

SPECIAL EDITION

The REMONDIS Group magazine

# REMONDIS AKTUELL

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A SHARING OF  
**VALUES**  
BETWEEN PARTNERS



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A successful business model with many advantages

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A successful track record

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Thomas Conzendorf, REMONDIS Board Member

**Dear Readers!**

Public private partnerships create a win-win situation. There is no better way to sustainably safeguard jobs, create new jobs or use efficient innovations for public services and so help keep local fees and charges stable. And yet one might occasionally get the impression here in Germany that there is currently a kind of trench warfare going on between the public and private sectors. People are talking about the current trend of some local authorities to renationalise services. Something that is threatening to eliminate fair competition. There are a number of impartial studies around that have looked in detail at the pros and cons of nationalisation. The international economics research institute, e.ca economics, for example, discovered that this trend towards nationalisation is one that is catching. On the one hand, districts that have renationalised services in the past are more likely to do so again in the future. Consequently, this effect is seen more often in districts where a large percentage of the services are already being delivered by municipal businesses. On the other hand, there is also a noticeable trend towards local authorities trying to drive private sector competition out of their market, in particular in districts with a low population density.

Having worked together with local authorities for many years, REMONDIS is, of course, critical of these trends. Each and every day, REMONDIS shows that things are so much better when the public and private sectors work together. Being a partner in 50 PPP companies and delivering services via numerous third party contracts, we have perfected the concept of public private partnerships for all those involved – both when it comes to public services and water management. All in all, REMONDIS and its public sector partners serve over 12 million people. The local authorities and their residents are provided with high quality services at a fair price. At the end of the day, they are the ones who finance the public services via the fees and charges they must pay. At the same time, the municipal partners must keep a close eye on their budgets and economise where necessary. Having a reliable source of income from taxes can also help here. It is well worth taking a look at the way the different tasks are allocated in Germany.

Around 35% of waste management services are provided by the local authorities themselves via their own municipal companies, which means no VAT is charged on these services. More than one third of the people living in Germany, therefore, do not pay VAT on these public services; and yet at the same time they benefit from the payments made by other local inhabitants as a result of funds being allocated between districts. The local authorities themselves lose out as they receive less tax. An unfair tax situation that ends up hurting everyone. Councils are deliberately choosing not to open up their markets even though this would enable them to cut costs. They are effectively holding back the private sector economy rather than making the most of the opportunity available to them to improve their situation and work together with the private sector to take the pressure off the public purse, increase their workforce, stabilise fees and charges and ensure they have a steady and reliable source of income.

Both we and our long-standing municipal partners agree that the best solution is to work together as partners. This special edition of our company magazine focuses entirely on the subject of public private partnerships and aims to provide a more detailed picture of the various PPP business models, the advantages they bring for local authorities and their residents as well as the positive impact they have on jobs, on the local economies and on the environment. And, as self-praise is no praise, we are more than happy to give our partners the opportunity to speak about their PPPs here. Local authorities, which would like to have a stable and sustainable budget, to provide their residents with high quality services and to achieve the highest possible levels of sustainability in their waste management and recycling sector, will find some valuable suggestions and experiences here to help them in their decision-making process. Here's to future collaborations!

Yours

  
Thomas Conzendorf



# A successful business model with many advantages

## ALL PARTICIPANTS BENEFIT FROM PUBLIC PRIVATE PARTNERSHIPS

It has been noticeable over the last few years that local authorities across Germany have been making efforts to grow their business activities in a number of different sectors. This can also be seen by the rising number of municipal companies and their increasing contribution towards nominal gross domestic product. One of the tried and tested business models that they sometimes choose to adopt here is the PPP – a joint venture business with a private sector partner.

Public private partnerships (PPPs) are used to ensure a whole range of public services are provided – from public transport, to education and security, all the way through to the health sector and energy supply. Indeed, PPPs, i.e. where the public and private sectors work together, are a sustainable way for local authorities to provide services to their local residents. There is a long tradition of PPPs in Germany.

### Well established in the recycling industry

Public private companies also play a major role in the recycling, service and water sectors. In Germany, PPPs are responsible for collecting mixed municipal waste from more than 7.8 million local inhabitants. Furthermore, PPPs are very important when it comes to the plants and facilities needed to treat household waste. According to a study published by the market research firm, Prognos, 22 of the residual waste thermal treatment plants across Germany were operated by public private partnerships in 2015. Together, these plants had a capacity of 7.4 million tonnes – 38 percent of the total volume of this type of waste generated in Germany.

PPPs collect mixed municipal waste from

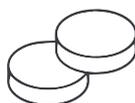
10%



of the German population

### Greater efficiency keeps fees stable

One of the greatest advantages of PPPs – besides their positive financial impact – is the fact that they help to safeguard jobs and even to grow the workforce. Such collaborations often open up new fields of business which bring in additional revenue. This, in turn, is transferred straight to the public purse and more employees are needed. Or the private sector partner brings new contracts to the business. Moreover, the business model developed by the private sector partner in response to the competition they have had to face creates efficient and cost-effective structures – e.g. regarding the planning of collection routes or discounts on purchases. This all means greater value for money and ensures fees and charges remain stable without the quality of the services suffering. What's more, the most can be made of idle capacities – material, for example, can be delivered from the REMONDIS Group so that facilities are used more efficiently.



PPPs can keep local charges stable without having to cut back on services



### More room for manoeuvre

Many local authorities find themselves permanently walking a tightrope, trying to cope with their budget and investment problems on the one hand and meet the high expectations of their local residents on the other. The injection of capital from the private sector partner has a positive effect here. Local authorities are given far more room to manoeuvre. Moreover, collaborating with a private partner reduces the amount of money that local authorities must invest in their infrastructure. The investment does not have a negative impact on either the public purse or on the creditworthiness of the local authority as it is carried out by the PPP. There is also a possibility here to use financing models that do not impact on the local authority's finances at all.

### Vital support for strategic goals

The competition faced by towns and cities is growing all the time – both when it comes to attracting new companies and to fulfilling the expectations of local inhabitants. At the same time, towns are being judged by the efforts they make to protect the environment and improve their carbon footprint. Many local authorities, therefore, are driving forward sustainability initiatives or looking to officially become a 'green city' or a 'carbon-neutral town'. Private partners, with years of experience of sustainability and sustainable development, are able to offer in-depth knowledge and a wide range of expertise and so support them to achieve their goals. This is particularly true for companies that can provide access to an extensive network of logistics systems and plants and facilities.

Progress needs ideas and the right conditions, so pioneering innovations can be turned into reality



The official tasks, rights and fundamental responsibilities of local authorities are all stipulated in detail in the various types of contract which are adjusted to meet the exact needs of the local authority and the precise tasks of the PPP.

A PPP with REMONDIS can make the very most of the group's 800+ plants & facilities which can treat a whole range of different materials





# Working together to provide top quality services

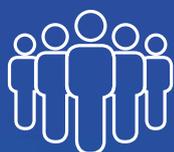
REMONDIS – THE IDEAL STRATEGIC PARTNER FOR MORE JOBS AND A STABLE BUDGET

REMONDIS operates PPPs with many local authorities both at home and abroad. The group owns a share in 50 public private partnerships in Germany alone, providing services for more than 12 million local inhabitants across 13 German states. Choosing to work with REMONDIS creates many advantages for local authorities.

A PPP with REMONDIS can offer a very wide range of services as the group operates in three different fields of business: recycling, services and water management. REMONDIS has numerous strengths that have a positive impact on the PPP's everyday business – making it a particularly suitable candidate for a public private partnership.

## Expertise & network of facilities

One of the main arguments in favour of working with REMONDIS is its comprehensive portfolio of services that includes diverse fields of business. Its extensive experience of providing classic public services plays a vital role here as well. Moreover, the group's facilities are also a key factor as it operates a network of 800 plants covering a wide range of treatment and recycling processes.



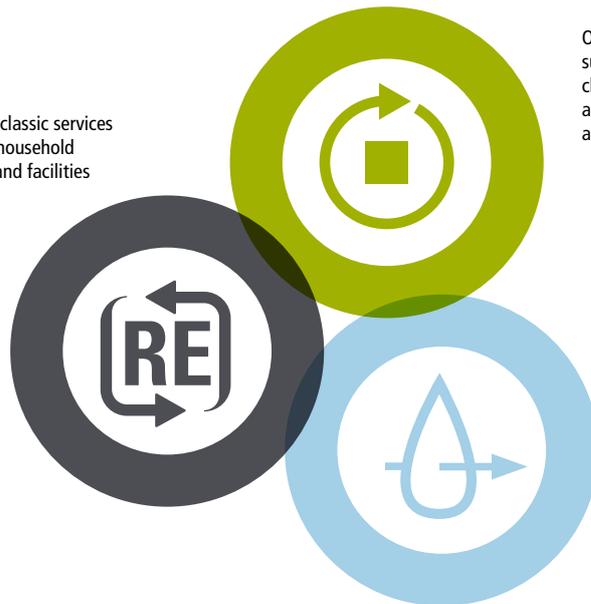
**9,000** More than 9,000 people are employed by the PPP companies, in which REMONDIS owns a share

## Regional proximity & local ties

REMONDIS has over 500 branches in Germany and operates in every single German state. Thanks to its decentralised structure and its nationwide network, REMONDIS has local knowledge of all areas and regions in the country – an important factor for creating strong regional ties and gathering information about local customer requirements.



Our recycling division comprises classic services such as collecting and recycling household waste and operating the plants and facilities needed to do this



Our services division includes public services such as clearing roads of snow and ice in winter, cleaning roads and maintaining green spaces as well as producing electricity and district heat and landscaping closed landfill sites

Our water division provides a wide range of services from water management, to maintaining sewer networks, all the way through to managing technical and commercial operations

### Innovations & investments

REMONDIS considers innovations to be vital for its company's success and so carries out intensive research and development work. This can also be seen by the fact that, compared to its competitors, REMONDIS invests an above-average amount of money in its business.

### Continuity & stability

What is noticeable at REMONDIS is its consistency – something that is hugely important for long-term partnerships. Being a family-run company, REMONDIS has proven to be an extremely reliable partner, planning and acting across generations. The continuity resulting from this is reflected in the company's history, in the growth it has enjoyed as well as in its management team. Over half of all the managers have been working for the company for 16 years or more. Moreover, the economic stability of the group is safeguarded by its high equity ratio of more than 40 percent.

### Apprenticeships & jobs

REMONDIS helps to secure jobs and to grow the workforce in PPPs as well. Special mention should be made here to the fact that we always pay our employees in accordance with wage agreements to ensure they are paid a fair salary. Our workforce in Germany has tripled since 2000. The ratio of apprentices and trainees at our company lies at 4.7% – considerably higher, therefore, than the industry average.

### Public service expertise

Providing public services has always played an important role at REMONDIS. Besides its work in PPPs, the group delivers an extensive range of services in Germany via classic public procurement contracts. This includes, for example, carrying out the kerbside collection of household waste for a total of 11.5 million local residents. Our public sector clients here comprise 75 towns and districts as well as around 50 rural districts.

REMONDIS has been delivering services for the public sector since 1959; the group's first public private partnership was established in 1987

Working together in partnership: REMONDIS' comprehensive technical and organisational know-how and its in-depth knowledge of the markets make it an ideal partner for a PPP



The results of a customer survey show in black and white just how much REMONDIS is appreciated by its public sector clients. According to the survey, municipal customers gave the way REMONDIS provides its services an average grade of '1.94', i.e. 'good' to 'very good'. This high satisfaction rate was further confirmed by the high results awarded in the individual categories, 'reliability' and 'expertise' – two qualities that are particularly important for a partnership.

# Bespoke collaboration work



CONCESSION MODELS PROVIDE ROOM FOR MANOEUVRE; INSTITUTIONAL MODELS POOL RESOURCES

There are many different types of public private partnerships around. Fundamental differences can primarily be found in the way services are exchanged and how the cooperation work is actually organised. For the most part, however, such collaborations are one of two basic versions: the concession model or the institutional model.

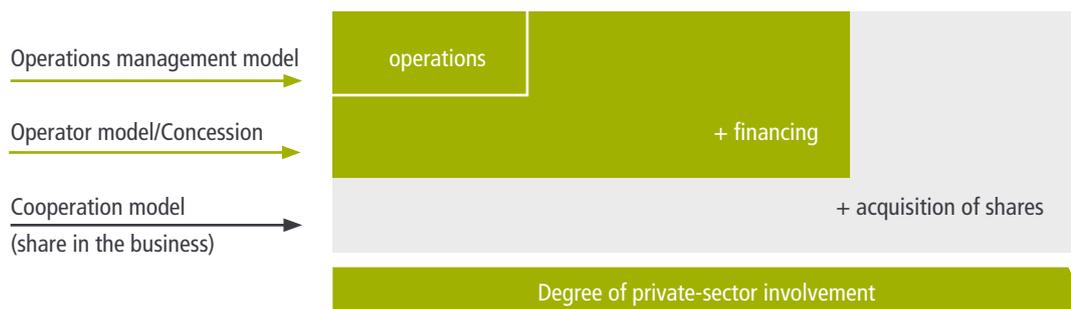
## CONCESSION MODEL: cooperation work for more complex tasks

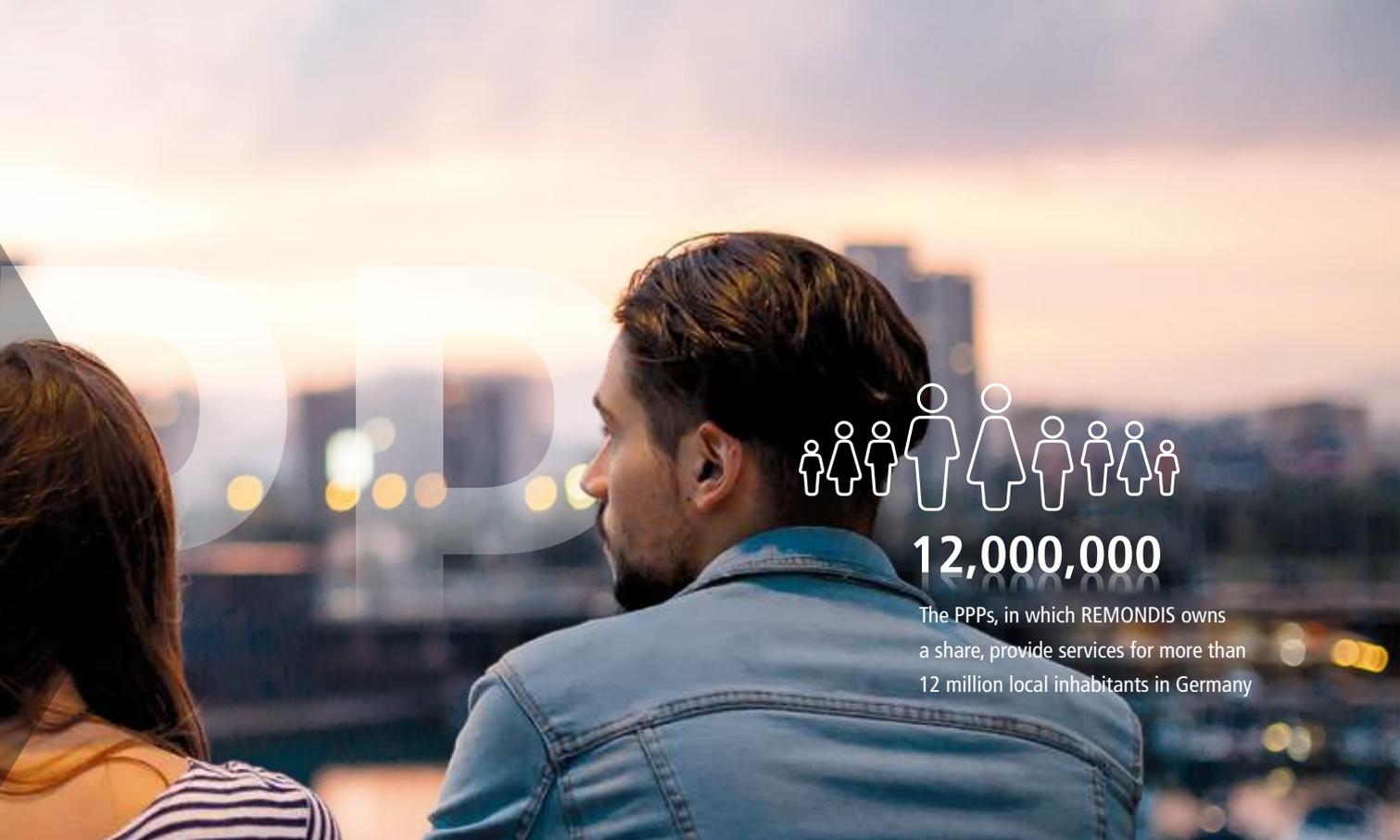
Local authorities benefit greatly when their collaboration work with REMONDIS is based on the operator model – especially when the work involves treating wastewater and supplying drinking water

PPPs based on the concession model are often used for tasks that need to be carried out for a limited period of time – especially in the water management sector. This is particularly the case for clearly defined projects where it is not possible to predict in detail beforehand how they will develop. Concession PPPs that are based on an exchange of services can be finalised and adapted to changing conditions.

A concession PPP is very similar to the classic procurement or assignment contract. In principle, this involves a task that is awarded by the public sector partner and carried out by the privately owned company. A joint venture company is not set up – the public private cooperation is based exclusively on the contractual terms drawn up between the partners.

Concession models are primarily used in REMONDIS' water management division – in particular as operations management or operator models. Acting as the local authorities' partner, REMONDIS is solely responsible here for carrying out all the various tasks. The company bears the operational risks, makes all the necessary investments and guarantees that all quality targets will be met. Besides operating a facility, such collaborations can also include planning, building, maintaining and financing such plants. The public sector partner benefits in a variety of ways, no matter what the specific details are. With the operator model, for example, it bears no financial risks and can plan its exact costs over a period of 20 to 30 years. Furthermore, it has unrestricted access to REMONDIS' wealth of knowledge – a cornerstone for high levels of efficiency and reliable services.





12,000,000

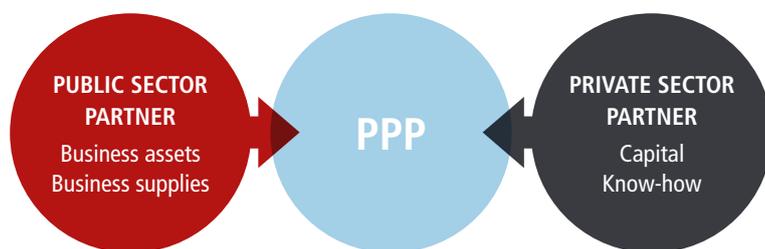
The PPPs, in which REMONDIS owns a share, provide services for more than 12 million local inhabitants in Germany

## INSTITUTIONAL MODEL: a partnership with a joint venture business

Institutional PPP projects are based on a joint venture company in which both the local authorities and the private sector firm own a share. Both parties bring resources with them into the joint venture and both are responsible for the business. A contract is drawn up stipulating the exact details of the collaboration, for example regarding the organisation, focus and fundamentals of the business.

Institutional collaborations are primarily used for long-term cooperation work. Rather than being an exactly defined project, their original area of activity is more of a general task. All conditions relating to this are set out in detail and regulated in the partnership agreement and any supplementary framework agreements.

If the PPP company delivers public services, then these are reimbursed by the authority responsible which passes on the fees or charges paid by the taxpayer. The PPP invoices private sector clients directly if it has provided them with services. Should the PPP's activities that do not involve public services generate profits, then these can – depending on the regulations agreed on – be distributed, ploughed back into the business or credited to capital accounts. The amount of dividends paid to the shareholders depends on their share in the business.



No matter whether a PPP is set up for new business activities or to improve existing services: the public sector partner transfers its business supplies and assets to the PPP. Furthermore, the employees who had previously worked for the local authority are officially taken over by the PPP company, which becomes their employer. The private sector partner brings with it its capital and management know-how. Both parties bear the business risks in line with company law.

The range of services provided by an institutional PPP involving REMONDIS can be as wide and varied as the group's portfolio. The selection of services depends on the actual requirements of the public sector partner and of the region. Whenever REMONDIS works with a public sector partner, it always makes the very most of its 30 years of experience of working in a wide range of PPPs.

### Uwe Becker

City Treasurer Uwe Becker is Head of the Department for Finances, Equity Holdings and Church Matters in Frankfurt am Main. He is on the CDU state executive committee and Deputy Federal Chairman of the CDU/CSU 'KPV' (Local Government Association). Moreover, he is a member of the executive committee of the Association of Cities and Towns in Hessen and of the executive committee of the Association of German Cities and Towns.

# PPPs attract new firms to their region

A SUCCESSFUL BUSINESS MEANS MORE SERVICES FOR LOCAL RESIDENTS AND MORE JOBS

The City of Frankfurt am Main and REMONDIS are joint shareholders of FES Frankfurter Entsorgungs- und Service GmbH. City Treasurer Uwe Becker talked about this successful PPP that has been offering high quality and cost-effective services for two decades now.

**REMONDIS®**  
WORKING FOR THE FUTURE



**“The waste management services in Frankfurt reflect the highest environmental, technical and social standards whilst still being cost effective and of a really high quality.”**

Uwe Becker, Head of the Department for Finances, Equity Holdings and Church Matters in Frankfurt am Main

**Mr Becker, FES was established back in 1995 and is one of the longest-running PPP projects in this sector in Germany. Looking back at the last twenty years would you say that FES has been acting as a role model?**

**Uwe Becker:** Without a doubt. The decision of the city authorities to transform its waste management and city cleaning department into the firm FES and to join forces with the privately run company REMONDIS was definitely the right one. Thanks to this decision, the waste management services in Frankfurt reflect the highest environmental, technical and social standards whilst still being cost effective and of a really high quality.

By having REMONDIS contribute their know-how, we've not only succeeded in securing jobs but also in expanding our workforce. The success of the business is further proof that we made the right call back then: FES has contributed more than 300 million euros to the city coffers over the last 20 years. These funds have been used to stabilise the fees paid by our local residents for waste management and city cleaning services. In fact, we even managed to reduce waste management fees just a few days ago.

**What effect has this had on the quality of services and indeed on the employees?**

**Uwe Becker:** Right from the very beginning, our goal has been to extend the range of services being offered to our local residents – both in the areas of waste management and city cleaning. FES has already invested more than 200 million euros in modernising and overhauling its business – such as in new vehicle technology, facilities and buildings – as well as in the workforce itself. The latter is particularly important if FES wishes to further extend its role as a full-service provider in the Rhine-Main region. FES has around 1,300 employees who are paid in line with collective wage agreements. Our employees are the heart and soul of our company and our most important capital. They use their know-how and expertise to ensure our services are of the highest possible quality and delivered as efficiently as possible.

**FES also serves numerous companies located in and around Frankfurt. Can a strong PPP attract new businesses to its region?**

**Uwe Becker:** FES is certainly an important factor for companies looking to settle in this region. Both businesses and local residents expect to find a reliable, high quality waste management system in place and so FES definitely makes our city more attractive. The company's wide range of services – such as collecting bulky waste and hazardous substances – is also a great advantage here. Furthermore, it is essential that a city that requires so many services in such a concentrated area, such as Frankfurt, has a company closely linked to the council that can offer many jobs.

**Firms that really want to help conserve resources and prevent climate change have no choice but to invest. What advantages does a PPP have here?**

**Uwe Becker:** Being the main shareholder in FES, the city council can, of course, exert influence on the company so that such a large logistics business also achieves its climate goals. FES is serving as a role model here, too, which is fantastic. Our waste-to-energy plant, for example, produces electricity and district heat for 45,000 households. The composting system used by Rhein Main Biokompost GmbH, one of FES' subsidiaries, generates biogas which is also used to produce electricity and district heat; the heat is channelled to Samson, which is located nearby. This is an excellent example of successful collaboration.

**Frankfurt is growing. The city's population is expected to increase by a further 100,000 people over the next few years. Are you and your PPP well prepared for this?**

**Uwe Becker:** Yes, because we can react with FES and master any challenges the future may bring with it. The company is able to make quick decisions regarding its workforce and investments in vehicles and facilities. What's more, it's very useful having a national and international firm such as REMONDIS as our partner here.

FES soon became profitable by optimising its core services and entering new fields of business

Further details about Frankfurt's PPP company and the services it offers can be found on pages 14 & 15

# Cooperation models need strong partners

COMPETITIVE PPPS WITH STRONG PORTFOLIOS ARE IDEAL FOR DRIVING SUSTAINABILITY



Abfallwirtschaft und Stadtreinigung Freiburg

The City of Freiburg and REMONDIS have been running a PPP together since 2002. Lord Mayor of Freiburg, Dr Dieter Salomon, talked about Abfallwirtschaft und Stadtreinigung Freiburg GmbH (ASF) – about its objectives, advantages and growth potential.

Further information about ASF and its profile as a PPP company can be found on page 20

**Dr Salomon, what, in your opinion, are the main advantages of operating a public private partnership?**

**Dr Dieter Salomon:** There are two main advantages: the expertise of the private sector partner and the business model we use in Freiburg where both partners are on an equal footing. REMONDIS provides city cleaning and waste management services for many different towns and cities around the country. Their know-how has played a decisive role in helping ASF to become a competitive business with a strong portfolio.

**Being a Green City, Freiburg wishes its town to develop sustainably. How are ASF's activities helping you to achieve your strategic goals?**

**Dr Dieter Salomon:** There are a large number of different components behind the Green City label. Having been awarded this title, Freiburg has become a global role model for sustainable city development. A very important factor

here is waste management, which no longer simply involves the collection of waste but covers a much larger area of operations – such as recycling or producing energy from biomass. One of the country's largest solar farms is located on a closed landfill site in Freiburg, so it is now able to supply a combined heat and power plant with solar power from above and landfill gas from below.

**ASF provides a number of important public services. Does this place certain demands on the economic stability of the private sector partner?**

**Dr Dieter Salomon:** The public sector is not a business for making a quick buck, so to speak. It is there to provide local residents with essential services such as transport, water, energy, supply and disposal. This also includes waste management. Local authorities need to know that their collaboration work with a private sector firm will be both sound and long lasting. This is only possible with businesses that are solid.

**“Local authorities need to know that their collaboration work with a private sector firm will be both sound and long lasting.”** Dr Dieter Salomon, Lord Mayor of Freiburg



**Dr Dieter Salomon**

Dr Dieter Salomon (Alliance '90/The Greens) has been Lord Mayor of Freiburg since 2002 – the first large town in Germany ever to elect a green Lord Mayor. He had previously represented his party in the Baden-Württemberg state parliament; in 2002, he was elected leader of the Baden-Württemberg Green Party.

**Is it easier for a PPP to unite business and environmental matters?**

**Dr Dieter Salomon:** For the most part, business and environmental matters are already intertwined. Investing money to make something greener – for example re-insulating homes to make them more energy efficient – almost always leads to financial savings as well. In this case, lower costs for

heating and hot water. Things are no different in the waste management sector. Our recycling activities, for example. These are good for the environment because less residual waste needs to be processed or disposed of and because fewer primary raw materials need to be consumed – wood for paper or crude oil for plastics. And, of course, there are numerous financial benefits as well.

# Making things happen in the Rhine-Main region

FES IS DRIVING SUSTAINABILITY IN AND AROUND FRANKFURT



FES Frankfurter Entsorgungs- und Service GmbH (FES) is the leading provider of waste management and cleaning services in the Rhine-Main region. Working together with its six subsidiaries and associated companies, it offers a strong portfolio of services that range from city cleaning work, to waste management, all the way through to running its own plants to produce climate-friendly electricity and heat.

A financial centre, a banking centre, an important venue for trade fairs: more than 700,000 people live in Frankfurt and around 4.8 million tourists and business people visit the city every year. Both the local residents and the visitors expect the city to offer them a high quality of life. One

of the most important tasks that FES Frankfurter Entsorgungs- und Service GmbH must perform, therefore, it to ensure the city remains clean and tidy.

Each and every day, FES is out and about cleaning the city's roads, paths and squares (a total 6 million square metres) and emptying around 6,000 litter bins. The company's daily workload is impressive – but this is just a small part of its portfolio. This PPP company offers local residents and retailers as well as commercial and industrial businesses a whole range of other waste management and cleaning services.

## Committed to the city and the region

One of its great strengths is its commitment to conserving natural resources and cutting carbon emissions. FES operates a number of recycling and treatment facilities – including a state-of-the-art organic waste processing plant that uses biogas to generate electricity which is then fed into the grid. Its waste-to-energy plant produces electricity and heat for at least 45,000 households. Furthermore, FES runs facilities for processing IBA and sorting old paper and commercial waste.



FES Frankfurter  
Entsorgungs- und  
Service GmbH



FES has been serving other local authorities in the region as well as Frankfurt for many years now



**700,000**  
people live in Frankfurt



**4,800,000**  
tourists & business people visit the city every year



FES also runs its own modern fleet of special vehicles to enable it to carry out its various tasks around the city

### Following a successful path for 20 years now

FES was established in 1995 when the City's waste management and city cleaning department was transformed into an independent company. It actually began operating in 1996. In 1998, it then changed its status from being a purely municipal business to being a public private partnership between the City of Frankfurt and REMONDIS.

The objective here was to create synergies between the public and private sector shareholders in order to strengthen the company and prepare it for the future – an objective that has most certainly been fulfilled. Its strategy to offer new services and to enter into new fields of business and found subsidiaries that complement its core services has proven to be particularly successful.

Indeed, the company's success has steadily grown as it has gradually extended and improved its portfolio: FES' turnover has increased by 80 percent over the years. Moreover, its profits have risen year on year despite the company investing a total of approx. 200 million euros in its business. The workforce has also expanded, with FES now employing over 1,700 people. It has become an attractive employer thanks to its targeted personnel development schemes, its flexible working hours and its exemplary initiatives – for example on demographic management and work life

A PPP since	1998
Shareholders	51% City of Frankfurt am Main 49% REMONDIS
No. of employees	1,700
No. of vehicles	around 800
Locations	23 in the Rhine-Main region (incl. subsidiaries)
Plants & facilities	8

Facts & Figures

balance – that are acting as a role model across the whole of the country.

### An important feature: sustainable progress

One of FES' top priorities is to try and predict what local residents, customers and local authorities will want to have in the future and to adjust its portfolio accordingly. Developing innovative solutions to ensure the business continues to move in the right direction is also on its list of priorities as is increasing its efforts to conserve resources and prevent climate change. The focus of its attention: the Rhine-Main region. At the end of the day, there is a very good reason for FES' slogan: "Making things happen in the Rhine-Main region".

FES has steadily become more and more successful as it has gradually expanded its fields of business and areas of expertise



**296,000**

small wheelie bins (recyclables & waste)



**2,800**

large wheelie bins (2.5m<sup>3</sup> to 5m<sup>3</sup>)



**90,000**

bulky waste collection trips every year



**2,100**

skips (1.7m<sup>3</sup> to 36m<sup>3</sup>)

# Working together for Düsseldorf

AWISTA WORKS WITH A GROUP OF HIGHLY SPECIALISED LOCAL FIRMS, PROVIDING A ONE-STOP SHOP FOR A WHOLE RANGE OF SERVICES



AWISTA provides waste management and cleaning services in Düsseldorf and the surrounding regions. Working together with a group of specialist partner companies, it offers a strong portfolio of wide-ranging services for local authorities and their local residents as well as for private individuals and businesses.

No matter whether it involves local authorities, private individuals or business customers: AWISTA has established itself as a provider of high quality regional services, putting it in a strong competitive position

Founded in 1999, AWISTA Gesellschaft für Abfallwirtschaft und Stadtreinigung mbH is one of the largest companies of its kind in the region between the Rhine, Ruhr and Wupper rivers. The company and its 800-strong workforce specialise in providing services to their public sector customers as well as in collecting sales packaging. Its customers include the Düsseldorf city authorities, the district of Mettmann and the towns of Remscheid and Solingen.

AWISTA is responsible for collecting and recycling the various waste streams generated by households as well as bulky waste and hazardous waste. Moreover, it is in charge of keeping the cities clean and the roads clear of snow and ice in winter. Its range of services also includes running all the household recycling centres and delivering material to the waste incineration plant owned by the Stadtwerke Düsseldorf. In addition, AWISTA operates a modern garage that carries out around 12,000 assignments on municipal vehicles every year – from customising the vehicles, to retrofitting them, to installing particulate filters.

## AWISTA & REMONDIS – two strong partners

REMONDIS has owned a 49% share in AWISTA since 2006 as a result of a cross holding. Stadtwerke Düsseldorf AG (public utility company) owns the remaining shares in the PPP company. Thanks to this strategic partnership, the existing resources have been strengthened and new fields of business created. AWISTA's portfolio, for example, now includes a graffiti removal service for private sector customers as well as cleaning services for carnival parades and sport and cultural events.



**1,000,000 tonnes**

The amount of residual materials processed every year



**8,200,000**

bins are emptied in Düsseldorf every year



**168,000 tonnes**

The amount of CO<sub>2</sub> equivalents cut every year



AWISTA Gesellschaft  
für Abfallwirtschaft und  
Stadtreinigung mbH

#### A collaboration with a host of advantages

Together with REMONDIS, the company is working on further extending its leading position in the waste management and city cleaning sectors and on acquiring new customers. One ace up its sleeve is its collaboration with a group of specialist companies in the region, with which AWISTA and REMONDIS are affiliated. Each individual company in this network has its own specialist area. In line with its core areas of expertise, AWISTA's primary task is to provide services to the public sector and collect sales packaging.

This affiliated group of companies has a strong infrastructure at its disposal as well as diverse and extensive plant capacities. It has, for example, access to composting and sorting facilities and to thermal treatment plants. Any construction and demolition waste is processed by plants in Düsseldorf and Mettmann. This close cooperation work between the firms makes it possible for just one company to offer a huge range of services. All in all, this group processes around one million tonnes of residual materials every year.

#### Great prospects ahead

At present, half of AWISTA's business comes from the public sector and half from the commercial sector. The PPP is intending to grow its operations in both areas. To achieve this, it is not only looking to provide top quality services but also to fulfil all its environmental, economic and social responsibilities. A study, published in 2015, confirmed that the waste management sector in Düsseldorf is already making an important contribution towards achieving greater sustainability. This can primarily be put down to the different collection schemes and logistics systems AWISTA uses as well as to the proximity of the recycling facilities. The study gives special mention to its carbon footprint: in 2014, the services provided to the City of Düsseldorf cut greenhouse gas emissions by 168,000 tonnes of CO<sub>2</sub> equivalents.

AWISTA places great importance on future-oriented fields of business such as resource conservation, closing material life cycles and recovering and recycling raw materials

A PPP since	1999
Shareholders	51% Stadtwerke Düsseldorf AG 49% REMONDIS
No. of employees	800

Facts & Figures

# A full range of services

**BOTH OBERHAUSEN'S LOCAL RESIDENTS AND ITS BUSINESSES BENEFIT FROM THE COLLABORATION WORK WITH REMONDIS**



**Wirtschaftsbetriebe Oberhausen GmbH (WBO) – a public private partnership between the City of Oberhausen and REMONDIS – has been providing those living and working in the town with reliable services for 20 years now. A truly successful PPP model!**



Every week, the residual waste generated by the ca.

**104,000**  
households

is collected and taken to GMVA Niederrhein GmbH in Oberhausen for thermal treatment

The list of WBO's tasks is long and varied: managing and treating the city's wastewater, cleaning and maintaining its road network, providing industrial, commercial and private customers with a range of waste management services and ensuring the roads are safe for public use. Making the most of its wealth of expertise, it serves the city operating a reliable and efficient business. Oberhausen collaborates closely with REMONDIS here, which has owned a 49% share in WBO since 1998. WBO has been in the black since 1999 and its economic plan continues to develop positively.

Each and every week, its waste management division collects waste generated by around 104,000 households so it can be thermally treated at the GMVA Niederrhein GmbH in Oberhausen (a town situated in the west of the Ruhr region). The PPP's tasks also include emptying the recycling, paper and organic waste bins as well as running a municipal recycling centre for a whole range of recyclable and residual waste. The recyclable materials are either handed in to this centre or collected by WBO and transhipped in Oberhausen. One of the company's highlights is its work at CentrO Oberhausen, Europe's largest shopping centre. WBO collects all waste materials generated here – from waste packaging all the way through to food waste and old cooking fat.

WBO's catchment area covers around 77km<sup>2</sup> with ca. 212,000 local inhabitants and a road network totalling approx. 550km in length. More than one million metres

of road have to be swept regularly if the streets are to be kept clean. The company must react quickly if road surfaces become damaged, traffic lights fail or there is a sudden snowfall to ensure the roads remain safe for the public.

A fleet of efficient vehicles is essential to be able to carry out all these tasks. WBO has a total of 170 vehicles – of which 80 are special waste management vehicles. Any repair work is performed in its own garage. Thanks to the new generation of multifunctional vehicles for winter services and water maintenance work, there are hardly any periods during the year when they are not being used. Thus WBO operates in a fair competitive environment offering its customers reliable, cost-effective and top quality services. Moreover, priority is always put on conserving natural resources and driving sustainability across the whole of its operations.

WBO's work, however, is not just above ground. A system of sewer pipes is located below the surface that is just as long as the road network. WBO is in charge of running the public wastewater plants, the storage basins, road and property drainage systems as well as organising all related planning and engineering work. Its portfolio here includes checking the network for leaks, which is performed by specially trained operatives using the innovative in-line process – something that is unique in the sewer renovation sector. Furthermore, WBO always has the latest information available for building projects as it continuously records detailed information about the infrastructure in a register.

**“This model, in which our private sector partner plays an important role, helps us to provide efficient and cost-effective public services – especially considering the difficult financial situation that the town is in at the moment. Moreover, the revenue generated by WBO benefits the city and, as a result, our local residents as well.”**

Sonja Bongers, Chairwoman of the Supervisory Board





WBO managing director, Karsten Woidtke, is pleased to see just how good the collaboration is with the city authorities. "Oberhausen benefits from WBO's operations being so reliable and cost effective. We're continuously checking our processes and then discussing the findings with our municipal partner and our employees to further improve our business. Our objective here is to ensure there is always a healthy balance between what is technically possible and economically viable and to remain in close contact with the city's local inhabitants. We work using eco-friendly processes and with eco-friendly materials."

"WBO was one of the first PPP models to be established in Germany," said WBO managing director, Maria Guthoff, looking back at the company's history. "We have proven – right from the moment the company was founded 20 years ago – that this model works. The City of Oberhausen's waste management sector is in the safest of hands."

Sonja Bongers, Chairwoman of WBO's Supervisory Board and SPD city councillor, is more than happy to confirm this: "The collaboration works very well indeed and, as far as the council is concerned, WBO is doing a really good job. All in all, WBO has proven to be a very successful PPP. This model, in which our private sector partner plays an important role, helps us to provide efficient and cost-effective public services – especially considering the difficult financial situation that the town is in at the moment. Moreover, the revenue generated by WBO benefits the city and, as a result, our local residents as well."



Wirtschaftsbetriebe  
Oberhausen GmbH  
(WBO)

A PPP since	1996
Shareholders	51% Stadtwerke Oberhausen 49% REMONDIS
No. of employees	420

Facts & Figures

Wolfgang Crämer, chairman of the works council at WBO, also believes the PPP model has had a positive impact: "As far as the works council is concerned, the PPP has generated a number of substantial advantages. Bringing in private sector know-how has led to an increase in the services we provide as well as to more investments being made in state-of-the-art technology. This has driven the company forward and helped us secure long-term contracts."



# Freiburg – Creating ideas rather than waste

FREIBURG IS FURTHER CEMENTING ITS ROLE AS A 'GREEN CITY' WITH ITS PPP COMPANY ASF



Abfallwirtschaft und Stadtreinigung Freiburg

Sustainability is a very important topic in the south German university town of Freiburg. Located in the Breisgau region between the Rhine and the Black Forest, this attractive city (220,000 inhabitants) is proud of its environmental profile and the fact that it has been officially awarded the title of 'Green City'.

The local authorities have drawn up a plan based on eight key areas that together map out how the city should continue to develop and how its sustainability goals should be achieved. Two of these areas are waste management and energy supply – two fields in which Abfallwirtschaft und Stadtreinigung Freiburg GmbH (ASF) plays a major role. ASF is a joint venture between the city council and

REMONDIS. The overriding objectives for establishing the PPP in 2002 was to ensure the fees and charges

paid by local residents remained stable, to secure the jobs of those working in the company and to expand its business operations across the region. REMONDIS has owned a 47% share in ASF since 2008.

## A pioneer in the waste management sector

The City of Freiburg runs its waste management business according to its motto "Creating ideas rather than waste". Priority here is being put on waste reduction and recycling to help conserve our planet's natural resources and curb global warming. ASF is responsible for all the tasks involved in this area – from collecting and recycling waste, all the way through to keeping the city clean. The company's main goals are to be both service oriented and cost effective as well as resource and environmentally friendly across the whole of its operations. A number of useful synergies have been created as a result of the public private partnership between the city and REMONDIS.

There is a whole list of facts and figures that show just what high standards the partners have achieved together. The targets set by Berlin for the coming years have already been met in Freiburg. Municipal waste is just one example here. The town currently recycles 69% of its municipal waste and so is already well over the legislator's 65% recycling target for 2020. This can be put down to the highly segregated collection schemes set up in the region and the fact that its recyclables collection system was introduced right



Abfallwirtschaft und Stadtreinigung Freiburg GmbH (ASF)



In 2012, Freiburg was presented with the German Sustainability Award and named 'Germany's most sustainable large city'





across the city many years ago. What's more, the inhabitants should be applauded for generating such low volumes of household and bulky waste: in 2015 they produced 111kg per person per year – 22% below the average volume in the German state of Baden-Württemberg.

#### Waste – a reliable source of energy

Freiburg's future-oriented energy supply concept is based on three cornerstones: energy savings, energy efficiency and renewable energy. The partnership with REMONDIS is making a great contribution towards helping the city achieve its ambitious renewable energy targets. Organic kitchen and garden waste is used in Freiburg itself to produce energy, namely at REMONDIS' biowaste digestion plant. This facility transforms the incoming material into high quality compost. The biogas captured by this process is then used to generate climate-friendly electricity and heat for several thousand households in the region.

#### Innovative developments

Freiburg is intending to drive forward its innovative activities as a 'Green City' and ASF will be helping it to reach its goals wherever it can. It is, for example, making every effort to

ensure that the volumes of waste generated continue to fall and that the amount of recyclables collected increases.

ASF also places great importance on informing the public about waste and recycling in order to drive sustainable development in the city. To achieve this, it has developed special projects for children and teenagers. These include courses, guided tours and competitions on subjects such as resource conservation and recycling – some of which are held at schools and public institutions. There is one thing that everyone in Freiburg is sure of: this clever mixture of environmental and business activities has created a sound base that will help the city to achieve its ambitious green targets.

Freiburg and the surrounding districts are aiming to have halved their carbon emissions by 2030

ASF GmbH founded in	1999
A PPP since	2002
Shareholders	53% City of Freiburg 47% REMONDIS
No. of employees	340
No. of vehicles	165

Facts & Figures



**5,340 tonnes**  
Light packaging per year



**4,729 tonnes**  
Plant & tree cuttings per year



**6,565 tonnes**  
old glass per year



**20,180 tonnes**  
Paper, card, cardboard per year



**15,050 tonnes**  
organic waste per year

# A host of advantages

SCHWERIN-BASED SAS ON THE FAST  
TRACK WITH REMONDIS



Schweriner Abfallentsorgungs- und Straßenreinigungsgesellschaft mbH (SAS)



**42,700** Mg/a

In 2015, SAS collected 42,700 Mg/a of municipal waste and 16,000 Mg/a of commercial waste

**SAS**

Schwerin-based SAS has been operating in the municipal city cleaning and waste management sectors for more than 60 years now. REMONDIS has owned a share in the company since 2007. The foundation of a PPP has proven to be beneficial for all those involved: new plants and technology have improved its carbon footprint and the company's turnover has grown by 38%.

Environmentally friendly waste management and a clean and tidy city – this is what Schweriner Abfallentsorgungs- und Straßenreinigungsgesellschaft mbH (SAS) is all about. The success that the company has enjoyed since it became a PPP is clear proof that tradition can go hand in hand with

progress. On 01 January 2007, REMONDIS acquired a 49% share in SAS. Prior to this, the city authorities of Schwerin had put out a Europe-wide tender to find a strategically strong and experienced private sector partner. Lünen-based REMONDIS beat the many applicants to win the contract.



**90,000** people  
live in the catchment area



**2.6m** kWh/a  
of climate-friendly electricity  
is generated by the new organic  
waste treatment facility



**1,000** households  
receive this electricity, which  
is sufficient to cover their require-  
ments for 12 months

“The first kilowatt hour of electricity was a really important milestone for us. We see SAS as being a traditional as well as an innovative company and we want it to be able to offer Schwerin’s commercial and industrial businesses and its local residents the best possible solutions.”

Matthias Hartung, Managing Director of SAS

Lord Mayor of Schwerin Angelika Gramkow commented: “For many years now, this partnership with REMONDIS has ensured that the range of services has continuously improved – benefiting all those living and working in Schwerin – and that SAS has developed and grown its business.”

### Customer-oriented environmental services

The city authorities of Schwerin (the capital of the German state of Mecklenburg-Vorpommern) wished to create a partnership that would make sure SAS had the best possible set up for the future without them losing their influence over the business. The best solution proved to be a collaboration with a private sector service provider. Thanks to the extensive technological know-how that REMONDIS has contributed to the PPP, SAS has become a modern, customer-oriented business offering comprehensive waste management and recycling solutions for commercial, retail and industrial companies as well as for the local inhabitants. The main services provided by SAS include recycling household and bulky waste, cleaning streets, open spaces and markets, clearing the streets of snow and ice in winter as well as collecting a whole range of recyclables.

### A sustainable & cost-effective business

Its figures are impressive: SAS’ turnover grew by 38% between 2007 and 2015 – and its profits by around 50% during the same period. Moreover, 20 new jobs have been created. This success and the growth in the company’s value can be put down to the way in-house processes have been improved and adapted to create an efficient recycling business. This has increased the company’s earnings – something that benefits the local residents as this extra money can be used for other public services as well as for new investments.

### Climate-friendly electricity

A new handling and storage hall was built on SAS’ grounds in 2013 and a state-of-the-art organic waste treatment facility (located in an industrial park) was commissioned in January 2015. This facility uses organic waste to produce carbon-neutral energy, which SAS feeds into the grid. A great contribution, therefore, to helping Schwerin reach its goal of becoming a carbon-neutral city. The company has also made sure that there is a steady supply of input material: local residents were provided with organic waste bins for their kitchen and garden waste at the same time the treatment plant began operations.



SAS meets all the criteria and requirements set out by the ‘EdDE’ (association of waste management businesses) and has been issued with an ‘EFB’ certificate

The bins have a chip and an identification number to enable the company to monitor their locations as well as to improve their vehicle collection routes. A smart innovation using cutting-edge technology that will help even more material life cycles to be closed. And this success story is far from over: the contract between the City of Schwerin and SAS was concluded for a period of 20 years and runs until 2027.



[www.sas-schwerin.de](http://www.sas-schwerin.de)

Type of partnership	a cooperation model
A PPP since	2007
Shareholders	51% City of Schwerin 49% REMONDIS
No. of employees	around 80
Tasks	collecting recyclables, managing & recycling waste, cleaning municipal roads & spaces

Facts & Figures

# Wertstoffunion Berlin – recycling paper together

PPP IN THE CAPITAL WITH A HIGH-TECH PAPER SORTING PLANT



There is a public private partnership in Berlin that specialises in one particular market segment: old paper. A partnership, therefore, that rules out any kind of conflict between the public and private sectors about this material right from the very beginning. Its goal is to use sustainable means to collect, sort and supply the raw material, paper. Around 190,000 tonnes of old paper are generated in Berlin alone every year, of which approx. 130,000 tonnes are sorted by Wertstoffunion Berlin – a PPP between the municipal company Berlin Recycling and REMONDIS.

Old paper is one of the more traditional sources of raw material and is hugely popular among paper processing businesses because of its numerous economic and environmental advantages. Whilst around 2.2 kilograms of wood and 4 kilowatt hours of energy are needed to produce one kilogram of new paper, just 1.15 kilograms of old paper and 1.5 kilowatt hours of energy are needed to make the same quantity of recycled paper. Since 2012, Berlin has been home to one of the country's most modern paper sorting plants, which ensures that the old paper generated in Berlin and Brandenburg is recycled and returned to production cycles. Around eight million euros were invested in this successful public private project.

Berlin Recycling, a fully owned subsidiary of the municipal firm Berliner Stadtreinigungsbetriebe, is the market leader in Berlin when it comes to collecting old paper from private households. Looking at ways to ensure this business success continued and to safeguard the jobs of its employees, the company made the strategic decision to find an experienced partner to enable it to play a role in the sorting and marketing of waste paper. "Berlin Recycling felt it was important to take a further step along the supply chain and become involved in the processing and marketing of the materials

we collect. This move benefits our customers, safeguards jobs at Berlin Recycling and increases competition on the waste paper market in Berlin," explained Vera Gäde-Butzlaff, chairperson of the board at Berliner Stadtreinigung.

During the negotiations, REMONDIS was not only able to show that it could offer the most attractive collaboration model but also that it had years of experience of the recycling industry. "Being the market leader, REMONDIS has extensive know-how of the recycling industry in Germany and processes old paper at over 60 sorting plants across the country. Moreover, the company likes to think long term when it comes to cooperation work and has PPP companies with more than 30 local authorities in Germany," commented Norbert Rethmann, honorary chairman of the supervisory board of the RETHMANN Group.

This public private facility  
can sort up to

**130,000**

tonnes of  
old paper  
every year





### Conserving natural resources and creating new jobs

As a result of this decision, WUB Wertstoff-Union Berlin GmbH was established in 2011 and plans set in motion for a new paper sorting plant to be built. Work began on the 4,000m<sup>2</sup> building and its paper sorting facility in December 2011 and was completed in September 2012. During the official opening in 2012, Michael Müller, the senator responsible for city development and the environment in Berlin, welcomed this new public private partnership, saying: "This project clearly shows that it is possible to find large companies that are prepared to invest in Berlin and create new jobs. Moreover, the environment will benefit here as these

paper-sorting activities will reduce carbon emissions by more than 75,000 tonnes and save the equivalent number of trees found in the Grunewald Forest."

The public private facility, which is located on Lahnstraße in Berlin's Neukölln district, is considered to be one of the most modern and innovative of its kind in Germany. Operating in two shifts, this plant sorts and, in some cases, compacts around 130,000 tonnes of waste paper from commercial, retail and industrial businesses as well as from private households every year.

The collaboration between Berlin Recycling and REMONDIS is a further positive example of how public and private sector waste management companies can work together constructively and successfully. WUB Wertstoff-Union Berlin GmbH has established itself as a successful model with a strong future.



The amount of trees saved each year by WUB's paper sorting activities in Berlin is the same as the number of trees found in the Grunewald Forest



Wertstoff-Union Berlin GmbH (WUB)

REMONDIS stood out thanks to its very attractive business proposal, its relevant recycling experience and its extensive specialist knowledge





EURAWASSER  
Betriebsführungs-  
gesellschaft mbH

# A partnership of equals – working together for 20 years

MUNICIPAL WATER MANAGEMENT AS A PUBLIC PRIVATE PARTNERSHIP



Public private partnerships can be a very successful business model for municipal water management tasks as well. An excellent example of this is the 20-year collaboration between the City of Goslar and EURAWASSER Betriebsführungsgesellschaft mbH, a company owned by REMONDIS Aqua.

Goslar is situated in the east of the German state of Lower Saxony and north-west of the Harz, the highest 'Mittelgebirge' or Central Uplands in Germany. This former imperial city has a history going back over one thousand years and has a beautiful historical centre, a UNESCO World Heritage Site. In 1996, EURAWASSER and the City of Goslar founded a PPP together, Stadtentwässerung Goslar GmbH, which has been managing and treating wastewater for the 55,000 local residents since then.



**“Goslar has been working together with EURAWASSER since the mid 90s – and has very much benefited from its expertise. I am particularly pleased to see just how committed EURAWASSER is to the region and just what an important and good employer it is.”**

Dr Oliver Junk, Lord Mayor of Goslar



## Investing in innovations

Being the company responsible for running Stadtentwässerung Goslar GmbH, EURAWASSER Betriebsführungsgesellschaft mbH initiated a number of comprehensive building measures soon after the PPP had been established. These included centralising the wastewater treatment system and integrating a third treatment stage into the central sewage treatment plant, helping to considerably improve the quality of the wastewater treatment. Since then, the specifications for wastewater treatment have changed continuously and EURAWASSER has met these challenges with technological developments. As a result, around 40 million euros have been invested in the plants and networks by this PPP over the last 20 years.



[www.eurawasser.de/eurawasser/goslar](http://www.eurawasser.de/eurawasser/goslar)

### Strong & sustainable

The other benefits of running a PPP in the water sector are obvious. The REMONDIS Group, with its extensive range of environmentally friendly water and recycling services, works with its company EURAWASSER to provide its customer with high quality services – and always in a professional, future-oriented and sustainable way. Besides running the sewage treatment plants, the company is also responsible for the ca. 450km sewer network and numerous technical facilities. The comprehensive investment and renovation measures carried out to date have ensured that both the plants and network will last well into the future. Moreover, certificates are issued at regular intervals confirming that all quality standards have been met.

### Keeping an eye on the future

EURAWASSER's sustainable work here, however, covers so much more than just its core areas of expertise. EURAWASSER is a well-known name in the region as a reliable employer. By extending its portfolio of services, it has succeeded in more than doubling its workforce since 1996. Furthermore, since 2003, EURAWASSER has been responsible for cleaning the roads in Goslar as well as looking after its green spaces and keeping its streets free of snow and ice in winter. Besides being in charge of the business operations, the company also has environmental and social responsibilities. EURAWASSER supports, for example, sports, art and cultural events – making an important contribution to further improving quality of life in Goslar.

### Further partnerships

In addition to running the wastewater treatment operations in Goslar, EURAWASSER Betriebsführungsgesellschaft mbH also performs this work for the municipalities of Abbenrode and Stapelburg and the District of Nordharz in Saxony-Anhalt. EURAWASSER has also entered into a further partnership with the City of Einbeck and its districts that had previously belonged to Kreiensen. Here, too, they are delivering reliable and professional services, supplying the area with drinking water, treating its wastewater and operating its facilities and pipe networks.

Type of partnership	a cooperation model "Stadtentwässerung Goslar GmbH"
A PPP since	1996
Shareholders	51% City of Goslar 49% EURAWASSER
No. of employees	70
Areas of responsibility in Goslar	wastewater treatment, road cleaning services, winter services
No. of inhabitants in the catchment area	55,000
Total length of the sewer network	450km
Plants & facilities	1 sewage treatment plant, 14 wastewater pumping stations, 11 storage basins for rainwater, 4 storage basins for mixed water

Facts & Figures

# A successful track record

BE IT PREVENTING CLIMATE CHANGE OR CONSERVING RESOURCES: PPPS ARE SETTING STANDARDS WHEN IT COMES TO SUSTAINABILITY

SUSTAINABLE  
PAPER RECYCLING

**130,000t**  
OLD PAPER

from the capital cuts carbon emissions by

**75,000t**

**WUB** WERKSTOFF-  
UNION  
BERLIN

FES FRANKFURTER  
ENTSORGUNGS- UND SERVICE GmbH

Producing electricity and district heat for

**45,000**  
HOUSEHOLDS

This greatly reduces the consumption of primary fuels.

**FES**

SCHWERINER ABFALL-  
ENTSORGUNGS- UND STRASSEN-  
REINIGUNGSGESELLSCHAFT mbH

The organic waste treatment facility in Schwerin can generate up to

**2.6 million** kWh/a  
OF CLIMATE-FRIENDLY  
ELECTRICITY every year.

This is enough to cover the annual requirements of ca. 1,000 private households.

**SAS**

ABFALLWIRTSCHAFT UND  
STADTREINIGUNG FREIBURG GmbH

**69%**  
THE RECYCLING RATE  
FOR MUNICIPAL WASTE

This figure is already well over the  
legislator's 65% recycling  
target for 2020.



WIRTSCHAFTSBETRIEBE  
OBERHAUSEN GmbH

From city cleaning, to waste management,  
to road safety: services for

**212,000**  
LOCAL INHABITANTS

77km<sup>2</sup> with 550km  
of roads.

**WBO**  
Wirtschaftsbetriebe Oberhausen GmbH

AWISTA GESELLSCHAFT  
FÜR ABFALLWIRTSCHAFT UND  
STADTREINIGUNG mbH, DÜSSELDORF

Actively curbing global warming:  
Thanks to the company's activities, greenhouse  
gas emissions are cut by ca.

**168,000t**  
every year.

**AWISTA**  
Gesellschaft für Abfallwirtschaft und Stadtreinigung mbH

STADTENTWÄSSERUNG  
GOSLAR GmbH

Treating wastewater for

**55,000**  
LOCAL INHABITANTS

Operating and maintaining the  
450km sewer network &  
technical facilities.

**EURAWASSER**

# A sharing of values between partners

## PPPS WITH REMONDIS: MORE THAN JUST THE SUM OF ITS PARTS

Public private partnerships (PPPs) between public sector customers and REMONDIS clearly demonstrate that such collaboration work makes much better business sense for both partners and is particularly sustainable. The focus here is not on the interests of the individual parties but always on the task of providing high quality services, charging a fair price, keeping the environment clean and ensuring the district has a strong and healthy future. PPPs between local authorities and REMONDIS may have initially been set up simply to fulfil a specific purpose but over the years they have become a genuine partnership of shared values.

### A tried & tested model with excellent ratings

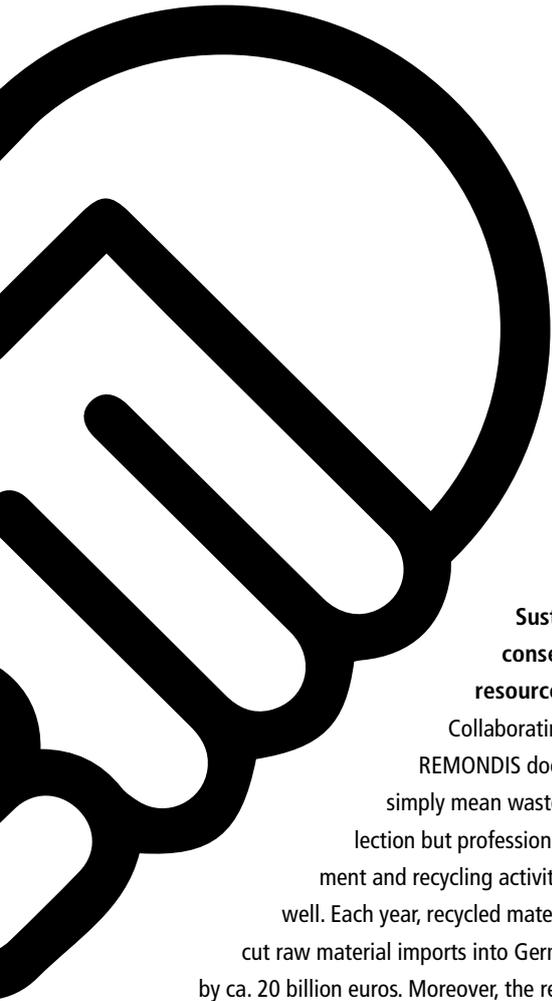
All of the 50 PPPs involving REMONDIS are successful and generate income for the shareholders and pay both VAT and business tax to public authorities. Being a service provider, REMONDIS always focuses on delivering excellence. An extensive market research study recently questioned public sector partners to see how satisfied they were with REMONDIS' services. The results speak for themselves: the company was judged to be 'good' or even 'very good' for the two most important criteria, 'reliability' and 'expertise'.

### Sustainable financing, safeguarding municipal values

Being a shareholder in the business, REMONDIS injects its own capital into the PPP. REMONDIS' economic strength ensures that secure capital is injected into the business and that both partners can benefit from solid, long-term financing.

Furthermore, PPPs with REMONDIS open up many new fields of business that directly benefit the public purse. Thanks to REMONDIS investing above-average sums in its business, public sector partners can rest assured that they have access to state-of-the-art plants and facilities and a modern infrastructure.

Being a family-run company, we practise the values we promote. For our partners, this not only means that our collaboration is based on trust and reliability but also, and above all, on continuity – from financial matters all the way through to safeguarding jobs.



more than  
**800**

A PPP with REMONDIS can make the very most of the group's 800+ treatment & recycling facilities

### **Sustainably conserving resources**

Collaborating with REMONDIS does not simply mean waste collection but professional treatment and recycling activities as well. Each year, recycled materials help cut raw material imports into Germany by ca. 20 billion euros. Moreover, the recycling sector is making a huge contribution towards cutting carbon emissions and curbing global warming.

When it comes to managing water, REMONDIS not only focuses on supplying the highest possible quality of water but also on recovering valuable raw materials – such as phosphorus from wastewater.

This collaboration work enables the public sector partners to contribute towards conserving our planet's natural resources and preventing climate change. A PPP with REMONDIS gives them access to the group's network of over 800 treatment and recycling plants and facilities. The local authorities can use the whole of its recycling supply chain and make the most of the opportunities available to them to drive sustainable development – especially for its public services.

### **Doing – sustainable – business together**

The fundamental principles of public private partnerships have been around for over 100 years now and these collaborations have proven to be a highly successful business model. REMONDIS is the perfect partner here – one that strengthens the value of public sector property and ensures that a close eye is kept on the tasks that local authorities must deliver.

**Public private partnerships with REMONDIS are more than simply a business providing a range of services. They are genuine partnerships that share the same values and the same social responsibilities.**

Being a family-run company with a long tradition, REMONDIS places great importance on reliability, continuity and responsibility – focusing on municipal values and promoting a healthy environment. With this common understanding, REMONDIS is able to create a strong base on which greater sustainability can be injected into public services.

**REMONDIS®**  
WORKING FOR THE FUTURE

# Advantages across the board

Convenient services, stable charges. These are at the top of the wish list of both local authorities and their residents, especially when it involves water supply and waste management services. Many authorities, however, find themselves hampered by their financial situation. The ideal business model for all future municipal recycling and water management tasks is, therefore, comprehensive public private partnerships – such as those we have been operating across Europe for many years now. Together with its municipal partners, the REMONDIS Group has set up joint ventures which currently employ more than 9,000 people and serve more than 20 million residents. Local authorities and their residents benefit from our willingness to invest in modern logistics systems, state-of-the-art facilities and pioneering technology. Would you like to reduce the pressure on your public purse and give yourself some financial leeway? Then make the most of the REMONDIS Group's know-how! Find out more about the services we offer and have us draw up a bespoke concept to cover your requirements.

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