The people and trends at the leading edge of North America’s wind industry
Welcome

It’s been a year and a half since we put together our last North American Power List. Looking back, it’s felt more like a decade and a half.

We’ve been through a once-in-a-generation pandemic and watched the downfall of President Trump. We’ve seen massive wildfires and devastating floods around the world. Nobody could claim that the last 18 months have been free of big news.

In addition, we saw dire warnings from the United Nations Intergovernmental Panel on Climate Change last month, in which it raised a “code red for humanity”. It said our planet is warming at an unprecedented rate because of human activity, and the natural disasters we saw around the world in 2020 and 2021 will only get worse.

But this is galvanising those who work in the global renewable energy industry.

That’s why this feels like the right time to revisit the North American Power List. The need for strong action on the energy transition has never been greater. The desire for leadership has never been more keenly felt. But the global response to Covid-19 has also shown what we can do when countries around the world work together. We can only hope this message gets through to those meeting at COP26 in November.

It has been a fascinating 18 months for the North American wind industry too.

In the US, wind farms totalling 16.9GW were commissioned in 2020, representing an 85% increase over 2019, according to the American Clean Power Association. It also said in December that an extra 17.3GW was being built and 17.5GW in advanced development. There’s now over 127.8GW of operational wind farms in the US as of June 2021.

We have seen the emergence of US offshore wind too. While this was a feature of our previous NAPL in 2020, there can be no denying the anxiety felt by some in the industry over the continued delays to the 800MW Vineyard Wind 1 under the Trump administration. But changes under Biden and state tenders have quelled that fear.

We can see the impact in the ACP’s numbers. It said that 26% of projects in the US development pipeline now are offshore, ahead of Texas (13%) and Wyoming (10%). We need to see steel in the water, but we’ve come a long way since early 2020.

Finally, there has been the continued emergence of technologies such as energy storage and green hydrogen, which are forcing utilities, developers, and investors to keep evolving their business models. It’s an exciting time for wind in North America.

In this report, we celebrate the 100 people who we see at the cutting edge of the US wind industry, both onshore and offshore. Some are industry stalwarts who have featured on the NAPL before, but around half are new entrants, which shows us that even the challenges we’ve faced can’t stop new ideas and individuals emerging.

We’d like to thank our headline sponsor WindESCo, our judges, our Legal Advisory Board, everyone who nominated, and you for picking up the report. We hope you enjoy it, and we look forward to hearing from you.
How we did it

The editorial and content team of A Word About Wind and Energy Storage Report began the process to develop this year’s North American Power List in April 2021.

The process

To maintain the North American Power List’s credibility, we followed this research process.

- **April 2021**
  Desk-based research for the North American Power List began. This involved examining the market and highlighting notable individuals.

- **June 2021**
  Opened the floor for nominations on our various digital platforms.

- **June 2021 & July 2021**
  Interviews were conducted with our Legal Advisory Board on the most prominent names in the North American wind industry.

- **July 2021**
  Closed nominations and restarted research on each individual on the ensuing list to compile a longlist. Over 300 individuals were considered.

- **July 2021**
  Shared the longlist with our judges.

- **August 2021**
  Received feedback from judges.

- **August 2021**
  Decided on the final 100 and completed the rankings and commenced report production. The positions and views in this report are those of our editorial staff, and our decisions are final.

- **29th September 2021**

We have made every effort to be comprehensive, and to ensure that profiles are accurate at the time of publication. If there are important factual inaccuracies you feel need correction, please contact us at editorial@tamarindogroup.com
Our criteria

We were looking for the 100 business leaders in North America that exert the most influence on the wind industry through their deals, innovations and strategic thinking.

Our interest is the leaders and deal-makers who shape the financial side of the wind industry globally and are based in North America. The top 100 includes key people at the industry’s leading developers, investors, lenders, manufacturers and utilities, as well as their financial advisors, and those working for corporate energy buyers. Our main exception is law firms, which we cover in our Legal Power List reports.

This means that our top 100 predominantly focuses on chief executives, divisional heads and other members of senior management teams. They will tend to contribute to the broader success of the wind industry in one of the three following ways.

- By shaping the strategies of the sector’s leading companies, which play an integral role to the financial performance of the industry as a whole.
- By working on the largest and most complicated deals, which help unlock major investment in the sector while generating interest in the industry.
- By working on developments that help to unlock new investment opportunities for wind, both in terms of geography and/or technology.

However, those three criteria are not exclusive. We considered each entrant based on their individual merits and visible activity in the sector since the middle of 2020. Our aim is to ensure that our top 100 represents the range of businesses, individuals and technologies that contribute to the success of the wind sector now and in future.
Our judges

Our editorial and content team worked with the following expert judges and our Legal Advisory Board to gain an independent view on who we should include in our final top 100.

Gary Meyers
CEO, Power Factors

Gary is the CEO of Power Factors and recently led the SaaS company’s acquisitions of Greenbyte and 3megawatt. Prior to this, Gary held several leadership roles at FusionOps, Synopsis and Synplicity. He also served on the boards of both public and private companies, including chairman of Exar and “SkyAdvisor” at UC Berkeley’s SkyDeck.

Bruce Bailey
Founder, AWS Truepower (Retired)

Bruce is a retired VP of Renewables at UL and a true veteran of the industry. Having established a renewables research program at the University of Albany, he then founded AWS Truepower and led it for over 30 years, before being acquired by UL. Bruce evaluated over 140GW of projects and served on numerous industry association and university boards.

Stewart Mullin
Chief Operating Officer, Global Wind Energy Council

Stewart joined the Global Wind Energy Council in early 2021 after a decade as a senior executive in the wind industry. Before GWEC, he worked at offshore turbines specialist MHI Vestas (2014-2021) since its inception, and before that was at Siemens Wind Power (2008-2014). He has also sat on the boards of GWEC, WindEurope and WindDenmark.
Our Legal Advisory Board

Andrea Lucan
Partner, Allen & Overy
Andrea is a partner in the global Projects, Energy, Natural Resources and Infrastructure practice, based in A&O’s Los Angeles office. Andrea focuses her practice on project development and mergers and acquisitions.

Vanessa Richelle Wilson
Partner, US Co-Chair, Energy and Natural Resources Sector, DLA Piper
Vanessa Richelle Wilson has more than 20 years of experience in the energy sector. Vanessa represents corporate and industrial buyers in the purchase of renewable energy and Renewable Energy Credits in physical and virtual transactions.

Andrew Compton
Partner, Linklaters LLP
Andrew is a partner in the Global Energy and Infrastructure Group based in New York. He focuses on a wide range of domestic and cross-border project financing and acquisition divestment transactions, with particular emphasis on the power (including renewables) sector.

Blake Winburne
Partner, Orrick, Herrington & Sutcliffe LLP
Blake leads Orrick’s Energy and Infrastructure Sector (one of the firm’s three focus areas, along with technology and finance) and is a transactional lawyer focusing on the downstream and midstream energy sectors.

Eli Katz
Partner, Latham & Watkins LLP
Eli Katz is a partner in the New York office of Latham & Watkins. He serves as Global Vice Chair of the firm’s Energy & Infrastructure Industry Group and is a member of the firm’s Tax Department and Project Development & Finance Practice.
North American Power List: The breakdown

Our top 100 shows the breadth of talent across the wind industry in North America. Here are the key figures behind the 2021 North American Power List.

1. **Utilities make up over one quarter of the 100**

   The best-represented sector on the top 100 is utilities (27), ahead of developers/independent power producers (18) and investors (17) (see graph 1). The utilities represented are a mix of regulated and unregulated players, including European companies that have continued to invest in the US due to strong growth in the US wind industry during the Trump years.

2. **Nearly a third are involved in offshore wind**

   Sixty-nine of those in this top 100 focus their wind efforts exclusively onshore (see graph 2), which is to be expected given the dominance of onshore wind.

   However, ten of the top 100 focus solely offshore and 21 both onshore and offshore. These include leaders from firms including Atlantic Shores, Copenhagen Offshore Partners, Dominion Energy, Equinor and Ørsted, who are continuing to drive the US offshore wind industry forward with a mix of utility-scale and pilot developments.
New York is still key for wind deal-making

New York is the largest US state represented on this top 100 (22), which reflects the city’s continued importance as a financial centre – even in a year where its leading bankers were working remotely.

This was followed by Texas (11), which continued its dominance in wind installations in 2020: over 4.2GW of wind was completed last year in the US state, which is almost quadruple the second-placed state Wyoming. California (11) came joint second in our top 100 due to its importance for corporates such as Facebook and Google, as well as west coast utilities and investors. Massachusetts also came joint second on our list (11) because of the emergence of US offshore wind.

Graph 3 - State/province of those in the top 100
4. Women represent over a third of this top 100

Thirty-four of our top 100 are women, which continues the upward trend from our last two North American Power Lists. In our debut list in 2018, women made up 23 of the top 100, and this increased to 27 in January 2020. This suggests that the top women in US wind are continuing to grow both in terms of status and in the attention they attract.

This top 100 also features five women in the top ten for the first time, and 11 in our top 30. All this means the NAPL has for the first time beaten the goal of 30% female representation in top roles, which is held up by organisations such as the 30% Club as the threshold that correlates with more innovation and higher profits. Firms can do more on diversity – but these figures suggest progress is being made.

5. Almost half are new to the North American Power List

The Covid-19 pandemic has put limits on our activities and movement over the last 18 months – but it has not been a barrier to the emergence of exciting new talent. In total, 49 of the people in this top 100 are new to the NAPL. Some of the new entrants have arguably gained long overdue recognition, such as our number one, and others represent the industry’s next generation of leaders. It is this mixture of new ideas and older heads that will be needed to keep US wind fit for purpose in the years ahead.
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The North American Power List 2021

100
NEW ENTRY

WHITNEY WILSON
VP, Asset Management & Wind Operations, Brookfield Renewable
Experienced asset manager who leads the optimisation of Brookfield’s wind fleet.

99
NEW ENTRY

ASHLEY CROWTHER
Global VP, ONYX Insight
Enhancing the competitiveness of North American Wind through reliability engineering, edge computing and predictive analytics.

98
NEW ENTRY

KIMBERLEE CENTERA
CEO, TerraPro Solutions
Renewable risk management specialist who has financed 12GW of projects.

97
NEW ENTRY

GARETH BROWN
CEO & Co-Founder, Clir Renewables
Founded software firm Clir in 2017 and plays a key role in the optimisation debate.

96

JATIN SHARMA
Co-Founder & Managing Partner, NARDAC
Respected insurance broker for onshore and offshore wind development, construction, and operational risks.

95
NEW ENTRY

ENRIQUE ALVAREZ-URIA BERROS
Country Manager, US, Ocean Winds
US lead for Ocean Winds, which is co-developing the 2GW Mayflower complex.

94

DAVID SALE
CEO, Goldwind Americas
Global manufacturer Goldwind has this year expanded its North American fleet to over 1GW.

93

MARTIN MUGICA
President & CEO, Skyline Renewables
Set up Skyline in 2018 and has grown it to over 1GW, including 800MW of wind.

92
NEW ENTRY

MO DUA
Founder & CTQ, WindESCo
Former First Wind exec who now helps firms use data to boost project operations.

91

CHRISS ARCHER
Head of Americas, Green Investment Group
Heads the expansion of Macquarie’s Green Investment Group in the Americas.

A NEW ENTRY

ALEXANDER O. POST
Senior Vice President, Lockton Companies
Strategic disruptor and thought leader for US renewables insurance with over two decades of experience.

AL NEW ENTRY

GILL HOWARD LARSEN
Global Director of Renewables Advisory, UL
Has three decades' experience working in utility-scale wind and joined UL in 2014.

AL NEW ENTRY

BILL GRANTHAM
President, Southern Power
Grew Southern’s wind portfolio to 2.5GW in 2021, of its total capacity of 12.5GW.

AL NEW ENTRY

SHANNON OKUYAMA
SVP, M&D / Business Development, Onward Energy
A rising star who is helping to deliver growth at new 4GW platform Onward.

AL NEW ENTRY

JONATHAN BRAM
Founding Partner, Global Infrastructure Partners
Key figure at GIP, which bought MAP’s 16GW wind and solar arm in 2020.

AL NEW ENTRY

MICHAEL RUCKER
CEO & Founder, Scout Clean Energy
Leading Scout, an owner-operator with 1.2GW in operation and 5GW of wind, solar, and hybrid storage projects in development.

AL NEW ENTRY

STEVEN DAYNEY
Head of Offshore North America, Siemens Gamesa Renewable Energy
Siemens veteran who joined Siemens Gamesa in 2020 to lead it in offshore wind.

AL NEW ENTRY

BLAKE NIXON
President, National Grid Renewables
Stepped up to become president following the acquisition of Geronimo Energy.

AL NEW ENTRY

ALLA WEINSTEIN
CEO, Trident Winds Inc.
Partnering with EnBW to seek approvals for two 1GW floating offshore wind projects, in the states of California and Washington.

AL NEW ENTRY

TERESA MOGENSEN
SVP of Energy Supply, Xcel Energy
Mogensen is responsible for an 18GW fleet that powers 3.3million customers.
WHAT CAN NATURE TEACH US ABOUT OPTIMIZING WIND ENERGY PRODUCTION?

A *murmuration*, or flock of starlings, results from the graceful balance between group cohesion and individual effort. This phenomenon inspired WindESCO to take a system approach to wind plant optimization.

Through years of data analysis, modeling and testing, we've developed closed-loop technology that delivers 3-5% AEP gains site-wide.

*WindESCO Swarm™* uses collaborative interaction between turbines to maximize an entire farm's output potential, rather than optimizing turbine-by-turbine.

Find out more at windesco.com/swarm
‘Closed-loop systems optimize site-wide wind plant performance’

It’s now possible to employ a closed-loop system to optimize site-wide performance instead of risking overall AEP by optimizing individual assets alone, says WindESCo chief revenue officer Ed Wagner.

To what extent are wind plants underperforming and not maximising their annual energy production (AEP)?

WindESCo operates globally and we are seeing differences regionally. Low wind conditions are impacting some regions while clustered sites, where wind turbines are too close to each other, are also facing challenges. More generally, we are hearing from operators that their wind plants are not meeting expectations as they come off warranty and we also observe significant variation based on the model and age of different turbine types.

How can operators and wind energy investors benefit by improving the performance of their wind turbines?

Wind operators benefit on sites with known (and sometimes unknown) underperformance issues by turbines being returned to intended design performance. Whereas asset managers and investors benefit by improving the asset or fleet profile by 1%-2% in terms of annual energy production.

What steps can operators and wind energy investors take to improve the performance of wind plants?

It is standard for operators to employ dashboards which identify new issues where risks to asset downtime may exist. To enable corrective actions and prevent recurrence, operators and investors need to understand why their plants are underperforming and how to correct them, rather than simply being alerted to reliability or underperformance issues. Such dashboards for reliability purposes can enable some analytics capabilities with standard SCADA data in ten-minute intervals. However, to enable more predictive capabilities as well as energy output performance, operators should employ analytics that utilize high frequency data to identify the detailed behaviors within the components of moving systems such as pitch, yaw, rotation and the associated anomalies that lead to energy improvement opportunities. It is also now possible to employ a closed-loop system at a wind turbine site to optimize site-wide performance instead of just individual asset performance. It is possible that optimizing individual turbines alone can negatively impact
the site production as a whole or leave collective opportunities on the table. New solutions such as WindESCo Swarm analyze the site as a system optimization problem in addition to asset-by-asset improvements. When considering site-wide optimization, outcomes potential ranges from 3-5% AEP improvement.

What is your advice to operators or wind energy investors who suspect their wind plants are underperforming?

The operators and investors should employ deep experience and subject matter expertise in wind turbine operations and not rely solely on general data science. It is easy to identify the symptoms from the data differences, but it is extremely difficult to define a treatment plan that will improve performance and then measure and track results due to the nuances of equipment technology such as controller design.

What do current technology solutions overlook that could improve wind plant performance?

Due to SCADA system standards, it is easiest to utilize existing ten-minute data. However, within the periods at lower time intervals, there is a more anomalous value opportunity that is often masked within the data. Independent power producers (IPPs) and operators need to look at high resolution data to pick up information about turbine operation anomalies that can be used to improve AEP. Users should look to vendors that support seconds-level data for high-value analytics.

What do you see as the biggest challenges in the wind industry today?

Managing operational models with varying types of renewables (including solar, wind and hydro) and the segmented supply chain. Variations between OEM standards and support for equipment models both aging and new. First, IPPs are experiencing energy price fluctuations that require additional flexibility to meet regional demand. They are struggling to remain profitable as our climate changes. Second, OEMs need to recognize that working to make their operators successful using all the tools and talent in the industry is the path to selling more wind assets. If the operators are successful, the entire industry succeeds. OEMs should be more open on behalf of their customers to implementing solutions that increase AEP.

What are the biggest opportunities for the wind industry?

In North America, with the continued extension of the production tax credits, we can repower more of the existing assets to improve performance and extend life. There is also an opportunity for North America to take advantage of the arrival of new offshore opportunities. From an independent software vendor point of view, we need to roll-up a number of the point solutions in the market, to make it easier for the operators to find, fix and measure anomalies and problems they have with their wind assets and businesses quickly and effectively. There’s a lot to learn from other industries to keep costs low, while improving the services we bring to operators.
MARTIN PASQUALINI  
MD, Partner & Founding Member,  
CCA Group, LLC  
Has established himself over three decades as a leading project financier.

LAURA CASPARI  
VP - Head of Power Marketing & Commercial Strategy,  
Engie North America  
Leads Engie North America’s renewable offtake origination, commercial strategy, and project M&A

SHANNON SHOUL  
Director, Corporate Renewable Energy, Nike  
Leads sports giant Nike’s goal for 100% renewable electricity, and supports supply chain adoption

NICK KNAPP  
Senior MD & President, CohnReznick Capital  
Has 15 years’ experience in M&A and structured finance with renewables firms.

AARON SMITH  
CCO, Principle Power  
Leading the global expansion of California-headquartered floating specialist and championing the growth of floating wind in the USA.

CONNOR TESKEY  
Managing Partner & CEO, Brookfield Renewable  
Joined Brookfield in 2012 and became CEO of its renewables arm in 2020.

ALTA YEN  
Senior MD, Renewable Energy, Kayne Anderson Capital  
Recognisable name in the advisory world who joined from GE EPS in 2019.

ALBERTO GARCIA  
Executive Director - Project & Acquisition Finance, Santander  
Joined Santander in 2003 and plays a leading role in financing huge US projects.

KARA HURST  
VP and Head of Worldwide Sustainability, Amazon  
Leads sustainability for the world’s largest corporate buyer of clean energy.

CHRIS MOSCARDELLI  
MD, Societe Generale  
US-based MD at SocGen, which is a key backer of onshore and offshore wind.

TONY MILIKIN  
Chief Supply Chain Officer, Keurig Dr. Pepper  
Corporate sustainability expert who moved from InBev in September 2021.

JENNIFER DANIELS  
Development Director, Atlantic Shores  
Won support in June to develop a 1.5GW wind farm off the coast of New Jersey.

KEN ELSER  
SVP, Renewables Project Finance Finance & M&A, DNV  
His team acted on 60GW of renewable M&A and 8.5GW of wind fundings in 2020.

FRANK NICKLAUS  
Managing Director, Nomura Greentech  
Has advised on 2GW of operating and in-construction wind asset sales during 2021, including a $700m deal for Caithness.

SHALINI RAMANATHAN  
Director - Origination, Quinbrook Infrastructure Partners  
Has closed more than 3GW of renewable projects representing more than $2.5bn.

NATALIE JACKSON  
Head of Capital Markets, Clearway Energy  
Joined Clearway in 2020 to lead its expansive project level capital markets efforts.

TOM CARBONE  
President & Director, Tri Global Energy  
Focused on originating projects for Tri Global, including in the key Texas market.

JIM KING  
MD & Head of US Corporate Banking,  
CIBC Capital Markets  
Has completed financing of over $8.5bn of renewable energy projects in the US.

CHRIS LeWAND  
Senior MD & Leader of Power & Utilities Practice, FTI Consulting  
Specialises in M&A advisory work, and is also a member of FTI Capital Advisors.
FTI Consulting’s Power, Renewables and Energy Transition (PRET) group assists clients across the value chain navigate the rapidly evolving landscape and positioning sector participants to be ready for today’s and tomorrow’s industry needs. We provide a wide array of advisory services addressing the strategic, financial and operational challenges faced.

FTI Consulting works to positively impact some of the world’s largest and most complex challenges and helps clients capitalize on opportunities across industries and disciplines. Every year, we help more than 5,800 organizations transform the way they anticipate and respond to events.
What are the biggest trends in wind energy M&A?

Growing interest in US wind projects is the key trend but this is a product of a series of favourable underlying factors. Government support programs, ESG and sustainability interest, energy transition goals and the search for strong yielding assets are all contributing. Anticipation of continued significant enablement from government programs has increased with the Biden administration coming into office, while boards of directors have been the recipients of growing pressure from activist investors, employees, vendors, customers and even the SEC with its push for heightened ESG disclosures. Further, demand is being pushed to new levels by foreign entrants and oil and gas majors implementing new strategic plans.

What type of acquisition targets are particularly attractive to wind energy investors?

High-performing assets, particularly those with strong offtake arrangements, continue to be in high demand. However, the volume of built projects with these de-risked profiles is in relatively short supply and the speed with which new projects are being completed has slowed down due to supply chain constraints and permitting issues among other reasons. Newer entrants have tended to target buying into development platforms or as passive investors. However, many of the larger private developers have been acquired leaving few options.

What will be the emerging M&A trends in the coming year?

How projects are financed is likely going to be significantly impacted by changing rules and general industry maturity. For example, the White House is supporting a plan to allow the renewable energy industry to form tax-advantaged partnerships known as master limited partnerships or MLPs. MLP structures have been used prolifically by the oil and gas industry since the late 1980s, including to build out US pipeline and storage infrastructure.

The benefit of MLPs is that the partnership is not taxed until distributions are made, but the structure can offer liquidity comparable to a publicly traded corporation. This will change the way investors think about these types of investments, allowing for an expanded base to invest directly in wind and other renewable energy projects.
GAURAV RANIWALA
Global Renewable Energy Leader, GE Energy Financial Services
GE EFS supports GE’s renewables customers and has invested $15bn since 2004.

CHARLENE LAKE
Chief Sustainability Officer & SVP of CSR, AT&T
AT&T continues its commitment to sustainability through the purchase of more than 1.5GW of renewable energy capacity.

VIKAS AGRAWAL
MD & Head of Alternative Energy Investing, Goldman Sachs
This Goldman veteran recently joined its enlarged sustainable investing team.

BILL WHITE
Head of US Offshore Wind, Avangrid Renewables
Moved over from EnBW in late 2020 to lead Avangrid’s offshore wind business.

FONG WAN
SVP, Energy Policy and Procurement, Pacific Gas & Electric
Instrumental in moving renewable procurement forward for PG&E and California.

JENNIFER GOODWILLIE
VP, Project Development, Ørsted
Moved to Ørsted after it bought Lincoln Clean Energy, which she joined in 2019.

REBECCA KUJAWA
CFO & EVP of Finance, NextEra Energy Resources
Joined NextEra in 2007 and playing a key role as it keeps growing in renewables.

MARTIN TORRES
Head of Americas (Renewable Power), BlackRock Real Assets
Took over as BlackRock’s head of renewables in the Americas in early 2019.

GABRIEL ALONSO
CEO & President, 547 Energy
Former EDPR NA chief joined energy private equity group Quantum in 2018.

STEVE LOCKARD
Chairman, TPI Composites
Grew TPI to a $1bn blade maker and now also chairs Keystone Tower Systems.

MIGUEL ANGEL PRADO
CEO & Chief Procurement Officer, EDP Renewables North America
Heads 6-4GW portfolio for EDP Renewables North America.

LEONARDO MORENO
President, AES Clean Energy
AES has 7GW of renewables assets, a 23GW pipeline and bought sPower in 2020.

YVETTE DENNIS
Senior VP of Infrastructure, AIG
Monitors a $13bn portfolio in 16 countries for AIG’s insurance companies.

MIKE CRAWLEY
President & CEO, Northland Power
Leads Northland’s expanding global platform including recent offshore and onshore wind entries into Poland and Spain, respectively.

VANESSA MILER-FELS
Director of Energy Innovation & Impact, Microsoft
Works to power Microsoft operations and supply chains with renewable energy.

ANDRE CANGUCU
Chief Commercial & Industries & M&A Officer, Engie North America
Playing a vital role in driving Engie’s M&A led US growth in recent years.

MEGHAN SCHULTZ
SVP, Finance & Capital Markets, Invenergy
Has led on deals worth more than $25bn and executed over 15GW of projects.

SKIP GROW
MD & Head of Clean Technology Group, Morgan Stanley
Clean energy specialist Grow acts for a crop of the industry’s biggest names.
How active are banks in US renewables at present?

Exceptionally active. We’re seeing a focus on ESG from everyone – corporations, institutional investors, banks, private equity, strategics – and renewables fit in perfectly. Essentially all those industry players now have ESG guidelines and they’re looking for deals that can satisfy those guidelines. Thus, even without the support of the Biden administration, it would be full speed ahead for renewables.

Are you optimistic about Biden’s $1tn infrastructure bill?

A lot of people are asking if it’s going to happen or fall apart. I am confident that some form of the bill will pass and benefit the wind industry.

How important is the financial close of Vineyard Wind 1?

Other states that favor offshore wind saw a major roadblock removed with the closing of the Vineyard Wind 1 transaction. These states know the benefits of offshore wind, to reduce carbon emissions, create jobs and diversify the power supply, coupled with prices of offshore wind energy coming down significantly.

There are many offshore wind projects under development on the East Coast of the U.S. as well as some on the West Coast. To keep the development costs of these large projects down, the various states must work together by taking advantage of economies of scale. As an example, it wouldn’t make sense for every state to have its own port for bringing in turbine towers and blades.

Incidentally, MUFG was a joint lead arranger [i.e., top lender] on the Vineyard Wind 1 deal led by my colleague Louise Pesce.

Are you getting involved in storage at present?

Yes. Lithium-ion is still the most cost-effective and has the technological track record to be financeable in the bank and private placement markets, but we will see other battery technologies coming out when the developers of these technologies manage to sort out various technical issues, establish a track record and bring down costs. In the next five to ten years, you’re going to see other battery technologies besides lithium-ion that will be able to store power for longer periods of times, which will be highly beneficial to the industry.

We are now seeing the development of very large battery storage facilities that utilities will use to manage intermittency in their overall grids. These large batteries will help in places with bottlenecks or high demand, and it will also mean you won’t need to build as much transmission, which take years to get permitting and regulatory approvals.
MUFG is proud to sponsor
*A Word About Wind’s*
2021 Top 100 North American Power List

Beth Waters, Managing Director
MUFG - Project Finance, Americas
212-782-4501 | EWaters@us.mufg.jp
| Rank | Entry Type | Name | Position/Role | Key Facts
|------|------------|------|---------------|--------------------------------------------------|
| 30   |            | Sandhya Ganapathy | Global Head of Investments & M&A, EDP Renewables Group | Has led EDPR’s global asset rotation strategy since 2012, raising over €3.3bn.
| 29   | NEW ENTRY  | Lynn Good | Chair, President & CEO, Duke Energy | Became CEO in 2013 and is leading Duke’s expansion in the renewables sector.
| 28   |            | Georgios Papadimitriou | Head of North America, Enel Green Power | Leads Enel Green Power’s growth in North America backed by a host of PPAs.
| 27   | NEW ENTRY  | Michael Terrell | Global Head of Energy, Google | Has overseen more than 55 wind and solar agreements to purchase nearly 6GW of renewable power new to the grid since 2010.
| 26   | NEW ENTRY  | Urvi Parekh | Director of Renewable Energy, Facebook | Heads Facebook’s team buying renewable energy, which now totals over 5.6GW.
| 25   |            | Mark Goodwin | President & CEO, Apex Clean Energy | Developing the first and largest US wind-powered hydrogen project, with Plug Power.
| 24   | NEW ENTRY  | Rachel Pachter | Chief Development Officer, Vineyard Wind | Leads the effort to secure the 800MW Vineyard Wind 1’s final permits.
| 23   | NEW ENTRY  | David Hardy | CEO for Offshore North America, Ørsted | Promoted to CEO from COO in 2020 to lead Ørsted’s growth in US offshore.
| 22   |            | Tristan Grimbert | CEO & President, EDF Renewables North America | Heads renewables in North America, where EDF has developed projects of 16GW.
| 21   | NEW ENTRY  | Bob Frenzel | President & CEO, Xcel Energy | Joined Xcel as CFO in 2016 before becoming COO in 2020 and now CEO in 2021.
| 20   |            | Diane Leopold | COO, Dominion Energy | Key as Dominion seeks to build offshore wind farms while also growing onshore.
| 18   |            | Silvia Ortín Rios | CEO Wind Onshore & PV, RWE Renewables | Became CEO in 2021 to lead wind and solar for RWE Renewables.
| 17   |            | Patrick Byrne | CEO of Onshore Wind & CEO of Digital, GE Renewable Energy | Byrne leads onshore wind for GE Renewable Energy, which was the largest wind turbine manufacturer in the US by installations in 2020.
| 16   | NEW ENTRY  | Alejandro De Hoz | President & CEO, Avangrid Renewables | Became CEO in 2019 and is key to huge projects, including Vineyard Wind 1.
| 15   |            | Mit Buchanan | Managing Director, Energy Investments, J.P. Morgan | Well-known figure in US tax equity with three decades’ of energy sector experience, with the last 13 years being in renewables at J.P. Morgan.
| 14   |            | Mike Garland | President & CEO, Pattern Energy Group | Topped our previous NAPL in 2020 after the $6.1bn buyout of Pattern by CPPIB.
| 13   |            | Bruce Hogg | MD & Head of Sustainable Energy, Canada Pension Plan Investment Board | Named head of this pensions giant’s new sustainable energy group this year.
| 12   |            | William J. Fehrman | President and CEO, Berkshire Hathaway Energy | Fehrman has been a senior executive at Berkshire Hathaway Energy since 2006.
| 11   |            | Ray Wood | MD & Head of Natural Resources, Bank of America | Key deal-maker who was promoted to BAML’s natural resources head in July.
Since 2003, CCA Group has been delivering premier financial advisory services, making complex project financing understandable for both issuers and investors in renewable markets.
<table>
<thead>
<tr>
<th>Rank</th>
<th>New Entry</th>
<th>Name</th>
<th>Position and Company</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td></td>
<td>BETH WATERS</td>
<td>MD of Project Finance in the Americas, MUFG</td>
<td>Waters has driven the origination of nearly $37 billion in non-recourse debt to finance more than 31GW of energy-producing assets and 817 miles in energy transmission lines</td>
</tr>
<tr>
<td>9</td>
<td>NEW ENTRY</td>
<td>ROXANE PERRUSO</td>
<td>EVP &amp; COO, Power Company of Wyoming</td>
<td>Perruso is tasked with solving the thorniest of problems for US wind developers – transmission – by completing the $3bn TransWest Express link in 2025 for a 3GW PCW wind cluster in Wyoming.</td>
</tr>
<tr>
<td>8</td>
<td>▼5</td>
<td>DANIELLE MERFELD</td>
<td>VP &amp; Chief Technology Officer, GE Renewable Energy</td>
<td>Led the team that developed the gigantic 14MW Haliade-X offshore wind turbine. She also topped our Women’s Power List report earlier this year.</td>
</tr>
<tr>
<td>7</td>
<td>▲9</td>
<td>MIKE SKELLY</td>
<td>Founder &amp; CEO, Grid United</td>
<td>Skelly set up Grid United in June to have another crack at modernising the US grid, after his work with Clean Line. He is also senior advisor at Lazard and the only person in this list with a book about them.</td>
</tr>
<tr>
<td>6</td>
<td>▲11</td>
<td>DAVID GIORDANO</td>
<td>Global Head of Renewable Power, BlackRock Real Assets</td>
<td>Giordano is global head of BlackRock Renewable Power, which this April achieved the $4.8bn close of its Global Renewable Power Fund III to invest in renewables – including wind – in the Americas, Europe and Asia. This follows its GRP I and GRP II funds.</td>
</tr>
<tr>
<td>5</td>
<td>NEW ENTRY</td>
<td>SIRI ESPEDAL KINDEM</td>
<td>President, Wind US, Equinor</td>
<td>Kindem is a key player in US offshore wind as she led Equinor to win support, with BP, for two projects totalling 2.5GW off New York, in addition to the 816MW Empire Wind 1.</td>
</tr>
<tr>
<td>4</td>
<td>NEW ENTRY</td>
<td>JOHN KETCHUM</td>
<td>President &amp; CEO, NextEra Energy Resources</td>
<td>Ketchum leads NextEra Energy Resources, which owns 22GW of generating capacity in 37 US states and Canada including 14.1GW of wind. He ascended to the role in 2019.</td>
</tr>
<tr>
<td>3</td>
<td>▲21</td>
<td>LAURA BEANE</td>
<td>President, Vestas North America</td>
<td>Beane joined Vestas North America as president on 1st July from Engie North America, where she was chief renewables officer, and will now lead its growth in this key market.</td>
</tr>
<tr>
<td>2</td>
<td>▲4</td>
<td>LARS THAANING PEDERSEN</td>
<td>Co-CEO &amp; CEO of Vineyard Wind, Copenhagen Offshore Partners</td>
<td>Pedersen is spearheading growth of utility-scale offshore wind in US waters at projects including the 800MW Vineyard Wind 1, which reached financial close in September 2021.</td>
</tr>
</tbody>
</table>
Can you define energy for the next generation?

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Jim Murphy is a new entry to the North American Power List, but that is largely due to the fact he co-founded Invenergy with the company’s high-profile chief executive Michael Polsky. In recent years, Murphy has made an increasingly large contribution to the wider industry, and it feels right to recognise that contribution in this top 100.

Developer and operator Invenergy remains the largest privately-held US renewable energy company, and it continues to work on some of the country’s most significant wind developments.

These include the 999MW Traverse Wind Energy Center, which is the largest of three wind farms that Invenergy is developing for American Electric Power (AEP) at the 1.5GW North Central Wind Energy complex. This is the biggest project Invenergy has worked on so far, and the largest onshore wind farm in development in the US. Invenergy is looking to commission Traverse in early 2022.

The company also reached financial close on the 287MW Maverick and 199MW Sundance projects in late 2020. It is developing these two projects for AEP as well.

But Invenergy’s deals of the last 12 months extend far beyond individual projects. In December, the company secured a $1bn investment from Canada’s La Caisse de Dépôt et Placement du Québec to support its global growth. The companies have been partnering since 2013, and Murphy said this would help accelerate the growth.
Overall, Murphy has negotiated over $40bn of private equity and debt investments, power plant acquisitions and sales, and project financings during his 40 years in the energy industry. He leads general management at Invenergy, including its legal and financial affairs; and sets the direction of Energize Ventures, the venture capital fund managed by Invenergy, as a founding member of its investment committee.

He also influences the wider industry in his role as chair of the board of the American Clean Power Association – which was launched earlier this year as an evolution of the American Wind Energy Association – and he sits on the board of directors of the American Council on Renewable Energy. ACP merged with the US Energy Storage Association earlier this year, which demonstrates how wind is increasingly part of a hybrid renewables development rather than a standalone asset.

Murphy is confident in the power of renewables, which can only benefit with the pro-renewables President Biden in the White House.

“The clean power industry is a driving force for major new infrastructure... resulting in an economic opportunity to our communities. Additionally, American families improved their equality of life through large-scale carbon emissions reductions in the electricity sector,” he has said.

Murphy has spent four decades working in the energy sector – but his activity in the last year shows he is still at the cutting edge of its most important changes.
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<tr>
<th>RANK</th>
<th>NAME</th>
<th>POSITION</th>
<th>COMPANY</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Jim Murphy</td>
<td>Co-Founder, President &amp; COO</td>
<td>Invenergy</td>
</tr>
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<td>2</td>
<td>Lars Thaanning Pedersen</td>
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<td>Copenhagen Offshore Partners</td>
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<td>Laura Beane</td>
<td>President</td>
<td>Vestas North America</td>
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<td>4</td>
<td>John Ketchum</td>
<td>President &amp; CEO</td>
<td>NextEra Energy Resources</td>
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<td>5</td>
<td>Siri Espedal Kindem</td>
<td>President, Wind US</td>
<td>Equinor</td>
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<td>6</td>
<td>David Giordano</td>
<td>Global Head of Renewable Power</td>
<td>BlackRock Real Assets</td>
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<td>7</td>
<td>Mike Skelly</td>
<td>Founder &amp; CEO</td>
<td>Grid United</td>
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<td>Danielle Merfeld</td>
<td>VP &amp; Chief Technology Officer</td>
<td>GE Renewable Energy</td>
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<td>Roxane Perruso</td>
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<td>MD of Project Finance in the Americas</td>
<td>MUFG</td>
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<td>Ray Wood</td>
<td>MD &amp; Head of Natural Resources</td>
<td>Bank of America</td>
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<td>12</td>
<td>William J. Fehrman</td>
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<td>Berkshire Hathaway Energy</td>
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<td>Bruce Hogg</td>
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<td>Mike Garland</td>
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<td>Pattern Energy Group</td>
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<td>Mit Buchanan</td>
<td>Managing Director, Energy Investments</td>
<td>J.P. Morgan</td>
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<td>Patrick Byrne</td>
<td>CEO of Onshore Wind &amp; CEO of Digital</td>
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<td>Alejandro de Hoz</td>
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<td>Avangrid Renewables</td>
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<td>Silvia Ortin</td>
<td>CEO Wind Onshore &amp; PV</td>
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<td>Diane Leopold</td>
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<td>Bob Freiizel</td>
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<td>Tristan Grimbert</td>
<td>CEO &amp; President</td>
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<td>David Hardy</td>
<td>CEO for Ørsted Offshore North America</td>
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<td>Rachel Pachter</td>
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<td>Mark Goodwin</td>
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<td>Urvi Parekh</td>
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<td>Michael Terrell</td>
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<td>Georgios Papadimitriou</td>
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<td>Lynn Good</td>
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<td>Sandhya Ganapathy</td>
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<td>Skip Grow</td>
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<td>Meghan Schultz</td>
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<td>Vanessa Miller-Fels</td>
<td>Director of Energy Innovation &amp; Impact</td>
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<td>Jeffrey Grybowski</td>
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<td>Yvette Dennis</td>
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<td>Charlene Lake</td>
<td>Chief Sustainability Officer &amp; SVP of CSR</td>
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<tr>
<td>No.</td>
<td>Name</td>
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<td>Gaurav Raniwala</td>
<td>Global Renewable Energy Leader</td>
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<td>51</td>
<td>Ari Pribadi</td>
<td>Senior MD, Head of Chicago Office, Co-Head of</td>
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<td>Ravina Advani</td>
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<td>Joe Nolan</td>
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<td>Philip Hopkins</td>
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<td>Pooja Goyal</td>
<td>Partner &amp; Co-Head of Infrastructure Group</td>
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<td>Jessica Shor</td>
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<td>Jim King</td>
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<td>Gill Howard Larsen</td>
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<td>CEO</td>
<td>TerraPro Solutions</td>
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<td>Ashley Crowther</td>
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<td>100</td>
<td>Whitney Wilson</td>
<td>VP, Asset Management &amp; Wind Operations</td>
<td>Brookfield Renewable</td>
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THE FULL LIST