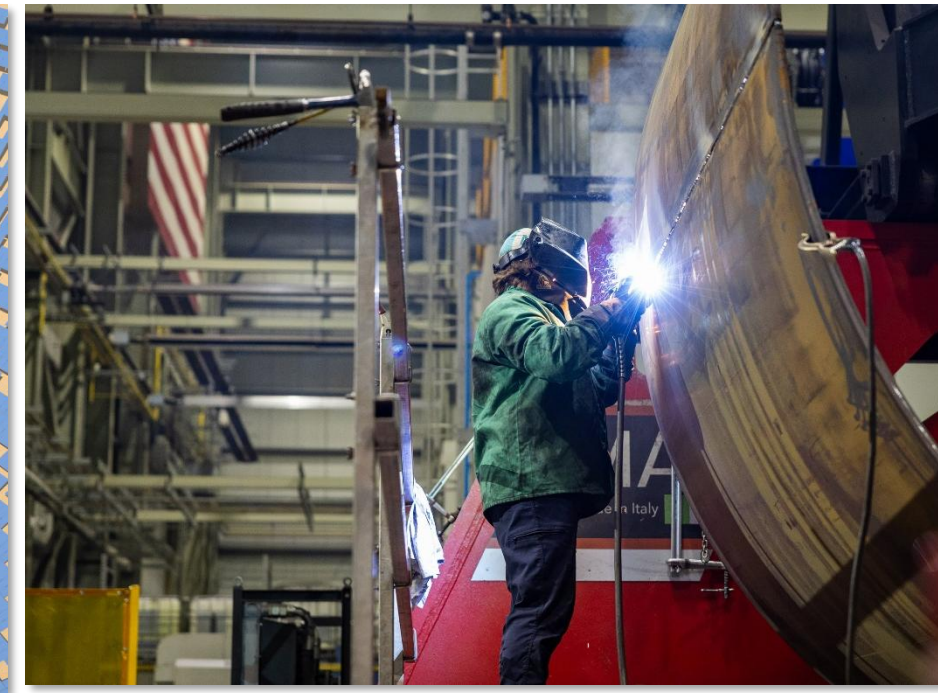
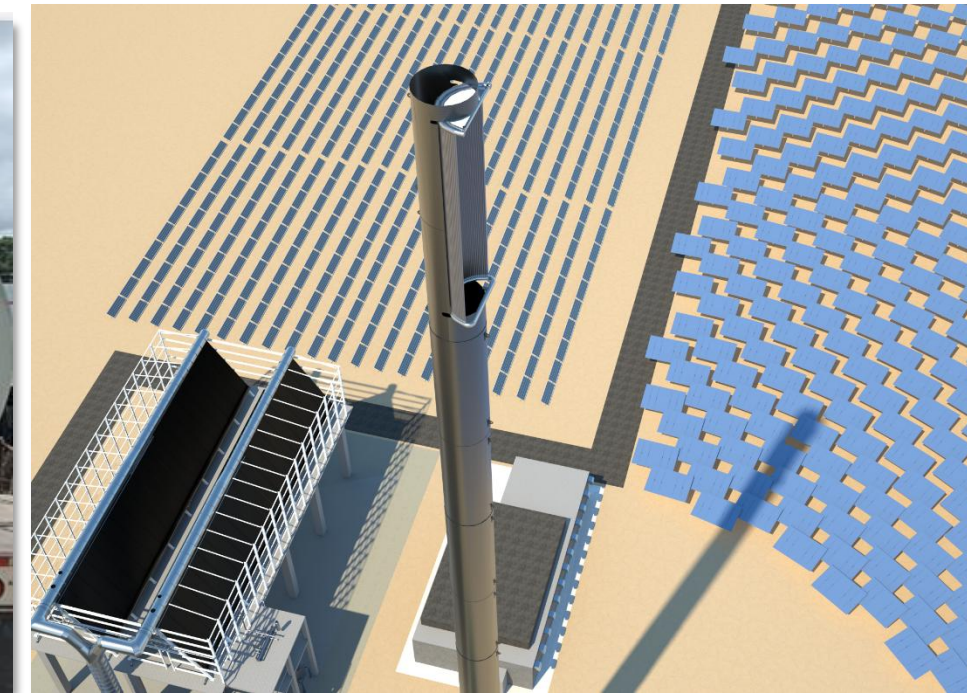
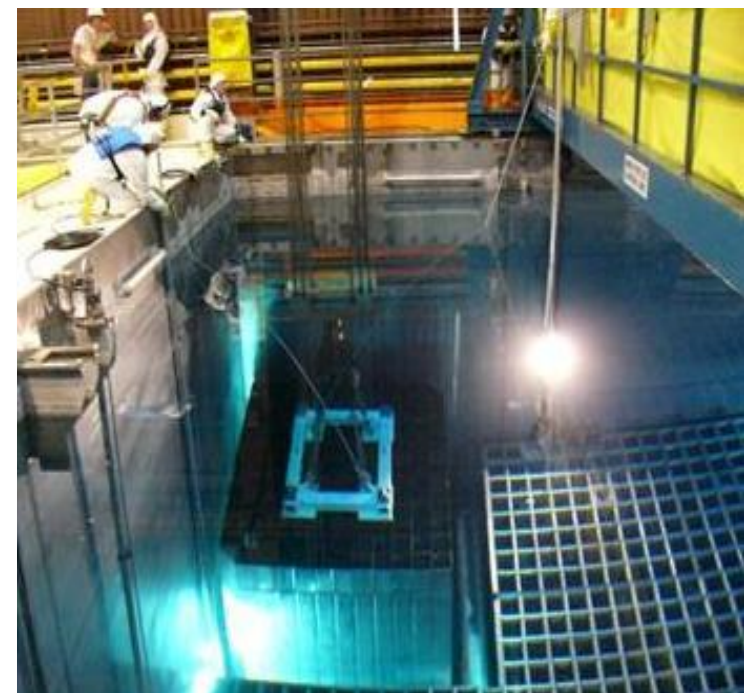




HOLTEC'S INTERNATIONAL OVERVIEW



Holtec International: Corporate Profile

- Established in 1986
- Robust safety program
- Strong and effective quality assurance program
- Impeccable on-time delivery record
- Excellent financial strength
 - ✓ No history of long-term debt
 - ✓ Financially strong with self-financed Research & Development
 - ✓ Equipment delivered: 4.0 Billion USD
 - ✓ Orders booked for future deliveries: 7.0 Billion USD
- Business mix:
 - ✓ 90% Nuclear power & nuclear waste
 - ✓ 5% Fossil power - combined cycle
 - ✓ 5% Renewables - solar, wind, etc.



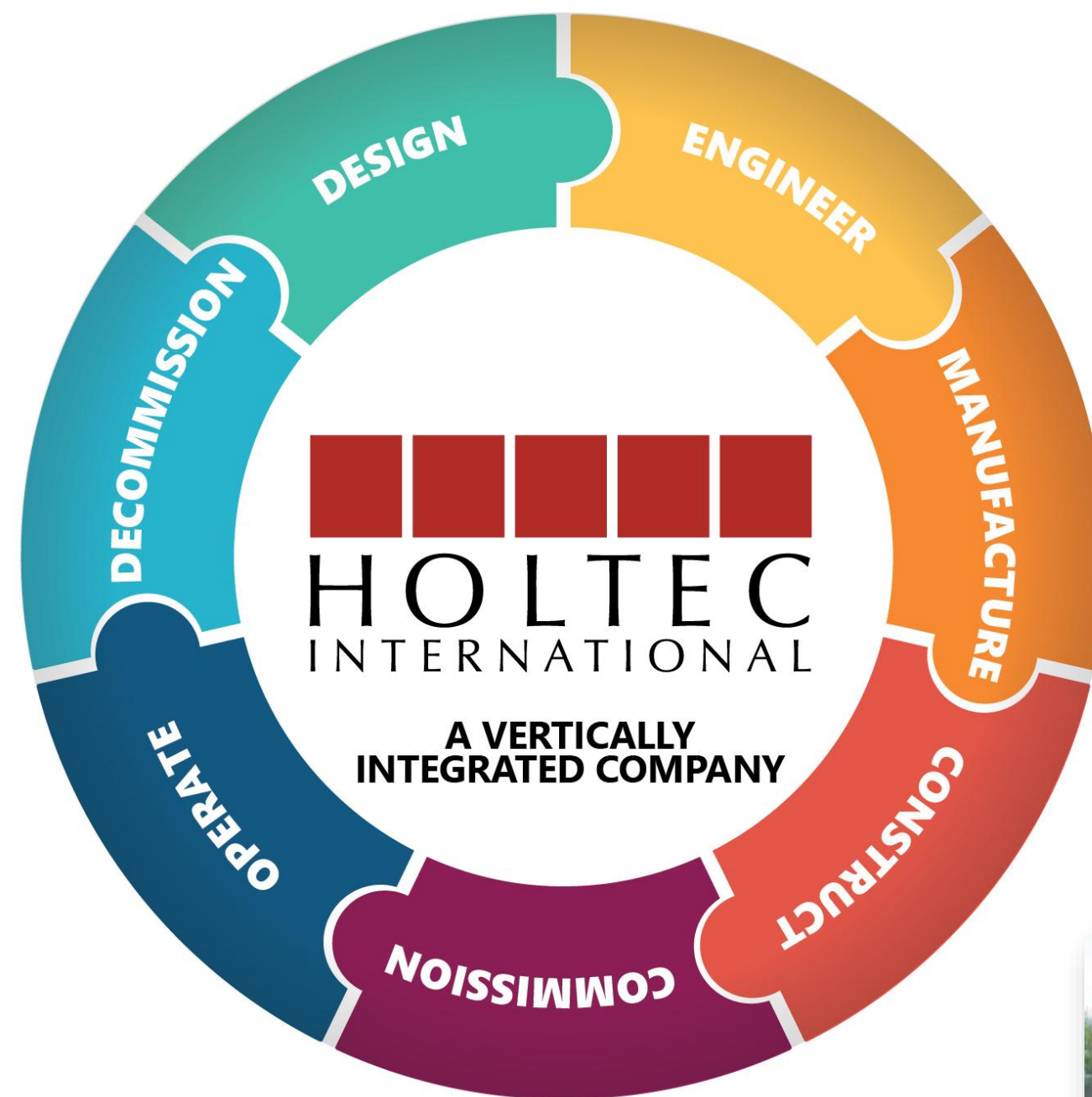
Krishna P. Singh Technology Campus
Located in Camden, New Jersey, U.S.A

*Holtec is a Vertically-Integrated, Innovative
Technology Leader with Unique Approaches to
Design & Manufacturing*

Vertically-Integrated Turnkey Supplier

■ Holtec's vertical integration:

- ✓ Design
- ✓ Engineering
- ✓ Manufacture
- ✓ Construction
- ✓ Commissions
- ✓ Operations
- ✓ Decommission



■ This allows for:

- ✓ Integrated solutions for customers control over quality delivery and costs
- ✓ Expedited delivery
- ✓ Turnkey projects

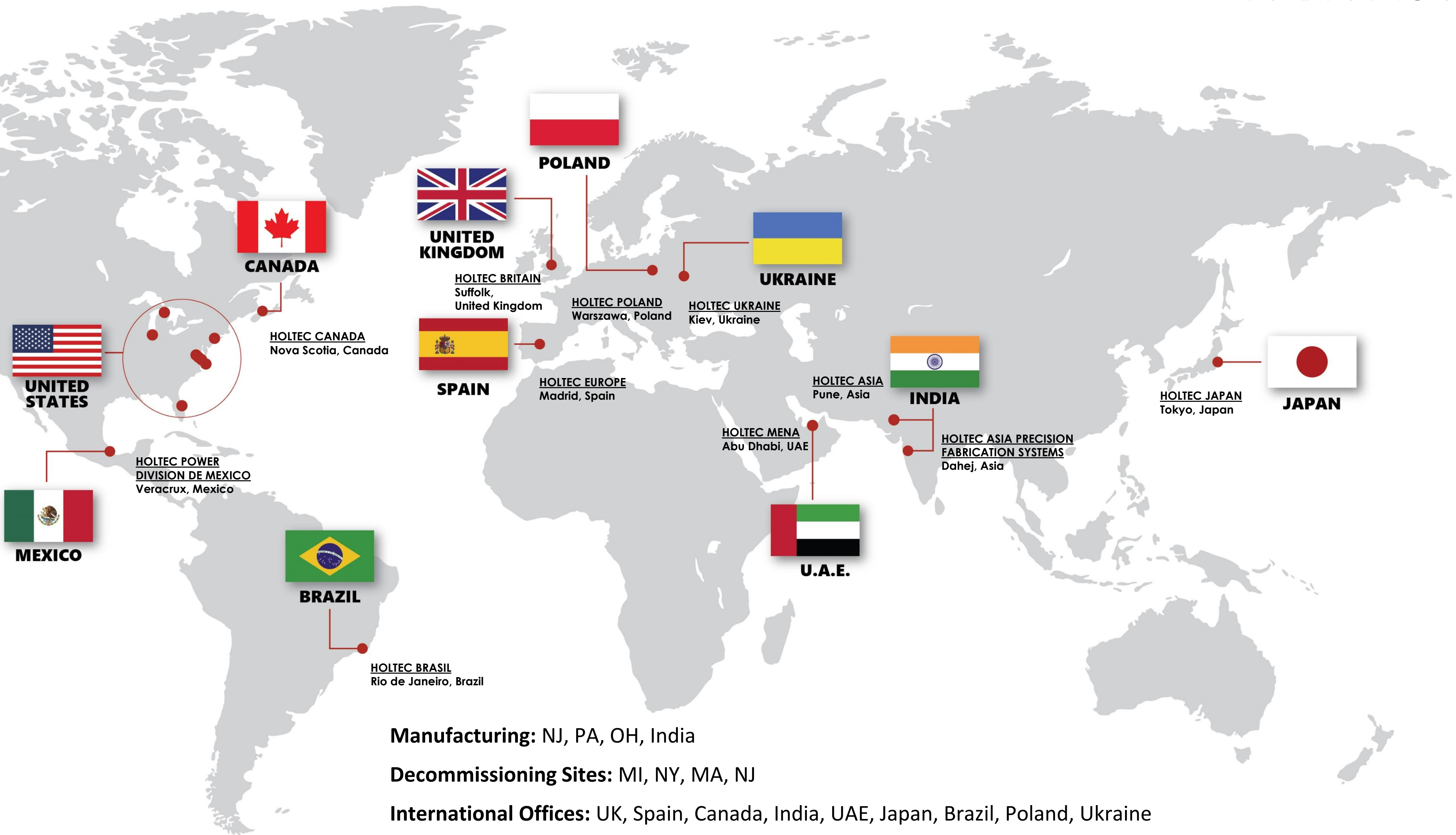


Holtec Worldwide Operation Centers



USA OPERATION CENTERS

- Holtec Corporate Headquarters
Jupiter, FL
- Krishna P Singh Technology Campus
Camden, NJ
- Advanced Manufacturing Division
Camden, NJ
- Holtec Manufacturing Division
Pittsburgh, PA
- Orrvilon Manufacturing Division
Orrville, OH
- Oyster Creek Generating Station
Forked River, NJ
- Pilgrim Nuclear Power Station
Plymouth, MA
- Indian Point Energy Center
Buchanan, NY
- Palisades Power Plant
Covert, MI
- Big Rock Point (ISFSI)
Charlevoix, MI



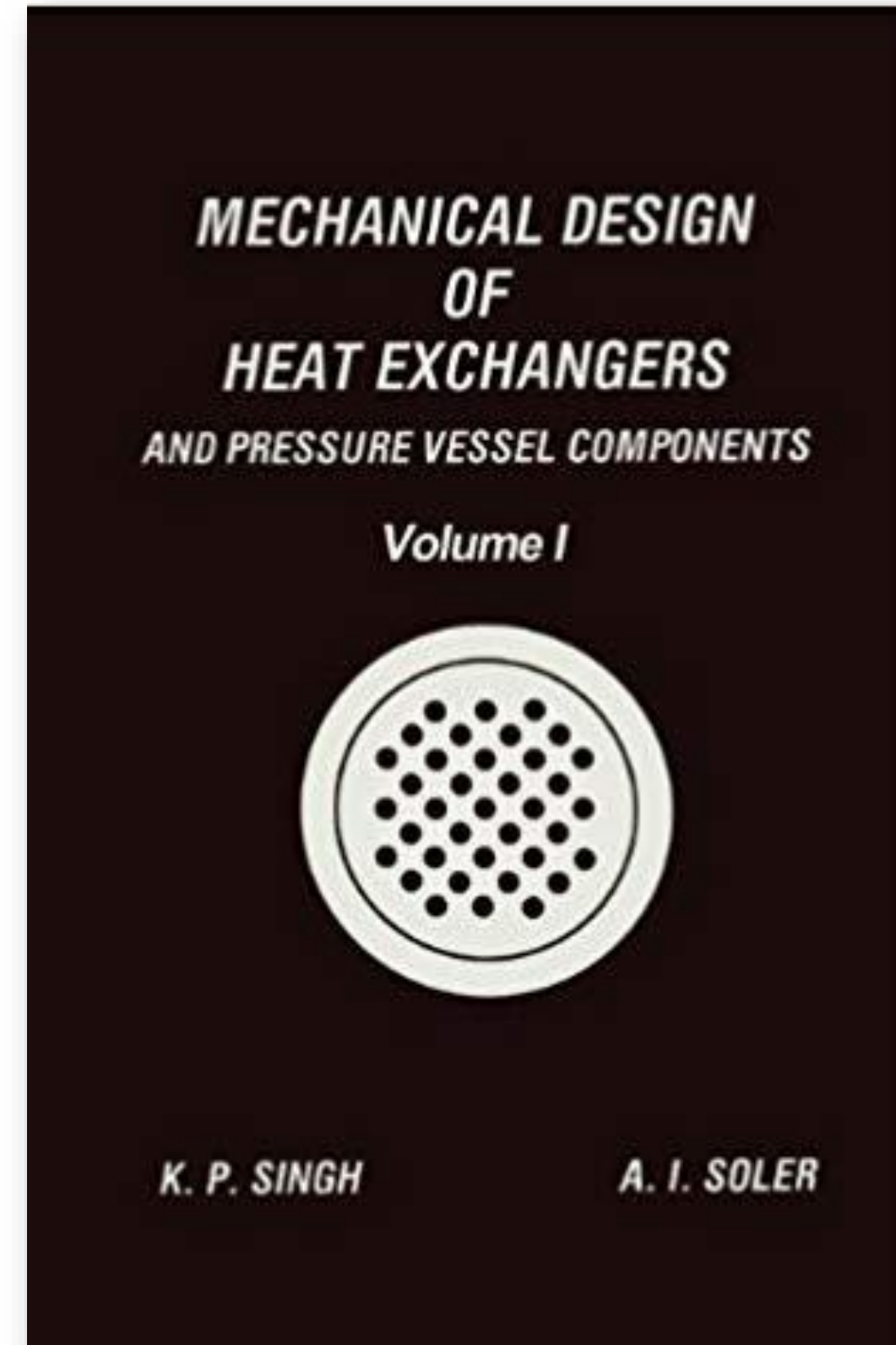
Manufacturing: NJ, PA, OH, India

Decommissioning Sites: MI, NY, MA, NJ

International Offices: UK, Spain, Canada, India, UAE, Japan, Brazil, Poland, Ukraine

Industry Leadership

- Over 230 patents granted to Holtec associates
- Holtec's senior staff has authored over 300 technical papers and books
- Holtec personnel have pioneered and contributed theory and analytical methods for the research and development of heat exchangers for over 50 years
- Highly educated technical team:
 - ✓ Ph.D.: >30
 - ✓ Masters: >115
 - ✓ Bachelors: >270
 - ✓ P.E.: >15



Member Associations include:



HOLTEC'S MANUFACTURING CAPABILITIES (U.S.)

■ Advanced Manufacturing Division (AMD)

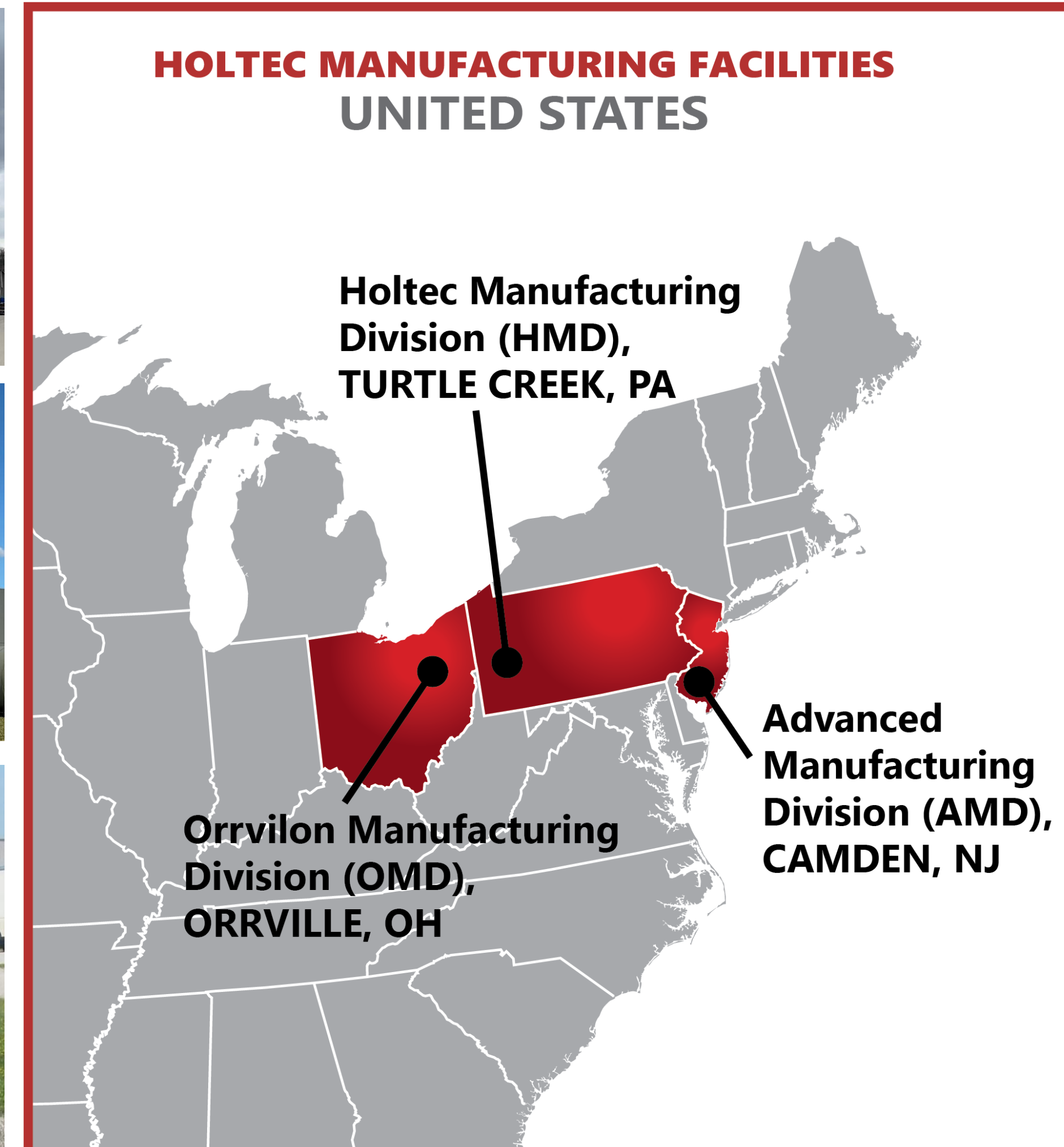
- ✓ 385,000 ft² (35,800 m²) fabrication facilities
- ✓ 12 Cranes: (9) 50-Ton, (3) 200-Ton
- ✓ Unique Large Machining Capability
- ✓ Sized to Manufacture SMR Components
- ✓ Ability to ship via Delaware River
- ✓ Commissioned September 2017

■ Holtec Manufacturing Division (HMD)

- ✓ 425,000 ft² (40,000 m²) facility
- ✓ Unique welding & Machining Capability
- ✓ Manufactures all Holtec's nuclear equipment

■ Orrvilon, Inc. (ORR)

- ✓ 280,000 ft² (26,000 m²) facility
- ✓ Fabrication and extrusion of aluminum products
- ✓ Production and extrusion of neutron absorber materials
- ✓ Material test lab for independent material testing



HOLTEC CORE BUSINESS AREAS

- Safe and Secure Used Fuel Storage and Transport Technologies
- Heat Transfer Equipment
- Decommissioning and restart of Retired Nuclear Plants
- SMR-300: Holtec's Small Modular Reactor
- Clean Energy Technologies
- Custom U.S. Manufacturing



HEAT TRANSFER DIVISION: CAPITAL EQUIPMENT TYPES SUPPLIED

■ Equipment is fabricated at:

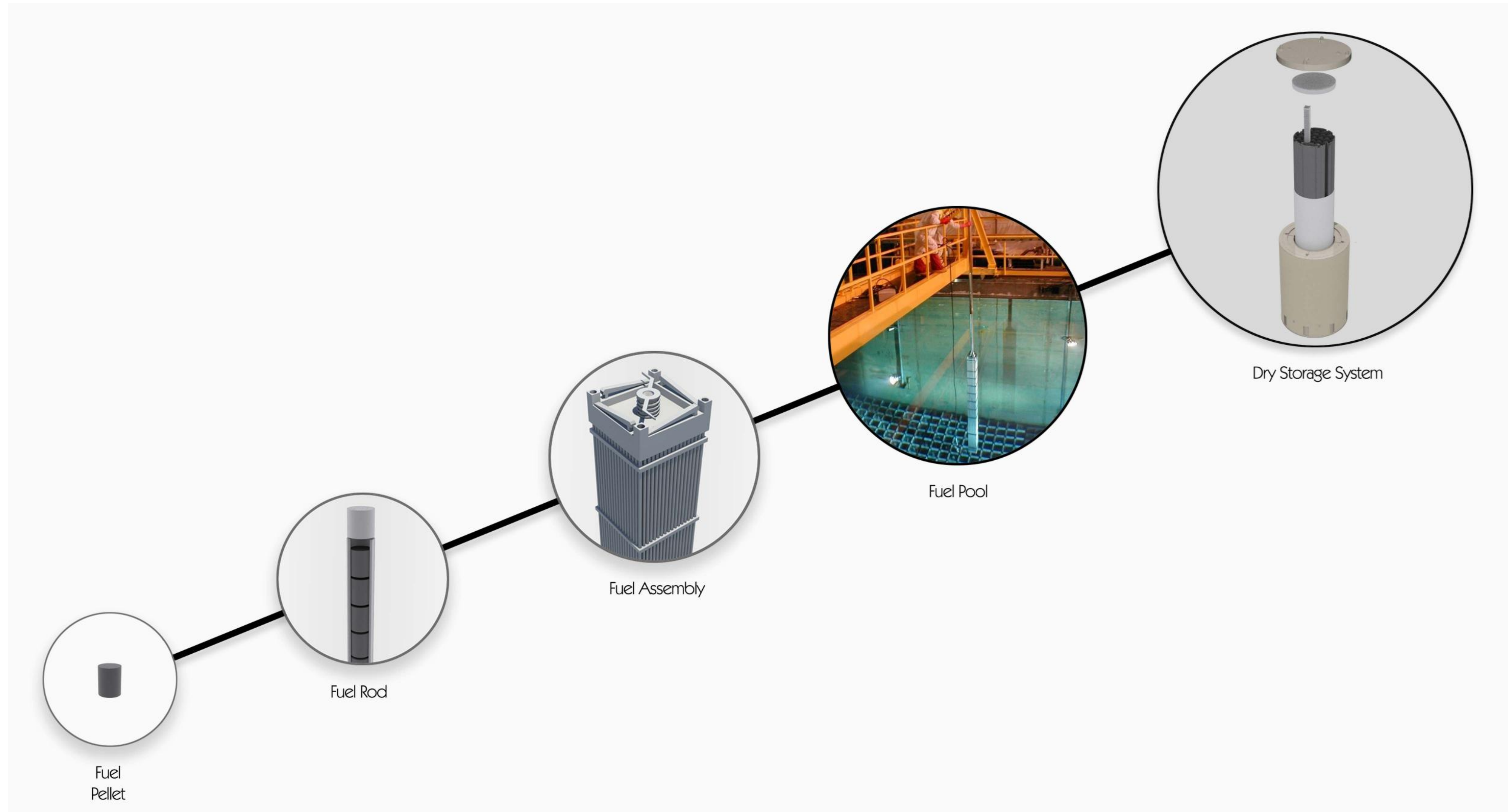
- ✓ Holtec Mfg. Division in Turtle Creek, PA
- ✓ Holtec Asia's Precision Mfg. in Dahej, India

■ Equipment supplied:

- ✓ Water Cooled Condensers
- ✓ Air Cooled Condensers
- ✓ Closed Feedwater Heaters
- ✓ Heat Exchangers
(Section III & Section VIII)
- ✓ Bypass Condensers
- ✓ Moisture Separator Reheaters
- ✓ Steam Generators
- ✓ Superheaters
- ✓ Preheaters
- ✓ Custom Fabrication



What is Spent Fuel and How is it Stored?

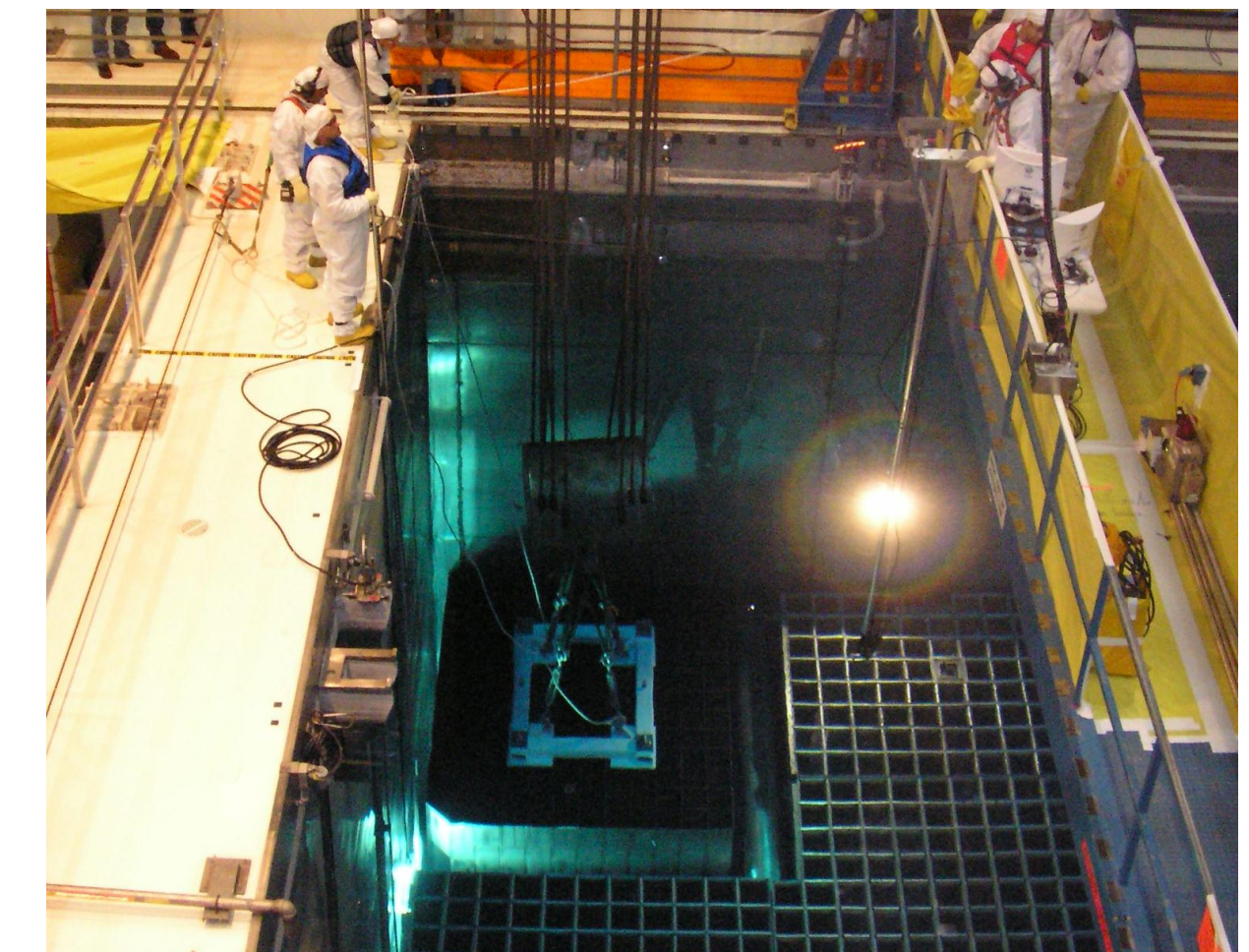


INDUSTRY LEADER IN SPENT NUCLEAR FUEL STORAGE & TRANSPORT PROGRAMS

- **Spent nuclear fuel dry storage & transport systems for all fuel types**
 - ✔ Over 70% of US Market and 40% of Amenable International Market
 - ✔ 145+ nuclear plants worldwide are under contract for use of Holtec's dry storage and transportation systems
 - ✔ 2,250+ Holtec systems have been successfully loaded
- Growing by over ~100 canisters per year
- **Design of 32 ISFSI pads and construction of 24 ISFSI pads globally**
- **High density spent nuclear fuel storage racks**
 - ✔ 120+ nuclear plants on four continents utilize Holtec's wet storage technology

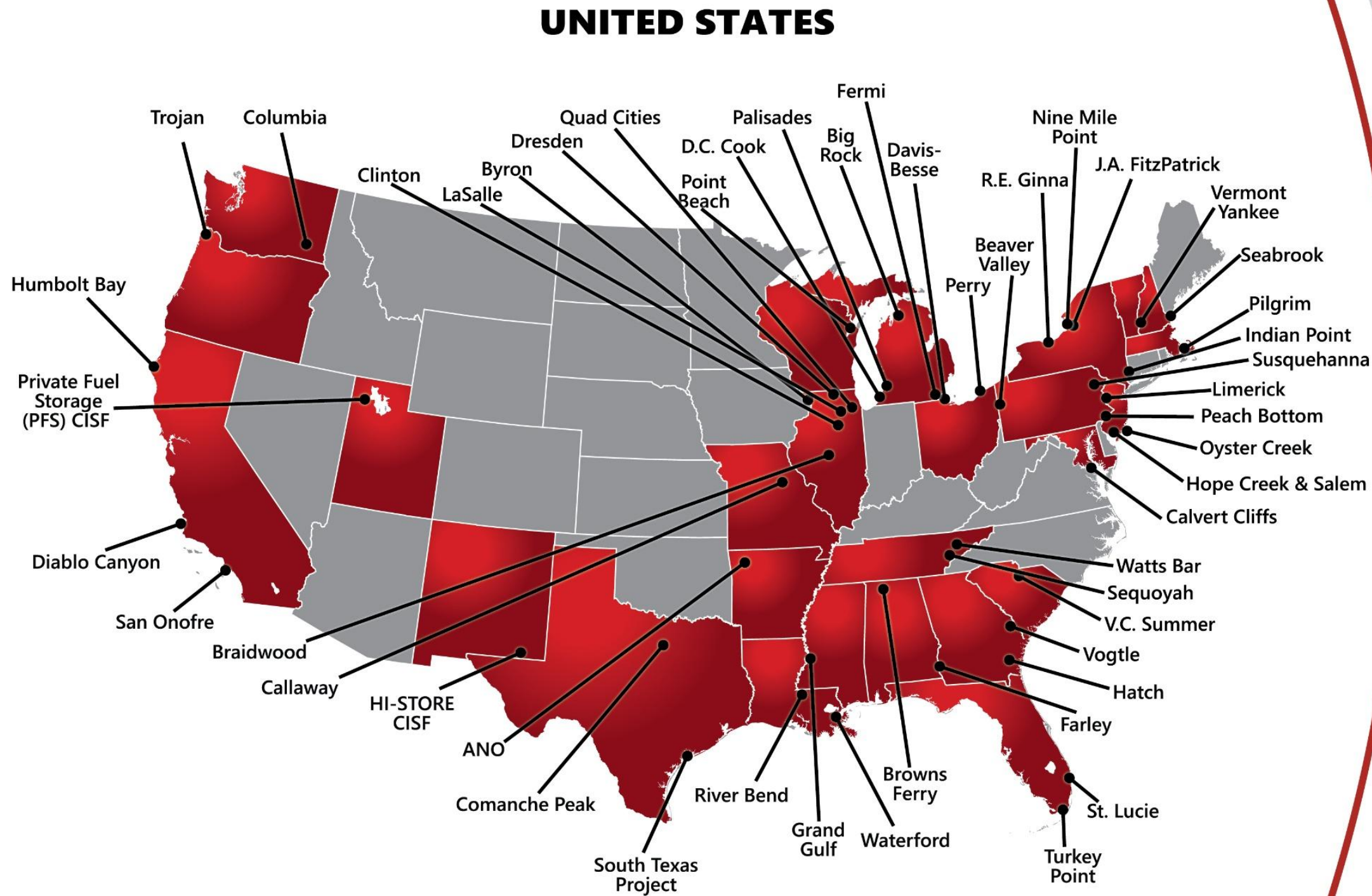


SPENT FUEL STORAGE SYSTEMS

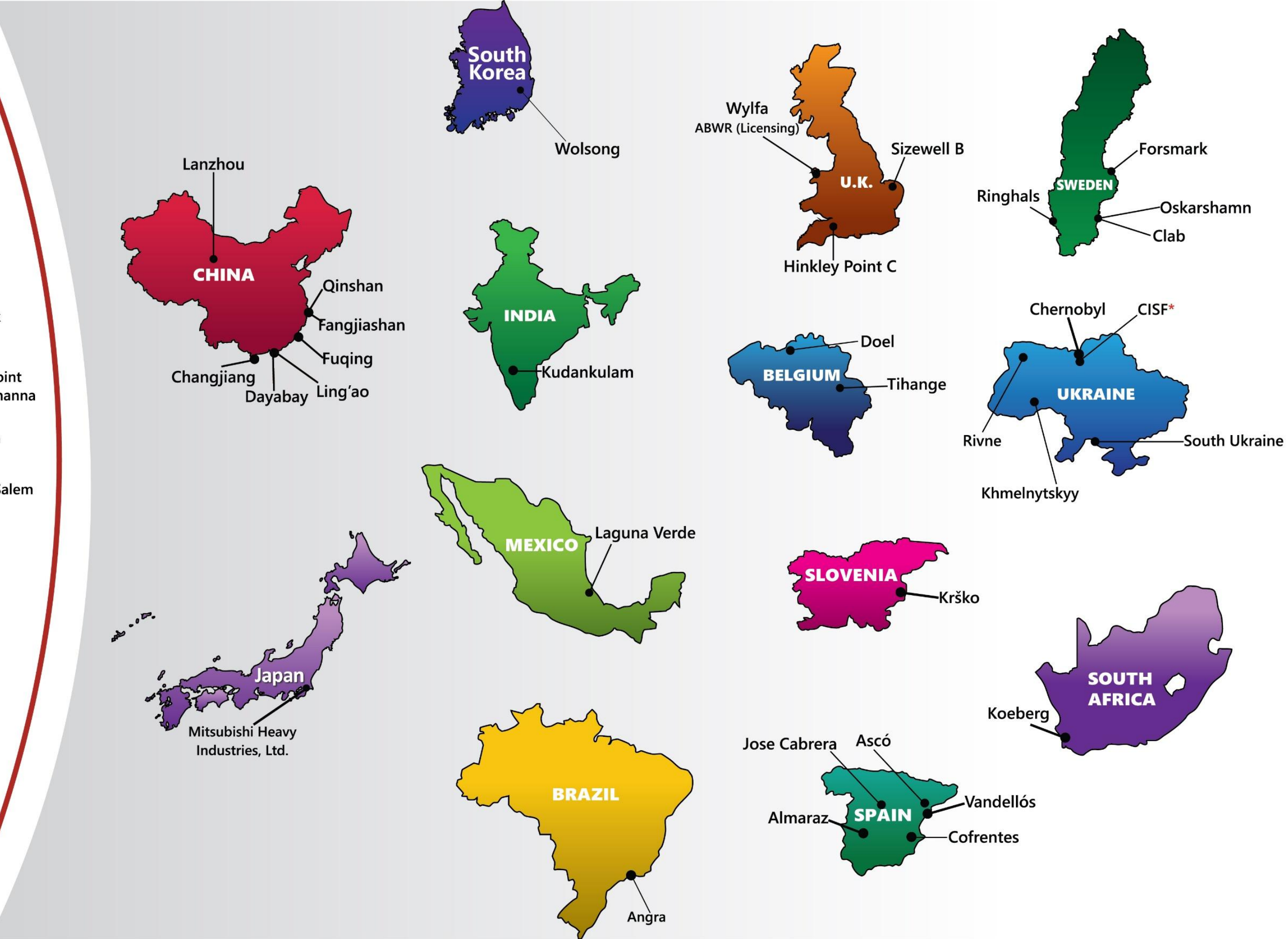


HIGH DENSITY WET STORAGE RACKS

HOLTEC'S WORLDWIDE DRY STORAGE AND TRANSPORT EXPERIENCE



**2,250+ Systems
Loaded**

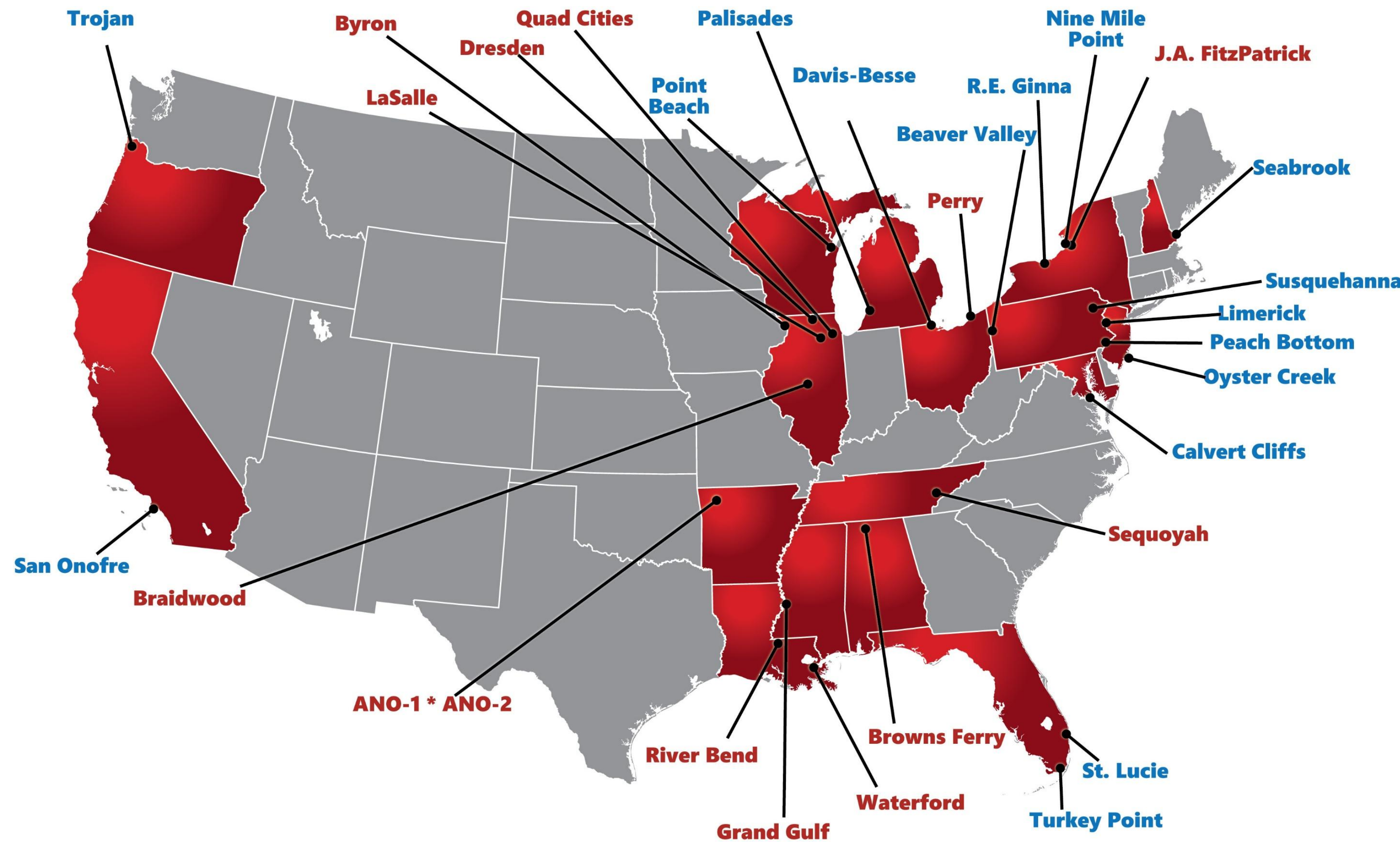


149 Nuclear Plants Worldwide Rely on Holtec's Technology for Spent Fuel Storage & Transport; 81 Domestic, 68 International

HOLTEC DRY STORAGE SYSTEM TRANSITION MAP



UNITED STATES



UKRAINE

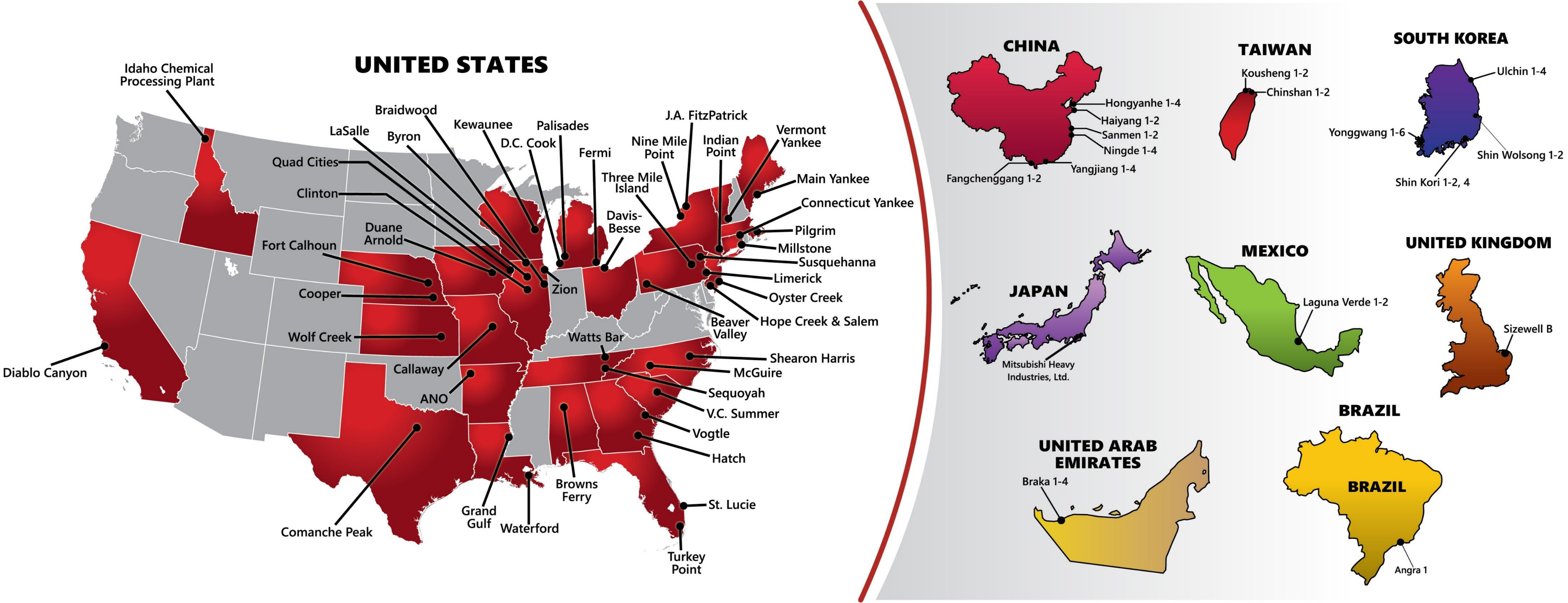


- Holtec to Holtec System Transitions
HI-STORM 100 TO HI-STORM FW
- Competitor to Holtec System Transitions

51 Transitions Worldwide

29 Transitioned from a Competitor's System

HOLTEC'S WORLDWIDE WET STORAGE AND TRANSPORT EXPERIENCE



HOLTEC IS THE LARGEST COMMERCIAL NUCLEAR PLANT DECOMMISSIONING COMPANY IN THE UNITED STATES



- Holtec has acquired the plant, land, spent nuclear fuel, personnel, and site intellectual property and is the **USNRC 10CFR50 Licensee**
- Establish, implement & advance industry decommissioning technology
- Improve safety, efficiency, and cost
- By accelerating decommissioning, the land can be returned to productive use
- *Experience in Decommissioning Cost Estimates*
- *Provide Security Services*



REIGNITING THE NUCLEAR INDUSTRY: Palisades Restart and SMR-300



PALISADES NUCLEAR PLANT: REIGNITING THE NUCLEAR INDUSTRY

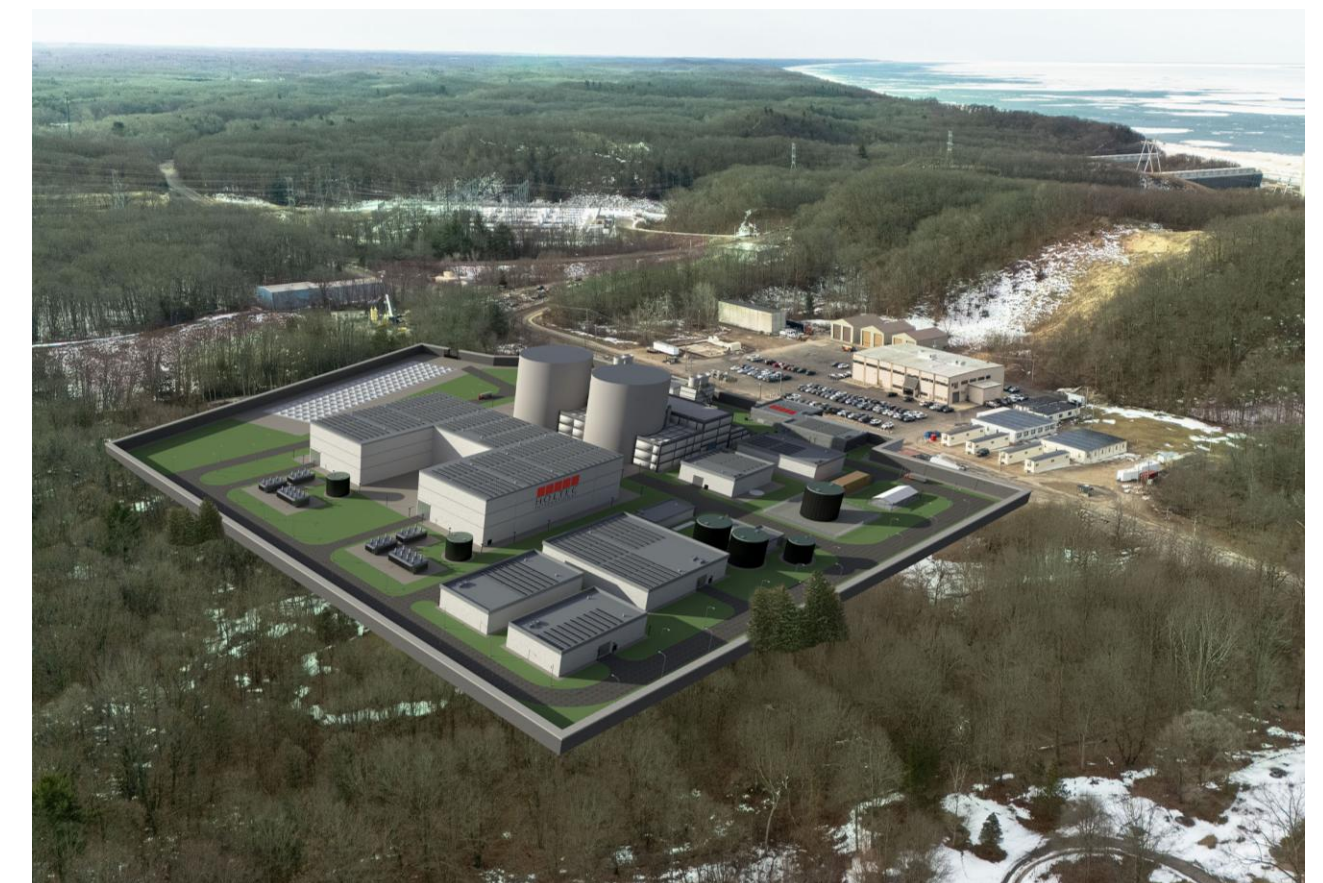
- Holtec acquired Palisades in June 2022 for decommissioning, but with the support from the state and federal government, Holtec has decided to restart and operate the plant.
 - ✓ Holtec is executing the first-ever restart of a shuttered U.S. nuclear plant — Palisades — marking a historic milestone for the industry.
 - ✓ The Palisades success is a catalyst for other utilities seeking to repower retired plants using Holtec's commissioning model.
- Holtec plans to co-locate two SMR-300 units at Palisades by 2030, which demonstrates Holtec's unique ability to bridge legacy and next-gen nuclear.

Palisades historic restart will re-invigorate 800MWe of clean energy back into the U.S. Electrical Grid



Palisades Nuclear Power Plant

270-acre facility located on the southern coast of Lake Michigan, acquired by Holtec in 2022 from Entergy



Holtec's Mission 2030

Two SMR-300s to be built by 2030/2031

Palisades Repower Benefits

■ Energy

- ✓ Strengthens domestic energy security, grid reliability
- ✓ 800 MW of **safe, reliable electricity** – enough to power more than **800K homes**
- ✓ **Reliability factor of +90%** – 24/7 baseload generation

■ Jobs and Economy

- ✓ **600 full-time, high-paying jobs**, plus **+1,000 supplemental jobs** during the plant restart and regular refueling and maintenance outages
- ✓ University of Michigan EGI found annual impact of **+\$250 million**
- ✓ Taxes support vital public infrastructure, local schools, and public services

■ Safety and Environment

- ✓ Ranked in U.S. NRC's **highest safety category** and recognized by INPO as **top performing plant**
- ✓ Adheres to **all federal and state environmental and safety requirements**
- ✓ Carbon-free, offsetting 4.47 million tons of CO₂ per year – **more than 900K cars on the road**

Palisades Restart Status – Financial

- \$1.52B U.S. DOE Loan Commitment
 - ✓ Loan closed – 07/2024 **complete**
 - ✓ Four advances approved to date
- \$300M State of Michigan Grant
 - ✓ Paid in two \$150M tranches – 07/2023, 07/2024 **complete**
- Long-Term Power Purchase Agreement
 - ✓ Hoosier Energy and Wolverine Power – 09/2023 **complete**
 - ✓ Ensures financial viability, sustained investment in long-term safety and reliability
 - ✓ Multi-decade PPA includes two Holtec SMR-300s
- Overall project is on track for restart ahead of March 2027 commitment to offtaker

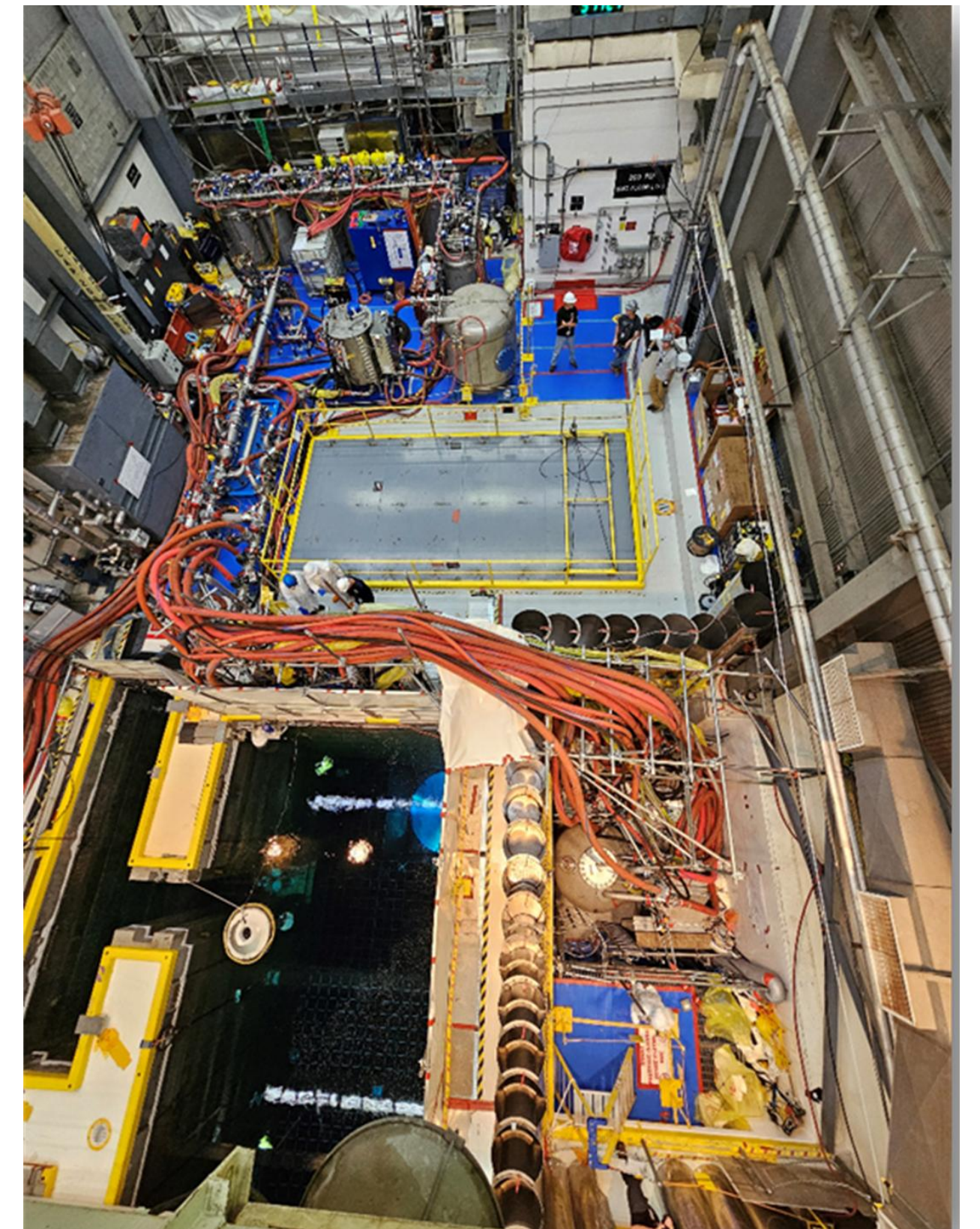


Palisades Restart Status – Restaffing and Training

- Restart Organization
 - ✓ Hiring across all departments and key disciplines
 - ✓ +590 full-time associates
- 15 skilled trades signed onto project
- Operations Training Program final accreditation granted – 03/2025 **complete**
- Maintenance & Technical Training Program final accreditation granted – 05/2025 **complete**
- Requalification of 26 former Palisades Licensed Operators completed – 07/2024 **complete**
- Initial Licensed Operator class – 06/2025 **complete**
 - ✓ Pipeline initial Licensed Operator class commenced 08/2024, with Q2 2026 completion
- Two-week Pre-Startup Review (PSUR) visit – 05/2025 **complete**
 - ✓ Supported by +20 US and international industry veterans
- Returned to operational regulations in August 2025, new fuel arrived in October 2025



Palisades Restart Status – Major Project Activity



Palisades Restart Status – Major Project Activity

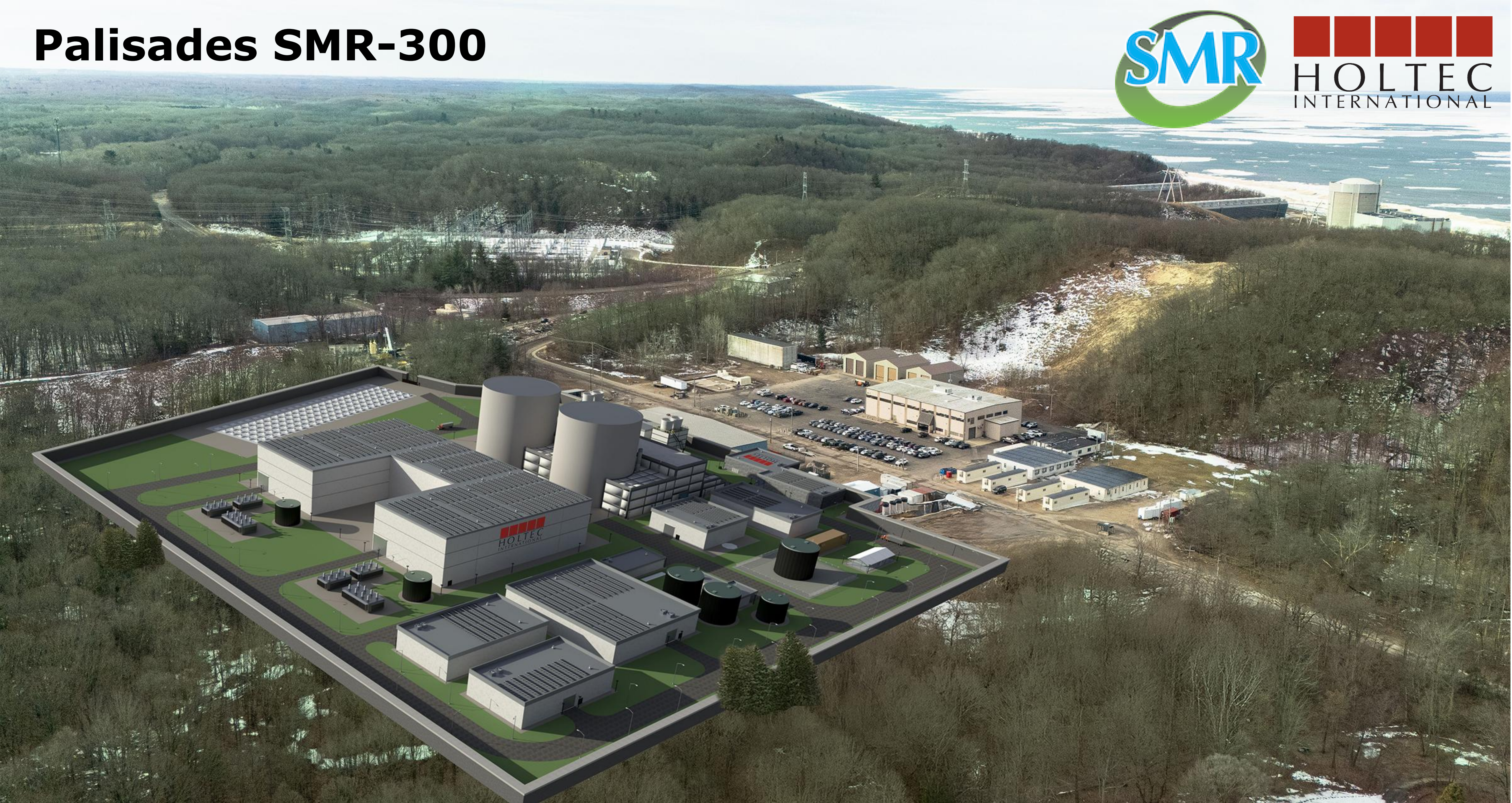


Palisades Restart Status – Regulatory

- All major licensing actions completed with NRC
 - ✓ Exemption Request 10 CFR 50.82 (remove two restrictions) – **11/2023 NRC Acceptance Review**
 - ✓ LAR License Transfer Application – **01/2024 NRC Acceptance Review**
 - ✓ LAR Tech Specs and Bases – **01/2024 NRC Acceptance Review**
 - ✓ LAR Tech Specs Administrative Controls – **03/2024 NRC Acceptance Review**
 - ✓ LAR Emergency Plan and EALs – **05/2024 NRC Acceptance Review**
 - ✓ Request to Update Quality Assurance Plan – **05/2024 Submittal**
 - ✓ Request to Update MSLB Analysis Methodology – **06/24 NRC Acceptance Review**

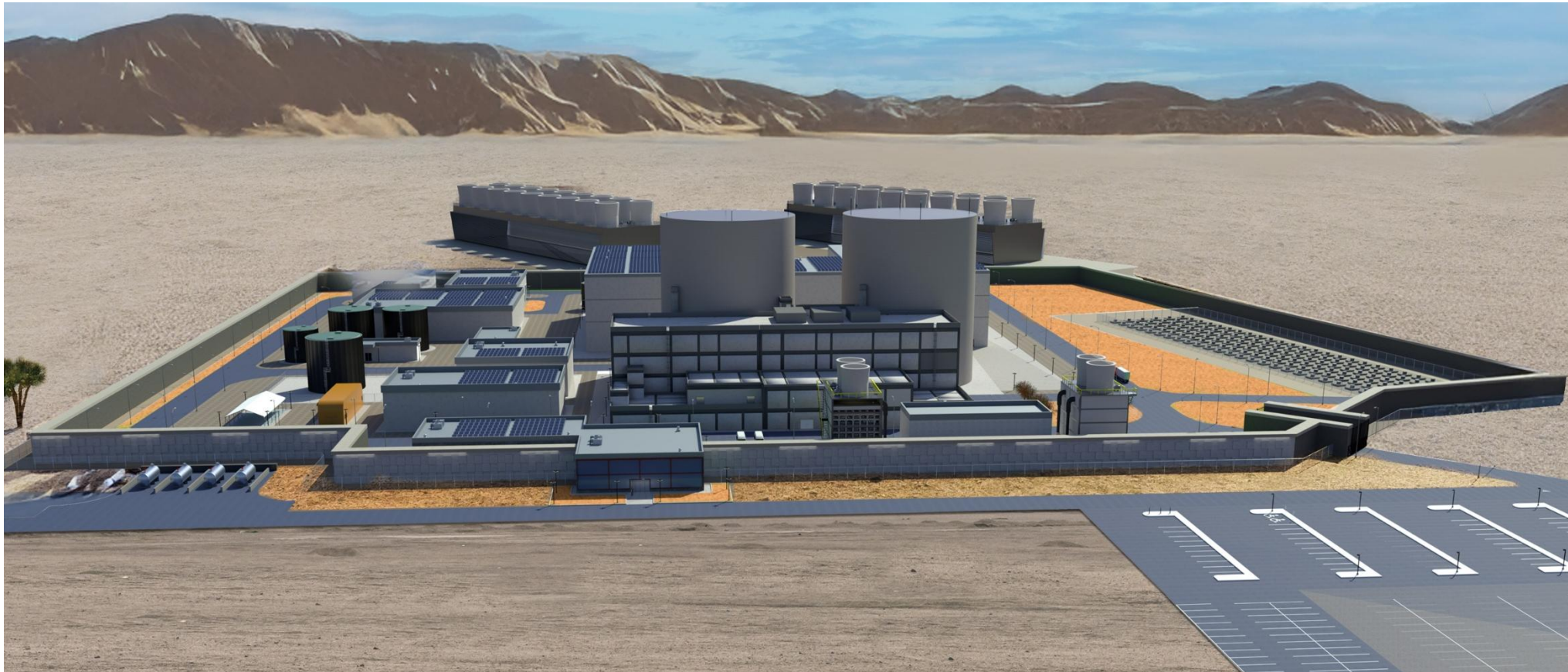


Palisades SMR-300



The Technology: Holtec’s SMR-300 at a Glance

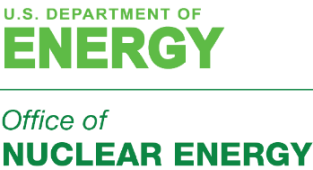
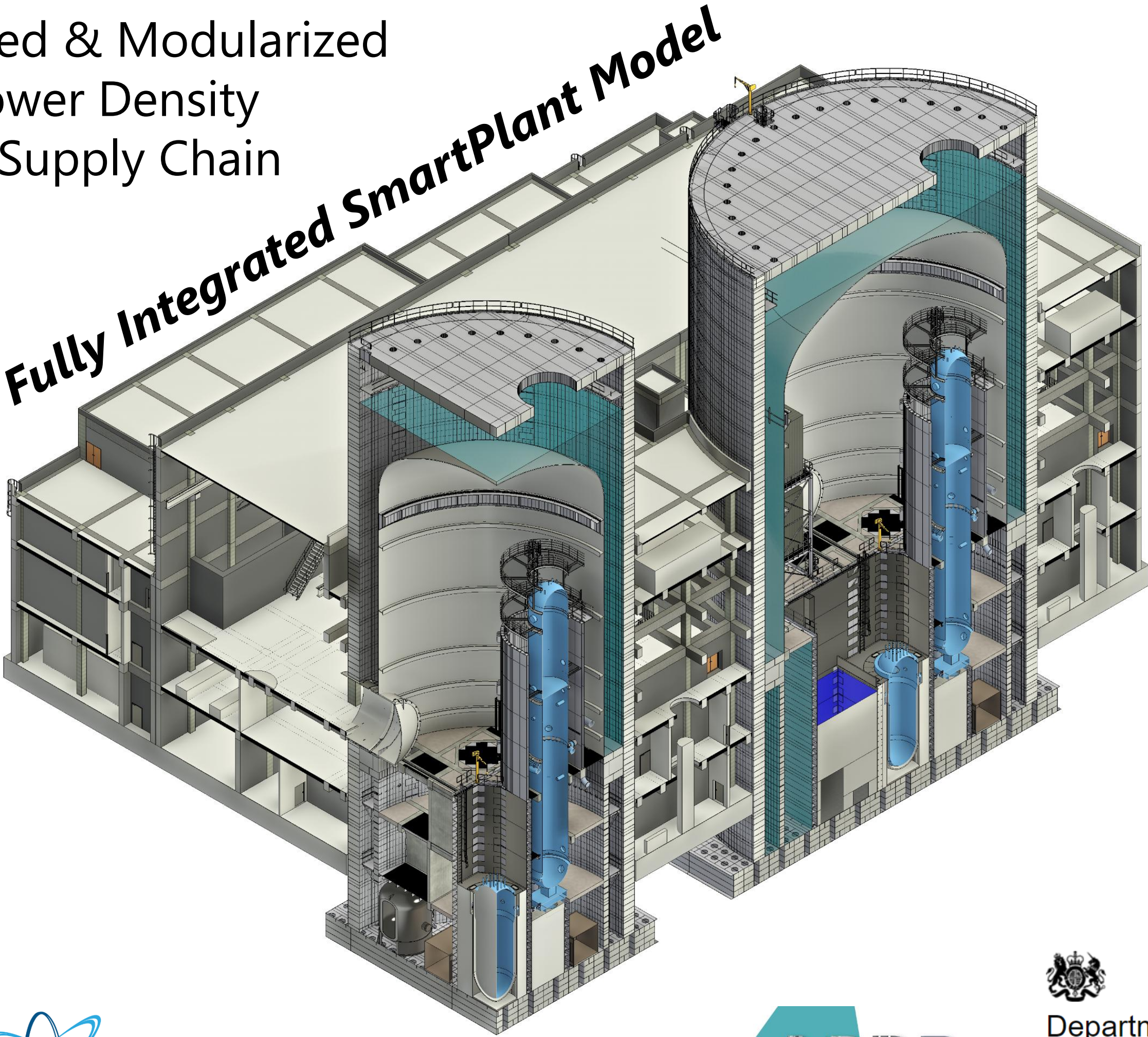
Plant Type	PWR (Proven & Licensable)
Thermal Power	1000 MWth (nominal)
Electrical Power	340 MWe (net)
Design Life	80 years
Coolant	Water
Primary Circulation, Normal	Pump Driven
Primary Circulation, Accident	Gravity
Fuel Type	PWR 17x17 (standard)
Fuel Cycle	18 months
Thermal Efficiency	37%
Dual-Unit Footprint (protected area)	20 acres (38 MWe gross/acre)
Cooling	Wet & Dry Cooling Options



SMR-300 Dual-Unit Configuration

A Reinvention of PWR Technology

- Fukushima-Proof
- Simplified & Modularized
- High Power Density
- Proven Supply Chain



Clean. Reliable. Nuclear.



Department for
Energy Security
& Net Zero

Holtec SMR-300

- Holtec is leading the industry in development and deployment of its SMR-300, which has been in development since 2011
- Holtec's twin SMR-300 reactors are designed to produce a minimum of 300 MW per unit
 - ✓ Redundant passive safety systems allow for operation under most adverse conditions
 - ✓ Deployable in virtually any terrain, including water-challenged regions of the world
 - ✓ Readily adaptable for diverting cycle steam for other purposes including hydrogen production and industrial thermal needs
- 2023 plant uprate makes SMR-300 more conducive to timely licensing by NRC and overseas regulators
- Expanded alliance agreement with Hyundai Engineering & Construction to build North American fleet



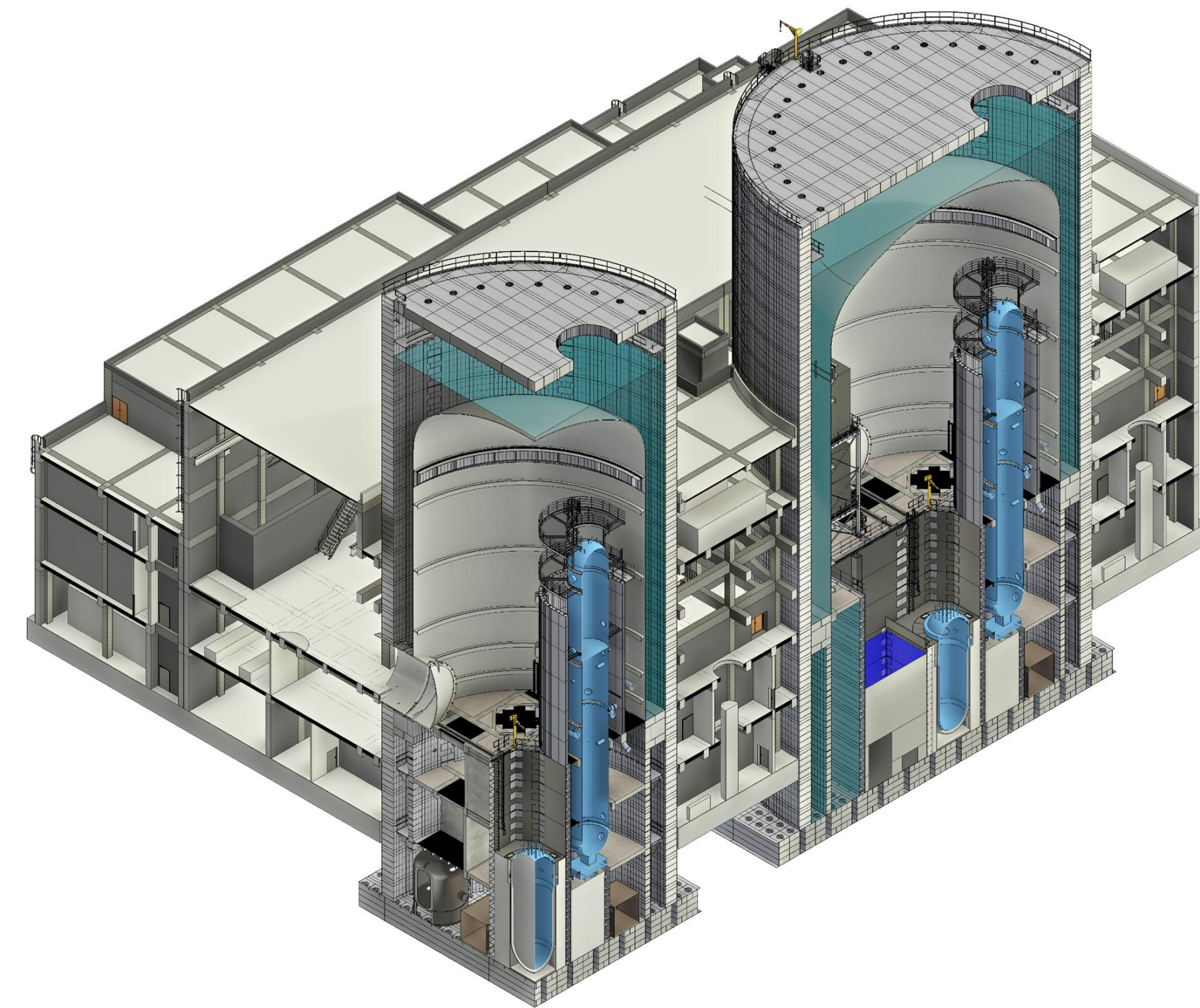
Palisades SMR-300 Site Prep Work

■ Complete

- Site Master Planning
- All Environmental Work
- Pre- and LWA Construction Sequencing
- MISO Application Submitted
- Work Package Prep and Planning
- Local, State, and Federal Permit Planning
- Purchased 55 Acres South of Palisades

■ Pre-Construction Work

- SMR Funding - \$400 Million Grant from DOE Awarded
 - Tree Clearing and Grading – Completed (155 Acres)
 - Construction Permits (50+ from now thru Commissioning)
 - Intake & Outfall Design, Prep, and Construction (including HDD, Lake Excavation, etc.)

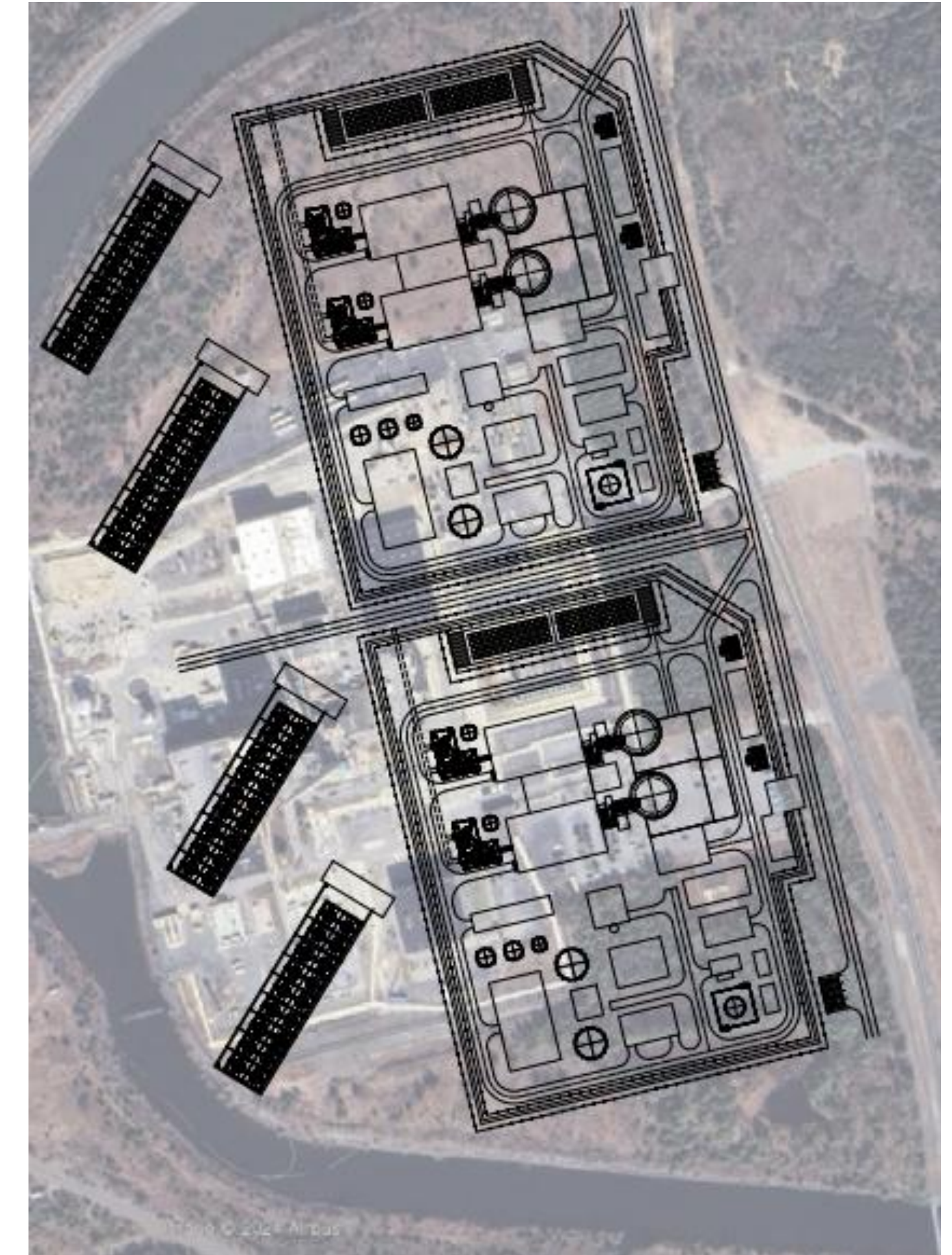


Smart Plant Model of SMR-300

Potential Project: Oyster Creek New Jersey



- **Capacity:** 1280 MWe / 10,000 GWH Annual
- **Commercial Operation(Potential):** Units 1-2 (2035) / Units 3-4 (2036)
- **Technology:** 4x SMR-300 Units
- **Work Force:** 4,000 Blue-collar Construction Jobs sustained over 6 years
- **Direct Job Creation:** 540 Permanent Jobs
- **Supply Chain:** 1,000's of long-term jobs created by local supply chain development.
- **Benefits to the State**
 - Major Infrastructure project that will benefit the State for next 100 years.
 - Job creation (near-term and long-term) through the project.
 - Increase in tax revenue base from SMR-300 project, advanced manufacturing, and industrial tourism to benchmark the NJ Project, which will be the first SMR-300 project on the East Coast.
 - Stability of electricity production in the region to support economic growth.
 - Potential AI data center construction paired with SMR-300 for part of load.
 - Holtec is already seeking Federal support to launch the project.



**Oyster Creek Nuclear
Generating Station**

Thank You



**Krishna P. Singh Technology Campus
1 Holtec Boulevard, Camden, NJ 08104**

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