ORES ANNUAL REPORT 2023

ORES

NAME AND FORM

ORES. Cooperative company. CBE Number 0897.436.971.

HEAD OFFICE

Avenue Jean Mermoz 14, 6041 Gosselies.

INCORPORATION

Incorporated 18th April 2008. Deed of incorporation published in the Appendices to the Moniteur belge (Belgian Official Gazette) of 30th April 2008 under number 065395.

ARTICLES OF ASSOCIATION

The articles of association have been amended on a number of occasions, most recently under the terms of a deed received by Mr Thibaut van DOORSLAER de ten RYEN, Notary residing in Jodoigne, on 14th December 2023, published in the appendices to the Belgian Official Journal dated 3rd January 2024 under number 24304098.

ORES ANNUAL REPORT 2023

ORES

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1. INTRODUCTION

1. Message from the Chairman of the Executive Committee

The year 2023 saw a number of important milestones in the life of our company. In the wake of the health, energy and economic crises that marked the previous years, ORES focused in particular on drawing up its new strategic plan. This plan reaffirms our ambitions: our aim is to "invest together in energy transition for all". This means fully assuming our role as a public service company and working on behalf of energy transition, both for Wallonia and for all our customers.

Now is the time for action. 2023, with the congestion problems encountered locally on our infrastructures, has shown that to make a success of energy transition, we need to strengthen and modernise our distribution networks. We also need to have cutting-edge tools based on artificial intelligence, among other things – and then to manage them efficiently and use them to their full potential. In the years ahead, very substantial investment will be required, both in the networks themselves and in data management tools. ORES also intends to support and promote developments that will enable customers to make a practical contribution to this transition. These challenges will not be met by Wallonia, unless all of the driving forces, including the political and regulatory authorities, are mobilised and coordinated collectively. This is the goal we have set ourselves, together with consumers and all our stakeholders.

Another major event in 2023 was the publication of the methodologies that, in particular, will enable the distribution tariffs for the years ahead to be established. For ORES, 2024 is the first year in which an equalised tariff will be applied right across its territory. And this tariff is the lowest in Wallonia for practically all customer segments, for both electricity and gas. This, of course, is excellent news for consumers. For ORES, this is the absolute confirmation of a business project that we have pursued with rigour and determination for ten years. In other respects, the tariffs for the period 2025-2029 have not yet been approved at the time of writing. In a context that continues to be marked by real difficulties in terms of access to human, material and financial resources, ORES needs tariffs visibility – and this is what it is calling for. The challenges that face us are enormous and require resources that have never been available before. Of course, and these resources depend to a large extent on the decisions made by the regulator. We are paying close attention to these regulations and will continue to do so.

In addition to our financial results, our annual report looks back at these various milestones, our achievements and our progress in 2023. Looking ahead, it also outlines a number of prospects for our company. More than ever, our ambition is to rise to the challenges of energy transition. We will do this by adapting our approach to the new expectations and requirements of our customers and by ensuring the quality of our collaboration with all of the parties involved in this extraordinary challenge.

I hope you enjoy reading this report.

Fernand Grifnée
Chairman of the Executive Committee

“Our ambition is to rise to the challenges of energy transition”

2. Presentation of the company: “Investing together in energy transition for all”

Faced with climate change and its increasingly tangible consequences, our company has for several years been positioning itself as a real driving force behind energy transition in Wallonia. Distribution networks are at the heart of this change; their nature is evolving and ORES wants to take up this challenge.

In 2022, our company commissioned the consultancy firm Climact to examine the practical consequences of energy transition for networks. The conclusions of the study are clear: by 2030, renewable electricity production will have more than doubled in Wallonia; there will be more than 500,000 electric vehicles on the region’s roads and, by 2050, the share of electric heating will have increased by 44%. Consequently, even if changes in consumer behaviour and new technologies have a real downward effect on energy consumption, overall demand for electricity will continue to rise inexorably. In practical terms and all other things being equal, the volumes of electricity transiting through ORES networks are likely to increase by 64% between now and 2050.

Faced with this challenge, the company will be implementing a massive and ambitious investment plan, involving both the strengthening of networks and the development of data capture and management systems. The company also intends to use customer relations to leverage transition, while at the same time continuing to modernise its organisation, processes and tools. This is the aim of the Industrial Plan announced at the end of 2023, which provides for some € 6 billion of investment over the next 15 years.

In practical terms, ORES will be speeding up work on its networks, laying 1,600 kilometres of cable a year compared with an average of just under 1,000 kilometres in recent years. It will also be upgrading networks to 400 volts until 60% of low-voltage customers are covered and speeding up the upgrading or installation of new distribution substations, with up to 550 units a year. The plan is also to double the capacity for decentralised power generation, quadrupling the capacity for electric vehicle charging points and, lastly, installing a smart meter with 90% of customers by 2030. The road ahead is both colossal and unprecedented in scale, as well as unusually complex.

“ORES must be flawless in the way it conducts its business and support its customers and partners in their energy transition.”

Working on behalf of customers

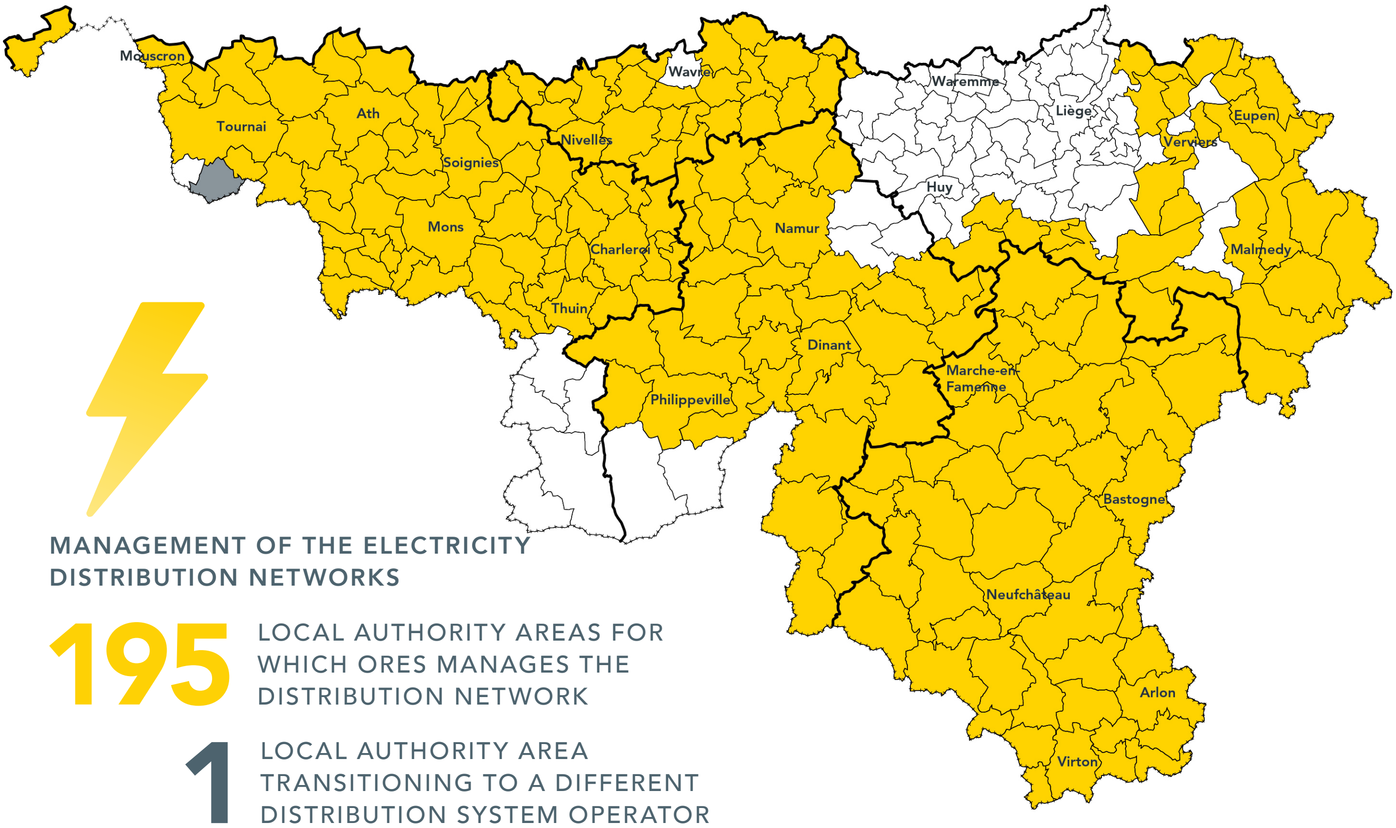
The infrastructures managed by our company currently cover more than 53,000 kilometres of electricity networks – including municipal street lighting – and almost 10,500 kilometres of gas pipes. We supply some 1.5 million customers – households, professionals, businesses and public authorities – all of whom expect a service that meets their needs.

ORES relies on the skills and expertise of its staff for the successful completion of all the work it has to carry out – including the social public service obligations that concern some 53,000 customers. At the end of 2023, 2,665 men and women were employed by the company. In view of the changes and challenges that lie ahead, the teams will need to be strengthened further. While no fewer than 250 new members of staff have been taken on since 2021, almost 500 new recruits are planned for 2024 alone.

Areas of activity

Our teams manage and operate the distribution networks for almost 75% of Wallonia's local authorities. Following the official procedure for renewing the management mandates for these networks for the period 2023-2043, ORES has been confirmed to continue providing services in virtually all of the towns and local authority areas where it carried out these tasks previously.

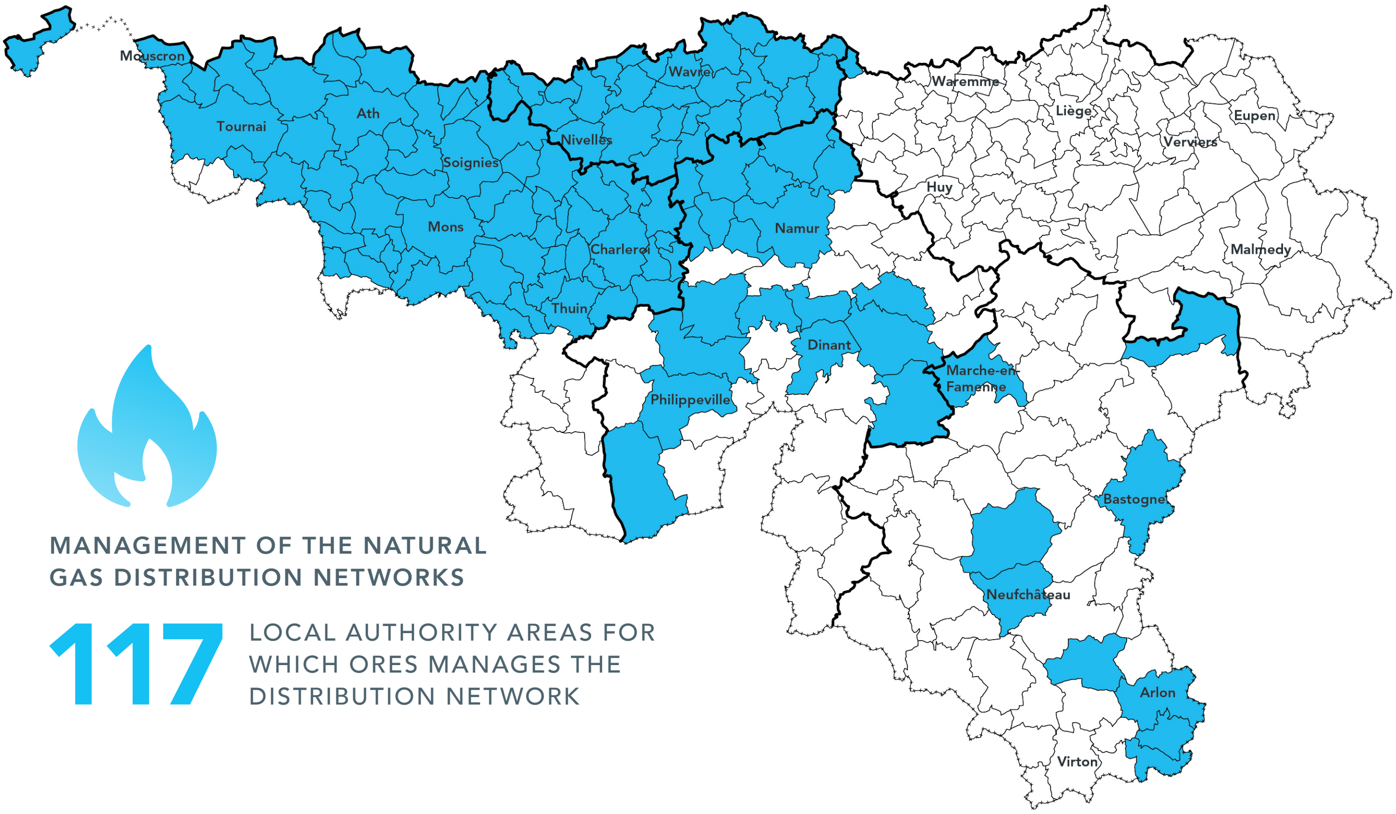
With regard to electricity, the 2023 financial year saw the completion of the transfer to AIESH of the entities in the north of the municipality of Couvin, whose distribution network had been managed historically by our company. This transfer was approved by the General Meetings of the two intermunicipal companies in question, coming into effect from 1st January 2024. Once the transfer relating to the municipality of Brunehaut has been completed – probably during 2024 – our teams will manage the electricity distribution networks of 195 Walloon towns and local authority areas. As far as gas is concerned, our business territory covers 117 towns and municipalities. The following maps show the situation at the beginning of 2024.



MANAGEMENT OF THE ELECTRICITY DISTRIBUTION NETWORKS

195 LOCAL AUTHORITY AREAS FOR WHICH ORES MANAGES THE DISTRIBUTION NETWORK

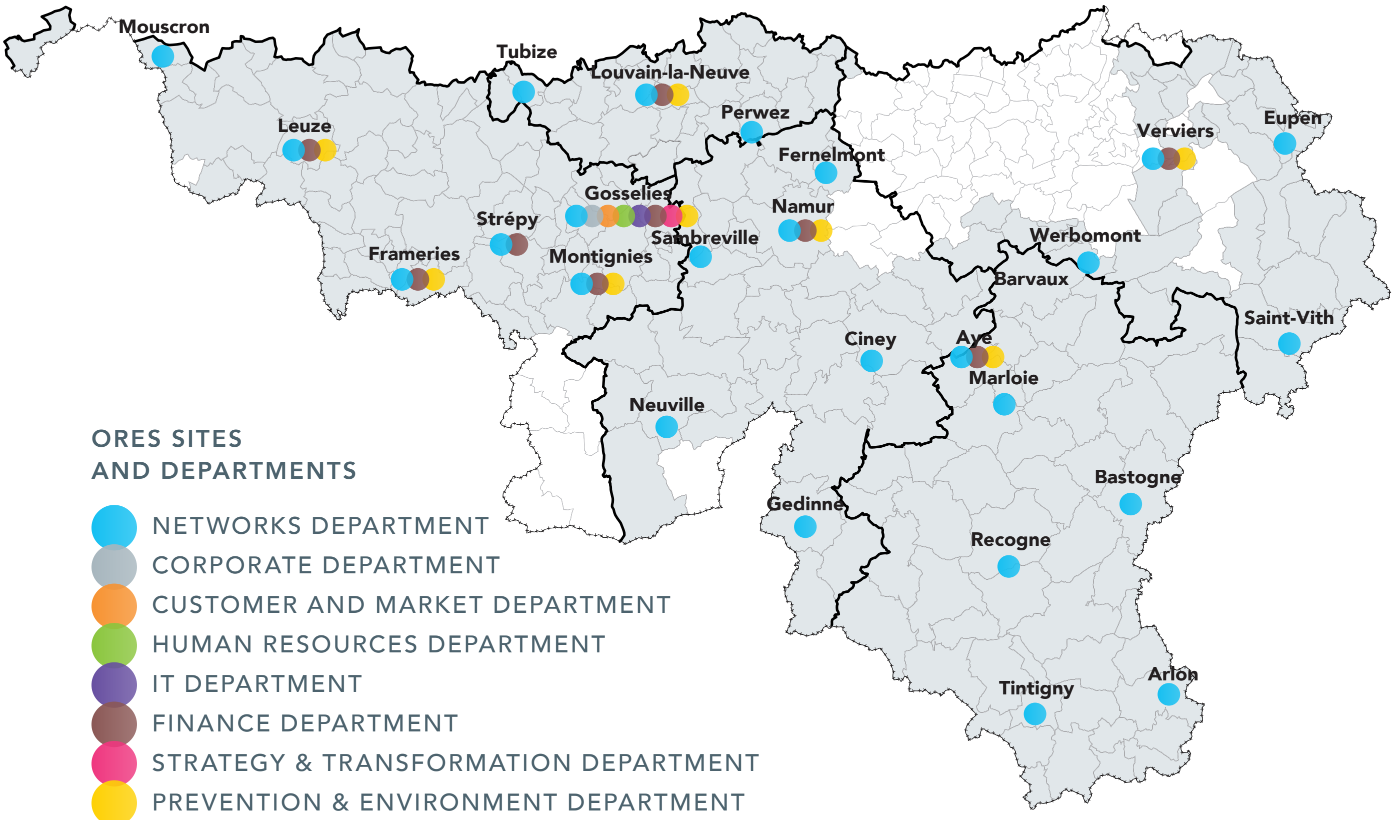
1 LOCAL AUTHORITY AREA TRANSITIONING TO A DIFFERENT DISTRIBUTION SYSTEM OPERATOR



MANAGEMENT OF THE NATURAL GAS DISTRIBUTION NETWORKS

117 LOCAL AUTHORITY AREAS FOR WHICH ORES MANAGES THE DISTRIBUTION NETWORK

The map below shows all of our company's locations and sites in Wallonia at the end of 2023, with an indication of the different departments and activities present in each of these locations. For the towns and local authorities, customers and partners of ORES, this decentralised geographical organisation guarantees an efficient local service right across the territory covered by our company.

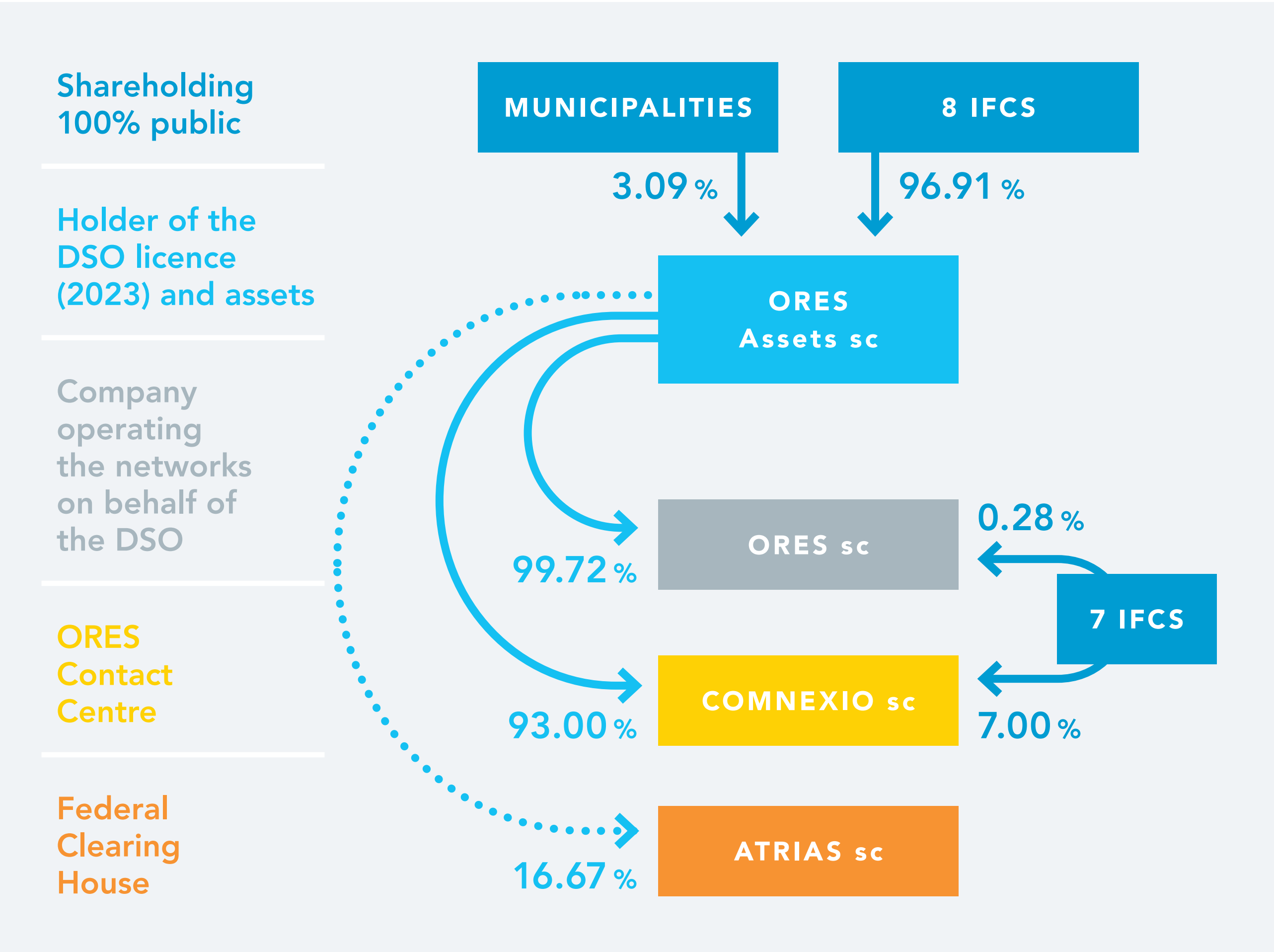


Shareholding structure

The shareholding structure of the ORES Group is the same as ORES Assets' wihich is on official distribution system operator in Wallonia. It is made up of the shareholdings of 8 pure intermunicipal financing companies (IFCs) and those of 200 associated towns and municipalities. The mission of the IFCs is to assist and support local authorities in acquiring financial holdings, particularly in distribution networks.

ORES Assets has two subsidiaries: ORES sc, which is its operating subsidiary, and Comnexio sc, which is the company's subsidiary specialising in contact centre activities, in particular front-line customer care services. It also holds a 16.67% stake in Atrias, which hosts the unified federal platform for exchanging market data (see section headed *The customer relationship as a lever for energy transition, box headed Data exchange problems and market bottlenecks*).

SHAREHOLDING STRUCTURE OF THE ORES GROUP AT 31ST DECEMBER 2023



Multi-faceted commitment

By the very nature of its activities as a distribution system operator, ORES is at the heart of the socio-economic fabric of the areas in which it operates. In parallel with these missions, our company has also been involved for many years in local partnerships and solidarity initiatives in the fields of energy, the environment, culture and socio-humanitarian action. Among these initiatives, the most emblematic commitment is undoubtedly our involvement in Viva for Life. ORES has been a partner of this operation since it was launched in 2013. In 2023, employees once again took part in a number of fund-raising initiatives, with a record number of donations and a cheque for € 42,523 presented to the operation in Bertrix at the end of December.

2

WARNING

ORES is currently preparing to bring its sustainability reporting processes into line with the obligations that will result from the transposition into Belgian law of Directive (EU) 2022/2464, known as the CSRD (Corporate Sustainability Reporting Directive). These obligations should apply to the company from 2026 for reporting relating to the 2025 financial year.

Irrespective of what is stated above, since 2018 ORES has opted to structure and report its approach to sustainability using the guidelines of the Global Reporting Initiative (GRI), one of the major internationally recognised standards. Our economic, social, environmental and governance initiatives and performance are discussed in this report with reference to the GRI 2016 methodology. The GRI index can be found in Section 3 of this document, following this Activity and Sustainable Development Report.

2. ACTIVITY AND SUSTAINABLE DEVELOPMENT REPORT

NON-FINANCIAL INFORMATION

FIGURES 2023

TEAMS ON TOP

2,665

active members of staff

- 33.5% female
- 66.5% male
- 33.2 hours of training
  on average, per person per year

OPTIMAL MANAGEMENT

2 million

points of supply

1,409,407
531,404

WALLONIA'S LEADING DISTRIBUTION SYSTEM OPERATOR

22.7 million

MWh of energy distributed in 2023

10,595,740 MWh
12,121,547 MWh

>60,000

active prepaid meters

43,174
16,886

>63,000 km

of networks

53,198 km

10,168 km

470,749

light fixtures

ORES maintains a municipal public lighting with **25,479** repairs per year

53,600

protected customers

35,459 customers

18,135 customers

KEY PLAYER

>€ 1.13 billion

consolidated turnover figure

MASSIVE INVESTMENT

€ 385.2 million

Total gross investments

1. Look back at 2023 highlights

TOP EMPLOYER

JANUARY Against a backdrop of a marked shortage of technical trades and massive recruitment needs to meet the challenges of energy transition, ORES is awarded the "Top Employer" label for the second year running.

MYORES

FEBRUARY The "myORES" space is placed online at ores.be for customers equipped with a smart meter, where they can access their energy consumption and injection details. Over time, this space will become the entry point for all interactions with ORES (work requests, case follow-up, etc.).

UPGRADING PROFESSIONS

MARCH After a period of industrial action that led to the blocking of several of the company's sites in February, ORES management reach an agreement with the trade unions on a plan to upgrade the technical trades.

PUBLIC LIGHTING

APRIL The period for switching off public lighting between midnight and 5.00 am, which was introduced for voluntary local authorities in 2022 in response to the energy crisis, comes to an end. ORES offers the municipalities concerned three operating options to be phased in from 1st April: conventional lighting, switching off every night, or limited switching off from Monday to Friday.

GRID OVERVOLTAGE

MAY The photovoltaic boom triggered by the end of the compensation mechanism announced for 1st January 2024 and high electricity prices leads to problems of power surges on the grid and inverters tripping at customer sites. ORES introduces a specific action plan to encourage customers to report any problems they encounter and, in the long term, to enable them to take appropriate action after analysing the difficulties.

DISCUSSIONS ON PHOTOVOLTAICS

MAY Meetings are held with photovoltaic installers throughout Wallonia. The aim is to provide these professionals with the best possible information about smart meters, grid saturation problems, inverter disconnections and the end of the compensation mechanism.

CONVERSION OF THE GAS NETWORK

JUNE The conversion of the distribution network to rich gas reaches a new stage. On 1st June, after several months of preparation and work, all customers served in 11 local authority areas in the central part of Walloon Brabant are successfully converted to rich gas. The final phase of the programme will end in June 2024 with the conversion of the network in six municipalities in the west of the province and in Enghien in Hainaut.

CARBON FOOTPRINT

JUNE With the publication of the 2022 annual report, ORES's first carbon footprint is made public, highlighting the prevalence of indirect emissions in this footprint. Over the period 2019-2021, the company's average annual footprint was 6.1 million tons of CO2 equivalent, of which no less than 97% came from "Scope 3", upstream and downstream of ORES's own activity.

MAJOR CONSULTATION

JULY For the purpose of drawing up its new strategic plan, ORES consults its stakeholders, including suppliers, consumer associations, organisations that help the poor, environmental protection associations, renewable energy producers, mayors, companies and their federations. Their opinions and responses converge into one strong expectation: ORES must be without reproach in the way it conducts its activities, because they are essential to socioeconomic life.

OPTICAL FIBRE

AUGUST On 30 August, ORES and the operator Go Fiber sign an agreement for the use of the overhead electricity distribution network for the rollout of optical fibre in the German-speaking Community. This agreement marks the start of a strategic partnership that is essential for the rollout of fibre, particularly in rural areas.

1st AGRIVOLTAIC FIELD

SEPTEMBER ORES connects Wallonia's first agrivoltaic field to its electricity grid in Wierde (Namur). The concept of agrivoltaics combines renewable photovoltaic energy production and agricultural activity in the same area.

SINGLE TARIFF

OCTOBER The Walloon Energy Commission publishes the new distribution tariffs for 2024. ORES becomes the cheapest energy network operator in Wallonia and for the first time offers a single tariff for its entire area of activity.

STRATEGIC PLAN

DECEMBER ORES presented its new strategic plan to the General Meeting for approval. The wording of the plan, entitled "Investing together in energy transition for all", calls for integrated and collective action.

2. Social responsibility and sustainability

ORES's action in terms of social responsibility and sustainability is based on the 17 United Nations Sustainable Development Goals. The CSR policy is now monitored through a table of specific indicators.

Six main lines of action linked to sustainable development targets

After redefining its major sustainable development challenges, the company is applying a corporate social responsibility policy based along six main lines of action. These bring together the main issues, which are put into perspective with the United Nations' sustainable development objectives. The action lines are broken down into commitments, which are themselves accompanied by monitoring indicators. The policy is published on the company's website.

1 TO ACCELERATE ENERGY TRANSITION

7 AFFORDABLE AND CLEAN ENERGY · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 11 SUSTAINABLE CITIES AND COMMUNITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

2 TO WORK TOWARDS INCLUSIVE ENERGY

1 NO POVERTY · 7 AFFORDABLE AND CLEAN ENERGY · 10 REDUCED INEQUALITIES · 11 SUSTAINABLE CITIES AND COMMUNITIES

3 TO REDUCE THE DIRECT ENVIRONMENTAL FOOTPRINT OF OUR ACTIVITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 15 LIFE ON LAND

4 TO BE A HIGH-PERFORMANCE COMPANY, IN TERMS OF COSTS AND QUALITY OF PUBLIC SERVICE

7 AFFORDABLE AND CLEAN ENERGY · 8 DECENT WORK AND ECONOMIC GROWTH

5 TO BE A BENCHMARK EMPLOYER IN WALLONIA

3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH

6 TO CONTINUE LISTENING TO AND WORKING WITH ENERGY STAKEHOLDERS

17 PARTNERSHIPS FOR THE GOALS

The action lines of the CSR policy and the related commitments are monitored by means of a dashboard made up of 29 indicators that became operational at the beginning of 2023. Twelve of these indicators are included in the "EC dashboard", which is monitored monthly by the company's Executive Committee. The CSR dashboard presented below – which is not set in stone and will evolve in line with current thinking and developments – is monitored by CSR Coordination, a discussion and consultation body that is an integral part of corporate governance. The members of the CSR Coordination, which represent all departments of ORES, ensure that commitments made are implemented. They also identify potential CSR initiatives and support their development.

The various activities, commitments and initiatives linked to these indicators are described throughout the pages of this report. The issues identified as priorities for ORES during the most recent materiality exercise carried out with our stakeholders at the beginning of 2023, namely energy transition, the operational excellence of the networks (and their fundamental role in this transition), the quality of service and customer relations, health, safety and wellbeing in the workplace, and the environment, are dealt with in the following sections.

TO ACCELERATE ENERGY TRANSITION	FIGURES END 2023**
Number of customers with decentralised production facility (facilities)*	231,705
Installed capacity of renewable production on the ORES grid*	3,050 MVA
Total number of smart meters (E) installed*	212,332
Percentage of biomethane in the network	3.70%
Percentage of hybrid or electric vehicles in the ORES fleet	11.09%
CO_2 emissions avoided by using LEDs in public lighting	25,869 tons
TO WORK TOWARDS INCLUSIVE ENERGY	
Proportion of protected customers supplied by ORES from regional protected customers*	35%
Total number of payment plans granted (E)	8,664
Total number of payment plans allowed (G)	3,320
Number of dossiers examined by CLE concerning the granting of winter aid	2,830
TO BE A HIGH-PERFORMANCE COMPANY IN TERMS OF COSTS AND QUALITY OF PUBLIC SERVICE	
Number of work operations on the network per month (E)	1,002
Number of work operations on the network per month (G)	116
Average duration of work operations (E)*	1h15m20s
Average duration of work operations (G)*	1h40m06s
Rate of 'smartisation' of electricity cabinets	13.04%
Percentage change in network costs vs. change in inflation (E)	12%
Percentage change in network costs vs. change in inflation (G)	15%
Number of substantiated complaints	7,957
Cumulative average customer satisfaction score*	8.05/10
Customer satisfaction rating for contact center (Comnexio)	8.7/10
TO BE A BENCHMARK EMPLOYER IN WALLONIA	
Rate of absenteeism	7.22%
Frequency rate (accident at work)*	11.66
Severity rate (accident at work)*	0.19
Number of "Site Quality Contractor" visits	59
Ratio of women to men in roles	33.51%
Average number of days of training per employee*	5.87
Nominal active workforce	2,665
TO CONTINUE LISTENING TO AND WORKING WITH STAKEHOLDERS	
Number of "ORES Proximity" meetings*	9
Rate of participation in meetings with other stakeholders*	77.47%

* CSR indicators included in the Executive Committee's dashboard

** **Warning:** These indicators correspond to data duly validated on 31st December 2023. They do not take account of possible adjustments due to specific situations. On this subject, see the important warning in Section 3 and the graphs relating to renewable generation units.

3. Energy networks: the driving force of energy transition

Sustainability and transition are at the heart of ORES's business. Without reliable, stable, digitised, flexible and resilient networks, energy transition is simply not possible. Our company aims to place all of its energy and expertise to work on behalf of this challenge and make an active contribution to achieving European and Walloon targets set in this area.

Developments on the electricity network

In its new strategic plan, ORES has opted to invest even more heavily in network infrastructure and data management. To enable its networks to distribute a growing volume of energy, which is more variable than in the past because it comes from renewable sources and is therefore less predictable. ORES needs more efficient, more intelligent and more integrated infrastructures. Almost € 275 million was invested in the electricity network in 2023. In addition to the necessary reinforcement of these networks, the "smartisation" of electricity distribution infrastructures, for example via the implementation of remote control and telecontrol systems in electricity cabinets, is a fundamental element in this development. At the end of the financial year, over 13% of our 23,107 distribution cabinets were equipped with this type of system. In addition, the roll-out of smart metering, which is another key element in energy transition, is continuing at customer sites: almost 100,000 units were installed in 2023 and at the end of the year, our network had more than 212,000 "smart" electricity meters in place.

Rollout gathering pace

Smart meters are an essential tool in energy transition. They provide ORES with highly accurate information and form the basis of tools for optimising investment in the network. In this way, they also help to keep distribution costs affordable in the context of energy transition. In addition, smart meters give customers the opportunity to monitor their own consumption more closely, as well as take energy efficiency measures. And, if customers have a photovoltaic installation, smart meters help them to consume their own energy more efficiently. Smart metering is in fact essential for any customer who wants to play a part in energy transition and opt in future for more dynamic pricing models, as well as participate in forms of energy-sharing or subscribe to commercial flexibility products. Our network is now rolling out smart meters at a sustained pace, with our teams installing an average of more than 8,000 meters every month. By the end of 2029, 90% of customers connected to the ORES low-voltage electricity network should be equipped with this tool for more sustainable energy management. There is also a smart meter for gas. These meters are mainly installed with customers who prepay for their energy and who want to benefit from closer monitoring of their consumption, as well as enjoy easier recharging of their meters (see section 4 – paragraph headed *"The development of prepayment meters"*).

Our electricity network continues to expand. In 2023, it grew by almost 680 km to 53,198 km. Our teams installed 107 new distribution cabinets, made almost 9,000 new low-voltage connections and installed more than 15,600 new meters. The network now supplies more than 1.4 million low-voltage and high-voltage customers.

Over the course of the year, maintenance work on the overhead electricity network covered 65 kilometres, and a total of 52 kilometres of lines were buried underground. A number of major projects were carried out throughout Wallonia, including the upgrade of transformer substations and the laying of high-voltage cables to connect wind farms in Gouy-lez-Piéton, Perwez and Quévy. The reliability of connections was also improved and new distribution boxes were installed to accommodate local photovoltaic production, including Wallonia's first agrivoltaic park in Wierde (Namur). Other work included the modernisation of low-voltage networks as part of development or energy upgrade projects for social housing companies. And work was carried out in synergy with local authorities and other cable and pipeline operators as part of major urban redevelopment projects in Ath, Eupen, Mons, Namur and Verviers, among others.

Making it easier to connect and inject renewable energy

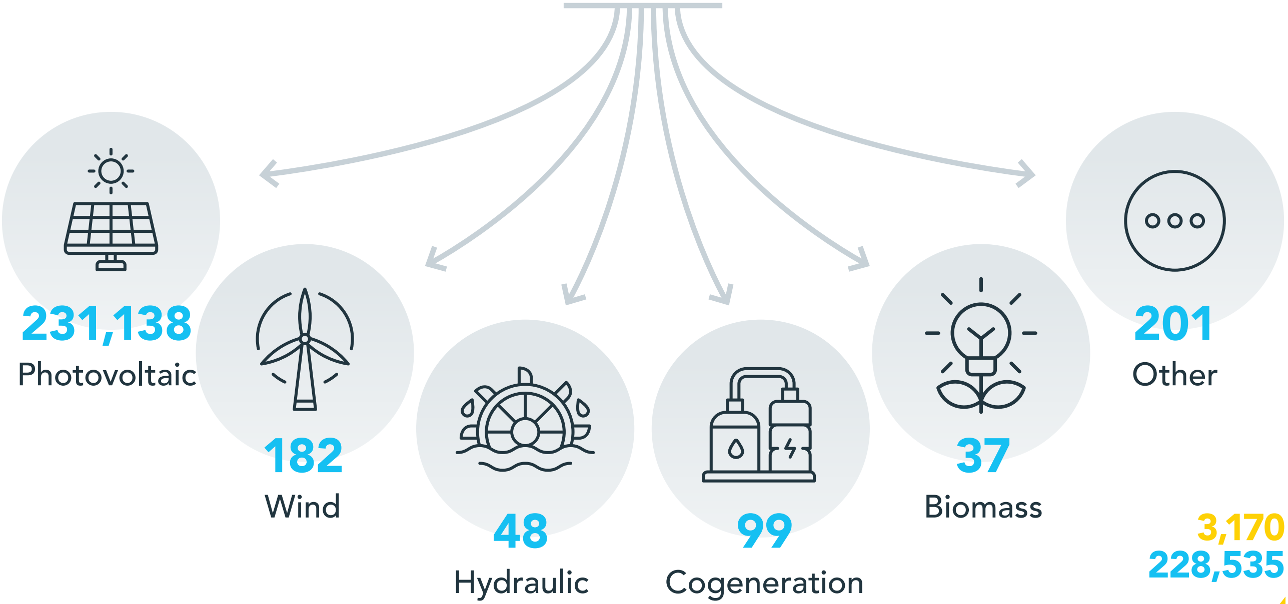
To contribute to the targets set by Wallonia as part of its participation in the national Energy-Climate Plan, ORES must be able to accommodate a total capacity of more than 6 gigawatts of renewable electricity production by 2030.

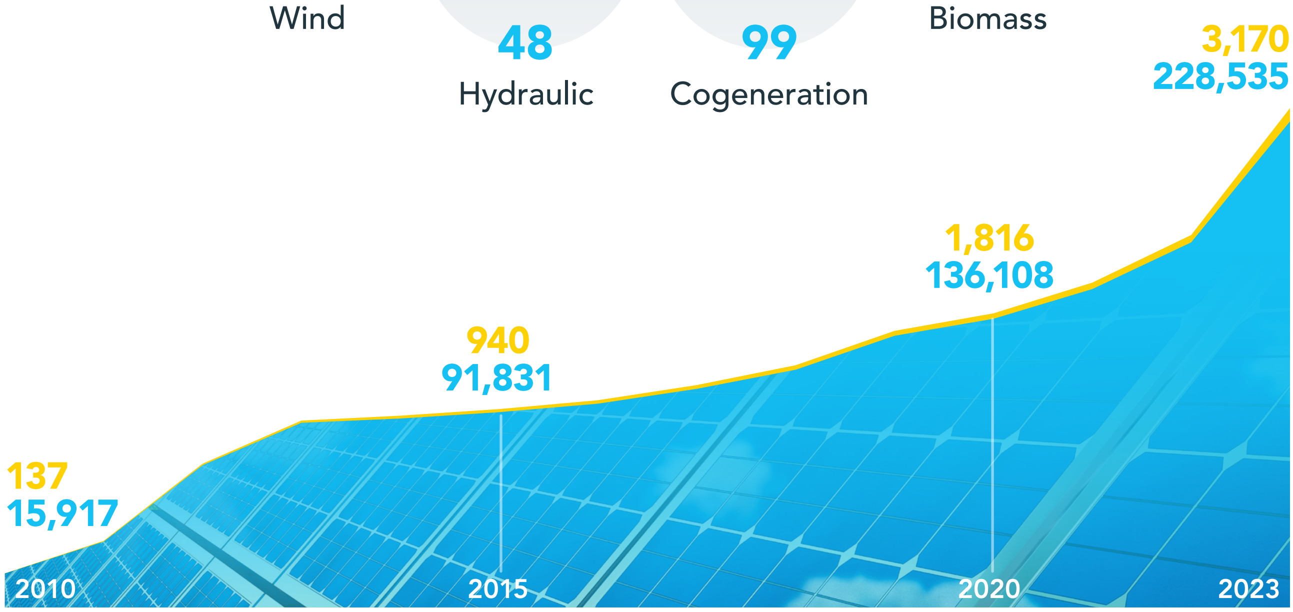
With the compensation mechanism due to finish at the end of 2023, the year saw the installation of an unprecedented number of photovoltaic production units. Our departments registered more than 60,000 new units of this type, compared with 22,000 the previous year. All sectors combined – photovoltaic, wind, hydro, biomass, etc. – some 231,705 units were registered at 31st December 2023, representing a total installed capacity of 3 GW (or 3,050 MVA – see diagram below). However, given the exceptional number of photovoltaic applications submitted, particularly in the final few months of the year, by prosumers wishing to benefit from the compensation system, there has been a delay in verifying and recording the applications. The figures given here and in the following graphs correspond to the number of applications audited and registered at 31st December 2023. The actual number of decentralised renewable generation installations connected to the grid in 2023 will, in fact, be close to 270,000 units, which corresponds to growth of almost 100,000 new renewable generation installations over a period of 12 months.

In addition, the electricity generated from renewable sources that passed through our distribution network during the year from installations with a capacity of more than 10 kilovolt-amperes represents consumption of around 3,640 GWh – an increase of 30% in one year, and against a background where this increase was already expected to reach 23% in 2022. Although renewable energy is still in the minority when it comes to the overall quantity of electricity passing through our distribution networks, the figures are rising year on year. The tables and graphs below illustrate this steady growth, which increased sharply in 2023.

231,705 DGUs

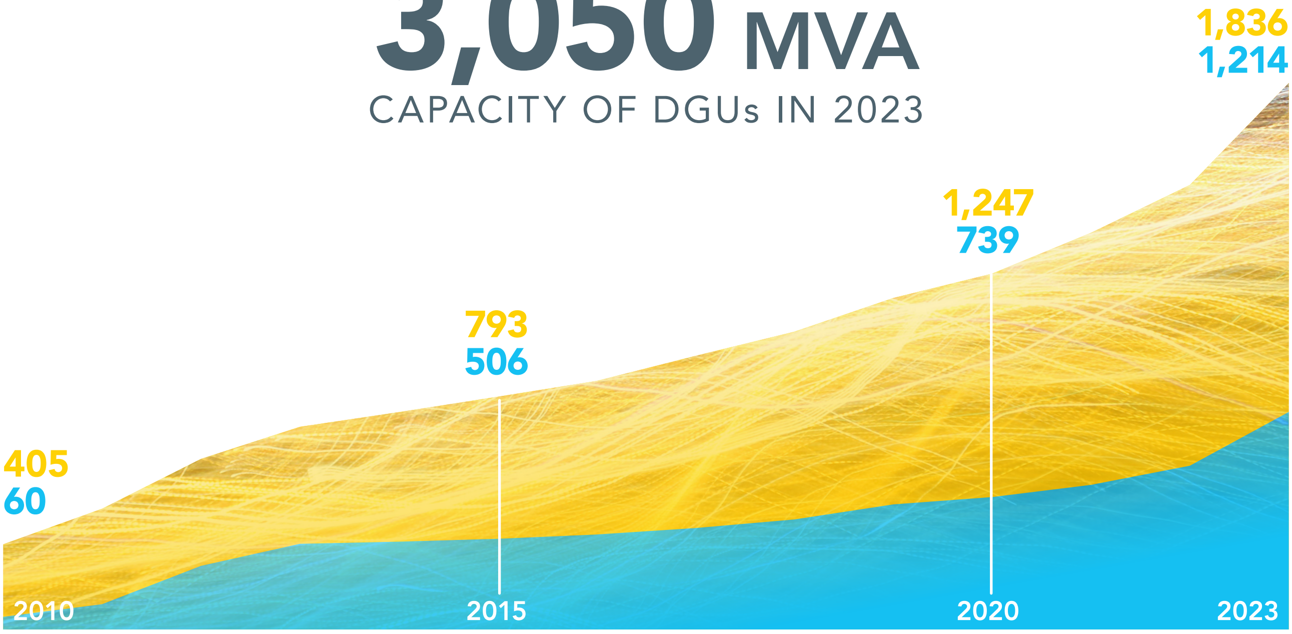
NUMBER OF DISTRIBUTED GENERATION UNITS (DGUs) OFFICIALLY REGISTERED ON THE ORES NETWORK AT 31ST DECEMBER 2023



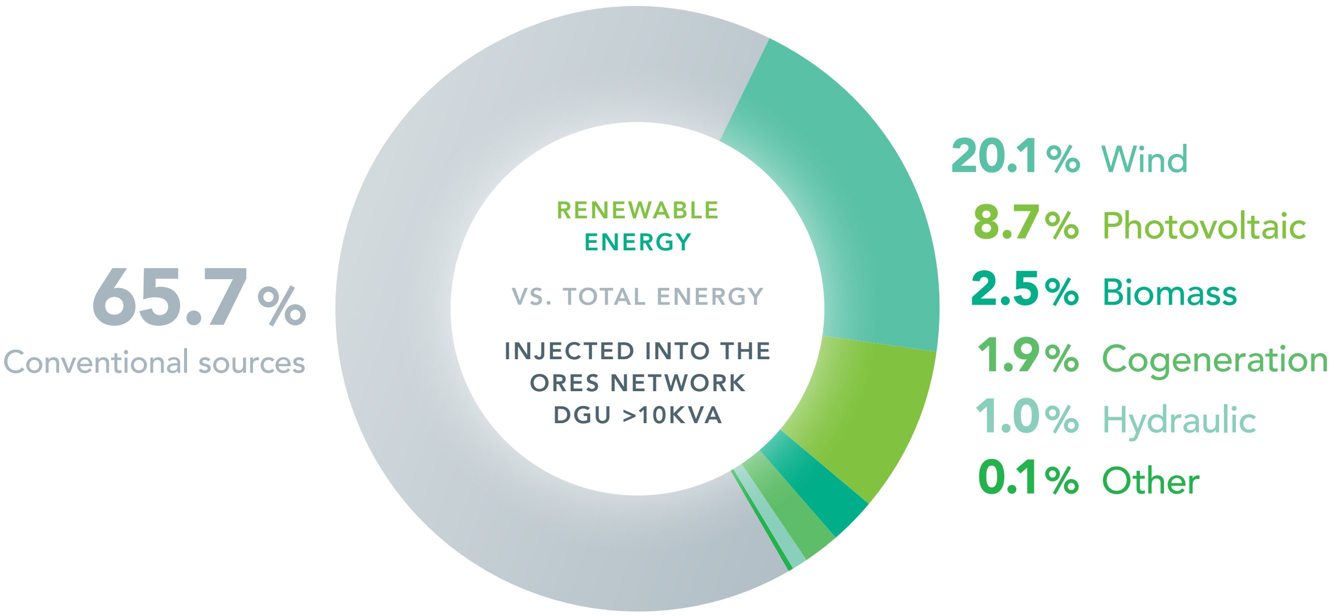


ANNUAL CHANGES IN THE NUMBER OF DGUs DGU> 10KVA DGU ≤ 10KVA

3,050 MVA
CAPACITY OF DGUs IN 2023



CHANGES IN TOTAL INSTALLED CAPACITY OF DISTRIBUTED GENERATION UNITS (DGUs)
EXPRESSED IN MEGAVOLT-AMPERES (MVA)
DGU> 10KVA DGU ≤ 10KVA



IMPORTANT

The figures given in the tables and graphs above correspond to the number of applications submitted for distributed generation units validly verified and registered by ORES at 31st December 2023. In view of the planned end of the compensation scheme, an exceptional number of applications were received during the year and particularly in the final few months. The verifying and recording of several thousand applications by ORES encountered delays. If this backlog is taken into account, the number of renewable generation facilities connected to the company's electricity grid by the end of 2023 will, in fact, be close to 270.000 units.

Inverter trippings: Hingeon "test village"

In 2023, the spectacular number of new installations of photovoltaic (PV) panels on private homes placed the ORES low-voltage electricity network under pressure, resulting in congestion problems and, as a consequence, a recurrence of inverter drop-outs in certain districts. Resolving these problems effectively requires work on the network, which can take a long time. However, shorter-term solutions do exist and during the year, ORES implemented a number of actions and put monitoring, diagnostic and analysis tools in place to deal with this problem as efficiently as possible.

Smart meters are an essential tool in this diagnostic process, as they enable data relating to voltage anomalies to be reported on a regular basis and then analysed. As part of a partnership with the "Be Prosumer" association – which supports the interests of owners of photovoltaic panels – and the Fernelmont local authority area, the village of Hingeon was chosen to carry out a pilot project to install smart meters with a large number of prosumers in the same area. The aim was to achieve a 75% installation rate in an area where a number of problems had arisen due to the concentration of PV installations, as well as to gather as much information as possible and effectively reduce the phenomenon of local drop-outs. In the autumn of 2023, teams of ORES connectors and subcontractors installed 317 meters over three weeks on prosumer premises, out of a total of 382 initially targeted. The analysis results and conclusions of this pilot project are expected in the first quarter of 2024.

Consistent quality of service

ORES's principal duty is to guarantee the security of the electricity supply, 24 hours a day, for the benefit of all the consumers it serves. The company's operational and breakdown/repair services are organised and sized accordingly. Our electricity networks benefit from the investment strategy we have been applying for over the past fifteen years. Significant sums are devoted each year to maintaining, upgrading and developing the high-voltage and low-voltage electricity networks.

The quality statistics for 2023 remain in line with the trend seen in recent years. On the electricity network, our teams had to carry out repairs on almost 12,000 occasions in 2023, a figure higher than in the previous year. The average response times taken to implement action and restore power to the high-voltage network are given below (expressed in hours).

INTERVENTIONS ON HIGH VOLTAGE	2022	2023
Response time in the event of **planned** interventions	00:30:01	**00:39:42**
Average downtime	02:34:07	**02:25:40**
Response time in the event of **unplanned** interventions	00:33:00	**00:30:00**
Average downtime	00:37:45	**00:34:29**

On the low-voltage network that supplies customers directly from the distribution cabinets, power cuts are caused mainly by damage or technical faults, but also by bad weather or even "external aggression" – most often cables ripped out by companies carrying out roadworks in the public domain near our infrastructure. The indicators relating to the time taken to arrive on site and the average time taken to complete a breakdown/repair service are down slightly on the previous year due to less frequent episodes of storms or extreme weather conditions than there were in 2022. As a result, the number of interventions resulting in power cuts of more than 6 hours also fell significantly: 167 in 2023 compared with 201 in 2022.

INTERVENTIONS ON LOW VOLTAGE	2022	2023
Average time taken to arrive on site	01:00:59	**00:55:32**
Average time to complete the work	02:09:03	**02:08:24**

Managing the remote network

With the increase in renewable energy generation, the challenge for ORES is to maintain the right balance on the electricity network in order to avoid congestion and the risk of blackouts. Our teams are currently implementing a new Advanced Distribution Management System (ADMS), which will be fully operational in 2025. Remote supervision and control of the infrastructure will be based on an algorithm that captures and interprets information from the electricity network in great detail, even in places where the cabinets are not equipped with telecommunication systems. This ensures a balance between the places where renewable energy is generated and the places where it is consumed. In the event of a failure on the electricity network, this tool also improves the quality of diagnostics and offers rapid re-supply solutions for as many customers as possible. This will help to keep supply interruption times under control in a more complex environment than in the past.

A new partnership for the rollout of fibre optics in Wallonia

On 30th August 2023, Glasfaser Ostbelgien (Go Fiber) and ORES signed an agreement for the use of distribution infrastructures, in particular power poles, for the rollout of fibre optics in the German-speaking Community. The greatest challenge concerns the “blank zones”, i.e. the most rural regions, where fixed Internet coverage remains very limited and which represent 58% of the territory of the German-speaking Community. The provision of the electricity distribution network by ORES offers significant social added value for residents who were previously unable to enjoy the benefits of a high-speed Internet connection. This is an ambitious project that will have an impact on ORES's services in several respects: first, in terms of strength calculations and the possible renewal of low-voltage supports for the integration of the fibre into the overhead network, and second, in terms of monitoring the synergies associated with the electrical connection work on the substations required for the fibre optic network.

Street lighting at the heart of local life

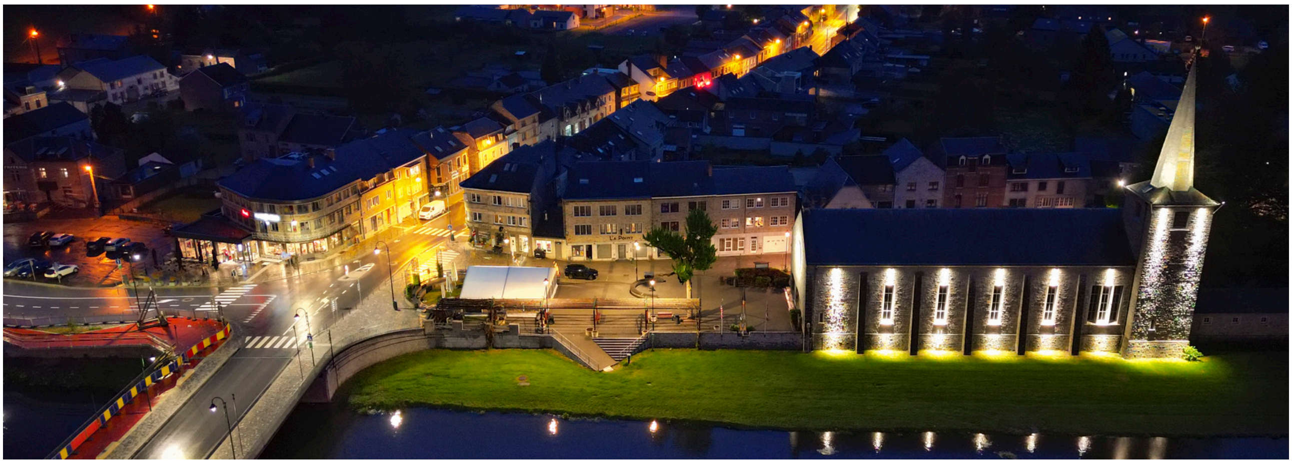
Maintaining municipal street lighting is a public service obligation (PSO) that is devolved to the distribution system operators. The street lighting equipment managed by our teams belongs to the towns and municipalities that are our partners. They entrust the design, construction, operation and maintenance of their infrastructure to our company.

A far-reaching modernisation plan – called e-LUMin and extending over a 10-year period from 2019 to 2029 – is underway to improve the energy efficiency of the light fixtures themselves. Systematically replacing old equipment with LED technology, coupled with a dimming system that reduces light intensity between 10pm and 6am, will cut consumption by an average of 60 to 65%. This is far from negligible when one considers that night-time lighting generally accounts for more than 50% of the average local authority's electricity bill. When the entire plan is completed for the 450,000 lighting points concerned at the start of the programme, more than 100,000 MWh will be saved each year. This will also correspond to an annual reduction in emissions in Wallonia of some 29,000 tonnes of CO_2 equivalent. By the end of 2023, our teams had replaced almost 50% of the light fittings under our responsibility, representing almost 234,000 light points now equipped with dimmable LEDs.

CHANGES TO THE NUMBERS OF MUNICIPAL PUBLIC LIGHTING MANAGED BY ORES

NUMBER OF WORKS CARRIED OUT BY TYPE OF LAMP	2022	**2023**
NaLP – low-pressure sodium	39,540	**17,857**
NaHP – high-pressure sodium	186,001	**157,725**
MHHP – metal halides/iodides	63,871	**60,759**
LED – light-emitting diodes	177,438	**233,707**
Other	745	**701**
Total	**467,595**	**470,749**

Despite a very slight increase in the total number of light fixtures managed by the company, the total installed capacity, i.e. 31,493 kW, and overall consumption, i.e. around 92,000 MWh, were noticeably down, by 5.7% and 36% respectively, compared with 2022.



When electricity prices exploded in 2022, rationalising consumption became a real challenge for most local authorities. ORES suggested that they turn off their street lighting between midnight and 5.00 am from 1st November 2022 to 31st March 2023. The aim was twofold: to participate in the collective effort to reduce consumption, but also to reduce the impact of soaring costs on local authority budgets. More than 80% of local authorities initially accepted this proposal. The gradual implementation of the switch-off by our technical teams took place in compliance with a number of specific requests, in particular to maintain lighting within well-defined perimeters. Even though some local authorities subsequently changed their minds and requested a return to normal lighting, these measures enabled consumption to be cut by an average of 39% over a period of four to five months. This was in addition to the savings already generated by the switch to dimmable LEDs.

At the beginning of 2023, almost 150 local authorities were still applying switch-off measures. Before the end of the first quarter, the local ORES managers got back in touch with their respective local authorities to offer them three options for continuing the experiment, to be phased in gradually from 1st April: either a conventional lighting regime, or switching off from midnight to 5.00 am every night, or switching off only during the week, from Monday to Friday. 20% of local authorities opted to remain with or return to conventional lighting, while the others opted – in almost equal proportions – for one or other of the proposed switch-off options.

Taking the whole of the area served by ORES, the total financial savings achieved by local authorities were estimated at around € 6 million for 2023. And the programme of gradually switching over to LEDs and the switch-off measures led to a total reduction in emissions of around 26,000 tons of CO_2 equivalent, compared with the previous year.

Showcasing local municipal assets

ORES's specialist street lighting consultancy and local teams also work with towns and municipalities to provide illumination for their architectural assets. Our services offer local authorities the best technologies available on the market, taking into account aspects relating to consumption and compliance with legislation and standards, as well as the best compromise between the choice of technology, the total cost of implementing the project and the environmental benefits, particularly in terms of reducing light pollution. These details and information enable local authorities to make informed decisions. The most emblematic projects for 2023 included the relighting of the Mons belfry, the illumination of the churches of Saint Quentin in Tournai and Hotton, the renovation and upgrading of the lighting in the Grand-Place and Binche Town Hall, Virton Town Hall and the illumination of noteworthy buildings in the municipality of Rouvroy.

An evolving gas network

Taking the road towards energy transition and carbon neutrality by 2050 and managing a gas distribution network presents risks – particularly given the harmful effects of methane on the environment and climate. But at the same time, it also presents opportunities. ORES is convinced of the useful role that its network will play in energy transition. Over time, it should make it possible to distribute other types of molecules to businesses and many urban centres that are greener than natural gas, such as biomethane, synthetic gases generated by capturing CO_2 at industrial sites and green hydrogen.

Biomethane is one of the most tangible avenues towards this transition. It has been established that Wallonia has a strong potential for introducing biomethane, which can serve the regional objectives of generating renewable energy and reducing greenhouse gas emissions. If the development of this sector lives up to its promises over the coming years, 25 to 33% of the gas flowing through ORES's pipelines, amounting to 3 TWh, could be green by 2030. This means that the gas market would become more local, with initiatives coming from individuals or cooperatives, businesses and public organisations. With this in mind, our company's technical role involves not only connecting the biomethanisation units to the distribution network and carrying out any necessary network reinforcement work and preliminary calculations, analyses and tests, installing the injection substations, but also monitoring and guaranteeing the quality of the gas distributed to customers.

By the end of 2023, three biomethane injection units had been connected to our network. In total, almost 10,000 households are now heating and/or cooking with renewable gas produced in Wallonia. Other projects to build and connect biomethane production units are being studied for 2024. Our teams support project developers, particularly from the agricultural sector, in their initiatives, providing them with expertise that is not only technical, but which also helps them with their administrative formalities.

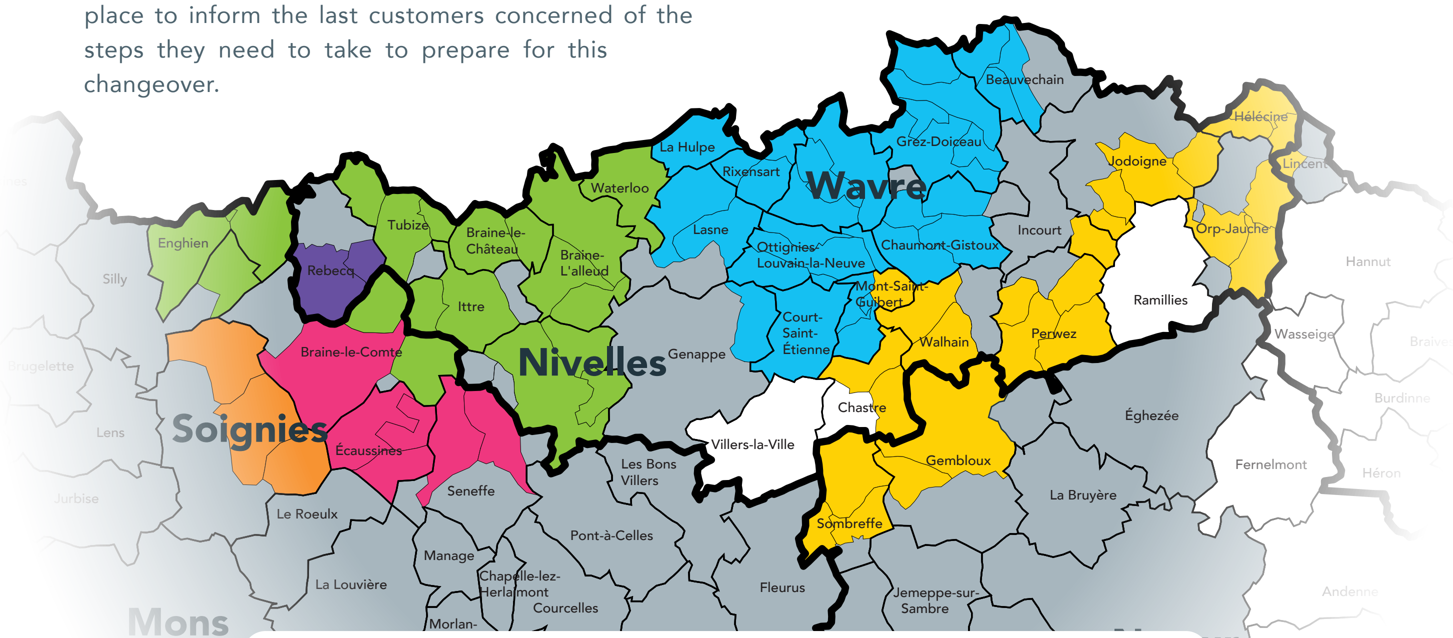
Upgrades, conversions and connections

In 2023, a great deal of work was carried out to ensure the smooth operation of the network and service to customers: cleaning up and renovating infrastructure, looping, increasing capacity, connecting housing and industrial estates to the existing network and continuing the programme to convert from lean gas (L-gas) to rich gas (H-gas) in Walloon Brabant. In all, more than € 90 million was invested in this area during the year.

Following the conversion of the Rebecq local authority area in 2022, no fewer than 11 municipalities have switched to rich gas since 1 June 2023 (marked in blue on the map below). The challenge was a demanding one: several thousand connections and connection renewals had to be carried out to achieve the conversion. Our teams also had to organise any replacements of pressure regulators located near customer meters. A communication campaign helped to raise awareness of the need to adapt or replace certain older household appliances that were not compatible with rich gas. Finally, for the 750 industrial customers concerned in the conversion zone, work was also carried out to replace cabinets or install peak limiters where necessary. The challenge of the conversion works has been met and more than 35,000 additional customers are now using high-calorific gas.

The final phase of the conversion programme will take place in 2024. A structured communication plan is in place to inform the last customers concerned of the steps they need to take to prepare for this changeover.

As in recent years, our teams again concentrated on maintaining and upgrading the existing network. There are no longer any real extensions to the network and this year just over 7 kilometres of new pipes were laid. The oldest infrastructure continues to be renovated and upgraded. By the end of 2023, our gas network – which covers a total of 10,168 km – had only 37 kilometres of old nodular cast iron or fibre cement pipes left. In addition, 32 km of steel pipes were renovated and replaced with polyethylene. Despite the energy crisis and the spike in gas prices prompted by the war in Ukraine in 2022, new customers are still asking to be connected to the existing network and our teams installed 4,466 new connections in 2023, corresponding to 6,527 additional meters. Lastly, just over 4,600 connections were renovated during the year, particularly in connection with the L gas/H gas conversion mentioned above.



CONVERSION OF THE DISTRIBUTION NETWORKS SUPPLIED WITH LEAN GAS

Gas changes

MUNICIPALITIES SUPPLIED WITH LEAN GAS (L-GAS) REQUIRING A CONVERSION OF THE NETWORK FOR A SUPPLY WITH RICH GAS (H-GAS)

- DATE CONFIRMED AS OF 01/06/2019
- DATE CONFIRMED AS OF 01/09/2020
- DATE CONFIRMED AS OF 01/06/2021
- DATE CONFIRMED AS OF 01/06/2022
- DATE CONFIRMED AS OF 01/06/2023
- DATE PLANNED AS OF 01/06/2024

MUNICIPALITIES SUPPLIED WITH RICH GAS (H-GAS)

- NO CONVERSION REQUIRED

Checks and safety

As part of a preventative approach, around 20% of the total length of gas distribution networks is inspected each year. As part of this systematic search for leaks, 1,830 kilometres of medium-pressure and low-pressure pipes were inspected in 2023. The number of leaks detected and repaired under this programme – 207 in total over the year – was slightly up on the previous year.

Safety remains a priority for ORES, and any report of a potential gas smell or leak on the network or at a customer's premises is systematically dealt with as a matter of urgency. With regard to incidents and leaks caused by external causes or parties, the number of repairs rose sharply: 721 in total, compared with 459 in 2022. The number of leaks repaired on connections due to faulty equipment was down (-16%). The average response times for this type of incident are given below. There was a very slight increase in response times.

PIPES INSPECTED (IN KM)	2022	**2023**
Medium-pressure	825	**808**
Low-pressure	1,265	**1,022**
Total	**2,090**	**1,830**

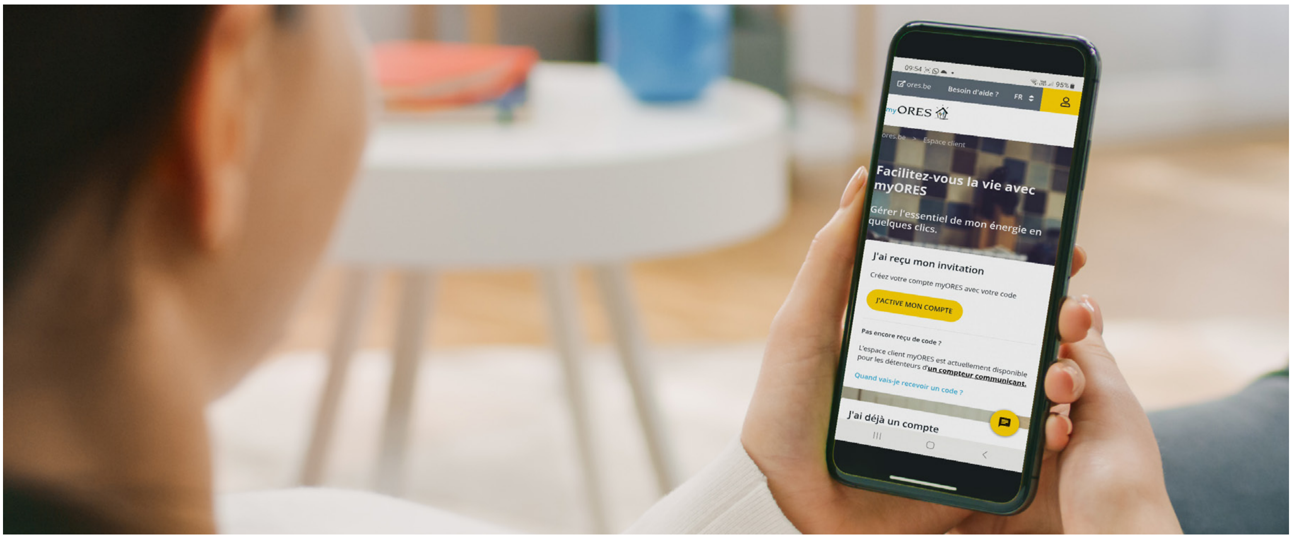
REPAIRS OF LEAKS ON THE GAS NETWORK	2022	**2023**
Work following a systematic inspection on the network	197	**207**
Working following a third-party call	1,188	**1,015**

URGENT RESPONSE TIMES ON GAS NETWORKS (AFTER DAMAGE) (IN HOURS)	2022	**2023**
Average time to arrive on-site (call – arrival)	00:51:26	**00:46:13**
Average duration of works (arrival – end)	01:12:42	**01:22:28**
Average time for closing a job (call – end)	02:04:08	**02:08:41**

4. The customer relationship as a lever for energy transition for all

The world of energy is changing. It is becoming more complex, and for customers, these changes bring their own set of issues. ORES intends to support and guide customers through this transition process, while continuing to meet its public service obligations, without leaving anyone by the wayside.

In its various business lines, ORES systematically takes into account the changing needs and constraints of its customers so that it can offer them a service that meets their expectations. Although energy transition is now our top priority, it is not always the main concern of consumers. Our company therefore has a duty to maintain a basic quality service at the best price for those who expect nothing more than a qualitative energy supply or reliable metering data delivered on time. ORES seeks to set an example in terms of service quality, while also remaining accessible in a simple and efficient way for all customers.



To achieve this, we focus first and foremost on high-quality online services and developing new digital means of communication, so that customers can contact us whenever they like. One of the tangible results of this digitalisation in 2023 is the provision of a personal online space called "myORES" for customers equipped with a smart meter. This space is fed directly by the data collected by customers' meter and gives them online access to different types of interactions and standard requests. On our website, we also provide simulation and other customisation tools so that customers can find the answers to their questions and the solutions best suited to their needs in just a few clicks.

Customer choices and behaviour have an impact on the network, on how it operates, on the level of investment required locally or on a wider scale, and therefore potentially also on distribution costs. The tools available on the ores.be website – tutorials, chatbots, frequently asked questions, etc. – are designed to present the different options available to customers, as well as to inform them of the consequences of their choices. For example, the installation of a private electric charging point that is oversized in relation to actual needs could have an effect on the quality of the general power supply to the home, necessitating an increase in power – at a potentially significant cost to the customer – or even, in the long term, a reinforcement and upgrading of the local network. With the current proliferation of requests from consumers and prosumers, the digitalisation of services is essential to guaranteeing an efficient relationship.

Even though the majority of customers prefer this method of communication – 75% of customer interactions were digital in 2023 – it is essential to maintain other means of contact. In addition to the digital channel, the quality of our service also depends on the consideration shown to users who prefer other types of interaction. Through our subsidiary, Comnexio, which is based in Wallonia and specialises in customer contact activities, we ensure that telephone solutions are maintained, in particular via specific call numbers linked to the nature of the requests. This deliberate choice of communication option is a partial response to the phenomenon of digital exclusion.

Comnexio's advisers are there to listen to customers. They provide information and solutions over the telephone. They can also respond by e-mail, online chat or any other appropriate means of communication. In 2023, telephone traffic rose sharply, with more than one million calls received (up by 21% compared with 2022). The strongest growth was seen in the lines dedicated to works and meter readings, against a backdrop of changing needs related to electrification and difficulties with the Atrias platform (see below). Measures are taken on an ongoing basis to personalise the customer experience, anticipate needs and recommend proactive actions, as well as to maintain satisfactory waiting times and control operating costs. The contact centre handled 25% of customer interactions with ORES in 2023, excluding face-to-face contacts in the reception offices located at our main operating sites.

Data exchange problems and market bottlenecks

2023 saw a continuation of the problems encountered the previous year following the launch of the new federal platform for data exchange in the gas and electricity sector (Atrias). This structure, set up jointly by the distribution system operators in consultation with the energy suppliers, organises the unified processing and centralised transfer of millions of transactions and market data between the various parties involved. The aim: to achieve greater speed, greater transparency, greater accuracy and better service for consumers in a market made more complex by recent developments, in particular the rollout of smart meters.

Following its operational implementation, and despite the successful transfer for several million consumers, problems have arisen in certain exchange scenarios, with data transfers being blocked, sometimes randomly. At the beginning of summer 2022, 36,000 problem cases had been identified in ORES systems. An action plan was implemented to resolve these problems, either through the application of IT patches by family of cases, or through specific checks and solutions, including individual ones. The IT and Customer teams were strengthened, as were those at the contact center, which faced a significant increase in the number of calls. By the spring of 2023, the number of problem cases had been reduced by 50%. However, new cases were identified over the months, which hampered the resolution of a large number of backlog cases. For several thousand users, this situation remains extremely problematic, as some of them have not received a bill for many months, sometimes even for as long as two and a half years.

This situation is clearly unacceptable, and since the end of 2023 a specific task force has been dedicated to resolving the blockages as a matter of priority. The first half of 2024 is crucial and should see significant progress for these customers.

A support service for companies as well

Companies, both public and private, are obviously very much involved in energy transition. In 2023, ORES strengthened its team of account managers and created a new unit for SMEs. The aim is to put a fast track in place to help accelerate their projects for renewable generation, technical flexibility, electric mobility and so on. Each of these business customers will eventually be able to benefit from a support service that will be both highly reactive and proactive. Companies will be contacted in an unsolicited manner by our teams when opportunities arise in the energy market in order to better anticipate their future needs.

Social public service obligations

ORES also remains committed to helping disadvantaged or vulnerable customers as part of its social public service work. The status of protected customer enables consumers struggling in difficult situations to benefit from the social tariff, which is the cheapest on the market. The surge in prices in 2022 has further strengthened the level of protection offered by the social tariff, which, at the beginning of 2023, had a very favourable differential compared with general electricity and gas prices.

In the wake of the energy crisis, which has often had very heavy financial consequences for customers, ORES put assistance and protection measures in place for the winter of 2022-2023 to supplement the measures planned by the authorities. This "winter shield" included the suspension of bill collection until 31st March 2023 and the possibility for customers to block their monthly instalments. Lastly, the increase in the social tariff was offset for prepayment customers by a € 50 advance for electricity and € 70 for gas, granted on request. This scheme was fully pre-financed by ORES and ended in April 2023.

The number of protected customers supplied by our company rose sharply in 2021 and 2022, mainly as a result of the economic protection measures decreed by the Walloon authorities in response to the various crises that arose at the time. However, in 2023, this figure fell, for both electricity and gas: at the end of the financial year, ORES was supplying exactly 35,459 protected customers with electricity (-10%) and 18,135 customers with gas (-7.6%). This development is precisely linked to the end of the "extended protection" measure in July 2023, put in place temporarily by the government and which granted protected customer status to all customers benefiting from increased intervention ("BIM customers").

Development of smart prepayment meters

One of the company's public service missions is to install or activate prepayment meters at the request of their commercial provider, usually for customers who have defaulted on their payments. Until recently, energy was prepaid by customers charging an individual smart card that was then inserted into the meter, known as a "budget meter". Although sometimes criticised for the social stigma attached to the recharging operation, the prepayment card system has also been viewed by the households concerned as a useful tool for managing their energy budget, through more direct awareness of the volumes consumed and easier control.

With the development of smart meters, a prepayment solution that is both easier to manage and less burdensome is now available to customers. A pilot project launched at the end of 2021 has enabled 3,600 households to experiment with prepayment of energy remotely, via the Internet, as a replacement for their conventional budget meters. At the time, the UMons Family Sciences Department carried out a qualitative and quantitative study into the impact of the introduction of these meters on household habits, particularly in a context of fuel poverty. Its positive conclusions highlighted the overwhelmingly enthusiastic feedback from customers, particularly with regard to the online tools associated with the prepayment meter. On the basis of these conclusions, ORES organised the operational rollout of prepayment smart meters for new customers and as a gradual replacement for budget meters. These activities were actively pursued in 2023 and, by the end of the year, there were more than 44,000 meters of this type in operation.

The total number of "active" prepayment meters – a cumulative figure for smart and budget meters – is 43,174 for electricity and 16,886 for gas. The breakdown of the number of active meters in relation to the total number of prepayment meters installed on the network is shown in the table below.

Smart meters are now in the majority and will rapidly replace traditional budget meters, making life much easier for the customers concerned. A specific information section is dedicated to them on the ORES website, where customers can access a space for managing their prepayments.

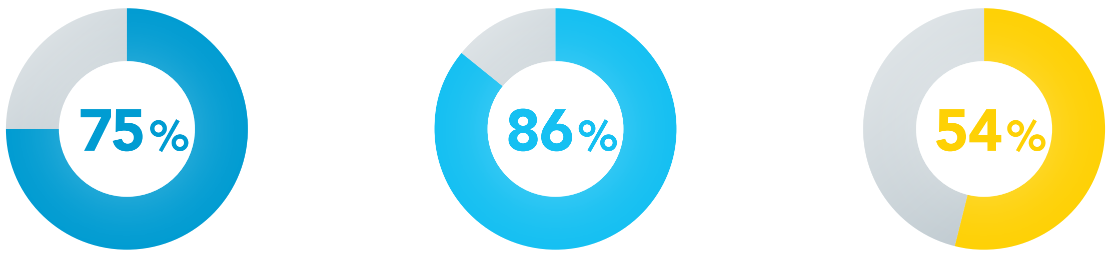
STATUS OF PREPAYMENT METERS ON THE ORES NETWORK

SITUATION AT END 2023	Electricity	Gas	**Total**
Total number of prepayment meters installed	121,996	46,992	**168,988**
Active smart meters	34,096	10,146	**44,242**
Active budget meters	9,078	6,740	**15,818**
Percentage of active prepayment meters	35.4%	35.9%	**35.5%**

Statistics for quality of service

Another aspect of the ORES customer relationship is the work carried out by our technicians and subcontractors. The quality of these services is clearly essential and is rigorously monitored. In addition to home meter readings once every two years for conventional meter-holders, the face-to-face interactions that consumers have with ORES services generally occur at important moments in their lives, for example when their home is being built and they need to be connected to the energy networks. It is essential for ORES to take into account the specifics of each request and to carry out the work not only within the deadlines set by the market regulator, but also in a spirit of good communication with customers. The quality of compliance with regulatory deadlines (figures below) for submitting price quotes for connections and carrying out low-voltage connections improved compared with 2022. However, it deteriorated in terms of inspections for connections to the high-voltage network. This situation stems from the sharp increase in the number of connection applications received in 2023, as energy transition gathers pace. Clearly, there is room for improvement, and efforts are being made in this direction.

COMPLIANCE WITH REGULATORY DEADLINES FOR WORK



Price quotes for connections to the low-voltage electricity network

Connections to the low-voltage electricity network

Inspections for connections to the high-voltage electricity network

Complaints and dissatisfaction

To improve its performance, our company is always on the lookout for reasons for customer dissatisfaction. The aim is to capture complaints, target recurring points of complexity and, where necessary, adjust our processes. In addition to the lessons learned for internal use and for improving our service, customer feedback also helps to raise awareness among our subcontractors, particularly the contractors responsible for carrying out earthworks. Numerous complaints relate to work being carried out "on the pavement", in front of homes, during connections or changes to connections.

To report their grievances to ORES – whether they are about dissatisfaction, a claim for compensation or a request for mediation – customers can submit their complaints via online forms available from the ORES website. Today's customers also prefer using the digital channel for this type of request. In view of the difficulties encountered during the year – in particular inverter drop-outs and the consequences of the blockages linked to the implementation of the federal data exchange platform – the number of complaints and compensation claims received rose sharply compared with the previous year, by 20% and 110% respectively. The initiatives taken to remedy the various difficulties should ultimately reduce the number of complaints.

Regulation and distribution tariffs

It is the CWaPE, the Walloon market regulator, which determines the authorised revenues of network operators – and therefore the resources needed to carry out their work and implement their strategies – on the basis of a tariff methodology that applies to all Walloon operators. These revenues are then transposed into distribution tariffs, which are passed on to customers via their energy supplier's bill.

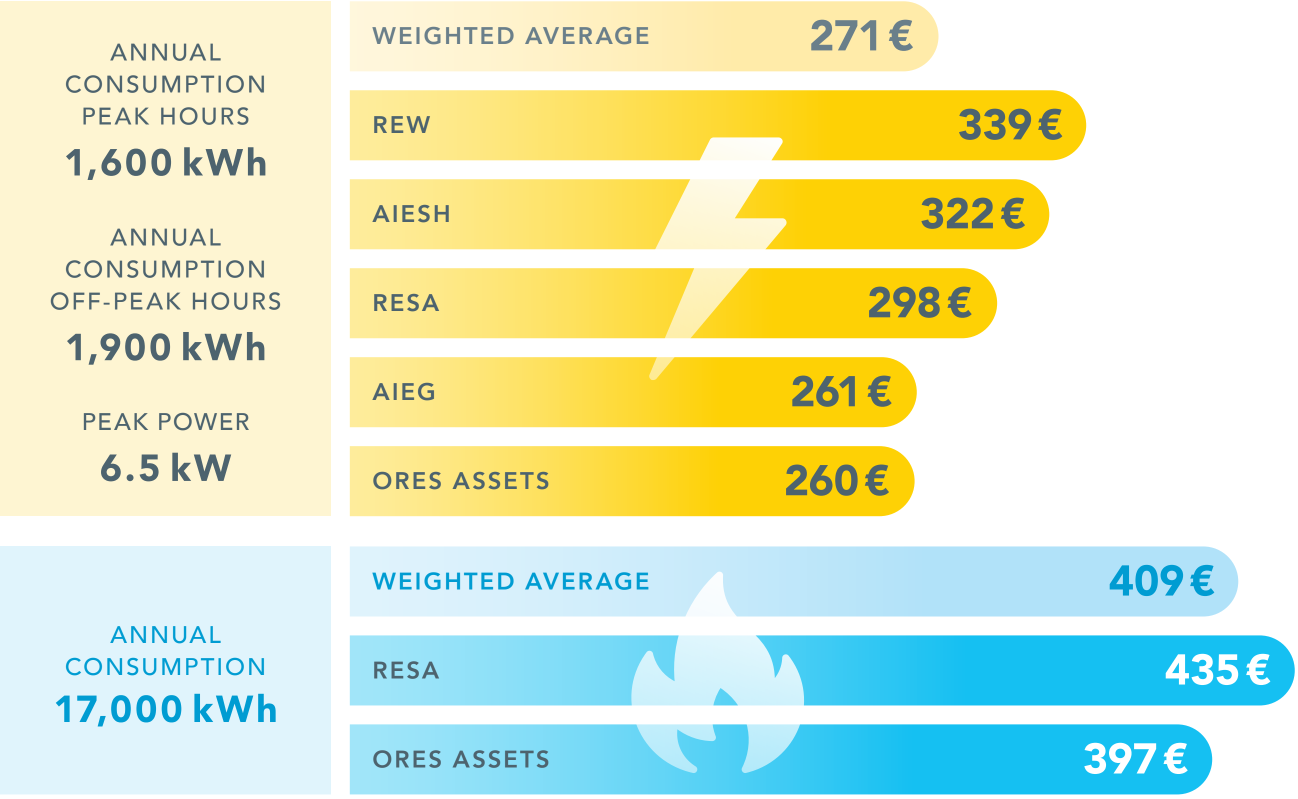
The electricity and gas distribution tariffs in force in 2023 in the various ORES territories (seven tariff schedules for electricity and five tariff schedules for gas) applied over a period extending from 2019-2023. By controlling costs and their impact on the distribution component of customers' energy bills, our company has managed to stabilise an "average tariff" throughout this period. This stability is crucial, especially at a time when customers are faced with sometimes significant variations in the energy component of their household bills. It is thanks to the operational and budgetary efforts made by the company in recent years that the increase in network costs and hence of distribution tariffs has been kept under control. It is also important to note that ORES's tariffs – excluding charges, taxes and public service obligations – have generally remained below the level of inflation since the start of deregulation.

2023 was the last year in which disparities in distribution tariffs existed between different geographical sectors within the ORES operating territory. At the end of 2021, the ORES Assets Board of Directors decided to equalise tariffs, i.e. to apply an identical tariff throughout the intermunicipal company's territory. In practical terms, from 1st January 2024, all customers, depending on their category, would be subject to a single tariff for the distribution of energy, wherever they live. For our company, opting for this equalised tariff reflected a desire to release investment budgets geared towards energy transition from an overall perspective, covering the networks of all municipalities and no longer split up by tariff sector.

As stated in the 2022 annual report, the date of publication for the new tariff methodology was postponed to 1st June 2023, requiring a change in the regulatory period of this tariff methodology to 2025-2029 and the introduction of a transition year for 2024 to run between two five-year regulatory periods (2019-2023 and 2025-2029).

On 13th April 2023, the regulator published the tariff methodology for 2024, the transition year. Following the approval procedures provided for in this methodology, the 2024 electricity and gas distribution tariffs were made official in October. A major change for ORES customers was the application from 1st January 2024 of the single tariff schedule mentioned above, for both electricity and gas. Another piece of good news is that the tariff applied by ORES Assets for each typical customer – again for both electricity and gas – is the cheapest in 2024. The two tables below, taken from the CWaPE's analysis of 2024 distribution tariffs, illustrate this situation.

DISTRIBUTION TARIFFS 2024 (€/YEAR. EXCLUDING VAT) ELECTRICITY & GAS



Source: CWaPE – "Distribution tariffs 2024: analysis and figures"

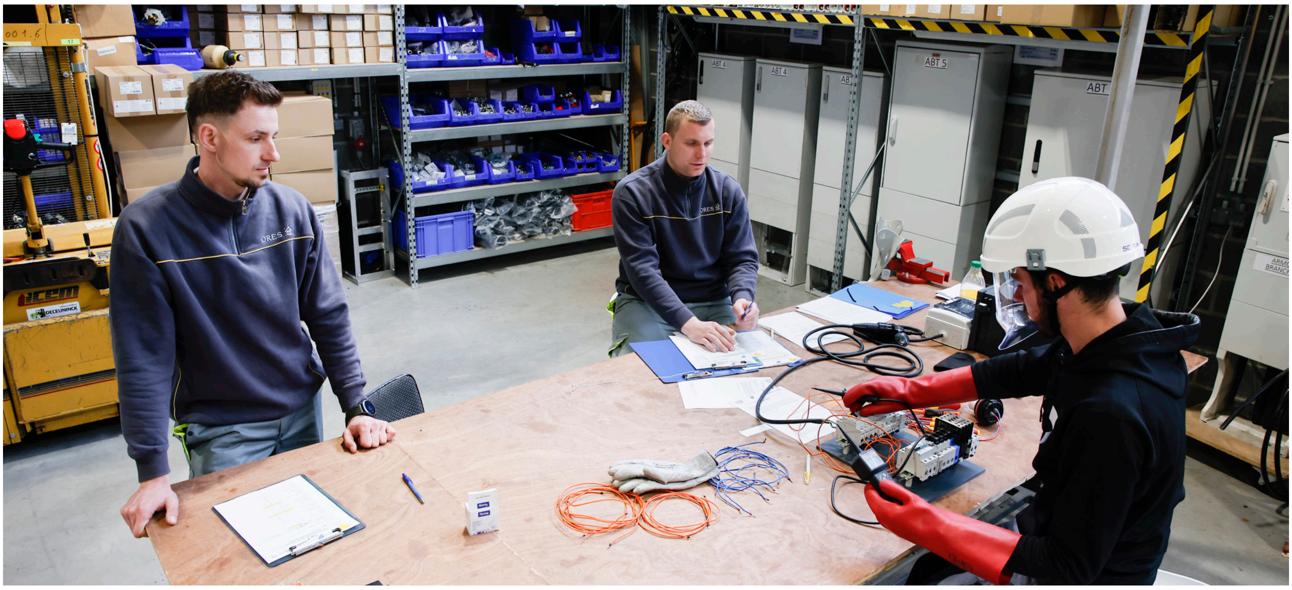
Another important change from 2024: for the most common services, the same work at the customer's premises will be priced the same throughout Wallonia. In accordance with the tariff methodology, the harmonisation of certain services in the so-called non-periodic tariffs means that the Walloon network operators must label the service identically and harmonise the price accordingly. In terms of price levels, 2024 is a transitional year for these tariffs: depending on the user's location and precise needs, the harmonisation and standardisation of non-periodic tariffs may have an upward or downward effect on their bill compared with the past.

In addition, discussions on the draft tariff methodology for the period 2025-2029 continued in early 2023. On 1st June, the regulator published details of this new methodology. In addition to the new terms and conditions of this draft, such as those relating to the authorised revenue of network operators, the tariff structure introducing incentive tariff and the taking into account of inflation, the overall conclusion for Walloon consumers is that an increase in distribution tariffs over the period is more than likely. At stake, in particular, are the huge investments required as part of energy transition.

On the basis of this methodology, the ORES teams submitted a proposal for authorised revenue to the regulator in October 2023. The CWaPE commented on this proposal and asked a number of questions. ORES provided the expected responses and, at the end of March 2024, the authorised income was approved by the regulator for the period 2025-2029.

5. Human resources, prevention and environment

ORES's responsibility also extends to human resources, prevention and the environment. To meet the challenges of transition, ORES is adapting by focusing on staff and subcontractor training, responsible talent management and enhanced HR solutions. Aware of the impact of its business lines, as well as of the various activities that carry risks for employees, service providers, local residents near distribution networks and the environment, the company is pursuing a renewed policy of prevention and environmental management.



Recruitment and training at the heart of the challenges

Over the past three years, ORES has implemented structural and organisational changes to provide long-term support for the transformation of the company, which is at the heart of energy transition. To achieve this aim, ORES must encourage the commitment, development and recognition of its employees, while also taking care to improve their wellbeing. We also need to be able to draw on sufficient, qualified human resources in the various areas of our business. It is therefore imperative to recruit new colleagues.

After a slowdown in recruitment during the pandemic, followed by a gradual recovery, starting in 2021. ORES has stepped up its recruitment over the past two years. The company has continued to look for new talent to replace staff who are retiring and also to meet new needs, particularly those linked to digitalisation. In 2023, 322 new employees joined ORES, while 163 departures were recorded during the year. "ORES TechniDays", recruitment days aimed specifically at qualified engineers and technicians, were held on six occasions; 169 applicants were welcomed on the days and 74 recruited. These days are particularly valuable against a backdrop of the war for talent between companies and the widespread shortage of technical profiles.

At the end of 2023, ORES had a total of 2,665 active employees - 2,416 of them on permanent contracts. Women accounted for 33.5% of the workforce. The breakdown of staff by gender and age group is given below.

BREAKDOWN OF STAFF MEMBERS

BY GENDER	Employees	Supervisory staff	Management staff	Senior management	Total
Male	47.80%	10.24%	8.18%	0.26%	**66.49%**
Female	26.72%	3.38%	3.34%	0.08%	**33.51%**
Total	**74.52%**	**13.62%**	**11.52%**	**0.34%**	**100.00%**
BY AGE GROUP					
< 30	9.38%	0.00%	0.71%	0.00%	**10.09%**
≥ 30 < 50	50.51%	7.02%	7.58%	0.11%	**65.22%**
≥ 50	14.63%	6.60%	3.2%	0.23%	**24.69%**
Total	**74.52%**	**13.62%**	**11.52%**	**0.34%**	**100.00%**

On average, ORES staff completed 33 hours of training in 2023.

ORES attaches great importance to training, both for its own staff and for its subcontractors. Technical training in gas and electricity takes place at the company's two dedicated sites in Strépy-Bracquegnies (La Louvière) and Aye (Marche-en-Famenne). In 2023, the main emphasis was on low-voltage training, particularly in the context of the rollout of smart metering and work linked to the transition. In addition, the Talentsoft online platform, which is now fully operational, enables all employees to manage their training more actively via a wider catalogue and learning methods adapted to new needs: e-learning modules, distance learning, videos, etc. With an average of 40% more training hours completed than in 2022, the training indicator for all staff, including interns and trainees, shown in the table below, continued the positive trend that began in 2022, after the pause caused by the Covid-19 pandemic.

Building on the initiatives developed together in previous years, a new partnership agreement was signed with Forem. Our company will be recruiting no fewer than 500 new employees across the whole of Wallonia in 2024. Forem is going to mobilise its teams and launch a number of "shortage punch" training courses for electrical connection technicians. The first of these courses, which will run for ten months, was launched at the end of March. The courses will start at Forem and continue at one of our training centres. The aim is for at least 80% of candidates who successfully complete the training to be offered a permanent contract with our company.

Last, but not least, our company was awarded "Top Employer" certification for the third year running. Following the re-awarding of this quality label in 2023, ORES has sought to extend and strengthen its efforts in terms of HR policy and employee wellbeing. 2024 certification is obtained with notification of the company's progress in areas such as the induction of new recruits, employer branding and talent management.

Social dialogue: claims and solutions

In the context of dialogue and social consultation within the company's joint representation bodies, the issue of upgrading technical jobs was brought up for debate by employee representatives in 2022. At the beginning of 2023, union representatives and some of the staff, deeming the responses given to their demands by company management to be insufficient, took strike action and set up blockades, first at the head office and then at several of the company's operating sites in mid-February 2023. After negotiations, an agreement in principle on new proposals was reached and, following a vote by staff at local meetings, the blockades were lifted.

In the autumn, sector-based negotiations about social programming for the years 2023 and 2024 also led to disagreements, culminating in a breakdown in dialogue. Discussions resumed at the beginning of December and the partners reached an agreement which was then presented to staff by the trade union organisations. A collective agreement was signed before the end of the year, setting out a number of social measures covering leave entitlements, insurance, price benefits and training, as well as a purchasing power bonus of € 500 net for all workers in active employment.

TRAINING BY PROFESSIONAL CATEGORY AND BY GENDER

AVERAGE NUMBER OF HOURS OF TRAINING IN 2023	Male	Female	**Total**
Senior management	8.39	0.00	**8.39**
Management staff	26.62	25.96	**26.43**
Supervisory staff	19.38	18.82	**19.26**
Employees + interns/trainees	43.08	19.90	**27.56**
Average	**39.69**	**22.02**	**33.18**

Prevention and awareness

ORES has developed a safety dynamic linked to the risks inherent in its activities and is committed to developing this dynamic further towards prevention and wellbeing, in order to achieve "better wellbeing". This is seen as the result of taking overall account of workers in both their working and private lives. An employee's good health has a direct impact on the company and his or her work has an influence on his or her personal health.

The aim is to prevent internal, external and multidisciplinary risk factors. The approach is based on several guiding principles, structured around an overall five-year prevention plan. To increase the maturity of prevention and move towards wellbeing, with particular attention paid to mental wellbeing, the internal prevention department has restructured its organisation and operations to provide greater proximity and availability. Training and awareness modules accessible remotely are available to all staff, in particular via the company intranet, whose sections dedicated to prevention and health and wellbeing were completely overhauled in 2023.

In June, the company held its second Wellbeing at Work Week. The topics of vitality and physical health were at the heart of the actions organised and supported by a communication campaign. An internal challenge was organised, inviting volunteer employees to run or walk over 10,000 km on their own or in a group. The challenge was met, raising € 10,000 for the Viva for Life operation (For more on this subject, see the section headed *Company Presentation*).

"Safety Days" and "Contractor Days"

To actively promote prevention and safety, theme days are organised every year for staff and subcontractors who work with our teams in the field on a daily basis. They are structured around various workshops in which the causes and sources of accidents are discussed in order to better understand the risks and to remind people of the correct reflexes and procedures. The Contractors Days 2023 also provided an opportunity to highlight the achievements of companies that have excelled in the work carried out for ORES, through the presentation of Quality Awards for the previous year's work. They also provide an opportunity to discuss a range of issues and strengthen links between the internal and external teams.

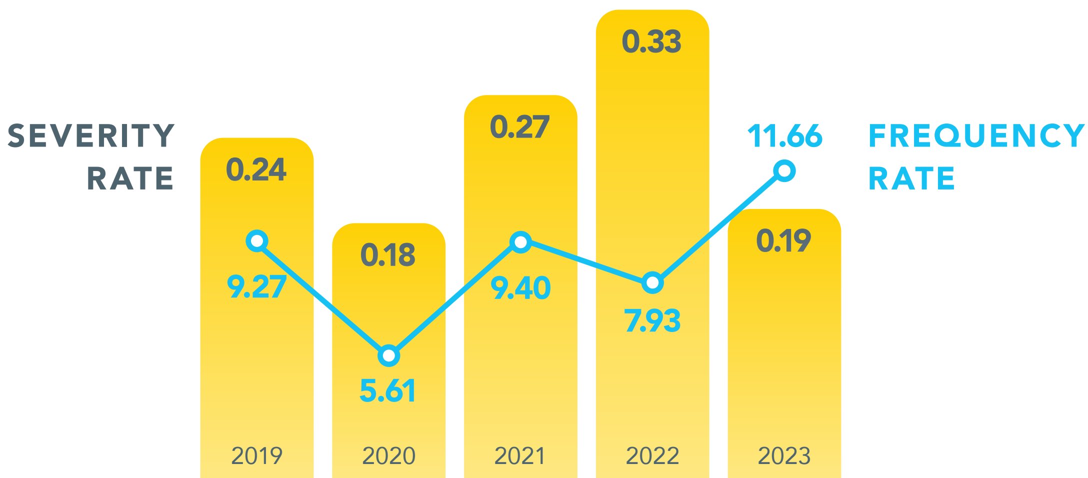
Results well below expectations

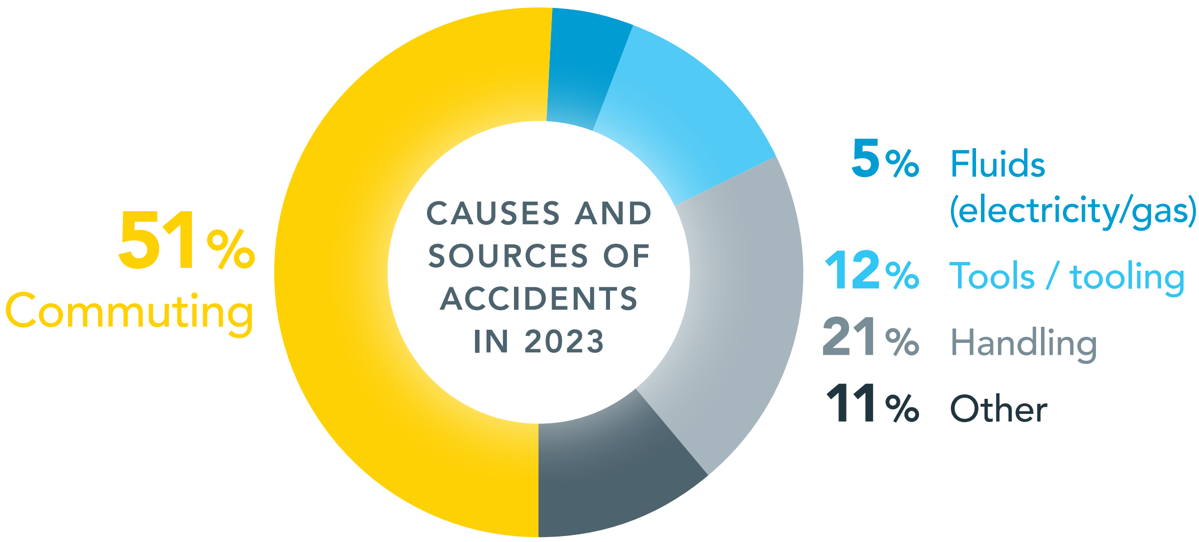
For 2023, the Prevention and Environment department and the Executive Committee had set voluntary safety targets, in line with those of previous years. These were not to exceed 26 accidents over the year, with a maximum of 712 days of temporary incapacity for work (TIW), which corresponded to a frequency rate of 7.50 and a severity rate of 0.20 for the company.

After an improvement in the number of accidents in 2022, the year 2023 ended with results that were both disappointing and worrying: despite recurring awareness campaigns, accidents – mainly travel-related – were on the increase. No fewer than 45 work-related accidents with TIW (28 in 2022) were recorded, a record figure since the company was founded, although the number of days with TIW fell sharply (717 compared with 1,175 in 2022). Accidents have therefore become more numerous, albeit less serious, and the company has also had to report two "fluid accidents" among its engineers, directly linked to electricity and gas operations. Sadly, a worker from an ORES subcontractor also lost his life in 2023 during work to install an electrical network on a new industrial estate.

In statistical terms, the frequency and severity rates for the year were 11.7 and 0.19 respectively. Risk prevention work will continue and be stepped up in order to reduce the occurrence of accidents as well as limit their severity, with particular emphasis on travel and handling, which accounted for more than 70% of accidents and was the cause of 90% of TIW in 2023.

CHANGES TO SAFETY STATISTICS 2019-2023





Against this background and building on the observations already made in 2022, two "Prevention Culture" workshops were created, structured and tested on the issues of falls while commuting and correct handling habits. Dedicated areas were set up for this purpose at the ORES site in Sambreville. Pilot sessions organised with field technicians validated the concept and the workshops are due to be rolled out in 2024.

Finally, in collaboration with the IT Department, the Prevention Department also launched a project in 2023 relating to site visits and the replacement of the digital tool used to monitor these visits. A rollout plan, together with appropriate training and communication, has been in place since the beginning of 2024, and the feedback has already been very positive.

Fresh impetus for environmental management

The ORES environmental management policy has been undergoing a restructuring phase since spring 2023. The new approach is based on a long-term vision and on bringing the company into line with changes in statutory obligations. At the same time, the process of preparing for ISO 14001 certification began: numerous internal audits were carried out, in particular to prepare the required legal inventory, a precise analysis of the company's environmental impact and the updating of various procedures. A comprehensive priority action plan was launched to remedy the shortcomings identified.

In addition, soil studies were carried out at two major ORES sites in Namur and Montignies-sur-Sambre, based on historical and orientation analyses. Soil samples were taken and characterisation studies to map the nature and extent of soil contamination were under way in early 2024.

Lastly, the company's waste management policy was re-analysed, specifically in the context of the obligation to sort organic waste selectively, which applies to all companies from 1st January 2024. The Environment Department is working with the external company responsible for waste collection and the building management teams to identify and implement the most effective solutions to meet the legal requirements. Waste data is provided at the end of this section.

Carbon footprint and impact management

The first carbon audit for ORES was carried out at the end of 2022 and published in spring 2023. Based on operational scopes in line with the Greenhouse Gas Protocol (GHG) and its internationally standardised framework, the assessment takes into account the entire value chain of electricity and gas distributed by the company. The audit covered not only emissions linked to ORES's own activities – such as gas losses and leaks on our networks, as well as fossil fuel consumption by our buildings and vehicles, electricity losses on our distribution infrastructures, etc. – but also indirect emissions upstream and downstream. These include emissions linked to the extraction, generation and consumption of the energy we distribute, emissions linked to the goods, services and materials we purchase, and the transport of materials and investments, etc.

This first carbon audit covered data for the financial years 2019 to 2021. Over these three years, emissions amounted to an average of 6.1 million tons of CO_2 equivalent per year. The breakdown of emissions into categories, as set out in the GHG protocol, clearly showed that it was the indirect emissions in scope 3 (see below) that made up the vast majority of our total footprint over the three years (97%). The impact we can have on these emissions can only be indirect by nature. But all our projects to promote energy transition are levers for accelerating change and moving the market towards less polluting and greener forms of generation and consumption. This will ultimately have an effect on this part of our carbon footprint.

AS PART OF ASSESSING A COMPANY'S CARBON FOOTPRINT, ITS CO_2 EMISSIONS ARE DIVIDED INTO THREE CATEGORIES OR 'SCOPES'.

Scope 1

Includes all **direct emissions linked to the activities of the organisation.** In this scope, ORES's emissions include methane losses from our network, leaks of sulphur hexafluoride (SF6, an insulating gas used in certain transformers), gas consumption in our buildings, and fossil fuel consumption by service and leased vehicles. Emissions linked to gas leaks and losses make up the bulk of our Scope 1 emissions.

Scope 2

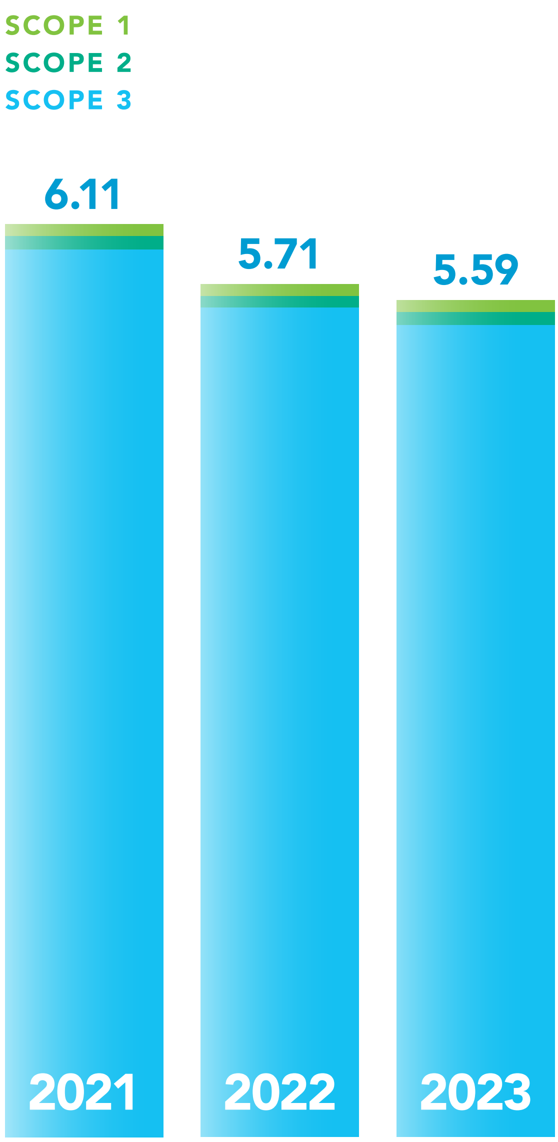
Includes all **indirect emissions resulting from the generation of electricity or electricity acquired for the company's activities.** In our case, these emissions are mainly linked to electrical losses on our network (lines and cables), to the electricity consumed by our sites and infrastructures and to the public lighting network that we manage.

Scope 3

Includes **all other emissions generated indirectly by the company's activities.** These are emissions linked to the extraction, production and transport of the fuels used to produce the electricity that passes through our networks. Scope 3 also includes emissions linked to the extraction of natural gas that passes through our networks, and emissions linked to its combustion by customers. It also includes the calculation of emissions linked to our purchases of goods and services, investments, travel, waste, transport and other associated activities not included in Scopes 1 and 2.

The new carbon footprints calculated for the years 2022 and 2023 show a significant reduction in total emissions. From an average of 6.1 million tons of CO_2 equivalent, the total footprint fell to 5.7 million tons in 2022 to a little less than 5.6 million tons in 2023. This reduction in our footprint of more than 8% in two years is due essentially to the reduction in the volumes of gas distributed across our network in 2022 (-16.5%) and then to the fall in the volumes of electricity distributed in 2023 (-13%).

ANNUAL CHANGES IN ORES'S TOTAL CARBON FOOTPRINT IN MEGATONS OF CO_2 EQUIVALENT (MT CO_2e)



Source : CLIMACT and the ORES Data Management department
Note: Emissions are reported using the "location-based" approach.

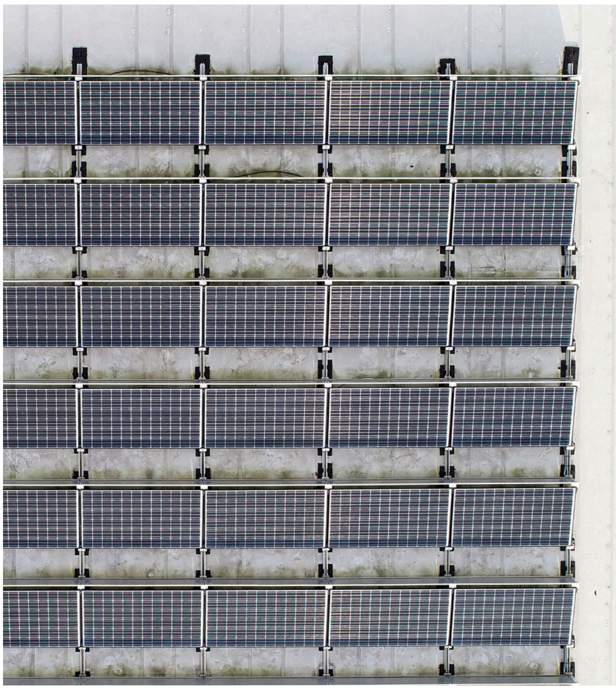
Scope 1 and 2 emissions remained very constant over the period. The slight reduction in Scope 2 emissions over the three years is linked to the reduction in the volume of electricity purchased for our own needs and for those of social customers. Scope 1 direct emissions showed little change over the period under review. However, we should note a slight reduction in gas losses (-4%) and a return in 2023 to the 2021 level in terms of volumes of gas consumed for heating our buildings. This came after a fairly significant increase in 2022.

Monitoring and controlling the energy consumption of buildings, as well as that of the company's vehicle fleet, are among the factors that can be used to reduce our Scope 1 emissions. Centralised management systems – automating the operation of technical equipment for heating, air conditioning, lighting, etc. – are gradually being installed at ORES sites. The most efficient techniques in terms of insulation, ventilation and use of natural light are already being implemented in the design of new buildings. But there are still savings to be made in some older, energy-intensive buildings, and these will be put to good use in the coming years.

The generation of photovoltaic electricity is another way of reducing consumption. In 2023, photovoltaic installations on the company's buildings produced the equivalent of some 600 MWh of electricity. This was 10% less than in 2022, a year with more sunshine overall. On average, this production covered 25% of the electricity consumed in the buildings concerned, representing a saving of more than 10% on the total electricity consumption of our buildings. Overall, 87% of the electricity generated was self-consumed.

Energy-saving measures

Also affected by the gradual rise in energy prices from 2022, ORES took steps to reduce its consumption. As a result, the Executive Committee decided to implement a number of energy-saving measures: reducing



the temperature by 2°C during the day in all buildings and lowering the minimum temperature threshold to 15°C at night, optimising interior and exterior lighting, changing the switch-on times for equipment identified as high consumers (ventilation units, air conditioning, etc.) in the technical rooms, rationalising the occupation of certain rooms and, finally, running an internal awareness-raising campaign via targeted communications.

Although these measures were adjusted over the months to suit the realities of the company's various sites, they nevertheless bore fruit. By the end of 2023, there was a significant reduction in the amount of natural gas used to heat our buildings. Electricity consumption was also down slightly, despite greater use of air conditioning and ventilation due to a particularly hot summer.

ENERGY INDICATORS FOR THE ORES BUILDING 2022-2023 (MWh)	2022	**2023**	**2023/2022**
Total gross gas consumption	8,534	**7,454**	**-13%**
Total normalised gas consumption following the heating season	10,489	**8,743**	**-17%**
Total consumption of electricity	5,459	**5,332**	**-2%**
Photovoltaic generation	661	**596**	**-10%**
Total electricity consumed for the buildings, including PV self-consumption	6,002	**5,745**	**-4%**
Injection of electricity from photovoltaic generation	-98	**-76**	**-22%**
Use of electricity to recharge electric vehicles	33	**107**	**325%**

The consumption of sites that are now equipped with smart meters can be monitored by quarter-hourly peaks. Over the next few years, consumption may fall, particularly at smaller sites that have received little monitoring until now, thanks to a more comprehensive and detailed analysis of consumption headings. The replacement of cooling production units at two major sites will also help to reduce consumption while improving user comfort.

An overall review is being carried out of ORES's property management policy, particularly with regard to the outdated buildings still in the portfolio. Decisions will be taken in 2024 regarding the measures to be adopted to improve the company's overall energy balance, taking into account its development in terms of human resources.

In addition to energy, water consumption is also closely monitored. All the meters in the buildings served by SWDE were fitted with telemetry systems in 2023. These systems have already detected anomalies, including a few leaks in sanitary equipment, corresponding to significant volumes of consumption - up to 40% for one particular site. Corrective measures have been taken, and the installation of telemetric meters at sites in local authority served by municipal water distribution boards will continue in 2024.

Mobility on the move

Efforts are also being made to improve the environmental performance of the company's fleet of service vehicles and vehicles leased for management. At the end of 2023, the ORES service fleet consisted of 1.191 vehicles, 10.4% of which were equipped with a less polluting alternative to conventional fossil fuels. At the present time, taking account of the models and configurations available on the market for the different types of vehicle in our fleet, the composition of the fleet itself is still fairly classic. Developments are underway and discussions about making the fleet electric, complete with its own specific features, are gathering pace. Since the summer of 2023, for example, a project has been underway with employees responsible for taking physical meter readings: two vehicles were made available to them so that they can be tested in their day-to-day work. After six months of testing in an urban environment, with very positive reactions from the staff concerned, the experiment is now continuing in a more rural environment in the Marche-en-Famenne region.

In addition to this, orders for vehicles for executives and managers who are entitled to a leased vehicle are now exclusively for electric vehicles. In 2023, 115 managers opted for a hybrid or 100% electric vehicle. Full replacement is planned by 2026. To support this development, ORES has increased the number of recharging points at its main sites. At the end of 2023, 15 dual-socket charging points were available to employees in the company's car parks. By the spring of 2024, this number had risen to 65, and should exceed 100 by the end of the year. So it comes as no surprise that the volume of consumption associated with recharging points more than tripled in 2023 (see table above).

Revamp of the policy on waste management

Energy transition is leading to an increase in the amount of activity ORES is involved in on electricity networks – and these additional activities generate waste. The challenge now is to manage the increase in volumes of waste – which will inevitably rise in the coming years – as effectively as possible. Above all, we need to further improve sorting and the recovery of waste.

The two tables below show the trends in statistics relating to waste production and the quantities disposed of and processed. 2022 saw a downward trend in this regard (-11.5%), although this followed a year marked by the resumption of activities after the pandemic and by the disastrous floods in July 2021, which had a major impact on the volumes of waste produced and collected. 2023 saw an increase in the total quantity of waste generated (+3.7%).

CHANGES IN THE VOLUMES OF WASTE GENERATED

CATEGORIES (KG)	2020	2021	2022	**2023**
Non-hazardous industrial waste (Class II; LLW)	449,106	484,993	472,690	**481,629**
Paper/cardboard (mixed)	116,635	106,302	103,800	**116,761**
PMC (Plastic, Metal packaging, Cardboard)	4,902	6,583	8,721	**10,709**
Miscellaneous oils	16,956	15,402	3,006	**2,182**
Transformers	400,701	500,494	337,847	**331,145**
SF6 cells	2,386	12,608	9,020	**25,832**
Other hazardous waste	—	—	18,875	**—**
Wood	41,640	45,280	45,440	**47,160**
Discarded equipment	4,488	9,147	—	**—**
Contaminated soil	21,060	—	—	**—**
Asbestos	24,350	14,482	21,960	**29,860**
Copper, bronze, brass	5,723	6,020	6,930	**1,687**
Miscellaneous metals	431,494	450,343	413,335	**427,259**
Small hazardous waste	2,118	2,170	18,875	**10,660**
Waste electrical equipment	—	—	—	**28,442**
Total	**1,521,558**	**1,653,823**	**1,460,499**	**1,513,326**

CHANGES IN QUANTITIES OF WASTE DISPOSED OF, BY TREATMENT METHOD	2020		2021		2022		**2023**	
	HAZARDOUS WASTE	NON-HAZARDOUS WASTE	HAZARDOUS WASTE	NON-HAZARDOUS WASTE	HAZARDOUS WASTE	NON-HAZARDOUS WASTE	**HAZARDOUS WASTE**	**NON-HAZARDOUS WASTE**
Energy recovery	—	13,936	—	9,540	—	11,496	—	**10,103**
Organic recycling	—	—	—	—	—	—	—	—
Exchange for recovery	1,750	457,90	—	1,470	—	280	—	—
Exchange for value	411,447	1,037,401	504,106	1,097,763	356,382	1,058,015	**334,699**	**1,103,544**
Use as backfill or foundations	1,240	—	2,200	—	—	3,240	—	**4,800**
Landfill (CET)	780	—	1,180	—	—	8,700	—	**2,180**
Physico-chemical treatment before disposal	30,190	—	10,660	—	2,560	—	**3,000**	—
Grouping before disposal	136	—	1,298	—	480	—	**1,518**	—
Storage off-site before disposal	23,950	—	25,606	—	9,326	10,020	**30,442**	**22,880**
Total	469,493	1,051,795	545,050	1,108,773	368,748	1,091,751	**369,659**	**1,143,507**

Initiatives to promote biodiversity

Since 2019, ORES has engaged in regular and open dialogue with various stakeholders involved in the protection and preservation of the environment and biodiversity in Wallonia. A number of ORES departments have worked with the Walloon Public Service responsible for Natural Resources and the Environment, in particular on the disruptive effects of lighting on flora and fauna. Various mapping databases belonging to partners have been cross-referenced and sections of illuminated and "sensitive" roads identified, along with potentially superfluous lighting points, in collaboration with the Natagora association. Numerous factors were taken into account in this analysis: proximity to the Natura 2000 network and sites of great biological interest, the presence of protected species, allocation to the sector plan, the proximity of surface water, proximity to residential areas, etc.

This preparatory work enabled the Wallonia Public Service to launch a project at the end of 2023, aimed at promoting the "black grid" in Wallonia. The black grid is defined as a connected set of biodiversity reservoirs and ecological corridors, the identification of which takes into account a sufficient level of darkness for nocturnal biodiversity. The project is organised into two phases: first, to raise awareness and provide information about light pollution, energy efficiency and the black grid of the ecological network, and second, to support ten local authority areas in Wallonia in developing an action plan to set up a black grid and to combat light pollution by doing so. At the beginning of 2024, a selection was made from the potential local authorities to be involved in this project and it emerged that the lighting equipment for nine of them was managed by ORES. Our company will of course be working with them on this project to reduce light pollution and eliminate light fixtures where appropriate, as it has already done with the local authorities in Chaumont-Gistoux, which decided to eliminate almost 80% of the area's light points in 2022 and 2023.

Beyond street lighting, ORES also works with public and private partners on possible changes to distribution networks to preserve or promote biodiversity. In March 2022, a structure to house a stork nest was installed on one of our electricity poles in Lessines, not far from the Pairi Daiza animal park, at the request of a local resident who is a member of a bird protection association. The "nest", which was designed and installed by our teams, in compliance with safety constraints for the birds and our network, attracted a pair of storks who settled there and the first stork chicks, born in April 2023, were ringed in June.

3

3. GRI INDEX

Organisation profile

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102-1 Name of the organisation — ORES and ORES Assets

GRI 102 GENERAL DISCLOSURES

102-2 Activities, brands, products and services — See section headed "Presentation of the company"

GRI 102 GENERAL DISCLOSURES

102-3 Location of head office — 14 Avenue Jean Mermoz, 6041 Gosselies – Belgium

GRI 102 GENERAL DISCLOSURES

102-4 Location of operational sites — The company's business territory and its main operating sites are presented in the section headed "Presentation of the company".

GRI 102 GENERAL DISCLOSURES

102-5 Capital and legal form — See the inside back cover, as well as the section headed "Management Report".

GRI 102 GENERAL DISCLOSURES

102-6 Markets served — See section headed "Presentation of the company"

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102-7 Size of the organisation — See section headed "Presentation of the company"

GRI 102 GENERAL DISCLOSURES

102-8 Information about employees and other workers — See section 5 "Human Resources, prevention and environment"

GRI 102 GENERAL DISCLOSURES

102-9 Supply chain — The framework of the ORES supply chain as a Group and that of its purchases is defined by Belgian legislation on public procurement contracts, since ORES Assets is an intermunicipal company subject to this legislation. Invitations to tender take place in several phases, from the official publication of the contract notice, to the pre-qualification of bidders, through the detailed evaluation of proposals, to the final awarding of the contract. The comparison criteria are based on a wide range of indicators, such as total cost, technical quality, suitability for the specific market, certain environmental criteria and others. Throughout this process, a demanding code of ethics is respected: transparency of actions, equal treatment of candidates and absence of discrimination. This framework ensures that each bidder receives a fair evaluation based on pre-established, objective criteria. See also the section headed "List of successful bidders" in ORES Assets' report.

GRI 102 GENERAL DISCLOSURES

102-10 Significant changes to the organisation and its supply chain — See GRI 102-9 above, as well as the section headed "List of successful bidders" in the ORES Assets annual report.

GRI 102 GENERAL DISCLOSURES

102-11 Principle of precaution or preventative approach — See paragraph headed "Description of the main risks and uncertainties facing the company" in section 1. Notes to the annual financial statements in the Management Report.

GRI 102 GENERAL DISCLOSURES

102-12 External initiatives — ORES is a signatory of the EDSO Sustainable Grid Charter.

GRI 102 GENERAL DISCLOSURES

102-13 Membership of associations — Ciriec – E.DSO - Gas.be - Synergrid – Union des Villes et Communes de Wallonie – Walloon Business Union

Strategy

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102-14 Statement from senior decision-maker — See section headed "Message from the Chairman of the Executive Committee"

Ethics and integrity

GRI 102 GENERAL DISCLOSURES

102-16 Mechanism for advice and management of concerns about ethics — ORES applies a code of ethical conduct. Our employees abide by the rules of this code, which cover the use of company assets and resources, the guidelines to follow in the event of attempted corruption or a conflict of interest, the protection of information – with particular emphasis on insider information – and the protection of customers' personal data in the context of the GDPR regulations. In addition, internal control processes have been put in place for equipment orders, including the double validation of requests by line management, calls for tenders from different suppliers, definition of signing powers and monitoring of purchase orders.

GRI 102 GENERAL DISCLOSURES

102-17 Mechanism for advice and management of concerns about ethics — Code of Ethics for members of staff – Ethics Charter for suppliers – Market Abuse Enforcement Code

Governance

GRI 102 GENERAL DISCLOSURES

102-18 Governance structure — The Board of Directors has the broadest powers when it comes to achieving the corporate objects as well as managing the company. Everything that is not specifically entrusted by law or the articles of association to the general meeting comes under its jurisdiction. The various committees and their respective roles are described in the section headed "Remuneration Reports". The various Committees and their respective missions are detailed in the section headed "Remuneration reports". Additional information is available in the company's Articles of Association, the ORES Governance Charter and the ORES Assets Internal Regulations.

GRI 102 GENERAL DISCLOSURES

102-19 Delegation of authority — The Board of Directors may delegate – with the ability to subdelegate – the day-to-day management of the company and the representation of the company with regard to this management to the Chairman of the ORES Executive Committee. For ORES Assets, the delegation is made for the benefit of the operating company, ORES. Additional information available in the articles of association, the Corporate Governance Charter and the Internal Regulations.

GRI 102 GENERAL DISCLOSURES

102-20 Executive-level responsibility for economic, environmental and social topics — By virtue of the company's articles of association, the ORES Board of Directors can delegate all or some of its management powers to an Executive Committee in accordance with the Code of Companies and Associations. This Committee is responsible for the operational management of the company, including day-to-day management and representation in dealings with third parties. The ORES Board of Directors appoints and dismisses the Chairman of the Executive Committee after consulting the Appointments and Remuneration Committee. The Chairman of the Executive Committee submits proposals to the Board of Directors on appointing and dismissing members of this Board after consulting the Appointments and Remuneration Committee. The Board of Directors establishes the Internal Regulations of the Executive Committee through an appendix to the Corporate Governance Charter.

GRI 102 GENERAL DISCLOSURES

102-21 Consulting stakeholders on economic and social issues — As part of the process of defining and updating its major sustainable development challenges, the company consults its stakeholders at regular intervals. The most recent consultation took place in December 2022 and January 2023. More information can be found in GRI 102-40 below. At the end of this exercise, the priority issues identified during the consultation concerned the energy transition, the operational excellence of the networks (and their fundamental role in this transition), the quality of service and customer relations, prevention and wellbeing in the workplace, and the environment.

GRI 102 GENERAL DISCLOSURES

102-22 Composition of the highest governance body and its committees — See section headed "Remuneration reports".

GRI 102 GENERAL DISCLOSURES

102-23 Chairmanship of the highest governance body — See section headed "Remuneration reports"

GRI 102 GENERAL DISCLOSURES

102-24 Appointing and selecting the highest governance body — Without prejudice to the areas that the law stipulates are the responsibility of the General Meeting, the Board of Directors is made up exclusively of non-executive directors. The Chairman of the Executive Committee participate, by right, to the meetings of the Board of Directors. The Board of Directors makes sure that, overall, thanks to its diverse composition, it encompasses the skills and experience needed to fulfil its roles. The General Meeting appoints and dismisses the directors.

GRI 102 GENERAL DISCLOSURES

102-25 Conflicts of interest — Directors pay close attention to their legal and ethical obligations in terms of conflicts of interests, particularly in accordance with article 6:64 of the Code of Companies and Associations, the provisions of decrees, including in particular those imposed by the Local Democracy and Decentralisation Code (CDLD) and by electricity and gas decrees. More information in the Corporate Governance Charter and Internal Regulations.

GRI 102 GENERAL DISCLOSURES

102-26 Role of the highest governance body in setting corporate purpose, values and strategy — More information on this topic in the section headed "Remuneration reports".

GRI 102 GENERAL DISCLOSURES

102-27 Collective knowledge of the highest governance body — The Board of Directors meets at regular intervals, at least six times a year, under the chairmanship of its Chairman, in order to carry out, as far as ORES is concerned, the various tasks described in the Corporate Governance Charter, on the advice of the Board Committees in their respective areas of competence. See also the section on "Remuneration reports". More information in the Corporate Governance Charter.

GRI 102 GENERAL DISCLOSURES

102-28 - Evaluation of the performance of the highest governance body — The Board of Directors reviews and evaluates:

1. its own effectiveness, as well as the effectiveness of the company's governance structure, and the role and tasks of the various Committees and the Executive Committee;
2. every year, the performance of the Chairman of the Executive Committee and, at the proposal of the Chairman of the Executive Committee, other members of the Executive Committee, within the context of the procedure relating to determining the proportion of their remuneration linked to performance.

GRI 102 GENERAL DISCLOSURES

102-29 - Identifying and managing economic, environmental and social impacts — See the sections headed "Corporate responsibility and sustainability" and "Management report", paragraph headed "Description of the main risks and uncertainties facing the company".

GRI 102 GENERAL DISCLOSURES

102-30 Effectiveness of risk management processes — The Board of Directors is responsible for examining and studying the company's financial objectives, particularly in terms of risk profile and allocation of resources. It is also stipulated that, once a year, a meeting of the Board of Directors addresses the company's strategy and the risks associated with it. During the year, an update is given on its progress. The Audit Committee and the Executive Committee carry out an annual evaluation.

GRI 102 GENERAL DISCLOSURES

102-31 Review of economic, environmental and social issues — This review is completed:

1. annually in the Activity and Sustainable Development Report and the Management Report (paragraph headed "Description of the main risks and uncertainties facing the company")
2. quarterly (dashboard and summary report on key performance indicators)

GRI 102 GENERAL DISCLOSURES

102-32 Role of the highest governance body in reporting on sustainable development — Thee Board of Directors approves the policy for reporting on sustainable development, analyses all of the supporting documents for the annual report and submits them to the General Meeting for approval.

GRI 102 GENERAL DISCLOSURES

102-33 Communicating critical concerns — See sections headed "Responsibility and sustainable development" and Management Report (paragraph headed "Description of the main risks and uncertainties facing the company", as well as information elements **102-21, 102-40** and **102-47**.

GRI 102 GENERAL DISCLOSURES

102-34 Nature and total number of critical concerns — See sections headed "Responsibility and sustainable development" and "Management report" – paragraph headed "Description of the main risks and uncertainties facing the company", as well as information elements **102-21, 102-40** and **102-47.**

GRI 102 GENERAL DISCLOSURES

102-35 Remuneration policies — See section headed "Remuneration reports".

GRI 102 GENERAL DISCLOSURES

102-36 Procedure for determining remuneration — In accordance with the requirements of the Local Democracy and Decentralisation Code (CDLD), remuneration for the directorships fulfilled by the non-executive directors is defined overall by the General Meeting, on the proposal of the Board of Directors after the Appointment and Remuneration Committee has expressed its views. Furthermore, the remuneration granted to members of the Committees and the Executive Committee and the directors for fulfilling specific roles as well as those of the Chairman of the Management Committee are determined by the Board of Directors on the recommendation of the Appointments and Remuneration Committee.

GRI 102 GENERAL DISCLOSURES

102-37 Stakeholder involvement in remuneration — The legal framework is defined by the Local Democracy and Decentralisation Code (CDLD).

GRI 102 GENERAL DISCLOSURES

102-38 Annual Total Compensation Ratio — The organisation is required to provide the following information:

A. The ratio of the total annual remuneration of the highest paid person in the organisation in each country where there is significant business, compared with the total average annual remuneration of all employees (excluding the person with the highest remuneration) in the same country

4.4	When compiling the information stated in the Element of information 102-38, the organisation must, for each country where there is significant business:		
	4.4.1	identify the highest paid person for the reporting period, as defined by the total remuneration:	**Chairman of the Executive Committee**
	4.4.2	calculate the total average annual remuneration for all employees, with the exception of the highest paid person:	**60,226.92**
	4.4.3	calculate the ratio of the total annual remuneration of the highest paid person compared with the average total annual remuneration of all employees.	**519%**
4.5	when compiling the information stated in the Element of information 102-38, the organisation must:		
	4.5.1	for each country where there is significant business, define and provide details of the composition of the total annual remuneration of the highest paid person and all employees	
	4.5.1.1	draw up an inventory of the types of remuneration included in the calculation;	**basic pay**
	4.5.1.2	state whether full-time and part-time employees are included in the calculation;	**yes**
	4.5.1.3	state whether full-time equivalent pay rates are used for each part-time employee;	**yes**
	4.5.1.4	state which operations or countries are included and whether the organisation elects not to consolidate this ratio for the whole of the organisation;	**ORES**
	4.5.2	based on the organisation's remuneration policies and the availability of data, use the following components for the calculation:	
	4.5.2.1	base salary: monetary remuneration guaranteed in the short term and non-variable;	
	4.5.2.2	monetary remuneration: the sum of the elements of the base salary, allowances, bonuses, commission, incentives and other forms of variable cash payments;	
	4.5.2.3	direct remuneration: the sum of the total monetary remuneration and the total fair value of all long-term incentives, such as stock options, shares or limited share units, shares or share units based on performance, phantom stock, added value rights to shares and long-term cash bonuses.	

GRI 102 GENERAL DISCLOSURES

102-39 Percentage increase in annual total compensation ratio — The organisation is required to provide the following information:

A. The ratio of the increase in percentage terms of the total annual remuneration of the highest paid person in the organisation in each country where there is significant business, compared with the increase in percentage terms of the average total annual remuneration of all employees (excluding the highest paid person) in the same country

4.6	When compiling the information stated in the Element of information 102-39, the organisation must, for each country:	
4.6.1	identify the highest paid person for the reporting period, as defined by total remuneration;	**Chairman of the Executive Board**
4.6.2	calculate the increase in percentage terms of the remuneration of the highest paid person for the reporting period, compared with the previous reporting period;	**4.04%**
4.6.3	calculate the average total annual remuneration for all employees, with the exception of the highest paid person;	**60,226.92**
4.6.4	calculate the increase in percentage terms of the average total annual remuneration between the previous reporting period and the current reporting period;	**1.70%**
4.6.5	calculate the ratio of the increase in percentage terms of the remuneration of the highest paid person, compared with the increase in percentage terms of the average total annual remuneration of all employees	**238%**
4.7	When compiling the information stated in the Element of information 102-39, the organisation must:	
4.7.1	for each country where there is significant business, define and provide details of the composition of the total annual remuneration of the highest paid person and all employees	
4.7.1.1	draw up an inventory of the types of remuneration included in the calculation;	**basic pay**
4.7.1.2	state whether full-time and part-time employees are included in the calculation;	**yes**
4.7.1.3	state whether full-time equivalent pay rates are used for each part-time employee;	**yes**
4.7.1.4	state which operations or countries are included and whether the organisation elects not to consolidate this ratio for the whole of the organisation;	**ORES**
4.7.2	based on the organisation's remuneration policies and the availability of data, use the following components for the calculation:	
4.7.2.1	base salary: monetary remuneration guaranteed in the short term and non-variable;	
4.7.2.2	monetary remuneration: the sum of the elements of the base salary, allowances, bonuses, commission, incentives and other forms of variable cash payments;	
4.7.2.3	direct remuneration: the sum of the total monetary remuneration and the total fair value of all long-term incentives, such as stock options, shares or limited share units, shares or share units based on performance, phantom stock, added value rights to shares and long-term cash bonuses	

Engagement of stakeholders

GRI 102 GENERAL DISCLOSURES

102-40 List of stakeholder groups — In January 2023, the company invited some thirty external stakeholders, selected on the basis of ORES's position in Walloon society, to take part in a round table discussion on the company's social responsibility and sustainability issue. Prior to this, it had sent each of them a materiality questionnaire to enable them to prioritise 15 sustainability issues determined following the previous periods. The stakeholders invited were the following: Office of the Walloon Minister President, Office of the Energy Minister, Office of the Vice President and minister for the Economy, WPS Energy Regional Energy Markets Division, WPS Sustainable Development, WPS - DNE/DNF, the CWaPE, the Belgian Federation of Electricity and Gas Producers and Suppliers, the IDEA intermunicipal company - Energy and sustainable solutions department, Catholic University of Louvain, University of Liège, Federation of PCSWs, Union of Towns and Municipalities, the Walloon Network for Sustainable Access to Energy, Test-Achats, Union of Small Businesses, Walloon Union of Businesses, Federation of General Construction Contractors (Embuild), Walloon Union of Architects, Belfius, Belgian Federation of industry and automotive manufacturers – Technical Design Consultancy, the CANOPEA association (Inter-Environnement Wallonie), the Be Prosumer association, the Walloon Anti-Poverty Network, Rescoop Wallonia, the Natagora association, the SWDE, Act for Climate Justice - Youth for Climate, the Shared Energy association, the Tenants' Union and La Sambrienne social housing company. This meeting took place on 26th January 2023 and was attended by 11 stakeholder representatives in addition to ORES managers. In addition, nine other external stakeholders who were unable to take part in the exercise provided their input via the materiality questionnaire sent out prior to the meeting. Internally, a representative sample of 40 ORES employees received the same questionnaire and 22 responded to it.

GRI 102 GENERAL DISCLOSURES

102-41 Collective bargaining agreements — 100%

GRI 102 GENERAL DISCLOSURES

102-42 Identifying and selecting stakeholders — See section headed "Social Responsibility and Sustainability" and information element **102-40** above.

GRI 102 GENERAL DISCLOSURES

102-43 Approach to stakeholder involvement — See section headed "Social Responsibility and Sustainability" and information elements **102-21** and **102-40** above.

GRI 102 GENERAL DISCLOSURES

102-44 Key issues and concerns raised — See section headed "Social Responsibility and Sustainability" and information elements **102-21** and **102-40** above and **102-47** below.

Reporting method

GRI 102 GENERAL DISCLOSURES

102-45 Entities included in the consolidated financial statements — ORES Assets, ORES, Comnexio and Atrias

GRI 102 GENERAL DISCLOSURES

102-46 Defining report content and topic boundaries — See section headed "Social Responsibility and Sustainability" and information elements **102-21** and **102-40** above and **102-47** below.

GRI 102 GENERAL DISCLOSURES

102-47 List of pertinent issues — See section headed "Social Responsibility and Sustainability" and information elements **102-21** and **102-40.** The list of the 15 basic materiality issues identified by the company in 2022 and used to determine the materiality matrix at the beginning of 2023 is provided below.

Energy transition	Today, activity in the energy sector is directly linked to the climate challenge and decarbonisation. Energy transition is underway. As a distributor, ORES is facing many challenges to facilitate this transition: integration of renewable generation, growing and massive electrification, increasing energy efficiency, modernisation of public lighting, integration of biomethane into the gas distribution network, etc.
Environmental footprint - climate	ORES' activities have an impact on the environment and climate. Our company aims to limit its overall footprint by taking action in the following areas in particular: greenhouse gas emissions from buildings, vehicles and infrastructure (electricity and gas losses); the effects on biodiversity of electricity, gas and public lighting infrastructure; limiting the production and better management of waste, in particular.
Digitalisation/ digitisation	Market operations and management are increasingly based on data, how that data is processed and how it is made available. As well as contributing to the optimisation of investments and the energy transition, the digitalisation/digitisation of data, smart metering and the *smartisation* of networks will enable markets to evolve, flexibility to develop and customers to play a more active role. The company seeks to make progress in this area, given its central role in the market.
Responsible and sustainable purchases	In addition to complying with legal regulations and requirements, ORES' purchasing/ public procurement is moving towards greater sustainability by taking into account environmental, ethical and social requirements, as well as quality criteria. The company also wants to maintain and build a balanced and healthy relationship with its suppliers.
Operational excellence, reliability and network resilience	The reliability and resilience of distribution networks are essential. They make it possible to support sustainable economic development and guarantee the continuity of energy supplies to citizens, businesses and public authorities.
Quality of the service and the customer relationship	ORES serves different categories of customers: private individuals, professionals (SMEs) and local authorities such as Towns and Municipalities, which are also its shareholders. ORES aims to make life easier for its customers by offering them an efficient, fast and user-friendly service that meets their expectations.
Energy costs and fuel poverty	Electricity and natural gas are essential commodities and the amount of energy bills is currently at the heart of everyone's concerns. ORES is taking the necessary steps to keep distribution costs under control for all customers (private individuals, professionals and businesses), while guaranteeing access to energy for all. It is essential to provide a fair, high-quality service, with a clear commitment and tangible actions to help customers in vulnerable situations or with the digital divide.
Cybersecurity	In an increasingly digitised environment, protecting the activities of ORES, its employees and customers now requires the implementation of high-performance systems and strict procedures in terms of cybersecurity and data protection, in particular in compliance with the GDPR.
Governance and ethics	ORES provides services that are essential to the community, and must of course comply with legal and regulatory requirements, particularly in terms of governance and the scope of its activities, as well as unfailing ethics. It implements and observes principles of fairness and transparency in its operational practices and commercial relations.
Partner to public authorities and the people	ORES assumes its responsibility as a facilitator, adviser and supporter of public authorities and citizens in the definition, implementation and development of energy consumption policies and practices.
Dialogue / interactions between stakeholders	ORES wants to take into account the expectations of its stakeholders and encourage exchanges with and between them in order to better respond to their needs, particularly in the context of its position in the Walloon and local socioeconomic fabric.

Prevention, safety and wellbeing at work	The activities carried out by ORES are potentially hazardous for field staff, subcontractors and local residents living near distribution networks. The company pursues an ambitious accident prevention policy, aiming for zero accidents, as part of an overall action plan to improve employee wellbeing.
Training and employability	ORES' businesses are evolving rapidly and constantly require new knowledge. The company's success depends on its ability to cope with change, in particular by (re) qualifying its own staff and those of subcontractors.
Changes to corporate culture and attractiveness	The transformation of the energy market and the current level of customer demands mean that we need to develop our corporate culture, by integrating greater agility and trust, while preserving fundamental values such as the technical expertise of our employees. Faced with a shortage of profiles on the job market, ORES wants to offer a motivating working environment and conditions to attract new talent and ensure the renewal of its workforce.
Diversity and non- discrimination	Unequal treatment at any level - gender, age, nationality and origin, sexuality, disability, philosophical outlook - is unacceptable. ORES takes the necessary measures to avoid any risk of discrimination in the workplace

The three issues identified as major at the end of the materiality exercise finalised at the beginning of 2023 with the external and internal stakeholders are as follows: energy transition, operational excellence of the networks (and their fundamental role in this transition), the quality of the service and the customer relationship and prevention and wellbeing at work, as well as the environment.

GRI 102 GENERAL DISCLOSURES

102-48 Restatement of information — NA

GRI 102 GENERAL DISCLOSURES

102-49 Changes to reporting — Restructuring and summarising the sections of this report in relation to 2022 reporting, based on grouping the sections around the issues identified as major.

GRI 102 GENERAL DISCLOSURES

102-50 Reporting period — Financial year 2023

GRI 102 GENERAL DISCLOSURES

102-51 Date of most recent report — NA

GRI 102 GENERAL DISCLOSURES

102-52 Reporting cycle — Annual reporting cycle

GRI 102 GENERAL DISCLOSURES

102-53 Contact point for questions regarding the report — Jean-Michel Brebant – CSR Coordinator - jeanmichel.brebant@ores.be

GRI 102 GENERAL DISCLOSURES

102-54 Reporting declarations in accordance with GRI standards — This annual report has been prepared based on GRI standards 2016.

Specific sections

GRI 201 ECONOMIC PERFORMANCE

201-1 Direct economic value generated and distributed — The reader is referred to the organisation's Annual Financial Statements in the section headed "Management report".

GRI 201 ECONOMIC PERFORMANCE

201-2 Financial implications and other risks due to climate change — See section headed "Management report"

GRI 201 ECONOMIC PERFORMANCE

201-4 Government financial aid — The Group benefits from a grant from the Walloon Region for a general interest research project about, on the one hand, the use of smart meters against a background of energy poverty and, on the other, social inclusion in energy communities ("SOCCER" project, which ended in 2023). In addition, in the context of the "Interpreter" project dealing with the modelling of network modelling in the context of digitalisation – smart grids and smart meters – focusing on efficiency and sustainability, ORES received funding from the European Commission under the Horizon programme.

GRI 205 FIGHT AGAINST CORRUPTION

205-2 Communication and training about anti-corruption policies and procedures — ORES applies a code of ethical conduct. Our employees abide by the rules of this code, which cover the use of company assets and resources, the guidelines to follow in the event of attempted corruption or a conflict of interest, the protection of information – with particular emphasis on insider information – and the protection of customers' personal data in the context of the GDPR regulations. In addition, internal control processes have been put in place for equipment orders, including double approval of requests by line management, calls for tenders from various suppliers, definition of signing authority and monitoring of purchase orders. See also the section headed "Remuneration reports" in the section headed "Presentation of management bodies".

GRI 302 ENERGY

302-1 Energy consumption within the organisation — See section 5, "Human resources, prevention and environment" - section "Fresh impetus for environmental management"

GRI 302 ENERGY

302-4 Reduction of energy consumption — See section 5, "Human resources, prevention and environment" - section "Fresh impetus for environmental management"

GRI 306 EFFLUENT AND WASTE

306-2 Waste by type and disposal method — See section 5, "Human resources, prevention and environment" - section "Fresh impetus for environmental management"

GRI 306 EFFLUENT AND WASTE

306-4 Transport of hazardous waste — See section 5, "Human resources, prevention and environment" - section "Fresh impetus for environmental management"

GRI 307 ENVIRONMENTAL COMPLIANCE

307-1 Non-compliance with environmental laws and regulations — See section 5, "Human resources, prevention and environment" - section "Fresh impetus for environmental management"

GRI 401 EMPLOYMENT

401-1 Recruitment of new employees and staff turnover — The organisation is required to provide the following information:

A. The total number of employees and the rate of recruitment of new employees during the reporting period, by age group, gender and region.

NUMBER OF ARRIVALS 2023

WALLONIA	Male	Female	Total
<30	65	35	**100**
>=30 <50	109	87	**196**
>=50	12	14	**26**
Total	**186**	**136**	**322**

B. The total number of employees and staff turnover during the reporting period, by age group, gender and region.

NUMBER OF DEPARTURES 2023

WALLONIA	Male	Female	Total
<30	15	16	**31**
>=30 <50	38	50	**88**
>=50	30	14	**44**
Total	**83**	**80**	**163**

GRI 401 EMPLOYMENT

401-2 Benefits granted to full-time employees that are not granted to temporary or part-time employees — The standard benefits granted to the organisation's full-time employees and not to temporary or part-time employees. These are a minimum of:

I. life insurance
Included in the group insurance, with employer and personal contributions

II. healthcare
Hospitalisation and outpatient care

III. handicap disability care
and Included in the group insurance, with employer and personal contributions.

IV. parental leave
Pursuant to CLA 64 of 29/4/1997: contractual parental leave / parental leave as part of career breaks

V. retirement professional
Included in the group insurance, with employer and personal contributions retirement

VI. staff shareholding
None

VII. other benefits
Rate benefits, Social Fund

GRI 401 EMPLOYMENT

401-3 Parental leave — The organisation must provide information about the following:

2023	Male	Female	Total
A. The total number of employees entitled to parental leave, by gender	748	332	**1,080**
B. The total number of employees taking parental leave, by gender	87	89	**176**
C. The total number of employees returning to work during the reporting period at the end of their parental leave	31	34	**65**
D. The total number of employees returning to work at the end of their parental leave and who were still employed 12 months after returning to work, by gender	145	120	**265**
E. Rates of returning to work and retention of employees taking parental leave, by gender	35.63% *65.52%*	38.20% *66.67%*	**36.93%** ***66.04%***

GRI 402 EMPLOYEE/MANAGEMENT RELATIONS

402-1 Minimum notice periods regarding operational changes — There is no minimum number of weeks of notice. The organisation undertakes to make sure it discusses significant operational changes in good time and as soon as possible and to involve its employees and their representatives in negotiating and implementing these changes, as soon as they might have positive or negative implications for workers. For example, moving the company's head office from Louvain-la-Neuve to Gosselies, long prepared and organised for autumn 2020, was raised for the first time in a Works Council meeting three years in advance. According to the Collective Labour Agreement of 2/03/1989, the time needed to present an agreement is 2 hours. In practical terms, when an agreement is entered into collectively (CLA), union representatives have 2 to 4 weeks to present it to staff. However, this notice period is not included in an agreement.

GRI 403 HEALTH AND SAFETY AT WORK

403-1 - Worker representation on official health and safety committees involving both workers and management — ORES has two Health & Safety Committees (HSC). The "West" HSC features an Employee Board made up of 10 effective members and 10 deputies, as well as a Young Employee Board, consisting of one effective member and one deputy. The "East" HSC has an Employee Board made up of 10 effective members and 10 deputies. Employer delegations are made up of the same number of representatives.

GRI 403 HEALTH AND SAFETY AT WORK

403-2 Types of occupational accidents and occupation accident rates, occupational diseases, lost working days, absenteeism and number of work-related deaths — See section 5 headed *"Human resources, prevention and environment"*, section headed *"Prevention and awareness"*.

GRI 403 HEALTH AND SAFETY AT WORK

403-3 Workers with a high incidence and risk of occupational diseases — Also see section 5 headed "Human resources, prevention and environment", section headed "Prevention and awareness", an inventory of workers with a risk of exposure to asbestos, organises their medical care and regularly reviews and adapts working methods to ensure low exposure. On this basis, the risk of occupational illness is not considered to be high.

GRI 403 HEALTH AND SAFETY AT WORK

403-4 Health and safety issues covered in formal agreements with trade unions — 100%

GRI 404 TRAINING AND EDUCATION

404-1 Average number of hours of training per year per employee — See section 5 headed "Human resources, prevention and environment", section headed "Recruitment and training at the heart of challenges".

GRI 404 TRAINING AND EDUCATION

404-2 Programmes for upgrading employee skills and transition assistance programmes — See section 5 headed "Human resources, prevention and environment", section headed "Recruitment and training at the heart of challenges".

GRI 404 TRAINING AND EDUCATION

404-3 Percentage of employees receiving regular performance and career development reviews — The organisation is required to provide the following information: The percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period:

	Male	Female	Total
Senior management	100%	100%	**100%**
Executives	100%	100%	**100%**
Supervisors	0%	0%	**0%**
Employees	0%	0%	**0%**

A sliding-scale system was introduced for the "employee" and "supervisor" categories of employee on new working conditions from 1st January 2020 and the old evaluation and performance review system was discontinued for these categories following the signing of a collective labour agreement relating to the improvement of remuneration terms. This system is matched by a development and recognition management process.

GRI 405 DIVERSITY AND EQUAL OPPORTUNITIES

405-1 Diversity of governance bodies and employees — The organisation is required to provide information about the following:

A. The percentage of staff members in the organisation's governing bodies in each of the following diversity categories:

GENDER AND AGE GROUP	Male	Female
< 30	0.00%	0.00%
≥ 30<50	0.11%	0.00%
≥ 50	0.15%	0.08%
Total	**0.26%**	**0.08%**

B. The percentage of employees per employee category and per diversity category - See section 5 headed "Human resources, prevention and environment", section headed "Recruitment and training at the heart of challenges".

GRI 405 DIVERSITY AND EQUAL OPPORTUNITIES

405-2 Ratio of basic salary and remuneration of women to men — The organisation is required to provide information about the following: The ratio of the basic salary and the remuneration for women and men (pay gap) for each professional category, by major operating site. Consolidated results for a single region – i.e. the ORES territory in Wallonia.

RATIO 2023	Female / Male
Senior management	-1.58%
Executives	-6.46%
Supervisors	-10.27%
Employees	-1.27%
Total	**-4.03%**

GRI 412 ASSESSMENT OF HUMAN RIGHTS

412-3 Major investment agreements and contracts featuring clauses relating to human rights or human rights compliance records — In the context of the legislation on public procurement contracts to which it is subject, ORES requires its suppliers, contractors and subcontractors to comply with European, national and Walloon rules on sustainability and therefore respect for human rights and ethics. Those contracts that are the most sensitive to fraud, in particular those relating to works on site, are governed by special provisions. Successful bidders must guarantee the registration of work and workers, their remuneration, the reporting of seconded personnel, sufficient knowledge of the contract language on the part of subcontracted workers, decent and suitable accommodation for workers who cannot return home every day, etc. Deterrent one-off or daily penalties are provided for in the specifications depending on the infringements observed. See also the "List of successful bidders" in the "Management report" section of the ORES Assets annual report.

GRI 414 SOCIAL ASSESSMENT OF SUPPLIERS

414-1 New suppliers analysed using social criteria — See information element **412-3** above.

GRI 416 HEALTH AND SAFETY OF CONSUMERS

416-1 Assessment of the health and safety impacts of product and service categories — All technical actions and materials used by the company are evaluated in a constant and systematic way (method documents, technical specifications, product datasheets instruction notes, etc.). Operational teams and monitoring departments, trained in safety and risk prevention policies, have been set up to ensure operations activities and that the networks are monitored 24/7.

4

4. MANAGEMENT REPORT

1. Notes to the annual financial statements

(article 3:6 of the Code of Companies and Associations)

1.1 A true and accurate review of

The development of the company's business

The development of the business is set out in greater detail in section 2 – Activity and Sustainable Development Report. In addition, it should be noted for the 2023 financial year that, although growth in the health index slowed sharply during 2023 (4.33%), this index remained higher than the flat rate used in the tariff methodology for that year (1.575%). Rising prices for goods and services, as well as wages, are reducing the authorised revenue envelope available to the DSO. It should be noted that from the 2024 financial year onwards, the tariff methodologies provide for an ex-post review mechanism of the budgets for controllable costs for the years 2024 to 2029, based on the real health index for these years. This mechanism protects against unpredictable and uncontrollable increases in inflation. For consistency purposes, this indexation review mechanism works in both directions and implies that if the actual health index were to be lower than the budgeted health index, the controllable cost budget calculated ex post will be lower than the controllable cost budget calculated ex ante. The entity's inflation risk will therefore be reduced.

The company's results and situation

I. ELEMENTS OF THE PROFIT-AND-LOSS ACCOUNT AT 31ST DECEMBER 2023

Sales and services amounted to 721,566 k€ (625,053 k€ in 2022). This figure is made up of the turnover for ORES of 711,532 k€ (614,498 k€ in 2022). This represents the expenses charged to ORES Assets as part of the management services for the distribution networks of 705,422 k€ (608,370 k€ in 2022) and works carried out on behalf of third parties of 6,109 k€ (6,128 k€ in 2022). Other operating income was 9,871 k€ (10,338 k€ in 2022) including mainly the recovery of overheads and staffing costs from third-party companies in the context of joint projects, or re-invoicing related to agreements entered into by the company. Capitalised production related to the capitalisation of staffing costs on development projects was also recorded in the amount of 163 k€ (217 k€ in 2022).

As a reminder, the result for ORES at 31st December 2023 was zero. This is because ORES handles the management of the distribution networks (electricity and gas) on behalf of ORES Assets at cost.

Purchases of goods were 106,670 k€, an increase of 17.3% compared with 2022 due to a significant increase in activity, in line with the industrial plan requiring extensive stocks, but also to a rise in the price of raw materials.

This growth in the business also justifies the increase in miscellaneous goods and services, amounting to 349,362 k€ at the end of 2023 (305,934 k€ in 2022). They mainly concern investment and operating work (up by nearly 15%), as well as payments to third parties (external consultants' fees, legal fees and fees paid for IT services). The balance is made up of expenses relating to user fees (computer systems), cartage, rents and rental charges, postage, representation, training, etc.

Salaries, social charges and pensions amounted to 259,739 k€, an increase compared with 2022 (+11.4%). This increase was mainly due to the increase in headcount and the impact of inflation on salary costs, which although lower than last year was still relatively high compared with previous years.

Depreciations of 760 k€ (702 k€ in 2022) represent the depreciation of investments capitalised as development costs.

Impairments on stocks, orders in progress and trade receivables was -140 k€ (compared with -436 k€ in 2022).

As a reminder, the procedure for impairments on stocks has been in place since 2021. These relate, on the one hand, to stocks of electromechanical and budget meters that are no longer intended to be installed on the network (replaced by smart meters) and, on the other, to very low-rotation stock, such as items that have not moved for a minimum of five years. Since then, these two rules have been maintained, with the impact of updating the related impairments.

Provisions for risks and charges were 589 k€ in 2023 compared with 1,595 k€ in 2022. This amount is composed of the update of the provision for excavated soil (Walloon Government Excavated Soil Decree – net reduction of 1,571 k€), the adjustment of a provision for social dispute (net reduction of 168 k€), the outcome of the litigation relating to the construction of the recent head office (reduction of 328 k€), as well as the updating of the provision relating to the cancellation of the IT services contract for the implementation of an information system for smart metering (increase of 24 k€). Finally, a partial writeback of the provision relating to the Walloon platform for the management of master plans – vectorisation – was recorded for 2,632 k€.

Other operating expenses recorded were 1,416 k€ (compared with 637 k€ in 2022) including miscellaneous taxes and operating expenses in particular. This increase was mainly due to charges paid as part of the financial reconciliation between all energy suppliers (difference between gross volumes allocated and volumes billed) established in 2023 for the years 2021 and 2022.

Financial expenses were 30,448 k€ (22,095 k€ in 2022, up by 37.8%). These mainly included interest on bond loans and bank loans (30,194 k€). This increase was due to the rise in interest rates in 2023, coupled with taking out new loans at the end of 2022 for an amount of €150 M€.

Financial income was also 30,448 k€ and consisted mainly of the transfer by ORES of its financial result to ORES Assets (21,346 k€). It also included, in particular, the proceeds from investments made during the year (3,420 k€), as well as gains on disposals of current assets (the SICAV in particular) generated by the rise in interest rates on the financial markets in 2023 (2,172 k€).

Net taxes of 3,169 k€ consisted of the estimated tax charge on expenditure not admitted from the 2023 financial year of 2,384 k€, the withholding tax on financial capital gains made (1,029 k€) and the tax adjustment to be recovered in relation to the 2022 financial year (-244 k€). As a reminder, the tax revenue last year of 7,428 k€ was generated mainly by the tax to be recovered of 7,977 k€ following the dispute of the tax adjustment notice received in 2021 following a tax inspection relating to the 2018 financial year.

II. ELEMENTS FROM THE BALANCE SHEET AT 31ST DECEMBER 2023

II.A ASSETS

Intangible fixed assets amounting to 1,524 k€ (2,034 k€ in 2022) were made up of development projects (mainly Smart Grid and Smart Metering). This reduction is explained as follows:

- investments for the period: + 251 k€;
- depreciations for the period: - 761 k€ .

It should be noted that following the annual impairment test, no disposals were carried out this year.

Financial fixed assets amounting to 1,818,355 k€ (1,776,447 k€ in 2022) were made up mainly of funds made available long-term to ORES Assets and should be compared with the long-term financial debts in the liabilities on the balance sheet. ORES also owns 1 share in Laborelec.

It should be noted that as part of the dispute between us and a service provider (termination of the IT services contract, see below under "Provisions"), a ruling was made in 2022 ordering ORES to pay an amount of 3,036 k€. Although an appeal against this ruling is pending, a payment was made the same year into a frozen account by way of a provision. This matter is due to be decided in 2024.

Outstanding stocks and orders were 77,024 k€ (59,942 k€ in 2022). The increase was due partly to the rise in business activity, requiring a higher level of stock to cope with it, and a large number of sites under construction, as well as, on the other, by the upward trend in the prices of raw materials.

Trade receivables were 60,151 k€ (33,863 k€ in 2022). These trade receivables were made up of debts on miscellaneous customers, as well as receivables from ORES Assets under the distribution network management agreement. These latter receivables were 56,105 k€, explaining the increase compared with 2022 (28,948 k€ in 2022) and due to a significant increase in expenses for December 2023 compared with December 2022, particularly capital expenditure and tax expenses.

Other receivables of 146,241 k€ (77,851 k€ in 2022) were represented mainly by funds made available to ORES Assets until 2024 totalling 138.092 k€ (65,600 k€ in 2022) and should be compared with the long-term financial debts in the liabilities on the balance sheet. The balance was made up of tax debts and VAT to be recovered.

Cash investments amounting to a total of 8,503 k€ (227,880 k€ in 2022), consisted exclusively, at the end of 2023, of term investments in bank accounts. This sharp reduction is explained by the sale of SICAVs during the first half of 2023, taking advantage of the rise in the financial markets (-218,480 k€).

Available assets of 107,019 k€ at 31st December 2023 (102,433 k€ in 2022), included cash held in current accounts and social funds.

Accruals in the assets were 6,091 k€ (3,984 k€ in 2022) and were made up of charges to be carried forward and interest income to be received linked to our investment and our hedging instruments.

II.B LIABILITIES

Available input (439 k€) and non-available input (19 k€) were represented by 2,460 shares held by ORES Assets, as well as by the pure intermunicipal financing companies IDEFIN, CENEO, FINEST, SOFILUX, FINIMO, IPFBW and IEG, broken down as follows:

SHAREHOLDERS	%	Number of shares
ORES Assets	99.72%	2,453
IDEFIN	0.04%	1
CENEO	0.04%	1
FINEST	0.04%	1
SOFILUX	0.04%	1
FINIMO	0.04%	1
IPFBW	0.04%	1
IEG	0.04%	1
TOTAL	**100.00%**	**2,460**

The capital subsidies account (28 k€) represents the net book value of a subsidy received from Wallonia for a general interest industrial research project relating to smart meters (Smart Metering).

Provisions for risks and expenses of 18,706 k€ at the end of 2023 (18,117 k€ in 2022), were made up of:

- a provision of 10,922 k€ relating to the Walloon platform for the management of master plans – vectorisation;
- 3,851 k€ set aside as part of the termination of the IT services contract to implement an information system for smart metering;
- a provision of 853 k€ recorded for social disputes;
- 3,080 k€ set aside in the context of the Walloon Government Excavated Soil Decree.

Long-term financial debts of 1,815,308 k€ (1,773,400 k€ in 2022) and short-term debts of 141,592 k€ (118,600 k€ in 2022) were made up of:

- long-term bank loans amounting to 1,435,308 k€ and 141,592 k€ maturing within the year;
- long-term bond loans in the form of private placements of 380,000 k€.

In 2023, ORES took out new loans totalling 180,000 k€ from BNP Paribas Fortis (100,000 k€), Belfius (62,000 k€) and ING (18,000 k€), while it also repaid bank loans totalling 118,600 k€. These funds are made available to ORES Assets, and therefore generate long and short-term receivables on the assets side of the balance sheet.

Commercial debts at 31st December 2023 amounting to 102,865 k€ (88,478 k€ in 2022) correspond to suppliers open-items, as well as to invoices receivable.

Tax, payroll and social debts totalling 62,540 k€ (59,961 k€ in 2022), included:

- tax debts (4,027 k€) consisting of the balance of the withholding tax to be paid.
- payroll and social debts of 58,513 k€, consisting mainly of:
  - provisions for bonuses and remuneration to be paid of 20,171 k€;
  - NOSS contributions to be paid of 13,574 k€;
  - the provision for holiday pay to be paid in 2023 of 24,671 k€.

Other debts amounted to 67,411 k€ at the end of 2023 (211,501 k€ in 2022) and consisted in particular of the current account with ORES Assets totalling 62,593 k€ (206,317 k€ in 2022). The reduction in the current account is explained, on the one hand, by a fall in receipts into ORES Assets (reductions in volumes) and, on the other, by greater spending, still in ORES Assets (in particular purchases of energy at a much higher price). This sharp reduction is offset partially by the borrowings made in 2023 totalling 180 M€ (see the explanation of financial debts above).

Liability accruals of 16,001 k€ (13,858 k€ in 2022) include:

- the amount invoiced to other companies to cover the annuities to be paid to staff who worked for those companies of 1,860 k€ (2,325 k€ in 2022);
- an amount of 10,879 k€ (8,465 k€ in 2022) associated with the financial expenses to be paid on our bond loans and bank loans.

DESCRIPTION OF THE MAIN RISKS AND UNCERTAINTIES FACING THE COMPANY

ORES and ORES Assets together form a coherent economic group for which a consolidated analysis of risks and uncertainties is performed. The following paragraphs describe the measures taken to identify the main known risks and uncertainties that ORES ("the Group") may face and the measures taken to mitigate them. Risk management is a key process when it comes to helping ORES fulfil its strategic goals, as documented in the strategic plan, as well as its operating risks. In early 2023, risk management governance was optimised to ensure greater convergence between the risk experts (enterprise risk manager, internal control, CISO[1], DPO[2], P&E[3], internal audit), to make all Departments more accountable and thus strengthen control and informed decision-making. It has been implemented as part of the 2023/2024 risk picture.

This process identifies, analyses and assesses the relevant risks according to their nature, the probability that they will occur and their potential impact on the fulfilment of targets, as well as on the strategic and operational challenges facing ORES and the company's projects. The methodology used in this process is described in the 2023 consolidated annual report of ORES Assets and more specifically in the section entitled "Description of the main characteristics of the internal auditing and risk management systems". The main results for the 2023 financial year are explained in more detail below, focusing on the most significant risks, as highlighted by the risk analysis presented in June and updated in December 2023. Some unidentified risks could exist or, whereas they appear to be limited today, they could become more significant in the future. Nevertheless, the methodology put in place, by making all departments accountable and by expanding the sources of information as a result, makes it possible to greatly reduce the probability of ignoring a significant risk.

1. RISKS ASSOCIATED WITH A CYBERATTACK AND BUSINESS RESILIENCE

Cybercrime is increasing exponentially, a phenomenon exacerbated by the war in Ukraine and the context of digital transformation. In February 2022, the Belgian federal government announced a national security strategy (NSS) with the aim of improving our country's resilience.

1 Chief Information Security Officer

2 Data Protection Officer

3 Prevention and Environment

For ORES, the impact is being reinforced by the GDPR legislation, the NIS / NIS 2 Directive and the "risk preparedness for energy sector" bill. In addition to strong governance in terms of information system security, ORES is preparing itself with business continuity plans for its critical processes, combined with an IT disaster recovery plan (see point 6).

2. RISKS ASSOCIATED WITH NETWORK CONGESTION

The challenges linked to the energy transition are many and varied, ranging from the integration of an increasing number of renewable production capacities into the grid, to the strong growth in the uses of electrification, particularly in terms of mobility and heating. They both involve a shift from a centralised system (orchestrated by generation with one-way integration into the network) to a large ecosystem with multiple, decentralised and intermittent sources of generation, leading to high volatility in the energy flows passing through the networks.

Two specific issues are taken into account in the ORES Industrial Plan to increase network resilience: the high-voltage network bottleneck, for which ORES is working closely with Elia (the transmission system operator), and congestion on the low-voltage network as a result of

- variations in off-take (voltage drops) impacted by the increase in electric vehicles
- increased decentralised production, which generates overvoltage.

By stating its desire to be a facilitator of energy transition, ORES aims to be a key player working on behalf of these many developments: renewable energy production connected to the distribution network (photovoltaic panels, wind farms, biomethane injections), energy communities, flexibility, storage, etc. There are numerous opportunities and these are being closely monitored by ORES.

The development of the company's strategy incorporates these risks and opportunities to ensure a successful transition to the world of tomorrow, while at the same time taking care to support customers through these changes and anticipating potential problems, such as power grid congestion. ORES is also focusing fully on reports of voltage anomalies from its customers, implementing appropriate measures to resolve these issues as quickly as possible and taking technical and budgetary constraints into account.

3. RISKS ASSOCIATED WITH SHORTAGES IN THE SUPPLY CHAIN

Geopolitical conflicts and strong demand for semiconductors as part of energy transition are exacerbating the supply difficulties encountered since the Covid-19 pandemic, complicating the production of critical equipment and the supply of certain raw materials (electronic components, shortage of semiconductors, construction materials, meters, cables, etc.).

These disruptions are keeping prices very high. The fact that they have intensified in recent months may also jeopardise business continuity if a safety buffer stock is not built up on critical equipment.

A critical materials management strategy has also been defined, along with an action plan for the supply chain management process.

4. RISKS ASSOCIATED WITH EXTERNAL SERVICE PROVIDERS AND CONTRACTORS

The implementation of the Industrial Plan requires the use of contractors. The labour market is tight, particularly for workers with technical qualifications, which is also having an impact on our contractors.

An increase in the risk regarding the availability of contractors will also have a collateral impact on their prices (lack of healthy competition and reduction in the number of providers).

A "vision of the external service provider" has been defined with the aim of identifying the main levers and mitigate these risks.

5. RISKS ASSOCIATED WITH REQUIREMENTS IN HUMAN RESOURCES

Our employees are a key element in achieving ORES's strategy and objectives. In the face of changes linked to energy transition, digitalisation and an increasingly tight labour market, having the right skills in place, both now and in the future, as well as a corporate culture aligned with our strategy, is a major challenge. The energy sector and our business are becoming increasingly complex, requiring greater agility and forward thinking. The Human Resources Department launched a Horizon Plan in 2022 to meet these challenges, particularly in terms of attracting and recruiting the right talent, as well as training, wellbeing at work and leadership.

6. RISKS ASSOCIATED WITH BUSINESS CONTINUITY

The Covid-19 pandemic and the rise in cyberattacks demonstrated the importance of putting in place business continuity measures in order to continue working even in downgraded mode. Having a continuity and recovery strategy is not a one-off need. It is a long-term approach that enables us to deal with unforeseen events (weather-related hazards, malicious attacks, failure of equipment and infrastructure, etc.) that may have an impact on ORES's business lines. As mentioned above, the war in Ukraine increased this risk throughout 2023 by putting pressure on the availability of certain raw materials essential to ORES's businesses, while also pushing up prices. Added to this is the frequency and severity of exceptional weather events, such as storms, temperature rises and variations, intense rainfall and the flooding caused as a result.

Consequently, the Executive Committee decided in 2022, in line with the risk image, to strengthen its governance in terms of business continuity via a Business Continuity Working Group, which aims to strengthen governance and provide ongoing improvement, enabling the company to ensure business resilience. The activities carried out include drawing up an inventory of critical processes, impact and risk analyses, drafting or updating of continuity plans in accordance with the defined governance, ensuring consistency with the IT recovery plan and carrying out exercises and feedback as part of the continuous improvement process. These are major elements and are in addition to the actions linked to the IT disaster recovery plan drawn up as part of the ISO 27001 certification planned by the end of 2024.

In addition, ORES has an internal emergency plan and, if necessary, is able to take exceptional and proportionate measures to:

- safeguard the health of its staff;
- maintain the essential public service work provided by the company.

ORES has demonstrated its ability to carry out its public service work effectively against the background of the unprecedented health crisis of recent years.

7. ECONOMIC AND FINANCIAL RISKS (INCLUDING TARIFF RISKS)

A. TARIFF RISKS

The tariffs for the activities of ORES and ORES Assets are governed by a major legislative and regulatory framework, the main two elements of which are the tariff decree and the tariff methodology, drawn up on the basis of this decree by the CWaPE. In particular, this framework defines the means available to the DSO to fund its activities (authorised revenue) or a collection of rules that may have a positive or negative impact on shareholders' remuneration (incentive-driven regulation mechanism). Any changes made to these rules may therefore affect the Group's revenues, profits and/or financial position. A new tariff methodology was approved by the CWaPE at the end of May 2023 for the period 2025-2029. Proposals for authorised electricity and gas income based on this tariff methodology were submitted to the regulator in October 2023. By 31st March 2024, the regulator should have approved the Group's authorised income for the period 2025-2029. On this basis, the Group will be able to introduce tariff proposals to determine the applicable tariffs for the period 2025-2029. Having authorised revenue fixed for a period of 5 years is a positive element that will give the company visibility over the resources it can draw on and which are necessary for the implementation of its Industrial Plan. It should be noted that on 30th June 2023, the partners of ORES Assets lodged a complaint with the CWaPE for reconsideration of the 2025-2029 tariff methodology, and more specifically of certain methods used to determine the fair profit margin. Given the rejection of this complaint by the regulator at the end of September 2023, the partners of ORES Assets lodged an appeal with the Market Court regarding the tariff methodology. At the beginning of December 2023, ORES and RESA decided to apply to the Market Court to intervene in this appeal. The ruling was handed down during the 1st half of 2024 (see point 1.2. Details of significant post-closing events).

Differences may occur between planned controllable costs (those approved in the authorised revenue) and actual costs. To mitigate this risk, the following actions have been put in place:

- monthly budget monitoring, fine-tuning of budgets as and when required and the production of a "best estimate";
- monitoring the indexation parameters, as well as the development of certain costs.

Finally, the company must ensure that it complies with financial covenants, which are therefore monitored regularly.

B. CREDIT RISKS

The Group conducts a financing policy that calls on a variety of sources in the capital markets. Since 2012, the Group's financing has been carried out by ORES, with a guarantee from ORES Assets.

At 31st December 2023, the Group's sources of financing consisted mainly of:

- a programme of commercial paper with an indefinite duration up to a maximum of 550 M€;
- funds raised via private investments;
- amounts raised through the issue of bank loans;
- significant finance raised from the European Investment Bank (550 M€);
- a short-term line of credit for 50 M€ for a term of 3 years.

The series of measures required for the development of the European Union's sustainable finance strategy (regulation on taxonomy, related delegated acts, directive on the publication of information relating to sustainability, draft directive on "due diligence", ...) and their transpositions into Belgian law could impact the Group and could make access to finance more complex.

C. INTEREST RATE RISKS

Any change in interest rates has an impact on the level of financial expenses. In order to minimise this risk, the Group applies a financing and debt management policy designed to achieve an optimum balance between fixed and variable interest rates.

As well as this, hedging instruments are used to protect against uncertainty. With a view to managing interest rate risks, the Group uses derivatives such as swaps (short-term rates to long-term rates), interest rate caps and collars (combination of buying a cap and selling a floor). No derivatives are used for the purposes of speculation. The financing policy also takes debt maturity into account. Debt management and market data are carefully monitored.

D. FISCAL RISKS

ORES Assets and ORES are subject to corporation tax. Changes to the tax regulations and their interpretation by the tax authorities may impact the group. The tariff methodology stipulates that any fiscal charges for ORES Assets are incorporated into the tariffs as a non-controllable cost. As a result, the impact of changes to the tax legislation is limited essentially to ORES.

E. ASSETS AND LIQUIDITY RISKS

Within the context of managing these risks and billing fees to use the networks, which accounts for the bulk of the Group's turnover, ORES Assets has guarantees from many of its energy suppliers active on the network. These guarantees are defined by the contract granting access to the network and may be reviewed annually.

ORES has short-term financing capacity thanks to its programme of commercial paper and credit line, as outlined above; the liquidity risk can therefore be regarded as more than manageable. Cashflow management helps limit the risks associated with the market, the way assets and liabilities are structured and liquidity. The management bodies have established a prudent investment management policy, based on diversification, as well as the use of products with limited risks in terms of credit and rates.

F. MACROECONOMIC AND FINANCIAL CLIMATE RISKS

The economic situation may have repercussions on the demand for electricity and natural gas, or on the price of certain charges linked to the price of energy or on the Group's financing conditions.

With regard to the impact on electricity and natural gas demand, this risk and its effects are not normally supported by the Group. The 2019-2023 and 2024 tariff methodologies provide for the regulator to check the differences between the budget and the actual situation during the financial year following the year in question (N+1), including volume risk. The tariff for regulatory balances shall, in principle, be adjusted to take account of these differences as from 1st January of the year following that of the check (N+2).

The volatility of energy prices can have an impact on some of the DSOs' expenses and therefore create risks for the Group. This is the case, for example, if the authorised price corridor for electricity purchases is exceeded, or if an energy supplier goes bankrupt. The Group takes care to limit these risks, in particular by paying close attention to public procurement procedures for energy purchases and their implementation, and to procedures for monitoring energy suppliers (payment, guarantees, etc.).

With regard to the impact on the financing conditions for the Group, reference is made to the paragraph on interest rate risk (derivatives for hedging purposes, financing and debt management policy and monitoring of market data).

1.2 Details of significant post-closing events

Since October 2023, the Walloon DSOs and the CWaPE have been discussing the proposals for authorised electricity and gas revenue for the years 2025-2029 submitted to the regulator by the DSOs. On 28th March 2024, the regulator approved ORES Assets' authorised revenue proposals and published them on its website the following day. This was the culmination of the first of two stages in setting distribution tariffs for the next regulatory period. This phase is all the more important as it sets out the budget available to DSOs for the next five years. These resources will enable DSOs to carry out their day-to-day tasks and to support and implement their industrial plan, as set out in the strategic plan entitled "Investing Together In Energy Transition For All".

At the end of March 2024, the Walloon Government also approved two decrees relating to the granting of subsidies to DSOs. The aim of these subsidies is to support the modernisation of the distribution networks in order to speed up energy transition by enabling the networks to absorb greater production of renewable energy in the future and to cope with the electrification of everyday life (such as electric mobility). The two subsidies awarded in this way, one under the Walloon Recovery Plan 2024 and the other from European funding under the European REPOWER EU programme, come in addition to the subsidy awarded in December 2023 under the Walloon Recovery Plan 2023, making a total subsidy package of 146 M€. All this is in addition to the resources made available through the authorised revenue and will therefore make it possible to supplement support for part of the future investments included in the industrial plan.

At the beginning of April 2024, the Market Court rejected the appeal lodged by the partners of ORES Assets against the 2025-2029 tariff methodology and, more specifically, against certain procedures for determining a fair profit margin. The application to intervene made by ORES and RESA was deemed unfounded on procedural grounds, as the Market Court did not rule on the merits of the case.

1.3 Information about circumstances likely to have a significant influence on the company's development, insofar as they are not of a nature that will seriously damage the company

None.

1.4 Information about research and development activities

Technical developments in terms of network management, smart metering and other developments (including computer applications for managing metering data) show that significant development costs were generated and that it is highly probable that they will be spread over longer periods than in the past. With this in mind, ORES took the option of activating staff expenses for researchers, technicians and other support staff, insofar as they are allocated to working on a project qualified as "development".

These projects relate in the main to IT developments, such as the "Smart" projects: Smart Grid – "Development of smart grids" and Switch – "Smart meters".

1.5 Information relating to the existence of branches of the company

None.

1.6. Justification of the application of accounting rules on the basis of continuity if the balance sheet shows a loss carried forward or if there is a loss in to the profit and loss account for two successive financial years

The balance sheet does not show any loss carried forward and the profit and loss statement does not show a loss for two successive financial years.

1.7. All information to be inserted here pursuant to the Code of Companies and Associations

Number of shares in circulation at 31st December 2023: 2,460.

These shares are all of the same class.

We are of the opinion that the report contains all the information required by the Code of Companies and Associations.

1.8. Presentation of the use of financial instruments by the company

Until 2012, the 8 mixed DSOs that merged to create ORES Assets were financed by bank loans (via public procurement contracts) from leading Belgian financial institutions.

Since 2012, the Group's funding has been carried out by ORES, guaranteed by ORES Assets, which means that the group can benefit from a range of financing sources.

Apart from bank financing (which has not been subject to a public contract since 30th June 2017), as of 31st December 2023:

- had a programme of commercial papers worth 550 M€ with an indefinite term;
- had a short-term line of credit, for an overall amount of 50 M€ with a term of three years;
- issued bonds in the form of private placements;
- secured a financing programme from the EIB (European Investment Bank) in 2017 for a total of 550 M€.

In 2023, ORES contracted new bank loans for 180 M€.

ORES will continue to pursue a financing policy that calls on a variety of sources in the capital markets.

The financing policy is based on three points (interest rate, loan term and use of hedging derivatives). These principles were the subject of decisions made by the competent bodies of ORES Assets and ORES. The financing policy also takes into account different lifetimes of loans and the lifespan of the assets.

Particular attention is paid to changes in interest rates. Indeed, any variation in interest rates has an impact on the level of financial expenses. In order to protect themselves against this risk, ORES and ORES Assets are careful when it comes to debt management, to find the optimum balance for loans at variable and fixed interest rates in its portfolio.

In addition, hedging instruments are used to protect against increases in interest rates. This risk is managed thanks to the use of derivatives such as interest rate swaps (short-term rates to long-term rates), interest rate caps and collars (combination of buying a cap and selling a floor).

No derivatives are used for the purposes of speculation.

1.9. Justification of independence and competence in terms of accounting and auditing of at least one member of the Audit Committee

Since June 2018, the Audit Committee has been mirrored in ORES and ORES Assets, according to the rules of common governance and in accordance with the provisions of the Belgian Local Democracy and Decentralisation Code.

Ms Anne-Caroline Burnet was appointed Chair of the Audit Committee from 11th September 2019, following the total renewal of the Board of Directors by the General Meeting of shareholders on 29th May 2019, in accordance with the CDLD and the articles of association. She justifies the required independence and competence. In this way, on the one hand she meets the independence criteria required by the legislation while, on the other, she has the required experience in accountancy, audit and financial matters in the sense of the Act of 7th December 2016. These two elements have been confirmed in a certificate.

This management report will be filed in full with the National Bank of Belgium (notes to the annual financial statements; annual financial statements, with the latter being in the format of the full standardised model; valuation rules and social balance sheet), accompanied by non-financial information (introduction, activity and sustainable development report, as well as the GRI index) and the remuneration reports.

2. Annual financial statements

2.1 Balance sheet after allocation (in euros)

ASSETS	Ann.	Codes	Financial year	Previous financial year
SET-UP COSTS	6.1	20		
FIXED ASSETS		21/28	1,819,879,729.82	1,778,481,069.91
Intangible fixed assets	6.2	21	1,524,444.87	2,034,218.29
Tangible fixed assets	6.3	22/27		
• Land and buildings		22		
• Plant, machinery and equipment		23		
• Furniture and vehicles		24		
• Leasing and similar charges		25		
• Other tangible fixed assets		26		
• Fixed assets in progress and advance payments		27		
Financial fixed assets	6.4/6.5.1	28	1,818,355,284.95	1,776,446,851.62
• Affiliated companies	6.15	280/1	1,815,308,333.33	1,773,400,000
- Holdings		280		
- Receivables		281	1,815,308,333.33	1,773,400,000
• Companies with which there is a shareholding link	6.15	282/3		
- Holdings		282		
- Receivables		283		
• Other financial fixed assets		284/8	3,046,951.62	3,046,851.62
- Stocks and shares		284	288.33	288.33
- Receivables and cash guarantees		285/8	3,046,663.29	3,046,563.29
CURRENT ASSETS		29/58	405,028,763.49	505,952,790.82
Amounts receivable after one year		29		
• Trade receivables		290		
• Other receivables		291		
Stocks and orders in progress		3	77,023,613.74	59,941,507.22
• Stocks		30/36	77,023,613.74	59,941,507.22
- Supplies		30/31	77,023,613.74	59,941,507.22
- In manufacture		32		
- Finished products		33		
- Goods		34		
- Real estate property intended for sale		35		
- Advance payments		36		
• Orders in progress		37		
Amounts receivable within one year		40/41	206,392,101.21	111,714,373.65
• Trade receivables		40	60,151,269.81	33,862,949.91
• Other receivables		41	146,240,831.40	77,851,423.74
Cash investments	6.5.1/6.6	50/53	8,503,225.87	227,879,978.54
• Own shares		50		
• Other investments		51/53	8,503,225.87	227,879,978.54
Disposable assets		54/58	107,019,316.08	102,433,198.30
Accruals	6.6	490/1	6,090,506.59	3,983,733.11
TOTAL ASSETS		20/58	2,224,908,493.31	2,284,433,860.73

LIABILITIES	Ann.	Codes	Financial year	Previous financial year
SHAREHOLDERS' EQUITY		10/15	**485,978.41**	**508,375.29**
Contribution	6.7.1	10/11	**457,560**	**457,560**
• Available		110	**438,960**	**438,960**
• Unavailable		111	18,600	18,600
Revaluation surplus		12		
Reserves		13		
• Unavailable reserves		130/1		
- Unavailable statutory reserves		1311		
- Acquisition of own shares		1312		
- Financial support		1313		
- Other		1319		
• Untaxed reserves		132		
• Available reserves		133		
Profit (Loss) carried forward	(+)/(-)	14		
Capital grants		15	**28,418.41**	**50,815.29**
Advance to the shareholders on the distribution of the net assets		19		
PROVISIONS AND DEFERRED TAXATION		16	**18,705,873.21**	**18,116,733.28**
Provisions for risks and charges		160/5	**18,705,873.21**	**18,116,733.28**
• Pensions and similar obligations		160		
• Taxes		161		
• Major repairs and maintenance		162		
• Environmental obligations		163		
• Other risks and charges	6.8	164/5	18,705,873.21	18,116,733.28
Deferred tax		168		
DEBTS		17/49	**2,205,716,641.69**	**2,265,808,752.16**
Amounts payable after one year	6.9	17	**1,815,308,333.33**	**1,773,410,000**
• Financial debts		170/4	1,815,308,333.33	1,773,400,000
- Subordinated loans		170		
- Non-subordinated bond issues		171	380,000,000.00	380,000,000
- Lease-financing and similar debts		172		
- Credit institutions		173	1,435,308,333.33	1,393,400,000
- Other borrowing		174		
• Trade debts		175		
- Suppliers		1750		
- Notes payable		1751		
• Pre-payments on orders		176		
• Other debts		178/9		10,000
Amounts payable within one year	6.9	42/48	**374,407,784.11**	**478,540,726.9**
• Long-term debts falling due this year		42	141,591,666.67	118,600,000
• Financial debts		43		
- Credit institutions		430/8		
- Other borrowing		439		
• Trade debts		44	102,864,913.7	88,478,365.33
- Suppliers		440/4	102,864,913.7	88,478,365.33
- Notes payable		441		
• Pre-payments on orders		46		
• Debts for taxes, payroll and social contributions	6.9	45	62,540,088.94	59,961,122.9
- Taxes		450/3	4,026,624.69	9,002,926.76
- Remuneration and social charges		454/9	58,513,464.25	50,958,196.14
• Other debts		47/48	67,411,114.80	211,501,238.67
Accruals	6.9	492/3	**16,000,524.25**	**13,858,025.26**
TOTAL LIABILITIES		10/49	**2,224,908,493.31**	**2,284,433,860.73**

2.2 Profit-and-loss account (in euros)

		Ann.	Codes	Financial year	Previous financial year
SALES AND SERVICES			70/76A	**721,566,095.11**	**625,052,886.71**
Turnover		6.10	70	711,531,578.86	614,498,161.2
Manufacturing work-in-progress, finished products and orders in progress: increase (reduction)	(+)/(-)		71		
Capitalised production			72	163,037.82	216,790.41
Other operating income		6.10	74	9,871,478.43	10,337,935.1
Non-recurrent operating income		6.12	76A		
COST OF SALES AND SERVICES			60/66A	**718,397,309.63**	**632,481,343.68**
Supplies and goods			60	106,669,989.6	90,946,662.84
• Purchases			600/8	123,593,451.9	97,000,132.84
• Stocks: reduction (increase)	(+)/(-)		609	-16,923,462.3	-6,053,470
Miscellaneous goods and services			61	349,362,339.16	305,934,048.95
Salaries, social charges and pensions	(+)/(-)	6.10	62	259,739,192.94	233,103,616.52
Depreciation and writedowns of set-up costs on intangible and tangible assets			630	760,482.95	701,506.52
Value writedowns on stock, orders in progress and trade receivables: allocations (writebacks)	(+)/(-)	6.10	631/4	-139,716.19	-435,877.28
Provisions for risks and expenses: allocations (usage and writebacks)	(+)/(-)	6.10	635/8	589,139.93	1,594,623.56
Other operating expenses		6.10	640/8	1,415,881.24	636,762.57
Operating expenses transferred to assets as restructuring costs	(-)		649		
Non-recurrent operating expenses		6.12	66A		
OPERATING PROFIT (LOSS)			9901	**3,168,785.48**	**-7,428,456.97**
FINANCIAL INCOME			75/76B	**30,447,531.62**	**22,095,434.45**
Recurrent financial income			75	30,447,531.62	22,095,434.45
• Income from financial fixed assets			750		
• Income from current assets			751	24,808,908.98	18,143,710.16
• Other financial income		6.11	752/9	5,638,622.64	3,951,724.29
Non-recurrent financial income		6.12	76B		
FINANCIAL EXPENSES			65/66B	**30,447,531.62**	**22,095,434.45**
Recurrent financial expenses		6.11	65	30,447,531.62	22,095,434.45
• Debt charges			650	30,194,332.69	20,504,706.05
• Write-downs of current assets other than stock, orders in progress and trade receivables: allocations (writebacks)	(+)/(-)		651		
• Other financial expenses			652/9	253,198.93	1,590,728.4
Non-recurrent financial expenses		6.12	66B		
PROFIT (LOSS) BEFORE TAXES	(+)/(-)		9903	**3,168,785.48**	**-7,428,456.97**
DEDUCTIONS ON DEFERRED TAXES			780		
TRANSFER TO DEFERRED TAXES			680		
TAXES ON THE RESULT	(+)/(-)	6.13	67/77	**3,168,785.48**	**-7,428,456.97**
Taxes			670/3	3,413,472.1	984,136.42
Tax adjustments and writebacks of tax provisions			77	244,686.62	8,412,593.39
PROFIT (LOSS) FROM THE FINANCIAL YEAR	(+)/(-)		9904	**0**	**0**
WITHDRAWALS FROM UNTAXED RESERVES			789		
TRANSFER TO UNTAXED RESERVES			689		
PROFIT (LOSS) FROM THE FINANCIAL YEAR TO BE ALLOCATED	(+)/(-)		9905	**0**	**0**

2.3 Allocations and withdrawals (in euros)

		Codes	Financial year	Previous financial year
Profit (Loss) to be allocated	(+)/(-)	9906	**0**	**0**
Profit (Loss) from the financial year to be allocated	(+)/(-)	(9905)	0	0
Profit (Loss) carried forward from the previous financial year	(+)/(-)	14P		
Transfers from equity capital		791/2		
from input		791		
from reserves		792		
Allocations to equity capital		691/2		
to input		691		
to the statutory reserves		6920		
to other reserves		6921		
Profit (Loss) to be carried forward	(+)/(-)	(14)		
Contribution of shareholders in the loss		794		
Profit to be distributed		694/7		
Return on capital input		694		
Directors and managers		695		
Employees		696		
Other beneficiaries		697		

2.4 Appendices (in euros)

STATEMENT OF INTANGIBLE FIXED ASSETS		Codes	Financial year	Previous financial year
DEVELOPMENT COSTS				
Acquisition value at the end of the financial year		8051P	xxxxxxxxxxx	**4,075,463.91**
Movements during the financial year				
Acquisitions, including capitalised production		8021	250,709.53	
Disposals and decommissioning		8031		
Transfers from one heading to another	(+)/(-)	8041		
Acquisition value at the end of the financial year		8051	**4,326,173.44**	
Depreciation and impairments at the end of the financial year		8121P	xxxxxxxxxxx	**2,041,245.62**
Movements during the financial year				
Recorded		8071	760,482.95	
Writebacks		8081		
Acquired from third parties		8091		
Cancelled following disposals and decommissioning		8101		
Transferred from one heading to another	(+)/(-)	8111		
Depreciation and impairments at the end of the financial year		8121	**2,801,728.57**	
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		81311	1,524,444.87	

STATEMENT OF FINANCIAL FIXED ASSETS		Codes	Financial year	Previous financial year
AFFILIATED COMPANIES - PARTICIPATING INTERESTS AND SHARES				
Acquisition value at the end of the financial year		8391P	xxxxxxxxxxx	
Movements during the financial year				
Acquisitions		8361		
Disposals and withdrawals		8371		
Transfers from one heading to another	(+)/(-)	8381		
Acquisition value at the end of the financial year		8391		
Gains at the end of the financial year		8451P	xxxxxxxxxxx	
Movements during the financial year				
Recorded		8411		
Acquired from third parties		8421		
Cancelled		8431		
Transferred from one heading to another	(+)/(-)	8441		
Gains at the end of the financial year		8451		
Impairments at the end of the financial year		8521P	xxxxxxxxxxx	
Movements during the financial year				
Recorded		8471		
Writebacks		8481		
Acquired from third parties		8491		
Cancelled following disposals and withdrawals		8501		
Transferred from one heading to another	(+)/(-)	8511		
Impairments at the end of the financial year		8521		
Uncalled amounts at the end of the financial year		8551P	xxxxxxxxxxx	
Movements during the financial year	(+)/(-)	8541		
Uncalled amounts at the end of the financial year		8551		
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		(280)		
AFFILIATED COMPANIES - RECEIVABLES				
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		281P	xxxxxxxxxxx	1,773,400,000
Movements during the financial year				
Additions		8581	180,000,000	
Repayments		8591		
Impairments recorded		8601		
Impairments written back		8611		
Exchange rate differences	(+)/(-)	8621		
Other	(+)/(-)	8631	-138,091,666.67	
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		(281)	**1,815,308,333.33**	
ACCUMULATED WRITEDOWNS ON RECEIVABLES AT THE END OF THE FINANCIAL YEAR		8651		

		Codes	Financial year	Previous financial year
OTHER COMPANIES – SHAREHOLDINGS, STOCKS AND SHARE				
Acquisition value at the end of the financial year		8393P	xxxxxxxxxxxxx	**288.33**
Movements during the financial year				
Acquisitions		8363		
Disposals and withdrawals		8373		
Transfers from one heading to another	(+)/(-)	8383		
Acquisition value at the end of the financial year		8393	**288.33**	
Gains at the end of the financial year		8453P	xxxxxxxxxxxxxx	
Movements during the financial year				
Recorded		8413		
Acquired from third parties		8423		
Cancelled		8433		
Transferred from one heading to another	(+)/(-)	8443		
Gains at the end of the financial year		8453		
Impairments at the end of the financial year		8523P	xxxxxxxxxxxxxxx	
Movements during the financial year				
Recorded		8473		
Writebacks		8483		
Acquired from third parties		8493		
Cancelled following disposals and withdrawals		8503		
Transferred from one heading to another	(+)/(-)	8513		
Impairments at the end of the financial year		8523		
Uncalled amounts at the end of the financial year		8553P	xxxxxxxxxxxx	
Movements during the financial year	(+)/(-)	8543		
Uncalled amounts at the end of the financial year		8553		
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		(284)	288.33	

OTHER COMPANIES – RECEIVABLES				
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		285/8P	xxxxxxxxxxxxx	3,046,563.29
Movements during the financial year				
Additions		8583	100	
Repayments		8593		
Impairments recorded		8603		
Impairments written back		8613		
Exchange rate differences	(+)/(-)	8623		
Other	(+)/(-)	8633		
NET BOOK VALUE AT THE END OF THE FINANCIAL YEAR		(285/8)	3,046,663.29	
ACCUMULATED WRITEDOWNS ON RECEIVABLES AT THE END OF THE FINANCIAL YEAR		8653		

CASH INVESTMENTS AND ASSET ACCRUALS	Codes	Financial year	Previous financial year
OTHER CASH INVESTMENTS			
Stocks, shares and investments other than fixed-income investments	51		**218,480,334.49**
Stocks and shares - Book value increased by the uncalled amount	8681		218,480,334.49
Stocks and shares - Uncalled amount	8682		
Precious metals and works of art	8683		
Fixed income securities	52		
Fixed income securities issued by credit institutions	8684		
Term accounts held at credit institutions	53	**5,317,968.8**	**6,514,685**
With a residual term or with notice			
• of a maximum one month	8686	5,317,968.8	2,514,685
• of more than one month to a maximum one year	8687		4,000,000
• of more than one year	8688		
Other cash investments not included above	8689	**3,185,257.07**	**2,884,959.05**

	Financial year
ACCRUALS	
Breakdown of the heading 490/1 of the assets if this represents a significant amount	
IT costs to be carried forward (support, licences, etc.)	5,105,841.82
Other expenses to be carried forward	397,845.86
Financial income acquired	560,914.44

STATEMENT OF INPUT AND SHAREHOLDING STRUCTURE	Codes	Financial year	Previous financial year
STATEMENT OF INPUT			
Input			
Available at the end of the financial year	110P	xxxxxxxxxxxx	438,960
Available at the end of the financial year	(110)	438,960	
Non-available at the end of the financial year	111P	xxxxxxxxxxxx	18,600
Non-available at the end of the financial year	(111)	18,600	
EQUITY CAPITAL BROUGHT IN BY SHAREHOLDERS			
In cash	8790		
• of which not paid up	87901		
In kind	8791		
• of which not paid up	87911		

	Codes	Financial year	Previous financial year
Changes during the financial year			
Registered shares	8702	xxxxxxxxxxxxx	
Dematerialised shares	8703	xxxxxxxxxxxxx	

	Codes	Financial year
Own shares		
Held by the company itself		
• Number of corresponding shares	8722	
Held by subsidiaries		
• Number of corresponding shares	8732	
Commitment to share issues		
Following the exercise of conversion rights		
• Amount of outstanding convertible loans	8740	
• Amount of input	8741	
• Maximum number of corresponding shares to be issued	8742	
Following the exercise of subscription rights		
• Number of current subscription rights	8745	
• Amount of input	8746	
• Maximum number of corresponding shares to be issued	8747	
Shares		
Distribution		
• Number of shares	8761	2,460
• Number of votes attached	8762	2,460
Breakdown by shareholder		
• Number of shares held by the company itself	8771	
• Number of shares held by the subsidiaries	8781	

	Financial year
ADDITIONAL EXPLANATION RELATIVE TO THE INPUT (INCLUDING CONTRIBUTIONS IN KIND)	

SHAREHOLDER STRUCTURE OF THE COMPANY AT THE CLOSING DATE OF ITS ACCOUNTS

as resulting from the declarations received by the company pursuant to Article 7:225 of the Companies and Associations Code, Article 14, paragraph 4 of the Law of 2 May 2007 relating to the publication of major holdings or Article 5 of the Royal Decree of 21 August 2008 setting out the additional rules applicable to certain multilateral trading facilities.

NAME of the persons holding rights in the company, mentioning the ADDRESS (of the registered office for legal entities) and, for companies under Belgian law, the COMPANY NUMBER		Nature	Social rights held		
			Number of voting rights attached to securities	Number of voting rights not linked to securities	%
CENEO 0201645281	Boulevard Pierre Mayence 1 1 6000 Charleroi BELGIUM	Shares			0.04
FINEST 0257864701	Place de l'Hôtel de Ville 14 4700 Eupen BELGIUM	Shares			0.04
FINIMO 0257884101	Place du Marché 55 4800 Verviers BELGIUM	Shares			0.04
I.E.G. 0229068864	Rue de la Solidarité 80 7700 Mouscron BELGIUM	Shares			0.04
IDEFIN 0257744044	Avenue Sergent Vrithoff 2 5000 Namur BELGIUM	Shares			0.04
IPFBW 0206041757	Avenue Jean Monnet 2 1348 Louvain-la-Neuve BELGIUM	Shares			0.04
ORES Assets 0543696579	Avenue Jean Mermoz 14 6041 Gosselies BELGIUM	Shares			99.72
SOFILUX 0257857969	Avenue de Houffalize 58 B 6800 Libramont-Chevigny BELGIUM	Shares			0.04

PROVISIONS FOR RISKS AND CHARGES

	Financial year
BREAKDOWN OF HEADING 164/5 OF LIABILITIES IF THESE REPRESENT A SIGNIFICANT VALUE	
Provision under the Excavated Soil Decree (WGD Excavated Soil)	3,080,020.77
Social disputes	853,168.09
Master Plan Management Platform - vectorisation	10,921,712
Termination of the IT services contract for the implementation of an information system for smart metering	3,850,972.35

STATEMENT OF LIABILITIES AND ACCRUALS	Codes	Financial year
BREAKDOWN OF LIABILITIES ORIGINALLY DUE IN MORE THAN ONE YEAR, LISTED ACCORDING TO THEIR RESIDUAL TERM		
Long-term debts falling due within one year		
Financial debts	8801	141,591,666.67
• Subordinated loans	8811	
• Non-subordinated bond issues	8821	
• Lease-financing debts and similar	8831	
• Credit institutions	8841	141,591,666.67
• Other borrowing	8851	
Trade debts	8861	
• Suppliers	8871	
• Notes payable	8881	
Pre-payments on orders	8891	
Other debts	8901	
TOTAL DEBTS AFTER MORE THAN ONE YEAR FALLING DUE WITHIN THE YEAR	(42)	**141,591,666.67**
Debts due after more than one year, but within a maximum of 5 years to run		
Financial debts	8802	582,366,666.67
• Subordinated loans	8812	
• Non-subordinated bond issue	8822	
• Lease-financing debts and similar	8832	
• Credit institutions	8842	582,366,666.67
• Other borrowing	8852	
Trade debts	8862	
• Suppliers	8872	
• Notes payable	8882	
Pre-payments on orders	8892	
Other debts	8902	
TOTAL DEBTS AFTER MORE THAN ONE YEAR, BUT WITH A MAXIMUM OF 5 YEARS TO RUN	8912	**582,366,666.67**
Debts with more than 5 years to run		
Financial debts	8803	1,232,941,666.66
• Subordinated loans	8813	
• Non-subordinated bond issues	8823	380,000,000
• Lease-financing debts and similar	8833	
• Credit institutions	8843	852,941,666.66
• Other borrowing	8853	
Trade debts	8863	
• Suppliers	8873	
• Notes payable	8883	
Pre-payments on orders	8893	
Other debts	8903	
TOTAL DEBTS WITH MORE THAN 5 YEARS TO RUN	8913	**1,232,941,666.66**

STATEMENT OF LIABILITIES AND ACCRUALS	Codes	Financial year
SECURED DEBTS (INCLUDED IN ITEMS 17 AND 42/48 OF THE LIABILITIES)		
Debts secured by the Belgian authorities		
Financial debts	8921	
• Subordinated loans	8931	
• Non-subordinated bond issues	8941	
• Lease-financing debts and similar	8951	
• Credit institutions	8961	
• Other borrowing	8971	
Trade debts	8981	
• Suppliers	8991	
• Notes payable	9001	
Pre-payments on orders	9011	
Payroll and social debts	9021	
Other debts	9051	
TOTAL DEBTS SECURED BY THE BELGIAN AUTHORITIES	9061	
Debts secured by security interests created or irrevocably promised over the company's assets		
Financial debts	8922	
• Subordinated borrowing	8932	
• Non-subordinated bond issues	8942	
• Lease-financing debts and similar	8952	
• Credit institutions	8962	
• Other borrowing	8972	
Trade debts	8982	
• Suppliers	8992	
• Notes payable	9002	
Pre-payments on orders	9012	
Taxes, payroll and social debts	9022	
• Taxes	9032	
• Remuneration and social charges	9042	
Other debts	9052	
TOTAL DEBTS SECURED BY REAL SECURITIES GIVEN OR IRREVOCABLY PROMISED ON THE COMPANY'S ASSETS	9062	
TAX, PAYROLL AND SOCIAL DEBTS		
Taxes (items 450/3 and 179 of the liabilities)		
Overdue tax debts	9072	
Non-overdue tax debts	9073	4,026,624.69
Estimated tax debts	450	
Remuneration and social charges (items 454/9 and 179 of the liabilities)		
Debts overdue to the National Office of Social Security	9076	
Other payroll and social debts	9077	58,513,464.25
ACCRUALS		
Breakdown of heading 492/3 of the liabilities if these represent a significant amount		
Financial expenses to be paid		10,879,173.14
Provisions linked to staffing		5,053,909.16
Miscellaneous administrative costs		67,441.95

OPERATING RESULTS		Codes	Financial year	Previous financial year
OPERATING INCOME				
Net turnover				
Breakdown by category of business				
• Network manager			711,531,578.86	614,498,161.2
Breakdown by geographical market				
• Belgium			711,531,578.86	614,498,161.2
Other operating income				
Operating subsidies and compensatory amounts obtained from public authorities		740	26,438.16	295,246.35
OPERATING COSTS				
Workers for whom the company lodged a DIMONA declaration or who are registered on the General Personnel Register				
Total number on the closing date		9086	2,747	2,577
Average number of employees in full-time equivalent employment		9087	2,651.2	2,495
Number of hours actually worked		9088	3,801,153	3,559,752
Staffing costs				
Remunerations and direct social benefits		620	188,675,681.37	169,263,080.84
Employer social insurance contributions		621	46,024,620.12	41,243,228.01
Employer premiums for extra statutory insurance		622	12,317,671.85	11,582,649.09
Other staffing costs		623	12,646,907.85	10,969,390.64
Retirement and survivor pensions		624	74,311.75	45,267.94
Provisions for pensions and similar obligations				
Allocations (usage and writebacks)	(+)/(-)	635		
Writedowns				
On stock and orders in progress				
• Recorded		9110	22,760.97	553,102.06
• Writebacks		9111	181,405.19	952,228.73
On trade debtors				
• Recorded		9112	33,746.93	8,158.08
• Writebacks		9113	14,818.9	44,908.69
Provisions for risks and charges				
Constitution		9115	3,654,039.25	4,136,562.78
Usage and writebacks		9116	3,064,899.32	2,541,939.22
Other operating expenses				
Taxes relating to operations		640	161,710.87	509,415.61
Other		641/8	1,254,170.37	127,346.96
Temporary staff and persons made available to the company				
Total number on the closing date		9096	22	27
Average number of full-time equivalent employees		9097	22	27
Number of hours actually worked		9098	41,630	51,608
Cost to the company		617	1,787,072.1	1,906,424.84

FINANCIAL RESULTS	Codes	Financial year	Previous financial year
RECURRENT FINANCIAL INCOME			
Other financial income			
Subsidies granted by public authorities and charged to the profit-and-loss account			
• Subsidies in capital	9125	25,072.02	24,536.99
• Subsidies in interest	9126		
Breakdown of other financial income			
• Exchange differences realised	754	7.65	
Other			
• Capital gain in realisation of current assets (excluding trade receivables)		2,172,151.37	14,087.13
• Hedging instruments		3,440,990.84	3,913,042.22
• Payment differences		400.76	57.95
RECURRENT FINANCIAL EXPENSES			
Depreciation of loan issue costs	6501		
Capitalised interest	6502		
Impairments of current assets			
Recorded	6510		
Written back	6511		
Other financial expenses			
Amount of discount payable by the company on the trading of receivables	653		
Financial provisions			
Allocations	6560		
Uses and recoveries	6561		
Breakdown of other financial expenses			
Exchange differences realised	654	419.64	
Currency conversion differences	655		
Other			
Losses on realisation of curreent assets			1,295,857.33
Miscellaneous financial expenses - bank charges		9,146.26	66,105.68
Commission for non-drawdown on credit facilities		124,587.9	120,745.89
Other miscellaneous financial expenses		119,045.13	108,019.5

DUTIES AND TAXES	Codes	Financial year
TAX ON INCOME		
Tax on the result for the financial year	9134	**3,413,472.1**
Taxes and withholding taxes due or paid	9135	5,029,285.43
Surplus of the payment of tax or withholding tax recorded in the assets	9136	1,615,813.33
Estimated additional taxes	9137	
Tax on the result from previous financial years	9138	
Additional tax due or paid	9139	
Additional tax estimated or set aside	9140	
Main source of disparity between the profit before tax, expressed in the accounts and the estimated taxable profit		
Inadmissible expenses (including the tax charge for the financial year)		13,967,730.1
Deduction for investment		-155,899
Exempted donations		-41,971.31
Movements from taxed reserves		-427,769.39
Effect of non-recurrent results on the amount of tax on income for the financial year		
Sources of deferred taxes		
Asset deferrals	9141	
• Accumulated tax losses, deductible from subsequent taxable profits	9142	
• Other active deferrals		
Liability deferrals	9144	
• Breakdown of liability deferrals		

	Codes	Financial year	Previous financial year
VALUE ADDED TAX AND TAXES PAYABLE BY THIRD PARTIES			
Value added tax recorded			
To the company (deductible)	9145	50,782,777.85	45,237,278.57
By the company	9146	71,887,265.29	75,310,949.73
Amounts retained on behalf of third parties for			
Payroll tax	9147	49,411,551.87	45,538,637.05
Withholding tax	9148	0	30,860.92

OFF BALANCE SHEET RIGHTS AND COMMITMENTS	Codes	Financial year
PERSONAL GUARANTEES GIVEN OR IRREVOCABLY PROMISED BY THE COMPANY AS SURETY FOR THIRD PARTY DEBTS OR COMMITMENTS	9149	
Of which		
Outstanding commercial papers endorsed by the company	9150	
Outstanding commercial papers drawn or guaranteed by the company	9151	
Maximum amount for which other third party commitments are guaranteed by the company	9153	
REAL GUARANTEES		
Real guarantees given or irrevocably promised by the company on its own assets as security for the company's debts and commitments		
Mortgages		
• Book value of mortgaged properties	91611	
• Amount of registration	91621	
• For irrevocable mandates to mortgage, the amount for which the agent is authorised to register under the mandate	91631	
Pledges on goodwill		
• The maximum amount for which the debt is guaranteed and which is the subject of the registration	91711	
• For irrevocable mandates to pledge, the amount for which the agent is authorised to proceed to register under the mandate	91721	
Pledges on other assets or irrevocable mandates to pledge other assets		
• The book value of the encumbered assets	91811	
• The maximum amount for which the debt is guaranteed	91821	
Sureties established or irrevocably promised on future assets		
• Amount of the assets in question	91911	
• The maximum amount for which the debt is guaranteed	91921	
Vendor’s lien		
• Book value of the asset sold	92011	
• Amount of the price not paid	92021	

OFF BALANCE SHEET RIGHTS AND COMMITMENTS	Codes	Financial year
Real guarantees given or irrevocably promised by the company on its own assets as security for third party debts and commitments		
Mortgages		
• Book value of mortgaged properties	91612	
• Amount of registration	91622	
• For irrevocable mandates to mortgage, the amount for which the agent is authorised to register under the mandate	91632	
Pledges on goodwill		
• The maximum amount for which the debt is guaranteed and which is the subject of the registration	91712	
• For irrevocable mandates to pledge, the amount for which the agent is authorised to proceed to register under the mandate	91722	
Pledges on other assets or irrevocable mandates to pledge other assets		
• The book value of the encumbered assets	91812	
• The maximum amount for which the debt is guaranteed	91822	
Sureties established or irrevocably promised on future assets		
• Amount of the assets in question	91912	
• The maximum amount for which the debt is guaranteed	91922	
Vendor's lien		
• Book value of the asset sold	92012	
• Amount of the price not paid	92022	
GOODS AND VALUES HELD BY THIRD PARTIES IN THEIR OWN NAMES BUT FOR THE RISK AND PROFIT OF THE COMPANY IF NOT RECORDED IN THE BALANCE SHEET		
SIGNIFICANT COMMITMENTS FOR THE ACQUISITION OF FIXED ASSETS		
SIGNIFICANT COMMITMENTS FOR THE DISPOSAL OF FIXED ASSETS		
FUTURES MARKET		
Goods purchased (to be received)	9213	
Goods sold (to be delivered)	9214	
Currency purchased (to be received)	9215	
Currency sold (to be delivered)	9216	
COMMITMENTS RESULTING FROM TECHNICAL GUARANTEES IN RESPECT OF SALES OR SERVICES ALREADY PERFORMED		
AMOUNT, NATURE AND FORM OF DISPUTES AND OTHER SIGNIFICANT COMMITMENTS		

SUPPLEMENTARY RETIREMENT OR SURVIVOR PENSION SCHEMES ESTABLISHED FOR THE BENEFIT OF STAFF OR COMPANY OFFICERS		
Brief description Outsourcing of supplementary pensions via allocations to pension funds		
Redistribution as allowances		
Measures taken to cover the expense Regular payments into the pension funds in question Direct payment by the profit-and-loss account for benefits		
	Codes	**Financial year**
PENSIONS THAT ARE THE RESPONSIBILITY OF THE COMPANY ITSELF		
Estimated amounts of commitments resulting from services already provided	9220	
Basis and method used for this estimate		
NATURE AND FINANCIAL IMPACT OF SIGNIFICANT EVENTS OCCURRING AFTER THE CLOSING DATE, not taken into account in the balance sheet or in the profit-and-loss account		
PURCHASE OR SALE COMMITMENTS INCUMBENT ON THE COMPANY AS THE ISSUER OF SALES OR PURCHASE OPTIONS		
NATURE, COMMERCIAL PURPOSE AND FINANCIAL CONSEQUENCES OF TRANSACTIONS NOT RECORDED ON THE BALANCE SHEET		
Provided that the risks or benefits resulting from such arrangements are significant and insofar as the disclosure of the risks or benefits is necessary to assess the financial situation of the company		
OTHER OFF-BALANCE SHEET RIGHTS AND COMMITMENTS (including those not likely to be quantified)		
Sureties received from suppliers to guarantee proper performance of orders		36,316,756.05

RELATIONS WITH AFFILIATED COMPANIES, ASSOCIATED COMPANIES AND OTHER COMPANIES LINKED BY PARTICIPATING INTERESTS	Codes	Financial year	Previous financial year
AFFILIATED COMPANIES			
Financial fixed assets	(280/1)	**1,815,308,333.33**	**1,773,400,000**
Shareholdings	(280)		
Subordinated receivables	9271		
Other receivables	9281	1,815,308,333.33	1,773,400,000
Receivables	9291	**195,175,945.85**	**95,648,525.85**
After more than one year	9301		
Within one year	9311	195,175,945.85	95,648,525.85
Cash investments	9321		
Equities	9331		
Receivables	9341		
Debts	9351	**62,855,962.19**	**206,543,393.52**
After more than one year	9361		
Within one year	9371	62,855,962.19	206,543,393.52
Personal and real guarantees			
Constituted or irrevocably promised by the company as security for debts or commitments by affiliated companies	9381		
Constituted or irrevocably promised by affiliated companies as security for debts or commitments of the company	9391	2,553,400,000	2,439,000,000
Other significant financial commitments	9401		
Financial results			
Income from financial fixed assets	9421		
Income from current assets	9431	21,345,651.47	17,939,130.87
Other financial income	9441		
Debt expenses	9461		
Other financial expenses	9471		
Disposal of fixed assets			
Gains realised	9481		
Losses realised	9491		

RELATIONS WITH AFFILIATED COMPANIES, ASSOCIATED COMPANIES AND OTHER COMPANIES LINKED BY PARTICIPATING INTERESTS	Codes	Financial year	Previous financial year
ASSOCIATED COMPANIES			
Financial fixed assets	9253		
Shareholdings	9263		
Subordinated receivables	9273		
Other receivables	9283		
Receivables	9293		
After more than one year	9303		
Within one year	9313		
Debts	9353		
After more than one year	9363		
Within one year	9373		
Personal and real guarantees			
Constituted or irrevocably promised by the company as security for debts or commitments by associated companies	9383		
Constituted or irrevocably promised by associated companies as security for debts or commitments of the company	9393		
Other significant financial commitments	9403		
OTHER COMPANIES WITH A PARTICIPATING INTEREST			
Financial fixed assets	9252		
Shareholdings	9262		
Subordinated receivables	9272		
Other receivables	9282		
Receivables	9292		
After more than one year	9302		
Within one year	9312		
Debts	9352		
After more than one year	9362		
Within one year	9372		

	Financial year
TRANSACTIONS WITH RELATED PARTIES UNDER NON-MARKET CONDITIONS	
Mention of such transactions, if material, including the amount and nature of the relationship with the affiliated party, as well as any other information about the transactions that would be necessary to obtain a better understanding of the company's financial position	
None	

FINANCIAL RELATIONS WITH	Codes	Financial year
DIRECTORS AND MANAGERS, NATURAL PERSONS OR LEGAL ENTITIES THAT DIRECTLY OR INDIRECTLY CONTROL THE COMPANY BUT ARE NOT RELATED TO IT, OR OTHER COMPANIES DIRECTLY OR INDIRECTLY CONTROLLED BY SUCH PERSONS		
Claims on the persons mentioned above	9500	
Main conditions of the amounts receivable, interest rates, duration, any amounts repaid, cancelled or waived		
Guarantees given in their favour	9501	
Other significant undertakings in their favour	9502	
Direct and indirect remuneration and pensions granted, charged to the profit-and-loss account, provided that this does not relate exclusively or mainly to the situation of a single identifiable person		
To directors and managers	9503	114,334.43
To former directors and former managers	9504	
THE AUDITOR(S) AND THE PERSONS WITH WHOM HE IS (THEY ARE) CONNECTED		
Emoluments of the auditor(s)	9505	**25,422.33**
Emoluments for exceptional services or special assignments performed within the company by the auditor(s)		
Other certification assignments	95061	
Tax consultancy assignments	95062	
Other assignments outside the audit	95063	
Emoluments for exceptional services or special assignments performed within the company by persons with whom the auditor(s) is (are) connected		
Other certification assignments	95081	
Tax consultancy assignments	95082	
Other assignments outside the audit	95083	
Notes pursuant to article 3:64 §2 and §4 of the Code of Companies and Associations		

DERIVATIVE FINANCIAL INSTRUMENTS NOT MEASURED AT FAIR VALUE

FOR EACH CATEGORY OF DERIVATIVE FINANCIAL INSTRUMENTS NOT MEASURED AT FAIR VALUE				Financial year		Previous financial year	
Category of derivative financial instruments	**Risk hedged**	**Speculation / hedge**	**Volume**	**Book value**	**Fair value**	**Book value**	**Fair value**
SWAP	Rates	Hedge	80,000		3,146,348,97		5,914,393,83
CAP	Rates	Hedge	2,454		60,974,78		116,509,17

FINANCIAL FIXED ASSETS RECORDED AT AN AMOUNT IN EXCESS OF FAIR VALUE	Book value	Fair value
Amounts of assets taken in isolation or appropriately grouped		
Reasons why the book value has not been reduced		
Assumptions that the book value will be recovered		

DECLARATION REGARDING CONSOLIDATED ACCOUNTS

INFORMATION TO BE COMPLETED BY COMPANIES SUBJECT TO THE PROVISIONS OF THE CODE OF COMPANIES AND ASSOCIATIONS REGARDING CONSOLIDATED ACCOUNTS

The company does not prepare consolidated financial statements or a consolidated management report, because it is exempt from doing so for the following reason(s)

The company is itself a subsidiary of a parent company which prepares and publishes consolidated accounts in which its annual accounts are integrated by consolidation

If yes, justification of compliance with the conditions for exemption set out in article 3:26 §2 and §3 of the Companies and Associations Code

Name and full address of the registered office and, in the case of a company incorporated under Belgian law, the business number of the parent company which prepares and publishes the consolidated accounts in respect of which the exemption is authorised:

ORES Assets 0543696579
Avenue Jean Mermoz 14, 6041 Gosselies – BELGIUM

INFORMATION TO BE COMPLETED BY THE COMPANY IF IT IS A SUBSIDIARY OR JOINT SUBSIDIARY

Name, full address of the registered office and, in the case of a company incorporated under Belgian law, the business number of the parent company(ies) and an indication of whether the parent company(ies) prepare(s) and publish(es) consolidated accounts in which its annual accounts are included by consolidation*:

ORES Assets Consolidating parent company - Largest group 0543696579
Avenue Jean Mermoz 14, 6041 Gosselies – BELGIUM

If the parent company(ies) is (are) governed by foreign law, the place where the consolidated accounts mentioned above can be obtained

SOCIAL BALANCE SHEET

Numbers of the joint representation committees under which the company operates: 326

BREAKDOWN OF PERSONS EMPLOYED

WORKERS FOR WHOM THE COMPANY HAS LODGED A DIMONA RETURN OR WHO ARE ENTERED IN THE GENERAL STAFF REGISTER

During the financial year	Codes	Total	1. Male	2. Female
Average number of workers				
Full-time	1001	2,558.9	1,756.3	802.6
Part-time	1002	117.8	16.7	101.1
Total Full-Time Equivalents (FTE)	1003	2,651.2	1,768.2	883
Number of hours actually worked				
Full-time	1011	3,675,794	2,569,194	1,106,600
Part-time	1012	125,359	15,567	109,792
Total	1013	3,801,153	2,584,761	1,216,392
Staff overheads				
Full-time	1021	249,545,651.63	182,987,967.56	66,557,684.07
Part-time	1022	10,119,229.56	1,736,458.22	8,382,771.34
Total	1023	259,664,881.19	184,724,425.78	74,940,455.41
Amount of benefits awarded in addition to salary	1033			

During the previous financial year	Codes	P. Total	1P. Male	2P. Female
Average number of FTE workers	1003	2,495.4	1,686.2	809.2
Number of hours actually worked	1013	3,559,752	2,455,280	1,104,472
Staff overheads	1023	233,058,348.58	167,421,560.85	65,636,787.73
Amount of benefits awarded in addition to salary	1033			

WORKERS FOR WHOM THE COMPANY HAS LODGED A DIMONA RETURN OR WHO ARE ENTERED IN THE GENERAL STAFF REGISTER (CONTINUED)	Codes	1. Full-time	2. Part-time	3. Total Full-Time Equivalents
AT THE END OF THE FINANCIAL YEAR				
Number of workers	105	**2,624**	**123**	**2,721**
By type of employment contract				
Open-ended contract	110	2,375	123	2,472
Fixed-term contract	111	249	0	249
Contract to carry out a specific assignment	112			
Replacement contract	113			
By gender and level of education				
Male	120	1,806	18	1,818.7
• primary	1200	490	5	493.7
• secondary	1201	787	4	789.9
• higher non-university	1202	348	7	352.7
• university	1203	181	2	182.4
Female	121	818	105	902.3
• primary	1210	179	26	199.5
• secondary	1211	197	15	209.2
• higher non-university	1212	343	54	386
• university	1213	99	10	107.6
By occupation category				
Management	130	312	11	321
White-collar employees	134	2,312	112	2,400
Blue-collar workers	132			
Other	133			

TEMPORARY STAFF AND PERSONS MADE AVAILABLE TO THE COMPANY	Codes	1. Temporary staff	2. Persons made available to the company
DURING THE FINANCIAL YEAR			
Average number of persons employed	150	18	4
Number of hours actually wrked	151	35,956	5,674
Costs for the company	152	1,066,337.1	720,735

TABLE OF STAFF MOVEMENTS DURING THE FINANCIAL YEAR

	Codes	1. Full-time	2. Part-time	3. Total Full-Time Equivalents
INCOMING				
Number of workers for whom the company has lodged a DIMONA return or who were entered in the general staff register during the financial year	205	317	5	317.7
By type of employment contract				
Open-ended contract	210	123	5	123.7
Fixed-term contract	211	194		194
Contract to carry out a specific assignment	212			
Replacement contract	213			
OUTGOING				
Number of workers whose contract end date was registered in a DIMONA return or in the general staff register during the financial year	305	142	21	149.1
By type of employment contract				
Open-ended contract	310	65	21	72.1
Fixed-term contract	311	77		77
Contract to carry out a specific assignment	312			
Replacement contract	313			
By reason for end of cobtract				
Retirement	340	25	3	27.4
Redundancy with company supplement	341	1	0	1
Dismissal	342	16	2	17.6
Other reason	343	100	16	103.1
• Including: the number of persons who continue, at least part-time, to provide services for the benefit of the company as self-employed workers	350			

INFORMATION ABOUT TRAINING COURSES FOR WORKERS DURING THE FINANCIAL YEAR

	Codes	Male	Codes	Female
Formal continuing vocational training initiatives at the expense of the employer				
Number of workers in question	5801	1,397	5811	789
Number of training hours	5802	62,611	5812	22,330
Net cost for the company	5803	12,345,480.05	5813	4,266,816.42
• of which the gross cost is linked directly to training	58031	12,345,480.05	58131	4,266,816.42
• of which contributions paid and payments to collective funds	58032		58132	
• of which subsidies and other financial benefits received (to be deducted)	58033		58133	
Less formal or informal continuing vocational training initiatives at the expense of the employer				
Number of workers in question	5821	1,033	5831	693
Number of training hours	5822	30,895	5832	8,345
Net cost for the company	5823	2,157,851.9	5833	595,846.5
Initial vocational training initiatives at the expense of the employer				
Number of workers in question	5841	10	5851	2
Number of training hours	5842	8,485	5852	2,329
Net cost for the company	5843	39,964.32	5853	9,507.69

2.5 Valuation rules

ASSETS

INCORPORATION COSTS

Included under this heading are costs associated with the incorporation, development or restructuring of the company, such as the charges for incorporation of increase in capital and the fees for issuing loans. The depreciation of incorporation costs must comply with article 3:37 of the Royal Decree of 29th April 2019 stipulating that incorporation costs are the subject of appropriate depreciation, in annual tranches of 20% of at least the actual sums disbursed.

The fees for issuing loans are accounted for under this heading and depreciated within the year.

INTANGIBLE FIXED ASSETS

Intangible fixed assets are intangible means of production. They represent fixed assets due to the fact that the company wishes to use them as operating resources. In other words, they imply an operating capability of limited or unlimited duration.

Pursuant to the Royal Decree of 29 April 2019 (article 3:89), a distinction must be made between:

- development costs;
- concessions, patents and licences, know-how, brands and other similar rights;
- goodwill;
- advances paid on intangible fixed assets.

Intangible fixed assets are recorded in the accounts if and only if it is probable that future economic benefits attributable to the asset will go to the company and if the cost of that asset can be valued in a reliable manner.

Intangible fixed assets are valued initially at cost. The cost of an intangible fixed asset generated internally includes all costs attributable directly to it and is equal to the sum of the expenses incurred from the date on which this intangible fixed asset meets the accounting criteria in accordance with Belgian standards.

After they have been recorded in the accounts initially, intangible fixed assets are entered at cost, minus accumulated depreciations and accumulated impairment losses. Intangible fixed assets are immobilisations then depreciated using the linear method during the estimated period during which the fixed asset is used (set at 5 years).

ORES has taken the option to activate development costs under intangible fixed assets. Those development costs eligible to be placed in the assets under intangible fixed assets are the costs of manufacturing and developing prototypes, products, inventions and expertise of value for the future activities of the company.

In this context, the following expenses have been activated:

- staffing expenses relating to researchers, technicians and other support staff, provided they have been allocated to carry out a project that meets the definition above;
- the cost of instruments and hardware to the extent that and for as long as they are used for the completion of the project. If they are not used throughout their service life for the completion of the project, only the depreciation costs corresponding to the lifespan of the project will then be admissible;
- the costs for the services of consultants and equivalent services used for the completion of the project;
- other operating costs, in particular the cost of materials, supplies and similar products incurred directly on account of the completion of the project.

The intangible fixed asset from the activity incurring development costs is then depreciated using the linear method (set at 5 years) and reduced by any writedowns.

TANGIBLE FIXED ASSETS

Financial fixed assets are recorded at their acquisition value, minus the part not called up.

At the end of each financial year, an individual valuation of each portfolio security is carried out in such a way as to reflect, as satisfactorily as possible, the position, profitability and prospects of the company in which the holding or shares are held.

RECEIVABLES DUE IN MORE THAN ONE YEAR

Receivables due in more than one year are recorded at their book value.

INVENTORIES

Inventories are valued at the weighted average price. A write-down is recorded when the economic value of the inventory is less than its book value. In this respect, additional flat-rate writedowns are recorded to adjust the book value, taking into account different age categories, stock rotation and possible market trends. The reduction rates can vary from 0% to 100%.

RECEIVABLES DUE WITHIN ONE YEAR

Receivables due within one year are accounted for at their book value.

Unpaid receivables are covered by impairments when there is a certain risk that they will not be recovered.

CASH INVESTMENTS

Cash investments are accounted for under balance sheet assets at their book value, excluding associated expenses, or at their input value.

Cash investments are accounted for under balance sheet assets at their book value.

LIQUID ASSETS

Liquid assets are accounted for under balance sheet assets at their book value.

ASSET ACCRUALS

Expenses incurred during the financial year, but chargeable in full or in part to one or more previous financial years, are valued using a proportional rule.

Income or fractions of income which are only paid during one or more of the following financial years but which are to be associated with the financial year in question are evaluated at the amount of the proportion relating to the financial year in question.

LIABILITIES

UNTAXED RESERVES

This item includes capital gains and profits whose untaxed status is subject to them being kept as the company's assets.

PROVISIONS AND DEFERRED TAXES

At the end of each financial year, applying caution, sincerity and good faith when coming to its decision, the Board of Directors looks at the provisions to be set aside to cover all the expected risks or any losses arising during this and previous years. The provisions relating to the previous financial years are regularly reviewed and the Board of Directors decides on their allocation or purpose.

DEBTS DUE IN MORE THAN ONE YEAR

Debts due in more than one year are recorded under liabilities in the balance sheet at their book value.

LIABILITY ACCRUALS

Expenses or fractions of the expenses relating to the financial year but which will only be paid during a subsequent financial year are valued at the amount attributable to the financial year.

Income received during the financial year, which is attributable in full or in part to a subsequent financial year, is also valued at the amount that must be regarded as income for the next financial year.

5

5. AUDITORS' REPORT

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OPERATEUR DE RESEAUX D'ENERGIES SC

Statutory auditor's report
to the general meeting
for the year ended 31st December 2023

Free translation

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STATUTORY AUDITOR'S REPORT TO THE GENERAL MEETING OF OPERATEUR DE RESEAUX D'ENERGIES SC FOR THE YEAR ENDED 31ST DECEMBER 2023

In the context of the statutory audit of the annual accounts of OPERATEUR DE RESEAUX D'ENERGIES SC ("the Company"), we hereby present our statutory auditor's report. It includes our report of the annual accounts and the other legal and regulatory requirements. This report is an integrated whole and is indivisible.

We have been appointed as statutory auditor by the general meeting of 16 June 2022, following the proposal formulated by the administrative body issued upon recommendation of the Audit Committee and upon presentation by the works' council. Our statutory auditor's mandate expires on the date of the general meeting deliberating on the annual accounts closed on 31st December 2024. We have performed the statutory audit of the annual accounts of the Company for 2 consecutive years.

REPORT ON THE ANNUAL ACCOUNTS

Unqualified opinion

We have audited the annual accounts of the Company, which comprise the balance sheet as at 31st December 2023, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of 2.224.908.493 EUR and whose profit and loss account shows a balance of 0 EUR.

In our opinion, the annual accounts give a true and fair view of the Company's net equity and financial position as at 31st December 2023, as well as of its results for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

Basis for unqualified opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Belgium. Our responsibilities under those standards are further described in the 'Statutory auditor's responsibilities for the audit of the annual accounts' section in this report. We have complied with all the ethical requirements that are relevant to the audit of annual accounts in Belgium, including those concerning independence.

We have obtained from the administrative body and the officials of the Company the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the administrative body for the drafting of the annual accounts

The administrative body is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control as the administrative body determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the administrative body is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the administrative body either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Statutory auditor's responsibilities for the audit of the annual accounts

Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.
When executing our audit, we respect the legal, regulatory and normative framework applicable for the audit of annual accounts in Belgium. However, a statutory audit does not guarantee the future viability of the Company, neither the efficiency and effectiveness of the management of the Company by the administrative body. Our responsibilities with respect to the administrative body's use of the going concern basis of accounting are described below.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control;

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the administrative body;

- Conclude on the appropriateness of the administrative body's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our statutory auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our statutory auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the annual accounts and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the administrative body regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.

OTHER LEGAL AND REGULATORY REQUIREMENTS

Responsibilities of the administrative body

The administrative body is responsible for the preparation and the content of the director's report and of the other information included in the annual report, as well as for the compliance with the legal and regulatory requirements regarding bookkeeping, with the Code of companies and associations and with the Company's by-laws.

Responsibilities of the statutory auditor

In the context of our mission and in accordance with the Belgian standard (version revised 2020) which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, it is our responsibility to verify, in all material aspects, the director's report and compliance with certain provisions of the Code of companies and associations and of the Company's by-laws, as well as to report on these elements.

Aspects related to the director's report

In our opinion, after having performed specific procedures in relation to the director's report, the director's report is consistent with the annual accounts for the same financial year, and it is prepared in accordance with articles 3:5 and 3:6 of the Code of companies and associations.

In the context of our audit of the annual accounts, we are also responsible for considering, in particular based on the knowledge we have obtained during the audit, whether the director's report contains any material misstatement, i.e. any information which is inadequately disclosed or otherwise misleading. Based on the procedures we have performed, there are no material misstatements we have to report to you.

Statement related to the social balance sheet

The social balance sheet, to be deposited at the National Bank of Belgium in accordance with article 3:12, §1, 8° of the Code of companies and associations, includes, both in terms of form and content, the information required by the said Code, including that relating to information on wages and training and does not present any material inconsistencies with the information that we have at our disposition during the performance of our mission.

Statement related to independence

Our audit firm and our network did not provide services which are incompatible with the statutory audit of annual accounts and our audit firm remained independent of the Company during the terms of our mandate.

Other statements

- Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.

- The appropriation of results proposed to the general meeting complies with the legal provisions and the Company's by-laws.

- We do not have to report to you any transactions undertaken or decisions taken in breach of the by-laws or the Code of companies and associations.

Battice, 6 May 2024

BDO Réviseurs d'Entreprises SRL
Statutory auditor
Represented by Christophe COLSON*
Auditor
*Acting for a company

6

6. REMUNERATION REPORTS

Given the equivalence of the requirements stated in articles L1523-17 et L6421-1 of the Local Democracy and Decentralisation Code (CDLD) with those imposed by article 3:12 § 1 9° of the Code of Companies and Associations, this report has been drawn up to meet the obligations required both by the CDLD and in the Code of Companies and Associations.

1. Presentation of the management bodies

Board of Directors

The Board of Directors is the company's decision-making body, with the exception of matters reserved for the General Meeting either by law, decree or the articles of association. Its main goal is to ensure the company's long-term success, in accordance with the interests of all the third-party stakeholders essential for achieving this goal, namely shareholders, customers, suppliers and other creditors. With this in mind, the Board of Directors identifies the strategic challenges and risks faced by the company, defines the company's values, its strategy, the level of risks that it is comfortable taking as well as its key policies, along with monitoring the running of the business.

In view of the introduction of "mirror" Boards of Directors between the intermunicipal company, ORES Assets, and ORES, in accordance with article 14 of the ORES articles of association, the composition of this body comes about at the proposal of ORES Assets. It must be in line with the Walloon legislation relating to intermunicipal companies and more specifically with article L1523-15 of the CDLD, as amended in article 14 of the articles of association of ORES Assets. The Board of Directors is composed of twenty members of different sexes, of whom thirteen members (2/3) represent the municipal shareholders and must, as such, be municipal representatives. The other seven represent the IPFs and may (or may not) be municipal representatives). The members of the Board of Directors are distributed as follows:

- politically (on the basis of a double proportionality referred to in Article 14 of the ORES Assets Articles of Association, i.e. the d'Hondt method on nine directorships and the weighted d'Hondt method on the remaining eleven);
- geographically (in proportion to the supply points as available at the time of the municipal elections).

Also, the members of Board of Directors sit on the company's management and control committees – offshoots of the Board of Directors – namely Executive Board, the Appointments and Remuneration Committee and the Audit Committee.

Executive Board

This Committee is responsible for preparing the decisions of the Board of Directors on all matters relating to the strategic and confidential tasks listed in the Walloon legislation relating to electricity and/or natural gas distribution systems operators. The ORES Executive Board has five members.

Appointments and Remuneration Committee

The principles and rules for remuneration granted to the company's directors, the members of the different Management and Control Committees, as well as the management roles within the company, are defined by the ORES Appointments and Remuneration Committee. Constituted according to the principle of the "mirror" Committee between ORES Assets and ORES, this Committee has five members.

Audit Committee

Its role is to support the Board of Directors by providing its views on the company's accounts, as well as on the internal control system, the internal audit programme and the conclusions and recommendations formulated by this internal audit in the form of reports. The Audit Committee is composed of five directors. It has been established according to the principle of a "mirror" Committee between ORES Assets and ORES.

Executive Committee

The management of the company is entrusted to the Executive Committee. It is made up of eight members, including its Chairman.

2. Report from the Appointments and Remuneration Committee

ORES – Annual report from the Appointments and Remuneration Committee on the assessment of the appropriate nature of the remuneration paid to corporate officers in 2023.

Preliminary remark:

This report is drawn up by the Appointments and Remuneration Committee and proposed to the ORES Board of Directors for approval in accordance with the requirements of Article L 1523-17, §2 of the Local Democracy and Decentralisation Code (CDLD).

Its purpose is to assess the appropriate nature of the remuneration paid to ORES directors in 2023. The individual statement of attendance of directors and their remuneration forms an integral part of the report to be drawn up by the Board of Directors pursuant to Article L6421-1 of the CDLD - consolidated remuneration report with ORES Assets.

Assessment of the appropriate nature of the mandates held at ORES in 2023

The terms of remuneration for the mandates were broken down as follows:

i. Terms of remuneration for mandates (Chairman, Vice Chairman and member of the Board of Directors):

Position	(Gross) remuneration	Payment frequency
Chairman of the Board of Directors	Annual remuneration of 19,997.14 € (index 138.01)	Monthly (remuneration + mileage allowance*)
Vice Chairman of the Board of Directors	Annual remuneration of 14,997.85 € (index 138.01)	Monthly (remuneration + mileage allowance*)
Member of the Board of Directors	Attendance fee of 125 € (index 138.01).	Half-yearly (attendance fee + mileage allowance*)

(*) 0.35 € per km, and indexed in accordance with FPS Finance regulations

It should be noted that the attendance clause applicable to remuneration for the offices of Chairman and Vice Chairman was amended during 2023 on the recommendation of this Committee to the General Meeting of 14th December 2023.

Accordingly, for the first half of 2023 and by resolution of the General Meeting of 29th May 2019, the gross half-yearly remuneration will be awarded to the Chairman and Vice Chairman at a rate of 100% if the aforementioned representative attends 80% of the meetings of the management bodies.

From the 2nd half of 2023, by resolution of the General Meeting of 14th December 2023, the gross monthly remuneration will be allocated to the Chairman and Vice Chairman at 100% if the aforementioned representative attends 100% of the meetings of the management bodies during the month. If this is not the case, the gross monthly fee will be paid on a pro rata basis based on attendance at meetings during the month.

ii. Terms of remuneration for the mandates of Committees:

Position	(Gross) remuneration	Payment frequency
Committee Chair	Attendance fee of 180 € (index 138.01)	Half-yearly (attendance fee + mileage allowance*)
Committee Member	Attendance fee of 125 € (index 138.01).	Half-yearly (attendance fee + mileage allowance**

(*) a mileage allowance of €0.35/km is granted to directors, indexed in accordance with FPS Finance regulations.

Conclusions of the Appointments and Remuneration Committee

The Appointments and Remuneration Committee notes that the terms of the remuneration paid in 2023 are the strict application of the resolutions adopted by the General Meeting – which has authority in this matter – on 28th June 2018 and 29th May 2019 for the first half of 2023 and on 14th December 2023 for the second half of 2023.

It should be noted that at its meeting on 28th April 2021, the Appointments and Remuneration Committee took note of the opinion of the WPS of 2nd April 2021 regarding their interpretation of the provision of Article L5311-1, §12 of the CDLD relating to the remuneration of the fee allocated to the Chairman of the Audit Committee.

In view of the changing interpretation of the provisions of Article L 5311-1 of the CDLD, especially with regard to the scope of the principles applicable to the chairmanship of restricted management committees, the Appointments and Remuneration Committee reiterated its firm determination to comply with the legality and governance rules of the CDLD and mandated ORES to take all necessary steps with the competent administrative authorities to clarify this point.

ORES therefore asked the Union des Villes et Communes de Wallonie and the Minister for Local Authorities to clarify the matter and received a recommendation from its Appointments and Remuneration Committee to align itself, if necessary, at a forthcoming General Meeting; governance remains an ongoing and evolving concern for ORES.

Accordingly, the Appointments and Remuneration Committee reiterates its recommendation that the remuneration arrangements applicable to the chairmanship of select management committees should be complied with.

Subject to a position to be received from the Minister for Local Authorities as to the interpretation to be adopted of article L 5311-1 of the CDLD concerning the chairmanship of the restricted management committees, the currently applicable procedures set out above are maintained.

Signed at the meeting of 20th March 2024.

Rosalia TUDISCA, Secretary

Danièle STAQUET, Chair

3. Report from the Board of Directors

General information about the institution

Identification number (CBE)	0897.436.971
Type of institution	Company with significant local public shareholding
Name of the institution	ORES
Reporting period	2023

	Number of meetings
General meeting	02
Board of Directors	10
Executive Board	09
Appointments and Remuneration Committee	04
Audit Committee	03

1. Members of the Board of Directors

Position	**Last name and first name**	**Gross annual remuneration**	**Breakdown of remuneration and benefits**	**Reason for the remuneration if other than an attendance fee**	**List of mandates associated with the position and any remuneration**	**Percentage attendance at meetings**
Chairman of the Board of Directors Member of the Executive Board	DE VOS Karl	37,420.48 € (incl. mileage allowance 320.78 €) (-WT 37.35%: 13,976.52 €)	<u>*Remuneration as Chairman*</u>: Gross annual remuneration of 19,997.14 € (index 138.01) indexed pro rata to overruns of the central index <u>*Mileage allowance*</u>: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	Remuneration as Chairman	None	95%
Vice Chairman of the Board of Directors Member of the Executive Board	BINON Yves	29,424.60 € (incl. mileage allowance 490.12 €) (-WT 37.35%: 10,990.11 €)	<u>*Remuneration as Vice Chairman*</u>: Gross annual remuneration of 14,997.85 € (index 138.01) indexed pro rata to overruns of the central index <u>*Mileage allowance*</u>: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	Remuneration as Vice Chairman	None	100%

Director	BELLEFLAMME Elodie	2,808.18 € (incl. mileage allowance 303.28 €) (-WT 37.35%: 1,048.85 €)	*Attendance fee as director* Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director Member of the Audit Committee	BULTOT Claude	2,953.14 € (incl. mileage allowance 448.24 €) (-WT 37.35%: 1,102.99 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	77%
Director Chair of the Audit Committee	BURNET Anne-Caroline	4,063.67 € (incl. mileage allowance 471.63 €) (-WT 37.35%: 1,517.76 €)	*Attendance fee as director*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Attendance fee as Chair of the Audit Committee*: Attendance fee of 180 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director	de BEER de LAER Hadelin	2,818.72 € (incl. mileage allowance 313.82 €) (-WT 37.35%: 1,052.79 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director Member of the Appointments and Remuneration Committee	DELLICOUR Jean-Pol (*)	Not applicable	Not applicable	None	None	Not applicable
Director Member of the Appointments and Remuneration Committee	DEMANET Nathalie	956.21 € (incl. mileage allowance 201.24 €) (-WT 37.35%: 357.13 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	36%
Director Member of the Audit Committee	DUTHY André	2,594.78 € (incl. mileage allowance 589.86 €) (-WT 37.35%: 969.12 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	62%

Director Member of the Appointments and Remuneration Committee	FAYT Christian	2,588.49 € (incl. mileage allowance 333.58 €) (-WT 37.35%: 966.82 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	79%
Director	FRANCEUS Michel	2,132.98 € (incl. mileage allowance 633.04 €) (-WT 37.35%: 796.65 €)	*Attendance fee as director*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	60%
Director Member of the Executive Board	GILLIS Alain	5,226.93 € (incl. mileage allowance 467.12 €) (-WT 50%: 2,613.59 €)	*Attendance fee as director/Board member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director	HARDY Cerise	2,363.67 € (incl. mileage allowance 108.76 €) (-WT 37.35%: 882.81 €)	*Attendance fee as director*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	90%
Director Member of the Executive Board	MAITREJEAN Camille (**)	2,211.52 € (incl. mileage allowance 701.58 €) (-WT 37.35%: 825.98 €)	*Attendance fee as director / Board member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	67%
Director	MELLOUK Mohammed Amine	2,992.27 € (incl. mileage allowance 737.36 €) (-WT 37.35%: 1,117.62 €)	*Attendance fee as director*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	90%
Director Member of the Appointments and Remuneration Committee	MEURENS Jean-Claude (***)	3,160.61 € (incl. mileage allowance 910.70 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index	None	None	92%

		(-WT 37.35%: 1,180.47 €)	*Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff			
Director Member of the Executive Board	PIERMAN Thomas (***)	5,600.99 € (incl. mileage allowance 841.18 €) (-WT 37.35%: 2,091.93 €)	*Attendance fee as director/Board member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director Member of the Appointments and Remuneration Committee	PITZ Mario (*****)	3,999.49 € (incl. mileage allowance 1,244.60 €) (-WT 37.35%: 1,493.81 €)	*Attendance fee as director*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director Chair of the Appointments and Remuneration Committee	STAQUET Danièle	2,891.85 € (incl. mileage allowance 276.96 €) (-WT 37.35%: 1,080.10 €)	*Attendance fee as director*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Attendance fee as Chair of the Appointments and Remuneration Committee*: Attendance fee of 180 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	93%
Director Member of the Audit Committee	VAN HOUT Florence	3,879.49 € (incl. mileage allowance 619.62 €) (-WT 37.35%: 1,448.98 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%
Director Member of the Executive Board	VEREECKE Anne	999.96 € (-WT 37.35%: 373.48 €)	*Attendance fee as director/Board member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index	None	None	100%
Director Member of the Audit Committee	VITULANO Maria (****)	5,169.41 € (incl. mileage allowance 1,909.48 €) (-WT 37.35%: 1,930.75 €)	*Attendance fee as director/Committee member*: Attendance fee of 125 € (index 138.01) indexed pro rata to overruns of the central index *Mileage allowance*: Based on the RD of 13/07/2017 (amended by the RD of 10/11/2022) setting the allowances for federal civil service members of staff	None	None	100%

(*) Mr Jean-Pol DELLICOUR was co-opted by the Board of Directors on 13th December 2023 to fill the vacant directorship following the resignation of Mr Jean-Claude MEURENS. His term of office took effect from 14th December 2023.

(**) Ms MAITREJEAN Camille was co-opted by the Board of Directors on 24th May 2023 to fill the vacant directorship following the resignation of Ms VEREECKE Anne. Her term of office took effect on 25th May 2023.

(***) Mr Jean-Claude MEURENS resigned his directorship on 1st December 2023.

(****) Ms Anne VEREECKE resigned her directorship on 1st March 2023

Holders of senior management positions – Executive Board

Position	Last name and first name	Gross annual remuneration	Breakdown of gross annual remuneration									List of mandates associated with the position and any remuneration
			Gross base salary	NOSS contribution on salary	Gross taxable	Individual bonus *	NOSS contribution on individual bonus.	Taxable individual bonus	Collective bonus **	Solidarity contribution collective bonus	Taxable collective bonus	
Local senior official	GRIFNEE Fernand	314,818.76 € ***	**314,818.76 €**	41,146.81€	273,671.95 €	-	-	-	-	-	-	Chairman SYNERGRID – Unremunerated Director Atrias – Unremunerated Chaiman AGRW - Unremunerated
Network director	MOES Didier	305,275.15 €	**256,651.65 €**	32,578.55 €	224,073.10 €	**44,523.50 €**	1,939.74 €	12,901.43 €	**4,100 €**	**535.87 €**	**69.54 €**	Director Gas.be – Unremunerated Director AGRW - Unremunerated
Seconded director	DECLERCQ Christine	278,317.82 €	**255,136.32 €**	32,348.19 €	222,788.13 €	**19,081.50 €**	831.32 €	5,529.18 €	**4,100 €**	**535.87 €**	**69.54 €**	None
Director Customers and Markets	DEVOLDER Olivier	252,365.81 €	**201,198.11 €**	26,218.28 €	174,979.83 €	**47,067.70 €**	2,050.58 €	13,638.65 €	**4,100 €**	**535.87 €**	**69.54 €**	Director ATRIAS – Unremunerated Director SYNEGRID - Unremunerated
Director Strategy and Transformation	MAHAUT Sébastien	284,955.04 €	**245,872.29 €**	31,161.39 €	214,710.90 €	**34,982.75 €**	1,524.08 €	10,136.83 €	**4,100 €**	**535.87 €**	**69.54 €**	None
Director IT	MEDAETS Benoît	275,983.51 €	**236,900.76 €**	30,799.69 €	206,101.07 €	**34,982.75 €**	1,524.08 €	10,136.83 €	**4,100 €**	**535.87 €**	**69.54 €**	None
Director Finance	OFFERGELD Dominique	272,349.64 €	**249,168.14 €**	31,586.83 €	217,581.31 €	**19,081.50 €**	831.32 €	5,529.18 €	**4,100 €**	**535.87 €**	**69.54 €**	Director Contassur - Unremunerated
Director Human Resources	DEMARS Frédéric	279,943.85 €	**240,861.10 €**	31,320.97 €	209,540.13 €	**34,982.75 €**	1,524.08 €	10,136.83 €	**4,100 €**	**535.87 €**	**69.54 €**	Director Enerbel (pension fund) - Unremunerated Director Powerbel (Pension fund) - Unremunerated
Director Corporate	DE COSTER Nicolas	254,084.38 €	**202,916.68 €**	26,384.52 €	176,532.16 €	**47,067.70 €**	2,050.58 €	13,638.65 €	**4,100 €**	**535.87 €**	**69.54 €**	None
Overall total		**2,518,093.96 €**	**2,203,523.81€**			**281,770.15 €**			**32,800 €**			

* Estimated value of the individual bonus using the index for March 2024 (127.51), applicable in Joint Representation Committee 326.

** These bonuses are paid in accordance with the Remuneration Policy for Executives and Senior Executives as follows: 1/3 in the form of a gross bonus and 2/3 in financial products. Warrants or stock options represent a benefit in kind that are subject to exceptional withholding tax, the amount of which is only known when they are granted (26/03/2024). This taxable benefit in kind is not included in the taxable amount shown here.

*** Remuneration established in accordance with Appendix 4 of the Local Democracy and Decentralisation Code and Article 82 of the Decree of 28/03/2018, but also as provided for in the employment contract of Mr Fernand Grifnée. The remuneration shown here does not take into account the various negative adjustments made in 2023 to ensure compliance with the CDLD.

**** Total gross remuneration does not include collective benfits granted to ORES executives as employees of the company, such as meal vouchers, eco-vouchers or any consumer vouchers.

Possible comments

Appendices:

- *Appendix 1: Members' names and list of their attendance at meetings of the management bodies*
- *Appendix 2: Summary sheet of the amounts paid to the Chairman and Vice Chairman of legal entities or de facto associations, and their justification for each month*
- *Appendix 3: Training*

Appendix 1: List of members' names and their attendance at management body meetings

V-€ Attendance giving entitlement to attendance fee

ORES – Management body 1: Board of Directors

Position	Last name – First name	BoD 25/01/2023	BoD 15/02/2023	BoD 22/03/2023	BoD 26/04/2023	BoD 24/05/2023	BoD 21/06/2023	BoD 27/09/2023	BoD 18/10/2023	BoD 22/11/2023	BoD 13/12/2023	Attendance rate Total	in %
Chairman	DE VOS Karl	V	V	V	V	V	V	V	V	V	V	10/10	100%
Vice Chairman	BINON Yves	V	V	V	V	V	V	V	V	V	V	10/10	100%
Directors	BELLEFLAMME Elodie	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	BULTOT Claude	V - €	V - €	V - €	0	V - €	V - €	V - €	V - €	0	0	7/10	70%
	BURNET Anne-Caroline	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	de BEER de LAER Hadelin	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	DELLICOUR Jean-Pol (*)											Not applicable	
	DEMANET Nathalie	0	0	0	0	0	0	0	V - €	V - €	V - €	3/10	30%
	DUTHY André	0	V - €	0	V - €	0	0	V - €	V - €	V - €	0	5/10	50%
	FAYT Christian	V - €	V - €	V - €	V - €	0	V - €	0	V - €	V - €	V - €	8/10	80%
	FRANCEUS Michel	0	V - €	0	V - €	V - €	V - €	V - €	V - €	0	0	6/10	60%
	GILLIS Alain	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	HARDY Cerise	V - €	V - €	V - €	V -€	V -€	V -€	0	V -€	V - €	V - €	9/10	90%
	MAITREJEAN Camille						V - €	0	V - €	0	V - €	3/5	60%
	MELLOUK Mohammed Amine	V - €	V - €	V - €	V - €	0	V - €	V - €	V - €	V - €	V - €	9/10	90%
	MEURENS Jean-Claude	V - €	V - €	V - €	V - €	V - €	0	V - €	V - €	V - €		8/9	89%
	PIERMAN Thomas	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	PITZ Mario	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	STAQUET Danièle	V - €	0	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	9/10	90%
	VAN HOUT Florence	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%
	VEREECKE Anne	V - €	V - €									2/2	100%
	VITULANO Maria	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	10/10	100%

(*) Took office 14th December 2023

ORES – Management body 2: Executive Board

Position	Last name – First name	EB 17/01/2023	EB 14/02/2023	EB 14/03/2023	EB 18/04/2023	EB 16/05/2023	EB 13/06/2023	EB 12/09/2023	EB 14/11/2023	EB 12/12/2023	Attendance rate Total – in %	
Members	DE VOS Karl	V	V	V	0	V	V	V	V	V	8/9	89%
	BINON Yves	V	V	V	V	V	V	V	V	V	9/9	100%
	GILLIS Alain	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	9/9	100%
	MAITREJEAN Camille						V - €	V - €	0	V - €	3 /4	75%
	PIERMAN Thomas	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	V - €	9/9	100%
	VEREECKE Anne	V - €	V - €								2/2	100%

ORES – Management body 3: Appointments and Remuneration Committee

Position	Last name – First name	ARC 08/03/2023	ARC 24/05/2023	ARC 18/10/2023	ARC 13/12/2023	Attendance rate Total – in %	
Chair	STAQUET Danièle	V - €	V	V	V	4/4	100%
Members	DELLICOUR Jean-Pol (*)					Does not apply	
	DEMANET Nathalie	0	0	V	V	2/4	50%
	FAYT Christian	V - €	0	V	V	3/4	75%
	MEURENS Jean-Claude	V - €	V	V		3/3	100%
	PITZ Mario	V - €	V	V	V	4/4	100%

(*) Took office 14th December 2023

ORES – Management body 4: Audit Committee

Position	Last name – First name	Audit C. 19/04/2023	Audit C 20/09/2023	Audit C 06/12/2023	Attendance rate Total – in %	
Chair	BURNET Anne-Caroline	V - €	V - €	V - €	3/3	100%
Members	BULTOT Claude	V - €	V - €	V - €	3/3	100%
	DUTHY André	V - €	V - €	V -€	3/3	100%
	VAN HOUT Florence	V - €	V - €	V - €	3/3	100%
	VITULANO Maria	V - €	V - €	V - €	3/3	100%

Appendix 2: Summary sheet of amounts paid to the Chairman and Vice Chairman of legal entities or de facto associations, with justification for each month

Chairman			
Month	Amount of remuneration paid (Gross, minus withholding tax of 37.35%)	Amount of travel allowances paid (Gross, minus withholding tax of 37.35%)	Justification
January 2023	2,087.93		92% total attendance at meetings in the 1st half of 2023 (Board of Directors 6/6 and Executive Board 5/6)**
February 2023	2,087.93		
March 2023	2,087.93		
April 2023	2,087.93		
May 2023	2,087.93		
June 2023	2,087.93	117.75	
July 2023	2,087.93		No meeting => 100%***
August 2023****	233.97		No meeting => 100%***
September 2023	2,087.93		100% attendance at meetings in the month***
October 2023	2,087.93		100% attendance at meetings in the month***
November 2023	2,087.93		100% attendance at meetings in the month***
December 2023	2,129.70	83.24	100% attendance at meetings in the month***

Vice Chairman			
Month	Amount of remuneration paid (Gross, minus withholding tax of 37.35%)	Amount of travel allowances paid (Gross, minus withholding tax of 37.35%)	Justification
January 2023	1,565.95		100% total attendance at meetings in the 1st half of 2023 (Board of Directors 6/6 and Executive Board 6/6)**
February 2023	1,565.95		
March 2023	1,565.95		
April 2023	1,565.95		
May 2023	1,565.95		
June 2023	1,565.95	177.30	
July 2023	1,565.95		No meeting => 100%***
August 2023****	870.72		No meeting => 100%***
September 2023	1,565.95		100% attendance at meetings in the month***
October 2023	1,565.95		100% attendance at meetings in the month***
November 2023	1,565.95		100% attendance at meetings in the month***
December 2023	1,597.25	129.74	100% attendance at meetings in the month***

* indexation following central index overrun

** By deliberation of the General Meeting held on 29th May 2019, the half-yearly allowance is allocated 100% to the Chairman and Vice Chairman if the director mentioned is in attendance at 80% of the management body meetings.

*** By deliberation of the General Meeting held on 14th December 2023, the monthly allowance is allocated 100% to the Chairman and Vice Chairman if the director mentioned is in attendance at 100% of the management body meetings for the month. If not, the monthly allowance is paid pro rata to attendance for the month.

**** Chairman: an adjustment of -1,853.96 € was made to the allowance for August regarding an overrun in December 2021.

Vice Chairman: an adjustment of -695.23 € was made to the allowance for August regarding an overrun in November 2021.

Appendix 3: Training

ORES – Training

A training course was held on 21st June 2023 dealing with the conversion of voltage from 230 V to 400 V (challenge of LV and energy transition), as well as a site visit (operating room, dispatching and cabin).

Position	Last name – First name	21/06/2023 (*)	Attendance rate Total – in %
Chairman	DE VOS Karl	V	1/1 – 100%
Vice Chairman	BINON Yves	V	1/1 – 100%
Directors	BELLEFLAMME Elodie	V	1/1 – 100%
	BULTOT Claude	V	1/1 – 100%
	BURNET Anne-Caroline	V	1/1 – 100%
	de BEER de LAER Hadelin	V	1/1 – 100%
	DELLICOUR Jean-Pol (**)		Not applicable
	DEMANET Nathalie	0	0/1 – 0%
	DUTHY André	0	0/1 – 0%
	FAYT Christian	V	1/1 – 100%
	FRANCEUS Michel	0	0/1 – 0%
	GILLIS Alain	V	1/1 – 100%
	HARDY Cerise	V	1/1 – 100%
	MAITREJEAN Camille	V	1/1 – 100%
	MELLOUK Mohammed Amine	V	1/1 – 100%
	MEURENS Jean-Claude	0	0/1 – 0%
	PIERMAN Thomas	V	1/1 – 100%
	PITZ Mario	V	1/1 – 100%
	STAQUET Danièle	V	1/1 – 100%
	VAN HOUT Florence	V	1/1 – 100%
	VITULANO Maria	V	1/1 – 100%

* BoD day – no additional travel expenses

** Took office 14th December 2023

Gosselies, 24th April 2024

Karl DE VOS

Chairman of the Board of Directors

ORES

Customer service	**078 15 78 01**
Repair service	**078 78 78 00**
Emergency smell of gas	**0800 87 087**

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