

## Nuclear: Why small is beautiful Oxford Energy Seminar Series – 21 May 2024

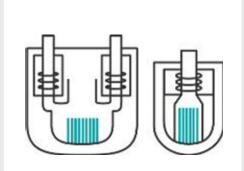
Andrew Murdoch – UK Operations Managing Director Zach Johnson – Lead Engineer, LFR-AS-200

## Introduction





## A new, innovative player in nuclear energy



### REACTOR DESIGN: Small Modular (SMR) + Lead-cooled Fast Reactors (LFR) = AMR

*new*cleo is working to design, build, and operate Gen-IV Advanced Modular Reactors (AMRs) cooled by liquid lead



### FUEL MANUFACTURING: Mixed Uranium Plutonium Oxide (MOX)

MOX and Fast Reactors allow the multi-recycling of nuclear waste into new fuel with no new mining for generations

SAFE AND AFFORDABLE CLEAN AND RELIABLE

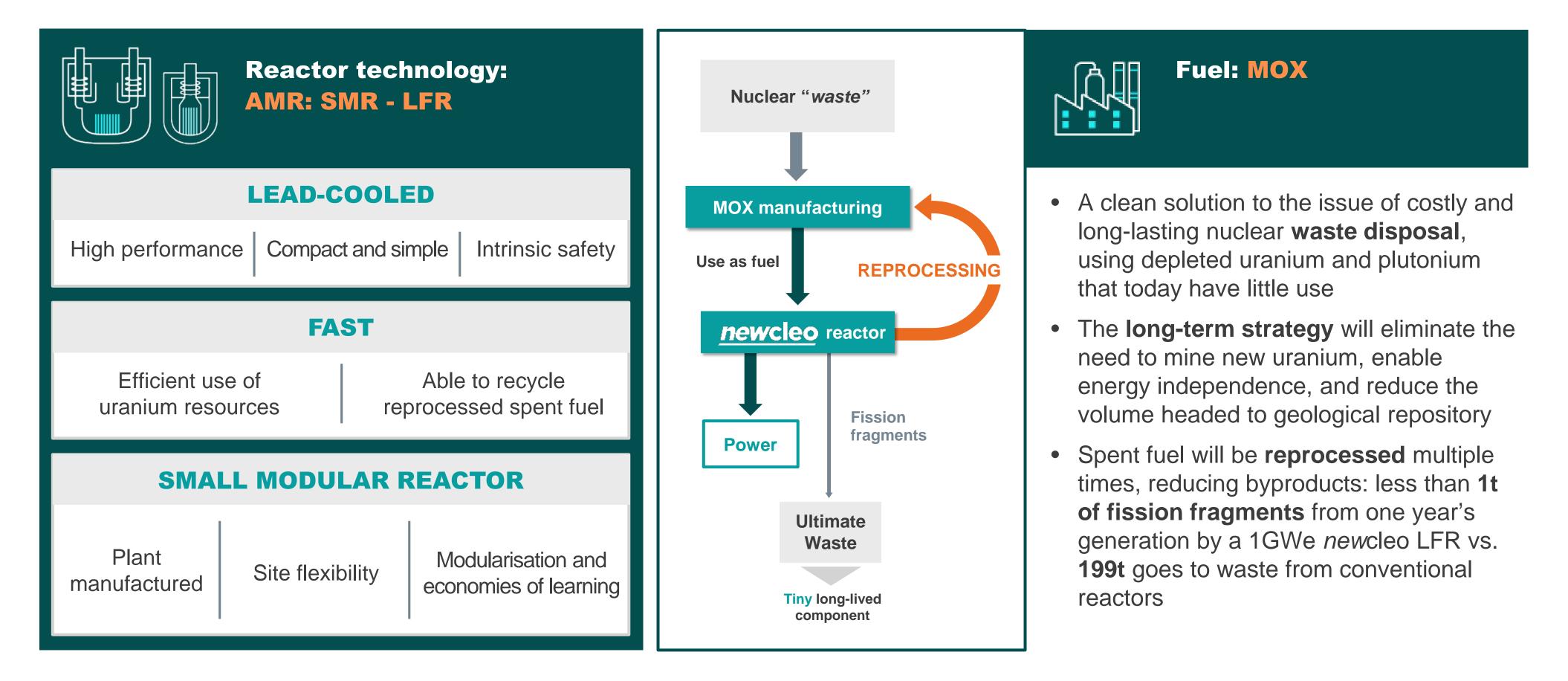
CIRCULAR





Currently raising up to EUR1 BILLION

## A long-term vision centred on safety and sustainability

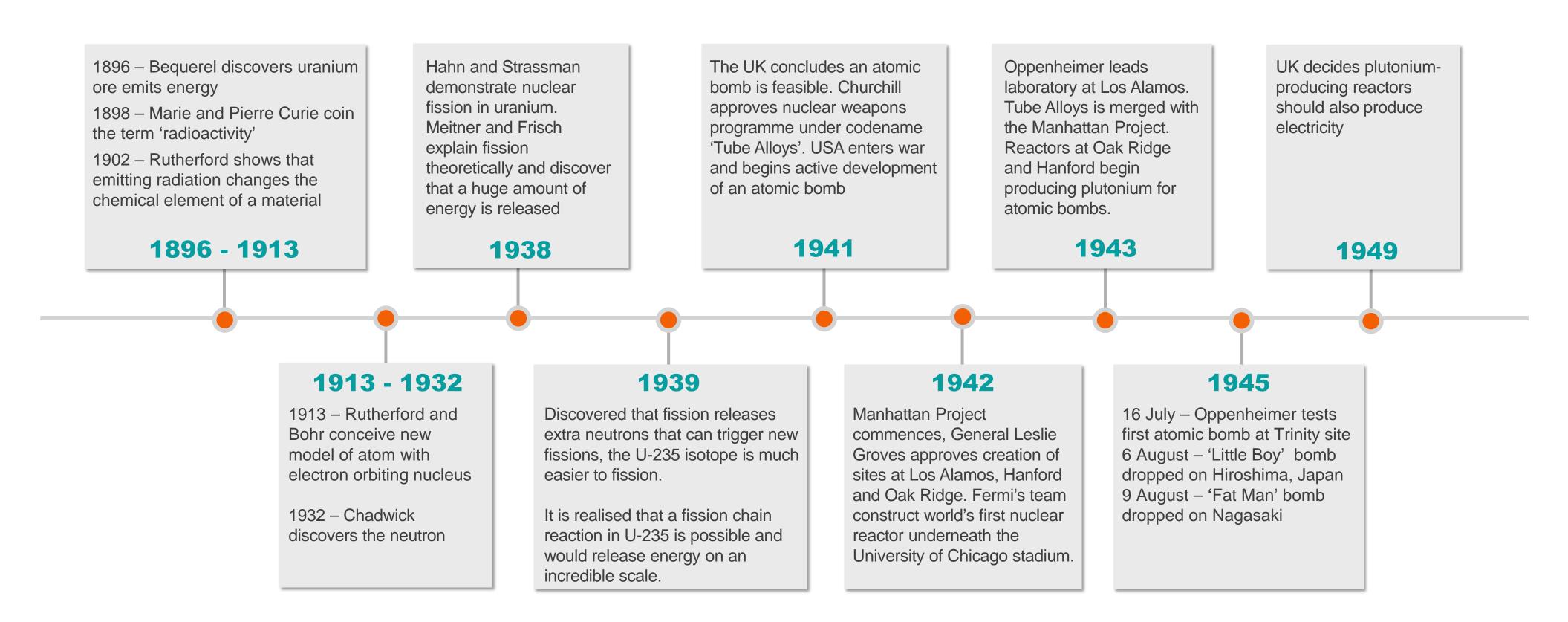




# Short history of the Nuclear Industry



## The early years of nuclear energy





## **Early nuclear power generation**

### **Magnox Reactors**

**1956:** Queen Elizabeth II officially opens the world's first commercial power reactor at Calder Hall, Sellafield. Its primary purpose is production of plutonium for nuclear weapons, but it is also used to power the grid.

The Calder Hall reactor was the first 'Magnox' reactor. It used natural uranium metal as fuel, graphite as a moderator, and  $CO_2$  gas for cooling.

26 Magnox reactors were built from 1956-1971, with the last one operating until 2015.

### 2<sup>nd</sup> Generation: Advanced Gas-cooled Reactor (AGR)

**1965:** the design for the UK's second phase of nuclear power is announced: the AGR.

The AGR design is an evolution of the Magnox, optimised for power generation and using enriched uranium fuel.

14 AGR reactors were built across six sites between 1976-1988, providing a power output of around 8.4GW. Four reactors are still operational and supply the UK grid, at Hartlepool, Heysham and Torness.

### **3<sup>rd</sup> Generation: Pressurised Water Reactors**

**1979:** the government proposed a third-generation fleet of **10** PWRs, to be built between 1982 and 1992, providing 8GW of power to the grid. This design was a huge advance on the AGR and uses water as both coolant and moderator.

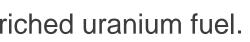
The 2-year 1983 Sizewell B public enquiry was the most expensive in the UK's history.

Whilst Sizewell B was built and began operating in 1995, after Chernobyl (1986), plans for the 9 other sites were scrapped.

Meanwhile in France... a total of 70 reactors were built from 1959 to 1999 with a total of nearly 67GW capacity!



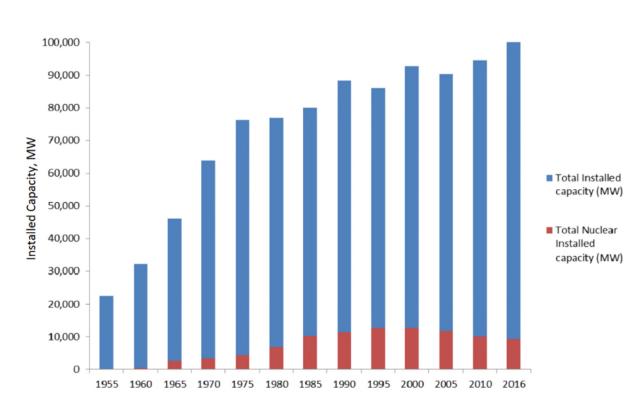








## **UK Nuclear capacity peaked around the turn of the** millennium



UK Nuclear Power as a proportion of total capacity, BEIS

2007 Energy

**White Paper** 

AREVA

ONR

Westinghouse

Environment Agency

2007 EPR and

**AP1000 GDA** 

Commenced

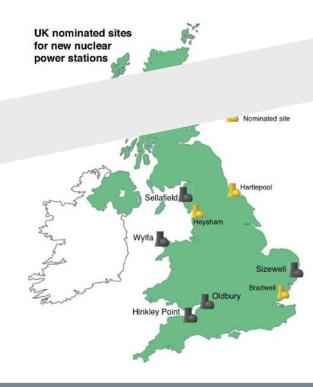
Office for

**Nuclear Regulation** 

### A new framework for UK nuclear was created which led to **Hinkley Point C and Sizewell C**

### 2008 - 2009**Developer** Landscape Emerges

- Sites Exchange Hands
- **Developers Nominate** • Sites into SSA Process
- "Big Six" Backed •







• In 2016, the UK Government finally supported Hinkley Point C with a Contract for Difference and EDF/ CGN took a Final Investment Decision for construction of two PWR units, to generate 3.2 GWe, began in March 2017 In November 2022, the UK Government announced direct investment in Sizewell C – a

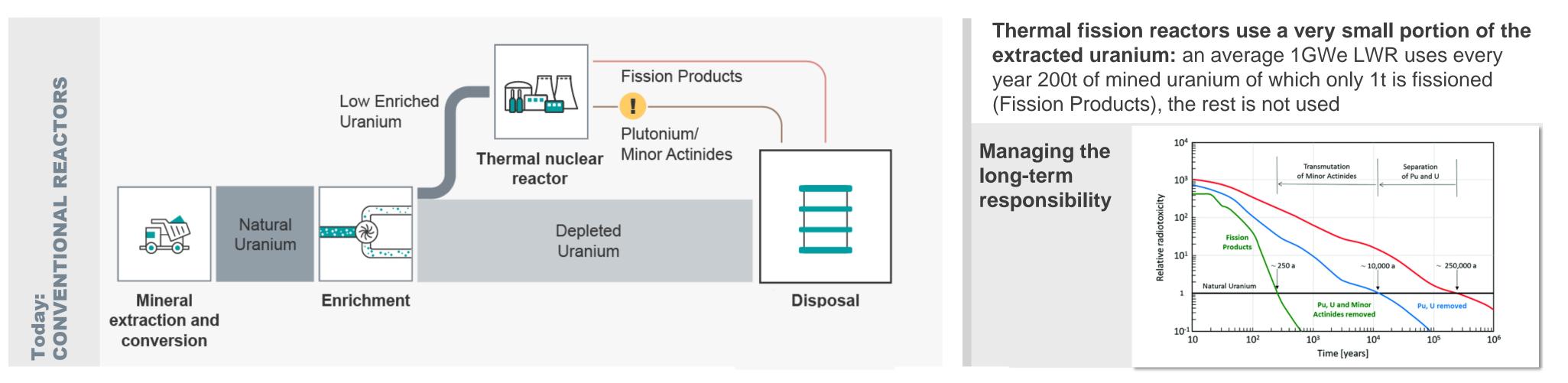
close replica of Hinkley Point C

# The nuclear fuel cycle and waste



## The nuclear fuel cycle

An open fuel cycle requires the mining of uranium, and results in disposal of 'waste' fuel after use.



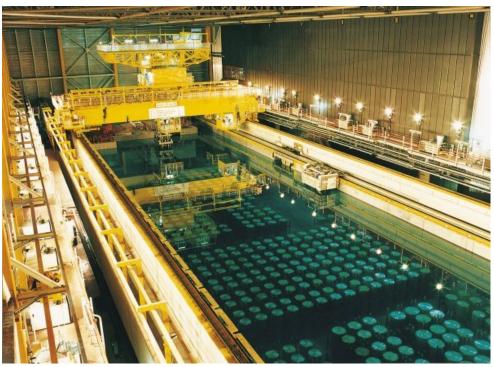
Currently, spent fuel is stored in drums and kept in pools to reduce the activity, while waiting for long term disposal at a Geological Disposal Facility.

The Nuclear Provision is the best estimate of how much it will cost to clean up 17 of the UK's earliest nuclear sites over a programme lasting around 120 years. The estimate is based on the expected costs of:

- decommissioning
- dismantling and demolishing the buildings
- managing and disposing of all waste
- remediation of land

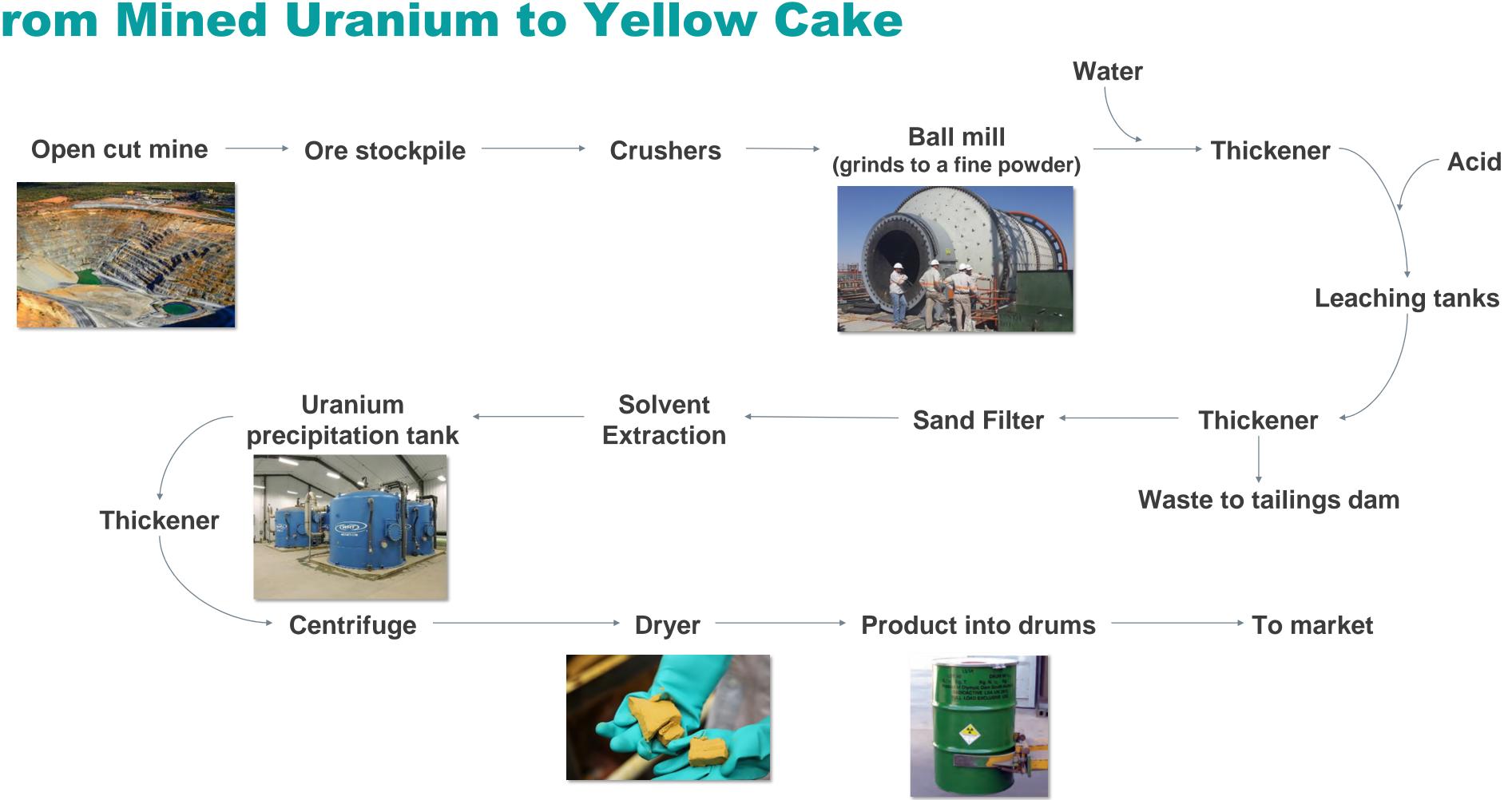
The NDA has estimated this cost to be around £130 billion





The wet storage facility at Sellafield, UK

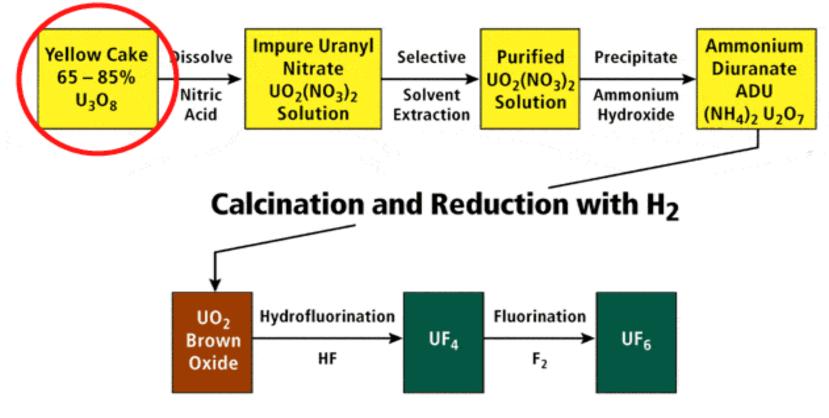
## **From Mined Uranium to Yellow Cake**





## **Conversion from Uranium Oxide Powders to Fluorines**





Process of turning uranium oxide (U3O8) to uranium hexafluoride (UF6)







48Y Cylinder with outer protection



30B Cylinder with PSP

Type 48Y Cylinder

48Y Cylinder Diameter: ~ 1,25 m (48 inch) Length: ~ 4 m Wall thickness: 16 mm (5/8 inch) Volume: ~ 4000 I Tare weight: ~ 2500 kg Max. fill: 12500 kg Gross weight: ~ 15000 kg Proof pressure: 28 bar (5-year inspection) Max. Operating temp.: 121°C/250°F

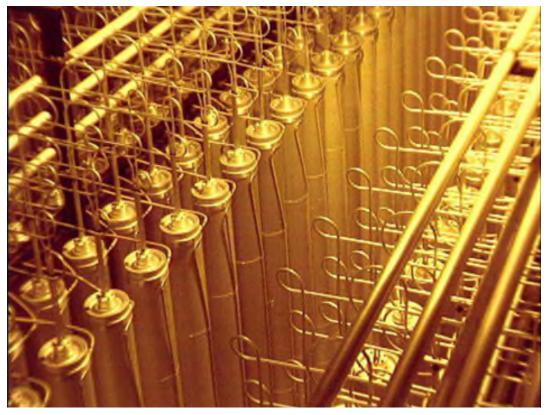


Type 30B Cylinder

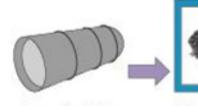
30B Cylinder Diameter: ~ 0,75 m (30 inch) Length: ~ 2 m Wall thickness: 12,7 mm (1/2 inch) Volume: ~ 750 I Tare weight: ~ 635 kg Max. fill: 2275 kg Gross weight: ~ 3000 kg Proof pressure: 28 bar (5-year inspection) Max. Operating temp.: 121°C/250°F

Transport of uranium hexafluoride (UF6) – World Nuclear Transport Institute

## **Enrichment and Fuel Fabrication**



Uranium Enrichment at Urenco - Word Nuclear Association

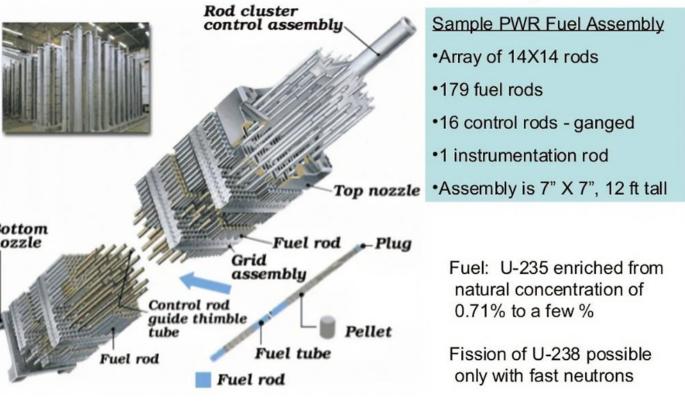


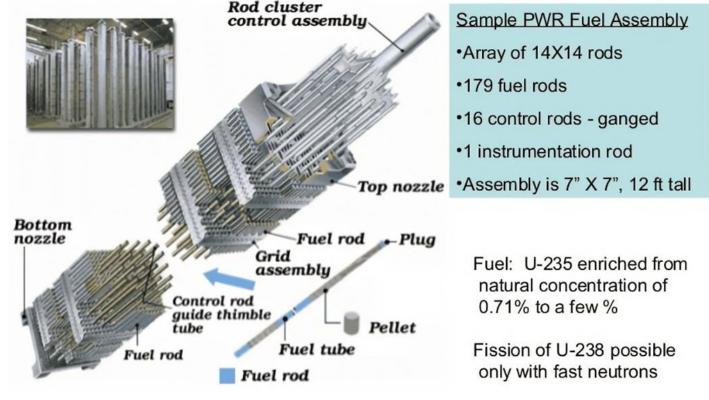
Incoming UF6 Gas Cylinders

Nuclear Fuel and its Fabrication – World Nuclear Association

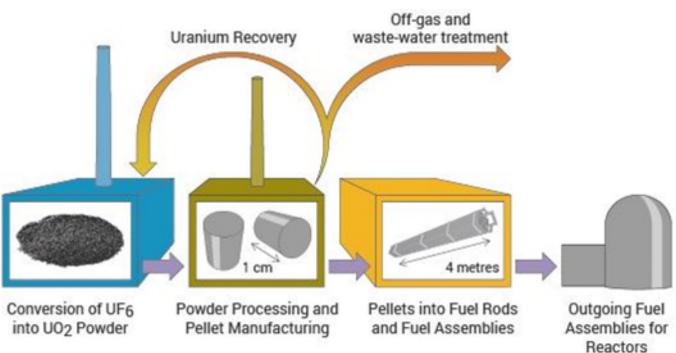


Oak Ridge K-25 Gaseous Diffusion Process Building -Department of Energy









### **PWR Fuel Assembly**

## **Radioactive Waste Management**

Radioactive Waste arises from all stages of the fuel cycle: Mining and Fuel Fabrication – Operations – Spent fuel management (including reprocessing) – Decommissioning

**Waste Classifications** – in the UK, we are closely aligned to the IAEA's classification framework:

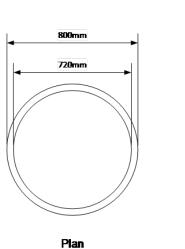
	Classification	Description	Management Route	
Exempt Waste	Exempt	Concentration of radionuclides in exempt material is so low, that specific radiation protection measures are not required	Exempt from 'Regulatory Control' - managed through conventional waste routes	
Lower Activity Waste (LAW)	VLLW – Very Low Level Waste	Building structural materials and excavated soil from nuclear sites	Engineered surface landfills	
	LLW – Low Level Waste	Covers a wide range of wastes including operational (PPE, spent HVAC filters etc.)	Engineered near-surface disposal. e.g. LLWR in the UK	
Higher Activity Waste	ILW – Intermediate Level Waste	Relatively large quantities of long-lived radionuclides. Generally, heat generation is not accounted for in the management of ILW	Immobilised in cement, then interim storage until geological disposal is available	
(HAW)	HLW – High Level Waste	Spent fuel and by-products of nuclear fuel reprocessing	Vitrification, interim storage until geological disposal is available	

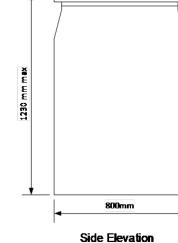
Radioactive Waste from nuclear fission is well understood and has underpinned long term management routes



## **Typical Radioactive Waste Packages - UK**

### **ILW – 500L Drum**



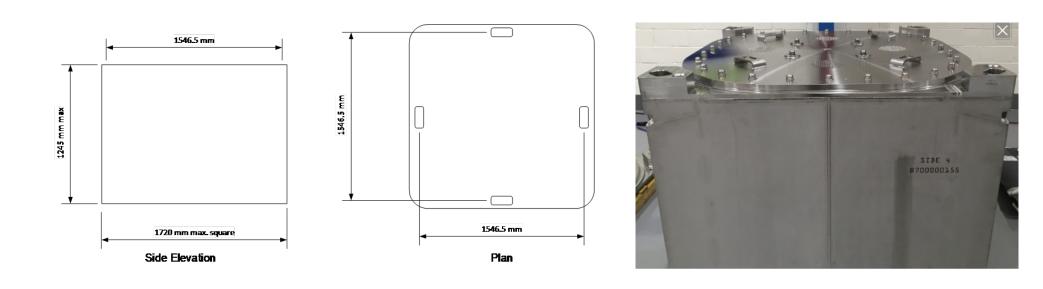




### LLW – Half Height ISO



### ILW – 3m<sup>3</sup> Box













## **Spent Fuel Management**

Both wet and dry spent nuclear fuel management routes are deployed across the global industry

### Wet Fuel Storage

- Spent nuclear fuel can be stored in large pools of water
- The water helps to cool the spent fuel as the radioactivity decays and is able to shield workers
- This method is typically used immediately after the fuel is removed from the reactor because it effectively dissipates the heat generated by the spent fuel

### **Dry Fuel Storage**

- After initial cooling in wet storage, spent fuel can be transferred to dry casks
- The fuel is placed in steel or concrete containers that provide radiation shielding and passive cooling
- Dry storage is used for long-term storage. It is safer and more cost-effective for long-term management as it does not require active cooling systems

Industry has built up decades of experience in storing, handling and transporting spent nuclear fuel

R&D is a continual process, particularly for long term cladding degradation mechanisms





Central Interim Storage Facility for Spent Nuclear Fuel – Swedish Nuclear Fuel and Waste Management Compan

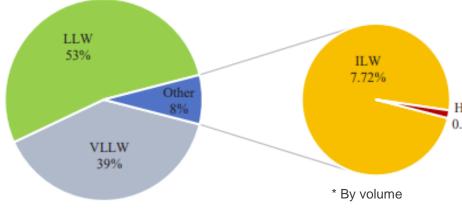


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## **Overall view of the radioactive waste inventory**

### **Typical Annual Proportions of Radioactive Wastes (IAEA, 2016):**

- More than 90% of the radioactive waste volume is in the LAW classification
- More than **95%** of the **total radioactivity** is contained within the **HAW** classification



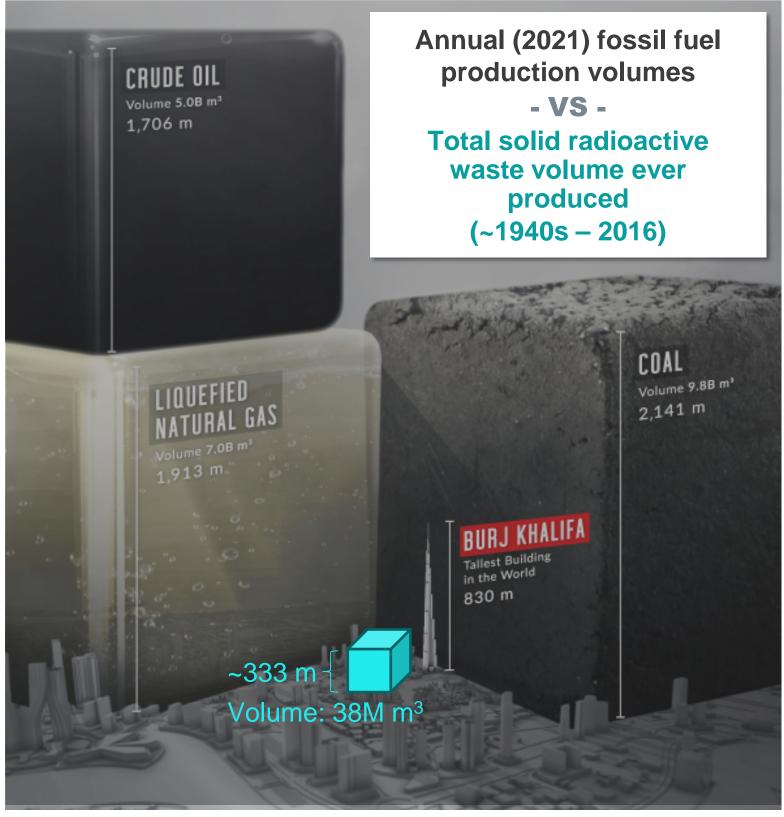
### **Global waste summary**

Comparison of stored and disposed waste based on IAEA data:

Solid waste	2013 data			2016 data		
	Storage	Disposal	Total	Storage	Disposal	Total
VLLW (m <sup>3</sup> )	2 356 000	7 906 000	10 262 000	2 918 000	11 842 000	14 760 000
LLW (m <sup>3</sup> )	3 479 000	20 451 000	23 930 000	1 471 000	18 499 000	19 970 000
ILW (m <sup>3</sup> )	460 000	107 000	567 000	2 739 000	133 000	2 872 000
HLW (m <sup>3</sup> )	22 000	0	22 000	29 000	0	29 000
Total	6 317 000	28 464 000	34 781 000	7 157 000	30 474 000	37 631 000
NPP spent fuel (t HM)	Storage	Reprocessed	Total	Storage	Reprocessed	Total
	250 000	120 000	370 000	263 000	127 000	390 000

Spent Fuel and Radioactive Waste Information System (SRIS), IAEA

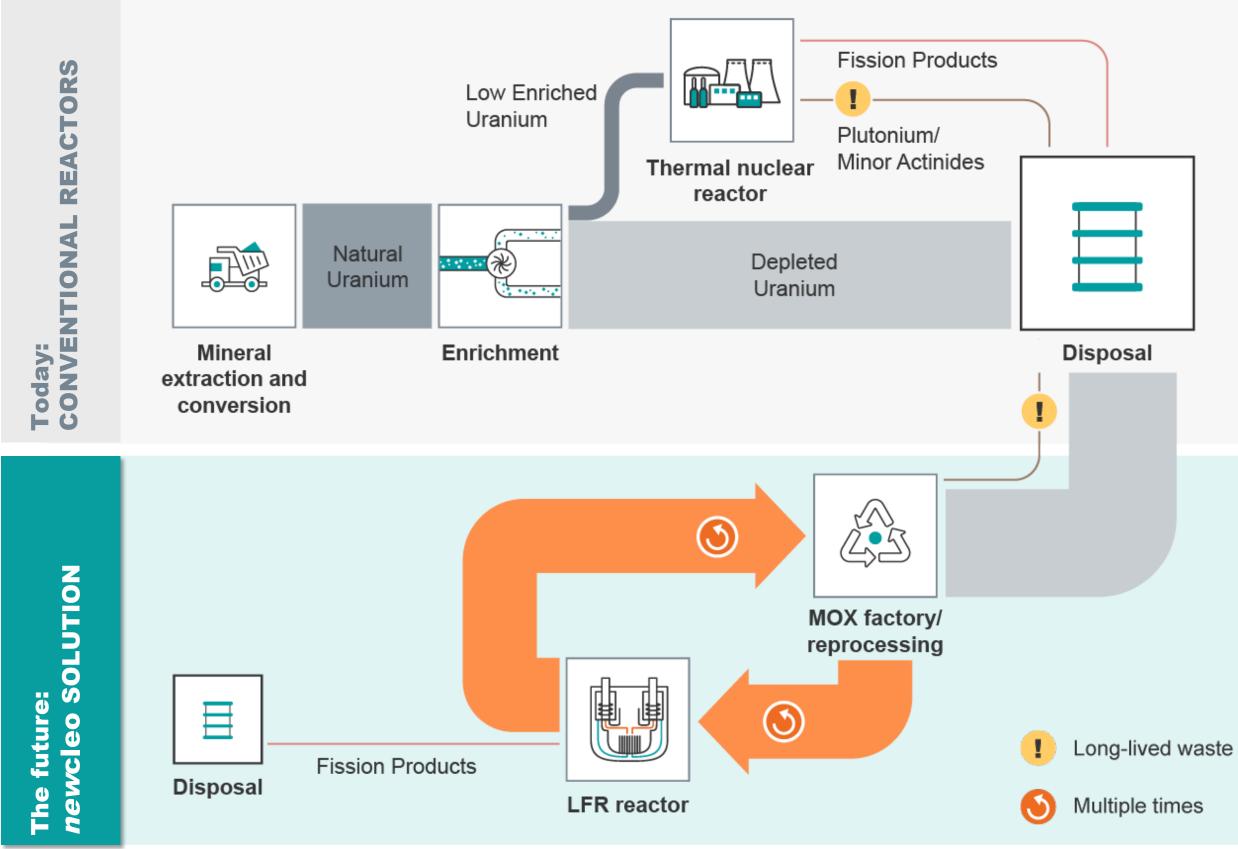




Elements, Visual Capitalist, 2023

## **Closing the fuel cycle: MOX**

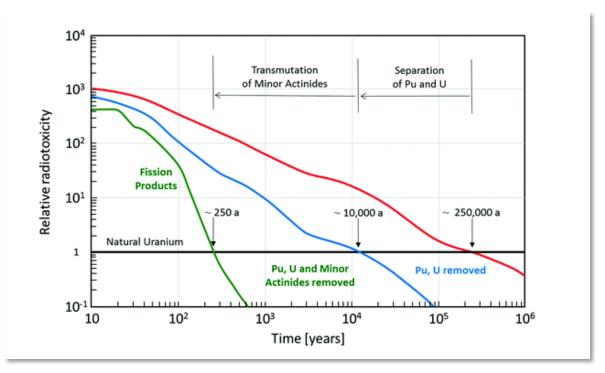
Including MOX (Mixed Pu-U Oxides) for cost effective, cleaner, and virtually inexhaustible production of nuclear energy, with no need of mining





Thermal fission reactors use a very small portion of the extracted uranium: an average 1GWe LWR uses every year 200t of mined uranium of which only 1t is fissioned (Fission Products), the rest is not used

High-level waste has become an expensive liability



Today MOX for thermal reactors is used in a few countries, in a mono-recycling scheme. Fast Reactors and fuel reprocessing can extract energy from existing material and at the same time reduce radiotoxicity of residual waste to dispose: Fission Products return to value of the natural uranium ores after ~250 years

All artificial radioactivity created by reactors is virtually gone

## **Conventional vs. Fast Reactors**

## **Conventional Reactors**

Fuel is **sourced from uranium mines**. This ore contains 0.7% fissile content which requires conversion and enrichment.

Spent fuel is sent to stockpiles and then will be eventually destined for a geological disposal facility.

In 2022, it was reported by the Nuclear Decommissioning Authority that the UK possesses 1990m<sup>3</sup> of high-level waste.

Spent nuclear fuel can last in depositories for hundreds of thousands of years before becoming stable.

The conventional reactor industry is **reliant on global uranium** markets and enrichment facilities.

Spent fuel can be **reprocessed to be used as new fuel**, with only specific fission products being disposed of.

*new*cleo's vision, comprising LFRs, MOX and reprocessing, aims at minimising waste production, fully utilising nuclear material.

Fast reactors can burn long-lived elements, like minor actinides, to reduce the time taken for waste to stabilize to ~250 years.

Fast reactors **reduce market dependence** by reprocessing spent fuel in multiple times, and "breeding" new fuel during use.





Stockpiles of spent fuel can be used to create Mixed uraniumplutonium Oxide fuel (MOX).

## Enter the small(er):

**SMR and AMR** 



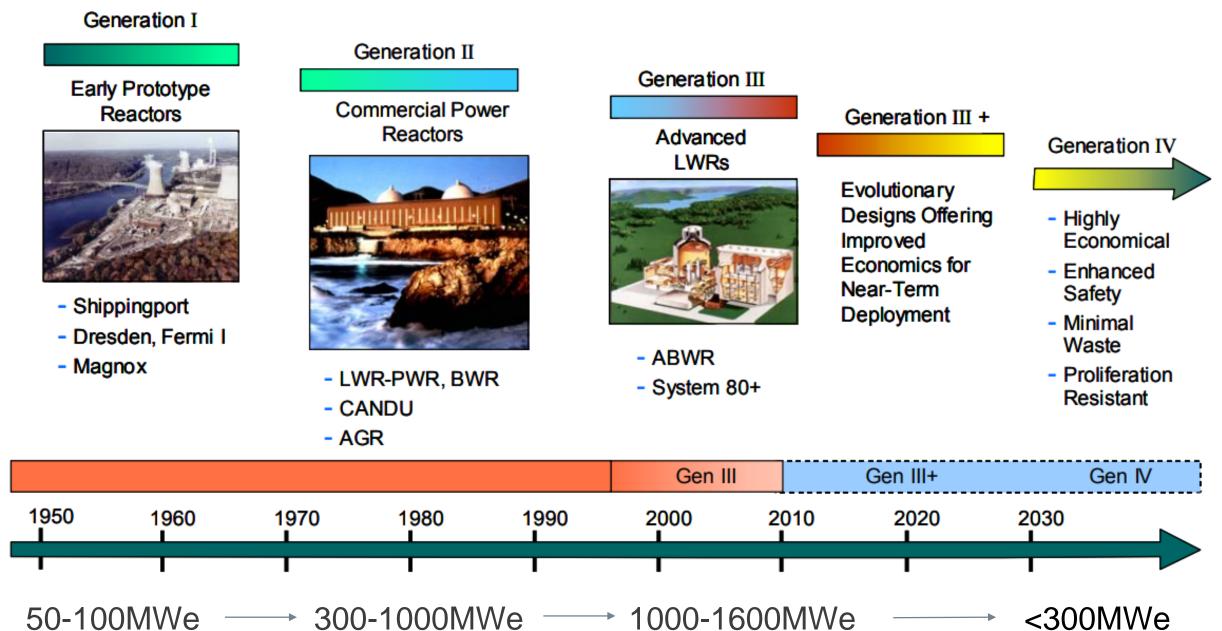
## **Evolution of Nuclear Power Plant technologies**

### **Traditional Coolants:**

- Light Water  $(H_2O)$
- Heavy Water (D<sub>2</sub>O)
- $CO_2$

### **Reactor Types:**

- PWR Pressurised Water Reactor
- BWR Boiling Water Reactor
- HWR (CANDU) Heavy Water Reactor
- Magnox Gas-cooled Reactor
- AGR Advanced Gas-cooled Reactor

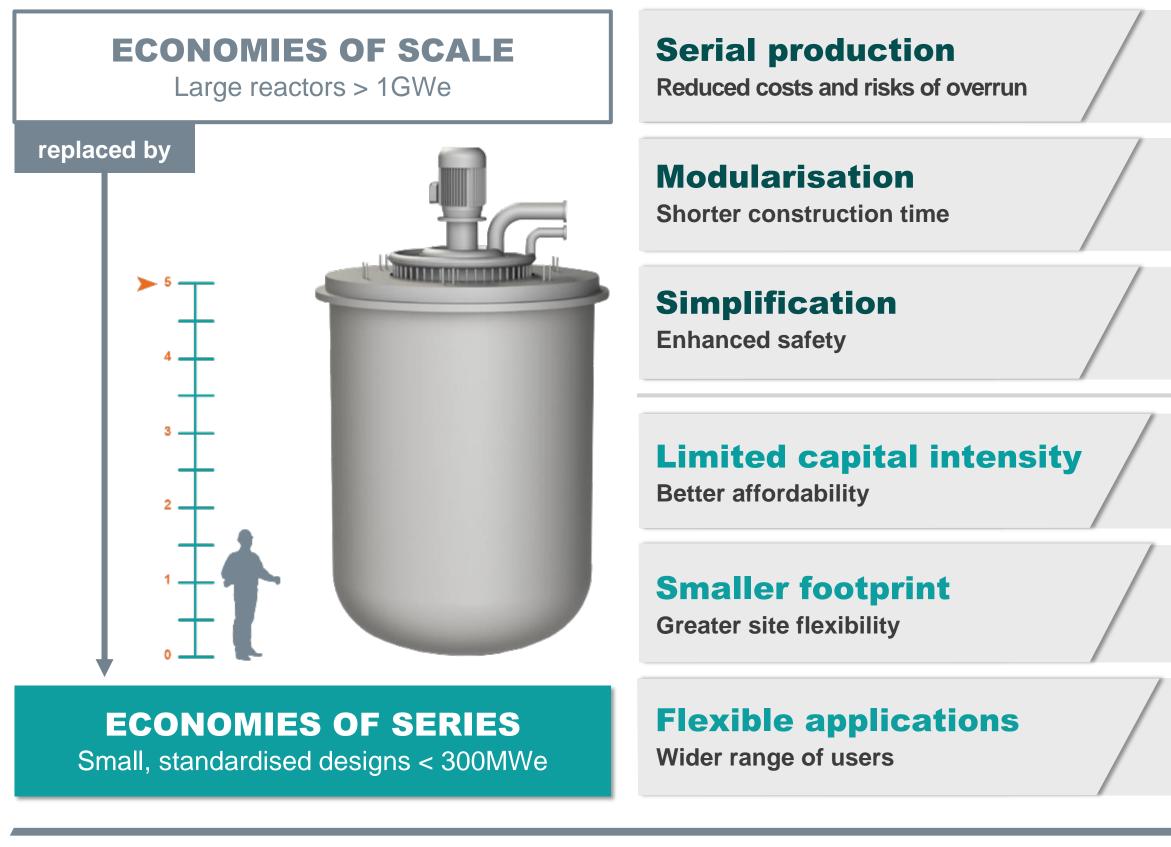




<300MWe

## SMRs improve economics and flexibility in nuclear

Small Modular Reactors (SMRs) are nuclear fission reactors. Smaller than conventional nuclear reactors, they are designed to be manufactured at a plant and transported to a site for installation





- Learning curve and economies of series
- Centralised factory production to limit onsite costs
- Transportable on site
- Modular construction
- Multi-module deployment enabling "chain" financing of one module to the next
- Reduced complexity enhancing overall safety, while limiting costs (e.g., passive safety) and reducing local permitting requirements
- Lower upfront capital costs
- Limited financing risk, with greater access to private capital
- Reduced site size
- Reduced emergency planning zone
- Remote locations and small grids, suitable for fossil plant replacement
- Non-electrical applications (e.g. desalination)
- Marine based (floating, propulsion)

## **Gen-IV objectives**

### **Sustainability**

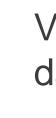
- Sustainable energy generation that meets clean air objectives and provides long-term availability of systems and effective fuel utilisation for worldwide energy production
- Minimise and manage their nuclear waste and notably reduce the long-term stewardship burden, thereby improving protection for the public health and the environment

### **Economics**

- Clear life-cycle cost advantage over other energy sources
- A level of financial risk comparable to other energy projects







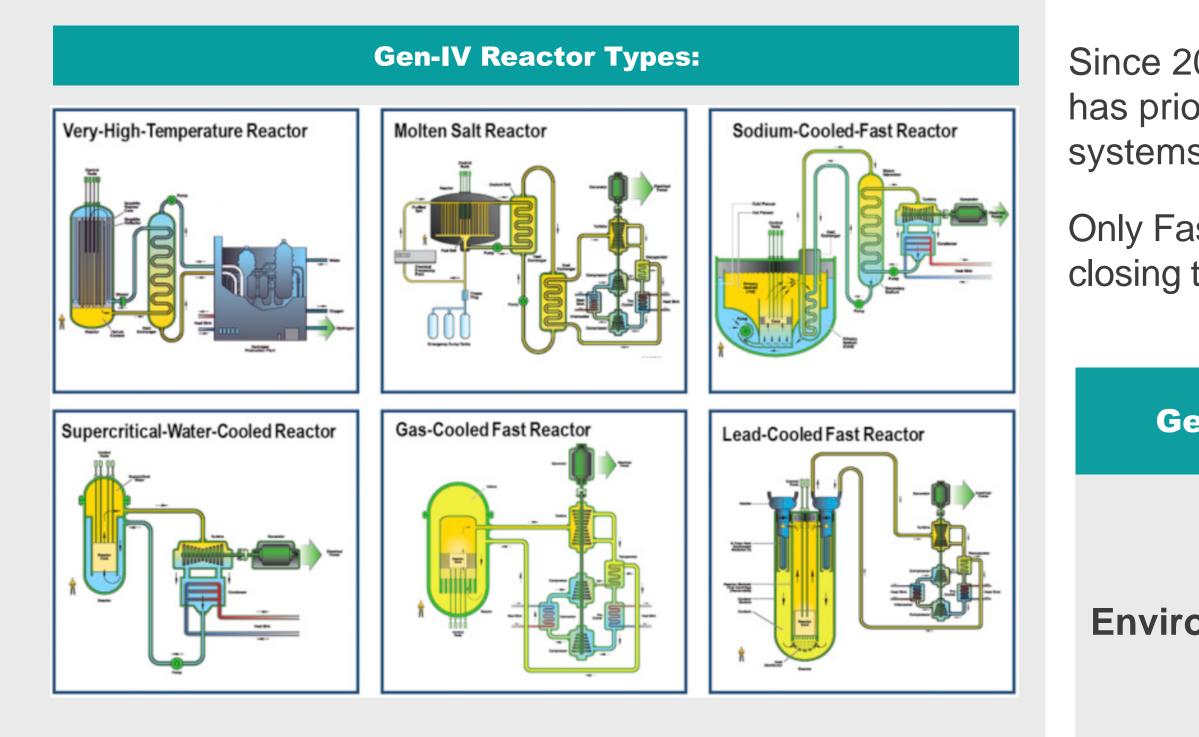
### **Proliferation Resistance and Physical Protection**

- Increase the assurance that they are very unattractive and the least desirable route for diversion or theft of weapons-usable materials, and provide increased physical protection against acts of terrorism



### **Safety and Reliability**

- Excel in safety and reliability
- Very low likelihood and degree of reactor core damage
- Eliminate the need for offsite emergency response





## **Gen-IV technology**

Since 2000, an international forum coordinated by the DOE has prioritised six **Generation IV** nuclear technology systems for development.

Only Fast Reactors (GFR, LFR, SFR, some MSR) allow closing the fuel cycle, a sustainable use of nuclear energy.

en-IV Objectives	<b>Gen-IV Approaches</b>
Economic	Coolants
onmentally Friendly	Fuels Types
Safe	Fuel Forms
Secure	Neutron Energy

## **Gen-IV technology approaches**

### Coolant

- Liquid metals (lead, sodium)
- Molten Salts
- High temperature gas (He)  $\bullet$
- Supercritical fluids (CO2)
- High thermal efficiency
- Atmospheric pressure ops
- Freeze at room temperature
- Retains fission products
- Enables process heat apps ullet

## **Fuel types**

• LEU

02

- HALEU
- MOX
- Thorium cycle
- Longer life, higher burn-up
- Enables fast reactor  $\bullet$ spectrum
- Recycled fuel (U and Pu)



### **Fuel forms**

- Oxide, Nitride, Carbide • TRISO
- Accident tolerant fuels • Liquid

- Retains fission products • Multiple barriers • Very high melting points



## 04

### **Neutron energy**

### Thermal vs Fast Neutrons

- Longer life fuel, higher burnup
- Burning of minor actinides
- Potential for fuel breeding

## Gen-IV in the energy mix, the grid and beyond

### **Process heat applications:**

- Pulp and paper
- Chemical processing
- H2 production
- E-fuel production (airplanes, ships)
- Desalination

### Micro / parallel grids:

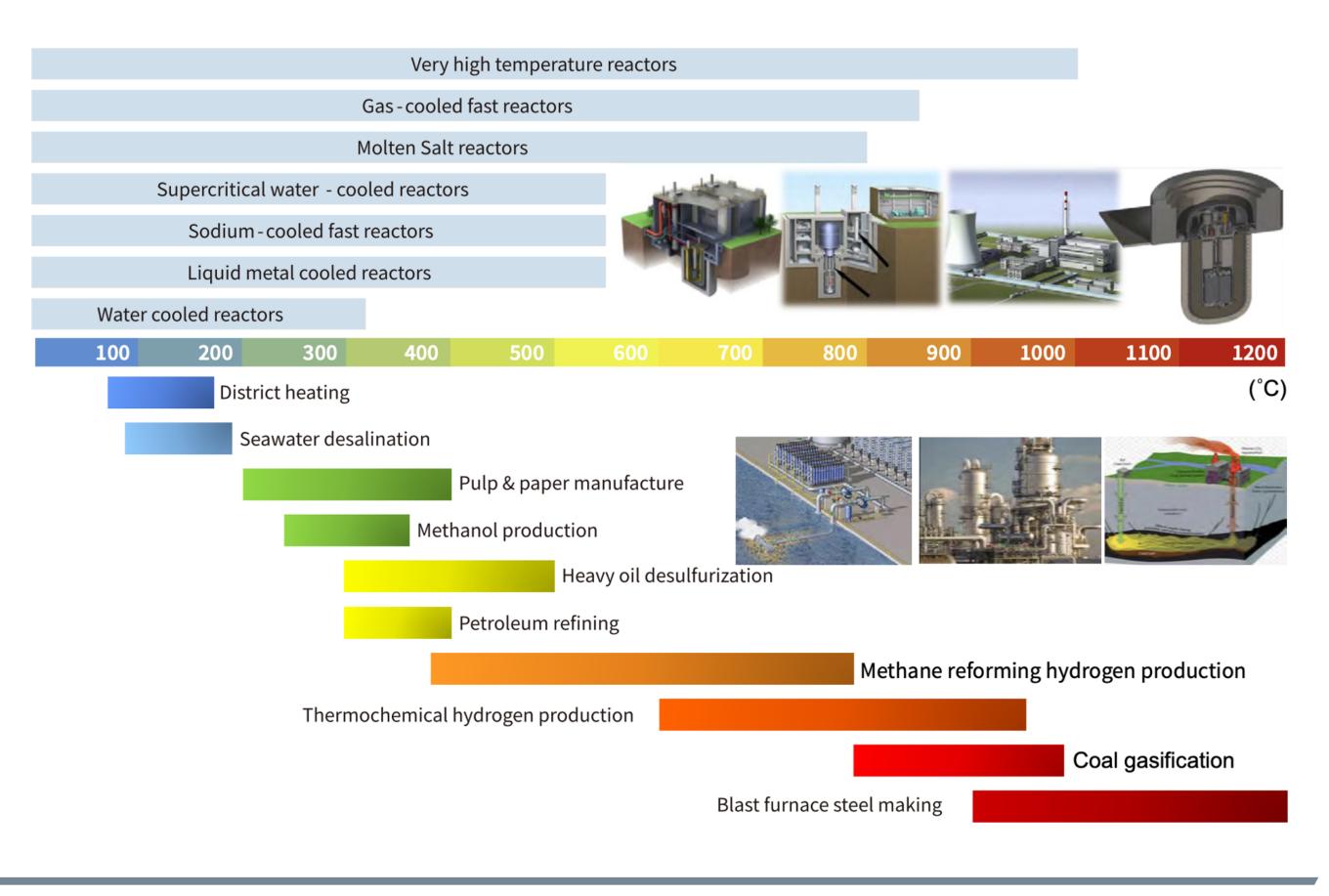
- Archipelagos, remote areas
- Ships
- Ports
- Mines

### The balance:

Matching the reactor size and type to the local and regional demands. Not one size fits all.

Small, medium, and large reactors

Fits in with the wider energy suppliers





## **Heavy Liquid Metal: Lead-cooled Fast Reactors**



Lead properties enable design simplification (hence economic benefits) and a high degree of inherent safety:

- No significant energy release in case of vessel failure, hence high pressure-resistant containment not needed
- Coolant boiling practically eliminated, hence **safety** injection systems not needed
- Significant thermal inertia in case of a loss of heat sink
- Lead fission product retention capability, gamma radiation shielding
- High plant efficiency (40-50%)
- High operating temperature enables non-electrical uses



### Unique properties for fast reactors design

Absorption cross-section	Boiling Point	Heat transfer properties	Density @400°C
Low	1737 °C	Good	10580 kg/m <sup>3</sup>
Large fuel pin lattice, low core pressure loss		Reduced risk of fuel cladding overheating	No risk of core compaction

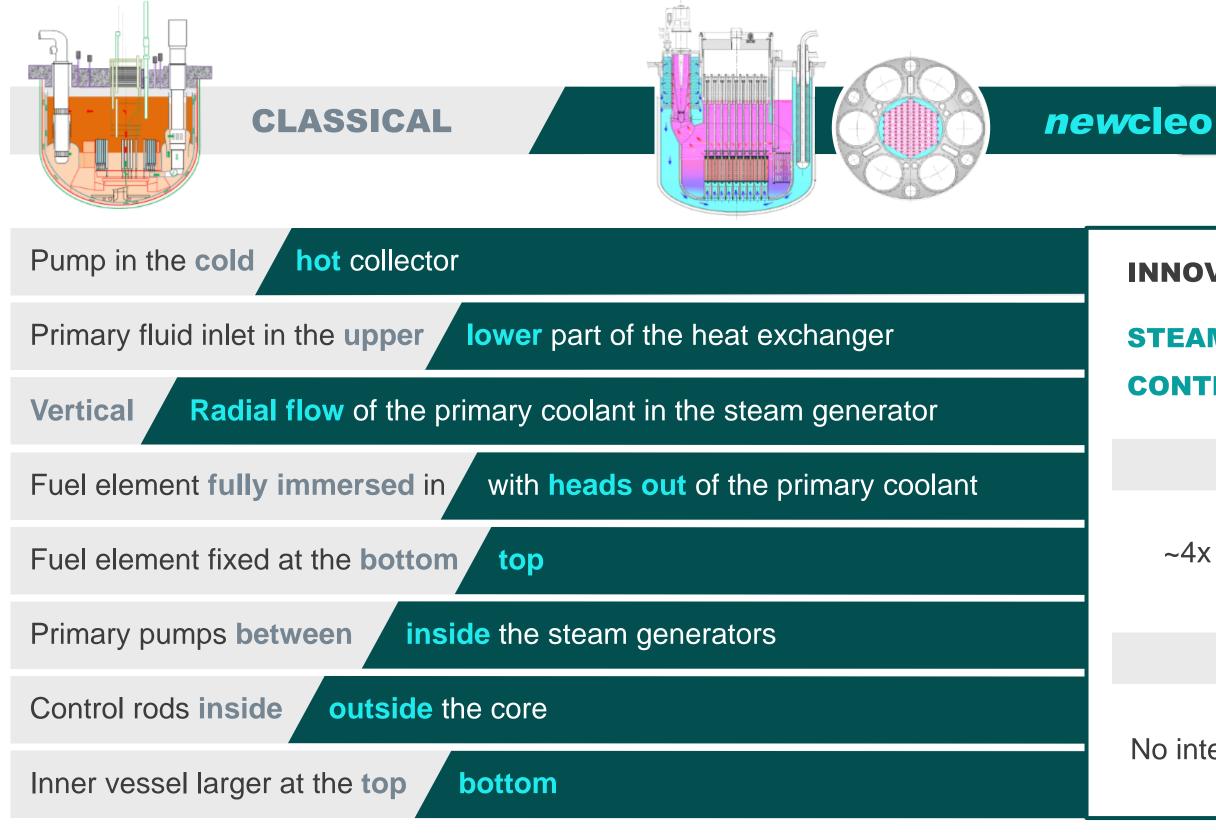
### But it also has properties that discouraged some designers

Density @400°C	Melting Point	Opacity	Compatibility with structural materials
10580 kg/m <sup>3</sup>	327 °C	Yes	Corrosive

80 effective reactor-years of Lead Bismuth Eutectic reactors: 15 among land-based and submarines in Russia starting in the 1950s

Construction started in Jun-2021 for an LFR

## newcleo's design: simplification is key



newcleo identified technical solutions to minimise the impact of lead's unfavourable characteristics and in some cases has also drawn design advantages. We innovate by reimagining the classical solution, resulting also in the elimination of several components no longer needed





### **INNOVATIVE COMPONENTS/SYSTEM STEAM GENERATOR, REFUELLING SYSTEM, DHR SYSTEM, CONTROL RODS, FUEL ELEMENT Compact and dense primary system** Short reactor vessel: ~4x less than Superphenix only 6.2 m **Compact reactor building Compact primary** No intermediate loops No risk of LOCA system

## **Delivering AMRs in the UK**





## **Renewed policy support for nuclear in UK**



 Commitment to GW nuclear and providing "development funding" • £385m Advanced

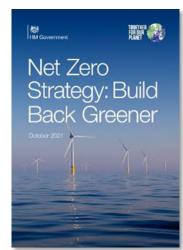
Nuclear Fund

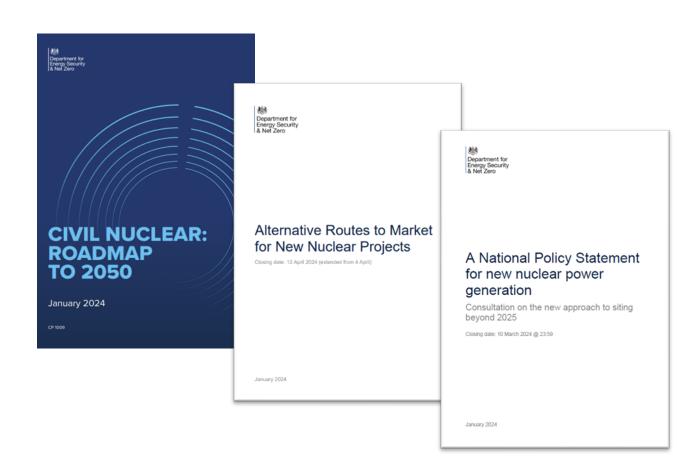
**Prime Minister's 10 Point** Plan: June 2020



- At least one GW to FID by end of parliament
- Opening of GDA to SMRs in 2021 (implemented by 2030s)
- SMR/ AMR global market worth £250-£400bn by 2035

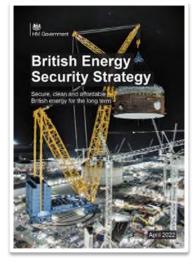
### **Energy White Paper:** December 2020







- £120m Future Nuclear Enabling Fund launched (barriers to entry)
- Nuclear is critical, but not clear how much



- Up to 24GW by 2050 (25% of demand)
- Great British Nuclear vehicle to be set up
- Funding to support projects to "investment ready".
- A selection process for further projects.

### **Net Zero Strategy:** October 2021

### **British Energy Security Strategy: April 2022**

**Civil Nuclear Roadmap and** associated consultations:

January 2024

## Mirrored by a European surge of interest in nuclear

- June 2021: European Commission organized the first-ever EU Workshop on Small Modular Reactors to engage EU industrial actors in building a common strategy on practical developments for the deployment of SMRs in the EU.
- **2022:** International Atomic Energy Agency (IAEA) launched the **SMR Platform and Nuclear** Harmonization and Standardization Initiative and the Technical Working Group on Small and Medium Sized or Modular Reactors. In its 2022 report, the IAEA counted more than 80 SMR designs under development.
- July 2023: G20 Energy Ministers Meeting called for cooperation on nuclear energy. The Ministers agreed to collaborate on research, innovation, development, and deployment of civil nuclear technologies, including advanced and small modular reactors.
- Dec 2023: at COP28, more than 20 countries established the Declaration to Triple Nuclear Energy **Capacity by 2050**, recognizing the key role of nuclear power in reaching net zero. Signatories included Bulgaria, Croatia, Czech Republic, Finland, France, Hungary, Moldova, the Netherlands, Poland, Romania, Slovakia, Slovenia, Sweden, and the UK, among others. COP28's Global Stockade **Assessment**, which analyses where the world stands on achieving the objectives of the 2015 Paris Agreement, explicitly included support for nuclear as an important renewable energy source.





### ... and more

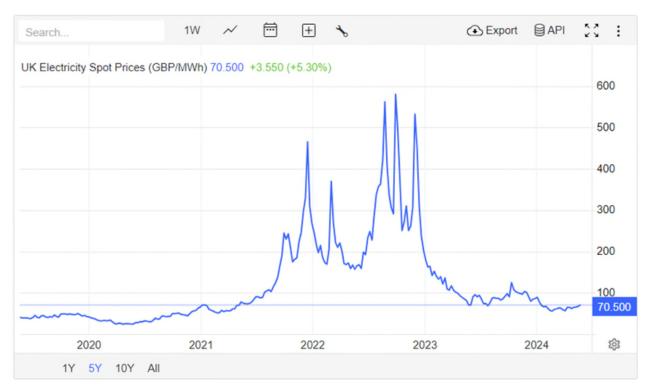
- Feb 2024: European Commission launched the European Industrial Alliance on Small Modular **Reactors**, aiming to facilitate SMR development in Europe by the early 2030s.
- Mar 2024: Brussels hosted the IAEA Nuclear Energy Summit, the world's first high-level meeting focused entirely on nuclear energy. The summit emphasized the importance of using nuclear energy to achieve energy security, climate goals and drive sustainable development. Calls of support for nuclear development came from 32 world leaders including EC President Ursula von der Leyen, President Emmanuel Macron, PM of Belgium, PM of the Netherlands, Turkish Minister of Foreign Affairs, Vice Premier of China, US Advisor to the President.
- April 2024: Hosted by newcleo, the G7 Ministerial Meeting on Climate, Energy and the **Environment** committed G7 members to support multilateral efforts to strengthen the resilience of nuclear supply chains. Industry associations issued a Nuclear Industry Statement to Italy's Minister of Energy Security calling for G7 governments to further embrace nuclear deployment as a priority.
- **France** continues to push forward with its nuclear renaissance policy led by President Macron
- **Italy** has increasingly opened up to considering the renewed role of nuclear, and specifically SMRs, in the country's future energy generation mix
- Countries all over Europe continue to pursue energy independence, especially from Russian supply



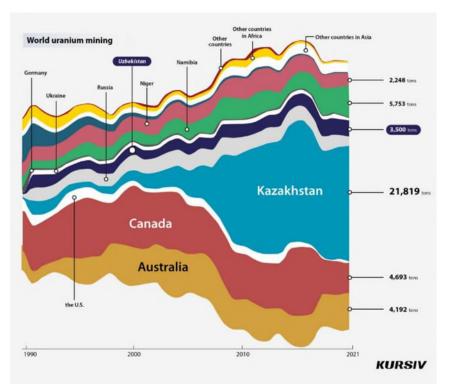


## **Market drivers / needs**

### **Energy Security and Independence**



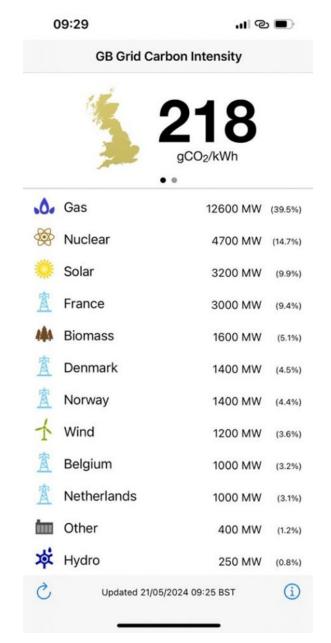
### Source: tradingeconomics.com



### Source: kursiv.media

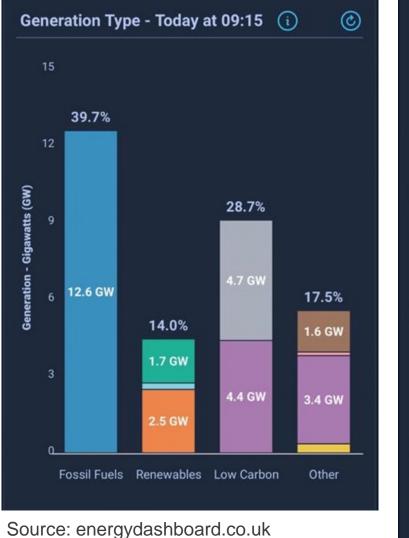


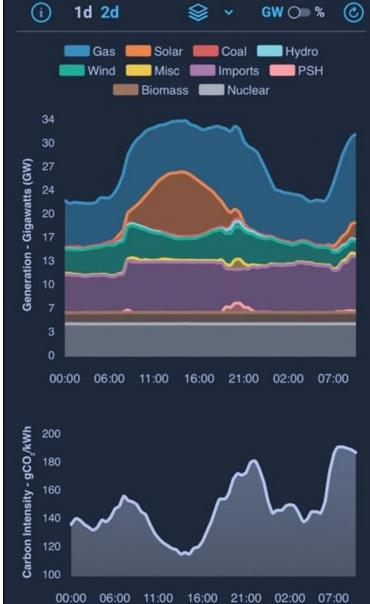
**Net Zero** 

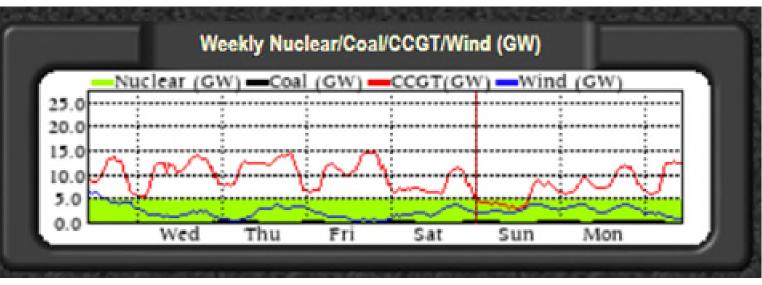


Source: Grid Carbon app

### Grid stability and base load







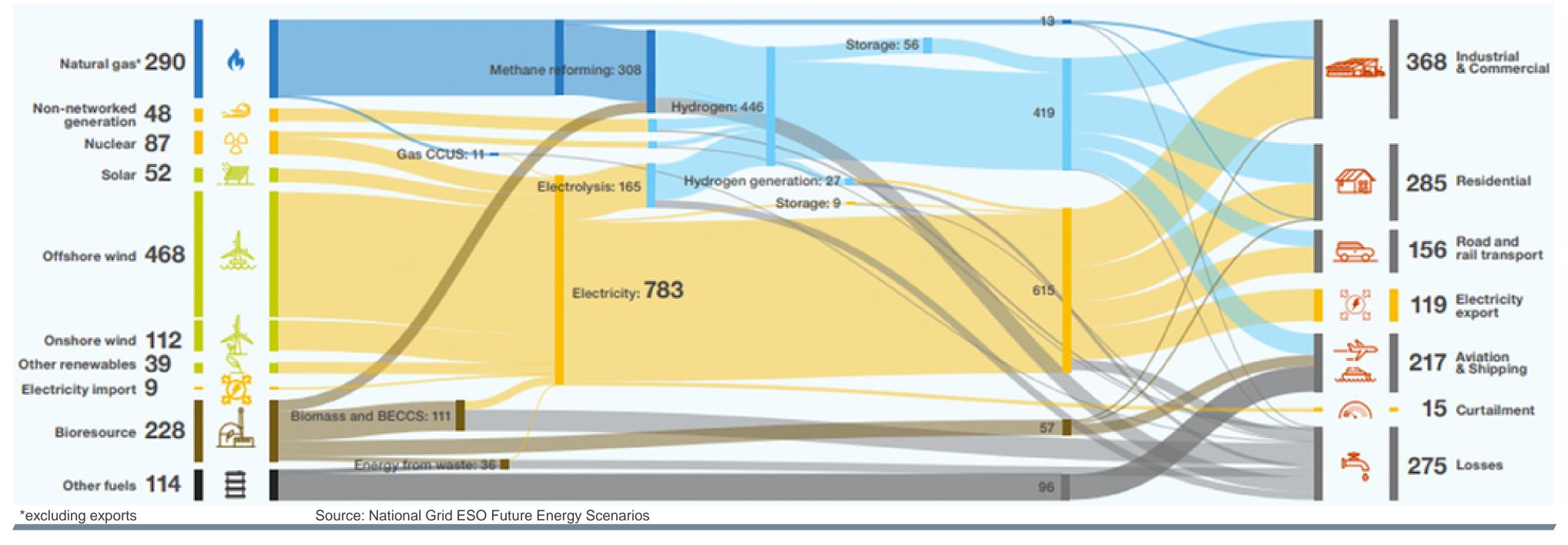
Source: gridwatch.templar.co.uk

## **Future energy scenarios**

### **Energy supply and demand in 2050**

### System transformation (1447 TWh)

- Highest proportion of hydrogen across the scenarios with widespread use for home heating, industry and HGVs
- High natural gas use for hydrogen production from methane reformation
- Highest level of bioresource use bioenergy used to procude both hydrogen and electricity, mostly alongside CCUS for negative emissions
- Electricity production more than double that of today, partly to meet highest demand for electrolysis





## Further market needs for AMRs

### **Economic and Industrial Development**

The deployment of AMRs can **stimulate economic growth and create highskilled jobs**. Investing in this can position the UK as a leader in advanced nuclear technology, leading to export opportunities in a growing global market for advanced nuclear technologies.

### Waste Management and Sustainability

AMRs are designed to utilise nuclear fuel more efficiently, **producing less waste compared to traditional reactors**. *new*cleo will use **existing nuclear waste as fuel**, addressing the long-term waste management challenges and enhancing the sustainability of nuclear power.

### **Flexibility and Scalability**

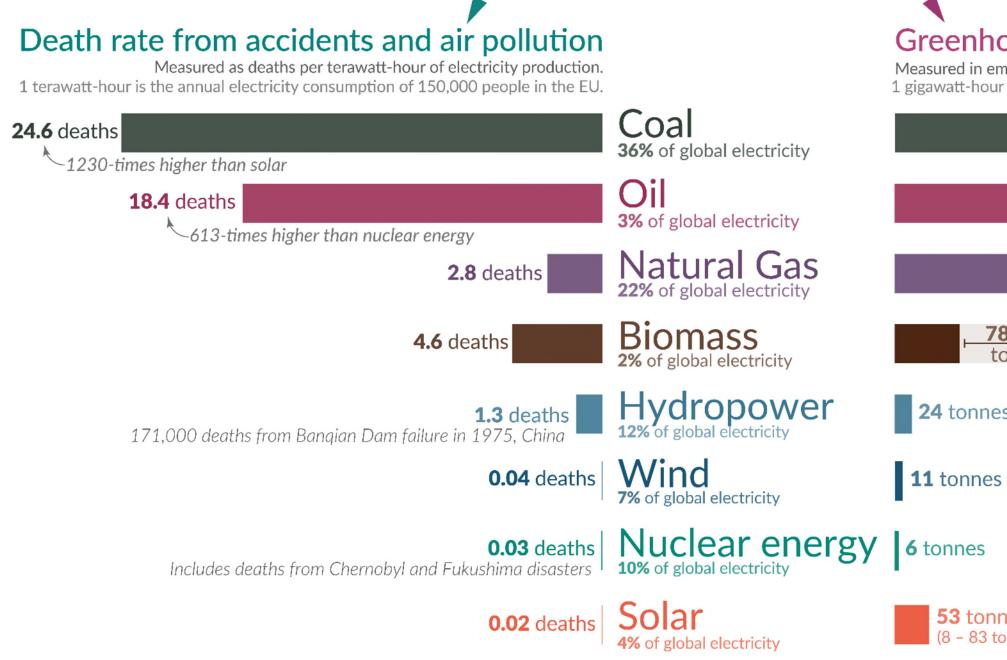
AMRs offer flexibility in terms of deployment locations and scales. They can be built in modular units, allowing for **incremental capacity additions and reducing initial capital expenditure**. This scalability makes them suitable for a variety of applications, from powering small remote communities to supporting large industrial complexes.





## **AMRs in the industry**

## What are the safest and cleanest sources of energy?



Death rates from fossil fuels and biomass are based on state-of-the art plants with pollution controls in Europe, and This means these death rates are likely to be very conservative. For further discussion, see our article: OurWorldinD Data sources: Markandya & Wilkinson (2007); UNSCEAR (2008; 2018); Sovacool et al. (2016); IPCC AR5 (2014); UNECE (2022); Ember Energy (2021). OurWorldinData.org - Research and data to make progress against the world's largest problems. Licensed under CC-BY by the authors Hannah Ritchie and Max Roser.



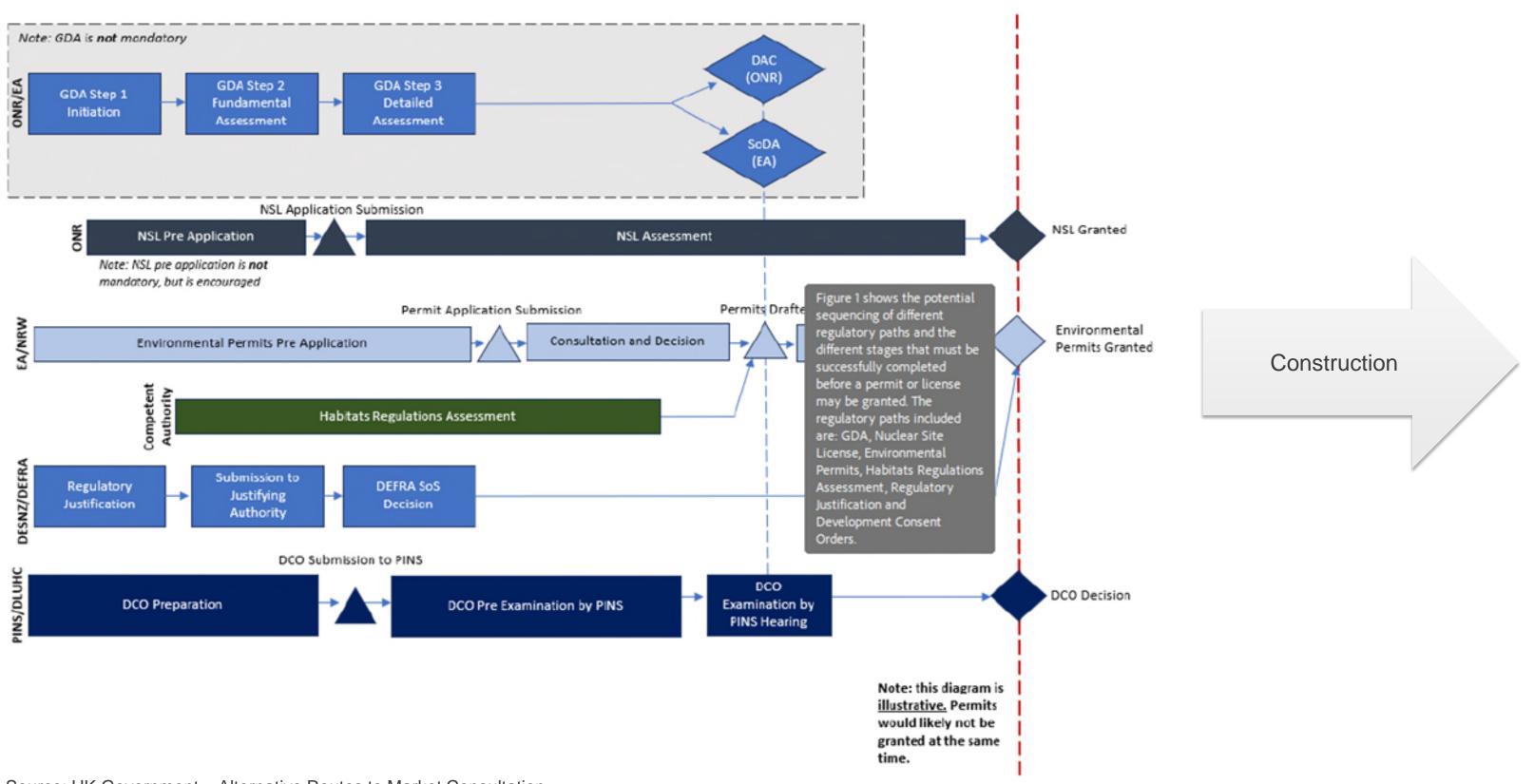


### Greenhouse gas emissions

Measured in emissions of CO, equivalents per gigawatt-hour of electricity over the lifecycle of the power plant. 1 gigawatt-hour is the annual electricity consumption of 150 people in the EU.

	<b>970</b> tonnes	
160-tim	es higher than nuclear energy 🦯	
	<b>720</b> tonnes	
65-times higher tha	n wind	
<b>440</b> tonnes		
<b>8–230</b> connes		
es		
5		
nes connes, depending on technology and location)		
d are based on older models of the impa		

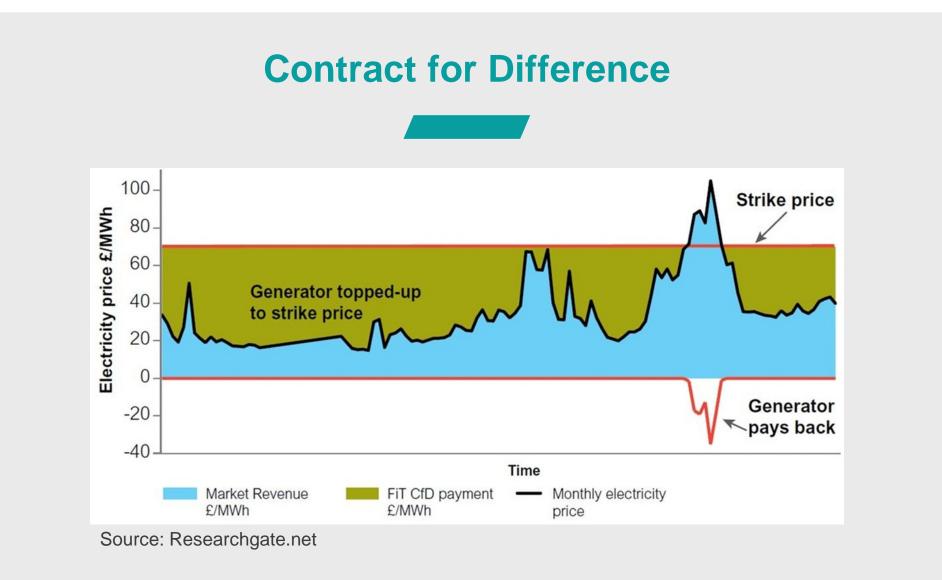
## A clear but complex pathway for project development



Source: UK Government – Alternative Routes to Market Consultation



## **Funding/ financing support**

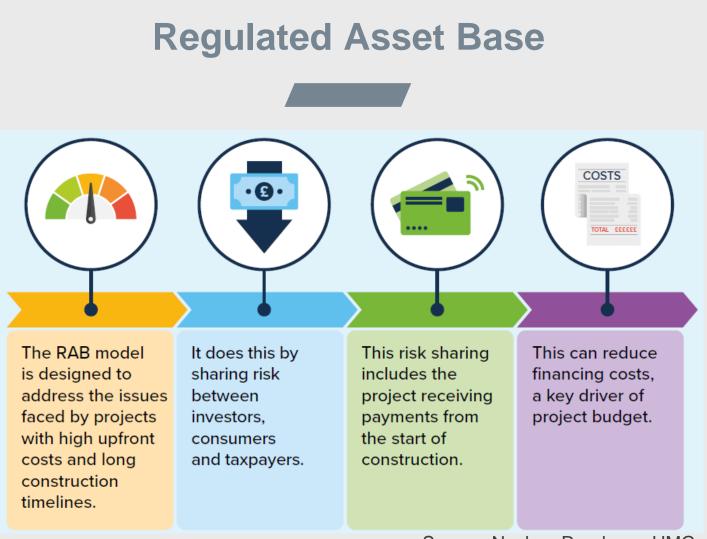


- Stable power price  $\bullet$
- Higher financing costs long duration from investment to return
- Development company takes construction risk
- Consumer obligation is capped

- Stable revenues Lower financing costs Pain sharing on construction costs Consumer savings Incentivising flexible operation?

- $\bullet$  $\bullet$  $\bullet$ lacksquare





Source: Nuclear Roadmap, HMG

### What is needed?





**Programme/ Fleet Approach** 

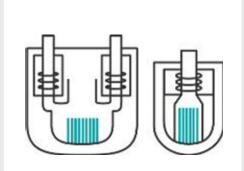
**Government Sponsorship/ Stable Policy** 

**Route to Market** 

## newcleo's vision for the future



## A new, innovative player in nuclear energy



### REACTOR DESIGN: Small Modular (SMR) + Lead-cooled Fast Reactors (LFR) = AMR

*new*cleo is working to design, build, and operate Gen-IV Advanced Modular Reactors (AMRs) cooled by liquid lead



### FUEL MANUFACTURING: Mixed Uranium Plutonium Oxide (MOX)

MOX and Fast Reactors allow the multi-recycling of nuclear waste into new fuel with no new mining for generations

SAFE AND AFFORDABLE CLEAN AND RELIABLE

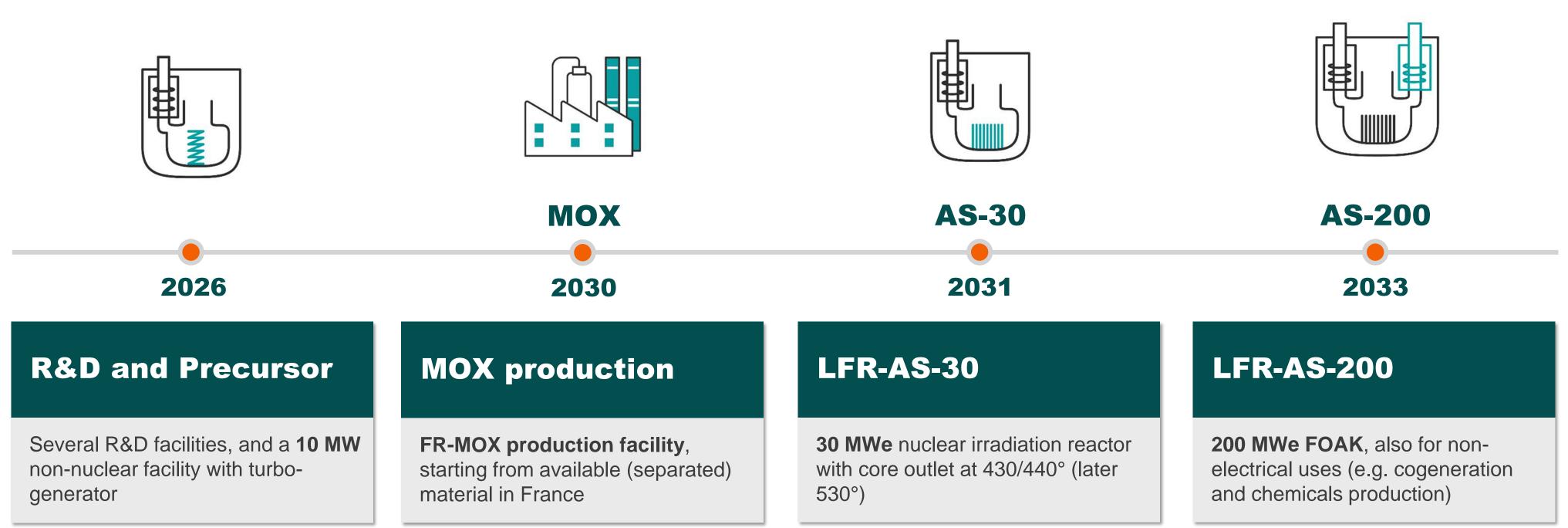
CIRCULAR





Currently raising up to EUR1 BILLION

### newcleo's plan-to-market





## **Increasing numbers of partners and suppliers**

**Creating a global strategy supporting our delivery** 

