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ACCELERATING CHANGE:

how corporate users are
transforming the renewable
energy market

RE100 ANNUAL REPORT 2017



CONTENTS

Introduction	1
Executive summary	2
RE100 membership by sector	3
RE100 membership by region of HQ	4
Target setting: members and non-members compared	4
Progress against goals	5
The business case	7
Electricity consumption by region	10
Global approaches to renewable electricity	11
Renewable electricity sourcing by region	11
Trends in the US	12
Trends in Europe	13
Trends in China	16
Trends in India	17
Self-generation: technologies in focus	18
RE100: a year of progress	19
RE100: learning opportunities and partnerships	19
RE100: corporate profiling	20
RE100 and other corporate campaigns	21
RE100: 2017 and beyond	22
Appendix: RE100 member commitments and achievements	24

INTRODUCTION

The global transition to a renewable energy system is accelerating. 154 gigawatts (GW) of renewable power capacity was added to the global electricity market in 2015 – the largest annual increase ever¹. Despite plunging fossil fuel prices and ongoing fossil fuel subsidies, the price of renewables continued to fall, making them cost competitive with fossil fuels in many markets. This increased affordability, together with supportive policy initiatives, means that there is now a clear business case for renewable power, which is helping to grow corporate demand for renewables in all regions of the world.

By the time of the Paris Agreement in December 2015, when 195 countries agreed to efforts to limit future global warming to well below 2 degrees Celsius (3.6 Fahrenheit), renewables were supplying an estimated 23.7% of global electricity demand². A sharp fall in equipment costs has contributed to a \$61 billion drop in new clean energy investment in 2016³, due in part to more megawatts (MW) being installed for the same price. New investment in renewables still outweighs new investment in fossil fuels, and corporates, which account for around half of global electricity consumption⁴, are now recognized as playing a vital role in creating new markets for renewable energy.

Today, more companies than ever are demonstrating leadership on climate issues. 679 businesses and investors, with more than US\$20.7 trillion in assets under management, have made commitments through **We Mean Business**⁵, a coalition of organizations working to foster and showcase bold business action on climate change. As part of this, companies are joining RE100⁶ (renewable power); EP100⁷ (energy productivity); and - in the coming year - EV100 (electric vehicles), a set of campaigns developed by **The Climate Group**⁸. Collectively, these initiatives provide building blocks for 21st century business models that will help to meet science-based climate targets and deliver net-zero emissions economies.

This report focuses on RE100, a global, collaborative initiative of the world's most influential companies committed to 100% renewable power, led by The Climate Group in partnership with **CDP**⁹.

In little over two years, RE100 has transitioned from a bright idea to a well-known force for change, recognized internationally by the business community, the **United Nations**¹⁰, governments and the media. The continued growth in membership following COP21 shows that RE100 is the essential global initiative through which corporates can demonstrate their climate leadership, seize commercial advantage, and develop the markets that will create a tipping point in the transition to renewable energy.

This is the second annual report from RE100, examining the progress of member companies working to their 100% renewable electricity goals. This year, thanks to regional consumption data provided voluntarily by 55¹¹ of 87 RE100 members, the report also maps the various approaches being taken by businesses in different market contexts around the world.



EXECUTIVE SUMMARY

87 of the world’s leading companies are now members of RE100, creating demand for around 107 Terawatt hours (TWh)¹² of renewable electricity – around the same amount of power consumed by the United Arab Emirates or The Netherlands¹³.

34 leading businesses have joined RE100 in the last year, reflecting an increasing recognition of the business case, and the vital role that companies play in expanding the market for renewable energy.

While growth has historically been focused around the US and Europe, 2015-16 saw RE100 welcome members from China and India, with favorable policy environments opening up new opportunities for corporate leadership in these regions.

2015-16 also saw increased interest from heavy industry; RE100 now counts three major automobile manufacturers (**BMW Group**, **General Motors** and **Tata Motors Limited**) and a leading cement maker (**Dalmia Cement**) among its members.

The most recent data (2015) collected from RE100 members shows that 11 had already reached their target of 100% renewable electricity before 2015 - a tremendous achievement. The majority of members have committed to achieving 100% renewable electricity by - or before - 2024, and many made significant progress in 2015. For example, **Goldman Sachs** went from 14% renewable electricity in 2014 to 86% in 2015; **Elopak** went from 18% to 86%; and **H&M** went from 27% to 78%.

Looking at the data by sector, Telecommunications Services was closest to achieving 100% renewable electricity in 2015 (97%, 3.3-3.4TWh), with IT purchasing the highest amount (7.2TWh).

Regionally, the highest demand for renewable electricity, according to 2015 data provided voluntarily by 55 members, was in North America (41%), followed by Europe (38%) and Asia (15%). RE100 expects demand in China and India to increase considerably over the next few years.

Renewable energy attribute certificate purchases (60%) and green tariffs were the most popular purchase routes for members to achieve their 100% renewable electricity targets in the US and Europe in 2015. RE100 witnessed increasing use of Power Purchase Agreements and on-site generation during 2016, with many members planning to use these options in future. These are already the most commonly used options in India, providing stronger guarantee of additionality to the electricity market.

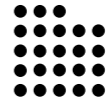







Members, such as **Apple**, are starting to go beyond their own operations, encouraging their suppliers, clients and customer base to follow their lead and switch to renewable energy. RE100 will help to drive these efforts in 2017 to further accelerate the corporate uptake of renewables.

In the last year, RE100 has partnered with a number of organizations to provide knowledge-sharing activities and expert advice that will help members to make progress on their targets. These partnerships are an important part of the success of RE100, ensuring sufficient capacity to provide members with reliable access to the right network, connections and advice. In 2017, RE100 will connect interested members with carefully selected Solution Providers, including utility companies and energy developers, technology providers and financial services.

THE VAST MAJORITY OF MEMBERS HAVE SET A SPECIFIC TIMELINE FOR ACHIEVING 100% RENEWABLE POWER, AND MOST INTEND TO REACH THEIR GOALS BY - OR BEFORE - 2024. SEVERAL HAVE ALREADY DONE SO.

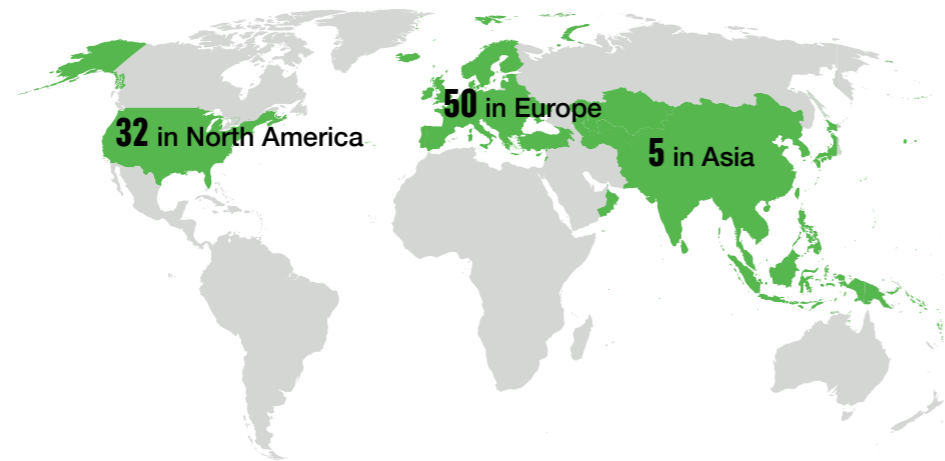
RE100 MEMBERSHIP BY SECTOR

More than one in four RE100 members are from the financial sector – 23 out of 87 - with the rest covering a diverse range of commercial and industrial sectors¹⁴.

SECTOR	NUMBER OF MEMBERS
Financials	 23
Consumer Discretionary	 17
Information Technology	 15
Industrials	 11
Consumer Staples	 8
Materials	 6
Health Care	 4
Telecommunication Services	 3
TOTAL	87

RE100 MEMBERSHIP BY REGION OF HQ

The majority of RE100 members are headquartered in Europe and North America.



TARGET SETTING: MEMBERS AND NON-MEMBERS COMPARED

RE100 members are leaders on renewable electricity, not only through their ambitious 100% targets, but also through their sharing of best practice and their commitment to developing a wider renewable electricity market.

This is not to say that RE100 members are alone in this movement for change. 40 other companies (non-utilities) have reported 100% renewable electricity goals to CDP, and many more are seeing the benefits of renewable electricity.

RE100 will be encouraging these companies to work together in 2017, amplifying their voice as advocates for supportive regulatory frameworks, sharing knowledge, and strengthening the market signal needed to transition the global economy away from fossil fuels and towards net-zero emissions.

RENEWABLE ELECTRICITY TARGETS SET BY RE100 MEMBERS AND NON-MEMBERS (%)

TARGET (% RENEWABLE ELECTRICITY)	RE100 MEMBERS	NON-RE100 MEMBERS
100	87	40
80-99	-	12
60-79	-	5
40-59	-	13
20-39	-	25
0-19	-	46
TOTAL	87	141

RE100 encourages companies to adopt the fastest possible timeline for reaching 100% renewable electricity, and to publicly set an end goal year and interim targets. This clearly signals commitment and credibility, and helps to keep progress on track.

By setting early goals, corporates are showing governments, business peers and their customers that they are taking a lead on renewable energy and helping to tackle climate change. They also demonstrate to policymakers and investors that businesses are serious about sourcing renewables; with definite, additional demand to be addressed in the next few years as opposed to the distant future.

42 RE100 members have set a goal of achieving 100% renewable electricity by 2024, with 12 having committed to end goals before 2015. The trend for setting early end goals is also common among other companies reporting to CDP, that are committed to 100% renewable electricity. This demonstrates that RE100 has inspired a broader level of concerted corporate action, happening now.

100% TARGETS OF RE100 MEMBERS AND NON-MEMBERS BY END GOAL YEAR

TARGET YEAR FOR 100% RENEWABLE ELECTRICITY	NON-RE100 MEMBERS	RE100 MEMBERS
Before 2015	0	12
2015-2024	33	43
2025-2034	3	12
2035-2044	2	2
2045-2054	2	3
TOTAL	40	72*

*15 of 87 RE100 members have not reported a target year for 100% renewable electricity. These are Apple, BMW Group, Dalmia Cement, Equinix, Facebook, H&M, HP Enterprise, HP Inc., International Flavors & Fragrances, J Safra Sarasin, Nestlé, Procter & Gamble, Royal DSM, Salesforce, and Walmart.

PROGRESS AGAINST GOALS

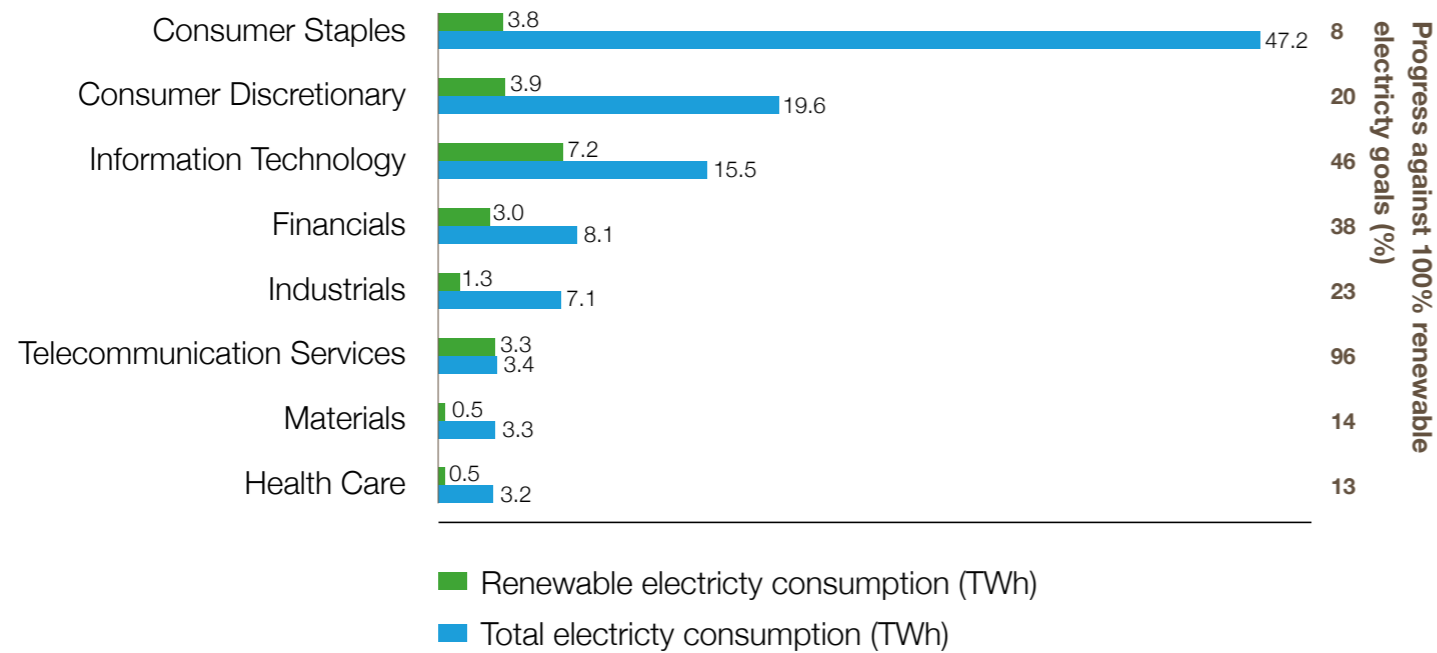
An assessment of data collected from all RE100 members shows that they had transitioned 23.5 TWh out of 107.4 TWh of electricity to renewable energy sources by 2015, meaning that on average, members were 22% of the way to achieving 100% renewable electricity in 2015¹⁵. 11 members had achieved 100% renewable electricity before 2015¹⁶.

Within RE100 membership, the sector closest to achieving 100% renewable electricity in 2015 was Telecommunication Services (3.3/3.4 TWh / 97%). The sector consuming the highest amount of renewable electricity was Information Technology (7.2 TWh / 46%). Consumer Staples, including supermarkets, food and beverage companies, and drugs retailers, accounted for the most electricity use and yet had the furthest to go to achieve 100% renewable power (3.8/47.2 TWh / 8%).





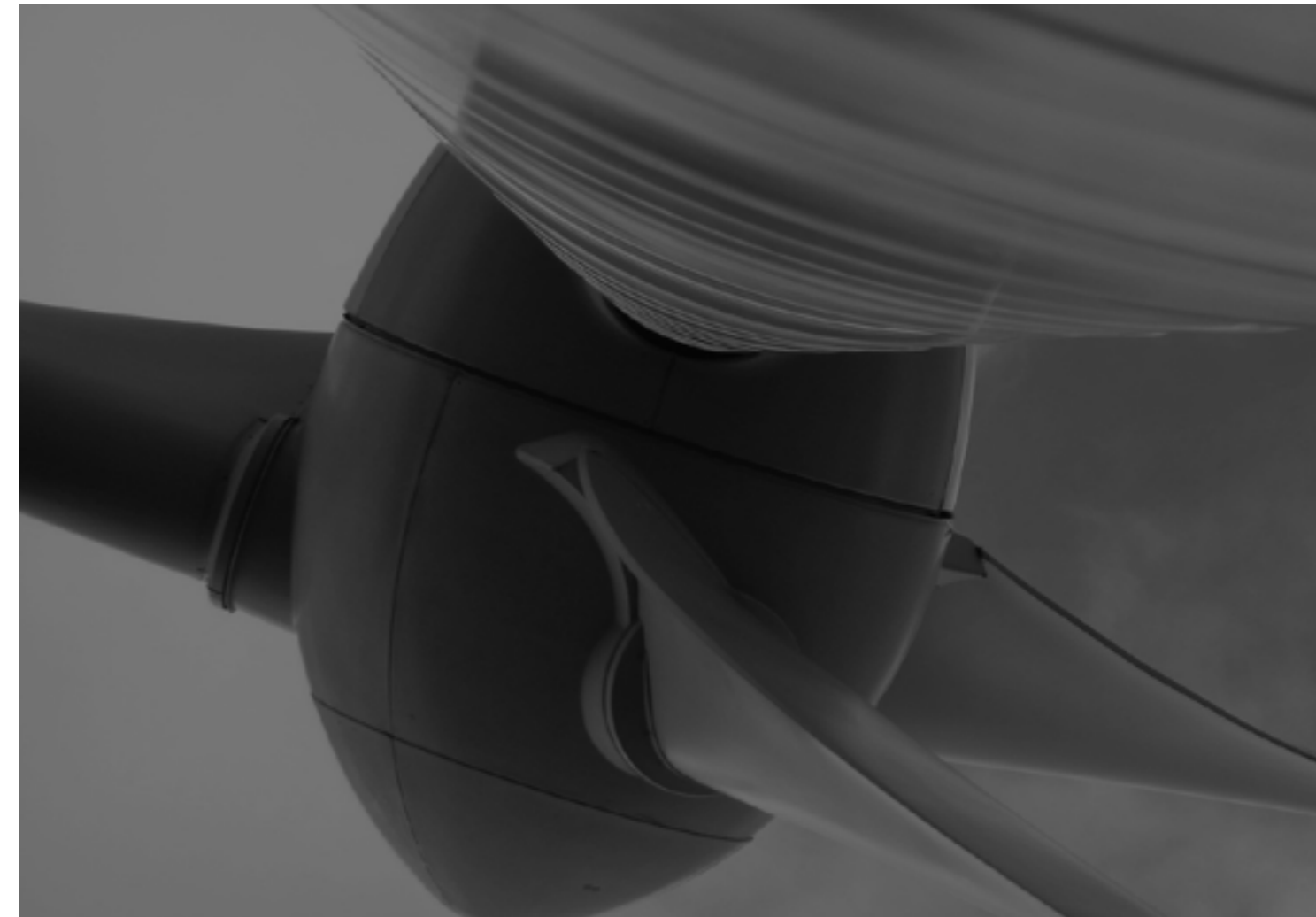
RE100 MEMBERS: GLOBAL ELECTRICITY CONSUMPTION BY SECTOR (TWh)



Data provided to RE100 shows that several members demonstrated significant progress on renewable electricity between 2014 and 2015. **Autodesk** went from being 40% to 81% renewable, **Elopak** from 18% to 86%, **Goldman Sachs** from 14% to 86%, **H&M** from 27% to 78%, and **Mars, Incorporated** from 6% to 37%.

Since 2015, many RE100 members have made investments in renewables that have advanced their progress. For example, the data shows that since 2015, **Autodesk, Danske Bank, DNB, Gatwick Airport, Helvetia, Nordea, Starbucks, TD Bank Group, and Voya Financial** have all reached 100% renewable electricity. In line with best practice guidance¹⁷ provided by the RE100 Technical Advisory Group, several of these members are now transitioning to Renewable Energy Credits (RECs) for locally generated renewable energy – respecting market boundaries and increasing credibility. **Google** has announced that it will reach 100% renewable electricity in 2017.

“In recent years we made significant progress towards this goal by targeting some of our largest areas of operation, achieving more than 80% renewable energy for our global consumption. We plan to continue making annual progress towards our 2020 target while evaluating reliable, cost effective, and impactful renewable energy options for our global needs.”
 - Anthony Cammarata, Managing Director, Goldman Sachs



THE BUSINESS CASE

RE100 members understand that renewable power brings considerable business benefits, including financial savings.

General Motors has reported savings of **US\$5 million annually** from using renewable energy, with this figure likely to increase significantly as prospective projects come online and the supply of renewable energy increases.

Renewables help to lower business risk, by reducing exposure to volatile fossil fuel prices to gain greater control over energy costs, and by increasing energy security.

Action on renewables can also help companies to deliver on their emissions reduction goals.

IN FISCAL YEAR 2015-16, TATA MOTORS LIMITED OBTAINED AROUND 9% OF ITS ELECTRICITY FROM RENEWABLES, LEADING TO THE AVOIDANCE OF 35,099 tCO₂e IN GREENHOUSE GAS EMISSIONS.

Addressing risk is particularly important for companies whose supply chains are already feeling the impacts of climate change. Renewables also signal that companies are ‘walking the talk’ on climate change and driving forward important change.

HEAR FROM SOME OF OUR MEMBERS



“Electricity costs are one of the largest components of our operating expenses at our data centers, and having a long-term stable cost of renewable power provides protection against price swings in energy.”

- Urs Hölzle, Senior Vice President, Technical Infrastructure, Google



“By powering our business with 100% renewable electricity we will not only reduce our carbon footprint, but give ourselves a competitive advantage as we protect ourselves against future rises in energy costs.”

- Lynelle Cameron, President and CEO, Autodesk Foundation, and Senior Director of Sustainability, Autodesk



“We see it as a risk-mitigation strategy that will benefit Wells Fargo over time while neutralizing our carbon footprint, which benefits everyone.”

- Mary Wenzel, Senior Vice President, Head of Environmental Affairs, Wells Fargo & Co.



“IKEA Group investments into wind and solar energy generation contribute to the shift to a low carbon economy, and from a business perspective, help to secure our future as we become energy independent.”

- Steve Howard, Chief Sustainability Officer, IKEA Group



“This pursuit of renewable energy benefits our customers and communities through cleaner air while strengthening our business through lower and more stable energy costs.”

- Mary Barra, Chairman and CEO, General Motors



“Renewable energy plays a key role in achieving our ongoing commitment to carbon neutrality, as we aim to use 100% renewable energy to meet our global electricity needs by 2020.”

- Anthony Cammarata, Managing Director, Goldman Sachs



“We have introduced a science-based goal to cut our greenhouse gas emissions by 30% by 2020 on our 2010 baseline. Increasing our use of renewable electricity is an important part of our strategy to achieve this.”

- Len Sauers, previously Vice President for Global Sustainability, Procter & Gamble



“Climate change is a huge risk to the long-term supply of safe, high quality ingredients for Nestlé’s products as crop yields fall and production areas shift. We are determined to play our part in taking climate action by purchasing renewable electricity. It’s essential for the long-term survival of our business; not just a short-term payback.”

- Pascal Gréverath, Head of Environmental Sustainability, Nestlé



“The consumer goods sector is vulnerable to climate change; the increasing likelihood of extreme weather events such as floods and droughts poses a threat to our supply chains and operations. Going 100% renewable will deliver on our consumer promise to deliver brands that are responsibly produced in a world of finite resources.”

- Marc Engel, Chief Supply Chain Officer, Unilever



“It’s not only the right thing to do – it adds value to our business and drives innovation in our products and operations.”

- Johanna C. Jobin, Director, Global Environmental Health & Safety and Sustainability, Biogen



“Our vision is to establish a leading position in providing sustainable, renewable and affordable best practice solutions for the construction sector. It’s a substantial business opportunity.”

- Gene M. Murtagh, Chief Executive Officer, Kingspan

ELECTRICITY CONSUMPTION BY REGION

This year, for the first time, RE100 is able to map members' global electricity purchasing and generation by region. CDP sent members a request for a more detailed breakdown about their regional electricity consumption, and 55 out of 87 members of RE100 voluntarily provided this information.

The returned data, totalling 39 TWh of electricity, shows that the highest demand for renewable power is in North America. Electricity consumption here represented 41% of the global total, followed by Europe (38%), and Asia (15%).

REGION	ELECTRICITY CONSUMPTION (MWH)	% OF GLOBAL ELECTRICITY CONSUMPTION
North America	16,042,596	41
Europe	15,086,344	38
Asia	5,726,161	15
South America	1,186,593	3
Central America	461,654	1
Africa	345,477	1
Oceania	303,369	1
Caribbean	34,917	<1
Rest of world	7,668	<1
Middle East	531	<1
TOTAL	39,195,309	

The US accounted for 35% of the global total (13.8 TWh), while China accounted for 4% (1.68 TWh), and India accounted for 3% (1.09 TWh).

GLOBAL APPROACHES TO RENEWABLE ELECTRICITY

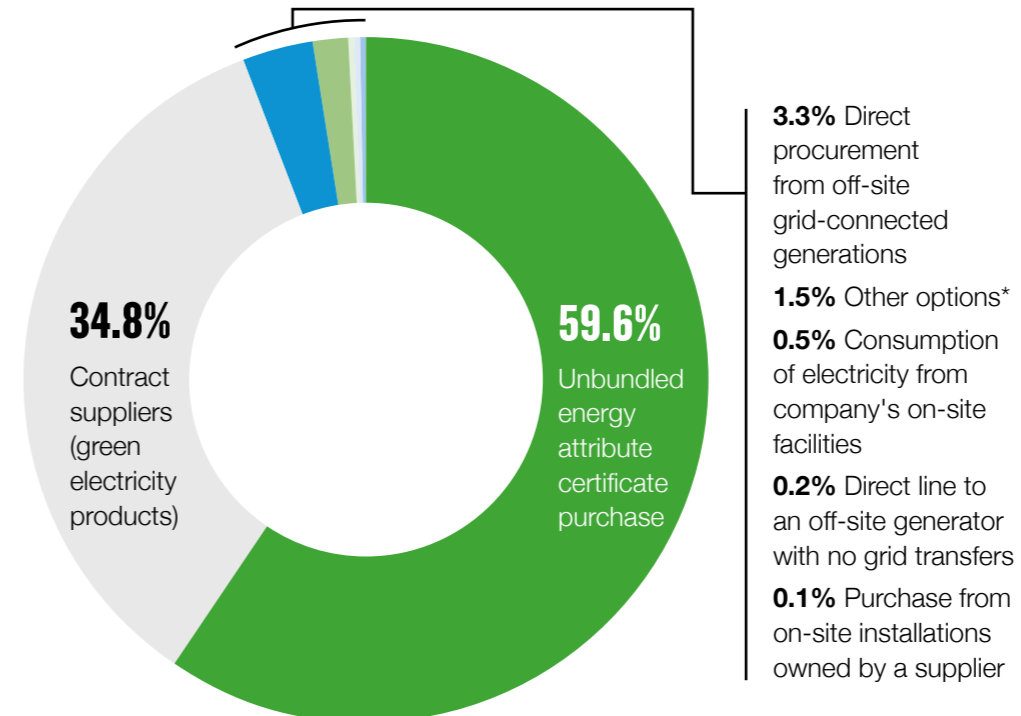
Information collected from 55 of 87 members of RE100 shows that 59% (23.1 TWh) of the total electricity they consumed in 2015 was provided by renewable energy sources.

In terms of the different approaches being used to switch to renewable electricity, the data collected shows that unbundled renewable energy attribute certificate purchases¹⁷ were the most popular approach – representing 60% of renewable electricity consumed globally, and by far the most popular option in the US.

Contracts with suppliers or green electricity tariffs were the second most commonly used option, representing 35% of the global total, with common use in Europe. Power Purchase Agreements (PPAs) were still a relatively new approach at the time, representing just 3% of the global total.

Electricity consumption from members' own renewable energy installations represented just 0.5% of the global total, the majority of which was reported in Europe.

OPTION	RENEWABLE ELECTRICITY SOURCED (MWh)	% OF RENEWABLE ELECTRICITY SOURCED GLOBALLY
Unbundled energy attribute certificate purchase	13,756,651	59.6
Contract suppliers (green electricity products)	8,034,139	34.8
Direct procurement from off-site grid-connected generations	770,138	3.3
Other options*	353,447	1.5
Consumption of electricity from company's on-site facilities	125,274	0.5
Direct line to an off-site generator with no grid transfers	34,710	0.2
Purchase from on-site installations owned by a supplier	21,618	0.1
TOTAL	22,970,703	



*Not specified by respondents



RENEWABLE ELECTRICITY SOURCING BY REGION

RENEWABLE ELECTRICITY CONSUMPTION TRENDS IN THE US (MWh)

OPTION	RENEWABLE ELECTRICITY SOURCED IN THE US (MWh)	% OF RENEWABLE ELECTRICITY SOURCED IN THE US
Unbundled energy attribute certificate purchase (RECs)	5,752,825	85
Contract with suppliers (green tariffs)	947,540	14
Consumption from owned on-site facilities	35,697	1
Other options	22,575	<1
Purchase from on-site installations owned by a supplier	16,422	<1
Direct procurement from off-site grid-connected generators (PPAs)	8,732	<1
TOTAL	6,783,791	

The data collected from 55 members of RE100 who responded to the more detailed data request, shows that 6.8 TWh, or approximately half of the electricity being consumed in the US in 2015 by these companies, was being sourced from renewable energy sources. This was the highest amount of renewable electricity being sourced in any country worldwide.

Renewable Energy Certificates (RECs) were by far the most popular approach, accounting for 85% of the total renewable electricity being obtained in the US.

Several RE100 members based in the US have achieved 100% renewable electricity via the purchase of RECs¹⁸, and are now working to move away from this option in favour of direct purchasing. In the last year, **Microsoft** committed to powering its data centers with energy that is at least 50% from wind, hydro and solar by 2018.

Autodesk and **Steelcase** have also been taking this lead.

“As we look to the future our goal is to move beyond unbundled RECs to procure renewable energy that is additional, local to our operations, and that spurs innovation. This is the kind of procurement that needs to become the norm among the many corporations making 100% renewable energy commitments.”

– Lynelle Cameron, President and CEO, Autodesk Foundation and Senior Director of Sustainability, Autodesk

The second most popular option among the 55 RE100 members was green tariffs, representing 14% of the total.

World Resources Institute (WRI)¹⁹ considers green tariffs to be an effective way for utilities in traditional, regulated markets, to offer renewable energy services, allowing customers to buy both the energy and the RECs from a renewable energy project. Other benefits include lower transaction costs, price predictability, the potential for cost savings, greater flexibility, and the ability to point to a specific and local renewable energy project as their power source. WRI found that by the fall of 2015, more than

350 MW of new renewable energy had been contracted between corporate customers and utilities under green tariffs. Companies' own on-site generation accounted for 1% of the total renewable electricity being obtained in the US.

A notable observation is that less than 1% of renewable electricity was being sourced via direct procurement from off-site grid-connected generators (PPAs). But according to WRI, US corporations signed nearly 3.5 GW in PPAs in 2015, rising from 1.2 GW the previous year.

PPAs are becoming an increasingly popular option, expected to hold a greater share of the total for the next RE100 reporting cycle.

“RECs have been an important part of reducing our footprint, but the opportunity now exists – because of reduced costs and financial mechanisms like PPA’s – to implement renewable efforts on-site or closer to our sites. This allows us to reduce our emissions and save money.”

– Curtis Ravenel, Global Head of Sustainable Business and Finance, Bloomberg L.P.

In the last year, **Salesforce** announced two long-term wind energy investments; a 12-year PPA for 102 GWh per year of electricity from a wind farm in Texas, and a Virtual Power Purchase Agreement (VPPA) for 125 GWh from a wind farm in West Virginia.

Microsoft made its largest wind energy purchase to date, 237 MW, enabling its data center in Cheyenne, Wyoming, to be powered entirely by wind power.

General Motors signed a PPA for 50 MW of wind power from a wind farm development in Texas, expected to come online in 2018.

Steelcase announced a 12-year PPA for 25 MW of wind power, accounting for almost half of the company's renewable energy purchases.

Since 2012, **Facebook** has worked with utilities and renewable suppliers to ensure that new renewable energy is provided for all of its new data centers.

RENEWABLE ELECTRICITY CONSUMPTION TRENDS IN EUROPE (MWh)

OPTION	RENEWABLE ELECTRICITY SOURCED IN EUROPE (MWh)	% OF RENEWABLE ELECTRICITY SOURCED IN EUROPE
Unbundled energy attribute certificate purchase (GOs)	6,826,583	48
Contract with suppliers (green tariffs)	6,737,311	47
Direct procurement from off-site grid-connected generators (PPAs)	467,117	3
Other options	233,019	2
Consumption from owned on-site facilities	52,511	0.3
Direct line to an off-site generator with no grid transfers	34,710	0.2
Purchase from on-site installations owned by a supplier	5,196	0.1
TOTAL	14,356,447	

The data collected from 55 members of RE100 who responded to the more detailed data request, shows that 14.4 TWh of electricity was sourced from renewable sources, or almost all of the electricity being consumed in Europe by this group.

After the US, the largest amount of renewable electricity purchasing by country was Italy, followed by the UK and then a long line of other European countries, suggesting relative ease of access to renewables across the continent, compared with other regions of the world.

There was an even split between the use of unbundled renewable energy attribute certificate purchases and green tariffs in Europe, which accounted for 48% and 47% of the renewable electricity purchasing total respectively.

Guarantees of Origin are easily accessible in Europe and enable companies to source renewable energy credits according to best practice guidance promoted by RE100.

In the last year, **Nestlé UK & Ireland** announced that all of its grid supplied-electricity would come from renewable sources, as part of a deal with EDF Energy. In 2016, this accounted for all of Nestlé's electricity use in the UK and Ireland.

The data shows that, as with in the US, Power Purchase Agreements (PPAs) had a low share of renewable electricity sourcing in Europe in 2015, accounting for 3%. But again, RE100 has seen developments on this in the last year.

Nestlé signed a huge PPA for 125 GWh of renewable electricity per year from a wind farm in Dumfries and Galloway in Scotland, UK, to come online in 2017. This will meet around half of the company's electricity demand in the UK and Ireland.

Mars, Incorporated also signed a deal for 125 GWh of wind power annually from a windfarm in the Scottish Highlands – enough to power its entire UK operations.

Taking an innovative approach to purchasing renewable electricity, four major corporates AkzoNobel, **Royal DSM**, **Google** and **Royal Philips** united to sign a joint PPA in The Netherlands. They agreed to source a total of 360 GWh annually once the wind park becomes operational in 2019.

Despite the relatively mature market for renewable power in Europe, only a fraction of the energy being sourced by RE100 members was through their own on-site generation.

Against this background, the ongoing review of the European Union's energy policy framework will be crucial for the further shaping of the European electricity market. A recent RE100 report²⁰ backed by **BT Group**, **Google**, **IKEA Group**, **Royal DSM** and **Unilever** called on policymakers to put renewables at the forefront of the EU Renewable Energy Directive and Market Design Initiative, and highlighted the policies needed to help companies go 100% renewable in Europe, including priority access for renewables, and ambitious renewable energy targets.

RENEWABLE ELECTRICITY CONSUMPTION TRENDS IN CHINA (MWh)

OPTION	RENEWABLE ELECTRICITY SOURCED IN CHINA (MWh)	% OF TOTAL RENEWABLE ELECTRICITY SOURCED IN CHINA
Unbundled energy attribute certificate purchase (GoldPower or I-RECs)	316,457	87
Other options	34,168	9
Direct procurement from off-site grid-connected generators (PPAs)	11,830	3
Consumption from owned on-site facilities	56	<1
TOTAL	362,511	

Data from 55 companies who responded to the more detailed data request, shows that in 2015 they sourced 0.4 TWh of renewable electricity in China; nearly a quarter of all the electricity they consumed in China.

87% of this was through unbundled attribute certificates – namely GoldPower or I-REC, showing a significant uptake of these recently developed market options.

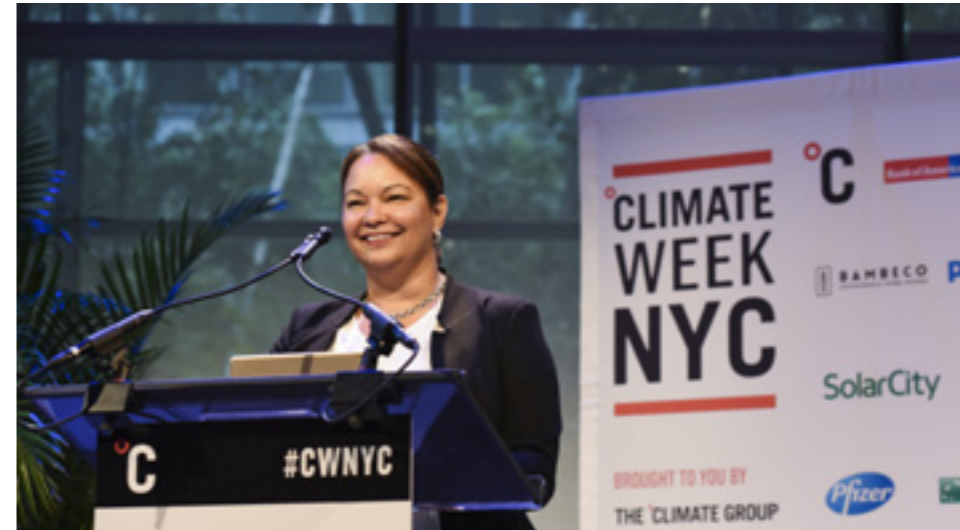
Some companies are taking other approaches, however. RE100 member **Elion Resources Group** for example (not included in the data above), has installed solar energy facilities delivering 164 GWh in 2015 and 330 GWh in 2016.

A report by RE100 in 2015²¹ showed solar PV to be a good choice for corporates, with rooftop solar projects offering a short payback period and a promising rate of return²².

China is the world's largest investor in renewable energy. According to a study published last year²³, the country is on track to generate more than a quarter of its electricity from wind power by 2030. Earlier this year, the Government announced²⁴ China will spend at least US\$360 billion on renewable energy deployment by 2020. Solar and wind will be the focus of new investment that will create about 13 million new jobs in the renewable energy sector.

Also of interest is the potential for many members of RE100 to influence their suppliers in China to transition to 100% renewable power. **Apple** has taken the lead on this. On joining RE100 during Climate Week NYC 2016, the technology giant announced that **Solvay Specialty Polymers**, which supplies antenna bands for iPhone, and aluminum enclosure supplier **Catcher Technology**, would both work to use 100% renewable energy for all of their **Apple** production by the end of 2018.

HAVING ESTIMATED THAT SOME 77% OF ITS EMISSIONS COME FROM ITS SUPPLY CHAIN, APPLE IS NOW WORKING WITH ITS SUPPLIERS TO INSTALL MORE THAN 4GW OF NEW CLEAN ENERGY WORLDWIDE BY 2020.



“We have to be the ripple on the pond... we can’t just be 100% renewable energy – we have to bring others with us.”

– Lisa Jackson, Vice president for Environment, Policy and Social Initiatives, Apple

RENEWABLE ELECTRICITY CONSUMPTION TRENDS IN INDIA (MWh)

OPTION	RENEWABLE ELECTRICITY SOURCED IN INDIA (MWh)	% OF RENEWABLE ELECTRICITY SOURCED IN INDIA
Direct procurement from off-site grid-connected generators (PPAs)	73,460	69
Consumption from owned on-site facilities	33,219	31
TOTAL	106,679	

Data provided by 55 members of RE100 who responded to the more detailed data request, shows in India their renewable electricity sourcing amounted to 0.1 TWh in 2015, representing approximately a tenth of the total electricity they consumed across the country.

PPAs were the most popular way to procure renewable electricity, representing 69% of the total. A RE100 report in 2015²⁵ found that in several Indian states, PPAs were already cost competitive compared with electricity tariffs, strengthening the business case for transitioning to renewable power.

THE USE OF WIND POWER BY JUST ONE OF TATA MOTORS LIMITED’S PLANTS IN INDIA SAVED THE COMPANY MORE THAN US\$2.5 MILLION IN FY 2014-15, BECAUSE IT DIDN’T HAVE TO PAY GRID ELECTRICITY CHARGES.

In addition, a considerable proportion of renewable electricity sourced in India was via on-site generation at company operations (31%).

Following the lead of **Infosys**, which became a RE100 member in 2015, two more major corporates, **Dalmia Cement** and **Tata Motors Limited**, headquartered in India joined the campaign in the last year. They are all increasing their use of renewable power; now cost competitive with other sources of electricity.

In particular, we are seeing a rise in the use of solar PV. This is not surprising given that India receives sunshine for almost 300 days per year, and solar is expected to become an increasingly important part of the electricity mix in the future.

By 2015, **Infosys** had invested in 12 MW of on-site solar PV projects. The company also had plans to install a further 175 MW of on-site and off-site solar PV in the coming years, to help meet its RE100 goal of being powered by 100% renewable electricity by 2018.

By 2016, **Tata Motors Limited** had installed 6 MW of solar energy at its Pune, Dharwad and Sanand plants, and the company is considering further solar energy investments in future.

Meanwhile **Dalmia Cement** added 5.5 MW of solar PV capacity to its buildings in 2015, and the company has started an assessment across all of its plants in India, to identify the potential for further solar installations in the years ahead.

There is enormous potential for renewable energy in India. In 2016, the country was ranked third out of 40 countries in the **Ernst & Young** Renewable Energy Attractiveness Index²⁶. RE100 argues that businesses have the opportunity to be the driving force for change as in 2015 they accounted for more than half of the total electricity consumption in India²⁷.

However, there are challenges that need to be overcome, to help accelerate the corporate uptake of renewables.

Due to fuel shortages and inadequate infrastructure, India's electricity supply is not meeting the dramatically increasing demand, and corporates have experienced electricity cuts. RE100 is signalling to policymakers and investors that businesses want to use renewables in India, and investment is needed to enable them to purchase green tariffs from utilities.

RE100 GLOBAL SELF-GENERATION: TECHNOLOGIES IN FOCUS

34 RE100 members²⁸ reported self-generation in 2015, of which only 1% (125,274 MWh) was via on-site facilities. Most of this was via wind power (46%) or solar PV (45%).

RENEWABLE ELECTRICITY TECHNOLOGY	RENEWABLE ELECTRICITY CONSUMED (MWh)	% OF RENEWABLE ELECTRICITY CONSUMED
Wind	57,842	46%
Solar PV	55,885	45%
Fuel-cell	7,905	6%
Bio-power	2,065	2%
Other*	1,003	0.8%
Hydro	374	0.3%
Geothermal	200	0.2%
TOTAL	125,274	

*Not specified by respondents

“Electricity and energy are essentially just costs to your business, until you start generating your own when you can turn a cost into a profit center.”

– Steve Howard, Chief Sustainability Officer, IKEA Group

IKEA Group, however, is putting self-generation at the forefront of its energy strategy, in order to reap the business benefits. The company has a goal of generating as much renewable energy as the energy it consumes by 2020.

RE100: A YEAR OF PROGRESS

Over the last year, RE100 has transitioned from a campaign in its infancy to a well-known force for change, recognized internationally by business, governments and the media.

The continued growth in membership following COP21 in December 2015 demonstrates that RE100 is the key global initiative for corporates to signal their leadership on climate action and make the ultimate commitment to renewable power.

The collective voice of RE100 has grown louder and stronger, showcasing the business case for corporate action on renewables and demonstrating growing market demand.

RE100 was also formally a part of the 7th Clean Energy Ministerial (CEM7) Corporate Sourcing of Renewables campaign, led by the Danish and German governments. In a report released during the COP22 climate talks, the UN also praised RE100 for its leadership²⁹.

RE100 has continued to provide its members with a range of benefits, including learning opportunities that help companies progress towards their 100% renewable electricity goals, and increased visibility at a global level.

RE100: LEARNING OPPORTUNITIES AND PARTNERSHIPS

RE100 has provided expert guidance and peer-to-peer learning opportunities to its members, to help them progress towards their 100% renewable electricity goals.

The RE100 Technical Advisory Group published guidance³⁰ on making credible claims over the use of renewable electricity. A guidance document was also developed to help members source renewables in China.

Over the last year, the initiative ran a series of webinars facilitating peer exchange, with guest speakers from members such as **Google** and **Infosys**. There were further webinars with industry experts sharing guidance on markets and policy, and webinars providing technical support.

Most notably, RE100 developed a partnership with the **Rocky Mountain Institute Business Renewables Center (RMI-BRC)**³¹, which is aimed at increasing renewable demand (buyers), finding renewable electricity opportunities (sellers), and providing the means to bridge the two. Members of RE100 can elect to become a BRC Silver member, which is a no cost membership that allows access to the Center's collective knowledge and case studies on past transactions.

Throughout 2016, RE100 and BRC held a series of technical capacity building webinars on selected topics such as international energy markets and PPAs. One such webinar on market and policy developments in China attracted more than 70 participants.

RE100 also partnered with the **Low Carbon Technology Partnerships initiative (LCTPi)**³², led by the **World Business Council for Sustainable Development (WBCSD)**, to address the barriers that businesses face when contracting renewable energy via PPAs – an increasingly popular approach to sourcing renewables³³. Throughout 2016, RE100 members met sellers through a number of topical workshops and webinars, and jointly formulated guidelines to help facilitate a scale-up of corporate renewable energy procurement.

“RE100 webinars provided us with valuable insights into the options for buying green power in India and China. The partnership with the BRC offered excellent learning opportunities on PPAs and in our case it led to an internal project evaluating the possibility of signing a VPPA in the US.”

– Lasse Wallquist, Senior Environmental Management Specialist and Vice President, Corporate Real Estate & Logistics, Swiss Re

Increasingly, investors are engaging in efforts to tackle climate change, and a new partnership with **ShareAction**³⁴ has helped bring new companies to RE100. The ShareAction RE100 institutional investor initiative sent investor-signed letters to publicly-listed companies throughout Europe and the US, asking them to commit to 100% renewable electricity. To date, there are 30 investors involved in the project, with more than US\$1 trillion in assets under management.

RE100 is also collaborating with the **Renewable Energy Buyers Alliance (REBA)**³⁵ and participated in its launch event in May of 2016. REBA is a complementary effort that seeks to provide implementation support to companies for achieving renewable energy goals and targets globally.

The **International Renewable Energy Agency (IRENA)**³⁶ is working with governments around the world to identify how best to accelerate the uptake of renewable energy in each country. As a platform for international co-operation on accelerating renewables the RE100 campaign will seek ways to work with IRENA to ensure the business community is engaged in shaping the energy future. RE100 is also part of IRENA's Coalition for Action³⁷ to help raise awareness of the multiple benefits of renewables.

RE100: CORPORATE PROFILING

Members of RE100 have enjoyed international profiling, with news stories and case studies on the RE100 and The Climate Group websites promoted to wide audiences through high impact social media platforms and the RE100 newsletter, distributed to more than 500 key stakeholders.

During COP21, RE100 reached an estimated audience of more than 160 million people from just under 200 media stories, and more than 46 million Twitter impressions were tracked through the #RE100 hashtag.

RE100 has continued to receive significant coverage in key US, European, Indian and Chinese media outlets, and has developed high levels of social media interest at significant international moments such as the signing of the Paris Agreement. RE100 has facilitated speaking and networking opportunities for members at key events such as the Business & Climate Summit, Climate Week NYC and COP22, allowing them to demonstrate their climate leadership to key audiences.

“The announcement around our joining RE100 at COP22 helped us communicate our ambitions on renewable energy in a better way to our stakeholders, and it was well received internationally by businesses, governments and the media.”

– Prasant Tripathy, Group Manufacturing Head, Dalmia Cement (Bharat) Limited

RE100 AND OTHER CORPORATE CAMPAIGNS

Also in the last year, The Climate Group launched EP100³⁸ as a sister campaign to RE100, as an action of **We Mean Business**. Delivered in partnership with the **Global Alliance for Energy Productivity**³⁹, this initiative engages leading global companies publicly committed to doubling their energy productivity within 25 years of their chosen baseline year because it makes business sense. Research shows that companies acting now to double their energy productivity by 2030 in the US alone could save US\$327 billion annually in energy costs⁴⁰.

The two corporate campaigns are designed to work hand-in-hand to help companies use better energy, better. They help businesses to lead in doing more with less, and help to ensure that the energy they do use is renewable.

The first joint RE100 and EP100 event was held during Climate Week NYC 2016, enabling members to share with other corporates the business benefits of both approaches. During COP22, the first two companies to become members of both campaigns were announced. RE100 founding partner **Swiss Re** joined EP100, and EP100 member **Dalmia Cement** made a commitment to 100% renewable power through RE100.

RE100: 2017 AND BEYOND

Looking ahead, RE100 will continue to recruit the world's leading companies committed to 100% renewable power, and demonstrate the positive impact of the campaign as it works to accelerate the uptake of renewable energy.

“The networking opportunities RE100 created for its members, for example during Climate Week NYC, allowed us to directly exchange with peers, to share our success related to our own PV generation, and to create the momentum to make the EP100 commitment.”

– Lasse Wallquist, Senior Environmental Management Specialist and Vice President, Corporate Real Estate & Logistics, Swiss Re

“Being one of the greenest cement companies in the world, we are committed to decarbonizing our operations in a way that makes business sense. Our presence as the first cement company in RE100 and EP100 illustrates our commitment on this issue. We are scaling up our ambition to double our energy productivity and make a long term transition to 100% renewable power, achieving a fourfold increase in the percentage of renewable energy in our electricity consumption by 2030.”

– Mahendra Singhi, Group CEO and Whole Time Director, Dalmia Cement (Bharat) Limited

Corporate action on renewables will be showcased at major events such as the Clean Energy Ministerial in China in June, Climate Week NYC in September and COP23 in Bonn, Germany in November.

“The rapid expansion of membership in RE100 is a great indicator of the momentum behind renewable electricity. The business case is now evident and we expect continued acceleration of corporate engagement.”

– Barry Parkin, Chief Sustainability Officer, Mars, Incorporated

RE100 will also continue to work with its partners to help companies meet their goals.

There will be a comprehensive schedule of knowledge-sharing opportunities, including country deep-dives by **LCTPI** in China, India, Brazil and Argentina, through workshops and webinars addressing the most pressing barriers to PPAs in those markets.

Members will also be given the opportunity to connect with carefully chosen Solution Providers including utility companies and energy developers, technology providers and financial services companies.

RE100 will also continue to drive recruitment of new members in China and India.

Together with **WRI**, the **Rocky Mountain Institute (RMI)**, and the **Chinese Renewable Energy Industries Association (CREIA)**, RE100 will take part in a Green Power Initiative designed to help corporates overcome obstacles in policy and economics as they transition to renewable power in China. The project will showcase successful business models, help to increase the availability of procurement options, and will ultimately promote the formation of a renewable energy market based on consumer demand. As part of this project, RE100 will conduct a survey to better understand the demand and energy cost considerations of enterprises and industrial parks. The findings will serve as a crucial reference for additional RE100 activities in China.

In India, to help the Government promote clean manufacturing, RE100 will be showcasing growing corporate leadership on renewables by introducing new, standardized engagement levels, ultimately leading up to 100% renewable power commitments through the RE100 campaign. In addition, in order to provide guidance to corporates on transitioning to renewable power in India, RE100 will facilitate workshops, enabling prospective new members to interact with current RE100 members, enhancing their knowledge on the benefits of going 100% renewable.

Meanwhile, in the context of the development of the new EU Renewable Energy Directive and Market Design Initiative, RE100 will continue to highlight the high level of corporate demand for renewable power in Europe, engaging key stakeholders in discussions on the framework conditions required by businesses to fulfil their renewable energy ambitions.

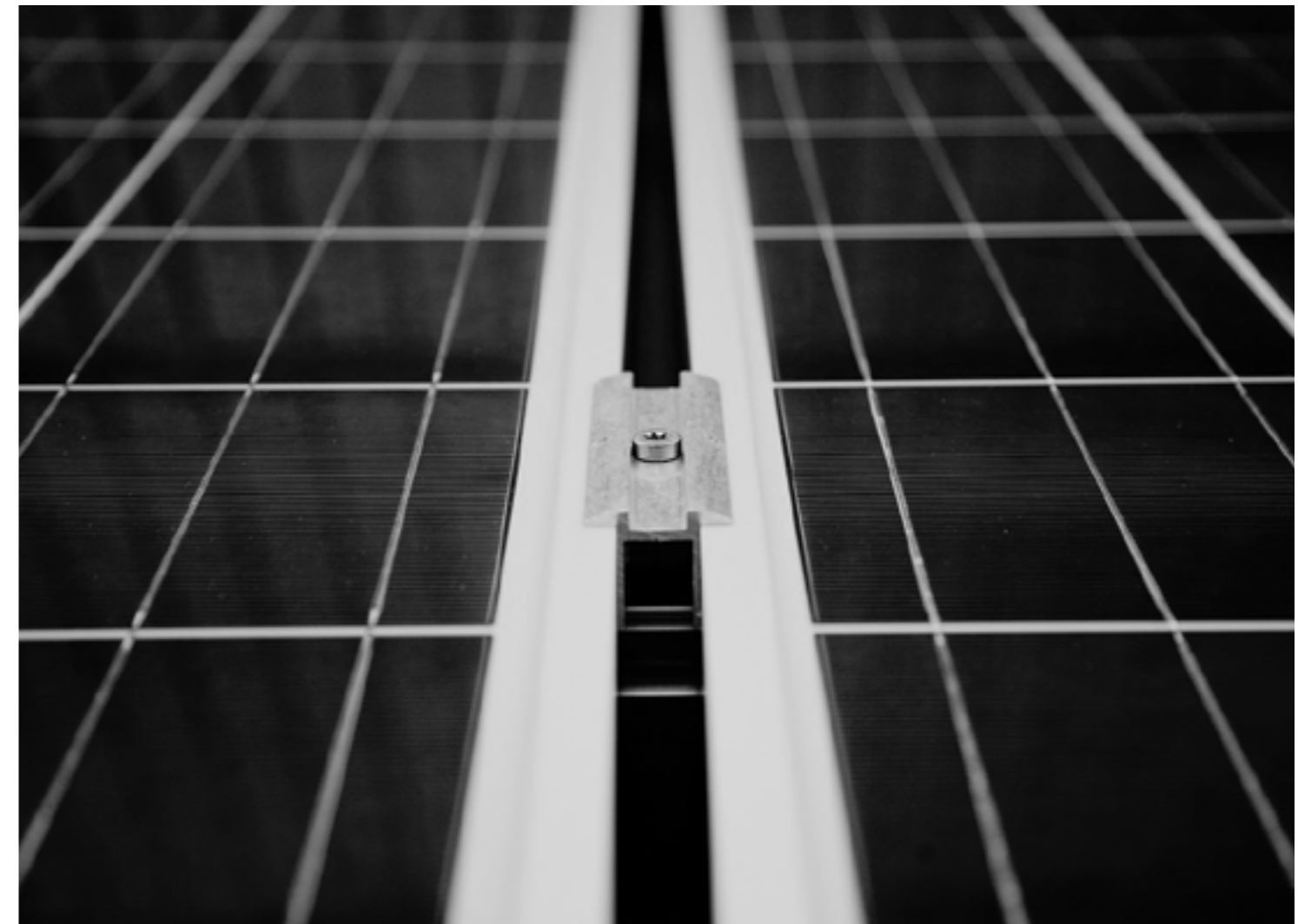
In the US, RE100 will continue to promote the leadership of major businesses committed to sourcing 100% renewable electricity, and will share the progress being made.

RE100 will equip its members with the tools needed to become advocates for 100% renewable electricity and influence peers, suppliers and customers to also make the switch. They will be invited to help drive the campaign, and share stories to highlight their progress.

Members of RE100 will also be invited to join EP100, and The Climate Group's third corporate campaign EV100, focused on the electrification of corporate mobility. Collectively these three initiatives represent the foundations of low carbon, 21st century business models, compliant with transparent reporting.

The Climate Group is working to integrate these campaigns, all providing enhanced profiling and knowledge-sharing activities to their members.

By joining all three initiatives, corporates will demonstrate comprehensive evidence that they are leading the transformation of the energy market and accelerating a net-zero emissions global economy that will keep global warming well below 2 degrees Celsius (3.6 Fahrenheit).



APPENDIX: RE100 MEMBER COMMITMENTS AND ACHIEVEMENTS

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
Adobe	US	2035	-	0%	7%	<ul style="list-style-type: none"> – Direct purchase from specific generators – Power Purchase Agreements (PPAs) – Onsite self-generation
Alstria	Germany	2017	-	92%	90%	– Contract with suppliers
Amalgamated Bank	US	2018	-	0%	n/a	
Apple	US	-	-	93%	87%	<ul style="list-style-type: none"> – Direct purchase from specific generators - power purchase agreements (PPAs) – Self-generation from solar PV and biogas fuel cells – Direct investments in new renewable projects – Direct procurement through utilities and state direct access programs
AstraZeneca	UK	2025	100% in EU & US by 2020	14%	n/a	<ul style="list-style-type: none"> – Solar PV installed in US – Contract with suppliers – Unbundled renewable energy attribute certificates
Autodesk	US	2020	-	81%	40%	<ul style="list-style-type: none"> – Solar PV installed in US – Contract with suppliers – Unbundled renewable energy attribute certificates
Aviva	UK	2025	80% by 2020	62%	56%	<ul style="list-style-type: none"> – Solar PV installed in UK – Contract with suppliers
Bank of America	US	2020	-	0.2%	n/a	<ul style="list-style-type: none"> – Solar PV installed at sites in US – Unbundled renewable energy attribute certificates
Bankia	Spain	2016	-	100%	n/a	– Unbundled renewable energy attribute certificates (Guarantees of Origin)
Biogen	US	2014	-	100%	100%	– Unbundled renewable energy attribute certificates
Bloomberg	US	2025	35% from direct sources by 2020	1%	n/a	<ul style="list-style-type: none"> – Solar PV installed at sites in US – Direct purchase from specific generators – PPAs – Unbundled renewable energy attribute certificates

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
BMW	Germany	-	2/3 by 2020	42%	40%	<ul style="list-style-type: none"> – Contract with suppliers – Direct procurement from off-site grid-connected generators – Unbundled renewable energy attribute certificates
British Land	UK	2019	-	93%	98%	<ul style="list-style-type: none"> – Solar PV installed at sites in UK – Unbundled renewable energy attribute certificates
BROAD Group	China	2045	50% by 2030	30%	-	– Solar PV installed in China
BT Group	UK	2020	-	95%	94%	<ul style="list-style-type: none"> – Solar PV installed in UK – PPAs – Contract with suppliers
CaixaBank	Spain	2018	-	98%	n/a	– Unbundled renewable energy attribute certificates
Coca-Cola Enterprises	UK	2020	-	18%	10%	<ul style="list-style-type: none"> – Solar PV installed at sites in Europe – Contract with suppliers
Colruyt Group	Belgium	2010	-	100%	n/a	<ul style="list-style-type: none"> – Onsite solar and wind installed at sites in Europe – Contract with suppliers
Commerzbank	Germany			95%	95%	– Unbundled renewable energy attribute certificates
Credit Agricole	France	2016	-	92%	n/a	– Unbundled renewable energy attribute certificates
Dalmia Cement	India	-	Fourfold increase RE share by 2030 (2015 baseline)	7%	n/a	– Solar PV installed at sites in India
Danske Bank	Denmark	2015	-	100%	n/a	– Unbundled renewable energy attribute certificates (Guarantees of Origin)
Dentsu Aegis Network	UK	2020	-	11%	n/a	– Contract with suppliers
Diageo	UK	2030	50% by 2020	23%	n/a	<ul style="list-style-type: none"> – Contract with suppliers – Unbundled renewable energy attribute certificates
DNB	Norway	2020	-	100%	n/a	<ul style="list-style-type: none"> – Contract with suppliers – Unbundled renewable energy attribute certificates
Elion Resources Group	China	2030	-	Data not publically available	27%	– Solar PV installed at sites in China

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
Elopak	Norway	2016	-	86%	18%	- Unbundled renewable energy attribute certificates
Equinix	US	-	50% by 2017	34%	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates
Facebook	US	-	50% by 2018 for data centers	35%	n/a	- Direct purchase from specific generators - PPAs
Formula E	UK	2020	-	50%	50%	- Power electric vehicles with renewable electricity using generators run by glycerine
Gatwick Airport Limited	UK	2013	Increase direct generation share by 2020	100%	n/a	- Solar PV installed onsite - Unbundled renewable energy attribute certificates (REGOs)
General Motors	US	2050	-	1%	n/a	- Solar PV installed at sites in US - Direct purchase from specific generators - PPAs
Givaudan	Switzerland	2025	-	40%	33%	- Solar PV installed in Europe - Contract with suppliers
Goldman Sachs	US	2020	-	86%	14%	- Unbundled renewable energy attribute certificates
Google	US	-	Triple RE purchasing by 2025	Data not publically available	37%	- Solar PV self-generation - Direct purchase from specific generators - PPAs
H&M	Sweden	-	-	78%	27%	- Unbundled renewable energy attribute certificates
Helvetia	Switzerland	2020	-	100%	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates
Hewlett Packard Enterprise ⁴¹	US	-	50% by 2025	25%	n/a	- Solar PV and wind self-generation - Direct purchase from specific generators - PPAs
HP, Inc.	US	-	40% by 2020	16%	n/a	- Solar PV installed at sites in Asia and US - Contract with suppliers - Unbundled renewable energy attribute certificates
International Flavors and Fragrances Inc.	US	-	-	22%	n/a	- Onsite solar and wind installed - Contract with suppliers - Direct purchase from specific generators - PPAs

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
IKEA Group ⁴²	Netherlands	2020	-	42%	77%	- Self-generation from solar PV, wind and biomass CHP - Contract with suppliers
Infosys	India	2018	-	26%	30%	- Solar PV installed at sites in India - Contract with suppliers
ING Group	Netherlands	2020	-	86%	77%	- Solar PV installed at sites in Europe - Contract with suppliers - Unbundled renewable energy attribute certificates
Interface	US	2020	-	94%	n/a	- Solar PV installed at sites in Europe and US - Direct procurement from off-site grid-connected generators - Unbundled renewable energy attribute certificates
J Safra Sarasin	Switzerland	-	70% by 2015	Data not publically available	n/a	- Solar PV installed in Switzerland - Unbundled renewable energy attribute certificates
Johnson & Johnson	US	2050	35% by 2020	2%	3%	- Self-generation from solar PV and wind - Unbundled renewable energy attribute certificates
Kingspan	Ireland	2020	50% by 2016 for energy	43%	28%	- Self-generation from solar PV, wind, hydro, CHP, anaerobic digestion - Unbundled renewable energy attribute certificates
KPN	Netherlands	2013	-	100%	100%	- Contract with suppliers - Unbundled renewable energy attribute certificates
La Poste	France	2020	-	66%	n/a	- Self-generation from solar PV
Land Securities	UK	2016	-	98%	n/a	- Solar PV installed in UK - Contract with suppliers
Marks & Spencer	UK	-	-	92%	80%	- Solar PV installed in UK - Purchase from onsite installations owned by a supplier - Contract with suppliers
Mars, Incorporated	US	2040	-	37%	6%	- Self-generation from solar PV, wind and cogeneration processes - Purchase from onsite installations owned by a supplier - Contract with suppliers

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
Microsoft	US	2014	-	100%	100%	<ul style="list-style-type: none"> - Solar PV installed in US - Unbundled renewable energy attribute certificates - Direct purchase from specific generators – PPAs
Nestle	Switzerland	-	-	8%	5%	<ul style="list-style-type: none"> - Solar PV installed at sites in Europe and US - Purchase from onsite installations owned by a supplier - Direct procurement from off-site grid-connected generators - Contract with suppliers
Nike , Inc. ⁴³	US	2025	-	Data not publically available	n/a	<ul style="list-style-type: none"> - Unbundled renewable energy attribute certificates
Nordea	Sweden	2016	-	100%	n/a	<ul style="list-style-type: none"> - Contract with suppliers
Novo Nordisk	Denmark	2020	-	78%	n/a	<ul style="list-style-type: none"> - Direct procurement from off-site grid-connected generators - Unbundled renewable energy attribute certificates
Pearson	UK	2012	-	100%	100%	<ul style="list-style-type: none"> - Contract with suppliers - Unbundled renewable energy attribute certificates
Philips Lighting ⁴⁴	Netherlands			58%	55%	<ul style="list-style-type: none"> - Self-generation from solar PV and wind - Direct purchase from specific generators - PPAs - Contract with suppliers - Unbundled renewable energy attribute certificates
Procter & Gamble	US	-	30% by 2020	33%	n/a	<ul style="list-style-type: none"> - Direct procurement from off-site grid-connected generators - Purchase from onsite installations owned by a supplier - Contract with suppliers
Proximus	Belgium	2016	-	98%	98%	<ul style="list-style-type: none"> - Solar PV installed at sites in Belgium - Contract with suppliers
Rackspace	US	2026	Increase RE consumption by 5% per year	45%	n/a	<ul style="list-style-type: none"> - Bundled renewable energy attribute certificates
RELX Group	UK	2020	50% by 2015	50%	n/a	<ul style="list-style-type: none"> - Contract with suppliers - Unbundled renewable energy attribute certificates

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
Royal DSM ⁴⁵	Netherlands	-	50% by 2025 for purchased electricity	Data not publically available	n/a	<ul style="list-style-type: none"> - Direct purchase from specific generators – PPAs - Solar PV installed at sites in Europe, India and US
Royal Philips ⁴⁶	Netherlands	2020	-	53%	55%	<ul style="list-style-type: none"> - Self-generation from solar PV - Direct purchase from specific generators - PPAs - Contract with suppliers - Unbundled renewable energy attribute certificates
Salesforce	US	-	-	37%	n/a	<ul style="list-style-type: none"> - Unbundled renewable energy attribute certificates
SAP	Germany	2014	-	100%	100%	<ul style="list-style-type: none"> - Unbundled renewable energy attribute certificates
SAVE S.p.A Group	Italy	2016	-	2%	n/a	<ul style="list-style-type: none"> - Solar PV installed - Contract with suppliers
SGS	Switzerland	2020	-	71%	75%	<ul style="list-style-type: none"> - Self-generation from wind in the Netherlands - Contract with suppliers - Unbundled renewable energy attribute certificates
Sky	UK	2020	-	76%	75%	<ul style="list-style-type: none"> - Contract with suppliers
Starbucks	US	2015	-	100%	59%	<ul style="list-style-type: none"> - Self-generation in US - Contract with suppliers - Unbundled renewable energy attribute certificates
Steelcase	US	2014	-	100%	100%	<ul style="list-style-type: none"> - Contract with suppliers - Unbundled renewable energy attribute certificates
Swiss Post	Switzerland	2008	-	100%	100%	<ul style="list-style-type: none"> - unbundled renewable energy attribute certificates
Swiss Re	Switzerland	2020	-	87%	80%	<ul style="list-style-type: none"> - Solar PV installed at site in Italy - Unbundled renewable energy attribute certificates
Tata Motors Limited	India	2030	-	4%	8%	<ul style="list-style-type: none"> - Self-generation from solar PV and wind in India - Direct procurement from off-site grid-connected generators
TD Bank	Canada	2016	-	100%	n/a	<ul style="list-style-type: none"> - Solar PV installed at sites in Canada and US - Unbundled renewable energy attribute certificates

COMPANY	HQ	100% GOAL	INTERIM TARGET	PROGRESS AGAINST 100% GOAL (2015)	PROGRESS AGAINST 100% GOAL (2014)	APPROACH
Tetra Pak	Switzerland	2030	80% by 2020	22%	n/a	<ul style="list-style-type: none"> – Solar PV installed at sites in Asia and Europe – Contract with suppliers (green electricity tariff) – Unbundled renewable energy attribute certificates
UBS	Switzerland	2020	-	53%	53%	<ul style="list-style-type: none"> – Solar PV installed at sites in Switzerland – Contract with suppliers
Unilever	Netherlands	2030	-	45%	45%	<ul style="list-style-type: none"> – Direct purchase from specific generator – PPAs – Contract with suppliers – Direct line to an off-site generator with no grid transfers – Unbundled renewable energy attribute certificates
Vaisala	Finland	2020	-	82%	86%	<ul style="list-style-type: none"> – Self-generation from solar PV and geothermal in Europe and US – Contract with suppliers – Unbundled renewable energy attribute certificates
VF Corporation	US	2025	-	5%	n/a	<ul style="list-style-type: none"> – Direct procurement from off-site grid-connected generators – Self-generation – Unbundled renewable energy attribute certificates
VMWare	US	2020	-	71%	n/a	<ul style="list-style-type: none"> – Solar PV installed at sites in US – Contract with suppliers – Unbundled renewable energy attribute certificates
Voya Financial	US	2015	-	100%	100%	<ul style="list-style-type: none"> – Unbundled renewable energy attribute certificates
Walmart	US	-	Source 50% of energy needs from renewable sources by 2025	25%	26%	<ul style="list-style-type: none"> – Self-generation onsite from wind, solar PV and fuel cells – Direct purchase from specific generators – PPA
Wells Fargo	US	2020	100% by RECs by 2017	23%	n/a	<ul style="list-style-type: none"> – Solar PV installed in US – Unbundled renewable energy attribute certificates
Workday	US	2008	-	100%	n/a	<ul style="list-style-type: none"> – Unbundled renewable energy attribute certificates
YOOX Group	Italy	2020	-	80%	81%	<ul style="list-style-type: none"> – Unbundled renewable energy attribute certificates

GLOSSARY

Contract with suppliers – A contract for electricity procurement where the supplier (a utility, or other power developer or market entity) matches the electricity consumed by the company and delivered through the grid, with renewable electricity produced or purchased from a variety of sources and projects, or a specified project or set of projects.

Direct line from off-site generator with no grid transfers – Includes renewable electricity produced from off-site installations owned and operated by a third party and delivered to the company.

Guarantees of Origin – Market-based tracking instrument issued by renewable electricity generators, used in Europe. Used to track ownership, verify claims and prevent double counting.

International RECs (I-RECs) – Similar to Guarantees of Origin and RECs, but used in regions where there isn't an equivalent scheme, such as Asia and Latin America.

Power Purchase Agreement (PPA) – An agreement signed between a purchaser and a power producer. The contract ensures the purchase of electricity generated by a specific renewable project, with renewable attributes.

Renewable Energy Certificates (RECs) – Market-based tracking instrument issued by renewable electricity generators, used in North America. Used to track ownership, verify claims and prevent double counting.

Unbundled – Companies may purchase certificates like RECs, Guarantees of Origin and I-RECs separately from electricity to match with their electricity consumption from non-renewable sources.

Virtual PPA – This agreement sets a price for electricity (a contract for differences), electricity is scheduled and delivered by the local electric service provider, and the attributes of the generation are delivered to the purchaser.

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FOOTNOTES

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41. Due to HPE's split from Hewlett-Packard Company in November 2015, the figures are estimated and so not included in the analysis in this report.
42. IKEA Group has a target to produce as much renewable energy as the energy it consumes by 2020 and this what it measures progress against.
43. In FY15, Nike, Inc. set a target to reach 100% renewable energy in owned and operated facilities through FY25. Nike is actively working on improving global energy consumption data quality by both expanding the amount of primary data collected and leveraging methodology enhancements. This work will enable Nike to report on percent renewable energy in the future.
44. In 2016, Royal Philips underwent a split into Philips Lighting and Royal Philips, both of which are now separate members of RE100. 2015 data is included in the analysis of this report when they were one entity.
45. Royal DSM joined RE100 in September 2015. Reporting according to the RE100 requirements will be done as of 2016, including via the company's Integrated Annual Report. The company has several large renewable energy sourcing projects in the pipeline, whereof it concluded two PPAs for a total of 120 GWh in The Netherlands which will come into production in 2018.
46. In 2016, Royal Philips underwent a split into Philips Lighting and Royal Philips, both of which are now separate members of RE100. 2015 data is included in the analysis of this report when they were one entity.



The world's most influential companies, committed to 100% renewable power.

RE100 is a collaborative, global initiative of influential businesses committed to 100% renewable electricity, working to massively increase demand for - and delivery of - renewable energy.

The private sector accounts for around half of the world's electricity consumption. Switching this demand to renewables will accelerate the transformation of the global energy market and aid the transition to a low carbon economy.

RE100 shares the compelling business case for renewables and showcases business action, while working with others to address barriers and develop transparent reporting mechanisms

RE100 is brought to you by The Climate Group in partnership with CDP, as part of the We Mean Business coalition.

Companies joining RE100 are encouraged to set a public goal to procure 100% of their electricity from renewable sources of energy by a specified year.

Since RE100 was launched at Climate Week NYC 2014, the campaign has continued to gather momentum and is now being rolled out in India and China in addition to Europe and the US.

Companies have joined from all over the world and from a wide range of industrial sectors - from telecommunications and IT to retail and food.

To find out more about RE100, its Steering Committee, and Technical Advisory Group, visit RE100.org.

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The Climate Group is an award-winning, international non-profit. We specialize in bold, catalytic and high-impact climate and energy initiatives with the world's leading businesses and state and regional governments. Our work is at the forefront of ambitious climate action.

Our vision is a world of prosperous 'net-zero' emission economies and thriving, sustainable societies.

Our mission is to catalyze climate leadership in government and business to accelerate the shift to a prosperous and thriving 'net-zero' future for all. We do this by communicating to inform, convening to connect, and collaborating to scale and succeed.

Founded in 2004, our offices are located in Beijing, Hong Kong, New Delhi, New York and London.

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Climate change, water scarcity and deforestation are unparalleled global challenges that require a systemic change in market behavior. To achieve this, CDP, formerly the Carbon Disclosure Project, runs the global disclosure system that enables companies, cities, states and regions to measure and manage their environmental impacts.

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