



## Speech by Mr. Jean-Marc Leroy, GIE President *at GIE General Assembly on 14 December 2016 in Brussels*

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Good morning all,

I'm very happy to see you today at our GIE General Assembly.

When you elected me GIE President, one year ago, I made you a triple promise : to be closer, stronger and simpler.

Firstly, "**closer**"

Being closer is a priority for each GIE ExCom Member and particularly for Column Presidents.

I try to develop this proximity by meeting the most part of you in your home country, to better know your local issues and to see how we can better support you.

I'm also pleased that today we welcome two new members representing the Romanian gas industry : Romgaz and Trangaz. Concerning Transgaz I'm happy to say « welcome back home ».

Now, "**stronger**"

As far as « stronger » is concerned, from my point of view the assessment is somehow mixed.

Yes, we have done a great deal and, yes, we have come a long way. But there is still some room for improvement

Our progress first : we now have much more debate internally which makes us stronger. But this will be true in the provided our debates are result and decision-oriented.

The second asset we now have (and we will discuss it later) is, thanks to GSBC and its chairman, a clear storyline for the future of gas infrastructures.

Now, it's time to quickly elaborate and deploy a strong communication plan in order to clearly position gas and gas infrastructures as a key element in the future European energy mix.

So what is there to be improved still : AGSI and ALSI are two key assets of GIE. We all have been striving for long to have this result.

And clearly the IT change has been by far underestimated with dare consequences on our credibility and ability to deliver clear and reliable information to the market.

Thanks to Boyana and David, and thanks to GLE and GSE Presidents and teams, the situation is now back in order. But we have to regain the trust of our stakeholders and should take it as a real lesson for the future.



Let's go now to "**simplicity**", or, in other words, agility.

I will simply quote two figures :

- 23 working Groups... Do you think it is reasonable ? Don't you think we are dispersing our efforts ?
- More than two years to implement new Articles of Association or the recommendations coming from GSBC which were adopted in 2014....

That's by far too long, too costly, and too inefficient for what is pure internal affairs.

Some GIE Board members said it's time for a *revolution* in our way of working. I do agree.

But, you know, with change process there is always the same issue:

When you ask: "Do you want to change?", everybody says "yes".

When you say: "I would like to change that", people say: " uhh not now, not this way etc..."

So we should find the courage to change. And, we have a unique opportunity :

- with a brand new secretariat team
- with a robust storyline
- with the support of ENTSOG to redesign a new relationship between us leveraging our forces.

The conditions of success are clear :

- To be leaner and more focused on the way we work, allowing the GIE Secretariat to dedicate 50 % of their time to stay closely connected to Brussels stakeholders;
- To have clear priorities guiding our working program and working groups; they have to concentrate on delivering and creating impact ;
- To streamline the way of working with ENTSOG;
- To strengthen our governance for the sake of efficiency, clarity and performance.

Allow me to conclude by saying that now more than ever:

- GIE is there for *you*,
- *You* make GIE,
- And, we need *you* to drive the change.