



ASX ANNOUNCEMENT

Iron Road Ltd (Iron Road, ASX: IRD)

AMP ENERGY SELECTED AS LEAD DEVELOPER FOR CAPE HARDY GREEN HYDROGEN PROJECT

Vertically integrated renewable energy developer and supplier enters exclusivity period with Iron Road

Key points:

- Amp Energy (Amp) and Iron Road execute Strategic Framework Agreement and commence nine-month exclusivity period following a competitive Cape Hardy green hydrogen offer-to-bid process.
- Headquartered in Canada, Amp is a vertically integrated renewable energy developer and supplier funded by institutional investors including global private equity firm The Carlyle Group, driving rapid growth in Amp's core markets of Australia, Japan, Spain and the UK.
- Amp's hydrogen development business is currently developing four sites globally adjacent to renewable energy projects with a primary focus on Australia and South Australia in particular.
- Strategic Framework Agreement commercial terms include an upfront \$1.5m exclusivity fee and a further conditional 2023 payment of \$1.5m upon execution of detailed transaction documents. From 2024, indicative project development milestone payments of \$21m in aggregate are staged through to first green hydrogen / ammonia production with an additional perpetual royalty stream still to be negotiated on molecules produced / exported from the future Cape Hardy industrial precinct.
- Long-term land lease agreements and access rights to future common user infrastructure, including marine facilities, are fundamental to the Strategic Framework Agreement, with the hydrogen footprint expected to comprise approximately one-third of Iron Road's 1,207 hectares of gulf-side land.
- Holding Australia's largest magnetite Ore Reserve, the Central Eyre Iron Project (CEIP) will also benefit from proximate, large-scale renewable energy generation and transmission that can serve as a catalyst for a long-life, industry competitive operating cost structure for high quality steelmaking feedstock.
- The hydrogen strategy complements a broader vision for the Cape Hardy precinct by facilitating water security for regional industry development, value-adding to magnetite resources (green pellets & longer-term green steel) and further strengthens multi-commodity export opportunities including grain.

Iron Road Ltd (Iron Road or Company, ASX:IRD) is pleased to advise that following a three-month competitive offer-to-bid process, Amp Energy (Amp) has been selected as the lead developer for the Cape Hardy Green Hydrogen Project. Amp's media release is attached to this ASX announcement.

A primary factor in the Company's selection of Amp is good understanding that Amp is already well progressed after more than 18 months of focused South Australian work in the green hydrogen asset class. Funded by global private equity firm, The Carlyle Group (US\$373 billion in assets under management) and other institutional investors, Amp's concept design for a 5GW scale electrolyser project and associated green hydrogen and ammonia production facility at Cape Hardy, is viewed as a marquee site for Amp's hydrogen projects globally. Both Iron Road

and Amp are aligned in their commitment to maximise the technical efficiency and scale of the opportunity to position the full-value chain project for commercial success.

Iron Road Chief Executive Officer, Larry Ingle said, “We are delighted to be working exclusively with Amp for the next nine months, and beyond, on a green energy production and export development opportunity of national significance. This important milestone further validates Cape Hardy as South Australia’s pre-eminent hydrogen export hub of scale. Our competitive offer-to-bid process was carefully designed to screen the most capable and motivated developer looking to prioritise and advance the project quickly and judiciously.”

Mr Ingle added, “After running an earlier market sounding and thorough Expression of Interest process, Iron Road was conscious of reducing planning and development complexity by avoiding a crowded playing field at Cape Hardy. We have selected Amp as a single lead developer who we expect will assemble additional consortium partners in collaboration with Iron Road. Amp has been granted appropriate security and tenure to complete early feasibility and master planning work prior to next key development and commercial arrangements being agreed.”

Commenting on the Strategic Framework Agreement with Iron Road, Amp’s Co-Founder and Chief Investment Officer, Paul Ezekiel said “Amp’s background of developing large scale upstream power systems globally, positions Amp for the emerging opportunity of green hydrogen and provides industrial synergies. Amp’s development of strategically located, transmission-connected green hydrogen and ammonia facilities at select locations such as Cape Hardy in South Australia is critical to our continued global growth and long-term strategy.”

The Honourable Peter Malinauskas MP Premier of South Australia said, “South Australia’s world-leading renewable energy reputation continues to strengthen and the Cape Hardy project speaks to our State’s hydrogen production capabilities. This project complements my Government’s commitment to hydrogen, through the Hydrogen Jobs Plan. The Hydrogen opportunity will be transformative for the South Australian economy, delivering energy security – while helping the State decarbonise.”

Strategic Framework Agreement – Preliminary Schedule and Milestone Fee Structure

A detailed project schedule and scope of work will be developed during the exclusivity period. A preliminary schedule (outlined below) has been developed in conjunction with Amp’s external advisor as part of concept design and early feasibility work for the project. Amp’s external advisor has been involved in more than 50% of ammonia plants built globally over the last seven decades.

		2023				2024				2025				2026				2027				2028			
Cape Hardy Green Hydrogen Project	Completion Date	Q1	Q2	Q3	Q4																				
Offer to Bid	Q1:2023	█																							
Execution of Strategic Framework Agreement	Q2:2023		█																						
Negotiation Period, Scope Development and execution of Transaction Documents	Q4:2023		█	█	█																				
Concept & Prefsability (Class 5 Estimate)	Q3:2023	█	█	█																					
Feasibility Study & Pre-FEED (Class 4 Estimate)	Q3:2024		█	█	█	█	█	█																	
Front-End Engineering & Design (Class 3 Estimate)	Q4:2024				█	█	█	█	█																
Detailed Design (Class 2 Estimate)	Q3:2025							█	█	█	█														
Project Development, Early Works & FID	Q4:2025				█	█	█	█	█	█	█	█													
Procurement, Construction & Pre-commissioning	Q3:2028												█	█	█	█	█	█	█	█	█	█	█	█	
Commissioning and First Production	Q3:2028																				█	█	█	█	

Preliminary project schedule and high-level milestones

Amp, in parallel, continues to develop their nearby wind and solar projects (including work with ElectraNet) to support the proposed Cape Hardy 5GW scale electrolyser project and hydrogen/ammonia facilities. Amp’s existing wind and solar developments on freehold land, provide significant advantages for upstream components of the project.

Amp’s stakeholder relations and ongoing negotiations include, or are subject to the following, the majority of which overlap with Iron Road’s continuing engagement:

- South Australian State government and senior ministers
- Barnjarla Determination Aboriginal Corporation RNTBC (BDAC)
- Infrastructure SA – Northern Water Supply (NWS) project
- ElectraNet
- District Council Tumby Bay
- State government and Federal government members
- South Australian Hydrogen Act
- Office of the Technical Regulator
- Essential Services Commission of South Australia (ESCOSA)

Based on Amp’s concept design work, a land parcel of approximately 410 hectares (circa one-third of Iron Road’s 1,207 hectares of gulf-side land) is deemed sufficient for the proposed 5GW scale project.

The conditional and indicative milestone fee structure for Milestones #3 to #8 with indicative dates are shown below. This assumes a successful nine-month exclusivity and negotiation period between the parties and is subject to the outcomes of early phase project development activities during the period that reflect the potential project scale and development timetable of the Cape Hardy Green Hydrogen Project. A condition precedent (CP) to the second \$1.5m framework fee expected in Q4 2023 will be Australian Foreign Investment Review Board (FIRB) approval for Amp entering into long-term land lease agreements with Iron Road. Given Amp’s Canadian headquarters, existing operating assets in Australia and Amp’s planned ongoing deployment of capital into Australia, Iron Road regards this CP as low risk.

Milestone #	Milestone stage	Indicative date	Milestone Payment (\$AUD)
1	Upon the execution of this agreement (Initial Framework Fee)	Q2 2023	\$1.5m
2	Upon execution of all Transaction Documents and FIRB Approval for all Transaction Documents (Second Framework Fee)	Q4 2023	\$1.5m
3	Pre-FEED (following completion of the feasibility study and basis engineering design)	Q3 2024	\$3.0m
4	Hydrogen development approval with the South Australian Government	Q3 2025	\$2.0m
5	Final Investment Decision, including initial environmental, government planning approvals and offtake negotiations	Q4 2025	\$2.0m
6	Commencement of construction	Q2 2026	\$4.0m
7	First production following plant commissioning	Q3 2028	\$10.0m
8	Royalties for life of the Project comprising a set per tonne rate with agreed CPI escalation mechanism, or alternatively, a floating rate that commensurately shares risk with transparent commodity value over time.	2028 onwards	TBD

During the nine-month exclusivity period (Negotiation Period), and subject to the limits of an agreed budget, costs incurred by Iron Road in undertaking elements of the early phase project development activities will be reimbursed by Amp. These may include costs in respect of the following, to the extent relevant to the green hydrogen / ammonia project:

1. preliminary port master planning;
2. common user infrastructure planning; and
3. stakeholder engagement.

If Iron Road and Amp, despite negotiating in good faith and using reasonable and commercially prudent endeavours, are unable to agree to the terms of, and enter into, the transaction documents within the nine-month Negotiation Period, Iron Road will refund \$500,000 (of the \$1.5 million Milestone #1 payment) to Amp Energy within 10 business days of the end of the Negotiation Period. The parties may, by mutual agreement in writing, also agree to extend the Negotiation Period.

The Strategic Framework Agreement does not prohibit Iron Road or its related bodies corporate from engaging in any discussions related to, responding to any enquiries or proposals for or otherwise entering into any agreement or arrangement with a third party that relates to a sale of, acquisition of or issuance of shares or other equity capital in Iron Road or any divestiture, merger, takeover, scheme of arrangement or capital reorganisation involving Iron Road, provided that such engagement is not in any way inconsistent with the undertakings given by Iron Road in favour of Amp under the Strategic Framework Agreement.

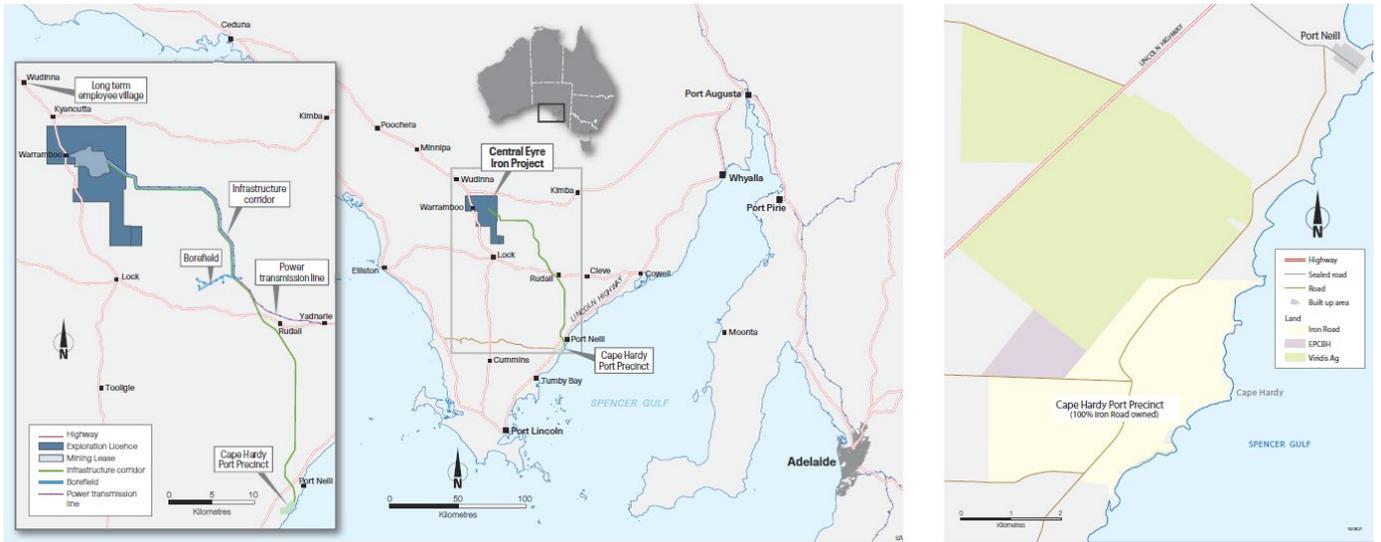
The Company, with the knowledge of Amp, having entered into this Strategic Framework Agreement, has basic obligations to Macquarie Corporate Holdings Pty Ltd under the terms of a 23 September 2020 Side Agreement.

Project Background - Key Value Drivers

Amp recognises the considerable pre-development work undertaken by Iron Road with top-down and bottom-up value drivers underpinning the commercial terms agreed in the Strategic Framework Agreement.

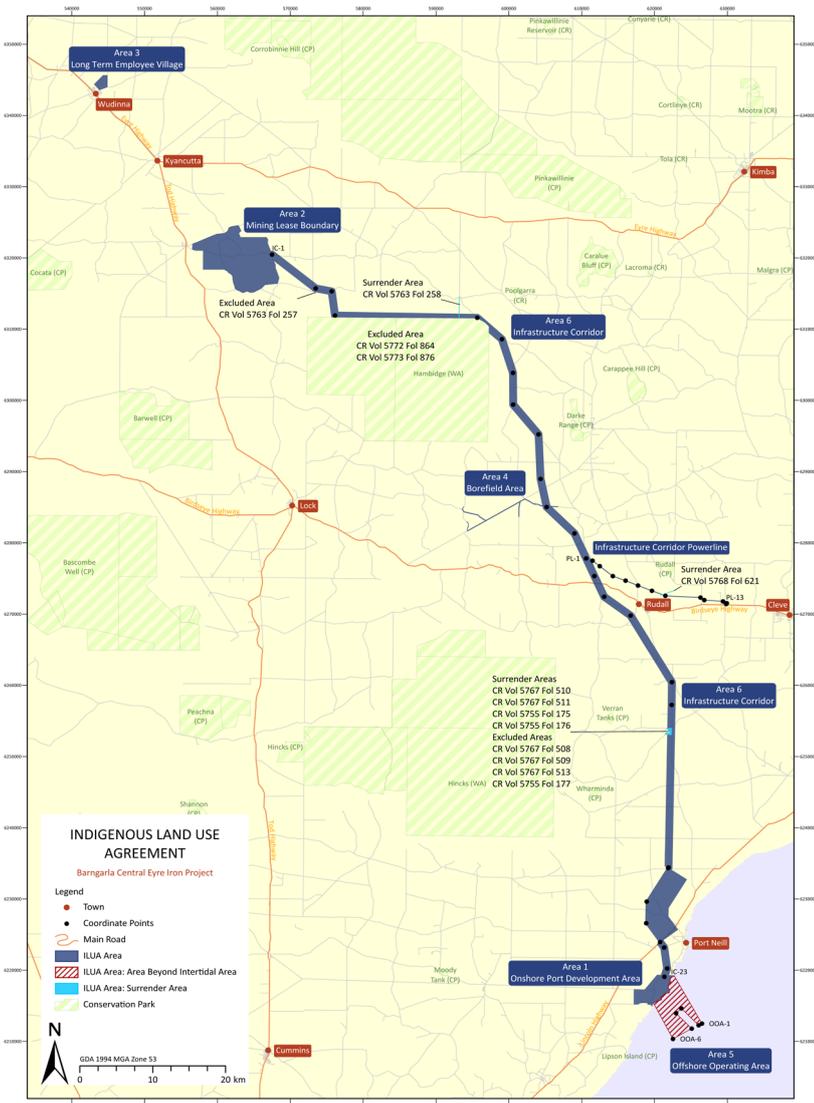
Key attributes of Cape Hardy and the wider project include:

- A large, strategically located, freehold gulf-side land holding unencumbered by ageing / inadequate infrastructure and urban encroachment that may often inhibit new, large scale industrial developments;
- Short transmission distances to recognised high quality southern and central wind zones, west of Tumbly Bay and north of Cleve respectively, a renewable energy source critical for commercial green hydrogen production;
- Proximate to ElectraNet's Yadrarie substation and upgraded high-voltage transmission line from Cultana to Port Lincoln (*Eyre Peninsula Link*), providing grid connection options;
- Abundant space for the multiple industrial process facilities associated with green hydrogen and ammonia production, storage and distribution;
- Readily accessible from the adjacent Lincoln Highway;
- Nearshore access to deep-water, requiring no dredging or breakwater;
- Environmentally and socially amenable to seawater desalination and hypersaline brine discharge given the site location in a high energy zone of the Spencer Gulf that allows for high water quality, good dispersion and relatively low impact;
- An Environmental Impact Statement (EIS) supporting both State and Federal approvals (Environment Protection and Biodiversity Conservation - EPBC) for a bulk commodity export port;
- Extensive intellectual property encompassing significant studies into wave, wind, current and tidal movements, seabed sand drift, bathymetric and benthic studies, geophysical surveys of the seabed and a plethora of associated data and designs (vessel approach routes, anchorage channels, berthing, occupancy, marine structures etc.);
- Planned port modular offloading facility with accompanying design is also expected to cater for delivery of large-scale renewable energy fixed plant (wind turbines, electrolyzers etc.) that in most instances will at least partially utilise Iron Road's approved infrastructure corridor to renewable energy projects across Eyre Peninsula.



Central Eye Iron Project (CEIP) exploration licence, mineral lease, proposed infrastructure corridor and port at Cape Hardy. RHS figure shows Cape Hardy port precinct in yellow and surrounding landholdings.

Importantly, Amp also acknowledges Iron Road’s 10-year relationship and multi-commodity Indigenous Land Use Agreement (ILUA) with the Barngarla. Recent amendments have tailored the CEIP ILUA to the nascent green hydrogen industry which delivers the Cape Hardy project native title certainty and first mover advantage. The ILUA is registered with Australia’s National Native Title Tribunal.



CEIP ILUA, illustrating both onshore and offshore areas

Widespread local community support, including from the Eyre Peninsula Local Government Association (EPLGA) member councils and Regional Development Australia Eyre Peninsula (RDAEP) remains key as do strong long-term relationships with Eyre Peninsula landowners and farming communities such as Eyre Peninsula Co-operative Bulk Handling (EPCBH).

Infrastructure Australia recognises the port precinct project as an investment ready proposal with the Company's ambitions for Cape Hardy also fully supported by the South Australian government.

Underpinning the Australian government's monetary support for the project via a grant commitment is acknowledgment that the Cape Hardy development will bring together agriculture, mining, renewable hydrogen, green manufacturing and First Nations businesses into a multi-user, multi-commodity manufacturing and export hub in South Australia.

Authorised for release by the board of Iron Road Ltd

For further information, please contact:

Larry Ingle, Chief Executive Officer
Iron Road Ltd
Tel: +61 8 8214 4400

Jarek Kopias, Company Secretary
Iron Road Ltd

ASX: IRD

admin@ironroadlimited.com.au

<https://ironroadlimited.com.au>

About Amp



Amp Energy is a well-established global energy transition development platform, which delivers renewables, battery storage, and hydrogen at scale, together with proprietary AI-enabled grid flexibility through its Amp X platform. Since its inception 14 years ago, Amp has developed and built close to 3GW of assets globally and has another 4GW either in late-stage development or construction. Amp is backed by major investments from institutional capital partners including global private equity firm the Carlyle Group, who has invested over US\$440 million. The company has global operations throughout North America, the UK, Australia, Japan, and Spain.

Amp X has developed a disruptive grid edge digital platform to allow all forms of distributed generation and load to make a dynamic contribution to the energy system, whether as an individual unit or as an aggregated group of assets, providing flexibility, resilience and system stability at the lowest possible cost.

For more information, please visit amp.energy.

About Iron Road



Iron Road is the 100% owner of the Central Eyre Iron Project (CEIP), an advanced, long-life iron ore mining, beneficiation and infrastructure development opportunity on the Eyre Peninsula, South Australia. High quality iron concentrate product from the project has demonstrated it can assist steel mill customers lift productivity and better manage tightening environmental standards, trends that are expected to accelerate as the global steel industry seeks to progressively decarbonise. The planned export facility at Cape Hardy is designed to be South Australia's first Capesize capable port and both the port and industrial precinct will be developed over a number of stages. Infrastructure Australia has identified the potential for Cape Hardy to ultimately integrate to the Australian National Rail Network which would provide the basis for a world class multi-user bulk shipment port that can service central and southern regional Australia.

Green manufacturing and industrial precinct opportunities for Cape Hardy revolve around its proximity to large-scale renewable energy resources and potential for green hydrogen and ammonia production. The South Australian government's hydrogen export prospectus recognises the ideal location of Cape Hardy on the Eyre Peninsula, with leverage to the region's rich endowment of renewable energy resources. Wider economic growth opportunities for the State, through the CEIP and enabling export infrastructure, has been recognised by the Australian Government via a \$25 million grant commitment for Cape Hardy that will benefit multiple existing and future industries. To date, Iron Road has invested more than \$180 million in advancing the company's asset base.

For more information, please visit <https://ironroadlimited.com.au>.

Amp secures rights to develop Green Hydrogen at scale in South Australia

Adelaide, Australia – 12th April 2023 – Amp Energy (“Amp” or the “Company”) has signed an agreement to develop green hydrogen at scale on the Cape Hardy Port Precinct with Iron Road Ltd. Amp Energy, a Carlyle portfolio Company, is among the largest hydrogen developers in Australia, where it is progressing the development of 20 GW of electrolyser capacity across three precincts, equivalent to 19 million tons per annum of green ammonia production. Amp’s integrated model in Australia of owning and optimizing feedstock generation assets, transmission, processing, and export, will allow the delivery of cost-competitive hydrogen production globally.

Amp was drawn to the Cape Hardy project due to its strategic geographic location and strong support from the South Australia Government. The Cape Hardy site has direct access to high voltage power through existing transmission infrastructure as well as a deep-water port that will facilitate transportation of the hydrogen product. Furthermore, both the Traditional Owners of the land (the Barngala people) and the Eyre Peninsula landowners have strong relationships with the project, and the Australian Government has already shown firm support through its earlier announcement of \$25 million for further Port infrastructure development. These factors will support the project to produce green hydrogen at competitive global prices and help South Australia meet its green hydrogen goals.

The Company intends to develop and build up to 5 GW of electrolyser capacity over the next decade in the precinct, delivering over 5 million tons per annum of green ammonia, which will establish South Australia as a global leader in the production of green hydrogen and ammonia. At this scale, 4,800 Direct and Indirect Construction jobs and 250 Direct and Indirect Operations Jobs are expected to be created.

Amp’s involvement in Cape Hardy will extend its commitment to the State of South Australia. In 2021, Amp established the [Renewable Energy Hub of South Australia](#), a AUD \$2 billion investment in renewable generation and Battery Energy Storage. This strategic commitment supports the clear commitment from the State of South Australia to the Green Hydrogen Economy..

“ Our background of developing large scale upstream power systems globally positions Amp for the emerging opportunity of green hydrogen and provides industrial synergies.” said Paul Ezekiel, Co-Founder and CIO of Amp. “The development of strategically located, transmission-connected green hydrogen and ammonia facilities at select locations such as Cape Hardy in South Australia is critical to our continued global growth and long-term strategy.”

The South Australia Government is supportive of the Cape Hardy Precinct: “ South Australia’s world-leading renewable energy reputation continues to strengthen. As a



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leading global hydrogen energy developer and asset owner, we welcome Amp's continued strategic commitment to South Australia. This project complements my Government's commitment to hydrogen, through the Hydrogen Jobs Plan. The Hydrogen opportunity will be transformative for the South Australian economy, delivering energy security - while helping the State decarbonise.", stated The Honourable Peter Malinauskas MP Premier of South Australia

Amp's expansion in South Australia will include and leverage Amp X's digital energy platform which caters to a number of interoperable offerings aimed at unlocking grid flexibility at a large scale from the edge of the grid in order to support a fully decarbonised energy system and accelerate the energy transition.

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