

# CURRICULUM VITAE

## PAOLO NATALI

Updated July 2021

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*Harnessing energy in sustainable ways has been one of the biggest challenges of civilization since the industrial revolution, and I embrace challenges as they expand my perception of limit. I am a visionary changemaker, and an emerging leader in low-carbon energy solutions for industry. I lived at various latitudes.*

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### Current Role

09/2015 to date – Principal, Supply Chain Emissions | Climate Intelligence

Rocky Mountain Institute, Boulder CO and New York NY (USA)



- Leading the Supply Chains Emissions Initiative, within RMI's Climate Intelligence Program, with a mission to bring the carbon content of commodities and final products in line within a trajectory compatible with the Paris Agreement, via the creation of demand mechanisms to speed up the pace of change. Our global team of industrial energy and carbon accounting experts is spanning the world's timezones from Colorado to Australia, and has been engaged in projects between Australia, Africa, and the Americas.
- My current work envisions the digitization of disclosures related to Environmental, Social and Governance (ESG) attributes. Most notably, our project Horizon Zero intends to facilitate the emergence of a digitally native GHG Protocol for the digital disclosure of greenhouse gas emissions, starting from the delivery of a solution for tracking emissions in cryptocurrency, and applying the data architecture to the physical supply chains that are responsible for the majority of industrial emissions, such as steel, other metals, cement, oil&gas and petrochemicals.
- I am currently spearheading the exploration of the frontiers of carbon accounting via the Coalition on Materials Emissions Transparency (COMET), a collaboration with academia as well as industry, the investor community, and multilateral lenders. Together, we promote emissions transparency via the harmonization of carbon accounting.
- Through the former initiative Sunshine for Mines, we advised on over 500 MW of decarbonization projects for leading extractive majors, providing decarbonization options ranging from remodeling the electrical load of operating mines, repurposing closed sites into renewable energy assets, plotting pathways for low-carbon hauling.
- A previous role (2015/16) included project management and products strategy in the Business Renewables Center, later a founder of the Renewable Energy Buyers Alliance (REBA), a corporate buyers' alliance aimed at facilitating the addition of 60 GW of renewable capacity to the US electricity fleet by 2030 via large off-site transactions, facilitated by corporate Power and Purchase Agreements (PPAs).

### 05/2014 to 06/2015 – Originator, Oil & Products

Eni Trading & Shipping, London (UK)



Initiation and development of global midstream opportunities in oil and products. Main dossiers:

- Identification of restructuring options for one of the company's US subsidiaries.
- East Africa, development of a marketing concept for leveraging associated equity production of oil products.
- North Africa, solution of a political bottleneck leading to cost savings.
- Gas advocacy, development of a model to calculate subsidy cost of renewables trajectories in the Italian market.

### 08/2012 to 04/2014 – Senior Strategy Analyst

Statoil (now Equinor), Natural Gas, London (UK) and Stamford CT (USA)



Commercial strategy for Statoil's natural gas production. Dossiers:

- United States, coordination of commercial strategy for equity production from the Marcellus shale, leading to a change in marketing concept by reversing traditional flow patterns and evacuating gas to new regions.
- Global LNG market, analysis of commercial strategy in light of a significant LNG portfolio addition from East Africa, reduction of term contracted volumes to Europe, and potential new purchases from Indonesia and Australia.















### 06/2008 to 08/2012 - European Regulation Advisor

Statoil (now Equinor), Natural Gas, London (UK) and Brussels (Belgium)



Developing strategy from the regulatory side on European gas and electricity markets. Design and implementation of market entry solutions and public affairs networks in expanding Statoil's market access across the EU. Main dossiers:

- Spain and Italy. Market entry, key coordinator for the commercial units (trading, origination, operations). In-country contacts with policy-makers, TSO, SSO for import licenses. Key role in the negotiation of initial commercial deals.
- Electricity. Definition of commercial strategy, regulatory setup and trading desk assistance for the first investment on UK waters, the Sheringham Shoal windfarm, a 50-50 JV with Statkraft.
- Acting as internal liaison with the Trans-Adriatic Pipeline, at the time a JV between Statoil and EGL.

<b>Earlier Professional Experience</b>		<ul style="list-style-type: none"> <li>• <b>03/2008 to 09/2008 - Consultant</b> at the <u>World Bank</u>, Operations Policy and Country Services, Aid Effectiveness Unit (OPCAE), Washington DC (USA), responsible of a study on the effectiveness of Program-Based Approaches in development lending.</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>09/2007 to 12/2007 - Trainee</b> at the <u>EU Council of Ministers</u>, DG C II (Industry, Energy, Research and Atomic Questions), Brussels (Belgium), with tasks related to the promotion of industrial and energy policy.</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>09/2005 to 12/2005 - Intern</b> at <u>NATO</u>, <u>Defence Investment Division</u>, Brussels (Belgium), with tasks related to the Defence Against Terrorism programme.</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>07/2005 to 09/2005 - Graduate placement</b> in the Regulatory Team of <u>Shell Exploration &amp; Production Europe</u>, London (UK), assessing the impact of EU regulation on the upstream sector.</li> </ul>
<b>Academic Appointments</b>		<ul style="list-style-type: none"> <li>• <b>09/2011 to date - Faculty Member</b> at the <u>Paris School of International Affairs (PSIA)</u>, Sciences Po, Paris (France). In charge of the course “Transition Business Models: From Hydrocarbons to Renewable Energy” between 2017 and 2021. Founder of the course “Network Energies: Gas and Power” taught between 2011 and 2016.</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>2017 and 2018 - Instructor</b> at the <u>Florence School of Regulation</u>, European University Institute, Florence (Italy), for the module “Introduction to the Regulation of Gas Markets” of the eponymous course on gas markets regulation.</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>03/2012 to 04/2012 - Visiting Fellow</b> at the <u>Transatlantic Academy</u>, Washington DC (USA), in the context of the Academy’s annual theme “The Competition for Natural Resources”, exploring the transatlantic implications of the shale gas revolution on the European gas market.</li> </ul>
<b>Education</b>		<ul style="list-style-type: none"> <li>• <b>2010 - Ph.D. in Economic History</b> at the <u>University of Cambridge</u> (UK), Faculty of History and Christ’s College, thesis entitled <i>The UK and Italy between Bretton Woods and European Monetary Integration</i>, supervised by Prof Martin Daunton.</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>2005 - M.A. in International Relations</b> at the School of Advanced International Studies (SAIS), <u>Johns Hopkins University</u>, Washington DC (USA) &amp; Bologna (Italy).</li> </ul>
		<ul style="list-style-type: none"> <li>• <b>2003 - Laurea (B.A.) in International and Diplomatic Studies</b> from the <u>University of Bologna</u>, final grade 110 / 110 cum laude, thesis on the finance of small enterprises in the Basel II Capital Accord, tutored by Prof Giuseppe Lusignani.</li> </ul>
<b>Selected Writings</b>	<ul style="list-style-type: none"> <li>• <i>The Next Frontier of Carbon Accounting</i> (with C. Cannon, S. Greene, T. Koch Blank, J. Lee), RMI, 2020.</li> <li>• <i>How much CO2 is embedded in a product?</i> (with S. Greene and P. Toledano), RMI, 2019.</li> <li>• <i>Repowering old mines with new energies in the Southwestern United States</i>, RMI, 2019.</li> <li>• <i>Toward Sustainable Mining</i>, RMI, 2017.</li> <li>• <i>Market Price Risk and the “Hockey Stick PPA”</i> (with L. Marriott and S. Shander), RMI, 2016.</li> <li>• “Energising the TTIP: Political economy of the trade policy rationale” (with C. Egenhofer and G. Molnar), in <i>Rule Makers Or Rule Takers? Exploring the TTIP</i>, J. Pelkmans and D. Hamilton (eds.), Rowman &amp; Littlefield, 2015.</li> <li>• <i>The ‘Unknown Knowns’ of the Global Gas Market</i>, Centre for European Policy Studies, 2014.</li> <li>• <i>The U.S. Natural Gas Revolution: Will Europe Be Ready in Time?</i>, Transatlantic Academy, 2012.</li> <li>• “The Energy Promises of Mr Obama: A Mixed Assessment”, <i>Aspenia Online</i>, 2009.</li> <li>• <i>Costs and Quality of Program-Based Approaches in IDA Operations</i>, World Bank, OPCS, 2008.</li> </ul>	
<b>Languages</b>	 <ul style="list-style-type: none"> <li>• Italian mother tongue.</li> </ul>	 <ul style="list-style-type: none"> <li>• Professional working Spanish.</li> </ul>
	 <ul style="list-style-type: none"> <li>• Fluent English.</li> </ul>	 <ul style="list-style-type: none"> <li>• Intermediate French.</li> </ul>
<b>Other Interests</b>	<ul style="list-style-type: none"> <li>• <b>Running.</b> Top-30 finisher at the New York City Marathon 2013 (27th/2.26.00). Personal best set at the London Marathon 2011 (24th/2.19.53).</li> <li>• <b>Travelling</b> across the globe, for work or intellectual curiosity, is a constant in my life.</li> </ul>	