Updated and Revised

Beyond the Boardroom: Understanding the Energy Industry

2019 EEI/AGA Director Training Program

October 21 – 22, 2019
Edison Electric Institute
701 Pennsylvania Avenue, N.W.
Washington, D.C. 20004

A comprehensive two-day program covering major challenges and opportunities facing member company boards and the energy industry.

Special Program Offering – The Cybersecurity Challenge

A program to inform and update EEI and AGA member company board members about energy regulation, legislation, and key policy issues.
10:00 A.M.

- **Welcome Remarks & Roundtable Introductions**
  Thomas Kuhn, President, Edison Electric Institute
  Karen A. Harbert, President and CEO, American Gas Association

- **Electric Power Industry Overview: Key Issues for Directors**
  Adam L. Benshoff, Executive Director for Regulatory Affairs, Edison Electric Institute
  - Status of U.S. Electric Policy
  - Distribution System in Transition
  - Customer Solutions
  - Clean Energy – Transformation Driver

- **Natural Gas Industry Overview: Key Issues for Directors**
  Lori Traweek, Chief Operating Officer, American Gas Association
  - Natural Gas Market Overview
  - Industry Regulation
  - Key Issues Facing the Natural Gas Utility Business

- **Buffet Lunch**

1:00 P.M.

- **Wall Street Perspective: Outlook for the Energy Industry**
  John Colella, Managing Director, Moelis and Company
  - U.S. Economic Environment
  - Trading Activity
  - Mergers and Acquisitions
  - Hedge fund-activist investors

- **Corporate Governance**
  Paula Loop Governance Insights Center Leader, PwC US
  Richard McMahon, Jr., Senior Vice President, Energy Supply and Finance, Edison Electric Institute
  - Cybersecurity Risk
  - Crisis Management
  - Shareholder Activism

- **ESG/Sustainability**
  Amy Lissauer, Managing Director, Corporate Advisory Business, Evercore
  Richard McMahon, Jr., Senior Vice President, Energy Supply and Finance, Edison Electric Institute
  - Recent trends in ESG within our sector
  - 2019 proxy season results
  - The emergence and implications of financial activism with our space

- **Enterprise Risk Management**
  Susan Bell, Global P and U Financial Accounting Advisory Services Leader Ernst and Young, LLP
  - Trends in Enterprise Risk Management
  - Top P & U Risk Areas

- **Pipeline Safety Issues**
  Andrew Lu, Managing Director, Operations and Engineering Services, American Gas Association

- **Roundtable Discussion**
  Richard McMahon, Jr., Senior Vice President, Energy Supply and Finance, Edison Electric Institute

5:30 P.M.

- **Cocktail Reception**
The Edison Electric Institute (EEI) is the association that represents all U.S. investor-owned electric companies. Our members provide electricity for about 220 million Americans, and operate in all 50 states and the District of Columbia. As a whole, the electric power industry supports more than 7 million jobs in communities across the United States. In addition to our U.S. members, EEI has more than 65 international electric companies, with operations in more than 90 countries, as International Members, and hundreds of industry suppliers and related organizations as Associate Members.

Organized in 1933, EEI provides public policy leadership, strategic business intelligence, and essential conferences and forums.

The American Gas Association, founded in 1918, represents more than 200 local energy companies that deliver clean natural gas throughout the United States. There are more than 74 million residential, commercial and industrial natural gas customers in the U.S., of which 95 percent — more than 71 million customers — receive their gas from AGA members. Today, natural gas meets more than one-fourth of the United States’ energy needs.