



OVERVIEW

- 13 Chairman Statement
- 16 Business Model
- 18 Value Creation Model
- 20 Board Of Directors
- 26 Senior Management
- 32 Global Presence
- 34 Key Assets & Strategic Investments
- 37 Strategic Alliances & Industry Contribution

CHAIRMAN STATEMENT

Commentary by Lim Han Weng, Founder & Group Executive Chairman



On behalf of the Board, I am pleased to present Yinson's Annual Report 2022. 2021 was a fruitful year as we achieved one of our strongest financial performances since we were founded, and made significant inroads on our sustainability journey.

FYE 2022: A YEAR TO REMEMBER

In 2021 the Covid-19 pandemic continued to affect countries and communities globally, sparking renewed mobility restrictions late in the year due to the emergence of the new variant. Energy price hikes and supply disruptions have caused broad-based inflation across many economies, which is expected to persist into 2022. The International Monetary Fund forecasts global growth for 2022 to slow down to 4.4% as compared to 5.9% in 2021, and growth may slow down even further due to the geopolitical tensions between Russia and Ukraine, higher inflation due to the rise in energy and commodity prices, prolonged supply chain bottlenecks, financial markets instability and risks of new Covid-19 variants. Nevertheless, we are optimistic that markets will prove their resilience as global health strategies are rolled out, supply-demand imbalances gradually wane and major economies respond with tightening of monetary policies to curb inflationary pressures.

After having recovered from the pandemic-triggered oil price collapse, oil prices stabilised and went on an uptrend to breach the USD100 per barrel mark in February 2022. Even though the high oil price encourages activities in the oil & gas sector, the Group is vigilant of the repercussions from high energy prices as the Bureau of Labor Statistics' Consumer Price Index rose sharply to 7.9%, which is the highest level since January 1982. Going through two oil price downturns in close succession has caused underinvestment in new production and also made oil companies more disciplined on costs, with many lowering their breakeven cost per barrel. These high prices may not be sustained in the long-term, however we believe oil companies will still be able to operate profitably and expand production

even if prices should drop. The elevated oil price will also hasten the global push for the next generation of alternative, clean energy technologies. Our renewables and green technologies divisions are well positioned to capitalise on this opportunity. On the offshore production side, we will continue to strengthen our project pipelines and develop our asset portfolio to deliver strong orderbooks and stable cash flows. We are also actively seeking ways to unlock the value of this division to fuel our Group's growth.

Overall, we acknowledge the risk that the uncertain external environment brings to our business – however we have devoted great effort to turning these risks into opportunities and believe our greatest growth is just on the horizon.

Yinson has made considerable headway in all our business divisions. We secured two new FPSO projects in Brazil and also expanded our renewables presence with two wind energy projects in Brazil's Ceará region. Thus, we are pleased to have further anchored our presence in Brazil, and we look forward to contributing to Brazil's energy industry for the foreseeable future. Our renewables pipeline is now between 3 GW and 5 GW across Latin America, Europe and Asia Pacific region including close to 1.5 GW in the development and consenting phase moving towards ready-to-build status. On the green technologies front, Yinson GreenTech has made good inroads into our goal to build a green energy ecosystem in the areas of marine, mobility and energy. We recently became the majority shareholder of Malaysia's largest EV charging station network, ChargeEV, launched our EV leasing business in Singapore and invested in e-bikes with swappable batteries through the region's forerunner in this field, Oyika. We're also active in the autonomous front through our investments in Singapore-based

CHAIRMAN STATEMENT

MooVita and their Malaysian operations arm, eMoovit. Our marine green technology investments in the last year include global leader in marine battery solutions provider Shift Energy, and we are actively developing the prototype for Hydroglyder – our light marine craft equipped with advanced hydrofoil technology.

The Group achieved its strongest financial performance yet, with a Profit After Tax (“PAT”) of RM524 million – an increase of 27% over FYE 2021’s PAT. I am pleased to report that Yinson achieved a significant increase in our profitability through the steady growth of our FPSO operations, alongside continuous investment into high capital expenditure FPSO projects and new activities in renewables and green technologies.

SUSTAINABILITY – OUR KEY FOCUS

We remain determined to become a sustainability leader within our industry, believing that this will provide a positive ripple effect to the communities and environment around us while ensuring that our business remains relevant for many years to come.

We are proud to have made significant progress in improving our sustainability performance, which you may read about in the Strategy & Outlook section of this Report as well as the Sustainability Statement. These efforts have won us several recognitions, including an improved ESG risk rating from Sustainalytics which placed us in the top 9th percentile of the energy service industry and maintenance of our position in the FTSE4Good Index. As a further feather in our hat, Yinson was awarded ISO 37001 ABMS certification by Bureau Veritas, making us amongst the first oil & gas companies in Malaysia to be accredited with this internationally recognised standard.

SHARE PRICE PERFORMANCE

Yinson’s share price started off at RM5.18 on the first day of the financial year under review. It has remained stable, averaging around RM5.30, being well-supported by our strong fundamentals. Consistency is key for us as it is what allows us to focus on the growth ahead. Meanwhile, our total orderbook is well over 10 times our total market capitalisation.

REWARDING OUR SHAREHOLDERS

We have distributed RM43 million in dividends for FYE 2022, representing 4.0 sen per ordinary share dividend declared for FYE 2022. In addition, we have recommended a final dividend of 2.0 sen per ordinary share for FYE 2022 for shareholders’ approval at the forthcoming 29th AGM.

On 20 December 2021, we announced our intention to undertake 1-for-1 Bonus Issue and Renounceable Rights Issue together with free detachable warrants. The aim of the Bonus Issue is to reward our existing shareholders for their continuous support, and also allow shareholders to increase their equity with the larger share capital base post completion and participate in the future growth of the Group. Shareholders approved the Bonus Issue proposal during the EGM held on 29 March 2022 and this Bonus Issue was completed on 14 April 2022.

Shareholders also approved the Renounceable Rights Issue during the EGM, which aims to raise gross proceeds of up to RM1.22 billion. This equity fundraising exercise will improve the Group’s net gearing and financial position, and the proceeds will be used to part finance our new FPSO projects and our expansion into renewables and green technology businesses. This exercise is expected to be completed by mid-2022, barring any unforeseen circumstances. Our last Rights Issue was in 2014, after which we have successfully completed four FPSO projects and diversified into new businesses. With shareholders’ support on this Rights Issue, we believe we will be able to achieve our next big leap of growth by tapping further into capital markets and accelerating our renewables and green technology businesses.

STRENGTHENED BOARD OF DIRECTORS

A warm welcome goes out to Mr Gregory Lee on his appointment as an Independent Non-Executive Director on 1 October 2021. He will further enhance the Board with his 25 years of experience as a strategic advisor and venture investor. The appointment is in line with the Group’s expansion into new business opportunities and will certainly be strengthened through his vast knowledge in small, medium and large technology businesses across various global locations.

With our Board now stronger than ever, we are confident that we are well-poised to contribute positively towards the Group’s growth and leadership in the energy infrastructure business for many years to come.

APPRECIATION

On behalf of the Board, our deepest appreciation goes to our clients, financiers, vendors, advisors as well as the relevant authorities for your unwavering support rendered to Yinson. Your support has indeed brought us to where we stand today.

To our Yinson family around the globe, allow me to extend my heartfelt thanks for all the phenomenal work you’ve done thus far. Let’s continue to uphold our Core Values as we stand together to overcome hurdles that may come our way for the journey ahead.

OUR MISSION

Passionately delivering **powerful** solutions

OUR VISION

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

OUR CORE VALUES

RELIABLE

We always deliver on our commitments

OPEN

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

ADAPTABLE

We understand our stakeholders and collaborate to realise our common goals

DECISIVE

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

SUSTAINABLE

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

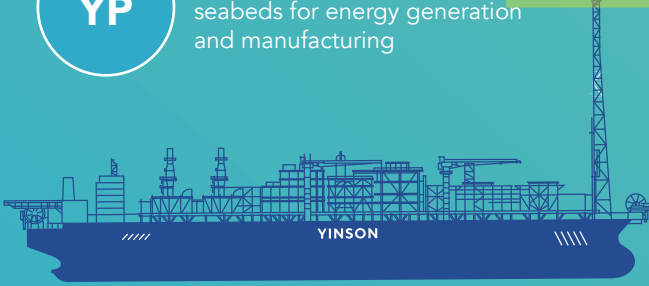


www.yinson.com

BUSINESS MODEL

YP

YP processes oil & gas from seabeds for energy generation and manufacturing



RO

RO provides support services to offshore assets



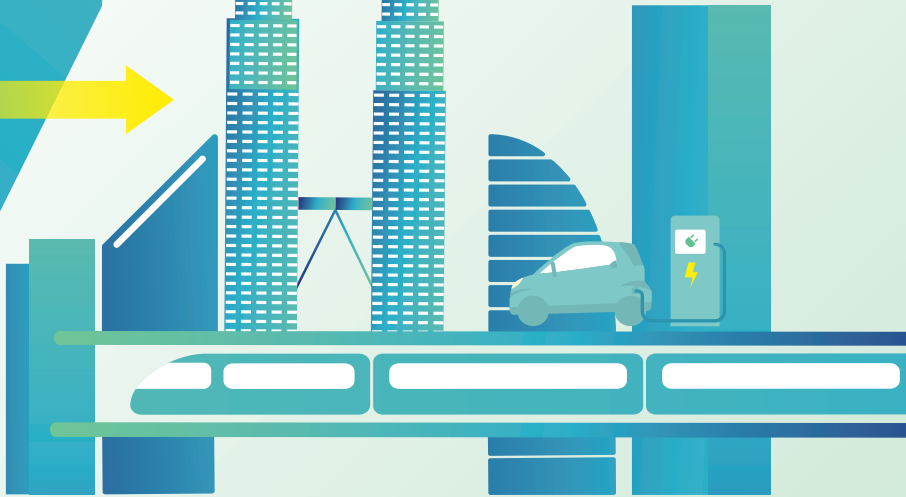
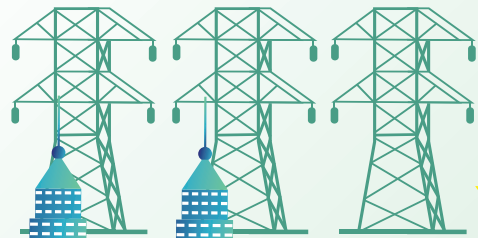
YGT

YGT provides clean, technology-based products and services for the marine and transport ecosystems



YR

YR generates electricity from renewables sources



BUSINESS MODEL

	YINSON PRODUCTION 	YINSON RENEWABLES 	YINSON GREENTECH 	REGULUS OFFSHORE 
CLIENTS AND NATURE OF RELATIONSHIP	<p>Charterers in the oil & gas industry, typically oil majors or national oil companies.</p> <p>We maintain long-term relationships with a small client base, with the quality of the relationship dependent on our operational service achievements.</p>	<p>Primarily Government-owned or public listed power utilities and industrial/commercial customers.</p> <p>We maintain long-term relationships with an industrial and public client base, with the quality of the relationship dependent on our reliable delivery of contracted power.</p>	<ul style="list-style-type: none"> Consumer-facing businesses in the mobility, marine and energy segments. Consumer market within the energy segment. <p>We maintain a large customer base, with the quality of the relationship dependent on our ability to help our customers transition to net zero.</p>	<p>Offshore oil & gas companies, offshore wind operators and offshore marine operators.</p> <p>We maintain a small client base, with the quality of the relationship dependent on our operational service achievements.</p>
CLIENT VALUE PROPOSITION	<p>Provision of processing, storing and offloading of crude oil and gas from subsea reservoirs through the design, construction, leasing and operation of production assets for the offshore oil & gas industry.</p>	<p>Provision of stable and reliable power generated from renewable assets to the relevant power grid.</p>	<p>Provision of accessible and affordable, environmentally-friendly, easy-to-use, technologically-enhanced and integrated, zero carbon ecosystem of products and services across land and marine transport.</p>	<p>Provision of support services to offshore production assets such as crew transfer, provision of supplies and maintenance services.</p>
KEY ACTIVITIES	<ul style="list-style-type: none"> Secure quality projects. Deliver projects on time and on budget. Deliver industry-leading safety and operations performance. 	<p>We participate in the full renewables value chain:</p> <ul style="list-style-type: none"> Find, evaluate and secure sites. Design and develop assets, including securing grid applications, power sales and financing. Carry out pre-construction and construction work. Own and operate the asset. 	<ul style="list-style-type: none"> Invest into green tech companies, operating them where applicable. Provide a platform for prototyping innovations and commercialisation of integrated technologies. Accelerate the adoption and adaptation of EVs and vessels. Support commercial and industrial customers to meet their own net zero ambitions. 	<ul style="list-style-type: none"> Preparation and participation in bids. Performing support services for offshore assets.
REVENUE MODEL	<p>Fixed, daily hire rate for the duration of the contract, with incentives for good performance.</p>	<p>Recurring stable revenue once operational and power sales start.</p>	<ul style="list-style-type: none"> Leasing of EV fleets and electric vessels. Subscription-based and pay-per-use for charging infrastructure. Licensing-based white-labelled software solutions. 	<p>Fixed charter rates based on contracts.</p>
KEY COSTS	<p>Asset construction and conversion, salaries, interest payments, asset operations and maintenance, insurance.</p>	<p>Asset development and construction, salaries, local partnerships, interest payments, asset operations and maintenance.</p>	<p>Investments into strategic technology companies, purchase and upkeep of assets, development of new technologies, salaries, interest payments.</p>	<p>Salaries, upkeep of assets.</p>
KEY PARTNERSHIPS	<p>Ship builders, bankers and lenders, investors, major subcontractors.</p>	<p>Local & state governments, local development partners, contractors & suppliers, local regulators, bankers & lenders.</p>	<p>Governments, research institutions, marine and mobility supply chain.</p>	<p>Shipyards, regulators, crewing agencies.</p>
KEY RESOURCES	<p>Operating our business requires inputs from all our Capitals, which we frame against our material matters in Our Capitals (pg 136)      </p>			



VALUE CREATION MODEL

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

MISSION Passionately delivering **powerful** solutions

INPUTS

STRATEGIC FRAMEWORK AND BUSINESS ACTIVITIES

OUTPUTS

C1 FINANCIAL

- > **RM2,873 million** cash and liquid investments
- > **RM8,758 million** total loans and borrowings

MANUFACTURED

Offshore Production

- > **6** offshore production assets in operation
- > **3** offshore production assets under construction

Renewables

- > **2** solar plants in operation
- > **1** solar plant under construction
- > **1.5 GW** projects secured and in development
- > **3 GW to 5 GW** early stage development pipeline

Green Technologies

- > **6** green technology companies invested
- > **400+** EV chargers in operation

Offshore Marine

- > **4** offshore support vessels in operation

C2

INTELLECTUAL

- > Robust corporate and organisational governance
- > Development of strong cybersecurity capabilities and practices
- > Implementation of VRP
- > Implementation of HR Transformation Plan
- > Data Protection Officers trained in Data Privacy Laws in their respective countries
- > 1 research grant awarded and 1 research grant sponsored

C3

HUMAN

- > **963** total employees
- > **55,100** total training hours on LMS
- > **97** leaders from Yinson Production attended SAYFR X-lab workshops
- > **18** leaders completed L.E.A.D. programme

C4

SOCIAL & RELATIONSHIPS

- > **RM1.7 million** spent on CSR programmes
- > **382** suppliers and vendors engaged through the VRP
- > Proportion of expenditure on local suppliers: **54.1%** Ghana, **62%** Nigeria, **91.6%** Malaysia
- > **12** analyst briefings
- > **45** investor events and meetings
- > Regular engagements with all our stakeholder groups

C5

NATURAL

- > **2,541,697.7 MWh** energy consumption
- > **10.9 ML** water consumption

C6

YINSON'S STRATEGIC FRAMEWORK & EDGE (pg 58)

GROUP STRATEGIES

BUSINESS

- GS1 Operationalise ESG
- GS2 Forefront of innovation and disruption

CAPITAL

- GS2 Create sustainable shareholder value
- GS3 Tactical financial management

ORGANISATIONAL

- GS5 Build a platform for growth
- GS6 Empower decision-making

DIVISIONAL GOALS & STRATEGIES

YP

YINSON PRODUCTION
(page 96)

YR

YINSON RENEWABLES
(page 105)

YGT

YINSON GREENTECH
(page 111)

RO

REGULUS OFFSHORE
(page 116)

CREATE SYNERGISTIC VALUE

MATERIALITY MATTERS (PG 129)

MF1 Business Management & Profitability	Page 138	MH3 Human & Labour Rights	Page 155
MM1 Business Model Innovation	Page 142	MS1 Sustainable Supply Chain Management	Page 157
MI1 Good Corporate Governance	Page 145	MS2 Client Relationships	Page 158
MI2 Cybersecurity	Page 147	MS3 Community Engagement	Page 158
MI3 Digitalisation	Page 147	MN1 Climate Change & Greenhouse Gas Emissions	Page 161
MH1 Human Capital Development	Page 151	MN2 Waste & Pollution Management	Page 163
MH2 Operational Health & Safety	Page 153	MN3 Environmental Stewardship	Page 164

UNITED NATIONS' SDGS (PG 131)

4 QUALITY EDUCATION

5 GENDER EQUALITY

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

14 LIFE BELOW WATER

STAKEHOLDER GROUPS (PG 124)

S1 Bankers & lenders	S5 Government & regulatory bodies	S9 Partners
S2 Clients	S6 Industry	S10 Vendors & suppliers
S3 Crew	S7 Investors & shareholders	
S4 Employees	S8 Local communities	

55,989,971.4 barrels of oil equivalents produced

100% commercial uptime

99.8% technical uptime

300 GW net power generated to India's national grid (100% basis)

287,986 tonnes CO₂e carbon emissions avoided

Improved and integrated green technology products

84.3% fleet utilisation of offshore marine fleet

BY-PRODUCTS

617 tonnes waste

2,494.7 ML water discharged

1,324,699.4 tonnes CO₂e Group carbon emissions

VALUE CREATION MODEL

CORE VALUES

RELIABLE

OPEN

ADAPTABLE

DECISIVE

SUSTAINABLE

OUTCOMES

C1

FINANCIAL

- > **RM3,607 million** Revenue
- > **RM1,476 million** Adjusted Core EBITDA
- > **RM534 million** Core PAT
- > **RM3,775 million** Adjusted Revenue
- > **RM401 million** PATAMI
- > **18.8 sen** Basic EPS



C2

MANUFACTURED

OFFSHORE PRODUCTION

- > Provision of reliable and affordable energy in the countries where we operate

GREEN TECHNOLOGIES

- > Various infrastructure projects development to broaden our portfolio in green technologies
- > Various greentech research underway



RENEWABLES

- > **3 GW – 5 GW** renewables pipeline

OFFSHORE MARINE

- > Support the delivery offshore energy products

C3

INTELLECTUAL

- > ISO 37001 certification for ABMS in Kuala Lumpur and Singapore offices
- > **0** code of conduct breaches reported
- > **0** fines or settlements related to antitrust/anticompetitive business practices
- > **0** breaches concerning customer data
- > **0** suppliers identified as having potential negative social and environmental performance
- > Successful launch of Global HRIS
- > Various greentech research underway to expand our knowledge base in green technology



C4

HUMAN

- > **0.00** LTIF and **0.21** TRIF
- > **9.26%** annual attrition rate
- > **80** average training hours per employee
- > **21.9%** female employees
- > **9.1%** females in management positions
- > **36.4%** females in board or supervisory board positions
- > **64%** overall engagement score with **91%** employee response rate
- > Improvement in offshore safety culture from 'cover up' level in 2015 to almost 'excellence' level in FYE 2022



C5

SOCIAL & RELATIONSHIPS

- > **Over 9,600** students impacted through education CSR programmes
- > **20** scholarships provided
- > **4** teachers sponsored over 3 years
- > **0** suppliers flagged through the VRP for social and environmental non-performance
- > **100%** analysts find Yinson's engagement to have increased or maintained in FYE 2022
- > **4 out of 5** rating from analysts for Yinson's openness and transparency, access to management and usefulness of corporate presentation to gauge business outlook
- > Strong relationships with stakeholder groups



C6

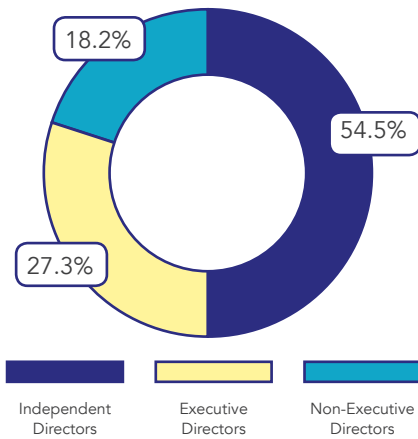
NATURAL

- > **489.3 kg CO₂e/MWh** Group carbon emission intensity
- > **23 kg CO₂e/BOE** Offshore Production carbon intensity



BOARD OF DIRECTORS

BOARD COMPOSITION



MR LIM HAN WENG
Group Executive Chairman
Non-Independent Executive Director

Age 70 | Malaysian | Male

DATE OF APPOINTMENT

- Founder/First Director/Executive Director – 9 March 1993
- Group Executive Chairman – 28 September 2009

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Member of Employees’ Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

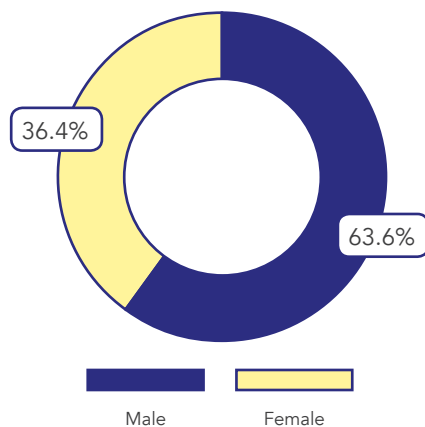
QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Higher School Certificate, Malaysia.
- Embarked into the transport and trading business in 1984 with the founding of Yinson Transport (M) Sdn Bhd.
- The main driving force behind the formulation and implementation of Yinson’s corporate and business strategies until the baton of managing the day-to-day work of Yinson was handed over to Mr Lim Chern Yuan in 2014.
- Oversees Yinson’s direction and overall performance.
- The largest shareholder in Yinson.

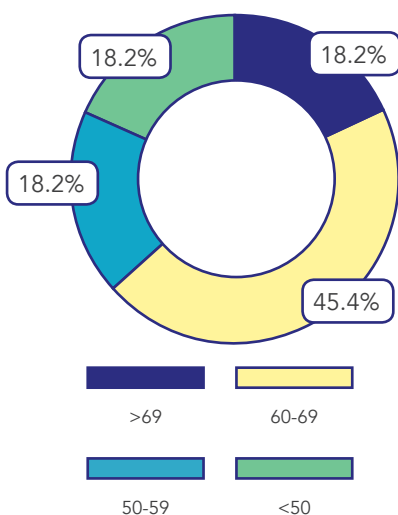
FAMILY RELATIONSHIPS

Spouse of Mdm Bah Kim Lian, brother of Mr Lim Han Joeh, and father of Mr Lim Chern Yuan and Mr Lim Chern Wooi.

GENDER DIVERSITY



AGE DIVERSITY



BOARD OF DIRECTORS



MR LIM CHERN YUAN
Group Chief Executive Officer
Non-Independent Executive Director

Age 37 | Malaysian | Male

DATE OF APPOINTMENT

- Executive Director – 28 September 2009
- Group Chief Executive Officer – 3 January 2014

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Member of Board Risk & Sustainability Committee
- Member of Employees' Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Commerce, University of Melbourne, Australia.
- Business Development Executive, Yinson (2005 – 2007).
- Senior General Manager, Yinson (2007 – 2009).
- Executive Director, Yinson (2009 – 2014).
- Group Chief Executive Officer, Yinson (2014 – present).
- Led Yinson's growth to become a global FPSO operator as well as its diversification into renewables and green technologies.

FAMILY RELATIONSHIPS

Son of Mr Lim Han Weng and Mdm Bah Kim Lian, and brother of Mr Lim Chern Wooi.



DATO' (DR.) WEE HOE SOON @ GOOI HOE SOON
Senior Independent Non-Executive Director

Age 61 | Malaysian | Male

DATE OF APPOINTMENT

- Independent Non-Executive Director – 11 August 2016

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Chairman of Audit Committee
- Chairman of Employees' Share Scheme Committee
- Member of Board Risk & Sustainability Committee
- Member of Nominating & Remuneration Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Red Ideas Holdings Berhad
- Perusahaan Sadur Timah Malaysia Berhad
- Hong Leong Foundation

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Member, Malaysian Institute of Certified Public Accountants.
- Member, Malaysian Institute of Accountants.
- Chief Executive Officer, Avenue Securities Sdn Bhd (2000 – 2004).
- Deputy Chairman/Group Managing Director, Avenue Capital Resources Berhad (2000 – 2004).
- Executive Director-Dealing, Avenue Securities Sdn Bhd (2004 – 2006).
- Chairman, EON Bank Bhd (2010 – 2011).
- Independent Director, AIA Bhd (2011 – 2018).
- Director, Bank Negara Malaysia (2018 – 2019).
- Board Member, Securities Commission Malaysia (2019 – present).
- Member, Investment Panel, Employees' Provident Fund of Malaysia ("EPF") (2021 – present).

BOARD OF DIRECTORS



MDM BAH KIM LIAN
Non-Independent Executive Director

Age 69 | Malaysian | Female

DATE OF APPOINTMENT

- Founder/First Director/Executive Director – 9 March 1993

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Lower Certificate of Education, Malaysia.
- Assists Mr Lim Han Weng, the Group Executive Chairman, in the general administration of the Group's operations.
- Maintains a close relationship with Yinson's clients and affiliates.
- Supports the Group Executive Chairman in overseeing Yinson's direction and overall performance.
- Provides valuable insights from her years of experience serving Yinson Group.
- Sits on the board of several subsidiaries of Yinson Group.

FAMILY RELATIONSHIPS

Spouse of Mr Lim Han Weng, sister-in-law of Mr Lim Han Joeh, and mother of Mr Lim Chern Yuan and Mr Lim Chern Wooi.



DATO' MOHAMAD NASIR BIN AB LATIF
Independent Non-Executive Director

Age 63 | Malaysian | Male

DATE OF APPOINTMENT

- Non-Independent Non-Executive Director – 11 August 2016
- Independent Non-Executive Director – 1 January 2020

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Chairman of Board Risk & Sustainability Committee
- Member of Audit Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- PLUS Malaysia Berhad
- Malaysian Resources Corporation Berhad
- United Plantations Berhad
- RHB Bank Berhad
- RHB Islamic Bank Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Social Science, Universiti Sains Malaysia, Malaysia.
- Certified Diploma in Accounting and Finance, Association of Chartered Certified Accountants (ACCA).
- Master of Science in Investment Analysis, University of Stirling, United Kingdom.
- Inspector, EPF (1982 – 1990).
- State Enforcement Officer, EPF (1990 – 1995).
- Senior Research Officer, Manager and Senior Manager, Investment and Economics Research Department, EPF (1995 – 2003).
- General Manager, International Equity Investment Department, EPF (2009 – 2013).
- Former Deputy Chief Executive Officer (Investment), EPF (2013 – 2019).
- Chairman, Investment Panel, Kumpulan Wang Persaraan (Diperbadankan) (2021 – present).

BOARD OF DIRECTORS



**PUAN ROHAYA BINTI
MOHAMMAD YUSOF**
Non-Independent Non-Executive Director

Age 56 | Malaysian | Female

DATE OF APPOINTMENT

- Non-Independent Non-Executive Director – 1 January 2020

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Projek Lebuhraya Usahasama Berhad
- United Plantations Berhad
- Malaysia Airports Holdings Berhad
- PLUS Malaysia Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Commerce, Australian National University, Canberra, Australia.
- Associate Member, Certified Practising Accountant (CPA) Australia.
- Financial Consultant, Audit Division, Arthur Andersen & Co. (1988 – 1990).
- Executive Vice President, Corporate Finance, Maybank Investment Bank (previously known as Aseambankers Malaysia Berhad) (1990 – 2005).
- Executive Vice President, Corporate Investment Banking, Maybank Investment Bank (2005 – 2008).
- Head, Corporate Finance, Investment Division, EPF (2008 – 2010).
- Head, Capital Market Department, EPF (2010 – 2017).
- Head, Private Market, Investment Division, EPF (2017 – 2019).
- Board of Trustees, Yayasan Khazanah (2019 – present).
- Chief Investment Officer, EPF (2020 – present).
- Chairman, Institutional Investors Council Malaysia (IIC) (2020 – present).



DATUK ABDULLAH BIN KARIM
Independent Non-Executive Director

Age 69 | Malaysian | Male

DATE OF APPOINTMENT

- Independent Non-Executive Director – 16 October 2018

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Member of Nominating & Remuneration Committee
- Member of Audit Committee
- Member of Board Risk & Sustainability Committee
- Member of Employees' Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Icon Offshore Berhad
- Uzma Berhad
- Ranhill Utilities Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor in Mechanical Engineering, University of Western Australia, Australia.
- Trainee Engineer, Petroliam Nasional Berhad ("PETRONAS") (1977 – 1978).
- Engineer, PETRONAS (1978 – 1981).
- Project Engineer, PETRONAS Carigali Sdn Bhd ("PETRONAS Carigali") (1981 – 1991).
- General Manager, Engineering Division, PETRONAS Carigali (1991 – 1995).
- Managing Director/CEO, OGP Technical Services Sdn Bhd (1995 – 1999).
- Managing Director/CEO, Malaysia LNG Group of Companies (1999 – 2004).
- Vice President, Exploration & Production Business, PETRONAS (2004 – 2007).
- Managing Director/CEO, PETRONAS Carigali (2007 – 2010).
- President/CEO, PETRONAS Carigali (2010 – 2012).
- Vice President & Venture Director, Domestic LNG Projects (2012 – 2016).

BOARD OF DIRECTORS



**RAJA DATUK ZAHARATON
BINTI RAJA ZAINAL ABIDIN**
Independent Non-Executive Director

Age 73 | Malaysian | Female

DATE OF APPOINTMENT

- Independent Non-Executive Director – 11 August 2016

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Chairman of Nominating & Remuneration Committee
- Member of Audit Committee
- Member of Board Risk & Sustainability Committee
- Member of Employees’ Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Taliworks Corporation Berhad
- Media Prima Berhad and Group

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Economics, University of Malaya, Malaysia.
- Master of Economics, University of Leuven, Belgium.
- Served the Government of Malaysia in various capacities for 34 years, principally in the capacity of policy analysis and financial evaluation (1971 – 2005).
- Director General, Economic Planning Unit (EPU), Prime Minister’s Department (2004 – 2005).
- Director, Kumpulan RZA Sdn Bhd and its subsidiary Raza Sdn Bhd (family-owned company) (2005 – present).
- Chairman, Areca Capital Sdn Bhd (2018 – present).



**PUAN SHARIFAH MUNIRA
BT. SYED ZAID ALBAR**
Independent Non-Executive Director

Age 43 | Malaysian | Female

DATE OF APPOINTMENT

- Independent Non-Executive Director – 1 January 2020

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- International Baccalaureate, Presbyterian Ladies’ College, Melbourne, Australia.
- Bachelor of Laws, Deakin University, Melbourne, Australia.
- Executive, Legal and Compliance Department, Astro Radio Sdn Bhd (2005 – 2008).
- Manager, Legal and Compliance Department, Astro Radio Sdn Bhd (2008 – 2011).
- Senior Legal Counsel, Usaha Tegas Sdn Bhd (2011 – 2017).
- General Manager, Corporate Finance & Strategy, Malaysian Resources Corporation Berhad (2017 – 2018).
- Affiliate Member, Institute of Corporate Directors Malaysia.

BOARD OF DIRECTORS

**MR LIM HAN JOEH**

Non-Independent Non-Executive Director

Age 63 | Malaysian | Male

DATE OF APPOINTMENT

- Executive Director – 30 January 1996
- Non-Independent Non-Executive Director – 11 August 2016

TOTAL BOARD MEETINGS ATTENDED

7 out of 7

BOARD COMMITTEE MEMBERSHIPS

- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Civil Engineering, Monash University, Melbourne, Australia.
- Operations Manager, Yinson Transport (M) Sdn Bhd (1984 – 1986).
- Executive Director, Yinson Corporation Sdn Bhd (1986 – present).
- Executive Director, Yinson Holdings Berhad (1996 – 2016).

FAMILY RELATIONSHIPS

Brother of Mr Lim Han Weng, and brother-in-law of Mdm Bah Kim Lian.

**MR GREGORY LEE**

Independent Non-Executive Director

Age 59 | American | Male

DATE OF APPOINTMENT

- Independent Non-Executive Director – 1 October 2021

TOTAL BOARD MEETINGS ATTENDED

2 out of 2

BOARD COMMITTEE MEMBERSHIPS

- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

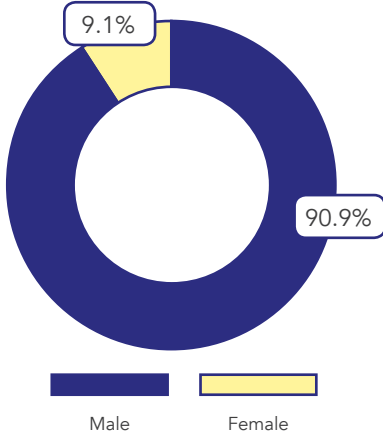
- Bachelor of General Biology, University of California, San Diego.
- Senior Vice President, Kellogg Company (1993 – 1999).
- Executive Vice President, Johnson & Johnson (1999 – 2004).
- Global Chief Marketing Officer, Samsung Electronics (2004 – 2010).
- President and CEO, Samsung Asia (2010 – 2013).
- Board Member, Singapore Economic Development Board (2013 – 2015).
- President and CEO, Samsung Mobile and Samsung Electronics North America (2013 – 2017).
- Global President, Nokia Technologies (2017 – 2018).
- Global CEO, Bower & Wilkins (2018 – 2020).
- Founder and Director, 1DERLIFE Investment Management (2019 – present).
- CEO, FoodZaps Technology Pte Ltd (2020 – present).
- Founder and Managing Partner, 1DERLIFE Growth Partners Pte Ltd (2021 – present).
- Director, 1Derfood Technology Pte Ltd (2021 – present).

Save as disclosed, the Directors have no family relationship with any Director and/or major shareholder of the Company, have no conflict of interest with the Company and have not been convicted of any offence other than traffic offences within the past five years or at all.

Note: Age of Directors are counted based on date of birth.

SENIOR MANAGEMENT

GENDER DIVERSITY



MR LIM CHERN YUAN
Group Chief Executive Officer

Age 37 | Malaysian | Male

DATE OF APPOINTMENT

3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

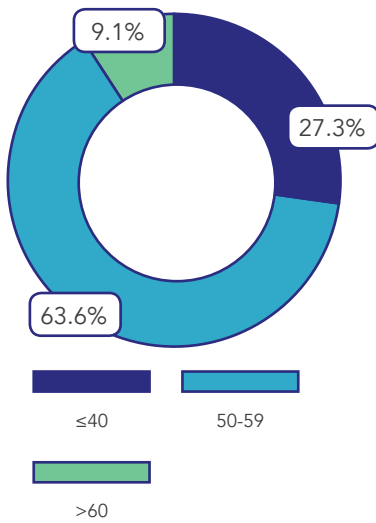
QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Commerce, University of Melbourne, Australia.
- Business Development Executive, Yinson (2005 – 2007).
- Senior General Manager, Yinson (2007 – 2009).
- Executive Director, Yinson (2009 – 2014).
- Group Chief Executive Officer, Yinson (2014 – present).
- Led Yinson’s growth to become a global FPSO operator as well as its diversification into renewables and green technologies.

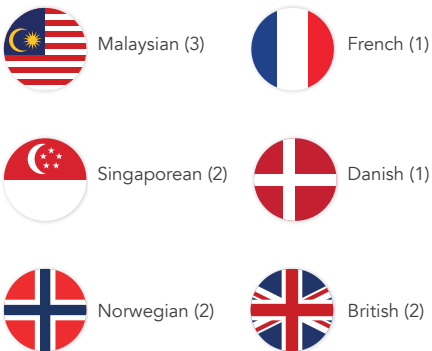
FAMILY RELATIONSHIPS

Son of Mr Lim Han Weng and Mdm Bah Kim Lian, and brother of Mr Lim Chern Wooi.

AGE DIVERSITY



NATIONALITY



SENIOR MANAGEMENT

**MR DANIEL BONG MING ENN**

Group Chief Strategy Officer,
Head of Group Corporate Advisory

Age 40 | Singaporean | Male

DATE OF APPOINTMENT

3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Chartered Accountant, Malaysian Institute of Accountants.
- Chartered Accountant, Institute of Singapore Chartered Accountants.
- Fellow, Association of Chartered Certified Accountants (ACCA).
- Gold medallist and first prizewinner of ACCA final papers (2003).
- Master of Science, Accounting and Financial Management.
- Alumni of INSEAD Advanced Management Programme (2021).
- Started career in international audit and advisory firms, covering engagements within a wide spectrum of industries.
- Moved on to a local real estate investment fund, covering corporate finance and corporate planning.
- General Manager, Corporate Finance and Strategy Development, Yinson (2011 – 2014).
- Group Chief Strategy Officer, Yinson (2014 – present).
- Works closely with the Group Executive Chairman, Group Chief Executive Officer and respective business division Chief Executive Officers to conceptualise, communicate and execute Yinson's short to long-term business and corporate strategies.
- Head of Group Corporate Advisory, Yinson, overseeing the corporate finance and investments, strategy development, corporate legal, governance, risk management and compliance, sustainability and corporate communications functions as well as manages the Group's business and financing partnerships (2014 – present).
- Maintains oversight of the Group's tax, treasury and financial reporting functions through reporting from the Group Chief Financial Officer.
- Instrumental to Yinson's growth, particularly in driving the transition from a logistics and trading company to the current global energy infrastructure, renewables and technology company.

**MRS LOUISA RACHEL BRADY**

Group Human Resource Director

Age 50 | British | Female

DATE OF APPOINTMENT

6 April 2020

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Diploma, Business & Finance, West Herts College, United Kingdom ("UK").
- Chartered Member, Institute of Personnel and Development, UK.
- Over 25 years of Human Resource leadership experience across global FTSE 100 FMCG and Defence industries.
- HR professional, Unilever (1990 – 2005).
- Various Heads of Human Resources in the Air Sector and Applied Intelligence businesses, BAE Systems PLC (2005 – 2020).
- Seconded to Malaysia to establish an Engineering Delivery Centre, leading a global HR team across Australia, Asia and Europe, BAE Systems Applied Intelligence Ltd (2013 – 2017).
- Group Head of Strategic Workforce Planning, BAE Systems PLC (2019 – 2020).
- Group Human Resource Director, Yinson (2020 – present).

SENIOR MANAGEMENT



MR ANDREW CHOY WEI NUNG
Group General Counsel

Age 57 | Singaporean | Male

DATE OF APPOINTMENT

1 February 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Member, Honourable Society of Gray's Inn, London, UK.
- Barrister-at Law, England and Wales.
- Advocate & Solicitor, Singapore.
- Arbitrator, Chartered Institute of Arbitrators.
- Certified Auditor, Quality Management System (ISO 9001:2008), International Safety Management (ISM), and International Ship and Port Facility Security (ISPS).
- Certified Practitioner, Personal Data Protection (Singapore).
- Experienced in legal practice in the upstream oil and gas industry, with a firm grounding in commercial and corporate work.
- Head of Legal, Yinson Offshore Production (2014 – 2018).
- Honorary Consul of the Republic of Ghana, Singapore (2018 – present).
- Committee Member, Skuld (2018 – present).
- General Counsel, Group Legal, Yinson (2018 – 2022).
- Redesignated as Group General Counsel, Yinson (2022 – present).



MR GUILLAUME FRANÇOIS JEST
Group Chief Financial Officer

Age 58 | French | Male

DATE OF APPOINTMENT

1 December 2020

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- General Management Program, Harvard Business School, Boston, Massachusetts.
- Master of International Management, Ecole Supérieure de Commerce de Paris, France.
- Over 26 years of finance leadership experience, with a strong record of building tax, treasury and financial reporting teams through periods of change in multicultural environments.
- International Financial Controller, Latin America, South Europe & Asia regions, Laboratoires Servier, Paris (1994 – 2000).
- Controller China, Nestlé Waters China, Shanghai (2001 – 2004).
- Controller Indonesia and Executive Committee Member, Nestlé Waters Indonesia, Jakarta (2004 – 2007).
- Director, Asia & Europe, Koch Audit and Advisory, Singapore (2008 – 2017).
- Finance Director & Executive Committee Member, Guardian Industries Africa, Middle East, India and Asia, in Bahrain (subsidiaries of Koch Industries) (2017 – 2020).
- Group Chief Financial Officer, Yinson (2020 – present).

SENIOR MANAGEMENT

**MR EIRIK ARNE WOLD BARCLAY**

Group Executive Vice President,
New Ventures and Technology

Age 50 | Norwegian | Male

DATE OF APPOINTMENT

3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Master of Engineering, Norwegian University of Science & Technology, Norway.
- Master in Energy Management ESCP/IFP Paris and BI (Oslo).
- Worked in the offshore oil industry since 1999.
- Senior Field Engineer, Schlumberger Oilfield Services (1998 – 2002).
- Business Development Manager, Aker Kvaerner Process Systems (2002 – 2005).
- Vice President, Business Development, BW Offshore (2005 – 2008).
- Chief Executive Officer, Songa Floating Production (2008 – 2011).
- Chief Executive Officer, Fred. Olsen Production ASA (2012 – 2013).
- Chief Executive Officer, Yinson Offshore Production (2014 – 2020).
- Redesignated as Group Executive Vice President, New Ventures and Technology, Yinson (2020 – present).

**MR FLEMMING GRØNNEGAARD**

Chief Executive Officer, Offshore Production

Age 52 | Danish | Male

DATE OF APPOINTMENT

7 April 2015

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Master of Engineering, Danish Technical University, Denmark.
- Worked in the offshore oil/shipping industry since 2001.
- Project Engineer, Maersk Ship Design (2001 – 2007).
- Director, Crane and Engineering Services, APM Terminals (2007 – 2009).
- Group Technical Director, Svitzer (A.P. Moller Maersk) (2009 – 2011).
- Vice President, Operations, Teekay Petrojarl (2011 – 2015).
- Chief Operations Officer, Yinson Offshore Production (2015 – 2020).
- Redesignated as Chief Executive Officer, Yinson Offshore Production (2020 – present).

SENIOR MANAGEMENT



MR ROLF MARTHIN NORMANN
Chief Operations Officer, Offshore Production

Age 55 | Norwegian | Male

DATE OF APPOINTMENT
1 May 2020

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Master of Science, Mechanical Engineering, Norwegian University of Science and Technology, Norway (1989).
- Executive Master of Business Administration, BI Norwegian Business School, Norway & Nanyang Technological University, Singapore (2012).
- Project Director, Read Process Engineering AS (1996 – 1999).
- Head of Projects, Hereema Tønsberg AS (1999 – 2002).
- Senior Project Manager, BW Offshore AS (2002 – 2011).
- Project Director, Fred. Olsen Energy ASA (2012 – 2013).
- CEO, Fred. Olsen Ocean Ltd (2013 – 2016).
- CEO, Aega ASA (2016 – 2017).
- Senior Project Manager Consultant, Scatec ASA (2018 – 2019).
- Project and Contracts Manager Consultant, Yinson Production AS (2019).
- Project Director, Golar LNG (2020).
- Chief Operations Officer, Yinson Offshore Production (2020 – present).



MR DAVID CHARLES BRUNT
Chief Executive Officer, Renewables

Age 59 | British | Male

DATE OF APPOINTMENT
1 October 2019

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Master of Chemical Engineering, University of Cambridge, UK.
- Master of Arts (Engineering), University of Cambridge, UK.
- Over 36 years of experience within a variety of energy industries.
- Worked in the offshore oil & gas industry from 1985 until 2013.
- Started his career with ConocoPhillips and held a variety of international positions in operations, technology and major projects (1985 – 1997).
- Manager Development Projects, Petroleum Geo-Services (1997 – 2001).
- Managing Director, Deepwater Composites (2001 – 2005).
- Senior Project Manager, Aker Kvaerner Subsea (2005 – 2008).
- Vice President, Business Development and Contracts, Fred. Olsen Production ASA (2008 – 2013).
- Chief Executive Officer, Fred. Olsen Renewables AS (2013 – 2019).
- Chief Executive Officer, Yinson Renewables (2019 – present).

SENIOR MANAGEMENT



**DATO' MOHAMED SABRI
BIN MOHAMED ZAIN**
Chief Executive Officer, Yinson Energy

Age 65 | Malaysian | Male

DATE OF APPOINTMENT

16 May 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Science, Petroleum Engineering, University of Wyoming, United States of America (1978).
- INSEAD Senior Management Development Programme (1998).
- Over 43 years of experience in the international oil & gas industry.
- Started his career with PETRONAS Malaysia in 1978.
- General Manager, Development Division, PETRONAS Carigali (2000 – 2005).
- General Manager, International Operations, PETRONAS Carigali (2005 – 2008).
- President, White Nile Petroleum Operating Company, Sudan (2008 – 2010).
- Vice President of Offshore Business Unit, MISC Berhad (2010 – 2012).
- President, GOM Resources Sdn Bhd (2013 – 2014).
- President, Puncak Oil & Gas Sdn Bhd (2013 – 2014).
- Chief Executive Officer, Yinson Energy (2014 – present).



MR LIM CHERN WOUI
Chief Executive Officer, Offshore Marine

Age 36 | Malaysian | Male

DATE OF APPOINTMENT

3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Applied Science, RMIT University, Melbourne, Australia.
- Master in Business Administration, RMIT University, Melbourne, Australia.
- Certified Auditor, Quality Management System (ISO 9001:2008).
- Certified Auditor, Environmental Management System (ISO 14001:2004).
- Certified Auditor, Occupational Health and Safety Management System (OHSAS 18001:2007).
- Certified Auditor, International Safety Management (ISM).
- Certified Auditor, International Ship and Port Facility Security (ISPS).
- Business Development Executive, Yinson (2008 – 2014).
- Chief Executive Officer, Yinson Offshore Marine (2014 – present).
- Oversees the operation and business of Yinson's Offshore Marine Division including Offshore Support Vessels, tugs and barges.

FAMILY RELATIONSHIPS

Son of Mr Lim Han Weng and Mdm Bah Kim Lian, and brother of Mr Lim Chern Yuan.

Save as disclosed, the Senior Management have no family relationship with any Director and/or major shareholder of the Company, have no conflict of interest with the Company and have not been convicted of any offence other than traffic offences within the past five years or at all.

Note: Age of Senior Management are counted based on date of birth.

GLOBAL PRESENCE

UNITED STATES
Houston
Marketing Representation

UNITED KINGDOM
London
Office

COLOMBIA
Renewables Development

ITALY
Renewables Development

CHILE
Renewables Development

GHANA
Accra & Takoradi
Office
FPSO John Agyekum Kufuor

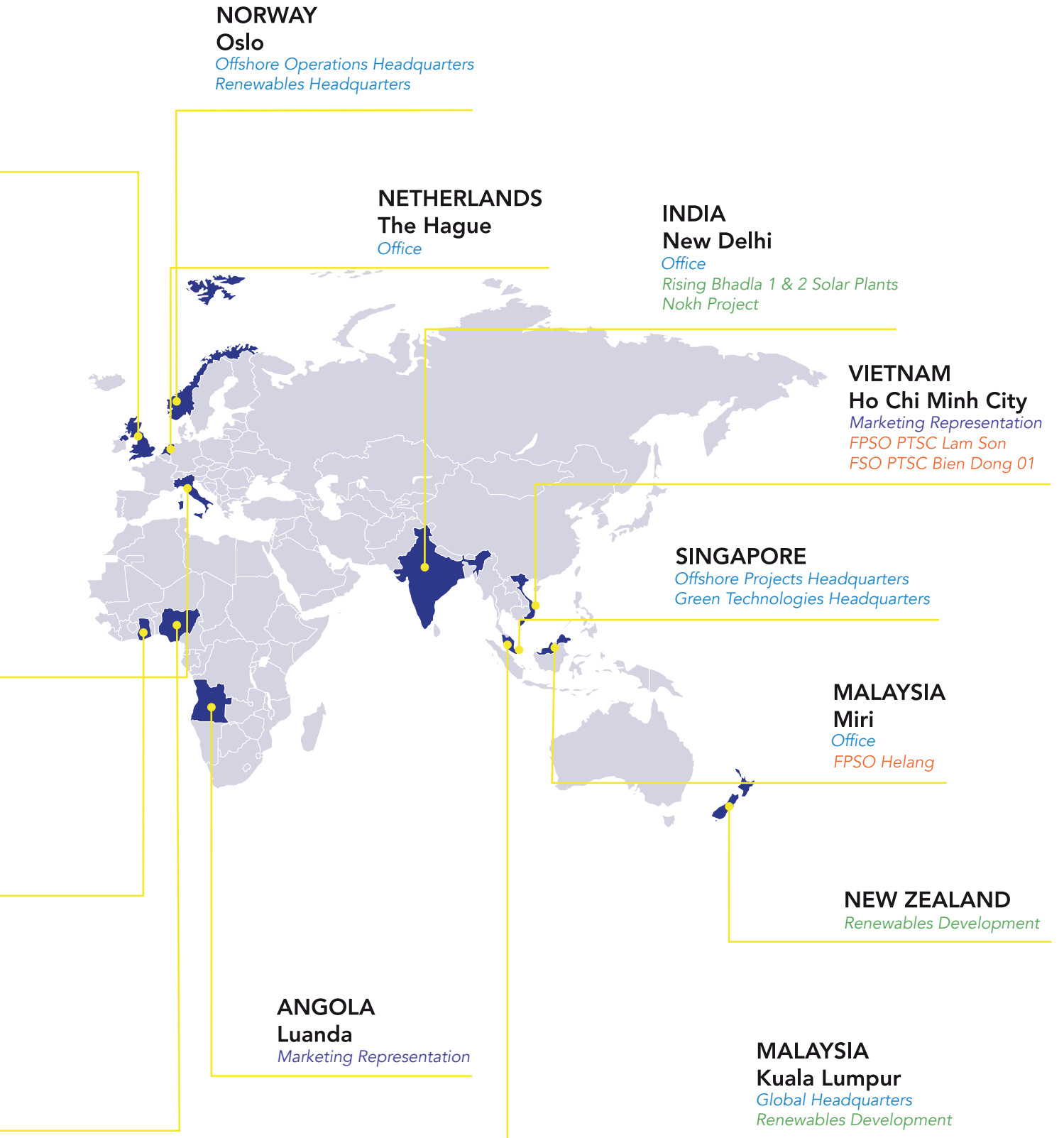
BRAZIL
Rio de Janeiro
Office
*FPSO Anna Nery**
FPSO Maria Quitéria#
FPSO Atlanta#
Renewables Development

NIGERIA
Port Harcourt
Office
FPSO Adoon
FPSO Abigail-Joseph

- *Offices and Headquarters*
- *Marketing Representations*
- *Offshore Production Assets*
- *Renewables Developments and Assets*

* *On track for deployment in 2023*
On track for deployment in 2024

GLOBAL PRESENCE



KEY ASSETS & STRATEGIC INVESTMENTS

OFFSHORE PRODUCTION



FPSO ADOON
 Field : Block OML 123, Nigeria
 Charterer : Addax Petroleum
 (subsidiary of Sinopec)



FPSO PTSC BIEN DONG 01
 Field : Block 05-2/05-3, Vietnam
 Charterer : PTSC (subsidiary of Petrovietnam)
 Joint venture with PTSC



FPSO PTSC LAM SON
 Field : Block 1-2/97, Vietnam
 Charterer : PTSC (subsidiary of Petrovietnam)
 Joint venture with PTSC



FPSO JOHN AGYEKUM KUFUOR
 Field : OCTP Block, Ghana
 Charterer : ENI



FPSO HELANG
 Field : Block SK10, Malaysia
 Charterer : JX Nippon



FPSO ABIGAIL-JOSEPH
 Field : Block OML 83 & 85, Nigeria
 Charterer : FIRST E&P



FPSO ANNA NERY
 Field : Marlim Field, Brazil
 Charterer : Petrobras
 Currently under conversion, on schedule for deployment in 2023



FPSO MARIA QUITÉRA
 Field : Jubarte Field, Brazil
 Charterer : Petrobras
 Currently under conversion, on schedule for deployment in 2024



FPSO ATLANTA
 Field : Atlanta Field, Brazil
 Charterer : Enauta
 Currently under conversion, on schedule for deployment in 2024



Scan the QR code for further details on our offshore production assets, including production capacity, contract durations and order book

KEY ASSETS & STRATEGIC INVESTMENTS

RENEWABLES



RISING BHADLA 1&2 SOLAR PLANTS

Location : Bhadla Solar Park, Rajasthan, India
 Counterparty : NTPC Limited
 Generation capacity : 140 MW(AC) / 175 MWp(DC)



NOKH PROJECT

Location : Nokh Solar Park, Rajasthan, India
 Counterparty : NTPC Limited
 Generation capacity : 190 MW(AC) / 285 MWp(DC)



Scan the QR code for further details on our renewables assets

OFFSHORE MARINE



YINSON HERMES

Vessel type: AHTS; DPS-1



PTSC LAM KINH

Vessel type: AHTS; DPS-1



YINSON PERWIRA

Vessel type: AHTS, DPS-2



PTSC HUONG GIANG

Vessel type: PSV; DPS-2



Scan the QR code for further details on our offshore marine assets

KEY ASSETS & STRATEGIC INVESTMENTS

GREEN TECHNOLOGIES

BUSINESS SEGMENTS



ENERGY



MARINE



MOBILITY

CAPITAL INVESTMENTS



Advanced Hydrofoil System for Marine Vessels



Swappable Batteries for Electric Bikes



Autonomous Systems For EVs



Marine Energy Storage Solutions



Autonomous And Robotic Technology



EV Charging Solutions

RESEARCH PARTNERSHIPS



NUS - YGT Joint Program Autonomous Bus



MPA - SMI Grant Call Electric Harbour Craft



Digital Twin Electric Vessel



Autonomous Vehicles Certification



Sandbox & Test Bed EVs



Cyberjaya Malaysia Living Lab and office



Scan the QR code for further details on Yinson GreenTech, including latest news and updates

STRATEGIC ALLIANCES & INDUSTRY CONTRIBUTION

Throughout the years, Yinson has formed strategic alliances with public and private bodies, to share ideas towards tackling some of the world's pressing and emerging issues. It is through these alliances with like-minded organisations that we are able to leverage our respective expertise and resources to expand our collective influence, bringing powerful solutions for greater impact and value creation. Below are some key examples of the alliances that we have been part of.

STRATEGIC ALLIANCE	YINSON'S CONTRIBUTION
 <p>CAN ceo action network</p>	<p>Yinson joined the CEO Action Network (CAN) in 2021, supporting their collective commitment to climate action and social stewardship. As a CAN member, we are actively working to facilitate sharing of knowledge and best practices, toward establishing collective commitment and actions to drive sustainable development in Malaysia.</p> <p>The CEO Action Network is a closed-door peer-to-peer informal network of CEOs of leading Malaysian businesses. It is a coalition of leaders with a purpose, focused on sustainability advocacy, capacity building, action and performance.</p>
 <p>bcSD Malaysia</p>	<p>Yinson is a member of the Business Council of Sustainable Development (BCSD) Malaysia and supports their objectives to raise awareness, share knowledge and build capacity; advocate the case for sustainability as a business opportunity; bring a collective business voice to engage with policymakers and regulatory authorities; initiate projects and programmes in collaboration with stakeholders in Malaysia and Southeast Asia.</p> <p>BCSD is a CEO-led, action-oriented, collaboration and advocacy platform. They convene their members and stakeholders in a safe pre-competitive collaborative space to develop tools, methodologies and to share best practices. They provide support to members to embed sustainability into core business strategies and operations to create a competitive advantage.</p>
 <p>TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES</p>	<p>Yinson has been a supporter of the TCFD since August 2021. We are aligned with their belief that better disclosure of information will allow companies to better incorporate climate-related risks and opportunities into risk management and strategic planning processes.</p> <p>The Financial Stability Board established the TCFD to develop recommendations for more effective climate-related disclosures that could promote more informed investment, credit, and insurance underwriting decisions and, in turn, enable stakeholders to better understand the concentrations of carbon-related assets in the financial sector and the financial system's exposures to climate-related risks.</p>
 <p>renewableUK</p>	<p>Yinson is an active member of RenewableUK since 2020 and is one of the organisation's directors. We concur with RenewableUK's vision to maximise opportunities to accelerate the renewables sector in the UK by taking proactive steps to ensure that the increasing amounts of renewable electricity are sufficient for both internal markets within the UK and for global export.</p> <p>RenewableUK is the trade association for wind power, wave power and tidal power industries in the UK. RenewableUK has over 660 corporate members, from wind, wave and tidal stream power generation and associated industries.</p>
 <p>Norwegian Energy Partners</p>	<p>Yinson has been an active member of Norwegian Energy Partners (NORWEP) since 2021. Since joining, we have been invited to share our industry knowledge and expertise in various webinar sessions to contribute to the promotion of the Norwegian energy industry.</p> <p>NORWEP supports the internationalisation of the Norwegian energy industry. The organisation acts as a catalyst for processes between the Norwegian energy industry and international businesses and governments and is founded on a shared intention of achieving synergies through focused efforts, coordination and managing activities and efforts.</p>

STRATEGIC ALLIANCES & INDUSTRY CONTRIBUTION



INDUSTRY CONTRIBUTIONS

Yinson is committed to sharing our knowledge with, and learning from, our peers in the industry to enhance overall industry excellence. With movement restrictions gradually easing towards late 2021, Yinson participated physically in industry events wherever possible, in alignment with our strategic objectives.

EVENT	YINSON'S PARTICIPATION
Singapore Maritime Week 2021 22 – 24 April 2021	Eirik Barclay, Executive Vice President of New Ventures and Technology, participated as a panel speaker in the Industry Panel on 'Harbour Craft – Electrification and Digitalisation'.
The Rise of ASEAN EV 29 July 2021	Eirik Barclay joined other industry leaders in the EV market to share his thoughts on the EV competition in the ASEAN region along with its implications as the global electrification megatrend gathers momentum. The talk was part of the InvestASEAN 2021 series organised by Maybank Kim Eng.
Reinventing Energy, Redefine Future 26 August 2021	Lim Chern Yuan was a panellist at the event together with other entrepreneurs and industry players in the Malaysian solar PV scene organised by Plus Xnergy. The talk covered Malaysia's energy transition to renewables and the growing demand for clean energy solutions.
FPSO World Congress 2021 6 – 8 September 2021	<ul style="list-style-type: none"> • Dr Aya Kusumawardhani, Lifecycle Efficiency Specialist lectured on 'Understanding How the Energy Transition Impacts FPSOs and Steps to Remain Relevant' and spoke on 'Building the Strategic Roadmap for the Evolution of FPSO Asset Integrity Management'. • Filipe Costa, Managing Director of Yinson Boronia Production presented in 'Industry Power Panel: Re-Imagining the Future FPSO with an Increased Emphasis on Low-Carbon and Low-Manned Development'. • Jan-Viggo Johansen, Vice President Asset Lifecycle Management ("ALM") presented on 'Improving Efficiency and Safety of FPSO Maintenance through Remote Inspection Tools'.
InvestMalaysia's 2021 Series 3: Sustainable growth 10 November 2021	Lim Chern Yuan was a panellist and addressed the topic of sustainable commodity growth. He spoke on how the energy landscape is rapidly evolving and that greener energy sources will become commercially viable in the future.

STRATEGIC ALLIANCES & INDUSTRY CONTRIBUTION

EVENT	YINSON'S PARTICIPATION
Africa Oil Week 2021 9 – 11 November 2021	Participated as an exhibitor where we met and connected with like-minded business partners, investors and key stakeholders to discuss on the opportunities, trends, challenges and sustainability-related matters for the oil & gas industry in the African continent.
The Talent Market #Reshuffle: Lead Roundtable 23 November 2021	Louisa Brady, Group HR Director was invited to be part of a panel, together with other HR leaders, to share her thoughts on the Malaysian talent market. The event was hosted by LinkedIn Malaysia and attended by HR professionals.
Bursa Malaysia's Opportunities Series 29 November 2021	Lim Chern Yuan and Director of Group CEO Office, Chai Jia Jun, discussed on the topic, 'Rising Beyond: A Global Energy Infrastructure & Technology Company', sharing how Yinson has been driving sustainability in our offshore production business, our rapid expansion into renewables and green technologies, and our commitment to accelerate the transition to a net zero world.
CGS-CIMB Thoughts Leadership Series 20 January 2022	Lim Chern Yuan was invited as a guest speaker and shared Yinson's growth story and how the company transformed into one of the largest independent FPSO operators worldwide. He also expounded on the Group's sustainability initiatives and transformation.
101 Sustainability Awareness 3 March 2022	Dato' Mohamed Sabri Zain, Chief Executive Officer of Yinson Energy and Alex Gwee Aik Seng, Head of Group Governance, Risk & Sustainability were invited to the 101 Sustainability Awareness event, where they shared on Yinson's sustainability roadmap, how we leverage on our position as a leader in ESG and our journey to achieve net zero by 2050. 342 attendees comprised of Petronas and its vendors attended the virtual session.
Brent Crude Oil Outlook: How high can it go? 14 March 2022	Lim Chern Yuan joined as a panellist and provided his thoughts and insights on the outlook of the energy industry as a top tier FPSO contractor. The event was hosted by Rakuten Trade and attended by retail traders.
Offshore Technology Conference Asia 2022 22 – 25 March 2022	<ul style="list-style-type: none"> • Dr Aya Kusumawardhani presented a paper titled, 'Sustainable Lifecycle Cost Efficiency Model' that was written together with Magnus Soon Arnhus, from the ALM team. The paper explained how sustainability factors are considered in the lifecycle cost of oil & gas facilities. • Suresh Venkatesh, from Yinson Production presented a technical paper titled, 'The Journey Towards a Net Zero Emission Future'. In his paper, he highlighted several emission reduction measures for achieving the climate goals. The key takeaway is that the energy sector has enormous potential, and we aim to actively contribute to the strengthening of the new global energy infrastructure and ecosystem as it evolves.
Nor-Shipping 2022 4 – 7 April 2022	Participated as a co-exhibitor with our strategic partner, Shift, to demonstrate our latest innovative solution for electric vessels with revolutionary technologies such as advanced hydrofoil technology and swappable marine batteries. We also showcased 3D printed parts, which are widely used in the circular economy as a way forward in reducing carbon footprint.
Singapore Maritime Week 2022 4 – 8 April 2022	Participated as Bronze Sponsor, providing the latest updates on our Hydroglyder.
Global Data Privacy, Cybersecurity & GRC ConfEx 12 April 2022	Rishi Ganiswaran, Senior Counsel & Chief Privacy Officer was invited as a guest speaker to provide his thoughts and views on the impact of European Union's (EU) General Data Protection Regulation on businesses around the globe and how Yinson navigates through the changing global privacy landscape.
Marine & Offshore Congress 2022 26 April 2022	Srinivas Tati, Vice President Business Development, Yinson GreenTech presented a paper on 'Technology Adaption for Enhanced Efficiency in Short Sea Shipping'. In his presentation, he shared the importance of an entire supply chain ecosystem to support the growth opportunities for electric harbour craft vessels in Singapore. Yinson GreenTech was Diamond Sponsor for the event.