



**DAYANG ENTERPRISE
HOLDINGS BHD**

Company No. 200501030106 (712243-U)

FOCUS TOWARDS EXCELLENCE

ANNUAL REPORT

2022



AT A GLANCE



Revenue

RM **984.183** M



Shareholders' Equity

RM **1,445.966** M



Profit Before Tax

RM **196.324** M



Earnings Per Share

10.47 Sen



Net Profit Attributable
to Owners of the Company

RM **121.203** M



NTA Per Share

RM **1.25**



Total Assets

RM **2,361.765** M



Return On Equity

8.4 %

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENT

This Annual Report contains some forward-looking statements in respect to the Dayang Group's financial condition, results of operations and business. These forward-looking statements represent Dayang Group's expectations or beliefs concerning future events and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements.

Readers are hereby cautioned that a number of factors could cause actual results to differ, in some instances materially, from those anticipated or implied in any forward-looking statement. In this respect readers must therefore not rely solely on these statements in making investment decisions regarding the Dayang Group. The Board and the Dayang Group shall not be responsible for any investment decisions made by the readers in reliance on those forward-looking statements.

Forward-looking statements speak only as of the date they are made, and it should not be assumed that they have been reviewed or updated in the light of new information or future events that would arise in the interim of the publication of this Annual Report and the time of reading this Annual Report.



FINANCIAL CALENDAR

Financial Year End **31 December 2022**

ANNOUNCEMENT OF RESULTS

1 st Quarter	19 May 2022
2 nd Quarter	18 August 2022
3 rd Quarter	17 November 2022
4 th Quarter	16 February 2023

PUBLISHED ANNUAL REPORT AND FINANCIAL STATEMENTS

Annual Report 2022	20 April 2023
Notice of Annual General Meeting	20 April 2023
17 th Annual General Meeting	23 May 2023



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Form of Proxy



For more information
visit our website

 www.desb.net



17th ANNUAL GENERAL MEETING

Date 23 May 2023
Time 10.00 a.m.

Venue
Danum 1, Level 5, Imperial Hotel
Miri, Lot 827, Jalan Pos, 98000 Miri,
Sarawak, Malaysia

CORPORATE INFORMATION

Board of Directors

DATUK HASMI BIN HASNAN
Executive Chairman

DATUK LING SUK KIONG
Executive Deputy Chairman

**TENGKU DATO' YUSOF BIN
TENGKU AHMAD SHAHRUDDIN**
Managing Director

**JOE LING SIEW LOUNG
@ LIN SHOU LONG**
Deputy Managing Director

JEANITA ANAK GAMANG
Executive Director

KOH EK CHONG
Independent Non-Executive Director

GORDON KAB @ GUDAN BIN KAB
(Deceased on 23 March 2023)
Independent Non-Executive Director

SITI NAZRAH BINTI AHMAD ZAIDEN
(Appointed on 12 April 2023)
Independent Non-Executive Director

ALI BIN ADAI
Independent Non-Executive Director

HASMAWATI BINTI SAPAWI
Independent Non-Executive Director

CHIN HSIUN
Independent Non-Executive Director

CHEN KING YU
(resigned on 7 July 2022)
Non-Independent
Non-Executive Director

JAMALLUDIN BIN OBENG
(appointed on 18 August 2022)
Non-Independent
Non-Executive Director

SHAHARUM BIN RAMLI
(Alternate to Mr. Jamalludin Bin Obeng
appointed on 18 August 2022)
Alternate to Non-Independent
Non-Executive Director

REGISTERED OFFICE AND HEAD OFFICE

Sublot 5 – 10, Lot 46, Block 10,
Jalan Taman Raja, MCLD,
98000 Miri, Sarawak, Malaysia.
Tel : 085-420185
Fax : 085-421654

SHARE REGISTRAR

Tricor Investor & Issuing House
Services Sdn Bhd
Unit 32-01, Level 32, Tower A,
Vertical Business Suite, Avenue 3,
Bangsar South, No 8, Jalan Kerinchi,
59200 Kuala Lumpur, Malaysia.
Tel : 603-27839299
Fax : 603-27839222

PRINCIPAL BANKERS

Malayan Banking Berhad
United Overseas Bank Berhad
RHB Bank Berhad

INCORPORATION

10 October 2005
Under the Companies Act 1965

COMPANY SECRETARY

Chee Su Ling (MIA 36749)
(SSM PC No. 202208000142)

LEGAL ADVISOR

Messrs. Alvin Chong & Partners
Advocates
Lot 176 & 177, 2nd Floor,
Jalan Song Thian Cheok,
93100 Kuching, Sarawak, Malaysia.
Tel : 082- 410111

AUDITORS

KPMG PLT (LLP0010081-LCA)
Level 2, Lee Onn Building
Jalan Lapangan Terbang
93250 Kuching, Sarawak, Malaysia.

STOCK EXCHANGE LISTING

Main Market
Bursa Malaysia Securities Berhad
Listed on 24 April 2008
Stock Code : 5141
Stock Name : Dayang

GROUP OPERATION

HEAD OFFICE

Sublot 5 – 10, Lot 46, Block 10,
Jalan Taman Raja, MCLD,
98000 Miri, Sarawak, Malaysia.

BRANCH OFFICE

Unit 2-16-01, Tower 2, VSQ @ PJCC,
Jalan Utara, 46200 Petaling Jaya,
Selangor, Malaysia.

PROJECT TEAM OFFICE

Lot 1785, Block 5, MCLD,
Jalan Persatuan, Lorong 9, Krokop,
98000 Miri, Sarawak, Malaysia.

MIRI WAREHOUSE

Lot 1973, Jalan Maigold,
Desa Senadin Industrial Park,
P.O Box 2033, 98008 Miri, Sarawak,
Malaysia.

LABUAN WAREHOUSE YARD 1

Lot No. CL2053118752, Kg Ranca
Ranca, District of Labuan, 87000
Labuan Federal Territory, Malaysia.

LABUAN FABRICATION YARD 2

Lot CL 10599, Jalan Ranca-Ranca,
Ranca Ranca Industrial Estate,
87000 Labuan Federal Territory,
Malaysia.

LABUAN FABRICATION YARD 3

Lot 3, CL205384407, Off Jalan Patau
Patau, 87000 Labuan Federal
Territory, Malaysia.

LABUAN YARD 4

Lot No. 205007969, Jalan Bebuloh,
Kg. Sungai Bedaun, 87019 Federal
Territory of Labuan, Malaysia.

ADMINISTRATIVE/LOGISTIC OFFICE

Lot C8, Block C, 1st Floor, Cyber
Square, Lorong Cyber Square,
Jalan Kepayan, 88250 Kota
Kinabalu, Sabah, Malaysia.

BINTULU WAREHOUSE/ FABRICATION YARD

* Tenancy Expiring Date - 31 May 2022
Lot 3061, Block 26, Kidurong Light
Estate, Kemena Land District,
97000 Bintulu, Sarawak, Malaysia.

* Occupation Permit Date - 17 February
2022

Lot 3476 & 3477, Block 20,
Kemana Land District,
Kidurong Industrial Area Phase 2,
(Kinda II) SESCO Road,
97000 Bintulu, Sarawak, Malaysia.

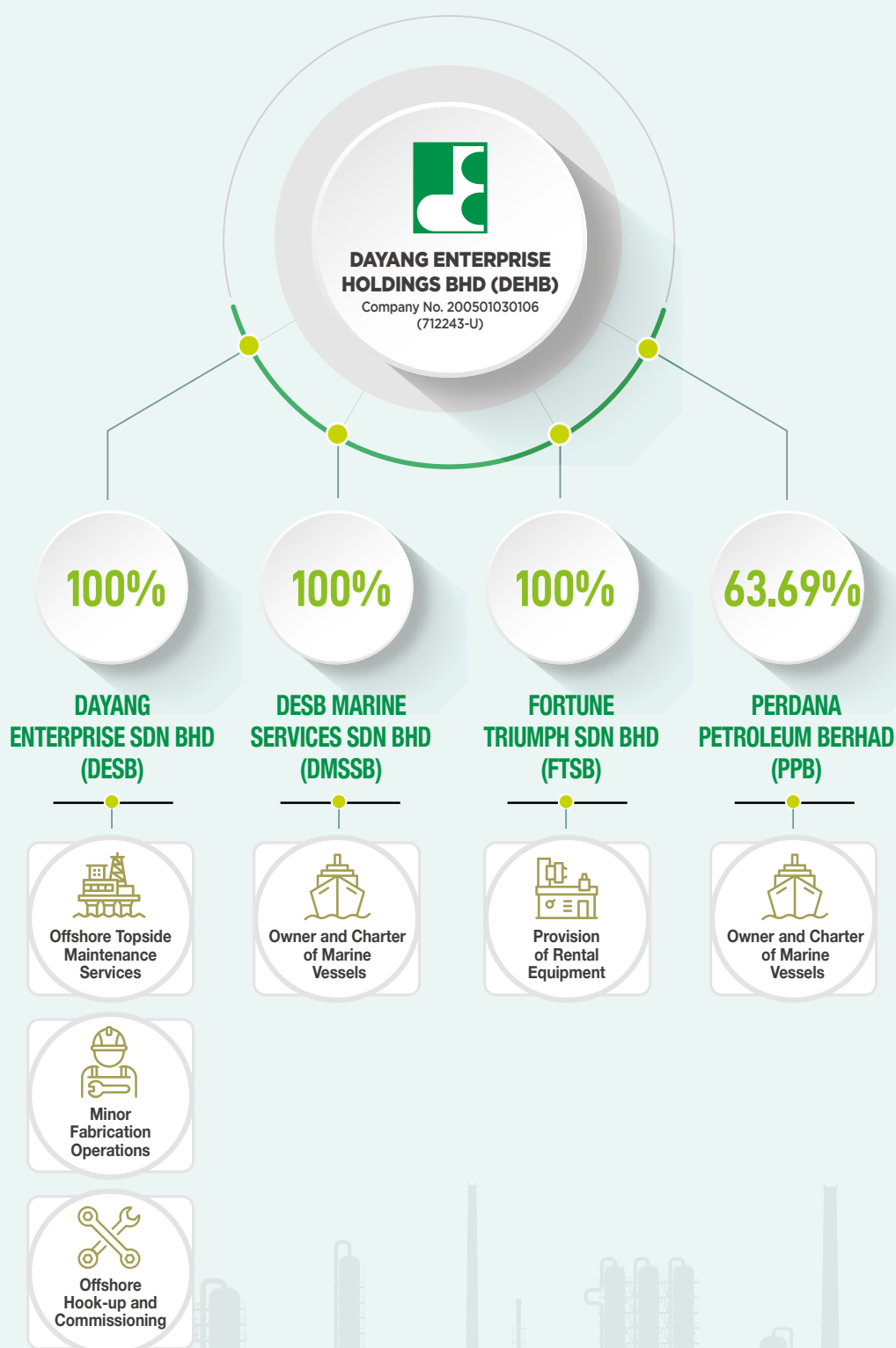
DESB KEMAMAN YARD

04 – 01, KSB Phase 1, Kemaman
Supply Base, 24007 Kemaman,
Terengganu Darul Iman, Malaysia.

TELONG KALONG YARD

PT 8229, Kawasan Perindustrian
Telok Kalong, 24000 Kemaman,
Terengganu Darul Iman, Malaysia.

CORPORATE STRUCTURE



CORPORATE MILESTONES

2022

> CERTIFICATION OF APPRECIATION GIVEN BY HIBISCUS

In recognition of outstanding accomplishment and services for the SEA Hibiscus Integrated Wells Non-Routine Campaign from 10th March 2022 to 30th September 2022.

> CERTIFICATION OF APPRECIATION GIVEN BY KPOC

Excellence performance & service under contract for KBB PIT STOP 2022 Execution with good quality and safely delivered.

> CERTIFICATION OF APPRECIATION GIVEN BY SSB SME

In recognition of tireless effort and contribution towards SAFE delivery of Sarawak 2022 Topside Major Maintenance Campaign

2021

> CERTIFICATION OF APPRECIATION GIVEN BY SSB SME

In recognition of tireless effort and contribution towards SAFE delivery of Sarawak 2021 Topside Major Maintenance Campaign.

2020

> CEO CONTRACTOR AWARD GIVEN BY PTTEP

Recognition of achieving SSHE Performance Excellence for 1 year (Total manhours is greater than 50,000 hours in 2020) from Mr. Phongsthom Thavisin-Chef Executive officer.

2020

> CERTIFICATION OF APPRECIATION GIVEN BY KPOC

Excellence performance & service for KBB deck coating structure campaign using "Blast One" vapour blasting equipment. Completed in 14 days ahead of schedule with good quality and safely delivered.

> 2 FOCUSED RECOGNITIONS BY PETRONAS CARIGALI

- Focus recognition to Construction team for successfully repair WLP-A LP Head pin hole leak, by working extended hours, committed and corporative in realizing the rectification plan, and doing it safe and timely.
- DESB has been supporting many projects & turnarounds often as the main drivers. DESB has contributed towards Bayan & D18 maintenance strategy by realizing value optimization through prudent planning, procurement & execution.

> CERTIFICATION OF APPRECIATION GIVEN BY REPSOL OIL & GAS MALAYSIA LIMITED

Gratitude and appreciation for supporting operations during MCO.

2019

> MIRI CITY MAYOR AWARDS 2019

Corporate categories.

> 2 FOCUSED RECOGNITIONS BY PETRONAS CARIGALI SDN BHD

- Demonstrating strong commitment and cooperation in HSE, work execution, communication & rapport and teamwork during TETA19 (Temana Turnaround 2019)
- Demonstrating relentless effort and ownership by proactively conducting UDAT session in collaboration with BSE and BTS23 for all vessels prior to mobilization to their respective location.

CORPORATE MILESTONES (CONT'D)

2018

> 3 FOCUSED RECOGNITIONS BY PETRONAS CARIGALI SDN BHD

- DESB D35-A Mtce TEAM - High ownership on HSE and openness to accept intervention by client.
- Provision of Maintenance, Construction & Modification for PCSB, Baronia Rejuvenation - Contributing to the safe and successful delivery of the Project.
- On 17.04.18 assisted to put out a fire on MV Geos & Dayang Zamrud had provided assistance in medical care & given new PPE's and shelter for all 38 rescued crews.

> AWARD GIVEN BY CP3 BARONIA REJUV

Best Project HSE

In appreciation towards outstanding achievement for Offshore Project (28.10.18)

> 2 AWARDS GIVEN BY SHELL MALAYSIA

- Grand Prize Winner in Best Safety Leadership Initiative Category.
- Grand Prize Winner in Best Continuous Improvement Category.

> 2 RECOGNITIONS BY MURPHY

- In recognition of DAYANG ENTERPRISE SDN BHD for Excellent HSSE Performance 2013-2017 Contract: MURPHY/S12003 1688 LTI-FREE DAYS with 2,000,000 SAFETY MANHOURS.
- In recognition of DAYANG ENTERPRISE SDN BHD for the contribution towards Excellent HSSE Performance During SK GAS SHUT DOWN in September 2017.

2017

> CERTIFICATION OF APPRECIATION GIVEN BY KPOC

Certification of Appreciation in recognition of excellent performance for successfully rendered service in KPOC- KBB Turn Around April 2017 Campaign and LTI Free Safety Record for 87 days (194,496 Safety Manhours and 2,643 Care Cards).

> 3 FOCUSED RECOGNITIONS BY PETRONAS CALIGALI

- Successful and safe execution of the world's first TTESP-CD offshore pilot and achieve 1st Oil in May 2017.
- DESB have demonstrated high commitment and cooperation to ensure a successful First Integrated BSTAB 3 and 4 Shutdown in the History of BIF.
- Successful completion of Campaign No.1 (2016) for Baronia Rejuvenation Project safely and without LTI. This was made possible via good planning, team work, dedication and focus execution by the entire team.

> AWARD GIVEN BY SHELL MALAYSIA

Shell Malaysia Safety Award - Silver Award for Upstream Category.

2018

2017

Notes: **SKO** : Sarawak Operation **PMO** : Peninsular Malaysia Operation **LTI** : Loss Time Injury
UAUC : Unsafe Act & Unsafe Condition **TRCF** : Total recordable injury case frequency

CORPORATE MILESTONES (CONT'D)

➤ 2016

- **AWARD GIVEN BY JX NIPPON OIL & GAS EXPLORATION (M) LTD**
2016 HSE Performance Award.
- **FOCUSED RECOGNITION BY PETRONAS CALIGALI**
Being vigilant in close monitoring and complying with HSE plan and its implementation throughout the Topsides Major Maintenance (TSM) contract duration.

➤ 2015

- **AWARD GIVEN BY JX NIPPON OIL & GAS EXPLORATION (M) LTD**
Safe Completion of Helang 15S2 Shutdown 2015.
- **CERTIFICATION OF APPRECIATION GIVEN BY PETROLIAM NASIONAL BERHAD (PETRONAS)**
Appreciation of actively participated in PCSB SKO Monthly Service Provider HSE Liaison for Year 2015.
- **TESTIMONIAL OF ACHIEVEMENT GIVEN BY SHELL MALAYSIA**
A special commendation to the team for outstanding work in the implementation of the emergency rectification of the B11 Vent Header Rectification from 25th September 2014 to 07th October 2014 which was executed in a Safe and Secure manner with Ahead of Time delivery.

➤ 2014

- **RECOGNITION GIVEN BY SHELL MALAYSIA**
Safety Partnership & Collaboration Recognition 2014.
- **AWARD GIVEN BY FORBES ASIA**
Best Under a Billion, The Region's Top 200 Small & Midsize Companies.
- **AWARD GIVEN BY NATURAL RESOURCES & ENVIRONMENT BOARD, SARAWAK**
Merit Award, Large Industries (Oil & Gas), the 6th Sarawak Chief Minister Environmental Awards.
- **CERTIFICATE GIVEN BY MURPHY SARAWAK OIL CO. LTD**
Appreciation on HSSE contributions towards Murphy Sarawak Oil Co. Ltd's excellent safety record with zero LTI from July 2013 to August 2014.
- **5 LETTER OF APPRECIATION GIVEN BY PETRONAS CARIGALI SDN BHD**
 - Appreciation for good performance on job completion without LTI and ahead of schedule for D35 September Turnaround 2014.
 - Appreciation for good performance on job completion without LTI for Betty October Turnaround 2014.
 - Appreciation for good performance on job completion without LTI for Bokor August Turnaround 2014.
 - Appreciation for good performance on job completion without LTI and ahead of schedule for Temana June Turnaround 2014.
 - Appreciation for good performance on job completion without LTI and ahead of schedule for Baram June Turnaround 2014.

2016 • 2015

2014

CORPORATE MILESTONES (CONT'D)

➤ 2014 (cont'd)

➤ **LETTER OF APPRECIATION GIVEN BY JABATAN KESELAMATAN DAN KESIHATAN WILAYAH PERSEKUTUAN LABUAN**

Appreciation for Implementation of program code of practice on the prevention and management of HIV / AIDS in the workplace-2001 and code of practice on the prevention and eradication of drug abuse, alcohol and substance abuse in the workplace-2005.

➤ 2013

➤ **3 LETTER OF APPRECIATION GIVEN BY PETRONAS CARIGALI SDN BHD**

- Appreciation note for the safe and successful Temana 2013 October Turnaround Execution.
- Appreciation note for Southern Turnaround on September 13 (P1 Closure).
- Appreciation note for Temana Turnaround.

➤ 2012

➤ **APPRECIATION BY MURPHY OIL & GAS**

MURPHY'S Contractor Engagement Session.

➤ **CERTIFICATE GIVEN BY PETRONAS CARIGALI SDN BHD**

Certification of Appreciation Dayang Enterprise SDN BHD for best Contractor Performance SCM-Contractors Management Sharing session 2012.

➤ 2011

➤ **APPRECIATION BY PETRONAS CARIGALI SDN BHD**

Appreciation note for safe Northern and Southern turnaround.

➤ **APPRECIATION BY MURPHY SARAWAK OIL & GAS CO. LTD**

Appreciation for the support DESB on the DIVERTER valves change out.

➤ **CERTIFICATE GIVEN BY IQNET AND SIRIM QAS INTERNATIONAL**

Implemented and maintains a Quality management system which fulfils the requirement of the following standards ISO 9001:2008 for the following activities provisions of general topside construction and maintenance services to the oil and gas industry.

➤ **CERTIFICATE GIVEN BY SIRIM QAS INTERNATIONAL**

Implemented a Quality Management System complying with ISO 9001: 2008 Quality Management System requirement.

2014 (cont'd) • 2013 • 2012

2011

Notes: **SKO** : Sarawak Operation **PMO** : Peninsular Malaysia Operation **LTI** : Loss Time Injury
UAUC : Unsafe Act & Unsafe Condition **TRCF** : Total recordable injury case frequency

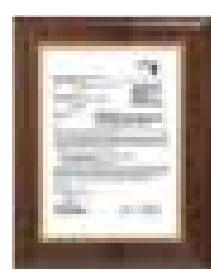
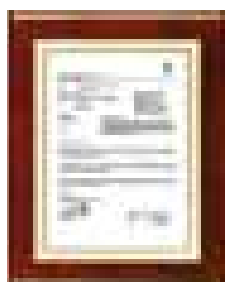
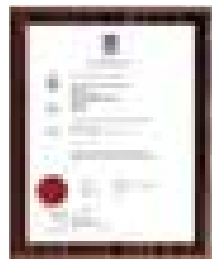
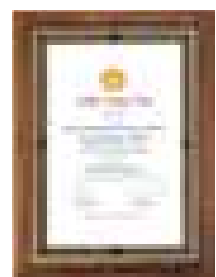
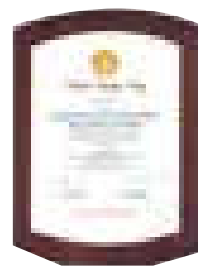
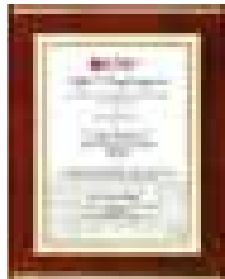
> ASSURING QUALITY

ACHIEVING EXCELLENCE

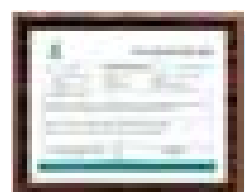
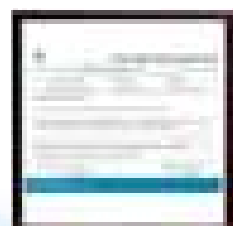
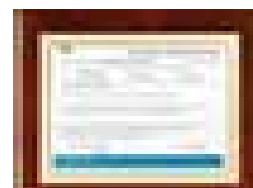
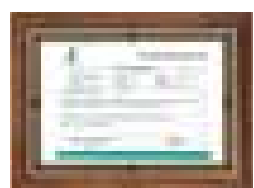
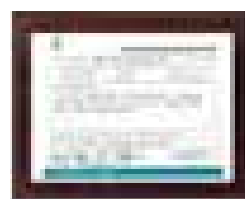
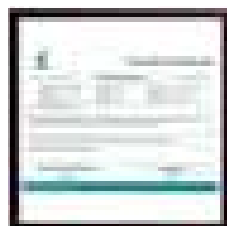
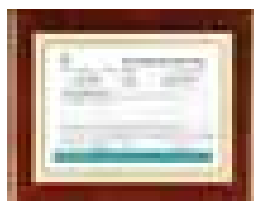
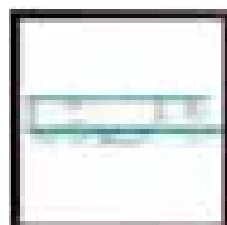
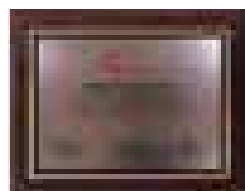




KEY ACHIEVEMENTS / AWARDS



KEY ACHIEVEMENTS / AWARDS (CONT'D)



5-YEARS FINANCIAL HIGHLIGHTS

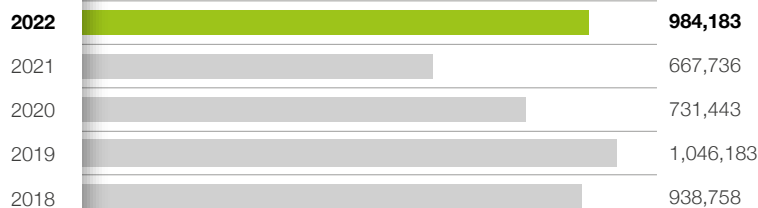
Year	2018	2019	2020	2021	2022
Revenue (RM'000)	938,758	1,046,183	731,443	667,736	984,183
Gross Profit (RM'000)	382,481	493,323	232,174	81,348	330,759
Profit Before Tax (RM'000)	212,138	329,462	88,470	(409,694)	196,324
Profit After Tax (RM'000)	143,983	221,854	32,562	(435,680)	125,337
Gross Profit Margin (%)	40.7	47.2	31.7	12.2	33.6
Profit Before Tax Margin (%)	22.6	31.5	12.1	(61.4)	19.9
Return of Equity (%)	14.3	16.1	3.8	(24.1)	8.4

The above historical summary may not be comparable across the periods due to change in the Group Structure.

REVENUE (RM'000)



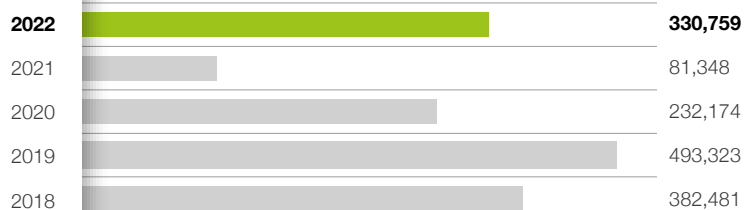
984,183



GROSS PROFIT (RM'000)



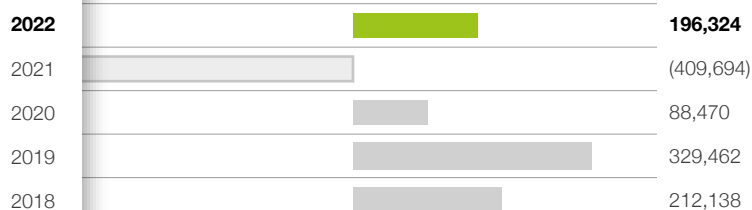
330,759



PROFIT BEFORE TAX (RM'000)



196,324



5-YEARS FINANCIAL HIGHLIGHTS (CONT'D)

PROFIT AFTER TAX (RM'000)



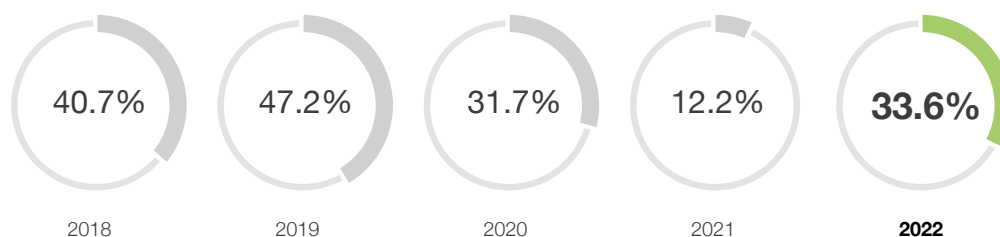
125,337

2022		125,337
2021		(435,680)
2020		32,562
2019		221,854
2018		143,983

GROSS PROFIT MARGIN (%)



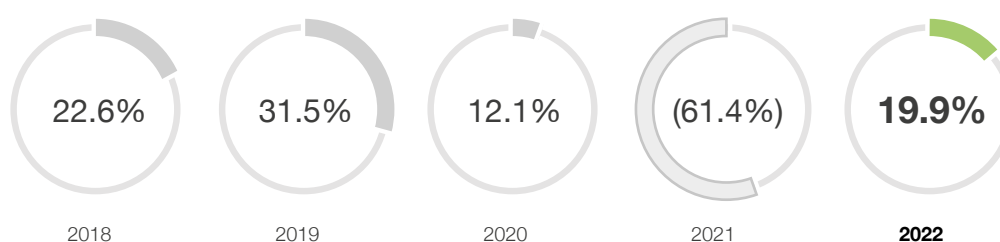
33.6%



PROFIT BEFORE TAX MARGIN (%)



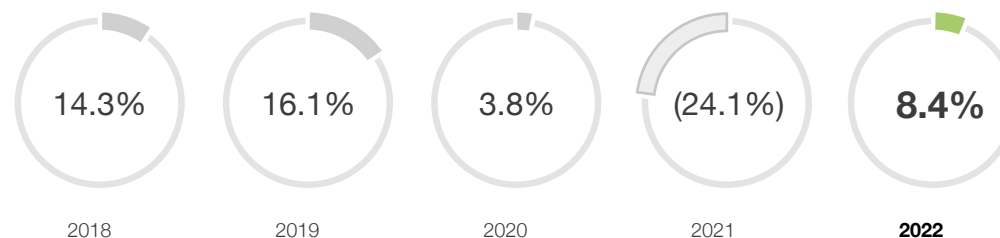
19.9%



RETURN OF EQUITY (%)



8.4%



BOARD OF DIRECTORS' PROFILE

DATUK HASMI BIN HASNAN

Executive Chairman



69

M

Date of Appointment

1 September 2018

Board Committee Membership(s)

• Nil

Datuk Hasmi Bin Hasnan was appointed Executive Chairman of Dayang Enterprise Holdings on 29 February 2008 and resigned on 23 December 2015. He was re-appointed Executive Chairman of the Company on 1 September 2018.

He graduated with a BSc in Estate Management from the London South Bank University, UK in 1978. He is a Senior Certified Valuer with International Real Estate Institute, USA and a member of International Real Estate Federation (FIABCI).

He began his career in 1979 as a valuer in the Land and Survey Department of Sarawak. Since 1982, he has been involved in a wide range of businesses, including valuation, project management, property development and management, construction, timber, manufacturing, trading and publishing. In June 1993, he was appointed the Managing Director of Naim Land Sdn Bhd and in July 2003, he became the Managing Director of Naim Holdings Berhad and has since been the main driving force behind Naim Group's growth and expansion.

He was awarded the Property Man of the Year for 2008 by the International Real Estate Federation (FIABCI) in Kuala Lumpur.

He is the Managing Director of Naim Holdings Berhad and a Non-Independent Non-Executive Director in Perdana Petroleum Berhad.

BOARD OF DIRECTORS' PROFILE (CONT'D)

DATUK LING SUK KIONG

Executive Deputy Chairman

Datuk Ling Suk Kiong is the founder of Dayang Group of Companies. He established Dayang Enterprise Sdn Bhd in 1980. He was appointed as Executive Deputy Chairman of Dayang Enterprise Holdings Bhd on 29 February 2008. He has been instrumental in the growth and development of the Group. He brings with him more than thirty (30) years of experience in the Oil and Gas Industry and is mainly responsible for the overall strategic business direction of the Group.

Datuk Ling was appointed as a Non-Independent Non-Executive Director of Perdana Petroleum Berhad on 12 December 2012 and on 24 August 2015, he assumed the position of Executive Chairman until 23 June 2020. He is also a director in several private limited companies in Malaysia.

He was awarded the Sarawak State Entrepreneur of The Year Award 2009 in Kuching representing the Sarawak Chinese Chamber of Commerce and Industry category.

Datuk Ling was conferred the "Outstanding Entrepreneurship Award" for Outstanding and Exemplary Achievements in Entrepreneurship on 13 April 2014 at the Asia Pacific Entrepreneurship Awards 2014 held in Brunei Darussalam

On 13th September 2014, Datuk Ling was conferred the award of Panglima Gemilang Bintang Kenyalang (P.G.B.K) which carries the title "DATUK" by Tuan Yang Terutama Yang Di-Pertua Negeri Sarawak Tun Pehin Sri Haji Abdul Taib Mahmud in conjunction with His Excellency's 78th Birthday.

Datuk Ling Suk Kiong is the father of Mr Joe Ling Siew Loung @ Lin Shou Long, who is the Deputy Managing Director of Dayang.



77

M

Date of Appointment
29 February 2008

Board Committee Membership(s)

- Risk Management Committee (Member)

BOARD OF DIRECTORS' PROFILE (CONT'D)

TENSKU DATO' YUSOF BIN TENSKU AHMAD SHAHRUDDIN

Managing Director



60

M

Date of Appointment

29 February 2008

Board Committee Membership(s)

- Corporate Social Responsibility Committee (Chairman)
- Risk Management Committee (Member)

Tengku Dato' Yusof Bin Tengku Ahmad Shahrudin, was appointed as Managing Director of Dayang Enterprise Holdings Bhd on 29 February 2008. He graduated in 1984 from the University of Toledo in the United States of America with a Bachelor of Science Degree majoring in Civil Engineering.

After graduation, he joined Modal Bina Sdn Bhd as a Project Engineer. Subsequently in 1988, he took up the position as Sales Engineer with Mobil Oil Malaysia Sdn Bhd. In 1991, he established Hexamas Sdn Bhd.

He was appointed as Director of Dayang Enterprise Sdn Bhd in 1993. He was also appointed as Managing Director of Perdana Petroleum Berhad on 18 August 2020 until 1 October 2021. He also holds directorship in Fortune Triumph Sdn Bhd, DESB Marine Services Sdn Bhd and several other private limited companies in Malaysia.

BOARD OF DIRECTORS' PROFILE (CONT'D)

JOE LING SIEW LOUNG @ LIN SHOU LONG

Deputy Managing Director

Mr Joe Ling Siew Loung @ Lin Shou Long, was appointed as Deputy Managing Director of Dayang Enterprise Holdings Berhad on 29 February 2008. He graduated from University of Western Australia in 1993 with a Bachelor Degree in Engineering. In 1999, he obtained a Master of Business Administration degree from the same university.

He began his career in 1994 when he joined Sarawak Shell and Sabah Shell as a Trainee Engineer. In 1995, he joined POG EP. Fochi Joint Venture as an Office Engineer. Subsequently in 1995, he joined Daiken Sarawak Sdn Bhd as a Production Engineer.

He joined Dayang Enterprise Sdn Bhd in 1997 as a Project Engineer. In 2004, he was appointed as Assistant to General Manager. In 2008, he was promoted to the role of Deputy Managing Director. He is currently responsible for overseeing and monitoring the management and operations of Dayang Group. He also holds directorship in Fortune Triumph Sdn Bhd and DESB Marine Services Sdn Bhd, subsidiaries of Dayang Enterprise Holdings Bhd.

Mr Joe Ling Siew Loung @ Lin Shou Long is the son of Datuk Ling Suk Kiong who is the Executive Deputy Chairman.



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Date of Appointment

29 February 2008

Board Committee Membership(s)

- Risk Management Committee (Member)
- Anti Bribery and Corruption Committee (Member)
- Corporate Sustainability Committee (Member)

BOARD OF DIRECTORS' PROFILE (CONT'D)

JEANITA ANAK GAMANG

Executive Director



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Date of Appointment

5 January 2012

Board Committee Membership(s)

Nil

Ms Jeanita Anak Gamang, was appointed as Executive Director of Dayang Enterprise Holdings Bhd on 5 January 2012. She obtained a Diploma in Electrical Engineering from Mara Institute of Technology, Shah Alam in 1995.

Ms Jeanita began her career in 1997 as a Trainee Engineer in Dayang Enterprise Sdn Bhd, a subsidiary of Dayang Enterprise Holdings Bhd. From 1999 onwards, she held the position of Head of Administration responsible for all matters related to the administrative and recruitment of office personnel. In 2006, she was appointed as a Director of Dayang Enterprise Sdn Bhd.

She also holds directorship in DESB Marine Services Sdn Bhd, a subsidiary of Dayang Enterprise Holdings Bhd.

BOARD OF DIRECTORS' PROFILE (CONT'D)

SITI NAZRAH BINTI AHMAD ZAIDEN

Independent Non-Executive Director

Siti Nazrah Binti Ahmad Zaiden was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 12 April 2023. She graduated with a Bachelor of Science Electrical Engineering (majoring in Telecommunication) from the University of Bridgeport, Connecticut in United State.

She has almost 30 years of working experience in the oil and gas industry in various roles and businesses within Shell Group of Companies, including 12 years in Information Technology (spanning from Telecoms, Networks and Software development and Support), 8 years in Project Management, and another 10 years in Contracting Procurement (spanning from Contracts development and management, Materials Management including Inventory and Warehousing, Regional Procurement, and Category management). She was also seconded to Sarawak State Government as Head of Oil and Gas within the Ministry of Industrial Entrepreneur Development and was involved in setting up the Oil and Gas as a new division from year 2015 to 2018.

She is currently a member of the Board of Engineers Malaysia.



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Date of Appointment

12 April 2023

Board Committee Membership(s)

- Risk Management Committee (Chairman)
(appointed on 12 April 2023)

BOARD OF DIRECTORS' PROFILE (CONT'D)

ALI BIN ADAI

Independent Non-Executive Director



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M

Date of Appointment
 3 March 2014
Board Committee Membership(s)

- Joint Remuneration & Nomination Committee (Chairman)
- Corporate Sustainability Committee (Chairman)
- Audit Committee (Member)

Encik Ali Bin Adai was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 3 March 2014 and was appointed Chairman of the Board on 25 February 2016. On 1 September 2018, he was re-designated as an Independent Non-Executive Director of the Company. He graduated with a Bachelor of Art degree from University of Guelph, Canada.

Encik Ali was employed with CIMB Bank Berhad as the Regional Director for East Malaysia (Sabah and Sarawak) until his retirement on 31 March 2013. He was responsible for managing 29 branches and for developing CIMB's Retail, Commercial and Enterprise Banking businesses in East Malaysia.

He is also an Independent Non-Executive Director of Ta Ann Holdings Berhad and ABM Fujiya Berhad.

BOARD OF DIRECTORS' PROFILE (CONT'D)

GORDON KAB @ GUDAN BIN KAB

Independent Non-Executive Director

(Deceased on 23 March 2023)

Gordon Kab @ Gudan Bin Kab was appointed as Non-Independent Executive Director of Dayang Enterprise Holdings Bhd on 29 February 2008. He was re-designated as Non-Independent Non-Executive Director on 2 December 2013 and as Independent Non-Executive Director on 3 December 2015. He graduated from Loughborough University of Technology, England United Kingdom, with a B.Sc (Hon.) degree in Civil Engineering.

He has over thirty (30) years of working experience in both Oil and Gas and Construction industries. He gained extensive experience with Sarawak Shell Berhad for fifteen (15) years and Sime Darby Berhad's Oil and Gas Engineering Division, Esteem Century Sdn Bhd.

In mid May 2000, he was engaged by Cahya Mata Sarawak Berhad as a Senior Project Manager (Central Procurement Unit) and then as Senior Project Manager for PPES Works (Sarawak) Sdn Bhd (Northern Region Operation). He then moved on to PPES Marine Resources Sdn Bhd as an Operations Manager in the Deep Sea Fishing Division in charge of vessels management and support.

He was engaged by Naim Group of Companies from 2006 to 2009 as Senior Head of Construction, in charge of the operation and execution of major infrastructure, engineering projects and building/institutional complexes and was later appointed as Vice President for the Oil & Gas Division.



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M

Date of Appointment

29 February 2008

Board Committee Membership(s)

- Risk Management Committee (Chairman)
- Audit Committee (Member)
- Corporate Social Responsibility Committee (Member)

BOARD OF DIRECTORS' PROFILE (CONT'D)

KOH EK CHONG

Independent Non-Executive Director



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M

Date of Appointment
 2 December 2013
Board Committee Membership(s)

- Audit Committee (Chairman)
- Joint Remuneration and Nomination Committee (Member)

Koh Ek Chong was appointed as Independent Non-Executive Director on 2 December 2013. He is an accountant by profession. Mr Koh joined Hii King Hiong & Co in 1985 and is now one of the practicing partners. He is a Fellow member of the Association of Chartered Certified Accountants (UK), a member of the Malaysian Institute of Accountants and an associate member of the Chartered Tax Institute of Malaysia.

Mr Koh was a City Councilor of Miri City Council since 2004 till 2013. He was awarded "Ahli Bintang Sarawak" (ABS) in 2008 and "Darjah Utama Yang Amat Mulia Bintang Kenyalang Sarawak with the title "Pegawai Bintang Kenyalang (PBK)" on 12 September 2015 by the Tuan Yang Terutama Yang di-Pertua Negeri Sarawak. Mr Koh is an Ahli Kehormat of Ikatan Relawan Rakyat Malaysia with honorary title of LT KOLONEL (Kehormat) RELA.

BOARD OF DIRECTORS' PROFILE (CONT'D)

HASMAWATI BINTI SAPAWI

Independent Non-Executive Director

Hasmawati Binti Sapawi was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 3 January 2020.

She holds a Bachelor of Arts (Hons, Economics) Canada, a Master of Business Administration, Australia and a Master of Environmental Management (Development Planning), Malaysia. She started her career as an Economist in the Investment Division at Land Custody & Development Authority (PELITA) from November 1992 to December 2005 before serving the Sarawak State Financial Secretary's Office.

Puan Hasmawati joined the State Financial Secretary's Office in January 2006, and presently she is holding the post of Deputy State Financial Secretary. Prior to that, she served as the Director of the Corporate Services & Investment Division at the State Financial Secretary Office (Sarawak) handling corporate finance and investment activities. She sits on the board of several state government-linked companies.



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F

Date of Appointment

3 January 2020

Board Committee Membership(s)

- Anti-Bribery and Corruption Committee (Member)
- Joint Remuneration and Nomination Committee (Member)

BOARD OF DIRECTORS' PROFILE (CONT'D)

CHIN HSIUN

Independent Non-Executive Director



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M

Date of Appointment
 3 January 2020
Board Committee Membership(s)

- Anti-Bribery and Corruption Committee (Chairman)
- Corporate Sustainability Committee (Member)
- Audit Committee (Member)
(appointed on 12 April 2023)

Mr Chin Hsiun was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 3 January 2020. He graduated with a Bachelor degree in LLB (Hons) from the University of Sheffield and is a Barrister at Law from Lincoln's Inn, England.

He was admitted as Advocate and Solicitor to the High Court of Brunei Darussalam in 1996, and the following year, admitted as Advocate and Solicitor to the High Court of Malaya having completed his pupillage with Messrs Allen & Gledhill Advocates and Solicitors, Kuala Lumpur in 1997. He is currently practicing as an Advocate to the High Court of Sabah and Sarawak, at Sarawak since 1997 and is the managing partner of Yong Wong and Chin Advocates, Miri since 2004.

Mr Chin has vast experience in litigation, from industrial court matters to corporate disputes including corporate set up and registration of venture companies apart from the regular practice of conducting sale and purchase legal documentation, conveyancing and banking documentation. He also sits as appointed legal advisor to several registered societies and associations on societies and related matters.

He was appointed as Miri City Councilor from the period 2013 to 2019.

BOARD OF DIRECTORS' PROFILE (CONT'D)

JAMALLUDIN BIN OBENG

Non-Independent Non-Executive Director

Jamalludin Bin Obeng was appointed as Non-Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 18 August 2022. He graduated with a Bachelor degree in Economics from the California State University, Fresno in the United States of America and a Master in Educational Computing from University of San Francisco, in the United States.

Jamalludin Bin Obeng has more than 30 years of working experience in the oil and gas industry. He started his career with PETRONAS in 1990 at Petronas Carigali Sdn Bhd and was involved in operations, corporate strategies and business planning, both locally and in Vietnam. In 2000, he joined Cahya Mata Sarawak Berhad initially as the Business Development Manager and subsequently was promoted to Group Manager, Procurement. In 2003, he moved to Kencana HL Sdn Bhd, a subsidiary of Kencana Petroleum Group as General Manager of Business Development. He was subsequently promoted to Chief Operating Officer in 2008 and a year after was promoted to the position of Managing Director, a position he held until 2012.

Encik Jamalludin joined MMHE Sdn Bhd as the General Manager of Business Development and Commercial in 2013 and then moved to Petra Energy Berhad as Group Business Development Director in 2015. In 2017, he took the position of Chief Commercial Officer in Icon Offshore Berhad providing leadership and direction to the Group Commercial team. In 2020, he joined SK Hull Sdn Bhd, a start-up subsidiary of Nam Cheong Ltd and was a Director there until his present position in Perdana Petroleum Berhad.

Encik Jamalludin was appointed as Managing Director of Perdana Petroleum Berhad on 1 October 2021. Subsequently, he was appointed as Non-Independent Non-Executive Director of Dayang Enterprise Holdings Berhad on 18 August 2022.

He is currently the President of Malaysia OSV Owners' Association (MOSVA), a platform for OSV owners to promote industry growth.



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M

Date of Appointment
18 August 2022

Board Committee Membership(s)

Nil



ADDITIONAL INFORMATION ON THE BOARD OF DIRECTORS

1. Family relationship with any director and major shareholders

Save for Joe Ling Siew Loung @ Lin Shou Long who is the son of Datuk Ling Suk Kiong, there are no other family relationship with the Directors and/or major shareholders of the Company.

2. Nationality

All Directors of the Company are Malaysians.

3. Any conflict of interest with the Company or its subsidiaries

None of the Directors have any conflict of interest with the Company or its subsidiaries.

4. Convictions of offences (within the past 5 years, other than traffic offences)

None of the Directors have been convicted for any offences.

5. Attendance of Board Meetings

The details of Directors' Board Meetings during the financial year are set out on page 58 in the Corporate Governance Overview Statement.

KEY SENIOR MANAGEMENT



ALIAS BIN MAT LAZIN

Senior Project Manager

Nationality: Malaysian | **Age:** 54 | **Gender:** Male

Education:

- Bachelor Degree in Mechanical Engineering From Hanyang University of South Korea.
- Master in Project Management from Universiti Teknologi Malaysia.
- Member of Board of Engineers Malaysia.

Experiences:

With over 25 years of experience in the Oil and Gas industry, he has vast experience in the field of engineering, onshore and offshore construction, tender strategies, business planning and operational performance.

He began his career with Hyundai Engineering and Construction Co. Limited as a Junior Field Engineer. Determined and energetic, he was subsequently given the trust to lead the Business Development of the company's Plant Division. Through the years, he has served in local and international companies in various positions. In 2009, he joined Dayang Enterprise Sdn Bhd as a Project Manager tasked with the responsibility of establishing Dayang's Hook-Up and Commissioning (HUC) Division. Since then, he has successfully led the team in venturing into new segments which includes Engineering, Procurement, Construction and Commissioning (EPCC) and Pre-Commissioning and Decommissioning Activities in the Oil and Gas sector.

He is currently responsible to lead the Dayang's Business Planning and Operational Performance overseeing all contracts for Peninsular Malaysia and International Operations, and leading the Fleet Operations and Chartering Division of Perdana Petroleum Berhad.

Encik Alias is currently an Executive Director of Perdana Petroleum Berhad. He does not have any family relationships with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



SUKI ANAK ADIR

Senior Project Director

Nationality: Malaysian | **Age:** 52 | **Gender:** Male

Education:

- Bachelor Degree in Chemical Engineering with 1st class Honours From University of Wales, Swansea.
- Member of Board of Engineers Malaysia.

Experiences:

With over 25 years of experience in the Oil and Gas industry, he has vast experience in the field of engineering, onshore and offshore construction and maintenance, tender strategies, planning and operational performance.

He began his career with EJ Joint Venture Sdn Bhd as a Field/Project Engineer in 1995. He involved in onshore and offshore construction, maintenance and hook up and commissioning, holding various positions such as planning engineer, Construction Engineer and Base Superintendent. In 2002, he joined Dayang Enterprise Sdn Bhd as a Project/Workpack Engineer for various Petronas Carigali Sdn Bhd maintenance contracts in PMO and SBO. He was promoted to a Project Manager in 2007 to manage the Topside Major Maintenance (TMM) Contract for SBO until 2010. In late 2010 he was assigned to manage Petronas's SKO Topside Structural Maintenance (TSM) Contract until 2017. He continued to manage the current Offshore Modification, Construction and Maintenance (MCM) Contract for Petronas Carigali Sdn Bhd, Sarawak Operation. Since then, he has successfully led the team in managing the maintenance contracts and venturing into new segments which includes Engineering, Procurement, Construction and Commissioning (EPCC) in the Oil and Gas sector.

Mr Suki does not have any family relationships with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

KEY SENIOR MANAGEMENT (CONT'D)

**ZAIM HUSNI BIN OMAR**

Head of Corporate Affairs

Nationality: Malaysian **Age:** 52 **Gender:** Male

Education:

- Master of Business Administration (Finance & Investment) from International Islamic University, Malaysia.
- Bachelor of Business Administration (Finance) from International Islamic University, Malaysia.
- Graduate Diploma of Applied Finance and Investment from Financial Services Institute of Australasia (Finsia).
- Executive Diploma in Investment Analysis from MARA University of Technology (UiTM).

Experiences:

Began his career in 1995 as an investment analyst with Permodalan Nasional Berhad (PNB) and later was appointed as a fund manager in 2001 to manage PNB Proprietary fund, Sekim Amanah Saham Bumiputera and Amanah Saham Malaysia.

In 2008, he joined Mara Incorporated Sdn Bhd as a senior manager supervise Corporate Finance and Investment division.

Before joined Dayang Enterprise Holding Berhad, he was a Senior General Manager with MTD Capital Berhad oversee the group business activities and investment. Prior to that he was a Finance Director with WZR Property Sdn Berhad and Vice President, Strategic Planning of Bank Pembangunan Berhad. With extensive experiences in field of corporate and investment, he is currently Head of Corporate Affairs for Dayang Group.

Encik Zaim does not have any family relationships with any Directors and/or major shareholders conviction for the last five years (other than traffic offences) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year. within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**WA HUI BING**

Senior Corporate Finance

Nationality: Malaysian **Age:** 39 **Gender:** Female

Education:

- Bachelor of Commerce (Accounting and Finance) from Curtin University of Technology, Malaysia
- Chartered Accountant of Chartered Accountants Australia
- Member of Malaysian Institute of Accountants

Experiences:

Ms Wa Hui Bing was appointed as the Senior Corporate Finance of Dayang Enterprise Holdings Bhd on 23 September 2020.

She graduated from Curtin University of Technology, Malaysia in 2007 with a Bachelor of Commerce Degree, major in Accounting and Finance. She is a Chartered Accountant of Chartered Accountants Australia and a member of Malaysian Institute of Accountants. Prior to joining the Dayang Group, she has more than 10 years of working experience in accounting and auditing in various industries via Ernst & Young PLT. Her professional experiences include accounting, audit and assurance.

Ms Wa does not have any family relationships with any Director and/or major shareholder, nor any conflict of interest with the Company. She has no convictions for any offences within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.