



新興重型機械有限公司  
**SIN HENG HEAVY MACHINERY LIMITED**

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CO REG. NO: 198101305R  
GST REG. NO: M2-0043237-1

(Incorporated in Singapore)  
(the “**Company**”)

## MINUTES OF ANNUAL GENERAL MEETING

<b>PLACE</b>	:	In Singapore via electronic means
<b>DATE</b>	:	Friday, 30 April 2021
<b>TIME</b>	:	10.00 a.m.
<b>PRESENT</b>	:	As set out in the attendance records maintained by the Company.
<b>IN ATTENDANCE</b>	:	As set out in the attendance records maintained by the Company.
<b>CHAIRMAN</b>	:	Mr Teo Yi-Dar

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### INTRODUCTION

The Chairman welcomed all Shareholders to the annual general meeting of the Company (the “**Meeting**”), and informed the Shareholders that the Meeting was conducted via electronic means, in view of the current COVID-19 measures that have been put in place.

The Chairman proceeded to introduce the members of the Board to those present at the Meeting via live webcast.

The Chairman also informed Shareholders that substantial and relevant questions submitted by 10.00 a.m. on 26 April 2021 had been answered and published on both the Company’s website and on SGXNet on 28 April 2021. The summary of questions and answers is annexed hereto and marked as Appendix A.

### QUORUM

After confirming with the Company Secretary that a quorum was present, the Chairman called the Meeting to order at 10.00 a.m.

### NOTICE

All pertinent information relating to the proposed resolutions tabled for the Meeting were set out in the notice of Meeting dated 8 April 2021 published on the SGX website and the Company’s corporate website. With the consent of the Meeting, the notice convening the Meeting was taken as read.

### CONDUCT OF POLL

In compliance with Rule 730A of the Listing Manual of Singapore Exchange Securities Trading Limited (“**SGX-ST**”), the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) (Amendment No. 2) Order 2020 by the Ministry of Law, Singapore, and the various Guidance on the

Conduct of General Meetings during Elevated Safe Distancing Period by the SGX-ST, all resolutions at the Meeting were voted by way of poll and all the resolutions were deemed to have been duly proposed and seconded.

Voting at the Meeting was by proxy only and by appointing the Chairman as proxy to vote on behalf of Shareholders.

All the proxy forms lodged have been checked, counted and verified by the polling agent and scrutineers and found to be in order.

Boardroom Corporate & Advisory Services Pte. Ltd. had been appointed as the polling agent and Complete Corporate Services Pte Ltd had been appointed as the scrutineers for the voting and had tabulated all submitted votes.

## ORDINARY BUSINESSES:

### 1. RESOLUTION 1 - DIRECTORS' STATEMENT AND AUDITED FINANCIAL STATEMENTS

The first agenda of the Meeting was to receive and adopt the Directors' Statement and Audited Financial Statements of the Company and the Group for the financial year ended 31 December 2020, together with the Auditors' Report thereon.

The Chairman informed the Meeting that Resolution 1 on the Agenda was to put the following motion to the vote:

#### Resolution 1

"**RESOLVED** that the Directors' Statement and the Audited Financial Statements of the Company and the Group for the financial year ended 31 December 2020, together with the Auditors' Report thereon, be received and adopted."

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	75,552,601	100.00	0	0.00

Based on the above result, the Chairman declared Resolution 1 carried.

### 2. RESOLUTION 2 – RE-ELECTION OF DIRECTOR: MR TAN AH LYE

Mr Tan Ah Lye ("**Mr Tan**"), a Director of the Company retiring pursuant to Regulation 89 of the Constitution of the Company, had consented to continue in the office. The Meeting noted that Mr Tan, upon being duly re-elected as a Director of the Company, would remain as the Executive Director and Chief Executive Officer of the Company.

The Chairman informed the Meeting that Resolution 2 on the Agenda was to put the following motion to the vote:

**Resolution 2**

“**RESOLVED** that Mr Tan Ah Lye be re-elected as a Director of the Company.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	75,540,801	99.98	11,800	0.02

Based on the above result, the Chairman declared Resolution 2 carried.

3. **RESOLUTION 3 – RE-ELECTION OF DIRECTOR: MR SOH SAI KIANG**

Mr Soh Sai Kiang (“**Mr Soh**”), a Director of the Company retiring pursuant to Regulation 89 of the Constitution of the Company, had consented to continue in the office. The Meeting noted that Mr Soh, upon being duly re-elected as a Director of the Company, would remain as an Independent Director of the Company, the Chairman of the Remuneration Committee and the Nominating Committee and a member of the Audit and Risk Committee and would be considered independent by the Board pursuant to Rule 704(8) of the Listing Manual of the SGX-ST.

The Chairman informed the Meeting that Resolution 3 on the Agenda was to put the following motion to the vote:

**Resolution 3**

“**RESOLVED** that Mr Soh Sai Kiang be re-elected as a Director of the Company.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	70,791,401	93.70	4,761,200	6.30

Based on the above result, the Chairman declared Resolution 3 carried.

4. **RESOLUTION 4 – RE-ELECTION OF DIRECTOR: MR TEO YI-DAR**

Mr Teo Yi-Dar (“**Mr Teo**”), a Director of the Company retiring pursuant to Regulation 96 of the Constitution of the Company, had consented to continue in the office. The Meeting noted that Mr Teo, upon being duly re-elected as a Director of the Company, would remain as the Non-Executive Non-Independent Chairman of the Company, a member of the Audit and Risk Committee, the Remuneration Committee and the Nominating Committee.

**Resolution 4**

“**RESOLVED** that Mr Teo Yi-Dar be re-elected as a Director of the Company.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	75,449,501	99.86	103,100	0.14

Based on the above result, the Chairman declared Resolution 4 carried.

**5. RESOLUTION 5 – RE-ELECTION OF DIRECTOR: MR LEONG WING KONG**

Mr Leong Wing Kong (“**Mr Leong**”), a Director of the Company retiring pursuant to Regulation 96 of the Constitution of the Company, had consented to continue in the office. The Meeting noted that Mr Leong, upon being duly re-elected as a Director of the Company, would remain as an Independent Director of the Company, the Chairman of the Audit and Risk Committee and a member of the Remuneration Committee and the Nominating Committee. Mr Leong would be considered independent by the Board pursuant to Rule 704(8) of the Listing Manual of the SGX-ST.

The Chairman informed the Meeting that Resolution 5 on the Agenda was to put the following motion to the vote:

**Resolution 5**

“**RESOLVED** that Mr Leong Wing Kong be re-elected as a Director of the Company.

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	75,552,601	100	0	0.00

Based on the above result, the Chairman declared Resolution 5 carried.

**6. RESOLUTION 6 – APPROVAL OF MR SOH SAI KIANG’S CONTINUED APPOINTMENT AS AN INDEPENDENT DIRECTOR BY ALL SHAREHOLDERS**

Resolution 6 was to approve the continued appointment of Mr Soh as an Independent Director by all Shareholders pursuant to Rule 210(5)(d)(iii) of the Listing Manual of the SGX-ST which will take effect from 1 January 2022. The Meeting noted that the said approval should remain in force until the earlier of: (a) the retirement or resignation of Mr Soh; or (b) the conclusion of the third Annual General Meeting (“**AGM**”) from the aforesaid approval.

The Chairman informed the Meeting that Resolution 6 on the Agenda was to put the following motion to the vote:

**Resolution 6**

“**RESOLVED** that Mr Soh Sai Kiang’s continued appointment as an Independent Director of the Company by all the Shareholders, be approved.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	70,791,401	93.70	4,761,200	6.30

Based on the above result, the Chairman declared Resolution 6 carried.

**7. RESOLUTION 7 – APPROVAL OF MR SOH SAI KIANG’S CONTINUED APPOINTMENT AS AN INDEPENDENT DIRECTOR BY SHAREHOLDERS (EXCLUDING THE DIRECTORS, THE CHIEF EXECUTIVE OFFICER AND THEIR RESPECTIVE ASSOCIATES)**

Resolution 7 was to approve the continued appointment of Mr Soh as an Independent Director by Shareholders, excluding the directors and chief executive officer of the Company, and their respective associates pursuant to Rule 210(5)(d)(iii) of the Listing Manual of the SGX-ST which will take effect from 1 January 2022.

The Chairman informed the Meeting that Resolution 7 on the Agenda was to put the following motion to the vote:

**Resolution 7**

“**RESOLVED** that Mr Soh Sai Kiang’s continued appointment as an Independent Director of the Company by Shareholders, excluding the directors and chief executive officer of the Company, and their respective associates, be approved.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
12,025,401	7,264,201	60.41	4,761,200	39.59

Based on the above result, the Chairman declared Resolution 7 carried.

**8. RESOLUTION 8 – PAYMENT OF PROPOSED FIRST AND FINAL DIVIDEND AND SPECIAL DIVIDEND**

The Board had recommended the payment of a first and final dividend and special dividend tax-exempt (one-tier) for the financial year ended 31 December 2020.

The Chairman informed the Meeting that Resolution 8 on the Agenda was to put the following motion to the vote:

**Resolution 8**

“**RESOLVED** that the payment of first and final dividend of 0.5 Singapore cents and special dividend of 4.5 Singapore cents per ordinary share tax-exempt (one-tier) for the financial year ended 31 December 2020, be approved.”

The results of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	75,552,601	100	0	0.00

Based on the above result, the Chairman declared Resolution 8 carried.

**9. RESOLUTION 9 – PAYMENT OF DIRECTORS’ FEES FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020**

The Board had recommended the payment of S\$246,186 as Directors’ fees for the financial year ended 31 December 2020.

The Chairman informed the Meeting that Resolution 9 on the Agenda was to put the following motion to the vote:

**Resolution 9**

“**RESOLVED** that the payment of Directors’ Fees of S\$246,186 for the financial year ended 31 December 2020, be approved.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
74,013,601	74,013,601	100.00	0	0.00

Based on the above result, the Chairman declared Resolution 9 carried.

#### 10. RESOLUTION 10 – RE-APPOINTMENT OF AUDITORS

The Meeting was informed that Resolution 10 on the Agenda was to re-appoint Auditors and to authorise the Directors to fix their remuneration. The retiring auditors, Messrs Deloitte & Touche LLP, had expressed their willingness to accept re-appointment for the ensuing year.

The Chairman informed the Meeting that Resolution 10 on the Agenda was to put the following motion to the vote:

##### Resolution 10

“**RESOLVED** that Messrs Deloitte & Touche LLP be hereby re-appointed as Auditors of the Company until the conclusion of the next Annual General Meeting and the Directors be authorised to fix their remuneration.”

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
74,025,401	74,013,601	99.98	11,800	0.02

Based on the above result, the Chairman declared Resolution 10 carried.

#### 11. ANY OTHER BUSINESS

As no notice of any other ordinary business to be transacted at the Meeting had been received, the Meeting proceeded to deal with the special business on the Agenda.

#### SPECIAL BUSINESSES:

#### 12. RESOLUTION 11 - AUTHORITY TO ISSUE SHARES

The Meeting was informed on the purpose and effect of Resolution 11, the full text of the resolution was set out under item 8 in the Notice of the Meeting dated 8 April 2021.

The Chairman informed the Meeting that Resolution 11 on the Agenda was to put the following motion to the vote:

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
75,552,601	70,678,201	93.55	4,874,400	6.45

Based on the above result, the Chairman declared Resolution 11 carried.

For the record, the full text of Resolution 11 under item 8 is reproduced herein:

**Resolution 11**

**“RESOLVED** that pursuant to Section 161 of the Companies Act, Chapter 50 and Rule 806 of the Listing Manual of the SGX-ST, the Directors of the Company be authorised and empowered to:

- (a) (i) issue shares in the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares pursuant to any Instrument made or granted by the Directors of the Company while this Resolution was in force,

(the “**Share Issue Mandate**”)

provided that:

- (1) the aggregate number of Shares (including Shares to be issued pursuant to the Instruments, made or granted pursuant to this Resolution) and Instruments to be issued pursuant to this Resolution shall not exceed fifty per centum (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares and Instruments to be issued other than on a *pro rata* basis to existing shareholders of the Company shall not exceed twenty per centum (20%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares and Instruments that may be issued under sub-paragraph (1) above, the percentage of issued Shares and Instruments shall be based on the number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
  - (a) new shares arising from the conversion or exercise of the Instruments or any convertible securities;
  - (b) new shares arising from exercising share options or vesting of share awards, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST; and
  - (c) any subsequent bonus issue, consolidation or subdivision of Shares;

Adjustments in accordance with sub-paragraph (2)(a) or sub-paragraph (2)(b) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution.



- (3) in exercising the Share Issue Mandate conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution of the Company; and
- (4) unless revoked or varied by the Company in a general meeting, the Share Issue Mandate shall continue in force (i) until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is earlier or (ii) in the case of shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution, until the issuance of such shares in accordance with the terms of the Instruments.”

### 13. RESOLUTION 12 – SHARES BUY BACK MANDATE

The Meeting was informed on the purpose and effect of Resolution 12, the full text of the resolution was set out under item 9 in the Notice of the Meeting dated 8 April 2021.

The Chairman informed the Meeting that Resolution 12 on the Agenda was to put the following motion to the vote:

The result of the poll was as follows: -

Total number of shares represented by votes for and against the ordinary resolution	FOR		AGAINST	
	Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
12,013,601	12,013,601	100.00	0	0.00

Based on the above result, the Chairman declared Resolution 12 carried.

For the record, the full text of Resolution 12 under item 9 is reproduced herein:

#### Resolution 12

“**RESOLVED** that for the purpose of the Companies Act, Chapter 50, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire the issued ordinary shares in the capital of the Company (“**Shares**”) (excluding treasury shares and subsidiary holdings) not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price or price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:

- (i) on-market purchase, transacted on the SGX-ST through the ready market on the SGX-ST trading system or through one or more duly licensed stockbrokers appointed by the Company for such purpose (“**On-Market Share Buy-Back**”); and/or
- (ii) off-market purchase pursuant to an equal access scheme in accordance with Section 76C of the Companies Act, Chapter 50 (“**Off-Market Share Buy-Back**”),

and otherwise in accordance with all other laws and regulations, including but not limited to, the listing rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Buy-Back Mandate**”);

- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-Back Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earlier of:
- (i) the conclusion of the next Annual General Meeting of the Company or the date by which such Annual General Meeting is required by law to be held;
  - (ii) the date on which the purchases or acquisitions of Shares by the Company pursuant to the Share Buy-Back Mandate are carried out to the full extent mandated; or
  - (iii) the date on which the authority conferred by the proposed Share Buy-Back Mandate is revoked or varied by ordinary resolution of the Company in a general meeting;
- (c) in this Resolution:

**“Average Closing Price”** means the average of the closing market prices of the Shares over the last consecutive five (5) Market Days, on which transactions in the Shares were recorded on the SGX-ST, immediately before the date of the On-Market Share Buy-Back or, as the case may be, the date of the making of the offer pursuant to the Off-Market Share Buy-Back, and deemed to be adjusted, in accordance with the listing rules of the SGX-ST, for any corporate action that occurs during the relevant five (5) day period and the date of the making of the offer pursuant to the Off-Market Share Buy-Back; and

**“date of the making of the offer”** means the day on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from Shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Share Buy-Back;

**“Maximum Price”** in relation to a Share to be purchased or acquired, means the purchase price (excluding related brokerage, commission, stamp duties, applicable goods and services tax, clearance fees and other related expenses) which shall not exceed:

- (i) in the case of an On-Market Share Buy-Back, 105% of the Average Closing Price of the Shares; and
- (ii) in the case of an Off-Market Share Buy-Back, 120% of the Average Closing Price of the Shares; and

**“Prescribed Limit”** means that number of issued Shares representing 10% of the total number of issued Shares as at the date of the passing of this Resolution (excluding treasury shares and subsidiary holdings as at that date); and

- (d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may in their/his absolute discretion consider expedient or necessary to give effect to the transactions contemplated and/or authorized by the Share Buy-Back Mandate and/or this Resolution.

**CONCLUSION**

As all the matters tabled for the Meeting have been duly completed and there was no other business to transact, the Chairman declared the Meeting closed at 10.20 a.m. and thanked everyone for their attendance at the Meeting.

**CERTIFIED AS A TRUE RECORD OF MINUTES**

A handwritten signature in black ink, appearing to read 'Teo Yi-Dar', is written over a horizontal line.

**TEO YI-DAR**  
**CHAIRMAN**

## **Appendix A**

### **Question 1:**

- (a) Will Sin Heng consider a formal dividend policy for the benefit of all shareholders and investors in considering Sin Heng as their investment?
- (b) Why the dividend payout is more than FY2020 earnings? Any particular reason(s) in doing so?

### **Company's Response:**

Though the Company does not have a dividend policy, the Board of Directors will always carefully consider whether it is appropriate to pay any dividend at its board meeting periodically. The declaration of dividend, if any, will depend on various factors such as earnings, financial position, cash flows, capital needs, which the Board of Directors may deem appropriate.

As announced in page 9 of the 2020 Annual Report, with the result of our strategy to exit from the Vietnam market and the proceeds from the disposal of the Vietnam rental fleet, the Board of Directors recommended dividend of 5.0 Singapore cents, comprising first and final dividend of 0.5 Singapore cents and special dividend of 4.5 Singapore cents.

### **Question 2:**

Why the company proposed Share Issue Mandate, since the Company can choose to retain more cash rather than \$0.05 dividend for FY2020?

### **Company's Response:**

The Resolution 11 in relation to the Share Issue Mandate allows the Company to have the flexibility to issue further shares, if required, at short notice or using new shares for acquisition purposes as long as any of the aforesaid transactions falls within the approval limits. This would also enable the Company to minimise costs as it would not be required to seek the shareholders for approval in light of the size and the impact that such share issuance or acquisition would have on the Company as a whole.

In view of the above mentioned, the Board of Directors is of the view that it would be in the best interest of the Company to have the ability to proceed with new share issuance at short notice and at minimum costs.

### **Question 3:**

If the \$0.05 dividend payout for FY2020, does the company see much better earnings ahead? What is the Company business strategy/plans moving forward?

### **Company's Response:**

Please refer to response to question 1 on the rationale for the proposed dividend.

Due to the uncertainty of the COVID-19 situation, the Group will continue to align our operations to prevailing market condition by rationalizing our operations. The Group continues to remain focused and adopt a prudent cash management approach to enable the Group to renew or expand our rental fleet when market condition improves.

**Question 4:**

What notable developments can shareholders expect from Sin Heng in the coming year(s)?

**Company's Response:**

As the COVID-19 pandemic continues to evolve and the uncertainties of the political situation in certain countries remain, the Group will focus to align our operations to prevailing market condition as mentioned in the response to question 3 above.

The Company will make the disclosure obligation under the Listing Manual of SGX-ST and will make announcement if there is any material development.

**Question 5:**

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

**Company's Response:**

The business environment for the past few years has been highly competitive. Following the loss in FY2016, the Company undertook cost management initiatives, improve operational efficiency and adopt prudent management of working capital. These measures in turn prepare the Company to maintain a sound financial foundation that will better position the Company to withstand any difficult business periods and take advantage of market opportunities.

The Company will continue to adopt a prudent cash management approach as the COVID-19 pandemic continues to evolve and the uncertainties of the political situation in certain countries remain.

**Question 6:**

- (a) What are the factors that are critical to Sin Heng's success against competition? What differentiates Sin Heng from competition?
- (b) What is Sin Heng's value proposition to its shareholders and potential investors? What do you think investors may have overlooked about Sin Heng's business?

**Company's Response:**

The Company aims to be a sustainable equipment trading and rental company, offering quality construction equipment to our customers. With an established track record of more than 50 years, the Company has successfully established a market presence in the region and build an extensive portfolio of customers from diverse industries. The Company also holds much coveted regional distributorship rights for a variety of cranes. This is attributed to the consistent dedication and reliability the Company has demonstrated, which have gained the confidence and trust of major equipment principals, as well as our customers. However, these values might be overlooked and may not always reflected in the financial performances of the Company as the financial performances are dependent on various factors as well as industry cycle.

However, the Company is firmly committed, and will continue to provide the best services to our customers and business partners. The Company acknowledges that the current difficult and

competitive operating environment and will always re-align our business strategy to create a competitive advantage for the Company.

**Question 7:**

What are some of the key Environmental, Social and Governance factors that are material to the Group?

**Company's Response:**

Please refer to the Sustainability Report 2020 released via SGX-ST on 26 April 2021 for further details.

**CERTIFIED AS A TRUE RECORD OF MINUTES**



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**TEO YI-DAR**  
**CHAIRMAN**