

The logo for the Nuclear Decommissioning Authority (NDA) features the letters 'NDA' in a stylized, green, sans-serif font. The 'N' and 'D' are connected, and the 'A' has a unique shape with a horizontal bar at the bottom.

Nuclear
Decommissioning
Authority



Sellafield Ltd



Sellafield Ltd is owned by Nuclear Management Partners and operates on behalf of the Nuclear Decommissioning Authority



Dr. Todd Wright
Managing Director
Sellafield Ltd

28th February 2011

Who We Are...

Nuclear Management Partners is the *only company in the world* with experience and expertise in each of Sellafield's core functions:

Reprocessing

Spent Fuel Management

Decommissioning

Waste Management



URS

- Largest and safest DOE-EM contractor
- Leader in high-level waste remediation
- Leading engineering, construction and technical services firm

amec

- Leading UK nuclear engineering and project management company
- More than 40 years involvement in West Cumbria and Sellafield
















AREVA

- World leading civil nuclear fuel cycle operations
- Involved in each phase of the nuclear fuel cycle

We are turning the Corner...

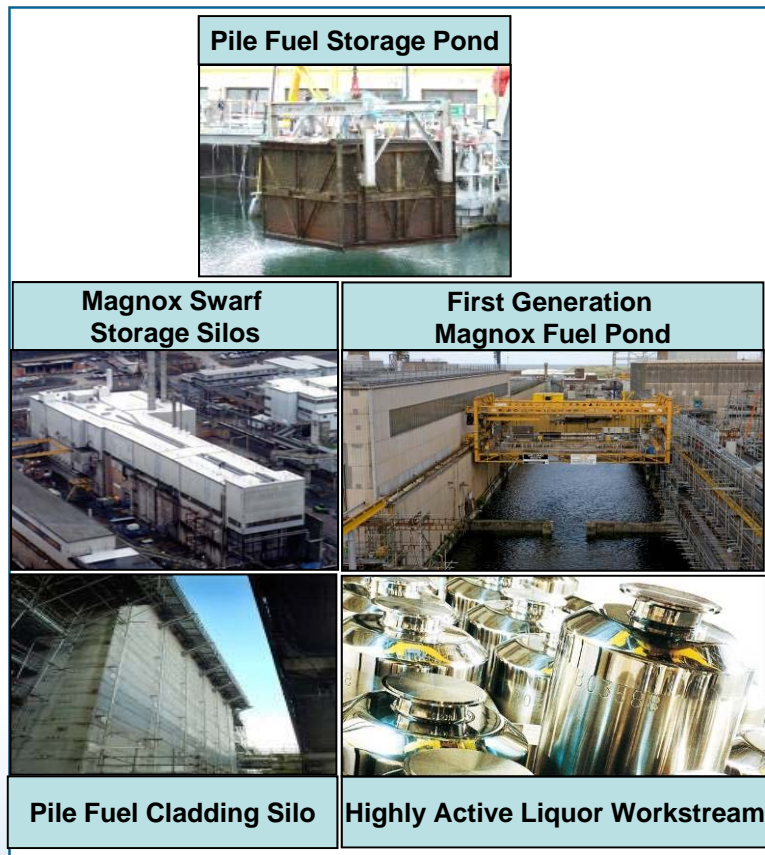
| | November 2008 | Today ...turning the corner |
|------------------|---|--|
| Project Delivery | <ul style="list-style-type: none"> •Projects behind schedule and/or over budget •Slow progress in high hazard reduction | <ul style="list-style-type: none"> •Key projects on schedule and within budget •High hazard projects beginning to hit milestones |
| Value for Money | <ul style="list-style-type: none"> •Low Productivity •Inconsistent emphasis on cost saving and efficiency | <ul style="list-style-type: none"> •\$365m cost savings for 2011/12 alone •Productivity Improvements realised in SMP, THORP |
| Asset Care | <ul style="list-style-type: none"> •Performance unreliable | <ul style="list-style-type: none"> •Implemented systemised steps to re-establish Plant Performance |
| Culture | <ul style="list-style-type: none"> •Process culture focussed on paperwork instead of performance | <ul style="list-style-type: none"> •Moving towards a Performance Culture |
| Safety | <ul style="list-style-type: none"> •Unacceptable LTA rate •Poor Environmental record | <ul style="list-style-type: none"> •Demonstrated we can deliver sustained LTA free periods •Improved Environmental Performance |

We are focussing on Achieving Key Milestones...

| 2008 | 2009 | | | 2010 | | | |
|---|--|---|---|--|--|---|--|
|  <p>NMP assumes contract</p> |  <p>Final Capenhurst demolition completed</p> |  <p>5,000th container of HLW vitrified</p> |  <p>Highly active waste shipped to Japan</p> |  <p>Highly active waste shipped to Netherlands</p> |  <p>Skips removed from Pile Fuel Storage Pond</p> |  <p>Liquid waste transferred from aging silo</p> |  <p>PCM retrieved ahead of schedule</p> |
| |  <p>Historic radwaste cleaned up</p> |  <p>6,000th tonne of fuel sheared at Thorp</p> |  <p>Completion of MOX fuel assemblies</p> |  <p>Calder Hall asbestos removed</p> |  <p>SPRS finished ahead of schedule</p> |  <p>Purge unit installed in historic pond</p> |  <p>Pond purge begins operation</p> |

We have made the high hazard programmes our top priority

The Highly Active Liquor and four Legacy Pond & Silo Programmes represent . . .



More than 90% of the nuclear hazard potential on the Sellafield Site

22% of all site programs

35% of the total site costs during next 4 years

77% of the major project costs during next 4 years

....which is why we are accelerating

...and we are making Progress...



Pile Fuel Storage Pond

- Removed 16 skips from the pond
- Construction of Buffer Sludge Store complete



Pile Fuel Cladding Silo

- Preparatory work and foundations complete for construction of Retrieval Facility
- Passive Off-Gas System installed and operational



Magnox Swarf Storage Silo

- Removal of around 30,000 Ci of liquor activity from the facility
- Universal Mixing Vessel Rig installed and operational



First Generation Magnox Storage Pond

- Isolation and removal of Redundant Effluent and Sludge Pipes
- First ILW waste removed from the Sludge Settling Tanks

186m³ of activity bearing liquor removed – risk reduction

We are vitrifying and returning high level waste...

- Minimising Highly Active Liquor stocks by Vitrification
- First return of High Active solid waste from the UK to overseas customers



Highly Active Waste Flask for overseas return

We are striving to deliver Construction Projects on time and to schedule...both of these projects were in distress in November 2008...



Sellafeld Product Residues Store

- World-class storage facility for fissile nuclear material
- Construction completed ahead of schedule and under budget
- Improving security and reducing proliferation risks
- Active commissioning phase underway



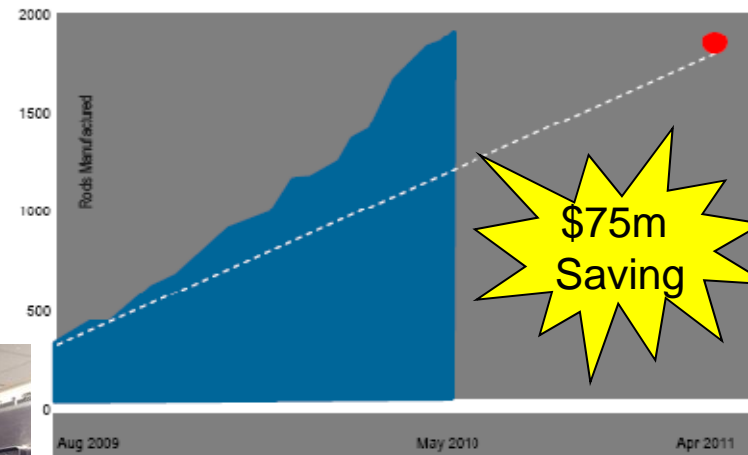
Evaporator D

- Highly Active Liquor Evaporator
- Will support reprocessing, cleanup, and hazard-reduction missions
- Largest nuclear construction project in the UK
- On schedule to deliver project



We have dramatically improved Sellafield Mixed Oxide Fuel Manufacturing Performance...

- Significant performance improvements since November 2008
 - Highest throughput
 - Most ever pellets per shift, per month, per year
 - Most ever rods per shift, per month, per year
 - Most ever Fuel Assemblies per year
- Delivered 16 mixed oxide fuel assemblies ahead of schedule
- Significant investment by Japanese Utilities to build a New Rod Line



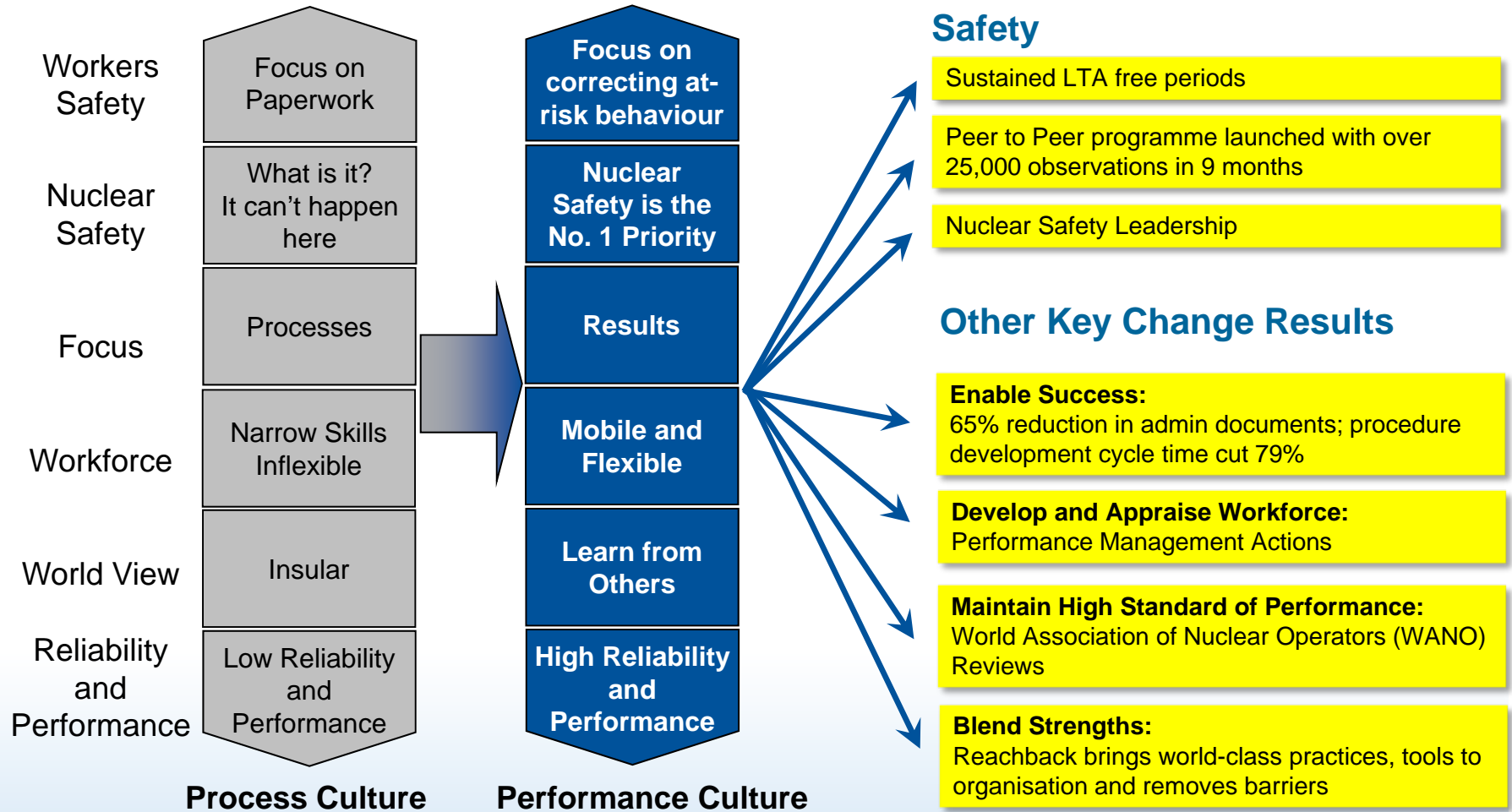
Grohnde Campaign Average



Significant production improvement



We are building a High Performance Culture...



Many Challenges lie ahead...

- Realising efficiencies and providing greater value for money
- Workforce transitions
 - Agile workforce – *Mobility*
 - Culture change – *Learning Organisation*
 - Disciplined operations – *Nuclear Safety*
- Advancing high hazard reduction
- Asset management improvements
- Sellafield MOX Plant upgrades

...but we have a long term plan...



...aligned with our Customer

and we have the Proper Focus

**Deliver with
Confidence**



Deliver Safely



**Deliver Hazard and
Risk Reduction**



**Deliver Value for
Money and Efficient
Operation**