



Dalkia's Core Business in Public Private Partnership

Characteristics of the Partnership Agreement according to Accounting rules

The public corporation assigns a global mission to a third party (operator) as part of a public service.

- The mission consists of a number of services, including:
 - ↳ project design,
 - ↳ construction or transformation of structures or equipment.
- .../...

- long-term servicing and maintenance,
- financing of the initial investment and, as applicable, of the additional equipment required for sustained maintenance of the structure,
- operation, according to predefined performance requirement.

- The operator's customer is the public corporation, and not the user. In fact, the operator is paid by the public corporation, and not by the user.
- The operator bears the construction risk, the equipment availability risk and the performance risk.
- The operator does not bear the demand risk, except, to a minimum extent, for the ancillary activities.

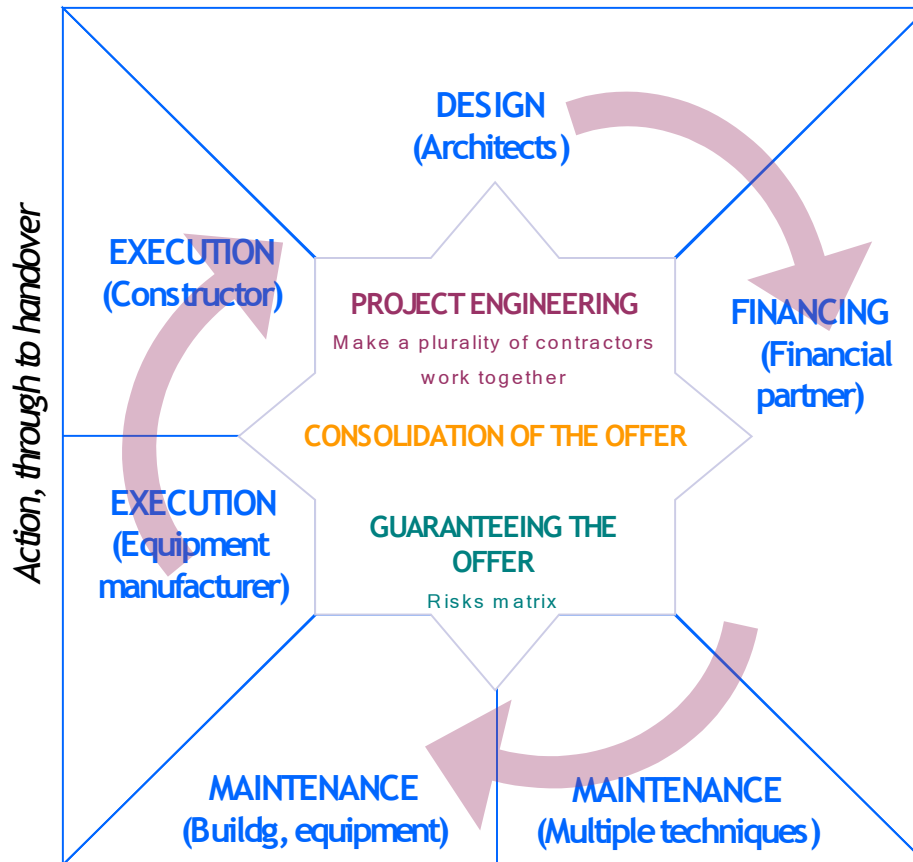
- The contract is a long-term contract (typically: 10 to 40 years).
- For the public authorities, the use of a third party must be justified: emergency, complexity, cost/revenue optimization.
- The awarding approach is a competitive dialog.
- DALKIA in this sector is an European leader that matches the definition of the PPP.

■ Dalkia :

- ✚ is responsible for the project engineering work,
- ✚ consolidates the offer,
- ✚ guarantees the offer.

- Technicality
- Complexity
- Management of flows
- Design process

Action, through to handover



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- Integrity
- Long-term execution
- No competitive "agreement"

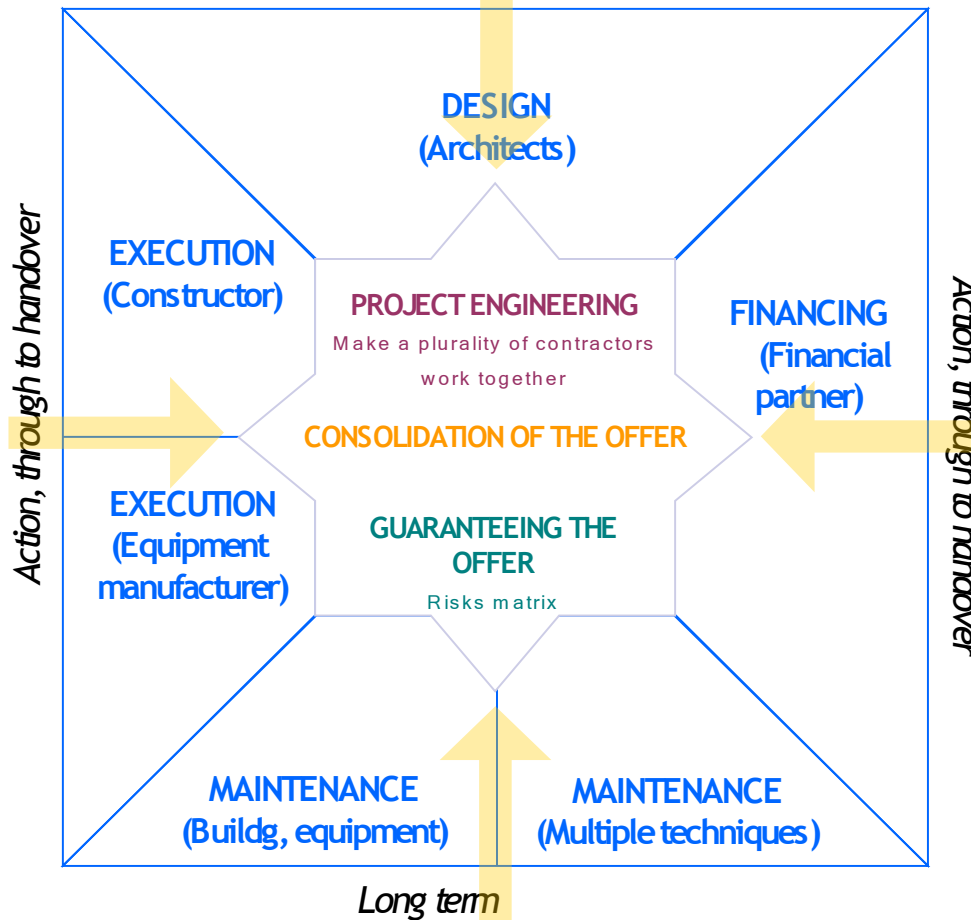
- Optimum financing offer
- Rates
- Creativity
- Legal/financial scheme

Long term

- Guarantee the performance commitments
- Customer service
- Long-term business contract

- Technicality
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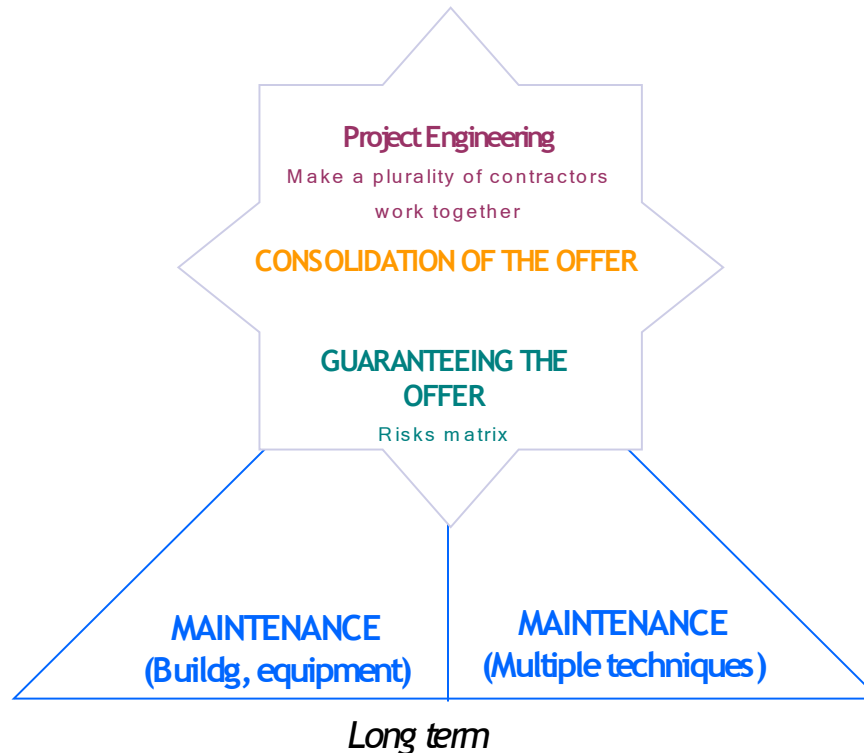


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The Services of Dalkia

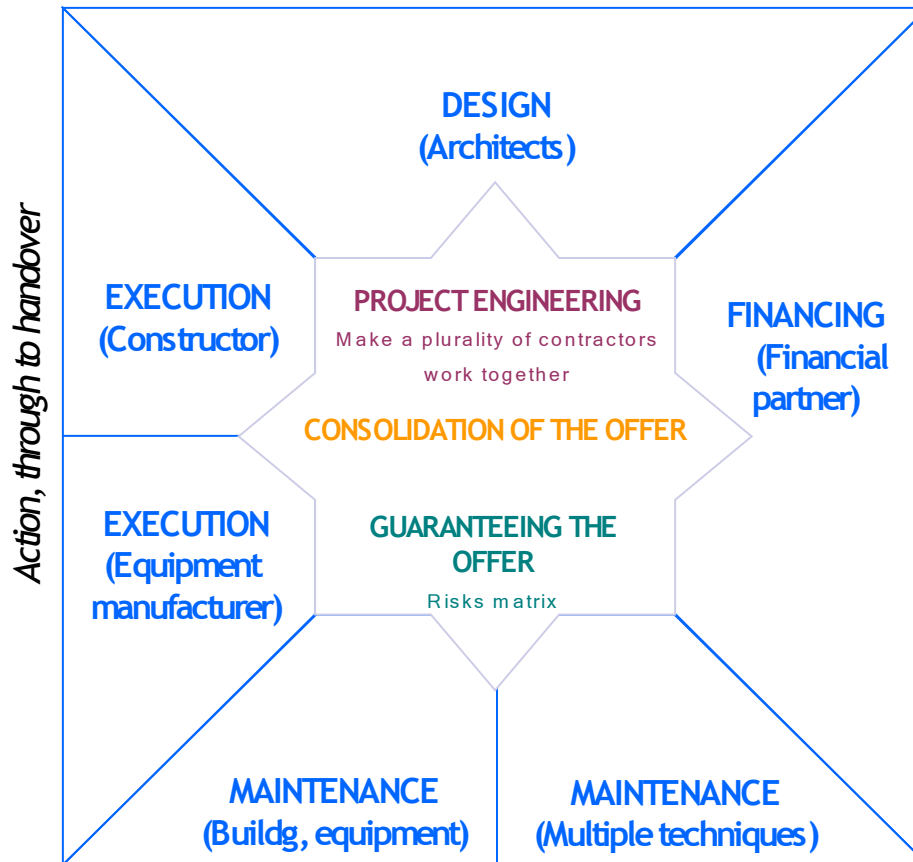


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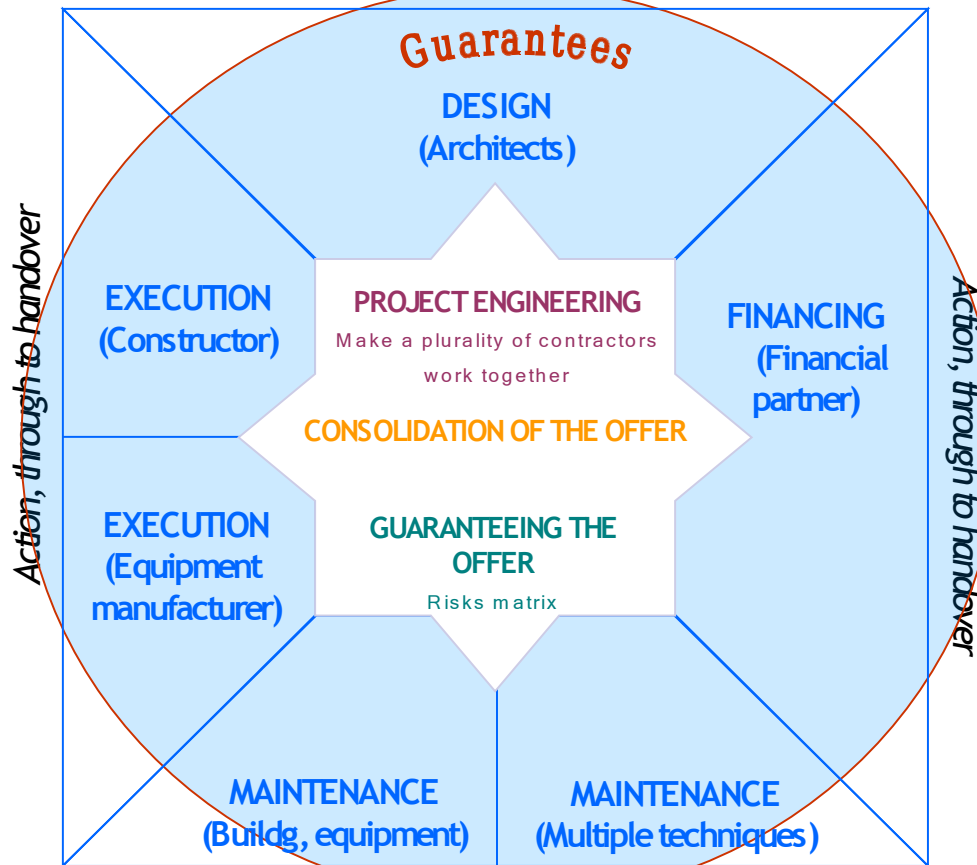
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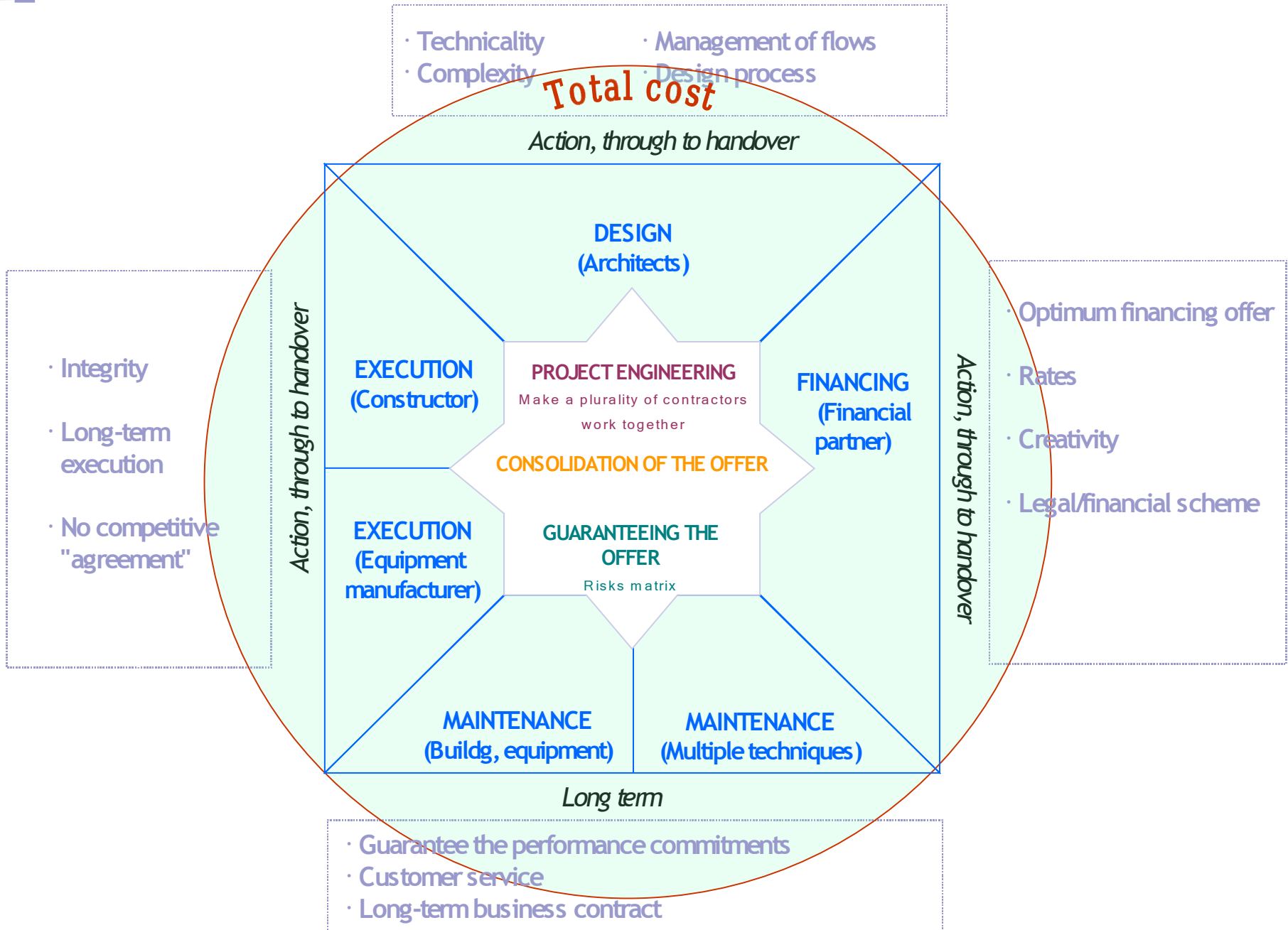


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Does the initiative left to Dalkia concern all the PPP transactions?

1. Amount of the investment
2. Maintenance characteristics
3. Complexity of the transaction,

DALKIA POLSKA

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