

Management Plan 2025

Directorate-General
for Competition

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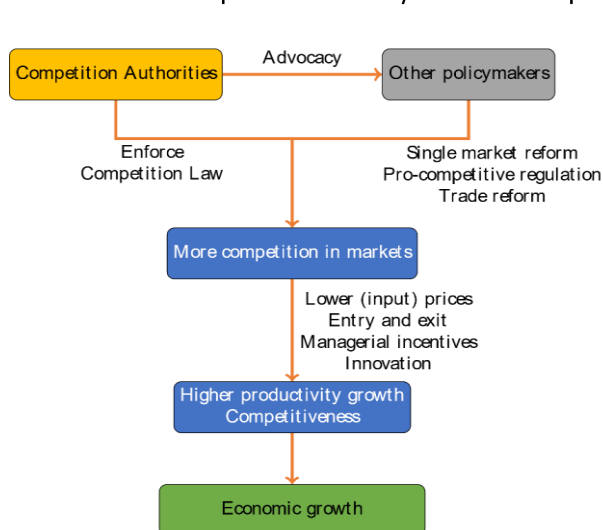
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PART 1. Introduction and strategic outlook

Mission statement and operating context

DG Competition's mission is to make markets deliver more benefits to consumers, businesses, and the society as a whole by protecting competition on the market and promoting competition culture in the EU and worldwide.

EU competition policy is an indispensable element of a well-functioning Single Market ensuring that all companies can compete fairly on the merits and on equal and non-discriminatory terms. Fair competition makes markets more competitive and resilient, while generating higher productivity, innovation, growth, and lower prices. Access to a well-functioning Single Market provides companies further opportunities to invest and scale up. Competition policy therefore works at the service of an innovative, decarbonised, digital, and secure European economy that is competitive in a global context. Economic literature

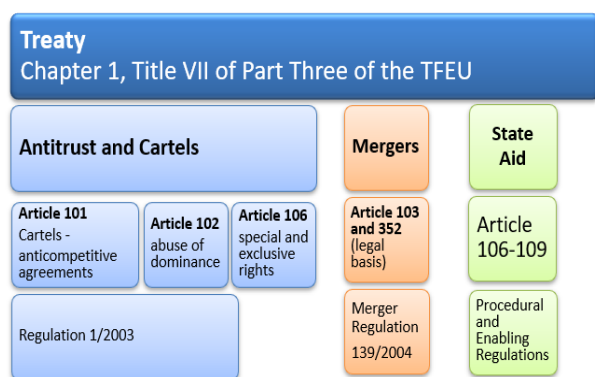


further shows that competition enforcement contributes to higher productivity and economic growth ⁽¹⁾.

The EU has exclusive competence to establish competition rules protecting the functioning of the internal market. Within the Commission, the Directorate-General for Competition is primarily responsible for enforcing EU competition rules. It carries out its mission mainly through direct enforcement action, through Commission decisions against companies or Member

States when it finds evidence of unlawful behaviour. The Commission protects competition from market distortions originating from Member States, company behaviour or mergers that would significantly impede effective competition in the internal market.

⁽¹⁾ European Commission: DG Competition, DG Economic and Financial Affairs, Joint Research Centre, Dierx, A., Fedotenkov, I. et al., *Modelling the macroeconomic impact of competition policy – 2023 update and further development*, Publications Office of the European Union, 2024, <https://data.europa.eu/doi/10.2763/959314>. In a meta study published in October 2014, the OECD reached similar conclusions. See [Factsheet on competition and macro-economic outcomes | OECD](#), [Guide for assessing the impact of competition authorities activities | OECD](#). See also DG Competition staff report *Protecting competition in a changing world. Evidence on the evolution of competition in the EU during the past 25 years* (2024) p. 144, OECD (Calligaris et al., 2024), *Exploring the evolution and state of competition in the EU*; OECD (Abele et al., 2024), *A taxonomy of industry competition and Lear et al. (2024), Exploring aspects of the state of competition in the EU – Final report*, Publications Office of the European Union, 2024.



The principal competition rules are contained in [Articles 101-109 of the Treaty on the Functioning of the European Union \(TFEU\)](#). EU national competition authorities (NCAs) also apply Articles 101 and 102 TFEU. The Commission and NCAs coordinate their enforcement activities and cooperate through the European Competition Network (ECN) to ensure that the rules are applied in an effective and consistent manner.

The Treaty provisions are complemented by [regulations](#) and [directives](#) adopted by the European Parliament and Council, following a proposal by the Commission to implement and enforce the principles laid down in the Treaty. The Commission also issues [communications](#) providing guidance to stakeholders on the interpretation and application of EU competition law. DG Competition maintains competition law [instruments aligned with market realities and contemporary economic and legal thinking](#). It also ensures that other non-competition-related regulatory initiatives take competition policy duly into account among other public policy interests. The application of the EU competition law framework strictly adheres to [the rule of law](#) and is [subject to the scrutiny of the Union courts](#). This entails that the Commission rigorously applies the principles of non-discrimination, transparency, predictability, the right to be heard and the protection of confidentiality in its enforcement practice by strictly applying procedural rules and providing guidance to market participants and stakeholders.

The fundamental provisions on competition in the TFEU have remained intact throughout the EU's existence and have proven their ability to accommodate major technological and other shifts in the economy as well as exceptional events. More recently, the [Digital Markets Act \(DMA\)](#) ⁽²⁾ and the [Foreign Subsidies Regulation \(FSR\)](#) ⁽³⁾, both based on internal market legislation, have been added to complement the Commission's toolbox.

DG Competition is organised in a [matrix structure](#) combining enforcement instruments under different sectors with dedicated Directorates for anti-cartel, FSR and DMA enforcement across sectors. The [Single Market Programme](#) ⁽⁴⁾, with its dedicated component for competition policy, provides financing of actions enhancing the Commission's competition enforcement capacities.

⁽²⁾ Regulation 2022/1925 of the European Parliament and of the Council of 14 September 2022 on contestable and fair markets in the digital sector and amending Directives 2019/1937 and 2020/1828, OJ L 265, 12.10.2022.

⁽³⁾ Regulation 2022/2560 of the European Parliament and of the Council of 14 December 2022 on foreign subsidies distorting the internal market, OJ L 330, 23.12.2022.

⁽⁴⁾ Regulation 2021/690 of the European Parliament and of the Council of 28 April 2021 establishing a programme for the internal market, competitiveness of enterprises, including small and medium-sized enterprises, the area of plants, animals, food and feed, and European statistics (Single Market Programme) and repealing Regulations 99/2013, 1287/2013, 254/2014 and 652/2014, OJ L 153, 3.5.2021.

Strategic outlook 2025 - 2029

In her [Political Guidelines for 2024-2029](#), President von der Leyen presented her vision for a stronger Europe that delivers prosperity, protects people and defends democracy, including [a new plan for Europe's sustainable prosperity and competitiveness](#). Drawing notably on the Letta and Draghi reports ⁽⁵⁾, the Political Guidelines highlight that [the Single Market](#) is key to Europe's competitiveness and that new momentum is needed to complete it in sectors like services, energy, defence, finance, electronic communications and digital.

In her [Mission letter](#) of 17 September 2024, President von der Leyen entrusted Executive Vice-President Ribera with the role of Vice-President for a [Clean, Just and Competitive Transition](#). The responsibilities linked to the competition portfolio include the modernisation of the EU's competition policy to ensure that it supports European companies to innovate, compete on fair and equal terms, lead world-wide and contribute to the wider objectives on competitiveness, sustainability, social fairness, and European defence and security.

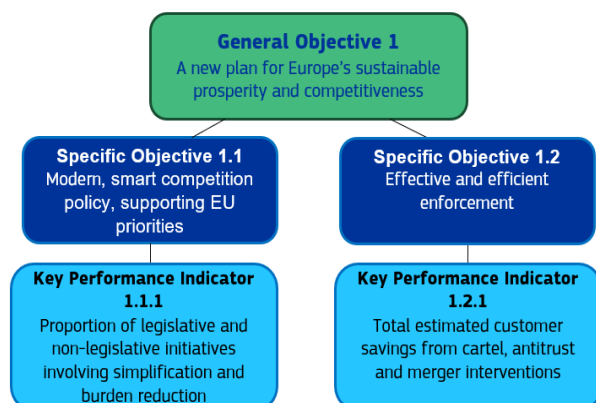
EU competition policy and its enforcement [strengthens the integrity of the Single Market](#). Its overall objective is to promote and maintain fair and efficient market competition contributing to predictable market conditions for companies to grow and invest by keeping markets open and dynamic. As recognised also in the Draghi report, there is [no competitiveness without effective competition](#) in a market economy. A robust competition policy is therefore [a key enabler of competitiveness](#) and of [sustainable and inclusive growth](#). It also increases companies' [resilience](#) as it enables strong and diversified supply chains and addresses behaviours undermining the integrity of the Single Market.

Facts-based competition law enforcement grounded in the rule of law is a driving force for the productivity growth of European companies and helps to set the right incentives towards a [more efficient and effective European industrial policy](#), while maintaining a [level playing field](#) that enables companies of all sizes to seize business opportunities in the Single Market and tackling unfair competition at a global level. Competition policy and its enforcement continues to deliver on key [European values](#) underpinning the Single Market, such as solidarity, cohesion and fairness, with a view to ensuring the EU's prosperity and fully reaping the benefits of the Single Market.

EU competition law instruments (State aid control, antitrust and merger control) and the complementing tools of DMA and FSR will continue to help fostering a dynamic and innovative economy, enhancing productivity and allowing EU industries to grow and compete successfully at global level. Consequently, DG Competition's actions will mainly support [General Objective 1 - A new plan for Europe's sustainable prosperity and competitiveness](#), while also contributing to other general objectives of the Commission. DG

⁽⁵⁾ Enrico Letta, *Speed, Security, Solidarity: Empowering the Single Market to Deliver a Sustainable Future and Prosperity for All EU Citizens*, April 2024; Mario Draghi, *The Future of European Competitiveness: A competitiveness strategy for Europe, Part A*, September 2024 and *The Future of European Competitiveness: In-depth Analysis and Recommendations, Part B*, September 2024.

Competition will support General Objective 1 ⁽⁶⁾ with a new approach to competition policy built on two specific objectives: 1) a [Modern, smart competition policy, supporting EU priorities](#) ⁽⁷⁾ and 2) [an Effective and efficient enforcement](#) ⁽⁸⁾.



In line with the Mission letter, DG Competition will work to modernise EU competition policy to ensure that it is modern and smart, and that it fully supports a clean, just and competitive transition, as well as other EU priorities. When revising the rules, DG Competition will also focus on [simplification](#), [administrative burden reduction](#), and [guidance](#).

Competition policy plays an integral role in support of the [Competitiveness Compass](#) towards an innovative, decarbonised, and secure European economy that provides jobs and prosperity to citizens and is competitive in a global context. It is a driving force behind the growth of European companies and the prosperity of European society. Ultimately, competition policy is essential for strengthening the Single Market benefiting European consumers and businesses.

[State aid policy](#) addressing market failures complements and [strengthens Europe's industrial policy and industries](#) that are key to economic security and competitiveness. Competition policy will fully support the [Clean industrial Deal \(CID\)](#) ⁽⁹⁾ contributing to a joint plan for [decarbonisation and competitiveness](#), and enhance Europe's resilience in a global context, with the new [State Aid Framework \(CISAF\)](#) ⁽¹⁰⁾. The Commission will also continue to work with Member States to speed up the development of [IPCEIs](#) (Important Projects of Common European Interest), and to make the review simpler and faster to drive [innovation](#) and technological excellence in the EU.

Moreover, DG Competition aims to review the [General Block Exemption Regulation \(GBER\)](#) ⁽¹¹⁾ with the objective of simplification. It will also continue to work on a new

⁽⁶⁾ Impact indicator: Real GDP per capita.

⁽⁷⁾ Key Performance Indicator: Proportion of legislative and non-legislative initiatives involving simplification and burden reduction.

⁽⁸⁾ Key Performance Indicator: Total estimated customer savings from cartels, antitrust and merger interventions.

⁽⁹⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; The Clean Industrial Deal: A joint roadmap for competitiveness and decarbonisation COM/2025/85 final.

⁽¹⁰⁾ See https://competition-policy.ec.europa.eu/public-consultations/2025-cisaf_en

⁽¹¹⁾ Commission Regulation 2023/1315 of 23 June 2023 amending Regulation 651/2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty and Regulation 2022/2473 declaring certain categories of aid to undertakings active in the production, processing and marketing of fishery and aquaculture products compatible with the internal market in application of Articles 107 and 108 of the Treaty, OJ L 167, 30.6.2023.

Transport Block Exemption Regulation, new State aid rules for land transport⁽¹²⁾ in line with the CID and the Sustainable and Smart Mobility Strategy, and to revise the Aviation Guidelines⁽¹³⁾. Furthermore, the Commission aims to review State aid rules to facilitate support for affordable energy-efficient and social housing.

In antitrust, DG Competition intends to revise the procedural framework. The evaluation of Regulation 1/2003 and Regulation 773/2004⁽¹⁴⁾ identified areas which may benefit from improvements to ensure that competition enforcement keeps up with digitalisation and to ensure coherent and swift antitrust enforcement. The Commission also intends to revise the Guidelines on the application of Article 102 TFEU to exclusionary abuses⁽¹⁵⁾ and the Technology Transfer Block Exemption Regulation (TTBER) and Guidelines⁽¹⁶⁾.

In merger control, the Commission intends to revise the Horizontal and non-horizontal Merger Guidelines⁽¹⁷⁾. This exercise will focus on how to assess mergers' competitive harm and benefits, including on innovation, investment, and resilience, in the context of digitalisation, greening and globalisation of the European economy, while enabling businesses, especially start-ups and SMEs, to gain scale and thrive in competitive markets.

Reports on the Foreign Subsidies Regulation and Digital Markets Acts will be issued in 2026.

In line with the Mission letter, the Commission will ensure an effective and efficient enforcement of competition rules throughout the mandate, by adopting decisions and providing guidance to stakeholders in individual cases. Alongside antitrust rules, it will continue enforcing the DMA to address the challenges and dynamics of digital markets, and the FSR to increase security and reduce dependencies within the EU.

Facing geopolitical challenges and global markets, the Commission will remain a respected international competition authority ensuring strong global cooperation. It will continue to work towards convergence of competition rules and their enforcement across the world, promoting a rule-based international world order.

⁽¹²⁾ See https://competition-policy.ec.europa.eu/public-consultations/2024-lmtg-and-tber_en#:~:text=The%20Commission%20is%20publishing%20for%20consultation%20the%20draft,the%20rail%2C%20inland%20waterways%20and%20multimodal%20transport%20sector

⁽¹³⁾ Communication from the Commission — Guidelines on State aid to airports and airlines, OJ C 99, 4.4.2014.

⁽¹⁴⁾ See https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13431-EU-antitrust-procedural-rules-evaluation_en

⁽¹⁵⁾ See https://competition-policy.ec.europa.eu/public-consultations/2024-article-102-guidelines_en

⁽¹⁶⁾ See https://competition-policy.ec.europa.eu/public-consultations/2023-technology-transfer_en

⁽¹⁷⁾ Guidelines on the assessment of horizontal mergers under the Council Regulation on the control of concentrations between undertakings, OJ C 31, 5.2.2004; Guidelines on the assessment of non-horizontal mergers under the Council Regulation on the control of concentrations between undertakings, OJ C 265, 18.10.2008.

Cross-cutting efforts – implementation and simplification agenda

DG Competition will **undertake several simplification initiatives** during 2025–2029. In the area of **State aid**, it will remove specific reporting obligations under the **Transparency Directive** ⁽¹⁸⁾ for state-owned undertakings. Under the envisaged **new Transport Block Exemption Regulation**, public administrations and businesses would benefit from the removal of the prior obligation to notify certain forms of State aid. Reporting obligations would also be removed from the **Telecoms Terminal Equipment Directive** ⁽¹⁹⁾. The **SGEI (Service of General Economic Interest) initiative on affordable housing** is expected to make the granting of State aid for affordable housing easier, by enlarging the scope of the SGEI Decision ⁽²⁰⁾ and thereby the situations where no prior notification to the Commission is required. Various forms of simplifications (e.g. simplified compatibility rules and aid schemes) will also be introduced under the **Clean Industrial Deal State Aid Framework (CISAF)**. The **evaluations of the Banking Communication** and the **Guarantee Notice** ⁽²¹⁾ also aim to identify the scope for further simplification, while guidance will be provided to further simplify **IPCEI** procedures. A revision of the **General Block Exemption Regulation (GBER)** is envisaged with a view to further simplifications.

In **antitrust**, a revision of the **procedural rules is envisaged** also including simplification aspects e.g. in terms of efficiency of certain procedures. Moreover, the new **Guidelines on exclusionary abuses** will contribute to greater legal certainty and transparency in the enforcement of Article 102 TFEU by the Commission and NCAs. Finally, the ongoing review of the **Foreign Subsidies Regulation (FSR)** will also identify simplification potential.

DG Competition will assist Executive Vice-President Ribera to deliver on the call in her Mission letter to hold at least two **implementation dialogues per year**. These dialogues will give stakeholders the opportunity to suggest ways to make competition policy simpler and less burdensome. In line with the Mission letter, **Reality checks** will also be organised by DG Competition to seek detailed technical feedback from practitioners. DG Competition will also contribute to the Commission's **Annual progress report on enforcement and implementation** to the European Parliament and the Council. It will carry out a comprehensive **stress-testing of all its policy areas**, focusing on State aid rules.

⁽¹⁸⁾ Commission Directive 2006/111/EC of 16 November 2006 on the transparency of financial relations between Member States and public undertakings as well as on financial transparency within certain undertakings, OJ L 318, 17.11.2006.

⁽¹⁹⁾ Commission Directive 2008/63/EC of 20 June 2008 on competition in the markets in telecommunications terminal equipment, OJ L 162, 21.6.2008.

⁽²⁰⁾ Commission Decision of 20 December 2011 on the application of Article 106(2) of the Treaty on the Functioning of the European Union to State aid in the form of public service compensation granted to certain undertakings entrusted with the operation of services of general economic interest, OJ L 7, 11.1.2012.

⁽²¹⁾ See https://competition-policy.ec.europa.eu/public-consultations/2022-sa-banking-rules_en; https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13466-State-aid-rules-for-assessing-State-guarantees-on-loans-evaluation_en

PART 2. Delivering on the Commission's priorities in 2025

General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Europe is navigating a period of profound geopolitical and economic uncertainty and volatility. Addressing these challenges necessitates strategic responses. Central to this mandate is the [Competitiveness Compass](#), a strategic framework designed to guide the Commission's efforts in regaining competitiveness and ensuring sustainable prosperity. Integral to its implementation, the Commission adopted in March 2025 the [Clean Industrial Deal \(CID\)](#): an ambitious business plan for Europe to close the innovation gap, leverage decarbonisation, and enhance resilience.

All instruments of EU competition policy – antitrust, merger control and State aid – as well as the Digital Markets Act (DMA) and the Foreign Subsidy Regulation (FSR) contribute to [A new plan for Europe's sustainable prosperity and competitiveness](#). Today, given recent geopolitical developments, the focus is increasingly on [competitiveness](#) (based on innovation and decarbonisation), [further integration of our Single Market](#), [economic security](#) (ensuring resilience and the security of supply of products and services), [defence](#), and [a just transition](#).

Specific objective 1: Modern, smart competition policy, supporting EU priorities

Ensuring Europe's sustainable prosperity and competitiveness, including by mastering the clean and digital transitions, is a key priority for the Commission. Well-functioning and fair markets – with competition policy as their guardian and facilitator – are part and parcel of a comprehensive response.

Competition and [State aid policy](#) play a crucial role in shaping a conducive environment for green investments, driving efficiency in public support for a competitive European economy, while preserving a level playing field in the Single Market. In 2025, the Commission aims to adopt the [Clean Industrial Deal State Aid Framework \(CISAF\)](#). The CISAF will make a fundamental contribution to support the CID objectives to accelerate the roll-out of renewable energy, deploy industrial decarbonisation and ensure sufficient capacity of clean tech manufacturing in Europe, while preserving the level playing field and European cohesion. As foreseen in the CID, the Commission launched early 2025 an [IPCEI Design Support Hub](#) to accelerate the entire IPCEI process.

An efficient and sustainable European transport system is key for a clean, just and competitive transition. In 2025, DG Competition will continue working on [new State aid](#)

[rules for land transport](#) to encourage a shift from road to rail, inland waterways and multimodal transport combining rail and/or inland waterways, in line with the CID and the Sustainable and Smart Mobility Strategy. The new rules will guide Member States towards less distortive types of aid and simplify State aid procedures through the adoption of a new transport block exemption regulation. DG Competition will also continue revising the [Aviation Guidelines](#), an important tool for promoting environmentally friendly transport.

DG Competition also aims to start the revision of the [General Block Exemption Regulation \(GBER\)](#) to reduce the administrative burden for businesses and Member States. DG Competition also intends to review the [SGEI rules](#) to facilitate [support for affordable energy-efficient and social housing](#), in the context of the European Affordable Housing Plan thereby also contributing to Supporting people and strengthening our societies and our social model. A fair and inclusive Single Market means that all European citizens have access to critical medicines. In 2025, DG Competition provided [guidance](#) to Member States [on how EU State aid rules apply to public support for critical medicines](#) in the context of the proposed [Critical Medicines Act \(CMA\)](#) ⁽²²⁾ to protect human health by incentivising supply chain diversification and boosting pharmaceutical manufacturing in the EU.

In 2025, DG Competition moreover intends to launch the revision of the [EU Emission Trading System \(ETS\) Guidelines](#) ⁽²³⁾, of the [Rescue and Restructuring Guidelines](#) and extend their validity ⁽²⁴⁾, as well as the [evaluation of the State aid rules for public service broadcasting](#) ⁽²⁵⁾. Furthermore, it aims to publish the results of the [evaluation of the Guarantee Notice](#) and of the [evaluation of the Banking Communication](#).

In the area of [antitrust](#), following the evaluation of [Regulation 1/2003](#) and [Regulation 773/2004](#), DG Competition will continue the revision of the antitrust procedural framework ensuring the effective and uniform application of Articles 101 and 102 TFEU.

DG Competition also aims to finalise in 2025 the [Guidelines on the application of Article 102 TFEU to exclusionary abuses](#). The Guidelines will contribute to greater legal certainty and transparency at the level of the Commission and across the EU and help businesses and other stakeholders to better assess if specific practices comply with Article 102 TFEU.

⁽²²⁾ Proposal for a Regulation of the European Parliament and of the Council laying a framework for strengthening the availability and security of supply of critical medicinal products as well as the availability of, and accessibility of, medicinal products of common interest, and amending Regulation 2024/795, COM(2025) 102 final, 2025/102 (COD), 11.3.2025.

⁽²³⁾ Communication from the Commission Guidelines on certain State aid measures in the context of the system for greenhouse gas emission allowance trading post-2021, OJ C 317, 25.9.2020.

⁽²⁴⁾ Communication from the Commission — Guidelines on State aid for rescuing and restructuring non-financial undertakings in difficulty, OJ C 249, 31.7.2014.

⁽²⁵⁾ Communication from the Commission on the application of State aid rules to public service broadcasting, OJ C 257, 27.10.2009.

DG Competition will also continue the [evaluation of the Motor Vehicle Block Exemption Regulation and Supplementary Guidelines](#) ⁽²⁶⁾, as well as the revision of the [Technology Transfer Block Exemption Regulation \(TTBER\) and related Guidelines](#). DG Competition also launched a call for input to seek feedback on how EU antitrust rules can support procompetitive cooperation in the area of [raw materials and recycling](#) ⁽²⁷⁾.

In the area of [merger control](#), DG Competition launched a public consultation to seek feedback on its ongoing review of the [horizontal](#) and [non-horizontal Merger Guidelines](#) to ensure that innovation, investments, resilience, and other aspects of latest case practice are appropriately reflected ⁽²⁸⁾.

In 2025, DG Competition will start working on [reports](#) on the [Digital Markets Act \(DMA\)](#) and on the [Foreign Subsidies Regulation \(FSR\)](#). It will also continue working on [Guidelines](#) on key concepts for the application of the FSR to provide legal certainty, transparency and predictability in its enforcement, thereby also contributing to A global Europe that leverages our power and partnerships.

Given the geopolitical challenges and the fact that many markets extend beyond the EU, the Commission as a competition policymaker and enforcer will need to remain a leading and respected actor internationally with [increased global cooperation](#), thereby also contributing to a Global Europe that leverages our power and partnerships. Fostering a level playing field and the rule of law abroad contributes to advance the interests and competitiveness of EU firms. Those will only be safeguarded with a combination of effective trade rules and fair, transparent and non-discriminatory competition regimes in foreign jurisdictions, coupled with the necessary investment in bilateral and multilateral relations. The Commission will continue to advocate EU competition policy externally when negotiating [Free Trade Agreements \(FTAs\)](#) with India, Indonesia, Philippines, Thailand, Malaysia and ESA5; in [bilateral relations](#) with the U.S., Canada, Korean and Japanese competition authorities, the United Kingdom, Switzerland, the (potential) candidate countries and African authorities; and in [multilateral fora](#) such as the ICN, OECD, UNCTAD and G7.

Along with the Commission, National Competition Authorities (NCAs) and national courts enforce EU antitrust rules within their national jurisdiction, while the Commission focuses on cases with a Single Market dimension. The cooperation with NCAs takes place through the [European Competition Network \(ECN\)](#) ensuring effective and consistent application of the rules. This unique joint enforcement of EU antitrust rules with Member States has not only significantly contributed to fair competition in the Single Market but also reinforced the relevance and credibility of EU law in all corners of the EU.

⁽²⁶⁾ See https://competition-policy.ec.europa.eu/sectors/manufacturing-basic-industries/review-motor-vehicle-block-exemption-regulation_en

⁽²⁷⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_25_911

⁽²⁸⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_25_1141

Implementation dialogues and Reality checks will further support DG Competition's simplification initiatives by bringing together stakeholders to align policy implementation with realities on the ground and to reduce administrative burdens. The first dialogue will be held in Madrid in June 2025, and it relates to IPCEIs, with a particular focus on SMEs. In 2025, DG Competition will prepare an Annual progress report on enforcement and implementation.

DG Competition will continue its competition policy advocacy and outreach activities at multiple levels, utilising a variety of channels and tools, including the Competition Policy section on the Europa website, social media platforms, and newsletters. DG Competition will also organise conferences, workshops, and debates to intensify dialogue with stakeholders and citizens, enhance engagement, foster relationships within the Commission and with other public institutions and raise awareness of competition enforcement, emphasizing its tangible impact on businesses and people's lives. These efforts will include Youth Policy Dialogues to ensure young people have a voice in shaping the future. In March 2025, Executive Vice-President Ribera hosted her first Youth Policy Dialogue, titled "Empowering Young Talent and Improving Gender Balance in the EU", in Brussels. To better reach the national, regional and local levels, DG competition will leverage the power of networks, notably the ECN, the network of EC representations and of local counsellors.

In 2025, DG Competition will contribute to ensuring that all Commission initiatives are fully aligned with competition rules. More specifically, DG Competition will follow up closely the Commission proposals announced in the 2025 Work Programme to ensure that competition principles and objectives are adequately reflected in the implementation of the Commission's priorities.

Specific objective 2: Effective and efficient enforcement

State aid control

EU State aid policy encourages the granting of better targeted aid that addresses market failures in line with EU policy objectives minimising distortion of the Single Market. Such aid has a beneficial impact on competitiveness, employment, and growth, and thus on the welfare of society as a whole.

In 2025, DG Competition expects the casework related to the new CISAF to develop. In areas where the CISAF does not apply, DG Competition will continue to apply the Climate, Environmental Protection and Energy Aid Guidelines (CEEAG). The Regional Aid Guidelines (RAG) continue allowing for support in less developed regions of the EU, including for green objectives. State aid control for nuclear energy generation, directly based on the Treaty, will play an important role, with a steady increase in the number of measures requiring analysis.

In 2025, supporting innovation in cross-border projects through IPCEIs will remain a priority. DG Competition will continue working on future IPCEIs in strategic sectors including innovative nuclear technologies, in close cooperation with Member States in the [Joint European Forum for IPCEIs \(JEF-IPCEI\)](#), to improve and speed up the design and assessment process.

Antitrust enforcement

In 2025, DG Competition will continue its efforts to detect and sanction cartels across variety of sectors, and advance ongoing investigations into the conducts of [automotive starter battery producers](#) ⁽²⁹⁾, [salmon producers](#) ⁽³⁰⁾ as well as into [synthetic turf](#), [tyres](#) and [data-centre construction](#) following unannounced inspections ⁽³¹⁾, thereby also contributing to Sustaining our quality of life: food, security, water and nature.

DG Competition will continue to invest in various channels to detect cartels, which include both the leniency regime and various tools used in its ex officio strategy such as the whistleblower programme and digital investigation methods. This investment in ex officio investigations, which benefits from the support of the Chief Technology Officer's team ⁽³²⁾, has led to a growing number of investigations initiated based on DG Competition's ex officio work.

In April 2025, the Commission fined 16 major car manufacturers and the European Automobiles Manufacturers' Association EUR 458 million for having agreed for 15 years not to compete with each other on matters relating to the [recycling of end-of-life vehicles](#) ⁽³³⁾. This illustrates how competition enforcement can support the work towards a more circular and resilient economy. In June, the Commission fined Delivery Hero and Glovo EUR 329 million for having agreed not to poach each other's employees; exchanged commercially sensitive information and allocated geographic markets in the [online food delivery sector](#). The decision is part of the Commission's effort to make affordable food and groceries available for Europeans and shows how competition policy can safeguard better opportunities to workers ⁽³⁴⁾.

As regards on-going antitrust cases, DG Competition will continue its investigation into [Google's advertising technology and data-related practices](#) ⁽³⁵⁾ and [Microsoft's tying Teams](#)

⁽²⁹⁾ AT.40545, *Automotive starter batteries*.

⁽³⁰⁾ AT.40606, *Farmed Atlantic Salmon*.

⁽³¹⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_23_3133;
https://ec.europa.eu/commission/presscorner/detail/en/ip_24_561;
https://ec.europa.eu/commission/presscorner/detail/en/ip_24_3365;
https://ec.europa.eu/commission/presscorner/detail/en/ip_24_5926

⁽³²⁾ Detection work using technology is being developed by the Chief Technology Office also for other instruments, including antitrust, foreign subsidies or state aid.

⁽³³⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_25_881

⁽³⁴⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_25_1356

⁽³⁵⁾ AT.40670, *Google adtech*.

to its productivity applications in its Office 365 and Microsoft 365 suites for businesses ⁽³⁶⁾. Moreover, DG Competition will continue its investigation into possible anticompetitive conduct over a novel pain medicine for dogs ⁽³⁷⁾ and its preliminary investigation in medical devices ⁽³⁸⁾. It will also pursue its investigation into PPC's conduct on the Greek wholesale electricity market ⁽³⁹⁾, into the Czech measures on packaging waste collection ⁽⁴⁰⁾, into a potential restriction of competition by the A++ JV between Lufthansa, United and Air Canada on transatlantic routes to/from several EEA airports ⁽⁴¹⁾ and into possible exclusive dealing in cover glass for handheld electronic devices ⁽⁴²⁾. Furthermore, DG Competition will pursue its preliminary investigations into the energy drinks, non-alcoholic drinks and personal care products sectors ⁽⁴³⁾ as well as into financial derivatives ⁽⁴⁴⁾. DG Competition will also continue monitoring Artificial Intelligence (AI) and virtual worlds spaces.

In 2025, the Commission will provide guidance to bio-wine producers on price agreements for sustainable production, thereby also contributing to Sustaining our quality of life: food, security, water and nature, as well as to port operators on the transition to green energy and to the automotive industry on a licensing negotiation group.

Merger control

Merger control prevents that anticompetitive mergers erode the European economic fabric around the merged entity, by harming the companies who sell to, purchase from or compete with the merged entity, and the consumer at the end of the chain. Merger control goes to the heart of European competitiveness and resilience. It strives to protect the competitive process as a whole, taking into account aspects on which companies compete, including prices, quality, and the ability and incentives of companies to innovate.

In 2025, DG Competition will continue reviewing mergers with EU dimension in various sectors. The 'one-stop shop' allows the Commission to review cross-border mergers impacting multiple Member States within the EU, thereby contributing to strengthening the Single Market. DG Competition will also continue to monitor killer acquisitions targeting SMEs and small midcaps that may fall below the EU notification thresholds based on turnover. Since the judgment on the scope of application of Article 22 EU Merger Regulation ⁽⁴⁵⁾, the monitoring is confined to potential referrals by Member States that are

⁽³⁶⁾ AT.40721, *Microsoft Teams*, and AT.40873, *Microsoft Teams II*.

⁽³⁷⁾ AT.40734, *Zoetis-Librela*.

⁽³⁸⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_23_4517

⁽³⁹⁾ AT.40278, *Greek wholesale electricity market*

⁽⁴⁰⁾ AT.40775, *Czech Waste Collection [Czechia]*

⁽⁴¹⁾ AT.40940, *A++ transatlantic joint venture*.

⁽⁴²⁾ AT.40728, *Corning*.

⁽⁴³⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_23_1802; https://ec.europa.eu/commission/presscorner/detail/en/ip_25_737

⁽⁴⁴⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_24_4832

⁽⁴⁵⁾ Judgment of the Court of Justice of 3.9.2024 in Case C-611/22 P, *Illumina v Commission*.

competent under their national merger control regime, or do not have such a regime at all.

DMA enforcement

The DMA is one of the first regulatory tools regulating the gatekeeping power of the large digital platforms in the EU. In 2025, the Commission [fined Apple EUR 500 million](#) and [Meta EUR 200 million](#) for breaching the Digital Markets Act. The Commission found that Apple violated anti-steering obligations and Meta failed to offer a less data-intensive advertising service ⁽⁴⁶⁾. The Commission also specified the interoperability measures that Apple would have to roll out to comply with the DMA ⁽⁴⁷⁾. The Commission will further continue to [enforce effectively the DMA](#). It will continue holding [regulatory dialogues](#) (regular discussion with gatekeepers to ensure they understand and comply with the obligations and prohibitions in the DMA, and continuously adjust their compliance solutions) or [intervene](#) for instance by specifying compliance solutions, sanctioning (also through fines) non-compliance and, in extreme cases of systematic non-compliance, structural solutions such as separation of businesses.

FSR enforcement

The Commission protects the Single Market from distortive foreign subsidies by enforcing the FSR. This creates a level playing field for all companies operating in the Single Market, while remaining open to trade and investment, and promotes EU competitiveness and sovereignty.

In 2025, the Commission will continue to vigorously enforce the FSR. This will include for DG Competition reviewing [notifications of concentrations](#), possibly conducting [ex officio](#) investigations and providing [guidance](#). DG Competition will continue its [preliminary review](#) in the fields of [security equipment for airports](#) in which an unannounced inspection was performed in 2024. The Commission will also continue a preliminary review into the [conditions for the development of wind parks](#) in some Member States based on indications that some wind manufacturers and other companies active in the internal market may possibly benefit from foreign subsidies granting them an unfair advantage over their competitors, and which may lead to distortions of competition ⁽⁴⁸⁾. This investigation follows the European Wind Power Action Plan in which the Commission committed to closely monitor potential foreign subsidies which create distortions of competition ⁽⁴⁹⁾.

Measuring impact of competition policy and enforcement

The activities of DG Competition create [EU added value](#). When prioritising its enforcement measures and deciding whether to initiate investigations on its own initiative, one of the

⁽⁴⁶⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_25_1085

⁽⁴⁷⁾ See https://ec.europa.eu/commission/presscorner/detail/en/ip_25_816

⁽⁴⁸⁾ See https://ec.europa.eu/commission/presscorner/detail/en/speech_24_1927

⁽⁴⁹⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, European Wind Power Action Plan, COM/2023/669 final.

main decision criteria is the [impact on the Single Market](#). By pursuing [high-impact cases](#), DG Competition maximises the added value of its interventions. DG Competition also pursues [cases for their precedent value](#). EU added value is also an important factor when deciding if a case should be investigated by the Commission or by one or several NCAs.

EU competition enforcement provides substantial benefits for consumers and customers. DG Competition estimates that [direct customer savings](#) generated by the Commission's [cartel, antitrust and merger enforcement](#) over the past decade (2015-2024) range between EUR 14 billion and EUR 23 billion per annum. In 2024, the total estimated customer savings from these interventions ranged between EUR 9 billion and EUR 12.5 billion. However, the overall customer benefits generated by competition enforcement also include effects such as the [indirect or deterrent effects](#) generated by enforcement ⁽⁵⁰⁾ which are hard to measure, possible compensation received by customers from legal actions for damages, and [positive effects on innovation and product or service quality](#).

DG Competition has used a [macroeconomic model of the EU economy](#) ⁽⁵¹⁾ to assess the effects of competition policy enforcement on economy-wide indicators. The findings suggest that the Commission's competition policy interventions can lead to a medium to long-term increase in real GDP (compared to the baseline) in the range of 0.6% - 1.1% (the equivalent of an uplift of EUR 100 - 180 billion in current GDP), as well as a 0.3% - 0.7% reduction in the price level. The results also indicate an increase in consumption (0.5%) and investment (1.1%), despite the decline in profits resulting from the negative markup effect.

To monitor the impact of [State aid](#), DG Competition also regularly collects data measuring how the Member States implement their State aid measures. The [State aid Scoreboard](#), published every year, is based on data collected from the Member States ⁽⁵²⁾ on actual expenditure (that is to say the disbursed amounts) under each approved aid measure. DG Competition will conduct [a survey](#) on State aid disbursed by Member States in response to Russia's war of aggression against Ukraine and to support economic sectors key to the green transition under the Temporary Crisis and Transition Framework.

⁽⁵⁰⁾ For example, when firms refrain from engaging in anti-competitive conduct or concluding anti-competitive merger agreements.

⁽⁵¹⁾ *"Modelling the macroeconomic impact of competition policy: 2023 update and further development"*, report prepared by the Directorate-General for Competition, the Joint Research Centre and the Directorate General for Economic and Financial Affairs, Publications Office of the European Union, forthcoming in 2024, <https://data.europa.eu/doi/10.2763/959314>

⁽⁵²⁾ The data contained in the State aid Scoreboard is based on annual reporting made by Member States in accordance with Article 6(1) of Commission Regulation (EC) 794/2004. The Member States remain responsible for the data provided.

PART 3. A modern and sustainable public administration: outputs in 2025

This third part sets out the main steps that DG Competition intends to take in 2025 to modernise its functioning, in line with the harmonised mandatory objectives and indicators that the Commission set out in the 2025-2029 strategic plan to measure the continuous building of a modern and sustainable public administration.

The main areas covered are:

- human resource management;
- digital transformation and data management;
- sound financial management;
- fraud risk management; and
- sound environmental management.

The internal control framework supports sound management and decision-making. Specifically, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls. The Directorate-General for Competition has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

In 2025, DG Competition will elaborate on and develop further initiatives to improve its human resource management. DG Competition will ensure that its resources are allocated to and in line with the set priorities.

Challenged with increasing responsibilities, DG Competition is committed to remain flexible and efficient regarding the resource allocation needs while considering multiple priorities, such as staff engagement (staff engagement index 76% in 2023, objective to maintain or increase).

DG Competition will continue to promote gender balance in middle management positions. On 1 December 2024, the female representation in middle management positions was 49%. In 2025, DG Competition will continue with the cross-DG female talent development programme together with other DGs.

B. Digital transformation and data management

Foster a digital culture

In 2025, DG Competition will continue to cultivate a strong digital culture. Cybersecurity will remain a priority and, among other activities, a roadshow with the support of DIGIT is organised to keep raising awareness. The use of Microsoft 365 tools is further promoted leveraging M365 champions while raising special attention to the use of specific COMP tools for the management of case-related SNC information. Additionally, DG Competition will keep providing comprehensive training to staff on DG COMP IT tools such as CASE@EC, eDiscovery, COMP Wiki and Castor AI assistant, as well as specific trainings on the use of AI in competition enforcement. The percentage of statutory staff that has completed at least one IT training course during 2025 should be above [the 2024 baseline of 24%](#). The use of AI will be promoted with the nomination of AI champions as well as through the representation of all units in the DG COMP data science and AI network.

Moreover, DG Competition will continue to actively engage with the EC IT communities in fora such as the IT and Cybersecurity Board, the Digital Stakeholders Forum, the Cloud Council and the AI@EC network. Last, as provider of CASE@EC, the corporate solution for case management, DG Competition will continue its digital cross-department collaboration with client DGs such as SANTE, GROW, CNECT and BUDG.

Enable digital-ready EU policymaking

DG Competition's robust IT governance framework based on the DIT ⁽⁵³⁾ will continue to facilitate early IT involvement in legislative proposals. This approach has already proven successful in supporting key initiatives, such as the Digital Markets Act, the Foreign Subsidies Regulation, and the recent update of the De-Minimis Regulations. In the area of artificial intelligence (AI), the Data Science and AI network set up by DG Competition aims at identifying and prioritizing use cases for AI in competition enforcement.

DG Competition is exploring further digital tools for competition investigations, also relating to the Antitrust Regulation 1/2003 review, such as technical means to facilitate Confidentiality Rings, Data Rooms and inspections.

⁽⁵³⁾ The DIT (Document handling and IT systems group) acts as the IT Steering Committee of DG Competition, bringing together business and IT, and steering the definition and implementation of the DG's digital strategy to make sure that the digital solutions implemented in the DG match the business needs.

Empower business-driven digital transformation

DG Competition further automates and digitises its business processes and case management lifecycle activities. Following the completed transition of the Antitrust instrument to CASE@EC in March 2025, the transition of the Merger instrument is on track. Moreover, new innovative AI-driven services, such as Next-Generation eDiscovery and Castor AI Assistant are being progressively rolled-out, increasing the efficiency of the investigations.

Last, DG Competition will continue delivering new cross-border interoperable digital solutions, such as eNotifications and eAidRegister, to enhance collaboration with Member States and businesses in the areas of State aid and Merger control. A major modernisation of the European Competition Network solution is already planned. The scope of the eConfidentiality and eRFI solutions will be expanded to support the Digital Markets Act and the Foreign Subsidies Regulation.

Ensure a seamless Digital Environment

In 2025, DG Competition will continue its efforts to modernise its digital portfolio and address technical obsolescence. The migration of the Antitrust and Merger instruments to CASE@EC in 2025 triggers the phase-out of the remaining legacy case management applications. The already significant re-use of corporate Reusable Solutions Platform (RSP) components will keep expanding across the portfolio and use of open-source solutions will be promoted.

Building on the successful use of public cloud by the COMP Cases digital solution, DG Competition will continue migrating its IT portfolio to cloud infrastructure, using on-premises solutions for solutions with high-security needs and public clouds for systems with lower confidentiality needs. The percentage of IT systems utilising cloud infrastructure services compared to the total number of IT systems should hence increase [above the 2024 baseline of 21%](#).

Green, resilient and secure infrastructure

DG Competition is committed to strengthening IT security and protecting its digital assets. Having developed IT Security Plans (ITSPs) for all its digital solutions, focus will shift to maintain the ITSPs up-to-date and keep implementing the defined risk mitigation measures. Compliance with IT security standards will be regularly updated, and the adoption and maturity of DevSecOps practices will further expand. Furthermore, by aligning with the corporate DWP services catalogue, DG Competition ensures that its infrastructure remains secure, sustainable and supportive of the EC's environmental goals.

Data, information and knowledge management

In 2025, DG Competition will follow the Commission's corporate data governance and data policies, by developing data management activities (further improve data standardisation and harmonised description of data assets within DG Competition instruments, further increase the data assets registration in EC Data Catalogue to foster usability and interoperability), as well as by establishing Data Governance principles within the DG and clarifying roles and responsibilities. As regards the [data maturity indicator baseline in 2024](#), DG Competition considers its data management, data quality and data skills to be at established level and data ownership and responsibilities at developing level. To be noted that DG Competition receives a large amount of SNC data from external companies and bodies, which can only be used for the purpose of its investigations and cannot be further shared. Data for public usage are available via the Open Data project and are searchable via its search engine.

DG Competition has already transferred its Intranet (My COMP) to a new corporate platform, in close collaboration with content owners, which allowed the restructuring and rationalising of this information delivering a better user experience for the staff of DG Competition to find relevant information. In 2025, the target is to stabilise and enhance further this new platform and increase its usage on communication and knowledge sharing.

In 2025 the DG Competition's Knowledge Management Platform - COMPWiki will further strive to enrich all policy and procedural content with a focus on the two recent instruments – the Digital Markets ACT (DMA) and the Foreign Subsidy Regulation. An effort will be done on AI integration, resulting in a Proof of Concept that will be based on DG COMP AI platform under the umbrella of GPT@EC corporate services.

Data protection

Maintaining compliance in 2025 of its data processing operations with the Commission data protection rules (Regulation 2018/1725), Data Protection Action Plan (C(2018)7432) and DG Competition specific decision concerning competition files (C(2018)8109) is a priority for the DG.

In 2025, DG Competition will continue to monitor data processing activities in the DG to ensure compliance. For this purpose, the data protection coordination team will raise awareness within DG Competition staff, e.g. with information points during management and/or Directorate/unit meetings, inclusion of data protection in the internal training sessions for newcomers or experienced staff, and, where relevant, integration of personal data protection elements in DG Competition manuals of procedure.

In 2025, several judgments from the Court clarifying the interplay between the Commission's enforcement powers in Competition investigations and data protection rules are expected and will require follow up. Exchanges of experiences with National Competition Authorities on the interaction between data protection rules and our

investigative powers in competition investigations within the European Competition Network will continue in 2025 in order to agree on a common approach.

C. Sound financial management

The budget of DG Competition amounts to around 25 million euro and will mainly be implemented through direct centralised management with procurement as the main spending mode. The budget is implemented through actions directly linked to competition policy initiatives and enforcement (including procurement for IT tools, studies, meetings) and Member State cooperation. The target of the estimated risk at payment is [below 2%](#) ⁽⁵⁴⁾: notably, the rollout of eContracting in 2025 will ensure that procurement processes are harmonised and digitalised and cost-effective controls are in place.

D. Fraud risk management

In line with its Anti-Fraud Strategy, particular attention will be devoted to maintaining a robust ethical culture and applying the Commission's ethics guidance, so that staff understand fraud risks and is able to detect and report potential fraud. This will be done by training newcomers and information to staff on ethics, anti-fraud and security matters. The target for all newcomers to follow ethics training is [100%](#) ⁽⁵⁵⁾. Fraud risks will also continue to be assessed annually as part of the internal control risk assessment exercise.

E. Sound environmental management

DG Competition is committed to the 'greening' of its daily operations by reviewing its working methods and fostering individual awareness, thereby contributing to the European Commission's goal of being climate neutral by 2030. We will continue to contribute to the implementation of the *Greening the Commission Communication* ⁽⁵⁶⁾ and *Action Plan on Greening the Commission* ⁽⁵⁷⁾. In 2019, the DG Competition's emissions from staff professional travel were 481,92t CO₂. We have already achieved 46,54% decrease in 2024 and our goal is to strive [50% reduction](#). The relevant performance table with details about the outputs is in Annex 3.

⁽⁵⁴⁾ Risk at payment in the baseline (year 2024) amounts to 0.5%.

⁽⁵⁵⁾ This is also 100% in the baseline year (2024)

⁽⁵⁶⁾ Communication to the Commission, Greening the Commission, C(2022) 2230 final.

⁽⁵⁷⁾ Annexes to the Communication to the Commission, Greening the Commission, C(2022) 2230 final.

ANNEX 1: Specific objectives and result indicators 2025-2029

General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.1: Modern, smart competition policy, supporting EU priorities

Related to spending programme: Programme for Single Market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics

Result indicator 1.1.1 Proportion of legislative and non-legislative initiatives adopted / published involving simplification and burden reduction

Explanation: -

Source of data: Commission services

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
67%	> 50%	>50%

Result indicator 1.1.2 Ratio between policy initiatives included in the Commission Work Programme and adopted within that year during the Commission mandate 2025-2029

Explanation: -

Source of data: Commission Work Programme

Baseline (2024)	Interim milestone (2027)	Target (2029)
0 ⁽⁵⁸⁾	100%	100%

Specific Objective 1.2: Effective and efficient enforcement

Related to spending programme(s): See above under 1.1

Result indicator 1.2.1 Total estimated customer savings from cartel, antitrust and merger interventions

Explanation: -

Source of data: Commission services

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
EUR 9-12,5 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)

⁽⁵⁸⁾ No Commission Work Programme 2024 item.

Result indicator 1.2.2 Estimate of customer benefits resulting from cartel prohibition decisions

Explanation: –

Source of data: Commission services (OECD Guidance 2014)

Baseline (2024)	Interim milestone (2027)	Target (2029)
EUR 0.05-0.08 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)

Result indicator 1.2.3 Estimate of customer benefits resulting from non-cartel antitrust interventions

Explanation: –

Source of data: Commission services (OECD Guidance 2014)

Baseline (2024)	Interim milestone (2027)	Target (2029)
EUR 5.5-6.6 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)

Result indicator 1.2.4 Estimate of customer benefits resulting from merger interventions

Explanation: –

Source of data: Commission services (OECD Guidance 2014)

Baseline (2024)	Interim milestone (2027)	Target (2029)
EUR 3.5–5.8 bn	Varying in line with markets affected (EUR x-y bn)	Varying in line with markets affected (EUR x-y bn)

Result indicator 1.2.5 Total State aid expenditure falling under the General Block Exemption Regulation (GBER) as a percentage of total State aid in the EU

Explanation: Under Article 6(1) of Commission Regulation (EC) 794/2004, the Commission shall publish an annual State aid synopsis ("State aid scoreboard") based on expenditure reports provided by the Member States

Source of data: State aid Scoreboard/Eurostat

Baseline (2023)	Interim milestone (2027)	Target (2029)
35.2%	Increasing trend	Increasing trend

ANNEX 2: Performance tables – delivering on Commission priorities in 2025


General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.1: Modern, smart competition policy, supporting EU priorities


Related to spending programme: Programme for Single Market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics

Main outputs in 2025:



New policy initiatives

Output	Indicator	Target
State aid guidance on how EU State aid rules apply to public support for critical medicines in the context of Critical Medicines Act (CMA)  ⁽⁵⁹⁾	Publication	Q1 2025

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Clean Industrial Deal State Aid Framework (CISAF) 	Adoption	Q2 2025
Amendments of Regulation 794/2004 as regards the notifications forms and information sheets	Adoption	Q2 2025
Transparency Directive	Adoption	Q2 2025
Guidelines on the application of Article 102 TFEU to exclusionary abuses	Adoption	Q4 2025

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Evaluation of the Guarantee Notice 	Publication of the Evaluation Staff Working Document	Q4 2025
Evaluation of the Banking Communication 	Publication of the Evaluation Staff Working Document	Q4 2025

⁽⁵⁹⁾ Initiatives that are part of the 2025 CWP are marked with the following icon .

Implementation dialogues and reality checks		
Output	Indicator	Target
Implementation Dialogues	2/year	Q2 2025 Q3-4 2025
Reality checks	multiple	Q2 2025
Annual progress report on enforcement and implementation	1/year	Q4 2025
Major public consultations		
Output	Indicator	Target
Draft amendments to the State aid Implementing Regulation (EC) No 794/2004 and to the State aid Best Practices Code with respect to new rules on access to justice	Public consultation	Q1 2025
Draft State aid Framework accompanying the Clean Industrial Deal (CISAF)	Public consultation	Q1 2025
SGEI Decision (Affordable housing)	Call for evidence and public consultation	Q2 2025
Rescue and restructuring State aid Guidelines	Call for evidence and public consultation	Q2 2025
EU Emission Trading System (ETS) Guidelines	Call for evidence and public consultation	Q2 2025
GBER Revision	Public consultation	Q3 2025
Broadcasting Communication review	Call for evidence and a public consultation	Q4 2025
Merger Guidelines	Call for evidence and public consultation	Q2 2025
Technology Transfer Block Exemption Regulation (TTBER) and related Guidelines	Call for evidence and public consultation	Q1 2025
Motor vehicle Block Exemption Regulation and supplementary guidelines	Call for evidence and public consultation	Q1 2025
Antitrust procedural rules	Call for evidence and public consultation	Q2 2025
Guidelines regarding the implementation of the Foreign Subsidies Regulation (FSR)	Call for evidence	Q1 2025
FSR Report	Call for evidence and public consultation	Q3 2025

Specific Objective 1.2: Effective and efficient enforcement

Related to spending programme: Programme for Single Market, competitiveness of enterprises, including small and medium-sized enterprises, and European statistics

Main outputs in 2025:**Major implementation activities and enforcement actions**

Output	Indicator	Target ⁽⁶⁰⁾
Enforcement of antitrust rules	Number of the Commission decisions per year (intervention rate) ⁽⁶¹⁾	No target
Effective support to NCAs on individual cases with a view to ensure coherent and effective application of Articles 101 and 102 TFEU	Number of envisaged enforcement decisions and similar case consultations in the European Competition Network (ECN)	No target
Enforcement of EU merger control	Number of the Commission decisions per year	No target
Enforcement of EU merger control	Number of the Commission decisions per year in a simplified procedure	No target
Enforcement of EU merger control	Intervention rate ⁽⁶²⁾	No target
Enforcement of EU State aid control	Number of Commission decisions adopted	No target
Monitoring of schemes in the field of State aid	Number of aid schemes subject to ex-post monitoring	Around 50
Prevention and recovery of incompatible aid	Adoption of recovery decisions in the field of State aid in accordance with EU State aid rules	No target
Enforcement of Digital Markets Act (DMA)	Number of the Commission decisions per year	No Target

⁽⁶⁰⁾ It is usually not meaningful to set numerical targets for competition policy enforcement. On-going Commission investigations are always without prejudice to the final decision to be taken by the Commission in the case. However, DG Competition, like most competition authorities, provides the number of decisions (or intervention rate) to indicate the level of activity and output for the preceding year, also for deterrence purposes. As regards antitrust and cartel enforcement, a target would also depend on factors beyond the Commission's control (decisions of the parties or other market players to disclose infringements through the leniency programme, whistleblowing, complaints, or the availability of information to the Commission to detect infringements ex officio). In every case, the Commission must fully respect the rights of defence of the parties.

⁽⁶¹⁾ Intervention rate consists of antitrust interventions (decisions) by the Commission. Intervention rate indicator includes the Commission's antitrust decisions (prohibition decisions, commitment decisions, cooperation decisions) and cartel prohibition decisions and settlement decisions.

⁽⁶²⁾ Intervention rate indicator includes the Commission's prohibition decisions and mergers approved subject to commitments, as well as withdrawals during second phase investigation (in-depth investigation by the Commission).

Output	Indicator	Target ⁽⁶⁰⁾
Enforcement of Foreign Subsidies Regulation	Number of the Commission decisions per year	No Target
Other important outputs		
Output	Indicator	Target
IPCEI (Important Projects of Common European Interest) Design Support Hub	Launch	Q2 2025
Report on Competition Policy 2024	Adoption	Q2 2025
DMA Annual Report 2024	Adoption	Q2 2025
Report on the application of the CMO competition rules to the agricultural sector	Adoption	Q4 2025

ANNEX 3: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DG Competition employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2025:		
Output	Indicator	Target
Entrance, career development and exit interviews	Percentage of the respective staff invited (for career development interviews - AD officials that have a seniority of 3 years and more in their current job, and AST and AST/SC officials in their post for at least 5 years)	100%
Ensuring a gender balanced middle management population	Balanced appointments to middle management positions	100%
Establishment of regular open-door slots with DG Competition's Directors	Announcement of the available regular slots on DG Competition's respective intranet pages	100%
Staff announcements following Senior and Middle Management appointments and all organisational changes	Communication actions taken to announce Senior and Middle Management appointments and organisational changes	100%

B. Digital transformation and data management

Objective: DG Competition is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission

Main outputs in 2025:

Output	Indicator	Target
Digital Transformation	Kick-off User Acceptance Tests (UATs) of CASE@EC for Mergers	Q2 2025
	Release in production the eAidRegister solution supporting “De-Minimis” regulation	Q4 2025
	Launch a market study to evaluate Virtual Data Rooms (VDRs) solutions	Q4 2025
	Keep digital solution’s IT Security Plans up to date (i.e. less than 2 years old)	95%
Data Management	Implementation of the corporate principles for data governance for (the service’s) key data assets	Baseline (2024): 80%
Data Protection	All newcomers follow data protection training.	Baseline (2024): 100%

C. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2025

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	Staff awareness of information security rules: % of active staff confirm being aware of confidentiality obligations.	100%
Efficient controls	Budget execution and / or timely payments	Remains < 90%] of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 8% of funds managed

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽⁶³⁾ aimed at the prevention, detection and correction ⁽⁶⁴⁾ of fraud

Main outputs in 2025:

Output	Indicator	Target
Anti-fraud risks and controls are assessed	The fraud risk assessment is made as part of the annual risk assessment exercise	Annually
All newcomers follow ethics training	All newcomers follow ethics training	100%

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2025

Output	Indicator	Target
Actions to reduce emissions from staff missions ⁽⁶⁵⁾	Number of actions to reduce emissions from staff emissions	1. Promoting the new Missions' Guide 2. Encouraging the train commuting for distances under 550 km
Energy saving actions	% of Department buildings participating in the annual BEST energy saving actions	100%

⁽⁶³⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁽⁶⁴⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁽⁶⁵⁾ DG/department emissions report from MiPS+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).

Output	Indicator	Target
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	<ol style="list-style-type: none"> 1. Rising awareness for a better waste sorting in MAD0 2. Promoting VeloMai 3. Organising end of VeloMai award event to honour the best COMP participants 4. Rising awareness for the bottle tops' collection. 5. Reorganisation of the EMAS Team 6. Introducing the EMAS actions and Team in the induction trainings for DG Competition newcomers 7. Organising a preloved clothes' exchange together with IAS 8. Promoting and participating in the end of the year corporate EMAS campaign 9. Promoting use of stairs in MAD0 building 10. Organising EMAS related lunch-time events together with the COMP AST Network
Sustainable events	% of event-organising staff informed on the incorporation of the EC Guidelines for sustainable events	100% of event-organising staff informed