

At Work 2026

WORLD NUCLEAR ASSOCIATION

Foreword

As we step into the next quarter of the 21st century, the world enters a decisive era for delivering energy security and meaningful climate action. The goals set for 2050 are no longer distant aspirations—they are rapidly becoming the benchmarks by which today's decisions will be judged. For nuclear energy, the question is no longer *whether* it will play a central role in the transition, but *how quickly* we can scale it to meet global needs. Governments, investors, and major energy users increasingly recognize nuclear as an essential pillar of a resilient, clean energy system.

In this context, the role of World Nuclear Association has never been more vital. As the organization representing the entire global nuclear value chain, we provide the platform where the industry aligns its vision, speaks with authority, and collaborates to turn momentum into measurable progress.

The 2025 edition of our World Nuclear Performance Report highlighted a historic milestone: nuclear power plants generated more electricity in 2024 than ever before. This achievement reflects not only the resilience of the operating fleet but also the excellence, discipline, and innovation that define our industry.

This strong performance has been matched by unprecedented global engagement. Record attendance at our 50th World Nuclear Symposium and the successful launch of the World Nuclear Supply Chain Conference demonstrate the accelerating interest in nuclear energy. Coupled with our expanding presence in international forums and deeper collaboration with sectors from finance to technology, these milestones signal a structural shift in global support for nuclear.

In 2025, we delivered authoritative insights through our reports and events. The World Nuclear Fuel Report underscored the scale of growth required in uranium and fuel services over the next 15 years to meet rising demand. Our Working Groups advanced critical work on financing, supply chain growth, radiological protection, and workforce development. Meanwhile, World Nuclear University continued to cultivate the next generation of leaders who will carry this industry forward.

Through the Net Zero Nuclear initiative, we expanded the coalition of countries and companies committed to tripling global nuclear capacity by 2050. At COP30, more nations endorsed this ambition. At CERAWEEK in Houston, some of the world's largest energy users—including AllSeas, Amazon, Dow, Google, Meta, and Occidental—joined the call to triple nuclear, demonstrating a profound shift in how industry views its role in the clean energy transition.

To assess national targets against this global goal, we published our inaugural World Nuclear Outlook Report. Its findings show that if governments deliver on their commitments—alongside extending the operation of existing reactors, completing those under construction, and advancing planned and proposed projects—global nuclear capacity could exceed the tripling target.

As we enter 2026, we stand at a defining moment: the moment to turn ambition into action. Every achievement in these pages reflects the dedication, expertise, and vision of our members. In a period of profound expansion for our industry, the Association is committed to ensuring your priorities are heard, your challenges addressed, and your opportunities amplified.

Together, we will help build the resilient, clean, and secure energy system that a thriving global economy demands.

Thank you for your commitment and collaboration.



Dr. Sama Bilbao y León
Director General



H. E. Mohamed Al Hammadi
Chairman

World Nuclear Association today

World Nuclear Association is the international body that unites and represents the global nuclear industry, with over 240 member organizations active in 44 countries across all continents, covering every aspect of the nuclear value chain. In 2025, our membership grew by 18%. Our members comprise major reactor vendors, nuclear utilities, companies specializing in uranium mining, conversion, enrichment, and fuel fabrication, as well as in nuclear engineering, construction, and waste management. We also represent research organizations and businesses providing vital services to the industry in areas such as transport, law, insurance, and finance.

World Nuclear Association activities are fully aligned with creating the positive environment that empowers and enables our members and the global nuclear industry to reach the ambition of at least tripling global nuclear capacity by 2050. The Association's global, whole-of-value-chain membership means that we have the expertise, connections and perspective needed to achieve this.

We advocate for nuclear's role in the energy mix in the global and regional forums that shape energy and industrial policy. Our interventions can help open new opportunities and markets, so our members can capitalize on and develop connections with new partners.

Our collaboration platforms are unique in the breadth of their membership and the depth of their knowledge and ambitions. Our Working Groups provide an authoritative and respected voice on the realities facing the industry, and our nuclear industry news, intelligence and reports help shape the debate with international organizations and influential institutions.

The Association's Secretariat focuses its energy on the topics that matter most to our members. Everything we do is ultimately aimed at helping our members and the global nuclear industry to succeed.



The focus of World Nuclear Association is on accelerating growth by advancing energy policy, unlocking affordable finance and also inspiring the next generation of talent and mobilizing the global nuclear industry.

H. E. Mohamed Al Hammadi
Chief Executive Officer, ENEC;
Chairman, World Nuclear Association

World Nuclear Association's strategic objectives are to:



CONNECT leaders and experts across all aspects of the nuclear value chain to enable them to conduct research, develop best practices and shape joint positions.



REPRESENT the nuclear industry in major global forums that influence the development, deployment and operation of nuclear facilities.



INFORM key audiences on nuclear energy in an authoritative, comprehensive and accessible manner.



INFLUENCE decision-makers, organizations and media to position nuclear energy as an essential contributor to sustainable development.

Join the Association

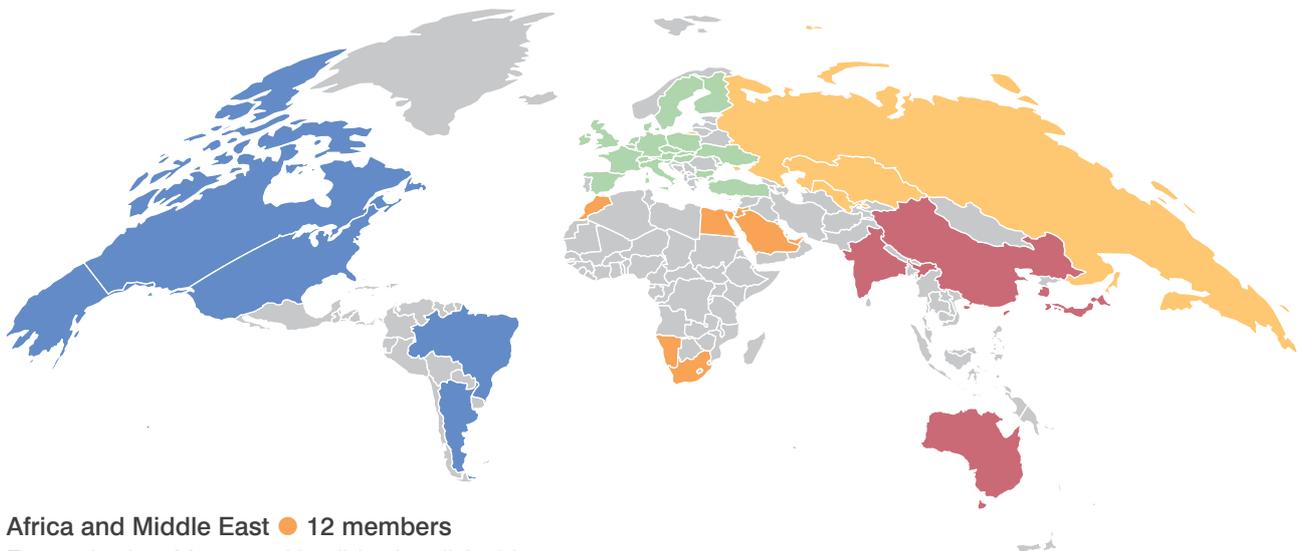
Becoming a member of World Nuclear Association connects you to a dynamic international network that is shaping the future of nuclear energy. We provide unique opportunities to help your company reach its full potential.

High-level benefits:

- Become an active participant in the conversations that are driving the future of clean energy.
- Network with industry leaders and technical experts from across the nuclear value chain, and policymakers, financiers, and large energy users from around the world.
- Forge valuable connections to unlock new business and investment opportunities.
- Raise your company's profile in the fast-growing international nuclear market.
- Obtain privileged access to the latest industry data and trends.
- Influence decisions on strategic topics that are shaping nuclear development and growth.
- Play an active role in the development of industry positions, guidance and best practice.

You will also benefit from:

- Ability to participate in members-only Working Groups that provide valuable insights into the latest industry trends and networking opportunities with a diverse range of international customers and suppliers.
- Exclusive access to our members' portal—your gateway to Working Group proceedings, contact directories, and curated, members-only content and briefings that keep you ahead of the conversation.
- Free access to market reports, such as *World Nuclear Fuel Report* and *The World Nuclear Supply Chain*.
- The opportunity to contribute to meetings that set international standards and nuclear policy, through the Association's observer status at intergovernmental organizations such as the International Atomic Energy Agency (IAEA), OECD Nuclear Energy Agency (OECD-NEA) and International Commission on Radiological Protection (ICRP).
- Substantial discounts on our conferences and on courses offered by our leadership development organization, World Nuclear University.



Africa and Middle East ● 12 members

Egypt, Jordan, Morocco, Namibia, Saudi Arabia, South Africa, United Arab Emirates

Americas ● 77 members

Argentina, Brazil, Canada, USA, Virgin Islands

Asia-Pacific ● 51 members

Australia, China (Mainland and Taiwan), India, Japan, Singapore, South Korea

Europe ● 104 members

Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, UK, Ukraine

Russia and Central Asia ● 4 members

Kazakhstan, Russia, Uzbekistan

Connect

Industry cooperation through Working Groups

The Association provides a wide range of opportunities for members to connect, collaborate and shape the global nuclear agenda.

World Nuclear Association's Working Group meetings bring our members together to inform and influence the Association's work, share best practices, undertake joint analysis, and develop common positions on the issues that matter most to the industry. The Working Groups also serve as a vital interface between the nuclear industry and international organizations that shape its operating environment – from organizations focused on nuclear safety and standards, such as the International Atomic Energy Agency (IAEA) and the International Commission on Radiological Protection (ICRP), to those setting broader global frameworks for energy, climate change, finance, and resource management, including the International Energy Agency (IEA), the World Bank, the International Financial Reporting Standards (IFRS) Foundation, the UN Framework Convention on Climate Change (UNFCCC), the UN Economic Commission for Europe (UNECE), the UN Economic Commission for Africa (UNECA) and the ASEAN Centre for Energy.

Each Working Group is made up of experts drawn from member companies and is chaired by one of those experts, with a Board member assigned as a mentor.



Advisory Groups play a complementary role, supporting the Secretariat in identifying emerging opportunities and challenges for both the global nuclear industry and the Association itself.

In 2025, members met in-person at Working Group meetings held in January, April – alongside the World Nuclear Fuel Cycle conference – and September, in conjunction with World Nuclear Symposium.



Working Group Structure

Fuel Cycle WGs

Fuel Report

Co-Chair for Utilities: Rob Szollosy (Southern Nuclear Co.)

Co-Chair for Suppliers: Seitzhan Zhanybekov
(Kazatomprom)

Staff Director: Kaajal Desai

Used Fuel Management

Chair: Cécile Evans (Orano)

Staff Director: Sameh Melhem

Transport

Chair: Mark Campbell (ALARA Logistics)

Vice Chair: Anne Presta (Orano)

Staff Director: Allarakha Vora

International Network for Safety Assurance of Fuel Cycle Industries (INSAF)

Chair: Oscar Zurrón Cifuentes (ENUSA)

Vice Chair: Viacheslav Kozlov (Rosatom, (TVEL))

Staff Director: Allarakha Vora

Cross-Cutting WGs

Radiological Protection

Chair: Kari Toews (Cameco)

Vice Chair: Josip Zic (McMaster University)

Staff Director: Sameh Melhem

Security

Chair: Robert Rodger (UK National Nuclear Laboratory)

Vice Chair: Sam Stephens (Great British Energy - Nuclear)

Staff Director: Nathan Paterson

Workforce & Talent Development

Chair: Callum Thomas (Thomas Thor Associates)

Vice Chairs: Jaana Isotolo (TVO)

Li (Jerry) Li (Sanmen Nuclear Power Company)

Staff Director: Isis Leslie

ESG

Chair: Kristin Bruce-Welsch (Cameco)

Vice Chairs: Hanoof Al-Hammadi (ENEC)

Martin Račan (CEZ)

Staff Director: Qi Zhao

Members' Forum

Staff Director: Leon Tang

Nuclear Deployment & Value Chain WGs

Cooperation in Reactor Design Evaluation and Licensing (CORDEL)

Chair: Michelle Catts (GE Vernova)

Vice Chairs: Karel Deknopper (NUWARD)

Ung Soo Kim (KEPCO E&C)

Staff Director: Ronan Tanguy

Supply Chain and Long-Term Operation

Chair: Laurent-Olivier Coudeyre (EDF)

Vice Chairs: Rich Everett (Rolls-Royce SMR)

Tim Check (GE Vernova)

Staff Director: Nathan Paterson

Material/Waste Management & Decommissioning

Chair: Michel Pieraccini (EDF)

Staff Director: Allarakha Vora

Economics, Law and Finance

Chair: Milton Caplan (MZ Consulting)

Vice Chairs: Elina Teplinsky (Pillsbury)

Irina Skvortsova (Rosatom)

Staff Director: Lola Infante

Advisory Groups

DG Advisory Council

Chair: Clark Beyer (Global Fuel Solutions)

Staff Director: Virginie Ryan-Taix

Communication Group

Chair: Rebecca Astles (Urenco)

Vice Chair: Rory O'Neill (Westinghouse)

Staff Director: Lucy O'Connor

End Energy Users Panel

Chair: Ximena Vásquez-Maignan (White & Case)

Vice Chair: Archie Manoharan (Microsoft)

Staff Director: Raquel Heredia Silva

Cooperation Forum for Nuclear Technology Associations

Staff Director: Sameh Melhem

Connect

Key achievements and activities of the Association's Working Groups in 2025



Supply Chain and Long Term Operation Working Group

The Supply Chain and Long Term Operation Working Group helps ensure that the global nuclear industry has the manufacturing capability, expertise and delivery capacity needed for both new nuclear projects and the long-term operation of existing plants. By convening companies from across the value chain, the Group provides a shared space to understand emerging challenges, exchange experience, and develop approaches that strengthen the resilience and performance of nuclear programmes worldwide. Its work directly supports the Association's broader mission by generating insights that inform our reports, events and engagement with international organizations.

In 2025, the Group focused on developments shaping the future of nuclear deployment. Members examined innovations across the supply chain, heavy lift technologies and their influence on newbuild projects, evolving project demand signals, and the readiness of manufacturers to support expanding programmes. A key moment of the year was the April meeting hosted at Velan's facilities in Canada, which brought together members onsite to deepen collaboration between suppliers, utilities and other industry actors.

The Group worked closely with the Nuclear Quality Standard Association on ONUSIS, a public database of ISO 19443 certified companies, helping improve visibility of qualified suppliers and supporting broader adoption of nuclear specific quality management standards. Members also contributed to several IAEA activities, including moderating discussions on newbuild readiness and supply chain considerations for small modular reactors. The Group played an active role in the Nuclear Harmonization and Standardization Initiative, particularly in work to align engineering standards across countries, and approaches for procuring of long lead items for nuclear new build projects.

Throughout the year, the Group progressed core elements of the forthcoming *World Nuclear Supply Chain Report 2026*, covering future demand, capability and capacity mapping for nuclear projects. It also contributed significantly to the inaugural World Nuclear Supply Chain Conference in Warsaw, Poland, and is helping shape the next edition, to be held in Manila, Philippines in 2026, which will support supply chain development across the ASEAN region.

Fuel Report Working Group

The Fuel Report Working Group (FRWG) is responsible for the publication of the *World Nuclear Fuel Report*, which compiles data from confidential surveys, international agencies and other public sources to produce an authoritative projection of global nuclear fuel supply and demand. Member experts of the FRWG cooperate on the report through six sub-groups, each focusing on a different area of the fuel cycle and owning a report chapter: Demand; Uranium; Conversion; Enrichment; Fabrication; and Secondary Supply.

The Group's purpose is to discuss fuel cycle developments, provide input to the production of *World Nuclear Fuel Report*, and to curate the content of the report.

In 2025, over 80 members from fuel cycle and other service provider companies contributed to the development of the report.

- The 22nd edition, *World Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2025-2040*, was published in September 2025 and launched at World Nuclear Symposium.
- A new chapter was developed for the 2025 edition, looking at regional primary supply and demand for uranium and fuel components, due to the evolving nature of fuel demand and supply in recent years.
- Findings from the 2025 edition of the *World Nuclear Fuel Report* were presented at the Nuclear Energy Institute's International Uranium Fuel Seminar in October 2025 in Charleston, South Carolina, USA.
- The Association's Staff Director for the FRWG, Kaajal Desai, Senior Programme Lead, Fuel Cycle, is an observer at the IAEA's and OECD-NEA's Joint Uranium Group meeting. In February 2025, it was held in Vienna.
- Joint Working Group sessions were held with the Used Fuel Management Working Group in 2025 to collaborate on understanding the impact on uranium and fuel components from increasing recycled fuel options beyond 2040.

Used Fuel Management Working Group

The Used Fuel Management Working Group serves as a forum for industry experts to share good practices and major developments in the field of used fuel management.

The Group's mission is to discuss used nuclear fuel strategies, strengthen the voice of the industry in this area, and shape industry positions with a view to engage in the international debate on sustainable management strategies for the back end of the fuel cycle. The Working Group represents the global nuclear industry in other working groups and international events focusing on used fuel management and fuel cycle options such as the IAEA's Technical Working Group on Nuclear Fuel Cycle Options.

In 2025, the Group launched a new initiative to evaluate potential new business models for commercial used fuel management to complement existing solutions, such as deep borehole disposal, fuel take back, multinational repositories, and fuel leasing.

The Group held several joint sessions with the Fuel Report Working Group to examine how greater use of recycled fuel could affect the front and back end of the nuclear fuel cycle beyond 2040. The initiative seeks to establish a framework for long-term sustainability, enhance investor confidence, and foster public acceptance by encouraging transparent communication around used fuel strategies.

The Working Group also integrated spent fuel management topics into the 2025 edition of World Nuclear Association's *World Nuclear Fuel Report* including secondary supply, recycling, and addressing the unique challenges and opportunities associated with spent fuel management for small modular reactors (SMRs) and advanced modular reactors (AMRs).

The Group is committed to fostering an active dialogue within the nuclear industry, and with key stakeholders and decision-makers, by preparing position papers and articles, publishing recommendations and leading practices to be promoted via participation at relevant meetings and conferences. The Group will actively engage in the upcoming IAEA International Conference on Fuel Supply Chain for Sustainable Nuclear Power Development in October 2026 to continue promoting the industry's perspective on the sustainable management of used nuclear fuel.

Connect

Economics, Law and Finance Working Group

The Economics, Law and Finance Working Group drives the strategic foundations of the global nuclear industry—shaping economic, legal, and financial positions, aligning members around best practices, and equipping the Association with the insight needed to influence policy, unlock investment, and accelerate nuclear deployment.

World Nuclear Association, with the direction and support of the Working Group and its Staff Director, dedicated significant effort throughout 2025 in enhancing engagement with the finance community. This included establishing the Financing Nuclear Briefing Series to facilitate dialogue and knowledge exchange between the nuclear industry and the finance community.

Development of the Nuclear Investment Guide commenced in 2025 and is due to be published later in 2026. The Guide's main purpose is to raise the financial community's confidence levels in support of the nuclear industry's growth. It will identify the financial industry's information requirements, draw on existing technical nuclear information, and create a package of helpful tools and financial analysis frameworks.

The Group also played an important role in strengthening collaboration with international institutions. In partnership with the World Bank, the Association supported efforts to build internal capability for assessing nuclear projects and contributed to plans for a workshop on financing solutions for low- and middle-income countries. Elsewhere, World Nuclear Association also provided insight to the International Energy Agency for major studies on market design and contributed to the "Understanding the Full System Costs of the Electricity System" report with the UN Economic Commission for Europe. The report examines full system costs of electricity, aiming to shift the conversation beyond the Levelized Cost of Energy (LCOE) and towards a comprehensive Full Cost of Energy (FCOE) framework at the system level. ■

Impactful events that unite the global nuclear industry

World Nuclear Association's programme of global events offers our members exclusive opportunities to engage with industry thought leaders, shape the debate and access unparalleled networking opportunities with top tier professionals.

The Association's 2025 programme of activities were anchored around the World Nuclear Symposium, which celebrated its 50th year, and achieved the highest attendance in its history.

World Nuclear Supply Chain, World Nuclear Fuel Cycle, and the introduction of the Financing Nuclear Briefing Series, all provided fantastic opportunities to shape the future of the industry and create valuable connections.

World Nuclear Symposium 2025 key statistics

- 1100+** Delegates
- 59** Countries
- 575** Business-to-business meetings
- 841m** Digital media reach
- 865** Digital & 65 news media mentions



World Nuclear Symposium

World Nuclear Symposium is the Association's flagship event and the most influential global gathering of leaders shaping the future of nuclear energy. Held each September in London, UK, it convenes senior decision-makers from government, industry, finance and high energy demand industrial sectors to influence the direction of nuclear policy, investment and deployment.

Under the theme, *Energizing the Future Now*, the 50th edition of World Nuclear Symposium, held in September 2025, brought together more than 1100 delegates from 59 countries, representing a 37% increase in attendance year-on-year.

At the heart of the week was the Executive Plenary programme, which brought together ministers, policymakers, CEOs and industry leaders for two days of high-level dialogues. Speakers from 29 countries set out plans to expand nuclear capacity, extend the operating lifetimes of existing fleets and strengthen supply chains. Discussions focused on the practical enablers of delivery – from policy and regulation to skills, financing and international collaboration – reinforcing a shared call to accelerate nuclear deployment at scale.

For the first time, Symposium 50 was complemented by two strategic summits that reflected the growing breadth on interest in nuclear from beyond the sector.

The Energy Users Summit brought together senior leaders from energy-intensive industries, technology companies and utilities to explore how nuclear can meet rising demand for clean, reliable and affordable power. Discussions highlighted the unique value nuclear offers to major energy users – including large-scale reactors, SMRs and microreactors – to support decarbonization, electrification and resilience across sectors.

Running in parallel, the Finance Summit convened representatives from the world's leading financial institutions alongside nuclear developers and policymakers. Sessions focused on investment readiness, risk allocation and the evolving role of nuclear within sustainable finance frameworks. Speakers emphasized that investor interest in nuclear energy has strengthened significantly, driven by long-term demand, policy momentum and the scale of capital required for the energy transition.



Across the extended week, Symposium 50 delivered other tangible outcomes. Delegates organized 600 structured, face-to-face business meetings through the event's new networking app. Over 80% of delegates reported forming new business connections, reinforcing Symposium's role as a platform for deal-making and collaboration. Sold-out networking events and a dynamic exhibition space provided further opportunities to connect.

As the Association looks ahead to World Nuclear Symposium 2026, which will coincide with the 25th anniversary of World Nuclear Association, the ambition is clear: to build on this momentum and deliver an even more impactful programme that turns ambition into action.

Connect



World Nuclear Fuel Cycle Conference

The World Nuclear Fuel Cycle (WNFC) conference, which the Association organizes annually in collaboration with the Nuclear Energy Institute, is the premier international forum to discuss and address issues affecting the nuclear fuel cycle, such as security of supply, international trade and uranium market dynamics.

In 2025, over 300 industry leaders, policymakers, and technical experts met in Montreal, Canada. The event highlighted the crucial global investment required for uranium exploration and mining and the need to deliver advanced fuels to meet new reactor technologies. Discussions examined how geopolitical tensions are shaping the market, while reinforcing the enduring strength of a globally integrated nuclear fuel industry. Transport emerged as a central theme, with panellists actively exploring challenges in port acceptance and regulations.

Delegates also enjoyed technical visits to Cameco's Port Hope fuel manufacturing facility and conversion plant, and to the Gentilly nuclear power station. The 2026 event will take place in Monte Carlo, Monaco.



World Nuclear Supply Chain Conference

In 2025, World Nuclear Association launched its inaugural World Nuclear Supply Chain (WNSC) conference, held in Warsaw, Poland, establishing a global platform to strengthen and expand the nuclear supply chain. The meeting brought together 310 delegates from 196 companies across 27 countries, all focused on tapping into the multi-trillion-dollar global supply chain opportunity.



Delegates gained exclusive insights from industry leaders, participated in over 650 business-to-business meetings, and explored practical solutions for real-world challenges. The plenary sessions examined how to build a resilient, scalable and globally robust nuclear value chain, supporting the goal of at least tripling nuclear capacity by 2050.

WNSC provided a forum for sharing best practice, improving efficiency and strengthening delivery frameworks, ensuring the industry is equipped to meet growing nuclear demand. Participants left with new contacts, actionable ideas, and a clear view of the pipeline of opportunity for nuclear programmes worldwide.



Building on this success, WNSC 2026 will take place in Manila, Philippines in May, focusing on developing the nuclear supply chain across the ASEAN region and reinforcing the conference's role as a key platform for international collaboration. The conference is also the result of strong collaboration between the Association and the Philippine's Department of Energy, with World Nuclear Association playing a key role in supporting governments and industry to collectively enable nuclear deployment.

Financing Nuclear Briefing Series

The Financing Nuclear Briefing Series (FNBS) is designed to bring together decision-makers across the nuclear, financial, and policy sectors to share knowledge, identify criteria, and develop a roadmap towards mainstream finance for nuclear.



The inaugural finance briefing was held during London Climate Action Week 2025 and brought together decision-makers to explore the evolving investment case for nuclear. The second was held in KPMG's London office in October 2025. The briefings have focused on pathways to mobilize capital for competitive nuclear projects and discussed the investment opportunities linked to tripling global nuclear capacity. The sessions included esteemed speakers from Deutsche Bank, EDF, Kärnfull Next, KPMG, La Caisse, Sizewell C and Vattenfall, and featured representatives from some of the world's most important financial institutions including UBS, JP Morgan Chase, BNP Paribas and more.

Mark your calendar for 2026

14-16 April
World Nuclear
Fuel Cycle
Monaco

20-21 May
World Nuclear
Supply Chain
Manila, Philippines

31 May - 4 July
World Nuclear University
Summer Institute
Lyon, France

7-9 September
World Nuclear
Symposium
London, UK

Connect

Empowering the next generation of nuclear leaders through World Nuclear University

The Association continues to enhance its efforts in workforce development, retention, and knowledge exchange, to support the industry in building its delivery capacity.

For more than 20 years, World Nuclear University (WNU) has stood at the forefront of nuclear leadership training and skills enhancement, developing and delivering innovative, world-class programmes that drive equity, inclusion and diversity of thought. We are proud of the more than 1700 WNU alumni that are now in leadership positions in many companies in our industry.

As of April 2025, World Nuclear University's Summer Institute programme is continuing professional development (CPD) accredited.

Achieving CPD accreditation demonstrates that the Summer Institute programme has met established standards for high-quality professional learning. It was formally reviewed and authorised by a Continuing Professional Development accrediting body, in this case CPD UK - the same authority responsible for reviewing programmes delivered by Saïd Business School and other leading providers.

At the same time, and with the guidance of the Talent and Workforce Development Working Group, in 2025, World Nuclear Association actively gathered intelligence and best practices to further efforts on key workforce topics, including attraction, recruitment, retention, and future workforce development.

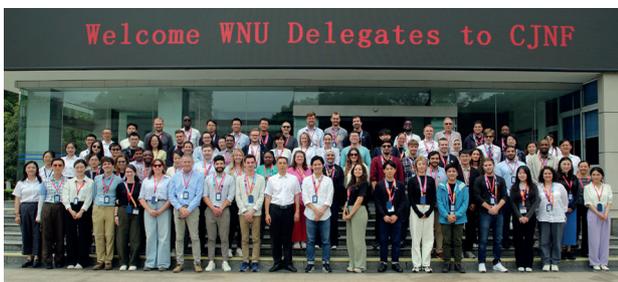


WNU Summer Institute 2025: China

The Summer Institute (SI) is a leadership development programme for mid-career professionals in the nuclear energy industry. The SI develops their leadership capabilities, strengthens their communication skills, and encourages them to become drivers of innovation. Through a mix of lectures, mentored group work, intensive industry-focused projects, and technical site visits in the host country, participants gain valuable learnings, a once-in-a-lifetime experience, and a lasting professional network that extends long after the programme concludes.

In 2025 the Summer Institute took place on 1 June - 5 July 2025 in Shanghai and Xi'an, China. The programme featured:

- 60 fellows from 31 countries in every region around the world.
- Cohort representation: 37% female, 63% male.
- 45+ speakers.
- 10 mentors supporting the fellows' leadership development.
- Technical tours to several nuclear facilities, ranging from visits to Jianzhong fuel fabrication plant, Hanzhong enrichment facility, Shanghai Electric, Xi'an Jiaotong University, and Qinshan and Fangjiashan nuclear power plants.



By immersing fellows in cutting-edge insights, best practices, and global perspectives, anchored by WNU's ICARE values (inclusion, curiosity, accountability, respect, and empathy), the Summer Institute is shaping the next generation of nuclear leaders. Empowered to take on greater leadership responsibilities and tackle complex challenges, these fellows will drive positive change within the industry.

Alumni Board

WNU introduced its Alumni Board in 2024, bringing together eight distinguished leaders who will serve through 2027. Throughout 2025, the Board held various meetings to reflect on past activities and to establish strategic priorities.

Agents of Change

The Agents of Change initiative, launched in 2025, celebrates alumni and key supporters who advance the mission of World Nuclear University. These individuals embody the spirit of leadership, innovation, and collaboration that drives positive impact in the global nuclear community.



Annual September alumni and key supporters networking event

The Association has established an annual networking event to strengthen relationships, expand professional networks, and facilitate connections across generations and roles within the WNU community. In 2025, the September networking event was hosted in London, UK, with industry leaders, mentors, speakers, key supporters and over 55 SI alumni attending.

World Nuclear University Summer Institute 2026

31 May - 4 July 2026, Lyon, France

The Summer Institute aims to provide participants with firsthand exposure to as much of the host country's nuclear value chain as possible. In France, participants will have an exceptional opportunity to explore a broad range of nuclear activities, including fusion research. Few countries offer such comprehensive insight across the full nuclear fuel cycle, making France an ideal setting for an in-depth technical experience.

Represent

In 2025, World Nuclear Association continued to represent the best interests of the global nuclear industry in the most influential forums.

International Atomic Energy Agency

Through our extensive engagement at all levels with the International Atomic Energy Agency (IAEA), World Nuclear Association provides a global industry voice to safety standards committees, technical working groups and many other initiatives. These include:

- Emergency Preparedness and Response Standards Committee (EPRReSC)
- International Network on Innovation to Support Operating Nuclear Power Plants (ISOP)
- International Network of Life Management of Nuclear Power Plants (LMNPP)
- International Network for Nuclear Security Training and Support Centres (NSSC)
- Waste Safety Standards Committee (WASSC)
- Nuclear Safety Standards Committee (NUSSC)
- Nuclear Security Guidance Committee (NSGC)
- Radiation Safety Standards Committee (RASSC)
- SMR Regulators Forum
- Transport Safety Standards Committee (TRANSSC)
- Technical Working Group on Small and Medium Sized or Modular Reactors (TWG-SMR)
- Technical Working Group on Nuclear Power in Low-Carbon Energy Systems (TWG-NPLCES)
- Technical Working Group on Nuclear Fuel Cycle Options and Spent Fuel Management (TWG-NFCO)
- Technical Working Group on Radioactive Waste Management and Technologies (TWG-WATEC)

69th IAEA General Conference

In September, the Association represented the global nuclear industry at the 69th IAEA General Conference in Vienna, Austria. The Association carried out an extensive programme of face-to-face engagement with country representatives, national regulators, international organizations, and industry leaders, as well as manning a very well-attended stand.

In partnership with South Africa and other international stakeholders, World Nuclear Association co-hosted an official side event, focused on leadership and how to develop the workforce needed to triple global nuclear capacity by 2050. The Association, alongside Canada and France, also co-hosted a side event on radioactive material transport, which was attended by 60 participants, including from developing countries.

Members of the Association's secretariat participated in a range of events and discussions throughout IAEA's General Conference:

- To underline the Association's belief in an inclusive environment that fully leverages the talents of all individuals across the nuclear industry, Sama Bilbao y León joined IAEA Director General Rafael Mariano Grossi to open the Women in Nuclear stand under the theme "Powering New Challenges Through Global Cooperation and Inclusion", and presented at the 50th anniversary of the European Nuclear Society (ENS).
- Ronan Tanguy, Programme Lead, Safety & Licensing, spoke at the "Integrating SMRs and Large-Scale NPP with End-User Applications" side event organized by the Russian Federation.
- As part of the Association's broader programme of activity to help the industry build resilient, globally integrated supply chains, King Lee, Head of Policy &

Industry Engagement, contributed to Switzerland's side event "Enhancing Nuclear Supply Chains with Serially Manufactured Industrial-Grade Components: Solutions for SMR Deployment and Long-Term Operation of Existing Reactors."



Denial of Shipment Working Group

Transport of radioactive material is the backbone of the nuclear industry. Yet, denial and delay of shipments remain persistent challenges, affecting not only reactor operations but also the delivery of life-saving isotopes and the advancement of research. The creation of the IAEA's Denial of Shipment Working Group, mandated by the IAEA for the 2023-2026 period, was spearheaded by World Nuclear Association.

Since its establishment, the DoS WG has conducted surveys among IAEA member states, industries, and carriers to identify causes of denial and delay, and to evaluate practical solutions. Industry groups have contributed financially and through participation in the DoS WG.

A key outcome of this year has been the re-establishment of the National Focal Point (NFP) network, providing coordinated channels to resolve transport challenges. By October 2025, 73 national focal points had already been designated – a significant success in demonstrating broad international engagement.

In continuation of its efforts to promote safe, secure, and reliable transport of radioactive material, World Nuclear Association collaborated with France, Canada, Italy and the IAEA to co-host a side event at the IAEA 69th General Conference: "Facilitation of Transport of Radioactive Material: Joint Statement as a Concrete Solution." The event focused on the need for a Joint Statement by member states to formalize international commitment to addressing transport barriers and strengthen cooperation across governments, regulators, and the industry.

Nuclear Harmonization and Standardization Initiative (NHSI)

World Nuclear Association promotes the views of the nuclear industry by being a proactive and active participant in the IAEA's Nuclear Harmonization and Standardization Initiative (NHSI), supporting both its Regulatory and Industry tracks.

The Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Working Group continued its close collaboration with the IAEA in 2025, contributing to numerous NHSI workshops and leading the work within NHSI Industry Track Topical Group 2 on engineering standards for the design and construction of SMRs. This work aimed to identify similarities, differences, overlaps, and gaps between national nuclear codes and standards across engineering disciplines. In 2025, the Group contributed to the drafting and review of the Topic Group 4 (TG4) documents.

Represent

In the Regulatory track, CORDEL provided an industry viewpoint during the development of the Regulatory Cooperation Toolkit – a forthcoming IAEA publication. The Association's input sought to ensure proposals and developments were compatible with the industry's needs. The Group has also been invited to contribute to the development of the Global Framework for Advanced Reactor Reviews (starting in 2026) and will follow the pilot project on the joint review of the EAGLES-300 reactor.

In addition to engagement at the working group level, World Nuclear Association convenes a yearly plenary meeting for its members ahead of the annual NHSI Plenary to develop a unified industry position on the progress of NHSI, which is subsequently shared with the IAEA.

The Small Modular Reactor Regulators' Forum

In December, World Nuclear Association participated in the Small Modular Reactor Regulators' Forum, a platform for regulators to collaborate on the development of consensus-based common positions on SMR-related technical and regulatory issues. Ronan Tanguy presented at the forum and provided feedback on licensing and design safety analysis gathered from CORDEL members.

IAEA International Conference on Stakeholder Engagement for Nuclear Power Programmes

The IAEA International Conference on Stakeholder Engagement for Nuclear Power Programmes serves as a global platform to exchange good practices and explore challenges related to stakeholder engagement.

Dan Walpole, Head of Communication & Marketing, World Nuclear Association, spoke in the panel "All Smoke, No Fire: Strategies to Counteract Misinformation and Disinformation", which addressed the escalating challenge of false narratives in the nuclear sector. He shared insights on safeguarding public trust during crisis response and highlighted the tools to combat misinformation. Henry Preston, External Communication & Media Manager, World Nuclear Association, participated in the panel "Nuclear Energy for Real-World Needs: An End-User Dialogue" alongside members of the Association's Board, addressing how major energy users are driving the adoption of nuclear energy.

IAEA International Symposium on Artificial Intelligence and Nuclear Energy

In December, Sama Bilbao y León and Raquel Heredia-Silva, Senior Programme Lead, Strategic Partnerships, attended the IAEA International Symposium on Artificial Intelligence and Nuclear Energy, which brought together stakeholders to explore opportunities for cooperation on the use of nuclear energy to power data centres. Bilbao y León participated in the opening session "Panel 1: Nuclear Power for Data Centers", stressing how nuclear will be the backbone that makes a future, AI-enabled and decarbonized global economy possible.

OECD

Throughout 2025, the Association continued to contribute to the work of the OECD Nuclear Energy Agency (OECD-NEA). The Association represents the global nuclear industry at working groups of the Committee on Nuclear Regulatory Activities (CNRA), notably the Vendor Inspection Cooperation Working Group (VICWG) and the Working Group on Codes and Standards (WGCS).

Allarakha Vora, Programme Lead, Fuel Cycle, attended the OECD-NEA's Working Party for Nuclear Liability and Transport and presented on the work activities of the Transport Working Group, specifically on Denial of Shipment, and in a workshop on nuclear insurance and liability.

Represented by Kaajal Desai, Senior Programme Lead, Fuel Cycle, the Fuel Report Working Group participates in the IAEA's and OECD-NEA's Joint Uranium Group meeting held in February each year. World Nuclear Association also ensures that the nuclear industry is represented in the OECD-NEA Working Group on Supply Chain (WGSUP), where the Association contributes to discussions on supply chain oversight, digitalization, CFSI (counterfeit, fraudulent, and suspect items) prevention, SMR deployment and early supplier engagement.

Roadmaps to New Nuclear Conference

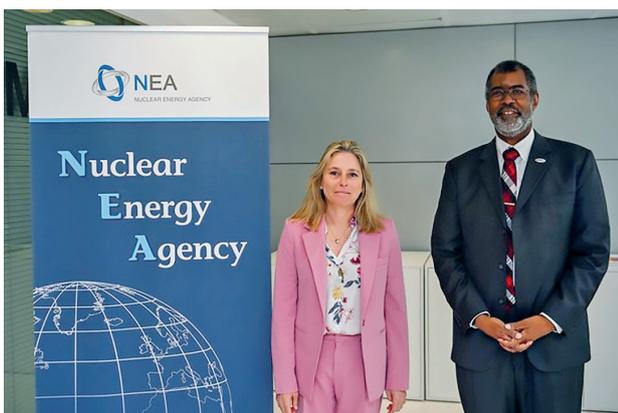
Following the OECD-NEA's Roadmaps to New Nuclear Conference 2024, industry stakeholders and government representatives met in September 2025 to exchange recent insights and outline a coordinated strategy for advancing new nuclear projects.

During the conference, World Nuclear Association, together with the OECD-NEA, presented a joint industry statement calling on governments to take the steps needed to help meet the global demand for clean and abundant electricity, and to strengthen energy security.

World Nuclear Association also participated in various high-level discussions, including on fuel supply security, workforce development, and finance.

Addressing the Finance Session at the Roadmaps to New Nuclear Conference, Sama Bilbao y León said:

"We need to demystify nuclear and challenge the notion that nuclear projects are currently too challenging or are the eminent domain of government or that we need NOAK projects before mainstream finance can participate. There is nothing inherently unique in nuclear projects that make them infinitely more difficult to finance. Like any other class of complex capital-intensive infrastructure with high initial investment, long lifecycles, and a positive social and economic development impact, it is necessary to strike a balance between government instruments and market support."



Collaboration with industry associations

During the World Nuclear Exhibition (WNE), World Nuclear Association and French nuclear association GIFEN led 17 nuclear industry associations from 15 countries to sign a joint declaration ahead of the COP30 climate change meeting, calling upon policymakers to reaffirm the goal of tripling global nuclear capacity by 2050.

International Energy Agency

Our collaboration with the International Energy Agency (IEA) continued throughout 2025, as we contributed our data and expertise to the IEA's activities and reports.

World Nuclear Association collaborated alongside the IEA to address wholesale market design challenges for nuclear and possible changes that could be implemented.

World Nuclear Association brought its expertise to the IEA Expert Workshop on Power Market Design, together with policymakers, regulators, system operators, and other technical experts, to explore factors facilitating nuclear development as part of future market reforms. We also provided our further insights as part of our contribution to the IEA's new publication "Electricity Market Design – Building on Strengths, Addressing Gaps".

In addition, the Association provided input and data into the development of the IEA's 2025 report "The Path to a New Era for Nuclear Energy". We welcomed the IEA's overall increasingly positive assessment of the outlook for global nuclear development but noted that our own analysis suggests ever greater demand for nuclear energy. The Association has analyzed the policy goals and commitments made by governments globally in our 2025 World Nuclear Outlook Report and encourage the IEA and others to draw from our data and analysis in their future assessments of nuclear growth.

World Economic Forum

Building on the Association's ongoing engagement with the World Economic Forum (WEF) and the wider finance community, World Nuclear Association has been an important contributor to WEF's Innovation Playbook for Future Power Systems, submitting six solutions and taking part in the peer review of all other nuclear solutions submitted to this resource. Additionally, WEF joined as a member of the board for the Association's forthcoming Nuclear Investment Guide.

Represent

Championing nuclear in the global energy dialogue

World Nuclear Association plays a leading role in ensuring nuclear energy is prominent in global discussions on clean energy, energy security, and sustainable development.

Africa

Throughout 2025, World Nuclear Association actively engaged in discussions and advocacy for the expansion and development of nuclear energy in African countries -including through the tripling of nuclear energy capacity by 2050 pledge. After directly engaging with African nations, at the COP30 climate change meeting, World Nuclear Association welcomed Rwanda and Senegal to the Tripling Declaration.

The Association continued to support African stakeholders through policy engagement, technical resources, and global industry connections. Africa was prominently represented in our flagship industry events, including at World Nuclear Symposium 2025, which featured the session: Africa's Nuclear Future: Unlocking Opportunity, Unleashing Potential. This was an opportunity for delegates to hear about expansion, new-build and early-stage developments in South Africa, Egypt and Rwanda respectively. The potential for multilateral lending organizations to support nuclear development across the continent was highlighted during the Symposium's Finance Summit, which featured speakers from the World Bank and the African Development Bank.

Africa Energy Week, Cape Town, South Africa

In November, World Nuclear Association played a leading role at Africa Energy Week 2025, where it reinforced its ongoing work with the African Commission on Nuclear Energy (AFCON), the African Energy Chamber, and the International Atomic Energy Agency, to advance nuclear deployment in the region.

Sama Bilbao y León joined high-level executives from the African Export-Import Bank (Afreximbank), Bioko Consulting, and Elsewedy Electric, for the



“Energy Leaders’ Dialogue: Strengthening Public & Private Collaborations for Increased Energy Access”. The session explored how strong governance and effective public-private partnerships can build investor confidence and accelerate universal energy access.

Nuclear Energy Innovation Summit for Africa (NEISA), Kigali, Rwanda

Sama Bilbao y León was a keynote speaker and active participant in the Nuclear Energy Innovation Summit for Africa (NEISA) held in mid-2025 in Kigali, Rwanda. The event convened industry and political leaders to explore policy and investment opportunities, regulatory frameworks, technological innovation and knowledge sharing, and to strengthen strategic partnerships.

Asia

ASEAN Energy Business Forum, Kuala Lumpur, Malaysia

In the week before Singapore International Energy Week 2025, the Association participated in the ASEAN Energy Business Forum in Kuala Lumpur, Malaysia, organized by the ASEAN Centre for Energy. A key point of discussion

was the Malaysian plan for nuclear development within the ASEAN context, and a recurring theme throughout the discussion was how nations across the region are now exploring nuclear as a reliable, low-carbon, and affordable electricity option for their growing populations and industries.

Energy Asia, Kuala Lumpur, Malaysia

King Lee, Head of Policy & Industry Engagement, took the stage at Energy Asia 2025 in Kuala Lumpur, Malaysia. He spoke in the session “Nuclear Revival in Asia,” where he examined the pivotal role of nuclear energy in Asia’s energy transition as a reliable, scalable, and low-carbon source of electricity – emphasizing that Asia represents the primary growth region for nuclear energy. King Lee also joined CNBC’s Inside India to discuss India’s strategy of reaching 100 GWe of nuclear capacity by the 100th anniversary of its independence in 2047.

India Energy Week 2025, New Delhi, India

In February, following Indian government announcements confirming plans for the major expansion and internationalization of its nuclear programme, World Nuclear Association played a significant role at India Energy Week 2025, a traditionally oil and gas-focused event.

Bilbao y León advocated for nuclear energy on the main conference stage in a panel headed “Realising nuclear power’s low-carbon renaissance and future role in the clean energy mix”, alongside speakers from the South African Nuclear Energy Corporation (NECSA), India’s NITI Aayog public policy think-tank, and the nuclear wing of Indian state-owned National Thermal Power Corporation (NTPC).

Later at The Times Group’s ET NOW Global Business Summit 2025, an event opened by Prime Minister Modi, Bilbao y León emphasized the essential role of nuclear in providing clean, economical and reliable energy to power India’s future.

World Nuclear Association also hosted an invitation-only dinner in a private setting in New Delhi, bringing together senior industry and government stakeholders who are contributing to the progress of the nuclear industry in India.

Korea Atomic Power Annual Conference, Seoul, South Korea

In April, World Nuclear Association took part in the 40th anniversary of the Korea Atomic Power Conference. Sama Bilbao y León gave an opening speech congratulating Korea Nuclear Association, Korean Atomic Industrial Forum and the entire nuclear industry of South Korea on its great achievements in driving its continued growth. The Director General was featured in 37 Korean newspapers and eight broadcasting media outlets, where

she underscored the need to separate energy policy from political debate, emphasizing that nuclear energy should be considered essential infrastructure for economic growth.

Singapore International Energy Week, Singapore

World Nuclear Association was at the forefront of Singapore International Energy Week (SIEW), with Sama Bilbao y León and Jonathan Cobb, Senior Programme Lead, Climate, both participating in high-level sessions and events. The Association co-hosted with Singapore’s Energy Markets Authority a roundtable on “The Evolving Role of Nuclear in the Future Energy System” during which Bilbao y León and Jonathan Cobb discussed how nuclear energy can help meet the region’s fast-growing energy needs.

The visit to SIEW supported ongoing close engagement over many months with the Singapore government and its Energy Markets Authority. In its position paper titled “Building Singapore’s Capabilities to Assess Nuclear Energy”, which was released during SIEW, the Singapore government identified nuclear as a potentially favourable addition to the country’s future energy mix.

A deeper partnership with SIEW is planned for 2026.



Uzbekistan Energy Week, Tashkent, Uzbekistan

King Lee, Head of Policy & Industry Engagement, participated in Uzbekistan International Energy Week 2025, joining a high-level panel discussion focused on key aspects of nuclear infrastructure development for SMR deployment.

World Nuclear Supply Chain Conference 2026, Manila, Philippines

The Association’s World Nuclear Supply Chain Conference (WNSC) 2026 will be hosted in Manila, Philippines. Supported by the Philippine Department of Energy, and through collaboration with ASEAN Centre of Energy, WNSC will offer a unique opportunity for ASEAN members to explore pathways for deployment and engage with the international nuclear supply chain. The conference is an indispensable platform to connect developers, vendors, constructors, and suppliers in the ASEAN region.

Represent

Europe

International Energy Week, London, United Kingdom

Sama Bilbao y León presented at International Energy Week in London. In the session “Powering tomorrow’s energy workforce”, Bilbao y León discussed positive policy developments in the British nuclear sector, and the ways to ensure the transition of skills into the nuclear sector, pointing to Canada as a successful case study.

London Climate Action Week, London, United Kingdom

During London Climate Action Week, the Association helped shape the clean energy agenda by advancing nuclear energy as a cornerstone of a net-zero future. Sama Bilbao y León participated in a private breakfast roundtable hosted by the Nuclear Scaling Initiative on “The Future of Nuclear Scaling: Breaking Through the Financial Barrier.” The session convened senior leaders to identify pathways for accelerating nuclear deployment and financing mechanisms.

New Nuclear for Maritime European Summit, London, United Kingdom

In July, Sama Bilbao y León attended the New Nuclear for Maritime European Summit in London, which explored the transformative potential of nuclear technologies in the maritime sector. Bilbao y León was present at the panel “International alignment in nuclear standards” where she highlighted the efforts of the CORDEL Working Group.

Women in Nuclear Global Conference 2025, London, United Kingdom

The following week, The Association took centre stage at Women in Nuclear Global Conference 2025, where Sama Bilbao y León presented in a panel, emphasizing the essential role of nuclear energy in delivering net-zero targets. To help mobilize stronger decision-making capabilities and deepen understanding of the deployment process, the Association hosted the Nuclear Nexus Game Workshop, where participants explored the key decision-making elements involved in deploying nuclear energy in a newcomer country.

World Atomic Week, Moscow, Russia

World Atomic Week took place in Moscow, Russia in September. The event was attended by over 20,000 delegates, including representatives of countries

developing nuclear programmes, leading world experts, and CEOs. Sama Bilbao y León took part in the official opening ceremony, celebrating the 80th anniversary of the Russian nuclear industry. She then took part in a televised discussion alongside IAEA Director General Rafael Mariano Grossi with invited heads of state from the region. Bilbao y León acknowledged the technical progress made in the Russian nuclear programme domestically and internationally and provided a perspective on developments in the nuclear industry globally.



World Nuclear Exhibition, Paris, France

At World Nuclear Exhibition 2025 in Paris, France, Sama Bilbao y León delivered a keynote presentation addressing the goal of tripling global nuclear capacity. The Association played a highly active role throughout the event, with Bilbao y León leading and contributing to strategic sessions including “Fuelling Nuclear Ambition to Sustain Small, Advanced, and Large Reactors” alongside Orano and Fortum, and “Nuclear Energy in the Climate Equation: From COP21 to COP30 and Beyond.” The latter provided a strong foundation for advancing discussions on nuclear energy and priorities ahead of the COP climate change meeting.

World Nuclear Transport Conference 2025, London, United Kingdom

World Nuclear Association attended the World Nuclear Transport Institute’s (WNTI’s) inaugural Nuclear Transport Conference in London in November. The conference focused on new technologies and their applications, as well as the future of transport



regulations. Sessions also explored sustainability, skills development, and nuclear liability issues within the nuclear transport sector.

22nd IESE Energy Industry Meeting, Madrid, Spain

Spain's nuclear energy sector has been undergoing a progressive phaseout in recent years but 2025 marked a noticeable change in the discourse, with operating lifetime extensions agreed and a possible change of policy being debated.

Sama Bilbao y León stressed the importance of nuclear's contribution to Spain's energy mix in the 22nd IESE Energy Industry Meeting and Colegio Oficial de Ingenieros Industriales de Madrid (COIIM) in Madrid in February, and at the Spanish Association of Industry & Commerce (CEOE) event "Nuclear Energy, key to the energy transition" in March. Bilbao y León underlined the challenge for Spain's economy should the country continue with its nuclear phase-out policy.

Americas

CERAWeek, Houston, United States

A defining milestone at CERAWeek, held in March in Houston, Texas, was the Tripling Nuclear Capacity event, which World Nuclear Association co-hosted with Urenco. The session gathered influential leaders from companies including Google, Amazon, Meta and Dow, who were among an influential group of large energy users to support the pledge to at least triple global nuclear capacity by 2050.



Climate Week NYC, New York City, United States

In September, World Nuclear Association contributed to a number of high-profile events during New York Climate Week 2025 – where government leaders, corporations

and organizations discuss the biggest challenges and solutions to climate change.

Sama Bilbao y León attended the opening ceremony, and offered a global perspective on how nuclear power can support the clean energy transition. Whilst moderating the Atlantic Council's session on "Strategic Dialogue: Navigating the nuclear supply chain revolution", Bilbao y León reflected on the need for the whole nuclear industry to transform its approach if it is to be ready to meet the growth opportunity ahead.



International Symposium on the Packaging and Transportation of Radioactive Materials (PATRAM), San Antonio, United States

World Nuclear Association participated in the PATRAM 2025 conference on packaging and transport of radioactive materials. Allarakha Vora, Programme Lead, Fuel Cycle, co-hosted the "Advancing Nuclear Solutions for Shipping" event, which focused on the potential to decarbonize the shipping industry with reactors for propulsion, as well as the challenges and pathways towards that goal. The Association also presented findings from its Transport Working Group on the operational challenges facing the transport of radioactive material

Reuters Events: SMR & Advanced Reactor, Nashville, United States

Serge Gorlin, Head of Membership & Business Development, took part in Reuters' SMR & Advanced Reactor 2025 meeting in Nashville, Tennessee, emphasizing the importance of regulators being given the resources to align on objectives and requirements at an international level.

Inform

World Nuclear Association delivers the latest and most accurate information on nuclear energy to the industry, governments, financial institutions, media, and academic bodies.

World Nuclear Association provides accurate, timely information through our web-based Information Library, Reactor Database, World Nuclear News, social media, and landmark industry reports. In addition, members can download complimentary copies of our flagship reports and access records of Working Group meetings through the members website. In 2025, we continued to optimize our websites, enhancing efficiency and user experience with high-quality visuals, advanced search capabilities, and expanded member features.

The Information Library

The Information Library hosts over 180 detailed pages on the nuclear industry, serving policymakers, journalists, scholars, and the public.

Two new information pages were published in 2025: Nuclear Energy and Public Opinion, and Nuclear Power in Estonia, and we added a new resource – the SMR Design Database. The database provides a comprehensive record of the many SMR designs at various stages of development across the world, allowing users to search by design, developer, country, or by a range of technical parameters. Users can also choose to select specific reactors to compare specifications and applications.

In 2025, World Nuclear Association’s website received over 1.7 million unique visitors.

Reactor Database

The Reactor Database contains information on all operable reactors, as well as the latest construction starts, grid connections, and reactor performance data, using IAEA’s PRIS database and our own research to highlight nuclear energy’s global impact. This unique combination of sources ensures that the Association is able to provide the most authoritative and up-to-date information on reactor performance available anywhere.

Talking Points

The Association released the third edition of Talking Points in September 2025, following extensive input, feedback and improvements from the Communications Working Group. The Talking Points guide – available as a pocket-sized booklet – provides an updated collection of messages and supporting facts on an array of nuclear energy topics. These messages are intended primarily for use by the nuclear industry to support external communication activities, as well as for internal corporate use by our members.



Global trends report

In 2025, the Association published the tenth edition of its annual *World Nuclear Performance Report*, which provides an up-to-date picture of the nuclear power sector, both for the generation of electricity from reactors in operation today and reactors currently under construction. The report is released every August and is available on the Association's website. The headlines of the 2025 edition include:

- Nuclear reactors generated a total of 2667 TWh of electricity in 2024, up 66 TWh from 2601 TWh in 2023. This is the highest ever generation from nuclear in one year, surpassing the previous record of 2660 TWh in 2006.
- Generation increased in Asia, with five of the seven reactors connected to the grid in 2024 being in that region. Generation also increased in West & Central Europe, with the return to service of reactors in France following outages in 2022 and 2023 contributing to this. In other regions, total generation in 2024 was broadly similar to the previous year.

Ahead of its publication early in 2026, World Nuclear Association released a preview of its new *World Nuclear Outlook Report* in November 2025, during the COP climate change conference held in Belém, Brazil. According to the report, global nuclear capacity could reach 1428 GWe by 2050, exceeding the 1200 GWe target set in the Declaration to Triple Nuclear Energy. The report compiles national government targets and goals for nuclear capacity for 2050 and assesses them alongside plans for extended operation of existing reactors, completion of those under construction, and the realization of planned and proposed reactor projects.

World Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2025-2040, published in September 2025, is the 22nd edition of the World Nuclear Association's biennial report on the outlook for nuclear power and fuel.

Other industry reports

In July, the Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Working Group published *Facilitating Global Deployment of Floating Nuclear Power Plants*, which presents the advantages of floating nuclear power plants and discusses the challenges they face at the intersection of civil nuclear and maritime regulations across safety, security, safeguards and nuclear liability.

Members briefings

In 2025, the Association released five new members briefings, providing forward-looking information on aspects of the nuclear industry, exclusively for our members. All briefings are available on the members website.

The briefings cover country profiles on China and India from our regional advisors, topical issues such as public opinion towards nuclear, tariffs effecting industry from our member Pillsbury Winthrop Shaw Pittman, and overviews of media opportunities at our events and the WNN service.

In the international press

In 2025, nuclear energy became one of the world's most closely watched energy solutions. As governments, investors, and major industries accelerated their search for clean, reliable power at scale, nuclear energy moved to the forefront of global reporting. Throughout 2025 World Nuclear Association played a central role in shaping the conversation, providing trusted data, expert commentary, and a global perspective to major newsrooms.

It was one of the most impactful years yet for nuclear energy – and the Association – in the global media. Across high-profile broadcast interviews, breaking news coverage, and analytical features, journalists consistently turned to World Nuclear Association for authoritative insights.

Inform

India Energy Week 2025: supporting major policy shifts

India Energy Week represented a key moment in 2025's nuclear conversation, after the government announced its plans to expand nuclear capacity to 100 GWe by 2047. The Association provided international media with the global context for the Indian government's decision. Media coverage included:

- A CNBC interview (*Governments should commit to clear, long-term plans for nuclear industry, says WNA director general*) with Sama Bilbao y León on long-term planning needed to scale nuclear energy.
- A Channel News Asia feature (*Public perception of nuclear power shifting: World Nuclear Association*) on shifting public perception of nuclear energy.
- A Reuters article (India's NTPC in talks with foreign nuclear firms for small reactors,) cited the Association's expertise in its coverage of Indian utility NTPC's discussions with global reactor vendors – an early signal of India's next phase of nuclear expansion.

CERAWeek 2025: big tech supports tripling nuclear capacity

Nuclear dominated the conversation at CERAWeek, held in Houston, Texas in March. At a session led by World Nuclear Association, Amazon, Dow Chemicals, Google, Meta and others endorsed the push to triple global nuclear capacity by 2050. World Nuclear Association's insights and data informed coverage across the world's most influential newsrooms. Key coverage included articles in: CNBC (*Amazon, Google and Meta support tripling nuclear power by 2050*); Financial Times (*Amazon, Google and Meta support tripling of nuclear capacity by 2050*); Reuters (*Amazon, Google sign pledge to support tripling of nuclear energy capacity by 2050*); Forbes (Brazil) (*Amazon e Google Assinam Compromisso para Apoiar o Aumento da Capacidade de Energia Nuclear até 2050*); POWER Magazine (*Tech and Industry Giants Pledge to Triple Global Nuclear Power by 2050*).

World Nuclear Fuel Report 2025: global uranium demand in focus

The publication of the World Nuclear Fuel Report 2025 drove major headlines in the Financial Times (*Uranium*

shortfall threatens nuclear energy renaissance, industry warned), Reuters (*Uranium demand set to surge 28% by 2030 as nuclear power gains momentum, WNA says*) and on CNBC (*The uranium boom is back as demand for nuclear surges*).

This coverage helped shape global market expectations surrounding the supply and demand of uranium, as well as provide the foundational data for policy debate for the nuclear fuel cycle.

World Performance Report 2025: record nuclear output

The World Nuclear Performance Report 2025 gained global attention, with the UK's Daily Mail's (*Nuclear power hits a record high as it provides 9% of the world's electricity, promising data reveals*) leading international coverage on nuclear power's record generation, a milestone widely repeated across secondary outlets.

World Nuclear Symposium 50: a landmark year

Media briefings in the lead-up to World Nuclear Association's 50th Symposium and coverage from the event captured the increased global interest in nuclear energy in 2025.

- The Economist feature, *Why nuclear is now a booming industry*, drew on World Nuclear Association insights.
- Director General Sama Bilbao y León was interviewed on CNBC (*Nuclear energy must be a significant part of the energy mix: World Nuclear Association*) and BBC (*BBC Business Today | Sama Bilbao y León on Nuclear's Role in a Growing Energy World*), where discussions focused on growth in new-build projects, energy security, and the escalating demand from data centres.
- **Malcolm Moore**, FT's Energy Editor, interviewed **Lou Martinez Sancho**, Chief Technology Officer, Westinghouse, and **Wyatt Hartley**, Head of North American Asset Management, Brookfield explaining how technical risk is translated in financial risk.
- Prashant Rao, Senior Editor for Semafor, moderated the panel "*Africa's Nuclear Future: Unlocking Opportunity, Unleashing Potential*", and wrote about the discussion in Semafor (*Obstacles threaten nuclear sector's 2050 ambition*).

Singapore International Energy Week 2025: nuclear's role in Asia's clean energy transition

Asia's growing leadership in nuclear deployment kept World Nuclear Association in the media spotlight:

- Bloomberg's interview (*Can Nuclear Power the AI Revolution?* | Sama Bilbao y León with Bloomberg's Haslinda Amin) with Sama Bilbao y León explored capital flows and investor confidence.
- CNA (*Can Nuclear Power Fuel ASEAN's Energy Independence?* | WNA's Sama Bilbao y León on CNA) and Singapore International Energy Week's own channel highlighted nuclear as essential to meeting Asia's climate and industrial goals.

Other media themes of 2025

- Following Spain's major blackout in June, The Guardian featured the Association's perspective on reliability and resilience (*Tide is turning in Europe and beyond in favour of nuclear power*)
- Semafor reported on Ghana and Rwanda leading Africa's new nuclear wave, drawing heavily on World Nuclear Association's global industry analysis and an interview with Sama Bilbao y León (*Ghana, Rwanda lead Africa's race for cutting-edge nuclear: Industry chief*).
- A Financial Times feature (*The new nuclear age needs to make the right business case*) by Sama Bilbao y León explored nuclear's global resurgence, supported by World Nuclear Association data
- CNBC International interviewed Shah Nawaz Ahmad, Senior India Advisor, on India's nuclear plans, infrastructure needs and the future energy mix (*CNBC Interview with Shah Nawaz Ahmad, Senior India Advisor at World Nuclear Association*).
- South China Morning Post highlighted the Association's influence across the Asia-Pacific region, featuring insights drawn from the Association's data and a private briefing (*How US nuclear sanctions on China backfired*).



BBC NEWS

BUSINESS TODAY

The future of nuclear in the energy mix

World Nuclear News

World Nuclear News (WNN) provides daily coverage of the nuclear sector, featuring expert analysis, background insights, and links to trusted sources. Its free WNN Daily and WNN Weekly email newsletters reach over 40,000 subscribers worldwide. The WNN podcast takes a deeper dive into major developments, with episodes released in 2025 downloaded more than 35,000 times over the year.

WNN's top five most-read articles of 2025 were:

- Canada's first SMR project: How is CAD20.9 billion cost calculated? (23 May 2025)
- OPG says goodbye to Pickering 4 (2 January 2025)
- Chinese molten salt reactor achieves conversion of thorium-uranium fuel (4 November 2025)
- Chernobyl shelter repairs: 'Difficult choices' lie ahead (18 September 2025)
- Mars in 30 days? Russia unveils prototype of plasma rocket engine (7 February 2025)

To mark the 50th anniversary of World Nuclear Symposium, WNN published a special feature reflecting on its 50 years, tracing its journey from a modest event led by World Nuclear Association's predecessor, the Uranium Institute, to the largest and most ambitious iteration yet.

Influence



Net Zero Nuclear at CERAWeek

In March, World Nuclear Association took part in CERAWeek 2025 in Houston, USA, where momentum continued to build behind the Net Zero Nuclear initiative, supported by its strategic partners Urenco and Cameco. On the sidelines of the conference, a global coalition of major companies and energy-intensive industries signed a historic pledge underscoring nuclear energy's essential role in enhancing energy security, strengthening system resiliency, and delivering continuous clean energy. Signatories – including Google, Amazon, Meta and Dow – stated their support for the goal to at least triple global nuclear capacity by 2050. This marks the first time that significant businesses outside the nuclear sector have publicly backed a concerted, extensive expansion of nuclear power to meet surging global energy demand. These corporations are now actively urging other large energy users to support the tripling goal.

To mark the announcement, World Nuclear Association and Urenco hosted a cross-sector panel and networking reception in CERAWeek's Innovation Agora. The discussion focused on nuclear energy's ability to power and decarbonize a wide range of energy-intensive sectors – from digital infrastructure and advanced manufacturing to petrochemicals and aviation. Across these events, the Association and its partners called on governments to implement policies that will allow rapid nuclear deployment and fulfil the tripling ambition endorsed by over 30 countries and increasingly supported by both financial institutions and major energy users.

Edward Stones, Business Vice President, Dow Energy & Climate, said: *Dow considers nuclear energy, especially the promising technology of advanced small modular nuclear, to be a long-term competitive source of safe, firm and clean energy.*



We are proud to sign a pledge in support of tripling nuclear capacity by 2050, as nuclear power will be pivotal in building a reliable, secure, and sustainable energy future.

Lucia Tian

Head of Clean Energy & Decarbonization Technologies, Google

Net Zero Nuclear at COP30

World Nuclear Association represented the global nuclear industry at the COP30 meeting on climate change in Belém, Brazil. The Association has been an official observer to the UN climate conference for the past 20 years, informing and influencing key decision-makers about the role of nuclear energy in climate mitigation and adaptation.

In the run-up to COP, the Association played the lead role in securing two further country signatories, Rwanda and Senegal, to the historic declaration to at least triple global nuclear capacity by 2050, bringing the total of endorser countries to 33.

Throughout COP, World Nuclear Association's Net Zero Nuclear Blue Zone pavilion hosted a series of panel discussions and interviews with prominent leaders from governments, industry, and civil society, and offered many opportunities to interact with national delegations and other observers. Events ranged from the preview of the *World Nuclear Outlook Report 2025*, to sessions examining how nuclear energy can power the accelerating AI boom, the role of nuclear within Brazil's sustainable taxonomy, and the "Fission Forward: The Global Move to Triple Nuclear Power" event co-hosted by the Association and the UK government.

Nuclear energy was also included positively in several nations' nationally determined contributions (NDCs) for the first time, with nuclear being recognized in the climate commitments of Brazil, Moldova, Nigeria, Singapore and Thailand. The European Union's collective NDC adds 27 member states to the list of 'nuclear-acknowledging' countries.



Elsewhere at COP, other countries highlighted their support for nuclear energy in high-level statements, with Indonesia, long reliant on coal, announcing its support for nuclear power. Malaysia declared it would explore nuclear energy, whilst the UK government announced its intention to deliver the biggest nuclear build programme in a generation.



Governance and Organization

The Director General of World Nuclear Association, Sama Bilbao y León, leads the Secretariat, delivers on the mission and vision of the Association and is ultimately accountable to the Association's Board of Management. The Board holds final approval on proposals made by the Director General, including strategic and budgetary decisions. Currently, Mohamed Al Hammadi, Managing Director & CEO, Emirates Nuclear Energy Corporation (ENEC), serves as Chairman of the Board, and Johan Svenningsson, Country Chairman and CEO Uniper Sweden, holds the position of Vice-Chairman.

The Board of Management

The Board comprises senior executives from member companies who meet at least twice a year and serve for two years. Every two years a new Vice-Chairman is appointed. After one year's service, the Vice-Chairman takes on the role of Chairman for the next two years, before serving again as Vice-Chairman in the fourth year. The Board fulfils all statutory duties pertaining to the Association's governance and sets policies and strategic objectives acting on proposals from the Director General. To ensure balance, elected members of the Board represent the various sectors in the nuclear value chain, different geographic areas, as well as a range of organization sizes. Board members function as mentors for the various Working Groups. This enables the Board to link the strategy of the Association and the priorities of the global nuclear industry with the programme of the Working Groups and to shape their overall agenda. In 2025, the Board met on two occasions, on 8 April in Montreal, Canada, and on 2 September, in London, UK.

There are also two Board subcommittees, whose members serve two-year terms and report directly to the Chairman of the Board:

- The Governance and Nominations subcommittee oversees appointments to the Board and manages Director General and senior staff succession planning.
- The Audit and Finance subcommittee conducts regular reviews of the financial health of the Association and holds in-depth dialogue with the auditor during the preparation of the annual accounts.

Audit

In February and March 2025, an independent review of the 2024 Annual Report and Accounts was conducted by Taylor Viney Marlow Ltd (TVM). TVM concluded that the 2024 Annual Report and Accounts give a true and fair view of the state of the Association's affairs on 31 December 2024 in accordance with UK generally accepted accounting practice (GAAP) and they were subsequently approved and signed off by the Chairman and Board of Management on 28 May 2025.

The 2024 Annual Report and Accounts were presented at the annual general meeting (AGM) held in London on 2 September 2025.

Membership meetings

There is one Annual General Meeting (AGM) during which members are updated on the operations of the Association and can ask the Chairman and Director General questions. At the AGM, the accounts are presented for approval and any fee changes or alterations to the fee structure are put to a vote. Immediately after the AGM, the Members Council takes place, during which significant developments in the Association are presented to the members.

Board members

from March 2026

Chairman



Mohamed Al Hammadi
Managing Director & CEO, Emirates Nuclear Energy Corporation

Vice-Chairman



Johan Svenningsson
Country Chairman, UNIPER Sweden



Amir Adnani
President, Chief Executive Officer & Director, Uranium Energy Corp



George Borovas
Partner, Hunton Andrews Kurth



Malcolm Critchley
President & Chief Executive Officer, Converdyn



Dr Mohamed Saad Dwidar
Chairman of the Board, Nuclear Power Plants Authority of Egypt



Tim Gitzel
President & Chief Executive Officer, Cameco



Bryan Hanson
Executive Vice President & Chief Generation Officer, Constellation Energy



Nicole Holmes
Chief Executive Officer, GE Vernova Hitachi Nuclear Energy (GVH)



Mingang Huang
Chief Economist, China National Nuclear Corporation



Egor Kvyatkovskiy
Director General of Rosatom International Network



Raul Lycurgo
President, Eletronuclear



Nicolas Maes
Chief Executive Officer, ORANO



Hitoshi Mizuta
Executive VP & Deputy Chief Nuclear Officer, Kansai Electric Power Company



Teppei Narita
General Manager, Nuclear Fuel Dept. Marubeni Corporation



In-sik Park
Executive Vice President of Overseas Business Division, KHNP



Jean-Michel Quilichini
Director of Nuclear Fuel Division, EDF



Boris Schucht
Chief Executive Officer, Urenco



Xianfeng Wang
General Manager, CGNPC - Uranium Resources Co. Ltd



Meirzhan Yussupov
Chief Executive Officer, Kazatomprom



Liudmila Zalimskaya
Chairman of the Board of Directors, TENEX



Mingguang Zheng
Senior Vice President, SNPTC



Bohdan Zronek
Chief Nuclear Officer, ČEZ

Honorary



Hans Blix
Director General-Emeritus, International Atomic Energy Agency



Gerald Grandey
Former CEO, Cameco; Chairman-Emeritus, World Nuclear Association

Secretariat

World Nuclear Association’s international Secretariat consists of about 50 individuals with a broad range of expertise and experience who are responsible for coordinating the work that the Association does on behalf of its members. Most of the Secretariat is based in the London office, with Secretariat presence in India and China. The Secretariat is led by Director General Sama Bilbao y León.

The Association is divided into five departments: Communication and Marketing; Leadership and Capacity Development; Membership and Business Development; Operations; and Policy and Industry Engagement.



Sama Bilbao y León
Director General



Vivien Lotasz
Executive Assistant to the Director General

Leadership & Capacity Development



Isis Leslie
Head of Leadership & Capacity Development



Mackenzie Cater
Programme Lead, Leadership & Capacity Development



Karyna Zamani
Supporting Programme Lead, Leadership & Capacity Development

Policy and Industry Engagement



King Lee
Head of Policy & Industry Engagement



Jonathan Cobb
Senior Programme Lead, Climate



Kaajal Desai
Senior Programme Lead, Fuel Cycle



Raquel Heredia-Silva
Senior Programme Lead, Strategic Partnerships



Lola Infante
Senior Programme Lead, Economics, Law and Finance



Dongmin Kim
Visiting Research Officer



Sameh Melhem
Programme Lead, Radiological Protection



Nathan Paterson
Senior Programme Lead, Supply Chain



Nozomi Ohara
Visiting Research Officer



Leon Tang
Visiting Research Officer



Ronan Tanguy
Programme Lead, Safety & Licensing



Allarakha Vora
Programme Lead, Fuel Cycle



Ian Yan
Visiting Research Officer



Qi Zhao
Programme Lead, Sustainability



Membership & Business Development



Serge Gorlin
Head of Membership & Business Development



Alexine Bousquier
Membership & Business Development Manager



François Morin
Senior Advisor, China



Shah Nawaz Ahmad
Senior Advisor, India



Ana Rodriguez
Member Engagement Coordinator

Communication & Marketing



Daniel Walpole
Head of Communication & Marketing



Cat Davies
External Campaigns & Communication Manager



Pippa Eames
Communications Consultant



Alex Hunt
Managing Editor, World Nuclear News



Claire Maden
Consultant Editor, World Nuclear News



Alec Mitchell
Senior Manager, Research & Analysis



Lucy O'Conner
Marketing Manager



Warwick Pipe
Deputy Editor, World Nuclear News



Henry Preston
External Communication & Media Manager



Bia Zuccaratto
Communications Analyst

Operations



Virginie Ryan-Taix
Head of Operations



Jennifer Corander
Events Manager



Joseph Gould
Events Registration Coordinator



Nicole Hemmings
Office & HR Administrator



Eleonora Manfredi
Events Coordinator



Brigita Mammetti
Visual Communication Manager



Michael Ocansey
IT Manager



Richard Petrie
Graphic Designer



Binita Shah
Finance Assistant



Stephen Tarlton
Senior Editor



Cedric Thenard
Website Manager



Nicola Williams
HR Manager

Membership

3M

A

ABDAN
Accenture
Accuris
Adani Power Ltd.
ALARA Logistics
Alleima Tube AB
Allweld Nuclear & Industrial (Pty) Ltd
Alpiq AG
Amentum
American Fuel Resources
American Lithium Corp.
APAVE
apollo plus GmbH
ARAO, Agency for Radwaste Management
ARUP
Assystem Engineering & Operations Services
Aura Energy Ltd.
Australian Nuclear Science and
Technology Organisation (ANSTO)
AXIA Power FZE
Xpo Power AG
Azarias Capital Management

B

Bangor University
Bannerman Energy Ltd
BHP Billiton Olympic Dam
BKW Energie AG
Blue Energy Global Inc.
Boss Energy Ltd.
Buhlmann Rohr-Fittings-Stahlhandel
GmbH + Co. KG
Bureau Veritas Services
Burgess Salmon LLP

C

Cameco Corporation
Canadian Nuclear Association
Canadian Nuclear Laboratories
Candu Energy Inc. AtkinsRéalis
Central Research Institute of Electric
Power Industry (CRIEPI)
CEZ, a. s.
CGN Group
China National Nuclear Corporation
Chubu Electric Power Co Inc.
Chugoku Electric Power Co Inc.
CIS Navigation
CLP Power Hong Kong Limited
Cogent Skills
Constellation Energy Generation, LLC
CONUAR S.A.
ConverDyn
CORE Energy Systems Limited
Core Power (UK) Ltd
Crimson Energy Experts Pvt. Ltd.
Curtiss-Wright
Curzon Uranium

Czech Nuclear Association
Czech Technical University in Prague

D

Daya Bay Nuclear Power Operations and
Management Co. Ltd
Deep Atomic AG
Deep Geo Inc.
Deep Isolation Inc.
Deep Yellow Limited
Denison Mines Corporation
Denk Nuclear AG
DMS s.r.o.
Doosan Enerbility

E

Edlow International Company
Electric Power Development Co Ltd
(J-POWER)
Electricite de France
Eletronuclear
ELINI - EUROPEAN Liability Insurance for
the Nuclear Industry
Emirates Nuclear Energy Company
Empresarios Agrupados Internacional /
GHESA
Energoatom
ENUSA Industrias Avanzadas S.A., S.M.E.
EPZ
Ernst & Young Advisory
Euratom Supply Agency
European Mutual Association for
Nuclear Insurance
EXCEL Services Corporation

F

Fluor-BWXT Portsmouth LLC
Forgiatura A. Vienna
Forsys Metals Corp.
Foster + Partners
Framatome SAS
Franchini Acciai S.p.A.
Fuel Link Limited

G

GD Energy Services S.A.U.
GE Vernova Hitachi Nuclear Energy (GVH)
Global Atomic Corporation
Global Fuel Solutions, LLC
Global Laser Enrichment (GLE)
Global Nuclear Associates
GoviEx Uranium Inc.
Great British Nuclear

H

H. Butting GmbH & Co. KG
Hadron Energy, Inc.
Hapag-Lloyd AG
Heathgate Resources Pty Ltd
Hitachi-GE Nuclear Energy Ltd.

Hochtief Aktiengesellschaft
Hokkaido Electric Power Co Inc.
Hokuriku Electric Power Company
Hunton Andrews Kurth LLP
HZC International

I

Iberdrola Generacion Nuclear, S.A.
Idaho National Laboratory
IHI Corporation
Industrias Nucleares do Brasil S.A.
International Institute of Nuclear Energy
(I2EN)
Interweld Nuclear Services Ltd
Interweld Nuclear Services Polska SP z o.o
IsoEnergy Ltd
ITOCHU Corporation

J

J. Poulsen Shipping A/S
Japan Atomic Power Company, The
Japan Nuclear Fuel Limited
Japan NUS Co. Ltd
Japan Steel Works M&E, Inc.
Jordan Atomic Energy Commission (JAEC)
Joule LLC

K

K&D III LLC
Kairos Power LLC
Kansai Electric Power Co Inc.
KAZATOMPROM
KEPCO E&C
KEPCO Nuclear Fuel Co. Ltd.
Kernkraftwerk Gösgen-Däniken AG
Kernkraftwerk Leibstadt AG/KKL
King Abdullah City for Atomic and
Renewable Energy (KACARE)
King's College London
Korea Electric Power Corporation
Korea Hydro & Nuclear Power Co., Ltd
Korn Ferry International
KPMG LLP
Kyushu Electric Power Co. Inc.

L

Laramide Resources Ltd.
Last Energy
Lightbridge Corporation
LIS Technologies Inc.
LRQA Group Limited

M

Mammoet
Marmen inc.
Marubeni Corporation
McMaster University
Merrill Lynch Canada Inc.
Microsoft Corporation
Miller

Mitsubishi Heavy Industries Ltd
Mitsui & Co. Energy Ltd.
Moorstone, L.P.
MVM Plc.
MZ Consulting Inc.

N

NAC International
Namibian Uranium Association
NANO Nuclear Energy Inc.
National Nuclear Laboratory
Navoiyuran State company
New Horizons Nuclear Associates, LLC
Newcleo Ltd
NewMOX SAS
NexGen Energy Ltd
Nordic Nuclear Energy AB
North West University
NTPC Limited
Nuclear Electric Insurance Limited
Nuclear Fuels Corporation
Nuclear Industry Association (NIATR)
Nuclear Power Plants Authority (NPPA)
Nuclear Risk Insurers Limited
Nuclear Transport Solutions (NTS)
Nuclear-21
Nucleoeléctrica Argentina S.A.
NuScale Power Corporation

O

OKG Aktiebolag
Oklo Inc.
Ontario Power Generation
Ontario Tech University
Orano
Orascom Construction
ORLEN Synthos Green Energy

P

PA Consulting
Pacific Gas & Electric
PAKS II Nuclear Power Plant Private
Company Limited by Shares
PFYN Capital AG
Pillsbury Winthrop Shaw Pittman LLP
Polskie Elektrownie Jadrowe sp. z o.o.
Powerhaus Uranium Pty Ltd
PPA CONTROLL, a.s.
Preformed Windings
Pyletech Technologies Limited

R

Radiant Energy Group
Rio Tinto Services Limited
Roland Berger LP
Rolls-Royce SMR Limited
ROSATOM State Atomic Energy Corporation
Rosca Solutions
RSB LOGISTIC Projektspedition GmbH
Rullion Ltd

S

SAIHEAT Limited
Saltfoss Energy ApS
Segra Capital Management, LLC
Sellafeld Ltd
Shikoku Electric Power Co Inc.
Sibanye Stillwater Limited
Siemens Energy Global GmbH & Co. KG
Silex Systems Limited
SimplyBD Ltd
Sojitz Corporation
South African Nuclear Energy Corporation
(Necsa)
Southern Nuclear Operating Company, Inc.
State Power Investment Company
Studsvik AB
Sumitomo Corporation
swissnuclear
SYNATOM SA

T

Taiwan Power Company
TAM International LP
Techsnabexport (TENEX)
Tectubi Raccordi S.P.A.
Tema India Limited
Tennessee Technological University
Teollisuuden Voima Oyj (TVO)
Terrestrial Energy Inc.
Thomas Thor Associates
Tohoku Electric Power Co Inc.
Tokyo Electric Power Company Holdings, Inc.
TRACTEBEL Engineering S.A.
TradeTech, LLC
Transmutex SA
Trillitech Design Limited
TUV SUD Energietechnik GmbH
Baden-Württemberg

U

Ubaryon Pty Ltd.
ULC-Energy
Uniper
University of Manchester, The
URANEXT
Uranium Energy Corp
Ureco Limited
UxC, LLC

V

Vattenfall AB
Velan

W

Welland & Tuxhorn AG
Westinghouse Electric Company
White & Case LLP
WMC Energy B.V.
World Institute for Nuclear Security - WINS

X

X-energy, LLC

Z

Zwilag AG / Zwischenlager Würenlingen AG

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