

Global District Energy Climate Awards

Copenhagen - 3rd November 2009



HEATING NETWORK OF JIAMUSI MUNICIPALITY HEILONGJIANG PROVINCE, P.R.C.

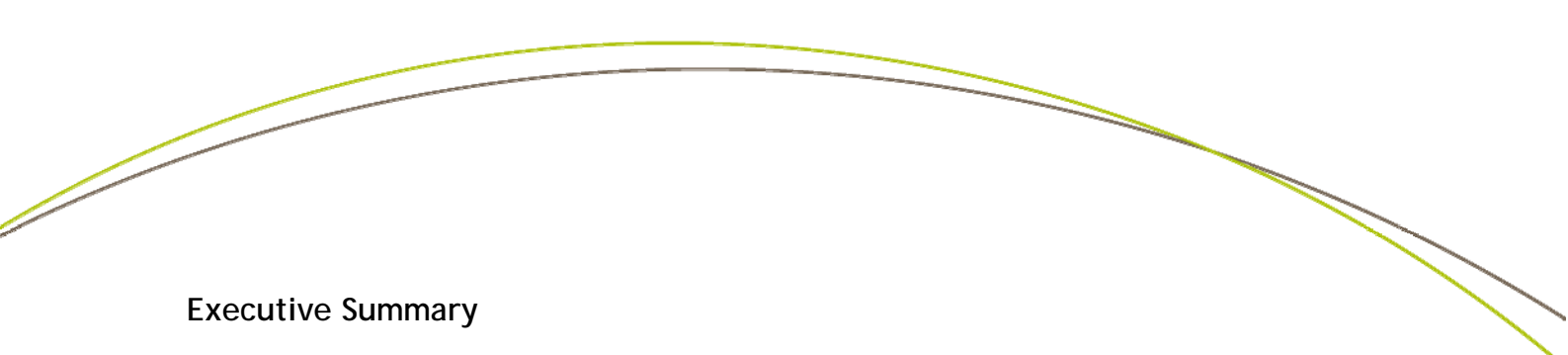
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Joint Venture Ownership:

Shareholders	Shares
Dalkia Asia Pte. Ltd.	65%
Jiamusi New Times Urban Infrastructure Construction and Investment (Group) Co. Ltd.	35%





Executive Summary

In May 2007, Dalkia Asia signed a concession agreement with the municipality for a duration of 25 years, to manage the former JHC's network and treble its size. Dalkia Asia set up a joint venture, between Dalkia (Jiamusi) Urban Heating Co., Ltd., and Jiamusi New Times Urban Infrastructure Construction and Investment (Group) Co. Ltd. (which belongs to the municipality). It was the 1st concession agreement in the heating sector in China

Dalkia is currently investing in the modification of the pipeline network, by our forecast that the growth of heating area will continue until 2020, and at that time, Dalkia Jiamusi will supply a total surface of 14.5 million m² which represents 75% of the current heating surface of the city of Jiamusi comparing with current 40%.

Innovative technological solutions has been implementing in Jiamusi, automatic control systems (SCADA), management software tools (Navision), has been installed and tested over the last two years, it will fully running in 2009 to modernize management of both the network and company administration.

In the aspect of reduction in CO₂ emissions and use of primary energy through modernization and development of the network, Dalkia Jiamusi will accomplish an excellent achievement: by the end of 2009, a total of 85 low efficiency but high contaminate boiler houses; reducing around 1.7 million tons of direct CO₂ emission and approximately 5.2 million tons of indirect CO₂ emission over 25 years.

In addition, Dalkia Jiamusi invests not only in the environment protection but also the happiness of the population in Jiamusi, with the method of newspapers, radio, television and internet, we had well communicated with our customers, to raise their satisfaction.

Dalkia is proud to present this project to the 1st Global District Energy Climate Awards.

■ Appearance of Dalkia (Jiamusi) Urban Heating Office building



■ Jinjiang boiler house and monitoring room



Inside



Outside

Monitoring Room

■ Fee collection hall



■ Substation



■ Networks



1. Introduction

1.1 Municipality of Jiamusi

Jiamusi, third largest town of Heilongjiang Province in People Republic of China, is located in the extreme North-East of the country, only 100 km from the Russian borders, 400 km from the province's capital, Harbin, and 1,800 km from the country's capital, Beijing.

With a total area of 1,875 km², the municipality of Jiamusi has a population of 2.45 million people. The city, Jiamusi, covers 56 km² and with a population of 820,000 people.

The climatic conditions in Jiamusi are favorable in order to develop heating network. With 5,073 degree days annually (on a 10-year average, base 18°C) and a temperature that can reach -26°C during winter, the heating season lasts 6 month from the 15th of October to the 15th of April. The average temperature from December to February is -18°C.



1.2 Context

In 2005, Dalkia started to look at the opportunity to enter Jiamusi heating market. The total heating surface of the city is 18.9 million m².

29% of the total heating surface (5.5 million m²) was supplied, in 2005 by the centralized heating network of Jiamusi Heating Company (JHC), a local public heating company. JHC network's maximum demand amounted to 410 MWth, in which 70% were supplied by 2 local cogenerations (which belongs to third parties) and the rest by JHC's boiler houses.

Independent coal-fired boilers houses represent the main heating source in Jiamusi. However, their low efficiency leads to important air pollution problems. The Chinese authorities make local governments to close down all the small HOBs in favor of district heating systems (DHS) by the year of 2010 which represents great growth opportunities for Dalkia, but implies a significant amount of investment as well.

JHC was in deficit, and therefore lacked of financial capacities to meet the development growth opportunity. Moreover, the lack of investment for many years to maintain the network led to the deterioration of JHC's assets and an important increase in network's energy and water loss.

In May 2007, Dalkia Asia signed a concession agreement with the municipality for a duration of 25 years, to manage the former JHC's network and treble its size. Dalkia Asia set up a JV, Dalkia (Jiamusi) Urban Heating Co., Ltd., with Jiamusi New Times Urban Infrastructure Construction and Investment (Group) Co. Ltd. (which belongs to the municipality).

It is important to note that the project took time to materialize as it was the 1st concession agreement in the heating sector in China. Our first contact with the municipality was in March 2005, and the due diligence was made in July 2005. A lot of energy and patience were needed to run the studies and implement the solutions that would increase the quality of the heating services and energy efficiency, decrease pollution and finally improve the conditions of living of the community.

1.3 Dalkia (Jiamusi) Urban Heating Co., Ltd.

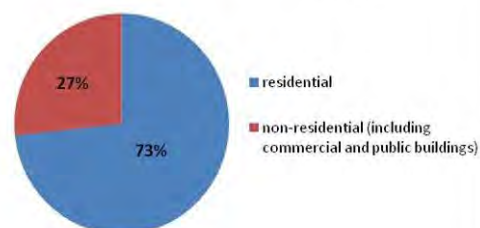
➤ Customers

Today, Dalkia (Jiamusi) Urban Heating Co., Ltd. ("Dalkia Jiamusi") manages a network supplying 40% (7.65 million m²) of the heating surface of the town of Jiamusi.

The heating surface supplied by Dalkia Jiamusi steadily increases. Compare to last year, we see an increase of 16%, and next year, it is planned to be up to 13% reaching 8.66 million m².

The majority of the customers are residential which represents 73% of the heating surface supplied by Dalkia Jiamusi.

Customer Type (year 2008)



➤ Dalkia Jiamusi's distribution and production assets

Dalkia Jiamusi is mainly involved in heating distribution. It owns 2 networks. The following chart summarizes the distribution system to supply heat to the networks:

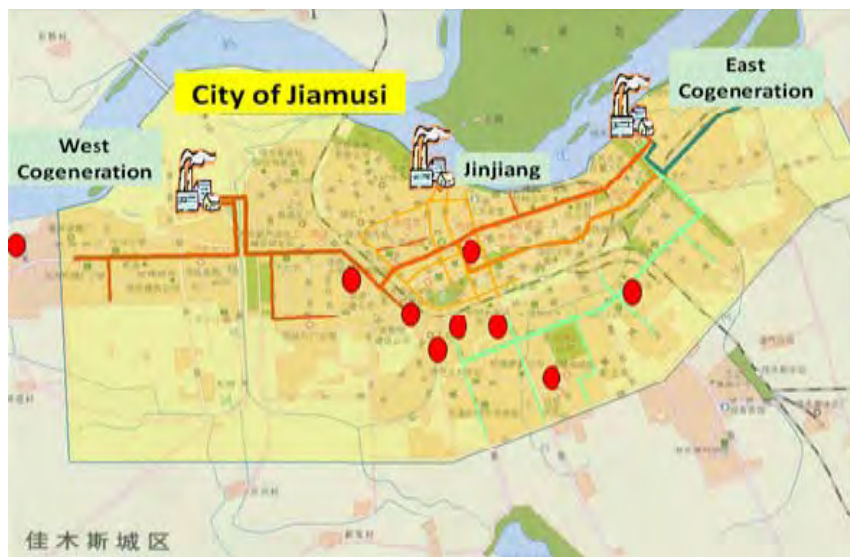
	West network	East network
Connected Surface (2008)	2.15 millions m ²	5.5 millions m ²
Primary Network Length	15.8 km	54.3 km
Age (weighted average on diameters)	14 years	6 years
Number of Substations	29	153
Primary Network Temperature	120°C / 70°C	95°C / 60°C

The main sources are from 2 cogenerations that belong to third parties. They are located at the West and East sides of Jiamusi. Dalkia Jiamusi also owns a big boiler house, called Jing Jiang, located in North part of the town of Jiamusi, and 9 small boilers house (red points on the map above).

The following chart summarizes the production system to supply heat to the network:

	West Cogeneration	East Cogeneration	Jinjiang Boiler House	Small Boiler Houses
Supply of network	West	East	West	Mainly West
Capacity	Boilers → 2 x 220 t/h Turbines → 1 x 50MW + 1 x 25MW	Boilers → 1x 1,050t/h Turbines → 1 x 300MW	Boilers → 4x29MWth	Boilers → 25MWth
Average age	Boilers → 10 years Turbines → 10 years	Boilers → 1 year Turbines → 1 years	3 boilers → 20 years 1 boiler → 15 years	14 years

The map below shows out the current configuration of the heating system:

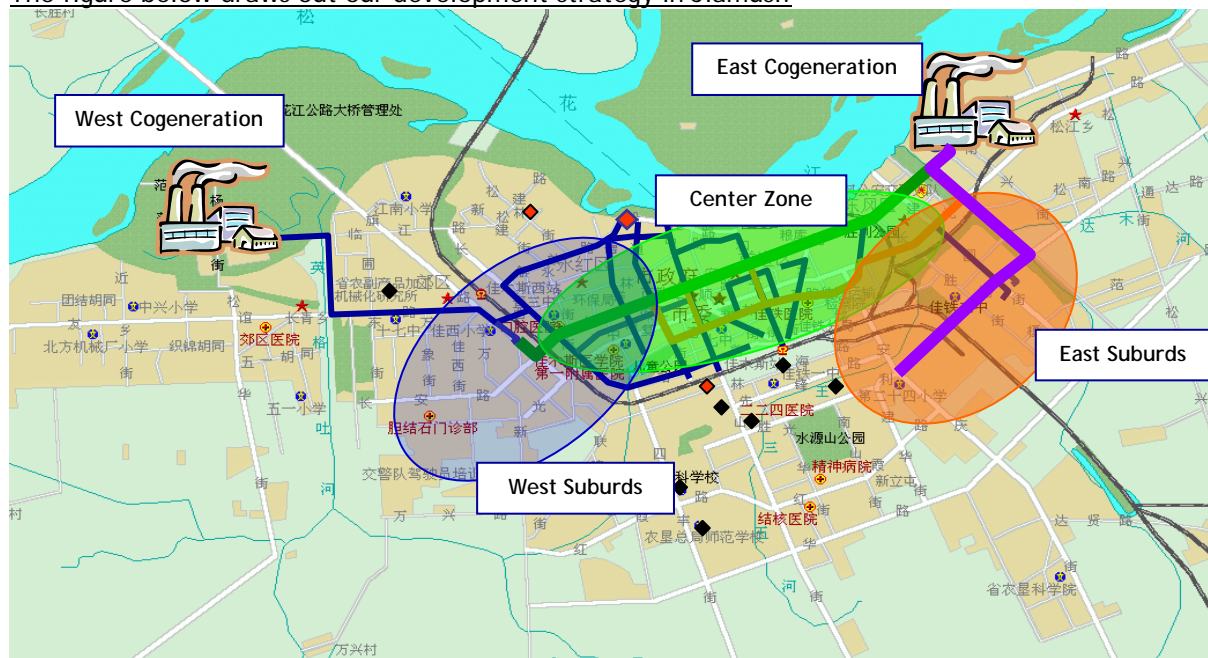


2. Ways of improvements

2.1 Future planning

The growth capacity of Dalkia Jiamusi is limited due to the JHC's previous technical configuration of the network that unables Dalkia Jiamusi to supply more energy, even if the 2 cogenerations are able to deliver more heat with their current capacities. We are therefore investing in the network's modifications to eliminate these technical constraints.

The figure below draws out our development strategy in Jiamusi:



To connect the zones shown above, we have elaborated 3 main investment programs until 2013:

- ✓ Modification of the East network (from 85 °C/56 °C to 120 °C/70 °C)
- ✓ Construction of a new North feeder

✓ Construction of a new South feeder

The former configuration of the East network made by JHC was, on one part, designed supply directly buildings which limited the water temperature (85°C / 58°C) and the pressure (6 bars). Also, the JHC's former configuration led to important water loss (1 200 m³/h) on the other part. These problems shall be solved if the network switches to indirect supply. Dalkia Jiamusi built around 90 new substations in order to increase the water supply temperature to 95°C in order to develop the East network and enable the company to connect areas which were supplied by independent boiler houses.

These technical modifications enabled Dalkia Jiamusi to connect around 1 million m² in the Center Zone before our 1st heating season.

In the near future, thanks to the construction of the new North feeder, from the year 2009, and the new South feeder, from the year 2012, it will enable Dalkia Jiamusi to increase the water temperature to 120°C, and therefore it will be possible to buy more energy from the East cogeneration to supply the Center Zone, and the East and West Suburbs.

We forecast that the growth will continue until 2020, and at that time, Dalkia Jiamusi will supply a total surface of 14.5 million m² which represents 75% of the current heating surface of the city of Jiamusi.

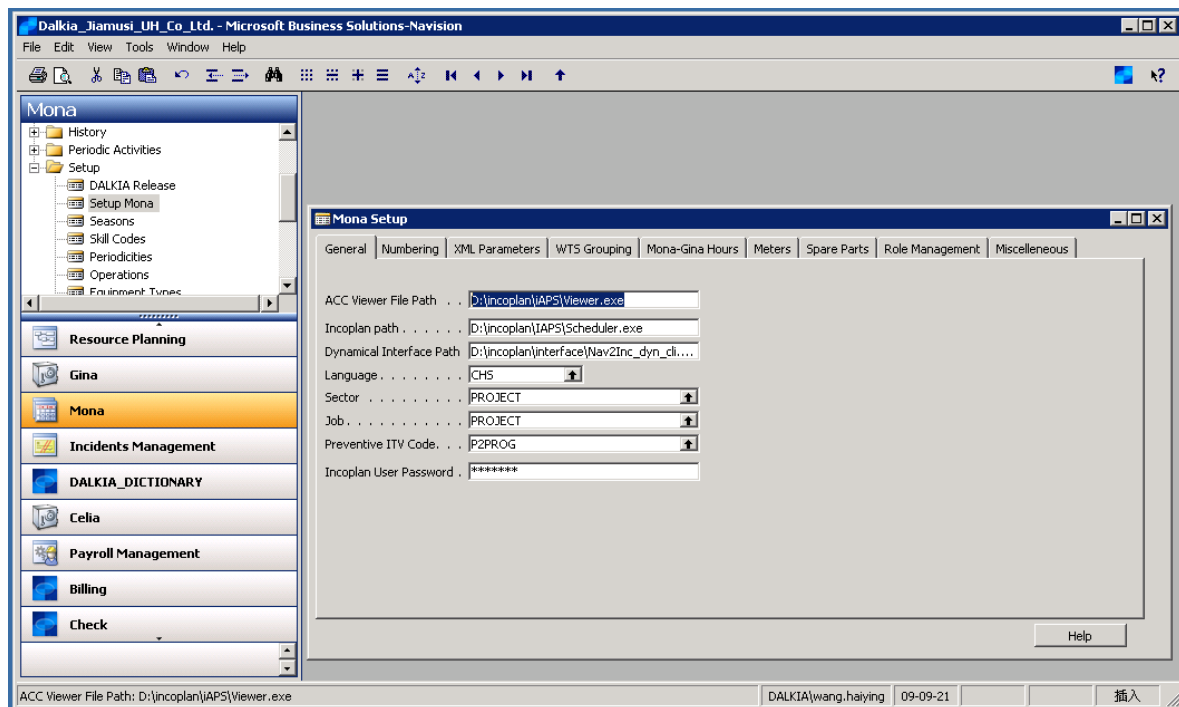
2.2 Innovative technological solutions

➤ Automatisisation of the management tools

Software for supervision (Scada designed by Siemens) has been installed. The purpose of this software is to have access in real-time of certain essential parameters of the substations, and thanks to the creation of numerous new measurement points, to control parameters regarding the energy bought from the cogenerations and our boiler houses.



Finally, we are implementing the ERP system, Navision, in order to optimize the technical and financial follow-up and also implement Dalkia Group's maintenance management tool, Mona.



➤ Geothermal Potential

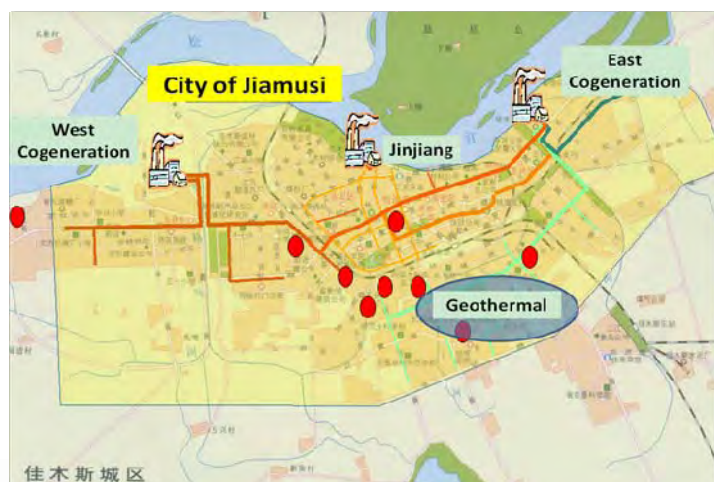
Dalkia and CFG Services (French Geothermal Company) has entered into a partnership to study the possibility to develop heating by using geothermal resources in China.

Our first target is the municipality of Jiamusi, as Dalkia already operates the heating network and has developed strong relationship with the Government of the Municipality of Jiamusi; and studies show that there is a sedimentary basin, in the North of the city of Jiamusi. Moreover, we also know that there are proven geothermal resources in a village near Jiamusi.

Ideally, Dalkia and CFG Services want to cooperate in order to develop a geothermal project in the south of the city of Jiamusi as this zone is developing and where the demand is still low. It will allow us to concentrate our current heating resources to supply the city center where the demand is strong and to develop geothermal according to the development of the south zone. These additional resources can replace the heat supplied by coal-fired boiler houses.

Ideally, we intend, for a 1st Phase, to develop a 10-15 MW capacity installation which could avoid the emission of 20,000 t/year of CO₂. Moreover, thanks to the CFG Services knowledge and technology, we could introduce a Two-Well-Geothermal-Installation which will re-inject the water taken from the ground water to the ground, and therefore preserve the water resources.

Dalkia and CFG may develop furthermore the heating capacity by geothermal.



Increase of employees' competencies

Dalkia has a strong history of successful integration of human resources in its acquisition of companies and of contracts where transfers of employees are considered. Therefore, Dalkia Jiamusi can benefit experiences and knowledge from related companies within Dalkia Group.

We believe that the experience and knowledge of the existing management and staff is a very significant part of the asset being acquired. Moreover, we are well aware that mutual cooperation between the management and the labor force is crucial to the successful operation of the project.

Dalkia Asia and Dalkia Jiamusi pursue an active policy of upgrading the employees' skills and experience through training courses organized by related companies or by third parties. For key employees, this policy will extend to exposures to overseas operations for predetermined periods of time.

As part of a program to optimize the operation, we are also supporting employees to seek career development opportunities and promotions within other operations managed by Dalkia Asia Pte. Ltd. in China, and where appropriate, in other countries.

Moreover, Dalkia understands the importance of overall employee satisfaction and believes that a challenged and well-trained employee contributes to a positive working environment in which employees can achieve not only their goals, but Dalkia's goal as well.

2.3 Reduction of primary energy use and CO₂ emission

Our project will unquestionably reduce CO₂ emissions and use of primary energy as well.

Indeed, through modernization and development of the network, Dalkia Jiamusi accomplishes energy savings. These improvements are mainly due to:

- The development of the network: in 2008, Dalkia Jiamusi removed 64 independent coal-fired boiler house which were polluting and 9 coal-fired boiler house owned by Dalkia. It is planned that 12 more independent boilers houses will be removed in 2009.

We are therefore steadily reducing heat supplied by coal-fired boilers and buying more heat from the cogenerations. Indeed, heat supplied by coal-fired boiler houses represented 17% of JHC's energy mix in 2006. Today, it only represents 10%, and the rest of the heat is supplied by the 2 cogenerations.

- The modernization and modification of the JHC's former design of the network: Dalkia Jiamusi has succeeded to drastically reduce the water loss.

Each year, an important part of the budget is allocated to modernize and repair of the old part of the network. Moreover, we also replaced more than 5,500 valves inside the buildings and on the network which enable us to reduce water loss on the primary and secondary networks. Valves inside the buildings can be closed in order to cut-down customers who steal water or do not pay their fees.

The East network originally supplied directly buildings which resulted to water loss and to difficulties to control the energy. Since 2007, we thus undertake to implement substations on the network. More than 90 substations had been installed in 2007, mainly on the East network. 179 substations had been renovated and installed from 2007 to 2008. 21 new substations are planned to be built in 2009.

Dalkia Jiamusi started monitoring these parameters from the 2007/08 heating season, and comparing with 2007/09 heating season, the results show that:

- Water loss was reduced by 23% compare to last year
- The ratio of energy per square meter was reduced by 6.6% compare to last year

So as a result, compare to last year, Dalkia Jiamusi avoids more than avoids more than 65,000 tons of CO₂ emissions and saved 26,000 tons of standard coal by increasing energy efficiency in 2008.

In the future, we intend to reduce CO₂ emissions as follows:

- With direct reduction estimated to 70,000 tons/year of CO₂ by reducing network loss → around 1.7 million tons of CO₂ over 25 years
- With indirect reduction estimated to 200,000 tons/year of CO₂ by connecting old and new buildings that will switch the heat supplied by low-efficiency HOB to Dalkia Jiamusi's network heat supplied by the 2 cogenerations → around 5.2 million tons of CO₂ over 25 years

Finally, if studies show the feasibility to develop geothermal resources, we expect to develop a 10-15 MW Heating capacity installation which could avoid the emission of 20,000 t/year of CO₂ on a 1st Phase.

3. Customer Relations and satisfaction

Dalkia Jiamusi has successfully improved the quality of the services and earns the trust from the customers. The following figures summarize this success:

- The unpaid fees amounted to 7% before the acquisition of JHC; it is now decrease to 2% for the 2008/09 heating season.
- 86% of the fees for the 2008/09 heating season were collected at the end of December 2008.

3.1 Customers communications

➤ Newspapers

Newspaper is a common medium for Dalkia Jiamusi to first promote a positive image of the company in order to reassure the customers, but also to share public information with the customers as well.

Dalkia is the 1st foreign company to acquire a heating network in China, which undoubtedly created some apprehension inside the community. Therefore, Dalkia Jiamusi closely worked with the local newspapers when we acquired JHC. It was first to inform the public. Secondly, as most of the local people might not have heard of Dalkia, we therefore took the opportunity to introduce Dalkia Group and its experience worldwide and its philosophy. Finally, we also communicated about our strategy to improve the current quality of the services

Furthermore, as we implement new systems or new standards in order to improve the quality of our service, we do continuously inform the customers.

We also publish articles to explain our service requirements to the population. Indeed, some JHC's services levels does not fit to our standards, and therefore some complaints can arise from the customers. As for example, the temperature inside the apartment shall be 18°C minimum during day time (16°C during night). But before the acquisition, it was only natural to have temperature inside apartment around 25°C, which now creates some complaints among our customers.

In order to easily cover the main basic question such as the phone number of our help desk, the heating tariff, the address of the collecting office. We usually publish FAQs.

Finally, we also write about issues such as Environment Protection, our positive role for the community in order to make the customers share our philosophy and values.

Appendix 1 includes all the articles regarding information to customers published in local newspapers.

➤ Internet

In China, Dalkia has developed a corporate internet website in Chinese in order to communicate about Dalkia Group and specifically its operation in Asia. (<http://www.dalkia.cn/>)

This website is not different from Dalkia Group's corporate website, apart from the fact that it is in Chinese (English is also available). This website features:

- ✓ General information about Dalkia Group
- ✓ General information about Dalkia's businesses
- ✓ General information about Dalkia China's projects
- ✓ Newsroom portal
- ✓ Media center portal
- ✓ Career portal

(Home page in Chinese)



(Home page in English)



More recently, we designed a website specifically for Dalkia Jiamusi (<http://jms.dalkia.cn>). It mainly has the same features as Dalkia's Chinese corporate website, but some other features have been added such as:

- ✓ Information about Dalkia Jiamusi,
- ✓ Information about our service requirements
- ✓ Need-to-know information such as the address of our collecting office, the phone number of the help desk.



➤ Other initiatives

✓ Local radio

In order to enlarge the range of questions found in FAQs that we published in newspaper, we took the initiative to join a local radio program to answer all kind of questions asked by the listeners during the last heating season.

✓ Question stand in the main square

Before the heating season, we usually install a stand in the main square as many people go there to do sports and relax. This stands provide information and consultation.

3.2 Customers Services Improvement

In order to improve the quality of the services compare to the services provided by the old company, we implement new systems that successfully work in our other operation sites worldwide. These new systems enable Dalkia Jiamusi to increase its customers' satisfaction and earn their respect and sympathy.

➤ Help Desk

Dalkia Jiamusi has implemented help Ddesk to assure a quick response to any incidents and in order to ensure customers 24-hour availability of heating system.

The establishment of the unique help desk provides a one-stop-shop for all customers to report faults, request services and/or information relating to the site operation. The following are major functions of the help desk:

- Receiving and logging work generated from all sources
- Assigning a unique identifier or designator to each work item
- Assigning initial classifications to the work
- Informing the Departmental Engineers or Station Chief of the filing of the work request
- Tracking the work as it progresses through the CMMS
- Maintaining records on requested work, inspections, jobs in progress, and completed work

The help desk would be operated on a 24/7 basis. Customers can find the phone number on the newspapers, on the Dalkia Jiamusi's website, and in our centralized collecting office.

The help desk will receive calls, when circumstances dictate, to initiate the appropriate service response within our team on site. Priorities for appropriate response will be established relative to business needs.

Upon receipt of a call from a customer, the help desk operator logs the service request, all the available details, and an indication of the urgency onto the CMMS. Within the CMMS the criticality of all equipment to the operation will already have been noted; so that regardless of the information passed by the caller, the operator is already made aware of the likely urgency of the situation. The operator then assigns the work to one of the on-duty engineers/ supervisors and accordingly contacts that individual.

➤ Centralized Collecting Office

Before the acquisition, JHC heavily relied on "fee collectors" to recover heating fees. As this method is not efficient, we decided to centralize the fees recovery into one sole collecting office. Fees are paid once a year base on floor surface. The advantages of the centralized collecting office are summarized below:

- ✓ The information of the customers are all centralized in an ERP system which facilitates and accelerates the fee collection treatment
- ✓ Easy for the customers to come and pay. All customers did receive a personal magnetic card to pay the fees at a counter or to an automatic machine which avoid long paperwork process.
- ✓ Collecting office's cars are available to pick-up old and handicapped people.

3.3 Surveys

Dalkia has a constant will to improve its services. We therefore do surveys and monitor the results as we believe that it is a valuable way to assess the progress made in our work and by our service delivery staff.

Two surveys were made since 2009:

- A Customers Satisfaction Survey was made in May 2009. Below are the main results:

- ✓ From normal customers

- ☐ Conclusion on the satisfaction about help desk

Average	Good	Very good	Bad
23.71%	60.62%	6.57%	9.09%

- ☐ Conclusion of the satisfaction about fee collection

ITEMs	Average	Good	Very good	Bad
Timeliness	13.48%	71.53%	13.29%	1.69%
Service attitude	11.94%	73.31%	13.53%	1.23%
Service Quality	12.45%	72.60%	13.51%	1.44%

- ☐ Conclusion of the satisfaction on heating supply during the heating season

ITEMs	Average	Good	Very good	bad
Beginning of the heating season	33.70%	35.96%	4.16%	26.18%
Middle of the heating season	26.19%	49.26%	5.09%	19.46%
End of the heating season	28.09%	36.47%	4.19%	31.25%

The survey shows that the customers are mostly satisfied with our services. Only the problem about heating supply has been pointed out. Nevertheless, one of the reasons is that before the acquisition, little or no maintenance were made on the network. Dalkia Jiamusi actively works to resolve this situation.

Another reason is because Dalkia Jiamusi decreased the temperature inside the apartment to 18°C (normal standards). Before, no inspection were made by JHC on the temperature, and it was shown that temperature was not regulated (around 25°C) which results to huge energy loss.

- ✓ From public institutions / companies

- ☐ Satisfaction on customer service

ITEM	Average	Good	Very good	Bad
Timeliness	16.67%	50.00%	23.81%	9.52%
Service attitude	16.67%	50.00%	26.19%	7.14%
Service Quality	16.67%	50.00%	23.81%	9.52%

☐ Satisfaction on fee collection

ITEM	Average	Good	Very good	Bad
Timeliness	0.00%	37.50%	62.50%	0.00%
Service attitude	0.00%	36.36%	63.64%	0.00%
Service Quality	0.00%	36.36%	63.64%	0.00%

☐ Satisfaction on Accident response

ITEM	Average	Good	Very good	Bad
Timeliness	11.90%	58.33%	25.00%	4.76%
Service attitude	9.52%	58.33%	29.76%	2.38%
Service Quality	10.71%	61.90%	25.00%	2.38%

☐ Satisfaction on heating supply quality

ITEM	Average	Good	Very good	Bad
Beginning of the heating season	36.36%	31.82%	17.05%	14.77%
Middle of the heating season	32.95%	42.05%	19.32%	5.68%
End of the heating season	34.09%	36.36%	18.18%	11.36%

The survey shows that in general, the public institutions / companies are also satisfied with our services. Also, the only problem which was pointed out was concerning the supply.

The complete survey is included in [Appendix 2](#)

- A survey regarding the customers who asked to be disconnected from our network. This survey was made in June 2009. The main results are shown below:
 - ✓ 14,782 customers requested to be disconnected from Dalkia Jiamusi's network. It represents 1.23 million m².
 - ✓ These customers were contacted by Dalkia Jiamusi to explain the reason why they made a disconnection request. 62.2% of them agreed to answer.

	Number of customers	Surface (1,000 m ²)	%
Not reachable	5460	456	37%
Refuse to answer	109	11.5	0.8%
Agree to answer	9088	728.6	62.2%

- ✓ The table below shows the main reasons:

Do not need heat from Dalkia Jiamusi	Fee are too expensive	Not satisfied with Dalkia Jiamusi's services	Not satisfied with the temperature inside the apartment	No tenant
7.31%	12.76%	0.51%	8.30%	71.12%

This study shows that the main reason is that there is presently no use for the heating. This can be explained by the fact that there are delay between the offer and the demand in Jiamusi's real estate. Nevertheless, these people can be reconnected in the future.

Regarding the fees, we provide heating at a price defined by the local government. This price is certainly a bit higher than the ones proposed by small independent boilers. Nevertheless, the local government agrees on this level of fee in order for Dalkia Jiamusi to invest in the network for maintenance and to develop it in order to demolish small independent boilers that are not energy-efficient.

More importantly, it is shown that few of the interrogated people seem complaining with Dalkia Jiamusi's services. The complete survey is included in [Appendix 3](#).

4. Community and Awards

4.1 Social responsibility

Through its ultimate mother company, Veolia Group, Dalkia has a strong social policy that reflects on Dalkia Jiamusi as well. Veolia has developed its own Foundation and the company's policy towards charity is designed as an instrument to support general interest projects, both in terms of resources and expertise.

Dalkia Jiamusi therefore actively involves itself in the local community as we believe that not only through energy we can build a better environment but through the community as well.

Below, are all the actions that Dalkia Jiamusi took part in:

- ✓ Donated 100,000 RMB to Sichuan earthquake-hit area by Dalkia Jiamusi and 27,000 RMB by staffs.
- ✓ Donated food to poor families by staffs
- ✓ Provided paid-works to jobless women to make up insulation quilts to earn a salary
- ✓ Collecting office's cars are available to pick-up old and handicapped people.
- ✓ Held 5th global painting competition of 2008 Dalkia cup, cities around the world. More than 1,500 pupils took part in the competition with paintings which showed the future world in their imagination. The theme was spread sense of environment protection realizing Dalkia's undertaking on global sustainable development.

Appendix 4 includes all the articles that were published in local newspapers regarding the actions from Dalkia Jiamusi towards the community.

4.2 Awards

Date	Award	Jury Member
01/12/2007	Exalted Company which Influences Sanjiang People's Life Most (2007)	Committee of the companies that Influences Sanjiang People's Life Most
01/12/2007	2007 Model Company	Committee which represents the heating companies in Heilongjiang Province
06/12/2007	2007 Dalkia Special Award	Dalkia Group
15/04/2008	Dalkia Locating in JMS Won the Award of the Most Influencing Event / Person in JMS	JMS Commercial & Industrial League, JMS Literary & Art League, JMS News Worker League, JMS Association of Entrepreneurs, JMS Association of Private Enterprise, JMS Association of Public Relationship, Organizing Committee of Century Folk Song Collection of China - JMS Station, Sanjiang Evening Paper
30/12/2008	Customer Service Award of HLJ Province	HLJ Quality Committee, HLJ Customer Committee
26/2/2009	2008 Most Important Company in Jiamusi	JMS Municipal Council of PRC\JMS Municipal Government
08/3/2009	Female Dalkia Staff Awarded as Model for Jiamusi	JMS Municipal Federation of Trade Unions
13/3/2009	Provincial Superior Company	Association of Heilongjiang Urban Heating
20/8/2009	Respectful and Straight Company	Jiamusi Industrial and Commercial Bureau

All the awards are included in Appendix 5.