



NDCAP Presentation

August 15, 2018

Introductions

Entergy

- Mike Twomey – Vice President External Affairs – Entergy Wholesale Commodities (EWC)

Holtec and SNC Lavalin

- Pierre Oneid – President and CNO, Holtec Decommissioning International
- Mark Morant – Chief Executive Officer, Comprehensive Decommissioning International
- Chris Massey – Vice President of Operations, Comprehensive Decommissioning International

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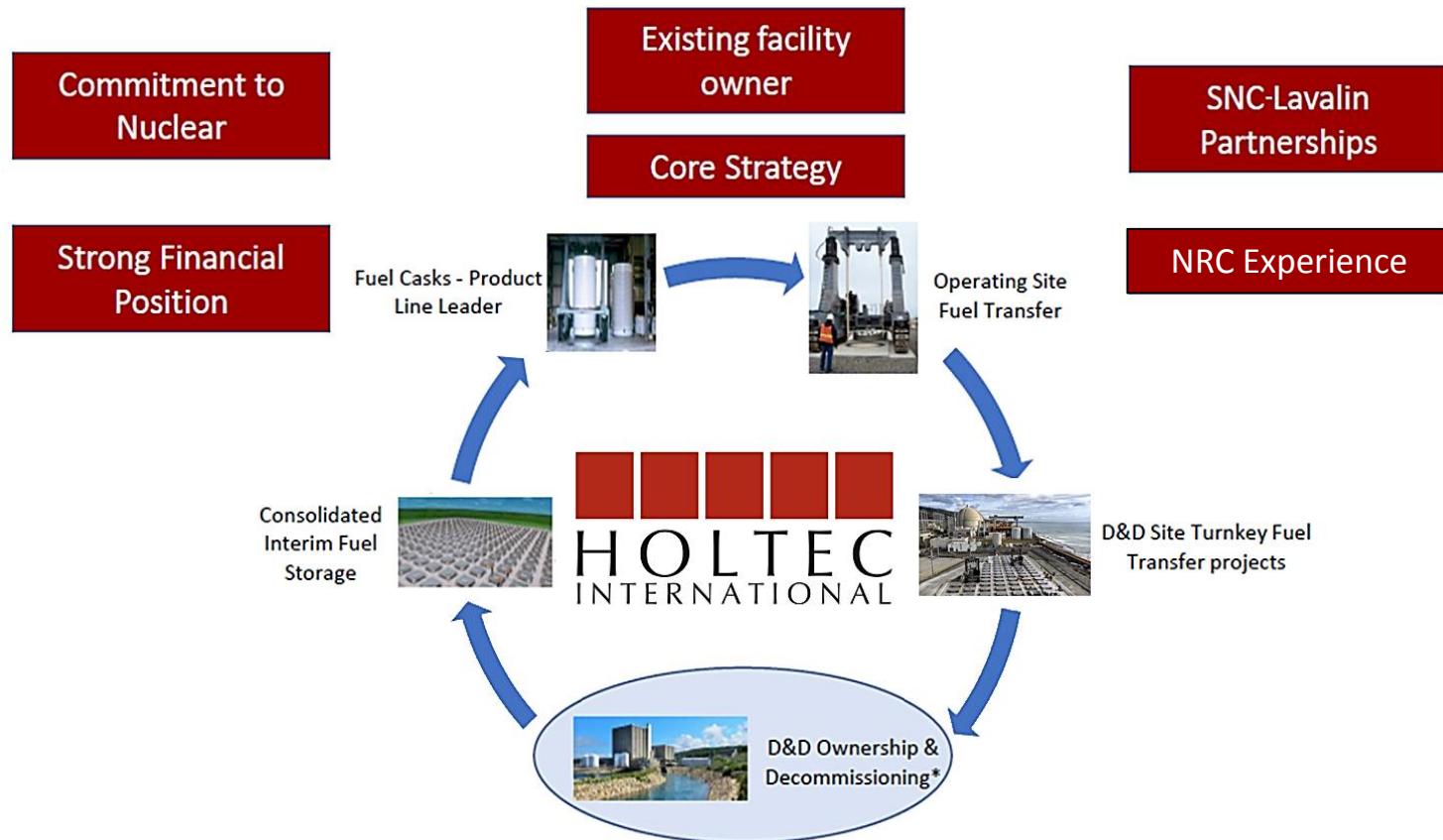
Our Commitment to Safety, Integrity & the Environment

Holtec's Commitment



- **Safety**
- **Integrity**
- **Engagement**

Holtec's Commitment to Nuclear

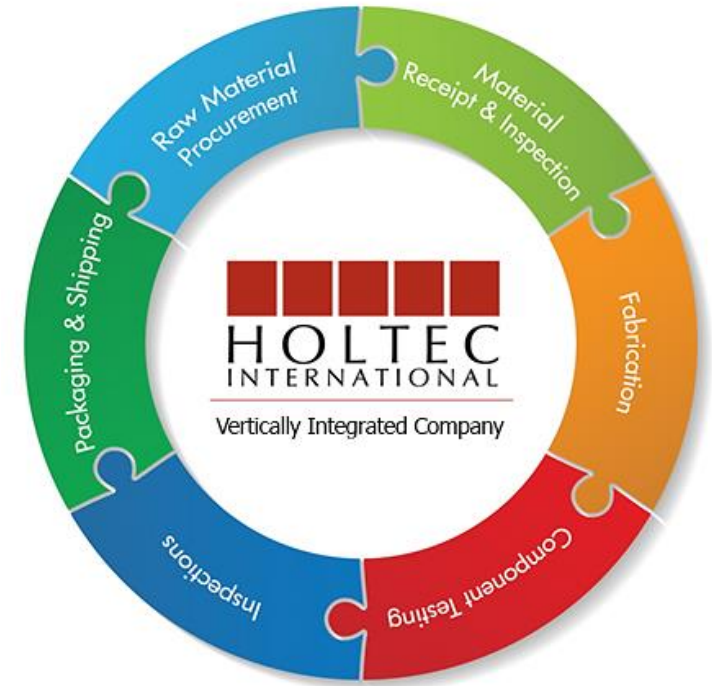


Site ownership is an integral part of Holtec's long-term decommissioning strategy

Holtec Overview



- Private entity with \$6B in backlog
- Spent fuel management and nuclear services
- Pilgrim and Vermont Yankee spent fuel cask/storage vendor
- Resourced to manage licensed and decommissioning activities at permanently shutdown and defueled sites
- Proposing to become licensed operator for Pilgrim
- HI-STORE Consolidated Interim Storage (CIS) Facility (New Mexico) Application



Key Leadership



Dr. Kris P. Singh

President & Chief Executive Officer, Holtec

- Dr. Singh has led Holtec International since 1986
- Built the company into a technology leader respected for its engineered goods and services
- Grown business to nine major operations centers in three countries and an active business presence on four continents

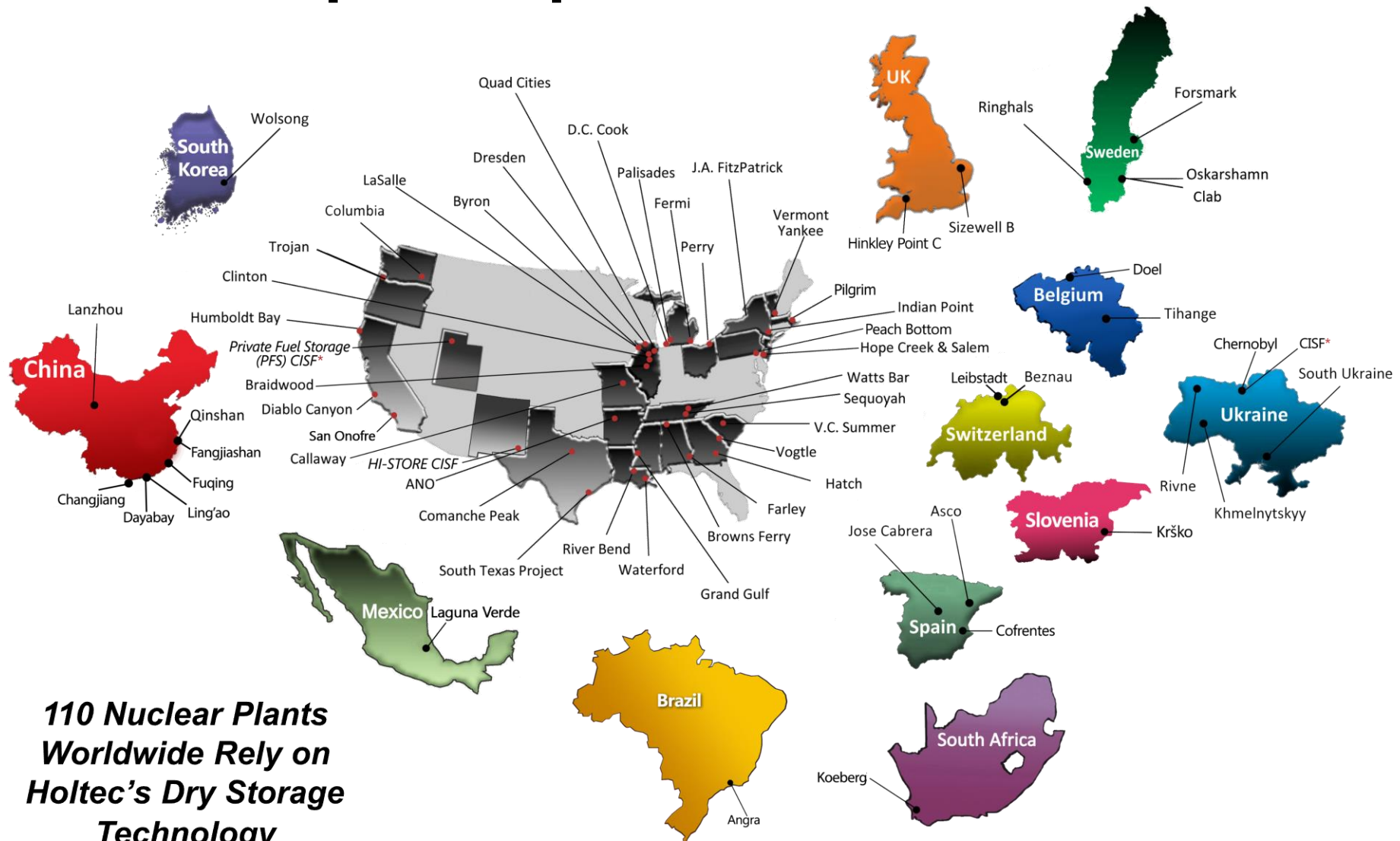


Mr. Pierre Onied

Senior Vice President & Chief Nuclear Officer, Holtec

- Mr. Onied is the Senior Vice President of Holtec International
- Corporate executive responsible for the Nuclear Power Division,
- Serves as the Chairman of the Holtec's Executive Committee
- Serves as Chairman of Holtec Comprehensive Decommissioning International (CDI)
- Director of CDI

Holtec's Worldwide Dry Storage and Transport Experience



**110 Nuclear Plants
Worldwide Rely on
Holtec's Dry Storage
Technology**

Manufacturing Capabilities



Three Major U.S. Manufacturing Plants

- Holtec Manufacturing Division (HMD)
 - Turtle Creek, PA
- Orrvilon, Inc. (ORR)
 - Orrville, Ohio
- Advanced Manufacturing Division (AMD)
 - Krishna P. Singh Technology Campus, Camden, NJ
- 1.4M square feet of Shop Space



We will work to find jobs within our companies for those employees who opt not to stay with Entergy at another facility

Decommissioning Experience

- Managing the spent nuclear fuel encompasses approximately 99% of all radioactive material on a former nuclear site
- Holtec brings:
 - ✓ 30 years of safe spent nuclear fuel management
 - ✓ Expertise in designing/build on-site fuel storage installations
 - ✓ SNF services supplied to over 110 nuclear sites worldwide
 - ✓ Only cask certificate holder that has performed all dry storage implementation work with in-house resources

At Vermont Yankee, Holtec recently set an industry benchmark by completely defueling the spent fuel pool in just over 3.5 years



Holtec's HI-STORM Dry Storage System



- HI-STORM system is licensed and designed to accommodate spent nuclear fuel assemblies in a single basic overpack design by utilizing different multi-purpose canisters (MPCs)
- Safe & Robust
 - ✓ Vertical, ventilated, cylindrical overpack engineered to minimize dose and provide a robust structural enclosure for the contained MPC
 - ✓ Provides mechanical protection, cooling, and radiological shielding for the contained MPC
 - ✓ Designed to withstand high-velocity winds, tornadoes, high energy lightning, and other natural phenomena



Holtec's Commitment



- **Safety**
- **Integrity**
- **Engagement**

SNC-Lavalin Overview




SNC • LAVALIN

- Founded in 1911, publicly traded
- Strong credit rating
- Global engineering and project delivery company
- Established footprint in Clean Power, Infrastructure, Mining & Metallurgy, Transportation, Oil & Gas and Nuclear
- Acquired Atkins and EnergySolutions' US nuclear projects division in 2017
- Sustained growth with around \$12 billion in backlog

SPEAKS
 60
LANGUAGES

REPRESENTS SOME
 80
NATIONALITIES

AND WORKS FROM
OFFICES IN OVER
 50
COUNTRIES

700+
PROJECTS
 OVER
THE
LAST
50 YEARS

 73
MILLION
PERSON-HOURS
IN 2016 WITH A
TRIF OF 0.11

We are a trusted solutions provider for all reactor types including CANDU, AGR/BWR/PWR, and SMRs

SNC-Lavalin Core Values

- **Safety** - We put safety at the heart of everything we do, to safeguard people, assets and the environment.
- **Integrity** - We do the right thing, no matter what, and are accountable for our actions.
- **Collaboration** - We work together and embrace each other's unique contribution to deliver amazing results for all.
- **Innovation** - We redefine engineering by thinking boldly, proudly and differently

Since 2013 we have implemented a world-class integrity program all levels of the organization

2018 CEO Neil Bruce nominated Co-chair of the World Economic Forum's Partnering Against Corruption Initiative

Key Leadership



SNC • LAVALIN



Mr. Mark Morant
Chief Executive Officer, CDI

- 30 years in nuclear clean-up, 8 in the US
- Chairman of Canadian Nuclear Laboratories at Chalk River
- Former CEO of Magnox
- Executive responsible for a number of US nuclear waste sites, water clean up at Fukushima, and Zion D&D in 2014/15



Mr. Christopher Massey
Vice President of Operations, CDI

- 35 years of nuclear cleanup experience, 24 in the US
- Extensive waste management experience on both commercial and government projects
- Experienced leader in reactor decommissioning strategy and planning



Ms. Ameet Sandhu
Regional Integrity Head, USA & LATAM, SNC-Lavalin

- 11 years with Legal department of Candu Energy
- 4 years as Ethics and Compliance Officer for Power Sector, including Nuclear, of SNC-Lavalin
- 6 years, and foundational member, SNC-Lavalin Ethics and Compliance
- Frequent speaker on anti-corruption and integrity panels

SNC-Lavalin Representative Worldwide Decommissioning Experience & Related



SNC • LAVALIN

Zion Nuclear Power Station, USA

- Many current Atkins/SNC-Lavalin employees were involved in this project

Big Rock Point Nuclear Power Plant, USA

- Major component removal including the reactor vessel and decontamination/demolition of the Radioactive Waste Building

Magnox Reactor Fleet, UK

- Managed operations, defueling, and decommissioning of 22 Magnox nuclear power reactors at 10 sites

Fukushima Dai-ichi, Japan

- Supplied water treatment technologies, dewatering solutions, and new storage/disposal canisters

CANDU Fleet, Worldwide

- Provider of reactor services and major refurbishment of primary systems





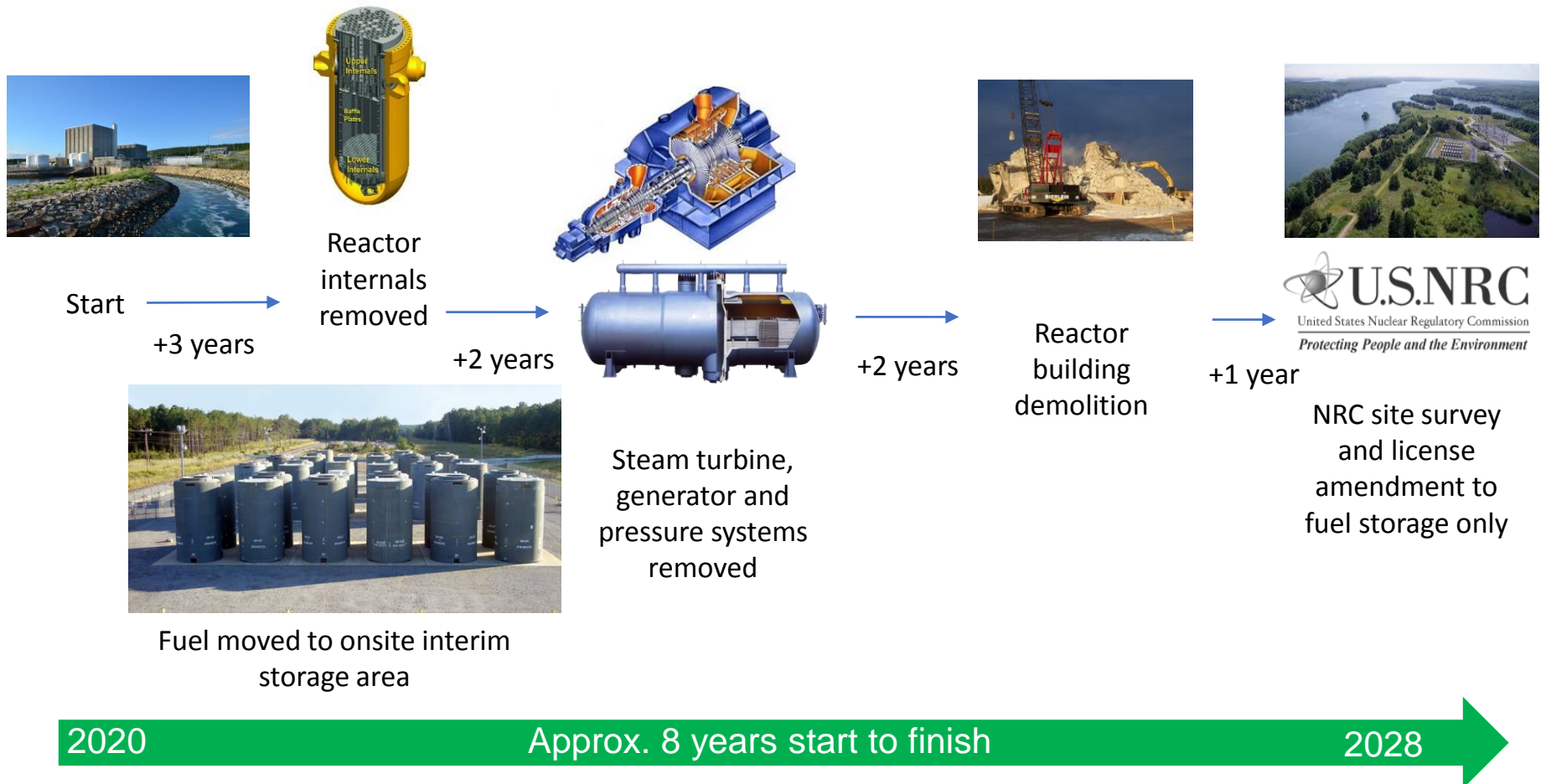
Comprehensive Decommissioning International (CDI)

- A focused D&D delivery company, combining Holtec's spent fuel skills with SNC-Lavalin's decommissioning capability
- Holtec and SNC-Lavalin are working and investing together in the nuclear industry—we are long term partners
- Two financially strong parent companies able to stand behind project delivery

CDI's Approach to Pilgrim D&D

- Safety and care for the environment is paramount
- Prompt D&D strategy
 - Target 2.5-3 years for fuel safely in ISFSI
 - Target 8 years to ISFSI only
- Stewardship of ISFSI until retrieval by the US Department of Energy (or early removal to Holtec's CIS facility)
- Site restoration standards to be discussed
- Experienced management team working with site personnel and supply chain
- Backed by financial assurance to meet NRC requirements

CDI's Prompt D&D Plan



CDI's Commitment to Safety, Integrity & the Environment

- We commit to safety, integrity and the protection of the environment; our business cannot succeed without it
- We will ensure the safe and secure storage of spent nuclear fuel
- We aim for often and transparent dialog with officials and the NDCAP
- We and the industry have an obligation to safely and securely manage the nuclear legacy
- We plan to be an integral part of the Plymouth and regional community

**Together, we will ensure the safe decommissioning of
the Pilgrim Nuclear Station**



Thank you