

**RICE  
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FINANCE**

**SUMMIT 2025**



# THE CONVERGENCE POINT: WHERE ENERGY SYSTEMS, TECHNOLOGY AND CAPITAL COLLIDE

**November 14, 2025 • McNair Hall • Rice University**



**RICE | BUSINESS**

7:30 – 8:30 am	<b>Registration and Breakfast – Rotunda and AFC</b>
8:30 – 8:45 am	<b>Welcome and Opening Remarks – Shell Auditorium</b> <b>Peter Rodriguez</b> Dean, Rice Business
8:45 – 9:30 am	<b>Morning Keynote – Shell Auditorium</b> <b>Dan Pickering</b> Founder and Chief Investment Officer, Pickering Energy Partners
9:40 – 10:25 am	<b>Panel 1: Hydrocarbons in Transition – Managing Legacy Assets and Capital Structures – Shell Auditorium</b> <b>Dan O'Donnell</b> – Vice President of Origination & Business Development, Phillips 66 <b>Marina Matselinskaya</b> – Director of Investor Relations, Exxon Mobil <b>Matt Scholin</b> – Vice President Finance, Hilcorp <b>Moderator: Mike King</b> – Partner, Latham and Watkins
10:25 – 10:40 am	<b>Break</b>
10:40 – 11:25 am	<b>Panel 2: LNG's Expanding Role – Financing the Next Wave of Global Energy Security – Shell Auditorium</b> <b>Sarah Bairstow</b> – President, Louisiana LNG, Woodside Energy <b>Nicole Wood</b> – General Manager, Market Economics & Pricing, Chevron <b>Ruairi Kerr</b> – SVP, Global Business Development , EnerMech Ltd. <b>Victor Ureta</b> – Director of Risk and Structuring, Sempra Infrastructure <b>Moderator: Victoria Salem</b> – Partner, Clifford Chance
11:25 – 11:40 am	<b>Announcement of Rice Energy Case Competition (RECC) Winners – Shell Auditorium</b>
11:40 am – 1:00 pm	<b>Lunch – Jamail Plaza</b>
1:00 – 1:45 pm	<b>Afternoon Keynote – Shell Auditorium</b> <b>Zach Davis</b> Executive Vice President and Chief Financial Officer, Cheniere Energy
1:55 – 2:40 pm	<b>Panel 3: Power Hungry – The AI Revolution in Energy Finance – Shell Auditorium</b> <b>Rob Gaudette</b> – Executive Vice President, President, NRG Business and Wholesale Operations <b>David Berry</b> – Co-Founder and CEO, Cloverleaf Infrastructure <b>Ryan Tull</b> – Managing Director of Energy and Power Investment Banking, Piper Sandler <b>Moderator: Adam Whitehouse</b> – Partner, Gibson, Dunn & Crutcher
2:40 – 3:00 pm	<b>Closing Remarks – Shell Auditorium</b>
3:00 pm	<b>Networking Reception – Jamail Plaza</b> <i><b>Live Podcast: Oil and Gas This Week</b></i> <i>with Mark LaCour and Paige Wilson</i>

## WELCOME

Dear Rice Energy Finance Summit attendees,

The REFS Committee and Rice Business are delighted to welcome you to the 17th Annual Rice Energy Finance Summit. Each year, this event brings together senior executives, investors, policymakers and students to explore the forces shaping the global energy landscape.

Our 2025 theme, "The Convergence Point: Where Energy Systems, Technology and Capital Collide," captures the defining reality of today's energy world. The boundaries that once separated traditional energy, emerging technologies and finance are rapidly dissolving. Markets are being redefined by digitalization, electrification and innovation, while the demand for reliable, affordable and low-carbon energy continues to grow.

The discussions today will focus on how industry leaders are navigating this convergence – balancing legacy operations with new opportunities, integrating technology into every layer of the value chain, and directing capital toward ideas that accelerate both returns and resilience. Across all sectors, the challenge remains the same: how to align long-term energy security with sustainable growth in an era of constant transformation.

As with every Summit, the strength of REFS lies in the exchange of ideas. The insights shared today – by executives, financiers and innovators alike – reflect not only the complexity of the transition but also the creativity and determination driving it forward. We encourage you to take part in the conversations, challenge assumptions and forge connections that will help shape the future of global energy finance.

We invite you to conclude the day at our Night of Networking at Jamail Plaza, featuring a live recording of the OGGN podcast "Oil and Gas This Week" with hosts Mark LaCour and Paige Wilson. This evening gathering is an opportunity to continue the dialogue in a relaxed environment, surrounded by the people and ideas that make this industry so dynamic.

We are deeply grateful to our sponsors, speakers and attendees for making this Summit possible. Your participation sustains REFS as a platform where innovation meets experience – and where the next generation of energy and finance leaders takes shape.

Sincerely,  
Natalia Fairuzov, Co-Chair  
Brian Marin Silva, Co-Chair

## 2025 REFS COMMITTEE



Natalia Fairuzov



Brian Marin Silva



Emma Owens



Cameron Maresh



Kristina Borovkova



Tino Haddad



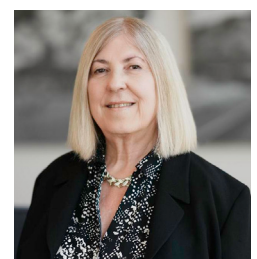
Anu Desai



Matthew Richards



Monika Patel



Linda Capuano





### **Dan Pickering**

#### **Founder and Chief Investment Officer, Pickering Energy Partners**

Dan Pickering is the chief investment officer at Pickering Energy Partners, a financial services firm focused on investments and advice in the energy sector – covering both traditional oil and gas and energy transition. He currently serves as the portfolio manager of PEP's energy equities strategy and is on the investment committee of PEP's energy co-investment and private equity strategies, assisting in various business development and oversight roles across the firm.

Pickering has spent 30 years as an energy portfolio manager, researcher and analyst. He first served at Fidelity Investments, where he managed approximately \$1 billion of energy sector funds, then at Simmons & Company as head of research. Prior to PEP, he served as the president and founding partner of Tudor, Pickering, Holt & Co. and as chief investment officer of TPH Asset Management.

Pickering is the board chair of Merge Electric Fleet Solutions and also serves on the advisory boards for the Houston CFA Society, Capital Creek Advisors, Dynamo Energy Hub, Midway Companies, as well as the Posse Foundation, the Board of Trustees for Texas Children's Hospital and the Texas Children's Hospital Foundation. He holds a B.S. in Petroleum Engineering from the Missouri School of Science and Technology and an MBA from the University of Chicago.



### **Zach Davis**

#### **Executive Vice President and Chief Financial Officer, Cheniere Energy**

Zach Davis has served as the chief financial officer and executive vice president of Cheniere Energy, Inc. (NYSE: LNG) since 2020 and 2022, respectively.

Davis also serves as a board director and chief financial officer of Cheniere Partners GP, the general partner of Cheniere Energy Partners, L.P. (NYSE: CQP). He is responsible for all finance functions of Cheniere, as well as shared services, including information technology, supply chain and communications. Prior to joining Cheniere, Davis held roles in energy investment banking and project finance at Credit Suisse, Marathon Capital and HSH Nordbank (now Hamburg Commercial Bank).

Outside of his role at Cheniere, Davis serves as a board director on Houston's Public Parks Tennis Foundation as well as the Houston 2026 FIFA World Cup Host Committee. He received a B.S. in Economics from Duke University.

## FEATURED SPEAKERS



### **Peter Rodriguez – Opening Remarks**

#### **Dean and Professor of Strategic Management, Rice Business**

Peter Rodriguez is dean of the Jesse H. Jones Graduate School of Business and Virani Undergraduate 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. In 2025, Poets&Quants named him their Dean of the Year.



### **Mark LaCour – Co-host, Live Podcast Recording**

#### **Co-founder, Oil and Gas Global Network**

Mark LaCour is a 25-year veteran of the oil and gas industry who has transformed from field expert to media mogul. After building his career, he launched his own market research firm, earning recognition as an industry insider for unbiased, third-party intelligence.

He then pioneered a media revolution in energy through the Oil and Gas Global Network (OGGN), which he co-founded alongside Paige Wilson. With more than 4 million listeners worldwide, the podcast shares critical industry insights with professionals in various functions and regions. As a highly sought-after keynote speaker, influential author and member of multiple industry-related boards, LaCour both reports on and shapes the conversations happening within the energy industry.



### **Paige Wilson – Co-host, Live Podcast Recording**

#### **Co-founder, Oil and Gas Global Network**

Paige Wilson is a co-founder of the Oil and Gas Global Network (OGGN), alongside Mark LaCour, and is a pioneering female oil and gas podcaster. She is the fourth generation to continue in the oil and gas industry and has worked for numerous operators specializing in both onshore and offshore regulatory compliance.

With OGGN, Wilson currently serves as training director, hosts the oil and gas industry leaders and co-hosts the “Oil and Gas This Week” podcasts. When she’s not on the microphone or training people, she enjoys building Lego sets and gaming online with her friends.

## PANEL 1: HYDROCARBONS IN TRANSITION—MANAGING LEGACY ASSETS & CAPITAL STRUCTURES



### **Dan O'Donnell**

#### **Vice President of Origination & Business Development, Phillips 66**

Dan O'Donnell is vice president of origination and business development for Phillips 66, a leading integrated downstream energy provider. In this role, O'Donnell leverages more than 20 years of energy experience in the downstream and midstream sectors to lead a global team focused on identifying and securing new supply sources, establishing strategic partnerships and developing growth opportunities across Phillips 66's energy infrastructure portfolio.

Prior to his current position, O'Donnell held key roles across midstream and commercial organizations, serving as managing director of midstream business development at Phillips 66 and as vice president of commercial and business development at TC Energy. He began his career at TransMontaigne Partners L.P. in Denver, CO. O'Donnell received a B.S. in Business Administration and Finance from the University of Wyoming.



### **Marina Matselinskaya**

#### **Director of Investor Relations, Exxon Mobil**

Marina Matselinskaya is director of investor relations at ExxonMobil, serving as a key liaison between the company and the investment community. She provides strategic insights into ExxonMobil's financial performance and long-term vision while leading a team focused on financial and ESG disclosures, capital engagement and executive communications.

With more than 20 years of experience in global, complex organizations, Matselinskaya brings a perspective shaped by roles in investor relations, business development, operations and strategic marketing across Asia Pacific, Eurasia, Latin America and the United States. Prior to joining ExxonMobil, she was director of investor relations at Halliburton.

Matselinskaya holds a master's in diplomacy and international communications from Moscow State University of International Relations and an MBA from Rice University, where she was recognized as a Jones Scholar.



### **Matt Scholin**

#### **Vice President Finance, Hilcorp**

Matt Scholin is the vice president of finance at Hilcorp Energy Company, a Houston-based upstream oil and gas company. In this role, he is responsible for the treasury, investor relations, risk, banking and corporate finance functions of Hilcorp. Prior to joining Hilcorp, Scholin worked at J.P. Morgan in the Corporate Client Banking Energy group. Scholin received his undergraduate degree from Texas Christian University and an MBA from Rice Business.



### **Moderator: Mike King**

#### **Partner, Latham & Watkins**

Mike King is a partner in the Houston office of Latham & Watkins. He represents oil and gas companies and private equity sponsors in upstream and midstream transactional matters. His upstream practice includes acquisitions and divestitures of oil and gas properties, as well as farm-ins, drillcos and other joint ventures and related arrangements. King's midstream practice includes matters relating to midstream joint ventures, gathering and transportation agreements, processing agreements, water sourcing and disposal agreements.

He is a member of the Association of International Petroleum Negotiators, The Houston Bar Association and The Houston Young Lawyers Association. King's work has earned accolades like "2022 Lawyer of the Year in Houston" by Natural Resources Law, as well as widespread recognition by publications including Law360, Chambers USA, Natural Resources Law and Texas Monthly.

## PANEL 2: LNG'S EXPANDING ROLE – FINANCING THE NEXT WAVE OF GLOBAL ENERGY



### **Sarah Bairstow**

#### **President, Louisiana LNG, Woodside Energy**

Sarah Bairstow is the president of Louisiana LNG at Woodside Energy, bringing extensive experience in international LNG, energy leadership, and end-to-end commercial LNG project development and operations. She has executed more than \$140 billion in gas and LNG transactions. Prior to Woodside, Bairstow was CEO of Mexico Pacific, where she developed the \$15 billion Saguaro Energia pipeline and LNG project. As a founding executive, she advanced the 15 MTPA project to full permits and FID readiness, with eight offices across the US, Mexico and Asia. Bairstow earlier led strategic projects and marketing for the Gladstone LNG Project. She holds both a Bachelor of Laws (Hons) and a Bachelor of International Business and serves in global leadership roles, including chair of the Gastech Executive Committee.



### **Ruairi Kerr**

#### **SVP, Global Business Development, EnerMech Ltd.**

Ruairi Kerr is the SVP of Global Business Development at EnerMech, where he brings more than 20 years of experience guiding organizations through commodity cycles, global restructuring and repositioning, often with limited resources. During his career, Kerr has helped navigate the dynamics of growth for large organizations focusing on emerging and/or untapped markets. Prior to EnerMech, Kerr held leadership roles with SNC-Lavalin, Kentz and Mouchel Parkman building market entry strategies and new commercial organizations from the ground up – defining routes to markets, new business models and JV structures in unfamiliar geographies. In his leadership, Kerr prioritizes building, aligning and inspiring teams to outperform by providing clarity, structure and support.



### **Victor Ureta**

#### **Director of Risk and Structuring, Semptra Infrastructure**

Victor Ureta is director of risk and structuring at Semptra Infrastructure, bringing more than 20 years of experience in global energy markets. In this role, Ureta leads strategic initiatives to enable risk management solutions and complex deal structuring. Throughout his career, Ureta has held risk management leadership roles across companies covering the U.S., Mexico and Europe. His expertise spans market risk, credit risk, energy trading and enterprise risk management – with a proven track record of delivering value in dynamic and evolving environments. Prior to joining Semptra Infrastructure, Ureta held roles at Acclaim Energy, InterGen and EDF Trading both in Europe and the US. Ureta holds a bachelor's in business administration and management from the European Business Programme at HES Rotterdam University of Applied Sciences.



### **Nicole Wood**

#### **General Manager, Market Economics & Pricing, Chevron**

Nicole brings over 20 years of experience in global energy markets, strategy and trading. She currently leads Chevron's Corporate Strategy work on market outlooks and pricing, providing insights that guide enterprise decisions. Her career spans leadership roles in natural gas and oil trading, LNG commercialization, and corporate strategy market analysis, including international experience on the Wheatstone LNG Project in Australia. Nicole is passionate about connecting market fundamentals with strategic decision-making and fostering collaboration across technical, finance and commercial teams. She actively supports Chevron's employee networks and mentoring future energy leaders. She has an MBA from University of Texas at Austin and BBA from University of Houston.



### **Moderator: Victoria Salem**

#### **Partner, Clifford Chance**

Victoria Salem is a partner in the Houston office of Clifford Chance, where she brings nearly two decades of experience structuring and executing complex energy and infrastructure transactions worldwide. Salem's practice spans the full lifecycle of mega-projects, from early-stage development and bankable commercial arrangements to equity and debt financing – advising clients across the liquefied natural gas value chain and the broader energy transition landscape. During her career, Salem has held senior positions at Cheniere Energy, Inc. (CEI), Occidental Petroleum (OXY) and a major international law firm. Salem brings deep industry expertise, commercially grounded advice and an understanding of how to achieve transactions. She has led transactions across North America, Latin America, the Middle East, Africa and Asia, with a focus on LNG, decarbonization and next-generation infrastructure.



## PANEL 3: POWER HUNGRY – THE AI REVOLUTION IN ENERGY FINANCE



### **Rob Gaudette**

#### **Executive Vice President, President, NRG Business and Wholesale Operations**

Robert Gaudette is the executive vice president and president of NRG Business and Wholesale Operations, one of the nation's largest power and retail energy providers. In this role, Gaudette oversees the company's portfolio of commercial and industrial products, services and market operations; leads NRG's power generation; helps manage supply and optimization in support of teams across NRG; and assists customer strategy and relationships nationwide.

Prior to joining NRG, Gaudette held leadership roles at GenOn Energy and Mirant. He received a B.S. in Chemistry from The College of William and Mary and served four years as a U.S. Army combat engineer officer before attaining an MBA from Rice University, where he was a Jones Scholar. Gaudette serves on multiple boards, including the Board of Advisors for Rice Business.



### **David Berry**

#### **Co-Founder and CEO, Cloverleaf Infrastructure**

David Berry is the co-founder and CEO of Cloverleaf Infrastructure, bringing more than 15 years of experience in the clean power industry. Prior to Cloverleaf, he was a co-founder of Clean Line Energy, an independent transmission developer, which developed the Western Spirit Clean Line and the Grain Belt Express Clean Line.

Berry also co-founded ConnectGen LLC, a developer that implemented a "Grid IQ" interconnection strategy and developed a portfolio of more than 20,000 MW of wind, solar and storage projects. ConnectGen recently reached a successful exit, selling itself to Repsol. Berry also served as the county administrator for Harris County, the senior-most appointed executive position, where he managed over 4,000 employees and led major reforms of a \$6 billion budget.



### **Ryan Tull**

#### **Managing Director – Energy and Power Investment Banking, Piper Sandler**

Ryan Tull leads capital markets origination and public mergers and acquisitions in the energy, power and infrastructure investment banking group at Piper Sandler. He brings 30 years of experience in the energy industry, including 20 years as an investment banker. Prior to joining Piper Sandler, Tull held positions as head of oilfield services and oilfield infrastructure at J.P. Morgan and as managing director and head of oilfield services at Credit Suisse. He has extensive capital markets and advisory experience, having raised more than \$50 billion in debt financing, led more than 20 IPOs and completed approximately \$40 billion in M&A deal volume.

Tull is a long-time Houstonian and earned his bachelor's in managerial studies and economics, as well as an MBA with honors, from Rice University.



### **Moderator: Adam Whitehouse**

#### **Partner, Gibson, Dunn & Crutcher**

Adam Whitehouse is a partner in the Houston office of Gibson Dunn and a member of the oil and gas, energy, private equity, mergers and acquisitions, infrastructure, and cleantech practice groups. He focuses on a variety of transactions, including advising clients on mergers, acquisitions, divestitures, joint venture arrangements, and other general corporate matters. Prior to joining Gibson Dunn, he was an attorney at a top international law firm and Exxon Mobil Corporation.

Whitehouse has been recognized in "Best Lawyers: Ones to Watch in America"™ in the area of corporate law, and he has been actively involved in the Institute for Energy Law and the Association for International Energy Negotiators. Whitehouse holds degrees from North Carolina State University and the University of Virginia School of Law.





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