Energizing Tomorrow

STRATEGIC PLAN
2026 - 2030

Sibelga
Energizing Tomorrow

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2026 - 2030

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INNE MERTENS,
Chief Executive Officer of Sibelga

DAVID CORDONNIER,
Chairman of the Board of Directors of Sibelga

FOREWORD BY THE CHIEF EXECUTIVE OFFICER

From Energizing the City to Energizing Tomorrow

A pivotal moment

Our 2026–2030 strategic plan comes at a pivotal point in the energy transition. The Brussels-Capital Region aims to achieve **a 47% reduction in greenhouse gas emissions by 2030** as a first step towards becoming carbon-neutral by 2050.

As part of this process, Sibelga is gearing up to be a **key partner in a sustainable energy transition.** A sustainable transition cannot only focus on its **environmental** dimension: it must also be socially inclusive and **economically** sustainable so that it benefits the entire population of Brussels.

Three roles, three challenges

As a public service company, Sibelga guarantees reliable access to energy, now and in the future.

This mission is embodied in three roles:

1. **System operator**
2. **Market facilitator**
3. **Partner to the authorities**

Three challenges inform our efforts:

1. **Maximising the production of renewable energy**
2. **Facilitating electric mobility**
3. **Preparing for the future of heating**

This transformation, driven by the **growing electrification of uses** calls for massive investment in the electricity network, while rethinking the role of natural gas and developing alternatives as part of a systemic approach.

An ecosystem in motion, a central role

In a fast-changing energy ecosystem, **new players and services are emerging.** At the heart of this value chain, **Sibelga is creating fertile ground:** by strengthening the network, ensuring reliable management of energy data and supporting public authorities in their decarbonisation projects.

Tomorrow, customers will have to adapt their habits: by optimising their energy consumption, making greater use of local sources of production and adopting new ways of travelling and heating. Like them, Sibelga will have to be **agile** to be at their side through these changes.

1200

Sibelga's 1,200 employees, our #Energizers, proudly drive this transformation on a daily basis.

An adventure that puts people first

The energy transition is about more than infrastructure and technology. The human factor, often relegated to second place, will be decisive in setting the pace of the transition and guaranteeing its sustainability. **We all have a role to play in its success**:

You, the private, public and academic players, the architects of the transition, who are devising and developing tomorrow's solutions. You, the Brugel teams, the regulator for Brussels, with whom we maintain a close and constructive dialogue.

You, the players in the energy sector, in all its current and future forms: energy community managers, flexibility operators, developers of digital services, etc.

You, the decision-makers and political authorities who set the course.

You, the people of Brussels, businesses and individuals alike, who are invited to take on board the issues, renovate your home and change your habits.

And, of course, Sibelga's 1,200 employees, our #Energizers, who proudly drive this transformation on a daily basis.

Looking to the future

The future will be marked by **diversification: between electrons and molecules, individual and collective solutions,** but also between businesses, areas of competence and the players transforming the energy market.

These dynamics structure our strategy around three objectives – **preparing the networks of tomorrow, making the market more fluid, and putting the customer at the heart of our activities** – supported by four mechanisms.

Together with you, we are building tomorrow's energy landscape today. That is why our slogan is also changing: from Energizing The City to **Energizing Tomorrow.**

—

INNE MERTENS

Chief Executive Officer of Sibelga

THE CHAIRMAN'S FOREWORD

Leaving noone by the wayside

Reliable access to energy

Did you know that over a quarter of households in Brussels(1) are living in fuel poverty? This facts reminds us of the importance of making energy accessible to all. Lighting, cooking, entertainment and heating are universal rights. But in a century in which managing the **energy transition is the key to our shared future**, a **public service company** such as Sibelga must, above all else, ensure that the energy transition is a shared success, and that the most vulnerable households in Brussels do not end up paying the price.

An inclusive energy transition

In the capital, some people are already adopting new behaviours, by producing their own energy or changing their mobility habits, while all that others expect is a straightforward service. **The energy transition must follow one golden rule: strive for progress without widening the disparities.**

This calls for **integrated network management** and the development of **high value-added services.** This is the only way to avoid unnecessary complexities or imbalances, while integrating the social realities, urban constraints and specific needs of each neighbourhood. In short, leaving no-one by the wayside.

Local and accessible

In this digital age, maintaining a local presence still matters. A walk-in information desk on Boulevard Emile Jacqmain, an in-house call centre, as well as channels such as Energuide or Enerkids (our blog and educational games devoted to energy in Brussels), inform and raise awareness among all Brussels residents according to their needs, with human access points.

From households to public authorities, the same need for support

Energy challenges are not just a matter for private individuals or professionals. We also support local and regional authorities, helping them to set an example: from support for **energy renovations** in public buildings, to coordinating access to electric mobility and championing **energy communities** to making streets safer by providing high-spec and less energy-intensive **public lighting.**

A collective responsibility

Sibelga will also assume this responsibility as an exemplary, diverse and inclusive employer, in line with the image Brussels wants to show the world. **The energy transition will only be successful if it has a human face**: affordable, accessible to everyone and rooted in the reality of Brussels. It must allow everyone to grasp its importance, to act and commit to a common future.

—

DAVID CORDONNIER

Chairman of the Board of Directors of Sibelga

1. King Baudoin Foundation fuel poverty barometer, 2024.

01

Global backdrop: a strained context

INTRODUCTION

Despite climate agreements and regulations, the context for the energy transition is becoming more fragile. The ambitions are coming up against geopolitical tensions, energy dependency as a result of armed conflict, and difficult trade-offs between climate, industry and employment.

In Belgium, differences over the distribution of responsibilities for energy matters between the federal government and the regions are undermining the governance of the sector and confusing the policy framework. And, in Brussels, the institutional crisis is paralysing its development.

A stable, predictable legal framework and coherent regulation are needed to give transition players visibility and to plan investments over the long term.

Climate agreements

International

From the first Kyoto commitments to the Paris Agreement in 2015, the **COP** (United Nations climate conferences) have gradually mapped out the path towards carbon neutrality. In Dubai (COP28, 2023), the international community pledged to **triple renewable energy and double energy efficiency by 2030**, while **gradually reducing the use of fossil fuels.** In Baku (COP29, 2024), the focus was on the **funding** needed to keep these promises.

Europe

In line with these global commitments, the European Union is aiming for a **55% reduction in greenhouse gas emissions by 2030 and carbon neutrality by 2050.** The **Green Deal** and the **Fit for 55 package** translate these objectives into concrete actions: energy renovation of buildings, infrastructure for alternative fuels, publication of information on sustainability and reduction of fluorinated greenhouse gases such as SF_6.

Belgium

At federal level, **the Climate Governance Act** (2024) and the **National Energy-Climate Plan** (submitted to the European Commission in 2025) monitor international climate commitments and organize coordination between the Regions and the Federal Government. Another major issue is the **revision of the nuclear phase-out law,** which will re-establish the role of the atom in the country's energy mix and determine the future balance between security of supply, energy independence, energy prices and climate objectives.

Brussels

The Brussels-Capital Region is aiming for a 47% reduction in emissions by 2030 (compared with 2005) and carbon neutrality by 2050. This will be underpinned by two structuring pillars:

CoBrACE
(Brussels Air, Climate and Energy Code)

- **Ban on gas-fired heating** in new buildings from 2025, then in major renovations from 2030.
- **Complete phase-out of oil-fired heating** by 2040.
- **Obligation for public authorities** to acquire or rent **onlyzero buildings** between 2026 and 2030.

PACE (Air-Climate-Energy Plan)

- **Increasing the share of renewable energy,** in particular via solar panels and heating networks.
- **Massive rollout of electric mobility,** with 22,000 public charging points planned by 2035 and a ban on combustion-powered cars by the same date.
- **Accelerating energy renovation** of buildings, with a target of 100 kWh/m²/year on average by 2050.

47 %

The Brussels-Capital Region is aiming for a 47% reduction in emissions by 2030 and carbon neutrality by 2050.

Regulatory framework

Sibelga is also operating in an increasingly demanding **regulatory framework,** common to the entire European energy sector. An overview of several key features:

- **Network Codes:** harmonised technical rules on the operation, interoperability and development of networks. Their objective: to ensure **security of supply,** quality of service and better integration of renewable energies.
- **NIS2 (Network and Information Security Directive):** a directive that strengthens **cyber-security** for operators of essential services, including Sibelga.
- **EU ETS (phase 4, 2021–2030):** the Emissions Trading Scheme will steer the energy system towards decarbonisation. It guides our **technological choices towards electrification** and the reduction of fossil fuel use.
- **Methane Leakage Regulation:** European regulation imposing compulsory measures and repairs on installations for methane leaks in gas infrastructures.
- **AI Act:** first regulatory framework adopted in 2024 to govern the development and use of artificial intelligence systems. This text establishes **different levels of obligations** according to the **level of risk** presented by AI systems: the more sensitive their use, the stricter the requirements. Critical applications, particularly in the energy and infrastructure sectors, will have to comply with stricter rules in terms of **transparency, traceability, security and governance (see Chapter 4, Making data a key resource, p. 54).**

Underlying trends: a changing energy landscape

Once this framework has been established, it is important to look at the major economic, technological and geopolitical trends that are now influencing the transition on the ground.

- **An unstable geopolitical context** is reshaping Europe's natural gas supply and creating new dependencies.
- **Accelerated global electrification,** particularly in Europe and Asia, which is exerting unprecedented pressure on supply chains: it is increasing demand for critical materials, causing logistical tensions, higher prices and supply risks.
- **A sharp rise in power requirements,** driven by the development of data centres linked to artificial intelligence, and the growing electrification of mobility, heating and industry. This dynamic, combined with decentralised renewable energy, puts networks under strain, with **local congestion, queues for connections and increased risks of imbalance,** as illustrated recently by the black-outs in Spain and Portugal. At the same time, the installation of battery farms is designed to increase the flexibility of the energy system and relieve the strain on the network.
- **Networks more exposed to cyber attacks,** which are increasingly targeting energy infrastructures. This growing threat makes securing critical systems more complex, and reinforces the need to invest in cyber security to protect continuity of supply.
- **Rising and volatile energy prices,** particularly as a result of geopolitical tensions and the massive integration of renewable energies.
- **The shortage of qualified resources** is fuelling a veritable war for talent: engineers, IT specialists and technicians are in short supply, which is making recruitment and training more expensive, and can slow down large-scale projects.
- **Lastly, the European economy has been weakened** by the challenging of existing trade treaties, putting the brakes on the investment that is essential for decarbonisation and the European Clean Industrial Deal.

02

Sibelga's three evolving roles

INTRODUCTION

In response to these major trends, Sibelga is moving forward with pragmatism and determination to fulfil its essential missions in Brussels. This is being done in close collaboration with the Brussels regulator, Brugel.

At regional level, we have three key roles:

1. Distribution network operator, ensuring a solid, future-proof infrastructure
2. Market facilitator, ensuring neutral and transparent management of energy data
3. Partner to the authorities, ensuring local oversight of the transition

At national level, we work closely with all the Belgian transmission and distribution network operators to ensure the coherence, security and sustainability of the energy system as a whole.

FIRST ROLE

Distribution network operator

Sibelga operates the electricity, gas and municipal public lighting networks in the Brussels-Capital Region. This is our core business.

In concrete terms:

- We maintain and reinforce the **electricity network,** invest in making it ever smarter and manage the installation of smart meters.
- We are maintaining the **gas network** and will organise its gradual decommissioning in a planned manner, by zones, with due consideration for safety.
- We are lighting up the capital so that it remains welcoming and safe, while speeding up the transition to **100% LED** public lighting that can be controlled remotely and is more economical.
- Finally, Sibelga is moving into a new business: the management of **heating networks** on public roads. This business, which needs to be developed from scratch, will require additional expertise and close coordination with local and regional players.

The electricity network is entering a new era

In several European countries, the first signs of grid saturation are a reminder of the scale of the challenges posed by the energy transition. Although Sibelga is not yet having to deal with these phenomena, we are actively preparing for them.

Two situations illustrate these strains:

- **Overproduction of photovoltaic energy** with undesirable effects such as:
  - **Inverter stalls due to local imbalance:** when production momentarily exceeds the grid's absorption capacity in a given area, photovoltaic installations automatically shut down as a protective measure, causing a temporary loss of production.
  - **The phenomenon of incompressibility, triggered by an imbalance at national level:** during periods of high solar production, the Belgian grid cannot always absorb the surplus electricity, due to a lack of excess consumption or adequate storage capacity.
- **Queues for connection to the network:** some new consumers with high energy demands (data centres, battery energy storage systems, etc.), as well as major renewable energy producers, have to wait before they can be connected.

These situations reflect the same reality:

- **Demand for electricity is growing, driven by the electrification of uses:** heat pumps, electric vehicles, air conditioning, etc. The trend is clear, even if the extent and pace of change remain difficult to anticipate with any real precision.
- Renewable energy production, mainly connected to the distribution grid, is gradually taking hold, boosted by the development of photovoltaic and wind power. **This is good news for the climate, but it also makes network management more complex** for two main reasons:
  - **Production is intermittent,** dependent on sun and wind.
  - **Flows are now bidirectional, linked to decentralised production:** electricity no longer flows solely from power stations to households, but also from local installations (such as rooftops equipped with solar panels) to the grid, which historically has not been designed to handle these flows.

Focus

In Brussels, the electricity network is dense, robust and efficient

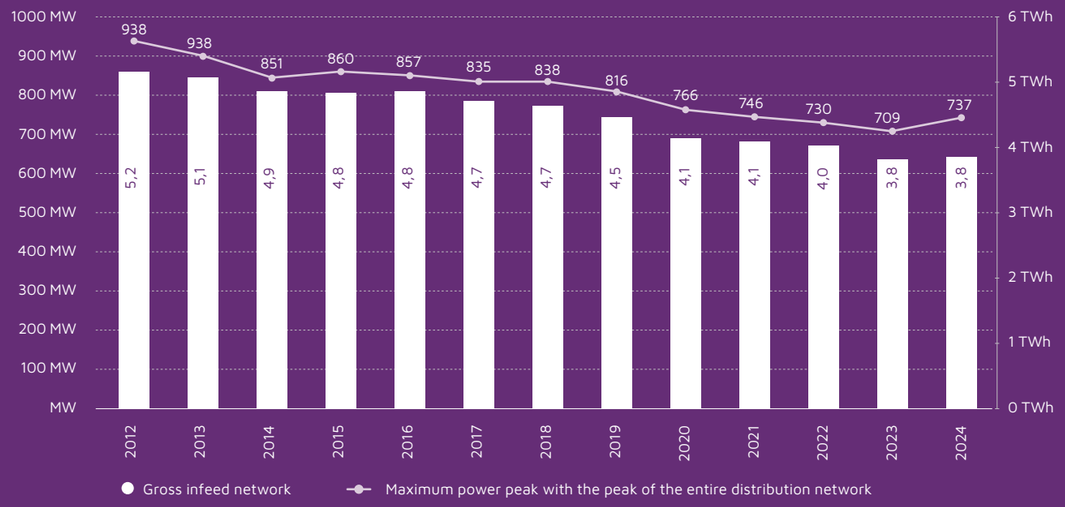
In 2024, the distribution network was held up as having one of the best **qualities of service in Europe**: the SAIDI (average annual duration of outages per customer) was 14 minutes, compared with an EU average of over 30 minutes, and the SAIFI (average frequency of outages) was 0.18 interruptions per customer. **Another piece of good news is that the electricity network still has spare capacity available in the short term**, mainly because the level of renewable generation is more limited than elsewhere (see Chapter 3, Made in Brussels – unique features, p. 31).

This situation can also be explained by **a structural downward trend in consumption and peak demand of around 25%** observed since 2012, despite an 11% increase in the population over the same period.

The volumes distributed by the electricity network have fallen, as have the power peaks recorded, due to a number of factors:

- More frugal behaviour, influenced by the energy crisis of 2022 and rising prices.
- Improved energy efficiency of buildings and equipment.
- Milder climatic conditions, with warmer winters, even if this has a greater impact on natural gas consumption than on electricity consumption.
- Post-Covid teleworking has had a lasting impact on office working patterns, reducing daytime consumption and smoothing out peaks.
- The gradual departure of certain energy-intensive industries has contributed to a structural decline in the volumes distributed by the network.

LOAD AND CONSUMPTION TRENDS ON THE SIBELGA NETWORK



However, local congestion cannot be ruled out

Excessive production in certain neighbourhoods during the day or, conversely, marked peaks in consumption in the evening can, from time to time and locally, push the network to the limits of its capacity, similar to how a road becomes saturated at peak times. In 2024, we were already seeing an increase in peak demand and electricity consumption.

This is why Sibelga will continue to anticipate future needs and prepare the infrastructure, by investing and reinforcing the network and its observability. We are also developing flexibility on the customer side, i.e. their ability to temporarily adapt their consumption or production (e.g. by postponing the use of certain appliances, reducing their demand or optimising self-consumption) (see Chapter 4, Making the market more fluid, p. 44).

10 min

This is the average annual duration of power cuts per customer in Brussels, compared with an average of more than 30 minutes in the European Union.

FOCUS

SECOND ROLE

Market facilitator

Since the liberalisation of the energy market in 2007, Sibelga has also acted as a neutral facilitator.

Despite the fact that the Brussels market remains too unattractive for many players (see Chapter 3, Made in Brussels – unique features, p. 35), **we are providing a secure and reliable framework that is conducive to the development of a dynamic energy ecosystem.** This role is becoming increasingly demanding as the energy transition progresses.

Data is a key resource in the energy transition

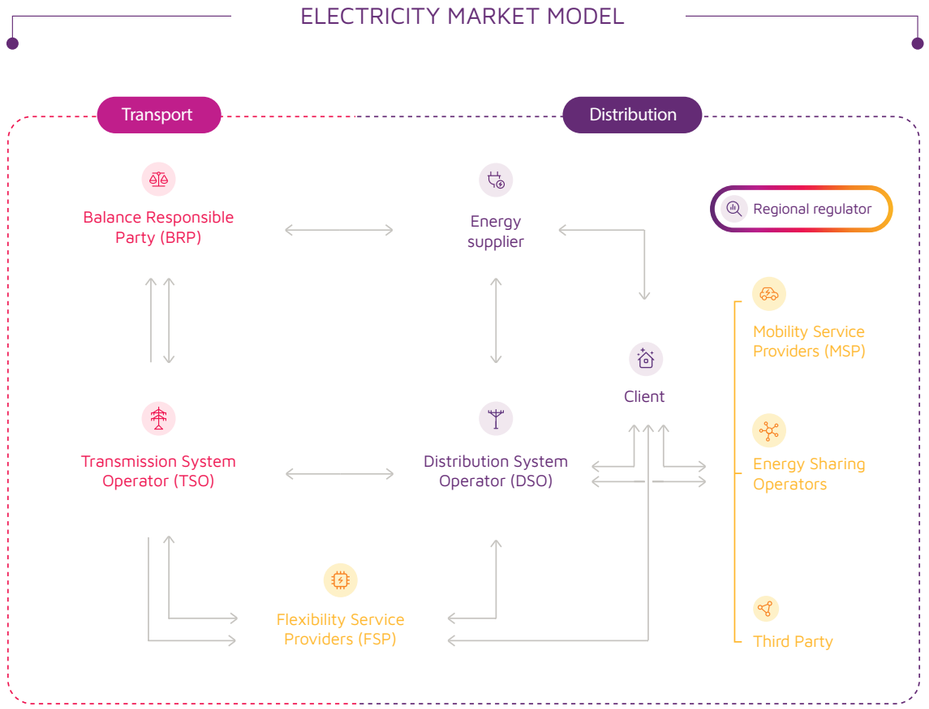
It allows us to better understand current and future energy needs, optimise infrastructure and develop innovative services. With the gradual deployment of **smart meters,** the volume of data is increasing rapidly. This information must be collected, validated and transmitted to the market in strict compliance with confidentiality rules.

In Brussels, however **explicit consent** for remote reading of household electricity meters is currently limiting the full exploitation of this potential. This is unique in Europe: **removing this barrier is essential if Sibelga is to play its full role as market facilitator** in a rapidly changing ecosystem.

What is an energy community?

Imagine a school equipped with solar panels: during the summer, the buildings are unoccupied, but production continues. Thanks to the energy community, local residents, businesses and institutions can pool their resources to **share the energy produced locally.** This model promotes electricity that is consumed as close as possible to where it is produced, giving customers access **to renewable energy at an affordable and stable price, while contributing to grid stability.**

In addition, the Brussels model distributes costs and benefits in a balanced way between the customer, the community manager and the traditional supplier.



Traditional suppliers are being joined by new players

Energy sharing managers, flexibility operators, third parties developing digital services, mobility service providers, etc.

These players have a key role to play in the development of **innovative services** for customers, in order to build a more flexible, more efficient and therefore less costly energy system. These services include intelligent charging for electric vehicles, energy management for buildings and dynamic pricing contracts. These solutions should enable customers to better manage their consumption, while contributing to the balance and performance of the system as a whole.

Focus on dynamic pricing contracts

These rates, offered by certain suppliers, **adjust the price of electricity according to the availability of renewable production.** When energy is abundant, for example on a summer's day or when wind turbines are at full capacity, energy prices fall, **encouraging simultaneous consumption.** By making quarter-hourly consumption data available via smart meters, Sibelga is enabling the market to offer this type of innovative contract.

A key point: the energy transition is not just about data. People are the real key. The value of data lies in the ability of the players involved to understand it, exploit it and turn it into action drivers. That is how Sibelga intends to place its expertise at the service of current and future players in the energy market, in order to create a fertile ground for innovation and collaboration.

THIRD ROLE

Partner to the authorities

Sibelga has gradually been entrusted with additional public service tasks, strengthening its role as a partner to the authorities in implementing regional energy policies.

As a public-sector player, Sibelga supports public authorities on their road to decarbonisation by proposing practical, innovative solutions tailored to a context where every resource counts.

RenoClick

In collaboration with the Region and local authorities, Sibelga is piloting this programme designed to accelerate the energy renovation of public buildings with the aim of reducing energy consumption and enabling public buildings to meet regional climate targets.

Electric vehicle charging point integrated into a lighting column to reduce urban clutter.

MobiClick and ChargyClick

To foster sustainable mobility Sibelga provides the public authorities with a purchasing centre to facilitate the purchase of electric commercial vehicles and recharging points in their car parks. At the same time, the ChargyClick programme aims to expand the network of on-street charging points integrated with public lighting wherever possible, to optimise urban pace.

Social protection

Finally, Sibelga also acts as a social supplier. When households in Brussels fall on hard times, we ensure that they still have access to electricity and gas. This responsibility takes on a particular relevance in a weakened Brussels market, marked by a reduced number of commercial suppliers. Guaranteeing energy for all is the basis of a fair and inclusive transition.

In conclusion, these three complementary and evolving roles reflect Sibelga's transformation from infrastructure manager to a key partner in the energy transition in Brussels.

03

Three challenges posed by the energy

INTRODUCTION

The energy transition is bringing about an indepth transformation of the Brussels landscape and, with it, Sibelga's role: guaranteeing a robust and reliable network, while tackling three major challenges at the heart of the regional energy strategy in close collaboration with all stakeholders:

1. Maximising the production of renewable energy, while encouraging its local and simultaneous consumption
2. Facilitating electric mobility
3. Preparing for the future of heating

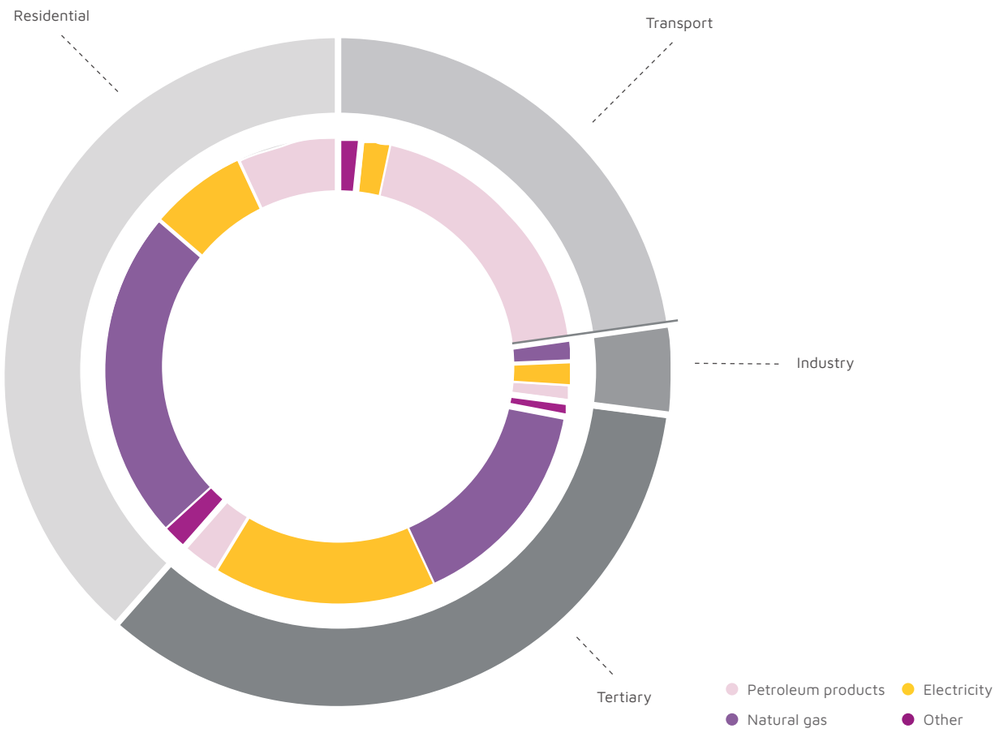
Breakdown of energy consumption

!!!
Vérifier titre EN

These challenges are rooted in the specific characteristics of Brussels. This is reflected in the structure of the region's energy consumption: residential and tertiary buildings account for almost three-quarters of demand, with a large proportion coming from the service sector, while mobility accounts for around a quarter, and industry remains marginal. In this context, the transition cannot be uniform and must be designed at neighbourhood level, according to ocal needs, uses and characteristics.

To inform these choices, Sibelga has developed several scenarios for 2030, 2040 and 2050, based on digital modelling of the network using data from smart meters and remotely monitored substations, as well as regular discussions with public and private players. These projections will govern our investment and innovation priorities for the decades ahead, as reflected in the strategic goals set out in Chapter 4.

BREAKDOWN OF FINAL ENERGY CONSUMPTION BY SECTOR AND ENERGY VECTOR



Made in Brussels – unique features

• **High levels of fuel poverty**: almost 28% of households in Brussels are affected2, reflecting the economic vulnerability of a significant share of the population.

• **Limited financial resources**: household incomes are lower than the national average, which is likely to slow down investment in renovation and renewable energy.

• **Strong cultural diversity**: a source of social wealth for the city, but also a challenge when raising awareness and garnering support for the energy transition.

• **An uncompetitive energy market**: the consumer protection framework, although effective, is considered too restrictive by suppliers, which makes the market unattractive and limits the diversity of offers and pressure on prices.

2. King Baudoin Foundation fuel poverty barometer, 2024.

FIRST CHALLENGE

Maximising the production of renewable energy and its simultaneous local consumption

To achieve its decarbonisation targets, the Brussels- Capital Region is counting on a strong increase in renewable energies. However, this objective must take account of the specific characteristics of the Brussels context, which limit its large-scale deployment.

A challenge well under way

For Sibelga, the challenge is to maximise the development of renewable energy production, in particular photovoltaic energy, while at the same time encouraging local and simultaneous consumption, in particular through energy sharing mechanisms. This renewable energy will need to be integrated seamlessly into both the local network and the global electricity system.

Projections to 2050

According to current projections, installed photovoltaic capacity could reach 1,050 MWp by 2050 in the baseline scenario, or even 1,400 MWp in a high scenario.

Electricity storage: driving the integration of more renewables?

- **Residential storage:** in 2025, residential storage will still be marginal, with around 700 domestic batteries, mainly low-voltage.
- **Industrial storage:** no figures are available at this stage for the number of batteries in use. Its impact on the self-consumption rate would remain limited, given the relatively small industrial base and still modest renewable energy production.
- **Collective storage:** at neighbourhood level, it could become a major driver in the years to come, in particular to encourage local self-consumption and network flexibility. On a larger scale, batteries could also play a key role in balancing the Belgian electricity system.

1400 MWc

of photovoltaic production in a high scenario by 2050.

Made in Brussels – unique features

- **High urban density:** the compactness of the area and the verticality of the buildings reduce the surface area available for photovoltaic installations. Roofs are already used for other purposes, such as ventilation, aerials, terraces, technical equipment, etc.
- **Photovoltaic potential still under-exploited:** in 2024, installed photovoltaic capacity reached 318 MW, up 59% on 2020 (200 MW). Despite this increase, it still only represents 9% of the region's total estimated potential and 4.4% of regional electricity consumption.
- **Large-scale horizontal wind power is virtually impossible:** the proximity of residential homes and the lack of available space make this technology extremely difficult to deploy in Brussels.
- **Complex condominiums and a majority of tenants:** these factors slow down the implementation of collective projects and complicate the distribution of investments and profits.
- **Green certificates** (the financial support granted by Brugel to consumers who produce electricity themselves, in particular via solar panels) sometimes struggle to be sufficiently profitable, due to the limited number of buyers on the market, mainly energy suppliers.

SECOND CHALLENGE

Facilitating electric mobility

The Region has set a clear course: 22,000 public recharging points planned by 2035 and a ban on internal combustion cars by the same date. However, this ambition must be adapted to the specific characteristics of the Brussels context.

A challenge well under way

To support the transition to low-carbon mobility, Sibelga is involved at several levels: coordinating on-street deployment, assisting customers with private equipment, supporting public authorities and integrating smart charging, etc.

The operational and technical details of these actions are set out in greater detail in Chapter 4. Preparing tomorrow's networks, p. 40.

Projections to 2035

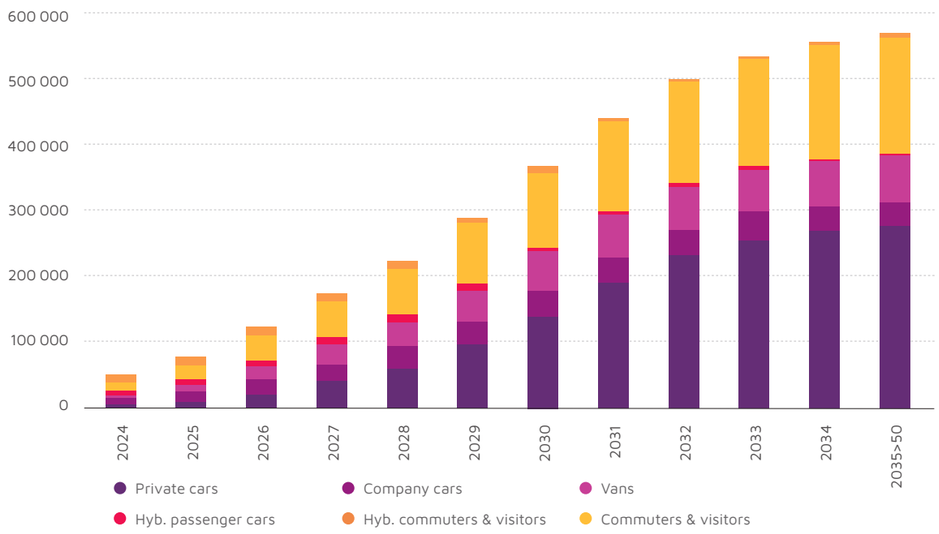
According to Brussels Environment, the number of electric vehicles will reach 550,000 vehicles (380,000 Brussels residents and 170,000 commuters) by 2035, as residents do not use their vehicles every day.

The expected rollout of charging points in Brussels between now and 2035 will be considerable, with almost 200,000 public and private charging points. This represents a total capacity of 1.6 GW, of which 350 MW could be used simultaneously.

This infrastructure would be broken down as follows:

- **22,000 public charging points**, of which 11,000 are coordinated by Sibelga on public roads or in car parks accessible to the public;
- **45,000 points in company and retail car parks;**
- **140,000 points for private customers.**

CHANGES IN THE NUMBER OF ELECTRIC VEHICLES IN BRUSSELS



Made in Brussels – unique features

• **Mobility accounts for around 20% of final energy consumption** in Brussels today. Public transport is already largely electrified: trams and metros have been for a long time, while the STIB is continuing to make its buses greener. In terms of individual transport, the Low Emission Zone (LEZ) and the tax system for company cars are speeding up the switch to electric vehicles.

• **Traffic is always heavy**: around 350,000 cars and vans are on the road every working day, more than half of them driven by commuters. This density exacerbates congestion and calls for a differentiated approach to electric recharging, depending on the area and use.

• **Few private garages**: recharging on public roads is therefore essential for accessibility.

• **Changing habits**: more than one in two households no longer have a car3, pointing to a shift towards more sustainable modes of transport (cycling, public transport, car-sharing).

• **Regulatory framework**: the Brussels government is setting guidelines for the rollout of charging points via the decree of 29 September 2022, which establishes progressive ratios according to the type of parking space: 30% of spaces equipped by 2035 in offices (compared with 10% in 2025) and 20% in public car parks.

3. Statbel, Changing uses, 2024.

THIRD CHALLENGE

Preparing for the future of heating

With the gradual phasing out of fossil fuels, the question of replacing natural gas as a heating source in Brussels is becoming a key concern. However, this transition must factor in local realities, which make it particularly challenging, and must be analysed in an integrated way across the different energy vectors.

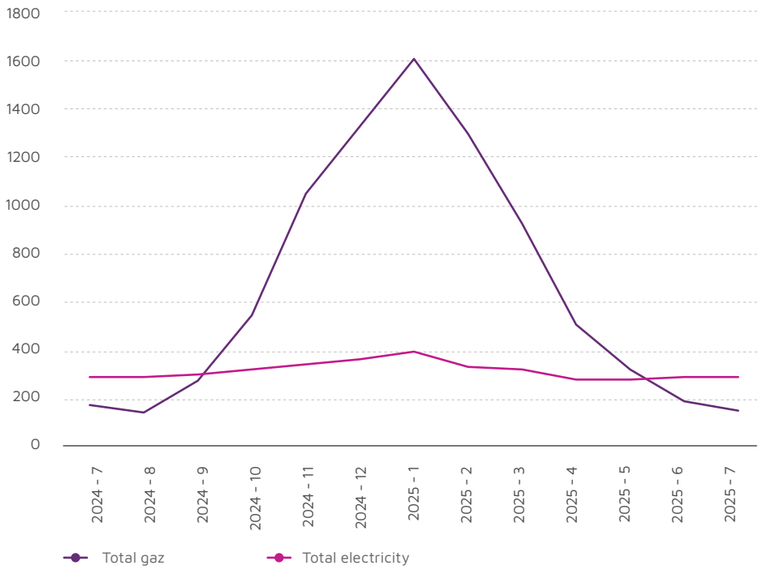
The greatest challenge

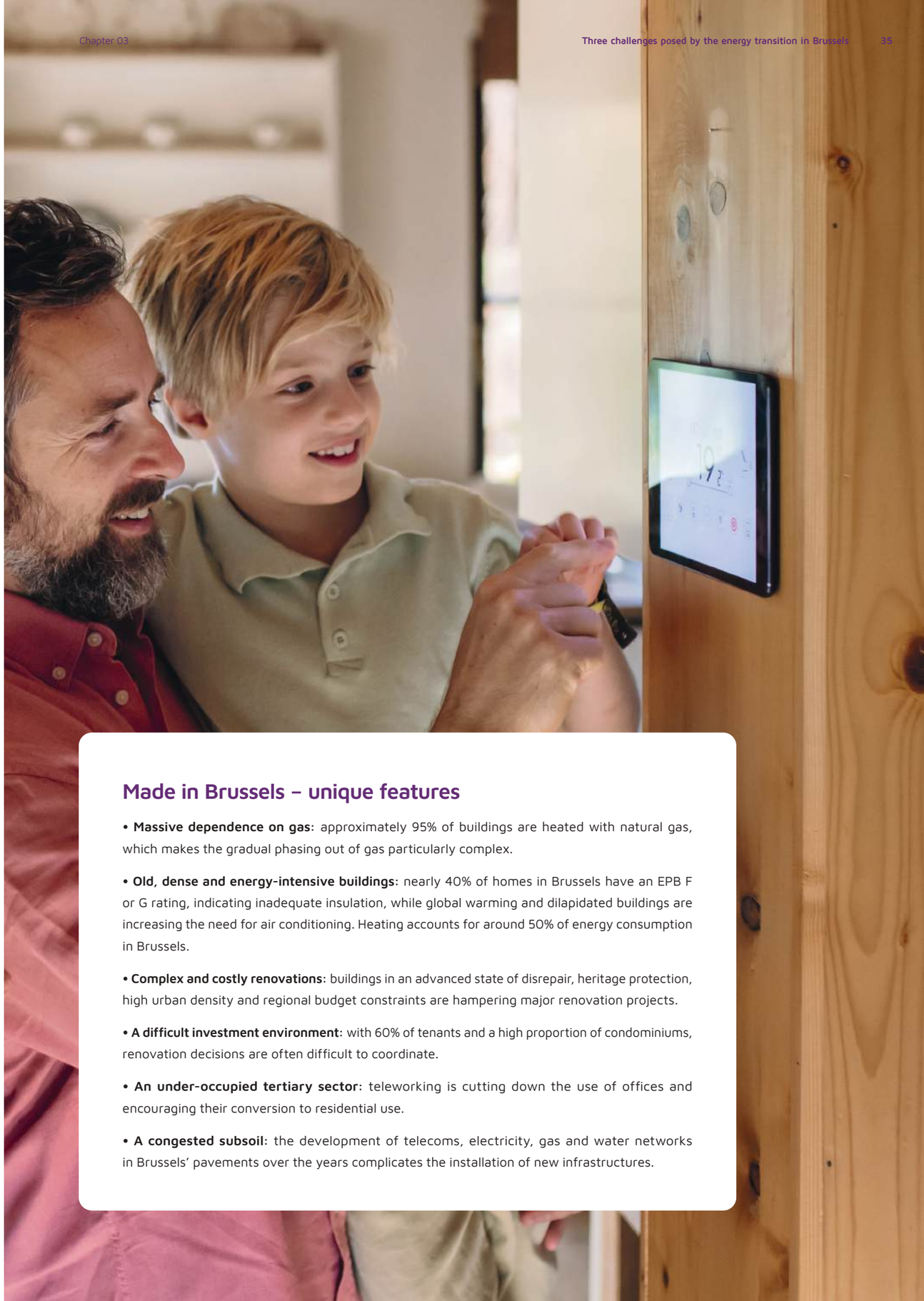
challenge of the transition given its **simultaneous and inflexible use.** When it's freezing, everyone in Brussels turns up their thermostat at the same time, making it impossible to level demand. Solutions are emerging to partially replace natural gas (see Chapter 4, Preparing tomorrow's networks, p.40). Sibelga is anticipating these developments by participating in the **Energy Task Force** of the Brussels Region and forging partnerships to develop **heating networks.**

Towards a diversified energy mix

The future of heating in Brussels will be based on **an adapted energy mix at neighbourhood level.** This approach will make it possible to identify the most appropriate solution **– electricity, a heating network or green gas –** depending on the urban density, the type of building and the local resources available. In this context, **collective solutions,** shared boilers, shared heat pumps in apartment blocks or heat networks in certain neighbourhoods, are emerging as more appropriate solutions than purely individual approaches.

FINAL ENERGY CONSUMPTION IN THE BRUSSELS-CAPITAL REGION (2024-2025)





Made in Brussels – unique features

- **Massive dependence on gas:** approximately 95% of buildings are heated with natural gas, which makes the gradual phasing out of gas particularly complex.
- **Old, dense and energy-intensive buildings:** nearly 40% of homes in Brussels have an EPB F or G rating, indicating inadequate insulation, while global warming and dilapidated buildings are increasing the need for air conditioning. Heating accounts for around 50% of energy consumption in Brussels.
- **Complex and costly renovations:** buildings in an advanced state of disrepair, heritage protection, high urban density and regional budget constraints are hampering major renovation projects.
- **A difficult investment environment:** with 60% of tenants and a high proportion of condominiums, renovation decisions are often difficult to coordinate.
- **An under-occupied tertiary sector:** teleworking is cutting down the use of offices and encouraging their conversion to residential use.
- **A congested subsoil:** the development of telecoms, electricity, gas and water networks in Brussels' pavements over the years complicates the installation of new infrastructures.

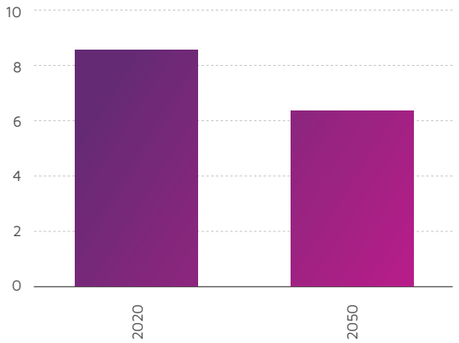
Projections to 2050

- **The electrification of heating will become the main factor driving the increase in demand for electricity.** Around 125,000 residential heat pumps (250 MW) and 530 MW in the tertiary sector could be installed by 2050, adding up to a total of 780 MW.
- **At the same time, total demand for heat will decrease under the combined effect of building renovation, efficient heat pumps and global warming: -24% of useful energy (heat actually consumed) and -54% of final energy (energy delivered).**
- However, the infrastructure will still need to be able to cope with winter peaks.
- **Conversely, demand for cooling will increase sharply as summer temperatures rise**: it could more than double by 2050 (+104% in terms of useful energy and +85% in terms of final energy). Although secondary in terms of volume compared to heating, this development will take place progressively and will lead to new peaks in consumption in summer. **Demand for cooling could, however, play a balancing role,** by absorbing some of the surplus solar production and limiting the risk of grid saturation.
- However, even if we maximise the potential of renovations, renewable energies and heating networks, **up to 33% of energy demand could still be unmet by 2050.** These are the findings of Sibelga, Brugel and Brussels Environment, as part of the Energy 2050 Task Force launched by the Brussels government.

Aware that the future of heating has yet to be written, Sibelga is preparing for various scenarios, including the continuation of a residual proportion of natural gas in order to ensure continuity of supply and the security of the Brussels energy system.

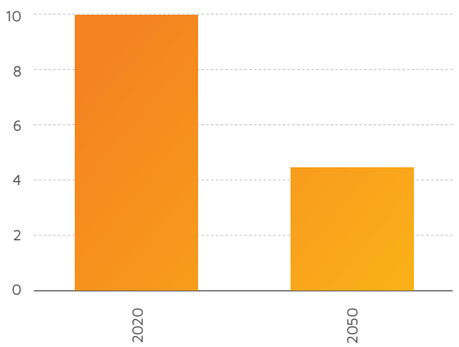
PROJECTIONS TO 2050
USEFUL ENERGY (TWH)

-24 % of useful energy (heat actually consumed)



PROJECTIONS TO 2050
FINAL ENERGY (TWH)

-54 % of final energy (energy delivered)



CONCLUSION CHALLENGES

How can we secure the long-term stability of the Brussels networks?

These three challenges combined – integration of renewable energies, electrification of mobility and decarbonisation of heating – w**ill put increasing pressure on the Brussels electricity grid.**

Sibelga's simulations point to **signs of saturation by 2040**:

- 29% of low-voltage cables
- 20% of HV/LV transformers
- 10% of high-voltage cables could be temporarily overloaded

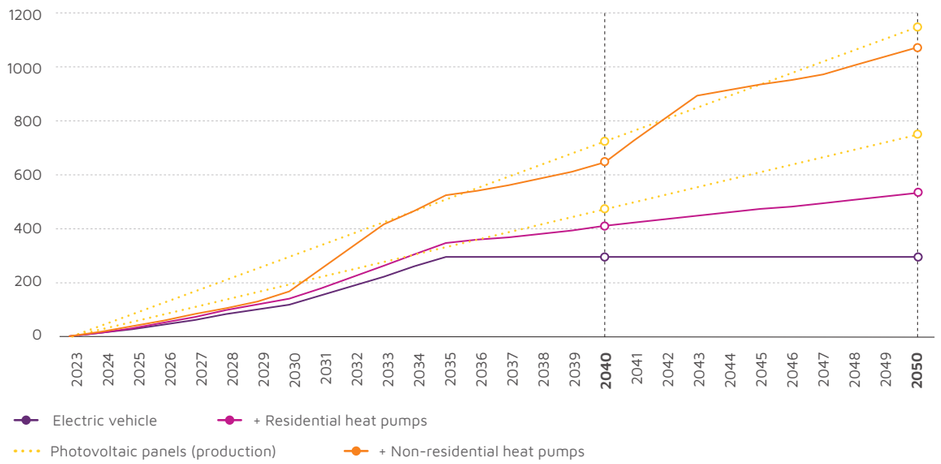
By 2050, without flexibility measures or targeted reinforcements, these figures could reach:

- 40% of low-voltage cables
- 30% of HV/LV transformers
- 20% of high-voltage cables

Responding to these challenges means acting on several fronts simultaneously.

Sibelga cannot simply strengthen the electricity network: the response must be comprehensive and coordinated, combining appropriate infrastructure, flexibility solutions, diversification of energy carriers (electricity, heat, decarbonised gas) and changes in consumption behaviour on the customer side. It will also involve transferring certain loads to other networks, such as heating networks, or to other uses, in particular mobility. The next chapter will take you through the strategic goals and concrete actions we are putting in place to achieve them.

PROJECTION 2050
CONNECTED CAPACITY OF DISTRIBUTED ENERGY RESOURCES (DER)
ON THE ELECTRICITY GRID (IN MW)



04

Strategic goals to turn ambition into action

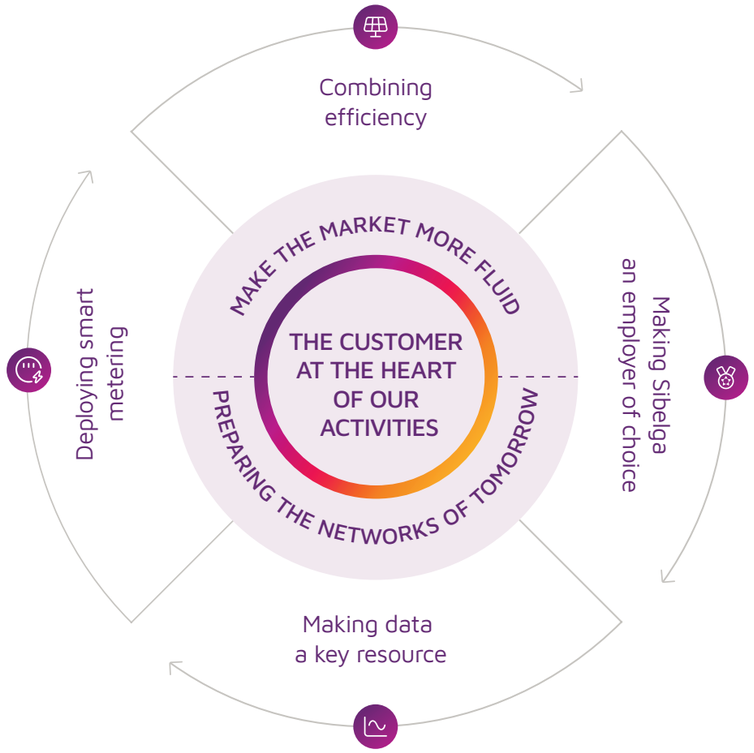
INTRODUCTION

Sibelga has a clear vision of its role as a key partner in the energy transition in Brussels.

To achieve this ambition, the company has adopted a strategy structured around **3 strategic goals** to be achieved by 2030, which reflect our determination to act where we have the greatest impact: on the networks, in the market, and as close as possible to the customers who are at the heart of our day-to-day activities.

In addition to these goals, **4 concrete actions** which support their implementation: the rollout of smart meters, the exploitation of data, efficiency and sustainability, and quality of life in the workplace.

Together, these goals and actions form a coherent architecture, designed to mobilise teams, align priorities and ensure effective execution of our strategy.



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GOAL 01

Preparing tomorrow's networks

Context and ambition

In Brussels, the quality of the network is stable and under control (see Chapter 2, Sibelga's three evolving roles, p. 16). Sibelga intends to **maintain this level between 2026 and 2030, by anticipating** changes to the energy system and adapting infrastructure to the needs of residential, business and institutional customers. We also make every effort to **prevent local congestion,** to limit connection times and **keep costs at a reasonable level.**

That is what puts Sibelga in a position to assert **its role as the sole manager of energy distribution networks on public roads, including heating networks.** This ambition is based on an integrated vision of network management across the region, and on effective coordination of actions.

In a dense urban environment like Brussels, **worksite planning** must remain agile and concerted, in collaboration with the municipalities and the Region as road managers and a growing number of contractors, in particular telecoms operators, in order to **seize opportunities for joint intervention and limit the impact on public space.**

600 Mil

600 million will be invested in developing the electricity network between 2026 and 2030.

Targeted investment and the networks of the future

For the period 2026–2030, our development plans include:

- **More than 600 million euros** of investment to reinforce the electricity network;
- **44 million euros** to maintain the gas network.

Sibelga uses two complementary tools to inform its decision-making as regards investing in and operating the electricity network:

- **The Digital Twin,** which duplicates the network, **makes it possible to simulate different development scenarios** (consumption behaviour, local production, electrification of uses, etc.) and target investments by geographical area.
- **Dispatching,** which is currently being upgraded to an **intelligent control tower integrated** with the smart grid (an intelligent network that continuously adapts to consumption and production flows). It will enable dynamic management of the network in near-real time: detection and resolution of congestion, network operation as close as possible to its limits and optimised coordination of work on the network.

In order to optimise investments and reduce costs for the community, as well as maintain control over connection times, it will also be necessary to:

- Harness **"dormant" power** not used by customers, and redistribute it to other customers who need it.
- Develop **flexible connection contracts,** which would impose certain limits on the power used by the customer during periods when the network is particularly busy.

Heating network under construction in Neder-Over-Heembeek

Supporting electric mobility

As a reminder, the Region plans to install 22,000 public recharging points by 2035 – on roads and in public and private car parks – as well as to ban internal combustion cars by the same date (see Chapter 3, Three challenges posed by the energy transition in Brussels, p. 32). Sibelga is working at several levels to support this transition:

1. **Coordinating the deployment of 11,000 charging points on public roads by 2035 via ChargyClick,** in line with the regional target. The aim of this rollout is to achieve optimum coverage in terms of number, power and location, including the integration of charging points on public lighting poles to limit clutter.
2. **Supporting users of private equipment,** whether through **individual solutions** (garages, residential or company car parks) or collective solutions (shared installations in buildings). Sibelga provides **technical support, ensures the reinforcement of the network if necessary,** and the installation of **smart meters** to optimise usage. Priority should be given to **collective solutions** in buildings, as they offer **better energy efficiency** (thanks to larger, more efficient shared installations) and **more balanced use of the network** (use being levelled out between users), thereby limiting consumption peaks.
3. **Encouraging intelligent use of the network,** by facilitating the integration of smart charging technologies (dynamic control of recharging according to grid availability) and, in the longer term, the **Vehicle to Grid** (re-injection of the energy stored in the batteries of electric vehicles into the grid). These solutions will help to level out consumption peaks, boost local flexibility and make the electric vehicle a fullyfledged player in the energy system.

Preparing for the future of heating

Decarbonising heating is one of the biggest challenges to achieve the Brussels Region's climate goals. In terms of the transition, this makes huge demands, both on the infrastructure and on customers. The decarbonisation of heating in Brussels has yet to be achieved, but it will be based on diversification.

An energy mix combining electrons and molecules for heating

The main driver is the electrification of uses through the deployment of heat pumps powered by renewable electricity.

However, this approach involves:

- a significant strengthening of the electricity network,
- major investment in customer equipment,
- and massive renovation of buildings, many of which are still classified as EPB F or G.

The goal? Maintain current quality levels, anticipate future needs through targeted investment, actively develop collective solutions for heating, and strengthen the cyber security of infrastructures in a context of increasing digitalisation.

Heating networks will play a complementary but structuring role, by exploiting local resources such as, primarily, waste heat from the incinerator or data centres, as well as geothermal, riothermal and aquathermal energy. **Sibelga** plays a dual role in the development of heating networks:

- It supports local authorities in drawing up their **local heating plans,** by structuring projects, facilitating their phasing and supporting their financing.
- It implements these plans through **public heating network projects** by mobilising our expertise in planning, public roadworks, network maintenance, measurement and metering, as is already the case at Neder-Over-Hembeek and Quartier Nord.

Lastly, the use of natural gas will gradually decrease, while retaining a residual proportion in the energy mix looking ahead to 2050 to guarantee security of supply. Sibelga will support the decarbonisation of heating in line with regional ambitions, while ensuring that the gas network remains operational for the time needed to ease the transition.

On the other hand, decarbonated gases (biomethane, synthetic methane) and hydrogen currently appear to be ill-suited to the Brussels context by 2030, because of limited local production, high costs and infrastructure constraints.

A mix of individual and collective solutions

This mix will be deployed according to a **zoned approach, at neighbourhood level,** depending on the type of building, usage and local constraints:

- The focus will be on collective solutions (heating networks, shared boilers, shared heat pumps) due to **their energy efficiency and optimised impact on the networks.**
- The **individual solutions** (aerothermal heat pumps) will continue to be relevant in certain contexts, particularly for single-family homes or small condominiums.

Research & Development (R&D)

Monitoring technological innovations is essential to anticipate changes in the energy system. Sibelga draws on its research and development, as well as its active monitoring activities, to identify **innovative technical solutions and test new tools.**

Cybersecurity and infrastructure security

As our networks become increasingly digital, we need to be even more vigilant when it comes to cyber security. As well as protecting our IT tools, we are particularly intent on securing our critical infrastructures, both digital and physical. **Preventing intrusions, whether virtual or real,** is now an integral part of our responsibility as a network operator.

11000

Sibelga will coordinate the deployment of 11,000 charging points on public roads by 2035 via ChargyClick.

GOAL 02

Making the market more fluid

Context and ambition

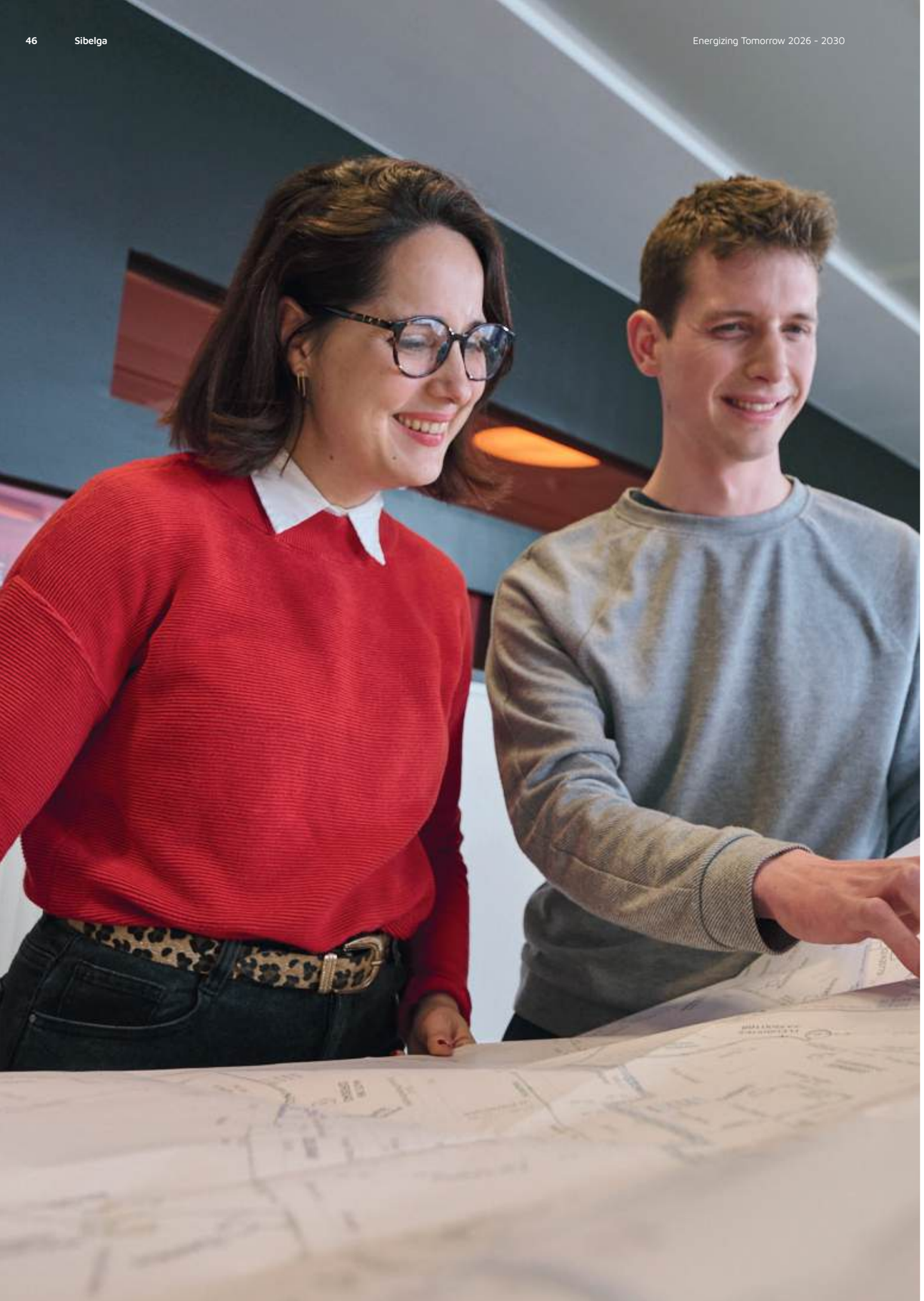
In a rapidly changing energy market, Sibelga intends to consolidate its role as a neutral facilitator. The rise of emerging players related to the energy transition – operators offering flexibility or energy sharing – is opening up major opportunities, but is also making it harder to allocate roles and responsibilities between players.

Our ambition: to guarantee a fair market model, in which innovative services are added without undermining the core missions or excluding certain segments of the population. In Brussels, consumers are very diverse: some want to be actively involved, others expect above all a simple and reliable service. The market must be able to meet both these expectations.

Sibelga is instrumental in harmonising practices and tools at national level, in particular via the MIG (Market Implementation Guide), the common framework that defines the rules and formats for data exchange between all the players in the Belgian energy market. This approach avoids market fragmentation and ensures effective interoperability. Collaboration with other network operators, suppliers and balance responsible parties (BRP) remains essential.

Lastly, Sibelga champions a fair distribution of osts and risks. Energy service operators must also contribute to financing the network and centralised data management.

The goal?
Develop new services for the market in close cooperation with all stakeholders, while guaranteeing fairness.



Building a more fluid, flexible and fair market

To support the energy transition, the market model must evolve:

- **More fluid,** to enable innovations to emerge rapidly
- **More flexible,** to keep system costs under control
- **Fairer**, so that each player contributes to the system without upsetting its balance.

Sibelga will support these changes by gradually adapting its processes and market rules, **enabling all players**, **both new and existing, to develop their services within reasonable implementation timescales.**

Our priorities:

- Developing **flexibility contracts** for low-voltage customers, in addition to those already open to medium-voltage customers, thus improving the overall balancing of the system.
- Extending **energy sharing** on a larger scale.
- Enabling customers to have a **separate contract** for their flexible uses, such as recharging electric vehicles or controlling heat pumps.
- Opting for **secure sharing of data** with third parties designated by customers, to help them optimise their energy performance and bills.
- Introducing a straightforward **smart pricing system** (gridfee) thanks to smart meters: more pricing windows, better alignment between price and system constraints, and new offers for suppliers.
- Using aggregated **quarter-hourly data** to **allocate energy volumes more fairly between market players,** without disclosing individual customer data, in order to preserve customer confidentiality and protect them against price fluctuations.

Improved coordination and effective tools

The success of this transformation depends on coordinated action and robust, scalable and economically sustainable tools.

Sibelga will continue its cooperation **with the other Belgian network operators** through several complementary structures:

- **Synergrid** the industry consultation platform
- **Atrias** its subsidiary, which pools tools and manages data flows between market players – suppliers, distribution system operators (DSOs) and balance responsible parties (BRPs) – responsible for maintaining the balance between production and consumption, while facilitating the exchange of information within the deregulated market
- **Synerhub,** a joint subsidiary of all Belgian network operators, will be set up to support flexibility-related market processes.

This pooling strengthens **national efficiency**, while preserving the **regional autonomy** necessary to take account of the specific features of the Brussels market. Sibelga will pursue a constructive dialogue with the authorities and the regulator in order to defend these specific characteristics and anticipate the needs of the market.

Our priorities:

- Technological upgrade of the Atrias CMS
- The escalation of energy sharing, already adopted by around 2,450 Brussels residents by the end of 2025
- The development of Sibelga's internal processes and tools to integrate these new market mechanisms

GOAL 03

Putting the customer at the heart of our business

Contexte et ambition

Customer satisfaction is at the heart of Sibelga's priorities. By 2024, **86% of individuals and 82% of professionals** said they were **satisfied with our services** a vote of confidence in the quality of our on-the-ground commitment. Maintaining, or even strengthening, this level of excellence means consolidating an internal customer-driven culture, backed up by concrete actions: targeted training, active communication, committed leadership and a cross-functional customer cockpit to manage customer satisfaction.

In a changing energy system **customers are becoming key players.** Their choices and behaviour have a direct influence on network management. Sibelga is therefore adopting a more proactive stance: informing, supporting and guiding, while remaining neutral and serving the collective interest. This development is supported by educational tools to help customers better understand the impact of their actions on their bill and on the network.

Finally, in a Brussels region marked by great social, linguistic and digital diversity, Sibelga is ensuring that **energy transition remains inclusive.**

Customer experience and accessibility

In an increasingly digital environment, Sibelga is simplifying the customer journey while maintaining a high level of quality. **The My Sibelga app** already enables low-voltage customers to track their electricity consumption. It will be upgraded to include gas, offer advanced comparisons and personalised alerts, and facilitate exchanges with the teams.

The **customer portal** will evolve to offer more self-service, better traceability of exchanges, and a consolidated view for multi-site customers. With this in mind, **this digitalisation** of services (making appointments, monitoring files, personalised alerts, new payment methods) will enable customers to manage their requests completely independently. At the same time, the integration of **artificial intelligence** will provide support 24/7 for routine requests.

These digital tools must complement **human interaction** (call centre, walk-in information desk, etc.) that is **essential to nurture a close relationship** with the residents of Brussels. For example, our account managers will continue to invest in a long-term, high-quality relationship with intermediaries, such as building managers, to support the **effective rollout of smart meters, the conversion of heating systems, and mandate management** (for access to data, carrying out work or representing customers). Lastly, Sibelga will set up a **customer observatory** to regularly monitor the expectations of different user profiles and anticipate changes in the energy system.

86%

In 2024, 86% of private customers and 82% of professional customers said they were satisfied with our services, reflecting the quality

Combating the digital divide and fuel poverty

Digital transformation cannot be hailed a success if it does not give due consideration to the digital divide. Not all customers have the same tools or access. Sibelga maintains accessible channels for its less connected customers by being one of the few **companies to maintain a local, staffed walk-in office.** For simple requests, digital technology will certainly be encouraged, but telephone access will not be overlooked.

Sibelga maintains a **close relationship with the CPAS (public centre for social action)** which play a key role in identifying and supporting households in difficulty. This **proactive collaboration** allows Sibelga to better target needs, guide solutions and enhance the social impact of our actions.

As a **social supplier,** Sibelga fully shoulders its responsibility for guaranteeing access to energy for the most vulnerable citizens, and is preparing for an insucprpeliaesed . in the number of customers to be.

Awareness-raising and support

As well as providing a service, Sibelga plays an active role in **raising awareness of the challenges posed by the energy transition.** Providing information on energy efficiency, flexibility and energy sharing means that everyone can understand the actions available and make informed choices.

This advisory role draws on a number of resources:

- **Energuide** our digital information platform, will be overhauled to offer more targeted, accessible and interactive content.
- **Enerkids,** an educational programme for primary schools in Brussels, raises awareness among children through fun and interactive activities.
- **Simulators, benchmarks and technical guides** help customers assess their situation and identify the most appropriate solutions.

Support for the public authorities

Sibelga also supports the Brussels public authorities in their energy projects (see Chapter 2, Sibelga's three evolving roles, p. 24), in particular through:

- **RenoClick** for the renovation of public buildings
- **MobiClick** for the greening of vehicle fleets

We are helping them to step up these renovations, factoring in regional constraints, by proposing roadmaps, energy performance contracts and support with funding applications, in partnership with Brussels Environment.

The goal? Improving the customer experience, combating fuel poverty and supporting the public authorities.


Specialità Italiana

DRIVER 1

Deploying smart metering

Context and ambition

The deployment of smart meters will be a major driver for Sibelga in 2030. As a **cornerstone of the energy transition**, it is part of a three-pronged strategy: radically transforming our **network**, making interactions with the **market** more fluid, and actively supporting each **customer** as their energy uses evolve.

In terms of the **network**, this equipment makes it possible to optimise investment by targeting the areas to be reinforced more precisely, while anticipating potential congestion. They provide better visibility of traffic flows and make it easier to integrate new uses linked to electrification. On the **market side**, they will make it easier to share data and integrate services such as flexibility and aggregation (grouping together several sources of flexibility to manage them collectively). For the **customers** they pave the way for personalised services and better monitoring of their energy consumption.

Our ambition is clear: to replace more than **550,000 low-voltage meters by 2030, i.e. 80% of the installed base**, guaranteeing safety, efficiency and quality of service.

Accelerating the pace of rollout

To achieve this ambitious goal, Sibelga intends to intensify its installation activities. This means:

- Robust **logistics**, particularly for the supply of meters
- **Efficient organisation with subcontractors**, to achieve a production rate of 80,000 meters per year
- **Mobilisation of qualified technical resources**, against a backdrop of widespread shortages
- Maintaining **security and customer satisfaction** at the heart of our concerns

Upgrading the metering chain

Beyond the meter, the entire metering chain needs to evolve between now and 2030 if the full potential of smart metering is to be exploited. This includes:

- The **communication of meter data** to the market
- The **management of remote operations** (opening, closing, power modulation)
- The introduction of a **new pricing structure** with more pricing windows
- **Consumption monitoring** via the My Sibelga App ;
- The **secure sharing of data** with customers and partners
- Managing data with **strict respect for privacy and the protection of personal data**

80 000

Sibelga intends to step up its installation activities, in order to reach a rate of 80,000 meters per year.

The customer at the heart of the ecosystem

Smart meters play a central role in helping customers to consume more responsibly while exercising greater control. By giving them the means to understand, control and adjust their usage, Sibelga is boosting their autonomy and their ability to make an active contribution to the energy transition. This dynamic is accompanied by the rollout of new services, detailed in strategic goal 2, Making the market more fluid. To ensure its success, Sibelga will implement a communication plan to explain the functions of the smart meter and to make customers aware of the importance of giving their consent to the reading of data, as long as consent is still required.

What about gas meters?

As there are no plans to roll out smart gas meters, Sibelga intends to develop alternative solutions to physical meter reading by a technician, making it easier to read and transmit gas meter readings.

The goal? Speed up the rollout of smart meters and develop the metering chain.

DRIVER 2

Making data a key resource

Context and ambition

Against a backdrop of far-reaching change in the energy sector, Sibelga's ambition is to turn data into a truly strategic resource. By 2030, this approach aims to accelerate the energy transition by building on reliable, relevant and value-generating data. The aim is to foster innovation, guide informed decisions and enhance operational efficiency, all within a robust, scalable and well-governed technology environment.

Data for the benefit of all

First and foremost, we need to guarantee the **security** and **compliance** of critical data, in both technological and regulatory terms.

Secondly, Sibelga intends to create value through data for all its stakeholders, such as customers and market players. For the public authorities and the regulator in particular, Sibelga will strengthen its **role as a data provider,** to inform decisions and support regional energy policies, while strictly respecting the **confidentiality** of individual data. Sibelga will extend the availability of statistical and aggregated data sets to the general public in open data format.

Internal exploitation for better anticipation and decision-making

Internally, by exploiting the data generated by the increasing observability of the network, Sibelga will be able to **better predict network conditions and anticipate changes in consumption** linked to energy use. It will also contribute to faster, more relevant decision-making, based on in-depth analysis and reliable indicators.

A robust, scalable IT infrastructure

Sibelga will set up a scalable and secure **central data platform** to meet the needs of the organisation through the production of reliable reports and interactive visualisation tools, as well as advanced data mining using predictive tools (data science).

This infrastructure goes hand in hand with improved **critical data governance.** End-to-end data management, supported by full traceability, will establish a single source of truth.

The goal? Set up a data platform that will make it possible to exploit data and integrate artificial intelligence.

Artificial intelligence: driving acceleration and efficiency

We set out to build a robust and governed artificial intelligence (AI) architecture, accompanied by a responsible culture based on ethics, in line with the European AI Act framework:

- We are investing in **Generative AI** (GenAI) solutions to improve operational efficiency: production of technical documentation, translation, creation of educational content, planning of training courses, or to make incoming calls more efficient.

- **Predictive AI** is helping us to anticipate congestion linked to electrification, integrate renewable energies, manage traffic flows intelligently, and strengthen cyber security by detecting abnormal behaviour. It also supports the fight against fraud by analysing weak signals and cross-referencing data intelligently.

Strict management of cyber security

Against a backdrop of accelerating digitalisation and growing cyber threats, information security is becoming an essential part of our corporate strategy. In line with the European NIS2 directive, recently transposed into Belgian law, we are committed to strengthening the resilience of our information systems and protecting our critical data and infrastructure. This involves clear governance, proactive risk management and a shared security culture at all levels of the organisation, as well as with our critical suppliers. Beyond the goal of **ISO 27001** compliance by 2027, this approach will really drive trust, business continuity and sustainable performance for all our stakeholders.

DRIVER 3

Combining efficiency and sustainability

While efficiency aims to optimise resources and contain costs, sustainability broadens the scope of action by taking on board environmental, social and economic dimensions. Some initiatives, such as promoting culture in the public space or creating jobs for the people of Brussels, are not directly linked to efficiency, but rather to a concern for social responsibility. These two levers are therefore complementary.

Combining efficiency...

Context and ambition

At the end of 2024, the regulator Brugel approved Sibelga's rate proposal for the period 2025–2029. These rates reflect a balanced approach between **controlling costs for the people of Brussels, support for the energy transition** and **encouraging efficient management networks.**

Electricity rates factor in a projection of costs including investments linked to the energy transition, such as the rollout of smart meters and the **deployment of smart meters and grid reinforcement** until the end of 2027.

But achieving this transition demands significant resources, in an environment marked by **increasing digitalisation** and **volatility of the energy market and ever-changing regulatory constraints.**

The impact of these uncertainties cannot be borne by customers alone. Sibelga must ensure that this transformation remains sustainable, by **containing its costs within the agreed rate framework.**

The goal is clear: **to reduce operating costs, excluding inflation, by 0.75% per year** over the period 2026–2030, while maintaining a high level of service.

Budget monitoring and cost control

To achieve this goal, Sibelga will ramp up its budget monitoring tools.

The challenge is to make them both better adapted to operational realities which have become more complex with the energy transition, and more forward-looking to better anticipate future needs in an uncertain environment.

At the same time, Sibelga is embarking on an overhaul of its process architecture which will reduce the costs of adapting to technological or regulatory changes. In addition, Sibelga will encourage internal initiatives that improve efficiency.

Optimising purchasing and the supply chain

The challenges facing the supply chain call for a profound transformation in purchasing practices. The aim is to guarantee the continuous availability of equipment, products and software, while controlling costs and integrating sustainability criteria into every process:

- **Introducing standardisation** to increase competition and secure supplies
- **Opting for off-the-shelf IT solutions** and adapting its processes to these standards, in order to limit the costs of developing or adapting specific solutions
- **Making more joint purchases with other DSOs** to maximise economies of scale and reduce unit costs, while guaranteeing the availability of the equipment needed for the network to function properly

Consistent with this strategy, efficiency is not limited to short-term cost optimisation: it is part of a sustainable vision, where every technical, organisational or human decision aims to strengthen the resilience and responsibility of the company over the long term.

… With sustainability

Context and ambition

Sustainability is a major strategic issue for companies, at the crossroads of growing environmental, social and economic challenges. It is no longer an option, but a driver for performance, innovation and resilience that is prompting organisations to rethink their models and their impact.

Concrete actions already in place

For a number of years now, we have been integrating sustainability into our day-to-day activities, through concrete actions that reflect a deep commitment and a constant desire to make progress:

- **Reducing our carbon footprint:** measured since 2019 and reduced thanks to targeted initiatives, photovoltaic panels on the Quai des Usines site, purchase of green energy to compensate for electricity grid losses, gradual electrification of the fleet. These efforts have earned us the 3-star Ecodynamic Enterprise label.

- **Smart LED lighting**: rollout of an ambitious programme aimed at converting 100% of municipal public lighting to LED technology by 2030, with smart, remote-controlled systems. This will significantly reduce energy consumption, improve safety in public spaces and enhance the quality of urban life.

- **Well-being at work:** Top Employer for the 13th consecutive year, Sibelga values the development, safety and quality of life of its employees.

- **Contributing to the decarbonisation of the Region:** helping public authorities with the energy renovation of their buildings and the rollout of charging points for electric vehicles on public roads.

- **Local roots**: provision of space to Brussels-based associations and partnership with a social housing agency.

A structured ESG strategy

Today, we are taking a new step forward with the introduction of an ESG (Environment, Social, Governance) strategy to structure our initiatives and strengthen their impact:

- **Climate change:** we are committed to reducing our emissions and strengthening the resilience of our network in response to the effects of climate change. This will involve drawing up a carbon reduction plan, targeting our main emission sources, as well as an in-depth analysis of the resilience of our infrastructure. The aim is to anticipate the potential impact of heat waves, floods and other extreme events.

- **Sustainability in purchasing and the supply chain:** sustainability is now fully integrated into our purchasing processes and supply chains. We have adopted sustainability criteria in a number of strategic public contracts, and are adapting our practices to encourage the reuse, repair and recycling of equipment and infrastructure.

- **Inclusive and safe working environment:** Sibelga is committed to cultivating a working environment where everyone feels safe and respected. We have drawn up a formal Diversity, Equity and Inclusion (DEI) policy, accompanied by a concrete action plan, in partnership with Brusselsbased players. This approach aims to ensure that every employee, whatever their background, status or origins, can fulfil their potential and proudly contribute to the company's mission. At the same time, we will continue to build up our safety culture, with a constant focus on health & safety in the workplace.

- **A social partner of the Brussels Region:** Sibelga will make an active contribution to the economic and social dynamism of the Region. We work with schools, associations and local authorities to bring them on board as fully-fledged partners committed to our cause. We implement sustainable collaboration criteria to work with the most responsible players, and support local employment and skills development to strengthen social cohesion.

The goal? Reconciling economic performance with a positive impact on the region, by weighing up the long--term implications of each decision.

DRIVER 4

Making Sibelga an employer of choice

Context and ambition

To guide the people of Brussels through the energy transition, Sibelga must also transform itself from within. Our employees are the beating heart of our success. In a strained employment market, we need committed, competent and fulfilled teams.

Mental well-being and **work-life balance** are key performance factors. Attracting, retaining and **developing talent** is a priority, all the more so as our high-risk activities require rigour, expertise and constant vigilance. **Natural staff turnover and generational renewal** require us to anticipate skills needs and pass on key knowledge. Finally, the **diversity of our activities**, technologies, administrative infrastructure, etc., calls for **adapted managerial practices** capable of fostering cohesion and nurturing a strong shared culture.

In order to be recognised as a top employer in Brussels, we are aiming to increase the rate of recruitment, reduce absenteeism, improve talent retention, increase internal mobility and improve our ability to attract the best people. The **safety** of our employees remains an absolute priority.

An engaged and engaging company

To achieve this, Sibelga is taking practical steps to enhance the attractiveness, cohesion and development of its teams.

- **Strategic resource planning**: in readiness for the recruitment drive, we are improving our ability to anticipate skills requirements. The aim is to have the right people in the right jobs at the right time.
- **Training and skills development**: the launch of the Sibelga Academy marks a new stage. More transparent, more efficient and more closely connected to operational realities, it aims to develop skills, encourage collaborative learning and generate a tangible impact on the Brussels region. Everyone will have a role to play in preparing the future of our activities.
- **A fulfilling working environment**: we want to promote an open, cross-functional and inclusive culture, based on trust and feedback. Participative management will be strengthened, with particular attention paid to well-being and safety. Our managers will be supported in their role as ambassadors of the transformation, through a structured development programme involving training, coaching and support. They will embody change, integrate human objectives into their mission, and build their capacity to galvanise their teams around a common purpose. The quality of the workspaces will also be improved to secure a sense of well-being on a daily basis, taking the lead from our Quai des Usines site, designed to offer a pleasant and verdant environment.
- **Fairness and inclusiveness**: we want to increase employee satisfaction by ensuring a fair, transparent and respectful work environment. Diversity in terms of gender, age, origin and career path will be strengthened through initiatives such as training, adaptation of recruitment processes and awarenessraising among managers.

The goal? Strengthen the company's engagement, skills and appeal.

05

Energizing Tomorrow

CONCLUSION

The Brussels-Capital Region has reaffirmed its goal of carbon neutrality by 2050. Sibelga has signed up for this process, mobilising its infrastructure, expertise and teams to speed up the energy transition in the the field.

Ultimately, by activating these three strategic goals and these four drivers, Sibelga is transforming every intention into a concrete impact, and every employee into a real “Energizer” for the energy transition in Brussels.

This 2026–2030 strategic plan is our concrete contribution to this shared goal.

A clear mission, a shared vision

As a public service company, Sibelga is fulfilling its mission of guaranteeing reliable access to energy for all Brussels customers, now and in the future. Our vision is to be a key partner in the energy transition, acting where it has the greatest impact, as a network operator, market facilitator and partner to the authorities.

Three challenges

This strategic plan responds to three major challenges identified for Brussels:

1. **Maximising the production of renewable energy and its simultaneous local consumption** by facilitating its integration into the grid, supporting sharing and flexibility mechanisms, and adapting control tools to limit local congestion and promote self-consumption.
2. **Facilitating low-carbon mobility** by deploying an accessible recharging infrastructure, assisting customers and public authorities with equipment, and anticipating the effects of electrification on the network.
3. **Preparing for the future of heating**, achieved by developing a diversified energy mix at neighbourhood level, combining collective solutions such as heating networks with individual solutions.

To meet these challenges, Sibelga is setting out three strategic goals...

1. **Preparing the networks of tomorrow**: maintaining current quality levels, anticipating future needs through targeted investment, actively developing collective solutions for heating, and strengthening the cyber security of infrastructures in a context of increasing digitalisation.
2. **Making the market more fluid**: developing new services for the market in close cooperation with all players, while guaranteeing fairness.
3. **Putting customers at the heart of our activities**: improving the customer experience, combating fuel poverty and supporting the public authorities.

... and four tactical drivers

1. **Rolling out smart metering**: accelerating the rollout of smart meters and developing the metering chain
2. **Making data a key resource**: setting up a data platform that will enable data to be leveraged and artificial intelligence to be integrated
3. **Combining efficiency and sustainability**: reconciling economic performance with a positive impact on the region, by taking a longterm view of each decision.
4. **Making Sibelga an employer of choice**: strengthening the company's engagement, skills and appeal.

Putting people at the heart of the transition

Over and above the technologies, it is essential that everyone takes ownership of the transition: customers, partners, public authorities, companies, experts, contractors... and the 1,200 Sibelga employees, who are driving this transformation on a daily basis.

Energizing Tomorrow means **shaping the energy transition together** – as a shared, inclusive momentum rooted in the realities of Brussels.

Sibelga in figures

600 Mil — in investment to strengthen the electricity network & 44 Mil to maintain the gas network between 2026 and 2030

-0.75% — reduction in operating costs per year, excluding inflation

100% — of low and medium voltage transformers measured continuously by 2030

550 000 — smart meters by 2030

200 000 — estimated charging points for electric vehicles connected to the grid by 2035

87 500 — public lighting converted to LED and smart lighting by 2030

Digital Twin — to simulate the impact of new uses on the network

NIS2 — to build an increasingly robust and governed IT architecture that complies with the directive

Sibelga Academy — to develop technical and human skills

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Sibelga
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