

From: Pareja, Salvador
Sent: Mon, 21 Apr 2025 18:15:51 +0000
To: Lamanna, Isabelle
Cc: McGregor, Ruby; Tyler.F.Miller@ny.ibd.email.gs.com
Subject: [EXTERNAL] RE: Goldman Sachs - short call with Chris Wright on Nuclear
Attachments: Sec. Chris Wright_Meeting Request Form (005).docx

Hi Izzy,

Attached is the requested form with additional details from our side. Please let us know if you have any questions.

I am also copying in Tyler Miller who is our Global Co-Head of Power, Utilities and Infrastructure Investment Banking.

We look forward to hearing back on potential meeting dates after you have had a chance to review with your team.

Thanks again,
Sal

From: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Sent: Tuesday, April 15, 2025 2:09 PM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: Re: Goldman Sachs - short call with Chris Wright on Nuclear

Terrific, thank you Izzy!

We will work on this and come back to you with the updated form

Have a great rest of your week as well
Sal

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Tuesday, April 15, 2025 3:55 PM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Salvador!

I hope you are having a great day. Yes, your name is familiar from when I was at Liberty with Chris, good to hear from you!

Can you please fill out the attached meeting request form with a few more details for us to run by our team. I will say April is booked with back-to-back travel so providing dates the first week of May or week of the 19 would be best.

Thank you and have a great rest of your week!

Izzy



Izzy Lamanna

Director of Scheduling

U.S. Department of Energy

MOBILE (b) (6)

EMAIL Isabelle.Lamanna@hq.doe.gov

From: Pareja, Salvador <salvador.pareja@gs.com>

Sent: Tuesday, April 15, 2025 1:42 PM

To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>

Subject: [EXTERNAL] Goldman Sachs - short call with Chris Wright on Nuclear

Hi Isabelle,

Hope that you are doing well.

I wanted to reach out to see if we might be able to get a short slot on Chris Wright's calendar to discuss themes we are seeing from our Power / Utilities team at Goldman Sachs on new nuclear development in the context of recent dialogue with hyperscalers and utilities in the US. We would like to visit with Chris on what could be needed to attract financial capital for new nuclear development.

I understand that Chris' calendar must be incredibly busy. Will take your guidance on any slots he may have available in the coming weeks.

By way of background, we know Chris well from the Liberty Energy days.

Thank you very much in advance!

Sal

Goldman Sachs & Co. LLC
609 Main Street Suite 2100 | Houston, TX 77002

Tel: (b) (6) | Main Mobile: (b) (6) | Mobile for Texts: (b) (6)

E-mail: salvador.pareja@gs.com

Salvador Pareja

Managing Director | Global Banking & Markets

Global Natural Resources: Investment Banking

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U.S. DEPARTMENT OF ENERGY

Meeting Information Request Form

Thank you for your interest in meeting with U.S. Secretary of Energy. To ensure that the appropriate individual within the Department of Energy is meeting with you on a given matter and because the Office of the Secretary is committed to maintaining the highest ethical standards, we need the information requested below before we can agree to schedule a meeting¹.

Please respond to the questions below and send your response to the.secretary@hq.doe.gov.

If you have any questions you may contact the Secretary's Scheduling Office at 202-586-5534.

Requesting individual/organization: (Please identify the person(s) (name and affiliation) requesting the meeting, including any background information on the affiliated organization(s).)	Goldman Sachs
Contact information (Name, Email, Phone):	Salvador Pareja, Managing Director
Please describe the action sought from the Office of the Secretary:	Goldman Sachs recognizes the Secretary's focus on actionable solutions to address the dramatic increase in power generation requirements as artificial intelligence compute and data center development demands grow rapidly. We would like to meet with the Secretary to share our views on structuring alternatives to address stakeholder concerns for hyperscalers, utilities, developers and financial investors. Recognizing new nuclear development is of particular interest to solve for load demands from artificial intelligence compute and data center needs, we intend to specifically review our perspective on how best to bring forward the interested parties and review threshold requirements as we consider our understanding of the strategic priorities of each party involved. Given the duration of new nuclear development and concerns of cost overrun for unproven technologies, being thoughtful about how the government can support the formation of a partnership that can move effectively to implement a scaled solution is of particular focus for all stakeholders and we welcome the opportunity to share our perspective.
Meeting date (if date is flexible please indicate the range): Please explain any time sensitivity that impacts the date of the meeting, such as court-ordered or statutory deadline:	Request duration of 1 hour to appropriately cover the topic. First choice is late afternoon, in person on May 19th - 4-7pm window. Second choice is in person on any of the days Monday May 5th - Thursday May 8th with the exception of a block 12 - 2pm on May 7th where conflicts can't be moved on our side. Third choice is anything on Tuesday May 20th - Friday May 23rd. In person is preferred but can do virtual if needed

From: Pareja, Salvador
Sent: Tue, 22 Apr 2025 16:51:31 +0000
To: Lamanna, Isabelle
Cc: McGregor, Ruby; Tyler.F.Miller@ny.ibd.email.gs.com
Subject: [EXTERNAL] RE: Goldman Sachs - short call with Chris Wright on Nuclear

Thanks Izzy

Much appreciated!

Have a great rest of your week as well.

Sal

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Tuesday, April 22, 2025 11:25 AM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Miller, Tyler F [GBM Private] <Tyler.F.Miller@ny.ibd.email.gs.com>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Pareja!

Thank you very much for providing the information attached. We will bring this to our team to touch base on a possible date coming up here in the next few weeks!

Thank you and have a great rest of your week.

Izzy

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Izzy



Izzy Lamanna

Director of Scheduling

U.S. Department of Energy

MOBILE (b) (6)

EMAIL Isabelle.Lamanna@hq.doe.gov

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I understand that Chris' calendar must be incredibly busy. Will take your guidance on any slots he may have available in the coming weeks.

By way of background, we know Chris well from the Liberty Energy days.

Thank you very much in advance!
Sal

Goldman Sachs & Co. LLC
609 Main Street Suite 2100 | Houston, TX 77002

Tel: (b) (6) | Main Mobile: (b) (6) | Mobile for Texts: (b) (6)

E-mail: salvador.pareja@gs.com

Salvador Pareja

Managing Director | Global Banking & Markets

Global Natural Resources: Investment Banking

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From: Tyler.F.Miller@ny.ibd.email.gs.com
Sent: Wed, 30 Apr 2025 20:51:24 +0000
To: Lamanna, Isabelle; Pareja, Salvador
Cc: McGregor, Ruby
Subject: [EXTERNAL] RE: Goldman Sachs - short call with Chris Wright on Nuclear

Thank you Izzy. Will do!

Goldman Sachs & Co. LLC

Global Banking & Markets
200 West Street | 31st Floor | New York, NY 10282
Tel: (b) (6) | Mob: (b) (6) (Text)
Mob: (b) (6) (Call Only)
E-mail: tyler.f.miller@gs.com

Tyler F Miller

Global Co-Head Power, Utilities & Infrastructure

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Wednesday, April 30, 2025 4:22 PM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Miller, Tyler F [GBM Private] <Tyler.F.Miller@ny.ibd.email.gs.com>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Sal!

Thanks so much for the follow up and agreed it is awesome to see things in motion.

I'm sorry for the delay, our travel schedule has been all over the place.

Tyler- if you want to give me call tomorrow, I am free after 1pm EST and my cell is below.

Thank you both,



Izzy Lamanna

*Director of Scheduling
U.S. Department of Energy*

MOBILE (b) (6)

EMAIL Isabelle.Lamanna@hq.doe.gov

From: Pareja, Salvador <salvador.pareja@gs.com>
Sent: Tuesday, April 29, 2025 10:07 AM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Tyler.F.Miller@ny.ibd.email.gs.com
<Tyler.F.Miller@gs.com>
Subject: [EXTERNAL] Re: Goldman Sachs - short call with Chris Wright on Nuclear

Good morning Izzy,

I just heard Chris' remarks reflecting on the Three Seas Summit and the nuclear buildout cooperation with Poland - really terrific to see this all in motion and coming in a week where we are all seeing Spain / Portugal work through their electrical grid system issues.

If a call with Tyler Miller on our side would be helpful to provide the voice overlay on the document we filled out please just let us know and happy to chat through it with you.

Cheers
Sal

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Tuesday, April 22, 2025 11:24:41 AM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Miller, Tyler F [GBM Private] <Tyler.F.Miller@ny.ibd.email.gs.com>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

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MOBILE (b) (6)

EMAIL Isabelle.Lamanna@hq.doe.gov

From: Pareja, Salvador <salvador.pareja@gs.com>

Sent: Tuesday, April 15, 2025 1:42 PM

To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>

Subject: [EXTERNAL] Goldman Sachs - short call with Chris Wright on Nuclear

Hi Isabelle,

Hope that you are doing well.

I wanted to reach out to see if we might be able to get a short slot on Chris Wright's calendar to discuss themes we are seeing from our Power / Utilities team at Goldman Sachs on new nuclear development in the context of recent dialogue with hyperscalers and utilities in the US. We would like to visit with Chris on what could be needed to attract financial capital for new nuclear development.

I understand that Chris' calendar must be incredibly busy. Will take your guidance on any slots he may have available in the coming weeks.

By way of background, we know Chris well from the Liberty Energy days.

Thank you very much in advance!

Sal

Goldman Sachs & Co. LLC

609 Main Street Suite 2100 | Houston, TX 77002

Tel: (b) (6) | Main Mobile: (b) (6) | Mobile for Texts: (b) (6)

E-mail: salvador.pareja@gs.com

Salvador Pareja

Managing Director | Global Banking & Markets

Global Natural Resources: Investment Banking

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From: Travis, Garland
Sent: Tue, 13 May 2025 14:48:29 +0000
To: Lamanna, Isabelle; Miller, Tyler F
Cc: McGregor, Ruby; Moore, Toye
Subject: Re: Goldman Sachs - short call with Chris Wright on Nuclear
Attachments: 9th st.pdf

We are looking forward to your visit. To access the Department of Energy (DOE), please provide first and last name (U.S. Citizens via email) for all members that will be entering the DOE HQ. Please contact me or Ms. Toye Moore with any questions or concerns. Toye will be assisting with access to ensure a smooth entry to our HQ. Upon arrival the DOE Protocol team will greet curbside (see attached map) and escort through security and on to the 7th floor executive suite. Note: Please advise if you will have personal security. The driver and vehicle may remain at the arrival point for the duration of the meeting.

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Tuesday, May 13, 2025 9:40:50 AM
To: Miller, Tyler F <Tyler.F.Miller@gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Travis, Garland <garland.travis@hq.doe.gov>; Moore, Toye <toye.moore@hq.doe.gov>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Tyler!

Yes, happy to confirm and I will let you know should anything change on our end!

Who will be joining the meeting from your side? Looping in our protocol team to help with entry instructions.

Izzy

From: Miller, Tyler F <Tyler.F.Miller@gs.com>
Sent: Monday, May 12, 2025 10:20 PM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: [EXTERNAL] Re: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Izzy. Circling back to confirm that June 11th works from 3-3:45pm? Thank you again for your support.

Regards,
Tyler

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Friday, May 9, 2025 1:40 PM
To: Miller, Tyler F [GBM Private] <Tyler.F.Miller@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Tyler!

Let's block off June 11th from 3-3:45pm. We are waiting on one last minute confirmation on our schedule for that week over the weekend. Can we touch base on Monday to confirm?

Thank you,

Izzy

From: Tyler.F.Miller@ny.ibd.email.gs.com <Tyler.F.Miller@gs.com>
Sent: Wednesday, May 7, 2025 3:40 PM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: [EXTERNAL] Re: Goldman Sachs - short call with Chris Wright on Nuclear

Good afternoon Izzy.

Following up to our conversation last week regarding a meeting with Secretary Wright the week of June 9th. The 11th after 2pm works the best on our side. As a second choice we could do the 10th after 2pm and as a third choice we could do the 9th after 2pm.

Regarding the topic of discussion:

Goldman Sachs recognizes the Secretary's focus on actionable solutions to address the dramatic increase in power generation requirements as artificial intelligence compute and data center development demands grow rapidly. We would like to meet with the Secretary to share our views on structuring alternatives to address stakeholder concerns for hyperscalers, utilities, developers and financial investors. Recognizing new nuclear development is of particular interest to solve for load demands from artificial intelligence compute and data center needs, we intend to specifically review our perspective on how best to bring forward the interested parties and review threshold requirements as we consider our understanding of the strategic priorities of each party involved. Given the duration of new nuclear development and concerns of cost overrun for unproven technologies, being thoughtful about how the government can support the formation of a partnership that can move effectively to implement a scaled solution is of particular focus for all stakeholders and we welcome the opportunity to share our perspective.

Thank you in advance for your support to schedule this time with the Secretary. Please let me know if there is anything else you need for your planning meeting tomorrow.

Regards,
Tyler

Goldman Sachs & Co. LLC

Global Banking & Markets
200 West Street | 31st Floor | New York, NY 10282
Tel: (b) (6) | Mob: (b) (6) (Text)
Mob: (b) (6) (Call Only)
E-mail: tyler.f.miller@gs.com

Tyler F Miller

Global Co-Head Power, Utilities & Infrastructure

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Wednesday, April 30, 2025 4:21:57 PM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Miller, Tyler F [GBM Private] <Tyler.F.Miller@ny.ibd.email.gs.com>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Sal!

Thanks so much for the follow up and agreed it is awesome to see things in motion.

I'm sorry for the delay, our travel schedule has been all over the place.

Tyler- if you want to give me call tomorrow, I am free after 1pm EST and my cell is below.

Thank you both,



Izzy Lamanna

Director of Scheduling
U.S. Department of Energy

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EMAIL Isabelle.Lamanna@hq.doe.gov

From: Pareja, Salvador <salvador.pareja@gs.com>
Sent: Tuesday, April 29, 2025 10:07 AM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>;
Tyler.F.Miller@ny.ibd.email.gs.com <Tyler.F.Miller@gs.com>
Subject: [EXTERNAL] Re: Goldman Sachs - short call with Chris Wright on Nuclear

Good morning Izzy,

I just heard Chris' remarks reflecting on the Three Seas Summit and the nuclear buildout cooperation with Poland - really terrific to see this all in motion and coming in a week where we are all seeing Spain / Portugal work through their electrical grid system issues.

If a call with Tyler Miller on our side would be helpful to provide the voice overlay on the document we filled out please just let us know and happy to chat through it with you.

Cheers
Sal

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Tuesday, April 22, 2025 11:24:41 AM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>; Miller, Tyler F [GBM Private] <Tyler.F.Miller@ny.ibd.email.gs.com>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Pareja!

Thank you very much for providing the information attached. We will bring this to our team to touch base on a possible date coming up here in the next few weeks!

Thank you and have a great rest of your week.

Izzy

From: Pareja, Salvador <salvador.pareja@gs.com>
Sent: Monday, April 21, 2025 2:16 PM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>;
Tyler.F.Miller@ny.ibd.email.gs.com <Tyler.F.Miller@gs.com>
Subject: [EXTERNAL] RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Izzy,

Attached is the requested form with additional details from our side. Please let us know if you have any questions.

I am also copying in Tyler Miller who is our Global Co-Head of Power, Utilities and Infrastructure Investment Banking.

We look forward to hearing back on potential meeting dates after you have had a chance to review with your team.

Thanks again,
Sal

From: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Sent: Tuesday, April 15, 2025 2:09 PM
To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: Re: Goldman Sachs - short call with Chris Wright on Nuclear

Terrific, thank you Izzy!

We will work on this and come back to you with the updated form

Have a great rest of your week as well
Sal

From: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>
Sent: Tuesday, April 15, 2025 3:55 PM
To: Pareja, Salvador [GBM Private] <salvador.pareja@ny.ibd.email.gs.com>
Cc: McGregor, Ruby <ruby.mcgregor@hq.doe.gov>
Subject: RE: Goldman Sachs - short call with Chris Wright on Nuclear

Hi Salvador!

I hope you are having a great day. Yes, your name is familiar from when I was at Liberty with Chris, good to hear from you!

Can you please fill out the attached meeting request form with a few more details for us to run by our team. I will say April is booked with back-to-back travel so providing dates the first week of May or week of the 19 would be best.

Thank you and have a great rest of your week!

Izzy



Izzy Lamanna

Director of Scheduling

U.S. Department of Energy

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EMAIL Isabelle.Lamanna@hq.doe.gov

From: Pareja, Salvador <salvador.pareja@gs.com>

Sent: Tuesday, April 15, 2025 1:42 PM

To: Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>

Subject: [EXTERNAL] Goldman Sachs - short call with Chris Wright on Nuclear

Hi Isabelle,

Hope that you are doing well.

I wanted to reach out to see if we might be able to get a short slot on Chris Wright's calendar to discuss themes we are seeing from our Power / Utilities team at Goldman Sachs on new nuclear development in the context of recent dialogue with hyperscalers and utilities in the US. We would like to visit with Chris on what could be needed to attract financial capital for new nuclear development.

I understand that Chris' calendar must be incredibly busy. Will take your guidance on any slots he may have available in the coming weeks.

By way of background, we know Chris well from the Liberty Energy days.

Thank you very much in advance!

Sal

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609 Main Street Suite 2100 | Houston, TX 77002

Tel: (b) (6) | Main Mobile: (b) (6) | Mobile for Texts: (b) (6)

E-mail: salvador.pareja@gs.com

Salvador Pareja

Managing Director | Global Banking & Markets

Global Natural Resources: Investment Banking

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