Form 603

Corporations Act 2001
Section 671B
Notice of initial substantial holder

To Company Name/Scheme: Big River Industries Limited (BRI.ASX)

ACN/ARSN: 609 901 377

1. Details of substantial holder (1)

Name: Harvest Lane Asset Management Pty Ltd

ACN (if applicable): 158 314 697

The holder became a substantial holder on 16/11/2026

2. Details of voting power

The total number of votes attached to all the voting shares in the company or voting interests in the scheme that the substantial holder or an associate (2) had a relevant interest (3) in on the date the substantial holder became a substantial holder are as follows:

Class of securities (4)	Number of securities	Persons' votes (5)	Voting power (6)
Ordinary fully paid shares	5,138,509	5,138,509	5.46%*

*Based on 94,190,636 ordinary shares on issue

3. Details of relevant interests

The nature of the relevant interest the substantial holder or an associate had in the following voting securities on the date the substantial holder became a substantial holder are as follows:

Holder of relevant interest	Nature of relevant interest (7)	Class and number of securities
Harvest Lane Asset Management Pty Ltd	Harvest Lane Asset Management Pty Ltd is the investment manager for the Harvest Lane Asset Management Absolute Return Fund (ARSN 614 662 627) and, pursuant to the terms of an investment management agreement with the responsible entity for the fund, Equity Trustees Ltd, has the power to dispose of, or control the exercise of a power to dispose of, the securities as well as the power to exercise, or control the exercise of, a right to vote attached to the securities.	Ordinary shares 3,067,790
Harvest Lane Asset Management Pty Ltd	Harvest Lane Asset Management Pty Ltd is the investment manager and, pursuant to the terms of an investment management agreement has the power to dispose of, or control the exercise of a power to dispose of, the securities as well as the power to exercise, or control the exercise of, a right to vote attached to the securities.	Ordinary shares 1,900,286
Harvest Lane Asset Management Pty Ltd	Harvest Lane Asset Management Pty Ltd is the investment manager and, pursuant to the terms of an investment management agreement has the power to dispose of, or control the exercise of a power to dispose of, the securities as well as the power to exercise, or control the exercise of, a right to vote attached to the securities.	Ordinary shares 170,433

4. Details of present registered holders

The persons registered as holders of the securities referred to in paragraph 3 above are as follows:

Holder of relevant interest	Registered holder of securities	Person entitled to be registered as holder (8)	Class and number of securities
Harvest Lane Asset Management Pty Ltd	Palm Beach Nominees Pty Ltd	Harvest Lane Asset Management Pty Ltd	Ordinary shares 3,067,790
Harvest Lane Asset Management Pty Ltd	BNP Paribas Nominees Pty Ltd	BNP Paribas Nominees Pty Ltd	Ordinary shares 1,900,286
Harvest Lane Asset Management Pty Ltd	BNP Paribas Nominees Pty Ltd	BNP Paribas Nominees Pty Ltd	Ordinary shares 170,433

5. Consideration

The consideration paid for each relevant interest referred to in paragraph 3 above, and acquired in the 4 months prior to the day that the substantial holder became a substantial holder is as follows:

Holder of relevant interest	Date of acquisition	Consideration (9)		Class and number of securities
		Cash	Non-cash	
Harvest Lane Asset Management Pty Ltd	13/11/2026 – 16/11/2026	$1.53 - $1.58 per share		5,138,509

6. Associates

The reasons the persons named in paragraph 3 above are associates of the substantial holder are as follows:

Name and ACN/ARSN (if applicable)	Nature of association

7. Addresses

The addresses of persons named in this form are as follows:

Name	Address
Mr Luke Cummings	Suite 1.03, Level 1, 139 Macquarie St, Sydney NSW 2000

Signature

print name Luke Cummings Director



sign here date 18/11/2026