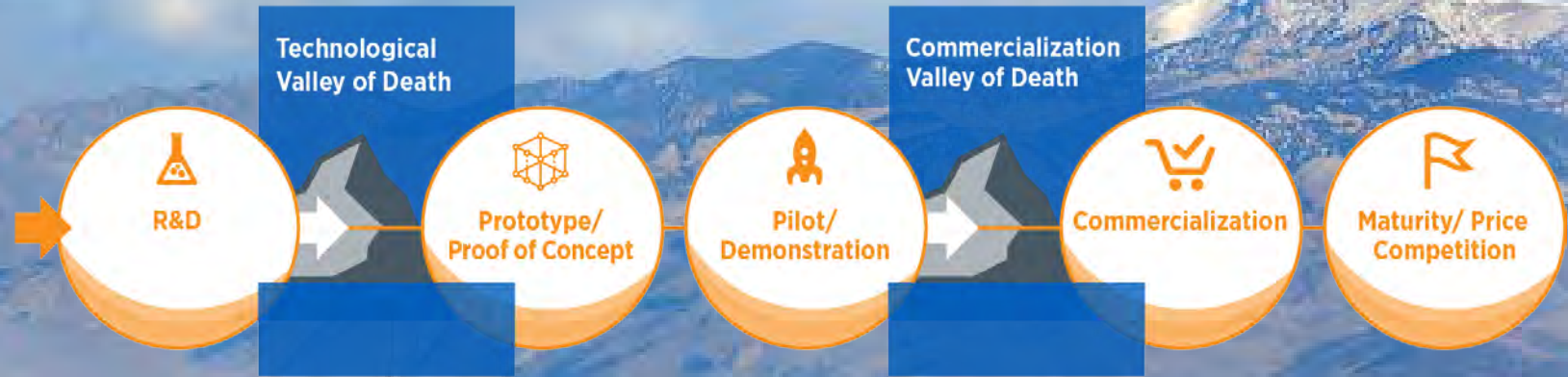




CIESN – Cleantech Integrated Energy Systems Network

INL's nuclear decarbonization incubator



The Problem

Technology Incubation Programs address under-invested, high impact technology areas

- Focus on technologies that have a large potential for a nuclear energy and environmental impact—many of which have been ignored by the investment community due to technology, and regulatory/policy barriers at entry
- Funds needed to develop and test technologies and access to the expertise to validate it are often insurmountable hurdles for startups. INL's technology incubation program sits strategically in this space, where other incubators and accelerators are unable to play
- The goal is to help start-ups over the valleys of death and speed nuclear decarbonization technologies to market

How Does Technology Incubation Work?

Proposed Process

- Existing channel and new referral partners are leveraged to determine a list of recommended technology entrepreneurs in the nuclear/hybrid energy sector
- INL technical teams review, score, and down select top applicants
- Funding partner(s) reviews, scores, and further down selects
- External Advisory Board selects awardees to invite to participate in the program

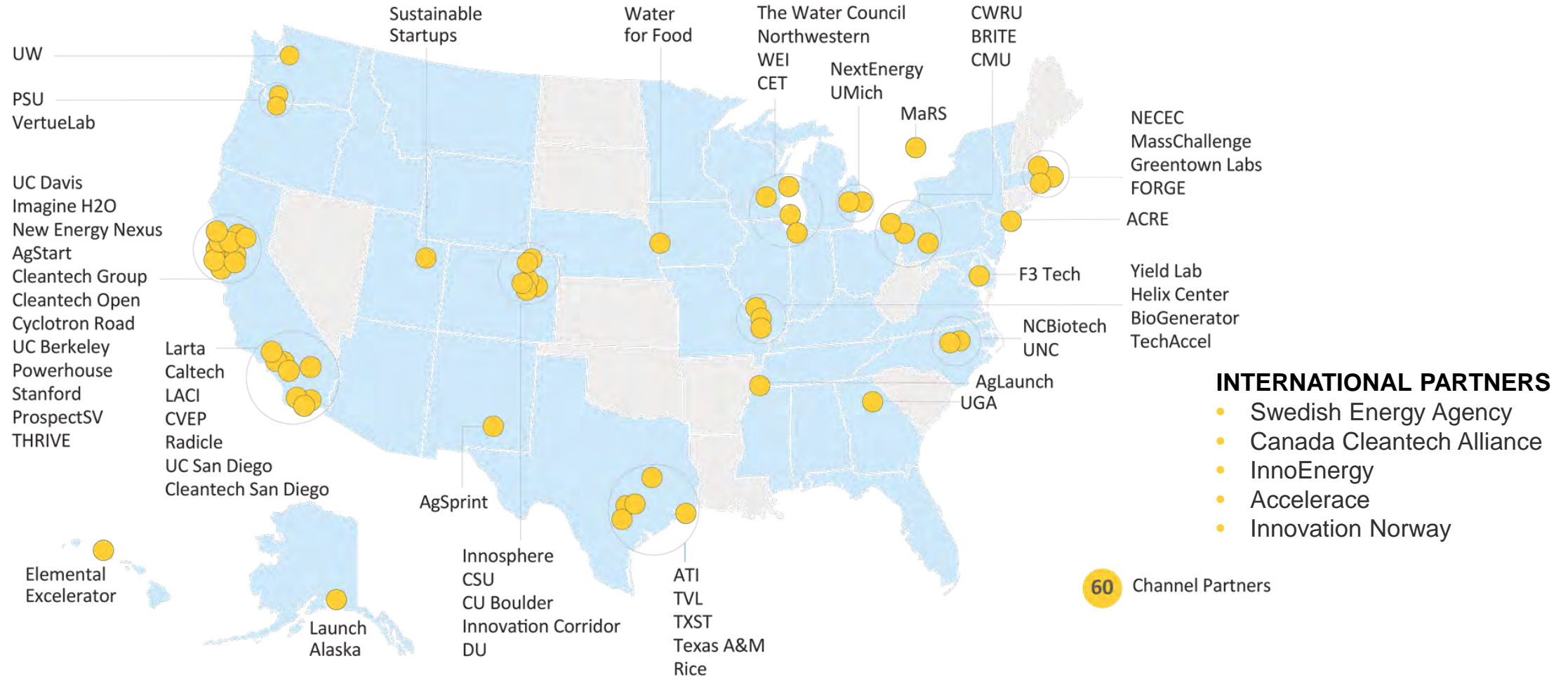
Awardee Companies

- Can receive up to \$450,000 for technical services in Phase 1
- May also receive up to \$50,000 for business related funds to support the technical projects
- Companies completing agreed milestones in Phase 1 may be eligible for physical testing with MARVEL

Programs are designed to support technologies and startups at various stages of development:

	Program	Technology Status	Value Proposition	Funding
6-24 Month Timeline	Tier I: Bench Scale	<ul style="list-style-type: none"> • Conceptual stage with physical proof that the concept may work • Development plans for prototyping and testing • 3-5 years to market 	<ul style="list-style-type: none"> • Access to world-class researchers and facilities • Further technology development 	Funding level anticipated to be between \$50-\$500K dependent on project needs
	Tier II: Prototype	<ul style="list-style-type: none"> • Prototype available for testing and validation • Plans available for development to final product • Less than 2 years to market 	<ul style="list-style-type: none"> • Access to world-class researchers and facilities • Testing and validation of prototype 	
	Tier III: Commercially Ready	<ul style="list-style-type: none"> • Production models available in limited quantity • Less than 18 months to market 	<ul style="list-style-type: none"> • Access to world-class researchers and facilities • Potential for beta demonstration • Evaluation and support of deployment plan 	

Innovation Pipeline = Channel Partners

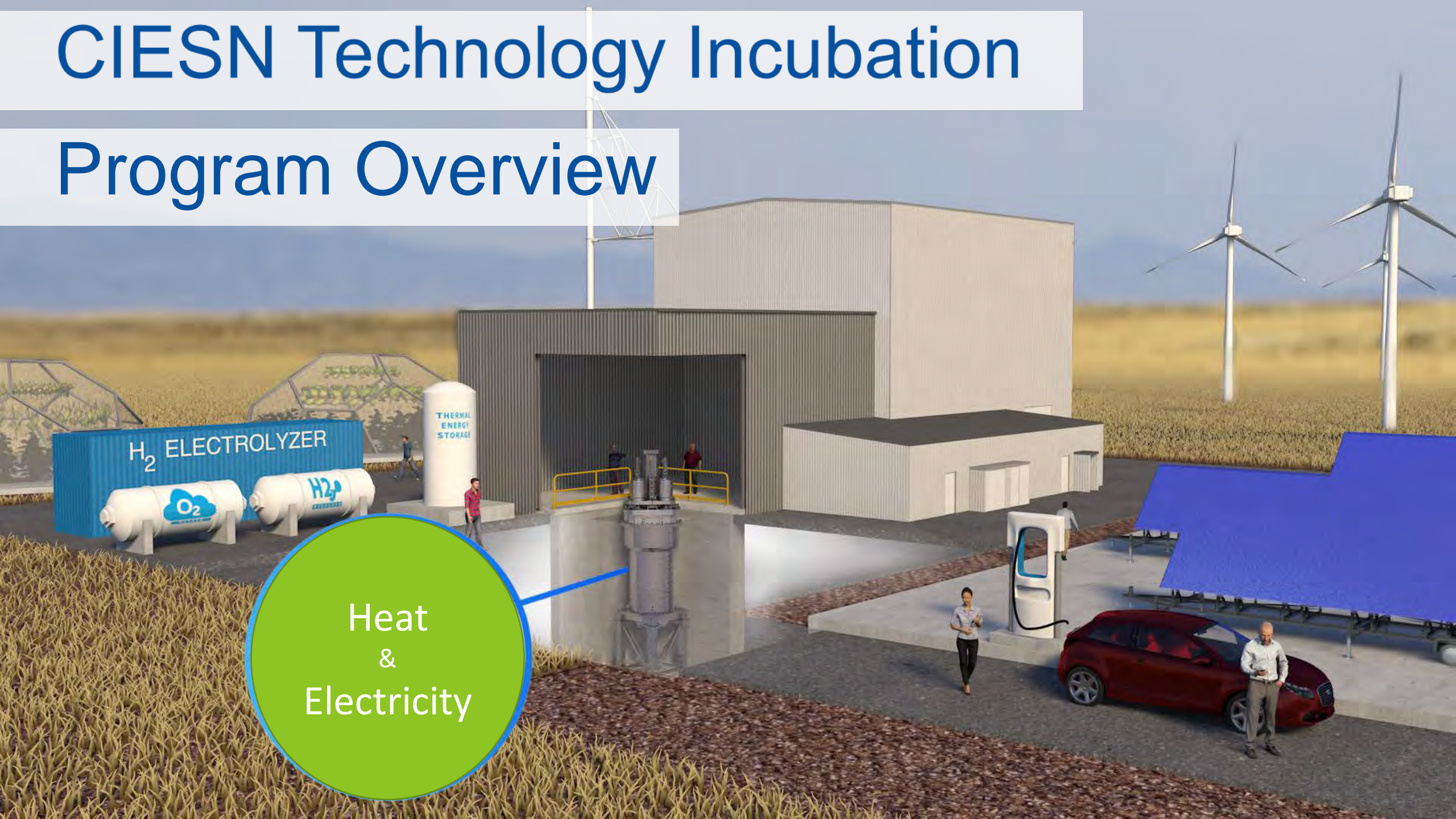


Fostering an Integrated Energy Ecosystem



CIESN Technology Incubation

Program Overview



Heat
&
Electricity

Value Proposition to Startups



Non-Dilutive
Funding



Access to World
Class Research
Facilities



Pilot
Demonstrations



Nuclear Hybrid
Energy Testing and
Validation with
Expert Researchers



Connections and
Partnerships



Testing on MARVEL



Intellectual
Property Program—
IP remains with
company

Value Proposition to Sponsor

- Support for and engagement with an established international nuclear ecosystem
- Curated access to leading nuclear/hybrid energy startups
- Participation in a proven technology incubation program
- Low cost, efficient process to identify new innovations and investible opportunities
- Technical support from a world leading research institution
- Access to:
 - Intellectual capital
 - Facilities
 - Equipment
- Participation in awardee company decision making
- Global publicity and public relations support
- Invitations to participate in INL programs and events



Fostering a Nuclear Hybrid Energy Ecosystem





Existing NREL Technology Incubation Programs and Results

Technology Incubation Timeline

Wells Fargo IN²

Shell
GameChanger
Powered by
NREL GCxN

US Utilities
Clean Energy
Cybersecurity
Accelerator

Chevron
Studio

2014

2017

2021

2022

Technology Incubation By The Numbers



Follow on
Investment



Portfolio Company
Failures



Funding Leverage Rate
(non dilutive)



Mergers & Acquisitions



Portfolio Companies



Channel Partners



Questions and Discussion