Highlights 2025

Sibelga
Energizing Tomorrow

sibelga.be

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Welcome to the 2025 activity report from Sibelga, the operator of the electricity and natural gas distribution networks and public lighting in the 19 municipalities of the Brussels-Capital Region. As a public service company, our mission is clear: to guarantee every inhabitant of Brussels reliable access to energy – now and in the future. As a key player in the energy transition, we play three complementary roles: network operator, market facilitator and partner to the Brussels authorities. Driven by the daily commitment of our 1, 200 Energizers, our committed employees, our ambition is embodied in our promise: **Energizing Tomorrow.**

In this report, you can read about our major challenges, how we intend to meet them and the progress made in 2025. We hope it makes for an enjoyable read!

Our full annual report will be available on our dedicated website www.sibelga.be/2025 from 12 June 2026, where you will also be able to consult the annual accounts, sustainability report, governance report and statistics.

Energizing Tomorrow, together

The year 2025 was all about continuing and accelerating our work to the backdrop of a changing energy landscape for Brussels and for Sibelga. The energy transition is making progress, as can be seen in our districts, our infrastructures and our practices. To support the Region with its climate objectives - reducing emissions by 47% by 2030 and achieving carbon neutrality by 2050 - our mission as a public service company remains essential: to guarantee reliable access to energy for all, as close as possible to the realities on the ground in Brussels.

This dynamic is taking place in a context marked by specific 'Made in Brussels' characteristics: a dense urban environment, roofs with limited surface areas, a large number of condominiums and old buildings, plus a robust, high-performance electricity grid. In 2025, we recorded the lowest ever downtime on the low-voltage network. Given these characteristics, the Brussels network is currently spared from widespread congestion or queues for connections resulting from increasing electrification. As you will see in this report, Sibelga continues to anticipate needs, by making targeted investments, by reinforcing the network and by improving its observability.

This is the backdrop to our 2026-2030 Strategic Plan. Finalised in 2025, it expresses our determination to keep pace with changes in the energy landscape and to concentrate our efforts where they will have the greatest impact. Three challenges are shaping our action: maximising local production of renewable energy, facilitating electric mobility and preparing for the future of heating.

This strategy is translating into concrete progress on the ground. The launch of PowerOn BT, our real-time management tool for the low-voltage network, marked a key stage in the observability of our infrastructures. The rollout of smart meters has intensified, as has the network of on-street charging points, which are now installed more densely to match local needs. At the same time, we are maintaining the gas network, moving ahead with the development of district heating networks, which are essential for decarbonising heating, and modernising public lighting through a massive conversion to intelligent LED lighting.

2025 will also have been a year of dialogue and collaboration with the Region, the municipalities, economic players, academics and associations. Because the energy transition is a collective effort. It means coordinating, listening and educating, driven by the firm conviction that everyone - Brussels' residents, companies and institutions - has a role to play. Our 1, 200 Energizers bring this dynamic to life every day: their expertise, their presence on the ground and their commitment are the driving forces behind our endeavours.

More than ever, Sibelga is stepping up to the plate as an essential partner in a sustainable energy transition. **Energizing Tomorrow** is first and foremost a human and resolutely Brussels-based adventure. This annual report bears witness to this, through the achievements of 2025 and the actions that are paving the way for the years to come.

Inne Mertens
Chief Executive Office

David Cordonnier
Chairman of the Board of Directors

The 3 challenges facing Brussels

Sibelga has identified 3 challenges to be met in the short term, in close collaboration with all stakeholders, in order to ensure a sustainable energy transition tailored to the specific characteristics of the Brussels region.

1. MAXIMISING THE PRODUCTION OF RENEWABLE ENERGY WHILE ENCOURAGING ITS LOCAL AND SIMULTANEOUS CONSUMPTION

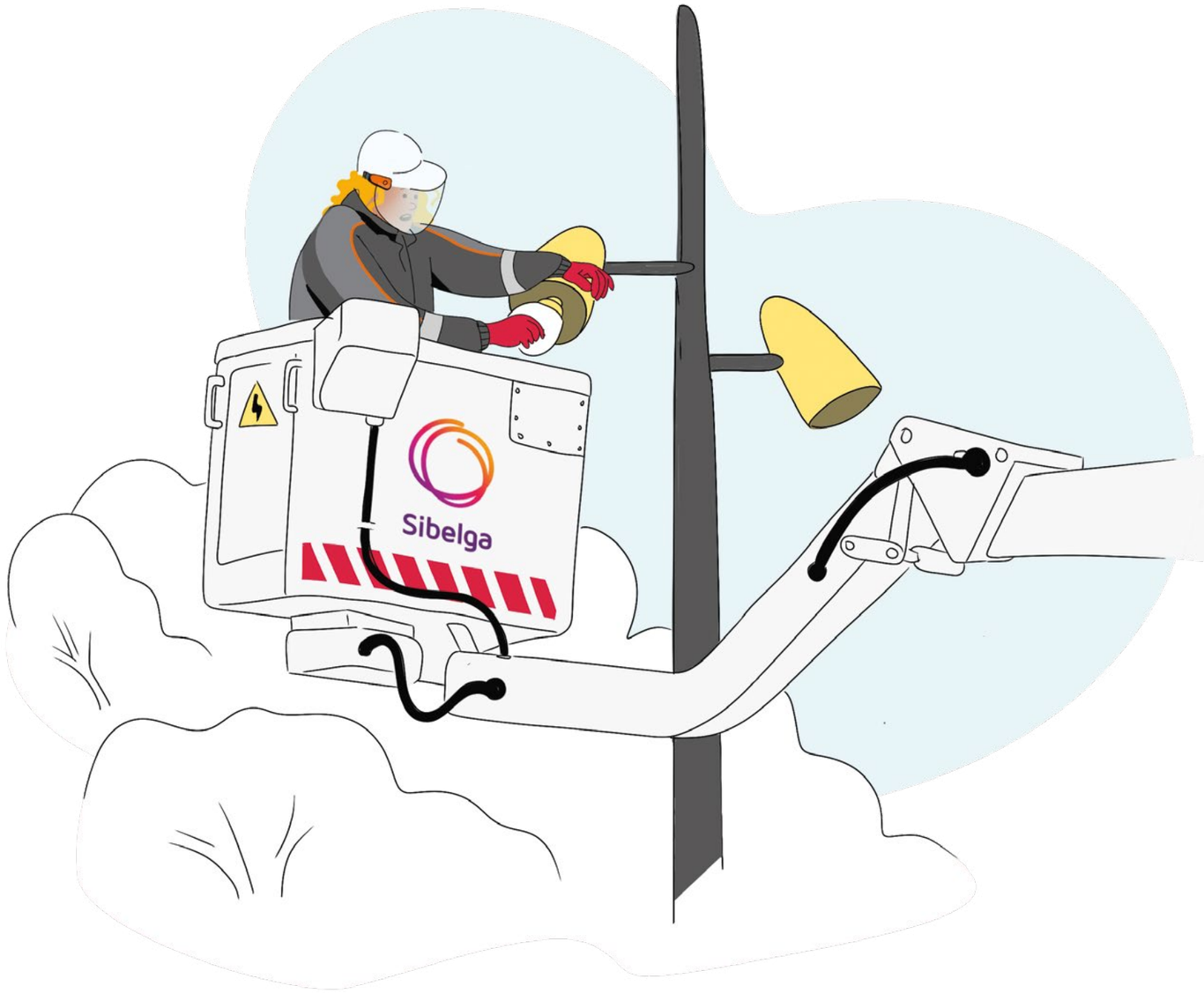
To achieve its decarbonisation objectives, the Brussels-Capital Region is eyeing an increase in renewable energy production. For Sibelga, the challenge is to steer its development, with a particular focus on photovoltaics, while factoring in the constraints specific to the built environment in Brussels (limited roof surfaces, numerous condominiums, etc.) and encouraging local and simultaneous consumption, in particular via energy sharing mechanisms. Consuming locally-produced energy is both beneficial for the customer (energy independence, lower energy bills, etc.) and beneficial for the network, as the energy used immediately places very little demand on the infrastructure and helps to limit the risk of congestion.

2 FACILITATING ELECTRIC MOBILITY

The Region wants to make 22,000 recharging points for electric vehicles available to the public by 2035, in preparation for the gradual phasing out of internal combustion vehicles. Sibelga is responsible for coordinating the installation of 11,000 of these charging points on public roads. In addition to this mission, Sibelga is involved at various levels: assisting customers with private equipment, supporting public authorities and integrating smart charging to optimise recharging.

3 PREPARING FOR THE FUTURE OF HEATING

As the use of fossil fuels comes to an end, the question arises of how to replace natural gas as a heating source in Brussels. This challenge is made all the more complex by the fact that heating is a simultaneous activity with very little flexibility: when temperatures fall, everyone in Brussels turns up their thermostat at the same time, creating a demand that is difficult to smooth out. In a region where the majority of buildings are still heated by gas and where the dense built-up area makes major renovation difficult, appropriate solutions will have to be developed. At present, the future seems to be moving towards an energy mix combining renewable electricity, low-carbon gases and heating networks, deployed according to the specific characteristics of each district.



Sibelga at a glance

65,000 m²
of photovoltaic panels installed on public buildings

2,790
participants in energy sharing schemes

40 %
of requests from business customers to increase their electricity capacity for electric mobility purposes

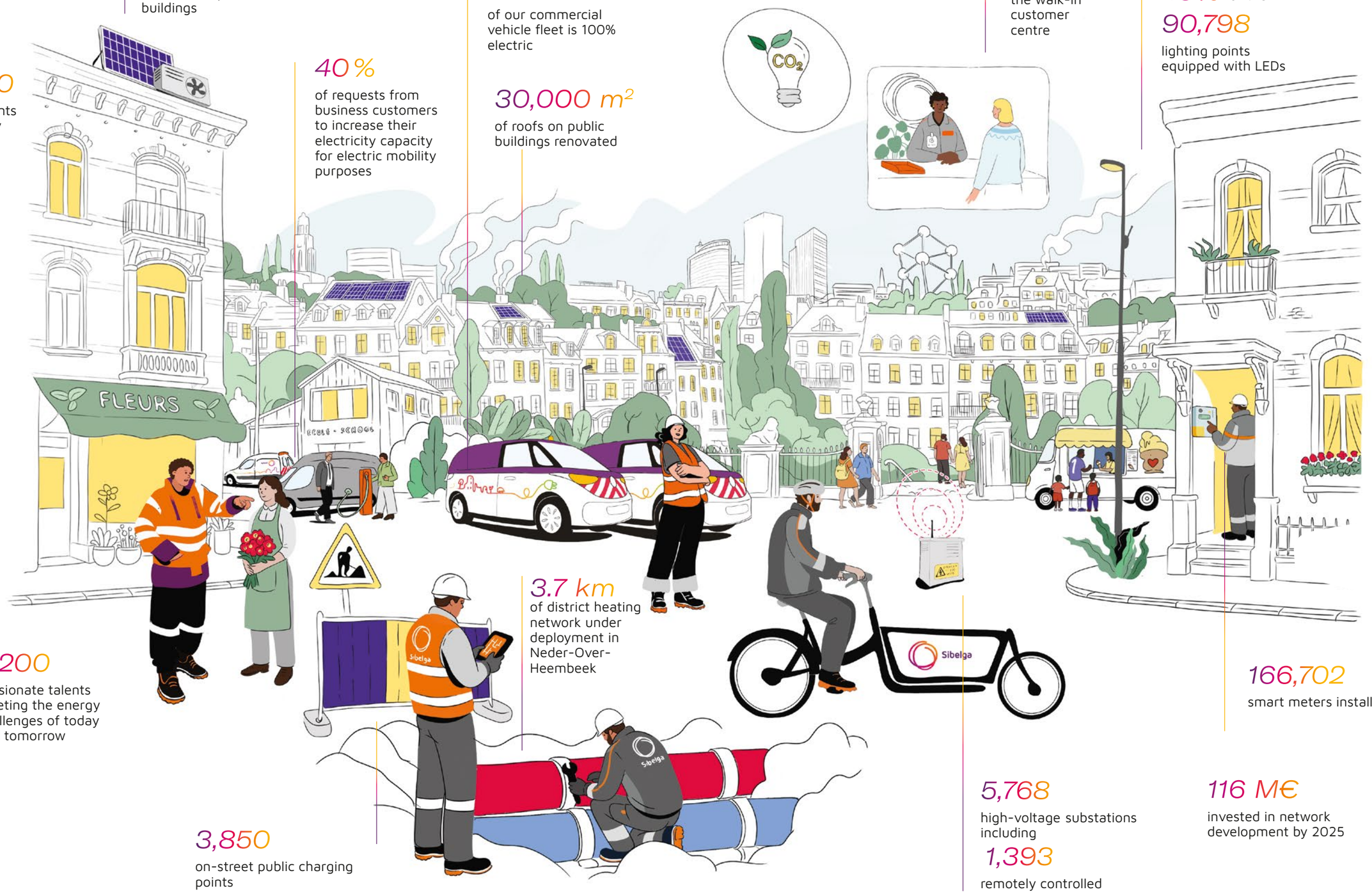
25 %
of our commercial vehicle fleet is 100% electric

30,000 m²
of roofs on public buildings renovated

125
data collected for our 1st CSRD report

7,000
visits to the walk-in customer centre

45 % of the **90,798**
lighting points equipped with LEDs



1,200
passionate talents meeting the energy challenges of today and tomorrow

3.7 km
of district heating network under deployment in Neder-Over-Heembeek

3,850
on-street public charging points

5,768
high-voltage substations including
1,393
remotely controlled

116 M€
invested in network development by 2025

166,702
smart meters installed

Our 2025 highlights

JANUARY

Top Employer for the 15th year running. Sibelga is proud to be recognised as an employer of choice. In 2025, employer branding campaigns raised our profile in a highly competitive job market, particularly for technical and IT professions. These efforts have contributed to the arrival of 190 new colleagues.

MARCH

Three new members join the Executive Committee. Daphné Benzennou (Chief Strategy Officer), Geert Goethals (Chief Information Officer) and Thomas Raes (Chief Client & Market Officer) have joined the Management Committee to support the ambitions of the energy transition in Brussels. Their arrival consolidates Sibelga's strategic, digital and customer expertise.

APRIL

Lighting up Woluwe-Saint-Lambert. The completely redesigned exterior lighting at the town hall has cut electricity consumption by 82%, while literally putting the spotlight on the architectural heritage. The project was carried out in close collaboration with Radiance 35, who were responsible for the illumination of Place Saint-Lambert.

SEPTEMBER

All hands on deck to restore gas to Forest. At the beginning of September, the Gas Operations teams worked for six days to quickly restore gas to 300 households that had been cut off due to water infiltration in the pipelines. The teams' commitment and the quality of communication during the intervention were praised by local residents.

SEPTEMBER

Welcome to the new Board of Directors. Following their appointment in June 2025, the new directors were welcomed to Sibelga for an introduction to our activities and a site visit.

OCTOBER

A major step in digital transformation. Sibelga has completed the upgrade of its central management system (SAP), which is essential to the operation of its activities. This migration, which has been prepared and tested for a long time, guarantees continuity of operations and strengthens the reliability of internal processes supporting the Brussels grid and the energy transition.

MAY

Progress on the Neder-Over-Heembeek heating network. In partnership with the City of Brussels and Bruxelles-Énergie, Sibelga is continuing to develop the heating network fed by waste heat from the Brussels incinerator. The installation of a 3.7 km extension, in addition to the existing 6 km, will enable around thirty buildings to be connected by the end of 2027, including schools, crèches, nursing homes, social housing and a swimming pool.

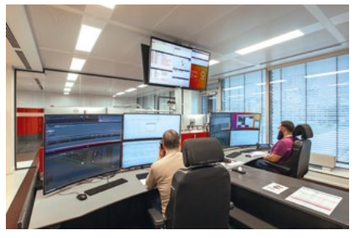
JUNE

Framework agreement with the VUB and ULB to accelerate the energy transition. Sibelga has signed a framework agreement with the Vrije Universiteit Brussel (VUB) and the Université libre de Bruxelles (ULB) to strengthen applied research and develop concrete projects linked to the energy transition. This partnership also fosters innovation, talent attraction and academic exchanges.

JULY AUGUST

A major project. Over the summer, our teams worked tirelessly, including at night and at weekends, to replace the low and high voltage cables on part of rue de la Loi and rue Belliard. Due to the high level of traffic on these routes through the European Quarter, the work could only be carried out during the school holidays.

NOVEMBER



Launch of PowerOn BT. Sibelga launched a new real-time management tool for the low-voltage electricity network. It provides a mapped view of the network, enhancing observability and speeding up incident detection and resolution.

NOVEMBER

"Energizing Tomorrow by Sibelga" event. Around a hundred representatives of our stakeholders met to discuss the challenges of the energy transition in Brussels and its resolutely human dimension. It was also an opportunity to present our 2026-2030 Strategic Plan.

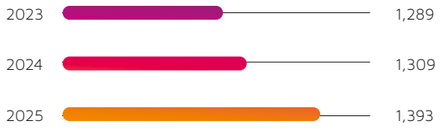
DECEMBER

Strengthening the resilience of essential services. La Défense, Vivaqua, STIB and Sibelga organised a seminar on protecting critical infrastructure in the face of growing threats. The aim was to strengthen collective preparedness and improve crisis management.

Our progress in figures

SMARTGRID

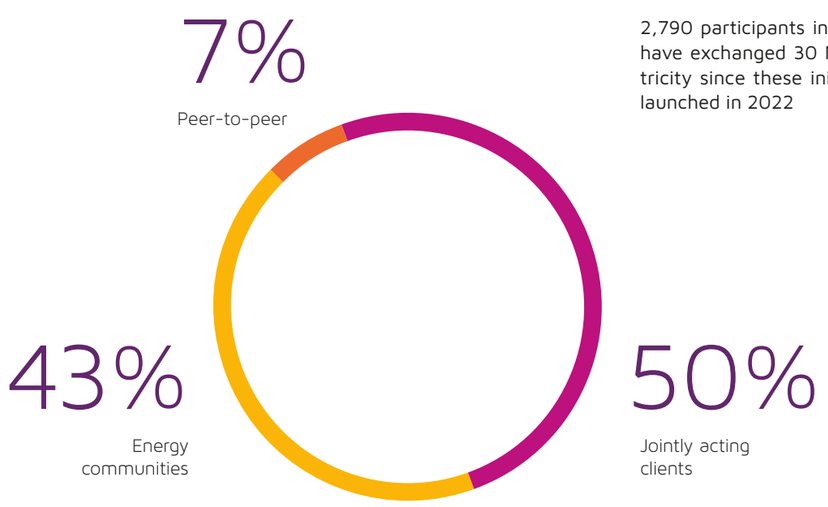
+84 Remote-controlled high-voltage substations



SMART METERS

+72,000
smart meters installed in 2025

ENERGY SHARING



2,790 participants in 297 projects have exchanged 30 MWp of electricity since these initiatives were launched in 2022

PUBLIC LIGHTING

45%
of the 90,798 lighting points managed by Sibelga are now equipped with LEDs

35%
The aim is to reduce energy consumption by 35% by 2030 compared with 2020. In 2025, a further reduction of 11% has already been achieved compared with the 2024 figures

ELECTRIC MOBILITY

35%
of the planned on-street recharging points have already been installed, well on the way towards the target of 11,000 points by 2035

40%
of requests for power increases from business-to-business (B2B) customers concern electric mobility

Our activities

This annual report is divided into four chapters. They cover our three roles - network operator, market facilitator and partner to the authorities - as well as our commitments as an employer of choice.

1. DISTRIBUTION SYSTEM OPERATOR

To meet the current and future energy needs of all Brussels customers, we maintain and reinforce the electricity network, by investing to make it ever smarter. We also ensure the safety and performance of the natural gas network. 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. At the same time, Sibelga is moving into a new business: the management of heating networks on public roads. This task, which has yet to be defined and structured, requires the development of complementary skills and close coordination with local and regional players. Finally, to support the energy transition, the electrification of uses and changes in consumer behaviour, it is essential that we listen to our customers. This is why we are focusing on information and awareness-raising, public consultations and dialogue with all stakeholders.

2. MARKET FACILITATOR

Since the liberalisation of the energy market, we have acted as a neutral market facilitator. The new players need reliable, high-quality data to offer additional services such as billing based on actual consumption, energy advice and energy sharing.
As a data manager, we collect, validate and transmit this information securely to energy suppliers and other market players, in strict compliance with the rules on privacy. This is the case for data obtained from smart meters, the cornerstone of the energy transition.

3. PARTNER TO THE AUTHORITIES

Over the years, we have been entrusted with additional public service tasks, strengthening our role as a partner to the authorities for the implementation of regional energy policies. As part of the Reno-Click and MobiClick programmes, we support public authorities at every stage of their projects, from the energy-efficient renovation of public buildings to the installation of charging stations on their sites and the greening of their fleets. This support is designed to help them achieve regional objectives in these areas.

We also play the role of social energy supplier, ensuring that Brussels households who are facing difficulties continue to have access to electricity and gas.

4. AN EMPLOYER OF CHOICE

We make our role as an employer of choice a priority, by investing in the well-being and development of our teams to provide them with a safe, inclusive and meaningful working environment. Security - whether it concerns our infrastructure, our IT systems or, above all, our employees - is a top priority and we make no compromises.

At the same time, social responsibility is at the heart of our day-to-day activities. We are taking concrete action on sustainable development, reducing our carbon footprint, the circular economy and local involvement, in line with the growing demands for sustainability and governance.

Grid operator

"We are preparing our infrastructure to meet tomorrow's energy needs."

INVESTING FOR THE FUTURE

In a rapidly changing energy world - marked by the growth of renewable energies, their intermittent nature and the emergence of new, highly electrified uses, such as mobility and heating - Sibelga is pursuing its mission. We are committed to guaranteeing the quality of our infrastructure, preparing the networks of tomorrow and meeting the current and future needs of all our customers.

In 2025, **€116 million** were spent on developing the electricity network and maintaining the natural gas network. These investments are in line with the 2026-2030 development plan, approved by the Government, which provides for investment of €618 million to strengthen the electricity network and €44 million for the gas network. This five-year

€ 116 million

were invested in developing the electricity network and maintaining the gas network in 2025.

plan takes into account the major developments to come: growth in heat pumps, development of storage batteries, increase in the number of photovoltaic panels, installation of recharging stations, roll-out of smart meters and the ramp-up of a *smart grid* capable of anticipating the risks of congestion thanks to enhanced observability. With a view to continuous optimisation, Sibelga is careful to target its investments as effectively as possible in order to limit their impact on distribution rates.

One of the key technological innovations is the use of the ***Digital Twin.*** "*We have simulated different load and production scenarios, mainly from photovoltaic energy, on the low and high voltage networks looking ahead to 2040 and 2050. By integrating the geographical distribution of solar panels, electric vehicles and heat pumps, the analysis carried out in 2025 has enabled us to identify load and voltage constraints, and to plan the necessary investments from 2028*," explains Alexandru Ofrim, Head of Investments & Maintenance Electricity & Gas. These results have also enabled Sibelga to work with Elia to draw up a map of potentially congested supply points in Brussels. An action plan has been drawn up and regular meetings are now held to define the solutions to be implemented jointly.

Among the major changes, **the gradual transition from the 230V to the standard 400V network** aims to increase the distribution capacity of the low-voltage network. This conversion, which involves replacing specific cables and transformers and, in some cases, adapting customer installations, is analysed on a district-by-district basis. When old cables are replaced, compatible installations are connected directly to the new 400V network. If this connection proves too complex or expensive, the installation will continue to be supplied with renovated 230V. This pragmatic approach speeds up the transition while optimising costs. In 2025, 4,647 conversions to 400V were carried out.

The development plan covered **330 projects in 2025**. "*The number of sites is slightly down on last year, but the scale of the projects was more ambitious. In total, we dug the equivalent of 105 km of trenches and laid 150 km of electrical cables*," explains Ives Goovaerts, Head of the Design and Construction Department.

In 2025,

150 km

of cable were laid on the 330 construction sites under the development plan.

One of the most emblematic projects of the year took place over the summer, with two teams working around the clock to replace high and low voltage cables in two of the capital's busiest thoroughfares: rue de la Loi and rue Belliard. A second phase will be rolled out next summer. Another example of the teams' rapid response was the emergency installation of a customer substation to connect the new police headquarters in the Forest-Saint-Gilles-Anderlecht area, enabling the site to be inaugurated ahead of schedule.
Since January 2025, all low-voltage cable renovation projects have also entailed renewing connections and installing smart meters to speed up their deployment. No fewer than 7,269 meters were installed by the Construction teams - trained for this new task by the Sibelga Academy (see p. 29) - in addition to the installations carried out by the Customer Works department.

40 INITIATIVES FOR AN EVER-SMARTER NETWORK

To support the electrification of uses, the ***Smart Grid Roadmap***, published in 2024, identifies around forty initiatives to be deployed between now and 2030 to make the electricity grid ever smarter. The aim is to increase real-time observability (via data from smart meters and telemetry systems), strengthen remote control and enable more dynamic management of infrastructures. The aim is to prevent congestion by improving visibility of energy flows and taking appropriate action.

"*Half of the projects on the Smart Grid Roadmap have already been launched. We are working, for example, on a Hosting capacity map, a map of the reserve available on the distribution network, to meet a publication obligation from 2027 onwards. We are also analysing methods for controlling the voltage on the low-voltage grid in the event of peaks in decentralised production,*" notes Bastien Ryckaert, Smart Grid Strategy Officer. The roadmap

GRID OPERATOR

also provides for load monitoring of all transformers in network substations by 2030, with real-time transmission of power data to Dispatching. On the high-voltage side, almost 1,400 substations are already remotely controlled, 84 of which were installed in 2025. On the low-voltage network, 508 transformers are currently equipped with telemetry.

Finally, a major milestone was reached in 2025 with the launch of PowerOn BT, **our real-time management system for the low-voltage network**. "*Sibelga is the first Belgian DSO to develop this kind of innovation. We can now see the entire network in real time, taking account of works and supply interruptions. When a customer contacts us, we can inform them in a much more precise way. The tool makes it easier to monitor the network, plan responses and speed up troubleshooting. It will also make it possible to estimate decentralised production over a few days using an algorithm that takes weather forecasts into account*," explains François Chevalier, Head of Network Management.

SIGHTS ON A SMART CONTROL TOWER

The monitoring tools used by **Dispatching** have been improved to provide a more detailed, real-time view of operations. They can now be used to display, in the form of dashboards and geographical maps, the exact scope of incidents and works in progress. This development facilitates the identification of related incidents, improves operational coordination and helps to keep customers more accurately informed throughout the resolution process.

And with the aforementioned launch of PowerOn BT in 2025, the dynamic between Dispatching and the teams in the field has been further improved, since this tool, available in desktop and mobile versions, enables both Dispatching and first response, on-call and electrical operations teams to synchronise their interactions. "*Technicians can use their tablet to log the manoeuvres they carry out in the field, so the map is immediately updated*," confirms Alan Lespineux, Head of Dispatching. This solution will be extended to the high-voltage network in a second phase.

PREPARING FOR THE FUTURE OF HEATING

Decarbonising heating by 2050 is one of the major challenges ahead if we want to meet the climate objectives of the Brussels Region, where 95% of buildings are heated with natural gas. This transition, which is complex for all stakeholders, will be based on an energy mix combining renewable electricity, low-carbon gases and heating networks, deployed according to the specific characteristics of each district.

In this context, heating networks will play an important role in partially replacing natural gas. The City of Brussels, Bruxelles-Énergie and Sibelga are continuing to develop the **heating network in Neder-Over-Heembeek**, based on the recovery of waste heat from the regional incinerator to heat public buildings. "*By 2025, we will have laid 1.5 km of the planned 3.7 km of pipes, which by the end of 2027 should connect around thirty schools, crèches, nursing homes, social housing and a swimming pool. The first six kilometres of the project are already operational and supply the Royal Greenhouses and the Docks Bruxsel shopping centre*," comments Guillaume Lambin, Project Manager, Heating Networks.

A second project for a 5th generation low-carbon heating network, capable of delivering heating and cooling according to need, was also validated in 2025: **Be.SHARE**, winner of the 3rd call for projects from the European Urban Initiative. Implemented by Bruxelles-Environnement with a number of partners, including Sibelga, the project aims to harness the renewable energies present in the public spaces of the Quartier Nord to heat social housing and offices from 2028 onwards. The project relies in particular on geothermal probes installed under the Maximilien park and certain roadways, as well as on riothermal energy, which uses the heat contained in wastewater circulating in the sewers. At the same time, Sibelga is boosting its expertise in this field and preparing technical specifications so as to be in a position to launch future contracts linked to the development of other heating networks in the coming years.

Sibelga also participates in the **Energy 2050 Taskforce**, alongside Brugel and Brussels Environment. This working group analyses sustainable heating solutions, based on urban characteristics and consumption forecasts. The **"Vision zonée de la décarbonation du chauffage en Région de Bruxelles-Capitale"** study, conducted in 2025 on behalf of the Taskforce, has made it possible to draw up a map of the most suitable renewable solutions by zone. Initial results confirm that the transition will draw on a combination of collective and individual solutions. Heat networks, as a collective solution, could cover around a third of total heating demand by 2050, especially in densely-populated districts. Individual solutions, mainly heat pumps, are best suited to less densely populated areas. However, based on current knowledge, the Taskforce estimates that, by 2050, around 30% of heating demand will still not be met by renewable heat sources alone, which means that a diversified energy mix is needed.

GAS NETWORK AND DECARBONISATION

Preparing for the energy transition in the runup to 2050 must not overshadow the need to **maintain the reliability of the gas network**. This is essential to guarantee the security and continuity of supply, but also to prepare for the future distribution of carbon-free gas. This involves the maintenance, positioning or removal of network and customer substations (for example, in the case of office buildings converted into housing), the renovation of certain pressure-reducing lines in stations (interfaces between Fluxys and Sibelga to lower the gas pressure), and the relocation or laying of pipes during works or for the connection of new housing estates. "*In 2025, the gas operations teams were heavily involved in a number of major projects. The project on Avenue Molière is a case in point, where we intervened in July to replace a 600 mm-diameter valve on a medium-pressure pipe*," explains Régis Cornet, Deputy Head of Gas Operations. In Saint-Gilles, several valves have also been replaced as part of the network's preventive maintenance programme. As for the Quai des Usines station, which plays a central role in our network, its complete renovation has continued, with the replacement of the outlet manifold and pressure-reducing lines.

In addition, **real-time monitoring of the gas network** has been enhanced by the installation of around forty pressure sensors on the low and medium-pressure networks. Between now and 2027, a total of around 125 sensors will be installed, and the information will be relayed via RTUs (remote control units), particularly in the electrical substations. "*This synergy between the gas and electricity networks optimises investment. The information from our sensors goes back to Dispatching and is displayed in PowerOn, the real-time display and monitoring system for our networks. These pressure measurements enable us to guide our work in the substations and adjust the pressure settings*," adds Régis Cornet.

AN EVER MORE RELIABLE NETWORK

The year 2025 saw the **best performance from the low-voltage network**, with only 9'49 minutes of total unavailability, of which 8'04 min was attributable to Sibelga, compared with more than 20 minutes in the other Regions. On the high-voltage side, after a record-breaking 2024, the score remains very good: business customers with a high-voltage substation only had to contend with 8'53 minutes of downtime, of which Sibelga was responsible for only 6'19 minutes. 2025 also saw a reduction in the frequency of failures.
"Several factors can *influence unavailability, such as work performed by third parties on the road or weather conditions. The mild winter of 2025, for example, had a positive impact on the results. But what really makes the difference is our ability to respond quickly and accurately, thanks in particular to the increasing observability of the network and remote monitoring, which enable us to locate incidents more quickly and speed up repairs*" says Dirk Willems, Head of Electricity Operations.

A DENSER NETWORK OF RECHARGING POINTS

To steer the shift away from combustion-powered mobility, the Brussels Region has set its sights on 22,000 public charging points for electric vehicles by 2035. Sibelga, in partnership with Brussels Environment, Brussels Mobility, Brugel, the VUB and local authorities, is coordinating the rollout of 11,000 of these points on the roads. In 2025, more than 850 new charging points were installed, bringing the total to almost 3,850, including around fifty integrated into public lighting poles to reduce urban clutter.

GRID OPERATOR

Having already set up a network that gives everyone access to a charging point within a radius of 150 metres, Sibelga is now reinforcing the network **in areas where demand is greatest**, in addition to the numerous charging points installed on private or semi-public sites. "*Usage data gives us a very accurate picture of charging habits. Use of the charging points continues to grow: every month, almost 3.7 GWh are consumed, the equivalent of driving around the Earth 550 times in an electric vehicle or 390,000 litres of petrol for internal combustion vehicles*," points out Nicolas Spilleboudt, Green Mobility Project Manager.

On the innovation front, the **SIBELBox - an** in-house-designed **HEMS** (Home Energy Management System) **box** - was presented as a *proof-of-concept* at the CIRED 2025 international conference. This system modulates consumption, particularly the power of private charging points, according to the state of charge of the low-voltage network, to prevent congestion.

The development of green mobility is also reflected in **requests** from professional customers **for power increases of more than 1 MVA** on the high-voltage network. In 2025, around 40% of the 25 requests processed related to requests for the connection of charging stations. "*The other requests concern connections for superchargers, heat pumps and a data centre. In total, this represents the supply of an additional 30 MVA, or the equivalent of an average 36 kV supply substation in Brussels. We have also carried out four flexibility studies, mainly involving energy storage batteries, representing a power output of 12 MVA*," explains Alexandru Ofrim, Head of Investments & Maintenance Electricity & Gas. Above 1 MVA, any increase in power must be approved by Elia; several connection projects on Sibelga's distribution network are currently awaiting a response or are in the process of being confirmed.

ACCELERATING TOWARDS 100% LED LIGHTING

Nearly 45% of the 90,798 luminaires in the municipal street lighting network are now equipped with LEDs. In 2025, 12,470 additional light points were converted, generating 11% energy savings compared with 2024. "*We're well on the way to meeting our 2030 targets of 100% LED lighting and a 35% reduction in energy consumption compared with 2020 - we're almost halfway* there," explains Serge Lamborelle, Head of Public Lighting.

Every month, the

3.7 GWh

consumed at roadside charging points is equivalent to driving an electric vehicle around the world 550 times.

During the conversion work, Sibelga systematically installs an intelligent lighting system, capable of sending and receiving information from each luminaire, adapting light intensity as required (dimming), and signalling any malfunctions.

The **DOMUS** integrated system is the backbone of public lighting management. It **centralises data relating to failures**, requests and planned maintenance, and feeds an application used by technicians. From their tablet, they enter information about their responses and transmit photos that are automatically integrated into ERP, the operational process management software system.

Sibelga is also focusing on **retrofitting**, which involves preserving the outer casing of old luminaires - often an integral part of the surrounding urban landscape - and replacing only the light source. This approach means that substantial savings can be made while allowing the upkeep of the infrastructure. Nearly 4, 000 luminaires are involved in this multi-annual programme.

TARGETING THE NEEDS OF OUR CUSTOMERS AND PARTNERS

In a rapidly changing (energy) environment, understanding the needs of its customers and partners is a key challenge for Sibelga. Several **large-scale qualitative and quantitative surveys** were launched in the second half of 2025. The aim is to analyse how customers wish to interact with Sibelga, to measure their interest in new services and to identify ways of improving their experience. "*We are currently analysing the results, and the conclusions will inform our customer strategy for years to come*," explains Sandrine Wanet, Joint Head of the Customer Strategy study.

As part of the energy transition, Sibelga is also stepping up its **collaboration with intermediaries**: building managers, installers of photovoltaic panels or charging stations, energy-sharing advisors, car park owners, etc. "*In 2025, we updated our CRM tool and drew up a specific communication plan to interact more with them,*"adds Quentin De Clerck, Head of Customer Account Management.

In addition, a number of initiatives have been taken to strengthen links with our **business and residential customers and institutional partners**. Sibelga went out to meet them at dedicated information sessions, workshops and discussions, and via several awareness-raising campaigns: reminder of the obligation to declare a photovoltaic installation, a terminal or a heat pump, prevention of the risks of carbon monoxide poisoning, and so on. Training courses and seminars have also been organised, in particular for the Social Welfare Centres (**CPAS**) to inform them about the mechanisms for helping customers in difficulty.

Sibelga also took part in various industry and public events, such as the Federia conference for the property sector, several energy fairs and the Bright Festival. The **Energizing Tomorrow** event was another highlight, bringing together our stakeholders to discuss the challenges of the energy transition in Brussels and the need to work together. In the same vein, a **seminar dedicated to the resilience of essential services** was organised jointly with Defence, Vivaqua and STIB on our premises. It focused on the protection of critical infrastructures in the face of growing threats such as cybercrime, blackouts and supply chain vulnerabilities, and aimed to strengthen collective preparedness and improve crisis management.

ACCESSIBILITY AND INCLUSION

Sibelga makes it a point of honour to remain accessible to all its customers. Whether it's the Contact Centre (230,000 calls a year), written exchanges (more than 79,000 e-mails and letters processed by 2025) or the walk-in customer centre (around 7,000 visits a year), each channel enables us to support all our customers, thereby helping to **reduce the digital divide**.

For more than 10 years, Sibelga has also acted as **supplier of last resort** for customers in precarious situations who have been granted protection, subject to certain conditions of eligibility and debt. As a social energy supplier, Sibelga ensures that households in Brussels who are facing difficulties continue to have access to electricity and gas. This social role, which has been considerably strengthened, now means that we support more than 10,000 customers (representing 18,000 electricity and gas supply points). In 2025, around 50,000 calls were made to these customers to raise awareness and inform them about the support measures available to them. "*To make the process even easier, two new forms have been prepared for customers and social welfare centres (CPAS) to simplify requests for protection and reimbursement*," notes Olivier Demanet, Head of Customer Management.

Market facilitator

"We ensure that energy data is managed neutrally, transparently and securely."

SMART METERS AND DATA SHARING

As a market facilitator and energy data manager, Sibelga now plays a key position in the transition in Brussels.

In line with the development plan, the installation of smart meters is accelerating to reach the target of 80% of the low-voltage installed base by the end of 2030. As the cornerstone of the transition, these meters electronically record daily electricity consumption and injection, store this data and, if the customer agrees, transmit it remotely to the distribution network operator.

In 2025, the sixty or so technicians specifically trained in their installation worked mainly in the north and east of the capital. The work was organised in successive waves in six municipalities, while responding to priority requests throughout the Region (customers equipped with photovoltaic panels or participating in energy sharing). 72,000 smart meters were installed in 2025, 58% more than in 2024. They now account for 23% of the region's 724,000 meters.

Another key indicator: 21% of customers who already have one of the 166,702 smart meters installed have given their **consent** to share their consumption data, a feature that is unique to Brussels. *"Since June 2025, customers have only been able to choose to share their data with Sibelga under the R1 system: they can then access quarter-hourly details of their consumption in the My Sibelga app, while only their monthly data is sent to their supplier. They can also opt for the R3 plan, which sends quarter-hourly data to the supplier. In this case, they gain access to new services, such as energy sharing, monthly billing or dynamic pricing, a tariff that changes hour by hour according to the real market price of electricity,"* explains Jonathan De Lathouwer, Smart Program Manager.

72,000

smart meters installed in 2025.

MARKET FACILITATOR

Sharing data is a win-win situation for all parties: customers can see exactly how much they are consuming, so they can control their bills more effectively; suppliers can offer rates based on actual consumption; and network operators can monitor the state of the network's load more accurately, so they can prevent congestion and target their investments.

Non-residential customers can also share their consumption data with third-party service providers (via an AMR meter), for example to benefit from energy optimisation advice.

THE MY SIBELGA APP: MORE THAN 10,000 USERS

More than 10,000 customers equipped with smart meters are already using the My Sibelga mobile application to monitor and optimise their consumption, for both withdrawal and injection. Developed in-house, the application also allows users to export their data to the Brugel simulator to compare offers from suppliers, in strict compliance with privacy protection rules. It also offers educational content from Energuide.be the information platform developed by Sibelga to provide energy advice. "*A web version has been available since the end of 2025 and new functions are being developed to offer even more services*," says Joël Stouffs, Marketing Officer at Sibelga.

DATA, A KEY RESOURCE

Sibelga's ambition is to turn data into a strategic resource in its own right and a lever for accelerating the energy transition. A **Data Office** was created in 2025 within the Strategy department. Its main mission is to set up a central, scalable and secure data platform, pooling all the data from multiple sources (increasing observability of networks, smart meters, etc.), and incorporating artificial intelligence capabilities. This infrastructure goes hand in hand with reinforced governance of critical data. Eventually, all Sibelga teams will be able to access the data they need for their activities via this secure platform, according to their access rights.

2,790

Brussels residents share renewable electricity.

TWICE AS MUCH ENERGY SHARING

Energy sharing is growing fast: in just one year, the number of participants almost doubled to 2,790 by the end of December 2025, spread across 297 projects, representing a total production of 30 MWp . Authorised in Brussels since 2022, energy sharing allows one or more local producers of renewable electricity to share their energy with one or more consumers.

Energy is shared within the same building (50% of participants), in an energy community made up of Brussels producers and consumers (43%) or peer-to-peer, between neighbours or family members, for example (7%). This energy-sharing mechanism respects everyone's roles and responsibilities.

FLEXIBILITY AND CHANGING BEHAVIOUR

The energy transition is prompting changes to the way energy is produced and consumed. With the rise of renewable and intermittent sources, grids need to become smarter and more flexible to manage increasingly diversified energy flows. One of the main challenges is to maintain the balance between production and consumption across the country. In this context, the contribution of the market and consumers becomes essential to fully exploit the potential of this flexibility. As a reminder, there are two types of flexibility:

On the one hand, **implicit flexibility** consists of encouraging customers, on the basis of a price signal, to adjust their consumption according to supply and demand. This flexibility will particularly depend on future distribution tariffs, which could offer more advantageous prices when the network is less stressed. These price signals will complement those sent by suppliers when energy is plentiful. In this context, a roadmap has been sent to Brugel for the joint development of this new pricing structure with market players. "Implicit flexibility has already made headway in 2025 among energy suppliers: thanks to the sharing of data from smart meters in R3 mode, they can now offer new services, such as dynamic tariffs, as well as incentive pricing based on tariff signals that are more granular than the traditional two-hour tariff," explains Raphaël Castadot, Manager Client & Market Strategy.

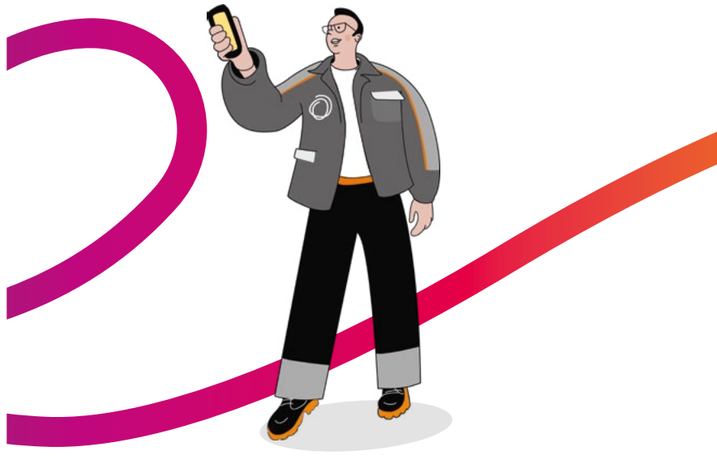
Explicit flexibility, on the other hand, is based on remunerated contractual mechanisms whereby certain users voluntarily adjust their consumption. Until now, these mechanisms mainly contributed to the balance of the national electricity network. For example, reducing the charging power of an electric vehicle charging station in a company car park. Now, other forms of flexibility are being studied, including flexible connections or the creation of a local flexibility market. The goal is to anticipate possible local congestion or facilitate the connection of new customers in areas where the network's capacity is more limited.

In 2025, Sibelga took part in the drafting of regulatory documents within Synergrid, the federation of grid operators. On this basis, Brugel has granted conditional approval for low-voltage customers to participate in Manual Frequency Restoration Reserve (mFRR) and thus gain access to the full range of flexibility services offered by Elia.
At the same time, a number of projects are underway to facilitate the participation of low-voltage grid users in these mechanisms, further expanding their role in the stability of the electricity system.

AN ATTENTIVE REGULATOR

Brugel, the Brussels regulator responsible for ensuring compliance with ordinances and technical regulations on electricity and gas distribution, tightened its control over Sibelga in 2025. A number of expectations were set out in the form of three injunctions and an administrative penalty was imposed for the first time. "*We find that regulators are more formal about their expectations when they feel that certain requirements of the legal framework are not being fully met. This is quite healthy because Brugel has to look after the interests of its stakeholders. For our part, we are striving to meet our obligations in order to serve our customers to the best of our ability, without increasing costs excessively. So our relationship remains constructive, because at the end of the day we share the same objective*," says Quentin Peiffer, Legal Service Manager.

The first injunction concerned the delay in launching the automated communication of smart meter data to energy suppliers. Two particularities of Brussels, the energy sharing model and the explicit consent of residential customers required to remotely communicate their electricity consumption data, made the IT developments required for this automation more complex and caused a slight delay. An administrative fine of €86,000 was imposed. The second injunction related to the fact that the limit on the number of "blocked points" in the Atrias clearing house, the platform that centralises data exchanges between DSOs and suppliers, had been exceeded from time to time. These blockages could delay certain market transactions, particularly for prosumers. However, no penalty was imposed due to insufficient evidence. Finally, a third injunction was issued at the end of December, urging Sibelga to make arrangements as quickly as possible to open and close smart meters remotely. The procedure is underway.

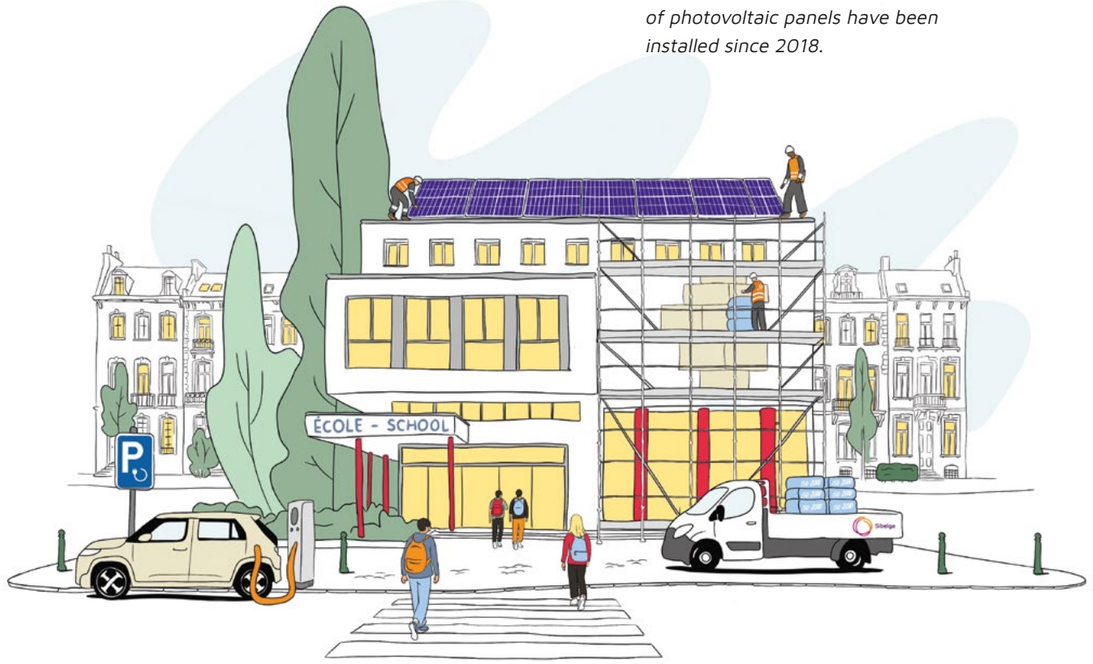


Partner to the authorities

"We support public authorities in their energy renovation and green mobility initiatives."

65,000 m²

of photovoltaic panels have been installed since 2018.



As a public service company, Sibelga supports the Brussels authorities in their actions and their duty to set an example in terms of energy renovation and sustainable mobility. As part of the RenoClick and MobiClick programmes, we provide advice and assistance at every stage of their projects: defining needs, preparing invitations to tender, and carrying out projects in these areas. We also support municipalities with their lighting projects, helping them to enhance their buildings and public spaces with lighting that is designed to make them more attractive while keeping energy consumption under control.

RENOCLICK, THE ONE-STOP SHOP FOR RENOVATION

RenoClick, developed in partnership with Sibelga and Bruxelles Environnement and financed by the Region and NextGenerationEU, is part of the RENOLUTION regional strategy. To achieve the ambitious goal of making public buildings carbon-neutral by 2040, regional, local and community authorities can call on Sibelga to provide comprehensive support for their sustainable renovation projects: schools, crèches, offices, sports and cultural centres, libraries, police stations, nursing homes, and so on.

"W*e've had excellent feedback from our 66 members. We help them to clarify their needs, choose the right service providers, structure the technical and administrative files, monitor the work, challenge the proposed solutions and make sure that everything is moving at the right pace and in the right direction*," says Stéphane Godfrind, Head of Energy & Projects Portfolio.

Six support and expertise services are available. An **energy consumption monitoring tool** to identify the most energy-intensive buildings, a **Roadmap** to structure and prioritise actions, a **comprehensive renovation** service, a **one-off renovation** service (HVAC, solar panels or roof renovation), a **central energy purchasing unit** and, from September 2025, support in obtaining **Public Building EPB certification.**

An additional service is also under consideration: "*In 2025, we launched an Energy Performance Contract (EPC) pilot project. With this renovation model, the contractor undertakes to guarantee a certain level of energy savings over the long term. If performance targets are not met, penalties apply; if they are exceeded, the gains are shared with the customer,*" explains Nikolaas Bogaerts, Energy Transition Solutions Manager.

Among the flagship projects completed in 2025 are the installation of photovoltaic panels on the new crematorium in Evere; the renovation of the heating and ventilation system in a building belonging to the Brussels Social Welfare Centre (CPAS); the renovation of a local authority crèche in Jette (insulation, ventilation, boiler coupled with heat pumps) with expected energy savings of 30%; and the launch of three new comprehensive renovations (including 2 for the Brussels Social Welfare Centre).

MOBICLICK, DECARBONISING COMMERCIAL VEHICLES

To achieve the regional objective of carbon neutrality and prepare for the gradual phase-out of combustion-powered vehicles in 2035, the Brussels public authorities must equip their car parks with charging stations, 10% for office car parks and 5% for car parks open to the public.

They can turn to MobiClick, the dedicated central purchasing group, for comprehensive support, including installation, connection and maintenance, as well as negotiated prices. Since 2022, 247 charge points have been installed across 38 projects, including 34 in 2025.

In 2025, we awarded a new contract for the vehicles and another for the charging points, including new functionalities: fast charging points, leasing of charging points, etc. MobiClick also advised Parking. Brussels on its project to equip its P+R car parks with charging points.

HIGHLIGHTING OUR HERITAGE

A number of Brussels municipalities have called on Sibelga's expertise to enhance their landmark buildings, modernise their lighting installations and significantly reduce energy consumption. Following in the footsteps of Etterbeek, Koekelberg, Uccle, Auderghem and Saint-Gilles, the town hall of Woluwe-Saint-Lambert has inaugurated its new lighting system, reducing electricity consumption by 82%. Sibelga is also working with Urban.Brussels to literally put the spotlight on five listed buildings that represent the very best of Brussels Art Nouveau: the Hôtel Hannon, the Hôtel Van Eetvelde, the Maison Cauchie, the Victor Horta Museum and the Hôtel Solvay.

247

recharging points installed in Brussels public car parks since 2022.

An employer of choice

"Concrete actions for safety, the environment, the community and the well-being of our teams."

206

206 new talents.

SECURITY ABOVE ALL

Every year, Sibelga comes up with a string of initiatives in the field of accident prevention and employee well-being.

In 2025, the Health & Safety department placed **vigilance** at the heart of its actions - on the road, at work or in everyday life - and strengthened the safety culture through a particularly active prevention campaign. "*Gas and electricity accidents can have serious consequences. Our vigilance remains and must continue to remain at the highest level to avoid them. Each gas and electricity-related incident is analysed in depth to understand the causes and implement the appropriate measures. But these are not the only risks: falls on staircases, forklift truck accidents, back pain, etc. are all reminders that we must remain vigilant at all time, wherever we are. We chose interactive actions to make an impression and get our colleagues involved in safety,"* explains Isabelle Gauthier, Health & Safety Manager.

As part of the summer campaign entitled "Vigilance changes everything", workshops and interactive training sessions were used to get some strong messages across. Innovative virtual reality training immersed participants in six high-risk Sibelga environments, under the guidance of a safety coach, to help them identify hazards and adopt the right reflexes. The **Sibelgame**, a hunt for QR codes hidden around the site, was also a great success, providing an opportunity to review safety principles via educational videos and quizzes.

Safety Meetings dedicated to best practice were organised for all technicians, who also took part in road safety workshops at the Vias Institute to better understand the constraints of cyclists and anticipate their behaviour. "*These workshops coincided with our annual cyclists' day. Our employees were able to test scenarios via an interactive game, experience first hand the vulnerability of a cyclist and learn how to better deal with blind spots when driving a van,*" continues Isabelle Gauthier.

In 2025, Sibelga also demonstrated its good management of psychosocial risks during an inspection by the FPS Control on well-being at work.

No electricity or gas incidents resulted in injury or work incapacity in 2025. However, twelve other accidents were recorded. Although the number of days of incapacity is lower than in 2024, each accident is a reminder of the importance of maintaining a high level of vigilance.

STRENGTHENING CYBER SECURITY

Against a backdrop of accelerating digitalisation, information security is also a major strategic challenge. Since the European **NIS2** directive came into force in Belgium, Sibelga has been recognised as an essential entity in the energy sector. As such, it must implement enhanced security measures, report incidents and ensure a high level of training for all its employees.

The objective is clear: to obtain **ISO 27001** certification by 2027. "*Our certification audit is scheduled for the end of 2026, a milestone that has been under preparation for two years already. In 2025, we worked to implement our Information Security Management System that defines our security policies and procedures. We began with a risk assessment to identify and evaluate cyber risks,*" explains Peter Van Lierde, Chief Information Security Officer.
Sibelga has also stepped up its operational vigilance, by setting up a Managed Detection & Response (MDR) service to improve incident detection and response, carrying out penetration tests *(pentests)* to assess the robustness of its systems and migrating to a new version of ERP *(Enterprise Resource Planning*, the software system used to manage our processes) as part of an ongoing modernisation drive.

Raising employee awareness remains a key pillar. A number of initiatives have been rolled out, including quarterly campaigns to prevent phishing (one of the biggest risks of intrusion), cybersecurity training for members of the Executive Committee and the creation of compulsory e-learning for new colleagues.

AI, CONTROLLED USE

At regulatory level, the **AI Act**, the European Regulation on Artificial Intelligence adopted in 2024, now imposes a strict framework of transparency, security, governance and traceability for AI systems used in critical sectors, including energy. AI that is used to manage and operate energy networks is considered to be a "high-risk" technology. To ensure compliance, Sibelga is drawing up a register listing the authorisations and prohibitions associated with AI, in addition to the technical measures already in place.

In this demanding regulatory context, and faced with the rapid development of generative artificial intelligence, Sibelga is adopting a cautious approach to prevent any leakage of sensitive data. A single generative AI has been authorised and made available to employees, accompanied by practical training. General training on the uses and risks of AI will also become compulsory.

AI is also a lever for improving the accessibility of services: a **chatbot** has been deployed on the Sibelga website to make it easier for customers to find information.

FIRST SUSTAINABILITY REPORT

Sibelga's first sustainability report in accordance with the European CSRD*(Corporate Sustainability Reporting* Directive) is available on our website and in the appendix. Supported by a dedicated team, it is based on the three pillars of Environment, Social and Governance (ESG). Although Sibelga is no longer obliged to do so since the adoption of the omnibus directive, we wanted to publish this report in order to share our progress transparently. We present here a brief selection of the major actions of this structuring project.

After carrying out a dual materiality analysis in 2024 to identify the priority environmental, social and governance issues for Sibelga and its stakeholders, we drew up a Roadmap defining the data to be collected and conducted a gap analysis to identify the information that is still missing. In 2025, efforts focused on drafting our sustainability strategy and analysing the European Taxonomy, an exercise linked to the CSRD aimed at classifying the sustainable part of the company's activities.

In 2025, the company obtained its first **Ecovadis label**. This international label assesses four aspects:

AN EMPLOYER OF CHOICE

the environment, social and human rights, ethics and responsible purchasing. Scores are awarded on the basis of policies, actions taken and the quality of reporting. "*Ecovadis offers us an additional framework to guide, prioritise and implement our sustainability actions. We obtained good scores for environment, labour rights and ethics. Areas for improvement include the formalisation of our sustainability policy and the monitoring of key indicators at company level, which we are working on as part of the CSRD report*," explains Martin Tombal, Sustainability Officer.

FIRST REPORTING OF GREENHOUSE GAS EMISSIONS

A first report on greenhouse gas emissions was published in 2025, as part of the European Union Emissions Trading Scheme (ETS2). From 2025, these regulations will require the monitoring and reporting of emissions linked in particular to the heating of buildings. As a supplier of natural gas to social customers, Sibelga is subject to these obligations. The company must now have an emissions permit and acquire carbon allowances to cover the emissions from this limited part of its activities.

GREENING OUR FLEET

The transition to more sustainable mobility is continuing in order to reduce CO_2 emissions from the commercial vehicles used by our teams in the field. Today, 70% of our 460 vehicles run on alternative fuels: 25% are 100% electric and the rest run on CNG. "*The proportion of electric vehicles is gradually increasing, as end-of-life vehicles are replaced by 100% electric models. In fact, we ordered our first fully electric trucks in 2025,*" comments Grégory Navet, Mobility, Fleet & Tools Manager.

To keep pace with the electrification of our fleet, additional charging points have been deployed on our site, including two dedicated to trucks. In total, we have 130 charging points, exceeding the requirements of the regional CoBrACE plan applicable from 2025 for semi-public car parks. Their technological diversity means that different charging solutions can be tested, making our site an open-air laboratory for the mobility of tomorrow.

To contribute to more sustainable urban logistics in Brussels, in 2025 Sibelga joined the Low Emission Urban Logistics Green Deal (cycle 2), an initiative by the Brussels-Capital Region. The 85 public and private organisations that have signed the agreement have undertaken to reduce the ecological footprint of freight transport through concrete individual actions within two years.

AMBASSADORS FOR THE ENERGY TRANSITION

Sibelga ensures that every employee understands the challenges of the energy transition and identifies his or her own contribution. To do so, the Learning & Development team has set up an awareness-raising programme called Make Sense.

In 2025, we also organised our first Sustainability Days, four days of workshops, conferences and events enabling participants to discover and experience sustainability. One of the themes was IT: reducing the environmental footprint of digital services and uses is an important lever in our sustainability strategy. With this in mind, Sibelga has become a member of the Institute for Sustainable IT (ISIT).

AN ENGAGING COMPANY

Certified Top Employer for 15 years, Sibelga is continuing its efforts to stand out in a job market suffering from a severe shortage of talent, particularly in technical and digital professions. Our attractiveness strategy, based on a number of Employer Branding initiatives, boosted our visibility in 2025: the website received an average of 8, 000 visitors per month, tripling in two years.

These initiatives included: the organisation of three Selection Days, which resulted in the recruitment of 25 technicians and other profiles; an IT-Jobday; participation in the Audi Brussels Jobday following the closure of the site, with 300 CVs received and 5 new hires; and a local radio campaign around the Sibelga site.

In total, 206 vacancies were filled in 2025. "*An internal and external satisfaction survey on the recruitment process demonstrated the effectiveness of the work carried out, with satisfaction rates of 86% for candidates and 88% for Sibelga managers,*" says Jan De Bruyne, Head of Recruitment & Selection. Employees also play a key role in this dynamic: 11% of external hires come from internal recommendations.

TRAINING AND CORPORATE CULTURE

The **Sibelga Academy** offers a wide range of technical training courses in natural gas and electricity, open to all professionals in the sector. With the evolution of technologies and uses, it has become one of the four Technology Center divisions alongside the Expertise, Quality and Projects & Transformation divisions, which have been reorganised to make the centre a fully-fledged lever for the internal energy transition.

"*In 2025, the structure of the Technology Centre was overhauled with a view to expanding and becoming a facilitator of the energy transition within Sibelga*," confirms Bastien de Spiegelaere, Head of the Technology Centre. The new organisation, launched in January 2026, is designed to strengthen the expertise, skills development and innovation capacity of our teams.

To anticipate its future recruitment of technicians, Sibelga has developed partnerships with around twenty technical schools. The Watt a Ride! competition, aimed at Year 6 and Year 7 pupils studying electricity or electromechanics, was a great success: twenty classes took up the challenge of combining the circular economy, sustainable mobility and technical skills, by transforming an old bicycle into an energy generator. The Virtual Energizer, a virtual reality tool that lets you test your knowledge of electricity in an immersive environment, is particularly popular with students.

In terms of internal culture, a consultation process led to the election of cultural ambassadors responsible for relaying the needs of the teams, sharing successes and supporting the collective dynamic by promoting the company's values.

INCLUSION AND SOLIDARITY

Every year, Sibelga employees get involved in solidarity initiatives. In 2025, they teamed with the non-profit Opération Thermos to prepare and distribute 200 hot meals to homeless people: a moment of mutual aid that strengthened the bonds between colleagues.

Sibelga also took part in the Brussels 20 km run in aid of The Red Pencil association, which offers art therapy to people in difficulty; organised two blood donation sessions with the Red Cross; supported the Belgian Multiple Sclerosis League via the Chococlef operation, and took part for the second time in the River CleanUp Challenge, collecting almost 100 kg of rubbish and bulky items along the canal bordering our site.

The company is actively committed to inclusion and diversity, notably through its partnership with TakTo (formerly Passwerk), which employs people on the autistic spectrum or with high potential in the IT sector. Their consultants' specialist skills - rigour, precision and analytical ability - are particularly useful in testing and IT security, and one of them is currently part of our security team. Finally, we also have other partnerships with adapted work companies such as AMAB and Zonnehoeve Production, to promote access to employment for people with disabilities or who are excluded from the labour market.

Others perspectives on 2025

LAMBERT BIZIMANA

Building manager for the municipality of Jette

As a manager of public buildings in Brussels, I find it particularly useful to be able to rely on the RenoClick one-stop shop for advice and support. Launching an energy renovation project becomes much simpler and, above all, more reassuring: we are not left alone to face the technical complexity or the uncertainties of a construction site. The teams are available, responsive and provide a clear framework for the steps to be taken. In 2025, we were able to start work on the Reine Fabiola crèche, an important step in improving the comfort of occupants while reducing the building's energy consumption

ALEXANDRE WINAND

Gas Technologist at Sibelga

"Heat networks will be one of the solutions for decarbonising heating in Brussels. With our experience in laying on-street energy networks, Sibelga is gradually contributing to their development in the capital. We're still in the early stages: we're currently involved in a project in Neder-Over-Heembeek and another that's starting up in the Quartier Nord. Along with several colleagues, I'm learning about the specific features of these networks, which vary according to the heat source used. Step by step, we are building the skills needed to support the deployment of these new infrastructures going forward."

AMEDEE VAN GASSE

Cybersecurity Consultant at TakTo

"I joined the Sibelga cybersecurity team two years ago. My role is to monitor safety alerts, analyse sensitive situations and adapt our tools to reinforce the protection of our systems. My profile is a bit atypical, as I'm on the autistic spectrum. My colleagues are very attentive and supportive, quickly making me part of the team and making me feel at home. Neurodiversity brings added value to the IT field: greater precision, a different perspective and a high level of rigour - essential qualities in cybersecurity."

WERNER NEUVILLE

General Manager of BtecCH

"In 2025, our knowledge centre, in partnership with Sibelga, organised a free basic training course to become a gas apprentice. In the field of heating and cooling technology, where the shortage of talent is particularly acute, it is essential to offer concrete career opportunities to attract new candidates. Over a period of three months, participants underwent theoretical and practical training, on a staggered timetable and open to all, to prepare for Sibelga's recruitment procedure, subject to passing the tests. The 12 participants really appreciated this initiative".

Sibelga
Energizing Tomorrow

Responsible publisher:
Raphaël Lefere
Communication Department
Quai des Usines 16
1000 Brussels