LAMP
LIBERTY ADVANCED MANUFACTURING & POWER

Liberty Advanced Manufacturing and Power

A master-planned, infrastructure-first campus for advanced manufacturing in Liberty County, Texas.

Investor presentation, October 2026

Rendering for reference only

Important notice

For information only

This presentation describes the LAMP campus. It is not an offer to sell, or a solicitation of an offer to buy, any security, and it is not investment, legal or tax advice.

Targets and plans

Statements about power capacity, schedules, construction and spending look ahead. They are targets and plans, and actual results may differ from them.

Where the figures come from

Site, parcel and infrastructure figures come from the JLL marketing document of September 21, 2026 and from lamptx.com. They are approximate and can change.

Renderings and plans

Renderings are for reference only. The site plan in this presentation is an illustration and is not to scale. Rely on your own review of the property.

LAMP at a glance

701

acres in one master-planned campus

550

of those acres, on which JLL has exclusive rights

4.0M

square feet of space, also exclusive to JLL, across 19 parcels

240 MW

of planned capacity in 2027, from 60 MW targeted for October 2026

Up to 3 GW

long-term planned capacity

$3B+

to be spent developing the campus, across all trades

Sources: JLL marketing document, September 21, 2026; LAMP.

The United States has spent the last several decades watching critical manufacturing capacity move offshore. LAMP is one answer to that problem.

Rare earth magnets. Precision components. Defense-adjacent supply chains. A domestic, vertically integrated facility capable of producing what the country needs, built in a county with the land, the infrastructure, and the workforce to support it.

Investment case

A strategic need

Critical manufacturing capacity has moved offshore for decades. The strategic vulnerability this created is well documented.

Scale that is hard to find

701 contiguous acres near a major American metro is uncommon. Most large sites near Houston are developed, fragmented or constrained.

Power on site

Planned behind the meter: on-site generation serves the main operations, which limits additional demand on the regional grid.

Shared infrastructure

Tenants share infrastructure, reduce capital expenditure, and operate in an ecosystem where progress in one industry strengthens the next.

Already under construction

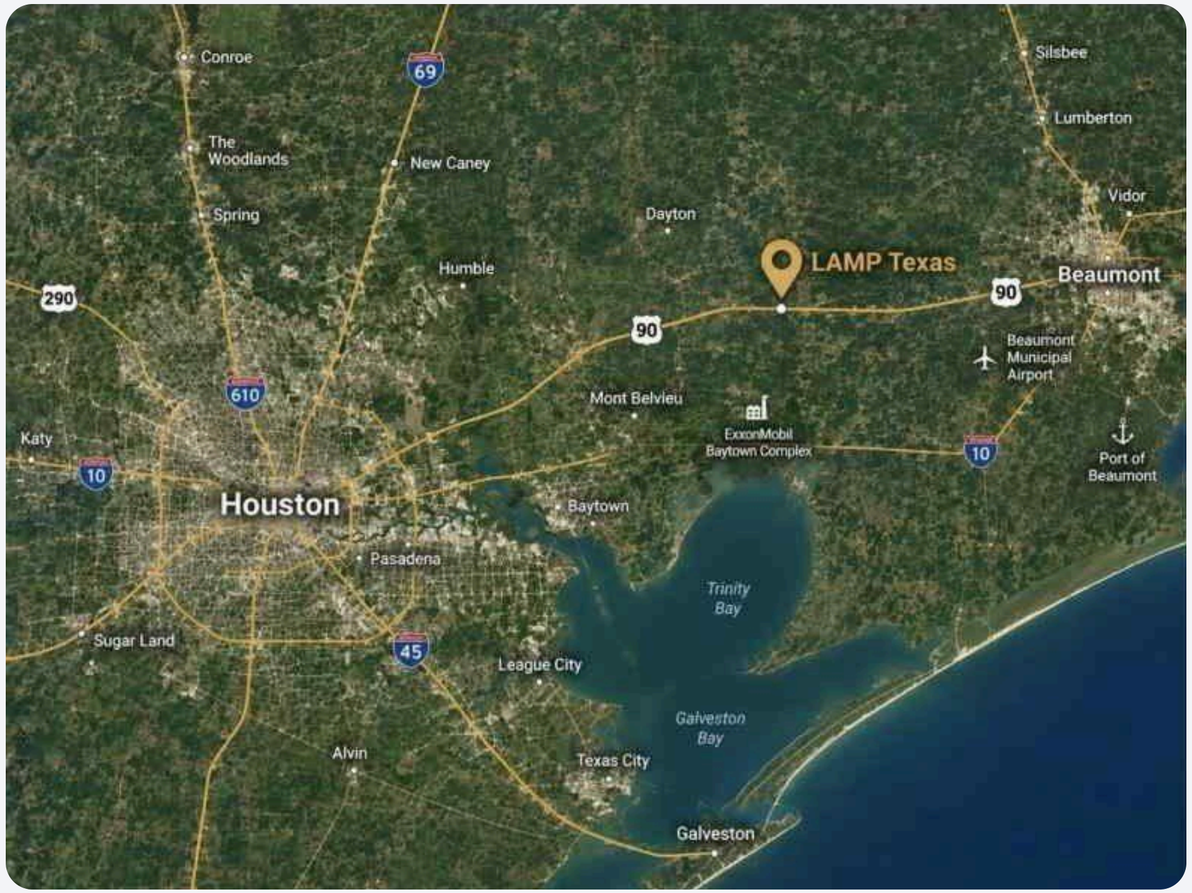
Construction on the campus is active. All Phase 1 site, building and utility works are targeted for completion in December 2026. The first 60 MW of power is targeted from October 2026.

The Texas advantage

No personal or corporate income tax (businesses pay the franchise tax), a pro-business environment, and a long history of energy production.

Source: lamptx.com (The Campus, Why Liberty, About).

Location and access



Approximate drive times

45 min	George Bush Intercontinental Airport (IAH)
40 min	Downtown Houston
50 min	Port Houston, Bayport Container Terminal
30–45	minutes to regional workforce centers

Highway 90 is adjacent to the campus and rail is available on site. Located in unincorporated Liberty County.

Sources: JLL marketing document, September 21, 2026; map from lamptx.com.

Site plan

Advanced technology zone
4 parcels, 217 acres, 1,585,000 SF

Advanced manufacturing zone
5 parcels, 193 acres, 1,390,000 SF

Industrial and support
10 parcels (1 to 10 on the plan), 140 acres, 1,025,000 SF

19 parcels in three zones, on 550 of the 701 acres. Ground lease or build-to-suit on every parcel, exclusively through JLL.

Outside the parcels: two solar fields, the water capture and treatment area, and land held for future expansion.

Plan redrawn from the JLL marketing document, September 21, 2026. Illustrative, not to scale.

Parcel availability

Parcel	Intended use	Acres	Max building SF	Coverage	Earliest delivery
TEC-1	Advanced technology	±32	235,000	40%	Q4 2026
TEC-2	Advanced technology	±32	235,000	40%	Q4 2026
TEC-3	Advanced technology	±77	560,000	40%	Q1 2027
TEC-4	Advanced technology	±76	555,000	40%	Q1 2027
MFG-1	Advanced manufacturing	±45	325,000	35%	Q4 2026
MFG-2	Advanced manufacturing	±29	210,000	35%	Q4 2026
MFG-3	Advanced manufacturing	±29	200,000	35%	Q1 2027
MFG-4	Advanced manufacturing	±45	330,000	35%	Q1 2027
MFG-5	Advanced manufacturing	±45	325,000	35%	Q2 2027
IND-1 to IND-5	Industrial and support	±14 each	105,000 each	30%	Q1 2027
IND-6 to IND-10	Industrial and support	±14 each	100,000 each	30%	Q2 2027
All 19 parcels	Ground lease or build-to-suit	550	4,000,000		From Q4 2026

Source: JLL parcel availability schedule, September 21, 2026. Areas are approximate. Parcel names can differ from other documents.

Power roadmap

Phase 1 Initial deployment	60 MW	**Target online October 2026** Natural gas generation in a combined-cycle configuration.
Phase 2 Expansion	240 MW	**Target online 2027** Additional natural gas generation plus infrastructure. N+1 redundant. Engineered and planned.
Phase 3 Scale-up	600–1,000 MW+	**Target online 2028 to 2030** Further expansion and additional capacity. Long-term, conceptual.
Phase 4 Campus buildout	Up to 3 GW	**Target online 2030 and beyond** Long-term planned capacity is up to 3 GW.

Each figure is the total planned capacity of the campus in that period. Targets are not firm commitments.

Power architecture

Behind the meter

- N+1 generation redundancy
- Island-mode capable
- Black-start capable
- Scalable to multiple gigawatts

Transmission

- Existing 138 kV line about 1.15 miles from the campus
- 345 kV interconnection capability planned
- Utility interconnection subject to final utility requirements

Reliability by design

- 99.999% reliability target
- Dual fuel supply path
- Separation of critical systems
- Monitoring and controls around the clock

Source: JLL marketing document, September 21, 2026.

Fuel supply and commercial structure

Natural gas

30-inch
natural gas pipeline, adjacent to the campus

30,000
MMBtu a day of initial delivery capacity

The delivery point is adjacent to the campus, and redundant supply options are available. Turbines are EPA compliant, low emission and hydrogen capable.

Commercial structure

- Behind-the-meter power model
- Long-term power supply agreements (PPA)
- Ground lease, build-to-suit or turnkey
- Transparent and predictable pricing

Indicative pricing methodology: fuel index (natural gas), capital recovery, operations and maintenance, a reliability premium, and tenor. PPA options are customized to tenant needs.

Source: JLL marketing document, September 21, 2026. Pricing methodology is indicative.

Water and cooling

50M+

gallons of on-site water storage

500M+

gallons a year of rainwater capture potential

Water strategy

- On-site treatment and storage
- Multiple sources for redundancy
- High-efficiency treatment for reuse
- Reuse supports cooling and non-potable uses

Cooling options

- Air-cooled
- Closed-loop
- Liquid cooling, future
- Hybrid cooling

Source: JLL marketing document, September 21, 2026. Photo: water storage tanks on the LAMP site, October 2026.

Fiber connectivity

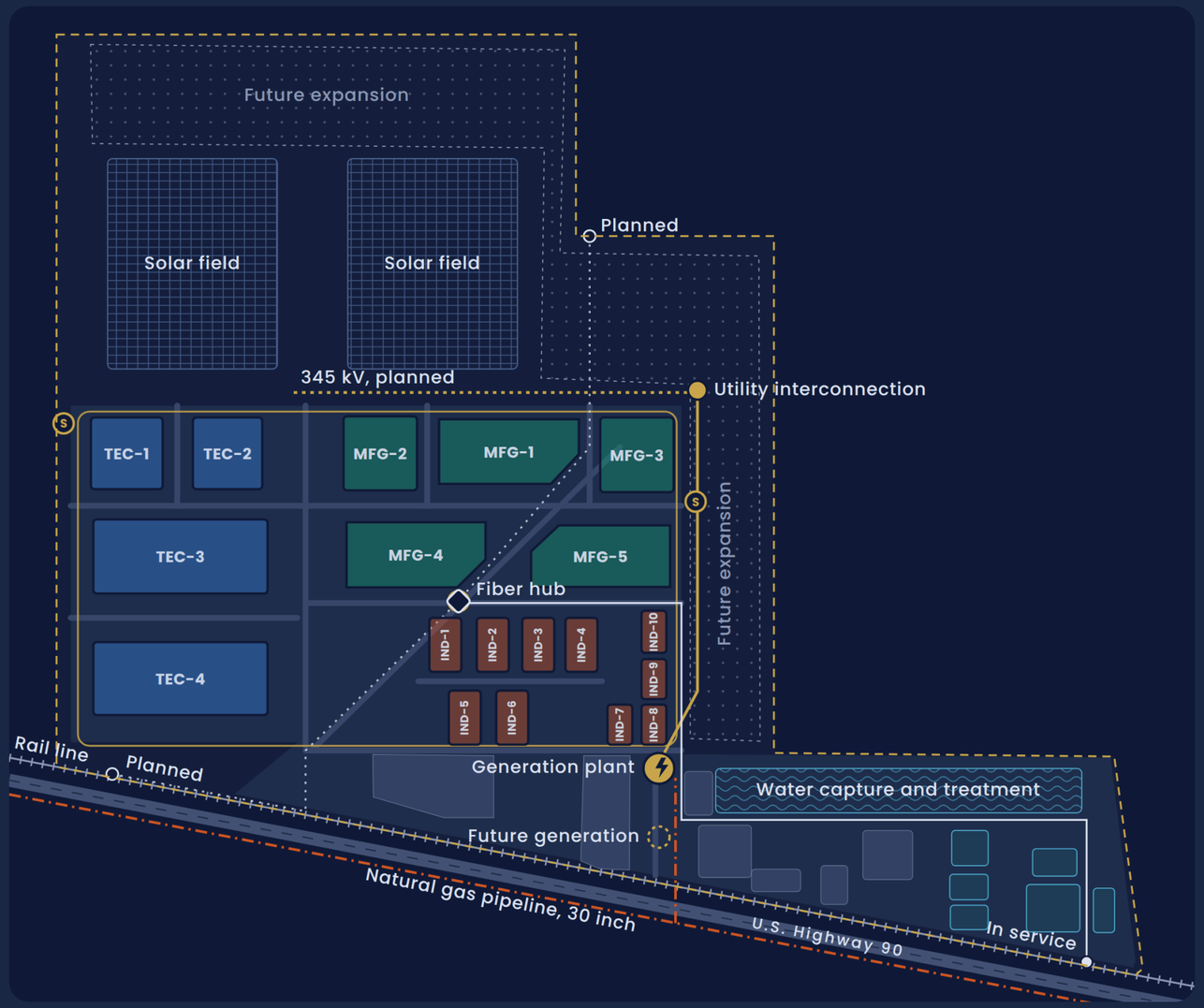
Multiple tier-1 providers
Access to leading national and global network providers.

Entrances from three sides
South entrance in service today. North and west entrances planned.

Carrier-neutral fiber facility
On site, with cross-connects.

Under 20 miles to major routes
Direct access to backbone networks and IX points.

Low latency to major markets
Houston, Dallas, Austin and San Antonio.



Source: JLL marketing document, September 21, 2026. Plan is illustrative, not to scale.

Delivery schedule

Step 1

Site control

Completed

Land control secured and due diligence completed.

Step 2

Design

2 to 3 months

Conceptual and schematic design; utility and site coordination.

Step 3

Permitting

2 to 3 months

Overlaps with design. Concurrent permitting with local, state and federal agencies.

Step 4

Enabling works

2 to 4 months

Overlaps with permitting. Grading, utility corridors, roads, drainage.

Step 5

Build

3 to 6 months

Shell construction, MEP installation, equipment delivery.

Step 6

Commission and turn-up

1 to 2 months

Systems testing; power, cooling and network validation.

Step 7

Operations

Ready for service

Final acceptance, with the operations team on board.

10–14

months: the target for fast-track delivery

Source: JLL marketing document, September 21, 2026. Durations are targets.

Resilience and security

Site conditions

- Flood Zone X, minimal risk
- Designed for winds of 140 mph and more
- Low seismic risk area
- FEMA maps available on request
- Dual gas supply paths
- EPA-compliant, low-emission turbines

Security and safety

- Secure perimeter fencing
- Manned security around the clock, with CCTV and AI monitoring
- NFPA-compliant fire protection and a dedicated on-site fire station
- Full-time emergency personnel and an on-site operations center
- Multiple access control points, with tenant isolation and privacy

Source: JLL marketing document, September 21, 2026.

Industries on campus

Rare earth permanent magnets

Produces high-performance magnets used in EVs, wind turbines, robotics, defense, and advanced electronics.

Methacrylic acid

A proposed plant: 7,000 metric tons a year, with expansion planned to 30,000.

3D printing

Supports rapid prototyping, component production, tooling, and industrial part development.

Spin energy storage

Stores kinetic energy through a rotating mass and releases power quickly when needed.

Drone manufacturing

Design, production and testing for national security applications.

Rocket and machine parts

Precision manufacturing of rocket components and machine parts on site.

Future industries

New tenants connect to existing power, water, transport and utility systems.

Each industry strengthens the others: energy storage powers manufacturing, manufacturing feeds prototyping, and prototyping accelerates innovation across the campus.

Source: lamptx.com, Industries.

Workforce and market

+8%

Population

7,618,468 in 2024
8,221,839 projected for 2029

+6%

Engineering jobs

49,152 in 2024
52,139 projected for 2029

+10%

Tech jobs

102,080 in 2024
112,326 projected for 2029

+6%

Industrial jobs

519,127 in 2024
551,781 projected for 2029

Liberty County sits within the Houston metropolitan area, putting LAMP within reach of one of the largest industrial and manufacturing ecosystems in the United States.

Source: JLL marketing document, September 21, 2026. Projections for the Houston metropolitan area, 2024 to 2029.

Local economy and community

$3B+

to be spent developing the campus, across all trades

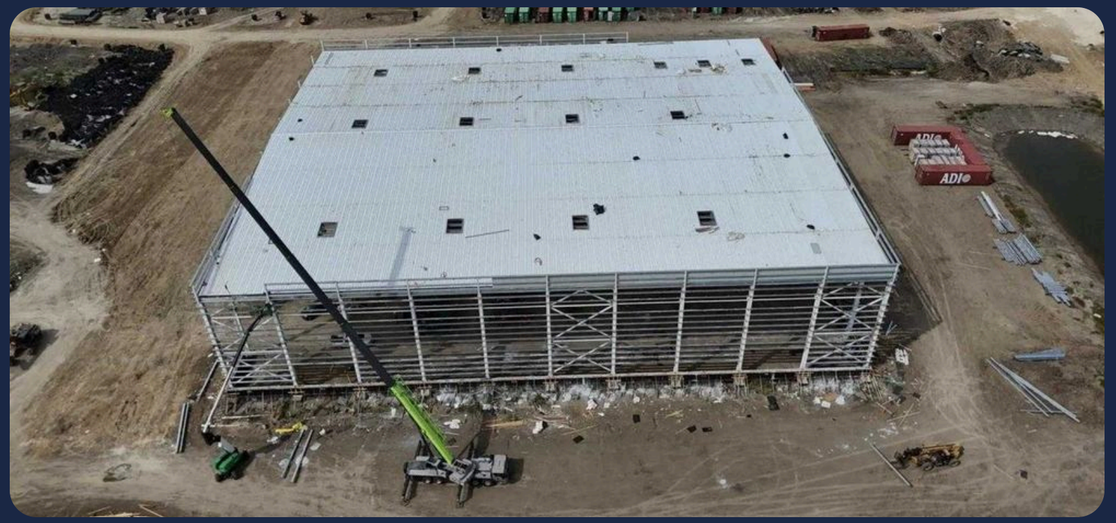
300

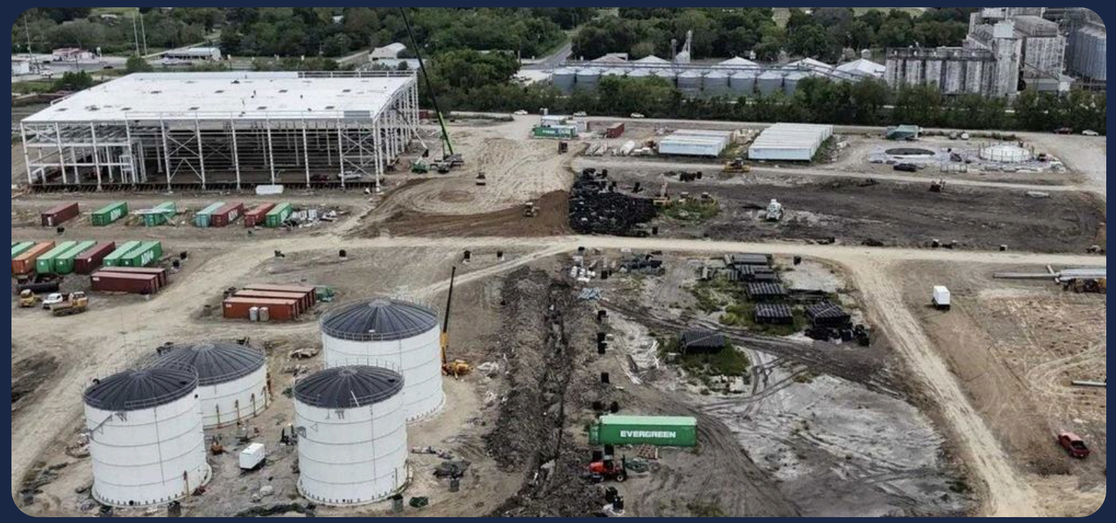
direct operational jobs projected for Phase 1, with local hiring first

- An open vendor registry, with priority consideration for Liberty County businesses
- Road, drainage and utility improvements funded by the project
- A company-funded fire station in the campus plans
- A Committee of the Community: residents with a standing seat, on the record

Sources: LAMP; lamptx.com, Community.

Progress to date





Q3 2024

Site acquisition

Q4 2024 to Q1 2025

Planning, engineering, permitting

January 2025

Groundbreaking and site preparation

July 2026 to today

Vertical construction

December 2026

All Phase 1 works targeted for completion

Source: lamptx.com, development timeline. Photos: the LAMP site, October 2026.

Ways to participate

Lease or build to suit

19 parcels of about 14 to 77 acres each, on ground lease or build-to-suit, with power, water and fiber on campus.

JLL has exclusive rights to 550 of the 701 acres. The team is on the next slide.

Invest

LAMP welcomes inquiries from private and institutional investors who want to understand the campus, its infrastructure and its plans.

lamptx.com/investors
info@lamptx.com

Supply and build

More than $3 billion will be spent developing the campus. Contractors, suppliers and service firms register once and compete for work in every trade.

lamptx.com/vendors

Leasing with JLL

JLL has exclusive rights to 550 of the campus's 701 acres and to 4 million square feet of space, offered on ground lease or build-to-suit across 19 parcels.

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Source: JLL marketing document, September 21, 2026.

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Leasing
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