



Carl Chang

CEO and Founder
Kairos Investment Management

Carl Chang is the Chief Executive Officer and Founder of Kairos Investment Management Company, a privately owned real estate investment and asset management firm. Kairos focuses on value-based real estate investing, monetizing on market dislocations, and opportunities throughout the various economic cycles. Mr. Chang leads the expansion of Kairos' investment business, which has acquired, developed, and managed real estate across the US worth over \$4.1 billion in multiple asset classes with a focus on workforce and affordable (LIHTC) housing, as well as, retail, office, and industrial. The team at Kairos has deep experience in all the major real estate disciplines, including acquisitions, value-add repositioning, property development and management, distressed asset acquisitions and complex capital structuring.

Along with leading Kairos, Mr. Chang manages the Carl and Diana Chang Family Office, his family's investment portfolio. Mr. Chang also serves as Chairman of the Board for EnviroKure, Inc., a sustainable farming solutions company, and Chairman of the Board and Founder of Pieology Pizzeria, a global pizza franchise.

Mr. Chang has a Bachelor of Arts degree in Political Economy of Industrial Societies with a focus on International Business and Multinationals from the University of California, Berkeley. Early in his career, Mr. Chang co-founded Chang Family Partners Limited Partnership and CMCB Development Company, two firms focused on real estate investments and development. He has also successfully managed many private equity investments, guiding their growth from early-stage ventures to monetization through either M&A or IPO. In addition to the forgoing accomplishments, Mr. Chang was honored as Tennis Magazine's 1996

Coach of the Year, recognized for his success in coaching and managing his younger brother. Mr. Chang was also recognized for his innovation and development of the Prince Longbody tennis racquet.

In 2023, Mr. Chang was elected to the Head Office Board of Directors of the Federal Reserve Bank of San Francisco. Prior to his recent appointment, Mr. Chang served as a Director and Chairman of the bank's Los Angeles Branch Board beginning in 2018. He is also on the Board of Advisors at UC Irvine's Center for Investment and Wealth Management, a renowned research and networking hub.