

ASX Announcement
25 May 2026

CHAIRMAN'S ADDRESS - 2026 ANNUAL GENERAL MEETING

Range International Limited (ASX:RAN) (the **Company** or **Range**) provides the 2026 AGM Chairman's Address for the Annual General Meeting to be held at 11:30am (AEST) today, as required by ASX Listing Rule 3.13.3.

This announcement has been approved by the Board of the Company.

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About Range International:

Range is a manufacturer of plastic pallets. Our ThermoFusion™ technology allows Range to make 'zero waste', 100% upcycled plastic pallets. Range currently has production lines operating in its East Java factory in Indonesia and sells its pallets under the brand Re>Pal™, supplying pallets into Indonesia and across Asia Pacific.

CHAIRMAN'S ADDRESS 2026 ANNUAL GENERAL MEETING

Good morning, fellow shareholders, directors, management and guests.

Thank you for joining us for Range International Limited's Annual General Meeting.

The past year has been an important period of operational consolidation and renewed commercial momentum for Range. Following the Company's reinstatement to quotation on the ASX, the Board's priorities have been to restore operational stability, rebuild commercial momentum, and establish a stronger platform for sustainable growth.

During 2025, we made meaningful progress against those priorities.

Range achieved record sales for the year, supported by stronger commercial execution and increasing acceptance of our recycled plastic pallet solutions. Our customer base also broadened across a wider range of industries and partners, strengthening the resilience of our revenue base and reducing reliance on any single customer or sector.

The environmental purpose of Range remains central to our strategy. During 2025, we transformed approximately four million kilograms of discarded plastic waste into durable logistics pallets, equivalent to removing around 400 million plastic bottles from the waste stream.

Strategically, our direction is clear. We will continue to grow pallet sales while progressively building a substantial pallet rental platform. The Board sees the rental model as an important driver of long-term value, with the potential for recurring revenue, closer customer relationships and stronger margins over time. Building a rental fleet is capital-intensive, so growth must be supported by disciplined execution and prudent funding. There can be no doubt that our business needs a greater production scale to become profitable, which is what we are aggressively pursuing.

Operationally, 2025 saw important progress in Indonesia. We relocated our manufacturing facility to a new site better suited to the next stage of growth. That relocation was a significant undertaking, but it has created a more stable and suitable operating base, importantly, outside the bonded zone, which had caused us many headaches.

Another important development was the successful resolution of the long-running Indonesian tax dispute. This removed a material uncertainty from the business and allows management to focus more fully on operational growth and commercial execution.

Since year-end, the March quarter has provided encouraging evidence that the operating platform established in late 2025 is beginning to convert into performance in what is typically a quieter quarter. Importantly, the first rental pallet deliveries commenced during the quarter. Confirmed rental orders reached 8,300 pallets, with seven clients actively engaged. The new factory is now fully operational, with all four extruders available for use, providing the production base needed to support both pallet sales and rental fleet growth.

The rental opportunity pipeline for 2026 remains promising. A new pallet mould is scheduled to arrive in June to support anticipated demand, and the Company is progressing funding discussions to support the build-out of the rental fleet. We will pursue this growth in a measured way, ensuring expansion is matched by appropriate funding, utilisation and customer demand.

We are also mindful of external conditions. Our focus is to manage those factors carefully while continuing to build momentum in sales, rentals, production scheduling and cash discipline.

Looking ahead, our immediate priorities are clear: convert identified rental opportunities, increase factory utilisation, maintain momentum in pallet sales, manage input costs, and secure appropriate forward funding for rental fleet growth. We are continuing to target a Philippines operation, but to date, we have not secured the right partnership to move forward.

Range enters this next stage in a stronger position than it was twelve months ago. There remains work to be done, but the progress achieved in 2025 and the early signs from Q1 2026 give the Board confidence that the Company has a stronger foundation from which to pursue sustainable, profitable growth.

On behalf of the Board, I thank our management team and employees for their commitment and hard work. I also thank our shareholders for your patience, confidence and continued support as we work to convert Range's opportunity into enduring shareholder value.

Thank you.

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