ENTSO-E Board meeting, 17 December 2025, Brussels

Date: 17 December 2025
Time: 08:30-16:00 (CET)
Place: Brussels

MINUTES

1. Welcome, attendance, adoption of the draft agenda

Decision

The Board approves the agenda, including some adjustments to the 2026 Board meetings calendar to be addressed under AoB.

2. Approval of the minutes of 19-20 November Board meeting for publication

Decision

The Board approves the minutes of the 19-20 November 2025 Board meeting for publication.

3. Grid package Advocacy and Internal Organisation

The Chair of the Board presents the main points of the recently published European Grids Package. He gives the floor to the System Development Committee Chair and to the Legal and Regulatory Group Chair. They outline the proposed provisions on scenarios and TYNDP, collection of data, system needs study, proposals for addressing the gaps and proposal on investment framework, including the creation of a new European fund. The Chair of the Board presents the proposed organisation of the work to define ENTSO-E's position based on the preliminary technical analysis.

Decision

The Board:
- acknowledges the publication of the European Grids Package proposals; and
- approves the proposed organisation of work.

4. ENTSO-E Strategic Roadmap

The Chair of the Board gives an overview of the process organised so far and summarises the feedback received at the 10 December 2025 Assembly meeting. He opens the discussion around the topic and Board Members share their thoughts.

> **Decision**
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> The Board:
> - takes note of the latest developments in the ongoing update of the Strategic Roadmap; and
> - agrees with the strategic goals, the work approach and next steps proposed at the meeting.

5. 2027 Annual Planning and Budget discussion

The Chair of the Resources committee (Rc) explains the outcomes of the discussions held during the 11 December Rc meeting on Annual Planning and Budget and presents the proposal of a revised Annual Planning process including budget envelope as well as a timeline for 2027. The Secretary-General further details the proposed approach. The Chair of the Rc announces that these principles will be further discussed during the 27 January 2026 Rc workshop.

> **Decision**
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> The Board approves the proposals from the Resources committee for adapting the approach of the Annual Planning and Budget process for 2027 and onwards, subject to the points discussed during the meeting.

6. 2026 Annual ENTSO-E Conference

The Convenor of the Policy and Communication Group (PCG) presents the proposal to organise an ENTSO-E Annual conference in 2026. She details that the proposal consists in organising a high-level public event in Brussels with major focus dedicated on the Grids Package and raising awareness of the TSOs and ENTSO mission and goals. The PCG Convenor proposes a date for the event as well as format for the conference. She explains that the PCG will present a more detailed programme proposal at the Board meeting in February 2026.

> **Decision**
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> The Board:
> - decides the organisation of an ENTSO-E Conference in April 2026;
> - confirms the main topics to be addressed at the ENTSO-E Conference 2026 as discussed and agreed during the meeting; and
> - confirms the format and timeframe for the Conference as discussed and agreed during the meeting.

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

The Chair of the Board shares the outcome of the Assembly meeting of 10 December 2025 on ENTSO-E Vision for the governance of the Internal Electricity Market and details the collaboration with the Committees as a next step.

Decision

The Board:
- acknowledges the updates with regards to the draft paper on the "ENTSO-E vision of the governance of the Internal Electricity Market of Europe"; and
- agrees with the next steps explained during the meeting.

8. System Operation Guidelines (SOGL) 2.0

The Chair of the System Operations Committee (SOC) informs the Board on the recent developments of the document 'Key areas to be considered for the revision of the System Operation Guideline' and highlights that the aim is to share this document with ACER in December. He provides a summary on the outcome of the meeting with the EU DSO Entity which took place in November.

Decision

The Board takes note of the key areas identified so far by ENTSO-E to be included in the System Operation Guidelines revision and to be shared with ACER.

9. Capacity Allocation & Congestion Management (CACM) 2.0 amendments

The Chair of the Market Committee (MC) informs the Board about the latest submission of the wording proposals to the proposed amendments of CACM and SOGL. He briefly explains the next steps.

Decision

The Board acknowledges the recent developments concerning the proposed amendments to the Capacity Allocation and Congestion Management Guideline and to System Operation Guideline.

10. Inter-Transmission System Operator Compensation (ITC) improvements

The Chair of the Market Committee (MC) presents an update on the latest MC developments and discussions on the proposed improvements to the ITC mechanism.

Decision

The Board acknowledges the update on the latest Market Committee discussions and outcomes related to the ITC mechanism.

11. UK TSOs Cooperation – Working Arrangement Coordination meeting

The referent Board Member for UK TSO matters informs the Board on the outcome of the second Working Arrangements Coordination Meeting that took place on 1 December 2025 in London. He reports that during this meeting, both sides emphasised the need to continue in 2026 the constructive work started as part of the Working Arrangements. He then presents the recommendations of the Working Arrangements Coordination Meeting in terms of Joint Work Programme on Security of Critical Infrastructure, on Efficient use of Interconnectors and on Knowledge Sharing and the guidance to further work on the Offshore Joint Program.

Decision

The Board:

- acknowledges the constructive work started as part of the Working Arrangements and emphasises the need to continue on this path in 2026 in the context of the forthcoming review of the Trade and Cooperation Agreement;
- acknowledges the state of play regarding the Joint Work Programme on Offshore;
- upon the recommendation of the Working Arrangement Coordination Meeting, approves the Joint Work Programmes in the following priority areas: Security of Critical Infrastructure; Efficient use of Interconnectors; and Knowledge Sharing; and
- upon the recommendation of the Working Arrangement Coordination Meeting, approves the Terms of Reference for the Working Arrangements Coordination Meeting.

12.1 Secretary-General Report

The Secretary-General provides a debrief on the high-level engagement activities and other developments that Board Members should be informed about since the Board meeting on 19-20 November 2025.

Decision

The Board acknowledges the report of the Secretary-General.

12.2 Carbon Border Adjustment Mechanism (CBAM) Update

The Convenor of the Policy and Communication Group updates the Board on legislative developments related to the Carbon Border Adjustment Mechanism (CBAM) and the potential implications for TSOs of the forthcoming definitive implementation period. The Convenor provides a short debrief on the recent activities and deliverables of the CBAM Task Force.

> **Decision**
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> The Board acknowledges the reporting on developments related to the Carbon Border Adjustment Mechanism (CBAM), its main implications for TSOs, and the activities of the CBAM Task Force.

12.3 Resources committee updates

The Chair of the Resources committee (Rc) presents the reporting of the topics addressed by the Rc during its 11 December 2025 meeting, including, in addition to the discussion on the Annual Planning and Budget (see agenda item 5), the Finance report, the Procurement report, the People, Talent & Culture report, the reporting on major expenditures projects as well as an update on compliance, risks and internal audit.

> **Decision**
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> The Board takes note of the Resources committee updates, including the reporting of the 11 December 2025 Resources committee meeting.

12.4 Committees updates

12.4.1 Grid incidents updates in North Macedonia and Czech Republic

The Chair of the System Operations Committee (SOC) updates Board Members on the status of the investigations of grid incidents of 18 May 2025 and 4 July 2025. He informs that the factual report for the North Macedonian incident has been published, and the Expert Panel focuses now on analysis of the incident and potential recommendations. The Chair of SOC highlights the context and role of a cascading series of disconnections and voltage increases in the 2025 incidents of North Macedonia and Iberian Peninsula. The Chair of SOC informs that the factual report on incident in Czech Republic is to be published on 19 December 2025.

12.4.2 Baltic TSOs permanent synchronisation process updates

The Chair of SOC informs that on 27 November 2025, the Regional Group Continental Europe decided on the permanent synchronisation of the Baltic TSOs with the Continental Europe Synchronous Area. He reports that during the trial synchronous operation, there were no major disturbances, no cyber and physical security risks identified, and that all the operational parameters were within the range.

12.4.3 Capacity Calculation Regions determination – status update

The Market Committee Chair reports on the recent approval of the Capacity Calculation Region determination methodology by ACER Board of Regulators on 10 December 2025. He thanks all the contributing members for the achievement of this important milestone and recognises the important work done by the Referent Board Member for South-Eastern Europe matters on this file.

12.4.4 Agreement with Moldelectrica on the Network Code Cyber Security (Observer Membership Agreement Art 7.2)

The Information Communication and Technologies Committee (ICTC) Chair explains that Moldelectrica Observer Membership Agreement stipulates that Moldelectrica needs to abide with the requirements of the Network code on cybersecurity. The ICTC Chair informs that the ICTC approved to signature of the agreement between ENTSO-E and Moldelectrica aiming at this objective.

12.4.5 Implementing Regulation on Demand Response – status update

The ICTC Chair informs that the Joint Working Group on data interoperability (ENTSO-E and EU DSO entity) will submit a draft Implementing Regulation on Demand Response to European Commission on 19 December 2025. He explains that the draft Implementing Regulation on Demand Response is under cross-Committee approval until 18 December 2025, led by ICTC with MC and SOC.

12.4.6 High-Voltage Direct Current (HVDC) Interoperability & Reliability – status update

The Research Development and Innovation Committee (RDIC) Vice-Chair updates the Board on HVDC interoperability and reliability. He highlights that multi-vendor, multi-terminal HVDC deployment requires a jointly funded pre-specification phase. The RDIC Vice-Chair underlines that the current HVDC reliability framework is outdated and confirms that an RDIC report planned for 2026 will provide an update.

Decision
The Board:
- acknowledges the reporting on the Expert Panel investigations;
- acknowledges the decision of the Regional Group Continental Europe approving the permanent synchronisation of the Baltic TSOs with the Continental Europe Synchronous Area as of 27 November 2025;
- acknowledges the recent developments concerning the Capacity Calculation Regions Determination;
- acknowledges the Agreement with Moldelectrica on the Network Code Cyber Security (Observer Membership Agreement Article 7.2);
- takes note of the submission of the draft Implementing Regulation on Demand Response by the Joint Working Group to the European Commission on 19 December 2025;
- acknowledges the reporting presented by the Chairs of the Committees and Board Groups Convenors;
- 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.

13. Any other business

As announced in the beginning of the meeting, the Chair of the Board confirm the new format for the regular Board meetings in 2026, as previously discussed with Board Members. He announces the use of a new template for the cover notes for the next Board meeting.

Decision

The Board:

- decides to hold the February Board meeting on 11 and 12 February 2026; and
- approves the new dates for the 2026 Board meetings and the new meeting format as discussed during the meeting.

14. Approval of decisions

Decision

The Board approves the decisions of the 12 December 2025 Board meeting.

15. Board restricted session

Decision

The Board Members note the reporting.

ENTSO-E Board Meeting of 17 December 2025

Date: 17 December 2025

Time: 08:30-16:00 CET

Place: Brussels, Belgium

LIST OF PARTICIPANTS

Chair of the Board

1.	CORTINAS Damian	RTE	France

Vice-Chair of the Board

1.	KAPETANOVIC Tahir	APG	Austria

Board Members

1.	BUDTZ Marie (Online)	Energinet	Denmark
2.	CARLINI Enrico Maria (Online)	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	Stattnet	Norway
9.	REIMANN Nell	Swissgrid	Switzerland
10.	WARZYWODA Remigiusz	PSE	Poland

President

1.	BOLDIŠ Zbyněk	ČEPS	Czech Republic

Vice-President

1.	BARROS DE ALMEIDA DE GRAAFF Susana	TenneT	Netherlands

Committees, LRG, PCG

1.	ARRIVÉ Olivier *Chair of the System Operations Committee*	RTE	France
2.	BOJAR Grzegorz *Chair of the Information and Communication Technologies Committee*	PSE	Poland

3.	FALBREDE Maximilian (Online) *Chair of the Legal and Regulatory Group*	Amprion	Germany
4.	JOHN Oliver (Online) *Chair of the Market Committee*	Amprion	Germany
5.	BARMSNES Kjell *Vice-Chair of the Chair of the Market Committee*	Statnett	Norway
6.	LABRA Patricia *Chair of the System Development Committee*	REE	Spain
7.	SALOBIR Uroš (excused) *Chair of the Research Dev. & Innovation Committee*	ELES	Slovenia
8.	FORTELEONI Marco *Vice-Chair of the Chair of the Research Dev. & Innovation Committee*	TERNA	Italy
9.	PELLEGATTA Anna (Online) *Convenor of the Policy and Communication Group*	TERNA	Italy

Invited

1.	DARQUENNES Theo	RTE	France
2.	ELSKAMP Fokke	TenneT	Netherlands
3.	KUGLER Ondřej	ČEPS	Czech Republic

ENTSO-E Secretariat

1.	TWOHIG Sonya	ENTSO-E	Belgium
2.	MELCHIOR Florence	ENTSO-E	Belgium
3.	DESSING Lieve	ENTSO-E	Belgium
4.	GOUVERNEUR Bruno	ENTSO-E	Belgium
5.	GYULAY Zoltan	ENTSO-E	Belgium
6.	HAESEN Edwin	ENTSO-E	Belgium
7.	MACABEO Bertrand	ENTSO-E	Belgium
8.	MCLAUGHLIN Cara	ENTSO-E	Belgium
9.	VENTURA Vera	ENTSO-E	Belgium
10.	VERSTRAETEN Christelle	ENTSO-E	Belgium
11.	ZEGERS Antony	ENTSO-E	Belgium