



The World's Most Comprehensive Infrastructure & Environmental Solutions Company – **We Bring Answers.**



LLW FORUM'S FALL 2021 MEETING

October 13, 2021 – Denver, Colorado



Industrial & Commercial Demolition | Environmental Remediation | Emergency Response | Nuclear Services | LLRW Treatment, Storage, and Disposal

1. NorthStar - Overview



NorthStar's Turnkey/Integrated Approach to Decommissioning provides our customers with a fixed price transfer of all risk associated with nuclear power plant decommissioning, spent nuclear fuel management and final NRC License Termination/Site Restoration

Keys to Success:

1. Pre-Closing Engagement of all stakeholders with a special focus on transparency with regulators – [Scope of Work](#), [Schedule & Price](#)
2. Post-Closing Engagement with stakeholders and regulators via public advisory boards and regular (monthly) meetings with regulators
3. NorthStar's core business expertise (complex deconstruction, environmental remediation and LLRW treatment, storage and disposal) includes unique capabilities when dealing with difficult regulatory landscapes
4. Best in class reputation & safety record

2. Current Nuclear Projects



- ✓ **Crystal River Nuclear Power Plant Decommissioning**
 - “Owner” responsibility thru final NRC License Termination
 - Owner of Spent Nuclear Fuel Facility Operation thru final NRC License Termination
 - Deal Closed October 1, 2020 – ISFSI Only by 12.31.2027

- ✓ **Vermont Yankee Nuclear Power Plant Decommissioning (Owner)**
 - **Focus of Today’s Presentation**
 - Deal Closed January 11, 2019 – Nuclear Power Industry First
 - Permanent ownership and license transfer of a shuttered nuclear power facility to a company slated to perform timely and efficient decommissioning & site restoration
 - ISFSI only by 12.31.2030 – On schedule for 12.31.2026



Project Focus

– Vermont Nuclear Power Plant Decommissioning

Simple Priorities = Results



Simple Priorities

SAFETY with all we do: Target Zero (🚫accidents)

Radiological, Environmental, Industrial, Nuclear

Do it right. Do it safe.



- ✓ Zero NorthStar OSHA Recordable Lost Time Accidents to date, with over 1,000,000+ person hours worked on site since sale on January 11th, 2019
- ✓ NRC: Zero Cited and Non-Cited Violations for all of 2019, 2020, and 2021 to date.

Project Schedule Overview



	2020	2021	2022	2023	2024	2025	2026	2027 thru 2051	2052
Spent Fuel Management									
Site Restoration & Final Site Survey									
Large Component Removal									
Reactor Vessel & Internals									
Condenser									
Large Pumps & Motors (Circ H2O, Recirc, etc)									
Main, Start-Up & Aux Transformers									
Decontamination & Demolition									
Asbestos/Lead/Paint Removal									
Security Structures and Equipment									
Turbine Warehouse									
Aop									
Rotors and Storage Structures									
Stack									
Intake									
Reactor Building									
Admin Building									
Control Building									
Rad Waste									
Discharge									
Service Building									

Partial Site Release

License Termination (ISFSI) Target 12.31.52

Final Site Restoration & License Termination

Reactor Vessel Segmentation



- Reactor Head **DONE**
- Steam Dryer **DONE**
- Steam Separator **DONE**
- Shroud Head **DONE**
- Feedwater Sparger **DONE**
- Top Guide (Upper Grid) **DONE**
- Guide Tubes **DONE**
- Core Plate **DONE**
- Shroud Cylinder **DONE**
- Jet Pump Assemblies **DONE**

All segmentation equipment remains operational and water chemistry/visibility acceptable.



Next Steps

Final segmentation and packaging of Jet Pump Diffusers ongoing.

Preparations commenced for:

1. Cutting of Nozzles
2. Reactor Vessel segmentation



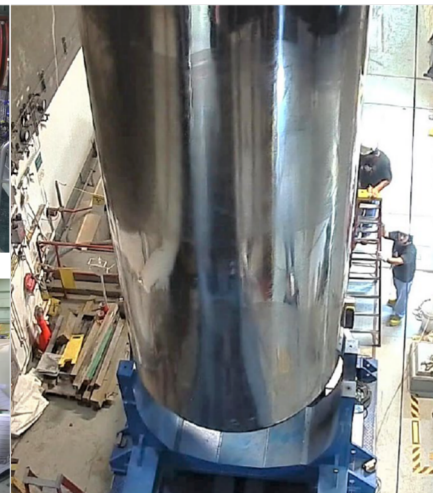
Cask Transfer Operations



(1) Out of the Reactor Cavity/SFP



(3) Ready to "down-end" onto Transport Trailer



(2) Down from the Refuel Floor



Cask Transfer Operations



Moving loaded Transfer Trailer with the "Tugger"



Transfer into the HTS (Storage Vault)



MP197HB Transport Cask



Annual Maintenance & Inspection



Transportation of Waste to WCS



- Andrews, Texas Facility



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Shipping and Material Volumes



- Currently shipping about 3 rail cars per week to WCS (106 shipments consisting of 89 railcars and 17 trucks shipped YTD / about 13 per month)
- Total Number of Shipments to Date: 320
- Total Volume 677,300 ft³ (25,086 cyd)
- Total Weight 34,520,000 lbs (17,200 tons)
- Total Activity 25,850 curies

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Questions

