



ROSATOM

STATE ATOMIC ENERGY CORPORATION "ROSATOM"

Round table: 'International collaboration in nuclear education'

Globalization requirements to nuclear education system

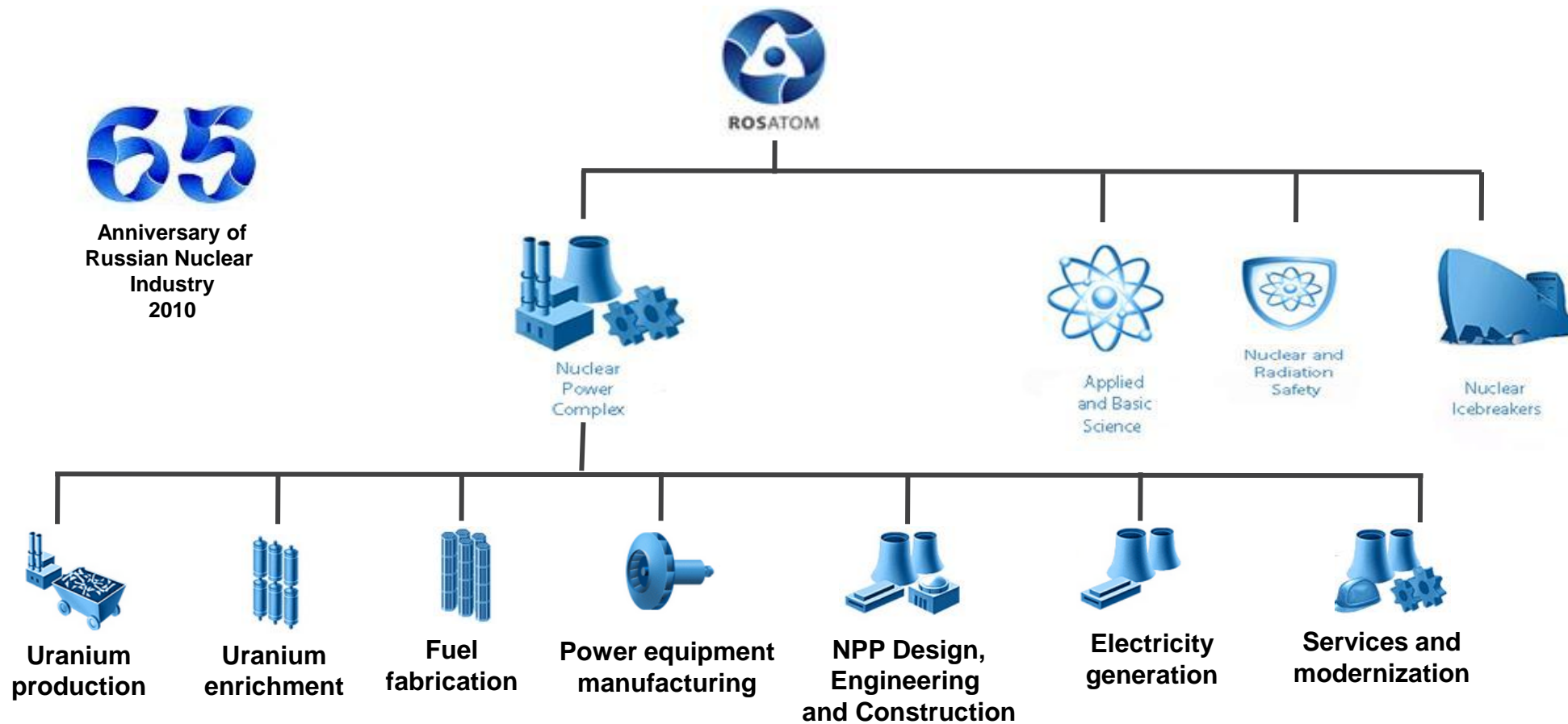
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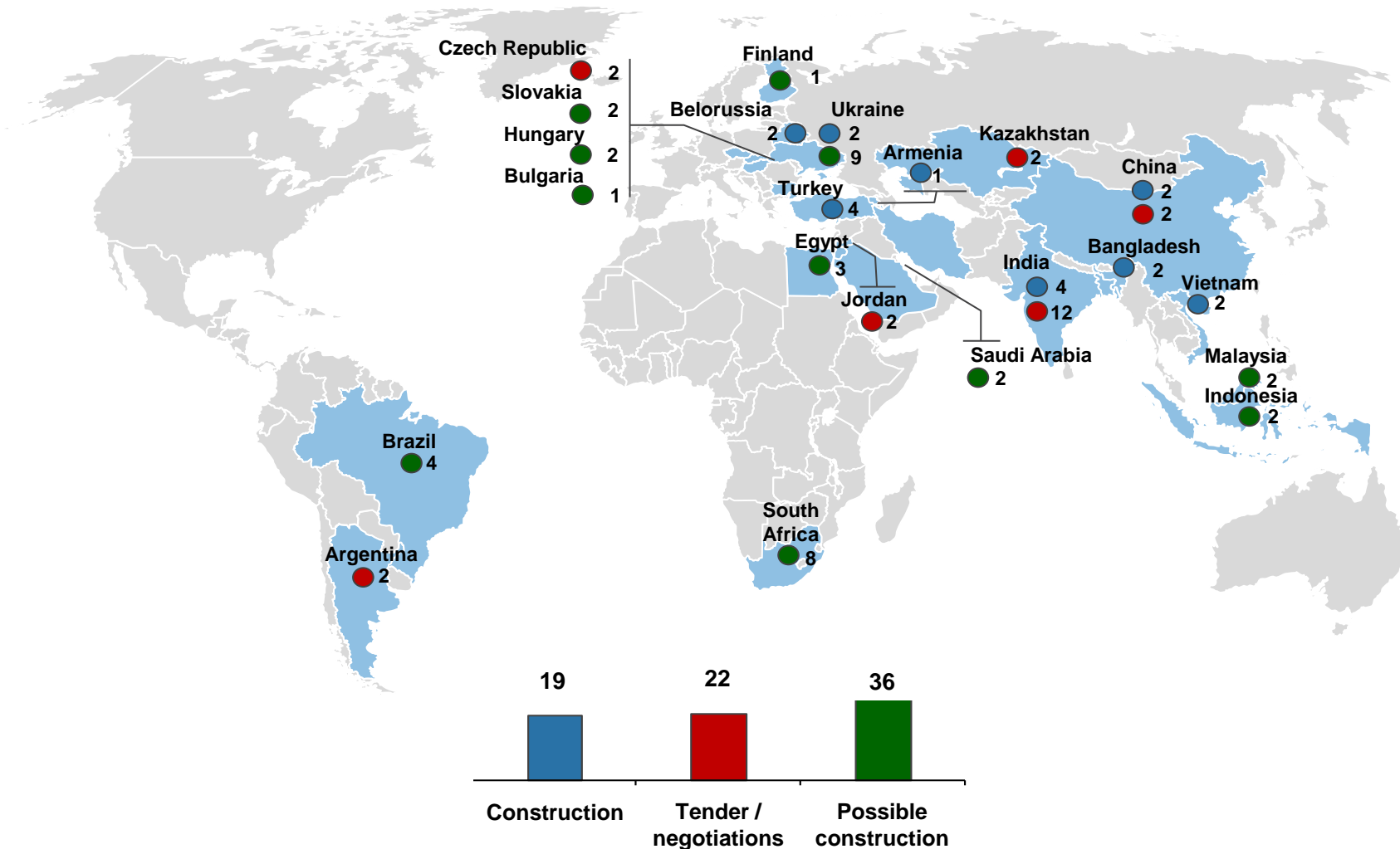
Rosatom is a Fully Integrated Nuclear Technology Company



Anniversary of
Russian Nuclear
Industry
2010



International portfolio of Rosatom is expected to grow up to 80 nuclear power stations in 2030



Globalization is a necessary precondition for Rosatom successful development



Only access to new markets will guarantee expected revenue growth:

- In 2020 revenue from international operations should grow from 30% to 50% or 5 times in absolute numbers
- The most significant contribution to revenue growth should be made by new products, which target mainly international markets

Clients require localization and technology transfer:

- Countries are interested in development of domestic production and construction industry, establishment of new working places, development of science and education
- Localization becomes necessary condition of every tender

There is no development without access to global resources:

- International uranium deposits have lower production costs
- International power-plant engineering could compensate lack of domestic production facilities
- Realization of Rosatom investment program requires resources from global capital markets
- Diversified suppliers allow to eliminate political and trade risks

Government needs global Rosatom to solve economic and geopolitical tasks:

- Nuclear industry is one of the few highly technological industries in which Russia keeps leading positions on global markets

Rosatom has already established the leading role on global markets

#1 in key segments

5 continents. More than 40 countries.

№1

in new NPPs construction

№1

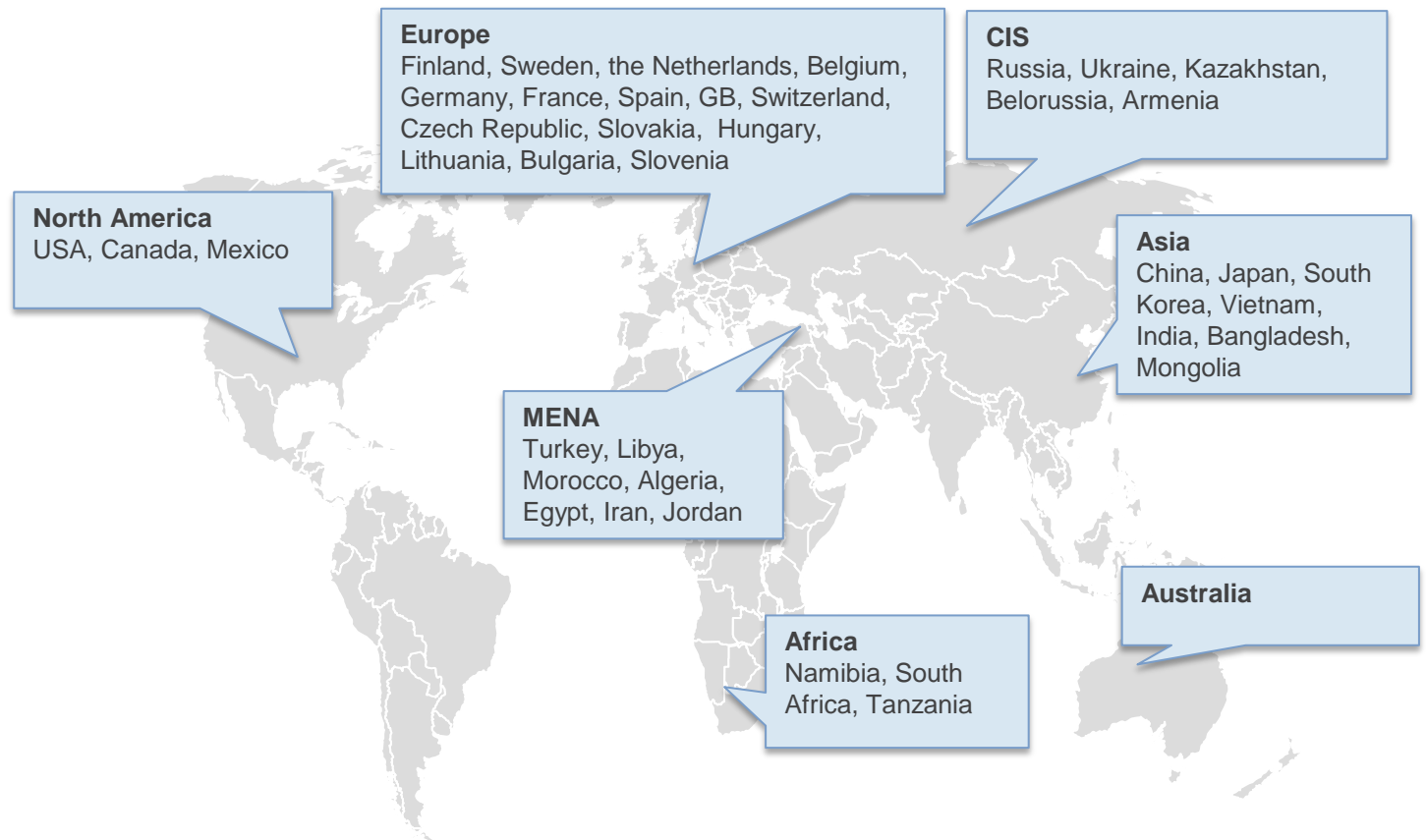
in uranium enrichment

№2

in uranium deposits

№2

Russian electricity generation company, 24,2 GWe installed capacity



Rosatom globalization target is reflected in company's vision and translated on each element of its business model

Rosatom vision as global company

...owns **production assets in target markets**, including generation and production infrastructure facilities, and has highly developed **local network**



...uses pull of **global human resources**

...provides **business transparency** as a standard of operating activities and external communication



Global corporation which ensures sustainable, long-term and efficient expansion on global nuclear and energy markets allowing to reach target business size...



...flexibly manages **global alliances and coalitions** with international companies of similar scope and in similar industries

...efficiently ensures **financing of its international activities** by active usage of **global capital markets instruments**



... **develops products and technology** using **global technological leaders' resources** as well as employing own technologies as an **instrument for dominating in alliances**

KPI of Rosatom as global company

Share of revenue from international operations
(% of total revenue)

not less than 50%

Market place
(key segment revenue)

top-3

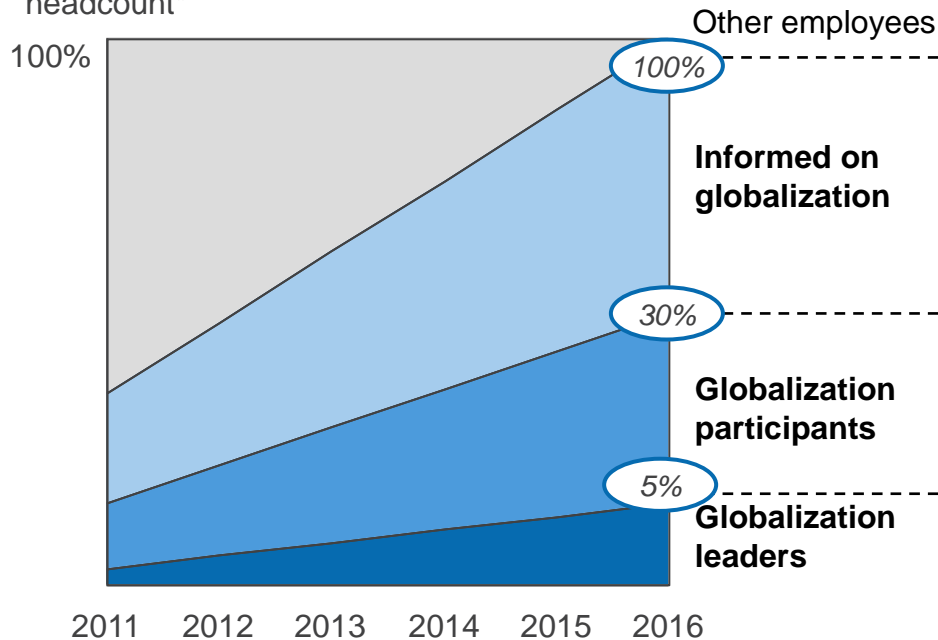
Share of revenue generated by foreign assets
(% of total revenue)

not less than 25%

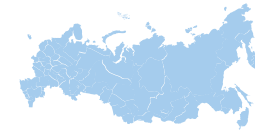
Global competencies development requirements depend on the interactions of Rosatom employees with international clients and partners

Rosatom personnel

Share in total headcount*



Participation in international activities



Activities on Russian market



Participation in international activities



Direct work on global markets in business- and functional areas and Rosatom culture change

Level of global competencies development



Low level of competencies development



Average level of competencies development



Global business and functional competencies development according to the best practices

Development of personnel competencies assumes cultural and instrumental transformation

Cultural transformation

Development of global business competencies

- **Foreign languages**, including business communication
- **International projects management**
- Business and **cross-cultural communication**
- **Business ethics**
- Self-presentation and efficient **negotiations management** with representatives of different cultures
- **Readiness to change location**



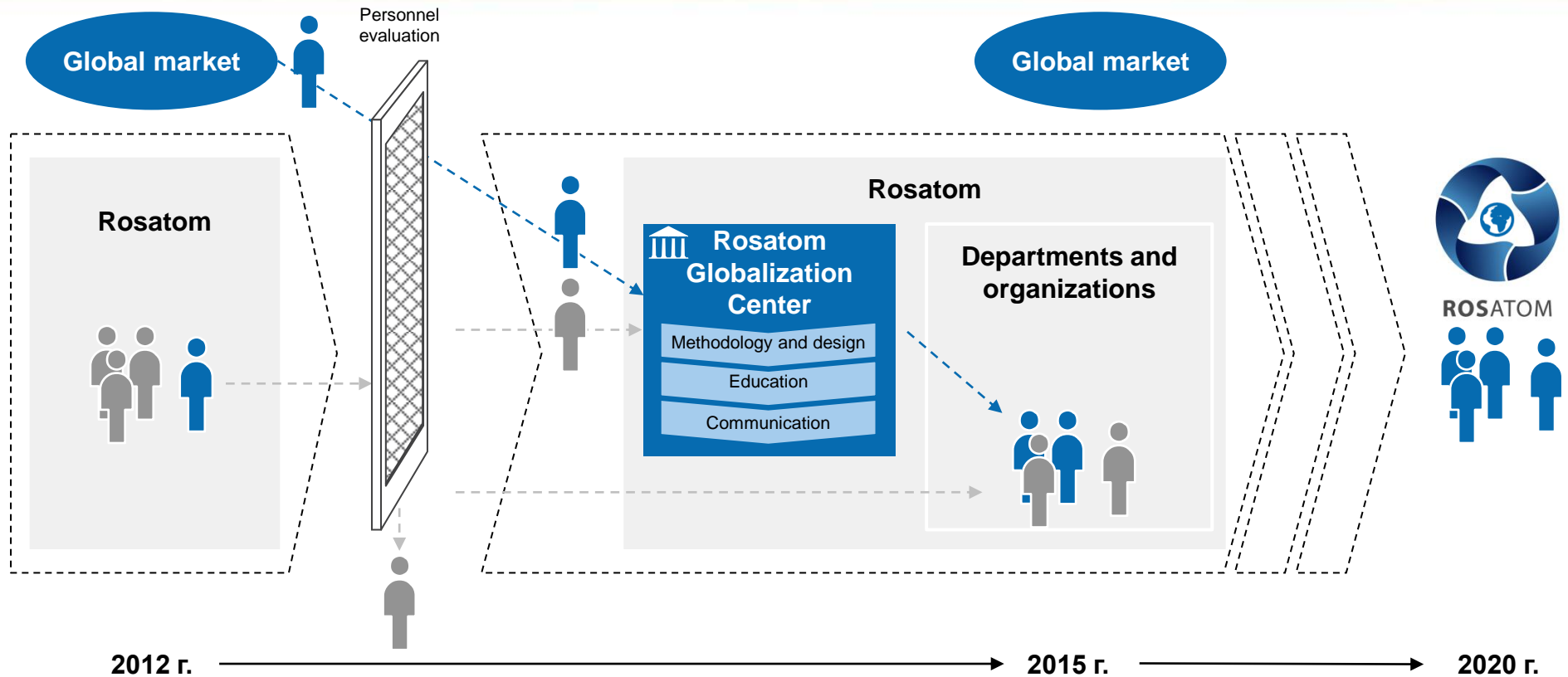
Instrumental transformation

Development of specific functional competencies according to the best practices

Examples of the best practice competencies of global marketing team members:

- Experience in management of **large international sales**
- Experience in **customer relationships management**
- Understanding and analysis of **localization opportunities**
- Knowledge of **international law**
- Experience in organization and **PR support** of large **international marketing activities**

New ideological center identifying requirements to global competencies development has been created in Rosatom



Rosatom transformation into global company

Rosatom Globalization Center is an instrument for globalization leaders and participants development and support

Globalization leaders and participants' community is formed of Rosatom employees educated in the leading business school and new specialists from global markets

Globalization leaders and participants will be **integrated into different Rosatom departments and organizations**, mainly in those working directly with global markets

In order to satisfy Rosatom globalization requirements to global competencies development an efficient personnel education is required, including education of university graduates

Proposed changes in organization and structure of educational programs in Russian universities

Organization of education

- Launch of programs with full / partial education in English
- Collaboration with international universities
- International internships for Russian students and professors
- Invitation of international experts to lead educational courses

Structure of educational programs

- Employment of business courses in educational programs (for example, business ethics, negotiation management, change management)
- Employment of international management courses in educational programs (for example, management of global operations, international law)
- Usage of business cases in educational programs