

**RICE
ENERGY
FINANCE**

SUMMIT 2022



REBALANCING THE PORTFOLIO: ENERGY FOR THE NEXT DECADE

November 11, 2022 | McNair Hall | Rice University



RICE | BUSINESS

WELCOME

Dear Rice Energy Finance Summit Attendees,

The 2022 REFS Committee is proud to welcome you to the 14th Annual Rice Energy Finance Summit. The summit has served as a distinguished platform for senior executives, investors, advisers and policymakers to share their perspectives on the most pressing energy market, finance, investment and strategy topics affecting the global energy industry today. We are excited to continue that tradition this year.

We started planning this year's event around the same time that Russia invaded Ukraine. The world was already in a commodity imbalance, and the invasion led to a further tightening of the energy markets. It was clear then, and continues to be so now, that a reorganization would be necessary to continue to provide the necessary and expected energy needs to governments, industries and families around the globe. Our strategic theme this year reflects that need in financial terms. ***Rebalancing the Portfolio: Energy for the Next Decade*** will explore the complexity of the energy value chain, the funding for the energy transition, the maintenance of energy security and emerging ideas in the global energy ecosystem.

We believe that all energy sources will be necessary as the world works to meet its energy needs and climate goals, and we hope that our list of speakers today reflects that belief. **Kaes Van't Hof, CFO of Diamondback Energy**, will start our program from his point of view as a leader of a large Permian oil producer. We will then move into the **View from the C-Suite** panel to hear how leaders in the industry are adapting to the changing needs of their clients and customers. From there we will host a panel of high-ranking representatives from the energy investment banking industry on our **Financial Advisory through Evolving Energy Dynamics** panel. These representatives will discuss how they address client needs in this volatile and changing energy market. We will then announce the winners of the **Rice Cleantech Innovation Case Competition** which is the second installment of an annual case competition that Rice Business is now hosting. After that, we will break for lunch and upon return we will hear from **Carolyn Comer, president of Shell Energy Americas**. Our third panel of the day, **Private Equity Perspective: Funds in Transition**, will be through the lens of investors and will show how they view the energy transition, as well as how to properly de-risk investments in the space. That will lead us to **Advancing the Decarbonization Roadmap**. Representatives from large industry

and consulting firms with a dedicated focus on decarbonization will share their learnings in the space. Our fifth and final panel of the day will shift the focus to the power market; **Powerful Conversations: Keeping the Lights on With an Expanding Energy Mix** will discuss some of the pressing issues with grid stability, energy mix in power generation and political issues faced by both grid operators and power suppliers today.

We are excited to continue to host this event in a dual format with both online viewing and in-person attendance.. For those of you who have joined us today in person, we are excited to host this evening's **Night of Networking** next door to McNair Hall at the Baker Institute. This event will begin immediately after today's closing remarks and will feature hors d'oeuvres, drinks and, of course, networking. REFS has served as a gateway for our students into this expansive industry and an introduction for the industry to our student body. Night of Networking is a place where the two collide to build connections and plan for the future of the energy industry.

We hope you leave today with a greater understanding of the issues facing the energy industry and with some new contacts in your address book. We are tremendously grateful to our sponsors, speakers and all attendees for making this event possible. Additionally, we cannot forget to thank all prior REFS committees for their efforts in continuing this tradition at Rice Business. Without their work on prior summits, we would not be able to deliver our program to you today.

A note on Veterans Day

We would like to take this opportunity to give a special thanks to all veterans in attendance and elsewhere on this Veterans Day. We are forever grateful for all that you have done for your country and sincerely appreciate you spending this day with us at REFS.

Sincerely,

The Rice Energy Finance Summit
Organizing Committee, 2022

AGENDA

7:00 - 8:00 am	Registration
8:00 - 8:15 am	Welcome Remarks: Peter Rodriguez, Dean and Professor of Strategic Management
8:15 - 9:00 am	Morning Keynote: Kaes Van't Hof, President and CFO, Diamondback Energy Moderator: Sean Wheeler, Partner (Houston), Kirkland & Ellis
9:00 - 9:15 am	Break
9:15 - 10:00 am	Panel 1 – View from the C-Suite Robert Lane, CFO, Sunnova Raj Mahagaokar, CFO, Grid United Richard Gaut, CFO, Petro.ai Kevin Doffing, CCO, Clean Energy Services Moderator: Mark Holmes, Partner (Houston), White & Case
10:00 - 10:30 am	Break
10:30 - 11:15 am	Panel 2 – Financial Advisory through Evolving Energy Dynamics Tom Carlson, Managing Director, Oil and Gas Group, Houlihan Lokey Logan Free, Director, Citi Michael Hanson, Managing Director, Decarbonization/Sustainability, Truist Nelson Mabry, Managing Director, Barclays Moderator: David Banmiller, Head of Americas Sales, WoodMac
11:15 - 11:20 am	Announcement of Rice Cleantech Innovation Competition (RCIC) winners
11:20 - 12:30 pm	Lunch
12:30 - 1:15 pm	Afternoon Keynote: Carolyn Comer, President, Shell Energy Americas
1:15 - 1:30 pm	Break
1:30 - 2:15 pm	Panel 3 – Private Equity Perspective: Funds in Transition Govinda Avasarala, Partner (Washington DC), BCG Joey Bernica, Investment Principal, OGCI Climate Investments Katy Boettcher, Principal, Ara Partners Jim Hughes, Managing Partner, EnCap Investments Energy Transition Moderator: Alexandra Wilde, Partner (Houston), Jones Day
2:15 - 2:30 pm	Break
2:30 - 3:15 pm	Panel 4 – Advancing the Decarbonization Roadmap Heath DePriest, Vice President, Renewable Fuels, Phillips 66 David Rabley, Managing Director, Global Lead of Energy, Accenture Michael Short, Partner (Houston), Bain Brandon Spencer, Division President, ABB Energy Industries Moderator: Lauren Anderson, Partner (Houston), Latham & Watkins
3:15 - 3:30 pm	Break
3:30 - 4:15 pm	Panel 5 – Powerful Conversations: Keeping the Lights on With an Expanding Energy Mix Rob Gaudette, EVP NRG Business, NRG Phong Nguyen, Director of Advanced Economic Planning, Entergy Cindy Taff, CEO, Sage Geosystems Karl Meeusen, Director, Markets, Legislative and Regulatory Policy, North America, Wärtsilä Moderator: Dr. William R. Hollaway, Partner (Washington DC), Gibson Dunn
4:15 - 4:30 pm	Closing Remarks: Jim Krane, Lecturer in Management; Wallace S. Wilson Fellow for Energy Studies, Baker Institute
4:30 - 7:00 pm	Networking Reception

2022 COMMITTEE

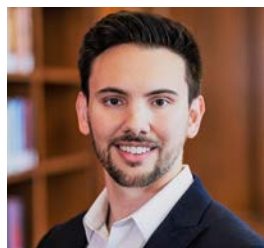
Each year a team of MBA candidates from Rice Business is selected to organize the Rice Energy Finance Summit. The team works together for 10 months to create and deliver the school's largest student-run event, applying key business management fundamentals in the process. We hope to continue this tradition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

COMMITTEE CHAIRPERSONS



Evan Welborn

E. W.



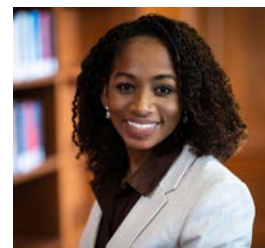
Grant Blazina

Grant Blazina



Carol Liu

Carol Liu



Michelle Lashley

Michelle Lashley



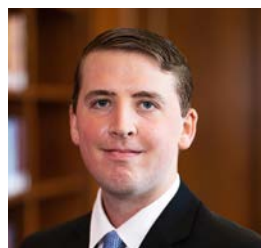
Mary Allen Mullins

Mary Allen Mullins



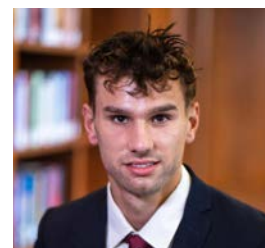
Will Chambers

William Chambers



CJ Holderread

CJ Holderread



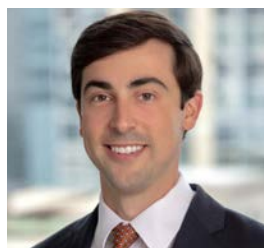
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Evann Lapointe



Jainif Marediya

Jainif



Kevin Clegg

Kevin Clegg



Tolu Olayemi

Tolu Olayemi



Vivian Xiong

Vivian Xiong

FIRST-YEAR MEMBERS

Andrew Wynn
Ayodeji Ferreira
Emma Konet

Gabriel Pedigo
Keenan Lashier
Nate Weiss

Nellen Nwaobasi
Robert Dunbar
Ryan Rosecrans

Stephen Barletta
Tao Tian
Yijiao Huang

**Kaes Van't Hof**

President and CFO, Diamondback Energy

Kaes Van't Hof has served as president and chief financial officer of Diamondback since February 2022. Since joining the company in 2016, he has served as CFO and executive vice president of business development, as senior vice president of strategy and corporate development and as vice president of strategy and corporate development. Before joining Diamondback, Kaes served as chief executive officer for Bison Drilling and Field Services and as an analyst for Wexford Capital, LP, responsible for developing operating models and business plans, including for its initial public offering. He also worked for the Investment Banking - Financial Institutions Group of Citigroup Global Markets, Inc. Kaes was a professional tennis player from 2008 to 2010. He received a Bachelor of Science in accounting and business administration from the University of Southern California.

**Carolyn Comer**

President, Shell Energy Americas

Carolyn Comer brings more than two decades of experience to her roles as president, Shell Energy North America and senior vice president, Shell Energy Americas, holding accountability for Shell's gas, power and environmental products trading business in the Americas. She has held positions in global commercial lubricants, specialties, commercial fuels and trading and supply and became general manager, commercial fuels UK/Nordics, where she led a large commercial team through a major business transformation. Following that, Carolyn was appointed as global leader marine fuel sales, responsible for leading the international marine fuels business, where she once again led a major transformation effort. In Houston, she took over all commercial non-trading activities for Shell Energy Americas, driving key strategic growth initiatives such as successful new market entries in Brazil and Mexico. Carolyn was vice president downstream strategy and portfolio, playing a critical role in the transformation of Shell's strategy to deliver more and cleaner energy solutions. Married with three teenage children, she is an enthusiastic golfer. Carolyn holds a bachelor's degree in international marketing and languages (French and German) and has a master's in IT management.

**Sean Wheeler – Moderator**

Partner, Kirkland & Ellis

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

**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. Peter 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.

**Jim Krane – Closing Remarks**

Wallace S. Wilson Fellow for Energy Studies, Baker Institute

Jim Krane is the Wallace S. Wilson Fellow for Energy Studies at Rice University's Baker Institute for Public Policy. He specializes in energy geopolitics, with a focus on oil-exporting countries and the challenges they face from energy subsidies, internal demand and climate change. He teaches classes on energy policy and geopolitics at Rice University. Prior to Rice, Jim spent nearly 20 years as a journalist, six of them in the Middle East. He was a longtime correspondent for the Associated Press based in Dubai, Baghdad and New York, and has written for myriad other publications including the Washington Post, Wall Street Journal, Financial Times and the Economist Intelligence Unit. He is the winner of several journalism awards including the 2003 AP Managing Editors Deadline Reporting Award, received for his coverage of Saddam Hussein's capture in Iraq. Jim received his Ph.D. from the University of Cambridge, master's from Columbia University and bachelor's from City College of New York.

VIEW FROM THE C-SUITE



Robert Lane

Executive Vice President and Chief Financial Officer, Sunnova Energy

Robert Lane joined Sunnova Energy Corporation as executive vice president, chief financial officer and was shortly thereafter elected as one of Sunnova Energy International Inc.'s executive officers. Prior to Sunnova, he served as vice president and CFO of Spark Energy, Inc., a publicly traded retail energy services company. Robert previously served as CFO of Emerge Energy Services GP, LLC, the general partner of Emerge Energy Services LP. Prior to joining Emerge, he was an investment banker and equity research analyst covering the energy industry. Robert is a Certified Public Accountant and a Chartered Financial Analyst. He received his MBA from the University of Pennsylvania's Wharton School and his B.A. from Princeton University. He also received a Certificate in the Accountancy Program from the B.T. Bauer School of Business at the University of Houston.



Raj Mahagaokar

Chief Financial Officer, Grid United

Raj Mahagaokar oversees Grid United's financial activities and helps drive strategy and commercialization for all of Grid United's transmission development activities. Previously, he was a principal of Riverstone Holdings LLC, where he invested in and managed public and private portfolio companies in the decarbonization, power, and oil and gas sectors, serving on numerous boards. Prior to joining Riverstone, Raj was a co-founder and partner of Marka, LLC. Marka explored growth equity investment opportunities in East Africa. Earlier in his career, he was an investment professional at Silver Lake Kraftwerk providing growth equity to tech-enabled energy and resource companies. Raj began his career in the investment banking division at Goldman Sachs in the natural resources group and later in the urban investment group, a principal investing strategy. He received his B.A. in mathematical economic analysis from Rice University.



Richard Gaut

Chief Financial Officer, Petro.ai

Richard Gaut currently serves as the chief financial officer of Petro.ai, a software startup dedicated to optimizing returns on capital in North American shale. Prior to this, he was a vice president at SCF Partners, a private equity firm specialized in energy equipment and service businesses. During his time with SCF, Richard participated in a variety of portfolio company boards as well as the IPO of Nine Energy Service (NYSE: NINE). He earned an undergraduate degree in physics from Wake Forest University and an MBA from Rice University.



Kevin Doffing

Chief Commercial Officer, Clean Energy Services

Kevin Doffing is the chief commercial officer responsible for all sales and marketing for Clean Energy Services, an independent service provider of operations and maintenance services for the renewable energy industry. He was recently an executive in residence for Rice University's Cleantech Accelerator and co-founded Houston's first renewable trade association, the Renewable Energy Alliance - Houston. Kevin graduated from Texas A&M and subsequently served in the Army as an infantry officer deployed to Iraq. While in Iraq, he led a light infantry platoon in the highly contested area of Ar Ramadi. In addition to executing dozens of combat raids and patrols of the area, Kevin designed and implemented a contractor development process that reduced violence while incentivizing local merchants to grow their businesses. He returned from combat with zero casualties and was awarded the Bronze Star and Combat Infantryman's Badge. Kevin will graduate from the EMBA program at Rice Business in 2023.



Mark Holmes – Moderator

Partner, White & Case LLP

Mark Holmes is a partner in White & Case's debt finance practice and is resident in the Houston office. His practice focuses on the energy, energy transition, power and infrastructure industries. He represents public and private companies, private equity funds and major financial institutions in a wide variety of financing transactions with a concentration on project financings; acquisition financings cash-flow based lending (including mezzanine or holdco financings); environmental, social, and governance (ESG) loan products (green loans and sustainability-linked loans [SLLs]); asset-based loans (including reserve-based lending and working capital financings); first and second lien financings; term loan B financings; alternative capital solutions (including production payments; common/preferred equity investments and convertible debt); debt restructurings; and derivative arrangements. He also regularly counsels companies in liability management transactions, acquisitions and divestitures, commercial contract negotiations and corporate governance matters.



Tom Carlson

Managing Director, Oil and Gas Group, Houlihan Lokey

Tom Carlson is a member of Houlihan Lokey's financial restructuring group and oil and gas group. He has more than two decades of experience advising clients across the oil and gas sector on a broad range of transactions, including over \$50 billion of advisory and financing transactions. His experience covers a variety of disciplines, including M&A advisory, public and private debt and capital raises, and restructuring. Tom joined Houlihan Lokey from BMO Capital Markets as a managing director in the U.S. energy group, where he executed mergers and acquisitions, debt and equity capital raises, and asset divestitures for leading energy companies, particularly in the upstream and midstream sectors. His prior experience also includes banking roles in Citi's global energy group and Jefferies' energy group. He holds a B.A. in economics and managerial studies from Rice University.



Logan Free

Director, Citi

Logan Free is a director in Citi's global energy group, focused largely on the exploration and production sector. His experience includes a broad range of strategic advisory, capital markets and acquisition finance engagements. Logan joined Citi in 2014 and has over twelve years of experience in the oil and gas sector. Prior to joining Citi, he worked in strategic planning at Apache Corporation, advising executive leadership on capital allocation, operational performance evaluation, as well as multiple asset divestitures and joint ventures. Logan also spent two years in Ernst & Young's audit practice in Houston, with ConocoPhillips as his primary client. Notable transaction experience includes advising Diamondback on its acquisition of Energen, Occidental Petroleum's acquisition of Anadarko Petroleum, Apache Egypt's joint venture with Sinopec, and the initial public offering of Jagged Peak Energy. He earned a B.B.A. in accounting and an M.S. in finance from Texas A&M University.



Michael Hanson

Managing Director, Decarbonization/Sustainability, Truist

Michael Hanson is a managing director at Truist Securities, where he covers the decarbonization and sustainability sectors, including clean tech, alternative fuels, advanced mobility, carbon capture, and the circular economy, among others. He has more than 15 years of experience in investment banking helping companies, boards and investors with strategic, capital markets, and other financing transactions. Prior to Truist, Michael was a partner at Parkman Whaling, a boutique energy merchant and investment banking firm. Outside of work, he is actively involved in a number of Houston non-profit organizations and currently serves on the boards of The Fondren Foundation, The Kinkaid School and is a member of the Greater Houston Partnership's Energy 2.0 Committee.



Nelson Mabry

Managing Director, Barclays

Nelson's focus is on the natural resources sector and has been involved in many of the most notable midstream and infrastructure transactions focusing on mergers and acquisitions and capital markets activity. He received a B.A. from Rhodes College, an M.S. in accounting from the University of Virginia, and an MBA from the University of Texas. Nelson has earned the CFA charterholder designation and is a former Certified Public Accountant in the state of Texas.

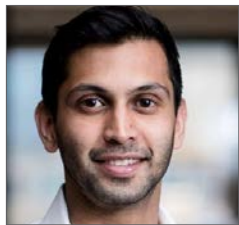


David Banmiller – Moderator

Head of Americas Sales, WoodMac

David currently serves as head of Americas and global strategic banking at Wood Mackenzie. Prior to his role at Wood Mackenzie, he spent 17 years in investment banking, having worked in the energy groups at Bank of America, KeyBanc Capital Markets and Macquarie. During his time in investment banking, David provided M&A and capital markets advisory services to companies operating in the upstream, midstream, oilfield services and downstream sectors. He is also host of The Interchange Recharged Podcast at Wood Mackenzie, which focuses on technology advancements and their applications as it relates to the broader energy transition effort. David earned his B.S. in accounting from Santa Clara University and MBA from Southern Methodist University.

PRIVATE EQUITY PERSPECTIVE: FUNDS IN TRANSITION



Govinda Avasarala

Partner (Washington DC), BCG

Govinda is a partner in the Boston Consulting Group's Washington, D.C. office. He is a core member of BCG's energy and private equity practice areas. In particular, Govinda supports infrastructure funds and private equity clients across a range of topics, including investment strategy, diligence, market assessments and portfolio company strategy. He also has project experience in operations improvement and transformations, and has worked on projects in Australia, Canada, Nigeria, and Saudi Arabia. Prior to BCG, Govinda was a senior consultant with BP's internal consulting firm in Houston, TX, and was a senior researcher at the Brookings Institution's Energy Security Initiative in Washington, DC. He earned his MBA from INSEAD in France and Singapore, and his B.Sc. in economics from the University of Maryland, Washington.



Joey Bernica

Investment Principal, OGCI Climate Investments

Joey joined OGCI Climate Investments as an investment principal. Prior to joining Climate Investments, he was vice president of business development at TRP Energy where he was responsible for acquisitions and asset management. Previously, Joey worked on the global business development team at Murphy Oil and the applied reservoir engineering team at ConocoPhillips. He holds a B.S. in petroleum engineering from the University of Texas at Austin, an MBA from Rice University, and is a registered Professional Engineer in the state of Texas.



Katy Boettcher

Principal, Ara Partners

Katy Boettcher is a principal at Ara and is involved with all aspects of the firm's investment process. Prior to joining Ara, she served as a vice president at White Deer, a private equity firm focused on industrials and infrastructure, where she was responsible for origination, structuring, due diligence, execution and monitoring of investments. Prior to joining White Deer, Katy was an associate in Evercore's investment banking group. She holds a B.A. from Princeton University, where she graduated magna cum laude. She received an MBA from the Wharton School of the University of Pennsylvania.



Jim Hughes

Managing Partner, EnCap Investments Energy Transition

Jim Hughes served as CEO and managing director of Prisma Energy Capital; CEO of First Solar; and CEO and a director of AEI Services LLC, which owned and operated power distribution, power generation, natural gas transportation and services, and natural gas distribution businesses in emerging markets. Earlier in his career, Jim was president of Prisma Energy International and held several executive positions with Enron Corporation. He is a director at several companies including TPI Composites, Inc.; Alcoa Corporation; and PNM Resources. He is the former chairman of the board of directors of the Los Angeles branch of the Federal Reserve Bank of San Francisco. He is also a member of the Energy Advisory Board of the Dallas Federal Reserve Bank. Jim holds a JD from the University of Texas at Austin School of Law and a B.B.A. from Southern Methodist University.



Alexandra Wilde – Moderator

Partner (Houston), Jones Day

Alex Wilde represents clients in complex business transactions, including domestic and cross-border mergers and acquisitions, strategic transactions, private equity investments, joint ventures, and related general corporate matters. She focuses her practice on key areas of the energy industry and has completed more than \$30 billion of transactions. Her transactional experience spans from investments in early stage projects and companies through the complete exit of fully operational lines of businesses and assets. Alex's recent representative matters include transactions involving renewable energy and clean tech (solar, wind, battery storage, CCUS, waste to energy, biofuels, among other energy transition activities), specialty chemicals, and traditional upstream/midstream/downstream oil and gas markets. She received her law degree from the University of Michigan Law School and her Bachelor of Science from The University of Texas at Austin. Outside of work, Alex enjoys spending time with her husband, two daughters and two rescue dogs.



Heath DePriest

Vice President, Renewable Fuels, Phillips 66

Heath DePriest is vice president, renewable fuels for Phillips 66. He has nearly 30 years of experience in the oil and gas industry. Previously, Heath was general manager, corporate strategy. Past roles include serving as managing director, Terminals Business Development, where he led commercial and capital growth efforts for the company's U.S. terminal business. He has also served as manager of the midstream growth program for Phillips 66, leading the implementation and integration of the company's growth efforts. Heath started his career with Koch Industries at the Pine Bend Refinery in Minnesota before joining Conoco as a refinery engineer at the Lake Charles Refinery. He served in various roles in refining, worked on the strategic integration team during the formation of ConocoPhillips and then on the corporate strategy team responsible for leading the spin-off of Phillips 66 from Conocophillips. Heath graduated from Oklahoma State University with a B.S. in chemical engineering.



David Rabley

Managing Director, Global Lead of Energy, Accenture

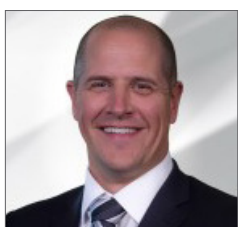
David Rabley is a managing director in Accenture strategy and consulting energy based in Houston. He has over 20 years of management and consulting experience within the oil and gas industry. Previously, he was a vice president with Schlumberger business consulting and has worked extensively in S.E Asia, Middle East, Australia and Europe. David was global and North America leader for energy transition and formerly the leader of oil field and equipment services practice for Accenture Strategy. He is currently leading the development of the 2022 edition of the World Economic Forum's Energy Transition Index resetting the index for the upcoming decade and initiating a new methodology to quantify net zero performance benchmarking across heavy industry. David earned an M.A. in economics from the University of Cambridge (Downing College) and an MBA from INSEAD.



Michael Short

Partner (Houston), Bain

Michael Short is a partner in the energy and natural resources practices with deep experience in oil and gas and power and renewables, based in Houston. An economist by training, he spent much of the past decade advising clients on how to navigate an energy market structure that has undergone seismic shifts on both the supply and demand sides. Michael has a particular interest in the disruptive impact of the energy transition across a range of industries and geographies. His work spans the energy value chain, with specialization in global energy markets, LNG, upstream oil and gas, and customer-backed strategy in both regulated and deregulated power markets. Recent client engagements have covered growth/portfolio strategy, business building, operational performance improvement, decarbonization, capital projects, customer experience, M&A, and operating model design. Michael graduated from Princeton University with an A.B. in economics and finance, Phi Beta Kappa.



Brandon Spencer

Division President, ABB Energy Industries

Brandon Spencer is president of ABB Energy Industries division, part of ABB Group, a leading global technology company that energizes the transformation of society and industry to achieve a more productive, sustainable future. He oversees the delivery of solutions and services that digitize, automate and electrify industry to ensure a safer, smarter and more sustainable use of resources across the oil and gas, power, water, chemicals and life science sectors. His career at ABB spans 16 years across a range of leadership positions, including global managing director for ABB Process Industries; vice president, oil, gas and chemicals in the U.S.; national account manager; and global account manager for ExxonMobil. Prior to joining ABB, Brandon held a number of senior roles at Siemens Power Generation spanning operations, service and sales & marketing. He graduated with a bachelor's in economics and MBA from the Crummer School of Business at Rollins College.



Lauren Anderson – Moderator

Partner (Houston), Latham & Watkins

Lauren Anderson is a partner in the Houston office at Latham & Watkins. She advises on private equity transactions, mergers and acquisitions, and general corporate matters for participants across all sectors of the energy industry – from traditional oil and gas to renewables, as well as in the infrastructure sector. Her work includes: private equity investments, joint ventures and partnerships, public and private company acquisitions and dispositions, CCUS project development and related corporate matters, and general corporate transactions.

POWERFUL CONVERSATIONS: KEEPING THE LIGHTS ON WITH AN EXPANDING ENERGY MIX



Rob Gaudette

EVP 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. Robert 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. Robert earned a B.S. in chemistry from The College of William and Mary and MBA from Rice University.



Phong Nguyen

Director of Advanced Economic Planning, Entergy

As a director of advanced economic planning, Phong Nguyen is responsible for conducting economic and financial evaluation of generation supply resources for the Entergy operating companies. He manages a team that conducts decision support analyses relating to generation supply investments, including request for proposal economic evaluations and analyses on power market conditions. Since joining the company, Phong has evaluated and testified in numerous dockets at the Public Utility Commission of Texas, Louisiana Public Service Commission and Mississippi Public Service Commission, supporting the transformation of the Entergy utilities' generation portfolio into a more modern, efficient and sustainable portfolio that aims to meet its customers' planning objectives and the company's 2030 and 2050 clean energy goals. He holds a B.S. in management with a concentration in finance from Tulane University and an MBA with a concentration in finance from the University of New Orleans.



Cindy Taff

CEO, Sage Geosystems

Cindy D. Taff has over 35 years in the oil and gas industry, most recently serving as vice president of unconventional wells and logistics over Shell's global operations. She led a team of over 350 Shell staff and 1200 contractors across five countries, accountable for an annual spend of \$1.0-1.2 billion. Cindy is the CEO of Sage Geosystems.



Karl Meeusen

Director, Markets, Legislative and Regulatory Policy, North America, Wärtsilä

Karl Meeusen is the director, markets, legislative and regulatory policy, North America for Wärtsilä, advising policy makers and market participants on high-renewable energy systems power system modelling requirements and resource capabilities. He has over 20 years of experience in the energy industry and previously worked at the California ISO developing and evaluating new wholesale electricity market designs for a variety of issues related to ongoing efforts to integrate renewable resources into their electricity market and electric grid. Prior to that, Karl served as energy advisor to California PUC President Michael Peevey, advising on issues such as resource adequacy, long-term resource procurement, demand response, and FERC-related issues; at the National Regulatory Research Institute; and the U.S. Department of Justice, Antitrust Division; and independent consulting. Karl is a graduate of the SUNY Brockport (B.S., economics and philosophy) and The Ohio State University (M.A. economics, Ph.D., agricultural, environmental, and development economics).



Dr. William R. Hollaway – Moderator

Partner (Washington DC), Gibson Dunn

William R. Hollaway is a partner in the energy Infrastructure practice in Gibson Dunn's Washington, D.C. office. Recognized as a leading energy regulatory practitioner by Chambers USA: America's Leading Lawyers for Business, he has experience representing clients on a broad range of issues in the energy regulatory and energy transactional fields, including proceedings before the Federal Energy Regulatory Commission. William has represented clients on wind and solar renewable power projects; traditional power projects; electric power transmission projects; and project development, mergers and acquisitions, and obtaining approvals to enable transactions. He has in-depth knowledge of project development and interconnection agreements, including his ground-breaking work on the Neptune Regional Transmission System. William received his JD, magna cum laude, from Georgetown University; his Ph.D. and master's in nuclear engineering from MIT, where he held a U.S. Department of Energy fellowship; and a Bachelor of Nuclear Engineering with highest honors from Georgia Tech.



At Phillips 66, supporting our people, our environment and our communities guides everything we do.

That's why we're proud to sponsor the **14th annual Rice Energy Finance Summit (REFS)**.

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A wide-angle photograph of the Chicago skyline, featuring several prominent skyscrapers like the Willis Tower and the Trump Tower. The buildings are set against a clear blue sky with some light clouds. In the foreground, there is a large, open grassy field with some trees and a few people walking in the distance. The overall scene is bright and sunny.

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