



AN ESTABLISHED PARTNER IN MASSENA

Massena Modern Computing Campus

May 2026



Today's Agenda

A constructive conversation about the project, the review completed to date, and the protections built into the plan

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An established Massena business since 2017

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A modern campus designed for long-term investment

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Opening Statement from NCCS:

NCCS has been an operating business in Massena since 2017, and we understand the importance of getting this project right for the Town and the broader community. Over the past several years, we have listened to feedback, completed extensive technical and environmental review, and refined the project to reflect local priorities.

The proposed plan reflects that work: a modern computing campus designed around the priorities we have heard from Massena, including protecting the St. Lawrence, Grasse, and Raquette Rivers through design decisions that safeguard the local waterways.

The following pages walk through the expansion plan, the protections and design choices built into the project, and the long-term benefits this project will bring to Massena.



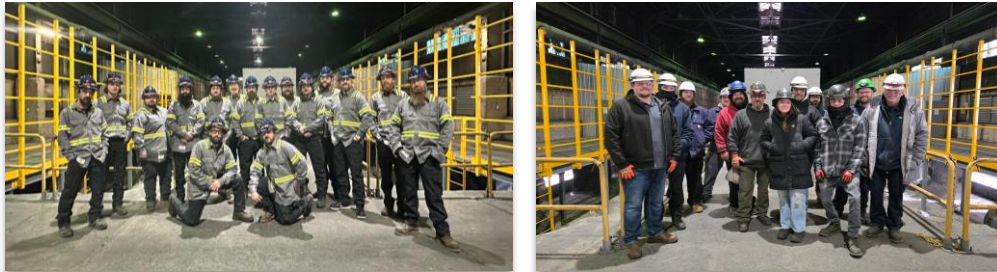
01

Who We Are

An established Massena business since 2017

Who We Are

NCCS is an established operating business with employees, infrastructure, and long-term roots in the community



8+

Years operating in Massena

Established 2017

~60

Current employees

\$5M+

Annual payroll

\$6M+

Annual state and local tax payments

Supporting schools, infrastructure, parks, and public safety



02

Project Overview

A modern campus designed for long-term investment

An Established Operator Reinvesting in Massena

A long-term investment in modern infrastructure, local jobs, and the Massena community

WHAT THIS PROJECT IS:



Expansion of an Existing Operating Campus

Reinvesting in data center infrastructure and operations on the site since 2017



Significant Local Investment

Creating long-term jobs, expanding the tax base, and supporting regional economic growth



Modernizing Industrial Infrastructure

Retiring legacy industrial infrastructure and replacing it with modern, energy-efficient computing facilities designed to protect local waterways



Community Focused

Supporting the local community through partnerships with schools, first responders, and community organizations

WHAT THIS PROJECT IS NOT:



Not affiliated with any green hydrogen proposals, nuclear proposals, or other data center proposals in Massena



Not connected to the former GM site



Not a new or speculative developer



Not a manufacturing facility or heavy industrial operation

Benefits of Modern Computing

Modern computing facilities are buildings filled with powerful computers that process large amounts of information for everyday applications — including healthcare, education, research, business, and AI tools

Examples of tasks that advanced computing facilities like the Massena campus are built to support:



HEALTHCARE

Detect diseases earlier, develop new medicines faster, and provide better care to patients



EDUCATION

Personalized learning tools adapt to each student, making education more accessible and effective for everyone



CLIMATE & ENERGY

Model weather, optimize energy grids, and develop cleaner technologies



TRANSPORTATION

Safer roads through navigation, traffic management, and vehicle safety systems that protect drivers and pedestrians



AGRICULTURE

Predict crop yields, manage water use, and reduce waste — feeding more people sustainably



PUBLIC SAFETY

Faster disaster response, better 911 systems, and community safety planning

By providing the computing capacity behind modern tools and services, Massena can help power the next generation of critical industries — from healthcare and energy to education, and public safety.

Site Overview

A dormant industrial site well suited for modernization while minimizing impacts on the surrounding community

SITE DETAILS:

Location 182 & 194 County Road 45 (Massena, NY in St. Lawrence County)

Former Industrial Site Former Alcoa East / Reynolds campus

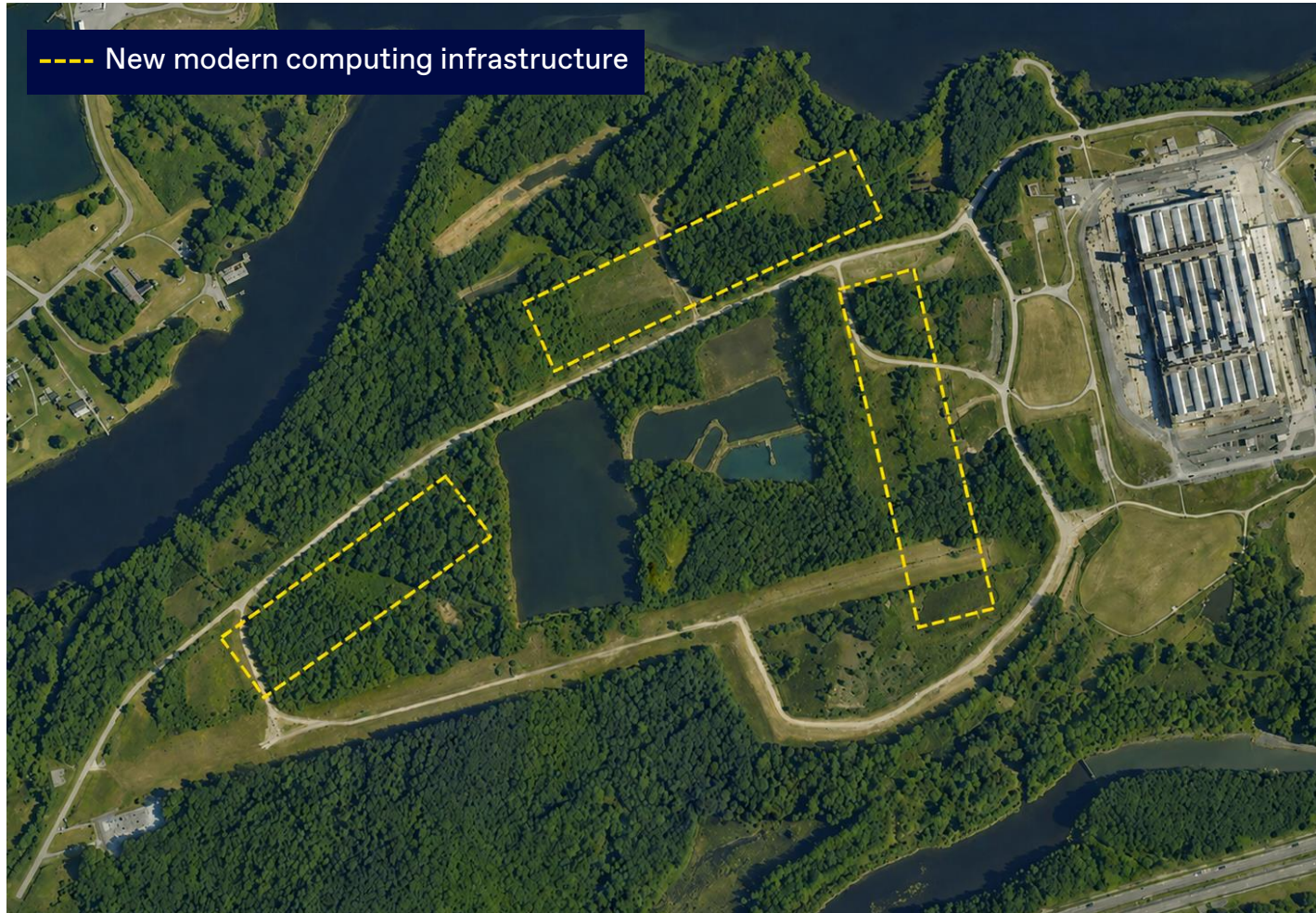
Infrastructure in Place Utilities, industrial zoning, roads, and transmission infrastructure already in place to support modern computing operations (currently supporting bitcoin mining)

Naturally Buffered Surroundings North: St. Lawrence River
South: Wetlands and wooded areas
East: Industrial corridor and access to routes
West: Undeveloped land



Conceptual Site Layout

Designed to minimize impact and reflect community and environmental priorities



Thoughtful Layout

New buildings are all located toward the interior of the site to reduce visibility, noise, and impact on nearby areas



Modern Facilities for Local Jobs

The project shifts operations into new, purpose-built computing facilities designed for long-term local jobs



Minimized Community Impact

Site design, screening, and access planning reduce effects on nearby homes, views, and local roads



Preservation of Natural Landscape

Wetlands, tree lines, and existing topography are maintained and waterways are protected



Responsible Legacy Site Management

The legacy smelting-era infrastructure will no longer be used for active operations, but will continue to be maintained responsibly as part of the overall site

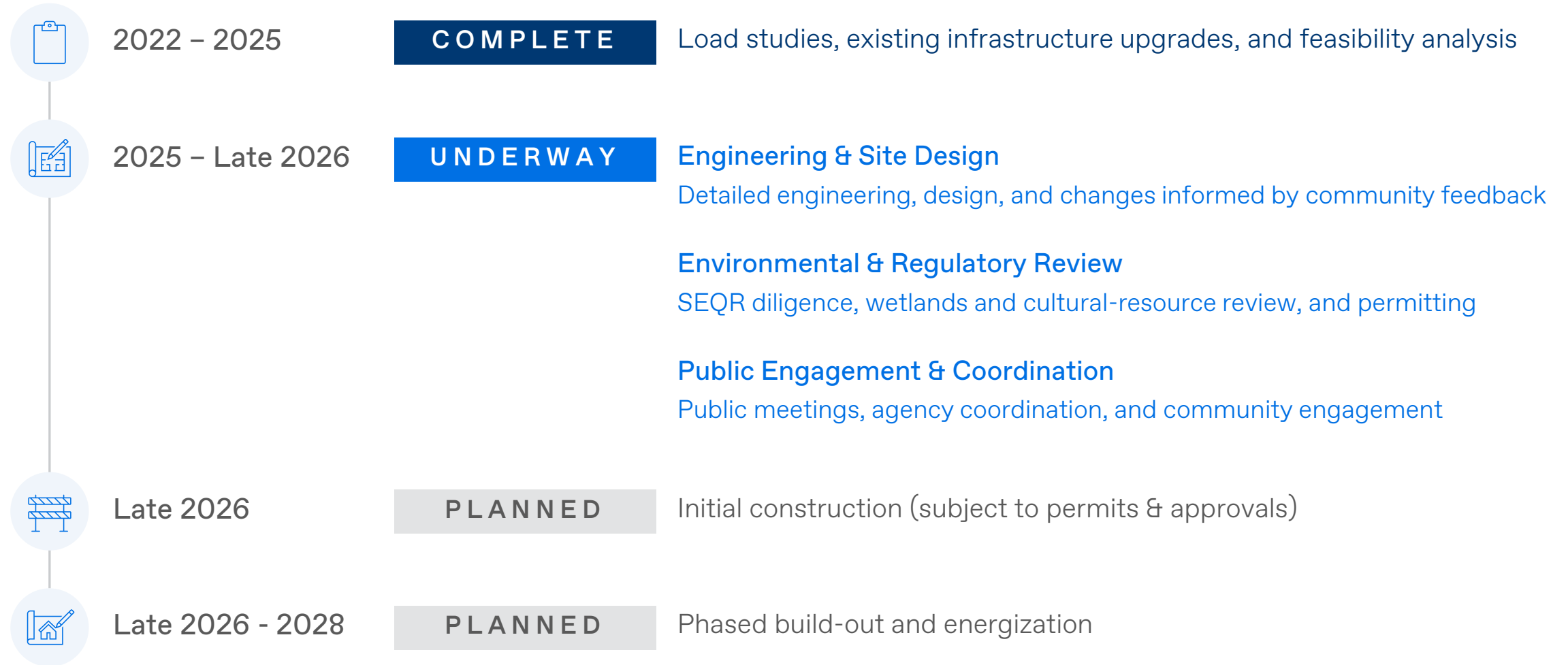
Modernizing Existing Operations for Long-Term Growth

Reinvesting in a legacy industrial site to build modern, energy-efficient infrastructure with significant benefits to the community

	SITE TODAY	SITE EXPANSION
Power	Existing approved capacity serving on-site operations	Same existing approved power capacity ¹ ; no new fossil fuel or nuclear generation
Compute Type	Bitcoin mining	Modern computing: long-term investment with an enterprise-grade partner
Permanent Jobs	~60 employees	~200 permanent full-time positions with competitive technical salaries
Construction Jobs	–	~2,000 construction jobs; peak workforce of 1,800-2,500
Tax Impact	\$6M+ annually (state and local)	Expected to become the largest taxpayer in the town
Infrastructure	Legacy industrial infrastructure	Modern, energy-efficient facilities; all new electrical infrastructure funded by NCCS
Community Engagement	Active local employer and community partner	Site plan approval (e.g., SEQR process, SHPO cultural review); increased local employment and community partnership

Project Timeline

A phased process of review, permitting, and community engagement before construction begins





03

Environment

Water, air, sound, and traffic safeguards

Comprehensive Site Review is Fundamental to the Project

NCCS has worked with independent experts and regulatory agencies to conduct detailed environmental, infrastructure, and cultural reviews of the project and its potential impacts



Environmental

Phase I ESA • Environmental review • Air & water permitting



Water & Wetlands

Wetlands delineation • Floodplain review • Water supply analysis



Traffic & Infrastructure

Independent traffic study • Utility coordination • Access planning



Geotechnical & Soils

Soil borings • Foundation analysis • Site engineering review



Power & Utilities

Transmission review • Power capacity analysis • Fiber connectivity



Cultural & Archaeological

SHPO consultation • Archaeological surveys • Tribal coordination

Local governments, Tribal representatives, and regulatory authorities involved include:



LOCAL / TRIBAL COMMUNITY



STATE / FEDERAL

Protecting the St. Lawrence, Grasse, and Raquette Rivers

Community feedback helped shape the design, prioritizing protection of the river that defines Massena through closed-loop cooling and stormwater controls



Closed-Loop Cooling System

The project uses a sealed closing system, meaning the facility **does not draw water from the St. Lawrence River** during normal operations; Massena's climate further reduces cooling needs

No Industrial Discharge

The facility **does not produce wastewater or chemical outflow**. Stormwater is the only water leaving the site, and it is managed and filtered before reaching nearby waterways

Fully Permitted & Reviewed

The project undergoes **comprehensive state and local environmental review**, including NYSDEC permitting and public input

Closed-Loop Cooling Protects Local Waterways

An intentional design choice shaped by community feedback to avoid continuous river withdrawal and industrial discharge



Heat Released to Air

Air-cooled equipment removes heat, avoiding continuous river withdrawal or heated-water discharge



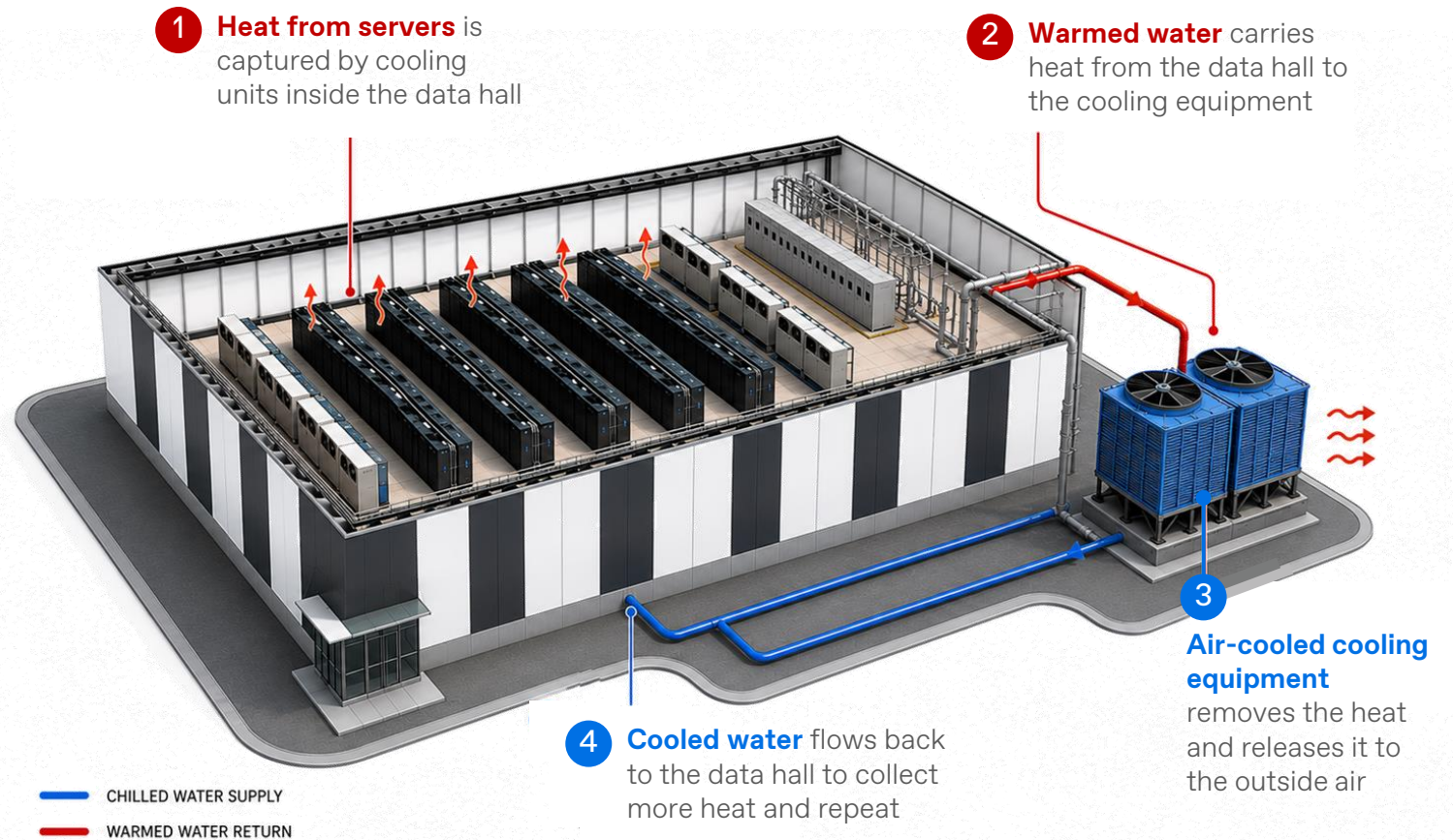
Limited Water for Building Uses

Water is primarily domestic (e.g., bathrooms, break rooms, fire protection), through utility service



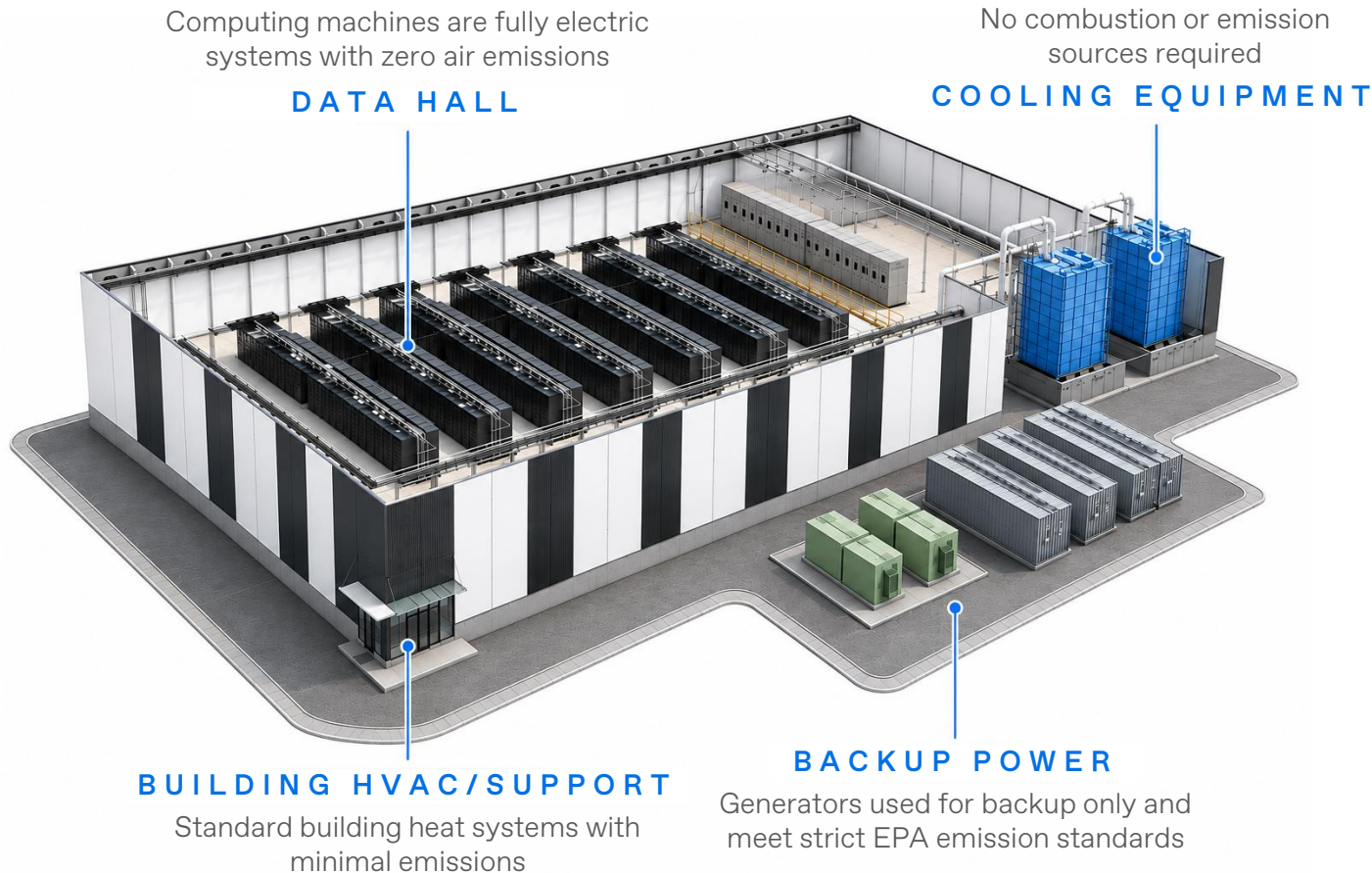
Managed Wastewater & Stormwater

Sanitary wastewater and stormwater are routed through site systems subject to applicable review and requirements



Emissions are Minimal and Well Controlled

Most of the facility produces no emissions and the few sources that do are limited, infrequent, and tightly controlled



No Computing Emissions

Computing machines do not produce air emissions



Backup Use Only

Generators run infrequently for testing or emergency outages only (estimated <2 days per year total time)



Strict Standards & Oversight

Equipment meets EPA standards and operates under a state permit with enforceable limits

Low and Buffered Noise and Light Levels

Facilities are intentionally positioned with distance and wooded buffers to reduce sound for nearby homes



Everyday Sound is Minimal

Operations (including stress scenario) are similar to common household noise levels



Designed to Reduce Impact

Buildings are set back and screened by wooded areas to limit sound beyond the site



Stress Scenarios are Rare & Temporary

Backup generators operate infrequently and only during outages or testing (estimated ~4 days per year total time)



Low-Impact Site Lighting

Downward-facing, motion-activated lighting is designed to support safety while limiting off-site illumination



Concert

110 dB



Refrigerator Hum

40 dB

NCCS Modern Computing¹

At nearest residential property

40 dB

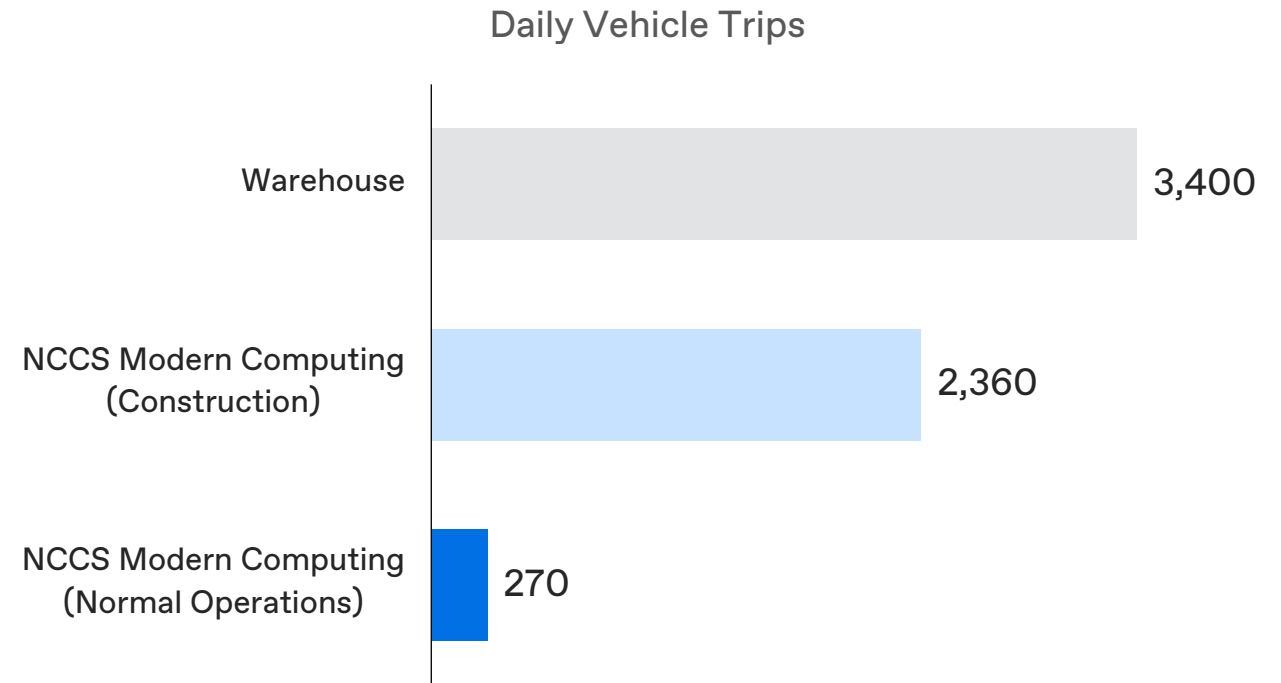
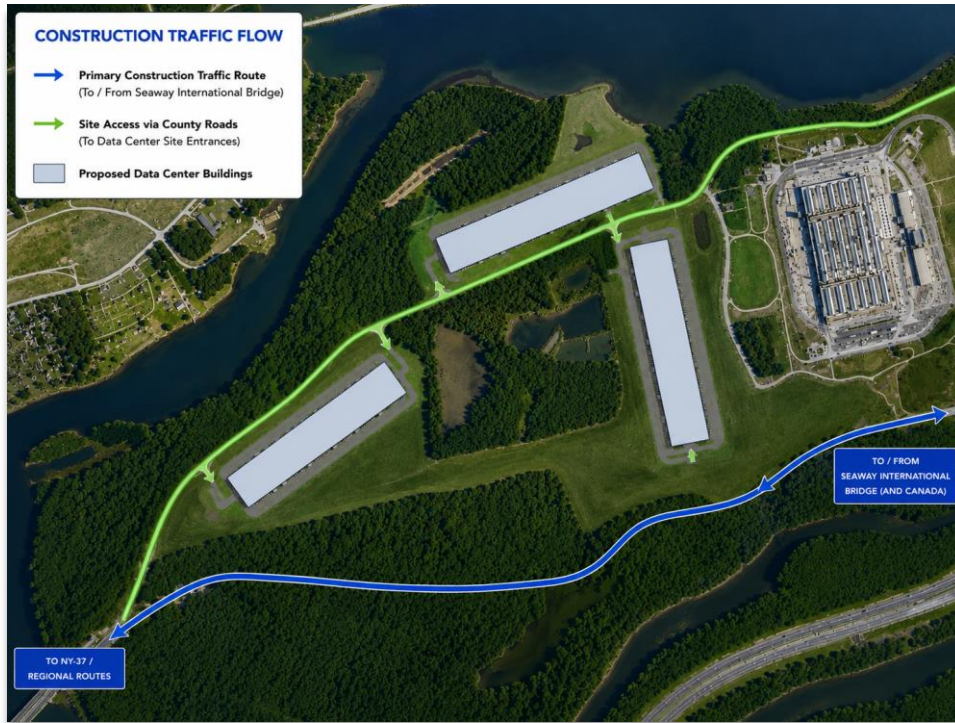


Quiet Library

30 dB

Traffic Impacts Low and Well Managed

Independent study confirms no adverse long-term impact on local roads



No Anticipated Permanent Road Changes

No permanent road upgrades or traffic mitigation will be required

Traffic Stays at Normal Levels

Nearby roads and intersections will continue to operate as they do today

Construction Traffic is Controlled

Traffic is capped, time-bound, and coordinated to minimize disruption

Traffic Routed to Main Roads

Site access flows through county roads, keeping traffic off local residential streets

Ongoing Oversight, Controls, and Accountability

Robust state oversight, enforceable conditions, and coordination throughout construction and operations



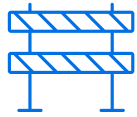
State Permitting Oversight

Ongoing NYSDEC monitoring under site management and SEQR obligations, including soil and ground disturbance, water permits, and stormwater compliance



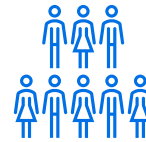
Enforceable Permit Conditions

Binding permit conditions will be tracked and met on a continuous basis, including noise, backup-generator emissions, traffic management and routing



Construction & Site Safety

Site safety and emergency preparedness will be addressed, including coordination with local first responders and clear incident-response protocols



Community Engagement

NCCS is committed to ongoing community engagement – soliciting and listening to feedback at every stage of the project

Permitting, monitoring, safety planning, and public engagement continue as the project advances through construction and into operations



04

Power & the Grid

Powered by existing clean energy infrastructure

Powered by Existing Clean Hydroelectric Energy

Powered responsibly by the same clean hydroelectric energy that's served Massena since the 1950's – with all new infrastructure funded by NCCS, not ratepayers



Existing Hydropower

Powered by hydroelectric energy from the St. Lawrence River purchased through the grid



No New Generation Required

The project uses existing, approved capacity at the site



Designed for Large-Scale Use

The site has a long history of supporting high-energy industrial operations



Coordinated with NY Regulating Bodies

Power use and design are coordinated directly with NYPA as part of the development; ongoing oversight from NYISO and NYPA into power operations

NCCS Funds Its Own Infrastructure

Project power costs are separate from residential customers and funded directly and completely by NCCS



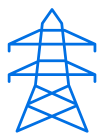
Project-Funded Infrastructure

NCCS fully funds substations, interconnection, on-site systems, and project-related grid upgrades



Market-Based Power Rates

NCCS purchases power at market rates – not through residential or subsidized customer programs



Stable Long-Term Customers Support the Grid

Long-term industrial customers help spread the cost of maintaining existing electrical infrastructure across more system usage

WHO PAYS?

Project (NCCS) Pays



Interconnection



Substations



On-site electrical systems



Required project updates

Residents + Small Businesses



Not responsible for project-specific infrastructure costs

Grid Reliability is Independently Planned and Managed

Large loads are reviewed through utility and NYISO processes before service begins and incorporated into broader New York grid reliability planning



Reviewed by Utility & Grid Operators

Large loads are evaluated through utility planning and NYISO reliability processes before they are added to the system



Upgrades Identified Prior

Infrastructure and required upgrades are identified through utility coordination and completed before operation



Monitored in Real Time

NYISO and utilities monitor supply, demand, and transmission constraints to maintain reliability across New York



Reliability Tools Exist During Stress

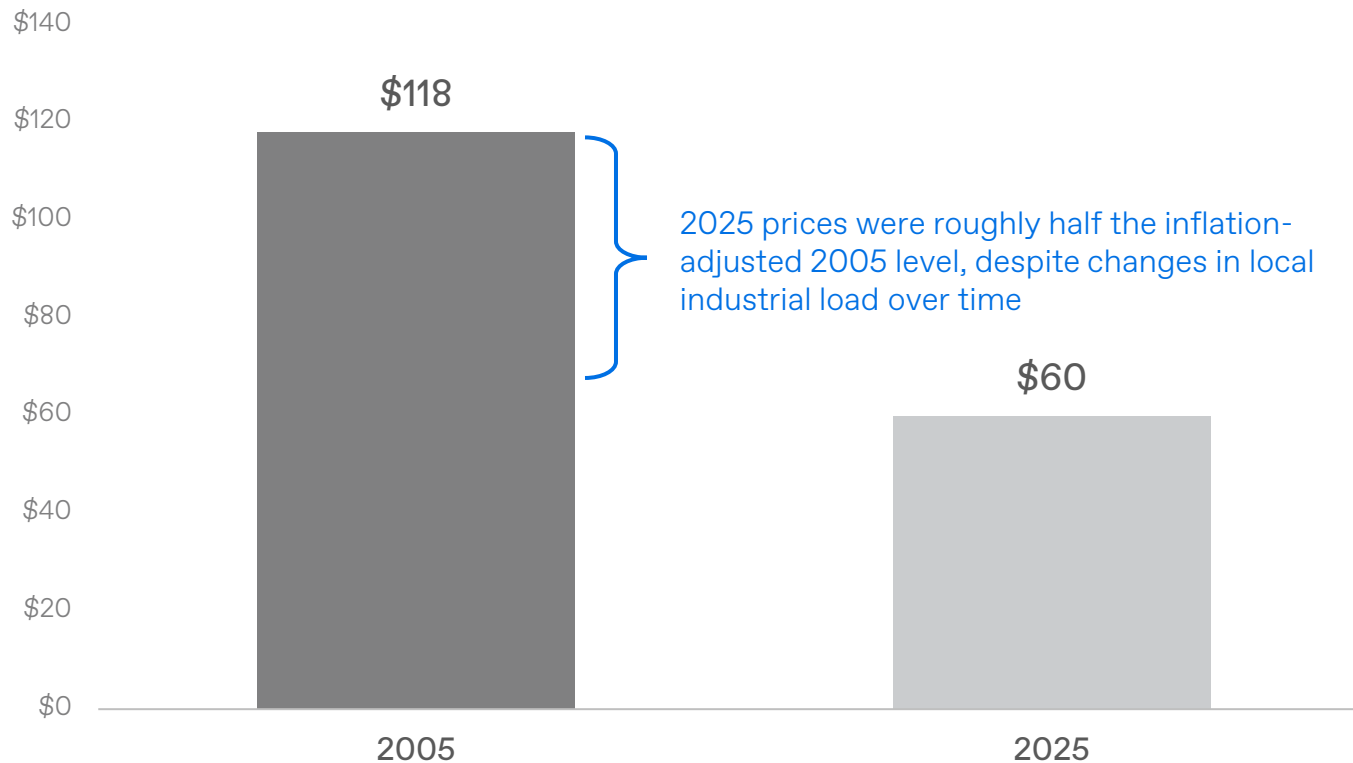
Established operating procedures and reliability programs can support grid response during system stress events



Power Prices are Market-Driven

Historic price swings track regional fuel, weather, and grid conditions more than local electricity demand

NYISO North Zone Wholesale Power Prices
(Inflation-Adjusted, \$/MWh)



WHAT DRIVES POWER PRICES?



Fuel Prices

Natural gas costs are a major driver of wholesale electricity prices



Winter Weather

Cold weather and heating demand can temporarily increase regional prices



Regional Grid Conditions

Transmission constraints with unexpected changes to forecasted supply or demand



Changing Supply Mix

Retiring generation with new capacity having different operating costs



05

Community

Jobs, taxes, and local opportunities

Invested in the Massena Community

NCCS is an established local employer and has been an active community partner since 2017



Town & Community

Beachapalooza • Massena Museum •
Rotary Pancake Breakfast • Fish Massena



Public Safety & Health

Massena Fire Department • Rescue Squad •
Hospital Foundation & Auxiliary • PALS



Schools & Youth

MCHS Ready-4-School • Back the Pack
Meals • Youth athletics



Regional & Civic

SLC Chamber • St. Regis Mohawk Tribe •
Rockin' the River • Community events

30+ Local Organizations Supported

\$200K+ Community Contributions

8+ Years in the Community

Local Jobs and Workforce Growth

The project will expand long-term employment and create new technical career opportunities

~60

Current employees



~200

Future permanent full-time positions

~2,000

Construction jobs during phased build-out



New Career Opportunities

Additional skilled jobs across operations, IT, and facilities management



Local Hiring Prioritized

Regional workforce and local labor prioritized throughout construction and operations



Higher Paying Roles

Existing employees will have opportunities to retrain into higher-paying technical roles

Strengthening the Local Economy

Expected to become one of Massena's largest taxpayers, supporting long-term investment in schools, services, and regional businesses



Supports Public Services

Helps fund schools, infrastructure, and community services through long-term tax revenue



Supports Local Businesses

Increases demand for hotels, restaurants, suppliers, and regional businesses



Reinvests in Existing Site

Retires legacy industrial infrastructure and redevelops the site into a modern computing campus



Long-Term Regional Investment

Creates durable economic activity, technical career opportunities, and new investments

A long-term reinvestment in Massena — creating jobs, supporting local services, replacing legacy industrial infrastructure, and positioning the region for new opportunities



06

Closing

Final remarks

Supporting Massena's evolution and investing in next-generation infrastructure

Massena will continue its tradition of powering critical industries while benefitting from an investment that is enterprise-grade, long-term, job-creating, and sensitive to community and environmental needs.

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