

Achieve Excellence in Nuclear Fleet Operations

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2013 NORTH AMERICAN ISOE ALARA SYMPOSIUM

Hyatt Regency Pier 66 Fort Lauderdale, Florida
January 6 - 9, 2013



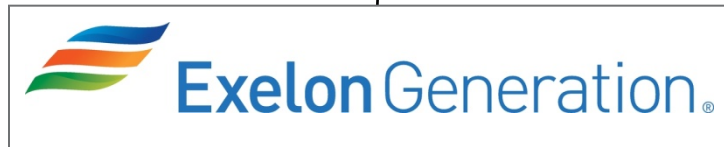
Exelon Generation®

Exelon Overview



Exelon®

- Ranked #1 Gas & Electric Utility in U.S. Fortune 500
- \$32.7 billion (USD) in annual revenues
- Over 34,000 MWe of Generating Capacity



- Largest nuclear fleet in U.S. (17 reactors at 10 sites)
- U.S. leader in safety, efficiency and innovation



- Operator of 5 reactors at 3 sites

Traditional Transmission and Distribution



- ComEd and PECO distribute electricity to 5.4 million customers in Pennsylvania and Illinois



- PECO distributes gas to 485,000 customers in southeastern Pennsylvania



- BGE distributes electricity to 1.2 million customers and distributes gas to 700,000 customers in Northeast Maryland

Exelon Overview

Exelon Generation

Power Generation



- Largest merchant fleet in the nation (~35 GW of capacity), with unparalleled upside
- One of the largest and best managed nuclear fleets in the world (~19 GW)
- Significant gas generation capacity (~10 GW)
- Renewable portfolio (~1 GW), mostly contracted

Constellation



- Leading competitive energy provider in the U.S.
- Customer-facing business, with ~1.1 M competitive customers and large wholesale business
- Top-notch portfolio and risk management capabilities
- Extensive suite of products including Load Response, RECs, Distributed Solar

Exelon Utilities

ComEd, PECO & BGE



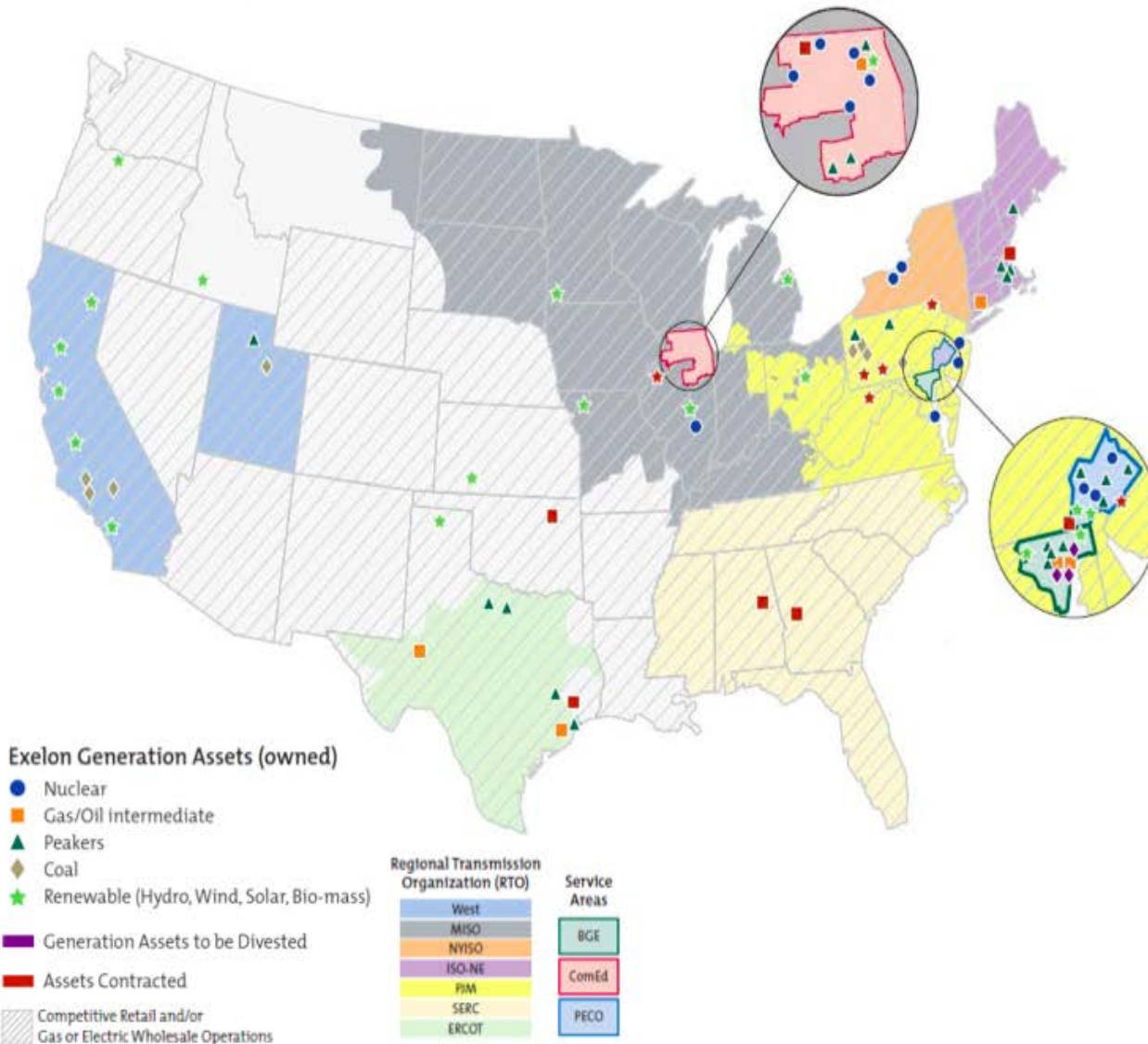
- One of the largest electric and gas distribution companies in the nation ~6.6 M customers
- Diversified across three utility jurisdictions – Illinois, Maryland and Pennsylvania
- Significant investments in Smart Grid technologies
- Transmission infrastructure improvement at utilities

Competitive Business

Regulated Business

Exelon is the largest competitive integrated energy company in the U.S.

National presence gives us a unique platform to perform and grow



Power Generation

Operations in seven RTOs, with strong positions across PJM, ERCOT & New England

Constellation

Serves more than 2/3rds of the Fortune 100 companies in the U.S.

Exelon Utilities

Large urban presence with operations in three states – IL, PA and MD

Coast-to-coast presence with operations in 47 states and Canada

Consistent Performance

Largest U.S. nuclear fleet

- 13 sites with 22 reactors
Third largest in world

Premier U.S. nuclear fleet

- High fleet capacity factor:
93.3% in 2011
>93% average since 2000
- Low fleet production costs:
\$18.22/MWh in 2011
- Short refueling outages
25 day average since 2001
versus 42 days U.S. industry average in 2011
- Strong reputation for performance
- Excellent safety performance as measured by INPO* index



* Institute of Nuclear Power Operations

Technology Diversity



2000

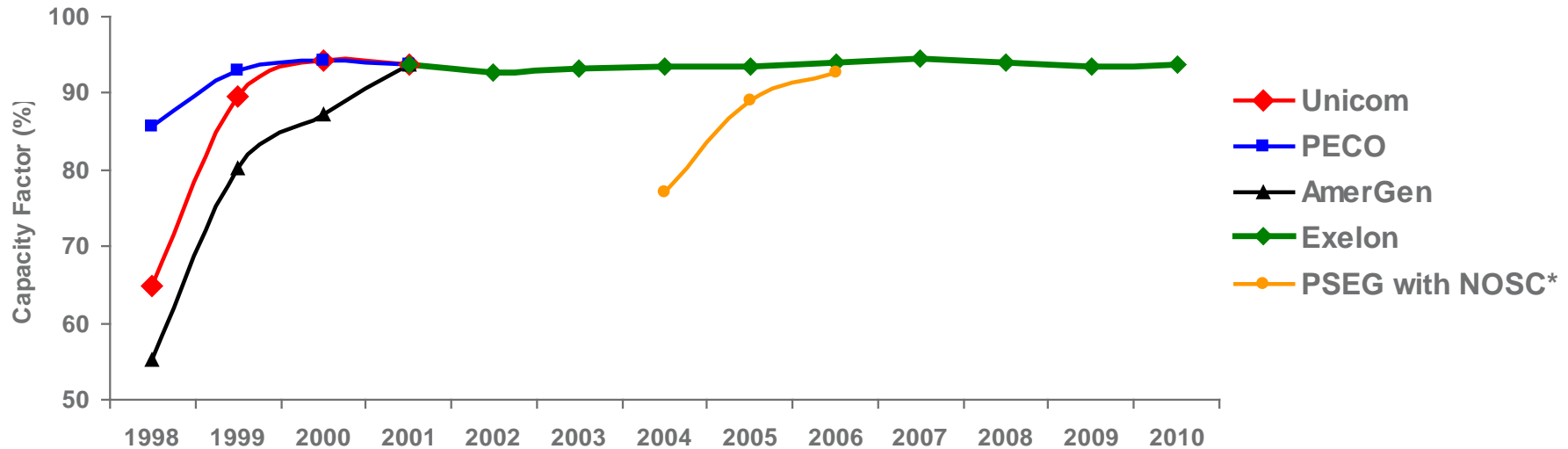
2004

2005-2006

2012

Proven Results

Transferability of Exelon Nuclear Management Model

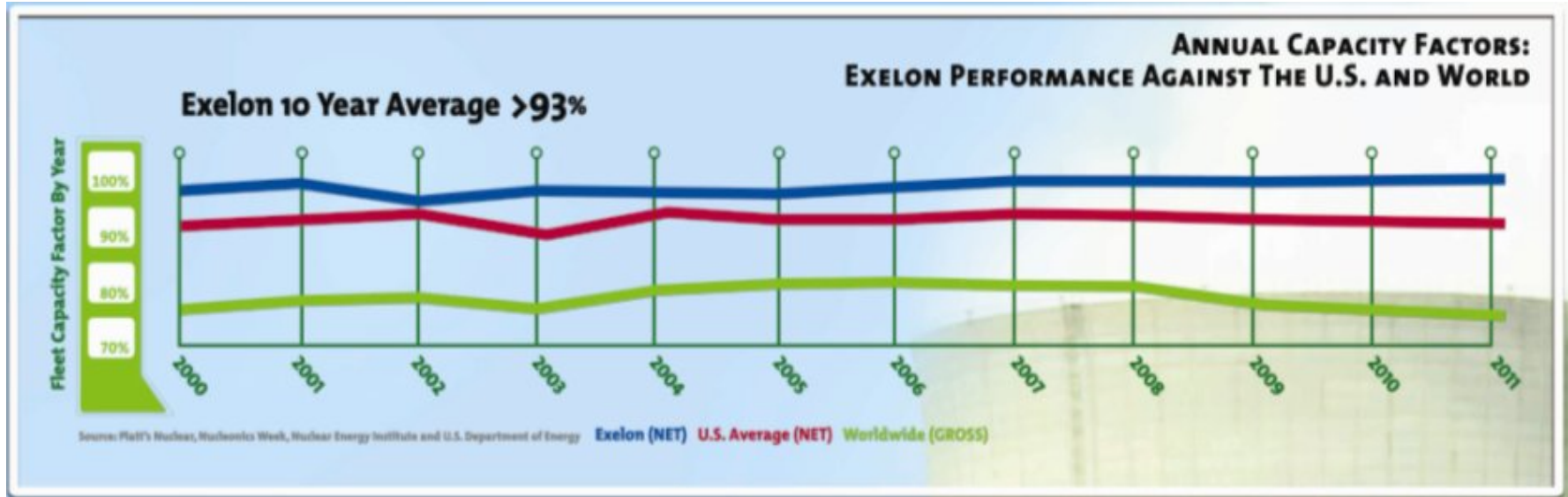


- ✓ Exelon Nuclear has implemented its Management Model in 20 units, with sustained similar excellent results
 - Capacity factor is consistently high and averages 94%

The Exelon Nuclear model works – and is scaleable

* Nuclear Operating Services Contract

Exelon Performance Compared to the U.S. and World

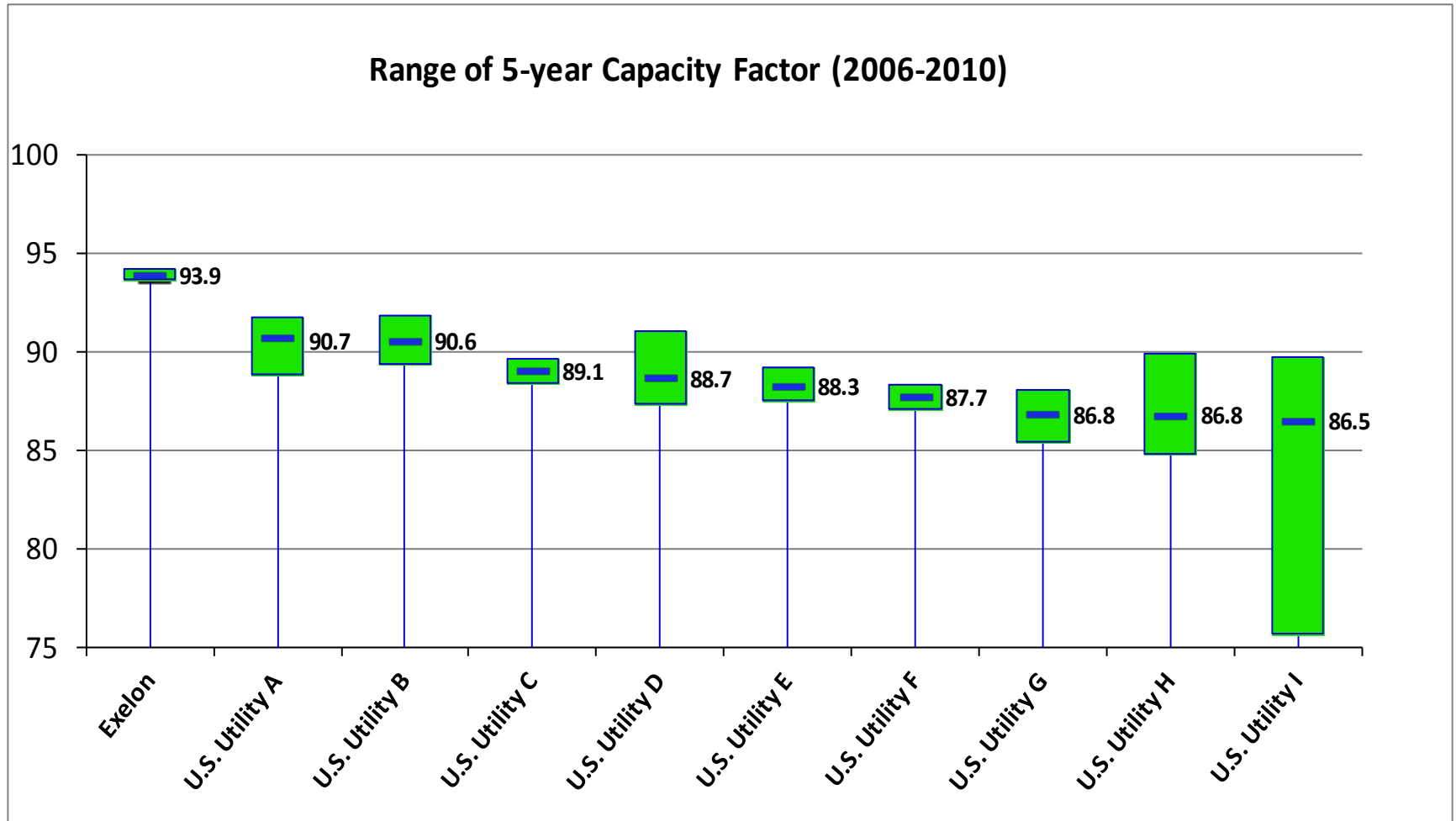


- ✓ Exelon Nuclear has implemented its Management Model in 20 units, with sustained similar excellent results
 - Capacity factor is consistently high and >93%

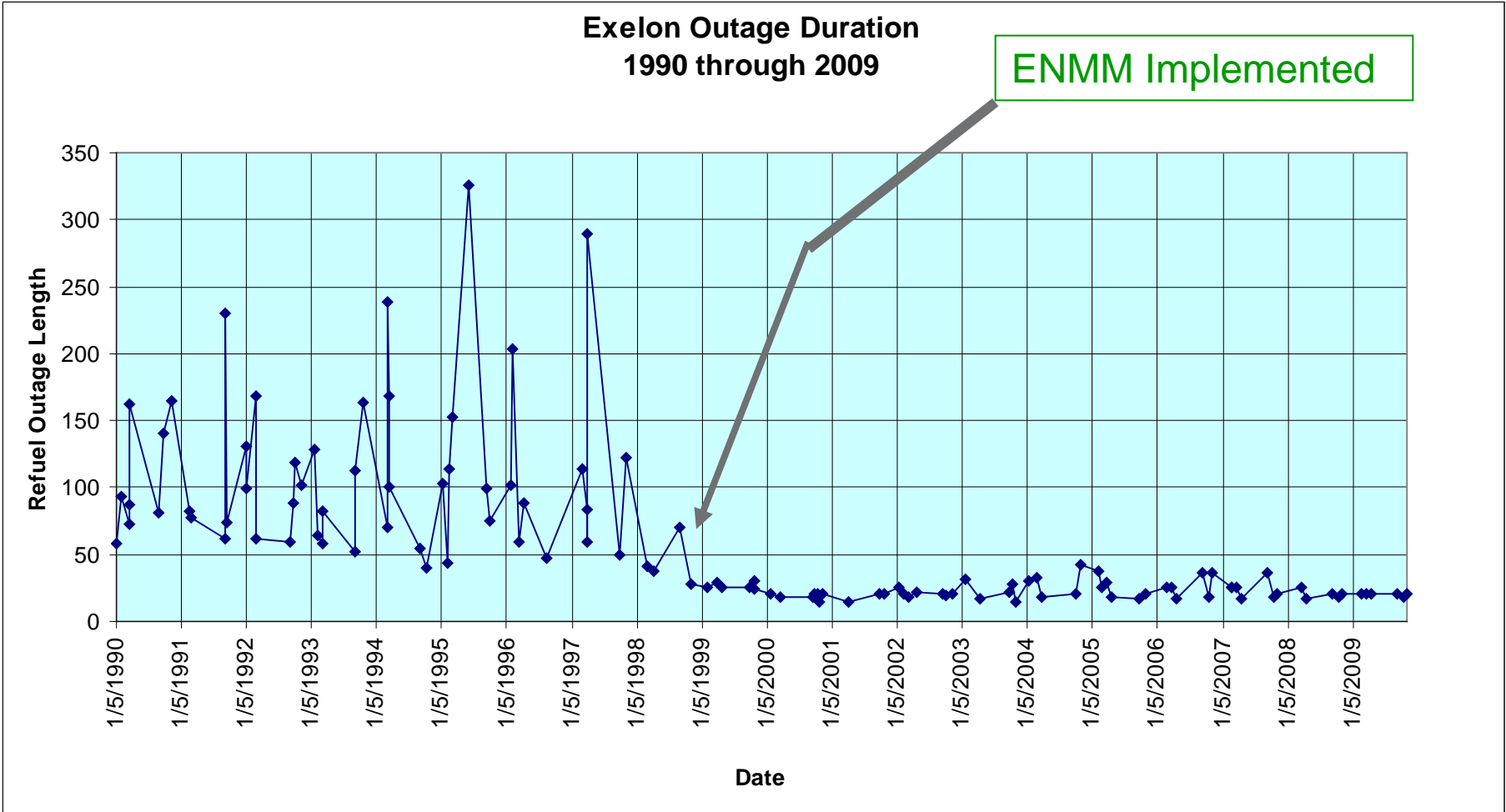
The Exelon Nuclear model works – and is scaleable

Consistent Results – Capacity Factor

SUPERIOR OPERATIONAL PERFORMANCE



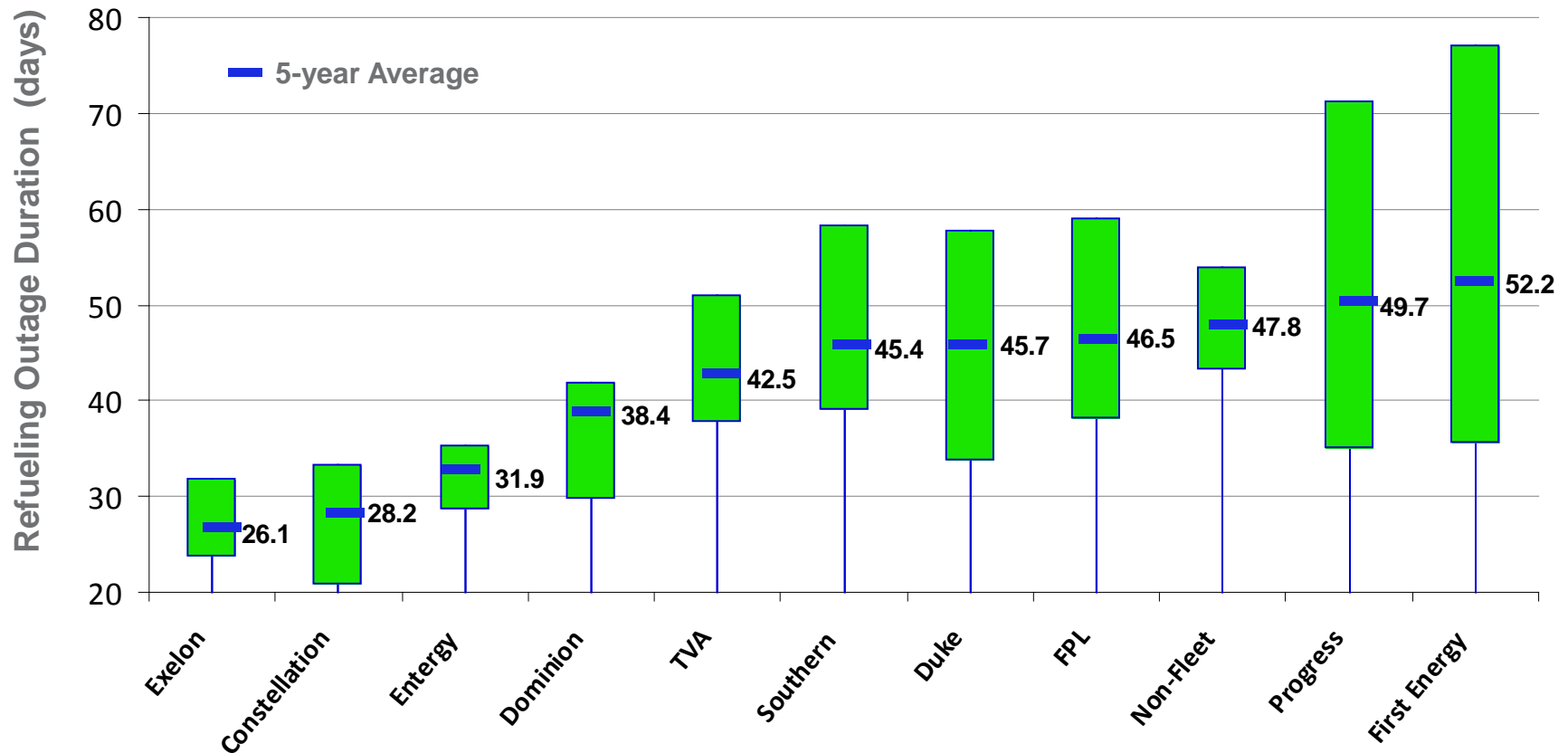
Consistent Results – Refueling Outage Length



Exelon Nuclear Outages

CONSISTENT REFUELING PERFORMANCE

Range of Nuclear Refueling Outage Duration (2006 - 2010)





What drives this continuous Performance?

The Exelon Nuclear Management Model

A Robust Model: The *Exelon Nuclear Management Model*



Key Monthly Performance Indicators

Preface

The **Exelon** *Business Planning and Performance Management Process* establishes the strategic direction; sets the business plan goals and content; and provides objective performance indicators to evaluate and conduct performance reviews of the fleet. This enables the organization to focus on results that promote safe operation, sustain improved performance, and strengthen management accountability.

Approach

Implementation of the *Business Planning and Performance Management Process* is executed through the application of four primary elements: Vision, Business Plans, Performance Measures, and Performance Reviews.

Results Achieved

Following this process has enabled **Exelon** to set clear goals for the fleet and established appropriate and timely review to ensure that safe, productive, cost effective results are achieved.

Vision

- The Senior Management Team establishes the vision and the strategic direction for the fleet. The vision is that " **Exelon** will be the best operator of nuclear plants world-wide".
- Benchmarking data is collected and analyzed to determine the key drivers that impact the strategic direction. These drivers are used to determine the direction and level of performance that must be achieved to attain the strategic direction.

Business Plans

- The goal setting process is convened on an annual basis to reaffirm the strategic direction and assess the current gaps in performance. A review of performance gaps between current and targeted performance is conducted so that the key targets (goals) may be set for the next three years. During this time, the major strategies, initiatives, and projects are identified.
- Goals are established for the key targets at the distinguished, target and threshold levels. Focus is always on the distinguished goals.
- Business Plans are prepared and are consolidated into focus areas that align with the *Nuclear Management Model* (Operational Execution and Nuclear Safety, Commercial Excellence – Production and Cost, Workforce Effectiveness and Safety, Asset Management, and Environmental Management).

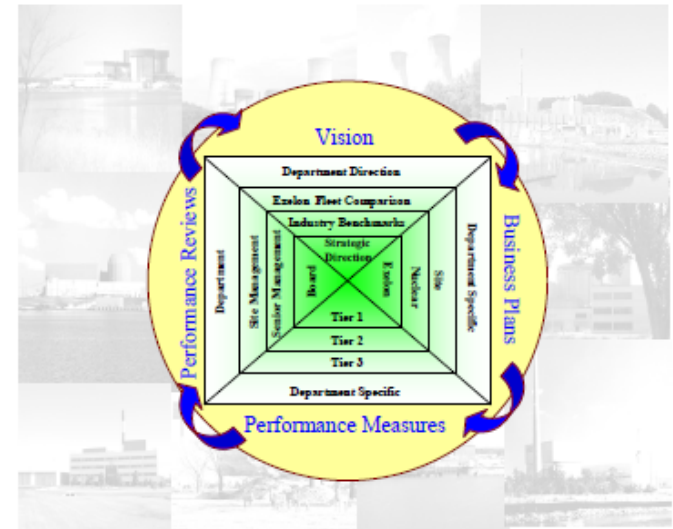
Performance Indicators

- A common process implements the indicator program across the fleet. The process includes standard definitions, indicator display, performance reporting and analysis.
- Indicators are grouped into focus areas that align with the Business Plans and *Nuclear Management Model* (Operational Execution and Nuclear Safety, Production and Asset Management, Cost, and Workforce).

Exelon



*Driving Results to Ensure
Safe – Reliable – Cost Effective
Operations*



Business Plan Performance Summary

Senior Management Report

May 2011

Company Confidential

Business Planning Process



ENP Product Offerings

✓ Nuclear Operating Services

- Broad spectrum of support from targeted consultative performance improvement engagements to a comprehensive full facility management contract

✓ Performance Improvement Services

Examples:

- Plant capacity factor improvements
- Outage duration optimization
- Equipment reliability
- Fuel Procurement
- Operating License Renewal
- Training

✓ New Nuclear Plant Development Services

