Commercialization of fusion energy

Bob Mumgaard

Commonwealth Fusion Systems

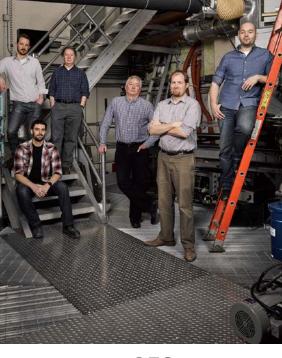
My road to founding a fusion company





The beauty of physics

MIT PhD, Alcator C-Mod



CFS

The world needs reliable, carbon free energy - Now





Climate change is no longer a future problem

BY SHAHIR MASRI, OPINION CONTRIBUTOR – 12/03/18 03:30 PM EST THE VIEWS EXPRESSED BY CONTRIBUTORS ARE THEIR OWN AND NOT THE VIEW OF THE HILL

468 COMMENTS



^{The}Atlantic **California's Wildfires Are 500 Percent Larger Due** to Climate Change



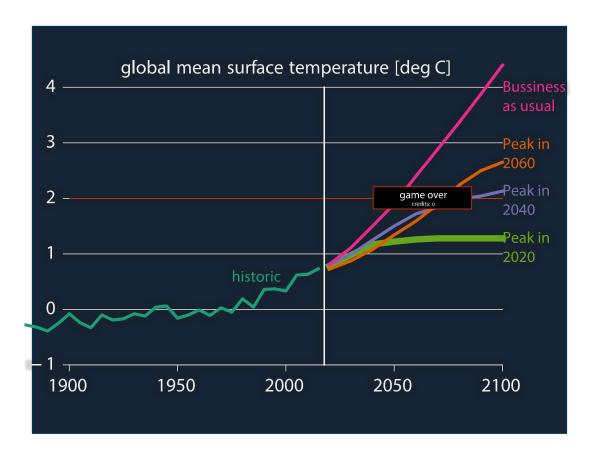
The Washington Post

Capital Weather Gang

After a blistering heat wave boosted by climate change, **Europe just notched its hottest** June on record

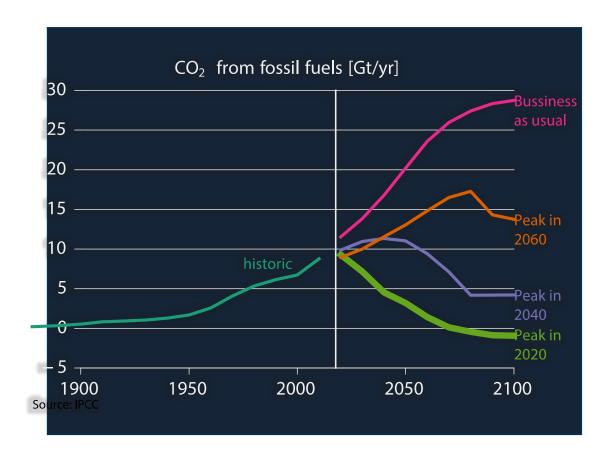


• If so, this sets the timing:

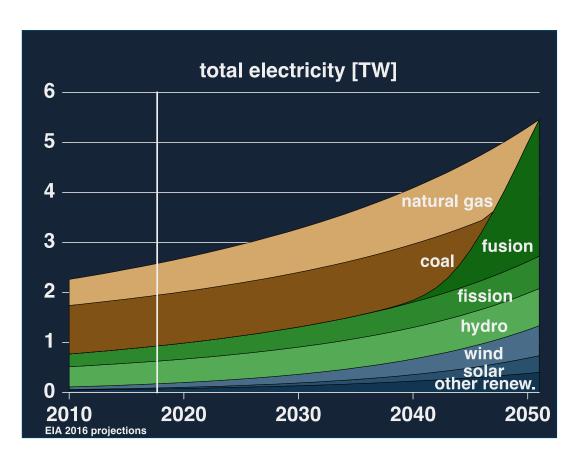




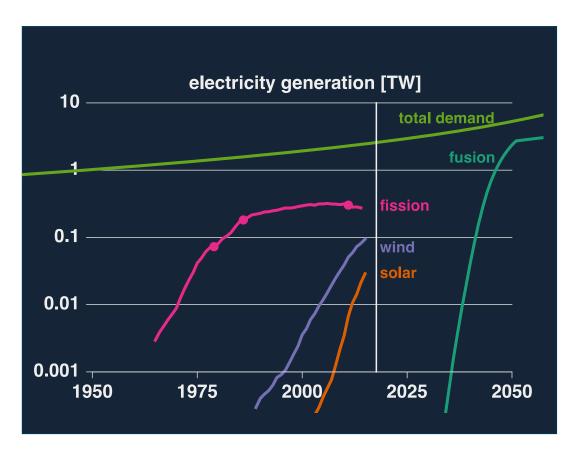
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- If so, this sets the timing:
 - Scaling rapidly in the 2040s

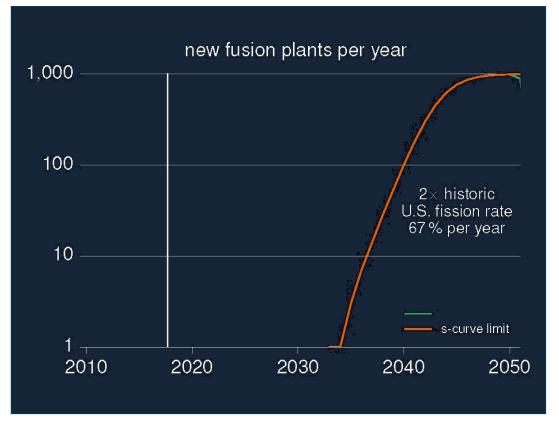


- If so, this sets the timing:
 - Scaling rapidly in the 2040s
 - Deploying first plants in 2030s



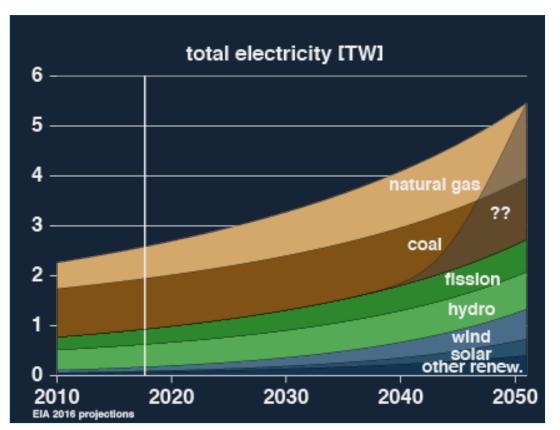


- If so, this sets the timing:
 - Scaling rapidly in the 2040s
 - Deploying first plants in 2030s
 - Demonstrating market-indicators in 2020s





- If so, this sets the timing:
 - Scaling rapidly in the 2040s
 - Deploying first plants in 2030s
 - Demonstrating market-indicators in 2020s
- If we can't hit the timing:
 - Something else will, or things won't go well



The market will decide



- If so, this sets the timing:
 - Scaling rapidly in the 2040s
 - Deploying first plants in 2030s
 - Demonstrating market-indicators in 2020s
- If we can't hit the timing:
 - Something else will, or things won't go well

2015-era Bob:

"So... what am I doing to make this happen?"

If fusion does not have a plan to participate in climate change mitigation we need to be honest with our stakeholders:

- The public
- Governments
- Our young people
- Ourselves

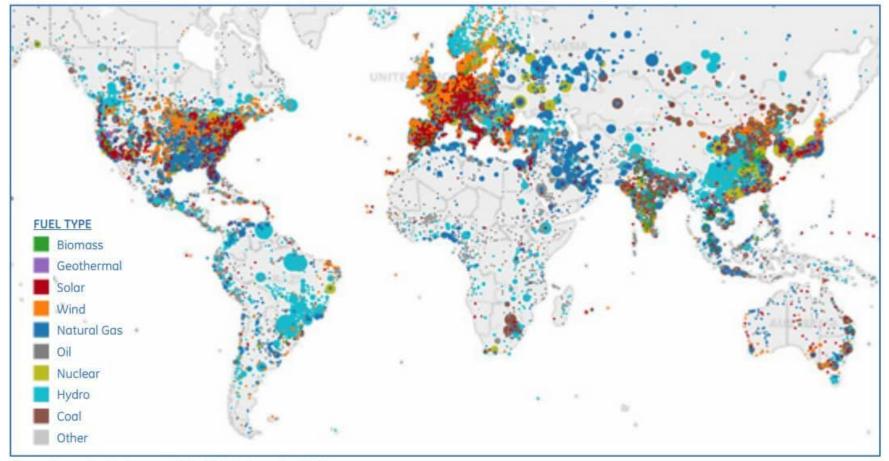


What is commercialization?

Imagine a world powered by fusion.....

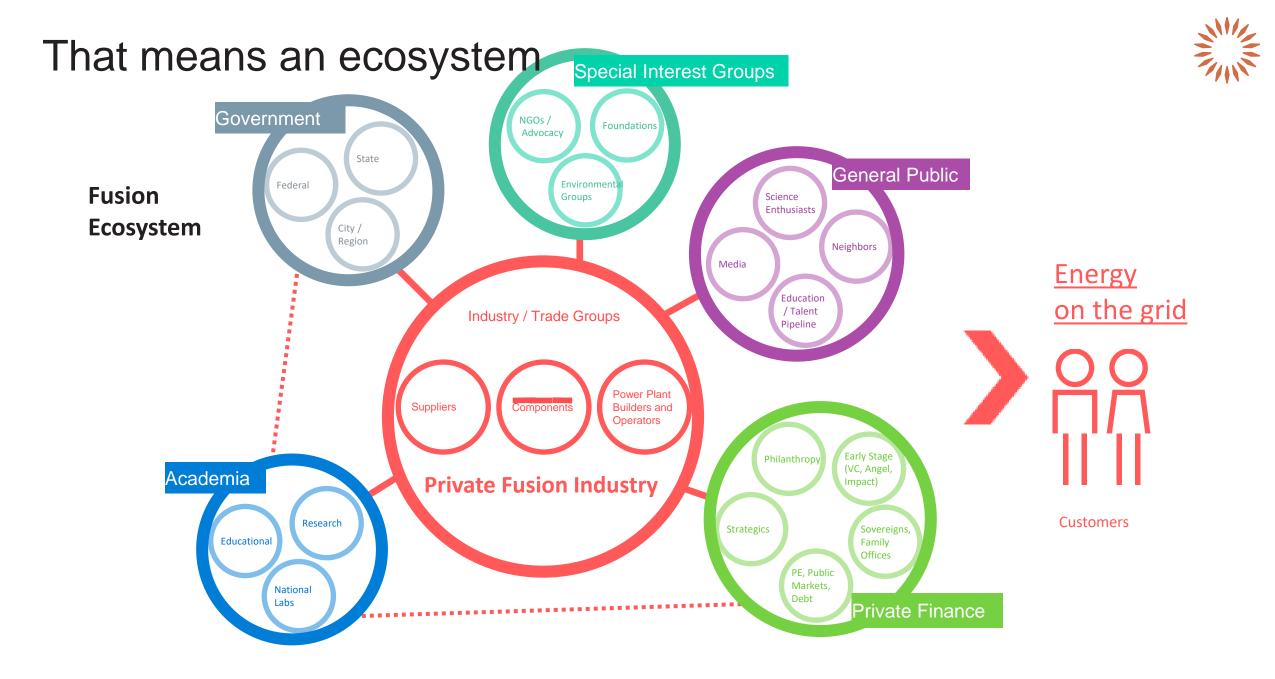






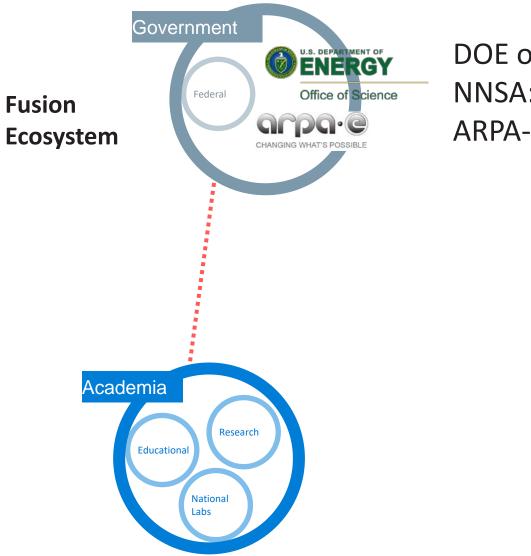
Source: Power plant data source Platts UDI Database, June 2012 Note: Circle size represents installed capacity (MW).

To make the impact on climate we need ~10,000 plants (of anything)



Where are we today?





DOE office of science: 600M/yr NNSA: 400M/yr ARPA-E: 20M/yr

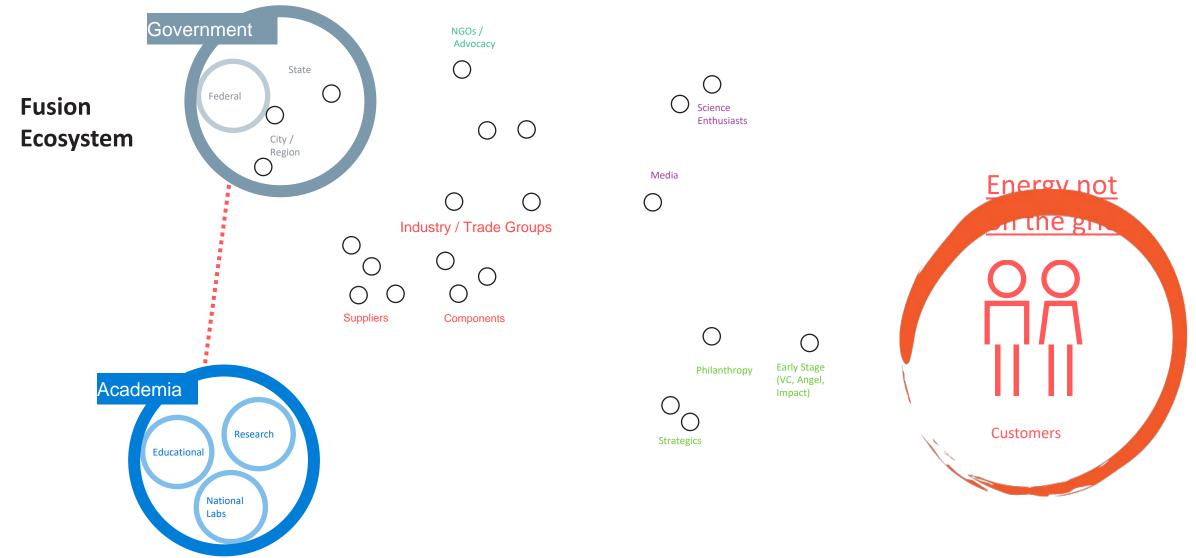
> Energy not on the grid



Customers

To get there we're going to need to make fusion sellable





Enter the fusion companies

There is a nascent fusion industry



- There are many companies, the list is growing ~28
- They are optimizing for things beyond physics
 - Indicators about the fusion value proposition
- They can be extremely capable organizations
 - Move faster than gov't programs
 - Tight focus on deliverables and milestones
 - With less \$ (now) and different resources than gov't
 - High-growth potential
- They are serious and thoughtful



Fusion industry association is a convener



- FIA has been instrumental in bringing together the companies and pushing the government
 - Now up to 22 member companies with over \$1.9B invested in companies (\$1.4B last 5 years)
- Forum for discussion and coordination, data collection etc
- Strong report out to NGOs and government
- Leading the cost-share and public-private partnership pushes
- Three goals for FIA:
 - 1) Partner with gov. for applied fusion research
 - 2) Drive financial support
 - 3) Ensure regulatory certainty



Good overview from FIA at the APS DPP CPP, recommended reading: <u>https://drive.google.com/file/d/1xW8VEgrCTH5XCToXO1aJ-</u>

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Growing fast... in number and capability

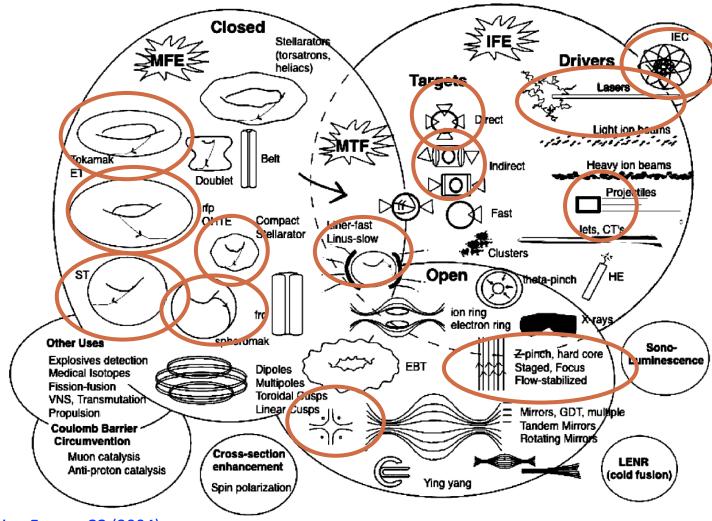








Different approaches but lots of things in common...

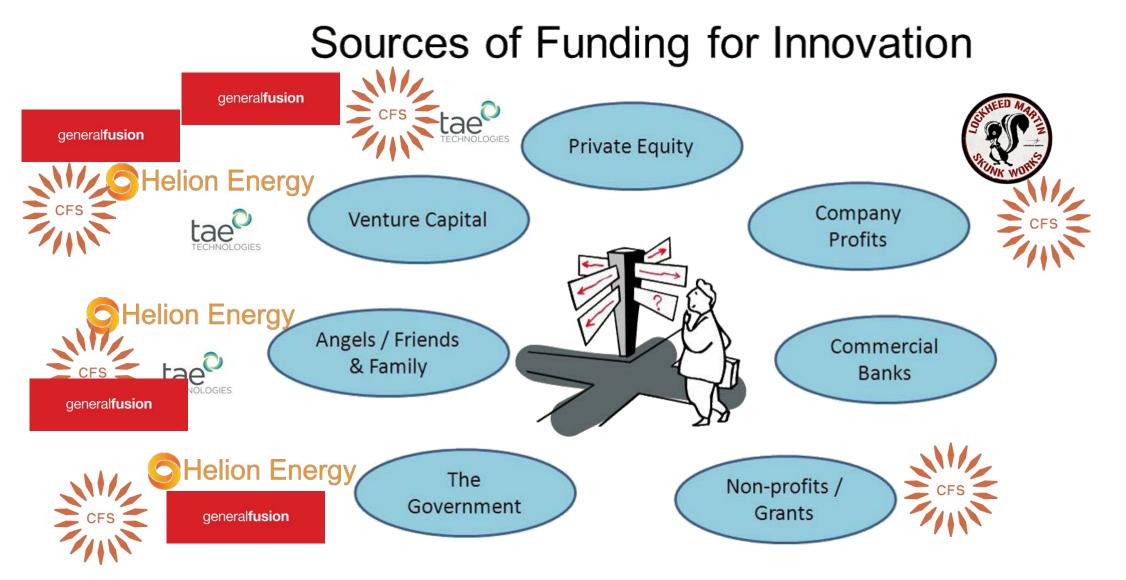


[1] <u>S. Woodruff, Journal of Fusion Energy</u>, **23** (2004)

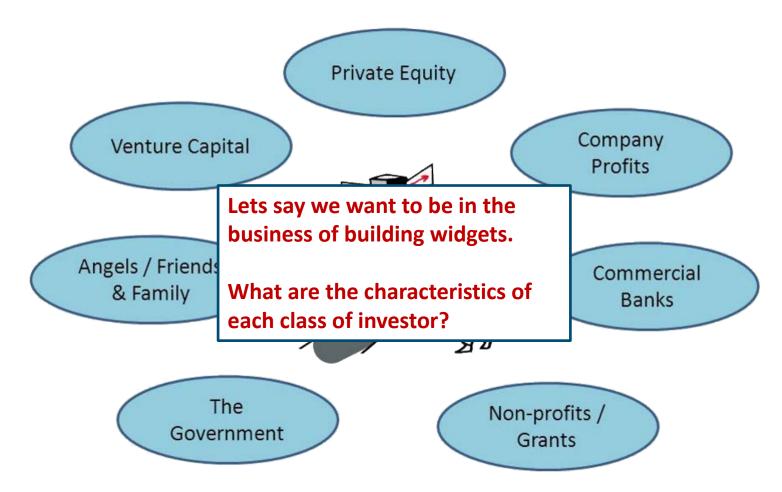


Backed by serious people

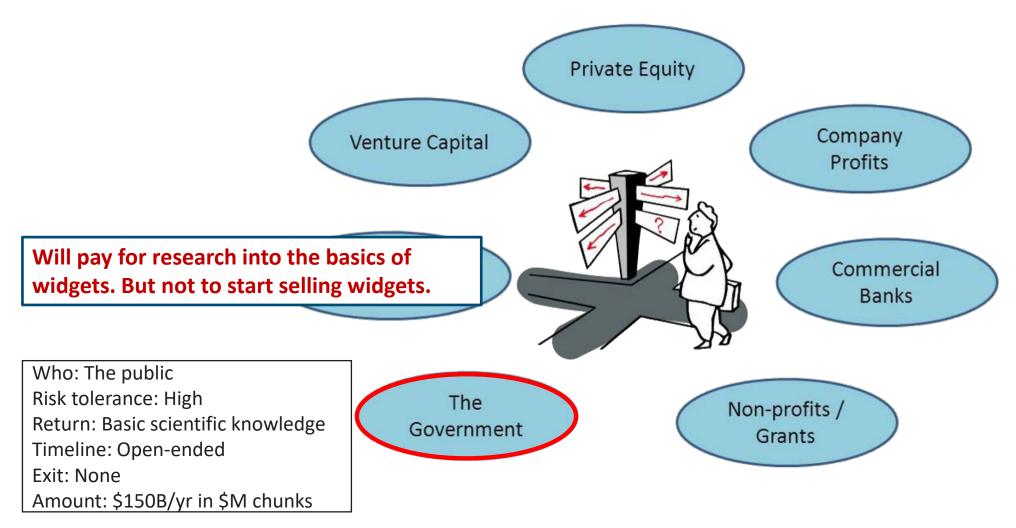




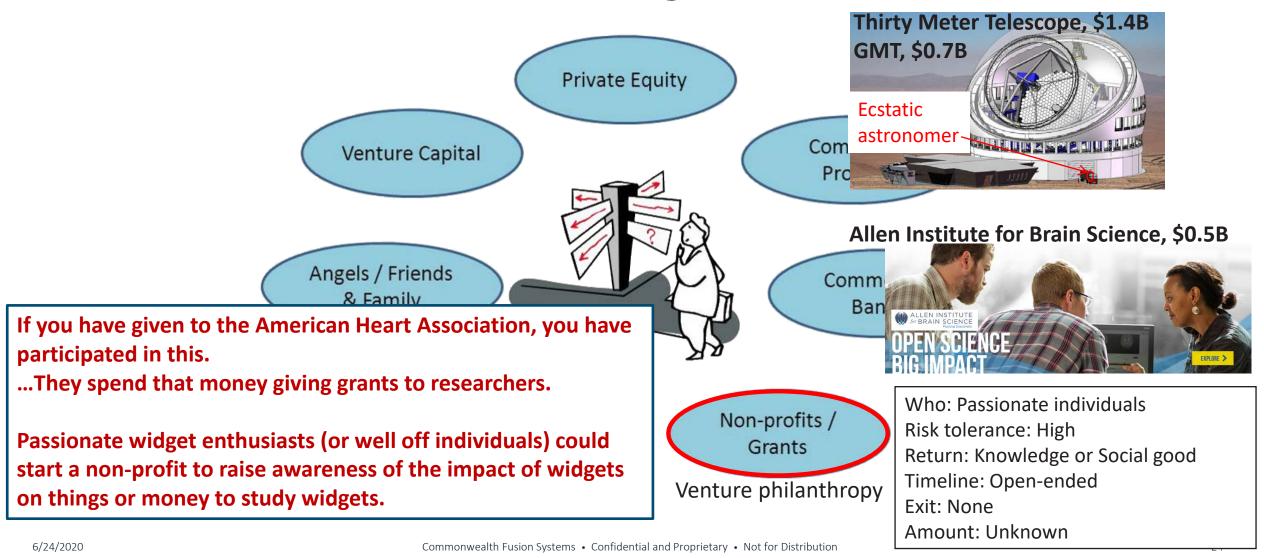




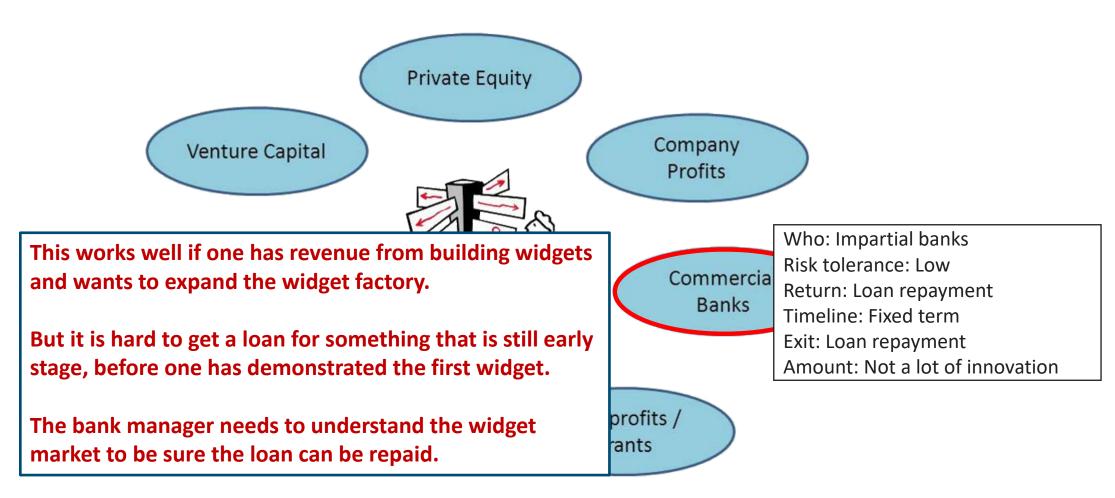




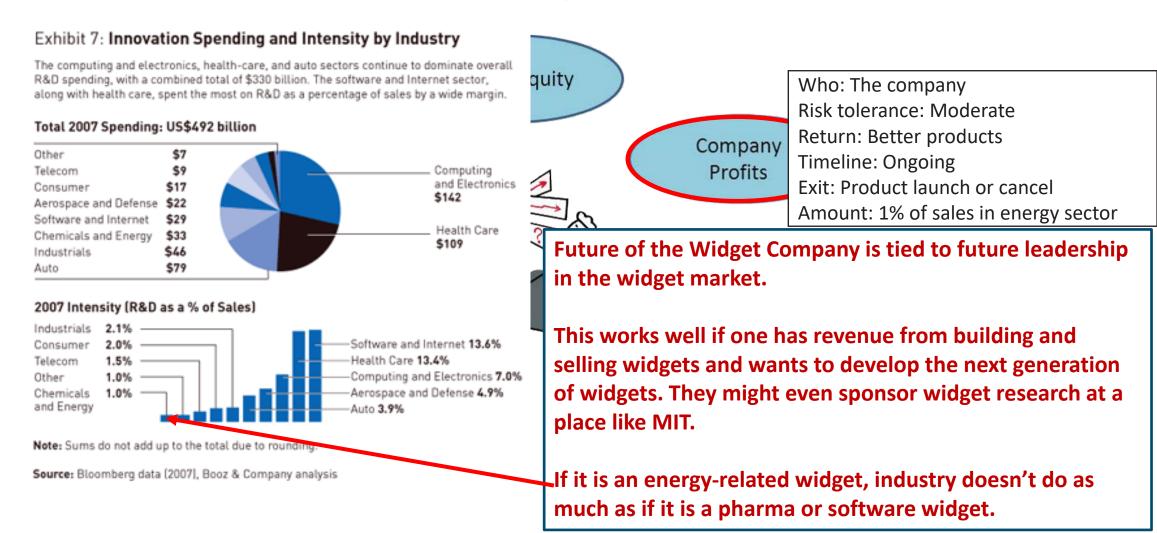




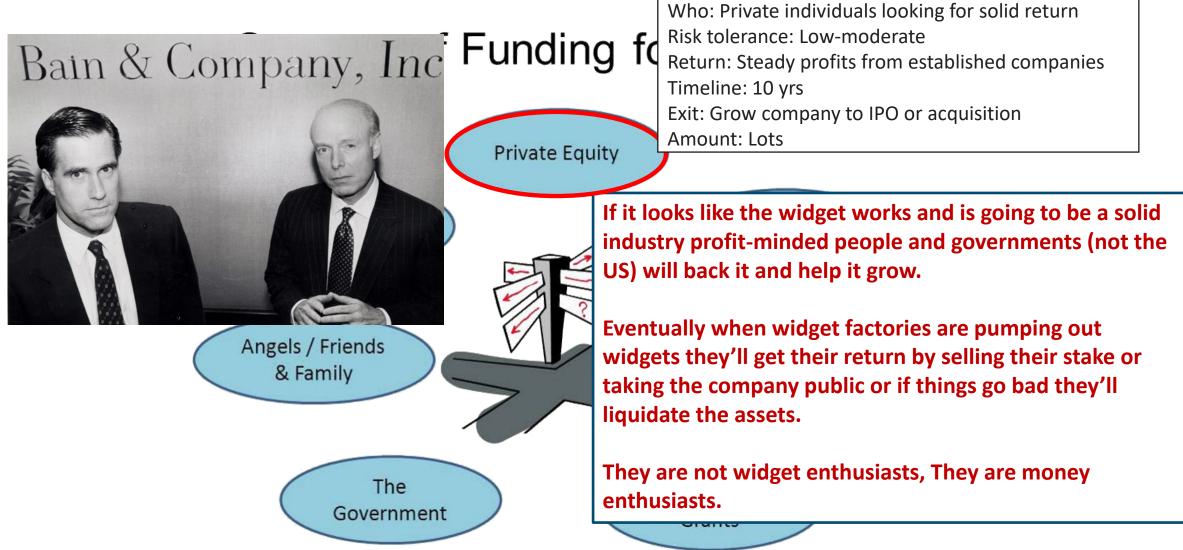






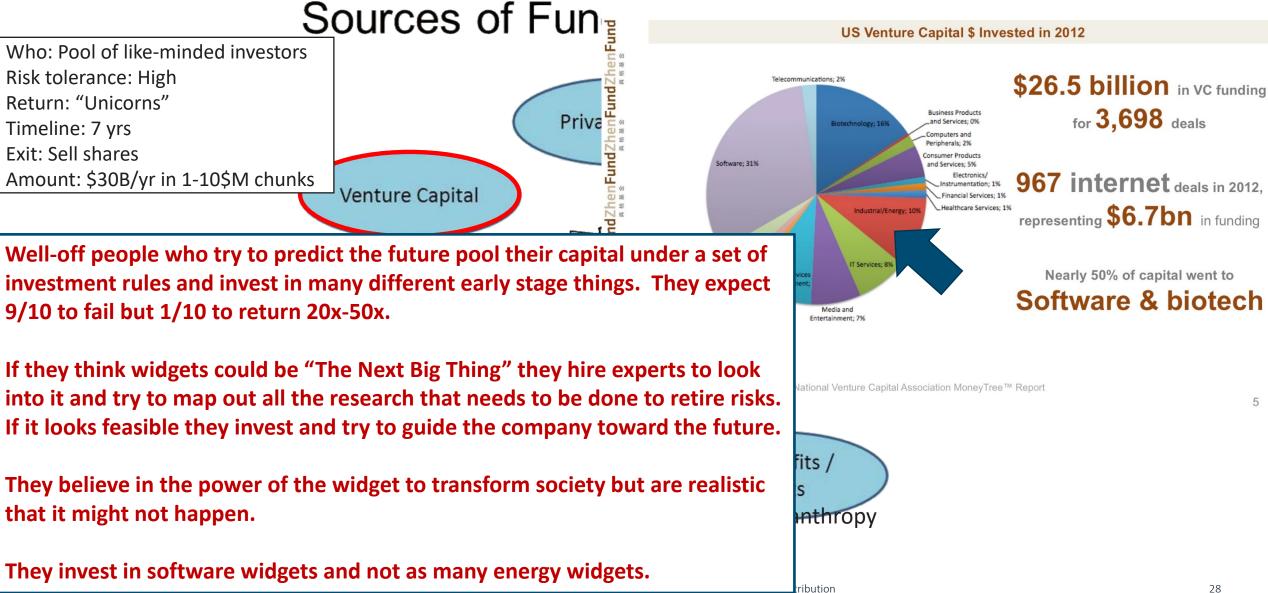








VC Funding: USA

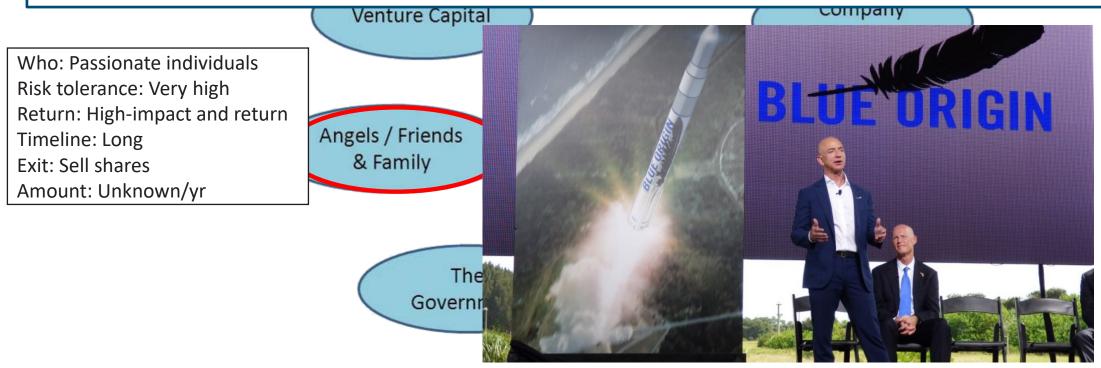




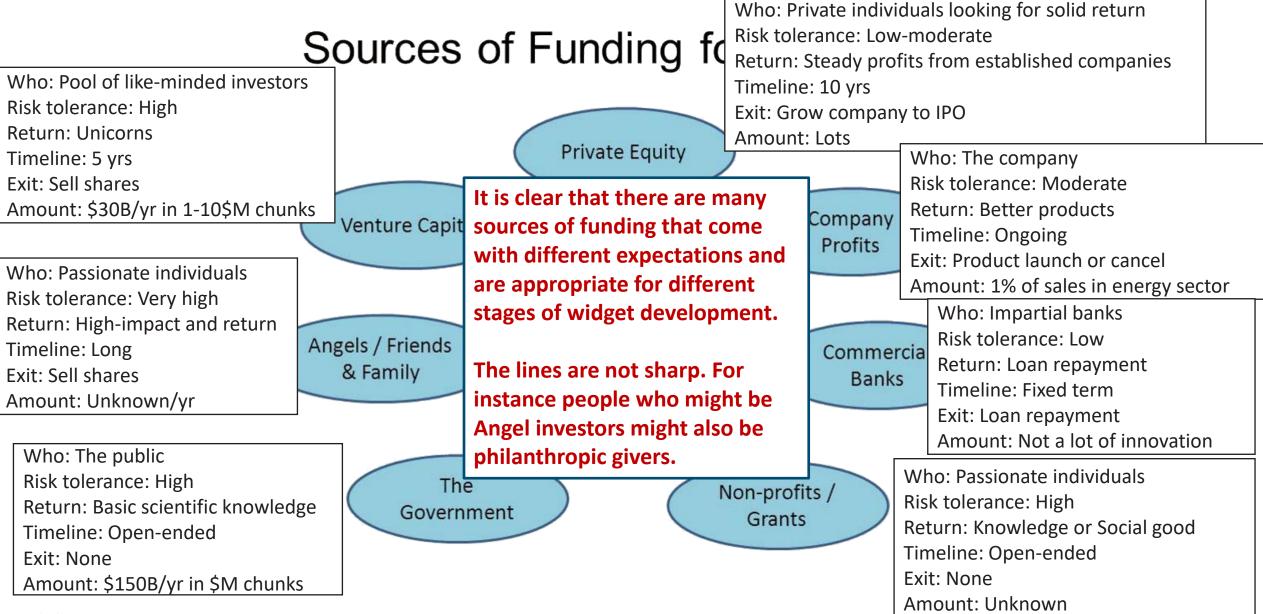
Wealthy individuals believe that the world must have widgets. Or family and friends really like and trust the individual widget-teer and want to see him/her do well.

Usually this passion translates to very heavy involvement or even leadership in the company and desire to see it through. They believe it but also need to see their money grow sometime in the future.

Sometimes they can be so committed they look crazy. Sometimes they are right.







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They can take risks... as long they learn fast

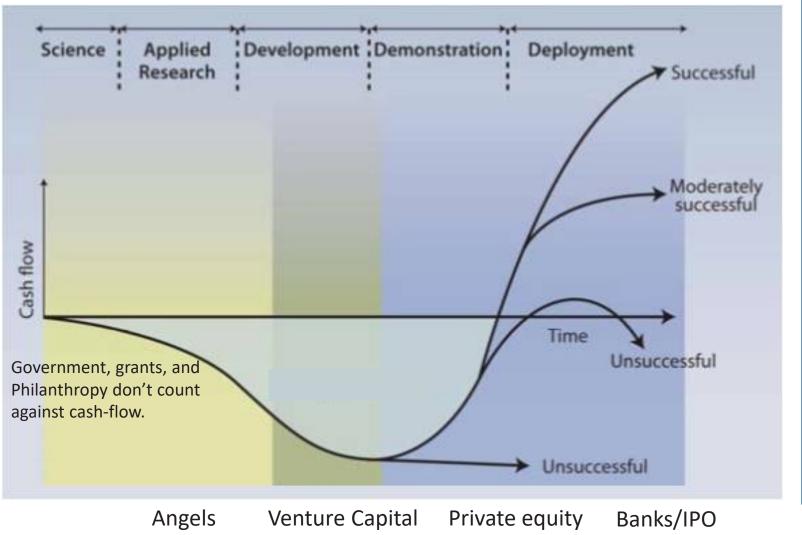






Why are they like that?

They must return capital





During the R&D stage the company is spending investor money to retire risks:

- Learning about the technology.
- Learning about the eventual market.
- Developing the Intellectual Property (IP) that will protect it's lead.

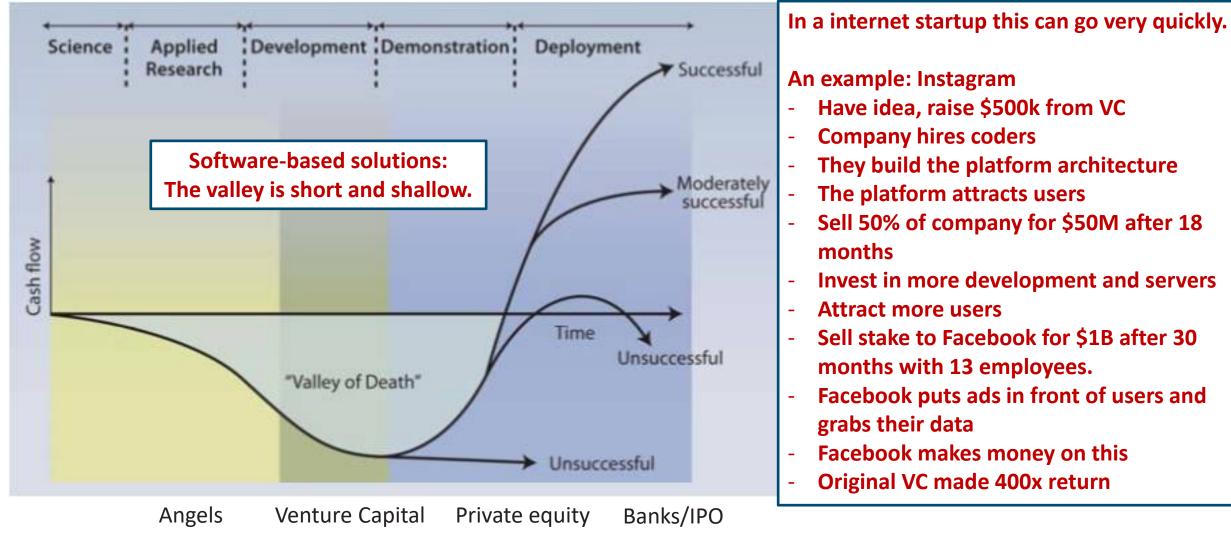
The goal is to learn about these things as fast and efficiently as possible.

The investors change as the risks change. Each one paying according tot their risk tolerance. The company's worth is *hopefully* growing since risks are being retired.

If a show-stopper is found then the company worth plummets.

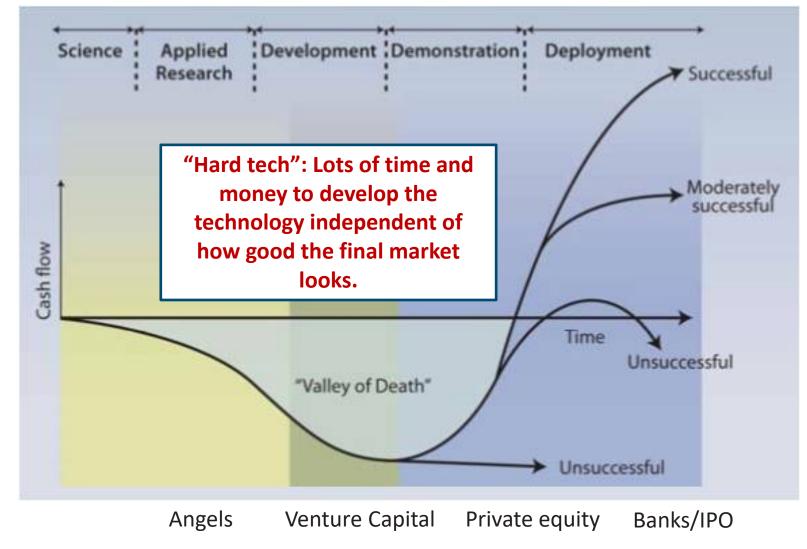
The best way to do this is to go fast and find a fit





But hardware companies have a deep valley





But the hardest, most pressing problems require more hardware and science, they must build demonstration plants or production lines.

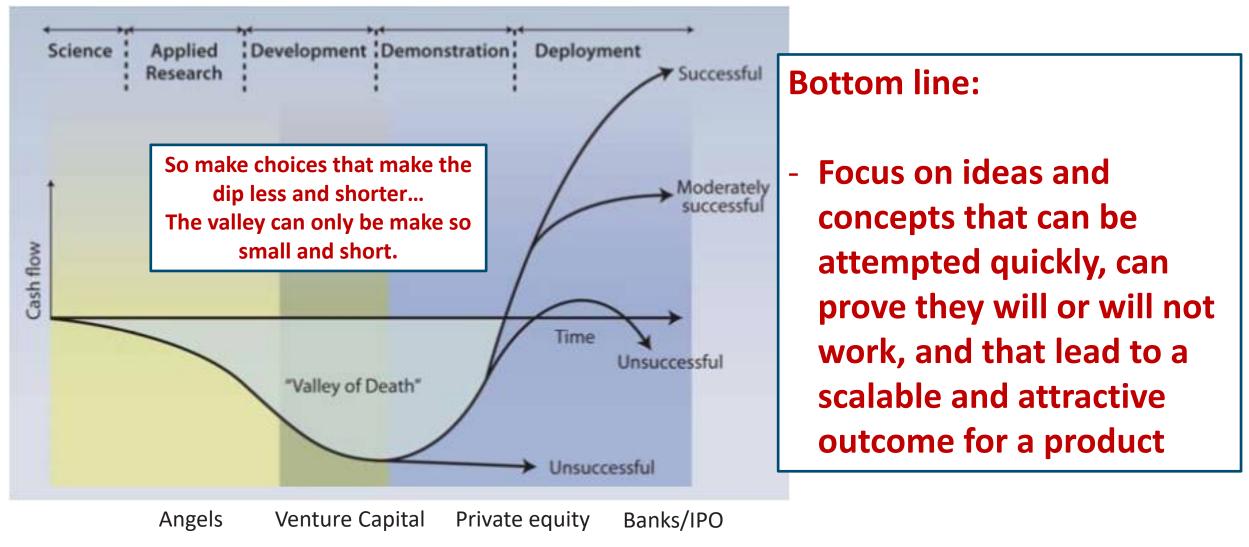
Therefore, the R&D period before the product is very long (time) and deep (\$\$\$).

- A pharmaceutical company might take \$1B and 10 years to go through the valley of death.
- Many clean tech companies get mired in this period.

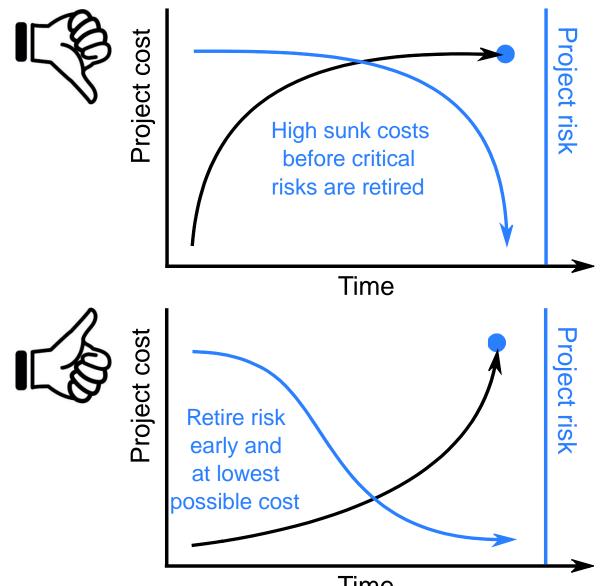
There is strong incentive to come up with plans that have a smaller valley.

This informs their choices as much as science





Must break down systems so risk is highest upfront





They are trying to learn as quickly as possible



A way to break down problems, identify what is important and solve it.



Avoids trying to solve all the problems at once.

Success then breeds success.

Key ideas:

- Cycle as fast as possible
- Focus on the **most valuable** feature set, the sponsor helps you figure this out at each stage.
- Always build the simplest, fastest, cheapest thing somebody will pay for that retires risk. The minimallyviable product.
- Learn about your technology and also about the market at every cycle, refine as you go.

- Involve user/customer/sponsors early and often so you don't make the wrong thing.
- Take risks and then quickly pivoting away from failure, small size and rapid action prevents sinking.
- Measure success so it can be and rewarded, prove the team can be successful and grow it.
- Eventually integrate and scale up solutions

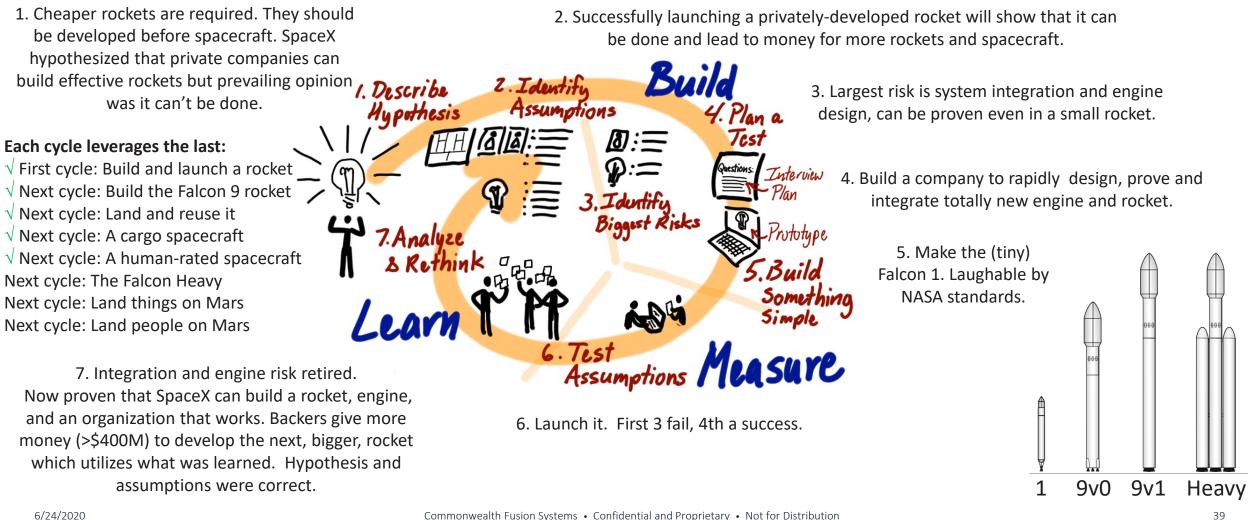
Extra: SpaceX's goal to develop the technologies needed to colonize Mars is an illustrative example.



SpaceX could have try to build a giant Mars capable rocket and spacecraft from the outset (NASA would).

Q: Why did they instead make a small rocket first?

A: Because a Mars rocket is too large of a risk to attract the money, better to retire risks small and fast instead of in a mega-step.



They must grow and protect value

- They need to be able to innovate in some aspect where they can gain a competitive advantage against others who might want to copy them or stomp them out
 - Technology innovation
 - Business model innovation
- Can be a strategy, a patent, a network...
- Then get to market as soon as possible, grow big, and make lots of fusion power plants





They are singularly focused on getting to market



Feedback from the energy world:

We have worked extensively with utilities, operators, investors, bankers, energy companies, manufacturers, NGOs around the world. They are excited to participate in a fusion commercialization effort.

What they need to see:

- Show net-energy high power production ASAP net electricity if possible
- In a package that scales to an economical and market-relevant power plant
- In a robust and simple as possible configuration
- In a market-relevant timeframe
- With concrete risk retirement milestones to track progress

This means its often not just plasma physics



- In the whole development cycle it might mean you take more risk on the plasma physics to enable a better, more defensible product, a faster path to market, a lower capital cost in market, etc.
- These different strategies and the corresponding company structures are the heart of innovation – that is competition that works.

What's the difference in the bottom line between a product that works and nobody buys and a product that doesn't work? -- Nothing!

What are the ways to get speed?





- Decrease the capital outlay required to retire risk make it smaller Make a plan that you can derisk upfront – cut loses if it doesn't work Minimize technology interdependencies – modularize and parallelize Make it economically attractive – increase the TAM Increase private capital participation – success acts as accelerator Decrease the number of stakeholders – keep them aligned Recruit outside expertise – people have done similar things Demonstrate by building – roadmaps and plans are easy Build momentum with early success – hit meaningful milestones
- Focus on unique value creation leverage work done elsewhere



Lets talk about 15 years...

- Our aim is to put fusion electricity on the grid in this timeframe
- Why do we think we can do this?
- 15 years is a long time in the real world!
 - Especially when there is a breakthrough + a substantial need

Game changer definition:

a newly introduced element or factor that changes an existing situation or activity in a significant way

Breakthrough definition:

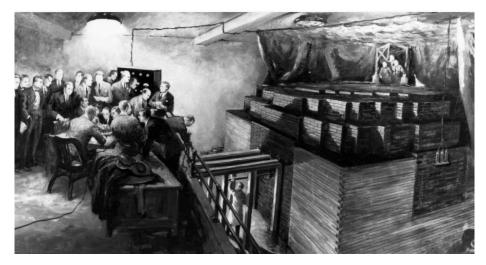
A sudden advance especially in knowledge or technique

An act or instance of moving through or beyond an obstacle



Lets talk about 15 years... Fission power

1942 – Pile 1 0.5 W thermal



1957 – Shippingport60 MW electrical, public-privateMarket drives engineering



War drives science. Very basic nuclear physics, no materials knowledge, no applications, no industry

+ 2 fully-private full-scale plants under construction Architecture fixed, soon to scale to 20% of US power



Lets talk about 15 years... SpaceX

2018 – Falcon Heavy

2002 – SpaceX founded



Launch is a very expensive, hide-bound program dominated by government-funded contractors with very little innovation. Innovation applied to orgs and tech, supercharged by finance

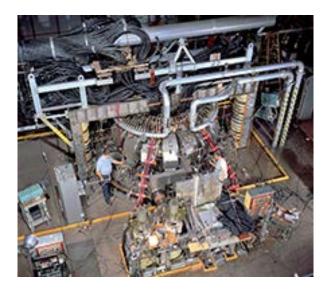
Falcon 9: 4 years + \$300M from napkin to launch Cuts the cost to orbit by factor of 10, built a market

This is what people can do, fusion is no different

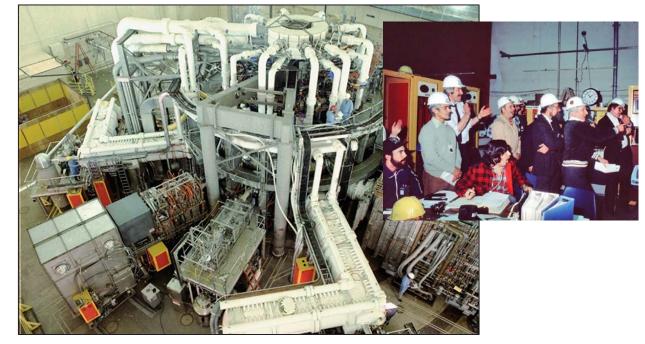


Lets talk about 15 years... Fusion

1971 – ST shows tokamaks work



Tokamaks are performing good enough, the world needs energy, we have sights on the technology. Make push for DT. 1986 – JET, JT-60, TFTR running, supershots, prepping

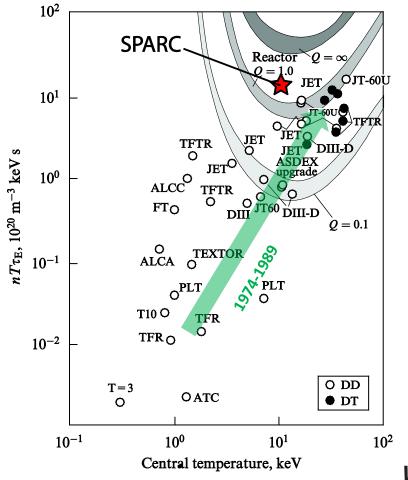


Drastically expanded the operating space for tokamaks, developed most of the technologies we now use.

It wasn't that expensive.



Lets talk about 15 years... Fusion

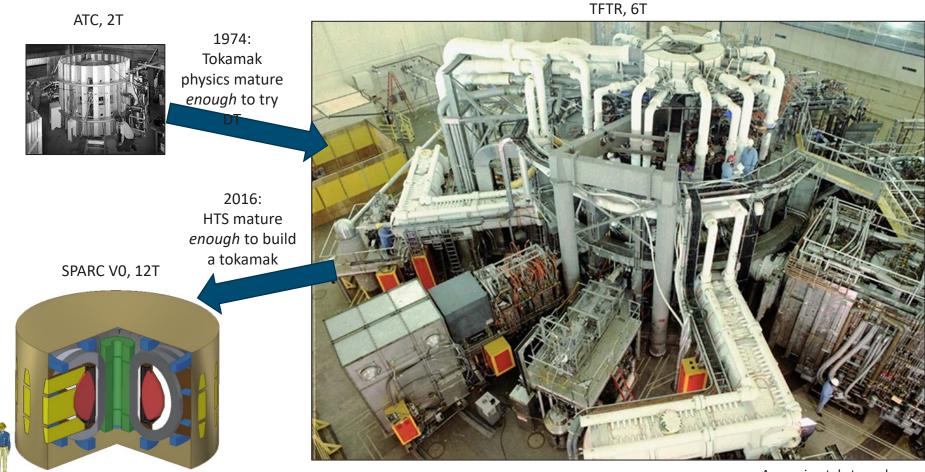


Extrapolations in performance				
Parameter	1974-1989	Today-ARC		
Plasma current	10	1.5		
Toroidal field	2	1		
Magnetic energy	100	18		
Pulse length	1000	??		
Auxiliary heating	100	0.75		
lon temperature	10	0.5		
Triple product	1000	~2-5		
D-T fuel	DT	Done		
Fusion power	10000000	>15		
Q	10000000	>10		

Why can't we do this again?... We don't have so far to go.



Lets talk about 15 years... Fusion



Approximately to scale

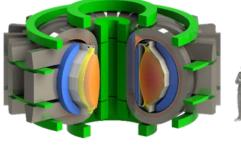
An example: CFS

CFS was built to fast track fusion

- Start from the plasma physics we know today
 - Require as little advances and discovery in plasma physics as necessary
 - Use the tokamak and ITER physics basis
- Use innovation to drive tokamak size down and economic attractiveness up
 - High field HTS magnets
- Break the problem into discrete tractable technical milestones
 - Have a strategy that is flexible and can pivot when necessary
 - Turn physics unknowns into engineering problems wherever possible
- Build a team and stakeholders who are aligned with the mission
 - A team that is deeply mission-aligned and highly capable
 - An investor syndicate that has the capital to not just see it through but accelerate
 - Partnerships the grow a big ecosystem around fusion to launch an industry
- Always be focusing on delivering a commercial fusion product





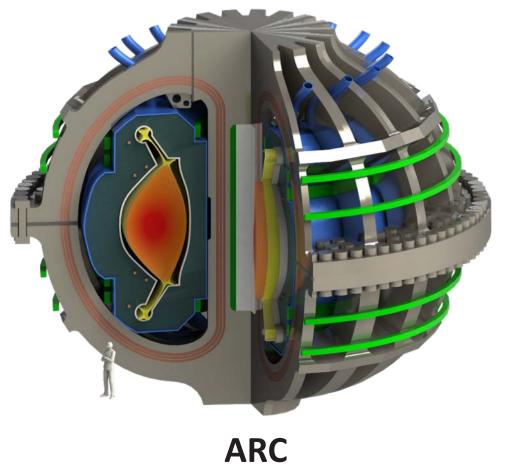


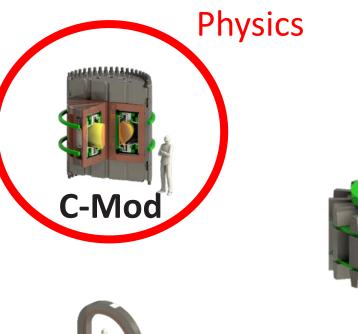


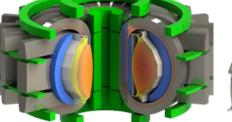


2021

2025







SPARC

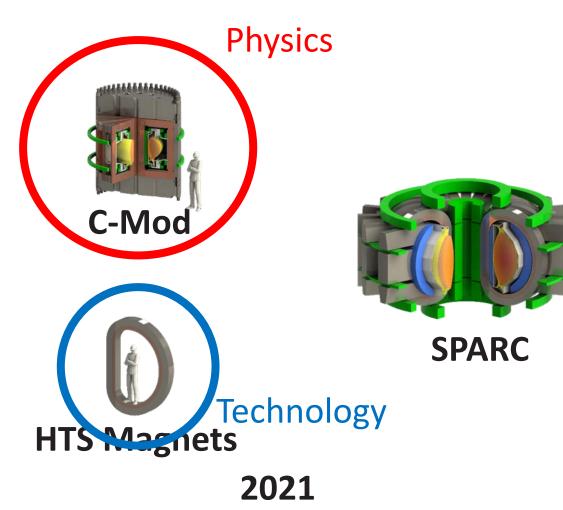
HTS Magnets

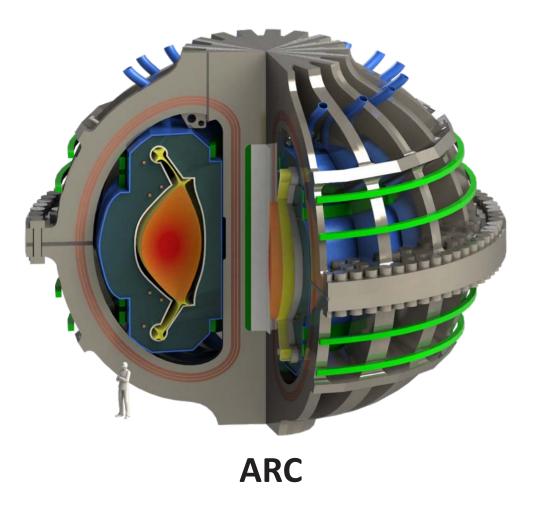
2021

2025









2025

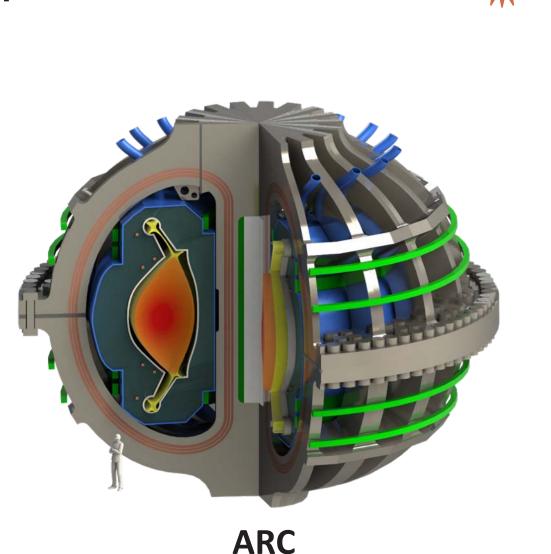
Technology (+ Physics)

SPARC

Physics

Technology

2021



2025

HT

C-Mod

IS Magnets





Backed by capital to put fusion power on the grid

- Investors committed to displacing CO2 and building a fusion business
 - High net-worth individuals
 - Large energy companies
 - Large investment funds
 - Hedge funds
- Early investors in Google, SpaceX, Tesla, Amazon
- Enough capital to get it done and to accelerate while doing it
- Understanding of and appetite for the technical risks

khosla

• Anything less than power on the grid is a failure

reakthrouar



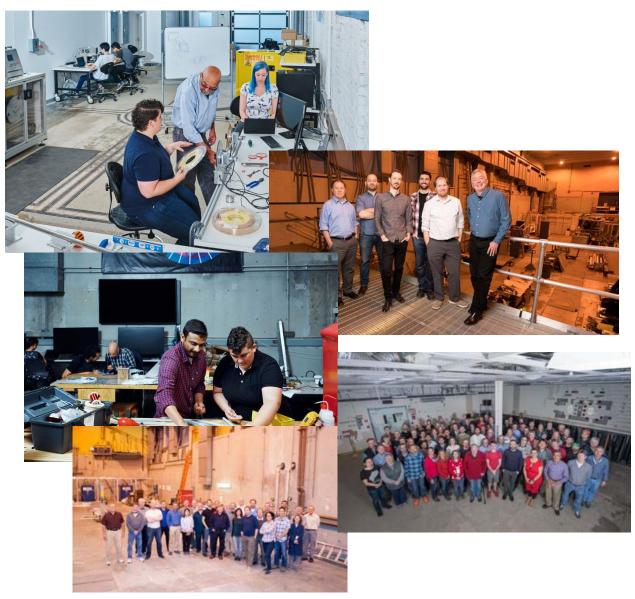


SCHOONER



A top-notch team to tackle this problem has been assembled

- CFS is building a team to develop and field fusion devices
- Currently >100 head count
- Fusion experience:
 - MIT PSFC, ITER, GA, PPPL
- Magnets
 - MIT, NHMFL, CERN, LBNL, Fermi, GE, Phillips
- Adjacent high-tech industries
 - SpaceX, Hyperloop, TerraPower, Tesla, GM, Google, COMSOL, Intel
- A wide range of experience under one roof solving problems together as fast as possible
- 30 job postings cfs.energy/careers



Where do we go from here?

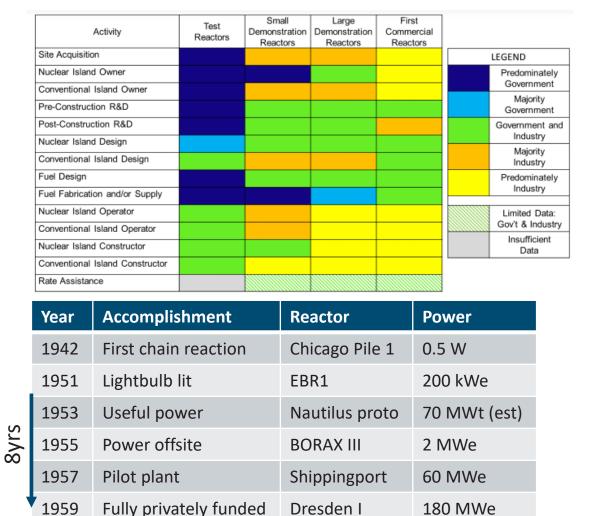
Technology gets to market using the whole ecosystem

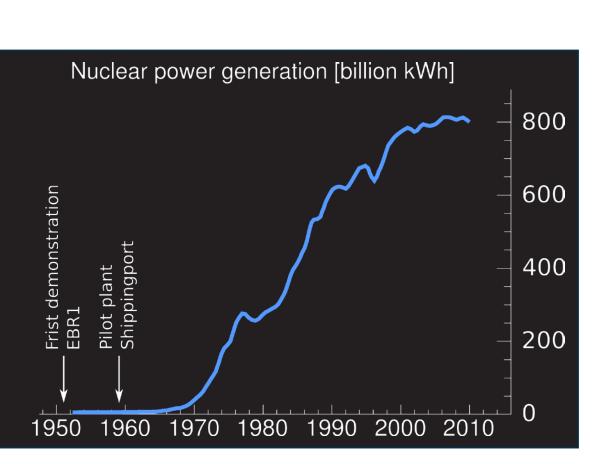


- The entire funding environment is evolving
- Fusion is following a well-worn tech-development arc
 - Computers, AI, Robotics, Drugs, Aerospace, Energy, Quantum, Materials, etc
- An evolving pathway is how fusion is going to get on the grid
 - The US government doesn't build reactors, pilot plants, etc industry does
 - Look to fission, fossil, ARPA-E, EERE, New Space
- Each side does what it is good at
 - Government does basic research, deep expertise, tool sets, seeds innovation
 - Private finds market fit, selects architectures, scales solutions, manages costs



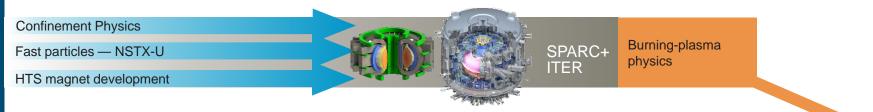
Part of a required evolution: Look at fission





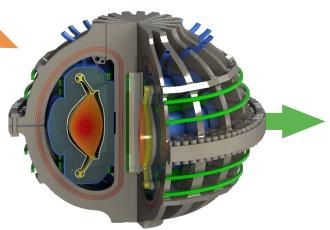
Lesson: Prove the physics and technology at as small of size as feasible. Then scale up an industry.





ARC: Compact fusion Power Plant

Show fusion makes more power as soon as possible: Burning plasmas are key. Collaborate on SPARC and ITER which are complimentary.



Covered in APS DPP CPP White paper: Greenwald – Collaborations on the SPARC device

TODAY

2030+





But without nuclear-compatible materials and components the first fusion system is very sub-optimal. Its been 25 years since the US did DT– do it now for FM&T.

2025 +

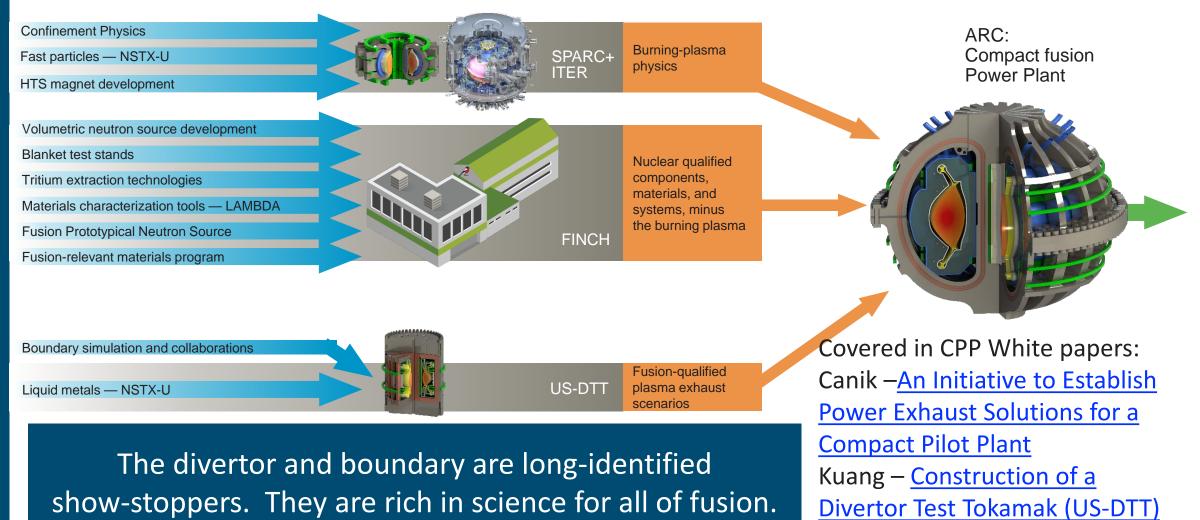
Covered in CPP White paper:

Sorensen- <u>FINCH: The Fusion Integrated Nuclear Component Hall</u> and the papers it references (FPNS, VNS, GDT, Materials, BTCF, etc)

TODAY

2030 +





We need a modest, modular, flexible, near-term test bed.

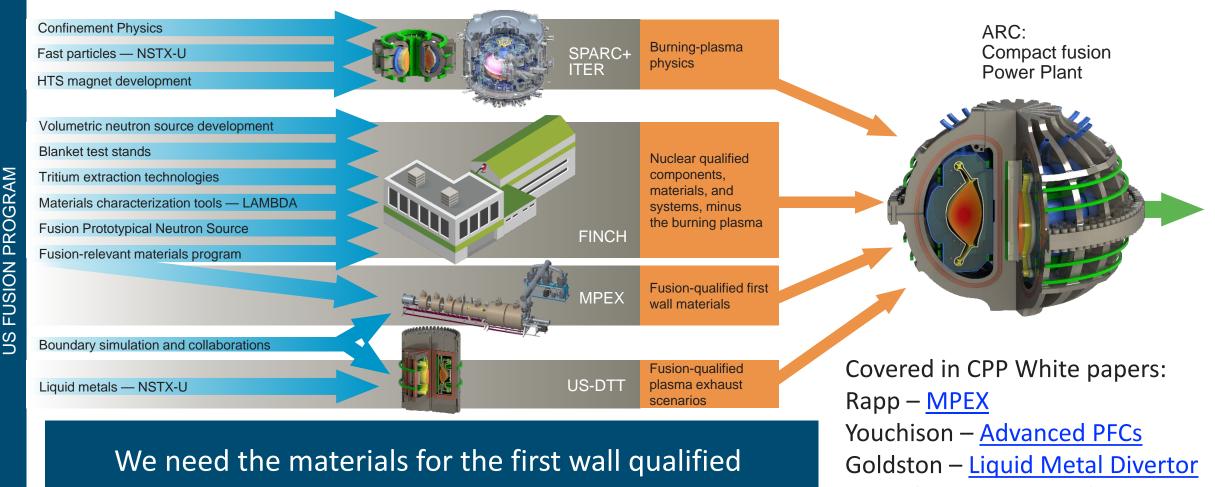
2030+

TODAY

FUSION PROGRAM

SU





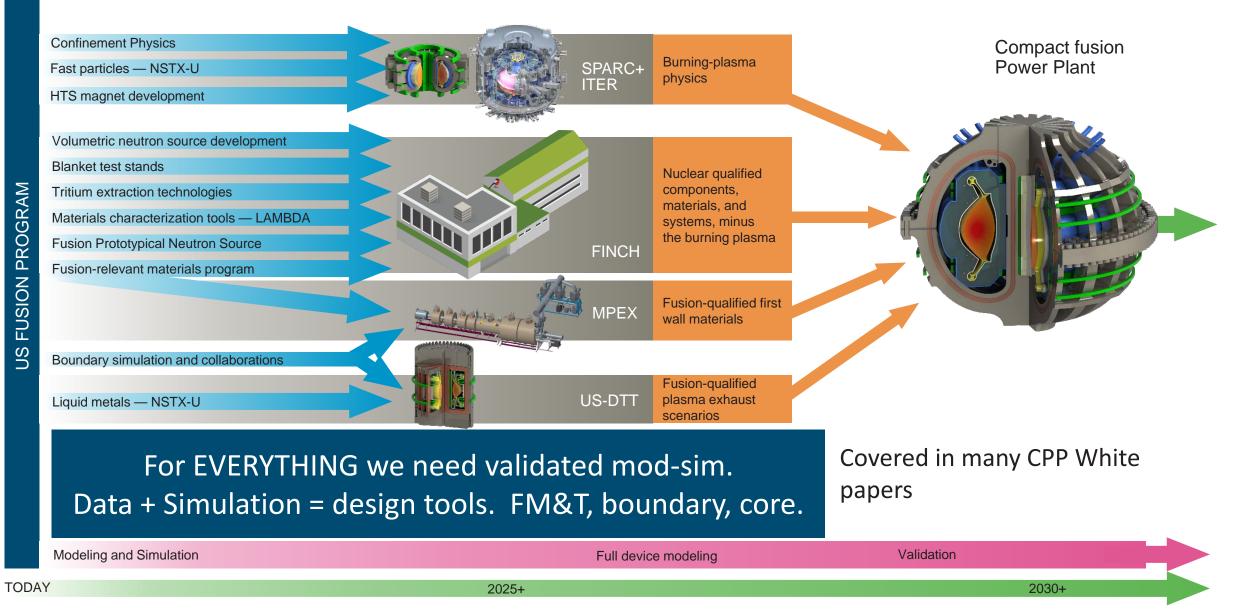
Battaglia – <u>NSTX-U in the 2020s</u>

2030 +

We need the materials for the first wall qualified in long pulse to match to any plasma solution. Do MPEX now. Do Liquid Metals on NSTX-U.

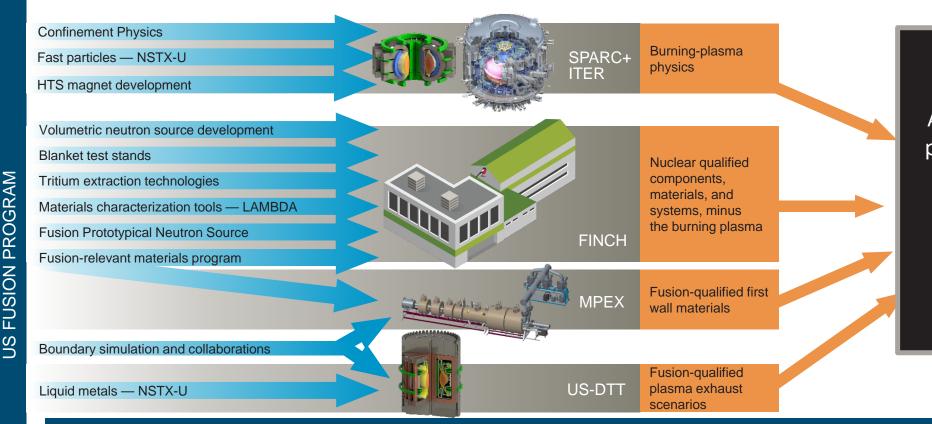
TODAY





6/24/2020





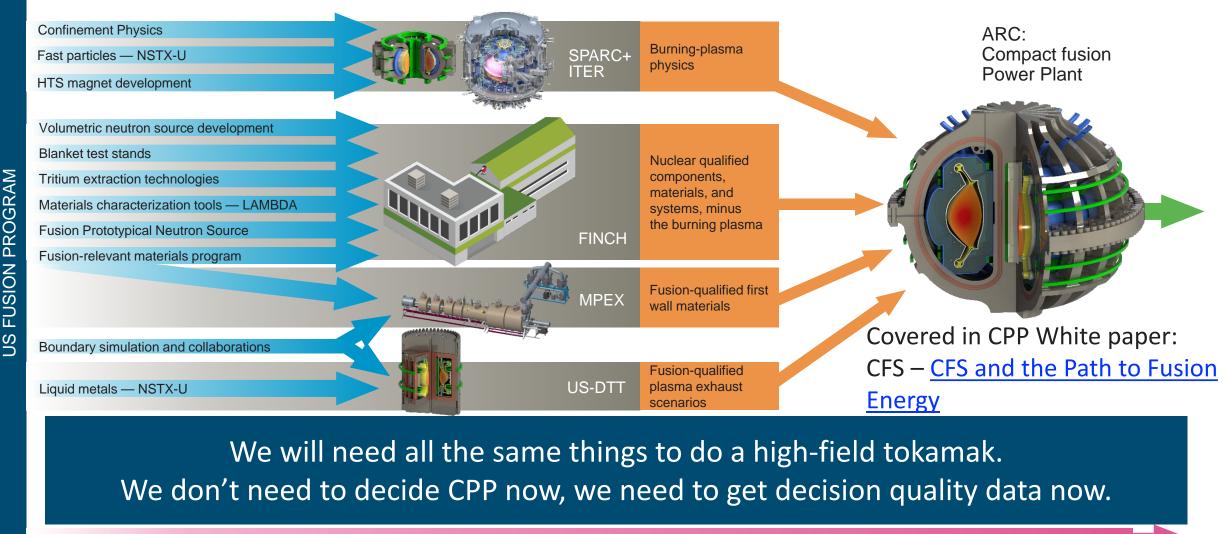
Fusion power plant:

A black box that confines plasmas to get to burning conditions, captures the energy, breeds the fuel, survives long enough, designed with validated design tools, that fits a market.

This path is almost entirely architecture independent. We don't need to decide CPP now, we need to get decision quality data now.

Modeling and Simulation	Full device modeling	Validation	
TODAY	2025+	2030+	

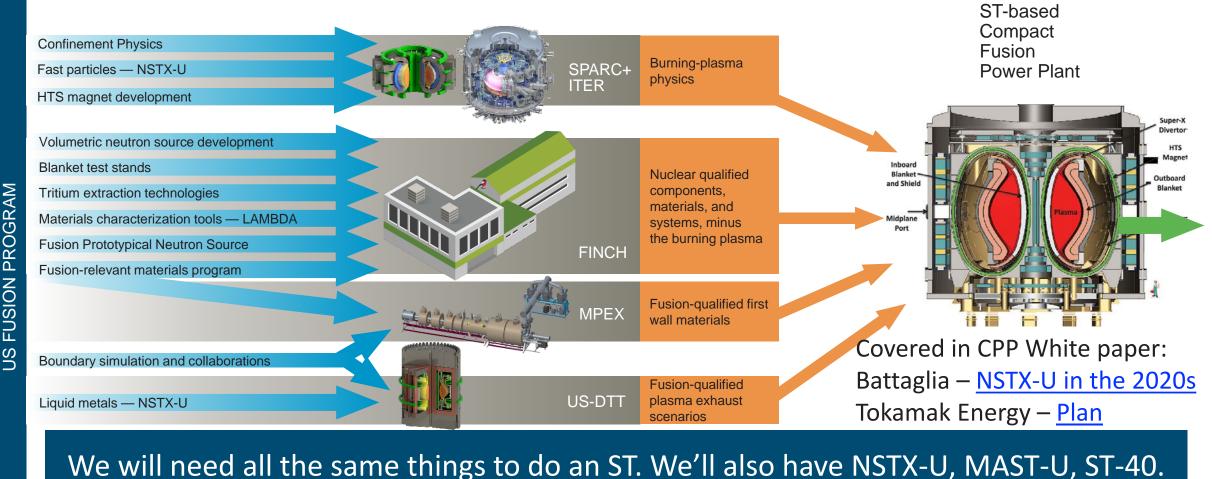




Modeling and Simulation	Full device modeling	Validation	
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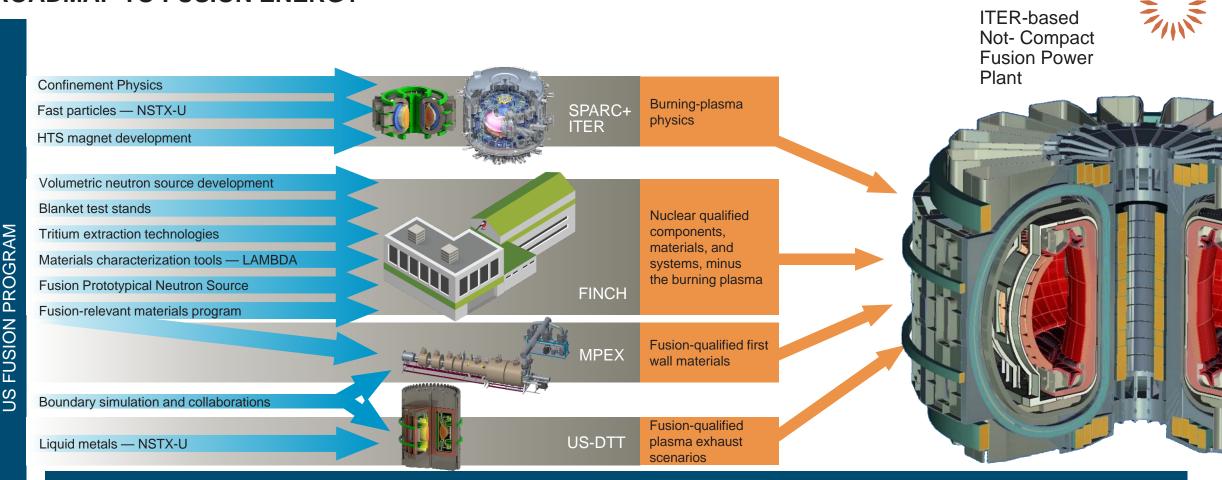
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We don't need to decide now, we need to get decision quality data now.

Modeling and SimulationFull device modelingValidationTODAY2025+2030+

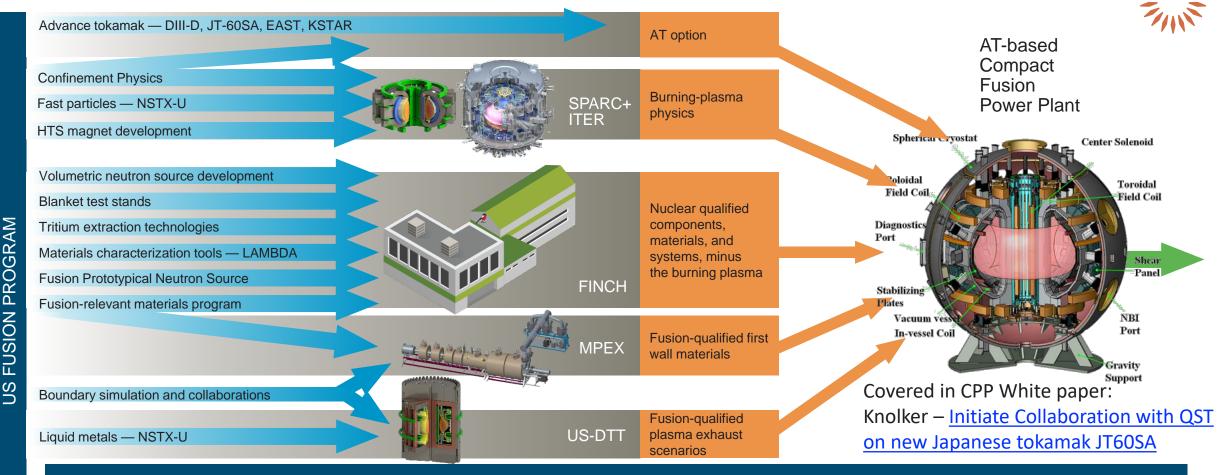


We'll need all the same things if we wait for ITER and then do EU-DEMO-like plants. We don't need to decide now, we need to get decision quality data now.

Modeling and SimulationFull device modelingValidationTODAY2025+2030+

6/24/2020

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We'll need all the same things if we do AT. And we'll have JT-60SA + DIII-D results. We don't need to decide now, we need to get decision quality data now.

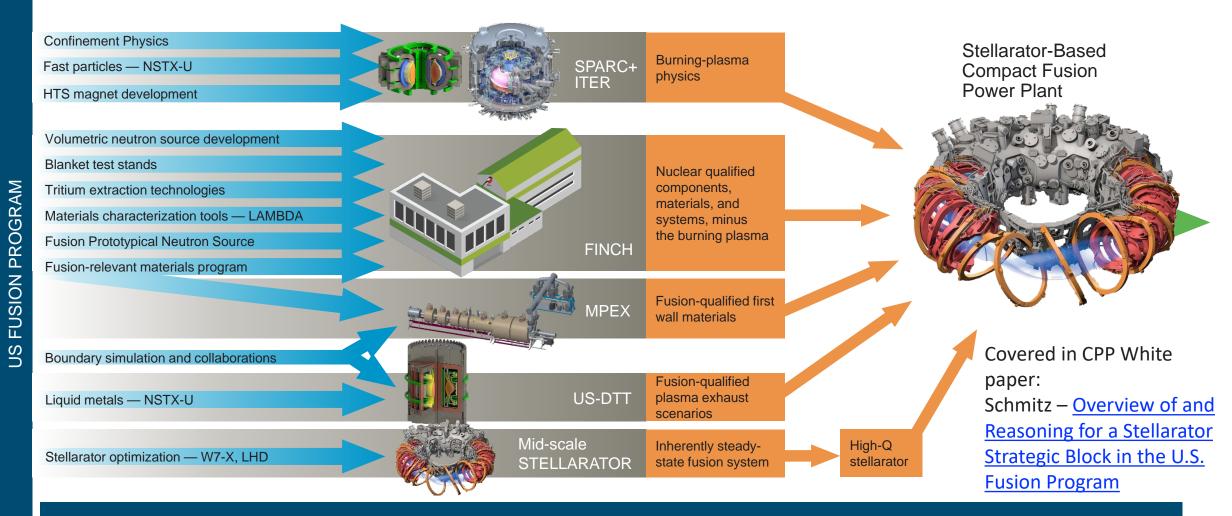
 Modeling and Simulation
 Full device modeling
 Validation

 TODAY
 2025+
 2030+

6/24/2020

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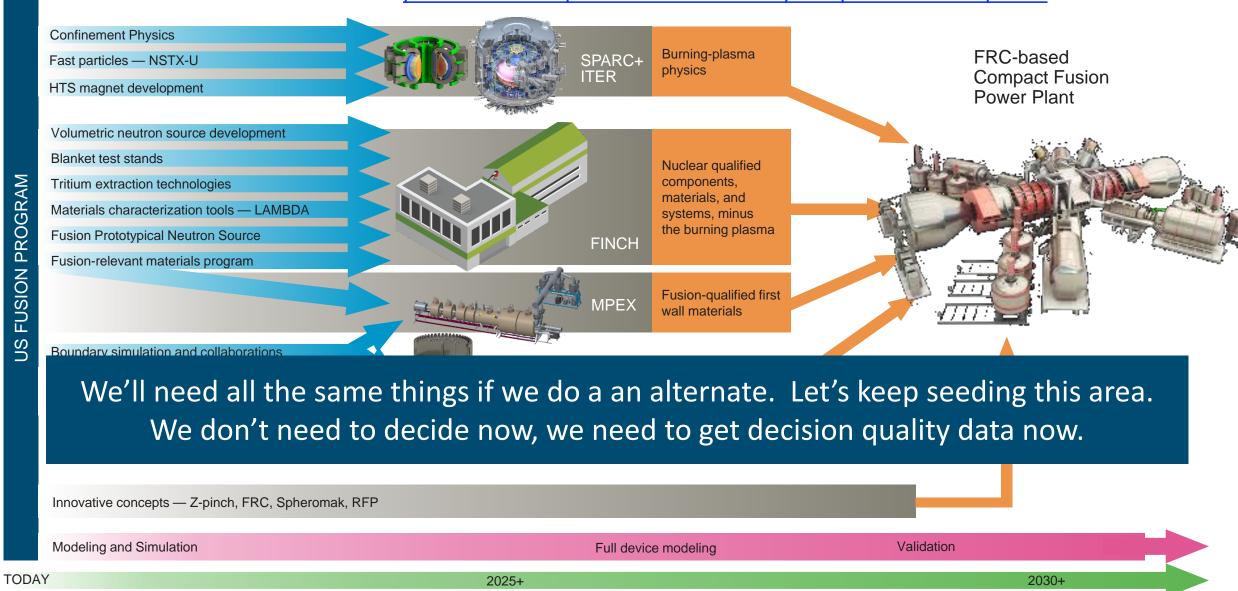




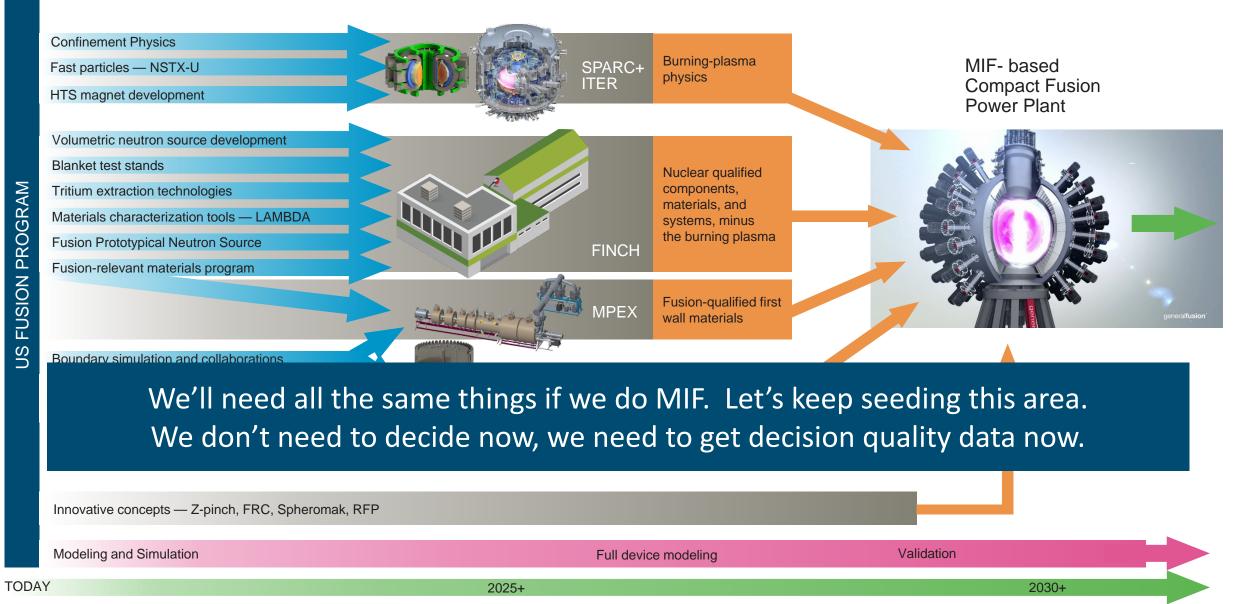
We'll need all the same things if we do a Stellarator. And should do a mid-scale one. We don't need to decide now, we need to get decision quality data now.

TODA

Covered in CPP White paper: Sutherland – <u>The need for a diverse fusion energy research and development</u> portfolio for the pursuit of economically competitive fusion power







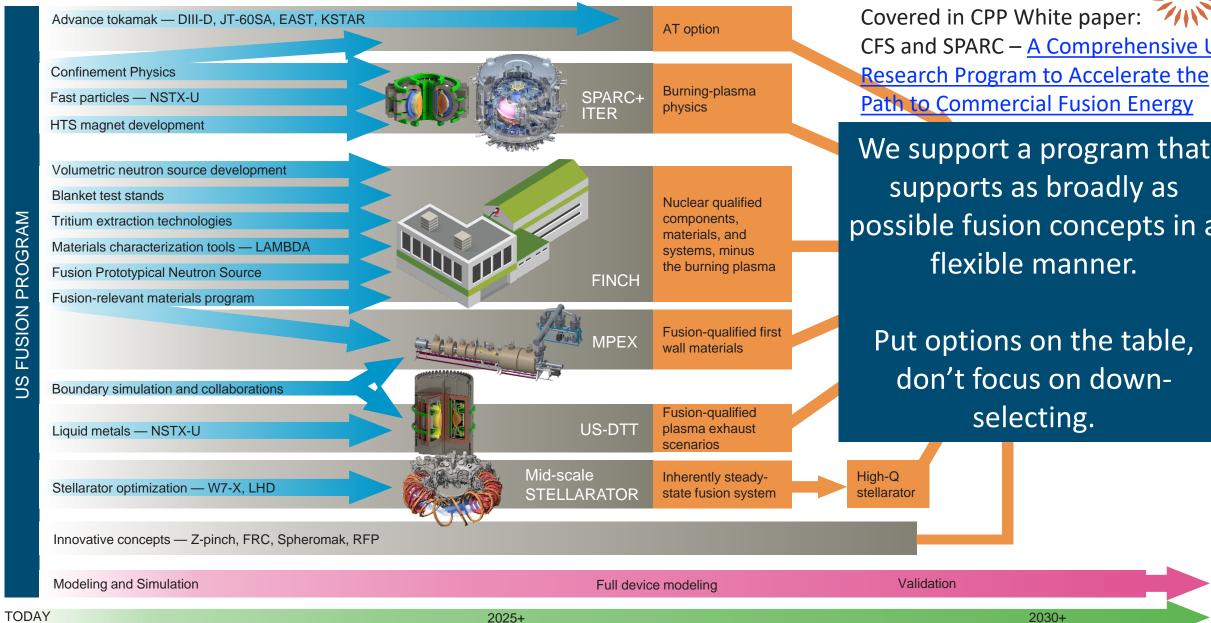
Covered in CPP White papers for HEDP





Modeling and SimulationFull device modelingValidationTODAY2025+2030+

A ROADMAP TO FUSION ENERGY THAT CFS WOULD SUPPORT



CFS and SPARC – <u>A Comprehensive US</u>

Path to Commercial Fusion Energy

We support a program that supports as broadly as possible fusion concepts in a flexible manner.

Put options on the table, don't focus on downselecting.

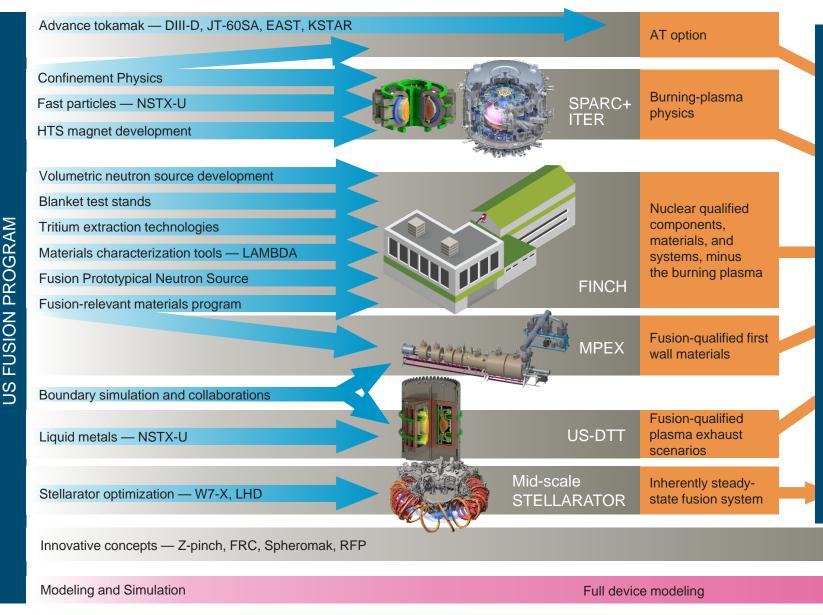
2030 +

6/24/2020

PROGRAM

FUSION

SU



The important thing is that we start NOW.

If we wait and don't do the early things then we will lose.

It would be a travesty for somebody to have a concept that works and have fusion stall because we, the APS CPP, CHOSE not to prioritize the parts that help everybody.

Waiting is a CHOICE.

2030+

Validation

TODAY 6/24/2020

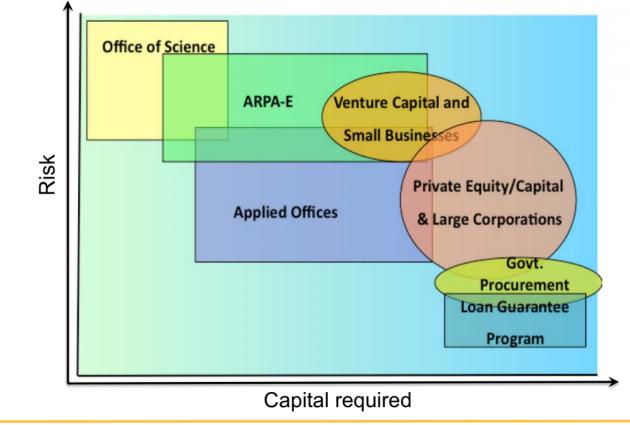
Commonwealth Fusion Systems • Confidential and Proprietary • Not for Distribution

2025+

In modern tech transfer, the partnerships form a ladder



For energy technologies to have commercial impact, must understand downstream processes and create market pull



Must demonstrate both technical and economic performance before risk is reduced sufficiently for largescale investments.

Private sector sharpens the thinking on downstream processes and needs, and must have increasing stake/responsibility as development progresses.

Fusion clearly challenges the established DOE commercialization pathway.



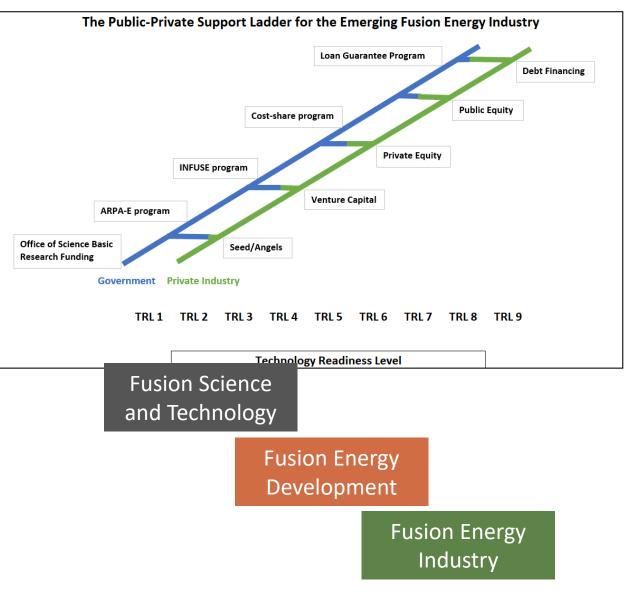
Figure and some content on this slide adapted from former ARPA-E director A. Majumdar's testimony to the U.S. House Committee on Science and Technology, 2010.

A ladder for gov't and industry to climb together

- The US is very good at industry –academia government
- There are many relevant precedents, look to commercial space for example
- We need to build a ladder that builds up capabilities
- A vibrant fusion ecosystem supports all of fusion



NASA COTS: From Shuttle to SpaceX





Diversifying the funding and partnerships



4 INFUSE grants in 2019

- 1. BNL: HTS cable quench
- 2. ORNL: Divertor materials tests
- 3. LLNL: Divertor plasma siumlations
- 4. PPPL: Alpha particle simulations

GCPG FOA: BETHE (Breakthroughs Enabling Thermonuclear-Fusion Energy) submitting applications SBIR

Applying to SBIRs to support spin-out R&D



COTS-like (Commercial Orbital Transportation Services) cost share working way through Congress, potential to support SPARC and collaborations



Summary: Q: Is fusion relevant to the climate crises? A: Yes

- Fusion commercialization is a good sign of a healthy and growing field
- Lots of exciting research and applications going on in the companies
- Lots of opportunities for growth and ways to work together
- Success looks like a growing field with more innovation, more people paying attention, producing a product that can fit in an eventual market

Questions