

DAVID S. KENNEDY

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June 28, 2010

Robert F. Mohan, Chairman of the Board
Green Mountain Energy Company
342 Broadway
Box 318
New York, NY 10013

Dear Mr. Mohan:

I enjoyed our conversation at the recent U.S. Department of Energy Conference centering on the continued effort to develop, produce, and supply clean energy technology to emerging markets in the U.S. and abroad. In response to your mention of a need for a qualified CEO to lead Green Mountain Energy Company to the next level, I am enclosing my resume as an indication of my interest in this outstanding opportunity.

As you will recall, our company, XZ LUMINATION, LLC, is a division of XZ Consumer and Industrial based in Lancaster, PA. I function as the Senior Operating Executive charged with full strategic planning and P&L management responsibility for this \$113 million division. Formed in 2001, XZL develops LED technology-based lighting systems that reduce energy and maintenance costs.

During my tenure as CEO and President of XZL, I have proven myself a leader capable of delivering results that produce rapid business growth over short time periods. I am particularly adept at formulating, implementing, and executing real-time strategy leading to meeting and exceeding organizational goals, fiscally and strategically. My success has come in the same international markets in which both GMEC and XZL operate.

Although secure in my current position, I am exploring new executive management opportunities and would welcome a meeting at your convenience. I guarantee that the strength of my experience, track record of performance, and high-energy leadership style will add measurable value to future GMEC operations. Thank you.

Sincerely,

David S. Kennedy

Enclosure

DAVID S. KENNEDY

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CHIEF EXECUTIVE OFFICER

DYNAMIC CLEAN TECHNOLOGY INDUSTRY LEADER · INNOVATIVE INTERNATIONAL BUSINESS BUILDER

Creative and intuitive leader adept at formulating, implementing, and executing real-time strategy leading to rapidly accelerated sales, revenues, and net income growth. Expert in organizational leadership, change management, and improvement necessary to hasten business results in fast-moving, high-tech, competitive global markets. Superior financial capabilities and experience aid in the production of performance excellence:

FINANCIAL RESULTS 2005 TO 2009 XZ LUMINATION, LLC

| In Millions of \$ | SALES | CONTRIBUTION ON MARGIN | NET INCOME | NET CASH | SALES PIPELINE | ENTERPRISE VALUE |
|-----------------------|--------------|---------------------------|--------------|--------------|----------------|---------------------|
| 2005 | \$54M | \$17M | \$1M | \$6M | \$50M | \$200M |
| 2009 | \$113M | \$39M | \$6M | \$27M | \$350M | \$900M |
| PERCENT CHANGE | +109% | +129% | +500% | +350% | +600% | +350% |

PROFESSIONAL EXPERIENCE

XZ LUMINATION, LLC, *A division of XZ Consumer and Industrial*

Lancaster, PA, 2004 to Present

CEO, PRESIDENT, AND BOARD MEMBER (2006 to Present)

Achieved rapid, profitable, and sustainable growth with full P&L responsibility for \$113 million division that develops lighting systems based on Light Emitting Diode (LED) technology that reduces energy and maintenance costs. Managed sales and marketing, operations, technology and engineering, finance, human resources, IT, and quality through 12 direct and 350 indirect reports located in the US, Canada, Mexico and Europe.

FINANCIAL RESULTS:

- Grew sales from \$54M to \$113M.
- Increased contribution margin from \$17M to \$39M.
- Improved net income from \$1M to \$5.6M.
- Drove net cash position from \$6M to \$26.7M.
- Raised sales pipeline from \$50M to \$350M.
- Escalated internal estimates of enterprise value from \$200M to \$900M.
- Achieved cost savings:
 - Performed Transfer of Work (TOW) from Canada to Mexico.
 - Simplified supply chain and generated \$2 million in cost savings.
 - Shifted 40% of material and sub-assembly purchases offshore.

STRATEGIC GROWTH INITIATIVES:

- Added 20 distribution partners in key international markets in Saudi Arabia, China, Russia, Brazil, and Turkey—sales increased from 8% to 20% of total company sales volume.
- Launched more than 40 new products (3 new technology platforms).
- Filed or allowed 80 patents on key inventions.
- Established metrics and monitoring processes:
 - Reduced quality defects down from 3% to 1%.
 - Raised fill rates up from 60% to 90%.
- Applied Lean Six Sigma to assembly processes.
- Collaborated with key suppliers to enable new products.
- Hired 5 International Sales Representatives in strategic regions.

BUSINESS DEVELOPMENT & AWARDS:

- Negotiated and awarded key contracts—Wal-Mart retail display lighting (Global), Queensland Rail retrofit (Australia), JBV Rail retrofit (Norway), Toyota signage re-image (Middle East), Real signage re-image (Poland), and AT&T signage re-image (US).
- Received Department of Energy Award (\$2.4 million) for LED lamp of the future development project.
- Awarded “Light Fair Product of the Year,” 2008.

VICE PRESIDENT OF BUSINESS DEVELOPMENT (2004 to 2006)

Facilitated rapid sales growth by employing accelerated business development and strategic planning processes. Built relationships with key high-tech industry leaders and decision makers to develop strategies aimed at rapidly accelerated sales volume. Responsible for M&A, strategic alliances, joint development agreements, JVs, technology licensing, and channel alliances.

ACHIEVEMENT HIGHLIGHTS:

- Developed “transaction” pipeline resulting in a 200% increase in sales.
- Revamped approach to sell LED technology to mobile phone makers.
- Leveraged industry relationships to reduce capital outlay by 50%.
- Secured major OEM contract that yielded \$2 million in sales.
- Sourced, screened, and signed 35 OEMs and distributors based outside of North America.
- Delivered a comprehensive technology licensing strategy balancing technology enablement, commercial factors, supply chain, and R&D monetization.

MCKINSEY & COMPANY, INC.

Philadelphia, PA, 2001 to 2004

ENGAGEMENT MANAGER (2003 to 2004)

Provided vision and leadership for project management, working in partnership with senior client executives to pursue aggressive expansion, revenue growth, cost elimination, and long-term profitability through markets worldwide.

ACHIEVEMENT HIGHLIGHTS:

- Led a rapid cost-reduction effort for Midwest Region—reduced operation costs by 12% in 2 months.
- Devised an economic development strategy for North East Ohio chartered to attract, retain, and grow businesses.
- Developed IT sourcing strategy that reduced procurement costs by 20%.
- Consulted on investment banking, insurance, and energy industry projects.

ASSOCIATE (2001-2003)

Engaged in solution planning, implementation, and day-to-day management of analyst and client teams.

ACHIEVEMENT HIGHLIGHTS:

- Produced \$1 billion in cost savings for a global oil & gas company by improving procurement procedures.
- Introduced a cash management tactical growth plan valued at \$20M for a regional bank operation.
- Increased sales 1% by implementing a pilot stimulation program for a multibillion-dollar auto/life insurer.

ARTHUR ANDERSEN, LLP

Philadelphia, PA, 1996 to 2000

ENGAGEMENT ASSOCIATE, AUDIT, AND BUSINESS ADVISORY

Served with distinction while focused on improved financial processes, appropriateness and accuracy. Managed a broad section of clients from industries including industrial manufacturing, real estate, retail, telecommunications, and banking.

ACHIEVEMENT HIGHLIGHTS:

- Designed and performed audit procedures that assessed the reliability of financial information for companies with revenues ranging from \$5 million to \$40 billion.
- Managed day-to-day activities of engagement team including planning work, coordinating with client, and supervising and training engagement team.

EDUCATION & HONORS

MBA, University of Pennsylvania, Philadelphia, PA, Full Fellowship, 2001

BS, Accounting, Penn State University, State College, PA, summa cum laude, 1996

PROFESSIONAL DISTINCTIONS

BOARD AFFILIATIONS:

Board Member, XZ Lumination LLC
Board Member, Next-Generation Lighting Initiative
Board Member, North American Electrical Manufacturers Association

PUBLIC SPEAKING:

Lead Industry Speaker, U.S. Department of Energy
“Getting Solid-State Lighting to Market,” 2007

FEATURED INTERVIEWS:

Radio Traffic Technology, Lighting Design & Application Magazine, and Chain Store Age