

Appendix A: Team Biographies



Jeff Baer, Managing Director

Mr. Baer is responsible for managing all elements of the firm's energy retrofit strategy. Mr. Baer was most recently the Head of Global Logistics Services where he was responsible for Deutsche Bank's Corporate Source-to-Pay, Travel, Sustainability and Corporate Real Estate activities. In this role, he had reengineered and outsourced core elements of the sourcing, technology and associated processes for managing the Bank's third party vendor spend in excess of \$9 billion. In addition, Mr. Baer was responsible for optimizing and servicing the Bank's global real estate portfolio which houses some 100,000 staff in approximately 4,000 buildings across 73 countries globally.

In both roles, Mr. Baer was leading Deutsche Bank's overall sustainability strategy for buildings and internal carbon transformation program. Mr. Baer has held a variety of executive positions within Deutsche Bank including Global Co-Head of Investment Banking IT Infrastructure, CIO Americas, and Integration Executive for the Bankers Trust merger. Most recently Mr. Baer completed the construction, brand launch and company stand-up of The Cosmopolitan of Las Vegas, a Deutsche Bank subsidiary, of which Mr. Baer is a Board member. Mr. Baer chaired the Global Real Estate Committee, served on the Group Operating Committee, IT & Operations Committee, Environmental Steering Committee, Global Technology & Operations Executive Committee, and Americas Community Reinvestment Committee for Deutsche Bank. Mr. Baer was also on the Leadership Council for the Corporate EcoForum and as of January 2014 serves on the Board of Directors for the US Green Building Council.

Prior to joining Deutsche Bank, Mr. Baer was a Partner with Mitchell Madison Group where he worked as a strategic management consultant for seven years. He was also an off-floor commodities futures trader for several small investment firms after graduating from college.

Mr. Baer received his BS degree in Computer Science and Economics with Magna Cum Laude distinction from Duke University and an MBA in Finance and International Business with honors from Columbia University.



Ron Herbst, Director

Mr. Herbst is responsible for the design and technical delivery of the Team's industrialized energy efficiency retrofit strategy. Most recently, Mr. Herbst was the Global Head of Energy & Sustainability for Deutsche Bank Global Logistic Services since January 2008. He was accountable for Eco Operations at Deutsche Bank, including the delivery of their carbon neutral commitment. Mr. Herbst currently chairs the Deutsche Bank Eco Operations Committee and serves as Deutsche Bank's Chief Technical Advisor on building energy efficiency. He is also one of the managers of Global Climate Partnership Fund, which is a fund managed by an affiliate of Deutsche Bank. Mr. Herbst has over 25 years of experience in managing engineering services, construction, and corporate energy & sustainability programs. Prior to joining Deutsche Bank, Mr. Herbst was Managing Director of Energy & Sustainability for CB Richard Ellis. Before this, he spent three years as the Vice President of Energy Services for Abacus Engineered Services and twelve years with the EMCOR Group. Mr. Herbst has overseen engineering, construction, and performance assurance of over \$1 billion of energy projects in the course of his career. Mr. Herbst's project experience includes hospitals, research facilities, university & colleges, K-12 schools, prisons, military bases, pharmaceutical and industrial facilities, commercial real estate, and cogeneration power plants.

Mr. Herbst has a BA degree in Physics and Environmental Design from University of California Santa Cruz, and did Master's work in Applied Solar Energy at Trinity University. He is a licensed Mechanical Engineer and LEED accredited. Mr. Herbst is actively involved in publishing and speaking engagements in the fields of building energy design, advanced control systems, and the "greening" of Real Estate Management and Investments. He is an expert in the field of data and technical standards for underwriting energy efficiency investments in buildings. Mr. Herbst was one of the principal authors of the World Economic Forum report "Catalysing Retrofit Finance and Investing in Commercial Real Estate". He is a charter member of the Greenprint Foundation, the investor led energy and carbon performance rating system, where he has chaired the Performance Management Committee since its inception. As a direct result of Mr. Herbst's work for Deutsche Bank, the Bank was recognized by the U.S. Green Building Council with the International Leadership award in 2011.