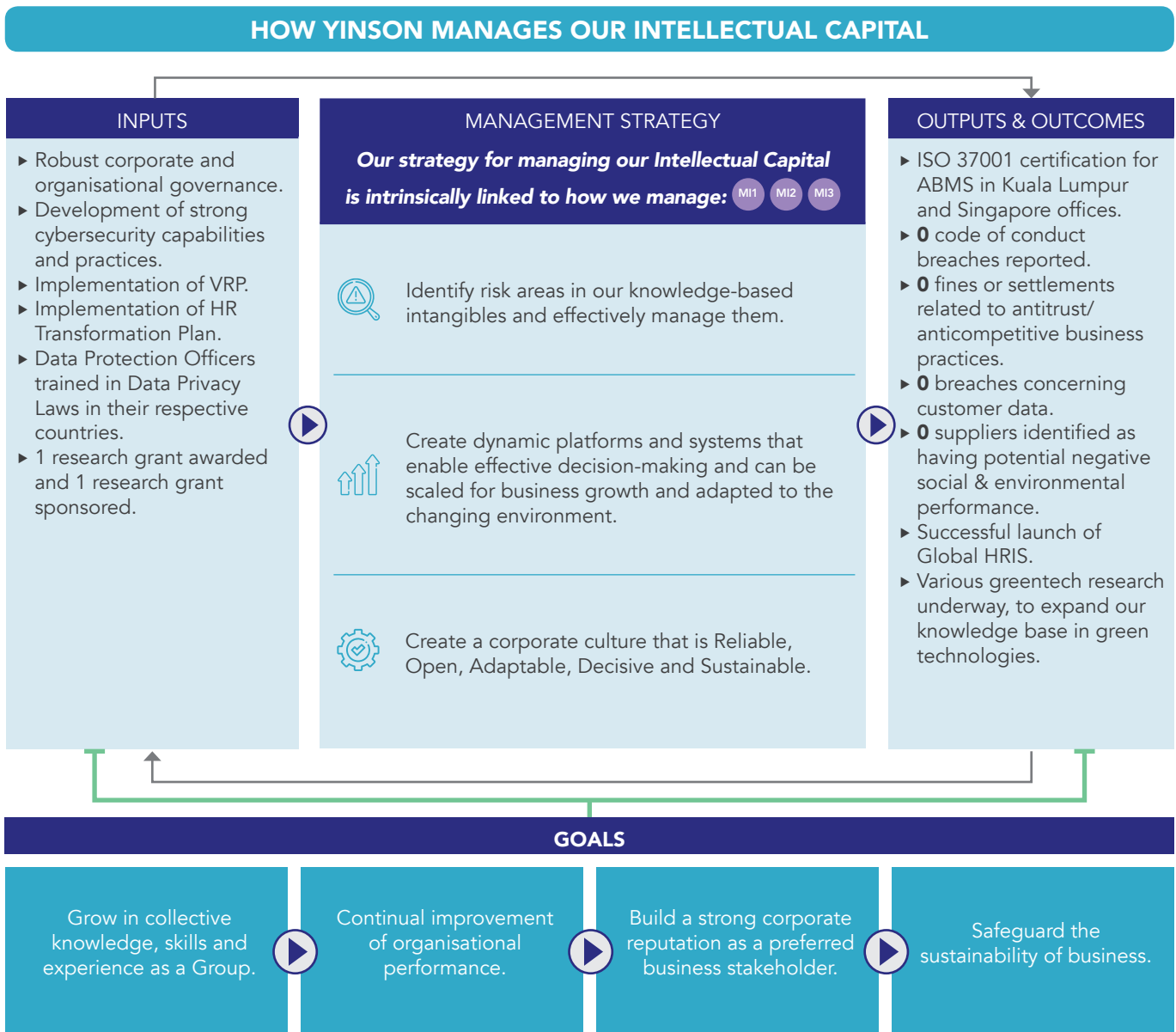


INTELLECTUAL CAPITAL

Intellectual Capital refers to the organisational, knowledge-based intangibles including IP and organisational capital such as tacit knowledge, systems, procedures and protocols.

‘Good Corporate Governance’, ‘Cybersecurity’ and ‘Digitalisation’ are three of Yinson’s material topics, identified during our materiality assessment. The first two topics were identified as topics which can add operational value to Yinson, while the third was identified as a foundation topic for Yinson. Our strategy for managing our Intellectual Capital focuses on building strong systems and structures which can help us to deliver on our commitments, manage risks and excel on the global playing field; enhancing the collective knowledge and experience of the Group, as well as the creation of a conducive working environment that encourages teamwork.



INTELLECTUAL CAPITAL

MI1 MATERIAL TOPIC: GOOD CORPORATE GOVERNANCE

DEFINITION OF MATERIAL TOPIC

Upholding of business policies and processes to be a responsible and ethical corporate citizen.

IMPACTS

WHY IS THIS TOPIC MATERIAL TO US?

Yinson is committed to high standards of integrity and ethics in the conduct of our business. Corporate governance involves balancing the interests of our many stakeholders and provides the framework for attaining of our objectives encompassing every sphere of management, from action plans and internal controls to performance management and corporate disclosures. Thus it is crucial to the mitigation of risks in all areas of our business. Our Board continues to provide prudent leadership and strategic guidance to safeguard stakeholder value creation with robust governance framework and effective control systems.

RISKS

- Poor corporate governance could lead to reputational risks, including loss of public trust and investor/shareholder confidence.
- Poor management of corporate governance risks could have significant negative impact to business operations and profitability.
- Long-term business sustainability may be affected by weak corporate governance practises.
- Overextension of corporate governance procedures could lead to bureaucracy issues or slower decision-making.

OPPORTUNITIES

- Checks and balances arising from good corporate governance practises enable the robust and appropriate control and oversight of the business.
- Robust governance controls in operations can improve external confidence, leading to positive financial and reputational impacts.
- Transparency of corporate governance practices can facilitate trust building amongst all stakeholders and boost shareholder confidence.

Management approach

Policies, procedures & frameworks

Yinson embeds world class business practices and a robust corporate governance and risk framework with key focus on transparency, accountability, effective leadership, and sustainable performance. We are committed to continuously reviewing, enhancing, and improving our governance practices and frameworks towards ensuring the best interests of our stakeholders are upheld. Our corporate governance practices are guided by policies and procedures including:

- Corporate Disclosure Policy & Procedure.
- Stakeholder Communication Policy & Procedure.
- Data Privacy & Procedure.
- Information Security Policy & Procedure.
- Sanction Policy.



Scan this QR code for our full list of publicly available policies

Training & awareness

Yinson continues to provide training and guidance to ensure ethical decision-making. We roll out awareness training through a combination of training methods, including the following methods carried out in FYE 2022:

- Mandatory employee ABAC training on our LMS.
- Certified training for DPOs to enhance knowledge on data privacy laws, who were then empowered to roll out awareness trainings in the local offices.
- Awareness webinars on Information Security for employees.
- Monthly legal awareness webinars conducted by in-house legal team.

Corporate Compliance Review, pg 76; Legal & Insurance Review, pg 78

INTELLECTUAL CAPITAL

Intellectual Property

We recognise the importance of IP as a valuable company asset. Yinson continues to strengthen the management of IP through the implementation of a Global Initiative for IP, which includes:

- Training and awareness programmes for employees to identify and understand IP.
- Securing Yinson's IP, including trademarks, copyrights, designs and patents.
- Development of IP Management Plan and Strategy.



Intellectual Property Initiative, pg 80

Corporate tax governance

Yinson continues to balance corporate tax governance with business activities and ethical, social and development-related expectations. Our approach to tax governance centres around a 'Compliance first' philosophy and includes considerations for tax management and governance, tax strategy and our relationship with tax authorities. Yinson's Whistleblowing Policy & Procedure has mechanisms that were formulated to report tax-related malpractices.

Sustainability governance

Yinson has a sound governance structure in place to guide and manage sustainability-related matters. Our Board maintains oversight of sustainability strategies through our Sustainability Committee ("SC"). The SC is chaired by our Group CEO, with the committee made up of our key senior management. The SC convenes quarterly to review and guide our Group-wide sustainability efforts. The key function of the SC includes formulating sustainability strategies, setting metrics and targets, monitoring sustainability performance and managing sustainability risks and opportunities.



Sustainability governance, pg 123

Anti-Bribery & Anti-Corruption

Safeguarding Yinson against corruption and bribery is amongst the top priorities of our organisation. Yinson's management approach towards anti-bribery and anti-corruption is guided by our ABAC policy. In FYE 2022, Yinson was awarded ISO 37001 certification from Bureau Veritas for our ABMS. We continue to implement procedures and processes aligning ISO 37001 ABMS Standard.



Anti-Bribery & Anti-Corruption, pg 71

Whistleblowing

Yinson encourages all stakeholders including business partners, general public, employees, third-parties and vendors to raise genuine concerns about suspected or possible violations of Yinson's COBE, improprieties in matters of financial reporting, non-compliances with laws and regulations, non-compliance with the Yinson's policies and procedures and to disclose any improper conduct or other malpractices with Yinson through our designated channels, without fear of unfair treatment or reprisal.




Whistleblowing, pg 76

INTELLECTUAL CAPITAL

MI2 MATERIAL TOPIC: CYBERSECURITY	
<p>DEFINITION OF MATERIAL TOPIC Ensuring digital systems and assets are safeguarded against external cyber threats.</p>	<p>IMPACTS</p> <div style="display: flex; align-items: center;"> <div style="display: flex; gap: 5px;"> S1 S2 S3 S4 S5 S6 S7 S9 S10 GS1 GS2 </div> </div>
<p>WHY IS THIS TOPIC MATERIAL TO US? As Yinson continues to enhance our systems and processes through digitalisation and technology, we become increasingly reliant on data, much of which are proprietary and confidential, and which are being stored and processed in an electronic format. This drives the need for robust cybersecurity. Any intrusion into Yinson’s digital systems could affect our business activities and potentially result in financial losses, theft of proprietary and/or confidential information, loss of competitiveness and/or business interruption and reputational damage.</p>	
<p>RISKS</p> <ul style="list-style-type: none"> Reputational risks may arise from social data leaks, especially for companies that provide B2C products and services. Cyberattacks may lead to operational issues such as assets being frozen, leading to downtime. Costs of handling and recovering from cyberattacks are significant and may have great impact on an affected company financially and reputationally. Platform concentration risk may arise for businesses that depend too heavily on a single data storage platform. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Businesses that are able to stay ahead of rapidly evolving cybersecurity threats with strong cybersecurity expertise and practises can provide confidence for the business to grow without undue worry of potential external threats. The ability to manage cybersecurity risks well can raise stakeholder confidence and mark a company as a partner of choice, as there is assurance that information shared during the course of doing business is secure.
Management approach	
<p>In response to cybercriminals’ increased attacks on Information Technology, Operational Technology and Industrial Control Systems, Yinson is working actively to ensure that we are well prepared to manage these risks.</p> <p>Yinson’s Cyber Risk Management Roadmap consists of multiple initiatives which will strengthen the cybersecurity system within the Group. Steps taken include actively training our people, updating our processes to be more relevant and putting in relevant technology that can help us reduce our cyber risks.</p> <p>Achieving and maintaining the cybersecurity of our offshore assets have been a continual effort, carried out through a combination of active internal training, updating our processes to be more relevant and putting in applicable technologies that can help us to reduce our cyber risks adequately.</p>	
<div style="display: flex; align-items: center;"> Information security & cybersecurity, pg 74 </div>	

INTELLECTUAL CAPITAL

MI3 MATERIAL TOPIC: DIGITALISATION	
<p>DEFINITION OF MATERIAL TOPIC</p> <p>Integrate digital solutions into business processes and operations to optimise business growth in line with technology.</p>	<p>IMPACTS</p> 
<p>WHY IS THIS TOPIC MATERIAL TO US?</p> <p>Technological advancement is one of the biggest forces shaping today's business landscape. In order to keep our edge as a leader in our fields, we need to capitalise on emerging technologies and innovative digital tools that can be enablers for the growth of our business divisions. Our investments are guided by a thoughtful strategy that considers how the technology impacts productivity, asset lifecycles, scale-up potential and long-term business sustainability. The implementation of digital technologies and solutions will enable automation, increase data quality, collection and structure to be redeployed into our existing workflow. Digitalisation allows for higher process efficiency, reduction of human errors and better control over business operations.</p>	
<p>RISKS</p> <ul style="list-style-type: none"> • Non-standardisation of internal processes may lead to inefficiencies in decision-making and operational processes, and worse, compromised safety of employees. • Lack of modern digital tools and mediums may create an uncompetitive business environment where work is hampered, leading to operational inefficiencies and loss of employee morale. • Companies that fail to embrace and invest in digitalisation and innovation may find themselves falling behind in the competitive business landscape. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Utilisation of digital solutions may reduce low-value, tedious work, freeing up staff capacity for more value-adding work. • Cost efficiencies may arise from processes that are made more efficient through digitalisation and technology. • New revenue streams may be unlocked through utilisation of data and novel technologies produced from assets and business processes. • Good access to accurate and timely data leads to better decisions made in a shorter time, which is a significant competitive edge for businesses. • A company that invests in new technology and digitisation platforms could contribute significantly towards solving global issues like climate change and energy inequity.
Management approach	
<p>By embracing digitalisation, Yinson creates value through optimisation of existing processes/workflows, enhancement of our core products and creation of new digital services. Yinson will continue to reinforce our organisation and governance to provide guidance, framework and to support further digitalisation.</p> <p><i>Optimisation of existing processes & workflows</i></p> <p>One of the key aims of digitalisation for Yinson is to ensure that timely and accurate data is provided to all stakeholders in order to increase efficiency and improve the quality of decisions made. The focus on digitalisation is Group-wide, connecting and aligning all Yinsonites to common workflows regardless of divisions, teams or geographies. Examples of digitalisation of our processes are found throughout this Report, and include:</p> <ul style="list-style-type: none"> • A central Treasury Management System that monitors our liquidity, receivables, payables and debt through dashboards and analytics. • An ERP system that synchronises accounting data to be shared Group-wide. It features a cloud-based document system and dashboards of all key areas to empower users with control of their data and outstanding tasks. • A lifecycle cost model that is based on ISO 15663 that assesses the economic viability of various alternatives by calculating their lifecycle cost to support decision-making. • A centralised data management system to manage our engineering information and implement global engineering solutions. • An ISO 9001-qualified VRP which enhances our capabilities relating to pre-qualification assurance and vendor performance. • A Global HRIS which unites various HR systems across our global offices into a single, unified solution for all employees. • An ISO 45001-certified HSE Management System that provides a single and clear framework for the organisation to improve our HSE performance. • The YMS digitalises all the work processes in Yinson Production and makes them available both onshore and offshore. <p>In terms of IT infrastructure, Yinson has adapted to demands of operating during and post Covid-19 pandemic. We have allocated resources, improved our technology and adapted our workflow to the needs of hybrid working mode. We have since transitioned to a fully cloud-based communication and collaborative platform. We empower our employees to work from home by providing hardware, software and training support.</p>	

INTELLECTUAL CAPITAL

Innovation of new digitalisation & technology products

'Forefront of innovation and disruption' is one of Yinson's business strategies for catalysing growth and keeping us relevant to the changing environment. We encourage our people to think outside the box when faced with challenges and not be satisfied with the status quo, but to instead find ways to do things better, faster and more productively. When complemented by strong governance and risk management, we believe that innovation can revolutionise and propel business performance. Examples of such innovation include data collection and digital twin representation, drone-assisted technology for unmanned asset inspection and 3D printing to improve our supply chain process.



Asset lifecycle management at Yinson, pg 45

Yinson GreenTech is a powerful platform for the development of profitable, disruptive businesses based on clean technologies and digitalisation. By identifying and investing in strategic green technology companies, coupled with our growing in-house expertise, we aim to relentlessly drive innovation in order to build low carbon businesses that can serve customers to support their own net zero ambitions. To this end, we have embarked on various digital initiatives including the development of an integrated platform that combines fleet management, data analytics and user interfaces.



Business Review - Green Technologies, pg 111

