



At the NRC public meeting back in March for the SCWE letter we received in January, we committed to providing the Synergy Survey executive summary, the final report from the Independent Assessment Team or IAT, and the final report from the USA Assessment. Today, we are mailing these assessment results to the NRC and within the next week, they will be posted publicly on their website. We're providing them the material early so that they have plenty of time to review it prior to the follow-up public meeting, now scheduled for June 16.

I told you we would get the information out to our employees before they get released publicly, and we are doing that. This is how we are going about it. Yesterday, we put together a communication package for our leadership team. Today, our leadership team is out speaking to employees about the results of the assessments and the five focus areas that resulted – SCWE, Work Management, Corrective Action, Roles and Responsibilities of Supervision at All Levels, and Facilities / Housekeeping. Later this afternoon, the reports will be placed on our SCWE Web Page for your review. I encourage you to take a look at them, and if you have questions or comments talk with your manager or send me a note.

I must say I'm pleased with the effort that went into these comprehensive studies and I'm confident that they identify the issues we need to address to improve our performance. I am also pleased that the assessments confirmed that neither the public nor the plants have been placed at risk.

However, I'm not satisfied with the status of our Safety Conscious Work Environment or behaviors that may have created the impression that we are putting production over safety. This is simply not the case, and when we meet with NRC in June, we'll outline our plan for making improvements in this area.

I am proud that you all felt both the freedom and responsibility to voice your opinions through these assessments and thank you for it. To continue to improve, we must continue to build an environment where you are free to raise concerns, those concerns are effectively considered and resolved, and we ensure there is no retaliation. This must be at the heart of everything we do.

Highest Regards,

A handwritten signature in black ink, appearing to be "Roy Anderson". The signature is stylized with a large, sweeping loop at the bottom.

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