

PLC Cement Project Advances to Final EPC Stage – Strong International Response to Global Tender

26 October 2026

Holtec technical review completed in line with IFC requirements; formal offers received from international cement EPC contractors; two highest-ranked bidders proceed to a final competitive stage, with a Preferred Tenderer targeted by 18 December 2026

Pacific Lime and Cement Limited (ASX: PLA | PNGX: PLC) (“PLC” or “the Company”) is pleased to provide an update on the Engineering, Procurement and Construction (“EPC”) tender for its Central Cement Project in Papua New Guinea – two 2,500 tonne-per-day integrated clinker and cement plants with associated dedicated power plant.

Highlights

- **Independent technical review complete:** the Holtec Techno-Economic Evaluation and Design (“TEED”) submission has been reviewed in line with International Finance Corporation (“IFC”) technical requirements, establishing the technical benchmark against which EPC bids are being assessed;
- **Strong international response:** four offers received from established international cement EPC contractors, under a lump-sum turnkey tender based on the FIDIC Silver Book (2017);
- **Independent evaluation:** Third party has completed a preliminary assessment of all offers against weighted technical, commercial, contractual and compliance criteria and eight pass/fail gates;
- **Final competitive stage:** the two highest-ranked bidders will proceed through clarification, negotiation and Best and Final Offers, with Board approval of a Preferred Tenderer targeted by 18 December 2026; and
- **Early works:** preparations are under way for early works, targeted to commence in the December 2026 quarter.

A rigorous, internationally benchmarked process

The tender has been structured to meet the standards expected by development finance institutions, lenders and strategic partners. Holtec – a global cement industry consultancy with more than 4,000 assignments for approximately 900 clients in more than 90 countries – worked alongside PLC and IFC to review the tender documentation issued to the market, including the Employer’s Requirements, scope, technical specifications and risk-allocation structure. Holtec’s TEED provides an independent technical and cost cross-check of the project and will support evaluation of the offers received.

An independent construction and contract advisory firm, has completed a preliminary assessment of all offers. In parallel, an independent technical adviser is undertaking a red-flag review of the bids, giving prospective lenders direct visibility of the process ahead of contractor selection.

Strong international response

Offers were received from established international EPC contractors with extensive records of cement plant delivery worldwide. The depth and quality of the responses reflect strong industry interest in the project and in PNG’s emerging domestic cement industry.

Delivery risk to be transferred to the contractor

The Cement Project is being procured as a single lump-sum turnkey EPC contract, with the successful bidder being responsible for engineering, procurement, construction, commissioning and testing. Completion will require the contractor to demonstrate, through formal performance and reliability testing, that the plant meets the specified production capacity, product quality, energy consumption, environmental and availability requirements, backed by liquidated damages, performance security and parent company support. The contractor will also provide technical support through the first 18 months of commercial operation.

The Cement Project is not a standalone greenfield development. It will leverage infrastructure and capability already delivered for the Central Lime Project, including the 27km access road and bridge crossings, PLC’s private international wharf, quarry infrastructure, site services and an established local workforce – materially reducing access, logistics and mobilisation risk.

Delivering for Papua New Guinea

The Central Cement Project is to replace imported cement with domestically produced product, supporting PNG’s infrastructure, resources and housing sectors and the Government’s industrialisation objectives. The PNG State has executed a Project Development Agreement to invest in the Company’s cement project, aligning Government, landowners



and PLC in the project's success. Local content, training and employment commitments for PNG citizens and landowner businesses, together with the environmental and social obligations of the project's Environmental and Social Impact Assessment and Management Plan, will be carried into the EPC contract as enforceable obligations.

Chairman's statement

PLC Chairman Richard Pegum said: "Completion of the Holtec technical review and the strong international response to our EPC tender are significant milestones for the Central Cement Project. We have deliberately built a process that meets the standards of international lenders and development finance partners – independent technical review, rigorous evaluation and a contract that places delivery and performance risk with a proven global contractor. Shortlisting the two leading bidders and taking them through to a final competitive stage protects value for our shareholders, Government partners and landowners, and positions the project to move to contractor appointment, early works and financing."

PLC will provide further updates following each decision gate. In accordance with its continuous disclosure obligations, the Company will announce the selection of the Preferred Tenderer, the EPC contract price and associated financing arrangements once determined.

This announcement contains forward-looking statements, including in relation to the EPC tender process, contractor selection, the timing of early works, project financing and project delivery. These statements reflect current expectations and are subject to risks and uncertainties, many of which are outside the Company's control, and actual outcomes may differ materially. Readers should not place undue reliance on forward-looking statements.

Authorised for release by the Board of Directors.

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About Pacific Lime and Cement Limited

Pacific Lime and Cement Limited (ASX: PLA | PNGX: PLC) is advancing Papua New Guinea's lime and cement industry to supply essential building materials for PNG and the wider Asia-Pacific region. Anchored by its Central Lime and Central Cement Projects, PLC is developing an integrated platform for local manufacturing, import substitution, downstream building materials and sustainable industrial growth. The Company is also progressing the Kido Special Economic Zone and associated industrial land and port infrastructure as a long-term platform for aligned landowner, government and private-sector participation.

PLC is committed to engaging with host communities throughout the lifecycle of its projects, and to incorporating internationally recognised Environmental, Social and Governance (ESG) standards into its strategy and business practices.