



José Emeterio GUTIÉRREZ

INTERIM PRESIDENT AND CHIEF EXECUTIVE OFFICER OF WESTINGHOUSE

In March 2012, NUCLEAR ESPAÑA had the opportunity to interview him on the occasion of his appointment as senior vice president Nuclear Fuel of Westinghouse, a position that led him to transfer his residence to the United States. How have developed these four years in your career?

It's really difficult to believe that four years have passed already. It has been an outstanding opportunity to work in a global company like Westinghouse. I'm learning a great deal about working in a multinational and multicultural environment. It has also been eye-opening to have access to the most relevant leaders of the nuclear industry around the world. My background is nuclear fuel, so to lead the largest nuclear fuel supplier in the world has been like a dream.

What responsibilities have you assumed since then, not only in the nuclear fuel business, but also in the nuclear components one?

In 2012 I accepted the responsibility of leading the entire Westinghouse nuclear fuel supply chain with factories in the United States, United Kingdom, Sweden, China, Korea and Japan. In early 2014 Westinghouse implemented a series of organizational changes which included moving the responsibilities for the manufacturing and purchasing of all nuclear components supplied by Westinghouse to me. This includes the four Westinghouse sites devoted to manufacturing steam generators, reactor vessel internals or fuel handling machines were transfer to my organization. My new organization also assumed the responsibility of our Global Nuclear Supply Chain function so we can make educated decisions of "making versus buying" components.

The appointment of the President and CEO of Westinghouse Electric Company, Danny Roderick, as President and CEO of the newly created

Toshiba Energy Systems and Solutions business, has led to his appointment as Interim President and CEO.

What does it mean for you to assume the ultimate responsibility for Westinghouse Electric Company?

It's really a big honor and a large responsibility to lead a company like Westinghouse. Westinghouse is recognized internationally as the leader of the nuclear industry. But Westinghouse also has a long history behind it as an innovation company that has to continue. I have a great deal of respect for the job and I'm working hard - day and night - with my team to build the Westinghouse reputation in the industry.

Have there been any other changes in the structure of the company? How the nuclear fuel and components manufacturing that you have led until now is organized?

In fact no other changes have been implemented other than the appoint-



José Emeterio Gutiérrez & Qian Zhimin, President of the CNNC (China).

ment of an Interim SVP of Nuclear Fuel and Components Manufacturing.

What are your immediate goals as president of the company?

I'm approaching this new assignment as if it is permanent. It can't be different in an industry like nuclear that is a long term industry. The first goal is delivering the eight AP1000 reactors under construction in both China and U.S. safely and in accordance to our contractual commitments with our customers. As with all first-of-a-kind projects, we have suffered some delays but we are now on the path to load fuel into the first AP1000 later this year. My second objective is to grow our traditional core business in the areas of Fuel, Services and Components by promoting Innovation. The third high level objective is to develop key talent that exists in the company. The entire industry is suffering a significant talent rotation due to the fact that a lot of the long-standing, good experts who have been part of the industry's history have retired already or are in the process of. This means we have to develop today's talent for the future of our industry.

Since 2011 some countries decided to shut down some of the operating reactors at the time that the launch of new plants in Europe has slowdown, although the Asia-Pacific continues its commitment to nuclear energy. How does your company face this scenario?

This is really a challenge for the entire nuclear industry. Shutting down reactors that are operating safely and reliably is a big mistake that will have long-term consequences for the energy sector. In many countries, nuclear

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energy is being replaced by less efficient energy sources like gas and coal, with increased pollution as the byproduct. Or, with renewable energy sources like wind and solar, sources that don't consistently produce; base load energy can't be replaced by an intermittent one. Fortunately many countries, like China, India, Vietnam or others are looking at the nuclear energy as a safe, clean, reliable and economical way to fill their electricity demand gap that comes as a consequence of their fast growth.

Westinghouse has developed a strategy to enter in new business areas as well as expand upon our presence in new countries, by prioritizing innovation. Westinghouse will continue being the leader in technology. Of course, Westinghouse will be part of the new build plans in all the countries mentioned above. No doubt that the "center of gravity" of this industry is moving step by step toward Asia.

What are the main projects that Westinghouse has underway in the world?

No doubt that the construction of the eight AP1000 Reactors in China and U.S. are the largest projects we have. We are also pursuing opportunities in other countries like United King-

dom, India, as well Turkey and Bulgaria while in partnership with different companies. We have other large projects in our traditional markets - supplying components, like steam generators, fleet outage services, I&C upgrades, diesel generators, D&D, etc. It's also remarkable the level support that we at Westinghouse are providing Ukraine in their energy diversification strategy.

From your international perspective, how will the industry evolve in the coming years?

Our continued priority must be to ensure that safety is never compromised, and for the public to understand that. Following that, in my opinion three things will condition the future of the industry: a) the construction of new reactors, based on GEN III+ technology, in emergent countries, mainly Asia; b) the extension of the life of the operating fleet beyond 40 years and even 60; and c) the safe and economical dismantling and decommissioning of the already shut down reactors, including the solution to the spent fuel storage matter. Companies like Westinghouse must prepare itself for this new scenario and also for the fact that emergent actors will also be part of this new scenario.

No doubt that going forward the value proposition of the nuclear industry is being a safe, clean, reliable and economical energy source.

Could we see you in Spain in the coming months? Maybe at the next Annual Meeting of the SNE, in Santander, in late September?

Unfortunately I'll not be able to attend the Annual Meeting due to a business trip to Ukraine. I really miss my friends of the SNE. I have learned so much working with all of them, but also I have enjoyed their company for many years. I don't have a lot of opportunities to travel home but you can believe me that my wife, Mercedes, and I do not forget the wonderful time that we have spent at the Annual Meetings.

Now that I have had the opportunity to know the nuclear industry in many countries, Spain continues being among the best. Its reputation is very well recognized across the globe and I know for sure that if I'm leading Westinghouse is mainly because of my history with our nuclear industry in Spain.