High-Level Summaries Provided by Sponsor, Financial Profiles

"The Future of Water and Its Impact in the Pacific Southwest and Beyond"
April 15, 2026

Moderator: **John Driver**, NACD.DC; Director, Broadway Financial Corp., City First Bank, N.A.; CEO Lynx Technology; President, NACD Pacific Southwest Chapter

Panelists: **Christa McJunkin,** Senior Director, Water Supply & System Salt River Project
Patricia Mulroy, Former General Manager, Las Vegas Valley Water District and Southern Nevada Water Authority
Tom Wornhm, Former Chair of the Board, San Diego County Water Authority; Former CEO, CalPrivate Bank and EVP, Wells Fargo Bank

Water is rapidly shifting from an operational input to a strategic constraint requiring active board oversight. Panelists emphasized that directors should elevate water alongside energy within governance and enterprise risk management frameworks, integrating it into scenario planning and stress testing.

A central theme in the discussion was the importance of understanding water dependency at a granular level: where supply originates, the reliability of infrastructure, and the contingency plans of municipal providers. Directors were encouraged to challenge management assumptions on supply continuity, infrastructure resilience, and cost escalation, recognizing that disruptions (e.g., drought, aging systems, policy constraints, etc.) can materially affect operations, workforce stability, and regional economic health.

The discussion highlighted collaboration as a critical enabler. Successful models demonstrate alignment among industry, utilities, and policymakers to secure long-term supply through investments in recycling, desalination, storage, and conservation. Panelists cautioned that conservation alone is insufficient; large-scale infrastructure investment and long-range planning are essential. Importantly, water risk extends beyond company boundaries. Directors should consider broader community dynamics, including housing, supply chains, and regional resilience.

Finally, panelists urged boards to engage actively in policy dialogue. Given the long lead times and capital intensity of water solutions, sustained advocacy from the business community is necessary to drive timely action. The overarching message: proactive governance, informed engagement, and long-term investment are imperative to safeguarding both enterprise value and regional sustainability.

"Critical Minerals: Securing the Future"
April 22, 2026

Moderator: **Sheila Bangalore,** CEO, Artemis Endeavors; Director, Alliance Entertainment, Inc; Principal Mineral Company; StoneAge Holdings Inc.
Panelists: **Scott Carlton, NACD.DC,** President, Tokai Carbon GE; Board Member, United Fire Group
Adam Johnson, CEO and Board Member, Principal Mineral Company
Jeffrey Morrison, Global Chief Procurement Officer, General Motors

Critical minerals have evolved into a central strategic issue for companies, driven by their essential role across industries and the fragility of global supply chains. Panelists emphasized that critical minerals are not just a procurement concern, but a core business resilience risk with the potential to create single points of failure deep within supply chains.

A key takeaway was the need for proactive governance. Directors were encouraged to ensure management has mapped supply chains at a granular level to identify concentration risks, geopolitical exposure, and processing bottlenecks. The discussion stressed that many vulnerabilities lie in refining and processing stages, which are highly concentrated geographically and difficult to replicate due to capital intensity, technical complexity, and permitting constraints. Panelists also noted that geopolitical dynamics are increasingly shaping supply availability, with export controls, tariffs, and shifting policy frameworks introducing volatility and unpredictability. As a result, boards should examine assumptions embedded in long-term strategy, ensuring companies are not overly reliant on single sources or policy environments that may change rapidly.

Importantly, critical minerals present both risk and opportunity. Companies that invest in resilient supply chains can gain competitive advantage, enabling innovation and cost

efficiency over time. Conversely, failure to act may constrain growth and operational continuity.

Panelist strongly encouraged directors to develop a clear critical minerals strategy, embed it within enterprise risk and capital planning discussions, and actively oversee management's efforts to secure transparent, diversified, and resilient supply chains in an increasingly complex global landscape.