



TO REQUEST CONTACT INFORMATION FOR THIS INDIVIDUAL, PLEASE
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CARRIE J. HIGHTMAN

Ms. Hightman is a proven director and executive who has held a broad range of leadership roles in highly regarded companies such as NiSource, AT&T and Fifth Third Bancorp. In her over three decade career she gained extensive experience in regulated industries, spanning gas and electric utilities, energy, telecom, banking and higher education. Carrie's focus has been on strategy, crisis management, ESG, legal, gas operations, risk management, government affairs, corporate communications, environmental and regulatory. She also chaired the board of a \$14B state pension system. After retiring from NiSource in 2021 she was elected to the Board of Directors of Spire.

BOARD ACTIVITIES

Director, Spire Inc. 2021 to Present

Elected to the board of the nation's fifth largest natural gas utility holding company serving 1.7 million homes and businesses through its gas utilities in Alabama, Mississippi and Missouri. Spire's natural gas-related businesses include Spire Marketing, Spire STL Pipeline and Spire Storage. Spire has \$3.7B market cap and \$2.3B revenues, and is headquartered in St. Louis, Missouri. Member of the Audit and Strategy Committees of the Board. (NYSE: SR)

Advisory Board Member, Fifth Third Bancorp, Chicago Region 2013 to Present

Appointed to the Chicago region advisory board of this Fortune 500 NASDAQ listed diversified financial services company. (NASDAQ: FITB)

Chair, State Universities Retirement System of Illinois 2009 to 2013

Gubernatorial appointee to \$14BB pension system that serves 65 employers, including state universities, community colleges and state agencies, and provides benefit services to over 200,000 members worldwide. Board leadership of investment oversight and benefit plans administration, in context of political and budget challenges.

Chair, Illinois Board of Higher Education 2007 to 2013

Gubernatorial appointee to State of Illinois oversight board for all colleges and universities operating in Illinois, including approving new units of instruction and shaping statewide higher education policy through development of a 10-year strategic plan.

CAREER HISTORY

Chief Executive Officer & President – COLUMBIA GAS OF MASSACHUSETTS 2020
Wholly owned subsidiary of NiSource Inc. and one of the largest gas utilities in the Commonwealth operating nearly 5,000 miles of pipeline serving 325,000 customers with \$300 million in revenue.

- Led 800+ employees in a post-crisis environment with a focus on pipeline integrity, reliability, customer safety and service, compliance and employee engagement.
- Managed operations through Covid-19 pandemic.
- Drove enhanced leadership focus on safety and compliance.
- Oversaw crisis response to an incident that resulted in a death, injuries and property damage, including resolving litigation, state and federal investigations, and a Department of Justice investigation.
- Negotiated plea agreement resolving DOJ investigation leading to appointment of federal monitor.
- Led negotiations for sale of subsidiary and a comprehensive settlement with key government officials.
- Elevated to CEO and led company until sale closed in October 2020.

Executive Vice President & Chief Legal Officer – NISOURCE INC. 2007 to January 2021
One of the nation's largest fully-regulated utility companies (NYSE: NI) with \$9 billion market cap and \$5 billion in revenue, providing natural gas distribution, and electric generation, transmission and distribution services to nearly 4 million natural gas and electric customers located across seven states in the Midwest to New England.

- Responsible for all legal functions, corporate governance, regulatory strategy, federal government affairs, ethics, environmental, safety, sustainability, data privacy, corporate communications and human resources.
- Advisor to the Board on crisis management, strategic planning and transactions, shareholder activism, risk management, ESG, director refreshment and CEO succession planning.
- One of seven executives defining and implementing the company's long term strategy in period of changing customer demand and industry evolution towards renewable, cleaner, and more technologically advanced energy.
- Developed ESG strategy and engaged with key investors on sustainability approach, including electric grid and gas portfolio modernization.
- Led multiple strategic transactions, including initial public offering of master limited partnership, tax free spin-off of pipeline and storage unit, divestment of non-core businesses, and sale of an operating company.
- Executed numerous strategic financing initiatives, including forward equity issuance, at-the-market equity issuances and corporate recapitalization program.
- Founder of women's leadership program leading to enterprise-wide diversity program.

President, Illinois – AT&T, INC. (formerly SBC Communications) 2001 to 2006
The \$8B, 19,000 employee business in the AT&T portfolio formed through SBC Communications' aggressive M&A strategy, including acquiring Ameritech in 1999, AT&T Corp in 2005 and BellSouth in 2006.

- Recruited to lead industry, community, regulatory and government relations functions.
- Drove cultural change during transformation from a traditional "Baby Bell" into a diversified communications and entertainment provider.
- Developed strategies to enhance company's brand with regulators, legislators and customers in a challenging environment.
- Partnered with operations, sales and marketing to proactively develop strategies and execute tactics to grow profits, including pricing flexibility and entry into new markets.

Practice Group Leader / Partner – SCHIFF HARDIN LLP 1986 to 2001
Led the Energy, Telecommunications and Public Utilities practice group at national law firm. Key counsel to firm's largest clients on unique strategic, business, market and industry issues stemming from a changing competitive landscape.

Associate Counsel – FLORIDA OFFICE OF PUBLIC COUNSEL 1986
Staff Counsel – FLORIDA PUBLIC SERVICE COMMISSION 1983 to 1985

OTHER CIVIC AND BOARD LEADERSHIP

Vice Chair and Director, Lincoln Presidential Foundation 2002 to Present
Trustee, Chicago Architectural Center 2015 to 2021
Director, Lyric Opera of Chicago Board 2002 to 2018
Member, American Bar Association Commission on Women in the Profession 2012 to 2015
Vice Chair and Director, Chicago Urban League 2002 to 2013

EDUCATION

Juris Doctor – Florida State University 1982
Bachelor of Arts, Finance – University of Illinois, Champaign-Urbana 1979