



ENERGY EFFICIENCY MOVEMENT (EEM) ASSOCIATION

Annual Report 2026

2nd Edition, Fiscal year: 1st of July 2025 until 30th of June 2026

Status: Final (August 25th, 2026). Approved by during the Ordinary General Assembly (September 9th, 2026).



Table of contents

01	Foreword		3
02	Executive summary		5
03	Impact		6
	Mover growth and engagement	6	
	Partnerships	7	
	Insights and reports	8	
	Outreach activities	9	
	External relations and high-level impact events	10	
04	Finance and operations		13
	Financial report	13	
	Organization	14	
05	Outlook		15
06	Annex		16
07	Imprint and about		16



01 Foreword



By Mike Umiker, Managing Director, Energy Efficiency Movement

The transition from awareness and commitment to collective energy efficiency implementation to enable electrification across industries has become evident.

We have continued to strengthen our role as a trusted platform that brings industries together in a cross-sector industrial ecosystem to accelerate energy efficiency. The Energy Efficiency Movement (EEM), a global network of industry leaders committed to improving energy performance across sectors.

I am proud of how far the EEM has come. Our commitment to collaboration, training and best practices along with transparency, accountability and impact remains at the heart of everything we do. What began as a vision to make energy efficiency matter has evolved into a global platform that is helping shape the future of competitiveness, energy security, affordability and decarbonization.

The past year has been defined by a clear shift from ambition to implementation. While awareness of the value of energy efficiency continues to rise, the challenge facing the world is no longer understanding the opportunity, but executing at the speed and scale required. As highlighted throughout our work, the technologies, solutions, and business cases already exist. What is needed now is stronger collaboration between companies, financial institutions and governments to unlock investment and accelerate deployment.

In some respects, history is repeating itself: Four years after the first Industrial Energy Efficiency Playbook, the business case for energy efficiency is stronger than ever. Energy costs remain volatile, geopolitical risks continue to threaten energy security and the pressure to improve competitiveness and reduce emissions is growing while electrification demand is growing. Therefore, we have decided to launch an updated [Energy Efficiency Playbook](#) which reflects today's reality and provides practical guidance to help organizations move from ambition to action and unlock the full value of energy efficiency.

A significant milestone was our continued partnership with the International Energy Agency at the 11th Annual Global Conference on Energy Efficiency in Montreal. Building on the momentum established in Brussels in 2025, we have co-led together with Hydro-Quebec the 2026 CEO Roundtable, bringing together senior leaders from industry, finance, government, and international organizations. The outcome resulted in the [Montreal Collaboration Framework](#), which provides an opportunity for coordinated action by companies, financial institutions, and governments to accelerate the large-scale deployment of energy efficiency and double the global rate of progress by 2030. In practical terms, companies will focus on deploying and investing, financial institutions on finance and derisking and governments on enabling and

stabilizing conditions. By working together, these three actors can transform energy efficiency into a powerful driver of competitiveness, energy security, and decarbonization.

Equally encouraging is the growing evidence that energy efficiency is now firmly embedded in business strategy. The findings from our [2026 Energy Efficiency Investment Report](#) show that 98% of organizations are at least planning to invest in energy efficiency. Rising energy costs, energy security concerns and the need for greater competitiveness are driving companies to view efficiency not as a sustainability initiative, but as a core business imperative. Yet the report also highlights an important implementation gap. While ambition is strong, many organizations still face financial, technical and organizational barriers that slow progress. Closing this gap remains one of our key priorities.

Another achievement this year has been the growth of our [Active Movers](#), launched in the 3rd quarter of 2025. In less than a year, Active Movers has expanded significantly, creating a vibrant community that extends well beyond traditional industrial sectors. The growing participation beyond our co-founders ABB and Alfa Laval demonstrates that energy efficiency is a cross-sector opportunity and a shared responsibility. This diversity strengthens the Movement, bringing new perspectives, solutions and partnerships that accelerate collective action.

Today, the Energy Efficiency Movement represents more than a network of organizations. It is a community united by the belief that achieving more with less energy is one of the most powerful tools available to address the economic, energy and climate challenges facing our world. Every new Mover, every collaboration, every shared insight and every implemented project contributes to building momentum for change.

This annual report reflects the progress we have made together, but it is also a reminder that much work remains ahead. The opportunity before us is enormous. By turning proven solutions into scaled implementation, by strengthening collaboration across sectors and by placing energy efficiency at the center of strategic decision-making, we can create a more competitive, resilient and sustainable future.

The Movement continues to grow and I invite organizations, leaders and stakeholders to join us in making energy efficiency matter.

Kind regards

Mike Umiker
Managing Director

02 Executive summary

The Energy Efficiency Movement is a non-profit association, co-founded by ABB and Alfa Laval. It unites 634 organizations ("Movers") by June 30th, 2026 across 56 countries and 70 industries, driving global progress in industrial energy efficiency.

Key Achievements

Global Recognition: EEM co-led the CEO roundtable at the IEA's 11th Annual Global Conference on Energy Efficiency, highlighting its private sector impact and organized a High-level C-Suite Meeting with the European Commissioner for Energy and Housing Dan Jørgensen.

Partnerships: Formal agreements with WDHT and collaboration with global initiatives like Mission Efficiency have been rewarded and recognized.

Mover Network Growth: Active Mover category has been launched successfully with carefully selective companies joining and shaping the Movement's direction.

Reports & Thought Leadership: EEM contributed to major reports including IEA's Energy Efficiency report 2025 (Quoted and Peer-review) and published its own [2026 Energy Efficiency Investment Report](#).

Expertise: EEM strengthened its Executive Committee with Prof Mercedes Maroto-Valer OBE, Director of IDRIC and Deputy Principal (Global Sustainability) at Heriot-Watt University, whose advisory roles span the UN Secretary General's CEET, Mission Innovation and the UK Government's DESNZ.

External relations and high-level impact events: Hosted and participated in global impact events across the globe. An increased focus on developing relationships and strategic collaborations across the ecosystem has deepened industry knowledge, strengthened partnerships, and amplified impact.

Outreach: Outreach campaigns delivered more than a million impressions on average and boosted LinkedIn followers to over 14,000.

Finance & Governance

The Association's financial statements have been prepared by Grant Thornton AG (Switzerland) and audited by BDO AG (Switzerland). The statutory auditor performed a limited statutory examination (LSE) review of the financial statements for the year ended 30 June 2026, in accordance with Swiss auditing standards. Based on this review, the auditor found no indications that the financial statements fail to comply with Swiss law or the association's statutes.

- Total operating income: MCHF 1,29
- Profit for the year / period: kCHF 44,40. Expenses are mainly driven by resources, consulting, legal and marketing

The association remains tax-exempt and accordingly, tax expenses have neither been paid nor accrued.

EEM Team: Led by Managing Director Mike Umiker, supported by a core team and an executive committee with representatives from ABB, Alfa Laval and Heriot-Watt University.

Outlook

The EEM will focus on:

- Establishing a finance vertical to translate the Montreal Collaboration Framework into action
- Climate Week NYC, COP31, London Climate Week 2027, 12th IEA Conference on Energy Efficiency
- Expanding local symposiums and the Active Movers network.
- Releasing the 2027 Major report.
- Further strengthening the community by working closely with our Core & Active Movers
- Intensify the collaboration with organizations that contribute to a global energy efficiency agenda

03 Impact

The Energy Efficiency Movement saw a strong Active Mover community's growth. Through sharing insights, hosting events, building partnerships and expanding our outreach, we have strengthened our impact across organizations, industries and geographies. Our ambition is to continue growing organically through the Movers network with a dedicated focus on Active Movers.

"Energy efficiency is one of the fastest levers to decarbonize industry – and collaboration is how we turn ambition into implementation. By joining the Energy Efficiency Movement as Active Mover, we reinforce our commitment to collective action and shared solutions across sectors."

– Linda Pålsson, President & CEO, AFRY

Movers growth and engagement

70 Industries in 56 countries.

Core Movers (Members – by invitation only)

Core Movers that take a leadership role within the Movement, influencing its governance and driving the energy efficiency agenda at the highest level.

Total number of	2026/06	2025/06	2024	2023 and before
Core Movers:	2	2	2	Category not existing

- ABB (co-founder), Alfa Laval (co-founder)

Active Movers (Members)

Active Movers that deepen their engagement by actively contributing to the Movement's initiatives and participating in shaping its direction.

Total number of	2026/06	2025/06	2024 and before
Active Movers:	4	0	Category not existing

- AFRY, Bilfinger, Siemens, Munters

Movers¹

Companies committing to energy efficiency and joining the EEM to share solutions and inspire action. Companies do join for free and they grow organically.

Total number of	2026/07	2025/06	2024	2023	2022
Movers:	634	588	551	441	210

- See [online](#)

¹ These "Movers" are not members of the association as defined in article 3 of the articles of association (also referred to as "Movers") and do not have any membership rights or obligations. However, they became part of the EEM through their pledge

Partnerships

Our partners are organizations from the public, non-profit and academic sectors whose missions and activities align with the EEM. They are essential collaborators in achieving our long-term goals through mutually beneficial relationships.

Together, we connect knowledge, networks and implementation expertise to help more organizations identify, finance, adopt and scale energy efficiency solutions.

Total number partner- ship agreements:	2026/06	2025/06	2024	2023 and before
	3	2	2	not offered

Our partners:



Alliance for an Energy Efficient Economy (AEEE), is one of the leading organisation in India that works on creating awareness about energy efficiency as a resource. AEEE is an energy efficiency market enabler with a not-for-profit motive. They promote data-driven and evidence-based energy efficiency policies and research.

<https://aeee.in/>



Association of Energy Engineers (AEE) is a Non-profit organization dedicated to serving their members and other industry professionals who are working to improve energy efficiency to save energy, reduce GHGs, make buildings perform better, and help reach global goals for Net-Zero.

<https://www.aeecenter.org/>



We Don't Have Time (WDHT) is a global media platform that brings together businesses, thought leaders and citizens to accelerate the transition toward a sustainable future. Through digital engagement, events and knowledge sharing, WDHT promotes technology solutions, and helps organizations showcase leadership and collaborate on impactful climate initiatives.

<https://app.wedonthavetime.org>

Beside the above-mentioned partnerships, the EEM collaborates with the Mission Efficiency Global Ambition Taskforce, led by *Sustainable Energy for All* and supported by various organisations like the RMI, Alliance to Save Energy, the Business Council for Sustainable Energy (BCSE), CLASP, E3G, European Alliance to Save Energy, Global Renewables Alliance, International Copper Association, IEC, Global Impact Fund, Solar Impulse Foundation and many more.

Insights and reports

Knowledge drives progress. The EEM produces and curate insights and research to inform decision-makers, inspire innovation and guide action. By analyzing trends, technologies, policies and showcasing real examples, the EEM helps stakeholders understanding the rapidly evolving energy landscape and identify opportunities to accelerate efficiency across sectors.

Highlights:

- [Energy Efficiency 2025 Report²](#) [IEA, November 2025]
- [The Industrial Energy Efficiency Playbook](#) Improving energy efficiency: three pillars, 10 actions, updated edition [May 2026]
- [Energy Efficiency Investment Report 2026](#) How financial decisions are driving energy efficiency in business [June 2026]
- [Fifty Shades of Green](#) Accelerating Energy Efficiency Deployment Vodcast – Special Episode with Climate Group, [June 2026]
- [Thought Leadership Articles](#) to inspire action, share innovative solutions, and accelerate global progress toward energy efficiency [continuously published]



Pic. 3.1: Energy Efficiency Investment Report 2026

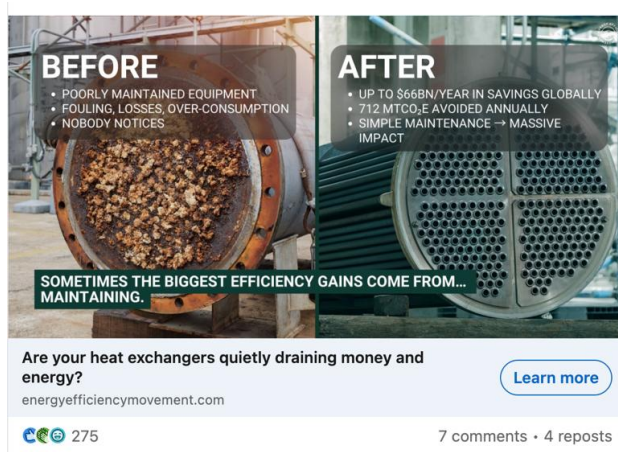
² Published by the International Energy Agency (IEA). EEM's research was cited in the prestigious Energy Efficiency report, which was also peer-reviewed by EEM.

Outreach activities

Visibility is key to impact. Through strategic outreach activities, such as digital communication campaigns, the EEM raises awareness, educates audiences, and creates engagement for energy efficiency.

Highlights:

- With the “BEFORE/AFTER” campaign, we generated 1 Million+ impressions and recorded solid attention time. With this campaign, we could strengthen the educational role of the EEM on the topic of energy efficiency.

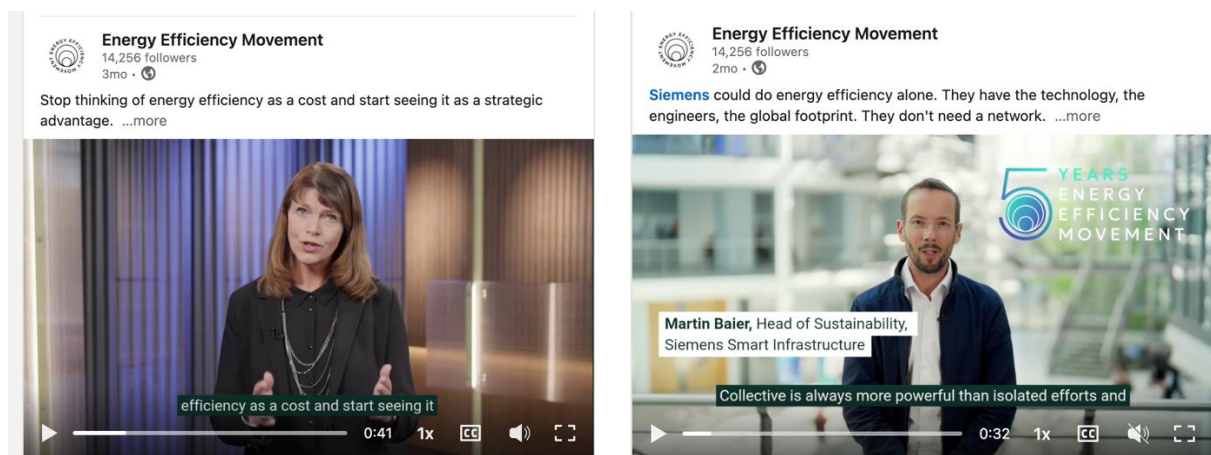


Pic. 3.2: Energy Efficiency Movement before/after campaign

- Our 2026 Energy Efficiency Investment report campaign generated 1.6 Million+ impressions over LinkedIn and 9'000+ downloads, suggesting strong audience-message fit and supporting impact generation of the EEM.
- The EEM turned five years in 2026. Our “Anniversary campaign” featured senior leaders from Member companies through videos where they talked about their energy efficiency journey and shared insights about energy efficiency as a competitiveness driver. The campaign generated in total more than 200k video views, making energy efficiency a topic visible to senior leaders.

Social media (in particular LinkedIn) remains a key communication channel for the EEM. For China in particular, locally relevant content is shared via Movers WeChat channels.

Total number of LinkedIn followers	2026/06	2025/06	2024	2023	2022
	13,941	10,544	9,452	3,224	478



Pic. 3.3: Energy Efficiency Movement anniversary campaign

External relations and high-level impact events

Building bridges strengthens the mission. The EEM brings together governments, cross-industry leaders, financial institutions, and international organizations to elevate energy efficiency as a strategic priority for competitiveness, energy security, and decarbonization. Through these engagements, EEM brings business perspectives and practical implementation experience as a platform providing access for policymakers, while fostering partnerships that accelerate action across sectors.

Our external relations activities create opportunities for public-private dialogue, knowledge exchange, and collaboration on overcoming barriers to implementation. By convening ministers, CEOs, regulators, investors, and energy experts, the EEM enables the discussions on, financing mechanisms, cross-industry policy frameworks, and market conditions that can unlock investment in energy efficiency at scale. These interactions continue to expand EEM's global network, strengthen its influence, and support the transition from ambition to action.

Highlights:

- COP 30, Belem: EEM hosted a broadcast session, a round-table discussion and a high-level panel discussion all around the topic of energy efficiency and scalable actions that could accelerate the energy transition. On top, "Jobs.Security.Growth" was launched with EEM as a supporting partner towards Global Renewable Alliance.
- Brussels High-Level Stakeholder Meeting on Heat Reuse (December 2025): Convened policymakers and industry leaders to advance discussions on unlocking the potential of industrial heat reuse.
- General Assembly of European Financing Coalition (May): As part of the coalition, EEM brings together industry leaders to identify market needs, develop scalable energy efficiency solutions, and support investment mobilization.
- London Climate Action Week (June 2026): Roundtable Discussion at the Global Electrification Summit, bringing together stakeholders to explore the role of energy efficiency in enabling a competitive and resilient electrification pathway. Kick-off of ElectrifyNow.
- Montreal (June 2026): High-Level CEO Meeting with European Commissioner for Energy and Housing, Dan Jørgensen. EEM Facilitated dialogue between business leaders and policymakers on accelerating energy efficiency across Europe.
- 11th IEA Annual Global Conference on Energy Efficiency (June 2026): CEO Roundtable, co-led by EEM, the roundtable fostered public-private collaboration and contributed to the CEO-Minister Dialogue, while enabling the exchange of best practices and implementation strategies.
- Montréal Collaboration Framework (June 2026 onwards): Strengthening collaboration through the framework, a key outcome of the 11th IEA Annual Global Conference on Energy Efficiency, provides a strong foundation for EEM's external relations and stakeholder engagement activities in the lead-up to COP31 and beyond.

A strong link is leveraged during high-level impact events (physical / hybrid / virtual) which are catalysts for networking and collaboration. The EEM and Movers co-organize events and participate in global conferences, webinars and workshops that bring together experts, practitioners and academia.

"Efficiency is not about saving money only, it's about using smart solutions, reducing waste, and creating long-term value for the planet and for shareholders. The EEM aligns productivity and responsibility and that's why it matters to us."

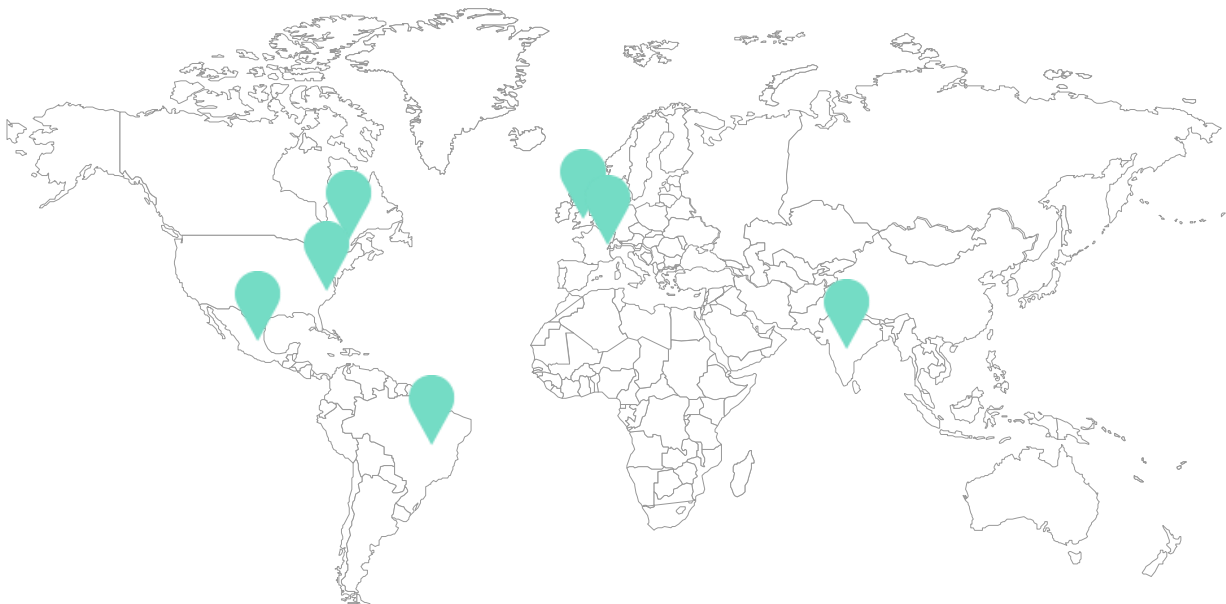
– Luis Oliani, CEO, APS SOLUÇÕES

Selected highlights in 2026:

- June United Kingdom, London London Climate Action Week
- June Canada, Montreal IEA 11th Annual Global Conference on Energy Efficiency, CEO roundtable co-led by EEM
- April Switzerland, Geneva CERN – EEM Day
- February India, Delhi AEEE FEED + EEM Key Note

Selected highlights in 2025:

- November Brazil, Belem COP 30, EEM High Level Panel
- October Canada, Montreal EEM Symposium Quebec
- October Mexico, Mexico City AMENEER + EEM Key Note
- September United States, New York Climate Week NYC



Pic. 3.4: Event highlights

These gatherings foster dialogue, sharing of best practices and spark new ideas that advance the global energy efficiency agenda. They are key to the progress of energy efficiency at scale.



Pic. 3.5: Event impressions (top: Mexico + Canada / middle: Brazil + United Kingdom / bottom: Switzerland + Canada IEA)

"Energy efficiency is a leadership choice because it drives resilience, costs saving, and sustainability. Initiatives like the Energy Efficiency Movement matter because they unite industry to accelerate real scalable impact."

— Gonzalo Muñoz, Partner, Manuía

04 Finance and operations

Financial report

Balance sheet and income statement summary and description:

Assets

The association is in a healthy financial position, with current assets exceeding short-term liabilities. Non-current assets consist primarily of capitalized investments in IT infrastructure, which are being amortized over their expected useful life.

Liabilities and Association Equity

Short-term liabilities mainly relate to accrued expenses that had not yet been invoiced at year-end. The association generated a profit during the financial year and maintains a positive equity position.

Income Statement

Revenue is primarily derived from Core Movers contributions under framework agreements, supplemented by membership fees. Operating expenses mainly relate to resource contributions and consulting, marketing and events, legal support, IT services, insurance, accounting, and audit activities, all of which support the association's core operations and development. The association is tax-exempt and therefore did not incur tax expenses.

Tax Ruling

In March 2026, the Swiss Federal Tax Administration confirmed the association's non-profit status and clarified the VAT treatment of its funding model. The ruling confirms that membership fees are VAT-exempt and that no VAT registration is currently required. It provides important legal certainty, reduces compliance risks, and supports the association's future growth while ensuring continued alignment with Swiss tax regulations.

The full financial report can be retrieved in Annex 1 - as part of the Examination Report and Annex 2 – explanation.

Organization

A stable and lean core team is in place to scale impact and foster collaboration to utilize the knowledge, skills and capacities either via our Movers network or 3rd party domain expertise providers (e.g. web management).

Executive Committee	Prof. Dr. Mercedes Maroto-Valer	Thomas Møller	Erich Labuda	
	Heriot-Watt University (since 2026)	Alfa Laval (since 2022)	ABB (since 2023)	
Core team (contribution in kind)	Mike Umiker	Anna Hall	Dr. Lisa Bounoure	Rebecca Pryce-Aklundh
	Managing Director (since 2023)	Head of External Relations (since 2023)	Head of Communication and Impact (since 2024)	External Relations Manager (since 2025)
Extended team (3 rd party / parttime)	Alexander Solms-Baruth	Simona Mack		
	Active Community PMO (since 2026)	Social Media Manager (since 2025)		
Ambassadors³	Madeleine Gilborne	Dr. Ankush Gulati	Jo Vanhoren	Pol Dunoyer

Legal Advisor

Homburger AG, Prime Tower, Hardstrasse 201, 8005 Zürich, Switzerland, www.homburger.ch

Accountant:

Grant Thornton AG, Claridenstrasse 35, 8027 Zürich, Switzerland, www.grantthornton.ch

Auditor

BDO AG, Schiffbaustrasse 2, 8031 Zürich, Switzerland, www.bdo.ch

³ Appointed by the Executive Committee

05 Outlook

Our work will continue to focus on driving impact by showcasing existing solutions that enhance energy security, affordability, and industrial competitiveness. A stronger focus will rely on energy efficiency as an enabler for electrification and how to unlock energy efficiency finance.

The focus for the remaining year of 2026 will be set on Climate Week NYC as well as COP31 in Turkey. Our efforts in external relations will be key to fostering and strengthening collaboration (public and private),

In 2027, we will continue our efforts to expand our knowledge and collaboration hub and increase further our energy efficiency solutions from our Movers.

We will further strengthen the collaboration amongst our Active and Core Movers to scale implementation.

On the impact events side, we continue to support local EEM Symposiums and / or webinars, while maintaining strong global engagement at upcoming milestones such as the IEA 12th Annual Energy Efficiency Conference, London Climate Action Week, Climate Week NYC and UNFCCC COP32.

High level focus areas

1. VALUE CREATION through knowledge leadership and strategic engagement
 - Knowledge Leadership
 - Expand the Knowledge Hub with actionable success cases, solutions, and insights.
 - Strengthen EEM's position as the leading voice on industrial energy efficiency.
 - Strategic Engagement
 - Deepen collaboration with key stakeholders and strategic partners.
 - Leverage impact events, reports and campaigns to advance the energy efficiency agenda.
2. COLLABORATION to grow, activate Movers and scale capabilities
 - Grow & Activate the Network
 - Grow Movers, Active Movers and Core Movers through clear engagement and empowerment.
 - Foster collaboration through projects, peer exchange and co-creation opportunities.
 - Learning & Capability Building
 - Establish a unified learning ecosystem for Movers and external audiences.
3. IMPACT through collective action, visibility and organizational scale
 - Demonstrate Impact
 - Showcase measurable business, competitiveness and sustainability outcomes from energy efficiency.
 - Increase visibility of Core and Active Mover success stories, solutions and best practices.
 - Scale for Long-Term Growth
 - Strengthen governance, funding and operating models to support growth.
 - Enhance digital platforms, processes and measurement systems to enable a scalable movement.

06 Annex

Annex 1:

Financial Statements for the year July 2025 until June 2026 and *Report of the statutory auditor on the limited statutory examination of the financial statements* for the same period (available on request only)

Annex 2:

Explanation financial report (available on request only)

07 Imprint and about

Publisher

Energy Efficiency Movement Association

Affolternstrasse 44

8050 Zurich

Switzerland

Email: info@energyefficiencymovement.com

Web: www.energyefficiencymovement.com

About

The **Energy Efficiency Movement (EEM)** is a non-profit association empowering the adoption at scale of energy efficiency within industry. The Movement accelerates energy efficiency in industry by sharing knowledge, enabling training and fostering collaboration. We unite industry leaders and leverage their collective expertise and resources to drive the world towards net zero. The EEM was launched in 2021 as a voice of industry and now serves more than 600 organizations in 40-plus countries.

Compliance and Fair Competition

The Energy Efficiency Movement is committed to upholding fair competition and strict adherence to antitrust regulations. All participants ("Movers") are expected to avoid any exchange of commercially sensitive information, including but not limited to pricing strategies, production costs, competitive conduct, or technical solutions related to specific projects. Any inappropriate discussions must be discontinued immediately and reported through the designated channels.



www.energyefficiencymovement.com

Follow us on LinkedIn:

www.linkedin.com/company/energy-efficiency-movement