



2025 | ANNUAL
REPORT

Cleanup Today for a Nuclear Tomorrow™

Cleanup Today for a Nuclear Tomorrow™

UCOR's cleanup success at the Department of Energy's Oak Ridge Reservation (ORR) has unlocked "Manhattan Project 2.0"—an advanced nuclear energy strategy where safety, environmental stewardship, and accelerated cleanup can coexist to drive innovation and industry-leading economic growth.

Closing the Nuclear Lifecycle and Enabling Advanced Nuclear Innovation

UCOR's cleanup success in Oak Ridge has led to the nation's first Nuclear Innovation District and is the blueprint for cleanup at other U.S. Department of Energy (DOE) legacy sites to rapidly deploy the commercial nuclear capacity to meet artificial intelligence (AI) and energy demands.

UCOR and its client and partner, DOE's Oak Ridge Office of Environmental Management (OREM), were the first to close the nuclear lifecycle—from construction to production to shutdown to cleanup—on a Manhattan Project site. Now, the cycle begins again. Every element of the nuclear production cycle is now under construction or announced to be built in the Oak Ridge corridor: uranium enrichment; advanced commercial fuel; next-gen advanced small modular reactors and micro-reactors; and fuel recycling facilities. An estimated \$15+ billion of investments are on or sited near OREM cleanup properties and adjacent to enduring DOE missions.

Oak Ridge now has more employees, activities, and major capital project planning and construction projects underway than at any time since the Manhattan Project. That impact is magnified as private-sector nuclear energy investments coincide with the enduring federally-funded science, national security, and cleanup and modernization missions.

Safe Risk Reduction for Modernization

In 2025, UCOR continued to apply the expertise and lessons learned from completing the world's first uranium enrichment cleanup at the East Tennessee Technology Park (ETTP) to our work at the Oak Ridge National Laboratory (ORNL) and the Y-12 National Security Complex (Y-12). At ORNL, we safely demolished an excess contaminated facility adjacent to the historic Oak Ridge Graphite Reactor and demolished part of the final hot cell at the former Radioisotope Development Laboratory. At Y-12, we are

changing the skyline with demolition of the Manhattan Project-era Alpha-2 Complex, a massive 2.5-acre facility that is the largest demolition project to-date at the site. And UCOR's cleanup success continues to be founded in our "waste factory" approach as we ensure safety in all aspects of the transportation and compliant disposal of the waste generated from our cleanup activities.

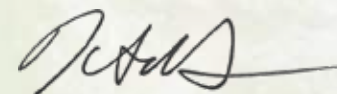
Our team continues to seek ways to deliver our work more safely and efficiently while delivering the best return for taxpayer dollars. For example, we forged a private partnership for the safe treatment and disposal of large sodium shields stored at ORNL, eliminating a 50-year cleanup challenge and delivering a significant environmental risk reduction. We are also using robotics during demolition to create distance between workers and hazards.

From Cleanup to Economic Development Catalyst

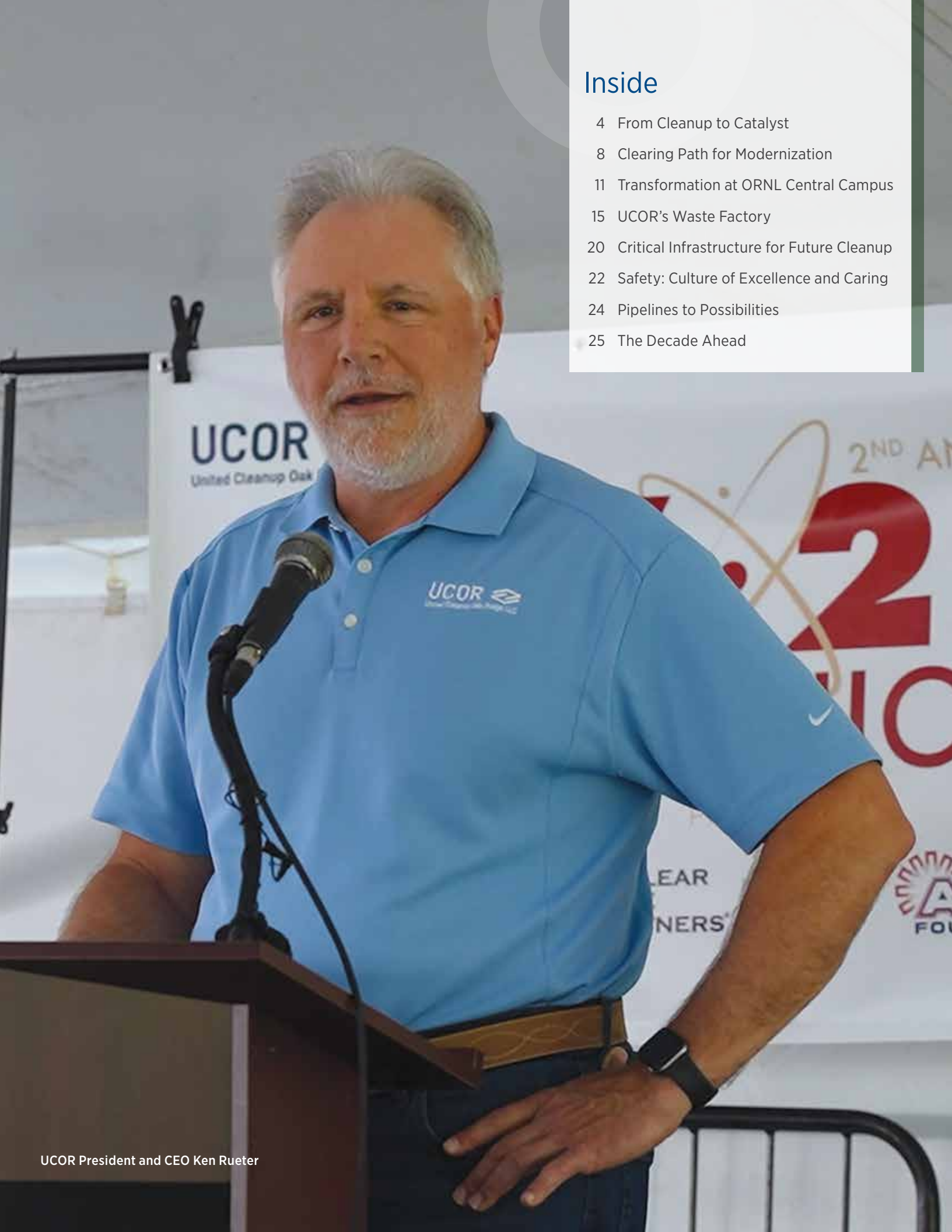
UCOR's highly skilled workforce at Oak Ridge has proven that environmental cleanup isn't just about addressing the Cold War past - we have cleared the path for America's energy future and Energy Secretary Wright's Executive Orders on modernization. Our **Cleanup Today for a Nuclear Tomorrow™** initiative captures our core belief that safety excellence, environmental cleanup, and aggressive performance can earn community trust to finish cleanup decades ahead of schedule and return thousands of acres to productive use.

UCOR has moved beyond closing the legacy on the Cold War; we've opened America's new chapter on clean energy and the providing land for the next century of enduring science and national security missions in Oak Ridge.

Sincerely,



Ken Rueter
President and CEO



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From Cleanup to Catalyst: How Environmental Cleanup Has Advanced America's Nuclear Future

Environmental cleanup at the Department of Energy's Oak Ridge Reservation has become far more than a legacy obligation. It is now a catalyst for America's nuclear future.

At ETTP/Heritage Center, cleanup has unlocked a modern nuclear ecosystem where environmental stewardship and industrial progress advance together. By restoring and transferring this footprint, UCOR has enabled the nation's first true Nuclear Innovation District, positioning Oak Ridge as a hub for advanced reactors, fuel fabrication, enrichment, and recycling technologies. Every acre remediated is not an endpoint, but a launchpad for possibility—whether a new business, historic preservation, or conservation area.

In 2025, UCOR enabled the transfer of another 56 acres for reuse. To date, more than 1,800 acres have been transferred for economic development, attracting billions of dollars in private investment and hundreds of high-quality jobs. Leading nuclear companies—including Kairos Power, LLC; X-Energy Reactor Company, LLC/Triso-X; BWX Technologies, Inc.; Orano Enrichment USA, LLC; and Oklo, Inc.—have chosen to locate on

land made available through cleanup and reindustrialization success.

Two sites are rapidly transforming as Kairos began vertical construction on its Hermes Low-Power Demonstration Reactor and Triso-X is nearing completion of site preparation activities for its fuel fabrication facility. Oklo recently announced plans for a nuclear fuel recycling facility, projecting a \$1.7 billion investment and creation of 800 jobs in Phase 1 of the project.

UCOR's work demonstrates that cleanup is not the final chapter, but the next chapter. By finishing cleanup four years ahead of schedule and returning land to productive use, UCOR has shown that safety, environmental responsibility, and economic development are sequential phases of the same story. Cleanup Today for a Nuclear Tomorrow™ is no longer a vision; it is being realized across Oak Ridge, setting the national blueprint for how cleanup can power America's nuclear renaissance.

ETTP | Heritage Center footprint

Inset photos (left to right)

- Kairos Power
- Triso-X
- BWX Technologies, Inc.

By The Numbers



ETTP Transformation

UCOR continued its long-term transformation of the Oak Ridge Reservation west end with closure activities focused on removal of legacy hazards and upgrades of systems in support of redevelopment.

In 2025, crews dispositioned 100 pieces of excess heavy equipment used in the cleanup of the former uranium enrichment site. To save both cost and schedule, UCOR developed a strategic approach to identify sections of the equipment that were likely clean (i.e., free of contamination) and would meet criteria for onsite disposal if segregated from the more contaminated sections. Sections that were proven to be free of radiological contamination could then be disposed of onsite, reducing the cost and risk associated with packaging and long-haul transportation.

To prepare for land transfers, UCOR removed multiple above-grade structures across the site, including 3.37 miles of fence. Crews removed more than 850 out-of-service fire hydrants, post indicator valves and associated bollards, and 2,500 linear feet of guardrail and posts. More than 107,000 pounds of fence material were recycled.

UCOR continues to minimize stormwater systems where possible and refurbish remaining systems to facilitate transfer to new landowners.

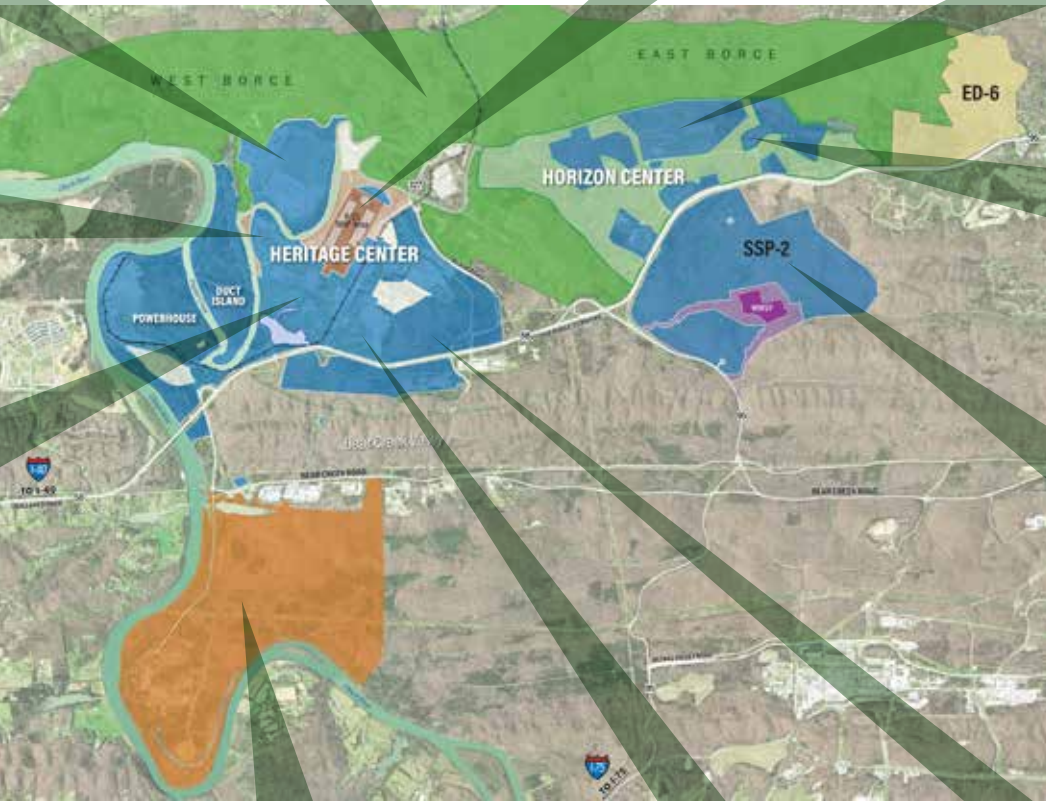
West Oak Ridge

- Mixed-Use Industrial Park
- Potential Development Parcels
- Tennessee Valley Authority
- Greenspace/Conservation
- Horizon Center Natural Area
- White Wing Scrapyard
- National Historic Preservation
- Transportation Corridors
- DOE Institutional Controls

BLACK OAK RIDGE CONSERVATION EASEMENT (BORCE)



409th National Park





Risk Reduction: Clearing the Path for Modernization at Y-12

UCOR delivered significant risk reduction through deactivation and demolition (D&D) at the Y-12 National Security Complex in 2025. Through cleanup, UCOR is supporting long-term national security modernization, boldly demonstrating Cleanup Today for a Nuclear Tomorrow™.

UCOR's cleanup at Y-12 targets some of the oldest, highest-risk Manhattan Project-era structures, making every square foot demolished challenging and impactful.

At Alpha-2, a 325,000-square-foot former uranium enrichment facility spanning 2.5 acres, crews continued ahead-of-schedule demolition, reducing structural instability and contamination risks in the center of the site. This is the largest and most complex demolition effort ever undertaken at Y-12.

At Beta-1, UCOR pumped and treated over 9 million gallons of contaminated water in 2025 (14.8 million total). Crews also began placing controlled low-strength material (CLSM) in the basement, required to stabilize the 111,000-square-foot basement for heavy equipment demolition. In addition, crews cleaned more than 1,800 feet of mercury-, cadmium-, and thorium-contaminated piping, in preparation for the start of demolition, projected for late 2026.

As UCOR began deactivating Alpha-4, the team focused on

solutions for safer, more efficient cleanup. To control mercury vapors and protect workers during deactivation activities, the engineering team redesigned the ventilation system so that crews could safely sort and segment legacy waste containers. By the end of the fiscal year, approximately 90 percent of legacy waste boxes and drums had been prepared for disposal with no safety incidents.

Also at Alpha-4, UCOR worked with OREM and the Y-12 Field Office on an approach to sanitize sensitive equipment and systems to reduce the number of items requiring special handling and disposal. The revised approach will save \$16 million in special handling and disposal of classified items and accelerate completion of the project by 1.5 years.

Across all Y-12 projects, technology and ingenuity improved hazard identification, enhanced safety, and resulted in more effective cleanup.

These accomplishments reduce legacy environmental risks while making critical land available for modernization. Collectively, they reinforce Oak Ridge as the national leader in demonstrating how legacy cleanup enables advanced nuclear innovation and long-term mission growth.

Demolition of the Alpha-2 Building at Y-12

Inset photos (left to right)

- Beta-1 basement piping deactivation
- Beta-4 cold and dark preparations
- Air flow testing in Alpha-4

By The Numbers

144,390

square feet
demolished

1,084

utility
isolations

15 million

gallons of
water treated

48 million

pounds of
waste disposed

14,431

cubic yards of
CLSM placement

720,709

square feet in
active deactivation

Workers prepare to remove mercury from piping in Beta-1



Transformation of ORNL's Central Campus Continues As Two More Facilities Are Demolished

For the first time in ORNL cleanup history, two facilities were demolished simultaneously, supporting the continued modernization of the laboratory's Central Campus. This reduces risk and also enables the next science breakthrough at DOE's largest national laboratory.

UCOR advanced cleanup at the historic Graphite Reactor support complex, completing deactivation and phased demolition of Building 3003. Demolition cleared a 10,000-square-foot contaminated footprint, making space available for future demolition of neighboring facilities—Buildings 3002 and 3018.

At Building 3042, the Oak Ridge Research Reactor, workers removed approximately 280,000 pounds of lead shielding, dismantled three gloveboxes, and drained more than 2,000 linear feet of process piping as deactivation activities continued.

At Building 3038, the Isotope Development Laboratory, crews removed three of five hot cells. Building 3038 is one of the

highest-risk facilities at ORNL's Central Campus due to its age and past missions.

Additional deactivation work across 11 facilities on Isotope Row prepares the entire corridor for demolition next year. To remove highly irradiated sources in the former radioisotope processing facilities, UCOR will use a remotely operated BROKK robotic system to reduce exposure and keep workers safe.

By eliminating hazards and reducing legacy risks, UCOR is accelerating ORNL's Central Campus transformation, enabling world-leading research for decades to come.

Demolition of Building 3003

Inset photos (left to right)

- Workers prepare for waste retrieval from the Radioisotope Development Laboratory hot cell
- Hot cell demolition at the Radioisotope Development Laboratory site





Crews remove experimental housings from the Oak Ridge Research Reactor Building 3042 pool.



By The Numbers

2.6 million

pounds of
waste disposed

11

hot cells and
equipment removed

11,000

square feet
demolished

100,319

square feet in
active deactivation

5,135

linear feet of
piping removed

UCOR's Waste Factory: Delivering Total Waste Solutions

The safe, timely disposition of waste is paramount for cleanup success. UCOR's innovative waste factory approach provides total waste solutions – from characterization, treatment, packaging, transportation, and disposal at ORR's onsite waste facilities or offsite with multiple industry partners.

In 2025, UCOR disposed of more than 55,000 cubic yards of waste. Over 90 percent of the waste was disposed of onsite. The remainder called for innovative solutions to decades-old waste challenges.

No-Path Waste

Sodium shields were used for radiation shielding experiments at ORNL's Tower Shielding Facility in the 1960s and 1970s. The shields are large aluminum, stainless steel, or carbon steel containers filled with sodium or lithium metals. Both sodium and lithium metals can be highly reactive with water.

UCOR and OREM entered into an agreement with Veolia Nuclear Solutions to demonstrate the effectiveness of their GeoMelt® Technology to transform the reactive metals into stable glass. Over the summer, Veolia successfully treated the shields, proving the technology's ability to transform the shields into stable glass for permanent disposal. The successful demonstration enables the treatment and disposal of the remaining shields.

The solution eliminates a 50-year waste challenge at DOE's largest science and energy laboratory, delivers significant risk reduction (i.e., removal of reactive radioactive waste) on an active campus, and establishes a potential template for handling

similar waste streams across the DOE Complex.

Transuranic Waste

UCOR completed eight shipments of transuranic waste from the Transuranic Waste Processing Center (TWPC) to the Waste Isolation Pilot Plant (WIPP) in New Mexico, achieving a 2025 DOE goal.

Following a multi-year effort, UCOR obtained approval to begin processing oxide-containing waste. Crews can now process, stabilize, package, and ship legacy oxides that would have otherwise remained in storage.

UCOR processed seven cubic meters of cellulosic waste four months ahead of schedule. TWPC is the first site in the DOE Complex to implement treatment of cellulosic material for acceptance at WIPP. Cellulosic waste consists of plant-derived materials such as cotton rags, paper towels, cheese cloth, and absorbent pads that potentially came into contact with oxidizing chemicals.

Together, these efforts illustrate how UCOR's waste factory transforms cleanup into opportunities—reducing environmental risk, closing historic waste pathways, and laying the foundation for America's nuclear future.

1.9 million

cubic yards of waste safely disposed of since UCOR began its cleanup mission



Crews ready waste bound for onsite disposal

By The Numbers

55,481

cubic yards of
waste disposed

221,000

safe miles
driven

The Waste Factory in High-Hazard Nuclear Facilities

The scale and complexity of UCOR's waste factory expands exponentially when performed in Category 2 nuclear and/or radiological facilities, with aging infrastructure, and for diverse projects and missions. UCOR's work at the Liquid and Gaseous Waste Operations (LGWO) system on the ORNL footprint best demonstrates this aspect of the waste factory.

LGWO treats contaminated process wastewater; provides volume reduction and storage of liquid low-level waste; and treats gaseous discharge from building and laboratory exhausts. It includes 16 Category 2 nuclear facilities, eight radiological facilities, and 40 industrial facilities, operating around the clock.

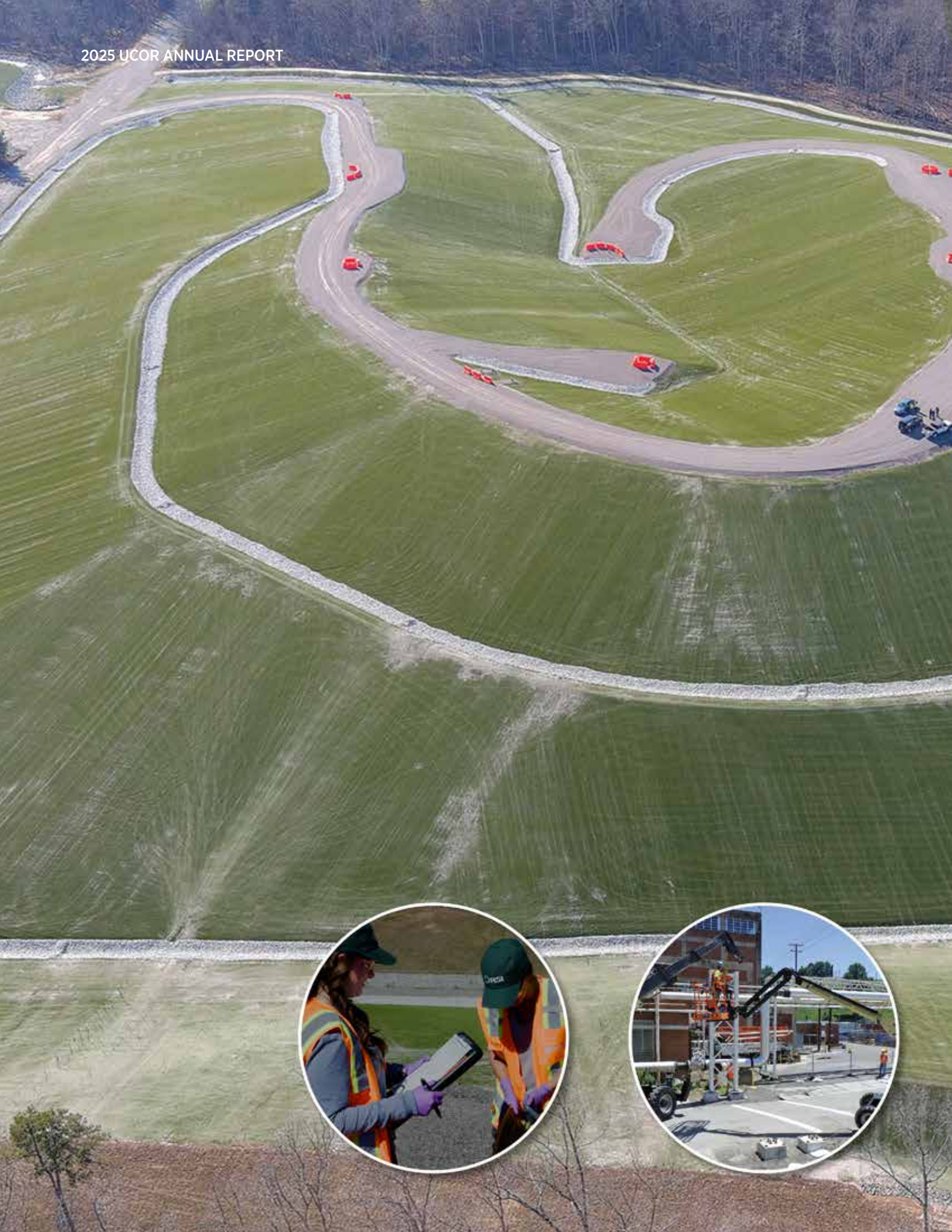
Highlights from 2025 include:

- Replaced 890 linear feet of piping as part of life extension upgrades to maintain system operability and reliability
- Treated and discharged more than 73 million gallons of process waste
- Processed 55,000 gallons of liquid low-level waste
- Received OREM approval on strategic plan for the management, treatment, and disposition of liquid low-level tank waste

These efforts exemplify UCOR's waste factory approach—maintaining safety, reliability, and readiness.

Demolition in progress at Alpha-2







Critical Projects: Ensuring Vital Infrastructure for Future Cleanup

The safe execution and completion of critical infrastructure projects ensure continued cleanup momentum and long-term delivery of the ORR cleanup mission. These projects ensure future onsite waste disposal capacity, reliable utilities for deactivation activities and ongoing science and security missions, and crucial staging (laydown) areas for equipment and materials for ongoing projects.

ORR's current onsite waste disposal facility will reach capacity in the next few years. Its successor, the Environmental Management Disposal Facility (EMDF), will provide essential waste disposal capacity needed to sustain Y-12 and ORNL cleanup progress.

In 2025, UCOR completed two essential steps toward construction of EMDF. The EMDF team completed construction of the groundwater field demonstration project—one year ahead of schedule and \$33 million under budget. By spring, the team had completed groundwater monitoring for the first of two wet seasons. Monitoring groundwater levels allows UCOR to gather information about how groundwater elevations change, providing valuable information for the landfill's final design. Gathering data during the wet seasons is important because that is when groundwater levels are highest in East Tennessee.

At Y-12, UCOR relocated steam, air, and gas lines to clear the way for the start of Alpha-2 demolition. These relocations required precision engineering and detailed field coordination to maintain continuous service to nearby national security operations.

Also at Y-12, UCOR completed two laydown yards—an expansion at the Old Salvage Yard and a heavy equipment yard. The areas provide operational space for both construction and D&D projects and a staging area for equipment used across the ORR.

At the Outfall 200 Mercury Treatment Facility, crews completed concrete placements at the Headworks site and structural steel installation for the Treatment Plant. Following an Independent Peer Review, UCOR submitted a revised Performance Measurement Baseline for balance of construction activities for DOE review/approval.

Collectively, these accomplishments advance the Reservation's core operational systems and enable the safe execution of complex cleanup missions essential to DOE's long-term environmental strategy.

The Environmental Management Disposal Facility construction site

Inset photos (left to right)

- Groundwater sampling test at EMDF
- Rerouting of utilities at Y-12



Robotics enhance worker safety



Safety: Where Excellence and Caring Converge

By consistently delivering industry-leading safety results, UCOR ensures its workforce returns home safely each day while enabling the cleanup performance necessary to support modernization, groundbreaking science, and America's nuclear future.

Culture of Excellence

UCOR once again delivered a year of safety excellence. With a total recordable case rate of 0.24 and zero days away, restricted, or transferred cases, UCOR operated more than 10 times safer than construction industry averages. These results reflect a mature, integrated safety management system embedded in every phase of work — from planning and execution to continuous learning and improvement.

UCOR worked more than 7 million work hours without a lost workday, further demonstrating the team's commitment to safety excellence. This performance is particularly notable given the scale and complexity of cleanup activities from D&D of contaminated facilities to treatment, handling,

and disposal of hazardous and radioactive waste to operation of high-hazard nuclear facilities.

Award-Winning Performance

UCOR received several accolades for its safety performance in 2025, including:

- Voluntary Protection Program Participants' Association Innovation Award—Mercury Hazard Assessment and Control Program
- EHS Leaders Safety Standout Award for Innovations in Safety Training
- Jimmy Hughes, UCOR Safety and Security Officer—National Safety Council Rising Star
- Clint Wolfley, UCOR End State Delivery Manager—Safety Professional of the Year

Culture of Caring

At UCOR, physical safety is just the beginning of caring for its workforce. This commitment is evident in the opening of UCOR's Mental Wellbeing Center in January 2025. The center provides free, onsite consultation, counseling, and referral services to help the cleanup workforce navigate life's challenges.

Since opening, the Mental Wellbeing Center has received 113 clients and 100 percent of clients reported improved mental wellbeing.



NAVIGATE





Pipelines to Possibilities

UCOR supports initiatives that strengthen regional resilience and workforce readiness. Whether addressing community needs or preparing the future workforce, UCOR ensures cleanup progress delivers generational jobs and tangible benefits to East Tennessee.

Investment in Community

In 2025, UCOR's Community Outreach Program distributed more than \$400,000 to community causes across four key focus areas: children's advocacy; education and workforce development; health

and wellness with an emphasis on mental and behavioral health; and conservation and historic preservation. Since beginning its cleanup work in 2011, UCOR has contributed \$4.6 million to support the region.

Workforce for the Future

During its tenure as OREM's cleanup contractor, UCOR has focused on fostering a skilled, adaptable workforce—benefiting workers through better jobs and wages; strengthening the company's ability to attract and retain talent; and supporting long-term community stability.

UCOR continued its investment in the current and future cleanup workforce in 2025. For the existing workforce, UCOR, in partnership with parent company Amentum, hosted multiple sessions of its Supervisor Training Program with more than 200 participants completing the training. Additionally, UCOR began developing upskilling programs that help employees transition into roles supporting new and emerging technologies.

For the region's future workforce, UCOR awarded \$51,000 to 48 projects in 29 schools through its STEM Education Mini-Grants Program. UCOR hosted nearly 150 teachers, principals, and administrators during Roane Alliance Professional Development Day, introducing educators to current and future opportunities related to the Oak Ridge nuclear renaissance.

UCOR joined labor and community partners at the Roane County Combined Career Day to highlight local training and education pathways in preparation for ORR careers.

Through these efforts, UCOR's outreach programs will strengthen East Tennessee for generations – creating pipelines to possibilities.

UCOR discusses career opportunities at the Roane County Combined Career Day

The Decade Ahead

UCOR's 2025 Annual Report illustrates that much cleanup work has been achieved. UCOR and its cleanup workforce have proven that cleanup not only reduces risk but can directly fuel economic and technological rebirth.

But more work remains, and sustaining momentum requires partnership, vision, and creativity.

Partnership is paramount. Close integration and alignment with DOE, regulators, the community, and private industry must continue.

The cleanup **Visions** for the next 10-plus years will continue to reduce risks and meet legacy waste cleanup commitments while supporting nuclear energy development and innovation.

Specifically, cleanup efforts over the next decade will:

- Clear footprints to make space for ORNL's next big discovery, supporting the Genesis Mission and other American energy innovations
- Remove mercury-contaminated facilities at Y-12, enabling modernization of America's nuclear stockpile
- Continue to transform the west end of the Oak Ridge Reservation into a Nuclear Innovation District, enabling the unleashing of commercial nuclear power

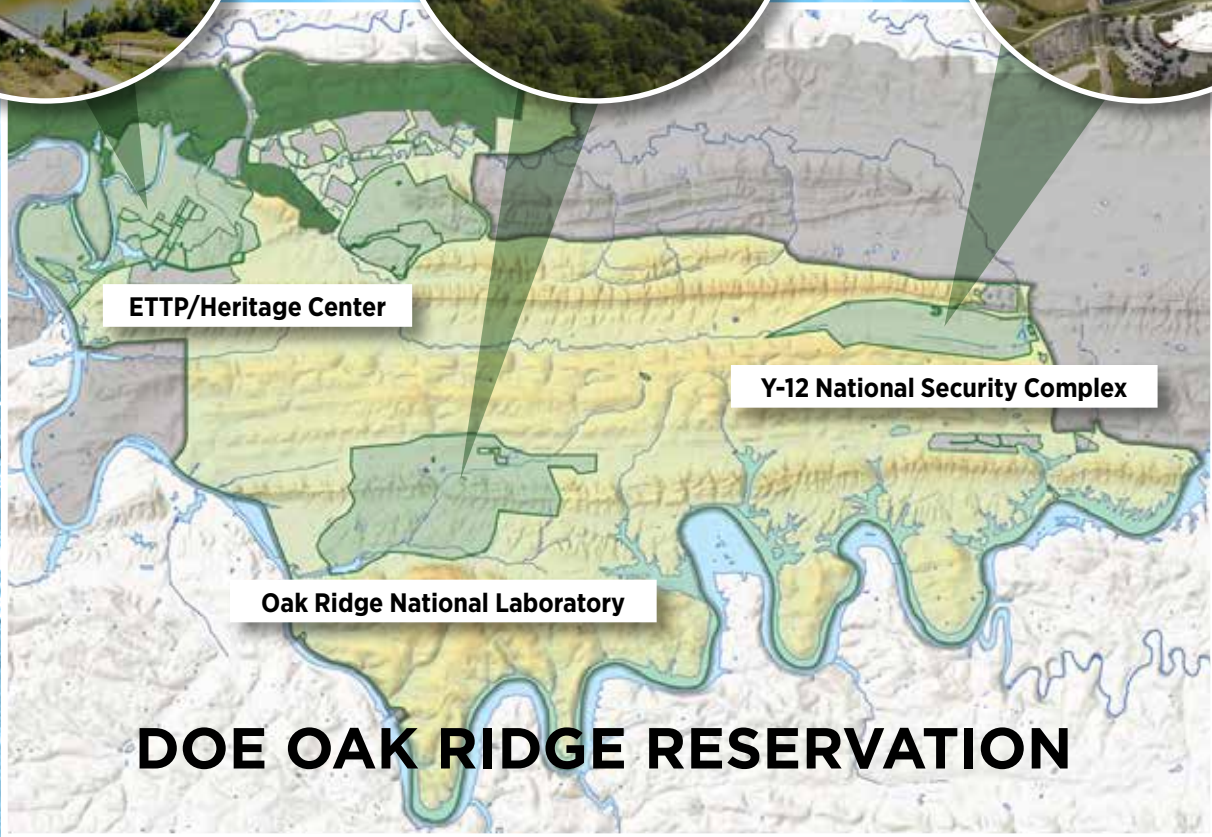
Creativity will be crucial, exploring innovative approaches to old and emerging challenges.

In Oak Ridge, the path to energy dominance runs straight through safe, disciplined, and community-driven cleanup.

Cleanup Today for a Nuclear Tomorrow™ is not a slogan, but a strategy.



United Cleanup Oak Ridge LLC manages environmental cleanup of the Oak Ridge Reservation for the Department of Energy's Oak Ridge Office of Environmental Management. UCOR's work reduces risks, makes restored land available for reuse, and facilitates economic opportunities for the East Tennessee region. UCOR is an Amentum-led partnership with Honeywell supplemented by small business partners RSI EnTech, LLC; Strata-G, LLC; Longenecker & Associates, Inc.; and Environmental Alternatives, Inc.



**VISION
Nuclear Innovation
District**

Beneficial reuse of federal land to support the development of a new Nuclear Innovation District

- » Complete cleanup in Orano USA's proposed development area and transfer of SSP-2 to support its nuclear enrichment project
- » Complete property transfers at Heritage Center to support site reuse
- » Leverage the National Priorities List footprint reduction program to expedite property transfers for new nuclear projects

NEAR-TERM

**VISION
Enduring
Missions**

Completing work that enables EM to support enduring missions with operational excellence

- » Nuclear Operations
 - Implement Tank Waste Disposition Strategy
 - Implement TWPC Life Extension Strategy
- » Critical Projects
 - Complete construction of the Environmental Management Disposal Facility

MID-TERM

**VISION
End State
Delivery**

Achieving end states on the Oak Ridge Reservation to support federal land reuse

- » Deliver clean footprints to ORNL for Central Campus modernization
- » Deliver clean footprint to ORNL for Fusion Energy Campus
- » Deliver clean footprints at Y-12 to support national defense mission growth and modernization

LONG-TERM



Cleanup Today for a Nuclear Tomorrow™



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