

FCE Strategy 2025 - as adopted by the Board on 27.03.25

The year 2025 presents an opportunity for Fleet Cards Europe (FCE) to consolidate its role in the industry, while fostering greater efficiency, members engagement, and visibility. With the appointment of the new Secretary General in February 2025, this year will be a key moment for the association to professionalise, set its strategic direction, and create a dynamic, forward-thinking environment. The following strategy outlines key targets and milestones for FCE's growth and influence over the next year and beyond.

Key Strategic Objectives

1. Onboarding of the new Secretary General

A key focus for 2025 will be to ensure a smooth onboarding of the Secretary General, fostering a strong leadership dynamic within the association. The Secretary General will work closely with the Board to set the strategic tone for the year, including defining operational priorities and establishing an effective governance structure. The objective is to enhance the association's ability to respond to members' needs and external developments, strengthening the overall capacity of FCE to act.

2. Reinforcing members engagement and acquisition

FCE will place a strong emphasis on reinforcing the engagement of both Full and Associate members. Efforts will be directed towards creating a space for open, safe expression, allowing members to freely share concerns and ideas. A key goal will be to establish formal and informal channels for networking that foster meaningful relationships and knowledge exchange between members. Additionally, we will focus on expanding the membership base, specifically targeting potential Associate members, and outlining clear value propositions for prospective members to join and actively contribute.

3. Improved communication and access to key information

A priority for 2025 will be enhancing communication with members. Clearer, more streamlined channels for distributing key association information will be established. This will include ensuring members have easy access to important updates, policy positions, and relevant industry developments. The goal is to improve transparency and keep members informed, enabling them to make better-informed decisions and remain engaged in association activities.

4. Assessment and relaunch of working groups

The working groups (WG) will be assessed to ensure they are fulfilling the needs of the members. A structured review of their activities will be conducted to assess progress, efficiency, and relevance. The working groups will be relaunched with a more regular, focused approach to ensure they are proactive in addressing the fleet cards industry's challenges and opportunities. Each working group will be provided with clearer objectives, enhanced resources, and ongoing support to achieve impactful outcomes by

the end of the 2nd quarter. A preliminary overview of each working group priorities and activities for 2025 can be found in the Annex to this document.

5. Proactive defence of industry interests

The Working Groups and Compliance Task Force will continue to play a central role in advocating for the fleet cards industry, with a particular focus on securing regulatory changes in critical markets. Efforts will be made to make the Working Groups more proactive in EU-level political discussions, ensuring they are not reactive, but able to anticipate and shape policy. A shared, unified voice will be established for the fleet cards industry to help navigate challenges and drive innovation, with a focus on achieving long-term sustainability for the sector.

6. Reflection on governance and board structure

FCE will engage in a strategic reflection on the governance structure, with a particular focus on the future role of the Board and the potential establishment of an Executive Committee. The objective will be to enhance the decision-making process, streamline reporting mechanisms, and ensure a clear, transparent structure that supports the association's goals. The Secretariat will work towards providing more detailed, actionable reports to the Board, facilitating a better-informed, more responsive leadership team.

7. Increasing visibility and advocacy

FCE will actively work to raise its profile among EU decision-makers and other relevant stakeholders of the road transport and energy sector. Increased visibility for the fleet cards industry will be a key goal, ensuring that our sector is better understood and better positioned within policy discussions. Advocacy efforts will be reinforced through one targeted event, publications, and outreach to EU bodies and stakeholders.

8. Development of a communication strategy

A comprehensive communication strategy will be developed, which includes internal communication to ensure members are aligned and equipped with the right tools and resources. This strategy will establish consistent messaging, improve engagement with members, and increase visibility of FCE's work within the industry and broader public sphere. A set of shared communication tools will be introduced to streamline efforts and strengthen member collaboration within Working Groups.

9. Launch of Industry Report Development

Work will begin on the design of an industry report to showcase the critical importance of the fleet cards industry and its invaluable contribution to road transport. This report will highlight key trends, challenges, and opportunities, as well as include potential case studies. The reflection on the content, feasibility, and methodology will begin in 2025, setting the stage for a comprehensive, insightful report to be launched in subsequent years.

Key Events for 2025

- Extraordinary General Meeting** - 18 September 2025, Brussels
 This event will bring together Full and Associate members to discuss industry topics and future priorities. It will provide an opportunity for open dialogue on strategic goals, emerging issues, and FCE's vision for the coming years.
- Advocacy Event** - 2nd Half of 2025, Brussels/Strasbourg
 An in-person advocacy event will be organized to raise the association's profile among EU decision-makers and relevant stakeholders, emphasizing the importance of fleet cards and their role in shaping the future of road transport.

KPIs

1. Onboarding of new Secretary General	
KPI 1.1	Successful onboarding process for the new Secretary General (SG) with a feedback score of at least 80% of the 100-Day Onboarding Plan designed by the Taskforce.
KPI 1.2	Development of a strategic action plan for the year, including operational priorities and governance structure, with clear goals defined within 60 days of onboarding.
KPI 1.3	Establishment of regular leadership meetings with the President, Vice-President and Treasurer and with the Taskforce (at least bi-weekly for the first two quarters) to ensure alignment on priorities and operations.
2. Reinforcing member engagement and acquisition	
KPI 2.1	Increase in overall membership by 15% by the end of 2025, focusing on Associate members (target: 2 new Associate members).
KPI 2.2	At least 1 in-person networking event or member forum held throughout the year to facilitate open expression and knowledge sharing.
KPI 2.3	Achieve a member satisfaction score of 80% or higher in post in-person event surveys regarding engagement activities.
KPI 2.4	Develop a targeted membership acquisition strategy by Q3 2025.
3. Improved communication and access to key information	
KPI 3.1	Launch of a new digital member portal by Q2 2025 with 90% member adoption rate within the first 6 months.
KPI 3.2	Increase the frequency of communication with members, ensuring at least a monthly update per working groups.
KPI 3.4	Implement a feedback mechanism that reaches 70% of the membership and shows at least 75% positive satisfaction regarding accessibility and clarity of communication.
4. Assessment and relaunch of working groups	
KPI 4.1	Relaunch of at least 3 working groups with clear, updated objectives and defined yearly goals by end of Q2 2025.

KPI 4.2 Achieve working groups key strategic objectives within their defined timeframe for 2025.

KPI 4.3 Collect feedback from working group members and aim for 85% satisfaction regarding the relevance and effectiveness of the new working group structure.

5. Proactive defence of industry interests

KPI 5.1 Increase the number of proactive policy papers produced by working groups, aiming for at least 3 policy papers published in 2025.

KPI 5.2 At least 1 high-level meetings with EU decision-makers per quarter, involving working group participation in policy discussions.

KPI 5.3 Demonstrated influence in at least two major regulatory changes by end of 2025, with measurable outcomes in critical markets.

6. Reflection on governance and Board structure

KPI 6.1 Completion of governance review, with a proposal for Board and Executive Committee structure by Q4 2025.

KPI 6.2 Development of a detailed and actionable reporting framework for the Board.

KPI 6.3 Achieve 90% satisfaction from the Board on the new governance structure and reporting mechanisms (measured through annual feedback survey).

7. Increasing visibility and advocacy

KPI 7.1 Map mobility stakeholders at EU level (EU decision-makers and relevant organisations) and liaise with the most important ones during bilateral meetings.

KPI 7.2 Organize at least one high-profile advocacy event in 2025 targeting EU decision-makers and stakeholders in the road transport and energy sectors.

KPI 7.3 Increase the association's media visibility with at least one mention and coverage in relevant outlets by the end of 2025.

8. Development of a communication Strategy

KPI 8.1 Complete the comprehensive communication strategy by Q2 2025, including internal and external communications plans.

KPI 8.2 Create some communication materials (e.g., infographics, roll-ups, etc).

KPI 8.3 Increase engagement through improved communications, with a goal of achieving a 20% increase in followers on LinkedIn and unique visitors on the website compared to previous year.

9. Launch of Industry Report Development

KPI 9.1 Establish a Task Force with interested members by Q2 2025

KPI 9.2 Complete an industry report proposal, including content outline and methodology, by the end of Q3 2025, to be submitted to the Board

KPI 9.3 Final approval of the industry report design and methodology, and the assessment of costs and efforts by Q4 2025, paving the way for the research and drafting phase to begin in 2026.

Annex - Working Group priorities

Each working group is currently reviewing and refining its priorities for 2025, with final approval expected by the end of Q2 2025.

Payments WG

The Working Group anticipates a high level of activity in 2025, particularly with the adoption of the PSR/PSD3 proposal. Technical work on subsequent legislation will remain a top priority and monthly meeting are foreseen.

Forecast priorities for 2025

- Review of PSD2.
- Prepare technical work ahead of the future Regulatory Technical Standards (RTS) around the scope of the PSR exemptions to be adopted in 2026.

Forecast activities in 2025

- o Publication of a new FCE position paper on the Council's discussions regarding the scope of the PSD2 framework by April 2025.
- o Arrange meetings with European Commission, Council delegations and MEPs in Q2/Q3 2025.
- o Monitor technical discussions at the Council's Working Party.
- o Engage with Institutions during Trilogue negotiations of the PSD2 review.
- o Engagement with the EBA to build up relationship in preparation of their 2026 work on Regulatory Technical Standards (RTS) around the scope of the PSR exemptions.

Tax WG

The Working Group anticipates a similar level of activity in 2025 as in 2024, building on the successful engagement in 2023, particularly on VEGA. However, the introduction of the new Romanian turnover tax on fuel sales has prompted the creation of an ad-hoc subgroup to better assess and mitigate its potential impact on the industry.

Forecast priorities in 2025

- Vega Case - National implementation - Ruling request in Slovakia.
- VAT in the Digital Age file
- E-invoicing B2B

Forecast activities in 2025

- o Monitor and potential participation in the national implementation's

- processes of the Vega Case (public consultations, draft guidelines, etc).
- Track discussions around VIDA and assess its impact on the industry.
 - Follow E-Invoicing B2B initiatives at the national level and facilitate exchanges of views among Members.
 - Engage with Romanian authorities to mitigate the impact of the turnover tax on fuels sales on fleet cards companies.

Sustainability WG

The Working Group will relaunch its activities by assessing and prioritizing various sustainability issues. It will then design an effective public affair (PA) and outreach campaign aimed at European Institutions to better profile the industry's role in promoting sustainability in road transport.

Forecast priorities in 2025

- Industrial Action Plan for the European Automotive sector / Competitiveness Compass
- Decarbonising corporate fleets
- Technology openness
- Emissions and carbon accounting

Forecast activities in 2025

- Participate in the Sustainable Transport Forum.
- Weekly participation to the Network for Sustainable Mobility.
- Monitor sustainability-related files and prioritise actions in line with members' interests.
- Publish an FCE position paper on Decarbonisation of Corporate Fleets.
- Develop a subsequent PA and outreach strategy targeting EU decision makers and relevant mobility stakeholders.

Market Compliance Task Force

The Taskforce will conclude its activities in Lithuania and Estonia with the help of external support in both countries. It will continue to monitor the situation in Spain and may reactivate its work in Autumn 2025, depending on any new legislative proposal. Additionally, the Task Force will kick-off work in Portugal and Greece with interested parties and evaluate the external costs required for such actions¹.

¹ For Portugal and Greece, it is still to be decided whether the external costs will be covered by the FCE budget or require additional financial contributions from the participating members.

Forecast priorities 2025

- Lithuania
- Estonia
- Spain
- Portugal
- Greece

Forecast activities 2025

- o Complete and conclude the actions initiated in Estonia and Lithuania.
- o Monitor situation in Spain and initiate actions if needed.
- o Kick-off specific actions in Portugal and Greece and identify suitable external support locally in those countries.