

**ETN AGM & Workshop**  
**14-15 March 2018 – Bucharest, Romania**

Thank you Christer for your introduction,

Dear friends, dear ETN members,

It is my pleasure to welcome you to the Annual General Meeting in this fantastic ballroom called “Le Diplomate”, listed as a historic monument and recognized as National Heritage.

An annual general meeting is always a special moment in the life of an organization like ETN. It is a privileged time together, giving us a chance to discuss what we have been doing, to review our past achievements and prepare for the challenges ahead. It is an opportunity to discuss where our organization and our community - the Turbomachinery community which includes our prime focus gas turbines, - are going and how we can decide the direction we wish to take together.

I would like to warmly thank our sponsor COMOTI for their support to this event, in the beautiful and historical town of Bucharest, which is much appreciated by all the members, thank you.

As the President of ETN, and on behalf of our board of directors, I can only express the pleasure it is to see what a dynamic organisation ETN has become since its creation 13 years ago, so rich of precious expertise and committed members.

ETN has been determined to bring together the whole community of gas turbine technology on one platform. This has successfully been done and we today have a platform where we share the main challenges, concerns and common issues of the user community. We also exchange experiences and best practices and address them in Technical Committees, Working Groups and individual projects, composed of experts across the entire value chain: Power generation and oil & gas companies, OEMs, Independent Service Providers (ISPs), Universities and R&D institutes. On top of that we also follow legislation, energy and research policy and highlight and advocate our needs.

However, times are changing – we are going through a complete transformation and transition to a low carbon society. We have to embrace this trend or risk being left behind. This is a fact for all of you as well as for ETN as an association. It is actually the role of ETN to be on the forefront of this change and help you to position yourself and to see the opportunities rather than only the challenges.

When we, over the last years, have assessed these changes in the Board of ETN we saw a need to widen the coverage of ETN from purely gas turbine focus to a wider turbomachinery focus. We also saw a need to widen our focus from a regional perspective to the global market and to open up ETN membership to the user community worldwide. Both these two strategic proposed changes have now been implemented into our structure as a result of the positive vote by the general assembly at the last year's AGM.

At our autumn Workshop in Genoa we highlighted that we need to take cooperation to a new level, as a result of discussions in the Board and as an outcome of our High Level User meeting. In this meeting it was also highlighted that it is of utmost importance for us to ensure that the user communities prosper in order for everyone, in the rotating machinery and particularly in the gas turbine value chain, to benefit from this. ETN is the appropriate platform to enhance developments which can deliver flexible, reliable and low cost operations, which in the end will make our whole sector more competitive.

Since then, we have focused on developing a strategy that can take cooperation and ETN to a new level, in order to, together, take on the challenges that we all are facing.

**The first step** will be to widen the user community and ensure a full support in the highest management. We have to anchor our activities by highlighting how they can use our association for their own benefits. We have to both get a better understanding of their needs and where they want to go, as well as to inform them about technology development opportunities.

**The second step** will be to ensure that we continue to have a very strong, committed and well connected Board. Its role is to identify emerging trends impacting our industry, assess the changing drivers and identify choices and opportunities in order to ensure that we are at the forefront of the market needs both in our strategy and activities.

**The third step** will be to widen and strengthen the Project Board to cover all the relevant fields and that represent our whole community. Their main task will be to identify opportunities and translate future development needs into technical project initiatives and activities. You will hear more about this this afternoon from Christer and Peter Jansohn, our Chair of the Project Board.

**The fourth step** will be to ensure an active involvement by all of our Members. The way to achieve this will be to determine what important to you and what activities that would be regarded as beneficial to your management because, by the end, the work has to be done by you. ETN's role is to guide, coordinate and support the activities that we decide to do as a result of the three previous outlined steps. ETN is your association with the objective to both ensure a bright future for our industry, to create specific benefits for your individual organisation as well as for your own personal development.

**The fifth step** will be to ensure that our secretariat has modern and necessary meeting and communications facilities and tools as ETN will be the focal point for coordination, information exchange, data storage and dissemination.

These will all be crucial steps in the coming years in order to successfully implement our common strategy which will be further explained by our Managing Director. However, we are not starting from square 1 on these steps and we have already made significant successful progress in these directions.

When it comes to reaching out to the higher management of the user community, we have a strategy and roadmap in place to do so, but this is a time-consuming effort that requires face to face meetings to be successful. The ones that we so far have talked to have reacted very positively, so I have no doubt that we soon will have a much wider global user community.

With 110 members, from 23 countries over 3 continents with a total of eight global members, ETN is already a well-established and highly regarded international association that brings together the Turbomachinery community with the user community in a leading position.

One of my objectives as President of ETN is to continue our efforts to bring in even more members, and particularly more Users.

I am thus very pleased to welcome our 12 newcomers worldwide since our last AGM:

- Capstone Turbine (USA) in May
- AkerBP (Norway) in June
- Ahlstrom-Munksjö (Finland) in July
- BP(UK) in July
- FAIST (Germany) in July
- Mälardalen University (Sweden) in July
- ACTE (Belgium) in September
- Aurelia Turbines (Finland) in September
- CERTH (Greece) in September
- HiETA Technologies (United Kingdom) in September
- TNB (Malaysia) in September.
- AST Turbo (Switzerland) in February

The review process of ETN's structure has also resulted in a decision to implement a consistent approach when it comes to cooperation with other associations. During the past year, ETN has had individual cooperation agreements (MoU) with Cogen Europe and Eurogas, while DGTA and EUTurbines have been normal members of ETN.

As the Board believes that individualized cooperation agreements are the preferred and most appropriate method to assure a “win-win cooperation”, the Board decided to use such a model in a consistent way for cooperation with all associations, starting from January 2018. The change is expected to result in more focused cooperation agreements with associations that will be revised on a yearly basis.

Based on this, ETN will, from now on, sign individual MoUs with associations, when there is a mutual interest of cooperation, instead of offering membership, which this year results into three less memberships.

When it comes to the Board, we today have an election, as per our Articles of Association, where you will have to vote for the Members of Board for the period of 2018 until 2020.

In line our strategy, we have decided to raise the demands on our candidates, who had not only to provide their own bio, but also a text stating what they could bring to ETN, along with a confirmation of authorized support from their management, to a potential nomination both in terms of dedicated time and travelling costs to attend the Board meetings. This has resulted that we are missing a few candidates from the user

community who have expressed their interest to become a Member of the Board, but due to strategic internal reorganisations within these companies the internal process to receive such a confirmation has been too lengthy to be able to present a candidacy for today's election.

However, according to our Articles of Association and internal rules, the Board can co-opt additional member of the Board after the election if there are not enough elected representatives from a specific member category. In the coming month, we expect that these candidates will have received the requested management support and then the Board will choose the candidates that will best complement the elected Board.

Regardless of which candidates win the election today, I can guarantee that they will be working hard on all these outlined steps to strengthen ETN and to take cooperation to a new level.

With regard to the fifth step to provide the ETN office with modern and necessary meeting and communications facilities and tools, an extensive work has been going on since the last summer to launch a new website as the central point for all communication and storage, and the launch of this webpage will be done today. To ensure a wide communication and to facilitate active involvement by our members, as we have more and more global members, we will also invest in a video conference meeting system for the ETN meeting room in Brussels.

To conclude, considering the tough times that both Power Utilities and Oil and Gas Operators are going through for some years now, I believe ETN can play a vital part in improving the current situation. We need cost reduction for operation and maintenance, we need research and development to enable the transformation to a low carbon society, we need a more focused approach and we need to take cooperation to another level in order to reduce the cost and maximize the outcome. I would like to see more engagement from the users in Europe and around the globe in order to bring the prioritised issues to the R&D community and technology suppliers. With a wide and strong user community working closely together with the rest of the value chain, we can reach these objectives.

Ladies and Gentlemen, these were few words highlighting the accomplishments of ETN and the Board and our vision for its future, and where we think we need to spend our resources and focus our efforts.

You can rely on the motivation and enthusiasm of all the Board Member candidates, our Managing Director, Christer Björkqvist, and his team.

I wish to thank all Board Members for their dedication in leading ETN during this past year.

Thank you so much, Ladies and Gentlemen, for your attention. And more importantly, thank you for making ETN a success.

Bernard QUOIX  
President of ETN