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Class of 2022



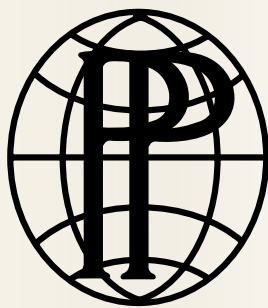
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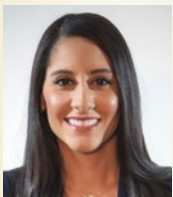
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CONTENTS

Why Forty Under 40 Matters	2	Brett Knowles	36
		<i>EnCap Flatrock Midstream</i>	
Robert Anderson	4	Brandon Lakatta	38
<i>Arch Energy Partners</i>		<i>Pioneer Natural Resources Co.</i>	
Kayla Ball	5	Riki Meier	39
<i>Validere</i>		<i>Cornerstone Acquisition & Management</i>	
Nooshin Behroyan	6	Victor Mendoza	40
<i>Paxon Energy & Infrastructures</i>		<i>Donovan Ventures</i>	
Nadia Bollinger	7	Tony Moss	42
<i>Amazon Web Services</i>		<i>Continental Resources Inc.</i>	
Chris Caudill	8	Derek Nixon	44
<i>Infinity Water Solutions</i>		<i>Varel Energy Solutions</i>	
Babatunda Cole	10	Nkiruka Ohaegbu	46
<i>Oxy</i>		<i>Pacific Gas & Electric Co.</i>	
Geoff Cole	12	Kim Pinyopusarek	48
<i>Brazos Midstream</i>		<i>Callon Petroleum</i>	
Phil Cossich	14	Heidi Reger	50
<i>LLOG Exploration Co. LLC</i>		<i>Discovery Natural Resources</i>	
Patrick Crump	16	Zack Rider	52
<i>Chesapeake Energy Corp.</i>		<i>Tallgrass</i>	
Amanda Darby	18	Josh Roberts	54
<i>Azul Resources</i>		<i>Stakeholder Midstream LLC</i>	
Alex Dyes	20	Chris Samanns	56
<i>Ring Energy Inc.</i>		<i>Signal Peak Silica</i>	
Scott Gale	22	Josh Shapiro	58
<i>Halliburton Labs</i>		<i>U.S. Well Services</i>	
Salah Gamoudi	23	Tara Sharma	60
<i>SandRidge Energy Inc.</i>		<i>RedOaks Energy Advisers</i>	
Amber Garcia	24	Atman Shukla	62
<i>Deutsch Kerrigan LLP</i>		<i>Sidley Austin LLP</i>	
Preshit Gawade	25	Houston Sullivan	64
<i>Baker Hughes</i>		<i>Veritas Energy LLC</i>	
Ashley Gilmore	26	Geoff Vernon	66
<i>Tracts</i>		<i>Earthstone Energy</i>	
Jeremy Gottlieb and Armand Paradis	28-29	Patrick Watrin	68
<i>ComboCurve Inc.</i>		<i>XRI Holdings</i>	
Michael Hart	30	Ashly Wolicki	70
<i>Rio Grande E&P II LLC</i>		<i>Jonah Energy LLC</i>	
Andrea Hepp	32	Danny Yick	72
<i>Shell</i>		<i>ConocoPhillips Co.</i>	
Adnan Khan	34	Josh Young	75
<i>The Carnrite Group</i>		<i>Bison Interests</i>	

WHY FORTY UNDER 40 MATTERS

Oil and Gas Investor's 2022 class of honorees are changing the future of their company and the energy industry.



By Brandy Fidler
Senior Development
Editor

It's been a decade since *Oil and Gas Investor* first launched its annual Forty Under 40 project, a recognition program that showcases the extreme talent the oil and gas industry has to offer. So far, we have honored and celebrated hundreds of incredible trailblazers in the energy sector. Many have moved on to spearhead other successful companies, while others sold and founded new ones. These past honorees have paved the way for the class of 2022 and for the next generation of leaders to come.

When it comes to leadership, adaptability and embracing change, this year's prestige group exhibits these qualities just as the previous honorees before them.

These energy individuals are pushing boundaries and moving the industry forward, all while battling the new challenges the oil and gas industry presents.

Although each individual's story on how they got here is unique, they faced similar career experiences: enduring a downturn, a pandemic, extremely low and exceedingly high oil prices, forging the path to a net-zero world and, most recently, uncertainty in energy security.

But they all have one goal in mind: advancing the energy space for a better, sustainable future.

Included in this year's list of honorees are two entrepreneurs who launched their technology company during the height of the COVID pandemic in May 2020. Staying positive through a challenging time was the driving force behind the company's growth, according to the honorees.

Another honoree was his company's youngest vice president, achieved at the age of 34. He would later take rein as CEO and guide the company through the pandemic at a time when it had no working capital.

As one honoree summed it up: "Chaos creates wonderful learning opportunities, so being in difficult positions and facing critical challenges will increase your value and radically alter your career trajectory."

Chosen among hundreds of nominations, *Oil and Gas Investor* is honored to recognize these 40 leaders of today and tomorrow in its 10th annual showcase of energy professionals under the age of 40.

So why does Forty Under 40 matter? For further insight, Hart Energy spoke with Laura Preng, partner at Preng & Associates, a proud sponsor of the program, on the importance of award programs like *Oil and Gas Investor's* Forty Under 40—and why recognizing energy leaders is more imperative now than ever.

Hart Energy: Why do programs like this matter, and why do you think highlighting leaders in the energy industry is important?

LP: I think it's important to acknowledge accomplishments regardless of if you're under 40 or over 40. But I think putting a spotlight on the contributions that this group has made, I hope it will show the younger generation or future generation of oil and gas workers that you really can make a contribution and have a significant impact on the industry regardless if you have only been in it for 10, 15 years or beyond.

Hopefully it would encourage the next generation to know that they can really come in and have a big impact.

HE: What do you think energy companies need to do in order to attract and retain talent, especially in this environment?

LP: Retaining talent is definitely a challenge. I'm hearing that from a lot of the companies that I work with and speak with. Attracting younger talent to the industry...we need to do a better job of getting our message out of how important the work is that we do and knowing that you can make a significant contribution to the world, empowering the world, empowering your workers too.

But I think telling our story, getting it out there of how important the energy industry is ... we need to do a better job at that.

HE: The public's perception of oil and gas is an additional challenge for energy companies when it comes to attracting young talent. How do you see companies overcoming that?

LP: I know that attracting younger talent to the industry is a challenge. I see it daily. It may not be at the level of the work that I do, but I'm certainly having conversations with folks who are having a hard time with keeping people on their teams or attracting people to their teams. It's not just about the paycheck anymore too, and so there's a lot of work-life balance that companies are taking into consideration.

A lot has changed over the past few years, and it's not always the way things have always been done anymore, at least the attitude and especially working with the younger generation.

So the messaging of what we do is important, but then also listening to your people and realizing that they're the biggest asset a company has.

HE: What traits do you think a good leader in the industry must have,



Laura Preng

especially during a time when the industry is focused on the energy transition and energy security?

LP: I think vision is one, probably at the top of the list. Integrity, self-awareness, strong communication skills and empathy. Again, it goes back to looking at your people as a whole and being able to establish those relationships and get them behind you.

They want to believe in the people that they work with and work for and what they're doing. Then vision as you move forward, and being able to communicate that vision to the people that you're working with.

I think all those are very important. Some are maybe considered soft skills, but when you look at leaders, soft skills are very important in that equation.

HE: What do you think will keep the younger generation passionate about this industry?

LP: I think where it's going is what's going to keep the younger generation passionate about it because we are continually improving and being able to produce in a way that's better for the environment, and that of course is very important.

So I think the innovations that we see coming out in the industry and being able to have the younger workforce be involved in leading that [will keep them passionate.] The Forty Under 40 honorees are perfect examples of how you can really have an impact at a young age in this industry—if you want to.

“The Forty Under 40 honorees are perfect examples of how you can really have an impact at a young age in this industry—if you want to.”

HE: What do you think the next generation brings to the table?

LP: Without a doubt, the next generation brings new ideas and thoughts to the table. Their energy and vision on how things can be accomplished spurs innovation.

I think a lot of the successes that have come out of our industry are from young leaders trying new things, and I believe history will repeat itself with the next generation. I'm excited to see what's yet to come. 40

Robert Anderson

Managing Partner,
Arch Energy Partners, Dallas

From realizing a lifelong dream of earning a law license to working with his team to build a company during the peak pandemic years, Robert Anderson accredits his leap from practicing law to leading Arch Energy Partners to "luck or divine providence." After leading the company through a period of negative oil prices, he has learned that sometimes there are benefits that come with being the first to try a new idea—sometimes figuring out processes along the way is OK.

Why did you enter the oil and gas industry?

"I grew up in southern Utah in a small town where uranium was mined during the 1950s. My father and grandfather were both attorneys who represented a number of uranium miners, and as a result I grew up with a lot of exposure to the energy industry. After beginning my own career as an attorney, I met a friend who was an entrepreneur in the oil and gas industry. He was very influential in helping me see the potential of the energy industry. Based on the potential he showed me, I became an oil and gas attorney, which led to my current role as an energy investor."

Which of your professional achievements are you most proud of?

"After practicing law for a number of years, I started Tracts, a title software solution for oil and gas, with Ashley Gilmore. One of the highlights of my professional life was when our first patent was granted. Seeing my name on a patent filing was an incredible highlight of that experience."

What has been your most challenging project to date, and how did you accomplish your goal?

"Every aspect of growing a business through the pandemic was extraordinarily challenging. In the current environment, it's easy to see the value oil and gas bring to the world, but we had to

convince potential investors of the necessity of our industry when you couldn't even give away a barrel of oil. My partners and I relied on our analysis and intuition, giving us the conviction necessary to persevere."

Who are your mentors, and what is the most valuable advice they have given you?

"I have a few, including Dan Peterson and my father. From the time I was young my dad always told me, 'People dumber than you have done it.' It's an odd saying and not particularly polite, but for me, it made difficult things feel achievable."

What has helped you develop your leadership abilities during your career?

"I try to use every experience to make sure that I only make each mistake once. My partner and our team are strong proponents of holding one another accountable while also being available and supportive in working together to problem-solve."

What are your short- and long-term goals?

"My focus is continuing to build Arch Energy Partners. Every aspect of modern society currently depends on the energy our industry provides. At Arch, we are working to be part of the solution to provide secure, affordable energy in the U.S. and across the world."

"Talking about being a contrarian is easy. Maintaining your conviction in the face of overwhelming doubt is difficult."

What keeps you motivated and passionate about working in the oil and gas industry?

"Our industry is the silent backbone that drives the entire modern economy. We provide dependable energy that allows modern society to function. Over the years I have come to see how absolutely crucial our role is. I am grateful to contribute to the stability that the industry offers."

What do you think young industry members as a group have to offer that is unique to them?

"When you're young, there's a naivety to what you believe is and is not possible. The challenges we face in upcoming years will require unreasonable people with a drive and confidence to overlook the narrative of what can and cannot be done." 🚀



THREE MORE THINGS ...

1 For whatever reason, I can tell you the mascot of pretty much any small town high school in Utah.

2 In 2019, I was able to donate my kidney to my 7-year-old son, Robert, who was born with kidney failure. It will likely be one of the greatest achievements of my life.

3 I applied to the University of Texas law school because Texas played in the national championship game. If not for Vince Young, I may not have ever known the joy of Buc-ee's or been able to listen to my oldest son sing "Take Me to Texas" by George Strait for a school program.

Kayla Ball

Chief Product Officer, Validere, Houston

Kayla Ball thought she would be a geologist, but years of reaching out and learning all aspects of the oil and gas industry have earned her the title of chief product officer with Validere. She believes the oil and gas industry impacts the smallest and largest aspects of the planet, and she is proud to play a role in that.

Why did you enter the oil and gas industry?

"My father is a partner in an operating company in the Eagle Ford and Permian Basin. I grew up visiting locations and running title all over South Texas."

Which of your professional achievements are you most proud of?

"I am proud of the many products I created during my tenure with IHS Kingdom. There were many firsts for subsurface interpretation with integrating new technologies and practices like geosteering with seismic and geologic interpretation. It's incredibly fulfilling to know that products I worked tirelessly on are still used in practice every day in the industry."

What has been your most challenging project to date, and how did you accomplish your goal?

"Establishing and growing a Houston presence for Validere. We identified the skill sets we would need locally and then pulled together a recruitment plan, all while choosing an office location. Building a culture and relentlessly prioritizing core values during a hiring process can feel like insanity at times. It really is a snowball effect; you add one rock star that brings other rock stars and before you know it, you have people actively asking to work with you."

THREE MORE THINGS ...

- 1 I've always strived to prove initial judgments of women in energy and women in tech wrong with knowledge, genuine curiosity and a sense of humor.
- 2 I rejoice in being "The World's Okayest." If you see me killing it in one area of my life, know that another is lacking."
- 3 I cannot remember a person's name to save my life unless I meet them three times.



What qualities do you think are necessary for a good leader in the oil and gas industry?

"Grit, empathy, patience and resilience. We have a very cyclical business and when it is in a down cycle, it can be incredibly challenging, both mentally and emotionally. My favorite leaders were always in the trench with the rest of the team, not passing down objectives and ultimatums from an ivory tower."

How have you exercised leadership to help shape your company?

"I like to think that I am highly relatable to my teams. We know each other on a personal level, [and] we have open and candid (sometimes painful) conversations because we genuinely want the best for each other. I also happen to be in a season of life where flexibility and compassion are important characteristics for me as a contributor. It is important to recognize the human first; the rest will take care of itself if you take care of them."

"It is incredible to think of all the people, all the backgrounds, all the education and skill sets that go into providing affordable and reliable energy."

What advice would you give other young professionals in the industry and/or in your sector?

"Don't stay in your lane. Learn as much about the business as you can and always find people in other teams that will support and nurture your career ambitions. Nobody is going to chart your path forward, and the best opportunities will always present themselves when you feel unready and unworthy. Most of the best qualities are intrinsic to the person, the rest can be learned. I was originally planning to be a geologist."

What do you think young industry members as a group have to offer that is unique to them?

"They are entering an industry that is very different from the one I entered into. This generation embraces technology, trying new things and questioning the status quo. Original thinking and driving results are key opportunities the younger members have to offer." **40**

Nooshin Behroyan

Founder and CEO, Paxon Energy & Infrastructures, Oakland, Calif.

Drawn to the energy industry and fascinated by the prospect of using her “engineering hat,” Nooshin Behroyan has endured the challenges and triumphs of founding an energy business. The promise of bettering the industry motivated her to push through hard times, ultimately creating a company focused on giving back to the community.

Why did you enter the oil and gas industry?

“When I got my master’s in civil and environmental engineering from UC Davis, I interviewed for a consulting job to work on Pacific Gas & Electric’s, then San Bruno, exploded natural gas pipeline incident. I was just so fascinated by the industry and was so eager to put on my engineering hat to see how I could be part of the solution for the industry as a whole.”

Which of your professional achievements are you most proud of?

“Perhaps one of my most memorable professional achievements has been seeing Paxon being named the No. 9 fastest-growing private company in America, which is by far one of the most prestigious rankings in the country, and being able to reach upward of 17,000% growth for two years in a row. This growth is truly a testament of our expertise and passion for the industry, as well as the level of services and innovative approaches that we can provide to our clients, of whom 90% are referred/returned clients.”

What has been your most challenging project to date? How did you accomplish your goal?

“One of the most challenging experiences as a CEO has been being very closely involved in the Butte County, Calif., fire, which became one of the deadliest wildfires in history. We had upward of 30-plus field employees conducting field inspections on gas pipelines, and the hardest part of the experience was keeping our employees’ morale high after having to witness so much loss.”

What keeps you motivated and passionate about working in the oil and gas industry?

“I feel like the industry is finally at an exciting turn with all the net-zero commitments and initiatives to be carbon-neutral. This keeps me extremely excited to be part of this movement, which is somewhat similar to the dot-com era where the entire industry is willing to make changes. Paxon is proud to be at the forefront of these initiatives by bringing state-of-the-art technologies for decarbonization or other climate initiatives.”

How have you exercised leadership to help shape your company?

“As the CEO of Paxon, I have learned to treat leadership as a core strength. In my role, you are often forced to make a lot of decisions and also some of the most difficult decisions within the company. I try to approach my leadership with empathy combined with a lot of logic, and always the bottom line for me has been doing right by the people. I think that’s incredibly important.”

What advice would you give other young professionals in the industry?

“If you feel bored or not challenged enough in your role, that’s the indicator that it’s time for a change. You have to be willing to make the effort and be ready to work hard—and sometimes really hard—for the change you wish to see.” **40**

“You have to be willing to make the effort and be ready to work hard—and sometimes really hard—for the change you wish to see.”



THREE MORE THINGS ...

1 I have a huge sweet tooth and to this day still consume more chocolate than I should. Something that many may not know is that Paxon is named after my favorite chocolate that I grew up eating in Iran.

2 During my last year at my graduate program at UC Davis, I was nine months pregnant with my daughter ... and realized that I may not be able to come back to school after her birth, given that I lived over an hour away from the school and also had a 2-year-old at home. As a result, I decided to challenge the remaining courses and graduate out of the program.

3 I serve as the board president for National Association of Women Business Owners San Francisco Bay Area, supporting other women business owners, their successes and growth.

Nadia Bollinger

Senior Manager of Partner Solutions Architecture, Energy and Utilities, Amazon Web Services, Houston

An ardent champion for women's rights in the industry—and in general—Nadia Bollinger is devoted to helping shape an industry culture that will allow for the advancement of women, hoping to create a world where her young daughters can professionally succeed.

Why did you enter the oil and gas industry?

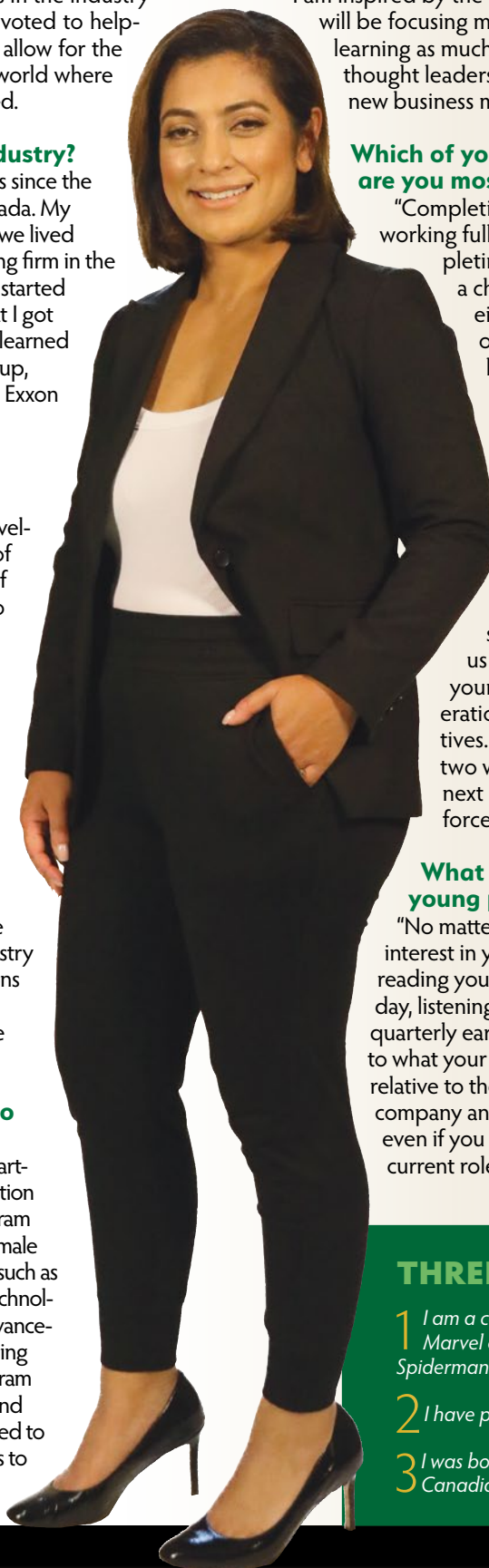
"I have tangentially been involved in oil and gas since the day I was born in Fort McMurray, Alberta, Canada. My father worked at Suncor as an executive when we lived there, and he went on to start his own consulting firm in the oil and gas sector. It wasn't until college when I started a co-op program with Exxon Mobil [Corp.] that I got firsthand experience working in this industry. I learned a lot about the industry from my dad growing up, and after spending three semesters working at Exxon Mobil, I knew it was the place for me.

Describe a memorable professional experience.

"The first part of my career at ExxonMobil I developed upstream technical workflows, and one of our first challenges was to consolidate a suite of 30-plus data management applications used to share data across geoscience and engineering products. In a short timeline, we built a leading-edge solution that resulted in significant time savings to our data management staff and freed up capacity for engineers and geoscientists to focus on higher value activities. During the rollout, I worked in London and Abu Dhabi. While in Abu Dhabi, I led the implementation of our solution within a joint venture that optimized infrastructure to increase recovery through novel drilling and completion strategies. In a short period of time early in my career, I not only gained deep industry and technical experience in upstream operations across our global operations but also had the opportunity to participate and learn about the local female community in the UAE."

How have you exercised leadership to help shape your department?

"At Amazon, I launched a new affinity group in partnership with our business development organization supporting women in energy. Through this program I have moderated three panels with executive female leaders from across the industry covering topics such as the future energy organization, transformative technologies to enable the energy transition and the advancement of women within our industry. Since launching the first event in March, we have scaled this program internationally and to other industries. Women and others who participated in these events are excited to see this platform develop and discover new ways to support our collective growth."



What are your long- and short-term career goals?

"Short term, I am seeking to learn as much about Amazon and its culture as I can and enable my team and organization to be successful. If I can do these two things in the next year, I will consider that a success. Long term, I aspire to continue to drive more value with broader impact through larger leadership roles.

I am inspired by the energy transition movement and will be focusing much of my time in the coming years learning as much as I can in this space to drive new thought leadership and solutions on how cloud and new business models can accelerate this transition."


Which of your professional achievements are you most proud of?

"Completing two master's degrees while working full time. I am especially proud of completing my MBA at Rice [University] with a child under the age of two and being eight months pregnant with my second child while running a multimillion-dollar digital program at Exxon Mobil to introduce mobility and mobile solutions to our manufacturing business lines worldwide."

What do you think young industry members as a group have to offer that is unique to them?

"We have been mentored by senior generations who have taught us where we have been but also are young enough to relate to younger generations and understand their perspectives. This will enable us to bridge these two worlds as we navigate through this next phase and bring on a new workforce to drive change."

What advice would you give other young professionals?

"No matter where you are in your career, take interest in your broader company. This means reading your company's internal headlines every day, listening and taking time to understand quarterly earnings reports and paying attention to what your company is doing and not doing relative to the market. Dive deep into your own company and become a master of all topics, even if you don't think they are relevant to your current role." 

THREE MORE THINGS ...

- 1 I am a copycat artist and enjoy drawing Marvel comic book characters, especially Spiderman.
- 2 I have played piano since I was 4 years old.
- 3 I was born in Canada, carry dual U.S. and Canadian citizenship and can speak French..

W. Christopher Caudill

*Chairman, President and CFO,
Infinity Water Solutions, Austin, Texas*

What does a car man and an oil and gas man have in common? For W. Christopher Caudill, it's innovation and a fail-forward attitude. Caudill's early career exemplifies Henry Ford's infamous quote, "failure is simply the opportunity to begin again, this time more intelligently." Leveraging his professional experience, supportive network and willingness to make bold decisions, Caudill has never stopped learning or dreaming throughout his 15-year career in the oil and gas industry.

Why did you enter the oil and gas industry?

"I worked for a global lobbying and consulting firm, Worldwide Strategic Partners, whose clients included the government of Pakistan, Socar, Itera and others. There was a strong global energy aspect to the firm's practice. While a project manager and associate in that firm, I came across a small oil field in West Texas that was available for purchase. I was 24 and had no idea what I was doing, but it sparked a passion for the industry. Shortly after, I moved to Houston and applied to every land shop in town. I was hired with Hollis Energy and from there went to Sabco Oil as an in-house landman."

Describe a memorable professional experience.

"My career path is quite different from the norm and, as a result, I experienced some amazing wins and also tremendous setbacks. As an LNG executive, I had regular meetings with Jim Bob Moffett (CEO of Freeport McMoran), Joe Reid (my mentor), heads of state and other CEOs. There is no better way to learn the art of negotiation than from those guys. I'm fortunate to have had some truly amazing mentors. Hard lessons, yes, but the best ones are. It is those early days that have shaped my outlook and led me to Infinity. Success is rarely, if ever, a straight line."

What has been your most challenging project to date, and how did you accomplish your goal?

"Professionally, Infinity is proving to be the most difficult but also the most rewarding. We started the

company in 2019. Then COVID happened. Like most of the world, all of New Mexico was closed within weeks of opening our first facility. I remember having to call shareholders personally to pre-emptively apologize for what I thought (at that uncertain moment in time) would be a total loss. In time, with grit and determination, we steadily grew. We now have several major contracts, infrastructure on the ground and patented technology. Sometimes it is the adrenaline of being so close to the edge that propels you forward. Resilience is my greatest asset."

What advice would you give other young professionals in the industry?

"Don't be afraid to fail. Spend time on the things you're passionate about. Your career doesn't have to be a straight line, be OK with that. Never stop learning and understand the business of taking risks. Work to learn and understand the history of the energy business, especially the past two decades. Find your people. Build a team that will challenge you and invest your time in mentoring others. Success is a team sport."

What keeps you passionate about working in the oil and gas industry?

"There's just something romantic about the oil and gas business. Even though it's under such scrutiny globally, our industry has created the modern world and is a leader in innovation. We're in the midst of a massive energy transition; Infinity is a key player in that evolution. This business, this team, Infinity's technology has renewed my love for the business. The benefits of our work are global and far reaching. That is what I'm passionate about, bringing real transformative change to this industry and beyond."

What transformations do you think the industry must undertake for it to thrive in the future?

"After a decade of growth-focused organizations, we have returned to our roots based on cash flow. Groupthink was industrywide during the shale boom. Infinity, however, was built on recognizing that fallacy. Independent thinking and new ideas are not only welcomed, they're celebrated in our office. Necessity breeds innovation and efficiency. I hope the industry can support the adoption of the change that is coming, dare I say already here, faster." **40**



THREE MORE THINGS ...

- 1 *I was a college and professional baseball player.*
- 2 *Having worked for two presidential administrations and an international lobbying firm, I've probably met more world leaders than most.*
- 3 *I live for the outdoors. Whether it's hunting or fishing, outside is my happy place.*

“Sometimes it is the adrenaline of being so close to the edge that propels you forward. Resilience is my greatest asset.”

—W. Christopher Caudill



www.water.energy

The oil and gas industry has created the modern world and continually propels innovation. We're amid a massive energy transition, and Infinity is a key player in that evolution.

Chris Caudill,
President & CFO at Infinity

Resilience

There is no better word than “resilience” to describe Chris Caudill. His background speaks volumes about his success. From all of us at Infinity, congratulations on making HART’s 40 under 40.

Babatunde Cole

President and General Manager of Delaware Basin Business Unit, Onshore Resources and Carbon Management, Oxy, Houston

Having lived in Nigeria, Canada and the U.S., Babatunde Cole is able to bring his international knowledge and experience to the oil and gas sector. As a proud supporter of Oxy's mentoring programs and its volunteer team supporting the Astros Foundation Community Leaders and Children's Museum of Houston, Cole invests time in educating and supporting the young minds responsible for the future of the energy industry.

Why did you enter the oil and gas industry?

"Being born in Nigeria, an oil-producing country, I was familiar with the importance of oil and gas to the economy and its role in supporting jobs, providing lower energy costs and energy security. My dad worked in downstream in the chemicals and marketing segment of the industry and was my role model. I entered the oil and gas industry to follow in the footsteps of my dad."

Which of your professional achievements are you most proud of?

"In May 2018, our New Mexico business unit embarked on a proactive effort to further reduce emissions from its operations and increase its use of recycled produced water within its operations. I was the asset director responsible for improving operational excellence and optimizing our surface and downhole operations. We performed an extensive internal audit of our operations and identified opportunities to enhance the remote surveillance capability, optimize the design of production facilities and also the detection and repair of leaks. The New Mexico business unit has launched several impactful initiatives to reduce VOC emissions across our operations. In June 2020, Gaffney Cline named Oxy as a top-tier operator with best-in-class flaring

and emissions reduction operational practices and cited examples of enhancements that had been made in the New Mexico business unit, as well as other areas in Oxy."

What has helped you develop your leadership abilities during your career?

"I have been incredibly fortunate to have a diverse network of strong mentors and advocates who have supported and helped me gain confidence and grow in my career. In addition, I have also lived in a few countries, traveled the world and experienced different cultures. I believe the multicultural experience has helped me become a better communicator and aided me in adapting my communication in a way that different people can understand."


Who are your mentors?

"I have had so many people that have had a real positive influence on my life. Starting with my parents, my mom taught me to be resilient and always be a role model for others. My dad had a strong influence on me and had a gift of making the complex seem simple, which allowed better clarity and decision making. Lastly, of recent, one of the senior leaders at Oxy, Jeff Bennet, advised me to emphasize the need for principle-based leadership and to put it into practice every day."

What keeps you motivated and passionate about working in the oil and gas industry?

"The oil and gas industry provides numerous opportunities for individuals to pursue a career with small, medium, large and multinational corporations, from rural field offices to executive suites on the top floor. Also, the industry is composed of individuals from all different backgrounds, and you get to interact with some of the brightest, most innovative and hard-working people."

What do you think young industry members as a group have to offer that is unique to them?

"Young industry members can bring a fresh perspective and a different way of thinking to the industry. They are eager to learn, refine their skills and gain experience. Young industry members have a natural affinity for technology and help the industry's adoption of new software and technology." 



THREE MORE THINGS ...

- 1 I am a huge football and soccer fan, and my two daughters are in competitive soccer leagues.
- 2 I have been to one of the most easterly points in North America: the Cape Spear Lighthouse in Newfoundland and Labrador.
- 3 The coldest temperature I have experienced is minus 42 F when I lived in Cold Lake, Alberta.

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Geoff Cole

Vice President of Finance,
Brazos Midstream, Fort Worth, Texas

Since starting out, Geoff Cole has only moved onward and upward in his career. Hired out of college into TPG Capital, he knows firsthand the positive impact young energy professionals can make on the sector.

One piece of advice Cole would emphasize to other young professionals is the importance of networking, which is reflected in his activities outside of work as a member of both the ADAM Energy Forum, Fort Worth, and the Fort Worth Wildcatters along with attending various industry events.

Why did you enter the oil and gas industry?

"I started my career in private equity with TPG Capital, where I was able to analyze various industries from biotech, healthcare, TMT, energy and others as part of the valuations and portfolio monitoring team. This wide lens allowed me to zoom in on the energy industry as the shale era developed and provided an intriguing and challenging opportunity to focus on an industry that required coordination and the ability to apply my finance background with other technical groups to cultivate a cohesive, innovative and successful team."

What is a career milestone you reached sooner than you had planned?

"An important milestone that I reached sooner than I had planned was the opportunity to observe and participate in board meetings. The experience to interact with individuals that make strategic decisions is unparalleled and has refined my perspective of what it takes for midstream companies to think strategically and be successful."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"A good leader is dependable, leads by example, promotes positive culture and morale along with the

ability to strategically think and position a business so incremental value is added. When it comes to decision-making, a good leader can incorporate proven methods and lessons learned from previous experiences while accepting innovative ideas when evaluating strategic initiatives and making important decisions."

What keeps you motivated and passionate about working in the oil and gas industry?

"I believe oil and gas will be a prevalent fuel source for the foreseeable future, but I also think our industry should focus on continuous improvement from enhancing operations through technology to supporting proper education for those less familiar with the impact the energy industry has on our global communities. Participating in an industry that provides reliable, low-cost energy sources with the ability to improve the quality of life for millions, if not billions, of individuals around the world is inspiring and should not be discounted. The industry is always presenting new challenges that require thoughtful ideas to overcome hurdles, whether they are controllable or not. Every scenario requires a strategic plan that is executable to enhance the positioning of your company."

What do you think young industry members as a group have to offer that is unique to them?

"Young industry members have the duty to continue the goals our predecessors have set but should focus on continuous improvement and refinement, so those goals are not only accomplished but exceed our industry expectations and demands from society. As generations pass through our industry, each member can apply fresh ideas, technologies and perspectives to the industry."

What professional and/or personal advice would you give other young professionals in the industry?

"Given oil and gas is a quickly evolving industry, its global breadth and necessity, I would say there is value in slowing down to observe the big picture, have patience and engage in collaborative discussions to help strategically position your business to maximize value by identifying enhancements to both tangible and intangible aspects of the company." **40**



THREE MORE THINGS ...

- 1 I am a third-generation energy professional.
- 2 I enjoy handiwork and prior to having my children, I completed a remodel of our kitchen and utility room in our first house, including electrical, plumbing, sheet rock, tiling, cabinetry and trim work. Now my weeknights and weekends are filled with coaching youth sports.
- 3 Our team marketing project at Texas Christian University was to develop a product and put together a marketing plan. Our idea was wireless earbuds that connected to the recently released iPod in the early 2000s. We were 12 years ahead of the official release of the AirPods—we should have put a patent on our product!

"Contributing to an industry that provides reliable, low-cost energy sources with the ability to improve the quality of life for millions, if not billions, of individuals around the world is inspiring and should not be discounted."

—Geoff Cole



Brazos
Midstream

CONGRATULATIONS
Geoff Cole

on your achievement of being
named one of 40 under 40 in the
Oil and Gas Industry

40
under
40



Phil Cossich

CFO and Treasurer, LLOG Exploration Co. LLC, Covington, La.

To reach the position of CFO before the age of 40, Phil Cossich attributes his enthusiasm to being a team player. He credits his willingness to help the company in any way possible, even ways that seemed small at the time, with helping him achieve C-suite status so early in his career.

Why did you enter the oil and gas industry?

"Growing up in southeast Louisiana (Plaquemines Parish), it was hard not to have exposure to the industry. Every day on my drive to high school, I would drive by a refinery and multiple pump jacks. Whenever I would go fishing, we would always fish around oil and gas infrastructure. Also, both my grandfathers worked in the industry. From a career standpoint, I knew that it was a good industry."

What is a career milestone you reached sooner than you had planned?

"One of my early career goals was to become a CFO, but I did not think I would have the opportunity to become LLOG's CFO as soon as I did. I believe in putting myself in a position to become CFO through my daily mindset. I try to think about how I can bring value and win every day. I sought out ways to contribute to LLOG, no matter how small the task. I feel like there was a point in my career at LLOG where I became the LLOG 'Google.' LLOG is unique in that I was able to partner with and contribute to nearly all departments within LLOG, which gave me an understanding and appreciation of the business that I might not have received at a different company."

Which of your professional achievements are you most proud of?

"Closing on the \$1.375 billion sale to Murphy [Oil] in 2019. This was the sale of assets from the LLOG and Blackstone partnership, which included the Delta House floating production system [FPS]. ArcLight provided the construction financing for the Delta FPS and laterals. It was a great experience to go through such a large transaction. However, the more meaningful part for me was to see the Blackstone partnership through, from concept to dissolution."

THREE MORE THINGS ...

- 1 My wife was an accountant who made a career change and became a doctor.
- 2 I played football and baseball for Washington & Lee University.
- 3 I grew up in Belle Chasse, La.

How have you exercised leadership to help shape your company?

"I try to lead by example. I will never ask someone to do something that I am not willing to do, no matter how small the task. Also, when I present, I make sure I have all the information and understand my topic. I work to instill in my team the same mentality when they are working on their tasks."

"I would encourage everyone to 'raise your hand' for as many tasks as you can, even if it is a small task."

Who is your mentor?

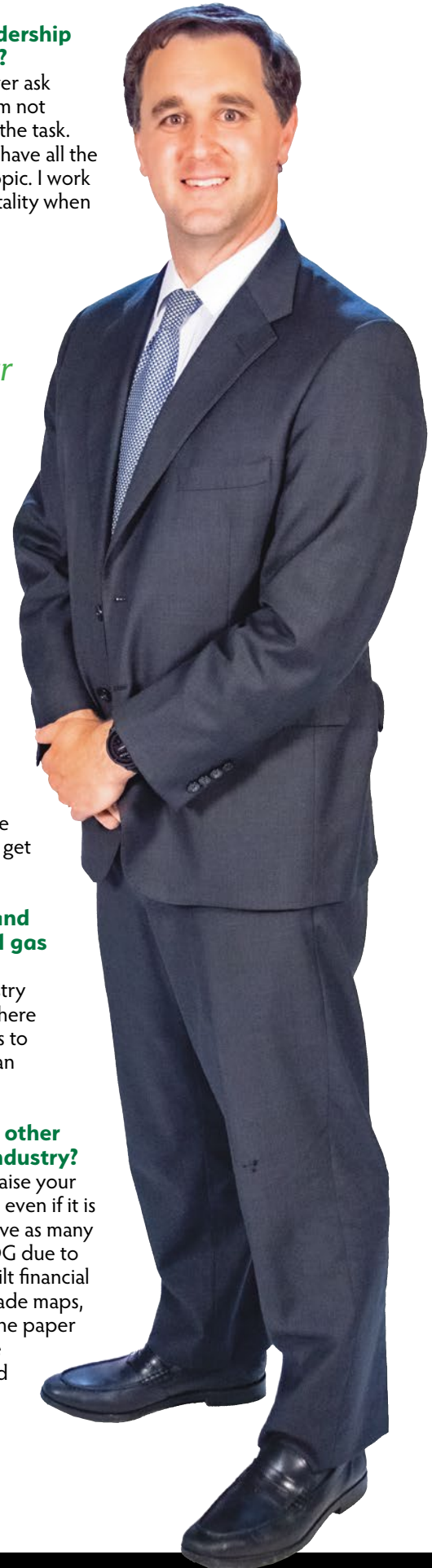
"My wife; she did not give me advice, but she leads by example, and her drive inspires me. Even though my wife was a successful CPA, she changed careers to become a doctor. When I started at LLOG, she was starting medical school. I would come home from work late and she would still be studying, so I would get my computer out and join her."

What keeps you motivated and passionate about the oil and gas industry?

"Even though the oil and gas industry has been around for a long time, there continues to be new opportunities to create value. It is exciting to be in an industry like this."

What advice would you give other young professionals in the industry?

"I would encourage everyone to 'raise your hand' for as many tasks as you can, even if it is a small task. I think I was able to have as many opportunities as I have had at LLOG due to trying to do many tasks. I have built financial models, created presentations, made maps, printed books and changed out the paper in the printer. By doing these little things, it allowed me to get invited to more meetings, participate in more deals and before too long, you are part of the team." 40



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Hart Energy events provide attendees, sponsors and exhibitors with unrivaled content and networking opportunities across the upstream oil and gas industry. They are designed to facilitate interaction with industry leaders, policymakers and experts in a professional environment.

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Patrick Crump

Marcellus Planning Manager, Chesapeake Energy Corp., Oklahoma City

Navigating through the ups and downs of the oil and gas industry can bring many challenges to one's career, but Patrick Crump faces them head on with a sense of excitement and anticipation for the future. He's experienced success and failure alike during his career as an engineer and has learned valuable lessons along the way, perhaps most importantly to never stop asking questions.

Why did you enter the oil and gas industry?

"Mainly because it seemed fun. In high school, I wanted to go into some form of engineering. While looking at several different engineering schools, I came across students from Penn State's petroleum program who were discussing their recent summer internships. The students all had interesting work experiences in Alaska, California or offshore Gulf of Mexico. Additionally, they all seemed extremely excited about the career field they were entering. That interaction is what drove me to enroll in the petroleum program, and I haven't regretted it since."

Which of your professional achievements are you most proud of?

"From an operations standpoint, [my] most memorable professional achievements [was] a wellbore remediation program. The remediation program involved the repair of approximately two dozen wells using a custom designed 4-inch FJ liner/hanger system. This project was exciting due to the unique challenges these wells faced, the potential to salvage hundreds of millions of at-risk development dollars and the interactions involved in designing and installing custom downhole equipment."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"I think a good leader needs to be patient, inquisitive, generous with their time and willing to make a decision and take responsibility for it. Good leaders recognize that they are often not the smartest person in the room, and their team most likely has knowledge they do not. Building relationships with their team, understanding their opinions and asking questions ultimately makes a leader more effective. However, for a leader to retain credibility, they ultimately need to be able to make a decision and be responsible for the outcome."

What keeps you motivated and passionate about working in the oil and gas industry?

"There is always something new to fix, an opportunity to address

and a challenge to rise to. The thing that excites me every day when I go to work is thinking how much of a difference I can make and how many opportunities there are to improve."

What has helped you develop your leadership abilities during your career?

"One of the most instrumental items in developing my leadership skills was being wrong, and publicly shown how so, several times early in my career. This experience ingrained me with a humbleness regarding my own fallibility and serves as a constant reminder to seek out other opinions. I encourage everyone to take time to solicit feedback from their peers and supervisors in a candid manner."

What professional advice would you give other young professionals in the industry?

"Don't pass up opportunities to see something new, learn all you can and always be willing to volunteer. We are often faced with complex technical problems that have a high degree of uncertainty and span many different disciplines. By having a well-rounded set of experiences, I believe individuals in this industry are best-suited to have an outsized impact on their teams' results."

What transformations do you think the industry must undertake for it to thrive in the future?

"From a cultural and political approach, the industry needs to accept that human influence on climate is real. The industry can be part of a positive solution by embracing this reality and focusing on how we can deliver clean, affordable and environmentally responsible energy to the world. Disparaging green technology or various other initiatives often seen as an opposition to oil and gas, while entertaining, does nothing to advance our common cause of providing energy to the world." 40

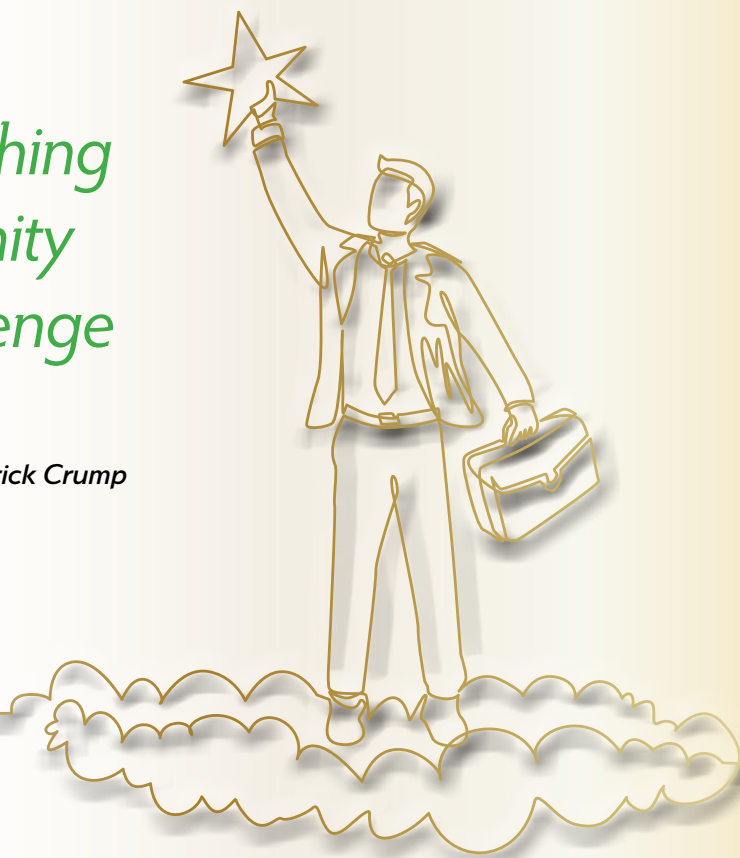


THREE MORE THINGS ...

- 1 I love bacon cheeseburgers and cheap champagne.
- 2 I encourage everyone to always be learning. I generally feel people are often like oil and gas companies in that you're either growing or dying, but there isn't much middle ground.
- 3 Make sure to look out the window and have fun along the way.

“There is always something new to fix, an opportunity to address and a challenge to rise to.”

—Patrick Crump



CHESAPEAKE
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Chesapeake is proud to join Hart Energy in celebrating the 2022 40 under 40 honorees, including Patrick Crump, Project Manager of our Marcellus operations.

Patrick continues to raise our standards of operational excellence, driving our business forward with his determination and innovation. We thank Patrick for his leadership and hard work.

Amanda Darby

Vice President of Engineering,
Azul Resources, Houston

Brought up alongside the energy industry, Amanda Darby saw the sector's benefits and pitfalls firsthand through the eyes of her parents and decided to carry on the family tradition of contributing to the energy industry.

Why did you enter the oil and gas industry?

"Like so many people born and raised in Houston, my parents were in the industry. I grew up going to Enron's 'Take Your Daughter to Work' day with my mom and visiting my landman dad at his office. Though I saw the cyclical nature of the business, the exposure and opportunities excited me and fit in perfectly with my love for science and math."

Describe a memorable professional experience.

"I got the unique opportunity at age 25 to spend a year rotating to Israel for Noble Energy to work on the Tamar project that supplied nearly 100% of the country's natural gas and powered a majority of their electrical grid. It was a big year for my professional growth, witnessing how different and at times difficult it was to run an oil and gas operation abroad. I got to spend time on the offshore production platform learning the day-to-day of producing 1 Bcf of gas per day with essentially no downtime. It was also a big year for personal growth with spending half of the year in a foreign country away from my family and husband. I got to tour Jerusalem, float in the Dead Sea, scuba dive in the Red Sea, discover the Israeli wine regions and visit countless millennia-old historic sites."

How have you exercised leadership to help shape your company?

"At Azul, we're so small that everyone needs to wear multiple hats and take ownership. I will jump in and tackle any project regardless of my job title because our team success is paramount, so it's a lead-by-doing approach. I'm building out the processes and models for evaluating investment opportunities, development planning, corporate reserves reporting and interfacing with accounting alongside our analyst so that we can quickly ramp up our operations and our business can run smoothly."

Who are your mentors?

"I'm lucky to have my parents as mentors with past experience in the industry so they can understand and relate to the challenges I've faced. My mom was a managing

director at Enron and UBS and climbed the corporate ladder to be a leader in her male-dominated organization. She taught me to be strong and confident in my career and that hard work and perseverance leads to success. My dad has worked in a five-person, PE-backed company, so it's fun to hear stories about his experiences and pick his brain as we've been building Azul for the past year. He taught me the value in maintaining your ethics and that doing the right thing is the best course of action in your career (but also applies to your whole life)."




"With the push toward clean energy and renewables, oil and gas are still a vital part of providing energy to the world and will be part of the energy transition."

What transformations do you think the industry must undertake for it to thrive in the future?

"With the push toward clean energy and renewables, oil and gas are still a vital part of providing energy to the world and will be part of the energy transition. We need to change the negative narrative about our industry by touting our efforts to provide clean natural gas, capture greenhouse-gas emissions from our operations and educate the public on how oil and gas products are used in everyday items we take for granted."

What advice would you give other young professionals in the industry?

"Don't be afraid to speak up or question the status quo even if you're the youngest or only female person in the room. You're there for a reason, and you bring a unique perspective that only you can share. Be confident in your voice and opinions." 

THREE MORE THINGS ...

- 1 I balance my engineer left brain with artsy, creative hobbies. I play piano and love to needlepoint, knit and paint in my spare time.
- 2 My favorite vacations to date were a South African safari in Kruger National Park and traveling around Thailand.
- 3 I'm a WSET level one (the easiest!) in wine and hope to advance to level two and three as my professional and personal schedule allows. My husband and I love learning about (and consuming) wine.

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Alex Dyes

Executive Vice President Engineering & Corporate Strategy, Ring Energy Inc., The Woodlands, Texas

Growing up in a humble home in Colombia with his mother and grandparents, Alex Dyes feels blessed to have been given the opportunity to live, learn and work in the U.S. by his adoptive father, Edgar Dyes. By immersing himself into the oil and gas industry his father had hailed from, Dyes has rightfully earned the position of executive vice president at a public company by the age of 35.

Why did you enter the oil and gas industry?

"I followed in my father's (Edgar Dyes) footsteps into the oil and gas industry. He is an American oil and gas professional that moved to Colombia in the 1980s, met and married my Colombian mother and adopted me. He had a successful 40-year career in the industry, including an executive role as president of a public oil and gas company in Colombia. He has been a role model. He gave me the opportunity to move to the U.S., get an American education and inspired me to get into this great industry."

Which of your professional achievements are you most proud of?

"In the fall of 2020, our team and I took over as the management team at Ring Energy. When we took our new positions, the company was in a very tough financial position. Our team was able to create a culture that revitalized the company. The company overall had great assets, and our team introduced a new strategic vision. It has been extremely rewarding to step into an organization that was all but forgotten and believed to be going insolvent to seeing it now a striving, growing business."

THREE MORE THINGS ...

1 I was born and raised in Bogota, Colombia, and had the privilege to move to the U.S. in the 1990s. I can say without a doubt I'm living the "American dream."

2 I have a stepbrother who is deaf and had a passion for scuba diving that he turned into a career by recovering golf balls from ponds in golf courses. His hard work and dedication for his passion provided me with an opportunity for my first high school job, which allowed me to save enough money to pay for my first year of college.

3 I have traveled to over 20 different countries, and my goal is to visit over 75 in my lifetime.

What has been your most challenging project to date, and how did you accomplish your goal?

"One of the most challenging projects of my career was Ring's acquisition of Stronghold Energy II assets. This acquisition was nine-plus months in the making, which involved multiple offers, deep, in-depth negotiations, extreme commodity price volatility as well as huge stock value swings. All the odds were stacked against us, and not many people gave us a fighting chance. I leaned on almost all of my past experiences, and it was a total team effort to get the deal across the finish line."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Our industry is extremely technically complex and requires leaders to be innovative and consistently challenge the status quo in order to lead teams to find more oil and gas. Good leaders need to be flexible as well as relentless considering how volatile commodity prices are in our industry. Leaders benefit from having humility as this humble perspective provides good leaders in our industry a sense of open mindedness to listen to ideas no matter where they come from."

Who is your mentor, and what is the most valuable advice they have given you?

"My dad, Edgar Dyes, was a big inspiration for me. He adopted me and gave me the amazing opportunity to get an American education and the chance to move to Texas. He always taught me to treat others with utmost respect no matter what job function within the company they perform, as everyone in the company plays a role that leads to the success of the organization."

What professional advice would you give other young professionals in the industry?

"Always believe in yourself no matter how daunting or difficult a task may seem. Failure is OK, don't be afraid of failure, be bold and try new ideas. Failure is what builds character, molds and motivates us to be successful." **40**



"I personally get a lot of satisfaction that, by providing energy to the world, we have been able to advance society, connect the world and improve the quality of life for many people."

—Alex Dyes







We are Ring Energy, Inc. (REI), a growth oriented independent oil and natural gas company focused on the acquisition, exploration, and development of high-quality, oil and liquids rich assets in the Permian Basin of Texas and New Mexico.

Congratulations **Alex Dyes** from the entire Ring Energy team on being named one of Oil and Gas Investor's Forty Under 40



Scott Gale

Executive Director of External Engagement, Halliburton Labs, Houston, Texas

Scott Gale's eye for innovative ideas has made him an invaluable asset to the energy space. He was instrumental in bringing about the company's SmartFleet portfolio, the first intelligent automated fracturing system. He then transitioned into a critical role to help create Halliburton Labs, a collaborative environment where entrepreneurs, academics, investors and industrial labs join to advance cleaner, affordable energy.

Why did you enter the oil and gas industry?

"My first job out of my chemical engineering undergrad was with Dow Chemical. They have a program called the Commercial Development Program, which primarily takes engineering undergrads and prepares them for commercial roles like sales and marketing. The caveat is that upon completion of the program, you don't get to pick where they send you. I was sent to Houston to sell chemicals to oilfield service providers. I stayed in the industry because of the people, the impact and the types of challenges that need solving."

Which of your professional achievements are you most proud of?

"While overseeing global strategy for well productivity at Halliburton, I had the opportunity to form the strategy and team that ultimately led to the creation of Halliburton's SmartFleet offering. I remember when we first pitched the audacious concept to management; there were people in the room who laughed out loud. They thought it was impossible. After a couple of years of amazing work by the team, we delivered something the industry had never seen before."

How have you exercised leadership to help shape your company?

"During my first extended staff meeting in the very early days of Halliburton Labs, I had about 40 people

"I stayed in the industry because of the people, the impact and the types of challenges that need solving."



on a call from every corner of the company. I simply reminded them that we were all embarking on something we'd never done in our careers and that 'if it wasn't making them uncomfortable, then I wasn't doing my job.' It was an open invitation to be bold, fail forward and learn by doing. I felt like the subsequent conversation was key to surfacing concerns so we could address them quickly and get to better answers faster."

Who are your mentors?

"I have a friend I met on the first day of our professional careers. He and I have had very different paths since then but have stayed closely connected over the years despite working in different industries and different time zones. We have discussed books, business issues and personal issues over the years. Some of the best lessons I learned from these interactions are not to take yourself too seriously, everyone has challenges they face and career success is defined in countless ways—don't look side to side."

What advice would you give other young professionals in the industry?

"As a leader, your employees don't work for you, you work for your employees. Stay curious and never stop learning. Each of us is born with a fatal diagnosis. Don't let life get routine—live each day with purpose."

What transformations do you think the industry must undertake for it to thrive in the future?

"The industry must embrace transformation to thrive! Full stop. It is in our DNA to transform. The industry must continue to attract and retain the best talent. The technology that paved the present won't lead us to the future. Achieving a sustainable energy future requires an inclusive culture, rapid technology adoption and a sense of urgency."

What are your long- and short-term career goals?

"My career goals are to embrace the challenges in front of me and to control the things that I can control. My goals are not measured on an income statement but in the echo I leave behind through relationships and facilitating the success of others." 40

THREE MORE THINGS ...

- 1 I am a film enthusiast with a co-executive producer credit on the upcoming Liam Neeson film "Marlowe."
- 2 I have visited 46 of the 50 U.S. states and 14 countries.
- 3 I received my first corporate paycheck at age 13 working a summer in the mailroom at a mid-size manufacturing company. Every summer through high school, I returned to work in different roles from customer service, marketing, parts assembly, and shipping and receiving.

Salah Gamoudi

Executive Vice President & CFO,
SandRidge Energy Inc., Austin, Texas

The son of a Libyan immigrant father, Salah Gamoudi saw firsthand how far hard work, dedication and patience could take someone in the oil and gas industry and, more importantly, how imperative it was to surround himself with mentors and peers who also felt the same way. Building a team of individuals that complement each other's strengths and weaknesses has been essential to Gamoudi's success.

Why did you enter the oil and gas industry?

"Having grown up with a father from Libya, where the oil and gas industry provides nearly all of the GDP of that country and people tend to gravitate toward the sector, I became acquainted and fascinated with the energy industry from an early age. I grew up hearing story after story about the oil and natural gas fields of North Africa. Given that background, I had grown quite curious about entering the energy space."

Which of your professional achievements are you most proud of?

"Being one of several leaders in the 'turn-around story' of SandRidge Energy is one of the highlights of my career thus far. I joined SandRidge in April of 2020, during the worst fall out of commodity prices ever for our industry. We worked to set a path forward to help not only survive but to come out stronger and make significant changes. Our efforts repositioned SandRidge into being a Midcontinent-based, profitability-focused oil and gas operator with the flexibility and adaptability to take advantage of strategic and value enhancing opportunities."

"The stakes regarding our energy security as a nation, as well as addressing energy poverty for the globe, are too important to 'sit idly by.'"

How do you exercise leadership to help shape your department?

"One of the most important aspects of leading a team is the ability to clearly identify organizational needs, find talented individuals to meet those needs and put your team members in the best position to succeed. At Remora Petroleum, we needed to transform what was a privately held company into being a much larger, publicly traded energy

company. My job as a leader was to help effectuate this effort. Once we identified the critical needs of the organization, our job was to put our people in the best position to succeed with the upcoming transformation. This culminated with a road show and the successful filing of an S-1 prospectus with the SEC [U.S. Securities and Exchange Commission]."

Who is your mentor, and what valuable advice have they given you?

"My father, Ibrahim Gamoudi, was an outstanding mentor. Having lived the quintessential 'immigrant story' of America, he came here with a scholarship check and a lot of aspirations but had to start from the ground up—learning the English language, understanding the culture and then applying the technical skills to climb the ranks in his given field. I took away from him the meaning of hard work and not taking for granted the opportunities in front of you."

What keeps you motivated and passionate about working in the oil and gas industry?

"As an industry, we provide and will continue to provide the 'lifeblood' of modern civilization. I'm very passionate about the idea that, despite the challenges we face in the energy space, we must remain steadfast on our mission to provide safe, reliable and abundant energy sources for the world."

What transformations do you think the industry must undertake for it to thrive in the future?

"We tend to be an insular, conservative and polite community. We are often caught on the 'back foot' when it comes to discussing energy security, energy poverty and climate change. I believe our approach to these issues needs to be one where we go 'on offense,' actively proposing solutions and addressing trade-offs and the practicality of proposed changes, legislation and agreements. The stakes regarding our energy security as a nation, as well as addressing energy poverty for the globe, are too important to 'sit idly by.'" 40

THREE MORE THINGS ...

- 1 I played college football under Jerry Glanville and June Jones as well as high school football under a legendary coach in the state of Oregon, Frank Geske.
- 2 My son and I are avid Call of Duty players.
- 3 I've recently undergone a hip surgery that replaced my hip joint with a metal-on-metal joint on my right side, and now I cannot pass through an airport metal detector without it going off.



Amber Barlow Garcia

Partner, Deutsch Kerrigan LLP, New Orleans

From holding various leadership positions in a number of professional organizations to speaking as a featured presenter at seminars and educating other senior colleagues on a number of topics, Amber Barlow Garcia has accomplished a lot much earlier in her career than she imagined she would. As an environmental litigator in the oil and gas industry, she made partner at one of her region's most respected law firms by the age of 32, and she has eyes on even more career milestones before she turns 40.

Why did you enter the oil and gas industry?

"Born and raised in Louisiana, the oil and gas industry is our bread and butter. When I joined a civil litigation defense law firm in New Orleans early in my legal career, the firm's clients included several oil and gas companies. In 2013, the firm was assigned representation of clients in what New York Times Magazine has dubbed 'the most ambitious environmental lawsuit ever' in American history. Being involved in the trial team to defend these lawsuits in the first year of practice was my introduction to the oil and gas industry as an environmental litigator."

Which of your professional achievements are you most proud of?

"I am president-elect of the Women's Energy Network [WEN] Southeast Louisiana Chapter. This role affords the opportunity to network and connect you with women in all aspects of the energy industry in many different fields. Being a female attorney focusing on environmental litigation, I often find myself the only female in the room. Being heavily involved in WEN allows me to be in a room full of females in the energy industry to be able to brainstorm and discuss critical issues and problem solving."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"A great leader in the oil and gas industry is humble and very in touch with his/her own

strengths and weaknesses. A great leader is going to know his/her weaknesses and surround him/herself with others on the team that possess the qualities the leader lacks. The great leader is going to be organized and attentive to his/her team members strengths and weaknesses and promote those strengths in a positive and appreciative light and place those team members in positions where their strengths flourish."

"Invest in yourself every day. The only person fighting for you and your career is yourself."



Who is your mentor, and what is the most valuable advice they have given you?

"Jody Hart was my mentor. Unfortunately in 2021, he died of a brain aneurysm at his law office. Jody was one of the senior attorneys at the very first civil litigation defense law firm I joined after graduating law school. From my very first day, Jody showed me the utmost respect. He did not treat me like I was an inexperienced, fresh out-of-law-school baby lawyer. Rather, he treated me like a capable, respected colleague. Our paths over the years would lead us to different law firms, but Jody remained my mentor and biggest fan. He believed in me and believed in my talent. He encouraged me to always continue to develop those talents and never back down."

What do you think young industry members as a group have to offer that is unique to them?

"The under-40 group in the industry has seen many changes and adaptations of the workplace and work life. This generation is largely a generation where technology and computers have been key in their early education and development. This generation is forward thinking and unapologetic for addressing the need for evolutionary change in the workplace. The pandemic ushered in the idea of working remotely to many industries, including the energy industry, which I think will stick around and allow this generation to have a different work/life balance approach."

What transformations do you think the industry must undertake for it to thrive in the future?

"Technology is a huge player going forward, and I think being forward thinking and embracing the changing times that come with technology developments will be key. The speed of change in our laws and economy has accelerated due to the exponential growth of technology. To maintain our competitive edge, the industry must also accelerate its growth commensurately." 40

THREE MORE THINGS ...

- 1 I am the first person in my family to go to law school, making me a first-generation attorney.
- 2 My husband also works in oil and gas at Enviro-Tech Systems LLC.
- 3 I enjoy boxing as a form of exercise and stress relief.

Preshit Gawade, Ph.D.

*Executive Director of New Energies,
Baker Hughes, Houston*

Preshit Gawade, Ph.D., is a self-proclaimed engineer at heart, having spent the first half of his career as a scientist before pivoting to the oil and gas industry. A published author with more than 400 citations, he credits his time spent in the academic world to his versatile approach to working in the energy industry.

Why did you enter the oil and gas industry?

"For me, energy resonates with prosperity that defines quality of life. Hence, after completing chemical engineering, the energy industry was a natural choice. I started my career in technology and failed numerous times before delivering a sound product. I tell people that I am an engineer at heart and in business by choice. In later years of my career, I pivoted to more business-oriented roles—corporate strategy, market intel, deals and investment, portfolio management and financial analysis."

What keeps you motivated and passionate about working in the oil and gas industry?

"Oil and gas remains relevant and crucial in energy security and to build a resilient economy. I see a lot of activities being undertaken in the industry to adapt, prepare and pivot the business to more sustainable solutions and decarbonization. For me, having a front-row seat and being able to participate in this transition for the next 20 years is exciting."

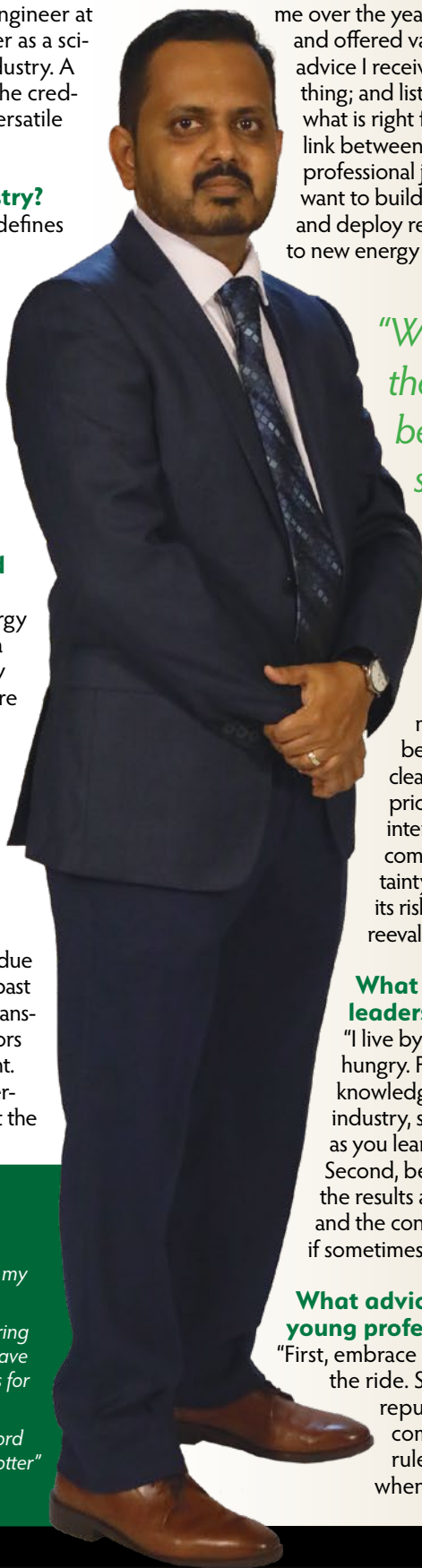
Describe a memorable professional experience.

"I started my professional journey in academia as a scientist and became a published author [with] 400-plus citations. Later, I pivoted to the industry due to my interest in applied engineering. And in the past several years, I have leveraged prior learnings to translate technology value to the customers and investors through strategic business planning and investment. This nonlinear journey gives me a 360-degree overview in the oil and gas sector and helps to connect the

dots to transform core capabilities, invest in growth and position for tomorrow through business planning and investment."

Who are your mentors?

"Whatever I have become, the good and the bad, it's because I've stood on the shoulders of giants. People who mentored me over the years offered opportunities along the way and offered valuable advice. Some of the memorable advice I received: family first; reputation is everything; and listen to your mentors, but eventually do what is right for you. I do believe there is a strong link between achieving enterprise goals and one's professional journey. Hence for the next few years, I want to build a purpose-driven energy organization and deploy resources to accelerate our industry path to new energy and decarbonization."



"Whatever I have become, the good and the bad, it's because I've stood on the shoulders of giants."

What transformations do you think the industry must undertake for it to thrive in the future?

"The oil and gas industry is known to reinvent, understand and manage the market risk over the years. However, I believe drivers such as energy security, clean energy cost, volatility in commodity prices and climate policy [are] likely to intensify over the next few years. This complexity is likely to result in more uncertainty, demanding the industry to recalibrate its risk tolerance, investment approach and reevaluate the playbook."

What has helped you develop your leadership abilities during your career?

"I live by two leadership rules: be humble and be hungry. First, acknowledge that there are a lot of knowledgeable people inside and outside your industry, so be open to learn from them and pivot as you learn new things (or unlearn old ways). Second, be hungry to achieve success, to deliver the results and learn new things. Follow the facts and the conviction, and take decisive action—even if sometimes it is an unpopular decision."

What advice would you give other young professionals in the industry?

"First, embrace the uncertainty, be resilient and enjoy the ride. Second, look to learn from others, repurpose the learning and expand your comfort zone. Third, know the industry rules [and] follow them ... just to know when to break them when necessary." **40**

THREE MORE THINGS ...

- 1 I played several league cricket matches during my school/college days until my early 30s.
- 2 I like to brew—applying my chemical engineering knowledge for the betterment of humanity. I have prepared a few customized operating procedures for brewing beer.
- 3 I am a nerd at heart and have watched the "Lord of the Rings," "Game of Thrones" and "Harry Potter" series several times.

Ashley Gilmore

CEO, Tracts, Fort Worth, Texas

Ashley Gilmore knew he wanted to run his own company after law school. With the help of friends David Dewey and Rob Anderson, Gilmore had the team he needed to disrupt the industry.

Which of your professional achievements are you most proud of?

"The first achievement is when David, Rob and I created Tracts, a title management platform that has the ability to save the industry over a billion dollars annually. Second, convincing my co-founder and very good friend, David Dewey, to partner with me on our first, second, third and now fourth venture. It is impossible to find the level of trust, patience and cohesion in a business partner that David and I have worked decades building as friends."

What is a career milestone you reached sooner than you had planned, and what helped you reach it earlier than expected?

"I always feel like I'm chasing the next milestone, and each time we hit a milestone, it feels less significant than the one coming up. I guess the real answer is I'll let you know when this happens to me."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Perseverance and access to capital."

How have you exercised leadership to help shape your company?

"Our team doesn't quit. We pivot, and we adjust. One example of this was the creation of TitleNotes and forming a partnership with Enverus. TitleNotes solves a major problem for our customers and is a revenue generating lead source."

What are your long- and short-term career goals?

"We want to continue to grow our customer base and develop our platform. We are really excited about what we are releasing in the new year."

Who are your mentors? What is the most valuable advice they have given you?

"Jerry Gilmore taught me perseverance and guidance. Luke Weber has always told me when a good deal is a bad deal and provided priceless strategy advice. Rob Anderson gave me advice, feedback, connections and the ability to pivot. David Dewey had faith in our vision and the courage and perseverance to make it happen."

What professional advice would you give other young professionals in the industry?

"Throw yourself beyond the point of no return. That will get you started and not allow you to give up easily. Find your David, Rob and Luke and lean on them for help whenever you can. Don't be a boiling frog. If your idea ends up being too hard, but you have a good team, pivot to something easier (fail fast)."


What keeps you motivated and passionate about working in the oil and gas industry?

"The people that I get to work with on a daily basis. I can't wait to see what we build next."

What do you think young industry members as a group have to offer that is unique to them?

"Time to fail and time to win. Sometimes lack of experience and fundamental misunderstandings of a problem can lead to innovation and new approaches that end up being better."

What transformations do you think the industry must undertake for it to thrive in the future?

"The oil and gas industry is going to continue to thrive even if nothing changes. That said, the winners in the space will be the relentless adopters of new but tested technology. Companies that try to build their own solutions will lose pace to companies that are able to adopt and adapt the latest technology. It isn't enough for the CEO to say the company values innovation. Leaders in the organization have to be empowered to take risks and fail when it comes to adopting new technology. Rewarding controlled failures would be a really good start." 



THREE MORE THINGS ...

1 Before starting Tracts, David and I worked on building the first sport tracking drone company. We were granted a patent for our technology in the space. David and I also co-founded another venture called FileNile, which was a cloud aggregator.

2 My first company was a window cleaning business, which I co-founded in college with my best friend, Joe. My first daughter is named after him.

3 I'm an identical twin.

Congratulations to Armand Paradis & Jeremy Gottlieb

Oil and Gas Investor's **first ever**
co-founder Forty Under 40 honorees.



ComboCurve is the fastest-growing platform in the energy industry.

It combines multiple data sources, forecasts, type curves, economics, and planning for net-zero in one platform. ComboCurve enhances operational efficiency through accelerated tasks (forecast-to-economics in seconds), integrated workflows, increased collaboration, and standardized methodologies.



Scan to learn more
about ComboCurve



Jeremy Gottlieb

*Co-founder and President,
ComboCurve, Houston*



As one of the co-founders of technology company ComboCurve, Jeremy Gottlieb views the rapid growth of the company as an accomplishment beyond what he and co-founder Armand Paradis anticipated. In a short period of time, the company's software has become a staple among operators in the energy sector, in part due to Gottlieb's guidance and optimism.

Why did you enter the oil and gas industry?

"It's Houston! Oil and gas was the primary industry and the best space for a college grad. Once in the industry, I enjoyed seeing how complex it was and that you could always learn something new, so I stayed. Also, energy is essential to our lives, and I wanted to be part of this ecosystem."

What is a career milestone you reached sooner than you planned, and what helped you reach it earlier than expected?

"We scaled ComboCurve much faster than I ever anticipated! We had a sheer focus on the product and client, which created a snowball effect with outreach, customer reach and accelerating the business faster than I ever expected. We now have over 200 clients, 130 employees and got our Series A and B funding within months of each other."

What has helped you develop your leadership abilities during your career?

"The book 'The 15 Commitment of Conscious Leadership' has encouraged me to grow at listening and inspire my team to empower their challenges and come up with solutions instead of telling them what to do. During Hurricane Harvey, the stark difference in leadership styles demonstrated the leader I strive to be. I saw how we did (or did not) communicate about each other and the team's safety. Keeping these standards high was and is crucial."

Who are your mentors?

"Kevin Klausmeyer has been a pivotal mentor and a great person to bounce ideas with as we grew the company; [he], Jere Overdyke and David Jones have always been available and are revered mentors to me. Mentorship has helped me grow from a business and people perspective."

Strong mentors have coached me in many ways to succeed where I am today. Great communication was something I picked up from mentorship—my technical skills were strong, but mentorship enhanced my soft skills. It's all about transparency, communication and always doing what is right."

What are your short- and long-term career goals?

"Grow ComboCurve to an everlasting software business that continues to help energy companies improve their business decisions—alongside this, making ComboCurve the best place to work in the energy tech space."

"Constant transformation is essential. Things are good now, but there is much room to automate and look for process improvements across the board."

What keeps you motivated and passionate about working in the oil and gas industry?

"I am constantly learning and exploring new technologies that come out. All the daily complexities that arise force us to improve. We can always create more value and be more fantastic partners in the industry."

What transformations do you think the industry must undertake for it to thrive in the future?

"Constant transformation is essential. Things are good now, but there is much room to automate and look for process improvements across the board. We should continually seek innovation in drilling and completion and do more with less. Finding these ways and creating a clear road map will give respective companies the leading advantage." **40**

THREE MORE THINGS ...

- 1 I love scotch and cognac tasting. A tour of Scotland is on my list to hit all the distilleries.
- 2 Grilling is a huge passion; I love grilling for family and friends. If I wasn't in finance, I would probably have a restaurant.
- 3 Traveling and exploring new cultures, getting to meet new people and have new adventures is just an amazing experience.

Armand Paradis

Co-founder and CEO, ComboCurve, Houston

Positivity is the main driving force behind the growth of Armand Paradis' technology company, ComboCurve. He credits maintaining a positive outlook on every challenge he and co-founder Jeremy Gottlieb faced during ComboCurve's inception as a critical factor in the company's present-day success.

Why did you enter the oil and gas industry?

"It was always impressive to see big offshore platforms, drilling rigs and giant refineries. To me, these were engineering marvels. It was even better than I imagined when I came to the U.S. Many of the great companies I had read about in magazines were showing up on the university campus, making it a 'real' experience."

Which of your professional achievements are you most proud of?

"I didn't expect ComboCurve to grow this fast. Getting here took tremendous effort, tenacity, teamwork and many right decisions. Because we lived the pain, we are super passionate about creating change. As a result, we have built the forecasting, economics and emissions projection platform for the industry. I believe that everything is possible and literally, the sky's the limit."

What has been your most challenging project to date, and how did you accomplish your goal?

"Designing ComboCurve from scratch was an extremely challenging project, and releasing it at the heart of COVID and negative oil prices made it even more challenging. We succeeded with the mindset that there was only one option—to move forward. You could sit down and complain about COVID or look at it positively and see it as a huge opportunity. During COVID and low commodity prices, we

figured people were less busy, they had more time to meet with us, and with everything going online, we could schedule more meetings and meet more people. Great things happen when you approach a challenge from the positive side."

"Because we lived the pain, we are super passionate about creating change. As a result, we have built the forecasting, economics and emissions projection platform for the industry."

How have you exercised leadership to help shape your company?

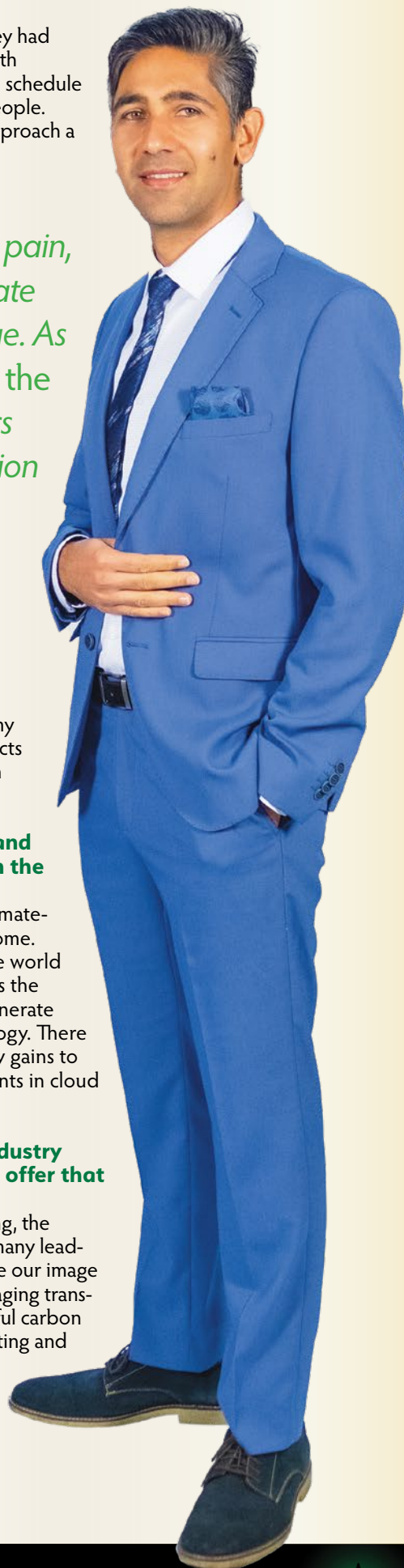
"I stay positive all the time, keep my team focused on the highest impacts and empower them to accomplish big, audacious goals!"

What keeps you motivated and passionate about working in the oil and gas industry?

"We need hydrocarbons for raw materials and fuel for many years to come. We know easy oil is gone, and the world population is growing. This means the only way we can economically generate hydrocarbons is through technology. There are incredible workflow efficiency gains to be captured through advancements in cloud and software technologies."

What do you think young industry members as a group have to offer that is unique to them?

"With previous generations retiring, the under-40 age group is taking on many leadership positions. We must improve our image by being pro-technology, encouraging transparency [and] supporting impactful carbon negative initiatives such as reforestation and driving net-zero production. These efforts will pay huge dividends in the short term and long term and will improve our relationship with the public." 40



THREE MORE THINGS ...

1 I love plants and birds. I enjoy growing and nurturing plants and have over 20 orchids and many other types of plants. I love watching hummingbirds and cardinals, and I have many bird feeders in my backyard.

2 I want all my belongings to fit in a 20-ft truck—quality over quantity.

3 I love the adrenaline and excitement of off-roading. My goal is to drive the top 10 off-roading trails in the U.S. I just bought a brand-new Bronco, which I'm very excited to test drive.

Michael Hart

CEO, Rio Grande E&P II LLC, Houston

Michael Hart comes from a history of oil and gas workers and spent his childhood listening to stories about their experiences, which led him to join the industry himself. With a willingness to learn everything the quick-changing industry can throw, Hart has developed a leadership style that's built on taking dynamic approaches to problem solving and allowing room for growth.

Why did you enter the oil and gas industry?

"Both of my grandfathers and my father have worked in the industry, so it was a natural part of dinner conversations or holiday gatherings. I enjoyed learning from their experiences and hearing their thoughts on why some things worked and some things didn't work. These conversations usually focused on technical elements or business specific topics. When picking an industry to focus on career-wise, this was familiar ground and an industry where I felt most at home."

Which of your professional achievements are you most proud of?

"Our recent successful sale of Rio Grande I stands out. We were able to make a solid return for our investors as a natural gas-focused team during a time in which the industry realized some of the worst natural gas prices in the past 26 years. Our team performed exceptionally well in challenging circumstances, which highlighted our resiliency."

Describe a memorable experience.

"Just before my grandfather passed away, I had the chance to spend some time with him and my father, passing time by telling stories from our careers. My grandfather was a geologist by background and started in the 1950s. My father is a petroleum engineer and started in the 1970s. I was working in investment banking focused on the industry at that time. We covered a fair bit of industry history, with some good boom/bust stories. This



just felt like a different way of connecting with them, specifically around a topic that provided not just a way to earn a living but something in which we all directly participated and to which we felt a strong tie."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Being adaptable and able to quickly learn from setbacks is crucial. I have found that if I get too set in my ways there is a chance that I'll miss an opportunity. Things often don't go the way we would like in this industry, but it's the response to that setback that can set an organization up for failure or success."


Who is your mentor? What is the most valuable advice they have given you?

"I have had the opportunity to learn from a number of smart and accomplished people so far, but one in particular immediately comes to mind. From my father, I have had the opportunity to learn the ins and outs of entrepreneurship, seeing opportunities across energy industry cycles while also forming views on real estate, ranching and the sports business."

What keeps you motivated and passionate about working in the oil and gas industry?

"From the very beginning, this industry has excelled at pushing known boundaries to source the energy that has accelerated improvements in standards of living and powered economic growth. These boundaries have been pushed by innovation and continuous improvement, which are needed more than ever as the industry embraces new objectives and challenges. We have always found ways of doing it better, cheaper and cleaner than before, and I don't think we're done yet."

What advice would you give other young professionals in the industry?

"My recommendation would be to continue to challenge yourself. When you remove yourself from your comfort zone by accepting new challenges, you're likely to expand your skill set and hopefully end up with an improved version of yourself." 

THREE MORE THINGS ...

- 1 I have had the opportunity to perform at Carnegie Hall in New York City.
- 2 While in college, I worked as a security guard at Super Bowl XXXVIII in Houston.
- 3 I am an active member of a men's rugby club, Arrows RFC, that won our division last year and made it to the state final at our level.

"Continue to challenge yourself. When you remove yourself from your comfort zone by accepting new challenges, you're likely to expand your skill set and hopefully end up with an improved version of yourself."

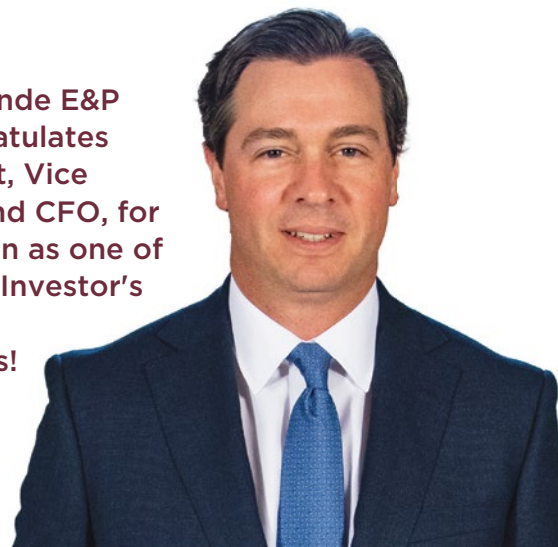
—Michael Hart



Regional Knowledge
Efficient Operations
Premium Natural
Gas Markets



The Rio Grande E&P team congratulates Michael Hart, Vice President and CFO, for being chosen as one of Oil and Gas Investor's Forty Under 40 honorees!



Andrea Hepp

Deal Lead, Shell, Houston

From an early age, Andrea Hepp found herself drawn to math and sciences, especially chemistry. This passion led her to earn a degree in chemical engineering from the University of Saskatchewan in Canada. From there, she found a natural fit with Shell in Calgary, Alberta, which kickstarted her diverse and global career in energy. Hepp spends her time outside of work with her two sons and advocating for STEM education.

Which of your professional achievements are you most proud of?

"Most recently, it was a passion project that matured from a question of 'Why is Shell Canada not in geothermal' to entering a joint development agreement one and a half years later in British Columbia, Canada, establishing Shell's North American geothermal footprint. It was a very unique opportunity, as I was able to see the project through from origination, gathering and leading an agile team to define work scenarios and securing capital to leading negotiations and closing the deal. This established the business case for full-time resources dedicated in Shell Canada to further progress and develop the geothermal funnel."

"It's not your parents' oil and gas field anymore."

What is a memorable professional experience that is especially meaningful to you?

"I always wanted to live abroad, experience different cultures and learn new languages. I was presented with the opportunity to move to the Netherlands with Shell when I was five years into my career. It was an incredible experience that broadened my skill set and perspectives, allowing me to work on global opportunities with diverse and talented individuals."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"The perfect recipe for a good leader in the energy industry includes collaboration, adaptability and the ability to face challenges and pivot

accordingly with transparency. For a leader of teams, it comes down to shielding your team from unnecessary and distracting tasks and creating an environment of trust and care."

What advice would you give other young professionals in the industry?

"I recently had the opportunity to speak with young talent interested in STEM. The very simple advice I offered was 'to be bold and do you.' Sounds easy right? But as life progresses, it throws us curveballs, additional challenges and self-doubt. Remember your boldness that you had as a child, don't be afraid to break the mold, think outside the box, actually smash that box and create a whole new shape."

What keeps you motivated and passionate about working in the oil and gas industry?

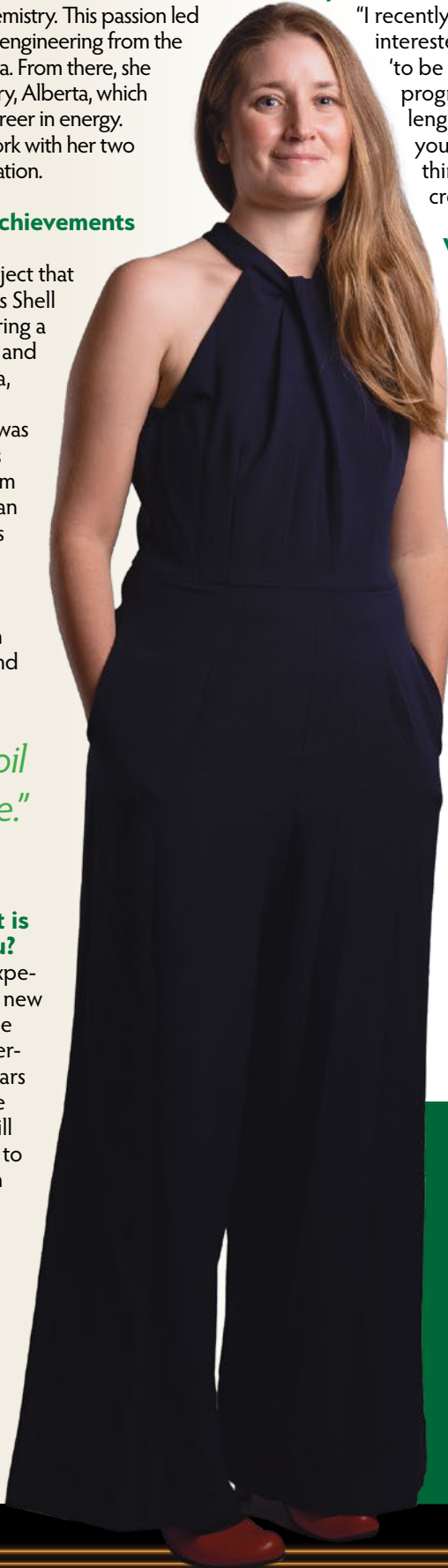
"The oil and gas industry as we know it is constantly changing. It's not your parents' oil and gas field anymore. We are transforming into the 'energy industry' where renewables are introduced—including wind, hydrogen, geothermal and utilizing carbon sequestration—that are addressing the decreasing oil supply, customers and community concerns as well as the environment. We still need conventional oil and gas to continue to meet energy demand until renewables are more cost efficient and ramp up, but it is a bright and hopeful future that will be sustainable for you and your children and your children's children. I'm very excited to be part of this change."

What transformations do you think the industry must undertake for it to thrive in the future?

"We are already seeing major transformation in the industry as many companies and governments have net-zero carbon commitments. The way customers are demanding energy in both accessibility and frequency is also changing. Energy infrastructure was built on the premises of customers coming to the energy (gas stations or wall outlets). Users are now requiring frequent, remote power for constant connectivity, since our world is driven by data and digital technologies." 🚀

THREE MORE THINGS ...

- 1 The Netherlands and Houston will always have a special place in my heart. I raised my two kids in the early part of their lives in each respective place, and the Netherlands is part of my ancestry (my grandmother was a war bride from Hilversum).
- 2 Travel bucket list—next up is Japan and Australia.
- 3 The house is full of drones and robots (not by choice!). My husband works for Thread, a company that is embedding drones and robotics into everyday workflows of industry (and apparently my home).





Adnan Khan

Managing Director, The Carnrite Group, Houston

Adnan Khan has experienced many aspects of the oil and gas industry over his career. He started as a field engineer, working in remote rig locations and extreme temperatures, gaining a true boots-on-the-ground perspective. He then transitioned into advising and eventually into the managing director role with the Carnrite Group, where he continues to play his “small part” in reenergizing U.S. energy independence.

Why did you enter the oil and gas industry?

“Having seen my father design and build some of the largest construction projects in the U.A.E. (especially the golf courses), I subconsciously was prewired for something that didn’t involve sitting in a typical 8-to-5 gray cubicle. I wanted the excitement of operations and to be part of an industry that had such a meaningful impact on human progress and societal well-being—and thus I started my career as a drilling field engineer with Schlumberger in Canada coming out of university in 2006. My earliest oil and gas exposure was a summer internship with Schlumberger in Abu Dhabi in the maintenance department. Watching the field engineers getting ready to go offshore was quite inspiring at the time.”

Which of your professional achievements are you most proud of?

“I’ve been fortunate in my career to have experienced a broad exposure to various segments within the energy value chain, focusing on a variety of business and operational challenges. More recently though, I’ve been extremely passionate about shaping and accelerating the innovation (2.0) engine by establishing an open-innovation ecosystem model, bridging the gap between corporations and startups within the oil and gas industry and, in doing so, playing my small part in reenergizing the U.S. oil and gas energy independence.”

What advice would you give other young professionals in the industry?

“Change is the only constant, especially in our industry. The sooner you accept and adapt, the sooner you are able to position yourself to grow and be able to address the dynamic challenges of our industry. Additionally, ‘smooth seas don’t make good sailors.’ Don’t be afraid to challenge the status quo and force yourself to be uncomfortable—that’s the catalyst for all growth.”

Who are your mentors?

“I have been blessed to have a strong group of mentors throughout my life who believed in and guided me both professionally and personally. First, and most importantly, my parents, who have taught me that hard

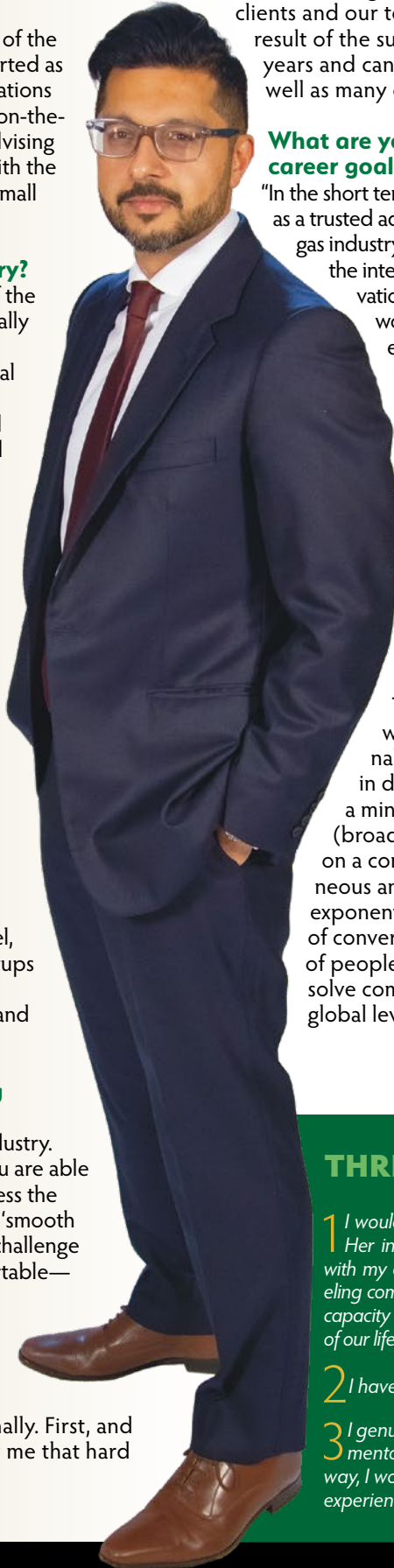
work, resilience and honesty form the foundation of success. My earliest professional mentors were Muqsit Ashraf, Mo Saadat and especially Al Carnrite, who has exemplified his advice of building long-term relationship trust (both with clients and our team). I stand here today as a direct result of the support network I’ve had over the years and cannot thank these individuals enough as well as many others.”

What are your long- and short-term career goals?

“In the short term, I would like to further establish myself as a trusted advisor to the executives within the oil and gas industry on strategic imperatives (especially at the intersection of energy transition and innovation) to meet the energy demands of the world. At the Carnrite Group, we recently expanded our geographical footprint in the Middle East, so helping grow our business internationally, as well as continue to expand and grow our digital innovation and energy transition practices, is a very near-term focus for us.”

What keeps you motivated and passionate about working in the oil and gas industry?

“Three things continue to drive my motivation and passion: 1) Recent events have reaffirmed the importance of energy security for the world. This imperative has to be balanced with the need to responsibly and rationally act on climate change; 2) Advances in digital technologies are occurring at a mind-bending pace, and innovation (broadly) going forward is likely to be based on a convergence of seemingly heterogeneous and unrelated things that can create an exponential outcome based on the economies of convergence and network; and 3) The caliber of people within our industry to collaborate and solve complex challenges domestically and at a global level.”



THREE MORE THINGS ...

- 1 I wouldn't be here without the support of my wife. Her infinite capacity to be patient and keep up with my demanding schedule, long hours and traveling commitments is perhaps surpassed only by her capacity to love and support our family in all aspects of our life.
- 2 I have traveled to over 27 countries.
- 3 I genuinely believe in the spirit of true mentorship. If I can help you succeed in any way, I would be more than happy to share my experience, wisdom and network.

"I honestly don't believe there has ever been a more exciting time in the energy industry than what we are going through right now."

—Adnan Khan



**Our Clients Face Difficult
Business Decisions.
We Make it Easier for Them.**

Energy Transition
Digital Transformation & Innovation
Performance Improvement
Human Capital
Strategy & Transactions

The Carnrite team congratulates Adnan Khan for being chosen as one of Oil & Gas Investor's Forty Under 40.

carnritegroup.com · inquiries@carnritegroup.com



Brett Knowles

Vice President, EnCap Flatrock Midstream, San Antonio

Brett Knowles earned a level of responsibility and accountability at EnCap Flatrock Midstream earlier than expected in his career, serving as the “point person” on a variety of projects. He credits being a team player, his willingness to listen and his desire to create value and make an impact.

Why did you enter the oil and gas industry?

“Almost by accident. I was planning to enter public accounting and was interning with a Big 4 firm in New York in the spring of 2010. While I loved the city and enjoyed the experience, I missed Texas and realized I wanted to start my career in the finance or investment space. Houston and energy investment banking became the obvious first move, but before that, I had not thought much about the industry. I quickly realized it was dynamic, capital-intensive and relationship-based, and it just so happened to be in the early beginnings of the shale revolution. All of that plus energy supports virtually all other industries. It became clear that working in oil and gas would be a great launch point.”

Which of your professional achievements are you most proud of?

“The sale of Tall Oak Midstream to EnLink Midstream in 2015. When I joined EnCap Flatrock Midstream, I moved to Oklahoma City and was fortunate to work under Dennis Jaggi. The Tall Oak team was local, and I was there from the earliest beginnings—from first meeting the team, to forming a new partnership, to signing the first midstream contract that led to the buildout of two gas

gathering and processing systems in Oklahoma. Less than two years later, a successful sale to EnLink led to a great outcome for both our investors and management. It was my first ‘full-cycle’ investment experience, and I learned a lot seeing the process from start to finish.”

What qualities do you think are necessary for a good leader in the oil and gas industry?

“Good leadership [in the oil and gas industry] is the same in any industry or for any group of people working to achieve a common goal. The results—or achieving the goal—must be the baseline for success. But to be a great leader, you have to be a strong communicator and be others-focused, seeking to support and develop the people around you. The results need to stay front and center, but the people-side must be equally prioritized.”

Who are your mentors? What is the most valuable advice they have given you?

“I look up to Jerry Cox, not only for his success as an oil and gas entrepreneur, but even more for how generous he is with his personal time and resources. He integrates his passions for faith and education as well as anybody I know, and I am truly fortunate to have him as a resource for business and life advice.”

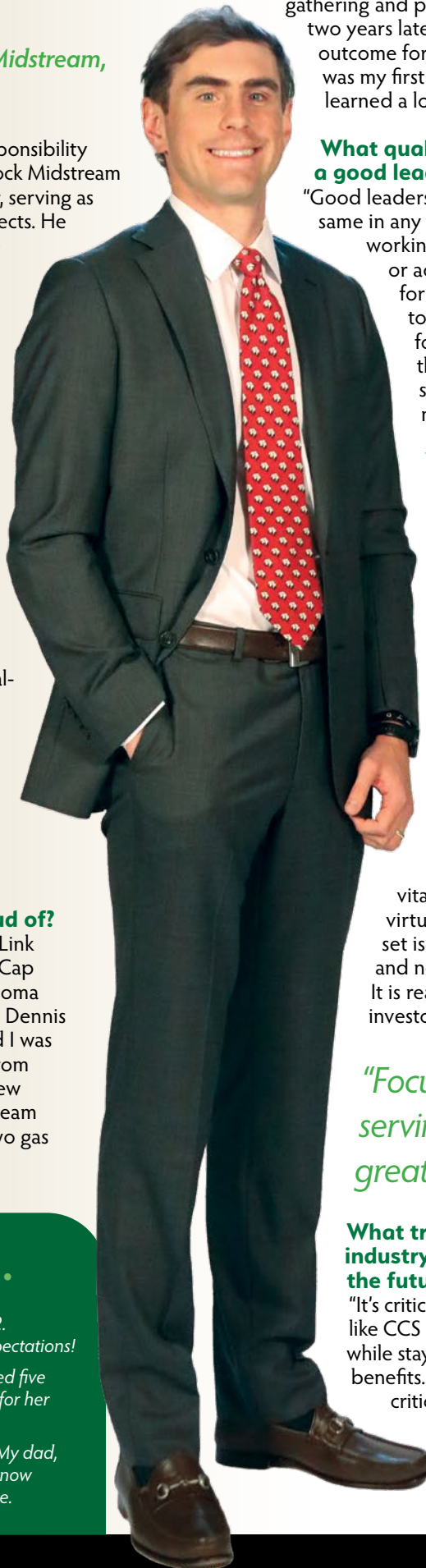
What keeps you motivated and passionate about working in the oil and gas industry?

“The people I get to work with and the value that the energy industry provides to everyday life all over the world. It is a vital industry to economics, geopolitics and virtually all aspects of society. The opportunity set is only expanding as energy demand grows and new technologies and sources enter the mix. It is really an exciting moment to be an energy investor, and the future is bright.”

“Focus on working hard, serving others and having a great attitude.”

What transformations do you think the industry must undertake for it to thrive in the future?

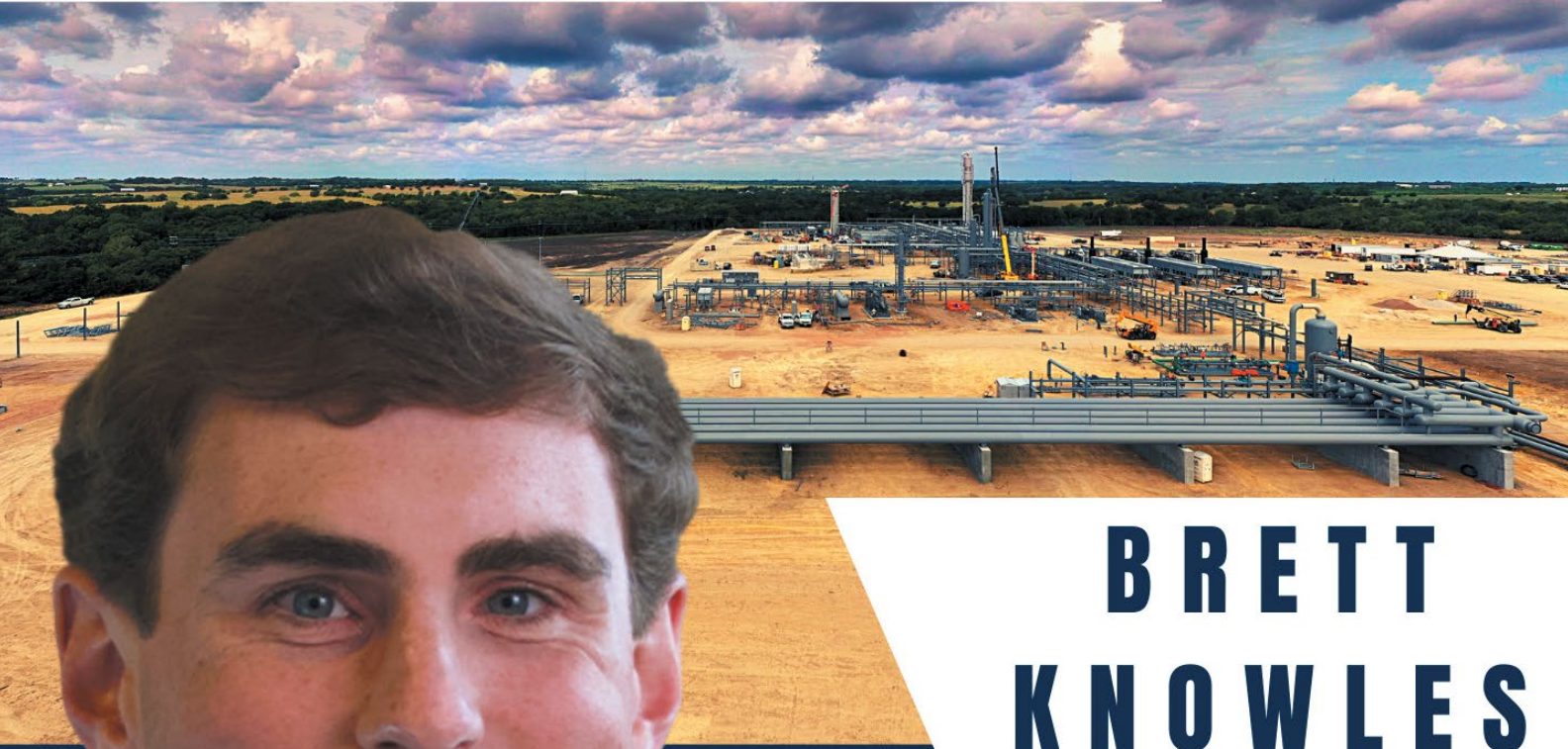
“It’s critical to stay in front of emerging opportunities like CCS [carbon capture and storage] and hydrogen while staying focused on the overall economic benefits. It has also never been more apparent how critical hydrocarbons are to free societies all over the world. As an industry, we need to keep improving how we tell this story based on truth and facts, in a world with a lot of noise.” **40**



THREE MORE THINGS ...

- 1 We welcomed our first baby in May 2022. Becoming a dad has exceeded all my expectations!
- 2 My wife is my hero. We recently celebrated five years of marriage, and I'm very thankful for her love, faith, support and friendship.
- 3 My family has deep roots in the military. My dad, mom, both grandfathers, two uncles and now several cousins have served or currently serve.

FORTY UNDER 40 HONOREE



BRETT KNOWLES

"Brett is approaching 10 years with EnCap Flatrock Midstream, and in that time he has demonstrated all of the skills necessary of a great team member and leader. I can think of no one more worthy than Brett of this honor. On behalf of the entire Flatrock family, congratulations!"

Billy Lemmons
Managing Partner
EnCap Flatrock Midstream



**EnCap Flatrock
Midstream**

EnCap Flatrock Midstream provides value-added growth capital to proven management teams focused on midstream infrastructure opportunities across North America. The firm was formed in 2008 by a partnership between EnCap Investments L.P. and Flatrock Energy Advisors, LLC. Based in San Antonio with offices in Oklahoma City and Houston, the firm manages investment commitments of nearly \$9 billion from a broad group of prestigious institutional investors.

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Brandon Lakatta

Vice President of Land, Pioneer Natural Resources Co., Irving, Texas

From bridging the gap between Pioneer Natural Resources' Permian landmen and Dallas office to leading knowledge sharing opportunities, Brandon Lakatta works to unite his team through "openness/honesty, consistency and unwavering support." Though he didn't intend to join the industry when he enrolled in college, he knew upon taking his first petroleum land management (PLM) class that it was a profession he wanted to be part of.

Why did you enter the oil and gas industry?

"I went to Texas Tech University on a golf scholarship and had no preconceived plan to enter the industry. I was in the Rawls College of Business and was planning to pursue a finance degree or something similar. A friend of mine, who is now my wife, introduced me to the program. She and I took the intro to PLM class together, and I immediately knew that I wanted to be in the industry. To this day, I remain amazed by the technical feats that our companies perform every day."

What is a memorable professional experience that is especially meaningful to you?

"I was given the opportunity to participate in a Leadership Worth Following (LWF) program that was very unique and impactful to my leadership style. The LWF process includes a two-day executive development program during which psychologists conduct several tests and analyze

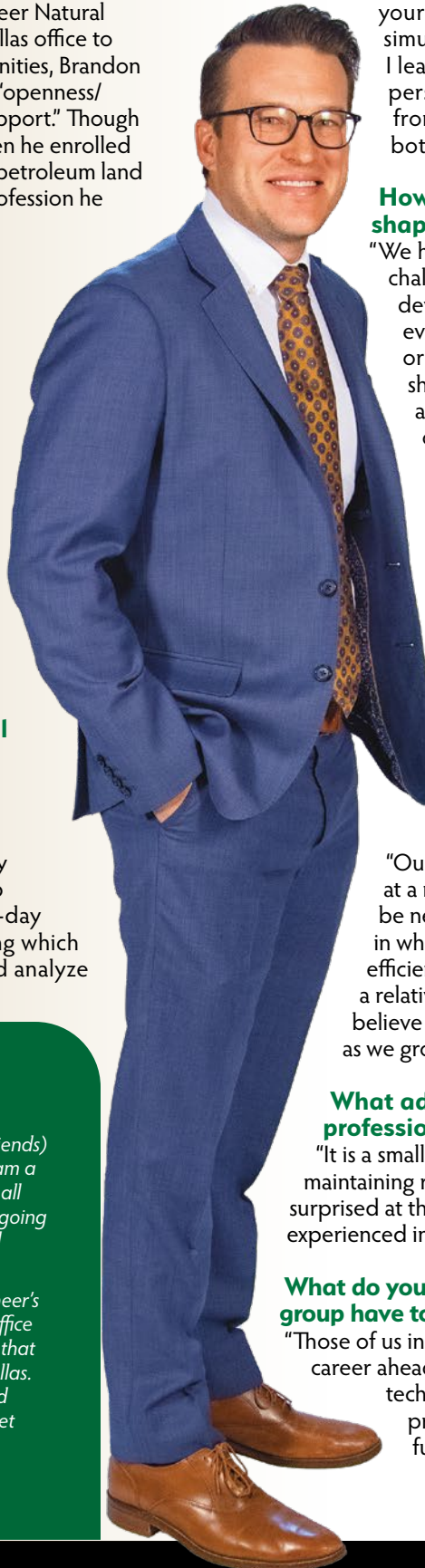
THREE MORE THINGS ...

1 Most people (including some of my good friends) do not know that my first name is Robert. I am a third-generation Robert Lakatta; however, we all have different middle names. I kept the name going with my son, but I saved him some trouble and made Robert his middle name.

2 There was a period of time when I was Pioneer's only Permian landman in our Las Colinas office prior to a series of moves and reorganizations that brought the rest of the mineral landmen to Dallas. At that time, I was the liaison between our land department in Midland and the rest of the asset team in Las Colinas.

3 I love Taco Bell.

"Our industry continually provides valuable opportunities, which keeps us working hard and on our toes!"



your every move during an in-person leadership simulation. While that is somewhat intimidating, I learned a lot about myself and what drives my personal and team success. I use the learnings from this experience every day of the week, both at work and in my personal life."

How have you exercised leadership to help shape your department?

"We have such a talented staff that it can be a challenge identifying valuable training and development opportunities. I encourage everyone to be open and share key learnings or identify opportunities to knowledge-share in the event a unique issue or project arises. This has resulted in opportunities for collaboration and team building throughout the organization."

What keeps you motivated and passionate about working in the oil and gas industry?

"I am very motivated by the concept of maximizing value creation for our company each day that I walk through the door. Our industry continually provides valuable opportunities, which keeps us working hard and on our toes!"

What transformation do you think the industry must undertake for it to thrive in the future?

"Our world is clearly moving away from fossil fuels at a rate that seems to change by the day. It will be necessary to continue improving the manner in which we conduct our business to maximize efficiency and minimize our carbon impact. I have a relatively bullish outlook on the industry, but I do believe we must continue to keep this concept in mind as we grow and expand our operational footprint."

What advice would you give other young professionals in the industry?

"It is a small world in our industry, so building and maintaining relationships is very important. I have been surprised at the number of full circle moments I have experienced in my relatively short career."

What do you think young industry members as a group have to offer that is unique to them?

"Those of us in the under-40 demographic still have a long career ahead of us, which will drive innovation and technological advances to ensure that our industry provides opportunities for success well into the future, despite headwinds." 40

Riki Meier

Director of Operations, Cornerstone Acquisition & Management Co. LLC, San Diego, Calif.

Riki Meier never imagined he would be working in the oil and gas industry, but entering the workforce during the Great Recession gave him an opportunity he couldn't refuse in the shape of an unpaid internship with Cornerstone. With his confidence and willingness to learn new skills, he proved himself to be an innovator and earned the trust of his leadership and peers.

What is one of your professional achievements that you are most proud of?

"I'm extremely proud of what our team has been able to do with our annual networking event—The World Oilman Poker Tournament (WOPT). The event started as a handful of industry folks congregating in Las Vegas to now juggling a waitlist and constantly dealing with capacity restrictions. WOPT keeps us current with what's going on in the industry, while creating new relationships with industry peers."

What has been your most challenging project to date, and how did you accomplish your goal?

"A year into my role, I convinced the management group at the time to let me build out my own data management system and bring all the data in-house. It was a bit of a daunting task. Here I was, a year or so out of college, asking the firm to completely overhaul a system that has been working for them for the past five years because I thought I could do it more efficiently. Fortunately, I had endless support from my colleagues and the belief in myself that I could make it happen. After a few months of feasibility tests, we decided to make the switch permanent."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"I think the ability to listen and take criticism is instrumental to being a good leader. Listening to other ideas can help you learn something new and can give you better insight on what others may be thinking. It also helps build trust—something critical in the workplace."

Who is your mentor, and what valuable advice have they given you?

"Aside from my father, the most influential mentor in my life is my cousin, Soichiro Minami. I've never seen anyone work harder than him, and his drive to be successful is contagious. The biggest take away

I've received from him is making yourself available to family and to those around you. It's always healthy to take a step back and prioritize what's important in your life. Some of the best advice—work or in life—may end up coming from people you love the most and are rooting for your success."


What advice would you give other young professionals in the industry or in your sector?

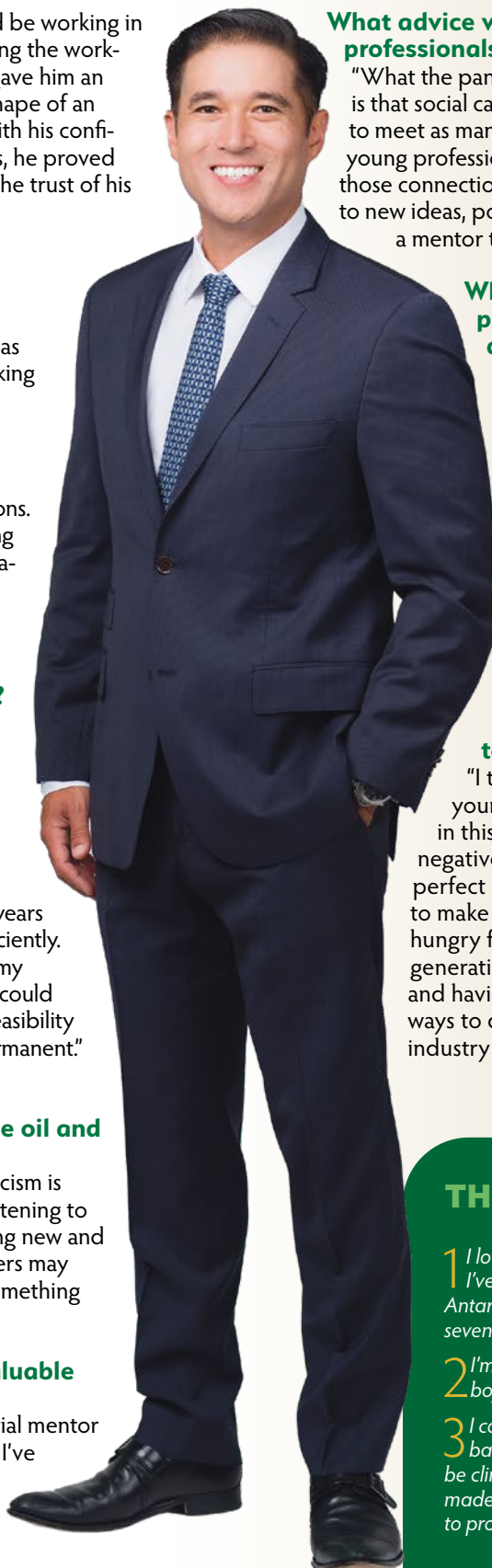
"What the pandemic taught me more than anything is that social capital is critical, and it'll only benefit you to meet as many people as you can. I would urge any young professional, in any industry, to get out and make those connections with industry peers. You'll be exposed to new ideas, possible career opportunities or even find a mentor that will be your support system."

What keeps you motivated and passionate about working in the oil and gas industry?

"What I love most about the oil and gas industry is the people. It may not seem like it from the outside, but this industry really has an immensely diverse group of individuals. There are so many intelligent people, and they all work extremely hard. Everyone has a unique story to tell about our industry, and it makes networking in this industry so fun. I feel like I learn something new every time I talk to someone."

What do you think young industry members as a group have to offer that is unique to them?

"I think those in my generation and younger have an extremely bright future in this industry. You hear a lot about the negative headlines in this space. I see that as a perfect opportunity for anyone that really wants to make an impact in this industry. This sector is hungry for continued innovation, and I think my generation's ability to adopt new technology and having the openness to disrupt traditional ways to do business will make this new energy industry more efficient." 



THREE MORE THINGS ...

- 1 I love traveling. I've visited over 35 countries, and I've been on six of seven continents. (I've been to Antarctica, and I'm only missing Africa to conquer the seven continents.)
- 2 I'm at my happiest when I spend time with my two boys, Jakob and Keiden, and my wife, Kristen.
- 3 I convinced my best friends to climb Mt. Fuji for my bachelor party in Japan. Little did they know we'd be climbing the mountain during a typhoon. All of us made it back alive with an epic video from the summit to prove it.

Victor Mendoza

Head of Oil & Gas Securitizations,
Donovan Ventures, Houston

Victor Mendoza knew he wanted to pursue a career in the oil and gas industry and wasted little time in doing so after graduating from Texas A&M University. Since then, he has reached a life goal of creating his own business and plans to keep going in order to make his business as successful as possible.

Why did you enter the oil and gas industry?

"Attending Texas A&M, you're exposed to the oil and gas industry at every corner. I knew I wanted to pursue a banking career in oil and gas. After graduating, I joined Amegy Bank's development program and was given the great opportunity to join its well-respected energy team. From then, I knew I wanted the rest of my career to be in oil and gas."

Which of your professional achievements are you most proud of?

"Completing our first oil and gas asset-backed security [ABS] transaction, which was also our first unconventional asset ABS, was a great achievement for my team. As a boutique firm, which had not completed an ABS transaction before, we knew it would be challenging to get that first deal done. We were lucky to have a great partner in our client, Diversified Energy, to trust in our capabilities."

What is a career milestone you reached sooner than you had planned?

"I've always wanted to start my own business. Partnering with Donovan Ventures to create a new group focused on ABS financings provided me with that opportunity."

THREE MORE THINGS ...

1 I lived in Mongolia for a few months for an internship in metals and mining. During my stint there, I had a near death experience as we got stranded in the freezing tundra for three days until we were rescued.

2 Growing up, I was big into basketball. When I lived in Mexico, I was chosen for the junior national basketball team, which subsequently led to a prep school scholarship.

3 When we were in our 20s, my wife and I opened a bed and breakfast in Fredericksburg, Texas, called Starry's Studio, which has been a blast to operate.



What qualities do you think are necessary for a good leader in the oil and gas industry?

"Share the glory: Nothing is possible without your entire team. I think it is important to give personal recognition to your team members after every transaction. Open communication: Be clear on expectations and keep an open channel to answer any questions that may help your team members."

Who are your mentors, and what is the most valuable advice they have given you?

"I have been very lucky to have great people take interest in my career development. From the managers at the institutions I've worked at, to my current partners. I also sought out people outside my institutions like Mark Kelly (V&E) and Rob Johnson (EIG), who have been instrumental in my career progression. On the personal side, my wife Sarah has been my biggest proponent. She pushed me to take the risk of starting the ABS team with Donovan Ventures and continues to support everything I do."

What professional advice would you give other young professionals in the industry?

"Take risks when you're young. If you have that entrepreneurial spirit and you've always wanted to go out on your own, it's easier earlier on in your career."

What do you think young industry members have to offer the industry that is unique to them?

"As one of the oldest industries in our nation, the oil and gas industry, although continuously adapting new technologies, has been one of 'this is the way it's been done.' The younger generation offers different perspectives that may bring improvements to our industry."

What transformations do you think the industry must undertake for it to thrive in the future?

"Hands down I think implementation of technology will be the key transformation in our industry in years to come. From data analytics to machine learning, our firm is working on bringing some of these things together into a FinTech product that will connect individual investors for direct investments into producing oil and gas assets. This will facilitate investment growth into our industry from different sources of capital." **40**

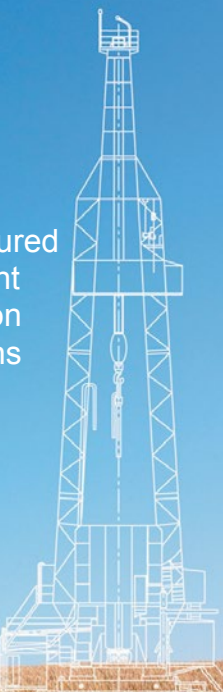
“I think it is important to give personal recognition to your team members after every transaction.”

—Victor Mendoza



Congratulations to Victor Mendoza
on his selection as an Oil & Gas
Investor 2022 “Forty Under 40”

Donovan Ventures is committed to delivering best-in-class service to our clients by providing innovative capital solutions, trusted advice and seamless transaction execution. Victor has been instrumental in the growth of our structured credit platform, leading the development our oil & gas asset backed securitization product and closing several transactions in 2022. His industry leading product expertise and client-centric strategic thinking are invaluable as we partner with new and existing clients to help them achieve their financial and strategic goals.



www.dv-llc.com/abs (713) 812-9887

Tony Moss

Director, Powder River Basin, Continental Resources Inc., Oklahoma City

Tony Moss began working as an exploration geologist in the Bakken Shale in 2008 and helped unlock the play's full potential for Continental Resources Inc. and the industry over the next 10 years. Having now turned his eye to the Powder River Basin, he recognizes the vast potential there that has been undercapitalized by the industry over the past decade and intends to take it to the next level.

Why did you enter the oil and gas industry?

"I've always had a passion for geology. When I was a kid, my family would go on camping trips to Missouri, and I would spend hours hunting for fossils in a dry riverbed to add to my rock collection. In high school, I began researching how I could apply my love of geology and the outdoors into a future career. I was fortunate enough to have an uncle who was a part owner of a small independent operator in Tulsa, [Okla.]. The summer before I started college, I had the opportunity to shadow their geologist as well as go out into the field with their production engineer. I was immediately hooked on the industry."

What is a career milestone you reached sooner than you had planned?

"A career milestone that I reached sooner than I had planned would definitely be my most recent promotion to director, Powder

River Basin at Continental Resources. I led Continental's evaluation of the Powder River Basin as the exploration manager for the Rockies team, and my team and I were able to put together an industry-leading position in the core of the play in less than 18 months."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"A good leader must be able to set a vision for their team and share that vision effectively to drive a sense of purpose and direction. There are always a lot of tasks to be done in any project, but buy-in and overall drive is greatly enhanced when there's a good understanding of the 'why' of a project. A good leader must also be intentional with team building and facilitating an environment of trust and empowerment within their organization."

What do you think young industry members have to offer that is unique to them?

"Younger industry members bring a fresh perspective and new ideas to help continue to move this industry forward. From taking a fresh look at old areas or formations once thought to be uneconomic, to furthering our industry's adoption of technology to streamline workflows, the impact of the younger generation of oil and gas professionals will be felt for decades to come."

Who is your mentor, and what is the most valuable advice they have given you?

"I've been very fortunate to work alongside some great people and mentors in my career. One mentor who has had a tremendous impact on me is Jack Stark, who recently retired as president and COO of Continental. Jack hired me as an intern in 2008, and I learned a ton from him over the next 14 years. One particular piece of advice that I apply constantly is to learn how to recognize when you have done enough and have enough information to move forward—and then do it!"

What keeps you motivated and passionate about working in the oil and gas industry?

"First and foremost, I love what I do. This is an exciting industry where no day is exactly like the other. The 'love of the hunt' would be a good way to describe it—I'm an explorationist at heart, and there is nothing more exciting to me than identifying a new prospect or working with my team to find new ways to optimize development of an existing asset. Secondly, it's hard not to be motivated knowing the impact this industry has on society—access to clean and reliable energy is one of the major differentiators in quality of life across the world." **40**

THREE MORE THINGS ...

1 Those that know me well would say I'm a big kid at heart. One of the perks of being a dad to two young boys is engaging in some pretty epic Nerf and lightsaber battles!

2 My favorite pastime is being outdoors. I enjoy camping and fishing in Missouri and hunting with my dad and brother-in-law at our land in Okfuskee County, Okla.

3 I have Bachelor and Master of Science degrees in geology from Oklahoma State University—go Pokes!



*"This is an exciting industry
where no day is exactly like the other."*

—Tony Moss



*Congratulations,
Tony!*

FORTY
UNDER **40**

Tony has been a dynamic member of the Continental team for more than a decade. He was part of the team to unlock the full potential of the Bakken and just last year led Continental's efforts to enter the Powder River Basin.

Thank you, Tony, for your tireless dedication to providing the energy our world needs. You exemplify Continental's Culture of the Possible!



Derek Nixon

President and CEO, Varel Energy Solutions, Dallas

Derek Nixon is living proof that hard work and dedication pays off. Moving from Scotland to Dallas at 20 years old, he became Varel's youngest vice president at 34 before being appointed the CEO to guide the company through the COVID-19 pandemic.

When he's not running his company or spending time with his wife and kids, Nixon is an active board member and vice president of philanthropic organization Family Promise of Lake Houston, which supports homeless families.

Why did you enter the oil and gas industry?

"My father was in the industry, and I grew up in it and consistently surrounded by its influence. It was a natural feeling to grow up interested and curious about our world's reliance on energy and how I could contribute to it."

Which of your professional achievements are you most proud of?

"Early in my career as a field sales professional in the Barnett Shale, I worked for Varel International and experienced extraordinary growth and market share gain. I was surrounded by amazing people who taught me and pushed me to excel far beyond my young and novice capabilities. Together, we secured ourselves as the No. 3 in market share position—which, for an independent drill bit company, was a monumental accomplishment." In addition, [there] would be the opportunity to lead Varel Energy Solutions as a first-time CEO through the COVID-19 pandemic. I took responsibility for the business in March 2020 with virtually no working capital and an intensive focus on cash preservation. Many very difficult decisions were made, but I am so proud of the resilience and tenacity of the teams around the world, resulting in a stronger foundation for growth as we've emerged successfully from two years of market headwinds."

THREE MORE THINGS ...

- 1 I have a confused accent having spent half my life in Scotland and the other half in the U.S.
- 2 I am a huge foodie—love trying new things and experiencing new culture.
- 3 I went to boarding school at Gordonstoun, the same boarding school as King Charles.



What is a career milestone you reached sooner than you planned?

"I was the youngest vice president in the history of the company at 34, responsible for our legacy downhole products business. I was able to achieve this by always taking on challenges that were scary that I did not have all the answers for. I surrounded myself with a great team to offset my weaknesses.

The best lesson I was ever taught was to hire people that want your job that are as good as you, if not better. Poor leaders hire people that are not as good as them."

What has been your most challenging project to date, and how did you accomplish your goal?

"Navigating through COVID as a first-time CEO, we had to make many hard decisions without all the information. I let my instinct take over. You can never make all the right decisions, but when you make a wrong one, own it and change it."

What has helped you develop your leadership abilities during your career?

"My favorite book is called "Legacy," and it is about the all-Black rugby team. They have a no-ego team; after each game, they leave the changing rooms clean as they found them. Nobody is above any job, [and] we all sweep the sheds."

What transformations do you think the industry must undertake for it to thrive in the future?

"We have to be faster learners and adopters of new technologies around us. The oilfield is still way behind aerospace and automotive [industries] as for new tech, be it materials or processes."

What do you think young industry members as a group have to offer that is unique to them?

"Perspective! Every generation has different views, and we must be adaptable for our future needs."

What advice would you give other young professionals in the industry?

"Ask when you don't know, be curious, speak up and don't sit quietly. If you want to progress, go above and beyond on everything." **FU**

“You can never make all the right decisions, but when you make a wrong one, own it and change it.”

—Derek Nixon



Congratulations
DEREK NIXON

On your achievements and recognition as an Oil & Gas Investor Forty Under 40 honoree.

Through your commitment, tireless efforts and industry foresight during the recent turbulent times of our industry, Varel Energy Solutions has flourished and is currently positioned as one of the leading value creators in our market space. Thank you for everything you do, for the trust you put in your teammates around the world and for developing an extraordinary place to work. This award is well-deserved.



We exist to be the Industry's Maker of consumable downhole products to the energy sector – known for maximizing investment, value and a sustainable future. Our Well Construction solutions – while many are unique – are widely recognized for their ingenuity, performance and reliability. However, it is our People and undeniable passion for winning that sets us apart.



Nkiruka Catherine Ohaegbu, Ph.D.

Public Affairs, Pacific Gas & Electric Co., Sacramento, Calif.

Starting her current position during the pandemic came with unique challenges, but Nkiruka Catherine Ohaegbu managed to learn the ropes with the help of her coworkers, opening up new opportunities for herself in the energy industry. Ohaegbu dedicates her time away from the office to her community, serving in leadership positions in multiple organizations such as the YMCA of Superior California, Metro EDGE, the Sacramento Black Chamber of Commerce Foundation and PBS-KVIE.

Why did you enter the oil and gas industry?

"From a young age, I always had an interest in engineering and technology; however, I chose to focus my career on government affairs and economic development. Entering this industry combined my early interest in engineering and technology with my career experience in government relations and public affairs. It's allowed me to learn more about the future of the industry and how clean energy plays a vital part."

Which of your professional achievements are you most proud of?

"I am most proud of recently completing my doctorate in business administration program. My dissertation focused on trade and investment between sub-Saharan Africa and California, allowing me to glean into the energy sector in the continent and have a better understanding of the needs and how they could be met through public/private partnership."

Describe a memorable professional experience.

"One memorable professional experience that I had was welcoming a delegation visiting from Nigeria to learn more about the U.S. energy sector. This was exciting to me because I focused my dissertation on trade and investment between sub-Saharan Africa and California, and the energy sector was an area of need identified."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Good leaders take in feedback while making the necessary changes to move a company forward. They understand their

strengths and weaknesses and aren't afraid to work collaboratively with others."

What has helped you develop your leadership abilities during your career?

"I have been fortunate to participate in multiple leadership programs that have helped shape my leadership abilities during my career. In addition, the advice from mentors has been invaluable in helping to guide me in my journey. There is an African proverb that says, 'What an old man can see sitting down, the youth cannot see standing up.' Feedback from mentors have really helped me in developing my leadership abilities."

What keeps you motivated and passionate about working in the oil and gas industry?

"What keeps me motivated is that I have the power to make a difference and help shape the future of the industry to transition to cleaner energy."


What do you think young industry members as a group have to offer that is unique to them?

"Young industry members offer a more global perspective about the industry and ways to make it more equitable for groups that may have been disenfranchised in the past."

What advice would you give other young professionals in the industry and/or in your sector?

"Don't be afraid to take a risk and try new things. It may be scary at first, but I've found it to be very rewarding."

What transformations do you think the industry must undertake for it to thrive in the future?

"The industry must embrace the cultural shift toward clean energy and embrace ways to integrate it into their business model to thrive in the future." 



THREE MORE THINGS ...

- 1 I love to travel. My goal is to visit every country in the world.
- 2 I am very family-oriented.
- 3 I love Zumba.

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presents

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INFLUENTIAL **IN ENERGY**
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**NOW ACCEPTING
NOMINATIONS FOR
2024**

Oil and Gas Investor invites you to nominate an exceptional industry executive for its 7th Annual **25 Influential Women in Energy** program. Help us celebrate women who have risen to the top of their professions and achieved outstanding success in the oil and gas industry.

Past honorees have included professional women from entrepreneurs to producers, midstream operators, service companies and the financial community. They've represented varied disciplines including engineering, finance, operations, banking, engineering, law, accounting, corporate development, human resources, trade association management and more across the upstream and midstream sectors. All nominees will be profiled in a special report that will mail to Oil and Gas Investor subscribers in February 2024.

The deadline for nominations
is **October 20, 2023**

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**NOMINATE
HERE**



Kim Pinyopusarerk

Sustainability and Communications Manager, Callon Petroleum, Houston

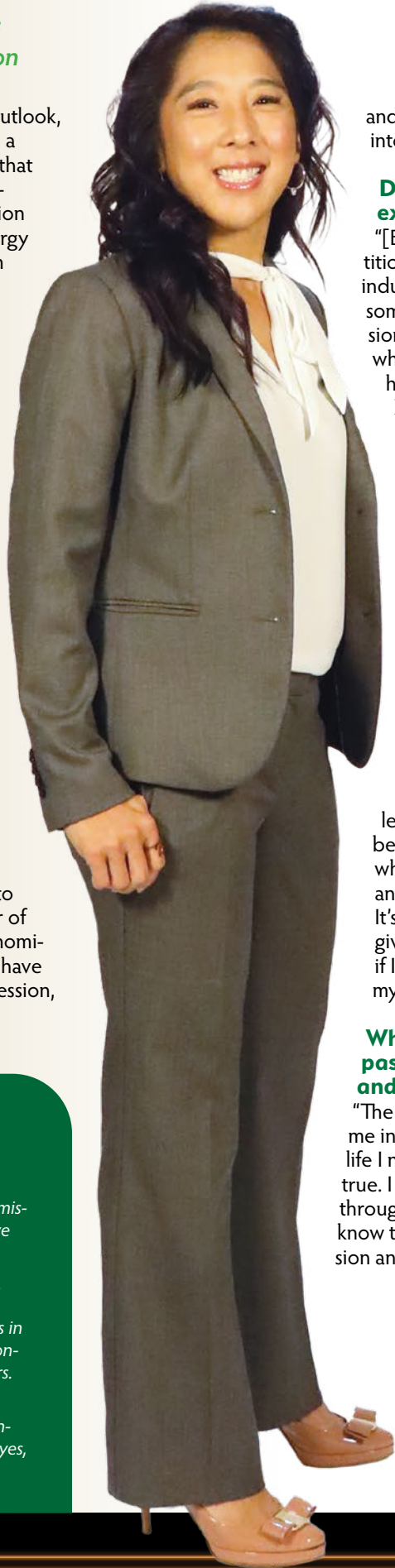
With an optimistic and energetic outlook, Kim Pinyopusarerk is ushering in a new era of energy. She believes that current industry leaders need to communicate, teach and work with the new generation workforce in order to create a thriving energy future. Throughout each of her roles within the oil and gas sector at Carrizo Oil & Gas, Energy XXI and now Callon Petroleum, she has learned to put her trust in the industry—and the industry has rewarded her for it.

Why did you enter the oil and gas industry?

"I am a Texas A&M University graduate, and in 2004, almost all the companies at the career fair were in the oil and gas industry. From the start, I have loved my career trajectory. I have gotten to visit some amazing places, work with smart people and done things in my career I never thought I'd ever do. I don't think there's any other industry where your career can take so many different turns."

Which of your professional achievements are you most proud of?

"I am proud of my SPE-GCS Young Outstanding Member Award from 2010. That year, the chapter's president wanted to nominate me for the Texas Young Engineer of the Year, but I wasn't an engineer, so they nominated me for the member award instead. I have always given back to my industry and profession,



and to be recognized for my work five years into my technical career was great."

Describe a memorable professional experience.

"[Being] a female IR [investor relations] practitioner in two traditionally male-dominated industries (investing and oil and gas) is difficult sometimes. Having started out in the profession in my late 20s, I was very intimidated when around C-suite executives. It also did not help that I started my new career at Energy XXI, where my CEO was larger than life. I left Energy XXI thinking all executives were like that. When I came to Carrizo and worked with the leadership team there, my first trip with the CEO was on a United economy class flight. He met me at the terminal wearing a casual suit. It was the first time I understood that CEOs can be regular people too, and if I can find comfort in being myself around them, I can be better at my job."

What are your long- and short-term career goals?

"In the short term, I want to continue developing as a finance and ESG professional. In the long term, who knows? I

learned early on to never make career plans because it will never pan out. Instead, I now go wherever the industry needs me. The industry and my profession have given so much to me. It's taken me in different career paths and given me a life I never dreamed of. I know that if I continue giving back to my profession and my industry, it'll take care of me."

What keeps you motivated and passionate about working in the oil and gas industry?

"The industry has given so much to me. It's taken me in different career paths and given me a life I never dreamed of. I know it's cliché but it's true. I have seen so many crazy and cool things throughout my almost 20 years in the industry. I know that if I continue giving back to my profession and my industry, it'll take care of me." **40**

THREE MORE THINGS ...

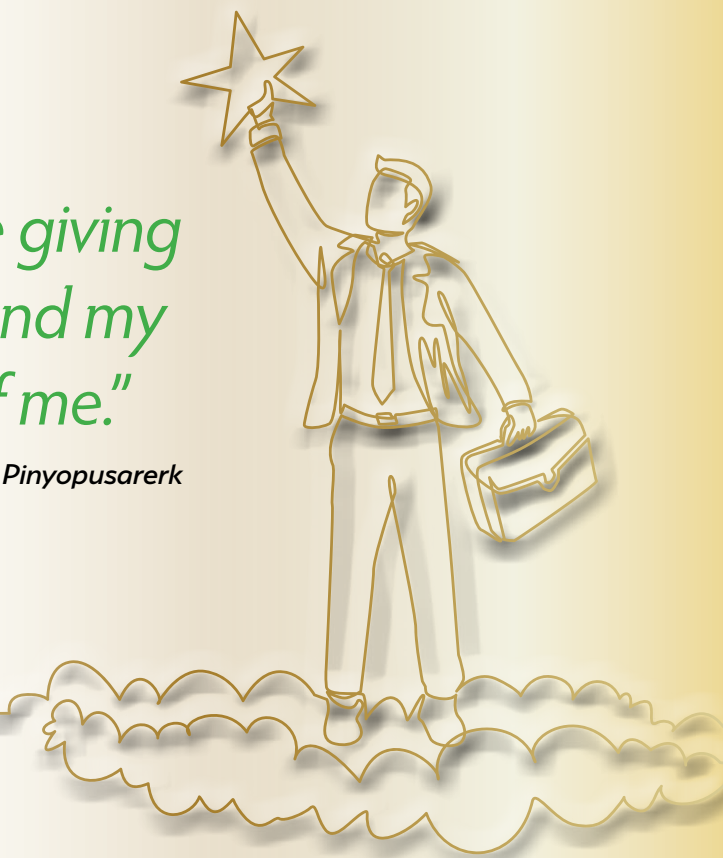
1 While the majority of my career has been in investor relations, my degree is actually in chemistry and math. I have an MBA, but the reality is I've only taken one real finance class.

2 Many people will describe me as an extrovert, but I am actually a very introverted person, which is not a good thing for someone who works in investor relations. I have learned how to be personable and energetic by working at it over the years.

3 I really enjoy running and working out. Most days, you can find me sneaking out for a lunch-time run in the neighborhood next to my office—yes, even in 100-degree weather!

"I know that if I continue giving back to my profession and my industry, it'll take care of me."

—Kim Pinyopusarek



FORTY UNDER 40



CALLON

P E T R O L E U M

Congratulations
Kim Pinyopusarek from the
 entire Callon Petroleum team
 on being named one of
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Callon Petroleum is an independent oil and natural gas company focused on the acquisition, exploration and development of high-quality assets in the leading oil plays of West and South Texas.

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Heidi Reger

Former Director of Development, Discovery Natural Resources, Denver

Heidi Reger joined the energy industry during the shale boom and has made quite an impact in her time in the industry. From earning a "most valuable player" award for her logistical efforts with Halliburton Co., to working long nights, Reger is proud of her accomplishments that led her to becoming a manager much sooner than expected. She left her position as director of development in July in order to be with her young family, but she is excited for what her future in the industry might bring.

Why did you enter the oil and gas industry?

"My degree was in chemical engineering, and oil and gas was really booming when I graduated. It seemed like a good industry to apply the skills I learned in college and I enjoy the challenge of the fast pace."

Which of your professional achievements are you most proud of?

"I am very proud of earning an MVP award at my first job in the industry working for Halliburton. Working with the logistics team to transform the way sand was delivered to location ultimately saved the company millions of dollars and changed the way we managed frac job logistics going forward."

What has been your most challenging project to date, and how did you meet the challenge and accomplish your goal?

"My most challenging project was walking into a company with non-SEC compliant reserves and having to essentially redo the entire process the first few months there."

THREE MORE THINGS ...

1 My husband and I own two Subway restaurants. This was my childhood dream, as Subway Sandwich Artist was my first job.

2 My first week in the oil and gas industry I lived in a Motel 8 in Rock Springs, Wyo., because housing was so scarce during the boom.

3 At age 34 and being able to run only about 1 mile, I decided to train for and run the Colfax marathon, which I successfully completed.

I ended up accomplishing the third-quarter reserves process by staying up all night multiple times and redoing every well forecast myself. Eventually I was able to build and guide a team to handle the process correctly, but that first quarter was very challenging."

How have you exercised leadership to help shape your department?

"I like to lead by example. I have never asked my employees to do something that I am not willing to do myself. I work on weekends or nights if needed and would never ask them to do it if I wasn't also doing it."

What has helped you develop your leadership abilities during your career?

"I have been lucky enough to be a member of a women's industry group that meets quarterly. It is full of great female leaders in the industry, and we have a round table about leadership and challenges we are facing at work. I always get new and unique perspectives from them. They are a wonderful group of women, and that meeting feeds my soul."


What are your long- and short-term career goals?

"In the short term, I am taking time to take care of my family and my small business. Kids are only young once, and I want to be there as they grow up. In the long term, who knows where I will end up? That's what makes it exciting."

What keeps you motivated and passionate about working in the oil and gas industry?

"I think it's very powerful (pun intended) to be providing energy for a growing world. Thinking about where the world would be without energy is very humbling and under-appreciated in our society."

What transformations do you think the industry must undertake for it to thrive in the future?

"I believe the industry needs to focus on attracting and retaining new talent. The future will be bright if we can open up our industry and our minds to new ways of doing things and a more diverse subset of people." 





Zach Rider

Vice President, Commercial and Corporate Development, Tallgrass, Kansas City

Zach Rider ended up in the oil and gas industry by accident—he knew he wanted to do a career transition into corporate and financial analytics after finishing business school, and he was lucky enough to land in the energy space. Drinking from the proverbial fire hose to learn the new industry he found himself in, Rider’s constant pursuit to develop new and better skills prepared him to take over the corporate development group at Tallgrass.

“To be an effective leader in this space, you have to be nimble while also having a clear direction for where you want to go.”

Which of your professional achievements are you most proud of?

“An achievement I’d point out is the first deal that I truly led, which was the development of a new pipeline. This was the first opportunity for me to take all that I had learned over the previous few years and put my own stamp on a project. My mentor at Tallgrass taught me early on that there will always be a reason not to do a deal, but it’s our job to find a way to get a deal done. That mantra was important for me to embody when developing this project. We had to get creative and find new solutions for how we structured all of the deal components, but in the end, we were able to find a way to get the deal done.”

THREE MORE THINGS ...

1 I was a European history major in college.

2 I love coaching my boys’ sports teams. It’s such a fun combo of spending quality time with my kids, teaching about hard work and dedication and listening to the hilarious stories that kids tell each other when they don’t realize grownups can hear.

3 I love to travel with my family. We took a hiatus for a few years when the kids were young and then COVID, but we are trying to make up for lost time.



Describe a memorable professional experience.

“Prior to starting in the energy space, I was a U.S. Army officer. My last assignment was a deployment to Baghdad, Iraq, in 2010-2011. My role was a battalion assistant plans officer, and I ended up heading to Baghdad two months before the rest of my battalion to plan and prepare for the full team’s arrival. To expedite our preparation, I was sent early with the broad mandate of ‘figure out what we need to do and how we are going to do it.’ It was a crazy couple of months, but it helped me develop skills that have been incredibly useful throughout the rest of my career.”

What qualities do you think are necessary for a good leader in the oil and gas industry?

“The oil and gas industry is dynamic and constantly changing. To be an effective leader in this space, you have to be nimble while also having a clear direction for where you want to go. You need to set a clear destination for where you want the company to be in three, five, 10 years. How you get there, however, doesn’t need to be set in stone.”

What has helped you develop your leadership abilities during your career?

“When I started at Tallgrass, I was raw with a lot of potential but no real business knowledge or experience. Luckily I had a few great leaders take me under their wing and help me learn the ropes. One of those leaders is our current CEO, Matt Sheehy. He and I synced up very quickly after I started at Tallgrass, and our styles fit well together. His mentorship acted like Miracle Grow on my professional development, and he taught me how to take all of those theories you learn in business school and apply them in real life.”

What are your long- and short-term career goals?

“My near-term goal is to establish Tallgrass as a key player in the energy transition. The energy space is in the early stages of a multigenerational transformation, and what we do now will have a lasting impact on how energy is produced, transported and consumed for the next 50-plus years. Right now my focus is to help make that happen. Long term, I’d love to start up my own shop, but for that, we will just have to wait and see.”

What advice would you give other young professionals in the industry?

“Ask questions and never stop learning. No matter how much you know and how good you think you are at your job or a particular skill, you can always learn more and get better.” **FU**

Zach Rider

Vice President of Commercial and Corporate Development

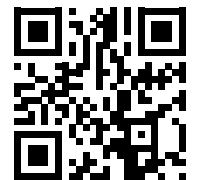


Congratulations for being named oil and gas investors

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Tallgrass is a leading energy infrastructure company focused on safely, reliably and sustainably delivering the energy and services that power our nation and enable our quality of life. Our infrastructure spans a large portion of the United States, connecting energy supply sources with the homes and businesses that depend on it every day. We leverage the decades-long expertise of our people and our successful track record operating large-scale infrastructure to provide leading energy solutions that will create a cleaner energy future.



Josh Roberts

Chief Operating Officer, Stakeholder Midstream LLC, San Antonio

Joining the oil and gas industry after working in commercial construction for four years, Josh Roberts hit the ground running, taking a leadership role in his first industry job managing the construction and implementation team. His team helped the company become the first primary mover of Eagle Ford crude oil from key regions of the play to the Texas coast. His achievements over the years led to him earning a position as an executive far sooner than he ever expected.

Why did you enter the oil and gas industry?

"After graduating college with a degree in civil engineering, I went into commercial construction for four years. It was about that time that I was feeling the draw of the industry that I had grown up around in West Texas. Simultaneously, the Eagle Ford Shale play was hitting its stride, and I had the opportunity to join a private equity-backed midstream company in San Antonio. While there are several reasons why I entered this industry, the two main ones are the people you get to interact with and the type of projects you get to take part in."

Which of your professional achievements are you most proud of?

"Stakeholder Midstream LLC, which operates injection wells in Yoakum County, Texas, has recently received approval from the Environmental Protection Agency for its first Class II MRV permit for permanent CO₂ sequestration, marking it as the first of its kind in the state. There are several key individuals both within Stakeholder and outside of our organization that helped accomplish this monumental achievement."

What is a professional experience that is especially memorable to you?

"A memory that I will highlight is centered on the time we were commissioning our crude gathering system

in South Texas. Already drinking from a fire hose in the project management, right-of-way acquisition and construction portions of the project, the real challenge came when it was time to commission the pipelines. In a matter of weeks, I dove headlong into hiring contract employees to assist in bringing the system online."

How have you exercised leadership to help shape your company?

"Culture is very important to me, and one of my favorite things to say is, 'I'm not concerned with how we got to where we are, rather, how are we going to move forward?' I believe that this has helped establish a culture of problem solving. Something we cannot afford in our fast-paced environment is a fear of failure, and it's paramount that our team experiences the trust and autonomy to make decisions that drive our success."

Who are your mentors?

"The first person that comes to mind is my father, JD Roberts. I have read many books and been both directly and indirectly mentored by many people, but the most valuable lessons, observations or advice that I have received have come from him. He taught me the importance of hard work, how to think and problem solve, the importance of your reputation, and how to lead by example."

What professional advice would you give other young professionals in the industry?

"Ask questions and walk with humility. The temptation when you are growing in your career is to feel like you have, or give the impression that you have, all the answers all the time. Many people have come before you in this industry, and you likely work alongside a host of highly intelligent and experienced individuals. Ask them questions and learn from them."

What transformations do you think the industry must undertake for it to thrive in the future?

"As an industry, we need to continue to be innovative and flexible, with an unwavering dedication to focus, specifically relating to sustainability. There are many companies and innovators advancing critical technology. As a culture, we need to see oil and gas as a principal resource in our society, and remain committed to producing these commodities responsibly." 40



THREE MORE THINGS ...

- 1 My wife and I have adopted two of our four children.
- 2 I enjoy teaching and have the occasional opportunity to preach at our church and other church-related events.
- 3 I really enjoy games of any sort. My kids and I spend time together playing everything from card and board games to bean bag toss. Thankfully, they share my competitive spirit.

“This industry is so dynamic, and it is that very change, and oftentimes volatility, that makes it an exciting business to be a part of.”

—Josh Roberts



CONGRATULATIONS, JOSH, FROM EVERYONE AT STAKEHOLDER!



In the seven years since COO Josh Roberts joined Stakeholder Midstream, he has worked tirelessly to create a culture of excellence and drive our company's growth. He's enthusiastic, energetic, and constantly strives to improve the industry we all love. So it's no surprise he's been selected to Oil and Gas Investor's Forty Under 40, Class of 2022.

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Chris Samanns

President, Signal Peak Silica, Houston

Chris Samanns believes adaptability and the ability to manage change are essential qualities of a good leader. With this leadership style, Samanns was able to help lead Signal Peak through an initial operational turnaround during the COVID-19 pandemic, ultimately growing and expanding the company.

Why did you enter the oil and gas industry?

"My brother worked in the accounting department at Preferred Sands. He referred me for an open supply chain role that aligned with my background. I worked at Preferred for seven years and had many different roles in sales, supply chain, product management and operations, ultimately serving as one of the company's senior leadership team members and driving the push to in-basin sand. After a restructuring at Preferred, the company split and the three new in-basin plants built by Preferred fell under new ownership and was rebranded as Signal Peak. I was asked to join the management team for Signal Peak and relocated to Houston in early 2019."

What is a career milestone you reached sooner than you had planned, and what helped you reach it earlier than expected?

"I don't think there is really one specific milestone I can point to, but I am grateful for my time at Preferred and the trust that was placed in me. I had worked at a very large pharmaceutical company before Preferred, and that was very focused on tenure and not talent. At Preferred and Signal Peak, I have been elevated multiple times based on my results and ability to lead people. I learned and grew at each level and kept rising."

THREE MORE THINGS ...

- 1 I like to spend time at the beach and hiking.
- 2 I enjoy time with my wife and five children and watching the kids' sports activities.
- 3 Don't take things personally; this is a business. Focus on making decisions as if it was always your personal money at risk.

Which of your professional achievements are you most proud of?

"I am most proud of being a large part of the in-basin sand revolution that has taken place and being a first-mover in that space. While at Preferred, we executed an aggressive plan to identify locations, customers and financing to build three new plants. We were the first operational in-basin plant in the Eagle Ford and the STACK and the third operational plant in the Permian. I am proud of the initial strategy but equally proud of being a part of the operational turnaround of the plants and validating the original approach."

What has been your most challenging project to date, and how did you meet the challenge and accomplish your goal?

"The most challenging project was navigating through the COVID-induced downturn. Our company was still emerging from an operational turnaround, and we did not have the balance sheet to withstand a prolonged down period. We were able to maintain some level of sales and revenue coming in, ensured customers continued to pay and reduce costs to survive. It was hairy at times, but we made it through and rapidly grew back to a point where we ultimately exceeded pre-COVID highs."


How have you exercised leadership to help shape your company?

"I try to lead by example as a leader. I hold myself accountable first, and I'm not afraid to roll up my sleeves and understand details. I want my people to be able to explain and drive change from the ground up. I want to be able to offer support but also challenge recommendations or actions. In my view, it's challenging to do that if you are too high level."

What are your long- and short-term career goals?

"Short term, I want to continue to contribute to the success of Signal Peak and make a positive impact in frac sand. Long term, I am keeping options open but would love to continue to participate in the energy industry."

What keeps you motivated and passionate about working in the oil and gas industry?

"There is never a dull moment. Because it is a rapidly changing business, you can never be too comfortable, and I am passionate about always remaining on the leading edge of change." 



Congratulations to our President, Chris Samanns, for earning the recognition as one of Oil and Gas Investor's Forty Under 40 honorees. A very well-deserved award for his vision and leadership at Signal Peak Silica!



SIGNAL PEAK SILICA

Signal Peak Silica (SPS) is a leading manufacturer of high-quality local proppant, operating world-class production facilities in both Poteet, TX and Oakwood, OK. The SPS team serves the Eagle Ford, MidCon, and Permian basins by providing redundant and customized sand solutions for their robust customer base.

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Josh Shapiro

CFO, U.S. Well Services, Houston

Spending several years with U.S. Well Services not only allowed Josh Shapiro to rise through the ranks to the position of CFO but also to become an effective and team-work-oriented leader in the role.

Having learned the most about the industry through asking questions and seeking out guidance from mentors, he would encourage young energy professionals to follow suit. Shapiro believes straying outside the comfort zone and taking risks is the best way to gain new experiences and achieve their personal and professional goals.

Why did you enter the oil and gas industry?

"I joined the oil and gas industry by accident. A former employer in the investment banking industry sponsored my business school education and moved me to Houston from the east coast after graduation. Looking back, it was probably the best thing that ever happened to me."

What is a memorable professional experience that is especially meaningful to you?

"The first time I went out on a frac location was one of the most meaningful professional experiences I have had. Prior to that, I had spent most of my career sitting at a desk staring at spreadsheets. Although I advised oilfield service clients on various transactions, I rarely had the opportunity to see operations in action. Going out on site and seeing what looked like a factory running in the middle of the mountains in Appalachia was incredible and helped provide perspective for me."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"In this industry, a good leader needs to be patient, willing to accept input and counsel from

his or her team and possess an ability to evaluate risk. The oil and gas industry faces challenges on so many fronts, so the ability to build the best team and leverage its capabilities to analyze and navigate risk is critical."

What has helped you develop your leadership abilities during your career?

"I have been very fortunate in my career to have been surrounded by some of the smartest, most experienced industry veterans. This includes my former colleagues in investment banking, whose knowledge and advice taught me how to evaluate transactions and advise clients. My colleagues at U.S. Well Services have taught me how to anticipate and prepare for the challenges we face in a cyclical business."

What keeps you motivated and passionate about working in the oil and gas industry?

"This industry is always changing and innovating. There is no challenge too big for the oil and gas industry, and that keeps things exciting for me. I love learning about the new technologies and ideas that are helping to produce much needed energy."

Which of your professional achievements are you most proud of?

"The professional achievement I am most proud of is a capital raise and term loan amendment that my team completed in March 2020. We anticipated the impact that COVID-19 would have on our business and proactively worked to raise capital and secure relief from our key lenders, allowing U.S. Well Services to maintain financial flexibility through the ensuing chaos."

What advice would you give other young professionals in the industry?

"I would tell young professionals to make sure they stray outside their comfort zone. So far in my career, I learned the most when I've been in new positions that required me to lean on my colleagues, ask questions and work my hardest. Chaos creates wonderful learning opportunities, so being in difficult positions and facing critical challenges will increase your value and radically alter your career trajectory." **40**



THREE MORE THINGS ...

1 I would love to do a hitch on one of our fleets to better understand the hydraulic fracturing business and see what my team faces daily in the field.

2 My favorite city to visit for work is Lafayette, La., because it has some of the best food in the country.

3 When I am not working or playing with my kids, I am working diligently to eliminate my big right miss on the golf course.

“There is no challenge too big for the oil and gas industry, and that keeps things exciting for me.”

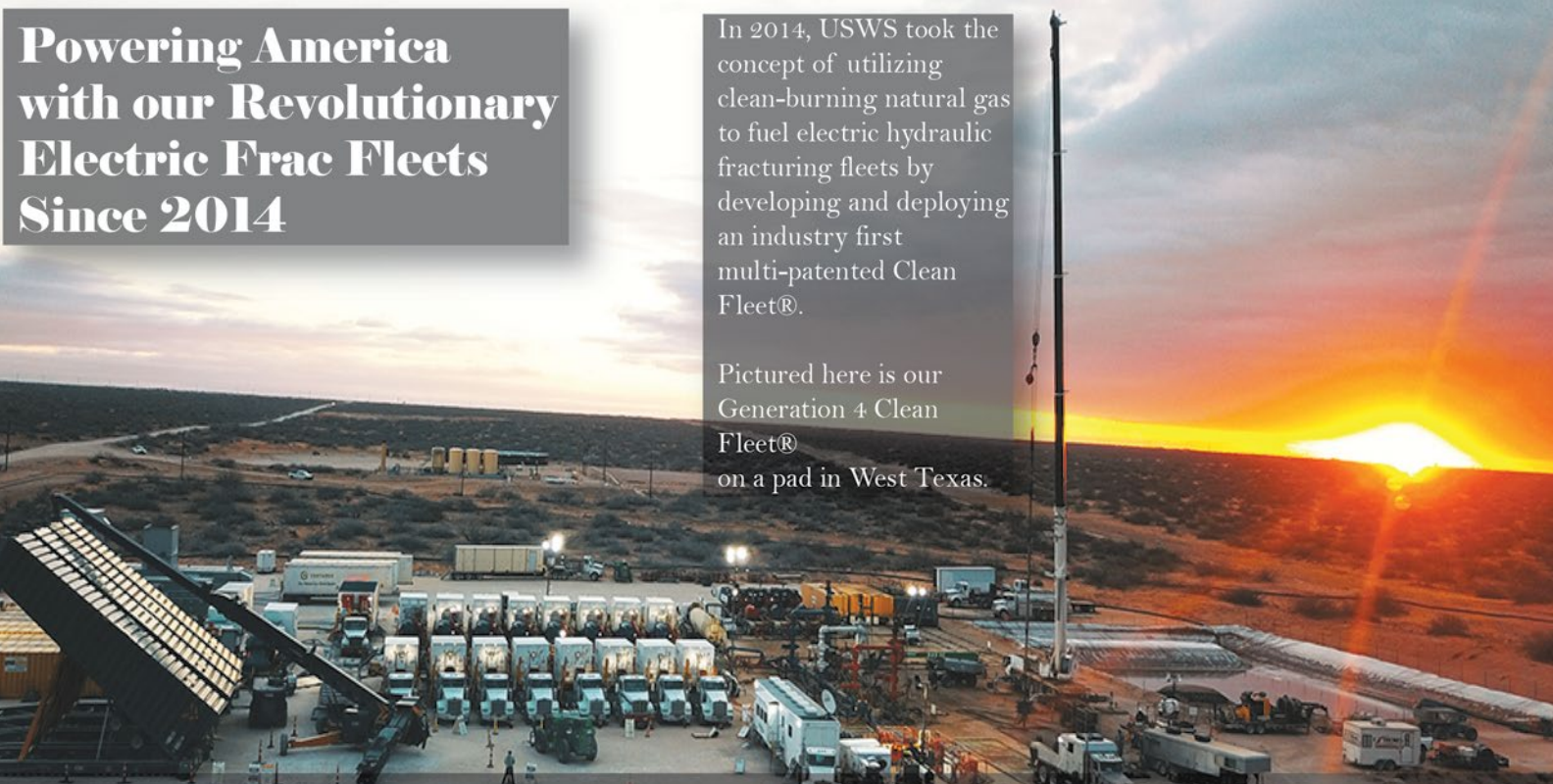
—Josh Shapiro



**Powering America
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In 2014, USWS took the concept of utilizing clean-burning natural gas to fuel electric hydraulic fracturing fleets by developing and deploying an industry first multi-patented Clean Fleet®.

Pictured here is our Generation 4 Clean Fleet® on a pad in West Texas.



Tara Sharma

Vice President of Engineering, RedOaks Energy Advisers, Dallas

After her previous company was purchased, Tara Sharma realized it was the push she needed to look for a new opportunity and stepped into the role of vice president at RedOaks Energy Advisers. Her confidence in her abilities and openness to take on new, intimidating challenges has brought her to where she is today.

Why did you enter the oil and gas industry?

"I entered the oil and gas industry in the footsteps of my incredibly supportive family. My dad, Dr. Mukul Sharma, shared how interesting the oil and gas industry can be with me from a young age. On vacation at the beach as a kid, my dad would step on the sand to show me how the water moved away from his foot as an example of sand mechanics and pore pressure. My older brother, Dhruv Sharma, is also in the oil industry. Hearing about their experiences, I found the industry and its many challenges very fascinating."

Which of your professional achievements are you most proud of?

"I am very proud of helping to build our amazing team at RedOaks Energy Advisers. Last year we had our best year ever and set records for deal counts, closing rate and revenue. This year we're on track for another record-setting year. We have a highly talented and specialized A&D team. Our team continues to grow, and I think we will continue to build on our successes. It is a very exciting place to work."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"It is essential for a good leader to create a vision, set goals and empower others. A cooperative

culture is created when a leader is focused on creating a cohesive team that brings out the best in people. It is sometimes difficult to focus on optimizing the whole rather than the parts, but a good leader has the capacity to consistently see the big picture."

Who is your mentor, and what is the most valuable advice they have given you?

"David Carter, partner at RedOaks, is an excellent mentor. He inspires trust in his team through his competence, deep understanding of oil and gas markets and contagious confidence. He successfully navigated an unprecedented market environment with effortless optimism and pushed our team to emerge more resilient and with a larger market share of deals."

What are your long- and short-term career goals?

"I look forward to continuing to grow RedOaks Energy Advisers into a market leader in the oil and gas A&D space. We are fortunate to have clients who trust us with their assets, and we have been working diligently to secure top value for them. My goal is to continue to grow our team and set new records for deal counts, closing rate and revenue."


What keeps you motivated and passionate about working in the oil and gas industry?

"I think oil and gas is one of the most exciting industries to be a part of. I feel like I am providing an essential service to society by being part of an industry that helps fuel the world. The market and the cutting-edge technology in our industry is constantly changing, and this keeps me motivated and passionate about the future."

What do you think young industry members as a group have to offer that is unique to them?

"Many young industry members have a different relationship and familiarity with technology that is unique to their generation. These young folks have the time and energy to devote to new ideas. They can take new tools, learn from more experienced professionals and apply these skills to old challenges in the industry. The partnership between these young industry members and those with more experience could yield industry-changing results."

What transformations do you think the industry must undertake for it to thrive in the future?

"I think the industry's ability to embrace change will allow it to thrive in the future. Cultural shifts, breakthrough technology and alternative approaches are already here. The key will be to incorporate the best parts of these changes and not resist new ideas for the sake of tradition alone." 



THREE MORE THINGS ...

- 1 My husband and I have been working our way through visiting every national park and doing backpacking trips through many of them.
- 2 I enjoy gardening. I have a garden that includes corn, watermelon, cantaloupe, cucumber, tomato, jalapeno, okra and many other fruits and veggies. We even planted a small vineyard during COVID and hope to bottle our first batch of wine next year.
- 3 I enjoy baking and have been making sourdough bread from scratch.



TROPHY
FITNESS

Atman Shukla

Partner, Sidley Austin LLP, Houston

Atman Shukla joined the oil and gas industry as a lawyer because he wanted to be a part of something big and complicated. Since then, he has represented major players in the industry during transactions and has dedicated time to encouraging diversity and innovation in his field.

Why did you enter the oil and gas industry?

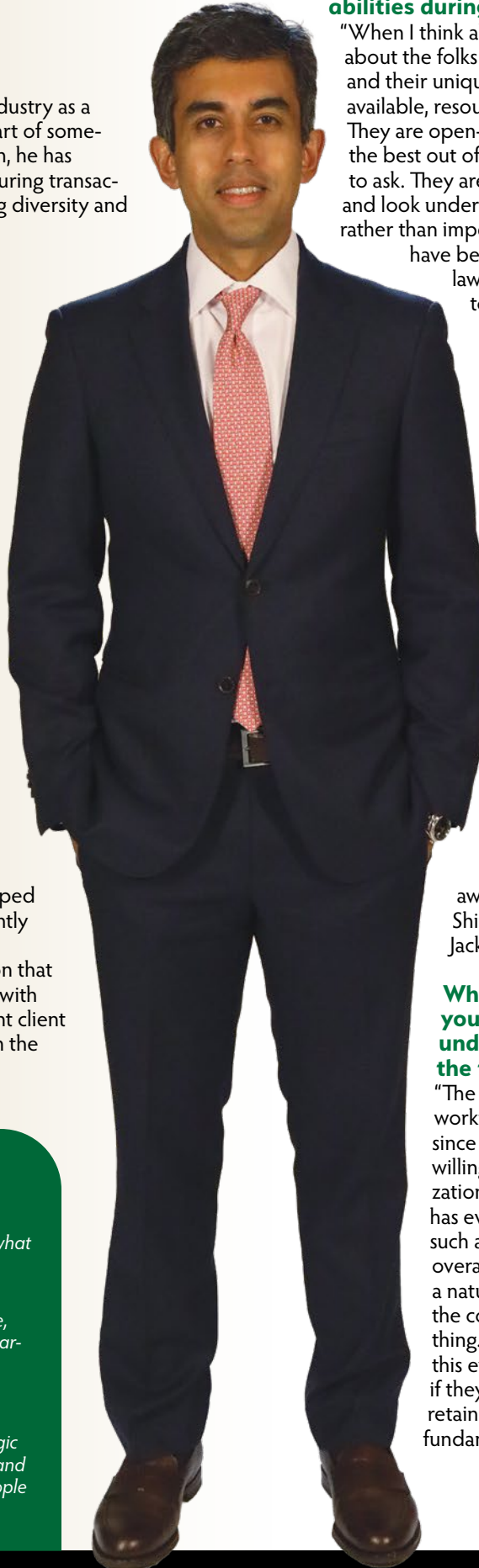
"Growing up in Houston, I was always surrounded by the energy business. After earning my undergraduate degree in economics from the University of Pennsylvania, I returned home (in a way) to attend the University of Texas at Austin School of Law. I knew upon entering law school that I wanted to work on large and complicated deals, and at that time, the energy industry was a major hub of transactional activity amidst the shale boom. Thanks to the shale revolution, the major influx of capital and the resultant deal flow, I was lucky to start my career at a time (in 2010) when it felt impossible not to be busy as a deal lawyer in Houston."

Which of your professional achievements are you most proud of?

"Last year, I got the chance to represent Enbridge in its \$3 billion acquisition of Moda Midstream from Encap Flatrock Midstream. I'm extremely proud to have helped Enbridge in a key new venture that significantly advanced its U.S. Gulf Coast strategy. It was especially rewarding to assist on a transaction that fit with earlier transactions I had worked on with Enbridge—getting to work with an important client on a repeat basis in a way that sheds light on the 'big picture' is a treat for a deal lawyer."

THREE MORE THINGS ...

- 1 My wife is a pediatric neurologist and hearing what she does every day helps me keep perspective.
- 2 I enjoy some healthy competition outside of the office, whether that's a match on the golf course, playing a few games of "Guess Who" with my 4-year-old daughter or playing hide and seek with my 3-year-old son.
- 3 My wife and I lend our time and resources to various charitable organizations, including Magic Bus USA, a global nonprofit that uses mentorship and community service to help children and young people in India to escape the cycle of poverty.



What has helped you develop your leadership abilities during your career?

"When I think about leadership, I try to think about the folks who I've enjoyed working with and their unique qualities. They are reliable, available, resourceful, energetic and empathetic. They are open-minded and find ways to get the best out of their colleagues without having to ask. They are willing to roll up their sleeves and look under the hood, to advance the ball rather than impede progress. I've been lucky to have been around very inspiring senior lawyers, so for me it's easy. I just try to develop the qualities that I've appreciated in others throughout my career."

What advice would you give other young professionals in the industry?

"For the most part, it's really just the basic stuff—show up, have a good attitude, be a helpful team player, revel in the details, work extremely hard and take a long-term view. It's [also] important to have outlets that are healthy, refreshing and restorative and to find a work environment where colleagues respect and encourage your committed priorities. It's key both for career success and for long-term health to find something constructive to do away from the desk. To quote 'The Shining': 'All work and no play makes Jack a dull boy.'"

What transformations do you think the industry must undertake for it to thrive in the future?

"The priorities of new entrants in the workforce have demonstrably changed since I started. It's not that folks aren't willing to work hard, rather the optimization function of younger employees has evolved to include more variables, such as health, balance, family and overall well-being. As I see it, this is a natural and necessary evolution of the conception of work and is a good thing. Employers who don't embrace this evolution will simply be left behind if they don't find ways to recruit and retain a talent pool whose mindset has fundamentally shifted." **40**

CELEBRATING OUR COLLEAGUE

Sidley applauds Atman Shukla on his recognition as one of *Oil and Gas Investor* magazine's 2022 Forty Under 40.

We are proud of Atman's many achievements and his commitment to legal leadership in the oil & gas and infrastructure industry. Congratulations to all of this year's honorees.

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SIDLEY

Houston Sullivan

Co-CEO, Veritas Energy LLC, Fort Worth, Texas

For Houston Sullivan, oil and gas is a family business. As a fourth generation energy businessman, his father is one of his biggest mentors and supporters, and Sullivan hopes to one day see his children drill a well with him when they become old enough to carry on the tradition.

Outside of Veritas, Sullivan serves as chair of the Texas Alliance of Energy Producers, where he helps better small independent operators by keeping regulatory costs and burdens down.

Why did you enter the oil and gas industry?

"I started working in the industry while I was in college. I am fortunate to be the fourth generation in my family to work in this great industry. My dad is still active, and it's a privilege to get to work alongside him."

Which of your professional achievements are you most proud of?

"Veritas 1 is an achievement I am extremely proud of. We were able to secure private equity, build an asset, complete a merger and ultimately sell the combined company. It was a challenging experience but extremely helpful in learning the business. We had a great team that worked extremely hard. I reflect and lean on that experience all of the time."

Describe a memorable professional experience.

"I remember going out to negotiate my first surface use agreement when I couldn't have been more green. I sat down with the landowner, and their neighbor joined us. It turns out that their neighbor was an industry legend,

and I was completely out-matched. I learned several lessons that day that will stick with me forever."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Honesty is the most important quality in my opinion. I once heard a very wise man in our industry say, 'I can roll dice with him over the phone.' That stuck with me because people have to know that you are going to do what you say."

Who are your mentors?

"My dad has always been a mentor of mine both professionally and personally. About 17 years ago, he told me to follow Butch Ford around and learn from him. It was the best advice I have ever received. Butch took me under his wing and is still a man I look up to today. He knows the business backward and forward and has an ability to teach that I have never seen. I would be in a ditch somewhere if God had not put both of those guys in my life."

What keeps you motivated and passionate about working in the oil and gas industry?

"I wake up every day thankful to be a part of an industry that provides so much for others. It's a great industry where everyone is competing but also working together to build a better future."

What do you think young industry members as a group have to offer that is unique to them?

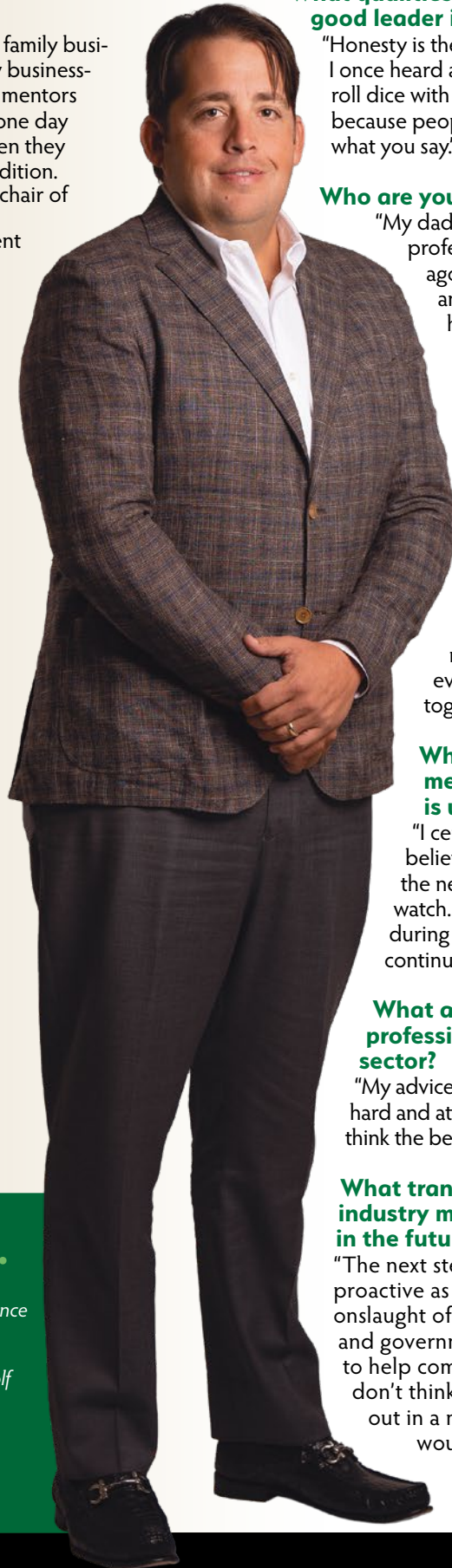
"I certainly do not fall into this category, but I believe the technological advancements over the next 10 to 20 years are going to be fun to watch. I have seen enormous improvements during my career and expect that they will only continue moving forward."

What advice would you give other young professionals in the industry and/or in your sector?

"My advice to young professionals would be to work hard and attend every networking event that you can. I think the beauty of our industry is in the relationships."

What transformations do you think the industry must undertake for it to thrive in the future?

"The next step for our industry to thrive is to be proactive as opposed to reactive. We are facing an onslaught of opposition from climate change, ESG and governmental overreach. Although this tends to help commodity prices, it hurts the consumer. I don't think this is a quick fix, but getting the facts out in a meaningful and productive way that would benefit everybody." **40**



THREE MORE THINGS ...

- 1 I'm the current chairman of the Texas Alliance of Energy Producers.
- 2 If not working, I'm usually found on the golf course.
- 3 I have been involved in various industry organizations in Fort Worth, Midland and Wichita Falls, Texas.

Congratulations to
**HOUSTON
SULLIVAN**

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Geoff Vernon

Vice President of Reservoir Engineering and A&D, Earthstone Energy, The Woodlands, Texas

With a number of mentors from both Earthstone Energy and Southwestern Energy, Geoff Vernon has built a leadership style reflective of those who influenced and guided him.

As a leader within his company, he strives to make the workplace productive and enjoyable for everyone, as well as get to know his team on a personal level. According to Vernon, this strategy has helped with many of the company's transactions.

Why did you enter the oil and gas industry?

"I was born in Portland, Ore., and spent most of my years prior to high school in Kansas City, so I had very little knowledge of the industry growing up. I went to high school in Clovis, N.M., and our rival was Hobbs, so traveling there for sports was my first exposure to the oil field. I studied chemical engineering in college and thought I would probably end up working at a chemical plant or a refinery, but I also interviewed for some upstream roles. I graduated into a hot job market and was lucky enough to receive offers for both upstream and downstream roles, and I decided that I would go upstream because it paid more and the job location was better."

Describe a memorable professional experience.

"When Steve Mueller was CEO of Southwestern, he established a leadership training series called the 'CEO 13.' He hosted a small group of us monthly for lunch over the course of a year, where we covered everything from option value to birthday cake. The lessons and conversations were extremely valuable to

me as a young engineer with leadership aspirations; I still have my notes from those classes to this day."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Flexibility is the vital leadership quality in oil and gas. Given how fast key inputs can change (commodity prices, costs, drilling results, A&D landscape, etc.), it is important to stay nimble and be willing to pivot strategies. This requires a broad knowledge of the business so that you communicate key priorities to your teams and ensure that they understand how the work they are doing impacts the bottom line of the company."

Who are your mentors?

"In the E&P industry, I've learned the most from Robert Anderson and Mark Lumpkin at Earthstone and Jeff Sherrick, Joanne Hresko and David Dell'Osso from my Southwestern days. The most valuable advice has been to get out of my comfort zone and take calculated risks. As an engineer by background, I can have the tendency to overanalyze and resist change, but sometimes changes lead to great outcomes."

What transformations do you think the industry must undertake for it to thrive in the future?

"Our generation has grown up in the internet and iPhone era. I think we have a greater willingness to utilize new tools and technology and adapt quickly to change. I think these skills and traits will be crucial going forward. We must embrace technology and modern solutions that enable us to be as efficient as possible and to do more with less. We must put our best foot forward on ESG while at the same time realizing that we can't be all things to all people. There is no shame in producing oil and gas, and we should be proud of the energy we provide."

What advice would you give other young professionals in the industry?

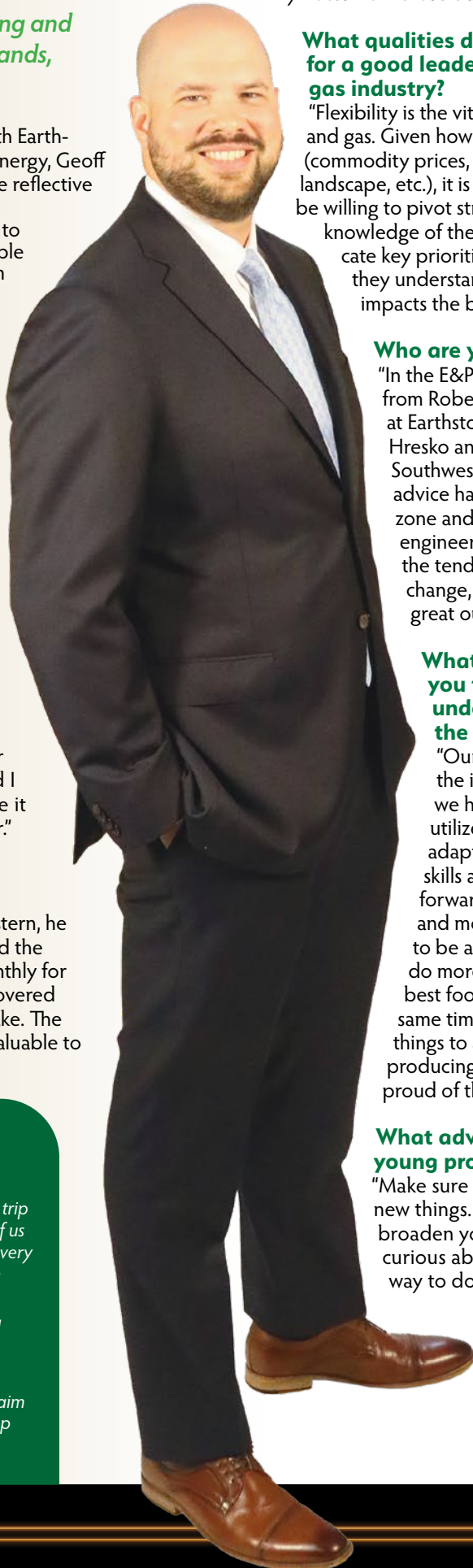
"Make sure that you never stop learning new things. Ask tons of questions and broaden your knowledge base by being curious about other disciplines. One way to do that is by networking, which I think is very important. You can learn so much from people at other companies and in other roles." 40

THREE MORE THINGS ...

1 This year will be the eighth annual "CFBWKND" trip that I take with friends from grad school. Most of us live far apart but make a point to come together every year for a weekend of golf and destination college football games.

2 My mom's side of the family are dairy farmers. I grew up visiting and working on the dairy farm during the summers.

3 I played guitar in a band in undergrad. Only claim to fame is that we once had Josh Abbott open up for us.



“There is no shame in producing oil and gas, and we should be proud of the energy we provide.”

—Geoff Vernon



Earthstone Energy
Inc. congratulates

Geoff Vernon

on being named one of
Oil & Gas Investor's
Forty Under 40



Patrick Watrin

Senior Vice President of Operations,
XRI Holdings, Midland, Texas

A proud U.S. Air Force veteran, Patrick Watrin incorporates the lessons he learned in the military about leadership and hard work into his role as senior vice president of operations at XRI Holdings.

Watrin finds it exciting to guide and watch as his employees succeed in any facet of life. His role as a leader is to support and guide his team by example from the energy field rather than from the office.

Why did you enter the oil and gas industry?

"I was looking for an opportunity when I departed the military to really challenge myself. I didn't want to sit behind a desk 40 hours a week and wanted to be as active as possible. I knew that the oil and gas industry was shifting into a new era of technology, and I knew I wanted to be a part of that."

What has been your most challenging project to date, and how did you accomplish your goal?

"Our race to automation was quite the task. It was a difficult process that we took on, and during COVID, nonetheless. I remember second guessing every decision we made because we laid it all on the line to be able to prove to ourselves that it was achievable. Trusting our team members and relying on the technology we deployed was the only way we were able to make it through."

What qualities do you think are necessary for a good leader in the oil and gas industry?

"Communication. I can count the number of times on one hand I've been recognized as an over-communicator and countless times I've not communicated enough. Watching a team fire on all cylinders

because of excellent communication is like watching a symphony perform. Sure, there are still missteps in the best laid plans, but they are swiftly taken care of when teams communicate well."

Describe a memorable professional experience.

"My military service is something I would say was a challenge that isn't typical of the majority. Making instant, life changing decisions was something that taught me a lot about leadership and how to react under pressure."

What advice would you give other young professionals in the industry?

"Don't be afraid to make a change in your career. In my career, I've tried a few different professions that I thought were interesting before I got to recycling. The most successful and well-rounded people I've encountered have knowledge of quite a few fields of experience."

What keeps you motivated and passionate about working in the oil and gas industry?

"I'm really excited about the environmental aspect of the oil and gas industry. I'm excited about making an impact on recycling volumes in areas where brackish water is scarce. I like producers taking ESG initiatives seriously and reporting how they're making the industry a better place to work and live in."

"The most successful and well-rounded people I've encountered have knowledge of quite a few fields of experience."

What do you think young industry members as a group have to offer that is unique to them?

"We're coming into such an exciting time in the industry with technology and automations. That push is largely driven by those younger individuals with new ideas and different approaches. This industry has come a long way in the past five years, and there's no telling how much more advanced we can be in the next five years." **40**

THREE MORE THINGS ...

1 Being part of the water recycling movement in oil and gas is something I'm most proud of, to be part of a changing industry through new technology to lessen the ecological impact we leave behind when an area is drilled.

2 Andy Stanley's leadership podcasts are a great tool for anyone wanting to take a Christian-minded approach to leadership.

3 I am proud of being honored by Hart Energy as an Impactful Veteran in Energy last year. My military service is something I'm immensely proud of, and to be recognized as someone who served that now makes a difference in our industry was very special to me.



Patrick Watrin

SVP, Operations, XRI

“I’m really excited about the environmental aspect of the O&G industry. I’m excited about making an impact on recycling volumes in areas where brackish water is scarce. I like that producers are taking ESG initiatives seriously and reporting how they’re making the industry a better place to work and live in.”

Veteran.
Husband.
Father.
Coach.
Mentor.
Leader.

**Congratulations
and thank you,
Patrick.**



Ashly Wolicki

Vice President and Chief Accounting Officer, Jonah Energy LLC, Denver

Once a stranger to the industry, Ashly Wolicki joined oil and gas, as she'd say, by accident. However, upon arrival, she did everything in her power to gain the trust and respect of her team, eventually evolving into the trusted leader she is today.

Although she found her professional passion in oil and gas, outside of work, Wolicki enjoys "providing spontaneous service" to her community, whether that be donating to charities or cleaning up trash outside with her children.

Why did you enter the oil and gas industry?

"My path to the oil and gas industry was completely accidental. I worked all through college in the financial services sector and usually had a side job in retail. Shortly after graduating from college, I was equipped with a degree and some experience, but I still hadn't found my passion. I connected with a recruiter that was looking to fill a role with an oil and gas company. As I learned more about the history of the industry, I became excited about the prospect of joining the energy sector and have found the industry to be mentally challenging and rewarding."

THREE MORE THINGS ...

1 I'm truly an introvert. While a one-on-one conversation has never made me uncomfortable, attending networking events was always very challenging for me, but I knew that in order to grow, learn and maybe even inspire others, I needed to be comfortable being uncomfortable.

2 If it weren't for my incredible husband, I'd probably have cereal for dinner five nights a week. While I enjoy cooking, I find I just do not have a ton of time to spend preparing meals.

3 A version of the show "Are You Smarter Than a 5th Grader?" plays out in our household daily. My kids teach me something new almost every day, and I love it.



Which of your professional achievements are you most proud of?

"Becoming a leader, not just by title. From late nights to early mornings, I had my sights set on learning the ins and outs of anything thrown my way. This learning journey helped me build confidence in my role, and this led to my managers and peers having greater confidence in me."

What is a career milestone you reached sooner than you had planned?

"Without a doubt, achieving the rank of chief accounting officer. I have been fortunate to work with so many great leaders over the past 20 years and have been able to learn from their experiences. I did not have a timeline in mind, but I'm confident I achieved it relatively quickly because of the support of my direct managers and colleagues that were willing to guide and challenge me."

"The generational gaps will create conversations that allow for true knowledge sharing."

How have you exercised leadership to help shape your department?

"I personally have appreciated having leaders that I could really talk to about my goals and the challenges I'm facing, so I attempt to create a culture that provides the same benefits to my team. My objective is to be a resource for my team and to prepare everyone for their own unique journey. Sometimes this means helping someone evaluate career opportunities, or it could mean providing feedback that may be difficult. I routinely ask members of my team about their short-term and long-term career aspirations, and I don't shy away from asking about their vision of how long they plan to stay with the company. All of these conversations help me understand my team so that we can be better prepared for the future."

What do you think young industry members as a group have to offer that is unique to them?

"I honestly think this applies to everyone, but we all have a unique personal journey that has led us to where we are today. As our paths cross, I think we all have the ability to offer our perspectives and to glean from others their perspectives. The generational gaps will create conversations that allow for true knowledge sharing." 40

*Congratulations
to Ashly Wolicki for
her leadership and
being named as
one of Oil and Gas
Investor's 40
Under 40.*



“ASHLY NEVER SHIES AWAY FROM TACKLING COMPLEX CHALLENGES. HER INQUISITIVE DISPOSITION AND ABILITY TO BRING MULTIPLE CONSTITUENCIES TOGETHER MAKE HER A NATURAL LEADER. SHE IS A GREAT ASSET TO OUR COMPANY AND TO THE ENERGY BUSINESS OVERALL.”

Tom Hart, President and CEO, Jonah Energy



WWW.JONAHENERGY.COM

Danny Yick

Senior Director of Corporate A&D,
ConocoPhillips Co., Houston

With the vision of creating an industry safe enough for his daughter, Danny Yick works to include diversity and representation in oil and gas. He believes that representation and creating stakeholder value are not mutually exclusive concepts and hopes the industry will build upon the progress it has already made.

Why did you enter the oil and gas industry?

"Growing up in Calgary, the energy industry is a major part of the Canadian economy. I had an interest in mathematics and sciences, so I chose engineering. At first, I did not know what type of engineering I wanted to major in, but I enjoyed the chemical and petroleum course the most in my first year, so I decided to focus my major toward that specialization."

Describe a memorable professional experience.

"Early in my career working as a drilling engineer at a different company, there was a moment where a cement truck caught on fire while I was standing on top of the truck monitoring the cement job. The adrenaline had me jump off the cement truck while the company-man had to create a makeshift fire extinguisher to put out the fire. This experience has been a sounding reminder to me why safe operations and proper engineering and planning are extremely important. Although I am farther from the operations side of the business,



this experience provides me with empathy when we are working on our technical evaluations in A&D and allows me to fully recognize that execution takes significant planning, effort and engineering to achieve a safe and efficient operation."

How have you exercised leadership to help shape your department?

"The leadership I've been able to provide has been optimism, the notion of never giving up and working collaboratively to get from point A to B without causing too much disruption in the organization. There are many times when we were told 'no' on deals, that it would be too difficult or the timing wasn't right. The stop-and-go nature of M&A and A&D can cause a lot of low times, but I've always tried to keep a high energy and be optimistic that things will work out if you just continue working hard and focusing on the outcome."


What do you think young industry members as a group have to offer that is unique to them?

"Young industry members are not only closer to technology but provide the view that things can be done differently. The newer generation has grown up in an era where information is readily available and have developed the knowledge on how to utilize and find information. This should lead to advancements in engineering, planning, efficiency and ESG. The way an industry continues to progress is talent and innovation. If you don't evolve, you eventually end up at the bottom, and that will hurt society if the energy industry does not continue to evolve."

What advice would you give other young professionals in the industry?

"I've provided this advice to the folks I mentor and it's to ground yourself in fundamentals and foundational skills, so you have a base to build from. That skill set and knowledge will never be taken away from you and will only benefit you as you progress in your career."

What are your long- and short-term career goals?

"My goals include progressing my knowledge and leadership and ultimately getting the opportunities to take on roles of increasing responsibility and senior positions." 

THREE MORE THINGS ...

1 While I was volunteering in Cambodia, I was in the middle of nowhere with no money, without a phone and on a scooter with no gas in it. I had to convince a street vendor on the side of the road who didn't speak English to give me US\$1 in gas. The happy moment was when I returned to the street vendor and gave the person US\$30 for getting me out of a very difficult situation. Seeing her reaction was unforgettable.

2 When I do get a breather, I enjoy cooking.

3 I was part of a tech startup focusing on website design and building out a crowd-funding platform in 2008. One of the first larger projects was designing the backend website for RS Energy.



From the producers of the DUG® conference series
and the *Oil and Gas Investor* editorial team



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Josh Young

CIO, Bison Interests, Houston

Josh Young got into the investment space at a young age. As a teenager, he invested in stocks after following them in the newspaper. However, it wasn't until he became chairman of a \$100-plus million public company at the age of 33 that he really got to show the energy sector all the good he could do for it.

In addition to hosting regular barbecues with oil and gas executives, Young has a mounting social media presence, where he advocates for increased investment in the industry and better energy policy.

Why did you enter the oil and gas industry?

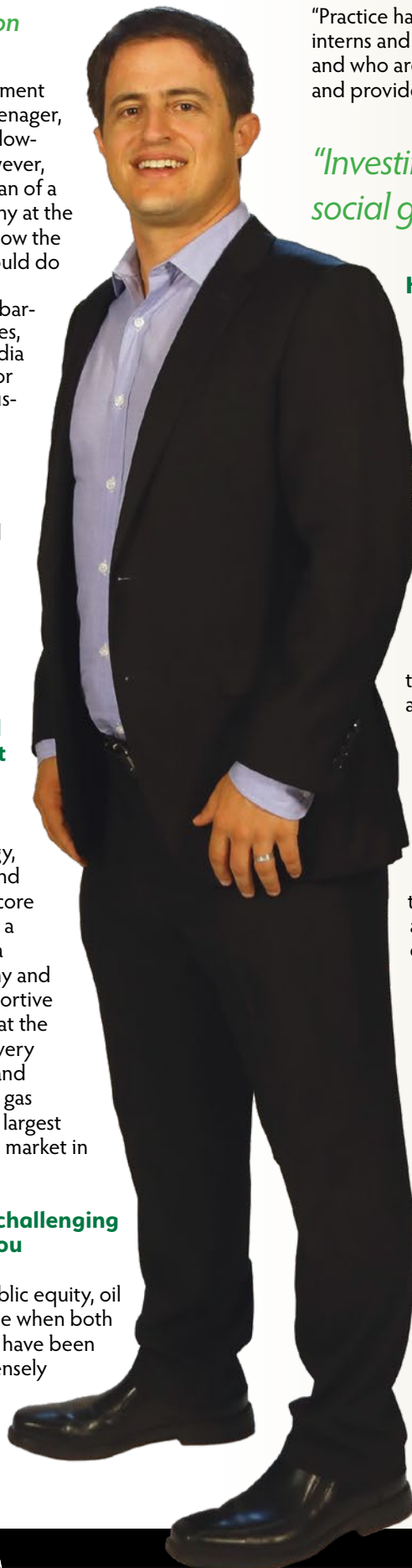
"I'm a value investor, and I found analyzing oil and gas companies to be intuitive. I also really like the people, and I noticed that there is a cumulative advantage in focusing on the industry—the more I learned, the better I got."

Which of your professional achievements are you most proud of?

"I became chairman of a struggling Canadian publicly traded oil and gas company, RMP Energy, in 2017. I refreshed the board and management team, sold off noncore assets and sold the company for a 79% premium in 2018, despite a challenging time for the company and its peers. It helped to have supportive clients, a great business partner at the time and excellent advisors. I'm very proud Bison stayed in business and thrived through multiple oil and gas price crashes, despite losing our largest client at the start of the new bull market in November 2020."

What has been your most challenging project to date? How did you accomplish the goal?

"Co-founding and growing a public equity, oil and gas investment fund at a time when both the industry and public equities have been very out of favor has been immensely challenging. Embracing the Bison ethos and 'facing into the storm' has allowed for success as others changed focuses or left the industry."



What has helped you develop your leadership abilities during your career?

"Practice has helped the most. The best thing I've done is hiring interns and employees who I've helped progress in their careers and who are great for further development as they move on and provide feedback and sounding-boards."

"Investing in the industry is an incredible social good."

How have you exercised leadership to help shape your company?

"In November 2020, when many firms were refocusing away from the industry, I started publishing a series of oil and gas industry analyses and white papers, highlighting such topics as the Midcontinent and Waha basis differentials narrowing, undervalued public equities and other market dislocations. These were very unpopular and controversial but helped build Bison's reputation."

What keeps you motivated and passionate about working in the oil and gas industry?

"Plentiful oil and gas is key to improving the quality of life of the poorest and least fortunate people in the world. Investing in the industry is an incredible social good, in addition to the financial aspect."

What do you think young industry members as a group have to offer that is unique to them?

"Young people have the ability to look at problems from a fresh perspective and are more inclined to apply technology to solving problems. There are many opportunities from new applications of existing technologies, as well as inventing new ones."

What transformations do you think the industry must undertake for it to thrive in the future?

"The industry should be more open about the good it does for humanity. Focusing on the positives is great for morale and could help improve broader sentiment toward the industry." 40

THREE MORE THINGS ...

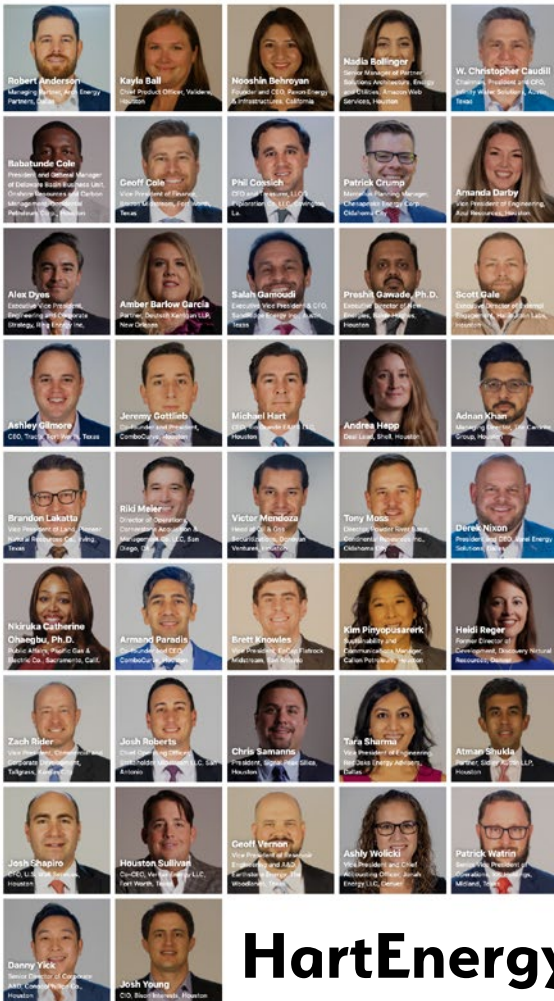
- 1 Bison may have been the top-performing equity fund in the world in 2021, according to Barron's magazine.
- 2 I first invested in stocks as a teenager after reading the Motley Fool newspaper column avidly for years.
- 3 I graduated from the University of Chicago in only two and a half years.

FORTY UNDER 40

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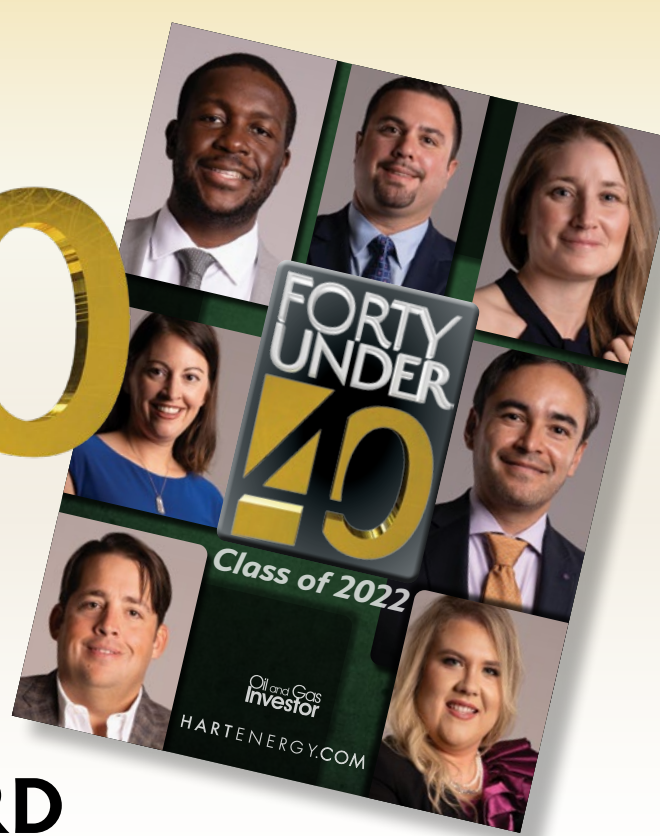


Visit the *Oil and Gas Investor* Forty Under 40 website to see video interviews with these rising industry leaders as well as more in-depth profiles. The micro-site is full of insights about their careers and what makes them notable as rising stars.

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FORTY UNDER 40



We invite you to **NOMINATE** those that are **MOVING INDUSTRY FORWARD**

Oil and Gas Investor is accepting nominations for the 2023 Forty Under 40 in Energy awards. We encourage you to nominate yourself or a colleague who exhibits entrepreneurial spirit, creative energy and intellectual skills that set them apart. Nominees can be in E&P, finance, A&D, oilfield service, or midstream. Help us honor exceptional young professionals in oil and gas.

Honorees will be profiled in a special report that ships with the November issue of *Oil and Gas Investor* and on HartEnergy.com.

NOMINEES SHOULD DISPLAY:



A desire to find new challenges



Community involvement



Leadership initiative



Creative problem solving



Professional excellence



Entrepreneurial spirit

HartEnergy.com/form/fortyunder40



Oil and Gas
Investor

Deadline for
submissions is
June 9, 2023

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