

Dear colleagues,

As far as I can remember, it seems to me that all the people who chaired EPRA had one aspect in common, which is the brevity of their speeches. And you are probably going to be glad to hear that I have learned a lot from them, including on this aspect of their work. So I will keep this short.

Acknowledgments

Let me start with expressing my gratitude to all of you. The position of Chair of EPRA is one that is based, first and foremost, in trust and I thank you for trusting me with this challenge.

Allow me to also mention a few individual thanks.

The first one is quite strange for a new Chairman, since it is to thank... my own Chairman, Marc Janssen. Chairing EPRA is of course about being nominated, but is it also about being in a position to accept your nomination. And I have the privilege to work with a Chairman who also believes in commitment to continued cooperation between the Belgian CSA and other international partners, and who has always been supporting me in all my initiatives and opportunities in this field in the last 3 and a half years.

Second, I would also like to thank Jürgen and Monica for accepting to continue the work they have been doing in the Board for respectively 6 and 2 years. Dunja used to say that EPRA is a family. I won't go that far, but if I should use the same reference what I can say is that I don't think I would have accepted my nomination if I didn't have the certainty to benefit from a supportive and encouraging founding father and a dedicated, talented (and sometimes challenging...) sister by my side.

But above all, I would like to recognize the one person that has most inspired me to work with and for EPRA. I know that you have already heard this from all my predecessors. I also know that she does not really like the honors... But today, Emmanuelle, allow me to stress how much EPRA owes you, and the intense and valuable work you do. Some people call you the heart of EPRA, others the brain or the soul, and you are all of those. What I can tell is that my engagement in EPRA is driven by the pleasure I have to work with you and by my conviction that our network wouldn't be so attractive and so professional if it didn't have such a committed secretary to keep it alive.

Our challenges as a Board

Let me now turn to the new Board and welcome Maja and Damir on board!

The 6 of us will face two very busy years. I recall some of the challenges that Dunja outlined in her farewell speech in Barcelona. We have achieved some of them since then, but there's certainly more to do.

First, we need more cooperation, and more balanced cooperation. With our natural partners such as the Commission and all the other EU institution, the Council of Europe, our Observers from the Observatory and the OSCE, but also, as we have done and several times during the last meetings and during these two days, with the industry and the academics. More

cooperation also with other networks of regulators, and a better one : a cooperation that should complement rather than duplicate each others' work and added value.

Second, we need greater awareness. Because regulation as a modern form of governance remains misunderstood. But also because the work we do together twice a year and the work you all do at home all year long deserves to be better known and better shared, for example through a renewed website and new ways of internal (and also and moreover) external communication.

And third, we need quality output. Because we also have to make the network active between meetings. Because the results of the work we do during meetings remains largely unexploited after them, even among us. And finally because, while respecting our statutory ban of common positions, there is no reason why we shouldn't report about what we have worked on, including reporting about the diversity of our methods, goals and conclusions.

As you see, there are lots of challenges ahead, both internally and externally. These themes are not new. We have discussed them many times, but it is now time to turn some of these ambitions into practice. And with our now enhanced secretariat, with a new and full Board, with the involvement of more and more members, and with the advice or the support from all the observers and partners we have around us, EPRA is now in a perfect position to face these challenges with success.

Our horizon as a platform

Finally, I would like to stress something that is obvious at first glance but which is not without consequences on our future. A network is not an end in itself, but a means to support the needs of its members. Cooperation among us will only increase, and not only between the 32 of us who are in the EU since, to a greater or a lesser degree, we all have a legislation that is either EU-inspired or EU-conformed. Either on old issues or on new ones, as we all have noticed yesterday, the need for cooperation is obviously and strongly increasing. Even in these times of national fallback and European fatigue in some of our countries, we cannot afford, as regulators, to be isolated from each other.

We are all different, and we all work differently. But we share the same values and we have common goals. We want to foster freedom of expression, we want to protect viewers, we want to promote quality and diversity of content, and we want to support a strong European content industry.

The promise of EPRA is to help us all getting better every day at achieving these goals for which we were created. I am committed, and I am sure that in the name of the new Board I can say that we are committed, to do everything we can to fulfil this promise.

I thank you for your attention.