

ENTSO-E Board meeting, 19-20 November 2025, Brussels

Date: 19-20 November 2025

Time: 19 November 13:00 – 18:00 (CET)

20 November 08:00 – 15:40 (CET)

Place: Brussels

MINUTES

1. Welcome, attendance, adoption of the draft agenda

Decision

The Board approves the agenda.

2. Approval of the minutes of 17 September Board meeting for publication

Decision

The Board approves the minutes of the 17 September Board meeting for publication.

3. ENTSO-E Budget: 2026 and beyond

3.1 General discussion on budget process

3.2 2026 budget implementation approach

3.3 TSOs contribution to the Association mandates

The Chair and the Vice-Chair of the Board introduce the topic and recall the discussions held during the October Assembly. They explain the outcome of the follow-up discussions held during the 12 November 2025 Resources committee. They present the proposals for adapting the budget process approach both for the general Annual Planning and Budget process, and for implementing the 2026 approved Budget, including TSO resources for strategic projects.

Decision

The Board

- acknowledges the proposals for adapting the approach for next 2027 Annual Planning process and implementing the 2026 Annual Budget and Resource Plan; and
- recommends to the Assembly to approve them

4. 2025 Stakeholder Survey

The Convenor of the Policy Communication Group (PCG) updates the Board on the main results of the 2025 Stakeholder Survey. She presents some recommendations and actions to further improved how stakeholders' engagement is valued and feedback adequately considered, to increase transparency and accessibility for stakeholders.

Decision

The Board:

- acknowledges the reporting on the 2025 Stakeholder Survey results; and
- approves the recommendations and the next steps proposed as follow-ups to the 2025 Stakeholder Perception Survey.

5. 2025 Member Satisfaction Survey Action Plan

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

Decision

The Board recommends to the Assembly to approve the 2025 Member Satisfaction Survey Action Plan.

6. 28 April 2025 blackout – update on the progress of the investigation

The Chair of the System Operations Committee (SOC) reminds the Board members that during Expert Panel investigations, the Panel has to issue two deliverables: a Factual Report and a Final Report. He further explains that the Factual Report on the 28 April 2025 incident was already published on 3 October and that the Final Report is currently planned to be ready by end of March 2026. He explains that the main chapters of the Final Report have been defined and that the work has already started.

Decision

The Board acknowledges the reporting on the Expert Panel investigation on the 28 April 2025 blackout in Spain and Portugal.

7. ENTSO-E Vision for the Governance of the Internal Energy Market (IEM)

The Chair of the Board gives background information about the topic. He explains the process ENTSO-E has followed so far and the steps for the upcoming months. He then outlines the current main elements of the ENTSO-E Vision and shares the feedback from the CEO Workshop organized earlier on the same topic.

Decision

The Board mandates the EU Grids Legislative Board Group to elaborate a draft paper on the “ENTSO-E Vision of the Governance of the Internal Electricity Market of Europe” based on the feedback received from the CEOs and the Board meetings.

8. Update to the Strategic Roadmap following the CEOs workshop

The Chair of the Board recalls the previous discussions with the Board on the topic and gives an update on the recent developments. He explains the feedback received from the CEO workshop and the reasons for a change in approach and then outlines the steps ahead.

Decision

The Board:

- takes note of the latest developments in the ongoing update of the strategic roadmap; and
- decides to update the strategic roadmap, in line with comments and guidance received by the Assembly, the Board and CEOs.

9. Strategic Communication Project Phase I

The Convenor of the Policy Communication Group (PCG) reports on the recently launched Strategic Communication Project, including the PCG Workshop of 12 November 2025. She updates on the composition of the Steering Committee and of the Working Group to collect input from internal stakeholders. She clarifies that the audit of the website has been initiated by the Project.

Decision

The Board notes the progress of Phase 1 of the Strategic Communication Project.

10. ENTSO-E Governance Strategic Review Project update

The President informs the Board on the actions taken by the Project Group since the September Board meeting. He provides a high-level outline of the main findings that will be presented to the December Assembly and outlines the upcoming milestones of the Project.

Decision

The Board takes note of the update on Governance Strategic Review Project

11. Offshore Board Group Terms of Reference (ToR)

The Convenor of the Offshore Board Group presents the proposal for adapting the Offshore Board Group's Terms of Reference (ToR) consisting of a definition of the mission statement, the objectives and the governance of the Group.

Decision

The Board approves the Terms of Reference of the Offshore Board Group.

12. Legislative Activities coordination

The Chair of the Board updates on the main outcomes of the last European Grid Legislative Initiative Group (EGL BG) meetings.

12.1 Status update on EU Grids Package advocacy

The Convenor of the PCG updates the Board on the European Grids Package, to be adopted by the Commission on 10 December 2025.

12.2 ENTSO-E's Multi-Annual Financial Framework (MFF) consultation response

The Chair of the Board presents to Board members ENTSO-E's response to the Multi Annual Financial Framework consultation response.

12.3 ENTSO-E signature of the storage tripartite contract

The Chairs of the System Development Committee (SDC) and of the Research Development and Innovation Committee (RDIC) recalls that the European Commission (EC) announced, as part of the Action Plan for Affordable Energy, the intention to work on tripartite agreements for affordable energy for Europe's industry and that in 4 September 2025 the Commissioner for Energy formally launched work on a sectoral tripartite agreements covering storage. They explain that the latest draft is currently being reviewed by the LRG and the Task Force Grid Development under the EU Grids Legislative Initiatives Board Group and outline the main point of the document.

12.4 ENTSO-E signature of the offshore tripartite contract

The Convenor of the Offshore Board Group explains that like for the previous topic, the work on the sectoral tripartite agreement covering offshore wind and grids has been launched in September by the Commissioner for Energy, as announced by the EC in its Action Plan for Affordable Energy. The Convenor of the Offshore Board Group presents the state of play and content of the draft tripartite contract on offshore.

12.5 Data Centres: ongoing work, stakeholder interaction and guidance towards Tripartite

The Research Development Innovation Committee Chair presents the recent developments led by the European Commission on data centre integration initiatives and about stakeholders' engagements. He announces the expected next steps including the presentation by the EC of a tripartite contract on Data Centre. He asks strategic guidance to the Board.

Decision

The Board:

- acknowledges the reporting on the status of the European Grids Package advocacy;
- confirms the reporting on the last meetings of the European Grid Legislative Initiatives Group
- takes note of the validation of the response to the European Commission's Call for Evidence on the proposal for the next Multiannual Financial Framework (MFF) 2028-2034 by EU Grid Legislative Initiatives Board Group;
- acknowledges the reporting on the preparation of the tripartite contract on storage;
- delegates the decision to approve the contract and its signature by ENTSO-E to the EU Grids Legislative Initiative Board Group;
- acknowledges the reporting on the preparation of the tripartite contract on offshore;
- delegates the decision to approve the contract and its signature by ENTSO-E to the Offshore Board Group;
- supports the ongoing engagements with European Commission and data centre stakeholders on data centre integration initiatives; and
- supports ENTSO-E's involvement in the Data Centre Tripartite Contract expected in 1st quarter 2026, upon further assessment of details when available.

13. Capacity Allocation Congestion Management (CACM) 2.0 – for guidance

The Market Committee (MC) Chair presents the latest developments and the proposed approach on the amendments of the Capacity Calculation and Congestion Management guideline, and the associated amendments to the System Operation Guidelines.

Decision

The Board takes note of the recent developments on the revision of the Capacity Allocation and Congestion Management Guideline and the related amendments to System Operation Guideline.

14. System Operation Guidelines (SOGL): preparation for the overall revision and engagement with EU DSO Entity

The Chair of SOC presents the proposed approach for the collaboration with the EU DSO Entity during the preparation of the revision of the System Operation Guidelines.

Decision

The Board takes note of the recent initiatives undertaken in preparation of the future revision of the System Operation Guideline.

15. TEIAS Observer Membership Agreement

The Chair of the Board presents the recent developments on the Observer Membership Agreement (OMA) with TEIAS and of its Addendum. He presents the proposed next steps to the Board, and a discussion follows.

Decision

The Board:

- notes the update from the Board on the status of the Observer Membership Agreement (OMA) with TEIAS and of its Addendum; and
- notes that the conditions are not yet met to make a recommendation to the Assembly on the renewal of the OMA; and
- agrees with the next steps discussed during the meeting; and
- asks the Main Office Holders and the Secretariat to continue their efforts to find a solution.

16. Central European (CE) system extension with Mauritania and legal arrangements with Morocco

The Chair of System Operation Committee informs the Board about the current situation and recent developments concerning the interconnection between Spain and Morocco, and the request for an extension of the Continental Europe power system to Mauritania.

Decision

The Board acknowledges the recent developments related to the interconnection between Spain and Morocco, and the possible extension to Mauritania.

17. Enhanced cooperation with the EU DSO Entity

The Convenor of the TSO-DSO Board Group updates the Board on ongoing efforts to establish an updated Cooperation Framework with the EU DSO Entity. The Convenor explains the different deliverables, the draft timeline and seeks relevant guidance from the Board. The General Counsel reports on the new governance structure which is being put in place by the EU DSO Entity.

Decision

The Board acknowledges the ongoing efforts to establish an improved Cooperation Framework with the EU DSO Entity.

18.1 Secretary-General report

The Secretary-General provides a short debrief on the high-level engagement activities, and other developments that the Board members should be informed about since the Board meeting on 17 September 2025.

Decision

The Board acknowledges the report of the Secretary-General.

18.2 Committee/LRG/Rc/Board Group updates

The Chair of the System Operation Committee (SOC) informs the Board about latest updates regarding the CGM action plan implementation, with a focus on the Key Performance Indicators (KPIs) and next steps of the project.

The Chair of the SOC informs the Board about the status of the systems of Ukraine and Moldova, with a focus on security of supply for winter, the permitted cross-border capacity, and the impact of latest shelling on Ukraine territory.

The Chair of the Resources committee (Rc) presents the reporting of the topics addressed by the Rc during its 12 November 2025 meeting, including, in addition to the discussion on the Annual Planning (see Board agenda item 3), the Risk Workshop, the reporting on main expenditures project

and other projects, the Finance report and the 2025 Q3 Forecast, the Procurement report, the People, Talent & Culture report as well as the report on Internal Audits.

The Chair of the Information & Communication Technologies Committee (ICTC) provides a report on the Common IT Service Multilateral Agreement (MLA).

The Chair of the ICTC gives an update on the data management strategy topic.

The Chair of the ICTC gives an update on the vendor management topic.

The Market Committee Chair informs about the latest development regarding the determination of the Capacity Calculation Region methodology. He highlights the end of the ACER hearing phase process and inform that the decision should be released by the end of the year.

The Convenor of the Policy and Communication Group updates the Board on the state of play of the policy and communications developments. She specifically highlights the College of Commissioners' updated agenda, confirming the publication of the Grids Package on 10 December and the recently published European Commission's 2026 Work Programme.

The Chair of the System Development Committee (SDC) presents the status of TYNDP activities. She highlights current challenges and mitigating actions being implemented to ensure the timely development of the TYNDP Scenarios, both internally and in engagement with EC and ACER and ENTSOG. She also reports on the collection of less mature projects to be assessed in TYNDP which was closed mid-October, indicating this TYNDP sees an increase in number of projects and estimated investments.

The Chair of the SDC presents the status of ERAA2025 and ERAA methodology amendment. She reports that the finalisation of ERAA2025 is well progressing, with a submission and publication planned at the end of this year. Concerning ENTSO-E's proposal for ERAA methodology amendment, she informs that it was submitted to ACER on 6 November.

The Chair of the Research Development and Innovation Committee presents the status of DESAP project with a view to the upcoming second deliverable on Digital Twin use cases. The Chair explains the importance for TSOs and how it relates with the plans from the European Commission with regard to the Strategic Roadmap on Digitalisation and AI in the energy sector that is expected on Q1 2026.

Decision

The Board acknowledges the reporting presented by the Chairs of the Committees, of the Legal and Regulatory Group, the Resource committee Chair, and the PCG Convenors.

19. Agenda of 10 December Assembly meeting

The President presents the draft agenda of the 10 December 2025 Assembly meeting.

Decision

The Board approves the 10 December 2025 Assembly meeting agenda, subject to the changes approved at the meeting.

20. Any other business

21. Approval of decisions

Decision

The Board approves the decisions of the 19-20 November 2025 Board meeting.

22. Board restricted session

Board members and President discuss several developments regarding the Board supervision duties.

Decision

The Board members note the reporting.

ENTSO-E Board Meeting of 19-20 November 2025

Date: 19-20 November 2025

Time: 19 November: 13:00-18:00 CET
20 November: 08:00-15:40 CET

Place: Brussels, Belgium

LIST OF PARTICIPANTS

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

1.	BUDTZ Marie	Energinet	Denmark
2.	CARLINI Enrico Maria	TERNA	Italy
3.	CHARPANTIDOU Eleni	IPTO	Greece
4.	DE LA TORRE RODRIGUEZ Miguel	REE	Spain
5.	FONCK Pascale	Elia	Belgium
6.	HANSEN Frank-Peter	TenneT	Germany
7.	KELLY Michael	EirGrid	Ireland
8.	MUNTHE Kristin Lucie	Statnett	Norway
9.	REIMANN Nell	Swissgrid	Switzerland
10.	WARZYWODA Remigiusz	PSE	Poland

President

1.	BOLDIŠ Zbyněk	ČEPS	Czech Republic
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Vice-President

1.	BARROS DE ALMEIDA DE GRAAFF Susana (Online on Wednesday 19 November - excused on Thursday 20 November)	TenneT	Netherlands
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Committees, LRG, PCG

1.	ARRIVÉ Olivier <i>Chair of the System Operations Committee</i>	RTE	France
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2.	BOJAR Grzegorz <i>Chair of the Information and Communication Technologies Committee</i>	PSE	Poland
3.	FALBREDE Maximilian <i>Chair of the Legal and Regulatory Group</i>	Amprion	Germany
4.	JOHN Oliver <i>Chair of the Market Committee</i>	Amprion	Germany
5.	LABRA Patricia- <i>Chair of the System Development Committee</i>	REE	Spain
6.	SALOBIR Uroš <i>Chair of the Research Dev. & Innovation Committee</i>	ELES	Slovenia
7.	PELLEGATTA Anna <i>Convenor of the Policy and Communication Group</i>	TERNA	Italy

Invited

1.	DARQUENNES Theo	RTE	France
2.	ELSKAMP Fokke (Online)	TenneT	Netherlands
3.	KUGLER Ondřej	ČEPS	Czech Republic
4.	WACHTER-KOLLMANN Romana	APG	Austria

ENTSO-E Secretariat

1.	TWOHIG Sonya	ENTSO-E	Belgium
2.	MELCHIOR Florence	ENTSO-E	Belgium
3.	DESSING Lieve	ENTSO-E	Belgium
4.	DRIANE Evelyne	ENTSO-E	Belgium
5.	GOUVERNEUR Bruno	ENTSO-E	Belgium
6.	GYULAY Zoltan	ENTSO-E	Belgium
7.	HAESEN Edwin	ENTSO-E	Belgium
8.	KUUSIK Maarja	ENTSO-E	Belgium
9.	MACABEO Bertrand	ENTSO-E	Belgium
10.	MCLAUGHLIN Cara	ENTSO-E	Belgium
11.	RICHET Nicolas	ENTSO-E	Belgium
12.	TALESKI Ivan	ENTSO-E	Belgium
13.	VERSTRAETEN Christelle	ENTSO-E	Belgium
14.	ZEGERS Antony	ENTSO-E	Belgium