

Business models for deep energy retrofit using private and public funding

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Financing dilemma

- Innovative borrowing models in performance contracts (future savings measured against ECM bundle savings, one of the outcomes of Subtask A?)
- Outsourcing the contract and risk management to a private contractor – more credit opportunities?
- Private sector involvement crucial (pension funds, institutional investors) -> Need to convince of future benefits and steady income stream
- Role of insurance companies?

Legislative dilemma

- Roles and responsibilities; what are limitations by legislative framework; are they optimal for contracts management?
- Guarantees; can they be provided?
- Energy-efficiency requirements; do we focus on reduction percentage or target levels? Is this mandated by legislation? Do targeted reductions pose a challenge for finding good business case?

Way forward?

- Collecting best practices and country level business model information
- Thinking out of the box; Assessment of how things could be done differently, what are the needed changes in the existing frameworks?
- Putting together the champion cases of business models
- Providing reference cases.



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