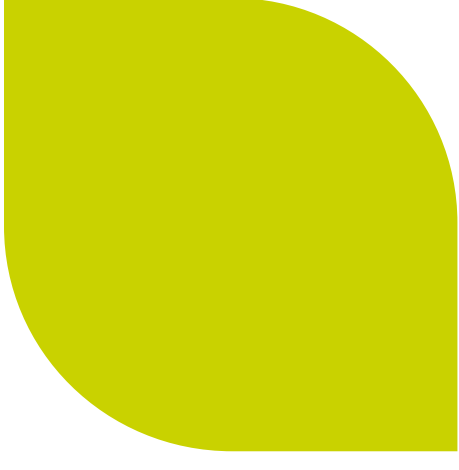


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forward-looking energy

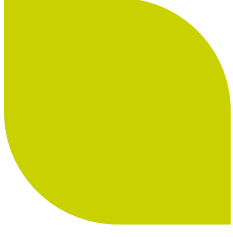


AREVA Richland, Washington Fuel Manufacturing Facility License Performance Review

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Agenda

- ▶ **Site Activity Overview**
- ▶ **Site Safety – Focused Areas for Continuous Improvement**
 - ◆ **Workforce Culture**
 - ◆ **Leadership Effectiveness**
 - ◆ **Facility & Safety Program Improvement**
- ▶ **Summary/Conclusion**



AREVA Horn Rapids Road (HRR) Site

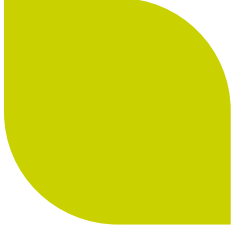
- ▶ **All AREVA U.S. Fuel manufacturing activities now conducted at the Richland, Washington site**
 - ◆ UF6 conversion to bundle assemblies, serving PWR and BWR fuel markets in the U.S., Japan and Taiwan
 - ◆ PWR fuel manufacturing relocated from Lynchburg, Virginia since 2011
 - ◆ Relocation of Erwin, Tennessee Blended Low Enriched Uranium (BLEU) material storage and processing completed in May of 2013
- ▶ **The site continues to offer the broadest portfolio of unique services to the industry for Uranium recovery from various material sources, 30B cylinder washing & recertification and non-irradiated fuel dismantling**

Richland Site is AREVA's Center of Excellence for Fuel Manufacturing Activities in the U.S.

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AREVA Pillars of Operational Excellence



We deliver clean energy solutions for a better tomorrow

OPERATIONAL EXCELLENCE



SAFETY. First and foremost, the critical success factor for our people, products and services.



QUALITY. First time, every time.



PERFORMANCE. Fueled by our people and innovation for our customers.



DELIVERY. Reliable, predictable and consistent.

FRONT END BG – Fuel BU

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Focus on Culture and Leadership



- ▶ **Workforce Culture**
 - ◆ Safety priority over production
 - ◆ All employee involvement in identification of safety concerns
 - ◆ Excellence in workplace housekeeping
 - ◆ Operations conducted per AREVA US Standards of Operational Excellence
 - ◆ Continuous awareness and training

- ▶ **Leadership Effectiveness**
 - ◆ Clear roles and responsibilities / Reinforced accountability
 - ◆ Management in the field
 - ◆ Supervisors in role
 - ◆ Timely and effective resolution of employee concerns

***Emphasis on Traits of a
Healthy Nuclear Safety Culture***

FRONT END BG – Fuel BU

Richland License Performance Review April 9, 2014



Facility/Safety Program Improvements

- ▶ AREVA committed to equipment aging management via active monitoring and reinvestment
- ▶ Reliability Excellence Roadmap with action plan
- ▶ Improved robustness of facility and process controls
 - ◆ Change management
 - ◆ Reduced reliance on administrative controls for IROFS
- ▶ Improved Employee training
- ▶ AREVA Cyber Security improvement plan launched in 2011
- ▶ Overall facility housekeeping improvements driven by 5S standards



Summary/Conclusion

- ▶ **AREVA Management is committed to compliance with all regulations and licenses requirements**
- ▶ **AREVA Management is committed to conduct business in a manner that delivers leading Environmental, Health and Safety performance**
- ▶ **AREVA Management is committed to continuously improve, engaging the entire workforce on this path**

In line with AREVA Values and Commitments, the Management at AREVA HRR will continue to place Safety and Regulatory Compliance as #1 priority



Questions?