

DOE Equity

From: Bill Linton [mailto:Bill@lintonconsulting.com]

Sent: Sunday, April 01, 2018 10:24 PM

To: Donald Hoffman <Donald.Hoffman@excelservices.com>

Subject: U.S. Export Strategy - Consolidated Meeting Notes and Actions (22 Recipients)

Transmitted are consolidated meeting notes from our Strategy session on 3/13/18. Thanks to all of you who joined in and shared your input.

We are sending this to all participants and a few others who have expressed interest in supporting actions.

We are looking for your further input and ideas. Where we want to go from here? Please review and consider:

- Other/missing items - What else you would add

- What role do you see for yourself or others in your organization?
- How can you directly assist?
- How can we fund the strategy development and subsequent program execution?

Donald and I are planning to call you for a phone discussion to further detail the document, plan and action items. Notice the worksheet at the end intended to stimulate thoughts for assignment of roles, responsibilities and actions.

We look forward to talking with you in the coming weeks.

Bill Linton

Principal

[Linton Consulting](#)

864 901 5398

Meeting Issues - Strategy Input Session 3-13-18

Bethesda North Marriott

(Consolidated/Modified/Edited)

<u>Overarching Strategies</u>	<u>Initiatives</u>
1. Political Will for Nuclear Power <ul style="list-style-type: none">– Nuclear Power a National Priority– U.S. Technology Leadership for safety, security, nonproliferation, profit– Holistic approach	<ul style="list-style-type: none">1. Strategic Level agreement of benefits: -- political/policy/relationship/ technical2. NP on Leaders' Agenda –USG, Congress and Business (Conduct Briefings); an Imperative for U.S. security3. NP to Remain 20% - 30% or more of U.S. Electricity Production; Energy Security4. U.S. to Encourage NP Globally; IAEA involvement/influence5. Sustain U.S. NP technology leadership for Safeguards & Security6. Recognize the Economic value of U.S. NP exports.7. Recognize the necessity for rebuilding & sustaining a U.S. NP supply chain
2. U.S. Commercial Nuclear Industry -- "One Voice; One Vote"	<ul style="list-style-type: none">1. Collaboration & Cooperation among industry companies for U.S. and Global benefits2. Track Industry 'Bottom Line'; collaborate for export success & share rewards3. One Voice Messaging: Energy Security, Energy Independence, Infrastructure, Economy, Jobs--all benefits
3. Public Engagement Influence	<ul style="list-style-type: none">1. Make all the unique benefits of Nuclear Power clear2. Public messaging and education at all levels3. Illustrate economic benefits in relevant states, cities

Challenges

Solutions

1. DOC / DOE / DOS Limitations	<ol style="list-style-type: none">1. Provide flexibility without changing industry2. Support Industry in USG presentations3. Sell both U.S. Industry and National Lab services for strategic national benefit4. Differentiate application of Restraint of Trade laws in export markets5. TeamUSA - Expand purview in support of U.S. content in global markets6. More open support from each agency7. More funding & responsiveness in support of National Goals
2. Export Restrictions 123 Agreement 810, 110	<ol style="list-style-type: none">1. A strong, safe bilateral agreement2. Change concept of 123 gold standard to sustain U.S. global involvement3. Demonstrate benefits for global cooperation & U.S. security, infrastructure, economy4. Acknowledge what happens if we don't change
3. Licensing Approaches	<ol style="list-style-type: none">1. Solve export controls dilemma making it untenable to develop technology in U.S.2. Change NRC Licensing Process3. Make "VDR" like process in US
4. Financing	<ol style="list-style-type: none">1. US EX-IM Bank - Authorization & Board of Directors - A National Priority2. Remove roadblocks for other financing agencies3. EX-IM support for NP deals & U.S. content4. Policy / Messaging to value nuclear5. Government to Government Quid-Pro-Quo deals (Like China)6. Establish Country & Opportunity priorities: Emerging Vs. Mature
5. U.S. Industry Supply Chain Development, Competence, Capabilities & Quality Behaviors Once Contracts Obtained	<ol style="list-style-type: none">1. Updated Catalog of US Suppliers & Capabilities2. Hunt in Packs--Share Rewards3. Bottom line of project4. Honor commitments5. Quality – on schedule/on budget6. Uphold U.S. Reputation (not only Company)

6. Global Market Intelligence, U.S. Industry Promotion and Conference Participation	<ol style="list-style-type: none"> 1. Achieve better information flow 2. Assess every conference & intelligence gathering / promotional opportunity 3. Develop screening criteria (country priorities, strategic/commercial value, others) 4. Assure U.S. represented at each qualified opportunity; Coordinate participation 5. Provide DOE/DOC/DOS and commercial sponsorship & support 6. Promotion at each one to support U.S. Strategy (U.S. Pavilion: USG Departments and Companies to be represented) 7. Intelligence gathered, assessed and shared
7. Leveraging USG Foreign Aid / Support and Relationships	<ol style="list-style-type: none"> 1. Analyze Country competitive strategies (China, Russia, Korea, Canada, France) for Export <ul style="list-style-type: none"> – Note how China and Russia get their way in U.K., Argentina, Turkey, Iran, Pakistan, etc. – Note unity of Korean Industry in UAE 2. Develop strategies to leverage USG foreign aid and trade to support US involvement in Nuclear Infrastructure 3. Collaboration between USG and U.S. Industry in targeting and marketing opportunities 4. Send industry teams with USG teams to inform governments 5. Improve success of future trade missions

Strategy / Action Plan Summary

Overall

8. U.S. Team Export Meeting Summary

- **Vision (10 Year Horizon)**
- **Mission (Develop)**
- **Strategy (How To)**

Big Picture Initiatives

1. Develop Markets, Competition, Plan Details
 - Where Are We Now?
 - Where Do We Want to Go?
 - How Will We Get There?
 - How Much Will It Cost?
 - Who Will Do It?
2. Develop Roadmap for Market Dominance; U.S. Nuclear Power Industry/Government Playbook: Companies/Suppliers, Agencies, Labs, Advisors, Associations
3. Establish reasonable targets for country / product exports and American content Vs. local content
4. Leverage USG leaders who support NP
5. Remove legislative and policy roadblocks; leverage U.S. Relationships and Strengths
6. Establish a global Market Intelligence collaborative to cover selective conferences and Communicate U.S. Messaging
7. Establish Teams to Target and Coordinate Priority / Select areas and Development: Saudi, India, Poland, South Africa. Pick a few for big wins
8. Provide greater USG support for R&D such as large scale investments for U.S. advantage: Studies, Pilot Plants, Advanced Reactors (both in U.S. and outside)
9. Seek to modify IAEA Milestone document for SMRs & ADRs (differentiate)
10. Consider bold strategies such as spent fuel take back (like Russia)
11. Financing offers (like China)
12. Work with Administration that wants to something bold. Make America's NP industry great again.

Worksheet - Strategic Action Plans & Roles (To Be Developed)

Organization	Primary Role in Strategy / Action Plan	Who?	When?
All	Examples: Input in 3/13 strategy session; interviews for input & action plans; coord. own organization; networking; market intelligence; follow up meetings; conference participation; introductions; budgeting & funding; support		Plan by 6/30; Progress Dec.
DOC		Jon Chesebro Cameron Dorsey Secretary Ross	
DOE		Ed McGinnis Andrew Richards Michelle Scott Secretary Perry	
DOS		Al Burkart Kirsten Cutler Secretary of State	
NRC		Chairman Svinicki Others	
NEI		Carol Berrigan John Kotek	
EX-IM Bank		Geoffrey Jones	
AECOM		Scott Reader	
Curtiss-Wright		Gary Wolski	
Exelon			
GE Hitachi		Jon Ball Jay Wilemon	
Gowling		Paul Murphy	
Morgan Lewis		Steve Burdick	
NuScale		John Hopkins Chris Colbert	
Pillsbury		Jeff Merrifield	
Southern Co.			
TerraPower		Tara Neider	
Westinghouse		Mark Fecteau	
WinstonStrawn		William Horin Tyson Smith	
Who Else?			
Other EPCs			
Other 1			
Other 2			
Organizers		Donald Hoffman Bill Linton	