanent disability.





# SENIOR MANAGEMENT

Combined, our senior management and divisional management team represent more than 230 years of experience with Delta Group alone.



## CON PETROPOULOS + Founder & Managing Director

Con founded Delta Demolitions in the late 1970s and quickly established a reputation for his determination to deliver projects on time and on budget, as well as for an unwavering focus on exceeding his clients' needs. He was relentless in his pursuit of innovation, constantly improving his services with each job. Con was also renowned for his leadership and the quality of his people. Together, Con and his team expanded Delta to incorporate a host of highly specialised contracting services Australia wide. He is still 'hands-on' today and works with his senior management to review the performance of major projects, lead our industrial relations and manage key client relationships.

## JASON SIMCOCKS + Director of Operations

Since joining Delta Group in 2001 Jason has been a driving force in our growth and expansion across Australia. His strong leadership, structural engineering background and extensive experience in demolition and civil works have been invaluable as we diversified our services to meet the needs of some of the largest construction, industrial and mining businesses in the country. As Director of Operations across the group, Jason works closely with Con and the senior management team to maintain the culture and values that have made Delta what it is today and which will continue to shape the Delta of tomorrow.

## JATIN RANGRAS + Chief Financial Officer

Jatin was promoted to CFO in 2016 after three years as Group Financial Controller. Prior to joining Delta Group he accumulated a diverse portfolio of financial management and accounting experience working across a variety of sectors involving both public and private companies. Jatin manages an array of internal and external relationships and leads a team of qualified accounting and finance professionals to maintain strong system controls, including working capital, risk management, budget and cashflow management and forecasting, and management reporting.

## MARK WELSH + General Manager Civil

Mark arrived as a Project Engineer in 2004 and within 3 years had worked on a range of major projects to establish himself as a highly valued member of the team. As Project Manager from 2007 he assumed leadership of some of our largest and most demanding civil and demolition works, while developing exceptional relationships with our clients that saw him appointed to the role of Bid Manager in 2011. Mark's ability to identify safe, innovative and high quality solutions to complex engineering challenges led to his promotion as GM of our Civil division in 2013.

## DANNY BUSATTA + General Manager Demolition

Danny started as a Project Manager with Delta Group in 1992 and is our second longest serving executive team member with 26 years of experience. As our State Manager Demolition in Victoria from 2000 he has directed some of our most recognised projects, including the Gas & Fuel Towers, Royal Children's Hospital, Melbourne Convention Centre and South Wharf Development, Olympic Park Redevelopment, QV Melbourne and the MCG Northern Stand. Today, Danny applies his immeasurable expertise across all demolition projects in Australia.

## DOMINIC SANTULLO + General Manager Recycling & Logistics

Having begun work at Delta Group in 1996 Dominic is also one of our longest serving team members. His knowledge of transport, procurement, logistics and recycling is second to none and he is a highly respected leader with responsibility for more than 100 staff and an extensive fleet of plant and equipment. Dominic is responsible for the successful joint venture concrete recycling partnership with Boral, as well as our rapidly expanding recycling operations across Australia and for driving growth in our contract crushing and quarry services.

## ZIGGY ZIELECKI + National Operations Manager

Ziggy is the longest serving member of the senior management team with 30 years experience. He joined Delta in 1988 as a foreman on our demolitions team and has been a driving force in our national growth and expansion. As National Operations Manager he is responsible for all manpower and machinery, maintaining safety and coordinating on-site training for all projects across Australia.

## RICHARD KHAN + General Manager Rent

Richard comes to Delta Rent with extensive experience in sales and operations management following 12 years with LafargeHolcim and then Hitachi Construction Machinery. Key strengths include an ability to manage personal relationships with end-users and an understanding of the challenges facing the heavy equipment rental market in Australia. Richard leads a dynamic team Australia-wide and is committed to building long term relationships with customers and to ensure Delta Rent capitalises on growth opportunities.



# VISION & VALUES

## ABOVE & BEYOND

It's how we shape tomorrow, for ourselves and our clients.

We're fiercely proud of what we have achieved and why. Our people and our values matter. They are singularly focused but collectively united across Delta Group. They are what set us apart and which have driven us to become one of the largest and most diversified contractors of our type in the world today.

### Above & Beyond is our ethos.

The sum of all our parts. It is our way of working and our measure for success, no matter what we set out to do or accomplish. It is why our clients have become long standing partners and value our ability to deliver time and time again.

#### + Make it right, first time.

No other business practice is more important than the safety of our people. We demand visible leadership at every stage of a project and from everyone involved. Our custom designed Right, 1st Time behavioural safety program is dedicated to empowering our people to stop and think about what they are doing, even if they have performed or completed a task hundreds of times before. Simply put, we speak up and learn from each other - constantly.

#### + Individual effort. Group commitment.

Great organisations are built upon thousands of small and individual sacrifices when no one is looking. We are efficient and effective because we depend on each other to get the job done. And we deliver value for a diverse range of clients because we tap into our collective knowledge and expertise.

#### + Determination is a verb.

We're not just responsible, we're accountable. Every single one percent matters. We will do what we say we will, plus some. We won't shy away from a testing problem or set back, nor do we avoid the tough conversations. Our clients rely on our determination to lay the foundations for their success.

#### + Dare to think differently.

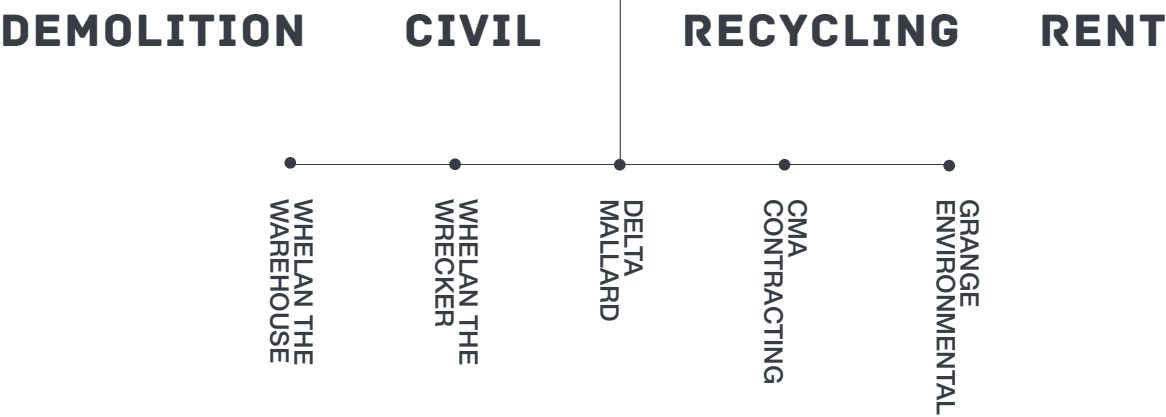
Where others see obstacles, we see opportunities. Change is unavoidable so we embrace it. We don't just encourage bold and innovative thinking, we depend on it. It's how we overcome technical and environmental challenges to exceed our client expectations.

#### + Pride in performance, humble with success.

We refuse to accept anything but the very best we can give to a client and their project. We are fiercely proud of our success but we won't rest on our laurels. Nor will we get ahead of ourselves because our willingness to learn – from each other and from each project – is our trademark.

## GROUP STRUCTURE

Our structure delivers the scale and systems to synchronise our services, personnel and plant to meet the demands of any project in any location – metro, regional, remote or marine.



**Our commitment to a practical Indigenous engagement strategy led to an agreement with 100% Aboriginal owned Mallard Contracting for the creation of Delta Mallard in 2015.**

Since it was established in 2011, Mallard Contracting has been focused on developing the skills of Aboriginal youth through the provision of turnkey solutions to clients across the mining and resources sector. In turn, Delta Group has been able to learn and apply valuable cultural insights as well as offering Indigenous workers greater scope for developing their individual career pathways.







**BHP**

## 2017 WA Iron Ore Contractor HSEC Award – Environment

Our innovative techniques to manage and divert waste from landfill on a series of BHP projects attracted a prestigious HSEC Award for excellence.

## SERVICES

Since the late 1970s we've forged a reputation as a pioneer. A trusted standard bearer of unparalleled safety, integrity, teamwork and excellence. We have the proven capability to design and deliver turnkey solutions in high risk environments and at critical 'early works' stages of urban and industrial construction projects.



### + Civil

We have the capacity to deliver end-to-end civil contracting services to support building and infrastructure works across urban and industrial landscapes anywhere in Australia.



### + Asbestos

We are a 'Class A' and 'Unrestricted' licenced asbestos removal contractor and a recognised leader in the safe management of asbestos and hazardous waste disposal.



### + Specialist

From feasibility and closing studies to engineering and design; approvals and programming to costing and execution – we have the means and method to offer 360° specialist design and construction expertise.



### + Demolition

From heavy plant and process lines to dense and congested urban environments, our demolition teams call upon unrivalled expertise in all facets of commercial and industrial demolition.



### + Recycling

We divert more than 4m tonnes of construction waste from landfill every year, with over 90% recycled and reused as 21st Century building materials on project sites around the world.



### + Environmental

We are at the forefront of 21st Century environmental management practices for remediating and rehabilitating commercial and industrial landscapes.



### + Rent

We are a trusted partner for the rental of late model plant and equipment as well as for 24/7 qualified support and the personnel to help get the job done right, first time.



## TRANSPORT & LOGISTICS

### DELTA GROUP OPERATES THE LARGEST FLEET OF SPECIALISED PLANT AND EQUIPMENT IN AUSTRALIA.

It is purpose-built for our diversified services model and regularly upgraded to ensure we capitalise on late model machinery and the efficiencies they bring to our integrated work programmes.

The fleet is meticulously maintained and our transport logistical systems allow us to manage and track thousands of vehicle, plant and equipment movements each day – Australia wide – and include Green Star accredited waste materials tracking and reporting.

Our in house fabrication workshops deliver custom design expertise and our capacity to deploy capital expenditure for new plant and equipment gives us the ability to meet any client or project requirement.

## PLANT & EQUIPMENT

### A RELIABLE, 21<sup>ST</sup> CENTURY FLEET IS THE ENGINE ROOM OF OUR CONTINUED GROWTH.

We remain committed to capitalising on late model plant and equipment to meet the needs and high expectations of our blue chip clients, as well as to reduce downtime, minimise whole-of-life costs and maximise payloads. Over the course of 2017 we have again invested heavily, including:

- + 6-32 cubic metre Hook & Craneable Skip Bins and Hook Trucks
- + 13.5t, 22.5t, 36t and 49t Hitachi Excavators
- + Atlas Copco T45 Drill Rigs
- + WA500 Wheel Loaders
- + SAF Holland PBS Approved Truck & 3-Axle/4-Axle Dog Combinations
- + 75t Jaw Crushers
- + Cone & Screen Crushers
- + Brokk Demolition Robots
- + Rigid Tippers & Bin Trucks

Our supply-side partnerships are at the forefront of our fleet management strategies to ensure we make the most of the latest software and hardware developments, including air suspension and electronic braking systems, telematics, GPS tracking, and AI solutions.





## SHAPING TOMORROW.

- + Civil
- + Demolition
- + Asbestos
- + Recycling
- + Environmental
- + Rent



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