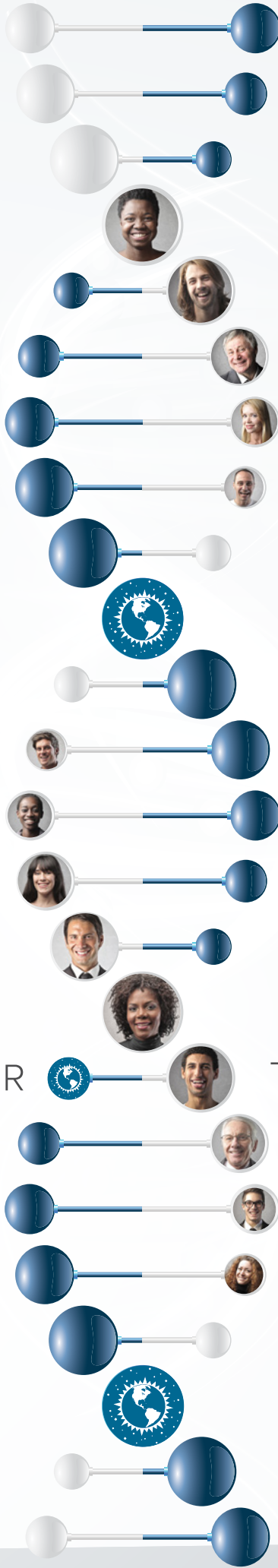


ANNUAL REPORT

2013-2014



FURTHER, FASTER



TOGETHER

About Rocky Mountain Institute

Rocky Mountain Institute is an independent, public-benefit, nonprofit, nonpartisan, entrepreneurial think-and-do tank. RMI drives the efficient and restorative use of resources to create a world thriving, verdant, and secure, for all, for ever.

Cofounded by chief scientist Amory Lovins in 1982, RMI has been engaging with businesses, communities, and institutions for more than three decades to speed and scale the cost-effective shift from fossil fuels to efficiency and renewables. Our whole-systems expertise unlocks market-based solutions that can be implemented now, even as we boldly tackle the toughest long-term challenges.

Our work targets all four energy-using sectors of the economy—transportation, buildings, industry, and electricity—and bridges between them to harness hidden connections. RMI's solutions can often make large energy and resource savings cost less than small ones, turning diminishing returns into expanding returns—as our practice has demonstrated in over a thousand buildings, more than \$40 billion worth of industrial redesigns, and various land and sea vehicles.

RMI spreads radical innovations in design, technology, business strategy, and public policy—artfully combined, rigorously applied, and vigorously promoted. We do this mainly by transforming design, busting barriers, and spreading innovation. The Institute's practical work emphasizes strategic influence (changing the mindset of the people who make the rules), competitive pressure from our early-adopter partners, and “institutional acupuncture” to get blocked business logic flowing.

With a fiscal year 2013–14 operating budget of \$15 million and nearly 90 staff (increasing to more than 100 by the end of fiscal year 2014–15), RMI's reach far outstrips its size. Our patient-yet-tenacious, long-game, wide-ranging effort has deeply influenced the electricity industry's rapid shift to negawatts, distributed resources, and economically competitive renewables; automakers' strategic pivot to lightweighting and electrification; commercial real estate's emphasis on deep energy retrofits and non-energy forms of value; and similar transformations under way in other sectors.

Philanthropy underpins this important work, providing more than two-thirds of current operating revenues and allowing RMI to stay fiercely independent, nonpartisan, and objective. Philanthropic support enables us to develop important new intellectual capital, then apply, test, refine, and scale it in collaboration with powerful private-sector partners through fee-for-service engagements, creating teachable cases and competitive pressure for emulation. Another proven model—convening diverse, sometimes-competing industry leaders to speed innovation and collaboration in a specific field—has helped trigger transformational change in many sectors, lately including RMI's Electricity Innovation Lab, automotive composites, and solar-balance-of-system workshops.

We do solutions, not problems; practice, not theory; transformation, not incrementalism. Our style is nonadversarial, nonpartisan, and transideological, embracing diverse partners and collaborators in the private, nongovernmental, public, and military sectors. The Institute is scrupulously apolitical and does not lobby or litigate.

The benefits of our work include profits, jobs, competitive advantage, national and global security, business risk management, climate protection, public health, environmental stewardship, and global development. If you like any of these outcomes, you can support our work without needing to like every outcome nor agree about which outcomes are most important. We focus on outcomes, not motives, enlisting an unusually broad range of support. This *Annual Report* highlights a selection of salient impacts from RMI's broader range of activities during the July 2013–June 2014 fiscal year.

Based in Colorado, RMI works chiefly in the United States and China but with global context and reach, spanning over 60 countries. Its transdisciplinary research and practice have earned a global reputation for integrity, quality, originality, daring, scholarship, clarity, and effectiveness. With feet on the ground, not head in the clouds, RMI is pioneering a richer, fairer, healthier, cooler, safer world.

RMI. Transforming global energy use to create a clean, prosperous, and secure future.

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For more information on RMI, please visit www.rmi.org.

Our Printing and Paper

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COMMITTED TO IMPACT

Fundamentally transforming global energy use—by 2050 if not sooner—is an ambitious, vital undertaking. That’s why last year we committed to bold goals to achieve by 2025, along with nearer-term impacts, to expand our capabilities and efforts to speed the transformation. You entrusted us with your philanthropic support to make that happen. Thanks to that crucial support, we’re proud to report big impacts.

Your support for our solar work helped us break the story of when and where fully off-grid solar-plus-battery systems could become cheaper than buying that electricity from your utility, thus challenging the way the current electricity system operates. Following the ongoing work of the RMI-convened, donor-supported Electricity Innovation Lab, including a trio of powerful reports describing new utility business models and electricity pricing, Rocky Mountain Institute became a strategic advisor to the New York Public Service Commission to help transform that state’s electricity system to deliver affordable, resilient, and low-carbon electricity.

Our work in Fort Collins, Colorado, encouraged the city to accelerate its ambitious energy and climate goals. RMI is now working with the local utility to make it happen through a new business model that would open the floodgates for widespread adoption of energy efficiency and rooftop solar across the city’s houses and small businesses. We also helped the largest landlord in the U.S., the federal government’s General Services Administration, double its energy savings from deep retrofits of its portfolio. And in China we continue to “reinvent fire” to inform the strategic plan of this rising economic and energy power.

In early 2014 we partnered with Carbon War Room for a Creating Climate Wealth Summit, helping to liberate climate-change-vulnerable island residents from their fossil-fuel dependence and crippling high energy bills. Now, as we break ground this fall on a new Innovation Center to support Rocky Mountain Institute’s work, we’re excited to announce a formal alliance with Carbon War Room, integrating and leveraging the strengths of our two great organizations to significantly scale and accelerate our impact.

Thank you again for your support. None of these accomplishments would have been possible without you, our donors and supporters. We’re making exciting progress toward a clean, prosperous, and secure energy future, but there’s much more work to do. Now—with RMI, Carbon War Room, and you in alliance—we can truly go further, faster, together.



Jules Kortenhorst, CEO



Images courtesy of Shutterstock. Kortenhorst and staff images copyright Rocky Mountain Institute.

TRANSFORMING GLOBAL ENERGY USE

The world's energy system is tipping ever faster toward efficient use and diverse, renewable, resilient, distributed supply.

Burning oil and producing electricity each emit two-fifths of the world's fossil carbon. Yet U.S. demand for both gasoline and electricity peaked in 2007 and has been drifting down ever since. The world now annually invests \$310–360+ billion in energy efficiency and another >\$250 billion in nonhydro renewables. The latter figure alone is more than double the market cap of all the world's traded coal companies. The tide is turning against fossil fuels.

To wit, during 2004–13, just driving more-efficient cars fewer miles cut U.S. oil imports nearly twice as much as domestically fracked oil did. Similarly, U.S. electricity demand fell in five of the past six years despite economic growth in four. In 2012, such decreased electric intensity displaced nearly twice as much coal as fracked gas did.

Meanwhile, one-fourth of the world's 2013 electricity was generated by “micropower”—renewables, minus big hydropower, plus cogeneration of electricity together with useful heat. Add big hydropower and nuclear (whose output nonhydro renewables will overtake next year), and no- or low-carbon technologies now make nearly half the world's electricity.

These developments are driven not only by markets, in which renewables are ever more economically competitive and efficiency beats virtually any kind of supply, but also by Chinese technocrats. Chinese nonhydro renewables in 2012 added more electric generation than all fossil and nuclear plants combined. China in 2013 installed 45 percent of the world's new wind power and added more solar power capacity than the U.S. has installed since we invented the technology 60 years ago. And RMI's Reinventing Fire: China collaboration is revealing extraordinary further potential for energy efficiency.

The old energy system is dying, the new one struggling to be born. Can this epochal shift overcome fossil fuels' centuries-long head start? The most encouraging sign comes again from China, which burns half the world's coal and is the biggest coal and oil importer. Efficiency, renewables, and a modernizing economy together cut China's coal sales by 1.6 percent in the first two-thirds of 2014 despite nearly 7 percent annual GDP growth. Turning around the fossil-fuel juggernaut could be closer than most expect, and China—for its own reasons of air, security, climate, and cost—may well be in the vanguard.

Yet the world still burns four cubic miles a year of the rotten remains of primeval swamp goo. The best way I know to keep that dirty stuff in the ground and make the world richer, fairer, healthier, cooler, and safer is to join RMI's intently focused effort to transform the global energy system. You and I and RMI together can make it so.

Amory

Amory B. Lovins, Cofounder and Chief Scientist



THE ERIC KONHEIM MEMORIAL FUND

Eric Konheim was an avid river runner, recycler, and non-conformist who lived life true to his environmental beliefs. He lived frugally, saving up money so he could spend time on the rivers he loved. When he tragically died in a kayaking accident at age 28 in 1991, his family discovered tens of thousands of dollars hidden in his pillow. Those funds, he had written in a will, were to be bequeathed to Rocky Mountain Institute.

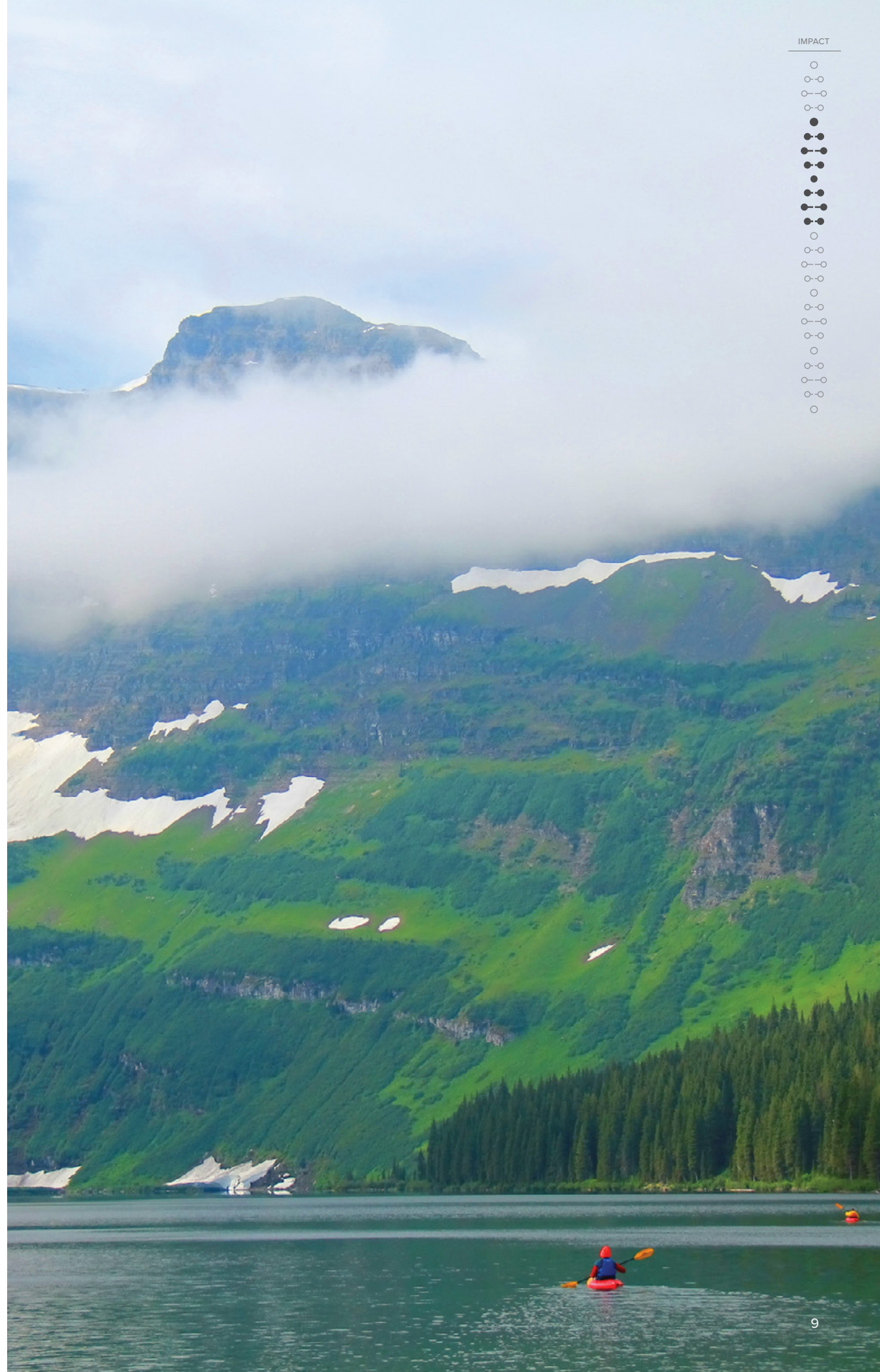
Eric's father, Bud Konheim, is a successful fashion designer and CEO of Nicole Miller, an apparel firm known for its nonconformist glamour and shown on the covers and in the pages of leading fashion and lifestyle magazines worldwide. Bud realized how strongly Eric felt about the environment and the work RMI was doing. "Eric was very passionate about the environment," according to Bud. "He would come up to my office and argue with me about why I was using so many plastic bags for our clothing." One day in the late 1980s, Eric told Bud about RMI, expressing that he found an environmental organization that was not fighting business, but works *with* businesses to make them greener and more profitable.

After Eric's death, Bud worked with RMI to create the Eric Konheim Memorial Fund as a memorial to Eric and everything he was passionate about. "I was devastated, but I tried to take the positive from his life, his environmental passion and desire to be an architect, and carry it on through this fund." Twenty-three years later, Bud and Nicole Miller are still carrying on Eric's support for RMI and spread RMI's work throughout their networks in the fashion industry and the world.

The Eric Konheim Memorial Fund is more than a way to memorialize Eric. It's a way for his family and friends to keep Eric's memory and deep passion alive. RMI is honored to be trusted with such an important purpose. It's a responsibility and expectation we strive to live up to every day with the impact we drive in the world—for Eric, and for all of us.



Left page: Images courtesy of Bud Konheim. Right page: Image courtesy of Shutterstock.



A FIRST FOR THE U.S. ELECTRICITY GRID

The U.S. electricity grid largely hasn't changed in a century. But as more and more customers adopt rooftop solar, smart thermostats, electric vehicles, and other technologies, the need to change becomes more and more urgent. Distributed energy resources like these can make the grid more affordable, enhance reliability and resilience, and drastically decrease carbon emissions.

To do that, we need to transform the business models of utilities and the way the grid operates. That's a complex challenge. To solve it, we need to bring together diverse stakeholders—utilities, regulators, customers, environmentalists, technology companies, financiers, entrepreneurs—to forge solutions that no single actor can implement alone.

That's why in 2012, supporters such as RMI Trustee Reuben Munger, Peter Boyer and Terry Gamble Boyer, the Heising-Simons Foundation, and an anonymous donor family were instrumental in RMI convening **the Electricity Innovation Lab (e-Lab®), a first-of-its-kind collaboration among electricity sector leaders.**

Since then, **e-Lab has proven itself on the leading edge of electricity system innovation.** Landmark works such as *New Business Models for the Distribution Edge* and *A Review of Solar PV Benefit and Cost Studies* from 2013 and *Rate Design for the Distribution Edge* from 2014 have **shifted and redefined the conversation.** Those works advocate establishing a distribution system operator (DSO) to enable open and fair market access for customers' resources alongside legacy grid assets such as big power plants. They also call for revised rate structures to help attract investment in customer technologies so that they provide maximum value for customers *and* society.

Now, **RMI is serving as a strategic advisor to the New York State Public Service Commission's Reforming the Energy Vision (REV) proceeding to make those things happen: form the country's first-ever distribution system platform. This watershed development has never been done before for the U.S. grid.** It can also be a key to making grids resilient so large-scale blackouts can no longer occur. In the wake of Hurricane Sandy, when the lights went out for millions, the future grid is suddenly looking much brighter.

RMI brought tremendous foresight to the challenges facing the utility industry in the United States. Building off its close work with both traditional industry players and new disruptors, RMI created e-Lab as a venue and mechanism to safely explore the challenges and opportunities presented by change to a system inherent to our economy. I hoped that e-Lab would enable the industry to explore its future. Now that future is upon us, and e-Lab has the expertise, broad constituency, and shared practice to engage and lead the industry into the challenges—and solutions—ahead.



—Reuben Munger, RMI trustee and supporter since 2000

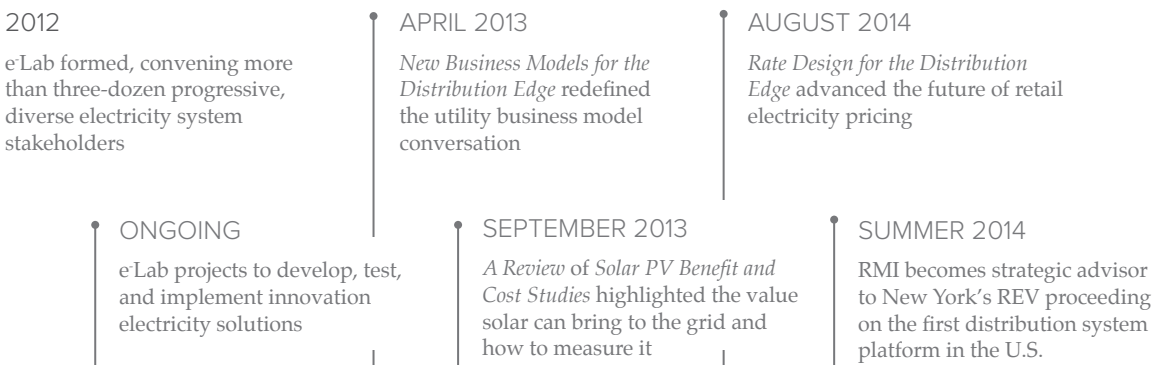


Image courtesy of Shutterstock



SOLAR AND BATTERIES WINNING

Our foundation is mainly focused on making poor people economically self-sufficient. To do that we've identified a number of needs people have, and one of them is energy. When we looked around for a place to invest that might increase the availability of accessible and low-cost energy, we found that RMI is probably the most effective place for us to invest.

We've done a variety of special projects—improving food production for poor farmers worldwide, water systems, women's access to information in developing countries, microfinance, housing in Africa. I'm pleased with all of those, but I really feel the Grid Defection project we sponsored at RMI has been the most effective of our investments. Of all the things we've done with various NGOs, I think that will probably have the most impact.



—Rudy Ramsey, The Rudy & Alice Ramsey Foundation, RMI supporters since 2009



Rooftop solar has huge potential for ensuring a clean energy future. RMI's work is helping lead the way to making that a reality. I especially like their figuring out ways to drive down the cost.

—Fred Stanback, RMI supporter since 1999

Change is in the air in the electricity sector.

Following natural disasters like Hurricane Sandy, homeowners and businesses want to keep their lights on, even when the grid goes dark. As costs continue to plummet for technologies such as solar panels, renewables offer an increasingly attractive alternative to grid power. And in places like Hawaii, where solar is cheaper today but customers are being told they might have to wait years to turn on their grid-tied solar, people are frankly frustrated.

All of these customer-focused trends are coalescing into a rising threat for utilities. Growing numbers of customers might actually choose to cut the cord with their utility and defect from the grid, as some have already done and more are starting to do in Hawaii. Some in the industry have sounded the alarm, but **no one had done the analysis to say when and where this could happen more broadly—until now.**

With sponsorship from the Rudy & Alice Ramsey Foundation, the support of Fred and Alice Stanback, and partner HOMER Energy, **RMI crunched the numbers for the U.S. and "broke the story."** RMI's February 2014 report *The Economics of Grid Defection* yielded a major wake-up call for the electricity sector. Stand-alone rooftop solar plus battery

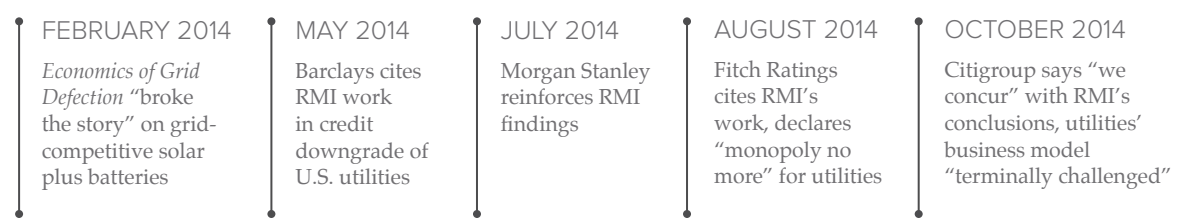
storage would be just as cheap as buying electricity from your utility—*now* for certain customers in Hawaii, and *soon* for customers in places such as California and New York.

RMI's donor-supported work on this important topic launched a cascade of impact that rippled through the financial sector.

Financial heavyweight Barclays cited RMI's *Economics of Grid Defection* when it downgraded the credit of U.S. utilities in May 2014. Two months later a Morgan Stanley report further reinforced RMI's findings. Then a special August 2014 report from Fitch Ratings, also citing RMI's work, declared a "monopoly no more" for electric utilities. Most recently at the beginning of October, Citigroup joined the growing chorus of major financial institutions—which also include Goldman Sachs, UBS, and Bank of America—noting "we concur with the conclusions reached by Rocky Mountain Institute...that the current business model of parts of the sector will be terminally challenged in these regions."

In other words, rooftop solar, battery storage, and other customer-sited technologies are winning, truly accelerating their gains against dirty, insecure, increasingly costly fossil fuels. The only question now is how we can further speed the global energy transformation.

Ramsey image courtesy of the subjects. Neighborhood image courtesy of Shutterstock.



ALL IN THE FAMILY

Gene and Nelle Arntz lived with a strong passion for the environment. That's why in 1994 they founded the Arntz Family Foundation with the support of their four children and other family members. The foundation adopted a special focus on supporting organizations that work on systemic change and sustainability, especially at the intersection of environment and economy.

With the foundation's focus on the environment-economy intersection and RMI's focus on cost-effective, market-based, low-carbon solutions to tough energy challenges, it was a strong fit. "RMI's work really aligns with our philanthropic mission," says Julie Arntz, associate director, board member, and the third generation of the Arntz family to work with the foundation. "We feel energy use and its effect on climate change is the biggest issue out there. RMI is doing such great work to tackle it from all angles by collaborating with various sectors."

The Arntz Family Foundation began its support of RMI in 2004 and has renewed that support annually for a full decade now. The family gathers twice per year—during

summer and winter—to make funding decisions. Those meetings become a family reunion of sorts. "When my grandfather started the foundation, it was his intent to use it as a way to keep the family together as well as doing good in the world," Arntz says, adding: "We've always been so impressed by RMI, and Amory himself is a rock star here at the foundation."

Rock stars like Amory notwithstanding, though, the most important thing has been the impact of RMI's work, and how it has helped the Arntz Family Foundation meet its philanthropic goals. "The work RMI does on energy use across the board is so appealing. The most important thing is to get our emissions down, and RMI's work is doing that," Arntz explains.

Most recently, the Arntz Family Foundation increased its support of RMI, with a strong focus on Reinventing Fire: China. "The work RMI is doing in China is extremely impressive—to be tackling such a large and very important issue," says Arntz. That work, and the impact it drives, is only possible with supporters like the Arntz Family Foundation.



Left page: Image courtesy of Julie Arntz. Right page: Image courtesy of Shutterstock



LEVERAGING THE UNITED STATES' LARGEST LANDLORD

The United States spends \$400 billion per year heating and cooling our buildings, which consume 72 percent of our electricity. If you want to make buildings rapidly far more efficient, you go straight to the top. That's why we're working with the U.S. government's General Services Administration (GSA) as both a consultant and advisor.

With nearly 10,000 federally owned and leased buildings and half a trillion dollars in federal assets under management, the GSA is the nation's largest landlord. If you can improve the GSA's deep energy retrofits so they achieve far greater efficiency, you can greatly improve a broad swath of buildings in one fell swoop.

With your support, RMI helped the GSA perform deep energy retrofits through energy savings performance contracts (ESPCs) on 10 pilot projects. **While the federal government's average savings from ESPC contracts is 21 percent, RMI's work with the GSA pilot projects nearly doubled savings, to 38 percent.**

Then in April 2014, RMI reconvened with the GSA, more than a dozen leading energy service companies, and others to figure out how to further improve the GSA's National Deep Energy Retrofit program.

In September 2014, we secured a big win. **RMI and our partners on the Net-Zero-Energy Buildings Task Group proposed the GSA target 50 percent verified net-zero buildings by 2030.** The federal government's Green Building Advisory Committee, which includes 10 federal agencies plus RMI and other non-governmental organizations, unanimously supported the proposal, greatly increasing the likelihood the GSA will officially adopt the target.

Also in September, the GSA selected energy service companies (ESCOs) for a second round of projects—an additional 45 buildings—in the National Deep Energy Retrofit program. This round two is **an important renewed affirmation of the GSA's continuing commitment to the long-term federal goal of net-zero buildings portfolio-wide.**

Unrestricted giving from supporters like you allows RMI to engage in such important projects, doing the hard work where it's needed most. Looking ahead, if the GSA achieved the proposed 50 percent net-zero goal, it could save over 1.3 million tonnes of CO₂ per year, the equivalent of closing 4 coal-fired power plants.

OCTOBER 2011
The GSA launches National Deep Energy Retrofit program at RMI charrette

MARCH 2013–APRIL 2014
Ongoing charrettes to improve deep energy retrofits

APRIL 2014
Verified increase in efficiency improvements from 21% baseline to 38% on 10 pilot retrofits

SEPTEMBER 2014
RMI and the federal government's Net-Zero-Energy Buildings Task Group recommends 50% verified net-zero buildings by 2030
The GSA chooses ESCOs for a second round of NDER projects on 45 more buildings

Image courtesy of Shutterstock.





To reach our climate goals we realize we need to focus not only on electricity but the built environment as well. Our goal is to reach 100% of our customers and make it easy for them to implement efficiency and renewables.

—Steve Catanach, Light and Power Manager, City of Fort Collins

ACCELERATING COMMUNITIES' CLIMATE TARGETS

Today Fort Collins, Colorado, anchors the state's "Napa Valley of Craft Beer." But did you know that Fort Collins was also one of two U.S. communities that directly inspired Disneyland's Main Street USA? Now, the community (pop. 155,400) is poised to become a national and global leader in tackling climate change.

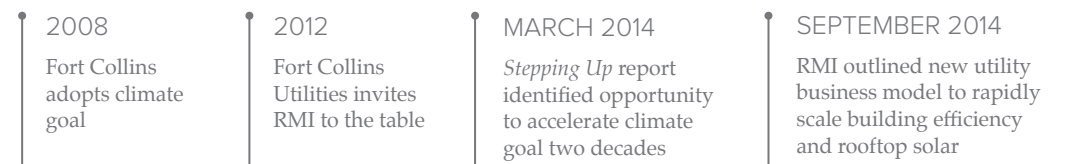
John Abele is one of the donors who made this project possible. "The symbolism of a reasonably good-sized community like Fort Collins pulling this off with RMI's help is huge, especially if you can do it thoughtfully, in a way that keeps people on board," according to Abele. "That gets me excited as a donor: the extent to which we can learn from this process and make it valuable for others." Other communities are already starting to notice. Our inaugural eLab® Accelerator event helped 10 communities pursue similar collaborative initiatives, and several cities around the nation have expressed interest in replicating the approach.

In 2008 the city officially committed to reduce its greenhouse gas emissions 80 percent by 2050. The local municipal utility, Fort Collins Utilities (FCU), stepped in as a driver of that effort, and unlike many utilities, led an effort to accelerate progress.

As part of the utility's energy policy, FCU commissioned RMI to see if it could cut emissions even faster. To this end, in March RMI released our *Stepping Up* report that showed how Fort Collins could achieve its 2050 goals by 2030. The Fort Collins city council then directed staff to evaluate how they might achieve the accelerated target.

Now, **RMI is working closely with Fort Collins Utilities on a new business model that will enable widespread adoption of energy efficiency and rooftop solar** on the homes and small businesses throughout the community—all while keeping utility customers' bills the same or cheaper.

Image copyright Rocky Mountain Institute by Chris Rowe.



PROVING LOW-CARBON ECONOMIES

The opportunity is for smaller nations to set an example in the transition to low-carbon economies. Then, the issue becomes one of scaling solutions, rather than proving them in the first place. Smaller nations can become early adopters, proving the case that paves the way for major world energy powers to follow.



—José María Figueres, president of Carbon War Room and former president of Costa Rica

Americans love to vacation in the Caribbean. It's the second-most-popular international travel destination for U.S. residents behind only Europe. But Caribbean residents know a different reality behind their island paradise: they pay some of the highest electricity prices of anywhere in the world, thanks to dependence on expensive imports of dirty fossil fuels, particularly diesel. They're also especially vulnerable to the impacts of climate change.

That's why in February 2014 RMI and the nonprofit Carbon War Room partnered to host the Creating Climate Wealth Summit in the British Virgin Islands. Attended by more than 100 government, corporate, nonprofit, and international aid officials, the event laid the groundwork to make real progress on the Ten Island Challenge, which aims to achieve significant amounts of renewable energy for 10 island-nations.

Shifting their energy supply to abundant sources of domestic renewables—particularly wind and sun—can free their economies from that burden and improve residents' quality of life. And though small Caribbean island-nations have relatively little impact on global warming compared to the U.S. and China, **paving the way to prosperous low-carbon economies in the Caribbean can prove the solutions that can be adopted by the world's great economic, energy, and carbon powers.**

To date, three islands have officially signed on (St. Lucia, Aruba, and San Andres and Providencia), with another six expected to do so soon. Now, RMI and CWR are issuing Requests for Proposals to start on-the-ground projects in utility-scale renewables, hospitals, and streetlights to make low-carbon island economies a prompt reality.

FALL 2013
RMI and Carbon War Room begin partnership focused on low-carbon economies for islands

FEBRUARY 2014
Creating Climate Wealth Summit

ONGOING
Ten Island Challenge

FALL 2014
RFPs being issued for projects with streetlights, hospitals, and utility-scale renewable energy

Image courtesy of Shutterstock. Figueres image courtesy of Carbon War Room.





To take Reinventing Fire to China is to demonstrate the power of the marketplace in the world of energy savings. In China the economy has been guided by the invisible hand of government. But after the third party plenum in late 2013, President Xi Jiping emphasized that market forces would now play a decisive role in China's economy. As you look at transportation, buildings, manufacturing, there will be compelling reasons to invest in energy savings. Looking at the preliminary Reinventing Fire: China findings of RMI and its partners, my take is it's confirming what we all suspected based on RMI's original Reinventing Fire—by introducing market forces to encourage energy efficiency in China, it will unleash a powerful force for realizing tremendous reductions in carbon emissions.



—Jack Wadsworth,
RMI supporter since 2012

CHARTING A CLEAN ENERGY PATH FOR CHINA

China is the world's number two economy (behind only the U.S.), but it leads the world in coal consumption, oil imports, and carbon emissions. Tackling climate change—and transforming global energy use from fossil fuels to efficiency and renewables—must include this world power. This is important not just to save the millions of Chinese lives cut short by crippling air pollution, but also for everyone around the world put at risk by global warming. And this is more than a climate and public health story. It's also a business story about profitable, market-driven solutions that can change the world.

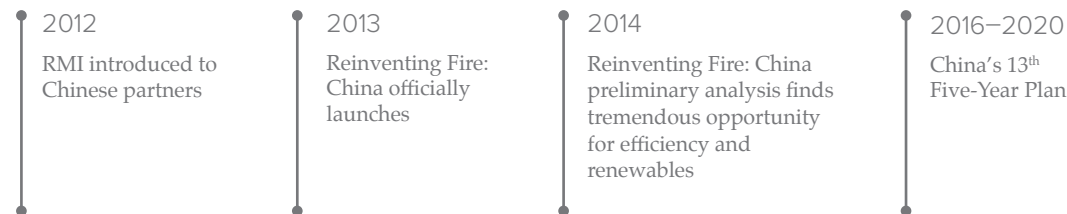
launched Reinventing Fire: China, applying RMI's highly regarded U.S.-specific analysis from 2011 but using Chinese models, data, examples, and policy needs.

Despite its fossil fuel consumption and carbon emissions, China is also proving itself a world leader in renewables manufacturing and scaling. In 2013, for example, China alone installed 45 percent of all the new wind power capacity worldwide. But Reinventing Fire: China is designed to go much further, identifying the maximum feasible share of efficiency and clean energy that could power the Chinese economy through 2050.

RMI supporters Jack Wadsworth, a Morgan Stanley veteran with decades of experience in Asia, and Gary Rieschel, a leading venture capitalist focused on early-stage investments in China, were instrumental in opening the door to such an opportunity. They catalyzed activity that eventually brought RMI cofounder and chief scientist Amory Lovins to the table with Chinese officials and three influential partners: the China Energy Group at Lawrence Berkeley National Laboratory, China's Energy Research Institute, and Energy Foundation China. This unprecedented pan-Pacific partnership

Preliminary findings are beyond exciting. **Reinventing Fire: China analysis suggests that the Chinese economy could grow six-fold by 2050 while dramatically reducing the energy and emissions intensity of that growth through cost-effective efficiency and renewables measures.** Partners expect these findings to help inform decisions relevant to China's 13th Five-Year Plan, greatly increasing the likelihood that this analysis will translate into real government policies and market shifts.

Image courtesy of Shutterstock. Wadsworth image courtesy of the subject.



RMI AND CARBON WAR ROOM ANNOUNCE STRATEGIC ALLIANCE

As we look to the promise of the year ahead, we are delighted to announce that **two of the world's preeminent nonprofit organizations tackling climate change and energy use through market-based solutions—Rocky Mountain Institute and Carbon War Room—are joining forces.** The move builds off the success of our partnered work in the Caribbean to shift islands from fossil-fuel dependence to low-carbon economies powered by efficiency and renewables. Now we will coordinate our work to spread industry-changing impact worldwide, with efforts already under way in China, Europe, and the U.S.

Though there are promising signs that the global tide is turning from fossil fuels toward efficiency and renewables, the need to scale and speed this shift is arguably greater than ever. Five years after the failed Copenhagen climate talks of 2009, by many measures things are worse, not better. The stark impacts of climate change are visible seemingly everywhere—from the devastating Pakistan floods in 2010, to the destruction of Hurricane Sandy in 2012, to the drought and wildfires in California this year and the relocated residents from the Cateret Islands, whom many are calling the first climate-change refugees.

The world's experts have told us that the severity of these events is increasing and that annual losses of \$200 billion are now four times what they were just thirty years ago. Moreover, carbon emissions are growing, atmospheric CO₂ concentration now exceeds 400 ppm for the first time in recorded history, and humankind is almost certainly on a path to cross the 2-degree-Celsius threshold most

climate scientists agree could forestall the worst effects of global warming.

But while the situation is grave, the climate challenge before us no longer needs to be only about gloom and doom. Despite the lingering impacts of the global recession, more and more low-carbon solutions are technically feasible and profitable today with current policies and prices.

Wind and solar have better economics than fossil fuels in the Caribbean, Hawaii, Alaska, and other diesel-thirsty regions. And in windy places like the Midwestern windbelt, the unsubsidized cost of electricity from the most cost-effective new onshore wind projects beats all other forms of power generation. Solar PV modules have dropped in price 80 percent since 2008, while LED lights are 85 percent cheaper than five years ago. The integration of various clean technologies—including electric cars, batteries, and solar panels—are mutually reinforcing clean energy's rapidly growing competitiveness.

Whether for utility-scale and distributed renewable energy, shipping, trucking, industry, or energy efficiency in buildings, the business case is getting stronger and stronger. **We are closer than ever before to transforming the world to a low-carbon energy system. But the job at hand is still a great one. We need to rapidly accelerate demand and financing for low-carbon solutions.**

That's where the alliance between RMI and Carbon War Room will play a crucial role for the world. **With RMI, Carbon War Room, and you, we can go further, faster, together.**

We founded the Carbon War Room in 2009 together with a great group of partners to be an entrepreneurial, fast-moving entity that could break down barriers to scale market-based solutions that reduce carbon. Now I couldn't be more excited to see Carbon War Room join in alliance with Rocky Mountain Institute, which brings more than 30 years of experience developing respected, market-based solutions. There could not have been a better match! Looking to the challenges—and great opportunities—ahead, I truly believe we can go further, faster, together.



—Sir Richard Branson, cofounder of Carbon War Room and founder of Virgin Unite and the Virgin Group

Image courtesy of Shutterstock. Branson image courtesy of Carbon War Room.

ALIGNING FOR GREATER IMPACT

Both RMI and Carbon War Room are market-based, independent, nonpartisan, and work with technologies and business models that are cost-effective today under current policy. What's more, we aren't new to the game. We have lessons learned over three decades of successes and setbacks to apply against our global aspirations.

Amory Lovins, named by *TIME* magazine one of the world's 100 most influential people as a visionary scientist and thinker, cofounded Rocky Mountain Institute in 1982 in pursuit of solutions to some of the world's toughest sustainability problems. Since then RMI has enjoyed deeply influential successes in transportation, buildings, industry, and electricity.

Sir Richard Branson founded the Carbon War Room in 2009, setting out to leverage the creativity and convening power of his fellow entrepreneurs, uniting the private sector to focus on those same intractable problems to achieve gigaton-scale carbon reductions. Carbon War Room applies its agile, bold approach to five areas: maritime shipping, buildings, trucking, aviation, and small island economies.

As an alliance, RMI and Carbon War Room will operate under one CEO and one Board, while retaining their distinctive brands, styles, theories of change, and cultures.



Now, as an outward visual sign of these two great organizations coming together in alliance, we're proud to unveil updated logos for both brands. They do justice to the heritage of each organization's legacy logo, but bring them into alignment with a modern, forward-looking edge evocative of the "further, faster, together" imperative of the alliance and its impact.

The Global Commission on the Economy and Climate has shown profound business opportunities for low-carbon market transformation in energy use, land use, and in our cities. Market and technological forces are broadly pointing in the right direction. Now is the time to seize this economic opportunity and accelerate the pace and scale of change. As two leading organizations focused on market-based, low-carbon solutions to big energy challenges, Rocky Mountain Institute and Carbon War Room coming together in alliance can play an important role making that happen.



—Jeremy Oppenheim, programme director of the Global Commission on the Economy and Climate's New Climate Economy project, director (on sabbatical) at McKinsey & Co., and former senior economist at the World Bank

For more than five years, the Dutch Postcode Lottery has been supporting Rocky Mountain Institute and Carbon War Room. We've been impressed with how both organizations have delivered major, real-world impact developing solutions to energy challenges. Now, as those two organizations come together in alliance, we're even more excited for the ways they can leverage their respective, complementary strengths to achieve even greater impact, in the process tackling climate change, unlocking economic opportunity, and improving the lives of people all over the world.



—Marieke van Schaik, managing director of the Dutch Postcode Lottery

Image courtesy of Shutterstock, Oppenheim and van Shaik images courtesy of the subjects.

RMI INNOVATION CENTER BREAKS GROUND

Mac McQuown met Amory Lovins in the late 1970s and was immediately taken with Amory's revolutionary ideas about energy. Mac, an entrepreneur and investment manager, bought a copy of Amory's 1977 book *Soft Energy Paths* and became an even bigger fan. So it was no surprise that when Amory cofounded Rocky Mountain Institute in 1982, Mac and his wife Leslie were among its first supporters. RMI has grown a lot since then, and continues growing today. The McQuowns have supported us all along the way.

In order to achieve our ambitious goal of a world powered by distributed, efficient, renewable energy, we need to go further faster. An expanding RMI, in alliance with CWR and you, our supporters, requires a building to match. **Now one of the world's leading nonprofits championing market-based solutions to the toughest energy challenges will have one of the world's leading energy-efficient buildings.** Mac couldn't be happier.

"Reinventing Fire was a breakthrough idea," according to Mac. "And when I talked with RMI staff about the Reinventing Fire: China project and other work RMI is doing, it was clear to me that the office facilities weren't anything close to sufficient for the demands the world is placing on RMI." So Mac made the first donation to get the Innovation Center off the ground.

The RMI Innovation Center will be a nearly 16,000-square-foot, leading-edge office and convening center along the banks of the Roaring Fork River in Basalt, Colorado, near Aspen. The building will provide the Institute

with a unique venue to convene global energy leaders with whom we collaborate to transform the energy system. It will also pioneer and demonstrate to the world how deep-green buildings should be designed, contracted, constructed, and occupied.

RMI will be walking its talk about high-performance buildings, with the building producing more solar energy than it needs and using less water than falls on its site. The Innovation Center will have one of the lowest energy use intensities per square foot of any commercial building in the U.S., and the lowest in its cold climate zone, even before renewables are considered. It'll be twice as efficient as the most efficient new office building in the U.S. was just four years ago. "The fact that the building will be so green was an alluring component," said Mac, "but knowing Amory and RMI I wasn't the least bit surprised."

In addition to the McQuowns, 25 other donors—including trustees like Peter Boyer, who heads our capital campaign for the board, and long-time friends and funders—have voiced their support for the Innovation Center by making a gift over and above their regular programmatic funding. Our bold supporters are helping to make one of the most innovative buildings in the country a reality, providing an inspirational setting for continuing and growing RMI's work to transform the energy system into one that is clean, prosperous, and secure.

RMI breaks ground in October 2014 and expects building occupancy by late 2015.

INSIDE THE WHITE STEYER IMPACT STUDIO

When attorney Ted White left the board of Denver's Boettcher Foundation, the foundation made a generous donation to the nonprofit of Ted's choice, which was a capital gift for RMI's Innovation Center. Ted's good friend and former college roommate, hedge fund manager and philanthropist Tom Steyer, generously matched the gift, and the convening area of the Innovation Center, the White Steyer Impact Studio, was born. "I'm excited about this building because it will provide a place for collaboration and, as a result, increase the impact on the issues that are being addressed," says White.

A lot of organizations are working on different aspects of climate change and the environment, and some of it can be enhanced by collaboration. Having this new RMI facility will make a huge difference. We always need to be asking ourselves, 'Are we doing all we can to have the greatest positive impact?' The new building will be a convening center for groups from around the world to collaborate as we transition to an advanced energy future.

—Ted White, RMI trustee and supporter since 2010

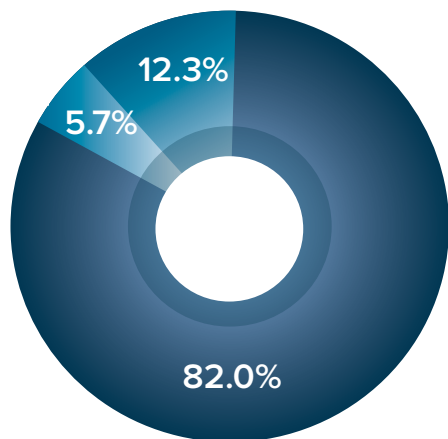


Rendering courtesy of ZGF Architects LLP

FINANCIALS

OPERATING EXPENSES

(% OF TOTAL OPERATING EXPENSES)

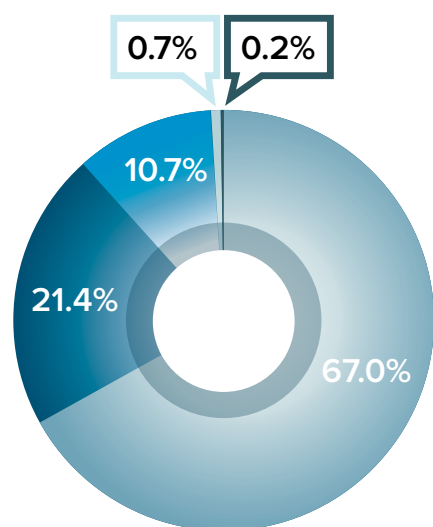


EXPENSES (thousands of dollars)		
PROGRAM SERVICES	12,278	82.0%
MANAGEMENT & GENERAL	849	5.7%
FUNDRAISING	1,843	12.3%
TOTAL EXPENSES	\$14,970	

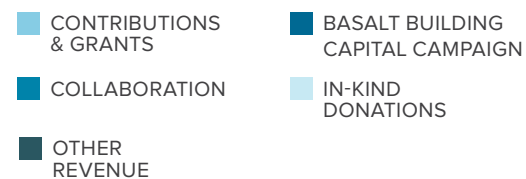


OPERATING REVENUES

(% OF TOTAL OPERATING REVENUES)



REVENUE (thousands of dollars)		
CONTRIBUTIONS & GRANTS	12,272	67.0%
BASALT BUILDING CAPITAL CAMPAIGN	3,921	21.4%
COLLABORATION	1,969	10.7%
IN-KIND DONATIONS	135	0.7%
OTHER REVENUE	35	0.2%
TOTAL REVENUE	\$18,332	



BALANCE SHEET—AUDITED (THOUSANDS OF CURRENT DOLLARS)

ASSETS

	6/30/2014	6/30/2013	6/30/2012
CASH & MARKETABLE SECURITIES	554	621	929
CAPITAL RESERVE FUND	8,560	7,752	4,344
GRANTS ESCROW FUND	2,370	1,619	1,594
ACCOUNTS RECEIVABLE	166	455	588
GRANTS & PLEDGES RECEIVABLE	130	300	324
PLEDGES RECEIVABLE (CAPITAL CAMPAIGN)	2,913	—	—
INVENTORY	2	2	12
PROPERTY & EQUIPMENT (NET)	3,084	1,663	1,626
ASSETS RESTRICTED FOR ENDOWMENT	981	802	708
OTHER ASSETS	185	261	155
TOTAL ASSETS	\$18,945	\$13,475	\$10,280

LIABILITIES AND NET ASSETS

	6/30/2014	6/30/2013	6/30/2012
ACCOUNTS PAYABLE	710	270	265
COMPENSATED ABSENCES	210	185	204
ACCRUED PAYROLL	378	247	231
OTHER ACCRUED EXPENSES	1,023	865	783
CURRENT PORTION - LIABILITIES	99	78	120
LINE OF CREDIT	—	—	750
TOTAL CURRENT LIABILITIES	2,420	1,645	2,353
LONG-TERM LIABILITIES	104	68	367
TOTAL LIABILITIES	2,524	1,713	2,720
NET ASSETS	16,421	11,762	7,560
TOTAL LIABILITIES AND NET ASSETS	\$18,945	\$13,475	\$10,280

STATEMENT OF ACTIVITIES—AUDITED (THOUSANDS OF CURRENT DOLLARS, GAAP BASIS)

OPERATING REVENUE AND SUPPORT

	12 MONTHS ENDING 6/30/14	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE
COLLABORATION	1,969	10.7%	2,347	14.3%	2,730	26.6%
FOUNDATION & GOVERNMENT GRANTS	4,818	26.3%	2,149	13.1%	2,706	26.4%
INDIVIDUAL & CORPORATE CONTRIBUTIONS	7,454	40.7%	11,746	71.4%	4,617	45.1%
BASALT BUILDING CAPITAL CAMPAIGN	3,921	21.4%	—	0.0%	—	0.0%
PUBLISHING & ROYALTY REVENUE	15	0.1%	40	0.2%	28	0.3%
CONTRIBUTED FACILITIES/IN-KIND DONATIONS	135	0.7%	135	0.8%	135	1.3%
OTHER REVENUE	20	0.1%	32	0.2%	28	0.3%
TOTAL OPERATING REVENUES & SUPPORT	\$18,332	100.0%	\$16,449	100.0%	\$10,244	100.0%

OPERATING EXPENSES

	12 MONTHS ENDING 6/30/14	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE
PROGRAM SERVICES	12,278	67.0%	9,602	58.4%	8,639	84.3%
EXPENSES ON BEHALF OF WLC	—	0.0%	54	0.3%	57	0.6%
MANAGEMENT & GENERAL	849	4.6%	995	6.0%	1,245	12.2%
FUNDRAISING	1,843	10.1%	1,465	8.9%	1,236	12.1%
TOTAL OPERATING EXPENSES	\$14,970	81.7%	\$12,116	73.7%	\$11,177	109.1%
OPERATING MARGIN	\$3,362	18.3%	\$4,333	26.3%	\$(933)	-9.1%

NON-OPERATING REVENUE

	12 MONTHS ENDING 6/30/14	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE
GAIN/(LOSS) ON SALE OF ASSETS	—	0.0%	—	0.0%	—	0.0%
GAIN/(LOSS) ON SALE OF INVESTMENTS	1,076	5.9%	258	1.6%	(428)	-4.2%
INVESTMENT INCOME	626	3.4%	135	0.8%	66	0.6%
GAIN/(LOSS) ON OTHER INVESTMENTS	—	0.0%	—	0.0%	—	-0.0%
TOTAL NON-OPERATING INCOME	\$1,702	9.3%	\$393	2.4%	\$(362)	-3.5%

NON-OPERATING EXPENSES

	12 MONTHS ENDING 6/30/14	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE
DEPRECIATION	281	1.5%	282	1.7%	280	2.7%
FACILITIES CONTRIBUTED EXPENSE	135	0.7%	135	0.8%	135	1.3%
INTEREST EXPENSE	25	0.1%	107	0.7%	72	0.7%
TOTAL NON-OPERATING EXPENSES	\$440	2.4%	\$524	3.2%	\$487	4.8%
CHANGE IN NET ASSETS	\$4,624	25.2%	\$4,202	25.5%	\$(1,782)	-17.4%

BOARD OF TRUSTEES

John Abele, Shelburne, Vermont. BA (Amherst) physics & philosophy. Founding Chairman, retired, Boston Scientific Corporation. Vice Chair, FIRST Robotics. Numerous patents and publications.

David Allen, Seattle, Washington. BA (U. Washington) accounting. Principal and Executive VP of McKinstry (an innovative \$0.7-billion Seattle-based engineering, construction, energy, and facility services firm). Board Chair, Economic Development Council. Director, Washington Clean Technology Alliance.

Sharman Altshuler, Cambridge, Massachusetts. BA (U. Vermont), VMD (U. Pennsylvania). Veterinarian. Trustee of Shelburne Farms, Cambridge Center for Adult Education. Producing artistic director, Moonbox Productions.

Carl Bass, Berkeley, California. BA (Cornell) mathematics. CEO, Autodesk (the \$2.2-billion global leader in 3D design, engineering, and entertainment software). Director, Art Center College of Design. Executive Advisory Board, Cornell Computing and Information Science and U. California Berkeley School of Information.

Peter Boyer, San Francisco, California. BA (San Francisco State) American studies. Former owner, design-build residential construction firm. Artist, fine art painting, exhibited widely in U.S. and Japan. Trustee, The Ayrshire Foundation. Member, National Advisory Board, Union of Concerned Scientists. Director, Pacific Institute.

Mary Caulkins, Denver, Colorado. BA (Pitzer College). Member of MOFGA. One Billion Rising organizer. Slow Money investor. Director, Caulkins Family Foundation.

Thomas Dinwoodie, Chair of the Board of Trustees, RMI, Berkeley, California. BS (Cornell) structural engineering, MS (MIT) mechanical engineering, MA (U. California Berkeley) architecture. Founder and CTO, SunPower Corporation Systems. Founder and former CEO and Chairman of PowerLight (a leading global supplier of photovoltaic products and systems). Over 30 patents.

Michael Fain, Aspen, Colorado. BA (U. Chicago) humanities & geology. Engineering director, Hydrodynamics Lab, U. Chicago. Mechanical and optical engineer and project manager, various aerospace companies. Founder and former President, Alphametrics, Ltd.. VP, Aspen Science Center. Co-author, with wife, Judith Barnard, of 11 contemporary novels.

Suzanne Farver, Woody Creek, Colorado. BA (Grinnell) economics ΦBK, JD (U. Denver), ALM environmental management (Class Marshal) (Harvard). Teaches corporate social and environmental responsibility classes to Harvard graduate students. Former Executive Director, Aspen Art Museum. Board Chair, Presidio Graduate School. Trustee, Denver Art Museum.

Arjun Gupta, Aspen, Colorado, and San Francisco, California. BA (St. Stephen's College) economics, BS & MS (Washington State), computer science ΦBK, MBA (Stanford), Advanced Leadership Fellow (Harvard). Chief believer, TeleSoft Partners. Has overseen investing in and helping build 61 tech companies. Former consultant at McKinsey. Trustee of the Aspen Institute and NRDC.

Kristina M. Johnson, Washington, D.C. BS, MSEE, PhD (Stanford) electrical engineering. U.S. Under Secretary of Energy 2009–10. Previously Provost & SVP, Johns Hopkins University. Dean of Engineering, Duke University. Winner, 2008 Fritz Medal Award and Washington Award. Numerous publications, 129 patents. Director, Cisco Systems, AES Corporation, and Boston Scientific.

Jules Kortenhorst, Boulder, Colorado. CEO of RMI. MBA (Harvard Business School), MS (Erasmus University) monetary economics. Previously CEO Topell Energy BV, CEO European Climate Foundation, and member of Dutch Parliament. Spent 10 years at Shell at the start of his career.

Amory B. Lovins, Snowmass, Colorado. Cofounder, Chief Scientist, Chairman Emeritus of RMI. MA (Oxon. Spec. Resoln.), 12 doctorates h.c. Hon. AIA, FRSA, Swedish engineering academician. Physicist, consultant, 31 books, 490 papers, numerous awards, ten visiting chairs (most recently Stanford Engineering School and Naval Postgraduate School).

Reuben Munger, Boulder, Colorado. BA politics and economics, BS business administration mcl (Washington and Lee U.). Founder & Managing Partner, Vision Ridge Partners LLC. Former Cofounder and CEO, Bright Automotive, and Managing Director, The Baupost Group LLC (a \$25-billion investment firm).

Martha C. Pickett, Snowmass, Colorado. Managing Dir. & Gen. Counsel of RMI. BA (Guilford), MCDP (College of Architecture & Planning, CU Denver), JD (U. Denver). President, Windstar Land Conservancy. Advisory Board, Catawba College's Center for the Environment. Advisory Board, People & Planet Positive, IKEA. Jury, Dutch Postcode Lottery's Green Challenge prize.

Chris Sawyer, Atlanta, Georgia. BA (UNC), MDiv (Yale), JD (Duke). Partner, Alston & Bird. Former Chairman, Trust for Public Land. Chairman, Chattahoochee River Coordinating Committee. Director, EDAW and Industrial Developments International. Chairman, Board of Advisors, Yale Divinity School.

Ted White, Denver, Colorado. BA (Yale), JD (NYU). Name Partner, Moyer White LLP (law firm). Managing Partner, Fahr LLC (climate and energy operations of Tom Steyer). Founding Managing Director, Estabrook Funds. Former Chairman, Boettcher Foundation. Author, Drafting Business Contracts.





RMI AWARDED €900,000 (\$1,228,140) BY DUTCH POSTCODE LOTTERY

RMI was honored this year to receive its sixth annual grant from the Dutch Postcode Lottery (Nationale Postcode Loterij). The Lottery presented this generous award at its annual Goed Geld ("Good Money") Gala in February 2014 in Amsterdam. Archbishop Desmond Tutu gave an inspiring speech to the representatives of the Lottery's many beneficiary charities from around the world.

Since 1989, the Dutch Postcode Lottery has been raising funds to support organizations working for a fairer, greener world. The Lottery has grown to become the Netherlands' biggest charity lottery and the world's second-largest private funder, and has given over €4 billion to human and environmental causes since its founding. At its 2014 Gala, the Lottery awarded a record €302 million to 101 charities. RMI is honored to be a beneficiary and partner of the Postcode Lottery, whose funding is instrumental in carrying out RMI's mission, significantly expanding our reach and deepening our impact.



Image courtesy of Dutch Postcode Lottery.

DONORS

RMI LEGACY SOCIETY

The RMI Legacy Society was formed to honor those individuals who remember Rocky Mountain Institute with their gift of a bequest or other planned gift in their will or estate plan.

- | | | |
|--------------------------------------|-----------------------------------|--------------------------------|
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- Dutch Postcode Lottery
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- Reuben & Melinda Munger
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- Ayrshire Foundation
- Boettcher Foundation, in honor of Ted White
- Peter Boyer & Terry Gamble Boyer
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- Edward & Nancy White
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- New Belgium Family Foundation
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\$10,000–24,999

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Judd Williams & Anne Bonaparte
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\$500–1,499

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Stephen W. Biegel & Patricia Papovitch Biegel, in memory of Eric Konheim
Bruce Billings
Ben & Anne Binger
Loren Blackford
Tony & Cathy Blank, in honor of Sam Weiser's Bar Mitzvah
James A. Boorstein & Melissa Chaney
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