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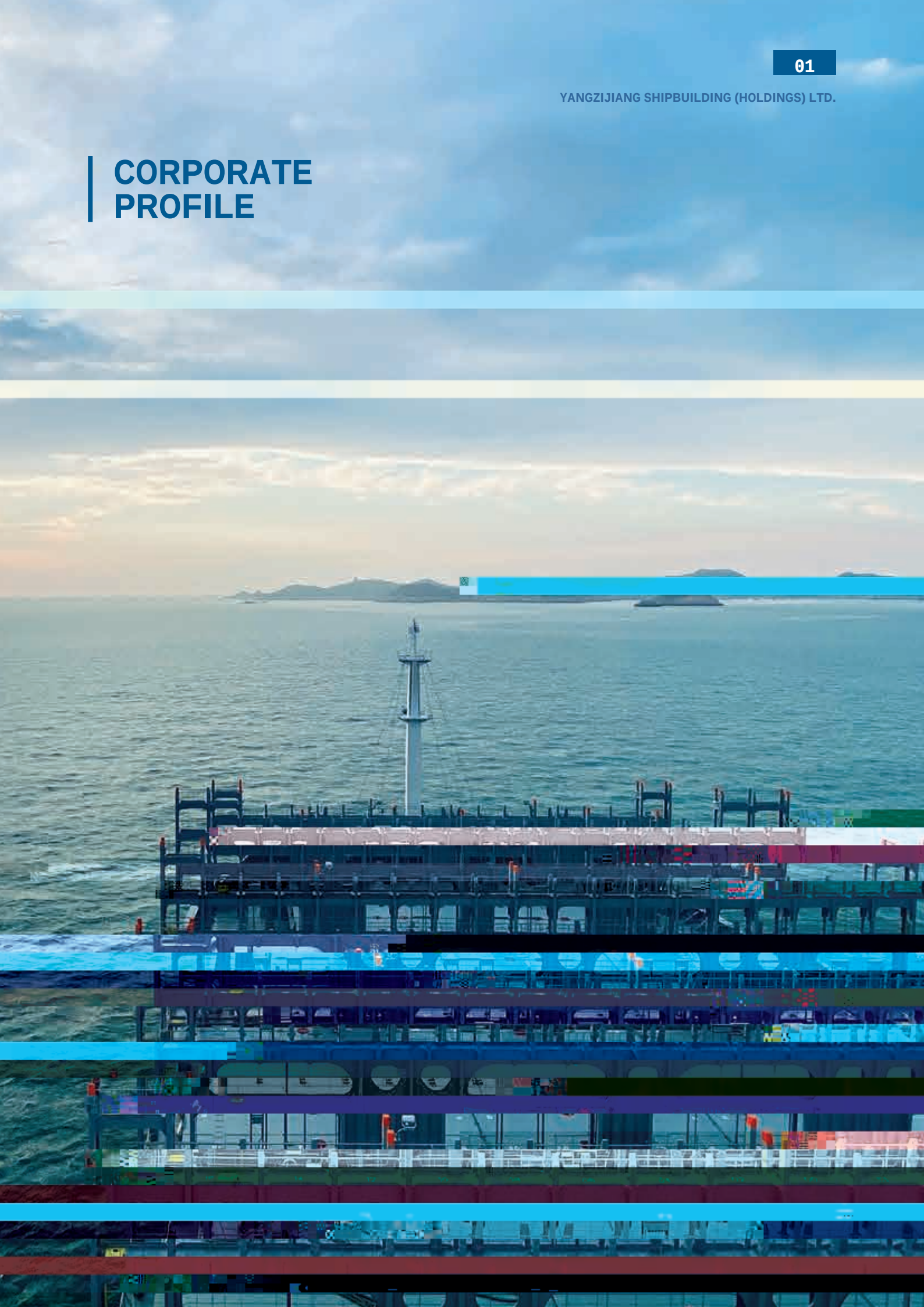
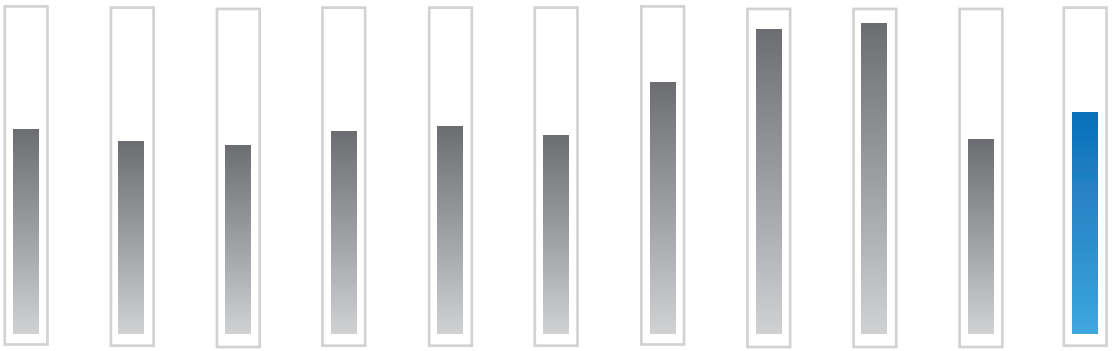
# CORPORATE PROFILE



## REVENUE

16,768



## PROFIT ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY

3,699

## DIVIDEND

5.0

# TRANSFORMATIONAL GROWTH OVER 60 YEARS

# HONORARY CHAIRMAN'S STATEMENT

**Yangzijiang is well-positioned to ride through these unprecedented times and I am confident we will emerge as one of the winners in the post pandemic world.**

**DEAR SHAREHOLDERS,**

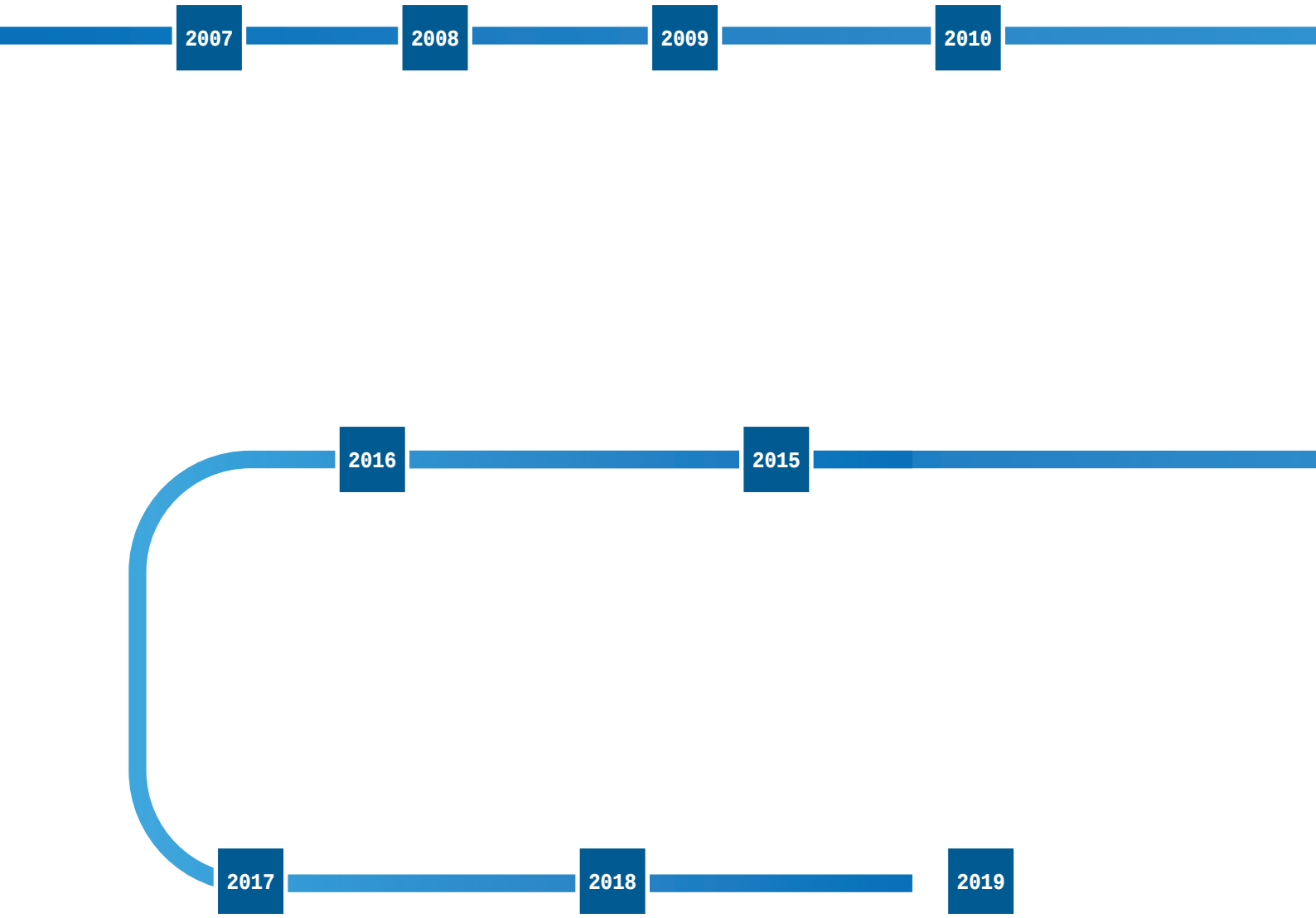
**REN YUANLIN**

**DEAR SHAREHOLDERS,**

## ADVANCING OUR SUSTAINABILITY GOALS

## PROPOSED SPIN-OFF LISTING

# CORPORATE MILESTONES



# BACKED BY RECORD-HIGH ORDERBOOK AND STRONG NET CASH POSITION, ENABLING STRONG EXECUTION CAPABILITIES

**REN LETIAN**

**CHEN TIMOTHY TECK LENG**

TEO YI-DAR

XU WEN JIONG

# SENIOR MANAGEMENT

ZHANG HONGFEI

SONG SHUMING

DU CHENGZHONG

DING JIANWEN

# GOING BEYOND AND ABOVE

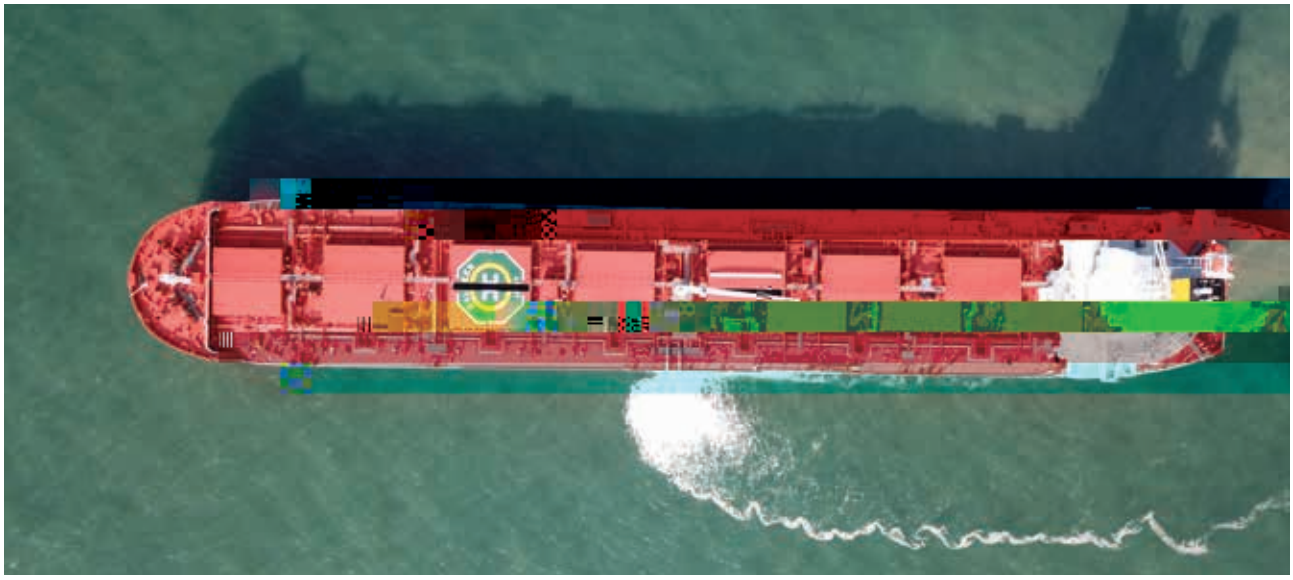
SCHENCH

## FINANCIAL REVIEW

## OPERATIONAL REVIEW

# FINANCIAL AND OPERATIONS REVIEW

## MARKET OVERVIEW AND OUTLOOK



## MATERIAL TOPICS

1. ECONOMIC CONTRIBUTION -

2. ENVIRONMENTAL PROTECTION -

Giving back to the society

3. WORKPLACE SAFETY -

4. COMMUNITY TRAINING & DEVELOPMENT -

## 1. ECONOMIC CONTRIBUTION

### Financial contribution

Economic value created through cost savings

## 2. ENVIRONMENTAL PROTECTION

## 3. WORKPLACE SAFETY

**Company**

***Board Approval (Provision 1.3)***

***Delegation by the Board (Provision 1.4)***

| NC | RC | AC | Board Committees |
|---|---|---|---|

| Name of Directors | Board of Directors | | Audit Committee | | Nominating Committee | | Remuneration Committee | | Annual General Meeting |
|---|---|---|---|---|---|---|---|---|---|
| | No. of meeting | | No. of meeting | | No. of meeting | | No. of meeting | | |
| | Held | Attended | Held | Attended | Held | Attended | Held | Attended | |
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***Access to Management, Company Secretary and Advisers (Provision 1.7)***

***Board Composition, Size and Diversity (Provisions 2.3 & 2.4)***

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|---|---|---|---|---|
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# CORPORATE GOVERNANCE REPORT

**Board Membership**

***Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.***

***NC Composition and Role (Provisions 4.1 & 4.2)***

***Process for the selection, appointment and re-appointment of Directors (Provision 4.3)***

# CORPORATE GOVERNANCE REPORT

***Determination of Independence of a Director (Provision 4.4)***

***Key Information on Directors (Provision 4.5)***

**Board of Directors**

| Name of Directors | Date of First Appointment | Date of Last Re-election | Present Directorships and Chairmanships in Other Listed Companies | Directorships and Chairmanships in Other Listed Companies over the preceding three years |
|---|---|---|---|---|
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| | TEO YI-DAR |
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| | TEO YI-DAR |
|---|---|
| **Information required**<br><br>**Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.** | |
| | |
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# CORPORATE GOVERNANCE REPORT

| | |
|---|---|
| | |

# CORPORATE GOVERNANCE REPORT

| | TEO YI-DAR |
|---|---|
| | |
| | |
| **Information required**<br><br>**Disclosure applicable to the appointment of Director only** | |
| | |

| | CHEN TIMOTHY TECK LENG @ CHEN TECK LENG |
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# CORPORATE GOVERNANCE REPORT

| | CHEN TIMOTHY TECK LENG @ CHEN TECK LENG |
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| | CHEN TIMOTHY TECK LENG @ CHEN TECK LENG |
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| If noinpleaseTsthas ifetherdr rcany | prory in |
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# CORPORATE GOVERNANCE REPORT

**Board Performance**

***Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.***

***Performance Criteria and Assessment Criteria (Provisions 5.1 & 5.2)***

**REMUNERATION MATTERS**

**Procedures for Developing Remuneration Policies**

***Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.***

***RC Composition and Role (Provisions 6.1, 6.2, 6.3 & 6.4)***

# CORPORATE GOVERNANCE REPORT

**Level and Mix of Remuneration**

***Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.***

***Remuneration of Directors and KMPs (Provisions 7.1, 7.2 & 7.3)***

# CORPORATE GOVERNANCE REPORT

**Disclosure on Remuneration**

***Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.***

***Disclosure of Remuneration (Provisions 8.1 & 8.3)***

| Name of Directors | Breakdown of Remuneration in Percentage (%) | | | | Total (S$) |
|---|---|---|---|---|---|
| | Fees (%) | Salary (%) | Variable Bonus (%) | Total (%) | |
| | | | | | |
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**Notes:**

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***Oversight of Risk Management (Provision 9.1)***

**Internal Audit Team**

# CORPORATE GOVERNANCE REPORT

***Assurances from CEO and CFO (Provision 9.2)***

**Audit Committee**

***Principle 10: The Board has an Audit Committee ("AC") which discharges its duties objectively.***

***Composition, Power and Duties of the AC (Provisions 10.1, 10.2, 10.3 & 10.5)***

**KAMs**

# CORPORATE GOVERNANCE REPORT

**Whistle Blowing Policy**

***Internal audit (Provision 10.4)***

## SHAREHOLDER RIGHTS AND ENGAGEMENT

### Shareholder Rights and Conduct of General Meetings

***Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company.***

# CORPORATE GOVERNANCE REPORT

***Dividend Policy (Provision 11.6)***

**Engagement with Shareholders**

***Principle 12: The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.***

***Shareholder Communication (Provision 12.1)***

***Internal Investor Relations (Provisions 12.2 & 12.3)***

# CORPORATE GOVERNANCE REPORT

## MANAGING STAKEHOLDERS RELATIONSHIPS

### Engagement with Stakeholders

***Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.***

***Engaging Material Stakeholder Groups (Provisions 13.1 & 13.2)***

***Corporate Website (Provision 13.3)***

## OTHER CORPORATE GOVERNANCE MATTERS

### INTERESTED PERSON TRANSACTIONS

***(Rule 907 of the Listing Manual of SGX-ST)***

| Name of interested persons | Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) RMB'000 | Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000) RMB'000 |
|---|---|---|
| _____ | | |
| _____ | | |

# CORPORATE GOVERNANCE REPORT

**IPTs**

**RISK MANAGEMENT**
***(Rule 1207(4)(d) of the Listing Manual of SGX-ST)***

**MATERIAL CONTRACTS**
***(Rule 1207(8) of the Listing Manual of SGX-ST)***

**DEALING IN SECURITIES**
***(Rule 1207(19) of the SGX-ST)***

**CORPORATE DISCLOSURE**

# DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

**Share options**

**Audit Committee**

# DIRECTORS' STATEMENT

**Audit Committee (Continued)**

**Independent auditor**

# INDEPENDENT AUDITOR'S REPORT

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Our Opinion

### Basis for Opinion

### Our Audit Approach

| Key audit matter | How our audit addressed the key audit matter |
| --- | --- |
| **1. Shipbuilding contracts** | |
| | |

# INDEPENDENT AUDITOR'S REPORT

| Key audit matter | How our audit addressed the key audit matter |
|---|---|
| **2. Debt investments at amortised cost** | |
| | |

| Key audit matter | How our audit addressed the key audit matter |
| --- | --- |
| **3. Goodwill** | |
| | |

**Responsibilities of Management and Directors for the Financial Statements**

**Auditor's Responsibilities for the Audit of the Financial Statements**

**Auditor’s Responsibilities for the Audit of the Financial Statements (Continued)**

| | Note | The Group | |
|---|---|---|---|
| | | 2021 | 2020 |
| | | RMB'000 | RMB'000 |

# BALANCE SHEETS – GROUP

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

| | Note | The Group 31 December 2021 RMB'000 | 2020 RMB'000 |
|---|---|---|---|
| **ASSETS** | | | |
| **Current assets** | | | |
| | | 12,363,193 | |
| | | 17,307 | |
| | | 367,436 | |
| | | 15,851,520 | |
| | | 4,121,025 | |
| | | 1,639,809 | |
| | | 3,983,201 | |
| | | 209,345 | |
| | | 38,552,836 | |
| **Non-current assets** | | | |
| | | 2,017,115 | |
| | | 729,985 | |
| | | 1,081,311 | |
| | | 477,109 | |
| | | 930,575 | |
| | | 522,679 | |
| | | 1,104,890 | |
| | | 115,752 | |
| | | 5,151,788 | |
| | | 22,374 | |
| | | 258,979 | |
| | | 646,871 | |
| | | 13,059,428 | |
| **Total assets** | | 51,612,264 | |
| **LIABILITIES** | | | |
| **Current liabilities** | | | |
| | | 2,804,201 | |
| | | 4,822,611 | |
| | | 4,501 | |
| | | 2,503,814 | |
| | | 648,398 | |
| | | 1,015,096 | |
| | | 11,798,621 | |
| **Non-current liabilities** | | | |
| | | 1,952,779 | |
| | | 1,799,299 | |
| | | 3,752,078 | |
| **Total liabilities** | | 15,550,699 | |
| **NET ASSETS** | | 36,061,565 | |
| **EQUITY** | | | |
| **Capital and reserves attributable to equity holders of the Company** | | | |
| | | 7,361,990 | |
| | | (269,582) | |
| | | 2,015,702 | |
| | | 26,815,306 | |
| | | 35,923,416 | |
| **Non-controlling interests** | | 138,149 | |
| **Total equity** | | 36,061,565 | |

# BALANCE SHEETS – COMPANY

| | Note | The Company 31 December 2021 RMB'000 | 2020 RMB'000 |
|---|---|---|---|
| **ASSETS** | | | |
| **Current assets** | | | |
| | | 177,622 | |
| | | 6,934,273 | |
| | | – | |
| | | 7,111,895 | |
| **Non-current assets** | | | |
| | | 2,224,713 | |
| | | 6,042,814 | |
| | | 319,581 | |
| | | 134,062 | |
| | | 334 | |
| | | 8,721,504 | |
| **Total assets** | | 15,833,399 | |
| **LIABILITIES** | | | |
| **Current liabilities** | | | |
| | | 2,468,037 | |
| | | 792 | |
| | | 841,904 | |
| | | 158 | |
| | | 3,310,891 | |
| **Non-current liabilities** | | | |
| | | – | |
| | | – | |
| | | 3,310,891 | |
| **NET ASSETS** | | 12,522,508 | |
| **EQUITY** | | | |
| **Capital and reserves attributable to equity holders of the Company** | | | |
| | | 7,326,773 | |
| | | (269,582) | |
| | | 148,175 | |
| | | 5,317,142 | |
| **Total equity** | | 12,522,508 | |

| | Attributable to equity holders of the Company | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Note | Share capital | Treasury shares | Statutory reserve | Capital reserve | Currency translation reserve | Other reserve | Retained earnings | Total | Non-controlling interests | Total equity |

# HONORARY CHAIRMAN'S STATEMENT

**Yangzijiang is well-positioned to ride through these unprecedented times and I am confident we will emerge as one of the winners in the post pandemic world.**

**DEAR SHAREHOLDERS,**

**REN YUANLIN**