

**1. Corporate wise, what have you been involved in since the acquisition of PEPCO Holding Inc. (PHI)?**

- Assisting the PHI C Suite and existing Internal Stakeholders with synthesizing the Exelon Diverse Business Empowerment process into what was already a very comprehensive PHI Supplier Diversity Program. The goal was seamless integration of the 2 processes in order to positively impact the DC diversity certified supplier community with increased opportunities to do business with PHI and particularly PEPCO.

**2. Exelon being the holding company for its affiliated public utilities and energy producing facilities and you directing supplier diversity throughout, have you noticed any differences in types and experience of diverse suppliers between PHI's region versus BGE, COM-Ed and PECO? If so, in what areas? What areas can the PHI region enhance or improve in?**

- The DMV and Baltimore on the other end of I 95 is unique in its snapshot of diversity certified suppliers. This region is very professional service firm heavy, although we (BGE & PEPCO) have been successful in engagement and development of traditional utility operational minority businesses. Comparing this area to our nearby utilities northeast of here, and in the Midwest, is difficult. Every region of the country has elements that are foundational to defining the regional economy. What we aspire for as a major utility in the region is through our engagement with local diversity certified suppliers, is contributing to regional economic growth by influencing minority business growth. Thusly job creation, and other factors that signal economic stability are the bi product of the BGE/PEPCO Diverse Business Empowerment Processes respectively.

**3. With the onslaught of various types of renewal energy and their battery powered cell capacities increasing every year, what new areas in the energy industry should diverse suppliers be looking into for the future?**

- I would say that diverse suppliers should be planning to “raise capital” to be ready to enter into the renewables bubble when it’s ready for acquisition of companies that have had modest organic growth on this end of the developmental trend. Technology that supports transference of renewable generation to grid would be an area to explore as well.

**4. What areas according to your spend records currently in the energy field should diverse suppliers concentrate on now due to lack of current population?**

- tough question my friend....

Areas of low spend are not just negligent...they tend to be categories where entry barriers are really high.

An example would be vegetation management... insurances for working on high voltage line clearance are astronomical..most competitive players self-insure.

Many categories of low MBE engagement are nuclear plant support ... distance from metro area locates for Nuc plants.. and complex requirements, security clearances... tech quals etc.; not insurmountable for (MBE) but hardly attractive.

Not much low hanging fruit we aren't in, the Exelon supply portfolio has 94 categories of strategic spend. We have diversity certified suppliers (primes or sub cons) in 82 of those categories

You didn't ask..but I'd suggest the question oversimplifies what I know you are looking for, like a good stock tip...what should I buy? I'm not that even if I could name 5 or 6 categories it would lead anyone to any specific engagement fast lane?

**5. Please tell us about PHI's new supplier diversity education, enhancement and empowerment training program?**

- TARGET 25 is the PHI Supplier Development Program that has been launched across all of the legacy PHI Utilities. The core curriculum remains central to the curriculum in all the Exelon supplier development programs, but each of the 3 PHI utilities will have its own technical assistance nuances based on the diversity certified suppliers invited to participate.

**6. I understand that BGE, this year surpassed its internal supplier diversity spend goal of 25% for the first time in its 200-year history. How did that happen and what are plans going forward?**

- Goals of that magnitude are not eclipsed in a vacuum. This BGE milestone starts with the amazing leadership and vision of CEO Calvin Butler, and his entire management team. They set the vision and trajectory. Exelon/BGE/PHI CSO Dave O'Brien and the coordinated effort of his leadership team in the supply chain take on the task of vetting diverse suppliers and working with our internal colleagues to create an inclusive supply chain culture that understands the business imperative set by the Utility. The rallying point is a well-crafted business case that speaks clearly to the regional economic benefit for our external stakeholders, not the least of whom are the electric and gas customers we are privileged to serve.

**7. Please close with any final comments you may have about the grit of America's proud diverse suppliers and where we may see you speaking in 2018!**

- The growth of US Minority owned businesses speaks for itself. Now more than ever the availability of highly qualified diversity certified suppliers across all industries is unprecedented. I think it's imperative that the minority businesses become more creative if not progressive in looking for opportunities to expand capacity through joint ventures and mergers. The velocity of large corporate supply chain evolution will not cease to accelerate. Many MBE businesses are ready now, but tomorrow isn't promised.

I have the privilege of being on the agenda for the Rainbow PUSH Wall St Conference, NYC Feb 2018, exact date/location to be announced, and closer to hear the FraserNet Powernetworking Conference, July 2018 at Gaylord Resort National Harbor MD. Exact dates available on the FraserNet website.