INVESTING TOGETHER IN ENERGY TRANSITION FOR ALL

2025 State of play

ORES

STRATEGIC PLAN

ORES

STRATEGIC PLAN

approved by the general meeting
on December 14, 2023

2025 State of play

Presented at the general meeting
on December 11, 2025

An ambitious, complementary three-pronged strategy

In 2023, ORES conducted a wide-ranging consultation with its stakeholders aimed at developing its new strategic plan. This process resulted in a clear and shared objective:

INVESTING TOGETHER IN ENERGY TRANSITION FOR ALL

Since then, we have maintained constant dialogue with our partners and shareholders to communicate with transparency about the progress of our work and to anticipate future challenges. Updating this plan is fully in line with this approach.

Last year, we presented our actions aimed at strengthening the low-voltage electrical network. This is the locally based network that has been placed under pressure due to the rise of photovoltaics.

The challenge is immense: out of the 70,000 circuits in the ORES low-voltage network, 10,000 require strengthening. Over a period of two years, our teams have already upgraded more than 2,000 of them.

This work, which extends across the whole of Wallonia, will continue in 2026. The work is essential for better incorporating renewable energy, as well as for keeping pace with changes in our customers' usage habits, whether that's charging their electric vehicle at home or heating their home with a heat pump.

This process of electrification is one of the main driving forces – perhaps even the most significant – behind energy transition. It is a genuine revolution, one that far exceeds individual initiatives and local networks.

Demand for electricity is skyrocketing everywhere: manufacturing industries, production lines and fleets of vehicles are going electric, while more and more wind power projects, fast-charging stations and battery farms are popping up every day, all wanting to connect to the grid. Electrification is also closely linked to developments in new technologies, such as AI; there are also increasing numbers of data centers coming on stream, all wanting their share of the available power. And all of these players have come knocking on our door at the same time, with needs for electricity that are beyond compare with the demands of yesterday.

While the world is shifting rapidly towards electricity, a major new challenge is emerging, too: **how do we make the power required available where it is needed to drive all of these developments and the projects they involve?** Faced with this development, Elia, the transmission system operator, finds itself having to deal with an increasing number of situations where it is no longer able to meet the demand for power expressed by our customers. As a result, there is an increasing number of requests for power connections or extensions that we are no longer able to meet.

This reality is not a theoretical one and is also being experienced by our neighbors, often in an even more acute manner. In the Netherlands, for example, it is now commonplace to find new businesses having to wait 5 to 10 years to be connected to an electricity supply. Real estate development has also been impacted, with many projects halted or canceled. This is an unprecedented situation and it is having serious consequences: not only is it deterring investors and holding back innovation, it could hamper growth in the long term.

Faced with the urgency of the situation and aware of the impact it could have on the attractiveness of our Region, ORES is suggesting that three levers be activated without delay:

1. Massive investment: The current pace of investment in networks is no longer in line with a world that is rapidly becoming electrified. The transmission system operator, Elia, needs to radically transform its infrastructure to ensure that the energy required reaches our grid. But even that will not be enough. In terms of distribution, we must also have the resources needed to accommodate these power streams and deliver them to our customers. The speed of upgrading the low-voltage network must also be stepped up, particularly in view of the rise in home charging stations. However, the resources allocated to us for the next four years through the pricing methodology are based on models from the past and these are proving to be largely insufficient in view of the current challenges. A paradigm shift is essential in this regard and the regulatory model of the past needs to be thoroughly overhauled.

2. Introduce a regulatory framework to ensure flexibility: In addition to putting investments to good effect, it is essential to give distribution system operators the opportunity to offer connections that are flexible. This solution must be such that it can enable certain companies to get their businesses up and running quickly, even if their total needs may not be immediately covered at all times and under all circumstances. The Walloon Government supports this initiative, and the first measures are expected to be introduced at the end of 2025.

3. Set out criteria for prioritizing access to energy: Finally, in a context where electrical power is becoming a scarce resource, it is crucial to have a regulatory framework that can determine the order and proportion in which different demands should be met according to their nature: for example, should priority be given to industries that create jobs? Or essential services? (etc.). The current rule of "first come, first served" is no longer appropriate. On the contrary, it only makes the problem worse.

The age of "everything, all the time, everywhere, right now" is behind us now. To prevent our aspirations for energy reaching an impasse, **there is an urgent need to take strong political decisions, as well as to dare to break away from traditional patterns and rethink the rules.** This applies to ORES, of course, but also to all of the parties in Wallonia that are responsible for making this transition a success.

Camille Maitrejean
Chair of the Board of Directors

Fernand Grifnée
Chair of the Executive Board

COMBATING CLIMATE CHANGE

AN ABSOLUTE NECESSITY AND A MATTER OF URGENCY

Climate change is already affecting Wallonia. If we don't act now, we will experience more heatwaves and droughts, as well as extreme rainfall and flooding. To combat these events, we simply must reduce our greenhouse gas emissions dramatically. As the energy sector is the biggest emitter of greenhouse gases, energy transition is key, and the role of the distribution network operator is to make it possible.

We are therefore fully in line with the decarbonisation targets set by the Walloon Region as part of its "Air-Energy-Climate" plan, adopted by the Walloon Government on 21st March 2023. The Walloon government is committed to **reducing greenhouse gas emissions by 55% and more than doubling renewable energy by 2030.**

At the same time, the federal and regional authorities have initiated a **complete phase-out of fossil fuels by 2050,** in particular by taking measures to promote electric-powered mobility and by planning the steps required for replacing coal, oil and, eventually, natural gas heating.

These various decisions lead us to the following conclusions: we are going to have to produce energy differently, travel and move about differently and heat ourselves differently.

These forecasts have been translated by Climact, at the request of ORES. According to these experts in energy transition, there are three main electrification trends for 2030 and 2050 in Wallonia.

3 MAIN ELECTRIFICATION TRENDS

RENEWABLE PRODUCTION

×2.1

BETWEEN 2021 AND 2030

ELECTRIC VEHICLES

+500,000

BETWEEN 2021 AND 2030

ELECTRIC HEATING

44%

IN 2050

ORES NETWORKS WILL DISTRIBUTE MORE ELECTRICITY IN THE FUTURE:

+30% IN 2030

+64% IN 2050

Result of the study carried out by Climact for ORES in 2022, the central scenario known as CORE 95, which is based on "a balanced approach between the behavioural and technological dimensions" and makes it possible to reduce greenhouse gas emissions by almost 95% by 2050 compared with 1990 (residual emissions being offset to achieve carbon neutrality).

For distribution networks, these changes are more than just a major development or a break with the past, they imply a genuine change in nature. In addition to managing bidirectional flows, network operators are faced with highly unpredictable consumption profiles, which require them to know, in near-real time, the energy flows on their networks and their status, right down to low voltage.

To this end, ORES has been deploying measurement and remote control tools on its network for a number of years. These tools are made up of a series of building blocks, of which the deployment of smart meters is an essential part. At the same time, ORES is implementing digital systems to operate its network, again in virtual real-time.

In addition to the fact that energy flows are becoming bidirectional and increasingly variable and unpredictable, energy transition is also significantly increasing the volumes of energy injected into and drawn down from the grid, as well as the peaks in grid usage. This is forcing us to rethink the dimensions and structure of our network. The scope of this project is unprecedented and will require around fifteen years of major investment. And it is a challenge that ORES is tackling this task head on.

The conclusions of the Climact study are unequivocal and confirm this change in nature: while changes in behaviour and new technologies will drive down overall energy demand, **demand for electricity will inexorably continue to rise to compensate for the gradual phase-out of traditional, more polluting fuels.**

In practical terms, the amount of electricity transiting through ORES networks will increase by 64% between now and 2050, with significant growth of 30% in the decade between 2020-2030 alone.

While there may be discrepancies between the figures and analyses, all the studies converge on the major trends and on the fact that changes in behaviour and technologies are fundamentally and rapidly changing the way in which the public and businesses use distribution networks. This, in turn, is changing their expectations in terms of service quality and diversity.

Finally, while the electrification of society is an underlying trend, it is worth remembering that the heating energy most used by Walloon households in 2023 was natural gas. Natural gas is also used in the processes of many large and small industries. In addition to its work to support the electrification of uses, ORES wants to facilitate the integration of molecules of renewable origin into the gas network in order to support Wallonia's decarbonisation targets.

A STRATEGY CONSTRUCTED WITH OUR CUSTOMERS AND STAKE-HOLDERS

To build this new strategic plan, ORES has met with its customers and stakeholders.

In recent years, private citizens, businesses and public authorities have been faced with a dual challenge: coping with the rising cost of energy and making the transition to a more sustainable world.

Faced with these challenges, there is no single solution, but rather a multitude of actions to be implemented collectively. Each stakeholder seeks to identify and adopt the best combination in terms of its objectives, resources, constraints and specific characteristics.

That's why, in the process of drawing up its new strategic plan, ORES wanted to talk to a wide range of customers and stakeholders: consumer protection associations, organisations helping the most disadvantaged, environmental protection associations, renewable energy producers, mayors, companies and federations, etc.

Above all, our teams have listened to them in order to understand their needs and the energy solutions they intend to implement in the years ahead. They then asked them about their expectations of their network operator, now and in the future.

The responses received converged on a strong expectation: **ORES must be beyond reproach in the way it conducts its business because it is essential to the social and economic life of the Walloon Region; it must also support and even guide its customers and partners in their energy transition.**

On this second point, many have stressed the urgency of the situation. Just a few years ago, energy transition seemed to be a matter for insiders only. But changes in the economic context and the worsening impact of climate change mean that it is now an absolute necessity for everyone.

We have learned a great deal from all the discussions during this consultation. The key messages we have received reinforce our ambition to invest massively in supporting energy transition. Strengthening the network, using new cutting-edge technologies and digitalising the systems we are putting in place to improve both network management and customer service will enable us to take effective action.

The commitment that ORES has made to listening to its customers and stakeholders is not limited solely to the development of this strategic plan. The aim is to meet them regularly in order to communicate proactively and transparently on the implementation of our strategy and to incorporate their ideas and suggestions in a co-construction approach.

REINFORCED, RESILIENT, HIGH-QUALITY **NETWORKS**

AN ECOSYSTEM FOR **CAPTURING AND MANAGING DATA** TO SERVE THE ELECTRICITY DISTRIBUTION NETWORK AND CUSTOMERS

1

Taking action by investing massively in networks and data management

To support the Walloon Region's energy transition and meet the expectations of its customers and stakeholders, ORES has developed

AN AMBITIOUS, COMPLEMENTARY THREE-PRONGED STRATEGY

Based on three strategic priorities, it should enable considerable resources to be mobilised efficiently, with the aim of continuing and expanding the upgrading of networks and IT tools. This strategy is essential to guarantee quality of supply and service in a context of energy transition and increasingly complex customer need.

QUALITY SERVICE FOR EVERY CUSTOMER

DIGITALISATION FOR GREATER AVAILABILITY

ADVICE AND RECOMMENDATIONS TAILORED TO CUSTOMER NEEDS

2

Making the customer relationship the springboard for energy transition for everyone

SUPPORTING THE ENERGY TRANSITION

3

Continuing to modernise our business and our tools to meet the challenges of energy transition

TARGETED **INVESTMENTS**

INCORPORATING **RENEWABLE ENERGY** INTO OUR NETWORKS IN THE BEST POSSIBLE WAY

ORES

1

Taking action by investing massively in networks and data management

To keep pace with societal changes in terms of energy production, mobility and heating, and to guarantee a quality energy supply in a more sustainable world, ORES is going to invest massively in its physical infrastructures and data management systems.

The ORES networks cover more than 50,000 kilometres of electricity lines and 10,000 kilometres of gas pipes. These infrastructures act as a cardiovascular system for the whole of the Walloon Region: they supply energy to homes, businesses and public services, with the aim of ensuring optimum quality. Power supply problems are rare and taken very seriously by the technical teams at ORES, who act as quickly as possible in the event of a problem to guarantee continuity. Energy is an essential commodity, vital for both private individuals and the economy as a whole.

As a result of energy transition, the expectations placed on distribution networks are becoming more diverse, stronger and more complex. ORES has been preparing for the acceleration of this energy transition for a number of years, in particular through the implementation of a transformation plan that has enabled us to modernise our company, increase its efficiency, deploy new tools for the benefit of customers and strengthen our analysis and planning capabilities.

ORES is now looking to implement an ambitious investment plan for networks and data management systems over the next fifteen years, to enable everyone to play their part in energy transition.

REINFORCED, RESILIENT, HIGH-QUALITY NETWORKS

To maintain this quality of supply at a time when more and more customers are switching to new production and consumption methods, it is essential to increase the capacity of the networks. In other words, **these networks need to be able to distribute a growing volume of energy, but one that is also more variable (for wind and photovoltaic energy, for example) and takes increasingly diversified routes, starting from hundreds of thousands of small production units scattered throughout the region.** To cope with this paradigm shift, ORES is going to increase the capacity of its networks, in particular by replacing sections and implementing a project to convert low-voltage lines from 230 V to 400 V.

ORES connects Wallonia's first biomethane production sites to its gas network

Biomethane is a 100% renewable gas produced from organic matter and waste from the food industry, catering, agriculture and households, as well as sludge from sewage treatment plants. This purified biogas can be injected into the gas distribution network. In this way, it contributes to the development of a local circular economy in which local waste becomes a renewable resource that can be used locally. Thanks to its short carbon cycle, biomethane emits ten times less CO_2 than natural gas, making it comparable in this respect to electric renewables. Since 2020, ORES has connected three biomethane production centres to its network. Our teams also support investors, particularly from the agricultural sector, in their biomethane projects, providing them with technical expertise and facilitating their administrative procedures.

However, it is not necessary to reinforce the network everywhere. It would not be financially sustainable, nor would it be humanly or technically feasible. That's why ORES is pursuing an ambitious but targeted investment policy, aimed at **investing in the right place at the right time.**

Investment is also planned in the gas distribution network, to maintain it and enable the integration of renewable molecules such as biomethane. Thanks in particular to its abundant amount of agricultural land, Wallonia has large quantities of organic matter and waste that can be transformed into a renewable gas with the same properties as the natural gas imported by Belgium. **This approach complements the electrification of the economy and will enable the Region to achieve its renewable production and decarbonisation targets more quickly.** Individuals and the many industries that use gas in their manufacturing processes will also be able to take part in energy transition.

The resilience of distribution networks is also at the heart of the investment strategy. The increasing number of major climatic phenomena in recent years, such as the storms that hit Wallonia in the summer of 2021 and the catastrophic floods that followed, have prompted ORES to **anticipate more significantly the possible consequences of these natural disasters on its electricity and gas networks in its investment projects.** The aim is to prevent and reduce the impact of disasters by preserving and being able to restore essential energy services more quickly to support the population, rescue operations, hospitals, emergency shelters, etc.

AN ECOSYSTEM FOR CAPTURING AND MANAGING DATA TO SERVE THE ELECTRICITY DISTRIBUTION NETWORK AND CUSTOMERS

As well as investing in the network's physical infrastructure, ORES is continuing to invest in data collection and management systems. **Data is an essential resource for ORES and for energy transition.** It enables networks to be measured and controlled in near-real time and is an

The benefits of renewable energy
are now more easily accessible to everyone

Renewable energy communities, energy sharing within the same building or peer-to-peer energy exchanges: since the Government adopted a legal framework governing these three new forms of energy sharing in 2023, it is now possible in Wallonia to invest collectively in renewable energy and share it locally. An example might be a photovoltaic installation on the roof of a church or local school that supplies renewable energy at a stable and competitive price to several neighbours (with or without panels) participating in the community. ORES has already prepared for the arrival of these different collective self-consumption methods, notably through a pilot project carried out over the last two years with a public housing company in Verviers. Our company is now available, in its role as support provider and data manager, to help customers who want to set up a practical energy-sharing system. With the end of compensation for new photovoltaic installations in 2024, future "prosumers" now have a new range of solutions for maximising the use of their production and the profitability of their investment.

essential tool for identifying the most appropriate investments to be made in the network. It also makes it possible to offer high-quality services to customers, either directly or by enabling market players to develop new, innovative solutions.

ORES implements a communications infrastructure that enables data and information to be transmitted between the various elements of the distribution network, from the smart meters on the customer's premises to the organisation's IT systems and, beyond, to market players. This communications chain is essential if we are to make energy transition a reality: while it already provides access to new services (remote metering and prepayment of consumption, new offers from suppliers, intelligent management of electrical appliances in the home, etc.), in the future it will make it possible to put in place new market mechanisms that are essential to the transition: incentive-based and differentiated pricing with more time slots, flexibility offers based on the model of the products that are currently offered to customers connected to the high-voltage electricity grid and, finally, the various types of energy sharing, etc.

From 2024, ORES will be able to make customer consumption data available to suppliers so that they can offer new energy services that are more in line with new production and consumption trends. Of course, this will always require the prior formal agreement of customers.

These changes, which are radically transforming the way the market is organised, have very clear objectives: **to manage our networks more efficiently, optimise our investments, encourage customers to consume renewable energy when it is most available, and maintain a high-quality service.**

The smart meter rollout is gathering speed

The smart meter is an essential tool in energy transition. It provides ORES with information about its network and forms the basis for tools designed to optimise network investment. In this way, it helps to maintain distribution tariffs that are bearable for all Walloons in a context of energy transition. In addition, it offers customers the opportunity to monitor their consumption more closely, take energy efficiency measures and (if they have a photovoltaic installation) to consume their own energy more efficiently. The smart meter is essential for any customer who wants to become a player in the transition process and opt for more dynamic pricing models in the future, participate in forms of energy sharing or subscribe to commercial flexibility products. Our network is now rolling out smart meters at a sustained pace: our teams are currently installing an average of 8,000 smart meters every month, with a view to reaching a total of 220,000 smart meters by the end of 2023. By the end of 2029, all customers connected to the ORES low-voltage electricity network will be equipped with this tool, which is essential if we are to move towards more sustainable energy management. The smart meter also exists for gas. The equipment is mainly installed with customers who prepay for their energy and want to benefit from closer monitoring of their consumption and easier recharging.

2024 State of play

After 2023, which saw the commissioning of almost 100,000 new residential photovoltaic installations, ORES embarked on 2024 by taking a determined approach to modernising its electricity distribution network. This unprecedented acceleration in the use of photovoltaic energy, combined with the likely outlook for electrification in the mobility and heating sectors, has meant that efforts to strengthen and modernise our infrastructure need to be stepped up without delay if we are to be able to guarantee a reliable and secure service for all customers.

IN-DEPTH ANALYSIS OF THE LOW-VOLTAGE ELECTRICITY NETWORK

In practical terms, ORES has taken action since the beginning of the year by carrying out an in-depth analysis of the 70,000 local electricity circuits that make up its low-voltage network. This analysis covered a number of different dimensions: data from smart meters already installed in homes, incidents of inverters dropping out reported by customers, network characteristics (length, condition, type of cable) and troubleshooting and maintenance operations carried out by field teams. In addition, ORES also enriched its approach using socioeconomic data obtained from work carried out with academic and industrial partners.

This integrated vision has a three-pronged objective: to resolve problems regarding congestion on the grid that limit renewable power generation from customers, to anticipate future challenges such as the rise of electric mobility, and to provide customers with the most detailed and most transparent information possible.

IDENTIFICATION OF CIRCUITS THAT ARE AFFECTED BY INJECTIONS OF PHOTOVOLTAIC POWER, AND COMPLETION OF 1,250 NETWORK MODERNISATION PROJECTS IN 2024

The result of this analysis of the low-voltage network was the identification of 10,000 electrical circuits (out of a total of 70,000) vulnerable to injections of surplus renewable energy generated by photovoltaic panels, and the arrival of electric vehicles.

By taking stock in this way, ORES was able to prioritise its actions and undertook to upgrade 1,250 critical circuits before the end of 2024. It has also continued taking the necessary administrative steps (obtaining authorisations and permits from local and regional authorities, locating and purchasing land for new cabinets, etc.) with a view to planning several thousand other sites over the next few years.

GROWTH OF INVESTMENTS BENEFITING ENERGY TRANSITION

Beyond these immediate actions and as part of its medium and long-term vision, ORES defined an ambitious investment plan for 2024 to support the energy transition.

During the course of the next five years, ORES plans to install 8,400 kilometres of new cables across its network. 5,000 km of these new cables will be low voltage, aimed at strengthening the electricity infrastructure. In parallel, 430 kilometres of additional cables will be rolled out to help facilitate the integration of new wind and photovoltaic fields. The company also plans to install 3,850 new electricity cabinets and transformer units to accompany this dynamic between now and 2029.

APPROVAL OF A WIDE-SCALE ROLLOUT PLAN FOR SMART METERS

The increase in residential photovoltaic production and the congestion observed on the electricity network in certain districts have reinforced the need for even more modern and resilient infrastructures. This development has also highlighted the importance of having tools in place that are capable of accurately measuring the local risks of voltage anomalies – whether these are overvoltages linked to excess photovoltaic production or undervoltages caused by the increase in the number of electric cars and the electrification of heating. In addition to their traditional metering role, smart meters can be used to 'diagnose' the network by feeding data back into our systems, thereby providing essential leverage for successfully implementing energy transition and enabling investment to be made where it is needed.

In response to this development, in 2024 the Walloon Parliament made changes to the electricity decree 2024 by planning the replacement of all traditional meters with smart meters by the end of 2029. ORES is putting the finishing touches to an overall action plan to bring this ambitious target to fruition.

2025 State of play

In 2025, ORES continued making structural investments in its low-voltage electricity network and implemented solutions to meet immediate needs. The year also revealed the limitations reached in many of the positions shared with Elia, essential links between the transmission and distribution networks. Finally, major progress was made in setting up a data management infrastructure with the launch of the large-scale rollout of smart meters and consolidation of the communication chain.

LOW-VOLTAGE ELECTRICITY NETWORK: NEED FOR INVESTMENT AND INNOVATION

After implementing a diagnosis, methodology and action plan in 2024, ORES continued its process of upgrading the low-voltage electricity distribution network in 2025.

To date, some 10,000 prosumers (out of the 300,000 connected to the ORES network) have reported problems with inverter dropouts experienced on the sunniest days.

In response, the company is combining two approaches: on the one hand, long-term investment projects (laying new cables, installing new substations and power cabinets, completely overhauling local networks); and on the other, targeted actions to optimize the existing network. These latter measures are interim solutions that enable prosumers to resume normal production operations while awaiting more substantial investment in the local grid.

While investment works do provide a lasting solution – installing a new power cabinet, for example, reduces the length of the circuit and voltage losses along cables – temporary upgrades do not always guarantee a complete resolution. By mid-September 2025, ORES had already carried out more than 3,200 technical interventions to strengthen its low-voltage electricity network. In half of cases, the voltage issues encountered by customers were resolved. In the other half, these brought about a tangible improvement without, however, reaching a fully satisfactory level. Work will continue on the issues in 2026 and beyond.

RISKS OF OVERVOLTAGE... AND UNDERVOLTAGE

It is worth pointing out that the efforts made by ORES to modernize and upgrade the low-voltage electricity network are not aimed solely at maximizing the amount of photovoltaic power generation that can be integrated into the grid. While this issue remains a significant one, the company must also take into account the increase in electricity consumption in certain neighborhoods linked to the arrival of electric cars and, to a lesser extent, the development of heat pumps.

While solar panels can cause power surges and overvoltage, multiple electric cars plugged into the same circuit at the same time can cause undervoltage. This means that the same circuit may experience overvoltage during the day, when solar production can exceed consumption, and undervoltage in the early evening, when residents return home and plug their vehicles in to recharge at a time when there is high demand.

As a result, ORES needs to systematically ensure that its actions to promote the integration of renewable energies do not cause imbalances or problems on the same circuit or elsewhere on the grid.

THE CHALLENGE OF POWER AVAILABILITY

As highlighted in the introduction to this strategic plan, the rapid electrification of domestic and industrial uses is now bringing a new problem to the fore: the insufficient availability of electrical power.

The challenge here is not in generating electricity, but in taking it to where it is needed: faced with a sharp increase in customer demand (see examples opposite), the transmission network (the national network managed by the operator Elia) is no longer supplying enough power to the ORES distribution network. Many of the transformer stations that link the two infrastructures are already saturated or close to the point of saturation. As a result, some ORES customers – mainly businesses – are now being refused new connections or increases in the power required for them to develop.

Faced with this situation, the teams at ORES and Elia are working together to implement a range of solutions designed to meet customer needs as quickly as possible – even though the very nature of some of these solutions inherently involves fairly long implementation times.

The two main lines of this program are:

- an ambitious and coordinated investment plan capable of meeting the challenges of energy transition:
  - upstream, on the transmission network;
  - downstream, on the distribution network, so that ORES is able to meet its customers' needs as soon as the transmission network upgrades have been completed.
- flexibility solutions for better sharing the electrical power still available.

Hand in hand with this, political and regulatory decisions are needed, in particular to better organize requests for connection, for example to avoid blocking capacity for projects that will not be carried out or to better distribute available capacity among different types of projects and industrial activities.

We refer back to the introduction to this document (pp. 4-5) to explain our call for rapid decision-making by political and regulatory bodies.

Energy transition in numbers

Between 2024 and 2025, demand related to energy transition experienced extraordinarily rapid growth:

- Wind farms (new projects or repowering): **+90%** of reserved power, or 3,015 MVA, at the study stage at ORES as of April 1, 2025.
- Fast charging stations for electric vehicles: **+260%**, representing 400 MVA.
- Battery farms: **+228%**, for a total of 590 MVA.

Not all of these requests for demand will necessarily come to anything. However, each one results in power being reserved, which then becomes unavailable for other projects while the study is ongoing.

A MAJOR STEP FORWARD TOWARDS A DATA CAPTURE AND MANAGEMENT SYSTEM

The year 2025 marks a turning point with the launch of the general rollout of smart meters in Wallonia. By the end of 2024, just over 325,000 of these meters had been installed. By the end of 2029, all ORES customers will have had these meters fitted, representing a total of 1.5 million meters. This will enable ORES to comprehensively monitor and track developments in overvoltage and undervoltage situations, taking the rollout of charging stations and heat pumps into account. This, in turn, will enable us to target our investments more effectively.

To achieve this ambitious goal, ORES launched a joint public tender with RESA for an all-in-one solution capable of covering the entire process, from scheduling customer appointments to installing meters. This contract was awarded in spring 2025 to the Enzo temporary partnership (Infra Group, APK Group, Circet, and Kobor).

The Enzo teams have been rolling out this huge project simultaneously in multiple towns, cities and local authority areas across Wallonia since mid-September 2025. This large-scale project is being closely monitored by the teams at ORES who are responsible for ensuring that operations run smoothly and that service quality is maintained.

At the same time, ORES has also taken an important step forward in the development of the communication chain – the system that connects smart meters to the federal energy data exchange platform.

The company's IT systems have been adjusted to enable consumption data to be transmitted with 15-minute granularity to suppliers for customers who wish to do so. Thanks to this advance, customers will be able to benefit from new pricing plans offered by suppliers and network operators. These plans will encourage users to consume energy at times when there is plenty of power available while taking network availability into account.

2

Making the customer relationship the springboard for energy transition for everyone

The evolving and increasingly complex world of energy is raising its share of questions. In its role as a neutral player in the market, ORES aims to support and guide its customers along the path of energy transition.

QUALITY SERVICE FOR EVERY CUSTOMER

Energy transition is at the heart of the strategy implemented by ORES. But this transition is not always our customers' main or only concern. ORES has a duty to **maintain a basic quality service at the best price** for customers who expect nothing more than quality power or reliable metering data delivered on time. ORES aims to be the best choice in terms of quality of service and remain accessible in a simple and efficient way for all customers. Maintaining and making available solidarity mechanisms for all Walloons, particularly in our role as a social supplier, is also essential.

DIGITALISATION FOR GREATER AVAILABILITY

In addition to this basic service, the needs and expectations of customers are becoming increasingly complex. To meet these needs, ORES relies on **high-quality online services** and is developing new digital means of communication enabling it to be contactable at all times.

This digitalisation of services is reflected, for example, in the ability for customers to have a personal online space, called myORES. This space is fed by data collected by smart meters and gives customers access to a number of standard actions and requests. ORES also makes simulators and other customisation tools available on its website so that customers can find answers to their every question, no matter how varied, and the solutions best suited to their needs in just a few clicks.

Customer choices and behaviour have an impact on the network, on the level of investment required and therefore potentially also on distribution costs.

The various communication tools therefore aim not only to present the different options available to customers, but also to inform them of the consequences of their choices. For example, a private recharging point that is oversized in relation to the actual use made of it could have an effect on the quality of the general power supply to the home, necessitating an increase in its power (which could represent a cost for the customer) or even, in the long term, requiring the network to be upgraded.

Faced with an ever-increasing number of customer requests, the digitalisation of services is essential for supporting the efficiency of customer relations. This priority given to digital exchanges means that, where necessary, direct and effective contact can be maintained.

Due to its location in Wallonia, its high-quality service and optimal response times, contact centre Comnexio is the main point of entry for questions that cannot be resolved immediately via the digital channel. The contact centre is also a tool in the fight against digital exclusion. Measures are taken on an ongoing basis to personalise the customer experience, anticipate needs and recommend proactive actions, as well as maintain satisfactory and acceptable waiting times and control operating costs.

ORES helps customers to make informed decisions on energy-related matters

The ORES website, ores.be, attracts more than a million visitors a year. Internet users browse the site's pages to submit requests for work or meter readings, but also increasingly to look for high-quality, non-commercial information on energy transition. ORES provides its customers with tutorials, chatbots, frequently asked questions and even simulators to help them determine, for example, the ideal electrical power requirement for their home or the type of charging station they should use for their electric car.

ADVICE AND RECOMMENDATIONS TAILORED TO CUSTOMER NEEDS

As well as improving its communication channels, ORES is developing **personalised support to help customers make the best choices and implement their energy transition projects.**

The aim is also to help them adopt sensible behaviour with regard to the network and the electricity system so that individual and societal costs can be controlled.

The aim is also to support companies in their energy transition. ORES recently decided to significantly expand its account manager service to support large multi-site companies and/or those with energy aims and ambitions that require the support of their network operator.

All these solutions, whether they involve remote digital support or personalised contact in the field, aim to improve the customer experience in terms of their energy transition needs, while also enabling them to become actively involved in their own consumption, including for the customers of social suppliers.

A guidance service for businesses

Companies, both public and private, are very active in energy transition. By strengthening its team of account managers and creating a new unit for SMEs, ORES aims to put in place a 'fast track' system to speed up their projects for renewable production, technical flexibility, electric mobility and so on. Each of these professional customers will eventually be able to benefit from a support service from ORES that will be both highly reactive and proactive, since companies will be contacted spontaneously by our teams when opportunities arise for them on the energy market, as well as to better anticipate their future needs.

2024 State of play

In particular, 2024 was a year marked by the challenges linked to the dropping out of inverters, which contributed towards highlighting the central role played by the customer in energy transition. While the investments made in our networks are essential for supporting the development of renewables, having the commitment and involvement of customers is equally determining. We simply must develop tools that encourage customers to understand the imperatives involved in signing up to and taking part in energy transition, mainly by being flexible and consuming the electricity they generate themselves.

FLEXIBILITY WORKING ALONGSIDE NETWORK MODERNISATION

With the rise of renewable energies, the generation of electricity is now much more variable than it was before. ORES is upgrading its network so that it is able to manage spikes in production, while at the same time maintaining the balance of the distribution system and providing quality supply for everyone. But at a time when the share of renewable energies is growing steadily and needs to accelerate further to enable the Walloon Region to achieve its decarbonisation targets, it is not always appropriate to respond with investment alone. Investment can be a lengthy process – and this comes at a time when the pace of energy transition is accelerating and customer demands are multiplying. Being flexible should enable us to save time through faster implementation. In some cases, it could also help to reduce the level of investment required and therefore make the cost of transition more acceptable to the community. Which means that flexibility is an essential lever for guaranteeing the capacity of the network in the face of increasingly intense variations in the supply and demand of electricity.

In 2024, ORES carried out an analysis of flexibility in its various different forms and the way they are integrated within its network, identifying specific needs. In the same way as the coordination mechanisms in place at high-voltage substations shared with the transmission system operator – which make it possible, in particular, to modulate wind power injections to ensure system stability – in view of the growth in photovoltaic installations, local flexibility solutions are becoming essential in areas supplied with low-voltage power.

Solutions also need to be found to meet the challenges presented by new drawdowns of electricity on high-voltage networks (particularly with the arrival of battery farms, see elsewhere) and low-voltage (in connection with the development of mobility and electric heating).

CONSULTATION ON THE INTRODUCTION OF INCENTIVE TARIFFS

The initial avenues explored in 2024 include: the introduction of incentive tariffs to enable customers to benefit from reduced charges for distribution, no longer just during night-time hours, but also at times of the day when there is plenty of renewable energy available.

In doing so, ORES played an active part this year in the discussions conducted with the CWaPE aimed at offering those customers who wish to do so the ability to opt for tariffs that offer greater incentives from 2026 onwards.

INFORMATION FROM CUSTOMERS AND IMPLEMENTATION OF A SPECIFIC PROCEDURE FOR REPORTING INVERTERS THAT HAVE DROPPED OUT

As a result of analysing the status of its low-voltage network (p. 18), ORES offers its customers, using a mapping tool published on its website, the ability to pinpoint areas that are more prone to voltage issues, as well as where investments are planned within the infrastructure. This transparency provides an overall view of short and medium-term action carried out by ORES. It also makes it easier to understand what is going on and to track the efforts made to upgrade the network, while enabling customers to find out what is happening in their local area at the time they invest in the production of renewable energy.

Still with the issue of inverter dropouts, in 2024 ORES implemented communication programmes and a specific customer procedure. This procedure has a number of aims: to make it easier for customers to contact ORES and to report any problems they may encounter, plus to reduce dropouts by installing smart meters and analysing the data they provide, as well as by announcing deadlines for putting solutions in place.

CONTINUING THE PROCESS OF DIGITALISING INTERACTIONS WITH CUSTOMERS

At the beginning of the year, ORES launched a new website, which has since become the cornerstone of the company's digital offering and has served to enhance the general information provided for customers. After designing power simulators for electrical connections and recharging stations, the company has rethought the presentation of its power offering by introducing different, clearly itemised formulas. These new tools enable customers to better evaluate their energy needs so that they can ensure the sizing of their installations is appropriate.

The intention for the coming years will be to continue the process of digitalising information and customer transactions, in particular by developing the features and functionalities of the myORES portal and rolling out virtual assistants.

BOOSTING GUIDANCE AND ADVICE

In 2024, ORES delivered on its commitment to offer industrial customers a 'fast track' to simplify and speed up the processing of their applications. This commitment has resulted in the strengthening of the account managers unit and the adoption of a more proactive and forward-thinking approach, inviting industrial customers to tell ORES about their needs as early as possible in the process. This strategy enables ORES to plan better for future demand and to incorporate the needs of big companies into its long-term plans – and by doing so to maximise the effectiveness of the investments made in energy infrastructure. Although SMEs do not yet have any specific guidance procedure, measures will be taken on a progressive basis over the coming years to meet their needs.

In 2024, ORES also created an advice unit for domestic customers, which again was the result of taking a proactive approach. The aim of this new service is to provide residential customers with information before they make their choices relating to energy transition – that way, they can take informed decisions, particularly in terms of the network and the market. For example, tools are made available to customers to help them in their choice of the type of home recharging terminal, based on their mobility needs and to check whether there is sufficient connection power in place to supply such a recharger. And then, if not, to look at the alternatives or the cost of boosting the power supply, where appropriate.

Finally, with the aim of improving the quality of the information provided to customers, ORES has strengthened its partnerships with other providers in the energy sector, such as the installers of photovoltaic panels and car dealerships. In order to make a wider audience aware of the issues of energy transition, ORES has also exhibited at trade shows focusing on home improvements and renovation projects.

STRONG GROWTH IN DEMAND FOR FAST-CHARGING STATIONS AND BATTERY FARMS

In recent months, a number of projects for fast-charging stations for electric vehicles have been submitted with a view to rolling them out along Wallonia's main roads. Partnerships have also been set up between fast-charging companies and major retailers and restaurant chains, to extend the fast-charging offering in city centres and high-traffic areas. ORES has actively supported these initiatives, working alongside developers and supplying the power needed to bring the projects to fruition, thereby contributing to the gradual and sustainable transformation of the vehicle fleet.

At the same time, ORES has also been approached regularly by local and international companies with requests to connect large battery farms to its distribution network. However, while these farms may play a key role in the future in the management and stability of the energy system, they require a significant level of available power in order to be installed. Specific legislation and regulations will also need to be put in place for projects of this kind to be handled.

2025 State of play

In 2025, taking the current limitations of the networks into account is a key theme in the communications ORES conducts with its customers and stakeholders. Customer relations are gaining increasingly in importance as an essential lever for successfully transitioning to renewable energy and identifying interim solutions pending the completion of major investments. With this in mind, ORES stepped up its efforts throughout the year to raise awareness and support both private individuals and businesses. The message is unequivocal: The age of "everything, all the time, everywhere, right now" is well and truly over. Planning ahead, flexibility and self-consumption are now the keywords.

Consultation regarding a framework for flexibility in drawing down power in Wallonia

The ongoing issue of access to power has highlighted the need to establish a framework that enables network operators to offer flexible connection contracts to their customers. This has already been the case for many years in relation to flexibility for the injection of power, for example for wind farms. Discussions are currently underway with the Walloon Government, the regulator and stakeholders to lay the groundwork for this new flexibility. Provisions are included in a program decree that should be passed by the end of 2025.

The aim of this mechanism is to limit consumption at certain times of the day in order to ensure the stability of the network, while also minimizing the impact on production or the operation of facilities. This will allow for the optimum use of available power and enable a positive and faster response to a larger number of connection requests. ORES is actively involved in these discussions to define the uses and methods that apply. Prioritizing requests for access to power is also an important part of the discussions.

SUPPORT FOR LARGE COMPANIES: TRANSPARENCY AND FORWARD PLANNING

In the light of with the challenges posed by electrification and the availability of power, ORES made the decision to meet with its 350 largest customers in terms of energy consumption. By September 2025, meetings had been conducted with 220 of these customers.

The aim of this initiative is to understand the short, medium and long-term development and energy transition strategies of these industrial customers so that ORES can better anticipate their future needs and incorporate them into the investment plans for the network. The lessons learned from these discussions are currently being analyzed.

ORES has continued to strengthen its customer approach for these large companies, in particular by creating a new, dedicated section on its website and by staging topic-based exchange and information events.

SUPPORT FOR DOMESTIC CUSTOMERS: FOCUS ON SMART METERS AND CHARGING STATIONS

In 2025, ORES also focused on the customer experience for domestic users who will progressively have smart meters fitted over the coming years. The aim of this approach is to facilitate the rollout of these meters. In terms of communication, ORES notified its customers of the arrival of these new smart meters through information sessions held in local authority areas.

There were also exchanges with the media and postings on social media – all with the aim of promoting acceptance and adoption. The benefits highlighted include ease of use through automatic meter readings, visibility of detailed power usage and injection through the "myORES" portal and access to new tariffs and services enabling responsible usage habits to be developed.

Another issue requiring regular communication over the past year has been the importance of registering home charging stations for electric vehicles with the network operator. This mapping of stations – which continue to increase in number in Wallonia – makes it possible to take a holistic approach to upgrading the low-voltage electricity network (see page 21).

DEVELOPMENT OF THE "MYORES" PORTAL

In 2025, ORES also continued to develop its "myORES" portal, which can now be accessed by all customers, in particular via a connection made easier by "itsme®".

This personal space gives customers with a smart meter an easy way to monitor their energy consumption and production.

By the end of 2025, a pre-identification feature will also add the option to register your charging station or photovoltaic installation more quickly.

Finally, customers who still have an old electromechanical meter can also enter their meter readings directly on the portal and view their historical consumption data.

Over time, "myORES" will become the main entry point for all interactions with ORES, while the website will concentrate more on providing information, simulation tools and personalized tips and advice.

FINALIZATION OF NEW DISTRIBUTION TARIFFS

After playing its role in discussions with the CWaPE in 2024 about the introduction of new tariffs, ORES has adapted its organization, communication, and processes in 2025 to enable these tariffs to come into effect on January 1, 2026. Two major developments should be emphasized here: the revision of the dual hourly rate and the introduction of an "Impact" incentive rate. These changes represent a first step toward flexibility, aimed at encouraging customers to participate actively in energy transition by consuming energy when it is most readily available..

Unchanged

Single hourly rate

Identical tariff 24 hours a day

- No change: same tariff 24/7

New

Dual hourly rate

Peak hours / Off-peak hours

7:00 11:00 17:00 22:00

- **Shift from 2 time slots to 4 time slots**
- **Identical from Monday to Sunday**
- **Number of off-peak hours up compared with previously**
  - 105 hours per week (compared with 93 hours)
  - 15 hours per day

New

Impact tariff

Green / **Orange** / **Red hours**

7:00 11:00 17:00 22:00 1:00

- **5 different time slots**
- Red tariff **5 hours** / day
  Orange tariff **7 hours** / day
  Green tariff **12 hours** / day
- **Identical from Monday to Sunday**

3

Continuing to modernise our business and our tools to meet the challenges of energy transition

The new tools – digital, telecoms and data, artificial intelligence – put in place by ORES are assets for operating our network at maximum capacity and optimising investments.

ORES intends to continue modernising its tools, organisation and processes to meet the challenges of energy transition efficiently.

Investing in networks of course means modernising and reinforcing infrastructures so that they can absorb new energy flows. But to **invest in the right place at the right time in an increasingly complex and changing environment, the use of cutting-edge technologies is becoming essential.**

TARGETED INVESTMENTS

As we have said, to optimise network performance while controlling investment costs, ORES must constantly anticipate, target, size and carry out a cost-benefit analysis of each project. This is why knowledge of the infrastructure, its age, its current condition and its specific technical features is fundamental.

ORES uses a wealth of information provided by the databases and various sensors in place across the network to gain a better understanding of its infrastructure and analyse its development: data specific to cables, conduits, substations and cabinets, load data, voltage, frequency, faults, energy losses, etc.

This data makes it possible to identify the areas that are most constrained and to plan the development of the network to ensure that it can meet long-term needs.

INCORPORATING RENEWABLE ENERGY INTO OUR NETWORKS IN THE BEST POSSIBLE WAY

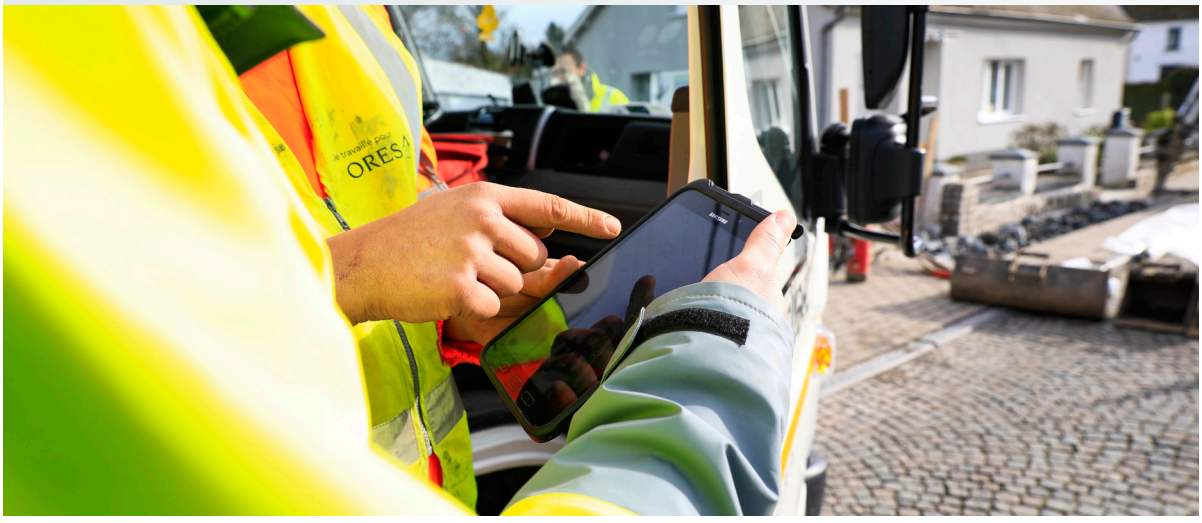
Artificial intelligence (AI) also offers many benefits for the management of distribution networks, helping to make them more efficient, resilient and sustainable. In particular, AI can **facilitate the integration of intermittent renewable energy sources,** such as solar and wind power, by predicting energy production based on weather conditions and adjusting distribution accordingly. This is the purpose of the O-One algorithm, for example, which ORES has developed with a spin-off from the University of Liège and which is now being rolled out to wind farms to maximise the amount of renewable energy that can be fed into the grid.

AI can sometimes also be used to identify transitional solutions while investments are being made: for example, it can be used to identify the phase rebalancing that needs to be carried out at customer sites, using data from smart meters. This type of action **does not replace network upgrade and reinforcement work, but it does offer the possibility of postponing it and optimising it without jeopardising energy transition.**

Lastly, ORES has been investing for years in digitalising its internal work processes and upgrading its range of applications, enabling it to act more quickly and efficiently in the field and as part of the services it provides to customers.

ORES is developing its own geographical database

To achieve energy transition, having high-quality data is essential. In 2023, ORES launched its geodatabase (its "GIS" tool) in order to document its networks exhaustively and accurately. Initially, this work on documentation will focus on the low-voltage electricity grid, i.e. the network that carries electricity to local neighbourhoods and which is currently being heavily impacted by new uses of electricity. In 2025, new tools linked to this geodatabase will be used to document the medium-voltage electricity grid and the gas supply network. This tool is crucial for prioritising investments and implementing preventative maintenance programmes. It also enables us to develop mapping tools to help our external partners target the most favourable locations for the installation of a wind farm, a photovoltaic field, a biomethane production centre or a fast-charging service station for electric vehicles.



A MODERN AND EFFICIENT ORGANISATION AND PROCESSES

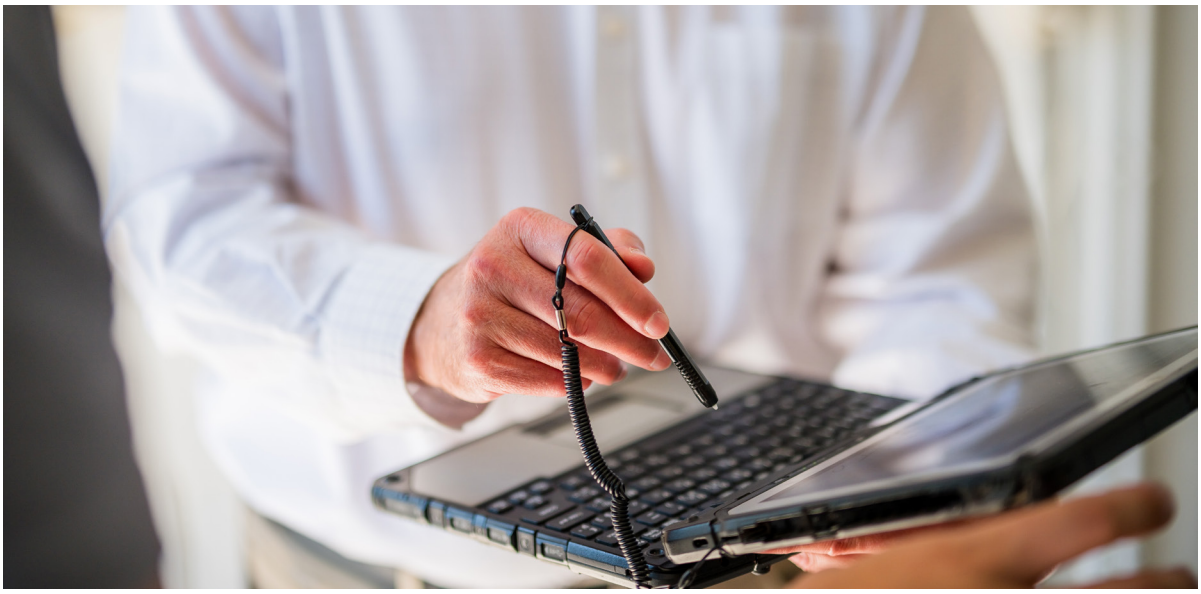
On 1st January 2022, ORES implemented a new organisational structure designed to enable it to respond more efficiently and effectively to the challenges of energy transition and changing customer expectations. This modernisation of the organisation will be pursued wherever it makes sense, for example as part of the roll-out of smart meters. The processes underpinning this organisation are also affected by this ambition to modernise and improve efficiency – and will be improved wherever possible and relevant.

Remote control of the grid is evolving to better integrate variable renewable generation

With the increase in renewable energy production, ORES must maintain a balance on its network to avoid situations of congestion and risks of breakdown or safety and security. This is why our teams have implemented an Advanced Distribution Management System (ADMS), which will be fully operational in 2025. This new remote network supervision and control system is based on an algorithm that captures and interprets information from the electricity network in great detail, even in places where the cabins are not equipped with telecommunications systems. In doing so, it ensures a balance between renewable energy production sites and consumption sites. In the event of a power cut, the tool will also improve the quality of diagnostics and propose solutions to restore power to as many customers as quickly as possible, thereby keeping power outage times under control in a more complex environment than in the past.

2024 State of play

Line 3 of the ORES strategic plan supports the first two. In 2024, this mainly took the form of implementing advanced network infrastructure analysis technology to prioritise investment and optimisation measures.



IMPLEMENTATION OF A METHODOLOGY TO TARGET PRIORITY INVESTMENTS

In 2024, analysis of the low-voltage electricity distribution network (see p. 18) saw the launch of a series of targeted actions aimed at resolving the problems of inverter dropout. ORES implemented an innovative method based on algorithms and artificial intelligence. This approach draws on a number of key data sources: smart meters, customer reports, the technical characteristics of the network and the history of interventions in the field. This method, which will continue to be developed in the future to incorporate available resources and propose tailor-made technical solutions, has enabled ORES to identify the low-voltage network circuits requiring priority investment.

In parallel to this, ORES conducted a general study of energy potential in Wallonia in 2024, incorporating the prospects for electrification, the development of low-carbon gases and heat networks. The conclusions of this analysis are still being finalised.

IMPLEMENTATION OF ADMS AND THE BEGINNING OF THE VECTORISATION OF ELECTRICITY NETWORK PLANS

In recent months, ORES has taken a number of important steps towards implementing the new 'smart' management of its electricity distribution network. The implementation of ADMS (Advanced Distribution Management System) has made significant progress and will be completed by early 2025 before being rolled out at an operational level. This tool will enhance the ability of ORES to manage energy flows on the network in real-time.

At the same time, the process of vectorising electricity network plans has been launched. This represents a key step forward in improving the precision and efficiency of operations.

These two initiatives are part of a more overall process of transformation for the ORES network into a smart grid that is better suited to the challenges posed by flexibility, the incorporation of renewable energy and the general optimisation of infrastructures.

PARTICIPATION IN INNOVATIVE PROJECTS

In 2024, ORES made an active contribution to a number of innovation projects aimed at optimising the integration of renewable energies. Inspired on occasion by the practices of network operators in neighbouring countries, most of these projects are still underway and are being carried out in collaboration with other parties in the market, as well as with companies that specialise in data management. They provide ORES with the opportunity to test various flexibility solutions for both high-voltage and low-voltage electricity networks.

With the aim of strengthening its collaboration with industry, the universities and start-ups, ORES is now showcasing its innovation initiatives on its website, making it easier to establish contacts with interested companies.

2025 State of play

In 2025, ORES continued its efforts to make the company and its network increasingly efficient in order to support and speed up energy transition. The company's actions, often conducted out of sight to the general public, are nevertheless essential to meet needs of today and prepare for those of tomorrow.

GIANT STEP TOWARD THE "SMART GRID" WITH THE ROLL-OUT OF ADMS

In 2025, ORES became the first distribution system operator in Wallonia to introduce an ADMS (Advanced Distribution Management System). This is a computer system that monitors, controls and optimizes the electricity distribution network in real-time. ADMS is an essential tool for implementing flexibility solutions across the distribution network. Ultimately, it will predict energy flows and the associated risks of congestion, while enabling the remote control of decentralized sources (modular loads, renewable energy production, storage units). In doing so, ADMS will enable the commercial or technical flexibility provided for in customer connection contracts to be implemented in an automated and secure way. The implementation of ADMS at ORES marks the culmination of a five-year journey, characterized not only by the implementation of a state-of-the-art IT system, but also by a complete overhaul of the company's organization and processes, as well as the adoption of new security measures. New stages are planned for the coming years to make full use of the potential provided by ADMS.

ROLLOUT OF NETWORK ASSET CONSULTATION TOOLS (GIS)

In terms of GIS (geodatabase), 2025 saw the rollout of new tools for consulting plans, maps, and attribute data for electricity and gas network assets, both in the back office and out in the field (tablets). This provides many service benefits in everyday life, including smoother access for technicians and research staff.

METHODOLOGY FOR TARGETING PRIORITY INVESTMENTS IN "MEDIUM VOLTAGE" (ORES HIGH VOLTAGE)

In 2024, following the photovoltaic boom, ORES analyzed its low-voltage network using algorithms and artificial intelligence tools, helping to lay the foundations for methodical and structured action. In 2025, the same type of assessment was carried out on the medium-voltage network to measure its condition and resilience in the face of the challenges posed by energy transition. These analyses will enable investments to be better targeted on this other part of the network as well.

RESEARCH AND DEVELOPMENT OF SOLUTIONS FOR OPTIMIZING LOW-VOLTAGE ELECTRICITY NETWORKS

ORES is constantly testing new technologies to upgrade and strengthen the low-voltage electricity network. Working in conjunction with manufacturers, Laborelec (a research and expertise center dedicated to electrical technologies) and other Belgian and European network operators, in 2025 the company tested solutions such as self-regulating transformers, capable of better managing voltage fluctuations associated with solar panels and electric vehicle charging.

In 2025, ORES also tested the integration of batteries into the grid. These are energy storage systems that compensate for the intermittency of renewable energies, ensure infrastructure stability and provide an emergency backup energy source. Other emerging electricity storage technologies, such as the use of electric vehicle batteries capable of feeding energy back into the grid ("vehicle-to-grid"), are also being closely monitored.

PARTICIPATION IN INNOVATIVE PROJECTS

As in 2024, ORES took part in various pilot projects in 2025 aimed at improving the management and use of the distribution network as part of energy transition. Various flexibility products and mechanisms are currently being evaluated, for example, with other market players and companies specializing in data management. This is to assess their potential and relevance in Wallonia.

ACTING TODAY, WHILE KEEPING AN EYE ON THE FUTURE

To meet the challenge of energy transition, ORES maintains a close watch on technology. This involves identifying emerging technologies that could have an effect on network operations and accelerate the decarbonisation of the economy.

When preparing this strategic plan, ORES also discussed with its stakeholders the new strategic areas of activity that could **potentially be integrated into energy transition and fall within the scope of the network operator's activities.**

The development of the green hydrogen sector, the construction of heating networks and the transport of CO_2 from industrial processes are all avenues that could enable different types of consumer, particularly industrial consumers, to considerably reduce their carbon footprint in the medium or longer term.

At this stage, these areas of activity are not the subject of an actual ORES strategy. However, our teams remain available to work in collaboration with the main players involved in setting up these sectors, such as the gas transmission network operator Fluxys in the case of hydrogen.

ORES also plays an active part in a number of thinktanks that bring together academics, innovative start-ups and specialists from the world of energy. The aim is to assess the technological opportunities that arise and test them under real conditions through pilot projects carried out on distribution networks. This will enable us to assess their effectiveness and applicability on a large scale, as well as their value to the community.

AN AMBITIOUS STRATEGY REQUIRING UNPRECE-DENTED RESOURCES

The strategy implemented by ORES is one involving great ambition: to be part of energy transition in the Walloon Region, to make possible this fundamental change in our societies and to stand by its customers in the face of the complexity of the issues linked to this transition.

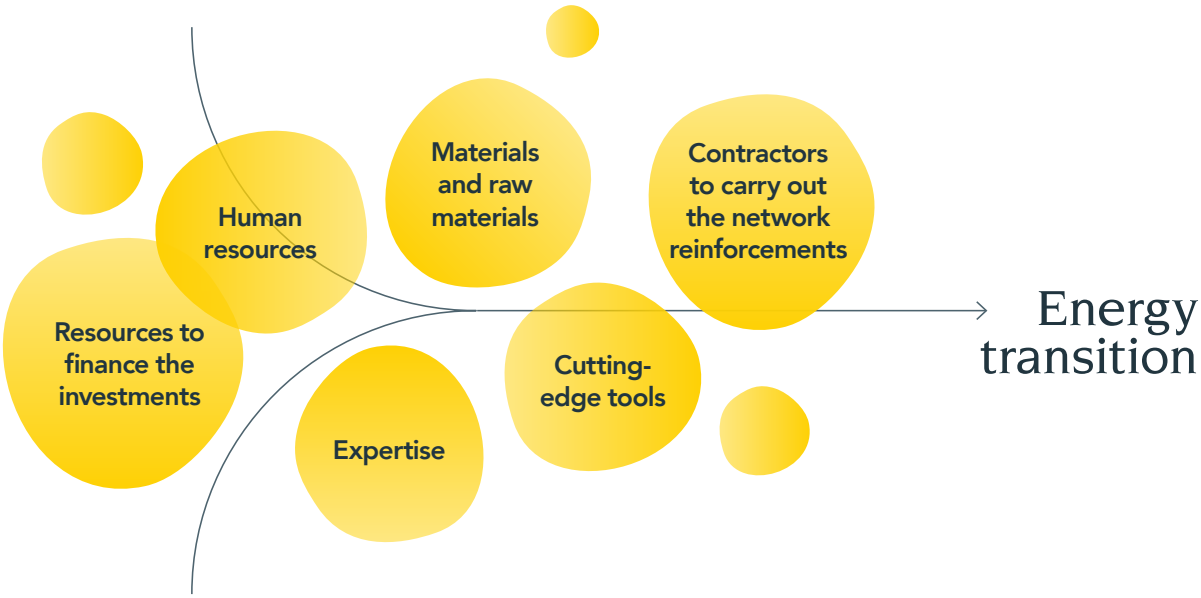
To support and implement its new strategic plan, ORES has drawn up an **industrial plan for 2024-2038 which identifies and quantifies the investments to be made** in the network, in human resources and in IT solutions in order to fully meet the challenges of energy transition and achieve the objectives set at global and regional level to combat climate change.

In other words, ORES aims to invest massively and intelligently in the Walloon Region to support the acceleration of energy transition and guarantee a high-quality supply and service in an increasingly complex and challenging environment. In recent years, ORES has undergone a major transformation. It has modernised itself and invested a great deal of energy in considering the consequences of energy transition and analysing what is expected of a distribution network operator and a public service company, in a context of accelerating energy transition and following major health and energy price crises.

Today, ORES is **ready and determined, on the basis of the lessons and achievements of the last few years, to proceed with the investments that the Walloon Region, its citizens and businesses expect of it.**

ORES has chosen to build this industrial plan on the basis of the decarbonisation targets set by the Walloon Region and what they mean in terms of technological and behavioural changes in relation to the distribution network: the large-scale rollout of renewable production capacities, such as wind power and photovoltaics, the boom in electric vehicles and the charging requirements associated with it, changes in heating methods through the installation of heat pumps or the deployment of heating networks, the need to better match electricity production and consumption periods through new and accessible flexibility solutions, the electrification of industrial processes, the injection of biomethane into our natural gas networks and the introduction of energy sharing and community mechanisms, etc.

Industrial plan 2024-2038



Strategic plan

This industrial plan and strategic plan are the direction that ORES has taken, as well as its ultimate ambition to be an essential and positive cog in energy transition in the Walloon Region. To make a success of this complex, long-term project, **resources on an unprecedented scale are needed:** resources to finance the investments, human resources, materials and raw materials, contractors to carry out the network reinforcements, and so on. Expertise and cutting-edge tools will also be needed to make the most of data, optimise network capacity and support new market models.

At a time when our societies have just gone through a health crisis and a major economic crisis, competition for these resources is intense, particularly for those linked to energy transition, which concerns all the countries of the world.

ORES will have to demonstrate ingenuity and efficiency, act collectively and forge partnerships to obtain and secure the resources needed to achieve its industrial plan. This plan will be rolled out at a pace that takes account of available resources, as well as the regulator's decisions on tariffs and changes in the legal and regulatory framework applicable to ORES.

Faced with these uncertainties, which can turn into constraints or opportunities, ORES has set itself a dual objective and a dual responsibility. First, to **do everything in its power to achieve this ambitious industrial plan,** whatever the circumstances, and to show boldness and creativity in the face of the difficulties that are bound to arise. Second, to **communicate regularly and transparently with stakeholders on the progress of this plan,** highlighting the objectives achieved by ORES as well as any delays or difficulties. In the interests of transparency, and in order to identify together the solutions to be implemented to overcome these obstacles, for the benefit of energy transition and the community.

Energy transition is a collective challenge that involves all the driving forces in the Walloon Region, and one that ORES will not be able to meet alone. We are already facing difficulties in recruiting the talent we need to successfully implement our industrial plan and in finding trainers to update our employees' knowledge and expertise. Public tenders to obtain the contractors we need to achieve our ambitions and the equipment we need to deploy on the network are increasingly complicated, and we don't always succeed in obtaining the quantities or prices we want, even when we join forces with all the Belgian distribution network operators. Added to this, we are dealing with a regulatory framework that can be highly unstable, forcing us to backtrack on certain projects or, on the other hand, to deploy complex mechanisms too quickly. And this can sometimes lead to misunderstandings or frustrations among our customers or with market player.

The stakes are too high to be fatalistic in the face of these constraints and difficulties. But we can neither ignore them nor pass them over in silence. The quality of the collaboration between all the players involved in energy transition, first and foremost the political authorities and the Walloon energy regulator, must be commensurate with what is at stake. Listening, transparency, trust, mutual support, a clear framework and shared objectives will be needed if we are to succeed in this challenge of energy transition, which is at least as exciting as it is complex.

2025 State of play

2025 marks the first year of the 2025-2029 tariff period. This means that ORES has a five-year overview of the resources at its disposal and has been able to accelerate its investments in comparison with previous years.

Nonetheless, there is a need to regularly analyze whether these resources remain adequate to meet the challenges of energy transition in the Walloon Region. This transition is showing clear signs of gaining speed, both in terms of low-voltage needs (particularly in terms of electric charging stations) and more industrial needs (electrification of industrial processes, fast charging stations, storage, data centers, etc.). All this against a background of rising costs, for example in terms of materials and contractors.

This monitoring is carried out on an ongoing basis and discussions will be initiated with the regulator as soon as possible if a renegotiation of the tariff envelope proves necessary.

www.ores.be

Customer service	078 15 78 01
Breakdown service	078 78 78 00
Smell of gas	0800 87 087

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