2017

ANNUAL REPORT



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LETTER FROM THE EXECUTIVE DIRECTOR



Dear Friends and Supporters,

2018 marks our 12th year as an organization active in promoting lowcarbon development and cleantech innovation. We are thrilled to be continually expanding our impact, pushing boundaries, and finding new and innovative ways to reduce areenhouse aas emission. In the last 12 years, the fight against climate change has changed dramatically with the signing of the Paris Climate Accord and the whole world including China increasing its reliance on renewable energy, electric mobility, and energy efficiency. At iCET, we are proud of the ways we have contributed to this great success story.

When we look back over the years, we are pleased that we have been able to

accomplish so much. Among all the achievements, I am especially proud of our efforts to: help China establish a series of fuel economy standards and policies for cars and trucks and evaluate their effectiveness via realworld citizen-aenerated data: introduce California's ZEV regulation into China resulting in China's first NEVcredit system; and establish a first Carbon and Climate Registry in China to assist cap-and-trade pilot programs. These achievements illustrate our commitment to progress and meaninaful change. They represent our values in action: Independence, Practicality, and Innovation.

Looking ahead we are eager to double our efforts to help usher China into a new era of green growth. We will focus on iCET's Clean Transportation
Transformation Program (CTTP) with a mission to accelerate the transition to zero-emission and electrification of transportation through standards, policies, technology and consumer engagement. We will also build on our Smart Carbon Management Program (SCMP), which aims to improve measure, report, and verify (MRV) GHG

emissions by taking advantage of big data and blockchain technologies to make it easier to track emission reductions across the economic spectrum. And finally, we will continue to develop our Clean Tech Innovation Program (CTIP) in creating cross-border multi-stakeholder platforms for advancing clean technology collaboration and innovation between China and the U.S., Europe, Israel, and beyond.

There is still much work to be done and we depend on your support to help create a cleaner world. As we witness the devastating environmental degradation within China, we find hope in the lessons we learn as we face daunting challenges and press forward to find solutions. We are excited to be leaders in China's efforts to clean-up the environment and fight against climate change.

Thank you! Sincerely yours,

Fong A

ABOUT ICET



Innovating for a Cleaner World

The Innovation Center for Energy and Transportation (*i*CET), a professional think tank in the areas of clean transportation, energy and climate policy, and cleantech innovation, is an independent non-profit organization registered in Beijing and California. *i*CET's mission is to strengthen global collaboration and provide decision makers at all levels with the urgently needed innovative solutions to solve the energy, environment, and climate crises amid our fast changing world.

ABOUT ICET

iCET's Core Strengths: Independent * Practical * Innovative

Over the years, iCET has carved out a unique reputation as a leader in promoting innovative clean energy and climate policies in China and internationally. We recognize the urgency of environmental challenges and are committed to the values and principles of innovation, sound scientific research, independence, and practicality. We focus on transformational changes in socio-technology and policies, harness private-public partnership to produce more efficient problem solving, embrace a green lifestyle, and work towards sustainable development. We cherish our fragile planet.



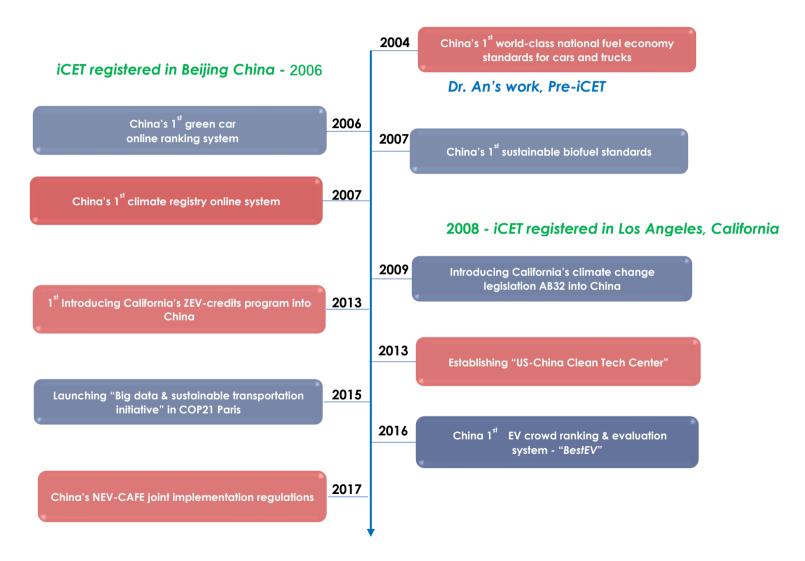
iCET's Three Core Programs

Our work is carried out through three core programs: The Clean Transportation Transformation Program (CTTP) is accelerating the transition to zero-emission and electrification of transportation system through standards, policies, technology promotion and consumer engagement; The Smart Carbon Management Program (SCMP) aims to improve MRV transparency for GHG emissions by taking advantage of big data and blockchain technologies to make it easier to measure, report, and verify (MRV) emission reductions for entities and consumers; The Clean Tech Innovation Program (CTIP) is creating cross-border multi-stakeholder platforms to advance clean technology collaboration and innovation between China and the US, Europe, Israel, and beyond.

iCET's Approach

*i*CET adopts innovative approaches to accomplish its mission: Data-driven analysis for improved policy design, multistakeholder engagement towards the formation of a shared vision, and locally-adjusted sustainability impact assessments that are reliant on sound scientific analyses. We conduct cutting-edge research, host expert panel discussions, design tools and develop consumer infotainment apps, and create new inroads for public outreach.

iCET's Major Achievements







iCET's Clean Transportation

Transformation Program's (CTTP) mission
is to accelerate the transition of the
transportation sector into a zero-emission
and post-petroleum era

*i*CET's work aims to dramatically reduce fossil fuel use and cut carbon emissions, bring back blue sky, and promote sustainable mobility through smart decision making by consumers and policy-makers enabled by sound scientific information as well as cutting edge data analytics.

One of our new approaches is to identify and employ novel data sources for demonstrating how real-world livedata can be utilized through private-public partnerships and in feasibility studies. We hope to unleash a new generation of groundbreaking approaches to measure, monitor, and report greenhouse gas (GHG) emissions from mobile sources that will in turn enable innovative and even more effective policy designs.

As the world's largest and fastest growing auto market and consumer base, China must chart an aggressive path towards zero-emission and clean transportation. What takes place in China will have a great impact on the future of global mobility. Our work focuses primarily on personal transportation in the following areas:

Improving fuel economy CAFE evaluation, real-world data studies Sustainable low-carbon fuels Biofuels standards, int'l collaboration, life-cycle analysis Increasing EV demand BestEv consumer ranking, consumer preferences studies

NEV regulation:NEV-credits introduction to China

Improving EV supply:

Removing barriers for market entry

Clean Cars Sustainable Mobility

GreenCarChina (GCC) platform

Reports, website, panels, awards, videos, Wechat

New and big data

LiveCycle framework development, data sharing platform, Innovative new data analysis

China low-emission urban planning

A locally-adjustable urban transport emissions measurement tool

Harnessing transportation social ICT

Engaging consumers for real-time information





We are living in a rapidly changing digital and technological world. Previously unimaginable, game-changing developments such as big data, artificial intelligence, autonomous driving, the shared economy, and blockchain technologies are on the rise.

The Smart Carbon Management Program (SCMP) focuses on improving the capacity to manage carbon emissions from diverse sources, evaluating the impacts of emerging technologies on energy and GHG emissions, and developing policy recommendations for achieving the goals of the Paris climate agreement.

Our primary focus is twofold: The first is to advance the "Measurable, Reportable and Verifiable (MRV)" principle by using big data and blockchain technology- to track, report, and manage GHG emissions from various transportation and industry sources. The second part of our work is to evaluate the impacts of emerging digital mobility technologies, such as vehicle connectivity, autonomous driving, and shared mobility, on urban travel and energy use.

Big Data and Urban Sustainability

On December 7th, 2015 at the UN climate summit in Paris – the COP21 – iCET presented its vision in a project called "Transportation in the Era of Big Data: Applying Live-Cycle™ Methodology Framework on the Development of Bia Data Analytical Studies for Urban Transportation System." The project attracted broad interest from many international organizations. The project has received support from the National Geographic Society through a grant via its Air and Water Conservation Fund in China. The emergence of "Big-Data," "Cloud-Computing," and "Vehicle Connectivity" in recent years have created new data sources and the technical capacity to capture and verify transportation activity data in real time. iCET is promoting a public-private collaboration on bia-data utilization as new approach to quantify GHG emissions and their environmental impacts on urban transportation and climate challenges.



China Climate Registry (CCR)

Climate change is one of the world's greatest challenges, and with it comes the urgent need for innovative solutions. The climate crisis requires the world to rapidly deploy new technologies, reform its existing business model, and foster new responsibilities from corporations and ordinary citizens. The Smart Carbon Management Program focuses on innovative approaches to address climate challenges: the strengthening of greenhouse gas emission data management, enlarging MRV capacity, and promoting international collaboration on climate-smart technology.



The climate and carbon registry – based on a powerful GHG MRV mechanism – represents the foundation of all climate policies, the ability to quantify emissions. *i*CET's China Climate Registry (CCR) is the first online voluntary GHG registration and educational system (ChinaClimateRegistry.org) available to governments, communities, and businesses to calculate and report their carbon inventories and footprint from stationary sources. Now *i*CET is striving to develop the next generation of MRV that relies on real-time big-data and distributed ledger technology that can be expanded to include mobile-sources of emissions and consumer-facing industries.

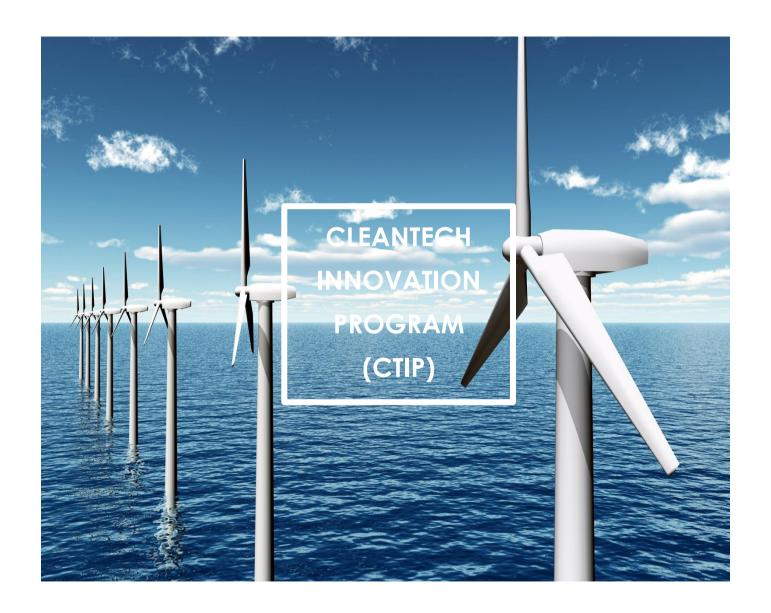
Blockchain and Climate Change

"As countries, regions, cities and businesses work to rapidly implement the Paris Climate Change Agreement, they need to make use of all innovative and cutting-edge technologies available. Blockchain could contribute to greater stakeholder involvement, transparency and engagement and help bring trust and further innovative solutions in the fight against climate change, leading to enhanced climate actions."

-Alexandre Gellert Paris, Associate Program Officer at the UNFCCC

"Blockchain technologies have the potential to radically improve security, efficiency and transparency in a range of GHG management applications. Blockchain will be one unexpected force that is capable of stimulating higher levels of participation and ambition and mobilizing large-scale investments into climate actions to achieve the Paris goals. Blockchain will likely first be used to improve transparent documentation in carbon emission trading, climate finance flows, or GHG emission reporting."

-Tom Baumann, the Blockchain Research Institute



China is the fastest growing economy and the world's largest emitter of carbon dioxide. As such, it is home to many of the world's most polluted cities. And Chinese leaders are eagerly looking to collaborate with global cleantech leaders to further its sustainable development. In the fall of 2012, with support from strategic partners in both China and the US, iCET created the Cleantech Innovation Program. The initiative identifies and promotes clean technology policies, practices, and business solutions in China through a global multistakeholder collaboration.



US-China Cleantech Center

The US-China Cleantech Center (UCCTC) is a joint-partnership program between *i*CET and the US Department of Commerce. It is dedicated to promoting US clean energy and environmental protection technologies and best practices in China. UCCTC brings together leaders from top companies and the sustainability field to network, promote, seek new clean technologies, and, together, shape the future of clean technology.

Tech Bank

We have created a Tech Bank that covers eight clean technology sectors: New Energy, Energy Efficiency, Clean Transportation, Recycling, Energy Storage/Distribution, New Materials, Waste/Pollution Treatment, Monitoring and Analysis and Smart Tech/Manufacturing. This data platform is designed to promote meaningful technical cooperation between the US and China. It provides immediate access to the people and resources actively impacting China's energy and environmental challenges and creates partnership opportunities for private and public sector stakeholders.

City Partnerships

With high environmental technology demand from China, we developed strategic partnerships with several Chinese cities and business districts including Guangzhou, Tianjin, Dongying, Shanghai, Changzhou, Changshu, and Zhuhai. Through high level industry exchanges, capacity building workshops, management training, and the deployment of environmental protection technologies, we assist city governments and local industrial insiders in improving their knowledge of clean technology, encourage the adoption of relevant policies and best practices, and promote opportunities for the exchange of commercial green technology.



2017 HIGHTLIGHTS



Beijing Granted iCET with The Prestige 4A Ranking

*i*CET received a prestige 4A ranking as a social organization from Beijing Municipal Bureau of Civil Affairs.

China Announced a New NEV Credit Policy

Following four intensive years of pioneering work to introduce California's ZEV policy to China, the official joint CAFC-NEV credit policy was announced by MIIT in September 2017. Since 2013, iCET has been working with key partners in China in advancing implementation strategies for China's NEV credit system.

New Research Employed Real-World Data

*i*CET released several groundbreaking studies of real-world vehicle fuel consumption rates using consumer APPs and OBD data.

First Crowd Ranking BestEV System Released

*i*CET released China's first *BestEV* ranking system in September 2017 – a social media survey and website platform to provide credible crowd-sourced EV performance evaluation and ranking.

First MIIT Fuel Consumption Report Released

After seven years of *i*CET 's dedicated work and evaluation of CAFC standards, MIIT (CATARC) finally released its own version of an evaluation report in March 2017.

Biofuel Standards Announced

China announced the long-awaited ethanol standards in June 2017. *i*CET has been promoting China's biofuel standards since 2007 and served on a national standard committee.

China Clean Transportation Partnership (CTTP) Formed

CTTP was formed as a high-level platform to foster communication, cooperation and joint research by top institutes and think tanks in clean transportation and related energy, climate, environment and sustainable development fields.



2017 REPORT AND BRIEFS



2017 China Average Fuel Consumption Study Report (Dec 2017)

*i*CET's 7th CAFC report demonstrated that China's domestic average fuel consumption gradually improved from 8.16L/100km to 6.56L/100km over the last decade. The fourth phase of the standard, which entered into force in January of 2016, was aimed at a sharp fuel consumption decrease of 2L/100km over the next five years, requiring more than NEV production calculated through the flexibility mechanism. This year's report placed considerable attention on the joint management mechanism of China's existing CAFC standard and the newly-introduced NEV credit system.

2017 Real-World Passenger Vehicle Fuel Consumption Analysis (Dec 2017)

With the aim of assessing the gap between reported and real-world fuel consumption (FC), this study uses reported FC data from the MIIT's website and real-world FC data collected by a consumer app BearOil. The BearOil app boasts nearly 600,000 car-owning users, and over 15 million data points from 2008 and 2016, covering 17,000 vehicle models in 31 cities in China.

Analysis of Actual Passenger Vehicle Fuel Consumption in Beijing Using OBD Data (Dec 2017)

This report uses an On-Board Diagnostics (OBD) mobile app data. The app has over 100,000 users, of which more than 50,000 are in Beijing. It generated 100 Terabytes of data, covering a cumulative mileage of more than 1.2 billion km (data is being gathered every second year).

2017 Green Car China Report (Aug 2017)

*i*CET's 7th Annual Green Car China Report released its ranking of 10 vehicle categories (including plug-in hybrid ranking for the second time). Compared with last year, the Top100 average Green Score improved by 7%, the Blue Score improved by 3%, and average fuel costs decreased by 26%.

2017 BestEV Ranking Release (Sep 2017)

iCET and its BestEV coalition members held China's first crowed-sourced EV ranking release in September, following six months of EV owner and test-drivers survey inputs collection. About 50 experts, media representatives, researchers, as well as auto and EV supply chain companies, attended the release. The results of two-years of intensive methodology design, stakeholder engagement, online platform formation, and marketing – look promising. As many as 2,000 completed surveys were analyzed, covering 95 EV models, were analyzed. Check out our website for full analysis!

Corporate Average and New Energy Vehicles Credits Joint Management Method Regulation Draft (June 2017)

In September the Ministry of Industry and Information Technology (MIIT) released its plan for CAFC credit and NEV credit management, under the CAFC standard system. This draft was long anticipated, at least since China announced its intention to consider the ZEV-credits regulation adaptation to China as part of the US-China Climate Change Dialogue, which was convened

in September 2015. The CAFC credits mechanism will enter into effect after the release of the final regulation; the NEV credits mechanism is planned to be implemented as of 2018. This short brief outlines the highlights of the draft.

Corporate Average Fuel Consumption and New Energy Vehicles Credits Joint Management Method Draft II (June 2017)

The second draft regulation proposed by the Ministry of Industry and Information Technology (MIIT) and released by the Law Department of the State Council takes into account comments provided since its September 2016 release, including its WTO consultation. This brief was composed and submitted in advance of the deadline for comment submissions, June 27. It includes a review of the new draft, and an overview of all comments that were submitted to MIIT.

Global 2016/2017 Global Biofuel Policy and Regulation Update Brief (June 2017)

Since 2010, iCET has taken a leading role in introducing international standards and practices related to biofuel sustainability to China. We published a series of related reports and hosted several training sessions to help support Chinese stakeholders in supplementing the sustainable development of China's biofuel industry. In 2017, iCET introduced an updated report on international biofuel regulations and policies. We also coauthored a paper, "Global bioenergy sustainability initiatives and implications for policy making in China."

China Transportation Emissions Using Uber Data: A Chengdu Feasibility Study (Feb 2017)

The goal of this innovative Uber feasibility case study was: (i) to demonstrate that the use of ICT sources for gathering data relevant to urban transport emissions and policy is of value both because it is valid and relatively resource-efficient. The study does so by using ICT-inducted trip data gathered and provided (for free) by Uber Chengdu; (ii) to estimate the actual, or "real-world," carbon emissions using Uber data in combination with an urban

emission model (COPERT), and thereby assess the gaps between reported and actual fuel consumption rates. This study is available via a free download from our website.

Online Ride-Hailing Network and Fuel Consumption: A Driver's Perspective (Feb 2017)

China's growing online ride-hailing network has transformed the country's urban mobility. Indeed, the new ride-hailing model has the potential to revolutionize urban mobility and deliver significant air quality improvements. However, the environmental pros and cons of the network have not yet been thoroughly investigated. Moreover, the information related to actual trips and the design of the network operation has largely remained in the private sector's domain. Prior to the pursuant of "hard" data which require close interactions with operators and government, this study demonstrates that easily accessible "soft" data such as qualitative interviews can be collected and used for the purposes of guiding the design of future research, such as surveys, data sorting, and data compiling.

2017 MAIN EVENTS



Green Car China

*i*CET Held the 7th Annual Green Car China Press Conference (Aug 2017)



*i*CET held the 7th annual Green Car China press conference marking the release of its 2017 Green Car China Ranking report on August 15th, 2017.

*i*CET Won the 2017 China Environmental Protection Foundation (CEPF) Award (Dec 2017)



The second annual Environmental Protection Commonweal Program funding ceremony was successfully held on December 24th, in Beijing. The China Environmental Protection Foundation, which aims to support the development of commonwealth programs in China, announced the final list of 2017 winners at the ceremony. Thirteen social organizations across the country received grants. As an outstanding NGO in environmental protection field, iCET received a grant of RMB500,000 for one of its green transportation programs.

Big Data and Sustainable Transportation

*i*CET Contributed to Gaode's Influential Quarterly Analysis Highlighting the Usefulness of New Big-Data Sources in Urban Transportation, "Major Cities' Transport Analysis" (July 2017)

*i*CET contributed to GaoDe's influential quarterly analysis highlighting the usefulness of new big-data sources in urban transportation, in a report called, "Major Cities' Transport Analysis." Along with long-term partner, Xiaoxiong app, *i*CET concluded that there is a gap between the reported and actual fuel consumption rates of passenger vehicles, which directly impacts carbon emissions.



99 Commonwealth Day—iCET, SEE Foundation and Tencent Charity Foundation Jointly Launched a Program themed, "Exploring The Truth of Traffic Related Haze." (Sep 2017)

BestEV



iCET Released the Official BestEV System (May 2017)

On May 3rd, 2017, *iCET* along with nine coalition members, released the official *BestEV* system including the app and the website. Among the attendees were government agencies, NGOs, auto manufacturers, and reporters.



*i*CET Released China's 1st BestEV Ranking Results (Sep 2017)

On September 22nd, *i*CET and its *BestEV* coalition members held China's first crowd-sourced EV ranking release ceremony. About 50 experts, media representatives, researchers, as well as auto and EV supply chain companies, attended the event.

China Clean Transportation Partnership (CCTP)

CCTP Held the First Executive Committee Meeting (Nov 2017)

The China Clean Transportation Partnership (CCTP) held its first Executive Committee Meeting at the Energy Foundation's Beijing office. As the secretariat, iCET organized the meeting. The CCTP is a non-governmental, non-profit, and voluntary platform that supports communication and cooperation. It was co-established by organizations that wish to study and promote the innovative mechanism of China's clean transportation. The first Executive Committee members are from the Energy Foundation, iCET, CATS, VECC, Tsinghua University, SAE, CATARC, the Beijing Transport Institute, the Shanghai Electric Vehicle Public Data Collecting Monitoring and Research Center, and Clean Air Asia – 11 organizations in total.

CCTP First Experts' Workshop Held (Dec 2017)

On December 20th, 2017, experts and representatives from the clean transportation sector gathered together for the first workshop of the China Clean Transport Partnership (CCTP) to discuss the potential and significance of energy saving and emission reduction for conventional vehicles in the context of recent NEV development.

New Energy Vehicle Policies

iCET Held a Roundtable Discussion On NEV Credits Design Impact and Management Planning (Feb 2017)

The event, held on February 16th, was co-hosted by the China Beijing Environmental Emissions Exchange (CBEEX) with support from the Energy Foundation, China. About 20 experts from Tsinghua University, the ICCT, the Information Center of CATARC, the Data Center of CATARC, as well as the Standard Institute of CATARC, attended the event. During the meeting, iCET discussed NEV credits design and CBEEX introduced the NEV-related carbon quota management mechanism.

CleanTech International Cooperation

US-China Cooperation and Exchange Activities Related to New Energy and Smart Vehicles (Nov 2017)

Supported by the US Department of Commerce and the Chinese government, UCCTC, and iCET jointly organized a US new energy and smart vehicle delegation trip to China from November 6th-10th, 2017. Effective and successful communications were made with more than 400 Chinese new energy vehicle manufacturers from Guangdong, Shanghai, and Jiangsu. The delegation members had personal exchanges with Mr. Xingrui Ma, governor of Guangdong Province, thereby establishing a good basis for future cooperation between the US and China.

2017 US-China CleanTech Summit (Dec 2017)

The 2017 US-China CleanTech Summit was held in Zhengzhou December 7th-8th, 2017. This gala, jointly hosted by the US-China CleanTech Center and *i*CET, attracted over 400 attendees from the Chinese and American governments, research institutes, and the world's top 500 enterprises as well as some innovative upstarts.





*i*CET Co-Organized the New Technology of Urban Zero Emission Transportation Forum (May 2017)

On May 24th, 2017, iCET co-organized and presented at the "New Technology of Urban Zero Emission Transportation Forum" also organized by the China Academy of Transportation Science of the Ministry of Technology and held at the Beijing Exhibition Center. In conjunction with the forum, a three-day exhibition was held, attracting over 150 national and international attendees.

iCET Invited to Present Its New-Data Application in Transport Policy Project at a World Bank GEF Organized Event in Chengdu (June 2017)

On June 23rd, 2017, *i*CET was invited to present its new-data in transport policy project at the "Chengdu City Congestion Reduction Policy and Measures" seminar, a part of the World Bank GEF Large-City Congestion and Carbon Reduction project (CP3). Emma Wang, *i*CET's Clean Transportation Project Manager, shared the highlights of the new Uber case study for assessing actual fuel consumption and emission factors.

*i*CET Presented China's NEV Development and Challenges at IYSECC 9.0 (July 2017)

*i*CET was invited to present its work at the Ninth International Youth Summit on Energy and Climate Change (IYSECC 9.0) hosted by Tianjin University on July 10th-12th, 2017. *i*CET's Clean Transportation Project Manager, Emma Wang, introduced China's NEV development and challenges and had an interactive discussion with the students.

iCET Presented at the International Forum On ITS (Sep 2017)

*i*CET's founder and president, Dr. Feng An, was invited to present at the International Forum on ITS hosted by the Ministry of Transport in Nanjing on September 8th, 2017. Co-organizers of the event were the National ITS Engineering Technology Research Center and China Intelligent Transportation Industry Alliance. Dr. An shared his research on the future of Chinese and global transportation, in particular sustainable mobility, as a part of the Future of Transportation panel.

iCET Invited to Present at the International Transport Energy Seminar (Oct 2017)

*i*CET's founder and president, Dr. Feng An, was invited to present at the 2017 International Transport Energy Seminar hosted by the Energy Institute of Oxford University on October 12th-13th. Dr. An also shared his research on international trends in NEV development.

iCET Presented at the "2017 China Six-City NEV Consumer Survey Release Seminar" (Oct 2017)

*i*CET was invited to share its 2017 *BestEV* ranking analysis results at the China Six-City NEV Consumer Seminar held in Shanghai Automobile City on October 30th, 2017. Participants included the Beijing Transport Institute, the International Council on Clean Transportation (ICCT), The Climate Group, and Ipsos. Emma Wang, *i*CET's Clean Transportation Transformation Project Manager, presented on the panel discussion by sharing thoughts on potential areas for future collaboration.

*i*CET Shared 2017 BestEV Analysis Result at the "Fifth China New Energy Vehicle Development Summit" (Nov 2017)

*i*CET was invited to present its research on NEV policy and promotion at the Fifth China New Energy Vehicle Development Summit, organized by Innopen and held in Ningbo on November 2nd, 2017. Emma Wang, *i*CET's Clean Transportation Transformation Project Manager, also shared the 2017 BestEV analysis results.

*i*CET Invited to Present at the Transport Energy Consumption Monitoring and Carbon Emission Accounting Seminar (Dec 2017)

On December 15th, 2017, Emma Wang, iCET's Clean Transportation Transformation Project Manager, was invited to share the findings of the feasibility study of monitoring fuel consumption and emissions of urban road transportation based on ICT at the Transport Energy Consumption Monitoring and Carbon Emission Accounting Seminar hosted by the Transport Planning and Research Institute of MoT.









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American Council on Renewable Energy (USA)

The Climate Registry (USA)

Southern California Edison (USA)

Environmental Defense Fund (USA)

Ecolinx Foundation (USA)

New York University (USA)

University of California Riverside (USA)

The Stern Review on the Economics of Climate

Change (UK)

E4tech Ltd. (UK)

Development Research Center, State Council

(China)

National Institute of Standardization.

Standardization Administration (China)

Vehicle Emission Control Center, Ministry of

Environmental Protection (China)

Department of Climate Change, NDRC, Energy

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