



PENGUIN INTERNATIONAL LIMITED

(Company Registration Number: 197600165Z)

ANNUAL GENERAL MEETING TO BE HELD ON 29 APRIL 2021 RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS

Penguin International Limited (the “Company” or “Penguin”) would like to thank shareholders for submitting their questions in advance of the Company’s Annual General Meeting to be held by electronic means on 29 April 2021 at 10.30 a.m.

The Company has received overlapping questions and have consolidated the substantial and relevant questions and organised them under specific themes as follows:

Question 1:

What is the total expected capital expenditure for the development of the new shipyard in Singapore and when will it be ready? How much would the shipbuilding capacity be increased when the new shipyard and the Batam yard improvement are ready?

Company’s response:

- We plan to invest up to \$20 million in our new shipyard at 21 Tuas Road in phases.
- This facility will serve as Penguin’s new shipbuilding base in Singapore for the next 20 years or more.
- We expect to commence production activity at our new shipyard from the fourth quarter of this year.
- With our new shipyard, we will more than double our shipbuilding capacity in Singapore from our current facility.
- Our latest yard improvement works in Batam will not increase our shipbuilding capacity any further. It will however enable us to build larger and more complex vessels.

Question 2:

Describe Penguin International’s financial performance over the past few years. What strategies have you put in place to maintain or accelerate the growth trajectory?

What are the factors that are critical to Penguin International’s success against competition? What differentiates Penguin International from competition?

Company’s response:

- In recent years, Penguin has performed reasonably well as a conservatively run company that is focused on its core capabilities in designing, building, owning and operating aluminium high-speed vessels.
- Our strategy is to stay focused on our core capabilities and run the company in a prudent manner.
- We strive to maintain a healthy balance of build-for-stock projects, build-to-order projects and chartering.
- We are committed to serving our clients as best as we can, constantly improving our products and innovating pragmatically.
- In our company, we put people first.
- These factors help differentiate us from the competition.

Question 3:

What notable developments can shareholders expect from Penguin International in the coming year(s)?
What are some of the key Environmental, Social and Governance factors that are material to the Group?

Company's response:

- We aim to be more relevant in the global marketplace for aluminium high-speed vessels.
- We aim to be an integral part of the global decarbonisation movement.

Question 4:

What is Penguin International's value proposition to its shareholders and potential investors? What do you think investors may have overlooked about Penguin International's business?

Company's response:

- We prize integrity over compromise, safety over cost.

By Order of the Board

James Tham Tuck Choong
Managing Director
28 April 2021