

GREGORY H. KATS

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Profile: Thought leader, innovator, investor and advisor in energy efficiency, green buildings/cities, renewable energy and transition to low carbon economy

PROFESSIONAL EXPERIENCE

CAPITAL E: Greening Our Built World

2010 - Present

President

Washington, DC

Principal, Cleanfeet Investors, \$21 million clean project financing, delivering >17% post-tax returns

Capital E works with cities, companies and financial institutions to design, scale, and implement clean energy and low carbon strategies and technologies. Capital E invests in early stage cleantech/green firms. www.cap-e.com

- Capital E holds equity in 15 cleantech firms that can collectively cut building CO2 by 50% and city-wide CO2 by 40% cost-effectively. 2 exits, 2 firms positioned to IPO (Nest and Bloom)
- Consultant to the World Bank, guided development of substantial (\$500-million in 2014) green building investment program, led development of governance documents covering program design, partnering, etc.
- Introduced and brokered \$200-million Saint Gobain acquisition of Sage Electrochromic Glass
- Guiding Washington, D.C. government in rebidding its electricity and gas utility contracts, scaling energy efficiency and renewables, including 40 MW direct wind purchase – largest of any US city
- Mentors VC-funded CEOs on strategy, finance, partnering, and product mapping into green building, real estate, federal and city market channels, eg: AtSite, Building IQ and MyEnergy/NEST (Smart Grid); Blue Planet (high albedo, negative carbon cement); CalStar (green building materials); Green Wizard (green product digital marketplace); Solar Grid Storage; Wireless Energy Management
- Advises UK fund and EE portfolio firms on entering North American market and mapping into LEED
- Advised Citi, JP Morgan, PE and real estate firms on green development and energy efficiency investing
- Co-chairs w/ Stanford University President Emeritus Californian energy financing initiative (2011 on)
- Retained as one of ~ten outside reviewers allocating \$550-mil DOE ARRA efficiency funds to cities, states
- Member, DC Mayor's Green Building Task Force, guiding greening of Washington DC (2011 on)
- Appointed to Congressionally mandated advisory board guiding greening all federal buildings (2011 on)
- Received various awards, including the first US Green Building Council *Lifetime Achievement Award*

Additional positions in investment funds during this period:

- Advisory Board for \$2-billion Cherokee Investment Partners: brownfield + green construction investor (2005 – 2010)
- Advisory Board Osmosis Capital (London) fund with first low carbon ETF, traded over LSE (2008-2010), awarded the Innovation in Climate Change Investment Award

GOOD ENERGIES (GEI)

2005 - 2009

Managing Director

Washington, DC

Global clean energy PE/VC and infrastructure investor. Led firm investments in energy efficiency, green buildings, materials, smart grid, and building-integrated renewable energy

- Managing Director of multi-billion dollar cleantech PE/VC fund. Served on GEI's Investment Committee investing \$350-million/year in wind, solar and smart grid projects and firms in US, Europe and Asia

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- Member, Boards of Directors, Audit committees, etc of various firms, eg Tendril - introduced both new D round investors, including Siemens (subsequently executed global resale agreement)
- Guided portfolio firms on strategy and regulatory issues, financing, and federal and green market channels
- Initiated and co-developed \$50-million VC co-investment vehicle with TIAA-CREF in innovative clean energy and green building firms. Unique VC structure provided great real estate channel access for deals

Co-Founder and Principal of Capital E

2001 - 2005

- Advised hedge funds and VC firms (eg Expansion Capital, GEI, Kleiner Perkins)
- Led a national technical review of Energy Star (building energy efficiency standard) for US EPA
- Managed energy efficiency upgrades of warehouses, hotels and commercial properties
- Guided the CEOs of four largest US cast and ductile iron corporations through a process of reinvention, including their first lifecycle assessments, efficiency and green mapping, and market repositioning
- Served as principal advisor to the California Treasurer designing energy efficiency directive for real estate holdings of CalPERS and CalSTERS, achieving 20%/5 year savings cost-effectively and ahead of schedule
- Founding Chairman, National Chapter, US Green Building Council
- Served on the Steering Committee for LEED (the global green building design standard) for its first 8 years
- Advised key federal legislative staff, state comptrollers, pension fund managers, cities and states on energy efficiency and green building related legislation/financing, including California, Hawaii, and New York

Boards/Advisory positions included:

- Co-founder, Steering Committee Member, and founding Finance Co-Chair, American Council on Renewable Energy (ACORE)
- Founding Chair, Energy and Atmosphere Technical Advisory Group, LEED
- Co-founder of New Resource Bank, the country's first green bank
- Technology Advisory Board for SRP (one of the country's largest municipal utilities)
- Board of Directors, EMSI, Asia-focused green building design firm, acquired by Carrier

US DEPARTMENT OF ENERGY

1993 - 2000

Director of Financing for Energy Efficiency and Renewable Energy (EERE)

Washington, DC

\$1-2 billion annual budget for technology development and deployment of advanced efficiency/buildings, renewable energy technologies, storage, and smart grid

- Served as the principal liaison between Office of EERE and Wall Street
- Served on the DOE Privatization Task Force. Advised Deputy Secretary on range of clean energy issues, including nuclear non-proliferation in the former Soviet Union
- Founding Chair, International Performance Measurement & Verification Protocol (IPMVP), the international energy and water efficiency design standard and technical basis for > \$50-billion building efficiency upgrades. IPMVP translated into 10 languages, design basis for all US federal buildings
- Guided DOE and national lab clean energy technology development and deployment programs
- Developed joint programs with multilateral development banks; helped design financing strategy for \$350-million World Bank energy efficiency loan to Russia and Ukraine

Independent Consultant on Clean Energy and Policy Issues

1991 - 1992 *London*

- Advisor to billionaire buyout magnate Sir James Goldsmith. Secured initial funding for and guided founding of ARENA-ECO, the national energy efficiency center in Ukraine, and EnergoBit in Romania, now the largest clean energy service company in Eastern Europe

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REUTERS Ltd.

1987 - 1991

Marketing Manager, Europe, Middle East and Africa

Paris, Geneva, and then London

- Led sales to largest multinational clients, in French and English. Built and managed Europe-wide sales force of 35, developed innovative sales incentive and marketing programs driving 10x sales growth
- Managed development, pricing, marketing, launch and sale of information products and media services. Negotiated acquisition of specific European and Russian media properties
- Developed and launched new information products including the first electronic information service on the EU, satellite delivered to tens of thousands of trading terminals globally

EDUCATION

Masters of Business Administration: Stanford University Graduate School of Business (1985 – 1987)

Masters of Public Administration: Princeton University, Woodrow Wilson Scholarship, studied with Ben Bernanke (1984 – 1987)

Bachelors of Arts: University of North Carolina, John Motley Morehead Scholar (1981, with Highest Honors)

Qualifications: Certified Energy Manager (1997 – present); **LEED AP** (2002 - present); **Q level clearance** – inactive

PUBLICATIONS, SPEECHES

30+ publications on clean energy, design and finance issues including:

- Member, Steering Committee, National Academy of Sciences “Rising to the Challenge: US Innovation Policy for the Global Economy”, National Research Council (December 2012)
- Author, Greening Our Built World: Costs, Benefits, and Strategies (Island Press, 2010). Extensively excerpted by National Academy of Sciences 2011 publication “Achieving High-Performance Federal Facilities”
- Principal Author, Green Office Buildings: A Practical Guide to Development (Urban Land Institute, 2005)
- Author, “The Costs and Financial Benefits of Green Buildings, 2003.” Cited as the primary evidence of economic rationale for: 2004 California Executive order requiring all future state public construction and retrofits to be green; 2004 Boston legislation requiring all private and public construction to be green; 2005 New York City legislation requiring all future public construction to be green, etc.
- Co-author, “International Greenhouse Gas Trading Programs: Measurement and Accounting” (Energy Policy, 2003)
- Quoted frequently in Forbes, Economist, NYT, WSJ, Washington Post, Bloomberg, Reuters, Associated Press, etc.

100 + presentations, including:

- Testified to Israeli parliament on options and cost effectiveness of greening infrastructure and building policies (February 2014)
- Keynote speaker, National Electrical Manufacturers Association, Annual meeting (November 2013)
- Keynote speaker, Turkish International Green Building Conference, Istanbul (February 2012, April 2013)
- Congressional testimony on clean energy, national policy and financing, US Congress (November 2011, May 2012, July 2012)
- Keynote Speaker, UN organized and funded Conference, Brazil, lead up to Rio+20 (June 2012)
- Keynote speaker, National Renewable Energy Laboratory Cleantech Conference, Denver (November 2011)
- Co-Chair, American Council for an Energy Efficient Economy; National Energy Efficiency Finance Forum (2010, 2011, 2012) (This is the leading national conference on energy efficiency financing)
- Keynote speaker for the Opening of the Integrated Design Laboratory, Idaho National Laboratory (April 2011)
- Keynote speaker, Canada’s Green Real Estate Forum, Toronto (March 2011, March 2014)
- Keynote speaker, National Research Council, “Federal High Performance Green Buildings” (July 2010)
- Keynote speaker, International Finance Corporation, Cleantech Conference (May 2010)
- Presented U.S. position on energy efficiency and green buildings at bilateral Secretarial summit on clean energy in Beijing as part of President Obama’s visit (November 2009)

Languages - Fluent French, moderate Spanish, limited spoken Arabic