



ENERGY EFFICIENCY MOVEMENT (EEM) ASSOCIATION

Annual Report 2025

1st Edition, 22nd of March 2024 until 30th of June 2025 (fiscal year closing date)

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01 Foreword



By Mike Umiker, Managing Director, Energy Efficiency Movement (EEM)

The Energy Efficiency Movement (EEM) continues to level up—again and again.

Launched in 2021 as a bold idea to raise awareness and foster collaboration on energy efficiency, it has since grown into a global force for change. In early 2024, we reached a major milestone: the Movement became an independent association, co-founded by two global leading industry players - ABB and Alfa Laval. This step marked a new chapter in our journey, reinforcing our commitment to building a more efficient and competitive world.

I am proud to write the foreword for our first annual report. From the beginning, we recognized that transparency is essential to our mission. To ensure accountability and maintain focus on results, we have not only established a general assembly but also engaged a third party to audit our financial operations. This inaugural report covers an extended period - from the full calendar year 2024 through the end of our first fiscal year on June 30, 2025.

Let me start with our definition of a Movement and its goal: A Movement is a collective force for change — powered by shared purpose, collaboration, and vision. The Energy Efficiency Movement brings together industry leaders to accelerate the transition to net-zero by fostering innovation, sharing knowledge, and building partnerships. As we grow, we envision a future where energy efficiency is embedded in the strategy of every business, across every sector — transportation, construction, manufacturing, and beyond. Together, our community of Movers creates the momentum needed to transform how the world uses energy and reshapes our economy for generations to come.

Since 2024, our journey has been marked by significant achievements. Alongside the release of our latest [EfficiencyNow](#) report, a highlight was serving as an official partner of the [International Energy Agency's \(IEA\) 10th Annual Global Conference on Energy Efficiency](#), held in Brussels on June 12-13, 2025. With over 700 participants, including high-level public officials and CEOs from around the world, the event underscored the growing momentum behind energy efficiency and the Movement. It also saw the launch of two landmark initiatives: a [CEO Letter of Commitment](#) signed by leaders of 18 major international companies, and the [Brussels CEO Four-Point Action Plan](#) - both designed to strengthen public-private collaboration for accelerated action. Furthermore, the Energy Efficiency Movement (EEM) organized and led the CEO Roundtable, which brought together over 60 high-level CEOs. It also hosted the industry-themed session "Energy Efficiency for Industrial Competitiveness", a well-attended roundtable featuring leaders and decision-makers from both the public and private sectors.



Our core focus remains unchanged: energy efficiency - the idea of achieving more with less energy - is a powerful yet underutilized strategy for reducing costs, boosting competitiveness, enhance energy security and advancing sustainability. Despite its clear benefits, progress remains slow, hindered by financial constraints, inconsistent regulations, behavioral inertia, and technological challenges - even though proven solutions to implementation exist.

To meet global climate goals set at COP29, doubling energy efficiency progress by 2030 is not optional - it is essential. Unlocking this potential means shifting our focus from barriers to opportunities, enabling industries and societies to thrive while reducing energy demand. This is our path forward.

This report is more than a reflection on our progress - it is a call to action. The Energy Efficiency Movement is growing, and we invite everyone to join us in making energy efficiency matter.

02 Executive summary

The Energy Efficiency Movement transitioned into an independent non-profit association in 2024, co-founded by ABB and Alfa Laval. It unites 588 organizations ("Movers") by June 30st, 2025 across 49 countries and 29 industries, driving global progress in industrial energy efficiency.

Key Achievements

Global Recognition: EEM was a main partner at the IEA's 10th Annual Global Conference on Energy Efficiency, highlighting its private sector impact.

Partnerships: Formal agreements with AEE and AEEE, and collaboration with global initiatives like Mission Efficiency.

Mover Network Growth: more than doubled since 2022. Two organizations serve as Core Movers, shaping the Movement's direction.

Research & Thought Leadership: EEM contributed to major reports including IEA's "Gaining an Edge", IEA's Energy Efficiency report 2024 (Quoted and Peer-review), and published its own "EfficiencyNOW" report, identifying key barriers to industrial energy efficiency.

Events & Outreach: Hosted and participated in global events across the globe. Outreach campaigns reached over 700,000 people and boosted LinkedIn followers to over 10,500.

Finance & Governance

The Association's financial statements have been prepared by Grant Thornton AG and audited by BDO AG. While performing the limited statutory examination (LSE), nothing has come to the auditor's attention that caused them to believe that the financial statements do not comply with Swiss law and the articles of association.

- Revenue: CHF 2.58 million.
- Expenses: CHF 2.56 million, mainly for resources, consulting and marketing.
- Net Profit: CHF 22,468.

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 Swiss Federal Institute of Zurich (ETH).



Outlook

The EEM will focus on:

- Climate Week NYC and COP30 in Belém as well as London Climate Week 2026 and COP31.
- Expanding local symposiums and the Movers network.
- Releasing the 2026 Energy Efficiency Investment Survey.
- Celebrating its 5th anniversary with a global impact campaign.
- Further strengthening the community by engaging Active Movers (New category of Movers 2025)
- Intensify the collaboration with organizations that contribute to a global energy efficiency agenda

03 Impact

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

"The way EEM is approaching collaboration is a lever for us to reach our sustainability goals through different collaboration schemes with partners around the globe and the access to a lot of knowledge on technology."

Anna Domènech Abella, Head of Innovation, Celsa Group

Movers growth and engagement

We have a reach into 29 Industries in 49 countries.

Movers¹

Companies committing to energy efficiency and joining the EEM to share solutions and inspire action.

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

"At Risacorps, upon our alignment with Energy Efficiency Movement, we tried to ingrain the spirit of Energy saving towards the culture of the company, not only as gimmick of energy saving but more towards the enactment of product as extension of solution in the back of the mind of the individual on both internal team and front facing team. We believe energy efficiency movement is a great mental model for our team to be adopted towards industries and the key players and giving real impact to the industry and the world."

Wilson Djiauw, Director, Risacorps

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 Energy Efficiency Movement through their pledge



Active Movers (introduced by end of Q1 2025) (Members)

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

Total number of Active Movers:	2025/06	2024	2023	2022
	0	Category not existing	Category not existing	Category not existing

Core Movers (Members)

Active 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 Core Movers:	2025/06	2024	2023	2022
	2	2	Category not existing	Category not existing

Partnerships

Partnerships are crucial. Through shared best practices, joint communications, and participation in events, the Movement and its partners amplify efforts to make energy efficiency more visible and actionable across industries and communities. Our partners play a vital role by contributing expertise, resources, and networks to co-develop impactful projects.

Total number partner- ship agreements:	2025/06	2024	2023	2022
	2	2	not offered	not offered

Our partners:



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/>



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/>

Beside the above mentioned partnerships, the Energy Efficiency Movement collaborates with the Mission Efficiency Global Ambition Taskforce, led by RMI and Sustainable Energy for All and supported by various organisations like the 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.

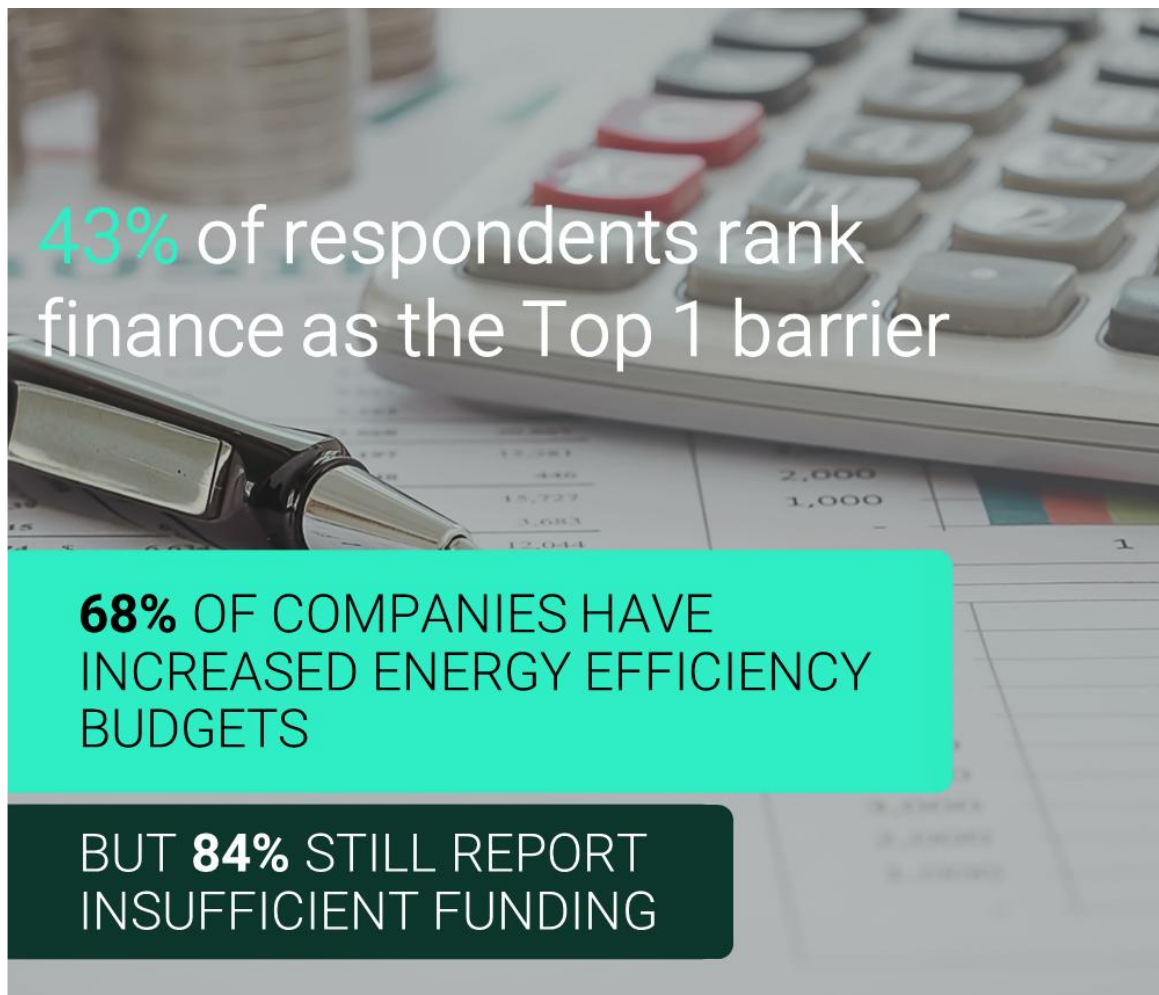
We were also official partner of the 10th Annual Global Conference on Energy Efficiency co-hosted by IEA and the European Commission, in June 2025. This impactful event gathered 700 participants, governments from more than 50 countries represented, and more than 60 CEOs from the private sector.

Insights and research

Knowledge drives progress. The Energy Efficiency Movement 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 Movement helps stakeholders understanding the rapidly evolving energy landscape and identify opportunities to accelerate efficiency across sectors.

Highlights:

- [Gaining an Edge](#) The Role of Energy Efficiency in Enhancing Competitiveness² [IEA, June 2025]
- [EFFICIENCY NOW](#) Overcoming internal barriers to industrial energy efficiency [May 2025]
- [Energy Efficiency 2024](#) Report³ [IEA, November 2024]
- [Energy efficiency Investment readiness report](#) [April 2024]
- [Thought Leadership Articles](#) to inspire action, share innovative solutions, and accelerate global progress toward energy efficiency [continuously published]



Pic. 3.1: EfficiencyNow key insight

² Published by the International Energy Agency (IEA). EEM contributed to the high-level roundtable at the IEA headquarters in Paris, bringing together global policymakers and business leaders from across the value chain.

³ Published by the International Energy Agency (IEA). EEM's research was cited in the prestigious Energy Efficiency 2024 report (November 2024), which was also peer-reviewed by EEM.

Events

Events are catalysts for connection and collaboration. The Energy Efficiency Movement and Movers organize events and participates in global conferences, webinars, and workshops that bring together experts, practitioners, and advocates.

"Joining the Energy Efficiency Movement has given us a platform to share ideas, learn from industry leaders, and accelerate our own sustainability initiatives. It's not just about saving energy, it's about transforming our business to be more resilient, efficient, and ready for a low-carbon future."

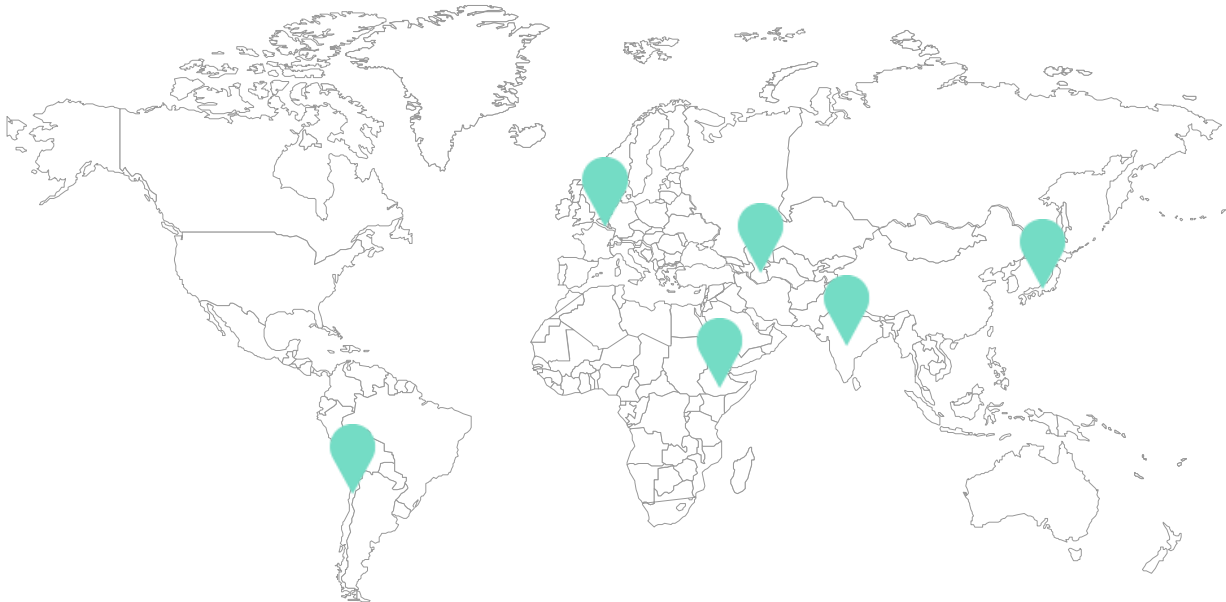
Ngai Chee Hong, Director, Vaer Industrial Sdn Bhd

Selected highlights in 2025:

- | | | |
|---------|-------------------|---|
| • June | Tokyo, Japan | Energy Efficiency Movement Summit |
| • June | Belgium, Brussels | IEA 10th Annual Conference, in Partnership with EEM |
| • March | Chile, Santiago | Energy Efficiency Movement Symposium |

Selected highlights in 2024:

- | | | |
|-------------|------------------|---|
| • November | Azerbaijan, Baku | COP29, Energy Efficiency Movement Live Broadcast/Panel |
| • September | India, Hyderabad | CII Event, Side Energy Efficiency Movement Symposium |
| • May | Kenya, Nairobi | IEA 9 th Annual Conference, EEM led CEO roundtable and thematic session on energy efficiency in industry |



Pic. 3.2: Event highlight locations

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.



Pic. 3.3: Event impressions (left: Chile / center: IEA conference in Partnership with EEM / right: Japan)

“For Emiliana Vineyards, joining the movement has meant renewing our commitment and motivation to energy efficiency. Through the experiences shared at the seminar held in Chile and the Greener in Motion training, professionals from different areas have refreshed their knowledge and renewed their efforts to make better use of energy in our production process, reducing consumption and the environmental impact associated with energy generation. We see this movement as a source of inspiration and knowledge to advance energy efficiency.”

Sebastian Tramon, Head of Sustainability, Emiliana Vineyards

Outreach activities

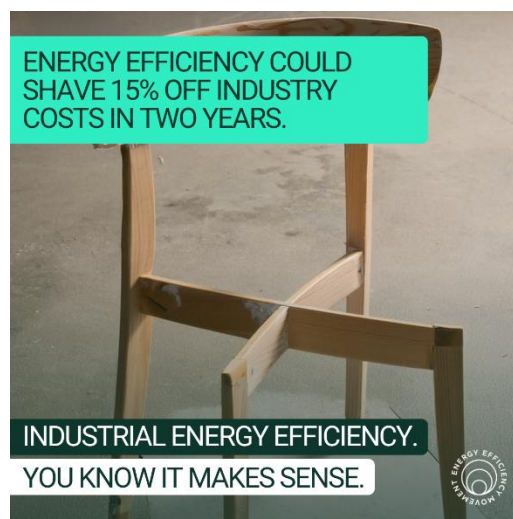
Visibility is key to impact. Through strategic outreach activities, such as digital communication campaigns, the Energy Efficiency Movement raises awareness, educates audiences, and creates engagement for energy efficiency.

Highlights:

- With the “Energy Efficiency Explained” campaign, we generate 300k+ impressions and recorded outstanding engagement levels compared to sector benchmark.
- Our EfficiencyNOW report promotion campaign generated 400k+ impressions over LinkedIn and the report was featured by 10 media outlets, among which Edie.net (United Kingdom), Kompas.com (Indonesia), EurActiv (Belgium) and Cision (Sweden), etc.
- The Energy Efficiency Movement was featured in 13 interviews, among which Outlook Planet (India), Canal Energia (Brazil), GongKong (China), etc. and articles beside various video broadcasts since 2024.

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	2025/06	2024	2023	2022
	10'544	9'452	3'224	478



Pic. 3.4: Energy Efficiency Explained campaign

External relations

Building bridges strengthens the mission. The Energy Efficiency Movement engages with governments, industry leaders, and international organizations to promote energy efficiency as a global priority. These external relations activities bring knowledge to the table for policy makers and foster partnership creation as well as enhance public-private collaboration. These dialogues contribute to mechanisms to unlock funding and create synergies that expand the Movement's reach and effectiveness. Our high-level panels with ministers, policymakers and global business leaders have contributed to our extensive international network.

Highlights:

- High level CEO meeting with European Commissioner for Energy and Housing Mr. Dan Jørgensen ahead of the 10th IEA Annual Global Conference on Energy Efficiency [June 2025]
- CEO roundtable at the IEA 9th and 10th global conference on energy efficiency, headed by EEM, led up to the CEO-Minister dialogue – a good way to foster further public-private collaboration and enhance the understanding and action needed for further implementation of energy efficiency in addition to the thematic industry session to share experiences, benchmark best-practices and foster discussions on how to accelerate energy efficiency implementations [June 2024/25].
- High level Public-Private Panel discussion during COP29 in Baku, Azerbaijan, "Energy Efficiency – How do we unlock the funding for the doubling down target?" gathering, policy makers, industry leaders and financing institutes, along with Dr Fatih Birol (Dan Dorner on behalf of Fathi), Executive Director of the International Energy Agency, Ditte Juul-Jørgensen, Director General for DG Energy of the European Commission, Daniel Westlén – State Secretary to Minister for Climate and the Environment, Sweden and Berthold Goeke, Director-General for Climate Action,



German Federal Ministry for Economic Affairs and Climate Action (BMWK). Private sector was represented by Industry leaders and leaders from private financing institutes like the UK bank Standard Chartered and the private equity investor EQT [November 2024].

- Climate Week NYC 2024, Broadcast by We Don't Have Time at The Climate Hub [September 2024]

04 Finance and operations

Financial report

Significant balance sheet and income statement items can be summarized and described as follows:

Assets

Non-current assets currently include intangible assets only. Substantial investments in the IT infrastructure of the association have been capitalized.

Liabilities and associations' equity

Short-term liabilities consist of expenses that have not yet been invoiced as of June 30, 2025, but relate to the latest financial year.

As per financial statements of the first financial year, covering a period from March 22, 2024 (date of incorporation) to June 30, 2025, the association shows a profit and accordingly, the associations' equity shows a positive figure.

Income statement

Revenues are driven by contributions in accordance with framework agreements signed with members.

Other operating expenses can be summarized in payments for insurances, accounting and audit expenses, total cost resource contribution and consulting, legal advice, IT expenses and marketing and events. The main drivers for other operating expenses are total cost resource contribution and consulting as well as marketing and events.

Expenses for insurance relate to liability insurance as well as directors and officers (D&O) liability insurance.

Accounting and audit expenses reflect services in connection with the preparation of the statutory accounts as well as the limited statutory examination (LSE), both according to Swiss Code of Obligation.

Total cost resource contribution and consulting contains the core work of the EEM.

Legal advice reflects the expenses occurred in the process of incorporation as well as general legal advice such as the preparation of any legal documentation to fulfil and comply with legal requirements.

IT expenses mainly include expenses for innovation projects, ongoing support services, webhosting services under service level agreements as well as license costs.

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

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

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



Organization

The organization remained stable, and the core team grew steadily. In October 2025, a new team member will join the team. The focus remains to manage the Movement with a dedicated small core team and utilizing the knowledge, skills and capacities either via our Movers network or 3rd party domain expertise providers (e.g. web management).

Core team (contribution in kind)	Mike Umiker Managing Director (since 2023)	Anna Hall External Relations Lead (since 2023)	Lisa Bounoure Communication and Marketing Lead (since 2024)
Executive Committee	Prof.Dr. J. Kolar Swiss Federal Institute of Technology	Thomas Møller Alfa Laval	Erich Labuda ABB
Ambassadors⁴	Madeleine Gilborne	Dr. Ankush Gulati	Julien Gennetier

Legal Advisor

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

05 Outlook

Our work will continue to focus on driving impact by showcasing existing solutions that enhance energy security, affordability, and industrial competitiveness.

The focus for the remaining year of 2025 will be set on Climate Week NYC as well as COP30 in Belém. Our efforts in external relations will be key to fostering and strengthening collaboration (public and private),

In 2026, we will continue our efforts to expand our knowledge and collaboration hub and explore the opportunity to release the first EEM award. Another key priority will be managing and nurturing our Movers community. On the events side, we plan to launch regular local Energy Efficiency Movement Symposiums, while maintaining strong global engagement at upcoming milestones such as the IEA 11th Annual Energy Efficiency Conference, London Climate Week, Climate Week NYC, and UNFCCC COP31.

The main objectives are:

- Release the 2026 Energy Efficiency Investment survey
- Showcase our impact through the 5th EEM anniversary campaign
- Maintain a strong partner to the IEA for their 2026 Global Energy Efficiency Conference
- Further strengthening the community by engaging Active Movers (New category of Movers 2025)
- Intensify the collaboration with organizations that contribute to a global energy efficiency agenda

⁴ Appointed by the Executive Committee

06 Annex

Annex 1:

Financial Statements for the year 2025 (22.03.2024 to 30.06.2025) and Report of the statutory auditor on the limited statutory examination of the financial statements for the year 2025 (available on request only)

Annex 2:

Explanation financial report (available on request only)

07 Imprint and about

Publisher

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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

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