



# Capital Markets Day 2023

Future-proofing  
Elia Group

**8 DECEMBER 2023**



# Agenda

**10:00** Welcome

**10:05** Elia Group Strategy

**10:50** Regulation & Funding

**12:30** Closing of the event

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**Welcome**

# Marleen Vanhecke

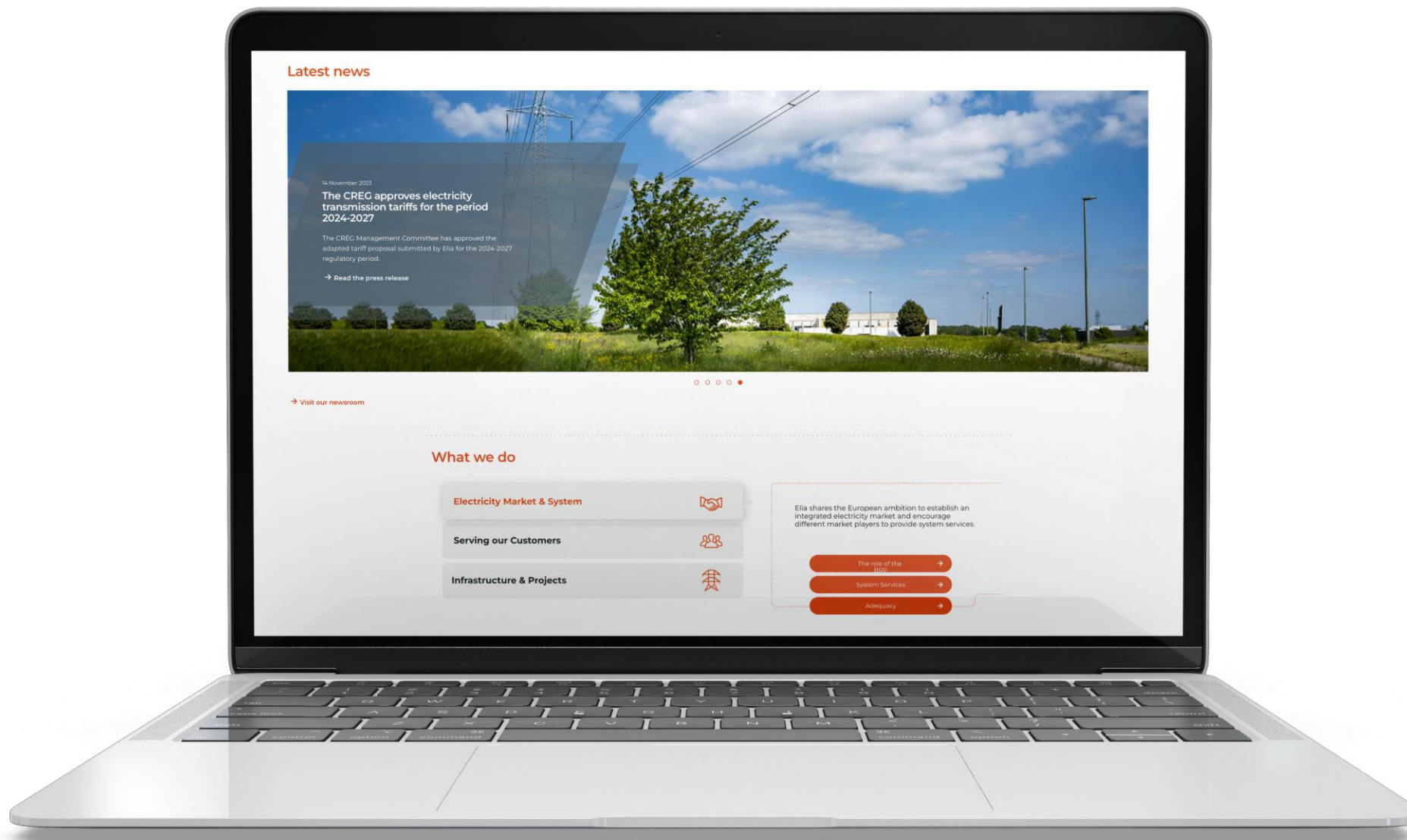
Head of Communication  
& Reputation  
Elia Group



# Catherine Vandenborre

CEO a.i.  
Elia Group





## Latest news



14 November 2023

### The CREG approves electricity transmission tariffs for the period 2024-2027

The CREG Management Committee has approved the adapted tariff proposal submitted by Eia for the 2024-2027 regulatory period.

[→ Read the press release](#)

[→ Visit our newsroom](#)

## What we do

Electricity Market & System



Serving our Customers



Infrastructure & Projects



Eia shares the European ambition to establish an integrated electricity market and encourage different market players to provide system services.

[The role of the BNB](#)



[System Services](#)

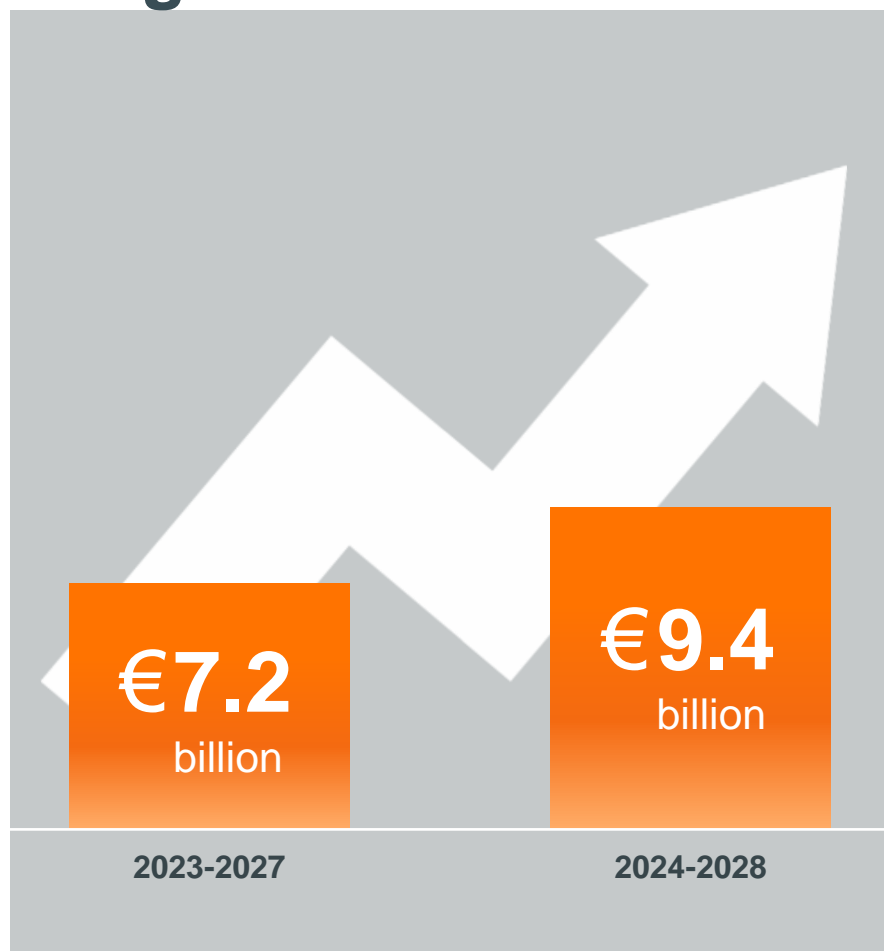


[Adequacy](#)

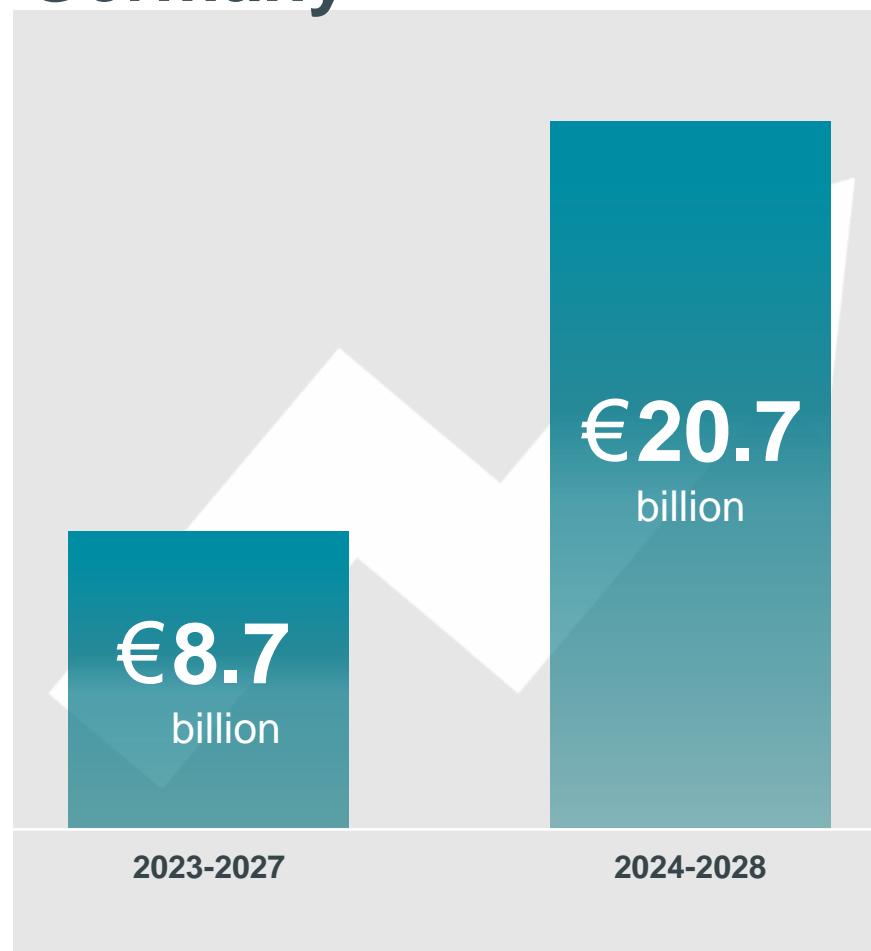


# Updated CAPEX programme

## Belgium



## Germany



There is no energy transition without massive investment in power grids. The construction of a "leading" grid infrastructure is critical to match the ambition of our society to accelerate the energy transition.



# Rapid grid expansion in Germany & Belgium



**Stefan  
Kapferer**

CEO  
50Hertz

**Frédéric  
Dunon**

Deputy CEO  
Elia Transmission Belgium



# Elia Group's digital journey

**Michael  
von Roeder**

Chief Digital Officer  
Elia Group



# Elia Group's talent management strategy

**Peter  
Michiels**

Chief Alignment Officer  
Elia Group



# Regulatory deep dive



**Marco  
Nix**

CFO a.i.  
Elia Group

**Yannick  
Dekoninck**

Head of Capital Markets  
Elia Group

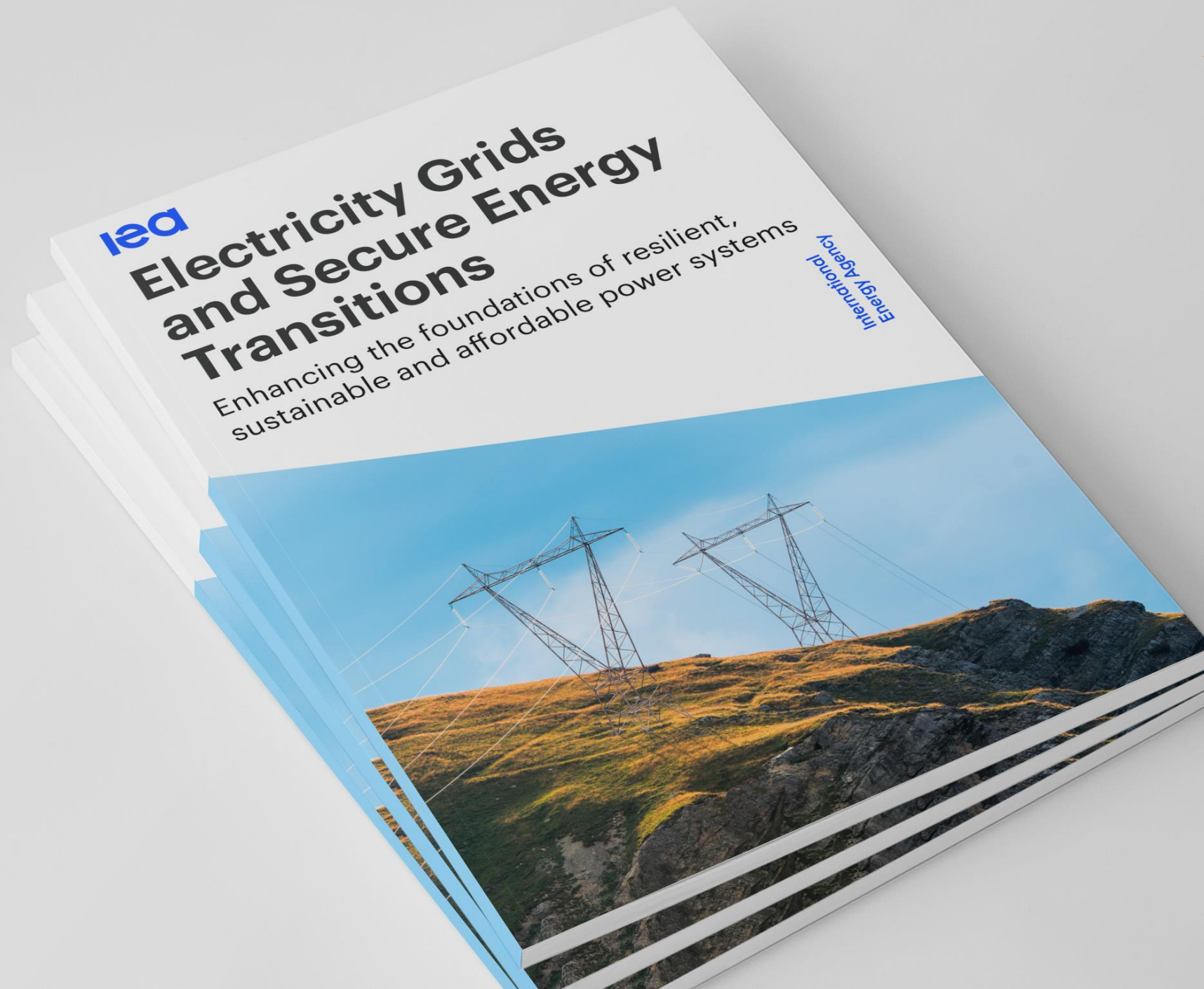


# Elia Group's ESG programme

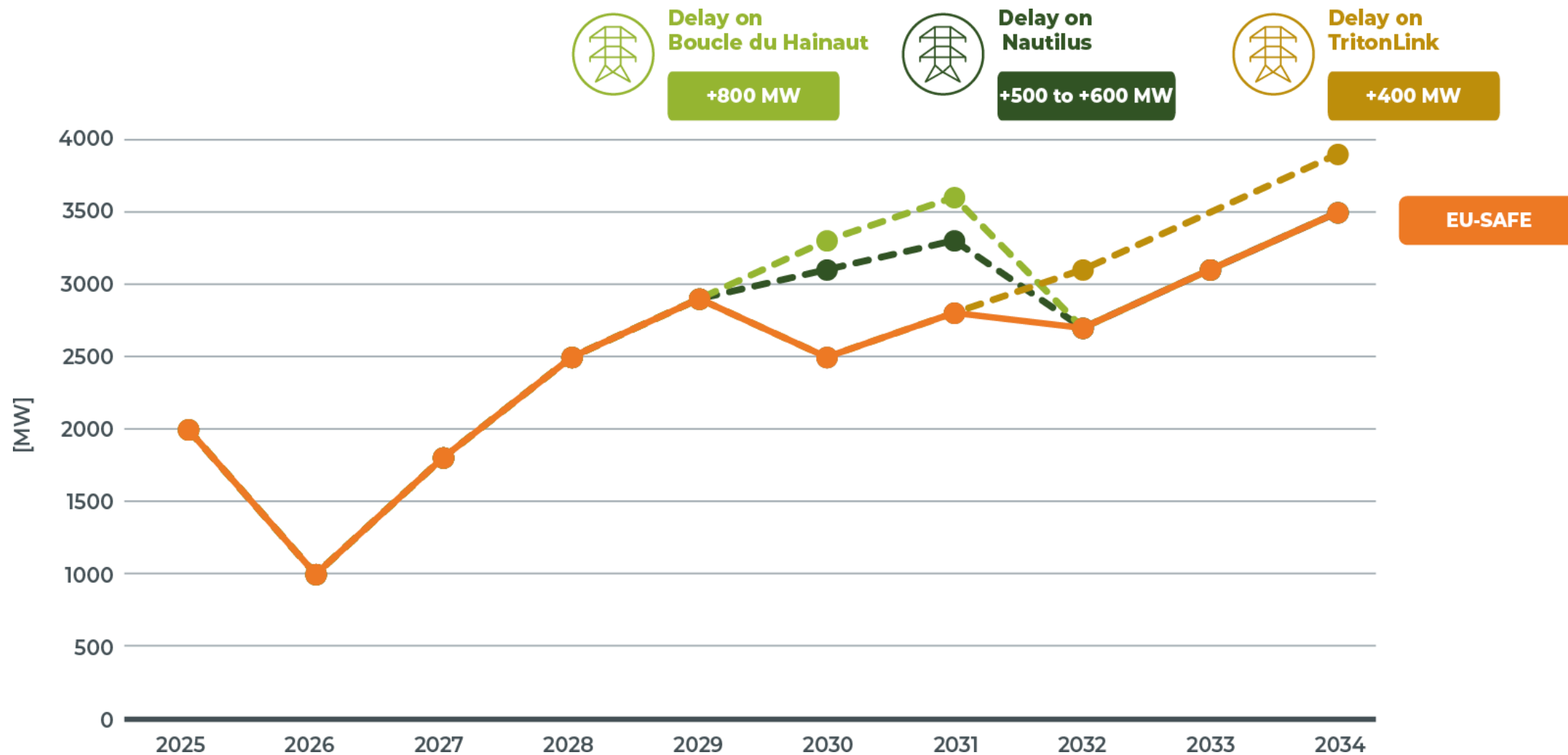


**ACT NOW**  
FOR A SUSTAINABLE WORLD

**An ESG strategy embedded into our DNA**



# Impact of grid infrastructure delays on capacity needs



Source: Adequacy & Flexibility for Belgium 2024-2034.



**Elia Group's  
Strategy**



# Strategically driving the energy transition

**Grow beyond current perimeter to deliver societal value**



**Develop new services creating value for customers in the energy system**

**Deliver the infrastructure of the future & develop and operate a sustainable power system**

# Stefan Kapferer

CEO  
50Hertz




# Germany

## Investment plan 2024-2028


**€8.7 billion<sup>1</sup>**  
2023 - 2027


**€20.7 billion<sup>1</sup>**  
2024 - 2028

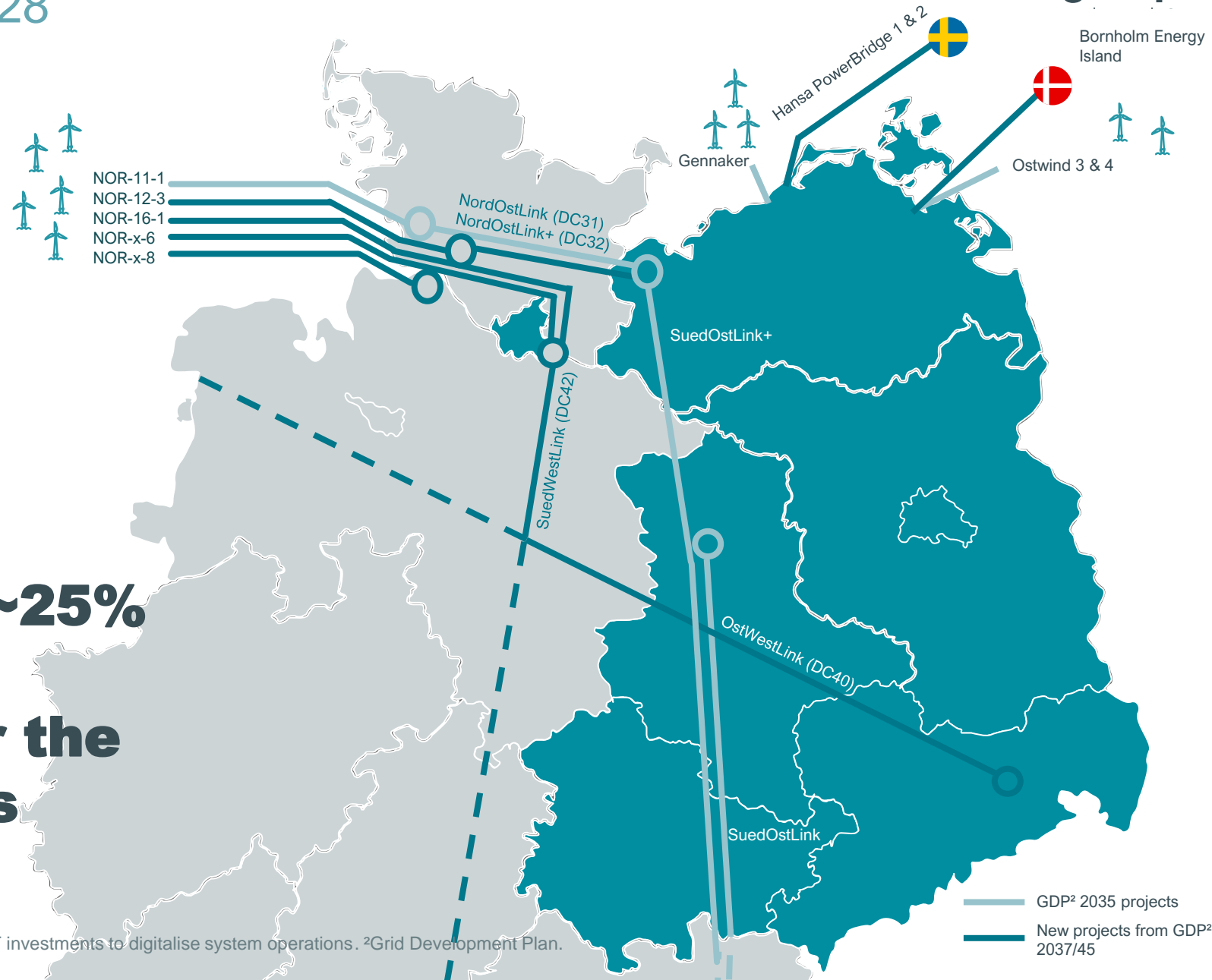
**Leading to ~25% annual RAB growth over the next 5 years**

 Includes investments for 2028

 Increased offshore development

 Increased onshore grid reinforcements

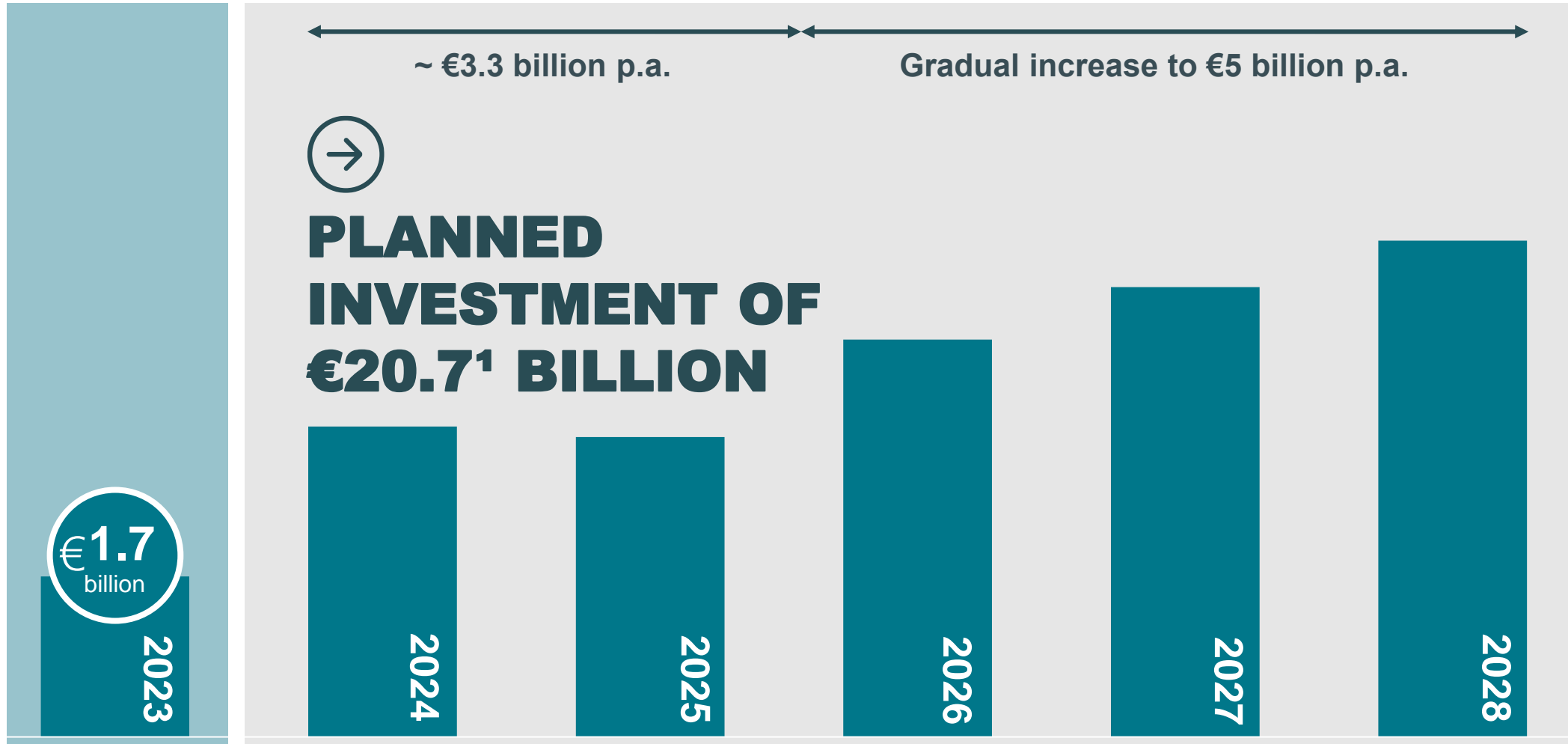
 Price increases



<sup>1</sup>Capex plan includes key new projects, ongoing projects, maintenance capex and IT investments to digitalise system operations. <sup>2</sup>Grid Development Plan.

# Germany

## Profiling of the investment plan 2024-2028



<sup>1</sup>Represents 100% of the CAPEX for 50Hertz.

# **CAPEX Germany**

# Germany

## GDP 2037/2045

~ 4,000

Kilometers

(incl. projects post 5-year CAPEX-plan)

GDP 2035

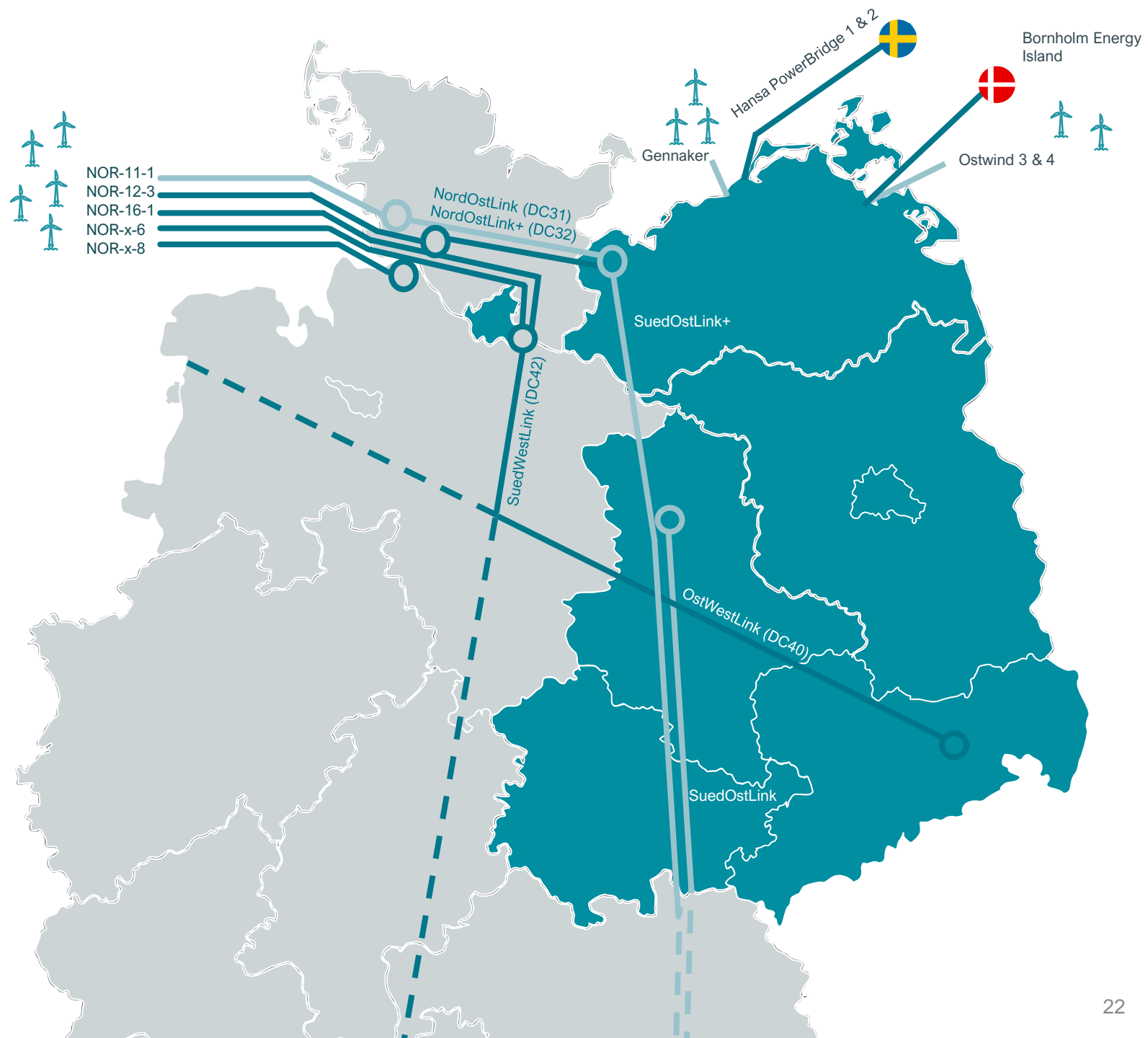
~ 8,000

Kilometers

(incl. projects post 5-year CAPEX-plan)

GDP 2037/2045

- GDP<sup>1</sup> 2035 projects
- New projects from GDP<sup>1</sup> 2037/45

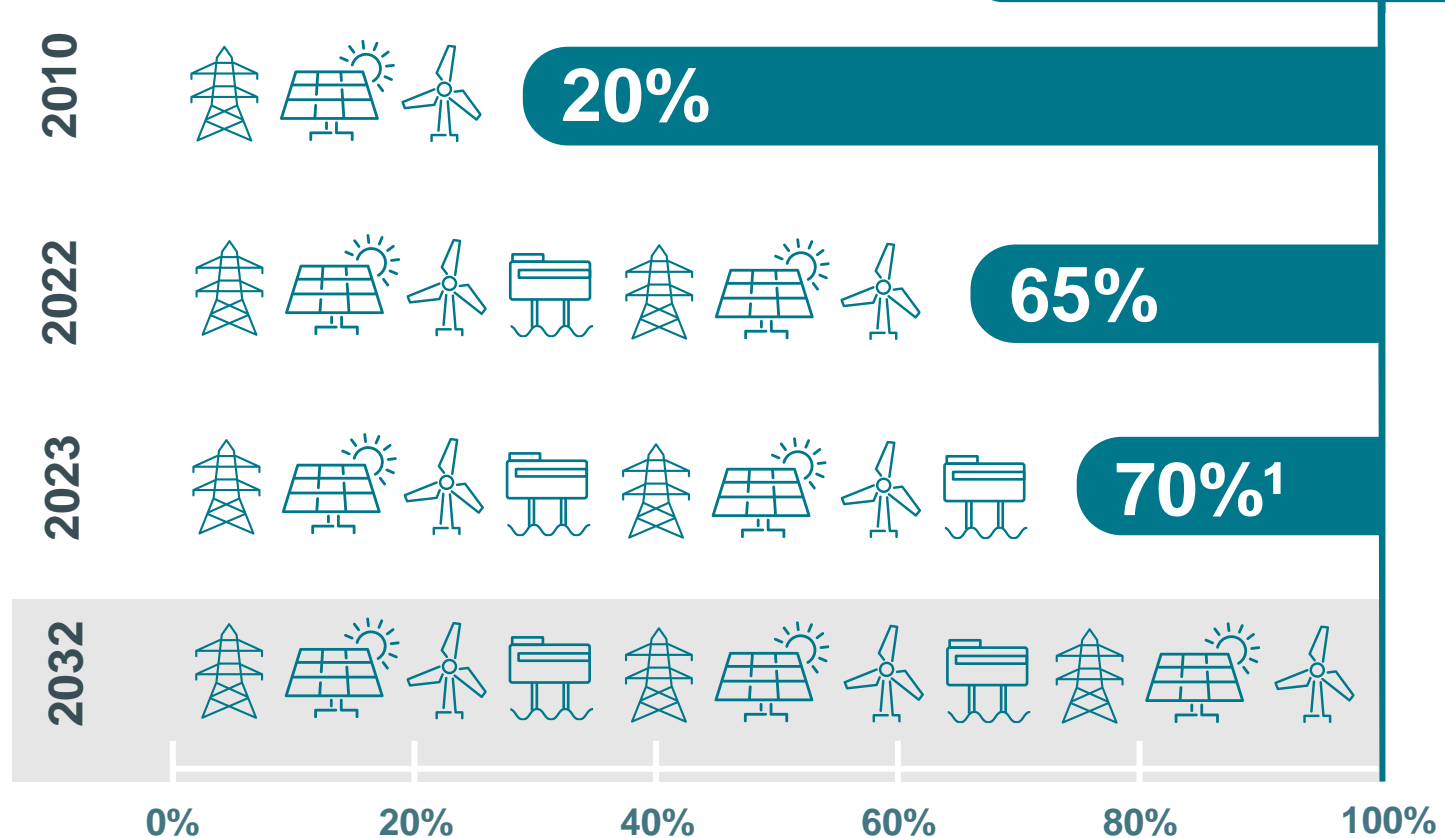


# Germany

## Renewable penetration

**Share of renewable energy sources in 50Hertz' power grid** →

**100 percent by 2032**  
New energy for a strong economy



<sup>1</sup>Data as of Q3 2023.

# Germany

Reaching climate neutrality in a cost-efficient way



**Discussing proposals with the German government to lower individual project costs**



**Reorganising internally to streamline processes and increase efficiency**



**Reducing reliance on fossil fuels to lower prices in the long-run**



**Unlocking flexibility to reduce need for back-up devices and lower congestion cost**



# Germany

## Challenges and solutions

### CHALLENGES

### SOLUTIONS



#### PERMITTING

Collaborating with authorities

Parallelisation of processes

Public engagement



#### SUPPLY CHAIN

Long-term strategic partnerships

Lean tendering processes

Forward looking reservation

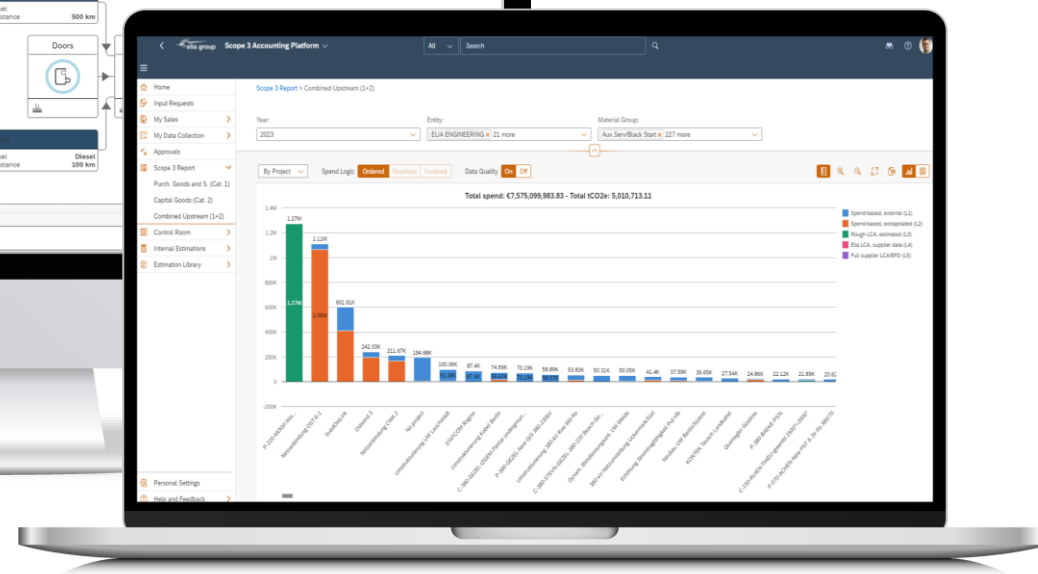
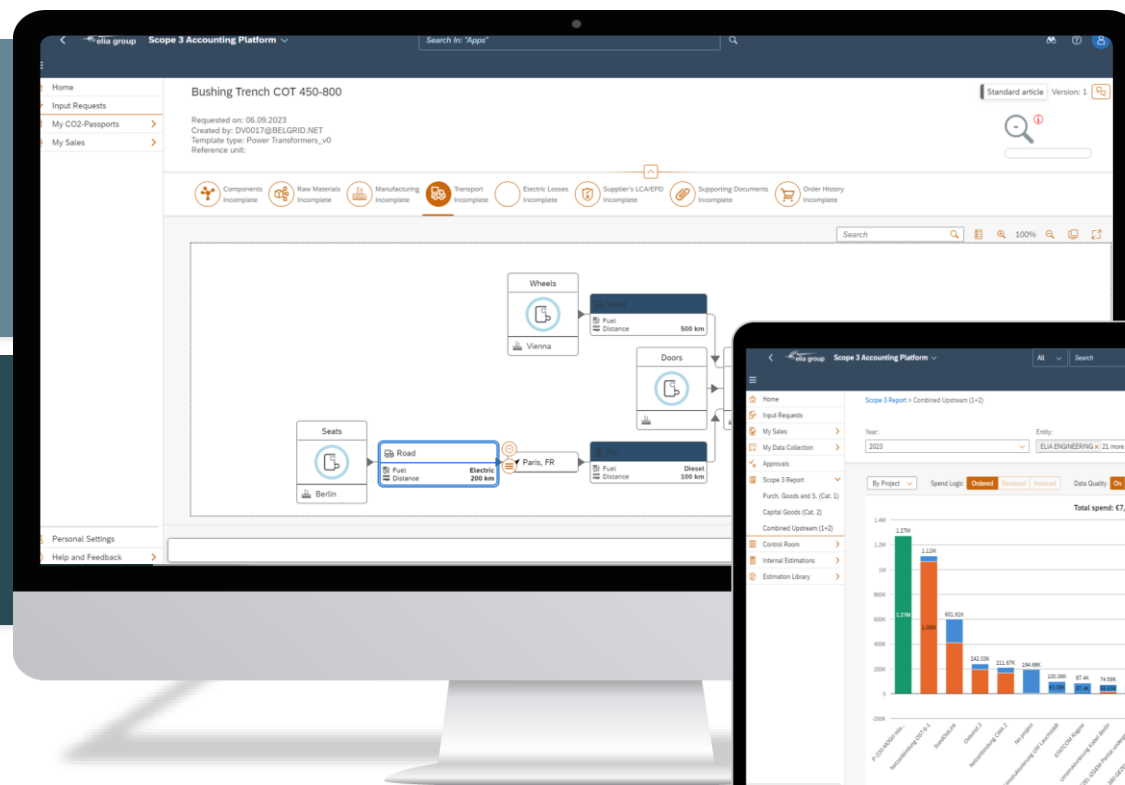
# Successful launch of our in-house scope 3 accounting platform

€200

Internal carbon price

60%

Scope 3 data maturity<sup>1</sup> reached in 2023



<sup>1</sup>Percentage of our spend for which emissions are no longer calculated with external spend-based factors (tCO2/€) but a combination of real data from suppliers and extrapolations.

**CAPEX**  
**Belgium**


# Belgium

## Investment plan 2024-2028

**€7.2 billion<sup>1</sup>**  
2023 - 2027

**€9.4 billion<sup>1</sup>**  
2024 - 2028

 Includes investments for 2028

 Price increases

**Leading to ~18% annual RAB growth over the next 5 years**

<sup>1</sup>Capex plan includes key new projects, ongoing projects, maintenance capex and IT investments to digitalise system operations.



**Facilitating offshore energy**



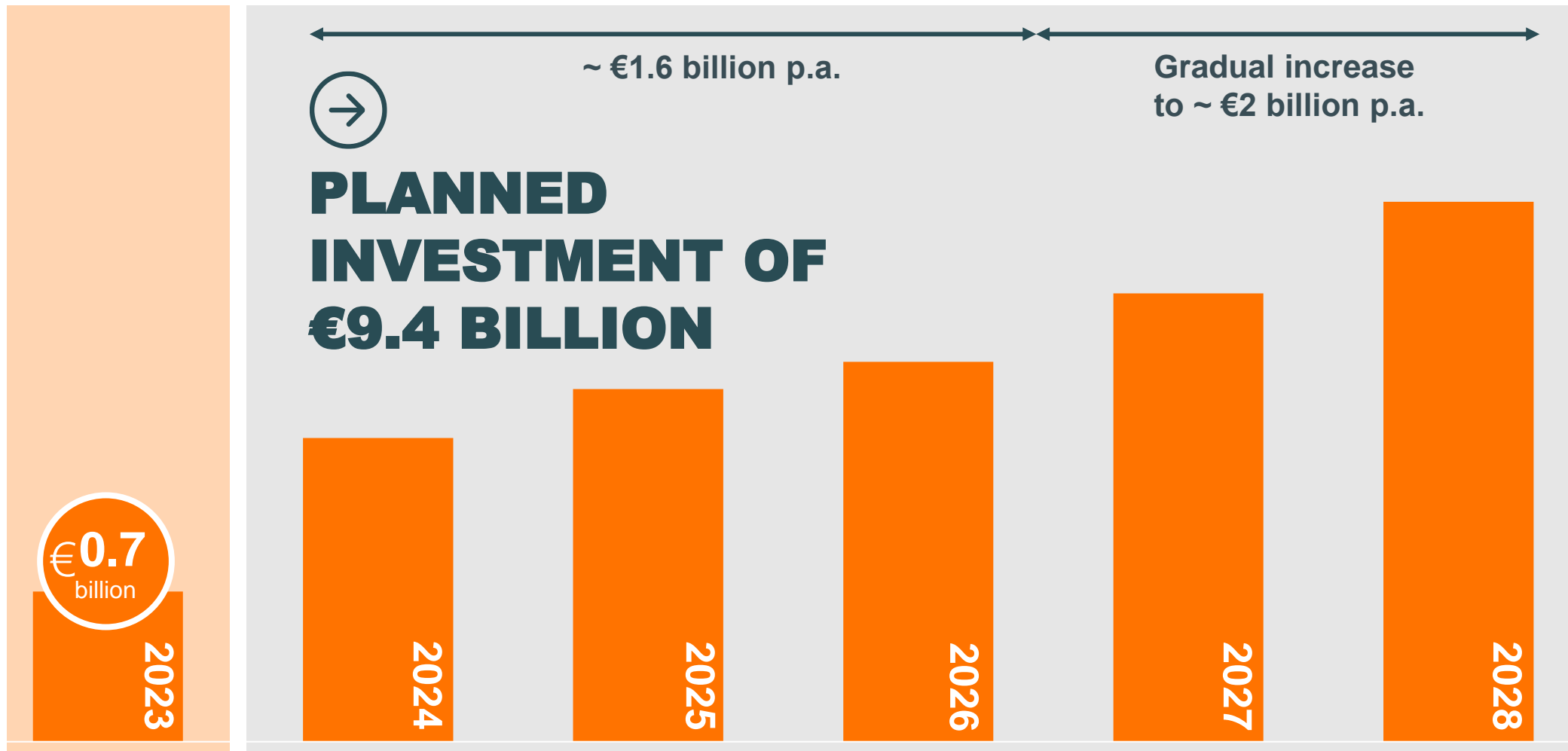
**Grid reinforcements**



**Cross-border interconnection**

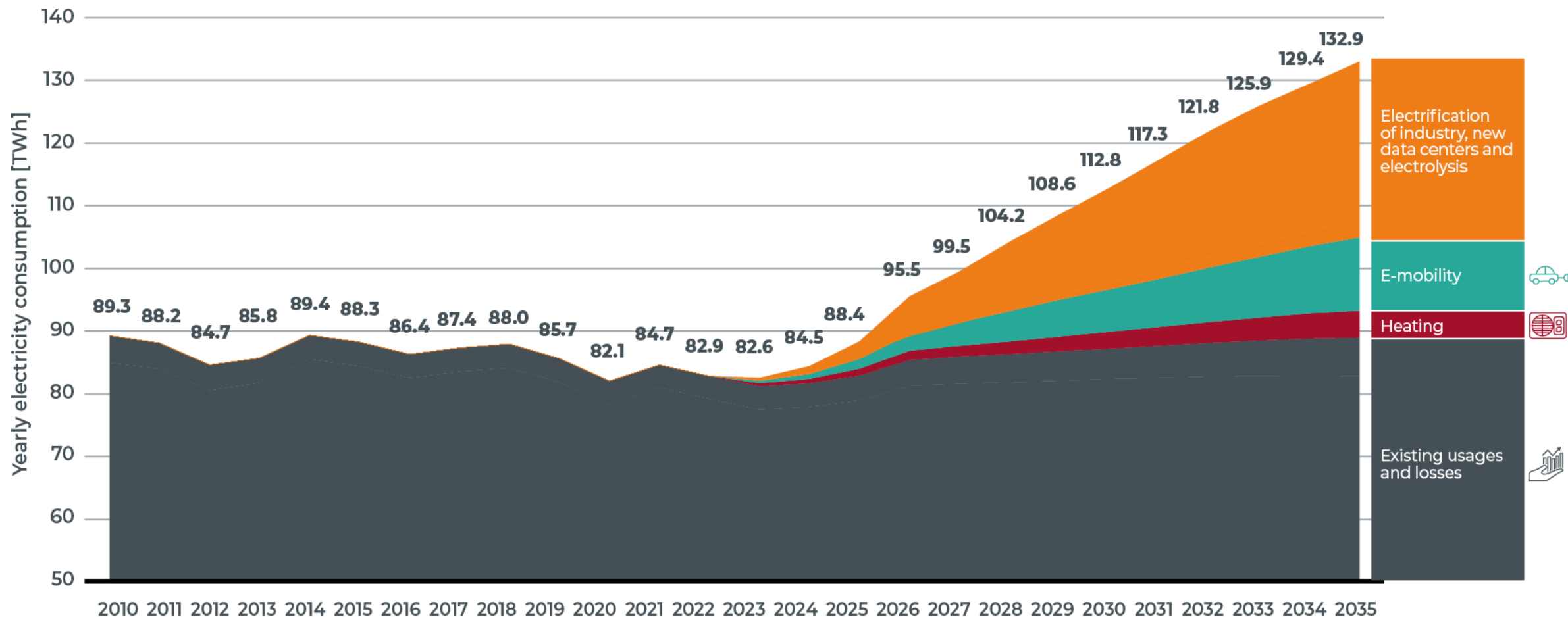
# Belgium

## Profiling of the investment plan 2024-2028



# Yearly electricity consumption in Belgium

Historical and assumed future



Electrolysers and power-to-heat are an output of the economic dispatch model. All numbers are normalised.  
 Source: Adequacy & Flexibility for Belgium 2024-2034.

A black and white portrait of Frédéric Dunon, a man with glasses, wearing a dark suit jacket over a light-colored shirt. The portrait is set against a grey background and is partially overlaid by an orange geometric shape on the left side of the slide.

# Frédéric Dunon

Deputy CEO  
Elia Transmission Belgium

# The Power of Flex

Elia Group's study on consumer-side flexibility

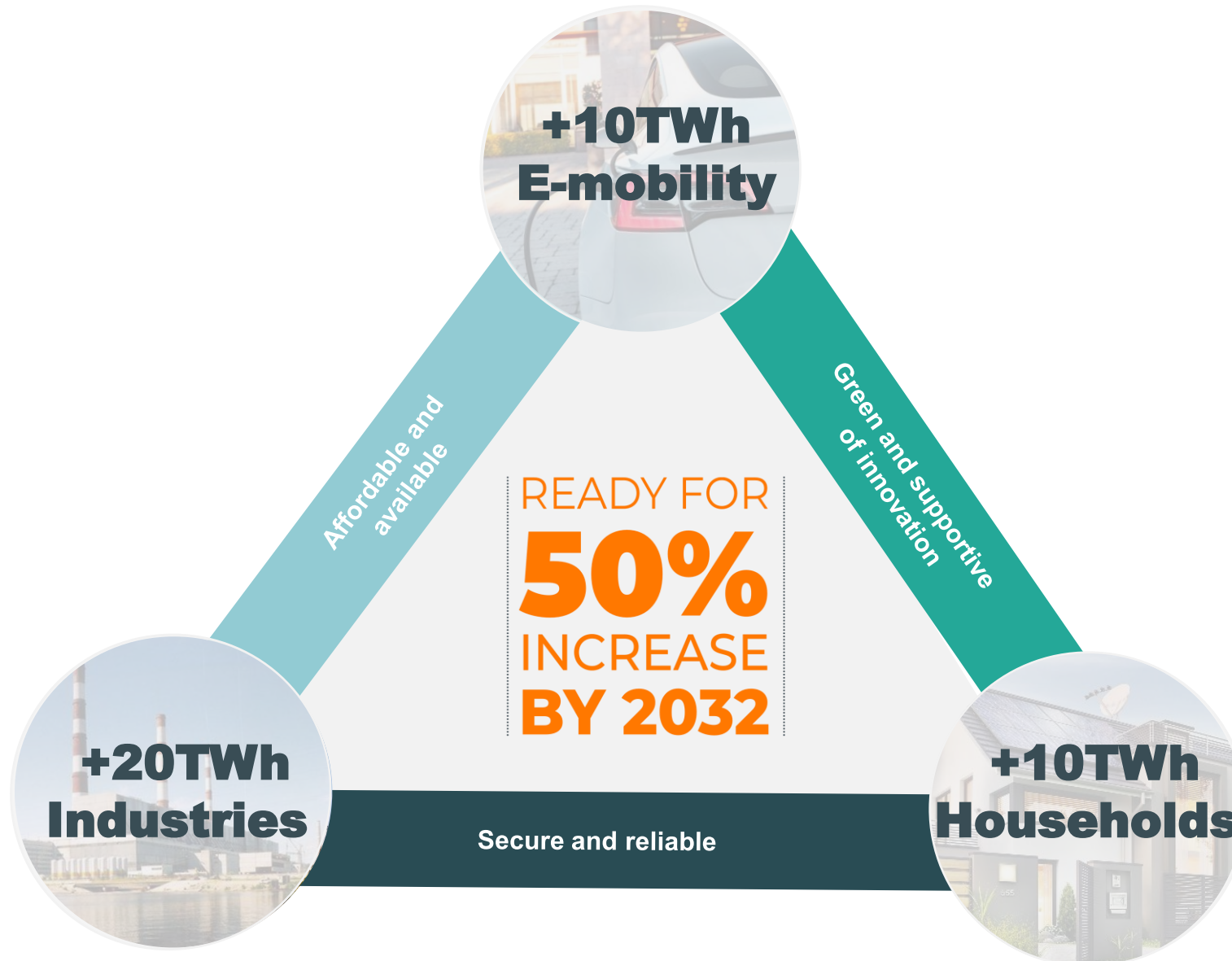


November 2023

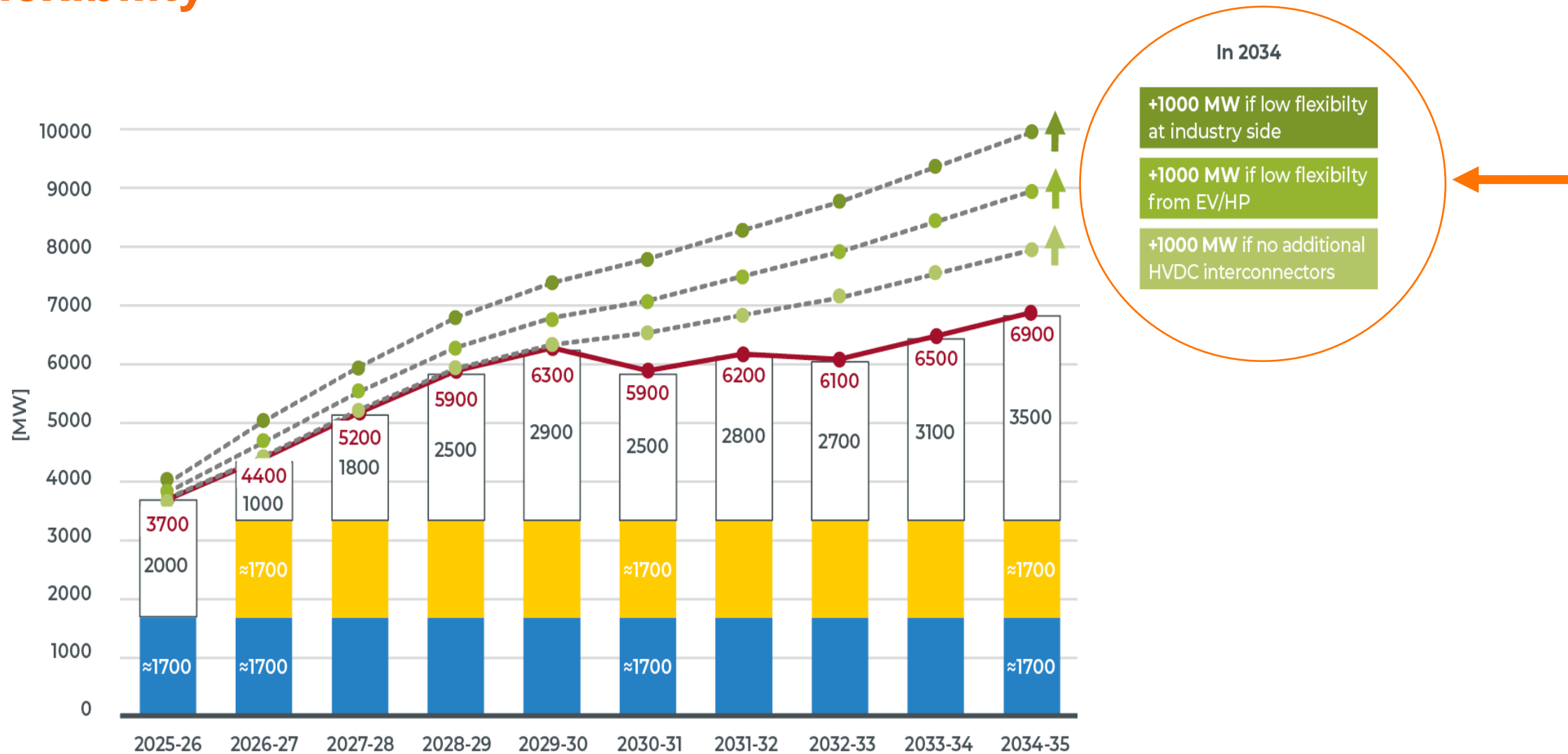




# Powering society towards clean electrification



# Impact of unlocking timely grid build-out & flexibility



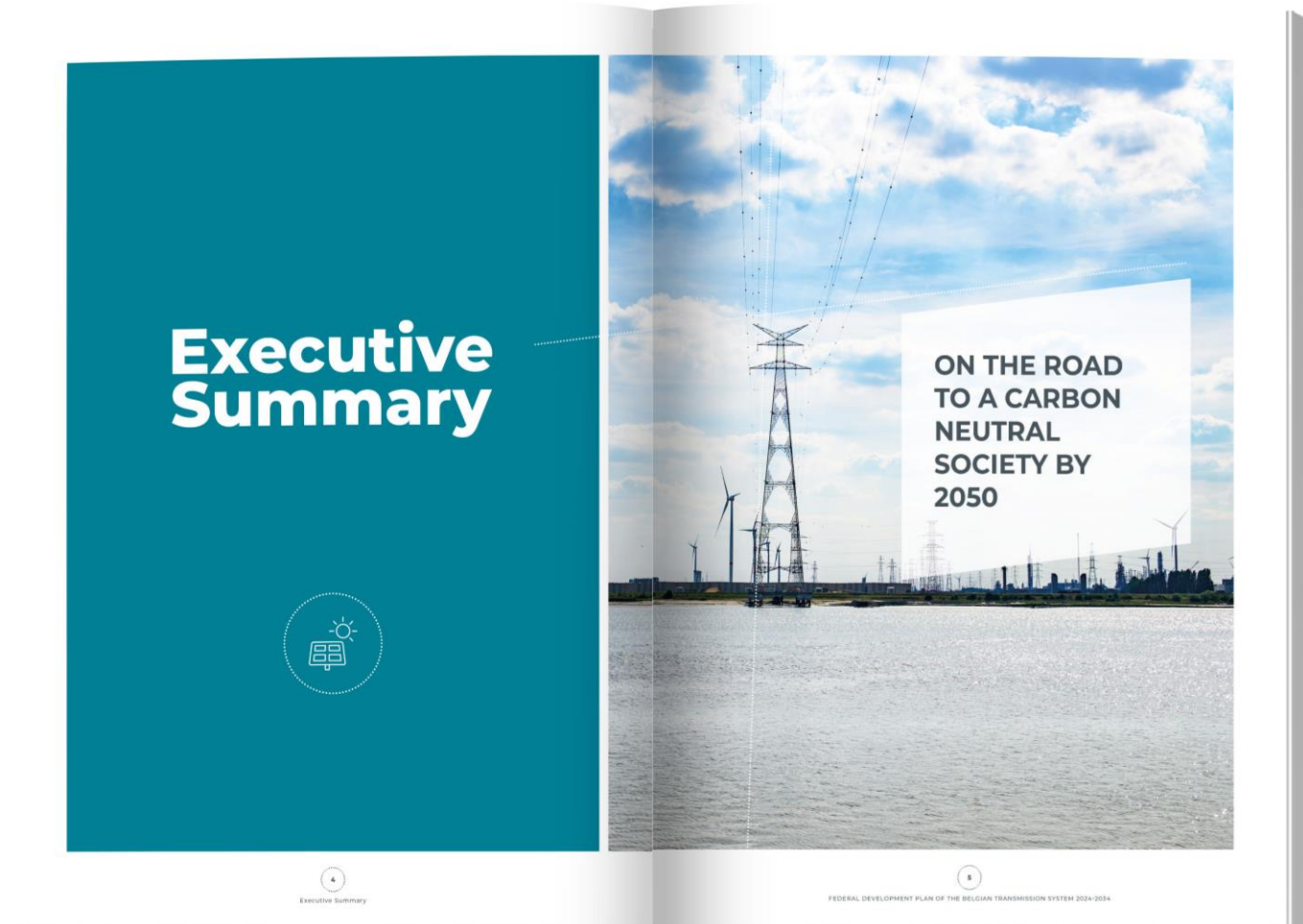
Source: Adequacy & Flexibility for Belgium 2024-2034.

**2024 - 2034**

# ADEQUACY AND FLEXIBILITY STUDY FOR BELGIUM



# Approval of the Federal Development Plan 2024-2034



# Belgian Federal Development Plan: 5 principles



**1.**  
Make optimal use of the existing structure and making it more robust



**2.**  
Maximum integration of domestic renewable energy potential in the electricity system



**3.**  
Realization of a first offshore energy hub as a gateway to the North Sea



**4.**  
Maximum integration within the European electricity market to smooth out fluctuations in renewable generation and to get access to competitive prices



**5.**  
Enabling a far reaching electrification of our society on the road to net zero

# Belgium

## Federal Development Plan 2024-2034



Facilitating offshore energy



Grid reinforcements



Cross-border interconnection

NemoLink

MOG



# Belgium

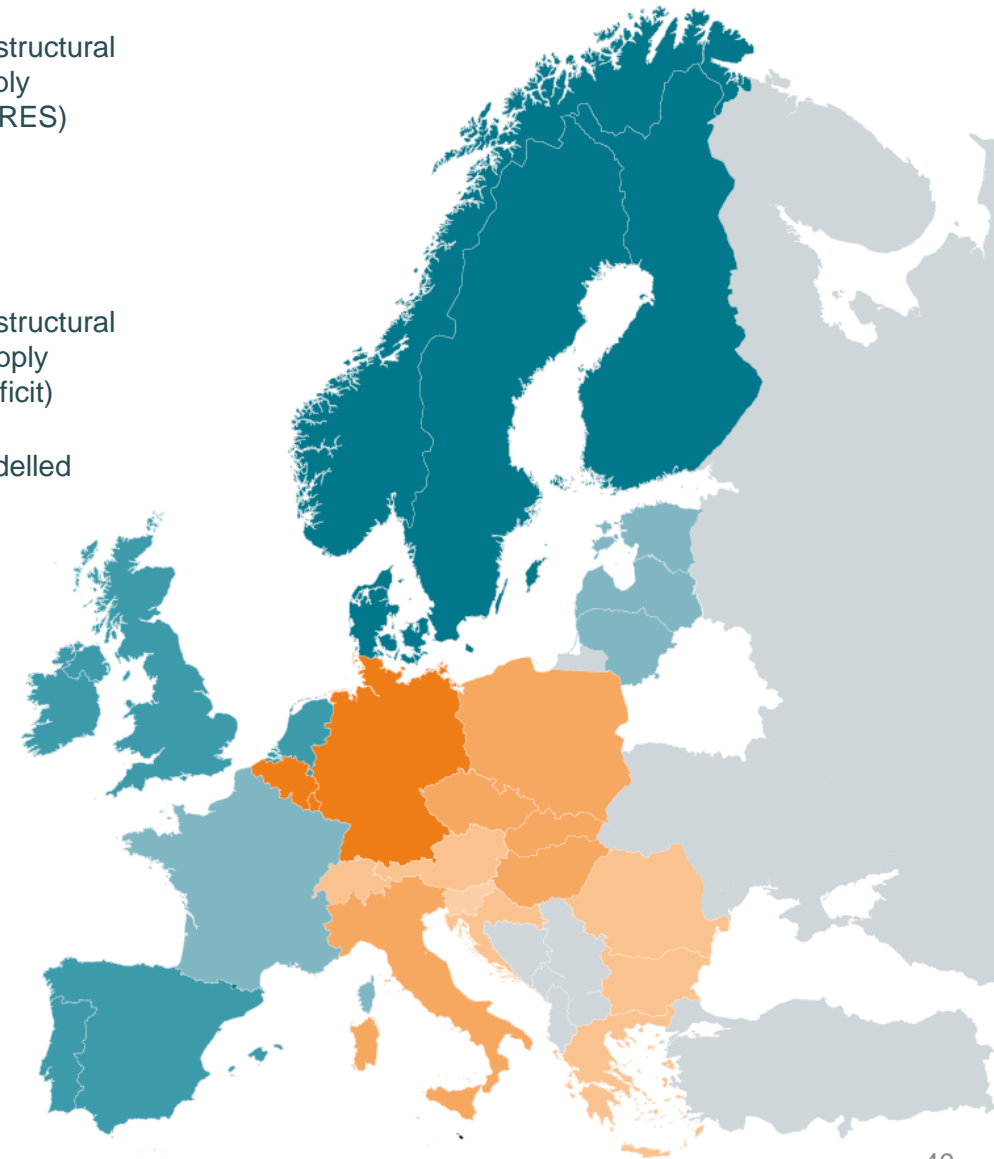
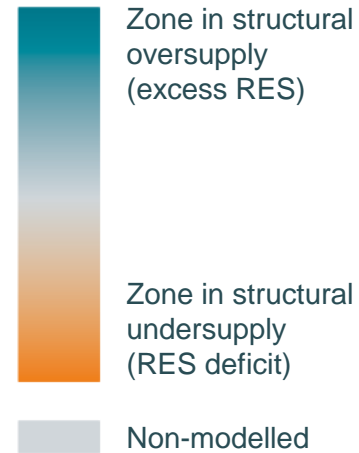
## Federal Development Plan 2024-2034

— 2024-2028  
 = 2028-2034  
 — 2034+  
 ..... To be constructed

- Making optimal use of the existing structure and making it more robust
- Maximum integration of renewable energy into the system
- Realisation of a pioneering North Sea energy hub
- Maximising interconnection in the European electricity market for smooth renewable integration and competitive prices
- Enabling a far-reaching electrification of our society on the road to net zero



# Interconnectors balance out uneven RES<sup>1</sup>-distribution



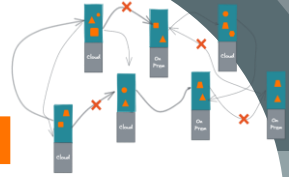
<sup>1</sup>Renewable Energy Resources. Source: Roadmap to Net Zero – Elia Group Study November 2021.



# **Digital TSO**

# Technical dimensions of our digital transformation

**FROM  
DIGITAL  
SILOS**



**TO  
SHARED  
PROJECT  
STRUCTURE**



**Technical  
Digital  
Transformation**

**TO AN  
"AGILE"  
MODEL**  
with business-  
led products

**Digital  
Business  
Transformation**



# **International expansion**

# Key deal metrics and impact on Elia Group

energyRe

**\$400m total investment**

to be deployed over 3 years



**Low double-digit returns**

accretive at group level



**Limited funding needs**

due to capital recycling business model



**Positive impact on group**

contributing to group earnings from 2026



**Sharing of competencies**

to achieve synergies



**People &  
culture**

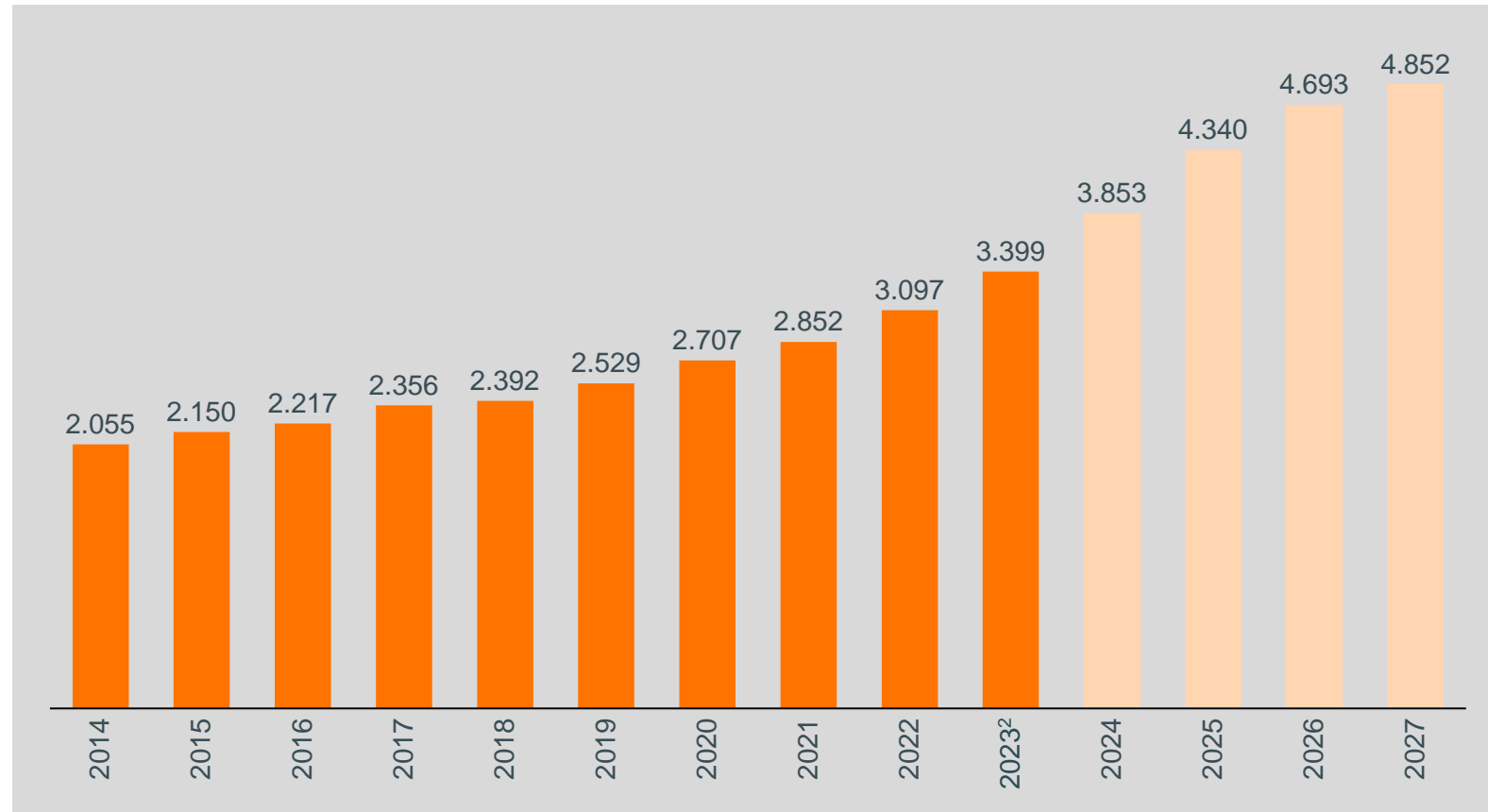
A black and white portrait of Peter Michiels, a middle-aged man with a short beard and mustache, wearing a dark suit jacket, white shirt, and dark tie. He is looking directly at the camera with a slight smile. The portrait is partially overlaid by an orange geometric shape on the left side of the slide.

# Peter Michiels

Chief Alignment Officer  
Elia Group



# Evolution of employees of Elia Group



■ Actual FTE<sup>1</sup>  
■ Forecasted FTE<sup>1</sup>



**Net growth of over 1,400 FTEs in the next 4 years**

**More than 450 new hires in 2023<sup>3</sup>**

<sup>1</sup>Full Time Equivalent. Data includes 50Hertz, Elia, EGI and Windgrid. <sup>2</sup>Includes December 2023, as of 03.12.2023. <sup>3</sup>Includes new positions and replacements.

# Our answer to the recruitment challenge

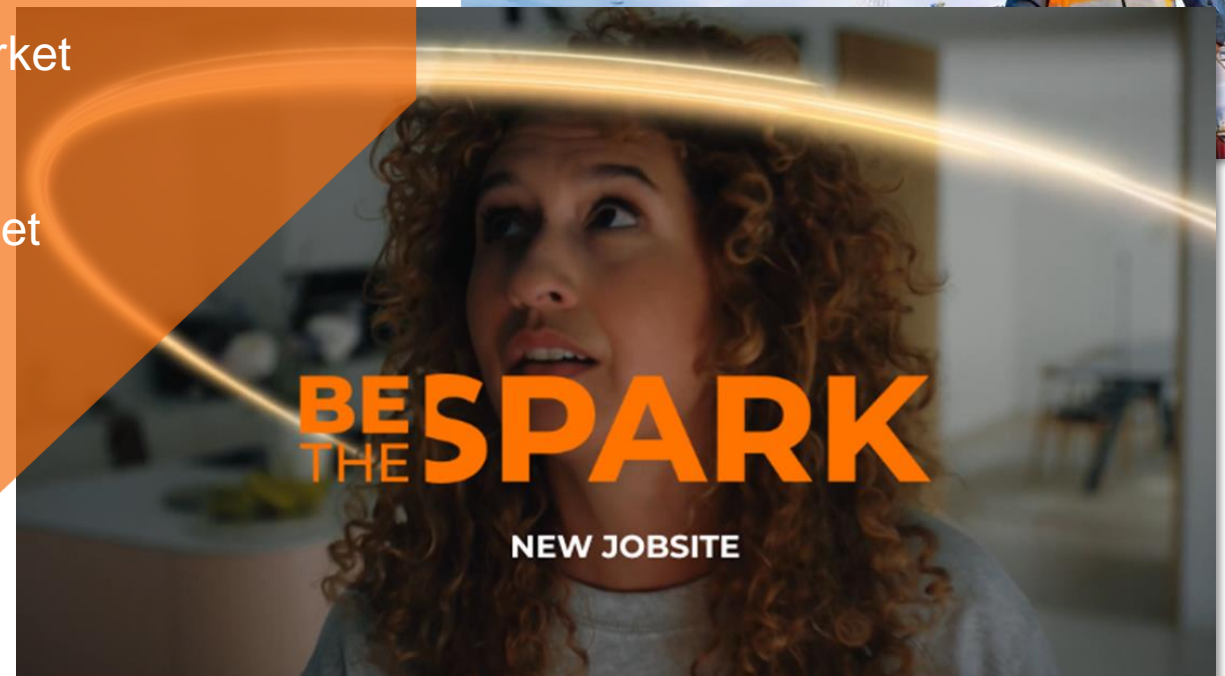
We are actively enlarging the pool of candidates by:

**1** Tapping into **international recruitment** markets

**2** Improving our visibility in the market and our **employer branding**

**3** Searching for candidates with the mindset and potential to **upskill**

**4** Further improving the **candidate experience** in our recruitment processes



# To grow sustainably, our focus is on

Growing our project teams



Upskilling on crucial capabilities



Further strengthening the digitalisation of our business



Employee retention



**5.46%**  
**Turnover**  
**rate** (2022)



# Regular trainings as well as new technologies reduce the risk exposure of our staff



# Our health & safety key indicators are moving in the right direction



# Numerous activities ensure the wellbeing of our employees



**3.6%**

**Absenteeism rate**



**Trends Impact Award for our community  
"Let's talk about burn-out"**



# Dedicated to further improve the diversity in our workforce

Foreign nationalities

4.6% (2022)

2.6% (2019)

Women in leadership positions


22.9% (2022)

17.2% (2019)

Women in total workforce

22.9% (2022)

21.1% (2019)



**Women in total workforce**  
25% by 2028

**Female new hires**  
30% annual target



# Stakeholder interaction



**TSO peers**

**Authorities**

**NGOs**

**Suppliers**

**Energy service providers**

**Energy producers**

**Consumers**

**Universities**

**Startups**





# Leader on climate and environmental action, with clearly defined short- and mid-term goals

## 1 Climate Action

## 2 Environment & Circular Economy

**2040:**  
carbon neutrality  
in system operation

**28%** Reduction of CO<sub>2</sub> footprint of grid losses by 2030 vs 2019<sup>1</sup>  
(2022: +15% vs 2019)

**Enabling decarbonisation of the power sector**

**99.87%** Environmental EU taxonomy-aligned CAPEX  
(Climate change mitigation)

**2030:**  
carbon neutrality in own activities

**90%** Reduction of mobility emissions<sup>2</sup> by 2030 vs 2019  
(2022: -14% vs 2019)

SF<sub>6</sub> leakage Well below  
(2022: 0.13%) **0.25%**

**50%** Share of SF<sub>6</sub> free solutions in new assets by 2030

**Towards a carbon neutral value chain**

**60%** Mature scope 3 data by 2023<sup>3</sup>  
(2022: 0%)

**Scope 3** Reduction target to be defined by 2025

**Increase climate resilience**

**99.99%** Grid Reliability  
Elia<sup>4</sup>

**99.79%** Grid Reliability  
50Hertz<sup>5</sup>

**€94.2 Million** CAPEX invested in projects increasing resilience against climate risks (Climate change adaptation)

**Ecosystems and biodiversity**

**90%** Forest areas managed ecologically by 2030  
(2022: 81%)

**100%** High-voltage lines in critical bird areas equipped with anti-collision devices by 2030  
(2022: 62%)

<sup>1</sup>Using direct emissions only. <sup>2</sup>Excludes commuting. <sup>3</sup>Percentage of our spend for which emissions are no longer calculated with external spend-based factors (tCO<sub>2</sub>/€) but a combination of real data from suppliers and extrapolations. <sup>4</sup>based on Average interruption time. <sup>5</sup>based on # of incidents.

# ESG at the forefront of the company's strategy, with special focus on safety and inclusion

## ③ Health & Safety

### Zero accidents

**< 7.5**  
by 2025

**< 6.5**  
by 2030  
(2022: 4.6)<sup>2</sup>

Group TRIR<sup>1</sup>  
(incl. contractors)

**> 95%**  
Health Rate<sup>3</sup>  
(2022: 96.1)

Putting special emphasis on the health & safety of our subcontractors

## ④ Diversity, Equity & Inclusion

### Inclusive leadership

**25%** Women in total workforce by 2028<sup>4</sup>  
(2022: 23%)

**30%** Female inflow of total inflow  
(2022: 31%)

### Nationalities

**53**  
Nationalities  
(2021: 38)

**4.6%** Foreign nationalities<sup>6</sup>  
(2021: 3.6%)

## ⑤ Governance, Ethics & Compliance

### ESG

**12/12** ESG governance index<sup>5</sup> target by 2024  
(2022: 8/12)

### Compliance

**12/12** Compliance index<sup>5</sup> target by 2024  
(2022: 9/12)

### Community engagement

**117** Public info-dialogue sessions related to grid projects

<sup>1</sup>(Number of work-related accidents x 1M) / number of hours worked. <sup>2</sup>Number without contractors. <sup>3</sup>Corresponds to absentee rate (1-x). <sup>4</sup>Target 50Hertz: 30% by 3030.




<sup>5</sup>Composition of the index available on our website. <sup>6</sup>Number of employees with other than GE or BE nationality/total workforce.

A photograph of three maintenance workers in high-visibility yellow jackets and helmets standing on a metal platform overlooking an offshore wind farm. The platform has railings and a satellite dish. The sea and sky are visible in the background. A large orange semi-transparent shape is overlaid on the left side of the image, containing the text "Regulation & Funding".

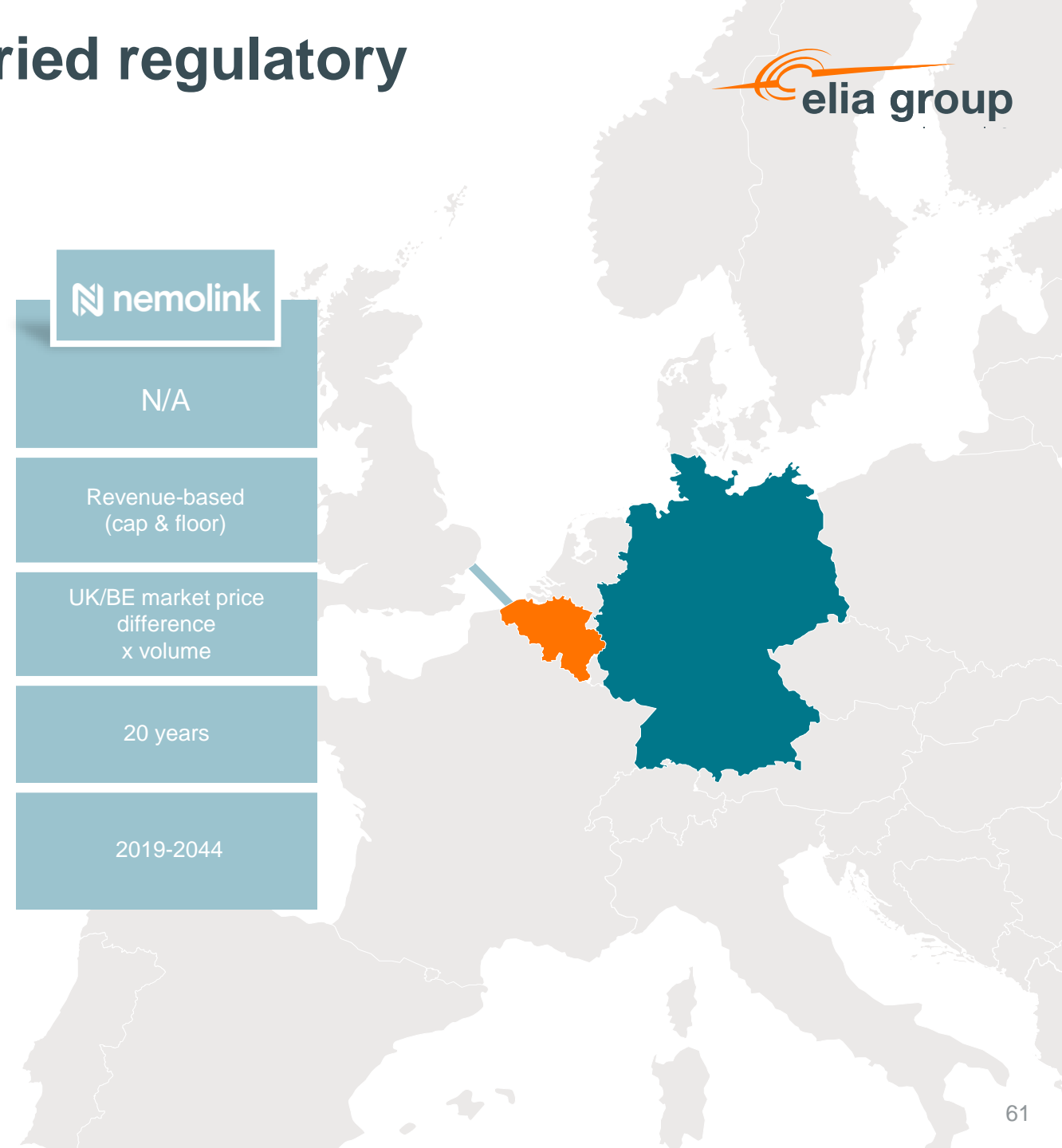
# Regulation & Funding

# Regulation

# Unlocking value through varied regulatory frameworks

			
<b>RAB (FY22)</b>	€5.4bn	€5.5bn <sup>1</sup>	N/A
<b>Regulatory Framework</b>	Cost+ model	Incentive regulation (onshore), Cost+ model (offshore)	Revenue-based (cap & floor)
<b>Drivers</b>	Investments & incentives	Investments & efficiency	UK/BE market price difference x volume
<b>Visibility</b>	4 years	5 years	20 years
<b>Period</b>	2024-2027	2024-2028	2019-2044

<sup>1</sup>Represents 80% of 50Hertz.



# Belgium

Additional remuneration mechanism for the fair remuneration

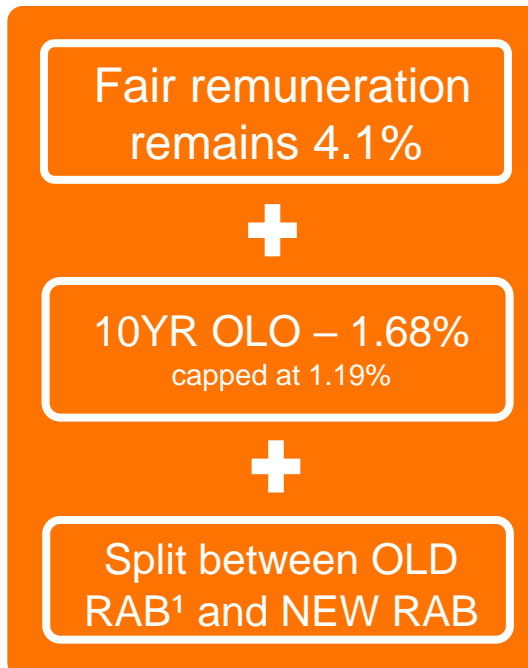
## If 10YR OLO levels:

**1** Between 0% and 1.68%

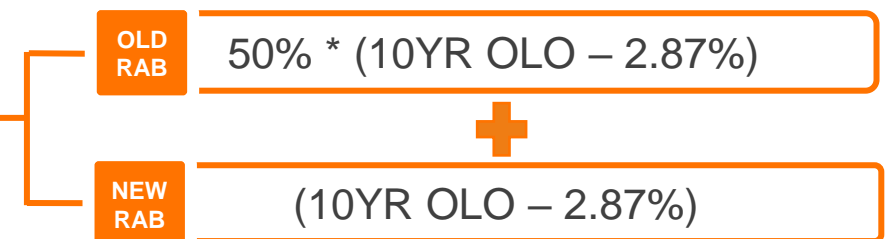
**2** Between 1.68% and 2.87%

**3** Above 2.87%

## Cumulative impact



→ **Remuneration varies over time in line with the OLO**



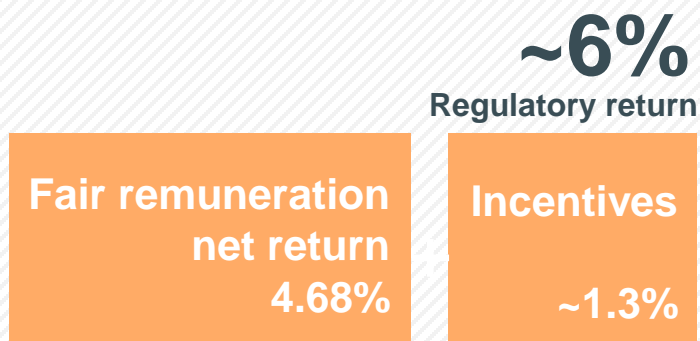
<sup>1</sup>Assets commissioned before 1 January 2022, OLD RAB: €5 billion.

# Belgium

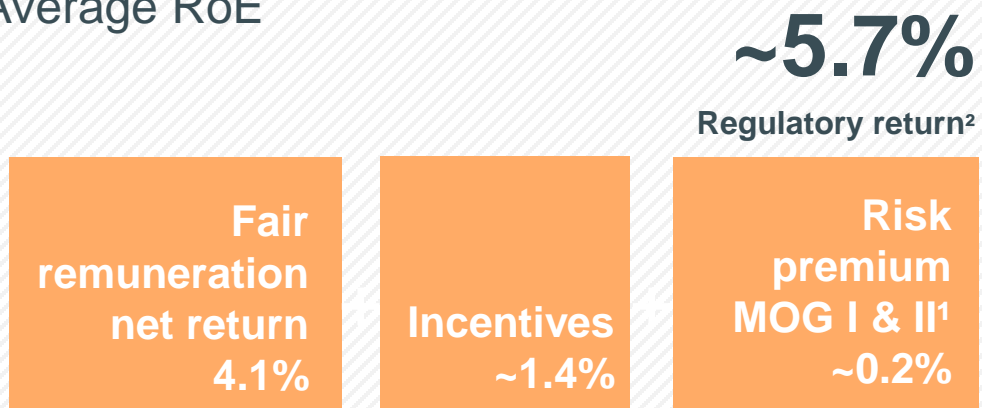
## Return on Equity

### PREVIOUS SCENARIO

2020-2023 Average RoE



2024-2027 Average RoE

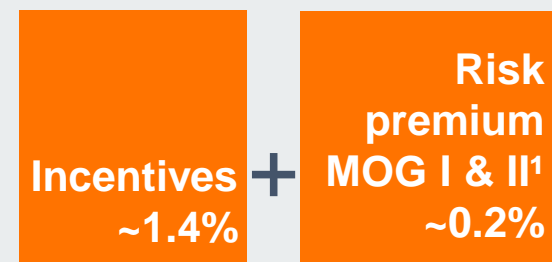


### CURRENT SCENARIO

2024-2027 Average RoE

**~7.2%**  
based on Belgian 10YR OLO of 3.27%  
Regulatory return

Fair remuneration net return 4.1% + Additional fair remuneration net return³ ~1.5%



¹MOG II refers to the Princess Elisabeth Island in the North Sea. ²Based on the parameters described in the methodology published on 4 July 2022, average RoE is based on BE GAAP figures.

³Additional fair remuneration dependent on evolution of the Belgian 10YR OLO, the additional ~1.5% of remuneration is based on an OLO at 3.27% and the evolution of the CAPEX.

# Germany

## Key principles tariff methodology Regulatory period 2024-2028

### ONSHORE

OPEX

**Cost assessment based on base year**

Third year of the regulatory period (2021)

OPEX

**Xind and Xgen**

Xind already set to 100% efficiency

ROE

**Regulatory gearing**

40% Equity  
60% Debt

CAPEX

**All CAPEX treated equally with an annual update of the RAB**

CAPEX

**CCA model**

Applies to assets under construction and newly commissioned assets

CAPEX

**Cost of debt compared with regulatory interest rate**

Outperformance is possible

### OFFSHORE

OPEX

**Cost+ Model**

ROE

**Regulatory gearing**

40% Equity  
60% Debt

CAPEX

**All CAPEX treated equally with an annual update of the RAB**

CAPEX

**Cost of debt is fully pass-through**

Incentive regulation

Cost+ model



## ONSHORE

Revenue cap model

2019-2023

ROE  
5.64%<sup>1</sup>

2024-2028

ROE  
4.13%<sup>2</sup>

2024-2028 – revision proposal

ROE  
5.78%<sup>3</sup>

for  
assets  
post '24

+1.65%

+

ROE  
4.13%<sup>2</sup>

for  
assets  
pre '24

TOTAL  
ROE

## OFFSHORE

Cost+ model

2019-2023

ROE  
5.64%<sup>1</sup>

2024-2028

ROE  
4.13%<sup>2</sup>

2024-2028 – revision proposal

ROE  
5.78%<sup>3</sup>

for  
assets  
post '24

+1.65%

+

ROE  
4.13%<sup>2</sup>

for  
assets  
pre '24

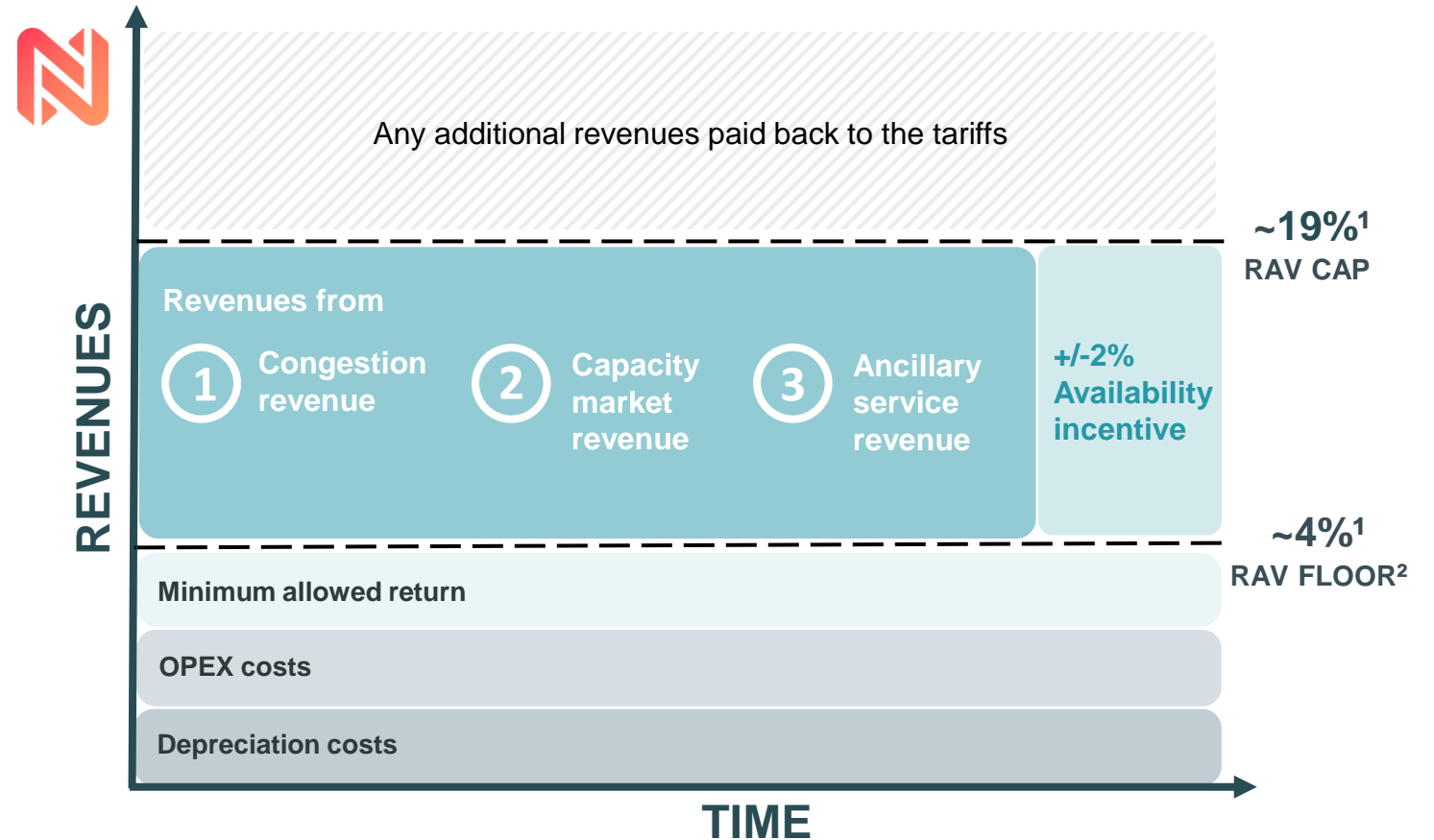
Approx.  
between

8%  
and  
10%

<sup>1</sup>After tax value; corresponds to 6.91% before corporate income tax. <sup>2</sup>After tax value; corresponds to 5.07 % before corporate income tax. <sup>3</sup>After tax value; corresponds to 7.09 % before corporate income tax.

# Nemo Link UK/Belgium

## Cap & floor model



One of the highest performing assets of its kind, with an availability rate of close to 100% since operations

Contributed for around 10% to the net result for the full year 2022

<sup>1</sup>Based on a gearing ratio of 60%. <sup>2</sup>Floor is maintained if availability of interconnector exceeds 80%.

# Nemo Link UK/Belgium

## Cap & floor model

COMMISSIONING  
OF ASSET

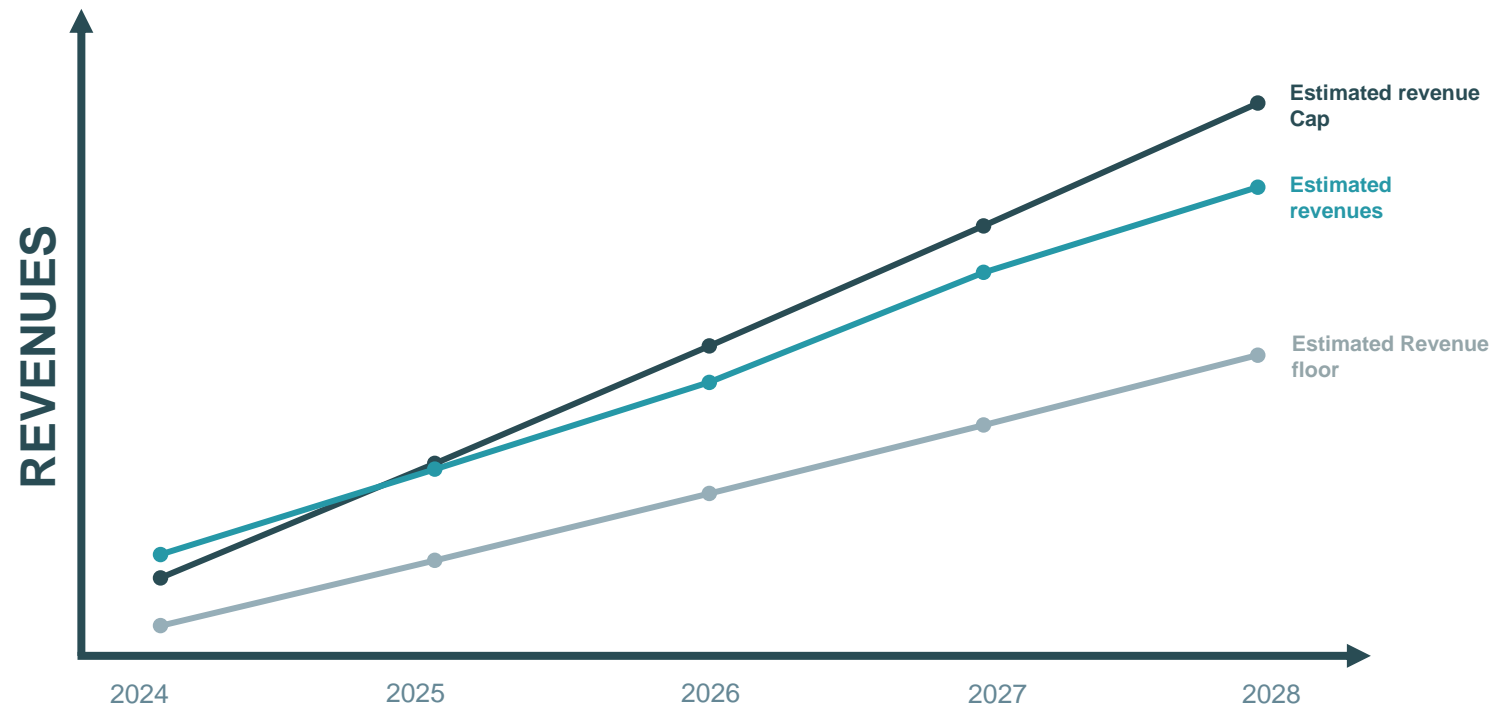


Cumulative revenues are annualised and looked at on a year-by-year basis

Accounting wise a provision is booked for the expected amount of excess revenues that is expected at the end of the assessment period

The ROE is subject to periodic reevaluation as a result of the depreciation-induced reduction in the Regulated Asset Value during each assessment period

### Revenues on a cumulative 5-year basis in € million



# **Financing Our Future**

# Organic growth driving value creation

## PLANNED INVESTMENT OF €30.1 BILLION

Elia | €9.4 billion

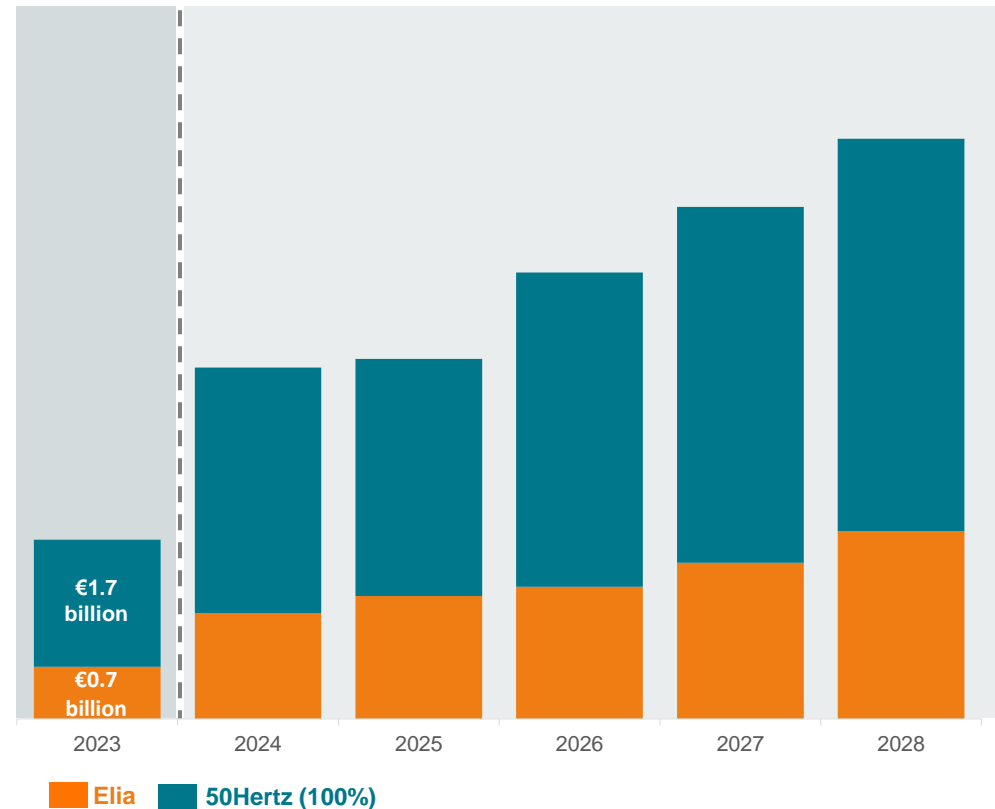
50Hertz | €20.7 billion

Annual  
RAB growth<sup>1</sup>  
2019 - 2023

~6%

Annual  
RAB growth<sup>1</sup>  
2024 - 2028

~19%



## FINANCIAL POLICY

1

Rating commitment  
**BBB** rating Elia Group  
**BBB+** rating ETB  
**BBB** rating Eurogrid

2

Capital structure  
**ETB** ~40% equity | 60% debt  
to average RAB  
**Eurogrid** ~25% equity | 75%  
debt to total assets

3

Dividend policy  
Elia Group's dividend  
increasing with CPI in Belgium

<sup>1</sup>Includes 80% of 50Hertz RAB.

# Investment plan Elia Group

<b>Group</b>	<b>2024</b>	<b>Beyond 2024</b>	<b>CAGR<sup>2</sup></b>
CAPEX	€4.7 billion	€30.1 billion (2024-2028)	
RAB <sup>2</sup>	€15.1 billion	€33.0 billion (2028)	~19%
<b>ETB</b>	<b>2024</b>	<b>Beyond 2024</b>	<b>CAGR<sup>2</sup></b>
CAPEX	€1.4 billion	€9.4 billion (2024-2028)	
RAB <sup>2</sup>	€7.2 billion	€13.5 billion (2028)	~18%
<b>50Hertz</b>	<b>2024</b>	<b>Beyond 2024</b>	<b>CAGR<sup>2</sup></b>
CAPEX	€3.3 billion	€20.7 billion (2024-2028)	
RAB <sup>2</sup>	€8.0 billion	€19.5 billion (2028)	~25%

<sup>1</sup>Includes 80% of 50Hertz. <sup>2</sup>CAGR is defined over a 5-year period.

# Financial performance per segment

## Belgium

### 2024

### Beyond 2024

Net Profit	€200-€230 million <sup>1</sup>	
ROE (IFRS)	Average of 7%-8% over period 2024-2027 <sup>2</sup>	

## Germany

### 2024

### Beyond 2024

Net Profit <sup>3</sup>	€245-€275 million	
ROE (IFRS)	Average of 8%-10% over period 2024-2028	

## Non-regulated & Nemo Link

### 2024

Net Profit	Loss of €35 to €45 million	
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<sup>1</sup>Based on estimated 10-year OLO of 3.3% for 2024. <sup>2</sup>Based on average 10-year OLO of 3.2% over 2024-2027. <sup>3</sup>Represents 100% of 50Hertz.

# Financial performance Elia Group



<b>Elia Group</b>	<b>2024</b>	<b>Beyond 2024</b>
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<b>Net Profit (Elia share)<sup>1</sup></b>	€335 - €385 million	CAGR of ~20% period 2024-2028
<b>ROE (adj.)<sup>2</sup></b>	7%-8%	
<b>EPS (Elia share)</b>	Double digit EPS CAGR over 5 years	
<b>Dividend</b>	Increasing with CPI in Belgium	

<sup>1</sup>Net profit (Elia share) or net profit attributable to owners of ordinary shares: Net profit – non-controlling interest – hybrid securities

<sup>2</sup>The return on equity is the net profit attributable to ordinary shareholders divided by the equity attributable to ordinary shareholders adjusted for the value of the future contracts (hedging reserve).





# Q&A

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