

February 2026

OpenMinds

Accelerating Energy and Climate Progress



DISCUSSION AGENDA

01

An Introduction to
OpenMinds

02

The "Dual Challenge" and Our
Solutions

03

OpenMinds' Impact Strategy and
Key Initiatives



OUR MISSION

More energy. Less emissions. Fast.

- 125+ volunteer experts
- 501(c)(3)
- Disciplined non-partisan selection process
- 360° systems engineering approach

WHAT MAKES US UNIQUE



Energy AND climate



Cross-functional expert team

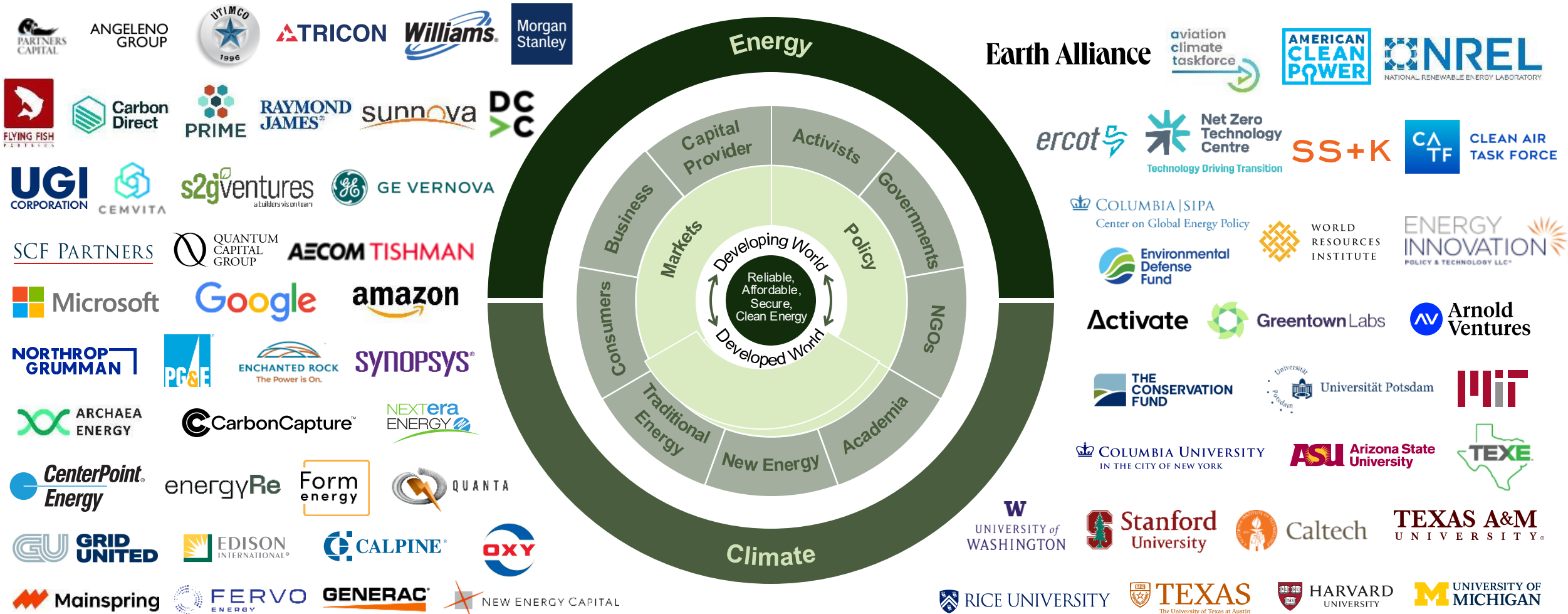


Data-driven solutions framework



Impact progress by 203X

The OpenMinds Network



OpenMinds Experts

Industry	Role and company
Mr. Alan Armstrong	Executive Chair, Williams
Mr. John Arnold	Founder & Co-Chair, Arnold Ventures
Mr. James Baird	Founder & Co-CEO, Vertex Power
Ms. Maire Baldwin	Board Director, Permian Resources
Mr. Scott Brown	Chairman, New Energy Capital
Dr. Barbara J. Burger	Corporate Graduate, Energy Director, Advisor and Innovator
Mr. Adrian Corless	CEO, Carbon Capture
Mr. Ted Craver	Former Chair, President, & CEO, Edison International
Mr. Michael DeBock	Vice President of Origination, NextEra Energy
Dr. Aart de Geus	Executive Chair & Founder, Synopsys
Ms. Jayshree Desai	CFO, Quanta Services, Inc.
Ms. Keila Diamond	Managing Director/Head of ESG, Quantum Energy Partners
Ms. Jillian Evanko	President, CEO & Director, Chart Industries
Mr. Bob Flexon	CEO, UGI Corporation
Mr. Jason Glickman	EVP Engineering, Planning & Strategy, PG&E
Mr. Jon Goldberg	Founder and CEO, Carbon Direct
Mr. Peter Guarraia	Senior Managing Director, Blackstone
Mr. Rodi Guidero	Executive Director, Breakthrough Energy
Mr. Greg Hall	EVP & Chief Commercial Officer, AEP
Mr. Thad Hill	Executive Chairman, Calpine
Ms. Vicki Hollub	President & CEO, Oxy
Ms. Phoebe Ho-Stone	CCS Dev Planner, ExxonMobil Low Carbon Solutions
Mr. Lon Huber	SVP, Chief Planning Officer, Xcel Energy
Ms. Alice Jackson	VP Grids, Breakthrough Energy
Mr. Aaron Jagdfeld	CEO, Generac Power Systems
Mr. Mateo Jaramillo	Co-Founder & CEO, Form Energy
Mr. Andy Karsner	Senior Strategist, Google X
Mr. Fred Kittler	Co-Founder and Managing Director, Firelake Capital Mgmt.
Mr. Sanjeev Krishnan	Chief Investment Officer & Senior Managing Director, S2G
Mr. Tim Latimer	Co-Founder & CEO, Fervo Energy
Mr. Steve Lockard	Operating Partners, SCF Partners
Mr. Thomas McAndrew	Founder & CEO, Enchanted Rock
Mr. Jeff McDermott	McDermott Capital
Dr. Shannon Miller	Founder & CEO, Mainspring Energy
Mr. Stan Miranda	Founder & Chairman, True North Institute
Mr. Jim Murphy	President & Co-Founder, Invenergy
Mr. Nate Nickerson	Comms and Public Affairs Partner, DCVC
Ms. Lara Poloni	President, AECOM
Ms. Rachael Porter	CMO, Oxy
Mr. Miguel Prado	CEO, energyRe
Ms. Heather Redman	Co-Founder & Managing Partner, Flying Fish Partners

Industry	Role and company
Mr. Crosby Scofield	Partner, Vinson & Elkins
Ms. Starlee Sykes	CEO, Archaea Energy at BP
Mr. Dan Tishman	Chairman/Principal, Tishman Realty & Construction
Mr. Ignacio Torras	President & CEO, Tricon
Ms. Jessica Uhl	President, GE Vernova
Mr. Al Vickers	COO, Grid United
Mr. Andy Waite	Managing Partner - SCF Partners
Mr. Daniel Weiss	Co-Founder & Managing Partner, Angeleno Group
Mr. Jason Wells	President & CEO, CenterPoint Energy
Mr. Darryl Willis	Corporate VP of Energy & Resources, Microsoft
Dr. Mike Witt	Chief EES Officer, Northrop Grumman

Academia	Role and Company
Dr. Steven Barrett	Regius Prof. of Engineering, Cambridge University
Dr. Naomi Boness	Managing Director, Stanford Natural Gas Initiative
Dr. Reginald DesRoches	President, Rice University
Dr. Neil Fromer	ED Programs, Resnick Sust. Institute, Caltech
Mr. Sam Hall	MBA Graduate, MIT Sloan School of Management
Mr. Britt Harris	Former CEO & CIO, UTIMCO
Dr. Robert Johnston	Director Energy & Natural Resources, University of Calgary
Mr. Ira Joseph	Global Fellow CGEP, Columbia University
Dr. Daniela Marin	PhD Graduate, Stanford University
Dr. Kenneth Medlock III	Senior Director, Center for Energy Studies at Rice University's Baker Institute
Dr. Dava Newman	Director, MIT Media Lab
Dr. Jonas Peters	Director, Resnick Sustainability Institute, Caltech
Dr. Minoo Rathnasabapathy	Research Lead, Future Worlds, MIT Media Lab
Mr. Dan Reicher	Senior Research Scholar, Stanford Woods Institute for the Environment
Dr. Peter Schlosser	Vice President - Global Futures Initiative Vice Provost - Arizona State University
Mr. Ben Soltoff	Ecosystem-Builder/Entrepreneur in Residence, MIT's Martin Trust Center for Entrepreneurship
Dr. Scott Tinker	Director, Bureau of Economic Geology, University of Texas
Dr. Maya Tolstoy	Professor, Columbia University

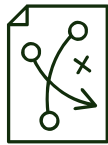
Policy / Influence	Role and Company
Mr. Benji Backer	Founder & CEO, Nature is Nonpartisan
Mr. Jason Bordoff	Prof. & Founding Director, CGEP, Columbia University
Mr. Jason Corzine	President & CEO, Telluride Foundation
Mr. David Crane	Undersecretary for infrastructure, U.S. DOE
Mr. Ani Dasgupta	CEO, WRI
Mr. Rob Gramlich	President, Grid Strategies
Mr. Hal Harvey	Founder, Energy Innovation
Mr. Mac Heller	Documentary Film Producer
Mr. John Hickenlooper	Former Governor and Current US Senator, State of Colorado
Mr. Joe Kennedy III	President, Citizens Energy
Mr. Rob Shepardson	Co-Founder, SS+K
Mr. Lenny Stern	Co-Founder, SS+K

NGO	Role and Company
Dr. Doug Arent	Executive Director, NREL
Mr. Armond Cohen	Executive Director, Clean Air Task Force
Ms. Myrtle Dawes	CEO, Net Zero Technology Centre
Mr. Jason Grumet	CEO, American Clean Power Association (ACP)
Ms. Jennifer Layke	Executive Director, ACEEE
Ms. Amanda Leland	Executive Director, Environmental Defense Fund
Mr. Paul Major	Board Member & Manager, Paradox Community Trust
Mr. David Porter	VP Electrification, EPRI

NGO (cont.)	Role and Company
Dr. Lara Pierpoint	Director of Early Climate Infrastructure, Prime Coalition
Mr. David Pruner	Executive Director, TEX-E
Mr. Larry Selzer	President & CEO, The Conservation Fund
Dr. Cyrus Wadia	CEO, Activate
Mr. Brady Walkinshaw	Founder & Publisher, Noisy Creek
Mr. Kurt Waltzer	Principal, Energy Systems Innovation Consulting
Mr. Pablo Vegas	CEO, ERCOT
Bain Collaborators	Role and Company
Mr. Tyler Clark	Associate Partner, Bain & Company
Mr. Julian Critchlow	Advisory Partner, Bain & Company
Ms. Emily Emmett	Partner, Bain & Company
Mr. Preston Henske	Partner, Bain & Company
Ms. Cate Hight	Partner, Bain & Company
Ms. Dianne Ledingham	Advisory Partner, Bain & Company
Mr. Joseph Scalise	Partner, Head of Global Energy & Natural Resources Practice, Bain & Company
Ms. Erika Serow	Partner and CMO, Bain & Company
Ms. Jessica Solera	Partner, Bain & Company
Ms. Clementien Valk-Fabers	Associate Partner, Bain & Company
Mr. Joel Mann	Senior Manager, Bain & Company
Mr. Rahul Gupta	Partner, Bain & Company

... and many more

OpenMinds: History & Focus



2022 – Define

More energy.
Less emissions.
By 203X.



2023 – Solve

Data-driven
Solutions pathway.
Cost, speed, scale.



2024 – Impact

Initial Impact Projects.
Removing bottlenecks.



2025 – Focus

Grid Vision.
NextGen.
Communication.

Mission

More energy, less emissions – fast.

Goals

<p>Unite key current & future global leaders on the need to solve for affordable energy access while quickly reducing emissions</p>	<p>Accelerate progress with a practical solutions pathway and develop key initiatives to remove bottlenecks</p>
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Impact Levers

<p>Communicate to Drive Targeted Action and Highlight Progress</p>			
<p>Align Existing Leaders</p>	<p>Develop Future Leaders</p>	<p>Design Solutions Pathways</p>	<p>Lead Impact Projects</p>

Top 10 Solutions

<p>Abate Methane</p>	<p>Renewables</p>	<p>Coal-to-X Switching</p>	<p>CCUS in Electricity and Industry</p>	<p>Transportation Energy Efficiency</p>
<p>Industrial Efficiency and Electrification</p>	<p>Electric LDVs</p>	<p>Heat Pumps</p>	<p>New and Existing Nuclear</p>	<p>Buildings Efficiency</p>

The OpenMinds Team

Founders & Staff



David Baldwin

Co-Founder

- Partner, SCF Partners
- Shale Entrepreneur



Jeff Katz

Co-Founder

- Founding CEO, Orbitz
- CEO, Swissair



Mara Abbott

Chief of Staff

- Oil & Gas Senior Manager, Ceres
- Energy & Natural Resources Journalist



Francis Slingsby

Chief Operating Officer

- SVP, Energy Transition, The Conservation Fund
- COO Ørsted North America



Will Bernholz

Director, Comms

- Principal, MCE
- VP Communications, 8 Rives



Kristin Barbato

Director, NextGen

- Co-Founder, Dynamo Energy Hub
- Former Utilities Executive, Con Edison, NYPA

Board Members



Dan Tishman

Chairman & Principal, Tishman Realty & Construction



Aart de Geus

Executive Chair & Founder, Synopsys



Jessica Uhl

President, GE Vernova CFO/EVP, Shell

Committee Leadership



Steve Lockard

Operating Partner, SCF Partners

- President & CEO, TPI Composites
- Chairman, American Wind Energy Association

Impact Projects



Tom O'Toole

Executive Director, Kellogg Executive Fellows, Northwestern

- CMO & President, MileagePlus, United Airlines
- CMO, Hyatt Hotels

NextGen



Nate Nickerson

Comms & Public Affairs Partner, DCVC

- VP for Comms, MIT
- VP for Comms, Yale

Communications

Collaboration with Complementary Strengths

OpenMinds:

- Network of key energy & climate leaders
- Driving focused collaboration
- 203X impact

Bain:

- Global scale & deep industry expertise
- Advanced analysis and innovation capabilities
- Transformative change





DISCUSSION AGENDA

01

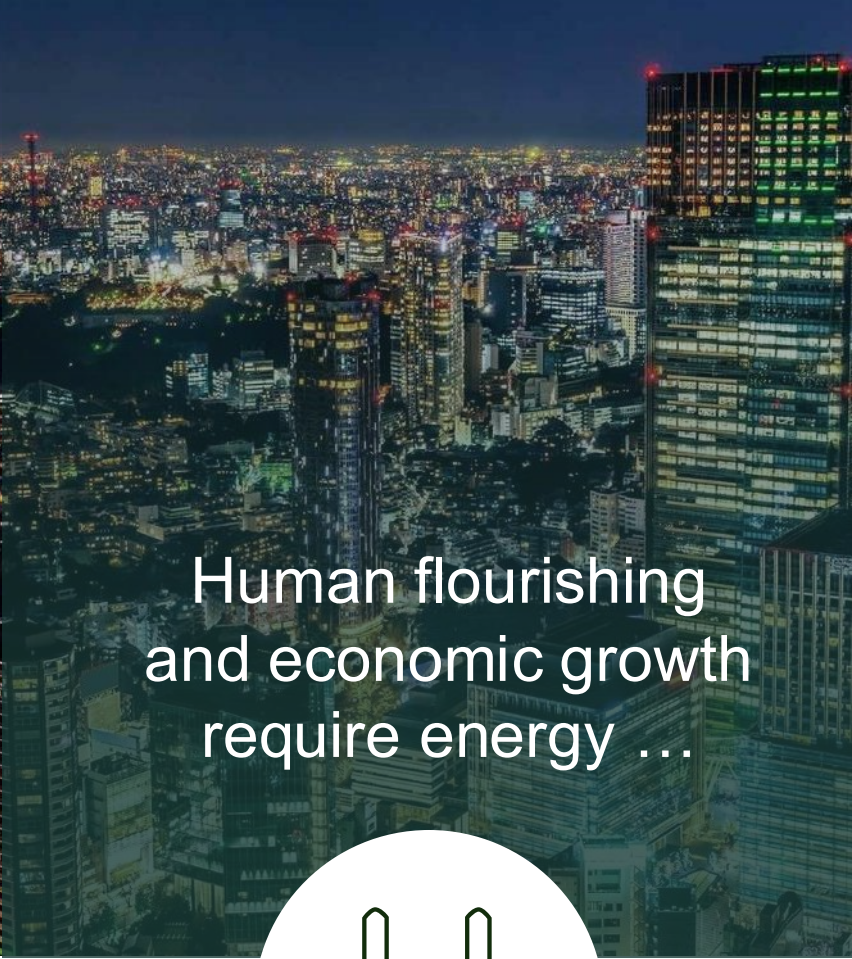
An Introduction to
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02

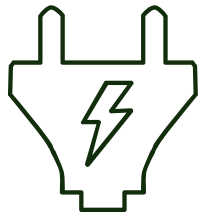
The "Dual Challenge" and Our
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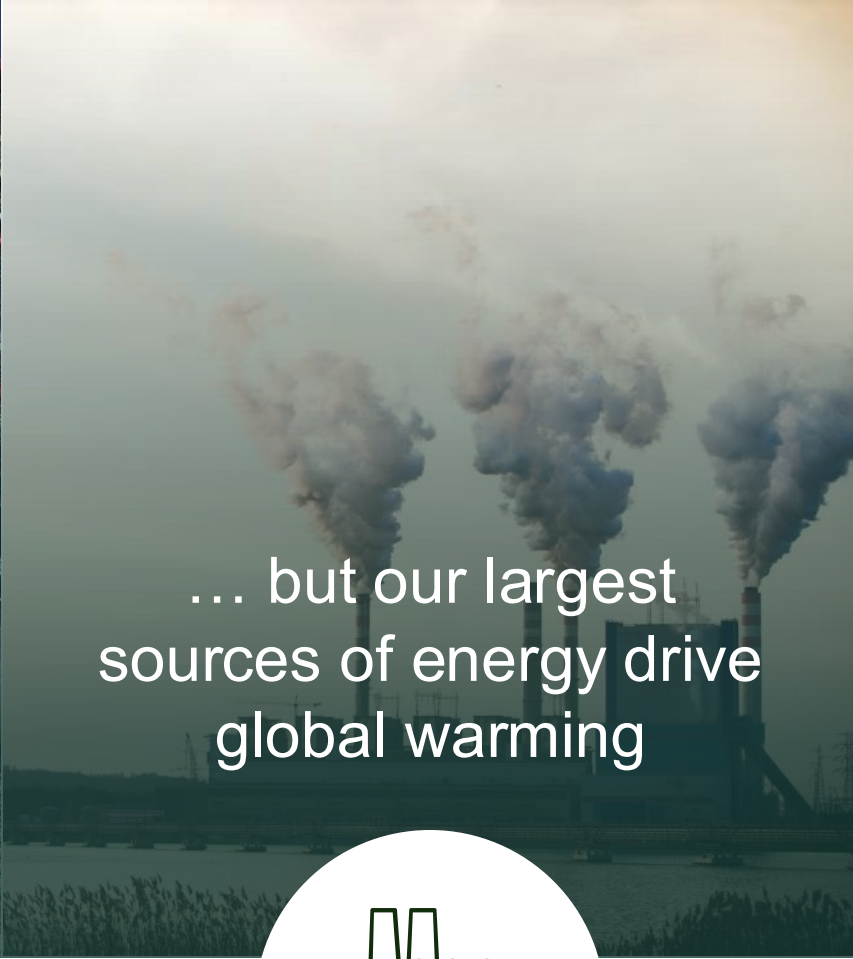
OpenMinds' Impact Strategy and
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Human flourishing
and economic growth
require energy ...



**More
energy**



... but our largest
sources of energy drive
global warming



**Less
emissions**



**This is the
Dual Challenge**

Energy Drives Human Well-Being and Longevity

Global energy consumption

PETAWATT-HOURS

200

150

100

50

0

1800

1850

1900

1950

2000

2022

Global GDP

TRILLIONS OF CONSTANT 2017 INTERNATIONAL USD, PPP ADJUSTED

150

100

50

0

~8x Approximate increase in the world population

~3x Approximate increase in average life expectancy

Global energy consumption

Global GDP

World population

1.0B

8.2B

Average life expectancy

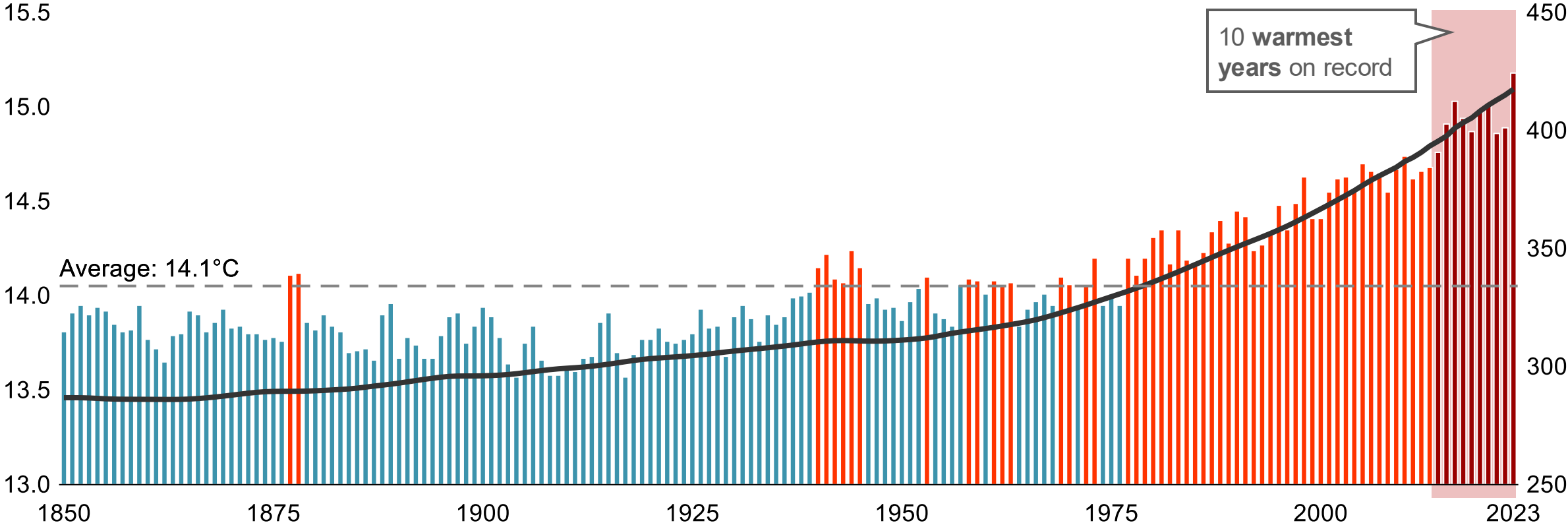
29yrs.

73yrs.

Note: GDP is adjusted for purchasing power parity. Sources: BP Statistical Review of World Energy 2021; Vaclav Smil, *Energy Transitions: Global and National Perspectives*, 2017; Maddison Project Database, version 2020. Bolt, Jutta and Jan Luiten van Zanden (2020), "Maddison style estimates of the evolution of the world economy. A new 2020 update"; World Bank; Our World in Data

Emissions Have Led to Increased Warming

Global land and ocean average temperature (°C)



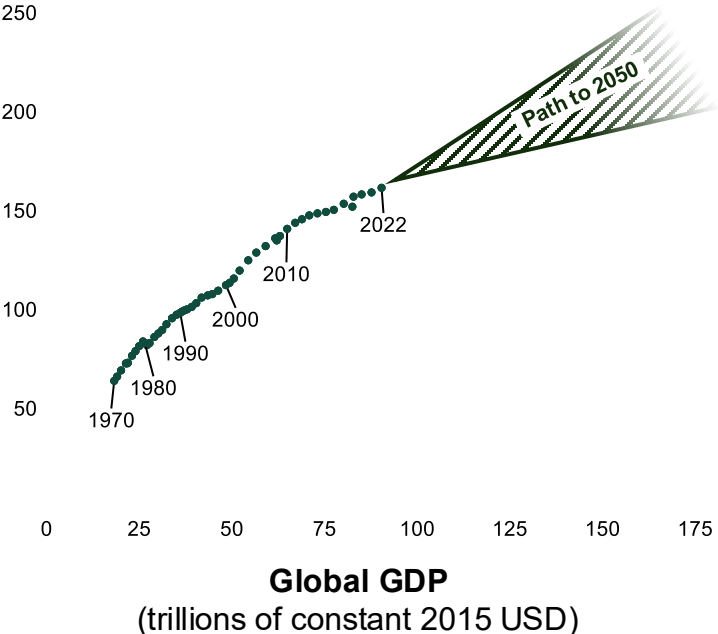
Atmospheric CO₂ (ppm)

10 warmest years on record

Our Dual Challenge

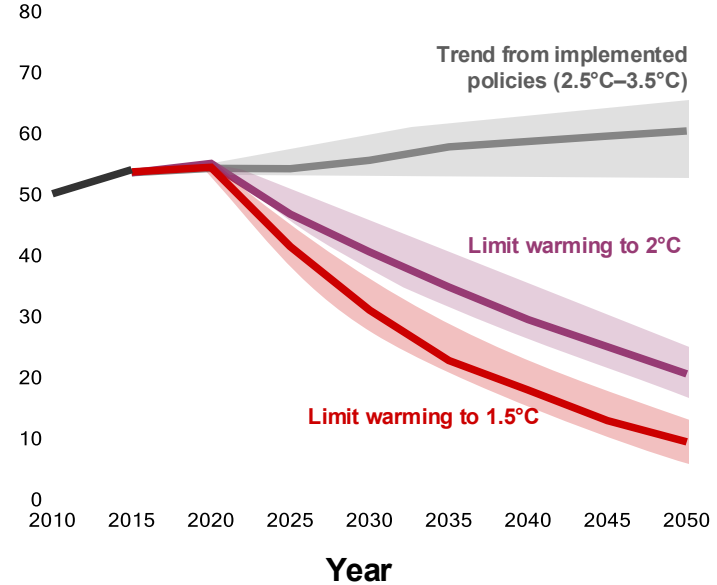
Energy Will Grow

Global primary energy demand (petawatt-hours)



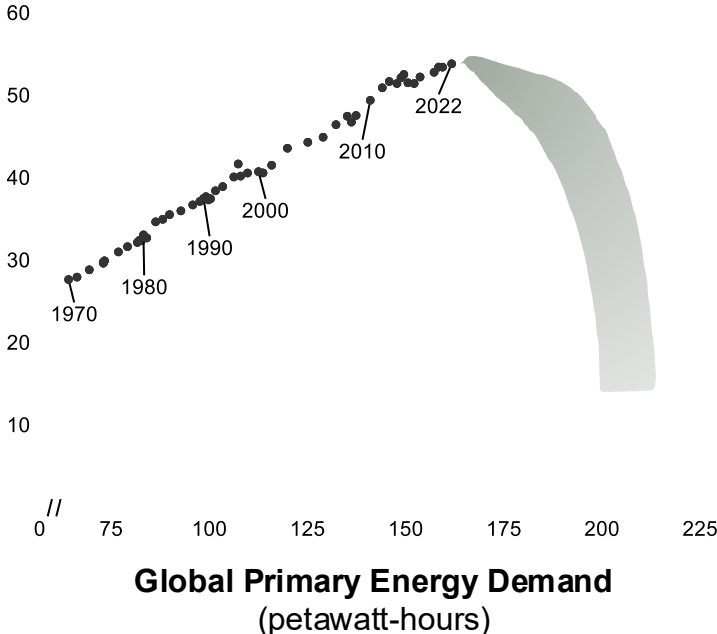
Emissions Must Decline

Global annual greenhouse gas emissions (gigatons of CO₂-equivalent)



The Dual Challenge

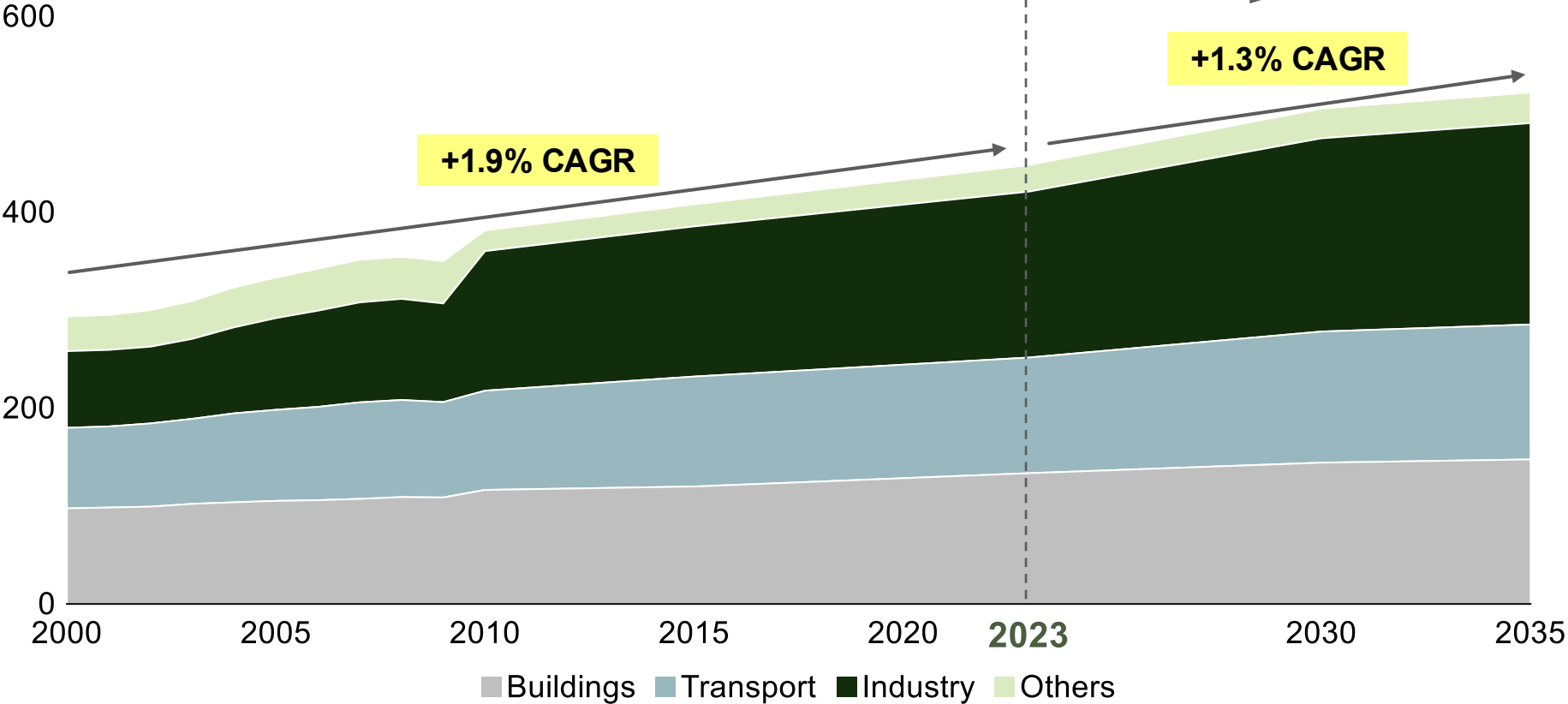
Global CO₂e emissions (gigatons of CO₂e)



Note: Warming figures in middle-side emissions chart are relative to the preindustrial period and reflect projected warming level by 2100 in each scenario; bold lines in emissions chart represent median estimate, and shaded regions reflect a range from the 25th to 75th percentile. Emissions in right-side chart reflect global CO₂ emissions inclusive of land use change. Sources: IPCC, Sixth Assessment Report; World Bank; Our World in Data

Our Trajectory: Global Energy Demand Will Continue to Grow

Total final energy consumption by end sector (EJ)



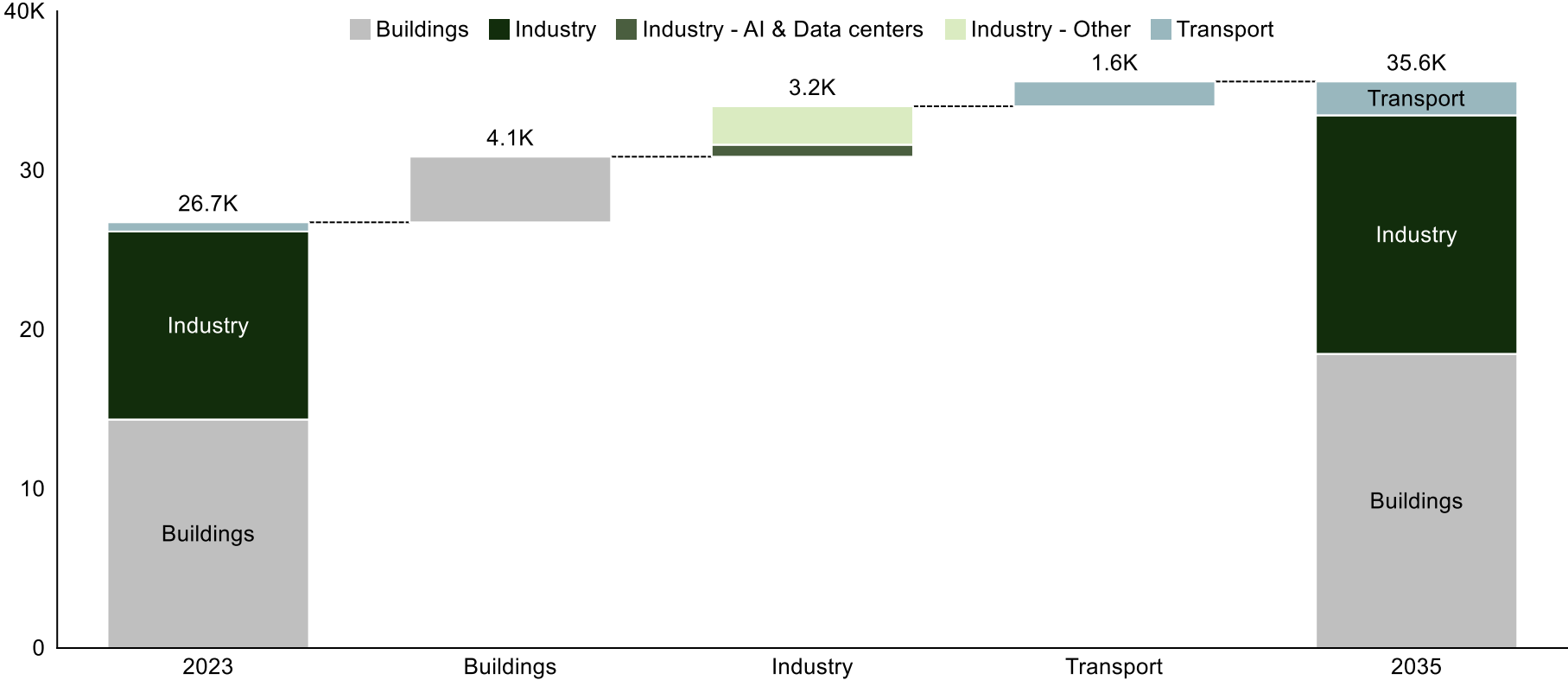
Outlook through 2035

+17% growth

- Driven by **developing economies**
- With **largest share from industry**
- Partially offset by **reduced energy intensity**

Electricity is Growing Even Faster Than Primary Energy

Global electricity demand (TWh)



Outlook through 2035

+35% growth

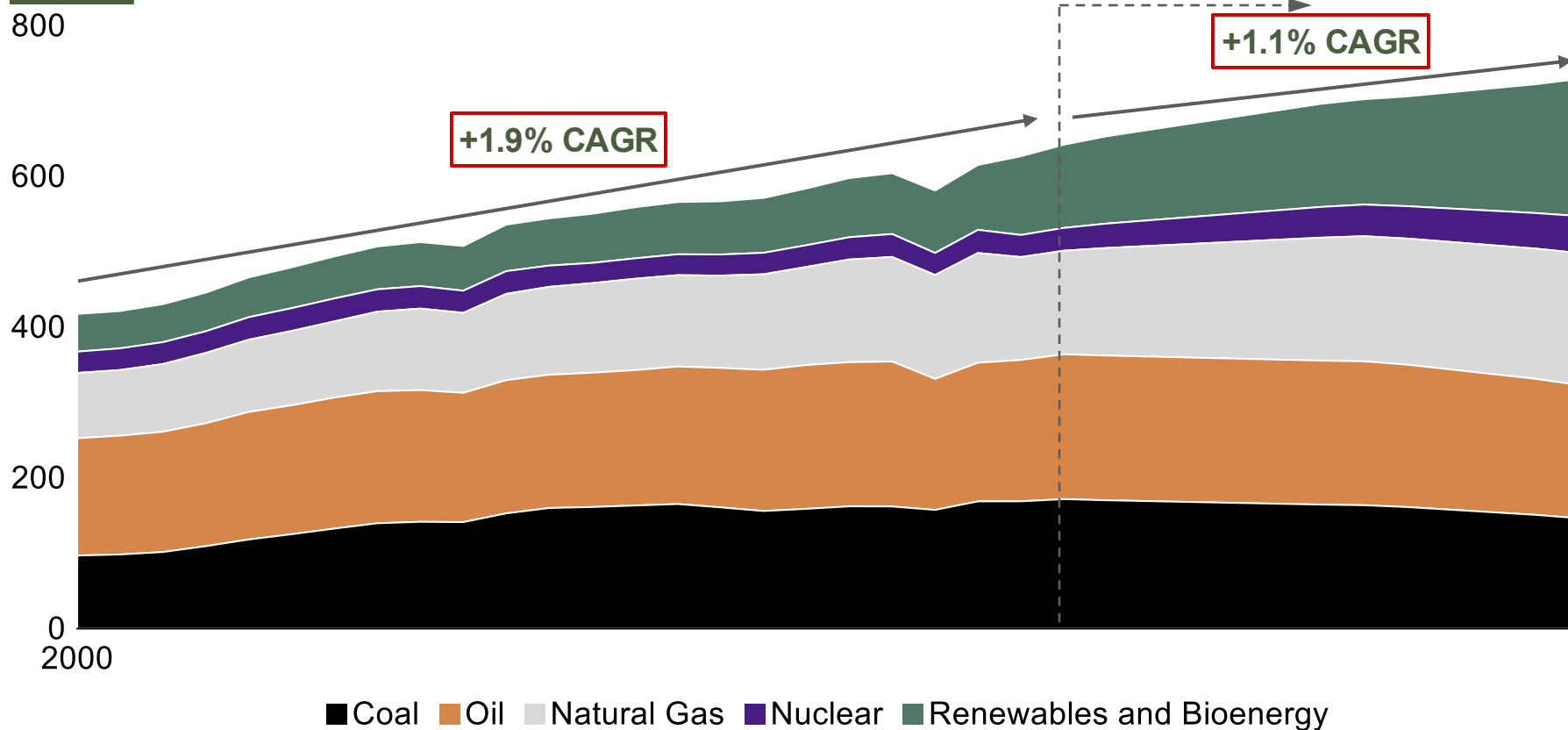
Sources of growth:

- ~45% from **HVAC**
- ~25% from **industrial processes**
- ~20% from more **EVs**
- ~10% from **data centers**

Global Energy Supply Mix is Shifting

/ PRELIMINARY

Global total primary energy supply (EJ)



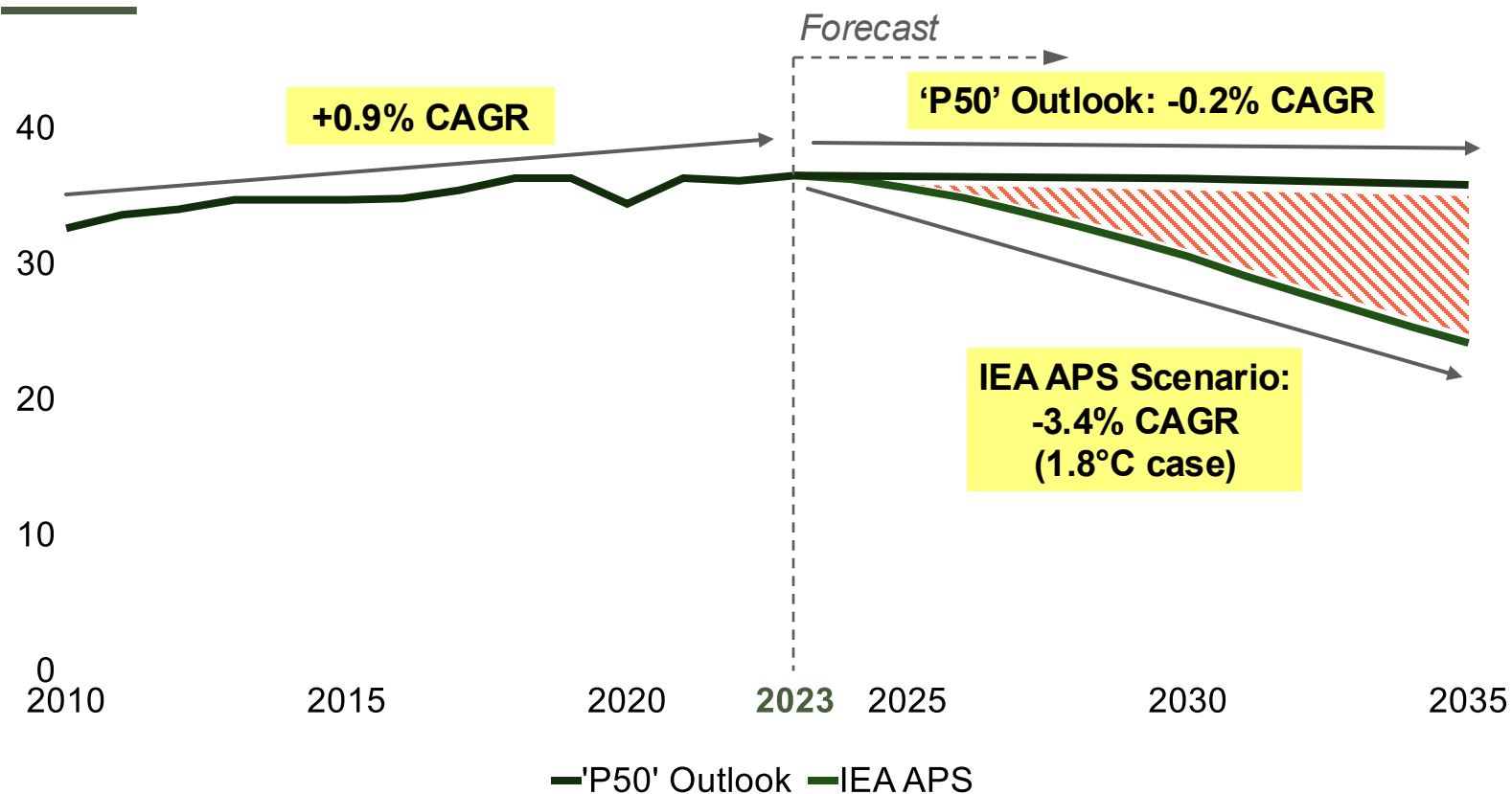
Outlook through 2035

~14% growth

- ...as renewables surge to ~25% of energy mix
- ...while oil peaks in 2030 and natural gas share makes modest gains
- ...partially offset by high conversion efficiency of renewable sources

We're Bending the Emissions Curve, Yet Face a Big Gap

Global CO₂ emissions (Gt CO₂)



Through 2035

~66Gt

Emissions gap between 'P50' Outlook & 1.8°C scenario

-14%

Total reductions to stay on track

2.5-3.0°C

Implied temperature increase

Our Solutions Approach

1 Where are emissions coming from?

Understand energy sources, consumption patterns, and emissions to spot crucial action areas

2 What are the tradeoffs of each solution?

Identify and systematically evaluate a long list of potential technical solutions

3 What is the most efficient pathway?

Identify the solutions with the highest potential for impact through 203X

4 How do we drive impact globally?

Assess solution feasibility at a country-level, based on varying resources and priorities, to calibrate deployment rates

Accelerate progress against the Dual Challenge by 203X

Analysis of Emissions and Energy Consumption

Energy and Emissions

By source	By end use	Industry Iron/steel, (petro)chemical, machinery, construction, etc.			Transport Road, aviation rail and pipeline			Buildings Residential and commercial buildings			Agriculture Agriculture and fishing			Other Non-specified and non-energy sources			Total	
		Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission
ENERGY																		
Electricity/heat	18%	12%	-	<1%	0%	-	20%	12%	-	1%	1%	-	2% ¹	7% ²	-	A	42%	32%
Coal	8%	8%	●	<1%	0%	●	9%	8%	●	<1%	<1%	●	<1%	5%	●	A	18%	21%
Oil products and oil	<1%	<1%	●	-	-	-	<1%	<1%	●	-	-	-	-	-	-		<1%	1%
Natural gas	4%	3%	●	-	-	-	5%	3%	●	-	-	-	<1%	1%	●		10%	7%
Bio/waste ⁶	<1%	<1%	●	-	-	-	1%	<1%	●	-	-	-	-	-	-		2%	2%
Nuclear	3%	<1%	●	-	-	-	3%	<1%	●	-	-	-	-	-	-		6%	<1%
Renewables ⁷	2%	<1%	●	-	-	-	2%	<1%	●	-	-	-	<1%	<1%	●		5%	<1%
Direct combustion	14%	13%	-	22%	17%	-	14%	6%	-	<1%	<1%	-	8%³	7%⁴	-	D	58%	44%
Coal	6%	6%	●	-	-	-	1%	<1%	●	-	-	-	<1%	1%	●		7%	7%
Oil products and oil	2%	2%	●	B	20%	16%	●	2%	1%	●	<1%	<1%	●	6%	5%		31%	24%
Natural gas	5%	3%	●	<1%	<1%	●	5%	2%	●	-	-	-	1%	1%	●		12%	6%
Bio/waste	1%	2%	●	<1%	1%	●	6%	3%	●	-	-	-	-	-	-		8%	6%
NON-ENERGY																		
Industrial processes	-	6%	N/A	-	-	N/A	-	-	N/A	-	-	N/A	-	-	N/A	E	N/A	6%
Agriculture	-	-	N/A	-	-	N/A	-	-	N/A	-	12%	N/A	-	-	N/A		N/A	12%
Other	-	-	N/A	-	-	N/A	-	-	N/A	-	-	N/A	-	7% ⁵	N/A	F	N/A	7%
Total	32%	31%		22%	17%		34%	18%		2%	13%		10%	21%		F	100%	100%

/ DIRECTIONAL Key impact areas

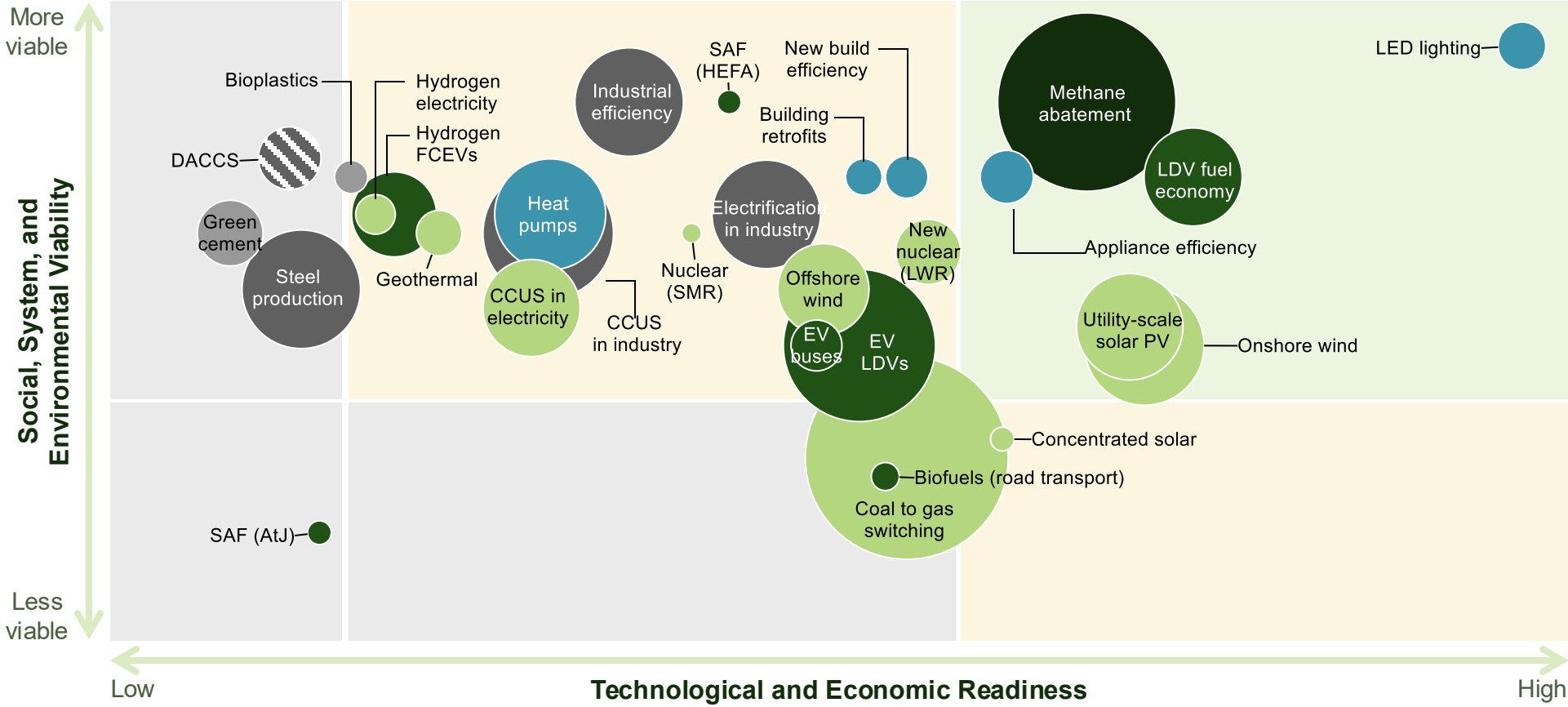
- A** Electricity generation from fossil fuels
- B** Oil and oil products for transportation
- C** Energy usage in buildings
- D** Fugitive emissions
- E** Industrial processes
- F** Energy supply needs to expand in a lower carbon manner to support economic growth in the developing world

Legend:

- Key impact areas
- High Energy/Emissions ratio
- Moderate Energy/Emissions ratio
- Low Energy/Emissions ratio

Note: Data reflected above is for 2019. Energy data reflects primary energy and emissions data reflects greenhouse gas emissions in terms of CO₂ equivalent. 1: Electricity/heat going to non-specified and non-energy uses, 2: Unallocated fuel combustion for electricity, 3: Energy going to non-specified and non-energy uses, 4: Emissions from energy production and fugitive emissions, 5: Emissions from LUCF and food waste (6%), 6: Includes traditional biomass and animal materials/waste 7: Includes geothermal, solar/tide/wind, and hydro, CO₂ equivalent includes methane and nitrous oxide emissions. **Figures are directional.**
Sources: IEA, WRI, Climate Watch, German Environment Agency; EIA

Prioritization of Potential Solutions



Prioritized by:











- Low cost
- Deployment speed
- Abatement potential

■ Electricity generation from fossil fuels	■ Energy usage in buildings	■ Industrial processes	Medium-term annual CO ₂ e abatement potential
■ Oil and oil products for transportation	■ Fugitive emissions	■ Other	











OpenMinds' Top 10 Solutions

Cost effective, ready now

Big 4 opportunities

 Abating methane emissions from energy	 Renewables (i.e., solar and wind)	 Coal-to-X switching	 CCUS in electricity and industry
 Transportation energy efficiency	 Industrial efficiency and electrification	 Electric LDVs	 Heat pumps
		 New and existing nuclear	 Buildings efficiency

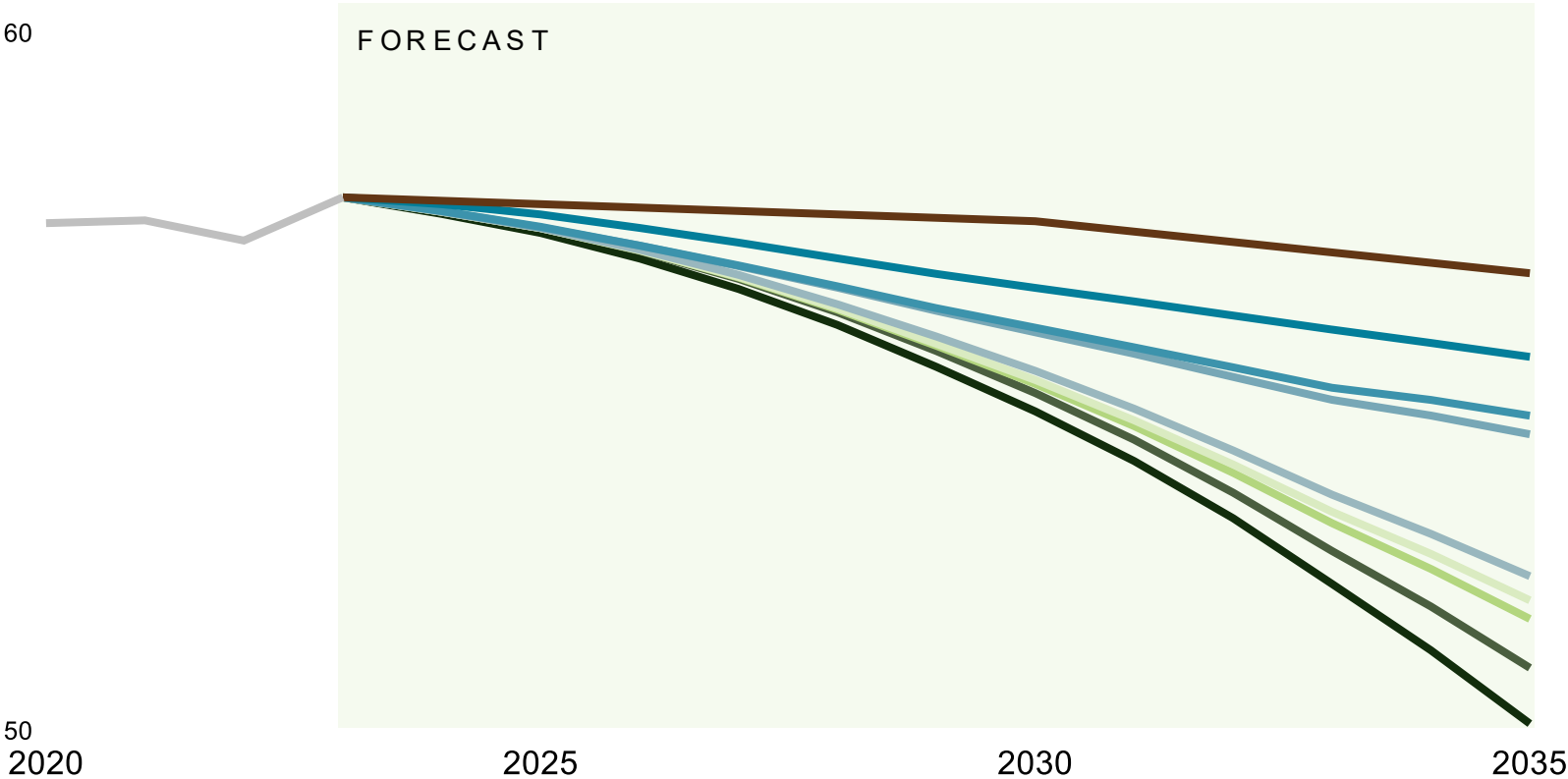
Longer timeline to full potential

 Behavioral change	 Adaptation		
 Distributed generation	 Green steel and cement	 Nature-based solutions	 Hydrogen
 LED lighting	 Direct air capture	 Geothermal	 Circular economy

Impact of Implementing Key Solutions

Projected emissions impact

GIGATONS OF CO₂E PER YEAR



- Baseline
- +
- Methane abatement
- +
- Coal-to-X
- +
- CCUS in electricity & industry
- +
- Renewables
- +
- Nuclear
- +
- Transportation efficiency
- +
- Transport electrification
- +
- Buildings and industry efficiency and electrification



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OpenMinds 2025 Impact Focus



Grid Vision

Optimizing the grid we have **today**, while...

Building the grid we need for **tomorrow**



Delivering affordable, abundant, and reliable power

Driving American prosperity and AI leadership



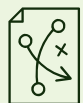
Grid Vision Is Advancing Six Catalyzing Projects to Optimize and Build the Future Grid

1

The U.S. Grid Vision Plan



Develop and communicate clear plan for optimizing today's grid and building tomorrow's grid



2

Federal and State Policy

Deliver data driven perspectives to influence policy that expedite transmission build-out



3

AI Planning



Showcase transformative technology and scale to key stakeholders to increase efficiency



4

ATTs

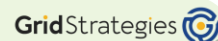


Highlight case studies and best practices to drive ATT adoption



5

Critical Interconnects



Identify specific, shovel-ready, and high value transmission projects to accelerate



6

Speed to Power Loop

Catalyze development of innovative, multi-grid transmission expansion



Grid Vision

Developing the action plan and coalition to deliver reliable, affordable power to **meet growing electricity demand**

Grid Vision will Catalyze Action to Build the Future U.S. Grid

Project Deliverables

- 1. The Plan** – *the most impactful solutions to deliver low-cost, secure, & reliable power for demand growth & national security*
- 2. The Communication** – *conveying simple, actionable solutions to key decision-makers to catalyze action*
- 3. The Impact** – *Implementation of actions by OM and partners to unlock GW and abate \$ of cost increase*

OpenMinds' Differentiated Approach



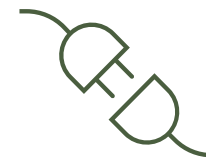
Leverage the unique network

Access to key decision-makers



Clear communication

Making the complex simple and actionable



Non-partisan and resource agnostic approach

"All of the above"

Communicating For Progress

OpenMinds Communications...

- **Inform** people of the Dual Challenge
- **Connect** relevant individuals and groups
- **Catalyze** action inside & outside of OpenMinds
- **Support** OpenMinds Impact Projects directly



Communications Steering Committee



Nate Nickerson
Communications & Public Affairs Partner, DCVC (Lead)



Jeff Katz
Co-Founder, OpenMinds



Dr. Aart de Geus
Executive Chair & Founder, Synopsys



Benji Backer
Executive Chairman & Founder, Nature is Nonpartisan



Brady Walkinshaw
Founder & Publisher, Noisy Creek



Bridgitt Arnold
Vice President of Communications, Google



Rob Shepardson
Founding Partner, SS+K



Rachael Porter
CMO, Oxy



Dr. Maya Tolstoy
Dean of UW College of Environment



Abigail Rodgers
Director
The Consello Group



Will Bernholz
OpenMinds Marketing Advisor



Heidi Lauterbach
OpenMinds Comms Specialist



[OpenMinds, Inc](https://openminds203x.org/)



[@openminds203x.bsky.social](https://openminds203x.bsky.social)

NextGen Leaders Program: Mission & Vision

MISSION:

Our mission is to identify, empower, and build a community for the next generation of energy and climate leaders to lead global impact on the Dual Challenge.

- Best-in-class talent from **leading universities**
- **Diverse** backgrounds and capabilities
- **Impactful** real-world experience
- Rigorous **ongoing training**, networking, and mentorship
- Interconnected **community and voice**
- **Lifelong commitment**



VISION:

*Over the next decade, NextGen will be a community of **300+ exceptional leaders** catalyzing the next generation for significant global energy and climate impact by shaping policy, transforming markets, founding companies, and scaling ideas into action.*

2026 NextGen SteerCo

Co-Leaders



Dr. Naomi Boness
 Managing Director
 Stanford Natural Gas
 and Hydrogen
 Initiatives



Dr. Robert Johnston
 Director, ENR, and
 Professor, U of Calgary


NextGen Representatives



Michael Ettlinger
 Michigan MEng/MS
 NG25



Andrew Lin
 Rice University
 PhD ChemE NG25



Sam Hall
 Founder,
 GrowthFactor
 MBA MIT NG24



Amanda Studebaker
 Senior Associate SCP
 Stanford MBA/MS
 NG24

Committee Members



Carrie Braddock
 SLP MD
 Stewardship/ Impact



Keila Diamond
 Managing Director and
 Head of ESG
 Quantum Energy
 Partners



Georgina Flatter
 CEO
 Greentown Labs



Dr. Neil Fromer
 Executive Director
 Resnick Sustainability
 Institute, CalTech



Ira Joseph
 Global Fellow
 CGEP, Columbia
 University



Dr. Shannon Miller
 Founder & CEO
 Mainspring Energy



Dan Recht
 MD Activate Boston



Monika Simões
 CEO & Founder
 Energy Dialogues, Inc.



Ben Soltoff
 Entrepreneur in
 Residence
 MIT's Martin Trust
 Center for
 Entrepreneurship




Dr. Mike Witt
 Chief Sustainability
 Officer
 Northrop Grumman




David Pruner
 Executive Director
 TEX-E

Program Director



Kristin Barbato

OpenMinds Committee Lead



Tom O'Toole

Our Steering Committee comprises leaders in industry, academia, and NextGen Leader representatives.

They serve as corporate and university liaisons as well as NextGen mentors and coaches.

This sounding board provides insights for our long-term vision and driving the impact our leaders can make to support the Dual Challenge.

2025 NextGen Cohort



Nuha Abousam
Harvard University
MBA – Grid Resilience



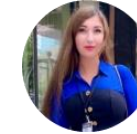
Marco De Sousa
Texas A&M
PhD – Chemical Engineering



Emma Kerr
Stanford University
PhD – Energy Science and Engineering



Carson Muscat
Stanford University
MBA/MS – Environment & Resources



Mahsa Shabani
University of Washington
PhD – Mechanical Engineering



Dylan Ackerman
Stanford University
MBA/MS – Environment & Resources



Oliver Edelson
Stanford University
MBA/MS – Environment & Resources



Iuliia Kukula
Arizona State University
PhD – Sustainable Energy



Katelyn Parsons
University of Michigan
MBA/MS – Environment & Sustainability



Caroline Shipley
Harvard University
MBA – Sustainability



Haamid Adam
MIT
MBA – Venture Capital: Climate & Deep Tech



Michael Ettlinger
University of Michigan
MEng/MS – Ener. Syst. Eng./Sust. Syst.



Andrew Lin
Rice University
PhD – Chemical Engineering



Milenia Rojas Mendoza
Stanford University
PhD – Chemical Engineering



Benjamin Strzelecki
Columbia University
MPA – Climate, Energy and Environment



Heladio Amaya Colación
Tecnológico de Monterrey
MSc – Applied Economics



Andres Fierro Lopez
UT Austin
PhD – Computational Nuclear Engineering



Amy Liu
University of Washington
PhD – Atmospheric and Climate Science



Gursheel Sahn
Columbia University
MS – Sustainability Management



Serena (Thi) To
University of Calgary
MPP/MBA – Data Center Policy



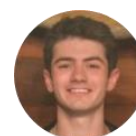
Adeshina Badejo
Texas A&M
PhD – Petroleum Engineering



Megan Hung
MIT
MBA – Entrepreneurship



Sofia Mantilla Salas
Stanford University
PhD – Earth and Planetary Sciences



Sam Sandefer
Vanderbilt University
BS – Mechanical Engineering



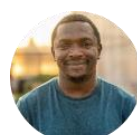
Liwei Yang
Stanford University
MS – Atmosphere and Energy



Adin Becker
Harvard University
MPA/MA – Urban Planning



Mansi Joisher
MIT
PhD – Electrical Eng. and Computer Science



Brighton Mogaka
Arizona State University
PhD – Systems Engineering



Rishav Sen
Vanderbilt University
PhD – Electrical and Computer Engineering



Christopher Yeh
CalTech
PhD – Computational and Mathematical Sciences



Shashwati Da Cunha
UT Austin
PhD – Chemical Engineering



Robert Juckett
University of Michigan
MBA/MS – Sustainability



2024 NextGen Cohort



Frank Agwuncha
Columbia University
Masters – Sustainability
Management



David Brown
MIT
MBA – Entrepreneurship



Tam Kemabonta
Arizona State University
PhD – Sustainable Energy



Hannah Mae Merten
Harvard University
MBA/Masters – Public Policy



Oyindamola Pedro
MIT
MBA – Sustainable Fuels



Cameron Andrews
University of Texas
MPA -- Policy



Dennis Cha
Harvard University
MBA – Energy Transport



Vivek Kesireddy
Texas A&M
PhD – Petroleum Engineering



Hannah Murdoch
Stanford University
MBA/MS – Environment &
Resources



Kimberly Sinclair
University of Washington
PhD – Earth and Space
Sciences & Astrobiology



Edward Apraku
Stanford University
PhD – Environmental
Engineering



Anita Chandrahas
Harvard University
Post-Doctoral Fellowship –
Biomedical Science



César Lasalde-Ramírez
Caltech
PhD – Energy Storage



Kristina Nabayan
Columbia University
PhD – Materials Science &
Engineering



Amanda Studebaker
Stanford University
MBA/MS – Environment &
Resources



Ainee Athar
Stanford University
MBA/MSc – Environmental
Resources



Debjyoti Chatterjee
University of Texas
PhD – Electrical &
Computer Engineering



Daniela Marin
Stanford University
PhD – Chemical Engineering



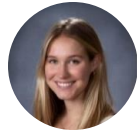
Ian Naccarella
Harvard University
MBA – Electric Vehicles



Andrew van Baal
University of Michigan
MS – Sustainable Systems



Victor Awosiji
Stanford University
PhD – Earth & Planetary
Sciences



Isabelle Dunning
Columbia University
MS – Sustainability
Management



Karina Masalkovaite
Stanford University
PhD – Materials Science &
Engineering



Bianca Derya Neumann
University of Potsdam
MA – Political Science,
Environmental Policy



Yingxiao Zhang
University of Michigan
PhD – Climate Sciences &
Engineering



Ines Azoy-Parravano
University of Michigan
Bachelors – Computer
Science



Sam Hall
MIT
MBA – Energy & Climate
Technology



Hillary McKenzie
University of Michigan
MBA/MA -- Sustainability



Yogi Nishanth
Harvard University
Masters – Sustainability ALM



Founding schools



OM25 Key Accomplishments

- Determined the full **potential and economics** of energy & climate solutions through 203X in:
 - New Nuclear
 - CCUS
 - Electric Transmission
 - Methane Abatement
 - Multi-Day Storage
- Created the latest view of bottlenecks to **progress & plan actions** to overcome them
- Shared **cutting-edge perspectives** on energy & climate from OpenMinds, MIT, and Bain & Company
- Accelerated our **Impact Projects** and other high-potential solutions



**OM26 will be at
Stanford University!**
April 15-16, 2026

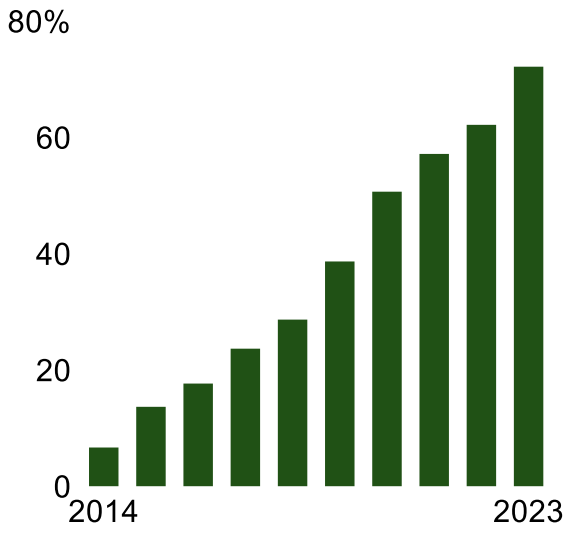


Progress is Happening — New Technologies are Leading and Accelerating

LED Lighting



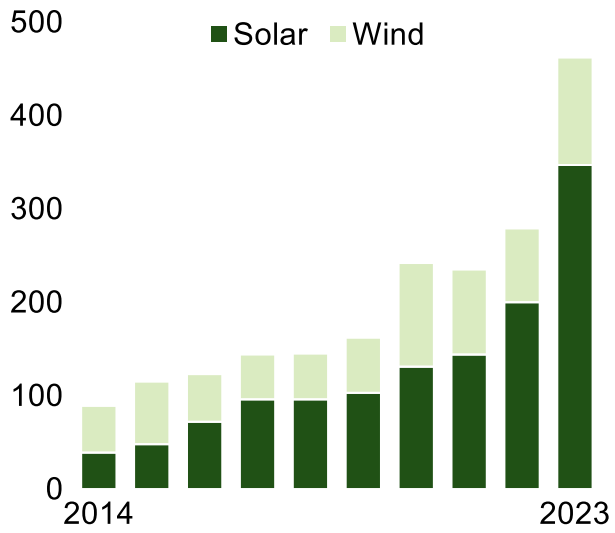
Global LED Lighting Market Share (%)



Solar & Wind



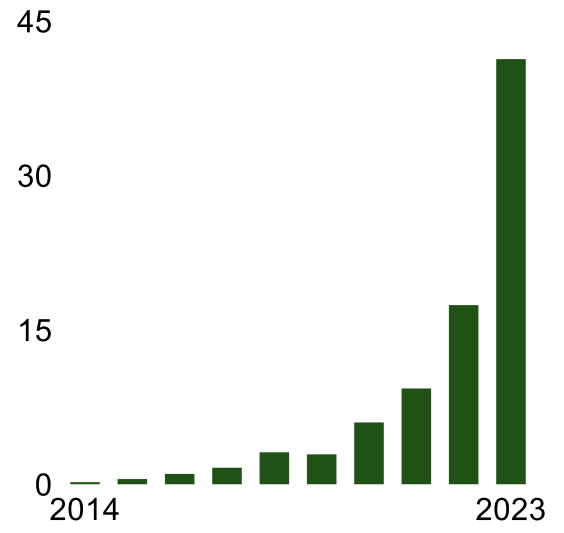
Global Annual Capacity Additions (GW)



Battery Storage



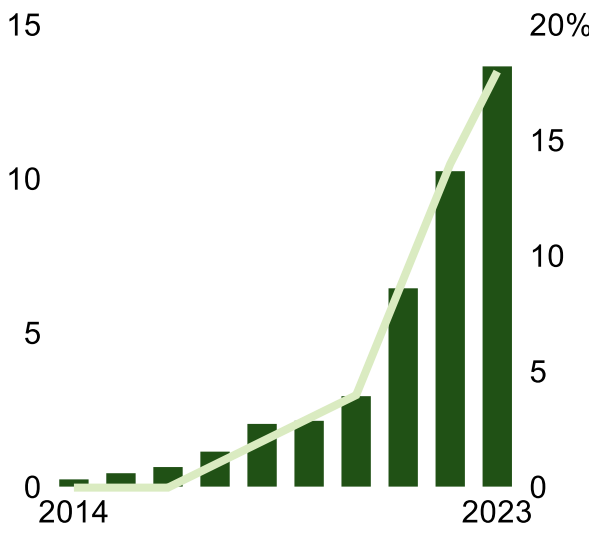
Global Annual Capacity Additions (GW)



Electric Vehicles



Global Sales (millions) Penetration



These technologies have already reduced annual emissions by ~2-3 Gt (7-8%)

OpenMinds Team Driving Progress



ERCOT installed 34 GW of capacity from 2022-2024, 95% from renewables



Grid United is connecting key areas of the grid with >\$20B in transmission projects



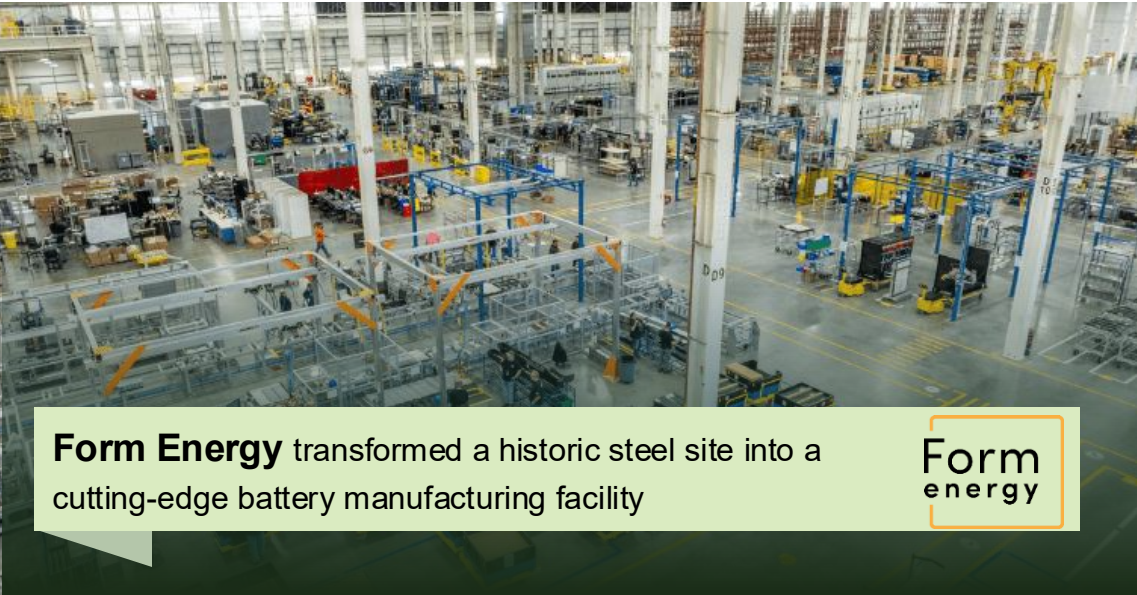
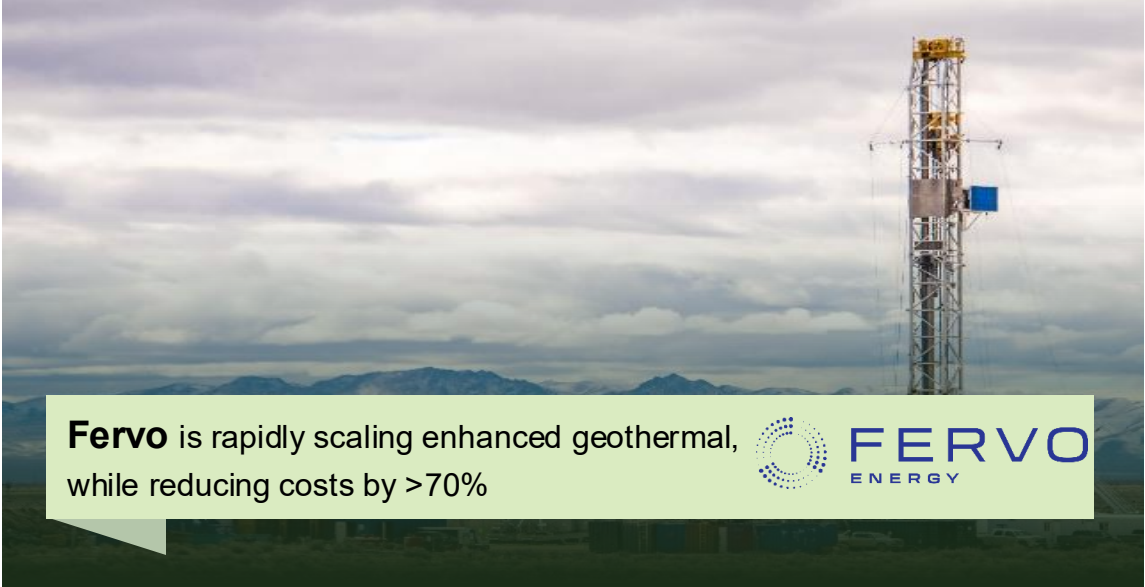
EDF is enabling real-time emissions detection



Breakthrough Energy has received \$3.5B in committed capital to fund 100+ innovative startups



OpenMinds Team Driving Progress



We look forward to staying in touch!

Learn more about OpenMinds, the Dual Challenge, and our Top 10 solutions



<https://openminds203x.org/>

<https://openminds203x.org/>



David Baldwin

Co-founder, OpenMinds
dbaldwin@scfpartners.com



Jeff Katz

Co-founder, OpenMinds
jgkatz@me.com



OpenMinds

Our History

UNITE

Late in 2021, a group of scientists, CEOs, entrepreneurs, and policy experts across energy and climate met. After reviewing the data, they agreed: solving for more energy and less emissions **at the same time** would spawn unprecedented collaboration and better address two of the **world's most urgent challenges**.



DEFINE

Early in 2022, OpenMinds enlisted the support of consultancy Bain & Company, initiating an extensive review of energy and climate data. An expanded team of OpenMinds experts met to review & align on a **shared problem statement**:



The world needs **more energy** to enhance health & prosperity. However, unchecked, **rising greenhouse gas emissions** will diminish quality of life, globally.

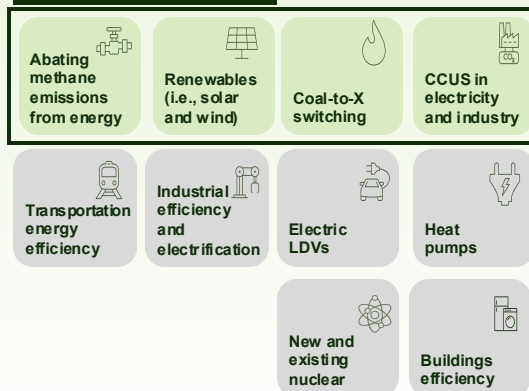
**More energy,
less emissions, fast.**
This is the **Dual Challenge**.

SOLVE

OpenMinds developed an **analytical framework** to identify **ten top Dual Challenge solutions** — using a shorter, ten-year time horizon, rather than typical 2050 goals. The expert team prioritized the solutions based on **costs, speed of deployment, and scale of emissions abatement**, and then mapped the solutions against a proprietary baseline forecast, built on the foundation of Bain's Intersect model, of global energy demand, supply mix, emissions and warming. This baseline allows OpenMinds **to assess each solution without bias and focus on removing bottlenecks to accelerate each solution**.

<https://openminds203x.org/>

Big 4 opportunities



IMPACT

In 2024, we transitioned to a focus on driving impact. For 2025, OpenMinds has organized around **three impact projects** — one focused on their flagship project, *Grid Vision*, driving a **more secure and reliable** US grid, one on creating **next-generation energy and climate leaders**, and one to develop **communication tools** to foster broader alignment amongst energy and climate leaders, and to **accelerate Dual Challenge** progress.



OpenMinds is built for this moment. Global consensus is building around the need for **more energy with less emissions, costs of solutions are coming down, and collaboration is becoming more widespread.**

OUR VISION

OpenMinds' vision for success by 203X is a world united by the need to solve for **affordable energy** and a **stable climate** simultaneously. Energy will come from diverse sources and will be affordable and reliable across the globe. **Emissions will be declining**, and climate impacts stabilizing. New technologies and supportive policies will provide additional tools and resources to accelerate progress. Leaders driving this progress will be recognized for both **business successes** and **societal impacts**, making it easier for new people and organizations to become involved. And the model for collaboration between historically opposed forces will create a framework for future success across new challenges.

**1 Flagship Project:
Grid Vision**



**2 Developing NextGen
Leaders**



**3 Communicating to
Drive Progress**





OpenMinds

**Solving for the
Dual Challenge.**