

APRIL 2023 COLLABORATION UPDATE

It is hard to believe it has only been three months since I returned to COG – while the time has flown by, we have accomplished so much working together. I am proud of what we have achieved and even more excited about all that is ahead of us.

I have spent a lot of time over the past few months connecting with you, COG's members, suppliers, and partners. From my conversations, COG continues to be the industry go-to for the reason we were first established almost 40 years ago - to maintain CANDU performance excellence. And today, we are increasingly being sought out for our unique capability to foster industry collaboration and alignment as momentum grows for advanced technologies and new builds.

As you are likely aware, the recently released Canada 2023 budget was great news for nuclear. In the words of CNA CEO John Gorman, "...nuclear is now recognized as a fundamental and necessary component of Canada's low carbon energy system."

To that end, my priority is to ensure that COG is prepared and sustainable for the future, so we can continue to deliver high-value collaboration, support and expertise.

Q3 Highlights

I am pleased to report that COG delivered strong performance for our members and nuclear partners over the third quarter of our 2022-23 fiscal year (October-December, 2022).

The **Research and Development** team is working cohesively and effectively under new leadership. As we head into Q4, R&D is projecting strong performance trending towards 94% budget spent or better.

In 2023/24, the team's main strategic goal is to perform a review and refresh of the COG R&D programs, to ensure clear alignment with member priorities based on current industry initiatives, and to review the prioritization criteria for applicability across all programs.

Joint Projects has also had a strong year. Some very large projects such as Phase 5 of the Fuel Channel Life Management (FCLM) project will be finalized just past our fiscal year end and moving into FY 2023/24, and new Pressure Tube Surveillance work is being developed for the next fiscal year.

Strategically, this team is focused on the potential to support refurbishment work in the C6 fleet, bulk procurement, and continued support for fuel channels to ensure our Members reach their long-term operational targets. In addition, services such as CANPAC, CANIAC and CIQB are all forecasting higher demand.

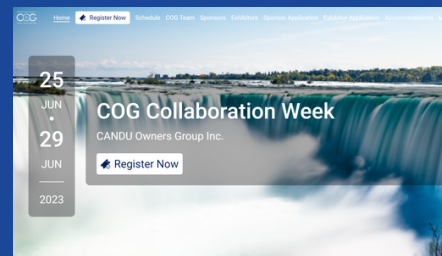


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A key focus for **Information Exchange** in the first half of 2023 is planning for **COG Collaboration Week (CCW)**, which is scheduled to take place June 25 to 29, 2023 in Niagara Falls, Ontario. The theme of 2023 CCW is Asset Management and Innovative Solutions. The event will include peer group sessions and interactive workshops and will be the venue for COG's Annual General Meeting. CCW will also host networking events and opportunities for participants to connect with fellow Canadian and International COG members, suppliers, industry experts from EPRI, IAEA, WANO, UNENE and other partner organizations.



We have a number of industry stakeholders already confirmed to attend, and will kick off the week with a plenary and discussion panel featuring myself, Gary Newman- Chief Engineer and Senior VP, Engineering, Bruce Power, Chris Cunningham- Vice President Nuclear Projects, OPG, Mark Woodby- Director Engineering, EPRI, and Jerry Hopwood- President, UNENE (University Networking Excellence in Nuclear Engineering).

CCW will also be the venue for the CANDU 6 Fleet Steering committee's annual face-to-face meeting. While this is usually a closed session, part of the meeting will be open to all utility participants and suppliers for the exchange of information, OPEX, and collaboration ideas/opportunities on select topics by key program areas.

We have a full agenda and several great opportunities to network, exchange information, and explore new opportunities for innovation and collaboration. We hope you will join us.

[Click here for full CCW schedule and registration info.](#)

Note that we have a limited number of hotel rooms available at the preferred rate and they are filling up quickly.

A big thank you to our early sponsors – Kinectrics, PCL Construction & SNC Lavalin/CANDU Energy. There are still [sponsorship](#) and [exhibitor](#) opportunities available – please contact CCW@candu.org with any questions.



With the return to in-person collaboration and training, COG's leadership training courses, offered through **Learning and Development**, have gained the attention of our international members, with the first-ever Senior Leadership course to be delivered in India in May 2023 and a number of upcoming courses scheduled for leaders at Cernavoda NPP in Romania.

Our **Nuclear Safety and Environmental Affairs (NSEA)** program continues to drive common industry approaches and best practices to CANDU regulation in Canada and worldwide, with recent areas of focus such as IAEA's Equipment-Based Approach to Safeguards; REGDOCs updates and CSA Standards. Through COG's CEO SMR Forum the industry is working towards alignment on a robust approach to managing new nuclear waste, and follow-up with the federal government on funding for SMRs is ongoing.

The COG-CNA Nuclear Waste Council is undertaking alignment of industry messaging on nuclear waste, and also assisted with the coordination of the work needed to assess the impact of NRCan's new draft Policy Framework and NWMO's Integrated Strategy for Radioactive Waste on current Industry practices.

We are pleased to report that KHNP signed a new Membership agreement with NSEA for the period of October 2022 to September 2025.

COG Leadership Updates

On April 4, 2023, **Ann Palen** (left) was formally appointed by COG's Board of Directors as Treasurer and Chief Financial Officer. Ann has extensive qualifications and experience for this role, from her time at COG as Senior Business Manager since January 2009, and more recently as acting Director, Corporate Services and CFO since September, 2021.

(Centre) **Yevgenia Kravtsova** joined COG's R&D team as Program Manager, Chemistry, Materials & Components. Yevgenia brings many years of experience in the nuclear industry and will drive effective program delivery for COG members.

(Right) **Louisa Kwan** joined Business Services in the role of Program Director, Finance & Business Planning. Louisa brings many years of finance and strategic experience in the nuclear industry and will play a key role supporting effective delivery of COG's business plan and strategic objectives.



Upcoming industry events:

April 23-26 - Canadian Nuclear Society CANDU Maintenance & Nuclear Component Conference - Join me, Ontario's Minister of Energy Todd Smith, Chief Nuclear Engineers Jennifer Lennox (NB Power) and Mark Knutson (OPG), and Gary Newman, Chief Engineer and Senior VP of Engineering (Bruce Power) for an in-depth update on the latest developments and advancements at the Canadian nuclear utilities. [Conference and registration info is available here.](#)

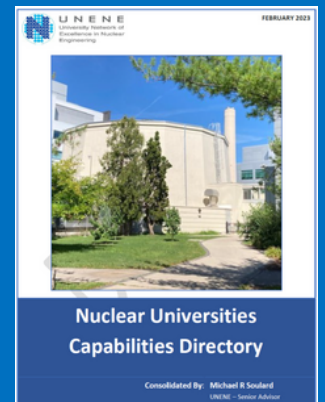
June 4-7 - We are also looking forward to participating in and being an exhibitor at [CNS' annual conference](#) in Saint John, New Brunswick. This year's theme is 'Shifting the Paradigm of Thought' and I look forward to providing an update on COG activities that are helping our members and partners to deploy new technologies and innovations and to develop the next generation of nuclear leaders.

UNENE Nuclear Universities Capabilities Directory

Recently, the University Network of Excellence in Nuclear Engineering (UNENE) released the first edition of its [annual UNENE Universities Capabilities Directory](#). The directory provides members, stakeholders, and interested collaborators with an overview of the wealth of programs, experts and facilities at our member universities.

By building stronger collaboration between R&D suppliers and university researchers we greatly leverage the capabilities and strengths of both. We get our next generation of bright scientists and engineers engaged on nuclear industry problems and challenges, and create and maintain a talent pipeline of highly skilled nuclear specialists capable of supporting the industry's most complex technical issues.

Research collaborations tend to accelerate knowledge creation and transfer. Universities excel at fundamental research and technology innovation. Working with our experienced R&D supplier experts accelerates the learning on both sides by fostering knowledge transfer and utilization.



Strengthening International Engagement

In-person connection, strong relationships and engagement with our international members continue to be key areas of strategic focus. At COG, we represent the collective CANDU owners globally.

For example, I recently returned from visiting NPCIL in Mumbai. We had a productive meeting and discussed a number of areas for potential collaboration. Notably, we were invited to meet with the Chairman and Managing Director of NPCIL, where we discussed opportunities to enhance their engagement with COG. In the coming years, India is building another ten pressurized heavy water reactors, and looking to build its own indigenous SMR fleet. This, combined with the knowledge NPCIL has already accrued from their current fleet, means there are significant mutual benefits for increased collaboration, information sharing and OPEX access.

The value of collaboration is further reflected through our CANDU 6 (C6) Forum. CANDU 6 Fleet members kicked off 2023 in full swing by holding ten technical meetings during the months of January and February alone.

Technical Subject Matter Experts (SMEs) from SNN, CNNO, KHNP, NBP and NA-SA shared their expertise and experience on the topics of fuel handling, quality level assignment, preventive maintenance deferrals and outage interval extension.

The C6 Fleet is supported by the Joint Projects & Services group. These meetings were scheduled to take advantage of station SME availability between holiday season and the start of a busy spring outage season.

Discussions offered opportunities for C6 stations to learn from the success of their peers and develop strategies to address specific challenges. These technical meetings, in addition to monthly C6 steering committee meetings, help C6 utilities to build a network of subject matter experts that they can rely on to seek support and guidance on urgent issues. With high staff turn-over in recent years at all utilities, the collaboration framework through the C6 Fleet plays an even more important role in sustaining critical CANDU 6 knowledge.

Our collaborative efforts also extend to secondments. We are pleased to have Mr. Jinil Koo at COG on secondment from KHNP for the next two years. We also have interest from SNN and NPCIL to send over secondments to our offices for this coming fiscal year.

With the nuclear industry becoming increasingly global in nature, and new nuclear technologies such as SMRs gaining momentum in Canada and around the world, we are continuously seeking opportunities to support our members through collaboration across jurisdictions. For instance, earlier in April I participated in the CNA/NEI Canada-U.S. Nuclear Energy Forum.



Looking ahead

Now three months into the CEO role, I am confident in our leadership team and strategy, with a clear vision and path for COG's future. While our core focus will always be on helping our CANDU members be successful, we are in a unique position to help bring new nuclear technologies to fruition. I look forward to our continued collective efforts – working together towards a clean energy future is the essence of *excellence through collaboration*.

Until next time,
Rachna