



THOUGHT LEADERS SPEAK OUT:

Key Trends Driving Change in the Electric Power Industry

**BOOK LAUNCH
December 14, 2015**



The Edison Foundation

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ELECTRIC INNOVATION**

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THOUGHT LEADERS SPEAK OUT:

Key Trends Driving Change in the Electric Power Industry

Book Launch

**NEWSEUM
WASHINGTON, DC**

MONDAY, DECEMBER 14, 2015

2:00 - 4:00 PM

Reception to follow

All attendees will receive a copy of the book.

Agenda

Welcome Lisa Wood, Vice President, The Edison Foundation and
Executive Director, Institute for Electric Innovation

Remarks Thomas R. Kuhn, President, Edison Electric Institute

IEI Technology Leadership Award

Kevin C. Fitzgerald, Executive Vice President and General Counsel,
Pepco Holdings, Inc. and Chair, IEI Technology Partner Roundtable

Oracle Remarks

Rodger Smith, Senior Vice President and General Manager,
Oracle Utilities

Panel Discussion

Moderator Bob Rowe, President and CEO, NorthWestern Energy and
Co-Chair, IEI Management Committee

Panelists Ron Binz, Past Chair, Colorado Public Utilities Commission
Philip Moeller, Former Commissioner, Federal Energy Regulatory
Commission
Frank Prager, Vice President, Policy and Federal Affairs, Xcel Energy

Audience Q&A

Download the book at www.edisonfoundation.net

WELCOME



Lisa Wood, Vice President, The Edison Foundation and Executive Director, Institute for Electric Innovation

Lisa Wood is Vice President of The Edison Foundation and Executive Director of the Institute for Electric Innovation (IEI). As Executive Director of IEI she collaborates with a Management Committee of over 20 electric utility CEOs and provides thought leadership on current issues and innovation in the power sector. Under Ms. Wood's leadership, IEI is releasing its fourth book in December: *Key Trends Driving Change in The Electric Power Industry*.

She is an Adjunct Professor at Johns Hopkins University SAIS and a Nonresident Senior Fellow in the Energy Security and Climate Initiative at The Brookings Institution.

Ms. Wood serves on several boards including the Advisory Board of Current, GE's new energy business.

Prior to launching IEI, Wood was a Principal with The Brattle Group; a Principal with PHB Hagler Bailly; and a Program Director at RTI International. Wood holds a Ph.D. in Public Policy and Management from the Wharton School of the University of Pennsylvania and an M.A. from the University of Pennsylvania.



Thomas R. Kuhn, President, Edison Electric Institute

Mr. Kuhn is president of the Edison Electric Institute, the association of investor-owned electric companies whose members generate and distribute approximately three-quarters of the Nation's electricity.

Prior to joining the Institute, Mr. Kuhn was president of the American Nuclear Energy Council. The Council represented virtually all of the companies in the commercial nuclear power industry.

From 1972 to 1975, he headed the energy section of the investment banking firm, Alex Brown and Sons. From 1970 to 1972, Mr. Kuhn was White House Liaison Officer to the Secretary of the Navy.

Mr. Kuhn received a BA in Economics in 1968 from Yale University, served as a Naval Officer following his graduation, and completed a Masters in Business Administration in 1972 from George Washington University.

He currently serves on the Boards of the U.S. Energy Association, Electric Drive Transportation Association and the American Council for Capital Formation. He is Chairman-Emeritus of the U.S. Chamber's Committee of 100 and the American Society of Association Executives. He is past-chairman of the Alliance to Save Energy, ASAE's Key Industry Association Committee and of the Trade Association Liaison Council.

AWARD



Kevin C. Fitzgerald, Executive Vice President and General Counsel, Pepco Holdings Inc.

Kevin C. Fitzgerald is the Executive Vice President and General Counsel of Pepco Holdings, Inc. (PHI). With more than two decades of legal experience in the utility and energy industries he is a recognized industry leader in M&A, regulatory policy, and strategic planning. Mr. Fitzgerald lead in the development and execution of a range of transformative business matters including the spinout of ITC from DTE; the privatization of SEMCO Energy; and most recently, the Exelon/PHI merger. Mr. Fitzgerald also spearheaded the development of PHI's vision of the 21st Century electric utility model – PHI 2.0. He has been honored as a Washington, D.C. "Super Lawyer" and as a "Groundbreaking Lawyer" in Public Utilities Fortnightly magazine. Active in the Community, Mr. Fitzgerald sits on the Washington Hospital Center Foundation Board and is a recipient of the prestigious Pro Bono Legal Service Award from the John Carroll Society.

Mr. Fitzgerald chairs the IEI Technology Partner Roundtable and is active within the Edison Electric Institute Legal Committee. He graduated from The George Washington University, where he earned his Juris Doctor, MA and BA degrees. He is married to Alice Sullivan Fitzgerald and has two sons, Garrett and Connor.

REMARKS



Rodger Smith, Senior Vice President and General Manager, Oracle Utilities

Rodger E. Smith joined Oracle Corporation in 2011 as Senior Vice President and General Manager for the Oracle Utilities Global Business Unit. He is responsible for leading a worldwide team in the sales, services, product development, R&D, industry strategy and marketing for mission-critical applications and services designed specifically for the utilities industry. Prior to joining Oracle, Smith was President of the Enterprise Management Solutions division of Black & Veatch, which included B&V Management Consulting and the infraManagement Group, an Operations and Management provider for utility assets.

Smith was also President of Black & Veatch's Global Marketing & Communications division and oversaw the company's Government Affairs unit. Prior to Black & Veatch, Smith served as a Director for PricewaterhouseCoopers, where he was responsible for the development, delivery and marketing of management consulting products and services to the utilities industry.

Prior to his experience with PricewaterhouseCoopers, Smith was employed in various capacities by Southern Company, Inc., one of the nation's largest electric utility companies.

MODERATOR



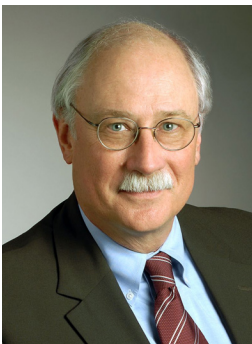
Bob Rowe, President and CEO, NorthWestern Energy and Co-Chair, IEI Management Committee

Mr. Rowe is President and Chief Executive Officer of NorthWestern Corporation since August 13, 2008. He is Co-Chair of the Institute for Electric Innovation, part of the Edison Electric Institute. Mr. Rowe is also a senior fellow at the University of Florida Public Utility Research Center.

Previously, he was co-founder and senior partner at Balhoff, Rowe & Williams, LLC, a specialized national professional services firm providing financial and policy advice to clients in the telecommunications and energy industries. Mr. Rowe served as commissioner and chairman of the Montana Public Service Commission from 1993-2004, and also served as president of the National Association of Regulatory Utility Commissioners (NARUC). While at the PSC, Bob was a member and state chairman of the Federal-State Joint Board on Universal Service, as well as a founding member of the Federal-State Joint Conference on Access to Advanced Services. He testified frequently before Congress and consulted with and trained U.S. and non-U.S. energy and telecommunications regulators.

At NorthWestern Energy, his focus is on working with other employees to build a strong company that will be a long-term partner to the customers and communities they serve.

PANELISTS



Ron Binz, Past Chair, Colorado Public Utilities Commission

Ron Binz is a principal at Public Policy Consulting, specializing in energy economics and policy, with numerous domestic and international clients. Over a 35 year career, Ron has written, spoken and testified extensively on a broad range of topics in energy policy and regulation.

From 2007 to 2011 Ron chaired the Colorado Public Utilities Commission, appointed by Colorado Governor Bill Ritter. He led the Colorado PUC in implementing the many policy changes championed by the Governor to bring forward Colorado's "New Energy Economy."

In June 2013, President Obama nominated Ron to become Chairman of the Federal Energy Regulatory Commission (FERC). His nomination was opposed by the coal industry and conservative political groups, who argued that he would be biased toward renewable energy and energy efficiency. Following a confirmation hearing in the Senate, Ron asked the President to withdraw his name from consideration.

Ron has testified before Congressional committees sixteen times.



Hon. Philip Moeller, Former Commissioner, Federal Energy Regulatory Commission

Former Commissioner Philip Moeller left the Federal Energy Regulatory Commission in October as the second-longest serving member in the history of the FERC. He left office as the only person in the federal government in a Senate-confirmed position who was nominated by both President George W. Bush and President Barack Obama.

While serving on the Commission he focused on policies that encourage the construction of additional electric transmission and interstate natural gas pipelines and well-functioning wholesale markets. He was a leader in promoting improved coordination between the electric and natural gas industries as the nation moves to burning more natural gas to meet electricity demand.

Prior to serving on the Commission, he headed the Washington office of Alliant Energy, worked in the Washington office of Calpine Corporation, and served on the Washington, D.C. staff of Senator Slade Gorton from his home state of Washington. Previously he was the staff coordinator of the Washington State Senate Energy, Utilities and Telecommunications Committee in Olympia, Washington.



Frank Prager, Vice President, Policy and Federal Affairs, Xcel Energy

Frank Prager is vice president of Policy and Federal Affairs at Xcel Energy, a U.S. investor-owned electricity and natural gas company with regulated operations in eight Midwestern and Western states.

Frank is responsible for advancing Xcel Energy's public policy and ensuring the company's positions create value for the corporation, its customers and its many stakeholders. His organization designs and advocates for federal and state policies associated with a number of energy-related issues, including the environment, climate change, renewable energy, utility regulation, energy markets, tax issues, transmission and innovative technologies. It also represents the company before Congress and with various federal agencies.

Prior to this, Frank was the company's vice president of Strategy and Policy. He also served as vice president of Environmental Policy and Services where he was responsible for the company's environmental compliance and policy. Frank started his career at Xcel Energy as assistant general counsel, representing the company on environmental matters.

He is a graduate of the University of Colorado, with degrees in Chemical Engineering and English. He earned his law degree from Stanford University. Prior to joining the utility industry, Frank was an associate at Holland & Hart in Denver and in-house environmental counsel at The Gates Corporation.

About the Institute for Electric Innovation

The Edison Foundation Institute for Electric Innovation focuses on advancing the adoption and application of new technologies that will strengthen and transform the power grid. IEL's members are the investor-owned electric utilities that represent about 70 percent of the US electric power industry. The membership is committed to an affordable, reliable, secure, and clean energy future.

IEL promotes the sharing of information, ideas, and experiences among regulators, policy makers, technology companies, thought leaders, and the electric power industry. IEL also identifies policies that support the business case for the adoption of cost-effective technologies.

IEL is governed by a Management Committee of electric industry Chief Executive Officers. In addition, IEL has a Strategy Committee made up of senior electric industry executives and more than 30 smart grid technology company partners.

About the Edison Foundation

The Edison Foundation is a 501(c)(3) charitable organization dedicated to bringing the benefits of electricity to families, businesses, and industries worldwide. Furthering Thomas Alva Edison's spirit of invention, the Foundation works to encourage a greater understanding of the production, delivery, and use of electric power to foster economic progress; to ensure a safe and clean environment; and to improve the quality of life for all people. The Edison Foundation provides knowledge, insight, and leadership to achieve its goals through research, conferences, grants, and other outreach activities.



Institute for Electric Innovation

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