PLC
Pacific Lime and Cement



Investor Presentation

November 2026

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Competent Person's Statement

Statements contained in this presentation relating to Mineral Resources and Ore Reserves estimates for the Central Cement and Lime Project are based on, and fairly represents, information and supporting documentation prepared by Mr. Rod Huntley, who is a member of the Australian Institute of Geoscientists. Mr. Huntley has sufficient and relevant experience that specifically relate to the style of mineralisation. Mr Huntley qualifies as a Competent Person as defined in the Australian Code for Reporting of Identified Mineral Resources and Ore Reserves (JORC) Code 2012. Mr Huntley is an employee of Groundworks Pty Ltd contracted as a consultant to PLC and consents to the use of the matters based on his information in the form and context in which it appears. As a competent person Mr Huntley takes responsibility for the form and context in which this Ore Reserves Estimate prepared for the Central Cement and Lime Project appears.

ASX Release authorised by the Board of Directors of Pacific Lime and Cement Limited.

Investment Highlights

PNG's first domestic lime and cement producer – State and landowner equity alignment – Strategic infrastructure portfolio – Global development finance

~US$30bn

PNG macro tailwinds: Papua LNG and other major resource and energy projects worth ~US$30bn[7] are expected to progress over the next five years – supporting demand for lime, cement, port services and industrial land.

100%

Import replacement

PNG imports 100% of its clinker and almost all of its quicklime – PLC will replace imports with domestically produced materials, with cement targeted at a 50% discount to the prevailing retail price.[1]

Late Q1–Q2 CY27

First lime targeted

First quicklime targeted; Newmont cornerstone offtake for around 40% of nameplate capacity; discussions with other potential customers for the remaining capacity are ongoing.[2]

US$16.3m

Government and landowner alignment

Paid by the State for 13% of the lime SPV; State option to pay for up to 30% of Cement SPV. Landowners aligned through 2% free carried equity and ownership of on-site service companies.[3]

US$415m

Proposed development finance

Non-binding term sheet executed with DFC for a proposed US$15m convertible note, with a right of first refusal over future financing of the lime, cement and port facilities estimated by management at ~US$400m;[4] IFC advisory on Cement.

~4,500 ha

Strategic land and SEZ precinct

Gazetted SEZ on 99-year State Leases, ~35 km from Port Moresby and adjacent to PNG LNG.[1] 12 identified growth clusters - partner-funded model.[5]

Q1 CY2027

Cement and port FIDs targeted

Preferred Cement EPC tenderer targeted Dec 2026; Cement and planned 9-berth port expansion FIDs targeted Q1 CY2027. Port Stages 1–2 complete.[6]

1. Q3 FY26 Investor Presentation (Apr 2026). 2. FY26 Annual Report; ASX ann. 16 Feb 2026. 3. June 2026 Quarterly; ASX ann. 13 Mar 2026. 4. ASX ann. 9 Nov 2026 – the term sheet is non-binding; DFC has not committed to provide any future financing. 5. ASX ann. 22 Oct 2026 (SEZ strategic plan). 6. ASX ann. 9 Nov 2026; Sept 2026 Quarterly. 7. Papua LNG: World Oil, 7 Sep 2026. P'nyang: The National, 24 Feb 2022. Wafi-Golpu: Business Advantage PNG, Oct 2026. Pasca A: Argus, 13 Dec 2023. Ramu expansion: Business Advantage PNG, Nov 2025. Third-party estimates; not verified by PLC.

Company Overview

Snapshot

Pro forma (post capital raise)

PLA | PLC	1,072.2	337.7	64.2	13.0	286.5
ASX | PNGX TICKER CODE	SHARES ON ISSUE[1]	MARKET CAP[2]	CASH[3]	DEBT[4]	ENTERPRISE VALUE

Share Registry

85% Other Shareholders | 15% Inside Investors

Top 20 Investors: 77%

Share Price - 3 years



1. CDIs in millions, undiluted: 1,072,163,490 on issue after the ACAM note conversion (71,133,355 CDIs, 2 Nov 2026), the Placement (138,888,889 CDIs, issued 16 Nov 2026) and 1,197,584 CDIs issued on conversion of performance rights (17 Nov 2026); excludes options and remaining performance rights. 2. At A$0.315 per CDI (closing price, 20 Nov 2026). 3. Pro forma: A$16.4m cash at 30 Sep 2026 (Sept 2026 Quarterly) plus A$47.8m net Placement proceeds (A$50.0m less A$2.2m costs). 4. A$13.0m short-term loan at 30 Sep 2026. EV = market cap – cash + debt (A$m).

Key Assets

Anchor projects

- Central Lime Project
- Central Cement Project

Enabling infrastructure

- International port – existing berth + 9-berth expansion

SEZ precinct

- Industrial precinct
- Strategic fuel reserve
- Rearea residential estate

Other assets: minerals projects and shareholdings



Lime, cement and major-project operators with deep PNG roots

Board of Directors



Richard Pegum
Executive Chairman

Partner of Bennelong Asset Management in the UK, overseeing assets >$3bn. Started career with Macquarie advancing to Executive Director.



Musje Werror
Executive Director

More than 30 years in the mining and resources sector in PNG. Previous Managing Director of Ok Tedi Mining. Non-Executive Director of Santos.



Tim Crossley
Non-Executive Director

Experienced mining executive. Previously Deputy CEO of Gloucester Coal, President and CEO of BHP's WA Iron Ore business.



Paul Mulder
Managing Director / Founder

Founder and Managing Director of Mayur, now PLC, since March 2014. Materials Engineer. Previously with Hancock Prospecting and BHP.



William Wong
Ind. Non-Executive Director

More than 25 years in financial services and education. Previously with AIA, Aviva and America Life Insurance Company.



Chris Indermaur
Ind. Non-Executive Director

Engineering and legal professional. Former Company Secretary for QAL and General Manager for Strategy at Alinta. Non-Executive Director of Austin Engineering.

Senior Management



Darren Holley
CCO and COO

30+ years' experience across ASX-listed and multinational businesses. Former CFO of Betr Entertainment and senior executive at Aristocrat Leisure.



Kerry Parker
CFO

More than 30 years of experience across a broad commodity mix. Previously at Arrow Energy, Santos, and KPMG.



John McBride
CEO – Lime

Former CEO of Sibelco's Lime Division. Former President at Graymont.



Kevin Savory
CEO – Cement

Former MD, Infrastructure Products Australia (CRH). 30+ years senior leadership including with Cement Australia.



Jason Zoller
CLP Project Director

Former CEO of HBS Group with significant experience in PNG. Founder and MD of Synergy Alliance. +20 years at BMD Group.

The Platform at a Glance

One secured SEZ. Two anchor projects. An international port and an industrial precinct built to grow.

FOUNDATION: Kido/Rearea Special Economic Zone (SEZ) ~4,500 ha gazetted SEZ · 99-year State Leases held with landowners · SEZ tax concessions · ~35 km from Port Moresby · adjacent to PNG LNG · international port · PNG Government equity investment · IFC advisory · DFC term sheet

ANCHOR PROJECTS

Central Lime Project (87%[1])

In construction

Forecast EBITDA (previously disclosed)[4]

- **US$27m p.a.** — 2 kilns (under construction)
- **US$76m p.a.** — 5 kilns incl. planned expansion

Central Cement Project (100%[2])

Pre-FID · EPC tender

Forecast EBITDA (previously disclosed)[5]

- **US$102m p.a.** — 1.65 Mtpa clinker (pre-FID)

Combined forecast EBITDA at full build-out (Lime 5 kilns + Cement): US$178m p.a.[6]

GROWTH OPTIONS

Port and SEZ precinct – capital-light landlord model

International port (87%[1])	Industrial precinct (overall) (43.5%[3])	Strategic fuel reserve (43.5%[3])	Rearea residential (43.5%[3])	Skills & Training / cyber site (43.5%[3])
Pre-FID · 9-berth expansion	Planning	EOI	Master planned	Early studies

OTHER ASSETS

Star Mountains (copper-gold)	Orokolo Bay (industrial sands)	Amazon Bay (vanadium)	Adyton Resources (~16% shareholding)	Renewables (geothermal, carbon)

Percentages are PLC ownership today. 1. PLC holds 87% of Mayur Industrials PNG Ltd (lime project and port company) after the State, through Kumul Minerals Holdings Ltd, acquired 13% for US$16.3m (June 2026 Quarterly). Under the CDA, landowners are to receive 2% free-carried equity (PLC 85%) and the State has an option to acquire a further 5% for ~US$6.8m within 180 days of operations commencing (ASX ann. 10 Dec 2025; FY26 Annual Report). 2. PLC currently 100%. Under the PDA, the State has staged options to acquire up to 30% of the Cement project company before FID and landowners are to receive 2% free-carried equity (ASX ann. 13 Mar 2026; FY26 Annual Report). 3. 43.5% = PLC's 87% interest in MIPL × 50% landholding joint ventures with landowner companies – an interest in SEZ land, not equity in any future project. 4. Central Lime Project forecast EBITDA, average annual over a 30-year life, real and ungeared: base case 2 × 600 tpd kilns US$27.3m; expansion case to 5 kilns US$75.9m (expansion not yet approved or funded). ASX ann. "Amended Announcement CLP Achieves FID", 25 Aug 2025. 5. Central Cement Project forecast EBITDA US$101.6m: ASX ann. "Projects and CCL Update and Supplementary Disclosure", 12 Jul 2022, based on the DFS (ASX ann. 24 Jan 2019); production target ~1.65 Mtpa; feasibility being updated with IFC; Cement capital cost, EBITDA, NPV and other economics are under review as part of the EPC tender and IFC feasibility update; project is pre-FID and unfunded. 6. Sum of notes 4 and 5 (Q3 FY26 Investor Presentation, Apr 2026). Forecasts are based on internal modelling, are not guarantees and actual results may differ. PLC confirms that, other than in relation to the Central Lime Project capital cost (Sept 2026 Quarterly), all material assumptions underpinning the production targets and forecast financial information in the original announcements continue to apply and have not materially changed.

Delivered to Date

Key milestones since the Central Lime Project final investment decision

Aug 2025
Lime FID

Central Lime Project final investment decision

Dec 2025
IFC & PNGX

Strategic partnership with IFC (part of the World Bank Group) to update Cement feasibility for international lenders; PNGX listing

Feb 2026
Newmont offtake

Cornerstone quicklime offtake for around 40% of nameplate capacity

Mar 2026
PDA executed

Project Development Agreement with the PNG State, incorporating the frameworks for the Lime and Cement projects

Jul 2026
Road & State equity

Road and bridges to Kido opened; State invests US$16.3m for 13% of Lime SPV (through Kumul Minerals Holdings Ltd)

Oct 2026
Kilns, EPC & SEZ plan

First kiln shipment arrives at Port Kido; four international EPC bids received for Cement; Kido/Rearea SEZ strategic plan published

Nov 2026
Rearea & fuel reserve

Rearea Coastal Estate master plan adopted; Strategic Fuel Reserve expressions of interest opened

Nov 2026
Funding

A$50m equity placement completed; US$15m Convertible Note term sheet executed with DFC; ACAM notes converted

Sources: ASX announcements 25 Aug 2025, 16 Dec 2025, 16 Feb 2026, 13 Mar 2026, 27 Jul 2026, 20 Oct 2026, 22 Oct 2026, 26 Oct 2026, 2 Nov 2026, 9 Nov 2026; FY26 Annual Report.

Funding Update

Strong support from investors and development finance institutions for the next phase

A$50m Placement completed

- A$50m (before costs) at A$0.36 per CDI – a 5.3% discount to last close; 138.9m new CDIs
- Strong support from new and existing institutional, sophisticated and professional investors
- Petra Capital lead manager and sole bookrunner; Barrenjoey co-lead manager; Tamesis co-manager and adviser on the DFC note and project financing
- Use of funds: SEZ precinct and port expansion A$27.0m; Cement early works A$10.0m; corporate, DFC process and working capital A$10.8m; costs A$2.2m

DFC Convertible Note

DFC U.S. International Development Finance Corporation

- Non-binding term sheet executed for a proposed US$15m senior unsecured note; 8-year term; 8% p.a. (cash or capitalised)
- Converts at A$0.42 per CDI (15% premium to the A$0.365 20-day VWAP to 4 Nov 2026)
- Subject to definitive documentation, DFC approvals, ASX Listing Rules 6.1 / 7.1
- DFC would hold a right of first refusal over financing for the quicklime, cement and port facilities (the Facilities).

ACAM convertible notes converted

- All ACAM convertible notes converted on 31 Oct 2026
- 71.1m CDIs issued on 2 Nov 2026
- Convertible note debt removed from the balance sheet

PLC Headco funding sources

Share placement	A$47.8m[1]	Received
DFC Convertible Note (proposed)	~A$22.3m[2]	Proposed
Adyton Resources shares (~16% holding)	~A$16m	To be realised
Working capital facility	~A$10m	Term sheet

Future project-level financing (indicative)

US$400 million indicative financing strategy across the quicklime, cement and international port facilities, structured through asset-level debt and equity. PLC has received approaches from a number of potential financiers; no commitments have been made.

Quicklime and existing port facility funded to date by equity, with no project-level debt, providing an established asset base to leverage through project financing.

Cement project funding to combine project asset level debt with potential equity participation by the PNG Government (option for up to 30% of the Cement project company before FID; PDA, 13 Mar 2026), subject to applicable rights and approvals.

Objective: Fund the platform primarily at asset level, leveraging existing equity-funded facilities, reducing the need for further parent company capital raisings and shareholder dilution (at the listed-company level).

1. A$50m gross less A$2.2m costs. 2. US$15m converted at A$1.00 = US$0.674 (17 Nov 2026). Sources: ASX ann. "Successful A$50 million equity raising and DFC term sheet…", 9 Nov 2026; Appendix 2A, 2 Nov 2026 (ACAM); June 2026 Quarterly (KMHL). There is no certainty that definitive documentation for the Convertible Note will be executed or that any financing will be provided.

Central Lime Project



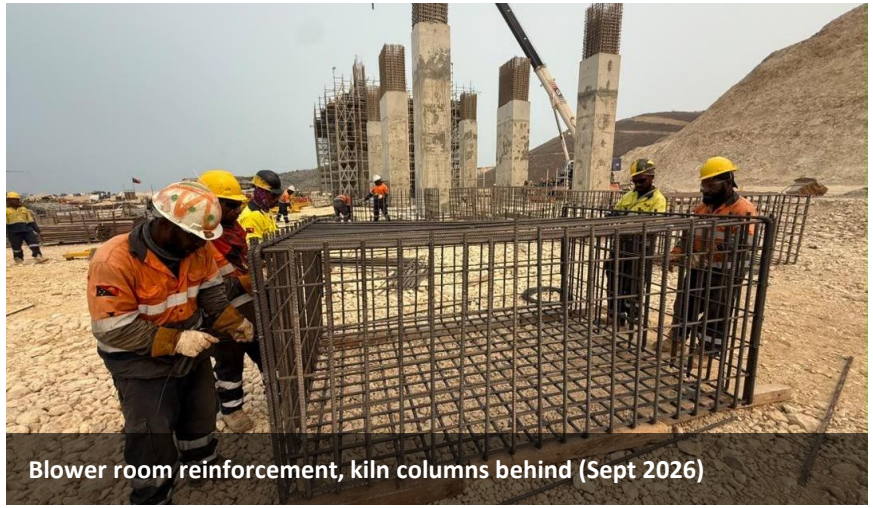
Under construction: First quicklime production targeted for late Q1 CY2027 to Q2 CY2027

Construction progress

- Kiln 2 columns complete; Kiln 1 suspended deck and ring beams progressing
- First major kiln equipment shipment arrived at Port Kido in October 2026
- Plant equipment erection - commenced November 2026
- Wharf Phase 3 piling under way

Sources: Sept 2026 Quarterly; FY26 Annual Report; ASX ann. 20 Oct 2026. Photos: September 2026 site progress.


Kiln and process plant site (Sept 2026)

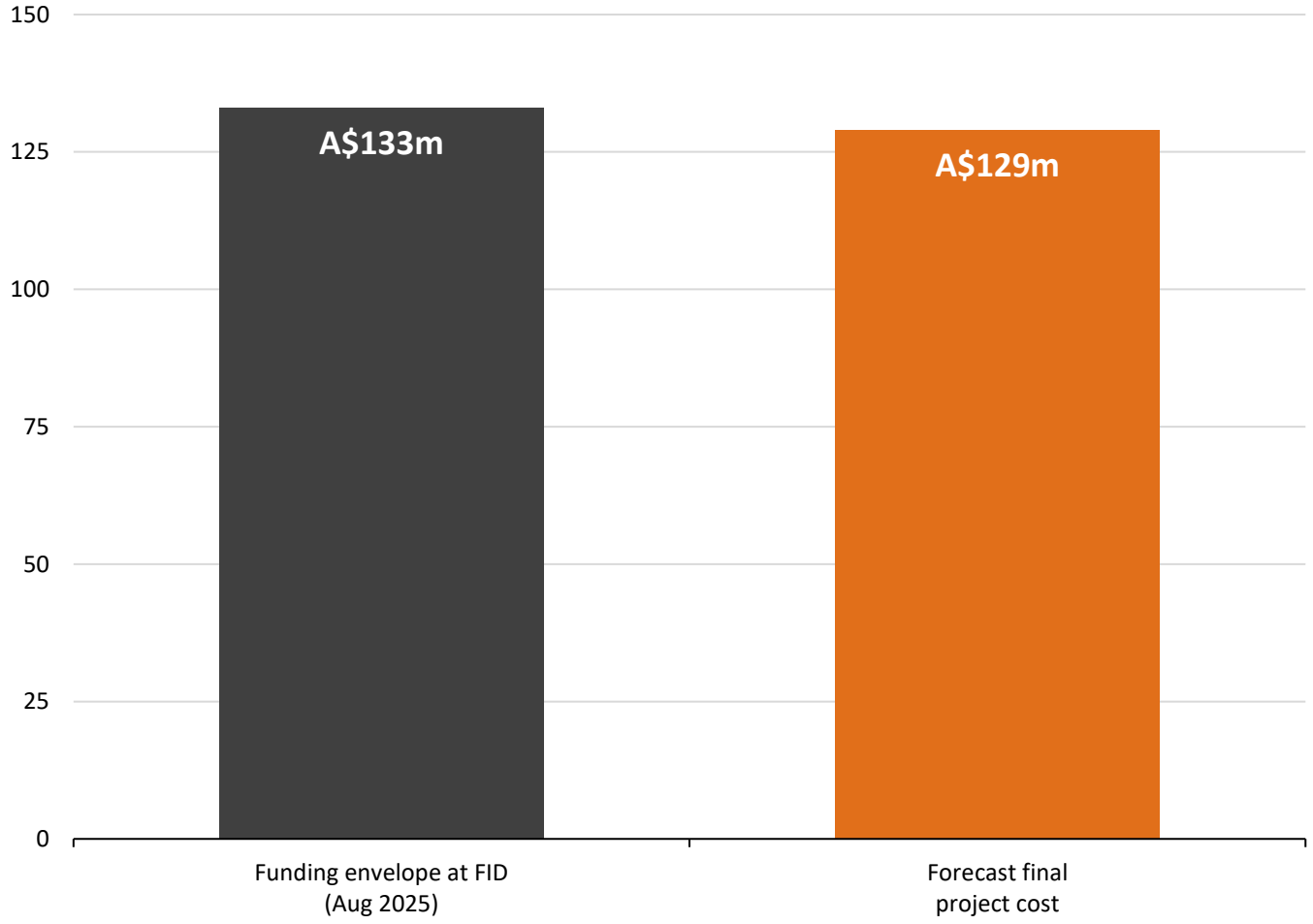

Blower room reinforcement, kiln columns behind (Sept 2026)


Wharf Phase 3 piling and rock finger (Sept 2026)


Kiln 1 suspended-deck works (Sept 2026)

Cost and Funding to First Lime

Forecast final cost of A$129m sits within the A$133m funding envelope; A$57m remains to complete



Funding envelope at FID: A$133m

A$84m base capital cost estimate (excluding contingency and risk allowances)
+ A$49m contingent completion funding

Forecast final project cost: A$129m

A$72m incurred to 30 September 2026
+ A$57m forecast cost to complete
~A$4m below the funding envelope

Funding envelope = base capital cost estimate (A$84m, excl. contingency and risk allowances) plus contingent completion funding (A$49m). Sources: Sept 2026 Quarterly (30 Oct 2026); ASX ann. "Amended Announcement CLP Achieves FID", 25 Aug 2025.

PNG Imports Almost All Its Quicklime; Newmont Committed to ~40% of Capacity

PNG

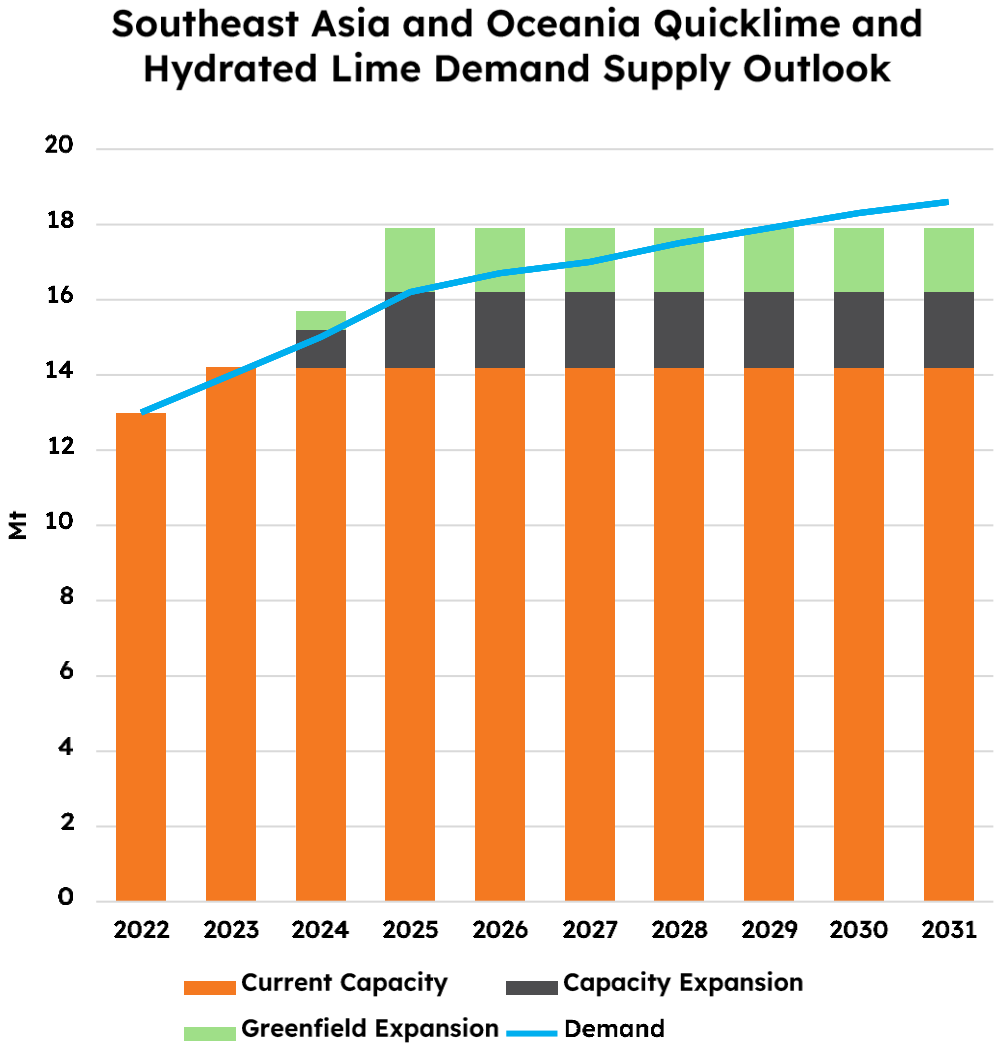
- PNG imports almost 100% of its quicklime from Malaysia (61%), and China (38%).
- Major uses include gold and copper processing, environmental hazard management and the stabilisation of water.
- Major gold and copper producers such as Newmont (foundation customer) Lihir, Porgera, Hidden Valley, Ok Tedi and a suite of development projects present a long-term demand opportunity.
- Newmont ~40% contracted; talks with other customers ongoing.
- Supply gap opening up in Oceania markets.

Australia

- Australia is also one of the world's top ten quicklime importers.
- Thailand and Malaysia are the key suppliers.
- Quicklime is a vital input for Australia's extractive industries and there is an opportunity for competitive sources of supply with shorter, more reliable supply chains.

Asia-Pacific

- Quicklime and hydrated lime demand across Southeast Asia and Oceania is forecast to keep growing, with a supply gap opening up as demand outpaces current capacity (Wood Mackenzie)[1] – see chart.



Wood Mackenzie Lime Industry Supply Study, March 2023.[1]

1. Report prepared by Wood Mackenzie "Lime Industry Supply Study" dated March 2023.

Central Cement Project



Pathway to FID

EPC tender at final stage – preferred tenderer targeted by 18 December 2026

Where the project stands

- Four international EPC offers received; the two highest-ranked bidders are in clarification, negotiation and best-and-final offers, with Board approval of a preferred tenderer targeted by 18 December 2026[1]
- IFC advisory partnership across technical, environmental and social, and financing workstreams[2]
- State option for up to 30% in Cement SPV
- Pre-construction and early works scheduled to commence this quarter, funded from the Placement (A$10m); FID targeted Q1 CY2027[4]
- Targeting first production in Q1 CY2029[5]

EPC tender scope · fixed USD lump-sum, delivered to handover

Two x 2,500 tpd clinker & cement plant with two x ~15 MW captive power at Kido / Rearea

Kiln system
Kiln feed silo & feed system, kiln, waste heat recovery

Cement grinding
Mill proportioning station and cement mill

Storage & bagging
Clinker & cement storage, bagging plant

15 MW power plant
Fuel source options

Utilities & controls
Water treatment, LV/HV electrics, control systems

Civils & balance of plant
Civil works, construction, ancillary plant

Engineering & PM
Design, procurement, PM, commissioning

Handover & support
Defects liability, training, 24 months' spares

BIDDERS MUST ALSO PROVIDE

- Fixed USD price & milestone drawdowns
- Performance guarantees & LDs
- Maximised PNG local content
- World Bank EHS compliance

Funding pathway plan

PLC equity — Partly funded
Placement A$10m for early works; further equity at FID

PNG State equity — Option
Option for up to 30% in Cement SPV, exercisable before FID

Project-level debt — Indicative
Indicative only; DFC would hold a right of first refusal if the Convertible Note is issued[4]

Other partners — In discussion
In discussions with potential strategic and financial partners

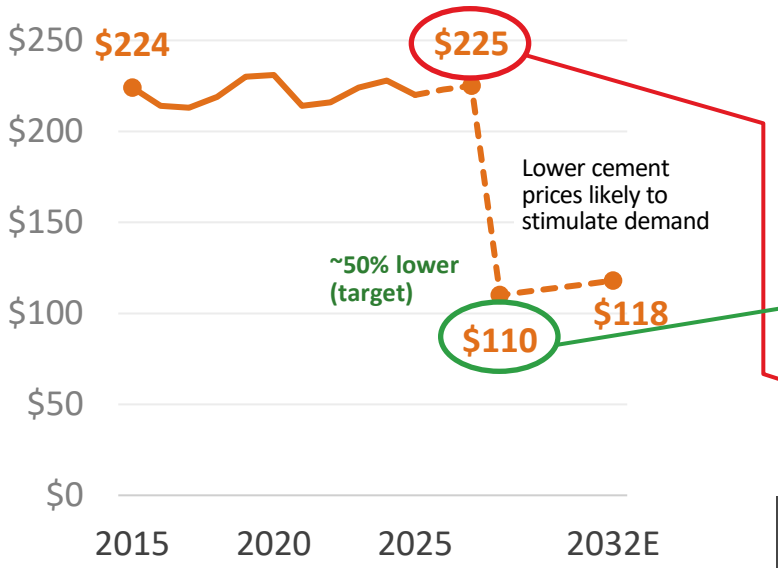
1. ASX ann. 26 Oct 2026 (EPC tender); FY26 Annual Report. 2. ASX ann. 16 Dec 2025. 3. ASX ann. 13 Mar 2026. 4. ASX ann. 9 Nov 2026 – DFC has made no commitment to provide project financing. 5. Q3 FY26 Investor Presentation (Apr 2026).

A ~50% Lower Price Target Unlocks PNG Cement Demand

Local production targets a price ~50% below current retail, which could lift cement use from a world-low 38 kg per capita and support concrete roads under Connect PNG

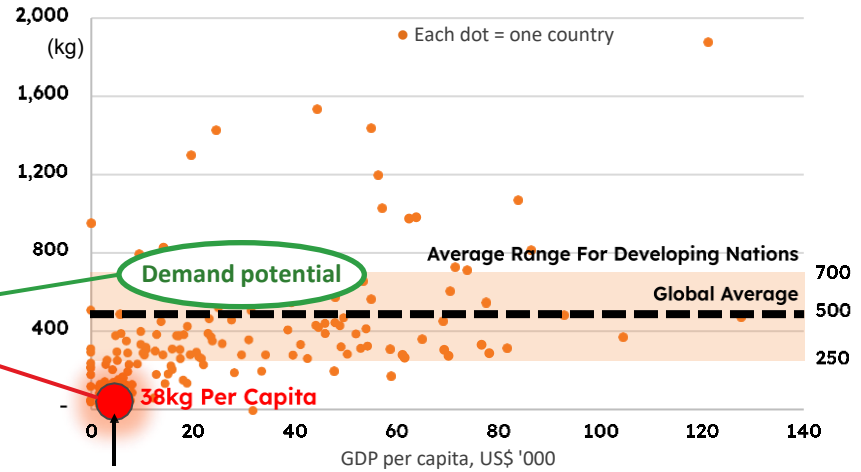
1 Targeting a ~50% lower price

PNG cement retail price, US$/t[1]



2 Cheaper cement unlocks demand

Global cement consumption per capita



PNG is globally ranked last, alongside countries such as South Sudan, Chad and Somalia

3 Connect PNG adds a road pipeline

~US$4.4bn	4,220 km	1,000 km
(K20bn) budget to 2040[3]	priority highways to two-lane standard[4]	new "missing link" roads[4]

What it could mean for cement demand

- Concrete roads offer ~25% lower total cost of ownership than asphalt[5] – local cement makes concrete pavements more competitive
- Illustrative: every 100 km of two-lane concrete road needs ~350 kt of cement[6]
- Bridges, culverts and drainage on every route are concrete-intensive regardless of pavement type

~US$220/t → US$110–120/t	
Current retail, 100% imported	PLC ex-works target, local production

38 kg[2]	250–700 kg	500 kg
PNG per capita	Developing nations	Global average

1. CW Advisory market research (historical pricing); PLC management analysis and forecasts from 2026, reflecting market entry of local production. 2. 2024 CEMNET data. 3. Business Advantage PNG, "Connect PNG program gets funding boost", 19 Jun 2023. 4. The National, "Programme to transform PNG", 19 Feb 2024. 5. Cement Concrete & Aggregates Australia (CCAA), Roads application. 6. PLC calculations based on Austroads and Queensland TMR pavement design publications (austroads.gov.au; tmr.qld.gov.au) and Pacific Highway Woolgoolga design reports (pacifichighway.nsw.gov.au).

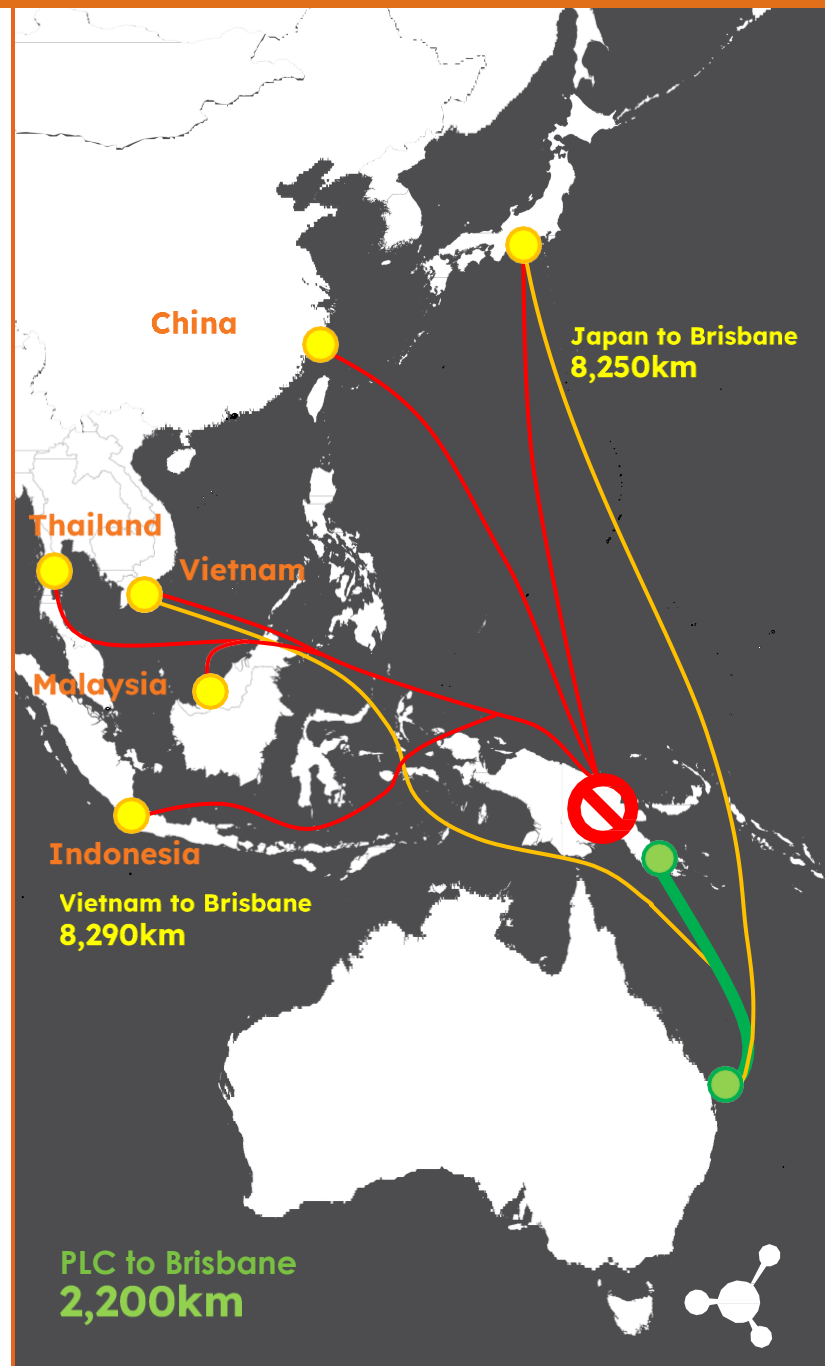
Import Replacement and Export Advantage

Kido is 2–8 sailing days from key markets, versus 9–18 days for Asian suppliers

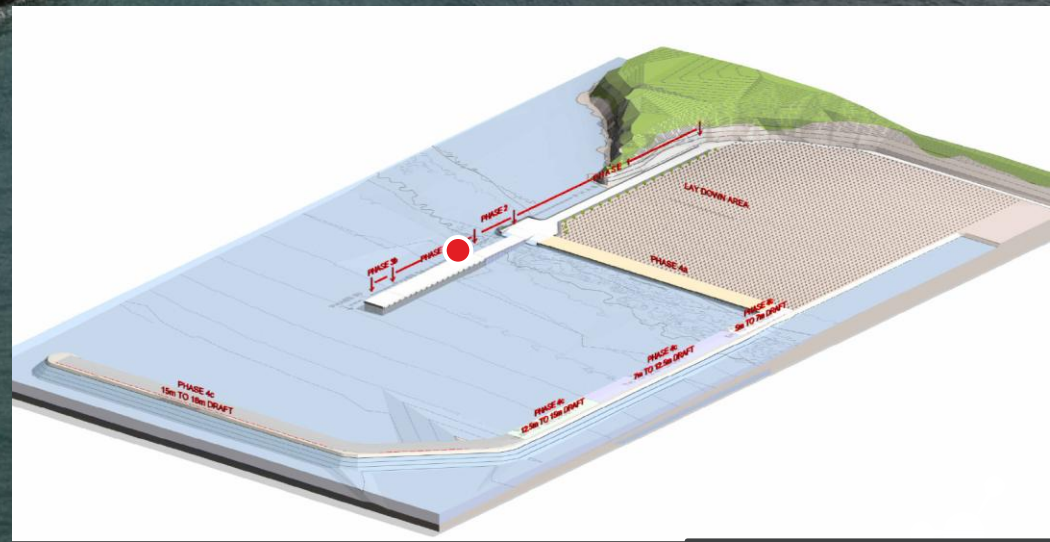
- Significantly closer to users in Australia and the South Pacific than other seaborne supply
- Lower shipping cost and carbon footprint due to shorter sailing times
- Additional benefits of shorter lead times and enhanced responsiveness to customer needs
- IMO 2020, and further tightening on Sulphur management increase freight costs
- ISPS internationally accredited Port of Kido enabling secure, compliant global shipping

Destination	Origin	Sailing Days[1]	PLC advantage[1]
Townsville / Darwin	PLC (Kido)	2-4 Days	7-9 Days
	Vietnam / Japan	9-13 Days	
Sydney / Melbourne	PLC (Kido)	6-8 Days	9 Days
	Vietnam / Japan	15-17 Days	
New Caledonia	PLC (Kido)	4 Days	10-11 Days
	Vietnam / Japan	14-15 Days	
New Zealand	PLC (Kido)	7 Days	9-11 Days
	Vietnam / Japan	16-18 Days	

1. PLC Management analysis/estimates and research



International Port



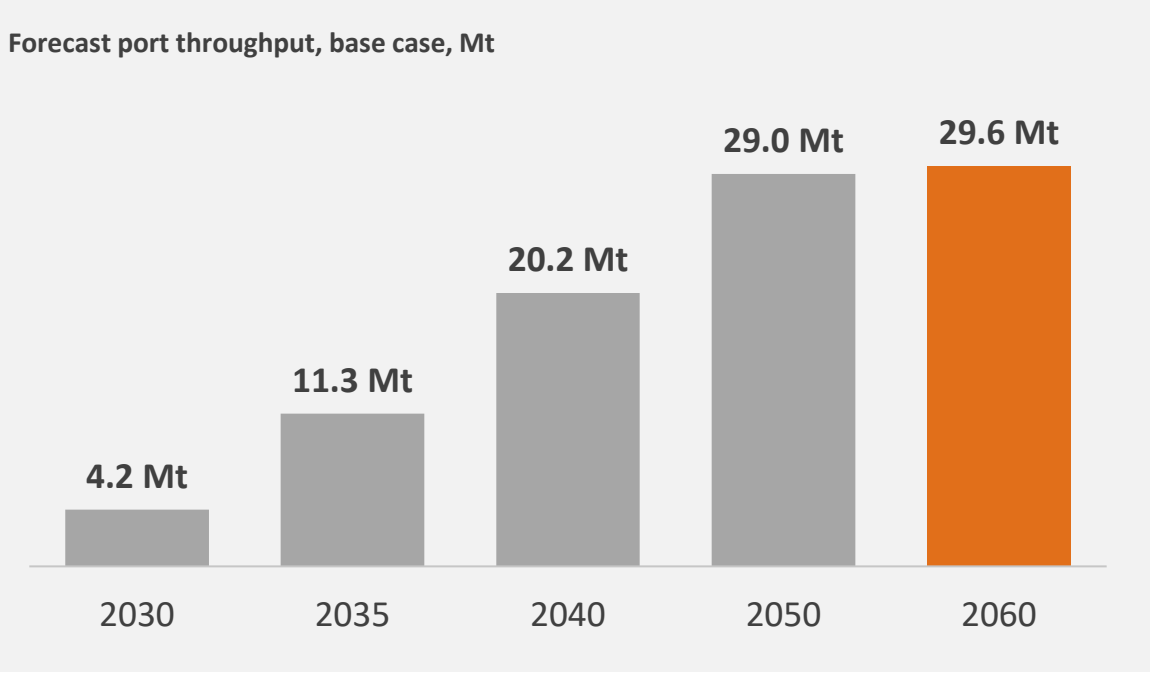
Stage 4 wharf design: 9-berth expansion

Kido Wharf

Kido Port: A Deep-Water Gateway Scaling to ~30 Mtpa

Pre-FID · 9-berth expansion

Independent MTBS forecast: throughput grows 7x from 2030 to 2060, anchored by PLC's own industrial clusters



~30 Mt
Base-case throughput by 2060

158k TEU
Container volumes by 2060

9 berths
Planned deep-water port, privately owned (PLC 87%)

-18 m CD
Natural depth at bulk import and liquids berths

Comparable port benchmark: PNG Ports (Motukea, Lae), 2024[1]

US$69m	~67%	US$3–8/t
Regulated revenue	EBITDA margin[2]	Wharfage, bulk oil to cement

Anchored demand
400 ktpa Lime and 850 ktpa cement and PLC's industrial clusters create cargo from day one

Strategic location
35 km from Port Moresby; 2–8 sailing days to Australian and Pacific markets

Berth Expansion linked to land
Berths 2–8 hold capacity to 2060 with land holding in SEZ to support throughput from Industry

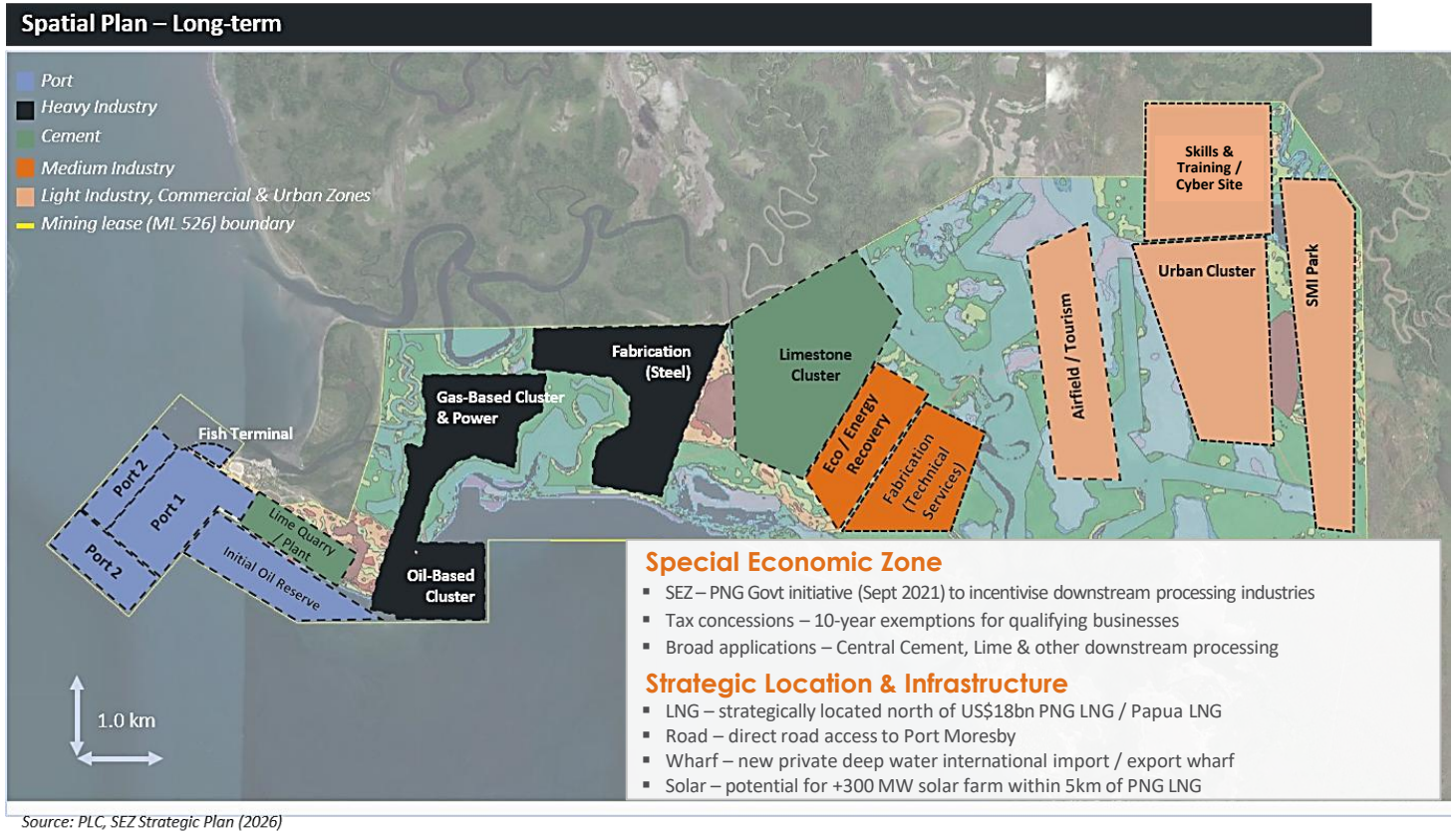
Source: MTBS, Kido Port Development Outlook & Strategy (Oct 2026), base case. Liquid bulk (tank farm/storage hub) drives most long-term tonnage.
[1] Benchmark figures are indicative only and are not revenue or earnings forecasts by PLC. PNG Ports 2024 actual regulatory revenue K292m on 550,884 TEU-equivalent; 2025 maximum overseas inward wharfage K14.08/t bulk oil and K34.33/t cement; converted at K4.22/US$.
[2] Implied: regulatory revenue less 2024 regulated opex (K97.3m); excludes unregulated income and ICTSI terminal operations. Regulated services were 72% of PNG Ports' 2024 revenue (excl. interest), implying ~K110m (~US$27m) of further unregulated income, mainly ICTSI terminal concession fees, pilotage and storage. Source: ICCC, Review of the PNG Ports Regulatory Contract, Final Report (Nov 2025).

Special Economic Zone (SEZ)



The Foundation: ~4,500 ha Gazetted SEZ on Secured 99-Year Tenure

A state-backed industrial landholding to attract and grow an industrial base



Source: PLC, SEZ Strategic Plan (2026)

4,500 ha
Gazetted Special Economic Zone at Kido/Rearea

99-year
State leases, held 50:50 with landowner companies

Port
Private international port: existing berth (Stages 1–2 complete) + planned 9-berth expansion

35 km
From Port Moresby; 7 km from PNG LNG

10-year tax concessions
Qualifying businesses may be eligible for corporate tax, dividend and foreign contractor withholding tax, and import duty exemptions

State ownership
13% of the Lime SPV via KMHL

PDA
Project Development Agreement executed by the Governor-General

12 industry clusters
Identified in the SEZ strategic plan, anchored by lime and cement

Sources: PLC; SEZ Strategic Plan (2026); ASX ann. 22 Oct 2026; ASX ann. 13 Mar 2026.

SEZ Land Precinct – Recent Progress

Early-stage initiatives within the Kido/Rearea SEZ, intended to be funded mainly by partners and tenants as a capital-light landlord model

Strategic fuel reserve

EOI open

- Proposed regional strategic fuel reserve at Port Kido
- Global expressions of interest now open
- Intended to be partner-funded; no PLC capital committed

Next: Assess EOI responses and partner options [timing TBC]

Rearea Coastal Estate

Master plan adopted 2 Nov 2026

- 300 ha township: 2,330 serviced lots and ~2,660 apartments (~5,000 homes at maturity) over 30 years
- MIPL as landlord in JV with Kido and Rearea landowners
- Funded predominantly by a JV developer partner

Next: Stage 1 (310 lots); Stage 1A sales targeted 1H CY2027

Sources: ASX ann. "Master Plan Adopted for 2,330-Lot Rearea Coastal Estate", 2 Nov 2026; ASX ann. 9 Nov 2026 (strategic fuel reserve EOI). All timing indicative and subject to approvals, agreements and funding.

Catalysts – Next 3 to 12 Months

First SEZ tenant agreements (Q4 CY2026), Cement and port FIDs (Q1 CY2027), first quicklime (late Q1–Q2 CY2027)

Q4 CY2026

SEZ PRECINCT

First binding precinct tenant agreements

Dec 2026

CEMENT

Selection of preferred EPC tenderer (Board approval targeted by 18 Dec)

Q1 CY2027

FUNDING

DFC Convertible Note – definitive documentation

Q1 CY2027

PORT

Port expansion final investment decision

Q1 CY2027

CEMENT

Central Cement Project final investment decision

Late Q1–Q2 CY2027

LIME

First quicklime from the Central Lime Project and additional anchor offtakers

1H CY2027

SEZ PRECINCT

Rearea Coastal Estate Stage 1A sales

Timing per ASX announcements (9 Nov 2026 Placement/DFC; 26 Oct 2026 EPC tender; 2 Nov 2026 Rearea); Targets are subject to approvals, financing and documentation; there is no certainty they will be achieved.

PLC
Pacific Lime and Cement

Let's Build PNG Together.

www.placltd.com

ASX: PLA
PNGX: PLC

Appendix A: Lime and Cement to Anchor 12 Industry Clusters

Industrial

Limestone-Based Anchor
- Quick lime, hydrated lime
- Aggregates, clinker, cement
- Bagging
- Fly ash, slag, additives
- Downstream concrete products
- Bricks

Gas-Based
- Gas, ammonia, urea
- Nitric acid
- Ammonium nitrate
- Utility power generation

Oil-Based
- Tank farming: fuels, fuel oil
- Strategic storage
- Bunker fuel supply for the port

Fabrication & Tech Services
- Steel and aluminium based fabrication
- Billet-based rolling mill
- Technical services for mining
- Equipment suppliers
- Electric Arc Furnace & Industrial salt plants

Port, Logistics & Transport

Dry Bulk at Port
- Exim, transit, storage
- Blending, milling, processing
- Aggregates, sand, minerals
- Biomass, woodchips
- Grains, sugar, fertilisers, PKE

Logistics at Port
- General and mixed cargo
- Containers
- Handling, storage, distribution
- Project cargo, RoRo vehicles
- Port offices, customs, agents
- Equipment, workshops, parking

Fish Terminal
- Capacity 100,000t p.a.
- Mid-sized vessels
- Ice production
- Initial processing

Airfield & Tourism
- Airfield for industrial community
- Cruise terminal
- Industrial tourism
- Cave and beach tourism

Enterprise, Utilities & Urban

Small-Medium Industry (SMI) Park
- SMI park with 41 activities
- Misc. manufacturing
- Food processing
- Logistics, warehousing
- (Cold) storage

Eco- & Energy Recovery
- General and industrial waste
- Plastics, metals
- Waste dump
- Gas recovery, biogas

Cyber/Skills & Training Campus
- Skills and Training Centre
- Other new tech businesses
- Power – co-located & owned

Urban Cluster
- Housing
- Commercial businesses
- Entertainment, tourism
- Training institutes, schools
- Hospitals, fire services
- Utilities, green area, roads

Source: SEZ Strategic Plan (2026)

Appendix B: Community and Landowner Partnerships

50%

Landowner JV With Veto

50% free carry for land mobilisation. Joint ventures covers surveying, land conversion, sub-divison, industrial site preparation, commercial leasing.

~98%

Employment

~98% PNG nationals and ~46% from Kido/Rearea communities across the project workforce (Sept 2026 Quarterly).

100%

Governance

Independent law firm advising landowners on all project documentation. Priority jobs and equity participation in SEZ ventures.

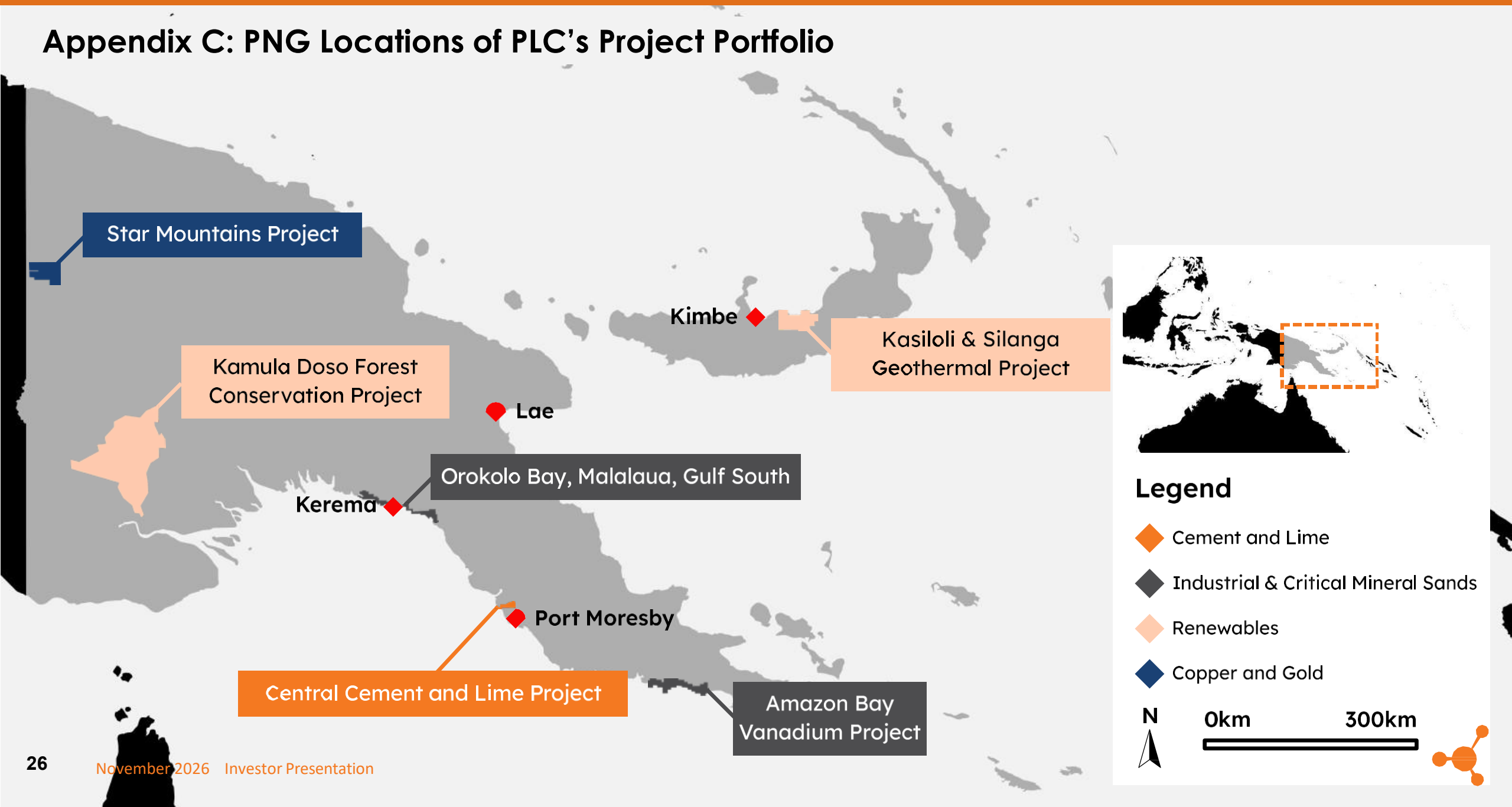
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Sustainable Development Goals

Road to Port Moresby. Potable water facilities. Solar farm providing sustainable energy. School access via new roads and electricity. LO free carry equity in asset and services JV.



Appendix C: PNG Locations of PLC's Project Portfolio



Appendix D: Carbon and ESG Advantage

Local production eliminates shipping emissions and creates offset revenue

Eliminated Shipping Emissions

Current supply ships clinker from Australia, China, Vietnam, Indonesia, Japan. Every tonne produced locally removes the full sea-freight emission chain.



Carbon Credits

3 granted carbon timber permits comprising 800,000 HA of pristine rainforest, under threat from logging.



Solar Integration

Solar generation and battery storage are being studied for the Central Lime Project.



Geothermal Exploration

2 locations identified for further investigation. Geothermal power to further industrialise PNG's energy supply.



Appendix E: Key Risks

Summary only – investors should read the full risk disclosures in PLC's ASX announcements

Construction and commissioning

Delays or cost increases before first quicklime; ramp-up performance

Funding

DFC financing is non-binding and conditional; further capital may be required

Sovereign and regulatory

PNG political, legal and fiscal settings; approvals including ESIAs

Landowner and community

Maintaining landowner support and social licence

Market and offtake

Quicklime and cement prices, demand and counterparty performance

Currency and costs

AUD/USD/PGK exchange rates; freight and input cost inflation

Precinct execution

Early-stage initiatives depend on partners, tenants and funding

Dilution

Future equity raisings or note conversions may dilute shareholders