

Board meeting Minutes 8 December 2025



Minutes & Actions

Meeting of the Board of Fleet Cards Europe 8 December 2025, 11.00 CEST

Location Hybrid

Chair Pierre Jalady (PJ), Edenred

Board members present Altan Cörekci, (ACO), Corpay
Attila Dsupin, (AD), Eurowag
Jonathan Haseler (JH), Radius
Sven Mehringer, (SM), DKV
Tetyana Zhelyuk (TZ), E100

Secretariat :
Aurélie Decker Peigneur
(ADP)

Members representatives present Antonio Chiesa (AC), DKV
Delphine Chilese-Lemarinier (DCL),
Edenred
Adam Woolway, WEX (AW)

Apologies Matthias Maedge (MM), Eurowag
Kate Reichenbach, (KR), WEX

- The meeting was **chaired by Pierre Jalady**.
- The **Secretary General, Aurélie Decker Peigneur, recorded the minutes**.
- In accordance with the **Statutes**, the quorum was met, and decisions were taken by a two-thirds majority of the Directors present and/or represented.
- The Chair opened the meeting by **welcoming all participants** and stated that the main purpose of the meeting was to **define the future direction of the association in the coming years**.

DISCUSSION & RESOLUTIONS

1) Adoption of the updated agenda

The Board approved the updated agenda without comments.

2) Approval of the minutes of 18th of September meeting

The Board approved the minutes of the Board meeting of 18 September 2025 without comments.

3) FCE business factsheets - Interim results

The Secretary General presented to the Board the current state of play of the data collection for the 2025 business factsheet exercise, together with the interim results for the five agreed indicators. It was noted that some members have not yet submitted all required data. **The Board agreed to set 15 December 2025 as the final deadline for data submission.**

Following a review of the interim results, the Board agreed that KPI 3 should clearly highlight the number of users served by independent fleet card providers, demonstrating that they account for the majority of B2B fleet users. With regard to KPI 4 ("Managed EV charging points"), participants noted that the current figures appear to be underreported and therefore invited members to review and verify the accuracy of the data they have submitted. It was also agreed that KPI 4 and KPI 5 should be used to illustrate the sector's contribution to fleet decarbonisation, including the number of electric vehicles powered each year.

Overall, Board members unanimously agreed that the business factsheet will be a powerful tool to demonstrate the scale and relevance of independent fleet card providers. To assess its impact and resonance, the Board mandated the Secretariat to test the document with key EU mobility stakeholders, including IRU, ACEA and ChargeUp Europe, before publication.

The **Board further agreed that the business factsheet should be published as a four-page leaflet**, featuring key data points, infographics and concise explanatory text on the fleet card industry. The design of the document will be outsourced to a professional design provider to ensure strong visual appeal. The Board agreed that the factsheet should be published in January 2026 and subsequently promoted through the website and a targeted LinkedIn campaign.

NEW ACTION	Deadline
The SECRETARIAT to refine the data for KPI 4 and finalise the data collection.	15 December 2025
The SECRETARIAT to draft the document and circulate it to Board members for review.	December 2025
The SECRETARIAT to publish and promote the business factsheet.	January 2026

4) Working group activities - Updates from Chairs

a. Payments

DCL informed the Board that the Working Group continues to closely monitor developments in the PSR/PSD3 legislative process. An advocacy plan is currently being

implemented to safeguard the interests of the fleet card industry and has notably included the publication of a joint position paper with UPEI in October 2025.

Co-legislators reached a political agreement at the end of November. However, as technical discussions are still ongoing, the final legislative text is not yet available. DCL nevertheless indicated that, based on the information gathered so far, FCE's main objective has been achieved, as the Limited Network Exemption (LNE) has been safeguarded in the new legislative package. The new framework is expected to be implemented from end 2027 at the earliest. In response to a question, DCL noted that no additional risks have been identified on the payments side at this stage, although the issue will continue to be closely monitored. In particular, potential actions related to the implementation of the LNE will be considered.

DCL also reported that FCE held a meeting with representatives of the European Commission's DG FISMA to discuss the answer published on the EBA website regarding the treatment of fuel cards under the Payment Services Directive II. The meeting was reassuring, as it confirmed that the European Commission does not place significant weight on the Q&A, and that National Competent Authorities did not react strongly to its publication. As a result, the issue is no longer considered by the group to be "burning".

Finally, DCL indicated that the group has initiated work on defining the 2026 Roadmap.

b. Tax

DCL informed the Board that the Tax Working Group continues to monitor the implementation of the VEGA guidelines. In early October, a VAT decree was published in the Netherlands confirming the correct implementation of the guidelines, which constitutes a positive outcome.

The Working Group also conducted a fact-finding exercise in Romania to assess the risk of the turnover tax on fuel sales (ICAS) being extended into 2026. The analysis concluded that, under the current political context, the risk remains low, which was considered reassuring. In addition, FCE is still awaiting a formal response from the Romanian authorities on ICAS implementation on fuel cards companies.

Finally, similarly to the Payments Working Group, the Tax Working Group has initiated work on defining its 2026 Roadmap. A wide range of topics has already been proposed, confirming that the Working Group is expected to remain highly active in the coming years.

c. Task Force on Market Compliance

AC informed the Board that the compliance projects in Greece and Portugal are now starting.

In **Greece**, FCE aims to secure a specific exemption for fleet card providers from existing licensing requirements applicable to fuel wholesalers or retail suppliers, through amendments to the relevant legislation. The project timeline will be clarified once the legal assessment is completed, which is expected in early 2026.

In **Portugal**, the objective is to send a letter to the Directorate-General for Energy (DGEC) in early 2026 seeking confirmation that fleet card companies may implement the ABC model without requiring any operating licence, certification or registration as fuel suppliers. This approach mirrors a solution recently achieved by an FCE member; however, in this case, FCE is seeking cross-industry validation. Feedback is expected by September 2026.

In **Estonia**, FCE is awaiting written feedback from the Ministry of Climate and the Tax Board regarding proposed amendments to the Liquid Fuel Act. A public consultation is expected to be launched in Q1 2026, with the legislative amendment likely to be submitted in time for adoption during the 2026 Spring session.

In **Lithuania**, the project is progressing well. The draft amendment submitted by FCE has been successfully taken up and supported by the government and is currently under parliamentary scrutiny. It has passed the first reading with 102 votes in favour and one abstention, and the second reading is scheduled for 9 December. There is a high likelihood that the law will be adopted before the end of the year.

Finally, AC noted that a dedicated meeting was held in early November to discuss the implications of **U.S. sanctions on Lukoil and Rosneft**, during which FCE members aligned on the current state of play. With the new implementation deadline set for mid-December, the group will be updated accordingly. It was also noted that MOL may be interested in acquiring European subsidiaries of Lukoil.

The Chair reminded participants of the importance of swift decision-making in the context of compliance projects and requested the Board's agreement to introduce a **three-business-day response window** for such requests. The **Board unanimously agreed on the proposal**.

NEW ACTION	Deadline
The SECRETARIAT to apply a three-business day response window for all requests sent to Board members related to national compliance projects.	N/A

d. Sustainability

The Secretary General informed the Board that FCE contributed to the public consultation on the revised CO₂ standards for cars and vans in early October 2025. The Sustainability Working Group has also been closely monitoring the upcoming publication of the Automotive Package, scheduled for 16 December, which will include an initiative on Greening Corporate Fleets.

Following the Board's approval in September 2025, FCE has successfully applied for membership in the Working Group on Monitoring Methodologies (WGMM), with membership becoming effective on 1 January 2026. The Board was reminded that the objective of this participation is to have fleet cards recognised as a valid monitoring methodology for the use of CO₂-neutral fuels.

Finally, the Board was informed that the Working Group has finalised its position paper on the decarbonisation of commercial road transport (see item 5 on the agenda) and will

formally endorse it at its meeting on 11 December. The position paper consists of a four-page summary version for dissemination purposes and a longer version of 14 pages, which will be made available on the website. An outreach strategy to promote the publication is currently being prepared and will include a dinner debate at the European Parliament in Q1 2026, with the date to be confirmed with the host.

5) Policy briefing on FCE position paper

Ahead of the high-level working lunch, the Secretary General informed the Board about the current debates in Brussels concerning CO₂ reduction in road transport and presented in greater detail the content of the position paper.

In particular, it was highlighted that, within the upcoming Automotive Package, a revision of the CO₂ standards for cars and vans is expected, notably through the introduction of flexibilities which, by allowing the use of alternative fuels, could *de facto* weaken the 2035 internal combustion engine phase-out. In addition, the Greening of Corporate Fleets initiative is generating significant debate and criticism, as the European Commission is considering the introduction of mandatory purchasing targets for both light-duty vehicles (LDVs) and heavy-duty vehicles (HDVs). The situation is currently highly polarised, with intense discussions across the Brussels road transport community.

The position paper was then presented in detail, including contextual explanations for each of the seven recommendations outlined in the short version of the document, which had been circulated ahead of the meeting and was redistributed during the session.

During the subsequent discussion, Board members raised questions regarding the European Commission's willingness and appetite to further support the development of alternative fuels in road transport. The Board acknowledged the strong achievement represented by the position paper and agreed that it will serve as a key reference for FCE's forthcoming reactions to the presentation of the Automotive Package proposal.

6) Open exchange on commercial road transport (CRT) key developments and decarbonisation challenges

During lunch, members present in person held an exchange with Thomas Fabian, Chief Commercial Vehicles Officer at the European Automobile Manufacturers' Association (ACEA). As the discussion was held under the Chatham House Rule, no detailed minutes are to be released.

Participants discussed OEMs' positioning on the decarbonisation of corporate road transport and the extent to which these positions align with FCE's own views. The exchange further explored issues related to demand-side incentives for electric heavy-duty vehicles (HDVs), total cost of ownership (TCO) reduction, and the geopolitical context, including its influence on the approach the EU should take regarding CO₂ emission standards for HDVs in order to remain a competitive global actor.

7) Results of the annual member survey

The Chair presented the results of the annual member survey conducted by the Secretariat in November 2025. He highlighted that the survey reflects a high overall level of member satisfaction across all areas assessed, with slightly lower satisfaction reported regarding communications.

The Chair then presented the results for each Working Group in detail. While some variations were observed between groups, no critical issues or red flags were identified. It was noted that the main reasons cited by members for not attending Working Group meetings were time constraints and limited capacity.

Board members discussed the proposal to introduce a rotation system for Working Group Chairs in order to strengthen member engagement and reinforce principles of good governance. ADP reminded the Board that, in accordance with the by-laws, only Full Members are eligible to be appointed as Chairs of Working Groups.

The Board unanimously agreed that Working Group Chairs should be appointed for a two-year term, after which they may be reconducted or replaced. The Board requested the Secretariat to prepare clear information outlining the responsibilities and level of involvement associated with chairing a Working Group, in order to ensure transparency and support member engagement.

NEW ACTION	Deadline
The SECRETARIAT to open a call for applications for the Chair of each working group and to prepare onboarding and information materials.	January 2026
The BOARD to adopt or reconduct the Chairs of each working groups.	Q1 2026

The Chair then presented the survey results related to the three main strategic priorities, which attracted a comparable level of interest from members. The Chair highlighted both the importance of these priorities and their interconnections.

The Board subsequently discussed the interest expressed by members in expanding FCE's scope of work to include issues related to toll payments as well as EV charging operations and service offerings. The Board considered whether new working groups should be established. SM expressed concerns about creating product-related working groups and advised against adopting a product-centric approach.

The Board unanimously agreed that no new working groups should be created on either EVs or tolling. Instead, these topics should be assessed and, where relevant, addressed within the framework of existing working groups.

With regard to EVs, the Board requested the Secretariat to identify potential topics and to organise a short online meeting with EV specialists. The purpose of this meeting would be to refine the assessment of these topics, better gauge members' interest, and agree on which EV-related topics FCE should address in the coming years.

NEW ACTION	Deadline
The SECRETARIAT to organise an EV discussion with high-level experts.	January-February 2026
The BOARD to take note of the outcomes of the meeting and adopt corresponding actions.	Q1 2026

8) FCE Strategic Plan 2026-2028

The Secretary General presented the proposed FCE Strategic Plan for 2026-2028, including three overarching strategic priorities, new KPIs, and a detailed 2026 work plan. These elements were developed following bilateral meetings with all Board members held prior to the meeting and under the supervision of the FCE President. The proposed strategic priorities are:

1. Strengthen ecosystem representation
2. Reinforce policy influence and added value
3. Boost visibility and engagement

Following the presentation, the Board **adopted the three strategic priorities as presented, together with the proposed 2026 work plan.**

In discussing the level of investment across the three strategic priorities, Board members unanimously agreed that no major shift in direction is required for the coming years. Instead, the focus should be on consolidating and reinforcing current activities, with a slightly stronger emphasis on policy influence. Board members noted that FCE is on the right track and should continue to strengthen its delivery and ongoing work.

It was stressed that the three strategic priorities are closely interconnected. In particular, progress under Priority 2, *“Reinforce policy influence and added value,”* is expected to directly support and contribute to progress under the other two priorities. AD emphasised the need to place greater emphasis on bilateral meetings with decision-makers and key stakeholders.

Following the review of all priorities, the Board agreed on the following indicative allocation of efforts and budgetary resources, noting that priorities are not mutually exclusive:

- Priority 2: approximately 60% (highest level of investment)
- Priority 3: approximately 30%
- Priority 1: approximately 10%

ADP further underlined that this distribution of efforts should also take into account the general administrative tasks required to run and manage the association.

The Chair then noted that achieving the proposed priorities would require sufficient human resources to support effective delivery and raised the possibility of recruiting a Junior Project and Communication Officer. The Chair emphasised that this additional resource would support delivery across all three priorities—particularly Priorities 1 and 3—while

allowing the Secretary General to devote greater attention to Priority 2, in line with the agreed indicative allocation of efforts.

Following discussion, **the Board agreed to proceed with the recruitment of a Junior project and communication officer on a fixed-term basis of one year**, with a view to strengthening the Secretariat's implementation capacity and reassessing the arrangement at a later stage.

The Board discussed the proposed KPIs and agreed that their current number should be reduced in order to focus on the most relevant and impactful indicators. With eight KPIs currently proposed, the Board considered this excessive and noted that some KPIs should be merged. Questions were also raised regarding the weighting of the KPIs, and the Board agreed that further refinement is required.

The Board agreed that the KPIs should be further refined outside the meeting, based on the following principles:

- a maximum of three KPIs per strategic priority,
- clear differentiation between objectives and tasks, with task-oriented KPIs to be deleted,
- improved clarity on the weighting of KPIs within each strategic priority,
- stronger emphasis on proactivity, impact, and industry-level outcomes.

NEW ACTION	Deadline
The SECRETARIAT to implement the 2026 work plan as adopted.	Q4 2026
The SECRETARIAT - in close coordination with the Executive Committee - to recruit a junior.	Early 2026
The SECRETARIAT to prepare a revised KPI proposal.	January 2026
BOARD MEMBERS to provide input offline on the KPIs and by ranking them.	January 2026
Revised KPIs and proposed weighting to be submitted to the BOARD for review and validation at the next meeting (or via written procedure, if appropriate)	Q1 2026

9) FCE Financials

a. 2025 Profit and Loss - budget update and forecast

The Secretary General presented the 2025 expense forecast, which anticipates a positive financial outcome of approximately €92.500. This would result in unspent funds for 2024 and 2025 combined totalling approximately €263.000.

b. 2026 budget proposal

The Secretary General presented the draft 2026 budget to the Board, which includes the following:

Income:

- Membership fees are proposed to remain at the 2025 level, totalling €280,000.
- Additional income is expected from a limited group of members participating in the Greek project, subject to a hybrid financing mechanism.
- The Treasurer noted that, although it is customary to increase membership fees in line with Belgium's compulsory wage indexation, it was decided not to apply such an increase for 2026 given the current level of financial reserves.

Expenditures:

- Overall expenses are in line with the 2025 budget, with the addition of a junior staff position.
- Budget allocations include compliance projects for Estonia, Greece, Portugal, and Spain.

The Board unanimously approved the 2026 budget.

Additionally, the Treasurer proposed establishing an operational financial reserve of €85,025.50, corresponding to six months of Secretariat operations. While not required under Belgian law, this practice is highly recommended. **The Board approved the establishment of the financial reserve.**

NEW ACTION	Deadline
The SECRETARIAT to invoice members for the annual fee.	Q1 2026
The SECRETARIAT to establish the financial reserve as approved by the Board.	Q1 2026

10) New member acquisition status

The Secretary General informed the Board that the membership tracker has been updated. Recent outreach efforts have focused on PDI Technologies, which has expressed strong interest in joining FCE but is currently awaiting the availability of internal financial resources to justify sponsorship of the Associate membership fee. Saltcreek, which had also shown interest, indicated a lack of resources and will therefore reconsider FCE membership at a later stage.

It was further noted that, following the most recent contact, two prospects have been classified as disengaged, namely Lukoil Belgium and Worldline.

Following a proposal by JH, the Board agreed to streamline the prospect list by focusing on companies with significant cross-border operations, as these are considered more likely to have a strong interest in FCE membership. The Board also agreed that prospects should be prioritised according to strategic relevance and likelihood of joining.

The Secretariat will update the prospect list accordingly, in coordination with Board members, and circulate a revised and prioritised version. It was also noted that the publication of the business factsheet is expected to support outreach efforts and help attract new prospects.

NEW ACTION	Deadline
The SECRETARIAT to update and streamline the membership tracker focusing on companies with cross-border operations.	Q1 2026
The BOARD to prioritise prospects based on strategic relevance and likelihood of joining.	Q1 2026

11) Administrative updates

a. Publication of newly elected officials in the Belgian Official Gazette

The Secretary General informed the Board that the publication of the newly elected officials is still pending due to delays on Bofidi's side in processing the filing. Board members will be informed once the publication has been completed.

b. FCE website update

The Secretary General informed the Board that the new FCE website, including an intranet workspace, has been developed. The technical solution is now finalised, and the Secretariat will proceed with uploading the content. The launch of the new website is expected in January 2026.

c. FCE trademark registration

The Secretary General informed the Board that FCE filed an opposition to a conflicting trademark application for "FCE" in early December. The Board will be kept informed of further developments.

12) Dates of next meetings

The Secretary General will contact Board members to coordinate and confirm the dates of all Board meetings for 2026. It is currently planned to hold one in-person meeting at Eurowag's offices in Prague in May, and a second in-person meeting in Brussels toward the end of the year.

CLOSING OF THE MEETING

There being no further business, the meeting was adjourned at 15:46.

These **Minutes** have been reviewed and approved by the **President and the Secretary General**, in accordance with the Association's **Statutes**.

SIGNATURES

For and on behalf of **Fleet Cards Europe ASBL**

President:

Pierre Jalady

Date: 18.12.2025

Signature: _____

Secretary General:

Aurélie Decker Peigneur

Date: 18.12.2025

Signature: _____