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european
council for an
energy efficient
economy

eceee General Assembly Minutes
3 July 2026

Participants

Anna Ackerman

Nils Borg

Sibylle Braungardt

Marine Cornelis

Antoine Durand

Stew Horne

Nelson Lage

Pedro Moura

Giulia Pizzini

Clemens Rohde

Andrea Rosetti

Minutes

1. Opening of meeting

   eceee's President Andre Roscetti welcomed the participants and opened the meeting

2. Approval of agenda

   The Assembly approved the agenda.

3. Activity report

   Nils Borg gave a short overview of the activities from the past fiscal year 2024–25. No major event was held during this fiscal years. During the year, eceee also continued exploring using AI support to synthesise material from the conference proceedings. A few comments were given and questions asked:

   - Several eceee board members present at the GA expressed the ambition to engage more with eceee members in various areas, for instance through consultations.
   - It was suggested that more outreach and interaction in the area of EPBD would be of interest to members.
   - More webinars and in-kind meetings would be of interest to many of the participants.

   The General Assembly *approved* the activity report.

4. Approval of accounts report

   The accounts report was presented by Nils Borg. Nils noted that this year, eceee has chosen not to issue a formal financial report approved by an auditor since this is becoming too expensive and is complex with an international board since an auditor would require all board members signatures through a Notarius Publicus. eceee follows Swedish accounting standards, and now uses a different standard which prescribes that

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the accounts report and activity report be two documents, and that the accounts report has Swedish currency stated. Thus, bot currencies are listed.

- There is an error in the accounts report. Most of the project grants should be member fees. Member fees consist of two components: direct membership fees and member service fees, the service are wrongly shown as project grants. Member fees are roughly the same as in the previous fiscal year. The total amounts of fees and grants collected is, however, not different from the report.

The General Assembly *approved* the principle of not using an auditor

The General Assembly *approved* the board's accounts report.

5. Election of new board members

   Nils Borg presented the nomination committee proposal on behalf of the committee, whose members could not join the GA.

   - An increased number of energy agencies in the board is hoped to create stronger links to national energy policy making in Europe as well as adding to increased institutional stability. Nils Borg also mentioned that there has been discussions with SEAI in Ireland.
   - The nomination committee has sought to secure a good geographical spread as well as to increase the age and gender distribution in the board, but there is still weak representation from, in particular, Eastern Europe.
   - The transportation competence in the board is still weak. Members suggested Transport & Environment
   - The nomination committee has chosen not to propose an alternate for individuals this year.

   The General Assembly unanimously *approved* the nomination committee proposal. The Assembly welcomed the new board members and thanked the outgoing board members..

6. Any other business

   No other business was raised.

7. Thanks to outgoing board members

   All outgoing board members were warmly *thanked* by the participants of the General Assembly, acknowledging that their services are provided to eceee outside their normal work.

8. Close of meeting

   The meeting was held from CET 13.00–13.45. The chair *thanked* the participants for their participation and engagement.

Firmato da:
Andrea Roscetti
8CB124939FDD4D7...
Andrea Roscetti
President, chair of meeting

Signiert von:
172FB801C7264F2...
Clemens Rohde
Vice President

DocuSigned by:
Nils Borg
E6366A5761F847E...
Nils Borg
Meeting secretary

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european
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eceee General Assembly Agenda
3 July 2026

online via Zoom

Agenda

1. Opening of meeting
2. Approval of agenda
3. Short introduction on current activities (see annual accounts report)
4. Approval of annual accounts report (pdf)
5. Election of new board members
6. Any other business
7. Thanks to outgoing board members
8. Close of meeting

Appendices.

Nomination committee proposal.
Annual activity report and annual accounts report

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Activity Report

for

European Council for an Energy Efficient Economy

802430-1106

Financial year

2024-09-01 - 2025-08-31

This Activity Report is a supplementary document to the Annual Accounts. It is not part of the formal financial statements.

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General Information

eceee is a Swedish non-profit association (ideell forening) with the aim to promote energy efficiency in Europe. The association fulfils this mission by providing evidence-based information and analysis and through promoting debate and experience exchange between individuals and organisations.

The association has about 60 organisational members (organisations, companies, institutions), and about 200 personal members.

The association has a Board of Directors with a maximum of 12 members, of which at least half must represent organisational members. In addition, the board has one alternate for individual members. There are 5-6 board meetings each year. Due to the pandemic, board meetings have been digital for two years, but as of Summer 2022, 2-3 meetings a year are physical.

The association is registered in Stockholm, Sweden.

How the Association Works to Fulfil its Mission

eceee manages a web site, publishes a newsletter and arranges seminars and conferences. The biennial eceee Summer Study is an important event: It attracts about 300 participants and is held every two years. eceee also arranges a smaller industrial efficiency event with about 200 participants. These conferences generate, among other things, evidence-based information which is used by various energy efficiency stakeholders. The conferences also serve as platforms for information exchange. eceee also runs a scientific journal, Energy Demand, which helps to fulfil eceee's mission.

eceee takes part in European projects funded by the EU's LIFE+ programmes.

In addition, eceee takes part in consultations. Sometimes eceee takes part in writing and signing position papers prepared in cooperation with other organisations. eceee also takes part in other consultation forums on an ad-hoc basis.

eceee is a member of the Brussels-based Coalition for Energy Savings.

Important Events During the Year

eceee is a partner in two Life+ funded projects: Odyssee-Mure and Energy Efficiency Watch.

During the year, eceee started planning for the new scientific journal called Energy Demand, which was launched in February 2026. Work also commenced to redesign eceee's web site and move it to a new platform. This work is ongoing. A considerable amount of work was also carried out in preparations for the eceee 2026 Summer Study and Zero Carbon Industry 2026.

eceee held its annual General Assembly 23 May 2025 (approving the annual report for the fiscal year 2023-24). Four board members were elected on a three-year term, and one board member was elected to fill in the remaining two years after a board member had stepped down (all representing member organisations). One individual member was elected as alternate for individual members for a one-year period as well.

During the year, eceee built up a larger deficit but at a much slower pace than in the previous fiscal year. The Board's priority is to restore eceee's own capital and it is believed that our activities 2025-26 would help achieve this.

Important Events After the End of the Fiscal Year

At an Extra General Assembly in April 2026, it was decided that a President can be re-elected any number of times. This is because eceee risked running into a situation where two out of three sitting Presidents would leave at the same time. The board also decided to stop using an auditor for the financial report, but to appoint one or two board members to help the Executive Director oversee the

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finances. The regulation and rules for a formal audit have become increasingly complex and the costs have risen. A formal audit thus cannot be justified given the relatively low turnover of the Association.

The launch of the Energy Demand journal was a significant milestone for eceee. In February 2026, Zero Carbon Industry in Rome was held with approximately 150 participants.

Multi-Year Overview

	2024/25	2023/24	2022/23	2021/22	2020/21
Total revenues	94 969	394 871	118 859	406 070	223 007
Total costs	-111 461	-381 807	-216 663	-351 369	-267 109
Financial income/expenses	-720	-696	-7 080	-1 117	120
Profit/loss after financial items	**-17 212**	**12 368**	**-104 884**	**53 584**	**-43 982**
Profit/loss	**-17 212**	**12 368**	**-104 884**	**53 584**	**-43 982**
Equity	-73 580	-56 368	-68 736	36 148	-17 436
Total assets	37 453	258 689	84 401	332 218	110 327

DocuSigned by:
Nils Borg
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Nils Borg
Executive Director

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Annual Accounts

for

European Council for an Energy Efficient Economy

802430-1106

Financial year
2024-09-01 - 2025-08-31

Stockholm, 21 May 2026

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Income Statement

	Note	2024-09-01 - 2025-08-31 EUR	2024-09-01 - 2025-08-31 SEK	2023-09-01 - 2024-08-31 EUR	2023-09-01 - 2024-08-31 SEK
Revenues					
Membership fees and service fees		16 612	183 646	77 656	858 487
Project grants		79 711	881 205	85 136	941 178
Other operating incomes		-1 354	-14 968	232 079	2 565 633
Total revenues		**94 969**	**1 049 882**	**394 871**	**4 365 299**
Operating costs					
Services		0	0	-5 626	-62 195
Other external costs		-109 734	-1 213 109	-372 149	-4 114 107
Staff costs		-1 727	-19 092	-4 032	-44 574
Total operating costs		**-111 461**	**-1 232 201**	**-381 807**	**-4 220 876**
Operating profit/loss		**-16 492**	**-182 319**	**13 064**	**144 423**
Financial items					
Other interest income and similar items		-542	-5 992	3	33
Interest expense and similar items		-179	-1 979	-699	-7 727
Total financial items		**-720**	**-7 960**	**-696**	**-7 694**
Profit/loss after financial items		**-17 212**	**-190 279**	**12 368**	**136 728**
Pre-tax profit/loss		-17 212	-190 279	12 368	136 728
Net profit/loss for the year		**-17 212**	**-190 279**	**12 368**	**136 728**

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Balance Sheet

	Note	2025-08-31 EUR	2025-08-31 SEK	2024-08-31 EUR	2024-08-31 SEK
ASSETS					
Non-current assets					
Financial non-current assets					
Other long-term receivables		0	0	53 169	587 783
Total financial non-current assets		**0**	**0**	**53 169**	**587 783**
Total non-current assets		**0**	**0**	**53 169**	**587 783**
Current assets					
Short-term receivables					
Accounts receivable		25 299	279 680	2 470	27 306
Other receivables		1 570	17 356	62 994	696 399
Pre-paid costs and accrued income	1	0	0	132 435	1 464 069
Total short-term receivables		**26 869**	**297 037**	**197 899**	**2 187 773**
Cash in hand and in bank					
Cash in hand and in bank		10 584	117 006	7 621	84 250
Total cash in hand and in bank		**10 584**	**117 006**	**7 621**	**84 250**
Total current assets		**37 453**	**414 043**	**205 520**	**2 272 024**
TOTAL ASSETS		**37 453**	**414 043**	**258 689**	**2 859 807**
EQUITY AND LIABILITIES					
Equity					
Non-restricted equity at the beginning of FY		-56 368	-623 148	-68 736	-759 876
Profit/loss for the year		-17 212	-190 279	12 368	136 728
Total equity		**-73 580**	**-813 427**	**-56 368**	**-623 148**
Current liabilities					
Accounts payable		90 374	999 085	200 646	2 218 142
Other liabilities		7 082	78 292	2 258	24 962
Accrued expenses and deferred income	2	13 577	150 094	112 153	1 239 851
Total current liabilities		**111 033**	**1 227 470**	**315 057**	**3 482 955**
TOTAL EQUITY AND LIABILITIES	**3**	**37 453**	**414 043**	**258 689**	**2 859 807**

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Notes

Accounting Principles

General Information

The annual accounts are drawn up in accordance with the Swedish Bookkeeping Act (1999:1078) and the Swedish Accounting Standards Board general guidance BFNAR 2017:3 (Annual Accounts). In prior years, the association prepared an annual report in accordance with BFNAR 2016:10. From this financial year, the association prepares annual accounts in accordance with BFNAR 2017:3, as the association is not required to prepare an annual report under the Swedish Bookkeeping Act. The change in reporting format does not affect the valuation principles applied.

The annual accounts are prepared for the first time in accordance with the Swedish Accounting Standards Board general guidance BFNAR 2017:3 (Annual Accounts).

Currency

The association's accounting currency is the euro (EUR). In accordance with Chapter 6, Section 4 of the Swedish Bookkeeping Act (1999:1078), the amounts in the annual accounts are presented in Swedish kronor (SEK). The EUR amounts are provided as supplementary information. All amounts have been translated at the exchange rate on the balance sheet date, EUR 1 = SEK 11.055 (ECB reference rate 29 August 2025).

The comparative figures for the previous year have been taken from the annual report for 2023/24. In that report, the item 'Other long-term receivables' (EUR 53,169) was classified as a current receivable. It has been reclassified to non-current assets in these annual accounts for consistency.

Grants

Project grants are accounted for according to the general principle.

Membership fees and member service fees

Incomes from these categories are accounted for as per the period they are invoiced.

Net turnover

Revenues are accounted for according to the general principle.

Note 1. Pre-paid costs and accrued income

	2025-08-31 EUR	2025-08-31 SEK	2024-08-31 EUR	2024-08-31 SEK
ADEME	0	0	0	0
Summer Study 2024	0	0	123 735	1 367 890
eceee Core discount	0	0	8 700	96 178
Challoch Energy	0	0	0	0
	0	**0**	**132 435**	**1 464 069**

Note 2. Accrued expenses and deferred income

	2025-08-31 EUR	2025-08-31 SEK	2024-08-31 EUR	2024-08-31 SEK
Received grants not yet used	5 577	61 654	7 577	83 764
Other accrued costs	8 000	88 440	104 576	1 156 088

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13 577	**150 094**	**112 153**	**1 239 851**

Note 3. Important events after the end of the fiscal year

At an Extra General Assembly in April 2026, it was decided that a President can be re-elected any number of times. The board also decided to stop using an auditor for the financial report, but to appoint one or two board members to help the Executive Director oversee the finances.

The board and the management of eceee is aware of the negative equity and work to restore it during the current fiscal year.

Note 4. Changes in equity

	2024/25 EUR	2024/25 SEK	2023/24 EUR	2023/24 SEK
Opening balance	-56 368	-623 148	-68 736	-759 876
Net profit/loss for the year	-17 212	-190 279	12 368	136 728
Closing balance	**-73 580**	**-813 427**	**-56 368**	**-623 148**

Note 5. Average number of employees

The average number of employees during the financial year was 1 (previous year: 1).

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European Council for an Energy Efficient Economy | 802430-1106

The Board of the European Council for an Energy Efficient Economy hereby confirms these annual accounts for the financial year 2024-09-01 - 2025-08-31.

Stockholm, 21 May 2026

Firmato da:
8CB124939FDD4D7...
Andrea Roscetti
President

Signiert von:
7B68143D47174A9...
Sibylle Braungardt
Vice President

Signiert von:
ED29A4E0E7CA483...
Barbara Schlomann

DocuSigned by:
390342967A85414...
Simon Minett

Signiert von:
AB78B5352555467...
Kurt Bisang

Signed by:
7D3A4324C8CD449...
Adrian Joyce

Signed by:
B34DFD34A19B499...
Stew Horne

Signed by:
80C4FE50537A416...
Jens Henning Laustsen

DocuSigned by:
8D4189283BB84AD...
Rod Janssen

Assinado por:
28802E76295E450...
Nelson Lage

Signed by:
69760C28AFD6462...
Giulia Pizzini

DocuSigned by:
E6366A5761F847E...
Nils Borg
Executive Director

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european council for an energy efficient economy

Proposed eceee board candidates for the 2026 election: Report from the nomination committee

Dear eceee member,

This is the report from the nomination committee for the 2026 eceee Board election.

The eceee annual General Assembly will be held 3 July 13.00 CET as an online event. You are heartily welcome to attend. See GA page https://www.eceee.org/about-eceee/governance/general-assembly/ for agenda, links and other materials.

You may join the meeting by accessing this zoom link: https://us02web.zoom.us/j/81497736504?pwd=SwVRobRr71emCzyNMHWp9hjU0Fau3W.1

The bylaws require that each year one third of the board retires. These board members may stand for re-election *once* if they wish, so in total a board member may serve for two consecutive three-year terms. The alternate for individual members is elected every year for a one-year term. The bylaws further stipulate that 50% of the board must represent organisational members. A President or vice-President may be re-elected.

As a general rule we suggest that existing board members who wish to serve for a second term are endorsed by the nomination committee unless there is a pressing need to change the composition of the board (e.g. to bring in new competences; or to adjust the geographical, gender or age balance to better reflect the composition of eceee's membership). In this way, the organisation will benefit from the understanding of eceee affairs that these board members have developed during their first term of office.

We believe that at present we have a strong board. However, we are aware that there are some imbalances, including too few women and little transport expertise. There are not enough seats to address all imbalances at once, and the board itself will have to execute its governance so those and other issues are taken into consideration. We would encourage members to propose for the next General Assembly candidates who address some or all of the imbalances listed above.

We propose to keep the board at the size of 12 members, the maximum allowed by the bylaws, and the proposal will retain these strengths:

- Extensive experience, expertise and active commitment;
- Networks in most of the areas in which eceee operates;
- An intimate knowledge of eceee as an organisation;
- A broad mix of country and regional representation;
- A mix of individual members and organisational members;
- A good mix of continuity and new perspectives through new board members.

Seats up for re-election and remaining board members

There are five (5) positions that stand open, four ordinary board members and one alternate. Presently these positions are held by:

Eligible for re-election

- **Andrea Roscetti**, Kyoto Club Italy. Andrea has served three terms on the board but as President he is eligible for re-election.
- **Jens Lautsen**, Danish Energy Agency. Jens has served one term and is eligible for re-election. However, Jens is not available for re-election at this time.
- **Kurt Bisang,** Swiss Federal Office of Energy. Kurt has served one term and is eligible for re-election.

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- The alternate for individuals, **Anna Ackermann**, is eligible for re-election either as ordinary member or as alternate. However, Anna is not available for re-election at this time.

Not eligible for re-election

- **Rod Janssen** has served two full terms.

According to the by-laws half the board must consist of organisational members. We currently have organisations represented on the board that are not up for re-election, so the members elected this year may be organisational or individual.

Remaining on the board (not up for re-election) this year are:

- Stew Horne, Energy Saving Trust, UK (organisational board member)
- Giulia Pizzini, IECCP, Netherlands (individual)
- Simon Minett, Challoch Energy, Belgium (organisational)
- Ademe, France (organisational)
- Barbara Schlomann, Fraunhofer, Germany (organisational)
- Nelson Lage, Adene, Portugal (organisational)
- Adrian Joyce, Efficient Buildings Europe (organisational)
- Sibylle Braungardt, Oko Institut, Germany (organisational)

Nominations

In addition to the current board members eligible and available for re-election, the nomination committee is grateful for the following nominations. Both are very strong candidates:

- Marine Cornelis, Next Energy Consumer, Italy
- Clemens Rohde, Wuppertal Institut, Germany

Our proposal

The nomination committee recommends that this year, the following people are elected to the board:

- Andrea Roscetti, Kyoto Club Italy – re-election
- Kurt Bisang, Swiss Federal Office of Energy – re-election
- Clemens Rohde, Wuppertal Institut, Germany (individual)
- Marine Cornelis, Next Energy Consumer, Italy (individual)

Motivation for our proposal

This year, we have precisely the right number of people needed to fill the available full board roles. All the candidates are excellent and therefore we are very happy to propose them. We do not think it is a problem to leave the position of alternate for individual members unfilled.

We would ideally have liked to address the gender imbalance more than we have been able to. Also, we did not receive any nominations for people with transport energy expertise and hence this still remains a gap in the Board's skills. Once again, we encourage female eceee members and those with transport expertise to put themselves forward next year for election to the Board.

The eceee nomination committee, May 2026

Heike Brugger
Kirsten Dyhr-Mikkelsen
Joanne Wade