26th Annual General Meeting

10:30am, 11 July 2019

Pullman Kuala Lumpur Bangsar

Passionately delivering **powerful** solutions

YINSON

Disclaimer

This document may contain forward-looking statements with respect to Yinson Holdings Berhad ("Yinson" or the "Group") future (financial) performance and position. Such statement are based on current expectations, estimates and projections of Yinson and information currently available to the company.

Examples of forward-looking statements include statements made or implied about the Group's strategy, estimates of sales growth, financial results, cost savings and future developments in its existing business as well as the impact of future acquisitions and the Group's financial position. These statements can be management estimates based on information provided by specialised agencies or advisors.

Yinson cautions readers that such statements involve certain risks and uncertainties that are difficult to predict and therefore it should be understood that many factors can cause the Group's actual performance and position to differ materially from these statements.

These factors include, but not limited to, macro-economic, market and business trends and conditions, (low-cost) competition, legal claims, the ability to protect intellectual property, changes in legislation, changes in exchange and interest rates, changes in tax rates, pension costs, raw material and energy prices, employee costs, the implementation of the Group's strategy, the Group's ability to identify and complete acquisitions and to successfully integrate acquired companies, the Group's ability to realise planned disposals, savings, restructuring or benefits, the Group's ability to identify, develop and successfully commercialise new products, markets or technologies, economic and/or political changes and other developments in countries and markets in which Yinson operates.

As a result, Yinson's actual future performance, position and /or financial results may differ materially from the plans, goals and expectations set forth in such forward-looking statements.

Yinson has no obligation to update the statements contained in this document, unless required by the relevant law and/or regulations. The English language version of this document is leading.

A more comprehensive discussion of the risk factors that may impact Yinson's business can be found in the Group's latest Annual Report, a of copy which can be found on the Group's corporate website, www.yinson.com

Overview of Yinson

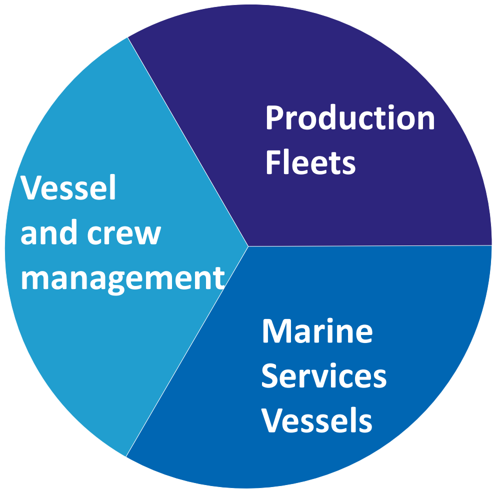
Yinson Holdings Berhad ("Yinson") is the 6th largest independent FPSO leasing company globally

Headquartered in Kuala Lumpur, with key offices in Singapore, Norway, Nigeria, Malaysia (Miri), and Ghana

Listed on Bursa Malaysia with market cap of MYR 7.76 billion (c. USD 1.88 billion) as of 10 July 2019

Total equity of MYR3.62 billion (c. USD0.90 billion) as of 10 July 2019

Core businesses



5 FPSOs
1 FSO

1 PSV
3 AHTS

Company strategies

1. Strong and experienced project execution teams
2. Winning contracts with innovative and cost effective solutions
3. Strong local content in operating countries
4. Build, Own & Lease model
5. Disciplined business and financial management
6. High quality counterparties
7. Track record in Operations & Maintenance
8. Long term charter contracts
9. Robust contractual terms

Board Of Directors

Mr Lim Han Weng
Group Executive Chairman

Mr Lim Chern Yuan
Group CEO & Executive Director

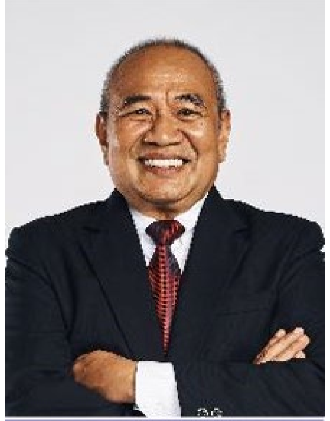
Mdm Bah Kim Lian
Non-Independent Executive Director

Mr Lim Han Joeh
Non-Independent Non-Executive Director

Dato' Wee Hoe Soon @ Gooi Hoe Soon
Senior Independent Non-Executive Director

Dato' Mohamad Nasir bin AB Latif
Non-Independent Non-Executive Director

Datuk Raja Zaharaton binti Raja Zainal Abidin
Independent Non-Executive Director



Datuk Abdullah bin Karim
Independent Non-Executive Director

YINSON

Vision, Mission and Core Values

Vision

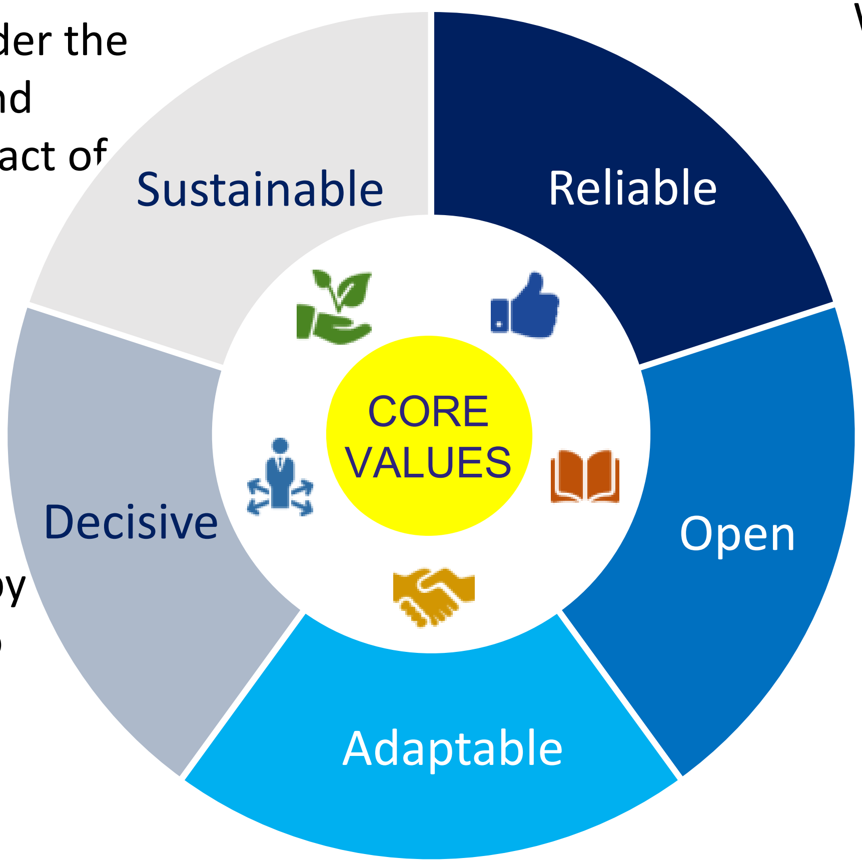
To be a global energy solutions provider that is known for being reliable, open, adaptable, decisive and sustainable

Mission

Passionately delivering **powerful** solutions

We seriously consider the economic, social and environmental impact of everything we do

We always deliver on our commitments



We take ownership of every situation by finding solutions to move forward

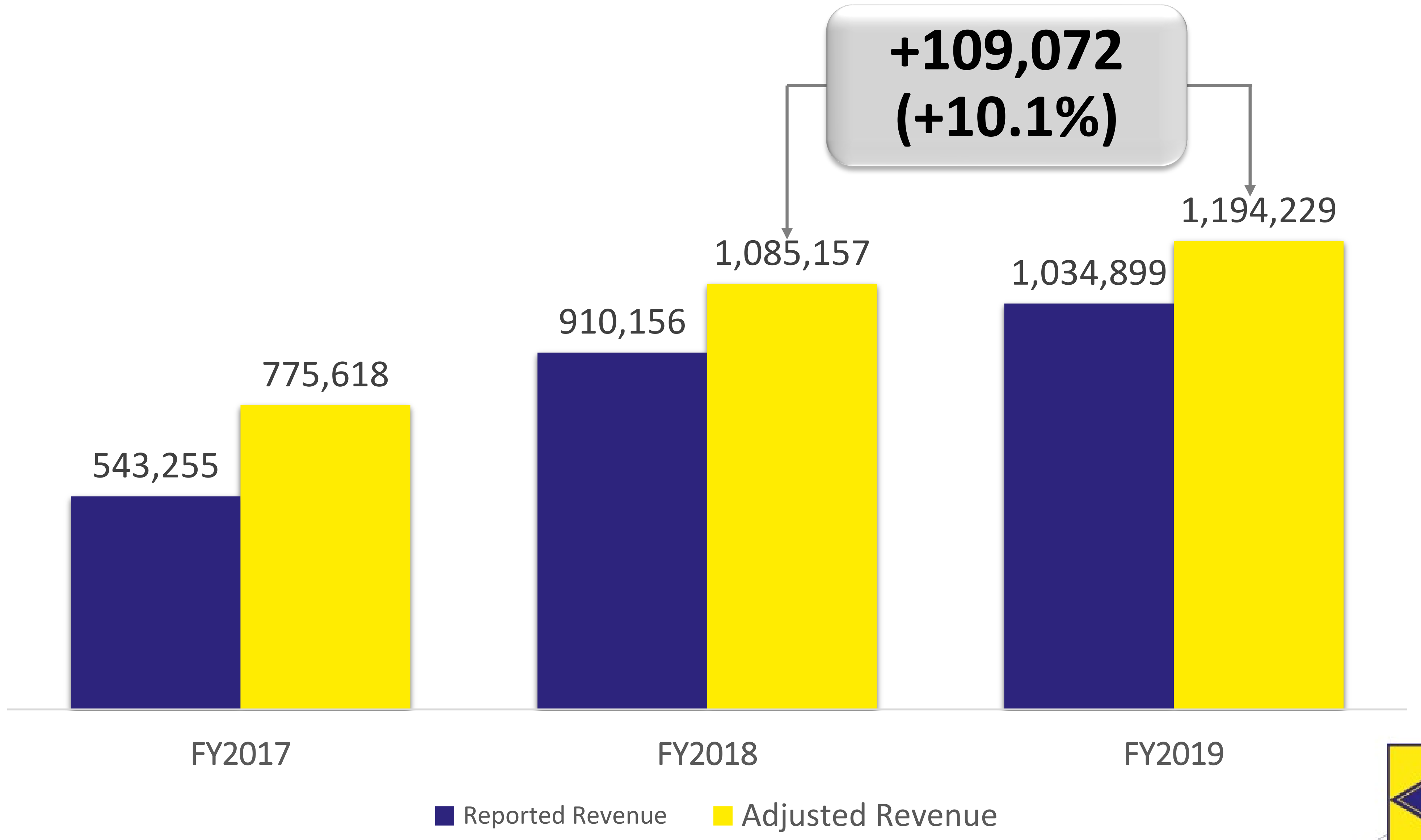
We foster an environment that promotes trust and learning through honest communication

We understand our stakeholders and collaborate to realise our common goals

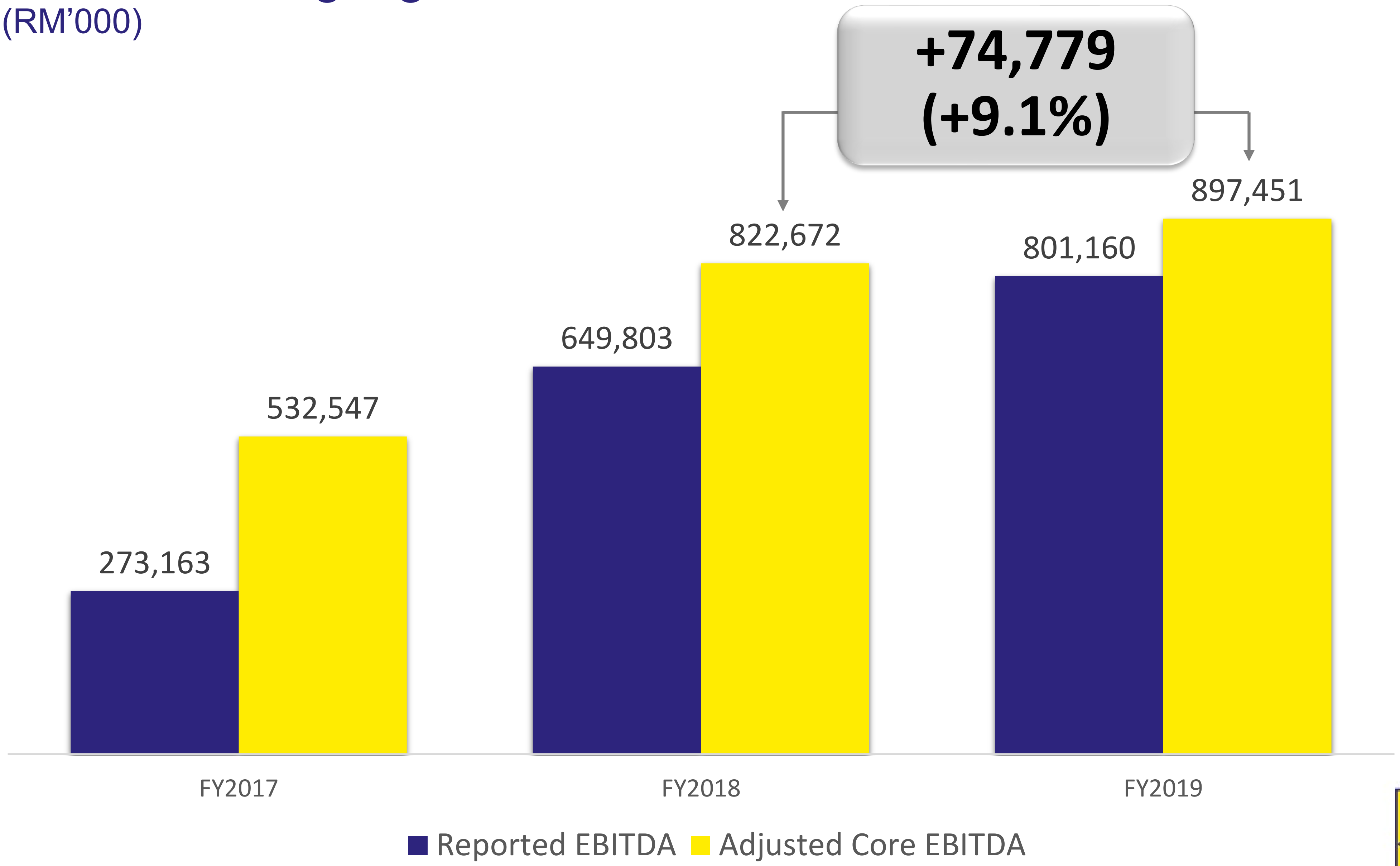
Financial Highlights

Group Financial Highlights

Revenue (RM'000)

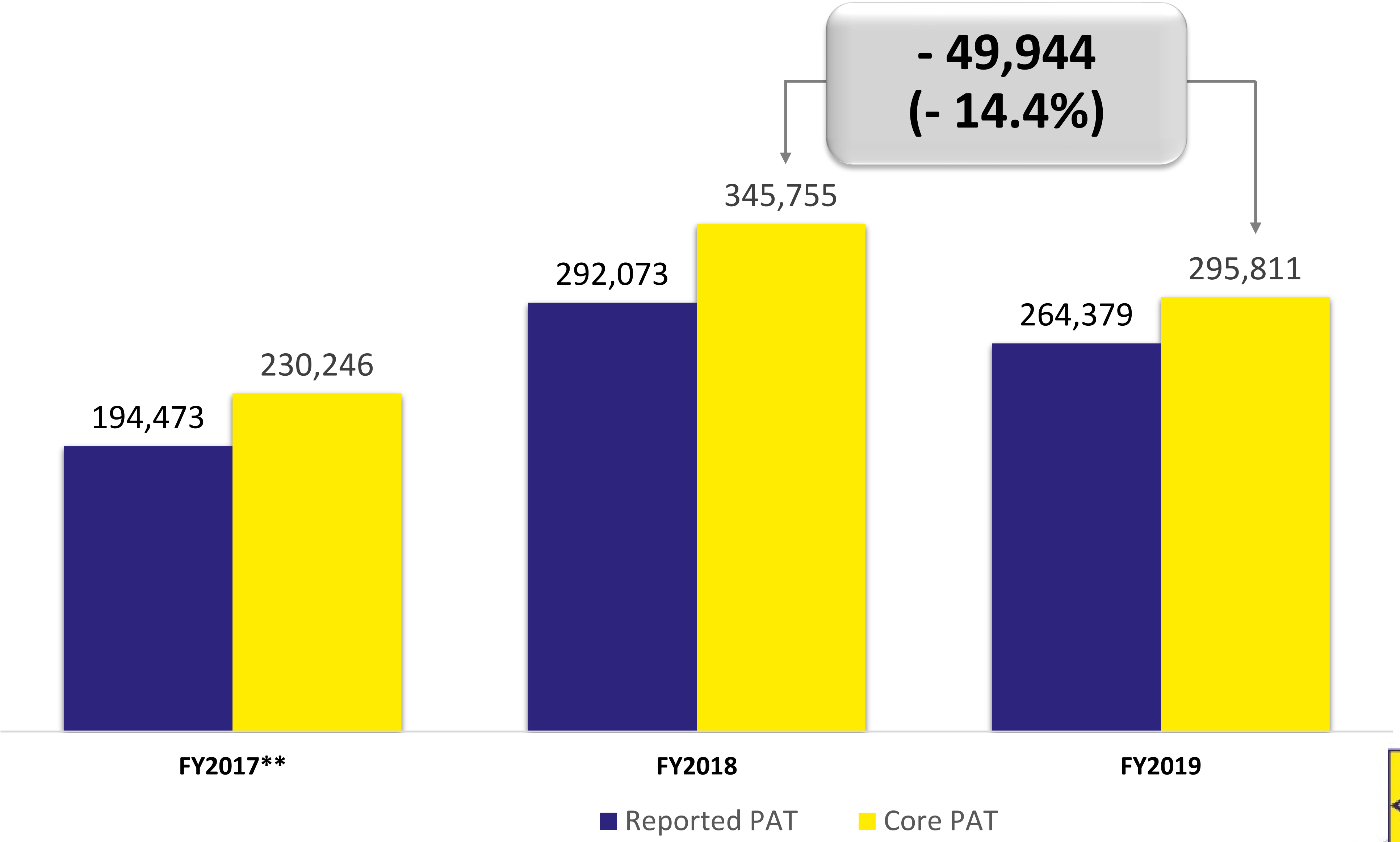


Group Financial Highlights
EBITDA (RM'000)



Group Financial Highlights

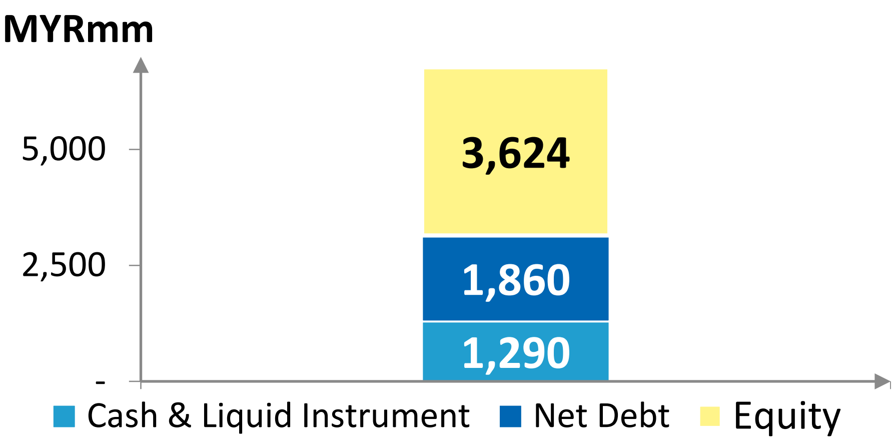
Profit After Tax ("PAT") (RM'000)



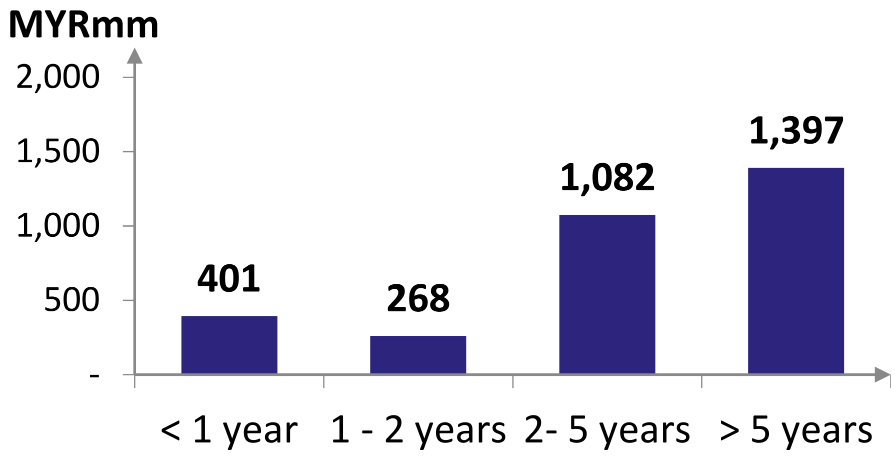
** Amount excluded discontinued operations results

Group Financial Highlights

Net Gearing



Debt Maturity Profile



75.1%
Adjusted Core EBITDA Margin

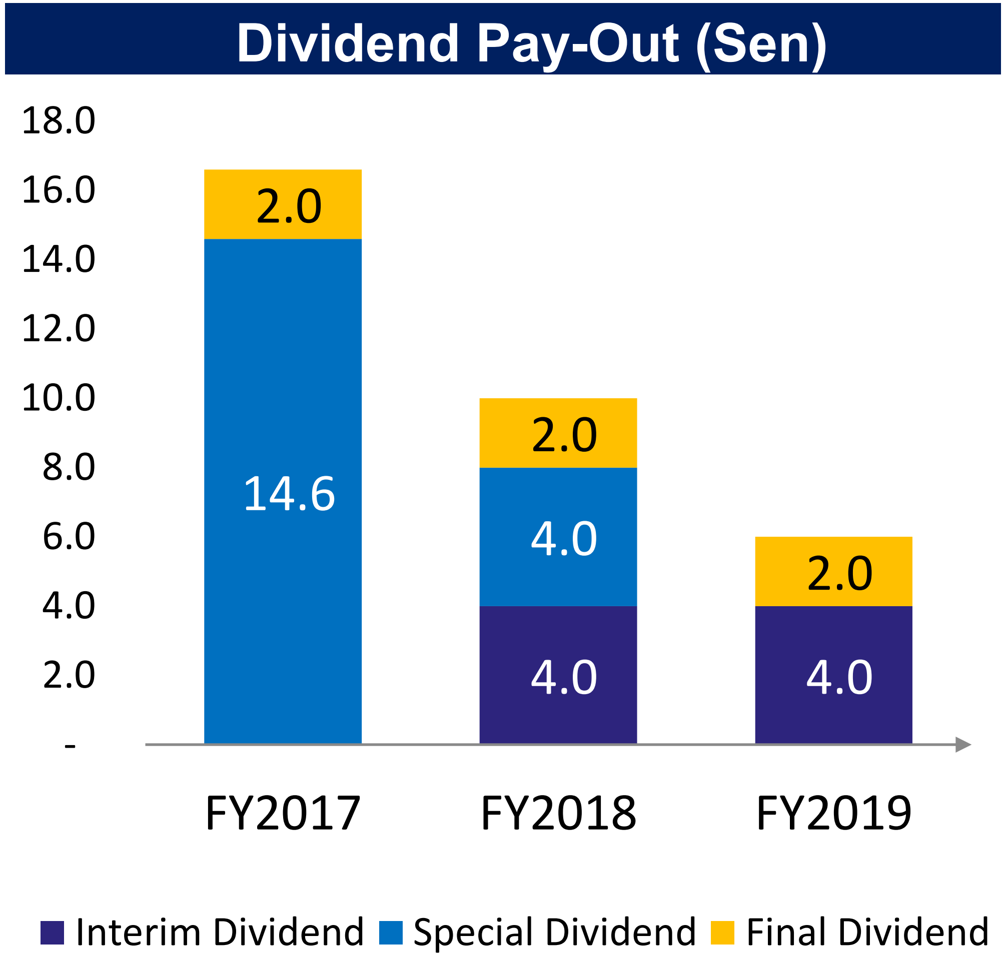
0.5x
Net Gearing

2.1x
Adjusted Net Leverage

4.5x
Debt Serviceability

Group Financial Highlights

	As at FY19
Adjusted Net Debt/ Adjusted Core EBITDA*	2.07
Dividend Yield	1.46%
Dividend Declared	RM0.06
Equity (RM'000)	3,623,977
Current Ratio	1.40
Net Gearing Ratio	0.53
Return on Equity	7.30%



*Adjusted amount/ ratio is defined as the Group's financial results plus the Group's equity share of financial results of its joint venture and associate

Key Investment Highlights

Latest developments

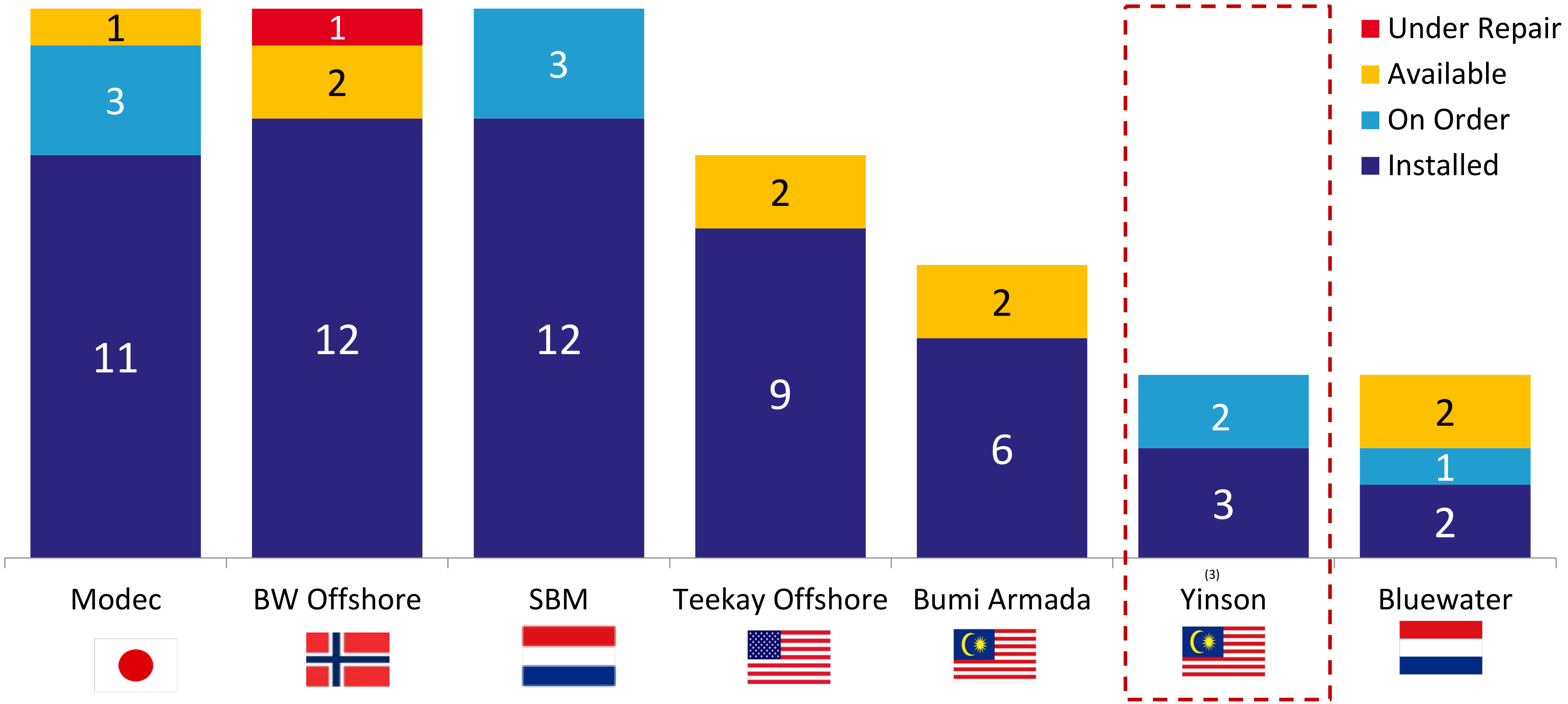
JUNE 2019	• On 17 June 2019 Addax extended the contract for the charter of FPSO Adoon for an additional four years with retrospective effect from 17 October 2019 to 16 October 2022. The contract had been extended on an interim basis several times during the negotiation process for this substantive extension. • On 20 June 2019, the Japanese consortium paid the remaining USD13 million for the sale of the 26% stake in FPSO JAK for the total final consideration of USD117 million which is the maximum consideration under the disposal. • On 21 June 2019 PTSC AP entered into a second addendum to the BBC Interim Contract with PTSC to extend the tenure of FPSO Lam Son for a further period of 1 month to 31 July 2019. This follows the earlier first addendum which extended the tenure for 6 months ending on 30 June 2019. Save for the extension of the tenure, the terms under the BBC Interim Contract remain unchanged.
APRIL 2019	• On 1 April 2019 Yinson announced the intention to acquire Ezion Holdings Limited (“EHL”), a Singapore-based company that develops, owns and charters offshore assets including liftboats. • On 5 April 2019 Yinson successfully made an issuance of USD 30 million perpetual securities – the third tranche issued under a USD 500 million Multi-currency Perpetual Securities Program set up in July 2017
MARCH 2019	• On 29 March 2019 Yinson successfully made an issuance of USD 90 million perpetual securities – the second tranche issued under a USD 500 million Multi-currency Perpetual Securities Program set up in July 2017

Latest developments (cont'd)

FEBRUARY 2019	• Yinson and Sumitomo Corporation ("Sumitomo") signed a letter of agreement documenting both parties' intention to collaborate in a joint venture for the provision of an FPSO for the Marlim field in Brazil in the event of a successful bid by Yinson. • On 28 February 2019 Yinson was awarded contracts worth USD901.7 million for the charter and operation & maintenance of a FPSO by First Exploration & Petroleum Development Company ("FIRST E&P") for use at the Anyala & Madu fields, offshore the Federal Republic of Nigeria, to be named FPSO Abigail-Joseph. Signing ceremony was held on 20 March 2019. • With this charter contract, Yinson is able to redeploy FPSO Allan following the end of its charter. This is our 3rd charter contract secured based on redeployment strategy of existing FPSO (after FPSO Ca Rong Do and FPSO Helang).
DECEMBER 2018	• On 17 December FPSO Helang sailed away from the HRDD shipyard to the Cosco Qidong shipyard, marking its entry into the 2nd phase of construction • On 26 December, Yinson's Miri office was set up
JUNE 2018	• On 6 June completed the successful sale of a 26% stake in a subsidiary that owns FPSO JAK to a Japanese consortium

6th Largest Independent FPSO Contractor

Competitor analysis – Independent FPSO leasing contractor fleet size and current orders (1) (2)



- FPSO leasing market dominated by a small number of players (excluding non-independent or charterer-owned vessels
- Top 9 players account for c. 80% of the Total FPSO leased fleet (includes vessels installed, available, on order and under repair)

1.Source: Floating Production Systems Quarterly Report, 2019 FPS Report Series Volume 2 - March, EMA

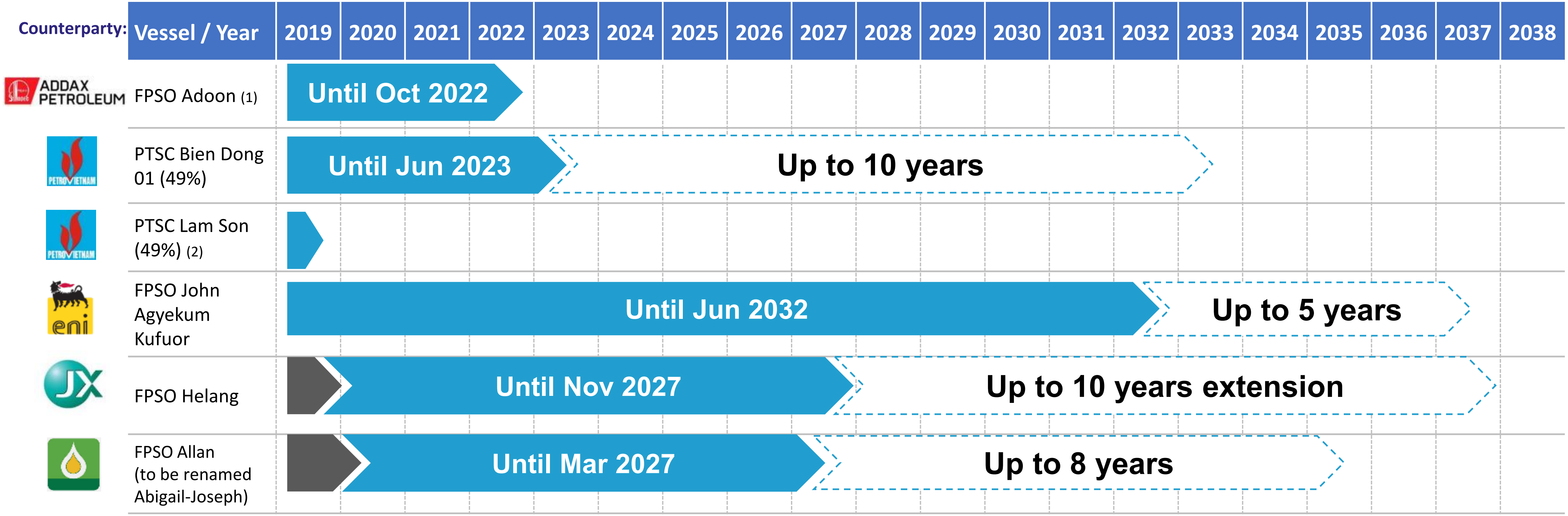
2.This chart shows the top 7 independent FPSO leasing contractors and does not take into account other non-leasing companies (Petrobras, CNOOC, other oil majors, etc.)

3.FPSO Helang, FPSO Allan (to be renamed Abigail-Joseph) are currently classified as "On Order" for Project Helang and Project First E&P, respectively.

Long-Term Charter Contracts

Strong existing order book underpinned by long term contracts across FPSO & FSO units. Orderbook over firm and option period ~USD 4.94 billion as of 30th June 2019.

On order
Firm period
Options period



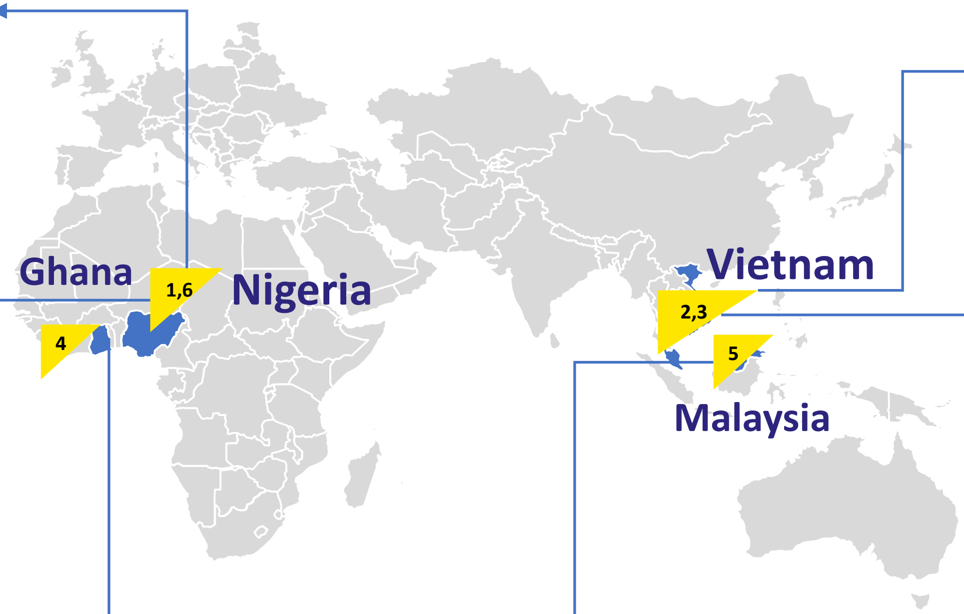
1. On 17 June 2019, Addax entered into an addendum to further extend the contract for an additional 4 years with retrospective effect from 17 October 2018 to 16 October 2022. The Charter terms and conditions remain unchanged.
2. On 21 June 2019, PTSC AP has entered into a second addendum to the BBC Interim Contract with PTSC to further extend the tenure for a period of 1 month commencing from 1 July 2019 to 31 July 2019 (“Second Addendum”). Save for the extension of the tenure, the terms under the BBC Interim Contract remain unchanged.

Key assets


FPSO Allan (to be renamed FPSO Abigail-Joseph)
Block OML83 & 85, Nigeria


FPSO ADOON
Block OML 123, Nigeria


FPSO JOHN AGYEKUM KUFUOR
OCTP Block, Ghana




FPSO HELANG
Block SK10, Malaysia


FSO PTSC BIEN DONG 01
Block 05-2/05-03, Vietnam


FPSO PTSC LAM SON
Block 1-2/97, Vietnam

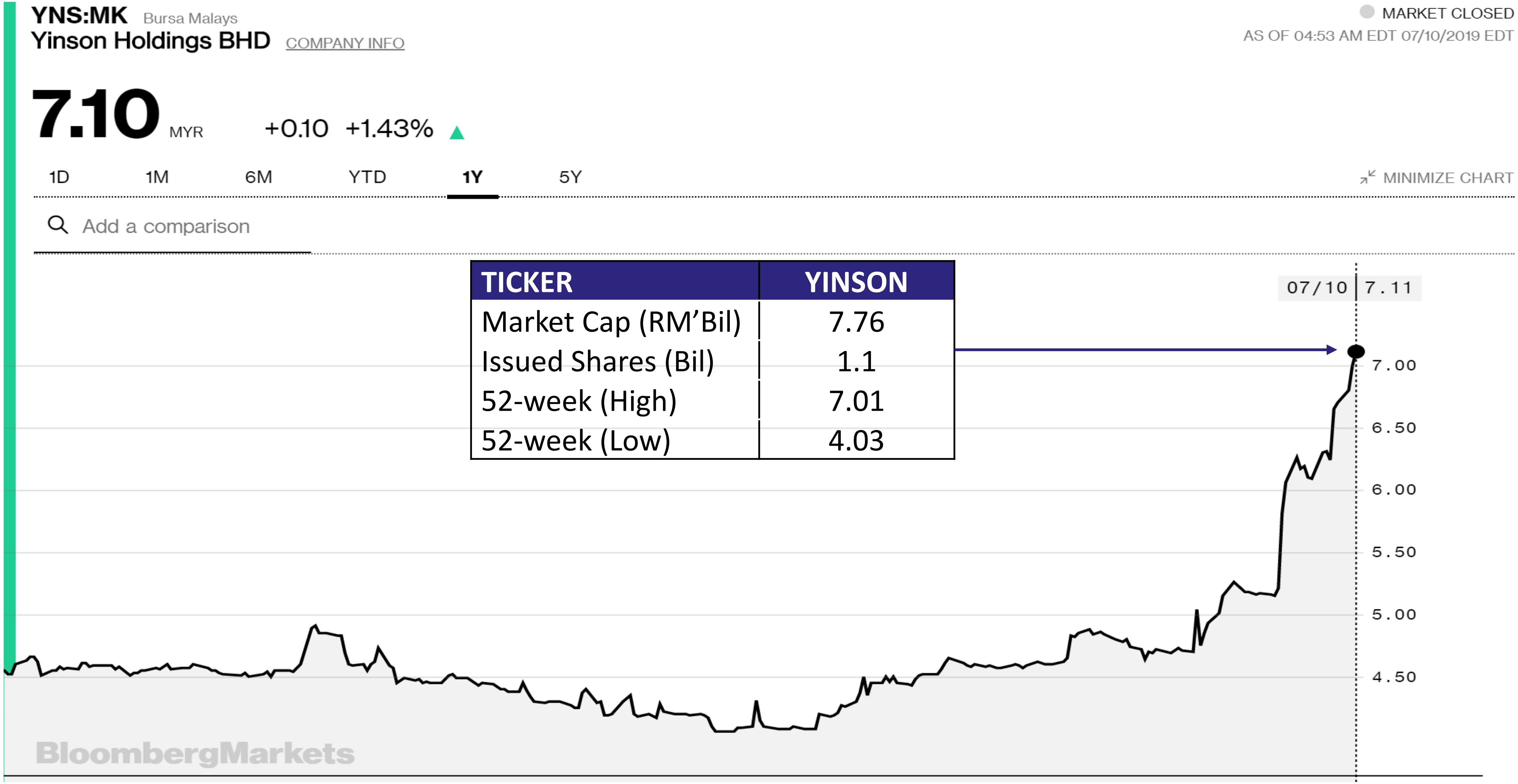
Contracts unaffected by fluctuation in oil prices

Scenario	Existing Business	New Business
Oil Prices trending Down ↓	⇔ Yinson's contracts are structured with a minimum fixed compensation rate that enables it to recover its costs (including financing costs) and equity return over the firm contract period ⇔ The Charters are fixed and agreed upfront over the tenure of the contract, resulting in a **fixed, predictable and steady** cash flows insulated from any change in oil prices even if no new projects are being undertaken ⇔ Early Termination Payment clauses to ensures the contract is protected against termination for reasons that may be put forward by the charterer such as low oil prices and/or depleted reservoir.	⇩ New tenders get affected as the charterer (Oil & Gas companies) would revisit their overall capital expenditure plans and tend to preserve funds ⇩ The price of oil is directly proportional to the allocation of capital expenditure for oil & gas industry and that in turn affects number of projects being awarded in the FPSO/FSO industry ⇔ Scalable work force and reactive towards market conditions thereby reducing the Group's fixed cost base
Oil Prices trending Upwards ↑	Possibility of upside potential in few cases	⇧ Oil and Gas companies renew capital expenditure plans which result in increasing numbers of new FPSO projects being awarded

How Yinson insulates its business from Oil Price volatility?	• The charterer's parent company guarantee ("PCG") that the Group typically requires its charterers to procure protects the Group in any event of non-payment by the charterer • The Group's investment policy restricts contracts with only national oil companies or investment grade rated charter counterparties (or secured by a similarly rated bank guarantee or credit wrap) • Yinson secures water-tight contracts with strong charter counterparties, minimum charter rates and termination clauses (that are able to cover the costs and required returns of the project) which ensures the project debt servicing is unaffected even if the contract is cancelled

The Group's performance is not affected by the volatility in oil prices due to its unique position within the oil & gas life cycle i.e. that of the production segment

Share Price Overview



TICKER	YINSON
Market Cap (RM'Bil)	7.76
Issued Shares (Bil)	1.1
52-week (High)	7.01
52-week (Low)	4.03

Source: Bloomberg as at 10 July 2019

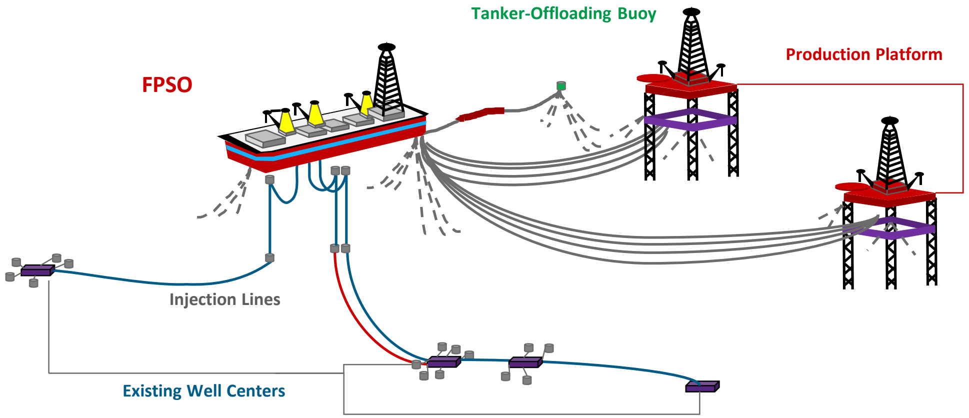
Research Coverage

Date	Institution	Call	Target Price
09/07/19	Credit Suisse	Outperform	RM8.88
03/07/19	CIMB	Buy	RM7.64
28/06/19	Kenanga	Outperform	RM7.75
28/06/19	UOB	Buy	RM7.20
28/06/19	BIMB	Buy	RM7.70
27/06/19	Kenanga	Outperform	RM7.30
27/06/19	KAF	Buy	RM7.88
27/06/19	Maybank	Buy	RM9.45
26/06/19	Citibank	Buy	RM7.40

Market Outlook

Overview & Outlook of Global FPSO Industry

FPSO Typical Deployment



- FPSO unit is a floating vessel used by the offshore oil and gas industry for the production, storage and processing of hydrocarbons
- FPSOs can be converted from an existing oil tanker or specially built for the application
- Popular for its mobility, once an existing field has been depleted an FPSO can then be refurbished, relocated and reused for production in another field.

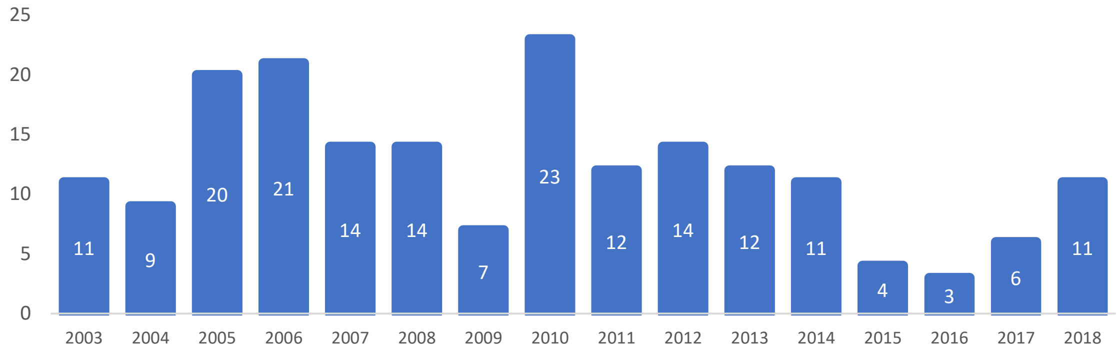
Global FPSO Fleet Status

- Brazil, West Africa, South East Asia and the North Sea account for **79% of the total number of installed FPSOs globally.**
- Of the 18 FPSOs on order, 5 will be deployed in Brazil, 3 in the North Sea, 2 each in Africa, South East Asia and South America, 1 each in North America, the Mediterranean Sea and China and 1 yet to be decided.
- As of 8 March 2019, there are 175 FPSO vessels in active employment, with 25 available for hire and 2 under repair
- 9 awards since Q4 2018 - 3 new builds, 3 redeployments and 3 conversions
- 17 FPS contracts awarded in 2018: 11 FPSOs, 2 SEMIs, 3 FSRUs, 1 FLNG

Source: Floating Production Systems Quarterly Report, 2019 FPS Report Series Volume 2 - March, EMA

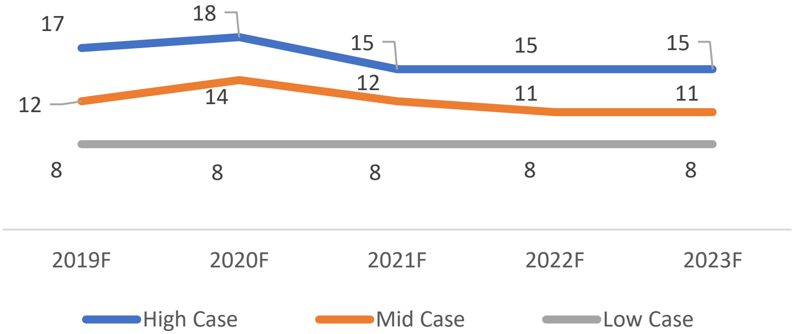
Historical and forecasted FPSO charter contracts

Historical FPSO awards by year



Source: Floating Production Systems Quarterly Report, 2019 FPS Report Series Volume 3 - June, EMA

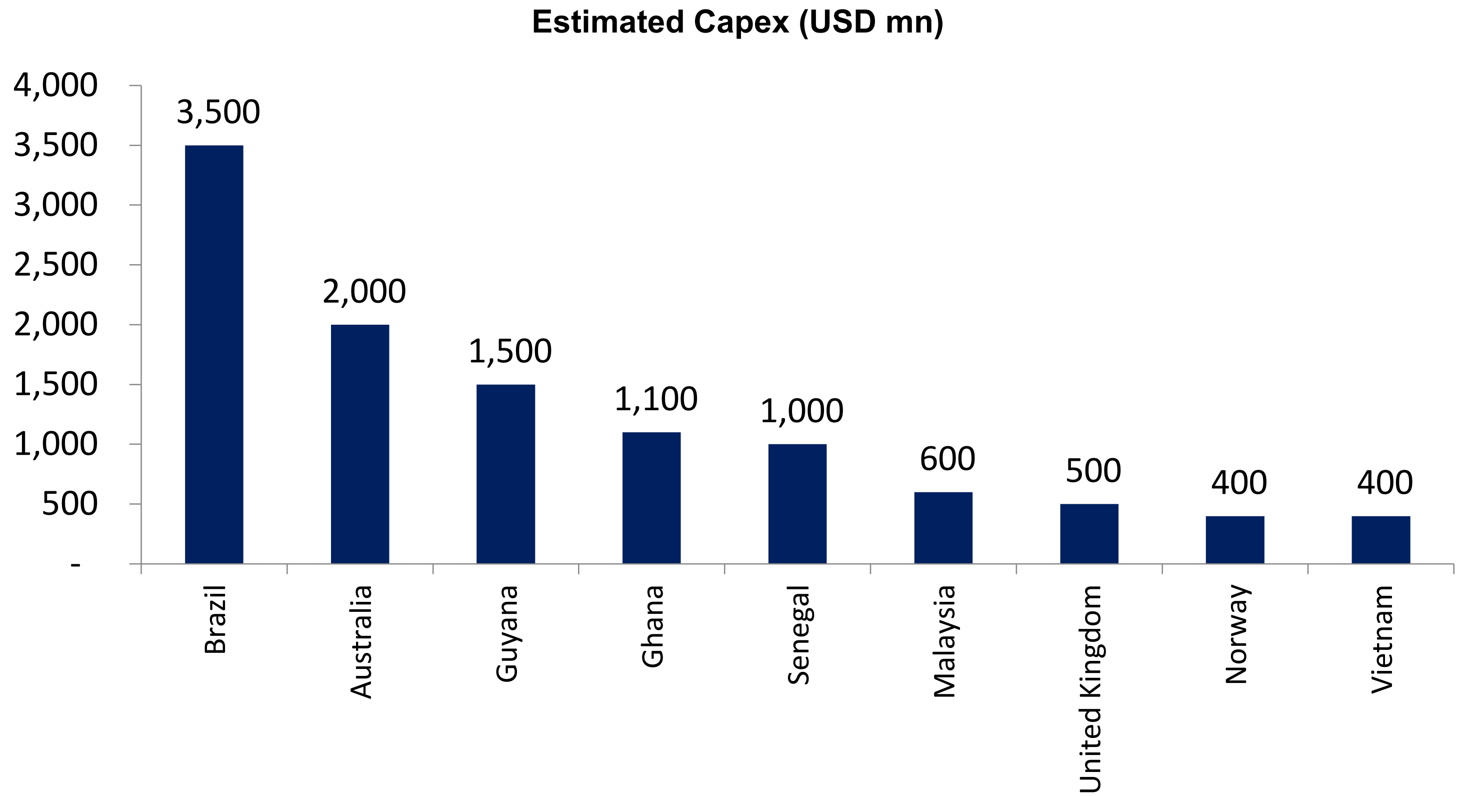
Forecasted FPSO awards



EMA forecasts new FPSO vessels orders of 40 – 80 from 2019 to 2023 with a total capital cost between USD49.5 – USD92.5 billion

Future Prospects

Estimated Capex for likely awards in next 12 months



- ✓ Potential of over 27 new awards within the next year, including 13 FPSOs, 6 FSRUs, 3 FSOs, and 2 MOPUs, 2 Production Semi and 1 FLNG
- ✓ More than half of the FPSOs awarded likely to be ordered within 2019
- ✓ Potentially up to 11 of upcoming 13 FPSO awards will be for leased units

1. *Source: Energy Maritime Associates (EMA), Floating Production Systems Quarterly Report, 2019 FPS Report Series Volume 3*

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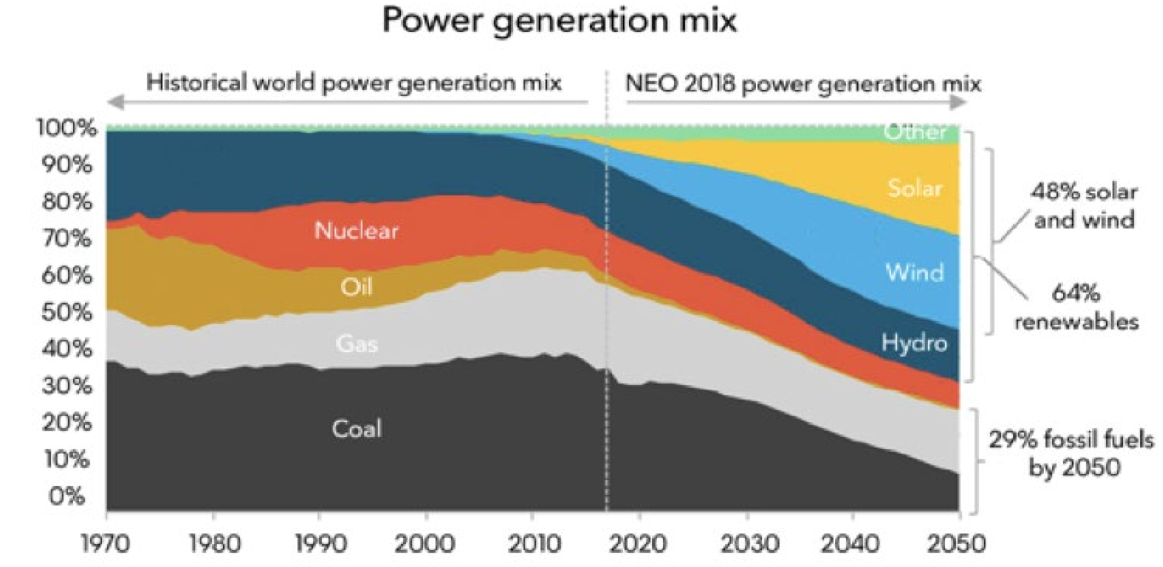
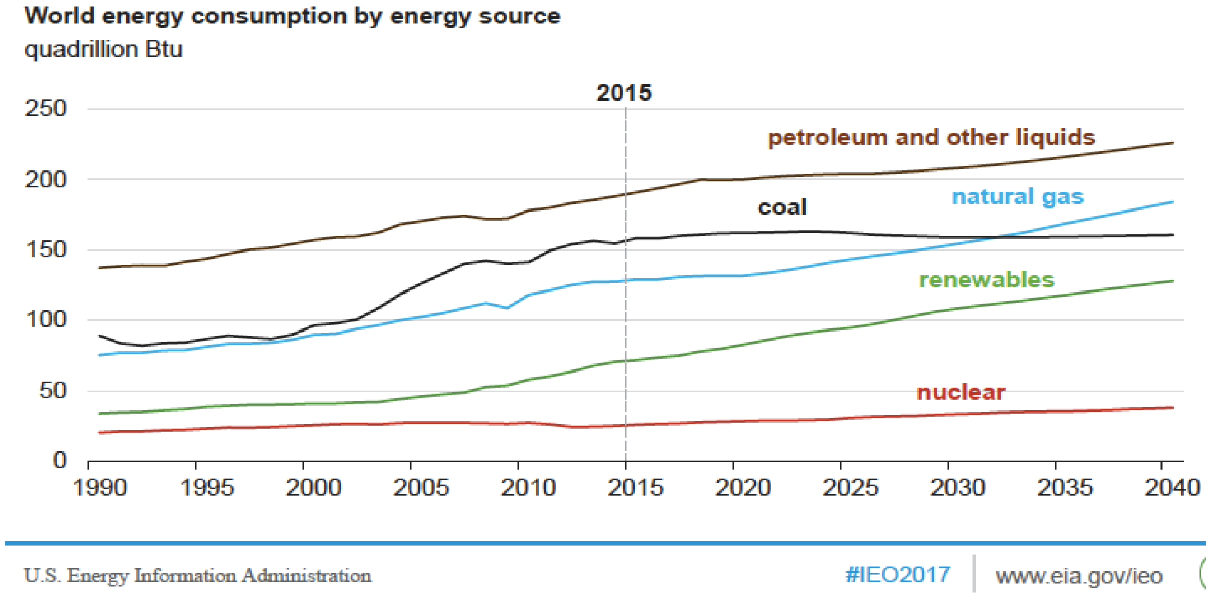
Energy outlook

Future Energy Mix



Source: Bloomberg NEF IEA



- There could be a potential shift in energy mix with renewable energy mix accounting for a larger share of power generation
- The development of electric vehicle and LNG powered ships could cause disruption to the oil business
- We believe there are opportunities within the renewable space. The potential Ezion transactions could give us a deep discount entry.

Energy Mix Shift Evident

Electric Cars: Why Little Norway Leads The World In EV Usage

David Nikel Contributor

Forbes

A Tesla charging station for electric cars by the fjord of Mosjøen. GETTY

Almost 60% of new cars sold in Norway during March 2019 were entirely electric-powered. It's the latest record-breaking statistic involving Norway and electric vehicle (EV) records as the Scandinavian nation looks to stop sales of fossil fueled cars by 2025.

RECHARGE

UK offshore wind 'generates more than nuclear'

Windy weather in the UK resulted in offshore and onshore turbines generating more than any other power source

by Christopher Hopson in London

18 March 2019
Updated 18 March 2019

Offshore and onshore wind farms generated more than one-third of the UK's electricity last week, more than any other power source, according to industry body RenewableUK.

Data supplied by analysts Aurora Energy Research for the period 8 to 14 March shows that 35.6% of the UK's power was provided by wind, compared to 31.2% by gas, 21.3% by nuclear, 6.7% by biomass, 2.6% by coal, 1.8% by hydro and 0.8% from other sources.

Offshore wind alone generated 21.4% of the UK's electricity supply during the last week – which is more than nuclear.

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Ezion Transaction

- The Ezion transaction will give us entry into the offshore wind space and solar and hydro via its associate companies
- Due diligence is still ongoing and the pending certain regulatory approvals
- We will evaluate the transaction with great care and if we proceed there will be an EGM called for the approval of the transaction.

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Questions

Strategy and financial matters

QUESTION 1

In the Management Discussion & Analysis (MD&A) on pages 28-41 of YINSON's Annual Report ("AR") 2019, it was stated that "This year, Yinson firmly established our intention to enter into the Brazilian market, with a dedicated team focusing on the three tenders for the Marlim 1 & 2 and Parque des Balesias FPSOs. In addtion, the Group focused significant effort to bid on Aker Energy's Pecan Project in Ghana which is a continuation of the FEED originally initated by the previous operator."

a) What are the Company's prospect and outlook going into the Brazillian and Ghanaian market?

YINSON'S RESPONSE

Brazil is the single largest market for FPSOs accounting for about 30-35% of existing FPSOs and also future FPSO jobs. The sheer capital expenditure size and track record requirements for Brazilian projects mean very few actually qualify to even participate in Brazil bids. This is evident as recent bids in Brazil received not more than two or three bidders. Brazil has a visible pipeline of FPSO jobs and with Petrobras being a solid counterparty it is a market we aim to grow.

In Ghana we are currently participating in one bid for Aker Energy's Pecan Projects. Having already delivered a FPSO sucessfully for ENI in Ghana ,we like the Aker project because it is in a country we already understand and an additional FPSO could bring synergies on the operations. Ghana, which is in West Africa, is a core region for us.

b) What are the key risk that the Company foresees in these markets and the mitigating actions to counter these risk?

YINSON'S RESPONSE

When looking at risk for FPSO projects we look at it systematically in line with our core pillars of business:

CONTRACT
Brazil Brazil is a mature FPSO market with many FPSOs operating under the lease arrangement. Thus, the contracting risk and framework is already well understood by the International financing market. Petrobras itself is a solid counterparty with a market capitalization of USD 98 billion as at July 2019. **Ghana** We already successfully delivered one large FPSO for ENI in Ghana and having an understanding of the legal and tax framework is helpful.

b) What are the key risk that the Company foresees in these markets and the mitigating actions to counter these risk?

YINSON'S RESPONSE (CONT'D)

When looking at risk for FPSO projects we look at it systematically in line with our core pillars of business:

PROJECT EXECUTION

Brazil

The 3 projects we are bidding for in Brazil have ZERO local content in terms of the construction of the FPSO. This coupled with the amount of engineering work that has been done during the long bid stage we believe project execution risk is minimised. The schedule while challenging is a realistic and achievable.

Ghana

The project will have some elements of local contents for fabrication but not more challenging than what we already achieved on the previous FPSO we built for Eni Ghana. The schedule is also an achievable and realistic. The prolonged bid process for this project also means a lot of engineering and schedule verification has been done minimising project execution risk.

b) What are the key risk that the Company foresees in these markets and the mitigating actions to counter these risk?

YINSON'S RESPONSE (CONT'D)

When looking at risk for FPSO projects we look at it systematically in line with our core pillars of business:

FINANCING
We are currently ready financially for two projects and preparing the capital for a potential third project should it come our way. We are selecting the most suitable avenues for this. Besides project financing, we are looking into project equity partners, tapping the fixed income market or other equity options.

b) **What are the key risk that the Company foresees in these markets and the mitigating actions to counter these risk?**

YINSON'S RESPONSE (CONT'D)

When looking at risk for FPSO projects we look at it systematically in line with our core pillars of business:

OPERATIONS

<u>Brazil</u>

Brazil has a large pool of trained personnel for the operations phase of the FPSO charter. We already have personnel on the ground in Brazil and have a clear understanding of risk in operations in Brazil. Our philosophy in operations setup is to always start on-boarding of trainees early for new operations and have them work on-board our other operating FPSO prior to start-up of a new FPSO.

<u>Ghana</u>

Operation risk is low for us in Ghana as we already understand the operating landscape there well. In addition any additional FPSO added to operations in Ghana can share certain shore-based facilities and cost e.g. head office, administrative services, warehousing to name a few.

QUESTION 2

The following expenditure items have increased/(decreased). (Note 9 on page 151 of the AR 2019). What are the main reasons for the increase/(decrease)?

	2019	2018	Increase/(Decrease)	
	RM'000	RM'000	RM'000	%
Auditors' remuneration: - Fees for statutory audits PricewaterhouseCoopers PLT ("PwC")	678	475	203	42.7
Auditors' remuneration: - Fees for non-audit services - Member firms of PricewaterhouseCoopers International Limited	509	89	420	471.9
Impairment loss on: - trade receivables	1,070	-	1,070	>100
Impairment loss on: - other receivables	5,364	-	5,364	>100
Impairment loss on: - tax recoverable	3,686	-	3,686	>100
Impairment loss on: - investment in a joint venture	12,892	-	12,892	>100
Employee benefits expenses Administrative expenses	42,187	66,277	(24,090)	(36.3%)

The following expenditure items have increased/(decreased). (Note 9 on page 151 of the AR 2019). What are the main reasons for the increase/(decrease)?

YINSON'S RESPONSE

The Group's total statutory audit fee for the current year increased due to new subsidiaries which were incorporated during the year as well as the number of audited financial statements for the individual entities increased. The audit scope has increased as well in tandem with the Group's growth in business activities over the past financial year. Non-audit services were significantly higher mainly due to services engaged for overseas' tax consultations mainly on issues related to tax structure and tax refund during the financial year.

The impairment loss for the reported financial year ended 31 January 2019 was assessed in accordance to the new accounting standard MFRS 9 which was applicable on the Group's financial assets . MFRS 9 changed the basis of impairment from the previous loss incurred model, which was based on past historical events to the Expected Credit Loss ("ECL") model, which is forward looking taking into consideration future macroeconomic conditions which would impact the future cash flow and credit risk changes. The Group's detailed accounting policies has been further elaborated in pages 135, 136 and 137 of our Annual Report.

The following expenditure items have increased/(decreased). (Note 9 on page 151 of the AR 2019). What are the main reasons for the increase/(decrease)?

YINSON'S RESPONSE (CON'T)

In particular, the impairment loss on tax recoverable was made in cognition of the expected time that would be taken to resolve the tax position of the Group's operation in an Africa country. Consequently, an impairment was made in consideration of anticipated delay in settling the Group's tax position and receiving the tax recoverable. The impairment loss arising from an investment in a joint venture is attributable to the delays in recovering amounts due from the charter of FPSO Lam Son as a result of the ongoing finalisation to transition from the existing interim charter arrangement to an official final charter contract. This protracted delay is due to getting the necessary approval from the local regulatory authorities

The following expenditure items have increased/(decreased). (Note 9 on page 151 of the AR 2019). What are the main reasons for the increase/(decrease)?

YINSON’S RESPONSE (CON’T)

Employee benefits expenses:-

For the financial year ended 31 Jan 2019, the existing staff resources which was supplemented by additional staffing were diverted to assist in the new FPSO project secured and FPSO tender bids specifically for the Brazil and Ghana markets. These staff resources were directly attributable and incremental to the project execution and tender bid activities where it has been capitalised as part of the costs of asset and acquiring these new project contracts respectively. As a result, the employee benefits expenses which were charged to the profit or loss reduced as a proportion of the employee benefits expenses which were associated with the FPSO project secured and FPSO tender bids has been subsequently recorded as asset cost and as the costs incurred to prepare and secure these tender bids respectively.

Questions

Corporate Governance matters

QUESTION 1

Based on the Corporate Governance (“CG”) report of the Company on the application of the Practices under the Malaysian Code on Corporate Governance (“MCCG”) 2017, please provide clarification on the following:

As YINSON falls under the category of Large Companies as defined under MCCG 2017, the Step Up Practices are applicable to YINSON.

a) 7.2 – The Board discloses on a named basis the top five senior management’s remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

   YINSON’s response: Departure

   On page 28 of CG report, it was disclosed that “the Board has decided to depart from this Practice as the disclosure would affect the competitiveness of the Group due to the niche market and expertise required for the industry. The remuneration of senior management is disclosed on an aggregate basis, taking into account the salary, allowances, bonus, benefits-in-kinds and other emoluments.”

b) The Board has a policy which limits the tenure of its independent Directors to nine years.

   YINSON’s response: Not adopted

MSWG's comment:

The full disclosure of the remuneration allows stakeholders to understand the link between senior management remuneration and the company's performance. This will also enable stakeholders to determine whether the remuneration is fair and able to attract and retain talent.

YINSON'S RESPONSE

The Board is of the key opinion that the disclosure on the remuneration of the Key Senior Management on a named basis would not be in the interest of the Group due to confidentiality and sensitivity concerns as well as the issue of competition, security and staff poaching.

The Board will ensure that the remuneration of the Key Senior Management commensurate with their duties and responsibilities and the performance of the Company.

The Board will continue to review this Practice annually.

MSWG's comment:

Currently none of the tenures of the Independent Directors exceed a cumulative term limit of 9 years therefore YINSON is in a position to adopt this practise. Does YINSON intend to adopt Practise 4.3? If so, by when?

YINSON'S RESPONSE

This approach is underpinned by the Board recognising that value of long serving Independent Non-Executive Directors ("INEDs") who have developed a good understanding of Yinson Group's businesses over time and their insights are most valuable in the floating solutions for the offshore oil and gas industry.

The Board holds the view that a nine-year term limit does not prima facie indicate interference with an INED's independent judgement and ability to act in the best interest of the Company. As such, the INEDs could be re-designated as Non-Independent Non-Executive Director or retained as INED as prescribed under MCCG 2017 provided the Board is able to justify the same through an independent assessment facilitated by the Board Nominating and Remuneration Committee. However, the Board recognising that INEDs shall not serve as independent beyond twelve years.

The Board via Nominating and Remuneration Committee will review this Practice and consider adopting a policy which limits the tenure of Independent Directors.

QUESTION 2

Yinson's Environment, Social & Governance ("ESG") practises received due recognition when it was announced on 14 June 2019 by Bursa Malaysia that the Company was one of the 16 new additions to the constituents of the FTSE4Good Bursa Malaysia ("FTGBM") Index for the June 2019 semi-annual review.

a) What were the notable ESG practises that contributed to the inclusion into F4GBM Index?

b) What are the areas identified for further improvement of the current ESG practises (please include target and actual, if available)

a) What were the notable ESG practises that contributed to the inclusion into F4GBM Index?

YINSON'S RESPONSE

Yinson believes in continuous progressiveness toward managing sustainability through key themes of Environment, Social and Governance (ESG). The F4GBM mainly relies on public disclosures for their assessment process. Mainly, our inclusion is premised on recent improved practices and disclosures on anti-bribery and anti-corruption, corporate governance and labor standards. The following are the key practices that are covered under these assessment points:

- Yinson has implemented a comprehensive Anti-Bribery and Anti-Corruption (ABAC) framework which amongst others, has put in place a Group-wide ABAC Policy, online ABAC training and test for employees and vendors.
- Yinson has developed a Vendor Registration Portal platform that is used to monitor our vendors' policies and practices which pertain to sustainability management.
- Yinson has also revamped and made publicly available our Code of Conduct and Business Ethics – in which includes elements of anti-discrimination, anti-child labour, and anti-forced labour – and Whistleblowing Policy and Procedure.
- Yinson has established policies and procedures in guiding our dealings with business partners, third parties and international commercial representatives – the documents have elements of managing the risk of bribery and corruption such as due diligence process and strong contractual practices.

a) What are the areas identified for further improvement of the current ESG practises (please include target and actual, if available)

YINSON'S RESPONSE

Yinson has established its 3-year Sustainability Plan FY2018-2020 in 2017 which focuses on the ESG elements and is targeted to be completed by January 2020. In view of this, a review of the Plan's achievement and effectiveness will be conducted in Dec 2019 and a revised Sustainability Plan to be developed.

Some possible areas to be explored for further improvement in relation to the current ESG practices include, but are not limited to the following : -

Environment

- **Material management**: Yinson aims to improve data monitoring and disclosures of office material usage. We are aiming to identify practices for more efficient material usage, this includes firming our stance against Group-wide single-use plastic consumables, e.g. plastic bottles through internal awareness initiatives.

Social

- **Community**: YINSON has outlined education and environment as our main themes for CSR. In line with our themes, we will be aiming to increase our efforts toward organizing more impactful programmes. With an established CSR Policy, Yinson will encourage our employees to be more proactive in identifying potential new CSR projects to be implemented.

Governance

- **Anti-bribery and anti-corruption**: Yinson will explore on obtaining ISO 37001: Anti-Bribery Management Systems certification for Group-wide business processes.

26^{th} Annual General Meeting

10:30am, 11 July 2019

Pullman Kuala Lumpur Bangsar

YINSON

Passionately delivering **powerful** solutions