ELT Overview & Recent Projects
ELT Group of Companies

Est. 1990
Brownfield Acquisition & Development Firm
Targeting Former Industrial Sites
Portfolio Exceeds 65 million sq/ft under roof
cdcc.com

Est. 2004
Nation's Leading Environmental Liability Assumption Firm
$1.5 Billion of Environmental Liabilities Acquired (90% have achieved final milestones)
eltransfer.com

Est. 2008
Environmental Consulting Firm
Over 250 Active Environmental Remediation Projects
enviroanalyticsgroup.com

Est. 2017
Captive Demolition Company
Large and modern fleet of demolition equipment
safety first culture
industrial-demolition.com

Est. 2018
Industrial Liquidation Company
Over 1,500 industrial liquidation projects by executive management team
industrial-recovery.com
ELT Footprint

- Brownfield Acquisition & Development
- Over $1.5 Billion in Environmental Liabilities Assumed
- Over 300 Brownfield Cleanup & Development Projects to Date
- 7 Power Plants Purchased Since 2014 (3600 MW of Retired Capacity)
Contrasting Approaches to Plant Closure

**Traditional Approach**
- Solicit Multiple Bids from Contractors, Consultants, Real Estate Brokers, Conduct Site Tours
- Negotiate Contracts
- Manage the Demolition & Remedial Work
- Hire Additional Staff (Health & Safety, Accountants, Legal, etc.)
- Comply with Permits, Regulatory Authorities, Manage Consent Orders
- Maintain Carry Costs (Insurance, Taxes, Utilities, etc)
- RETAIN Environmental Liabilities

**Environmental Liability Transfer**
- Immediate Fair Market Value for Associated Assets
  - Real Estate
  - Machinery & Equipment
  - Metals / Scrap
- Transfer of all Decommissioning Obligations, including
  - Environmental Liabilities
  - Demolition Work
  - Regulatory Compliance, Including Assumption of Reopeners and Clawbacks
  - Carry Costs
- Comprehensive Corporate Indemnification
- Repositioning and Marketing Asset for New Development

www.ELTRANSFER.com
**DEFINE:** Environmental Liability Transference is a mechanism in which PRPs and RPs contractually transfer away all environmental liabilities associated with a site.

The assumption environmental liabilities will exhaustively include all remedial issues that are known, unknown, above grade, at grade, below grade, onsite, offsite (but originating onsite and naturally migrating offsite) whether the issues occurred or were caused to occur in the past, present or future.

**ELT Pricing Formula:**

\[
ELTC = (FMV) - (IC + EL + I + CC + R + K)
\]

- **ELTC**: Environmental Liability Transfer Costs
- **FMV**: Fair Market Value
- **IC**: Investigative Costs
- **EL**: Environmental Liabilities
- **I**: Insurance
- **CC**: Carry Costs
- **R**: Repositioning Costs
- **K**: Return on Projected Risk

What is Environmental Liability Transference?
TRACK RECORD: ELT has assumed over $1.5 billion USD in corporate environmental liabilities, managed the environmental cleanup of over 300 brownfield properties (90% have reached final milestones), and has never defaulted on an obligation or given a site back to the Seller/Transfer.
Benefits of the Post-Closure ELT Strategy

- Corporate Indemnification
- Guaranteed Cost Certainty
- Elimination of Compliance Issues
- Hedge Against Regulatory Reopeners
- Human Capital Relief
- Carry Costs (Security, Taxes, Utilities)
- Fully-Funded Remediation
- Insurance Protection
- Financial & Economic Considerations
- Corporate Sustainability
- Incentivized Cleanup & Development
Selected ELT Transaction Partners
ELT Power Plant Projects
Fox Lake Power Plant

Capacity: 105 MW
Acres: 44
Retired: 2017
ELT Transfer: 2019
Meredosia Power Plant

Capacity: 354 MW
Acres: 81
Retired: 2011
ELT Transfer: 2019
Mighty Marysville Power Plant

- Capacity: 511 MW
- Acres: 65
- Retired: 2011
- ELT Transfer: 2014
Mixed-Use Development: Hotel, Marina, Retail

The legacy and brand of the Seller remains in the community long after operations cease. Redevelopment sparks economic growth, attracts new business, and mitigates damage to a utility’s brand equity.

STATUS: Under Contract
Tanners Creek Power Station

- Capacity: 1000 MW
- Acres: 725
- Retired: 2015
- ELT Transfer: 2016
Today Tanners Creek is under contract with the Ports of Indiana for the potential development of a major port along the Ohio River.
Picway Power Plant

- Capacity: 100 MW
- Acres: 468
- Retired: 2015
- ELT Transfer: 2016
Picway Power Plant (During Demolition)
Chamois Power Plant

Capacity: 66 MW
Acres: 25
Retired: 2013
ELT Transfer: 2017
Brayton Point Power Station

- Capacity: 1600 MW
- Acres: 307
- Retired: 2017
- ELT Transfer: 2018
Brayton Point Power Station

PROJECT OVERVIEW
Once the largest coal-fired power plant in New England, we are now repositioning Brayton Point for offshore wind logistics, port operations, and manufacturing.

• Real Estate Purchase
• Environmental Liability Assumption
• Environmental Remediation
• Demolition
• Extensive Redevelopment Planning
• Extensive Community Outreach
Brayton Point will now be utilized as a logistics, manufacturing, and support center for offshore wind and other industries, using many of the same attributes that made the site successful in the past:

- Direct connection to regional grid
- Proximity to offshore wind tracts in the Atlantic Ocean
- A deep water port on site
- Access to major highway transportation
- Public support for energy diversification
- 300 acres of development ready waterfront property

Repositioned as the FIRST offshore wind energy port in the United States.
Thank You

For more information on anything in this presentation, or to schedule a confidential call regarding your corporate environmental liabilities, please contact us.

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