

INTRODUCING A GLOBAL LEADER TO AUSTRALIA...DALKIA

Dalkia is the world's leading provider of Energy Services



Dalkia is one of four divisions of Veolia Environnement – the world's leading environmental services company – operating in the complementary markets of water, passenger transportation, waste management and energy services.

Veolia has been serving the environment for more than 150 years. It is listed in both Paris and New York, has global revenues of \$48 billion, employs more than 300,000 staff and operates in 67 countries.

Australia is a key market for the group. First established in 1994, Veolia now has more than 8,000 employees and revenues in excess of \$2 billion, placing it in the top 30 multinationals operating in Australia.

Dalkia is the world's leading provider of energy services. We use our experience of managing more than 96,000 energy and technical facilities throughout the world to optimise energy usage through better technical understanding, design, operation and maintenance. Our unique business model and customer offerings allow us to directly support our clients at each and every stage of their facility's asset cycle.

Dalkia's Australian operations are headquartered in Sydney. We employ more than 500 people through our network of 14 operations throughout the country.

We are proud of who we are, our role in improving Australia's environment and what we achieve. Our commitment to sustainable development is at the heart of what we do. This commitment, our responsible actions and our ongoing efforts to meet our stringent environmental and social targets shape and secure our future.

The Environment

How can we sustain economic growth at a time when energy prices are significantly increasing? How can we continue to develop as a society while reducing our consumption of fossil fuels and limiting greenhouse-gas emissions?

This is Dalkia's mission: providing continuous improvement in energy and environmental efficiency at our customers' facilities and developing viable energy alternatives, notably from renewable resources.

At every point in the energy chain, our services deliver an economic and environmental advantage through efficient energy transformation and demand side management. The consumption we save reduces emissions of pollutants and greenhouse gases.

Globally, in 2006 Dalkia enabled its customers to reduce their energy output by 12.7 TWh and eliminated 4.2 million tonnes in overall CO2 emissions.

Our employee offer

At Dalkia, we have a different outlook. We provide a strong framework for conducting ethical, reputable



and environmentally sustainable business. We actively provide challenges and mentoring. We demand personal development. We create an atmosphere that makes people want to come to work.

Functionally, our business is driven by mechanical and controls technicians, engineers, estimators, project managers, relationship managers, technical services managers, business development and corporate functional specialists.

Our comprehensive offer is reflected by:

- global leadership and technical innovation
- commitment to excellence – social, environmental, technical, customer
- corporate financial strength within a developing market sector
- an Australian management team, which effectively leads the culture
- open, inclusive and informative management style
- a culture of support – individually, functionally and geographically
- dynamic, change-oriented and success-driven environment

- respect and encouragement of individuals
- performance-based recognition and career development opportunities
- discounted employee share ownership scheme
- career development opportunities within Australia and worldwide

Learning & Development

Learning and development is one of our top five Corporate Key Performance Indicators and our people-management strategy is to invest in training. We see direct and tangible benefits to both the individual and the company by adding skills and value to staff through our structured training programs.

We deliver development opportunities through direct feedback, functional leadership, conferences, net meetings, on-the-job coaching, mentoring and external programs conducted in Australia, Europe and the US.

We are also part of a global network of specialist technical clubs, which foster excellence and share leading solutions to customer problems.

In 2008 our plan for the future development of the company will continue with a forecast intake of 50 first-year refrigeration apprentices.

For many years our engineers have attended the Trane

HVAC Engineering Graduate Training Programme, which involves six months' training in the US and is recognised as an industry-leading global course. In turn, our Australian engineers conduct specialist HVAC training courses for industry participants. These courses are highly valued and attended by engineering consultants, customers and competitors. Clearly, this confirms the high regard for our engineering capability.

During 2007 the four Australian divisions of Veolia Environnement combined to undertake the inaugural Leadership Development Programme in conjunction with Chifley Business School. This program is designed to develop managers and will now be expanded in 2008.

Globally, Veolia Environnement has established Campus Veolia in Paris with a brief to deliver a diverse range of training programs. It trains over 17,000 employees each year as well as 700 apprentices.

A highlight is the Dalkia LEAD management development program. This is delivered over four one-week intensive workshops across Europe for new senior management.

The Future?

Want to find out more?

Visit our website www.dalkia.com.au



Dalkia Global Key Indicators

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\$11.5 billion
in managed revenue

\$750 million
in managed operating profit

48,789
employees in 38 countries

682
urban and local cooling and heating systems

96,000
energy facilities managed

83,400 MW
of managed heating capacity

6,266 MW
of managed power production capacity

3,465
industrial facilities

18,200
educational, cultural, leisure and sports facilities

4,500
healthcare institutions

5,500,000
housing units