

# ENTSO-E Assembly meeting of 10 December 2025

Date: 10 December 2025

Time: 09:00-15:30 (CET)

Place: Online

## MINUTES

### 1. Welcome, verification of quorum, voting rights, and approval of the agenda

The President welcomes the participants to the ENTSO-E Assembly meeting and gives them guidance to help ensure the meeting runs smoothly and efficiently.

#### Decision

The quorum is verified since the Representatives in attendance hold 91.67 % of the first part of the voting rights, and 88,18% of the second part of voting power of the Association. The attendance form is annexed to these minutes (Appendix 1).

The agenda is approved.

## 2.

### 2.1 Board overview

The Chair of the Board summarises the key issues addressed by the Board and emphasises the main focus since the October Assembly.

### 2.2 Update on legislative initiatives

The Convenor of the Policy and Communications Group (PCG) briefed the Assembly on upcoming legislative initiatives, focusing on the European Grids Package, which is scheduled for adoption by the Commission on 10 December 2025, and the related advocacy plan. The Convener also outlined the European Commission's 2026 Work Programme, provided an update on the Carbon Border Adjustment Mechanism (CBAM), and summarised the public consultations to which ENTSO-E has responded since September.

#### Decision

The Assembly acknowledges the Board overview and the reporting on EU evolving priorities and legislative initiatives.

### 3. Feedback from the CEO Workshop of 5 November

The President and the Chair of the Board introduce the topic. They explain the organisation and the content discussed at the CEO Workshop of 5 November. They highlight the key outcomes and feedback provided while also mentioning the potential future events with the CEOs.

#### Decision

The Assembly takes note of the feedback from the CEO workshop of 5 November 2025.

### 4. ENTSO-E Budget: 2026 and beyond

#### 4.1 General discussion on budget process

#### 4.2 2026 Budget activities

#### 4.3 TSOs contribution to the Association mandates

The President introduces the topic. The Chair of the Board recalls the discussions held during the 22 October 2025 Assembly. He presents the outcomes of the discussion held on 12 November 2025 Rc and 19 November 2025 Board regarding the Annual Planning and budget process. The Secretary-General reports on the plan to incorporate critical activities of the sensitivity high option into the 2026 approved budget. Finally, the Vice-Chair of the Board provides an update on the TSO contribution to the Association mandates in terms of strategic projects.

#### Decision

The Assembly approves the proposals for adapting the approach for the Annual Planning and Budget process as from 2027 and implementing the 2026 Annual Budget and Resource Proposal.

### 5. ENTSO-E Vision for the Governance of the Internal Electricity Market (IEM) – for Assembly guidance

The President introduces the topic. The Chair of the Board provides an overview. He explains how the current draft was produced. He highlights the feedback given by the CEOs at the workshop and the direction set by the Board. He notes the importance of the feedback of the Assembly. He finally presents the next steps in the process.

#### Decision

The Assembly:

- acknowledges the work done on the discussion paper on the “ENTSO-E vision of the governance of the Internal Electricity Market of Europe”; and
- agrees with the next steps proposed during the meeting.

## **6. Update to the ENTSO-E Strategic Roadmap following CEO Workshop – for Assembly guidance**

The President introduces the topic. The Chair of the Board summarises the high-level approach prepared on the basis of the CEOs` feedback and the Board discussions on the update to the ENTSO-E Strategic Roadmap.

### **Decision**

The Assembly:

- takes note of the latest developments in the ongoing update of the Strategic Roadmap; and
- agrees with the next steps proposed at the meeting.

## **7. 2025 Member Satisfaction Survey Action Plan – for Assembly approval**

The President, the Chair of the Board and the Head of Member Relations and Association Policy present the 2025 Member Satisfaction Survey results, highlighting the high overall satisfaction and key areas for improvement. The Chair of the Board presents the main improvement clusters of the proposed 2025 Member Satisfaction Survey Action Plan, designed to address Members' feedback and guide follow-up actions.

### **Decision**

The Assembly approves the 2025 Member Satisfaction Survey Action Plan.

## **8. ENTSO-E Governance Strategic Review Project: review of the Strategic Diagnosis Report – for Assembly guidance**

The President welcomes Marc Abels from Deloitte who joins the Assembly meeting for this agenda item. The President introduces the developments on the topic since the 22 October 2025 Assembly meeting, highlights the next steps and asks Marc to present the main takeaways from the Strategic Diagnosis Report. Then he presents the next steps.

### **Decision**

The Assembly:

- notes the reporting and the progress made by the Strategic Governance Review Project;
- acknowledges the priorities identified in the Strategic Diagnosis Report (SDR); and
- endorses the proposed next steps outlined in the SDR.

## **9. TEİAŞ Observer Membership Agreement**

The President introduces the topic. The Chair of the Board presents the recent developments on the Observer Membership Agreement (OMA) with TEİAŞ and of its Addendum. The Chair of the Board presents the recommendation from the Board to extend the OMA with TEİAŞ for 6 months while the discussions are ongoing.

### **Decision**

The Assembly:

- notes the update from the Board on the status of the Observer Membership Agreement (OMA) with TEİAŞ, according to which the conditions for the renewal are not yet met; and
- decides to extend the current OMA with TEİAŞ for six (6) months while the discussions are ongoing, in the best interest of the Association.

## **10. Code of Ethics for Elected Office holders – for Assembly guidance**

The Chair of the Board explains the background of the current proposal to develop a Code of Ethics for elected office holders, related to the recent adoption by the Board of the Code of Business Conduct, including the Whistleblowing policy, applicable to ENTSO-E Staff and contractors. He presents the principles expected to be covered in the Code/Charter and asks for guidance.

### **Decision**

The Assembly confirms the proposed approach.

## **11.**

### **11.1 28 April 2025 blackout – update on the progress of the investigation**

### **11.2 Status of Ukraine, Moldova power system situation**

### **11.3 Capacity Allocation Congestion Management (CACM) 2.0**

### **11.4 ERAA progress: ERAA2025 finalisation and ERAA methodology amendment**

### **11.5 South East Europe Cooperation**

### **11.6 Central European system extension with Mauritania and legal arrangements with Morocco**

## **12. Diversity & Inclusion 2025 Reporting**

## **13. Knowledge Sharing Webinars 2026**

The President recalls that, as announced in the session file, the topics under agenda item 11, item 12, item 13 are not presented during the meeting. He therefore refers the Members to the materials distributed in the session file.

#### **14. Any Other Business**

The President explains the forthcoming changes in the structure of the session files.

##### **Decision**

The Assembly notes the forthcoming changes in the structure of the session files.

#### **15. Approval of the Minutes**

##### **Decision (not at the meeting)**

The Assembly approves the minutes of its meeting of 10 December 2025 and confirms their publication on the ENTSO-E website.

Done in Brussels on 10 December 2025.

Zbyněk Boldiš  
President

Sonya Twohig  
Secretary-General

## List of Participants

**Date:** 10 December 2025

**Time:** 09:00-15:30 (CET)

**Place:** Online

### President

1.	BOLDIŠ Zbyněk	ČEPS	Czech Republic
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### Vice-President

1.	BARROS DE ALMEIDA DE GRAAFF Susana	TenneT TSO BV	Netherlands
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### Assembly members (m) and substitutes (s)

1.	NEZIRI Ilda (m)	OST	Albania
2.	CHRISTINER Gerhard (m)	APG	Austria
3.	KUMMER Christine (m)	VUEN	Austria
4.	FONCK Pascale (s)*	Elia	Belgium
5.	ŠKRBA Obrad (s)	NOSBiH	Bosnia Herzegovina
6.	ZARCHEV Dimitar (s)	ESO	Bulgaria
7.	MEDIMOREC Damjan (s)	HOPS	Croatia
8.	STAVRINOS Stavros (m)	Cyprus TSO	Cyprus
9.	BUDAI Tomáš (s)	ČEPS	Czech Republic
10.	EGEBO Thomas (m)	Energinet	Denmark
11.	KILK Kalle (m)	Elering	Estonia
12.	LOUHIJA Marina (s)	Fingrid	Finland
13.	DIERICK Maurice (s)	RTE	France
14.	KAPFERER Stefan (m)	50Hertz	Germany
15.	NEUMANN Hendrik (s)	Amprion	Germany
16.	SCHMIDT Ingo (m)	TenneT TSO GmbH	Germany
17.	SCHORN Christian (s)	TransnetBW	Germany

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18.	TSAKIRIS Theodoros (s)	IPTO	Greece
19.	TIHANYI Zoltán (m)	MAVIR	Hungary
20.	EINARSSON Einar Snorri (s)	Landsnet	Iceland
21.	RYAN Liam (m)	Eirgrid	Ireland
22.	CARLINI Maria Enrico (s)*	TERNA	Italy
23.	IRKLIS Rolands (m)	AST	Latvia
24.	KOZLOVAS Paulius (m)	LITGRID	Lithuania
25.	BARTOCCI Carlo (s)	CREOS	Luxembourg
26.	DERETIĆ Milica (s)	CGES	Montenegro
27.	ABBENHUIS Maarten (s)	TenneT TSO BV	Netherlands
28.	MATTHEWS Sam (s)	SONI	Northern Ireland
29.	VARDHEIM Vike Elisabeth (m)	Statnett	Norway
30.	ONICHIMOWSKI Grzegorz (m) (attends first part of the meeting)  WARZYWODA Remigiusz (s)* (attends second part of the meeting)	PSE	Poland
31.	CLARA Maria José (s)	REN	Portugal
32.	LATIFI Burim (m)	MEPSO	Republic of North Macedonia
33.	PAUN Mihai (s)	Transelectrica	Romania
34.	OBRADOVIĆ Nikola (s)	EMS	Serbia
35.	DOVALA Jozef (s)	SEPS	Slovak Republic
36.	KLANČNIK Jurij (s)	ELES	Slovenia
37.	PRIETO Eduardo (s)	REE	Spain
38.	DAMSGAARD Niclas (s)	Svenska Kraftnät	Sweden
39.	BARNERT Doris (s)	Swissgrid	Switzerland
40.	ZAICHENKO Vitalii (s)	Ukrenergo	Ukraine
<i>*Board member</i>			

## Additional Invitees

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1.	LUDOVINO Susana	REN	Portugal
2.	PAUNOSKI Aleksandar	MEPSO	Republic of North Macedonia
3.	DOVALA Jozef	SEPS	Slovak Republic
4.	ELSKAMP Fokke	Vice-President's office	Netherlands
5.	DARQUENNES Théo	Chair of the Board office	France
6.	ABELS Marc	Deloitte (Consultant)	Belgium

## Chair of the Board

1.	CORTINAS Damian	RTE	France
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## Vice-Chair of the Board

1.	KAPETANOVIC Tahir	APG	Austria
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## Board members, Committees/LRG Chairs and Convenors

1.	CHARPANTIDOU Eleni	IPTO	Greece
2.	MUNTHE Kristin	Statnett	Norway
3.	DE LA TORRE Miguel	REE	Spain
4.	ARRIVÉ Olivier, <i>Chair of Systems Operations Committee</i>	RTE	France
5.	JOHN Oliver, <i>Chair of Market Committee</i>	Amprion	Germany
6.	FALBREDE Maximillian, <i>Chair of Legal and Regulatory Group</i>	Amprion	Germany
7.	PELLEGATTA Anna, <i>Convenor of Policy and Communication Group</i>	TERNA	Italy
8.	LABRA Patricia, <i>Chair of System Development Committee</i>	REE	Spain
9.	SALOBIR Uroš, <i>Chair of Research, Development and Innovation Committee Chair</i>	ELES	Slovenia

## Secretariat

1.	TWOHIG Sonya	ENTSO-E	Belgium
2.	SMADJA Guillemette	ENTSO-E	Belgium
3.	DRIANE Evelyne	ENTSO-E	Belgium
4.	GOUVERNEUR Bruno	ENTSO-E	Belgium

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5.	GYULAY Zoltan	ENTSO-E	Belgium
6.	MACABEO Bertrand	ENTSO-E	Belgium
7.	MCLAUGHLIN Cara	ENTSO-E	Belgium
8.	KUUSIK Maarja	ENTSO-E	Belgium
9.	DILLE Paula	ENTSO-E	Belgium