

PEC LTD.
(Incorporated in the Republic of Singapore)
(Registration No. 198200079M)

**ANNUAL GENERAL MEETING TO BE HELD ON 25 OCTOBER 2024
RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS**

PEC Ltd. (“PEC”) would like to thank our Shareholder who submitted their questions in advance of our Annual General Meeting (“AGM”) to be held physically at 3:00 p.m. on Thursday, 25 October 2024.

Please refer to our responses to these substantial and relevant questions from a Shareholder in the following pages.

By The Order of the Board

Check Hui Yee
Chin Yee Seng
Company Secretaries
21 October 2024

Responses to Substantial and Relevant Questions

1	<p>With the new center of gravity in the Middle East, aiming to capitalize on emerging opportunities:</p> <p>a) Is the expected annual CAPEX moving forward likely to be similar to the past two years or higher?</p> <p>b) Was the increase in right-of-use assets in FY2023 related to the lease for this new center of gravity?</p>
Reply:	<p>a) The annual Capex is expected to be lower in FY2025</p> <p>b) The increase in the right-of-use assets in FY2023 is related to the land lease in Abu Dhabi.</p>
2	<p>Given that more than 50% of the group's earnings have been retained and reinvested since the IPO, what will it take to break out of the \$400M to \$500M revenue range?</p>
Reply:	<p>Our focus going forward is to pursue new opportunities in Maintenance/ Turnarounds services in the Middle East and possibly India to expand our recurring revenue stream, amid a relatively challenging operating environment in Singapore.</p> <p>We will also actively participate in project tenders across the markets where we are operating in, while working to further expand our capabilities and client base in the upstream sector to undertake more modular works.</p>