

# Dyna-Mac 1H2024 Results Briefing



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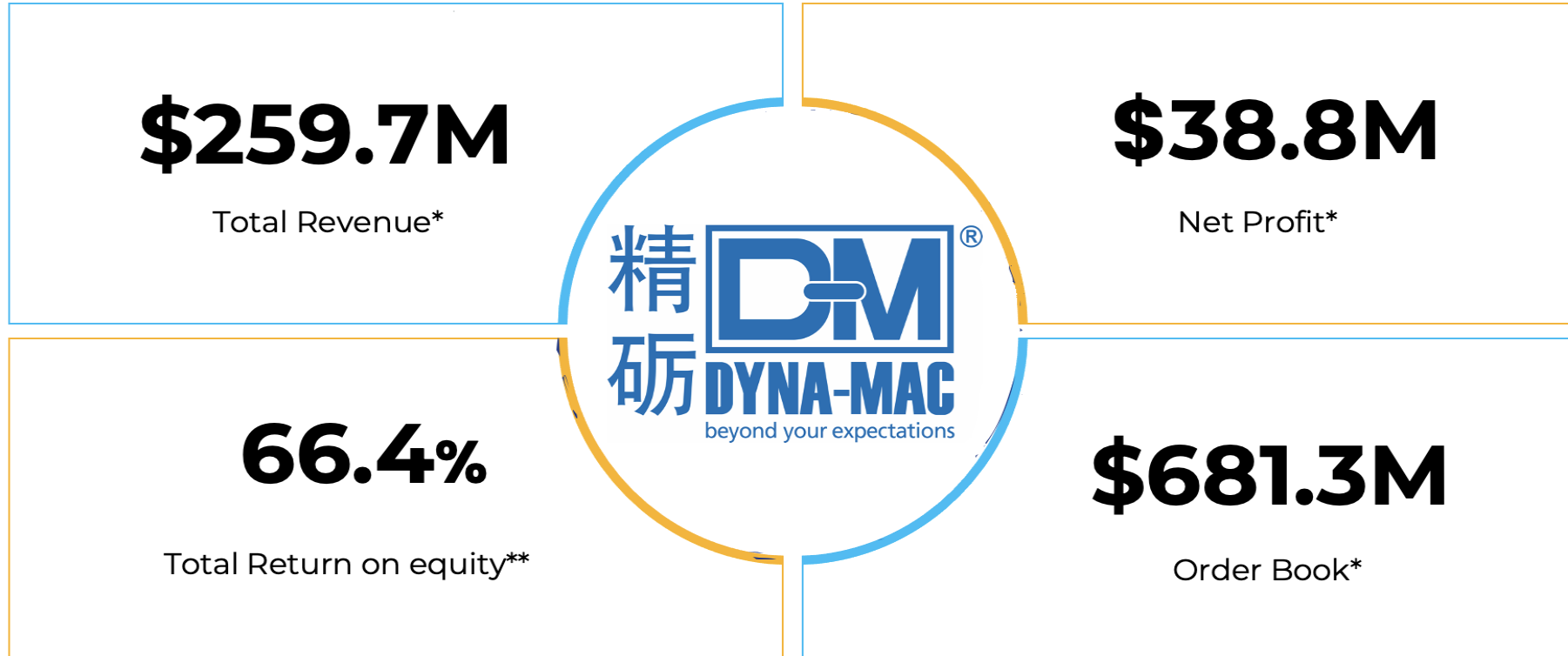
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# Overview

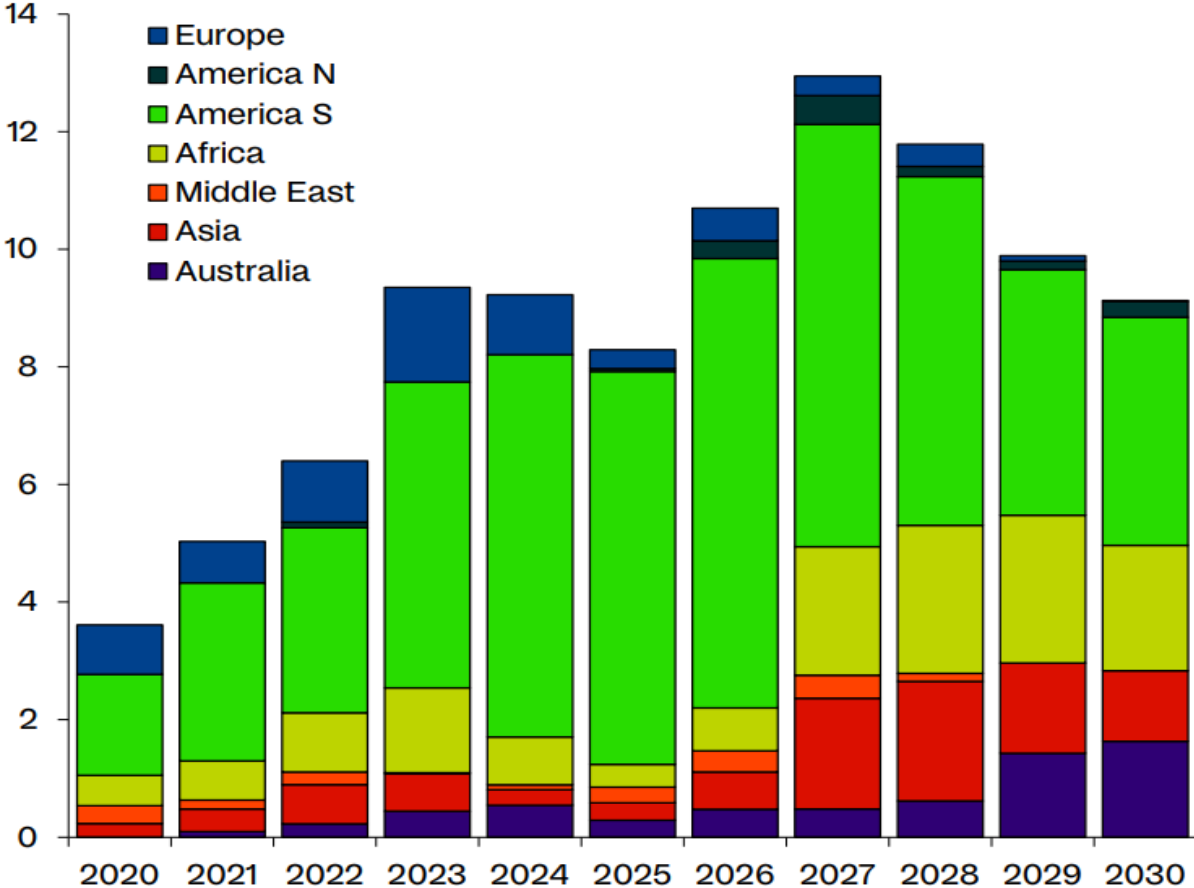


\*Figures are based off 1H2024 numbers

\*\* ROE is calculated on an annualized basis by dividing LTM net profit by the average equity over the same period.

# Industry Trends – Good Positioning for 2024 & beyond

**Greenfield surface Capex for FPSO projects**  
USD billion



Investment in FPSO vessels grew 46% in 2023 yearly and is expected to maintain the same level in 2024

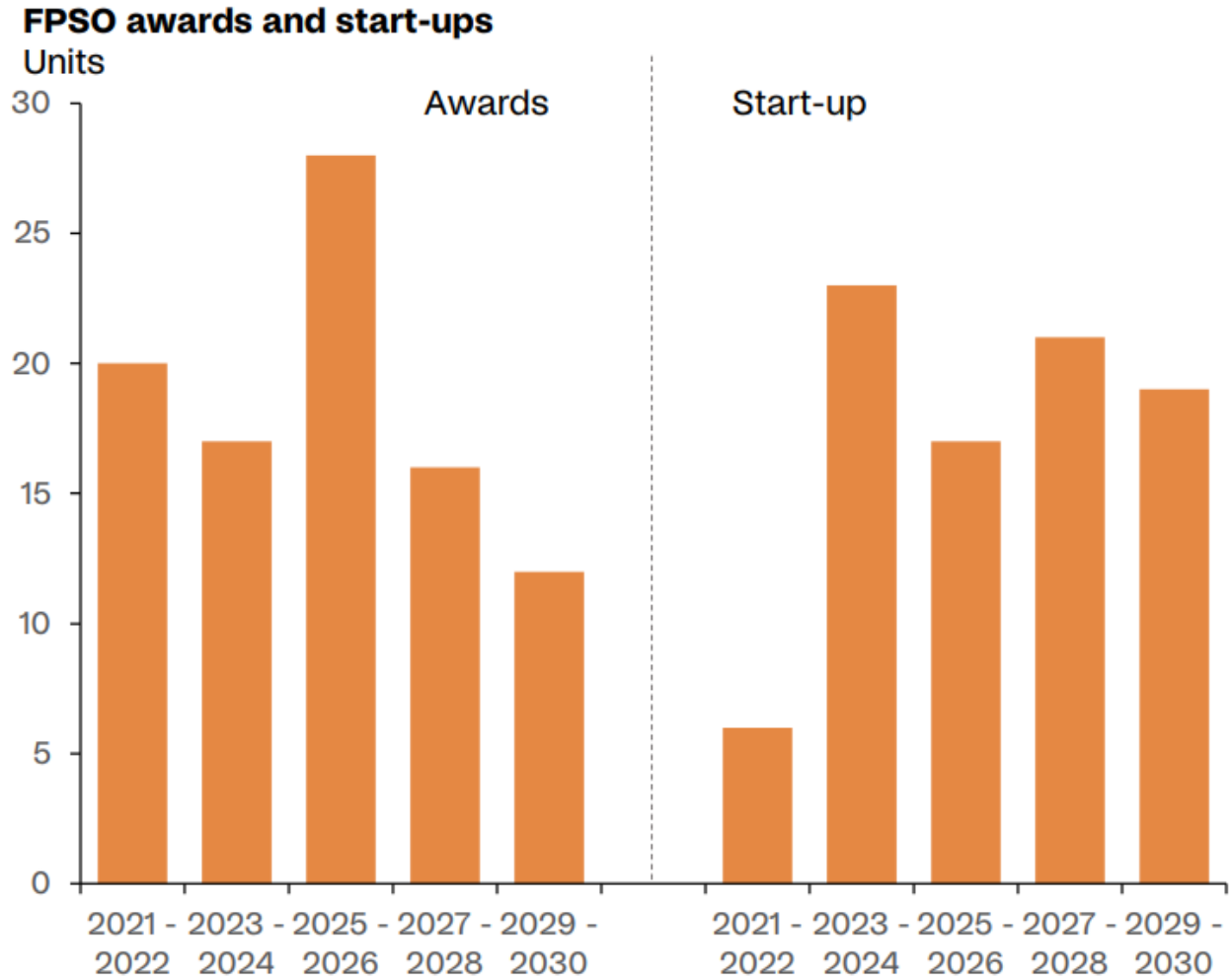
More than \$70 billion is expected for greenfield surface capex by the end of the decade, bolstering demand for FPSOs

South America to spearhead FPSO projects

Source: Rystad Energy ServiceDemandCube Oil and Gas\*

\*<https://gem-comm.com/wp-content/uploads/2024/08/fps0-world-congress-rystad-energy-future-ready-fpsosmmReEHLTO2EJyPjAUjqyuHIKXZm6lO60lpKJBZUf.pdf>

# Industry Trends – Good Positioning for 2024 & beyond



More than 90 FPSO projects to be awarded from 2021 to 2030 worldwide

The period from 2025-26 is forecasted to see the largest number of FPSO awards being made

Source: Rystad Energy FPSO Solutions\*

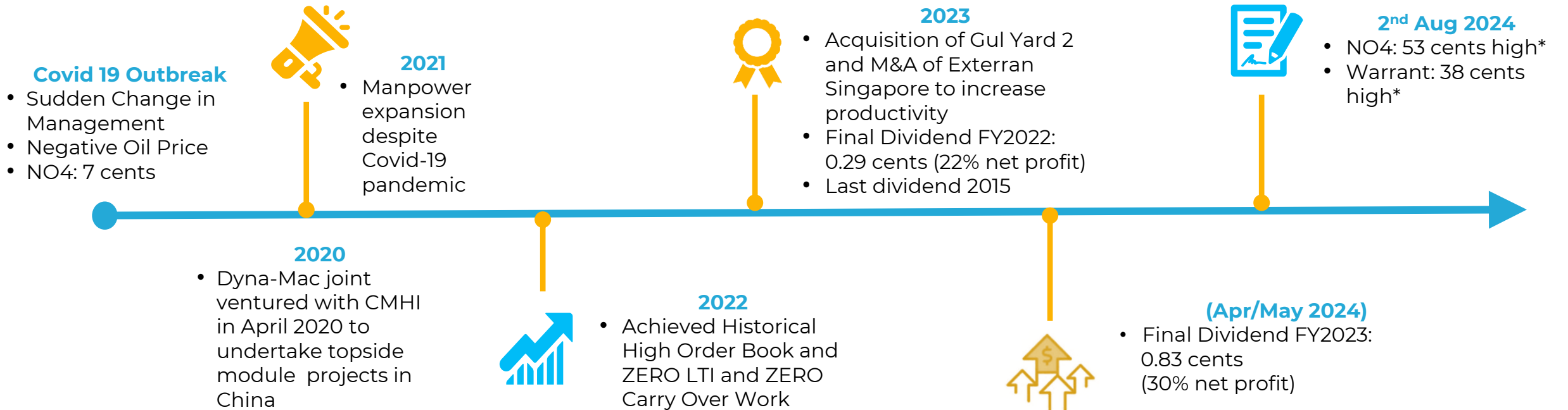
\*<https://gem-comm.com/wp-content/uploads/2024/08/fpso-world-congress-rystad-energy-future-ready-fpsosmmReEHLTO2EJyPjAUjqyuHIKXZm6lO60lpKJBZUf.pdf>



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# A Short History of Our Turnaround

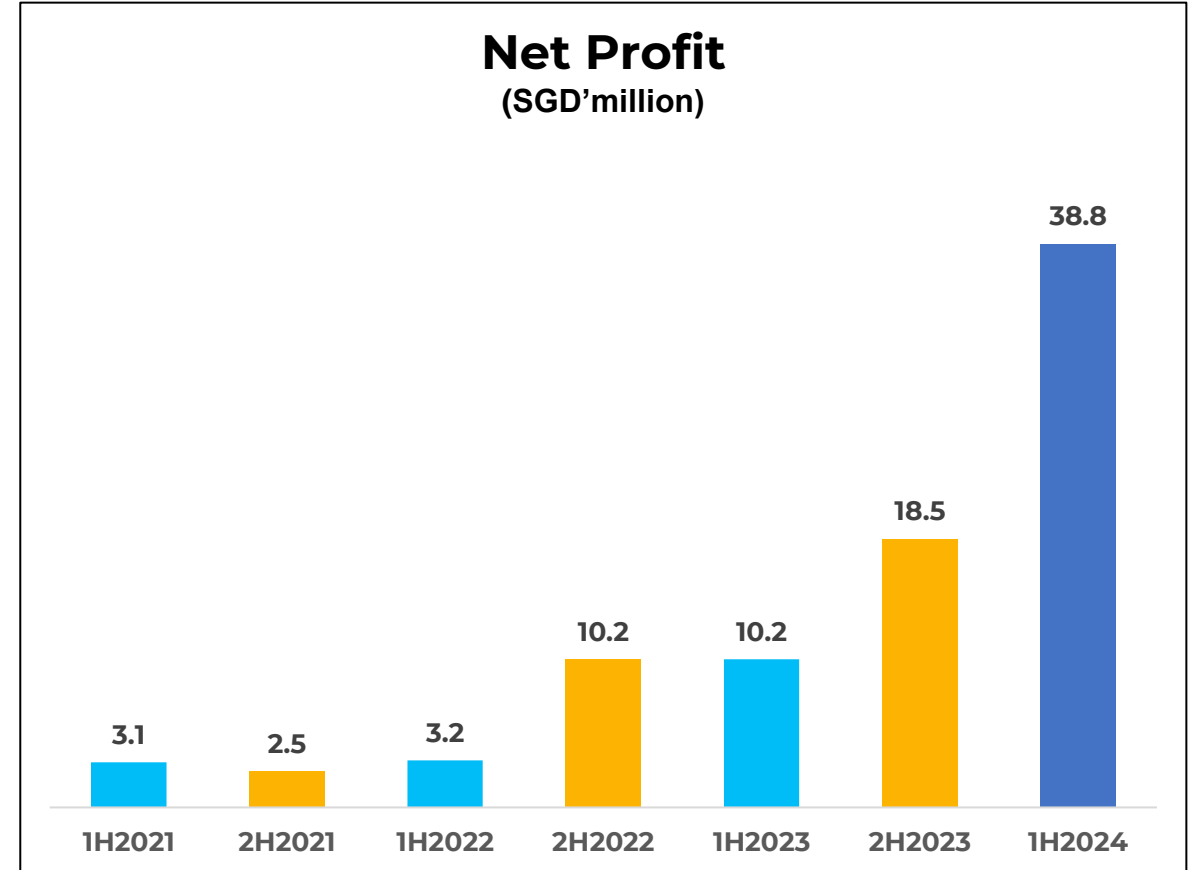
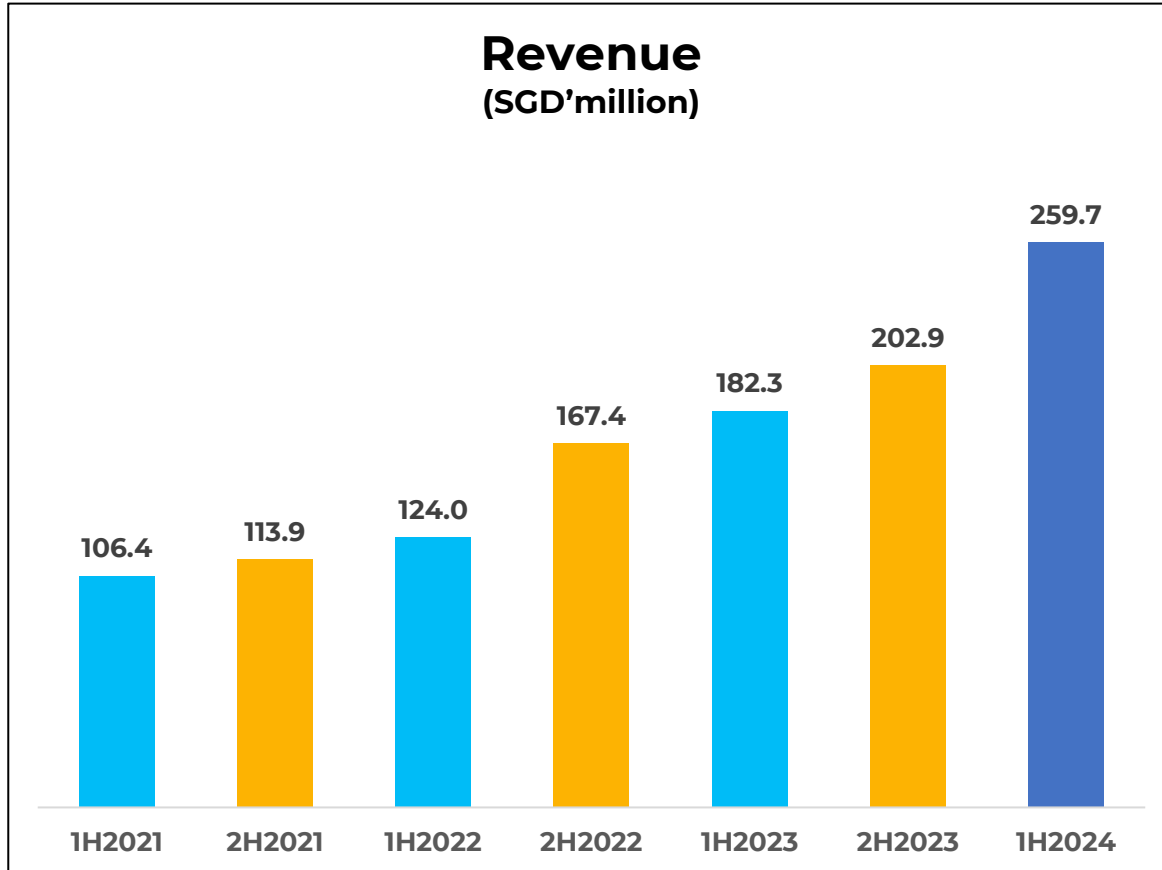
# Milestones



\*As of 2<sup>nd</sup> August 2024

# Proven Management & Strong Project Execution

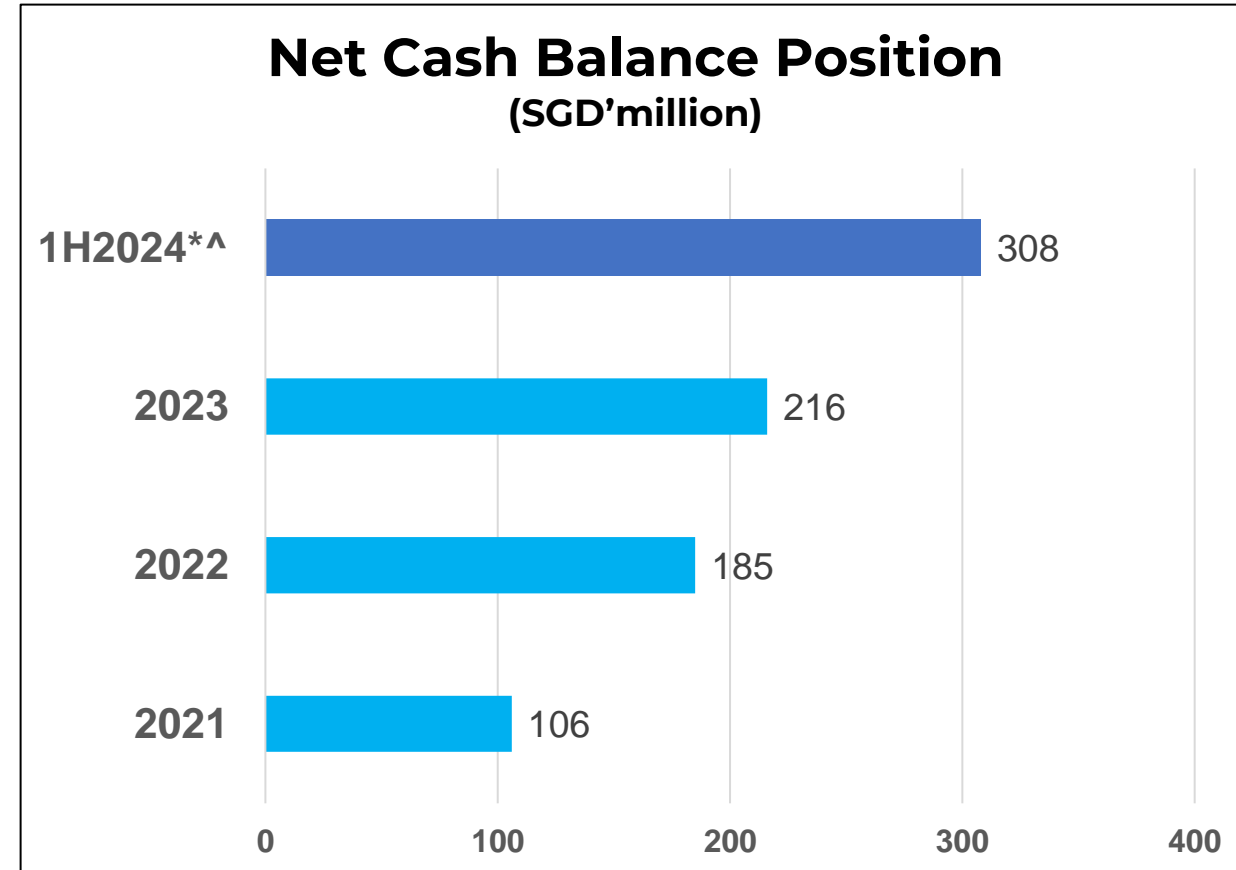
## 3.8 x Fold Jump in Net Profit (YoY) for 1H2024





# Keep One's Powder Dry with Record Cash Position

- Maintained high discipline and prudence in cost management
- Maintained zero bank borrowing in higher interest cost environment
- Supported our suppliers and subcontract partners with prompt payments, which enable them to reciprocate with fair and competitive rates
- Keep our “powder dry” for good M&A opportunity



Net cash represents about 71% of market cap as of 30 June 2024

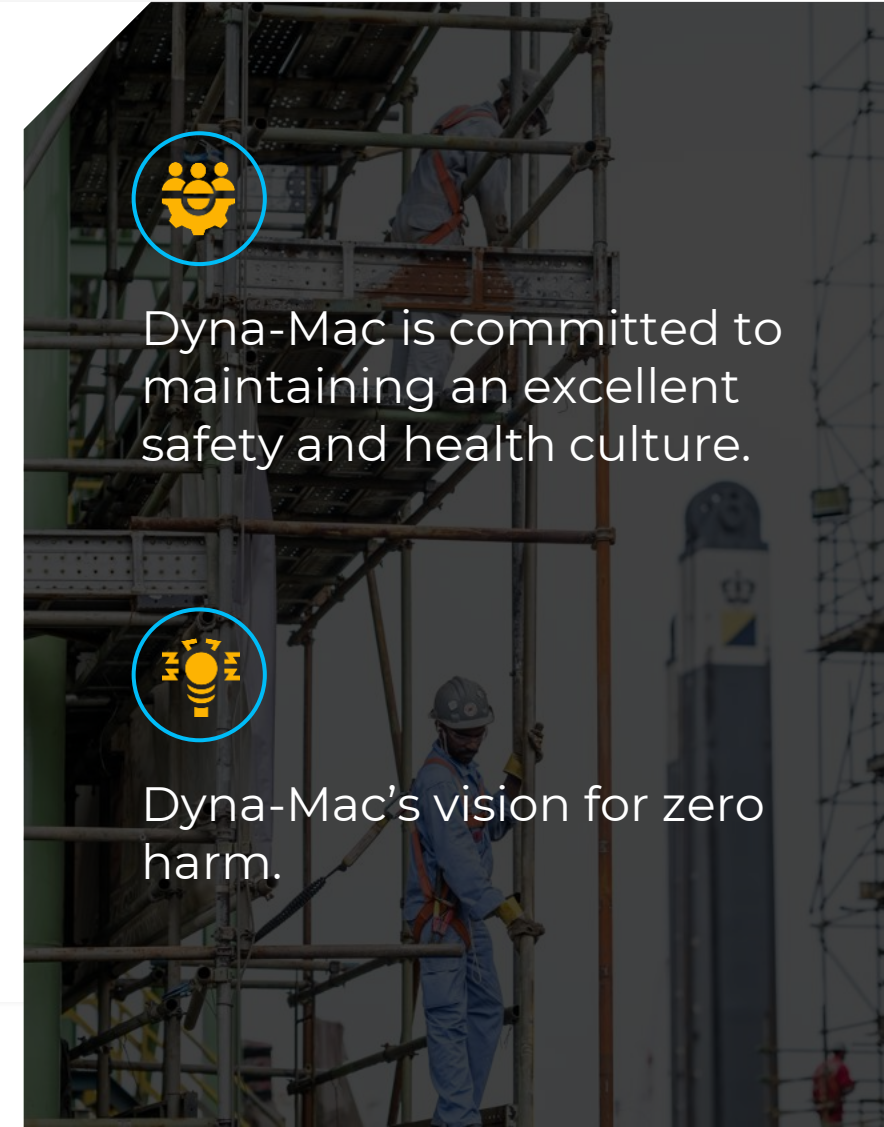
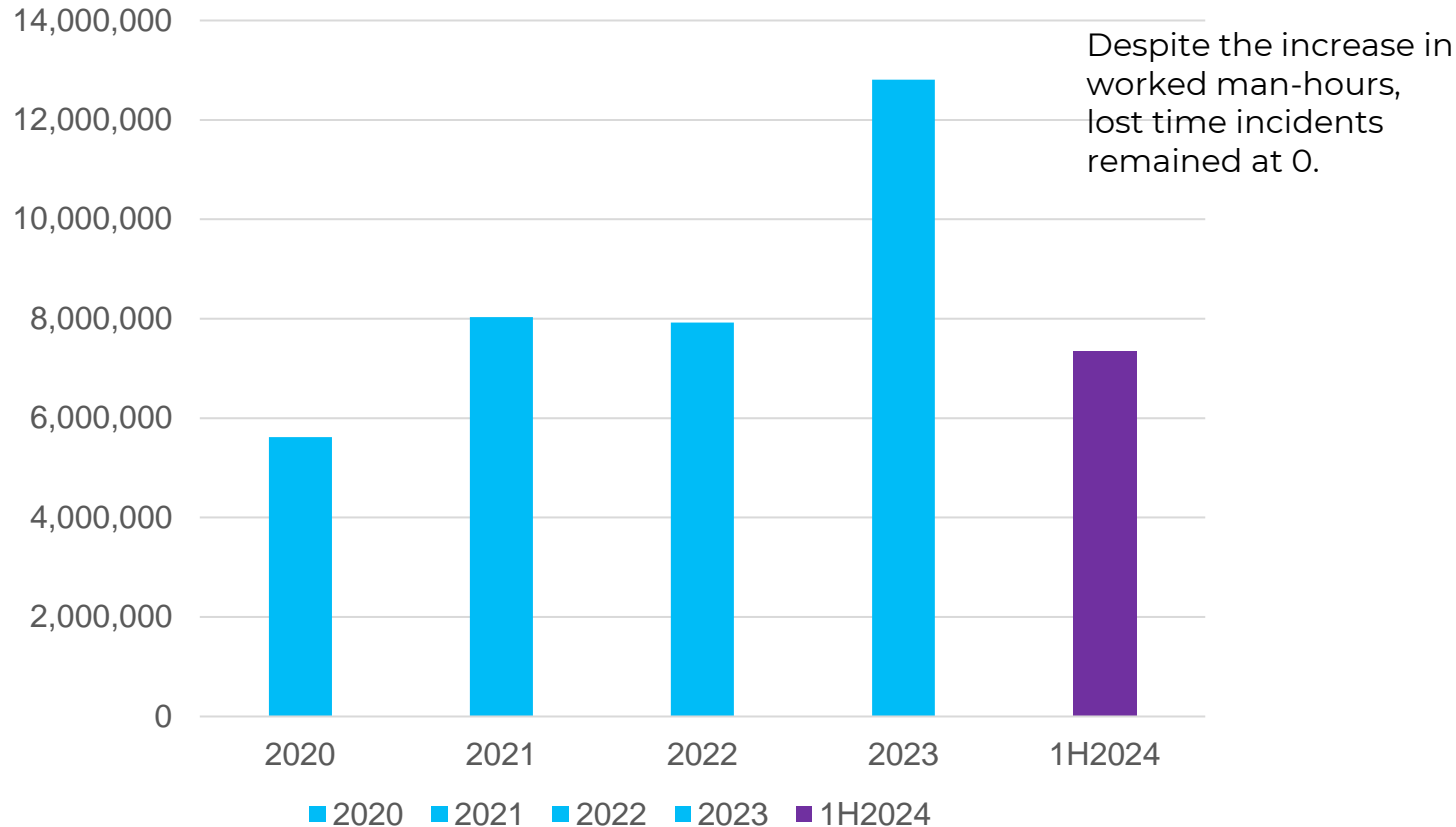
\* Unaudited

^ The amount comprises of S\$268m cash and cash equivalents and short-term investments in Singapore Treasury Bills as of 1H2024.

# The most important zero: ZERO LTI\* Since 2020

## Earn Our Employees' Trust: Do Well, Do Good and Do Now

Worked Man-Hours



Dyna-Mac is committed to maintaining an excellent safety and health culture.



Dyna-Mac's vision for zero harm.

\* Any work-related accident when the injured employee is given 4 days of medical leave, consecutive or otherwise, due to single work-related accident will be counted as one LTI

# Our Successes

**Increased Space Enabling Methodology Change**

**Improved Construction Methodology**

**Increased Productivity and Profit**



Jude LEE, Vice President Operations

# Dyna-Mac Execution Model & Edge

**Remain focus and niche**

**Few dedicated modules  
fabricator left**

**Highly skilled exotic pipe  
welders**



**Geopolitical Tension &  
China Plus One  
Strategy**

**Prudent Supply Chain  
Management  
- Not relying on a  
single source**

**Faster rising Chinese  
labor cost**



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# GROWTH STRATEGIES

# Capitalising On Strong Forward Momentum

Accelerating yard development for ex-Hong Hang Yard (Gul Yard 2) and ex-Exterran Yard (49 Gul Road)



**Pandan Yard**

**Dyna-Mac Yards  
Incl. Pandan Yard**

**Total Area:  
22.83 hectare**

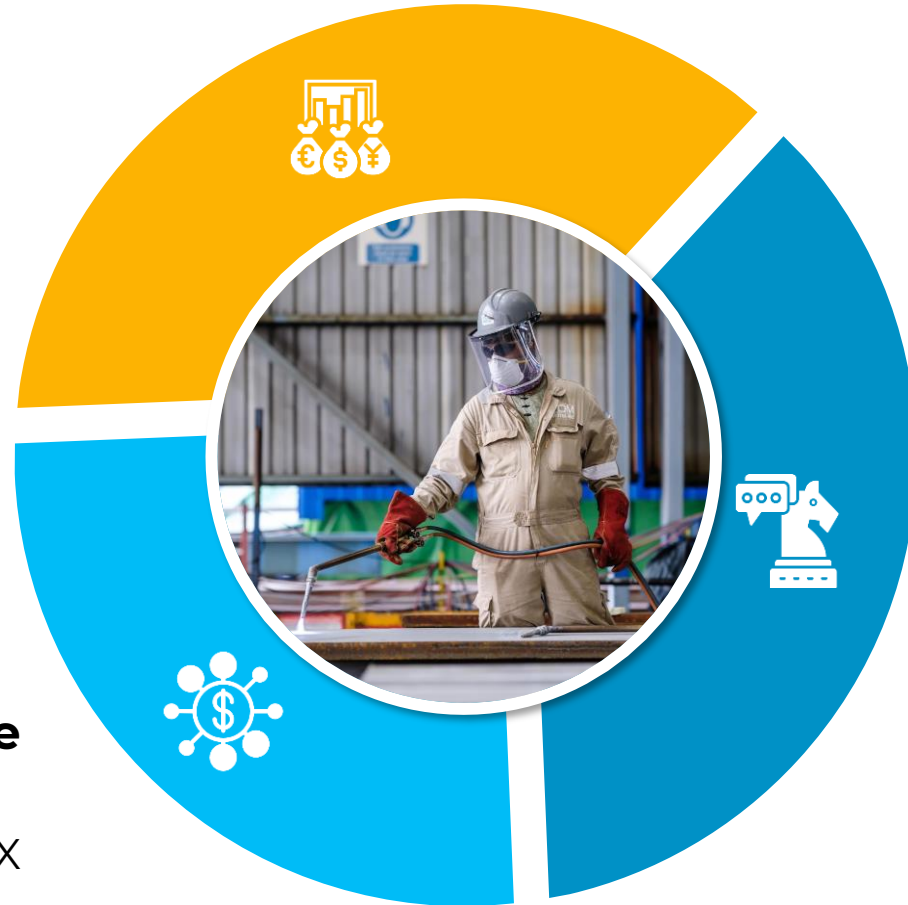
# Grow and Optimize Capacity And Productivity in Singapore

## Annual capacity

- 60,000 metric tons
- Yet to factor in the additional land space, outsourcing and collaboration in China

## Additional land space

- 70% increase
- Acceleration of CAPEX to tap full potential



## Balance approach

- Space
- Manpower
- Middle management with steady workload

# Go Beyond Singapore - Capitalising on Global Resources



Singapore

- 1H24, successfully delivered 17 modules with a total weight of approx. 41,000 metric tons, with **zero lost time incident, maximum completion** and **on-time delivery**.
- Future proofing & sustainability: hydrogen + CC modules



China

- Dyna-Mac offers value-added services including branding, project management expertise, and technical know-how
- Modules only: Dyna-Mac contracts and builds with established Chinese subcontractor in China.



Middle East

- Oil and gas focus
- Facilitates seamless deployment of skilled personnel from Singapore.
- Good facilities: Deep water port, huge space and supporting infrastructure for module fabrication.



Malaysia

- Facilitates easy deployment of project management teams and resources., given proximity to Singapore Dyna-mac
- Start with fabrication of simpler modules.
- Explore integration and completion works for FPSO hull and modules.



# Maintain The Core and Sharpen Our Edge



## Scalability:

- Utilize the expanded pipe shops' capacity
- Supply exotic higher quality pipe spools needed for hydro-carbon, hydrogen and ammonia industry



## Future proofing via Sustainability Opportunities:

- Hydrogen, ammonia production and CCS modules



# Growth Acceleration

Via Merger & Acquisition



With zero bank borrowing, deploy strong cash reserve to acquire attractive companies at right price



Create recurring and long-term income via facilities and plants' servicing, maintenance and turn around





# Thank You