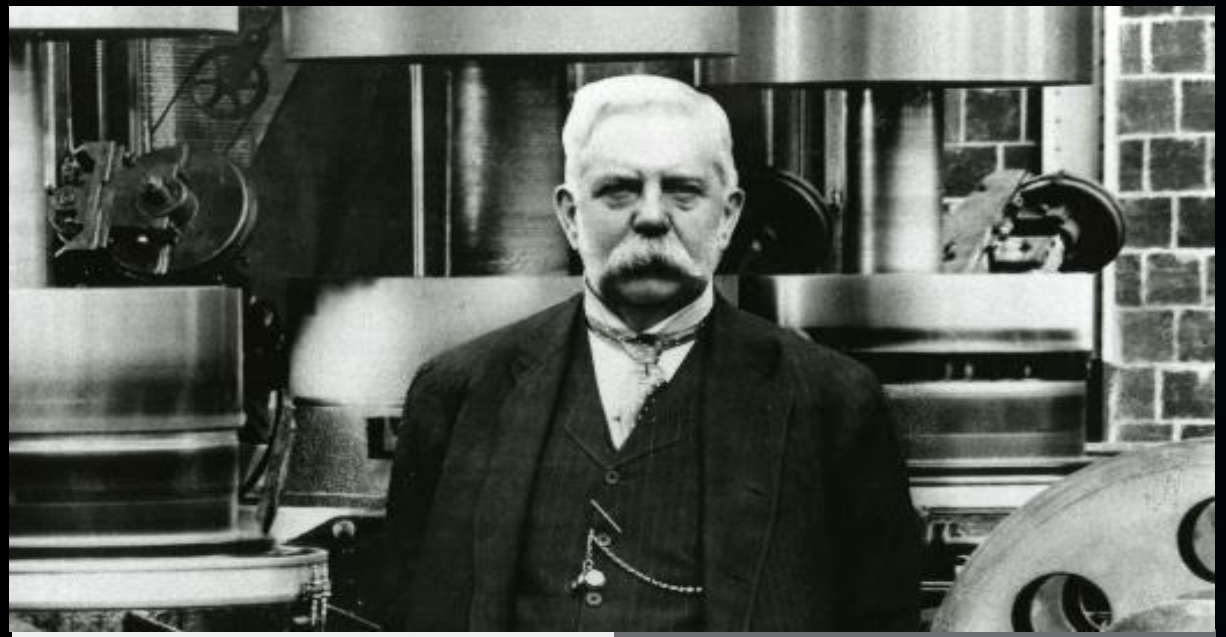
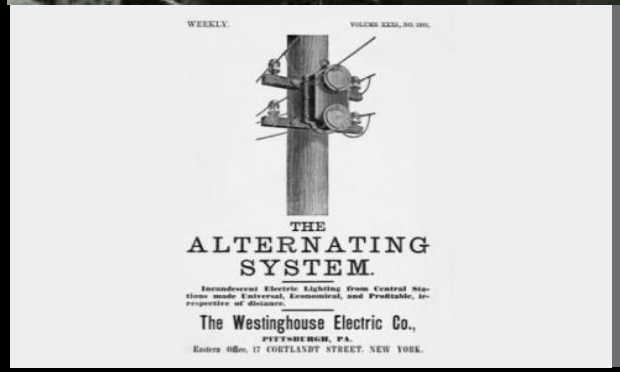
Building the Next Nuclear Fleet - Lessons from Recent Large Nuclear Projects

June 11, 2026

Roman Romanowski
Vice President, Business Development

Why Our Experience Matters?





THE INNOVATION CONTINUES

140

YEARS LATER

- Founded by George Westinghouse in 1886

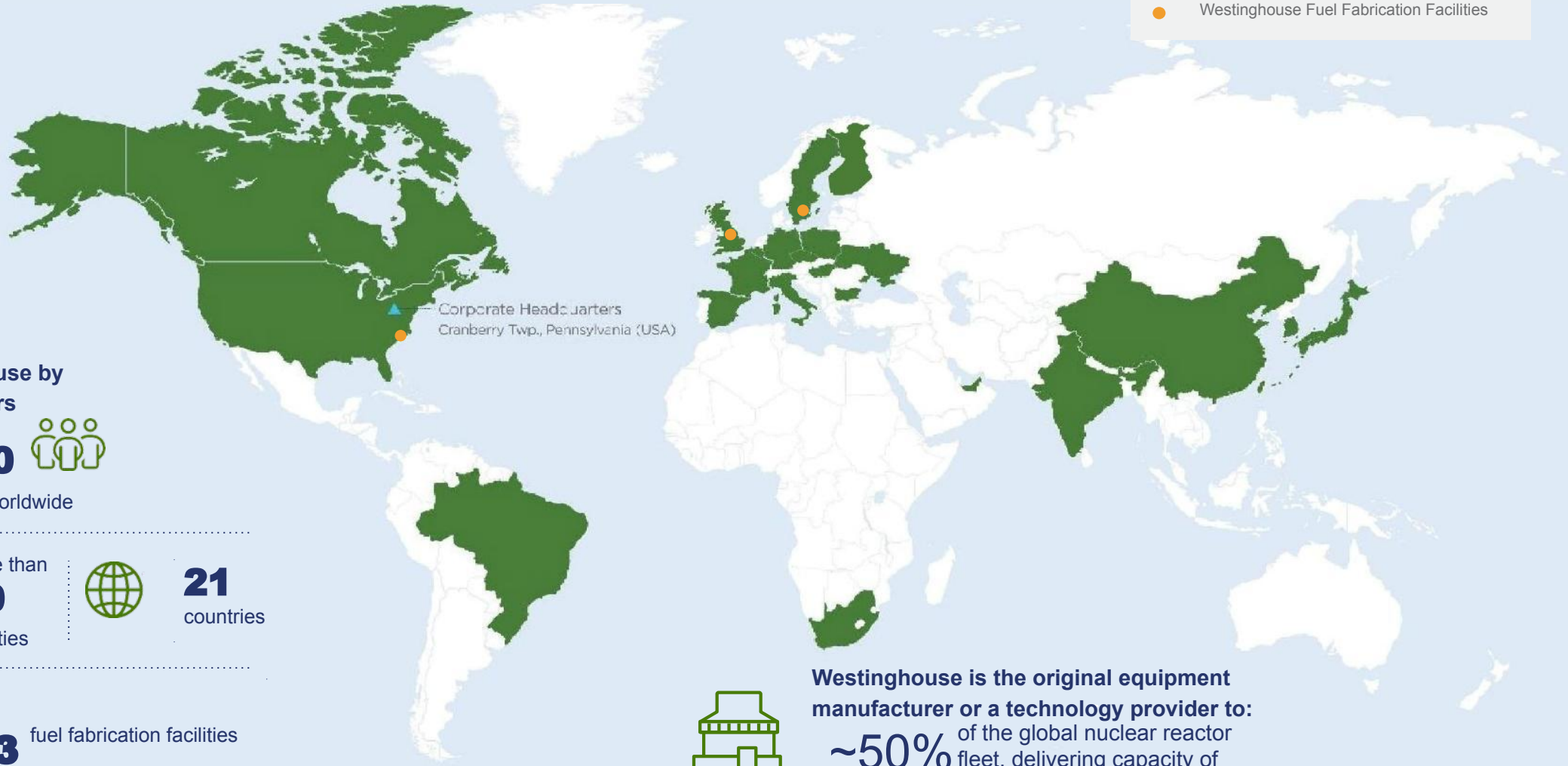
Westinghouse established **59** other companies

He received over **360** patents for his work

- 140 years of engineering and innovation
- Technology supporting approximately 50% of the world's operating nuclear plants
- Direct experience from recent large-scale nuclear new-build projects
- Active engagement across Europe's next generation of nuclear programs

Westinghouse

Global Presence



Westinghouse by the Numbers

12,000
employees worldwide

more than **90** facilities

21 countries

3 fuel fabrication facilities

Westinghouse is the original equipment manufacturer or a technology provider to:

~50% of the global nuclear reactor fleet, delivering capacity of ~190,000 carbon-free MWe

Westinghouse

Westinghouse

Presence in EMEA

Westinghouse by the Numbers

More Than
4,300
employees in EMEA

more than
40
facilities

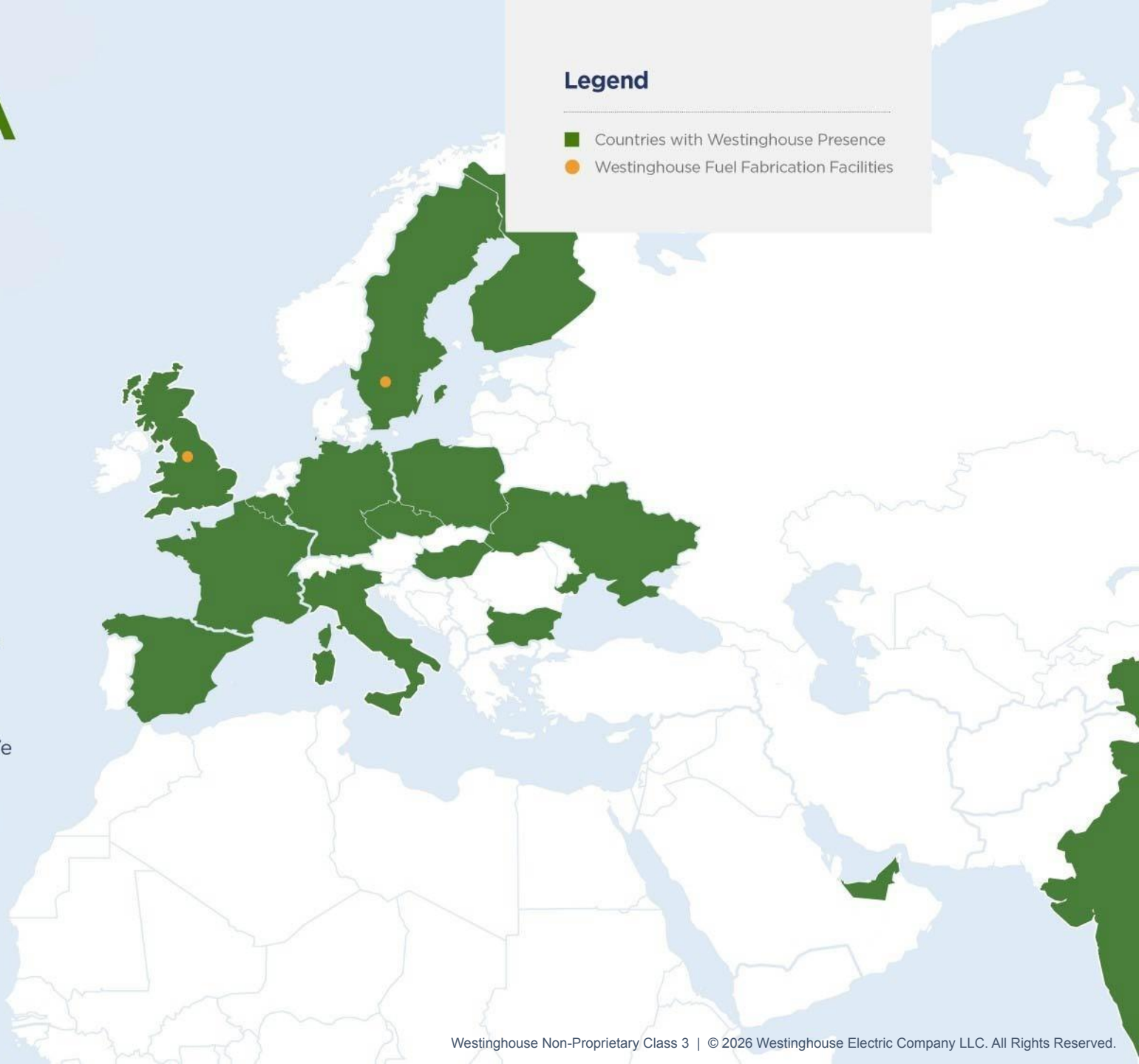
14
countries

2 fuel fabrication facilities

Westinghouse is the original equipment manufacturer or a technology provider to:

~50% of the global nuclear reactor fleet, delivering capacity of ~190,000 carbon-free MWe

Strategic Acquisitions with Impact in Europe	Year
Inspection Consultants Ltd.	2019
Rolls Royce Civil Nuclear	2020
Paul Fabrications	2020
ABB AC160 Technology	2021
Tecnatom	2023



Today's Energy Landscape

The world is recognizing the need for nuclear & is seeking proven solutions

CUSTOMER CHALLENGES

- **Emission-free Energy**
- **Energy Security**
- **Energy Price Stability**
- **Grid Stability**

THE SOLUTION

CUSTOMERS CONTINUE TO SELECT WESTINGHOUSE

- China has **4 AP1000** reactors **in operation** & **14 units under construction**
- **2 operating AP1000s,** 1st new in USA in 30 yrs
- Poland contracts for **3 AP1000 reactors**
- Ukraine contracts for **9 AP1000 reactors**
- Slovakia selects **1 AP1000 reactor**
- Bulgaria contracts for **2 AP1000 reactors**
- India selects **6 AP1000 reactors**

Innovative Solutions Portfolio

Meeting customers' **flexible energy** demands by shaping today's and tomorrow's energy landscape

AP1000® PWR
1200 MWe

AP300™ SMR
330 MWe

Energy Storage
Long Duration: 8 hours to 200 hours

Lesson #1- No Design Changes

One of the most important lessons from recent projects is the value of a standardized design

Benefits include:

- Reduced engineering effort
- Improved licensing efficiency
- Better supply chain performance
- Greater confidence in schedule and cost

Successful nuclear programs minimize unnecessary uniqueness

Lesson #2 – Design Maturity Before Construction

Changes introduced after construction begins are among the largest drivers of cost and schedule risk

Successful project require:

- High design completion before first concrete
- Stable technical requirements
- Single approved design baseline
- Discipline in managing changes

The latter the changes occurs, the more expensive it becomes

Lesson #3 – Supply Chain Readiness is Critical

A nuclear project is only as strong as its supply chain

Key observations:

- Critical suppliers must be qualified early
- Manufacturing capacity cannot be created overnight
- Long-lead items require years of preparation
- Local industry participation must begin early

Build supply chain before building the plant

Lesson #4 – Early Regulatory Engagement Reduces Risk

Licensing should not be viewed as a separate workstream

Successful project require:

- Early engagement with regulators
- Transparent communication
- Progressive issue resolution
- Alignment on expectations before key milestones

Regulatory certainty improves investor confidence and project execution

Lesson #5 – Think in Fleets, Not Individual Projects

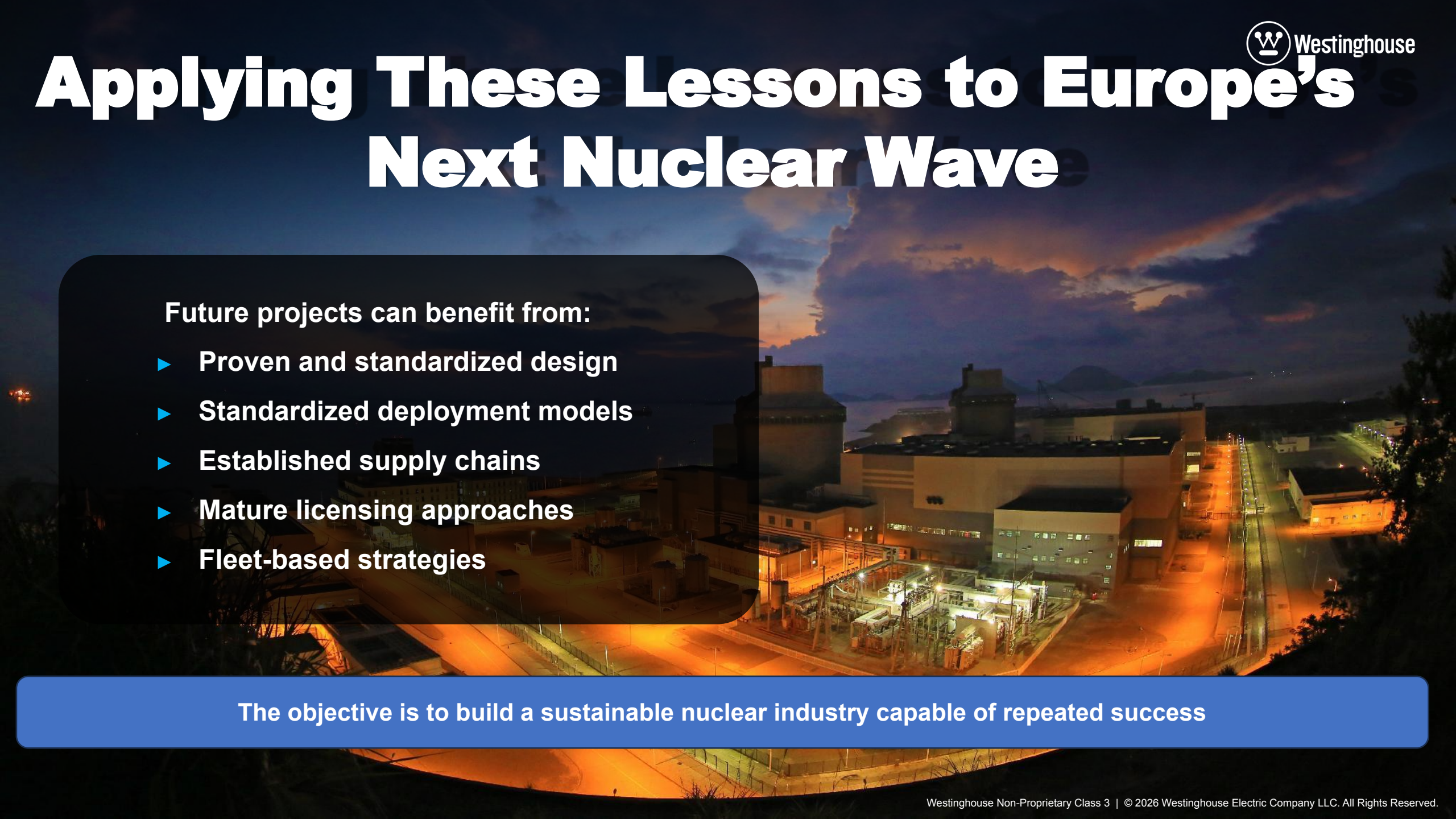
The largest benefits emerge when projects are delivered as part of a fleet

Fleet deployment enables:

- Learning transfer
- Workforce retention
- Supply chain continuity
- Reduced costs
- Improved schedule performance

The second unit benefits from lessons learned on the first; The third benefits even more

Applying These Lessons to Europe's Next Nuclear Wave



Future projects can benefit from:

- Proven and standardized design
- Standardized deployment models
- Established supply chains
- Mature licensing approaches
- Fleet-based strategies

The objective is to build a sustainable nuclear industry capable of repeated success

Five lessons for Europe's Next Nuclear Wave

1. Standardize
2. Freeze the design early
3. Prepare the supply chain before construction
4. Engage regulators early
5. Think in fleets, not projects

The next generation of nuclear projects should not start from scratch. It should start from experience

THANK YOU