

# Your agile partner in innovative power consultancy services

**Elia Grid  
International**



part of  
the Elia Group

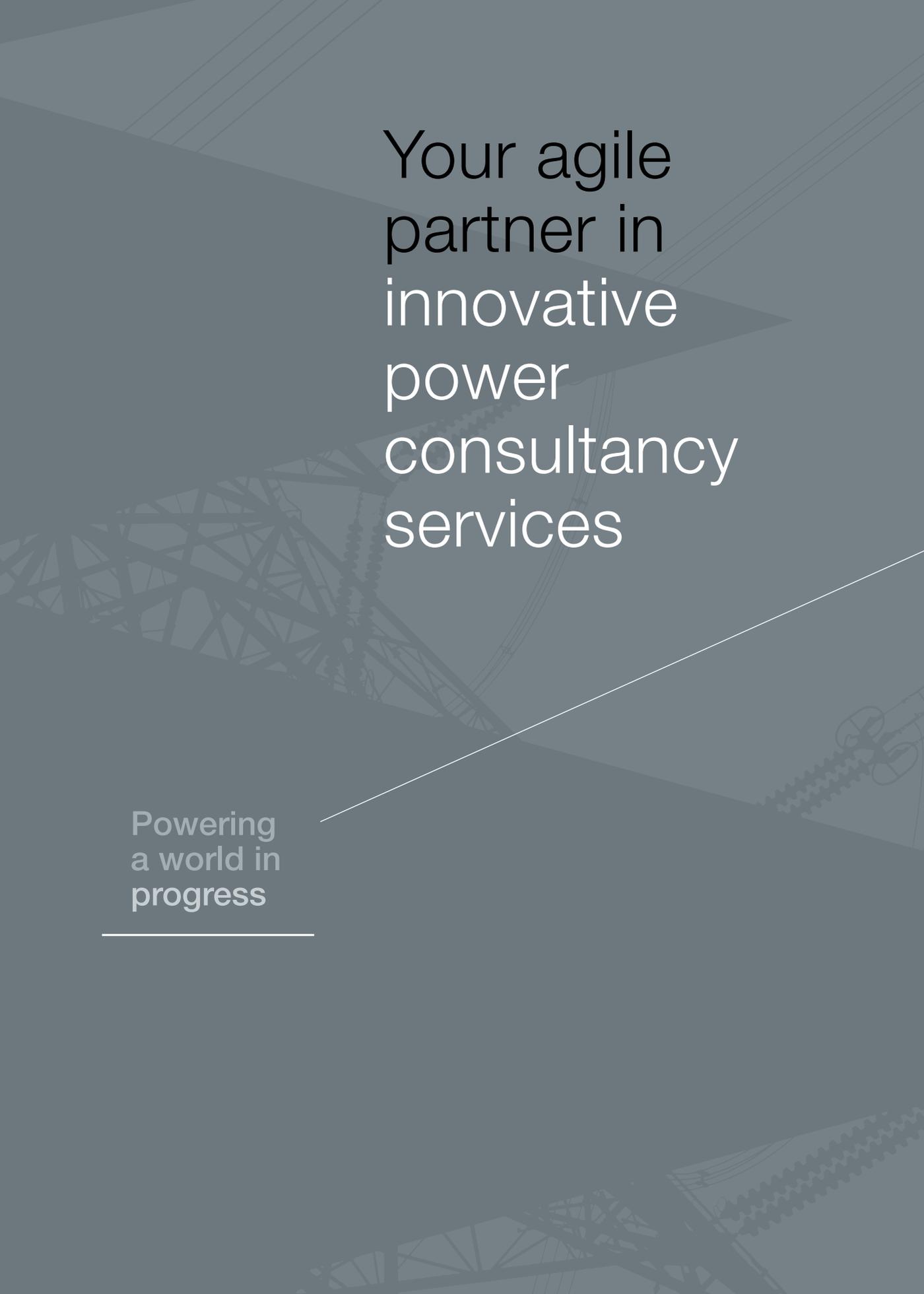
**Elia Grid International  
implements sustainable,  
long-term solutions  
for our clients in  
**four** expert domains**

Strategic Asset Management

Optimised Power System Management

Owner's Engineering

Technical & Financial Advisory



Your agile  
partner in  
innovative  
power  
consultancy  
services

Powering  
a world in  
progress

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Combining innovative and proven expertise with the hands-on experience of our European Transmission System Operators (Elia in Belgium and 50Hertz in Germany), Elia Grid International is your trusted partner for delivering solutions that work. We offer a unique perspective on the existing and future challenges of grid operators. We provide you with valuable insights and solutions to those challenges, and we support you with the practical implementation of our recommendations and solutions.

Our strategy is based on developing trusted relationships with our clients, as well as on making a tangible difference both through our deliverables and through the way we deliver them. Our clients can rely on a team of experts with valuable knowledge and experience, developed within Elia and 50Hertz as well as on international assignments for third parties.

Elia Grid International offers consultancy and engineering services to a diverse and international client base, bringing the best of the Elia Group's capabilities to the international market. Our approach is founded on our ability to team up with the best partners in every case, be they strategy consultants, financial advisors or large industrials, in order to deliver superior value to our clients.

We implement sustainable, long-term solutions for our clients in **four** expert domains:

**1 Strategic Asset Management**

Organisational Transformation  
Asset Management Implementation

**2 Optimised Power System Management**

System Operations  
Electricity Markets & Regulation  
Renewable Energy Integration

**3 Owner's Engineering**

Grid Development & Network Studies  
Front-end engineering phase  
Detailed design and construction phase  
Interconnectors (HVDC, high capacity AC, on/offshore)

**4 Technical & Financial Advisory**

Technical Due Diligence  
Project Development

Elia Grid International also provides clients with **specialist training**, both to create new expertise and to refresh and expand existing skill sets. We also offer our clients the option of attending tailored seminars and workshops to discover the latest innovations in energy markets and renewable energy and new trends and technology in the power sector.

# 1 Strategic Asset Management



As the owner or operator of power grid infrastructure, you manage capital-intensive assets that are essential to the development of the economy. Your capital expenditure is rising, thanks to the energy transition and the change in energy mix. Whilst your existing assets are ageing, they remain crucial, as you aim to maintain a high level of efficiency and reliability via smart maintenance programmes. As a consequence, you want to make sure you manage your grid infrastructure in an optimal manner in line with state-of-the-art standards and proven methods. Through our Asset Management practice, Elia Grid International offers you a wide range of proven solutions to help meet your expectations.

We can help optimise your processes and enhance your asset management system, thanks to proven state-of-the-art methodologies and processes.

**Mapping your assets:** Acquiring in-depth knowledge of your assets – technology, strengths and weaknesses, profile and historical data – enables you to focus on identified needs and fine-tune your maintenance and replacement strategies.

**Risk analysis:** In-depth knowledge of your asset specifics enables you to refine your understanding of the potential risks and set your priorities more effectively, while maintaining high efficiency and reliability levels.

**Life cycle analysis:** Understanding fully how your assets evolve over time will allow you to use your maintenance data to define replacement policies and make replacement decisions, thus enhancing your efficiency and reliability.

**Operational asset management:** Most organisations are structured vertically, according to specialisms: project engineering, project development, asset maintenance etc. This tends to create silos, which work to achieve their own individual targets, independent from the life cycle of your assets. By breaking these silos and restructuring the organisation in line with the asset life cycle, you can create dedicated governance structures that optimise the asset life cycle and create a critical alignment between company strategy and business unit operations.

## Organisational Transformation

Creating an asset manager and restructuring an organisation along the asset lifecycle requires the owner and operator of power grid infrastructure to put initiatives in place, in order to drive a shift in mind-sets and behaviours within their organisations. Elia Grid International's research on organisational transformation confirms that change efforts are hard work and that enacting change programmes is crucial to achieving a successful transformation. Our experience further shows that no single type of change initiative is sufficient to bring about acceptable levels of performance improvement, and that most transformation initiatives fall well short of expectations.

### Case study

Elia Grid International helped a major transmission system operator in the GCC – owner of a large 110-380 kV grid – to assess grid practice processes and methods against best practice methods and implement recommendations to address the shortcomings identified. This resulted in the Strategic Asset Management Implementation project, part of a companywide initiative to improve all activities related to the power business. The project focused on the implementation of sustainable asset management excellence.

Elia Grid International offers power system operators in-depth expertise in leading change transformations at utilities. We can act as a driver and facilitator for senior management, creating and implementing change programmes that are focused, integrated and balanced. This is essential. Without a coherent programme, you have only a disjointed set of initiatives that will not lead to significant performance-enhancing change within the organisation. We can generate and capture significant leaps in performance by helping senior management translate their beliefs into performance goals and stay ahead of the competition. This enables an effective, tangible and manageable program of change to be developed.

### **Asset Management Implementation**

Electricity markets are rapidly evolving, and financial and human resources may be unable to keep up. Nonetheless, the owner or operator of power grid infrastructure will face substantial grid development challenges such as cross-border interconnections, restructuring grids for decentralised electricity generation and keeping infrastructure in good condition. Elia Grid International's research shows that operators will not be able to satisfy growing demands on the network using existing work patterns; rather they will have to adapt their working methodology by implementing asset management principles and especially through the incorporating risk into the decision-making process.

Elia Grid International will give you the helicopter view that you need for consistent reporting and decision making, by developing and implementing a cross-disciplinary tactical organisational layer. This layer will connect the strategic level with the operational level of the organisation and allow you to manage your most critical infrastructure in a professional way. We will also help you tackle any unsolved transformational challenges and streamline your organisation in line with proven and innovative standards.



#### **Future challenges: Asset Management sidebar**

“Elia Grid International is focused on helping its clients become pioneers in the development of future electricity highways. With a deep pool of skilled experts and experienced technical professionals at its disposal, we are well placed to help clients overcome the difficulties of ageing infrastructure. Typically, we will assist clients with challenging licensing procedures, upgrading transmission lines, developing underground substations and insulating their equipment. Over the next few years, we believe our clients will embrace HVDC technology, partly for their own grids but more importantly for international energy exchanges.”

## 2

# Optimised Power System Management



As the operator of a power system, you make a vital contribution to the economy of the future and your role is essential to the community. You want to make a difference and contribute toward a better environment, lower dependency on fossil fuels, more low-carbon energy and increased energy reliability and security. Your role as a power grid operator is becoming more intense and complex.

As a consequence, you want to ensure you operate the system strategically, in line with state of the art standards and proven methods. Through our Power Systems & Security practice, Elia Grid International offers you a wide range of proven solutions to help meet your objectives.

## System Operations

For most power system operators, the energy landscape has radically changed in recent years. This has made operating the electricity system more complex, and sophisticated processes, tools and expertise are needed to keep the system safe 24/7. This is driven partly by renewable energy production, which is increasingly integrated into the grid, and by the trend for small and medium-sized decentralised units replace large fossil-fuel power stations. At the same time, Transmission System Operators are facing additional challenges of how to efficiently manage the impact of new HVDC corridors on a highly meshed grid.

Elia Grid International offers you the expertise to guarantee security of supply and security of the grid, while taking into account the increased complexity of power system equipment and the fact that grids are being operated closer and closer to their limits. At the core of our expertise is our distinct ability to identify operational threats, and thus guarantee the integral reliability of electricity networks, while ensuring the cost effectiveness of overall operations.

Elia Grid International can support you across the full spectrum of system operation requirements, including:

- load frequency control
- grid ancillary services and balancing
- settlement and accounting
- emergency and business continuity plans
- grid code development
- system training and simulation
- international coordination centre operation

## Case studies

Elia Grid International assisted with the creation of an entity to provide coordination services for the secure operation of the high-voltage electricity system for over 45% of the population of the European Union. The need for this entity was driven primarily by (i) liberalisation of the electricity market (more freedom for market players to make intra-day adjustments to generation patterns and trade across borders), (ii) an increase in renewable energy generation (mainly wind), (iii) the operation of new materials, such as phase shifting transformers and (iv) the need for central coordination of western Europe's electricity system to guarantee efficient and safe management of the electricity system.

Flow-Based Market Coupling is a new method in Europe for cross-border congestion management that combines commercial energy bids with physical reality to optimise network use with respect to market value. Commercial energy bids and available capacity are evaluated simultaneously in an iterative process that leads to a more efficient use of transmission capacity with respect to commercial value. Optimisation is achieved based upon commercial bids and the linear relation between accepted bids and the physical flows through flow gates. Elia Grid International was instrumental in the creation of this flow-based system in Europe.

## Electricity Markets & Regulation

Calculating cross-border transmission capacity is important for enabling energy transfers between market hubs, because trade between markets is impossible unless capacity is available. For power system operators, it is essential to develop processes in order to handle the calculation of cross-border transmission capacity. These include determining bilateral net transfer capacity (the maximum energy transport capacity between two areas), coordinating regional assessments of net transfer capacity, and applying flow-based techniques designed to boost the efficiency of the infrastructure used to transmit electricity between regions. Operators will also need to develop expertise that extends well beyond the engineering side of new infrastructure projects, as well as the knowhow needed to integrate new infrastructure into the market, such as defining a product portfolio (i.e. determining how much transmission capacity should be sold in the short or long term), developing a detailed understanding of the consequences for ancillary services, firmness of capacity and other aspects of market design. Another area of focus for operators will be the design, implementation and refinement of tariffs, as well as inter-TSO compensation mechanisms that could cover costs linked to cross-border flows.

As power system operators, we are at the heart of the electricity system and play an ever-increasing role in the development of local, regional and international power markets. Based on this expertise, Elia Grid International can help you to develop the necessary electricity and market-balancing mechanisms. Elia Grid International is a specialist in the various methods for calculating cross-border transmission capacity and our involvement in a number of major investment projects has given us the specific know-how needed for the market integration of new infrastructure. Elia Grid International has in-depth knowledge in the design of advanced transmission tariffs that are appropriate for a future characterised by more renewable energy, distributed generation and a greater demand-side response. We can help operators guarantee that time differentiation, energy and capacity components, cascading tariffs for different voltage levels and G (generation) and L (load) components can be applied in a way that provides economically sound incentives for all grid users. Elia Grid International is also accomplished at implementing market-based imbalance compensation mechanisms.

The main challenge for the future is to design an appropriate international electricity market that facilitates both trading and the deployment of new technologies.

“The increasingly dynamic use of the system will affect the market in numerous ways. Integrating a majority share of renewable energy into the grid system of the future and other developments, including energy storage and smart grids, will necessitate changes to the design of the electricity markets. Market models will also need to evolve to take into account the increasing share of fluctuating renewable generation. Over the next few years, network operators will have to find ways of making more transmission capacity available. Other future challenges for electricity markets will arise from plans to introduce cross-border regulation and efforts to attain Europe’s vision of a fully decarbonised market by 2050.

Elia Grid International is keenly aware of its role in this shifting energy landscape. With this in mind, we have been increasingly involved in research and pilot projects aimed at devising and demonstrating new methods of grid operation and testing these innovative solutions in the field.”

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### Case studies

Elia Grid International advised a utility in the GCC on the elaboration of standards for renewable resources integration and operation. We were responsible for the collection and analysis of data that enabled recommendations to be made on RES connection and operation standards for the client's transmission and distribution networks, as well as for implementing those standards within the utility.

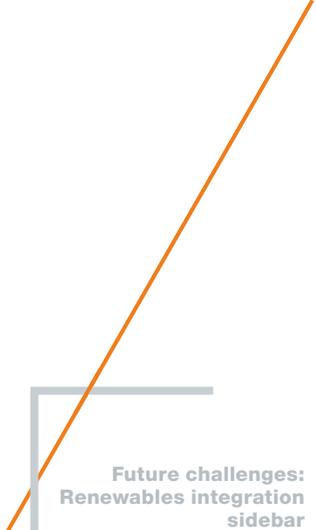
Due to the rapid increase of renewable energy in Chile, an adequate PV and wind forecasting mechanism was needed in order to ensure stable operation of the system and minimise the cost of generation reserves. Based on an analysis of the existing forecasting system and processes, Elia Grid International made recommendations that enabled the efficiency and reliability of system operations to be improved. Elia Grid International worked hand in hand with a German cooperation institute (GIZ) to support the Chilean TSO.

## Renewable Energy Integration

The integration of a growing share of renewables and decentralised energy sources poses a major challenge for power system operators. Elia Grid International brings you deep technical insights in renewables integration, re-dispatch, control power, assessment of operational requirements etc. Our expertise originates from the experience gathered by 50Hertz, which has wide-ranging experience in all aspects of connecting renewable energy to the grid, including network connection, development and system integration. 50Hertz currently manages a grid with the highest penetration of renewables (greater than 50%) in Europe.

**Renewables and System Operation:** For power system operators, current grid management methods need to be assessed and adapted to maximise renewables penetration whilst simultaneously ensuring system stability and security of supply. In addition to electricity transmission and system balancing, Elia Grid International can deploy innovative techniques to help you manage energy load, power generation and congestion as centralised generation gradually gives way to decentralised and scattered units.

Reliable forecasts for wind and solar generation also play a crucial role in minimising costly short-term measures. These measures include ancillary services and dynamic line rating, which increases the capacity of overhead lines when weather conditions are appropriate. Flexible connections for renewable generators enable them to be selectively curtailed when necessary. At the same time, demand-side management can increase or decrease the load, e.g. to minimise renewable curtailment. Storage facilities allow renewable energy to be used only when it is needed. Elia Grid International has helped apply all these strategies and assisted with the implementation of the demanding organisational processes they entail. In addition, Elia Grid International has helped clients with the development of grid codes with which renewable generators need to comply.



**Future challenges:  
Renewables integration  
sidebar**

“Elia Grid International anticipates a future energy landscape dominated by RESs and by the EU’s objective of fully decarbonising the power sector by 2050. To achieve this scenario, it will be crucial to continue adapting RES incentive schemes and gradually bring renewables closer to market mechanisms, e.g. by requiring them to be more demand-oriented and provide ancillary services where this is technically possible. Massive infeed from renewables has a major impact on the overall market. Whilst grid congestion is a short-term issue, long-term issues such as inadequate revenue for conventional backup power also arise. Elia Grid International is proud to take on a central role in developing the solutions of the future.”

# 3

# Owner's Engineering

As a developer of new assets, you may require expertise and support during several phases of project development and execution. Elia Grid International can act as the owner's engineer and be an advocate of the owner's business objectives, independent of the interests of other commercial parties and public authorities. The scope of work of the owner's engineer will vary depending on the specific requirements of a project and the owner's ability to execute various tasks. Elia Grid International can help you with the full range of owner's engineering tasks.

## **Grid Development & Network Studies**

As the operator of the power system, you are typically focused on network planning, asset evaluation and interaction with stakeholders. This enables you to identify and prioritise the investments needed to maintain high levels of security of supply, further integrate electricity markets and potentially incorporate renewable energy sources. Elia Grid International has expertise and proven experience in international projects involving transmission network planning and the development of new grid codes. We have developed innovative methods, procedures and governance rules to help clients structure, manage and execute their investment portfolio. This enables our clients to efficiently balance investment needs against the associated risks, available resources and necessary capital expenditure, whilst constantly striving to meet their stakeholder expectations.

This approach allows clients to constantly adjust and adapt their project portfolio in line with the latest available information (e.g. when issued with a licence to build a new facility) or to react appropriately to sudden economic changes or shifts in energy policy, for example.

Through our Owner's Engineering practice, Elia Grid International supports clients with the design and development of:

- integrated infrastructure development plans, factoring in large voltage ranges from 30 kV to 380 kV, HVAC and HVDC
- significant proportions of renewable energy sources

## Front-end engineering phase

Elia Grid International can create tremendous added value for the owner in the front-end engineering phase. We focus our efforts on aligning the owner's business objectives with the perceived opportunity (financial or technical) and turning this into a well-designed project. We also ascertain project feasibility and lay down a concrete scope of work. Elia Grid International believes that these activities have the most profound effect on determining the overall success and costs of a project.

- Define project scope (if not defined)
- Review project scope (if defined)
- Review scope in relation to business objectives
- Conduct site selection and assessment studies
- Assess capital budgets
- Identify and evaluate technological alternatives
- Research additional technology development
- Prepare owner's design criteria for use in detailed engineering
- Prepare project schedules

## Detailed design & construction phase

Following the front-end engineering activities, a project enters the detailed design and construction phase. A comprehensive range of the activities that Elia Grid International can provide will typically include:

- Define the quality standards
- Specify materials, fabrication standards and equipment for procurement
- Qualify vendors
- Support bidding and selection process
- Review the EPC contractor's detailed design
- Track progress against the project schedule
- Oversee the work of other engineers/contractors, monitor and document EPC contractor's work for conformance with defined quality standards
- Provide part or all of the engineering development
- Represent the owner's interests
- Engage in factory acceptance tests
- Execute or supervise commissioning tests

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### Case studies

A large utility in the GCC requested support from Elia Grid International with defining a holistic transformation strategy, followed by a complete reorganisation of their Network Planning Department. Elia Grid International provided recommendations on driving global alignment, through the identification of enabling synergies that aligned the strategic vision of the client with the expectations of policy makers and internal stakeholders.

50Hertz is the TSO in eastern and northern Germany. The continued growth of renewables and decentralised generation led to fundamental changes in the handling of the whole electricity system. To meet these new challenges, 50Hertz needed to develop new grid infrastructure, which included the construction of new grid connection points (substations). Elia Grid International was selected as the owner's engineer for the turnkey construction of two new 380 kV substations at Heinersdorf and Gransee. This included the full scope of engineering services, construction management and commissioning.



**Future challenges:  
Grid Development  
sidebar**

“Elia Grid International believes that the electricity networks of the future will serve a largely decarbonised energy sector. This will have wide-ranging consequences for long-term grid planning. In addition, the construction of new power lines will have to be speeded up, posing challenges regarding transparency and public acceptance that will need to be addressed and overcome. The key factor encouraging the realisation of new infrastructure will be the interplay between future market design, more advanced operational procedures and new technologies. Elia Grid International will be at the forefront of the advent of DC overlay grids and offshore grid development.”

## Interconnectors

As a power system operator, you may be expecting fundamental changes in generation patterns, particularly as large numbers of renewable energy sources replace many of the conventionally sourced generators and create long-term changes in the flow of power on the existing transmission system. The use of interconnectors to combat transmission congestion and build the transmission “super-highways” of the future is gaining in popularity. Elia Grid International has developed deep technical experience and expertise in transmission interconnectors and at the forefront of the advent of DC overlay grids and offshore grid development. Elia Grid International can help you with the full range of studies related to interconnector projects.

### Economics and Cost Evaluation

- Market studies
- Regulatory framework studies
- Economic studies / profitability

### System Studies

- Grid development & network studies
- Model development

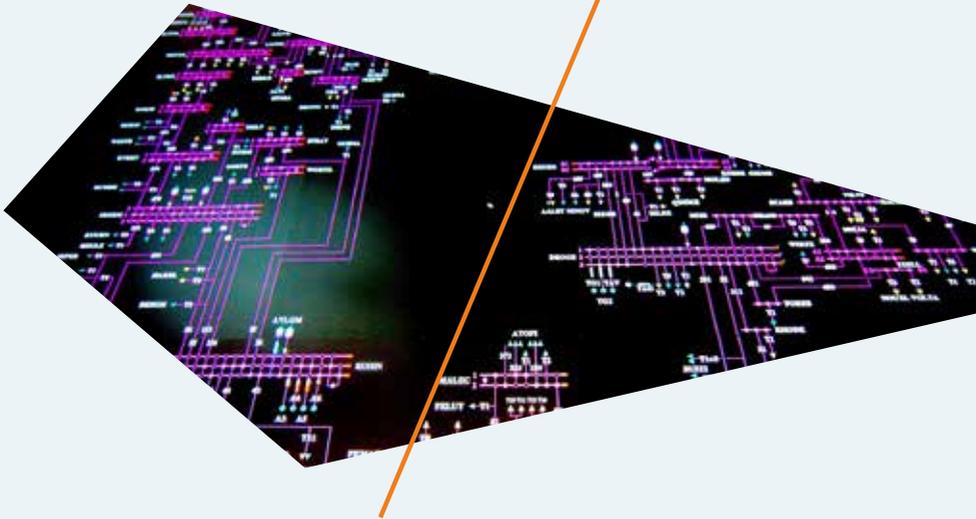
### Technological advisory

- AC vs. DC
- Technology choice
- Voltage / power level;
- Reliability studies

### Owner’s Engineer

- Feasibility studies
- Grid reinforcement studies
- Review Bidding Documents for EPC
- EPC supervision

# 4 Technical & Financial Advisory



With the liberalisation of energy markets and the consequent need to separate grid activities from generation activities, large amounts of grid infrastructure are being sold off. Investors in the assessment and due diligence phase of a potential utility acquisition frequently require technical advice from an independent expert.

Technical advisory services from Elia Grid International provide the expertise and hands-on experience you need during the assessment and technical due diligence phase of a transaction. Based on its proven knowledge of the power transmission industry and of the challenges and requirements facing the power sector in general, Elia Grid International will help you assess the technical strengths and weaknesses of the target utility, allowing you to make your investment decisions with documented knowledge from within.

## Technical Due Diligence

Elia Grid International provides a practical approach to both technical and commercial due diligence services for sponsors, lenders and investors. We can assess the risk associated with the client's proposed course of action and make recommendations to ensure that action is taken on an informed basis. Elia Grid International provides investment due diligence, technical and commercial due diligence reviews for PPP/PFI lenders and M&A advisory focused on transmission and distribution infrastructure.

Elia Grid International can undertake due diligence reviews at any point in a project cycle, including during the operational phase for clients wishing to transfer ownership of an asset or assets. We are always focused on helping our clients better understand the commercial and technical risks of a potential transaction and aim to ensure that these risks are allocated to the party best placed to manage them.

We will typically deliver an opinion report to our client on the technical aspects of the deal. This will include an examination of the investment plans, maintenance and replacement strategy, risk management strategy, capital expenditure, impact of decentralised generation and renewables in general, condition-based asset management and asset management in general, using European and international benchmarks.

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### Case study

Australia is liberalising its power sector. When the owner, operator and manager of the high voltage transmission network in one of the most populous states was put up for sale, Elia Grid International provided technical advisory services to one of the potential acquirers. The goal was to provide additional insights to the technical due diligence process and advise the acquirer on the optimisation of total expenditure (capital investment requirements and operational expenditure), drawing on our in-depth technical expertise.

## Project Development

Elia Grid International can act as a project developer on highly strategic greenfield and brownfield projects linked to (i) safeguarding security of supply, (ii) integrating renewable energy and (iii) enhancing market development.

### **Building new infrastructure to guarantee security of supply:**

Elia Grid International believes that ensuring security of supply will be a major challenge for operators in the years ahead. The ageing of conventional power generation facilities, the gradual withdrawal from nuclear energy and the integration of renewable energy sources are bringing about fundamental changes to the way energy is supplied globally. New renewable generation units (offshore wind farms) are located further from towns and cities and decentralised generation (photovoltaic, biomass, etc.) is developing fast. These factors are having an impact on transmission system operation. In addition, global energy needs are increasing all the time. To ensure that energy fluxes can be handled effectively and extensively, the transmission systems of the future must be ready for this new situation.

**Integrating renewable energy:** The variable, intermittent nature of renewable energy sources requires electricity systems to be more flexible. Since renewable generation takes priority over other generation sources, connecting it to a larger market is essential to ensure that energy can be made available wherever and whenever it is needed.

**Enhancing market development:** Increasing cross-border transmission capacity will create added economic value for the community. Electricity markets will become more competitive and extend across borders, which should have a positive effect on electricity prices. Investing in new infrastructure and boosting cross-border transmission will enable energy to be shared across national boundaries and create a competitive and integrated energy market.

Elia Grid International is keen to participate in international projects which are linked to these three strategic pillars.

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### Case study

Through a holding company, we acquired a strategic minority interest in a planned 'backbone' grid which is to be built off the coast of New Jersey, Delaware, Maryland and Virginia. This new grid will enable up to 7,000 MW of offshore wind energy to be channelled into the PJM grid (a regional transmission organisation (RTO)). The completed grid, involving a total investment of over USD 5 billion, will be approximately 556 km long and split into five segments. The project will use cutting-edge multi-terminal HVDC VSC technology and will take approximately 10 years to complete.

# 5 Who we are



Elia Grid International (EGI) is part of the Elia Group, a top 5 European TSO. It is a wholly owned subsidiary of Elia, the TSO in Belgium, and 50Hertz, the TSO in northern and eastern Germany. Elia Grid International combines the quality and expertise of two large European electricity transmission system operators, each with a solid track-record and many decades of experience. We offer a range of consultancy and engineering services to a diverse and international client base. We bring the best of the Elia Group's capabilities to the international market, delivering high-added-value services to our clients through tailored and dedicated expertise in every aspect of electricity transmission and distribution.

With offices in Brussels, Berlin and Dubai, Elia Grid International brings you proven expertise and innovative solutions in every aspect of electricity transmission and distribution.

The Elia Group is organised around its two major constituent electricity transmission system operators (TSOs): Elia Transmission in Belgium and 50Hertz Transmission in north-east Germany, both part of ENTSO-E (European Network of Transmission System Operators for Electricity). The Elia Group is now amongst the top five European transmission system operators. The group is exemplary among European system operators in terms of its independence, its dynamic contribution to the development of the European electricity market, its commitment to securing the supply of electricity and its efforts to integrate more renewable energy into its systems.

50Hertz Transmission has been a fully-fledged promoter and manager of RESs (renewable energy systems) since the 1990s, when large wind farms started to be built in its region. North-eastern Germany, where 50Hertz operates, has a significant number of large wind farms, which represent 30% of the area's HV connected power generation capacity. Conventional plants in the area are primarily coal fired. This power has to be transported to the south and south-west of Germany, where demand has historically been higher and is still growing. This unique position of the Elia Group in Europe gives our clients unprecedented access to European best practices in terms of RES integration.

Both entities are active ENTSO-E members and are fully unbundled transmission companies, which were formerly part of large vertically integrated utility companies.

Due to its strategic position at the intersection between the electricity markets in the west, east and north of Europe, the Elia Group safely manages the import, export and transit of power across its grids in Belgium and Germany. It also plays a key role in the integration of European electricity markets by participating directly and indirectly in the shareholding structure of (i) Eurogrid International, (ii) the regional cross-border flow monitoring centre Coreso, (iii) the power exchanges APX-ENDEX-Belpex and EPEX Spot, (iv) the capacity auction offices CASC.EU and EMCC and (v) the Gridlab dispatching training centre.

## Key figures Elia Group



**30,000,000**  
inhabitants served



**18,000**  
km of high-voltage lines owned and operated in Belgium and Germany



**800**  
experienced engineers and technicians



**6**  
European Interconnections



**143,000**  
km² covered



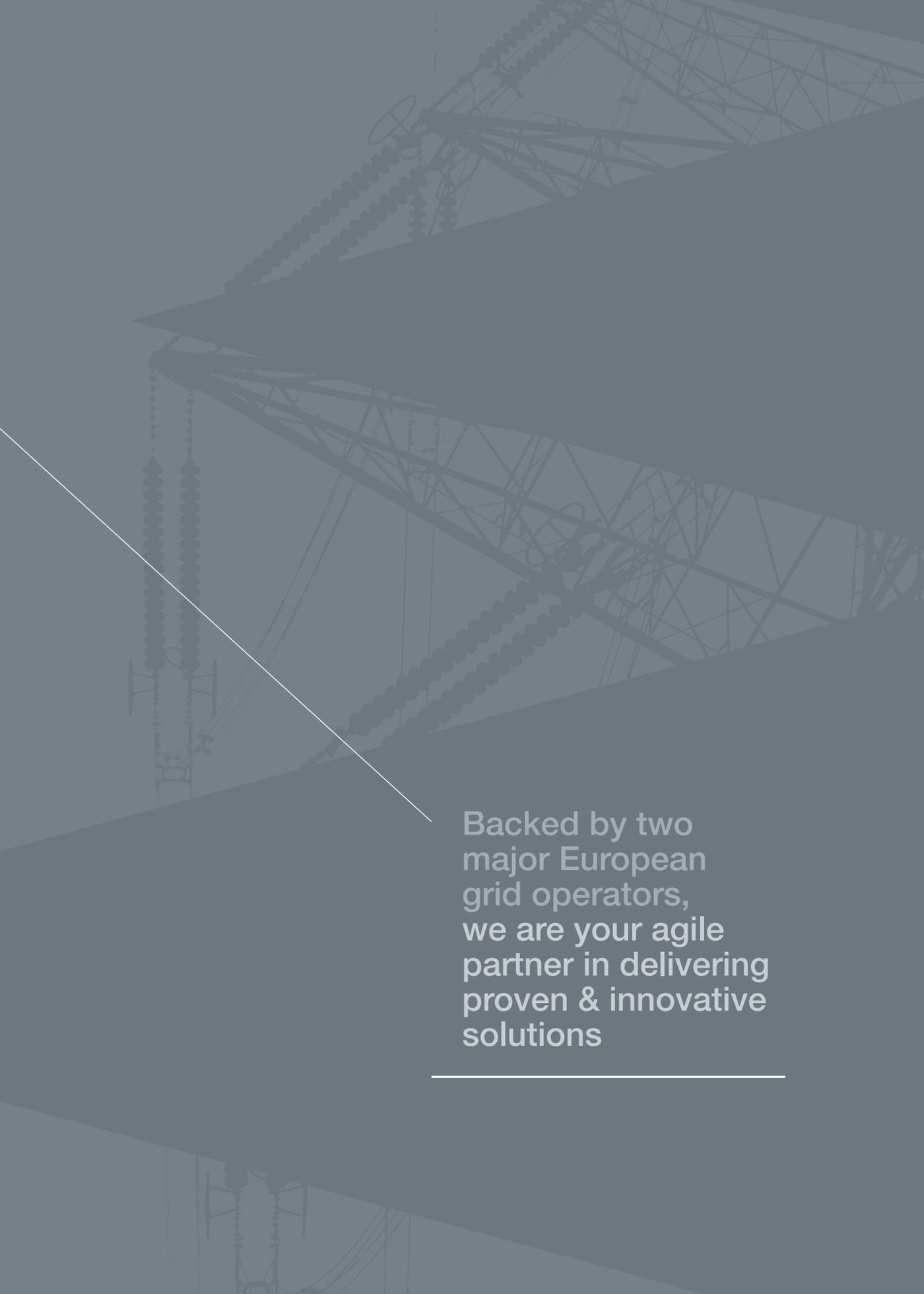
**2,000**  
employees



**30,000**  
MW of installed capacity of renewable energy sources



**22**  
nationalities inside the Group



Backed by two  
major European  
grid operators,  
we are your agile  
partner in delivering  
proven & innovative  
solutions

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