



C. KAY MCCALL

Professional Profile

A transformative leader with a history of crafting solutions to complex issues. Former PE-backed CEO with extensive experience in the energy and engineering and construction industries, including international experience. Success achieved in large public and mid-market private equity-backed companies in both growth and restructuring environments. Recently led wind energy company through restructuring, stabilization then final sale. Board experience.

Selected Areas of Expertise

- Energy, including renewable energy
- Engineering and construction
- Mergers, acquisitions and post-transaction integration
- Business operations optimization and restructuring
- Risk mitigation and governance

Experience

Renewable Energy Alliance

Houston, Tx

Dec. 2019-present

The Renewable Energy Alliance is a new non-profit trade association connecting the stakeholders in the renewable industry in the Greater Houston area.

Executive Director (part-time)

Leading an organization connecting participants in the renewable energy industry in the Houston region. Activities include fundraising, program design, and extensive interaction with leaders in all sectors of the renewable energy industry. Accepted role following a one year sabbatical taken after the completion of the sale of Noble Environmental Power.

Noble Environmental Power, LLC

Essex, Ct

April 2008-Dec. 2018

Noble developed, constructed and owned and operated 726mW of wind energy projects. Equity included MSD Capital, CPPIB and JP Morgan. The business was sold to the Carlyle Group in December 2018.

President, CEO and Board Member (October 2010-December 2018)

President and CEO of a private equity-backed wind energy company, taking the reins when the company had significant negative cash flow and heavy debt load. Created and executed restructuring strategy, achieving positive cash flow and a stable operating environment. Reduced overhead headcount by more than 75%, while achieving industry-leading operational results. Managed internal resistance to change, developing initiatives in all aspects of the business to improve efficiency. Examples include revamping of the information technology structure, creating an internal branding initiative to bolster retention, and balancing outsourced and internal resources in multiple functions. Negotiated two transactions comprising the sale of the business.

Senior Vice President, General Counsel and Chief Compliance Office (April 2008-October 2010)

Consistently engaged with a highly involved Board. Hired during construction phase, overseeing all environmental, regulatory, transactional, and governance matters, while managing a team of

lawyers, environmental specialists and other professionals. Designed new model for the delivery of all legal and environmental services, revamping external counsel relationships and enhancing the role of internal counsel to reduce legal spend and improve internal controls.

General Electric Company Houston, Texas June 2002-April 2008

GE Oil & Gas, Senior Counsel (Jan 2006-April 2008)

Member of executive leadership team of GE Oil & Gas, an \$8 billion/year business. Advised senior leadership on international transactions, procurement processes and a wide range of compliance issues. Managed global team.

GE Oil & Gas, Integration Leader/Legal (2007, special assignment)

Selected to serve on the Integration Team. Designed plan to integrate the global legal team and processes of a newly acquired 5000+ employee company into the existing GE Oil & Gas business. Advised senior leadership on risk mitigation strategies.

GE Energy, Counsel (June 2002-Jan 2006)

Translated business objectives into innovative transactions introducing new products to the market. Led strategic transactions relating to GE's power generation business, including the wind, nuclear, and gas turbine business lines, with cumulative transactional values in the multiple billions of dollars. Selected to participate in GE's leadership development program for executives.

Enron Corporation Houston, Texas May 1999-June 2002

Assistant General Counsel

Negotiated broad range of agreements for international construction and wholesale energy business. Developed and plan for the liquidation of gas trading portfolio in connection with bankruptcy proceeding.

Technip USA Houston, Texas Feb. 1992-May 1999

Vice President and General Counsel

Member of senior management team, contributing to the development of business strategy. Oversaw all legal matters in connection with international engineering and construction business. Provided leadership for disposition of predecessor business in an asset sale.

Hays, McConn Houston, Texas Nov. 1984-Feb. 1992
Boutique Litigation Firm

Partner, Associate in Trial Section

Civil trial lawyer focused primarily on defending owners and construction contractors in the oil and gas and petrochemical industries.

Education Background

University of Houston

Juris Doctorate, 1984
Bachelor of Arts, 1981