

# ALLOCATING CAPITAL FOR TOMORROW: ENERGY SECURITY AND TRANSITION

November 10, 2023 | McNair Hall | Rice University



Dear Rice Energy Finance Summit (REFS) Attendees:

On behalf of the entire REFS committee and the Jones Graduate School of Business, we are pleased to welcome you to the 2023 Rice Energy Finance Summit. Celebrating its 15th anniversary, the summit has served as a premier forum for professionals across the energy value chain and financial ecosystem to discuss timely issues at the intersection of energy and finance. It is also a venue for Rice MBA students to showcase their professional passions and dedication to advancing leading ideas in this space.

This year's summit theme is **Allocating Capital for Tomorrow: Energy Security and Transition**. When setting this theme, we observed that financiers were coming to a greater recognition that the energy transition – once expected to be a clearcut process - would not follow a linear path due to myriad geopolitical and domestic political factors. The importance of energy security to sustain economies became a renewed focus as the globe watched Europe grapple with meeting domestic energy and power demand after losing access to Russian gas. Finance and policymaking circles came to greater agreement that energy security must be a focus as economies pursue pathways to net zero. For example, in the U.S. proponents of the Inflation Reduction Act tied its monumental funding for clean energy as a facet of securing American energy security. In all, the last year has shown that guestions of energy security and transition are increasingly linked, even as questions remain as to the extent to which they are competing or complementary forces.

These intertwining forces present risks and opportunities for companies throughout the energy value chains, as well as the financial institutions that provide them capital and advisory services. Today we intend to explore these dynamics, their sources, and how the energy industry and financial sector are addressing them. Through our panels and keynotes, we will gain various vantage points – from that of energy executives to financial advisors, to investors, to policymakers – to better understand these risks and opportunities.

This discussion will begin with a keynote from **Wil VanLoh**, **founder and CEO of Quantum Energy Partners**, who will provide a data-driven approach to understanding some of the most challenging questions related to the energy security and transition. From here we turn to our **Energy Executive Panel**, which will explore how companies across the energy value chain are navigating the aforementioned risks and opportunities. Next, our **Transaction Landscape Panel** will dive into how companies, particularly those in the upstream space, are conducting transactions to achieve scale, effect synergies and create value for investors.

The morning's programming will conclude with the announcement

of the winners of the **Rice Cleantech Innovation Case Competition (RCIC)**, an annual case competition that brings together teams of MBA students from leading graduate business programs to present investment opportunities on the path to decarbonization. We are happy to continue the partnership with RCIC, recognizing students that are passionate about taking on business challenges that tie directly to the ideas REFS is dedicated to investigating.

The afternoon session will begin with a fireside chat between Lorenzo Simonelli, chairman and CEO of Baker Hughes, and Rice Business' very own Barbara Bennett Ostdiek, senior associate dean of degree programs, that will cover how Baker Hughes has positioned itself as a leading energy technology company to seize opportunities as energy evolves. Our sessions will continue with an Investor Panel, which will survey how public and private markets investors in the energy space are allocating capital on behalf of clients with long-term outcomes in mind. And finally, our programming will finish with the Policy Outlook Panel to provide a picture of the way policies at the federal and state level are creating incentives for how companies and investors are allocating capital in light of energy security and transition considerations.

To conclude today's events, we are pleased to invite you to our annual **Night of Networking** reception down the hall in the Anderson Family Commons (AFC). This event will begin immediately after today's closing remarks and will include refreshments, hors d'oeuvres, and great exchanges of ideas inspired by the day's discussions. Our reception is a particular highlight for the Rice students that look forward to the opportunity to engage and connect with current leaders in the industry as they embark on new chapters in their own professional pursuits.

Finally, we wish to extend our gratitude to our corporate sponsors and speakers without whom this event would not happen.

The financial support makes this summit possible, and the contributions from speakers provide ideas that make this event so worthwhile to those who attend. Our hope is that the discussions today will inspire a future generation of leaders at the intersection of energy and finance to carry these industries into tomorrow.

#### A note on Veteran's Day

We would like to take a moment to express our gratitude to all veterans in attendance and elsewhere in honor of Veteran's Day tomorrow. We are forever grateful for your service and sacrifice to our country.

Sincerely,

Stephen Barletta Co-Chairman, REFS 2023

Robert Dunbar Co-Chairman, REFS 2023

## RICE 15 TH ENERGY FINANCE SUMMIT 2023

### AGENDA

	SUMMIT 2023
7:30 - 8:30 am	Registration
8:30 - 8:45 am	Welcome Remarks
	Peter Rodriguez, Dean, Rice Business
8:45 - 9:30 am	Morning Keynote
	Wil VanLoh, Founder and CEO, Quantum Energy Partners
9:30 - 9:45 am	Break
9:45 - 10:30 am	Energy Executive Panel
	Randy Bhatia, VP of Investor Relations, Cheniere Rob Gaudette, EVP of NRG Business, NRG Konnie Haynes-Welsh, VP and Treasurer, ConocoPhillips Suresh Vaidyanathan, VP of Renewable Fuels, Phillips 66 Moderator: Travis Wofford, Chair of the Corporate Department in Houston and Partner, Baker Botts
10:30 - 10:45 am	Break
10:45 - 11:30 am	Transaction Landscape Panel
	Alexander Burpee, Senior Managing Director, Guggenheim Partners Jonathan Cox, Global Co-Head of Energy Investment Banking, J.P. Morgan Joe Gatto, President, Chief Executive Officer and Director, Callon Petroleum Kevin Goodman, Managing Director, Carnelian Energy Capital Moderator: Sean Wheeler, Partner, Kirkland & Ellis
11:30 - 11:40 am	Announcement of Rice Cleantech Innovation Competition (RCIC) Winners
11:40 - 1:00 pm	Lunch
1:00 - 1:45 pm	Afternoon Keynote – Fireside Chat featuring:
	Lorenzo Simonelli, Chairman and CEO, Baker Hughes Moderator: Barbara Bennett Ostdiek, Senior Associate Dean of Degree Programs, Rice Business
1:45 - 2:00 pm	Break
2:00 - 2:45 pm	Investor Panel
	Keila Diamond, Managing Director and Head of ESG, Quantum Energy Partners Megan Hays, Managing Director and Head of Sustainable Investment and Engagement, Kimmeridge Will Su, Managing Director - Head of Public Energy Equities, BlackRock Moderator: Jim Cole, Partner, Latham & Watkins
2:45 - 3:00 pm	Break
3:00 - 3:45 pm	Law and Policy Outlook Panel
	Robert Black, VP of Public Affairs, Electric Reliability Council of Texas Paul Goydan, Senior Partner, BCG Karl Meeusen, Director of Markets, Legislative and Regulatory Policy, North America, Wärtsilä Shawn Thierry, Energy Resources Committee, Texas House of Representatives Suresh Vasan, Senior Investment Advisor, Department of Energy - Loan Programs Office Moderator: Roscoe Jones Jr., Partner, Gibson Dunn
3:45 - 4:00 pm	Closing Remarks
4:00 - 6:30 pm	Night of Networking

#### **2023 COMMITTEE**

Each year a team of MBA candidates from Rice Business is selected to organize the Rice Energy Finance Summit. The team works together for 10 months to create and deliver the school's largest student-run event, applying key business management fundamentals in the process. We hope to continue this tradition for years to come.

#### **COMMITTEE CHAIRPERSONS**



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Wil VanLoh
Founder and CEO, Quantum Energy Partners

Wil VanLoh is the founder and CEO of Quantum Energy Partners, a leading private equity firm focused on the energy sector. Since founding Quantum in 1998, VanLoh has led the firm's investment strategy, capital allocation, and deal execution. Prior to Quantum, he co-founded the energy investment banking firm Windrock Capital, where he advised energy companies on M&A and capital raising. VanLoh began his career in the energy investment banking groups at Kidder Peabody and NationsBank. At Quantum, he sits on the executive and investment committees and works closely with the team to source and execute investments. He currently serves on the board of Jagged Peak Energy. Previously, VanLoh was a board member and treasurer of the Houston Producers Forum and served on the Finance Committee of the IPAA. He holds a BBA in finance from Texas Christian University.



**Lorenzo Simonelli** Chairman and CEO, Baker Hughes

Lorenzo Simonelli has served as chairman and CEO of Baker Hughes since 2017, when the company was formed through the merger of GE's Oil & Gas business with Baker Hughes, Inc. He oversees the company's operations as a leading global energy technology provider. Prior to leading Baker Hughes, Simonelli was president and CEO of GE Transportation from 2013 to 2017. He also held various leadership positions at GE during his nearly 30-year career there, including president and CEO of GE Oil & Gas, CFO of GE Consumer and Industrial Americas, and general manager of GE Appliances and Lighting. Originally from Italy, Simonelli joined GE's Financial Management Program in 1994 after graduating from Cardiff University in South Wales. He serves on the boards of CNH Industrial and C3.ai. Through his extensive experience across GE's businesses and now at Baker Hughes, Simonelli has developed expertise in advancing technology and driving growth in the energy and industrial sectors.



**Peter Rodriguez – Opening Remarks**Dean and Professor of Strategic Management

Peter Rodriguez is dean of the Jesse H. Jones Graduate School of Business at Rice University. He is also an economist and professor of strategic management and his research interests include corruption, globalization, economic development and social institutions. Rodriguez holds an M.A. and Ph.D. in economics from Princeton University and a B.S. in economics from Texas A&M University. He worked for several years as an associate in the Global Energy Group at JP Morgan Chase, here in Houston and New York. He is presently serving a three-year term on The Federal Reserve Bank of Dallas, Houston Branch board of directors, providing input on regional economic conditions as part of its monetary policy functions



Barbara Bennett Ostdiek – Moderator Senior Associate Dean of Degree Programs, Professor of Finance and Statistics

Barbara Bennett Ostdiek is the senior associate dean of degree programs and a professor of finance and statistics at Rice Business. She has been on the faculty since 1994, teaching courses in portfolio management, investments and finance. Her research focuses on investment strategies, portfolio optimization and information flow in financial markets. Ostdiek has published extensively in top finance journals including the Journal of Finance, Journal of Financial Economics, and Journal of Financial and Quantitative Analysis. She serves on the board of USAA Investment Management Company and the investment committee of the Houston Livestock Show and Rodeo. Ostdiek earned her B.A. summa cum laude from the University of Nebraska and her Ph.D. in finance from Duke University. She has received multiple Excellence in Teaching Awards from Rice Business for her work training future business leaders and investment professionals.

#### **ENERGY EXECUTIVE PANEL**



Randy Bhatia VP of Investor Relations, Cheniere

Randy Bhatia is vice president, Investor Relations at Cheniere Energy, Inc. In this role, he manages all aspects of the investor relations function for Cheniere and its related entities. Bhatia joined the company in 2013 from Capital One Securities, where he was a senior equity research analyst covering energy infrastructure companies, including Cheniere. Previously, he held positions in the commodity trading industry at Citigroup, UBS and Enron, primarily focused on the financial and physical trading of natural gas and natural gas derivatives in the domestic market. Bhatia received a Bachelor of Science in economics from Louisiana State University and a Master of Business Administration from Rice University.



**Rob Gaudette** EVP of NRG Business, NRG

Robert Gaudette is executive vice president of NRG Business, where he manages the largest B2B retail gas and power platform and one of the three largest providers of demand response in North America. He oversees the company's broad portfolio of commercial and industrial products and services as well as its market operations, including gas trading, power trading, origination, commercial analytics, and real-time operations. Gaudette and his team manage supply and optimization in support of teams across NRG and utilize its commercial and market expertise to help regional and national customers manage their energy strategy and manage customer relationships from acquisition through execution and retention. He served four years as an army combat engineer officer in the U.S. Cavalry, including a one-year deployment to Bosnia, and as the executive officer of a combat engineer company in the Second Armored Cavalry Regiment. Gaudette earned a B.S. in chemistry from The College of William and Mary and MBA from Rice University.



**Konnie Haynes-Welsh** VP and Treasurer, ConocoPhillips

Konnie Haynes-Welsh is the vice president and treasurer at ConocoPhillips. She joined the company in 2012 and has since held various leadership roles in reporting, planning, strategy and accounting, including chief accounting officer. Prior to ConocoPhillips, Haynes-Welsh worked at PricewaterhouseCoopers in their energy assurance practice where she was selected for a global leadership program. She left in 2008 to join Mariner Energy where she served as assistant controller through their 2011 acquisition by Apache. Haynes-Welsh started her career with a B.S. and MPA in accounting from UT Austin. She is a CPA in Texas and serves on the dean's advisory council for the McCombs School of Business. With her extensive experience across accounting, reporting, planning and strategy, Haynes-Welsh brings financial leadership to her current role as treasurer of ConocoPhillips.



**Suresh Vaidyanathan** VP of Renewable Fuels, Phillips 66

Suresh Vaidyanathan is vice president, Renewable Fuels for Phillips 66. He has more than 32 years of global experience in the oil and gas industry spanning a wide range of engineering, operational and business functions. Prior to assuming his current role, Vaidyanathan was vice president and chief engineer, Refining Business Improvement. He has held a variety of positions at Phillips 66, including operations manager at Sweeny Refinery, refining technical services manager for Refining Business Improvement, west coast strategy manager, technical manager at Trainer Refinery, and optimization manager at Ponca City Refinery. He started his career at HPCL Refinery, India (former Exxon-Caltex Refining) in 1991 and later worked in the fractionation industry with Koch Industries and Sulzer Chemtech in India, Europe and USA. Vaidyanathan holds a master's degree in chemical engineering from the Indian Institute of Technology (IIT) and an MBA from SMU in Dallas.



**Travis Wofford**Chair of the Corporate Department in Houston and Partner, Baker Botts

Travis Wofford is chair of the corporate department at Baker Botts in Houston, vice chair of the global M&A practice, and member of the Securities Opinion Committee. He is a trusted advisor to several public and private companies in their strategic transactions, capital raising activities, and SEC disclosure matters. Wofford regularly counsels companies and their boards on fiduciary duty, sustainability and corporate governance matters, including controlling stockholder and related party transactions. He has advised issuers, underwriters and investors in novel, market-moving capital raising structures and liability management transactions and has particular experience in the energy and technology sectors. Wofford is a board member of Lone Star Legal Aid, which serves over 2-million low-income individuals, children, survivors of crime and veterans across Texas and Arkansas, accounting for roughly 10% of all low-income Southerners. He earned a B.S. cum laude from the University of Houston and a J.D. with honors at The University of Texas School of Law.

#### TRANSACTION LANDSCAPE PANEL





**Jonathan Cox**Global Co-Head of Energy Investment Banking, J.P. Morgan

Jonathan Cox is J. P. Morgan's global co-head of energy investment banking and serves as a leader on the firm's global energy transition team. Previously, he held senior positions over more than two decades at Morgan Stanley, Deutsche Bank and Goldman Sachs, including most recently as head of energy mergers acquisitions. Cox's expertise spans the renewable energy, upstream, integrated energy, midstream, oilfield services and downstream sectors. He has led the advisory efforts on many of the industry's largest and most transformational transactions. Prior to becoming focused on the energy sector, he was a senior M&A practitioner across industries for over a decade. Cox earned a B.A. in economics from Trinity College in Connecticut and an MBA with highest distinction from Columbia University. He lives in Houston with his wife and has three children. Cox serves on the Board of Directors of the Alley Theatre in Houston and serves on the Greater Houston Partnership's Houston energy transition capital formation committee.



Joe Gatto
President, Chief Executive Officer and Director, Callon Petroleum

Joe Gatto is president and CEO and serves on the Board of Directors for Callon Petroleum Company. He joined the company in April 2012 as the senior vice president of corporate finance before being promoted into his current roles, and has had a long-standing relationship with the company acting as an outside advisor on financing and strategic assignments. Gatto has also served as a managing director with both Merrill Lynch & Co. and Barclays Capital. He graduated with a B.S. from Cornell University and received his MBA from the Wharton School of the University of Pennsylvania.



**Kevin Goodman**Managing Director, Carnelian Energy Capital

Kevin Goodman is a managing director of Carnelian Energy Capital Management, L.P., where he is responsible for leading investment sourcing regions, transaction due diligence and execution and monitoring active portfolio companies. Prior to joining Carnelian, Goodman was a senior vice president of Post Oak Energy Capital. He also previously served as a director of finance for a private equity-backed oil and gas company, an associate at First Reserve Corporation in Houston, and an analyst in the Global Energy Group of UBS Investment Bank in Houston. Goodman received a B.B.A. and an M.P.A. in accounting from The University of Texas at Austin.



**Alexander Burpee** Senior Managing Director, Guggenheim Partners

Alex Burpee is a senior managing director at Guggenheim who specializes in oil and gas investment banking and has over 15 years of experience in the energy sector. He joined Guggenheim in 2022 from Citi where he was a director within the global energy group. Prior to Citi, Burpee spent over give years at Jefferies where he was most recently a senior vice president. He also has upstream exploration and production experience with prior roles at both Hess and Schlumberger. Burpee received an M.S. from the Pennsylvania State University and a B.A. from Washington and Lee University.



**Moderator: Sean Wheeler** Partner, Kirkland & Ellis

Sean Wheeler is a corporate partner who represents public and private companies in their most complex transactions. His experience spans the entire range of M&A activity, including strategic mergers, joint ventures, take-privates and cross-border transactions. Wheeler also has an active securities law practice, having led more than 40 IPOs and numerous debt and follow-on equity offerings. He has counseled clients across numerous industries, including the energy, infrastructure, space, healthcare, technology, real estate and travel industries. Wheeler has been recognized in multiple industry publications including Chambers Global, Chambers USA, IFLR1000, Law 360, The Legal 500 United States, Texas Lawyer, Texas Monthly, Law and Politics, The Best Lawyers in America and The Am Law Daily. He is a frequent speaker on M&A and securities law topics.

#### **INVESTOR PANEL**



**Keila Diamond**Managing Director and Head of ESG, Quantum Energy Partners

Keila Diamond is managing director and head of ESG at Quantum. She leads Quantum's ESG program strategy, ensuring its successful integration throughout the investment lifecycle, focusing on management of ESG material risks through implementation of continuous improvement of portfolio companies. Prior to joining Quantum, Diamond was director of global sustainability and regulatory affairs at Crown Holdings. Prior to Crown Holdings, she was director of environmental sustainability, Asia Pacific, Middle East and North Africa for PepsiCo. Diamond has also held senior sustainability positions at World Wildlife Fund, International Paper Company and NASA Goddard Space Flight Center. She holds executive sustainability leadership education from Harvard University, a Master of Environmental & Chemistry Engineering from State University of Campinas (Brazil), a Master of Environmental Management as Fulbright Scholar from Duke University, and an MBA from the Federal University of Rondonia (Brazil).



Megan Hays
Managing Director and Head of Sustainable Investment and Engagement, Kimmeridge

Megan Hays is managing director and head of sustainable investment and engagement at Kimmeridge Energy, an energy private equity firm. She joined Kimmeridge after a 15-year career in investor relations, communications, M&A and ESG at various public and private oil and gas exploration companies. Most recently, Hays was VP of Investor Relations at Cimarex Energy where she led their \$19B merger with Cabot Oil & Gas. Before that, she was VP of Investor Relations and Public Affairs at Concho Resources where she drove their ESG strategy and supported capital markets activities including Concho's \$9.5B acquisition of RSP Permian and eventual \$10B sale to ConocoPhillips. Hays holds a certificate in sustainability leadership from Harvard and a B.A. in political science from TCU where she now serves on the advisory board of the Ralph Lowe Energy Institute. With her deep energy sector experience, Hays leads Kimmeridge's sustainable investment and engagement activities.



**Will Su**Managing Director - Head of Public Energy Equities, BlackRock

Will Su is a member of BlackRock Fundamental Equities, currently serving as co-director of research for the U.S. income and value team. He leads the firm's research and investment in North American energy public equities. Prior to BlackRock, Su was a strategist and trader at Och-Ziff Capital Management specializing in crude oil, refined products and broader commodities/equities. Prior to Och-Ziff, he was a portfolio manager and analyst at Jamison Capital Partners, a commodities-focused hedge fund, leading the firm's energy derivatives trading and research. Su started his career at Goldman Sachs in the global investment research division covering the energy sector. He graduated with a B.S. from Columbia University, summa cum laude, with a major in financial engineering and minors in economics and computer science. Su is a CFA charterholder.



**Moderator: Jim Cole** Partner, Latham & Watkins

Jim Cole, a partner in the Houston office of Latham & Watkins, practices transactional tax involving mergers, acquisitions, financings, restructurings and capital markets transactions. He regularly advises publicly traded partnerships, master limited partnerships (MLPs), corporations, developers, private equity firms, lenders and investment banks on transactions across the energy industry, including the upstream, midstream, downstream, oil field services and alternative energy sectors. His practice includes a focus on energy tax incentives for wind projects, solar projects and the section 45Q federal income tax credit for carbon capture projects. Cole was named to Turnarounds & Workouts' 2020, 2021, and 2023 lists of bankruptcy tax specialists in the nation's major law firms. He has also been named by The Best Lawyers in America 2024 for his work in tax law. Cole currently sits on the board of the Renewable Energy Alliance of Houston. Prior to law school, he practiced as a certified public accountant in the tax practice of an international accounting firm.

#### LAW AND POLICY OUTLOOK PANEL





Karl Meeusen
Director of Markets, Legislative and Regulatory Policy, North America, Wärtsilä

Karl Meeusen is the director of markets, legislative and regulatory Policy, North America for Wärtsilä. In this role, he advises policymakers on high-renewable energy systems power modeling and resource capabilities. Meeusen has over 20 years of experience in the energy industry. Prior to Wärtsilä, he worked at the California ISO developing and evaluating electricity market designs to integrate renewables. He also served as energy advisor to California PUC President Michael Peevey, advising on resource adequacy, procurement, demand response and FERC issues. Meeusen has held positions at the National Regulatory Research Institute, U.S. Department of Justice Antitrust Division and as an independent consultant. He earned his B.S. in economics and philosophy from SUNY Brockport, and his M.A. in economics and Ph.D. in agricultural, environmental, and development economics from The Ohio State University. With his extensive background in energy policy and electricity markets, Meeusen brings valuable insight to advancing renewable integration.



**Suresh Vasan**Senior Investment Advisor, Department of Energy - Loan Programs Office

Suresh Vasan has held various roles in capital advisory and principal investing in his 23+ year career. He is currently a senior investment advisor for the DOE Loan Programs Office. Previously, Vasan was partner at Energy Power Partners (EPP), a managing director in Lazard's Private Capital Advisory Group and worked in risk management and business development at GE Energy Financial Services, the energy principal investing arm of GE Capital. He has also held other principal investing and business development roles at XL Fleet, Cargill, and BHP Billiton and started his career at Enron. In his career as a principal investor, Vasan successfully originated, underwrote and closed several billion dollars of transactions with simultaneous sell downs to investor groups across the energy and infrastructure value chain. He received his B.B.A from the McCombs School of Business at UT Austin, with a focus on finance and a concentration on electrical engineering. Vasan resides in Houston with his wife and three children.



**Robert Black**VP of Public Affairs, Electric Reliability Council of Texas

Robert Black joined ERCOT as vice president of public affairs in November 2022 with more than three decades of political and government experience. He leads the organization's external communications, government affairs, and customer support and oversees communications with Texans, state agencies and lawmakers. Prior to joining ERCOT, Black served as vice president of external affairs for AEP Texas. He also served as the director of governmental affairs for the AEP companies in Texas. Before joining AEP, Black was Texas Governor Rick Perry's press secretary and communications director from 2003-2008, and also worked as a senior communications advisor for Greg Abbott during his 2002 and 2014 campaigns, respectively. He began his career in 1990 as a legislative assistant for Representative Tom Craddick in the Texas House of Representatives and later worked for two Texas state senators. Additionally, he spent time in Washington, D.C. working in the majority leader's office and the Committee on Ways and Means. Black earned a bachelor's degree from the University of Texas at San Antonio.



**Shawn Thierry**Energy Resources Committee, Texas House of Representatives

State Representative Shawn Thierry is the first and only woman to serve Texas House District 146. She is an alumna of Howard University and Thurgood Marshall School of Law at Texas Southern University. Thierry has practiced law for 27 years and is a principal at Hardwick Law Firm, LLC specializing in public finance. Now in her fourth term, she is vice-chair of the influential House Ways and Means Committee and was appointed to the House Energy Resources Committee. She is known as a "voice for the voiceless" for raising awareness on maternal mortality, especially its impact on women of color. Described as a "policy powerhouse," Thierry has authored over 80 bills on issues including education, human trafficking, mental health and maternal care. She successfully renamed part of Highway 288 after Congresswoman Barbara Jordan. Thierry is regarded as one of the most influential women leaders in Houston.



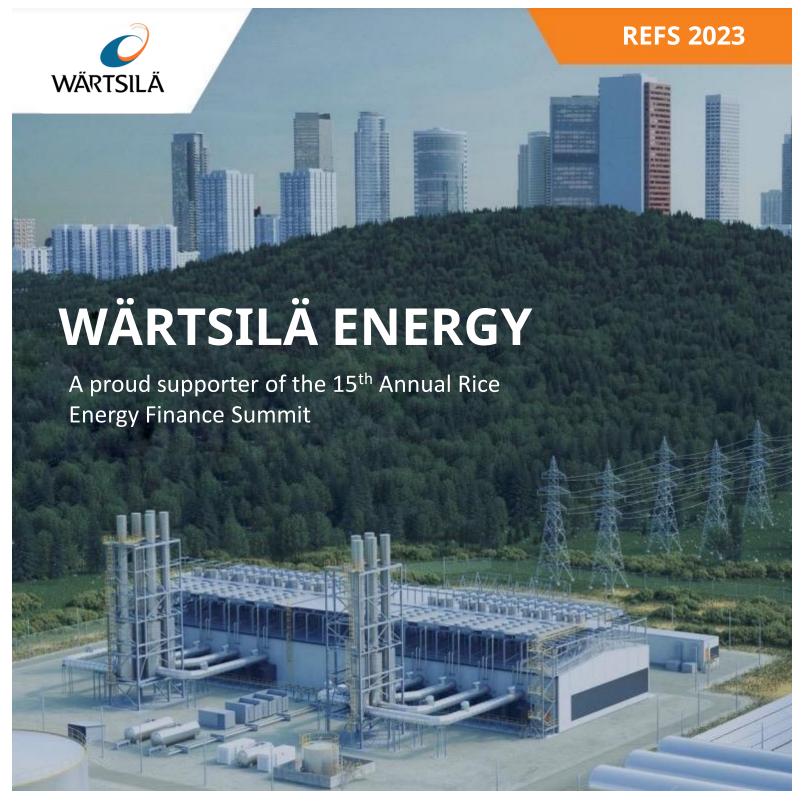
Paul Goydan Senior Partner, BCG

Paul Goydan is the global leader of Boston Consulting Group's Accelerated Cost Advantage program, an end-to-end approach to resetting cost structures and enhancing operational efficiency rapidly, precisely, and sustainably. He has over 20 years of experience working closely with senior executives of some of the largest companies in the world as they successfully navigate large-scale functional transformations and solve complex global challenges such as climate change and energy transition. Prior to leading the Accelerated Cost Advantage program, Goydan helped form BCG's global climate and sustainability practice and led the North American Energy practice. He has also studied climate change in executive programs at Columbia University and Cambridge University.



Moderator: Roscoe Jones Jr. Partner, Gibson Dunn

Roscoe Jones is a partner at Gibson, Dunn & Crutcher in Washington, D.C. and co-chairs the firm's public policy group. He advises clients on legislative and policy issues before Congress and the Executive Branch and has over a decade of Capitol Hill experience, having served as chief of staff, legislative director and senior counsel to three U.S. Senators and a member of Congress. Jones leverages this experience to promote client interests through lobbying, strategic counseling and messaging. He also assists clients responding to congressional investigations and testifying before Congress. Prior to joining Gibson Dunn, Jones served in senior roles on Capitol Hill including chief of staff to Rep. Abigail Spanberger and legislative director to Sen. Dianne Feinstein. He also held various roles at the Department of Justice. Jones clerked for federal judges and co-authored a law review article with Sen. Cory Booker. He is recognized as a leading government relations lawyer.



## **Leading the Energy Transition**

We help our customers in decarbonization by developing market-leading technologies. These cover future-fuel enabled balancing power plants, hybrid solutions, energy storage and optimization technology, including the GEMS energy management platform. Wärtsilä Energy's lifecycle services are designed to increase efficiency, promote reliability and guarantee operational performance.

Our track record comprises 76 GW of power plant capacity and more than 110 energy storage systems delivered to 180 countries around the world.



As the leading producer of liquefied natural gas in the United States, Cheniere is proud to provide cleaner, secure and affordable energy to dozens of countries around the world. At home, we are committed to making a difference in the communities where we live and work, which is why we are proud to support the annual Rice Energy Finance Summit and the next generation of energy professionals.



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