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NewWorld Capital Group announces formation of its Strategic Advisory Council

NewWorld Capital Group, a leading private equity firm in the environmental opportunities sector, today announced the formation of a Strategic Advisory Council of experts on the environmental industry.

The purpose of the NewWorld Strategic Advisory Council is to provide advice and counsel to the NewWorld team in its investing and business-building activities. The intent is to assemble a group of senior advisors who bring understanding and insight on the following topics:

- *Economic macro-forces*—e.g., shifting product buying dynamics by businesses, opportunities in energy efficiency (without additional regulatory incentives), cost-reduction plays in energy provision, competitive entrance into the U.S. market by Asian companies, growth of green consumer markets.
- *Regulatory realities and outlook* at the federal, state and local levels—e.g., appliance incentives (both business and consumer), local and state building codes, state-level utility de-coupling to promote energy efficiency, energy labeling and certification, EPA performance and reporting standards, possible future producer-responsibility laws.
- *Business segment knowledge*—e.g., smart grid development, industrial wastewater reclamation and reuse, capturing value from waste, growth and development of environmental services. Included are market growth dynamics, product substitution dynamics, buyer incentives and behavior, related issues that influence growth, operating margins, capital requirements, and competitiveness.
- *Experience in surmounting business scaling challenges*—e.g., building sales and marketing capability, creating and managing key account programs, managing distribution channels, rapidly expanding production and distribution capacity, entering overseas markets.
- *Threats from off-shore technology, product development, and business strategies*—e.g., business incursions from Southeast Asia (China, Taiwan, South Korea) and other international competitors.

Duties of Advisory Council members include: (i) advising NewWorld on strategy and related issues of importance; (ii) providing specific assistance on target company diligence; (iii) advising on

business-building challenges for portfolio companies; (iv) helping keep NewWorld up to date on leading edge developments and issues; and (v) expanding NewWorld's franchise in the market.

To date, NewWorld has appointed the following individuals as members of its Strategic Advisory Council:

- **Bradley (Brad) I. Abelow**, President and COO of MF Global Inc., is a Senior Advisor to NewWorld. Mr. Abelow was Chief of Staff to Jon Corzine, then Governor of the State of New Jersey, where he oversaw state-level environmental programs, and earlier served as Treasurer of New Jersey. Before that, Mr. Abelow was a General Partner and Managing Director at The Goldman Sachs Group, where he held a number of senior leadership positions. Mr. Abelow has been active in environmental matters for many years. In 2005, he led the effort to create an Environmental Policy Framework for Goldman Sachs, which resulted in a dedicated effort on the part of Goldman to invest in environmental opportunities and also led to the creation of the Goldman Sachs Center for Environmental Markets. Mr. Abelow serves as Chairman of the U.S. Environmental Protection Agency's Environmental Finance Advisory Board. Mr. Abelow graduated from Northwestern University with a BA in Political Science and holds an MA in Public and Private Management from the Yale School of Management.
- **Rohit (Rit) T. Aggarwala** was Director of Long-Term Planning and Sustainability for the City of New York, serving as Mayor Bloomberg's chief advisor on environmental policy. In this role, he led the creation of PlaNYC, the mayor's long-term sustainability plan for New York City, and developed the City's policies on energy efficiency in buildings, infrastructure investment, congestion pricing, and climate change mitigation (among others). Prior to this, Dr. Aggarwala was an associate at McKinsey & Company where he focused on transportation and telecommunications, serving clients in the U.S., Europe and Japan. He has published a number of articles on topics ranging from the impact of global warming on public health to railroad infrastructure in the northeastern U.S. He is currently a Board member of Building America's Future, a national coalition for infrastructure investment, and formerly was a member of the New York Metropolitan Transportation Authority's (MTA) Blue Ribbon Panel on Sustainability. Dr. Aggarwala holds a BA, M.Phil., MBA., and a Ph.D in History from Columbia University and an MA from Queen's University.
- **Nora Mead Brownell** served as Commissioner of the Federal Energy Regulatory Commission (FERC) from 2001 until 2006, a position to which she was nominated by the President. In this role, Ms. Brownell was a strong proponent of FERC policies that promote investment in national energy infrastructure. In 2009, she co-founded ESPY Energy Solutions, an independent energy consulting firm. Prior to this, Ms. Brownell started BC Consulting, an energy consulting firm. Ms. Brownell consults with industry and government officials on the restructuring of energy markets and the creation of independent regulatory commissions. She is a Director of Comverge, an energy technology company.
- **Peter C. Goldmark, Jr.** is an acknowledged environmental policy expert who has directed the air and climate program for the Environmental Defense Fund for the past 8 years. Before EDF, he was Chairman and CEO of the International Herald Tribune, Executive Director of the Port Authority of New York and New Jersey, and the Director of the Budget for the State of New York. He also served as President of the Rockefeller Foundation, encouraging its involvement in environmental and energy issues. Mr. Goldmark has taught at Harvard's John F. Kennedy School, Yale College, The New School, Brandeis University, and the Woodrow Wilson School of Public and International Affairs at Princeton. He is a recipient of the Wilson Wyatt National Award for Urban Revitalization and is a member of the Legion of Honor, France. Mr. Goldmark received a BA in Government *magna cum laude* from Harvard University and has been awarded various honorary degrees.
- **Gayle P.W. Jackson** is President & CEO of Energy Global, a consulting firm that advises companies on corporate development, diversification and government relations strategies, principally in the energy sector. Dr. Jackson has been engaged in the energy sector for 35 years,

working in industrial energy management at Ralston Purina, strategic planning and public policy at Peabody Energy, corporate development at FE Clean Energy, and advising energy companies ranging from early-stage to Fortune 100 companies on growth and partnering strategies. Dr. Jackson's areas of focus include grid modernization, demand management, energy efficiency and renewable generation. She is a director of Ameren Corporation (NYSE: AEE) and Atlas Pipeline Partners (NYSE: APL), a past Deputy Chairman of the Federal Reserve Bank of St. Louis, and immediate past Chair of the Board of the Research Corporation for Science Advancement. A Fulbright Scholar, Dr. Jackson received a BA with honors from Smith College and an MA and PhD from Washington University.

- **Richard L. Kauffman** is former CEO and President of Good Energies, one of the largest independent renewable energy investors with nearly \$2 billion in assets. He has written extensively on facilitating private investment in renewable energy, best practices for energy efficiency, and policy obstacles to investing in renewable energy. He is a former General Partner and Managing Director at The Goldman Sachs Group, where he oversaw the firm's franchise for financing corporations and governments globally including equity, debt, leveraged lending, derivatives and commodities. He has also held senior positions at Morgan Stanley, including as Vice Chairman and a member of the Executive Committee, Co-Head of Global Banking, and Head of Global Equity Capital Markets. In 2009, he was elected Chairman of the Board of Levi Strauss & Co, where he also serves as Chair of the Finance Committee. Mr. Kauffman received an AB with Honors and Distinction from Stanford University, an MA in International Relations from Yale University, and Masters in Public and Private Management from the Yale School of Management.
- **Michael A. Levi** is Senior Fellow for Energy and the Environment at the Council on Foreign Relations (CFR), where he directs CFR's program on energy security and climate change. He was project director for the CFR-sponsored Independent Task Force on climate change in 2008. Dr. Levi was previously a nonresident science fellow and a science and technology fellow in foreign policy studies at the Brookings Institution. Earlier, he directed the Federation of American Scientists' Strategic Security Project. His work centers on the intersection of science, technology, and foreign policy, including energy, climate, and nuclear security. Dr. Levi's essays have been published in *Foreign Affairs*, *Foreign Policy*, *Nature*, *Scientific American*, *Slate*, and the *New Republic*, among others. His op-ed articles have appeared in the *New York Times*, *Washington Post*, *Wall Street Journal*, and *Financial Times*. Dr. Levi received a BsC (Honours) in mathematical physics from Queen's University (Kingston), an MA in physics from Princeton University, where he studied string theory and cosmology, and a PhD in war studies from the University of London (King's College).
- **Lawrence H. Linden** is the Founder and Trustee of the Linden Trust for Conservation. He is a former General Partner and Managing Director at The Goldman Sachs Group, where he led the build-out of the firm's integrated trading infrastructure through its global expansion in the 1990s. More recently, as an Advisory Director, he led the firm's project to establish a large nature reserve in Tierra del Fuego, Chile and helped launch Goldman's environmental policy. Before joining Goldman in 1992, Dr. Linden was a Partner at McKinsey & Company, where he worked with corporations in the industrial, technology and financial sectors. Earlier, he served on the White House Staff in the Carter Administration, leading technology policy development for the energy and transportation sectors and for environmental protection. He is Co-Chairman of the Board of Directors of the World Wildlife Fund and a trustee and former Chairman of the Board of Trustees of Resources for the Future. He is also a member of the Board of Directors of TIAA, the operating arm of the TIAA-CREF complex, the largest pension fund in the United States. Dr. Linden received a BSE from Princeton and holds a PhD in mechanical engineering from MIT.
- **Nino Tronchetti Provera** is CEO and Chairman of the investment committee of Ambienta Sgr, a leading European-based private equity firm following a parallel strategy to NewWorld's. Ambienta has made a number of private equity investments in Europe and is interested in co-investing with NewWorld in the United States. From 2002 to 2007, Mr. Tronchetti Provera worked within the Telecom Italia group, first as CEO of Finsiel, the IT systems integrator, and

subsequently as General Manager of Olivetti, the IT hardware and systems producer. In 1997, he started Cam Technologie (Camfin group) to develop clean technologies and products. Prior to 1997, Mr. Tronchetti Provera was a consultant at McKinsey & Company, where he launched the Firm's environmental practice in Italy. Mr. Tronchetti Provera graduated from Luiss University, Rome, in Business Administration (his published thesis addressed opportunities in environmental businesses) and holds an MBA from Insead (Fontainebleau).

About NewWorld Capital Group

NewWorld Capital Group is a leading private equity firm focused on investing in the environmental opportunities sector, principally in the United States and Canada and selectively in Europe. NewWorld makes growth equity and control investments in rapidly growing mid-sized and smaller companies in energy efficiency, clean energy, water reclamation and reuse, waste-to-value, pollution abatement, sustainable/biodegradable materials, and related environmental services. The Firm does not accept technology risk and invests only when a productive partnership can be formed with company management. NewWorld was founded by a group of experienced investors and business builders from General Electric, Goldman Sachs, McKinsey, and several private equity firms.

NewWorld Capital Group, LLC

Profit in Transitioning to a Clean Economy

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