

Strengthening Europe's industrial edge: A business roadmap for resilience and competitiveness

Dear Members of the European Council, European Commission and European Parliament

In an era of geopolitical tensions, economic uncertainty and intensifying global competition, we – business leaders dedicated to Europe's industrial future – see the green and digital transitions as a vital opportunity to boost Europe's competitiveness.

Globally clean technology deployment is growing exponentially and a technological revolution in energy is underway. Costs continue to fall and technologies to improve.ⁱ Europe's clean industrial transformation is ensuring the European economy participates in these technological trends, while strengthening its competitiveness and resilience, bringing tangible benefits to citizens and businesses alike. But Europe's pace must accelerate, on investment and on action.

Scaling markets to bring down prices and ensuring global technological leadership are two sides of the same coin. As Mario Draghi's report makes clear, success depends on clear political direction, regulatory stability and enabling conditions for industrial reinvestment and innovation.ⁱⁱ

The EU can cement a role as a global leader in clean industries, energy efficiency and climate innovation.ⁱⁱⁱ To stay ahead Europe must underpin this position with stable policies, targeted support, lead markets and strategic supply chain partnerships.^{iv} Europe cannot afford to lose any frontrunner advantage or repeat past mistakes.

A strategic opportunity for Europe to lead

We see the Clean Industrial Deal (CID) not only as a policy framework but as a strategic chance to lead global races for clean innovation and technology, fostering new global partnerships while building on the EU's strong industrial base and leveraging the potential of its single market.^v

Yet short-term competitive pressures on energy- and resource-intensive industries are real. Many are already investing heavily in decarbonisation, as recognised by Ursula von der Leyen in her State of the Union address. These efforts must be assisted and rewarded. The CID should provide the right incentives and frameworks to support industries facing critical reinvestment decisions before 2030.

Regulatory stability: a cornerstone of competitiveness

Europe's predictable climate and energy framework is one of its greatest competitive assets. Regulatory stability does not mean inertia; it means simplifying where possible, while preserving a clear, credible long-term direction. Abrupt reversals or fragmented approaches risks undermining investor confidence, companies' progress and delaying industrial renewal – impacting sustainable industrial competitiveness right now. The CID should therefore prioritise targeted reforms that make transformation easier and clean investment more attractive – with a practical, forward-looking set of immediate priorities.

Turning priorities into action: a business roadmap

Direction of travel: a 90 per cent climate target for 2040

A robust 2040 climate target would send a vital signal of Europe's continued commitment to climate neutrality and industrial leadership. Businesses and investors see decarbonisation and competitiveness as mutually reinforcing, and support framing the CID as the vehicle to achieve at least a 90 per cent reduction by 2040. Alongside effective enabling policies – including reaffirming the Emission Trading System timeline – this would boost confidence and accelerate investment.

Clean energy, energy efficiency and electrification

Affordable, reliable clean energy is essential for competitiveness and for communities across Europe.^{vi} High energy prices remain a barrier for industry and households alike. Scaling up electrification, building renovation and low carbon transport will lower costs, enhance security, and reduce geopolitical risks. This requires coordinated infrastructure investment and a supportive legal framework on permitting and financial incentives.

Lead markets for innovative, low carbon products

Strong demand is key to scaling clean industries. Clear standards, strategic public procurement and market development for low carbon goods will drive down prices and foster innovation – helping to build competitive and sustainable industries. Low carbon energy, particularly electricity, should be prioritised and awarded a premium in public procurement due to its beneficial impact throughout value chains. The Industrial Accelerator Act must keep decarbonisation and electrification at its core.

Cleantech deployment

Europe needs to accelerate the deployment of clean technologies to maintain its global edge. Costs fall by around 20 percent when production volumes double: low carbon technologies become cheaper, better and more efficient when demand and production volumes grow.^{vii} In addition, European companies stand to benefit from leadership in green patents, energy efficiency, and the development of circular economy

solutions.^{viii} However, policy clarity and targeted support are needed to de-risk early investment and make it faster for companies to bring innovations to market. The proposed European Competitiveness Fund is crucial for scaling up strategic public investment, attracting private capital, and securing leadership in tomorrow's industries.

Mobilising investment

Public finance must be used strategically to crowd in private capital and bridge the investment gap. This requires a coherent framework that ensures fair access across Member States, while prioritising credible transition pathways. Simplified state aid rules scaling up blended finance through de-risking instruments and a swift launch of the proposed European Competitiveness Fund and Industrial Decarbonisation Bank will be essential.

Circular economy as a strategic asset

Circularity is not only about sustainability: it also strengthens resilience and productivity. Scaling up circular practices can reduce resource dependency, import dependency, spur innovation, create up to 2.5 million domestic jobs by 2030, and ensure fair access to raw materials at a competitive price. Swift implementation of the Circular Economy Act, with clear resource use reduction pathways and standards for secondary materials, will give frontrunners the certainty to expand.

Accelerating the twin digital and green transitions

The EU is a leader in values-based digital governance but must accelerate digital innovation and investment to compete globally. Digital technologies and innovation can drive energy efficiency, optimise resource use, reduce waste and accelerate renewables deployment. This means ensuring high-quality data and its efficient use, increasing investment in infrastructure, and cultivating appropriately skilled talent.

Cohesion and fairness

The transition must be inclusive. The transition is also a major opportunity for Europe's workforce. From electricians and plumbers to installers and maintenance staff, demand for skilled workers is growing fast. With the right investment in cohesion, training, reskilling, and SME participation, this can translate into quality jobs in every region. Ensuring fair access to these opportunities is key to making the industrial transformation deliver benefits for all Europeans.

A moment for leadership

This is the EU's opportunity to strengthen its policies and reinforce its global leadership in clean industry. With consistent action, the Clean Industrial Deal can deliver what businesses and citizens need: a competitive, resilient, and future-proof European economy.

Yours sincerely,

Signatory businesses and investors:

1. A1 Croatia
2. ACCIONA
3. Adapteo Group
4. Altum Technologies Oy
5. Aster
6. AVEVA
7. Banka BioLoo Limited
8. Battolyser Systems
9. BOSQAR INVEST (BOSQAR d.d.)
10. Bus Eireann
11. Capricorn Partners
12. CCLA Investment Management
13. Coca Cola Europacific Partners Ltd
14. cylib GmbH
15. D&D Isoltechnics
16. DPAM
17. DVOKUT-ECRO d.o.o.
18. Dynotek Ltd.
19. Ecocem Materials Limited
20. Ecofi Investissements
21. Ecosia
22. Eco Services BV // BASF SE Antwerp
23. Electricité de France
24. Energy Dome
25. Ethos Foundation
26. Firma Electrochaea
27. Fortum Corporation
28. GET Fund

29. Goebel GmbH
30. Henkel AG
31. House of Lawyers B.V.
32. Iberdrola
33. IMBEO
34. Ingka Group
35. Ingrid Capacity
36. INSPRO
37. Inyova Impact Investing
38. IPCOM
39. Just Print d.o.o.
40. Kingspan Group
41. KONČAR – Distribution and Special Transformers Inc.
42. Law Office Josip Konjevod
43. Leroy Merlin Polska
44. Lumar IG d.o.o.
45. Magaldi
46. Martello Partners
47. Matterwave Ventures
48. MI ECO CONSULTING LTD
49. Mirova
50. MITO Technology
51. NEW COMPONIT SRL
52. Nexi
53. Oikon Ltd. - Institute of Applied Ecology
54. Owens Corning
55. Planet A
56. Ragn-Sells Group
57. Rathbones Group Plc
58. Rega Energy Group, SA
59. Remake Society
60. Resortecs
61. Riva E Mariani Group S.r.l.
62. ROBUST d.o.o.
63. ROCKWOOL
64. Schwartmanns Maschinenbau GmbH
65. SICO d.o.o.
66. Signify
67. Span, d.d.

- 68. SSAB
- 69. TECHNO-Gewebe Vajen GmbH
- 70. Thermondo
- 71. TOMRA
- 72. Triglav Investments
- 73. Triodos Bank
- 74. Unilever PLC
- 75. Union Foam S.p.A.
- 76. Vatfree.com
- 77. Vattenfall
- 78. VELUX A/S
- 79. Vireo Ventures
- 80. VITA PROJEKT d.o.o.
- 81. Volvo Cars
- 82. WELYA
- 83. Windkraft Simonsfeld AG
- 84. World Fund
- 85. Zagrebački holding d.o.o.

Business and investor networks and associations:

- 86. ACT-SI
- 87. Airborne Wind Europe
- 88. BCSD Portugal
- 89. B Lab Global
- 90. Business in the Community Ireland
- 91. CDP
- 92. CEOs FOR FUTURE
- 93. CER Sustainable Business Network
- 94. CirEko
- 95. Cleantech for Europe
- 96. CLG Europe
- 97. Climate Group
- 98. Climate Leadership Coalition (CLC)
- 99. Climate Strategy & Partners
- 100. Croatian Business Council for Sustainable Development
- 101. Czech BCSD
- 102. Danish Chamber of Commerce

103. Ecopreneur.eu - The European Sustainable Business Federation
104. Efficient Buildings Europe
105. EUREC - The Association of Renewable Energy Research Centres
106. Euroheat & Power
107. European Alliance to Save Energy (EU-ASE)
108. European Industrial Hemp Association
109. European Industrial Insulation Foundation
110. FEAD - European Waste Management Association
111. Forética
112. Grüne Wirtschaft
113. Impact France
114. Haga Initiative
115. MVO Nederland
116. New European Reuse Alliance
117. Principles for Responsible Investment (UNPRI)
118. REScoop.eu
119. Skift
120. SolarPower Europe
121. Spanish Green Growth Group (Grupo Español para el Crecimiento Verde)
122. Sustainability Embassy in Romania
123. Sustainable Banking Coalition
124. The B team
125. The European Association for Storage of Energy (EASE)
126. UFE
127. We Mean Business coalition
128. WindEurope
129. Women on Wings
130. World Business Council for Sustainable Development
131. Změna k lepšímu (Change for the Better)

Signatory businesses and investors



Adapteo



AVEVA



BOSQAR INVEST



ECOSIA



INSPRO



KONČAR
D&ST



LEROY MERLIN

Lumar

MAGALDI
debercaale energy storage

MARTELLO

matterwave
ventures



mirova
Investing in sustainability

MITO
TECHNOLOGY

NEW COMPONENT
textile solutions for heat treatment

nexi

OIKON[®]
WITH US DEVELOPMENT IS NATURAL

OWENS
CORNING[®]

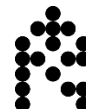
planetA
VENTURES

RAGN SELLS
Part of the Eco-Cycle

RATHBONES

REGA
energy

remake society.
WEAR | CARE | REPAIR | REPURPOSE



Resorfects,
Recycling made
Easy.

riva&mariani

RUBUST
Bovis in mind the green future

ROCKWOOL[®]

schwartmanns

sico

signify

span

SSAB

TECHNO
GEWEBE

thermondo

TOMRA

triglav investments

Triodos Bank

Unilever

UNION
FOAM

vatfree.com
empowering you in tax-free shopping

VATTENFALL

VELUX[®]

Vireo
VENTURES

VitaPROJEKT

VOLVO

WELYA
EXPERTISE ENERGIJE A STRATEGIE CARBONE

windkraft
SIMONSFELD[®]

WORLD
FUND

ZAGREBAČKI
HOLDING

Business and investor networks and associations



Airborne Wind Europe



CEOS FOR
future



Cleantech
for Europe



CLIMATE GROUP



DANSK
ERHVERV
Danish Chamber of Commerce



forética



THE B TEAM





ⁱ Ember Energy, The Electrotech Revolution, 16 September 2025, <https://ember-energy.org/latest-insights/the-electrotech-revolution/>.

ⁱⁱ Mario Draghi, *The future of European competitiveness* (European Commission, 2024), https://commission.europa.eu/document/download/97e481fd-2dc3-412d-be4c-f152a8232961_en.

ⁱⁱⁱ Cleantech for Europe, *Scale or Fail: A Trade Strategy for Europe's Clean Industry* (Cleantech for Europe, 2025), <https://www.cleantechforeurope.com/scale-or-fail-a-trade-strategy-for-europes-clean-industry>.

^{iv} Energy Transition Commission, "The EU's Green Agenda: Challenges and Opportunities in a Changing Political Landscape," accessed September 18, 2025, <https://www.energy-transitions.org/bitesize/eu-green-agenda/>.

^v Enrico Letta, *Much more than a market – speed, security, solidarity* (European Council, April 2024), <https://www.consilium.europa.eu/media/ny3j24sm/much-more-than-a-market-report-by-enrico-letta.pdf>.

^{vi} Draghi, *The future of European competitiveness*.

^{vii} Grubb, M., Hourcade, J-C, & Neuhoff, K. 2014. *Planetary Economics: energy, climate change and the three domains of sustainable development*. Routledge.

^{viii} Jacques Delors Centre, "Lost in Implementation? The Clean Industrial Deal demands urgent and bold delivery" (policy brief), <https://www.delorscentre.eu/en/publications/detail/publication/lost-in-implementation-the-clean-industrial-deal-1>