

Observations on Progress and Opportunities

Simon Berry - NIA International Group

We exist to enable informed and robust decision-making by owners and operators of critical national infrastructure

Introduction

We specialise in bridging the gap between strategy and operational delivery; our consulting expertise coupled with extensive engineering, operations delivery, and regulatory experience underpins our ability to look deeper into issues, to provide clearer insight and foresight, and to create enduring success for our clients.

Decision Analysis Services (DAS) consultants have been operating in the civil nuclear industry for decades. We have a broad and deep understanding of the UK civil and defence nuclear markets, built on many long-term relationships and a close involvement in key industry initiatives, and a connected global outlook particularly through Poland and Canada.

Our deep sector experience, combined with a clear understanding of the technical, operational, political and regulatory landscape, means we're well placed to support our clients achieve meaningful outcomes and lasting transformation.

We have been trusted to work with civil nuclear licensees, defence nuclear primes, UK and international Government and their arm's length bodies, regulators, engineering and manufacturing companies, and a range of Tier One organisations for many years.

Core capabilities



P3M / P4M

Maximising return on investment from projects, programmes, portfolios, and procurements through delivery expertise.



Technical Advisory

Addressing complex technical challenges, through systems engineering, safety management, and regulatory support.



Strategic Advisory

Applying systems thinking to analyse the strategic and policy environment, developing insight and foresight that enables organisations to achieve their goals.



Change Management

Across the full change lifecycle, ensuring that any change is prepared, executed and established efficiently and effectively.



Digital Innovation

Applying data analytics, machine learning, visualisation and digital twins to optimise operational performance.

Simon Berry

Simon is a Senior Consultant and former civil servant with 8 years of experience working on major government priorities across climate and energy policy.

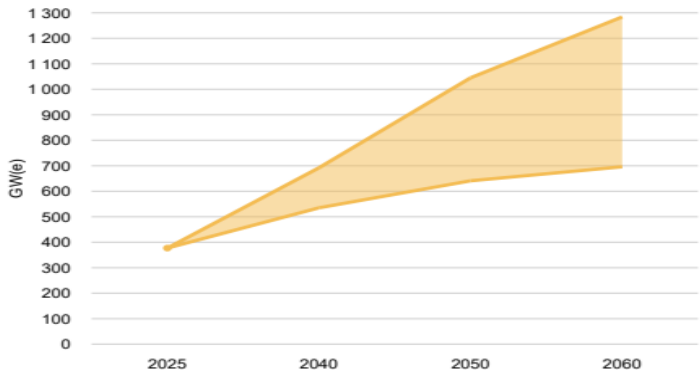
Simon was part of the team that delivered the UK's Advanced Nuclear Framework and was responsible for HMG's approach to the funding and financing of projects aiming to deploy in the UK.

Simon has also worked on some of the biggest decisions impacting the UK's civil nuclear aspirations including the capital raise for SZC, the SMR tech-selection process and the UK's HALEU investment.

The global direction of the sector is strengthening year on year and the impact of US/Iran conflict further strengthens the political tailwinds.

1

Global nuclear power deployment is now predicted to at least double by 2060, with a pipeline to potentially triple.



Source: INTERNATIONAL ATOMIC ENERGY AGENCY, Energy, Electricity and Nuclear Power Estimates for the Period up to 2060

2

Higher than expected application to join the UK Advanced Nuclear Pipeline.



X-ENERGY

Bechtel-Westinghouse sign EPC contract for Poland's first nuclear plant

Nuclear fuel chain helps drive Canada's energy strategy

Rolls-Royce SMR Launches Supplier Programme Backed by £1.4 Billion of Contract Opportunities

3

Progress in key markets supply chains.

	Energy security Nuclear energy supports energy independence while maintaining low costs and reducing GHG emissions	
Security of electricity supply	Domestic supply chain resilience	Decarbonisation of power generation
	Geopolitical benefits Nuclear energy enhances the investor's international reputation, enabling strategic partnerships and supporting the achievement of climate targets.	
Reduce international dependency	Enabling strategic alliances	Meeting climate targets
	Economic Impact Nuclear energy is a driving force for the economy at both national and regional levels, fostering innovation and enhancing economic competitiveness through lower energy costs and deep decarbonisation	
National and regional economic growth	Power price reduction & stabilisation	Supporting energy intensive industries

A strong technology is not guarantee of global fleet deployment. Innovative financing solutions alongside key operational decisions drive progress.

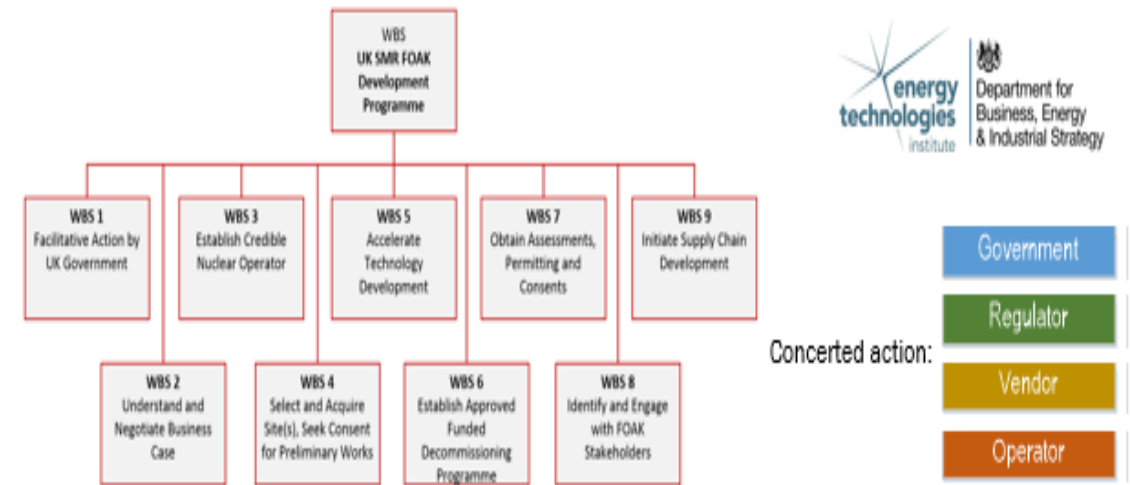
To satisfy the international commitment made by 22 nations to triple nuclear capacity by 2050, annual investments globally will need to reach at least **\$150 billion**. As you know, the economics of deployment have not been proven at scale and first-of-a-kind costs and the learning curve are still being tested, and investors know it. Innovative financing solutions will be vital for improving investor confidence and the sector should learn from technologies such as Deep Geothermal who have recently bridged the same gap.

Project Progress Through Time

Pre-FID	Post-FID	Post-COD
<u>Aggressive Export Financing</u> - Debt Guarantees - Low Interest Loans - Supply Chain Support	<u>Cost Sharing Agreements</u> - Contingent Financing Facilities - Cost Overrun Protection	<u>Cashflow Protection</u> - Regulated Returns - Minimum Power Prices - Innovative PPA solutions
<u>Sovereign DEVEX Funding</u> - Co-Development Instruments - Novel Instruments like 'Equity to Debt Solutions'	<u>High Impact, Low Probability Protections</u> - Nuclear Third Party Liability - Regulatory & Political Certainty - Last Resort Financial Backstops	<u>Beyond Baseload Solutions</u> - Integrated Energy Storage - Carbon Dioxide Removal - Other Energy Vector Production

Projects face a long valley of death between conception, first investments and final investment decision which can stress finances if business discipline is not maintained on activity that supports final investment decisions (FID). Early addressing of supply chain, workforce risks is vital in preventing unnecessary delays and building investor confidence. Nothing is as effective at driving up costs as delay. Additionally, projects that fail to formalise and integrate effective methods knowledge transfer will be unable to drive costs down along their assumed learning rate which will greatly impact investor confidence.

1 *There is a breadth and depth of SMR deployment enablers that must be matured through concerted action. It's not just about the technology and the vendor.*



Source and acknowledgement: Energy Technologies Institute SMR Deployment Enablers Project (by DAS)

Source: DAS Study 2026

Innovation is not just for technology. It is also how we share learning and best practice.

Share Lessons

Ask 1

Project-specific learnings and cross-government knowledge sharing will be vital. The countries that learn fastest from each other will deliver faster and cheaper.

Align Regulation

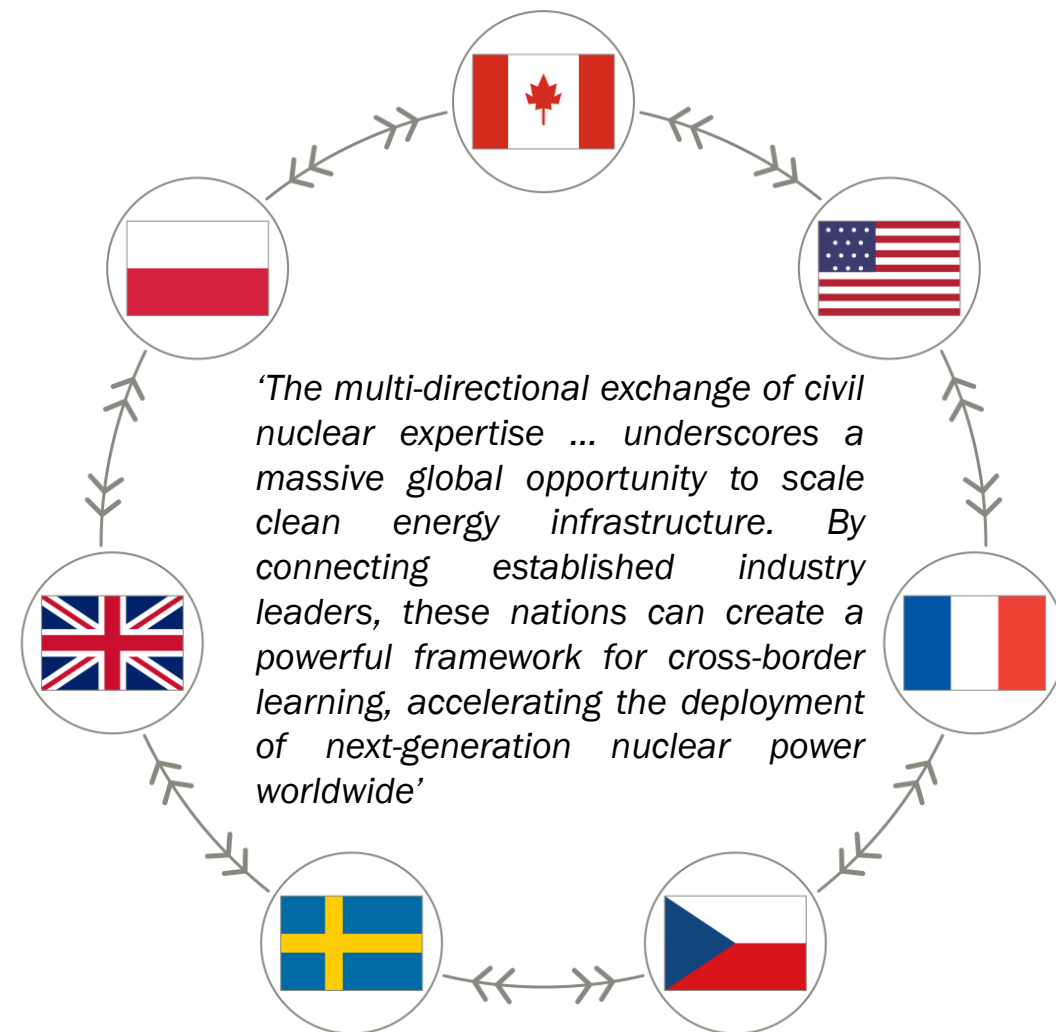
Ask 2

Regulatory alignment across the nations involved will save time and cost for everyone. Where you can influence this, do.

Don't wait for Governments to innovate

Ask 3

Be creative and create your own solutions to the challenges you face. Seek advice and bring Governments along with you otherwise you risk getting stuck in the mud.



Source: DAS Study on opportunities for learning between Canada, Poland and the UK.

Contact

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