

PIVOTING WITH PURPOSE

ANNUAL REPORT 2024





ANNUAL REPORT
INTEGRATED UTILITY HOLDING N.V.

May 7, 2025

Ref.: 2025-21067

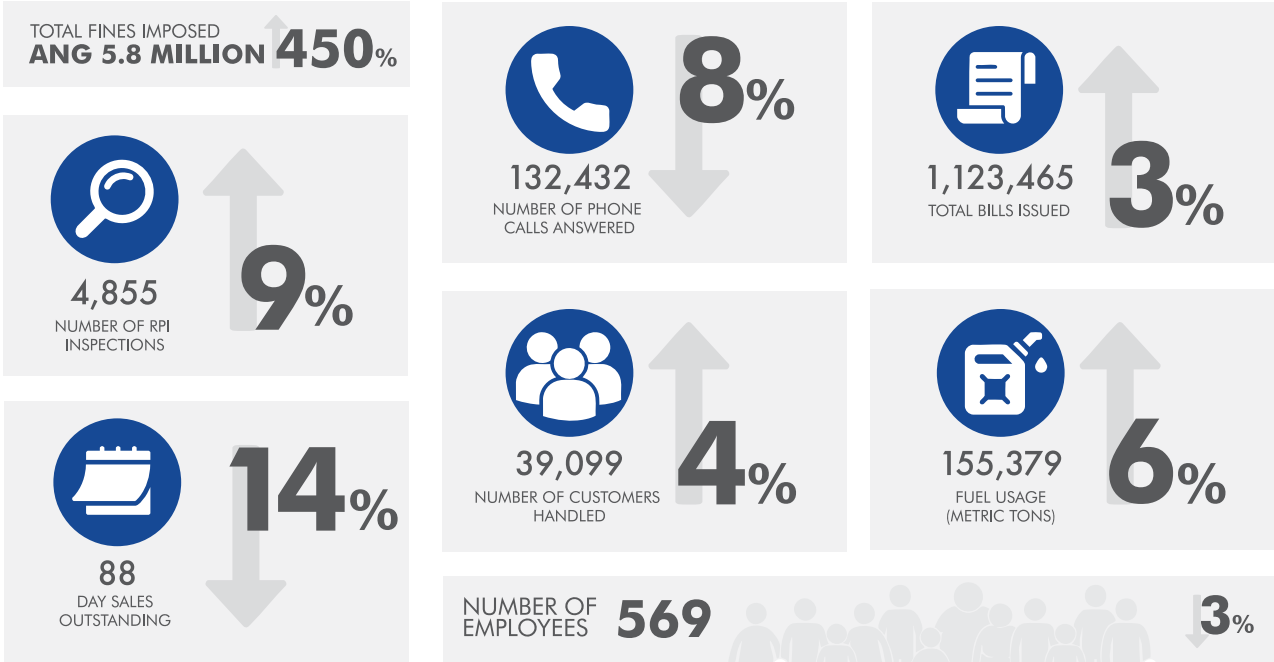
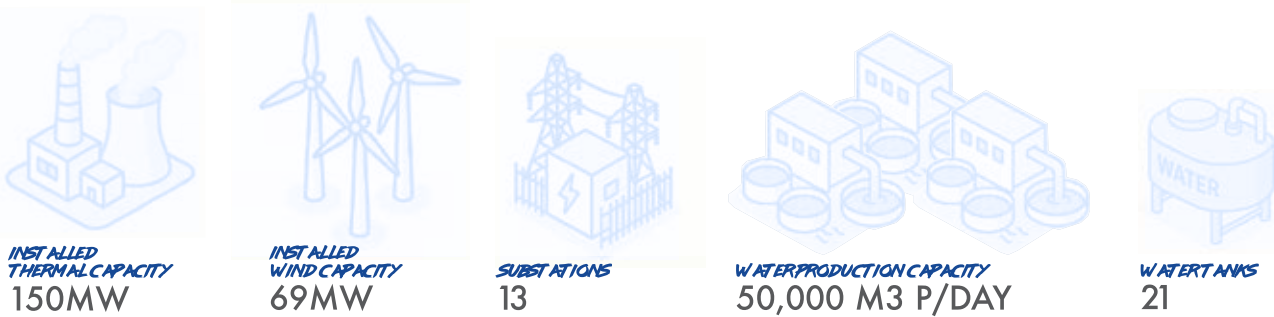
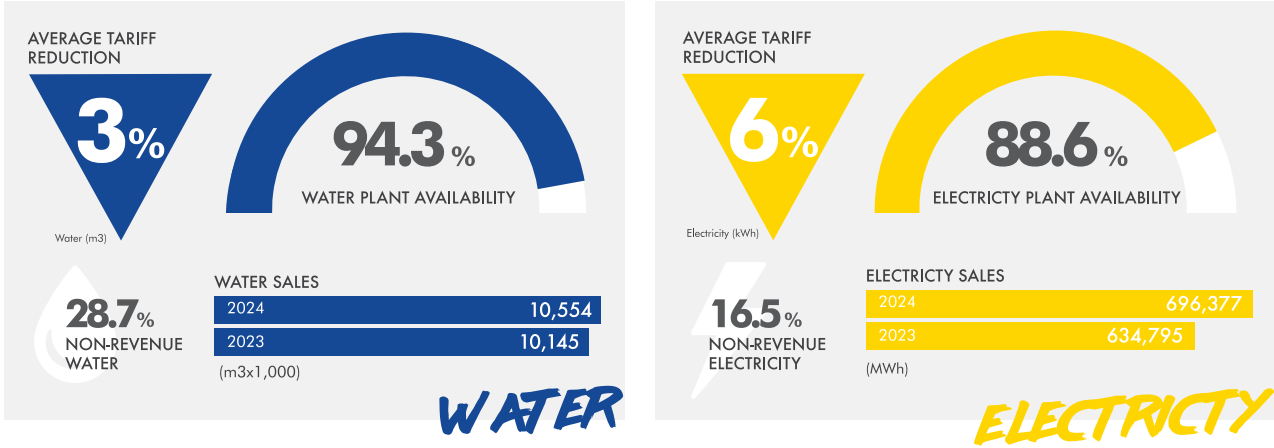
Board of Managing Directors

COMPANY PROFILE

Group Companies and number of employees	Integrated Utility Holding N.V. (2)
	Aqualectra N.V. (556)
	Aqualectra Multi Utility N.V. (4)
	Utility Financial Services (0)
Water connections:	81,209 Residential
	6,790 Commercial and Industrial
Electricity Connections:	80,167 residential
	1,153 Solar
	8,658 Commercial & Industrial
Water Sale:	18,015 m ³ daily
	10,253,338 m ³ annually
Power Sale:	1.7 GWh daily
	606 GWh annually
Electricity Infrastructure:	5 Power plants
	13 Substations
	321 km Overhead lines
	1,354 km Underground cabling
	2,450 Transformers (12 kV)
	6 Transformers (66/30 kV)
	4 Transformers (66/11 kV)
	20 Transformers (30/12 kV)
Water Infrastructure:	2 Water plants
	82 km Transport mains
	694 km Distribution mains
	1,968 km Service lines
	4 Pumping stations
	15 Booster Stations
	3 Mobile pumps
	21 Water Tanks

Financial rating:	Standard & Poor's: BBB- with stable outlook
ISO certifications:	ISO 9001
	ISO 14001
	ISO 17025
Board of Supervisory Directors:	Chairman: Mr. R. Oehlers
	Member: Mr. K Martis
	Member: Mr. R. Manuel
	Member: Mr. G. Martes
Board of Managing Director:	Member: Mr. M. Statia
	Chief Financial Officer & Interim Chief Executive Officer: Mrs. N. Isenia
	Chief Technical Officer: Mr. R. Garmes (March 2025)
	General Counsel & Corporate Secretary: Mr. R. Celestijn (up to March 2025)
Mangement Team:	Power Supply Chain: Mr. R. Garmes (Up to march 2025)
	Water Supply Chain: Mrs. N. Boeldak-Theodora
	Engineering & Asset Management: Mr. R. Seferina
	Customer Relation: Mrs. S. Martes (Starting April 2024)
	HR Security and Facility: Mr. L. Beaujon
	ICT & Business Development: Mr. A. Kranwinkel (Starting October 2024)
	Financial Affairs: Ms. A. van der Linden (Starting January 2025)
	Corporate Communications: Mrs. D. Zimmerman
	General Manager & Business Developer (AMU): Mr. R. Engels (Starting April 2024)

THE YEAR AT A GLANCE



The background is a pixelated gradient. It starts with a dark blue on the left, transitions through lighter blues and greys in the center, and ends with a dark brown on the right. The text is positioned in the center-right area, over the transition zone.

***NOT EVERYTHING
MAKES SENSE UP CLOSE.
BUT KEEP LOOKING.***



***DETAILS MATTER -
BUT PERSPECTIVE
BRINGS CLARITY.***

1 PIVOTING WITH PURPOSE

In every organization's journey, there comes a moment where continuing "as is" is no longer an option. For us, that moment came not with crisis, but with clarity. As Curaçao's utility company, we are deeply rooted in service: powering homes, supplying water and enabling growth. But in recent years, it became increasingly evident that to fulfill our mission in a changing world, we needed to pivot. Not incrementally but fundamentally.

Affordability concerns, aging infrastructure, and the escalating effects of climate change have challenged utilities worldwide and we are no exception. But in the face of these pressures, we chose to respond with purpose. We recognized that transformation was not a luxury, but a necessity. One that required rethinking how we operate, how we serve and how we build resilience: financially, environmentally and socially.

Our pivot is guided by three strategic priorities: Affordability, Sustainability, Reliability. This transformation is no longer a plan. It is in motion, and it is visible. It is not just a shift in strategy. It is a shift in mindset.

IT IS NOT THE STRONGEST OF THE SPECIES THAT SURVIVES, NOR THE MOST INTELLIGENT, BUT THE ONE MOST RESPONSIVE TO CHANGE.

Charles Darwin

Tangible progress we can be proud of

While the road ahead remains long, we've already seen tangible progress. We are pivoting in every single division of our company and this is just the beginning.

We have seen considerable improvement in the water and energy supply, reporting less and shorter interruptions, increased plant availability and a decrease in non-revenue. All of this in the face of increasing sales and decreasing tariffs.

Key milestones for the year were the commissioning of the new wind park at Koraal Tabak, the conversion of the majority of diesel units to Marine Fuel Oil (instead of the more expensive Marine Gas Oil), signing of an agreement to construct a 40MW power plant and a Battery Energy Storage System to support grid stability, signing of the new Water Purchase Agreement with Seven Seas Water Group, the launch of a new maintenance philosophy for the Water Supply Chain, designed to enhance the reliability of our plants and grid. We also prepared for the relocation of our customer branch to enable a full remodeling at the current location and signed a partnership with SEW, a SAP-based self-service accelerator for utilities, as part of our ongoing digital transformation.

Our EBITDA increased by 6%, nearing must be surpassing the ANG 100 million mark and our Capital Expenditures (CAPEX) were 2.6 times higher than in 2023, totaling over ANG 177 million, the highest in recent history. This level of investment reflects our unwavering commitment to long-term reliability, sustainability and affordability. It was made possible by the continued support of our financing consortium, whose trust in our vision remains vital.

Our subsidiaries Aqualectra Multi Utility N.V. ('AMU') and Utility Financial Services N.V. ('UFS') also contributed positively to these results, for the first time since their incorporation. AMU developed solar projects and is deploying second grade water projects, while UFS successfully pivoted into processing higher transaction volumes, after its only competitor chose to cease operations.

Driven by people, rooted in purpose

Our transformation is not powered by systems and structures alone. It's powered by people. During 2024, we focused on finalizing the rightsizing project which had started in 2021. This project brought uncertainty in the organization and reduced our employees' focus to what really mattered. Despite the fact that 74 employees were laid off, unions, our Board of Supervisory Directors, our shareholder and remaining workforce handled the process with maturity and understanding that we need to change in order to survive.

Going forward, we have devised a people agenda and people strategy, to embed employee development and foster employee engagement. Our employees are learning new skills, embracing innovation and challenging the status quo.

We embraced external communication and customer engagement in a different way during 2024. We staffed the corporate communications department and made sure to empower them through the many external and internal communication events and moments throughout the year.

Our employees and customers are more engaged, and our community more expectant, and rightfully so. We welcome their voice, their feedback, their partnership. This pivot is about more than better operations. It's about becoming a better company. One that listens. One that learns. One that leads.

Steady momentum in economic growth

In 2024, Curaçao maintained steady economic momentum, despite a global environment marked by uncertainty and volatility. According to the Central Bank of Curaçao and St. Maarten ('CBCS'), the country's real GDP expanded by 5.5%, driven by strong growth in tourism, construction, and an increase in private and public investment, including substantial investments in the utilities sector.

The rebound in tourism brought with it higher foreign exchange revenues and increased domestic demand, while infrastructure development projects, including those led by Aqualectra, supported job creation and economic stimulation across sectors. Inflation moderated to 2.6%, reflecting more stable pricing dynamics compared to 2023.

Private investment was particularly active in real estate, tourism, and utilities. Public investment also rose, focused on long-term infrastructure improvements that are critical to national development. Meanwhile, net exports contributed positively to economic growth, as Curaçao's export revenues, particularly from services, surpassed the rise in imports.



From left to right: Lucas Beaujon, Anthmar Kranwinkel, Amanda van der Linden, Shurene Martes, Rudolf Garmes, Neysa Isenia, Raycelli Seferina, Rauf Engels, Nathaly Boeldak-Theodora, Joseph Everon and Danique Zimmerman.

The country’s overall economic climate in 2024 created a strong foundation for Aqualectra’s transformation journey, supporting our capital investments, enabling growth, and reinforcing our commitment to affordability and service delivery.

Financial Performance

Aqualectra’s net result before tax is 24.6 million (2023: ANG 10.3 million gain). The following table details important financial performance drivers:

(Amounts in ANG* 1,000)	Dec 31, 2024	Dec 31, 2023	Change in ANG	Change in %
Sales electricity	500,505	461,333	33,894	7%
Sales electricity in MWh	735,778	655,263	80,515	12%
Sales water	118,846	118,677	1,514	1%
Sales water in 1000m³	10,553	10,145	408	4%
Direct cost production and other direct cost of sales	(320,645)	(322,574)	1,929	-1%
Gross profit	307,610	267,732	39,878	15%
Gross profit margin	0.49	0.45	0	9%
Operating expenses	270,181	247,212	22,969	9%
Operating profit	37,429	20,520	16,909	82%
Interest expenses, net	(12,871)	(10,221)	(2,650)	26%
Net result before tax	24,558	10,299	14,259	138%

Aqualectra’s financial performance for 2024 reflects a notable improvement over the previous year, marked by a higher gross profit. This increase was primarily driven by a reduction of ANG 4.4 million in direct costs, despite a rise in demand. The cost savings are a result of deliberate strategic efforts to reduce fuel-related expenditures, including the conversion of machinery to more cost-efficient fuel types, improved plant availability enabling consistent dispatch of the lowest-cost generation units, the commissioning of a fourth wind farm in the final quarter of the year and, to a lesser extent, a favorable decline in global fuel prices.

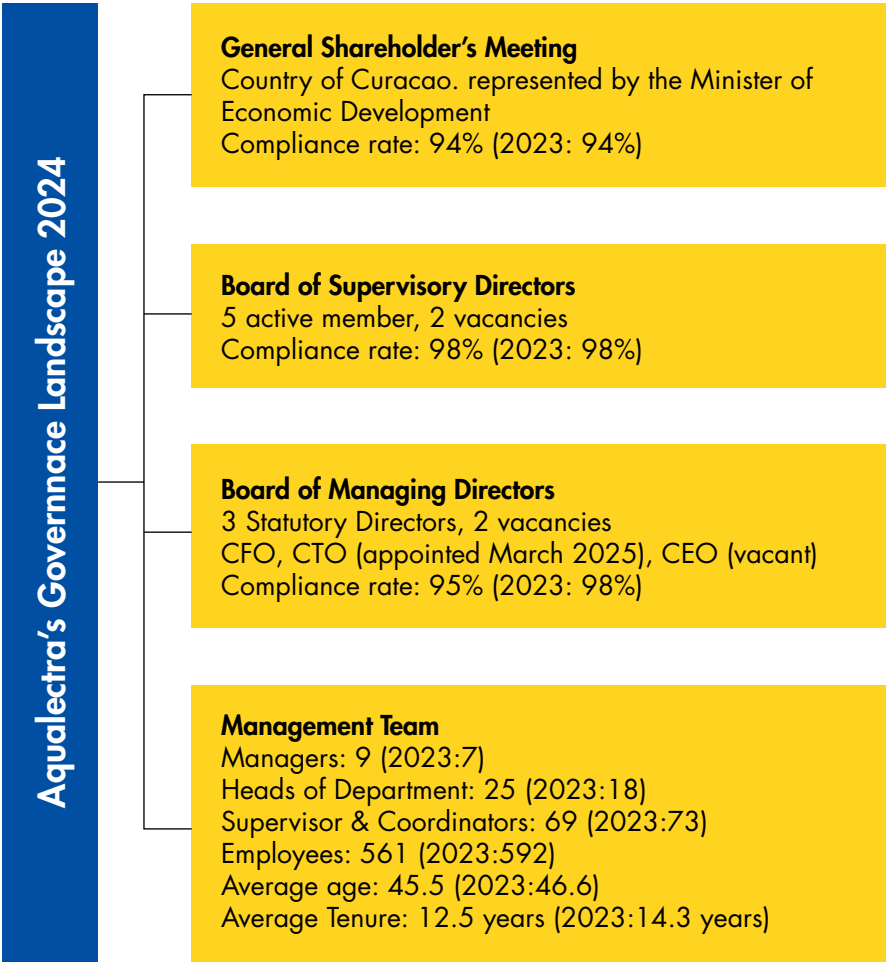
Operating expenses rose by ANG 24.9 million compared to 2023, influenced by several key factors. The most significant contributor was an increase of ANG 9.6 million in expected credit losses, due to a provision adjustment related to CUC. Personnel expenses also rose by ANG 9.7 million, largely due to the extended timeline of the rightsizing initiative, which concluded in November rather than the planned date of June. Furthermore, costs associated with temporary labor and social activities saw an uptick, both necessary to navigate the rightsizing trajectory.

Repair and maintenance expenses increased by ANG 7.1 million. While ANG 6.2 million of this was anticipated as part of the year’s planned overhauls, an additional ANG 900 thousand was incurred due to unforeseen equipment failures and rising material costs.

Despite these higher operating costs, the overall financial results reflect the company’s ongoing commitment to operational efficiency and sustainable growth. The strategic decisions made in 2023 and 2024 have positioned Aqualectra to better manage volatility, improve service reliability and continue delivering value to the people of Curaçao.

Corporate Governance

The following picture provides a summary of Aqualectra’s Governance landscape:



The year under review was marked by significant changes in governance at Aqualectra. At the beginning of 2024, the Board of Supervisory Directors (BSD) consisted of only one member. Recognizing the urgency, the General Meeting of Shareholder moved swiftly to identify and appoint suitable candidates. On February 14, 2024, we welcomed Mr. Renny Oehlers as Chairman and technical expert of the BSD. This was followed by the appointment of Mr. Rygane Manuel on April 4, 2024, as the business economics expert. On April 19, 2024, Mr. Melvin Statia and Mr. Geomaly Martes joined the Board, bringing expertise in human resources and finance, respectively.

Following changes in government, the Minister representing the Shareholder was also replaced. Minister Ruisandro Cijntje was succeeded by Minister Charles Cooper as of August 2024. These developments made 2024 a year of many new appointments and a redefinition of board dynamics. Despite these transitions, we reflect with pride on the strength and stability of our governance. Aqualectra remained committed to robust governance frameworks that promote transparency, accountability, and strategic decision-making. These principles were vital in guiding our responses to the year’s challenges and in driving organizational excellence.

In 2024, we also saw changes in our management team. Mrs. Shurene Martes succeeded Mr. Robert Celestina in the position of Manager Commercial Affairs, Mr. Anthmar Kranwinkel replaced Mr. Julius Griffith in the position of Manager IT & Business Development, and Mrs. Danique Zimmerman and Mr. Rauf Engels joined the team in the role of Corporate Communication Advisor and General Manager and Business Developer (AMU), respectively.

We extend our heartfelt gratitude to Mr. Griffith and Mr. Celestina for their dedication and invaluable contributions. At the same time, we warmly welcome Mr. Kranwinkel, Mrs. Martes, Mrs. Zimmerman and Mr. Engels and wish them wisdom, clarity, and resilience in their new roles.

Throughout all levels of governance, we have successfully navigated change while staying true to our ambition of being best in class. Maintaining a compliance rate of 94% to 98% amid this transformation is a testament to Aqualectra's governance resilience and a clear indication that our vision endures beyond individual appointments.

Looking forward with gratitude

The chapters that follow will show in more detail how we are delivering on our promises, through strategic investments, a renewed people strategy and a future-focused approach to sustainability and resilience. We know that transformation takes time, but we also know that progress is possible when there is unity in direction and courage in decision-making.

Before closing, we want to express our deepest gratitude to our management team and all Aqualectra employees, for their dedication, adaptability, and unwavering commitment to our purpose. To our Board of Supervisory Directors, for your guidance, support and strategic oversight. To our unions, for your partnership and the constructive dialogue that made difficult transitions possible. To our regulator, for your engagement and trust as we move toward greater transparency and accountability. To our shareholder, for your continued belief in our vision and the courage to support transformative investments. To our consortium of financiers, thank you for your continued trust, collaboration and the confidence you place in our plans and projections. Your support enables the scale and speed of our transformation. And to our community, our customers, partners and the people of Curaçao.

Thank you for your patience, your feedback and your faith in us.

We're not just adjusting. We are advancing. We're not waiting for change. We are driving it, with care, with clarity and with Curaçao at heart.

Let's keep moving, together.

Willemstad, April 25, 2025

On behalf of the entire management team

Neysa R. Isenia



From left to right: Melvin Statia, Kenrick Martis, Renny Oehlers, Rygane Manuel and Geomaly Martes.

2 REPORT FROM THE BOARD OF SUPERVISORY DIRECTORS

Pursuant to the national ordinance Code Corporate Governance that is applicable to all state-owned entities and/or entities that are subsidized by the Government of Curaçao, the Board of Supervisory Directors ('BSD') should issue a report at the end of each year, detailing amongst others its composition, activities, remuneration, instances of non-compliance and activities of committees. The BSD of Integrated Utility Holding N.V. hereby duly complies with this requirement, by means of the following report.

Board meetings and decisions

The task of the BSD is to supervise and advise the Board of Managing Directors ('BMD') amongst other, on the implementation of the policies and the strategy set forth by the General Shareholder's Meeting ('GSM') – the Legal Entity of Curaçao. In this role, the BSD is responsible for assessing whether the decisions taken by the BMD are in compliance with the Company's strategic, societal, financial and technical objectives. The BSD also devotes attention during the board meetings to adherence by the BMD to all laws, regulations and internal procedures. The key decisions taken by the BSD can be summarized in the categories core business, specific project approvals, financial matters, governance related matters and other business. When discussing and approving these matters that the BMD presented to the BSD, the roles and responsibilities as bestowed upon the BSD have been fulfilled. In execution of its tasks and carrying its responsibilities, the BSD instated an Audit Committee and an HR Committee.

Compliance with the Code of Corporate Governance

The BSD strives to be compliant with the Code of Corporate Governance. The following compliance rates were achieved during 2024 by the various instances of governance in the Company:

- Compliance to the Code of Corporate Governance by the GSM: 94% (2023: 94%)
- Compliance to the Code of Corporate Governance by the BSD: 98% (2023: 98%)
- Compliance to the Code of Corporate Governance by the BMD: 95% (2023: 98%)

The following instances of non-compliance to the BSD's tasks and responsibilities have been noted:

Nr.	Description	Explanation
1	Timely submission of adequate information from the BMD to the BSD (2 weeks before BSD meetings).	The minimum of two weeks before each BSD meeting to submit information was not adhered to by the BMD.
2	There was no GSM meeting held during 2024.	The GSM was consulted in multiple occasions on various matters, but no formal GSM meeting was held.

The BSD will maintain its focus on its own compliance with the governance regulations and will stimulate the BMD and the GSM to maintain and /or improve the current compliance rates.

Composition of the BSD

The members of the BSD are appointed for a term of four years with a maximum of two terms. During 2024, the BSD consisted of the following Supervisory Directors:

Name	Function
Mr. K. Martis September 5, 2023 - September 4, 2027	Supervisory Director
Mr. R. Oehlers February 14, 2024 - February 13, 2028	Supervisory Director Chairman of the Board of Supervisory Director
Mr. R. Manuel April 4, 2024 - April 3, 2028	Supervisory Director
Mr. M. Statia April 19, 2024 - April 18, 2028	Supervisory Director
Mr. G. Martes April 19, 2024 - April 18, 2028	Supervisory Director

The net amount disbursed to the Supervisory Directors is based on a Ministerial Decree adopted by the Government regarding remuneration of the Supervisory Directors of government owned entities, which is ANG 1,000 per month for the members and ANG 1,250 per month for the chairman. The difference between mentioned net amount and the elucidated gross amounts in above table are solely for the purpose of complying with the lawful taxes and social premiums.

Approval and dividend proposal

The BSD herewith submits the Consolidated Financial Statements for the year ended December 31, 2024 of Integrated Utility Holding N.V. (d.b.a. Aqualectra) as prepared by the BMD and approved by the BSD. Deloitte audited the Consolidated Financial Statements and its opinion is included in this report.

Reference is made to the dividend policy of IUH that was approved by the Shareholder on March 5, 2021. It is of utmost importance that the Shareholder's Equity is further strengthened to safeguard the Company's financial viability and resiliency. For this reason, and following lawful stipulations and the dividend policy, the BSD advises the GSM not to distribute dividends, even in the event of a profitable operation, until the negative retained earnings are eliminated.

Considering the aforementioned, the BSD advises the GSM to:

1. Accept the consolidated financial statements 2024 as included and approved by the BSD;
2. Approve that no dividend payment will be distributed;
3. Add the total comprehensive result for the financial year 2024 to the balance of the accumulated losses, resulting in an improvement of the net equity position;
4. Discharge the BMD for the management and the BSD for their supervision during the year under report.

Looking forward

As we look ahead, the BSD remains confident in Aqualectra's strategic direction and its capacity to deliver on its commitment to affordability, sustainability and reliability. The company has laid a strong foundation for long-term transformation, guided by clear priorities, sound governance and a spirit of resilience. In the coming years, Aqualectra will continue to face a dynamic operating environment marked by regulatory developments, evolving customer expectations and global shifts in energy and

water sustainability. We will continue to support management in navigating these complexities with agility and foresight, while ensuring that the interests of our stakeholders, particularly the people of Curaçao, remain at the heart of every decision.

Word of appreciation

The Board wishes to express its sincere appreciation to Aqualectra’s management team and employees for their unwavering dedication, professionalism and resilience throughout a year of significant transformation. Your collective efforts have driven meaningful progress and laid the groundwork for continued success. We also extend our gratitude to our shareholder, the unions, the regulatory authorities and the broader community for their ongoing support and engagement. In particular, we recognize the constructive collaboration with our financing partners, whose trust and commitment have been essential in enabling the Aqualectra’s investment ambitions. This journey of transformation is a shared one, and we thank each of you for being part of it.

Willemstad, May 7, 2024

The Board of Supervisory Directors

Mr. R. Oehlers
Chairman of the Board of Supervisory Directors
Supervisory Director

Mr. K. Martis
Supervisory Director

Mr. M. Statia
Supervisory Director

Mr. R. Manuel
Supervisory Director

Mr. G. Martes
Supervisory Director

**A SHIFT IN FOCUS
CHANGES EVERYTHING**

3 SUMMARY OF CONSOLIDATED FINANCIAL STATEMENTS

3.1 Statement of Financial Position

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
ASSETS		
Non-current assets		
Intangible assets	36,874	40,907
Property, Plant and Equipment	642,057	554,600
Right-of-use Assets	16,864	18,485
Other non-current financial assets	34,063	34,063
Deferred tax assets	6,662	7,173
	736,520	655,228
Current assets		
Inventories	99,249	106,229
Trade accounts receivable	191,313	206,797
Other receivables	41,995	29,515
Cash & cash equivalents	64,053	18,918
	396,611	361,459
Total assets	1,133,131	1,016,687
EQUITY AND LIABILITIES		
Shareholder's equity		
Share capital	528,000	528,000
Share premium	55,000	55,000
Accumulated losses	(147,974)	(158,166)
Profit for the year	22,663	9,983
	457,689	434,817
Non-current liabilities		
Financial liabilities	378,234	225,134
Customer deposits	28,572	27,704
Lease Liabilities	18,689	20,137
Provisions	53,169	76,695
	478,665	349,670
Current liabilities		
Current tax Liabilities	2,129	3,243
Trade accounts payable	76,442	90,412
Overdraft	23,213	29,460
Other liabilities	94,993	109,085
	196,777	232,200
Total Equity and Liabilities	1,133,131	1,016,687

3.2 Comprehensive Statement of Income

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
CONTINUING OPERATIONS		
Revenue from contracts with customers	628,255	590,306
Direct costs production	(315,413)	(319,825)
Other direct cost of sales	(5,231)	(2,749)
Cost of sales	(320,645)	(322,574)
Gross profit	307,610	267,732
Personnel expenses	108,608	101,644
Reorganization expenses	242	1,254
Other (post) employment benefits (net)	3,069	3,925
Total personnel expenses	111,919	106,823
Parts, repairs & maintenance	56,210	47,236
Customer Relations Service Fees	5,307	4,944
General expenses	33,060	32,184
Depreciation and amortization expenses	61,186	59,457
Impairment of Property, Plant & Equipment	1,753	4,615
Expected credit Loss trade receivables	747	(8,047)
Total operating expenses	270,181	247,212
Results from operating expenses	37,429	20,520
Interest expenses (net)	(12,871)	(10,221)
Net finance costs	(12,871)	(10,221)
Profit/(Loss) before income tax	24,558	10,299
Income tax	(1,896)	(316)
Profit/(Loss) for the year	22,663	9,983
Other comprehensive gains/(losses)		
Actuarial gains/(losses)	268	199
Deferred tax related to the components of other comprehensive results	(59)	(51)
Other comprehensive gain/(loss) for the year, net of income tax	209	148
Total comprehensive income/(loss) for the year	22,872	10,131

3.3 Consolidated Statement of Changes in Shareholder’s Capital

(Amounts in ANG* 1,000)	Share Capital	Share premium	Accumulated Losses	Total Shareholder’s equity
Balance at January 1, 2023	528,000	55,000	(158,314)	424,686
Profit for the year 2023	-	-	9,983	9,983
Other comprehensive income for the year 2023	-	-	148	148
Balance at December 31, 2023	528,000	55,000	(148,183)	434,817
Balance at January 1, 2024	528,000	55,000	(148,183)	434,817
Profit for the year 2024	-	-	22,670	22,670
Other comprehensive income for the year 2024	-	-	209	209
Balance at December 31, 2024	528,000	55,000	(125,304)	457,696

3.4 Consolidated Statement of Cashflow

(Amounts in ANG* 1,000)	Dec 31, 2024	Dec 31, 2023
Balance at the beginning of the year	18,918	25,189
Operating cash flow	49,295	66,585
Investing cash flow	(142,410)	(65,665)
Financing cash flow	138,229	(7,190)
Balance at the end of the year	64,053	18,918

**WHAT SEEMS LIKE
A TURN IS OFTEN
THE START OF A
NEW ALIGNMENT.**

4 SUMMARY OF NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Corporate information

Integrated Utility Holding N.V. (IUH N.V., hereinafter “the Group”) was incorporated on September 12, 1997 in Willemstad, Curaçao. The shares of Kompania di Awa i Elektrisidat N.V. (K.A.E.), a water and electricity production company and Kompania di Distribushon di Elektrisidat i Awa (KODELA), a water and electricity distribution company, were transferred into IUH N.V. on January 2, 2018, Kompania di Awa i Elektrisidat N.V. and Kompania di Distribushon di Elektrisidat i Awa were legally integrated and became Aqualectra N.V.. The principal activities of the Group are described in the “Profile” of this annual report. The headquarters of the Group are located at Rector Zwijssenstraat 1, Curaçao that is also the registered address of the Group.

The objectives of the Group are:

- Investing funds in shares of utility companies which have the goals of producing and distributing water and electricity; and
- Managing, controlling and administering of other companies and representing interests of the shareholders and financiers in / of the Group;
- Generating electricity and the production of water;
- Distributing electricity and water;
- Offering management consultancy and engineering services; and
- Bottling of drinking water.

The Group’s authorized capital amounts to ANG 600 million, consisting of 600 shares at ANG 1 million par value each. 470 shares were issued to the Island Territory of Curaçao on June 1, 1998 with an additional 58 shares issued on January 31, 2013 to the Country Curaçao who became the legal successor of the Island Territory of Curaçao and the shareholder of the Group after the restructuring of the Netherlands Antilles on October 10, 2010. All 528 shares are paid up in full.

Utilities sector in Curaçao

Concessions

The National Ordinance for Electricity concession (“Landsverordening Elektriciteitsconcessies”) states that the building, construction or usage of equipment for the generation of power and for the transmission and/or transformation of electricity, in order to deliver this to a third party, is restricted to the company to which permission has been granted by the Government of Curaçao. Furthermore, the ordinance states that the concession shall be given for a maximum period of 30 years with possibilities for extension.

On July 30, 2012 concessions for the production and distribution of electricity were adopted, granting the Group the certainty of production of power for the coming 30 years. On June 11, 2014 the Government adopted a concession for the production of electricity. A notable change in this concession, compared to the previous concession, is the simplification of various requirements. Another major change in the new concession is the granting to Aqualectra of a minimum and a maximum production

capacity. This granted capacity can be applied in direct form (own production) and indirect form (contracted production). The amended concession was issued on June 19, 2014 and formalized on November 6, 2014.

Tariff structure

The tariff structure for water and electricity consists of a (i) base component and (ii) a fuel component. The base component is intended to cover all the non direct costs for the production, distribution and supply, while the fuel component must cover the fuel costs and other direct costs of production and sales. This separation made the application of a rate calculation system that could track changes in fuel costs possible.

Determination of tariffs

The Ordinance for prices (“Prijsverordening”) states that the authority for the determination and the adjustment of electricity and water tariffs, lies with the Government of the Country of Curaçao.

The electricity and water tariff structure adopted on June 1, 2012 comprises three components, namely:

- the fuel component, which covers the direct costs (includes fuel, chemicals, lubricants and purchase of electricity and water from third parties);
- the recovery component, which covers shortages in the fuel component which developed between January 2011 up to, and including, May 2012;
- the base cost component, which covers the operational costs.

On July 26, 2017, the Council of Ministers approved tariff guidelines, which include a Weighted Average Cost of Capital (WACC) component as part of the base component. The WACC is calculated and stipulated on an annual basis, based on guidelines as set in the tariff guidelines.

Basis of preparation

The accompanying consolidated financial statements of the Group are prepared in accordance with the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and book 2 of Curaçao Civil Code. The consolidated financial statements have been prepared on a historical cost basis. The consolidated financial statements are presented in Netherlands Antillean guilders and all values are rounded to the nearest thousand (ANG’000), except when otherwise indicated.

Management has concluded that the consolidated financial statements fairly represent the Group’s financial position, financial performance and cash flows. The consolidated financial statements comply in all material respects with applicable IFRS.

These consolidated financial statements for December 31, 2024 were approved for issue by the Board of Supervisory Directors on May 7, 2025. The shareholders have the power to amend the consolidated financial statements after the date of issuance.

The consolidated financial statements provide comparative information in respect of the previous period.

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 31 December 2024. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

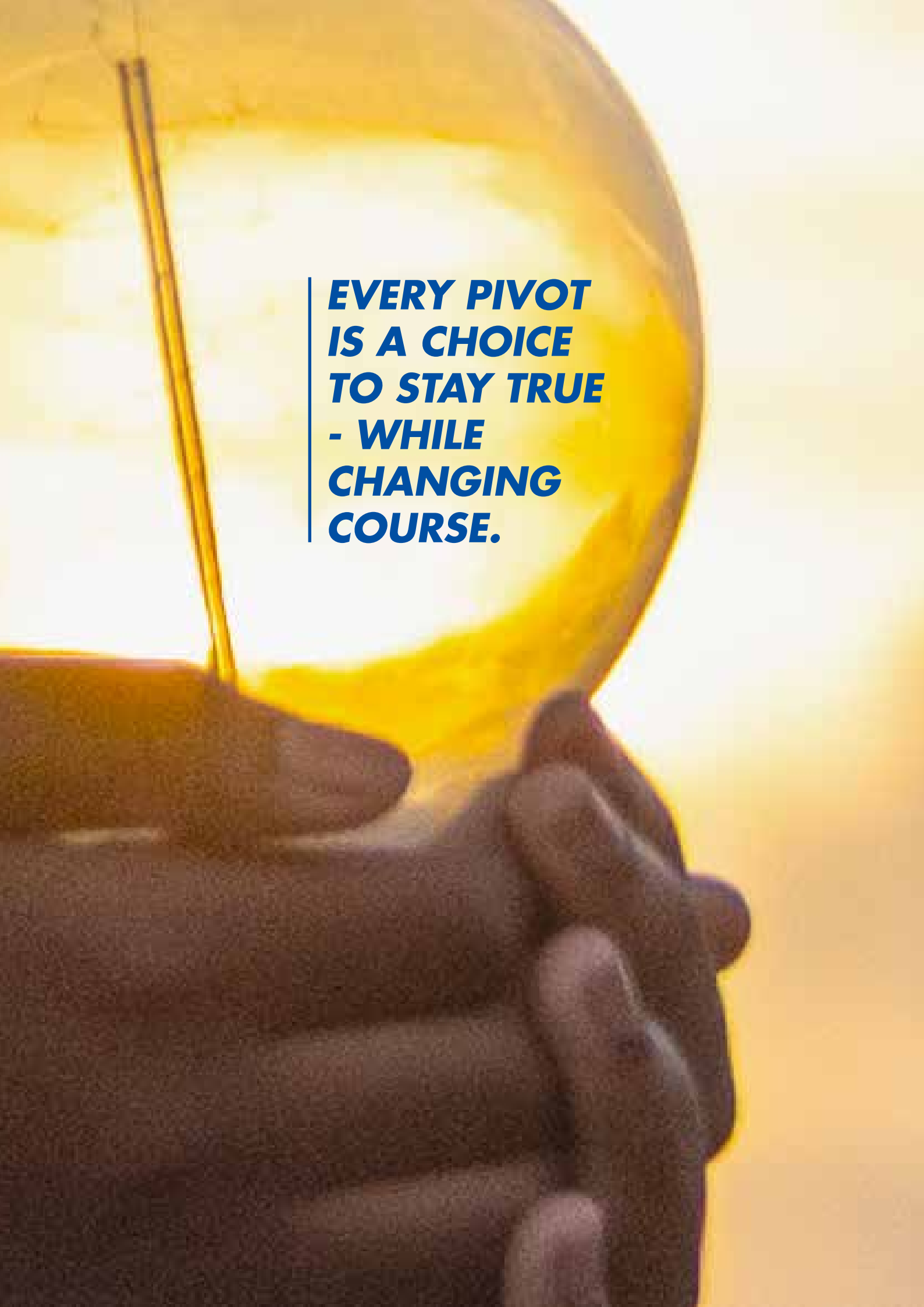
- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

IUH N.V. has the following subsidiaries (all are incorporated in Curaçao):

Name	% equity interest
	2024 and 2023
Aqualectra N.V.	100%
Aqualectra Multi Utility Company N.V. (AMU)	100%
Utility Financial Services N.V.	100%
General Engineering & Utility Services N.V. (GEUS)*	100%
Aqualectra Bottling Co. N.V.*	100%

**The entities GEUS and Aqualectra Bottling Co. N.V. are still part of the group but they are in liquidation.*

The legal structure now consists of the holding company (IUH N.V.) and two subsidiaries, namely Aqualectra N.V. and Aqualectra Multi Utility N.V. and Utility Financial Services N.V. as subsidiary of AMU, hereinafter collectively referred to as “The Group”. The Group is responsible for the management of the abovementioned companies. During the year 2024 Aqualectra Bottling and GEUS did not engage in any activities.



**EVERY PIVOT
IS A CHOICE
TO STAY TRUE
- WHILE
CHANGING
COURSE.**

5 SUMMARY OF EXPLANATORY NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

5.1 Property, Plant and Equipment

The table below provides an overview of the property, plant and equipment as per December 31, 2024 and as per December 31, 2023:

	Book value	Additions	Other movements	Depreciation	Book value
(Amounts in ANG*1,000)	1 Jan 24	2024	2024	2024	31 Dec 24
Communication network					
	7,957	124	-	(375)	8,531
Land and Buildings	68,525	3	-	(4,545)	65,011
Production Plants	153,065	2,445	-	(19,371)	141,797
Distribution network	191,394	817	-	(17,023)	181,481
Metering network	23,855	15,632	-	(3,749)	35,738
	-	-	-	-	-
Industrial Equipment & Accessories	830	328	-	(92)	1,066
Other assets	10,198	(116)	-	(1,778)	8,556
Spare parts	9,173	4,844	-	(6,225)	7,793
Work in progress	89,603	129,917	(13,381)	-	192,084
	554,600	153,994	(13,381)	(53,157)	642,057

5.2 Inventory

A summary of inventories as per December 31, 2024 and as per December 31, 2023 is specified below:

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
Materials and spare parts (net)	91,562	94,950
Fuel and lubricants	7,092	10,692
Water	595	587
Total Inventories	99,249	106,229

The provision for obsolete goods showed the following movements:

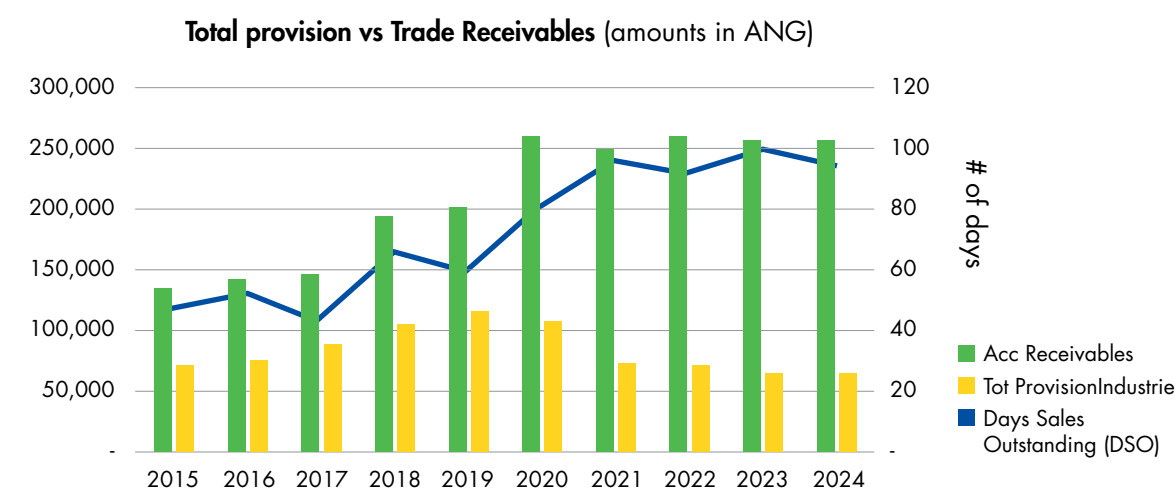
(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
Balance at January 1, 2024	(12,336)	(8,955)
Addition	(3,816)	(3,381)
Balance at December 31, 2024	(16,152)	(12,336)

5.3 Trade Receivables

The composition of trade accounts receivable as per December 31, 2024 and as per December 31, 2023 is as follows:

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
Residential Customers	114,672	112,080
Commercial Customers	47,887	46,856
Industrial Customers	36,575	37,979
Street Light Customers	5	6,603
Government Customers	3,865	12,936
Billing cycle to be invoiced	21,159	22,909
Regulatory receivables	32,147	32,147
	256,308	271,510
Expected credit loss	(64,995)	(64,713)
Total trade accounts receivable	191,313	206,797

The following graph depicts an analysis of accounts receivables over the past ten years:



The balance of accounts receivable for 2024 has remained consistent with 2023. This stability can be attributed to the significant increase in sales by ANG 37 million, which has been counterbalanced by effective collections. The decline in days sales outstanding serves as evidence that the collection process has improved, even in the context of rising revenue. During the first quarter of 2024, a settlement agreement was entered into with the Government and reduced their balance and DSO significantly. Consequently, the alignment of trade receivables with the prior year is more a reflection of external factors rather than poor collection practices.

5.4 Financial Liabilities

The summary below provides insight in outstanding long term loans per December 31, 2024 and as per December 31, 2023:

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
Loan Meerjarenplan (MJP)	13,885	13,885
Loan MCB facility I - IV	403,759	239,659
Total financial liabilities	417,644	253,544
Current maturities	(39,410)	(28,410)
Balance at december 31	378,234	225,134

Loan MJP:

In order to finance a comprehensive rehabilitation plan for the water distribution network, it was agreed in 1989 that KABNA would provide funds from the MJP of which approximately 50% was to be donated. For the remaining 50% a loan agreement was signed in November 1991 for a maximum amount of ANG 39 million. Because funding by KABNA was stopped in 1996, only ANG 26.3 million was drawn. After a grace period of 8 years, repayment was scheduled to start in December 2000 by 22 annual annuities.

The group has corresponded with the previous minister of finance regarding the settlement of a part of the outstanding amount with receivable amount for electricity and water bills of various governmental departments. No securities were pledged to this loan. Interest was fixed at 2.5% per annum.

Consortium Loan facility I-IV

On November 14, 2018, a facilities agreement was executed with Maduro & Curiel's Bank N.V. (MCB) and CIBC First Caribbean Bank (CIBC) for a total of ANG 375 million, of which ANG 325 million was committed. The initial tranche of ANG 160 million was disbursed on December 28, 2018, followed by the second tranche on December 13, 2019. The loan carried a fixed interest rate of 3.75% per annum for a duration of five years. The agreement allowed for refinancing after five years, leading to an amendment on April 26, 2024, which introduced Facility IV amounting to ANG 85 million, with the interest rate adjusted from 3.7% to 5.25%. In November 2024, the contract was further amended to include Facility V for ANG 150 million, from which ANG 100 million was drawn on November 27, 2024, while the remaining amount is anticipated to be drawn in 2025, carrying an interest rate of 5.5%. As collateral, the banks secured a mortgage on registered property, along with pledges on movable assets and receivables, as well as a declaration of non-disposal and a negative pledge.

5.5 Revenue from contract with customers

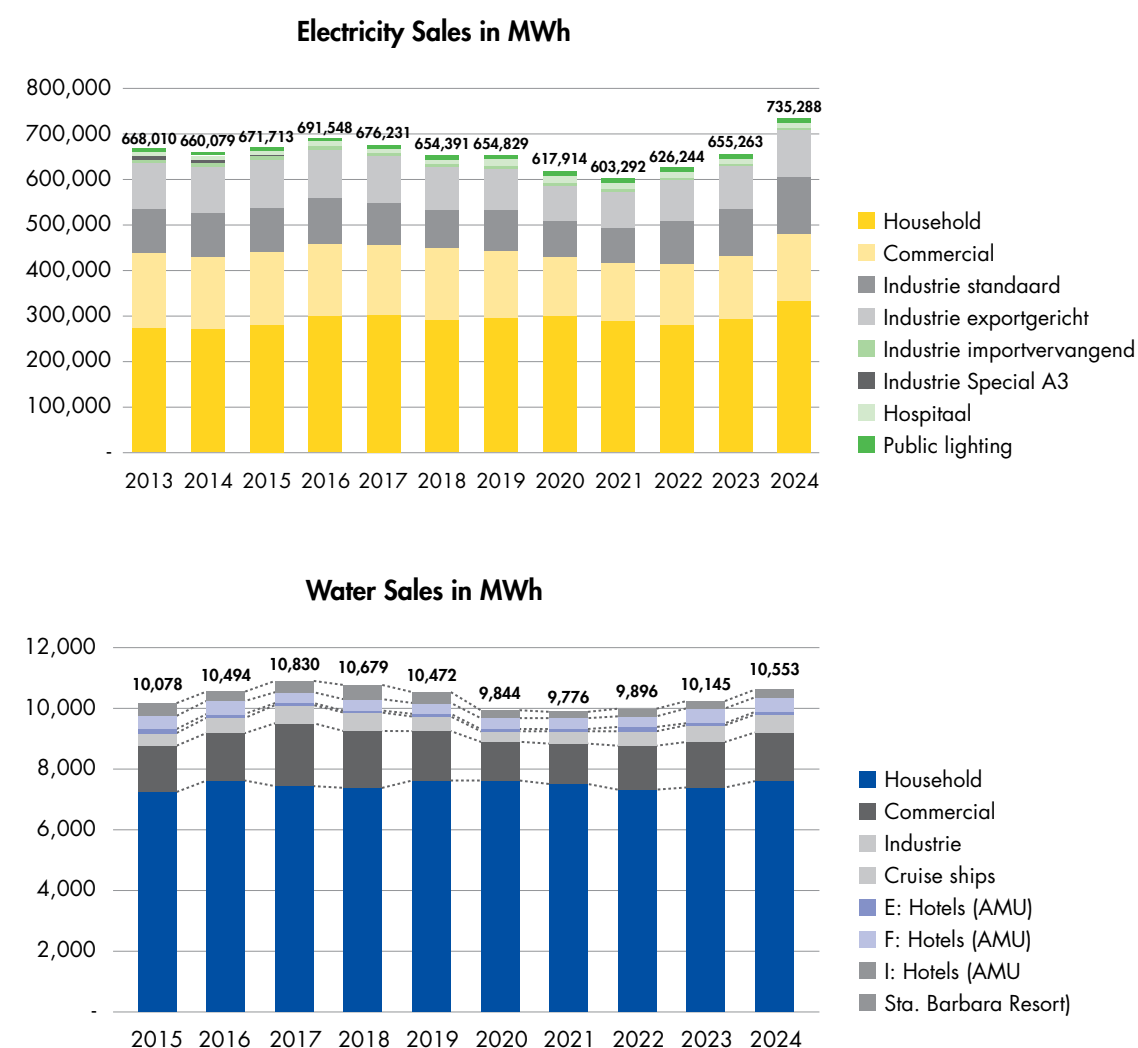
The total revenues are presented below:

December 31, 2024				
(Amounts in ANG*1,000)	Water & electricity sales and KVA Allowance	Pagatinu	Services Other revenues	Total
Revenue from contract with customers	523,615	85,312	19,327	628,255
Timing of revenues recognition:				
Services transferred at a point in time	0	0	13,715	13,715
Service transferred over time	523,615	85,312	5,612	614,539
Total revenue from contract with customers	523,615	85,312	19,327	628,255

December 31, 2023				
(Amounts in ANG*1,000)	Water & electricity sales and KVA Allowance	Pagatinu	Services Other revenues	Total
Revenue from contract with customers	498,301	75,806	16,199	590,306
Timing of revenues recognition:				
Services transferred at a point in time	12215	0	11,425	23,640
Service transferred over time	486,086	75,806	4,774	566,666
Total revenue from contract with customers	498,301	82,705	16,199	590,306

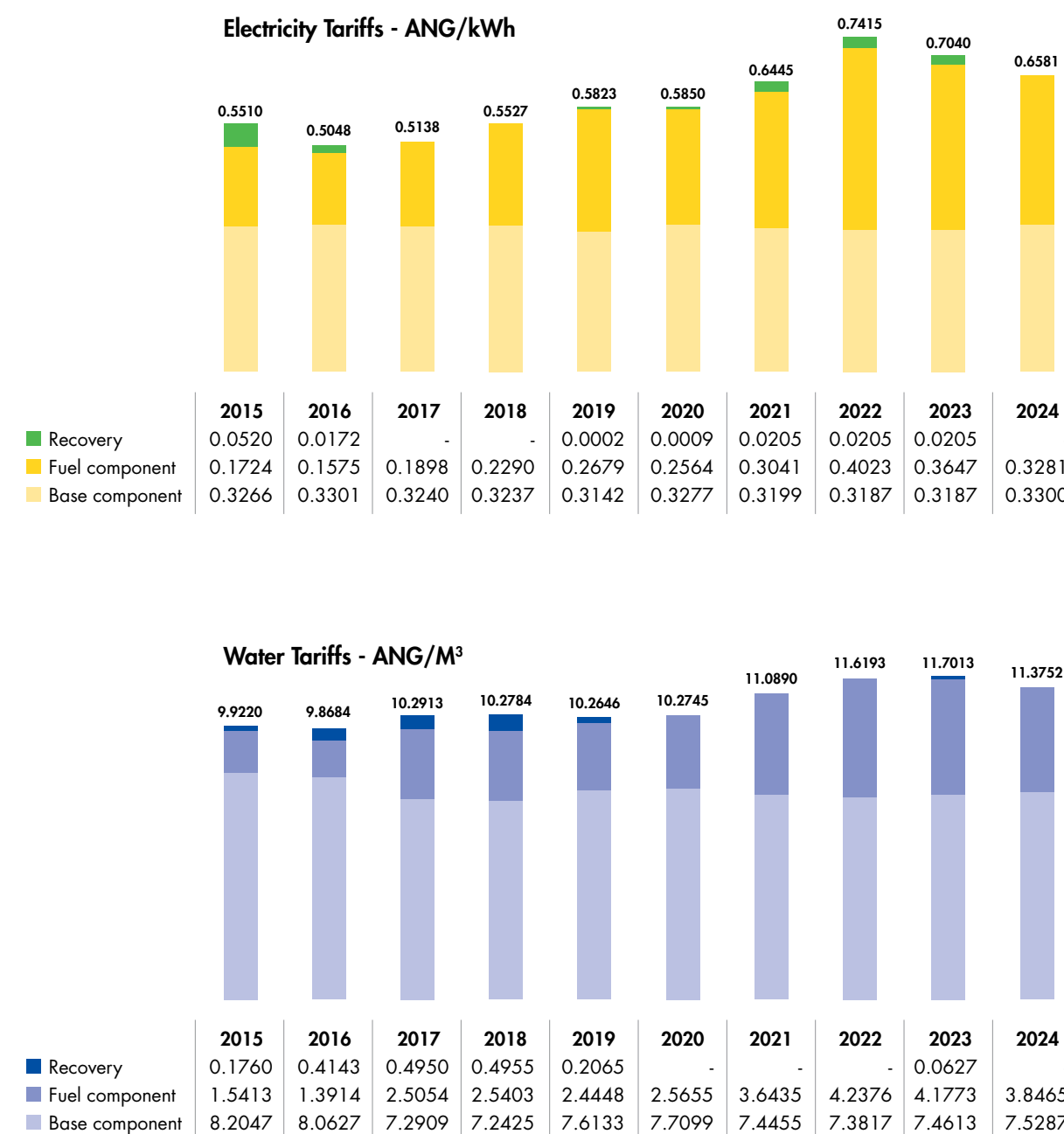
In 2024, electricity sales reached an all-time high, coinciding with the island's positive GDP growth, significant development activities, and elevated temperatures compared to previous years. The company anticipates that this favorable trend will persist, given the ongoing developments on the island and the continued rise in temperatures. Water sales also experienced an increase of 4.0%. Besides economic developments, water sales are mostly influenced by weather conditions, even more so than electricity sales.

The following graphs depict the development in sales electricity and water per tariff group:

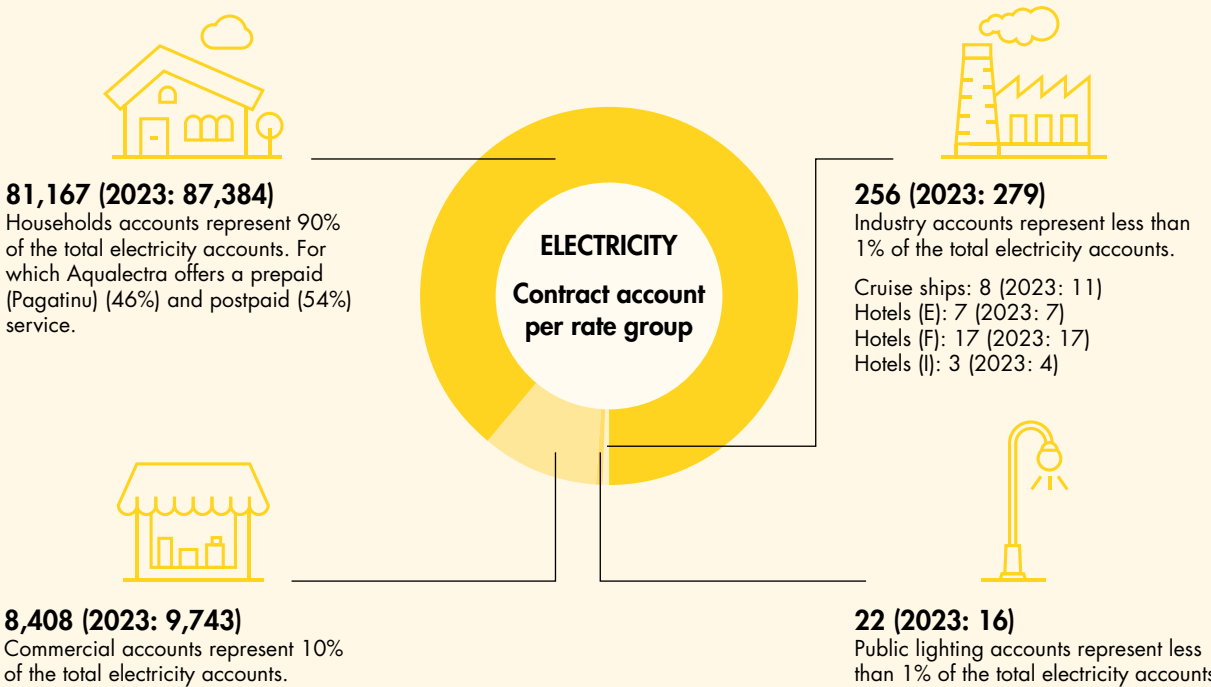


The decrease noted in the tariff is the result of Aqualectra's initiatives to convert its powerplants to more economical fuel type, alongside the increase in plant availability, allowing for more consistent dispatch of the least cost option, a boost in renewable energy through the establishment of a fourth wind farm at Koraal Tabak, which has been operational more towards the end of the year.

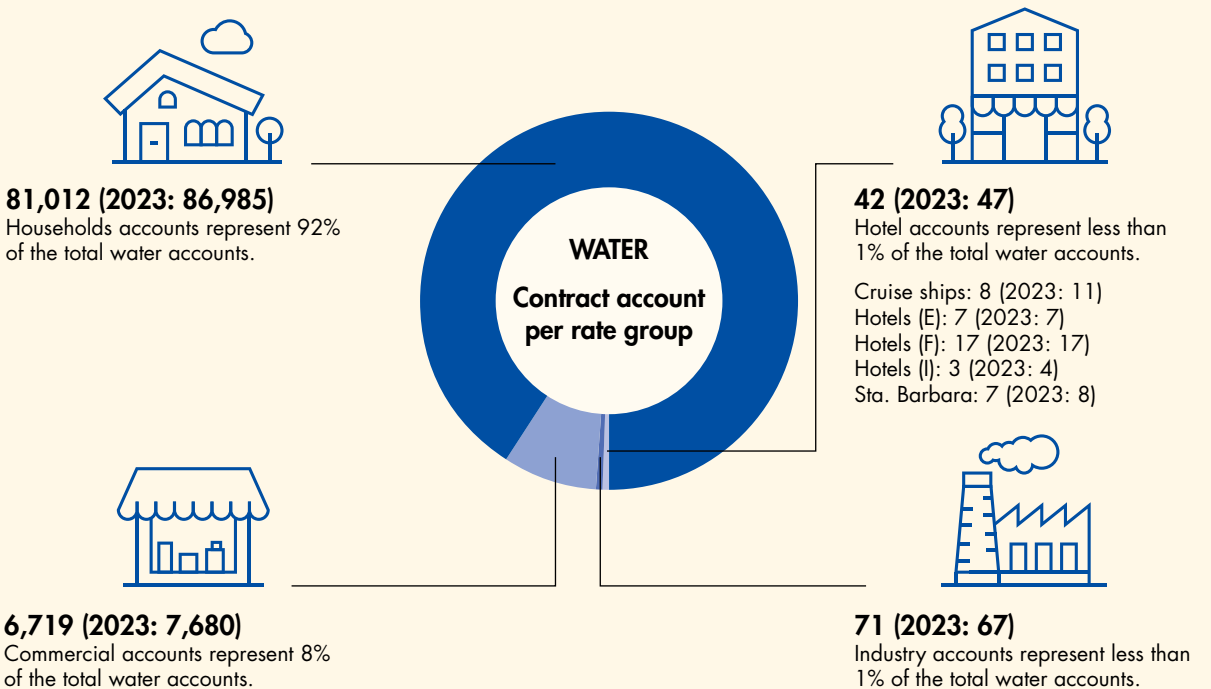
The following graphs depicts the developments in the fuel and base components of the average electricity and water tariffs:



Aqualectra’s customer base consists of 88,853 electricity customers (2023: 97,422) and 88,041 water customers (2023: 94,689). The following pie chart depicts the composition of the electricity customers’ database:



46% (2023: 37%) of these accounts are pre-paid accounts and make use of Aqualectra’s product called Pagatinu and 49% (2023: 52%) pay their electricity bill periodically, at the end of each month. The following pie chart depicts the composition of the water accounts database:



**WITH DISTANCE
COMES DIRECTION.**

5.6 Direct costs of production

Direct cost production is specified below:

Direct costs of production	Dec 31, 2024	Dec 31, 2023
Fuel usage	233,539	254,441
Chemicals	6,876	4,407
Lubrication	4,653	4,373
Purchase of water	20,782	20,317
Other direct cost of production	1,890	1,766
Purchase of electricity from CUC	6,980	
Purchase of electricity from wind farms	40,693	34,521
Total direct costs production	315,413	319,825

5.7 Personnel expenses

Salaries, social securities and other personnel expenses are specified below:

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
Salaries	68,215	67,823
Overtime	4,699	4,258
Social securities	24,829	23,755
Reorganization expenses	242	1,253
Other personnel expenses	10,865	5,808
Other (post) employment benefits (net)	3,069	3,925
Total salaries, social securities and other personnel expenses	108,850	106,822

The development in the labor force during 2024 and 2023 was as follows:

Labor force	Aqualectra N.V.	Integrated Utility Holding N.V.	Aqualectra Multi Utility N.V.	Utility Financial services	Total
12/31/2023	584	1	3	1	589
12/31/2024	562	1	6	0	569
Net Increase/decrease	22	0	3	1	20

5.8 Parts, repairs and maintenance

Parts, repair and maintenance expenses are expenses made for parts and hired services for the operation and maintenance of the electricity and water production units, electricity and water distribution network and other assets. For the specification of these expenses, refer to the table below:

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
Electricity	11,318	14,217
Water	4,711	4,010
Other assets & facilities	1,648	1,163
General	19,604	16,114
Other material usage expense	15,113	8,189
Other service expense	-	113
Provision for obsolete inventory	3,816	3,430
Total parts, repair & maintenance expenses	56,210	47,236

5.9 General expenses

The general expenses are specified below:

(Amounts in ANG*1,000)	Dec 31, 2024	Dec 31, 2023
General expenses*		
Housing and car fleet	5,344	5,367
Office expenses	3,965	3,287
Insurance and security	7,308	7,444
Consultancy	10,441	8,882
Communications and public relations	6,677	6,734
Regulation and compliance fees	1,435	1,250
Other expenses	(2,600)	(1,018)
Supervision expenses	489	238
Total general expenses	33,060	32,184

*General expenses are expenses made to manage the company that are not directly related to production (direct costs) and are not related to parts and repairs and maintenance activities.

5.10 Subsequent events

No significant subsequent events.

6 REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS AS INCLUDED IN THE ANNUAL REPORT 2024

To the Board of Managing Directors and the
Shareholder of Integrated Utility Holding N.V.

Opinion

The summary consolidated financial statements, which comprise the consolidated statement of financial position as at December 31, 2024, the consolidated statement of profit or loss and comprehensive income, consolidated statement of changes in shareholder's equity and consolidated statement of cash flows for the year then ended, and related selective notes, are derived from the audited consolidated financial statements of Integrated Utility Holding N.V. and its subsidiaries for the year ended December 31, 2024.

In our opinion, the accompanying summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements, in accordance with International Financial Reporting Standards (IFRSs).

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by IFRSs. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon. The summary consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated financial statements.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated May 14, 2025. That report also includes a paragraph related to the other information included in the annual report. The other information comprises the Report from the Board of Managing Directors, the Report from the Board of Supervisory Directors and the Highlights of the year. Our opinion on the audited consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing

so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of the summary consolidated financial statements in accordance Note 5.1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.

May 23, 2025
Deloitte & Touche

Barbados, W.I.

**PURPOSE INTACT.
STRATEGY REFINED.
THIS IS THE FULL
PICTURE.**



