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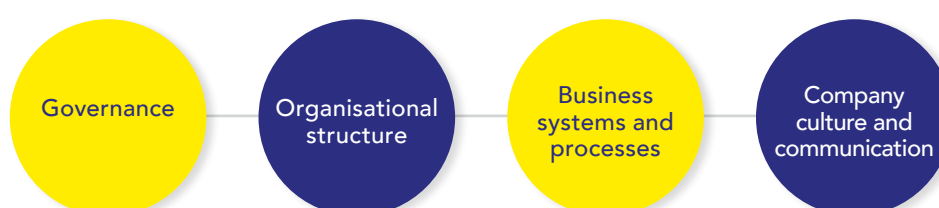
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ORGANISATIONAL CAPITAL

Our Organisational Capital consists of the structures that help employees – and thereby the business – become more productive. We believe excellence in organisational capital is a differentiator that can give Yinson a competitive edge.

We measure the success of our Organisational Capital by looking at our progress in the following areas:



GOVERNANCE

GOALS SET FOR FYE 2020	PROGRESS	GOALS SET FOR FYE 2021
Review and strengthen Group-level governance	<ul style="list-style-type: none"> • Several policies updated, reviewed and approved by the Board • Group-wide training on policies achieved target • Human and Labour Rights Policy developed and approved • Enhanced Whistleblowing Policy and Procedure • Set up Personal Data Protection organisational structure 	<ul style="list-style-type: none"> • Achievement of ISO 45001:2018 certification • Achievement of ISO 37001:2016 certification • Enhance vendor assessment criteria on environmental and social indicators • Train and mobilise Data Protection Officers (“DPOs”) to drive Personal Data Protection on a local level
Strengthen sustainability governance and reporting	<ul style="list-style-type: none"> • Obtained ESG Ratings from MSCI and Sustainalytics • Revised Sustainability Policy 	
Strengthen experience and effectiveness of our Board	<ul style="list-style-type: none"> • Appointed two new Board members, bringing greater diversity and experience • Redesignation of Board member • Execute training programme for Board members 	<ul style="list-style-type: none"> • Implement HLR Policy • Establish and implement Information Security Policy

Review and strengthen Group-level governance

Our international presence and diversity of business operations require that we adhere to various international standards, qualifications and certifications. We aim to go above and beyond in our compliance with these frameworks and integrate responsible practices in all our business activities. As a testament of our strong CG, we have been included in Bursa Malaysia’s Green Lane Policy, whereby our corporate announcements enjoy a more efficient time-to-market process.

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Key Offshore Production-related certifications

- International Safety Management (ISM) Code
- International Ship and Port Security (ISPS) Code
- ISO 9001:2015
- ISO 14001:2015
- OHSAS 18001:2007

Key Offshore Marine-related certifications

- International Safety Management (ISM) Code
- International Ship and Port Security (ISPS) Code
- Maritime Labour Convention (MLC)

Yinson’s Code of Conduct and Business Ethics (“COBE”)



In line with our aim of fostering a culture of integrity across Yinson and our supply chain, we continue to implement Yinson’s COBE diligently. The COBE defines the foundation of our ethical standards and expectations for personal conduct. Yinson displayed a strong record of compliance to our COBE, with no fines, penalties or settlements imposed in FYE 2020.

The COBE brings together Yinson’s main governance policies, including references to our other Group-wide policies. In addition, it sets the standards of operations for parties that have business dealings with Yinson, including business partners, third parties, international commercial representatives and vendors.

In FYE 2020, a number of policies and procedures were enhanced

and approved by the Board, including our Sustainability Policy and Whistleblowing Policy and Procedure.

Our Anti-Bribery and Anti-Corruption (“ABAC”) Policy covers key areas of concern and outlines standards of employee behaviour towards ABAC issues. This includes areas such as the prohibition of political involvement on Yinson’s behalf, conflicts of interest, facilitation payments, hospitality and gifts, and entertainment.

We have established a number of supporting programmes that aim to further strengthen Group-wide ABAC standards of behaviour. This includes the utilisation of our ABAC online training module. Set up in January 2019, the platform is designed to enhance employees’ understanding of the policy. The

training module was successfully completed by more than 400 employees in the review period. Refresher courses are held yearly and are compulsory for all employees.

Should any issues pertaining to ABAC arise, employees are encouraged to voice up through appropriate channels such as our independently managed Whistleblowing Hotline that is available 24/7. To increase employee awareness on whistleblowing, notices were displayed at high-traffic areas in our offices, encouraging employees to speak up and outlining various channels for blowing the whistle, whilst serving as a reminder that Yinson does not tolerate unethical behaviour.

Our Whistleblowing Policy and Procedure was further updated in FYE 2020. The enhanced document now allows anonymous whistleblowing and lists examples of reportable conducts. To date, Yinson has not received any substantiated whistleblowing reports. Nonetheless, we will be increasing communications relating to whistleblowing internally moving forward.

Governance trainings and awareness

- 25 physical ABAC workshops held Group-wide since 2018
- Online ABAC trainings held since 2019
- Survey done to obtain feedback from internal and external parties on content of ABAC online training module

Personal Data Protection Act (“PDPA”) and General Data Protection Regulation (“GDPR”)

Yinson stepped up our practices pertaining to PDPA and GDPR within this review period, with measures implemented including:

- Setting up the structure of Data Protection in Yinson with the appointment of a Chief DPO and local DPOs for our respective offices
- Implementing corrective measures to address existing Personal Data and GDPR issues
- Undertaking relevant trainings for key personnel relating to Personal Data laws in respective countries
- Awareness briefings and talks conducted during our Yinson Up training event.

In FYE 2021, we plan to further operationalise PDPA efforts by incorporating PDPA notifications on our public website according to our operating countries and including our Privacy Notice on both external and internal communication platforms. Moving forward, we aim to train and mobilise our respective DPOs to drive PDPA efforts on a local level to maintain adequate personal data protection of our employees and business contacts.

Strengthen sustainability governance and reporting



The Group places high importance in managing sustainability throughout our operations. Sustainability Governance at Yinson mainly relates to the strategies and

corresponding structures that are utilised to better manage ESG matters. To ensure our overall sustainability strategy is aligned to our stakeholders’ views, we revised our Sustainability Policy in the review period. The new document acts as our key guiding framework for managing all ESG matters, and was created based on the Materiality Matrix that was developed after obtaining inputs from both internal and external stakeholders.



Sustainability Statement (pg 42)

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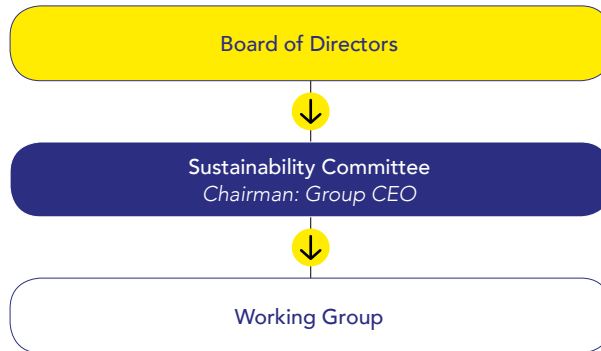
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Sustainability Governance Management Structure



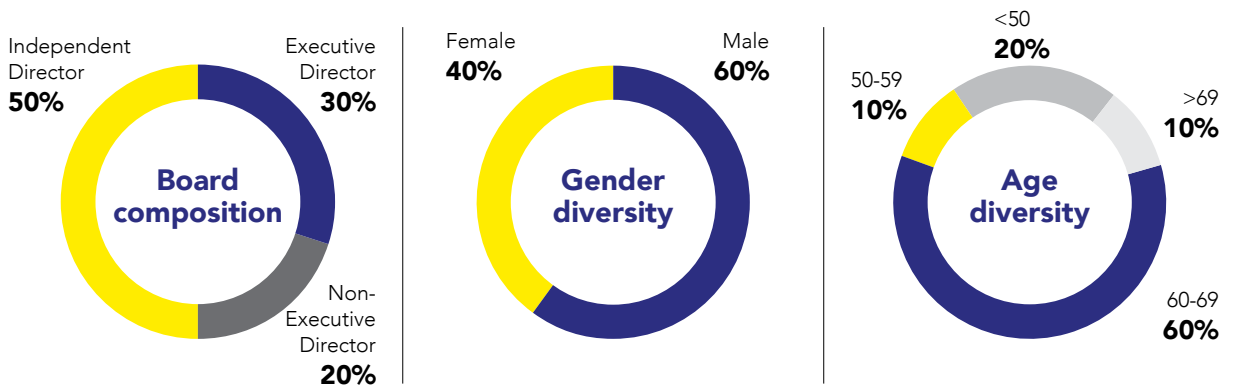
Yinson’s Board maintains oversight of sustainability strategies through our SC, which is chaired by our Group CEO. The SC meets every quarter and when required to discuss how to better integrate sustainability across the Group.

Sustainability Committee Members

Lim Chern Yuan	Group Chief Executive Officer (Chairman of SC)
Daniel Bong Ming Enn	Group Chief Strategy Officer, Head of Corporate Advisory Office
Eirik Arne Wold Barclay	Group Executive Vice President, New Ventures and Technology
Flemming Grønnegaard	Chief Executive Officer, Offshore Production
Lim Chern Wooi	Chief Executive Officer, Offshore Marine
Andrew Choy Wei Nung	General Counsel, Group Legal
David Charles Brunt	Chief Executive Officer, Renewables

Strengthen experience and effectiveness of our Board

In FYE 2020, our Board was strengthened with two new appointments and one redesignation, bringing greater diversity and experience to the Board. Throughout the year, we executed a training programme for Board members to increase their skills and capacities.



 Board of Directors (pg 144), Corporate Governance Overview Statement (pg 153)

Within our Enterprise Risk Management (“ERM”) framework, we have newly included Energy Transition Risk as part of our strategic risks. This relates to Board-level management of risks and opportunities that come with the move towards a more climate-friendly economy, as well as the broader narratives that come into play for the achievement of this goal. As such, we are committed

to managing the themes under sustainability better. Our efforts are guided by our Materiality Matrix, Sustainability Policy, as well as ESG ratings that we are engaged with, among others.

In the review period, we have initiated an ESG risk rating exercise with Sustainalytics – and our commitment to better sustainability performance is further highlighted

through linkage of Sustainalytics’ ESG Risk Rating to one of our credit facilities.

As of FYE 2020, Yinson received an MSCI ESG Rating of B. Further, Yinson is a member of the FTSE4Good Index, an equity index series that is designed to facilitate investment in companies that meet globally recognised corporate responsibility standards.

ORGANISATIONAL STRUCTURE

GOALS SET FOR FYE 2020	PROGRESS	GOALS SET FOR FYE 2021
Cross continent integration of business units	<ul style="list-style-type: none"> Extended expertise from Yinson’s headquarters to build capabilities of local workforce where we operate 	<ul style="list-style-type: none"> Continue cross continent integration of business units
Improve internal departmental structure to align with Group’s growth	<ul style="list-style-type: none"> Introduction of new Group HR Director to improve approach and integration of HR function across the Group Limits of Authority updated and approved Introduction of Management Accounting, Asset Lifecycle Management (“ALM”) and Project Quality Departments 	<ul style="list-style-type: none"> Continual improvement of internal departmental structure

Cross continent integration of business units

To support Yinson’s growth, we encourage cross continent integration of our business units, where we grow and upskill our teams in the locations where we operate. In addition to hiring talent from local communities,

one of the ways we execute this strategy is by mobilising our existing experts to new territories, allowing knowledge transfer and adoption of our corporate culture. For example, in FYE 2020, we strengthened our Corporate Advisory functions across the Group, with our Financial

Reporting, and Investments & Strategic Finance teams expanding beyond our Global Headquarters in Kuala Lumpur to several regions. Similarly, we have mobilised our experts in operations and projects to start up our new offices in Brazil and Netherlands to strengthen our bases.

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Cross continent integration



Maintain our Global, Projects and Operations Headquarters as Centres of Excellence



Build up local capabilities to support the communities we are in



Mobilise existing experts to new territories to encourage transfer of knowledge



Mobilise existing staff to new locations to increase and encourage adoption of corporate culture

Internal departmental structure improvements

In FYE 2020, Yinson brought a new Group HR Director into our Management team to improve the approach and integration of HR functions across the Group. The role of our new Group HR Director is also to spearhead the implementation and achievement of the goals set out in this Capital.

In December 2019, Yinson’s Board approved an update of our Limits of Authority document in line with the growing size and complexity of our projects. Changes were made to streamline current operations, and reinforced through regular trainings. Our internal audit scope was expanded to align with this document. This update further ensures consistent, good business practice and CG across all divisions of the Group, alignment

of objectives and increased safeguarding of company assets.

We also aligned our human resources with the growing needs of our business to continually innovate and improve. New departments that have been established during the year in review include the Management Accounting, ALM, and Project Quality Departments.

BUSINESS SYSTEMS AND PROCESSES

GOALS SET FOR FYE 2020	PROGRESS	GOALS SET FOR FYE 2021
Establish ALM Department, strategy and structure	Successfully established in December 2019	<ul style="list-style-type: none"> Optimise existing systems for ALM processes Further establish ALM functions
Enhancement of Group’s Enterprise Resource Planning (“ERP”) system	<ul style="list-style-type: none"> Migration of 51 out of 57 reporting sites completed Upgraded to latest version of ERP system Explored and optimised usage of ERP system functionalities across the Group 	<ul style="list-style-type: none"> Complete ERP system upgrade and migration of reporting sites Automation of data input via Artificial Intelligence (“AI”) capabilities Improve connectivity between offices, information accessibility, digital filing and access control

GOALS SET FOR FYE 2020	PROGRESS	GOALS SET FOR FYE 2021
Build Information Technology ("IT") capabilities	<ul style="list-style-type: none"> • Review of IT Roadmap by the Board • Completed domain standardisation • Completed Phase 1 of Yinson's Global Network Revamp • Supported digitalisation efforts within the Group • Supported rollout of Sharepoint collaboration platform 	<ul style="list-style-type: none"> • Complete Phase 2 of Yinson's Global Network Revamp • Roll out enhanced cybersecurity readiness measures • Continue supporting digitalisation efforts within the Group • Support ongoing maintenance of Sharepoint collaboration platform
Utilise digitalisation tools for HSEQ improvements	<ul style="list-style-type: none"> • Completed development of digital apps for Safety Culture Transformation Programme • Identified HSEQ platforms to be integrated with other work processes within the Group • Established data indicators for environmental impact monitoring and control 	<ul style="list-style-type: none"> • Enhance existing management system to become fully integrated with all work processes, easy to use and certified to relevant standards • Develop the safety culture maturity to the next level, utilising new digital methods and tools • Ensure full environmental impact monitoring and control • Establish systems and processes for improved control and reduction in Cost of Poor Quality ("COPQ")
Strengthening of Document Control System	Implemented Phase 1 of document control web portal	<ul style="list-style-type: none"> • Implement Phase 2 of document control web portal • Initiate Document Management Standardisation across all projects
Digitalisation and upgrade of supply chain management process	<ul style="list-style-type: none"> • Completed Technical and Commercial evaluation and recommendation • Identified areas where frame agreements can be established 	<ul style="list-style-type: none"> • The Vendor Registration Platform ("VRP") system to be compliant and qualified to ISO 9001 standards • Enhance capabilities relating to pre-qualification assurance and vendor performance • Increase the scope of the VRP to include analytics • Implement a standardised risk profile matrix

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GOALS SET FOR FYE 2020	PROGRESS	GOALS SET FOR FYE 2021
Expand our offshore communication system to include digital reporting for punchlists, mechanical completions and commissioning	Currently being implemented for FPSO Anna Nery project	Implement on all future projects
Strengthen Corporate Advisory function through digitalisation	Explore digitalisation solutions for tax and treasury processes	<ul style="list-style-type: none"> • Implement new Treasury Management System • Implement new Tax Management and reporting solution

Asset Lifecycle Management

ALM is defined as the process of managing an asset from ‘cradle to grave’. ALM aims to optimise asset usage by identifying potential inefficient processes in each stage of an asset’s lifecycle, derived through the monitoring and utilising of available data.

Ultimately ALM aims to safeguard the integrity of our assets, optimise performance and provide objective data-based recommendations for continuous learning and development through all phases of a project.

Yinson focuses on four main areas within ALM, which are Asset Reliability, Asset Performance Data, Maintenance System Management and Lifecycle Efficiency.

In FYE 2020, the ALM Department was established, with strategy and goals formalised and communicated across the Group. With the concept and organisational structure now in place, Yinson will focus on optimising the already established systems that fall within ALM and

further establish new identified functions, such as Performance Data Management and Lifecycle Efficiency processes.

Enhancement of Group’s ERP system

Since 2014, Yinson has embarked on a continual improvement initiative to synchronise accounting data through a Group-wide ERP system named IFS. The system enables information to be seamlessly shared amongst departments and across geographical borders, decreasing communication gaps and creating greater time and process efficiencies.

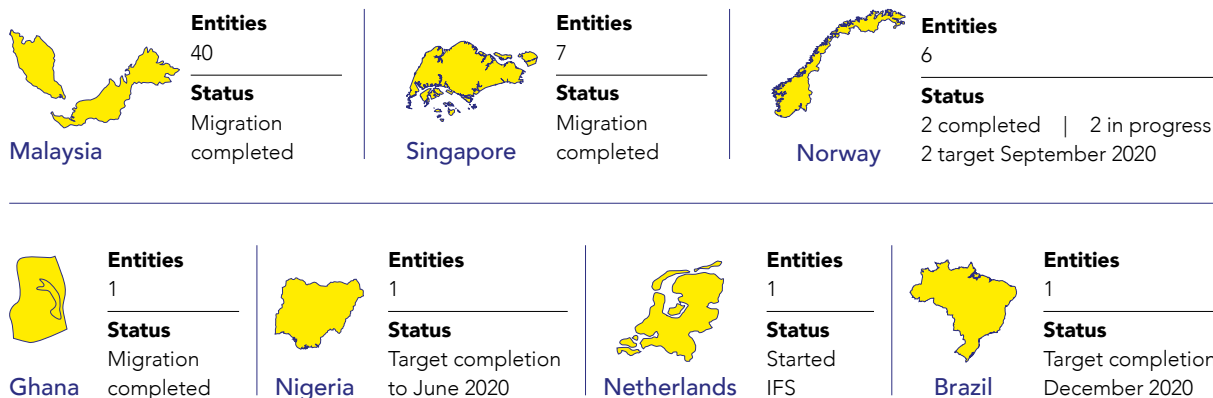
A key benefit of this system is that it creates a digital, near paperless operation environment. While this has an obvious positive impact on the environment, it also results in integrated and common information outputs from stakeholders, improving cost analysis integrity, quality and efficiency.

During FYE 2020, Yinson performed a successful upgrade to the latest

version of IFS. Out of the box came modern interfaces, global and intercompany support as well as enhanced support on customer configuration. With the stabilising phase nearly over, focus is moved to harvest the benefits where Yinson will explore and optimise usage and functionality of IFS including third-party add-ons. The areas Yinson are currently exploring covers accounting, supply chain, document management, project and Computerised Maintenance Management System (“CMMS”) modules.

In the same year, IFS CMMS module was progressively and successively rolled out to its operational FPSOs. The CMMS module is tightly integrated with full supply chain, document management and accounting, all in a replicated solution providing full access to needed data both onshore and offshore.

In terms of accounting, as at 31 January 2020, Yinson has completed migration of 51 out of 57 reporting sites to the IFS system, with the remaining sites targeted to be migrated by December 2020.



The Group has kickstarted an initiative to automate data input from documents and the creation of related document libraries via AI capable software. The automation allows resources to be freed up and strategically redeployed to other improvement areas. The initiative has been implemented for vendor transactions, and will be further expanded to other routine processes within the Group. Another focus for the year is improving the connectivity between offices, information accessibility, implementing standardised digital filing and enhancing access control.

Build IT capabilities

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An IT Roadmap was presented to the Board in FYE 2019. The Roadmap is a three-year plan that clearly sets the way forward in terms of IT and digitalisation until 2021. It identifies current IT challenges, the strategy for addressing them and outlines the plan for achieving a new and enhanced IT landscape that will

cater for the expected growth trajectory of the Group. The strategy will adopt the approach from cloud first, hybrid and finally on-premise solutions with assessments based upon the technical, financial and security viabilities that best suit the business and industry.

The plan aligns with the Group's overall direction to digitalise, collaborate, co-source and improve connectivity between all offices and assets.

In FYE 2020, the following initiatives relating to improving Yinson's business processes were successfully rolled out:

- Domain standardisation across the Group, enabling integration of communications platforms
- Phase 1 of Yinson's Global Network Revamp, involving implementation of a new multiprotocol label switching network, resulting in better system access for office users

- Support for operational digitalisation efforts for operations and projects initiatives as outlined in this section, such as ALM, IFS system, Robotics Process Automation ("RPA"), approval workflows and document review processes
- Support for Group-wide communication and collaboration initiatives, in particular the Sharepoint platform.

In FYE 2021, the IT team will embark into phase 2 of Yinson's Global Network Revamp, which includes enhancing software-defined wide-area network to improve network performance for office users. In terms of automation, digitalisation and collaboration, we aim to roll out RPA projects, Sharepoint collaboration sites and workflow approval processes while also providing and advising on the IT architecture for digitalisation.

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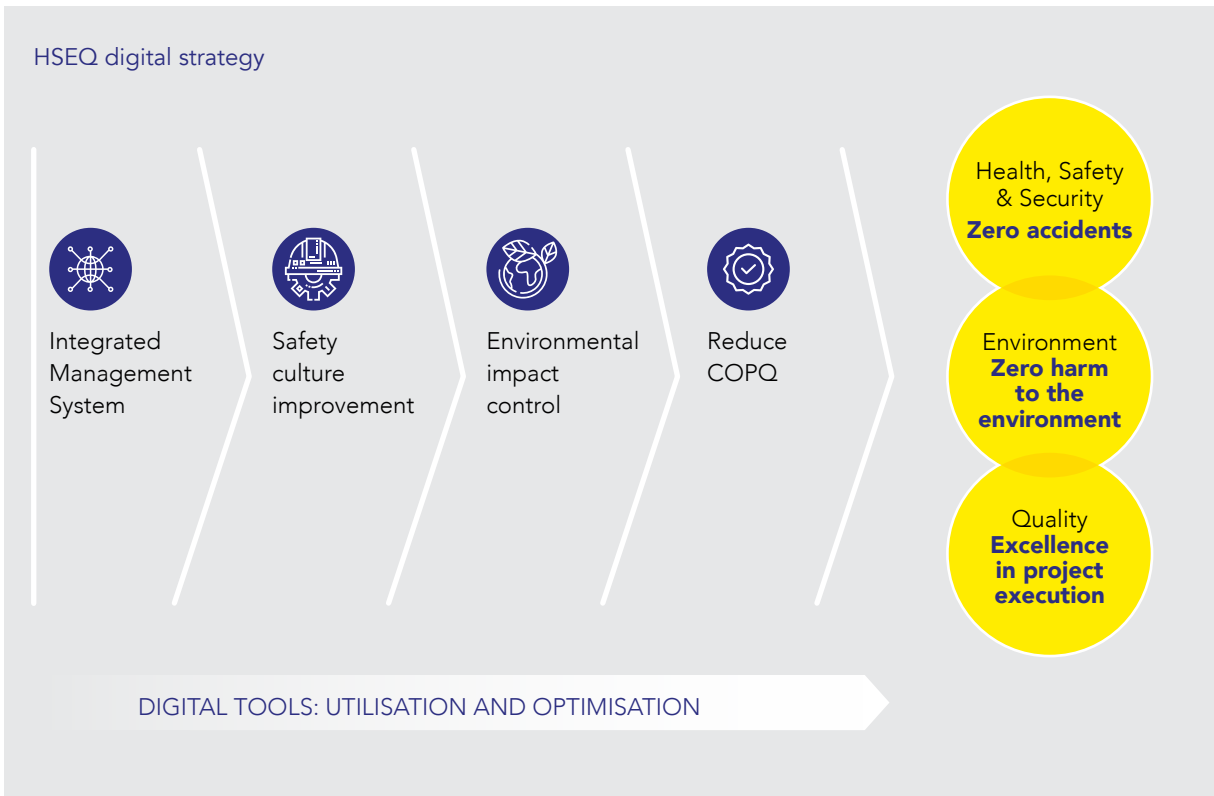
Cybersecurity continues to be a strong focus for the Group. We recognise the ever-evolving cybersecurity threat to infrastructure and system disruptions, as well as information security breaches that could arise from cybersecurity attacks. To provide Group-wide guidance on addressing cybersecurity concerns, an Information Security Policy is currently being developed. From FYE 2021, we plan to carry out yearly enhanced cybersecurity

training, which will be compulsory for all employees, as well as the following measures to strengthen our ability to mitigate cybersecurity risks:

- Execute an in-depth cybersecurity threat assessment
- Invest in a global enhanced cybersecurity solution
- Launch a phishing awareness campaign and assessment, followed by user-awareness training for all employees.

Utilise digitalisation tools for HSEQ improvements

Yinson’s goals with regard to HSEQ are to have zero accidents, zero harm to the environment, and excellence in project execution. Digitalisation is an important strategy that Yinson is investing in to reach these goals, as depicted in the graphic below.



Integrated Management Systems

Reporting and management of HSEQ and operational information at Yinson are facilitated through two main well-established digital platforms. Our in-house Yinson Management System (YMS) maintains HSEQ management documents, while an external software system manages specific procedures and processes for our offshore vessels, such as checklists, incident reporting and improvements, permits-to-work, audits and findings, risk assessments and emergency information.

In FYE 2021, we aim to enhance our existing systems to be further integrated with work processes across the Group. Together with other teams in Yinson, we will be working towards establishing more user-friendly dashboards and overviews that can be used to identify improvement areas, whilst being certified to relevant standards.

Safety culture improvement

One of Yinson's HSEQ goals is to develop the safety culture maturity to the next level, utilising new methods and digital tools. Our Safety Culture Transformation Programme, which was started in 2015, is one example of how digitalisation has enhanced learning amongst employees and crew.

Employees answered a digital survey which was benchmarked based on results from over 100,000

employees in the offshore industry, and results were analysed to determine Yinson's capacity to respond positively and openly to failures.

Based on survey results, gaps were identified and an action plan built to address them. One of the key learning tools in the programme is a learning platform, which includes four different digital apps. One of these is a 'game' where employees and crew are presented with real-life scenarios and prompted to react. Crew engagement with the app will help the Group identify areas for improvement, while reinforcing desirable safety culture behaviours. The four digital apps were completed in FYE 2020. The apps will be launched globally on board all FPSOs and offices in FYE 2021.

Environment impact control

To support the Group's focus on sustainability and also in line with our goal of causing zero harm to the environment, we will be working towards rolling out a robust environmental impact monitoring and control system for our FPSOs in the coming financial year. Our aim is to digitalise and automate some monitoring processes, working together with Yinson's sustainability team to ensure that data for key sustainability indicators are accurately captured. With the data captured, we will be able to better plan how to manage our environmental impacts in the years to come.

Reducing COPQ

We believe that the improvement in digital reporting, investigation and monitoring of quality costs will serve to reduce the COPQ across the operations of our assets. COPQ is a cost that could realistically reduce when systems, processes and products are improved. Reduction in COPQ is a strategic HSEQ goal, and development of methodology and processes will start in FYE 2021.

Strengthening of Document Control System

As the Group grows, it becomes increasingly important that our document control system continues to evolve to meet stringent standards of the industry and the certifications that we adhere to. In the coming financial year, we will focus on aligning the documentation system and numbering format across our corporate, projects and operations office. We will also enhance the management of change process and tighten processes relating to the reviews and updates of controlled documents. In addition, we plan to increase the accessibility of these documents across the Group via our corporate intranet, YNet, albeit with stricter access control.

In FYE 2020, we implemented Phase 1 of a user-friendly web portal which allows our contractors and employees to work together on documents in a controlled environment. This was successfully



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implemented in our active projects, and will be used for future projects as well. Phase 2, which is planned for FYE 2021, aims to see the portal integrating with our ERP system.

Enhancement of offshore communication system

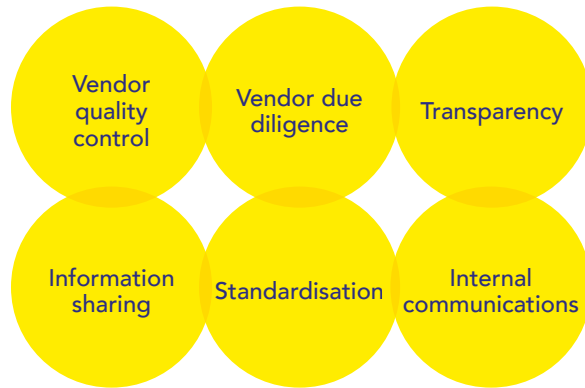
During the financial year in review, we successfully enhanced our offshore communication system by expanding into digital reporting for punchlists, mechanical completions and commissioning. This is part of the Group’s overall strategy in digitalisation, moving away from a manual system of records and tracking. Our aim is to bring about greater efficiency of site teams and systematic control of ownership and reporting. The system was successfully deployed on FPSO Helang, and we look forward to implementing it in our upcoming projects as well.

Digitalisation and upgrade of supply chain management process

Yinson’s goal is to use digital tools/technology to continuously streamline and improve how we manage our supply chain, thus enabling us to deliver the required goods at the right time, right price and highest quality.

We currently facilitate the screening and selection of our

Continual improvement of vendor management capabilities



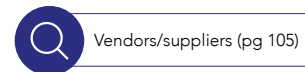
vendors through our VRP, which is designed to capture and administrate requirements to be our vendor.

In the coming financial year, Yinson is looking to upgrade the VRP to ISO 9001 qualified standards, and enhance capabilities relating to pre-qualification assurance and vendor performance. We aim to improve the supply chain tendering process via automation and digitalisation, to achieve a system that is streamlined, sustainable, transparent and scalable. Another planned enhancement is to increase the scope of the VRP to include the ability to run analytics and to generate business insights for supply chain optimisation.

In the coming financial year, our procurement team will explore areas where strategic frame

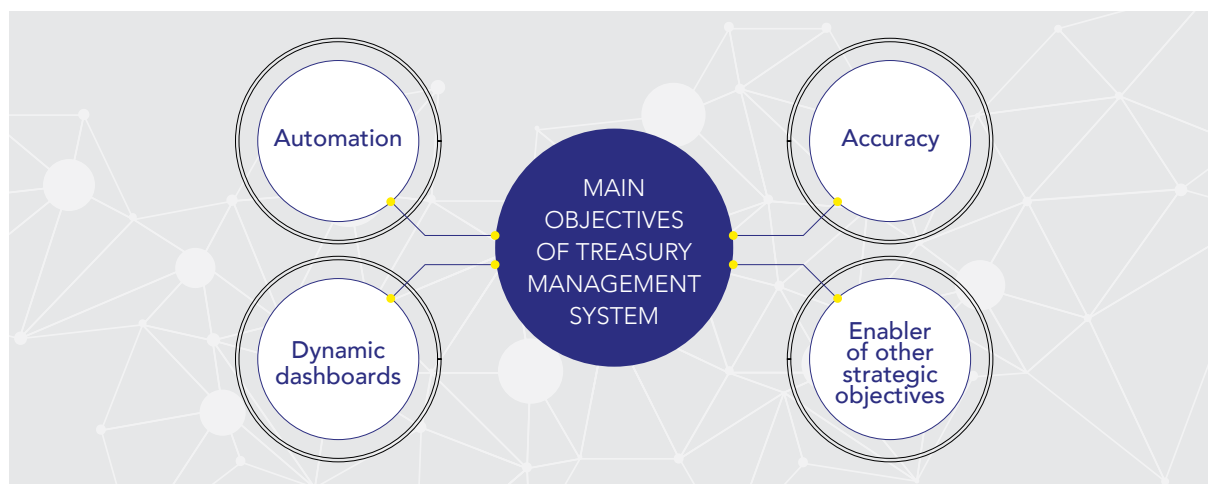
agreements with vendors can be established, which we believe will improve lead times and leverage off economies of scale.

To achieve these objectives, we will leverage off the industry experience and knowledge of the team; alongside current project and tender opportunities.



Strengthen Corporate Advisory function through digitalisation

In the coming financial year, Yinson plans to implement an integrated and technologically-robust Treasury Management System to facilitate our growth across new territories and the development of our business divisions.



Through the system, Yinson is looking to standardise manual processes and introduce a single platform to monitor complex covenants and financial data reports, putting accurate information at our fingertips to optimise liquidity decision-making. Additionally, the Group will further streamline intragroup charges of the Offshore Production Division with the purpose of developing a centralised approach for cost management and recovery.

There are many factors challenging the effective operation of Yinson's corporate tax function, including the centralisation of tax oversight, demands of globalisation, increased regulatory scrutiny, increasingly complex law, heightened CG, increased demand for transparency, scarcity of resources, and shorter financial closing cycles.

To keep pace with these demands and challenges and to effectively address them, Yinson is in the midst of acquiring a tax management and reporting solution that provides useful insights to help appraise the abovementioned global tax reporting challenges and identify possible improvements in the accuracy and timeliness of these processes – ultimately sharpening Yinson's effectiveness in managing our tax obligations. The benefits of having such solution would include:

- Deadline monitoring
- Promotes collaboration on data, status and monitoring of tax operations
- Provides visibility over tax operations throughout the group as well as entity level
- Gathers and analyses tax information from every territory/entity in a centralised solution
- Dashboard and analytics to drive better business insights
- Streamlines tax reporting format
- Centrally stores important tax documents.

We believe that the implementation of this tax management and reporting solution will enhance our tax compliance process and lower our tax compliance risks.

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COMPANY CULTURE AND COMMUNICATION

GOALS SET FOR FYE 2020	PROGRESS	GOALS SET FOR FYE 2021
Reinforce corporate culture	<ul style="list-style-type: none"> • Corporate culture sessions for all Yinsonites completed • Corporate culture component integrated as onboarding process for new joiners • Integration of Core Values into hiring and appraisal system • Integration of Core Values into everyday life at Yinson 	<ul style="list-style-type: none"> • Corporate culture emphasis campaign • Brand awareness workshops across the Group
Establish effective Group-wide communication platforms	<ul style="list-style-type: none"> • Corporate intranet and collaboration platform launched groupwide • Group-wide town halls implemented 	<ul style="list-style-type: none"> • Enhanced collaboration across the Group
Establish Project Communications team	<ul style="list-style-type: none"> • Projects Communication team established 	<ul style="list-style-type: none"> • Increase projects communications across the Group and externally


Reinforcing Yinson’s corporate culture

We realise that in order to continue our success as an organisation, it is vital that our team be aligned in how we think and make decisions. Thus, Yinson’s corporate culture - comprising our Mission, Vision and Core Values - continues to underpin everything that we do.

Relaunched in 2018 with corporate culture workshops and team building activities, FYE 2020 has seen a structured and deliberate integration of our corporate culture into daily life at Yinson, including the following measures:

- Integration of corporate culture and Core Values into Yinson’s brand, flowing through to all internal and corporate communications

- Restructure of appraisal process so that employees’ KPIs are directly linked to their understanding of, and how they utilise the Core Values in their decisions and actions
- Restructure of hiring process to put forward the potential candidate’s alignment with our Core Values as a key consideration
- Leadership and human development training events to develop skills aligning to our Core Values
- Establishment of various communication channels, tools and platforms to encourage the Core Value, ‘Open’
- Significant investment into aligning our business processes with the Core Value, ‘Sustainable’.

 Recruitment and retention (pg 84), Personal and professional development (pg 86), Performance recognition (pg 88)

Group-wide communication platforms

Alongside the strengthening of IT systems to improve our communication infrastructure, Yinson took several steps in FYE 2020 to establish avenues to enable employees to communicate better and have their voices heard.

Of particular significance was the launch of Yinson’s corporate intranet in October 2019. Named YNet by popular vote, this is a vibrant, interactive space for Yinsonites to read and post updates, connect to one another, and access the latest documents and resources. YNet is designed to encourage employee engagement and bridge communication gaps between teams, employee levels, geographical locations and cultures.



One of the functionalities on YNet is 'Questions and Answers' - a forum that encourages employees to ask questions, and vote for those that they would like an answer for. Yinson's Management Committee ("MC") addresses the top voted questions during town hall meetings.

Complementing YNet is 'team sites' - collaborative spaces that allow employees to work on projects and share information

securely, from anywhere and on any device. Permissions, governance and functionalities of team sites were set in FYE 2020, so we are looking forward to roll out across the Group in FYE 2021.

Projects Communications team

In FYE 2020, Yinson established a Project Communications team to facilitate effective communication and coordination across the Group. This involves highlighting the

progress of all ongoing projects, whilst also keeping the projects teams abreast with Company-related announcements, mandatory workshops, events and highlights.

Amongst communication initiatives by the Projects Communications team is the production of video documentary content, and organising CSR, team building and social events for the projects teams.