



# Next Generation

MICRO

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# Nuclear Energy

PROBLEM

# The old way of delivering nuclear projects ...



Takes too long



Costs too much



Limited to large utilities

SOLUTION

# Our unique full service delivery model



Factory made modules



Privately financed

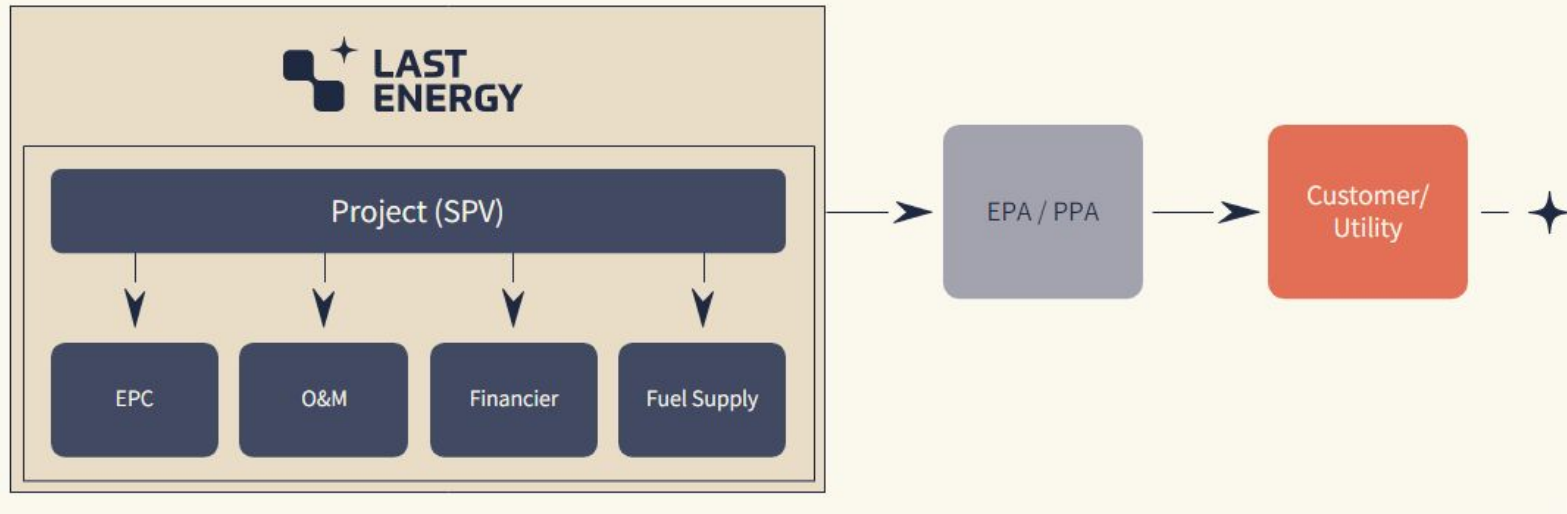


Energy-as-a-service

## BUSINESS MODEL

# Energy-as-a-Service

Under an Energy-as-a-Service Business Model, Last Energy assumes responsibility for **all project development aspects** — from conceptual design to delivery of clean electricity and heat



## FULL SERVICE DEVELOPER

# Build, Own, Operate

### Straightforward contracting

Via long term fixed price Power Purchase Agreements

### 100% private financing

Direct sales to industry without requests for public funding

### Flexible siting and scalability

Meeting demand on location and growth

### Delivery in 24 months

Enabled by factory fabrication and risk management



## MODULAR MANUFACTURING

# Micro Nuclear Power Plant

### **Pressurized water reactor technology**

Industry standard workhorse, 300+ operating globally

### **Standard components & equipment**

Immediately available global supply chain

### **20 MW electrical output**

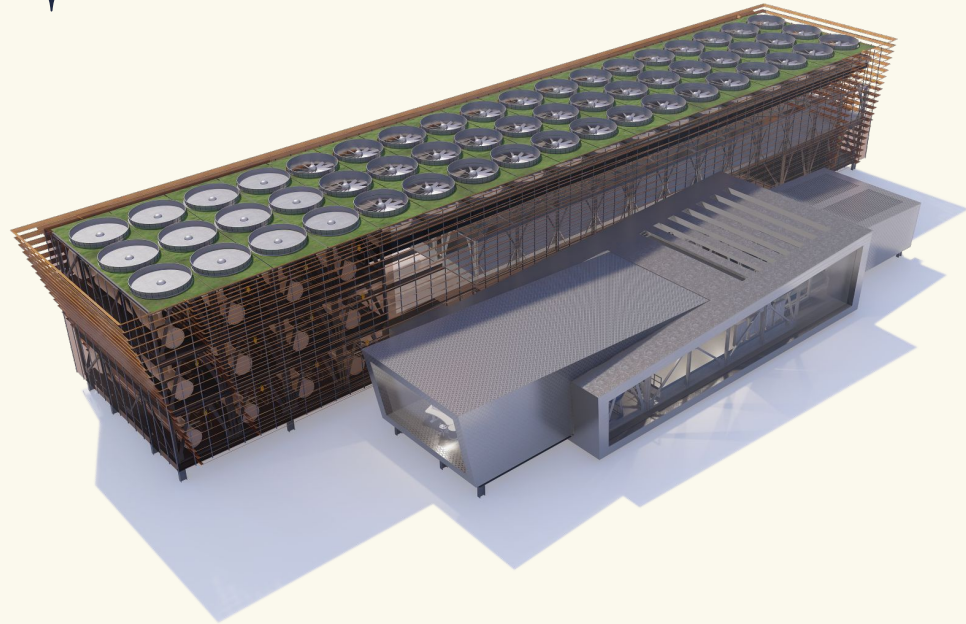
Sized for industrial use and to scale with site demand

### **Factory produced modules**

Installed onsite like a lego-kit to reduce construction time

### **Digital controls**

Limited staff onsite, pioneered by oil & gas platforms



## Brookshire, Texas

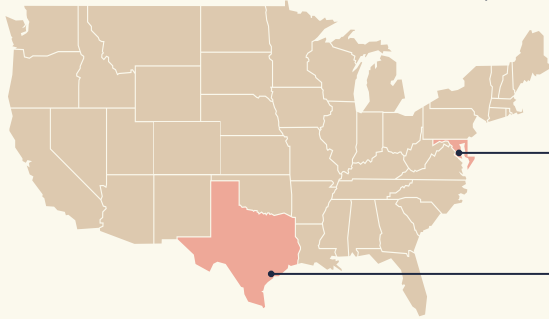
*Perfecting module fabrication & rapid assembly techniques at our demonstration site.*



# Global Footprint



## CORPORATE HEADQUARTERS

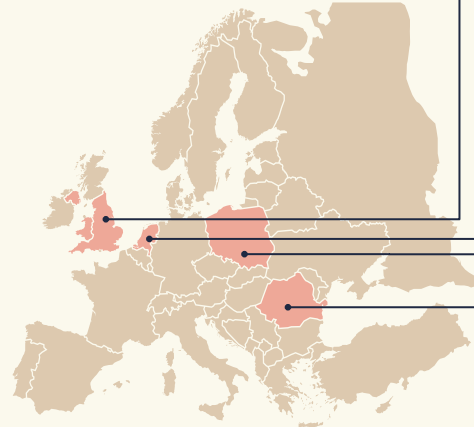


✦ **Washington, DC**  
Sales & Government Affairs

✦ **Houston, TX**  
Manufacturing



## TARGET MARKETS



✦ **United Kingdom**

- Agreements for 25 units across 4 offtakers
- Preparing to enter licensing with ONR & EA
- Ongoing engagement with UK Govt.

✦ **Netherlands**

- Preliminary engagement with ANVS
- Scoping multiple beachhead projects
- Operating utility partner contracting

✦ **Poland**

- Agreements for 21 units across 3 offtakers
- Submitted Decision in Principle and entered pre-licensing with PAA

✦ **Romania**

- Agreements for 5 units across 3 offtakers
- Entered pre-licensing with CNCAN
- Endorsement from Prime Minister to build 2 research reactors



# Team

## OPERATING EXECUTIVES



### **BRET KUGELMASS | CEO**

Energy Impact Center (Managing Director)  
Airphrame (Founder, CEO)  
Stanford University, MS Mechanical Eng.



### **ERHAN KARACA | SVP ENGINEERING**

VP of Engineering, Malta Inc.  
Senior Engineer, GE Power



### **MICHAEL CRABB | SVP COMMERCIAL**

Tenaska, Vice President of M&A and Strategy  
Led or supported \$6.5Bn in power asset M&A  
and term loan B financings



### **MICHELLE BRECHTELSBAUER | VP STRATEGY**

White House Office of Science and Tech Policy  
MS in Public Policy and BS in Chemical Eng.



### **MARK BLOMSTROM | VP PRODUCT**

Skanska, Head of Building Infor. Mgmt.  
MS and BS in Architecture

## KEY INVESTORS

### **LUKE NOSEK**

Paypal Co-Founder  
Gigafund

### **STEPHEN OSKOU**

Smiley Media Founder  
Gigafund

### **BILL TRENCHARD**

Liveops Founder  
First Round Capital

### **DAVID MARQUARDT**

Microsoft, Board Chairman  
Fmr August Capital

## KEY ADVISORS

### **DAN YATES**

Operations & Entrepreneurship  
CEO, Opower  
Executive Chairman, Dandelion Energy

### **STEPHEN TRAUBER**

Structured Finance  
Fmr. Vice Chairman & Global Co-Head,  
Clean Energy Transition, Citigroup

### **WILL FISHER**

Project Development  
Business Development, APR Energy  
Lead Developer, Keraniganj Diesel

### **RĂZVAN EUGEN NICOLESCU**

Government (Europe)  
Minister for Energy of Romania,  
Energy Practice, Deloitte

### **PAUL WILSON**

Nuclear Engineering  
Chair, Department of Engineering  
Physics, University of Wisconsin

### **BOB KEATING**

Technical  
Group Manager, MPR Associates  
Group Manager, Pressure Vessels, ASME

### **LAWRENCE WILLIAMS, OBE**

Regulations  
Fmr. Chief Inspector, UK Office of  
Nuclear Regulations

### **JEFF MERRIFIELD**

Nuclear Law  
Fmr NRC Commissioner  
Partner, Pillsbury



Questions?



**LAST  
ENERGY**