Securities Investors Association (Singapore)
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Email: admin@sias.org.sg www.sias.org.sg
UEN No: S99SS0111B
GST Reg No: M90367530Y

Issuer: Dyna-Mac Holdings Ltd

Stock code: NO4

Meeting details:
Date: 28 April 2022
Time: 2.00 p.m.

Due to the current COVID-19 pandemic, SIAS encourage shareholders to participate at AGMs via other means and not to attend any AGM physically. Where the AGM is webcast, they can stay on top of their investments by watching the webcast and submitting their question to the company in advance. Senior citizens should avoid attending AGMs altogether and stay home.

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Q1. The group is a global leader in the detailed engineering, fabrication and construction of offshore FPSO (floating production storage offloading) and FSO (floating storage offloading) topside modules as well as onshore plants and other sub-sea products for the oil and gas industries.

With improving market sentiments, the group secure new contracts totaling more than $319.0 million in FY2021. The net orderbook as at 31 December 2021 was $370.8 million.

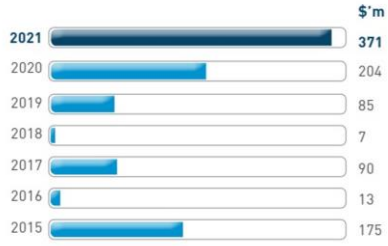
PROJECTS DELIVERED IN 2021

Project Description	No. of modules delivered
FPSO LIZA UNITY Topside Modules Fabrication	13
FPSO BW OPPORTUNITY Accommodation Block Fabrication	1
FPSO MERO 2 (SEPETIBA) Topside Modules Fabrication	3
FPSO MIAMTE MV34 Modules Modifications	5

PROJECTS WORK-IN-PROGRESS IN 2021/2022

Project Description	No. of modules work-in-progress
FLNG GOLAR GIMI Fabrication of Pipe Racks	3
KG-DWN 98/2 KAKINADA Geostationary Platform Structure Fabrication and STP Spool Fabrication and Assembly	1
FPSO PROSPERITY Topside Modules Fabrication	15
FPSO BAROSSA Topside Modules Fabrication	15
FPSO ALMIRANTE TAMANDARE Topside Modules Fabrication	8

NET ORDER BOOK AT DATE OF FULL YEAR RESULTS ANNOUNCEMENT



(Adapted from company annual report)

The net order book of $371 million is a multi-year high (see chart above; right).

(i) **What are management's plans to pro-actively secure more orders as the market sentiment (led by the recovery of oil price) improves? What is the company's pricing strategy for new orders given the rising cost of raw material, tight manpower and increased volatility in the market?**

(ii) **Are there any operational challenges, such as lack of skilled manpower, that might constrain the group and affect the delivery of its projects? What are the impact, if any, on product and material supply chains due to the pandemic on operations and what had been done to minimise the impact?**

(iii) **What were the utilisation rates in the Singapore yards, namely the Main Yard and the West Yard? How much more capacity does the group have to support additional projects?**

(iv) **What are the operational milestones achieved by the group's joint venture, DM-CMHI Offshore Engineering (Jiangsu) Co., Ltd.? Has the JV met or exceeded the board's expectations?**

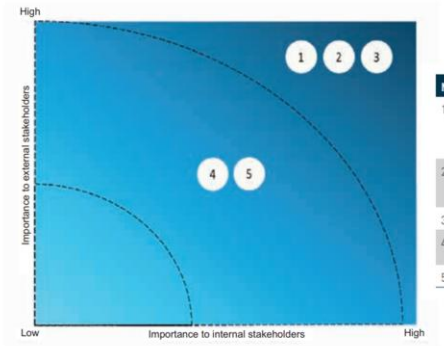
(v) In November 2020, the company announced the award of $157 million worth of projects which were expected to be completed by 2Q2022. **Can management share with shareholders an update on the progress of the project?**

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Q2. The group's vision is to grow as a leading global provider of modular construction and sustainable energy products. Governments, societies and investors are increasingly focused on sustainability and decarbonisation.

In the sustainability report, the group has presented its material factors as follows:

The following are the material factors identified and prioritized:



No.	Material Sustainability Matter	Category	Mapped GRI Standards Topics
1	Corporate governance	Governance	GRI 102: General Disclosure (Governance) GRI 307: Environmental Compliance GRI 419: Socioeconomic Compliance GRI 205: Anti-Corruption
2	Fair employment practices	Social	GRI 401: Employment GRI 404: Training and Education GRI 406: Non-discrimination
3	Health and safety	Social	GRI 403: Occupational Health and Safety
4	Energy and carbon footprint	Environment	GRI 302: Energy GRI 305: Emissions
5	Waste and effluents management	Environment	GRI 306: Effluent and Waste

(Adapted from company annual report)

The material matters are corporate governance, fair employment practices and health and safety which are ranked high; and energy and carbon footprint and waste and effluents management ranked moderate.

(i) **What are the board's plans to move towards more detailed ESG disclosures for stakeholders in its sustainability report/annual report?** ESG disclosure is becoming increasingly important to regulators, shareholders and investors.

(ii) **How does management reconcile the global decarbonisation agenda with the group's vision, mission and its core business?**

Q3. Keppel Corporation indirectly owns 24.35% of the company. On 24 June 2021, Keppel Corporation announced that it is looking to combine Keppel Offshore & Marine and Sembcorp Marine as part of Keppel's Vision 2030 plans. The combined entity is said to be in a better position to capitalise on the energy transition including areas such as offshore wind and address the opportunities and challenges in the evolving and consolidating offshore & marine industry.

Keppel has clarified that its holdings in the company will be retained by Keppel Corporation. Earlier in January 2021, Keppel had also announced that it will exit the offshore rig building business after completing the existing rigs under construction.

(i) **Given the changes in the industry (with Keppel O&M exiting the offshore rig business), how has the group adjusted its long-term plans in light of the changes?**

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(ii) **In particular, has the board evaluated the impact of the proposed merger of Keppel O&M with Sembcorp Marine on the group?**

(iii) As shown in Note 28(b) (page 110 – Segment information: Revenue from major customers), the group has two major customers that contributed revenue amounting to $192.1 million, or 87% (FY2020: $78.2 million or 93%). **Are there any plans to acquire new customers to diversify the current customer base?**

^On 1 October 2020, the Accounting and Corporate Regulatory Authority ("ACRA"), the Monetary Authority of Singapore ("MAS") and Singapore Exchange Regulation ("SGX RegCo") published an updated checklist to guide listed entities on the conduct of general meetings arising from the latest updates from the Multi-Ministry Taskforce.

Issuers may continue to conduct their general meetings held on or before 30 June 2021 via electronic means, and are encouraged to do so. On 9 April 2021, it was announced that the alternate arrangements for meetings ("Meetings Order") would be extend beyond 30 June 2021 until it is revoked or amended by the Ministry of Law. Accordingly, until such time, issuers may continue to utilise the Checklist issued by ACRA, MAS and SGX RegCo to guide entities on the conduct of their general meetings.

Issuers who, after due consideration of public health and other risks, wish to provide for physical attendance at their general meetings must ensure that they implement all relevant measures to comply with the safe management measures imposed by the Singapore Government.

Shareholders are welcome to use and/or adapt the questions prepared by SIAS and to forward them to the company.

Can't attend the AGM or view the webcast? Check out the latest questions on the annual reports of listed companies on SIAS website

Join our mailing list here to receive latest news and upcoming events.

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^ Guidance on the Conduct of General Meetings Amid Evolving COVID-19 Situation (https://www.sgx.com/media-centre/20201001-guidance-conduct-general-meetings-amid-evolving-covid-19-situation)