

Expression of Interest is Open for Kido Wharf-side Site for Regional Strategic Fuel Reserve – Land, Deep-Water Berths and SEZ Framework Arranged for Potential Partners

28 October 2026

Capital-light landlord model – PLC has arranged the land, deep-water wharf access and SEZ framework for strategic partners to fund and build. Phase 1 concept of 11.25 million barrels of diesel and jet fuel storage on a 70 ha wharf-side site with two berths, 99-year State Lease tenure, liquid fuel storage a permitted use under the SEZ licence, and around half the sailing distance to Australia's east coast compared with Singapore – a potential regional fuel security option for Australia, PNG, New Zealand and the Pacific

Highlights

- Pacific Lime and Cement Limited (ASX: PLA | PNGX: PLC) (PLC or the Company) has completed a concept study for a proposed strategic fuel reserve (the Reserve) at the Kido/Rearea Special Economic Zone (SEZ) and port precinct held by its 87%-owned subsidiary, Mayur Industrials PNG Limited (MIPL), (refer ASX announcement dated 22 October 2026), 35 km from Port Moresby, Papua New Guinea.
- Phase 1 concept: 11.25 million barrels of diesel and jet fuel storage in 52 tanks on a 70 ha wharf-side site next to the Kido deep-water wharf, with two berths (exceeds the volume requirement under the current Australian Fuel Security Reserve (AFSR) policy).
- PLC intends to seek strategic partners to fund capital development costs and, other than limited shared landlord-side infrastructure, does not intend to fund Phase 1 construction from its own balance sheet and has begun local discussions with industry-aligned strategics. Maritime & Transport Business Solutions (MTBS), which has been advising the Company on this initiative, has indicated that, on a preliminary concept-level basis, the estimated capital cost per barrel of tank capacity, including onshore works and the jetty, sits at the lower end of the range for comparable international terminals.
- Kido is about half the distance to Australia's east coast vs. Singapore (~1,830 nm vs ~3,630 nm). Based on PLC's voyage modelling, laden product tankers could reach Townsville in an estimated 2–3 days and Sydney in 6–7 days through the Coral Sea, without passing through any Asian strait.
- Scalable to three phases. Phases 2 and 3 would add capacity for further sovereign or allied customers, equivalent to Australia's remaining strategic reserve gap under its International Energy Agency (IEA) obligation.
- If secured, the reserve would add a long-term, infrastructure-style income stream for PLC (through MIPL), its Landowner partners and the State, complementing PLC's anchor lime and cement businesses. As landlord, MIPL would expect to earn lease, sublicence and port-related income from reserve partners, who would fund construction and own the fuel, subject to binding agreements.
- MIPL, in which the PNG Government holds a 13% equity interest, is the industrial landlord, with 99-year onshore / offshore State Leases, and a gazetted 4,500 ha SEZ. PLC is in preliminary, non-binding discussions with sovereign and local PNG strategic parties and will in parallel formally test international interest on this proposed reserve.

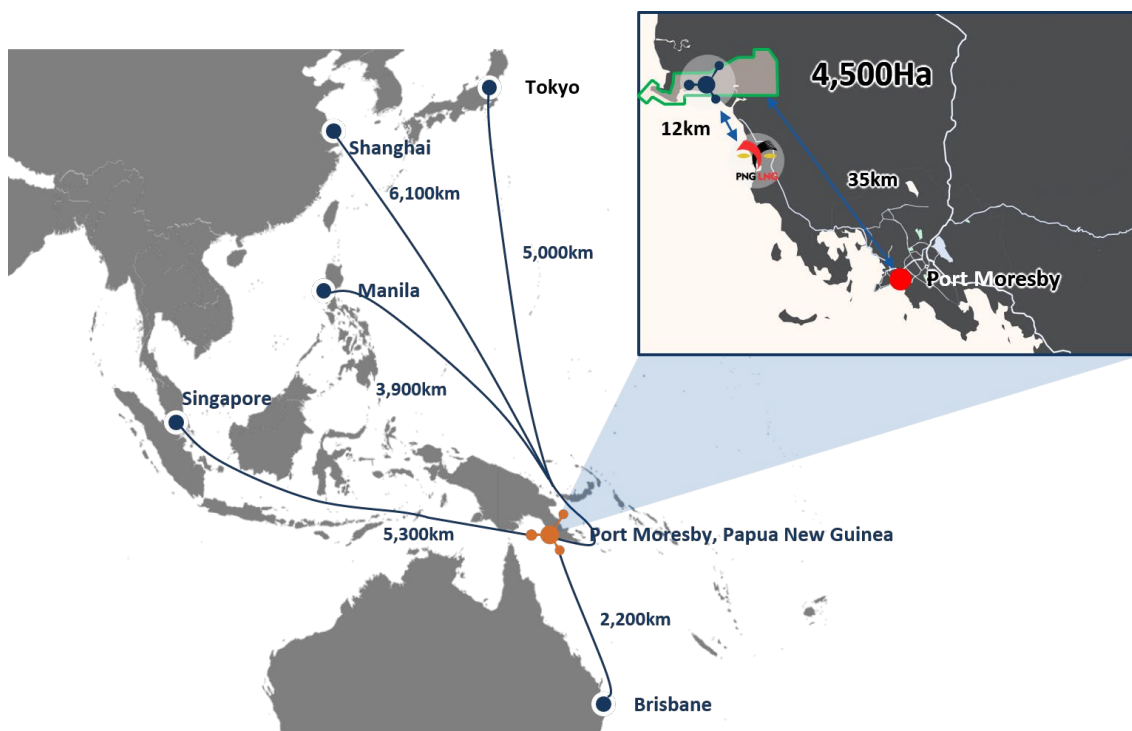


Figure 1: Location of the Kido SEZ, 35 km from Port Moresby, and indicative shipping routes and distances to regional ports (source: MTBS, Kido SEZ Strategy Report, October 2026)

Strategic context

Fuel security has become a funded policy priority in the region following the 2026 global supply disruptions. Australia's Fuel Security and Resilience Package, announced in May 2026 and funded in the 2026–27 Federal Budget, includes AUD 3.2 billion to establish a government-controlled Australian Fuel Security Reserve of around 1 billion litres of diesel and jet fuel, a 10-day increase to the Minimum Stockholding Obligation, and an AUD 7.5 billion Fuel and Fertiliser Security Facility that can provide loans, equity, guarantees and insurance to increase fuel supply and storage. The Australian Government expects these measures to lift Australia's diesel and jet fuel reserves to 50 days, still well short of the 90-day stockholding benchmark under Australia's IEA obligations. Public consultation on the design of the reserve closed on 15 September 2026 (sources: Australian Government 2026–27 Budget; Department of Climate Change, Energy, the Environment and Water).

At 11.25 million barrels (about 1.8 billion litres), Phase 1 alone would be around 1.8 times the size of the planned Australian Fuel Security Reserve. That scale would position Kido to complement Australia's onshore stocks and to offer a regional reserve for PNG, New Zealand and Pacific Island countries. For PLC, a reserve anchored by sovereign or allied customers would diversify the Kido/Rearea SEZ beyond lime and cement, support investment in the Kido port precinct and provide long-term contracted income to MIPL as landlord, without PLC or MIPL directly funding the tank farm. PLC will explore with partners the funding solution, including development finance institutions and potentially available regional government facilities. PLC intends to fund its share of landlord-side infrastructure from general working capital.

The work completed

PLC and its advisers have completed:

- a preferred-case screening model and an independent financial model, structured as a long-term, cost-of-service tank reservation where the customer owns the fuel;
- a preliminary site layout, which shows that the 52 ('Phase 1') tanks would fit within about 46 ha of the 70 ha wharf-side platform;
- hub-and-spoke logistics and voyage modelling for supply from Singapore and crisis release to Australia, New Zealand and other Pacific countries;
- preliminary capital cost estimate benchmarked against comparable international terminals; and
- a review of how the reserve would fit within applicable international treaties and trade frameworks.

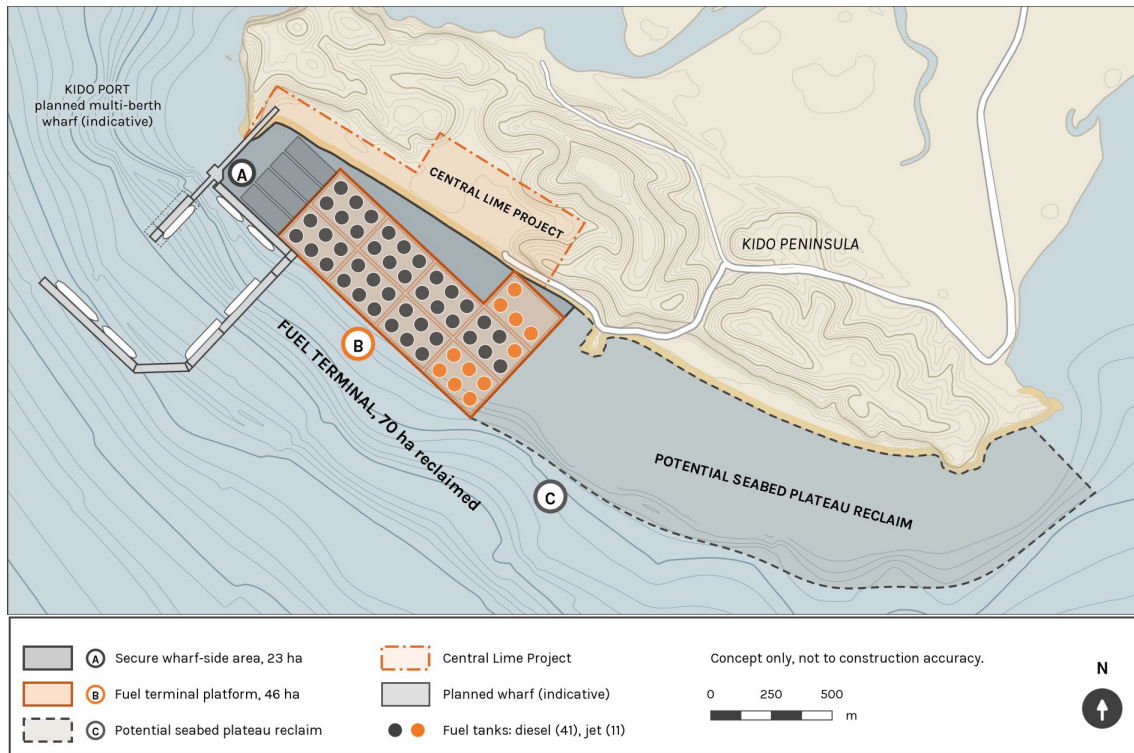


Figure 2: Kido site, showing a secure, isolated wharf-side area (A), the fuel terminal platform (B) and the potential seabed plateau reclaim available for future expansion (C), within the 99-year State Lease (source: MTBS, October 2026)

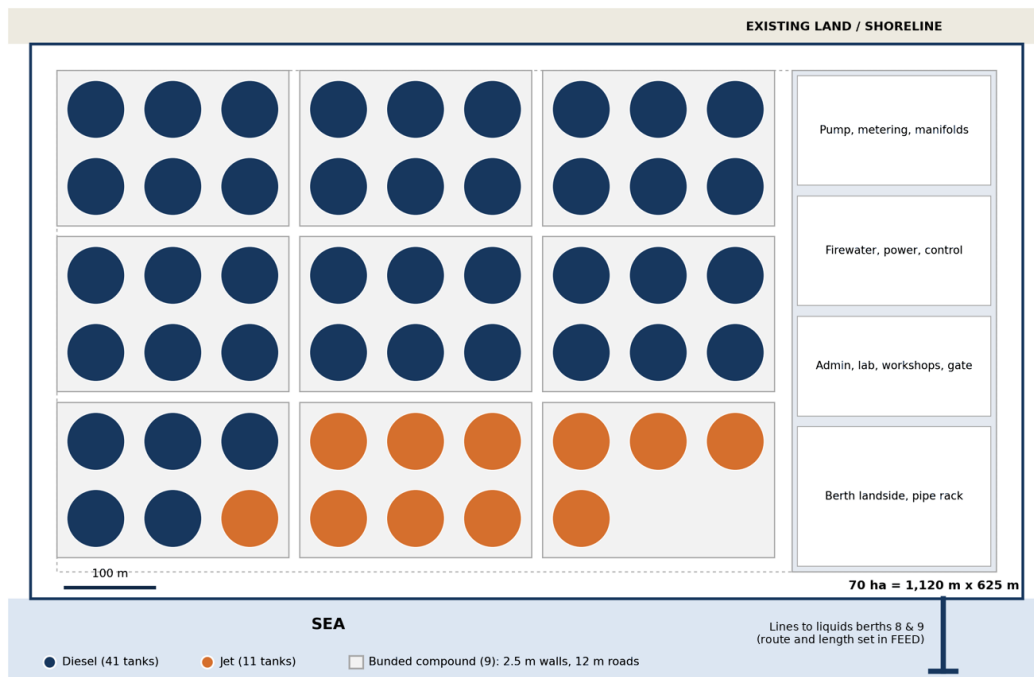


Figure 3: Illustrative Phase 1 layout test – 52 tanks (41 diesel, 11 jet) in nine bundled compounds on the 70 ha platform, with lines to liquids berths 8 & 9 (schematic only, not fitted to the site; subject to FEED) (source: MTBS, October 2026)

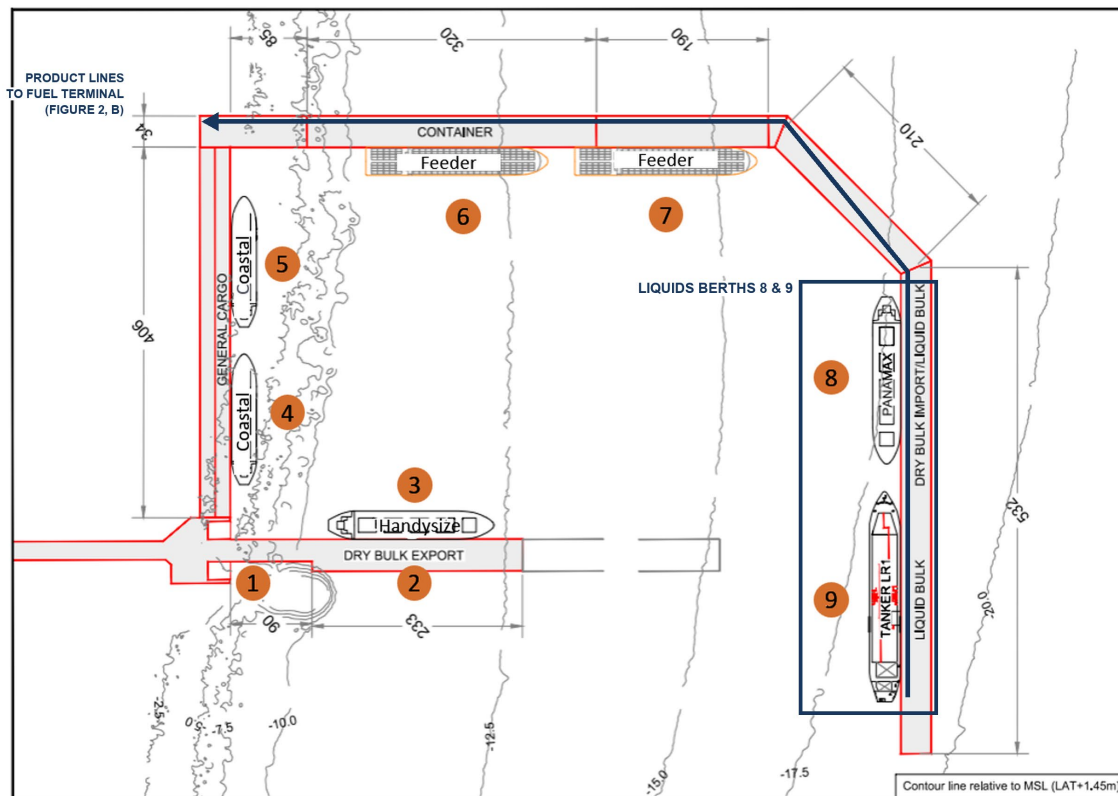


Figure 4: Kido Port layout with indicative berth numbers, showing the liquids bulk berths 8 & 9 (boxed) where LR1 product tankers would load and discharge, and the indicative product line route along the wharf to the fuel terminal (source: MTBS Port Development Outlook, October 2026, annotated by PLC)

Approvals

The Kido wharf base infrastructure (Figure 4) is environmentally permitted, and the SEZ license covers liquid fuel storage as permitted use. The fuel reserve will still need its own development, environmental and marine approvals. The reserve is at concept stage. Front-end engineering design (FEED), approvals and a final investment decision would still need to occur. The project would, however, benefit from the stakeholder, fiscal and regulatory frameworks already established for the Kido SEZ, where the wharf base infrastructure is permitted and under construction.

Next steps

- Launch a structured process including international sovereign, strategic and industry parties to identify and shortlist partners and offtake customers for the reserve.
- Continue the current discussions with interested parties.
- Prepare the approvals pathway and FEED scope for Phase 1.

PLC will keep the market informed in accordance with its continuous disclosure obligations under the ASX Listing Rules.

Important notice

PLC has not entered into any binding agreement, partnership or offtake arrangement with any government or third party for the reserve. Discussions are preliminary, and there is no certainty that they will lead to an agreement that the required approvals will be obtained, or that the project will proceed. Capital cost and capacity figures are concept-level estimates and may change materially. The reserve would require third-party funding, binding customer commitments and, where required, shareholder approval under the ASX Listing Rules (including Listing Rule 11.1). Whether customers can count fuel stocks held at Kido towards their national stockholding obligations depends on government policy and intergovernmental arrangements that are not yet in place. This announcement contains forward-looking statements, including the reserve's capacity, cost, timing, funding, approvals and potential benefits to PLC. These statements are based on PLC's current expectations and assumptions and are subject to known and unknown risks, uncertainties and other factors, many outside PLC's control. Actual results may differ materially. Information in this announcement is sourced from engagement of global advisory firm MTBS.

This announcement has been authorised for release by the Board of Directors of Pacific Lime and Cement Limited.

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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 substitutions, downstream building materials and sustainable industrial growth. The Company is also progressing the Kido/Rearea 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, as well as incorporating internationally recognised Environmental, Social and Governance (ESG) standards into its strategy and business practices.