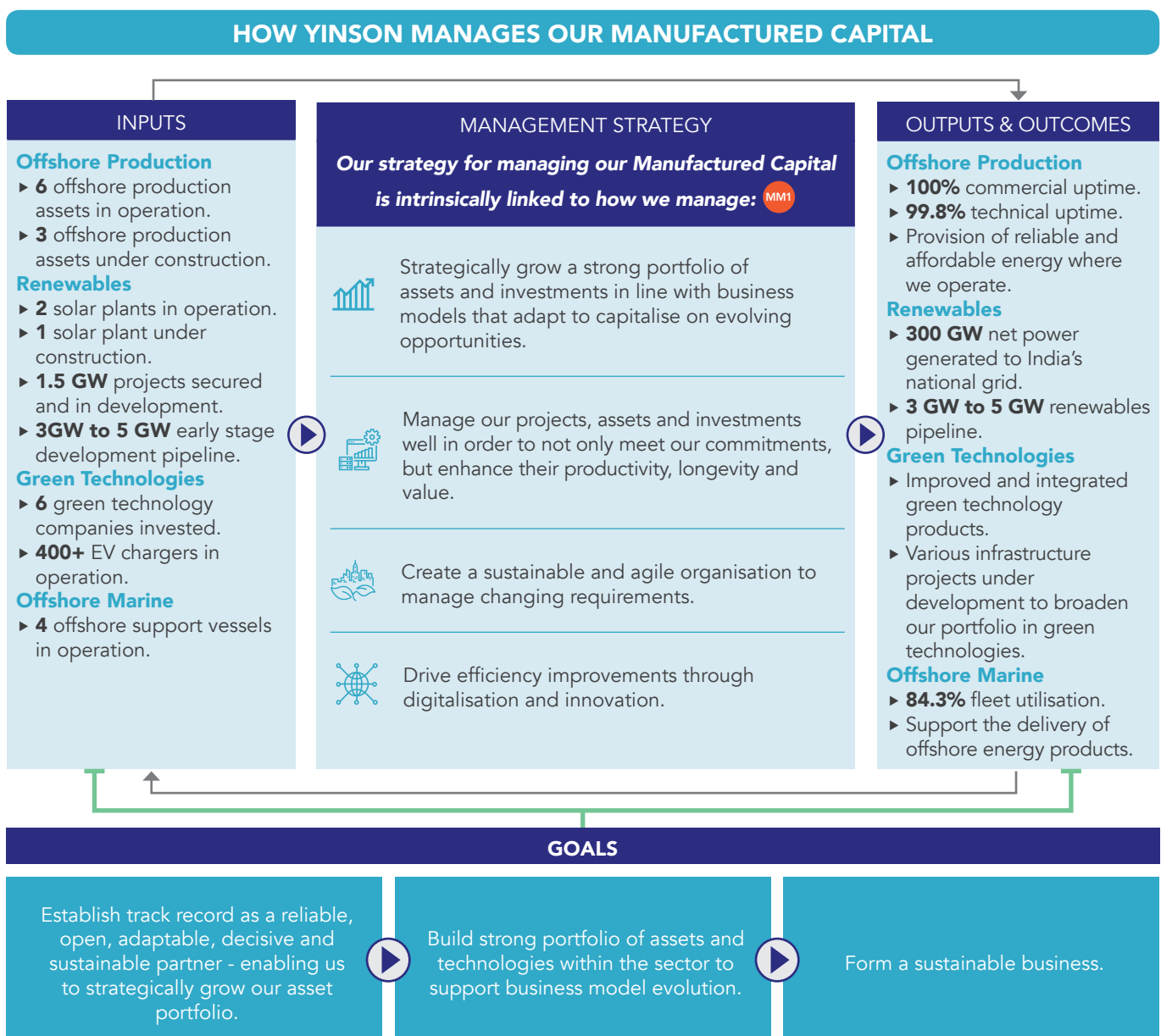


MANUFACTURED CAPITAL

Manufactured Capital refers to the manufactured physical objects that are available to an organisation for use in the production of goods or provision of services, including buildings, equipment and infrastructure. For Yinson, this includes the physical assets that we own that allow us to deliver energy products and services to the global energy supply chain.

‘Business Model Innovation’ is one of Yinson’s material topics, identified during our materiality assessment as a topic in which Yinson has a high potential to lead, as well as a topic which has the most material impact on our business. How we manage this material topic is intrinsically linked to how we manage our Manufactured Capital. Our strategy for managing our Manufactured Capital is to grow a strong asset portfolio that is aligned with our goals and strategies, and manage them well in order to enhance their productivity, longevity and value. Innovating our business model, such as through our diversification into renewables and green technologies, allows for the strategic growth of our asset portfolio. Good management of these assets can then create revenue streams that fuel our growth plans, ultimately safeguarding the sustainability of the Group.



MANUFACTURED CAPITAL

MM1 MATERIAL TOPIC: BUSINESS MODEL INNOVATION	
<p>DEFINITION OF MATERIAL TOPIC Improve business resilience against external pressures, market signals and trends through offering of innovative products and services.</p>	<p>IMPACTS</p>
<p>WHY IS THIS TOPIC MATERIAL TO YINSON The inherent uncertainties of the global market have demonstrated that businesses need to be resilient, innovative and forward-looking. We believe that oil & gas will remain essential in the global energy mix and will reach peak demand in the coming decade. With our core business related to oil & gas production, Yinson understands the need for adapting our business model in order to maintain long-term value creation and competitiveness. A key way we are adapting our business model is by diversifying our business interests through investments in renewables and green technology-based solutions. We have also embarked on a strategic review of our FPSO business and a GSR to make the right decisions for our growth and long-term sustainability. Even as we adapt our business model for the future, we are cognisant that managing our current assets and businesses well is of paramount importance, as it builds our track record as a reliable partner who delivers on our commitments. This provides assurance of our capabilities to carry out our growth plans, and the financial capability to do so.</p>	
<p>RISKS</p> <ul style="list-style-type: none"> • Lack of thoughtful business model innovation could cause businesses to miss out on potential new growth areas. • Hasty entry into new business streams and technologies without the requisite experience and due diligence may lead to a high failure rate. • The growth of new businesses may outpace that of existing talent skillsets, leading to increased employee attrition. • Significant resource outlay into new projects without an adequate understanding of the risks may impact the stability of the existing business model. • Failure to meet commitments on asset delivery or operations could affect track record, and in turn lower stakeholder confidence. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • The ability to innovate and adapt business models to capture opportunities in the transitional business landscape can assure the sustainability of the business. • Nimbleness in comparison to peers on identifying and investing in suitable new business segments could lead to a first-mover advantage. • Companies that are able to clearly communicate their business model and plans for business transition can gain investor confidence and support. • A strong track record on asset delivery and operations provides an edge over competitors for new project bids and ventures.
Management approach	
<p><i>Growing a strong portfolio of strategic assets</i></p> <p>Yinson’s investment decisions for potential new assets and projects are guided by our Group Investment Policies, which outline the target of minimum returns on investments. Under the framework, returns are correlated to a project’s risk factors such as counterparty, contractual legal terms, technical requirements, operational requirements, political environment, tax, ESG considerations, project partners involved and strategic considerations.</p> <p>Additionally, any project-specific risk factors are also discussed by Yinson’s MC when making investment decisions. The updated framework allows a balance to be achieved between the commercial expectations from an investment and Yinson’s strategic goal of achieving sustainable growth.</p> <p>Separate policies were adopted for Yinson Production, Yinson Renewables and Yinson GreenTech to take into account that the value chains of these businesses are significantly different. The Board and Management will continually review the policies to keep up to date with best practices. The strategies for each business division are elaborated within the respective business reviews and summarised as below:</p> <p>Yinson Production</p> <ul style="list-style-type: none"> • Build a sustainable pipeline of conversion and redeployment projects in the world’s most active offshore production regions. • Build our track record in low emission design, execution and operation. <p>Yinson Renewables</p> <ul style="list-style-type: none"> • Participate in the full renewables value chain. • Market selection based on strong market fundamentals and potential, scalability, good and reliable counterparties, quality projects, and risk and reward balance. • Project selection is based on resource and partner quality and the ability to deliver value through the value chain. 	

MANUFACTURED CAPITAL

Yinson GreenTech

- Identify and invest in strategic green technology assets within the marine, mobility and energy segments.
- Contribute to building a green ecosystem in the geographical areas where the Group currently has a presence.
- Relentlessly drive innovation in line with government incentives and industry trends.

Regulus Offshore

- Participate in the Asia Pacific region bids with a focus on the Malaysian market to support PETRONAS and Petroleum Arrangement Contractors.
- Secure quality and long-term projects that can bring stable cash flow.



Increasing our portfolio of profitable assets, pg 103; Market positioning, pg 109; Market selection, pg 109; Project selection & local partners, pg 109; Strategic green technology investments, pg 115; Malaysia operations update, pg 117

Delivering quality assets with value add

'Professional and skilled project management team' is a Yinson Edge, where we believe we have an edge over the competition. Guided by our Project Management Philosophy, Yinson Production has an excellent track record of delivering our offshore production assets on time, on budget and in line with client expectations. Now having diversified into Renewables and Green Technologies, the same culture of excellence and reliability translates into the delivery of our renewables and green technology assets.

We believe in adding value to our assets through innovation and digitalisation. For example, we are pioneering the technologies of our Zero Emissions FPSO concept, which goes beyond the scope of traditional FPSO design. In another example, we are working with strategic and technology partners to develop an integrated green marine transport solution which combines advanced hydrofoil technology, swappable battery solutions and a digital platform for monitoring, control and analytics.

Yinson's management approach for the delivery of our assets includes:

- Cultivating open and honest relationships with our clients and stakeholders which are built on trust.
- Creating and maintaining a sustainable, agile and effective project management structure and team to manage changing project requirements, leveraging on Yinson's diverse expertise.
- Ensuring quality through effective equipment, vendor and service provider selection.
- Increasing focus on embracing the energy transition, utilising Yinson's core competencies to develop affordable, low carbon energy solutions.



Leading the way with responsible solutions, pg 103; Excellent project execution to support reputation, pg 103; Building a strong leadership team, skilled workforce & organisational culture; pg 104; Building the platform to create value, pg 109; Driving innovation in line with government incentives & industry trends, pg 115

Safe & reliable asset operations with value add

Yinson's high standards of operational excellence guide the management of our assets in the operational phase of their lifecycle. These standards are supported by effective risk management, quality assurance and continuous improvement. We also look to enhance the value of our operational assets through innovation and digitalisation, such as the 3D printing and drone-assisted technologies developed by our ALM team, and the development of an integrated digital platform for Yinson GreenTech's mobility segment.

Yinson's management approach for the operations of our assets includes:

- Health & safety: We are committed to safeguarding the health, safety and security of our employees, subcontractors and assets, as well as continually adapting to Covid-19 risk.
- Operational performance: We strive to maintain excellent fleet uptime, stable renewable energy generation, reliable performance of green technology assets and strong fleet utilisation.
- Environmental performance: We seek to lower our environmental impact across all our business divisions through monitoring and managing our environmental outputs.



Investing in emerging technologies & digitalisation, pg 44; Environmental performance, pg 101; Industry-leading operations & safety performance, pg 103; Human capital development, pg 151