

*“Making energy easier
makes life easier”*

2015 - 2020 STRATEGIC PLAN

2015 ACHIEVEMENTS

Introduction

We are particularly pleased and proud to present the first annual progress review of our 2015-2020 Strategic Plan. This plan and the guidelines it outlines are the product of discussions carried out with our stakeholders. It has clearly established the company's vision and its strategic aims over a five-year period. It should be pointed out that since the merger of the eight mixed intermunicipal distribution companies on 31 December 2013, ORES Assets and ORES srl make up a coherent economic entity which operates under a single identity, a "brand" which we want to be strong: ORES.

To meet the many challenges that it must face – whether they be in terms of energy, technology, the environment or people matters – ORES from now on intends to reaffirm its role as distribution system operator, to act as a market facilitator and to position itself as the legitimate acknowledged partner, the preferred intermediary, for public authorities in terms of energy policy. In this context, our 2015-2020 Strategic Plan establishes a vision shared by all those who work for ORES as well as priority strategic objectives.

2015 has been devoted to translating this vision and these objectives into a structured set of operational projects within the company. Each of these must achieve clearly defined results, with a specific team and budget, for the purpose of contributing to achieving one or more objectives. To conduct this prolonged exercise, and Operational Strategy department has been set up in order to guide major strategic and structural projects up to 2020, and even beyond.

These projects, which are called "Smart Metering and Smart User", "GR2020" and "Atrias/Mercure", will to a large extent fashion the ORES of tomorrow and generate organisational changes, the management of which has also been entrusted to this new department. Other initiatives, focused particularly on our corporate culture and customer service, are ongoing and have found concrete manifestations which are illustrated in this brochure.

This overall dynamic of change fits in with the wishes of our shareholders, and particularly our municipal shareholders, to manage the electricity and natural gas distribution sector in Wallonia for the benefit of our citizens and our companies, within a context of unprecedented energy transition and change for this sector.

ORES is changing. ORES is evolving. ORES is committed to a future with solid prospects.

And with a leitmotif:
"Making energy easier makes life easier."

Enjoy the reading!



Cyprien Devillers, Chairman of the Board of Directors of ORES Assets srl
Fernand Grifnée, Chief Executive Officer of ORES srl
Didier Donfut, Chairman of the Board of Directors of ORES srl



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I.

ORES,
premier Walloon distributor

General introduction

Created in 2009, ORES is currently the main network administrator and operator for the distribution of electricity and natural gas in Wallonia. It is a team of over 2300 people – technicians, administrative staff, and managers – serving the inhabitants of 198 communes as well as the local authority.

Our staff ensure that more than 1.3 million households and businesses over 75% of Wallonia are supplied with energy, which represents no fewer than 2.8 million citizens.

ORES is therefore responsible for the daily operation of electricity and natural gas distribution systems and communal public lighting and, in this context, for all interactions with other key players in the energy market.

Our dispatching centre monitors these distribution grids round the clock. Service teams are on call day and night, 365 days per year, to repair breakdowns, technical faults and gas leaks which are always treated as an absolute priority.

We carry out new connections to the networks, we adapt existing connections, and we fit and enhance meters.

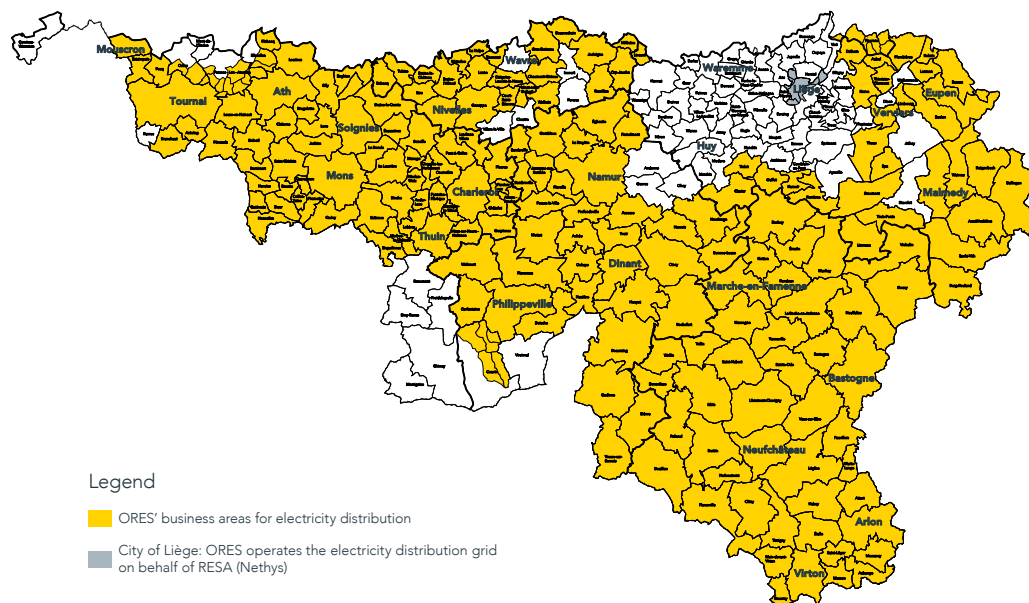
We read the consumption indicators for 1.3 million installations, validate the data and manage this data in a strictly confidential manner.



“

Our staff ensure daily that 2.8 million people are supplied with energy.”

Electricity business activities





“*Every year for five years, we have invested on average 250 million euros in the distribution networks.*”

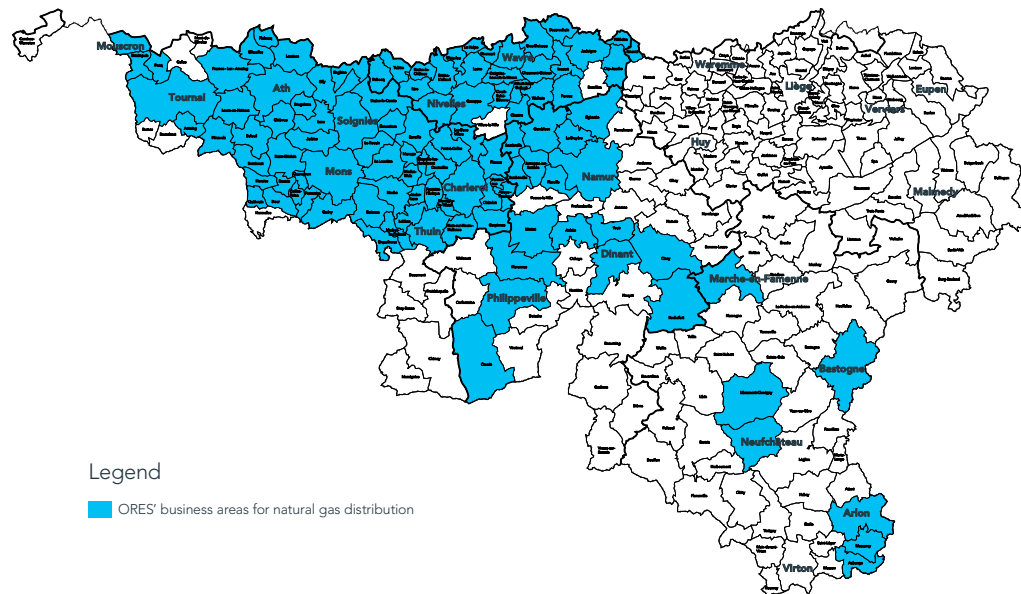
We keep nearly 2 million pieces of data updated in the access register: for each point of connection to the distribution network, this register contains data of both a technical and administrative nature and the data of the corresponding energy supplier.

We also provide energy to protected customers who wish to be supplied by their system operator; we fit budget meters at the request of suppliers at their non-paying customers' houses and we are responsible for the operation and maintenance of public lighting, as well as promoting the energy efficiency of the lighting equipment.

Aware of its responsibilities and commitments, whether economic, social or societal, ORES plays a very practical role in the well-being of the community and the development of Wallonia's economic and social life. Every year for the past five years, we have invested on average 250 million euros in the distribution networks, which have generated more than 400 million euro of turnover for some 300 sub-contractors and suppliers.

ORES is active in more than 75% of Walloon municipalities. The two maps hereafter show our activity territories. One concerns electricity distribution, the other the distribution of natural gas. ORES' teams do not operate in the communes that are not coloured, apart from specific agreements.

Natural gas business areas



ORES, in a few figures

DISTRIBUTION SYSTEM OPERATION ACTIVITIES

198

Total number of communes served

1,563,011

Points of supply of electricity (active and inactive)

1,367,817

Customers connected on operated networks (E)

504,339

Points of supply of natural gas (active and inactive)

453,014

Customers connected on operated networks (G)

11,094,320 MWh

Total quantity of electricity distributed in 2014

11,759,621 MWh

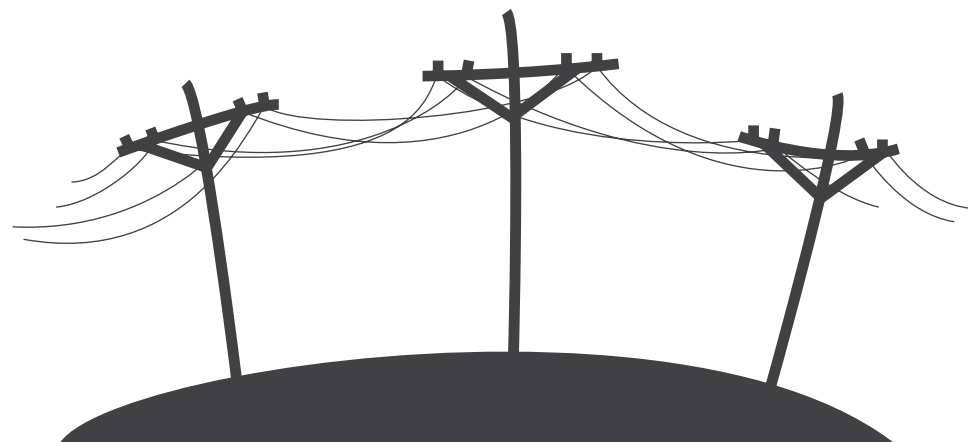
Total quantity of natural gas distributed in 2014

9,225 km

Natural gas network

49,390 km

Electricity network



PUBLIC SERVICE MISSIONS

19,897

Protected customers supplied with electricity

8,772

Protected customers supplied with natural gas

12,933

Customers 'under supplier X'
(i.e. supplied by ORES following a problematic move,
or at the end of a contract with the business supplier)

43,916

Active electricity budget meters
(out of a total of 96,884 meters installed)

13,376

Active natural gas budget meters
(out of a total of 26,945 meters installed)

443,709

Public commune lighting points
managed by ORES

FINANCIAL AND SOCIAL FIGURES

€1,014 M

Turnover

€3,880 M

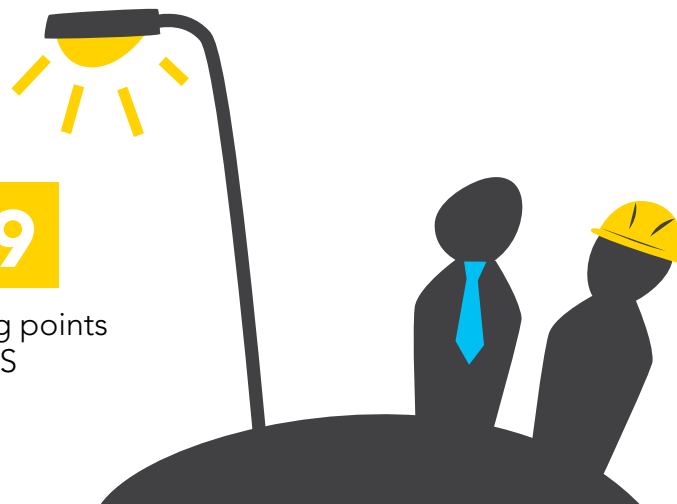
Total balance sheet

€275 M

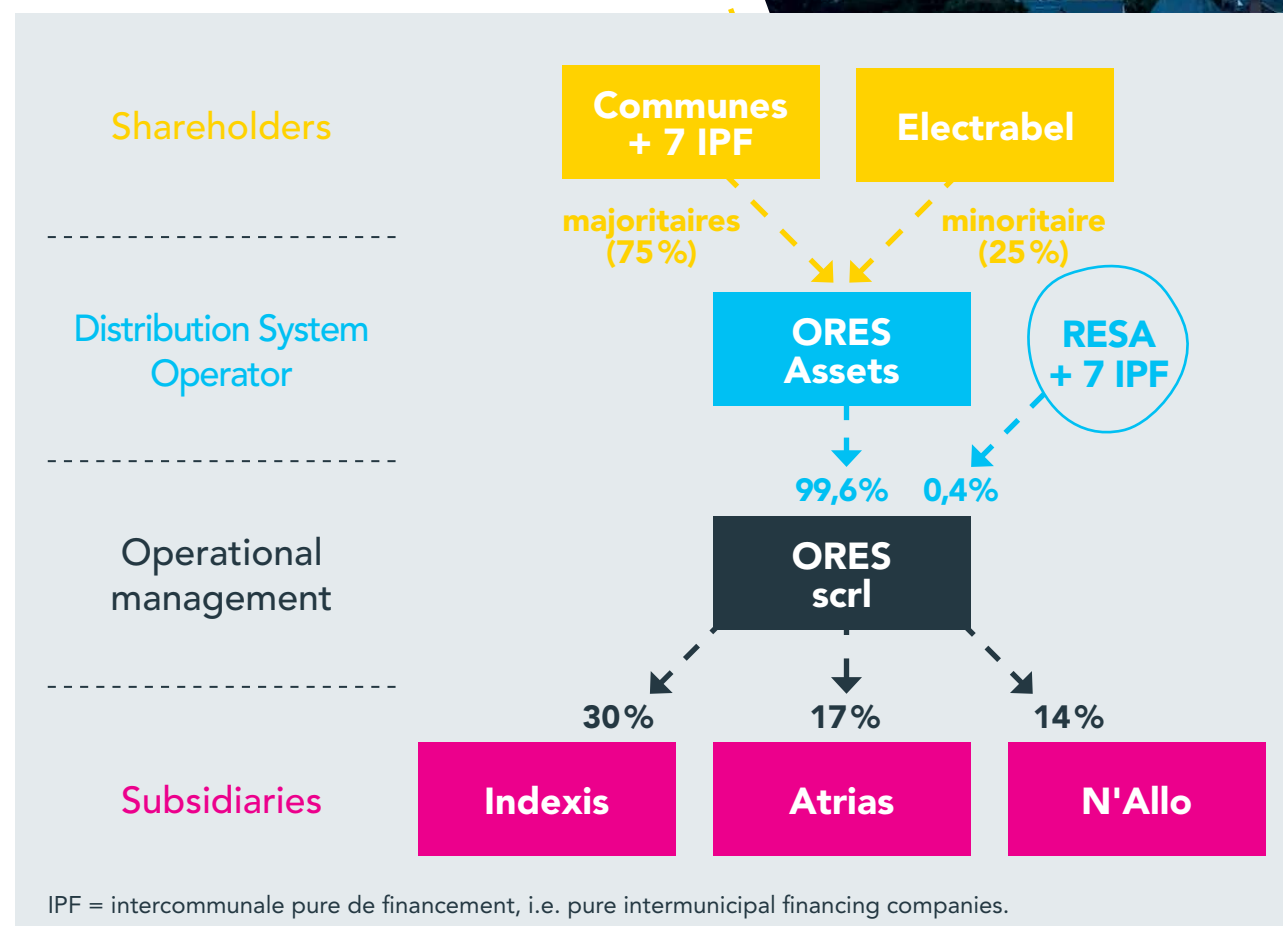
Gross investment (electricity, natural gas and other)

2,267

Active workers
(expressed in FTEs)



Shareholder structure



Strong values

In order to carry out its tasks to provide public utility services and prepare for the future of distribution, in 2013 our company decided to base itself on five new values which, every day, guide each of ORES' activities both internally and externally with our customers, our public intermediaries, regulators or government bodies.



SERVICE FOCUS

As a provider of community services that are fundamental for the economic life of Wallonia, ORES is at the service of the community and listens to customers, whose lives we wish to make easier. Our company wants to provide a quality service that matches the expectations placed on it by its stakeholders, in compliance with the financial, human and technical resources available. Internally, this sense of service manifests itself in the collaboration, comradeship and cross-disciplinary interaction between departments and between colleagues.



BOLDNESS

Each member of staff is called on to demonstrate boldness and participate actively in constructing ORES' future, within an energy market undergoing profound transformation. Each one of them can, through their ideals and proposals, contribute to the development of the company to prepare it for the challenges of tomorrow. Daring to find new solutions is the crucial approach for the future.



PROFESSIONALISM

Our priority is to manage the networks professionally and efficiently, in complete safety. ORES' expertise and that of its staff is acknowledged both inside and outside the company. Being and remaining the benchmark in our area of activity imposes demanding objectives upon us, with a concern for continuous improvement leading to excellence. Confident in their skills and their ability to meet these challenges, ORES' staff know that professionalism and involvement are the guarantee of their present and future legitimacy.



RESPECT

Respect for people – staff, customers, citizens – respect for ideas, respect for rules, respect for environmental resources also – all these constitute one of the bases of the development of and within the company. Practically speaking, this passes through ethics, dialogue, solidarity and behaving with integrity to all points of view.



FRIENDLINESS

ORES attaches paramount importance to the idea of "living together", both externally and internally. The company is aware of the importance of community and contact with its partners on a daily basis. Internally, it offers its employees high-quality working conditions. Each member of staff plays a role in the company to make it what it is. The fact of working together, with enjoyment, is essential to the proper running of the company.

DNA reasserted



Societal trends, economic developments, technological developments, climate change... Energy and its distribution are facing major changes. In this context, ORES is also evolving while reasserting the intrinsic characteristics which, in addition to its values, make up its DNA.

This can be represented diagrammatically in a matrix. On the horizontal axis, three basic jobs or functions can be distinguished: the distribution system operation itself, the task of market (or more precisely "markets") facilitator, and finally that of partner of the authorities.

On the vertical axis, two main attitudes are represented – customer focus and that of "collective" responsibility – based on the five values of the company.

This matrix should be used as a tool to evaluate the relevance of the company's plans. Very often, many of the plans will tick several boxes at the same time. When they do not correspond to any of them, the conclusion most likely should be that either they do not fall under the company's sphere of action, or the matrix no longer corresponds to the realities of the electric and gas system and it should therefore be redesigned or more simply adapted.

	Customer focus	"Collective" responsibility
Network management		
Market facilitator		
Local authority partner		
Service Focus – Boldness – Professionalism – Respect – Friendliness		







II.

Challenges, Missions and Vision

“
*ORES must be and remain at the cutting edge
of development*
”

Incorporated in 2009, ORES is still a young company. In a sector experiencing fundamental changes, it has many strengths: the skills, expertise and motivation of its staff, a solid financial structure, shareholders that are attentive to its prospects for development and a reputation of responsibility and independence that makes it a benchmark operator, both among key players in the market and government authorities.

However, our company must invent its future, question it and adapt it to ever more fundamental, rapid or even unexpected developments.

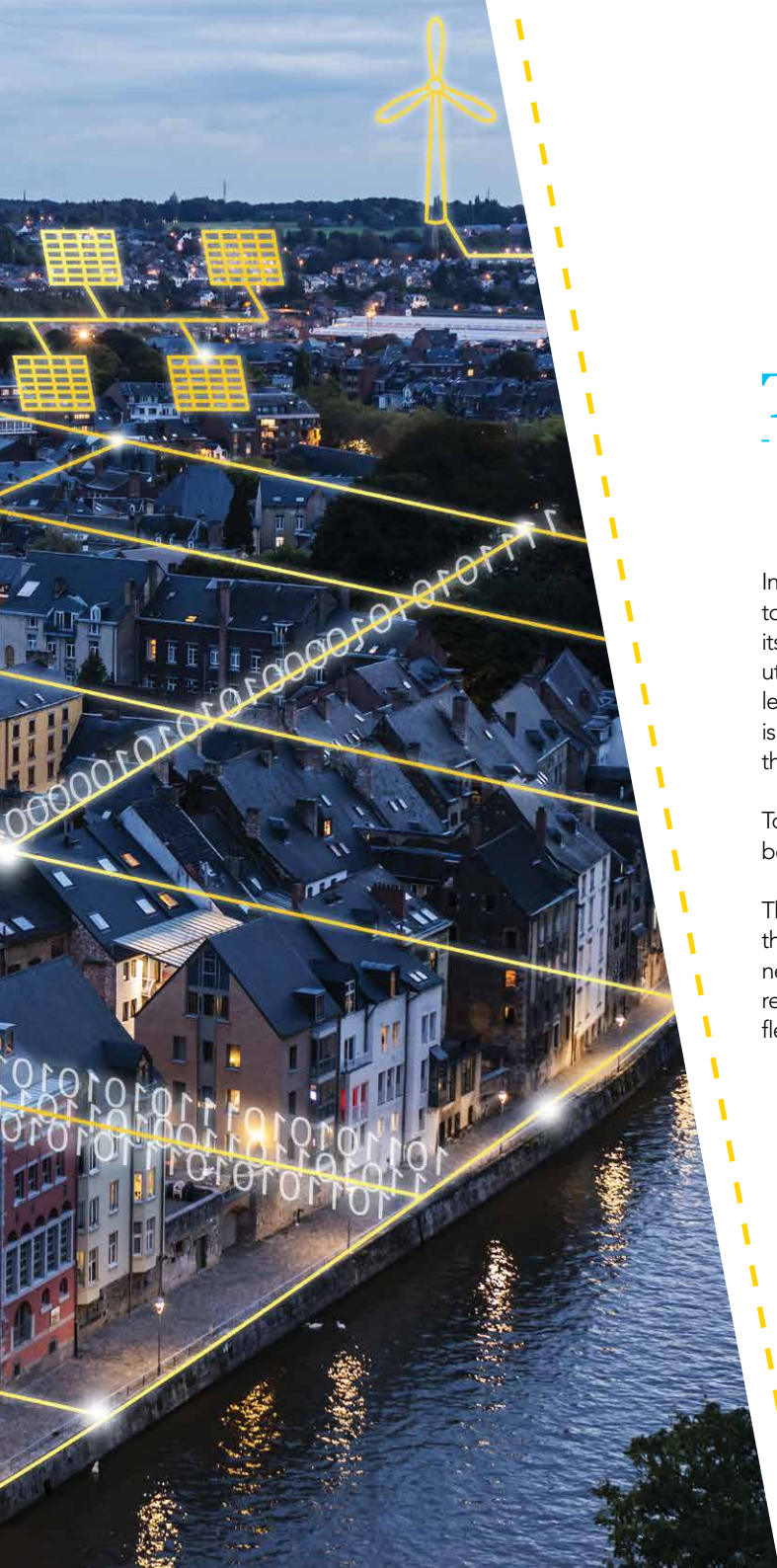
To do this, a broad strategic review exercise, called 2020 Vision, was launched more than two years ago based around six themes:

- ORES' products and services,
- gas distribution networks,
- electricity distribution networks,
- talents,
- partnerships,
- corporate culture.

The originality of the exercise resided in the approach: around 50 volunteer managers and executives spread over multi- and cross-disciplinary teams to review our foundations, our challenges, the outside world's expectations and propose courses of action. Give concrete expression to the company's new values by reaffirming its DNA. And thus particularly to dare to get off the beaten track; this also means to reject exercises in camera, to turn towards the outside world and directly confront its judgements and its expectations. The success was indisputable: more than one manager in two manifested their wish to be part of the project.

The first result of this review was the defining of the company's main challenges, a vision has been agreed on our core activities and our character traits. On that basis, a vast action plan has been set up.





Three challenges to overcome

In the face of this ever more quickly changing world, ORES wants to adapt, not only to ensure its sustainability, its legitimacy and its responsibility as distribution network manager and a public utility service company, but also to respond to the expectations legitimately expected of it by all its stakeholders. Our resolution is clear: we want to make their access to energy easier, and make their lives easier.

To do this, we must overcome three specific challenges, listed below in no particular order of importance or priority.

The first challenge is of a **cultural** nature: it aims to transform the company and its organisation so that it can adapt to these new realities and prepare for the future. The pace in dealing with requests is accelerating and we have to adapt by having more flexibility and agility.

Then, there is the challenge of the **customer**. The customer's requirement level has increased considerably. All operators, whether in the utilities sector, in more traditional public services or in the hospital sector are adapting to this new situation. Our company also wants to adopt a real ambition to be the benchmark in this area.

Finally, the last challenge concerns **energy transition**. The company must adapt to an ever more distributed electricity generation which is now directly connected to the distribution networks, to the emergence of new markets and new distribution business activities (particularly in managing flexibility) or, without this being exhaustive, contribute to voltage quality with all the issues that this involves with regard to the exact scope of its activities. The acknowledged neutrality of the DSO enables the development of these new markets, but also entails new tasks.



A. CORPORATE CULTURE

ORES is now a totally independent company. It must from now on develop all of the resources which will enable it to look to the future with optimism, within the context of the major developments outlined above.



Technical resources, financial resources but above all human resources. So in this regard, we must also evolve in our culture, in our way of doing things, in our methods of interaction not forgetting what makes us strong and gives us our reputation: professionalism, expertise, a culture of prevention and safety with regards to staff and installations, as well as a sense of responsibility.

Yet in a world which is accelerating, we must also be capable of greater agility. Immediacy and hyper-connectivity are now watchwords and we must make customers, their expectations and their comfort a genuine reason to be.

The company must also review its collaboration models, propose management methods based on trust and boldness, and set up a working environment that is conducive to greater creativity, conviviality as well as a better balance between private family lives and professional lives. These new ways of working have attracted a particularly wide consensus amongst workers from the first "post-internet" generations, staff that today have to be seduced and attracted and who are particularly sensitive to the sense of responsibility of their employer.





B. CUSTOMER FOCUS

More than ever, customers are asking to be considered and respected. They are used to personalised contact, to a modern and customised service. They live in the digital age and are very reactive. In parallel with this, new activities and new industries are developing. This is the case, for example, in the automotive sector, where the notion of sustainable mobility is fostering the emergence of vehicles running on electricity or natural gas. For their part, suppliers are ceaselessly dreaming up new solutions for controlling consumption and home automation.

These sociological developments are acquired and required in the same way as energy developments. It is for this reason that ORES now has the ambition to "make its customers' lives easier".

This must first and foremost be translated into ORES core business and daily actions: making a connection, managing a work site, keeping appointments, informing customers in the form and through the channel that they wish, making a meter reading, answering the phone...

More fundamentally, this implies that our relationship with the customer should be redesigned. The concept of service must take precedence over the process in our way of acting. A request for connection, for example, will no longer be based on a technical power or connection voltage criterion, but on concepts that the customer's control, such as the nature of their electrical equipment – do they cook with electricity, what is the size of their house, do they heat it using electricity, do they have a heat pump or air conditioning? – with ORES being responsible for translating these items into technical data.

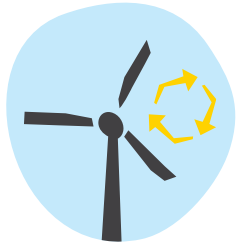
“*ORES adapts
to each customer profile*”

This also happens through greater collaboration with other DSOs, or even with other public utility service suppliers, so that the customer is no longer sentenced to having to adapt to the new face of the energy market, but operators adapt to the concern for customer comfort. must also have open partnerships with some government bodies or organisations like CPAS [public social welfare centre], the Guichets de l'Énergie [Energy info points] or the Agences de Développement Territorial (ADT - Territorial Development Agencies), in order to improve access to energy, make energy bills more transparent and more understandable, or to promote innovative energy services relevant to the needs of customers, individuals, companies or municipalities.

This happens finally through the well-considered use of smart meters which meet all the needs of the key players in the market, whether these be suppliers or balancing service providers, or the consumer who wishes to resume active control of their consumption. All this without losing sight of the principles which govern protecting a person's private life.

One thing remains fundamental: controlling costs. Energy is a basic necessity. Its cost has a direct impact on the purchasing power of households and on the competitiveness of businesses. In the overall bill for a household, the cost connected to services actually controlled by ORES represents, depending on the region, between 20 and 30% of the total price. Controlling this cost happens of course through the sense of responsibility and efficiency of the DSO, but also through reaffirming a necessary solidarity in the fair distribution of the said cost between the various users.





C. ENERGY TRANSITION

The development of renewable energies, the third Industrial Revolution, eco-responsibility, energy efficiency, smart grids, storage systems, biogas... As part of its 2020 Europe Strategy, Wallonia has ambitious objectives in terms of "green economic growth" and the distribution must of course take account of this. These objectives confront the energy world in general – and particularly that of electricity and natural gas – with a true revolution. Even the activity of distribution has seen a fundamental shift in paradigm and must be rethought.

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The notion of the “socially conscious consumer” is becoming a reality”

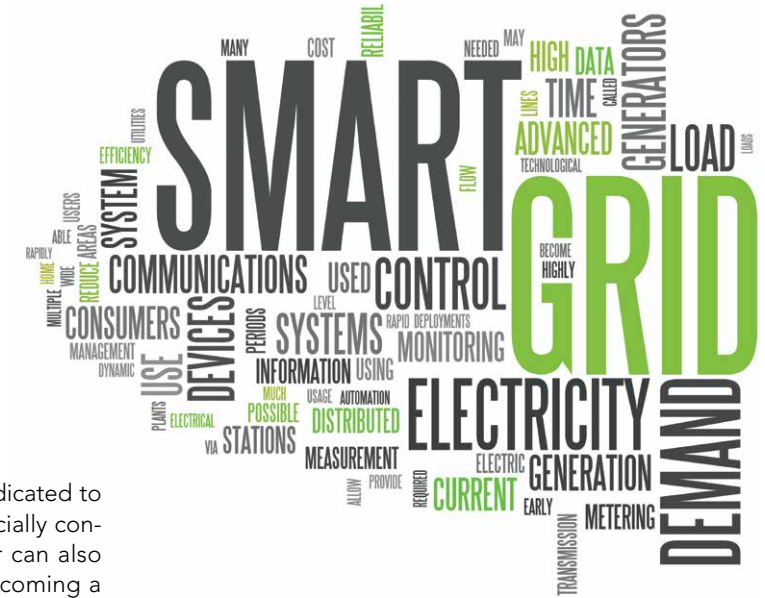
Firstly, electricity generation is becoming more and more distributed and directly connected to distribution networks. Secondly, the share taken in services by renewable, intermittent, random and therefore “non-dispatchable” capacities with the addition of priority access to the network, has considerably increased. Parallel to this, it is found that traditional units which are supposed to offset variations in intermittent generation are experiencing financial difficulties, manifested through several shut-down announcements or decisions. At

the same time, the myth of generation totally dedicated to consumption has lived on. The notion of the “socially conscious consumer”, who through their behaviour can also be involved in the balance of the network, is becoming a reality. New technologies (self-generation, electric vehicles,

storage, remote control, home automation, etc.) are becoming accessible to residential customers and are strengthening their potential influence on the networks. Finally, we are witnessing the return to the front ranks of the concern

for security of supply which is no longer seen as a question of stewardship, either obvious or guaranteed, but rather more is to be obtained daily at the price of the efforts of all key players in the sector.

Faced with this, the distributor must gradually develop new tools: medium voltage networks, or even access to certain voltage adjustment tools, increased deployment of remote monitoring equipment, remote metering (of energy but also of flow directions) and remote control on a suitable IT and telecommunications base. That is what is called the “smart grid”.



With, as a consequence, an essential modernisation of measurement tools for the customer, including residential customers, to acquire a finer knowledge of the various flows of energy collected and injected, measuring the power provided or even modifying it, refining the measurements of exact periods of consumption in order to enable customers to benefit from more dynamic tariff offerings on the part of suppliers or proposing efficient prepayment systems (called "smart metering"). Lastly, this implies that the system for pricing services provided by the distribution grid, still inherited to this day from the system in force before liberalisation, be completely redesigned to match the real constraints and cost structure of this activity.

This transition also concerns the place of natural gas in the energy landscape. At a time where passive houses and heat pumps are gaining market share every day, where mobility using gas may appear as an opportunity thanks to the development of natural gas for vehicles (but also as competition for electric mobility), ORES must be able to position itself as an initiator, or even an explorer, of new solutions. Synergies between the two energy sources should be exploited and strengthened where this makes sense. Promising areas for development are emerging, particularly in the use of biogas or "power to gas", a concept directly connected to the development of intermittent generation. This means actually producing combustible gases (synthetic hydrogen or methane) which are easily to store and transport within natural gas distribution infrastructures from cheaply produced electricity, for example in the case of intermittent overproduction at low marginal cost. ORES shall also explore these potentials in the future.



Clear tasks and a clear vision

System Operator

To ensure a quality, safe and reliable supply, to develop maintain and modernise the networks, to connect customer installations – producers and consumers – to these networks: so many tasks which are at the heart of ORES' concerns. This is the **"system operator"** dimension of our business. And of course, this business is fundamentally affected by the three challenges set out in the previous pages.

In addition, new tasks that have come with liberalisation and which today have become fundamental for the proper functioning of the market, have appeared. Like a lawyer who ensures the proper completion and legal security of various operations, ORES intends to provide all of the market with the "peace of mind" that is essential to its proper functioning. A customer who is moving house or changing supplier, a supplier who wishes to bill for consumption, close a contractual relationship... In all these situations from day-to-day life, ORES intends to guarantee to the market that all of the databases upon which these situations are based are handled professionally and meticulously: (i) keeping an access register which reconciles meters, addresses, customers and suppliers, (ii) automatic or manual

Contract facilitator

meter reading and transmission of the read and validated meter readings to the various suppliers, (iii) guaranteeing efficient and non-discriminatory access to distribution grids, (iv) taking responsibility for all operations ensuring a fair distribution of consumption, and all this for all key players. All in a context where the growing number of connected wind and solar installations is generating significant variations on the networks which can lead to congestion which must be managed at all times. Our company must carry out these tasks in an efficient, effective, neutral and objective manner in the general interest, by providing the market with the tools that it needs to operate.

This job of **"market facilitator"** which today is well in place for the supply market must gradually be extended to new markets (we are of course thinking about the flexibility market, calls to take a more important place in distribution); more generally speaking, ORES intends to develop this role of facilitator and guarantor of the data for all market processes in the broadest sense.

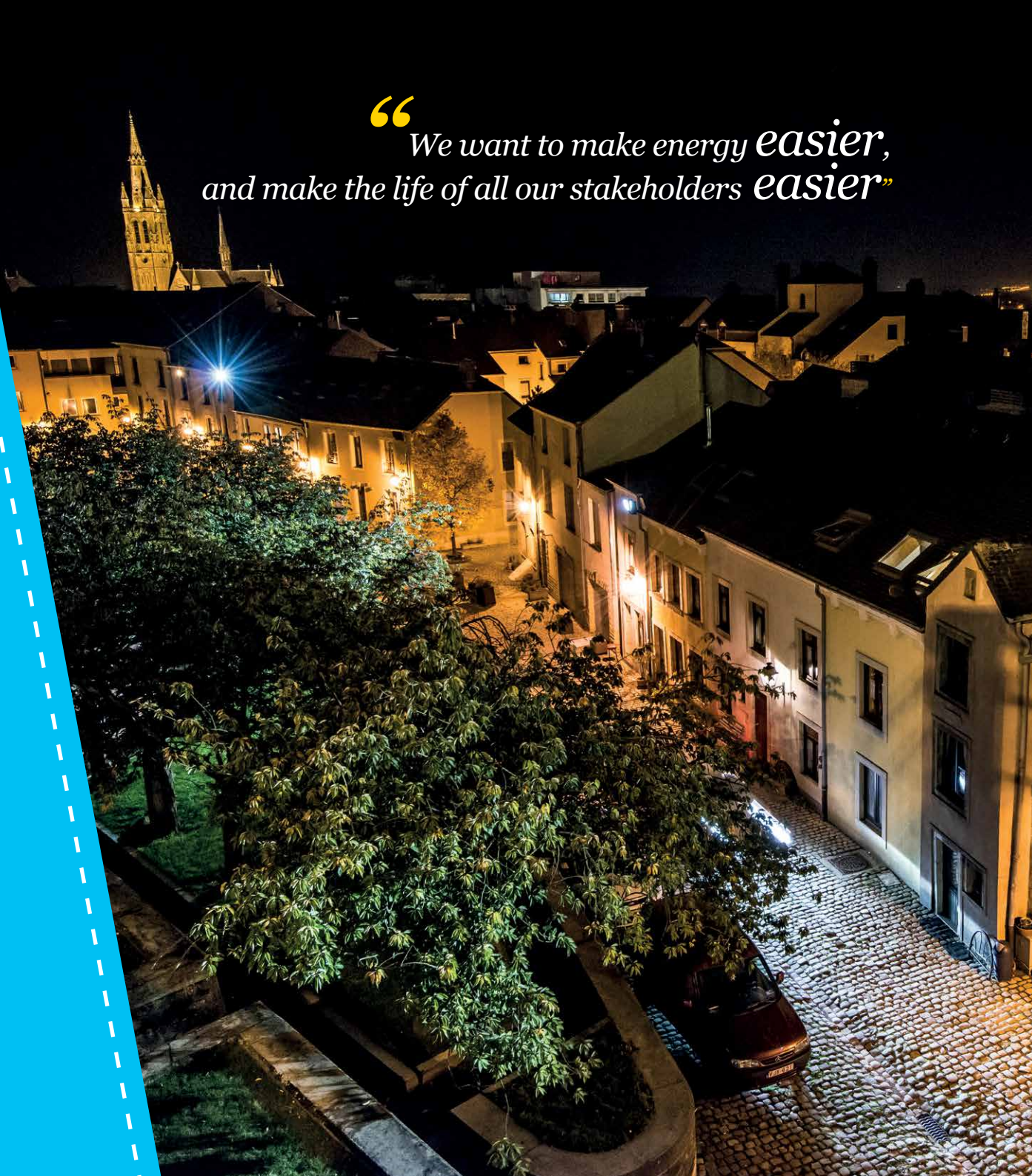
Finally, through the independent nature of each of the key players in the market, bolstered by the expertise of its staff,

Public authority partner

bolstered by the legitimacy conferred upon it by its shareholders who are principally communes, ORES is also asserting itself as a **natural partner for the authorities** for the effective and efficient implementation of the policies they wish to pursue in terms of energy.

Our businesses are well known, as are our character traits. All of our actions are characterised by our customer focus, in the form of a commitment: to make the customer's life easier in all circumstances. Our second character trait is our sense of responsibility; a collective responsibility which incorporates two dimensions: a financial dimension and a social dimension.

Financial responsibility is particularly expressed through controlling the costs of distribution and their evolution. Social responsibility is expressed in the search for a balance between the economic interests of our shareholders, our customers and our other stakeholders, the well-being and safety of individuals (ORES' staff or the "external public") and preservation of the environment.



*“We want to make energy **easier**,
and make the life of all our stakeholders **easier**”*

OUR VISION

In the face of this ever more quickly changing world, ORES wants to adapt, not only to ensure its sustainability, its legitimacy and its responsibility as distribution network manager and a public utility service company, but also to respond to the expectations legitimately expected of it by all its stakeholders.

Our vision is clear: “we want to make energy easier, and make the life of all our stakeholders easier”.

Practically speaking, this means:

1

Making our customers' life easier: nurture on a day-to-day basis listening, availability, respect, accessibility and impeccable quality of service to satisfy customers.

2

Make the market's life easier: transform our network into a true dynamic interconnected platform, at the service of all key players in the market (producers/suppliers, TSOs, DSOs, regulators, customers) and recognised for its excellence.

3

Make the life of public authorities easier: to be recognised as the legitimate and preferred partner of public authorities in terms of energy distribution and to fully take on this role.





III.

Strategy: priority objectives and lines of action

1. Ensure the future of distribution infrastructures and develop smart grids and smart metering

Optimising our networks and making them “smarter”, particularly within the context of connecting distributed generation facilities

The management and operation of distribution networks makes up the core of ORES' business. Their maintenance, development and optimisation (including communal public lighting) are essential to the socio-economic life of the region. ORES shall continue with their optimisation, focusing on finalising the streamlining of the gas network (replacing the remaining kilometres of cast-iron, PVC or fibro-cement low-pressure networks with new-generation lines).

The incorporation of distributed generation in electricity power distribution networks (wind, solar panel or other) remains a major challenge for Wallonia and for network managers; it introduces a new complexity, which requires the networks to adapt and invest in them massively to make them “smarter”. This change will not only incur significant

investments in the short and in the long term, but also the need to match production with ever more volatile consumption. Within this context, ORES has launched an ambitious “smart grid” project.

This project is based on an observation: electrical energy no longer travels from a distant and centralised source to households and businesses. These flows are becoming dynamic, reversing at certain hours of the day, and are becoming more intense than others. It is therefore crucial to comprehend them. In order to do this, there must be sensors on the medium voltage distribution networks to get better measurements of what is happening there and an effective calculation tool (“status estimator”) which highlights network congestions. It is then necessary

to understand how these currents evolve over time; with the passing of time, seasons, weather conditions, or even market and customer behaviour. ORES must therefore develop new skills and, secondly, new tools to forecast production and local consumption.

Finally, with this information and this knowledge, the electrical network must be given an optimal configuration to reduce losses and make congestion disappear. This happens through remote monitoring or even remote control systems which make network reconfigurations possible. So many new resources which will enable our electrical system to be managed more effectively. These features presume that there is an efficient and reliable communications network: significant investments are planned in this area.

Implement a coherent and sustainable programme for deploying smart metering in Wallonia, in consultation with the authorities

We can sense it – the meter reading business will fundamentally change in order to adapt to the evolution of the distribution sector. This means no longer only measuring one flow of energy, but flows of energy, power and consumption movements.

This also means having validated meter reading data more often than what is currently provided for. This means enabling more dynamic tariff packages and prepayment techniques to be deployed. Finally, this means controlling a meter remotely,

for example the level of power contractually provided. ORES is finalising an ambitious programme for the gradual deployment of smart meters in Wallonia which it is currently submitting to the competent authorities in this matter.



Put in place the integrated IT and telecom infrastructure necessary to these developments

The optimisation of the distribution infrastructure and the development of the networks and smart metering outlined above will need to be based on modernised and integrated IT and telecommunications systems. In order to prepare for this digital evolution, an ambitious programme is being deployed. The IT strategy focuses on the convergence of systems towards market standards in order to ensure future developments and controlling the costs of maintaining applications.

Develop formulas which contribute to improving the flexibility of our networks

The harmonious operation of the network – and the market – implies more flexibility of this very market, whether this be through controlling, checking or modulating production, but also through the active management of demand, even in a future that is without doubt a little further off, through the implementation of storage solutions or synergies between the gas and electric networks.

ORES is participating several projects in this area. With the regulator, we have developed flexible formulas for connecting distributed generation units. Along with suppliers and ELIA, we are proposing to incorporate this flexibility linked to the congestion of the electrical network without disrupting the proper functioning of the market. Furthermore, with ELIA, we are playing an active role in the so-called R3DP programme. This aims to provide ELIA with potential for flexibility in terms of distribution customers for its tertiary reserves needed to maintain the balance of the network, while ensuring the security of the installations concerned and the distribution network.

Promote natural gas and prepare future solutions related to gas

The natural gas distribution network managed by ORES extends over more than 9,000 kilometres. Although the conditions for extending this network are currently no longer encountering the necessary imperatives of economic returns, the intensification of gas distribution on the existing networks and the development of new methods for using gas are on the agenda. The goal is to distribute

the total bill for gas over a greater number of customers and, de facto, to reduce the price per user. ORES is also exploring innovative solutions for the use and recycling of gas – compressed natural gas, biogas, methanation, “power to gas”- and prepare for the conversion of a part of its network related to the ceasing of exports of low calorific value gas from the Netherlands.

2015 update

Much tangible progress has been made on this objective in 2015. The equipment needed to bring more intelligence to the networks – particularly the smart board – have been defined and tested. In terms of remote control, the deployment of systems has continued and more than 50 new pieces of equipment have been commissioned between 1st January and 1st January 2015 in distribution boards. These “smarter” boards allow flows of electricity on the network to be monitored and can be remote-controlled from ORES' dispatching centre.

In support of all the network management activities, ORES has continued with implementing its plan to standardise and modernise its IT systems. It has particularly put into production a SAP management application for the overall processing of investment files, launched the new application for managing customer consumption data and has put in place a new management system for the central store.

In terms of flexibility in distribution, the initiatives started in 2014 have been extended to other needs, such as that of strategic reserves related to security of supply. By way of an example, as part of the setting up by ELIA of the strategic reserve for winter 2015-2016, ORES has carried out several checks to verify the potential impact of

flexibility offerings on the operational security of the electrical network. Based on these checks, ORES has prequalified 27 point consumption which have been able to give ELIA “demand-management”-type flexibility.

In the field of natural gas – apart from progress in terms of mobility and the large promotion project referred to later in this document – 2015 has seen ORES contribute to the development of a project to inject bio-methane into the distribution network within the commune of Bon Villers. In close contact with the project owner, on 2 and 3 September 2015, ORES carried out a gas injection test on its own network. This was a case of estimating the capacity of the latter to potentially accommodate volumes of bio-methane products as part of this project. We have therefore carried out the injection of approximately 8,700 m³ of gas over 24 hours, or an average of some 360 m³/h thanks to 2 tanker trucks with a unit capacity of 5,000 m³ mobilised for the operation. This has led to satisfactory results for the future.

In addition, five strategic projects, essential for the future of the company and the distribution networks, saw significant developments in 2015. They are discussed in detail in the fourth part of this document, from page 39.





2. Improve our customer focus

Improve our interface with the customer in our core business areas:
service, listening, respect, availability, accessibility

Customer satisfaction must be at the heart of ORES approach. For this, we want to set the bar very high for our quality standards and we are listening to the consumer's issues or desires. Customers are changing in terms of their requirements and we want to be able to satisfy them. As explained above, this is firstly done in our basic activities: appointments, connection work, meter reading, work site, billing... It is also a more proactive dialogue and attitude: offer information spontaneously, the welcome and service which will truly help the customer when going through the procedures, become an adviser/point of contact who stands out not only through their

independence compared to other players in the market, but also through the quality of their listening and their support in a particularly complex sector. This involves daring to rethink our channels of communication, if appropriate in partnership with others. This also means implementing IT and digital tools (web portals, mobile applications, etc.) which facilitate access to our information by customers and partners. Making peoples' lives easier also means allowing easy access to ORES, whether this is to discuss problems relating to a meter or a faulty public light. A web tool allows people to indicate a defective public light in a few clicks.

Improve our services and monitor this development
through our customer satisfaction performance indicators

Making people's life easier means not only listening and communicating better, but also improving the quality of our services and the speed of our service calls. For example, by aiming to reduce the time that the medium voltage network is unavailable linked to planned cuts for works – currently a little less than 39 minutes for the entire network – or further reduce the average periods of arrival on site, of actual service call time and non-availability of

the supply following unplanned technical malfunctions. ORES will also launch a vast overhaul of all its “customer base” processes in order to make them more user-friendly. The desire is to take account of the customer experience: to hear customer complaints but also their suggestions, to adopt their point of view in order to better understand their expectations and finally to measure their satisfaction through independent surveys.





Empowering all players through bill readability

To make customers' life even easier and also to bring a factor of calm into the debates on energy, it is important to be able to identify the costs of various bill components (commodity, transport, distribution, miscellaneous surcharges, and taxes) – and particularly in distribution tariffs. In particular, the costs of policies which use energy as a means of financing should be identified. So the customer is able to know clearly what each of the

operators actually costs (supplier, carrier and distributor) on their overall bill. This is not the case currently, many consumers are unaware that the distribution networks also provide public services missions and obligations (for example the installation of budget meters and managing their reloading or the supply of energy to socially protected customers) and that the cost of these services is incorporated in the distribution tariff.

Awareness raising and education work around energy issues

The numerous changes over recent years, the liberalisation of the market and the multiplication of players, the complexity of issues and interactions, as well as the technical nature of the energy world makes it very difficult to understand for the consumer and for the citizen, who consequently cannot be really involved.

ORES also wants to make people's lives easier by making this world more "readable"; by explaining to clients what

they are paying for and why, by shedding light on the functioning of the market and by taking on educational-type approaches on energy, its consumption and its issues. This concern has also been incorporated into the framework of the Regional Policy Declaration of the Walloon government and ORES has informed the Walloon Minister for Energy of its availability as part of discussions on the conditions for implementing measures of this nature.

2015 update

In 2015, a large project entitled "Making customers' lives easier" was launched in order to improve the customer experience at several key points of interaction with ORES. This project is set out in detail on page 44. In addition, this year has also seen the realisation of a whole series of initiatives which have already improved the service provided to various audiences in contact with our activities. This means that self-service recharging terminals for those with budget meters have been installed in the cities of Verviers, Ath and Tournai. Customers having asked connection works or meter strengthening are now notified by SMS before their appointments and have a single

point of contact who is completely in charge of their file. ORES' website has been completely overhauled with a view to giving it greater user-friendliness and better economics. Raising awareness for the general public, and in particular children, about the company's activities and energy savings has been carried out through the "Zero Watt School" challenge, which has enabled some Walloon pupils to get motivated for more responsible and more sustainable consumption at school. Finally, ORES has also supported the publication of a special edition of the Journal des Enfants (Children's Newspaper) devoted to the world of electricity and its developments.

3. Allow for harmonious market operation in the future

Implementation of the Atrias platform, which will be the tool guaranteeing better functioning of the market in the future

ORES plays an active role in the Atrias clearing house programme. This programme pursues a dual objective. On the one hand, it aims to make market processes evolve within the known context of the development of renewables and to prepare for the arrival of smart metering. Within this context, residential customer energy flows with solar panel installations and the energy flows from consumers with multi-hour meters will be modelled.

On the other hand, the programme allows IT applications to be unified at Belgian level allowing the exchange of information between system operators and energy suppliers. Up till now, only ORES and Eandis had developed a joint application. It is easy to imagine the obstacles to the functioning of the market which are made by the cohabitation of so many technical solutions on a fairly restricted territory. The decision taken by all network operators to develop a single common clearing house is a considerable development in this regard. It is testimony to their willingness to fully take on their role as market facilitator.

Promote solidarity and avoid opportunistic behaviour

It seems axiomatic to remember that on the market, the network is, in essence, a collective asset. It expresses a natural solidarity on a certain geographic scale; it connects people with each other. In return, users of these networks accept that they have to bear the legitimate costs related to this activity, in a fair and equitable proportion, corresponding to the use they make of the network.

ORES is arguing, naturally, for this solidarity to be a strong feature of our sector. But our company is also prepared to devise packages which allow certain categories of users, without calling the principle of solidarity into question, to assert their particular needs and to optimise their user behaviour. This is how the so-called "energy cloud" or virtual closed network, which is based on a pooling of resources in the corrective interest, has been developed in

collaboration with several partners, including the territorial development agency IDETA and RESA.

Its principle is simple: within a defined zone, the DSO offers to make its network available to medium voltage customers who wish to invest collectively in a distributed generation unit, to enable them to achieve synchronous compensation for the energy conveyed. In practice, our company measures the customer's consumption and the injection of the generation unit synchronously (quarter of an hour per quarter of an hour). Then, the customer's injection share in the generation unit is deducted from its consumption. If there is surplus production, the customer offers it to the market. If production is not sufficient to meet the customer's needs, this residual consumption need is purchased by the customer from their own supplier. Each customer therefore remains eligible and opts for the supplier of their choice.

Promote a more capacity-driven tariff structure

ORES is also arguing for the Government to develop tariff guidelines which allow a distribution pricing which is much more reflective of the true cost structure and a fairer distribution of these costs between network users. Such pricing should include more fixed and capacity-driven terms. In effect, a large proportion of the distribution costs is fixed and the network is designed,

based on the capacity provided to customers. A capacity-driven tariff would therefore only embody the right to capacity which is actually available to consumers/prosumers. Currently, pricing largely based on volumes (net kilowatt-hours collected) creates significant distortions. This pricing does not reflect the costs of the actual use of the networks.

2015 update

In addition to the Atrias projects mentioned further on in this brochure, mention should be made of the launch in June 2015 of the new consumption data management system, named Mercure.

Anticipating future developments related to Atrias, Mercure has taken up the Meter Reading Management (MRM) and Metering Data Management (MDM) part previously carried out in the IMDMS system by the company Indexis. As a matter of fact, all of the tasks of the Readings, Validation & Metering department have been incorporated into one ORES system.

The initial steps of this new solution have not been easy, insofar as the system has shown persistent instability over several months. Improvements have been made to it in order to ensure its sustainability in the long term. In the future, it must support new market processes, in direct integration with Atrias, to exchange information as well as the storage of consolidated data and the calculation of consumption for the future smart meters.



4. Develop our corporate culture

Transforming the culture of our company to make it more agile, more daring, geared toward innovation, but especially looking outward and customer-oriented

Innovation must here be understood in the broadest sense: not just technological innovation, but also managerial, commercial, in processes, organisation, etc. And in this context, the challenges posed by service, user-friendliness and boldness is a major project for ORES. This is not just true with regard to our relationships with customers. It is also true internally and we are working on the cultural change that is needed for us to be recognised, tomorrow, still as competent professionals, but also as a team of motivated, passionate, responsible and close people who are fundamentally involved in the service that we provide to each consumer. ORES wants to stimulate ideas, exchange, and collaboration. The company has decided to commit itself resolutely to an approach which should take it into the “new world of work”.

We have launched the DOMO programme to implement the new world of work (NWOW). This is, above all, a programme of cultural change which started with the overhauling of the values of the company which wants to be more attractive. A management based on trust, which is performance-oriented and which gives autonomy and

responsibility, will allow a greater geographical and temporal flexibility. This is achieved through the promotion of home working and better work/family life balance, for everyone's benefit.

Convinced that architecture supports the development of the company's culture, we are undergoing development at our existing sites and constructing new, more open buildings, that are more conducive to collaboration, offering a variety of shared environments, appropriate to the task to be carried out, encouraging creativity in a more convivial setting. Finally, such a programme cannot exist without development in technology, expressed in practical terms by the setting up of modern IT and telecommunication tools which will facilitate collaboration and mobility.

In addition, ORES is getting involved in technologically innovative programmes to which it can contribute its specific technical expertise.

The DOMO programme and its various circuits are set out in the fourth part of this document, on page 46.



5. Be the preferred partner of public authorities

Partner of public authorities for the development and implementation of energy policies

As a pool of expertise, experience, knowledge and skills in its business activities, ORES is at the service of public authorities. It brings its experience and its technical expertise, makes suggestions and takes on a consultative or even advisory role in matters of legislative developments or market processes relating to the energy distribution sector. ORES has particularly been invited to play this role by participating in working groups or preparatory inter-office meetings for drawing up legislative texts.

Respecting the prerogatives of each of these means contributing to the implementation of policies decided at federal and regional levels. ORES is also the government's partner for implementing its energy policies. This concerns in particular public service obligations such as communal public lighting, the social protection of vulnerable customers and the promotion of energy savings.

There are numerous examples where our company has already demonstrated its effectiveness: managing the one-stop shop for solar panel installations, managing URE bonuses, supply of energy to disadvantaged customers, advice and assistance to SMEs in reducing their energy consumption (Smart Park project in Wallonia), etc.

Both at commune level and at regional level, we want and can provide practical responses in cases relating to electricity, natural gas, and communal public lighting, but also contribute more generally to the economic

development of the Region. We intend to play this role even more fully in the future, in public utility projects at various levels. Whether it is for the development of networks, and the massive investments that will be necessary more or less in the long term – the rational and smart use of energy, the collection, management and transmission of information, developing electric or natural gas mobility, or energy education, ORES wants to be the go-to partner.

Therefore ORES maintains, but also improves the energy efficiency of communal public lighting equipment. For ORES, it is without doubt these public service task which affects the greatest number of citizens. If communes are and remain the owners of their public lighting installations, ORES shall provide follow-up on a large number of projects, from the technical study to maintenance, through keeping administrative records. Our company also manages the permissions, subsidies and contacts with Walloon public services in this area.

As far as communes are concerned, ORES wishes to become, in the long term and without excluding any partnership, the key player in implementing energy efficiency measures in communal buildings and in sustainable mobility. As regards the financing of the energy-saving works in public buildings, particularly municipal ones, a dialogue with stakeholders such as the pure inter-municipal financing companies may prove to bear fruit.

2015 update

In 2015, ORES played an active role in various working groups organised by the offices of the Walloon ministers for Energy (Paul Furlan) and for Mobility (Carlo Di Antonio), on subjects as varied as Wallonia's strategy in terms of renewable energy, the evolution of distribution tariffs or alternative mobility (CNG and electric vehicles). Our company also took part in important discussions with the CWaPE with regard to pricing methodologies or developing a mechanism to make production more flexible as a means of incorporating the most renewable production possible on the distribution grid while controlling enhancement costs.

ORES has also continued with its involvement in supporting the development of demand management as a tool for balancing the whole Belgian network and as a means of countering the risks of power shedding. In terms of shortages, we have contributed to the review of the power shedding plan required by the federal authorities and have updated the information intended for its users.

The company has also wants to reposition itself with its commune partners in its role as the manager of public lighting assets and design of innovative solutions in this area. A brochure entitled "Créateur de lumière" [Creator of Light] has been sent out to public officers and technical departments managers in the associated municipalities in order to present all of the experience, skills and potential of the ORES offering in lighting public spaces. Throughout the year, about a dozen dossiers to assess architectural heritage (squares, parks, bridges, churches, etc.) were completed in six Walloon communes/municipalities. Furthermore, technical solutions have been finalised for 22 cases covering 13 communes and will be implemented in the months to come.

6. Be a responsible and sustainable company

A strong social commitment in internal policy

In this area, the company's commitment is expressed at different levels.

Firstly, talent has to be attracted and retained. In a world where there is strong competition in the employment market, difficulties in attracting talent is a reality and particularly in technical professions. ORES now has to position itself as a company where it is good to live and work and for which staff want to become involved. To do this, our company intends to offer a stable and friendly environment, attractive salary conditions and appropriate and ongoing training programmes.

The management planning of recruitment and skills in terms of quantity (age pyramid and cost control) but especially in terms of determining the profiles of the professions of tomorrow is essential to meet the challenges to come. On the other hand, trends in salary and extra-salary packages are continually analysed so as to meet the expectations of the new generations and by incorporating flexibility (time, place, and role).

ORES pay special attention to the training of its employees so that they are always acquiring more new skills and that

their knowledge is always at the cutting edge of innovation and progress. This training will be in line with the company's strategic priorities (customer focus, technological and business innovation, developing the networks and smart metering etc.). ORES will also contribute to the development of workers in professions where there are shortages through sandwich training and partnerships, for example with FOREM and the IFAPME. By the same token, partnerships with schools will have to be strengthened as well as with recruitment and training operators.

Every year, more than 5% of the payroll is devoted to training budgets (the average imposed by the legislator has been determined at 1.9%). New training methods, learning through games, e-learning etc. will complement more traditional modules. Being more open towards the outside world will find its focus in participating in multi-company training courses.

The company also gives priority interests to staff safety and the safety of the public in contact with our activities. It conducts a prevention policy based on a multi-year plan which sets concrete objectives. Our technical teams and the energy

sources (electricity and natural gas) inherent to our activities are, by nature, carriers of risks which should be controlled.

Another area of focus for our social commitment is mobility. ORES is going to initiate discussions on the future mobility of its staff and equip itself with a real mobility plan: encouraging public transport, putting in place a teleworking policy, consolidating staff from the main support services within the same building, and improving its fleet of vehicles to make them more energy efficient or train its staff in eco-driving. These initiatives should help to reduce the company's ecological footprint.

Finally, a unit is responsible more specifically for environmental issues. It seeks to maintain the compliance of our sites and to manage regulatory developments in this area; it draws up environmental reviews and ensures that risks are controlled in this field; it is responsible for the policy for managing, reducing and recycling waste produced within the company.



Propose sustainable solutions, contribute to Wallonia's socio-economic development in a positive and harmonious way, be involved responsibly within the local fabric

As part of its public utility service tasks, ORES wants to fully take on its commitments and its responsibilities, which are both social and societal. At the service of public authorities and communities, at the service of businesses, and at the service of its customers, ORES generates an activity along with regular investments which contribute to the socio-economic vitality of Wallonia. Within this context, the company wants to appear in the future to be a model in terms of sustainability. This is happening through searching

for an ideal balance between the economic interests of our shareholders, our customers and our other stakeholders, contributing to the well-being and the sustainable development of society, preserving the environment, particularly via the promotion of the rational use of energy and finally, supporting initiatives that help to reinforce social bonds.

In its core activity, ORES is directly participating in the 20/20/20 objectives of the European Union. We are enabling

distributed generation (renewable energies, particularly solar panels and cogeneration on low-voltage networks and wind turbines on medium voltage networks) to be connected to the network. By offering them connections to natural gas, more efficient and energy-saving public lighting systems and energy-saving or alternative mobility solutions, we are supporting our stakeholders in reducing their environmental footprint, for everyone's benefit.

2015 update

In 2015, this responsibility and sustainability objective has found new practical expression, both in the field of training and in the field of energy and environmental efficiency. Very practical progress has been recorded in sandwich training of network electricians (7 people) and designers (13 people) as part of the partnerships with FOREM and IFAPME. In addition, 10 placements have been accommodated within technical or administrative posts over the year. ORES has also set up a university-level Masters course in electromechanical maintenance with Condorcet High School. . Finally, in the Picardy Wallonia region, the company is collaborating in the Wapi-Hand initiative which in 2016 will lead to a major event to promote sandwich

training throughout the Wallonia-Brussels Federation. Internally, a training cycle called "Vigilance partagée" [Shared Vigilance] began in 2015 with the aim of further strengthening the culture of prevention. This awareness-raising programme will be spread over five years. In the area of promoting energy efficiency, the ORES Mobility department has truly been launched with the installation of the first recharging terminals for electric vehicles, more specifically in Gosselies, Waterloo and Nivelles. Our company has also played its role as facilitator for connecting the first two compressed natural gas for vehicles (CNG) service stations in Wallonia to the distribution network in Tournai and Nivelles respectively. ORES also actively

supports the CNG network by converting a part of its vehicle fleet – 23 small vans running on CNG were incorporated into our fleet in 2015 – and two recharging stations have been installed at the Namur and Louvain-la-Neuve sites. As part of the improvements of the energy and environmental performance of communal public lighting, the programme to gradually replace high pressure mercury vapour lamps, initiated in 2014, has continued in collaboration with many communes. Finally, the new headquarters for operations for ORES Picardy Wallonia was inaugurated in the autumn: a model of passive construction, the building incorporates the latest techniques in installation, cooling, renewable energy sources, ventilation, use of light and versatility.





IV.

Projects and tangible achievements in 2015

To meet the challenges which have been identified, the company has structured its actions around five major strategic projects, set out in the pages that follow. At the same time, it has also committed to an initiative aimed at improving the

level of its performance and greater control of its expenses and its investments. This performance plan, named "Optimum", was announced in the third quarter of 2015 and must deliver its first results around 2018.

1. “Smart Metering and Smart” Users



Within the context of energy transition and technical developments in progress, ORES has launched a major project, named **“Smart Metering & Smart Users”** which aims to gradually put in place a smart metering solution within the territory covered by the company, from 2019.

For the customer, it will be synonymous with saving time in a series of operations, such as a change in supplier or a house move; it will reduce the risk of error in billing or significant annual regularisations and will give each user accurate information on their consumption. This will enable them to better predict and control the cost of this consumption, as well as identify ways to reduce their energy bills.

For energy suppliers, the smart meter will form the basis of new tariff services, corresponding to the expectations of different types of consumers and allowing the latter to benefit from new facilities or to reduce their bill, thanks to tariffs which are closer to their consumption profile.

Finally, for a network manager, the smart meter has multiple advantages:

1. It allows a finer knowledge of consumption to be acquired and therefore network needs, as the key to an optimisation of investments, which ultimately benefits consumers;
2. It allows a set of tasks to be automated, such as the reading of meters, and improves results in terms of the detection of fraud;
3. It enables ORES to offer a better quality of service, for example through faster detection of faults on the network and shorter service call times for re-establishing customer power supplies.

The benefits are therefore multiple, and affect the whole company: progress in access to information for the public, better control of their bills, optimisation of network investments, benefits in terms of consumption and therefore the environment.

A team of around a dozen in-house and external staff are implementing this major project, which revolves around three interdependent areas of focus:

- a. Redefining all the processes connected to metering (defining the technological and economic communication solution, drawing up hardware and IT technical specifications, etc.);
- b. Defining the engineering needed for deployment, both in terms of infrastructure and computer applications, and implementing it;
- c. Designing the deployment strategy, carrying out tests and guiding the implementation of the chosen solution.

During 2015, a whole series of fundamental choices have been approved for the continuation of the project. This is particularly the case for the data telecommunication technology. Tests have been conducted in Marche-en-Famenne, Flobecq and Mons on **G3-PLC** technology (Third-generation Power Line Communication) and have delivered conclusive results. The functional features of the meters that will be put in place have also been defined and validated, as well as strategies to purchase and deploy them from 2019. This project has also been the subject of discussions with the CWaPE, the Walloon regulator.

2. “GR2020”

Another major project which is fundamental to the future of ORES in its task as network distribution manager is the GR2020 project, which stands for grid operation in 2020. The aim of the project consists of deploying the systems needed for a new, more integrated and optimised management of network operation processes, as well as the necessary investments.

The project team, composed ultimately of seven internal and external members of staff, is based on the skills of the IT, technical and infrastructure departments for carrying out its activities. In effect, a great many internal processes and computer applications are affected by this project. It simultaneously affects the topological modelling and mapping of the networks (energy, public lighting telecommunications), distribution management as a whole, taking care of faults

on the networks, managing the staff needed to operate the latter, through improving the quality of data and reporting to the authorities. It is being conducted in close consultation with the Smart Metering & Smart Users project, given the very strong interdependence that exists between the two routes being followed.

The project is essential to guarantee the future of distribution infrastructures and to improve ORES' customer focus, particularly through its response speed and quality of service. Substantial resources have been provided for to allow for its proper implementation. The project will lead in the long-term to a reduction in operating costs, in particular through savings made on encoding, the costs of maintaining the current computer applications and the elimination of redundancies related to the overall improvement of the systems.



3. “Atrias”

In facing the challenges which energy transition poses, including the growth of distributed generation and the arrival of “smart metering”, the need for a review of the market process has emerged, under the general umbrella of the MiG (Message Implementation Guide). The general model for the exchange of useful data for the market has also been reviewed so as to harmonise and facilitate communication between those involved in the energy market.

Given the complete overhaul of market processes, all of the Belgian DSOs had taken the initiative to create a new subsidiary company, called Atrias, with a shared IT platform called CMS (Central Market System) at its heart, so as to harmonise working methods and also limit the investments needed. This new single platform will also give an advantage in terms of quality of service for energy suppliers.

ORES is participating in implementing this system, including the migration of data from the company Indexis to Atrias. In this context, our company is also carrying out an adaptation of its computer applications to the new market processes and the new data model. A team of around ten staff, both internal and external, has been assigned to the project.

The project's strategic approach and its framework were finalised in 2015, as well as the description of the process relating to the DSO MIG and to the target data and descriptions specific to the Atrias platform.

The project team put in place within ORES will from now on oversee the development stages of the applications, and the integration and testing of the various components of the system which will start in June 2016, leading to implementation of Atrias on 1 January 2018.





Operational strategy: a new department within ORES

In order to coordinate the activities and development of projects implemented to respond to issues related to distribution network development and energy transition, a new structure has been created within ORES.

The Operational Strategy department has been in place since 1 March 2015 and includes among its members the managers and employees dedicated to the three projects detailed above. In addition, it also houses a unit called PMO – standing for Portfolio Management Office – responsible for capturing all the project ideas which are emerging in the company, with a view to analysing their relevance and feasibility. This unit assists and coaches managers in framing, deployment, controlling and the progress of their respective projects, guaranteeing coherence of the whole. It also looks after coordination with the IT department with regard to requests to change applications and with other projects, so as to structure and streamline developments within the overall framework of ORES' activities. Finally, it ensures cross-disciplinary reporting of the portfolio of projects to the Management Committee.

4. “Making customers' lives easier”

To meet the challenge of customer focus, a project entitled “Making customers' lives easier” was initiated in 2015.

Its ambition is twofold: on the one hand to develop an “outstanding customer experience”, that is, an experience which really stands out through the quality of the service rendered; on the other hand to build a strong customer relationship, supported by the services offered and confirmed daily through customer experience.

This project is led by a group of about 10 internal/external colleagues, based on contributions from numerous members of staff in various departments in the company. It hinges around five areas:

- “Accessibility”, which aims precisely to create this outstanding customer experience and a mode of interaction to match each type of request and each customer profile.
- “Customer Journey”, the objective of which is to improve ORES' operational efficiency and the quality of service perceived by customers in each of their interactions with the company (process revision, simplification, digitalisation).
- “Natural Gas Promotion”, which aims to convert the maximum number of customers to natural gas who reside in the immediate vicinity of the distribution network and who are still not connected, so as to optimise the use of the grid in order to lower the cost of energy for all its users (more details in the box opposite).
- “Energy Cloud”, which aims to understand and anticipate the benefits and risks of greater variability in energy consumption and production for customers, the community and ORES, through the setting up of an electrical system incorporating consumers, local generation and storage units and aimed at optimising energy flows.
- “Communes/Municipalities”, the objective of which is to better understand the current needs of the communes in order to meet their expectations with regard to ORES in a more practical way to and to develop a specific service offering.

"Natural gas – the right way to go!"

In a general context where the consumption of gas is tending to reduce overall, the unit costs of distribution is increasing mechanically, with a direct effect on household bills. In parallel, there is real potential for developing connections to the network in Wallonia. The aim of the "natural gas promotion" project is to increase the number of customers using the existing network, in order to increase consumption volumes, improve the profitability of our network and ultimately lower the cost for all users.

Initial conversion pilot projects were carried out successfully in the Luxembourg province and in the regions of Charleroi and Walloon Brabant in 2014. On this basis, the company has decided to structure and rollout the initiative to the entire area covered by ORES with an ambitious objective: to achieve 50,000 new connections between now and 2025.

To do this, new skills have been deployed within the company, such as sales engineers in gas promotion,

responsible for approaching local residential customers. Alongside teams traditionally responsible for connections, a department made up of 25 staff is dedicated to this activity and specifically provides sales support and controls promotional operations (targeting activities, communications campaign, organising appointments, facilitating a network of partners, providing product leaflets, training, etc.). A system of connection bonuses has in addition been approved by the Walloon regulator in order to encourage potential customers to convert to natural gas.

The first phase of the project (September 2015 to mid-2016) hinges around launching the dynamic with, as a target audience, residential customers who are not connected and directly affected by works in their vicinity or who have sealed meters. This approach is coupled with a sales promotion approach, extolling the benefits of natural gas, based amongst others on partnerships with installers. The goal is to have 2,000 new customers connected during the first year.

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ORES

5. “DOMO”

The DOMO project aims to instil a new culture within the company by implementing new ways of working. This is what is generally called NWOW, short for New Way of Working. This is about facilitating employee mobility, strengthening their collaboration and increasing their well-being, in order to thus ensure ORES' attractiveness as an employer.

To do this, the project team made up of six internal and external staff has four areas of focus which explore different and complementary themes.

- DOMO BAT aims to (re)think out the layout of buildings with a view to providing each member of staff with a working space that is suitable for the task that they must perform. This about promoting and facilitating collaboration, by:
 - providing workspaces that are suitable for the task to be carried out, and the time it takes to carry them out;
 - offering a pleasant and stimulating working environment;
 - optimising spaces for more contact, flexibility and mobility.

- DOMO VAL, the objective of which is to ensure that ORES' values are reflected in the behaviour and attitudes of staff, in the way of working and exchanging, as well as in the development of a management of trust. This is also about cross-aligning the contribution from other DOMO focus areas to the objectives of the project, particularly through:

- distance working and networking;
- developing creativity.

- DOMO TIC, which aims to develop information and communication technologies within ORES in order to provide each member of staff with the tools and infrastructure needed to:

- access their information and their applications, from any workstation;
- have effective communication and collaboration.

- DOMO DOC, focused on improving internal document management with the aim of reducing the amount of paper, facilitating access to information in order to communicate

and share it, and modify it, virtually and/or physically. To do this, this area focus covers three components:

- organising document management
- defining document flows
- facilitating searches for information.

The aim of the DOMO project is therefore to incorporate these four focus areas in a consistent and coordinated manner to achieve the goal of putting a new culture in place and its adoption, in the long term, by all members of staff.

In 2015, this led to practical achievements, including the inauguration of the new operational headquarters of ORES Picardy Wallonia in Leuze-en-Hainaut which, in its design and layout, does truly summarise all of the project's focus areas; the redevelopment of some sites with a view to a better working climate; the implementation of teleworking in several pilot services, with results that are already conclusive, and the organisation of “cleaning days” which have enabled document archiving to be carried out at numerous ORES sites.



Contacts

ORES - Avenue Jean Monnet, 2
1348 Louvain-la-Neuve

www.ores.net

Customer Service: 078/15.78.01
Breakdown service: 078/78.78.00
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