

TERRESTRIAL ENERGY

Terrestrial Energy Appoints Senior Industry Executive Pamela Cowan as EVP of Engineering

July 30, 2026

CHARLOTTE, N.C.--(BUSINESS WIRE)--Jul. 30, 2026--

Terrestrial Energy Inc. (Nasdaq: IMSR), a developer of proprietary Generation IV small modular nuclear power plants, today announced the addition of Pamela Cowan as EVP of Engineering, effective immediately. She will be based at the Charlotte, N.C. headquarters and report to Terrestrial Energy CEO Simon Irish.

Cowan brings more than thirty years of experience in the nuclear industry, where she has held executive roles at Westinghouse Electric Company, with responsibility for operating plant services in the Americas, global engineered products and services, and outage field services. She has served as a senior vice president at Holtec International and was chief operating officer of one of Holtec's principal businesses, leading its operations and the integration of acquired nuclear plant assets. Earlier, she held leadership roles at nuclear generating companies, including Exelon Generation (Constellation), American Electric Power and PSEG, where she held a senior reactor operator (SRO) license.

"Pam adds exceptional industry leadership and technical experience at an ideal time as the company expands its engineering and regulatory programs," said Simon Irish, CEO of Terrestrial Energy. "She brings decades of experience in nearly every relevant area of nuclear technology development and plant operation."

"I am excited to be part of Terrestrial Energy's plans to bring the IMSR plant to market at this exceptional moment for the nuclear industry," said Cowan. "The company is positioned as a best-in-class SMR provider of nuclear energy to multiple industry sectors, with the goal to enable a future of clean, firm and abundant energy."

Cowan joins Terrestrial Energy as the company advances its IMSR Plant design through NRC regulatory review and grows its pipeline of projects. She will be leading the company's engineering program, serving as the company's designated technical authority for nuclear safety and licensing, and working with commercial leadership to strengthen customer and supplier relationships supporting IMSR Plant deployment.

About Terrestrial Energy

Terrestrial Energy is a developer of Generation IV nuclear plants that use its proprietary Integral Molten Salt Reactor (IMSR). The IMSR captures the transformative operating benefits of molten salt reactor technology in a plant design that represents true innovation in capital efficiency, cost reduction, versatility and functionality of nuclear energy supply. IMSR plants are designed to be small and modular for distributed supply of low-cost, reliable, dispatchable, clean, high-temperature industrial heat and electricity and to be customized for a dual-use energy role relevant to many industrial applications, such as petrochemical and chemical synthesis and data center operation. In so doing, IMSR plants extend the application of nuclear energy far beyond electric power markets. Their deployment will support the rapid growth of clean firm heat and power, delivering energy self-reliance, grid reliability and economic growth. Terrestrial Energy uses an innovative plant design together with proven and demonstrated molten salt reactor technology and readily available and inexpensive standard-assay low-enriched uranium in its fuel for a nuclear plant with a unique set of operating characteristics and compelling transformative commercial potential. Terrestrial Energy is engaged with regulators, suppliers, industrial partners and energy end users to build, license and commission the first IMSR plants in the early 2030s.

Terrestrial Energy Media & Investor Contact:

media@terrestrialenergy.com,

investor@terrestrialenergy.com

Forward-Looking Statements

The statements contained in this press release that are not purely historical are forward-looking statements. These forward-looking statements include, but are not limited to, statements regarding our expectations, milestones, hopes, beliefs, intentions or strategies regarding the future. In addition, any statements that refer to projections, forecasts or other characterizations of future events or circumstances, including any underlying assumptions, are forward-looking statements. The words "anticipate," "believe," "continue," "could," "estimate," "expect," "intends," "may," "might," "plan," "possible," "potential," "predict," "project," "should," "will," "would" and similar expressions may identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking.

The forward-looking statements contained in this press release are based on our current expectations and beliefs concerning future developments and their potential effects on the Company. There can be no assurance that future developments affecting the Company will be those that we have anticipated. These forward-looking statements speak only as of the date of this press release and involve a number of risks, uncertainties (some of which are beyond our control) or other assumptions that may cause actual results or performance to differ materially from those expressed or implied by these forward-looking statements. Factors that may cause actual results to differ materially from current expectations include, but are not limited to: (1) risks related to the development, manufacturing and construction of IMSR Plants and key components, including potential delays, cost overruns and contractor performance issues; (2) the Company's ability to obtain applicable regulatory approvals and licenses on a timely basis or at all; (3) the ability of management to manage growth; (4) the possibility that the Company may be adversely affected by other economic, business, and/or competitive factors, including from alternative energy technologies, energy price volatility, and competition from other advanced reactor developers; (5) potential supply chain constraints and cost inflation for specialized nuclear-grade materials and components; (6) any failure to comply with the laws and regulations governing the use, transportation, and disposal of toxic, hazardous and/or radioactive materials; (7) changes in domestic and foreign business, market, financial and political conditions, and in applicable laws and regulations, including tariffs; (8) the ability to raise additional funding in the future; (9) the outcome of any legal proceedings that may be instituted against the Company; and (10) other risk factors described herein as well as the risk factors and uncertainties described in the documents filed by the Company from time to time with the U.S. Securities and Exchange Commission (the "SEC").

The foregoing list of risk factors is not exhaustive. You should carefully consider the foregoing risk factors and the other risks and uncertainties described in the documents filed by the Company from time to time with the SEC. In addition, there may be additional risks that the Company presently knows, or that it currently believes are immaterial, that could also cause actual results to differ from those contained in the forward-looking statements. Nothing in this communication should be regarded as a representation or warranty, either express or implied, by any person that the forward-looking statements set forth herein will be achieved or that any of the contemplated results of such forward-looking statements will be achieved. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made.

In addition, the information contained in this press release is provided as of the date hereof and may change, and the Company and its representatives and affiliates specifically disclaim any obligation to, and do not intend to, update or revise any forward-looking statements, whether as a result of new information, inaccuracies, future events or otherwise, except as may be required under applicable securities laws. Information contained on our website is not a part of or incorporated into this press release.

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Terrestrial Energy Media & Contact:
media@terrestrialenergy.com

Source: Terrestrial Energy Inc.